

# CHESTERFIELD COUNTY, VIRGINIA

BIENNIAL FINANCIAL PLAN, FY2013 AND FY2014

FY2014 AMENDMENTS

CAPITAL IMPROVEMENT PROGRAM, FY2014-FY2018





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Chesterfield County**

**Virginia**

For the Biennium Beginning

**July 1, 2012**

*Christopher P. Morill*

President

*Jeffrey R. Egan*

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, 2012.

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.

# CHESTERFIELD COUNTY

## *Board of Supervisors*



**Dorothy Jaeckle**  
Chairman  
Bermuda District



**Stephen A. Elswick**  
Vice Chairman  
Matoaca District



**Arthur S. Warren**  
Clover Hill District



**James "Jim" M. Holland**  
Dale District



**Daniel A. Gecker**  
Midlothian District

### ***STRATEGIC GOALS***

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

To provide consistently excellent customer service

To be known for an extraordinary quality of life

To be the safest and most secure community of its size

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 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

## General

County Administrator's Transmittal Letter.....	i
Geography/Demographics of Chesterfield County .....	1
Early History of Chesterfield County.....	2
County Organizational Chart.....	3

<b>Strategic Plan .....</b>	<b>5</b>
-----------------------------	----------

## Budget Process and Financial Policies

Budget Process .....	19
Budget Calendar .....	20
Financial Policies.....	22
Basis of Accounting, Structure of County Funds, and Basis of Budgeting .....	29

## Revenue and Expenditure Summaries

Revenue Analysis.....	35
Consolidated Revenue and Expenditure Summaries FY2014.....	48
Revenue and Expenditure Summaries by Fund.....	52
General Fund Balance Analysis.....	62
Multiyear Projections.....	63
Debt.....	64

## General Government..... 67

Board of Supervisors .....	69
Budget and Management .....	70
Community Development Block Grant .....	72
Center for Organizational Excellence.....	74
Clerk to the Board.....	76
County Administration .....	77
County Attorney .....	79
Human Resource Management.....	80
Employee Medical Center .....	82
Intergovernmental Relations .....	84
Public Affairs.....	85

## Management Services..... 87

Administration.....	89
Accounting.....	91
General Services	
Administration .....	93
Facility Management.....	94
Energy Management.....	94
Security Management.....	94
Radio Communications.....	95
Document Services.....	95
Fleet Management.....	95
Airport.....	95
Waste and Resource Recovery.....	96

## Table of Contents

Information Systems Technology .....	98
Internal Audit .....	101
Purchasing .....	103
Registrar .....	105
Risk Management .....	107
<b>Assessment and Collection of Taxes .....</b>	<b>109</b>
Commissioner of the Revenue.....	111
License Inspections .....	112
Real Estate Assessments .....	114
Treasurer .....	116
<b>Administration of Justice .....</b>	<b>119</b>
Circuit Court Clerk .....	121
Technology Trust Fund.....	122
Commonwealth's Attorney.....	123
Domestic Violence Prosecutor.....	123
Courts .....	125
Magistrate.....	126
<b>Public Safety .....</b>	<b>129</b>
Animal Control .....	131
Emergency Communications Center .....	133
Fire and Emergency Medical Services .....	135
EMS Revenue Recovery .....	137
Police .....	138
Police Grants.....	141
Sheriff .....	142
Riverside Regional Jail.....	142
<b>Human Services.....</b>	<b>145</b>
Human Services Administration .....	147
Access Chesterfield Transportation Program .....	148
Adult Drug Court .....	149
Community Corrections.....	151
Domestic Violence Grant (V-STOP).....	153
Comprehensive Services .....	154
Cooperative Extension .....	156
Health .....	158
Juvenile Detention Home .....	160
Juvenile Detention Grant - USDA .....	162
Juvenile Drug Court.....	163
Juvenile Probation.....	165
Library .....	167
Law Library .....	169
Mental Health Support Services .....	170
Infant and Toddler Connection of Chesterfield - Part C.....	172
Families First .....	174
Parks and Recreation.....	176

## Table of Contents

Social Services .....	178
Senior Advocate .....	181
Victim Witness .....	183
Virginia Juvenile Community Crime Control Act .....	185
Court Service Unit (VJCCCA) .....	187
Juvenile Detention Home (VJCCCA) .....	188
Chesterfield Adolescent Reporting Program (VJCCCA) .....	189
Youth Planning and Development .....	190
<b>Community Development .....</b>	<b>193</b>
Administration .....	195
Building Inspections .....	197
Economic Development .....	199
Environmental Engineering .....	201
Planning .....	204
Transportation .....	206
Utilities .....	208
<b>Other .....</b>	<b>211</b>
Miscellaneous .....	212
District Improvement Funds .....	216
Transfer To Capital Improvements .....	217
<b>Schools .....</b>	<b>221</b>
Transfer to School Fund .....	226
<b>Capital Improvement Program</b>	
Reader's Guide to the Capital Improvement Program .....	227
Development of the Capital Improvement Program .....	228
Process for Preparing the Capital Improvement Program .....	229
Capital Improvement Program Calendar .....	230
Funding Options for the Capital Improvement Program .....	231
Financial Management Policies .....	232
County Indebtedness .....	233
General County and Schools Debt Analysis .....	234
Analysis of County General Funds for Capital Projects .....	236
Composition of the Capital Improvement Program .....	237
County Capital Improvement Program Summary .....	239
County CIP Highlights and New Projects	
Environmental Engineering .....	245
General Services .....	251
Libraries .....	255
Parks and Recreation .....	259
Public Safety .....	271
Technology Improvements .....	279
Transportation .....	283
Schools Capital Improvement Program Summary .....	285
Utilities Capital Improvement Program Summary .....	289

## Table of Contents

### Appendices

Appendix A - Authorized Positions FY2010–FY2014 .....	297
Appendix A - FY2014 New Positions.....	301
Appendix B - FY2014 Vehicles .....	302
Appendix C - FY2014 Capital Outlay Items Other Than Vehicles.....	303
Appendix D - General Fund Revenue Estimates .....	304
Appendix E - General Fund Revenue Projections .....	312
Appendix F - Commission on Local Government .....	320
Appendix G - 2004 Referendum Information. ....	321
Appendix H - Summary of Debt Outstanding and Repayment Requirements. ....	322
Appendix I - Transportation Department CIP Project Unfunded Requests .....	328

<b>Statistical Section .....</b>	<b>333</b>
----------------------------------	------------

<b>FY2014 Appropriations Resolution.....</b>	<b>343</b>
--	------------

<b>Glossary.....</b>	<b>351</b>
----------------------	------------

<b>Index.....</b>	<b>361</b>
-------------------	------------



# Reader's Guide To The Biennial Financial Plan FY2013 and FY2014 FY2014 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 Biennial Financial Plan is organized along functional lines and include a narrative discussion of each department’s major objectives, operating plans (including accomplishments and issues), and any significant changes in operations. 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.

<b>Index to Items of Interest</b>	<b>Page</b>
County Administrator’s Letter.....	i
County Debt.....	64
County Revenue Analysis.....	35
General Fund Balance Analysis.....	62
General Fund Revenues & Expenditures Summaries.....	52
Schools.....	221
Departmental Narratives with Three Year Budget Projections.....	67
<b>Policies and Strategies</b>	
Board of Supervisors Narrative.....	69
Financial Policies.....	22
Strategic Planning and Performance Measures.....	5

*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.

**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](http://chesterfield.gov)

### BOARD OF SUPERVISORS

**DOROTHY JAECKLE, CHAIRMAN**

Bermuda District

**STEPHEN A. ELSWICK, VICE CHAIRMAN**

Matoaca District

**ARTHUR S. WARREN**

Clover Hill District

**JAMES M. "Jim" HOLLAND**

Dale District

**DANIEL A. GECKER**

Midlothian District

April 10, 2013

Dear Honorable Members of the Board of Supervisors:

The Great Recession is likely to leave a mixed legacy in the annals of Chesterfield County. Without question, it was a period of tremendous economic turmoil characterized by rising unemployment, stagnant incomes, and falling home prices. As a result, it was also a period of great fiscal distress. Between FY2009 and FY2013, the County reduced general government and school division spending by a combined \$68 million, pared payrolls by more than 600 positions and – in recognition of the broader hardships – held the line on tax rates, passing the savings from five consecutive years of declining assessments on to homeowners and businesses. There were also a good number of bright spots. The County maintained its coveted triple AAA bond rating, attracted nearly \$600 million in new business investment, invigorated the eastern Midlothian corridor, helped launch a bustling sports tourism initiative, and continued to be recognized as one of America's top 100 communities for young people. All of that said, the County's enduring legacy from the last five years is not found on a roster of accomplishments and recognitions but in the philosophical framework that paved the way for those successes.

Chesterfield has a longstanding reputation for disciplined financial management, though those underlying principles had never been put to test like they were late in the summer of 2008 – the type of moment when an organization's true fiscal moxie is revealed. At the end of the day, Chesterfield County never blinked, never wavered. The Board of Supervisors took full ownership of the magnitude of the looming downturn and opted to craft a multiyear strategy that would position the County for long-term success instead of politically expedient gimmicks. A handful of years later, Chesterfield has traded skeptics for imitators as it emerges from the bleakest financial period in its history with a renewed focus on its core mission, destination-level quality of life, and the leanest full-service cost structure in the entire state.

Unfortunately, such convictions are a recessive trait in the DNA of most of Chesterfield's public sector peers, particularly at the State and Federal levels. While the County was busy retooling its cost structure, State and Federal leaders chose to double down on spending, pile on massive amounts of new debt, and shirk contributions to longstanding obligations. As the haze of the recession is finally thinning, the expensive reality of those

decisions is becoming clearer. There is no better example of this cultural difference than the ongoing paralysis in Washington, DC, at the specter of trimming the exploding national debt by a mere one half of one percent. And, despite some recent movement on key issues like transportation, similar stalemates also routinely lay siege to the halls of the General Assembly. The cumulative result from that void in leadership is a new raft of financial challenges for local governments, arriving just as many cities and counties are beginning to find their economic footing.

Chesterfield will certainly not be immune from the mounting wave of mandates. The local price tag from the Affordable Care Act, various State and Federal clean water initiatives, and the repayment of a grossly underfunded teacher pension plan is projected to cost the County up to \$50 million annually by FY2017. Even though the full brunt of those requirements is still a couple of years away, Chesterfield will approach this new set of challenges in the very same manner it addressed the downturn in 2008: early and aggressively with a keen eye on the County's longer term goals.

It is against that backdrop that I proudly present the County's FY2014 amended financial plan. As noted, the FY2014 budget takes some important first steps toward dealing with the large financial hurdles that lie ahead, but it also remains focused on maintaining the progress established over the last several years. In aggregate, the general fund budget totals \$736.1 million, a modest 1.9 percent increase from FY2013. The economic underpinnings of the FY2014 plan are a bit sturdier than last year, though the County continues to chart a very cautious course forward. Backed by a further firming of local labor markets, consumer-driven categories continue to underwrite the majority of the projected revenue growth, though there is some light emerging from the end of the real estate tunnel as well. Mired in a fifteen percent decline in home prices, this financial plan employs a forecast of no change in aggregate residential values for tax year 2014, allowing contributions from a pick-up in new construction activity to nudge the County's largest revenue source into positive territory for the first time since FY2009. Even so, the scant increase in the overall budget reinforces that while firmly underway, the local recovery effort still has a long road ahead.

Fortunately, the County has become adept at excelling in a limited resource environment, and FY2014 is no exception. As with any recent County budget, the details of individual funding choices vary year-to-year, but the overarching priorities do not: for FY2014, education and public safety remain the focus. New resources for the school division comprise more than a third, or approximately \$4.9 million, of the overall general fund increase. Drilling down, \$3.9 million of the revised contribution is accounted for via the direct school transfer – \$3.8 million of which is entirely locally funded. As a result, the school budget is scheduled to include a two percent salary increase (beginning in January of 2014), funding for the full conversion to the VRS shared contribution model, and delivery of the third consecutive year with no classroom impacts. Moreover, the general fund budget also sets aside a \$1.0 million reserve – funded with restored Aid to Locality dollars – that can be used to cushion some of the financial jolt from the sharp increases in teacher VRS rates scheduled for FY2015. And, on a somewhat smaller scale, there are resources in the County's FY2014 plan to accommodate a pilot program aimed at improving grounds maintenance efforts at school sites.

Turning to public safety, it is a very similar story. The FY2014 budget includes resources for four additional police officers, increased funding for the maintenance of fire apparatus along with the required matching funds to secure nearly a million dollars' worth of helmets, suits, and other protective gear for firefighters. Furthermore, the amended financial plan takes an additional step in a multiyear effort to improve the competitiveness of public



safety pay by providing resources to increase the starting salaries of police officers, firefighters, sheriff deputies, and 911 call operators.

The FY2014 financial plan also makes important strides on a number of the Board's key quality of life initiatives. Building on the push to promote sports tourism, and the broader effort to encourage more active lifestyles, the budget provides resources to make further facility improvements at major athletic venues, operate the recently opened lacrosse and soccer facilities at Stratton Park, and expand the County's relationship with Sports Backers to include the development of several new regional events. There are also new funds made available in FY2014 to purchase additional library materials and continue County investments in transportation services, highlighted by further support for GRTC commuter routes. Finally, the FY2014 plan provides much needed services to a fragile portion of our community with start-up funding for the intermediate care facility that is scheduled to open late in calendar year 2014 – funds that will ultimately be reimbursed in subsequent budgets.

Making progress on such a diverse array of fronts with limited growth in resources is only capable in organizations that possess both a cultural commitment to efficiency and a dedicated workforce to help execute the vision. As evidenced by recent history, the County has both in spades. Even at the amended FY2014 budget total, the County is operating at the same per capita, inflation-adjusted levels it was more than twenty years ago. Keeping costs at such historically low levels means that service level enhancements, as described in the preceding pages, have to be at least partially funded by savings elsewhere in the operation. The best example of that spirit in the FY2014 budget is once again found in the General Services Division of Management Services. The General Services story is not only an example of streamlining support areas – the Division is reorganizing three business units and eliminating seven additional positions in the FY2014 budget – to benefit front line services – four of which are being transferred to police. It is also a testament to the organization's dedication to continuously evaluate its portfolio of programs as two of the three retooled areas have already been pared back in previous budgets. The County's commitment to careful ongoing evaluation is not limited to programs and services however. The FY2014 budget includes the indefinite deferral of the satellite fleet facility, following a comprehensive review of the underlying growth assumptions, and the adoption of numerous efficiencies that will extend the need window for a new facility. Similarly, this financial plan also includes a 12-month delay of the Harrowgate Fire Station, both of which produce operational savings in FY2014. Regardless of the category, no cost saving measure in this plan would be possible without the ingenuity and dedication of the County's workforce. Appropriately, the FY2014 budget includes resources equal to a one percent salary increase for all eligible employees to at least partially recognize the ongoing contributions of Chesterfield's talented workforce.

The County employed a multitude of strategies in order to balance the ins-and-outs of the FY2014 financial plan, though for the twenty-fourth consecutive year that mix does not include an increase in the real estate tax rate. This plan fully recognizes that, even though there are signs of life emerging, many taxpayers are still struggling to make ends meet, and, therefore, the FY2014 budget was developed with no change in the rate schedule. That commitment over the past five years, in particular, has translated into a cumulative savings for the average household of nearly \$1,200. In addition to holding rates, the County has also been able to lighten the financial load on citizens during the recession through a sizable expansion of the Tax Relief for the Elderly program. In 2009, the eligibility criteria were broadened in response to sustained increases in assessments, followed by the addition of full relief for disabled veterans in 2011. As a result, the cost of the program has ballooned more than 80 percent over that span and is projected to increase by another 40 percent by 2020 as the County continues to age. Tax relief is a very important program to many throughout this community, but in order to preserve it for the next generation of seniors, some modest reforms are necessary. More specifically, the FY2014 financial plan

realigns the income brackets in an effort to focus relief on those who are in the greatest need and contain the program's long-run growth trajectory. More details regarding the program tweaks are available in the "Miscellaneous" section of this document, though, as approved, no current recipient would lose eligibility simply because of the scheduled changes.

As illustrated with tax relief, exemplary fiscal stewardship requires diligent attentiveness to the challenges of today *and* tomorrow. Accordingly, the FY2014 financial plan slowly begins to reduce its use of one-time revenue sources, while at the same time adding to the County's budgeted rainy day account to bring it in line with the new, more rigorous policy requirement. Moreover, this budget takes some early but important steps towards addressing the aforementioned State and Federal mandates hovering overhead. As noted, the FY2014 plan seeds a reserve account to help dull the impact from the first of three rounds of teacher VRS pension increases slated to begin in FY2015. With regards to clean water initiatives, this plan deploys four additional positions to Environmental Engineering to help manage the new state requirements. The Federal Chesapeake TMDL mandate is orders of magnitude more complex and costly and will be a fixture in financial plans for years to come. Nonetheless, the FY2014 budget includes resources to begin that work with funding for an implementation plan and outreach efforts aimed at limiting pollutant flows from local farmland. Like TMDL, the tentacles of the Affordable Care Act will be with us for some time, beginning in FY2014 with healthcare coverage requirements for part-time staff working 30 hours a week and a host of new taxes and fees on the County's health insurance policy. In response, the FY2014 financial plan does include plan modifications that will prevent additional punitive fees and taxes scheduled in subsequent years because the Act considers the County's current healthcare package a "Cadillac" plan, while efforts are already underway to reduce part-time hours wherever operationally feasible.

Beyond any single item, this financial plan is a tribute to the ability of this organization to continue to make marked progress on the priorities of this community, regardless of the economic environment. It also clearly displays what this County is capable of even with moderate levels of State and Federal interference. In addition, the FY2014 budget embodies the trailblazing spirit from 2008 with its thorough insistence to be mindful of the County's long-term goals. Yet, those defining principles will once again be put to the test in coming years as the lack of discipline at other levels of government results in local expense pressures that have the potential to far outstrip projected revenue growth. This challenging arithmetic is likely to generate another round of difficult choices for this community about the appropriate size, scope, and associated funding for the organization as we move forward. Even so, I steadfastly believe that under the guidance of this Board of Supervisors, in tandem with our countless community partners, a passionate citizenry, and the best workforce in the public sector, we can continue to show the world how government can and should be run.

Sincerely,



James J.L. Stegmaier  
County Administrator

# Geography/Demographics of Chesterfield County



Demographics of Chesterfield County  
as of January 1, 2013

Population	323,000
Number of Households	122,454
Persons per Household	2.67
Square Miles	446
Persons per Square Mile	739

# 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.

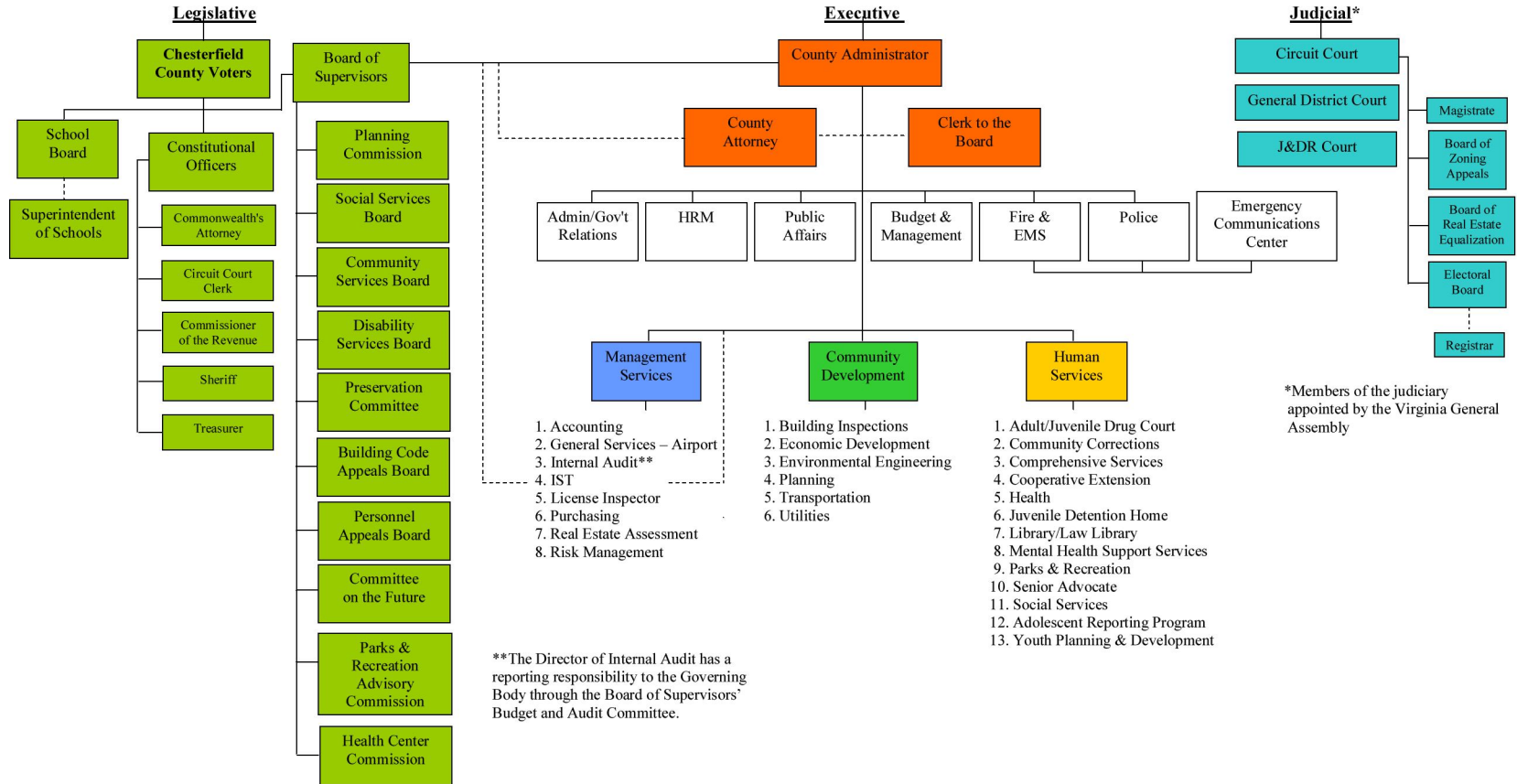
While the first coal mined in Chesterfield County was for home or local use, there is a record of coal being mined in 1709 in Midlothian and sent elsewhere in the United States for use. This is the first record of any commercial mining in America. The will of Hannah Brumall Tulitt records that she left 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.

