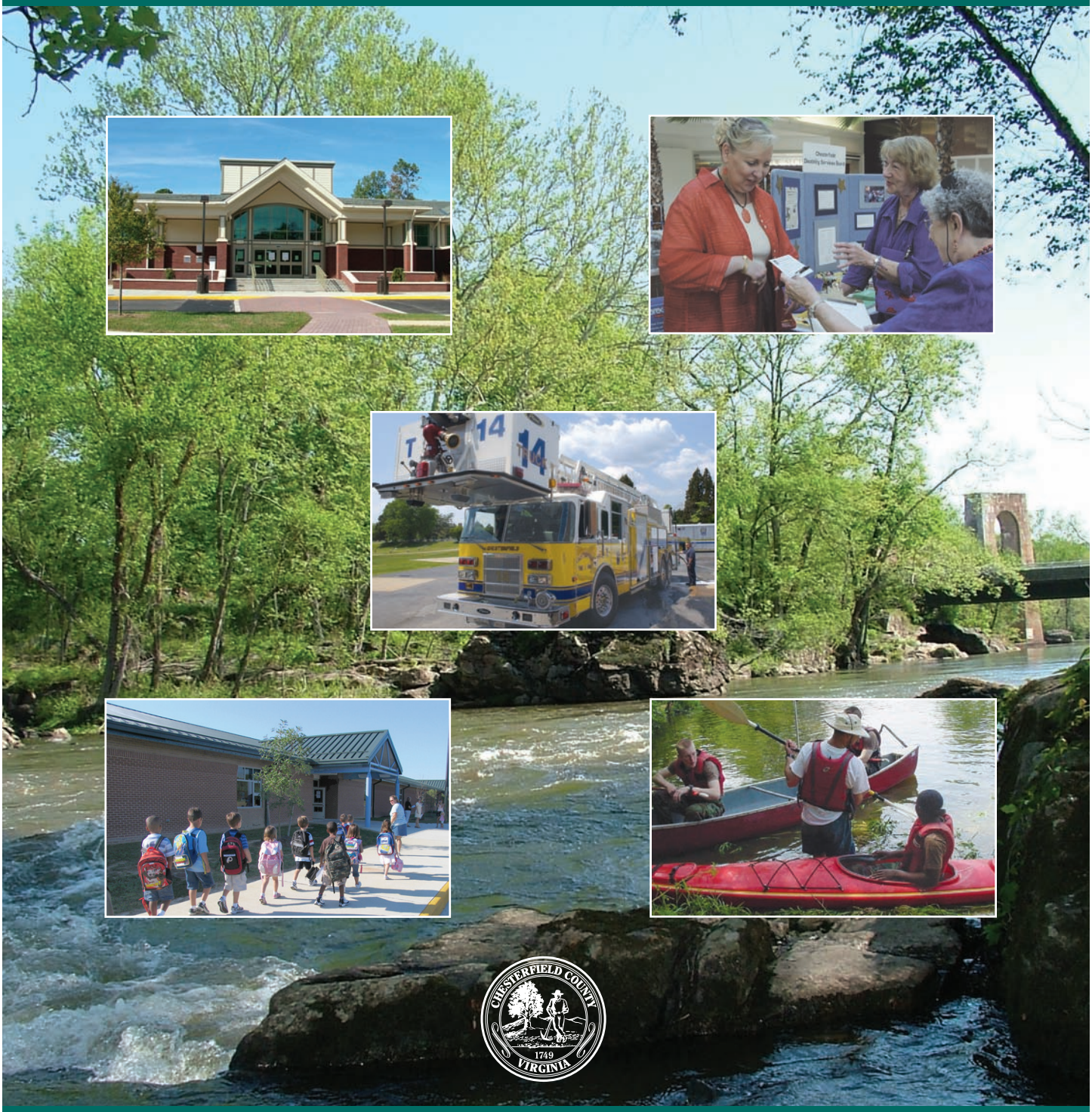
Chesterfield County, Virginia

Biennial Financial Plan, FY2009 and FY2010
FY2010 Amendments
Capital Improvement Program, FY2010-FY2014
Plus a sixth planned year, FY2015



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, 2008

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, 2008.

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 community

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 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 finest 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 the local government:
  - Customer Focus
  - Ethical Behavior
  - Teamwork
  - Leadership
  - Continuous Improvement
  - Open Communications
  - Employee Involvement
  - Progressive thinking
  - Data-Driven Decisions

TABLE OF CONTENTS

INTRODUCTION
County Administrator's Transmittal Letter i
Geography/Demographics of Chesterfield County 1
Early History of Chesterfield County 2
County Organizational Chart 3
Budget Process 5
Budget Calendar 6
Financial Policies 9
Basis of Accounting, Structure of County Funds, Basis of Budgeting 17

REVENUE AND EXPENDITURE SUMMARIES 21
Revenue Analysis 21
Consolidated Revenue and Expenditure Summaries 36
Revenue and Expenditure Summaries by Fund 40
General Fund Balance Analysis 50
Multi-Year Projections 51
Debt 53

GENERAL GOVERNMENT 55
Board of Supervisors 57
Budget and Management 59
Chesterfield University/Quality Office 61
Clerk to the Board 64
County Administration 66
County Attorney 68
Human Resource Management 69
Chesterfield Employee Medical Center 71
Intergovernmental Relations 73
Public Affairs 75

MANAGEMENT SERVICES 77
Administration 80
Accounting 82
General Services:
Administration 84
Airport 86
Buildings and Grounds 89
Capital Projects Management 91
Fleet Management 93
Printing Center 95
Radio Shop 97
Waste and Resource Recovery 99
Litter Grant 101
Information Systems Technology 103
Internal Audit 105
Purchasing 107
Registrar 109
Risk Management 110

Environmental Management 112
Security Management 115

ASSESSMENT AND COLLECTION OF TAXES 117
Commissioner of the Revenue 119
License Inspections 121
Real Estate Assessments 123
Treasurer 125

ADMINISTRATION OF JUSTICE 127
Circuit Court Clerk 130
Technology Trust Fund 130
Commonwealth's Attorney 133
Domestic Violence Prosecutor 133
Courts 135
Circuit Court 135
General District Court 135
Juvenile and Domestic Relations Court 136
Magistrate 137

PUBLIC SAFETY 139
Animal Control 142
Emergency Communications Center 144
Fire and Emergency Medical Services 146
Fire and EMS Revenue Recovery 149
Police 150
Police Grants 152
Sheriff 153
Riverside Regional Jail 153

HUMAN SERVICES 157
Administration 160
Access Transportation Program 161
Disability Services Board 162
Senior Advocate 163
Adult Drug Court 165
Community Corrections Services 167
Domestic Violence Resource Center 167
Domestic Violence (V-Stop) Grant 168
Dual Treatment Track 170
Options 168
Post Trial 169
Pretrial Services 169
Comprehensive Services 173
Cooperative Extension 176
Limited English Speaking Program 178
Health 179
Juvenile Detention Home 182
Juvenile Detention Grant (USDA) 184
Juvenile Drug Court 185
Juvenile Probation 187

Library 189
Law Library 190
Mental Health Support Services 192
Mental Health Grants 195
Families First 195
Part C Program 194
Parks and Recreation 197
Social Services 200
Victim/Witness Grant 202
Virginia Juvenile Community Crime Control Act 204
Court Service Unit 204
Juvenile Detention Home 204
Youth Group Home 205
Youth Planning and Development 208
Youth Group Home Grant (USDA) 210

COMMUNITY DEVELOPMENT 211
Administration 214
Building Inspections 216
Community Development Block Grant 218
Economic Development 221
Environmental Engineering 223
Planning 226
Transportation 229
Utilities 231

SCHOOLS 235
Schools 235
Transfer to School Fund 241

OTHER 243
Miscellaneous 244
District Improvement Funds 247
Transfer to Capital Improvements 249

APPENDICES 251
Appendix A - Authorized Positions 251
Appendix B - Vehicles 255
Appendix C - Other Capital 256
Appendix D - General Fund Revenue Estimates 258
Appendix E - General Fund Revenue Projections 268

CAPITAL IMPROVEMENT PROGRAM

Reader's Guide 277
Composition of the Capital Improvement Program 278
County Capital Improvement Program Summary 280
County Capital Improvement Program Highlights and New Projects
Airport 283
Environmental Engineering 287
General Services 291

Health and Social Services 301
Libraries 305
Parks and Recreation 309
Public Safety 313
Technology Improvements 317
Transportation 321
School Capital Improvement Program Summary 325
School Capital Program Highlights and Amendments 329
Utilities Capital Improvement Program Summary 331
Utilities Capital Program Highlights and Amendments 337

Appropriations Resolution 339
Statistics 347
2008 Survey of Cash Proffers 357
Glossary 358
Index 367

READER'S GUIDE TO THE BIENNIAL FINANCIAL PLAN
FY2009 and FY2010
FY2010 Amendments

The purpose of this document is to provide useful, concise information about Chesterfield County financial plans and operations to community members, elected officials and interested parties. The FY2010 amendments to the Biennial Financial Plan are organized along functional lines and include a brief narrative discussion of each department's major objectives, operating plans (including accomplishments and issues), and any significant changes in operations since the first year Biennial document. Each narrative provides a breakdown of expenditures by personnel, operating, and capital allocations, and includes the number of full-time positions in each department. Each narrative includes performance measurement information for selected department goals and objectives. In most cases, historical data is included along with a stated performance target, benchmarks, and supporting initiatives.

In addition, this document includes the county's Capital Improvement Program (CIP). The CIP, revised annually, proposes the acquisition, development, enhancement or replacement of public facilities to serve county citizens. The CIP depicts the arrangement of selected projects in priority order and establishes cost estimates and anticipated funding sources. The CIP also incorporates the County's three-year Technology Improvement Program (TIP). The TIP is also revised annually and depicts technology projects in priority order. The Utilities CIP and the Schools CIP are also detailed in this plan.

Index to Items of Interest	Page
County Administrator's Letter	i
County Debt	53
County Revenue Analysis	21
General Fund Balance Analysis	50
General Fund Revenues & Expenditures Summaries	36
Schools	235
Financial Policies	9

For a complete listing of budget topics, please refer to the Table of Contents. For an alphabetical listing, by department or program, please see the Index.

THE BIENNIAL FINANCIAL PLAN AND RELATED DOCUMENTS

Biennial Financial Plan - Chesterfield's biennial financial plan encompasses a two-year period. The fiscal year begins July 1 and ends June 30. While the Board of Supervisors approves a biennial budget, the adopted appropriations resolution covers only one year of the biennium as provided by the county code. The second year is approved at that time, then amended and adopted by appropriations resolution the second year.

In addition to the Biennial Financial Plan, the County prepares several other documents that relate to county operations and finances. These include:

County's Strategic Plan Performance Report - This report consolidates and communicates the results of the County's efforts to accomplish its strategic goals and objectives. The County's performance system is centered on the customer and the employee as well as process and financial perspectives. The results are presented in easy-to-read graphs so trends can be readily visualized. Each performance measurement also has an established target or stretch goal, to encourage continuous improvement.

School Budget - This document details the School Board operations and financial plan.

READER'S GUIDE TO THE BIENNIAL FINANCIAL PLAN
FY2009 and FY2010
FY2010 Amendments

Comprehensive Annual Financial Report - This document presents the County's financial statements at June 30 of each year. This report is prepared by the Accounting Department in accordance with Governmental Accounting Standards Board (GASB), Financial Accounting Standards Board (FASB), and the Auditor of Public Accounts of the Commonwealth of Virginia standards. This report is subject to an annual audit by an independent accounting firm.

Classification and Compensation Plan - This document provides information on personnel related transactions, and includes a salary schedule for authorized positions.

Chesterfield County, Virginia

James J. L. Stegmaier, County Administrator
9901 Lori Road – P.O. Box 40 – Chesterfield, VA 23832-0040
Phone: (804) 748-1211 – Fax: (804) 717-6297 – Internet: chesterfield.gov

BOARD OF SUPERVISORS

ARTHUR S. WARREN
Chairman
Clover Hill District

DANIEL A. GECKER
Vice Chairman
Midlothian District

DOROTHY JAECKLE
Bermuda District

JAMES M. "Jim" HOLLAND
Dale District

MARLEEN K. DURFEE
Matoaca District

May 27, 2009

Dear Honorable Members of the Board of Supervisors:

I am pleased to present to you and the residents of Chesterfield County the FY2009-FY2010 Biennial Financial Plan with FY2010 Amendments. This plan is designed to uphold the high standards that have established this county as a leader in local government – a reputation that continues to improve under the Board of Supervisors' leadership. Over the past year, the county made significant progress on a number of the Board's key initiatives. This Board's focus on limiting the tax burden on residents led to a two-cent reduction in the real estate tax rate and an expansion of the county's tax relief for elderly and disabled program. In addition, Chesterfield's ongoing commitment to becoming a FIRST CHOICE business community and expanding the county's commercial tax base resulted in a doubling of new business investment activity during 2008. Furthermore, in FY2009 the county implemented a more competitive salary structure in an effort to bring the compensation of Chesterfield employees closer to peer jurisdictions.

Maintaining that level of success in the coming years is likely to be more challenging, however. Staff developed this plan in one of the most trying economic environments encountered in several decades. Moreover, the effects of the current downturn are expected to linger for the foreseeable future, leaving the county with fewer available resources to provide quality services to the community. In response, the Board instructed staff to begin evaluating and restructuring the county's portfolio of programs and services in an effort to better focus on priorities such as education and public safety and enhance overall sustainability given the expected resource constraints. This process of restructuring government services requires the open engagement of the community, a deliberate and reasoned approach to making tough decisions, and better long-range planning as this task is unlikely to be completed in a single budget cycle. Nonetheless, guided by the Board's vision, an ongoing commitment to fiscal prudence, frank community input and the professional dedication of county staff, this plan reflects the county's core mission to provide the best possible quality-of-life to its residents.

Recent headlines have been dominated by the malaise that has gripped the U.S. economy and assessments of local conditions suggest that Chesterfield County has by no means been immune to the nation's economic woes. The county's unemployment rate has risen to a 26-year high, consumer spending at area retailers has weakened considerably, and local housing market conditions have continued to deteriorate – trends that have had a notable impact on the revenue outlook in this financial plan. General fund revenues are projected to decline 4.6 percent in FY2010 – the largest reduction in budgeted revenues in more than 30 years.

As a result, the county faced some very difficult decisions as to how to most effectively allocate a limited pool of resources. To help navigate through these uncertain times and make those decisions, staff relied on a number of guideposts. First and foremost, the Board's direction and insights have helped establish priorities for the required budget choices. In addition, this financial plan has incorporated input from two new, board-recommended committees – the Citizens Budget Advisory Committee and the Efficiency Committee – both of which have provided a fresh perspective and made valuable contributions to the development of this budget. Furthermore, staff has continued to look to the county's strategic plan as a resource to help shape funding decisions for FY2010 and beyond.

This process has made it increasingly clear that the county will have to build on its tradition of innovation and efficiency in order to be able to continue to provide the same award-winning quality-of-life to its residents. The Commonwealth of Virginia's Auditor of Public Accounts found in a recent report that Chesterfield County had the lowest expenditures per capita among the state's ten largest localities. Similarly, a recent, internal analysis of county expenditure growth revealed that per capita budgeted expenditures for FY2010 are actually projected to be below FY1995 levels, after adjusting for inflation. While a tradition of sound fiscal stewardship has served Chesterfield well over time, earning the county numerous distinctions including its triple AAA financial rating, a history of constrained expenditure growth presents a unique challenge during economic downturns as budget reductions can be more difficult to identify without dramatically affecting the quality of service.

That said this plan was developed with the goal to minimize impacts to core service areas. Funding reductions were absorbed across the organization in varying proportions, though top-tier priorities such as education and public safety experienced comparatively smaller declines.

This plan was also balanced within the existing tax structure, meaning that no new burden has been placed on Chesterfield residents due to rate increases. In fact, with the average residential real estate and personal property tax bills projected to be below their year-ago levels, the taxes paid by many county property owners will actually decline.

Despite the numerous challenges facing the county, this financial plan provides the framework for another highly successful year in FY2010. The following sections highlight many of the specific funding decisions included in this plan and offer a more detailed discussion of the associated revenue outlook.

The FY2010 Budget

The FY2010 budget totals $1.226 billion – $52.8 million, or 4.1 percent below FY2009 – and is comprised of various funds. The general fund, which includes funding for most traditional local government programs and services such as Police, Fire, Emergency Medical Services, Libraries and Parks, totals $715.2 million, a $34.2 million, or 4.6 percent, decrease from FY2009. Debt service for the county (excluding schools), funding for capital projects and fund balance are also budgeted in the general fund.

Key Highlights

During this unprecedented time, there are significant challenges on the financial front. Nonetheless, this budget is based on a real estate tax rate of $0.95 (unchanged from FY2009). This budget also begins the process of reestablishing key priorities, namely, education and public safety. The strategic plan was one guide for resource allocation decisions. 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.

Chesterfield County, Virginia – Total Budget for FY2010

	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Difference FY2009 vs. FY2010
General Fund	$749,369,700	$761,209,000	$715,193,100	($34,176,600)
School Funds	638,088,700	643,486,800	623,481,500	(14,607,200)
Appx. Governor's School	5,013,500	5,013,500	3,686,600	(1,326,900)
Comprehensive Services	11,081,900	11,437,700	9,500,000	(1,581,900)
Grants	13,513,500	13,555,800	13,066,400	(447,100)
Enterprise Funds	157,756,000	123,599,200	137,289,900	(20,466,100)
Internal Service Funds	32,358,800	32,456,700	33,014,600	655,800
Interfund Transfers	(327,913,900)	(330,019,200)	(308,724,500)	19,189,400
TOTAL BUDGET	**$1,279,268,200**	**$1,260,667,500**	**$1,226,507,600**	**($52,760,600)**

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

Faced with general fund revenue reductions of 4.6 percent, compromises were necessary to balance the budget. General fund expenditures are $34.2 million less than FY2009 and many difficult choices in service delivery have been included in this plan. There is a continued emphasis on education and public safety, which make up 51 percent and 11 percent respectively of the overall $1.2 billion budget. While $34.2 million in expenditure reductions are included in this plan, key ratios within the county's financial policies are still being met. The FY2010 general fund undesignated ending fund balance is being maintained at 8.1 percent which exceeds the county's goal of 7.5 percent. This ratio reflects the impact of a decrease in the general fund, not a budgeted increase in fund balance. A conscious decision was made to not reduce the fund balance in spite of it being in excess of minimum policy levels. Debt service is anticipated to increase by $435,000 over FY2009 levels and, as a result, this plan maintains a projected general fund debt service to expenditure ratio of 8.2 percent.

The transfer to Schools, which comprises about 42 percent of the total general fund budget, was determined by allocating funds so that the reductions reflect the importance that education and public safety have relative to other county services. Budgeted FY2010 reductions in the transfer to schools reflect a $10.8 million, or 4.2 percent reduction in current revenues and a $3.6 million reduction in state sales taxes that flow through the general fund, specifically earmarked for schools. Additionally, the FY2010 transfer reflects a reduction in prior year revenue in the amount of $4.1 million.

Departments will be challenged to implement numerous program and service level adjustments included in this budget. The county will balance the budget and maintain our most critical services by improving efficiency, trimming funds for replacement equipment, deferring construction of facilities, and reducing or eliminating services that are least critical to quality of life. Funding for 77 full-time, authorized positions and 57 part-time positions in the general fund has been eliminated. Some mental health service recipients will experience longer wait times. Furthermore, some departments such as Parks and Recreation and Animal Control will be seeking volunteers to help fill service level voids in such areas as school gym supervision during basketball season and greeting customers that visit the Animal Shelter looking for a new pet. In addition to the necessary expenditure reductions, the budget also includes $56,500 in fee increases in the Parks and Recreation Department to offset the

loss of revenues. New fees for the teen summer program and the youth summer camp program are also included in the plan.

Additional detail on program and service level reductions and efficiency savings is discussed later in this letter and in department narratives.

Our Local Economy

Chesterfield County is an integral part of the Richmond metro area's economy. As the most populous locality in the area – and the fourth largest in the state – Chesterfield's traditional role in the region's economy has been a source of quality labor. In 2008, the county supplied more than a quarter of the Richmond-Petersburg metropolitan statistical area's (MSA) total workforce. Moreover, Chesterfield's contributions to the region's labor pool tend to be highly-educated and, in turn, highly-compensated. Recently released demographic data reveal that Chesterfield's median household income of $69,801 is 22.0 percent higher than the corresponding metro area mark, while 33.0 percent of Chesterfield County residents hold at least a bachelor's degree compared to the regional average of only 27.8 percent.

While Chesterfield is a major workforce provider, it its still working to become a leading employment center in the region. On average, the county exports nearly 30.0 percent of its workforce to jobs in neighboring jurisdictions. However, Chesterfield has made a major push in recent years to retain more of its talented labor force and, as a result, the county's share of total regional employment has increased from 18.4 percent in 1998 to 19.8 percent in 2008. Chesterfield has also experienced similar gains with respect to business establishments, as the county's share has grown from 20.3 to 21.3 percent over the same ten year period. Chesterfield continues to be a popular location choice for businesses, even in the current economic environment. Chesterfield's Economic Development Office announced more than $138 million in new business investment in 2008, headlined by the Sabra Dipping Company's $60 million manufacturing facility currently under construction in the county. The 2008 investment total was more than double the amount announced during the previous year.

Looking ahead, there are even more opportunities on the horizon to expand economic activity in Chesterfield County. The Watkins Centre, the county's newest high-end, mixed-use development is well underway and once complete the area will provide $600 million in new investment and be a major employment center for the county. The complex will include retail stores, a cinema, an office park, and light industrial uses. Portions of the retail, along with the theatre, opened in the spring of 2009. The development of Meadowville Technology Park (MTP), the county's 1,300 acre industrial park, also remains a top priority. The construction of an interchange at Interstate 295 and Meadowville Road – which is essential to the continued success of the park – is included in the county's current Capital Improvement Plan, though those plans are contingent on the county receiving some needed state funding. Additionally, the base realignment efforts at Fort Lee are anticipated to bring approximately 800 households and more than 4,100 jobs to the Chesterfield, Prince George, and Dinwiddie region. The Fort Lee expansion is projected to contribute up to $1.7 billion in regional economic activity annually through 2013.

General Fund Revenues

The county relies on many different revenue streams to fund the variety of services provided to citizens. The general fund includes locally generated revenues as well as revenues from the federal and state governments. For FY2010, general fund revenues total $715.2 million, representing a 4.6 percent or $34.2 million decrease from the FY2009 budget. The revenue outlook in FY2010 reflects the myriad of current economic challenges. Economic activity at the national, state, and local level has contracted sharply since early 2008 and the downturn has had a significant impact on general fund revenues, especially those that are tied to real estate and consumer spending.

Together, real and personal property tax revenues account for over half – 51.1 percent – of general fund revenues. Property taxes, real estate in particular, have accounted for the majority of general fund revenue growth in recent years. However, they are projected to decline 3.4 percent or $12.8 million in FY2010 due to weakness in the local housing market and marked declines in vehicle values. The remaining 48.9 percent of general fund revenues, which is comprised of other local taxes, state, and federal funding among others, is budgeted to be $21.4 million, or 5.8 percent, below the FY2009 level. A large part of the decrease is due to weakness in local and state sales tax receipts, which are projected to decline $8.7 million in FY2010 as consumers continue to retrench amid growing concerns about the health of area labor markets.

Real Property

Real property taxes are the county's single largest funding source, representing 43.7 percent of the general fund in FY2010. Total real property taxes increased by an average of 7.1 percent, annually, between FY1995 and FY2009, propelled by high rates of home appreciation and robust residential construction activity. However, as job decline reversed the fortunes of the home building industry in the current economic downturn, real estate revenue growth has tapered off and even dipped into negative territory. Total real estate tax revenues are budgeted at $312.4 million in FY2010, a decrease of 2.3 percent, or $7.4 million. The majority of the decline can be attributed to weakness in residential assessments. Annual assessments averaged nearly double-digit (9.7 percent) increases during the peak of the housing boom between 2003 and 2008. Since then, home sale prices – and, in turn, assessments – have moderated substantially. Residential assessments for the 2009 Land Book, which is based on 2008 sales activity and sets property values for calendar year 2009 tax billings, declined 1.5 percent. The FY2010 budget expects that home prices will continue to drift lower. The real estate revenue projections assume a 4.75 percent decrease in residential assessments in calendar year 2010.

Personal Property

Personal property taxes are budgeted at $46.4 million, reflecting a decrease of $5.7 million, or 11.0 percent, from the FY2009 adopted budget. The decrease is the result of sluggish auto sales combined with significant declines in vehicle values, especially light trucks and sport-utility vehicles.

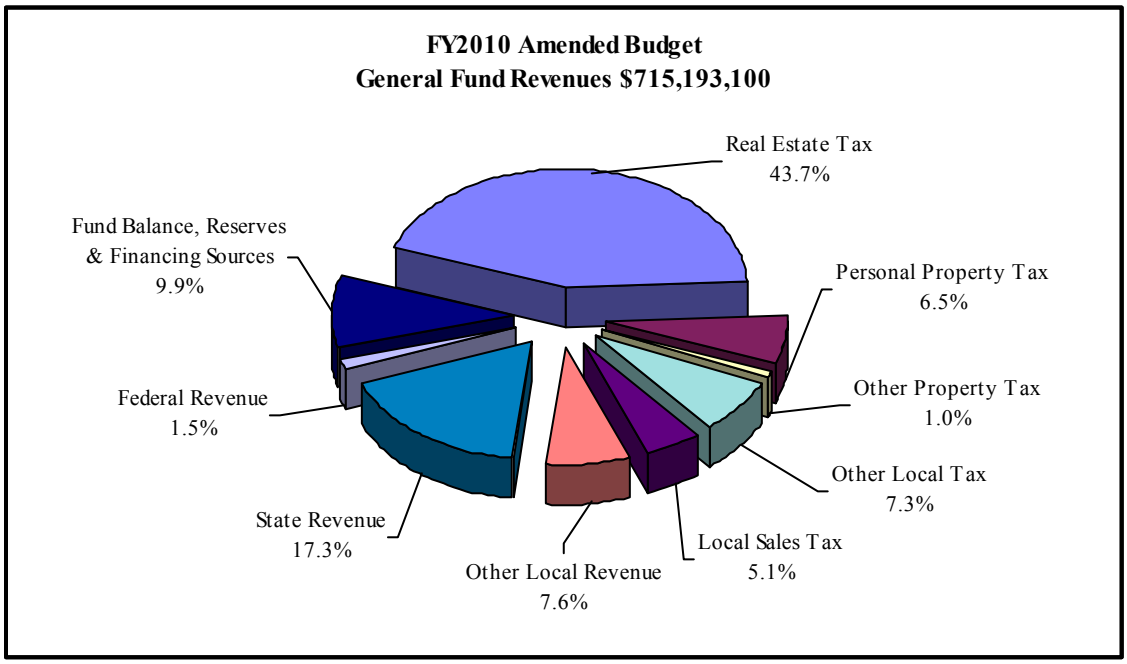
Federal and State

The current economic malaise has had a particularly adverse impact on the state budget, though the injection of federal stimulus dollars has helped to mitigate the effect and allowed for the adoption of a balanced budget. Nonetheless, state funding for localities has been reduced. State revenues are budgeted at $123.7 million in FY2010, $4.7 million, or 3.7 percent, below their 2009 level. Notable changes in state funding include a $1.1 million decrease in Excess Clerk Fees and a $3.6 million reduction in State Sales tax for Education (a direct pass-through to schools). Federal funding is also projected to be below the FY2009 level. Federal revenues are budgeted at $11.1 million, a decline of 6.6 percent. The bulk of the decrease is due to a nearly half a million dollar decline in pass-through funding for local Social Services programs.

Other

The slowdown in real estate activity has had a dramatic effect on local permit and fee revenues. The permit and fee category, which includes revenues from building permit and plan review fees, is budgeted at $4.8 million, a decline of $3.4 million or 42.2 percent. On the other hand, service charge revenue is projected to increase 3.2 percent due, in part, to changes in Parks and Recreation fees. Fund balance is unchanged from FY2009 at $53.5 million, despite the decrease in total general fund revenues, and is now budgeted at 8.1 percent of total general governmental expenditures, above the 7.5 percent policy minimum.

More detailed information on the revenue outlook and a more in-depth assessment of economic conditions can be found in the Revenue Analysis section of this document and line item details can be located in the appendix.



General Fund Expenditures

Faced with a $34.2 million reduction in general fund revenues when comparing FY2009 to FY2010, significant reductions have been made to county programs and services. Funding has been eliminated for 77 full-time, authorized and 57 part-time positions in the general fund. Valuing the talent and commitment of our employees and the daily contributions they make to our community, vacancies were managed in FY2009 to minimize job losses in FY2010.

The county undertook a complete evaluation of every program and service delivered to the community prior to deciding where to make reductions. Program costs, staffing levels, service impacts and whether or not the service is mandated by higher levels of government were considered in the analysis. Furthermore, business activity in certain program areas was evaluated and in the Community Development division, reductions were made to offset in part, the decline in development related activity. Decisions were made with the goal of minimizing as much as possible the impact to the community. It was not possible however, to balance the budget while avoiding certain impacts to wait times and processing times for services. Reductions in budgets will also adversely impact the ability to provide opportunities for professional development and the flexibility to absorb unforeseen expenses such as worker's compensation charges and other circumstances that may arise throughout the year.

The Public Safety Division comprised of Police, Fire and Emergency Medical Services, the Emergency Communications Center and the Sheriff will continue their efforts in making the county the safest and most secure community. Recognizing the importance of the community's safety, reductions in public safety were minimized, making every effort to preserve priority front line services. Public Safety spending is $2.5 million below FY2009 levels and includes a reduction in funding for 9 full-time, authorized vacant positions.

The Fire and Emergency Medical Services (Fire & EMS) Department has recommended numerous efficiency improvements and service and program level reductions. This budget will eliminate the number of fire prevention oriented inspections performed in certain facilities and reflects changes in the manner in which educational programs are offered at elementary schools. Also recommended is a change in the way daytime staffing of volunteer rescue squads is accomplished. This work will now be covered by reassigning six trained administrative personnel to man the ambulances. Fire & EMS will eliminate funding for four full-time, vacant authorized positions and reduce offsite training events. Additionally, funding for seven vacant, overfill positions has been eliminated. The Fire & EMS Department will be reviewing more cost efficient ways to carry out core mission responsibilities and realign workflow and job functions to consolidate functions where possible.

The budget for the Police Department reflects reductions for replacement small capital and computer equipment. Also recommended is the elimination of funding – not the authorized positions – for eight vacant patrol officers. This reduction will have to be managed, as typically the Police Department is not able to attract and fill 100 percent of their positions. Reductions in overtime funding and elimination of the stipend paid to officers that speak Spanish and assist in translation services is also reflected in the budget. The county's low crime rate can be attributed to an effective Police Department that consistently has high crime clearance rates and the lowest per capita cost in the Richmond metro area.

The Emergency Communications Center budget includes funding reductions for four vacant positions and overtime costs. The Sheriff's office has recommended one time operating cost reductions for the jail annex while renovations to the HVAC and security systems are under construction in addition to other reductions for supplies, professional health services for inmates and funding for maintenance contracts for the jail facility.

Adjustments in the Human Services division total $2.3 million and include a reduction of funding for 25 full-time, authorized positions and 53 part-time positions. The divisional reductions range from elimination of funding for positions to reductions in the library replacement materials budget, to a reduction in the funding for prescription medications in the Mental Health Department. In Mental Health, wait times will be extended for employment services for challenged consumers. Also impacted by funding reductions, the Parks and Recreation Department will be seeking to enlist the help of many adult volunteers to supervise gyms during basketball season. Financial support for the county fair and historical sites will also be reduced. The Human Services division is also proposing minimal fee increases in lieu of eliminating some recreational programs for youth to help offset the cost of offering the programs.

The Community Development division will continue to serve the land development community while also taking advantage of the sluggish economy. This division relies heavily on development related fee revenues which have been dramatically reduced, reflective of expected soft residential and commercial real estate market activities. Rather than making expenditure reductions in the Building Inspections Department, comparable with the declines in revenues, staff is being redirected to a new Proactive Code Enforcement and Rental Housing Inspection program and to assist in erosion control inspections. The proactive code enforcement and rental housing inspection program is designed to prevent blight and deterioration in county neighborhoods. The division will also be working on an update of the county's comprehensive plan in FY2010. The county has contracted with a vendor for the plan update. Expenditure reductions total $2.2 million which include a reduction of 34 full-time, authorized positions and 1 part-time position.

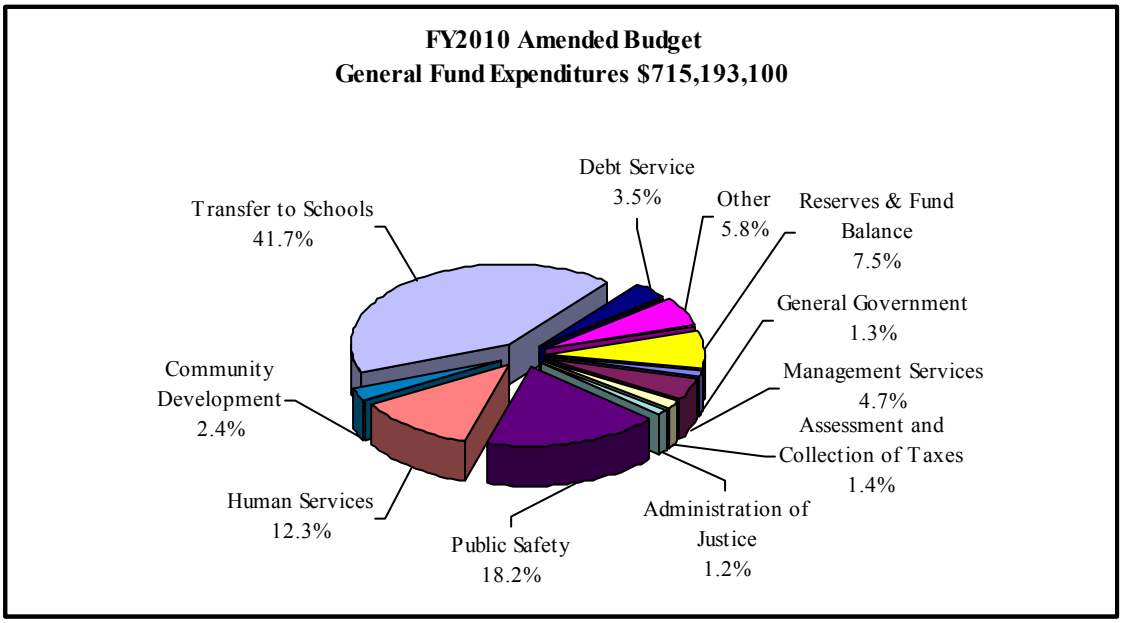
The Management Services division provides support services to the organization. Staff remains active implementing technology solutions to improve capabilities and efficiencies. Work continues on the new human resource/payroll system, system upgrades to accept credit card payments at the customer convenience centers to allow customers more flexibility, as well as the "bid on-line" feature that will allow "e-procurement" flexibility

for vendors. The Real Estate Assessor is using a new software system that enhances the department's productivity while identifying changes in property that will result in additional revenues from completed structures not previously identified. In addition, the new taxation customer service system will be fully functional in the Treasurer's and Commissioner of Revenue's offices late in FY2010. This new software will replace a number of existing systems and is expected to create significant efficiencies for the Treasurer's and the Commissioner of the Revenue's Office.

In the Management Services, Administration of Justice, and Assessment and Collection of Taxes areas $0.3 million has been eliminated that includes funding for seven full-time and two part-time positions. Reductions in funding for this division on a pre-adjusted basis would be even larger had there not been a transfer of eight full-time positions and $575,100 for the geographic information system group from the Environmental Engineering Department to the Information Systems Technology department. Other staffing level reductions will result in increased wait times for customers that choose to pay taxes in person or that seek assistance in filling out state income tax forms. Other reductions impact replacement equipment purchases in the Information Systems Technology Department, and county building cleaning schedules.

Other budget reductions totaling $0.6 million are included in the General Government division, where funding for seven full-time, authorized positions and one part-time position has been eliminated. Three of the full-time positions and the part-time position are currently vacant. Funding for a vacant budget analyst position has been eliminated in addition to funding for two full-time vacant positions in the County Attorney's office and one full-time position within the Human Resource Management Department. Moreover, Chesterfield University and the Total Quality Office have consolidated operations, resulting in the elimination of three full-time and one part-time position.

Other impacted areas include a $4.8 million reduction in the county capital projects and capital reserve funding. These funding levels reflect a decrease in business and professional occupational license (BPOL) tax revenues used to address road infrastructure needs. As such, the reserve for BPOL funded road projects has been reduced by $1.0 million. The county realized $1.5 million in savings on capital projects bid in FY2009; those savings will help offset the reduction in FY2010 county capital project funding levels.



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 five year FY2010-2014 CIP with a sixth planning year for FY2015 totals $858.8 million and is comprised of county improvements of $274.5 million, School Board improvements of $284.0 million and Utilities Department improvements of $300.3 million. The projects will address critical needs in the following areas: renovations, major maintenance and expansion of existing facilities, new construction projects and road improvements for both priority needs and economic development opportunities.

While the CIP continues priorities established last year, amendments have been made to compensate for the current economic situation. Declining national, state and local economies continue to affect the county. Accordingly, available funding for capital projects, new debt service, and the operating impacts resulting from newly completed projects have been reduced. Based on the revenue projections, current revenues for county capital projects (the portion of the general fund allocated to "pay-as-you-go" capital projects) have been decreased by $18.8 million over fiscal years 2010 through 2014 when compared to last year's adopted plan. Likewise, county debt funding levels have been reduced by $33.2 million when compared to the same time period. The county and school CIP is funded with general obligation bonds approved through the 2004 referendum, current revenues and other sources. Work is well underway on projects approved by the voters in the 2004 bond referendum. To date, $228.1M of the $341.7M in bonds have been sold for school, public safety, roads, parks and library projects.

Chesterfield and other communities across the commonwealth continue to seek funding for road improvements. 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. Last year the FY2009 – FY2014 adopted CIP identified county road projects as a priority and allocated over $126 million (or 38% of the CIP) in local road funding over the six year planning period. Due to funding constraints, this year's proposed CIP allocates $77.9 million, or 28.4% of the $274.5 million in general county projects for road improvements. This funding would be used for two primary purposes: priority projects such as state route 10 in Enon and economic development related improvements.

Funding for the Meadowville Interchange remains a priority in the CIP. This project will better position the Meadowville Technology Park for additional economic development activity. This project will help Virginia and the county by attracting high paying jobs. The park is a key component in the county's efforts to grow its business tax base. The project is included in the CIP, but its successful completion is contingent on the county receiving needed state funds.

The School Board has approved the Schools' FY2010-2015 Capital Improvement Program. With the exception of funds to upgrade HVAC systems, including the current Clover Hill High School, security enhancements and energy improvements, the projects included in the first two years of the plan (FY2010 and FY2011) are those that were included in the 2004 bond referendum. The last four years of the plan include projects approved by the School Board and add funding for additions/renovations at Matoaca Elementary, the addition of technical education space and HVAC projects, energy improvements and security enhancements. Other projects also include construction of a new high school planned for the Bermuda District and construction of a new elementary school.

The Utilities Department capital improvement program provides for the county's upcoming water and wastewater infrastructure needs. Funding is included for wastewater treatment plant improvements and the CIP contributes

funds for the City of Richmond's water treatment and distribution facilities that serve county residents. Also, funding is included for additional wastewater treatment capacity and Chesterfield's share of funding for the South Central Wastewater Authority's plant upgrades to meet regulated nutrient loading standards.

School Funds

The School Board approved the School's Financial Plan for FY2010 totaling $623.5 million on April 28, 2009. The FY2010 total school budget represents a decrease of $14.6 million or 2.3 percent below the FY2009 adopted budget.

The FY2010 budget includes a transfer from the county general fund of $298.1 million, an $18.5 million or 5.8 percent decrease from FY2009. The county's transfer to schools includes current revenues of $249.4 million, a decrease of $10.8 million or 4.2 percent below FY2009; state sales tax revenue of $48.7 million, a $3.6 million reduction or 6.9 percent decrease from FY2009; and a $4.1 million decrease in the use of one-time funds from the prior year.

Weakness in state and local revenues has been partially offset by the use of additional federal revenues, made available in the recent stimulus package. The FY2010 School budget includes $20.0 million in funding identified as Federal revenues compared to only $380,000 in FY2009. Grant funding reflects an increase of $8.0 million, $6.7 million of which was made possible from stimulus funds. Additionally, the School budget reflects the use of a $4.2 million use of a reserve carried over from FY2007.

The FY2010 School Board Plan includes funding for 8,243.8 full-time equivalent (FTE) positions and reflects a decrease of 58.8 FTE's from the FY2009 Adopted level. Student enrollment is estimated at 58,730, an increase of approximately 159 students over the actual September 30, 2008 membership of 58,571.

This document contains a synopsis of the school board's approved budget. Additional details about the School budget are contained in the school narrative and available by contacting the School Budget and Management Office.

Chesterfield County, Virginia – Total School Budget FY2010

	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Difference FY2009 to FY2010
Schools Total Budget	$638,088,700	$643,486,800	$623,481,500	($14,607,200)
Appomattox Governor's School	5,013,500	5,013,500	3,686,600	(1,326,900)

Members of the Board of Supervisors

Summary

I would like to extend my deepest gratitude to all parties that have been involved in the development of this budget, which has been a true team effort. Chesterfield County is extremely fortunate to have a talented, dedicated staff that consistently rises to great challenges. The work put forth in formulating this spending plan reflects their creativity and commitment to putting citizens first. Community input also played a large role in this process. The Citizen's Budget Advisory Committee spent countless hours in a very short time, providing an independent business-minded viewpoint. Feedback from neighborhood and business constituent meetings, coupled with the work of Budget & Audit and the School Liaison Committee were also very helpful in formulating this plan.

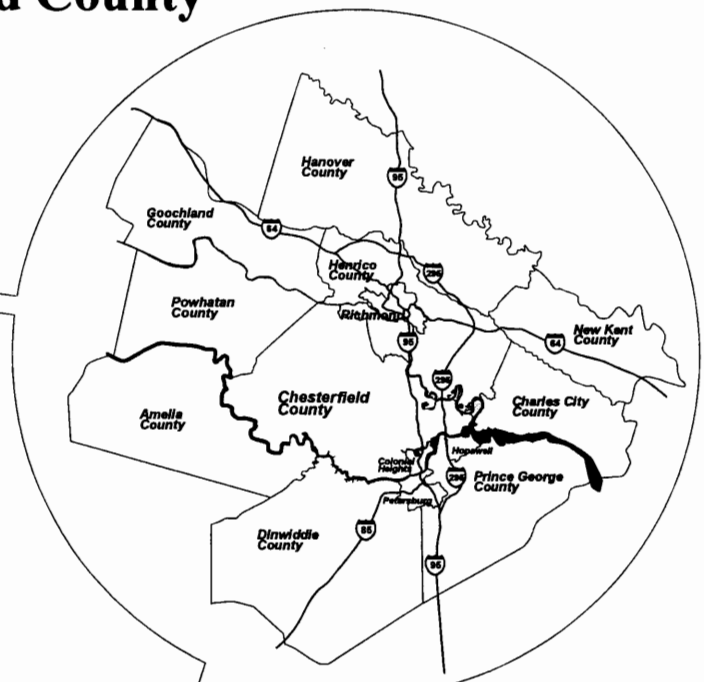
Employing the collective contributions from each of these groups, the county will fulfill its mission of: PROVIDING A **FIRST CHOICE** COMMUNITY THROUGH EXCELLENCE IN PUBLIC SERVICE.

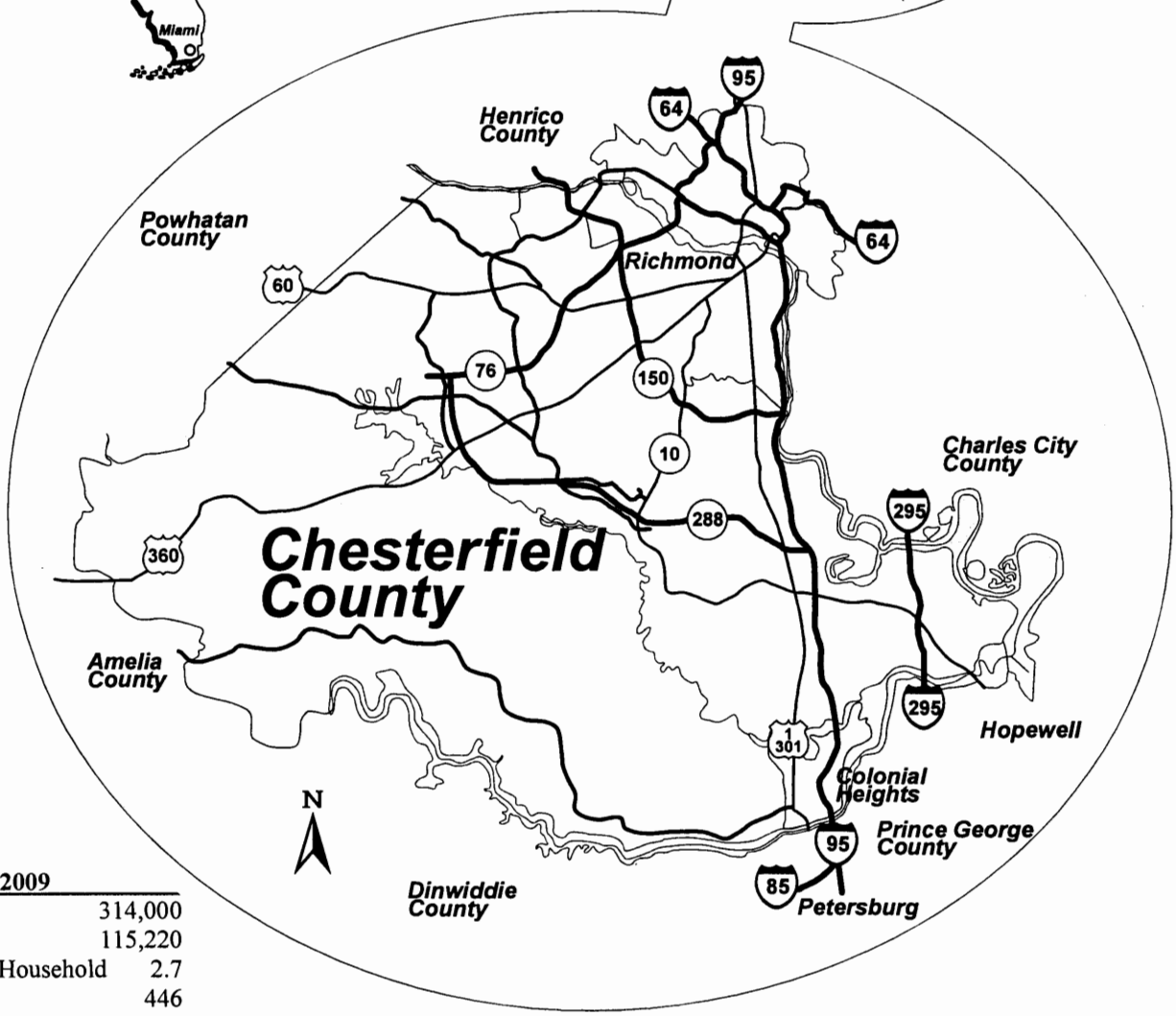
Sincerely,

James J. L. Stegmaier
County Administrator

This page intentionally left blank

Geography/Demographics Of Chesterfield County





As of January 1, 2009	
Population:	314,000
Households:	115,220
Avg. Persons per Household	2.7
Square Miles:	446
Avg. Persons Per Sq. Mile:	703

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."

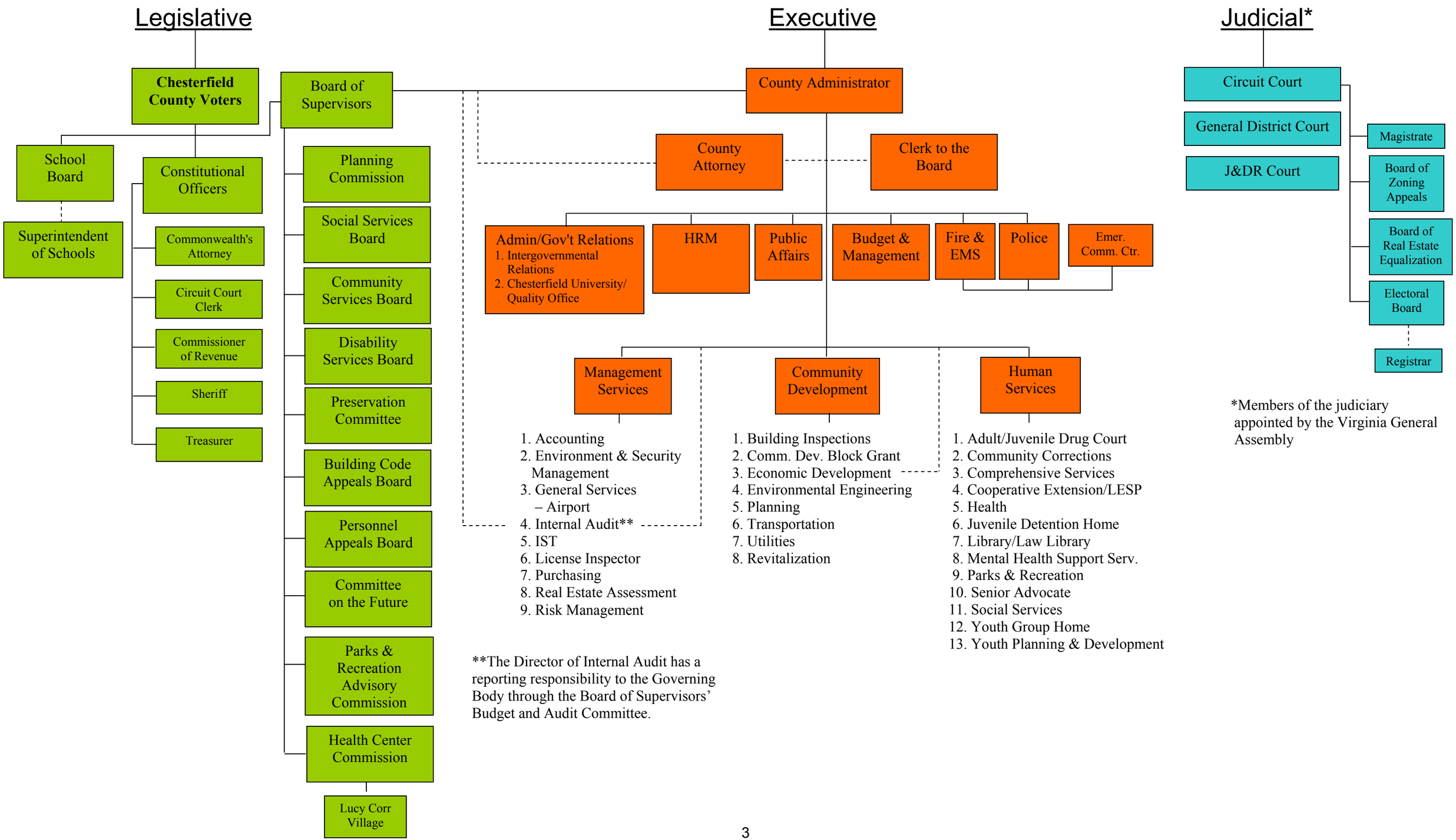
This seal of Chesterfield County pays tribute to the French Huguenot settlers who accidentally discovered very rich coal outcroppings on the banks of the James River near Manakin Town in the early 1700s.

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.

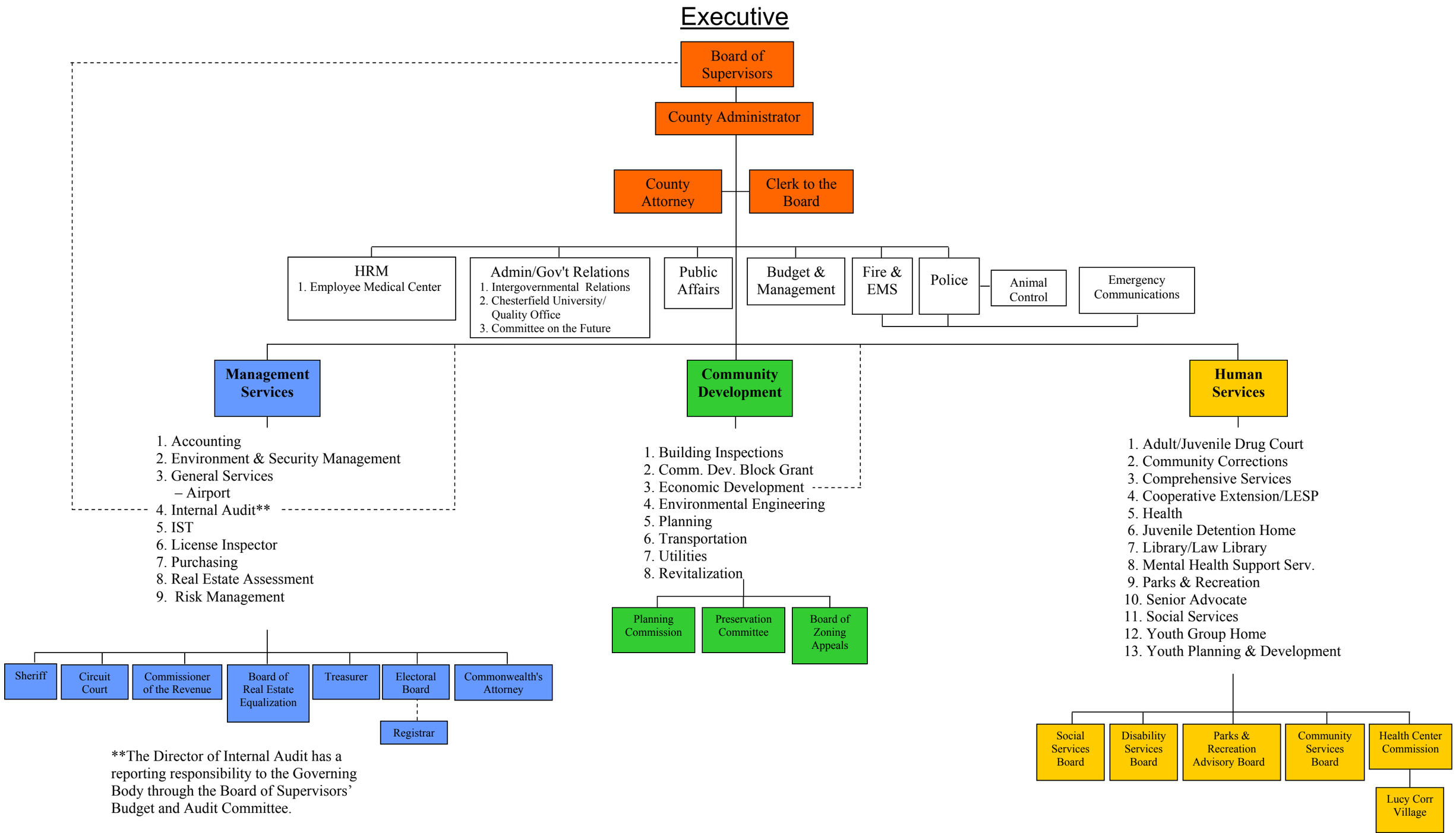
As a result of the commercialization of the Midlothian coal mines, other "firsts" occurred: Midlothian Turnpike, then known as the Manchester or Buckingham Road, was built in 1807 as the first toll road in Virginia. In 1831, the first railroad in the area, the Midlothian to Manchester Railroad, was built 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.

CHESTERFIELD COUNTY ORGANIZATIONAL STRUCTURE



CHESTERFIELD COUNTY ORGANIZATIONAL STRUCTURE



**The Director of Internal Audit has a reporting responsibility to the Governing Body through the Board of Supervisors' Budget and Audit Committee.

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 are 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.
- 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.

This page intentionally left blank

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 percent.

Status: *The property tax collection rate for FY2008 was 95.6 percent 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 7.5percent with a floor of 5percent.

Status: *The actual percentage for June 30, 2008 was 10.3percent, which exceeded the target.*

FINANCIAL POLICIES

Fund Balance Levels
The undesignated fund balance requirement of 7.5percent 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 percent over the multi-year Capital Improvement Program (CIP).

Status: *FY2010 is the second year of the biennial budget. Consequently, budget data will be shown for FY2009, FY 2010 (amended), and FY2011 - FY2013 (projected). The percentage of the adopted county FY2010 – FY2015 CIP financed with current revenues is 37.8 percent.*

Budget Performance Monitoring
The Budget and Management 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 county has been closely monitoring current fiscal year revenues and implemented cost saving measures early in the fiscal year. Any necessary adjustments 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. In FY2010, the traditional formula was replaced with an approach that proportions any revenue loss between schools and core government services.

Status: *Estimated local resources for the biennium results in schools receiving approximately 63.2 percent of total property taxes 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 percent of general government improvement projects and 10 percent 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 percent 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 percent of the General Fund transfer to Schools, to pay-as-you-go capital improvements.

Status: *The FY2010 pay-as-you-go funding for capital improvements is $13.9 million. Savings from FY2009 capital projects were reprogrammed into the CIP, in essence pre-funding the FY2010 reserve at 4.9 percent. Furthermore, the unallocated year end balance in the FY2009 pay-as-you-go capital project reserve is projected to be $5.9 million and provides adequate coverage for unforeseen capital project needs.*

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 percent of operating expenditures for capital investments further enhances debt management.

Status: *Including the reprogramming of FY2009 CIP savings, the county will allocate 4.9 percent of operating expenditures for capital investments. For FY2010, this amount totals approximately $13.9 million.*

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, 2008	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.	1.47%	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.	$1,782	$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.	7.7%	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.

This page intentionally left blank

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

FUND ACCOUNTING

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. 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

Chesterfield County uses either the accrual or the modified accrual basis of accounting, as appropriate for each funding type or activity, in accordance with the U.S. generally accepted accounting principles (GAAP) applicable to governmental units.

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.

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.

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 oversight 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 re-insurance 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.

Utilities: 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.

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

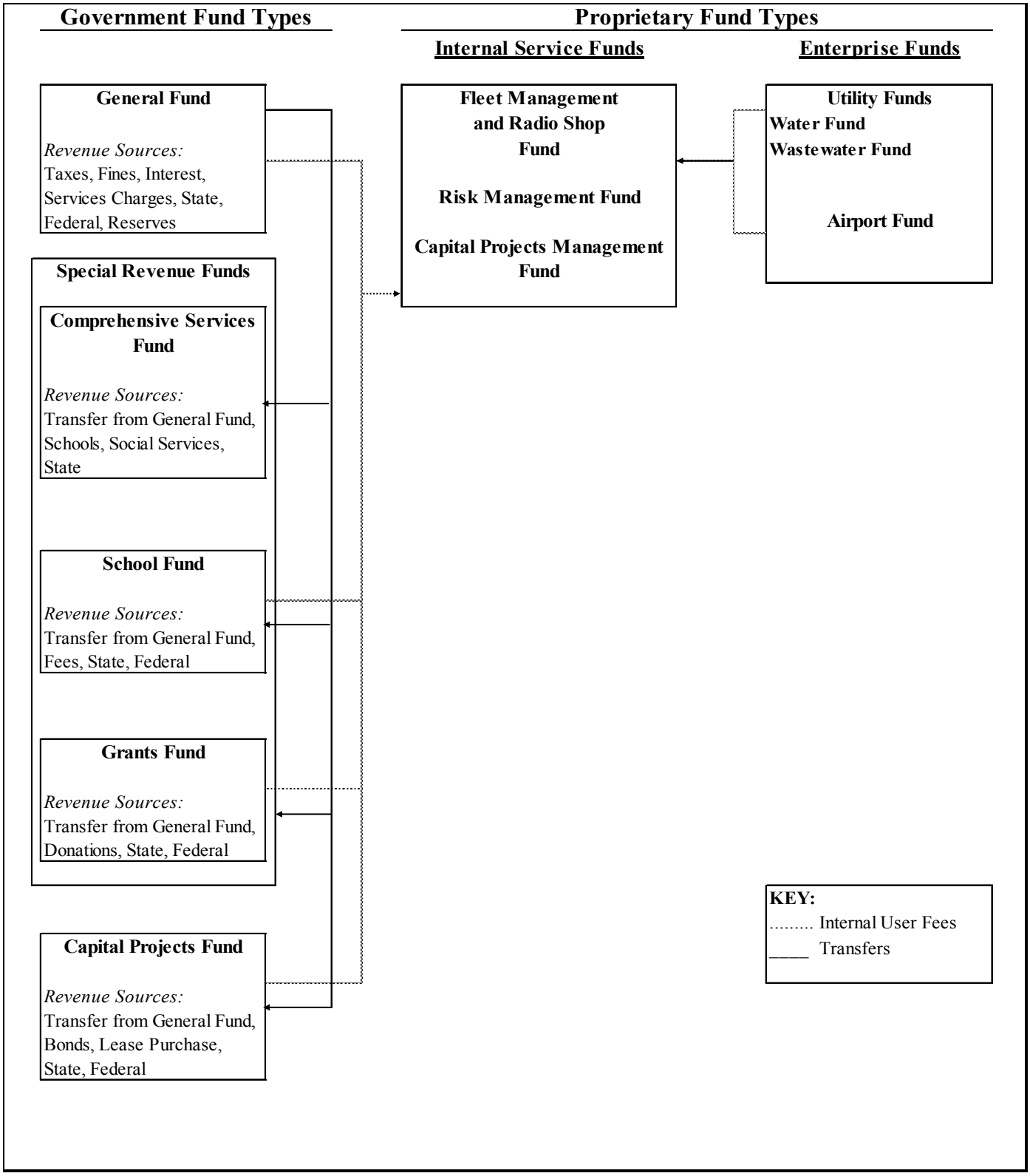
Chesterfield County's budget is presented on a different basis than the generally accepted accounting principles (GAAP) basis of accounting used for financial statement reporting purposes. The budgetary basis presents the use of reserves as another financing source. Budgetary expenditures may include items classified as other financing uses under the GAAP basis of accounting. Budgetary other financing uses may include items classified as expenditures under the GAAP basis of accounting. Under the GAAP basis of accounting used in propriety funds, the receipt of long-term debt proceeds, capital outlays and debt service principal payments are not reported in operations, but allocations for depreciation and amortization expense are recorded. While depreciation expense is not budgeted; however, the planned purchase price of equipment and capital improvements is budgeted. For Chesterfield County's budgetary presentation, the opposite is true. For some propriety fund transactions, revenue recognition under the budgetary basis is deferred until amounts are actually received as cash; whereas these transactions are recorded as revenue when measurable and available under the GAAP basis of accounting. 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 of Supervisors 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.

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

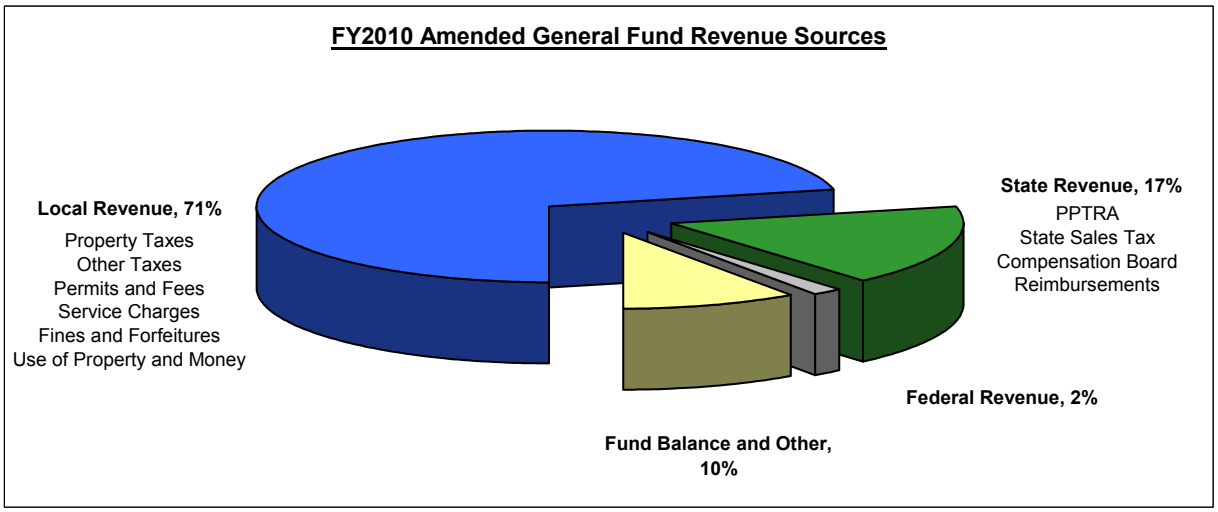
Formal budgetary integration is employed as a management control device during the year for all funds except Trust and Agency Funds. The level of control at which expenditures may not legally exceed appropriations is specified in the appropriations resolution, as explained above.

The following chart illustrates the structure of county funds:



REVENUE ANALYSIS

Chesterfield County relies on revenues from three primary sources in order to provide quality programs and services to its residents. As shown in the chart below, local sources, such as property taxes and building permit fees, account for the overwhelming majority (71 percent) of county revenues, followed by contributions from state (17 percent) and federal (2 percent) sources. As a result, the county's financial position is effected by the economic conditions at each of the three levels. The following section provides a detailed assessment of those economic conditions before discussing the specifics of the county's FY2010 and FY2011 revenue outlook.



ECONOMIC BACKDROP

National Conditions

The U.S. economy is mired in one of the nation's sharpest downturns in decades. U.S. gross domestic product (GDP) contracted at a -6.3 percent annual pace in the fourth quarter of 2008 – its weakest quarterly performance since 1982.

The current economic contraction began as activity in the nation's housing sector – which had been the engine of U.S. economic growth for much of the decade – started to cool in early 2007. Since then, housing market conditions have deteriorated even further. New home sales tumbled 38 percent in 2008 to their lowest level since 1982, while existing home sales slid 13 percent from their prior year total, settling at their lowest mark since 1997 (Bloomberg). As a result of the sluggish sales, the supply of homes on the market has climbed to a record 12.9 months worth – more than twice the amount that is generally associated with a stable housing market. 2008 provided similar headlines on home prices. The median sales price for new homes declined 7 percent in 2008 – its largest drop in 38 years – while the median sales price for existing homes fell 15 percent – its largest annual decline on record (Bloomberg). The rising tide of foreclosures has placed added downward pressure on U.S. home prices as filings surged 81 percent in 2008 (Realty Trac).

The U.S.'s economic troubles have been complicated further by a significant pullback in consumer spending during late 2008. Besieged by gloomy economic news, U.S. consumer confidence – as measured by the University of Michigan's Consumer Sentiment Index – slipped to its lowest reading (55.3 in November 2008) since 1980, in the midst of the all-important holiday shopping season. Consumer confidence firmed a bit in the early part of 2009, though it has not translated into increased spending. The Census Bureau reported that retail sales were down 8.8 percent in the first quarter of 2009 behind continued softness in big-ticket categories such as automobiles, furniture, and appliances.

With consumers clenching their wallets tighter, many businesses have been forced to trim payrolls.

The U.S. economy lost over 2.5 million jobs in 2008, with over half of those layoffs occurring in the final three months of the year as the pullback in consumer spending – which accounts for roughly two-thirds of U.S. GDP – accelerated. Consequently, the nation's unemployment rate rose to 8.5 percent in March – its highest mark since 1983 (Bureau of Labor Statistics).

State and Local Conditions

Economic Conditions at the state and local level have been largely reflective of the trends experienced nationally. Housing continues to be a considerable drag on Virginia's economy. Home sales in the state were down 13.6 percent in 2008, while Virginia's median home sales price tumbled 14.7 percent in the fourth quarter (Virginia Association of Realtors). It was a similar story in labor markets. Virginia's unemployment rate climbed steadily during the second half of the year to end 2008 at 5.2 percent – its highest level in 13 years – as firms pared payrolls by nearly 31,000 workers during the year, a decline of -0.8 percent (Bureau of Labor Statistics). As a result of the widespread weakness, Virginia finds itself with a projected budget shortfall for the 2008-2010 Biennium of at least 2.9 billion, which is having a significant impact on state funding for localities.

Economic conditions are not uniform across the state, however. Labor market conditions, in particular, vary from region to region. Northern Virginia's (the Virginia portion of the Washington, D.C. metropolitan statistical area (MSA)) unemployment rate has edged up over the course of the current economic downturn – finishing February at 5.2 percent – but still remains well below the national average, while the Danville MSA has seen its jobless rate soar to 12.3 percent. The Richmond metro area, which has tended to weather economic downturns better than other areas, has experienced a sharp jump in unemployment. Richmond's jobless rate has more than doubled between February 2008 and 2009, surging up 4.2 percentage points to 7.9 percent as the region lost approximately 22,000 jobs during the twelve-month span (Virginia Employment Commission).

More locally, the story is much of the same. Chesterfield County's unemployment rate increased to 6.8 percent in February of 2009 – the county's highest jobless rate in 26 years. Nonetheless, the county's rate remained below the national, state and metro area (Richmond MSA) averages. In response to the uncertainty in local labor markets, consumer spending in Chesterfield County has tapered off steadily. County sales tax receipts were down 5 percent through the first three quarters of FY2009. In addition, new vehicle registrations have decreased 28.0 percent during the first three quarters of FY2009 and are currently on pace for their lowest total since FY1994. Chesterfield has also experienced marked weakness on the housing front. Home sales (new and existing) in the county fell 27 percent during 2008, while the number of single-family building permits issued tumbled 30.4 percent. There were a few bright spots in the county, however. Foreclosure activity remains only a modest drag on the Chesterfield's economy as only 0.9 percent of mortgages held by county residents were in foreclosure, as of January 2009, compared to 1.3 percent, statewide, and 2.5 percent, nationally. Moreover, just 5.7 percent of all subprime mortgages in the county are in foreclosure versus the U.S. average of 9.3 percent.

Outlook

Looking ahead, most major forecasts look for the U.S. economy to continue to contract through at least the first half of 2009 followed by an "unusually gradual and prolonged" recovery beginning sometime in 2010.

REVENUE ANALYSIS

LOCAL REVENUES

The FY2010 general fund revenue budget is $715,193,100, a decrease of $34,176,600, or 4.6 percent, from the FY2009 budget. The FY2011 budget is $715,696,400, an increase of $503,300, or 0.1 percent, from the FY2010 budget.

Property Taxes

Property taxes are the county's largest source of locally generated revenues, comprising 51.1 percent of the FY2010 general fund budget and 50.5 percent of the FY2011 general fund budget. 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 and personal property, including vehicles, trucks, boats, trailers, and aircraft, are taxed on the assessed value of the property, which approximates fair market value.

Real Estate Taxes

Real estate taxes are the largest source of property tax revenue and the largest single source of revenue for 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 of each year and that rate is then applied to two subsequent billings – one due on June 5th and one due on December 5th. In 2008, the county's Board of Supervisors voted to reduce the real estate tax rate from $0.97 to $0.95 per $100. Accordingly, the FY2010 budget reflects a real estate tax rate of $0.95 for the December 2009 and June 2010 bills. The FY2011 budget also employs a rate of $0.95.

In January of each year, the county establishes the real estate assessments for that calendar year. Historically, property assessments have been based on two-year old sales data. For example, 2008's assessments were calculated using sales data from 2006. However, in an effort to be more responsive to market conditions, 2009's assessments were determined using sales data through November of 2008. The State Code mandates that "annual assessments shall be made at 100 percent of fair market value." The county's median assessment to sales ratio for 2009 is 96.1 percent.

The county is projecting $312,441,100 in real estate tax collections during FY2010. This is a decrease of $7,445,900, or 2.4 percent, from the FY2009 adopted budget. The FY2011 budget is $308,019,200, a decrease of $4,421,900, or 1.4 percent, from the FY2010 budget. In addition to residential and commercial properties, the real estate total includes taxes on public service real estate and delinquent taxes. The FY2010 and FY2011 estimates take into account existing and projected property values, trends in new residential and commercial construction, and building permit levels. That said the real estate projections assume a 5.3 percent decline in the county's total taxable assessed value for 2010 (the 2010 Land Book). Growth in the county's total taxable assessed value in 2008 and 2009 was 13.6 percent and 0.9 percent, respectively. Real property tax revenue projections assume the county will collect approximately 99.0 percent of the December levy and 96.8 percent of the June levy.

The real estate tax relief for the elderly and disabled program provides relief from real estate taxes for elderly or disabled individuals who satisfy certain income and net worth criteria. In FY2010, the program is budgeted at $3,864,400, an increase of 4.9 percent over the FY2009 adopted total. The increase is primarily due to a number of revisions to the program's eligibility structure. For the 2009 tax year, the Board of Supervisors increased the net worth limit from $200,000 to $350,000 and raised the relative's income exemption level from $6,500 to $10,000. Additionally, the Board removed the cap on the amount of eligible relief for households earning between $0 and $37,000 annually – previously, households in that tier were limited to $2,000 of tax relief. These revisions should expand program eligibility and increase the amount of relief available to existing participants. Close to 2,700 eligible participants were granted relief in 2008.

Personal Property Taxes

Personal property taxes are assessed on various classes of personal property. Calendar year 2009 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 5th.

The FY2010 budget for personal property taxes is $46,426,500, a decrease of $5,735,000 or 10.9 percent, from the FY2009 budget. The projected decrease in personal property revenue is due to sizable declines in vehicle values – particularly light trucks and sport utility vehicles – in response, to recent spikes in fuel costs.

The FY2010 budgeted figure includes public service personal property taxes of $100,000, but does not include personal property tax relief reimbursement funding from the state. Calendar year 2010 will be the thirteenth 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. 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 2009 has been set at 65.0 percent. The relief percentage is adjusted every year in April.

Other Property Taxes and Penalties and Interest

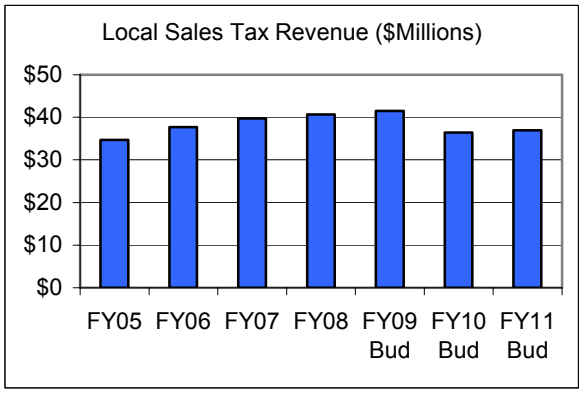
Total mobile home tax, machinery and tools tax, and penalties and interest on all property taxes are budgeted at $6,910,000 in FY2010, an increase of $375,000, or 5.7 percent, from the total combined budget of $6,535,000 in FY2009. There is no growth projected in any of the three categories for FY2011.

Other Local Taxes

The other local tax category includes all locally assessed taxes other than property taxes. Other local taxes represent 12.4 percent of the general fund budget in FY2010 and 12.6 percent of the general fund budget in FY2011. 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 Commonwealth 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 2009, the county's FY2009 local sales tax revenue collections were 4.0 percent below their year-ago level. As a result, the FY2010 budget assumes a decrease of -5.0 percent over the revised FY2009 estimate of $38,292,500. The FY2010 budget is $36,377,900. The FY2011 local sales tax budget is $36,923,600, a modest 1.5 percent increase from the FY2010 budget.

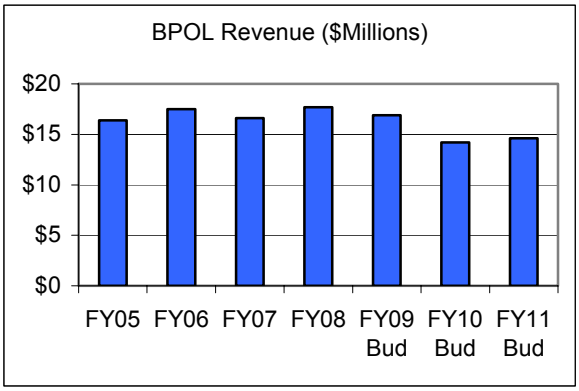
Business Professional and Occupational License (BPOL) Tax

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

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 based on their type of business, or a flat $10 fee, which ever 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 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 in any given fiscal year is dependent on the gross receipts of businesses in the prior calendar year. For example, FY2010's BPOL revenue will be based on gross receipts from calendar year 2009.

For FY2010, Business Professional and Occupational License revenue is budgeted at $14,262,700, a decrease of $2,683,600, or -15.8 percent, from the FY2009 adopted budget. The declines in BPOL revenues are due, in large part, to weakness in consumer spending and housing market activity as more than half of BPOL revenues are paid by retailers, general contractors, and home builders. For FY2011, BPOL revenue is budgeted at $14,619,300, an increase of 2.5 percent, from the FY2010 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 generally 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 FY2010 budget estimates $7,468,000 in revenue from consumer utility taxes, a $192,200, or 2.5 percent, below the FY2009 budget. However, the FY2010 budget is 0.2 percent above the revised projection for FY2009 – receipts for FY2009 are expected to be below budget due to slower than anticipated housing growth. The FY2011 budget for consumer utility taxes is $7,561,300, a 1.2 percent, increase from the FY2010 budget.

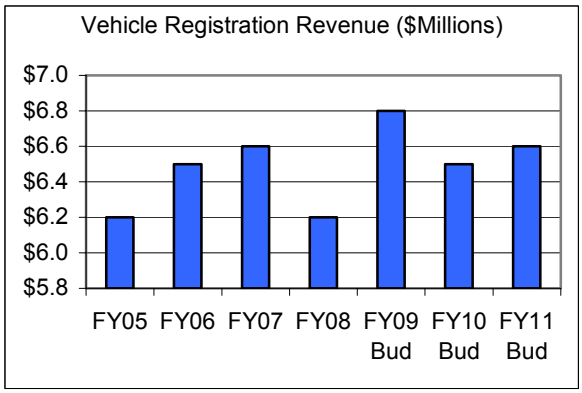
Telecommunications Sales Tax

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 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 radio as well as voice over internet telephone service are also subject to the 5.0 percent tax – previously, those industries were not subject to local taxes. The new telecommunications tax went into effect in January 2007.

For FY2010, telecommunications sales tax revenue is budgeted at $12,120,000, an $858,000, or 6.6 percent, decline from the FY2009 adopted budget. The anticipated decline is due to tepid demand for new services as well as a recently enacted statewide exemption for certain telecommunications providers that will impact local receipts going forward. The FY2011 budget is projected to increase 1.5 percent, from the FY2010 budget.

Vehicle Registration Fees

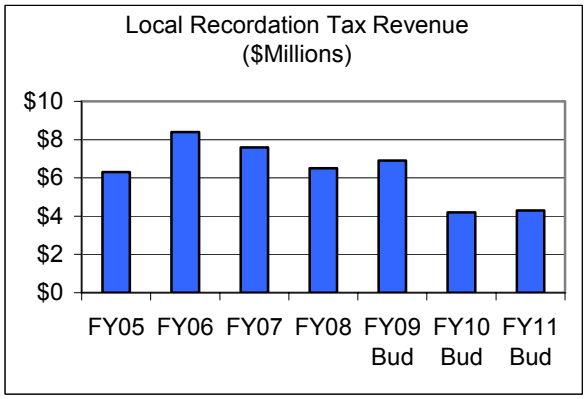
All Chesterfield County residents must register their vehicles, boats, motorcycles, and trailers in the county for taxation. Prior to 2006, residents had to purchase a motor vehicle decal to display as proof of registration. Beginning in 2006, citizens no longer receive a decal, but are still required 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.



Motor vehicle registration revenue is projected to be $6,872,800 in FY2010, a 2.5 percent increase from the FY2009 revised projection of $6,359,800, and $6,681,800 in FY2011, a 2.5 percent increase from the FY2010 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. This revenue source is driven by home sales and mortgage re-financing activity. Accordingly, the outlook for FY2010 and beyond is notably weaker than in recent years due to the pronounced slowdown in the housing sector. The FY2010 budget for the local recordation tax is $4,188,700, a marked drop of $2,724,800, or 39.4 percent, from the FY2009 budget. The FY2011 budget is $4,293,400, an increase of 2.5 percent from the FY2010 budget.



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 $7,997,000 in FY2010 and $8,097,600 in FY2011.

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 $54,688,600 in FY2010 and comprise 7.6 percent of the general fund budget. The FY2011 budget for these revenue categories is $54,771,800, 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. The total permits and fees budget for FY2010 is $4,773,900, or 0.7 percent, of general fund revenue. The FY2011 budget is projected to be flat to FY2010.

A large portion of this category is building permit fees, which support the functions of the Building Inspections Department. Total building permit-related revenue is budgeted at $3,487,200 in FY2010, a decrease of $2,062,600 or 37.1 percent, from the FY2009 budgeted amount, in response to the sharp pullback in local construction activity. Residential building activity in the county is projected to remain sluggish for the next couple of years, while the pace of commercial activity is expected to soften significantly.

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. Similar to Building Inspections, Planning revenues are tied closely to development activity in the county. As a result, FY2010 planning permit and fee revenue is projected to be $595,000, a $1,187,900, or 66.6 percent, decline from the FY2009 budget.

Fines and Forfeitures and Use of Money and Property

These two revenue categories are expected to generate $6,147,300 in FY2010, a decrease of $261,900, or 4.1 percent, from the combined FY2009 budget of $6,409,200. The combined FY2011 budget is $6,195,300, an increase of $48,000, or 0.8 percent, from FY2010 funding levels.

Individually, fines and forfeitures is budgeted at $1,197,800 in FY2010, while use of money and property is estimated at $4,949,500. Fines and forfeitures, which is largely comprised of court fines (98.5 percent), is projected to decline 18.4 percent from the FY2009 budget. On the other hand, use of money and property, which includes interest earned on invested general funds and rent of county facilities, is expected to increase 0.2 percent from the FY2009 budget. In FY2011, fines and forfeitures is projected to be flat and use of money and property is expected to increase 1.0 percent.

Fines and forfeitures and use of money and property account for less than 1.0 percent of the general fund budget in both FY2010 and FY2011.

Service Charges

The service charges category includes revenue received by the county for services provided to citizens. The majority 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 $18,622,800 in the FY2010 budget. This is an increase of $503,200, or 2.8 percent, from the FY2009 budget. The FY2011 budget for mental health-related revenue is the same as the FY2010 budget.

Solid waste fees cover a variety of services provided by the Waste and Resource Recovery (WARR) 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 $1,631,400 in FY2010, a decrease of $608,900, or 27.2 percent, from the FY2009 budget. The majority of the decrease can be attributed to a marked decline in activity at the county's convenience centers. Solid waste revenues are projected to be flat in FY2011.

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 $9,683,300 in FY2010, an increase of $1,034,300, or 12.0 percent, from the FY2009 budget. The FY2011 budget is $9,693,300, an increase of 0.1 percent from the FY2010 budget. Much of the increase in the FY2010 budget can be attributed an expected increase in delinquent tax fees.

Total service charge revenue is budgeted at $29,937,500 in FY2010 and $29,947,500 in FY2011, which represents 4.2 percent of the general fund budget in both years.

Recovered Costs and Miscellaneous Revenues

Recovered costs and 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 and Miscellaneous revenues are budgeted at $13,829,900 in FY2010 and $13,855,100 in FY2010, which accounts for 1.9 percent of total general fund revenues in both fiscal years.

REVENUE ANALYSIS

Local Revenues

	FY2008 Actual	Biennium FY2009 Adopted	FY2010 Amended	FY2011 Projected
Real Estate Tax	$306,936,700	$319,887,000	$312,441,100	$308,019,200
% of General Fund	41.5%	42.7%	43.7%	43.0%
Personal Property Tax	53,123,700	52,161,500	46,426,500	46,426,500
% of General Fund	7.2%	7.0%	6.5%	6.5%
Other Property Tax	7,724,500	6,535,000	6,910,000	6,910,000
% of General Fund	1.0%	0.9%	1.0%	1.0%
Other Local Tax	99,134,600	102,522,400	88,933,100	90,478,800
% of General Fund	13.4%	13.7%	12.4%	12.6%
Permits and Fees	6,459,200	8,257,100	4,773,900	4,773,900
% of General Fund	0.9%	1.1%	0.7%	0.7%
Fines & Forfeit./Use of Money & Prop.	11,992,000	6,409,200	6,147,300	6,195,300
% of General Fund	1.6%	0.9%	0.9%	0.9%
Service Charges	27,894,800	29,008,900	29,937,500	29,947,500
% of General Fund	3.8%	3.9%	4.2%	4.2%
Recovered Costs & Miscellaneous	16,869,409	13,814,400	13,829,900	13,855,100
% of General Fund	2.3%	1.8%	1.9%	1.9%
TOTAL LOCAL REVENUES	**$530,134,909**	**$538,595,500**	**$509,399,300**	**$506,606,300**
% of General Fund	72.3%	71.9%	71.3%	71.2%

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 FY2010 budget, capital replacement projects, and demand projections over the next ten years indicate that current revenues, without fee increases, will not be sufficient to cover operating expenses.

Accordingly, the department's wastewater commodity charge has been increased by $0.06 per one hundred cubic feet (CCF) and is anticipated to generate an additional $720,000 in revenues. Similarly, the water and wastewater bi-monthly base charges for a typical 5/8" residential size meter have increased by $5.00 and are anticipated to generate an additional $3,226,000. These increases are needed to cover the cost of providing water and wastewater utility services and funding capital replacement projects. The base charges for larger meters increases proportionately based on meter size.

In addition, the department's analysis of costs for expansion projects and demand projections over the next ten years suggest a connection fee adjustment is needed to cover capital costs.

The connection fees for a 5/8" residential size meter have increased from $3,970 to $4,025 (generating an additional $151,000) for water and from $2,725 to $3,140 (generating an additional $654,000) for wastewater. The connection fees for larger meters will increase proportionately based on meter size.

As an enterprise fund fully supported by payments from users, the increases are necessary to offset operating cost increases such as electric and chemical costs as well as the cost of purchased water (from the City of Richmond and the Appomattox River Water Authority) as well as payments for wastewater treatment (South Central Wastewater Authority). Furthermore, increased capital costs needed to comply with the nutrient regulations for the Chesapeake Bay, pump station rehabilitation, new water tanks, new water lines, the county's contractual share of Richmond water plant projects, as well as maintaining the integrity of the county's water and wastewater facilities are all contributing to the need for the increased rates and fees.

The average bi-monthly bill for a standard 5/8" residential size meter using an average of 18CCF combined water and wastewater is projected to increase by approximately $6.08. Even after the rate increases (assuming a typical bill for combined services), however, the County's rates will still be significantly less than Henrico, Hanover, and Richmond.

The department has also made some adjustments to its ancillary charges in order to cover the cost of providing quality utility services to county residents and businesses. These charges include increasing the water line installation charge from $777 to $1,550 for a 5/8" line, raising the meter set charge from $35 to $65 for a 5/8" meter, increasing the companion meter installation fee from $375 to $420, adjusting the fee for septage disposal from $25 per 1,000 gallons to $50 per 1,000 gallons, and raising the bacteriological testing fee from $23.50 to $35.

Parks and Recreation

The Parks and Recreation Department has implemented several fee adjustments in an effort to recover more of the actual cost of the programs being offered.

Increases in Adult Outdoor Recreation (i.e. kayaking, rock climbing, sailing, etc.) and Adult Community Recreation (i.e. aerobics, dance classes, etc.) fees are projected to generate an additional $32,000 in FY2010. The cost increases to an average participant would vary greatly depending on the type of activity. Other increases include game field preparation fees, facility rental fees, and fees for instructional classes.

The department has also implemented a new fee for the Teen Summer Program to offset some of the associated costs, which is estimated to generate $8,000 in additional revenue each year. For years, this program has been offered for free and serves about 200 middle school age children at three locations. Additionally, the Youth Summer Camp Program fee has been increased and is estimated to generate an additional $7,000 in FY2010.

Staff is also implementing minor increases in community building rental fees and picnic shelter rental fees. The community building fees were increased slightly in FY2009; the picnic shelter fees were adjusted two years ago. Most other fees have not seen an increase in more than five years.

Sheriff

The Sheriff's Department has implemented an increase in the Home Incarceration Program fee from $10 to $16 per participant, per day to cover 100 percent of the costs associated with this program. The increase is anticipated to generate an additional $25,000 annually. In addition, the work release program fee has increased from $10 to $16 per day, which is expected to generate an additional $10,000 each year. The $16 rate will be charged for those participants on work release that also require electronic monitoring. The funds will be used to purchase replacement electronic monitoring equipment. Those work release participants that do not require electronic monitoring will remain at the $10 level per day. The last time this fee was increased was in the FY2007 budget when it went from $8 to $10 per day for both programs.