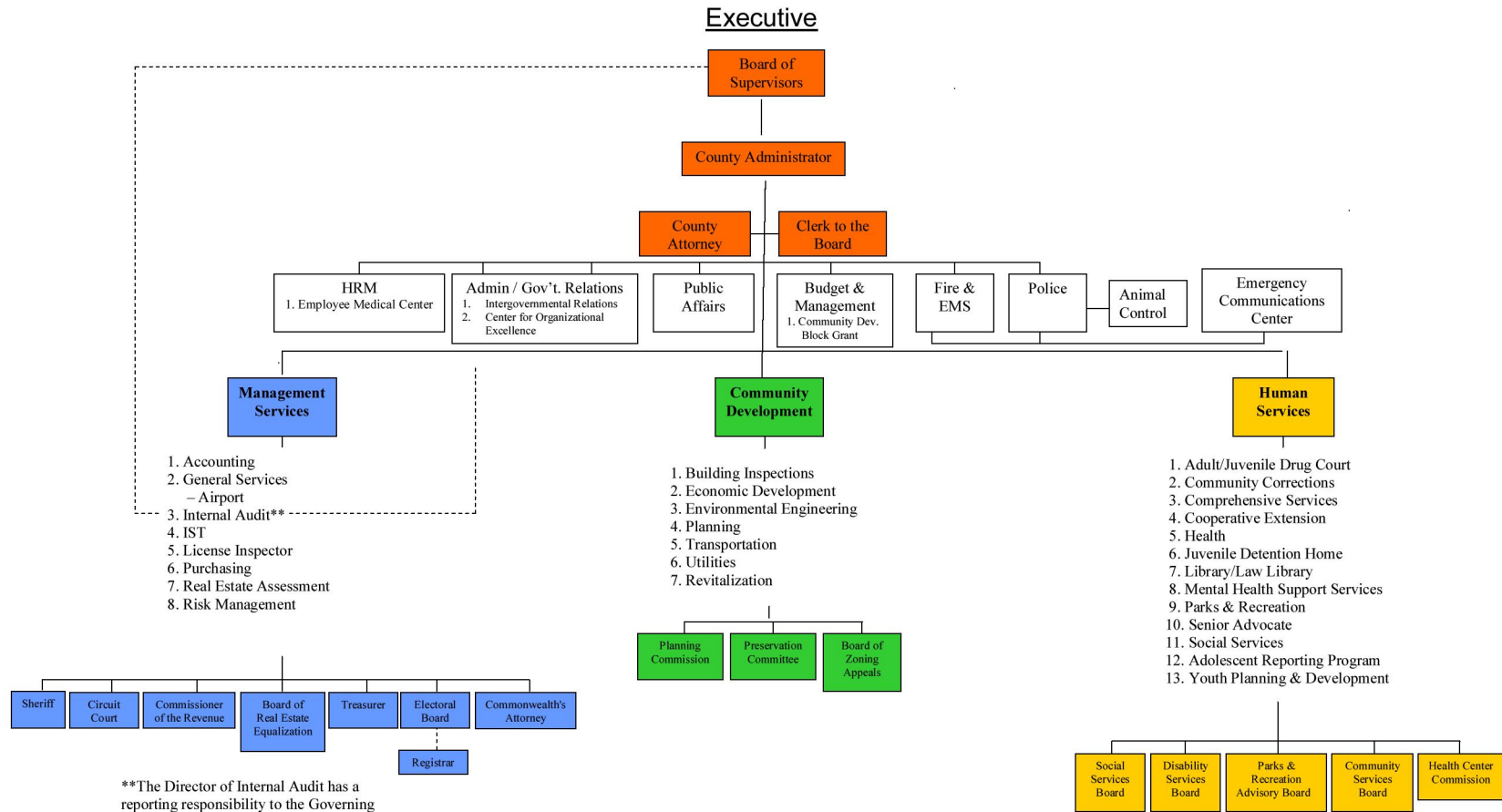
Coal mining operations continued through the Civil War, when coal was used in cannon casting at the Tredegar Iron Works in Richmond and the Bellona Arsenal on Old Gun Road. Thomas Jefferson, while he was President of the United States, ordered coal from the Black Heath Pits for use at the White House,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

# Strategic Planning and Performance Measures

Chesterfield County is committed to the process of strategic planning and depends on the Strategic Plan to guide decisions for resource allocation. Chesterfield County's strategic planning process is the foundation of the County's programs, services, and operations. The County believes that before it can allocate available resources, it must understand its residents' priorities and the factors that will affect them in the future. Chesterfield County's Strategic Plan ensures that these efforts are purposefully designed and focused to meet the present and future needs of the County. The Strategic Plan aligns programs and services with guiding values to provide excellent service to the Chesterfield community.

The Strategic Plan is a living document. Since its inception in 1997, the Plan has gone through multiple iterations, and updates have reflected the citizens' advancing priorities for a FIRST CHOICE community. The most recent update to the Strategic Plan in 2011 advances a Vision and Mission for Chesterfield County with focus on excellence in leadership and public service, pride in community, and partnerships to achieve an extraordinary quality of life. The Plan values employee and resident collaboration and sets expectations of responsibilities for all of the County's stakeholders.

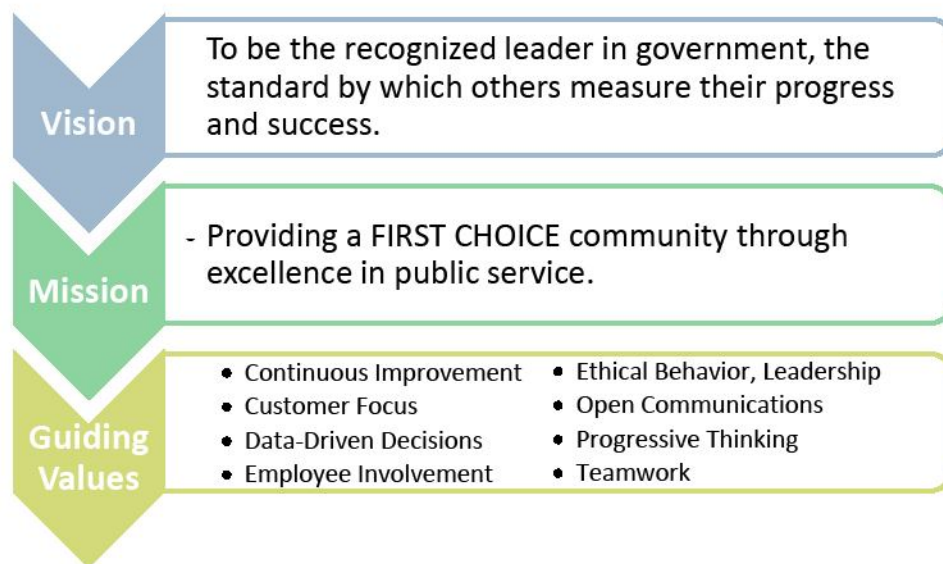


Figure 1. Foundation of the Strategic Plan 2011

The Budget and Management Department has continued to make progress in its performance-based budget process. Once again, each participating department submitted program-specific budgets along with a series of performance measures. The resources allocated to each department were then evaluated based on the program's alignment to the goals of the Strategic Plan.

The performance measures for each program can be found in each participating department's section of this document. The outlined performance measures were chosen as the best representation of the program's progress toward a strategic goal. Whenever possible, each program is captured by output, quality/outcome and efficiency measures. This three-fold method offers the reader insight into how each department is pursuing the various goals of the Strategic Plan.

Departments began tracking these measures in FY2013, and a full year's data for these measures will appear in the FY2015-FY2016 Biennial Financial Plan. During this transitional period, the County will continue to include key countywide performance measures within this section of the budget document.



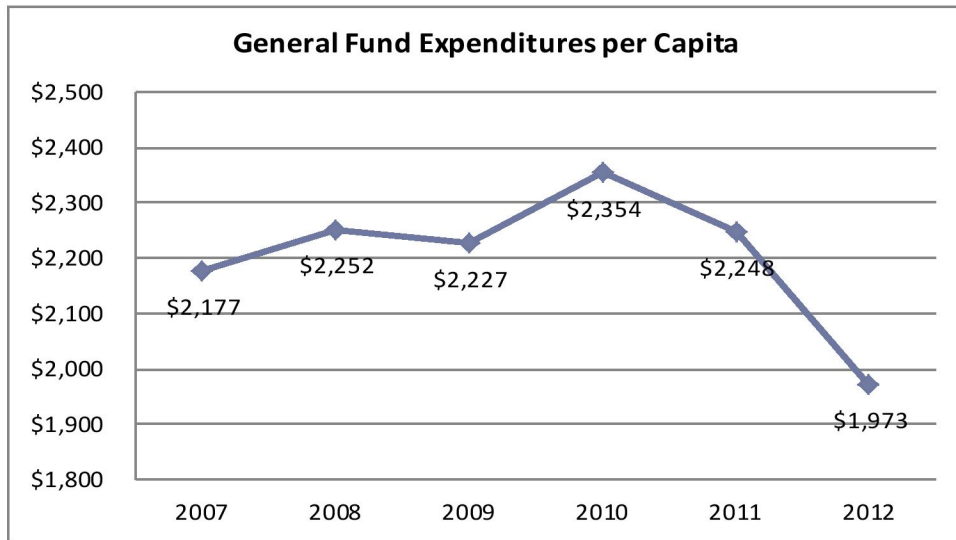
Figure 2. Seven Strategic Goals



## Strategic Plan 2011-2014 Performance Measures<sup>1</sup>

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

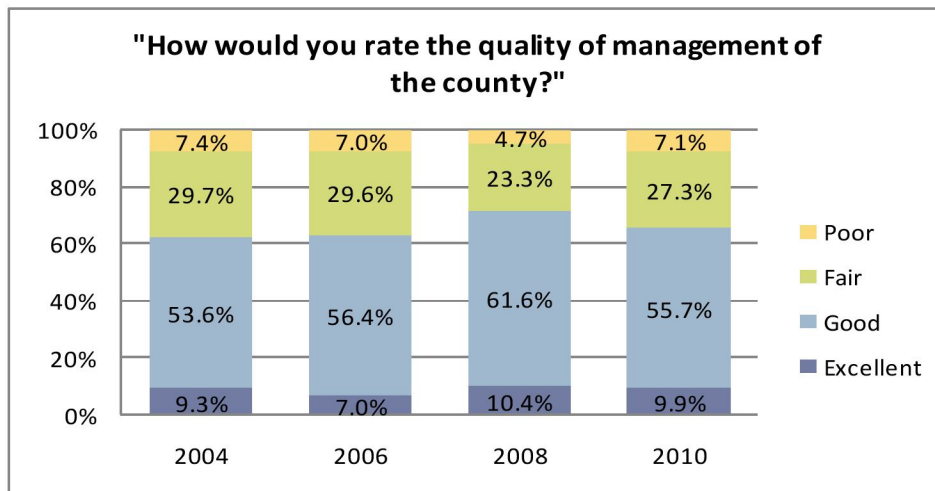
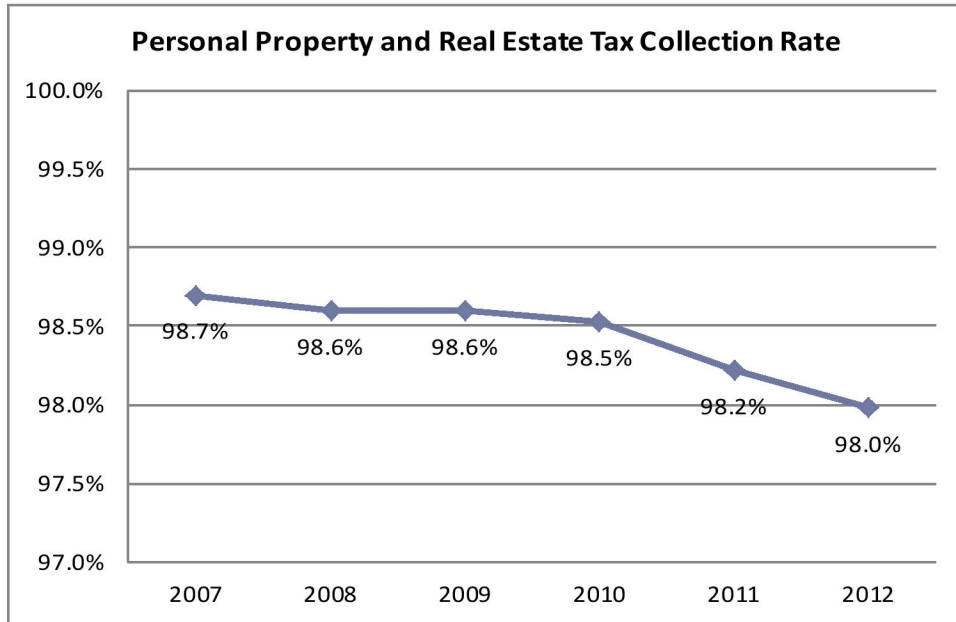
<b>Objectives</b>	<p>Promote financial integrity through proactive leadership, and ensure short-and-long-term prosperity through effective fiscal planning and efficient management of the public's assets. Regularly evaluate programs and services to best meet the public's needs, and to improve the County's overall financial position through innovation, partnerships and technology improvements.</p> <p>Require the highest standards of professionalism and ethics of all County employees, and continually promote quality values.</p>
-------------------	--



*The County strives to provide superior services. At the same time, keeping expenditures per capita low is a mark of strategic efficiency of County programs and employees. The 2010 Citizen Satisfaction Survey, which garnered higher ratings than its three predecessors, showed that overall citizens are pleased with the level of service they receive from the County. The FY2014 Financial Plan continues this successful model of high-quality, low-cost services.*

<sup>1</sup> Unless otherwise noted, data are collected from Chesterfield County's Measurement Alignment Tool.

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

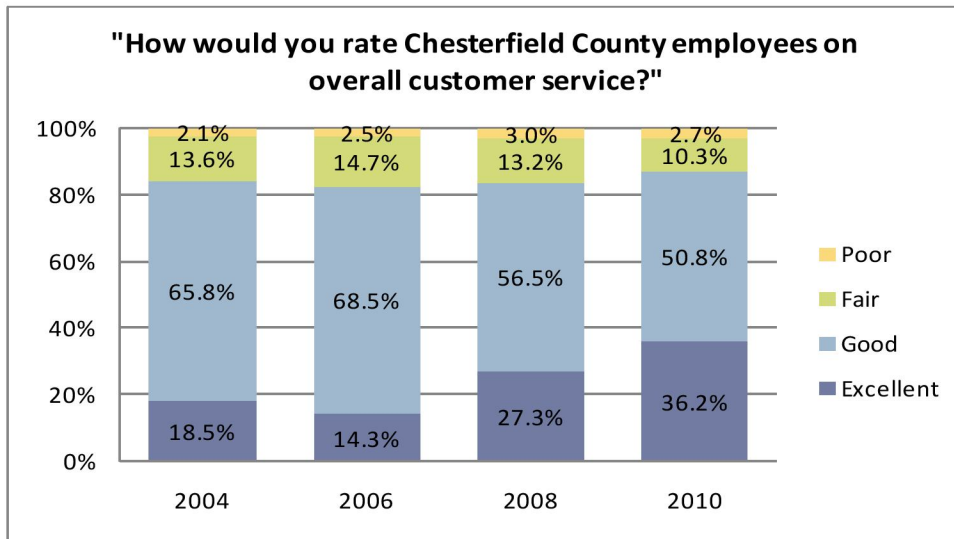


Source: 2010 Citizen Satisfaction Survey

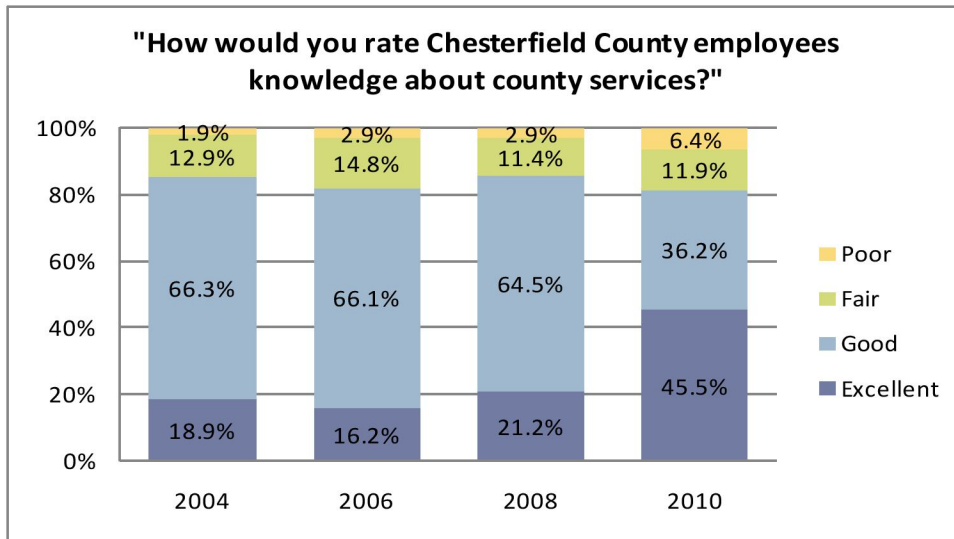
**Strategic Goal 2 To provide consistently excellent customer service**

**Objectives**

Continuously improve our ability to deliver excellent customer service by focusing on courtesy, knowledge of County services and timeliness.  
 Obtain and act on customer feedback as soon as practical after County services are provided.  
 Continuously improve two-way communications with the public.



Source: 2010 Citizen Satisfaction Survey



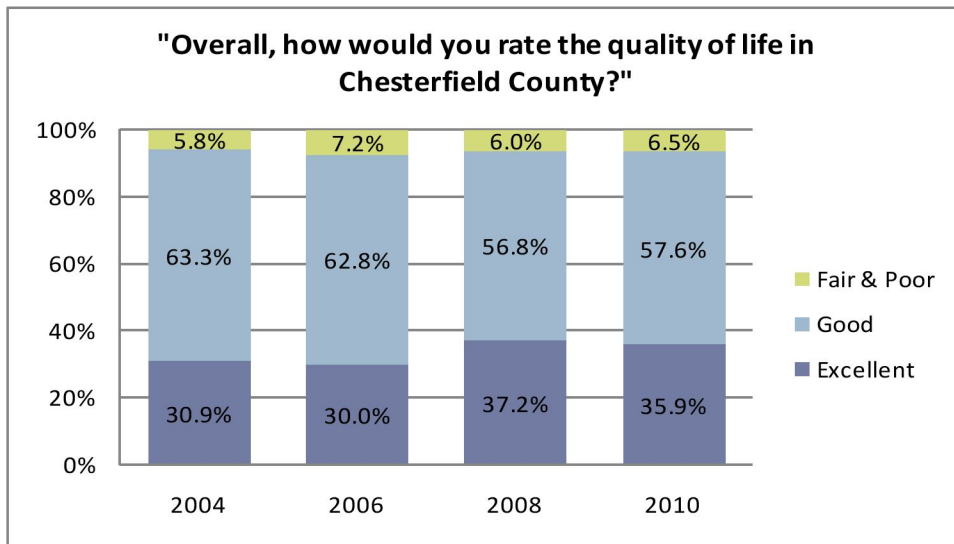
Source: 2010 Citizen Satisfaction Survey

*County employees provide excellent customer service to all stakeholders. New employees receive extensive training in customer service expectations, and all employees are evaluated on their abilities to understand and meet customer needs.*

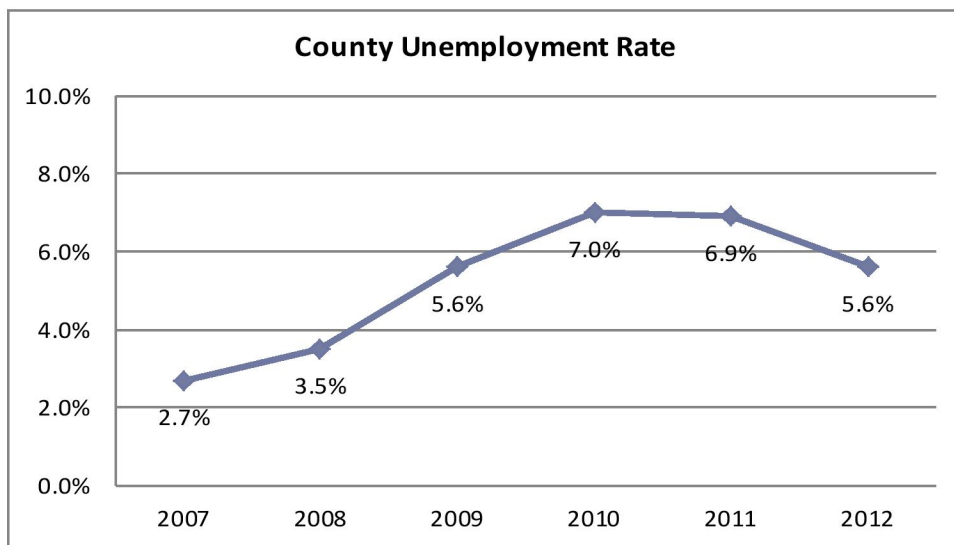
**Strategic Goal 3 To be known for an extraordinary quality of life**

**Objectives**

- Promote community engagement by providing the public with opportunities for involvement in cultural, educational, social and recreational activities and events.
- Plan responsibly for the infrastructure needs of a growing, diverse community.
- Leverage community resources by promoting public and private partnerships.
- Promote community well being by delivering health-and-human-services that address community needs.
- Foster lifelong learning through access to educational services and resources that meet the public's growth and developmental needs.