Building Inspections

The Building Inspections department is implementing a new proactive code compliance and rental housing inspection program. It is expected that there will be a fee associated with the rental housing

segment of the program; however, the specifics of the fee structure have yet to be determined.

STATE REVENUES

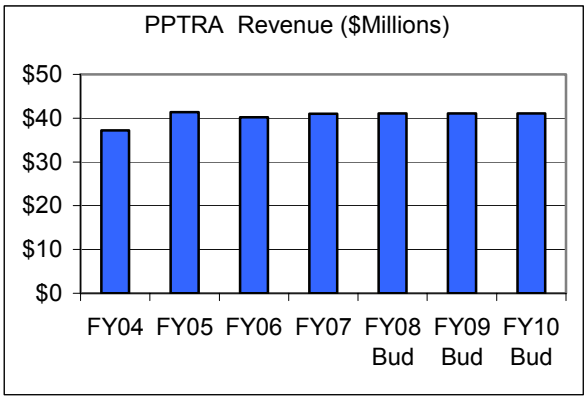
As discussed earlier, the state is facing a staggering budget shortfall for the 2008-2010 Biennium of at least $2.9 billion. As a result, state funding for localities has been adversely impacted and with state budget deliberations still underway, further funding reductions could be in store. That said total state revenues are budgeted at $123,712,500 in FY2010, a decrease of $4,711,200, or 3.7 percent, from the FY2009 budget. This category represents 17.3 percent of the county's total general fund budget. The FY2011 budget for all state revenues is $125,132,700, or 17.5 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 Commonwealth 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.

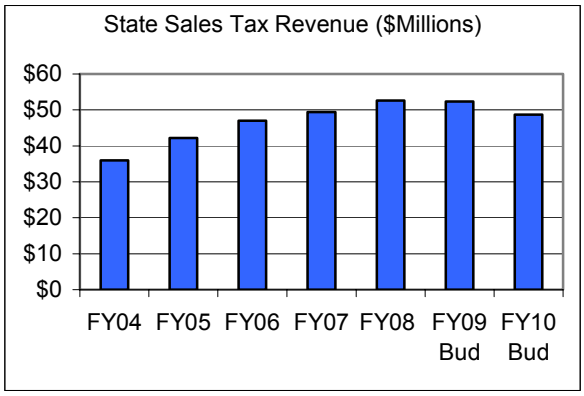


The FY2010 and FY2011 budgets each include $41,092,000 in anticipated reimbursement under the PPTRA program. County taxpayers will see a gradual reduction in the amount of relief they receive each year because the total state reimbursement will remain the same while the county's personal use vehicle assessed value base will continue to increase. The relief percentage for tax year 2009 has been set at 65.0 percent, a notable increase from last year's 60.0 percent mark.

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 0.25 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.

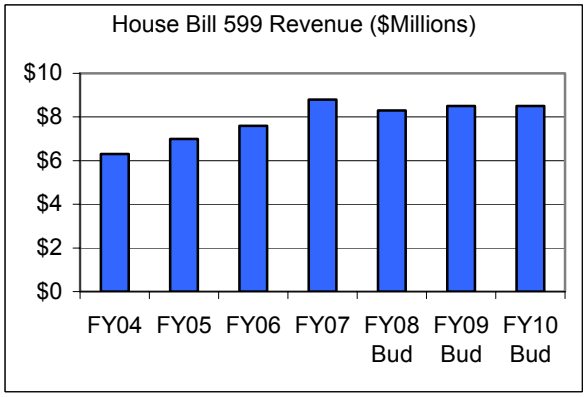


Two factors influence the performance of this revenue source: the level of retail sales statewide and the proportion of the state's school children residing in Chesterfield County – both of which are having a negative impact on sales tax funding for county schools. The current economic downturn has damped retail sales across the state and the pullback in housing activity in Chesterfield has muted enrollment growth in county schools. Accordingly, the FY2010 budget includes $48,701,000 in state sales tax revenue, which is a decrease of $3,583,400, or 6.9 percent, from the FY2009 budget. The FY2011 budget for state sales tax is $50,075,000, an increase of 2.8 percent over FY2010.

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 particularly in this current budget environment. Nonetheless, the FY2010 budget expects HB599 revenue to be unchanged from FY2009 at $8,500,000.



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.

Total Compensation Board revenue is budgeted at $9,719,500 in FY2010, a $406,700, or 4.0 percent, decrease from the FY2009 budget. The FY2011 budget for Compensation Board revenue is flat to the FY2010 budget.

Other

Other state revenues include, among others, excess clerk fees and the state recordation tax. Other state revenues are budgeted at $15,700,000 in FY2010, a 4.4 percent reduction from the FY2009 budget. The decrease is due, in large part, to the state's decision to flip the excess fee revenue distribution formula from two-thirds local/one-third state to one-third local/two-thirds state.

REVENUE ANALYSIS

FEDERAL REVENUES

Federal revenue is budgeted at $11,055,200 in both FY2010 and FY2011. The FY2010 and FY2011 budgets for federal revenue comprise 1.5 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 FY2010 budget includes $9,759,100 for welfare pass through funding, a decrease of $477,400, or 4.7 percent, from the FY2009 budget. The FY2011 budget for welfare funding is flat to the FY2010 total.

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 includes revenues related to the operations of the county's Comprehensive Services Act (CSA) Program. The revenue sources are transfers from schools, Social Services, the county's general fund, reimbursements from Colonial Heights, and state aid. In FY2010 the CSA program is anticipating $9,500,000 in revenue from these sources. This is a decrease of $1,581,900, or 14.3 percent, from the FY2009 adopted budget due primarily to reductions in local funding. The FY2011 budget is budgeted at $9,500,000 as well. 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 budget is estimated to be $627,168,100 in FY2010. This is a decrease of $15,934,100, or 2.5 percent, from the FY2009 budget. This revenue is estimated to be $622,052,000 in FY2011, a $5,116,100, or 0.8 percent, decrease from the FY2010 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) program, 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, grants and donations, other state or federal funds, and cash proffers. The FY2010 Capital Improvement Program (CIP) budget for general county improvements is approximately $48.2 million. More information on capital improvement projects can be found in the FY2010 – FY2015 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 section discusses 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, Radio Shop, 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 is projected to be $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 FY2009 rate was $63.00 per hour. For 2010, however, a new, tiered rate structure has been adopted that will charge $66.00 per hour for light trucks and automobiles, $76.00 per hour for heavy vehicles (county-owned), and $73.00 per hour for school-owned vehicles. The radio shop labor rate for work done outside the normal maintenance contract is scheduled to be $52.00 per hour in FY2011.

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.

Sources

"Bloomberg". Retrieved from http://www.bloomberg.com/apps/news?pid=20601087&sid=aaDbGEgTdNog&refer=home

"Bureau of Labor Statistics". Retrieved from http://www.bls.gov/

"Realty Trac". Retrieved from http://www.realtytrac.com/ContentManagement/pressrelease.aspx?ChannelID=9&ItemID=5681&accnt=64847

"Virginia Association of Realtors". Retrieved from http://www.varealtor.com/Research/VirginiaHomeSales/tabid/228/Default.aspx

"Virginia Employment Commission". Retrieved from http://www.vawc.virginia.gov/analyzer/default.asp

This page intentionally left blank

CONSOLIDATED REVENUE SUMMARY
FY2010 AMENDED FOR ALL FUNDS

Revenue Sources:

	General Fund	School Fund	Comprehensive Services	Grants	Fleet and Radio Shop
Real Estate Taxes	$312,441,100				
Personal Property	46,426,500				
Other Property	6,910,000				
Utility & Other Local Taxes	88,933,100				
Permits, Fees, etc.	5,971,700				
Charges for Services	29,937,500	$19,223,690			$19,547,800
Miscellaneous and Recovered Costs	13,719,100	5,328,110	$237,800		
State Funding	123,712,500	243,686,950	4,650,000	2,929,000	
Federal Funding	11,055,200	53,602,700		3,088,300	
Other Financing Sources	14,370,700		175,000	4,218,000	
Use of Money and Property	4,949,500	1,992,350			
REVENUE GENERATED WITHIN FUND	**$658,426,900**	**$323,833,800**	**$5,062,800**	**$10,235,300**	**$19,547,800**
Transfers from Other funds	3,271,200	298,101,000	4,437,200	2,831,100	
Beginning Fund Balance	53,495,000	5,233,300			
AVAILABLE SOURCES	**$715,193,100**	**$627,168,100**	**$9,500,000**	**$13,066,400**	**$19,547,800**

Expenditures:

	General Fund	School Fund	Comprehensive Services	Grants	Fleet and Radio Shop
General Government	$9,230,100				
Management Services	33,299,500			$26,000	$19,547,800
Assessment and Collection of Taxes	10,231,800				
Administration of Justice	8,321,200			253,800	
Public Safety	129,925,300			3,785,000	
Human Services	88,094,300		$9,500,000	7,219,900	
Community Development	17,487,900			1,781,700	
Education	298,101,000	$561,230,057			
Debt Service	25,333,200	47,909,500			
Miscellaneous	21,986,500				
Reserves	436,600	14,828,400			
Transfer to Other Funds	19,250,700				
TOTAL EXPENDITURES	**$661,698,100**	**$623,967,957**	**$9,500,000**	**$13,066,400**	**$19,547,800**
Ending Fund Balance	53,495,000	3,200,143			
TOTAL BUDGET	**$715,193,100**	**$627,168,100**	**$9,500,000**	**$13,066,400**	**$19,547,800**

CONSOLIDATED REVENUE SUMMARY
FY2010 AMENDED FOR ALL FUNDS

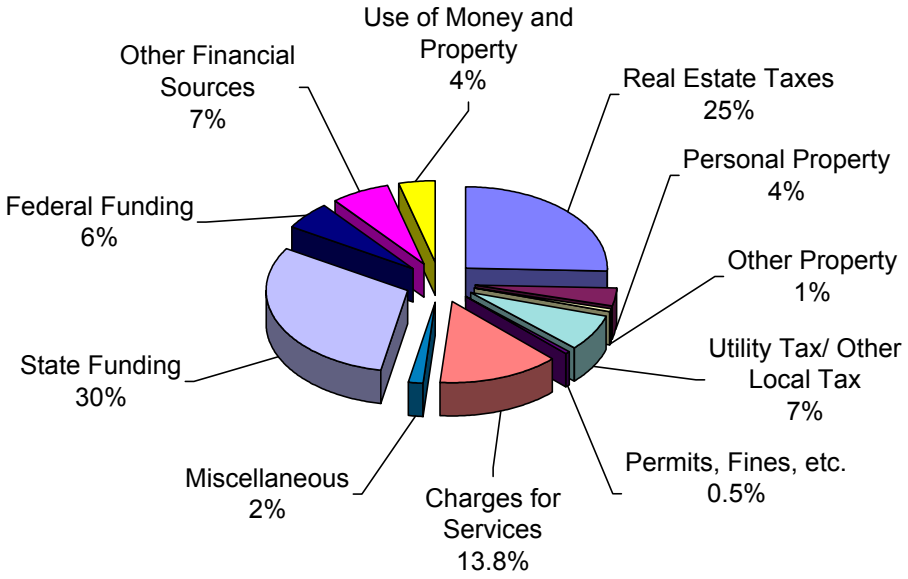
Risk Management	Capital Projects Management	Airport	Utilities	Transfers from Other Funds	Total	Percent
					$312,441,100	25.5%
					46,426,500	3.8%
					6,910,000	0.6%
					88,933,100	7.3%
					5,971,700	0.5%
$7,845,100	$859,300	$707,800	$91,625,800		169,746,990	13.8%
					19,285,010	1.6%
		13,500			374,991,950	30.6%
		427,500			68,173,700	5.6%
					18,763,700	1.5%
			44,431,300		51,373,150	4.2%
$7,845,100	**$859,300**	**$1,148,800**	**$136,057,100**	**$0**	**$1,163,016,900**	**94.8%**
		84,000		(308,724,500)	0	
4,762,400					63,490,700	**5.2%**
$12,607,500	**$859,300**	**$1,232,800**	**$136,057,100**	**($308,724,500)**	**$1,226,507,600**	**100.0%**

Risk Management	Capital Projects Management	Airport	Utilities	Transfers from Other Funds	Total	Percent
					$9,230,100	0.8%
$7,895,100	$859,300	$1,232,800		($84,000)	62,776,500	5.1%
					10,231,800	0.8%
				(37,500)	8,537,500	0.7%
				(706,000)	133,004,300	10.8%
				(7,215,700)	97,598,500	8.0%
			136,057,100	(2,452,600)	152,874,100	12.5%
				(298,101,000)	561,230,057	45.8%
				(127,700)	73,115,000	6.0%
					21,986,500	1.8%
					15,265,000	1.2%
					19,250,700	1.6%
$7,895,100	**$859,300**	**$1,232,800**	**$136,057,100**	**($308,724,500)**	**$1,165,100,057**	**95.0%**
4,712,400					61,407,543	**5.0%**
$12,607,500	**$859,300**	**$1,232,800**	**$136,057,100**	**($308,724,500)**	**$1,226,507,600**	**100.0%**

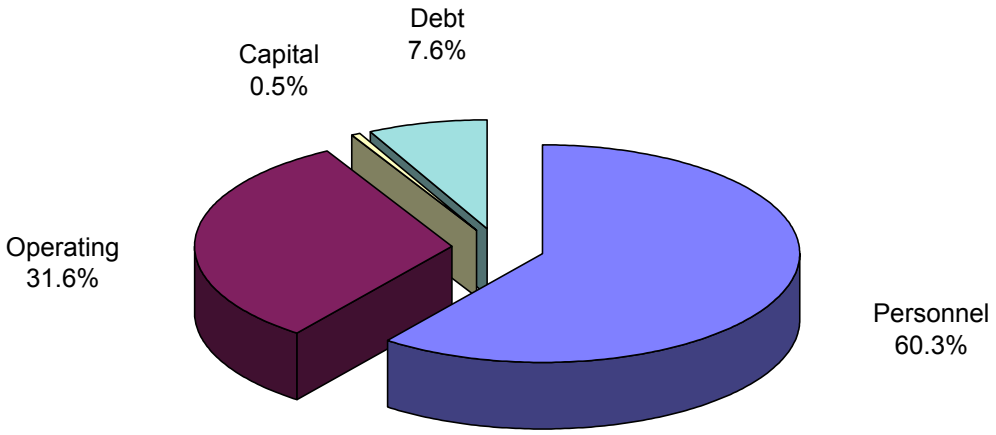
CONSOLIDATED REVENUE AND EXPENDITURE ANALYSIS FY2010 AMENDED FOR ALL FUNDS

The county's FY2010 Amended Budget net of transfers between funds is $1,226,507,600. The charts below detail consolidated revenues and expenditures by category.

FY2010 Amended $1,226,507,600
Consolidated Revenue Analysis

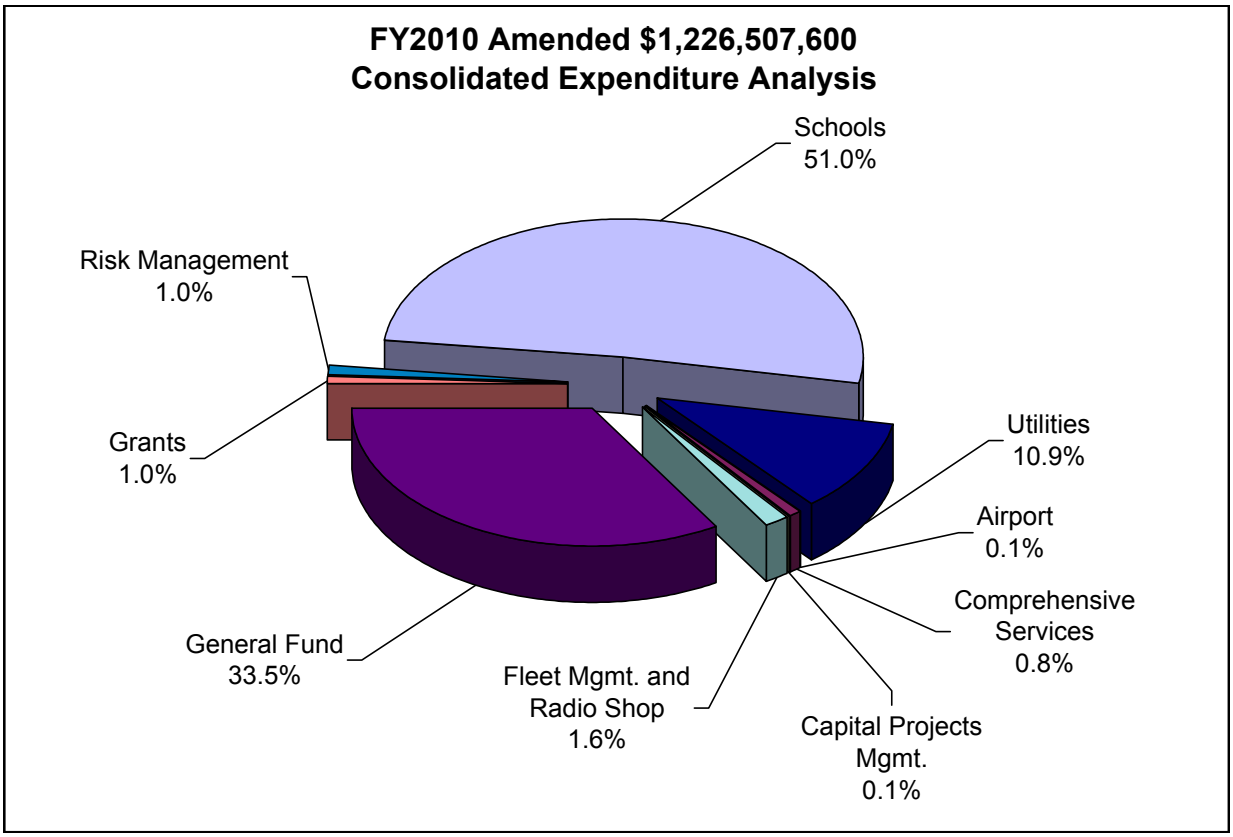


FY2010 Amended $1,226,507,600
Consolidated Expenditures by Category



CONSOLIDATED REVENUE AND EXPENDITURE ANALYSIS FY2010 AMENDED FOR ALL FUNDS

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



GENERAL FUND REVENUES

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Estimated Revenues:								
From Local Sources								
Real Estate Taxes	$306,936,688	$319,887,000	$327,166,300	$312,441,100	-2.3%	$308,019,200	$314,886,700	$323,285,200
Other Property Taxes	60,848,220	58,696,500	60,355,200	53,336,500	-9.1%	54,263,000	55,208,100	56,172,100
Other Local Taxes	99,134,558	102,522,400	106,019,000	88,933,100	-13.3%	90,478,800	92,448,800	95,218,000
Permits and Fees	6,461,533	8,257,100	8,390,900	4,773,900	-42.2%	4,773,900	4,773,900	4,773,900
Fines and Forfeitures	2,555,991	1,468,200	1,495,800	1,197,800	-18.4%	1,197,800	1,197,800	1,197,800
Other Local Revenue	54,139,844	47,764,300	49,077,880	48,716,900	1.9%	48,800,100	49,080,800	49,339,300
Subtotal Local Sources	**$530,076,834**	**$538,595,500**	**$552,505,080**	**$509,399,300**	**-5.4%**	**$507,532,800**	**$517,596,100**	**$529,986,300**
Other Agencies								
State Revenue	$128,983,199	$128,423,700	$131,293,100	$123,712,500	-3.7%	$125,132,700	$125,791,000	$126,880,500
Federal Revenue	11,332,739	11,856,300	11,893,220	11,055,200	-6.8%	11,055,200	11,055,200	11,055,200
Subtotal Other Agencies	**$140,315,939**	**$140,280,000**	**$143,186,320**	**$134,767,700**	**-3.9%**	**$136,187,900**	**$136,846,200**	**$137,935,700**
Other Sources								
Transfers and Reserves	**$3,959,717**	**$16,999,200**	**$12,022,600**	**$17,531,100**	**3.1%**	**$20,007,300**	**$15,773,800**	**$14,963,000**
Undesig. Fund Balance, Beginning	**$65,204,348**	**$53,495,000**	**$53,495,000**	**$53,495,000**	**0.0%**	**$53,495,000**	**$53,495,000**	**$53,495,000**
Total Transf., Reserves, and Fund Balance	**$69,164,065**	**$70,494,200**	**$65,517,600**	**$71,026,100**	**0.8%**	**$73,502,300**	**$69,268,800**	**$68,458,000**
Total General Fund Revenues	**$739,556,837**	**$749,369,700**	**$761,209,000**	**$715,193,100**	**-4.6%**	**$717,223,000**	**$723,711,100**	**$736,380,000**

GENERAL FUND EXPENDITURES

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amendments	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Estimated Expenditures:									
General Government	$9,289,514	$9,824,600	$9,917,700	($687,600)	$9,230,100	-6.1%	$9,230,100	$9,230,100	$9,230,100
Management Services	32,062,345	33,457,700	33,876,500	(577,000)	33,299,500	-0.5%	33,300,400	33,300,400	33,300,400
Assessment and Collection of Taxes	9,865,145	10,315,500	10,408,700	(176,900)	10,231,800	-0.8%	10,231,800	10,231,800	10,231,800
Administration of Justice	8,188,620	8,389,500	8,447,700	(126,500)	8,321,200	-0.8%	8,327,800	8,275,300	8,275,300
Public Safety	124,831,142	132,434,700	135,083,900	(5,158,600)	129,925,300	-1.9%	129,951,100	129,951,100	129,951,100
Human Services	82,857,909	89,355,600	90,453,400	(2,359,100)	88,094,300	-1.4%	88,094,300	88,094,300	88,094,300
Community Development	18,353,259	19,526,600	19,656,200	(2,168,300)	17,487,900	-10.4%	17,487,900	17,487,900	17,487,900
Miscellaneous:									
Non-Departmental	$143,606	$1,290,400	$1,559,400	($425,000)	$1,134,400	-12.1%	$1,151,100	$1,170,900	$1,191,100
Community Contracts	2,351,297	1,312,000	964,600	93,400	1,058,000	-19.4%	1,058,000	1,058,000	1,058,000
Convention Center	4,468,629	4,261,600	4,417,200	(395,500)	4,021,700	-5.6%	4,102,100	4,204,600	4,330,700
Debt Service	20,483,084	24,898,200	28,255,000	(2,921,800)	25,333,200	1.7%	26,781,100	27,634,600	32,193,200
Employee Benefits	5,759,778	9,594,700	10,922,700	(3,797,500)	7,125,200	-25.7%	6,700,200	7,012,400	7,351,800
Intracounty Hydrant Protection	2,452,600	2,452,600	2,452,600	0	2,452,600	0.0%	2,452,600	2,452,600	2,452,600
Local Aid to the Commonwealth	0	1,500,000	1,500,000	(1,500,000)	0	-100.0%	0	0	0
Interest Paid on Taxes	64,943	116,000	113,000	(2,000)	111,000	-4.3%	110,800	110,800	110,700
Community Development Auth.	0	1,080,000	1,926,700	(726,700)	1,200,000	11.1%	2,500,000	3,000,000	3,300,000
Tax Relief for Elderly	2,924,557	3,680,400	3,864,400	0	3,864,400	5.0%	3,922,400	3,981,200	4,040,900
Total Miscellaneous	**$38,648,493**	**$50,185,900**	**$55,975,600**	**($9,675,100)**	**$46,300,500**	**-7.7%**	**$48,778,300**	**$50,625,100**	**$56,029,000**
District Improvement Funds	$0	$242,500	$242,500	$0	$242,500	0.0%	$242,500	$242,500	$242,500
Streetlight Electrical Costs	624,447	673,200	782,200	(5,500)	$776,700	15.4%	776,700	814,800	814,800
Transfers:									
Grants [1]	$2,915,943	$2,584,600	$2,594,300	$40,100	$2,634,400	1.9%	$2,634,400	$2,634,400	$2,634,400
Schools Operating[2]	316,940,867	316,596,600	318,315,200	(20,214,200)	298,101,000	-5.8%	297,212,000	300,779,300	306,794,900
Other Funds [3]	108,227	0	0	0	0	0.0%	0	0	0
Comprehensive Services	2,729,900	3,008,600	3,206,700	(611,800)	2,594,900	-13.8%	2,594,900	2,594,900	2,594,900
Transfer to Capital Projects	14,356,238	16,752,400	15,580,400	(1,643,000)	13,937,400	-16.8%	14,429,200	15,268,600	14,943,300
Transfer to Airport Fund	302,984	40,000	9,000	75,000	84,000	110.0%	0	0	7,500
Total Transfers	**$337,354,158**	**$338,982,200**	**$339,705,600**	**-$22,353,900**	**$317,351,700**	**-6.4%**	**$316,870,500**	**$321,277,200**	**$326,975,000**
Reserves:									
Pay-As-You-Go Capital Projects	$1,300,000	$1,017,900	$1,308,300	($1,308,300)	$0	-100.0%	$0	$0	$1,567,200
Road & Existing Business Reserve	0	999,700	1,855,700	(1,855,700)	0	-100.0%	0	0	0
Net Increase in Designations & Reserves	5,477,259	0	0	0	0	0.0%	0	0	0
Program Enhancements	0	469,100	0	436,600	436,600	-6.9%	436,600	685,600	685,600
Undesignated Fund Bal., Ending	70,704,545	53,495,000	53,495,000	0	53,495,000	0.0%	53,495,000	53,495,000	53,495,000
Total Reserves	**$77,481,804**	**$55,981,700**	**$56,659,000**	**($2,727,400)**	**$53,931,600**	**-3.7%**	**$53,931,600**	**$54,180,600**	**$55,747,800**
Total General Fund Expenditures	**$739,556,837**	**$749,369,700**	**$761,209,000**	**($46,015,900)**	**$715,193,100**	**-4.6%**	**$717,223,000**	**$723,711,100**	**$736,380,000**

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

[2] Transfer to the Schools CIP reserve is included in the FY2008 actuals for transfer to School Operating Fund.

[3] Includes one-time FY2008 actuals to Risk Management and Vehicle and Communications Maintenance Fund to cover expenses associated with other post employement benefits.

SCHOOL OPERATING FUND

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	FY2011 Projected	FY2012 Projected	FY2013 Projected
Revenues:							
Local Sources	$7,712,366	$6,206,600	$6,206,600	$6,700,100	$6,700,100	$6,834,100	$6,970,800
State	235,478,430	266,136,700	272,946,300	240,556,500	238,579,000	243,350,600	248,217,600
Federal	455,406	380,000	380,000	20,022,700	20,022,700	491,100	500,900
Food Services	33,204,326	20,753,000	20,753,000	20,550,000	20,550,000	20,755,500	20,963,100
Grants	21,868,451	22,869,300	22,869,300	31,301,500	31,301,500	23,459,200	23,693,800
Transfer from School CIP	0	1,250,000	0	0	0	0	0
Transfer from Food Services	710,197	800,000	800,000	800,000	800,000	800,000	800,000
Use of Reserves/Loan Proceeds/Int.	83,393	234,800	216,400	216,400	0	0	0
Transfer from General Fund							
State Sales Tax	49,906,167	52,284,400	$54,932,000	$48,701,000	$50,075,000	$50,675,900	$51,689,400
Local Taxes	256,368,509	260,219,400	263,383,200	249,400,000	247,137,000	250,103,400	255,105,500
Prior Year Revenue	8,245,800	4,092,800	0	0	0	0	0
Total General Fund:	**$314,520,476**	**$316,596,600**	**$318,315,200**	**$298,101,000**	**$297,212,000**	**$300,779,300**	**$306,794,900**
Deferred Revenue/Use of Rsvs	5,750,000	0	0	4,233,300	0	0	0
SubTotal Revenue	**$619,783,045**	**$635,227,000**	**$642,486,800**	**$622,481,500**	**$615,165,300**	**$596,469,800**	**$607,941,100**
Beginning Fund Balance	$39,830,849	$2,861,700	$1,000,000	$1,000,000	$3,200,100	$1,400,000	$1,179,500
Total Revenues, Transfers, & Reserves	**$659,613,894**	**$638,088,700**	**$643,486,800**	**$623,481,500**	**$618,365,400**	**$597,869,800**	**$609,120,600**
Expenditures:							
Instruction	$394,267,282	$407,273,602	$410,626,483	$386,248,552	$386,248,600	$371,372,300	$379,171,100
Administration / A. & H.	20,329,360	19,730,404	20,108,941	19,099,014	18,577,300	18,930,300	19,346,800
Pupil Transportation	32,209,136	30,732,631	30,017,705	28,651,129	27,986,000	28,545,700	29,173,700
Operations & Maintenance	57,001,693	60,502,758	61,282,990	58,756,798	57,388,300	58,536,100	59,823,900
Technology	0	13,051,662	13,189,820	10,775,464	9,250,600	9,389,400	9,596,000
Debt Service	43,604,488	45,958,600	48,383,300	47,909,500	52,960,500	52,883,900	52,883,900
Grants	21,868,451	22,869,300	22,869,300	31,301,500	31,301,500	23,459,200	23,693,800
Food Service	33,204,326	20,753,000	20,753,000	20,550,000	20,550,000	20,755,500	20,963,100
Grounds Maintenance	1,973,800	2,246,700	2,167,000	2,161,000	2,167,000	2,167,000	2,255,600
Reserves and Fund Balance	50,122,485	1,963,943	3,627,761	3,200,143	1,400,000	1,179,500	1,181,300
Reserve for Capital Projects	5,032,874	13,006,100	10,460,500	14,828,400	10,535,600	10,650,900	11,031,400
Total Expenditures	**$659,613,894**	**$638,088,700**	**$643,486,800**	**$623,481,500**	**$618,365,400**	**$597,869,800**	**$609,120,600**
Appomattox Governor's School	**$4,965,000**	**$5,013,500**	**$5,013,500**	**$3,686,600**	**$3,686,600**	**$3,686,600**	**$3,686,600**

COMPREHENSIVE SERVICES

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amendments	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Revenues:									
Reimbursement, Colonial Heights	$240,584	$237,800	$290,500	($52,700)	$237,800	0.0%	$237,800	$237,800	$237,800
State Aid, Comp.Services	4,464,238	5,345,900	5,345,900	(845,900)	4,500,000	-15.8%	4,500,000	4,500,000	4,500,000
State Aid, Comp. Svcs.-Medicaid	563,391	114,200	114,200	35,800	150,000	31.3%	150,000	150,000	150,000
Transfer from Social Services	445,200	445,200	445,200	0	445,200	0.0%	445,200	445,200	445,200
Transfer from Schools	1,790,200	1,930,200	2,035,200	(638,100)	1,397,100	-27.6%	1,397,100	1,397,100	1,397,100
Transfer from General Fund	2,729,900	3,008,600	3,206,700	(611,800)	2,594,900	-13.8%	2,594,900	2,594,900	2,594,900
To (From) Retained Earnings	0	0	0	175,000	175,000	N/A	175,000	175,000	175,000
Total Revenues	**$10,233,514**	**$11,081,900**	**$11,437,700**	**($1,937,700)**	**$9,500,000**	**-14.3%**	**$9,500,000**	**$9,500,000**	**$9,500,000**
Expenditures:									
Operating Expenditures	$9,084,980	$11,081,900	$11,437,700	($1,937,700)	$9,500,000	-14.3%	$9,500,000	$9,500,000	$9,500,000
To (From) Retained Earnings	1,148,533	0	0	0	0	0.0%	0	0	0
Total Expenditures	**$10,233,514**	**$11,081,900**	**$11,437,700**	**($1,937,700)**	**$9,500,000**	**-14.3%**	**$9,500,000**	**$9,500,000**	**$9,500,000**

GRANTS

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amendments	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Revenues:									
From Other Governments	$11,994,900	$10,755,200	$10,773,300	($538,000)	$10,235,300	-4.8%	$10,092,300	$10,092,300	$10,092,300
Operating Transfers from Other Funds	2,100,157	2,758,300	2,782,500	48,600	2,831,100	2.6%	2,831,100	2,831,100	2,831,100
Total Revenues and Other Financing Sources	**$14,095,057**	**$13,513,500**	**$13,555,800**	**($489,400)**	**$13,066,400**	**-3.3%**	**$12,923,400**	**$12,923,400**	**$12,923,400**
Expenditures:									
Adult Drug Court	$372,024	$858,700	$674,500	$69,400	$743,900	-13.4%	$743,900	$743,900	$743,900
Clerk of the Circuit Court Technology Trust Fund	293,326	400,000	400,000	(245,100)	154,900	-61.3%	154,900	154,900	154,900
Community Corrections Services:									
Domestic Violence Resource Center	107,410	116,600	117,200	(18,300)	98,900	-15.2%	98,900	98,900	98,900
Domestic Violence Victim Advocate (V-STOP)	35,047	56,500	56,500	(5,600)	50,900	-9.9%	50,900	50,900	50,900
Options	74,336	74,000	74,600	(600)	74,000	0.0%	74,000	74,000	74,000
Post-Trial	1,713,556	1,829,500	1,829,500	13,900	1,843,400	0.8%	1,843,400	1,843,400	1,843,400
Pretrial	447,711	488,800	488,800	(18,400)	470,400	-3.8%	470,400	470,400	470,400
Dual Treatment Track (1)	272,454	358,000	358,000	(185,000)	173,000	-51.7%	30,000	30,000	30,000
Community Development Block Grant	825,711	1,913,400	1,913,400	(131,700)	1,781,700	-6.9%	1,781,700	1,781,700	1,781,700
Community Services Board Part C	896,353	724,700	733,200	(600)	732,600	1.1%	732,600	732,600	732,600
Domestic Violence Prosecutor	44,090	98,400	99,000	(100)	98,900	0.5%	98,900	98,900	98,900
Families First	520,518	529,600	535,000	(10,500)	524,500	-1.0%	524,500	524,500	524,500
Fire and EMS Revenue Recovery	5,819,436	3,520,000	3,720,000	20,000	3,740,000	6.3%	3,740,000	3,740,000	3,740,000
Juvenile Drug Court	424,083	486,000	486,000	0	486,000	0.0%	486,000	486,000	486,000
Litter Grant	41,501	26,000	26,000	0	26,000	0.0%	26,000	26,000	26,000
Police Grants:									
Domestic Violence Coordinator*	333,168	45,000	45,000	0	45,000	0.0%	45,000	45,000	45,000
USDA Grant - Juvenile Detention	68,307	60,000	60,000	15,000	75,000	25.0%	75,000	75,000	75,000
USDA Grant - Youth Group Home	2,245	8,200	8,200	0	8,200	0.0%	8,200	8,200	8,200
Victim/Witness Assistance	425,845	480,400	485,200	(4,800)	480,400	0.0%	480,400	480,400	480,400
Virginia Juvenile Community Crime Control Act (VJCCCA)	1,377,937	1,439,700	1,445,700	13,000	1,458,700	1.3%	1,458,700	1,458,700	1,458,700
Total Expenditures	**$14,095,057**	**$13,513,500**	**$13,555,800**	**($489,400)**	**$13,066,400**	**-3.3%**	**$12,923,400**	**$12,923,400**	**$12,923,400**

FLEET MANAGEMENT AND RADIO SHOP

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amendments	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Revenues:									
Fleet Management Charges	$17,522,238	$17,059,500	$16,791,800	$543,800	$17,335,600	1.6%	$17,335,600	$17,335,600	$17,335,600
Radio Shop	2,114,630	2,243,600	2,432,800	(220,600)	$2,212,200	-1.4%	2,212,200	2,212,200	2,212,200
To (From) Retained Earnings	0	0	0	0	0	0.0%	0	0	0
Total Revenues	**$19,636,868**	**$19,303,100**	**$19,224,600**	**$323,200**	**$19,547,800**	**1.3%**	**$19,547,800**	**$19,547,800**	**$19,547,800**
Expenditures:									
Fleet Management	$16,612,609	$17,059,500	$16,791,800	$543,800	$17,335,600	1.6%	$17,335,600	$17,335,600	$17,335,600
Radio Shop	1,807,044	2,243,600	2,432,800	(220,600)	2,212,200	-1.4%	2,212,200	2,212,200	2,212,200
Total Expenditures	**$18,419,654**	**$19,303,100**	**$19,224,600**	**$323,200**	**$19,547,800**	**0**	**$19,547,800**	**$19,547,800**	**$19,547,800**
To (From) Retained Earnings	1,217,214	0	0	0	0	0.0%	0	0	0
Total Expenditures and Retained Earnings	**$19,636,868**	**$19,303,100**	**$19,224,600**	**$323,200**	**$19,547,800**	**1.3%**	**$19,547,800**	**$19,547,800**	**$19,547,800**

RISK MANAGEMENT

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amendments	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Revenues:									
Operating	$6,786,688	$7,416,800	$7,564,700	$280,400	$7,845,100	5.8%	$8,402,800	$8,577,300	$8,732,000
Non-operating	456,539	0	0	0	0	0.0%	0	0	0
Insurance Recovery	1,055,309	0	0	0	0	0.0%	0	0	0
Other Misc Revenue	11,244	0	0	0	0	0.0%	0	0	0
Transfers in	8,785	0	0	0	0	0.0%	0	0	0
Total Revenues	**$8,318,565**	**$7,416,800**	**$7,564,700**	**$280,400**	**$7,845,100**	**5.8%**	**$8,402,800**	**$8,577,300**	**$8,732,000**
Beginning Retained Earnings	3,388,779	4,812,400	4,812,400	(50,000)	4,762,400	-1.0%	4,712,400	4,712,400	4,712,400
Total Revenues	**$11,707,344**	**$12,229,200**	**$12,377,100**	**$230,400**	**$12,607,500**	**3.1%**	**$13,115,200**	**$13,289,700**	**$13,444,400**
Expenditures:									
Personnel	$1,856,843	$1,838,300	$1,838,300	$76,800	$1,915,100	4.2%	$1,915,100	$1,915,100	$1,915,100
Operating	5,002,197	5,578,500	5,578,500	401,500	$5,980,000	7.2%	6,487,700	6,662,200	6,816,900
Capital	0	0	0	0	0	0.0%	0	0	0
Total Expenditures	**$6,859,040**	**$7,416,800**	**$7,416,800**	**$478,300**	**$7,895,100**	**6.4%**	**$8,402,800**	**$8,577,300**	**$8,732,000**
Ending Retained Earnings	4,848,304	4,812,400	4,960,300	(247,900)	4,712,400	-2.1%	4,712,400	4,712,400	4,712,400
Total Expenditures and Retained Earnings	**$11,707,344**	**$12,229,200**	**$12,377,100**	**$230,400**	**$12,607,500**	**3.1%**	**$13,115,200**	**$13,289,700**	**$13,444,400**

CAPITAL PROJECTS MANAGEMENT

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amendments	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Revenues:									
Service Charges	$817,166	$826,500	$855,000	$4,300	$859,300	4.0%	$860,700	$860,700	$860,700
Misc. Revenue	0	0	0	0	0	0.0%	0	0	0
To (From) Retained Earnings	0	0	0	0	0	0.0%	0	0	0
Total Revenues	**$817,166**	**$826,500**	**$855,000**	**$4,300**	**$859,300**	**4.0%**	**$860,700**	**$860,700**	**$860,700**
Expenditures:									
Personnel	$674,946	$677,400	$706,000	$2,800	$708,800	4.6%	$708,800	$708,800	$708,800
Operating Expenses	131,606	149,100	149,000	1,500	150,500	0.9%	151,900	151,900	151,900
Capital	0	0	0	0	0	0.0%	0	0	0
Total Expenditures	**$806,553**	**$826,500**	**$855,000**	**$4,300**	**$859,300**	**4.0%**	**$860,700**	**$860,700**	**$860,700**
To (From) Retained Earnings	10,613	0	0	0	0	0.0%	0	0	0
Total Expenditures and Retained Earnings	**$817,166**	**$826,500**	**$855,000**	**$4,300**	**$859,300**	**4.0%**	**$860,700**	**$860,700**	**$860,700**

AIRPORT

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amendments	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Revenues:									
Sales of Supplies	$69,479	$76,900	$77,400	$5,100	$82,500	7.3%	$82,500	$82,500	$82,500
Rental Fees	580,200	667,700	680,700	(62,400)	618,300	-7.4%	671,400	691,200	711,600
Misc. Revenue	166,204	7,000	7,000	0	7,000	0.0%	7,000	7,000	7,000
VA State Grant Aid	0	0	0	13,500	13,500	N/A	0	0	7,300
Federal Grant Aid	0	0	0	427,500	427,500	N/A	0	0	232,800
Transfer From General Fund	121,138	0	0	84,000	84,000	N/A	0	0	4,900
Total Revenues	**$937,021**	**$751,600**	**$765,100**	**$467,700**	**$1,232,800**	**64.0%**	**$760,900**	**$780,700**	**$1,046,100**
Expenditures:									
Personnel	$271,591	$386,600	$402,800	($67,900)	$334,900	-13.4%	$345,000	$345,000	$345,000
Operating	665,013	365,000	362,300	85,600	447,900	22.7%	415,900	435,700	456,100
Capital	0	0	0	0	0	0.0%	0	0	0
CIP - Airport	0	0	0	450,000	450,000	N/A	0	0	245,000
Total Expenditures	**$936,604**	**$751,600**	**$765,100**	**$467,700**	**$1,232,800**	**64.0%**	**$760,900**	**$780,700**	**$1,046,100**
To (From) Retained Earnings	417	0	0	0	0	0.0%	0	0	0
Total Expenditures and Retained Earnings	**$937,021**	**$751,600**	**$765,100**	**$467,700**	**$1,232,800**	**64.0%**	**$760,900**	**$780,700**	**$1,046,100**

UTILITIES

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amendments	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Revenues:									
Water	$43,889,485	$48,732,900	$50,211,900	($1,884,100)	$48,327,800	-0.8%	$49,577,800	$49,702,800	$49,827,800
Wastewater	37,623,100	40,433,800	43,087,300	210,700	43,298,000	7.1%	44,596,900	44,748,000	44,873,000
Used from Reserves/Bond Proceeds	27,502,580	67,837,800	29,534,900	14,896,400	44,431,300	-34.5%	8,034,900	7,408,100	23,410,300
Total Revenues	**$109,015,165**	**$157,004,500**	**$122,834,100**	**$13,223,000**	**$136,057,100**	**-13.3%**	**$102,209,600**	**$101,858,900**	**$118,111,100**
Expenditures:									
Water	$33,945,021	$37,177,800	$39,376,500	$1,467,200	$40,843,700	9.9%	$41,690,450	$42,562,600	$43,435,200
Wastewater	25,152,772	29,426,700	31,432,600	5,654,800	37,087,400	26.0%	37,934,150	38,806,300	39,678,900
CIP-Water	32,865,848	20,900,000	8,175,000	850,000	9,025,000	-56.8%	15,235,000	11,600,000	18,847,000
CIP-Wastewater	17,051,524	69,500,000	43,850,000	5,251,000	49,101,000	-29.4%	7,350,000	8,890,000	16,150,000
Transfer to Reserves	0	0	0	0	0	0.0%	0	0	0
Total Expenditures	**$109,015,165**	**$157,004,500**	**$122,834,100**	**$13,223,000**	**$136,057,100**	**-13.3%**	**$102,209,600**	**$101,858,900**	**$118,111,100**
To Retained Earnings:									
Water Fund	$0	$0	$0	$0	$0	0.0%	$0	$0	$0
Wastewater Fund	0	0	0	0	0	0.0%	0	0	0
Total Retained Earnings:	**$0**	**$0**	**$0**	**$0**	**$0**	**0.0%**	**$0**	**$0**	**$0**
Total Expenditures and Retained Earnings	**$109,015,165**	**$157,004,500**	**$122,834,100**	**$13,223,000**	**$136,057,100**	**-13.3%**	**$102,209,600**	**$101,858,900**	**$118,111,100**

GENERAL FUND BALANCE ANALYSIS

The schedule below indicates the allocation of the general fund balance at June 30, 2008 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 percent (target ratio) for undesignated general fund balance as a percentage of general fund expenditures. At June 30, 2008 this ratio was **10.3 percent**, well above target.

FY2009		
Beginning Fund Balance	**$**	**53,495,000**
Budgeted Addition to Fund Balance		**0**
Ending Fund Balance, June 30, 2009	**$**	**53,495,000**

FY2010		
Projected Beginning Fund Balance	**$**	**53,495,000**
Budgeted Addition to Fund Balance		**0**
Ending Fund Balance, June 30, 2010	**$**	**53,495,000**

MULTI-YEAR PROJECTIONS

DESCRIPTION

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 projections for debt service, undesignated fund balance at 7.5 percent of expenditures, the transfer to schools, 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.

HIGHLIGHTS

- The county's established policy for increases to undesignated fund balance is set at 7.5 percent of general fund expenditures and indicates the ability of the county to cope with unexpected financial problems or emergencies. Undesignated general fund balance was $70.7 million or 10.3 percent of general fund expenditures at June 30, 2008. Projections for FY2011 through FY2013 maintain undesignated fund balance at 8.1, 8.0, and 7.8 percent, respectively, for each year of general fund expenditures.
- The FY2011, FY2012, and FY2013 transfer to Schools has been formulated based on a methodology that proportions declining revenues between schools and core government services. The general fund transfer to Schools for FY2011 is $297.2 million or about a third of a percent below FY2010; for FY2012 the transfer is $300.8 million or 1.2 percent above FY2011, and for FY2013, the transfer is $306.8 million or 2.0 percent above FY2012. While the FY2011 transfer to schools does show a modest decline from FY2010, it is based on projections for a similar drop in revenues due to uncertain economic conditions.
- 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 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 transfer to county capital projects is $14.4 million in FY2011, $15.3 million in FY2012, and $14.9 million in FY2013.
- 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 or decreases in planned benefits for departments.

DEBT

DESCRIPTION

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'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 ranks in the top one percent of 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.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Debt Service	20,483,084	24,898,200	28,255,000	25,333,200	1.7%	26,781,100	27,634,600	32,193,200
Total	$20,483,084	$24,898,200	$28,255,000	$25,333,200	1.7%	$26,781,100	$27,634,600	$32,193,200

HIGHLIGHTS

- Debt Service represents payments of principal and interest on all county indebtedness. Debt service for schools is budgeted in the School Fund.
- County debt management policies are used to determine the amount of debt the county can afford to issue per year. The county's capital improvement program (CIP) proposes debt issuance that results in debt ratios even lower than the target shown in the table on the next page. The CIP has been developed to maintain debt ratios closer to 8.5 percent.
- The increase over FY2009 adopted levels is due to planned debt issuances in FY2009 related to the 2004 bond referendum and previously issued certificates of participation.
- The county realized savings from approved FY2010 levels due to the delay of the FY2008 and FY2009 planned certificates of participation debt issue for the Smith-Wagner building, Public Safety Training Center at Enon, and improvements to Fleet Management facilities.

FUTURE OUTLOOK

- The CIP proposes county debt financed projects totaling $71.3 million for FY2011 – FY2013. Planned county projects consist of new facilities, expansions, renovations, and improvements in areas of public safety, libraries, parks and recreation, and transportation. Projects will be financed with a combination of general obligation bonds and certificates of participation. The county's CIP document further details planned county debt funded projects.

DEBT

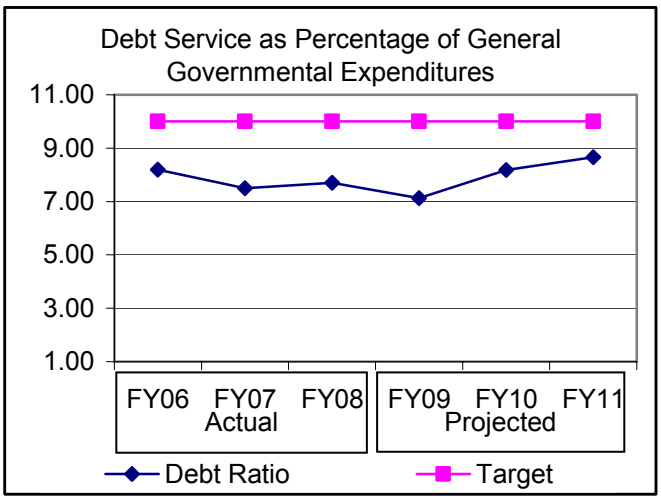
- Over the final three years of the operating budget's planning period, debt service increases each year average $2.3 million. Included in these years are expenses related to debt service payments on the Meadowville Interchange debt, expected to be issued in FY2010. The cost of the debt service is expected to be paid by excess business, professional, occupational license (BPOL) taxes.
- 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.

	Actual June 30, 2008	Planning Cap	Ceiling
Debt as a Percentage of Assessed Value	1.47%	3.0%	3.5%
Debt Per Capita	$1,782	$1,665	$1,873
Debt Service as a Percentage of General Governmental Expenditures	7.7%	10.0%	11.0%
Undesignated General Fund Balance as a Percentage of General Fund Expenditures	10.3%	7.5%	5.0%

Goal: Ensure fiscal integrity in resource allocation. Supports countywide Strategic Goal 1

Objective: Maintain Board of Supervisors' approved planning cap of 10 percent or less; strive to maintain County Administrator's revised target of 8.5 percent through for the 2010-2015 CIP 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

DEBT

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

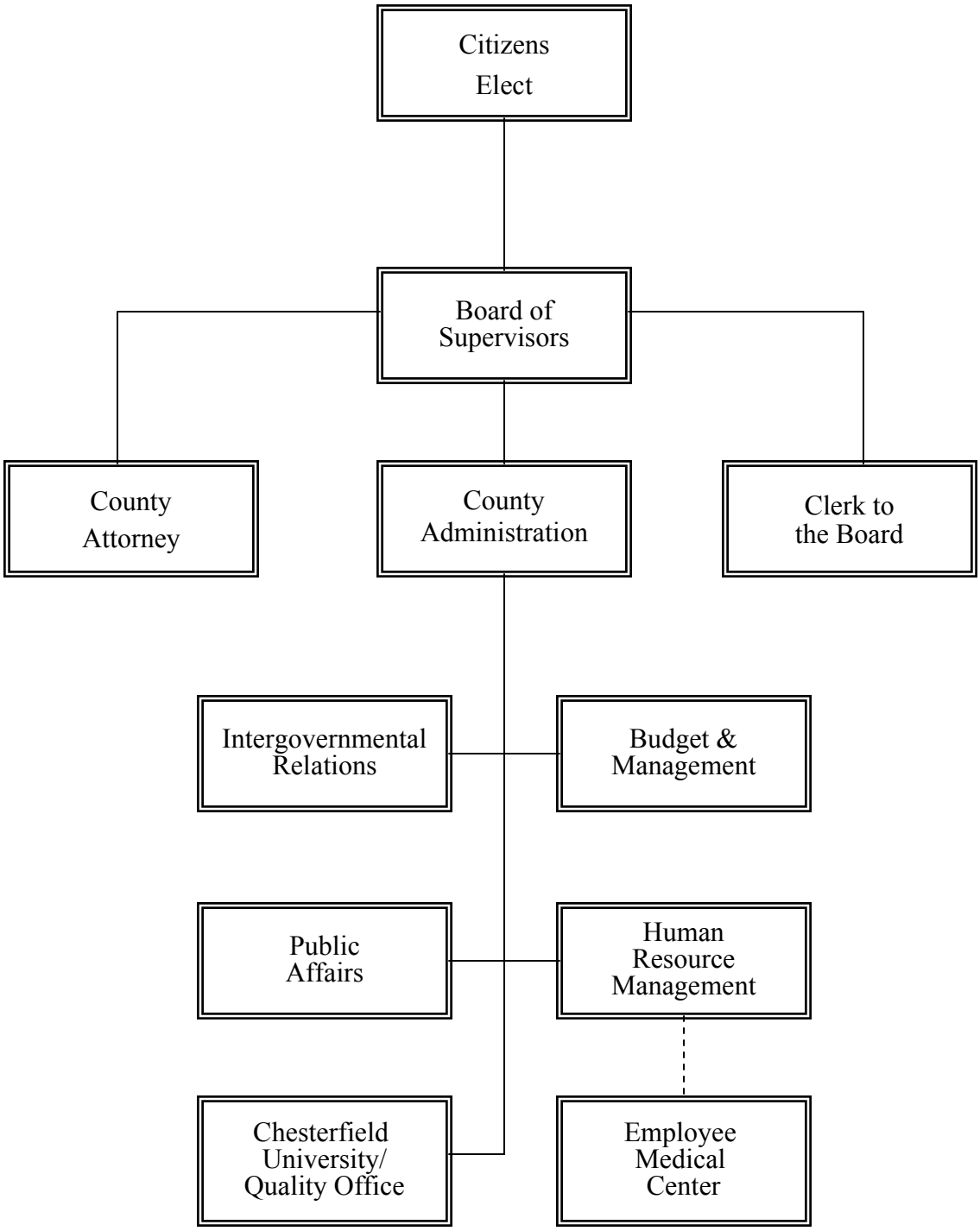
RESULTS: Chesterfield County General Obligation Bond Ratings

Rating Agency	FY06	FY07	FY08
Standard & Poor's	AAA	AAA	AAA
Moody's Investors Service	Aaa	Aaa	Aaa
Fitch Ratings	AAA	AAA	AAA

Initiatives

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

GENERAL GOVERNMENT



GENERAL GOVERNMENT

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amendments	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
GENERAL FUND									
Board of Supervisors	$326,105	$366,300	$375,700	($30,600)	$345,100	-5.8%	$345,100	$345,100	$345,100
Budget and Management	1,107,171	1,293,000	1,301,400	(45,800)	1,255,600	-2.9%	1,255,600	1,255,600	1,255,600
Chesterfield University/ Quality Office	1,358,828	1,520,200	1,550,900	(288,400)	1,262,500	-17.0%	1,262,500	1,262,500	1,262,500
Clerk to the Board	$232,477	268,200	269,400	(100)	269,300	0.4%	269,300	269,300	269,300
County Administration	955,895	1,035,900	1,040,100	(55,000)	985,100	-4.9%	985,100	985,100	985,100
County Attorney	1,493,817	1,603,000	1,612,000	(135,400)	1,476,600	-7.9%	1,476,600	1,476,600	1,476,600
Human Resource Mgmt	2,213,209	2,156,500	2,170,700	(111,700)	2,059,000	-4.5%	2,059,000	2,059,000	2,059,000
Employee Health Clinic	651,814	548,700	554,300	43,100	597,400	8.9%	597,400	597,400	597,400
Intergovernmental Relations	234,441	270,600	275,200	(15,100)	260,100	-3.9%	260,100	260,100	260,100
Public Affairs	715,758	762,200	768,000	(48,600)	719,400	-5.6%	719,400	719,400	719,400
TOTAL GENERAL FUND	**$9,289,514**	**$9,824,600**	**$9,917,700**	**($687,600)**	**$9,230,100**	**-6.1%**	**$9,230,100**	**$9,230,100**	**$9,230,100**

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.

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 has public comment sessions at both the afternoon and evening board meetings 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.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$208,514	$224,900	$227,700	$222,800	-0.9%	$222,800	$222,800	$222,800
Operating	117,591	141,400	148,000	122,300	-13.5%	122,300	122,300	122,300
Capital	0	0	0	0	0.0%	0	0	0
Total	$326,105	$366,300	$375,700	$345,100	-5.8%	$345,100	$345,100	$345,100
Revenue	0	0	0	0	0.0%	0	0	0
Net Cost	$326,105	$366,300	$375,700	$345,100	-5.8%	$345,100	$345,100	$345,100
FT Pos.	0	0	0	0	0	0	0	0

HIGHLIGHTS

- The Board of Supervisors made progress on a number of critical initiatives during the course of the year. Most notably, the Board reduced the county's real estate tax rate by $.02 (to $.95 per $100) effective January 1, 2008.
- Advances were also made in areas of economic development announcements, key zoning decisions, and salaries for county employees.
- Progress toward a more open government continues with the implementation of video streaming of Board meetings and a more open appointment process.
- The Board of Supervisors adopted extensive revisions to the Upper Swift Creek Plan in October 2007. In June 2008, the Board adopted additional revisions to the plan relative to water quality, levels of service, land use, and economic development to provide additional interim direction before the completion of a new countywide Comprehensive Plan.
- The Board continues to be committed to efficiency in county government and moves to involve citizens more in that decision-making process by establishing a Citizen Budget Advisory Committee and a County and Schools Efficiency Committee. The Citizen Budget Advisory Committee is charged with assisting the Board of Supervisors in the evaluation and allocation of resources in accordance with the strategic plan to ensure a high quality of life in Chesterfield County.

FUTURE OUTLOOK

- County finances will be a priority for the Board in future years. The Board is closely monitoring the impact of the economy and state budget cuts on county resources.

- Working with staff, the Board will establish priorities by allocating resources for core county services and programs.
- The Board will continue to focus on providing the highest quality services for county residents in the most efficient manner possible. In addition, economic development and transportation challenges will receive attention from the Board.

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 (CIP), 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

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$1,061,352	$1,227,300	$1,235,700	$1,208,200	-1.6%	$1,208,200	$1,208,200	$1,208,200
Operating	45,819	65,700	65,700	47,400	-27.9%	47,400	47,400	47,400
Capital	0	0	0	0	0.0%	0	0	0
Total	$1,107,171	$1,293,000	$1,301,400	$1,255,600	-2.9%	$1,255,600	$1,255,600	$1,255,600
Revenue	23	0	0	0	0.0%	0	0	0
Net Cost	$1,107,148	$1,293,000	$1,301,400	$1,255,600	-2.9%	$1,255,600	$1,255,600	$1,255,600
FT Pos.	13	14	14	13	-1	13	13	13

HIGHLIGHTS

- In FY2009, the department received an award for Distinguished Budget Presentation from the Government Finance Officers Association (GFOA) for the 24th consecutive year. This is the highest form of recognition for excellence in local government budgeting.
- Staff effectively managed the processes necessary for the development and adoption of the county's $1.2 billion FY2010 budget. The budget includes a five-year CIP totaling $858.8 million.
- Staff worked as part of the In Focus project team to redesign and create business processes based on the functionality of the new financial and human resource/payroll system. Phase I, the financials, was implemented in August 2008.
- The department continued the process of assessing debt affordability and market conditions in preparation for the sale of general obligation bonds for projects approved in the 2004 referendum. Chesterfield is one of few 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.
- Staff held two public forums for the development community regarding the Cash Proffer program to discuss calculation methodologies and policy changes and to review the history and evolution of the program.

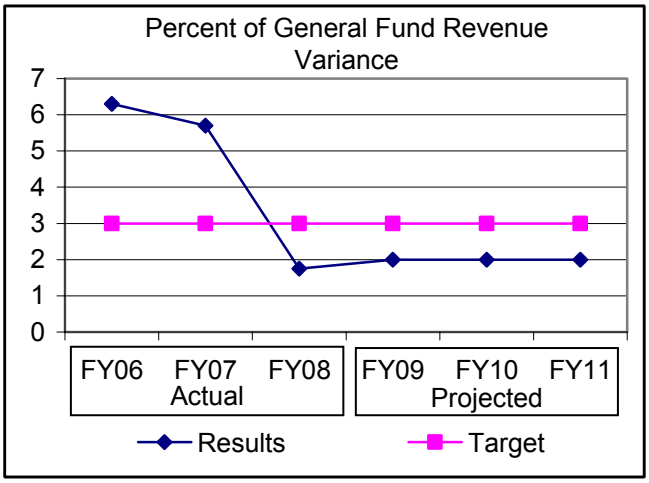
FUTURE OUTLOOK

- As the downturn in national, state and local economic conditions continues, staff will continue to assess and monitor the financial impact to the county, and make appropriate recommendations.

BUDGET AND MANAGEMENT

- With the passage of the American Recovery and Reinvestment Act of 2009, budget staff will be involved in coordinating efforts to identify funding opportunities for county projects and will be instrumental in the planning, budgeting, and monitoring of all funds received.
- Staff will assist with identifying projects for a future bond referendum; such work will be necessary as we determine project priorities, funding needs, and debt capacities for the next CIP submission.
- The department's staff will be involved in various phases of evaluating automated systems and solutions to improve budgeting capabilities such as debt management and proffer tracking.
- As part of the countywide effort to reduce total costs for FY2010, Budget and Management staffing levels are being reduced by one analyst position.

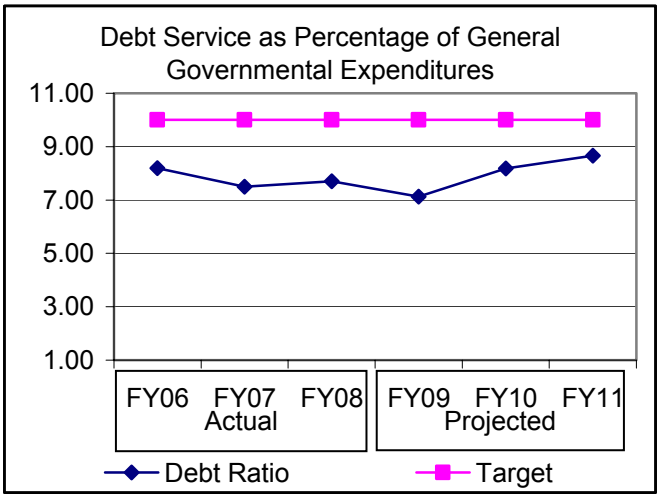
Goal: Ensure fiscal integrity in resource allocation. Supports countywide Strategic Goal 1
Objective: Provide accurate estimate of resources
Measure: Percent of general fund revenue variance between adopted revenues and actual revenues



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

CHESTERFIELD UNIVERSITY/QUALITY OFFICE

DESCRIPTION

Under the direction of the County Administrator, Chesterfield University and the Quality Office were consolidated. For FY2010, this new department will consult and advise members of the organization on strategic planning, performance outcomes, talent development, process management, and customer service with all elements being supported through organizational learning. This new initiative will guide the county's efforts to reach higher levels of performance and to achieve its strategic goals.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$1,094,546	$1,256,200	$1,290,100	$1,030,300	-18.0%	$1,030,300	$1,030,300	$1,030,300
Operating	264,282	264,000	260,800	232,200	-12.0%	232,200	232,200	232,200
Capital	0	0	0	0	0.0%	0	0	0
Total	$1,358,828	$1,520,200	$1,550,900	$1,262,500	-17.0%	$1,262,500	$1,262,500	$1,262,500
Revenue	316,676	278,200	290,000	308,100	10.7%	308,100	308,100	308,100
Net Cost	$1,042,152	$1,242,000	$1,260,900	$954,400	-23.2%	$954,400	$954,400	$954,400
FT Pos.	13	13	13	10	-3	10	10	10

Note: Prior to FY2010 the data contained in this chart reflects a combination of two departments, Chesterfield University and the Quality Office.

HIGHLIGHTS

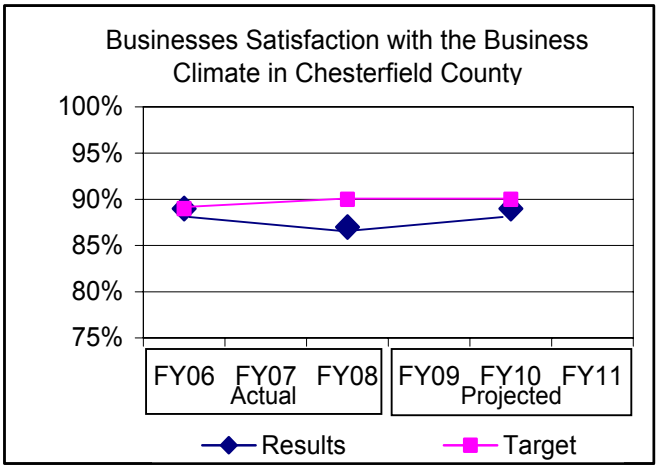
- For the third consecutive year, Chesterfield County was named to *Training Magazine's* 2009 Top 125 listing of organizations leading the way in employee training and development, remaining the only local government to make this list.
- In FY2009, the county successfully performed a Business Climate Survey to assess where businesses felt the county was doing well or needed improvement. The results demonstrate a high satisfaction level with the business climate in the county.
- In FY2009, the county successfully completed a Citizen Satisfaction Survey to identify areas that county residents feel the county is doing well, as well as areas that need improvement. Reductions to the 2010 budget could compromise the frequency with which the survey is conducted.
- The development of CQS Central, which is a system designed for internal electronic collection of data on strategic plan measures, processes, and action plans, is being developed in-house which will allow for customization to the needs of the county and maintained efficiently by the IST staff.
- The Human Capital/Learning Management System project (LMS), which began in FY2008, is being delayed. LMS allows tracking and managing of departmental learning and calculates organizational learning costs through an enterprise-wide system. Currently, the organizational learning is tracked manually.
- Compliance training classes, which are required training classes associated with the Occupational Safety and Health Administration and other compliance organizations, continue to remain a focus. They include training such as cardiopulmonary resuscitation, automated external defibrillator, first aid, hazardous communications, and blood borne pathogens.
- With the reduction in FY2010 funding levels resulting in the consolidation of Chesterfield University and the Quality Office, the department has reduced staffing by three full time positions.

CHESTERFIELD UNIVERSITY / QUALITY OFFICE

FUTURE OUTLOOK

- This new department, with the help of various county resources, will finalize a countywide environmental scan and Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis as part of the FY2011-FY2015 Strategic Plan. A major effort in FY2010 and beyond will be helping to align county resources in keeping with the Strategic Plan.
- The continuing development of the CQS Central project is scheduled for completion in the coming years and will significantly enhance the county's performance initiatives.
- Departmental staff will identify opportunities for performance improvements through consultative services and learning.

Goal: To maintain and support the county's Customer Service Standards to promote world-class customer service. Supports countywide Strategic Goal 2
Objective: To regularly monitor the county's customer service for continuous improvement
Measure: Business satisfaction with the Business Climate in Chesterfield County



Initiatives

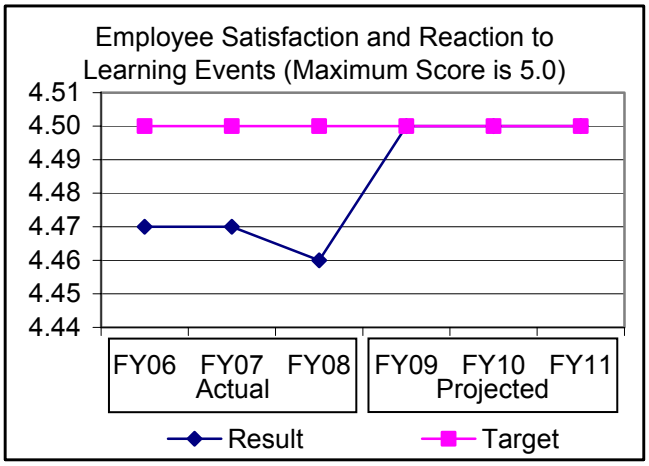
- Working with Community Development, Economic Development, businesses in the county, and county leaders to address areas that show room for improvement

CHESTERFIELD UNIVERSITY / QUALITY OFFICE

Goal: Define evaluation of learning measures that allow appropriate response and effective intervention to address business needs. Supports countywide Strategic Goal 5

Objective: Refine a strategy and implementation process for gathering measurements

Measure: Level 1 – Employee satisfaction and reaction to learning events (Maximum score is 5.0)



Initiatives

- Classroom evaluations
- Follow-up surveys
- Direct observations

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 and public hearings are properly advertised and publicized and that the agendas, packets, and minutes are readily available for public viewing.

The Clerk's Office prepares summary minutes of all Board meetings and is responsible for preparation of the Board's agenda, including assembling, printing, and distributing the agenda packets. Other duties include handling inquiries from the public and managing Board members' calendars. The Clerk's Office maintains a database of board and committee appointees and their terms and regularly updates the Board's web-site with appointment vacancies and terms expirations.

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

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$134,325	$150,600	$151,800	$153,000	1.6%	$153,000	$153,000	$153,000
Operating	98,151	117,600	117,600	116,300	-1.1%	116,300	116,300	116,300
Capital	0	0	0	0	0.0%	0	0	0
Total	$232,477	$268,200	$269,400	$269,300	0.4%	$269,300	$269,300	$269,300
Revenue	0	0	0	0	0.0%	0	0	0
Net Cost	$232,477	$268,200	$269,400	$269,300	0.4%	$269,300	$269,300	$269,300
FT Pos.	2	2	2	2	0	2	2	2

HIGHLIGHTS

- The Clerk's Office was directly impacted by the seating of four new board members as a result of the election in 2007. Staff has worked diligently to provide effective assistance and support to the current board members.
- Video streaming has improved both internal and external customer service by providing full access to the proceedings of Board of Supervisors meetings. This initiative has reduced the number of inquiries from internal and external customers, as well as requests for audio and video duplication.
- The Board's appointment process to boards, commission, committees, and authorities was revised in FY2009. The process was revised to include an application for appointment, which has been placed on the county's Web site. Vacancies and upcoming term expirations are also placed on the Web site, as well as details of each of the boards, commissions, committees, and authorities to which the Board of Supervisors makes appointments. The process has been well received by county residents, and numerous applications for appointment have been submitted.

CLERK TO THE BOARD

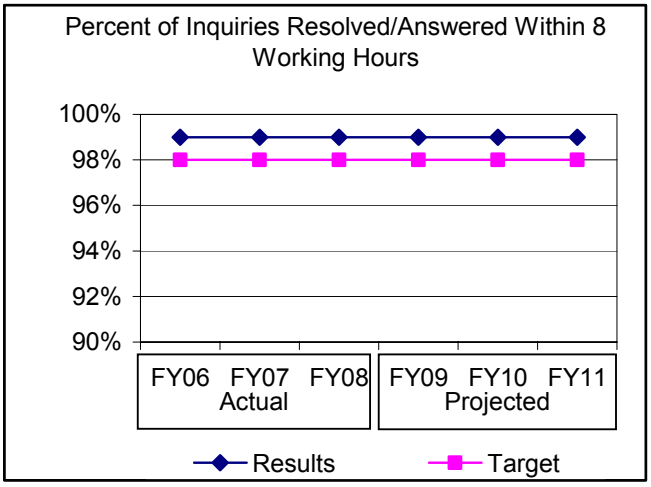
FUTURE OUTLOOK

- Board members are making every effort to be responsive to citizens, businesses, and organizations in the county. In that regard, the number of requests for Board members to attend meetings and events has increased dramatically. As the organization moves forward, Clerk's office staff will continue to effectively manage the Board members' meetings and activities.
- The Board's new appointment process is another example of "openness" in government. The new process has resulted in an increased workload in the Clerk's Office due to the number of applications that must be processed. In future years, staff will continue to look for ways to streamline the process.
- The Clerk's Office will continue to use cost-cutting measures, wherever possible, to help offset the costs of advertising, printing, and postage.

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

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

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



Initiatives

- Customer feedback
- Customer Service Standards

COUNTY ADMINISTRATION

DESCRIPTION

In a continuous improvement 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.

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 provides oversight to the offices of the Clerk to the Board, Intergovernmental Relations, and Chesterfield University/Quality Office.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$847,944	$905,200	$909,400	$856,800	-5.3%	$856,800	$856,800	$856,800
Operating	107,951	130,700	130,700	128,300	-1.8%	128,300	128,300	128,300
Capital	0	0	0	0	0.0%	0	0	0
Total	$955,895	$1,035,900	$1,040,100	$985,100	-4.9%	$985,100	$985,100	$985,100
Revenue	17,631	1,000	1,000	1,000	0.0%	1,000	1,000	1,000
Net Cost	$938,263	$1,034,900	$1,039,100	$984,100	-4.9%	$984,100	$984,100	$984,100
FT Pos.	7	7	7	7	0	7	7	7

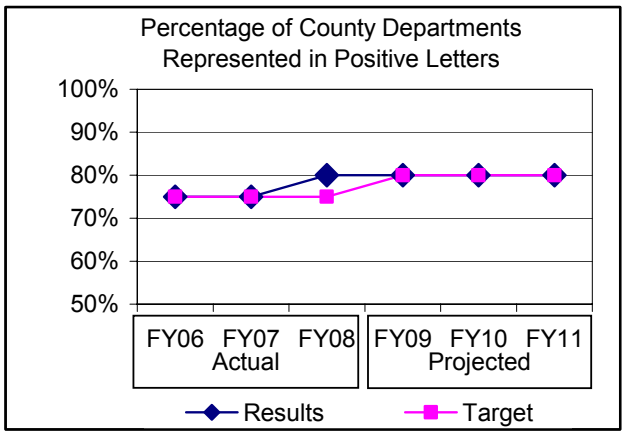
HIGHLIGHTS

- County Administration continued to perform at a very high level during FY2009. Particular focus during the year was on effective communications, interaction, and support for the new Board of Supervisors.
- Significant progress was made on building relationships with the new Board of Supervisors, effectively managing county financial resources in a slow economy, facilitating legislative priorities, effectively promoting open government, and streamlining quality functions.
- Staff made progress on key initiatives on the County Administrator's new Top 40's Critical Projects List, including completion of items such as the Board's appointment process, Business Climate Survey, Fire Department and Fleet Management efficiency studies, contract renewal for employee health benefits, creation of the Multi-Cultural Commission, report and calendar on 2011 redistricting process, and several other projects.
- The Committee on the Future celebrated its 20th anniversary with recognition by the Board of Supervisors and production of a report highlighting its many achievements and the citizens who have served on the committee during the past 20 years.

FUTURE OUTLOOK

- State and local finances will receive careful consideration as the county prepares for FY2010. County Administration will continue to work closely with the Budget and Management Department to analyze and monitor the impact of the economy on county revenues.
- The office will give priority focus to continuing to work with the Board of Supervisors on evaluating county programs and services, as well as coordinating with Schools on the successful adoption of one of the most difficult budgets in several years, in an effort to identify critical core services versus desired programs. This will be extremely relevant as the county begins to plan for FY2011 and beyond.
- The county will make every effort to position itself to receive federal funding for the Meadowville Interchange and Route 10 widening project, should any opportunity present itself in the future as a result of the passage of the economic stimulus program for public works by Congress during FY2009.

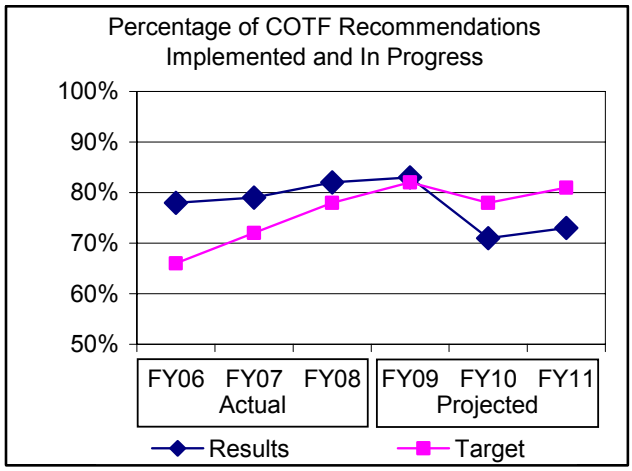
Goal: To provide strategic direction for the county. Supports countywide Strategic Goal 1
Objective: To continuously promote the vision, mission, values and principles of the organization
Measure: Number of positive letters received and percentage of departments represented



Initiatives

- Good letter file

Goal: To provide strategic direction for the county. Supports countywide Strategic Goal 1
Objective: To make recommendations for resolution of long-range issues identified by the Committee on the Future
Measure: Percent of Committee on the Future (COTF) recommendations implemented and in progress



Initiatives

- Annual Reports to the Board of Supervisors
- Periodic updates of reports with county departments
- Committee on the Future reports

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. Current staff consists of seven attorneys and four full-time legal secretaries. The majority of the office's time and resources are dedicated to the substantive areas of civil rights and personnel disputes, personal injury defense, workers' compensation, risk management, social services, condemnation, zoning and land use matters, contract disputes, debt collection, municipal finance, environmental law, and local government taxation.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$1,332,509	$1,456,300	$1,461,300	$1,367,500	-6.1%	$1,367,500	$1,367,500	$1,367,500
Operating	161,307	146,700	150,700	109,100	-25.6%	109,100	109,100	109,100
Capital	0	0	0	0	0.0%	0	0	0
Total	$1,493,817	$1,603,000	$1,612,000	$1,476,600	-7.9%	$1,476,600	$1,476,600	$1,476,600
Revenue	45,600	45,000	45,000	65,000	44.4%	65,000	65,000	65,000
Net Cost	$1,448,217	$1,558,000	$1,567,000	$1,411,600	-9.4%	$1,411,600	$1,411,600	$1,411,600
FT Pos.	13	13	13	11	-2	11	11	11

HIGHLIGHTS

- The litigation caseload of the county continues to increase. Despite the increasing workload, the office manages to provide successful legal representation with limited resources and personnel. The office operates at the lowest per capita cost of any comparably-sized office in Virginia.
- Efforts are ongoing to identify potential legal issues with clients at early stages, provide education on legal processes, and maintain an environment that fosters open and candid communications.
- As part of the countywide effort to reduce total costs for FY2010, funding was eliminated for two vacant positions and the County Attorney will eliminate equipment rentals, and reduce consulting services.
- The FY2010 Budget includes a revenue increase to the office of $20,000 for legal services provided to the Utilities Department.

FUTURE OUTLOOK

- The workload of the County Attorney's Office will be directly impacted by ongoing changes in service level demands, legislation, and internal policies 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 designed to attract, motivate and retain an efficient and productive work force. Programs administered include employee relations counseling, employment, diversity, volunteer services, benefits, and compensation. Through the Employee Medical Center, HRM provides medical services to Chesterfield County employees and Chesterfield County Public School employees, including pre-employment physicals, drug and alcohol testing, treatment of occupational illness and injury, and treatment of non-occupational illness and injury (wellness visits). HRM staff members administer these programs, while serving as consultants to county departments, employees, and citizens in order to meet the changing needs of the organization and population and ensure compliance with associated regulations.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$1,856,565	$1,890,600	$1,905,600	$1,767,317	-6.5%	$1,767,317	$1,767,317	$1,767,317
Operating	356,645	265,900	265,100	291,683	9.7%	291,683	291,683	291,683
Capital	0	0	0	0	0.0%	0	0	0
Total	$2,213,209	$2,156,500	$2,170,700	$2,059,000	-4.5%	$2,059,000	$2,059,000	$2,059,000
Revenue	333,756	215,900	215,900	255,900	18.5%	255,900	255,900	255,900
Net Cost	$1,879,454	$1,940,600	$1,954,800	$1,803,100	-7.1%	$1,803,100	$1,803,100	$1,803,100
FT Pos.	22	24	24	23	-1	23	23	23

Note: One position transferred during FY2009 from Capital Projects.

HIGHLIGHTS

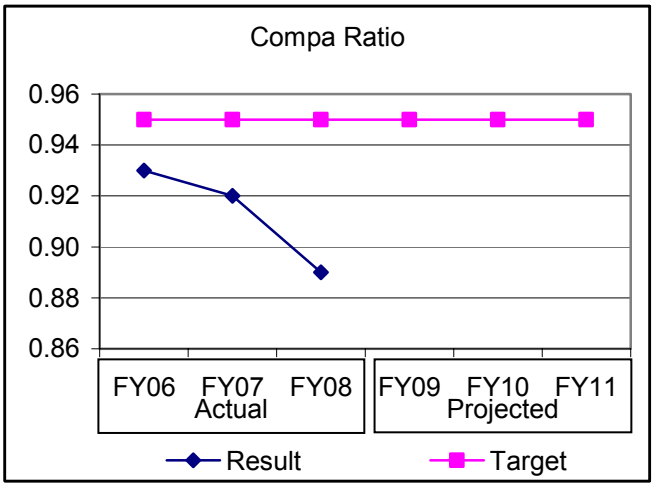
- HRM staff implemented a common merit date, moving all county employees to the same merit date of July 1 and eliminating the need for processing personnel action forms.
- HRM reduced the county's Other Post-Employment Benefit liability by implementing changes to the post-65 retiree medical coverage, as well as successfully negotiating with the Virginia Municipal League and Virginia Association of Counties.
- HRM staff completed an evaluation of new employee orientation to determine where improvements could be made and reduced the length of orientation from two and a half days to two days.
- In order to meet FY2010 funding levels, the department has reduced staffing by two full time positions.
- Due to funding reductions, HRM's FY2010 budget does not include funding for the Diversity Internship Program. However, with the anticipation of donations and contributions from businesses and residents, the recognition of Black History Month will continue in FY2010. Additionally, funding has been added to cover retiree healthcare costs.
- With the reduction in staffing levels and operating expenses, HRM will continue to operate as efficiently as possible with limited resources; however, customer service levels and turnaround time will be significantly impacted.

FUTURE OUTLOOK

- HRM staff members continue to play a critical role in the implementation of In Focus Phase II, which involves payroll and human resource functions. Funding to convert an automation coordinator was requested but not approved for HRM's FY2010 budget. Funding for this authorized position is essential

for the effective management of the complex and comprehensive systems needed to support all human resource functions and programs.

Goal: Develop and implement strategies to support the county's goal of being the Employer of Choice. Supports countywide Strategic Goal: 5.1, 5.2
Objective: Ensure competitive salary ranges and benefits that attract well-qualified applicants
Measure: Compa Ratio

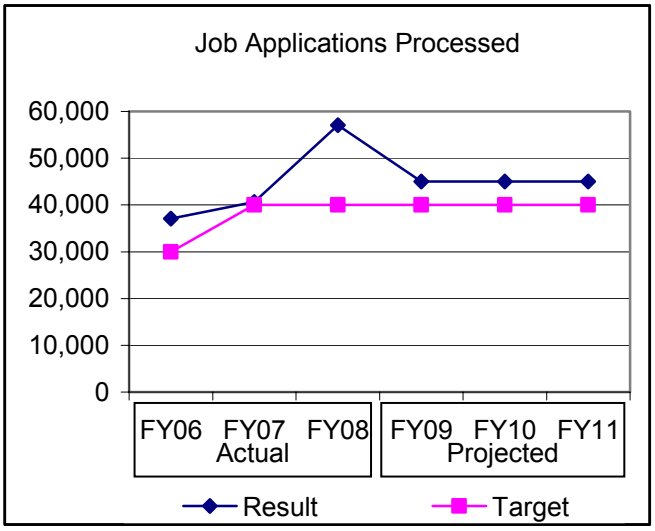


Note: Compa ratio provides an indication of the county salaries as compared to market rates.

Initiatives

- Implement an appropriate initiative to impact the county's compa ratio
- Perform a countywide market assessment/compensation program review to ensure salary and benefits are competitive

Goal: Develop and implement strategies to support the county's goal of being the Employer of Choice. Supports countywide Strategic Goal: 5.1, 5.2
Objective: Develop and implement a countywide recruitment plan with coordinated outreach efforts, targeted advertising and specialized job fairs
Measure: Job Applications Processed



Initiatives

- Implement changes to the on-line application process, including the electronic ranking and forwarding component
- Introduce a new county employment brand

EMPLOYEE MEDICAL CENTER

DESCRIPTION

The Employee Medical Center (EMC) is a modern, fully-equipped facility which provides medical services to employees with the county and public schools that focus on overall employee health and wellness. These services include, but are not limited to, physicals for the Public Safety and the Chesterfield County Public School's (CCPS) transportation employees; drug and alcohol testing; examinations for occupational illness and injury; and routine wellness visits for acute, non-occupational illness and injury. In addition, the medical center oversees administration of the annual employee flu vaccination program which protects employees during flu season. The EMC, along with Human Resource Management, provides wellness programs, promotes health and wellness initiatives and occupational medical services, formerly contracted externally, and provides funding to support non-occupational services that decrease employee health care premiums.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$422,225	$454,700	$457,700	$508,000	11.7%	$508,000	$508,000	$508,000
Operating	173,535	94,000	96,600	89,400	-4.9%	89,400	89,400	89,400
Capital	56,054	0	0	0	0.0%	0	0	0
Total	$651,814	$548,700	$554,300	$597,400	8.9%	$597,400	$597,400	$597,400
Revenue	296,717	260,000	280,000	526,500	102.5%	526,500	526,500	526,500
Net Cost	$355,097	$288,700	$274,300	$70,900	-75.4%	$70,900	$70,900	$70,900
FT Pos.	5	5	5	5	0	5	5	5

HIGHLIGHTS

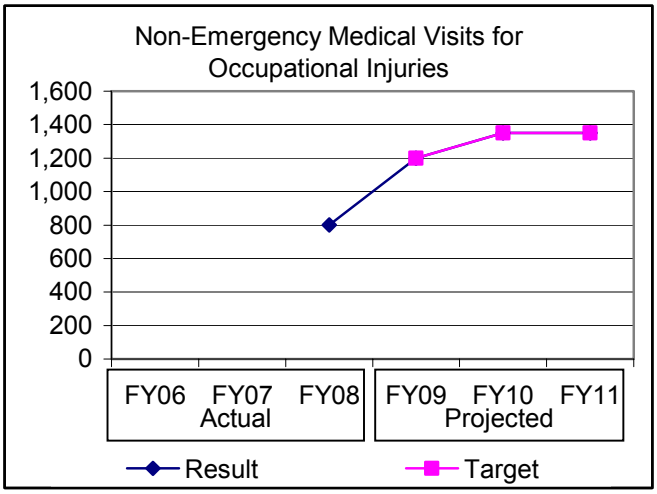
- The EMC is currently managing 94 percent of all non-emergency workers' compensation injuries and illnesses.
- Wellness office visits by employee patients have increased to approximately 65 employee patients per month.
- The EMC Director provides oversight for the Juvenile Detention Home's medical program, in compliance with state requirements.
- In addition to flu vaccinations for the CCPS and county employees, the EMC is administering skin tests for tuberculosis screening and anticipates administering 1,700 skin tests in FY2010 for CCPS.
- The EMC successfully performs pre-employment physicals for police officers, CCPS bus drivers, and sheriff's deputies and annual physicals for the CCPS bus drivers. Furthermore, in March 2008, it began providing wellness visits to county employees and, in August 2008, to CCPS employees.
- With the escalation in wellness visits, non-emergency workers' compensation injuries, illness visits, pre-employment and annual physicals, flu vaccination programs, and PPD skin tests, the corresponding revenues associated with the services have risen resulting in a 102.5 percent projected increase for FY2010.
- Beginning in FY2010, five full time positions will be funded through the center. Prior to FY2010, a portion of salaries was funded through the Risk Management department. As a result, personnel costs have increased by 11.7 percent.

EMPLOYEE MEDICAL CENTER

FUTURE OUTLOOK

- The EMC anticipates growth in the flu vaccination program to include 4,000 CCPS employees and 2,000 County employees in FY2010 and beyond.
- The EMC will continue to expand services to meet the on-going needs of employees and departments.

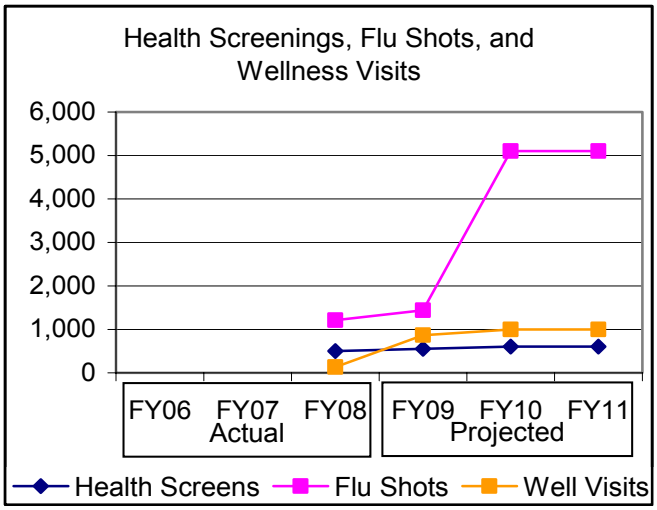
Goal: Provide 95 percent of non-emergency medical visits for occupational injuries. Supports countywide Strategic Goal 1
Objective: Reduce number of external office visits
Measure: Office Visits



Initiatives

- Identify reasons EMC is not being selected for initial office visits
- Expand the communication of medical services provided by EMC to employees

Goal: Provide medical services to promote overall employee health and wellness. Supports countywide Strategic Goal 5
Objective: Improve overall employee health
Measure: Health Screenings, flu shots and wellness visits



Initiatives

- Offer annual flu shots to county and CCPS employees
- Offer annual health screenings for blood pressure, blood sugar, and cholesterol to county and CCPS employees
- Develop wellness and disease management programs that promote overall employee health

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

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$158,589	$165,400	$166,600	$177,600	7.4%	$177,600	$177,600	$177,600
Operating	75,852	105,200	108,600	82,500	-21.6%	82,500	82,500	82,500
Capital	0	0	0	0	0.0%	0	0	0
Total	$234,441	$270,600	$275,200	$260,100	-3.9%	$260,100	$260,100	$260,100
Revenue	0	0	0	0	0.0%	0	0	0
Net Cost	$234,441	$270,600	$275,200	$260,100	-3.9%	$260,100	$260,100	$260,100
FT Pos.	1	2	2	2	0	2	2	2

HIGHLIGHTS

- Current service levels will be maintained with the 2010 funding level. Reductions to the 2010 budget will be absorbed through reprioritization and implementation of various operational efficiency measures.
- There was success with Senate Bill 768 (SB768) that introduced cash proffer legislation and Meadowville budget language during the 2008 General Assembly. SB768 proposed to give the county impact fee authority in lieu of cash proffers, but at such a low dollar amount that it was not financially feasible to pay for infrastructure. The county was successful in defeating the legislation. The county was also successful in getting language allowing the Meadowville interchange project to be considered a state transportation program included in the state budget.
- The office is examining regional opportunities due to changes in elected and appointed leadership.