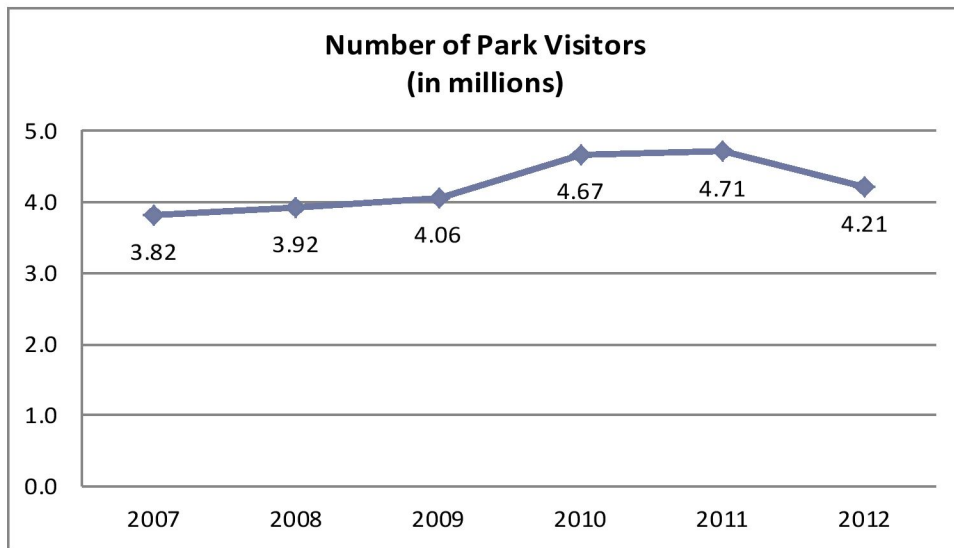
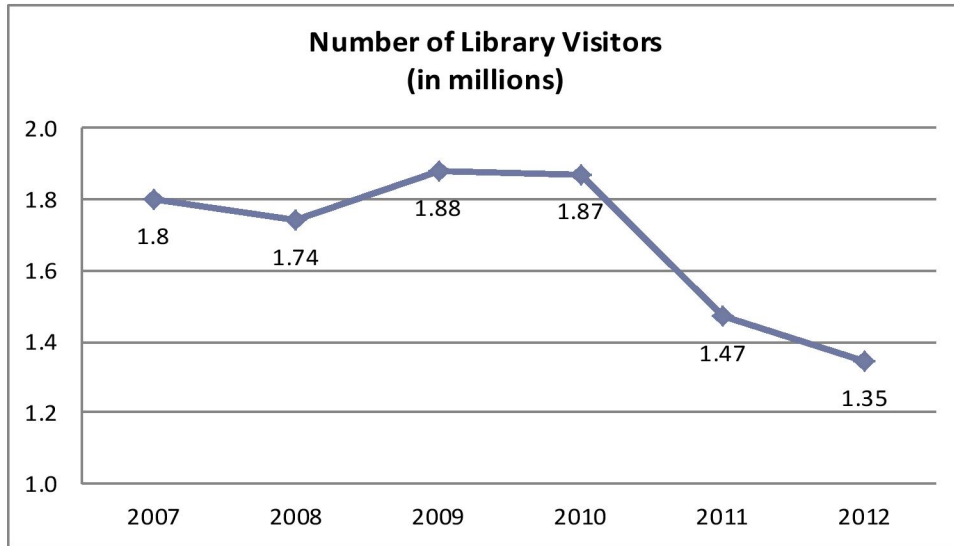


Source: 2010 Citizen Satisfaction Survey



**Strategic Goal 3 To be known for an extraordinary quality of life**

---



Source: Department of Parks and Recreation data for selected parks

*Not only do high quality of life standards benefit current citizens, they also attract new residents and businesses to Chesterfield County. Quality of life attributes, such as responsive public services, great schools, and well-maintained infrastructure, influence economic development decisions and make Chesterfield County a great place to live, work, and play.*

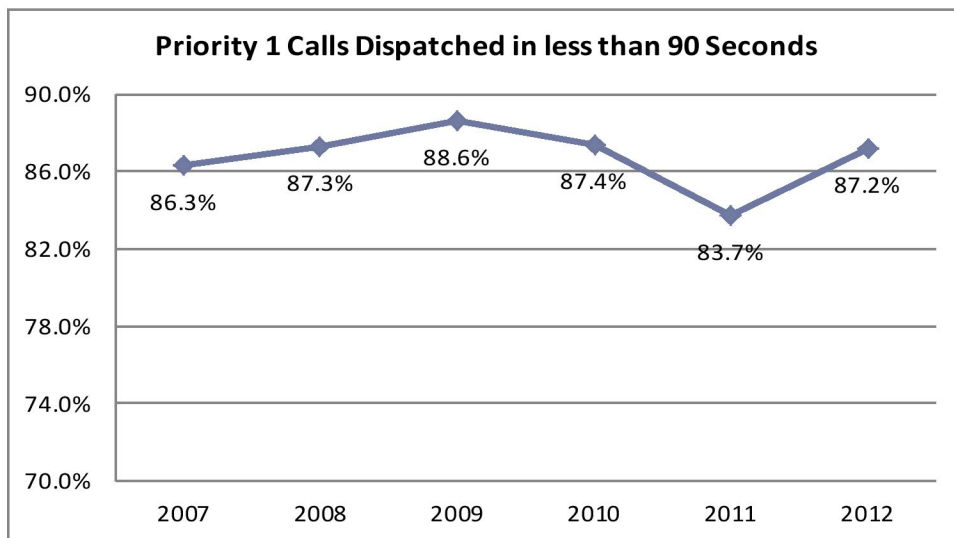
**Strategic Goal 4 To be the safest and most secure community of its size**

**Objectives**

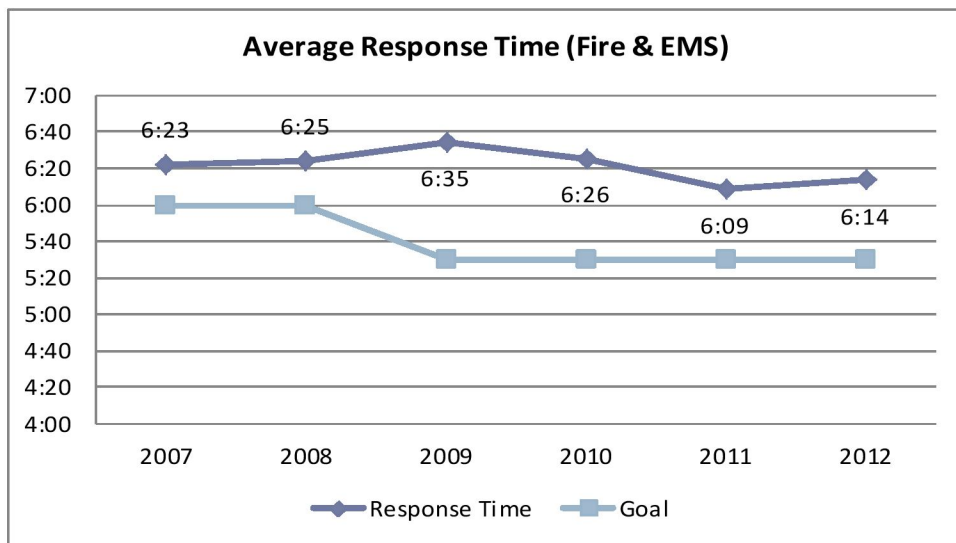
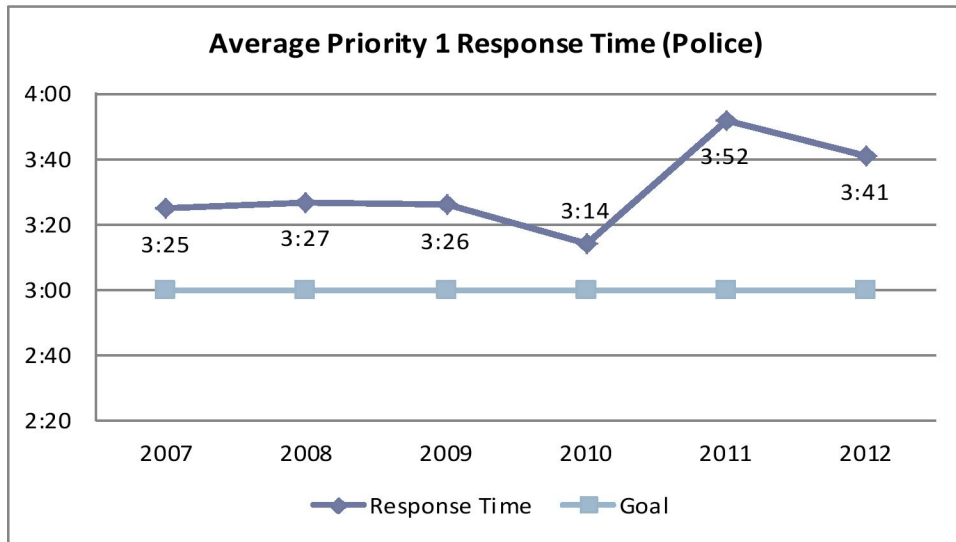
Reduce injury, death and property loss by establishing partnerships with the community that foster safety and security through education, prevention and enforcement activities.  
 Reduce the reoccurrence of incidents detrimental to the public’s safety and security through a collaborative and interactive public-safety system.  
 Reduce injury, death, or property loss by responding to situations in a timely, professional manner.



Source: 2010 Citizen Satisfaction Survey



**Strategic Goal 4 To be the safest and most secure community of its size**



*The stellar performance of public safety departments is a testament to the County’s commitment to a safe and secure community. Public safety departments have not been subject to the same kind of budget reductions in recent years as other County departments, and the overall performance of these departments has benefitted from program enhancements and additional resources.*

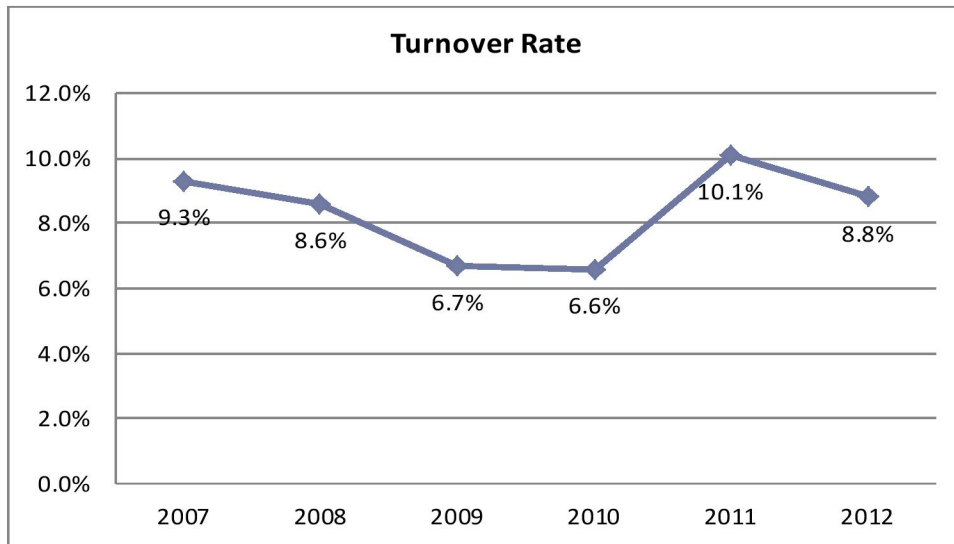
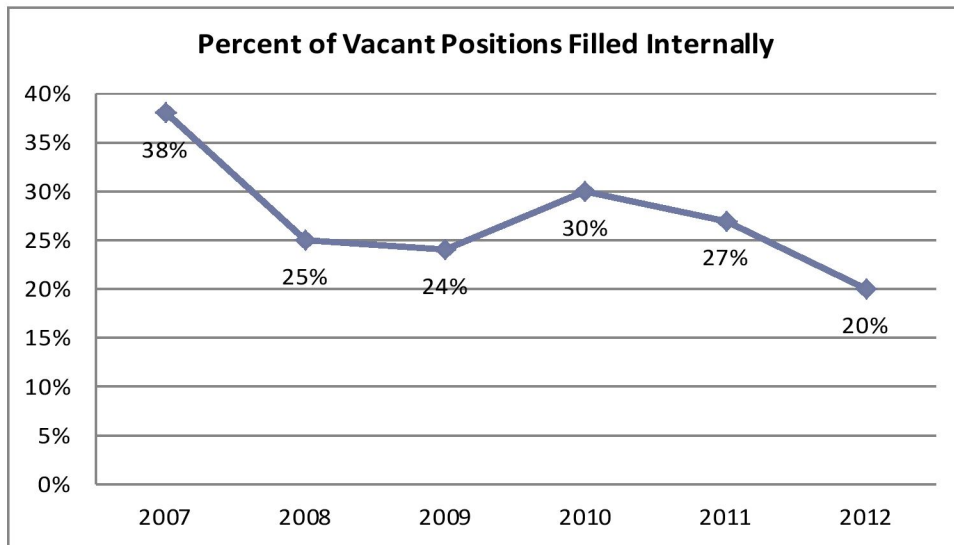
**Strategic Goal 5 To be the employer of choice**

**Objectives**

Attract a diverse and well-qualified applicant pool through coordinated outreach efforts, targeted advertising, specialized job fairs and competitive salary ranges and benefits.

Retain a diverse, high-performing, engaged work force by providing a competitive total rewards package and a superior work environment that promotes effective leadership, teamwork, innovation, employee well being, learning and development.

Reduce injury, death, or property loss by responding to situations in a timely, professional manner.



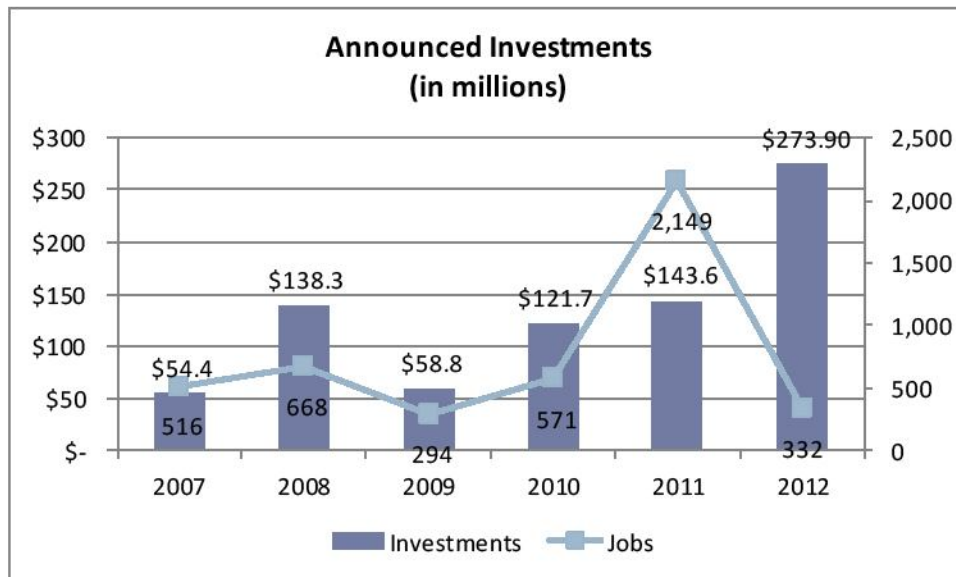
Source: Department of Human Resource Management



**Strategic Goal 6 To be the FIRST CHOICE business community**

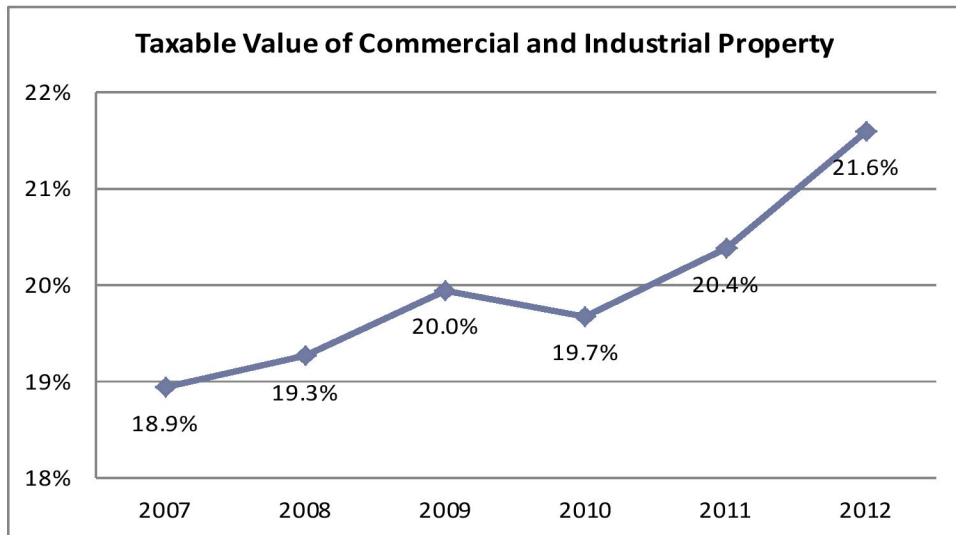
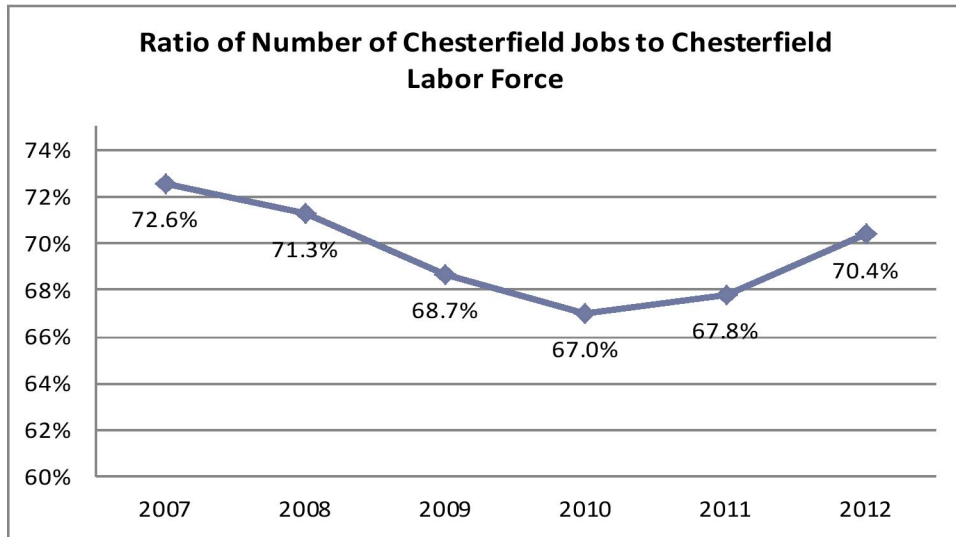
**Objectives**

- Enhance our business environment by improving processes, policies, tax structure, regulations, education and communication.
- Increase private sector job opportunities and wages in the County.
- Increase the total annual value of new commercial construction.
- Create and market more industrially-zoned acreage.



Source: Department of Economic Development

*Chesterfield County has made impressive strides in economic development despite the downturn that has crippled major investments elsewhere. Announced investments more than doubled between 2011 and 2012. These new investments have expanded the County's already diverse tax base, with a strategic balance between manufacturing, healthcare, and technology.*



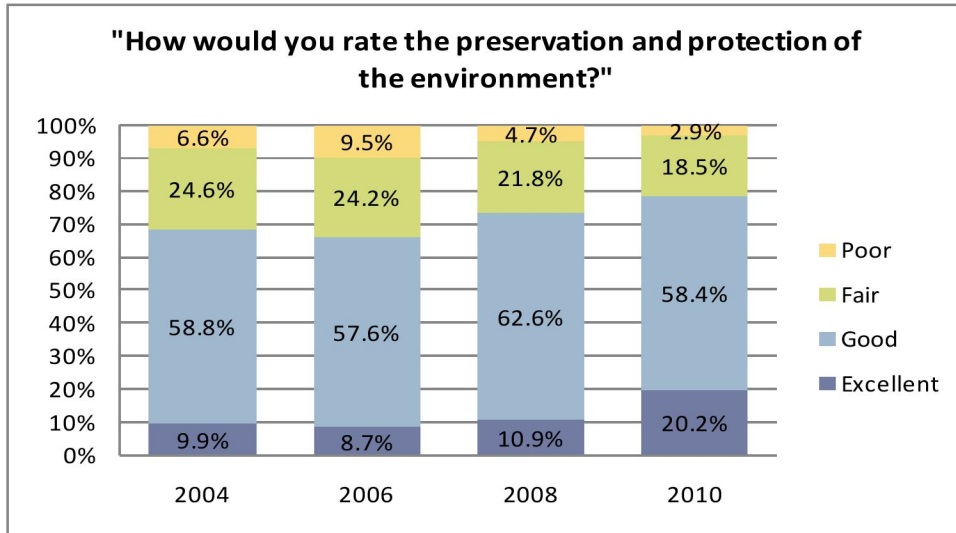
Source: Department of Economic Development

**Strategic Goal 7 To be responsible protectors of the environment**

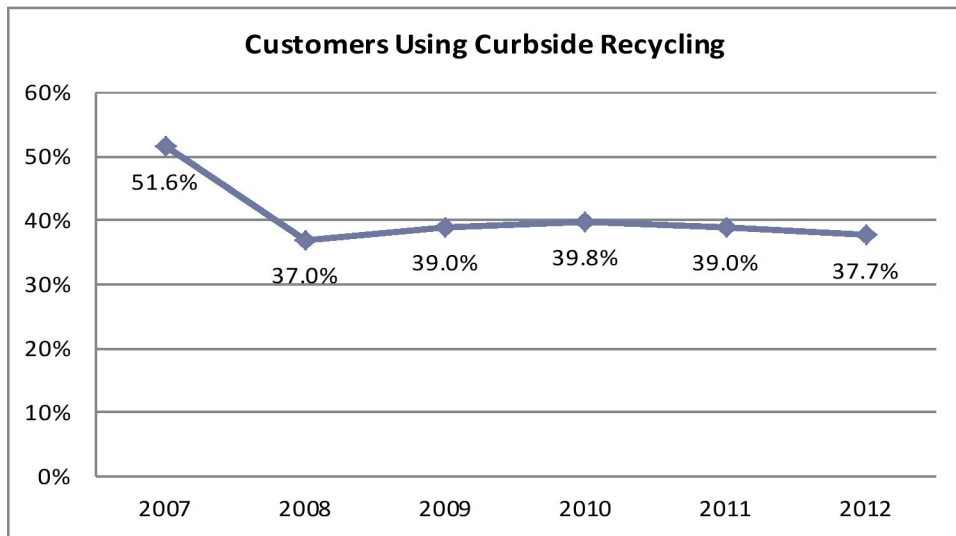
Assess and improve County processes and technologies to address potential adverse environmental impacts and to meet or exceed compliance with environmental laws and regulations.

Foster community understanding of environmental issues by providing information, educational outreach programs and opportunities for public involvement.

Promote natural-resource management strategies that ensure environmental sustainability.