FUTURE OUTLOOK

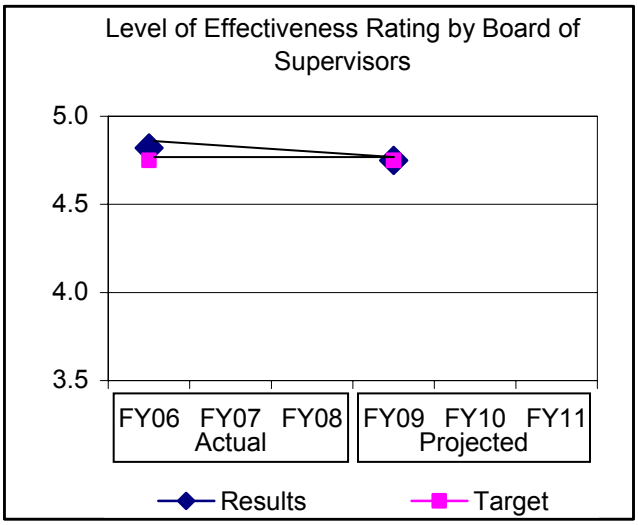
- The state budget situation will continue to be a challenge and will heavily impact localities. The county will closely monitor how the state reconciles resource allocations with demands for services.
- The complex legislative environment will continue with upcoming General Assembly elections and redistricting on the horizon.

INTERGOVERNMENTAL RELATIONS

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)



Note: Survey is conducted in 3-year cycles.

Initiatives

- Meetings and communications with the Board of Supervisors
- Weekly e-mail updates and briefings at Board meetings
- Lobbyist-In-A-Box (LIAB) profiles for Board members

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. Public Affairs is an extension of the County Administrator's Office and functions across all organizational lines. Coordination of the 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 support other county departments and partnering organizations, and to provide information directly to the public without going through the filters of local newspapers, television news, or radio stations. The entire strategic communications plan is built on the county's seven strategic goals and all communications efforts relate back to one or more of those goals. Supporting the Board of Supervisors' goal of "Transparency in government" is a key aspect of the department's communications efforts.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$640,414	$667,400	$672,200	$673,000	0.8%	$673,000	$673,000	$673,000
Operating	75,344	94,800	95,800	46,400	-51.1%	46,400	46,400	46,400
Capital	0	0	0	0	0.0%	0	0	0
Total	$715,758	$762,200	$768,000	$719,400	-5.6%	$719,400	$719,400	$719,400
Revenue	87,278	86,400	86,400	80,400	-6.9%	80,400	80,400	80,400
Net Cost	$628,481	$675,800	$681,600	$639,000	-5.4%	$639,000	$639,000	$639,000
FT Pos.	8	8	8	8	0	8	8	8

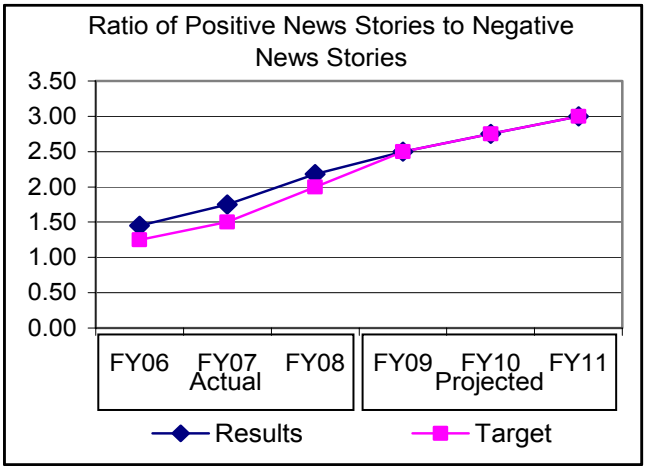
HIGHLIGHTS

- The monthly employee newsletter, County Comments, is popular with Chesterfield County employees and has won numerous national awards. In order to reduce costs of publication and distribution, the newsletter is now posted on the county's intranet site, which has saved $3,000 in printing costs. Online archiving capability has been an added feature of this process.
- The department is collaborating with Information Systems Technology to automate a process for gathering, analyzing, and archiving newspaper articles concerning Chesterfield County in local media.
- Staff improved processes for recording and archiving media and citizen calls. This information is now available to all staff, which has made data compilation and reporting easier and more efficient.
- The new streaming video and video links on the county's Web site have been very favorably received by the public and the media.
- Funding for Public Affairs' operations, mainly publication printing costs, have been reduced in the FY2010 budget. Outside revenue also will decrease due to the discontinuation of advertising sales space in the employee newsletter with its new electronic format.
- Beginning in January 2009, the department will reduce costs of publishing and distributing the Annual Report by eliminating the print version and posting this information on the county's Web site. In 2009 and beyond, the Board of Supervisors' Newsletters will be converted from a four page to a two page center spread in The Community Weekly, reducing printing costs from the previous amount of eight cents per copy.

FUTURE OUTLOOK

- In order to communicate the county's messages and to target specific demographics, staff will continue to explore using e-newsletters and other emerging technologies, like embedding videos and photos in the county's Web site, press releases, and on social-networking sites.
- With the county's growing Latino population, the department's Hispanic Liaison is experiencing greater demands on time and services to support all county departments and external partners. Meeting those increasing demands in the next several years will be a challenge with the current staffing levels.

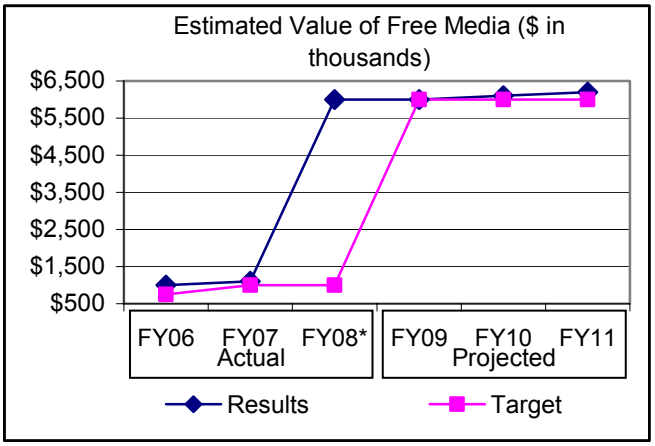
Goal: To support all seven of the county's strategic goals through positive public-relations and marketing efforts. Supports countywide Strategic Goals 1-7
Objective: To maximize positive coverage about county issues, programs, and services in local media outlets
Measure: Content analysis of print coverage received in regional and local publications



Initiatives

- Increase use of county-developed videos and photographs sent with press releases to increase positive coverage
- Continue holding periodic meetings with media representatives to maintain professional and cordial relationships
- Continue proactively providing media representatives with suggestions for coverage of county programs and initiatives
- Continue providing county staff with media training in order to make them more effective in media relations

Goal: To support all seven of the county's strategic goals through positive public-relations and marketing efforts. Supports countywide Strategic Goals 1-7
Objective: To obtain positive media coverage for the county without incurring advertising costs
Measure: Analysis of equivalent dollar value of positive coverage using current media advertising

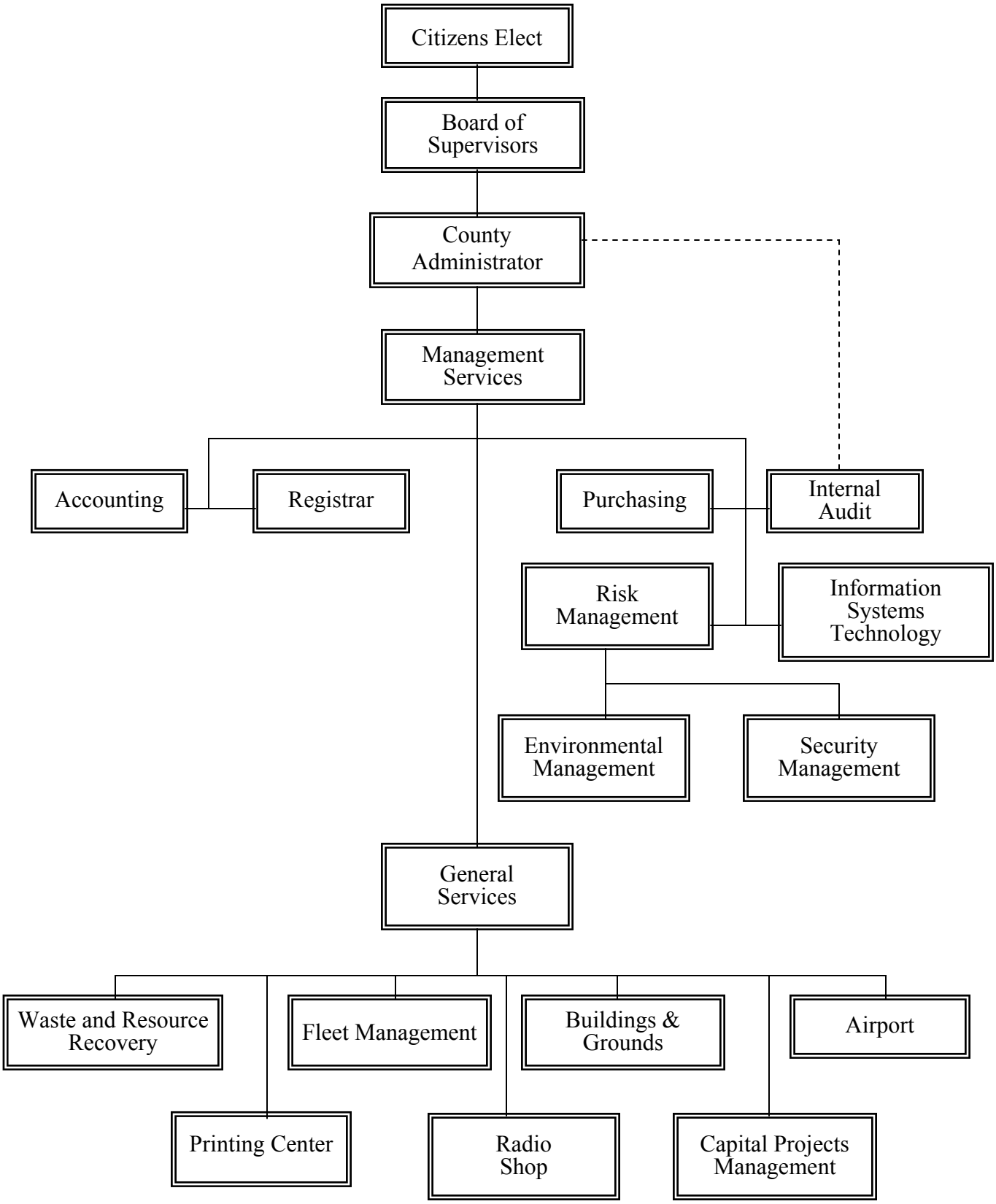


*In FY2008, staff began factoring in the value of multiple broadcasts of television programming.

Initiatives

- The department is exploring the use of new technologies to communicate the county's message

MANAGEMENT SERVICES



MANAGEMENT SERVICES

GENERAL FUND	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amendments	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Administration	$317,247	$320,500	$321,700	($5,700)	$316,000	-1.4%	$316,000	$316,000	$316,000
Accounting	3,194,448	3,390,000	3,419,200	(48,500)	3,370,700	-0.6%	3,370,700	3,370,700	3,370,700
Building and Grounds	5,961,528	6,238,400	6,439,200	(346,700)	6,092,500	-2.3%	6,092,500	6,092,500	6,092,500
General Services Administration	1,609,492	1,672,100	1,784,400	76,900	1,861,300	11.3%	1,861,300	1,861,300	1,861,300
Information Systems Technology	11,139,468	11,767,200	11,850,200	(65,800)	11,784,400	0.1%	11,784,400	11,784,400	11,784,400
Telecommunications	178,455	156,600	156,600	0	156,600	0.0%	156,600	156,600	156,600
Internal Audit	679,435	797,000	801,800	(39,600)	762,200	-4.4%	762,200	762,200	762,200
Printing Center	513,554	560,100	563,700	(4,500)	559,200	-0.2%	560,100	560,100	560,100
Purchasing	1,441,868	1,497,900	1,507,500	9,400	1,516,900	1.3%	1,516,900	1,516,900	1,516,900
Registrar	871,625	930,100	941,200	(44,000)	897,200	-3.5%	897,200	897,200	897,200
Waste & Resource Recovery	6,155,225	6,127,800	6,091,000	(108,500)	5,982,500	-2.4%	5,982,500	5,982,500	5,982,500
TOTAL GENERAL FUND	**$32,062,345**	**$33,457,700**	**$33,876,500**	**($577,000)**	**$33,299,500**	**-0.5%**	**$33,300,400**	**$33,300,400**	**$33,300,400**

MANAGEMENT SERVICES

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amendments	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
SPECIAL REVENUE FUND									
Litter Program	$41,501	$26,000	$26,000	$0	$26,000	0.0%	$26,000	$26,000	26,000
TOTAL SPECIALREVENUE FUND	**$41,501**	**$26,000**	**$26,000**	**$0**	**$26,000**	**0.0%**	**$26,000**	**$26,000**	**$26,000**
INTERNAL SERVICE FUND									
Capital Projects Management	$817,166	$826,500	$855,000	$4,300	$859,300	4.0%	$860,700	$860,700	$860,700
Fleet Management	16,612,609	17,059,500	16,791,800	543,800	17,335,600	1.6%	17,335,600	17,335,600	17,335,600
Radio Shop	1,807,044	2,243,600	2,432,800	(220,600)	2,212,200	-1.4%	2,212,200	2,212,200	2,212,200
Risk Management	6,859,040	11,557,100	11,689,500	267,400	11,956,900	3.5%	12,464,600	12,639,100	12,793,800
Environmental Management	407,940	441,100	455,700	(33,500)	422,200	-4.3%	422,200	422,200	422,200
Security Management	179,589	231,000	231,900	(3,500)	228,400	-1.1%	228,400	228,400	228,400
TOTAL INTERNAL SERVICE FUND	**$26,683,389**	**$32,358,800**	**$32,456,700**	**$557,900**	**$33,014,600**	**2.0%**	**$33,523,700**	**$33,698,200**	**$33,852,900**
ENTERPRISE FUND									
Airport	$936,604	$751,600	$765,100	$467,700	$1,232,800	64.0%	$760,900	$780,700	$1,046,100
TOTAL ENTERPRISE FUND	**$936,604**	**$751,600**	**$765,100**	**$467,700**	**$1,232,800**	**64.0%**	**$760,900**	**$780,700**	**$1,046,100**

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

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$268,454	$287,500	$288,400	$286,300	-0.4%	$286,300	$286,300	$286,300
Operating	48,793	33,000	33,300	29,700	-10.0%	29,700	29,700	29,700
Capital	0	0	0	0	0.0%	0	0	0
Total	$317,247	$320,500	$321,700	$316,000	-1.4%	$316,000	$316,000	$316,000
Revenue	0	0	0	0	0.0%	0	0	0
Net Cost	$317,247	$320,500	$321,700	$316,000	-1.4%	$316,000	$316,000	$316,000
FT Pos.	2	2	2	2	0	2	2	2

HIGHLIGHTS

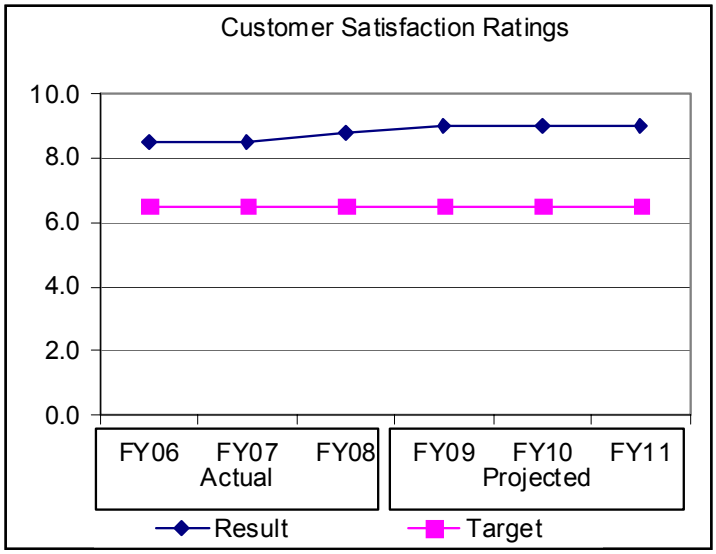
- In an effort to reduce spending countywide, the Management Services Administration budget was voluntarily reduced by 2.6 percent. The reductions include part-time salaries, the employee assistance program, books and subscriptions, training supplies, and furniture and equipment replacement.
- The department initiated an aggressive program review of all departments under its management. The program review initiative identified program efficiencies in the following departments: Accounting, Fleet Management, Buildings and Grounds, and Waste and Resource Recovery.

FUTURE OUTLOOK

- The department will continue to provide guidance to its departments as they explore more efficient and cost-effective ways to serve their respective customers.

MANAGEMENT SERVICES ADMINISTRATION

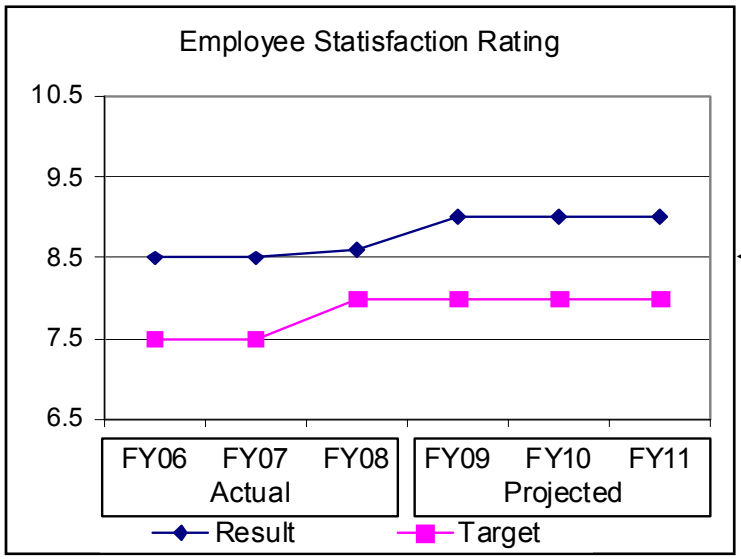
Goal: Exceed customer expectations. Supports countywide Strategic Goal 2
Objective: Achieve excellent customer satisfaction ratings
Measure: Management Services Division Customer service ratings vs. county Citizen Survey and the American Customer Satisfaction Index (ACSI)



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 scores



Initiatives

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

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

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$2,873,139	$3,078,800	$3,102,900	$3,071,400	-0.2%	$3,071,400	$3,071,400	$3,071,400
Operating	321,309	311,200	316,300	299,300	-3.8%	299,300	299,300	299,300
Capital	0	0	0	0	0.0%	0	0	0
Total	$3,194,448	$3,390,000	$3,419,200	$3,370,700	-0.6%	$3,370,700	$3,370,700	$3,370,700
Revenue	979,819	1,017,300	1,048,500	1,046,100	2.8%	1,046,100	1,046,100	1,046,100
Net Cost	$2,214,629	$2,372,700	$2,370,700	$2,324,600	-2.0%	$2,324,600	$2,324,600	$2,324,600
FT Pos.	40	40	40	39	-1	39	39	39

HIGHLIGHTS

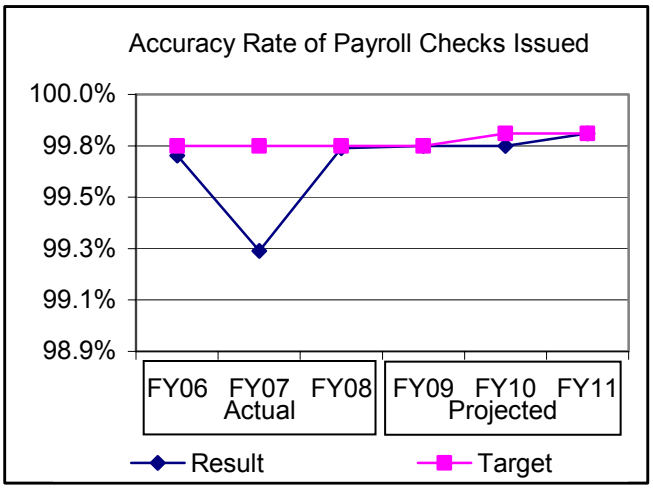
- The department continues work toward implementing the new In Focus financial and human resource/payroll system.
- Project goals include improving business processes, making higher quality and timelier information accessible to employees for monitoring and decision-making, and improving reporting capabilities.
- 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 In Focus project is divided into three phases; Phase I, financials and general ledger, was successfully implemented in August 2008; and the remaining phases will be implemented during the next two years.
- Results from the department's annual customer satisfaction survey indicate the department continues to do an excellent job of meeting the needs of its customers.
- In order to meet requested budget reductions, the department will reduce staffing by one full-time position, funding for part-time staff and hours, and conference and travel expenditures.

FUTURE OUTLOOK

- Support of the In Focus financial and human resource/payroll system will be a priority of the department in the future.
- The department will work towards completing many of the initiatives identified in the performance plan, which will help the department meet its objectives in support of goals.
- Future projections anticipate the department will be challenged with increased demand for services for new programs, legislation changes, new accounting standards, increased system needs, and workload growth.

ACCOUNTING

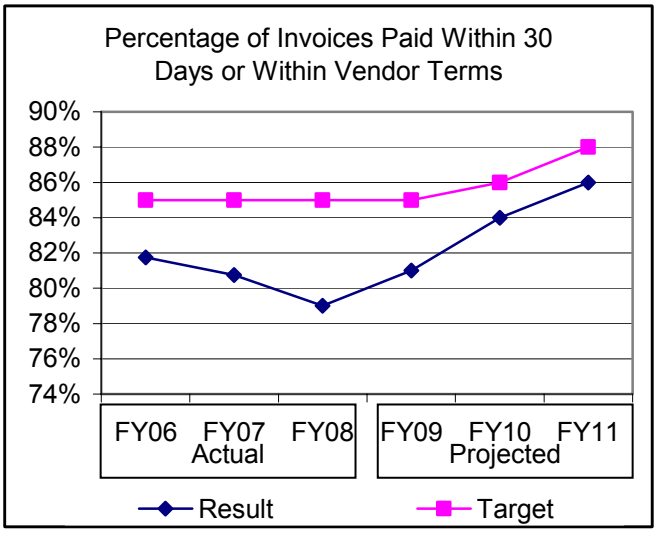
Goal: To provide excellent financial service. Supports countywide Strategic Goal 1
Objective: Provide accurate payroll
Measure: Accuracy rate of payroll checks issued



Initiatives

- Implement new payroll and time collection systems
- Identify and address with other departments issues that affect performance
- Create and administer payroll survey
- Create certification program for payroll liaisons

Goal: To provide excellent financial services. Supports countywide Strategic Goal 1 and 2
Objective: Ensure prompt and accurate payment for goods and services
Measure: Percent of invoices paid within 30 days or vendor terms (timeliness)



Initiatives

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

GENERAL SERVICES ADMINISTRATION

DESCRIPTION

The Administration Division of the Department of General Services provides administrative support and services for eight divisions as well as county wide services for all departments. General Services Administration provides personnel and payroll services for approximately 240 employees. Staff provides budget preparation, analysis, and management assistance to all divisions within the department. Energy Management services are provided for all county agencies including Utilities and Schools. The county's records management and document destruction services are available to all county departments and provide records retention expertise and services for the off-site storage of county records. Copier services are also provided for all county departments, courts, and constitutional offices.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$809,315	$793,900	$800,100	$847,800	6.8%	$847,800	$847,800	$847,800
Operating	800,177	878,200	984,300	1,013,500	15.4%	1,013,500	1,013,500	1,013,500
Capital	0	0	0	0	0.0%	0	0	0
Total	$1,609,492	$1,672,100	$1,784,400	$1,861,300	11.3%	$1,861,300	$1,861,300	$1,861,300
Revenue	765,020	862,400	935,500	935,500	8.5%	935,500	935,500	935,500
Net Cost	$844,472	$809,700	$848,900	$925,800	14.3%	$925,800	$925,800	$925,800
FT Pos.	10	10	10	10	0	10	10	10

HIGHLIGHTS

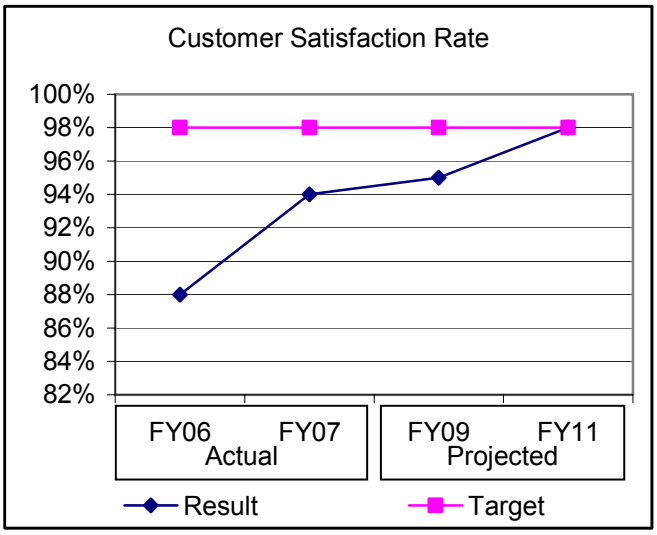
- During FY2009 the We-Cycle Office Wastepaper (WOW) program was eliminated. Funding for the program has been transferred from Waste and Resource Recovery to General Services Administration in the amount of $60,000 to implement a document destruction program. This new program will ensure the proper and secure disposal of sensitive information.
- The countywide copier contract is managed by General Services Administration. This encompasses the management of copiers within the county which are charged a maintenance fee on a per page basis. In FY2010, the department is anticipating an additional $68,100 in costs due to projected increases in volume.
- Two departments within the division received International Organization for Standardization (ISO) 14001 environmental recognition and maintained various environmental certifications in the past year.
- General Services Administration in FY2009 has expanded its Environmental Management System (EMS) program from a single department point of view to an overall division perspective. This will reduce the need for additional personnel and operating costs associated with managing the program in order to maintain compliance with state and federal regulations.
- To cover expenses associated with providing healthcare for the department's retirees, $17,400 has been added to the department's base budget.

FUTURE OUTLOOK

- The department will be undertaking a procurement process in FY2010 for a new cost per copy contract that is to begin in January 1, 2010.

- The department anticipates continued increases in document destruction and records retention contracts. As the county continues to grow and regulations impacting services continues to become more of an issue, the demand for record services is anticipated to increase.

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

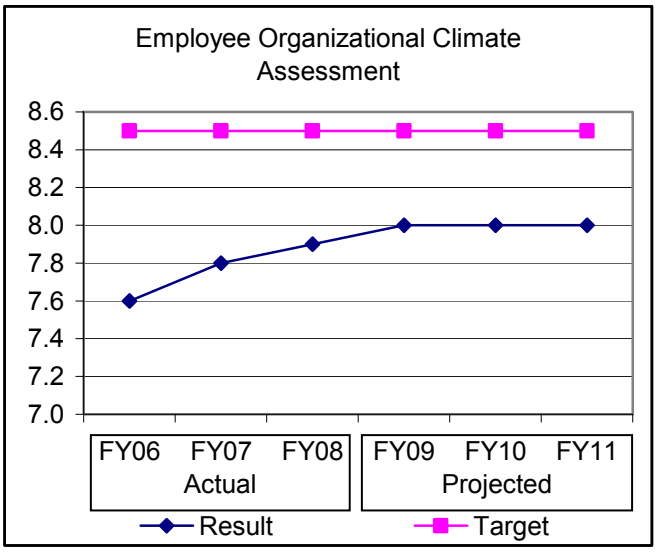


Initiatives

- Follow up with biennial customer satisfaction survey to address concerns
- Process improvements
- Process action teams and focus groups
- Customer Visits

Note: As of FY2007 General Services Administration satisfaction survey will be conducted on a biennial basis.

Goal: Foster a better work environment. Supports countywide Strategic Goal Number 5
Objective: Improve quality of life
Measure: Employee organizational climate assessment (maximum score is 10.0)



Initiatives

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

AIRPORT

DESCRIPTION

The Chesterfield County Airport is the 4th largest and 8th busiest airport in Virginia. The airport is identified by the Federal Aviation Administration (FAA) to be a reliever to Richmond International Airport and serves a vital role in Virginia and the Mid-Atlantic region's aviation plan. As of FY2009, the airport can accommodate aircraft ranging from small, two-seater planes to a DC-9. The airport has 110 T-hangars and one large corporate hangar available for rent, for both recreational and commercial use. 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 department strives to preserve a balance between corporate and recreational aviation activities while recognizing the economic value they bring to the county.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$271,591	$386,600	$402,800	$334,900	-13.4%	$345,000	$345,000	$345,000
Operating	665,013	365,000	362,300	447,900	22.7%	415,900	435,700	456,100
Capital	0	0	0	0	0.0%	0	0	0
Total	$936,604	$751,600	$765,100	$782,800	4.2%	$760,900	$780,700	$801,100
Revenue	937,021	751,600	765,100	707,800	-5.8%	760,900	780,700	801,100
Net Cost (GF)	$417	$0	$0	$0	0.0%	$0	$0	$0
FT Pos.	6	6	6	6	0	6	6	6

AIRPORT CAPITAL IMPROVEMENTS PROJECT SUMMARY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Revenue:								
Federal Aid	$0	$1,900,000	$427,500	$427,500	-78%	$0	$0	$232,800
State Aid	0	60,000	13,500	13,500	-78%	0	0	7,300
Total	$0	$1,960,000	$441,000	$441,000	-78%	$0	$0	$240,100
Expenditures:								
Operating	0	2,000,000	450,000	450,000	-77.5%	0	0	245,000
Net Cost (GF)	$0	$40,000	$9,000	$9,000	-77.5%	$0	$0	$4,900

Note: During FY2009 the county consolidated Airport's operating and Capital Improvement Program into one fund. FY2008 totals are stated in the Comprehensive Annual Financial Report (CAFR).

AIRPORT

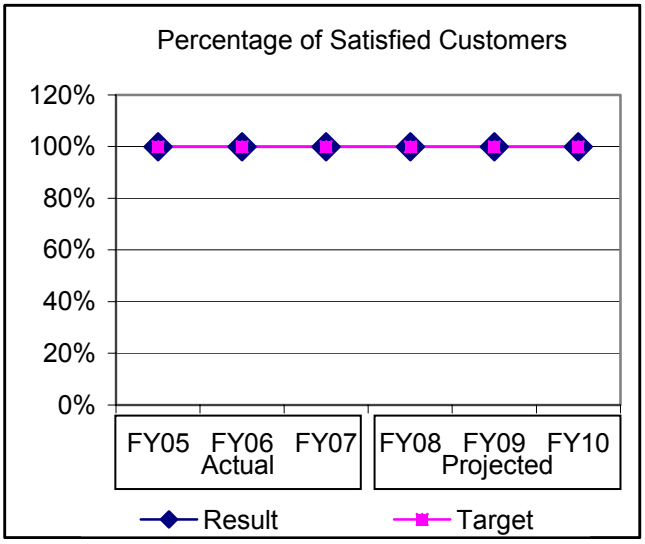
HIGHLIGHTS

- Funding for a vacant Airport Technician position in FY2010 has been reallocated to cover the costs of maintenance and repairs on existing facilities.
- The FY2010 operating budget includes a $75,000 transfer from the general fund. Funding is needed for maintenance, repairs, and renovations to an existing hanger which is currently occupied.
- In FY2008, the runway rehabilitation project was completed which has allowed greater load bearing for larger aircraft to be able to land at Chesterfield Airport.
- The Airport Master Plan is being updated in FY2009. It will include a six-year development strategic business plan for the airport to ensure continued growth through the prioritization of projects.
- A new parking lot is anticipated to be completed in FY2009. The project includes access to new utility connections which will present new opportunities for corporate hanger expansion.

FUTURE OUTLOOK

- In FY2010, the airport will be faced with managing its most difficult fiscal year based on an anticipated reduction in revenues as the aviation industry is being impacted with difficult economic challenges.
- Staff will work with the Economic Development Office to pursue potential corporate clients.
- Airport Staff will strive to maintain self sufficiency by ensuring that revenues amount to expenses.
- The Federal Aviation Administration and Virginia Department of Aviation, in accordance with the Chesterfield County Airport Master Plan, are anticipated to approve and provide funding in FY2010 to conduct an environmental assessment. This project will evaluate the potential environmental impacts of proposed projects. Local matching funds for federal and state Airport Improvement Program grants must be in place prior to applying for grant agreements.

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

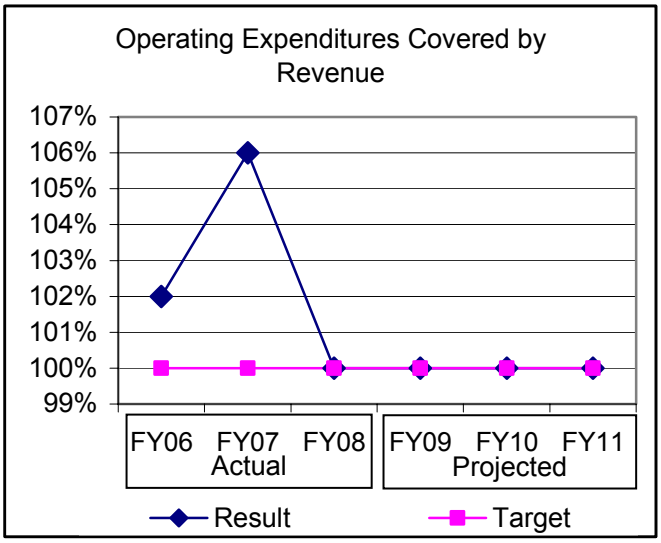
- Biennial customer satisfaction survey
- Annual customer information meeting

AIRPORT

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
- Benchmarking
- Attend Annual Professional Conference to market services and transit traffic

BUILDINGS AND GROUNDS

DESCRIPTION

The Buildings and Grounds (B&G) Division provides cost-effective and professional preventive scheduled and unscheduled maintenance for 62 widely varied county-owned facilities. The facility types range from a modern Leadership in Energy and Environmental Design (LEED) certified Community Development Building to historic properties including the 1917 Courthouse, Castlewood, and Magnolia Grange. The B&G division has skilled craftsmen and professionals who perform work in Heating, Ventilating, and Air Conditioning (HVAC), electrical, horticultural, carpentry, painting, and housekeeping disciplines. The division ensures that the citizens' investment in facilities and grounds are properly protected, cleaned, and maintained. The division also assists other departments in energy management efforts, relocations, special projects, set up for special events, and other activities.

B&G has an active Environmental Management System to ensure all of its activities are properly managed within industry best practices and in compliance with State and Federal environmental regulations.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$3,040,790	$3,293,000	$3,339,900	$3,195,600	-3.0%	$3,195,600	$3,195,600	$3,195,600
Operating	2,894,628	2,855,400	3,009,300	2,896,900	1.5%	2,896,900	2,896,900	2,896,900
Capital	26,110	90,000	90,000	0	-100.0%	0	0	0
Total	$5,961,528	$6,238,400	$6,439,200	$6,092,500	-2.3%	$6,092,500	$6,092,500	$6,092,500
Revenue	348,659	314,100	314,100	314,100	0.0%	314,100	314,100	314,100
Net Cost	$5,612,869	$5,924,300	$6,125,100	$5,778,400	-2.5%	$5,778,400	$5,778,400	$5,778,400
FT Pos.	75	71	71	68	-3	68	68	68

HIGHLIGHTS

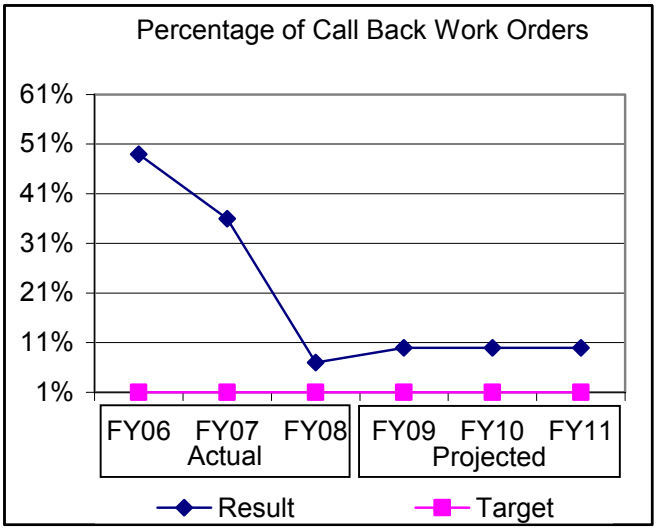
- The B&G Division began a multiphase county complex beautification effort in FY2009. Feedback from the public and county employees has been extremely positive.
- An upgrade of the county public meeting room audio/visual equipment has been completed to enhance the viewing experience for audiences in the meeting room, as well as those viewing from home.
- Four riding mowers and a new front end loader originally budgeted as a capital item in FY2010 will not be purchased.
- To cover the expenses associated with providing healthcare for the department's retirees, $96,100 has been added to the department's base budget.
- A decrease of $183,300 is reflected in personnel costs as part of a countywide effort to reduce the FY2010 budget. Three vacant positions, two custodians and one building maintenance worker, will not be filled and have subsequently been eliminated from the list of positions approved for the department.
- The division has been able to reduce the response time for work orders by placing an emphasis on preventive maintenance and by relying on B&G's automated work order system.

BUILDINGS AND GROUNDS

FUTURE OUTLOOK

- The Buildings and Grounds Division will face many challenges in the upcoming budget cycles due to anticipated reductions in revenues for the maintenance of facilities. Projects that were originally planned will be revisited and reprioritized based on the availability of funds.

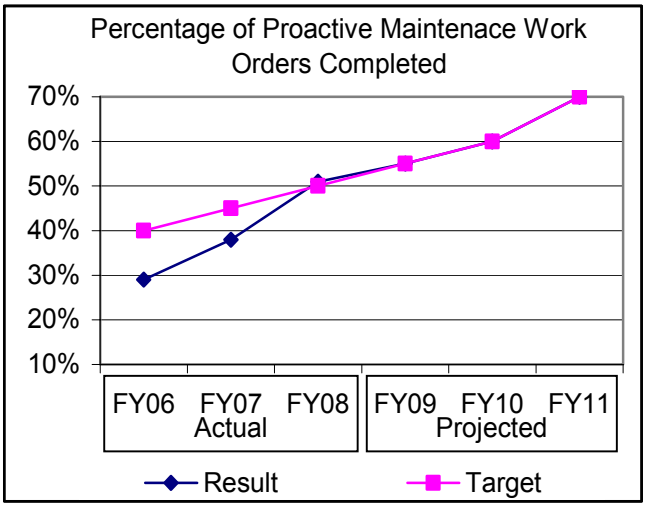
Goal: Exceed customer expectations. Supports countywide Strategic Goal 2
Objective: To do the job right the first time
Measure: Percentage of call back work orders



Initiatives

- Maintstar work order system
- Highly skilled personnel
- Preventive maintenance work teams

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



Initiatives

- Maintstar work order system
- Highly skilled personnel
- Preventive maintenance work teams

CAPITAL PROJECTS MANAGEMENT

DESCRIPTION

The Capital Projects Management (CPM) Division is primarily involved in the development and the execution of the county's Capital Improvement Program (CIP) as approved by the Board of Supervisors. Staff also coordinates feasibility, programming, and design efforts for county facilities, participates in 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

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$674,946	$677,400	$706,000	$708,800	4.6%	$708,800	$708,800	$708,800
Operating	131,606	149,100	149,000	150,500	0.9%	151,900	151,900	151,900
Capital	0	0	0	0	0.0%	0	0	0
Total	$806,553	$826,500	$855,000	$859,300	4.0%	$860,700	$860,700	$860,700
Revenue	817,166	826,500	855,000	859,300	4.0%	860,700	860,700	860,700
Net Cost	($10,613)	$0	$0	$0	0.0%	$0	$0	$0
FT Pos.	7	7	7	7	0	7	7	7

HIGHLIGHTS

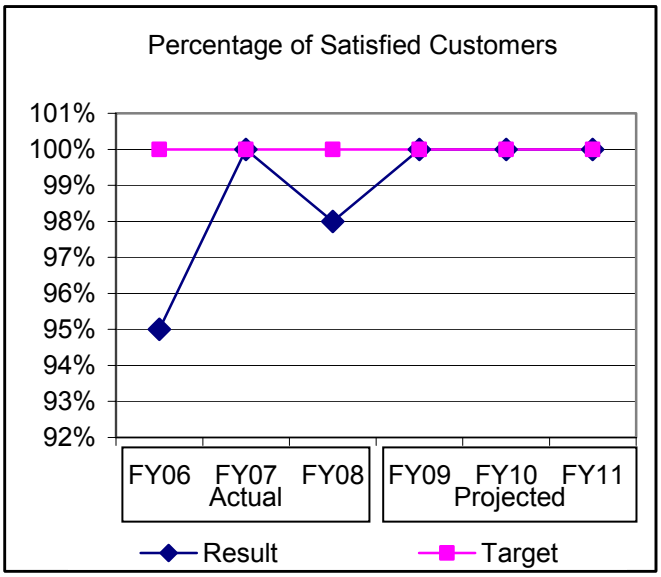
- In FY2009, Capital Projects Management is anticipating the completion of the new 18,000 square foot fire logistics facility. This centralized facility will allow for the consolidation of various support units within the Fire Department that are currently spread throughout the county.
- In FY2009, Capital Projects Management completed the construction of the new Meadowdale Library on schedule.
- During FY2009, Capital Projects Management will be working with other departments and the CIP committee to review its internal process for selecting and implementing potential projects.
- In FY2010, the hourly rate charged for Capital Projects Management will increase by $2.50 to $75.00 per hour. This increase is necessary to sufficiently cover the escalating cost of employee benefits.

FUTURE OUTLOOK

- Staff will continue to gain technological knowledge and strive to be well-informed about ongoing changes in the construction industry.
- Capital Projects Management will continue to use technology to increase effectiveness.
- The division is responsible for fiscal accountability for each of the projects managed and will develop new processes and procedures to ensure that budget appropriations are not exceeded.

CAPITAL PROJECTS MANAGEMENT

Goal: Provide a better work environment. Supports countywide Strategic Goals 3 and 5
Objective: Improve communication with county departments
Measure: Satisfaction with Capital Projects Management's effort to provide overall management



Initiatives

- Improved design oversight
- Additional steering committee feedback
- Limits on ads to program document
- Customer service training

FLEET MANAGEMENT

DESCRIPTION

The Fleet Management Division provides fleet management and maintenance services to the Chesterfield County Government and Chesterfield County Public Schools automotive fleets. Fleet management employees at the Consolidated Vehicle Maintenance Facility, School Bus Maintenance Shop, Walmsley School Bus Maintenance Shop, and the Utilities Department on-site maintenance team provide inspection, maintenance, repair, scheduled, and unscheduled services for the county and school board's 2,500 vehicles. The Division is an authorized warranty and recall repair center for DaimlerChrysler, Ford Motor Company, General Motors Corporation, Freightliner, International Trucks, and Navistar.

Other services include managing and operating three bulk and retail vehicle fuel sites, roadside emergency repair services, on-call maintenance for the fire department and pupil transportation, permanent lease program, the county motor pool, and technical review and support for department-owned vehicle purchases.

Fleet's mission is to provide effective and efficient fleet management services through safe, reliable, economic, and environmentally friendly transportation support that is responsive to the needs of our customers. Fleet Management operates as an internal service fund.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$4,449,202	$5,049,400	$5,280,100	$5,294,300	4.9%	$5,294,300	$5,294,300	$5,294,300
Operating	11,221,171	10,332,300	9,923,000	10,613,100	2.7%	10,613,100	10,613,100	10,613,100
Capital	942,236	1,677,800	1,588,700	1,428,200	-14.9%	1,428,200	1,428,200	1,428,200
Total	$16,612,609	$17,059,500	$16,791,800	$17,335,600	1.6%	$17,335,600	$17,335,600	$17,335,600
Revenue	17,522,238	17,059,500	16,791,800	17,335,600	1.6%	17,335,600	17,335,600	17,335,600
Net Cost	($909,629)	$0	$0	$0	0.0%	$0	$0	$0
FT Pos.	82	88	88	88	0	88	88	88

HIGHLIGHTS

- In FY2009, the Virginia Department of Environmental Quality recertified the Division as part of its Exemplary Environmental Excellence (E3) Program. In addition, the Division was recertified for the International Organization for Standardization (ISO) 14001 Environmental Management System for the third consecutive year. It is the only fleet management organization in North America that has met these standards.
- Fleet staff, with assistance from the Budget and Management Department, has developed a new business model that focuses on activity-based costing (ABC) principles.
- An increase in personnel costs for FY2010 is a result of Fleet's decision to budget for its own retiree healthcare and Other Post Employee Benefits (OPEB) costs. Fleet's shop rate charges were adjusted accordingly to include these costs.
- An increase in Fleet's operating budget is anticipated due to the rise in costs for fuel, vehicle parts, and shop materials in FY2010.
- The Automotive Parts Section used government purchasing cards to improve the overall order-ship time and procurement payment for automotive parts.

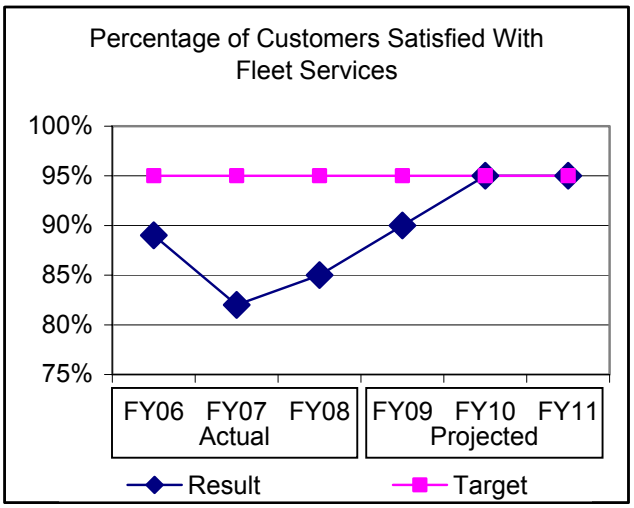
FLEET MANAGEMENT

- Based on the preliminary findings from the FY2009 vehicle utilization study, a reduction to capital for vehicle replacement has been made in FY2010. In addition, Fleet will not be purchasing a hydraulic car/truck lift in FY2010.

FUTURE OUTLOOK

- The Fleet Management Division will work with the Planning Department's Site Selection Committee to identify a suitable site for a new satellite maintenance facility.
- Implementation of the vehicle utilization program, designed to consolidate department-owned and permanent lease vehicles under the administration of the Fleet Management Division, will be explored.

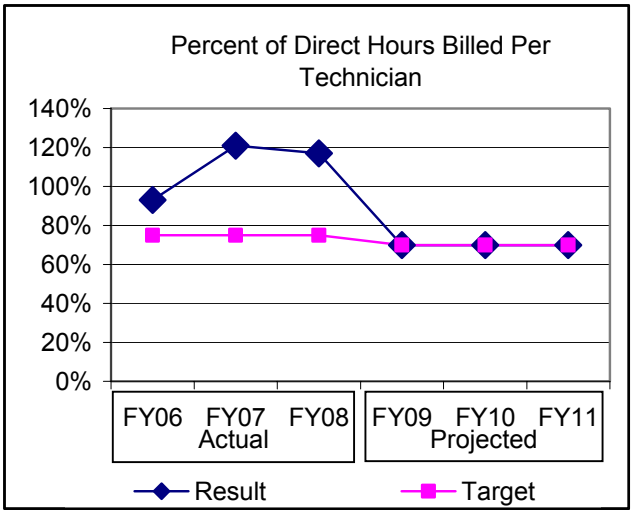
Goal: Exceed customer expectations. Supports countywide Strategic Goal 2
Objective: Balance customer expectations with fiscal accountability and improve timeliness and dependability of service
Measure: Customer satisfaction rate



Initiatives

- Held focus groups and individual department meetings to gain insight and open communication

Goal: Provide responsive, cost-effective, safe, and aesthetically acceptable solid waste collection and disposal. Supports countywide Strategic Goal 7
Objective: Balance customer expectations with fiscal accountability; improve timeliness and dependability of service
Measure: Percent of direct hours billed per technician



Initiatives

- Implementing system to track mechanic hours billed
- Benchmarking

PRINTING CENTER

DESCRIPTION

The county Printing Center provides high speed copying services in color or black and white, off-set printing services, binding and padding services, and other printing functions for all county departments. The Printing Center operation also has performed printing services for a fee to non-profit organizations, quasi-governmental agencies, state agencies, and other local governments. The work of the Printing Center is benchmarked with the private sector on a regular basis to ensure that pricing is competitive. The Printing Center also works closely with Chesterfield County Schools to provide back up to each other in peak times, and to provide additional capacity beyond their in-house capabilities.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$302,341	$310,400	$310,100	$309,400	-0.3%	$310,300	$310,300	$310,300
Operating	211,213	241,700	241,600	237,800	-1.6%	237,800	237,800	237,800
Capital	0	8,000	12,000	12,000	50.0%	12,000	12,000	12,000
Total	$513,554	$560,100	$563,700	$559,200	-0.2%	$560,100	$560,100	$560,100
Revenue	423,411	460,000	460,000	520,000	13.0%	520,000	520,000	520,000
Net Cost	$90,143	$100,100	$103,700	$39,200	-60.8%	$40,100	$40,100	$40,100
FT Pos.	6	6	6	6	0	6	6	6

HIGHLIGHTS

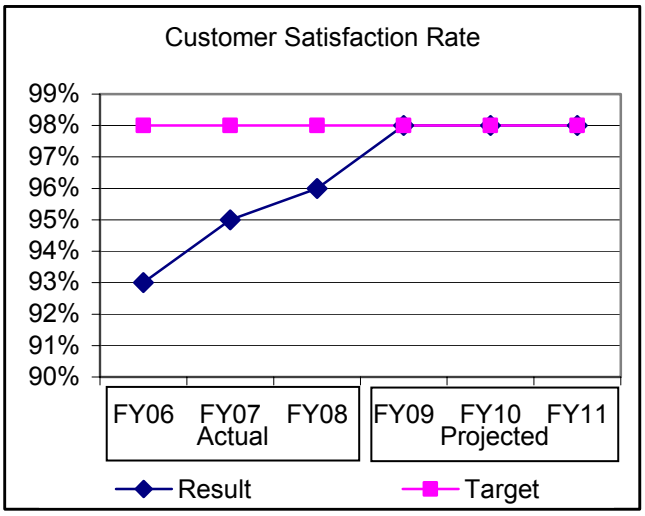
- The Printing Center has prepared a marketing package to be used by staff to market the department's capabilities and products to all potential users.
- The Printing Center is working with the Information Systems Technology Department to explore the possibility of consolidating all printing services into one operation. This consolidation should provide substantial savings to the county through reduced equipment needs, economies of scale, and centralized operations.
- The Printing Center is looking at equipment upgrades as part of the cost per copy contract that is being procured in the fall of 2009. This upgrade should allow for a reduction in the total number of machines and in the county's overall printing costs.
- In FY2010, the Print Shop is anticipating purchasing a replacement shrink wrap machine which will provide a faster turnaround time.

FUTURE OUTLOOK

- A new business model is currently being developed for the Print Shop which will result in a more efficient way of conducting business and potentially provide greater savings for the county. Alternative solutions are being evaluated that will assist in the Print Shop's ability to cover 100 percent of its expenditures through revenues generated by services performed.

PRINTING CENTER

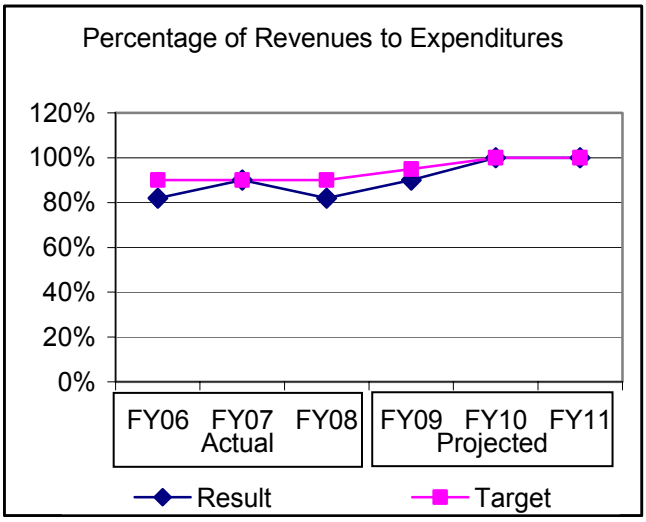
Goal: Exceed customer expectations. Supports countywide Strategic Goal 2
Objective: Provide exceptional customer service
Measure: Customer satisfaction rate



Initiatives

- Annual Customer Survey
- Care Cards
- Focus groups

Goal: Exceed customer expectations. Supports countywide Strategic Goal 1
Objective: Balance customer expectations with fiscal accountability
Measure: Percentage of revenues to expenditures



Initiatives

- Benchmarking
- Increased customer base
- Increased publicity campaign

RADIO SHOP

DESCRIPTION

The Radio Shop is a Division of the General Services Department. 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, non-commercial pagers, system infrastructure, fire and rescue alarm activation systems, and other communication devices. The Radio Shop Division focuses on staff technical training and process improvements in order to meet customer needs. Radio Shop operates as an internal service fund.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$967,480	$1,087,500	$1,200,700	$1,097,700	0.9%	$1,097,700	$1,097,700	$1,097,700
Operating	812,912	1,076,100	1,097,100	1,041,400	-3.2%	1,041,400	1,041,400	1,041,400
Capital	26,652	80,000	135,000	73,100	-8.6%	73,100	73,100	73,100
Total	$1,807,044	$2,243,600	$2,432,800	$2,212,200	-1.4%	$2,212,200	$2,212,200	$2,212,200
Revenue	2,114,630	2,243,600	2,432,800	2,212,200	-1.4%	2,212,200	2,212,200	2,212,200
Net Cost	($307,585)	$0	$0	$0	0.0%	$0	$0	$0
FT Pos.	18	18	19	18	0	18	18	18

HIGHLIGHTS

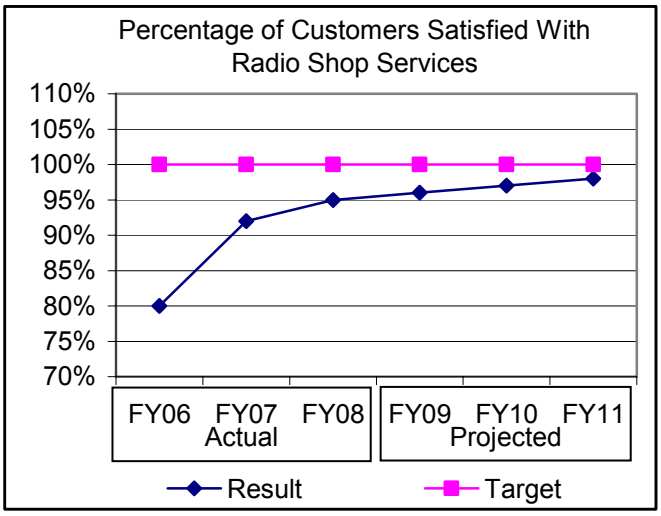
- The Police Department purchased 144 mobile radios during the third quarter of FY2009. This could potentially increase the workload for the radio installations and maintenance costs.
- The Radio Shop adjusted its fee schedule for FY2009 and FY2010. This was due to the reorganization and planning within the Radio Shop.
- In addition to providing services to Chesterfield County departments, the Radio Shop also services other government entities. During FY2009, Virginia State University purchased and added 60 radios to the Chesterfield County Radio System. This has increased the number of outside customers to nineteen as of FY2009.
- In the past 12 months the Radio Shop has programmed over 1,100 radios that have been added by schools for classrooms and security use.

FUTURE OUTLOOK

- A $3.2 million grant project is underway by the nine jurisdictions of the Richmond District Regional Planning Commission, to design and construct a high-capacity microwave system to connect all of the district's Emergency Communication Centers for interoperability. This will increase or upgrade some current radio capabilities.
- The Radio Shop recently completed a review of similar operations in nearby jurisdictions. As a result, the Radio Shop is in the process of implementing a number of changes that will result in better customer satisfaction and more efficient installation processes.

RADIO SHOP

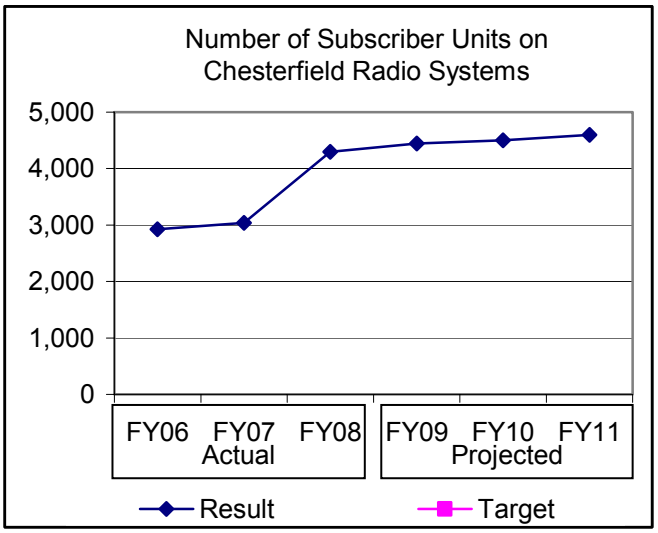
Goal: Exceed customer expectations. Support countywide Strategic Goal 2
Objective: Improve timeliness and dependability of service
Measure: Percentage of customers satisfied



Initiatives

- Annual survey
- Focus groups
- Benchmarking
- Action planning

Goal: Exceed customer expectations. Supports countywide Strategic Goal 2
Objective: To increase customer base and training in Radio-Communications usage
Measure: Number of subscriber units on Chesterfield Radio Systems



Initiatives

- Provide new resource and training
- Training and development program
- Consult with departments on needs assessment

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 provide additional recycling opportunities for citizens (e.g. yard waste, scrap metal and household hazardous waste). The division simultaneously ensures that all three of the county's closed landfills are properly managed and are in compliance with State and Federal environmental regulations.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$1,874,966	$1,488,000	$1,506,700	$1,476,300	-0.8%	$1,476,300	$1,476,300	$1,476,300
Operating	4,117,197	4,384,800	4,451,500	4,471,200	2.0%	4,471,200	4,471,200	4,471,200
Capital	163,062	255,000	132,800	35,000	-86.3%	35,000	35,000	35,000
Total	$6,155,225	$6,127,800	$6,091,000	$5,982,500	-2.4%	$5,982,500	$5,982,500	$5,982,500
Revenue	2,204,625	2,240,300	2,284,900	1,631,400	-27.2%	1,631,400	1,631,400	1,631,400
Net Cost	$3,950,600	$3,887,500	$3,806,100	$4,351,100	11.9%	$4,351,100	$4,351,100	$4,351,100
FT Pos.	37	31	31	30	-1	30	30	30

Note: One position was transferred to General Services Administration during FY2009

HIGHLIGHTS

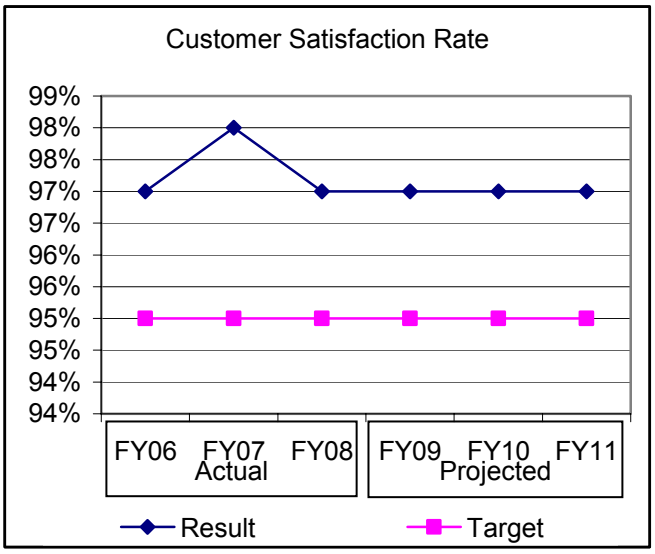
- In FY2009, the county successfully reduced the offerings and scope of the Refuse Collection program. This program will be evaluated annually to ensure it meets the needs of its customers and the county.
- WARR staff, along with a coordinated effort from the Information Systems Technology Department, is implementing a new credit card system at the Convenience Centers, which gives customers the flexibility of payment options.
- Two of the air curtain burners for brush originally budgeted as capital items in FY2010, will not be purchased.

FUTURE OUTLOOK

- Waste and Resource Recovery will continue to face many challenges. One major challenge is an increase to the dollar threshold qualifying amount for the Tax Relief Program which typically increases the number of customers signing up for the free services offered by WARR.
- The long-term maintenance needs at the three closed county landfills will require additional funding to ensure compliance with both state and federal regulations. These needs are currently being addressed through the Capital Improvement Program process.
- A comprehensive review and analysis of Waste and Resource Recovery fees will be performed on an annual basis to improve the accuracy of revenue and expenditure projections.

WASTE AND RESOURCE RECOVERY

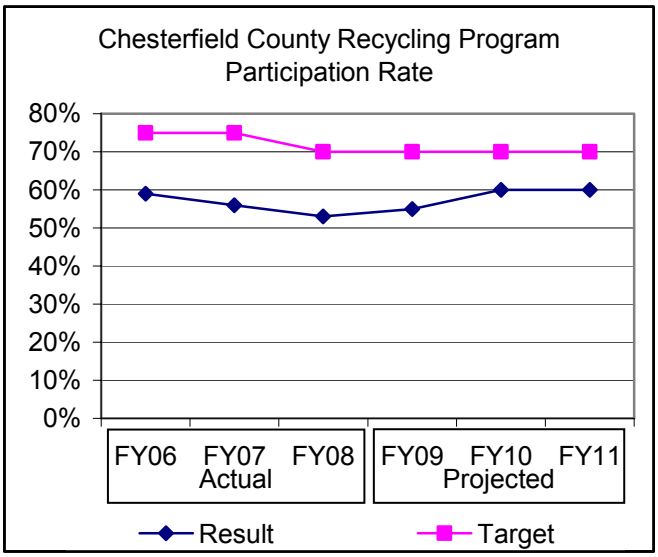
Goal: Exceed customer expectations. Supports countywide Strategic Goal 2
Objective: Provide exceptional customer service
Measure: Customer satisfaction rate



Initiatives

- Star Customer Service Training for front line employees
- Continue process refinements and standards adjustments as indicated by customer surveys

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

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

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$13,501	$17,900	$17,900	$17,900	0.0%	$17,900	$17,900	$17,900
Operating	28,000	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	$41,501	$26,000	$26,000	$26,000	0.0%	$26,000	$26,000	$26,000
Revenue	41,501	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	0	0	0	0	0	0	0

HIGHLIGHTS

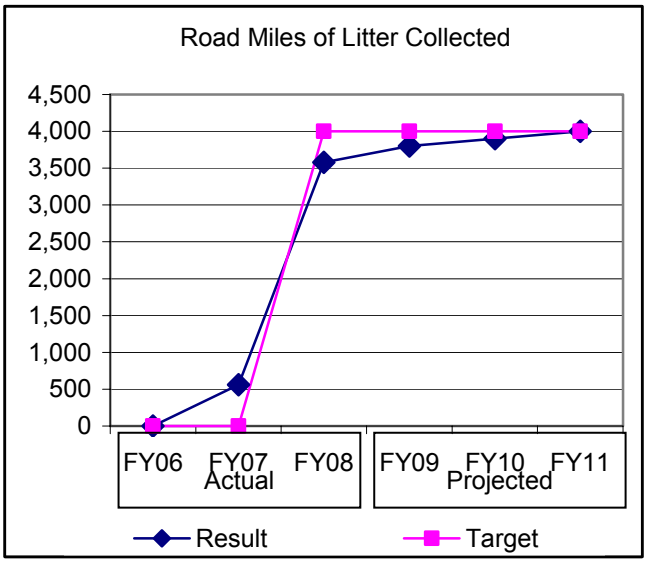
- The Litter Grant recruits county residents as volunteers to keep areas of the county free of litter. Currently there are 25 teams, which consist of 450 volunteers. These teams clean specific areas of Chesterfield County twice a year. This program also provides environmental education on services and programs offered by the Waste and Resource Recovery Division as well as other environmental endeavors by the county. In FY2009 there were over 20 presentations made to local Boy Scout Troops, local businesses, civic associations, county departments, and various organizations.

FUTURE OUTLOOK

- As the demand for environmental education increases, Waste and Resource Recovery will be looking at ways to reach a broader number of residents to get the message across to "Be Litter Wise".
- Neighborhood Sweep will be implemented in FY2010. The Litter Grant will issue a challenge campaign for residents that live on main roadways to clean all ditch lines during specific weekends. The Anti-Litter Program will provide bags for the collection which will be picked up by the litter collection crew the following business day.
- The Assign-a-Highway program is growing. This program has started working with Chesterfield County Courts and places probationers in areas of the county to collect litter. Probationers are able to count the time collecting litter towards court appointed community service hours.
- During economic downturns, illegal dumping increases. This will present a major challenge for staff.

WASTE AND RESOURCE RECOVERY

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
- Neighborhood Sweep program

INFORMATION SYSTEMS TECHNOLOGY

DESCRIPTION

Information Systems Technology (IST) 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 customers. The primary functions of the department are technology solution delivery, information security governance, infrastructure management, and project management.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$8,341,866	$8,805,200	$8,861,300	$9,078,100	3.1%	$9,078,100	$9,078,100	$9,078,100
Operating	2,848,265	2,931,200	2,872,300	2,862,900	-2.3%	2,862,900	2,862,900	2,862,900
Capital	127,792	187,400	273,200	0	-100.0%	0	0	0
Total	$11,317,923	$11,923,800	$12,006,800	$11,941,000	0.1%	$11,941,000	$11,941,000	$11,941,000
Revenue	2,780,376	2,572,600	2,584,300	2,593,700	0.8%	2,593,700	2,593,700	2,593,700
Net Cost	$8,537,547	$9,351,200	$9,422,500	$9,347,300	0.0%	$9,347,300	$9,347,300	$9,347,300
FT Pos.	96	95	95	100	5	100	100	100

Note: Eight positions transferred from Environmental Engineering to IST during FY2009.

HIGHLIGHTS

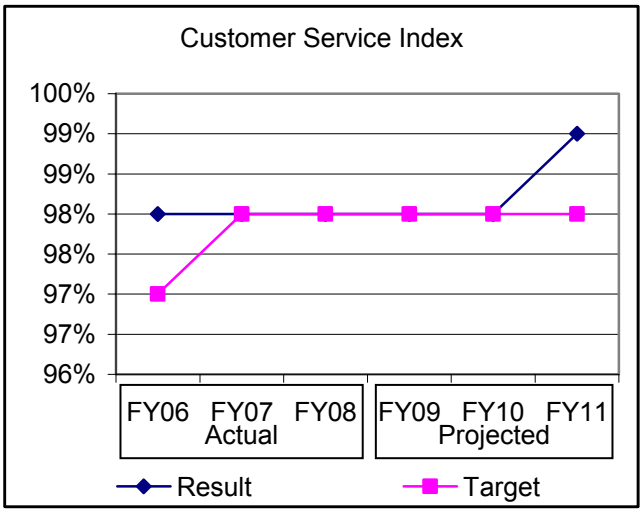
- The department budget increased by $593,900 with the addition of the Geographic Information Services (GIS) division and eight full time positions which transferred from Environmental Engineering in FY2009.
- To meet requested budget reductions, the department will reduce funding for three full-time positions, reduce funding for part-time staff and hours, education and travel, management consulting, and technology funding for computers, servers, and software.
- In FY2010, IST will continue with the strategy, begun in FY2008, of providing technology investment management, enterprise system management, and mainframe migration.
- Information security will continue to play an important role as threats grow and technologies continue to open new avenues for compromise. The adoption of information technology infrastructure library methods and practices will bring consistency and repeatability to the way services are delivered to customers.
- The IT strategic plan will continue to guide the adoption of technology and allow IST to leverage multiple opportunities across the county to ensure technologies are in line with the county strategic plan.
- The Capital Improvement Program (CIP) includes $1.9M in FY2010 for Technology Improvement Program (TIP) projects.
- Funding in the amount of $57,000 has been added to address retiree healthcare costs.

FUTURE OUTLOOK

- IST will continue to recognize and realize the benefit of new technologies in a timely fashion and implement those technologies with minimal disruption in services.
- IST will address new information security threats as they develop and continue to place a high priority on maintaining a qualified workforce.
- IST will look for ways to add business value for the county in the replacement of aging legacy systems.

INFORMATION SYSTEMS TECHNOLOGY

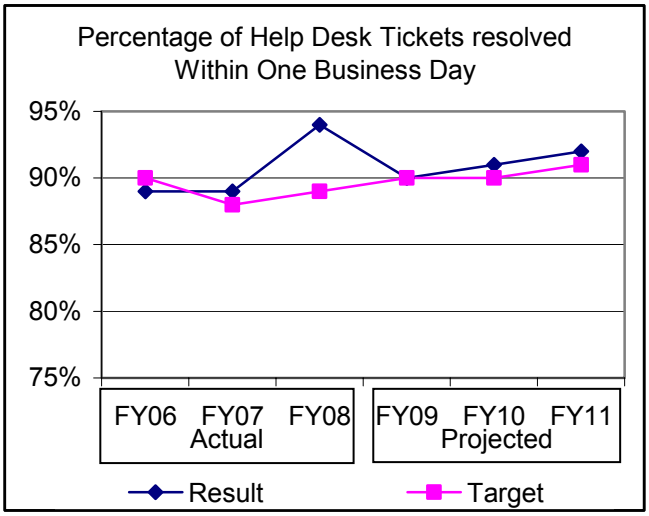
Goal: Provide world-class customer service. Supports countywide Strategic Goals 1 and 2
Objective: Provide services that meet customer expectations
Measure: Percent of customer feedback which meets or exceeds customer expectations



Initiatives

- Create and distribute quality check forms to customers

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

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 for administrative supervision. The Office of Internal Audit is responsible for conducting audits of all departments, agencies, and activities as stipulated by County Code.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$646,579	$755,000	$759,800	$726,700	-3.7%	$726,700	$726,700	$726,700
Operating	32,856	42,000	42,000	35,500	-15.5%	35,500	35,500	35,500
Capital	0	0	0	0	0.0%	0	0	0
Total	$679,435	$797,000	$801,800	$762,200	-4.4%	$762,200	$762,200	$762,200
Revenue	25,000	25,500	25,500	25,500	0.0%	25,500	25,500	25,500
Net Cost	$654,435	$771,500	$776,300	$736,700	-4.5%	$736,700	$736,700	$736,700
FT Pos.	8	8	8	7	-1	7	7	7

HIGHLIGHTS

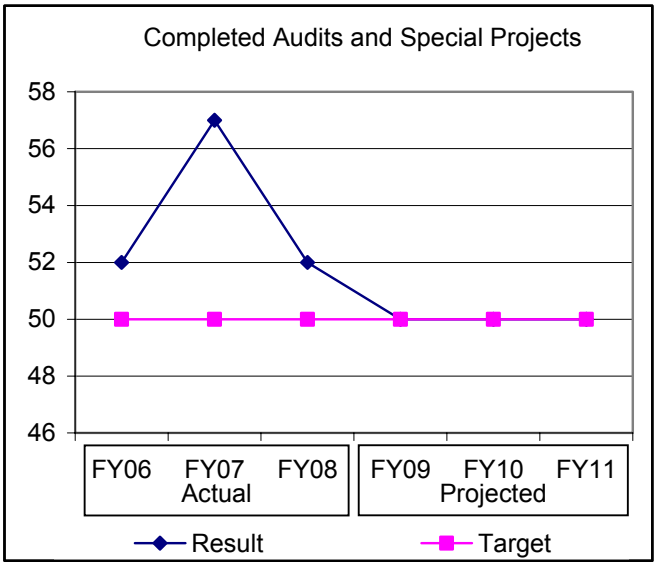
- Staff will continue to conduct audits throughout the year based on the audit plan.
- As part of the countywide effort to reduce costs for FY2010, the department eliminated one senior auditor position, will postpone equipment replacement, and limit training to required courses only.
- The FY2010 budget includes funding of $4,100 for retiree healthcare benefits.

FUTURE OUTLOOK

- The department will continue to conduct audits and provide fraud prevention and internal control training to county and school employees to promote a government with high ethics and integrity.

INTERNAL AUDIT

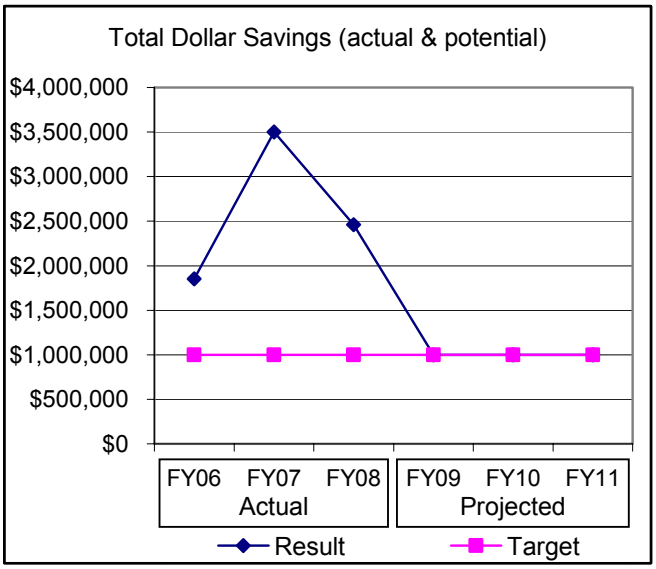
Goal: Identify, develop and conduct a comprehensive series of audits that address the risks and needs of the County and School systems. Supports all countywide Strategic Goals
Objective: Develop and Implement the Audit Plan Based on Entity-Wide Risk Assessment
Measure: Number of audits and special projects completed



Initiatives

- Annual Risk Assessment Process
- One and three year audit plan
- Ten week timing schedule, quarterly performance measures

Goal: To promote cost savings and efficiency. Supports countywide Strategic Goal 1
Objective: Identify areas of cost savings, efficiency, and effectiveness
Measure: Total dollar savings identified (actual and potential)



Initiatives

- Performance Audit Scheduling
- Quarterly Performance Measure Tracking
- A.L.G.A. participation to identify high return audits

PURCHASING

DESCRIPTION

The Purchasing Department provides procurement services, information and guidance for county and school departments as well as for individual schools. Staff utilize the appropriate procurement method of acquisition for goods, services, and construction, and establishes, renews, and administers approximately 600 contracts for goods, services, and maintenance. The department also 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

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$1,363,960	$1,412,200	$1,421,800	$1,437,300	1.8%	$1,437,300	$1,437,300	$1,437,300
Operating	77,908	85,700	85,700	79,600	-7.1%	79,600	79,600	79,600
Capital	0	0	0	0	0%	0	0	0
Total	$1,441,868	$1,497,900	$1,507,500	$1,516,900	1.3%	$1,516,900	$1,516,900	$1,516,900
Revenue	235,000	362,700	520,500	520,500	43.5%	520,500	520,500	520,500
Net Cost	$1,206,868	$1,135,200	$987,000	$996,400	-12.2%	$996,400	$996,400	$996,400
FT Pos.	16	16	16	16	0	16	16	16

HIGHLIGHTS

- 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.
- The department continues to be involved in a regional initiative using cooperative bidding for commodities such as audio-visual equipment, diesel fuel, gasoline, library materials, and water meters.
- The department continues to promote 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 February 2009. Only 88 of 2,600 NIGP government agencies in the United States and Canada have attained this distinction.
- Purchasing staff continue to play an integral role in the In Focus project. After the successful implementation of Phase I in August 2008, and throughout the development and implementation of Phases II and III, additional duties and responsibilities in the purchasing process will fall on staff. However, In Focus will continue to streamline departmental processes which will improve service delivery to both internal and external customers.
- To cover expenses associated with providing healthcare for the department's retirees, $13,400 has been added to the department's base budget.

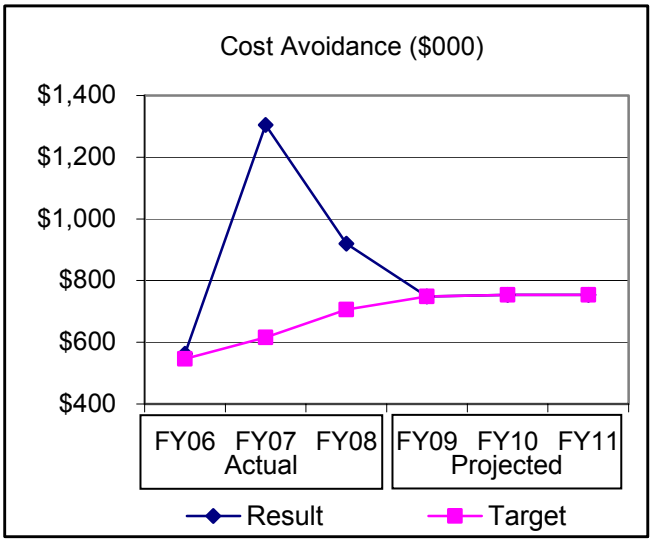
FUTURE OUTLOOK

- Purchasing and Internal Audit continue to examine the competitive purchasing process and look for areas of potential cost savings and where opportunities for creating contracts may exist.

PURCHASING

- With the completion of Phase III of In Focus in FY2010, the Purchasing Department anticipates adding the "Bid online" feature which will allow Purchasing to enter the realm of "e-procurement". Initially, converting a multitude of manual processes to allow for electronic bidding capability may require additional resources in order to complete Phase III to fully realize the efficiency and cost saving potential.

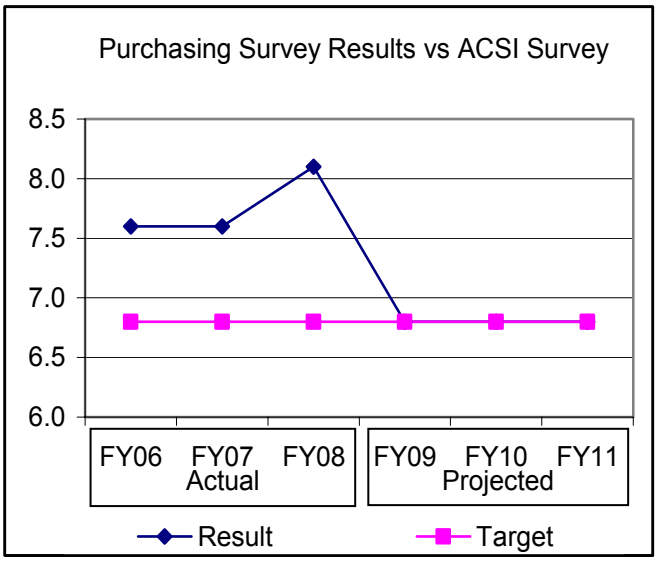
Goal: To exceed organizational customer expectations. Supports countywide Strategic Goals 1 and 2
Objective: To achieve cost avoidance equal to target of 50 percent of department's annual budget
Measure: Annual cost avoidance results



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 (ACSI) rating
Measure: Annual Purchasing customer service survey results vs. ACSI



Initiatives

- Annually issue customer satisfaction survey to county departments and schools
- Use categorical scores to assess areas of strength and weakness in customer service

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

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$504,909	$578,700	$586,400	$550,700	-4.8%	$550,700	$550,700	$550,700
Operating	366,716	351,400	354,800	346,500	-1.4%	346,500	346,500	346,500
Capital	0	0	0	0	0.0%	0	0	0
Total	$871,625	$930,100	$941,200	$897,200	-3.5%	$897,200	$897,200	$897,200
Revenue	113,416	90,000	90,000	90,000	0.0%	90,000	90,000	90,000
Net Cost	$758,209	$840,100	$851,200	$807,200	-3.9%	$807,200	$807,200	$807,200
FT Pos.	9	9	9	9	0	9	9	9

HIGHLIGHTS

- In FY2009, the county opened three new voting precincts, reducing the wait time for voters.
- In FY2009, the Registrar's Office successfully ran the 2008 presidential election which saw an increase in voter turnout of 4 percent or approximately 27,000 voters, over the 2004 presidential election.
- Registrar's Office staff managed 11,520 in-person absentee voters and 9,448 mailed in absentee ballots, increases of 290 percent and 66 percent respectively, over the 2004 presidential election.
- In order to meet FY2010 funding levels, the Registrar's Office will hold one position vacant. The number of authorized positions has not changed; however, funding has been eliminated for this position.
- Funding for office supplies has also been reduced. These reductions present a challenge for the department.

FUTURE OUTLOOK

- Electronic pollbooks were introduced in 17 precincts in November 2008 and will soon be implemented county wide. This equipment allows for faster check in at the polling locations, greatly decreasing voter wait times. The State Board of Elections will likely discontinue providing paper pollbooks, leaving the localities to handle the printing themselves or implement the use of electronic pollbooks.
- 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 costs of conducting an election.

RISK MANAGEMENT

DESCRIPTION

The Risk Management Department seeks to reduce the accidental losses incurred by the county and schools and provides protection from those unplanned losses. Risk Management Administration addresses three main areas of focus: loss prevention, financial management, and claims administration. Staff also provides support services in the areas of industrial hygiene, disaster recovery planning, safety/health audits, safety engineering projects, ergonomic assessments, safety training, and OSHA record keeping. The department is also responsible for ensuring sound fiscal management of the Risk Management Fund.

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 future years include: reviewing and updating all written procedures, defining optimal insurance/ self-insurance purchase points, providing industrial hygiene services to reduce illness exposures, evaluating other hazardous identification systems, outsourcing a portion of the claim administration process, and developing each Risk Management employee's opportunities for improvement and learning.

Risk Management Administration also collects revenues which fund the Offices of Environmental and Security Management.

FINANCIAL ACTIVITY

RISK MANAGEMENT TOTAL FUND

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$1,856,843	$1,838,300	$1,863,400	$1,915,100	4.2%	$1,915,100	$1,915,100	$1,915,100
Operating	5,002,197	10,390,900	10,513,700	10,692,400	2.9%	11,200,100	11,374,600	11,529,300
Capital	0	0	0	0	0.0%	0	0	0
Total	$6,859,040	$12,229,200	$12,377,100	$12,607,500	3.1%	$13,115,200	$13,289,700	$13,444,400
Revenue	8,318,565	12,229,200	12,377,100	12,607,500	3.1%	13,115,200	13,289,700	13,444,400
Net Cost	($1,459,525)	$0	$0	$0	0.0%	$0	$0	$0
FT Pos.	15	15	15	14	-1	14	14	14

RISK MANAGEMENT ADMINISTRATION

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$1,434,004	$1,385,700	$1,396,200	$1,469,300	6.0%	$1,469,300	$1,469,300	$1,469,300
Operating	4,837,506	10,171,400	10,293,300	10,487,600	3.1%	10,995,300	11,169,800	11,324,500
Capital	0	0	0	0	0.0%	0	0	0
Total	$6,271,511	$11,557,100	$11,689,500	$11,956,900	3.5%	$12,464,600	$12,639,100	$12,793,800
Revenue	8,318,565	12,229,200	12,377,100	12,602,600	3.1%	13,110,300	13,284,800	13,439,500
Net Cost	($2,047,054)	($672,100)	($687,600)	($645,700)	0.0%	($645,700)	($645,700)	($645,700)
FT Pos.	12	12	12	12	0	12	12	12

RISK MANAGEMENT

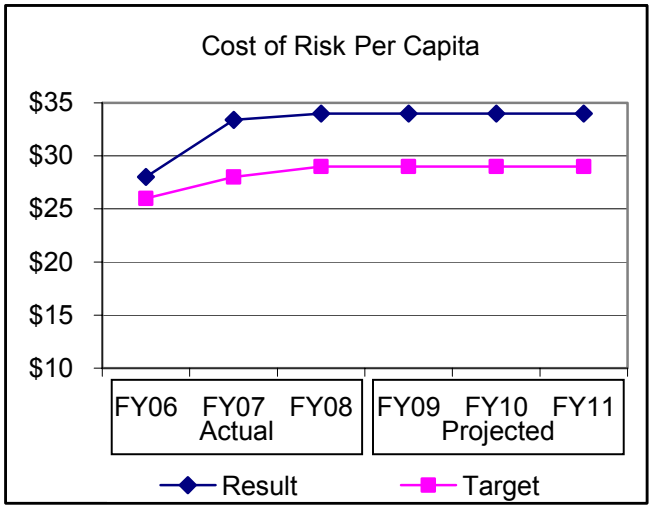
HIGHLIGHTS

- The FY2010 budget reflects an increase of $396,123 in premiums and self-insurance costs for all types of coverage that are reflected in the charges that will be reimbursed by county departments and schools. The department works closely with a risk consultant and broker to obtain the most favorable mix of insurance and self-insured retentions. However, insurance premiums and deductibles continue to increase.
- Staff is improving departmental efficiency by analyzing current processes, establishing standard operating procedures, and implementing external audit recommendations regarding division of workload and duties with the goal of better optimizing current resources in managing the increasing workload.
- The department continues to lead the Safety and Health Committee which has implemented policies and procedures that have saved the county and schools money and helped ensure the safety of employees.
- The Risk Management Administration budget includes reductions in operating expenses, however the total budget shows an increase due to rising costs of insurance premiums and expected workers' compensation claims.

FUTURE OUTLOOK

- As the county seeks to achieve the goal of "responsible protectors of the environment," the financial cost of environmental clean-up projects continues to impact the Risk Management fund.
- Other challenges being faced in the next few years include the steadily increasing costs of the following: hospital bills, specialized testing, cardio-vascular related illness, workers' compensation due in part to an aging workforce, and educating employees about safety and loss prevention.
- 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.

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

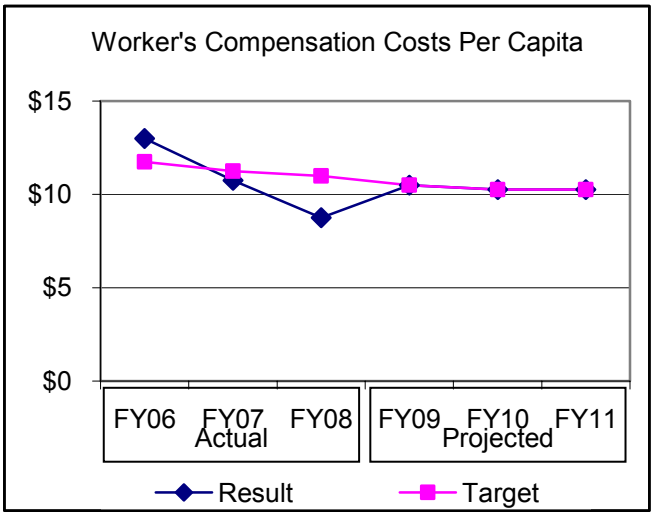


Initiatives

- Self-insurance and deductible review
- Reducing or eliminating manual systems by streamlining operations

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.)

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 reimbursed by county departments and schools.

The office's mission is to ensure that the county maintains environmental compliance through being a responsible protector 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 the county's 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. The majority of the environmental projects undertaken by this office are funded through the county's Capital Improvement Program.

RISK MANAGEMENT

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$354,442	$363,700	$377,400	$350,800	-3.5%	$350,800	$350,800	$350,800
Operating	53,498	77,400	78,300	71,400	-7.8%	71,400	71,400	71,400
Capital	0	0	0	0	0.0%	0	0	0
Total	$407,940	$441,100	$455,700	$422,200	-4.3%	$422,200	$422,200	$422,200
Revenue	0	0	0	4,100	NA	4,100	4,100	4,100
Net Cost	$407,940	$441,100	$455,700	$418,100	-5.2%	$418,100	$418,100	$418,100
FT Pos.	2	2	2	2	0	2	2	2

HIGHLIGHTS

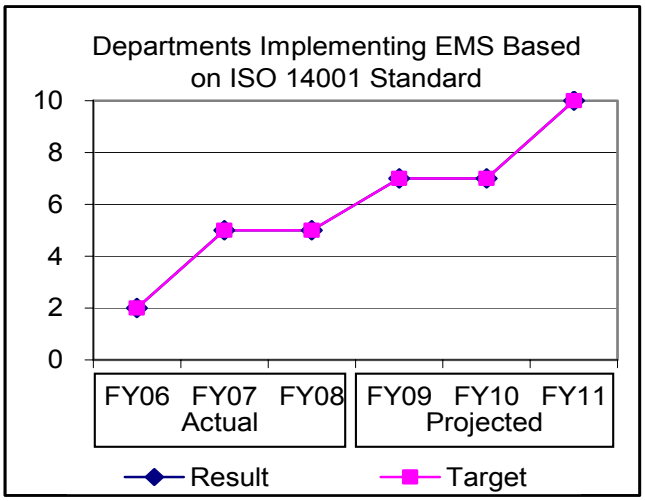
- The OEM has completed 128 of 142 environmental projects since inception, and 597 new employees received environmental awareness training in FY2008.
- In FY2009, key project initiatives included removing old underground storage tanks and replacing with new double-wall above ground storage tanks and increased asbestos and lead surveys at the county's older facilities.
- Seven department teams have completed Environmental Management System development since 2002. Currently, Chesterfield County is the only county in the United States to have departments which meet the International Organization for Standardization's (ISO) standards for environmental management systems or, in other words, are ISO 14001 certified.
- Funding for a student co-op engineer and operating funding has been removed from this budget. Project management activities performed by the co-op engineer will be handled by the Environmental Manager with some of these initiatives contracted to outside environmental consultants.

FUTURE OUTLOOK

- Future projects will include a new lead management system for the county's small arms range and environmental remediation action at the Fort Darling Landfill.
- Staff will assist the Utilities Department in its Enhanced Nutrient Removal upgrade project at the Falling Creek Wastewater Treatment Plant.
- The county's Phase 4 Environmental Management System Development training will begin at the Virginia Tech Center for Organization and Technological Advancement with the Airport, Fire, and Utilities Wastewater department teams.

RISK MANAGEMENT

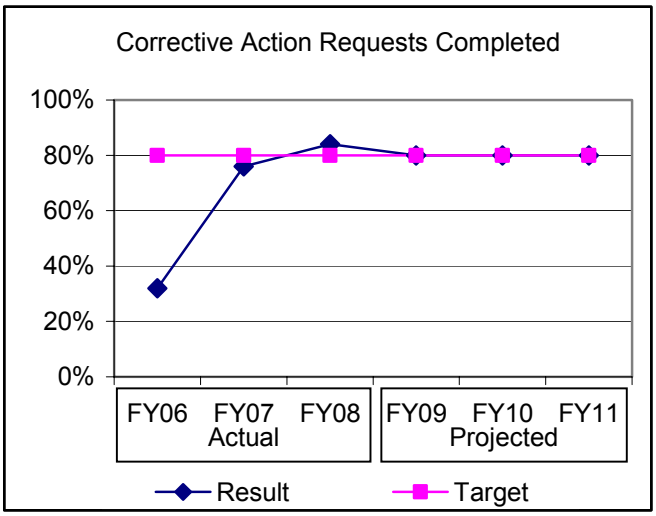
Goal: Develop a countywide Environmental Management System (EMS) based on ISO 14001 standards. Supports countywide Strategic Goals 1, 3, and 7
Objective: Increased awareness of environmental practices and standards
Measure: Number of departments that have implemented an EMS based on the ISO 14001 standard biennially



Initiatives

- EMS training and implementation process
- Monitor departments after implementation

Goal: Ensure environmental compliance with legal and other requirements. Supports countywide 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



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

SECURITY MANAGEMENT

DESCRIPTION

The Office of Security Management (OSM) 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 work place and community. The county's security management program operations are funded through risk management charges reimbursed by county departments and schools. The majority of the projects undertaken by this office are funded through the county's Capital Improvement Program (CIP).

Employee security awareness, 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 Projects Management Department to develop and implement security solutions for county facilities.

The core initiative of the OSM is to ensure facilities that house key assets and resources are fitted with adequate and appropriate security systems to deter and/or prevent vandalism, theft, and workplace violence.

Additionally, the OSM develops, implements, and disseminates timely, effective, and high quality security information to citizens, employees, businesses, and our security partners in the community and surrounding jurisdictions.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$68,397	$88,900	$89,800	$95,000	6.9%	$95,000	$95,000	$95,000
Operating	111,192	142,100	142,100	133,400	-6.1%	133,400	133,400	133,400
Capital	0	0	0	0	0.0%	0	0	0
Total	$179,589	$231,000	$231,900	$228,400	-1.1%	$228,400	$228,400	$228,400
Revenue	0	0	0	800	NA	800	800	800
Net Cost	$179,589	$231,000	$231,900	$227,600	-1.5%	$227,600	$227,600	$227,600
FT Pos.	1	1	1	0	-1	0	0	0

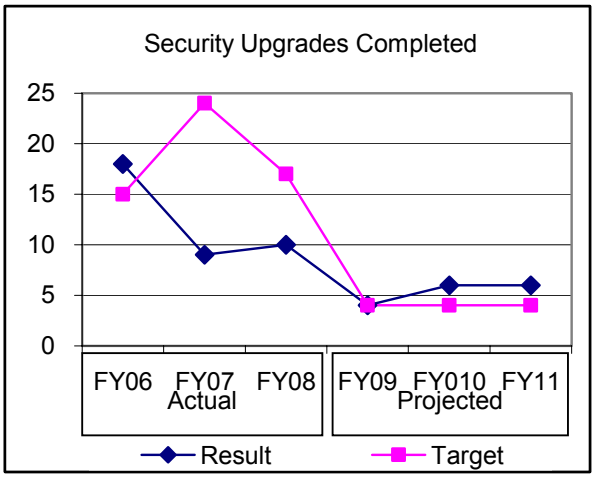
HIGHLIGHTS

- In FY2009, the OSM conducted 16 training programs, educating 352 county employees through the Security Awareness Training and New Comers Orientation programs, and 2 citizen's classes composed of 35 Chesterfield County senior citizens.
- Since its inception in September 2001, staff has completed 116 of 133 planned projects.
- In FY2009, key project initiatives included: On-net Surveillance System Inc., OnSSI Internet Protocol camera recording systems, access control systems installed in existing county buildings, implementation of beginning phases of the Critical Communications System, access card audit program, and Plate Hunter implementation for the Chesterfield County Airport.
- FY2010 planned projects, funded through the CIP, include security cameras in the employee parking lots and in the government complex courtyard, a county vehicle storage lot entry/access control gate with security cameras, and security upgrades at the Chester Library.
- An unfunded, full time position has been eliminated from the OSM in the FY2010 budget.

FUTURE OUTLOOK

- The OSM will continue to work and coordinate with department directors and facilities managers to secure county assets.
- The county's most vulnerable assets, which may be both a high threat target and highly valuable for continuity of operations to assure services, will receive staff's greatest attention.
- Staff will continue workplace safety measures and awareness training, to reduce the likelihood of an incidence of workplace violence.

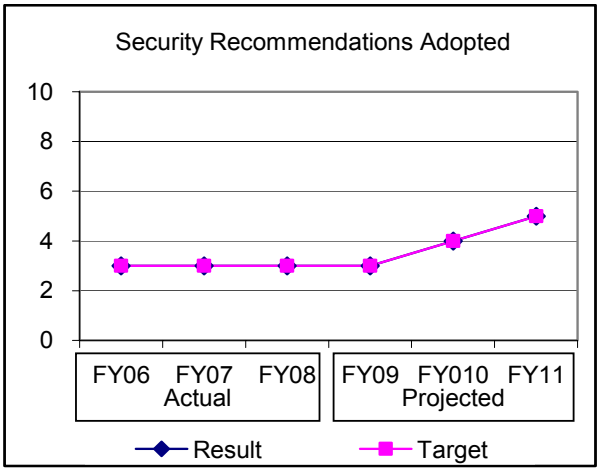
Goal: Provide high level of safety and security with lowest level of disruption. Supports countywide Strategic Goals 3 and 4
Objective: Aggressive completion of security projects at county facilities
Measure: Number of upgrades completed



Initiatives

- Adopted CIP for security projects
- Satisfactory completion of projects

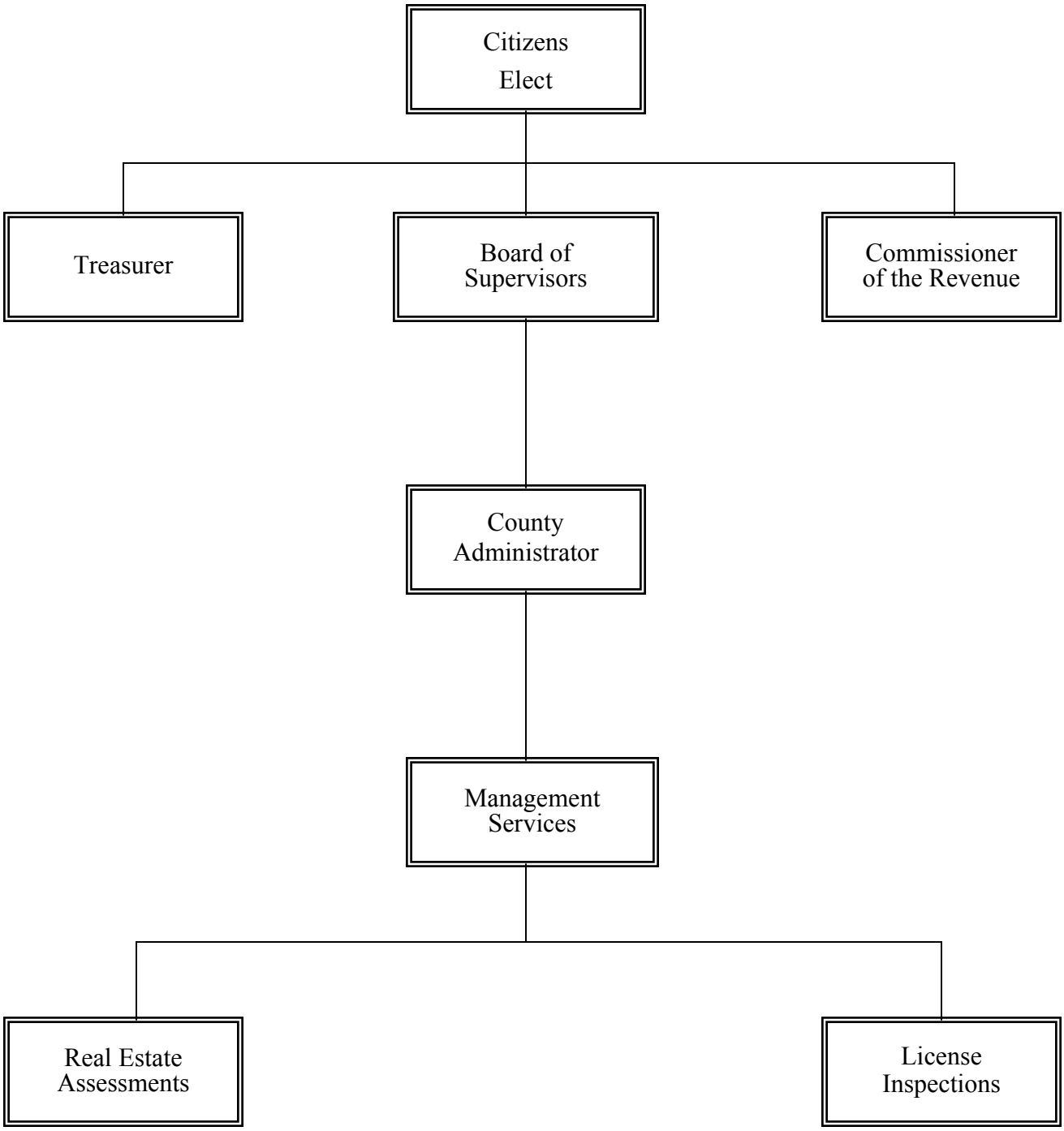
Goal: To take a conscientious and proactive approach in establishing effective integrated security systems and procedures, which provide a secure working environment for employees and assures the protection of visitors, employees, and facilities against criminal or possible terrorist attacks. Supports 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
- Work with Capital Projects Management to ensure installation of appropriate security systems are designed into the initial project plan

ASSESSMENT AND COLLECTION OF TAXES



ASSESSMENT AND COLLECTION OF TAXES

GENERAL FUND	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amendments	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Commissioner of the Revenue	$3,101,689	$3,250,600	$3,280,000	($140,300)	$3,139,700	-3.4%	$3,139,700	$3,139,700	$3,139,700
License Inspections	440,305	490,900	494,500	5,200	499,700	1.8%	499,700	499,700	499,700
Real Estate Assessments	3,117,958	3,328,700	3,357,500	(156,700)	3,200,800	-3.8%	3,200,800	3,200,800	3,200,800
Treasurer	3,205,193	3,245,300	3,276,700	114,900	3,391,600	4.5%	3,391,600	3,391,600	3,391,600
TOTAL GENERAL FUND	**$9,865,145**	**$10,315,500**	**$10,408,700**	**($176,900)**	**$10,231,800**	**-0.8%**	**$10,231,800**	**$10,231,800**	**$10,231,800**

COMMISSIONER OF THE REVENUE

DESCRIPTION

The Commissioner of the Revenue is a Constitutional Officer charged with the responsibility of tax assessment and services related to the assessment and administration of local and state taxes. The Commissioner is also responsible for preserving and enforcing local revenues through various audit processes.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$2,807,150	$2,857,600	$2,887,000	$2,761,500	-3.4%	$2,761,500	$2,761,500	$2,761,500
Operating	294,538	393,000	393,000	378,200	-3.8%	378,200	378,200	378,200
Capital	0	0	0	0	0.0%	0	0	0
Total	$3,101,689	$3,250,600	$3,280,000	$3,139,700	-3.4%	$3,139,700	$3,139,700	$3,139,700
Revenue	587,774	610,800	610,800	580,700	-4.9%	580,700	580,700	580,700
Net Cost	$2,513,914	$2,639,800	$2,669,200	$2,559,000	-3.1%	$2,559,000	$2,559,000	$2,559,000
FT Pos.	49	49	49	47	-2	47	47	47

HIGHLIGHTS

- The Commissioner of the Revenue's Office continues to provide high quality service to all of its customers: county citizens and businesses, county administration, and internal customers.
- In conjunction with the Division of Motor Vehicles (DMV) and the County Treasurer, the Commissioner of the Revenue's Office offers DMV Select services such as dealer vehicle title and registration, requests for vehicle titles, ordering of license plates, and name and address changes to vehicle registrations. The offering of DMV Select services has become very popular with Chesterfield County residents and car dealerships. It is currently the fastest growing DMV Select office in Virginia. The office staff processes over 1,500 transactions per month and expects to exceed 2,000 transactions per month during FY2010. With the increased transactions, the office has seen an increase in commission payments for performing this service on behalf of the Virginia DMV.
- In partnership with the Chesterfield County Treasurer's Office, the Commissioner of the Revenue's Office is purchasing and implementing a new tax assessment and collections customer service system known as the Taxation Customer Service System (TCSS). It is expected to be completed in the next in 12 to 18 months and will bring increased efficiencies and greater ease for providing customer service to the county's residents and county administration regarding taxation.
- In order to meet FY2010 funding levels, the Commissioner of the Revenue's Office reduced staff by two full-time positions.
- Funds in the amount of $51,100 have been added to address retiree healthcare costs.

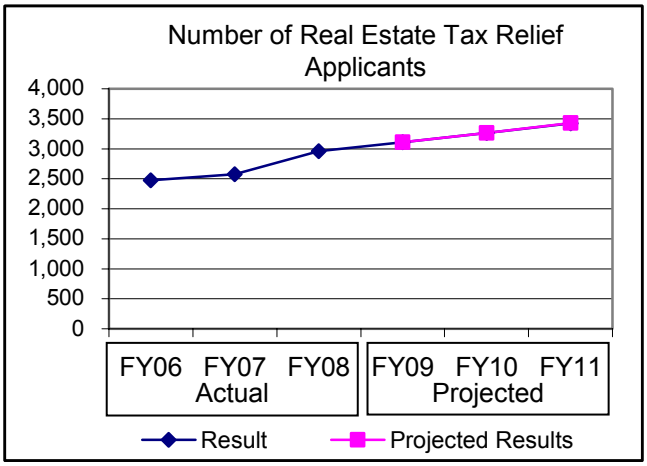
FUTURE OUTLOOK

- The work ethic and culture of the Commissioner of the Revenue's office ensures continued high quality service to its varied customers.
- Expectations are for continued growth of the DMV Select services with the anticipation of exceeding 5,000 transactions per month by FY2015.
- In FY2011, the Taxation Customer Service System will fully integrate with the DMV select system, providing seamless processing for DMV and county transactions.

COMMISSIONER OF THE REVENUE

- The Commissioner of the Revenue anticipates the need for additional audit personnel as business growth in the county continues with projects such as Watkins Centre and Roseland. Therefore, during FY2011, evaluation of staffing levels will occur to determine the best usage of current human resources given the efficiencies realized from the implementation of the Taxation Customer Service System.

Goal: Quality of Life
Objective: Provide tax relief services to qualified citizens
Measure: Number of real estate tax relief applicants



Initiatives

- Increase publicity for the Real Estate Tax Relief Program.

LICENSE INSPECTOR

DESCRIPTION

The License Inspector's Office is an Administrative Code enforcement office, enforcing Chesterfield County Chapters 6 and 13 of the Chesterfield County Code. The director and two deputies have police powers and powers of arrest in enforcing these chapters. The office focuses the majority of its efforts on effective planning and effective business license and vehicle registration enforcement. The duties of the License Inspector's Office involve understanding the Commonwealth of Virginia Motor Vehicle Laws and Related Statutes, Code of Virginia Title 58.1 Taxation, and Virginia Board for Contractors Rules and Regulations.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$368,213	$412,700	$416,900	$437,700	6.1%	$437,700	$437,700	$437,700
Operating	50,568	68,200	67,600	62,000	-9.1%	62,000	62,000	62,000
Capital	21,525	10,000	10,000	0	-100.0%	0	0	0
Total	$440,305	$490,900	$494,500	$499,700	1.8%	$499,700	$499,700	$499,700
Revenue	0	0	0	0	0.0%	0	0	0
Net Cost	$440,305	$490,900	$494,500	$499,700	1.8%	$499,700	$499,700	$499,700
FT Pos.	9	9	9	7	-2	7	7	7

HIGHLIGHTS

- During the past several years the department has seen growth in automobile registrations enforcement. In FY2008, the department brought in $4.1 million dollars in delinquent revenue for the county, exceeding its established revenue goal by $1.1 million. This accomplishment is the result of two years of hard work by staff who adapted to the elimination of the vehicle decal by creating, testing, and improving many processes.
- Funding for an existing deputy license inspector position was added in FY2009. This position will increase revenue collected and allow the director to spend more time on planning and managing the department and less time out in the field.
- In the coming year, staff will work to improve business license enforcement and strive to increase revenue collections in this area.
- Two of the department's nine full-time positions had been unfunded. These positions are being eliminated in FY2010.
- Additional funding was added to the License Inspector's budget to cover retiree healthcare costs.

FUTURE OUTLOOK

- With the hiring of the third deputy license inspector, the department will be able to spend more time enforcing business license codes.
- Economic conditions always influence revenue collections. During economic downturns, the duties of License Inspection staff become even more important as the county faces fiscal challenges and uncollected revenues.

LICENSE INSPECTOR

Goal: The License Inspector's office will enforce the proper registration of vehicles in Chesterfield County. Supports countywide Strategic Goals 1 and 4

Objective: Inspect vehicles for proper registration within the Chesterfield County jurisdiction and enforce the provision of Section 13-60 of the Code of Chesterfield County

Measure: Vehicles procuring county registration

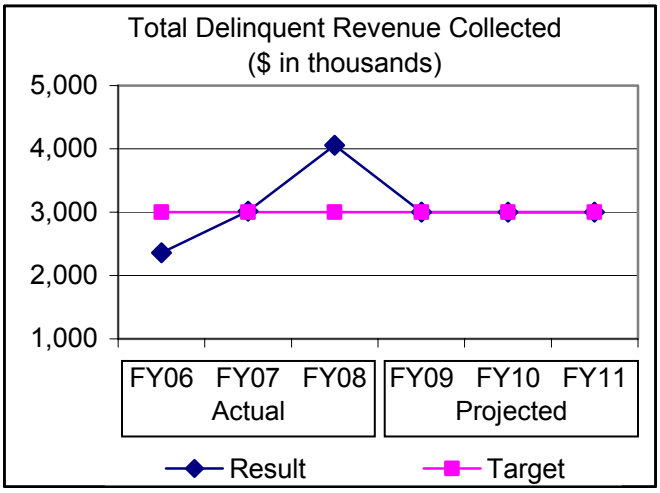
Initiatives

- 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, or unlicensed vehicles

Goal: Serve as a cost effective method of collecting delinquent revenue for Chesterfield County. Supports countywide Strategic Goal 1

Objective: Collect $3 million in revenue due Chesterfield County

Measure: Total Revenue Collected



Initiatives

- To monitor all goals and objectives of the department on a monthly basis
- To establish goals and objectives each year for the department
- Focus on collections of delinquent business license revenue

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, which are available to the public. The department 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 addition, the department administers the land use assessment program, the rehabilitation incentive program, and the tax exemption program.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$2,845,154	$3,037,200	$3,066,000	$2,937,700	-3.3%	$2,937,700	$2,937,700	$2,937,700
Operating	272,804	291,500	291,500	263,100	-9.7%	263,100	263,100	263,100
Capital	0	0	0	0	0.0%	0	0	0
Total	$3,117,958	$3,328,700	$3,357,500	$3,200,800	-3.8%	$3,200,800	$3,200,800	$3,200,800
Revenue	4,676	6,000	6,000	6,000	0.0%	6,000	6,000	6,000
Net Cost	$3,113,282	$3,322,700	$3,351,500	$3,194,800	-3.8%	$3,194,800	$3,194,800	$3,194,800
FT Pos.	43	43	43	42	-1	42	42	42

HIGHLIGHTS

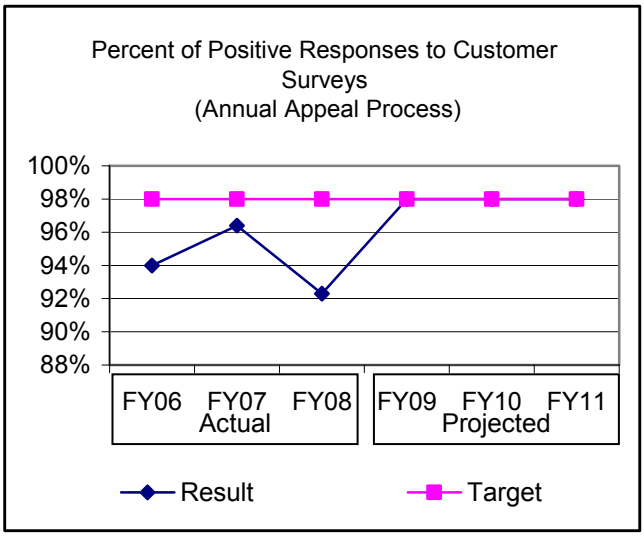
- Pictometry technology is a revolutionary information system that allows virtual tours of properties based on fly-over documentation of properties in Chesterfield County. In September 2008, with the use of Pictometry technology, the department initiated a pilot program to conduct virtual inspections of a limited selection of parcels. The staff's goal was to identify the percent of parcels requiring update of assessment information due to the undocumented structures located during virtual inspections. As a result of the successful pilot program, a full-scale, countywide project is underway to effectively identify structures not captured in current assessment information with a target completion date of December 31, 2009.
- Scanning of existing records plays an important role with regards to improved accessibility to abstract, land use, assessment appeal cases, and other departmental documents. The record images are scanned and attached to individual parcels for immediate online access. Scanning records allows the elimination of paper records, reduces the need for storage facilities, and increases the available workspace in the department.
- In order to meet FY2010 funding levels, the Real Estate Assessment department reduced staff by one full-time position and will hold one-part time position vacant. In addition, education and conference expenses are funded at reduced levels and include license renewal only.
- The Treasurer's and Commissioner of the Revenue's Offices are in the process of implementing a new customer service system known as the Taxation Customer Service System (TCSS). It will replace a number of existing systems such as the real estate accounts receivable system, streamline the real estate billing process, and produce assessment notices for the Assessor's office. In addition, this system may offer the Assessor future benefits relating to the land use program, the rehabilitation incentive program, and the tax relief program for the elderly and disabled.
- Funding in the amount of $24,000 has been added to address retiree healthcare costs.

REAL ESTATE ASSESSMENTS

FUTURE OUTLOOK

- The assessor's staff will continue with the Pictometry project through the end of 2009 and will evaluate the cost/benefit impact of the system to determine its future use.

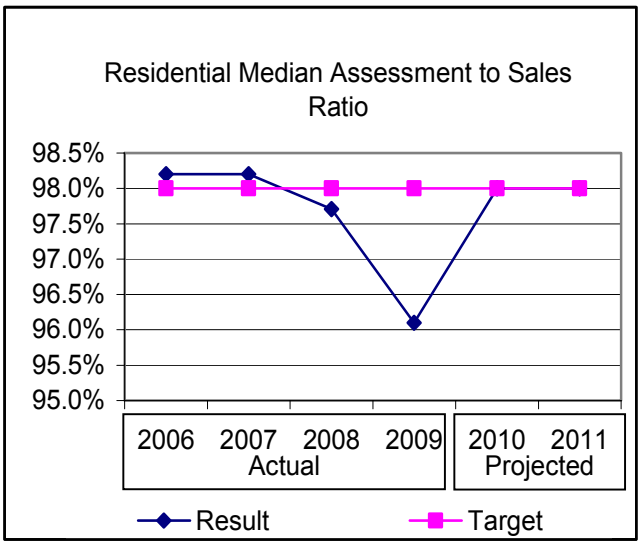
Goal: Provide world-class customer service. Supports countywide Strategic Goal 2
Objective: Provide prompt, courteous and knowledgeable responses to all inquiries
Measure: Percent of positive responses to customer appeal surveys



Initiatives

- Mediation training for all personnel
- Departmental culture of excellent customer service

Goal: To be a model of excellence in government. Supports countywide Strategic Goal 1
Objective: Ensure assessment integrity
Measure: Median assessment to sales ratio (residential)



Note: Ratio is determined on January 1 of each calendar year.

Initiatives

- Continue scanning of departmental records to improve accessibility
- Utilize Pictometry to ensure accuracy of record information

TREASURER

DESCRIPTION

The Treasurer's Office is responsible for delivering world-class customer service in collecting current and delinquent property taxes, 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

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$2,499,992	$2,586,500	$2,605,200	$2,622,200	1.4%	$2,622,200	$2,622,200	$2,622,200
Operating	705,201	658,800	671,500	769,400	16.8%	769,400	769,400	769,400
Capital	0	0	0	0	0.0%	0	0	0
Total	$3,205,193	$3,245,300	$3,276,700	$3,391,600	4.5%	$3,391,600	$3,391,600	$3,391,600
Revenue	2,245,094	1,742,700	1,829,200	2,054,800	17.9%	2,054,800	2,054,800	2,054,800
Net Cost	$960,098	$1,502,600	$1,447,500	$1,336,800	-11.0%	$1,336,800	$1,336,800	$1,336,800
FT Pos.	44	44	44	44	0	44	44	44

HIGHLIGHTS

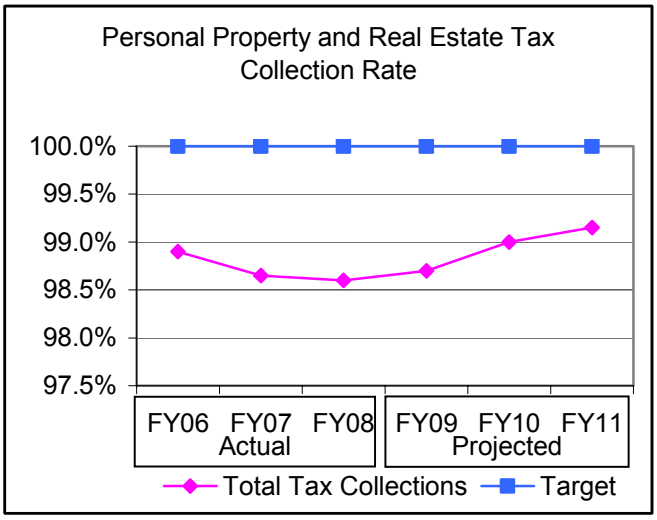
- Delinquent real estate and personal property tax revenue increased over $2 million in FY2008 compared to FY2007 as a result of automation enhancements and collection strategy revisions.
- Interest earnings are projected to fall in FY2009 given the Federal Reserve's sharp reductions to key borrowing rates in an effort to jumpstart the economy.
- In conjunction with the Commissioner of the Revenue's Office and Information Systems Technology, the Treasurer's Office has selected a vendor and is currently preparing for implementation of a new customer service system known as the Taxation Customer Service System (TCSS) which replaces a number of existing systems including the cash receipts system. TCSS is expected to be completed in the next 12-18 months and will create significant efficiencies both for the Treasurer's Office and the Commissioner of the Revenue's Office.
- In order to meet FY2010 funding levels, the Treasurers' Office has reduced staffing by one permanent part-time position, will hold one part-time position and four seasonal part-time positions vacant.
- Given the reduction in funding allocated for part-time staff, the Treasurer's Office will be unable to provide staffing for the County Administration Information Desk located in the lobby on the first floor of the administration building.
- Funding in the amount of $92,500 has been added to address retiree healthcare costs.

FUTURE OUTLOOK

- Faced with funding reductions, a growing work volume, and an expected increase in tax delinquencies, the Treasurer has proposed a significant change to the current process for collecting non-tax debt. Changes in the tax laws and the expiration of a key contract will enable outsourcing of non-tax debt collections at no cost to the county. Staff currently devoted to non-tax collections will redeploy to tax collections for assistance in collecting expected higher delinquencies.
- Total annual software maintenance of $78,700 for FY2010 for the new Taxation Customer Service System is currently unfunded.

TREASURER

Goal: To be the model for excellence in treasury management. Supports countywide Strategic Goal 1
Objective: Exceed legal and financial requirements
Measure: Personal property and real estate tax collection rate

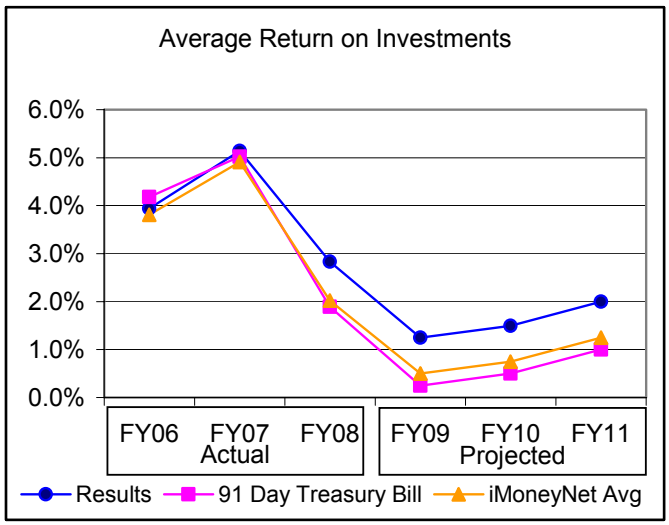


Initiatives

- Redeploy non-tax collection resources to tax collections
- Revise collection strategy

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.

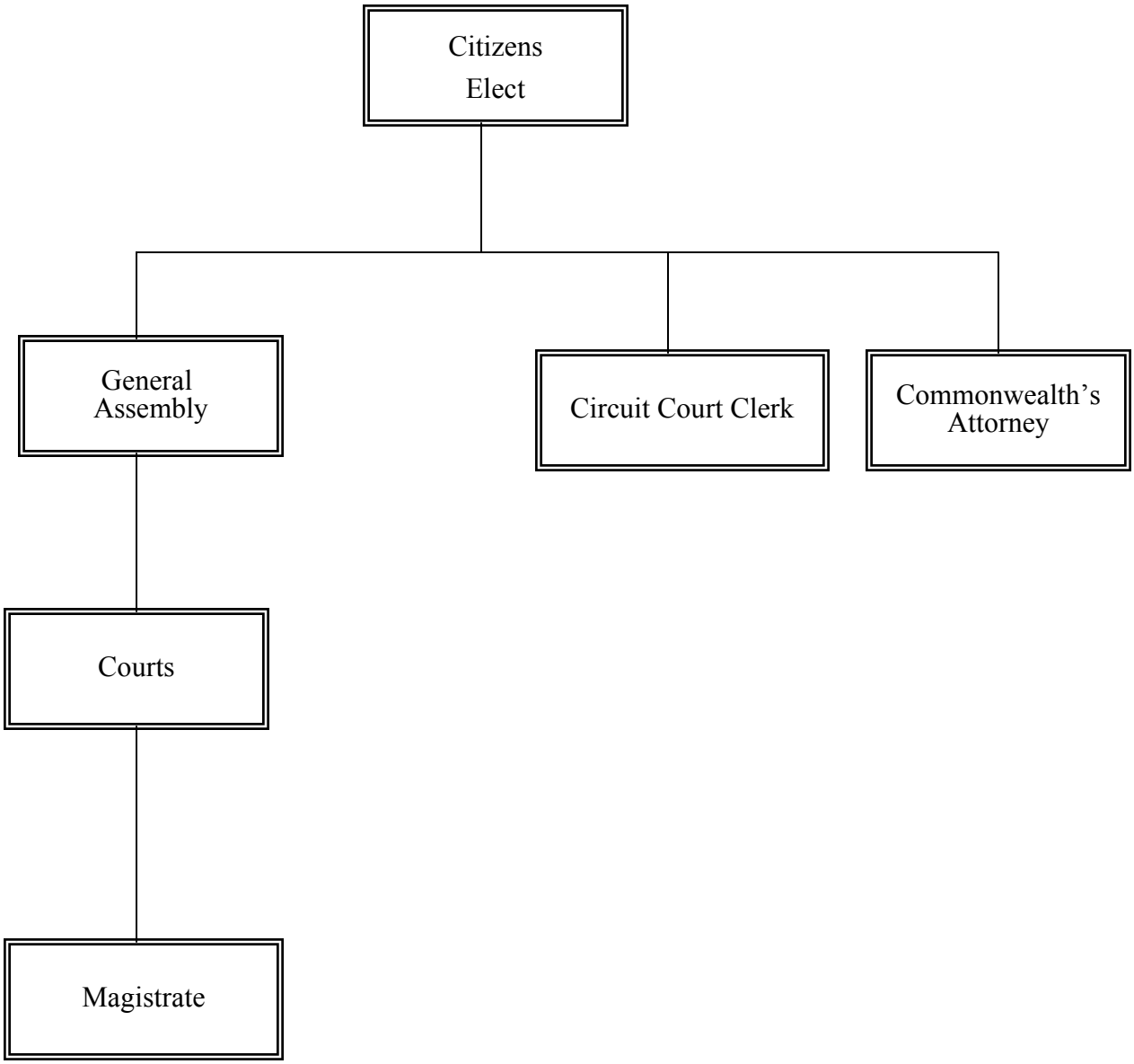
Goal: To be the model for excellence in treasury management. Supports countywide Strategic Goal 1
Objective: Exceed legal and financial requirements for investments
Measure: Average return on investments



Initiatives

- Revise investment guidelines as needed to take advantage of prudent high performing investments
- Monitor investment market daily
- Perform periodic surveys of brokers to validate investment strategies

ADMINISTRATION OF JUSTICE



ADMINISTRATION OF JUSTICE

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amendments	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
GENERAL FUND									
Circuit Court Clerk	$3,262,090	$3,463,300	$3,489,700	($65,800)	$3,423,900	-1.1%	$3,430,500	$3,430,500	$3,430,500
Commonwealth's Attorney	3,969,082	3,990,300	4,017,900	(57,500)	3,960,400	-0.7%	3,960,400	3,907,900	3,907,900
Courts									
Circuit Court	600,500	634,600	637,600	1,000	638,600	0.6%	638,600	638,600	638,600
General District Court	238,134	175,500	176,100	(3,500)	172,600	-1.7%	172,600	172,600	172,600
JDR Court	111,538	118,600	119,200	(700)	118,500	-0.1%	118,500	118,500	118,500
Magistrate	7,276	7,200	7,200	0	7,200	0.0%	7,200	7,200	7,200
SUBTOTAL	**$8,188,620**	**$8,389,500**	**$8,447,700**	**($126,500)**	**$8,321,200**	**-0.8%**	**$8,327,800**	**$8,275,300**	**$8,275,300**
Less Interfund Transfers from Commonwealth's Attorney	(25,380)	(37,000)	(37,600)	100	(37,500)	1.4%	(37,500)	(37,500)	(37,500)
TOTAL GENERAL FUND	**$8,163,240**	**$8,352,500**	**$8,410,100**	**($126,400)**	**$8,283,700**	**-0.8%**	**$8,290,300**	**$8,237,800**	**$8,237,800**

ADMINISTRATION OF JUSTICE

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amendments	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
SPECIAL REVENUE FUND									
Domestic Violence Prosecutor	$44,090	$98,400	$99,000	($100)	$98,900	0.5%	$98,900	$98,900	$98,900
Clerk of the Circuit Court - Technology Trust Fund	293,326	400,000	400,000	(245,100)	154,900	-61.3%	154,900	154,900	154,900
TOTAL SPECIAL REVENUE	**$337,416**	**$498,400**	**$499,000**	**($245,200)**	**$253,800**	**-49.1%**	**$253,800**	**$253,800**	**$253,800**
INTERNAL SERVICE FUND	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
ENTERPRISE FUND	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

CIRCUIT COURT CLERK

DESCRIPTION

The Circuit Court Clerk is an elected official responsible for administration of the Circuit Court through a variety of judicial, non-judicial, and fiscal activities. The Clerk's Office prepares, records, and maintains court orders, subpoenas, and pleadings and provides case information and court documents to agencies and individuals. On the non-judicial side, the Clerk probates wills and qualifies fiduciaries. As Register of Deeds, the Clerk records all deeds, deeds of trust, powers of attorney, and real estate liens and releases. The Clerk also processes judgments, financing statements, fictitious names, marriage licenses, concealed handgun permits, and a variety of oaths and appointments. Fiscal responsibilities include the investment of trust, condemnation and equity funds, and the collection of court fines and costs, restitution, recordation and probate taxes, and other statutory fees.

FINANCIAL ACTIVITY

CIRCUIT COURT CLERK

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$2,420,220	$2,624,500	$2,650,700	$2,657,300	1.2%	$2,663,900	$2,663,900	$2,663,900
Operating	828,132	838,800	839,000	766,600	-8.6%	766,600	766,600	766,600
Capital	13,738	0	0	0	0	0	0	0
Total	$3,262,090	$3,463,300	$3,489,700	$3,423,900	-1.1%	$3,430,500	$3,430,500	$3,430,500
Revenue	3,801,868	4,323,800	4,438,700	2,745,900	-36.5%	2,745,900	2,745,900	2,745,900
Net Cost	($539,778)	($860,500)	($949,000)	$678,000	-178.8%	$684,600	$684,600	$684,600
FT Pos.	44	44	44	44	0	44	44	44

Note: Only excess fee revenue and those revenues provided by the State Compensation Board which help fund the operations of the office are reflected above.

TECHNOLOGY TRUST FUND

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$0	$0	$0	$0	0	$0	$0	$0
Operating	293,326	400,000	400,000	154,900	-61.3%	154,900	154,900	154,900
Capital	0	0	0	0	0	0	0	0
Total	$293,326	$400,000	$400,000	$154,900	-61.3%	$154,900	$154,900	$154,900
Revenue	293,326	400,000	400,000	154,900	-61.3%	154,900	154,900	154,900
Net Cost	$0	$0	$0	$0	0	$0	$0	$0
FT Pos.	0	0	0	0	0	0	0	0

HIGHLIGHTS

- In FY2008, the Circuit Court Clerk's Office generated in excess of $11.4 million in county revenues; approximately $8.2 million represents net revenue after expenditures. However, the revenue forecast for FY2010 shows a 36.5 percent decline over FY2009 due to the deteriorating housing market and worsening economy which will adversely impact deed recordings and associated revenues.

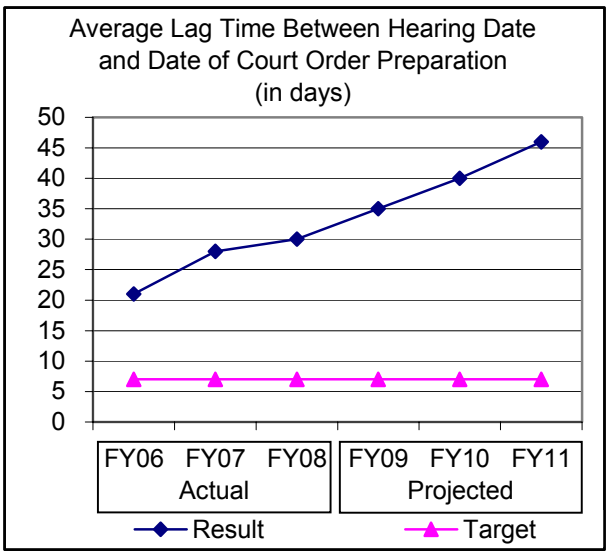
- Maintaining adequate staffing levels constitutes the greatest challenge for the Clerk's Office. In order to keep pace with service demands and statutory obligations, additional positions are needed but remain unfunded at this time.
- Pursuant to a statutory mandate effective July 1, 2008, the office provides secure remote access to land records index and image information by subscription service.
- State technology trust funds are critical to maintaining existing Clerk's Office systems and to funding future automation needs within the office. Such funds are collected pursuant to *Code of Virginia* § 17.1-279. By law, utilization of these funds is statutorily limited to Circuit Court Clerk automation needs; they cannot be used to supplant local funding or be assigned to fund the automation needs of other departments. TTF monies for FY10 are earmarked for maintenance costs for current systems, mandatory redaction of social security numbers from land records, imagining of court case file materials, and consulting services associated with a much needed replacement of the current automated case management system.
- By utilizing already allocated technology funds, the office is working on a web interface that will enable citizens to complete juror questionnaires on-line in a secure environment. Cost savings will be realized through postage savings and reduced labor time.
- Funding in the amount of $19,900 has been added to address retiree healthcare costs.

FUTURE OUTLOOK

- By FY2011, the expansion and remodeling of the Circuit Court Clerk's area of the courthouse is scheduled for completion, which will result in improved citizen services, a more functional facility, and enhanced records management and preservation.
- During the 2009 General Assembly, the county and Circuit Court Clerk proposed an amendment to the Chesterfield County Charter which would have enabled the county to retain all excess clerk's fees. Though not approved by the General Assembly, this action has sparked discussions regarding better methods for funding circuit court clerks throughout the commonwealth.

CIRCUIT COURT CLERK

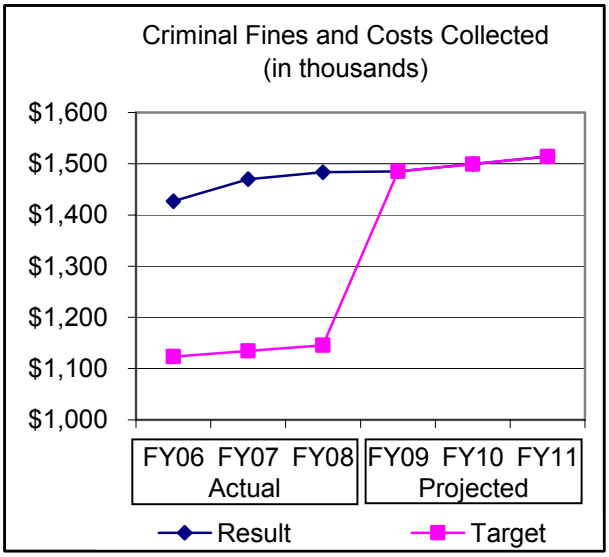
Goal: To effectively handle responsibilities regarding criminal case management. Supports countywide Strategic Goals 1, 2 & 4
Objective: To prepare criminal court orders within one week of the hearing date
Measure: Average lag time between hearing date and date of court order preparation



Initiatives

- Continued cross-training of additional staff members to assist with court order generation
- Continued rotation of criminal court clerks in and out of court to provide additional time for court order preparation

Goal: To appropriately handle responsibilities relating to aggressive collection of criminal fines and costs. Supports countywide Strategic Goals 1 & 4
Objective: Increase criminal fines and costs collected as compared with prior years
Measure: Criminal fines and costs collected



Initiatives

- Continue use of outside collection agency (currently VA Department of Taxation)
- Continue participation in VA Department of Taxation's debt-set off program
- Continue administration of payment plans

COMMONWEALTH'S ATTORNEY

DESCRIPTION

The Commonwealth's Attorney's Office is responsible for prosecuting all criminal offenses which occur within the jurisdiction of Chesterfield County on behalf of the Commonwealth. The Commonwealth's Attorney represents the people of Virginia in prosecuting the most serious crimes. The Commonwealth's Attorney, elected by the people to a four-year term, typically appoints one or more assistants to handle cases under his or her supervision. The office prosecutes cases in the Juvenile and Domestic Relations Court, the General District Court, and the Circuit Court. It also prepares briefs for the Virginia Court of Appeals and Virginia Supreme Court in cases appealed. In addition, the Commonwealth's Attorney's Office advises other county law enforcement personnel during investigations as to the substance and procedure of the criminal law.

For FY2010, 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.

FINANCIAL ACTIVITY

COMMONWEALTH'S ATTORNEY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$3,681,450	$3,746,700	$3,773,700	$3,754,100	0.2%	$3,754,100	$3,754,100	$3,754,100
Operating	287,632	243,600	244,200	206,300	-15.3%	206,300	206,300	206,300
Capital	0	0	0	0	0.0%	0	0	0
Total	$3,969,082	$3,990,300	$4,017,900	$3,960,400	-0.7%	$3,960,400	$3,960,400	$3,960,400
Revenue	2,323,169	1,794,200	1,794,200	1,890,500	5.4%	1,890,500	1,890,500	1,890,500
Net Cost	$1,645,913	$2,196,100	$2,223,700	$2,069,900	-5.7%	$2,069,900	$2,069,900	$2,069,900
FT Pos.	45	45	45	44	-1	44	44	44

DOMESTIC VIOLENCE PROSECUTOR

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$44,090	$95,700	$96,300	$96,300	0.6%	$96,300	$96,300	$96,300
Operating	0	2,700	2,700	2,600	-3.7%	2,600	2,600	2,600
Capital	0	0	0	0	0.0%	0	0	0
Total	$44,090	$98,400	$99,000	$98,900	0.5%	$98,900	$98,900	$98,900
Revenue	33,754	61,400	61,400	61,400	0.0%	61,400	61,400	61,400
Net Cost	$10,337	$37,000	$37,600	$37,500	1.4%	$37,500	$37,500	$37,500
FT Pos.	1	1	1	1	0	1	1	1

COMMONWEALTH'S ATTORNEY

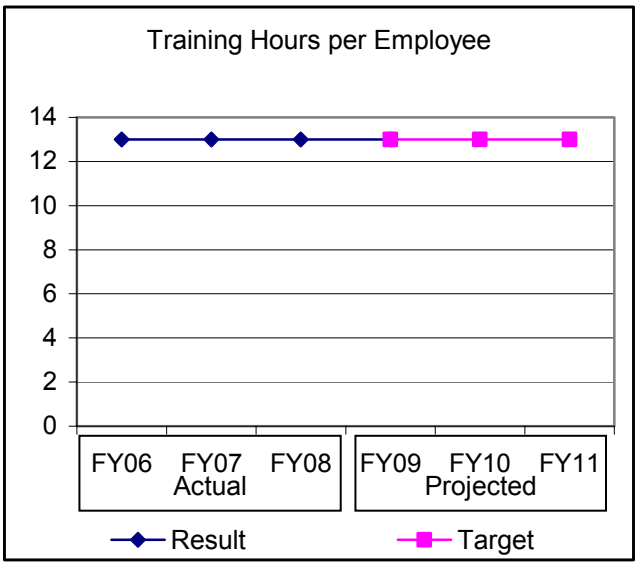
HIGHLIGHTS

- The Commonwealth's Attorney's Office maintains its reputation for being tough on crime. The department has consistently been recognized as one of the best offices in the commonwealth, with the department's prosecutors being routinely asked to serve as special prosecutors in cases where there is a conflict of interest for the prosecutor in another jurisdiction.
- The Commonwealth's Attorney, working with the Police Department, continues to remain 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.
- The Check Enforcement Program, which is a free service designed to assist merchants in recovering losses from checks written with insufficient funds, has 232 Chesterfield businesses and merchants participating. In 2008, more than 3,600 checks were submitted for review and 3,441 were considered eligible for the program. At the end of 2008, more than 1,100 check amounts were fully recovered.
- In 2008, the Commonwealth's Attorney, with the efforts of the police, prosecutor, and staff successfully convicted the defendant in the 1990 double homicide of two employees from the Food Lion on Iron Bridge Road.
- In order to meet FY2010 funding levels, the Commonwealth's Attorney's Office has reduced staff by one position. However, the successful Exile program continues to be funded in the amount of $72,600. And $22,100 has been added to address retiree healthcare costs.
- The biggest challenge currently facing the Commonwealth's Attorney's Office is the increasing workload on existing staff.

FUTURE OUTLOOK

- The Commonwealth's Attorney's 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 citizens are safeguarded.
- The Commonwealth's Attorney's Office will continue to utilize the asset forfeiture funds as appropriate for forfeiture-related prosecutions.

Goal: Continuous improvement in employee training and development
Objective: Secure the required CLE hours and exceed the number of training hours required by the state
Measure: Average number of training hours per employee



Initiatives

- Strive to meet or exceed training hours required by the state
- Retain a diverse high performing work force by creating a superior work environment and valuing employee training and development

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

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Circuit Court	$600,500	$634,600	$637,600	$638,600	0.6%	$638,600	$638,600	$638,600
General District	238,134	175,500	176,100	172,600	-1.7%	172,600	172,600	172,600
JDR Court	111,538	118,600	119,200	118,500	-0.1%	118,500	118,500	118,500
Total	$950,172	$928,700	$932,900	$929,700	0.1%	$929,700	$929,700	$929,700
Revenue	16,875	16,000	16,000	16,000	0.0%	16,000	16,000	16,000
Net Cost	$933,297	$912,700	$916,900	$913,700	0.1%	$913,700	$913,700	$913,700
FT Pos.	7	7	7	7	0	7	7	7

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 than $15,000. It shares authority with the General District Court to hear matters with claims between $3,000 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 Court, Juvenile and Domestic Relations Court, and administrative agencies.

For the Circuit Court judge's chambers, the county funds operating expenses and the salaries of support staff. Colonial Heights contributes financial support for the court's law clerks.

GENERAL DISTRICT COURT

General District Court judges are responsible for hearing all criminal, traffic, and civil cases (up to $15,000) and all preliminary hearings on felony cases. The General District Court Clerk's Office is responsible for indexing and filing all court processes, collecting assessed fines and costs, 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.

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.

Expansion of the General District Court Clerk's and Clerk of the Circuit Court's area of the courthouse is currently underway. 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.

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 and 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 portion of the court's operating expenses.

HIGHLIGHTS

- General District Court judges will dispose approximately 116,500 cases.
- General District Court clerk's office handles approximately 400 telephone calls per day and assists more than 450 persons a day in the office.
- A new mobile filing system was installed in Juvenile and Domestic Relations Court office during FY2009 which will allow staff to more efficiently handle case files.

FUTURE OUTLOOK

- Cases continue to increase each year and staff will be challenged to maintain current service levels.
- A replacement judge is expected to be appointed to the Circuit Court by the commonwealth in FY2009.

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. According to state code, the county provides a portion of the operating and capital expenses of the Magistrate's office. Personnel and most operating expenses of the office are the responsibility of the Supreme Court of Virginia.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Proposed	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$0	$0	$0	$0	0.0%	$0	$0	$0
Operating	7,276	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	$7,276	$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	$7,276	$7,200	$7,200	$7,200	0.0%	$7,200	$7,200	$7,200
FT Pos.	0	0	0	0	0	0	0	0

HIGHLIGHTS

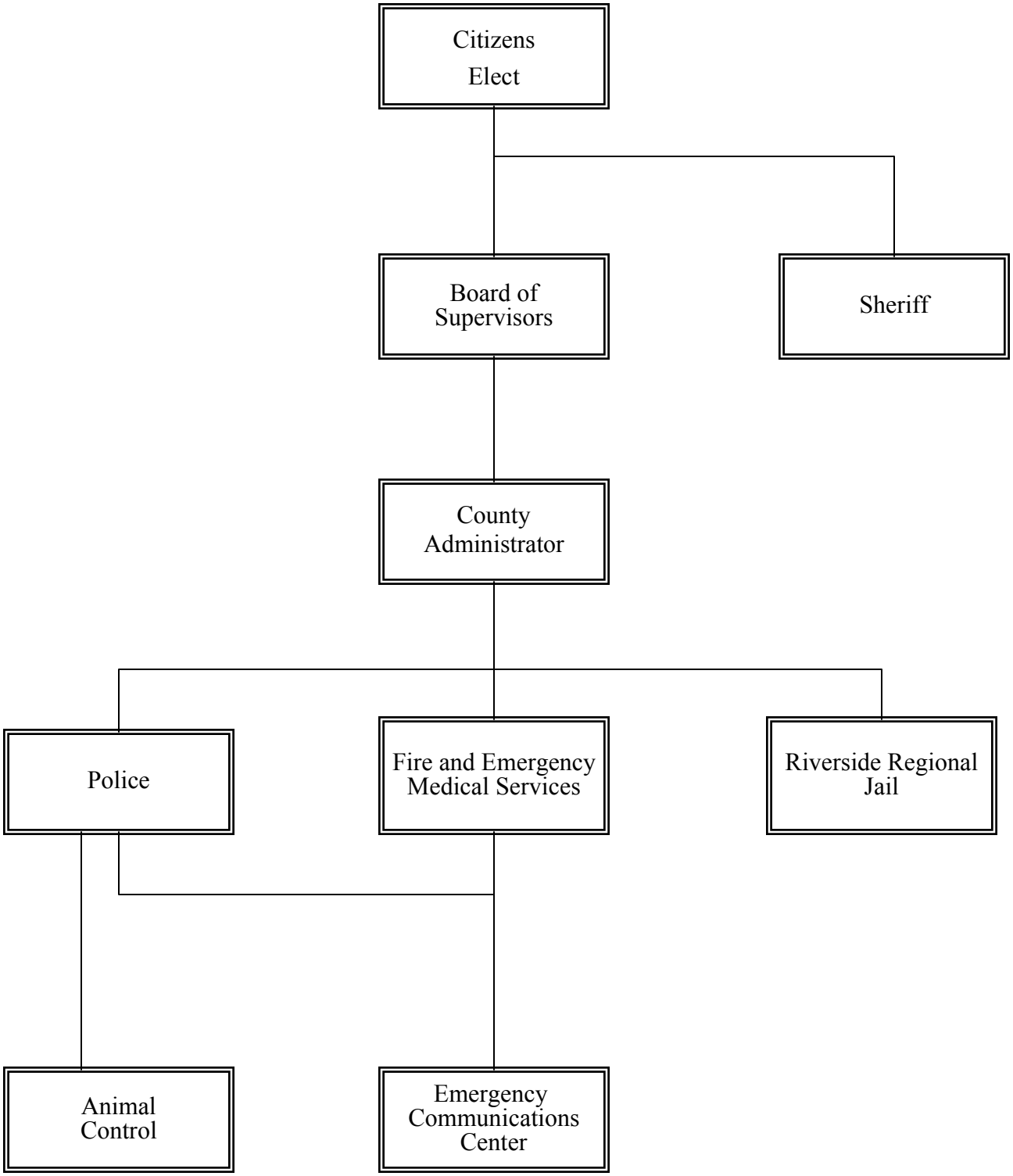
- Videoconferencing equipment located within the Magistrate's office and in the Colonial Height's police precinct has helped improve wait times for those served in Chesterfield.
- Additional videoconferencing equipment is needed in the Magistrate's office, Chesterfield County jail, and at least one police precinct to further improve wait times and reduce costs of transporting prisoners for warrant services within the county.
- Though not included in the FY2010 budget, additional funding for office furniture and office supplies were requested to help support the growing population of the 12th Judicial District.

FUTURE OUTLOOK

- Population growth and an increase in crime rates will continue to place additional demands on Magistrate office staff. Additional personnel are needed to handle these increasing workloads and are identified as the most critical need of the office for the future.
- All avenues available to the Magistrate's office to secure funding for additional positions from the state will continue to be explored.

This page intentionally left blank

PUBLIC SAFETY



PUBLIC SAFETY

GENERAL FUND	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amendments	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Animal Control	$1,486,740	$1,459,000	$1,470,400	($46,400)	$1,424,000	-2.4%	$1,424,000	$1,424,000	$1,424,000
Emergency Communications Center	6,776,111	7,186,200	7,323,200	(317,700)	7,005,500	-2.5%	7,005,500	7,005,500	7,005,500
Fire/Emergency Medical Services	42,283,795	44,110,200	45,562,100	(2,270,100)	43,292,000	-1.9%	43,292,000	43,292,000	43,292,000
Police	48,368,785	51,908,600	52,175,300	(1,004,000)	51,171,300	-1.4%	51,197,100	51,197,100	51,197,100
Riverside Regional Jail	7,299,397	8,179,300	8,579,300	(800,000)	7,779,300	-4.9%	7,779,300	7,779,300	7,779,300
Sheriff	18,616,314	19,591,400	19,973,600	(720,400)	19,253,200	-1.7%	19,253,200	19,253,200	19,253,200
SUBTOTAL	**$124,831,142**	**$132,434,700**	**$135,083,900**	**($5,158,600)**	**$129,925,300**	**-1.9%**	**$129,951,100**	**$129,951,100**	**$129,951,100**
Less: Interfund Transfers from Police	(100,145)	(15,100)	(15,100)	0	(15,100)	0.0%	(15,100)	(15,100)	(15,100)
TOTAL GENERAL FUND	**$124,730,997**	**$132,419,600**	**$135,068,800**	**($5,158,600)**	**$129,910,200**	**-1.9%**	**$129,936,000**	**$129,936,000**	**$129,936,000**

PUBLIC SAFETY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amendments	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
SPECIAL REVENUE FUND									
Fire and EMS Revenue Recovery	$5,819,436	$3,520,000	$3,720,000	$20,000	$3,740,000	6.3%	$3,740,000	$3,740,000	$3,740,000
Police Grants:									
Domestic Violence Coordinator*	333,168	45,000	45,000	0	45,000	0.0%	45,000	45,000	45,000
TOTAL SPECIAL REVENUE FUND	**$6,152,604**	**$3,565,000**	**$3,765,000**	**$20,000**	**$3,785,000**	**6.2%**	**$3,785,000**	**$3,785,000**	**$3,785,000**

*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. FY2008 actuals reflects activity from other police grants appropriated in prior years.

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 Police Department's Operational Support Bureau.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$1,105,239	$976,900	$988,000	$939,500	-3.8%	$939,500	$939,500	$939,500
Operating	381,501	458,100	458,400	460,500	0.5%	460,500	460,500	460,500
Capital	0	24,000	24,000	24,000	0.0%	24,000	24,000	24,000
Total	$1,486,740	$1,459,000	$1,470,400	$1,424,000	-2.4%	$1,424,000	$1,424,000	$1,424,000
Revenue	90,858	81,000	81,000	161,000	98.8%	161,000	161,000	161,000
Net Cost	$1,395,882	$1,378,000	$1,389,400	$1,263,000	-8.3%	$1,263,000	$1,263,000	$1,263,000
FT Pos.	19	19	19	18	-1	18	18	18

HIGHLIGHTS

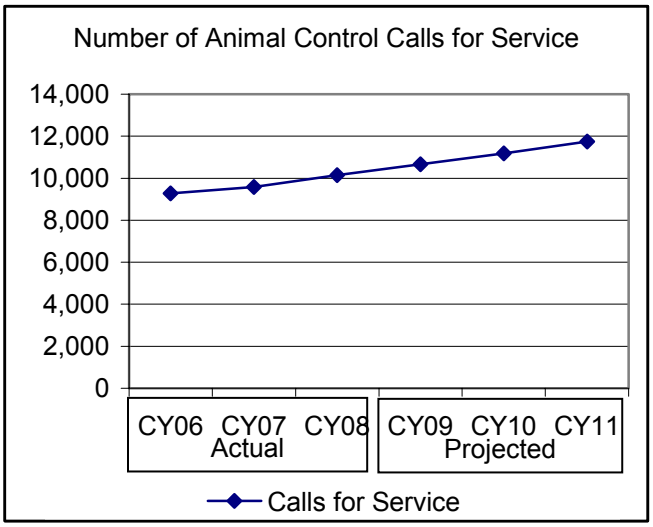
- Through assistance from the Humane Society and revenue from the sale of Animal Friendly license plates, the Animal Sterilization program is now available to pets of all residents instead of only open to pets of senior citizens.
- Volunteers, instead of paid staff, develop partnerships with rescue organizations – $28,500 in shelter savings has resulted.
- Animal Control continues to partnership with Chesterfield County Schools/Chesterfield Technical Center for students to assist at the shelter which has resulted in shelter staff savings.
- Beginning in FY2010, $80,000 in expected revenue from dog license fees will be budgeted and recorded in Animal Control. Previously this revenue was accounted for in the Treasurer's budget.
- In order to meet FY2010 funding levels, Animal Control will reduce their number of authorized positions by one. Funding for this Animal Control Officer position has also been eliminated.
- Additionally, part-time hours for an office position and a kennel master position will be reduced. The changes may cause service level reductions in the areas of handling adoptions, performing administrative functions, and providing responsive calls for service.
- Funding in the amount of $22,600 has been added to address retiree healthcare costs.

FUTURE OUTLOOK

- Customer service is a high priority for Animal Control and every effort will be made to explore new and innovative ways to improve pet adoption rates and to address increasing customer service needs.
- Funding for two additional kennelmasters and an animal control officer, though not included in the FY2010 budget, will continue to be an important need for Animal Control.

ANIMAL CONTROL

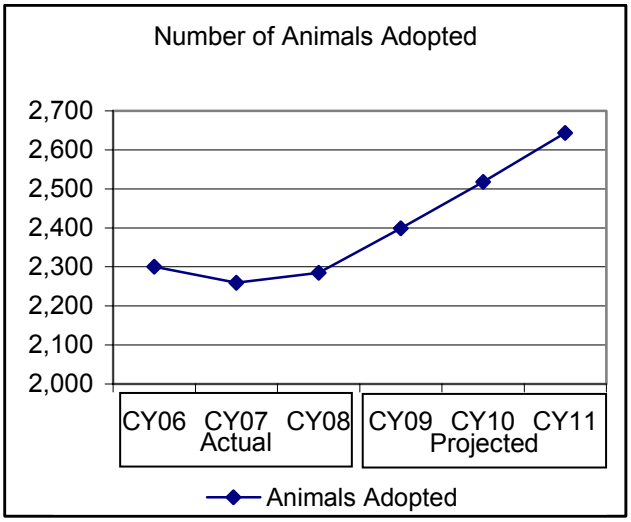
Goal: To ensure public health and safety by providing animal licensing, enforcement, and shelter services. Supports countywide Strategic Goal 4
Objective: Improve the quality of animal control services
Measure: Number of animal control calls for service



Initiatives

- Provide educational programs about animal behavior, proper care of animals, and the importance of identification tags and rabies vaccinations

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
Measure: Number of animals adopted



Initiatives

- Continue to partner with local businesses to promote adoptions
- Continue to partner with the Chesterfield Humane Society
- Work with local media to promote adoptions
- Improve access to Animal Control Website to promote adoptions

EMERGENCY COMMUNICATIONS CENTER

DESCRIPTION

The Chesterfield Emergency Communications Center (ECC) is the 9-1-1 answering point for all of the County's Public Safety agencies. Staff receives and processes incoming calls for service and promptly dispatches the appropriate Police, Fire, EMS, Sheriff's Office, and/or Animal Control resources to handle the situation. The personnel who staff the center are the vital link in the chain of public safety by providing both emergency and non-emergency communications with compassion and professionalism. Commitment to this mission is exhibited by the undertaking of PSAP (Public Safety Answering Point) Accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA), which involves successfully meeting 218 separate standards. The ECC received accreditation in March 2006 at the national CALEA Accreditation Conference in Jacksonville, FL and in July 2009 will maintain this through a re-accreditation.

The county acknowledges and publicly advertises the availability of an Enhanced 9-1-1 Emergency telephone system for reporting of emergencies. The county has someone available to quickly answer calls and respond to incidents 24 hours per day, seven days per week with appropriate equipment and trained personnel especially to emergencies requiring Police, Fire, and/or Emergency Medical Services.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$4,990,750	$5,218,000	$5,266,700	$5,257,900	0.8%	$5,257,900	$5,257,900	$5,257,900
Operating	1,785,361	1,968,200	2,056,500	1,747,600	-11.2%	1,747,600	1,747,600	1,747,600
Capital	0	0	0	0	0.0%	0	0	0
Total	$6,776,111	$7,186,200	$7,323,200	$7,005,500	-2.5%	$7,005,500	$7,005,500	$7,005,500
Revenue	742,186	650,000	660,000	660,000	1.5%	660,000	660,000	660,000
Net Cost	$6,033,925	$6,536,200	$6,663,200	$6,345,500	-2.9%	$6,345,500	$6,345,500	$6,345,500
FT Pos.	82	82	82	78	-4	78	78	78

HIGHLIGHTS

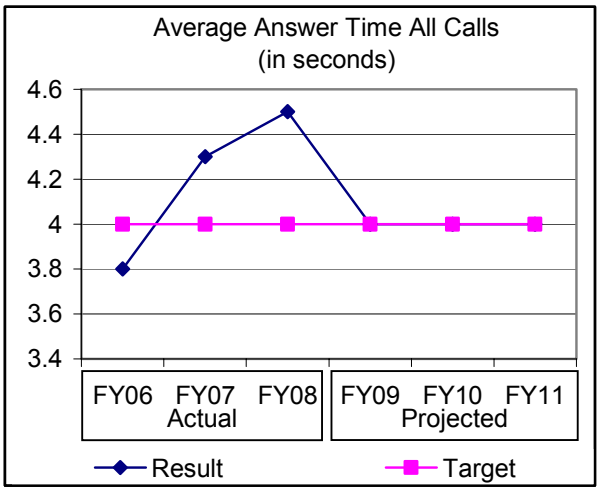
- The Emergency Communications Center's primary costs are the salaries of its employees. Personnel compensation accounts for 75.1 percent of the FY2010 budget with the other 24.9 percent used for operating expenses. As part of the countywide effort to reduce total costs for FY2010, funding was eliminated for four vacant positions.
- The FY2010 budget includes funding of $30,500 for the cost of retiree healthcare benefits.
- Emergency Communications has seen an increase in call volume and services provided to public safety agencies. Staff has been able to compensate for the additional duties through technology improvements and increased efficiency. As call volumes increase and emerging communication technology use becomes more prevalent, an increase in staffing, training, and technology capabilities will be needed.
- Staff implemented an internal public safety notification system to alert the county leadership of significant weather events, crimes, fires, or other incidents via text messaging to BlackBerries®, phones, email, and other text-enabled communication devices.

EMERGENCY COMMUNICATIONS CENTER

FUTURE OUTLOOK

- In order to maintain a viable Emergency Communications System, requests have been made and funding is currently planned in the FY2010 – 2015 Capital Improvement Program for E-911 Phone System replacement (FY2010); radio tower site battery replacement (FY2010 & FY2013); Radio System Global Positioning System replacement (FY2010); and a complete radio system replacement (FY2013 and FY2015).

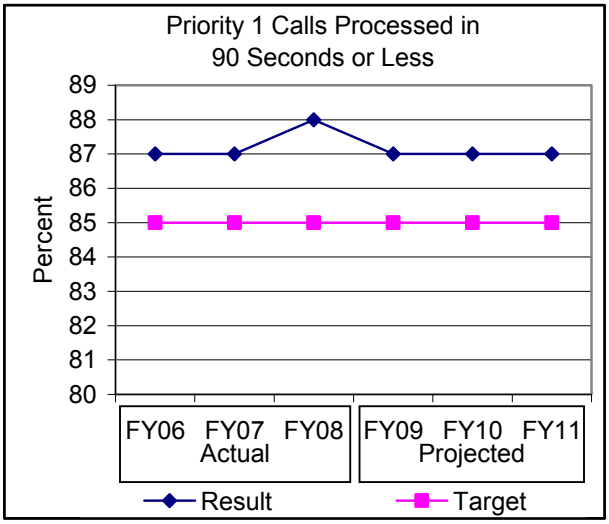
Goal: Provide quality access for reporting emergencies and non-emergencies by answering telephone calls in a timely manner. Supports countywide Strategic Goal 2
Objective: Answer all 911 calls in an average of 4 seconds or less and all other calls in 8 seconds or less
Measure: Average answer time for all calls



Initiatives

- Continue to staff at minimum staffing levels
- Workload Assessment to improve efficiency of ECC Operations, with emphasis on improving call takers' ability and capacity to receive incoming calls
- Continue to review data to determine normal and increased call load during specific time frames (rush hour, for example) and staff part-time personnel accordingly

Goal: Respond consistently and provide a timely entry and dispatch of calls for service for the County's Police and Fire/EMS departments within response-time standards. Supports countywide Strategic Goal 4
Objective: Process the telephone call and dispatch all Priority 1 (Police and Fire/EMS) calls for service in 90 seconds or less, 85 percent of the time
Measure: Percentage of Priority 1 calls processed in 90 seconds or less



Initiatives

- Analyze Department wide trends relating to call processing goals and calls for service through Department Quality Assurance Process and perform performance training according to discovered trends
- Supervisory review of active and dispatched calls to ensure dispatch in an accurate and timely manner
- CAD refresher training at least twice yearly, and make configuration and programming changes to make call processing and dispatch as efficient as possible

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 seven divisions: Budget and Planning; Emergency Management; Emergency Medical Services; Emergency Operations, including Med-Flight; Fire and Life Safety; Personnel Management and Development; and Resource Management. 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.

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, 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

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$35,005,862	$37,907,600	$39,130,300	$37,137,000	-2.0%	$37,137,000	$37,137,000	$37,137,000
Operating	6,083,920	5,526,500	5,605,700	5,478,900	-0.9%	5,478,900	5,478,900	5,478,900
Capital	1,194,013	676,100	826,100	676,100	0.0%	676,100	676,100	676,100
Total	$42,283,795	$44,110,200	$45,562,100	$43,292,000	-1.9%	$43,292,000	$43,292,000	$43,292,000
Revenue	2,023,173	1,440,100	1,573,600	1,538,400	6.8%	1,538,400	1,538,400	1,538,400
Net Cost	$40,260,622	$42,670,100	$43,988,500	$41,753,600	-2.1%	$41,753,600	$41,753,600	$41,753,600
FT Pos.	446	451	472	447	-4	447	447	447

HIGHLIGHTS

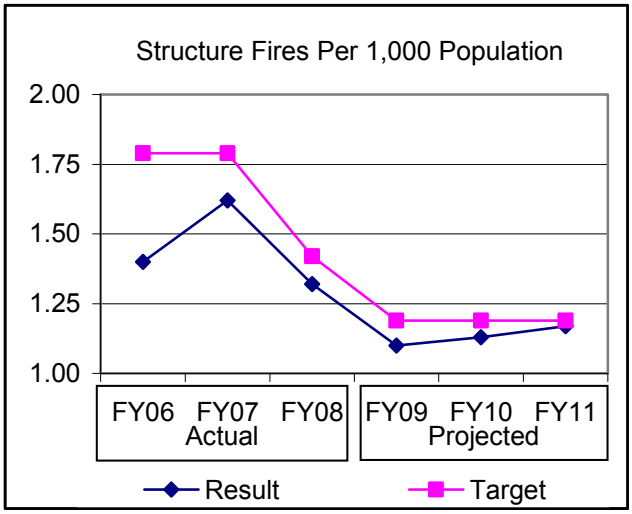
- The FY2010 budget includes retiree healthcare funding of $418,000; the elimination of four vacant management services positions; the reduction of part-time staffing in the Safety and Training Division; the reduction of overtime hours; and replacing five overtime uniformed positions that staff daytime ambulances with five daytime management services personnel thus reducing overtime expenses.
- The Pay Plan for FY2010 budget includes $98,300 in reimbursements from the revenue recovery program. These funds will be used to pay for salary incentives associated with advanced life support certifications.
- The Insurance Service Organization review of department operations resulted in an improved Public Protection Classification rating of 4/9 for the county, which means lower home insurance rates for residents.
- The consolidation of Management Services and Support Services will occur to reduce management level positions and realign workflow and job functions.
- Pre-hospital care of heart attack patients resulted in improved patient outcomes as a result of a cooperative effort between CJW Medical Center-Chippenham Campus and the department.
- The use of peer workgroups to address department issues resulted in process improvements and the completion of departmental projects.

FIRE AND EMERGENCY MEDICAL SERVICES

FUTURE OUTLOOK

- The scheduled opening of the Harrowgate Fire Station planned for FY2010 has been delayed indefinitely until funds have been identified to provide for staffing of the new fire station.
- The Insurance Service Organization will re-evaluate department operations that may result in an improved Public Protection Classification rating of 3/8B for the county.
- The department will complete a Standards of Coverage Document that will outline current and future department operations and future resource needs.
- While the continuation of quality fire protection and EMS services is the top priority, planned reductions in funding will create challenges in maintaining personnel training and development and in maintenance of physical resources. However, the department is exploring all avenues to overcome these challenges.

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

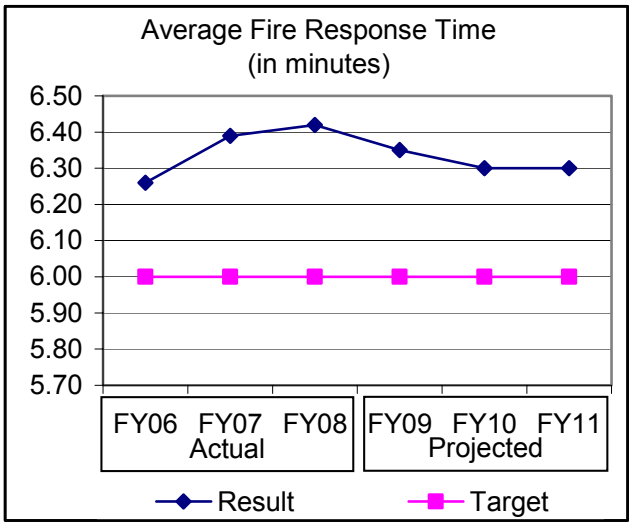
- Fire and Life safety programs
- Building plans review
- Smoke detector installation program
- Fire inspection program

FIRE AND EMERGENCY MEDICAL SERVICES

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 for Priority 1 Calls for service within the urban corridor 90% of the time

Measure: Average Fire/EMS response time



Initiatives

- New fire/rescue stations
- ECC quality assurance program
- House numbering program
- Utilization of mobile data computers

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 participating 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

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$2,734,059	$1,435,000	$1,504,100	$1,484,900	3.5%	$1,484,900	$1,484,900	$1,484,900
Operating	1,701,048	1,645,000	1,755,900	1,795,100	9.1%	1,795,100	1,795,100	1,795,100
Capital	1,384,328	440,000	460,000	460,000	4.5%	460,000	460,000	460,000
Total	$5,819,436	$3,520,000	$3,720,000	$3,740,000	6.3%	$3,740,000	$3,740,000	$3,740,000
Revenue	6,164,946	3,520,000	3,720,000	3,740,000	6.3%	3,740,000	3,740,000	3,740,000
Net Cost	-$345,510	$0	$0	$0	0.0%	$0	$0	$0
FT Pos.	15	15	15	15	0	15	15	15

HIGHLIGHTS

- The FY2010 budget reflects EMS transport revenue of $3.6 million and $140,000 of EMS Passport subscriptions. Revenue generated covers all expenses for the division.
- The FY2010 budget provides $659,700 for the purchase of two new ambulances, rescue equipment, defibrillators, and system enhancements for one rescue squad. The FY2010 budget also includes an increase in minimum staffing and part-time staffing funding.

FUTURE OUTLOOK

- Future needs of the department include the purchase of an additional ambulance and rescue equipment due to increased service calls. There is also a need to upgrade one part time position in Revenue Recovery to full time by FY2012 due to an anticipated increase in administrative responsibilities.

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 include responding to 100 percent of citizen calls for service, crime investigation, criminal apprehension, suppression of crime, drug enforcement, and traffic enforcement. The Police Department is comprised of the following bureaus: Uniform Operations, Investigations, Administrative Support, and Operational Support. Additional units/divisions within the department are the Office of Professional Standards, Finance Unit, and Homeland Security Operational Preparedness.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$40,243,037	$42,279,000	$42,701,400	$42,725,000	1.1%	$42,725,000	$42,725,000	$42,725,000
Operating	6,866,706	7,529,200	7,633,900	6,476,300	-14.0%	6,502,100	6,502,100	6,502,100
Capital	1,259,042	2,100,400	1,840,000	1,970,000	-6.2%	1,970,000	1,970,000	1,970,000
Total	$48,368,785	$51,908,600	$52,175,300	$51,171,300	-1.4%	$51,197,100	$51,197,100	$51,197,100
Revenue	5,275,689	4,692,200	4,812,600	4,713,300	0.4%	4,713,300	4,713,300	4,713,300
Net Cost	$43,093,096	$47,216,400	$47,362,700	$46,458,000	-1.6%	$46,483,800	$46,483,800	$46,483,800
FT Pos.	592	600	600	600	0	600	600	600

HIGHLIGHTS

- The department maintained the lowest cost per capita in the Richmond metro area.
- In FY2009, the county implemented Phase I of a new salary structure for sworn officers in order to become more competitive among other regional police departments. Four police officer positions created in the FY2009 budget will be held vacant to fund the plan.
- Staff implemented a successful regional partnership to share criminal records data.
- In 2008 the number of unserved warrants dropped to its lowest level in seven years.
- In order to meet FY2010 funding levels, the police department will hold eight positions vacant. The number of authorized positions has not changed; however, funding has been eliminated for these positions. Other reductions include the delay of capital equipment purchases, and reducing various operating expenses including travel, replacement uniforms, and various operating supplies. The changes may impact response times, clearance rates, and delay opportunities to expand crime fighting techniques. Enhancements in community policing may also be impacted.
- Beginning in FY2010, $449,200 for retiree healthcare, previously budgeted centrally, will be budgeted in Police's operating budget.

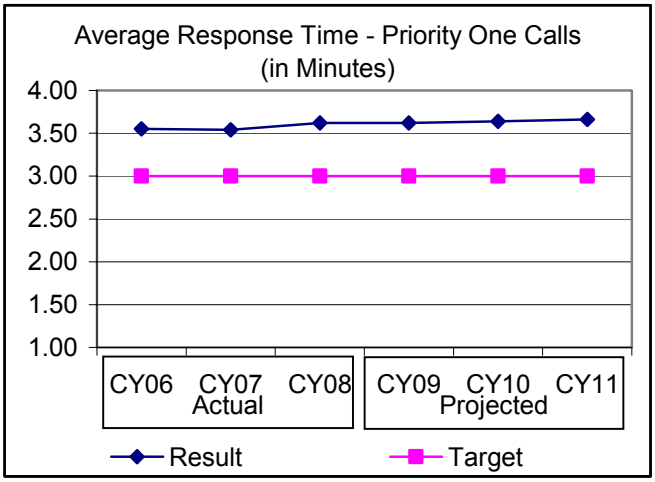
FUTURE OUTLOOK

- The Police Department will continue to focus on enhanced recruitment activities, strive to decrease department turnover, and work to lower the officer per capita ratio.

POLICE

- Increasing trends in several crime categories such as residential burglaries and robberies, increasing traffic problems, and increasing complexity of crimes, will require the department to develop new and innovative strategies to maintain service delivery.
- Funding to continue the next phase of the department's compensation plan for sworn officers will continue to be a top priority.

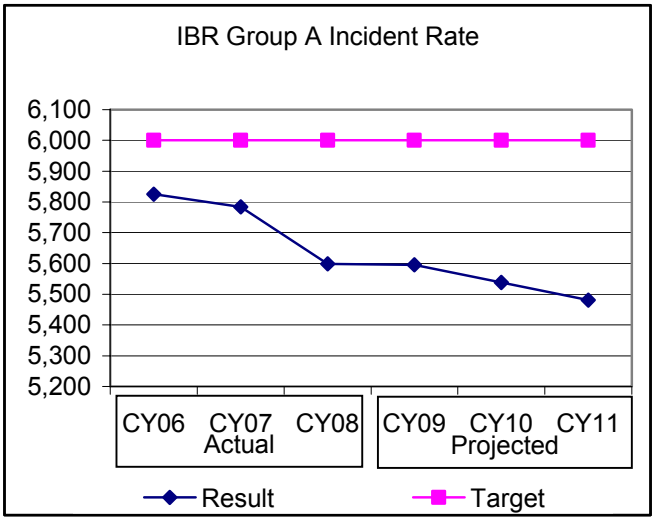
Goal: Maximize operational efficiency and deliver excellence in customer service. Supports countywide Strategic Goal 4
Objective: Maintain an average response time for priority one (life threatening) calls below 3.0 minutes
Measure: Average response time for priority one calls



Initiatives

- Review beat structure
- Build flexibility within schedules
- Ensure beat integrity
- Continue to utilize and develop state of the art policing technologies

Goal: Reduce and control criminal activity. Supports countywide Strategic Goal 4
Objective: Keep crime rate of major offenses below 6,000 per capita
Measure: IBR Group A incident rate



Initiatives

- Review cold cases
- Weekly review of reported crimes
- Continue community policing efforts
- Continue to promote the Chesterfield/ Colonial Heights Crime Solvers program
- Continue school Crime Solvers program
- Focus on recruiting activities aimed to reach full authorized, sworn officer strength

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 purchase of much needed equipment.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$333,168	$45,000	$45,000	$45,000	0.0%	$45,000	$45,000	$45,000
Operating	0	0	0	0	0.0%	0	0	0
Capital	0	0	0	0	0.0%	0	0	0
Total	$333,168	$45,000	$45,000	$45,000	0.0%	$45,000	$45,000	$45,000
Revenue	226,183	29,900	29,900	29,900	0.0%	29,900	29,900	29,900
Net Cost	$106,985	$15,100	$15,100	$15,100	0.0%	$15,100	$15,100	$15,100
FT Pos.	1	1	1	1	0	1	1	1

HIGHLIGHTS

- During FY2008 $458,500 in additional grants were awarded to the county for a wide variety of police uses including cameras, software, SWAT equipment, and computer evidence recovery equipment. Generally, these types of one-time, equipment grants are not included above but are appropriated as awarded.
- The state Department of Criminal Justice Services (DCJS) is expected to continue to provide V-STOP program funding in FY2010 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 FY2010 budget, is budgeted at expected levels, as reflected above. 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.
- A financial audit of four police grants from the Department of Justice yielded no findings or recommendations.
- The financial audit of the VSTOP grant by the Department of Criminal Justice Services provided no findings or recommendations.

FUTURE OUTLOOK

- 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 strives 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 courts facilities, detention and transportation of inmates awaiting court appearances, service of civil process, operation of the Sheriff's Office Training Academy, and law enforcement in support of the Chesterfield County Police Department.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$15,658,281	$16,818,200	$16,979,500	$16,504,100	-1.9%	$16,504,100	$16,504,100	$16,504,100
Operating	2,942,452	2,729,200	2,989,100	2,749,100	0.7%	2,749,100	2,749,100	2,749,100
Capital	15,582	44,000	5,000	0	-100.0%	0	0	0
Total	$18,616,314	$19,591,400	$19,973,600	$19,253,200	-1.7%	$19,253,200	$19,253,200	$19,253,200
Revenue	7,526,526	6,571,600	6,571,600	6,357,500	-3.3%	6,357,500	6,357,500	6,357,500
Net Cost	$11,089,788	$13,019,800	$13,402,000	$12,895,700	-1.0%	$12,895,700	$12,895,700	$12,895,700
FT Pos.	265	266	266	266	0	266	266	266

RIVERSIDE REGIONAL JAIL

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$0	$0	$0	$0	0.0%	$0	$0	$0
Operating	7,299,397	8,179,300	8,579,300	7,779,300	-4.9%	7,779,300	7,779,300	7,779,300
Capital	0	0	0	0	0.0%	0	0	0
Total	$7,299,397	$8,179,300	$8,579,300	$7,779,300	-4.9%	$7,779,300	$7,779,300	$7,779,300
Revenue	1,396,040	0	0	0	0.0%	0	0	0
Net Cost	$5,903,357	$8,179,300	$8,579,300	$7,779,300	-4.9%	$7,779,300	$7,779,300	$7,779,300
FT Pos.	0	0	0	0	0	0	0	0

SHERIFF

HIGHLIGHTS

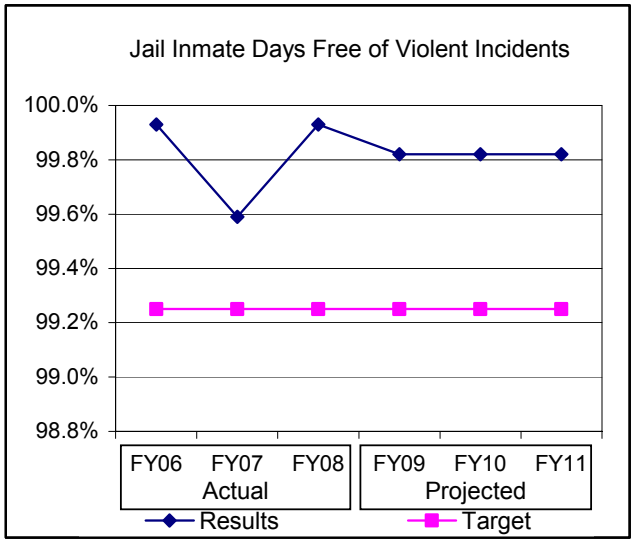
- During FY2008, the Sheriff's Office was allowed to implement the first phase of its comprehensive courts staffing plan. The office received 13 of 19 requested positions to address staffing shortages. The department will continue to employ more creative ways to address workload issues until such time that the remaining positions can be funded.
- Funding was obtained during FY2009 for special salary increases available to public safety personnel. This funding was used to address salary compression issues and to create an additional step in the career development program for deputies.
- The department again received exceptional ratings from the 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.
- The Sheriff's Office received it first ever National Association of Counties (NACo) Award for the Child Support Enforcement Program. This program assists inmates incarcerated due to owing child support with finding employment so that the child support can be paid. To date, over $1.5 million in back child support has been collected.
- Progress continues on renovation planning for the Jail Annex building. The scope of the project includes replacement of the HVAC and electronic security systems, addition of a pass-through window to the Magistrate's office, and replacement of cell locking hardware.
- The new jail facility is being upgraded to double-bunking capacity in order to accommodate the inmates currently housed in the annex while the renovation work is being completed. Reductions to the Sheriff's FY2010 operating budget will be reflected in the jail cost center as cost savings due to the annex not being operational. Upon completion of the renovation project, the additional bunks will continue to be used to increase capacity at the main jail in an effort to maximize existing jail space.
- Due to budgetary constraints, the regional jail per diems budget for FY2010 has been reduced below FY2008 adopted levels. This is anticipated to have minimal impact during FY2010 as the department has, and will continue to, focus on using various alternative methods for containing this population.
- Fees required to participate in the Home Incarceration and Work-Release programs are being increased from $10 to $16 per day, thereby generating enough revenue to make the programs self-sufficient.
- Phase I of the electronic security upgrade project that provides security enhancements such as access control, replacement of the security control systems, replacement of the main entrance security station, replacement of building alarm systems, and upgrades to closed circuit camera systems for the Circuit/General District Courthouse has been completed.
- Staff obtained grants for continuation of the Jail Management System re-write project and for security "hardening" of the entrance security station at the Juvenile and Domestic Relations Courthouse.
- The department's revenue and expenditures were reduced to reflect State Compensation Board reductions in jail per diem expense reimbursements.
- To cover the healthcare costs for the department's retirees, $210,300 has been added to the department's base budget.

FUTURE OUTLOOK

- Recognizing the FY2010 funding levels, in FY2011 and beyond, the department will have to continue to adhere to the more stringent internal guidelines they have established for utilization of resources and services to attain maximum results.
- Operating expenses that the department will experience as a result of the reopening of the renovated annex facility will require consideration during the FY2011 budget process.
- The impact of state budget cuts on state supported operations will be closely monitored, as the county can no longer afford to absorb the effects of state funding eliminations. The Sheriff's Office will have to closely evaluate the need for desired programs versus core services.