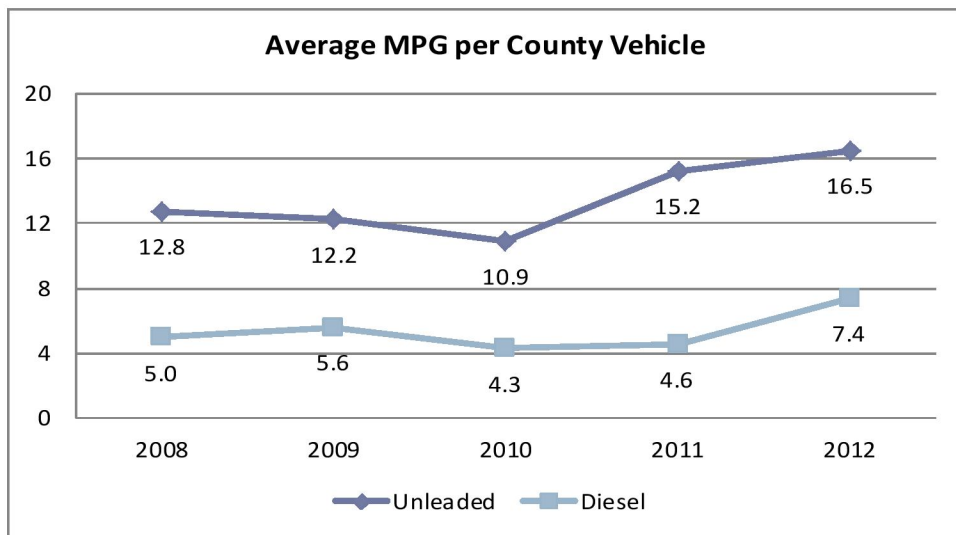


Source: 2010 Citizen Satisfaction Survey



**Strategic Goal 7 To be responsible protectors of the environment**

---



# Budget Process

---

The development of Chesterfield County's budget begins each year in October and continues through the final budget adoption in March/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 1 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 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 has authority to transfer prior year end carry forward assignments from one appropriation category to another appropriation category. 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, and for any compensation related costs.

# 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.

## **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/April:**

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

### **April:**

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

### **July:**

- The new fiscal year commences on July 1st.

# Financial Policies

---

## **PURPOSE**

Promoting financial integrity is a 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 support the County's strategic goal number one; to be "exemplary stewards of the public trust."

The last time the County's financial policies were reviewed by the Board of Supervisors occurred as a part of the adoption of the FY2012 operating budget. The review resulted in a few minor changes that are incorporated below and became effective during FY2012:

## **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 unassigned fund balance to finance current operations. The County's unassigned fund 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 and avoid reliance on this balance, the County will not finance operations from the unassigned fund balance. If such financing becomes necessary, it will be for a period of no longer than two years.

Status: *The County has not used unassigned fund balance 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.*

## **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 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 FY2012 was 95.2 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. The use of one-time revenues in FY2014 has decreased \$617,100 from FY2013 adopted levels.*

## **OPERATING BUDGET POLICIES**

### **Fund Balance**

#### **Unassigned 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 unassigned General Fund balance, the greater the County's ability to cope with financial emergencies and fluctuations in revenue cycles. The County has established a budgeted target rate of 8.0 percent with a floor of 6.0 percent.

Status: *The actual percentage for June 30, 2012 was 8.5 percent. Percentages at June 30, 2010 and June 30, 2011 were 8.1 percent and 8.0 percent respectively, which exceeded the then target of 7.5%.*

### **Fund Balance Levels**

The unassigned fund balance requirement of 8.0 percent 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: *Unassigned fund balance for FY2014 is budgeted at 8.0%.*

### **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.*

### **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: *FY2014 is the second year of the biennial budget. Consequently, budget data will be shown for FY2013, FY2014 (amended), and FY2015 – FY2017 (projected). The percentage of the County's FY2014–FY2018 CIP financed with current revenues is 38.2 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. Any necessary adjustments are brought before the Board of Supervisors at fiscal year end.*

### **School Board Preliminary Funding Formula**

Each fall, 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 declines between schools and core government services based on established priorities.

Status: *The estimate of local resources for the biennium results in schools receiving approximately 66.3 percent of total current property taxes in FY2014.*

## **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. A strong emphasis has been placed on maintaining existing facilities in FY2014 and beyond.*

## **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, unassigned 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 percentage of the County's FY2014 – FY2018 five year Capital Improvement Program (CIP) funded with current revenues is 38.2 percent. For the first year of the Plan, FY2014, the percentage of general fund departmental expenditures allocated to pay-as-you-go capital improvements is 4.7 percent. The allocation is less than policy level, and while considered unusual, is a deliberate decision, given current economic conditions and an unallocated projected FY2013 year-end balance in the pay-as-you-go capital project reserve of \$4.0 million. This amount is deemed adequate to provide coverage for unforeseen capital projects.*

## Capital Improvement Assignment

The County's policy of funding a large portion of capital expenditures "as we go" by consistently setting aside 5 percent of operating expenditures for capital investments further enhances debt management. Annually, some portion of the assignment is not allocated to specific projects and remains available to deal with unforeseen circumstances for future capital projects.

Status: *The County's FY2014-FY2018 CIP allocates \$15.6 million of operating expenditures to capital investments in FY2014. Of this amount, \$894,500 remains unallocated to specific projects and will be added to the assignment for future capital projects.*

## 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, 2012	Planning Cap	Ceiling
<b>Debt as a Percentage of Assessed Value</b>	1.45%	3.0%	3.5%
This ratio indicates the relationship between the County's tax supported 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.			
<b>Debt Per Capita</b>	\$1,643	\$1,732	\$1,948
This ratio indicates the County's per capita tax supported 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 capital ratio will increase by two percent at the beginning of each biennium. The above planning cap and ceiling were in place at June 30, 2012.			
<b>Debt Service as a Percentage of General Governmental Expenditures</b>	7.2%	10.0%	11.0%
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.			

## 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 assigned 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 rating agencies 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.

## **REVIEW AND REVISION**

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

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

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

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

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

### **Maturities**

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

### **Diversified Investing**

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

### **Investment of Bond Proceeds**

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

# Basis of Accounting, Structure of County Funds, and Basis of Budgeting

---

## 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 45 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.

## GOVERNMENTAL 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 unassigned 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. For comparison between the comprehensive annual financial report (CAFR) and the biennial budget, the budget document narratives and sections display departmental programs based on reporting chain of command. The appropriations resolution, however, aligns with the CAFR and the state auditor of public accounts placement.

## **Special Revenue Funds**

Special Revenue funds are used to account for the proceeds of specific revenue sources (other than capital projects) that are legally restricted or committed 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 the 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 Community Crime Control Act, and other federal and state grant programs.

## **Capital Projects Fund**

Capital Projects Funds are used to account for financial resources that are restricted, committed, or assigned to expenditures for capital outlay, including the acquisition or construction of capital facilities and other capital assets (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. 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.

**Facility 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.

### **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.

### **OTHER FUNDS**

The county's Comprehensive Annual Financial Report (CAFR) reports on several funds that are not included in the county's budget. Examples of these funds are the Inmate Trust Fund, the Police Safekeeping Fund, the Greater Richmond Convention Center Authority Fund, and the Special Welfare Fund. These are fiduciary funds for which Chesterfield County is the fiscal agent, where the county holds monies for county inmates, or the county is a pass through for the receipt and disbursement of monies from federal programs or police department seizures.

### **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 two years. Fixed assets consisting of certain improvements other than buildings (including roads, bridges, curbs, lighting systems, etc.) are not capitalized because the county is not responsible for maintenance of these assets.

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.

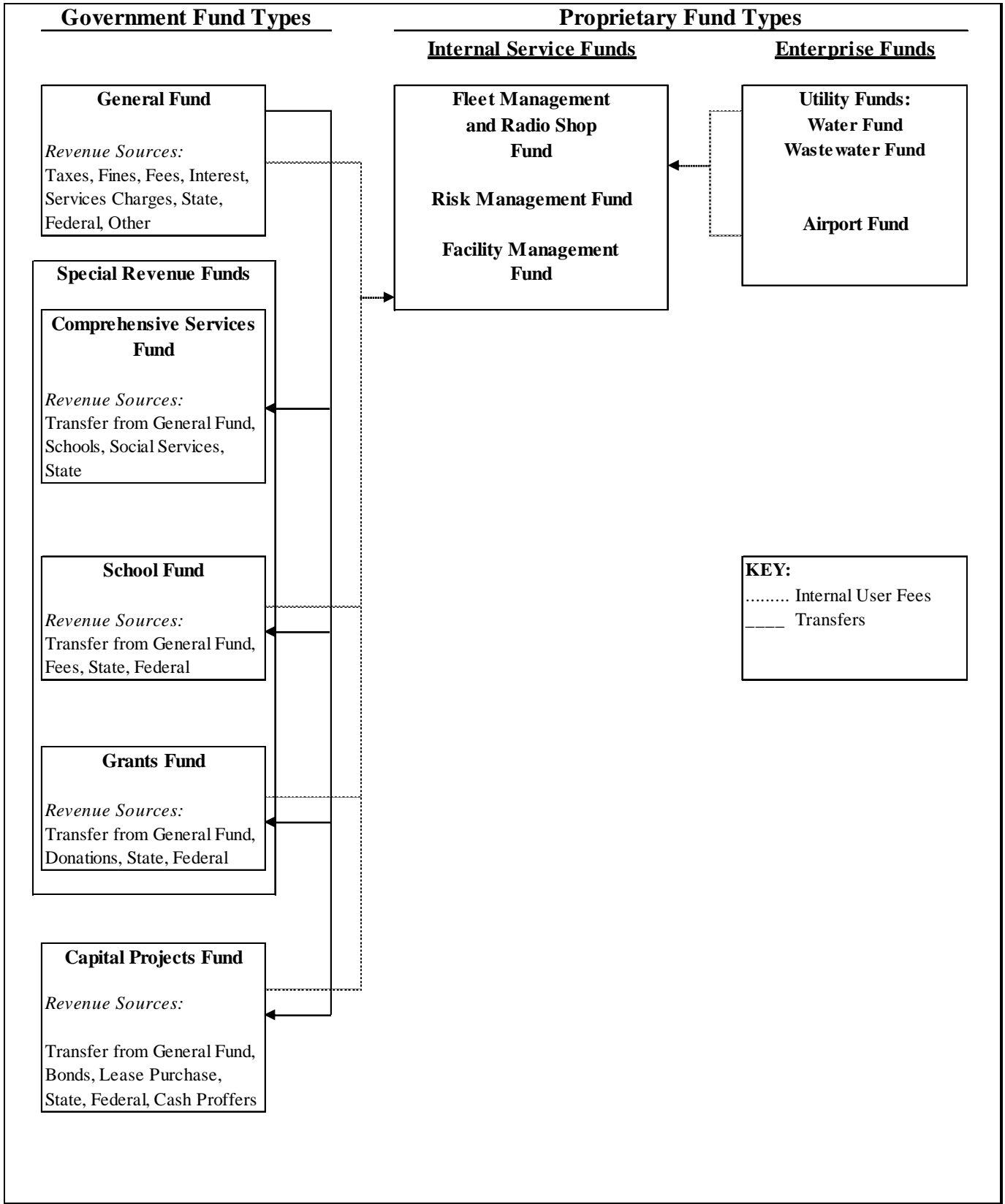
## **BASIS OF BUDGETING**

Chesterfield County's budget is presented on a different basis than the GAAP basis of accounting used for financial statement reporting purposes. The budgetary basis presents the use of restricted, committed, and assigned fund balance 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 proprietary 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, the planned purchase price of equipment and capital improvements is budgeted. For Chesterfield County's budgetary presentation, the opposite is true. For some proprietary 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 appropriations resolution. In addition, a budget is adopted for each grant or project in the Grants and County Capital Projects Fund and School Capital Projects Fund projects are appropriated in total for each fiscal year. The budget resolution specifies that the budget and appropriation for each grant or project continue until the expiration of the grant or completion of the project. All other appropriations lapse at year-end. Budgets for some individual grants and projects are not included herein and are only appropriated during the year as funding sources become available.

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

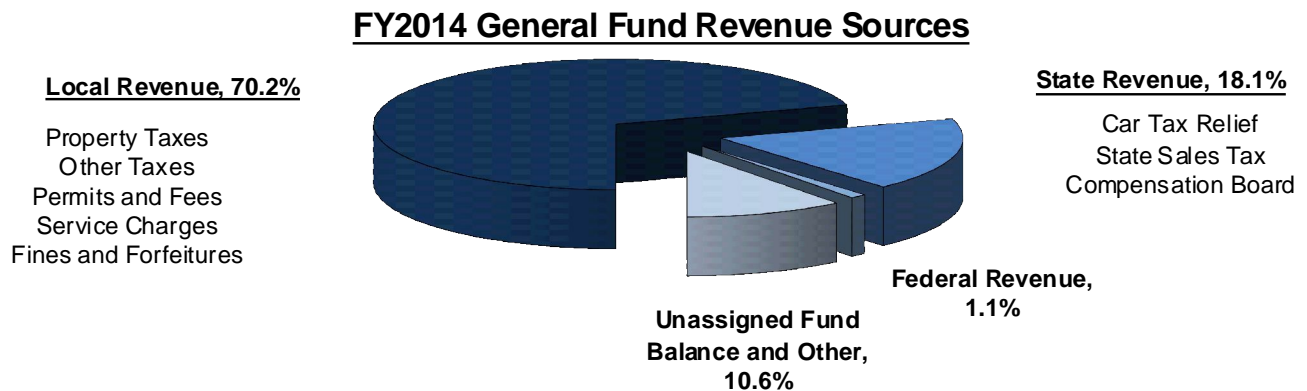
The following chart illustrates the structure of County funds:



**THIS PAGE INTENTIONALLY LEFT BLANK**

# Revenue Analysis

Chesterfield County relies on revenues from three primary sources in order to provide high quality programs and services to local businesses and residents. As shown in the chart below, local sources, such as property taxes, local-option sales taxes, and building permit fees account for the overwhelming majority (70.2 percent) of County revenues, followed by smaller contributions from state (18.1 percent) and Federal (1.1 percent) sources. Accordingly, the following section provides a brief assessment of the conditions and trends affecting each of those tiers of the economy before delving into the specifics of the County's FY2013 and FY2014 revenue outlook.



## ECONOMIC BACKDROP

### National Conditions

Over the past year the economic recovery picked up some momentum, though the overall effort remains quite uneven. There is perhaps no better snapshot of the recent choppiness than the Gross Domestic Product (GDP) report. Over the course of the last eight quarters (2011-2012), the economy is growing at nearly a 2.0 percent clip, though the range over that period spans from a robust 4.1 percent expansion to a paltry 0.4 percent uptick in the fourth quarter of 2012. Drilling down into the details reveals an economy that is running again, but that cannot seem to get all cylinders firing in sequence. For example, business investment has been a relative bright spot during most of the recovery period, while residential investment, i.e. housing, has been a consistent drag on overall growth. However, those categories have more or less switched roles in more recent quarters where the promising rebound in the housing sector has served as more of an offset for emerging softness in business investment instead of a net increase to overall growth.

Nonetheless, greenshoots in the long-slumping housing sector is a very positive sign for future growth prospects. After careening more than 75 percent from their peak level, new residential building permits reached a four and half year high in late 2012. Similarly, new home sales bounced back strongly in 2012, rising 19.9 percent, as sales of existing properties jumped 9.2 percent. There was also good news on the price front. Holding true to trend, the improvement in prices is lagging the other major market metrics. Even so, the marquee home price measures all show movement into positive territory, particularly in the larger markets that were hit the hardest – and the earliest – during the downturn. The firming of home prices and pick-up in sales have also contributed to a sharp decline in the number of upside-down homeowners. According to Lender Processing Services, the number of loans with negative equity has fallen by 35 percent since the beginning of 2012.

The positive headlines in the housing sector have certainly come as welcome news to U.S. consumers who have remained remarkably durable throughout the up and down recovery period. Consumer spending has contributed positively to overall economic activity in 14 consecutive quarters and, although, holiday sales were a touch below analyst expectations, they posted a very solid 3.0 percent increase over last year.

Moving forward, one of the keys to maintaining growth in consumer spending and, more generally, ironing out some of the dogged inconsistency in the macro economy is tied to more meaningful improvement in the health of U.S. labor markets. Unemployment figures tend to draw the most attention and, indeed, the nation's jobless mark has drifted somewhat lower over the last 12 months. That said the "drop" in the unemployment rate generates a fairly false impression of the condition of the labor market, concealing trends more easily seen via a close look at broader labor force statistics. More specifically, a review of any recent household employment survey reveals that the ratio of employed persons to the overall work-eligible population is at its lowest mark in more than 30 years. As of the end of 2012, less than 59 percent of those eligible to work were gainfully employed, roughly five full percentage points below pre-recession levels. That unnerving decline is the equivalent of saying that every eligible worker added to the overall pool since the end of 2007 is not only unemployed, but is also not even actively seeking work – nearly ten million people in total. In short, that is a very large group of individuals not producing and not consuming, and the pace at which they are activated back into the economy will be a very important determinant of the U.S.'s near and long-term growth trajectory.

The GDP report and many other important gauges are all depicting an economy that is plodding forward, but that is quite fragile on the whole as it works to digest some major fundamental corrections and a raft of uncertainty lurking on the horizon. The menu of risks that threaten the recent progress is rather lengthy, but none more potentially potent than the unfolding saga in Washington, D.C. regarding tax policy, Federal spending, and the ballooning national debt. Left alone, most major forecasts expect the economy to continue to work its way through the remnants of the Great Recession and post more modest, but noisy growth totals. However, until the U.S. economy gets its feet more firmly established underneath it, it remains very vulnerable to the multiple challenges that circle overhead.

### **State and Local Conditions**

As has been consistently the case throughout the recovery, Virginia continues to outperform the U.S. economy, while Chesterfield County continues to fare better than both the state and the nation. At the state-level, Virginia's highly educated workforce continues to be a magnet for businesses, resulting in one of the nation's lowest jobless rates and *the* lowest mark on the east coast. Accordingly, Virginia's primary revenue source – individual income taxes – posted strong growth through the first half of fiscal year 2013, easily exceeding the budgeted revenue target. State housing markets have also tightened considerably behind sizable gains in sales activity and firming prices, which has translated into state recordation revenue on pace to be nearly four times the forecasted total. All of that said, the state does face a very significant challenge from the ongoing deliberations on the direction of Federal spending – especially in light of the fact that the Commonwealth has one of the highest dependencies on Federal spending in the entire U.S. (19.7 percent, measured as a percentage of state GDP). Fallout from "Budget Sequestration" or any of its seemingly inevitable offshoots could threaten Virginia's economic standing and potentially weigh on state financial support for localities. In the long-run, however, Virginia's solid fundamentals should prevail, though there could be some shaky patches in the interim.

More locally, the story follows a very similar template. Chesterfield's jobless rate continues to edge lower, trimmed further in 2012 by another banner economic development year that saw new investment announcements nearly double from another headlining year in 2011 that included the addition of Amazon. Encouraged by those ever-improving job prospects, local consumer spending surged 4.6 percent in 2012, capped off by a holiday sales total that matched the highest mark on record. Adding to the upbeat tone,

Chesterfield's real estate market began its turnaround in earnest in 2012, propelled by a nearly 25 percent jump in single-family permits. County home values did not quite reach positive territory, though the pace of the recent declines slowed dramatically. Prices were down just 1.3 percent in 2012, compared to -5.3 percent in 2011 – setting the stage for a forecast of no change in overall residential values for calendar year 2013. Stabilizing home prices is certainly a promising development for local revenues as solid gains in other portions of the County's portfolio – sales taxes, new construction, and business licenses, among others – can count as more than an offset for declining residential values. Nonetheless, the local forecast will continue to look for relatively modest overall growth in the near-term as home appreciation slowly returns towards longer-run averages and the County braces for possible downstream impacts from the Federal morass.

## **LOCAL REVENUES**

The FY2014 general fund revenue budget totals \$736,138,500, an increase of \$13,995,500 from the FY2013 adopted total. The FY2014 increase is a touch below the FY2013 change – the FY2013 budget edged up 2.4 percent versus the projected increase for FY2014 of 1.9 percent. Looking out a bit further, growth over the FY2015-2017 window is expected to down shift even a bit further to closer to 1.5 percent annually as the County reduces its use of one-time sources.

### **Property Taxes**

Property taxes are the County's dominant revenue source, comprising nearly half (48.9 percent) of the FY2014 general fund budget. The major sources of property taxes are real estate and personal property revenues. Other sources of property taxes include the machinery and tools tax, the mobile home tax, and penalties and interest levied on delinquent property tax bills. 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*

Within the broader property tax portfolio, taxes on real property are the largest revenue source 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 (which straddles the fiscal year). The Board of Supervisors adopts the tax rate in the spring of each year and that rate is then applied to two subsequent billings – one due on June 5 and one due on December 5. In 2008, the County's Board of Supervisors voted to reduce the real estate tax rate from \$0.97 to \$0.95 per \$100, and the FY2014 financial plan was developed and balanced using that rate. The out years described in this analysis (FY2015-2017) also employ 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, tax year 2008's assessments were calculated using sales data from 2006. However, beginning with tax year 2009 (i.e. calendar year 2009), in an effort to be more responsive to market conditions, County assessments are now determined using sales data through December of the previous year. 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 tax year 2013 is 97.9 percent.

From those assessments, the County is projecting \$282,032,600 in real estate tax collections for FY2014 (excluding public service and special district revenue), an increase of \$4,130,000, or 1.5 percent, from the FY2013 adopted budget. Historically speaking, growth of 1.5 percent is rather modest. However, considering the severe real estate recession of the past several years, even modest growth in real estate revenue is a very positive sign. That is not to say that the local market is completely recovered – existing home values slipped an additional 1.3 percent in 2012 (values set for tax year 2013) and are only forecasted to hold their ground in 2013. Nonetheless, it appears that values have found the bottom and are projected to slowly work their way back towards their long-run average over the next several budgets. The other major components of the

County's land book – new construction and commercial values – are expected to more or less repeat their recent performances in FY2014, which when combined with no decline in home values accounts for the small uptick in real estate revenue. 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 – projections that are based on historical averages.

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. Staff has seen a steady increase in program participation in recent years due to program tweaks in 2008, prolonged wear and tear on household balance sheets, and expanded relief for veterans. Since 2008, the cost of the program has soared nearly 80 percent and, moving forward, the program is projected to experience further growth as shifting demographics continue to generate new participants even as the overall economy regains its footing. In response, the FY2014 financial plan includes some adjustments to the income tiers, aimed at preserving the tax relief program over the long-run. Further details about the approved changes are described in the "Miscellaneous" narrative in the expenditure portion of this document. As a result of the changes, the program is budgeted at \$5,050,000 in FY2014, an increase of just one percent from the FY2013 adopted level.

#### *Personal Property Taxes*

Personal property taxes are assessed on various classes of personal property. Rates for tax year 2013 vary from \$0.01 to \$3.60 per \$100 of assessed value depending on the property type. 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. Personal property tax payments are due annually on June 5.

The FY2014 budget for total personal property taxes is \$54,157,000, a small decrease of 0.9 percent from the FY2013 adopted total. Personal property is consistently the County's noisiest revenue source given its sensitivity to unpredictable variables such as gas prices, manufacturer incentives and inane government programs like Cash for Clunkers. Unlike homes, cars and trucks are more fluid assets such that a consumer can easily trade down to a more economical model or in some cases get rid of a second or third car altogether in response to a sustained run-up in gas prices. Accordingly, forecasting personal property revenue is quite challenging and, therefore, typically inspires a very conservative course when projecting vehicle-related revenues. FY2014 adheres to that approach, hedging against the specter of \$4/gallon gas, its impact on values, and a considerably more cautious consumer base that tend to be extending the life of their vehicles as part of their own hedge against uncertainty in the broader economy.

The personal property revenue total includes public service personal property taxes of \$150,000, but does not include personal property tax relief (PPTRA) reimbursement funding from the state (which is detailed in the state revenue narrative). 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 generally receive less and less relief over time. Chesterfield's relief percentage for tax year 2013 is set at 62.0 percent.

#### *Other Property Taxes and Penalties and Interest*

The remainder of the property tax portfolio – mobile home tax, machinery and tools tax, and penalties and interest on all property taxes – are budgeted at \$8,970,000 in FY2014, a modest decrease of \$130,000, or -1.4



percent, from the prior year total. The decrease is primarily the result of a slight revision in penalty and interest income.

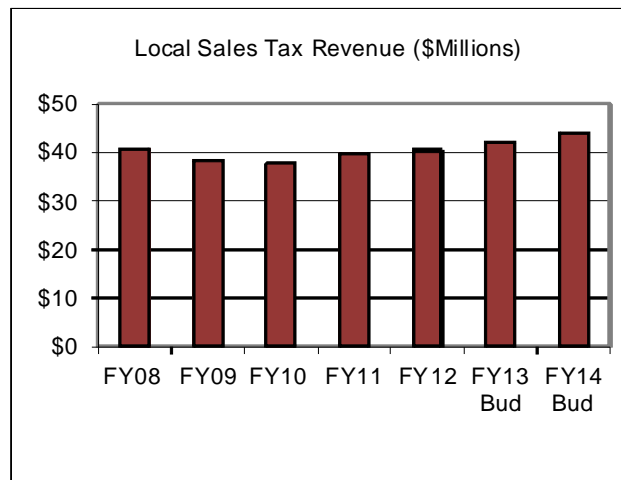
In addition to categories that provide direct funding for County services, the property tax portfolio also includes a number of pass-through revenues that are pledged to debt service for various special taxing districts such as Community Development Authorities (CDAs). For FY2014, roughly one-third of the overall property tax growth is the result of an increase in these flow-through sources. The largest contributor is a budgeted amount of \$1,620,500 for a special tax assessment payment for the Watkins Centre CDA.

**Other Local Taxes**

The “other local tax” category includes all locally assessed taxes other than property taxes. Other local taxes represent 14.2 percent of the general fund budget in FY2014, up slightly from 13.8 percent in FY2013 as the other tax category continues to be a source of strength during the post-recession period. Major revenue sources within the other local tax category include the local sales tax, the business professional and occupational license tax (BPOL), consumer utility taxes, telecommunications sales taxes, vehicle registration fees, and the 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.



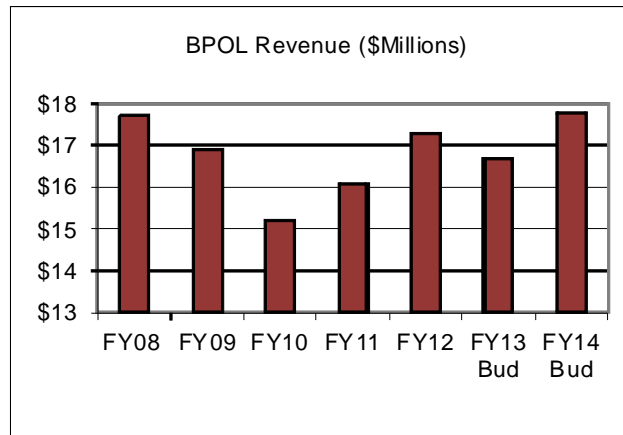
The FY2014 budget projects local-option sales tax receipts of \$44,126,500, representing a 4.6 percent increase from the adopted FY2013 total. Local consumer spending continues to a bright spot on the local economic landscape, buoyed by sustained strength in area labor markets and a pick-up in tourism activity. The long-run forecast looks for further growth in sales tax receipts with average, projected increases of 3.5 percent through FY2017.

*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 1 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, whichever is greater.

The Chesterfield County Board of Supervisors has 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 to fund transportation projects, including debt service, 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, FY2014’s BPOL revenue will be based on gross receipts from calendar year 2013. For FY2014, net Business Professional and Occupational License revenue is budgeted at \$17,750,600, an increase of \$1,016,100, or 6.1 percent, from the FY2013 amended budget. The overall BPOL portfolio is dominated by two sectors – retail sales and construction/general contracting – that have posted marked turnarounds over the last couple of years. Accordingly, the FY2014 forecast looks for a solid contribution from business licenses, though the real increase is not quite as strong as 6.1 percent as much of that growth has already occurred in the form of better than expected receipts in FY2013.

*Consumer Utility Taxes*

Consumer utility taxes are collected on gas and electric services provided to Chesterfield residents and businesses, though the rate structure differs for residential 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, loosely following trends in household formation, though temperature fluctuations and rate changes can alter category performance. Bolstered by a pick-up in new home construction and economic development activity, the FY2014 budget includes \$7,767,700 in utility taxes, a very slight decrease from the previously budgeted total, but a 2.5 percent increase over current year actuals.

*Telecommunications Sales Tax*

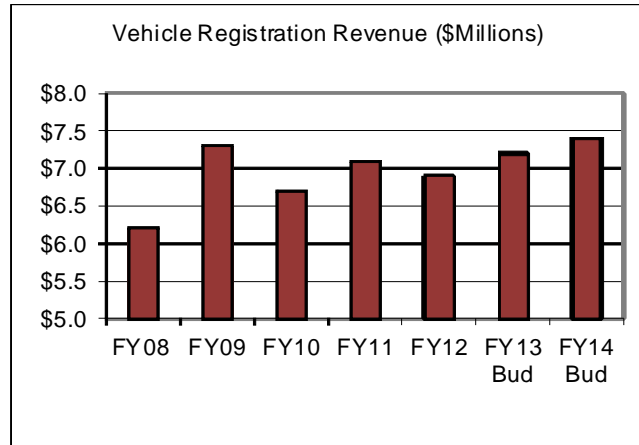
In FY2007, revenue from the telephone and cellular phone utility taxes, as well as revenue from the Emergency 911 land line tax, the state’s Emergency 911 wireless fee, and the cable franchise fee were impacted by legislative action at the state level. Legislation enacted during the 2006 General Assembly session repealed state and local taxes associated with the telecommunications industry. These taxes have been replaced with a uniform 5.0 percent tax on telecommunications services, a standard 911 land line tax and a wireless 911 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 FY2014, telecommunications sales tax revenue is budgeted at \$16,067,700, a \$282,800, or 1.8 percent, increase from the FY2013 adopted budget. Telecom tax continues to be one of the steadier revenue sources in

the general fund portfolio, driven in large measure by the ubiquitous spread of smart phones and other wireless services.

*Vehicle Registration Fees*

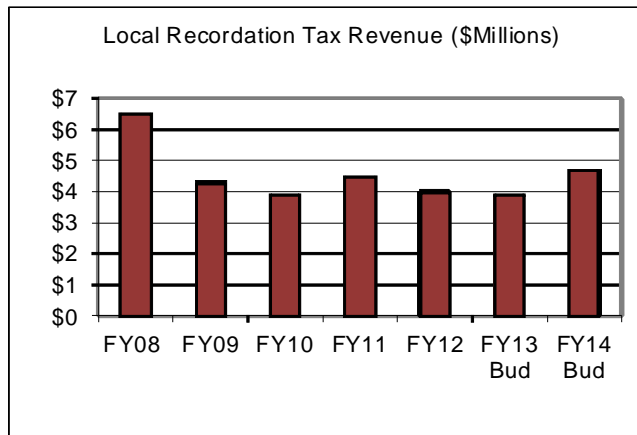
All Chesterfield County residents must register their vehicles, boats, motorcycles, and trailers in the County for taxation. Prior to 2006, residents had to purchase a motor vehicle decal to display as proof of registration. Beginning in 2006, citizens no longer receive a decal, but are still required 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 \$7,361,900 in FY2014, a 2.3 percent increase over the FY2013 adopted total, as this sometimes choppy category slowly edges back towards its pre-recession level.

**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. Fluctuations in this revenue source are primarily driven by home sales and mortgage re-financing activity. Accordingly, recordation taxes have been a beleaguered resource over the last several years as new and existing sales volumes have fallen sharply. More recently, however, historically low interest rates combined with a strengthening rebound in sales activity have propelled recordation receipts up significantly. Through December, FY2013 has seen a more than 20 percent jump in revenue over the same period in FY2012. The FY2014 budget does not pursue a growth path quite that aggressive, but does include a \$737,100, or 18.7 percent, increase from the previous year's adopted total – a large portion of which has already been realized in FY2013.



## **Additional Local Taxes**

Taxes in this category include the bank stock tax, the transient occupancy (hotel) tax, and the short-term rental tax. The taxes in this category are budgeted at \$6,848,300 in FY2014. The FY2014 total represents an increase of \$624,100, or 10.0 percent over the prior year, reflective of continued increases in travel to the area largely related to the County's recent sports tourism campaign.

## **Other Local Revenue**

Chesterfield receives other local, non-tax revenue from a variety of sources. These categories include permits and fees, fines and forfeitures, use of money and property, charges for services, and recovered costs and miscellaneous revenues. All together, these sources of other local revenue are budgeted at \$51,588,500 in FY2014 and comprise 7.0 percent of the overall general fund budget. This broad category is essentially unchanged from a year earlier as increases in the school reimbursement for shared services and permitting fees slightly offset a further revision in interest income.

### *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 permits and fees budget for FY2014 is \$4,239,400, or 0.6 percent, of overall general fund revenue. The FY2014 total is approximately 4.6 percent higher than the FY2013 mark thanks, in large measure, to sustained strength in economic development activity and solid pick up in residential construction.

The largest component of this category is building permit fees, which support the functions of the Building Inspections department. Total building permit-related revenue is budgeted at \$3,025,000 in FY2014, a 2.9 percent increase from the FY2013 budgeted amount due to the aforementioned uptick in construction activity.

The Planning Department also 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 also closely tied to development activity in the County. Accordingly, FY2014 planning permit and fee revenue is projected to be \$291,400, a 1.9 percent increase from the FY2013 budget.

### *Fines and Forfeitures and Use of Money and Property*

These two revenue categories are expected to generate \$2,664,100 in FY2014, a decrease of \$287,000, or 9.7 percent, from their combined FY2013 budget of \$2,951,100.

Individually, fines and forfeitures are budgeted at \$1,517,500 in FY2014, while use of money and property is estimated at \$1,146,600. Fines and forfeitures, which are largely comprised of court fines (98.8 percent), are not projected to increase from the FY2013 budget. On the other hand, use of money and property, which includes interest earned on invested County funds, is expected to decrease 20.0 percent from the FY2013 budget. The sharp decline in money and property is primarily the result of a continued run of historically low interest rates that has suppressed County investment income.

### *Service Charges*

The service charges category includes revenue received by the County for direct 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 Commonwealth of Virginia for state mental health clients. Mental Health Support Services-related revenue totals \$18,287,700 in the FY2014 budget. This is a slight decrease of \$237,700, or 1.3 percent, from the FY2013 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 two convenience centers for the

dumping of household and yard waste. Solid waste-related revenue is budgeted at \$3,516,400 in FY2014, an increase of \$60,200, or roughly 1.7 percent, from the FY2013 budget.

Other revenues in the service charge 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 \$9,807,100 in FY2014, an increase of 1.9 percent from the FY2013 total. Total service charge revenue is budgeted at \$31,645,600 in FY2014, which represents approximately 4.3 percent of the general fund budget.

#### *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. Recovered Costs and Miscellaneous revenues are budgeted at \$13,039,400 in FY2014, a 3.4 percent increase from FY2013, stemming from increased reimbursement revenue from the school division for shared services such as school resource officers and grounds maintenance.

#### **Local Revenues**

<b>Revenue Category</b>	<b>FY2012 Actual</b>	<b>FY2013 Adopted</b>	<b>FY2014 Approved</b>	<b>FY2014 Amended</b>
Real Estate Tax	\$ 300,826,970	\$ 291,202,600	\$ 292,310,800	\$ 297,143,100
% of General Fund	41.9%	40.3%	40.1%	40.4%
Personal Property Tax	49,450,532	54,674,000	55,524,100	54,157,000
% of General Fund	6.9%	7.6%	7.6%	7.4%
Other Property Tax	8,291,812	9,100,000	9,250,000	8,970,000
% of General Fund	1.2%	1.3%	1.3%	1.2%
Other Local Tax	97,430,942	99,876,900	102,569,900	104,913,900
% of General Fund	13.6%	13.8%	14.1%	14.3%
Permits and Fees	4,329,396	4,054,100	4,234,700	4,239,400
% of General Fund	0.6%	0.6%	0.6%	0.6%
Fines & Forfeit./Use of Money & Prop.	3,299,944	2,951,100	3,451,100	2,664,100
% of General Fund	0.5%	0.4%	0.5%	0.4%
Service Charges	30,430,314	31,611,800	31,733,400	31,645,600
% of General Fund	4.2%	4.4%	4.4%	4.3%
Recovered Costs & Miscellaneous	19,708,429	12,611,400	12,628,100	13,039,400
% of General Fund	2.7%	1.7%	1.7%	1.8%
<b>TOTAL LOCAL REVENUES</b>	<b>\$ 513,768,338</b>	<b>\$ 506,081,900</b>	<b>\$ 511,702,100</b>	<b>\$ 516,772,500</b>
% of General Fund	71.6%	70.1%	70.1%	70.2%

#### **FEE CHANGES**

One of 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 FY2014 budget includes the following changes to departmental revenues:

#### **Utilities**

The Utilities Department's analysis of the FY2014 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. As an enterprise fund fully supported by payments from users, fee increases are necessary to offset costs of capital projects for pump station rehabilitation, new and replacement water tanks, new and replacement water lines, the County's contractual share of Richmond water plant projects, investments in older neighborhoods to revitalize water and wastewater lines, as well as maintaining the integrity of the County's water and wastewater facilities. Accordingly, the water and wastewater bimonthly bill (water and wastewater) is set to increase by approximately \$4.90 to \$103.94 in FY2014.

Adopted commodity rate changes include a \$0.05 increase for water and a \$0.16 increase for wastewater usage, both of which will generate an additional \$2.6 million in revenues. In addition, the water bimonthly

base fee for a typical 5/8" meter is increasing by \$1.12 and will generate \$880,000. Even with the adopted increase, Chesterfield's rates continue to be among the lowest in the region. No increase to connection fees is included in the FY2014 budget.

## **STATE REVENUES**

As a result of further firming in state labor markets and relatively confident consumer base, Virginia's revenue outlook has improved markedly in recent quarters. And, while state support for local operations is nowhere near its level from several years ago, the FY2014 budget does reflect an increase in state funding. In sum, resources from the Commonwealth are projected to total \$133,535,000, an increase of \$3.9M, or 3.0 percent, from FY2013.

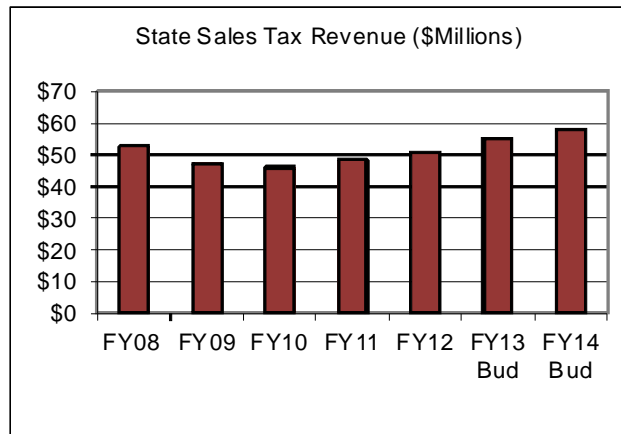
Chesterfield receives funding from the Commonwealth in several areas. The largest state revenue in the general fund is the state sales tax for education. The personal property tax relief reimbursement and state aid for local police operations (HB599) are also major sources of state revenue. The biggest philosophical change between the two fiscal years is a reinstatement of the Reduction in Aid to Localities program that was put in place at the onset of the recession to help balance the state budget. The reinstatement occurs across multiple revenue categories, but is worth approximately \$1M in additional local support. As detailed in the expenditure portion of this document, there is a specific plan in place to govern the use of these funds as a guard against additional fluctuations in state coffers.

### *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. The original intent of PPTR was to provide 100 percent reimbursements of personal property taxes beginning in 2002. However, fiscal constraints at the state level prevented the full implementation of the reimbursement and state lawmakers froze the reimbursement percentage at 70 percent through 2005. Subsequently, the state has capped the amount available for personal property tax relief at \$950 million. Chesterfield's share of the \$950 million is expected to be \$41,092,000 for duration of the window discussed in this document.

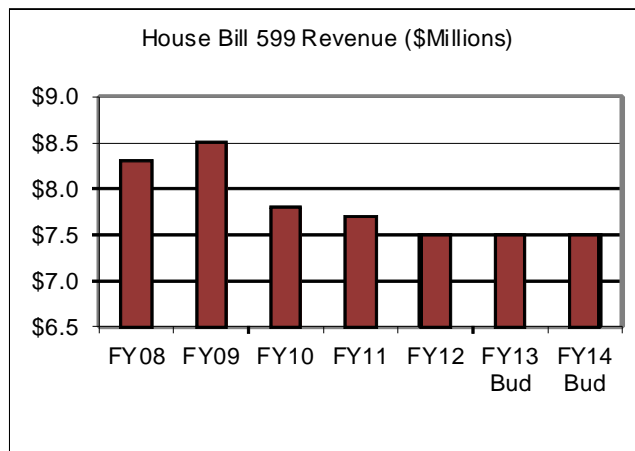
### *State Sales Tax*

Chesterfield's public school system receives a portion of the state's four percent sales tax to support local education. An amount equivalent to 1.25 percent of total statewide sales is distributed among Virginia localities based upon the number of school-aged children residing within each locality. Because the funds are earmarked specifically for education, this revenue "flows through" the County's general fund and is included in the transfer to schools. Two factors heavily 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. As experienced locally, state sales tax receipts have grown steadily during the last several years, resulting in strong increases in pass-through revenue from the school division, in spite of a small reduction in student enrollment. Accordingly, the FY2014 budget includes \$58,084,600 in state sales tax revenue, which is an increase of \$2,723,600, or roughly 70 percent of the overall increase in state funding.



*Aid to Localities with Police Departments (House Bill 599)*

Commonly referred to as House Bill 599 (HB599) funding, after the legislation that created it, HB599 is state aid for local police departments. The County has gone to great lengths to protect this important revenue source, especially during the depths of the recent downturn, and, as a result, have been able to preserve the level at \$7,458,800 – where it remains for FY2014 and beyond.



*Compensation Board Shared Expenses*

Historically, the Commonwealth of Virginia has supported a sizable portion of the expenses of local constitutional officers across the state, including the offices of the Sheriff, Commonwealth Attorney, Clerk of Circuit Court, Treasurer, and Commissioner of the Revenue in Chesterfield County. Constitutional officer funding bore the brunt of the recent Aid to Locality reductions, but, as mentioned, the majority of those resources are slated for reinstatement in FY2014. As a result, Compensation Board funding is budgeted to increase by \$634,400, or 7.9 percent, in FY2014.

**FEDERAL REVENUES**

Federal revenue for local operations is budgeted at \$8,003,000 in FY2014, comprising approximately 1.1 percent of the total general fund budget. Overall, Federal funding is projected to grow by \$295,500, or 3.8 percent, almost solely due to an increase in pass-through payments for individuals in the Temporary Assistance to Needy Families (TANF) Program.

## **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, use of reserves, and state aid. In FY2014, the CSA program is anticipating \$7,407,700 in revenue from these sources. This is a net increase of \$7,700, or 0.1 percent, from the FY2013 adopted budget. 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 (including funding for the Appomattox Governor's School) is \$590,146,400 in FY2014, representing an increase of \$5,123,500, or 0.9 percent, above the FY2013 budget. 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 General Government section of this document under Budget and Management. The VJCCCA narrative is located in the Human Services section.

### **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 also 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.

#### *Facility 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 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.

#### *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.

# Consolidated Revenue & Expenditure Summary

## FY2014 Amended for All Funds

	General Fund	School Fund	Comprehensive Services	Grants	Fleet and Radio Shop
<b>Revenue Sources:</b>					
Real Estate Taxes	\$297,143,100	\$0	\$0	\$0	\$0
Personal Property	54,157,000	0	0	0	0
Other Property	8,970,000	0	0	0	0
Utility & Other Local Taxes	104,913,900	0	0	0	0
Permits, Fees, etc.	5,756,900	0	0	0	0
Charges for Services	31,645,600	24,759,481	0	0	22,299,100
Miscellaneous and Recovered Costs	13,039,400	0	273,000	6,573,443	0
State Funding	133,535,000	224,679,619	3,807,400	1,776,200	0
Federal Funding	8,003,000	33,034,100	0	2,710,357	0
Other Financing Sources	22,353,600	1,652,800	731,800	24,400	0
Use of Money and Property	1,146,600	1,676,200	0	0	0
<b>REVENUE GENERATED WITHIN FUND</b>	<b>\$680,664,100</b>	<b>\$285,802,200</b>	<b>\$4,812,200</b>	<b>\$11,084,400</b>	<b>\$22,299,100</b>
Transfers from Other funds	1,979,400	303,344,200	2,595,500	1,247,900	0
Beginning Fund Balance	53,495,000	1,000,000	0	0	0
<b>AVAILABLE SOURCES</b>	<b>\$736,138,500</b>	<b>\$590,146,400</b>	<b>\$7,407,700</b>	<b>\$12,332,300</b>	<b>\$22,299,100</b>
<b>Expenditures:</b>					
General Government	\$9,587,700	\$0	\$0	\$1,777,400	\$0
Management Services	33,345,200	0	0	0	22,299,100
Assessment and Collection of Taxes	10,251,800	0	0	0	0
Administration of Justice	8,641,700	0	0	306,200	0
Public Safety	146,859,600	0	0	5,832,600	0
Human Services	87,839,800	0	7,407,700	4,416,100	0
Community Development	17,434,700	0	0	0	0
Education	303,344,200	546,786,400	0	0	0
Debt Service	22,612,900	43,360,000	0	0	0
Miscellaneous	23,026,000	0	0	0	0
Reserves	1,894,500	0	0	0	0
Transfer to Other Funds	16,800,400	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$681,638,500</b>	<b>\$590,146,400</b>	<b>\$7,407,700</b>	<b>\$12,332,300</b>	<b>\$22,299,100</b>
Ending Fund Balance	54,500,000	0	0	0	0
<b>TOTAL BUDGET</b>	<b>\$736,138,500</b>	<b>\$590,146,400</b>	<b>\$7,407,700</b>	<b>\$12,332,300</b>	<b>\$22,299,100</b>

**NOTE:** An additional \$560,000 in state revenue was added to the school budget after the FY2014 financial plan was adopted. The figures above do not reflect this increase.