SHERIFF

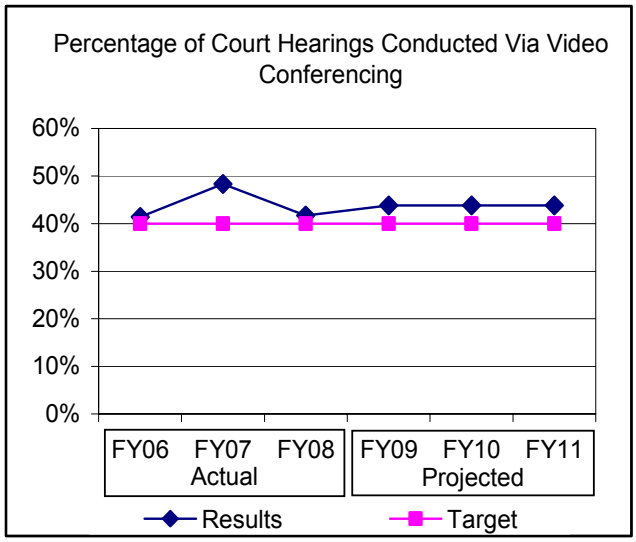
Goal: To minimize violent incidents within the jail. Supports countywide Strategic Goal 4
Objective: To have 99.25% of all inmate days in the Chesterfield County Jail free of violent actions by inmates
Measure: Percent of jail inmate days free of violent incidents



Initiatives

- Completion and implementation of new Jail Management System

Goal: To use technological solutions to minimize manpower needs and enhance public safety. Supports countywide Strategic Goal 4
Objective: To use video conferencing technology for certain procedural court hearings so that inmates do not have to be transported outside the secure jail facility
Measure: Percent of court hearings conducted via video conferencing

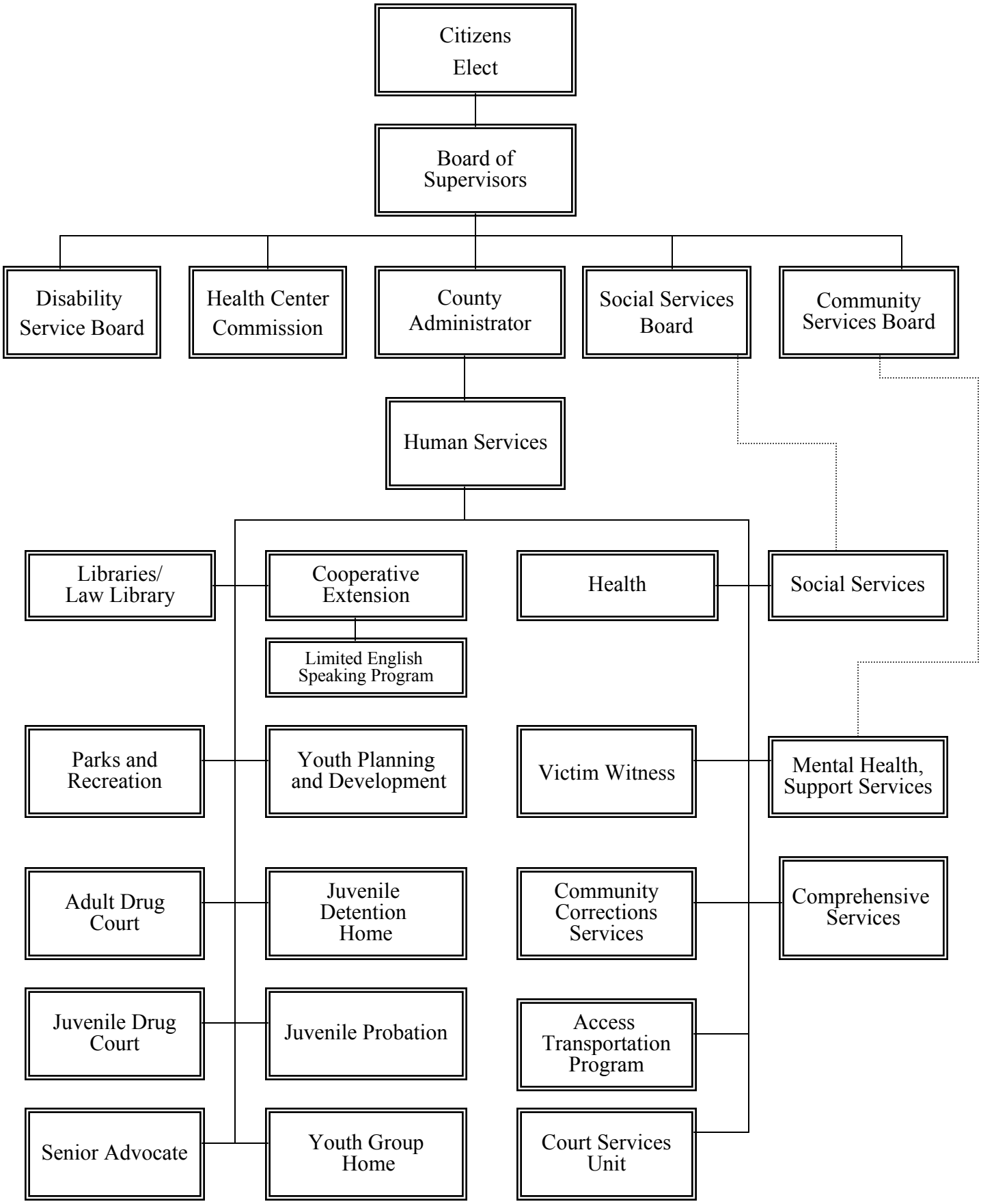


Initiatives

- Work with other jurisdictions to encourage participation

This page intentionally left blank

HUMAN SERVICES



HUMAN SERVICES

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amendments	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
GENERAL FUND									
Administration	$444,855	$444,300	$446,100	($1,900)	$444,200	0.0%	$444,200	$444,200	$444,200
Access Chesterfield Transportation Program	695,293	944,400	995,000	(50,700)	944,300	0.0%	944,300	944,300	944,300
Disability Services Board	32,627	32,000	32,000	(12,100)	19,900	-37.8%	19,900	19,900	19,900
Senior Advocate	14,840	15,000	15,000	0	15,000	0.0%	15,000	15,000	15,000
Cooperative Extension	308,986	312,300	313,200	(7,400)	305,800	-2.1%	305,800	305,800	305,800
Limited English Speaking Program	51,969	55,800	56,400	(800)	55,600	-0.4%	55,600	55,600	55,600
Health	4,417,627	4,912,900	5,216,700	(443,400)	4,773,300	-2.8%	4,773,300	4,773,300	4,773,300
Juvenile Detention Home	4,389,063	4,786,700	4,830,400	(119,100)	4,711,300	-1.6%	4,711,300	4,711,300	4,711,300
Juvenile Probation	85,398	104,100	104,100	(100)	104,000	-0.1%	104,000	104,000	104,000
Library	8,344,838	8,758,800	9,064,100	(555,000)	8,509,100	-2.9%	8,509,100	8,509,100	8,509,100
Law Library	156,917	170,700	171,300	(51,700)	119,600	-29.9%	119,600	119,600	119,600
Mental Health Support Services	33,789,903	36,761,400	37,034,800	(713,000)	36,321,800	-1.2%	36,321,800	36,321,800	36,321,800
Parks and Recreation	10,587,559	11,256,900	11,263,600	(290,900)	10,972,700	-2.5%	10,972,700	10,972,700	10,972,700
Social Services	19,218,977	20,449,900	20,557,900	(100,400)	20,457,500	0.0%	20,457,500	20,457,500	20,457,500
Youth Planning & Development	319,058	350,400	352,800	(12,600)	340,200	-2.9%	340,200	340,200	340,200
SUBTOTAL	**82,857,909**	**89,355,600**	**90,453,400**	**(2,359,100)**	**88,094,300**	**-1.4%**	**88,094,300**	**88,094,300**	**88,094,300**
Less Interfund Transfers from Social Services, MHSS, Health	(651,328)	(679,700)	(691,500)	44,100	(647,400)	-4.8%	(700,100)	(700,100)	(700,100)
TOTAL GENERAL FUND	**$82,206,581**	**$88,675,900**	**$89,761,900**	**($2,315,000)**	**$87,446,900**	**-1.4%**	**$87,394,200**	**$87,394,200**	**$87,394,200**

HUMAN SERVICES

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amendments	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
SPECIAL REVENUE FUND									
Adult Drug Court	$372,024	$858,700	$674,500	($674,500)	$743,900	-13.4%	$743,900	$743,900	$743,900
Community Corrections Services									
Domestic Violence Resource Center	107,410	116,600	117,200	(18,300)	98,900	-15.2%	98,900	98,900	98,900
Domestic Violence Victim Advocate (V-STOP)	35,047	56,500	56,500	(5,600)	50,900	-9.9%	50,900	50,900	50,900
Options Grant	74,336	74,000	74,600	(600)	74,000	0.0%	74,000	74,000	74,000
Post Trial	1,713,556	1,829,500	1,829,500	13,900	1,843,400	0.8%	1,843,400	1,843,400	1,843,400
Pretrial Services	447,711	488,800	488,800	(18,400)	470,400	-3.8%	470,400	470,400	470,400
Dual Treatment Track	272,454	358,000	358,000	(185,000)	173,000	-51.7%	30,000	30,000	30,000
Comprehensive Services	9,084,980	11,081,900	11,437,700	(1,937,700)	9,500,000	-14.3%	9,500,000	9,500,000	9,500,000
Juvenile Drug Court	424,083	486,000	486,000	0	486,000	0.0%	486,000	486,000	486,000
Mental Health Support Services Grants									
Families First	520,518	529,600	535,000	(10,500)	524,500	-1.0%	524,500	524,500	524,500
Part C	896,353	724,700	733,200	(600)	732,600	1.1%	732,600	732,600	732,600
Juvenile Detention Grant - USDA	68,307	60,000	60,000	15,000	75,000	25.0%	75,000	75,000	75,000
Victim Witness Grant	425,845	480,400	485,200	(4,800)	480,400	0.0%	480,400	480,400	480,400
Virginia Juvenile Community Crime Control Act (VJCCCA)									
Court Services Unit	137,863	168,800	170,200	0	170,200	0.8%	170,200	170,200	170,200
Juvenile Detention Home	315,562	360,700	360,700	0	360,700	0.0%	360,700	360,700	360,700
Youth Group Home	924,512	910,200	914,800	13,000	927,800	1.9%	927,800	927,800	927,800
Youth Group Home - USDA	2,245	8,200	8,200	0	8,200	0.0%	8,200	8,200	8,200
TOTAL SPECIAL REVENUE FUND	**$15,822,806**	**$18,592,600**	**$18,790,100**	**($2,814,100)**	**$16,719,900**	**-10.1%**	**$16,576,900**	**$16,576,900**	**$16,576,900**

HUMAN SERVICES ADMINISTRATION

DESCRIPTION

Human Services Administration is responsible for providing strategic direction, overseeing operations and policy implementation, and ensuring desired outcomes are achieved for the county's division of Human Services. The Human Services Division includes over 31 different services and programs and covers the areas of Health and Welfare, Recreation, Culture and Leisure and the Criminal Justice System. 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.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$364,235	$403,000	$404,900	$420,200	4.3%	$420,200	$420,200	$420,200
Operating	80,619	41,300	41,200	24,000	-41.9%	24,000	24,000	24,000
Capital	0	0	0	0	0.0%	0	0	0
Total	$444,855	$444,300	$446,100	$444,200	0.0%	$444,200	$444,200	$444,200
Revenue	125	0	0	0	0.0%	0	0	0
Net Cost	$444,730	$444,300	$446,100	$444,200	0.0%	$444,200	$444,200	$444,200
FT Pos.	3	3	3	3	0	3	3	3

HIGHLIGHTS

- In FY2009 and FY2010, many Human Services departments experienced budget cuts from the commonwealth. Human Services Administration staff worked to holistically identify resources throughout the division which could be redistributed to lessen the impact of those funding reductions on services.
- Human Services staff maintains coordination with 15 state and 5 federal supervisory/regulatory agencies as well as the Capital Region Workforce Partnership, the Virginia Association of Local Human Service Officials, and the Virginia Local Government Managers Association.
- Funds for operating expenses have been reduced in this budget; however additional funds were added to cover the costs of retiree health care.

FUTURE OUTLOOK

- With decreased funding from many different sources affecting the quantity and types of programs Chesterfield will be able to offer, Human Services Administration staff will continue to be creative and explore different funding and service options over the next several years.
- Staff will continue to develop prevention/intervention programs that will reduce costs in the long term and prioritize service delivery in the face of limited and ever changing resources.
- Staff will continue to implement effective, evidence-based practices to ensure that Human Services will continue to realize the most efficient outcomes in all programs and services.

HUMAN SERVICES ADMINISTRATION

ACCESS CHESTERFIELD TRANSPORTATION PROGRAM

DESCRIPTION

The Chesterfield County Coordinated Transportation Program, Access Chesterfield, provides transportation services for any Chesterfield County resident who is disabled, over age 60, and/or who meets low income guidelines. Transportation services are provided within the Chesterfield County, Richmond, Petersburg, Hopewell, and Colonial Heights areas. Transportation services are available through advance reservations, Monday-Friday, 6:00 a.m.-8:30 p.m., and Saturday, 8:30 a.m.-4:30 p.m.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$48,294	$49,600	$50,100	$50,200	1.2%	$50,200	$50,200	$50,200
Operating	646,998	894,800	944,900	894,100	-0.1%	894,100	894,100	894,100
Capital	0	0	0	0	0.0%	0	0	0
Total	$695,293	$944,400	$995,000	$944,300	0.0%	$944,300	$944,300	$944,300
Revenue	185,192	187,200	187,200	187,200	0.0%	187,200	187,200	187,200
Net Cost	$510,100	$757,200	$807,800	$757,100	0.0%	$757,100	$757,100	$757,100
FT Pos.	1	1	1	1	0	1	1	1

HIGHLIGHTS

- Social Services' View Program has added 200 trips a week to Access' work load due to the fact that the C-Van service for rides to and from work is no longer available in Chesterfield County. As a direct result, the number of trips provided by Access Chesterfield each week has jumped from 700 to 900. This level of ridership is expected to continue into the new fiscal year. The revenues and expenses for the View Program riders are budgeted in the Social Services' Department budget.
- In FY2009, Access Transportation received a Senior Transportation Grant of $10,000. The grant provided seniors a discount of $1 per voucher or $5 off the normal price of $30 for a book of 5 vouchers.
- Staff partnered with the Senior Advocate to provide emergency vouchers for a one time use for transportation to and from a medical appointment for seniors not registered in the program and then sent registration information to those customers.
- Staff will be soliciting competitive bids in 2009 for an Access' transportation provider. Selection of a different provider will likely affect program costs.

FUTURE OUTLOOK

- The economic trends could impact Access Transportation over the next several years. Another spike in gas prices would likely cause ridership to increase. However, a continued increase in unemployment could decrease ridership as many customers use the service for transportation to and from work.

HUMAN SERVICES ADMINISTRATION

DISABILITY SERVICES BOARD

DESCRIPTION

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.

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 citizens' survey that generates statistical data representing the priority needs and services for those 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.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$26,873	$29,700	$29,700	$17,600	-40.7%	$17,600	$17,600	$17,600
Operating	5,754	2,300	2,300	2,300	0.0%	2,300	2,300	2,300
Capital	0	0	0	0	0.0%	0	0	0
Total	$32,627	$32,000	$32,000	$19,900	-37.8%	$19,900	$19,900	$19,900
Revenue	6,825	7,700	7,700	0	-100.0%	0	0	0
Net Cost	$25,802	$24,300	$24,300	$19,900	-18.1%	$19,900	$19,900	$19,900
FT Pos.	0	0	0	0	0	0	0	0

HIGHLIGHTS

- The Commonwealth of Virginia rescinded its mandate that localities have DSBs.
- Part-time personnel funding in the amount of $12,100 has been reduced from this budget which will decrease the number of hours of the part-time staff person. This will likely reduce and delay the DSB services available to the residents of Chesterfield County.
- The commonwealth discontinued funding of $7,700 in FY2010 for the CDSB.

FUTURE OUTLOOK

- The CDSB will continue to address the needs of the county's increasing disabled and aging population by collaborating with the Senior Advocate to improve referrals and transportation services for citizens.
- Due to budget reductions, staff along with the Board, will evaluate their ability to provide services and prioritize the needs of its stakeholders and customers.

HUMAN SERVICES ADMINISTRATION

SENIOR ADVOCATE

DESCRIPTION

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 older adults maintain and enrich their lives while remaining as independent as possible. The senior advocate position is 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.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$0	$0	$0	$0	0.0%	$0	$0	$0
Operating	14,840	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	$14,840	$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	$14,840	$15,000	$15,000	$15,000	0.0%	$15,000	$15,000	$15,000
FT Pos.	0	0	0	0	0	0	0	0

HIGHLIGHTS

- During calendar year 2008, staff received 1,044 phone call requests including questions on transportation, housing improvements, and employment.
- In 2008, the Senior Advocate partnered with ElderFriends to train 31 volunteers to visit with lonely and isolated older adults in the county.
- The Senior Volunteer Hall of Fame recognizes adults ages 65 years and older who have rendered unusual or outstanding volunteer services to Chesterfield. In 2008 alone, 18 applications were received for the Hall of Fame; these 18 people represented 14,013 hours of volunteer service. The government rate of a volunteer's time is $19.51 per hour, so this translates into a savings of $273,393 that has benefited Chesterfield.
- The Senior Ambassador Program is teaching older adults about all of the rich and various resources in Chesterfield including arts and culture, legal and justice, business and government, and lifelong learning. For the 15 slots in the spring 2009 class, 50 people have requested an application. One of the goals of the program is that these adults will go into the community and volunteer their time and service.
- The Senior Advocate office and its partners offered 41 programs in 2008 to older adults in the county. These programs included health care decision making, prevention classes, advocacy classes, and safety issues. The classes have kept Chesterfield's elders informed in many areas and taught them how to solicit services that will help them to remain active and stay in their homes longer.

- In February 2009, the department started the Telephone Reassurance Program. In response to customer requests, this program has volunteers place calls to older adults or adults with disabilities to verify their well-being. This program is a lifeline to this population in Chesterfield County

FUTURE OUTLOOK

- This department will face many challenges in the future. 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.
- Senior Advocate and Disability Services Board share a part-time employee. With the reduction in that position's hours, service levels to Senior Advocate customers will be negatively impacted.

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

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$347,533	$541,000	$356,900	$457,100	-15.5%	$457,100	$457,100	$457,100
Operating	24,491	317,700	317,600	286,800	-9.7%	286,800	286,800	286,800
Capital	0	0	0	0	0.0%	0	0	0
Total	$372,024	$858,700	$674,500	$743,900	-13.4%	$743,900	$743,900	$743,900
Revenue	281,338	755,100	306,100	319,000	-57.8%	319,000	319,000	319,000
Net Cost	$90,685	$103,600	$368,400	$424,900	310.1%	$424,900	$424,900	$424,900
FT Pos.	3	3	3	2	-1	2	2	2

HIGHLIGHTS

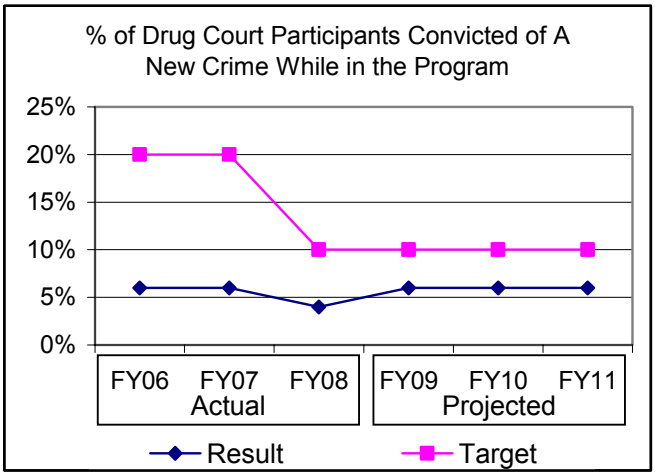
- The Adult Drug Court Program has approximately 70 participants a year; in FY2008 over 95% of the participants maintained employment.
- Re-incarceration rates eighteen months after completion of the program were 21% for drug court graduates, 46% for probation completers, and 46% for jail completers.
- The daily cost of drug court (including treatment costs) after completion of the program was $11.57 for drug court graduates, $14.00 for probation completers, and $18.85 for jail completers.
- Employment rates after completion of the program were 79% for drug court graduates, 32% for probation completers, and 7% for jail completers.
- The county has increased funding for the Adult Drug Court program to partially offset losses in federal funding.

FUTURE OUTLOOK

- The program will experience funding challenges related to the loss of federal grant funds. Program decisions on service delivery will be determined based on available funding.
- Staff continues to explore revenue sources; establishment of long-term stable funding will continue to be the challenge.

ADULT DRUG COURT

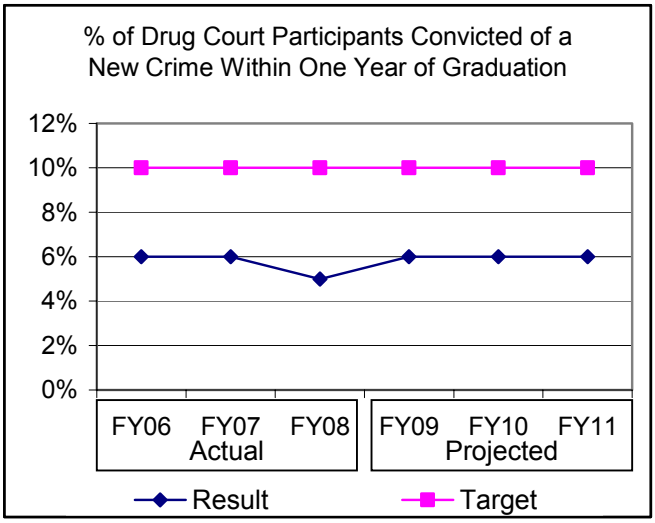
Goal: Enhance public safety in Chesterfield County. Supports countywide Strategic Goal 4
Objective: Reduce recidivism among drug court participants
Measure: Percentage of drug court participants convicted of a new crime while in the program



Initiatives

- Full-time drug court police officer
- Two local probation officers
- 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
- Addition of Phase 5 of the program

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

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$94,918	$98,800	$99,400	$82,900	-16.1%	$82,900	$82,900	$82,900
Operating	12,492	17,800	17,800	16,000	-10.1%	16,000	16,000	16,000
Capital	0	0	0	0	0.0%	0	0	0
Total	$107,410	$116,600	$117,200	$98,900	-15.2%	$98,900	$98,900	$98,900
Revenue	0	0	0	0	0.0%	0	0	0
Net Cost	$107,410	$116,600	$117,200	$98,900	-15.2%	$98,900	$98,900	$98,900
FT Pos.	1	1	1	1	0	1	1	1

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, collects data on domestic violence, and provides 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

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$35,047	$56,500	$56,500	$50,900	-9.9%	$50,900	$50,900	$50,900
Operating	0	0	0	0	0.0%	0	0	0
Capital	0	0	0	0	0.0%	0	0	0
Total	$35,047	$56,500	$56,500	$50,900	-9.9%	$50,900	$50,900	$50,900
Revenue	20,066	28,200	37,200	31,600	12.1%	31,600	31,600	31,600
Net Cost	$14,981	$28,300	$19,300	$19,300	-31.8%	$19,300	$19,300	$19,300
FT Pos.	1	1	1	1	0	1	1	1

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. This service may be impacted due to budget reductions.

OPTIONS

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$70,544	$69,100	$69,500	$69,000	-0.1%	$69,000	$69,000	$69,000
Operating	3,792	4,900	5,100	5,000	2.0%	5,000	5,000	5,000
Capital	0	0	0	0	0.0%	0	0	0
Total	$74,336	$74,000	$74,600	$74,000	0.0%	$74,000	$74,000	$74,000
Revenue	0	0	0	0	0.0%	0	0	0
Net Cost	$74,336	$74,000	$74,600	$74,000	0.0%	$74,000	$74,000	$74,000
FT Pos.	1	1	1	1	0	1	1	1

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. A portion of the funding for this position is paid from the Day Reporting Center budget.

COMMUNITY CORRECTIONS SERVICES

POST TRIAL

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$1,326,043	$1,423,100	$1,441,300	$1,493,200	4.9%	$1,493,200	$1,493,200	#########
Operating	387,513	406,400	388,200	350,200	-13.8%	350,200	350,200	350,200
Capital	0	0	0	0	0.0%	0	0	0
Total	$1,713,556	$1,829,500	$1,829,500	$1,843,400	0.8%	$1,843,400	$1,843,400	#########
Revenue	899,254	888,200	888,200	888,200	0.0%	888,200	888,200	888,200
Net Cost	$814,302	$941,300	$941,300	$955,200	1.5%	$955,200	$955,200	$955,200
FT Pos.	29	29	29	29	0	29	29	29

Community Corrections Services Post Trial provides sentencing alternatives to the court. The program has significantly reduced county costs by effectively decreasing the number of county prisoners placed at Riverside Regional Jail.

Additional funds from Pretrial services will allow for service delivery to be maintained at the anticipated levels absent any extenuating circumstances.

PRETRIAL

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$406,357	$417,200	$422,600	$415,900	-0.3%	$415,900	$415,900	$415,900
Operating	41,355	71,600	66,200	54,500	-23.9%	54,500	54,500	54,500
Capital	0	0	0	0	0.0%	0	0	0
Total	$447,711	$488,800	$488,800	$470,400	-3.8%	$470,400	$470,400	$470,400
Revenue	349,954	384,500	384,500	384,500	0.0%	384,500	384,500	384,500
Net Cost	$97,757	$104,300	$104,300	$85,900	-17.6%	$85,900	$85,900	$85,900
FT Pos.	7	7	7	7	0	7	7	7

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.

COMMUNITY CORRECTIONS SERVICES

DUAL TREATMENT TRACK

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$181,312	$244,100	$244,100	$106,700	-56.3%	$30,000	$30,000	$30,000
Operating	91,142	113,900	113,900	66,300	-41.8%	0	0	0
Capital	0	0	0	0	0.0%	0	0	0
Total	$272,454	$358,000	$358,000	$173,000	-51.7%	$30,000	$30,000	$30,000
Revenue	272,454	100,000	358,000	173,000	73.0%	30,000	30,000	30,000
Net Cost	$0	$258,000	$0	$0	-100.0%	$0	$0	$0
FT Pos.	2	2	2	2	0	2	2	2

The Dual Treatment Track (DTT) was created for the purpose of diverting offenders with both a mental illness and substance abuse problem from local jails into comprehensive, community-based treatment. 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 FY2010 budget reflects a reduction in funding from the commonwealth; however through contributions from Colonial Heights and a Jail Diversion Grant awarded to Chesterfield Community Services Board (CSB), DTT will be able to continue providing services for FY2010. DTT will administer the program in cooperation with Mental Health Support Services (MHSS) through which the grant will be managed. Program decisions on service delivery will be determined based on available funding.

HIGHLIGHTS

- During FY2008 and FY2009, Community Corrections Services continued to implement evidence-based practices throughout the department. The Maricopa- Offender Screening Tool (M-OST) was validated in Chesterfield as part of ten pilot localities in Virginia now using the M-OST as an offender assessment tool. An Inter-Rater Reliability study of the Offender Screening Tool (OST) was completed. The OST is an extensive offender assessment tool. A validation study of the (OST) is planned next for FY2010.
- The Virginia Pretrial Risk Assessment Tool (VPRAI) was revalidated for a second time in Virginia. Chesterfield's CCS Pretrial Unit participated with units from 9 other localities in the revalidation process and will participate in the roll out of a revised version of the VPRAI. Data from all thirty Pretrial Agencies in Virginia was used for the validation study.
- During FY2009 the Community Criminal Justice Board completed a Strategic Planning Retreat to establish Goals for the next four years and to begin the process of establishing the 2009-2012 Criminal Justice Strategic Plan.
- The Domestic Violence Resource Center conducted El De La Familia-Hispanic Outreach Day and over 300 participants attended. This is an annual event that promotes awareness of services available to the Hispanic community in Chesterfield and surrounding areas. The October 2008 event took place at the Chesterfield County Fairgrounds and 45 agencies and service providers participated in the event.
- Community Corrections Services will continue to maintain quality services. However, due to the uncertainty of grant funding, some services may be reduced or eliminated upon notification of loss of state revenues.

COMMUNITY CORRECTIONS SERVICES

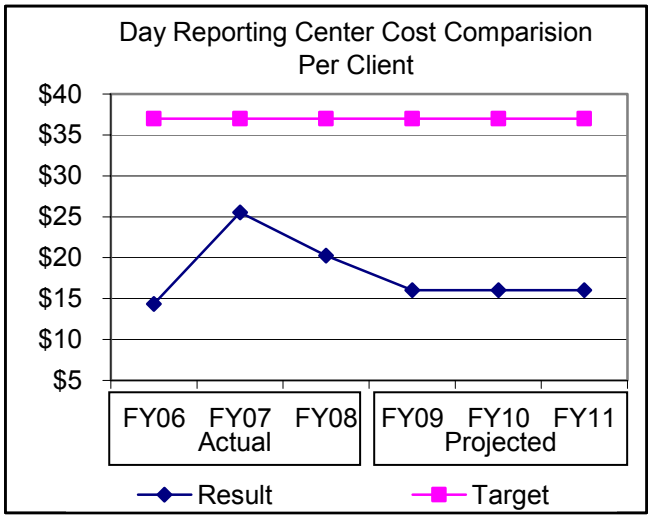
FUTURE OUTLOOK

- Community Corrections Services will continue to focus on the implementation of Evidence Based Practices (EBP) throughout the department. The staff is gaining experience and the skills necessary for EBP. FY2010 will focus on combining and utilizing EBP skills with the expectation that outcomes will improve over the coming years.
- Community Corrections Services will continue to participate in the *Partnership for Change Committee* that is a follow-up to the Sequential Intercept Mapping Process of the local Mental Health and Criminal Justice System. The committee is looking for ways to improve service delivery to persons with mental illness that come into contact with the criminal justice system.
- CCS will continue to look for long term funding for the Dual Treatment Track. The DTT is operated collaboratively with the Community Services Board, serving offenders identified as having a mental illness and substance abuse addiction.

Goal: To provide improved substance abuse/criminal justice supervision through the Day Reporting Center at an exceptionally cost effective rate. 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

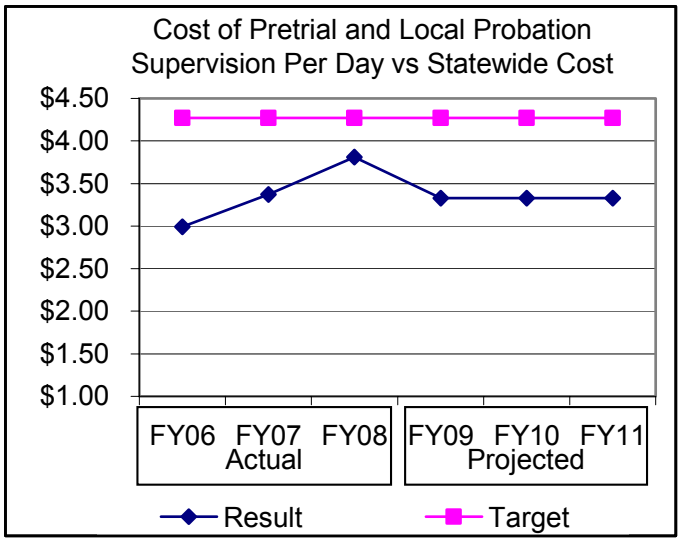
- Meetings with stakeholders conducted to explain programmatic changes and staffing
- Policy and Procedures manual updated
- Programmatic content reviewed and modified to match evidence based practices

COMMUNITY CORRECTIONS SERVICES

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



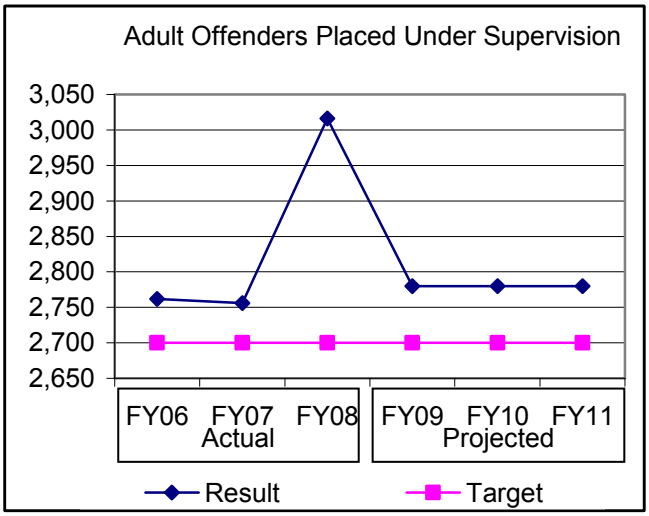
Initiatives

- Implementation of evidence based practices
- Implementation of screening/assessment tool
- Use of motivational interviewing where appropriate

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

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 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

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$327,150	$323,100	$326,200	$347,200	7.5%	$347,200	$347,200	$347,200
Operating	8,757,830	10,758,800	11,111,500	9,152,800	-14.9%	9,152,800	9,152,800	9,152,800
Capital	0	0	0	0	0.0%	0	0	0
Total	$9,084,980	$11,081,900	$11,437,700	$9,500,000	-14.3%	$9,500,000	$9,500,000	$9,500,000
Revenue	10,233,514	7,628,100	7,785,800	6,459,900	-15.3%	6,459,900	6,459,900	6,459,900
Net Cost	-$1,148,533	$3,453,800	$3,651,900	$3,040,100	-12.0%	$3,040,100	$3,040,100	$3,040,100
FT Pos.	4	4	4	4	0	4	4	4

HIGHLIGHTS

- In FY2009 the CSA initiated a new Family Assessment and Planning Team (FAPT) as a pilot. The pilot FAPT meets for the purpose of addressing the intensive and costly residential services for children. To date, this team has prevented two children from entering residential treatment facilities with innovative and individualized community-based service plans. The team has also been successful in creatively developing service plans for children and families to support them as the children return to the community from residential treatment stays.
- CSA revenues consist of general funds, school transfers, reimbursements from other localities, Medicaid reimbursements and state-aid to localities. The FY2010 CSA revenue reductions consist of reductions in state funding to localities.
- As part of the countywide effort to reduce total costs for FY2010, expenditures in the operating budget have been reduced to a level that will allow service delivery at the anticipated levels absent any extenuating circumstances. As a result of the expenditure reductions, greater emphasis has been placed on in-home treatment services versus out of home placements, which are generally the more costly

approach to treatment options. CSA will continue monitoring cost containment efforts related to contracted services and will reduce operating expenditures.

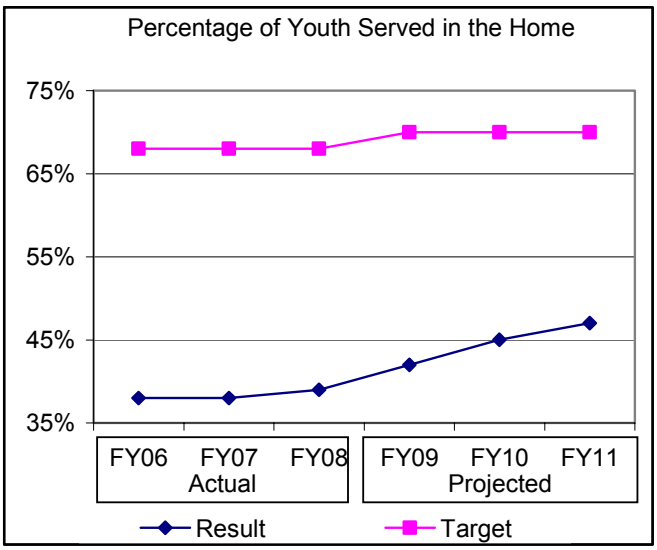
FUTURE OUTLOOK

- Data is imperative in daily decision-making and quality assurance in the CSA program. The CSA has utilized client server information systems since 1999. CSA is in the process of upgrading to a web-based information system that would allow increased program performance, data collection, and a more comprehensive data analysis capability.

Goal: To Work collaboratively with local agencies to preserve families and keep children in the home. Supports countywide Strategic Goal 3

Objective: Provide access, based on eligibility, to community based services and monitor service plans to safely maintain children in the home.

Measure: Youth served in the home as a percentage of total children served in the program



Initiatives

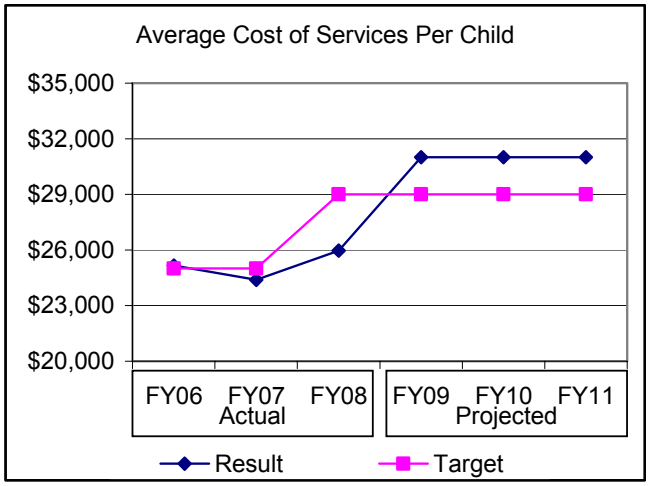
- Increase collaboration and partnerships with private providers for creative, individualized and effective services for family and children
- Increase accessibility to services to support families with children with special needs and at risk youth
- Increase staff training and development

COMPREHENSIVE SERVICES

Goal: Work as an interdepartmental team to deliver efficient and effective community support to children in a safe home setting. Supports countywide Strategic Goal 1

Objective: Develop and monitor effective service plans to keep children safely in the home.

Measure: This program can provide data for the cost of services per child



Initiatives

- Increase collaboration with private providers to encourage creative and individualized services for children and families in the community
- Increase quality assurance measures and service monitoring efforts
- Develop internal processes to reduce length of stay for children in residential care

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

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$127,827	$128,150	$129,350	$212,600	65.9%	$212,600	$212,600	$212,600
Operating	181,159	184,150	183,850	93,200	-49.4%	93,200	93,200	93,200
Capital	0	0	0	0	0.0%	0	0	0
Total	$308,986	$312,300	$313,200	$305,800	-2.1%	$305,800	$305,800	$305,800
Revenue	8,950	11,000	11,000	11,000	0.0%	11,000	11,000	11,000
Net Cost	$300,036	$301,300	$302,200	$294,800	-2.2%	$294,800	$294,800	$294,800
FT Pos.	1	1	1	2	1	2	2	2

Note: One position was transferred from Virginia Juvenile Community Crime Control Act (VJCCCA) to Extension Services during FY2009.

HIGHLIGHTS

- In FY2009 new departmental programs, including 4-H Shooting Sports and Dining with Diabetes, were developed in response to survey data. The strong volunteer corps continues to receive community approval with its high marks for professionalism, useful information, and timeliness.
- Staff will be participating in the Richmond Metropolitan area FY2009 Habitat for Humanity. This program is designed to educate 17 new homeowners on specific topics regarding lawn care and landscaping.
- The Grass Roots Program continues to be a popular resource among Chesterfield County residents, with an average of 300 to 400 residents participating each year. This program is designed to teach local homeowners about their specific year-round lawn care needs.
- In 2009, staff will be offering more classes throughout the year in the areas of agriculture and natural resources, family and consumer needs, and 4-H youth development.

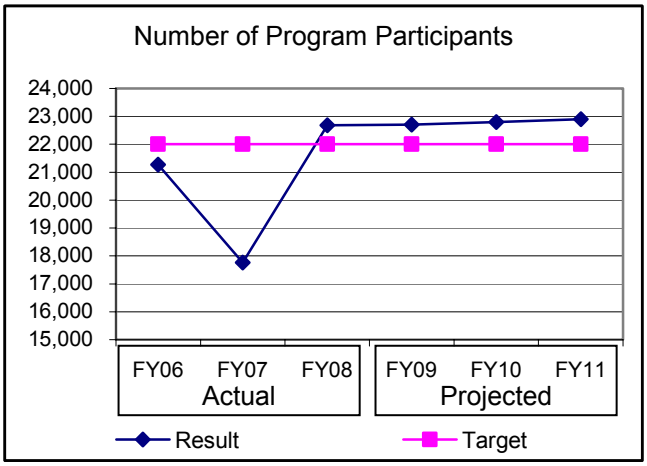
FUTURE OUTLOOK

- Every year, much of the Cooperative Extension programming is based on the situation analysis (strategic plan) that is developed by the Extension Leadership Council. Program direction and programming are based on need and on suggestions from surveys and evaluations.

COOPERATIVE EXTENSION

- The department does not face any significant changes in the future, but still faces the uncertainty of state support dollars and the increased likelihood of dependence on local funding to support state staff positions.

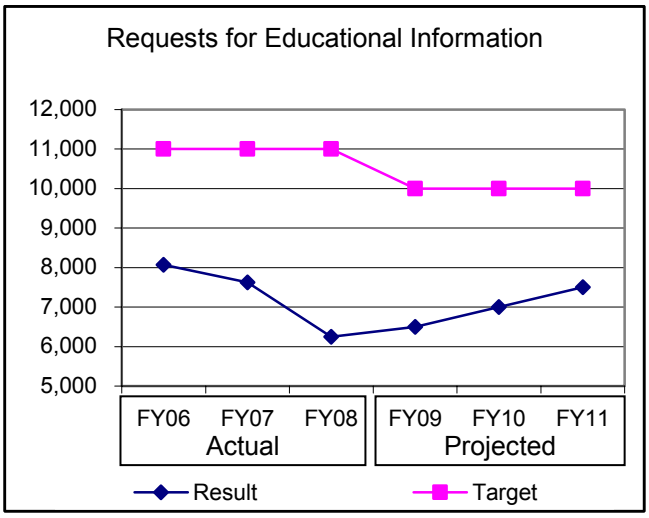
Goal: Assist county residents in improving and maintaining the quality of their environment. Supports countywide Strategic Goals 3 and 7
Objective: Provide unbiased, research-based information through educational programs
Measure: Number of participants in departmental programs



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 request for educational information
Measure: Number of requests for information



Initiatives

- Staff and volunteer training
- Routine customer satisfaction surveys
- Application of survey results

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 clubs, 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

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$48,777	$51,700	$52,300	$51,300	-0.8%	$51,300	$51,300	$51,300
Operating	3,192	4,100	4,100	4,300	4.9%	4,300	4,300	4,300
Capital	0	0	0	0	0.0%	0	0	0
Total	$51,969	$55,800	$56,400	$55,600	-0.4%	$55,600	$55,600	$55,600
Revenue	0	0	0	0	0.0%	0	0	0
Net Cost	$51,969	$55,800	$56,400	$55,600	-0.4%	$55,600	$55,600	$55,600
FT Pos.	1	1	1	1	0	1	1	1

HIGHLIGHTS

- The LESP continues to have community and corporate support especially in the Jefferson Davis Highway corridor. The permanent base at Dupont Village apartments has been upgraded by the owners to include internet access to assist residents in the community. Volunteer recruitment and retention continue to be a significant issue that not only affects this site, but reduces the ability of staff to expand programming to other communities such as Ivy Walk apartments.
- Collaboration with Refugee & Immigration, Department of Social Services, Police, and other departments continues to provide services and information to traditionally underserved groups.

FUTURE OUTLOOK

- In FY2010, the Limited English Speaking Program will continue to be faced with various challenges which include ensuring adequate staffing levels are sustained, volunteer recruitment is achieved, and language barriers associated with English as a second language are overcome.

HEALTH

DESCRIPTION

The Health Department is a state agency responsible for protecting, preserving, and promoting optimum health for the 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.

The Health Department also administers environmental health services including 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 bioterrorism implications, implement control measures, provide accurate information to the public, and advise public safety agencies.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$1,624,623	$1,987,400	$2,126,400	$2,149,200	8.1%	$2,149,200	$2,149,200	$2,149,200
Operating	2,793,004	2,925,500	3,090,300	2,624,100	-10.3%	2,624,100	2,624,100	2,624,100
Capital	0	0	0	0	0.0%	0	0	0
Total	$4,417,627	$4,912,900	$5,216,700	$4,773,300	-2.8%	$4,773,300	$4,773,300	$4,773,300
Revenue	2,074,592	2,288,000	2,491,400	2,318,500	1.3%	2,318,500	2,318,500	2,318,500
Net Cost	$2,343,035	$2,624,900	$2,725,300	$2,454,800	-6.5%	$2,454,800	$2,454,800	$2,454,800
FT Pos.	32	34	36	34	0	34	34	34

Note: One position transferred from Mental Health Support Services Part C Grant during FY2009.

HIGHLIGHTS

- Staff is diligently working to reduce the infant mortality rate through increasing awareness of Sudden Infant Death Syndrome (SIDS) and preconceptual health, and through the reduction of preterm births.
- The department is participating in The Cities Readiness Initiative, which is a federally funded program that prepares municipalities to effectively respond to a large scale bioterrorist attack.
- In order to meet FY2010 funding levels, the Health department has eliminated one position.
- Further budget reductions include eliminated funding for equipment and travel costs. Savings have also been realized through reorganization of the school health nurse program and migration of the collection of information on to the county's technology system.
- Chesterfield County matches the state's funding for the Health Department with 45 percent local General Fund dollars to the state's 55 percent funding. Decreases in state funding will eliminate two vacant state environmental health positions and various operational costs. These savings are shown in this budget through a decrease in Chesterfield's expenditures for that 45 percent match.
- In FY2009, one state school health nurse position was converted to a county position (increasing the total number of county positions but keeping the number of school health nurses the same). All school health nurse positions are 96% funded through the Chesterfield County Schools.
- Staff is currently working with Information Systems Technology to improve the record room tracking system and the school nurse databases through approved Technology Improvement Project funding.
- Funding in the amount of $8,700 has been added to cover retiree healthcare costs.

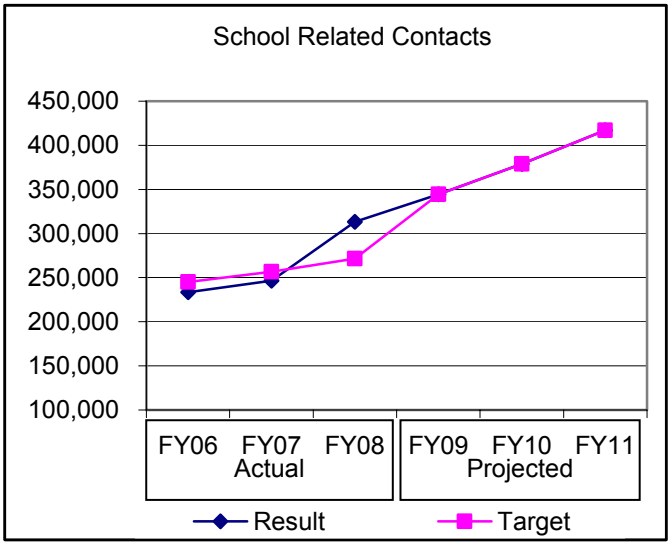
FUTURE OUTLOOK

- Due to uncertainties in state and local funding, staff is working to preserve core services such as communicable disease prevention, clean water, food, and onsite sewage programs, and the health of women and children during the economic downturn.
- Limited funding will require staff to prioritize the need for prevention services, which show results in the long run, versus the demand for immediate health services.
- Staff is developing programs to educate adults and children about obesity, one of the greatest preventable long term health threats to Americans which, if not curbed, could overwhelm the health care system.
- The needs of the growing number of older residents will need to be addressed by the public health system.
- Over the next few years, the department will work to transfer the four remaining state school health nurse positions to county school health nurse positions as vacancies in the state positions occur. Having the ability to convert vacant state positions to county positions will ease the administrative burdens and operational inequities of having nurses who are under two different sets of guidelines and regulations.

Goal: To provide and promote first class preventive health care for the community. Supports countywide Strategic Goal 4

Objective: Increase School contacts by 10% through the provision of public health nursing services for school-aged children in Chesterfield County public schools

Measure: Number of school-based contacts, reported annually



Initiatives

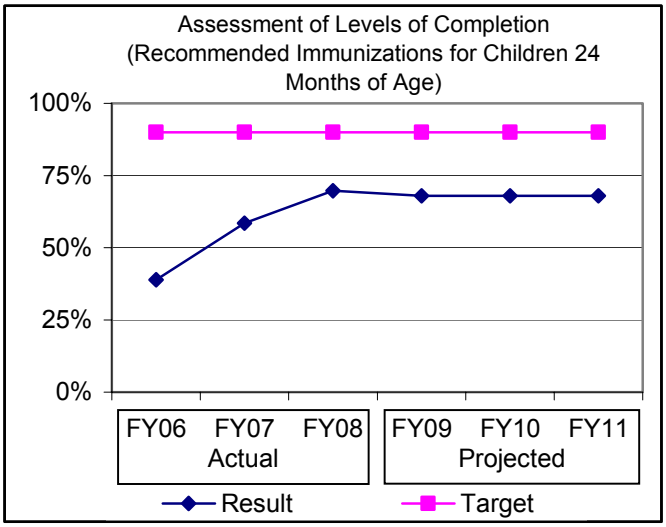
- Provide school-based immunization clinics for students and staff
- Assist with outbreak investigation contact and follow-up
- Implement special programs as needed
- Strive to increase nursing staff to meet the recommended nurse to student ratio

HEALTH

Goal: To provide and promote first class preventive health care for the community. Supports countywide Strategic Goal 4

Objective: Increase the immunization level to aid in prevention of disease, disability and death from vaccine-preventable diseases in children and adolescents in the community by 3% annually

Measure: Annual assessment of levels of completion of recommended immunizations for children 24 months of age who received services in Chesterfield



Initiatives

- Target outreach efforts towards immigrants
- Develop community coalition to promote awareness
- Implement special programs as needed
- Outreach to private physician practices
- Intensive follow-up to clients receiving vaccines from the Health Department, free clinics and the Care-A-Van

JUVENILE DETENTION HOME

DESCRIPTION

Chesterfield's Juvenile Detention Home is a 90 bed secure holding facility designated to provide detention services for court-ordered juveniles charged with felonies or class one misdemeanors. Educational, recreational, mental health, and medical programs are among the services provided to the residents.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$3,685,738	$4,084,200	$4,119,800	$3,955,300	-3.2%	$3,955,300	$3,955,300	$3,955,300
Operating	703,325	702,500	710,600	756,000	7.6%	756,000	756,000	756,000
Capital	0	0	0	0	0.0%	0	0	0
Total	$4,389,063	$4,786,700	$4,830,400	$4,711,300	-1.6%	$4,711,300	$4,711,300	$4,711,300
Revenue	1,992,437	1,905,000	1,891,000	1,851,900	-2.8%	1,851,900	1,851,900	1,851,900
Net Cost	$2,396,626	$2,881,700	$2,939,400	$2,859,400	-0.8%	$2,859,400	$2,859,400	$2,859,400
FT Pos.	73	73	73	59	-14	59	59	59

HIGHLIGHTS

- The Juvenile Detention Home continues to provide pre- and post-dispositional secure detention as well as two non-residential alternative programs that are funded by the Virginia Juvenile Community Crime Control Act (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.
- Average daily population has begun to level off in the past year.
- The Department currently has 59 of its 73 approved positions filled and funded. Staffing will be reduced by 14 positions in FY2010.
- Funding in the amount of $20,600 has been added to cover to costs of retiree healthcare costs.

FUTURE OUTLOOK

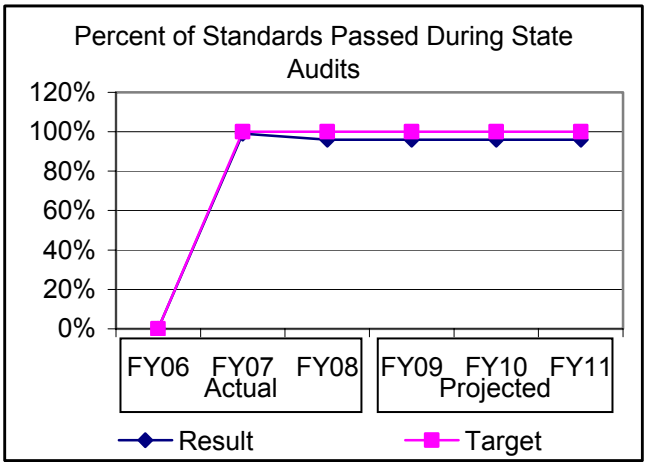
- The department expects its greatest challenge will be the increased cost of the additional population created by the potential loss of the diversion programs.
- The possible reduction or losses in the VJCCCA grant will impact the department's ability to facilitate the Home Incarceration and Weekenders work programs. The department attempts to divert approximately 20 percent of the total number of admissions to these programs to create significant savings to the county.

JUVENILE DETENTION HOME

Goal: In conjunction with other juvenile serving agencies, to ensure public safety 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



Note: Measure not tracked in FY2005-2006

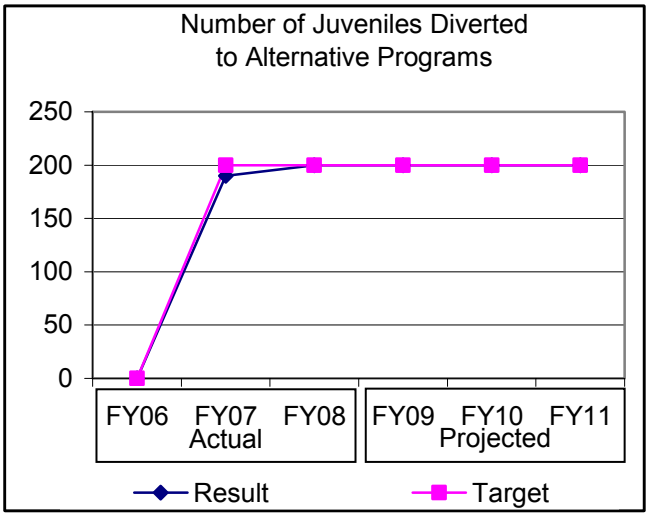
Initiatives

- Employee training, appropriate staffing
- Regular facility inspections
- Juvenile Detention Home process review

Goal: To provide 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



Note: Measure not tracked in FY2005-2006

Initiatives

- Participation on Department of Juvenile Justice policy committees/ pursue grant opportunities
- Outreach Detention, electronic monitoring, Weekender Work Program
- Standards related to medication management

JUVENILE DETENTION GRANT - USDA

DESCRIPTION

The United States Department of Agriculture (USDA) grant provides money 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 the number of 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 FY2008 and anticipates receiving $15,000 in additional federal funding in FY2010.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$6,422	$36,200	$36,200	$37,500	3.6%	$37,500	$37,500	$37,500
Operating	61,885	23,800	23,800	37,500	57.6%	37,500	37,500	37,500
Capital	0	0	0	0	0.0%	0	0	0
Total	$68,307	$60,000	$60,000	$75,000	25.0%	$75,000	$75,000	$75,000
Revenue	81,957	60,000	60,000	75,000	25.0%	75,000	75,000	75,000
Net Cost	-$13,650	$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 abusing juvenile before the Chesterfield or Colonial Heights Juvenile & Domestic Relations Court on a drug or drug-related crime. Youths that meet the eligibility requirements of the program enter it voluntarily.

The program is 12 months in duration and includes four phases. The juvenile drug court client is required to meet specified treatment and behavioral conditions at each phase before requesting to move to the next phase. Failure to complete the program successfully results in incarceration. Successful completion of the program results in court dismissal of the charge.

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.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$351,871	$372,700	$379,200	$379,200	1.7%	$379,200	$379,200	$379,200
Operating	72,213	113,300	106,800	106,800	-5.7%	106,800	106,800	106,800
Capital	0	0	0	0	0.0%	0	0	0
Total	$424,083	$486,000	$486,000	$486,000	0.0%	$486,000	$486,000	$486,000
Revenue	208,225	206,000	206,000	206,000	0.0%	206,000	206,000	206,000
Net Cost	$215,858	$280,000	$280,000	$280,000	0.0%	$280,000	$280,000	$280,000
FT Pos.	5	5	5	5	0	5	5	5

HIGHLIGHTS

- Piloted a modified track of the drug court program to broaden the scope of those eligible for services.
- Juvenile Drug Court served 22 youth and 33 family members during FY2008.
- Five youth celebrated successful completion of the drug court program. While the program is 12 months, most youth take 15 to 18 months to complete. Successful completion of the Juvenile Drug Court Program will result in charges being dismissed. Unsuccessful termination from the program will result in incarceration.
- Drug court youth performed 1,925 hours of community service.

FUTURE OUTLOOK

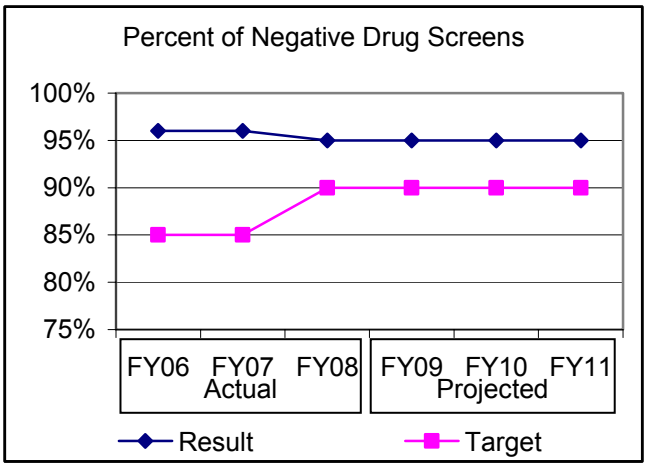
- Future budget projections are based on level funding; no increase is expected in the number of full time drug court staff.
- Under the leadership of the Office of the Executive Secretary of the Virginia Supreme Court, a comprehensive statewide evaluation of Virginia's drug court programs continues. The purpose is to gather ongoing process and outcomes data to allow for a detailed evaluation of each drug court program and a determination of its success or effectiveness.
- Collaboration with community and internal partnering agencies will continue.
- Program decisions on service delivery will be determined based on available funding. Staff continues to explore revenue sources.

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 intensive community supervision to substance-abusing youths who are susceptible to re-offending

Measure: Number of negative drug screens



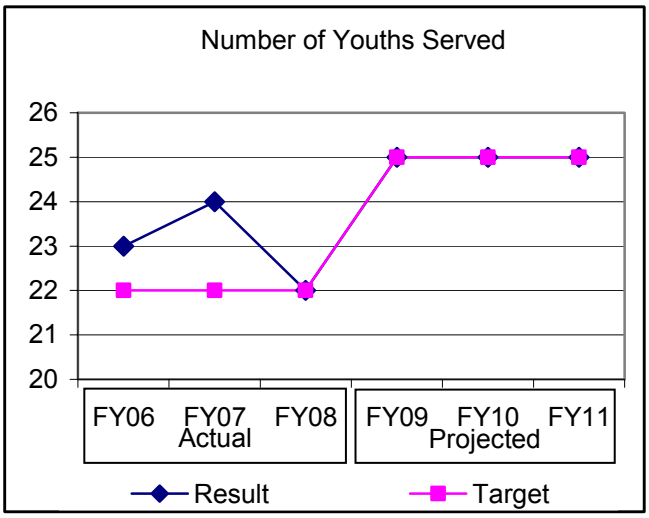
Initiatives

- Drug screening based on phase level
- Intensive community monitoring of client activities
- Scheduled and random drug screening

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

JUVENILE PROBATION

DESCRIPTION

Court Services Unit (CSU) provides criminal and domestic intake (entry into the Juvenile & Domestic Court), as well as probation and parole services to court involved youth and their families.

Domestic intake services provide the citizens the opportunity to have custody, visitation, and support issues resolved in court.

Criminal intake services reviews and determines the appropriate action to be taken with all juvenile offenders. The low-risk offenders can be diverted to specific programs or services that can best address their offenses. Juvenile offenders can also be formally charged and required to appear in court.

Probation and parole services actively supervise youths placed on probation or released from a correctional center. The youth's risk level and behavior in the community dictates the level of direct supervision.

The CSU uses a balanced approach with all juvenile offenders. Accountability, building competency and community safety are the goals of the CSU.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$2,803	$1,000	$1,000	$1,000	0.0%	$1,000	$1,000	$1,000
Operating	82,595	103,100	103,100	103,000	-0.1%	103,000	103,000	103,000
Capital	0	0	0	0	0%	0	0	0
Total	$85,398	$104,100	$104,100	$104,000	-0.1%	$104,000	$104,000	$104,000
Revenue	15,190	12,000	12,000	12,000	0.0%	12,000	12,000	12,000
Net Cost	$70,208	$92,100	$92,100	$92,000	-0.1%	$92,000	$92,000	$92,000
FT Pos.	0	0	0	0	0	0	0	0

HIGHLIGHTS

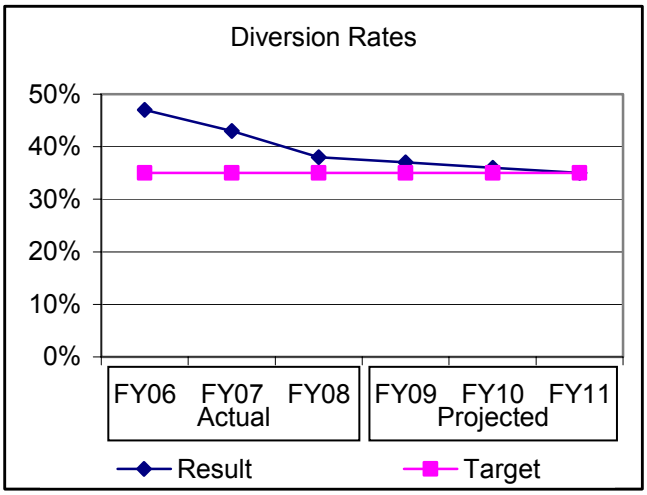
- Chesterfield County's CSU leads the state in implementing the Youth Assessment and Screening Instrument (YASI). YASI assesses risk, need and protective factors and helps develop case plans for youth.
- Low-risk offenders are diverted to less costly alternatives, as evidenced by the CSU's 38% diversion rate.
- The number of low-risk offenders on supervised probation has been reduced.
- The CSU has established relationships with other county agencies in an effort to provide better services to youth and their families.

FUTURE OUTLOOK

- The reduction in state-funded positions and unfilled vacancies increases the workload of remaining staff.
- The reductions to Virginia's executive branch and legislative branch budgets could have a major impact on the CSU's ability to maintain its high level of services to the youth and their families.
- The CSU will continue to seek out and implement evidenced-based programs.

JUVENILE PROBATION

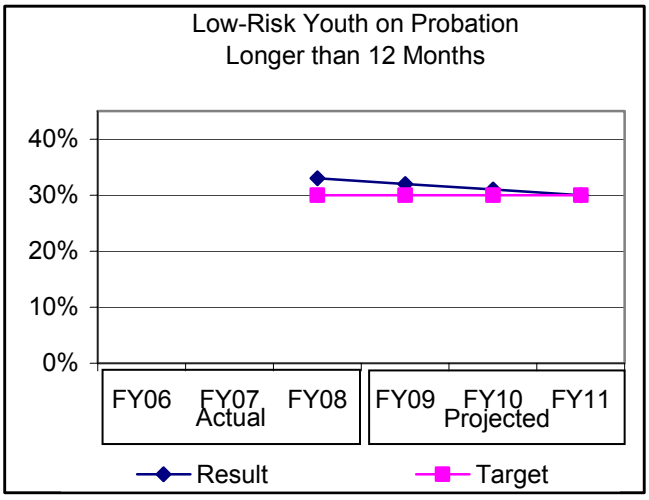
Goal: To divert from Department of Juvenile Justice those youth who are more appropriately served by other partnering agencies. Supports countywide Strategic Goal 4
Objective: To refer warranted youth to high quality diversion services targeted to their identified needs
Measure: Percent of youths whose 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)

Goal: Reduce the number of low-risk offenders on supervised probation. Supports countywide Goal 4
Objective: Low-offenders placed on supervised probation complete their supervision plan objectives in less than one year
Measure: The percent of low-risk youth on supervised probation more than twelve months



Note: Began tracking in FY2008

Initiatives

- Set appropriate supervision plan objectives
- Review low-risk cases every 90 days for progress toward supervision plan objectives

LIBRARY

DESCRIPTION

The Chesterfield County Public Library consists of a Central Library and eight branch libraries. 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 employs skilled information professionals who proactively aid customers in identifying, evaluating, and accessing a wide range of materials in current and emerging formats (including e-services). Staff also organizes informational programs which help to enhance the quality of life for our customers and our community. Library services support the county's strategic goals "to provide world class customer service," and "to be acknowledged for extraordinary quality of life," and align with the county's sub goals to "bolster community pride," and "foster lifelong learning."

LIBRARY

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$6,099,297	$6,599,000	$6,829,100	$6,513,400	-1.3%	$6,513,400	$6,513,400	$6,513,400
Operating	2,205,837	2,159,800	2,235,000	1,995,700	-7.6%	1,995,700	1,995,700	1,995,700
Capital	39,703	0	0	0	0%	0	0	0
Total	$8,344,838	$8,758,800	$9,064,100	$8,509,100	-2.9%	$8,509,100	$8,509,100	$8,509,100
Revenue	865,481	764,300	764,300	755,500	-1.2%	755,500	755,500	755,500
Net Cost	$7,479,356	$7,994,500	$8,299,800	$7,753,600	-3.0%	$7,753,600	$7,753,600	$7,753,600
FT Pos.	76	76	78	74	-2	74	74	74

HIGHLIGHTS

- The library had 214,500 cardholders; a circulation of 3.9 million; 1.7 million visitors; 805,000 items in collection; and 450,200 public computer work sessions in FY2008.
- The Internet Management System (IMS) was installed in September 2007 and has improved customer computer access and allowed for more effective utilization of computer resources.
- Law Library Services moved from the Courts Building to the Central Library in FY2008.
- Wireless Internet access became available in all libraries in September 2008.
- The new Meadowdale Library opened in November 2008.
- Funding in the amount of $81,600 was added to cover retiree healthcare costs.

FUTURE OUTLOOK

- Maintaining service levels given the impact of state aid reductions for FY2010 will be a challenge.
- The capital project for a new library in the Reams-Gordon area (2004 Bond Project) is moving forward.
- Improvements will be made to the Ettrick-Matoaca Library (2004 Bond Project).
- Upgrades and replacements will continue for library technology (2004 Bond Project).
- The library will hold a full-time vacant position open, will reduce staffing by two full-time positions, reduce funding for part-time staff and hours, reduce material purchases, reduce conferences and travel, and delay implementation of the staffing plan to meet requested budget reductions. Some services will be reduced.

LIBRARY

LAW LIBRARY

DESCRIPTION

In addition to its nine facilities, the Library also manages the Law Library service that was previously located within the General District and Circuit Courts Building. During FY2008, Law Library operations were 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

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$53,040	$66,800	$67,600	$56,500	-15.4%	$56,500	$56,500	$56,500
Operating	103,877	103,900	103,700	63,100	-39.3%	63,100	63,100	63,100
Capital	0	0	0	0	0.0%	0	0	0
Total	$156,917	$170,700	$171,300	$119,600	-29.9%	$119,600	$119,600	$119,600
Revenue	109,001	127,900	127,900	110,100	-13.9%	110,100	110,100	110,100
Net Cost	$47,916	$42,800	$43,400	$9,500	-77.8%	$9,500	$9,500	$9,500
FT Pos.	1	1	1	1	0	1	1	1

HIGHLIGHTS

- Law Library revenue has been adjusted to align with anticipated revenue.
- Law Library Services integrated into Central Library for improved efficiency and cost savings.

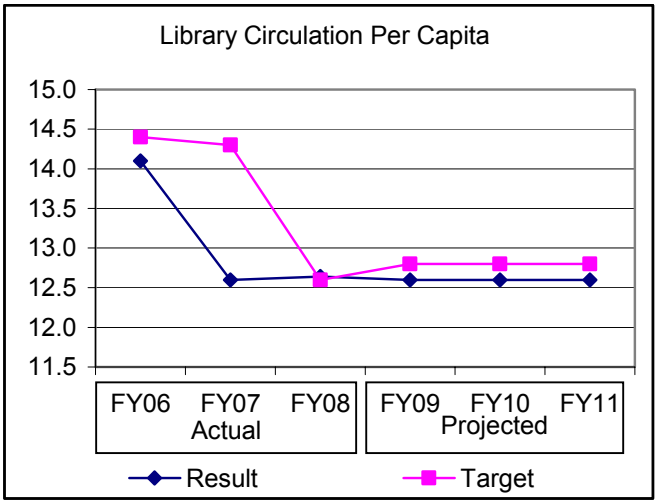
FUTURE OUTLOOK

- The move will continue to improve efficiency and cost savings through integration with Central Library.
- Public access to the law reference collection will increase 15 hours a week with the Central Library integration.

LIBRARY

LIBRARY AND LAW LIBRARY

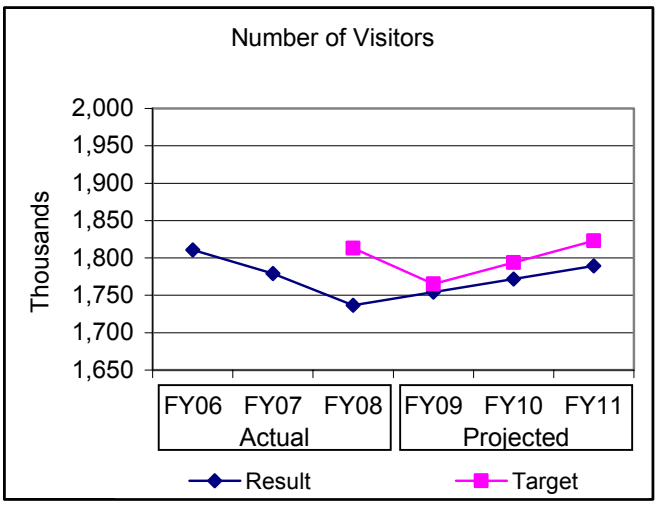
Goal: Deliver high quality library services, including reference, reader's advisory, programming, and circulation services. Supports countywide strategic Goals 2 and 3
Objective: Be recognized as the primary information resource in the community
Measure: Library items circulated per capita



Initiatives
- Staffing plan
- Collection plan
- Technology plan
- Public Facilities plan
- Capital Improvement Program

Note: Meadowdale Library in interim facility during FY2007 and FY2008

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 relevant to the population and community needs
Measure: Number of visitors



Initiatives
- Staffing plan
- Collection plan
- Technology plan
- Public Facilities plan
- Capital Improvement Program

Note: Meadowdale Library in interim facility during FY2007 and FY2008. (No target established for this measure until FY2008.)

MENTAL HEALTH SUPPORT SERVICES

DESCRIPTION

The Department of Mental Health Support Services (MHSS) provides an array of services to citizens of all ages with a focus on stabilizing acute situations, encouraging self-sufficiency, and promoting successful community living for people with longer-term disabilities. Suicide and potential homicide emergency calls, 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. The CSB members are appointed by the Board of Supervisors and are charged with the responsibility of providing a public system of mental health, mental retardation (intellectual disabilities), and substance abuse services to the residents of Chesterfield County.

MHSS has been greatly affected by budget cuts at both the state and local levels. These cuts will impact the citizens and their family members who have come to rely on the CSB for services. However, staff will continue to think strategically and creatively to lessen the impacts when possible.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$25,176,783	$27,600,500	$27,823,700	$27,581,100	-0.1%	$27,581,100	$27,581,100	$27,581,100
Operating	8,513,694	9,160,900	9,211,100	8,740,700	-4.6%	8,740,700	8,740,700	8,740,700
Capital	99,426	0	0	0	0.0%	0	0	0
Total	$33,789,903	$36,761,400	$37,034,800	$36,321,800	-1.2%	$36,321,800	$36,321,800	$36,321,800
Revenue	23,140,864	24,504,800	24,509,500	24,957,200	1.8%	24,957,200	24,957,200	24,957,200
Net Cost	$10,649,039	$12,256,600	$12,525,300	$11,364,600	-7.3%	$11,364,600	$11,364,600	$11,364,600
FT Pos.	363	372	372	368	-4	368	368	368

Note: Four positions created by the Board of Supervisors during FY2009. One position transferred to Part C.

HIGHLIGHTS

- MHSS continues to be a national and state leader for developing programs and implementing best practice initiatives.
- MHSS increased crisis service hours available to the community in response to changes in the state mental health laws due to the Virginia Tech tragedy. This was funded with new state dollars.
- MHSS developed the Substance Abuse and Addiction Recovery Alliance of Virginia (SAARA) Center in partnership with two consumer-run Substance Abuse Disorder treatment and advocacy organizations. This is peer-run and serves approximately 125 consumers with substance abuse problems a month.
- MHSS created 20 new job opportunities for people with intellectual disabilities through partnerships with local and national businesses like Cartridge Connections, Cintas Uniform Rental, and Merit Medical.
- In partnership with Chesterfield County Schools, MHSS developed multiple programs for at-risk and special education youth including a job training program (Project Search), violence prevention programs, and a Build-a-House program.
- MHSS facilitated consumer recovery trainings which led to internships and employment of 11 consumers as Peer Specialists.
- MHSS began an Intermediate Care Facility Feasibility Study to confirm the need and develop a plan for the construction of two twelve bed facilities for persons with intellectual disabilities.

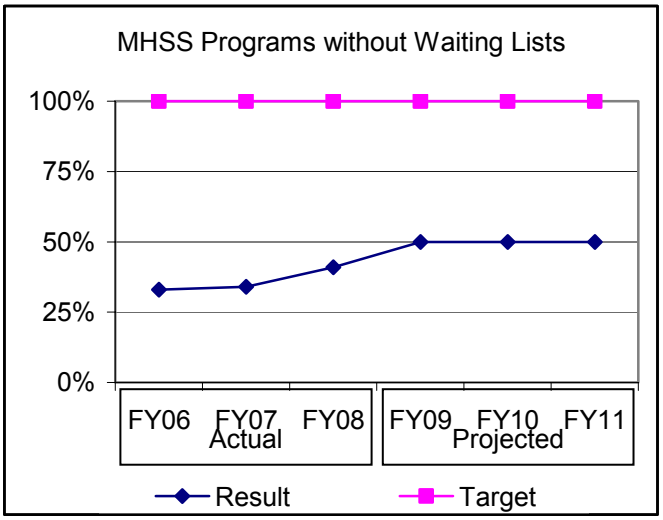
MENTAL HEALTH SUPPORT SERVICES

- The CSB, in partnership with the Community Corrections Department, obtained a grant to finance the Dual Treatment Track service to assist in keeping individuals with serious mental illness out of the jail.
- As demand continues to outweigh the capacity to provide services, citizen wait times continue to increase. For example, children currently wait 40 days to receive counseling services versus the industry standard of 14 days, and an adult who is not in crisis but needs medication to function and maintain a job will wait 60 days for an appointment versus the standard of 30 days.
- There will be service reductions as a result of local and state funding decreases. Prevention services will be reduced to pre-school agencies, weekend services to persons with long term mental illness will be reduced, increased wait for employment services for individuals with intellectual disabilities will occur, and approximately 110 infants needing audiological and speech therapist service will not be served.
- In order to meet FY2010 funding levels, MHSS will eliminate seven full time positions and one part time position. Funding for retiree health care costs has been added to this budget.

FUTURE OUTLOOK

- MHSS will continue to face many challenges as the demand for services continues to increase at a rate higher than that of the revenues available to fund them.
- Over the next few years, staff will establish service and population priorities, continue to look for efficiencies in the system, and continue to explore community partnerships as part of the service continuum.
- In FY2009, MHSS began the software acquisition process for a new information system which, when implemented, will provide the agency with timely information for decision making and improve efficiencies throughout the agency for years to come.

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

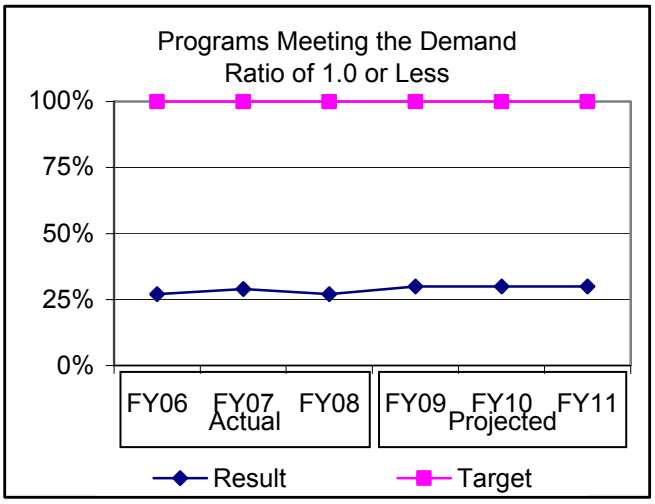


Initiatives

- 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

MENTAL HEALTH SUPPORT 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

INFANT AND TODDLER CONNECTION OF CHESTERFIELD – PART C

DESCRIPTION

The Infant and Toddler Connection of Chesterfield —Part C is a service provided for families and children, birth to age three. MHSS is the local lead agency that administers the program through state and federal funds received through the Department of Mental Health, Mental Retardation, and Substance Abuse Services which is the lead agency for the state. To be eligible for services, infants/ toddlers must have a 25 percent delay in any area of development, such as communication, expressive, receptive, motor, or cognitive skills, and/or atypical development and/or a diagnosed handicapping condition that might result in a delay. Such conditions include Down Syndrome, Spina Bifida, Cleft Palate, Hearing Impairment, Cerebral Palsy, and Fragile X Syndrome.

The Infant and Toddler Connection of Chesterfield provides quality family centered early intervention services such as special instruction, service coordination, and occupational, speech, and physical therapies. These services assist family members in providing supports for their children so that the children can learn to walk either, independently or with an assistive device, talk or use gestures to have their wants and needs met, and play with toys and other children.

MENTAL HEALTH SUPPORT SERVICES

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$571,895	$632,600	$637,100	$643,000	1.6%	$643,000	$643,000	$643,000
Operating	324,458	92,100	96,100	89,600	-2.7%	89,600	89,600	89,600
Capital	0	0	0	0	0.0%	0	0	0
Total	$896,353	$724,700	$733,200	$732,600	1.1%	$732,600	$732,600	$732,600
Revenue	896,353	724,700	733,200	732,600	1.1%	732,600	732,600	732,600
Net Cost	$0	$0	$0	$0	0.0%	$0	$0	$0
FT Pos.	6	6	6	6	0	6	6	6

Note: One position transferred to the Health Department during FY2009. One position transferred from MHSS.

HIGHLIGHTS

- 33 more children, or a participant increase of 10 percent, were seen in FY2008 than in FY2007. This resulted in 465 children who now have a service plan.
- In FY2009 there was a 16 percent increase, or an increase of 379 referrals, over the previous year to the Central Point of Entry which is located at the Part C program.
- Part C partners with both public and private providers in the Greater Richmond area and has identified additional providers with whom it could contract. Five new speech therapy providers have been identified.
- Staff has developed guidelines for providing services for children who have autism or autism spectrum disorder, as well as implementation of community based programs for consumer participation.
- The Part C program continues to be a leader throughout the state for developing program initiatives in meeting the needs of infants and toddlers birth to age three.

FUTURE OUTLOOK

- Approximately 44 percent of the children evaluated have to be seen at a center instead of in their natural environments.
- As demand continues to outweigh the capacity to provide services, the amount of time infants/toddlers have to wait for necessary services continues to increase. Currently, these children wait an average of 61 days to receive early intervention services.
- There is a national shortage of early intervention professionals in occupational, physical, and speech therapies. Consequently, contracting with private providers will continue to be a challenge.

FAMILIES FIRST

DESCRIPTION

The Families First Program is the Chesterfield and Colonial Heights Healthy Families Program. One of 38 Healthy Families sites in Virginia, it is accredited by the national Healthy Families America program, and follows the guidelines of that program model. It is a prevention program serving targeted first-time parents who may be at-risk for poor birth outcomes. The mission is to provide comprehensive family support services that assist parents with raising children who are healthy, well adjusted, and prepared to start school. New parents are assessed for risk factors that could produce poor health or parenting outcomes, such as lack of support, poor

access to medical providers, inadequate income and resources, substance use, and mental health issues.

The program is offered to families before the child is born, and individualized services may continue until the child reaches five years of age. Staff provides information and assistance in linking family members to needed resources, teaching them about monitoring child development, and assisting them in improving their child's abilities as he or she grows. Using research-driven, strength-based curricula, parents learn to plan goals for themselves and their child. The program provides support to this vulnerable population of new parents by enhancing their abilities to thrive in their new roles. Strong healthy families yield strong healthy communities.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$404,008	$443,300	$448,700	$449,700	1.4%	$449,700	$449,700	$449,700
Operating	116,510	86,300	86,300	74,800	-13.3%	74,800	74,800	74,800
Capital	0	0	0	0	0.0%	0	0	0
Total	$520,518	$529,600	$535,000	$524,500	-1.0%	$524,500	$524,500	$524,500
Revenue	500,876	529,600	535,000	524,500	-1.0%	524,500	524,500	524,500
Net Cost	$19,642	$0	$0	$0	0.0%	$0	$0	$0
FT Pos.	9	9	9	9	0	9	9	9

HIGHLIGHTS

- In FY2008, 118 families received 1,201 home visits, 132 families received a risk assessment, and county agencies referred 346 families for screening.
- The program was unable to serve 27 percent of families assessed to be at risk due to full caseloads.
- In FY2008, the program had many successes: 93 percent of the 42 babies born to program participants were over 5.5 pounds and full term; 100 percent of the targeted children were adequately immunized; there were no repeat births to teen parents in the program; and there were no founded cases of child abuse or neglect.
- While 55 percent of families had less than a high school education, at the end of 2008 38 percent of participants were attending school, 16 percent were employed, and 14 percent of those unemployed were seeking a job.
- Staff partnered with other regional Healthy Families programs to produce a video to market the program to parents at the birth of their children and with three other home visitation programs in central Virginia to coordinate services to families who frequently move in and out of the area.
- The average annual cost to deliver Families First services to one family is approximately $4,000.
- Staff continues to achieve significant outcomes in the areas of assisting the participant parents to locate and utilize current resources within the community.

FUTURE OUTLOOK

- Due to the worsening economy, it is likely that the number of referrals of at risk families will significantly increase. Program caseloads are currently operating at capacity and will not be able to assist additional families.
- The families referred to the program are at risk. As service demands increase and service capacity remains static, the overflow will potentially result in an increase in premature births, low birth weight, foster care, residential placement, juvenile justice system, inadequate school readiness, and low academic achievement in this target population.

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 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

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$7,022,859	$7,740,200	$7,823,700	$7,656,100	-1.1%	$7,656,100	$7,656,100	$7,656,100
Operating	3,241,826	3,111,100	3,195,900	3,072,200	-1.3%	3,072,200	3,072,200	3,072,200
Capital	322,873	405,600	244,000	244,400	-39.7%	244,400	244,400	244,400
Total	$10,587,559	$11,256,900	$11,263,600	$10,972,700	-2.5%	$10,972,700	$10,972,700	$10,972,700
Revenue	3,033,767	3,274,200	3,195,400	3,240,800	-1.0%	3,240,800	3,240,800	3,240,800
Net Cost	$7,553,792	$7,982,700	$8,068,200	$7,731,900	-3.1%	$7,731,900	$7,731,900	$7,731,900
FT Pos.	121	123	123	123	0	123	123	123

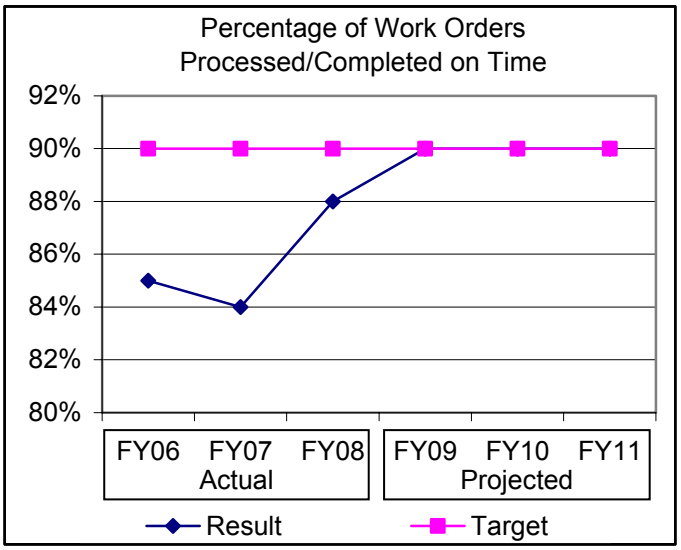
HIGHLIGHTS

- As a part of the countywide effort to reduce total costs for FY2010, the department will make the following service level adjustments: a reduction in game official funding, game day field lining, mowing services at off-site facilities, and operational support for the county fair. In addition to service level adjustments, 53 part-time positions will be impacted.
- Funding of $68,700 has been provided in FY2010 for retiree healthcare benefits.
- The department revenues reflect an increase of fees for adult recreation classes, adult outdoor recreation programs, youth summer camp, teen summer programs, instructional classes, and field preparation and rental.
- The budget reflects county funding for Henricus Historical Park in the amount of $242,050 in FY2010. The cost to operate Henricus is shared with Henrico County and the Henricus Foundation also contributes annually.
- FY2010 capital budget of $244,400 includes funding to purchase new and replacement equipment necessary for the maintenance of grounds.
- The department continues to pursue partnerships with outside businesses and state agencies. Examples of such partnerships included shared use of facilities at Pocahontas State Park and an agreement with the Metropolitan Richmond Sports Backers to create a Chesterfield County sports tourism and sports related special events development plan.
- The department entered into a three year contract with the Chesterfield Baseball Clubs to sponsor the national world series in Chesterfield County beginning in 2009. This event is expected to have a direct economic impact of up to $130,000 per year.

FUTURE OUTLOOK

- A significant challenge for the department in FY2010 and coming years will be 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 $1.9 million in FY2010, and $1.5 million in FY2011 for improvements. Providing adequate funding for park improvements assists in minimizing operating cost increases.
- The number of individuals enrolled in recreation programs in FY2008 increased by 13,357 participants over the FY2007 total of 138,224.
- The number one sports facility shortfall is gym space. In FY2008, 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 FY2015 CIP allocates an additional $1.726M to address gym expansions at school sites.
- The department faces challenges in providing sufficient volunteers and part-time staff to enhance the service offerings for the senior population. Staff is exploring a collaborative effort with local churches to help support areas of the county where recreation facilities are not available for seniors. Funding is provided in the CIP starting in FY2011 to address the shortage of senior centers in the county.

Goal: Maintain Quality Facilities. Supports countywide Strategic Goal 3
Objective: Ensure work orders are completed on time to support departmental functions
Measure: Number of work orders processed and completed on time

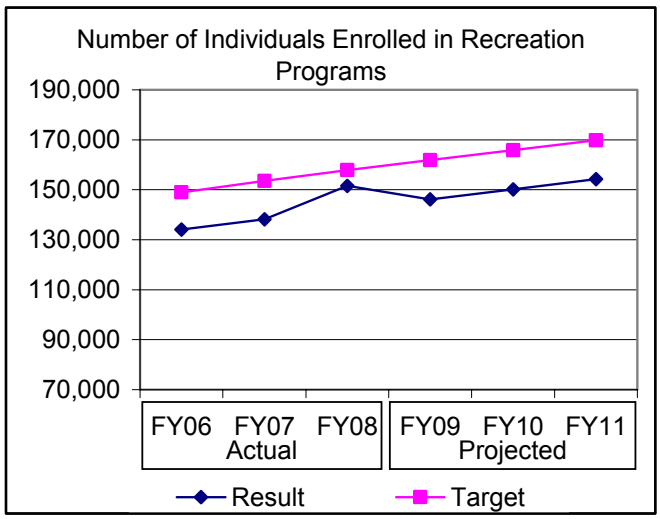


Initiatives

- Training staff on the work order process
- Review open work orders at weekly Chief meetings
- Place realistic due dates on the work orders

PARKS AND RECREATION

Goal: To offer a diverse choice of quality programs. Supports countywide Strategic Goal 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

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 Housing Choice Voucher program.

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.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$9,731,051	$10,620,100	$10,718,200	$10,425,300	-1.8%	$10,425,300	$10,425,300	$10,425,300
Operating	9,487,926	9,829,800	9,839,700	10,032,200	2.1%	10,032,200	10,032,200	10,032,200
Capital	0	0	0	0	0.0%	0	0	0
Total	$19,218,977	$20,449,900	$20,557,900	$20,457,500	0.0%	$20,457,500	$20,457,500	$20,457,500
Revenue	14,908,338	15,331,600	15,395,800	15,363,400	0.2%	15,363,400	15,363,400	15,363,400
Net Cost	$4,310,639	$5,118,300	$5,162,100	$5,094,100	0.0%	$5,094,100	$5,094,100	$5,094,100
FT Pos.	180	180	180	177	-3	177	177	177

Note: One position has been transferred to Victim Witness Program during FY2009

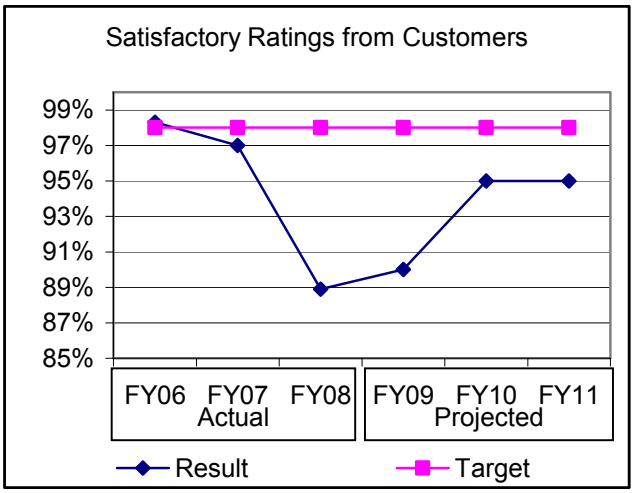
HIGHLIGHTS

- An integrated intake team was formed during FY2009 to provide citizens with the ability to apply for all agency services in one location. This pilot initiative will prevent applicants from having to see multiple employees to apply for various programs in the same agency. Furthermore, this initiative allows for a more comprehensive assessment of the needs of each customer and referrals to community resources as appropriate.
- The department will have a decrease of $211,900 in personnel costs as part of a countywide effort reduction to meet budget limitations based on projected revenues in FY2010. In order to meet FY2010 funding levels, Social Services will eliminate two full time positions. Funding for retiree health care costs has been added to this budget.
- An increase in operating expenses of $202,400 is anticipated in FY2010 due to increases in application requests for program services provided within the Social Services Benefit Payment Allotment program. The anticipated increase is fully funded by federal revenue.
- The department continues to be seen as a leader among local social service departments. While caseloads are notably large, the agency has continued to meet state and federal timeliness and accuracy targets.

FUTURE OUTLOOK

- The need for additional office space continues to be a critical issue. The Smith-Wagner Building Expansion/Renovation project, which is funded in the Capital Improvement Program, is in progress and will provide the necessary workspace required. Once completed, this project will enhance overall customer service for citizens as they will no longer have to visit multiple locations for services.
- State and local social services technological capabilities are limited in their abilities to deliver efficient services. However, in FY2010, Technology Improvement Project funds will be used to address this issue.

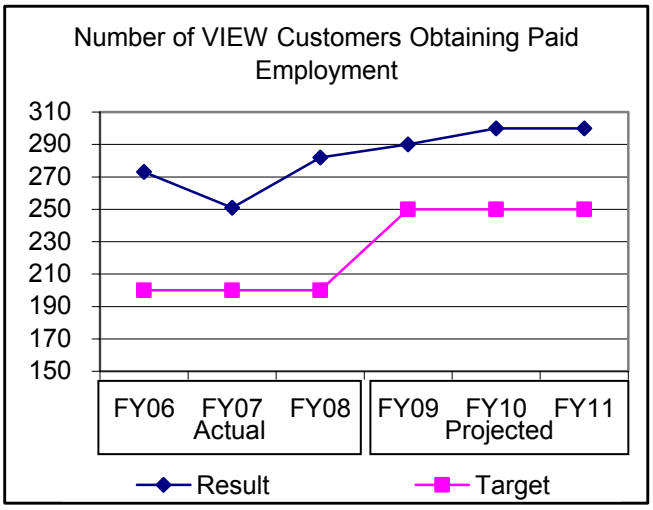
Goal: Exceed customer expectations. Supports countywide Strategic Goal 2
Objective: Gather productive feedback from external customers
Measure: Percentage of satisfactory ratings from customers



Initiatives

- Issuance of customer survey cards
- Customer service improvement projects

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 VIEW customers obtaining paid employment through initiatives



Initiatives

- Job readiness course
- Transportation initiative with the City of Richmond, Henrico, and Hanover Counties (C-VAN)

VICTIM WITNESS

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. 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 claims filing 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 Assistance Program is to alleviate, to whatever degree possible, the confusion, pain, and suffering of innocent victims of violent crime occurring in Chesterfield County.

The Victim/Witness Assistance 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 combinations of federal Victims of Crime Act (VOCA) funds, the Virginia Crime Victim-Witness Fund, state general funds, and local funds. Of eight full-time employees, three are devoted exclusively to the provision of services to victims of violent felony crime; three to victims of domestic violence, and one to victims of sexual assault. The office has one senior accounting technician to handle all administrative needs. Chesterfield County currently provides funding for that position, as well as some additional funding for operating expenses and personnel expenses not covered by the DCJS grant.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$402,396	$444,100	$451,500	$436,300	-1.8%	$436,300	$436,300	$436,300
Operating	23,449	36,300	33,700	44,100	21.5%	44,100	44,100	44,100
Capital	0	0	0	0	0.0%	0	0	0
Total	$425,845	$480,400	$485,200	$480,400	0.0%	$480,400	$480,400	$480,400
Revenue	298,696	275,200	275,200	276,400	0.4%	276,400	276,400	276,400
Net Cost	$127,149	$205,200	$210,000	$204,000	-0.6%	$204,000	$204,000	$204,000
FT Pos.	8	8	8	8	0	8	8	8

Note: One position transferred from Social Services during FY2009.

HIGHLIGHTS

- Although the Victim/Witness Assistance Program is mandated by the state, sufficient funding for the program is never a guarantee. With the current economic downturn and state budget cuts, the amount of the FY2010 grant funding for the program will remain uncertain until the grant is actually awarded in June 2009.
- In FY2008, the county funded almost 30 percent of this program. The county funds one full time staff position, all operational costs, and supplements the personnel costs of the other staff members.
- In FY2008, the Victim/Witness Assistance Program provided 20,946 specific, direct services to 2,115 citizens of Chesterfield County who became innocent victims of crime. The current caseload significantly exceeds the state average and continues to grow.

- Staffing levels in this department continue to be a challenge due to the growing workload demand. The department received a ninth full-time position during FY2009, however, that position is being eliminated in FY2010.

FUTURE OUTLOOK

- The Victim/Witness Assistance Program strives hard to provide needed services, which are mandated by the state legislature, to innocent victims of crime. It has become increasingly difficult to simultaneously provide the quantity of services needed while maintaining outstanding customer service.
- Changes in local demographics present ever-increasing challenges to the provision of services, particularly to non-English speaking victims. The Victim/Witness Assistance Program is fortunate to have one employee who is fully English/Spanish bilingual; however, the number of victims requiring interpreter services has quadrupled since FY2007.

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.

VJCCCA funds support programs and services in the Court Service Unit, Juvenile Detention Home and Youth Group Home. In 2008, 445 young offenders received services funded through VJCCCA programs.

COURT SERVICE UNIT

The Court Service Unit (CSU) operated three VJCCCA programs – the first offender program, substance abuse services, and the family resource program. Through the first offender program, young offenders are assessed to determine risk level and service needs. Based on assessment results, youths receive services that meet their needs and reduce the risk of further criminal justice involvement. The substance abuse services program provides intensive supervision, support, and treatment services for youths with substance abuse issues, who are not appropriate for more intensive services. The family resource program was designed to address the needs of first-time offenders with minor offenses. The program holds the offender accountable while improving behavior and family functioning through referral to community resources and up to 90 days of case management support.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$136,636	$168,500	$170,200	$170,200	1.0%	$170,200	$170,200	$170,200
Operating	1,227	300	0	0	-100.0%	0	0	0
Capital	0	0	0	0	0.0%	0	0	0
Total	$137,863	$168,800	$170,200	$170,200	0.8%	$170,200	$170,200	$170,200
Revenue	137,863	168,800	170,200	170,200	0.8%	170,200	170,200	170,200
Net Cost	$0	$0	$0	$0	0.0%	$0	$0	$0
FT Pos.	5	5	5	5	0	5	5	5

JUVENILE DETENTION HOME

The Juvenile Detention Home (JDH) manages a weekend community service program and a home incarceration program. The Home Incarceration Program is an alternative to secure detention that costs approximately one quarter the cost of secure detention.

VIRGINIA JUVENILE COMMUNITY CRIME CONTROL ACT

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$260,477	$312,800	$312,200	$309,000	-1.2%	$309,000	$309,000	$309,000
Operating	55,085	47,900	48,500	51,700	7.9%	51,700	51,700	51,700
Capital	0	0	0	0	0.0%	0	0	0
Total	$315,562	$360,700	$360,700	$360,700	0.0%	$360,700	$360,700	$360,700
Revenue	325,011	360,700	360,700	360,700	0.0%	360,700	360,700	360,700
Net Cost	-$9,449	$0	$0	$0	0.0%	$0	$0	$0
FT Pos.	6	6	6	5	-1	5	5	5

Note: One position transferred to Extension Services during FY2009.

YOUTH GROUP HOME

The Chesterfield Youth Group Home served 45 delinquent youths in a safe, secure environment where they improved behaviors and learned independent living skills.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$785,502	$802,500	$809,300	$822,300	2.5%	$822,300	$822,300	$822,300
Operating	139,010	107,700	105,500	105,500	-2.0%	105,500	105,500	105,500
Capital	0	0	0	0	0.0%	0	0	0
Total	$924,512	$910,200	$914,800	$927,800	1.9%	$927,800	$927,800	$927,800
Revenue	459,512	436,900	435,600	435,600	-0.3%	435,600	435,600	435,600
Net Cost	$465,000	$473,300	$479,200	$492,200	4.0%	$492,200	$492,200	$492,200
FT Pos.	10	10	10	10	0	10	10	10

HIGHLIGHTS

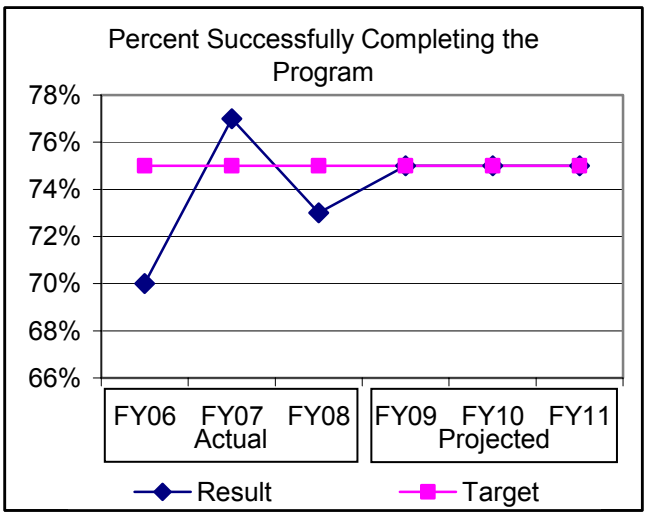
- The Court Service Unit had 73 percent of the participants in the programs complete their services successfully in FY2008.
- The Juvenile Detention Home had 169 participants in the Weekenders Program which provided work for the county parks and recreation department, in particular, valued at $47,520.
- One hundred eighteen youths participated in the home incarceration program in FY2008; 95 percent of the program participants did not incur any additional charges while in the program.
- In 2008 the Youth Group Home had 78 percent of the participants successfully complete the program.
- The Youth Group Home partnered for the 12th year with Pocahontas State Park to provide 1,800 hours of community service. Fifteen youths and three supervisors from the group home completed several trails and planted 250 plants in an area where a trail was rerouted to correct erosion problems.

VIRGINIA JUVENILE COMMUNITY CRIME CONTROL ACT

FUTURE OUTLOOK

- Programs will experience funding challenges in FY2010 and, in fact, may experience a funding decrease, depending on the outcome of state revenues.
- A number of strategies have been implemented to address funding reductions; reduction in funding for part-time staffing hours at the Youth Group Home, holding the family resource coordinator position vacant, and suspending that program, reduction of funding for a full-time staff position for the home incarceration program, and holding the administrative secretary position at the Youth Group Home vacant.
- The Youth Group Home is approximately 18 years old and building mechanical systems are in need of replacement. With assistance from General Services, staff has developed a plan for the systematic, phased replacement of aging infrastructure and begun implementation of the plan.
- Staff will continue efforts to improve services, and adjust services based on population needs, utilize other sources of revenue, and ensure that the county continues to get the most benefit from VJCCCA funds.

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

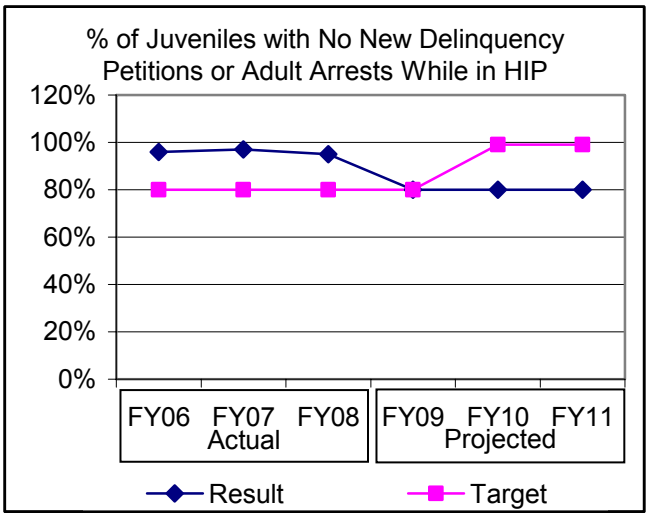
- Family Resource Program
- First Offender Program
- Substance Abuse Services Program

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 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



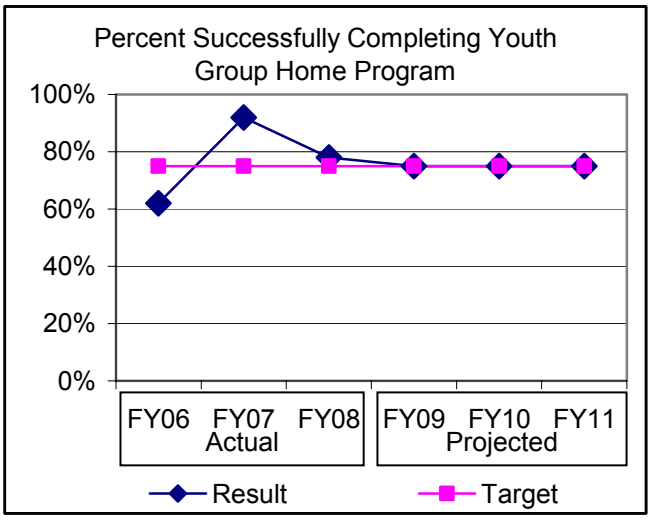
Initiatives

- Careful screening prior to program placement
- Monitoring process
- Daily staff contact and follow-up

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

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 assets that 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, an advisory board comprised of community youths and adults, guides the work of the department.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$283,279	$309,900	$312,400	$301,100	-2.8%	$301,100	$301,100	$301,100
Operating	35,779	40,500	40,400	39,100	-3.5%	39,100	39,100	39,100
Capital	0	0	0	0	0%	0	0	0
Total	$319,058	$350,400	$352,800	$340,200	-2.9%	$340,200	$340,200	$340,200
Revenue	10,118	11,500	11,500	11,500	0.0%	11,500	11,500	11,500
Net Cost	$308,939	$338,900	$341,300	$328,700	-3.0%	$328,700	$328,700	$328,700
FT Pos.	4	4	4	4	0	4	4	4

HIGHLIGHTS

- In 2008, Chesterfield County was selected for a third time as "One of the 100 Best Communities for Young People." The award was based on an evaluation of the community's efforts to fulfill five essential promises critical to the well-being of young people - 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.
- Youth Planning and Development partnered with Substance Abuse Free Environment Inc. (SAFE Inc.) to implement a communitywide, innovative inhalant-abuse prevention initiative. Results of a follow up survey conducted in 2007 demonstrated a 44 percent reduction in inhalant abuse.
- In 2008, 165 community volunteers contributed more than 1,200 hours of service for the department.
- Increased opportunities are becoming available for the Youth Services Citizen Board to engage in leadership and community service activities through mini-forums and collaboration with community non-profit youth-serving organizations.
- The department reduced the part-time work force by 40 percent and delayed computer replacement to meet requested budget reductions.

FUTURE OUTLOOK

- Youth Planning and Development will continue to focus on the issues important to the community and on being proactive in addressing community needs.

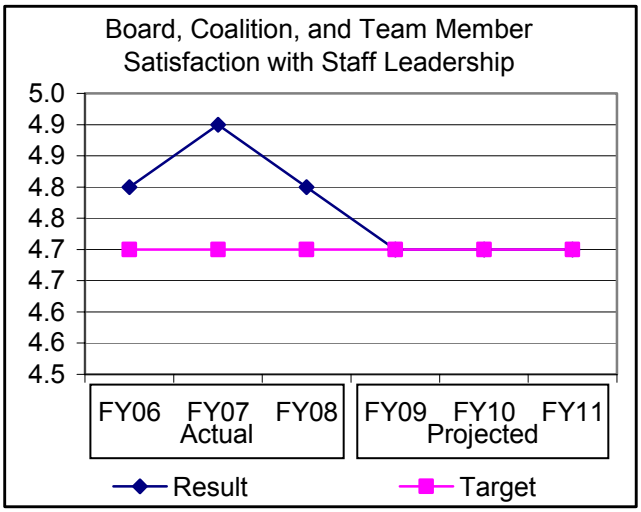
YOUTH PLANNING AND DEVELOPMENT

- Efforts to facilitate citizen access to information and resources will continue. Additional low-cost opportunities to utilize the Web and other technology resources to provide information that meets the needs of community youths and families will be evaluated.
- To sustain the community's reduction in inhalant abuse, a comprehensive training curriculum has been developed and individuals have been trained so that each school may provide comprehensive, ongoing training.

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)



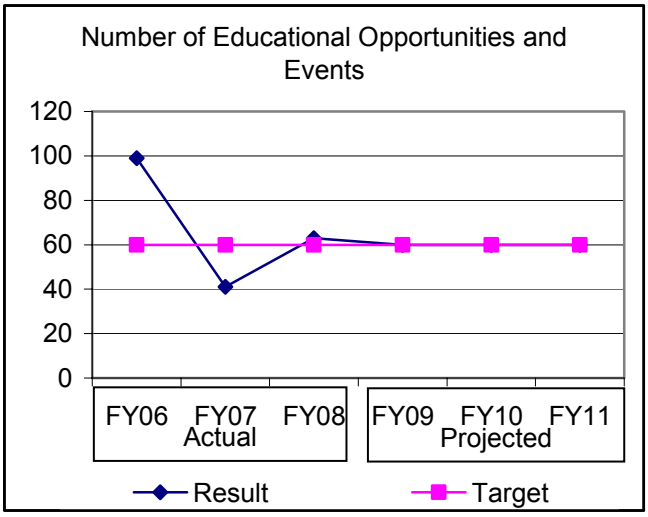
Initiatives

- Partnership for Youth, Youth Services Citizen Board, SAFE Inc. Board

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

YOUTH GROUP HOME GRANT - USDA

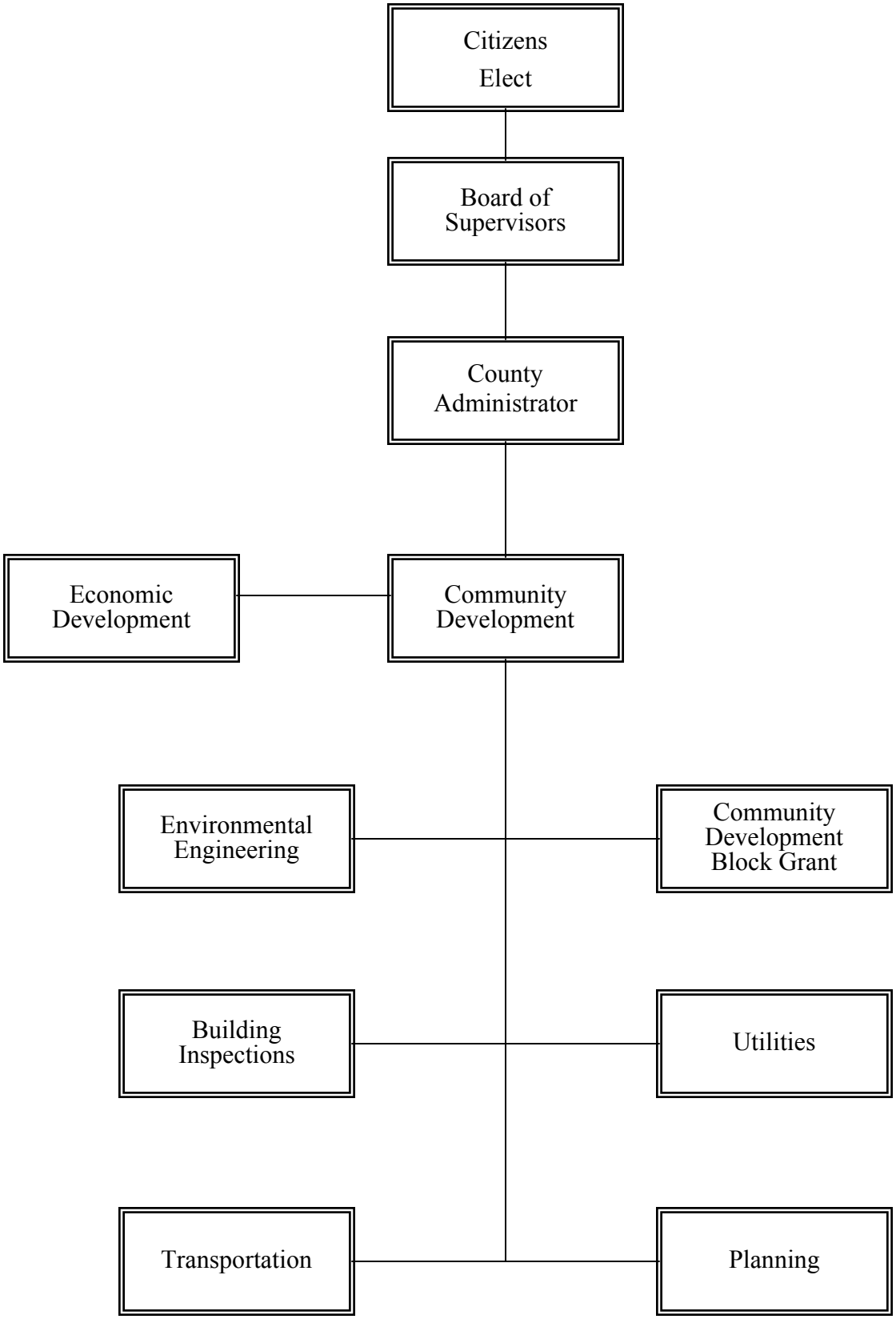
DESCRIPTION

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 FY2010.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$0	$0	$0	$0	0.0%	$0	$0	$0
Operating	2,245	8,200	8,200	8,200	0.0%	8,200	8,200	8,200
Capital	0	0	0	0	0.0%	0	0	0
Total	$2,245	$8,200	$8,200	$8,200	0.0%	$8,200	$8,200	$8,200
Revenue	3,999	8,200	8,200	8,200	0.0%	8,200	8,200	8,200
Net Cost	-$1,754	$0	$0	$0	0.0%	$0	$0	$0
FT Pos.	0	0	0	0	0	0	0	0

COMMUNITY DEVELOPMENT



COMMUNITY DEVELOPMENT

GENERAL FUND	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amendments	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Administration	$1,114,936	$1,185,000	$1,196,300	($86,800)	$1,109,500	-6.4%	$1,109,500	$1,109,500	$1,109,500
Building Inspections	5,248,322	5,656,400	5,670,600	(326,900)	5,343,700	-5.5%	5,343,700	5,343,700	5,343,700
Economic Development	1,850,333	1,987,100	1,996,700	(102,600)	1,894,100	-4.7%	1,894,100	1,894,100	1,894,100
Environmental Engineering	4,709,336	4,708,500	4,761,600	(941,400)	3,820,200	-18.9%	3,820,200	3,820,200	3,820,200
Planning	4,332,301	4,757,700	4,793,100	(614,300)	4,178,800	-12.2%	4,178,800	4,178,800	4,178,800
Transportation	1,098,032	1,231,900	1,237,900	(96,300)	1,141,600	-7.3%	1,141,600	1,141,600	1,141,600
TOTAL GENERAL FUND	**$18,353,259**	**$19,526,600**	**$19,656,200**	**($2,168,300)**	**$17,487,900**	**-10.4%**	**$17,487,900**	**$17,487,900**	**$17,487,900**

COMMUNITY DEVELOPMENT

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amendments	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
SPECIAL REVENUE FUND									
Community Development Block Grant	$825,711	$1,913,400	$1,913,400	($131,700)	$1,781,700	-6.9%	$1,781,700	$1,781,700	$1,781,700
TOTAL SPECIAL REVENUE FUND	**$825,711**	**$1,913,400**	**$1,913,400**	**($131,700)**	**$1,781,700**	**-6.9%**	**$1,781,700**	**$1,781,700**	**$1,781,700**
ENTERPRISE FUND									
Utilities	$109,015,165	$157,004,500	$122,834,100	$13,223,000	$136,057,100	-13.3%	$102,209,600	$101,858,900	$118,111,100
TOTAL ENTERPRISE FUND	**$109,015,165**	**$157,004,500**	**$122,834,100**	**$13,223,000**	**$136,057,100**	**-13.3%**	**$102,209,600**	**$101,858,900**	**$118,111,100**

COMMUNITY DEVELOPMENT ADMINISTRATION

DESCRIPTION

Community Development Administration provides direction, management, and coordination of the county's development through the Departments of Building Inspection, Planning, Environmental Engineering, Utilities, Transportation, Economic Development, 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

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$872,916	$878,000	$882,800	$846,200	-3.6%	$846,200	$846,200	$846,200
Operating	242,020	307,000	313,500	263,300	-14.2%	263,300	263,300	263,300
Capital	0	0	0	0	0.0%	0	0	0
Total	$1,114,936	$1,185,000	$1,196,300	$1,109,500	-6.4%	$1,109,500	$1,109,500	$1,109,500
Revenue	190,645	118,800	118,800	118,800	0.0%	118,800	118,800	118,800
Net Cost	$924,291	$1,066,200	$1,077,500	$990,700	-7.1%	$990,700	$990,700	$990,700
FT Pos.	8	8	8	7	-1	7	7	7

Note: The position count for Community Development Admin. has been restated beginning in FY2008 to include one authorized position.

HIGHLIGHTS

- During FY2009, Community Development handled one of its highest volumes of calls for assistance from businesses and citizens. These calls were directed to this office by business leaders, citizen groups, county departments, Board members, and the County Administrator's office. The department also worked directly with the Police Department in resolving three neighborhood disputes in a peaceful manner.
- Community Development, working with other agencies, successfully helped relocate over 270 families from the Americana Trailer Park, as well as assisting other citizens with housing and economic needs.
- Community Development pulled together the first ever Multicultural Advisory Commission. This commission, created by the Board of Supervisors, consists of 12 members to advise the Board of Supervisors on improving cross-cultural understanding and communications.
- Community Development successfully completed one of the best Black History programs to date, raising over $210,000 and bringing the event to over 12,000 citizens.
- The department represents the county on the Base Realignment and Closing (BRAC) Steering Committee which developed the Ft. Lee Growth Impact Report. The department also participates on the BRAC Planning Committee, leading a regional effort to provide guidance and training to businesses in order to assist them in acquiring federal contracts due to the expansion of Fort Lee.
- Reductions to Community Development Administration's FY2010 budget prompted the department to reduce its current workforce by one position and realign its remaining funds more closely with operational priorities.

- To cover the healthcare costs for the department's retirees, $10,500 has been added to the department's base budget.

FUTURE OUTLOOK

- As the economy continues to experience challenges in future years, the division's processes will continue to be evaluated for improvement and cost saving efficiencies.
- Departments within the division will re-evaluate their processes so that businesses can speed up the review of their plans through on-line submissions. The department will continue to encourage efforts to attract new businesses and expand existing businesses.
- Under the direction of Community Development Administration, ***The Plan for Chesterfield*** is under development. This plan will take a comprehensive look at the way the county should grow and look over the next 20 years. It will also combine the county's 8 existing plans.
- The division will oversee the search for additional water resources and funding for the Meadowville Interchange.
- Through CDBG, the division will help county citizens seek counseling and emergency funds as they deal with home foreclosures.
- Community Development Administration will oversee the coordination of the division departments to develop initiatives to revitalize the county's older neighborhoods. As part of that initiative, the Office of Revitalization will be hosting the ***10th Annual Virginia Statewide Neighborhood Conference*** in September of 2009. This conference will attract over 500 participants from throughout the state and will showcase the results of the county's efforts to renew the more established business corridors and older neighborhoods.

BUILDING INSPECTION

DESCRIPTION

The mission of the Building Inspections Department 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 in the code, the department accepts permit applications, reviews those applications for compliance with the VUSBC and issues permits when the proposed work is compliant. As part of the permit process, applications are routed to other Chesterfield County reviewing departments for approval to proceed. Also, Building Inspection conducts on-site inspections for compliance of projects at different phases of construction; certificates of occupancy are issued when buildings are ready to occupy. In addition, Building Inspection is responsible for complaint-based enforcement of the provisions of the Virginia Property Maintenance Code and the county's blight ordinance.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$4,563,450	$4,727,300	$4,772,300	$4,357,100	-7.8%	$4,357,100	$4,357,100	$4,357,100
Operating	676,141	929,100	898,300	892,600	-3.9%	892,600	892,600	892,600
Capital	8,731	0	0	94,000	0.0%	94,000	94,000	94,000
Total	$5,248,322	$5,656,400	$5,670,600	$5,343,700	-5.5%	$5,343,700	$5,343,700	$5,343,700
Revenue	4,268,525	5,549,800	5,610,400	3,607,200	-35.0%	3,607,200	3,607,200	3,607,200
Net Cost	$979,797	$106,600	$60,200	$1,736,500	1529.0%	$1,736,500	$1,736,500	$1,736,500
FT Pos.	72	72	72	63	-9	63	63	63

HIGHLIGHTS

- At the request of the Board of Supervisors, Building Inspection will begin two new programs in FY2010: Proactive Code Enforcement and Rental Housing Inspection. The programs will work actively to prevent blight and deterioration in neighborhoods within the county and will generate an estimated $120,000 in revenue.
- With the slow down in new construction, the Building Inspection staff has shifted its focus to identifying construction projects that have occurred or are occurring without required permits. The staff aims to improve the safety of the construction sites and to collect unpaid permit fees by bringing the construction projects in compliance with required permits and building inspections.
- Continued weakness in construction activity – both commercial and residential – has lowered the department's revenue outlook for FY2010.
- In order to meet FY2010 funding levels, the Building Inspection Department has eliminated nine vacant, full-time positions.
- To cover retiree health care costs, $42,500 has been added to the department's budget.

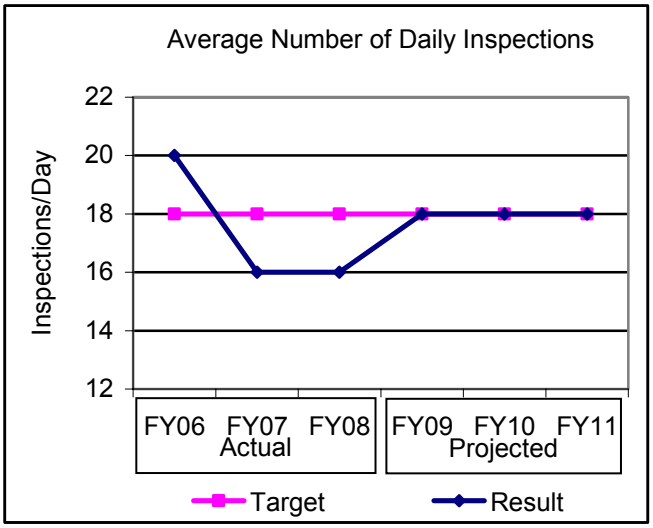
FUTURE OUTLOOK

- The department will continue to focus on cross-training staff. The majority of the department's technical staff is cross-trained in multiple trades which provide flexibility in meeting varying workload demands.

BUILDING INSPECTION

- In attempts to stimulate the economy, the federal and state governments will emphasize energy conservation in new and existing buildings through the use of state building codes and, potentially, federal legislation. This may impact plan review and inspection workloads and create training needs as new energy conservation provisions are enacted.

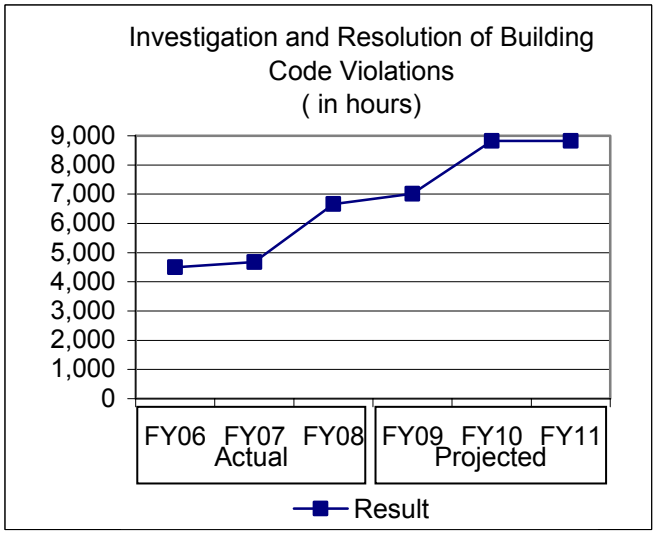
Goal: Effectively balance workload demands and customer needs with fiscal responsibilities. Supports Building Inspection Goal 6
Objective: Effectively use funds and resources
Measure: Average number of daily inspections



Initiatives

- Certify inspectors in erosion control and sediment inspections
- Perform erosion control and sediment inspections on behalf of Environmental Engineering
- Meet the state requirement to perform erosion and sediment inspections every two weeks until construction is completed

Goal: Effectively enforce the Virginia Uniform Statewide Building Code and applicable Chesterfield County Ordinances when violations are discovered
Objective: Investigate and assist in the resolution of identified building code violations
Measure: Amount of time devoted to investigating and resolving building code violations



Initiatives

- Identify structures built without permits
- Inspect structures built without proper permits to protect citizen safety and building integrity
- Respond to citizens' complaints within two working days

COMMUNITY DEVLOPMENT BLOCK GRANT

DESCRIPTION

The Community Development Block Grant Office administers the Community Development Block Grant (CDBG), the American Dream Down Payment 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).

CDBG 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 HOME Program's primary purpose is to increase the supply of decent, affordable housing for low and very low-income families and individuals. Program funds may be used for new housing construction, housing rehabilitation, rental rehabilitation, and first time home ownership opportunities. 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

	FY2008 Actual	FY2009 Adopted[1]	FY2010 Approved	FY2010 Amended[1]	Change FY2009 to FY2010	FY2011 Projected[2]	FY2012 Projected[2]	FY2013 Projected[2]
Expenditures:								
Administration		$304,900		$303,800	-0.4%			
Code Enforcement		149,000		140,200	-5.9%			
Economic Development		218,000		293,800	34.8%			
Housing		1,266,300		468,000	-63.0%			
Public Facilities/Improv.		285,000		391,200	37.3%			
Public Service		186,000		184,800	-0.6%			
Unallocated		52,000		70,700	36.0%			
Total	$825,711	$2,461,200	$1,913,400	$1,852,500	-24.7%	$1,781,700	$1,781,700	$1,781,700
Revenue:								
CDBG Grant		$1,240,200	$1,240,200	$1,255,800	1.3%	$1,255,800	$1,255,800	$1,255,800
HOME/ADDI Grants		478,000	478,000	525,900	10.0%	525,900	525,900	525,900
Program Income		195,200	195,200	0	-100.0%	0	0	0
Reprogrammed Funds		547,800	0	70,800	-87.1%	0	0	0
Total	$825,711	$2,461,200	$1,913,400	$1,852,500	-24.7%	$1,781,700	$1,781,700	$1,781,700
FT Pos.	4	4	4	4	0	4	4	4

[1]Includes reprogrammed funds of $547,800 in FY2009 and $70,800 in FY2010 that were already appropriated.

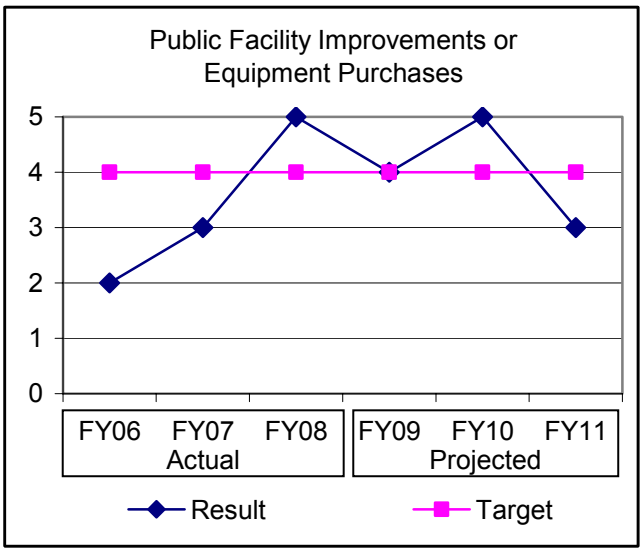
[2]Allocation of funds among categories will be determined during future budget deliberations.

COMMUNITY DEVLOPMENT BLOCK GRANT

Activity	FY2010 Amended
Ampthill Seniors Program	$6,000
Bensley Community Center	51,300
Bensley Elementary Extended Day Program	10,000
CDBG Administration	251,200
Chalkley After School Program	6,000
Chesterfield Avenue Enhancement Project	125,000
Chesterwood Drainage Project	102,500
Communities In Schools-At Risk Youth Program	20,000
Economic Development Revitalization Coordinator	90,800
Emergency Home Repair-CDBG	48,000
Ettrick Community Center	57,500
Ettrick Park New Roadway	68,600
Friends Association Job Training & Placement	25,000
Jefferson Davis Association Streetscape Improvement	95,000
Jefferson Davis Business Incubator-Biz Works	178,000
Metropolitan Boys & Girls Club-SMART Girls Program	10,000
Pro-Active Code Compliance	140,200
Youth Programs	24,000
Unallocated	17,500
Subtotal CDBG	**$1,326,600**
Elder Homes Corp-Housing Rehabilitation	135,000
CDBG Housing Rehabilitation	135,000
HOME Administration	52,600
HOME Down Payment Assistance	50,000
Southside Development CHDC -CHDO	100,000
Unallocated	53,300
Subtotal HOME	**$525,900**
Total	**$1,852,500**

COMMUNITY DEVLOPMENT BLOCK GRANT

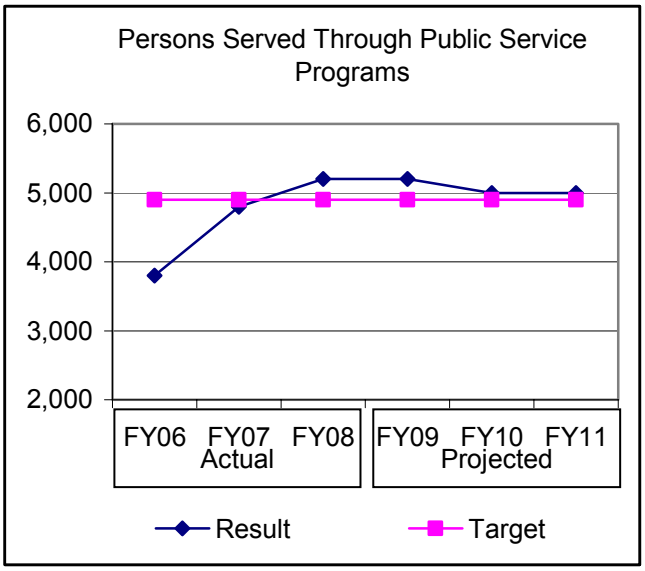
Goal: Improve community development conditions in low and moderate-income communities. Supports countywide Strategic Goals 1 and 3
Objective: Provide public facilities improvements and equipment for low to moderate-income communities
Measure: Number of public facility improvements or equipment purchases completed



Initiatives

- Small business assistance program
- Infrastructure improvements
- Purchase of public safety equipment
- Creation of public facilities
- Citizen Review Committee

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

ECONOMIC DEVELOPMENT

DESCRIPTION

The Department of Economic Development is responsible for the recruitment of new and expanding businesses to Chesterfield County. This department also strives to create and maintain a stable and diverse business structure so that adequate county services can be provided without a disproportionate tax burden on residents. Additionally, the department assists businesses and industries already located in the county and works to improve the local business climate by working with the Board of Supervisors, regulatory agencies, and other service departments. Economic Development is also responsible for administering the county's local Enterprise Zone Program in conjunction with the Virginia Department of Housing and Community Development.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$945,231	$1,095,800	$1,101,600	$1,076,400	-1.8%	$1,076,400	$1,076,400	$1,076,400
Operating	905,102	891,300	895,100	817,700	-8.3%	817,700	817,700	817,700
Capital	0	0	0	0	0.0%	0	0	0
Total	$1,850,333	$1,987,100	$1,996,700	$1,894,100	-4.7%	$1,894,100	$1,894,100	$1,894,100
Revenue	857	0	0	0	0.0%	0	0	0
Net Cost	$1,849,476	$1,987,100	$1,996,700	$1,894,100	-4.7%	$1,894,100	$1,894,100	$1,894,100
FT Pos.	12	12	12	11	-1	11	11	11

Note: One position transferred from Community Development Block Grant Office during FY2008 that was not previously reflected here.

HIGHLIGHTS

- Despite the current economic slowdown, the department experienced a notable increase in prospect activity. Activity reached record levels in the fall of 2008, with staff managing as many as 150 projects. Accordingly, companies announced $138.4 million in new capital investment in 2008 – more than double the amount announced during 2007.
- The Business Expansion Incentive Fund was established to provide support to expanding companies already doing business in Chesterfield County. In addition, 126 existing companies were visited through the Business First Chesterfield outreach program during 2008 in order to identify strategies to help improve the local business climate.
- The department helped to launch a “Breakfast with the Buyer” program to create an opportunity for small and minority-owned companies to meet the county’s purchasing agents. As a result, Chesterfield County did a record amount of business in 2008 with local small and minority-owned businesses.
- Going forward, however, the department will be challenged to maintain its current level of service due to a sizable reduction in marketing resources in the FY2010 budget. The department has also reduced staffing by one full-time position in an effort to meet FY2010 funding levels.

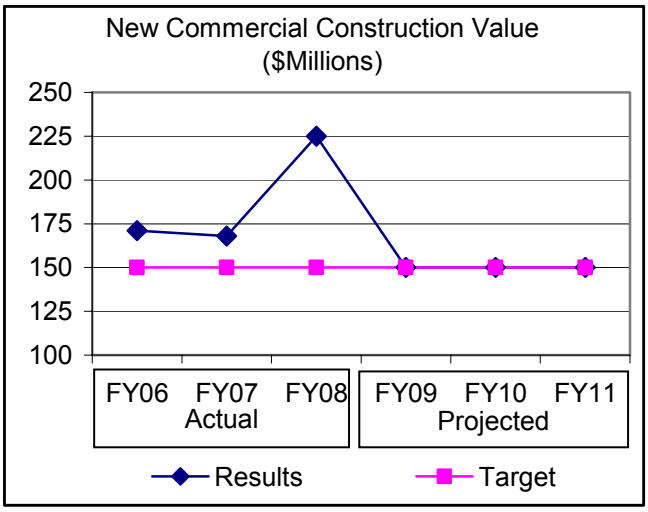
FUTURE OUTLOOK

- The development of Meadowville Technology Park (MTP) continues to be a top priority. The construction of the interchange at Interstate 295 and Meadowville Road is essential to the development of the park, though the quest to identify sufficient funding to construct the full, cloverleaf interchange remains a challenge. Accordingly, current plans call for a less expensive diamond interchange which should allow the county to at least begin this important project that will provide direct access to MTP.

ECONOMIC DEVELOPMENT

- The Watkins Centre, the county's newest high-end, mixed-use development is well underway with the completion of the Village Bank headquarters. Once complete, the area will provide $600 million in new investment and be a major employment center for the county. The complex will include retail stores, a cinema, an office park, as well as some light industrial uses. Portions of the retail sector along with the theatre are scheduled for opening in the spring of 2009.

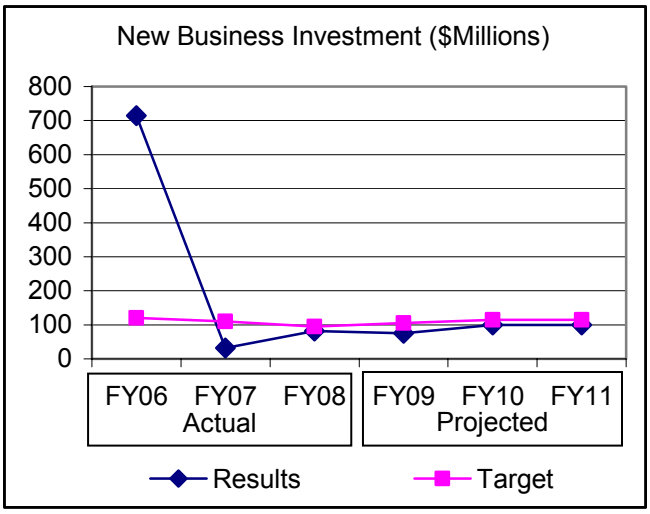
Goal: To expand the commercial and industrial tax base by successfully locating desired business and industry through varied marketing activities. Supports Strategic Goals 1 and 6.
Objective: To locate new industries to Chesterfield County
Measure: Value of new commercial construction in Chesterfield County each year as tracked by the Chesterfield County Economic Development Department



Initiatives

- Increase number of existing firms visited in order to identify expansion opportunities.
- Attend trade shows, events and marketing missions focused on target industries.
- Market the Enterprise Zone program to stimulate capital investment and job creation in those distressed areas.
- Continue to implement infrastructure projects in keeping with the Meadowville Technology Park Master Plan

Goal: To expand the commercial and industrial tax base by successfully locating desired business and industry through varied marketing activities. Supports Strategic Goals 1 and 6.
Objective: To locate new industries to Chesterfield County
Measure: Value of new business investment in Chesterfield County each year as tracked by the Chesterfield County Economic Development Department



Initiatives

- Increase number of existing firms visited in order to identify expansion opportunities.
- Attend trade shows, events and marketing missions focused on target industries.
- Market the Enterprise Zone program to stimulate capital investment and job creation in those distressed areas.
- Continue to implement infrastructure projects in keeping with the Meadowville Technology Park Master Plan

ENVIRONMENTAL ENGINEERING

DESCRIPTION

The Department of Environmental Engineering is comprised of seven divisions: Administration, Drainage Maintenance Operations, Street Signs, Best Management Practices Maintenance, Plans Review, Water Quality Programs, and Construction Inspections. Functions of these divisions include implementing a comprehensive water quality program, fabricating and installing street signs, performing erosion and sediment control inspections and enforcement for all construction projects in the county, maintaining drainage facilities, and reviewing residential and commercial development plans for erosion and sediment control, road construction, and compliance with other county ordinances and regulations.

In the last third of FY2009, the entire Geographic Information Services (GIS) division, which has been a section of Environmental Engineering since its inception in 1989, is being transferred from Environmental Engineering to Information Systems Technology (IST). The impact of this move on the department in terms of the plan review/program administration process is not yet known. This transfer was due to an interdepartmental team study and recommendation to treat GIS as a countywide system with the goal of maximizing its integration with other systems and databases and advancing its use and capabilities in county operations. Since IST already has processes in place for project and change management, data integrity, and other information technology procedures, it is better equipped to provide a basis for standardization of GIS technology across the organization.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$3,817,062	$4,056,600	$4,104,000	$3,229,800	-20.4%	$3,229,800	$3,229,800	$3,229,800
Operating	792,743	605,900	613,700	550,400	-9.2%	550,400	550,400	550,400
Capital	99,531	46,000	43,900	40,000	-13.0%	40,000	40,000	40,000
Total	$4,709,336	$4,708,500	$4,761,600	$3,820,200	-18.9%	$3,820,200	$3,820,200	$3,820,200
Revenue	1,086,678	785,700	785,700	389,800	-50.4%	389,800	389,800	389,800
Net Cost	$3,622,659	$3,922,800	$3,975,900	$3,430,400	-12.6%	$3,430,400	$3,430,400	$3,430,400
FT Pos.	67	67	67	53	-14	53	53	53

Note: Eight positions transferred to Information Systems Technology during FY2009.

HIGHLIGHTS

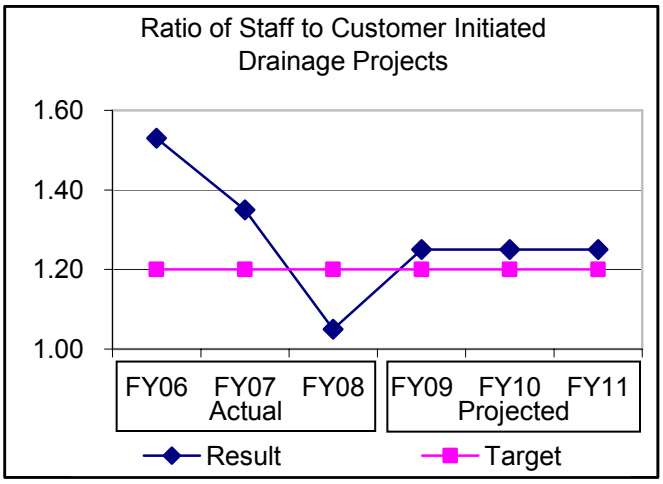
- During FY2008-2009, GIS staff rewrote the Land Disturbance Permitting system, now called the Program Administration Status System. Rewriting the system in-house saved time and money and will substantially improve the department's ability to report plans review and project inspections compliance status to the state Department of Conservation and Recreation (DCR).
- Through an interdepartmental initiative, Building Inspectors are being trained and certified as Erosion and Sediment Control Inspectors. By increasing the number of certified inspectors, the county will be better able to meet the DCR-mandated inspection frequency requirements for single family residential projects.
- Water Quality staff has completed three of the four identified steps needed to protect the Swift Creek Reservoir and meet upcoming regulatory challenges. The final step, modifications to the Watershed Management Plan, will be conducted with the assistance of a consultant.

- The department has been awarded grants totaling $265,000 for a drainage project and for the design and application of Low Impact Development techniques. These techniques will reduce pollutants and the volume and velocities of stormwater to adjacent streams and rivers within the Chesapeake Bay Watershed.
- The FY2010 Capital Improvement Program includes $400,000 for drainage and stream restoration projects.
- In order to meet FY2010 funding levels, Environmental Engineering has been reduced by six full time positions. Funding has been included to cover retiree health care costs.
- Funding has also been eliminated for part-time hours and office supplies. This reduced funding will not have a major impact in FY2010 due to a decreased workload tied to the development slowdown. The slowdown is also the cause of the large projected decreases in revenues, mainly those from erosion control and plans review.

FUTURE OUTLOOK

- Staff will be making a proposal for County Streetlight Policy changes which have the potential to reduce currently projected annual operating costs by $754,000 in ten years with a cumulative ten year savings of $4,494,000.
- Engineering staff is analyzing operational processes to establish a direct relationship between actual fees for service and the staffing levels required based upon actual demand for those services.
- The DCR is in the process of mandating that localities implement the state's Stormwater Pollution Prevention Plans. The proposal would require the implementation of erosion and sediment control best management practices at all construction sites to reduce pollutants in stormwater discharges. The county would have to develop a program or processes to manage those plans.

Goal: Pro-Active Performance of Drainage Maintenance Operations. Supports countywide Strategic Goals 2, 3, and 7
Objective: Act on drainage problems before receiving a request for service from citizens
Measure: Ratio of field staff initiated drainage projects to customer requested drainage projects better than 1:1



Initiatives

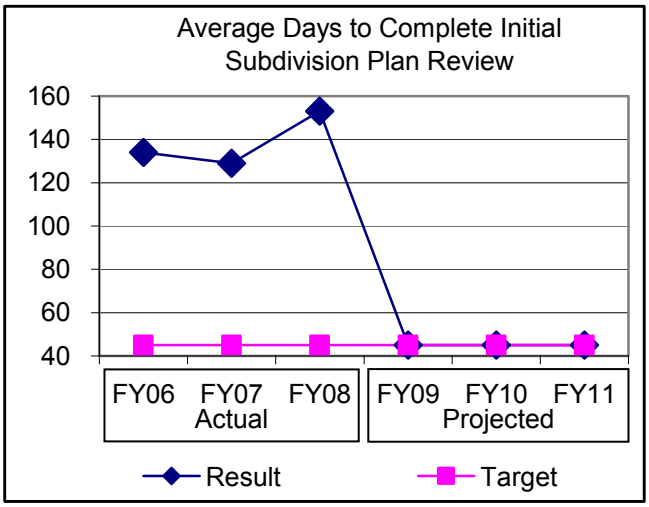
- Within daily time constraints, personnel in the field are empowered to respond at the scene to situations observed

ENVIRONMENTAL ENGINEERING

Goal: Meet customer demand for rapid turnaround in subdivision plan review. Supports countywide Strategic Goals 2 and 7

Objective: Meet state mandated time limit to complete an initial subdivision plan review

Measure: Average days to complete initial reviews



Initiatives

- Long term (five year) plan is to incrementally increase staff as workload exceeds capacity, coupled with appropriate fee increases. State mandated review days remains 45
- In 2010 Engineering will re-bid for Contract Review with the goal of having at least five firms from which to select versus the current three

PLANNING

DESCRIPTION

The Planning Department is responsible for guiding and regulating Chesterfield County's long and short-term development. Important initiatives include oversight of the county's comprehensive planning process, and efficiently and effectively guiding construction 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. The Plan for Chesterfield serves as a guide for growth, and contains recommendations for the county's future development. Planning staff works with citizens through a proactive, positive, and inclusive process for every plan amendment.

Planning staff implements the Plan for Chesterfield'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 type requests; reviewing site plans, subdivisions, building permits, and certificates of occupancy; conducting a zoning and property maintenance program; and, providing general planning assistance to the public.

The collection and management of planning related information is also a key function of the Planning Department. The department is responsible for the analysis of major demographic, economic, and land use trends in Chesterfield, 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) system.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$3,856,119	$4,292,700	$4,328,700	$3,856,900	-10.2%	$3,856,900	$3,856,900	$3,856,900
Operating	459,476	465,000	464,400	321,900	-30.8%	321,900	321,900	321,900
Capital	16,706	0	0	0	0.0%	0	0	0
Total	$4,332,301	$4,757,700	$4,793,100	$4,178,800	-12.2%	$4,178,800	$4,178,800	$4,178,800
Revenue	934,574	1,969,100	2,028,200	761,800	-61.3%	761,800	761,800	761,800
Net Cost	$3,397,727	$2,788,600	$2,764,900	$3,417,000	22.5%	$3,417,000	$3,417,000	$3,417,000
FT Pos.	56	60	60	52	-8	52	52	52

HIGHLIGHTS

- In FY2009, the Planning Department started the process to revise the county's comprehensive plan. This 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.
- The department has made significant progress on the weed enforcement efforts and the newly established Volunteer Sign Removal Program.
- The Planning Department, working with other county departments, is nearing completion of the Chesterfield Development Information System's (CDIS) first phase, zoning review tracking.
- The department continues to make customer service improvements, including enhancements to site plan and subdivision review procedures.

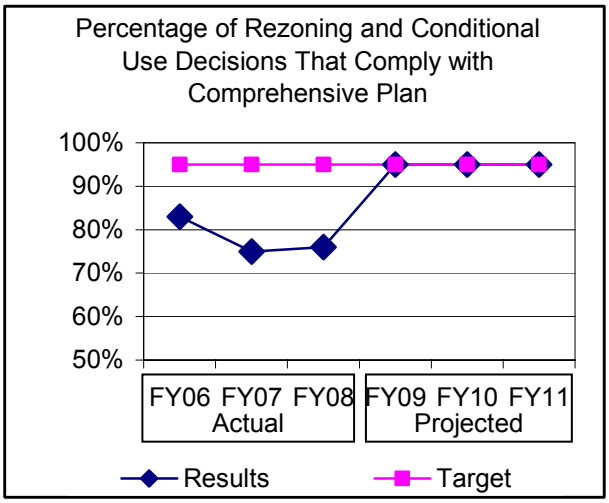
PLANNING

- In order to meet its FY2010 funding level, the Planning Department's FY2010 budget has been reduced by approximately $628,100. This reduction includes funding for eight positions. The unfunded positions have been eliminated, thereby reducing the number of positions authorized for the department.
- The FY2010 reduction also includes elimination of funds for one part-time CDIS position and reductions for various operating expense categories. This reduced funding should not have a major impact in FY2010 as the economic downturn has resulted in reduced demand for some development review activities. The slowdown is further reflected in the reduced revenues anticipated from fees associated with rezoning requests for FY2010.
- To cover the healthcare costs for the department's retirees, $21,100 has been added to the department's base budget.
- FY2010 will be an important year for the comprehensive plan revision process. Staff anticipates that a draft revised comprehensive plan will be completed by the summer of 2010. Funds have been set aside to cover the costs associated with the plan revision.
- The Planning Department will continue to improve its ordinances and procedures in FY2010. Staff is currently revising the subdivision ordinance, and anticipates that significant revision of the zoning ordinance will be necessary based on the recommendations of the revised comprehensive plan.

FUTURE OUTLOOK

- Automation continues to be a critical issue for the Planning Department. The department is now taking a multifaceted approach to addressing information management needs. Included in that initiative are 1) the incorporation of Planning Information Management System (PIMS) into CDIS; 2) transitioning a paper-based filing system to a document imaging system, and 3) taking advantage of GIS to effectively track development reviews.
- In future years, consideration will need to be given to restoring funds eliminated as a result of the region's current economic stress. Workload is anticipated to increase to former levels. Consequently, the human resource component of the office will also need to be returned to appropriate levels.

Goal: To lead and guide the development of Chesterfield County to achieve a high quality sustainable community for present and future citizens. Supports countywide Strategic Goals 1, 2, 3, and 7
Objective: To foster an orderly and predictable pattern of development
Measure: Percentage of rezoning and conditional use decisions that comply with the comprehensive plan



Initiatives

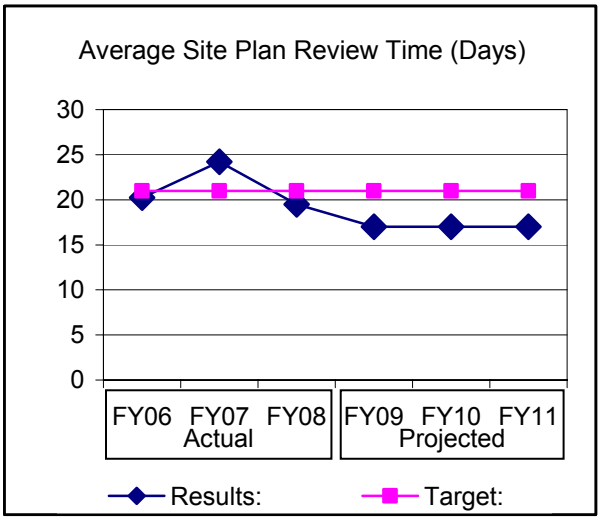
- County comprehensive plan evaluation and revision

PLANNING

Goal: To lead and guide the development of the county to achieve a high quality sustainable community for residents. Supports countywide Strategic Goals 1, 2, 3, 6, and 7

Objective: To 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
- Improve process efficiency

TRANSPORTATION

DESCRIPTION

A goal of the Transportation Department is to plan, coordinate and implement a multi-modal transportation system for Chesterfield County that allows mobility of people and goods, consistent with the values of the community. The Transportation Department provides service primarily in the form of assistance, information, and recommendations on technical and policy issues to the Board of Supervisors, county administration, citizens, and the development community. Staff also manages, coordinates, and/or oversees road construction projects to assist in providing an adequate transportation network. The Transportation Department currently consists of nine full-time employees (seven engineers including the Director, one administrative secretary, and one senior office assistant); and one permanent part-time engineer.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$994,194	$1,125,500	$1,131,500	$1,051,000	-6.6%	$1,051,000	$1,051,000	$1,051,000
Operating	84,380	106,400	106,400	90,600	-14.8%	90,600	90,600	90,600
Capital	19,457	0	0	0	0.0%	0	0	0
Total	$1,098,032	$1,231,900	$1,237,900	$1,141,600	-7.3%	$1,141,600	$1,141,600	$1,141,600
Revenue	0	0	0	0	0.0%	0	0	0
Net Cost	$1,098,032	$1,231,900	$1,237,900	$1,141,600	-7.3%	$1,141,600	$1,141,600	$1,141,600
FT Pos.	10	10	10	9	-1	9	9	9

HIGHLIGHTS

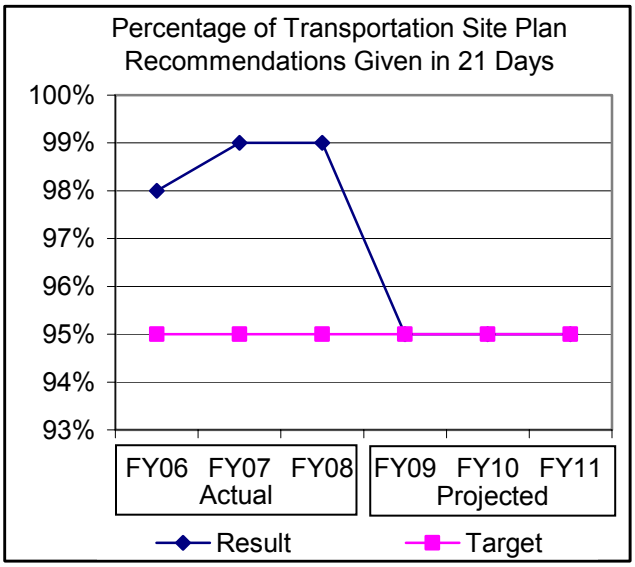
- As part of the countywide effort to reduce total costs for FY2010, the department has eliminated one full-time vacant engineer position and is eliminating educational training funding.
- The Capital Improvement Program (CIP) includes $25.4 million for road projects in FY2010, of which $20 million is budgeted for the Meadowville Interchange project. The remaining CIP funding will go towards road improvement projects, road planning, design, and construction.

FUTURE OUTLOOK

- The county remains committed to developing safe and efficient roadway networks and supporting transportation facilities. The FY2010 – FY2015 CIP includes a total of $77,892,400 in budgeted funds for these purposes, of which $58.3 million is General Obligation Referendum debt, $14.8 million in cash proffers, and $4.8 million in general funds for various road improvement projects.

TRANSPORTATION

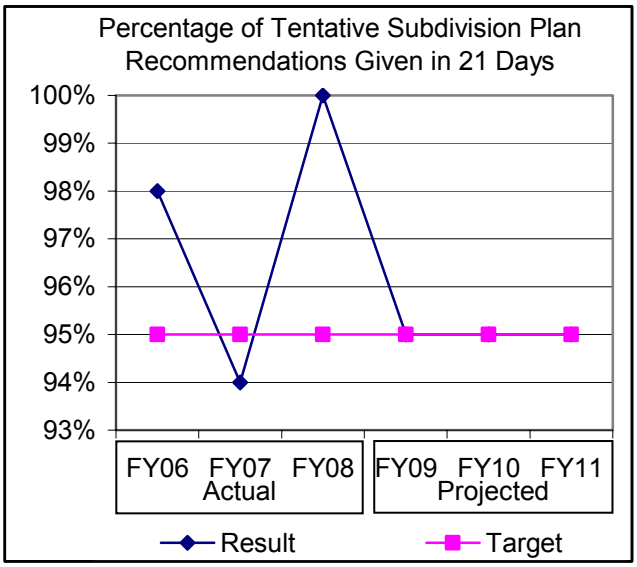
Goal: Develop and maintain a safe and efficient transportation network. Supports countywide Strategic Goals 1, 2, 3, 4 and 6
Objective: Provide appropriate recommendations on all site plans
Measure: Percentage of recommendations provided within 21 days of plan submittal



Initiatives

- Review of county versus VDOT roles
- Chesterfield Development Information System (CDIS)
- Ongoing technology improvements

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

UTILITIES

DESCRIPTION

The Department of Utilities is a public utility that provides water and wastewater services. The department provides high quality services to 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, and replacement of facilities. Connection fees support the expansion of the system's infrastructure. User charges and fees support debt service. Services provided are consistent with all federal, state, and county regulations.

FINANCIAL ACTIVITY

TOTAL DEPARTMENT

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Water	$33,945,021	$37,177,800	$39,376,500	$40,843,700	9.9%	$41,690,450	$42,562,600	$43,435,200
Wastewater	25,152,772	29,426,700	31,432,600	37,087,400	26.0%	37,934,150	38,806,300	39,678,900
CIP-Water	32,865,848	20,900,000	8,175,000	9,025,000	-56.8%	15,235,000	11,600,000	18,847,000
CIP-Wastewater	17,051,524	69,500,000	43,850,000	49,101,000	-29.4%	7,350,000	8,890,000	16,150,000
Added to Reserve	0	0	0	0	0.0%	0	0	0
Total	$109,015,165	$157,004,500	$122,834,100	$136,057,100	-13.3%	$102,209,600	$101,858,900	$118,111,100
Revenue	81,512,585	89,166,700	93,299,200	91,625,800	2.8%	94,174,700	94,450,800	94,700,800
Used from Reserves / Bond Proceeds	27,502,580	67,837,800	29,534,900	44,431,300	-34.5%	8,034,900	7,408,100	23,410,300
Net Cost	$109,015,165	$157,004,500	$122,834,100	$136,057,100	-13.3%	$102,209,600	$101,858,900	$118,111,100
FT Pos.	293	302	302	302	0.0%	302	302	302

Note: One position transferred to Community Development Administration in the FY2008 Amended budget was never reported. Position numbers changed to reflect that transfer starting with the FY2008 Actual position numbers.

WATER

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$9,179,453	$10,222,000	$10,710,300	$10,719,700	4.9%	$10,719,700	$10,719,700	$10,719,700
Operating	24,257,665	26,368,300	28,334,200	29,917,000	13.5%	30,763,750	31,635,900	32,508,500
Capital	507,903	587,500	332,000	207,000	-64.8%	207,000	207,000	207,000
CIP	32,865,848	20,900,000	8,175,000	9,025,000	-56.8%	15,235,000	11,600,000	18,847,000
Total	$66,810,869	$58,077,800	$47,551,500	$49,868,700	-14.1%	$56,925,450	$54,162,600	$62,282,200
Revenue	43,889,485	48,732,900	50,211,900	48,327,800	-0.8%	49,577,800	49,702,800	49,827,800
To (From) Reserve	($22,921,384)	($9,344,900)	$2,660,400	($1,540,900)	-83.5%	($7,347,650)	($4,459,800)	($12,454,400)

WASTEWATER

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$8,046,863	$9,181,700	$9,608,700	$9,559,200	4.1%	$9,559,200	$9,559,200	$9,559,200
Operating	16,790,318	19,464,500	21,208,900	26,913,200	38.3%	27,759,950	28,632,100	29,504,700
Capital	315,591	780,500	615,000	615,000	-21.2%	615,000	615,000	615,000
CIP	17,051,524	69,500,000	43,850,000	49,101,000	-29.4%	7,350,000	8,890,000	16,150,000
Total	$42,204,296	$98,926,700	$75,282,600	$86,188,400	-12.9%	$45,284,150	$47,696,300	$55,828,900
Revenue	37,623,100	40,433,800	43,087,300	43,298,000	7.1%	44,596,900	44,748,000	44,873,000
To (From) Reserve / Bond Proceeds	($4,581,196)	($58,492,900)	($32,195,300)	($42,890,400)	-26.7%	($687,250)	($2,948,300)	($10,955,900)

HIGHLIGHTS

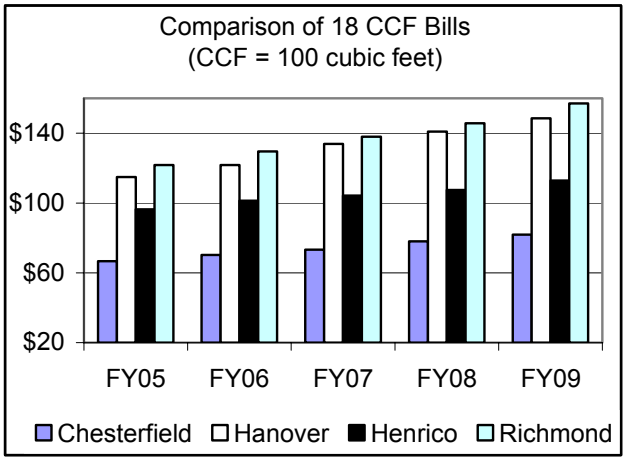
- In FY2009, the department implemented an enhanced hydrant maintenance program.
- The Phase I portion of the water infrastructure necessary to address growth in the western corridor of the county was put in service in July 2008. This Phase consisted of 13 miles of water lines, 2 pumping stations, and a 2 million gallon water tank. Phase II (6 miles of water lines) will start construction in July 2009 and has an estimated completion date of May 2010.
- The department continues to fund the construction of the wastewater plants to meet the new nutrient regulations in the Capital Improvement Program. Construction began in 2007 and expected completion is December 2012. A revenue bond issue in the spring of 2009 will fund a portion of this project, for which the Utilities fund's AAA rating was reconfirmed by all three rating agencies.
- The department's Falling Creek Treatment Plant achieved the Department of Environmental Quality's Exemplary Environmental Enterprise (E3) certification in January 2009. The department's Proctor's Creek Wastewater Treatment Plant received its E3 status in 2004.
- The increases in the operating budget are mainly due to increases in the costs of essential goods and services such as electricity, the purchase of water from the City of Richmond and the Appomattox River Water Authority, and the costs of chemicals to treat the water and wastewater. Personnel costs have also risen slightly due to retiree benefits, workers' compensation charges, and merit increases from FY2009 which were not built into Utilities' FY2009 budget.
- FY2010 fee increases include: a wastewater commodity charge of $.06 per one hundred cubic feet, a water and wastewater bi-monthly base charge of $5.00 for a residential 5/8" meter, and water and wastewater connection fees of $55.00 and $415.00 respectively for a residential 5/8" meter. The typical residential combined bi-monthly bill will increase to $88.02 or by 7.4% over the FY2009 bill. Other fee increases are detailed in the Revenue Analysis narrative.
- In 2008, Utilities received several notable awards: Association of Metropolitan Water Agencies Platinum Award (1 of only 11 water utilities to receive this award), Partnership for Safe Water Ten-Year Director's Award (1 of only 12 facilities in the country and the only one in the state to receive this award), and National Association of Counties (NACo) Customer Service and NACo Water Reuse Program Awards.

FUTURE OUTLOOK

- The department will be looking for a long-term solution to increase water supply by investing in a water resources development project.
- The department must meet state health department regulations regarding water storage and will invest in two new tanks and replace existing tanks with higher volume tanks.

- In addition to meeting the new nutrient regulations, the department needs to address future wastewater treatment capacity needs. The department is estimating a 10 million gallon per day additional capacity project needed by 2017. This project is scheduled to begin in FY2012 with a preliminary engineering report.
- With a decrease in the Equivalent Residential Unit (ERU) growth rate, the Utilities department is receiving less revenue from new connection fees. These connection fees are a vital revenue stream for funding Utilities' expansion services and infrastructure. The projection of ERU growth in the next few years makes budgeting and planning challenging.

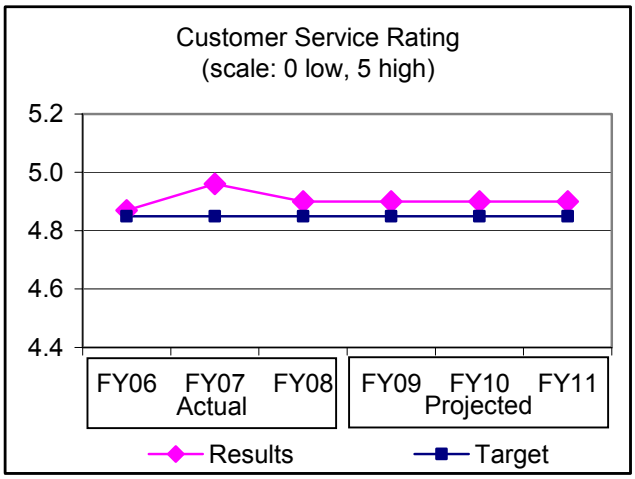
Goal: Ensure the financial integrity of the department and efficiently allocate resources. Supports countywide Strategic Goal 1
Objective: Promote financial integrity
Measure: Benchmark average customer bi-monthly bill



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

This page intentionally left blank

SCHOOLS

SCHOOL GOVERNMENTAL FUNDS

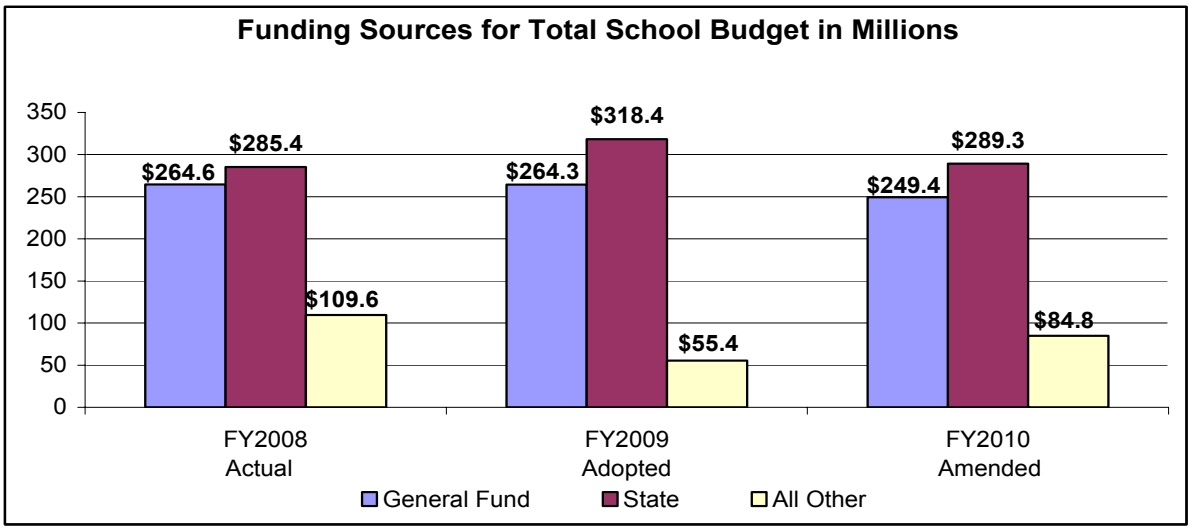
Revenues:	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	FY2011 Projected	FY2012 Projected	FY2013 Projected
Local Sources	$7,712,366	$6,206,600	$6,206,600	$6,700,100	$6,700,100	$6,834,100	$6,970,800
State	235,478,430	266,136,700	272,946,300	240,556,500	238,579,000	243,350,600	248,217,600
Federal	455,406	380,000	380,000	20,022,700	20,022,700	491,100	500,900
Food Services	33,204,326	20,753,000	20,753,000	20,550,000	20,550,000	20,755,500	20,963,100
Grants	21,868,451	22,869,300	22,869,300	31,301,500	31,301,500	23,459,200	23,693,800
Subtotal Revenues	**$298,718,978**	**$316,345,600**	**$323,155,200**	**$319,130,800**	**$317,153,300**	**$294,890,500**	**$300,346,200**
Transfer from School CIP	$0	$1,250,000	$0	$0	$0	$0	$0
Loan Proceeds/Use of Reserves	83,393	234,800	216,400	216,400	0	0	0
Trf. From Food Services	710,197	800,000	800,000	800,000	800,000	800,000	800,000
Trf. from General Fund:							
State Sales Tax	49,906,167	52,284,400	54,932,000	48,701,000	50,075,000	50,675,900	51,689,400
Local Taxes	256,368,509	260,219,400	263,383,200	249,400,000	247,137,000	250,103,400	255,105,500
Prior Year Revenue	8,245,800	4,092,800	0	0	0	0	0
Subtotal Trf. from General Fund	314,520,476	316,596,600	318,315,200	298,101,000	297,212,000	300,779,300	306,794,900
Deferred Revenue/Reserve Use	5,750,000	0	0	4,233,300	0	0	0
Beginning Balance	39,830,849	2,861,700	1,000,000	1,000,000	3,200,100	1,400,000	1,179,500
Total Revenues	**$659,613,894**	**$638,088,700**	**$643,486,800**	**$623,481,500**	**$618,365,400**	**$597,869,800**	**$609,120,600**
Expenditures:							
Instruction	$394,267,282	$407,273,602	$410,626,483	$386,248,552	$386,248,600	$371,372,300	$379,171,100
Admin/Attend. & Health	20,329,360	19,730,404	20,108,941	19,099,014	18,577,300	18,930,300	19,346,800
Transportation	32,209,136	30,732,631	30,017,705	28,651,129	27,986,000	28,545,700	29,173,700
Operations & Maintenance	57,001,693	60,502,758	61,282,990	58,756,798	57,388,300	58,536,100	59,823,900
Technology*	0	13,051,662	13,189,820	10,775,464	9,250,600	9,389,400	9,596,000
Debt Service	43,604,488	45,958,600	48,383,300	47,909,500	52,960,500	52,883,900	52,883,900
Grants	21,868,451	22,869,300	22,869,300	31,301,500	31,301,500	23,459,200	23,693,800
Food Services	33,204,326	20,753,000	20,753,000	20,550,000	20,550,000	20,755,500	20,963,100
Grounds Maintenance	1,973,800	2,246,700	2,167,000	2,161,000	2,167,000	2,167,000	2,255,600
Ending Balance	50,122,485	1,963,943	3,627,761	3,200,143	1,400,000	1,179,500	1,181,300
Reserve/Transfer for CIP	5,032,874	13,006,100	10,460,500	14,828,400	10,535,600	10,650,900	11,031,400
Total Expenditures	**$659,613,894**	**$638,088,700**	**$643,486,800**	**$623,481,500**	**$618,365,400**	**$597,869,800**	**$609,120,600**
Enrollment	58,415	59,338	60,282	58,730	58,910	60,282	61,704
Average Daily Membership	58,226	59,216	60,158	58,543	58,720	60,158	61,507
Full Time Equivalents	8,184	8,302	8,338	8,243	7,800	7,850	7,950
Appomattox Governor's School	4,965,000	5,013,500	5,013,500	3,686,600	3,686,600	3,686,600	3,686,600

*Note: Section 22.1-115 of the code of VA was amended in 2008 to provide technology as a major classification of expenditure

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.



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.

The School Board approved the FY2010 Financial Plan totaling $623,481,500. The total school budget includes the main operating fund, grants, and food services. The FY2010 total school budget represents a decrease of $14,607,200 below the FY2009 adopted level. Federal stimulus funds, when combined with revenues from the commonwealth's adopted budget, restored a total of $28.4 million and 427.4 positions to the Superintendent's proposed FY2010 Budget. The school financial plan is balanced within projected revenues and reflects a decrease of 58.8 positions compared to the FY2009 adopted levels.

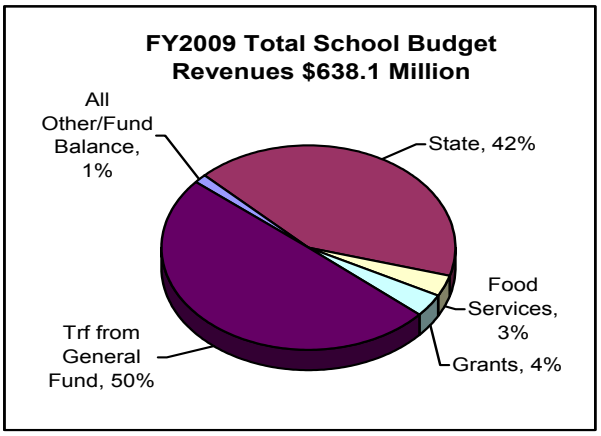
Schools Operating Budget

The school operating budget totals $571,630,000, representing a $22.8 million, or 3.8 percent decrease from the FY2009 adopted level. The FY2010 school operating budget includes a General Fund transfer of $298,101,000 which represents a decrease of $18,495,600 or (5.8) percent, from the FY2009 adopted level. In the general fund transfer, $48,701,000 is received from the state sales and use tax and returned to localities for school divisions, which is based on the school age population census. The county's transfer to schools includes current revenues of $249.4 million, a decrease of $10.8 million or 4.2 percent below FY2009; state sales tax revenue of $48.7 million, a $3.6 million reduction or 6.9 percent decrease from FY2009; and a $4.0 million decrease in the use of one-time funds from the prior year. The local transfer to schools, which comprises about 42 percent of the total general fund budget, was determined by allocating funds so that the reductions reflect the importance that education and public safety have relative to other county services.

Other operating fund revenue decreases total $4.3 million due to changes in local (primarily tuition and fees), state, and federal revenues.

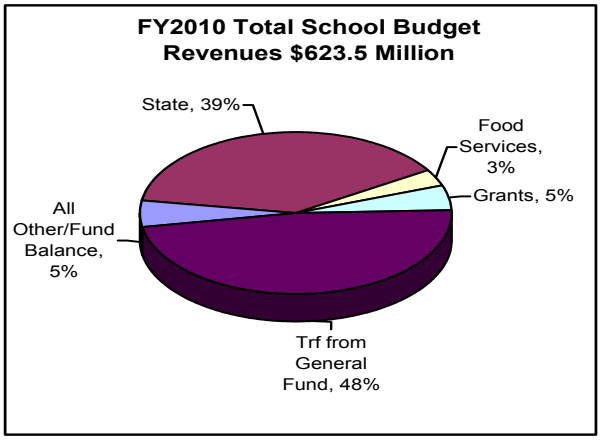
Revenue declines in the school operating fund were offset by expenditure reductions in the following areas: instructional staffing and non-instructional staffing such as instructional aides, reading teachers, clerks, coordinators, administrative positions, and integrators and microcomputer analysts. Classroom

resources such as specialty center allocations, special education, program changes or delays, and allocations for classroom budgets were also reduced. Non-classroom support was impacted in areas such as funding for AP tests and industry certification tests, stipends, tuition reimbursement, department budgets; and support programs were reduced or eliminated.



Grants

The grants fund, totaling $31.3 million, reflects an increase of $8.4 million over FY2009 levels. This increase reflects $6.7 million in Title I and IDEA (special education) grants made possible with stimulus funds along with the Teaching American History Grant. In addition, the grant fund includes $1.4 million more in Title II funding. Funding allows for more support for Title I schools, math and literacy staff developers; and special education teachers, aides, liaisons, and coordinators.



Capital Improvements Program

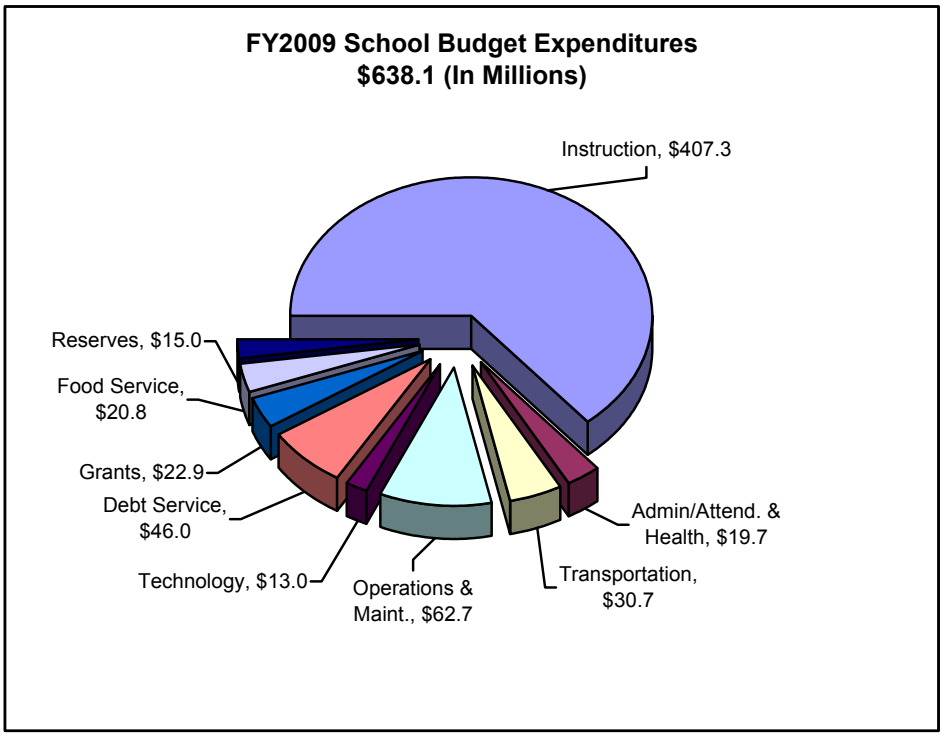
The school capital improvement program is funded primarily with general obligation bonds from the referendum passed in 2004. The FY2010 school operating budget includes a $2.0 million increase in debt service. The School Board approved a Capital Improvement Program (CIP) totaling $283,993,600 for FY2010-FY2015. Funding available for the program includes $196,660,800 of debt financing, $9,840,600 of cash proffer funds, $1,851,500 in state technology funding, and $75,640,700 from the county transfer for school capital projects.

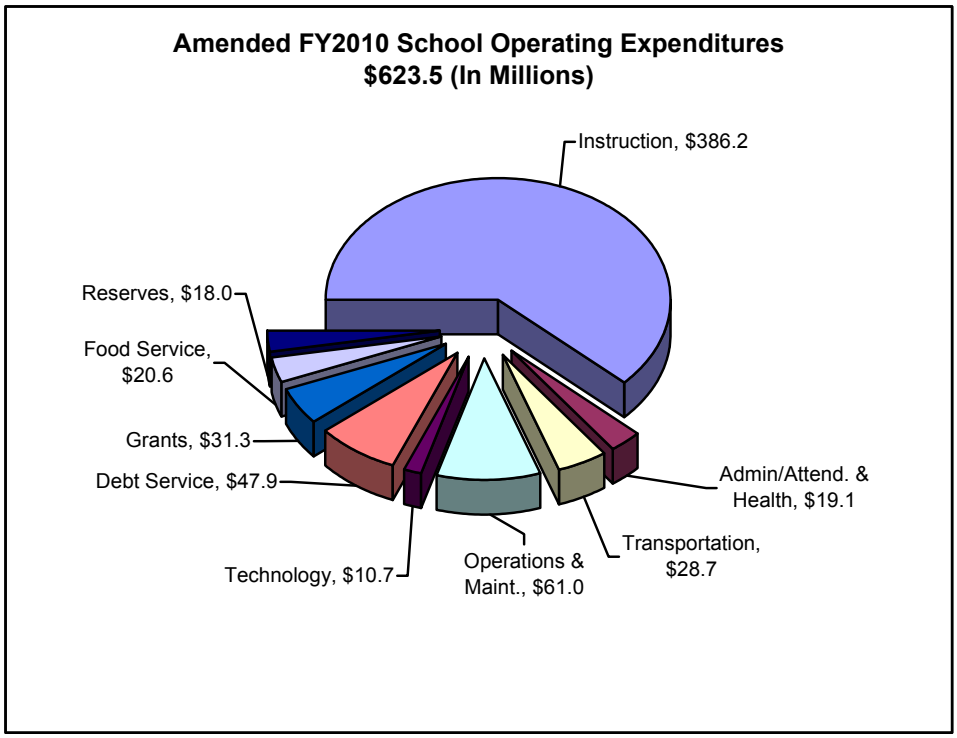
The School Board's CIP for FY2010 totals $51,438,600. Projects included are: $2.5 million to provide major maintenance improvements at various facilities countywide; $10.9 million to provide HVAC upgrades at various facilities countywide; $3.0 million for computer replacements; $750,000 for energy and security improvements; and $1.9 million for technology projects. Also included is $31.2 million in additions and renovations to numerous schools, and $1.2 million for future site acquisitions.

The FY2011-FY2015 School Board approved capital improvement program totals $232.6 million and recommends funding as follows: $15.5 million to provide major maintenance to various facilities countywide; $8.7 million for continued implementation of the technology plan; $15.5 million for continuation of the computer replacement program; $6.4 million for future school site acquisitions; $6.7 million for HVAC upgrades; $8 million for administrative space; $1 million for technical Education Space; $2.8 million for energy and security improvements; $54 million to renovations and additions to various schools; and sets aside $27 million to build a new elementary school; and $87 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.

To complete all of these projects, $164 million in new debt is anticipated to be issued. This will create increases in the operating budget in future years for debt service and other new operating costs.

The FY2010-FY2015 Capital Improvement Program document contains more detailed information and is available on the internet by accessing the county's website.


FY2009 School Budget Expenditures
$638.1 (In Millions)
Instruction, $407.3
Reserves, $15.0
Food Service, $20.8
Grants, $22.9
Debt Service, $46.0
Technology, $13.0
Operations & Maint., $62.7
Transportation, $30.7
Admin/Attend. & Health, $19.7


Amended FY2010 School Operating Expenditures
$623.5 (In Millions)
Instruction, $386.2
Reserves, $18.0
Food Service, $20.6
Grants, $31.3
Debt Service, $47.9
Technology, $10.7
Operations & Maint., $61.0
Transportation, $28.7
Admin/Attend. & Health, $19.1

SCHOOLS

The achievement of the five priority goals established in the CCPS Design for Excellence serves as a guide for all decisions. The budget addresses these goals: academic excellence for all students, a safe supportive and nurturing learning environment, a knowledgeable and competent workforce, community investment in public schools, and effective and efficient system management.