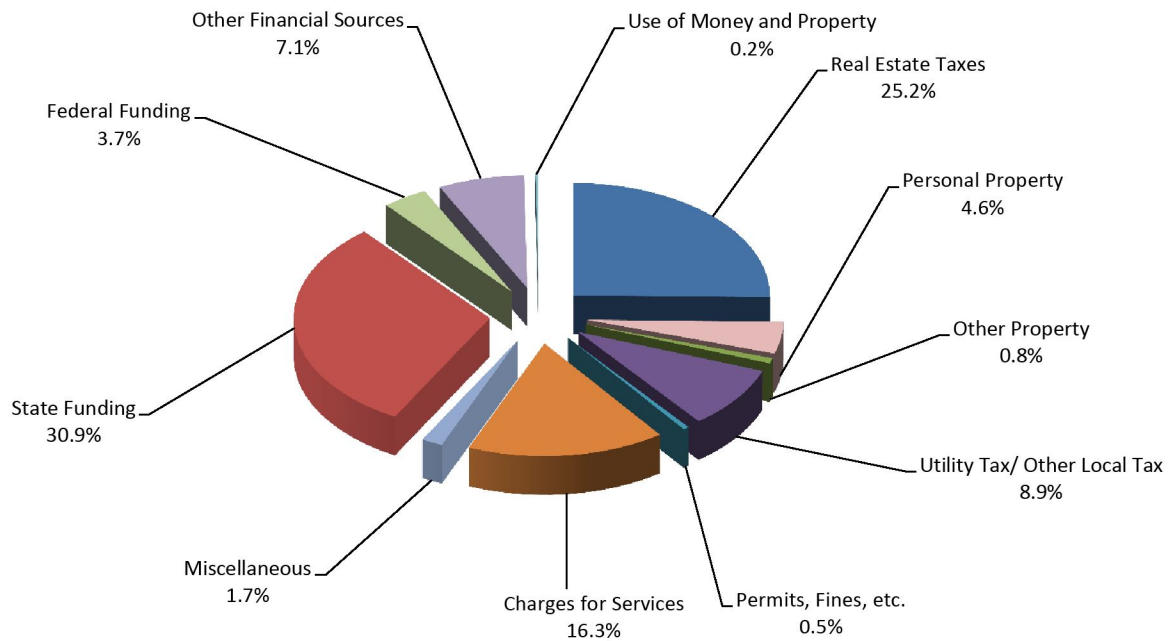
**NOTE:** The Administration of Justice and Public Safety expenditure totals above do not include changes that occurred with the adoption of the FY2014 appropriations resolution. See department narratives (Circuit Clerk Court, Courts and Sheriff) for more information.

Risk Management	Capital Projects Management	Airport	Utilities	Transfers from Other Funds	Total	Percent
\$0	\$0	\$0	\$0	\$0	\$297,143,100	25.2%
0	0	0	0	0	54,157,000	4.6%
0	0	0	0	0	8,970,000	0.8%
0	0	0	0	0	104,913,900	8.9%
0	0	0	0	0	5,756,900	0.5%
15,624,200	775,000	0	96,538,900	0	191,642,281	16.3%
0	0	666,800	0	0	20,552,643	1.7%
0	0	0	0	0	363,798,219	30.9%
0	0	0	0	0	43,747,457	3.7%
0	0	0	0	0	24,762,600	2.1%
0	0	0	0	0	2,822,800	0.2%
<b>\$15,624,200</b>	<b>\$775,000</b>	<b>\$666,800</b>	<b>\$96,538,900</b>	<b>\$0</b>	<b>\$1,118,266,900</b>	<b>95.0%</b>
0	0	36,500	0	(309,203,500)	0	0.0%
0	0	0	4,439,900	0	58,934,900	5.0%
<b>\$15,624,200</b>	<b>\$775,000</b>	<b>\$703,300</b>	<b>\$100,978,800</b>	<b>\$(309,203,500)</b>	<b>\$1,177,201,800</b>	<b>100.0%</b>
\$0	\$0	\$0	\$0	\$0	\$11,365,100	1.0%
15,624,200	775,000	703,300	0	(49,400)	72,697,400	6.2%
0	0	0	0	0	10,251,800	0.9%
0	0	0	0	(46,700)	8,901,200	0.8%
0	0	0	0	(1,266,400)	151,425,800	12.9%
0	0	0	0	(3,781,600)	95,882,000	8.1%
0	0	0	100,978,800	(595,200)	117,818,300	10.0%
0	0	0	0	(303,344,200)	546,786,400	46.4%
0	0	0	0	(120,000)	65,852,900	5.6%
0	0	0	0	0	23,026,000	2.0%
0	0	0	0	0	1,894,500	0.2%
0	0	0	0	0	16,800,400	1.4%
<b>\$15,624,200</b>	<b>\$775,000</b>	<b>\$703,300</b>	<b>\$100,978,800</b>	<b>\$(309,203,500)</b>	<b>\$1,122,701,800</b>	<b>95.4%</b>
0	0	0	0	0	54,500,000	4.6%
<b>\$15,624,200</b>	<b>\$775,000</b>	<b>\$703,300</b>	<b>\$100,978,800</b>	<b>\$(309,203,500)</b>	<b>\$1,177,201,800</b>	<b>100.0%</b>

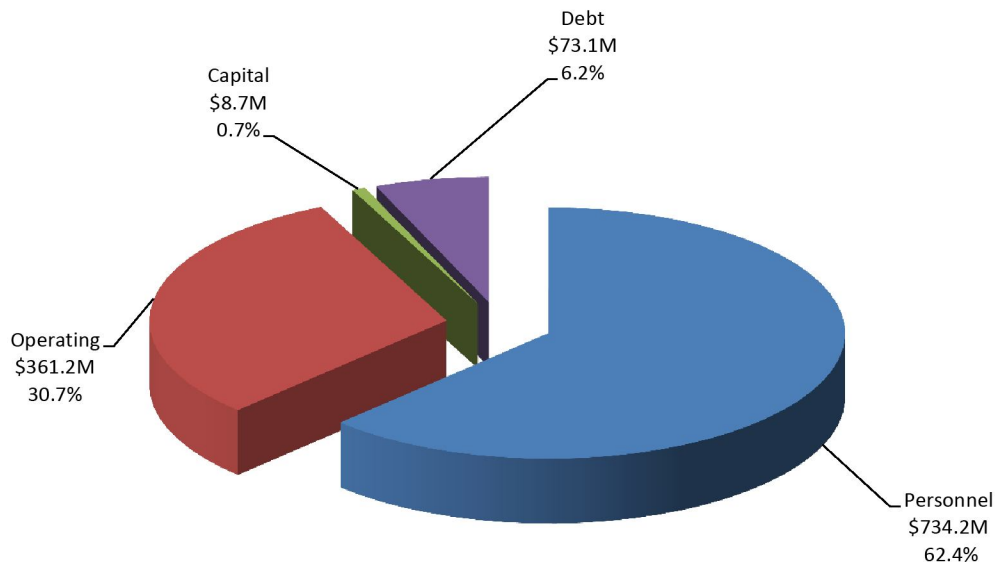
# Consolidated Revenue and Expenditure Summaries

The County's FY2014 Amended Budget net of transfers between funds is \$1,777,201,800. The charts below detail consolidated revenues and expenditures by category.

## FY2014 Amended \$1,177,201,800 Consolidated Revenue Analysis

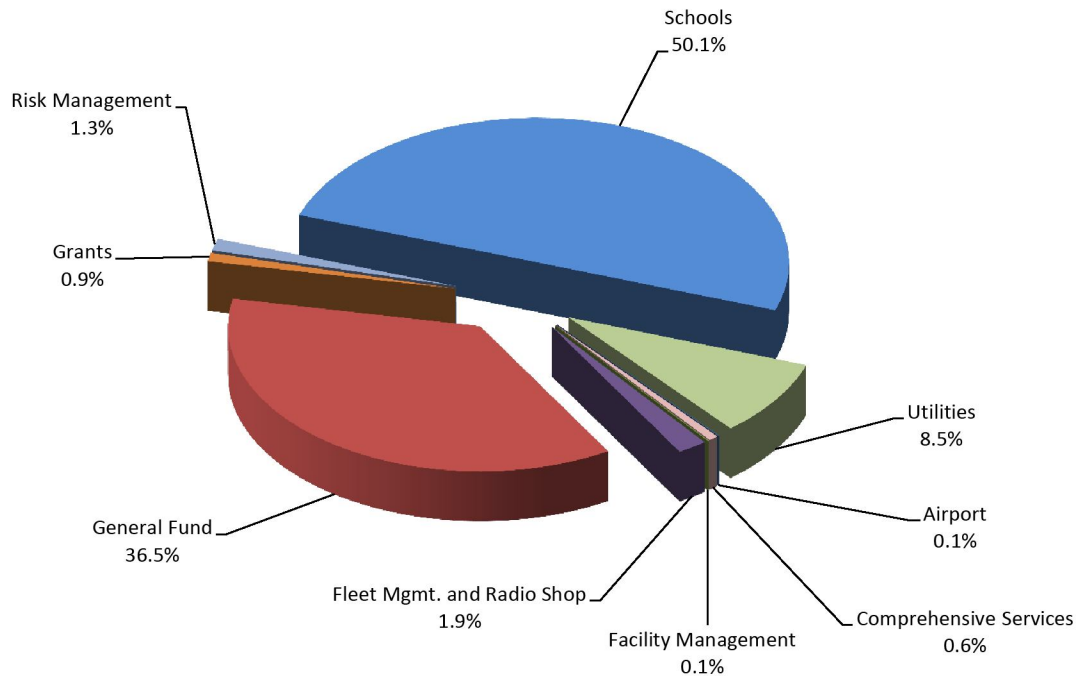


## FY2014 Amended \$1,177,201,800 Consolidated Expenditures by Category



The following chart illustrates expenditures for each of the County's funds.

### FY2014 Amended \$1,177,201,800 Consolidated Expenditure Analysis



# General Fund Revenues

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
<b>From Local Sources</b>								
Real Estate Taxes	\$300,826,970	\$291,202,600	\$292,310,800	\$297,143,100	2.0%	\$304,757,000	\$313,438,800	\$323,872,700
Other Property Taxes	57,742,344	63,774,000	64,774,100	63,127,000	-1.0%	64,635,600	66,181,400	67,765,400
Other Local Taxes	97,430,941	99,876,900	102,569,900	104,913,900	5.0%	108,022,300	111,226,800	114,530,100
Permits and Fees	4,329,396	4,054,100	4,234,700	4,239,400	4.6%	4,239,400	4,239,400	4,239,400
Fines and Forfeitures	2,294,870	1,517,500	1,517,500	1,517,500	0.0%	1,517,500	1,517,500	1,517,500
Other Local Revenue	51,143,816	45,656,800	46,295,100	45,831,600	0.4%	46,009,400	46,387,900	46,667,100
<b>Subtotal Local Sources</b>	<b>\$513,768,337</b>	<b>\$506,081,900</b>	<b>\$511,702,100</b>	<b>\$516,772,500</b>	<b>2.1%</b>	<b>\$529,181,200</b>	<b>\$542,991,800</b>	<b>\$558,592,200</b>
<b>Other Agencies</b>								
State Revenue	\$126,669,401	\$129,674,600	\$131,901,800	\$133,535,000	3.0%	\$135,051,200	\$136,605,700	\$138,199,500
Federal Revenue	10,301,389	7,707,500	7,707,500	8,003,000	3.8%	8,003,000	8,003,000	8,003,000
<b>Subtotal Other Agencies</b>	<b>\$136,970,790</b>	<b>\$137,382,100</b>	<b>\$139,609,300</b>	<b>\$141,538,000</b>	<b>3.0%</b>	<b>\$143,054,200</b>	<b>\$144,608,700</b>	<b>\$146,202,500</b>
<b>Other Sources</b>								
Transfers and Use of Reserves <sup>1</sup>	\$13,603,427	\$25,184,000	\$24,666,100	\$24,333,000	-3.4%	\$24,130,300	\$15,747,800	\$7,798,800
Unassigned Fund Balance, Beginning	53,495,000	53,495,000	53,495,000	53,495,000	0.0%	54,500,000	55,400,000	56,900,000
<b>Total Transfers, Use of Reserves, and Unassigned Fund Balance<sup>1</sup></b>	<b>\$67,098,427</b>	<b>\$78,679,000</b>	<b>\$78,161,100</b>	<b>\$77,828,000</b>	<b>-1.1%</b>	<b>\$78,630,300</b>	<b>\$71,147,800</b>	<b>\$64,698,800</b>
<b>Total General Fund Revenues</b>	<b>\$717,837,555</b>	<b>\$722,143,000</b>	<b>\$729,472,500</b>	<b>\$736,138,500</b>	<b>1.9%</b>	<b>\$750,865,700</b>	<b>\$758,748,300</b>	<b>\$769,493,500</b>

<sup>1</sup> Reserves equal Committed, Restricted or Assigned

# General Fund Expenditures

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
<b>Estimated Expenditures:</b>								
General Government	\$9,137,272	\$9,123,800	\$9,144,900	\$9,587,700	5.1%	\$9,495,000	\$9,495,000	\$9,495,000
Management Services	33,262,710	33,173,000	33,521,000	33,345,200	0.5%	33,379,800	33,405,100	33,407,900
Assessment and Collection of Taxes	9,414,594	10,158,600	10,190,500	10,251,800	0.9%	10,251,800	10,251,800	10,251,800
Administration of Justice	8,515,762	8,331,100	8,387,000	8,641,700	3.7%	8,641,700	8,641,700	8,641,700
Public Safety	136,124,942	143,511,500	146,043,500	146,859,600	2.3%	149,314,800	148,696,000	149,273,300
Human Services	83,053,310	85,304,900	85,411,600	87,839,800	3.0%	86,796,100	86,776,400	86,795,900
Community Development	16,771,481	17,011,800	16,749,500	17,434,700	2.5%	17,636,200	17,636,200	17,636,200
<b>Total Estimated Expenditures</b>	<b>\$296,280,071</b>	<b>\$306,614,700</b>	<b>\$309,448,000</b>	<b>\$313,960,500</b>	<b>2.4%</b>	<b>\$315,515,400</b>	<b>\$314,902,200</b>	<b>\$315,501,800</b>
<b>Miscellaneous:</b>								
Non-Departmental	\$7,694,641	\$1,080,300	\$1,104,800	\$1,525,300	41.2%	\$1,440,300	\$1,215,300	\$1,215,300
Community Contracts	673,000	635,100	635,100	635,100	0.0%	635,100	635,100	635,100
Convention Center	5,081,220	4,147,300	4,188,800	4,449,000	7.3%	4,560,200	4,674,200	4,791,000
Debt Service	31,582,334	24,157,300	25,293,200	22,612,900	-6.4%	23,857,000	25,031,000	26,722,900
Employee Benefits	6,030,291	6,576,800	7,947,300	6,982,500	6.2%	11,340,800	10,545,500	13,143,100
Intracounty Hydrant Protection	589,600	589,600	589,600	589,600	0.0%	589,600	589,600	589,600
Interest Paid on Taxes	506,809	61,000	61,000	109,000	78.7%	109,000	109,000	109,000
Community Development Authorities	2,508,370	2,461,600	2,461,600	2,725,500	10.7%	2,725,500	2,725,500	2,725,500
Tax Relief for Elderly	5,217,599	5,000,000	5,000,000	5,050,000	1.0%	5,201,500	5,357,500	5,518,200
Other Miscellaneous Expenditures	48,383	37,000	37,000	37,000	0.0%	37,000	37,000	37,000
<b>Total Miscellaneous</b>	<b>\$59,932,247</b>	<b>\$44,746,000</b>	<b>\$47,318,400</b>	<b>\$44,715,900</b>	<b>-0.1%</b>	<b>\$50,496,000</b>	<b>\$50,919,700</b>	<b>\$55,486,700</b>
District Improvement Funds	0	167,500	167,500	167,500	0.0%	167,500	167,500	167,500
Streetlight Electrical Costs	760,219	755,500	755,500	755,500	0.0%	755,500	755,500	755,500
<b>Transfers:</b>								
Grants <sup>1</sup>	\$905,436	\$857,900	\$863,300	\$875,700	2.1%	\$875,700	\$875,700	\$875,700
Schools Operating <sup>2</sup>	283,300,139	299,389,300	299,257,700	303,344,200	1.3%	308,919,700	316,091,800	320,470,400
Airport Fund	4,977	117,000	0	36,500	-68.8%	0	0	0
Comprehensive Services	1,212,700	1,712,100	1,712,100	1,229,200	-28.2%	1,229,200	1,229,200	1,229,200
Capital Projects	12,030,202	13,082,300	14,952,300	14,659,000	12.1%	16,198,000	16,517,000	15,933,000
<b>Total Transfers</b>	<b>\$297,453,454</b>	<b>\$315,158,600</b>	<b>\$316,785,400</b>	<b>\$320,144,600</b>	<b>1.6%</b>	<b>\$327,222,600</b>	<b>\$334,713,700</b>	<b>\$338,508,300</b>
<b>Use of Reserves:</b>								
Pay-As-You-Go Capital Projects <sup>3</sup>	\$0	\$705,700	\$47,700	\$894,500	26.8%	\$202,000	\$283,000	\$1,067,000
net Increase in Use of Reserves <sup>3</sup>	9,916,563	0	0	0	0.0%	0	0	0
VRS Reserve	0	0	0	1,000,000	N/A	1,000,000	0	0
Program Contingencies	0	500,000	950,000	0	-100.0%	106,700	106,700	106,700
Unassigned Fund Bal., Ending	53,495,000	53,495,000	54,000,000	54,500,000	1.9%	55,400,000	56,900,000	57,900,000
<b>Total Reserves</b>	<b>\$63,411,563</b>	<b>\$54,700,700</b>	<b>\$54,997,700</b>	<b>\$56,394,500</b>	<b>3.1%</b>	<b>\$56,708,700</b>	<b>\$57,289,700</b>	<b>\$59,073,700</b>
<b>Total General Fund Expenditures</b>	<b>\$717,837,555</b>	<b>\$722,143,000</b>	<b>\$729,472,500</b>	<b>\$736,138,500</b>	<b>1.9%</b>	<b>\$750,865,700</b>	<b>\$758,748,300</b>	<b>\$769,493,500</b>

<sup>1</sup> Does not include transfers to grants that are reflected in individual departments and noted on divisional header sheets

<sup>2</sup> Transfer to the Schools CIP reserve is included in the FY2012 actuals for transfer to School Operating Fund

<sup>3</sup> Includes restricted, committed, and assigned fund balance

**NOTE:** The Administration of Justice and Public Safety figures above do not include changes that occurred with the adoption of the FY2014 appropriations resolution. See department narratives (Circuit Court Clerk, Courts, and Sheriff) for more information.

# Schools Fund Report

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
<b>REVENUES</b>								
Local Sources	\$9,113,730	\$9,498,900	\$9,498,900	\$7,349,800	-22.6%	\$7,349,800	\$7,349,800	\$7,349,800
State	213,159,297	221,155,000	223,366,600	220,873,400	-0.1%	227,297,900	227,297,900	229,570,900
Federal	10,869,285	690,400	690,400	382,000	-44.7%	382,000	382,000	382,000
Food Services	40,169,389	22,575,100	22,575,100	25,488,000	12.9%	25,488,000	25,488,000	25,488,000
Grants	31,437,648	25,600,700	25,600,700	27,059,000	5.7%	27,059,000	27,059,000	27,059,000
Transfer from School CIP	0	700,000	0	0	-100.0%	0	0	0
Transfer from Food Services	797,543	881,000	881,000	1,000,000	13.5%	1,000,000	1,000,000	1,000,000
<b>Subtotal Revenues</b>	<b>\$305,546,892</b>	<b>\$281,101,100</b>	<b>\$282,612,700</b>	<b>\$282,152,200</b>	<b>0.4%</b>	<b>\$288,576,700</b>	<b>\$288,576,700</b>	<b>\$290,849,700</b>
<b>Transfer from General Fund</b>								
State Sales Tax	\$50,563,395	\$55,361,000	\$57,257,700	\$58,084,600	4.9%	\$59,536,700	\$61,025,100	\$62,550,700
Local Taxes	220,249,598	235,040,100	232,000,000	238,840,100	1.6%	244,383,000	250,066,700	255,919,700
Prior Year Revenue	12,487,145	8,988,200	10,000,000	6,419,500	-28.6%	5,000,000	5,000,000	2,000,000
<b>Total General Fund:</b>	<b>\$283,300,138</b>	<b>\$299,389,300</b>	<b>\$299,257,700</b>	<b>\$303,344,200</b>	<b>1.3%</b>	<b>\$308,919,700</b>	<b>\$316,091,800</b>	<b>\$320,470,400</b>
Bond Refunding Proceeds	53,383,457	0	0	0	0.0%	0	0	0
Assigned Fund Balance <sup>1</sup>	51,860,132	1,000,000	1,000,000	1,000,000	0.0%	1,000,000	1,000,000	1,000,000
<b>Total Revenues, Transfers, &amp; Reserves</b>	<b>\$694,090,619</b>	<b>\$581,490,400</b>	<b>\$582,870,400</b>	<b>\$586,496,400</b>	<b>0.9%</b>	<b>\$598,496,400</b>	<b>\$605,668,500</b>	<b>\$612,320,100</b>
<b>EXPENDITURES</b>								
Instruction	\$351,188,878	\$367,084,100	\$368,193,200	\$369,832,600	0.7%	\$381,832,600	\$383,004,700	\$389,656,300
Administration / A. & H.	17,844,304	19,743,400	19,743,400	20,188,900	2.3%	20,188,900	20,188,900	20,188,900
Pupil Transportation	29,116,150	31,321,300	31,321,300	29,603,700	-5.5%	29,603,700	29,603,700	29,603,700
Operations & Maintenance	51,006,202	56,063,300	56,344,200	56,601,600	1.0%	56,601,600	56,601,600	56,601,600
Technology	9,288,989	11,192,600	11,192,600	11,518,200	2.9%	11,518,200	11,518,200	11,518,200
Debt Service	98,955,562	45,091,100	42,081,100	43,360,000	-3.8%	43,360,000	43,360,000	43,360,000
Grants	31,437,648	25,600,700	25,600,700	27,059,000	5.7%	27,059,000	27,059,000	27,059,000
Food Service	40,169,389	22,575,100	22,575,100	25,488,000	12.9%	25,488,000	25,488,000	25,488,000
Grounds Maintenance	1,792,800	1,818,800	1,818,800	1,844,400	1.4%	1,844,400	1,844,400	1,844,400
Reserves and Assigned Fund Balance	53,663,494	1,000,000	1,000,000	1,000,000	0.0%	1,000,000	1,000,000	1,000,000
Reserve for Capital Projects	9,627,203	0	3,000,000	0	0.0%	0	6,000,000	6,000,000
<b>Total Expenditures</b>	<b>\$694,090,619</b>	<b>\$581,490,400</b>	<b>\$582,870,400</b>	<b>\$586,496,400</b>	<b>0.9%</b>	<b>\$598,496,400</b>	<b>\$605,668,500</b>	<b>\$612,320,100</b>
Appomattox Governor's School	3,591,945	3,532,500	3,532,500	3,650,000	3.3%	3,650,000	3,650,000	3,650,000
Enrollment	58,707	58,760	59,349	58,394	-0.6%	58,433	58,471	58,510
Average Daily Membership	58,438	58,491	59,077	58,137	-0.6%	58,261	58,386	58,510
Full Time Equivalents	7,775	7,815	7,815	7,846	0.4%	7,846	7,846	7,846

<sup>1</sup> Reserves equal Committed, Restricted or Assigned

**NOTE:** An additional \$560,000 in state revenue was added to the school budget after the FY2014 financial plan was adopted. The revenue and corresponding expenditure figures above do not reflect this increase.