HIGHLIGHTS

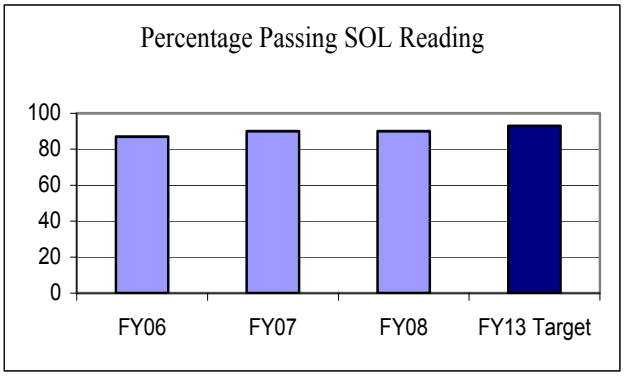
- Student membership is projected to increase by 159 students for FY2010 compared to the enrollment of 58,571 students on September 30, 2008 (FY2009).
- Chesterfield is the largest school system to have every school accredited by the Virginia Department of Education, and student pass rates on Virginia's rigorous Standards of Learning tests routinely surpass state averages.
- For the third straight year, the division made "adequate yearly progress" under No Child Left Behind.
- Chesterfield has the second lowest cost per student when compared to Virginia localities with 100,000 or more residents, according to the Virginia Department of Education Superintendent's Annual Report.
- By linking reading and math proficiency to every $1,000 spent, per student, on operations, Standard & Poor's measures the return on spending that school divisions achieve. Standard & Poor's determined that Chesterfield schools are extremely effective; the division ranks third among 15 of Virginia's largest localities.
- Forty-three schools received Virginia Index of Performance awards. Chesterfield earned more VIP awards than any other system in Central Virginia. The VIP program awards points to schools and divisions based on the percentage of students achieving at the advanced level on Standards of Learning assessments and progress made toward educational goals advocated by Governor Kaine.
- Additional funding from both the commonwealth and the federal American Recovery and Reinvestment Act of 2009(ARRA) provided additional funding of $20.1 million. In addition, grant funding increased by $8.2 million.
- No new programs will be introduced and many new initiatives started within the past three years will be eliminated or progress toward full implementation halted.
- Some of the initiatives affected by the budget reductions are the elimination of nearly 35 reading teachers across the division, the elimination of many support positions in schools and central administration, a reduction of about 70 percent of tuition reimbursement for employees, and the adjustment of replacement schedules for school buses and textbook adoptions.

FUTURE OUTLOOK

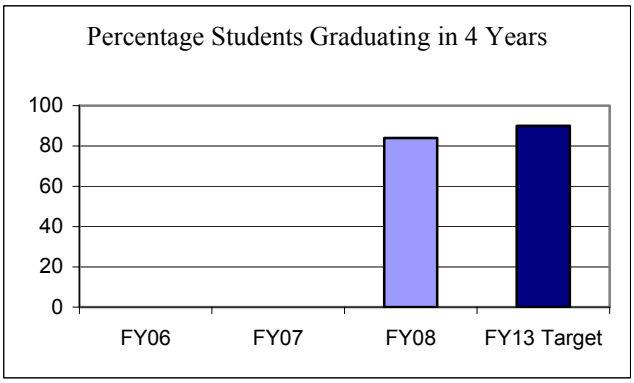
- In the short term, the division will continue to review and adjust the budget as more information is received regarding the Federal Stimulus funding to ensure compliance with requirements of the Act.
- The Superintendent and School Board have made protecting the integrity of the classroom a top priority for the FY2010 academic year.
- In the longer term, recognizing the Federal Stimulus funding is only available for two years, the school division will develop a plan for permanently downsizing the organization while continuing to protect the integrity of the classroom.
- The division plans to implement targets in the strategic plan to accomplish the School Board's vision.
- The division will continue to make Adequate Yearly Progress and maintain full accreditation.
- The division continues to narrow achievement and opportunity gaps between student subgroups.
- Chesterfield County schools will continue to strive for on-time graduation rate exceeding the Virginia average.

SCHOOLS

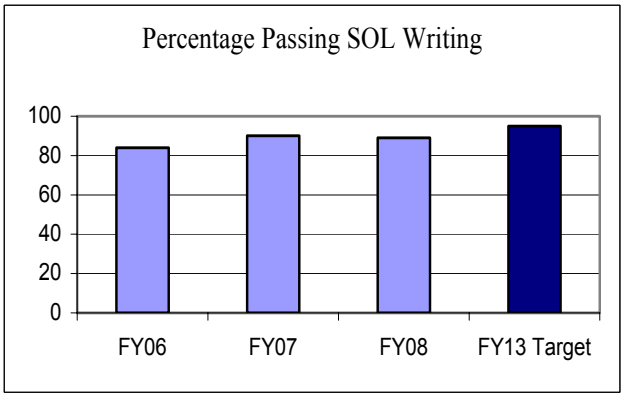
Goal: Academic Excellence
Objectives: Closing achievement gaps, producing self-directed learners, and to learn 21st century skills



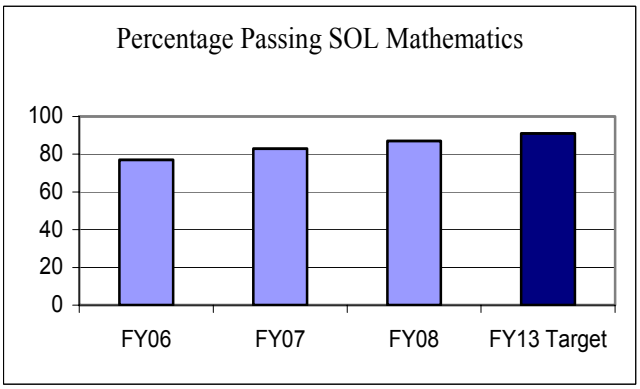
Six year strategic plan-Design for Excellence



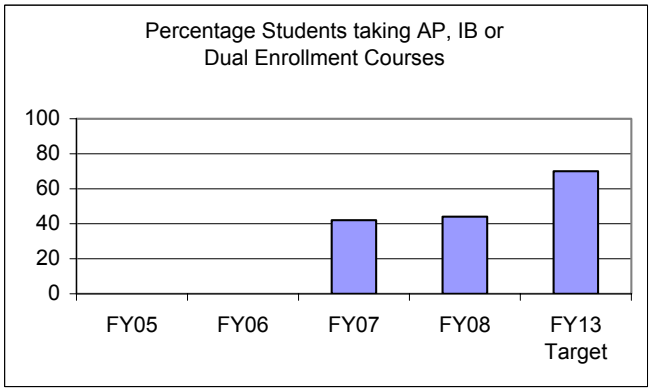
Note: Calculation changed in FY2008



Six year strategic plan-Design for Excellence



Six year strategic plan-Design for Excellence



Note: Started tracking in FY2007

TRANSFER TO SCHOOL FUND

DESCRIPTION

The Chesterfield County Public School system, with more than 58,000 students, is among the 100 largest school districts in the nation and the fourth largest in Virginia.

The school system works toward the five goals of the Design for Excellence strategic plan: academic excellence for all students; safe, supportive, and nurturing learning environments; knowledgeable and competent workforce; community investment in public schools; and effective and efficient system management. 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. The Board of Supervisors appropriates funds for the operation of the school system. The Superintendent and the School Board are responsible for developing an annual budget reflecting the needs of the school division while remaining within projected resources. The budget is transmitted to the County Administrator and the Board of Supervisors each year.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
State Sales Tax	$49,906,167	$52,284,400	$54,932,000	$48,701,000	-6.9%	$50,075,000	$50,675,900	$51,689,400
Current Taxes	256,368,509	260,219,400	263,383,200	249,400,000	-4.2%	247,137,000	250,103,400	255,105,500
Prior Fiscal Year Carryovers	8,245,800	4,092,800	0	0	-100.0%	0	0	0
Total Transfer	$314,520,476	$316,596,600	$318,315,200	$298,101,000	-5.8%	$297,212,000	$300,779,300	$306,794,900

Note: Prior Fiscal Year Carryovers fluctuate from year to year depending on results.

The transfer to schools is $298,101,000 for FY2010. This represents a decrease of $18,495,600 or (5.8) percent when comparing to FY2009 to the FY2010 level. A state sales tax reduction of $3,583,400 and one time carryover funding of $4,092,800 account for $7,676,200 decrease in funding or (4.2) percent.

The current taxes allocation for FY2010 is reduced by $10,819,400 or 4.2% as compared to the FY2009 adopted level. This reduction reflects reduced property tax levels based on the recent downturn in the economy. 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.

For FY2009 the net tax transfer to schools, based on a tax rate of $0.95 as of January 1, 2008, was formulated based on a methodology which was first used in FY1999. The methodology for the local funding level for schools compared growth in school enrollment to growth in the total population. In a declining property tax environment, the formula has a more significant impact on schools. Therefore, in FY2010, the traditional formula was replaced with an approach that proportions the revenue loss among schools and core government services.

This page intentionally left blank

OTHER

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amendments	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Non-departmental									
Right-of-Way	$49,462	$52,000	$55,000	$0	$55,000	5.8%	$52,300	$52,300	$52,300
Economic Development Incentive	40,000	110,000	110,000	0	110,000	0.0%	110,000	110,000	110,000
Economic Development Partnerships [1]	0	928,400	994,400	(25,000)	969,400	4.4%	988,800	1,008,600	1,028,800
Other - BPOL Econ Development	0	200,000	400,000	(400,000)	0	-100.0%	0	0	0
Other	54,144	0	0	0	0	N/A	0	0	0
Subtotal Non-departmental	**$143,606**	**$1,290,400**	**$1,559,400**	**($425,000)**	**$1,134,400**	**-12.1%**	**$1,151,100**	**$1,170,900**	**$1,191,100**
Miscellaneous									
Community Contracts	$2,351,297	$1,312,000	$964,600	$93,400	$1,058,000	-19.4%	$1,058,000	$1,058,000	$1,058,000
Convention Center	4,468,629	4,261,600	4,417,200	(395,500)	4,021,700	-5.6%	4,102,100	4,204,600	4,330,700
Debt Service	20,483,084	24,898,200	28,255,000	(2,921,800)	25,333,200	1.7%	26,781,100	27,634,600	32,193,200
Employee Benefits	5,759,778	9,594,700	10,922,700	(3,797,500)	7,125,200	-25.7%	6,700,200	7,012,400	7,351,800
Intracounty Hydrant Protection	2,452,600	2,452,600	2,452,600	0	2,452,600	0.0%	2,452,600	2,452,600	2,452,600
Local Aid to the Commonwealth	0	1,500,000	1,500,000	(1,500,000)	0	-100.0%	0	0	0
Interest Paid on Taxes	64,943	116,000	113,000	(2,000)	111,000	-4.3%	110,800	110,800	110,700
Community Development Authorities	0	1,080,000	1,926,700	(726,700)	1,200,000	11.1%	2,500,000	3,000,000	3,300,000
Tax Relief for Elderly	2,924,557	3,680,400	3,864,400	0	3,864,400	5.0%	3,922,400	3,981,200	4,040,900
Subtotal Miscellaneous	**$38,504,888**	**$48,895,500**	**$54,416,200**	**($9,250,100)**	**$45,166,100**	**-7.6%**	**$47,627,200**	**$49,454,200**	**$54,837,900**
TOTAL MISC. & NON-DEPT.	**$38,648,493**	**$50,185,900**	**$55,975,600**	**($9,675,100)**	**$46,300,500**	**-7.7%**	**$48,778,300**	**$50,625,100**	**$56,029,000**
District Improvement Funds	$0	$242,500	$242,500	$0	$242,500	0.0%	$242,500	$242,500	$242,500
Streetlight Electrical Costs	624,447	673,200	782,200	(5,500)	776,700	15.4%	776,700	814,800	814,800
Transfers									
Grants [2]	$2,915,943	$2,584,600	$2,594,300	$40,100	$2,634,400	1.9%	$2,634,400	$2,634,400	$2,634,400
Schools Operating [3]	316,940,867	316,596,600	318,315,200	(20,214,200)	298,101,000	-5.8%	297,212,000	300,779,300	306,794,900
Other Funds [4]	108,227	0	0	0	0	0.0%	0	0	0
Airport Fund	302,984	40,000	9,000	75,000	84,000	110.0%	0	0	7,500
Comprehensive Services	2,729,900	3,008,600	3,206,700	(611,800)	2,594,900	-13.8%	2,594,900	2,594,900	2,594,900
Subtotal Transfers	**$322,997,920**	**$322,229,800**	**$324,125,200**	**($20,710,900)**	**$303,414,300**	**-5.8%**	**$302,441,300**	**$306,008,600**	**$312,031,700**
Transfer to Capital Projects									
Capital Projects	$14,356,238	$16,752,400	$15,580,400	($1,643,000)	$13,937,400	-16.8%	$14,429,200	$15,268,600	$14,943,300
Subtotal Trf to Capital Projects	**$14,356,238**	**$16,752,400**	**$15,580,400**	**($1,643,000)**	**$13,937,400**	**-16.8%**	**$14,429,200**	**$15,268,600**	**$14,943,300**
TOTAL TRANSFERS	**$337,354,158**	**$338,982,200**	**$339,705,600**	**($22,353,900)**	**$317,351,700**	**-6.4%**	**$316,870,500**	**$321,277,200**	**$326,975,000**
Reserves									
Capital Projects Reserve[5]	$1,300,000	$1,017,900	$1,308,300	($1,308,300)	$0	-100.0%	$0	$0	$1,567,200
Road Reserve	0	999,700	1,855,700	(1,855,700)	0	-100.0%	0	0	0
Net Increase in Designations & Reserves	5,477,259	0	0	0	0	0.0%	0	0	0
Reserves and Designations	0	469,100	0	436,600	436,600	-6.9%	436,600	685,600	685,600
Undesignated Fund Bal., Ending	70,704,545	53,495,000	53,495,000	0	53,495,000	0.0%	53,495,000	53,495,000	53,495,000
TOTAL RESERVES	**$77,481,804**	**$55,981,700**	**$56,659,000**	**($2,727,400)**	**$53,931,600**	**-3.7%**	**$53,931,600**	**$54,180,600**	**$55,747,800**
TOTAL OTHER	**$454,108,903**	**$446,065,500**	**$453,364,900**	**($34,761,900)**	**$418,603,000**	**-6.2%**	**$420,599,600**	**$427,140,200**	**$439,809,100**

[1] Includes RMCVB and Petersburg Area Regional Tourism formerly recorded in Community Contracts.

[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 FY2008 actuals for transfer to School Operating Fund.

[4] Includes one-time FY2008 actuals to Risk Management and Vehicle and Communications Maintenance Fund to cover expenses associated with other post employement benefits.

[5] 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

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
Non-departmental								
Right-of-Way	$49,462	$52,000	$55,000	$55,000	5.8%	$52,300	$52,300	$52,300
Econ. Devel. Incentives	0	310,000	510,000	110,000	-64.5%	110,000	110,000	110,000
Economic Devel. Partnerships	0	928,400	994,400	969,400	4.4%	988,800	1,008,600	1,028,800
BPOL Road Reserve	0	0	1,855,700	0	-100.0%	0	0	0
Other	54,144	0	0	0	N/A	0	0	0
Subtotal	$103,606	$1,290,400	$3,415,100	$1,134,400	3.4%	$1,151,100	$1,170,900	$1,191,100
Miscellaneous								
Community Contracts	$2,351,297	$1,312,000	$964,600	$1,058,000	-19.4%	$1,058,000	$1,058,000	$1,058,000
Convention Center	4,468,629	4,261,600	4,417,200	4,021,700	-5.6%	4,102,100	4,204,600	4,330,700
Employee Benefits	5,759,778	9,594,700	10,922,700	7,125,200	-25.7%	6,700,200	7,012,400	7,351,800
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	64,943	116,000	113,000	111,000	-4.3%	110,800	110,800	110,700
Community Dev. Authorities	0	1,080,000	1,926,700	1,200,000	11.1%	2,500,000	3,000,000	3,300,000
Tax Relief for Elderly	2,924,557	3,680,400	3,864,400	3,864,400	5.0%	3,922,400	3,981,200	4,040,900
Subtotal	$18,021,804	$22,497,300	$24,661,200	$19,832,900	-11.8%	$20,846,100	$21,819,600	$22,644,700
TOTAL	$18,125,409	$23,787,700	$28,076,300	$20,967,300	-11.9%	$21,997,200	$22,990,500	$23,835,800

(1) Economic Development Partnerships represents regional alliances formerly reported in the Community Contracts category.

HIGHLIGHTS

Right of Way

- Time and materials for miscellaneous land acquisitions and easements 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 decline by 5% throughout this budget cycle due to the recent economic downturn.

Economic Development Incentive and Other

- Consistent with Strategic Goal 6, to be the FIRST CHOICE business community, the county annually budgets economic incentive funds to work with domestic and foreign companies that seek to establish new facilities, to relocate or to expand existing facilities in the county. This allotment will continue to help create new jobs and increase business revenue. Due to the economic downturn, sufficient BPOL revenue is not expected to be realized and thus the business grant and road programs have a zero budget for fiscal years 2010 through 2013.

MISCELLANEOUS

Community Contracts

- The FY2010 budget includes $1,058,000 to fund community agency requests, a 20% decrease from FY2009 due in part to the current economic downturn. Agencies being funded in the FY2010 budget are focused on meeting the basic needs of life, providing training and increases to skill sets, and promoting tourism and business opportunities. Agencies are broken down into the following categories: arts and cultural, crisis intervention, economic development, education and literacy, homeless and housing, seniors, disabled, youth and children's services, and non-categorized.

Convention Center

- The county's 2 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 2 percent tax is returned to the county at the end of the fiscal year, resulting in no net financial impact. In addition to the 2 percent, the county provides all proceeds from a 6 percent transient occupancy tax to the GRCCA to help finance the expanded facility. The 6 percent tax for FY10 has declined 5.6 percent from FY09, and is expected to slowly increase by 2 percent, 2.5 percent, and 3 percent over fiscal years 2011 through 2013.

Economic Development Partnerships

- The FY2010 Economic Development Partnership budget includes contributions to both the Richmond Metropolitan Convention and Visitors Bureau (RMCVB) and to Petersburg Area Regional Tourism. The revenue is used by RMCVB for marketing and advertising programs that are designed to attract more business to the expanded Convention Center, Henricus Historical Park, the Canal Walk, and the National Battlefield Park Visitors Center. Petersburg Area Regional Tourism promotes the historic James and Appomattox Rivers and the final major campaign of the Civil War, as well as Petersburg's modernization to include arts, entertainment, shopping and fine dining.

Employee Benefits

- Appropriations for the county's, supplemental retirement program and a portion of the costs related to the county's escalating workers' compensation self-insurance plan are centralized in one cost center. As required by the Governmental Accounting Standards Board, the county budgets for other post employment benefits (OPEB) that it extends to retirees, and continues to fund the retiree trust account as required.

Intra-County Hydrant Protection

- This expenditure represents the county's cost for the operation and maintenance of fire hydrants maintained by the Utilities fund. Offsetting revenue is appropriated as a reimbursement 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. Although they offset each other, the amounts remain flat through this budget cycle.

Community Development Authorities

- During FY2007 and FY2008, the Board of Supervisors adopted ordinances to create three Community Development Authorities (CDAs).
- CDAs issue special assessment revenue bonds to finance certain infrastructure improvements. The levy of special assessments on real property within each CDA district is appropriated for use in paying administrative expenses and debt service on issued bonds. For fiscal years 2010 and 2011, $1,200,000 and $2,500,000 are respectively budgeted for the community development authorities; fiscal years 2012 and 2013 will see more modest increases.

Tax Relief for the Elderly and Disabled

- In FY2010, this program is budgeted at $3,864,400, an increase of 4.9 percent over the FY2009 adopted total. The increase is primarily due to several revisions to the program's eligibility structure. For the 2009 tax year, the Board of Supervisors increased the net worth limit from $200,000 to $350,000 and raised the relative's income exemption level from $6,500 to $10,000. Additionally, the Board removed the cap on the amount of eligible relief for households earning between $0 and $37,000 annually. These revisions should expand program eligibility and increase the amount of relief available to existing participants. Close to 2,700 eligible participants were granted relief in 2008.

DISTRICT IMPROVEMENT FUNDS

DESCRIPTION

The annual appropriation for each of the five magisterial districts is $48,500, unchanged since FY2002. Remaining balances, if any, at fiscal year end are carried forward for the same district for the subsequent fiscal year. These funds can be expended only for public purposes for which the Board of Supervisors could legally appropriate tax revenue and are 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 either by the county or by organizations to which the county has statutory authority to donate; public school programs that the School Board has authority to support and requests from Virginia public universities; and contributions to organizations to which the county is authorized by statute to donate. 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

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
DIF costs *	$0	$242,500	$242,500	$242,500	N/A	$242,500	$242,500	$242,500
Streetlights	624,447	673,200	782,200	776,700	15.4%	763,200	801,300	801,300
Total	$624,447	$915,700	$1,024,700	$1,019,200	11.3%	$1,005,700	$1,043,800	$1,043,800
Revenue	0	0	0	0	N/A	0	0	0
Net Cost	$624,447	$915,700	$1,024,700	$1,019,200	11.3%	$1,005,700	$1,043,800	$1,043,800
FT Pos.	0	0	0	0	0	0	0	0

*Funds are transferred from each District Improvement Fund account to the department responsible for procurement of the approved goods or services; therefore, no actual expenditures will be reflected here.

HIGHLIGHTS

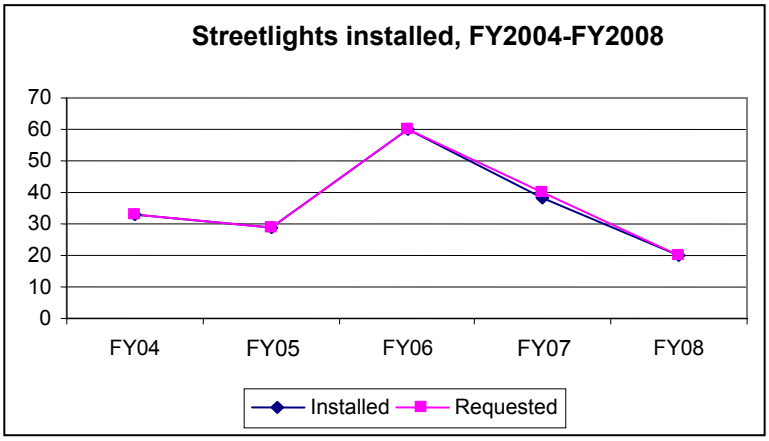
- In FY2008, these funds provided over $200,000 in support of permanent enhancements to Parks and School properties and helped fund alcohol-free post prom celebrations.
- Provided funding for $114,300 in public safety equipment and $19,000 for school nurse laptops
- 165 citizen-requested streetlights installed over past 5 years

FUTURE OUTLOOK

- Electricity and maintenance costs for existing streetlights are budgeted in FY2010 at $776,700 a 15.4 percent increase over FY2009.

DISTRICT IMPROVEMENT FUNDS

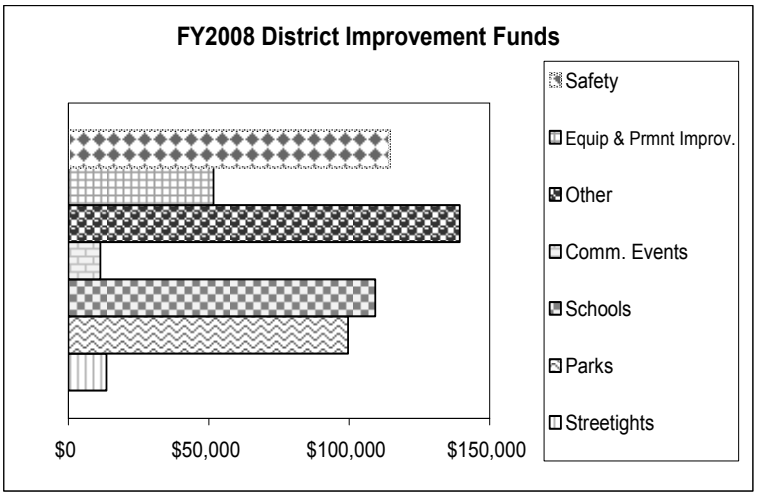
Goal: To be the safest and most secure community. Supports countywide Strategic Goal Number 4
Objective: Enhance safety and deter crime by installing lighting in hazardous or crime-prone areas
Measure: Number of citizen-requested streetlights installed



Initiatives

- Enhance safety in community.
- Enhance citizen safety by lightening dark walkways and areas where crime rates have risen.

Goal: To be exemplary stewards of the public trust
Objective: Make permanent improvements to county property
Measure: Funds expended on citizen & departmental requests for allowable projects



Initiatives

- Citizen and county department requests for improvements not in the budget
- Purchase equipment and make permanent improvements to county property
- Fund those requests that will provide immediate benefit to the most citizens

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 and 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. The amounts reflected below represent the direct county, or "Pay-as-You-Go" portion of the CIP, as further detailed in the Capital Improvement Program document.

FINANCIAL ACTIVITY

	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended	Change FY2009 to FY2010	FY2011 Projected	FY2012 Projected	FY2013 Projected
GF Trf. To Res.	21,725,200	17,810,300	16,897,700	13,946,400	-21.7%	14,429,200	15,268,600	16,518,000
Allocated to Proj.	(19,581,000)	(16,792,400)	(15,589,400)	(13,946,400)	-16.9%	(14,429,200)	(15,268,600)	(14,950,800)
Net Add. To Res.	$2,144,200	$1,017,900	$1,308,300	$0	-100.0%	$0	$0	$1,567,200

HIGHLIGHTS

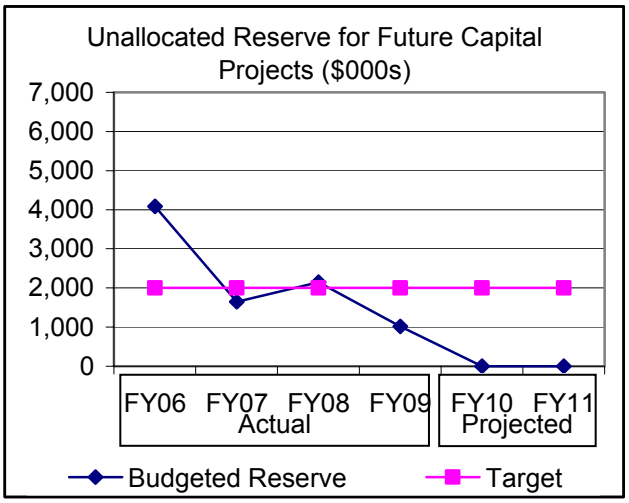
- The county is committed to funding a significant portion of capital improvements with current revenues and now funds at least 20 percent of general government improvement projects and at least 10 percent of school projects with current revenue over the multi-year CIP. The county's current, or Pay-as-You-Go, revenues represent 29.9 percent of the current Capital Improvement Program.
- While the Board of Supervisors' established policy is to allocate an amount equal to at least five 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) to pay-as-you-go county and school capital improvements, the county percentage in FY2010 is budgeted closer to 4.5 percent. Savings from FY2009 capital projects were reprogrammed into the CIP, in essence pre-funding the FY2010 reserve at 4.9 percent levels. Furthermore, the unallocated year end balance in the FY2009 Pay-as-You-Go capital project reserve is projected to be $5.9 million and provides adequate coverage for unforeseen capital project needs; therefore no addition is planned in FY2010-FY2012.

FUTURE OUTLOOK

- The county will continue to adopt a multi-year Capital Improvement Program and Biennial Financial Plan within the policy guidelines established by the Board of Supervisors.
- General fund growth rates will be monitored and planned contributions to the capital improvement program will be adjusted accordingly as each year's plan is developed.

TRANSFER – CAPITAL IMPROVEMENTS

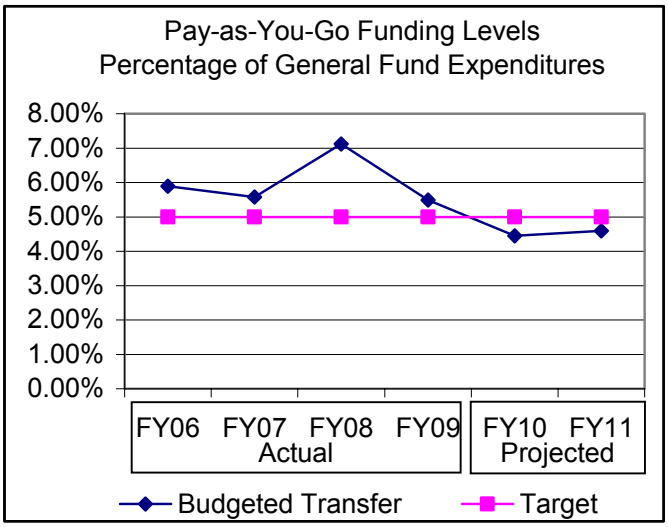
Goal: Assure financial integrity. Supports countywide Strategic Goal 1
Objective: Allow for flexibility and unforeseen circumstances in capital funding
Measure: Annual Unallocated Pay-as-You-Go Funding Reserved for Future Capital Projects



Initiatives

- Multi-year Capital Improvement Program
- Project steering committee oversight
- Financial policies
- Budgeted project contingencies

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

APPENDIX A
AUTHORIZED POSITIONS FY2004-FY2010

DEPARTMENT	FY2004 Actual	FY2005 Actual	FY2006 Actual	FY2007 Actual	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended
GENERAL GOVERNMENT								
Budget & Management [1]	12	12	13	13	13	14	14	13
Chesterfield University [1,2]	5	5	6	7	10	10	10	0
Chesterfield University/Quality Office [1,2]	0	0	0	0	0	0	0	10
Clerk to the Board	2	2	2	2	2	2	2	2
County Administration	9	9	7	7	7	7	7	7
County Attorney [1]	13	13	13	13	13	13	13	11
Human Resource Management [1]	19	21	23	27	27	29	29	28
Intergovernmental Relations	2	2	2	2	1	2	2	2
Public Affairs	7	7	7	7	8	8	8	8
Quality Office [1,2]	0	0	2	3	3	3	3	0
Total General Government	**69**	**71**	**75**	**81**	**84**	**88**	**88**	**81**
MANAGEMENT SERVICES								
Administration	2	2	2	2	2	2	2	2
Accounting [1]	38	38	38	38	40	40	40	39
General Services Administration	9	10	10	10	10	10	10	10
Buildings & Grounds [1]	65	65	65	70	75	71	71	68
Information Systems Technology [1,3]	87	89	92	92	96	95	95	100
Internal Audit [1]	7	8	8	8	8	8	8	7
Printing Center	6	6	6	6	6	6	6	6
Purchasing	14	14	14	15	16	16	16	16
Registrar	6	6	6	6	9	9	9	9
Waste and Resource Recovery [4]	37	37	37	37	37	31	31	30
Total Management Services	**271**	**275**	**278**	**284**	**299**	**288**	**288**	**287**
ASSESSMENT & COLLECTION								
Commissioner of the Revenue [1]	45	48	48	49	49	49	49	47
License Inspector [1]	9	9	9	9	9	9	9	7
Real Estate Assessments [1]	43	43	43	43	43	43	43	42
Treasurer	42	42	44	44	44	44	44	44
Total Assessment & Collection	**139**	**142**	**144**	**145**	**145**	**145**	**145**	**140**
ADMINISTRATION OF JUSTICE								
Circuit Court Clerk	42	42	42	42	44	44	44	44
Commonwealth's Attorney [1]	32	33	33	45	45	45	45	44
Courts	5	5	6	7	7	7	7	7
Total Administration of Justice	**79**	**80**	**81**	**94**	**96**	**96**	**96**	**95**

APPENDIX A
AUTHORIZED POSITIONS FY2004-FY2010

DEPARTMENT	FY2004 Actual	FY2005 Actual	FY2006 Actual	FY2007 Actual	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended
PUBLIC SAFETY								
Animal Control [1]	17	17	17	18	19	19	19	18
Emergency Communications Center [5]	82	82	82	82	82	82	82	78
Fire and Emergency Medical Services [5]	430	457	444	444	446	451	472	447
Police	533	525	553	561	592	600	600	600
Sheriff	200	227	247	250	265	266	266	266
Total Public Safety	**1,262**	**1,308**	**1,343**	**1,355**	**1,404**	**1,418**	**1,439**	**1,409**
HUMAN SERVICES								
Administration	2	2	2	2	3	3	3	3
Access Transportation Program	0	1	1	1	1	1	1	1
Cooperative Extension [6]	1	1	1	1	1	1	1	2
Limited English Speaking Program (LESP)	1	1	1	1	1	1	1	1
Health [1,7]	28	28	28	29	32	34	36	34
Juvenile Detention Home [1]	84	74	74	74	73	73	73	59
Library [1]	67	67	68	69	76	76	78	74
Law Library	1	1	1	1	1	1	1	1
Mental Health Support Services [1,8]	295	310	324	332	363	372	372	368
Parks and Recreation	110	111	111	117	121	123	123	123
Social Services [1,9]	167	167	170	180	180	180	180	177
Youth Planning and Development	4	4	4	4	4	4	4	4
Total Human Services	**760**	**767**	**785**	**811**	**856**	**869**	**873**	**844**
COMMUNITY DEVELOPMENT								
Administration [1,10]	7	7	7	8	8	8	8	7
Building Inspections [1]	64	69	72	72	72	72	72	63
Economic Development [1,11]	9	9	9	10	12	12	12	11
Environmental Engineering [1,3]	61	63	65	67	67	67	67	53
Planning [1]	51	51	53	54	56	60	60	52
Transportation [1]	9	9	9	9	10	10	10	9
Total Community Development	**201**	**208**	**215**	**220**	**225**	**229**	**229**	**195**
"Unassigned" Responsibility Center/ Not Funded [4,5,12]	4	4	8	8	9	10	10	15
SUB TOTAL GENERAL FUND	**2,785**	**2,855**	**2,929**	**2,998**	**3,118**	**3,143**	**3,168**	**3,066**

APPENDIX A
AUTHORIZED POSITIONS FY2004-FY2010

DEPARTMENT	FY2004 Actual	FY2005 Actual	FY2006 Actual	FY2007 Actual	FY2008 Actual	FY2009 Adopted	FY2010 Approved	FY2010 Amended
OTHER								
Airport	5	6	6	6	6	6	6	6
Comprehensive Services	2	2	2	4	4	4	4	4
Capital Projects [13]	4	7	4	7	6	6	6	5
Capital Projects Management	6	6	6	6	7	7	7	7
Fire and EMS Revenue Recovery	0	0	15	15	15	15	15	15
Fleet Management	66	70	75	78	82	88	88	88
Grants:								
Adult Drug Court [1]	2	2	3	3	3	3	3	2
Community Development Block Grant [10]	6	6	6	5	4	4	4	4
Domestic Violence Resource Center	1	1	1	1	1	1	1	1
Options	1	1	1	0	1	1	1	1
Post Trial	27	28	28	32	29	29	29	29
Pretrial Services	8	8	8	7	7	7	7	7
Dual Treatment Track	4	2	2	2	2	2	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	9	9	9	9
Juvenile Drug Court	5	5	5	5	5	5	5	5
Litter Program	1	1	1	1	1	0	0	0
Part C [7, 8]	N/A	5	5	4	6	6	6	6
Police Grants	N/A	20	26	19	1	1	1	1
Project Exile	2	2	2	2	0	0	0	0
Terrorism Coordinator	N/A	1	1	0	0	0	0	0
Victim/Witness [1,9]	8	8	8	8	8	8	8	8
VA Juvenile Community Crime Control [6]	23	23	23	21	21	21	21	20
Radio Shop	13	16	16	17	18	18	19	18
Risk Management [1]	13	14	14	15	15	15	15	14
Utilities [10]	281	287	288	293	293	302	302	302
SUB TOTAL OTHER	**487**	**530**	**555**	**560**	**546**	**560**	**561**	**556**
TOTAL FULL-TIME POSITIONS	**3,272**	**3,385**	**3,484**	**3,558**	**3,664**	**3,703**	**3,729**	**3,622**

APPENDIX A
AUTHORIZED POSITIONS FY2004-FY2010

Notes:

[1] Reduction in authorized positions, see departmental narrative for more information.

[2] One position created in Chesterfield University was never filled and is no longer needed. Chesterfield University and the Quality Office were consolidated into one department in FY2010.

[3] Eight positions transferred from Environmental Engineering to Information Systems Technology during FY2009.

[4] One position transferred from WARR to the Unassigned Positions.

[5] Four positions transferred from each Fire and ECC to Unassigned.

[6] One position transferred from VJCCCA to Cooperative Extension during FY2009.

[7] One position transferred from Part C to the Health Department during FY2009.

[8] Four positions were created in MHSS by the Board of Supervisors during FY2009. One position transferred from MHSS to Part C.

[9] One position transferred from Social Services to Victim Witness during FY2009.

[10] During the FY2008 amended budget process, one position was transferred from Utilities to Community Development Administration, however, the transfer was never reflected in the position count.

[11] During FY2008, one position transferred from CDBG to Economic Development, however, the transfer was never reflected in the position count.

[12] Four positions eliminated from Unassigned during FY2009.

[13] One position eliminated from the CDIS capital project.

APPENDIX B
FY2010 VEHICLES

Department and Item	Quantity	Replacement	New	Cost
GENERAL FUND				
Animal Control				
Truck	1		X	$24,000
Total				**24,000**
Fire and Emergency Medical Services				
Engine	1		X	439,000
Passenger Vehicles	8		X	237,100
Total				**676,100**
Parks and Recreation				
Truck, Single Axle	1	X		65,400
Truck, One Ton Dump 4WD with Snow Plow	2	X		100,000
Total				**165,400**
Police				
Police Cruiser	65	X		1,560,000
Other Police Vehicles	24	X		410,000
Total				**1,970,000**
TOTAL GENERAL FUND				**$2,835,500**
OTHER FUNDS				
Fleet Management				
Automobile, Sedan, Mid-Size, 4DR	14	X		233,900
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 Ton, 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, 15 Passenger	2	X		48,500
Van, 7 Passenger	3	X		58,100
Van, 2 Wheel Chair, 6 Passenger	1	X		32,700
Total				**1,207,000**
Revenue Recovery - Fire EMS				
Ambulance	2	X		**460,000**
Utilities				
Construction Truck	1	X		77,000
Excavator Unit -1234	1	X		130,000
Total				**207,000**
TOTAL OTHER FUNDS				**$1,874,000**
TOTAL ALL FUNDS (excluding Schools)				**$4,709,500**

APPENDIX C
FY2010 CAPITAL OUTLAY ITEMS OTHER THAN VEHICLES

Department and Item	Quantity	Replacement	New	Cost
GENERAL FUND				
Building Inspections				
Toughbook Field Inspection Computers	17	X		85,000
Telecommunications IVR	1	X		9,000
Total				**94,000**
Environmental Engineering				
Backhoe	1		X	40,000
Total				**40,000**
Parks and Recreation				
Mower, front mount Z type	2	X		22,000
Mower, reel type	1	X		35,000
Utility vehicle	1			10,000
Site Improvements	1	X		12,000
Total				**79,000**
Printing Center				
Shrink Wrap Machine	1	X		12,000
Total				**12,000**
Waste and Resource Recovery				
Heat Pump	1	X		35,000
Total				**35,000**
TOTAL GENERAL FUND				**$260,000**

APPENDIX C
FY2010 CAPITAL OUTLAY ITEMS OTHER THAN VEHICLES

Department and Item	Quantity	Replacement	New	Cost
OTHER FUNDS				
Fleet Management				
Automotive Lift, Aboveground	2	X		120,200
Diagnostic Equipment	2		X	10,000
Storage Shed	1		X	10,000
Backup Generator	1		X	58,000
Concrete Removal For Preparation For Lift	1		X	23,000
Total				**221,200**
Radio Shop				
Test Equipment	1	X		73,100
Total				**73,100**
Utilities				
Flo-Tote II sewer metering devices	3		X	15,000
Emergency repairs to pumps and VFD drive units and motors at	1	X		90,000
20 deg. cent. freezer for nutrients lab	1	X		35,000
Laboratory Water System	1	X		25,000
Hypochlorite Dehumidifying Air Conditioner	1	X		30,000
Other Equipment	1	X		40,000
Diurna Basin Floating Aerator	1	X		100,000
Miscellaneous Repair	1	X		100,000
Server Upgrades	5	X		40,000
Technology Upgrades	1	X		100,000
Laptop Upgrades	8	X		40,000
Total				**615,000**
TOTAL OTHER FUNDS				**$909,300**
TOTAL ALL FUNDS (excluding Schools)				**$1,169,300**

APPENDIX D
GENERAL FUND REVENUE ESTIMATES

Description	FY2008 Actual	FY2009 Budget	FY2010 Approved	FY2010 Amended
REAL ESTATE TAXES	$296,305,014	$309,887,000	$317,166,300	$302,441,100
CP INTERCHANGE SVC DIST TAX	233,363	0	0	0
WATKINS CENTRE CDA TAX	85,281	0	0	0
REAL ESTATE SECT 58 REFUND	(367,939)	0	0	0
PS REAL ESTATE	10,680,969	10,000,000	10,000,000	10,000,000
Total Real Property	**$306,936,688**	**$319,887,000**	**$327,166,300**	**$312,441,100**
PS PESONAL PROP	$91,113	$135,000	$135,000	$100,000
PERSONAL PROP TAXES	56,019,375	52,026,500	53,660,200	46,326,500
REFUNDS PRORATION	(1,140,474)	0	0	0
PERSONAL PROP SEC 58 REFUND	(1,846,289)	0	0	0
Total Personal Property	**$53,123,726**	**$52,161,500**	**$53,795,200**	**$46,426,500**
MOBILE HOME PROPERTY TAXES	$158,749	$200,000	$200,000	$150,000
MACHINE AND TOOLS PROPERTY TAX	4,369,496	3,600,000	3,600,000	4,000,000
Total Other Property	**$4,528,245**	**$3,800,000**	**$3,800,000**	**$4,150,000**
PENALTY ON REAL ESTATE	$1,013,431	$925,000	$950,000	$950,000
PENALTY ON PERSONAL PROP	1,001,558	950,000	950,000	950,000
INTEREST ON REAL ESTATE	572,664	410,000	410,000	410,000
INTEREST ON PERSONAL PROP	608,595	450,000	450,000	450,000
Total Penalties and Interest	**$3,196,248**	**$2,735,000**	**$2,760,000**	**$2,760,000**
Total Property Taxes	**$367,784,907**	**$378,583,500**	**$387,521,500**	**$365,777,600**
TELEPHONE UTILITY TAX	$325	$0	$0	$0
ELECTRIC UTILITY TAX	6,147,967	6,329,400	6,471,800	6,163,300
GAS UTILITY TAX	1,301,451	1,330,800	1,389,500	1,304,700
Total Utility Taxes	**$7,449,744**	**$7,660,200**	**$7,861,300**	**$7,468,000**
LOCAL SALES AND USE TAXES	$40,736,677	$41,515,100	$42,760,600	$36,377,900
TELECOMMUNICATIONS SALES TAX	12,089,798	12,978,000	13,367,300	12,120,000
BUSINESS LICENSE SEC 58 REFUND	(232,090)	0	0	0
BUSINESS AND PROF LICENSE TAX	17,731,386	16,946,300	17,624,200	14,262,700
CABLE TV FRANCHISE FEE	3,227,272	3,916,100	4,072,700	2,759,300
PUBLIC EDUCATION AND GOVT FEE	139,238	0	0	0
MOTOR VEHICLE REGISTRATION FEE	6,204,690	6,872,800	6,964,300	6,518,800

APPENDIX D
GENERAL FUND REVENUE ESTIMATES

Description	FY2008 Actual	FY2009 Budget	FY2010 Approved	FY2010 Amended
BANK STOCK TAX	1,010,668	1,185,600	1,228,200	1,010,700
RECORDATION TAX	6,096,549	6,913,500	7,441,800	4,188,700
TRANS OCCUPANCY TAX 2% PERCENT	1,117,163	1,065,400	1,104,300	1,005,400
TRANS OCCUPANCY TAX 6% PERCENT	3,351,466	3,196,200	3,312,900	3,016,300
ENHANCED 911 PHONE TAX	394	0	0	0
SHORT-TERM RENTAL TAX	211,603	273,200	281,400	205,300
Total Other Taxes	**$91,684,814**	**$94,862,200**	**$98,157,700**	**$81,465,100**
TOTAL TAXES	**$466,919,465**	**$481,105,900**	**$493,540,500**	**$454,710,700**
DOG LICENSES	$78,819	$50,000	$55,000	$80,000
ABANDONED VEHICLE PERMITS	8,100	11,000	11,000	6,000
LAND USE APPLICATION FEES	1,525	1,500	1,500	1,500
REAL ESTATE TRF FEES	9,016	10,000	10,000	8,700
ZONING CERTIFICATE FEES	12,075	13,000	14,000	9,000
REZONING FEES	142,247	400,000	415,000	125,000
SUBSTANTIAL ACCORD FEE	23,220	40,000	42,000	20,000
TENTATIVE SUBDIVISIONS	137,135	367,500	382,000	100,000
FINAL CHECK SUBDIVISIONS	90,210	212,500	219,300	75,000
CONDITIONAL USE PLANNED DEV	64,227	170,000	178,000	30,000
VARIANCES	16,200	25,400	25,400	17,000
SPECIAL EXCEPTIONS	15,200	15,000	16,000	14,000
SITE PLANS	159,879	300,000	309,000	100,000
CONDITIONAL USES	60,649	105,000	105,900	25,000
CONDITIONAL STANDARD ENFORCE	30,150	65,000	65,000	26,000
RESIDENTIAL BLDG PERMITS	934,527	1,579,700	1,597,100	663,400
COMMERCIAL BLDG PERMITS	1,170,552	1,687,500	1,705,900	1,000,000
BLDG ADD FEES	3,877	15,000	15,200	0
BLDG INSPECTION FEES UTILITIES	64,000	0	0	0
RESIDENTIAL ELECTRICAL PERMITS	308,424	374,500	378,600	262,500
COMMERCIAL ELECTRICAL PERMITS	314,954	235,400	238,000	264,900
RESIDENTIAL PLUMBING PERMITS	515,397	615,300	622,000	418,700
COMMERCIAL PLUMBING PERMITS	183,273	181,900	183,900	135,900
RESIDENTIAL HEATING PERMIT FEE	155,615	187,300	189,300	137,500
COMMERCIAL HEATING PERMIT FEE	204,956	123,100	124,400	146,800
ELEVATOR CERTIF FEE	14,828	12,000	12,100	15,000
COMR OTHER PERMIT FEES	1,090	2,100	2,100	1,500

APPENDIX D
GENERAL FUND REVENUE ESTIMATES

Description	FY2008 Actual	FY2009 Budget	FY2010 Approved	FY2010 Amended
SEPTIC TANK PERMITS	13,500	16,000	16,000	11,200
SIGN PERMITS	44,253	85,000	85,400	54,600
TEMP CERTIFICATE OF OCCUPANCY	11,604	30,000	30,300	15,000
EROSION CONTROL FEES	106,800	140,000	140,000	36,000
DMV STOP FEES	255,510	90,000	95,000	255,000
DOLLAR PER DAY FEE	47,584	50,000	50,000	50,000
SOLICITOR PERMITS	1,760	1,000	1,500	1,000
GOLD SILVER DEALERS FEE	400	0	0	0
CONCEALED WEAPONS FEES	78,204	30,000	35,000	30,000
FIRE PERMITS	97,992	80,000	80,900	100,000
BURN PERMIT FEES	22,400	34,800	34,800	34,800
PLAN REVIEW FEES	486,085	410,300	410,300	142,100
PLAN REVIEW FEES COMM DEV	33,595	32,000	32,000	13,600
RESUBMITTED PLAN REVIEW FEES	32,000	20,000	20,000	30,000
RESIDENTIAL BMP MAINT FEES	314,103	149,300	149,300	132,400
MOBILE HOME APPLICATIONS	2,750	5,000	6,000	3,000
ENTERTAINMENT PERMITS	600	0	0	0
PARADE APPLICATION FEES	300	0	0	0
RESIDENTIAL REINSPECTION FEES	155,127	214,000	216,300	150,000
SOIL REPORT FEE SEWAGE	6,820	30,000	30,000	6,800
NOT READY INSPECTION FEE	30,000	40,000	40,400	25,000
Total Permits and Fees	**$6,461,533**	**$8,257,100**	**$8,390,900**	**$4,773,900**
COURT FINES	$1,300,975	$1,450,000	$1,475,000	$1,180,000
FORFEITURES	1,225,406	0	0	0
PARKING FINES	15,755	16,000	18,000	16,000
HNDCP PARK FINE LATE PENALTY	1,885	0	0	0
RESTITUTION FIRE DEPT	4,075	0	0	0
RESTITUTION POLICE DEPT	7,515	1,500	2,000	1,500
CURFEW VIOLATIONS	380	700	800	300
Total Fines and Forfeitures	**$2,555,991**	**$1,468,200**	**$1,495,800**	**$1,197,800**
INTEREST BANK DEPOSITS	($1,835,148)	$0	$0	$0
INTEREST ON FINES AND WARRANTS	35,699	34,500	34,800	31,000
CP INTERCHANGE SVC DIST INT	8,460	0	0	0
TREASURER INTEREST RECEIVED	7,501,346	0	0	0
INTEREST ON INV	2,937,727	4,500,000	5,057,000	4,500,000

APPENDIX D
GENERAL FUND REVENUE ESTIMATES

Description	FY2008 Actual	FY2009 Budget	FY2010 Approved	FY2010 Amended
UNREAL GAIN LOSS REV	37,464	0	0	0
RENTAL OF GENERAL PROPERTY	572,054	239,300	287,300	251,300
RENTAL OF BLDG	54,736	49,800	49,800	49,800
RENTAL OF SHELTERS	45,630	41,000	41,000	41,000
RENTAL OF PARK LIGHTS	42,433	45,000	45,000	45,000
RENTAL OF GARDEN PLOT	1,540	1,600	1,600	1,600
RENTAL OF EQUIP	125	800	800	800
CONCESSION RENTAL COMMISSION	34,033	29,000	29,000	29,000
Total Use of Money and Property	**$9,436,100**	**$4,941,000**	**$5,546,300**	**$4,949,500**
INCTY IST DATA PROCESSING	$1,462,248	$1,399,100	$1,399,100	$1,455,200
INCTY PC CHGS	345,250	325,000	325,000	370,000
SALE OF RECYCLING BINS	79	0	0	200
INCTY PURCHASING CHGS	235,000	276,700	431,700	431,700
INCTY PRINT SHOP CHGS	423,411	460,000	460,000	520,000
INCTY ACCOUNTING CHGS	297,600	316,600	324,400	325,200
INCTY INTERNAL AUDIT FEE	3,000	3,500	3,500	3,500
INCTY CHESTERFIELD UNIV	0	0	0	30,000
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	241,147	250,100	250,100	138,400
INCTY TREAS COLLECTIONS	75,441	83,800	85,400	85,400
INCTY UTILITY DEPT REIMB	292,763	457,800	462,600	481,300
ACCOUNTING CHG	96,400	96,400	96,400	96,400
ACCOUNTING HEALTH INS ADMIN	1,730	0	0	0
CHESTERFIELD UNIV NONCOUNTY	67,646	32,000	35,000	35,000
REGISTRATION FEES	300	0	0	0
TREAS GARNISHMENT FEES	2,120	0	0	0
PRINT CHRG EXTERNAL CUSTOMER	19,419	10,200	10,200	23,700
ADMIN FEES	73,891	60,000	60,700	60,700
DEFERRAL CHG	23,500	35,000	35,000	25,800
DELINQ ADMIN FEE	8,000	2,000	2,000	15,000
PERSONAL PROP DELINQ FEES	907,653	685,000	735,000	900,000
REAL ESTATE DELINQ FEES	227,861	200,000	210,000	210,000
BAD CHECK CHG	11,844	10,500	11,000	11,000
COURT FEES RECOVERED	55,297	54,000	57,000	41,800
CERTIFIED MAIL FEE	517	700	800	600

APPENDIX D
GENERAL FUND REVENUE ESTIMATES

Description	FY2008 Actual	FY2009 Budget	FY2010 Approved	FY2010 Amended
MAILING FEES	0	500	500	500
COURTHOUSE MAINT FEE	72,444	81,100	81,100	81,100
SHERIFF'S FEES	18,291	18,300	18,300	18,300
COURT SECURITY SHERIFF	319,174	200,000	200,000	200,000
DNA FEES SHERIFF	2,897	3,000	3,000	3,000
LAW LIBRARY FEES	108,237	125,600	125,600	110,000
COMM ATTY CIRCUIT CT FEES	10,473	0	0	0
POLICE OFFICERS FEES	1,071,710	1,000,000	1,100,000	1,000,000
ACCIDENT REPORTS	27,855	30,000	32,000	30,000
APPOMATTOX AUTH POLICE BOAT	3,000	3,000	3,000	3,000
FALSE ALARM CHG	134,239	120,000	122,000	120,000
FALSE ALARM REFUNDS	(175)	0	0	0
OFFENSE REPORTS	11,010	11,000	12,000	11,000
PHOTOGRAPHS ACCIDENTS	318	1,000	1,000	1,000
RECORD CHECKS	1,820	2,000	2,100	2,000
FINGERPRINT FEE	11,565	3,000	3,100	3,000
DUI TRAFFIC OFFENSES	216,062	0	0	200,000
TRAINING ACADEMY FEES	39,812	38,000	40,000	38,000
TRAINING ACADEMY FEES CLEARING	165	0	0	0
FUNERAL HOME ESCORTS	12,100	14,000	15,000	14,000
MED FLIGHT FUND	199,700	174,100	174,100	174,100
HAZARDOUS WASTE CLEANUP	1,920	0	0	0
MONITORING FEES	34,410	16,000	16,000	51,900
WEEKEND JAIL TIME FEE	72,152	75,000	75,000	75,000
WORK RELEASE PROGRAM	131,103	65,000	65,000	65,000
MEDICAL CO-PAYMENTS	8,204	9,000	9,000	9,000
JAIL PROCESSING FEE	61,772	48,500	48,500	48,500
JUVENILE HOME	193,050	151,000	151,000	152,900
SALE OF ANIMALS	15,262	16,000	16,000	16,000
DOG BOARD FEES	33,488	35,000	35,000	35,000
CUSTOMER VAL CARD LEVEL 1	125,310	143,600	174,000	20,000
CUSTOMER VAL CARD LEVEL 2	41,210	78,200	92,000	20,000
CUSTOMER VAL CARD LEVEL 3	44,880	0	0	0
BULKY WASTE COLLECTION FEE	3,494	4,400	4,400	2,600
BULKY BRUSH COLLECTION FEE	3,170	5,000	5,000	1,800
WHITE GOODS WITHOUT FREON	57,761	70,200	70,200	44,200
WHITE GOODS WITH FREON	35,685	42,300	42,300	35,100

APPENDIX D
GENERAL FUND REVENUE ESTIMATES

Description	FY2008 Actual	FY2009 Budget	FY2010 Approved	FY2010 Amended
REFUSE PICKUP BAG TAGS	103,176	0	0	0
WEED REMOVAL FEE	5,415	8,500	8,500	10,000
YARD WASTE TAGS	7,110	0	0	0
RESIDENTIAL GATE LANDFILL FEE	1,293,068	1,615,200	1,616,200	1,149,900
VEHICLE TIRES	12,066	13,100	13,100	6,700
VEHICLE TIRES W RIMS	4,870	5,400	5,400	4,800
OVERSIZED VEHICLE TIRES	290	300	300	200
CONSTRUCTION MATERIAL HALF LD	84,120	78,800	78,800	83,800
CONSTRUCTION MATERIAL FULL LD	93,870	101,500	101,500	87,100
QUARTERLY TRASH SVC	203,770	0	0	0
CLIENT PMTS	794,405	766,800	766,800	820,000
MEDICAID PMTS	96,196	850,100	850,100	57,900
MEDICAID ICF MR	0	0	0	802,900
MEDICAID WAIVER	8,535,816	9,037,200	9,037,200	125,000
MEDICAID WAIVER CONGREGATE	0	0	0	5,566,800
MEDICAID WAIVER SUPPLEMENT RES	0	0	0	200,000
MEDICAID WAIVER DAY SUPPORT	0	0	0	2,336,000
MEDICAID WAIVER EMPLOYMENT	0	0	0	1,157,400
MEDICAID STATE PLAN OPTION	4,673,512	5,390,300	5,390,300	0
MEDICAID SPO CRISIS	0	0	0	4,500
MEDICAID SPO MH CASE MGMT	0	1,000	1,000	1,331,600
MEDICAID SPO MR CASE MGMT	0	0	0	2,740,800
MEDICAID SPO PSYCHOSOCIAL	0	0	0	517,000
MEDICAID SPO SUPPLEMENTAL LIVI	0	0	0	282,800
MEDICAID SPO INTENSIVE IN HOME	0	0	0	87,500
MEDICAID SPO ICT	0	0	0	594,900
MEDICAID-MEDALLION II	134,541	90,800	90,800	108,200
MEDICAID REHABILITATION	51,639	15,000	15,000	50,000
MEDICAID COINSURANCE	2,131	12,400	12,400	12,200
BLUE CROSS BLUE SHIELD PYMT	88,714	73,000	73,000	80,700
OTHER INS PMTS	64,953	68,700	68,700	50,400
MEDICAID TRANSPORTATION	372,181	415,000	415,000	402,300
SVCS TO COURTS	474,722	511,600	511,600	500,400
DEPT OF REHABILITATION SVCS	308,699	322,400	322,400	202,400
MEDICARE PMTS	60,911	82,600	82,600	71,800
FAMIS PMTS	17,375	7,800	7,800	7,800
CCCTP COUPON REV FEES	185,192	187,200	187,200	187,200

APPENDIX D
GENERAL FUND REVENUE ESTIMATES

Description	FY2008 Actual	FY2009 Budget	FY2010 Approved	FY2010 Amended
EMPLOY HC PHYSICALS	45,546	55,000	60,000	70,000
EMPLOYEE HC DRUG TESTS	83,103	75,000	80,000	90,500
EMPLOYEE HC-FIRST VISITS	92,304	100,000	110,000	150,000
WELLNESS CONTRIBUTION	62,415	30,000	30,000	30,000
EMPL HC-VACCINATIONS	989	0	0	162,000
EMPL HC-MED PROG OVERSIGHT	6,000	0	0	24,000
EMP HC-ACUTE CARE	100	0	0	0
EMP HC-OTHER MED SERVICES	6,260	0	0	0
NONRESIDENT RECREATIONAL FEE	14,730	15,000	15,000	15,000
PLAYGROUND FEES	11,205	12,500	12,500	15,000
LECTURE FEE	12,410	10,300	10,300	10,300
SPORTS PROGRAM FEES	102,881	95,000	95,000	151,500
TOURNAMENT CHGS	28,786	30,000	30,000	30,000
AMUSEMENT PARK SALE	20,173	0	0	0
CAMP FEES	35,227	48,000	48,000	45,000
AFTER SCHOOL FEES	89	0	0	0
INSTRUCTIONAL FEES	204,659	190,600	190,600	191,100
SPECIAL EVENTS	13,276	2,500	2,500	2,500
SALE OF LIBRARY SVCS	1,355	600	600	1,000
LIBRARY FINES	373,886	334,700	334,700	334,700
CITY RICHMOND LIBRARY USE FEE	174,360	159,600	159,600	161,200
COUNTY MAP SALES AND UPDATES	60,491	0	0	0
SALE OF PUBLICATIONS	5,339	6,500	6,400	6,700
PENALTY CHGS	30,463	26,800	26,900	26,100
ADVERTISING FEE	6,878	6,000	6,000	0
RECYCLING PROCEEDS	81,550	82,300	81,700	175,000
JANITORIAL SVCS	48,510	65,400	65,400	65,400
SALE OF CONTRACT	462,166	474,900	474,900	511,500
DOCUMENT COPY FEES	26,082	30,300	32,300	20,100
Total Service Charges	**$27,834,335**	**$29,008,900**	**$29,420,200**	**$29,937,500**
DONATIONS AND CONTRIB	$2,902,153	$111,200	$111,200	$152,800
INCTY INS RECOVERY	406,044	50,000	50,000	50,000
SALE OF SUPPLIES	730	0	0	0
SALE OF SURPLUS EQUIP	2,444	12,000	15,000	12,000
SALE OF VEHICLES	145,091	80,000	88,000	88,000
LOSS PREVENTION REVENUE	332,800	331,400	335,200	353,300

APPENDIX D
GENERAL FUND REVENUE ESTIMATES

Description	FY2008 Actual	FY2009 Budget	FY2010 Approved	FY2010 Amended
SETTLEMENT	99,575	0	0	0
OTHER MISC REVS	790,881	615,800	620,500	632,600
PUBLIC PHONE COMM	94,185	95,000	95,000	95,000
REIMB TELEPHONE USAGE	11,580	10,100	10,100	10,000
REIMB TOWING	6,823	2,900	2,900	2,900
REIMB DRUG TESTING	6,065	6,500	6,500	6,500
REIMB OTHER	3,560,844	1,951,200	2,028,100	1,914,400
REFUNDS FROM HEALTHCARE PROV	413,825	0	0	0
REFUNDS	18,304	0	0	0
REIMB OTHER LOCALITIES	49,283	30,100	30,600	6,400
REIMB COLONIAL HEIGHTS	505,875	521,600	521,580	521,600
REIMB HEALTH DEPT	29,032	13,900	13,900	13,900
REIMB CHESTERFIELD SCH	4,779,600	8,745,800	8,906,000	8,786,600
REIMB RICHMOND CENTER	2,520,659	1,065,400	1,104,300	1,005,400
REIMB STATE EXP	139,842	124,000	124,000	130,000
REIMB STATE VEHICLE	46,374	40,000	41,000	41,000
CARE OF PRISONERS	0	7,500	7,500	7,500
SS INCENTIVE PMTS	7,400	0	0	0
Total Recovered Costs & Misc.	**$16,869,409**	**$13,814,400**	**$14,111,380**	**$13,829,900**
VA ABC PROFITS	$152,365	$150,000	$150,000	$0
DMV SELECT PROGRAM COMMISSION	22,654	30,000	30,000	42,500
VA CLERK EXCESS FEES	1,323,631	1,650,000	1,700,000	535,000
VA WINE TAXES	159,708	155,000	155,000	0
VA ROLLING STOCK TAX	96,391	85,000	85,000	96,400
VA MOBILE HOME TITLING TAXES	71,525	70,000	70,000	70,000
VA GRANTORS TAX DEEDS	1,549,047	1,400,000	1,500,000	1,214,500
VA HB 599 FUNDS	8,867,942	8,500,000	8,500,000	8,500,000
VA PPTRA	41,084,555	41,092,000	41,092,000	41,092,000
VA VEHICLE RENTAL TAX	773,112	825,000	825,000	788,600
VA SHEXP COMM ATTY	6,524	1,480,100	1,480,100	1,576,400
VA SHEXP COMM ATTY FICA	125,549	125,800	125,800	125,800
VA SHEXP COMM ATTY VSRS	100,322	76,000	76,000	76,000
VA SHEXP COMM ATTY DP	114,385	110,300	110,300	110,300
VA SHEXP COMM ATTY INS	1,757,498	2,000	2,000	2,000
VA SHEXP SHERIFF	2,152,971	2,418,000	2,418,000	2,418,000
VA SHEXP SHERIFF FICA	352,843	301,900	301,900	301,900

APPENDIX D
GENERAL FUND REVENUE ESTIMATES

Description	FY2008 Actual	FY2009 Budget	FY2010 Approved	FY2010 Amended
VA SHEXP SHERIFF VSRS	281,684	145,500	145,500	145,500
SHRD EXP INS, SHERIFF	18,321	0	0	0
VA SHEXP COMM OF REV	504,961	523,500	523,500	483,900
VA SHEXP COMM OF REV FICA	37,626	39,200	39,200	38,200
VA SHEXP COMM OF REV VRS	31,140	20,100	20,100	30,400
VA SHEXP COMM OF REV INS	2,025	2,000	2,000	2,200
VA SHEXP TREAS	510,495	526,900	539,600	485,000
VA SHEXP TREAS FICA	37,944	39,300	40,200	37,900
VA SHEXP TREAS VRS	31,446	30,200	31,000	31,400
VA SHEXP TREAS INS	2,045	2,400	2,400	2,000
VA SHEXP REGIS ELECTION BOARDS	112,916	90,000	90,000	90,000
VA SHEXP CLERK CIRCUIT CT	1,010,455	1,064,900	1,096,800	885,300
VA SHEXP CLERK CIRCUIT CT FICA	24,968	26,100	27,900	24,000
VA SHEXP CLERK CIRCUIT CT VRS	20,713	18,500	19,100	19,900
VA SHEXP CLERK CIRCUIT CT INS	1,347	1,400	1,500	1,300
VA CRIM JUSTICE SVC PROBATON	8,625	5,500	5,500	5,500
VA JAIL BLOCK GRANT	922,686	1,100,000	1,100,000	850,000
VA AID TREATMENT PERSONNEL	229,991	130,000	130,000	130,000
VA COMP BOARD AID JAIL EXP	2,261,792	1,846,600	1,846,600	1,846,600
VA JUVENILE DETENT CARE CHILD	5,000	4,400	4,400	4,400
VA DISTRIB FIRE PROGRAM FUND	685,129	348,600	348,600	348,600
VA EMERGENCY MEDICAL SVC	688,875	265,500	265,500	265,500
VA FIN ASSIST MH SVC	2,631,380	2,602,500	2,602,500	2,307,800
VA FIN ASSIST MR SVC	208,733	154,400	154,400	202,300
VA SUBSTANCE ABUSE SVCS	954,316	843,700	843,700	933,600
VA P ASSIST WELFARE ADMIN	5,140,883	4,689,600	4,716,600	5,198,800
VA FIN ASSIST PUBLIC LIBRARY	239,945	228,500	228,500	215,100
VA MISC STATE AID	3,760,570	2,918,900	2,914,900	2,582,800
VA STATE ACUTE CARE	0	0	0	593,000
VA STATE EMERGENCY	0	0	0	125,000
VA STATE REINVESTMENT	0	0	0	176,100
EDU STATE SALES TAX RECEIPTS	48,363,657	52,284,400	54,932,000	48,701,000
EDU 1/8% STATE SALES TAX	1,542,510	0	0	0
Total State Revenue	**$128,983,199**	**$128,423,700**	**$131,293,100**	**$123,712,500**

APPENDIX D
GENERAL FUND REVENUE ESTIMATES

Description	FY2008 Actual	FY2009 Budget	FY2010 Approved	FY2010 Amended
FED BLOCK GRANT	$1,553,066	$1,548,600	$1,548,600	$1,219,500
FED FIN ASSIST SEC 8 HOUSING	17,586	12,100	12,100	17,500
FED PASS THRU WELFARE	9,353,820	10,236,500	10,273,720	9,759,100
FED PRESQULE NW REFUGE 95-469	4,587	4,100	3,800	4,100
FED FIN ASSIST PUBLIC SAFETY	41,225	25,000	25,000	25,000
FED FIN ASSIST OTHER	362,455	30,000	30,000	30,000
Total Federal Revenue	**$11,332,739**	**$11,856,300**	**$11,893,220**	**$11,055,200**
TOTAL TAXES AND REVENUE	**$670,392,773**	**$678,875,500**	**$695,691,400**	**$644,167,000**
TRF FRM CTY CAP PROJECTS	1,013,269	979,900	962,800	926,800
TRF FROM SPECIAL REV FUND	402,218	592,600	726,100	690,900
TRF FROM FLEET	11,600	11,800	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	2,600	2,600	2,600
PROCEEDS FROM INDEBTEDNESS	26,820	0	0	0
LEASE PURCHASES	48,210	0	0	0
Total Financing Sources	**$3,959,717**	**$4,042,000**	**$4,158,400**	**$4,087,200**
USE OF RESERVES	0	12,957,200	7,864,200	13,443,900
USE OF FUND BALANCE	65,204,348	53,495,000	53,495,000	53,495,000
Total Reserves & Fund Balance	**$65,204,348**	**$66,452,200**	**$61,359,200**	**$66,938,900**
Total Other	**$69,164,065**	**$70,494,200**	**$65,517,600**	**$71,026,100**
TOTAL GENERAL FUND REVENUE	**$739,556,837**	**$749,369,700**	**$761,209,000**	**$715,193,100**

APPENDIX E
GENERAL FUND REVENUE PROJECTIONS

Description	FY2011 Projected	FY2012 Projected	FY2013 Projected
REAL ESTATE TAXES	$298,019,200	$304,886,700	$313,285,200
PS REAL ESTATE	10,000,000	10,000,000	10,000,000
Total Real Property	**$308,019,200**	**$314,886,700**	**$323,285,200**
PS PESONAL PROP	$100,000	$100,000	$100,000
PERSONAL PROP TAXES	47,253,000	48,198,100	49,162,100
Total Personal Property	**$47,353,000**	**$48,298,100**	**$49,262,100**
MOBILE HOME PROPERTY TAXES	$150,000	$150,000	$150,000
MACHINE AND TOOLS PROPERTY TAX	4,000,000	4,000,000	4,000,000
Total Other Property	**$4,150,000**	**$4,150,000**	**$4,150,000**
PENALTY ON REAL ESTATE	$950,000	$950,000	$950,000
PENALTY ON PERSONAL PROP	950,000	950,000	950,000
INTEREST ON REAL ESTATE	410,000	410,000	410,000
INTEREST ON PERSONAL PROP	450,000	450,000	450,000
Total Penalties and Interest	**$2,760,000**	**$2,760,000**	**$2,760,000**
Total Property Taxes	**$362,282,200**	**$370,094,800**	**$379,457,300**
ELECTRIC UTILITY TAX	$6,240,300	$6,318,300	$6,397,300
GAS UTILITY TAX	1,321,000	1,337,500	1,354,200
Total Utility Taxes	**$7,561,300**	**$7,655,800**	**$7,751,500**
LOCAL SALES AND USE TAXES	$36,923,600	$37,662,100	$38,792,000
TELECOMMUNICATIONS SALES TAX	12,301,800	12,547,800	12,924,200
BUSINESS AND PROF LICENSE TAX	14,619,300	15,057,900	15,660,200
CABLE TV FRANCHISE FEE	2,759,300	2,759,300	2,759,300
MOTOR VEHICLE REGISTRATION FEE	6,681,800	6,882,300	7,123,200
BANK STOCK TAX	1,030,900	1,051,500	1,072,500
RECORDATION TAX	4,293,400	4,422,200	4,599,100
TRANS OCCUPANCY TAX 2% PERCENT	1,025,500	1,051,100	1,082,600
TRANS OCCUPANCY TAX 6% PERCENT	3,076,600	3,153,500	3,248,100
SHORT-TERM RENTAL TAX	205,300	205,300	205,300
Total Other Taxes	**$82,917,500**	**$84,793,000**	**$87,466,500**
TOTAL TAXES	**$452,761,000**	**$462,543,600**	**$474,675,300**

APPENDIX E
GENERAL FUND REVENUE PROJECTIONS

Description	FY2011 Projected	FY2012 Projected	FY2013 Projected
DOG LICENSES	$80,000	$80,000	$80,000
ABANDONED VEHICLE PERMITS	6,000	6,000	6,000
LAND USE APPLICATION FEES	1,500	1,500	1,500
REAL ESTATE TRF FEES	8,700	8,700	8,700
ZONING CERTIFICATE FEES	9,000	9,000	9,000
REZONING FEES	125,000	125,000	125,000
SUBSTANTIAL ACCORD FEE	20,000	20,000	20,000
TENTATIVE SUBDIVISIONS	100,000	100,000	100,000
FINAL CHECK SUBDIVISIONS	75,000	75,000	75,000
CONDITIONAL USE PLANNED DEV	30,000	30,000	30,000
VARIANCES	17,000	17,000	17,000
SPECIAL EXCEPTIONS	14,000	14,000	14,000
SITE PLANS	100,000	100,000	100,000
CONDITIONAL USES	25,000	25,000	25,000
CONDITIONAL STANDARD ENFORCE	26,000	26,000	26,000
RESIDENTIAL BLDG PERMITS	663,400	663,400	663,400
COMMERCIAL BLDG PERMITS	1,000,000	1,000,000	1,000,000
RESIDENTIAL ELECTRICAL PERMITS	262,500	262,500	262,500
COMMERCIAL ELECTRICAL PERMITS	264,900	264,900	264,900
RESIDENTIAL PLUMBING PERMITS	418,700	418,700	418,700
COMMERCIAL PLUMBING PERMITS	135,900	135,900	135,900
RESIDENTIAL HEATING PERMIT FEE	137,500	137,500	137,500
COMMERCIAL HEATING PERMIT FEE	146,800	146,800	146,800
ELEVATOR CERTIF FEE	15,000	15,000	15,000
COMR OTHER PERMIT FEES	1,500	1,500	1,500
SEPTIC TANK PERMITS	11,200	11,200	11,200
SIGN PERMITS	54,600	54,600	54,600
TEMP CERTIFICATE OF OCCUPANCY	15,000	15,000	15,000
EROSION CONTROL FEES	36,000	36,000	36,000
DMV STOP FEES	255,000	255,000	255,000
DOLLAR PER DAY FEE	50,000	50,000	50,000
SOLICITOR PERMITS	1,000	1,000	1,000
CONCEALED WEAPONS FEES	30,000	30,000	30,000
FIRE PERMITS	100,000	100,000	100,000
BURN PERMIT FEES	34,800	34,800	34,800
PLAN REVIEW FEES	142,100	142,100	142,100
PLAN REVIEW FEES COMM DEV	13,600	13,600	13,600
RESUBMITTED PLAN REVIEW FEES	30,000	30,000	30,000

APPENDIX E
GENERAL FUND REVENUE PROJECTIONS

Description	FY2011 Projected	FY2012 Projected	FY2013 Projected
RESIDENTIAL BMP MAINT FEES	132,400	132,400	132,400
MOBILE HOME APPLICATIONS	3,000	3,000	3,000
RESIDENTIAL REINSPECTION FEES	150,000	150,000	150,000
SOIL REPORT FEE SEWAGE	6,800	6,800	6,800
NOT READY INSPECTION FEE	25,000	25,000	25,000
Total Permits and Fees	**$4,773,900**	**$4,773,900**	**$4,773,900**
COURT FINES	$1,180,000	$1,180,000	$1,180,000
PARKING FINES	16,000	16,000	16,000
RESTITUTION POLICE DEPT	1,500	1,500	1,500
CURFEW VIOLATIONS	300	300	300
Total Fines and Forfeitures	**$1,197,800**	**$1,197,800**	**$1,197,800**
INTEREST ON FINES AND WARRANTS	$31,000	$31,000	$31,000
INTEREST ON INV	4,500,000	4,750,000	5,000,000
RENTAL OF GENERAL PROPERTY	299,300	306,500	317,300
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	**$4,997,500**	**$5,254,700**	**$5,515,500**
INCTY IST DATA PROCESSING	$1,455,200	$1,455,200	$1,455,200
INCTY PC CHGS	370,000	370,000	370,000
SALE OF RECYCLING BINS	200	200	200
INCTY PURCHASING CHGS	431,700	431,700	431,700
INCTY PRINT SHOP CHGS	520,000	520,000	520,000
INCTY ACCOUNTING CHGS	325,200	325,200	325,200
INCTY INTERNAL AUDIT FEE	3,500	3,500	3,500
INCTY CHESTERFIELD UNIV	30,000	30,000	30,000
INCTY BLDG RENTAL HEALTH	55,600	55,600	55,600
INCTY BLDG RENTAL SS	105,400	105,400	105,400
INCTY MHMRSA CHGS	138,400	138,400	138,400
INCTY TREAS COLLECTIONS	85,400	85,400	85,400
INCTY UTILITY DEPT REIMB	481,300	481,300	481,300
ACCOUNTING CHG	96,400	96,400	96,400

APPENDIX E
GENERAL FUND REVENUE PROJECTIONS

Description	FY2011 Projected	FY2012 Projected	FY2013 Projected
CHESTERFIELD UNIV NONCOUNTY	35,000	35,000	35,000
PRINT CHRG EXTERNAL CUSTOMER	23,700	23,700	23,700
ADMIN FEES	60,700	60,700	60,700
DEFERRAL CHG	25,800	25,800	25,800
DELINQ ADMIN FEE	15,000	15,000	15,000
PERSONAL PROP DELINQ FEES	900,000	900,000	900,000
REAL ESTATE DELINQ FEES	210,000	210,000	210,000
BAD CHECK CHG	11,000	11,000	11,000
COURT FEES RECOVERED	41,800	41,800	41,800
CERTIFIED MAIL FEE	600	600	600
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	110,000	110,000	110,000
POLICE OFFICERS FEES	1,000,000	1,000,000	1,000,000
ACCIDENT REPORTS	30,000	30,000	30,000
APPOMATTOX AUTH POLICE BOAT	3,000	3,000	3,000
FALSE ALARM CHG	120,000	120,000	120,000
OFFENSE REPORTS	11,000	11,000	11,000
PHOTOGRAPHS ACCIDENTS	1,000	1,000	1,000
RECORD CHECKS	2,000	2,000	2,000
FINGERPRINT FEE	3,000	3,000	3,000
DUI TRAFFIC OFFENSES	210,000	210,000	210,000
TRAINING ACADEMY FEES	38,000	38,000	38,000
FUNERAL HOME ESCORTS	14,000	14,000	14,000
MED FLIGHT FUND	174,100	174,100	174,100
MONITORING FEES	51,900	51,900	51,900
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	152,900	152,900	152,900
SALE OF ANIMALS	16,000	16,000	16,000
DOG BOARD FEES	35,000	35,000	35,000
CUSTOMER VAL CARD LEVEL 1	20,000	20,000	20,000
CUSTOMER VAL CARD LEVEL 2	20,000	20,000	20,000

APPENDIX E
GENERAL FUND REVENUE PROJECTIONS

Description	FY2011 Projected	FY2012 Projected	FY2013 Projected
BULKY WASTE COLLECTION FEE	2,600	2,600	2,600
BULKY BRUSH COLLECTION FEE	1,800	1,800	1,800
WHITE GOODS WITHOUT FREON	44,200	44,200	44,200
WHITE GOODS WITH FREON	35,100	35,100	35,100
WEED REMOVAL FEE	10,000	10,000	10,000
RESIDENTIAL GATE LANDFILL FEE	1,149,900	1,149,900	1,149,900
VEHICLE TIRES	6,700	6,700	6,700
VEHICLE TIRES W RIMS	4,800	4,800	4,800
OVERSIZED VEHICLE TIRES	200	200	200
CONSTRUCTION MATERIAL HALF LD	83,800	83,800	83,800
CONSTRUCTION MATERIAL FULL LD	87,100	87,100	87,100
CLIENT PMTS	820,000	820,000	820,000
MEDICAID PMTS	57,900	57,900	57,900
MEDICAID ICF MR	802,900	802,900	802,900
MEDICAID WAIVER	125,000	125,000	125,000
MEDICAID WAIVER CONGREGATE	5,566,800	5,566,800	5,566,800
MEDICAID WAIVER SUPPLEMENT RES	200,000	200,000	200,000
MEDICAID WAIVER DAY SUPPORT	2,336,000	2,336,000	2,336,000
MEDICAID WAIVER EMPLOYMENT	1,157,400	1,157,400	1,157,400
MEDICAID SPO CRISIS	4,500	4,500	4,500
MEDICAID SPO MH CASE MGMT	1,331,600	1,331,600	1,331,600
MEDICAID SPO MR CASE MGMT	2,740,800	2,740,800	2,740,800
MEDICAID SPO PSYCHOSOCIAL	517,000	517,000	517,000
MEDICAID SPO SUPPLEMENTAL LIVI	282,800	282,800	282,800
MEDICAID SPO INTENSIVE IN HOME	87,500	87,500	87,500
MEDICAID SPO ICT	594,900	594,900	594,900
MEDICAID-MEDALLION II	108,200	108,200	108,200
MEDICAID REHABILITATION	50,000	50,000	50,000
MEDICAID COINSURANCE	12,200	12,200	12,200
BLUE CROSS BLUE SHIELD PYMT	80,700	80,700	80,700
OTHER INS PMTS	50,400	50,400	50,400
MEDICAID TRANSPORTATION	402,300	402,300	402,300
SVCS TO COURTS	500,400	500,400	500,400
DEPT OF REHABILITATION SVCS	202,400	202,400	202,400
MEDICARE PMTS	71,800	71,800	71,800
FAMIS PMTS	7,800	7,800	7,800
CCCTP COUPON REV FEES	187,200	187,200	187,200
EMPLOY HC PHYSICALS	70,000	70,000	70,000

APPENDIX E
GENERAL FUND REVENUE PROJECTIONS

Description	FY2011 Projected	FY2012 Projected	FY2013 Projected
EMPLOYEE HC DRUG TESTS	90,500	90,500	90,500
EMPLOYEE HC-FIRST VISITS	150,000	150,000	150,000
WELLNESS CONTRIBUTION	30,000	30,000	30,000
EMPL HC-VACCINATIONS	162,000	162,000	162,000
EMPL HC-MED PROG OVERSIGHT	24,000	24,000	24,000
NONRESIDENT RECREATIONAL FEE	15,000	15,000	15,000
PLAYGROUND FEES	15,000	15,000	15,000
LECTURE FEE	10,300	10,300	10,300
SPORTS PROGRAM FEES	151,500	151,500	151,500
TOURNAMENT CHGS	30,000	30,000	30,000
CAMP FEES	45,000	45,000	45,000
INSTRUCTIONAL FEES	191,100	191,100	191,100
SPECIAL EVENTS	2,500	2,500	2,500
SALE OF LIBRARY SVCS	1,000	1,000	1,000
LIBRARY FINES	334,700	334,700	334,700
CITY RICHMOND LIBRARY USE FEE	161,200	161,200	161,200
SALE OF PUBLICATIONS	6,700	6,700	6,700
PENALTY CHGS	26,100	26,100	26,100
RECYCLING PROCEEDS	175,000	175,000	175,000
JANITORIAL SVCS	65,400	65,400	65,400
SALE OF CONTRACT	511,500	511,500	511,500
DOCUMENT COPY FEES	20,100	20,100	20,100
Total Service Charges	**$29,947,500**	**$29,947,500**	**$29,947,500**
DONATIONS AND CONTRIB	$152,800	$152,800	$152,800
INCTY INS RECOVERY	50,000	50,000	50,000
SALE OF SURPLUS EQUIP	12,000	12,000	12,000
SALE OF VEHICLES	95,000	95,000	95,000
LOSS PREVENTION REVENUE	353,300	353,300	353,300
OTHER MISC REVS	632,800	632,800	632,800
PUBLIC PHONE COMM	95,000	95,000	95,000
REIMB TELEPHONE USAGE	10,000	10,000	10,000
REIMB TOWING	2,900	2,900	2,900
REIMB DRUG TESTING	6,500	6,500	6,500
REIMB OTHER	1,912,300	1,910,200	1,907,900
REIMB OTHER LOCALITIES	6,400	6,400	6,400
REIMB COLONIAL HEIGHTS	521,600	521,600	521,600
REIMB HEALTH DEPT	13,900	13,900	13,900

APPENDIX E
GENERAL FUND REVENUE PROJECTIONS

Description	FY2011 Projected	FY2012 Projected	FY2013 Projected
REIMB CHESTERFIELD SCH	8,786,600	8,786,600	8,786,600
REIMB RICHMOND CENTER	1,025,500	1,051,100	1,051,100
REIMB STATE EXP	130,000	130,000	130,000
REIMB STATE VEHICLE	41,000	41,000	41,000
CARE OF PRISONERS	7,500	7,500	7,500
Total Recovered Costs & Misc.	**$13,855,100**	**$13,878,600**	**$13,876,300**
DMV SELECT PROGRAM COMMISSION	$42,500	$42,500	$42,500
VA CLERK EXCESS FEES	535,000	535,000	535,000
VA ROLLING STOCK TAX	96,400	96,400	96,400
VA MOBILE HOME TITLING TAXES	70,000	70,000	70,000
VA GRANTORS TAX DEEDS	1,244,900	1,282,200	1,333,500
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	804,400	824,500	849,200
VA SHEXP COMM ATTY	1,576,400	1,576,400	1,576,400
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	483,900	483,900	483,900
VA SHEXP COMM OF REV FICA	38,200	38,200	38,200
VA SHEXP COMM OF REV VRS	30,400	30,400	30,400
VA SHEXP COMM OF REV INS	2,200	2,200	2,200
VA SHEXP TREAS	485,000	485,000	485,000
VA SHEXP TREAS FICA	37,900	37,900	37,900
VA SHEXP TREAS VRS	31,400	31,400	31,400
VA SHEXP TREAS INS	2,000	2,000	2,000
VA SHEXP REGIS ELECTION BOARDS	90,000	90,000	90,000
VA SHEXP CLERK CIRCUIT CT	885,300	885,300	885,300
VA SHEXP CLERK CIRCUIT CT FICA	24,000	24,000	24,000
VA SHEXP CLERK CIRCUIT CT VRS	19,900	19,900	19,900
VA SHEXP CLERK CIRCUIT CT INS	1,300	1,300	1,300
VA CRIM JUSTICE SVC PROBATON	5,500	5,500	5,500
VA JAIL BLOCK GRANT	850,000	850,000	850,000

APPENDIX E
GENERAL FUND REVENUE PROJECTIONS

Description	FY2011 Projected	FY2012 Projected	FY2013 Projected
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	2,307,800	2,307,800	2,307,800
VA FIN ASSIST MR SVC	202,300	202,300	202,300
VA SUBSTANCE ABUSE SVCS	933,600	933,600	933,600
VA P ASSIST WELFARE ADMIN	5,198,800	5,198,800	5,198,800
VA FIN ASSIST PUBLIC LIBRARY	215,100	215,100	215,100
VA MISC STATE AID	2,582,800	2,582,800	2,582,800
VA STATE ACUTE CARE	593,000	593,000	593,000
VA STATE EMERGENCY	125,000	125,000	125,000
VA STATE REINVESTMENT	176,100	176,100	176,100
EDU STATE SALES TAX RECEIPTS	50,075,000	50,675,900	51,689,400
Total State Revenue	**$125,132,700**	**$125,791,000**	**$126,880,500**
FED BLOCK GRANT	$1,219,500	$1,219,500	$1,219,500
FED FIN ASSIST SEC 8 HOUSING	17,500	17,500	17,500
FED PASS THRU WELFARE	9,759,100	9,759,100	9,759,100
FED PRESQULE NW REFUGE 95-469	4,100	4,100	4,100
FED FIN ASSIST PUBLIC SAFETY	25,000	25,000	25,000
FED FIN ASSIST OTHER	30,000	30,000	30,000
Total Federal Revenue	**$11,055,200**	**$11,055,200**	**$11,055,200**
TOTAL TAXES AND REVENUE	**$643,720,700**	**$654,442,300**	**$667,922,000**
TRF FRM CTY CAP PROJECTS	$930,000	$930,000	$930,000
TRF FROM SPECIAL REV FUND	690,900	690,900	690,900
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	**$4,090,700**	**$4,091,200**	**$4,091,600**

APPENDIX E
GENERAL FUND REVENUE PROJECTIONS

Description	FY2011 Projected	FY2012 Projected	FY2013 Projected
USE OF RESERVES	$15,916,600	$11,682,600	$10,871,400
USE OF FUND BALANCE	53,495,000	53,495,000	53,495,000
Total Reserves & Fund Balance	**$69,411,600**	**$65,177,600**	**$64,366,400**
Total Other	**$73,502,300**	**$69,268,800**	**$68,458,000**
TOTAL GENERAL FUND REVENUE	**$717,223,000**	**$723,711,100**	**$736,380,000**

READER'S GUIDE RELATING TO THE CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program (CIP), revised annually, proposes the acquisition, development, enhancement or replacement of public facilities to serve county citizens. The CIP depicts the arrangement of selected projects in priority order and establishes cost estimates and anticipated funding sources. The CIP also incorporates the County's three-year Technology Improvement Program (TIP). The TIP is also revised annually and depicts technology projects in priority order. The Utilities CIP and the Schools CIP are also detailed in this plan

Chesterfield County prepares a biennial budget to forecast future resource allocations necessary to meet programmatic needs. Chesterfield's biennium begins on July 1 of even-numbered years; the second year of the biennium begins on July 1 of odd-numbered years. FY2010 is the second year of the biennium. Consequently, when adopting the FY2009 Capital Improvement Program (CIP) budget, the Board also approved a budget for FY2010 through FY2014, with the understanding that the approved out year budgets would be revisited in the following year and after amendments, the first year of the CIP would be formally adopted. This document summarizes the amendments to the approved FY2009 – FY2014 Plan and should be used in combination with the Capital Improvement Plan document that was published in 2008. The published FY2009 – FY2014 CIP document includes detailed information concerning all funded projects, including descriptions, location, and operating impacts.

Explanations of the amendments included in this document are organized along the divisions of county government. Divisions are listed alphabetically and in total in the CIP summary tables. Following are divisional sections that provide divisional totals by project and highlights of major projects included in the CIP in the short term (fiscal years FY2010 – FY2012) and in the long term (fiscal years FY2013 – FY2015). Also included in the divisional highlights sections are explanations of changes made to specific projects originally included in the FY2009 – FY2014 CIP.

A few new projects are funded in the FY2010 – FY2015 amended CIP. Therefore, a full narrative of each new project follows each divisional highlights section in this document.

Similar amendment information for School and Utility capital projects is also included in this document.

COMPOSITION OF THE

CAPITAL IMPROVEMENT PROGRAM

Five Year Plan FY2010 - FY2014
with sixth planned year, FY2015

County Capital Improvement Program	
General County Projects	$196,641,800
General County Road Projects	77,892,400
Total County Improvements	$274,534,200
School Board Capital Improvement Program	283,993,600
Utilities Department Capital Improvement Program	300,269,000
TOTAL CIP	**$858,796,800**

COUNTY CIP SUMMARY

Note: Detailed project descriptions may be found in last year's adopted FY2009-2014 Capital Improvement Program document.

COUNTY CIP SUMMARY

	FY2010	FY2011
SOURCES:		
General Fund	$13,946,400	$14,429,200
Debt Funded	20,541,200	21,191,100
Other Sources	13,021,000	380,000
Cash Proffers	702,400	605,600
TOTAL SOURCES COUNTY	**$48,211,000**	**$36,605,900**

USES:		
Airport	$450,000	$0
Environmental Engineering	400,000	400,000
General Services	4,466,900	8,849,800
Health and Social Services	0	0
Libraries	3,200,000	2,462,000
Parks and Recreation	6,229,700	4,944,100
Public Safety	6,168,400	5,050,000
Technology Improvements	1,896,000	1,400,000
Transportation	25,400,000	13,500,000
TOTAL USES COUNTY	**$48,211,000**	**$36,605,900**

COUNTY CIP SUMMARY

FY2012	FY2013	FY2014	Planned FY2015	TOTAL FY2010-2015
$15,268,600	$14,950,800	$14,953,700	$9,205,000	$82,753,700
25,639,200	24,487,400	26,060,000	37,745,800	155,664,700
1,320,200	237,500	25,000	0	14,983,700
1,381,600	1,499,600	1,088,000	15,854,900	21,132,100
$43,609,600	**$41,175,300**	**$42,126,700**	**$62,805,700**	**$274,534,200**
$0	$245,000	$0	$0	$695,000
400,000	400,000	400,000	400,000	2,400,000
4,473,700	8,700,000	3,792,800	2,025,000	32,308,200
0	750,000	3,559,100	0	4,309,100
17,508,700	6,058,300	18,110,800	2,798,300	50,138,100
2,628,000	3,235,000	5,714,000	4,090,000	26,840,800
12,299,200	13,387,000	2,050,000	31,100,000	70,054,600
1,500,000	1,600,000	1,700,000	1,800,000	9,896,000
4,800,000	6,800,000	6,800,000	20,592,400	77,892,400
$43,609,600	**$41,175,300**	**$42,126,700**	**$62,805,700**	**$274,534,200**

This page intentionally left blank

AIRPORT

PROJECT HIGHLIGHTS

AIRPORT IMPROVEMENTS PROJECT SUMMARY

Project	FY2010	FY2011	FY2012	FY2013	FY2014	Planned FY2015	TOTAL FY2010 to FY2015
Airport Improvements (GF, Grant)	$450,000	$0	$0	$245,000	$0	$0	$695,000
Total	**$450,000**	**$0**	**$0**	**$245,000**	**$0**	**$0**	**$695,000**

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 HIGHLIGHTS

DESCRIPTION

The Airport Master Plan and Federal and State Six-Year Development Plans guide the establishment of the airport's capital project priorities. The current Master Plan was completed in the early 1990's and is now nearing the end of its useful life. Further, long term capital project need decisions are based on the established priorities of growth in its existing customer base and the airport's economic development potential. There have been a series of capital improvement projects at the Airport over the past few years, including a FY2008 project to rehabilitate the runway and the taxiways to bring them into compliance with FAA standards. A Master Planning process is now underway which will eventually yield the development plan for the next 10-20 years. This planning process includes multiple opportunities for input from the general public, tenants of the airport, the Airport Advisory Board, County leadership, and the Board of Supervisors. This Master Plan should be presented to the Chesterfield County Board of Supervisors in the fall of 2009 or the spring of 2010 for consideration for adoption. An environmental assessment is scheduled to be funded in 2010, which would clear the path for improvements based on the adopted Master Plan.

HIGHLIGHTS

Highlights of major airport projects included in the proposed Capital Improvement Program in the short term (fiscal years FY2010 – FY2012) and in the long term (fiscal years FY2013 – FY2015) are detailed below:

Short Term Projects (FY2010 through FY2012):

- Provide local match for applicable state and federal grant funds for an environmental assessment.
- Improvements to the Industrial Park/Airport entrance way.

Long Term Projects (FY2013 through FY2015):

- Construct a corporate hangar apron.

Detailed descriptions of individual projects previously funded may be found in the Adopted FY2009 – FY2014 Capital Improvement Program document and are not reprinted here.

This page intentionally left blank

ENVIRONMENTAL ENGINEERING

HIGHLIGHTS AND NEW PROJECTS

ENVIRONMENTAL ENGINEERING PROJECT SUMMARY

Project	FY2010	FY2011	FY2012	FY2013	FY2014	Planned FY2015	TOTAL FY2010 to FY2015
Archway Drainage (GF)	$0	$0	$0	$20,000	$0	$0	$20,000
Conifer & Bluffside Drainage (GF)	0	85,000	105,000	100,000	0	0	290,000
Falling Creek Stream Restoration (GF)	200,000	200,000	0	0	0	0	400,000
Frederick Farms Drainage (GF)	0	0	0	0	0	175,000	175,000
Lakewood Farms Drainage (GF)	0	0	0	40,000	100,000	0	140,000
Oakland Avenue Drainage (GF)	0	0	0	40,000	100,000	0	140,000
Pocoshock Creek Stream Restoration (GF)	0	0	200,000	200,000	200,000	200,000	800,000
Prestwould Farms/Austin Road (GF)	0	0	0	0	0	25,000	25,000
Surrywood Drainage (GF)	0	15,000	95,000	0	0	0	110,000
Wrens Nest Road Drainage (GF)	200,000	100,000	0	0	0	0	300,000
Total	**$400,000**	**$400,000**	**$400,000**	**$400,000**	**$400,000**	**$400,000**	**$2,400,000**

Funding Source Key:

(GF) General Fund, **(GO-Ref.)** General Obligation Bonds - Referendum, **(LP)** Lease Purchase Financing, **(Grant)** Grant Funding Sources, **(CP)** Cash Proffers, **(Other)** Fe State, Foundation Contributions, Donations

ENVIRONMENTAL ENGINEERING HIGHLIGHTS

DESCRIPTION

One function of the Environmental Engineering Department is maintenance of drainage facilities located in easements throughout the county. Major drainage or erosion problems that can not be rectified using the drainage operating budget, are included in the Capital Improvement Plan (CIP). The CIP can include stream stabilization, flow dissipation devices, storm sewers, paved ditches, and rip rap projects. Potential projects are evaluated based on information gained through the county's stream monitoring and the drainage data maintenance system. The projects are then prioritized based on the severity of the problem, number of citizens served, potential dedication of easements, and overall costs.

HIGHLIGHTS

Highlights of major environmental engineering projects included in the proposed Capital Improvement Program in the short term (fiscal years FY2010 – FY2012) and in the long term (fiscal years FY2013 – FY2015) are detailed below:

Short Term Projects (FY2010 through FY2012):

- Falling Creek Stream Restoration in Mid-Lothian Coal Mines Park
- Wrens Nest Road Drainage

Long Term Projects (FY2013 through FY2015):

- Pocoshock Creek Stream Restoration
- Frederick Farms Drainage
- Lakewood Farms Drainage
- Oakland Avenue Drainage

CHANGES FROM THE APPROVED FY2009 – FY2014 CIP

Below are amendments to the FY2009 – FY2014 Capital Improvement Program:

- Advance Falling Creek Stream Restoration at Mid-Lothian Coal Mines Park from FY2013 and FY2014 to FY2010 and FY2011, increase project funding by $100,000.
- Add funding to Frederick Farms Drainage project in FY2015 to address Phase II.
- Shift Pocoshock Creek Stream Restoration project out two years – funding to begin in FY2012.
- Add Prestwould Farms/Austin Road Drainage Project (new project, see narrative).

Detailed descriptions of individual projects previously funded may be found in the Adopted FY2009 – FY2014 Capital Improvement Program document and are not reprinted here.

PRESTWOULD FARMS/AUSTIN ROAD DRAINAGE PROJECT

Functional Area: Community Development
Department: Environmental Engineering

Project Description/Justification:

This area is very flat and was developed from the 1940's through the 1970's. Several homes experience drainage problems during times of heavy runoff. A study will be needed to determine the impact of flooding and proper alternatives to correct. This project will involve a combination of storm sewers and paved ditches.

Facility Plan:

N/A

Location/Site Status:

Located in Prestwould Farms in the Enon area of the Bermuda Magisterial District.

Estimated Project Costs:

The project cost is estimated at $25,000.

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	FY2010	FY2011	FY2012	FY2013	FY2014	Planned FY2015	TOTAL FY10-15
Financing								
General Fund	$0	$0	$0	$0	$0	$0	$25,000	$25,000
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	$0	$25,000	$25,000
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

HIGHLIGHTS AND NEW PROJECTS

GENERAL SERVICES PROJECT SUMMARY

Project	FY2010	FY2011	FY2012	FY2013	FY2014	Planned FY2015	TOTAL FY2010 to FY2015
1917 Courthouse Structural Repairs (GF)	$0	$0	$0	$0	$0	$500,000	$500,000
Audio/Visual Upgrades - Circuit/General District Courtrooms (GF)	0	0	75,000	500,000	0	0	575,000
Blight Eradication/Demolition (GF)	0	0	75,000	75,000	75,000	75,000	300,000
Camp Baker Slope Remediation (GF)	0	0	0	0	600,000	0	600,000
Demolition of Fire Training Facility (GF)	0	0	0	370,000	0	0	370,000
Environmental Management Program (GF)	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
Fleet Satellite Maintenance Facility (LP)	0	0	1,850,000	5,500,000	0	0	7,350,000
Fort Darling Landfill Remediation (GF)	287,500	2,012,500	575,000	287,500	287,500	0	3,450,000
Generator at L.C. Bird High School (GF)	0	0	0	567,500	882,500	0	1,450,000
Major Facilities Maintenance & Repair (GF)	350,000	400,000	450,000	450,000	450,000	500,000	2,600,000
Northern Area Convenience Center Study (GF)	0	0	0	0	297,800	0	297,800
Partial Roof Replacement Circuit/General District Courthouse (GF)	0	760,000	0	0	0	0	760,000
Post Closure Maintenance at Landfills (GF)	700,000	700,000	700,000	700,000	700,000	700,000	4,200,000
Renovation of the Lane B. Ramsey Building and Surrounding County Facilities (GF, LP)	2,779,400	3,617,300	498,700	0	0	0	6,895,400
Southern Area Convenience Center Improvements (GF)	0	0	0	0	250,000	0	250,000

GENERAL SERVICES PROJECT SUMMARY

Project	FY2010	FY2011	FY2012	FY2013	FY2014	Planned FY2015	TOTAL FY2010 to FY2015
Three Story Police Administration Window Replacement (GF)	100,000	1,110,000	0	0	0	0	1,210,000
Total	**$4,466,900**	**$8,849,800**	**$4,473,700**	**$8,700,000**	**$3,792,800**	**$2,025,000**	**$32,308,200**

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

GENERAL SERVICES HIGHLIGHTS

DESCRIPTION

The department of General Services is responsible for a variety of functions that provide auxiliary and daily operational support to the various functions in and around the county. These include waste disposal services to county residents, building maintenance, automotive and radio operations, monitoring capital projects, and print shop services to internal county departments. General Services manages the capital and maintenance needs related to these functional areas. These capital needs are prioritized based on the most efficient and cost-effective allocation of limited resources.

HIGHLIGHTS

Highlights of major general services projects included in the proposed Capital Improvement Program in the short term (fiscal years FY2010 – FY2012) and in the long term (fiscal years FY2013 – FY2015) are detailed below:

Short Term Projects (FY2010 through FY2012):

- Dedicate funds to address estimated cost of Fort Darling Landfill remediation and post closure maintenance at closed county landfills.
- Design and replace windows in the three story police administration building.
- Continue renovations of county administration buildings.
- Partial roof replacement at the General District/Circuit Courts Building.

Long Term Projects (FY2013 through FY2015):

- Design and construct a new satellite maintenance facility for county and school fleet vehicles.
- Install generator at L.C. Bird High School, county emergency shelter.
- Continue yearly allocation to cover post closure maintenance at closed county landfills.
- Add new projects for slope remediation at Camp Baker, and exterior structural repairs at the 1917 Courthouse.

CHANGES FROM THE APPROVED FY2009 – FY2014 CIP

Below are amendments to the FY2009 – FY2014 Capital Improvement Program:

- Adds projects for slope remediation at Camp Baker, exterior structural repairs at the 1917 Courthouse, and Fort Darling Landfill remediation (new projects, see narratives).
- Add project for a new fleet satellite maintenance facility (new project, see narrative).
- Increase cost of county administration building renovations.
- Delay Southern Area Convenience Center wash bay past this planning cycle.
- Remove funding of $75,000 in both FY2010 and FY2011 for blight remediation.
- Add three story police administration building window replacement project in FY2010 and FY2011 (new project, see narrative).
- Remove Print Shop drainage project. Remediation of drainage issue has been resolved.
- Increase generator funding at L.C. Bird High School project by $530,000 and move out one year to FY2013 and FY2014.
- Postpone Southern Area Convenience Center improvements one year to FY2014.

Detailed descriptions of individual projects previously funded may be found in the Adopted FY2009 – FY2014 Capital Improvement Program document and are not reprinted here.

1917 COURTHOUSE STRUCTURAL REPAIRS

Functional Area: Management Services
Department: General Services/Buildings and Grounds

Project Description/Justification:

This project provides funding to correct structural deflection in the roof system and floor joists framing of the 1917 Courthouse. Structural engineers have determined that the integrity of the roof trusses has been compromised due to age and prior loads, and that remedial structural repairs are necessary to support the design loads.

Temporary repairs have been made to brace and support the structure until permanent repairs can be made. This project makes those repairs permanent through the replacement of some of the support structure and enhancement of the weight bearing capacity of the remaining structural supports.

Facility Plan:

N/A

Location/Site Status:

9600 Lori Lane, Government Center Complex

Estimated Project Costs:

A total of $500,000 is allocated for the repairs in FY2015.

Operating Cost Detail:

No impact on the operating budget.

Impact If Not Completed:

The 1917 Courthouse is not currently useable for any activities until these repairs are completed. If the repairs are not undertaken, there is a potential for further building deterioration.

Financing / Operating Budget Impact

	Prior Years	FY2010	FY2011	FY2012	FY2013	FY2014	Planned FY2015	TOTAL FY10-15
Financing								
General Fund	$0	$0	$0	$0	$0	$0	$500,000	$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	$0	$500,000	$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	

CAMP BAKER SLOPE REMEDIATION

Functional Area: Management Services
Department: Risk Management/Capital Projects Management

Project Description/Justification:

This project will consist of repairs to an earthen slope along Beach Road at Camp Baker and include earthwork and reshaping of the slope. Erosion has taken place in this particular area over a period of many years. Temporary repairs have been made and are expected to provide the necessary corrective action for the short term. A permanent fix is required which will include further slope work and possible relocation of utility, telephone, and cable TV lines.

Facility Plan:

N/A

Location/Site Status:

7600 Beach Road, in the Dale district.

Estimated Project Costs:

The total project cost is estimated at $600,000 for the FY2010-FY2015 planning period.

Operating Cost Detail:

No impact on the operating budget.

Impact If Not Completed:

Conditions may continue to deteriorate and pose potential problems for utility, telephone, cable TV lines, and property within proximity of the slope.

Financing /Operating Budget Impact

	Prior Years	FY2010	FY2011	FY2012	FY2013	FY2014	Planned FY2015	TOTAL FY10-15
Financing								
General Fund	$0	$0	$0	$0	$0	$600,000	$0	$600,000
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	$600,000	$0	$600,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

FLEET SATELLITE MAINTENANCE FACILITY

Functional Area: Management Services
Department: General Services/Fleet Management

Project Description/Justification:

This project provides funds to build a new 37,000 square foot satellite vehicle maintenance facility in the northwest quadrant of the county. The new facility is expected to address approximately 20 percent of the vehicle maintenance workload and provide for the county's fleet maintenance needs for the next 10 to 15 years.

The new facility will service the general county, public safety, and school fleet vehicles. Chesterfield Fleet operations have been operating from facilities built in the 1950's and 1980's, respectively. Services to be provided at the new facility will include full service inspections, scheduled services, maintenance, repair, refueling, and vehicle storage and parking for both county and school automotive fleets.

Facility Plan:

Chesterfield County Draft Public Facilities Plan and recommendations from a FY2008 consultant study.

Location/Site Status:

Northwest area of the county

Estimated Project Costs:

A total of $7,350,000 is allocated for this project for the FY2010-FY2015 planning period.

Operating Cost Detail:

It is anticipated that the opening of the new facility will result in new operating costs. These changes will be reflected in charges to departments. The location of the new facility will reduce operating cost for various departments by decreasing miles driven for services, refueling, and the need for onsite parking.

The resulting impact on staffing requirements and the overall financial impact is currently being reviewed.

Impact If Not Completed:

The effects of limited vehicle maintenance space in the existing shops in addition to the growth of both the county's and school's automotive fleets will have a negative impact on the level of services being provided from current facilities.

Financing / Operating Budget Impact

	Prior Years	FY2010	FY2011	FY2012	FY2013	FY2014	Planned FY2015	TOTAL FY10-15
Financing								
General Fund	$0	$0	$0	$0	$0	$0	$0	$0
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	7,445,000	0	0	1,850,000	5,500,000	0	0	7,350,000
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$7,445,000	$0	$0	$1,850,000	$5,500,000	$0	$0	$7,350,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

FORT DARLING LANDFILL REMEDIATION

Functional Area: Management Services
Department: Risk Management/Environmental Management

Project Description/Justification:

Fort Darling, part of Richmond National Battlefield Park, is a closed landfill site currently owned and managed by the National Park Service. Since its closure in 1972 and its donation to the National Parks Service, numerous environmental investigations related to the site have been conducted. The National Park Service is currently performing an evaluation/cost analysis to determine if there is contamination at the site.

This project will consist of environmental remediation, site improvements, maintenance, and monitoring of the location. The scope of work is mandated by the Department of the Interior-National Parks Service and will be based on the findings of their analysis. A comprehensive report is expected in late FY2009.

Facility Plan:

N/A

Location/Site Status:

Fort Darling National Park, Fort Darling Road Richmond, VA, in the Bermuda District

Estimated Project Costs:

Project costs are estimated to be $3,450,000 for the FY2010-FY2015 planning period.

Operating Cost Detail:

No impact on the operating budget.

Impact If Not Completed:

Current conditions are being evaluated to determine if they adversely impact the surrounding environment. Any potential violation of state and federal laws could result in substantial fines.

Financing / Operating Budget Impact

	Prior Years	FY2010	FY2011	FY2012	FY2013	FY2014	Planned FY2015	TOTAL FY10-15
Financing								
General Fund	$0	$287,500	$2,012,500	$575,000	$287,500	$287,500	$0	$3,450,000
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	$287,500	$2,012,500	$575,000	$287,500	$287,500	$0	$3,450,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

THREE STORY POLICE ADMINISTRATION WINDOW REPLACEMENT

Functional Area: Management Services
Department: General Services

Project Description/Justification:

This project provides funding to replace the existing curtain-wall system on the three-story and two-story section of the police administration building. The current windows are a 50-year old steel system of single pane tempered glass. The window frames have rusted and the sealants have deteriorated resulting in numerous leaks. The current window system will be replaced with double pane insulated glass panels that will provide energy and maintenance efficiencies. In addition, other minor interior renovations are planned.

.

Facility Plan:

N/A

Location/Site Status:

9901 Lori Road, Chesterfield, Virginia

Estimated Project Costs:

A total of $1,210,000 is allocated for the FY2010-FY2015 planning period.

Operating Cost Detail:

The impacts of installing new energy saving designed windows potentially reduce energy costs within the three story building.

Impact If Not Completed:

If the window replacement is not completed, there is potential for further building deterioration and damage to interior structures.

Financing / Operating Budget Impact

	Prior Years	FY2010	FY2011	FY2012	FY2013	FY2014	Planned FY2015	TOTAL FY10-15
Financing								
General Fund	$0	$100,000	$1,110,000	$0	$0	$0	$0	$1,210,000
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	$100,000	$1,110,000	$0	$0	$0	$0	$1,210,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

This page intentionally left blank

HEALTH AND SOCIAL SERVICES

PROJECT HIGHLIGHTS

HEALTH AND SOCIAL SERVICES

Project	FY2010	FY2011	FY2012	FY2013	FY2014	Planned FY2015	TOTAL FY2010 to FY2015
Mental Health Support Services Intermediate Care Facility (GF)	$0	$0	$0	$750,000	$3,559,100	$0	$4,309,100
Total	**$0**	**$0**	**$0**	**$750,000**	**$3,559,100**	**$0**	**$4,309,100**

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

HEALTH AND SOCIAL SERVICES HIGHLIGHTS

DESCRIPTION

The county's departments of Health, Mental Health Support Services, and Social Services provide many services to county residents including disease prevention and health services, programs to provide mental health, mental retardation and substance abuse services, as well as programs designed to lessen or alleviate serious financial, abusive and other family difficulties. Capital improvement requests in this program area relate to additional facility capacity needs and to renovations of older buildings to serve a growing county population, many of whom are the county's most vulnerable.

HIGHLIGHTS

Highlights of major health and social service projects included in the proposed Capital Improvement Program in the short term (fiscal years FY2010 – FY2012) and in the long term (fiscal years FY2013 – FY2015) are detailed below:

Short Term Projects (FY2010 through FY2012):

- None

Long Term Projects (FY2013 through FY2015):

- Design and construct a new intermediate care facility for adults with mental retardation.

CHANGES FROM THE APPROVED FY2009 – FY2014 CIP

Below are amendments to the FY2009 – FY2014 Capital Improvement Program:

- Due to favorable bid savings received for the expansion and renovation of the Smith Wagner Building, funding planned for in the FY2009-FY2010 CIP is no longer needed.

Detailed descriptions of individual projects previously funded may be found in the Adopted FY2009 – FY2014 Capital Improvement Program document and are not reprinted here.

This page intentionally left blank

LIBRARIES

PROJECT HIGHLIGHTS

LIBRARIES PROJECT SUMMARY

Project	FY2010	FY2011	FY2012	FY2013	FY2014	Planned FY2015	TOTAL FY2010 to FY2015
Central Library (GO-Ref, CP)	$0	$0	$125,000	$2,602,600	$8,300,000	$0	$11,027,600
Chester Library Community Arts Center (GO-Ref., Other)	0	1,081,000	6,919,000	0	0	0	8,000,000
Ettrick-Matoaca Library Renovation (GF, GO-Ref., CP)	3,200,000	0	0	0	0	0	3,200,000
Library Facilities Planning, Design, Construction and Land Acquisition (CP)	0	0	0	0	250,800	0	250,800
Library Technology Upgrades (GO-Ref.)	0	500,000	0	0	1,000,000	0	1,500,000
Robious Road Area Library (GF, GO-Ref., CP)	0	881,000	9,664,700	2,120,900	0	0	12,666,600
Route 360 West Area Library (GO-Ref., CP)	0	0	800,000	1,334,800	8,560,000	2,798,300	13,493,100
Total	**$3,200,000**	**$2,462,000**	**$17,508,700**	**$6,058,300**	**$18,110,800**	**$2,798,300**	**$50,138,100**

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

Shaded projects - part of the 2004 Bond Referendum

LIBRARIES HIGHLIGHTS

DESCRIPTION

Libraries provide access to high quality educational, cultural, and recreational information services and resources that enhance the quality of life for county citizens. In consideration of county population growth projections, and needs for renovation of aging facilities, Libraries has developed long range plans to address facilities, staffing, collections and technology needs. These plans, as well as the county's analysis of existing and future growth patterns heavily influence the prioritization of capital requests included in the county's capital improvement program.

HIGHLIGHTS

Highlights of major library projects included in the proposed Capital Improvement Program in the short term (fiscal years FY2010 – FY2012) and in the long term (fiscal years FY2013 – FY2015) are detailed below:

Short Term Projects (FY2010 through FY2012):

- Design and renovate the Ettrick-Matoaca Library.
- Design the new Route 360 West Library.
- Design and start construction of the Robious Road Library and Chester Arts Center.

Long Term Projects (FY2013 through FY2015):

- Renovate public areas and build out unfinished space at Central Library.
- Construct a new Route 360 West Library.

CHANGES FROM THE APPROVED FY2009 – FY2014 CIP

Below are amendments to the FY2009 – FY2014 Capital Improvement Program:

- Postpone start of Route 360 West Library project until FY2012. Previously funded land acquisition and design in FY2010 and FY2011. Project now includes construction funding.
- Shift Robious Library out one year to start design in FY2011 and finish construction in FY2013. Revised costs downward by $2.8 million.
- Push Central Library renovations out one year to begin in FY2012 and finish in FY2014.
- Reduce Chester Arts Center project to $8.0 million.

Detailed descriptions of individual projects previously funded may be found in the Adopted FY2009 – FY2014 Capital Improvement Program document and are not reprinted here.

This page intentionally left blank

PARKS AND RECREATION

PROJECT HIGHLIGHTS

PARKS AND RECREATION PROJECT SUMMARY

Project	FY2010	FY2011	FY2012	FY2013	FY2014	Planned FY2015	TOTAL FY2010 to FY2015
Appomattox River Canoe Launch Expansion (GF, Grant)	$0	$0	$450,000	$0	$0	$0	$450,000
Chester Kiwanis Community Park (GO-Ref.)	0	100,000	0	0	0	0	100,000
Cogbill Road Community Park (GF, Grant)	0	0	0	0	434,000	0	434,000
Dutch Gap Conservation Area Dev. (GF, GO-Ref.)	0	0	0	0	1,070,000	0	1,070,000
Eppington Plantation (GF)	100,000	50,000	50,000	50,000	50,000	50,000	350,000
Expansion of School Gymnasiums (GF, CP)	0	0	0	0	0	1,726,000	1,726,000
Falling Creek Ironworks Park (GF)	20,000	20,000	20,000	20,000	20,000	20,000	120,000
Falling Creek Park - North (GO-Ref., Grant, CP)	0	1,154,000	0	0	0	0	1,154,000
Henricus Historical Park (GF)	240,000	300,000	150,000	150,000	150,000	150,000	1,140,000
Irvin G. Horner Park (GO-Ref.,CP)	410,000	0	407,100	0	0	0	817,100
Lowe's Soccer Complex (GF, GO-Ref.)	0	584,000	0	0	0	0	584,000
Matoaca Park Expansion (GO-Ref.)	0	827,000	0	0	0	0	827,000
Mid-Lothian Coal Mines Park (GO-Ref., Grant)	660,000	0	0	0	0	0	660,000
Park Improvements (GF, GO-Ref., LP)	1,978,700	1,500,000	750,000	1,500,000	950,000	1,000,000	7,678,700
Park Land Acquisition (GF, CP)	0	189,100	310,900	500,000	2,000,000	0	3,000,000
Parks & Recreation Administration Building (GF, LP)	0	0	0	0	0	344,000	344,000
Restrooms at Athletic Facilities (CP)	275,000	0	0	0	0	0	275,000
Route 360 West Area Park (GO-Ref., Grant)	1,600,000	0	0	0	500,000	0	2,100,000
School Site Improvements (GO-Ref., LP)	946,000	0	250,000	750,000	250,000	500,000	2,696,000
Senior Center (GF)	0	220,000	240,000	265,000	290,000	300,000	1,315,000
Total	**$6,229,700**	**$4,944,100**	**$2,628,000**	**$3,235,000**	**$5,714,000**	**$4,090,000**	**$26,840,800**

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

Shaded projects - part of the 2004 Bond Referendum

PARKS AND RECREATION HIGHLIGHTS

DESCRIPTION

Parks and Recreation provides a comprehensive system of leisure programs, educational opportunities, and recreational facilities for all county citizens while conserving and protecting environmental, historical and cultural resources. As such, the department's capital improvement requests encompass projects which advance these programs and goals. The department establishes its capital project requests based on the expressed needs of the citizens, initiatives to preserve and protect declining amounts of undeveloped lands for green space, and recreational opportunities. Identified projects are then ranked and prioritized based on the county's needs in relation to existing and future growth patterns.

HIGHLIGHTS

Highlights of major parks and recreation projects included in the proposed Capital Improvement Program in the short term (fiscal years FY2010 – FY2012) and in the long term (fiscal years FY2013 – FY2015) are detailed below:

Short Term Projects (FY2010 through FY2012):

- Continue improvements approved in the 2004 bond referendum at numerous county parks, including Irvin G. Horner Park, Mid-Lothian Coal Mines Park, Route 360 West Park, Matoaca Park as well as various other county and school site parks.
- Establish funding for a senior center.
- Continue work at the Appomattox River Canoe Launch.

Long Term Projects (FY2013 through FY2015):

- Continue work at the Dutch Gap Conservation Area.
- Provide funding for expansion of school gymnasiums.
- Begin the design of a new Parks and Recreation Administration building.
- Set aside funding for park land acquisition.

CHANGES FROM THE APPROVED FY2009 – FY2014 CIP

Below are amendments to the FY2009 – FY2014 Capital Improvement Program:

- Postpone funding for expansion of school gymnasiums from FY2011 to FY2015.
- Reduce Park Improvement funding by $200,000 over first five years.
- Reduce Dutch Gap allocation over first five years by $170,000.
- Push out design of the Parks and Recreation Administration Building from FY2013 to FY2015.
- Reduce Henricus Historical Park funding by $60,000 in FY2010 to $240,000.

Detailed descriptions of individual projects previously funded may be found in the Adopted FY2009 – FY2014 Capital Improvement Program document and are not reprinted here.

This page intentionally left blank

PUBLIC SAFETY

HIGHLIGHTS AND NEW PROJECTS

PUBLIC SAFETY PROJECT SUMMARY

Project	FY2010	FY2011	FY2012	FY2013	FY2014	Planned FY2015	TOTAL FY2010 to FY2015
360 West District Police Station (GO-Ref.)	$0	$0	$0	$4,800,000	$0	$0	$4,800,000
County Jail - Annex Building Upgrades (GF)	1,365,000	0	0	0	0	0	1,365,000
Courthouse/Route 288 Fire & Rescue Station (GF, GO-Ref., CP)	0	0	6,994,100	0	0	0	6,994,100
Emergency 911 Phone System Replacement (GF)	3,000,000	0	0	0	0	0	3,000,000
Fire Station Repairs (GF)	500,000	500,000	400,000	400,000	400,000	450,000	2,650,000
Highlands Fire & Rescue Station (GO-Ref., CP)	0	0	0	0	0	700,000	700,000
Magnolia Green Fire & Rescue Station (GF, GO-Ref., CP)	0	0	0	1,200,000	500,000	8,500,000	10,200,000
Mobile Data Replacement Computers (GF)	800,000	900,000	900,000	900,000	900,000	900,000	5,300,000
Public Safety Training Center at Enon (GF, LP)	0	3,400,000	0	4,167,000	0	0	7,567,000
Radio System Battery Replacement (GF)	124,200	0	0	170,000	0	0	294,200
Radio System GPS Replacement (GF)	129,200	0	0	0	0	300,000	429,200
Radio System Replacement (GF, LP)	0	0	0	1,500,000	0	20,000,000	21,500,000
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	3,755,100	0	0	0	3,755,100
Total	**$6,168,400**	**$5,050,000**	**$12,299,200**	**$13,387,000**	**$2,050,000**	**$31,100,000**	**$70,054,600**

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

PUBLIC SAFETY HIGHLIGHTS

DESCRIPTION

The public safety division strives to maintain an excellent level of service to county residents. This service includes police and fire protection, jail, court security, civil process operations as well as the dispatching of all incoming emergency calls by the Emergency Communications Center. The safety of all county citizens is a strategic priority for the county. Project priorities are established based on a balance between new facilities and the maintenance of existing facilities, as well as the capital facilities plan, training requirement standards, and technology advances.

HIGHLIGHTS

Highlights of major public safety projects included in the proposed Capital Improvement Program in the short term (fiscal years FY2010 – FY2012) and in the long term (fiscal years FY2013 – FY2015) are detailed below:

Short Term Projects (FY2010 through FY2012):

- Construct a combined support building for Police, Fire, and Sheriff at the Public Safety Training Center at Enon.
- Construct the Courthouse/Route 288 Fire Station.
- Renovate the County Jail Annex, including a new HVAC system and security upgrades.
- Replace the current emergency 911 phone system with internet protocol (IP) technology.

Long Term Projects (FY2013 through FY2015):

- Construct a fire training tower at the Public Training Center at Enon.
- Build a police station in the Hull Street area.
- Design a Highlands Fire Station and construct a new Fire Station in the Magnolia Green area of the county.
- Study and fund the first phase of a new emergency services radio communication system, including interoperability with surrounding jurisdictions.

CHANGES FROM THE APPROVED FY2009 – FY2014 CIP

Below are amendments proposed to the FY2009 – FY2014 Capital Improvement Program:

- Increase funding for Public Safety Training Center at Enon to construct the combined support building and fire tower. Delay construction of the combined support building until FY2011 and the design of the fire tower until FY2011 and its construction until FY2013.
- Decrease funding for mobile data computer replacements by $100,000 in FY2010.
- Add first phase of the county's 800MHz radio system replacement in FY2015.
- Increase funding for Hull Street Police Station project by $300,000 and move from FY2010 to FY2013.
- Delay the construction and issuance of debt for the Courthouse/288 Fire Station until FY2012 and add $702,400.
- Push out the Magnolia Green Fire Station project, beginning with land purchase, from FY2012 to FY2013, shift construction to FY2015.
- Increase funding for the Jail Annex project.
- Add design of Highlands Fire Station in FY2015 (new project, see narrative).

Detailed descriptions of individual projects previously funded may be found in the Adopted FY2009 – FY2014 Capital Improvement Program document and are not reprinted here.

HIGHLANDS FIRE & RESCUE STATION

Functional Area: Public Safety
Department: Fire

Project Description/Justification:

This project provides funding in FY2015 for the design costs necessary to build a new fire and rescue station in the Highlands Community. The new station is expected to be approximately 14,500 square feet and will house an engine, an ambulance and a ladder truck/heavy rescue truck. Construction is anticipated to begin beyond this planning period. This station will be staffed to accommodate the anticipated commercial and residential growth in this area of the county.

Facility Plan:

The Chesterfield County Draft Public Facilities Plan

Location/Site Status:

The Highlands Community, in the Dale district.

Estimated Project Costs:

Project costs from FY2010 through FY2015 are estimated to be $700,000.

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 longer response times and lower area service levels.

Financing / Operating Budget Impact

	Prior Years	FY2010	FY2011	FY2012	FY2013	FY2014	Planned FY2015	TOTAL FY10-15
Financing								
General Fund	$0	$0	$0	$0	$0	$0	$0	$0
GO-Referendum	0	0	0	0	0	0	437,500	437,500
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	262,500	262,500
TOTAL	$0	$0	$0	$0	$0	$0	$700,000	$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	

TECHNOLOGY IMPROVEMENTS

PROJECT HIGHLIGHTS

TECHNOLOGY IMPROVEMENTS SUMMARY

Project	FY2010	FY2011	FY2012	FY2013	FY2014	Planned FY2015	TOTAL FY2010 to FY2015
Technology Improvements (GF)	$1,896,000	$1,400,000	$1,500,000	$1,600,000	$1,700,000	$1,800,000	$9,896,000
Total	**$1,896,000**	**$1,400,000**	**$1,500,000**	**$1,600,000**	**$1,700,000**	**$1,800,000**	**$9,896,000**

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 Improvement Program
Technology Funding FY2010 - FY2012

Project Name	FY2010	FY2011	FY2012	Total
Countywide				
PC Replacement Program	$93,600	$150,000	$200,000	$443,600
General Government				
Auto Solution-Learning Evaluation (Chesterfield University)	0	18,700	0	18,700
Debt Management System (Budget and Management)	0	0	170,000	170,000
Mobile Learning Content Deployment (Chesterfield University)	0	0	18,000	18,000
Human Services				
Automated Remote Lighting Controls (Parks & Recreation)	0	0	170,000	170,000
Behavioral Health Polycom-Video Teleconferencing (Mental Health)	0	50,000	69,000	119,000
Digital and Electronic Signatures (Mental Health)	0	52,500	0	52,500
Document Imaging System (Mental Health)	0	0	123,400	123,400
Interactive Kiosks & Virtual Park Tours (Parks & Recreation)	0	0	50,000	50,000
Management Services				
Backup Communication Services Support	596,000	0	0	596,000
Broadcast Media Consolidation (IST)	0	0	90,000	90,000
Business Intelligence/Data Warehouse (IST)	0	0	338,900	338,900
Citizen GIS (IST)	80,000	0	0	80,000
Computer Aided Mass Appraisal (CAMA) (Assessor)	0	825,000	0	825,000
Dog License Inventory Sales and Billing System (Treasurer)	0	40,800	0	40,800
Enterprise Business Application Conversion (IST)	415,000	213,000	185,000	813,000
PCI Compliance Network Segment (IST)	85,000	0	0	85,000
Personal Computer Virtualization Pilot (IST)	65,000	0	0	65,000
Service Oriented Architecture Mgmt Solution (IST)	200,700	0	0	200,700
Public Safety				
AVID Video Production Upgrade	0	0	35,700	35,700
Building Inspection - Toughbooks at Libraries & Fire Stations	40,000	0	0	40,000
Civil Papers System Rewrite & Mobile Application (Sheriff)	230,000	0	0	230,000
Inventory Control Software/Hardware (Fire)	0	0	50,000	50,000
Jail Video Visitation (Sheriff)	0	50,000	0	50,000
PC Replacement Program (Fire)	28,000	0	0	28,000
Scheduling Process Automation (Sheriff)	62,700	0	0	62,700
Total	**$1,896,000**	**$1,400,000**	**$1,500,000**	**$4,796,000**

This page intentionally left blank

TRANSPORTATION

PROJECT HIGHLIGHTS

TRANSPORTATION PROJECT SUMMARY

Project	FY2010	FY2011	FY2012	FY2013	FY2014	Planned FY2015	TOTAL FY2010 to FY2015
Bond Referendum Projects (GO-Ref.)	$4,600,000	$12,700,000	$0	$0	$0	$0	$17,300,000
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	0	0	0	0	0	20,000,000
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	14,792,400	14,792,400
Road Program (GO-Ref.)	0	0	4,000,000	6,000,000	6,000,000	5,000,000	21,000,000
Total	**$25,400,000**	**$13,500,000**	**$4,800,000**	**$6,800,000**	**$6,800,000**	**$20,592,400**	**$77,892,400**

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

TRANSPORTATION HIGHLIGHTS

DESCRIPTION

The Transportation department develops safe and efficient county roadway networks and supporting transportation facilities. While there is insufficient state funding for road projects, certain improvements that can be accomplished with local funding. The evaluation by the Transportation department of current county road capacities and frequency of traffic accidents become key measuring tools to determine which road projects require the most immediate attention, and therefore which ones will become part of the county's Capital Improvement Plan.

HIGHLIGHTS

Highlights of major transportation projects included in the proposed Capital Improvement Program in the short term (fiscal years FY2010 – FY2012) and in the long term (fiscal years FY2013 – FY2015) are detailed below:

Short Term Projects (FY2010 through FY2012):

- Second installment of funding from debt issuance for the construction of a Meadowville Interchange.
- Last two installments of 2004 referendum debt for county road projects ($17.3 million).

Long Term Projects (FY2013 through FY2015):

- $21 million in additional referendum road debt issued for county road projects.

CHANGES FROM THE APPROVED FY2009 – FY2014 CIP

Below are amendments to the FY2009 – FY2014 Capital Improvement Program:

- Remove funding for the extension of Government Center Parkway from FY2012.
- Reduce amount of new debt issued for road projects by $32 million over first five years of the Plan.

Detailed descriptions of individual projects previously funded may be found in the Adopted FY2009 – FY2014 Capital Improvement Program document and are not reprinted here.

This page intentionally left blank

SCHOOL CIP SUMMARY

SCHOOL CIP SUMMARY

Sources:	**FY2010**	**FY2011**	**FY2012**
CIP Reserve Transfer	$14,828,400	$10,958,300	$11,506,200
Debt Financing	32,598,000	27,936,300	8,200,700
Cash Proffers	2,160,700	1,336,900	1,562,200
State Technology Funds	1,851,500	0	0
TOTAL SOURCES	**$51,438,600**	**$40,231,500**	**$21,269,100**

Uses:			
Additions/Renovations Elementary Schools:			
Enon Elementary	$0	$0	$500,000
Gates Elementary	3,500,000	0	0
Harrowgate Elementary	0	0	500,000
Matoaca Elementary	0	0	500,000
Watkins Elementary	0	4,500,000	0
Additions/Renovations High Schools:			
Midlothian High	0	12,000,000	0
Monacan High	0	0	1,000,000
Additions/Renovations Middle Schools:			
Convert Clover Hill to Middle School	0	8,000,000	0
Midlothian Middle	8,000,000	0	0
Robious Middle	6,500,000	0	0
Salem Church Middle	8,000,000	0	0
Swift Creek Middle	5,250,000	0	0
Administative Space	0	0	750,000
Energy and Security Improvements	750,000	750,000	500,000
Future Acquisitions	1,153,800	746,100	1,494,400
HVAC Upgrades	10,933,300	6,700,000	0
Major Maintenance	2,500,000	2,500,000	3,000,000
New Schools:			
Bermuda High	0	0	6,000,000
New Elementary	0	0	2,000,000
Technical Education Space	0	0	0
Technology Improvements:			
Technology Plan	0	2,035,400	2,024,700
Computer Replacement	3,000,000	3,000,000	3,000,000
Technology Projects	1,851,500	0	0
TOTAL USES	**$51,438,600**	**$40,231,500**	**$21,269,100**

SCHOOL CIP SUMMARY

FY2013	FY2014	Planned FY2015	TOTAL FY2010-2015
$12,081,500	$12,685,600	$13,580,700	$75,640,700
20,064,400	107,611,400	250,000	196,660,800
1,577,800	1,593,500	1,609,500	9,840,600
0	0	0	1,851,500
$33,723,700	**$121,890,500**	**$15,440,200**	**$283,993,600**
$4,500,000	$0	$0	$5,000,000
0	0	0	3,500,000
4,500,000	0	0	5,000,000
7,000,000	0	0	7,500,000
0	0	0	4,500,000
0	0	0	12,000,000
0	11,000,000	0	12,000,000
0	0	0	8,000,000
0	0	0	8,000,000
0	0	0	6,500,000
0	0	0	8,000,000
0	0	0	5,250,000
7,250,000	0	0	8,000,000
500,000	500,000	500,000	3,500,000
960,300	1,593,500	1,609,500	7,557,600
0	0	0	17,633,300
3,000,000	3,500,000	3,500,000	18,000,000
0	76,669,300	4,330,700	87,000,000
0	25,000,000	0	27,000,000
1,000,000	0	0	1,000,000
2,013,400	377,700	2,250,000	8,701,200
3,000,000	3,250,000	3,250,000	18,500,000
0	0	0	1,851,500
$33,723,700	**$121,890,500**	**$15,440,200**	**$283,993,600**

This page intentionally left blank

SCHOOLS

PROJECT HIGHLIGHTS

SCHOOL HIGHLIGHTS

DESCRIPTION

The school's capital improvement program, approved by the School Board on December 9, 2008, is based on an extensive analysis of enrollment trends and 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.

HIGHLIGHTS

Highlights of major school projects included in the proposed Capital Improvement Program in the short term (fiscal years FY2010 – FY2012) and in the long term (fiscal years FY2013 – FY2015) are detailed below:

Short Term Projects (FY2010 through FY2012):

- Continue planned referendum projects, including renovations at Gates Elementary, Watkins Elementary, Midlothian Middle, Robious Middle, Salem Church Middle, Swift Creek Middle, and Midlothian High.
- Convert the old Clover Hill High to a middle school.
- Begin design of a new high school and elementary school.
- Upgrade HVAC systems at select schools.

Long Term Projects (FY2013 through FY2015):

- Begin additions and renovations at Matoaca Elementary, Enon Elementary, Harrowgate Elementary, Monacan High and administrative space.
- Construct a new elementary school and high school in the Bermuda district

CHANGES FROM THE APPROVED FY2009 – FY2014 CIP

Below are amendments to the FY2009 – FY2014 Capital Improvement Program:

- Include $17.6 million in upgrades to existing HVAC systems and continue energy and security improvements in schools throughout the county.
- Convert old Clover Hill High School to a middle school.
- Design, construct, and renovate space at Matoaca Elementary.

Detailed descriptions of individual projects previously funded may be found in the Adopted FY2009 – FY2014 Capital Improvement Program document and are not reprinted here. Additional information regarding these projects is included in the School Board's FY2010 – FY2015 Proposed Capital Improvement Plan.

UTILITIES CIP SUMMARY

UTILITY CIP SUMMARY
WASTEWATER SYSTEM

SOURCES:		Estimated Cost	Prior Appropriation	FY2010
Transfer from Wastewater Operating/Bonds		$0	$0	$49,101,000
TOTAL SOURCES				**$49,101,000**
PROJECTS	**TYPE**			
Automated Meter Reading	R	6,000,000	0	0
Contingency Fund (Expansion)	E	ON-GOING	100,000	100,000
Contingency Fund (Replacement)	R	ON-GOING	292,000	100,000
Extension for Economic Development	E/R	ON-GOING	625,000	100,000
Highway Projects	E/R	ON-GOING	715,800	50,000
Rate Stabilization Reserve	R	ON-GOING	47,134,400	4,900,000
Sewer Facilities Rehabilitation	R	ON-GOING	815,700	100,000
South Central	R	6,840,000	0	3,000,000
Timsbury Rehabilitation	E/R	6,548,900	5,305,900	1,243,000
Waste Water Treatment Plant Upgrades	E/R	151,200,000	100,303,900	39,508,000
Waste Water Treatment Additional Capacity	E	115,000,000	0	0
TOTAL WASTEWATER				**$49,101,000**

E = EXPANSION	$18,699,400
R = REPLACEMENT	$30,401,600

UTILITY CIP SUMMARY
WASTEWATER SYSTEM

FY2011	FY2012	FY2013	FY2014	Planned FY2015	TOTAL FY2010-2015
$7,350,000	$8,890,000	$16,150,000	$118,150,000	$11,350,000	$ 210,991,000
$7,350,000	**$8,890,000**	**$16,150,000**	**$118,150,000**	**$11,350,000**	**$210,991,000**
0	0	0	0	1,200,000	1,200,000
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
4,900,000	5,600,000	9,800,000	9,800,000	9,800,000	44,800,000
100,000	100,000	0	0	0	300,000
2,000,000	1,840,000	0	0	0	6,840,000
0	0	0	0	0	1,243,000
0	0	0	0	0	39,508,000
0	1,000,000	6,000,000	108,000,000	0	115,000,000
$7,350,000	**$8,890,000**	**$16,150,000**	**$118,150,000**	**$11,350,000**	**$210,991,000**
$175,000	$1,175,000	$6,175,000	$108,175,000	$175,000	$134,574,400
$7,175,000	$7,715,000	$9,975,000	$9,975,000	$11,175,000	$76,416,600

UTILITY CIP SUMMARY
WATER SYSTEM

SOURCES:		Estimated Cost	Prior Appropriation	FY2010
Transfer from Water Operating/Bonds		$0	$0	$9,025,000
TOTAL SOURCES				**$9,025,000**

PROJECTS	TYPE			
AEWTP Upgrades	R	ON-GOING	$2,135,500	$0
Automated Meter Reading	R	9,000,000	0	0
Contingency Fund (Expansion)	E	ON-GOING	200,000	100,000
Contingency Fund (Replacement)	R	ON-GOING	386,700	100,000
Ecoff Road Water Line	R	175,000	0	175,000
Extention for Economic Development	E/R	ON-GOING	874,500	100,000
Hicks/Cardiff Water Line Improvements	E/R	1,000,000	0	0
Highway Projects	E/R	ON-GOING	1,021,900	50,000
Matoaca Pump Station	E/R	1,600,000	0	0
Matoaca Water Tank	E/R	5,740,000	0	0
Nash Tank	E	6,200,000	200,000	0
Rate Stabilization Reserve	R	ON-GOING	27,073,500	3,750,000
Richmond Capacity - Replacement	R	ON-GOING	7,774,300	4,000,000
Route 1 - 8" Water Line Replacement	E/R	6,698,200	3,573,200	625,000
South Chester Road Water Line Imp.	E/R	935,000	0	0
Swift Creek Dam Grout Joints	R	125,000	0	125,000
Swift Creek Motor Control Replacement	R	1,540,900	340,900	0
Water Resources Development	E	2,000,000	0	0
Whitehouse Road Water Line	R	200,000	0	0
TOTAL WATER				**$9,025,000**

E = EXPANSION	$381,250
R = REPLACEMENT	$8,643,750

UTILITY CIP SUMMARY
WATER SYSTEM

FY2011	FY2012	FY2013	FY2014	Planned FY2015	TOTAL FY2010-2015
$15,235,000	$11,600,000	$18,847,000	$20,750,000	$13,821,000	$ 89,278,000
$15,235,000	**$11,600,000**	**$18,847,000**	**$20,750,000**	**$13,821,000**	**$89,278,000**
$0	$0	$657,000	$0	$171,000	$828,000
0	0	0	0	1,800,000	1,800,000
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	175,000
100,000	100,000	100,000	100,000	100,000	600,000
0	1,000,000	0	0	0	1,000,000
50,000	50,000	50,000	50,000	50,000	300,000
0	0	1,600,000	0	0	1,600,000
0	0	5,740,000	0	0	5,740,000
0	0	0	6,000,000	0	6,000,000
3,750,000	3,750,000	7,500,000	7,500,000	7,500,000	33,750,000
7,500,000	4,500,000	3,000,000	5,700,000	4,000,000	28,700,000
2,500,000	0	0	0	0	3,125,000
935,000	0	0	0	0	935,000
0	0	0	0	0	125,000
0	0	0	1,200,000	0	1,200,000
0	2,000,000	0	0	0	2,000,000
200,000	0	0	0	0	200,000
$15,235,000	**$11,600,000**	**$18,847,000**	**$20,750,000**	**$13,821,000**	**$89,278,000**
$1,308,550	$2,505,000	$6,541,000	$6,175,000	$175,000	$17,085,800
$13,926,450	$9,095,000	$12,306,000	$14,575,000	$13,646,000	$72,192,200

This page intentionally left blank

UTILITIES

PROJECT HIGHLIGHTS

UTILITIES HIGHLIGHTS

DESCRIPTION

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 $50 million in utility bonds in FY2009 and the yearly analysis of the utility rate structure. The Utilities department anticipates a subsequent debt issue in FY2015.

HIGHLIGHTS

Highlights of major utility projects included in the proposed Capital Improvement Program in the short term (fiscal years FY2010 – FY2012) and in the long term (fiscal years FY2013 – FY2015) are detailed below:

Short Term Projects (FY2010 through FY2012):

- Continue payments to the City of Richmond to fund water plant and infrastructure improvements and replacements as required by the City of Richmond contract.
- Allocate funding for the county's portion of the cost of the South Central Wastewater Authority's effort to address the Chesapeake Bay initiatives related to reducing nutrient loading to the Bay and its tributaries.
- Continue improvements at county Wastewater Treatment plants to meet 2011 nutrient regulations.
- Continue annual contributions to the rate stabilization fund based on estimated depreciation of Utilities fixed assets.
- Rehabilitation of the Timsbury Pumping Station and Force Main to maintain updated flow projections.

Long Term Projects (FY2013 through FY2015):

- Begin work to build additional wastewater capacity at the existing Proctor's Creek treatment plant to meet maximum flows until FY2035.
- Provide the county with the technology to automatically collect data from water/wastewater metering devices.
- Construct a new water tank to meet state health department regulations regarding water storage to the Highlands, Woodland Pond subdivisions, and surrounding areas.
- Provide funding to plan for future water resources development.

CHANGES FROM THE APPROVED FY2009 – FY2014 CIP

Below are amendments to the FY2009 – FY2014 Capital Improvement Program:

- Add $6 million in FY2014 to build an additional water tank near Nash Road.
- Add $3 million to begin the study and installation of automated meter reading equipment.
- Add $115 million to fund the construction of additional wastewater treatment capacity.
- Include an additional $6.8 million in FY2010 through FY2012 to fund the county's portion of plant upgrades per its agreement with the South Central Wastewater Authority.
- Include $1.2 million for Timsbury pump station rehabilitation due to size requirements.
- Add $2 million in FY2012 to begin planning for future water resources development.

Detailed descriptions of individual projects previously funded may be found in the Adopted FY2009 – FY2014 Capital Improvement Program document and are not reprinted here.

FY2010 APPROPRIATIONS RESOLUTION

A RESOLUTION TO APPROPRIATE DESIGNATED FUNDS AND ACCOUNTS FROM DESIGNATED ESTIMATED REVENUES FOR FY2010 FOR FISCAL PLANNING PURPOSES FOR THE OPERATING BUDGETS 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 adopted:

Sec. 1 The following designated funds and accounts shall be appropriated from the designated estimated revenues to operate and 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		**FY2010 Amended**
Estimated Revenue:	From Local Sources:	
	General Property Taxes	$365,777,600
	Other Local Taxes	88,933,100
	Licenses, Permits, Fees	4,773,900
	Fines, Forfeitures and Uses of Money & Property	6,147,300
	Service Charges	29,937,500
	Miscellaneous and Recovered Costs	13,829,900
	From Other Agencies:	
	State and Federal	134,767,700
	Other Financing Sources:	
	Reserves	13,443,900
	Transfer from County Grants Fund	690,900
	Transfer from County Capital Projects	926,800
	Transfer from Vehicle & Communications Maintenance Fund	11,800
	Transfer from Water Operating Fund	2,455,100
	Transfer from Wastewater Operating Fund	2,600
	Anticipated Fund Balance 7/1/09	53,495,000
	Total Revenues	**$715,193,100**
Appropriations:	General Government	$47,922,600
	Administration of Justice	$8,440,800
	Public Safety	$140,084,300
	Public Works	$19,179,500
	Health and Welfare	$67,180,600
	Parks, Rec., Cultural	$20,782,300
	Community Development	$14,986,500
	Debt Service	$25,333,200
	Operating Transfers	$317,351,700
	Reserves	$436,600
	Ending Fund Balance, 6/30/2010	$53,495,000
	Total General Fund:	**$715,193,100** *

*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, 2009. (See **"Section 5"**)

FY2010 APPROPRIATIONS RESOLUTION

Comprehensive Services Fund

Estimated Revenue:	Reimbursement, Colonial Heights	$237,800
	State Aid, Comprehensive Services	4,500,000
	State, Miscellaneous	150,000
	Transfer from Social Services	445,200
	Transfer from Schools	1,397,100
	Transfer from General Fund	2,594,900
	Use of Retained Earnings	175,000
	Total Revenue	**$9,500,000**
Appropriations:	Operating Expenses	$9,500,000
	Total Appropriations	**$9,500,000**

School Operating Fund

Estimated Revenue:	Local Sources	$22,508,100
	State	242,587,250
	Federal	53,602,700
	Use of Reserve	4,233,300
	Transfer from School Operating	649,150
	Transfer from School Food Service	800,000
	Transfer from General Fund:	
	State Sales Tax	48,701,000
	Local Taxes	238,239,000
	Grounds Maintenance	2,161,000
	Total General Fund	$289,101,000
	Beginning Fund Balance	1,000,000
	Total Revenues, Transfers & Reserves	**$614,481,500**
Appropriations:	Instruction	410,493,073
	Administration / Attendance & Health	19,644,928
	Pupil Transportation	28,879,054
	Operations & Maintenance	59,183,224
	Technology	10,832,321
	Debt Service	47,909,500
	Food Service	20,550,000
	Grounds Maintenance	2,161,000
	Transfer and Reserve for School Capital Projects	14,828,400
	Total Appropriations	**$614,481,500**

Schools - Appomattox Regional Governor's School Fund

Estimated Revenue:	Local Sources	$2,586,900
	State	1,099,700
	Total Revenues, Transfers and Reserves	**$3,686,600**
Appropriations	Education	$3,686,600
	Total Appropriations	**$3,686,600**

FY2010 APPROPRIATIONS RESOLUTION

County Grants Fund:

Estimated Revenue:	From Other Governments	$10,235,300
	From the General Fund	2,831,100
	Total Revenue	**$13,066,400**
Appropriations:	Adult Drug Court Grant (Commonwealth's Attorney)	$743,900
	Clerk of the Circuit Court - Technology Trust Fund	154,900
	Community Corrections Services:	
	Domestic Violence Resource Center	98,900
	Domestic Violence Victim Advocate (V-STOP)	50,900
	Dual Treatment Track (SAMHSA)	173,000
	Options	74,000
	Pretrial	470,400
	Post Trial	1,843,400
	Community Development Block Grant	1,781,700
	Community Services Board Part C Grant	732,600
	Domestic Violence Prosecutor	98,900
	Families First	524,500
	Fire & EMS Revenue Recovery	3,740,000
	Juvenile Drug Court Grant	486,000
	Litter Grant	26,000
	Police - Domestic Violence Coordinator	45,000
	USDA Juvenile Detention Grant	75,000
	USDA Youth Group Home Grant	8,200
	Victim/Witness Assistance	480,400
	VJCCCA	1,458,700
	Total Appropriations	**$13,066,400**

County CIP Fund

Estimated Revenue:	Lease/Purchase Proceeds	$1,252,000
	General Obligation Bonds	19,289,200
	Transfer from General Fund	13,937,400
	Transfer from Cash Proffers	2,863,100
	Cash Proffers	2,863,100
	Grants	250,000
	Other / Interest Earnings	12,530,000
	Total Revenue	**$52,984,800**
Appropriations:	County Capital Projects	$47,761,000
	Transfer to Schools	$2,160,700
	Transfer from Cash Proffers to Capital Projects	2,863,100
	Transfer to the General Fund	200,000
	Total County CIP Funds	**$52,984,800**

Schools CIP Fund

Estimated Revenue:	Bond Proceeds	$32,598,000
	Transfer from Cash Proffer Fund	2,160,700
	State Technology Fund	1,851,500

	CIP reserve	14,828,400
	Total Revenue and Transfers	**$51,438,600**
Appropriations:	School Capital Projects	$51,438,600
	Total Appropriations	**$51,438,600**

Vehicle and Communications Maintenance

Estimated Revenue:	Fleet Management Charges	17,335,600
	Radio Shop Charges	2,212,200
	Total Revenue	**$19,547,800**
Appropriations:	Fleet Management Operations	17,335,600
	Radio Shop Operations	2,212,200
	Total Appropriations	**$19,547,800**

Capital Projects Management Fund

Estimated Revenue:	Reimbursement for Services	$859,300
	Total Revenue	**$859,300**
Appropriations:	Construction Management Operations	$859,300
	Total Appropriations	**$859,300**

Risk Management Fund

Estimated Revenue:	Operating Revenues	$7,845,100
	Beginning Retained Earnings	4,762,400
	Total Revenue	**$12,607,500**
Appropriations:	Risk Management Operations	$7,895,100
	Ending Retained Earnings	4,712,400
	Total Appropriations	**$12,607,500**

Airport Fund

Estimated Revenue:	Federal Grant	$427,500
	State Grant	13,500
	Operating Revenue	707,800
	Transfer from General fund	84,000
	Total Revenue	**$1,232,800**
Appropriations:	Airport Operations	$782,800
	Airport Capital Improvements	450,000
	Total Appropriations	**$1,232,800**

Utilities Funds

Estimated Revenue:	Service Charges	$64,890,000
	Capital Cost Recovery Charges	13,118,000
	Hydrant/Fire Protection	2,452,600
	Other Revenue	11,165,200
	Anticipated Future Revenue	44,431,300
	Total Revenue	**$136,057,100**
Appropriations:	Operations	$57,605,000
	Debt Service	17,873,500
	Transfer to Capital Improvement Projects	58,126,000
	Payment in Lieu of Taxes	2,452,600
	Total Appropriations	**$136,057,100**

Utilities Capital Project Funds

Estimated Revenue:	Transfer from Improvement/Replacement Fund	$58,126,000
	Total Revenue	**$58,126,000**
Appropriations:	Capital Projects	$58,126,000
	Total Appropriations	**$58,126,000**

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.

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 and interest earnings thereon; 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.

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, Workers' Compensation, healthcare for retirees and other compensation-related costs, as well as for transfers to cover energy/fuel 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, including 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.

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, 2006, 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 65% tax relief;
c) Personal use vehicles valued at $20,001 or more shall receive 65% 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.

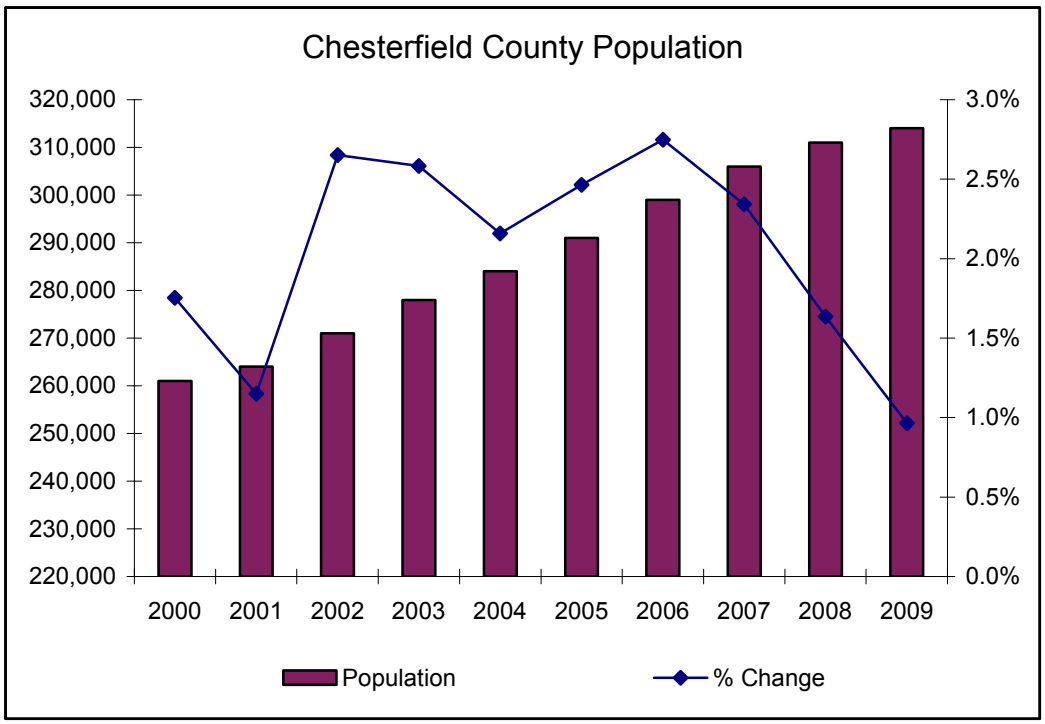
e) Penalty and interest with respect to bills issued pursuant to this section shall be computed on the entire amount of tax owed. Interest shall be computed at the rate provided in Section 9-51 of the county code from the original due date of the tax.

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.

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 2000, population has grown an average of 2.05 percent per annum.

Year	Population	% Change
2009	314,000	0.96%
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%

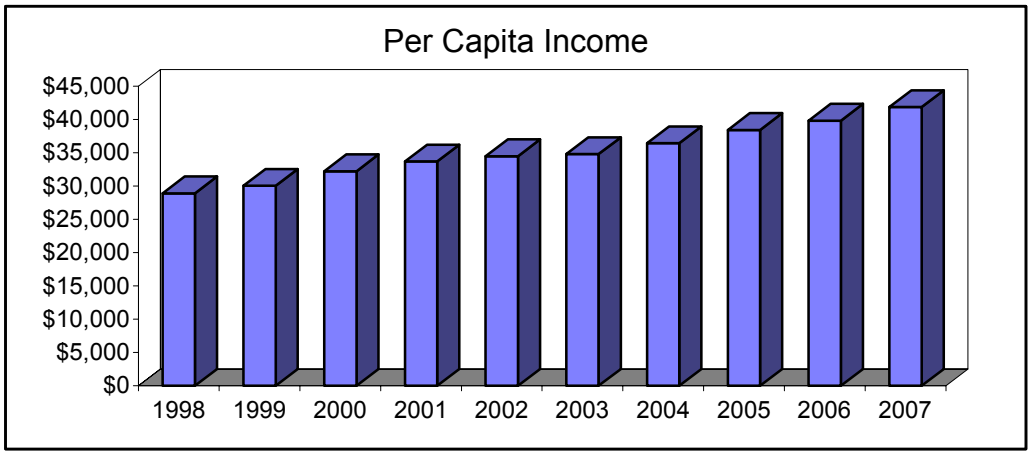


Source: Planning Department, Chesterfield County population estimates 2000 through 2009

Per Capita Income

The Per Capita Income in Chesterfield County has been increasing at an average rate of 4.35 percent between 1998 and 2007. 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
2007	$41,888	5.16%
2006	$39,834	3.61%
2005	$38,446	5.46%
2004	$36,457	4.77%
2003	$34,798	0.84%
2002	$34,508	2.39%
2001	$33,704	4.55%
2000	$32,236	7.31%
1999	$30,040	3.87%
1998	$28,921	5.50%



Income Profile

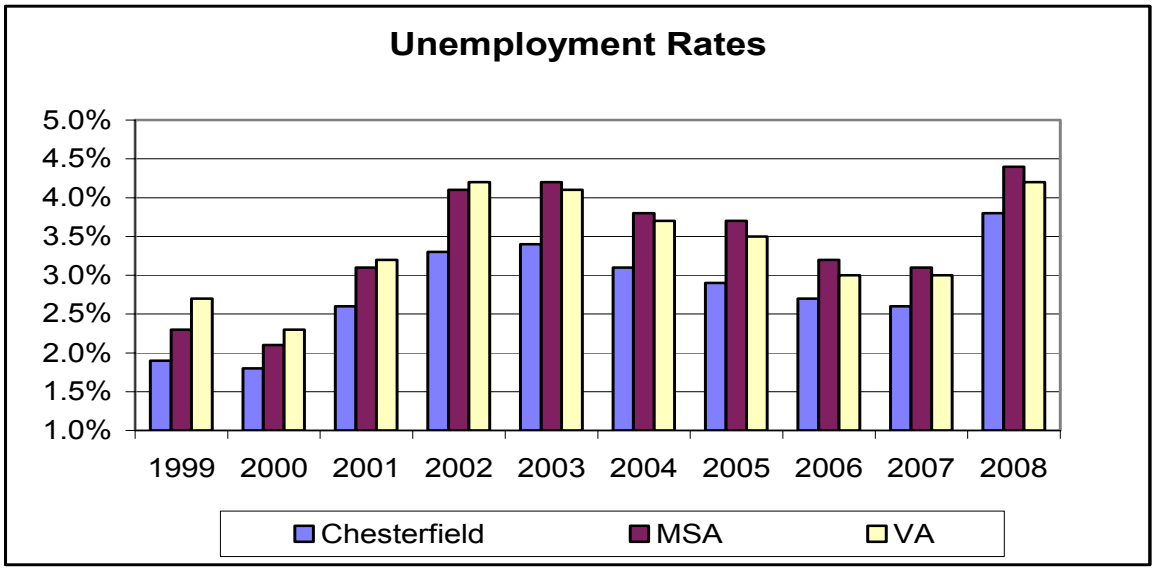
	Chesterfield County			Virginia			Richmond MSA		
	2000(2)	2004(2)	2007(2)	2000(2)	2004(2)	2007(2)	2000(2)	2004(2)	2007(2)
Median Household Income	$58,537	$62,384	$69,409	$46,677	$51,689	$59,562	$46,800	$52,468	$56,739

Sources:
(1) U.S. Bureau of Economic Analysis
(2) U.S. Census Bureau

Unemployment Rates

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	Chesterfield	MSA	VA
2008	3.8%	4.4%	4.2%
2007	2.6%	3.1%	3.0%
2006	2.7%	3.2%	3.0%
2005	2.9%	3.7%	3.5%
2004	3.1%	3.8%	3.7%
2003	3.4%	4.2%	4.1%
2002	3.3%	4.1%	4.2%
2001	2.6%	3.1%	3.2%
2000	1.8%	2.1%	2.3%
1999	1.9%	2.3%	2.7%

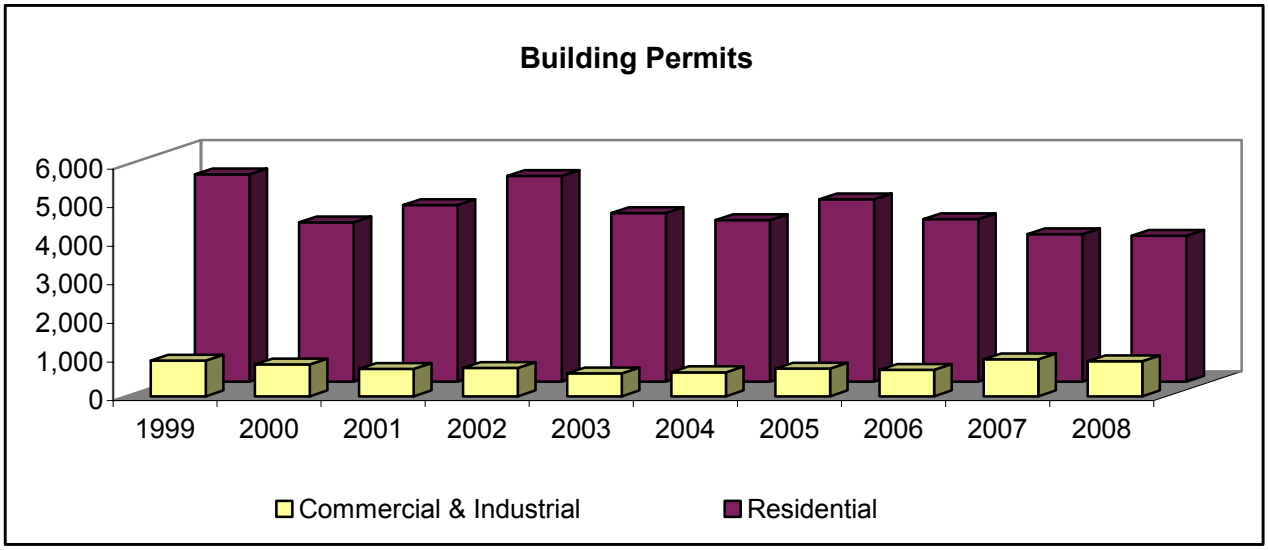


Source: Virginia Employment Commission

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 continue to decrease slightly during FY2010 with slight increases in FY2011.

Year	Commercial & Industrial	Residential [1]
2008	908	3779
2007	957	3,824
2006	683	4,214
2005	719	4,727
2004	622	4,186
2003	594	4,371
2002	733	5,334
2001	710	4,579
2000	827	4,131
1999	923	5,376



Source: Chesterfield County's Department of Building Inspections

(1) Includes single family and multi-family, including apartments. This number also includes various aspects of residential construction (i.e., decks, detached garages, sheds, residential amendments, carports, etc.).

Chesterfield Business Statistics

Largest Private Employers

Company	Product/Business	Number of Employees
E.I. du Pont de Nemours and Company	Plastic Films, Synthetic Fibers	2,508
United Parcel Service, Inc.	Express Delivery Services	1,967
Wal-Mart, Incorporated	Retail Trade	1,555
Ukrop's Supermarkets, Incorporated	Food Distribution	1,420
CJW Medical Center	Health Care	1,400
Vangent	Call Center	1,200
St. Francis Medical Center	Health Care	975
Hill PHOENIX	Refrigeration Equipment Manufacturing	900
Food Lion, Incorporated	Food Distribution	869
Capital One	Financial Services	853
Kroger's	Food Distribution	821
DuPont Teijin Films	Film Products Manufacturing	726
Honeywell International	Synthetic Fibers Manufacturing	685
Travelers	Insurance Company	634
Alstom Power, Incorporated	Generation Equipment Manufacturing	582

Source: Chesterfield County Economic Development, January 2009

Chesterfield's Principal Taxpayers

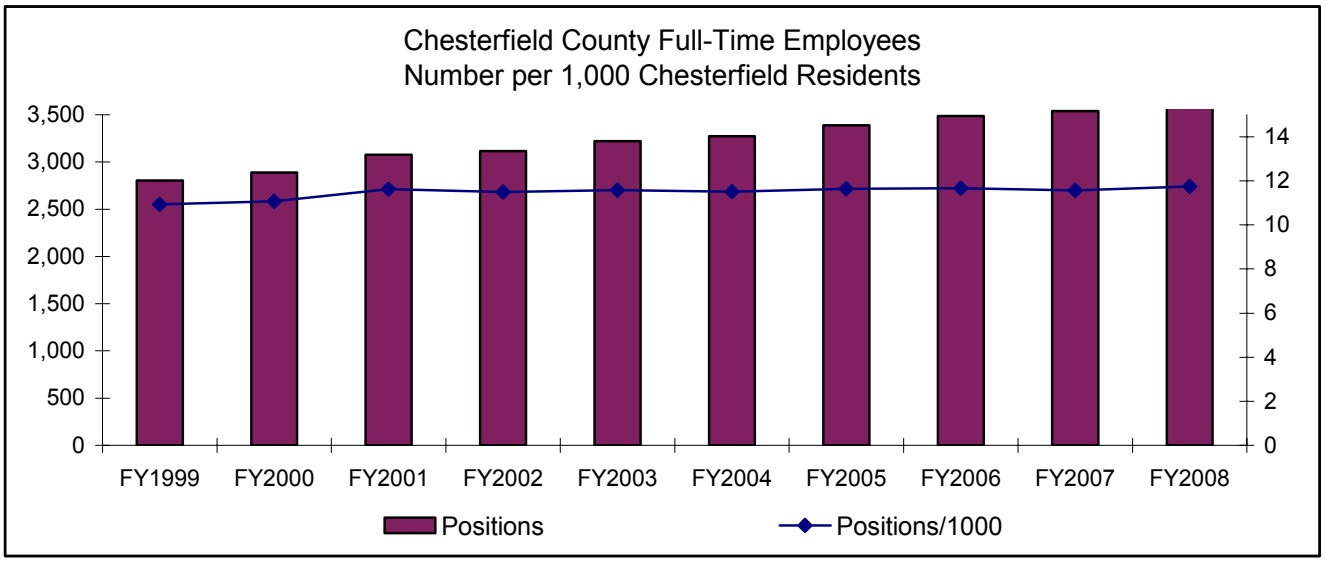
Taxpayer	Type of Property	2008 Assessed Value [1]	% of Total Assessed Valuation
Dominion Virginia Power	Public Utility	$ 686,684,839	1.82%
E. I. du Pont de Nemours and Company	Plastic Films, Synthetic Fibers	272,901,810	0.72
Verizon Communications	Telephone Company	216,107,971	0.57
Brandywine Operating Partnership	Office Buildings	143,711,200	0.38
Macerich Partnership	Mall/Shopping Center	124,386,800	0.33
Philip Morris, USA, Inc.	Refined Tobacco Leaf	108,793,160	0.29
Bon Secours St. Francis Medical Center	Health Care	100,911,700	0.27
Wal-Mart Stores, Inc.	Retail	65,179,900	0.17
C.J.W. Medical Center	Health Care	64,591,100	0.17
Columbia Gas of Virginia, Incorporated		58,263,719	0.15
		$1,841,532,199	4.87%

Source: Assessor and Commissioner of Revenue, Chesterfield County
[1] Includes real estate, personal property, and machinery and tools.

Chesterfield County Government Full-Time Positions

Chesterfield County's Authorized Full-Time Positions to County Population ratio has averaged 11.6 employees per 1,000 residents over the past ten years. The largest growth has been in the Human Services and Public Safety Divisions.

Fiscal Year	Positions [1]	Positions per 1,000 Residents
2008	3,654	11.7
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

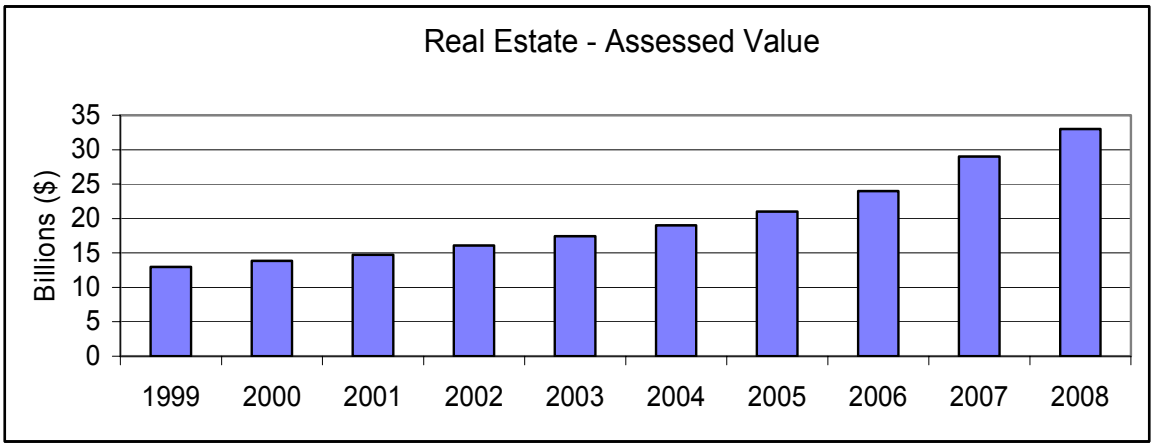


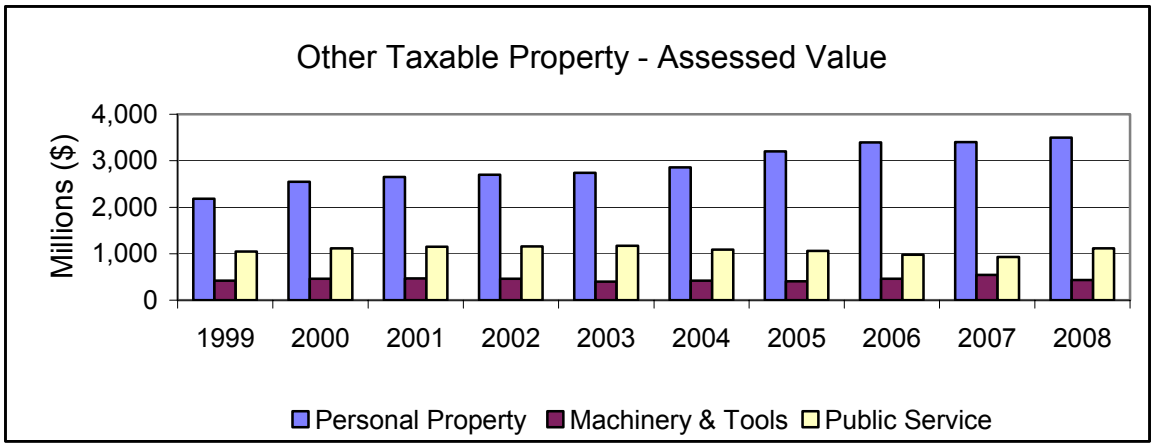
[1] Authorized, permanent, full time positions - does not include part-time personnel, full-time equivalents or school board employees.

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
2008	$32,762,275,384	$3,499,786,465	$435,488,170	$1,114,518,126
2007	28,897,587,316	3,401,486,749	543,314,870	926,030,901
2006	24,474,700,767	3,392,314,230	457,959,170	977,692,155
2005	21,392,519,615	3,204,392,990	404,752,040	1,060,282,022





(1) Assessed values of all classes of property approximate market value.
(2) The values include both halves of the year's assessments.

Other Data

Year	Parks	Libraries	Registered Voters	Fire Stations
2008	45	10	202,640	21
2007	43	10	186,181	21
2006	43	10	184,384	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

Education

The public school system consists of 38 elementary schools, 14 middle schools and 10 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
2008	62	58,226	$593,586	$10,195	4,464	13.1
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

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.

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
2008	$0.97/0.95[4][5]	$0.50	$3.24	$0.96	$0.01	$0.96	$3.60	$1.00
2007	1.04/ 0.97 [4][5]	0.50	3.24	0.96	0.01	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

(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

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 Expenditures[1]	Ratio of Debt Service to Expenditures
2008	$41,352,282	$22,184,734	$63,537,016	$933,809,777	6.8%
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	17,941,758	51,785,250	731,993,626	7.1
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

[1] Includes all governmental type funds of the primary government and School Board component unit, excluding capital project funds and payments between primary government and School Board component unit.

Commission on Local Government
2008 Survey of Cash Proffers Accepted by Local Governments

Date: August 25, 2008

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 2007-2008 Fiscal Year? YES X NO

If you answered "No" for the 2007-2008 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 2007-2008 fiscal year, provide the following information concerning the cash proffers accepted by your locality: (See definitions on next page.)

	FY2007-08[1]	SUPPLEMENTAL DATA Program **LIFE TO DATE** Jan. 1990 - June 30, 2008
1. Total amount of cash proffer revenue collected by the locality during the 2007-2008 fiscal year:	$6,085,735	$48,682,922
2. Estimated amount of cash proffers pledged during the 2007-2008 fiscal year and whose payment was conditioned only on time:	$0 [2]	368,419,665 [2]
3. Total amount of cash proffer revenue expended by the locality during the 2007-2008 fiscal year:	$6,474,618	$37,340,263
4. Indicate the Purpose(s) and amount(s) for which the expenditures in number 3 above were made:		
Schools	$2,602,900	$16,436,493
Roads and Other Transportation Improvement	1,953,718	14,522,256
Fire and Rescue/Public Safety	418,800	1,343,000
Libraries	274,000	1,467,500
Parks, Recreation, and Open Space	1,225,200	3,571,014
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)	**$6,474,618**	**$37,340,263**

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 FY2008 pledges totaling $40,271,993 of which none was collected in FY2008 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.

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.

Basis of Accounting — The timing of recognition of transactions or events for financial statement reporting purposes. Chesterfield County either uses the accrual or the modified accrual basis of accounting, as appropriate for each fund type or activity, in accordance with the US generally accepted accounting principles (GAAP) applicable to governmental units.

Basis of Budgeting — The method used to determine when revenues and expenditures are recognized for budgetary purposes. Chesterfield County's budget is presented on the same basis as that used for financial statement reporting purposes; however the budget is presented using a different perspective than the financial statement presentation and requires a budget to GAAP reconciliation for financial statement reporting.

GLOSSARY

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.
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.
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 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.

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.

GLOSSARY

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.

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.

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.

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.

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.

INDEX

Access Transportation Program 161
Accounting 82
Adult Drug Court 165
Airport 86
Airport Summary 48
Animal Control 142
Appropriations Resolution 339
Basis of Accounting, Structure of County Funds, and Basis of Budgeting 17
Board of Supervisors 57
Budget and Management 59
Budget Process 5
Building Inspections 216
Buildings and Grounds 89
Capital Projects Management 91
Capital Projects Management Summary 47
Capital Improvement Program 277
- 1917 Courthouse Structural Repairs 295
- Airport Projects Summary 284
- Airport Highlights 285
- Camp Baker Slope Remediation 296
- Environmental Engineering Projects Summary 288
- Environmental Engineering Highlights 289
- Fleet Satellite Maintenance Facility 297
- Fort Darling Landfill Remediation 298
- General Services Projects Summary 292
- General Services Highlights 294
- Health and Social Services Summary 302
- Health and Social Services Highlights 303
- Highlands Fire and Rescue Station 316
- Libraries Projects Summary 306
- Libraries Highlights 307
- Parks and Recreation Projects Summary 310
- Parks and Recreation Highlights 311
- Prestwould Farms/Austin Road Drainage Project 290
- Public Safety Projects Summary 314
- Public Safety Highlights 315
- Schools CIP Summary 326
- Schools Project Highlights 330
- Technology Improvements Projects Summary 318
- Three Story Police Administration Window Replacement 299
- Transportation Projects Summary 322
- Transportation Highlights 323
- Utilities CIP Wastewater Summary 332
- Utilities CIP Water Summary 334
- Utilities Highlights 338

Chesterfield Employee Medical Center 71
Chesterfield University/Quality Office 61
Circuit Court 135
Circuit Court Clerk 130
Clerk to the Board 64
Commissioner of the Revenue 119
Commonwealth's Attorney 133

INDEX

Community Contracts 245
Community Corrections Services 167
Community Development - Administration 214
Community Development Block Grant 218
Comprehensive Services 173
Comprehensive Services Summary 43
Consolidated Revenue and Expenditure Summary 36
Convention Center 245
Cooperative Extension 176
County Administration 66
County Attorney 68
Courts 135
Court Service Unit – VJCCCA 204
Debt 53
Disability Services Board 162
District Improvement Funds 247
Domestic Violence Prosecutor 133
Domestic Violence Resource Center 167
Domestic Violence Coordinator (V-Stop) Grant (CCS) 168
Dual Treatment Track 170
Economic Development 221
Emergency Communications Center 144
Employee Benefits 245
Environmental Engineering 223
Environmental Management 112
Families First 195
Financial Policies 9
Fire and Emergency Medical Services 146
Fire and EMS Revenue Recovery 149
Fleet Management 93
Fleet Management and Radio Summary 45
General District Court 135
General Fund Balance Analysis 50
General Fund Expenditure Summary 41
General Fund Revenue Summary 40
General Services - Administration 84
Grants Summary 44
Health 179
Human Resource Management 69
Human Services - Administration 160
Information Systems Technology 103
Intergovernmental Relations 73
Internal Audit 105
Juvenile Detention Grant – USDA 184
Juvenile Detention Home 182
Juvenile Detention Home – VJCCCA 204
Juvenile and Domestic Relations Court 136
Juvenile Drug Court 185
Juvenile Probation 187
Law Library 190
Library 189
License Inspections 121

INDEX

Limited English Speaking Program 178
Litter Grant 101
Magistrate 137
Management Services - Administration 80
Mental Health Support Services 192
Mental Health Grants 195
Miscellaneous 244
Multi-Year Projections 51
Options 168
Parks and Recreation 197
Part C Program 194
Planning 226
Police 150
Police Grants 152
Post Trial 169
Pretrial Services 169
Printing Center 95
Public Affairs 75
Purchasing 107
Radio Shop 97
Real Estate Assessments 123
Registrar 109
Revenue Analysis 21
Risk Management 110
Risk Management Summary 46
Riverside Regional Jail 153
School Operating Fund Summary 42
Schools 235
Security Management 115
Senior Advocate 163
Sheriff 153
Social Services 200
Tax Relief for the Elderly 246
Technology Trust Fund 130
Transfer to Capital Improvements 249
Transfer to School Fund 241
Transportation 229
Treasurer 125
Utilities 231
Utilities Summary 49
Victim/Witness Grant 202
Virginia Juvenile Community Crime Control Act (VJCCCA) 204
Waste and Resource Recovery 99
Youth Group Home – VJCCCA 205
Youth Group Home Grant (USDA) 210
Youth Planning and Development 208

This document was prepared by the Office of Budget and Management, Chesterfield County, Post Office Box 40, Chesterfield, Virginia 23832. For additional information, contact Allan M. Carmody, Director of Budget and Management (804) 748-1548.

Web Site: www.chesterfield.gov/BudgetandManagement/b_mhome.asp

Budget and Management Staff

Allan M. Carmody, Director
Patricia Kizzie, Assistant Director
Debbie Stone, Senior Budget Analyst
Matt Harris, Senior Budget Analyst
Martha Reiss, Senior Budget Analyst
Ivan Cruz, Budget Analyst
Carol Judkins, Budget Analyst
John Page, Budget Analyst
Matt Peanort, Budget Analyst
Angela Quinn, Budget Analyst
Kelly Zeoli, Budget Analyst
Tammi Tomlinson, Budget Operations Analyst
Lynn Bettinger, Budget Operations Analyst
Diane Snowdon, Senior Budget Technician