# Comprehensive Services

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
<b>REVENUES</b>								
Reimbursement, Colonial Heights	\$289,947	\$152,300	\$152,300	\$273,000	79.3%	\$273,000	\$273,000	\$273,000
State Aid, Comp. Services	3,575,810	3,342,500	3,342,500	3,714,400	11.1%	3,714,400	3,714,400	3,714,400
State Aid, Comp. Svcs.-Medicaid	231,292	95,000	95,000	93,000	-2.1%	93,000	93,000	93,000
Transfer from Social Services	445,200	445,200	445,200	445,200	0.0%	445,200	445,200	445,200
Transfer from Schools	921,100	921,100	921,100	921,100	0.0%	921,100	921,100	921,100
Transfer from General Fund	1,212,700	1,712,100	1,712,100	1,229,200	-28.2%	1,229,200	1,229,200	1,229,200
To (From) Use of Reserves <sup>1</sup>	730,284	731,800	731,800	731,800	0.0%	731,800	731,800	731,800
<b>Total Revenues</b>	<b>\$7,406,332</b>	<b>\$7,400,000</b>	<b>\$7,400,000</b>	<b>\$7,407,700</b>	<b>0.1%</b>	<b>\$7,407,700</b>	<b>\$7,407,700</b>	<b>\$7,407,700</b>
<b>EXPENDITURES</b>								
Operating Expenditures	\$7,406,333	\$7,400,000	\$7,400,000	\$7,407,700	0.1%	\$7,407,700	\$7,407,700	\$7,407,700
<b>Total Expenditures</b>	<b>\$7,406,332</b>	<b>\$7,400,000</b>	<b>\$7,400,000</b>	<b>\$7,407,700</b>	<b>0.1%</b>	<b>\$7,407,700</b>	<b>\$7,407,700</b>	<b>\$7,407,700</b>

<sup>1</sup> Use of Reserves equals Committed, Restricted, or Assigned.

# Grants

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
<b>REVENUES</b>								
From Other Governments	\$9,901,347	\$10,483,000	\$10,458,400	\$11,060,000	5.5%	\$10,859,400	\$10,859,400	\$10,859,400
Operating Transfers from Other Funds	1,090,881	1,227,300	1,232,700	1,247,900	1.7%	1,247,900	1,247,900	1,247,900
Use of Restricted, Committed, or Assigned Fund Balance	0	24,400	24,400	24,400	0.0%	24,400	24,400	24,400
<b>Total Revenues and Other Financing Sources</b>	<b>\$10,992,228</b>	<b>\$11,734,700</b>	<b>\$11,715,500</b>	<b>\$12,332,300</b>	<b>5.1%</b>	<b>\$12,131,700</b>	<b>\$12,131,700</b>	<b>\$12,131,700</b>
<b>EXPENDITURES</b>								
Adult Drug Court	\$604,974	\$637,800	\$637,000	\$646,600	1.4%	\$646,600	\$646,600	\$646,600
Clerk of the Circuit Court	0	0	0	0	0.0%	0	0	0
Technology Trust Fund	145,221	181,300	181,300	201,100	10.9%	201,100	201,100	201,100
Community Corrections Services	0	0	0	0	0.0%	0	0	0
Domestic Violence Victim Advocate (V-STOP)	57,253	58,900	60,900	59,900	1.7%	59,900	59,900	59,900
Community Development Block Grant	1,788,467	1,603,900	1,576,300	1,777,400	10.8%	1,576,800	1,576,800	1,576,800
Community Services Board Part C	985,180	1,365,000	1,365,000	1,476,300	8.2%	1,476,300	1,476,300	1,476,300
Domestic Violence Prosecutor	103,827	98,900	98,900	105,100	6.3%	105,100	105,100	105,100
Families First	424,183	517,300	517,300	519,400	0.4%	519,400	519,400	519,400
Fire and EMS Revenue Recovery	4,965,163	5,512,200	5,515,200	5,782,300	4.9%	5,782,300	5,782,300	5,782,300
Juvenile Drug Court	320,434	303,800	305,400	307,500	1.2%	307,500	307,500	307,500
Police Grants								
Domestic Violence Coordinator	54,998	50,300	50,300	50,300	0.0%	50,300	50,300	50,300
USDA Grant - Juvenile Detention	125,327	75,000	75,000	75,000	0.0%	75,000	75,000	75,000
USDA Grant - Youth Group Home	976	8,200	8,200	0	-100.0%	0	0	0
Victim/Witness Assistance	477,740	477,700	479,300	487,000	1.9%	487,000	487,000	487,000
Virginia Juvenile Community Crime Control Act (VJCCCA)	938,485	844,400	845,400	844,400	0.0%	844,400	844,400	844,400
<b>Total Expenditures</b>	<b>\$10,992,228</b>	<b>\$11,734,700</b>	<b>\$11,715,500</b>	<b>\$12,332,300</b>	<b>5.1%</b>	<b>\$12,131,700</b>	<b>\$12,131,700</b>	<b>\$12,131,700</b>

# Fleet Management and Radio Shop

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
<b>REVENUES</b>								
Fleet Management Charges	\$19,418,518	\$19,920,200	\$19,920,200	\$20,210,000	1.5%	\$20,210,000	\$20,210,000	\$20,210,000
Radio Shop	2,451,887	2,348,800	2,352,400	2,089,100	-11.1%	2,089,100	2,089,100	2,089,100
To (From) Unrestricted Net Assets	0	300,000	915,000	0	-100.0%	0	0	0
<b>Total Revenues</b>	<b>\$21,870,405</b>	<b>\$22,569,000</b>	<b>\$23,187,600</b>	<b>\$22,299,100</b>	<b>-1.2%</b>	<b>\$22,299,100</b>	<b>\$22,299,100</b>	<b>\$22,299,100</b>
<b>EXPENDITURES</b>								
Fleet Management	\$17,999,471	\$20,220,200	\$20,835,200	\$20,210,000	-0.1%	\$20,210,000	\$20,210,000	\$20,210,000
Radio Shop	2,104,627	2,311,300	2,189,900	2,089,100	-9.6%	2,089,100	2,089,100	2,089,100
<b>Subtotal Expenditures</b>	<b>\$20,104,099</b>	<b>\$22,531,500</b>	<b>\$23,025,100</b>	<b>\$22,299,100</b>	<b>-1.0%</b>	<b>\$22,299,100</b>	<b>\$22,299,100</b>	<b>\$22,299,100</b>
To (From) Unrestricted Net Assets	1,766,306	37,500	162,500	0	-100.0%	0	0	0
<b>Total Expenditures</b>	<b>\$21,870,405</b>	<b>\$22,569,000</b>	<b>\$23,187,600</b>	<b>\$22,299,100</b>	<b>-1.2%</b>	<b>\$22,299,100</b>	<b>\$22,299,100</b>	<b>\$22,299,100</b>

# Risk Management

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
<b>REVENUES</b>								
Operating	\$6,976,700	\$6,959,600	\$6,959,600	\$7,311,300	5.1%	\$7,311,300	\$7,311,300	\$7,311,300
Insurance Recovery	1,195,663	400,000	400,000	400,000	0.0%	400,000	400,000	400,000
Other Misc Revenue	231,064	0	0	0	0.0%	0	0	0
<b>Total Revenues</b>	<b>\$8,403,428</b>	<b>\$7,359,600</b>	<b>\$7,359,600</b>	<b>\$7,711,300</b>	<b>4.8%</b>	<b>\$7,711,300</b>	<b>\$7,711,300</b>	<b>\$7,711,300</b>
Beginning Invested in Capital Assets	270,380	270,400	270,400	267,900	-0.9%	267,900	267,900	267,900
Beginning Unrestricted Net Assets	9,770,145	7,109,000	7,109,000	7,645,000	7.5%	7,645,000	7,645,000	7,645,000
<b>Total Revenues with Assets</b>	<b>\$18,443,953</b>	<b>\$14,739,000</b>	<b>\$14,739,000</b>	<b>\$15,624,200</b>	<b>6.0%</b>	<b>\$15,624,200</b>	<b>\$15,624,200</b>	<b>\$15,624,200</b>
<b>EXPENDITURES</b>								
Personnel	\$973,608	\$1,170,900	\$1,170,900	\$1,039,700	-11.2%	\$1,039,700	\$1,039,700	\$1,039,700
Operating	207,702	208,300	208,300	185,600	-10.9%	185,600	185,600	185,600
Capital	0	0	0	0	0.0%	0	0	0
Claims, Insurance and Loss Prevention Operating	7,820,190	5,980,400	5,980,400	6,436,000	7.6%	6,436,000	6,436,000	6,436,000
<b>Total Expenditures</b>	<b>\$9,001,500</b>	<b>\$7,359,600</b>	<b>\$7,359,600</b>	<b>\$7,661,300</b>	<b>4.1%</b>	<b>\$7,661,300</b>	<b>\$7,661,300</b>	<b>\$7,661,300</b>
Ending Invested in Capital Assets	267,903	270,400	270,400	267,900	-0.9%	267,900	267,900	267,900
Ending Unrestricted Net Assets	9,174,550	7,109,000	7,109,000	7,695,000	8.2%	7,695,000	7,695,000	7,695,000
<b>Total Expenditures with Assets</b>	<b>\$18,443,953</b>	<b>\$14,739,000</b>	<b>\$14,739,000</b>	<b>\$15,624,200</b>	<b>6.0%</b>	<b>\$15,624,200</b>	<b>\$15,624,200</b>	<b>\$15,624,200</b>

# Facility Management

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
<b>REVENUES</b>								
Service Charges	\$813,002	\$837,300	\$837,300	\$775,000	-7.4%	\$775,000	\$775,000	\$775,000
Misc. Revenue	1,064	0	0	0	0.0%	0	0	0
To (From) Unrestricted Net Assets	0	0	0	0	0.0%	0	0	0
<b>Total Revenues</b>	<b>\$814,066</b>	<b>\$837,300</b>	<b>\$837,300</b>	<b>\$775,000</b>	<b>-7.4%</b>	<b>\$775,000</b>	<b>\$775,000</b>	<b>\$775,000</b>
<b>EXPENDITURES</b>								
Personnel	\$736,751	\$752,000	\$752,000	\$695,700	-7.5%	\$695,700	\$695,700	\$695,700
Operating Expenses	105,861	85,300	85,300	79,300	-7.0%	79,300	79,300	79,300
Capital	0	0	0	0	0.0%	0	0	0
<b>Subtotal Expenditures</b>	<b>\$842,612</b>	<b>\$837,300</b>	<b>\$837,300</b>	<b>\$775,000</b>	<b>-7.4%</b>	<b>\$775,000</b>	<b>\$775,000</b>	<b>\$775,000</b>
To (From) Unrestricted Net Assets	(28,546)	0	0	0	0.0%	0	0	0
<b>Total Expenditures</b>	<b>\$814,066</b>	<b>\$837,300</b>	<b>\$837,300</b>	<b>\$775,000</b>	<b>-7.4%</b>	<b>\$775,000</b>	<b>\$775,000</b>	<b>\$775,000</b>

# Airport

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
<b>REVENUES</b>								
Sales of Supplies	\$74,308	\$73,300	\$73,300	\$74,100	1.1%	\$74,100	\$74,100	\$74,100
Rental Fees	529,390	569,200	569,200	590,200	3.7%	590,200	590,200	590,200
Misc. Revenue	21,038	2,500	3,100	2,500	0.0%	2,500	2,500	2,500
VA State Grant Aid	80,331	5,400	0	0	-100.0%	0	0	0
Federal Grant Aid	16,989	57,600	0	0	-100.0%	0	0	0
Transfer From General Fund	5,076	117,000	0	36,500	-68.8%	0	0	0
<b>Total Revenues</b>	<b>\$727,132</b>	<b>\$825,000</b>	<b>\$645,600</b>	<b>\$703,300</b>	<b>-14.8%</b>	<b>\$666,800</b>	<b>\$666,800</b>	<b>\$666,800</b>
<b>EXPENDITURES</b>								
Personnel	\$280,376	\$240,100	\$240,700	\$251,100	4.6%	\$251,100	\$251,100	\$251,100
Operating	512,669	584,900	404,900	415,700	-28.9%	415,700	415,700	415,700
Capital	0	0	0	0	0.0%	0	0	0
CIP - Airport	0	300,000	0	36,500	-87.8%	0	0	0
<b>Subtotal Expenditures</b>	<b>\$793,045</b>	<b>\$1,125,000</b>	<b>\$645,600</b>	<b>\$703,300</b>	<b>-37.5%</b>	<b>\$666,800</b>	<b>\$666,800</b>	<b>\$666,800</b>
To (From) Unrestricted Net Assets	(65,913)	(300,000)	0	0	-100.0%	0	0	0
<b>Total Expenditures</b>	<b>\$727,132</b>	<b>\$825,000</b>	<b>\$645,600</b>	<b>\$703,300</b>	<b>-14.8%</b>	<b>\$666,800</b>	<b>\$666,800</b>	<b>\$666,800</b>

# Utilities

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
<b>Revenues:</b>								
Water	\$50,074,690	\$45,065,500	\$46,023,500	\$51,912,400	15.2%	\$51,912,400	\$51,912,400	\$51,912,400
Wastewater	49,505,117	42,353,700	43,044,700	44,626,500	5.4%	44,626,500	44,626,500	44,626,500
Use of Unrestricted Net Assets	0	0	23,431,700	4,439,900	N/A	71,100	9,631,300	41,906,300
<b>Total Revenues</b>	<b>\$99,579,808</b>	<b>\$87,419,200</b>	<b>\$112,499,900</b>	<b>\$100,978,800</b>	<b>10.4%</b>	<b>\$96,610,000</b>	<b>\$106,170,200</b>	<b>\$138,445,200</b>
<b>Expenditures:</b>								
Water	\$31,181,026	\$36,965,800	\$37,307,800	\$35,852,800	-3.0%	\$35,852,900	\$35,853,000	\$35,853,100
Wastewater	25,039,938	27,585,300	28,153,100	28,177,000	2.1%	28,177,100	28,177,200	28,177,100
CIP-Water	9,597,037	12,605,000	23,309,000	21,009,000	66.7%	17,730,000	27,690,000	30,665,000
CIP-Wastewater	6,579,874	9,370,000	23,730,000	15,940,000	70.1%	14,850,000	14,450,000	43,750,000
Transfer to/(Use of) Unrestricted Net Assets	27,181,933	893,100	0	0	-100.0%	0	0	0
<b>Total Expenditures</b>	<b>\$99,579,808</b>	<b>\$87,419,200</b>	<b>\$112,499,900</b>	<b>\$100,978,800</b>	<b>15.5%</b>	<b>\$96,610,000</b>	<b>\$106,170,200</b>	<b>\$138,445,200</b>

# General Fund Balance Analysis

---

The schedule below indicates the allocation of the general fund unassigned balance at June 30, 2012 through June 30, 2014. 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 8.0 percent (target ratio) for unassigned general fund balance as a percentage of general fund expenditures. At June 30, 2012 this ratio was **8.5 percent**.

## **FY2013**

Beginning Fund Balance	\$53,495,000
Budgeted Addition to Fund Balance	0
Ending Fund Balance, June 30, 2013	<u>\$53,495,000</u>

## **FY2014**

Projected Beginning Fund Balance	\$53,495,000
Budgeted Addition to Fund Balance	1,005,000
Ending Fund Balance, June 30, 2014	<u>\$54,500,000</u>



# Multiyear Projections

---

## Description

General fund projections for FY2015, FY2016, and FY2017 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, unassigned fund balance at 8.0 percent of expenditures, the transfer to schools, the reserve for capital projects, and various general operating cost commitments for county departments. The projections for FY2015 - FY2017 are conservative due to continued uncertainty in the national and regional economy.

## Biennial Highlights

- The County's currently established policy for increases to unassigned fund balance is set at 8.0 percent of general fund expenditures and indicates the ability of the County to cope with unexpected financial problems or emergencies. Unassigned general fund balance was \$53.5 million or 8.5 percent of general fund expenditures at June 30, 2012. Projections for FY2015 through FY2017 maintain unassigned fund balance at 8.0, 8.1, and 8.1 percent, respectively, for each year, in keeping with financial policies.
- The FY2015, FY2016, and FY2017 transfer to Schools has been formulated based on a methodology that proportions projected revenues between Schools and core government services. The general fund transfer to Schools for FY2015 is \$308.9 million, an increase of 1.8 percent over FY2014; for FY2016, the transfer is \$316.1 million or 2.3 percent above FY2015, and for FY2017, the transfer is \$320.5 million or 1.4 percent above FY2016. While increases in the FY2015 transfer to Schools is fairly small, it is based on conservative projections of minimal to flat revenue growth due to continued uncertain economic conditions.
- The assigned reserve for future capital projects is based on a policy established by the Board of Supervisors. The assigned 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, unassigned 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 \$16.4 million in FY2015, \$16.8 million in FY2016, and \$17.0 million in FY2017.
- General increases for new positions and additional operating costs are included for projection purposes where warranted. Employee benefits funding includes minimal increases to cover anticipated costs for public safety line of duty benefits, workers compensation, and to address the county's financial obligations for post employment benefits.

# Debt

## Description

### Bonded Debt Authorization and Issuance Policies

The Constitution of Virginia and the Virginia Public Finance Act provide the County with authority to issue general obligation debt secured solely by the pledge of its full faith and credit, as well as debt secured by the fee revenues generated by the system for which the bonds are issued and, if necessary, by general obligation tax revenues. 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

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Principal	\$14,024,717	\$14,567,100	\$15,244,000	\$14,018,800	-3.8%	\$14,777,600	\$14,675,900	\$15,869,500
Interest	6,707,999	8,690,400	9,249,400	7,694,300	-11.5%	8,179,600	8,691,800	9,212,000
Other	29,861,522	899,800	799,800	899,800	0.0%	899,800	899,800	899,800
<b>Total</b>	<b>\$50,594,238</b>	<b>\$24,157,300</b>	<b>\$25,293,200</b>	<b>\$22,612,900</b>	<b>-6.4%</b>	<b>\$23,857,000</b>	<b>\$24,267,500</b>	<b>\$25,981,300</b>

## Biennial Highlights

- Debt Service represents payments of principal and interest on all County indebtedness. Debt Service for Schools is budgeted in the school fund.
- During FY2012 the Board of Supervisors approved resolutions authorizing the refundings of various certificates of participation, general obligation bonds, and Virginia Public School Authority bonds that resulted in present value savings of \$5.5 million. The savings will accrue to both County and Schools over the life of the bonds with the majority of savings realized in FY2016.
- A reduction in planned debt issuances, combined with retirements during FY2013, as well as budgeted savings realized from the FY2012 debt sale, account for the change in FY2014 debt service compared to FY2013 adopted levels.
- The County realized savings from approved FY2014 levels due to the delay of the FY2013 planned certificates of participation debt issue for the Public Safety Training Center at Enon, and the Lane B. Ramsey Building renovation.
- Miscellaneous costs related to debt issuance and debt management are reflected in the Other Debt Service category and in FY2012 reflect a payment to the escrow agent for the County's 2012 bond refundings.

## Debt Management Guidance

The Board of Supervisors established the policy guidelines listed on the following page as a critical component used in making financial decisions on debt issuance. Adherence to these guidelines allows the County to plan for the necessary financing of capital projects while maintaining creditworthiness. Chesterfield County's policy establishes target and ceiling numbers for certain ratios as a way of bracketing acceptable ranges that maintain the County's financial position. Additional information on Chesterfield's financial policies can be found in the Financial Policies section of this document.

The County Administrator's Capital Improvement Program (CIP) for FY2014 - FY2018 proposes debt issuances that result in debt ratios lower than established targets. The CIP was developed to maintain a debt service to expenditure ratio closer to 8.0 percent over the five-year planning period. Actual results are compared to policy values in the table below:

	Actual		
	June 30, 2012	Planning Cap	Ceiling
Debt as a Percentage of Assessed Value	1.5%	3.0%	3.5%
Debt Per Capita	\$1,643	\$1,732	\$1,948
Debt Service as a Percentage of General Governmental Expenditures	7.2%	10.0%	11.0%
Undesignated General Fund Balance as a Percentage of General Fund Expenditures	8.5%	8.0%	6% (floor)

**Note:** Debt service as a percentage of general government expenditures, includes all governmental fund types of the primary government and component unit - School Board, but excludes capital project funds and payments between the primary government and component unit - School Board.

## Performance Measures

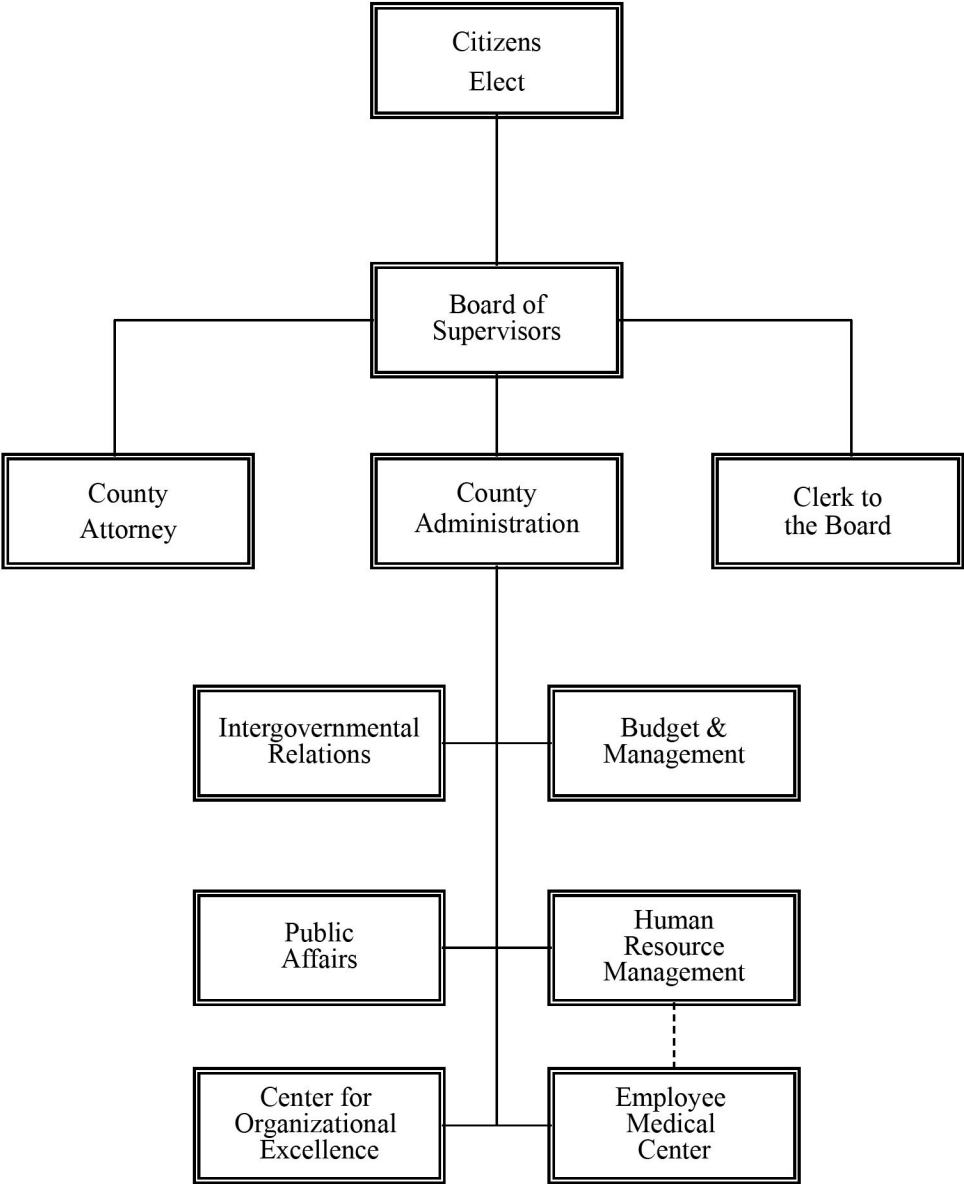
Program	Performance Measure	Output	Quality/ Outcome	Efficiency
	Chesterfield County general obligation bond ratings		✓	
Debt Management	Debt service to general fund expenditure ratio			✓

## Future Outlook

- The FY2014 - FY2018 CIP reflects County debt financed projects totaling \$61.3 million. The majority of the planned debt issuances relate to library and public safety projects, of which \$41.3 million is for the public safety 800 MHz radio replacement project. 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.
- Bonds planned for issue in FY2015 represent the final issuance of bonds related to the 2004 referendum. To date \$324.1 million of the \$341.7 million approved by the voters for school, public safety, roads, parks, and library projects has been issued.
- Over the final three years of the operating budget's planning period, debt service increases an average of \$1.1 million per year. The increase is due to several public safety projects identified in the out years of the CIP to be funded with future debt issuances. The replacement of the County's nearly twenty year old public safety radio system and associated data system is the most significant.
- 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 throughout the FY2014 - FY2018 CIP planning period.

**THIS PAGE INTENTIONALLY LEFT BLANK**

# GENERAL GOVERNMENT



## General Government

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
<b>GENERAL FUND</b>								
Board of Supervisors	\$314,955	\$323,900	\$324,100	\$351,900	8.6%	\$351,900	\$351,900	\$351,900
Budget and Management	995,226	1,016,700	1,018,900	1,071,100	5.4%	1,071,100	1,071,100	1,071,100
Center for Organizational Excellence	1,119,821	1,200,000	1,202,000	1,216,400	1.4%	1,216,400	1,216,400	1,216,400
Clerk to the Board	258,427	252,600	252,800	258,800	2.5%	258,800	258,800	258,800
County Administration	892,952	979,300	980,500	996,900	1.8%	996,900	996,900	996,900
James River Advisory Council	17,253	27,000	27,000	27,000	0.0%	27,000	27,000	27,000
County Attorney	1,575,368	1,527,300	1,529,500	1,576,300	3.2%	1,576,300	1,576,300	1,576,300
Human Resource Management	2,039,111	1,951,000	1,961,100	2,195,600	12.5%	2,102,900	2,102,900	2,102,900
Employee Medical Center	986,144	901,800	902,800	917,800	1.8%	917,800	917,800	917,800
Intergovernmental Relations	166,131	173,700	173,900	171,100	-1.5%	171,100	171,100	171,100
Public Affairs	771,884	770,500	772,300	804,800	4.5%	804,800	804,800	804,800
<b>TOTAL GENERAL FUND</b>	<b>\$9,137,272</b>	<b>\$9,123,800</b>	<b>\$9,144,900</b>	<b>\$9,587,700</b>	<b>5.1%</b>	<b>\$9,495,000</b>	<b>\$9,495,000</b>	<b>\$9,495,000</b>
<b>SPECIAL REVENUE FUND</b>								
Community Development Block Grant	\$1,788,467	\$1,603,900	\$1,576,300	\$1,777,400	10.8%	\$1,576,800	\$1,576,800	\$1,576,800
<b>TOTAL SPECIAL REVENUE FUND</b>	<b>\$1,788,467</b>	<b>\$1,603,900</b>	<b>\$1,576,300</b>	<b>\$1,777,400</b>	<b>10.8%</b>	<b>\$1,576,800</b>	<b>\$1,576,800</b>	<b>\$1,576,800</b>

# 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 is available on the County's website at [www.chesterfield.gov](http://www.chesterfield.gov).

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$214,772	\$212,700	\$213,700	\$234,500	10.2%	\$234,500	\$234,500	\$234,500
Operating	100,183	111,200	110,400	117,400	5.6%	117,400	117,400	117,400
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$314,955</b>	<b>\$323,900</b>	<b>\$324,100</b>	<b>\$351,900</b>	<b>8.6%</b>	<b>\$351,900</b>	<b>\$351,900</b>	<b>\$351,900</b>
Revenue	0	0	0	0	0.0%	0	0	0
<b>Net Cost</b>	<b>\$314,955</b>	<b>\$323,900</b>	<b>\$324,100</b>	<b>\$351,900</b>	<b>8.6%</b>	<b>\$351,900</b>	<b>\$351,900</b>	<b>\$351,900</b>
Ft Pos.	0	0	0	0	0	0	0	0

## Biennial Highlights

- Examples of the Board's successes this past year include the approval of the Comprehensive Plan, completion of the Meadowville Technology Park road network, and an aggressive economic development initiative resulting in projects such as the new flagship Kroger at Stonebridge, Uptown Alley bowling alley, the Amazon fulfillment center, and expansion of the Sabra Dipping Company facilities within the County. Continued emphasis will be placed on business development opportunities to enhance the commercial tax base.
- The Board of Supervisors is committed to ensuring the highest quality of life for Chesterfield residents and will continue to work closely with staff to monitor economic conditions, work closely with School Board and School staff members to enhance open communication, strive to maintain the County's coveted Triple AAA bond rating, and continue to identify efficiencies in government.
- The Board will also continue to seek community input and involvement in decision-making processes to ensure transparency in government.

## Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
Communication	Citizen Satisfaction Survey	✓		
Leadership	Business Satisfaction Survey	✓		

## Future Outlook

- The Board will continue to closely monitor the impact on the County's finances resulting from decisions made at the state and federal levels, increase economic development opportunities within the county, and prioritize the use of limited resources to maintain the quality of life in the best possible way.

# Budget and Management

## Description

The primary function of the Department of Budget and Management is to provide financial 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 research and analysis, and oversees the budgets of all County departments and 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. Additionally, the Community Development Block Grant is administered by the Budget and Management Department.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$973,308	\$997,600	\$999,800	\$1,050,100	5.3%	\$1,050,100	\$1,050,100	\$1,050,100
Operating	21,919	19,100	19,100	21,000	9.9%	21,000	21,000	21,000
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$995,226</b>	<b>\$1,016,700</b>	<b>\$1,018,900</b>	<b>\$1,071,100</b>	<b>5.4%</b>	<b>\$1,071,100</b>	<b>\$1,071,100</b>	<b>\$1,071,100</b>
Revenue	0	0	0	0	0.0%	0	0	0
<b>Net Cost</b>	<b>\$995,226</b>	<b>\$1,016,700</b>	<b>\$1,018,900</b>	<b>\$1,071,100</b>	<b>5.4%</b>	<b>\$1,071,100</b>	<b>\$1,071,100</b>	<b>\$1,071,100</b>
Ft Pos.	11	11	11	11	0	11	11	11

## Biennial Highlights

- Staff continues to work collectively with stakeholders to capture efficiencies and offer suggestions for the most effective strategic use of available resources.
- During FY2013 staff formulated recommendations for updates to the cash proffer program, was an active team member involved in implementation of the recently adopted Comprehensive Plan including the development of revitalization strategies, developed a financing proposal for revitalizing school buildings, and continued monitoring economic conditions affecting the County.
- Administration of Community Development Authorities (CDA), including on-going activities at Stonebridge and renewed activity associated with the Lower Magnolia Green CDA, has required an increasing amount of staff time in addition to other special projects.

## Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
<b>Budget Operations</b>	General Fund expenditures per capita (annual)			✓
<b>Capital Improvement Program (CIP)</b>	Dollars invested in capital project needs of the community (CIP--annual, excludes TIP)	✓		
	Percent of capital needs met		✓	
<b>Debt Management</b>	Debt per capita	✓		
	General Obligation bond rating		✓	
	Debt service to expenditure ratio (annual)			✓
<b>Zoning/Cash Proffers</b>	Proffers collected (dollars)	✓		
	Percent of proffers appropriated		✓	



---

**Future Outlook**

- During FY2014 and through FY2015 staff will continue to focus efforts on delivering county services in a cost-effective manner.
- Capital project funding considerations will play a role as the department develops a school revitalization financing plan that could possibly include a referendum; a long range road financing plan to take advantage of the State's revenue sharing program; and a financing plan to implement federal and state mandated improvements associated with stormwater quality.
- Monitoring the economy and its impact on the County's revenue streams will continue.

## Community Development Block Grant

### Description

The Department of Budget and Management administers the Community Development Block Grant (CDBG) and the Home Investment Partnership (HOME) programs. These programs are funded through grants awarded annually from the U.S. Department of Housing and Urban Development (HUD).

CDBG program funds may be used for housing, public service, public facility/improvements, and 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

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Expenditures:	\$0	\$0	\$0	\$0	0.0%	\$0	\$0	\$0
Administration	0	275,400	0	275,351	0.0%	0	0	0
Code Enforcement	0	130,000	0	130,000	0.0%	0	0	0
Economic Development	0	214,000	0	229,000	7.0%	0	0	0
Housing	0	426,500	0	531,100	24.5%	0	0	0
Public Facilities/ Improv.	0	423,000	0	445,949	5.4%	0	0	0
Public Service	0	135,000	0	166,000	23.0%	0	0	0
<b>Total Expenditures</b>	<b>\$1,788,467</b>	<b>\$1,603,900</b>	<b>\$1,576,300</b>	<b>\$1,777,400</b>	<b>10.8%</b>	<b>\$1,576,800</b>	<b>\$1,576,800</b>	<b>\$1,576,800</b>
Revenue:	0	0	0	0	0.0%	0	0	0
CDBG Grant	0	1,176,800	1,176,800	1,176,810	0.0%	1,176,800	1,176,800	1,176,800
HOME Grant	0	399,500	399,500	400,041	0.1%	400,000	400,000	400,000
Program Income	0	0	0	67,343	N/A	0	0	0
Reprogrammed Funds	0	27,600	0	133,206	382.6%	0	0	0
<b>Total Revenue</b>	<b>\$1,788,467</b>	<b>\$1,603,900</b>	<b>\$1,576,300</b>	<b>\$1,777,400</b>	<b>10.8%</b>	<b>\$1,576,800</b>	<b>\$1,576,800</b>	<b>\$1,576,800</b>
FT Pos.	4	3	3	3	0	3	3	3

**NOTE:** Allocation of funds among categories will be determined during future budget deliberations for FY2015 through FY2017.

**NOTE:** Reprogrammed funds, while previously appropriated, are shown to reflect the total funding level available for the projects listed on the following page.

### Biennial Highlights

- CDBG funding recommendations for housing activities are designed to improve the livability, structure, and value of homes and are consistent with elements associated with revitalization.
- While funding for CDBG is expected to remain level, there is an increase for FY2014 resulting from the use of available reprogrammed and program income funds.
- A reduced HOME allocation beginning with the FY2013 Budget was offset with CDBG funds in an effort to maintain the County's existing affordable housing and improve the quality of its neighborhoods through rehabilitation of owner-occupied homes.

- The HOME Program improves the quality and safety of owner-occupied homes and provides assistance with housing down payment and closing costs to eligible first-time homebuyers. All properties assisted with HOME funds are located in Chesterfield County.
- HOME funding for first-time homebuyers remained level with the previous year.

### Community Development Block Grant & HOME Investment Partnership

Activity	FY2014
Bensley Elementary Extended Day Program	\$12,000
Better Housing Coalition-Chesterfield Senior Services	25,000
CDBG Housing Rehabilitation	71,060
CDBG Program Administration	235,350
Chesterfield Default and Foreclosure	40,000
Communities In Schools-At Risk Youth Program	25,000
Huntingcreek Hills Drainage Project	136,030
Jefferson Davis Business Incubator-Biz Works	150,000
Metropolitan Boys & Girls Club-Falling Creek	19,000
Mill House	35,000
Pathways-VA	15,000
Phoenix Achievers Plus	10,000
Pro-Active Code Compliance	130,000
RAMPS	10,000
Richmond Metro Habitat for Humanity	90,000
Small, Women, and Minority Business Technical Assistance	64,000
Streetscape Improvement and/or Sidewalk Projects	232,919
Utilities Department Sherbourne Road Sewer Project	77,000
<b>Subtotal CDBG</b>	<b>\$1,377,359</b>
project:HOMES-Housing Rehabilitation	151,200
CDBG Housing Rehabilitation	72,640
HOME Program Administration	40,001
H.O.M.E. Down Payment Assistance	76,200
Southside CDHC -CHDO	60,000
<b>Subtotal HOME</b>	<b>\$400,041</b>
<b>TOTAL</b>	<b>\$1,777,400</b>

### Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
<b>CDBG-Public Facilities</b>	Number of completed projects	✓		
	Percent of projects completed on time		✓	
	Cost per capita served			✓
<b>HOME-Housing Program</b>	Number of households assisted	✓		
	Percent of projects completed on time		✓	
	Cost per capita served			✓

### Future Outlook

- Changes in the HOME program Proposed Rule, the regulatory guidelines, include revised timeframes for completion of projects, new property standards and inspection requirements, and program design modifications for homebuyer changes. HUD took public comments on the Proposed Rule; the Final Rule may include changes from the Proposed Rule.
- Funding levels are anticipated to remain level, if not reduced, for future years.

# Center for Organizational Excellence

## Description

The Center for Organizational Excellence (the Center) provides developmental experiences and consulting services to County and Chesterfield County Public School (CCPS) employees to promote individual and organizational success. The Center advises County leaders on strategic and performance planning, outcome measures, process management, talent development, and customer service, with all elements being supported by Chesterfield University. Services offered enhance the County's performance culture of customer-focused service and increases efficiencies by supporting efforts in strategic planning, deployment of customer satisfaction surveys, employee education, learning facilitation, and consulting on implementation of performance improvement criteria, principles, and values.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$939,299	\$990,200	\$992,200	\$1,013,400	2.3%	\$1,013,400	\$1,013,400	\$1,013,400
Operating	180,522	209,800	209,800	203,000	-3.2%	203,000	203,000	203,000
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$1,119,821</b>	<b>\$1,200,000</b>	<b>\$1,202,000</b>	<b>\$1,216,400</b>	<b>1.4%</b>	<b>\$1,216,400</b>	<b>\$1,216,400</b>	<b>\$1,216,400</b>
Revenue	296,773	265,700	272,000	268,600	1.1%	268,600	268,600	268,600
<b>Net Cost</b>	<b>\$823,048</b>	<b>\$934,300</b>	<b>\$930,000</b>	<b>\$947,800</b>	<b>1.4%</b>	<b>\$947,800</b>	<b>\$947,800</b>	<b>\$947,800</b>
Ft Pos.	10	10	10	10	0	10	10	10

## Biennial Highlights

- The Center developed a new departmental performance plan during FY2013 with initiatives currently underway to ensure relevant services meet the needs of the organization in developing an exceptional workforce through a well-managed and unified department.
- The Center coordinated the 2012 Citizen Satisfaction Survey, in which 94.5 percent of survey respondents rated the County's overall quality of life as good to excellent. The survey results are higher in comparison to similar surveys of previous years and provide insight into opportunities for improved efforts in delivering services efficiently to County residents.
- Learning in FY2012 continued to focus on compliance, technology, and soft skill training classes. Instructor-led training increased by 20.5 percent, with the majority of the increase occurring in the area of Public Safety. Departments continue to utilize the Center's online learning services for sessions specific to departmental business needs.
- In partnership with Virginia State University, during FY2012 the Center launched a 25 member cohort-style Master's Degree in Interdisciplinary Studies focused on Public Leadership. In addition, the Center sponsored a Dale Carnegie Course focusing on building self-confidence, strengthening people and refining communication and leadership skills while reducing stress and improving attitudes. Thirty County employees participated and completed the eight-week course.
- The Center for Organizational Excellences' employee satisfaction remains high with a rating of 8.8 out of ten on the 2012 Organizational Climate Assessment.
- At the beginning of FY2013, the Center for Organizational Excellence launched a planning process to update the County's Strategic Plan for FY2015-2019 and continues to assist departments in creating performance plans with supportive goals and measures.

- In FY2014, \$5,500 will be transferred from Information Systems Technology's (IST) budget to the Center's budget to consolidate online learning contract costs for Skill Soft training into one budget.

## Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
<b>System of Performance Excellence</b>	Number of departmental requests for assistance (i.e., training, surveys, consulting, and facilitation services)	✓		
	Percent of satisfied departmental customers with COE provided assistance		✓	
	Countywide dollars saved, hours saved, and processes improved			✓
<b>Performance Consultation and Learning Delivery - Compliance</b>	Number of learning hours of health and safety to total employee	✓		
	County's Total Case Incident Rate (TCIR)		✓	
	County's TCIR compared to the National TCIR			✓
<b>Performance Consultation and Learning Delivery - Non-compliance</b>	Average number of learning hours attended per employee (Countywide)	✓		
	Satisfaction Index for Level 1 evaluations		✓	
	Dollars for training (as a percent of gross salaries) compared to ASTD Benchmark			✓
<b>Performance Support Tools and Services</b>	Number of surveys and tools created and deployed	✓		
	Percent of satisfied departmental customers with survey assistance and tool development		✓	
	Average cost of surveys and tools created			✓

## Future Outlook

- In FY2014 and beyond, the Center will focus on the implementation of the revised FY2015-FY2019 Strategic Plan. The Center will coordinate and support the County departments as initiatives are launched for obtaining designated outcomes through enhanced performance management.
- Staff will renew efforts to obtain a Learning Management System that will enhance the reporting and tracking of the County's performance data and initiatives.
- Staff will continue to identify opportunities to support county, divisional, and departmental performance improvements through consultative services and learning that better aligns County resources to the revised FY2015-FY2019 Strategic Plan.

# Clerk to the Board

## Description

The Clerk to the Board provides support for Board of Supervisors meetings, including advertising of public hearings, preparation of resolutions and recognitions. Schedule meetings for Board of Supervisors members with County staff, community leaders, constituents, and others. Respond to inquiries regarding actions and official records of the Board of Supervisors.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$144,534	\$138,900	\$139,300	\$145,000	4.4%	\$145,000	\$145,000	\$145,000
Operating	113,893	113,700	113,500	113,800	0.1%	113,800	113,800	113,800
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$258,427</b>	<b>\$252,600</b>	<b>\$252,800</b>	<b>\$258,800</b>	<b>2.5%</b>	<b>\$258,800</b>	<b>\$258,800</b>	<b>\$258,800</b>
Revenue	0	0	0	0	0.0%	0	0	0
<b>Net Cost</b>	<b>\$258,427</b>	<b>\$252,600</b>	<b>\$252,800</b>	<b>\$258,800</b>	<b>2.5%</b>	<b>\$258,800</b>	<b>\$258,800</b>	<b>\$258,800</b>
Ft Pos.	2	2	2	2	0	2	2	2

## Biennial Highlights

- Staff coordinated with staff and community leaders to schedule meetings, briefings and speaking engagements, including a number of regional subcommittees, as well as monthly meetings with the business community.
- The Clerk's Office worked with the Information Systems Technology Department to move the County towards a paperless environment by testing a Granicus-compatible application that would allow Board members and others to obtain board packets electronically.

## Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
<b>Coordinate/Support Board of Supervisors Meetings</b>	Number of meetings scheduled for Board of Supervisors per fiscal year	✓		
<b>Management of Official Records</b>	Total number of agenda items received/number of agenda items approved on initial submission	✓		
	Percent of agenda items approved on first submission		✓	

## Future Outlook

- The Clerk's Office will continue to work with Board members on paperless technologies to reduce printing costs.
- The Technology Improvement Plan includes \$138,100 in FY2015 to fund a laserfiche web link for multiple departments that will enable citizens to search public documents and reduce staff time spent on searches for individual requests. This added feature will increase information readily accessible for citizens and enhance the county's transparency in government.

# County Administration

## Description

In a continuous improvement environment County Administration leads the operations of the county government and 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. County Administration ensures compliance with federal, state, and local laws and ordinances, and maintains open communication with various sectors of the community, such as the legislative delegation, business community, area governments, and county residents.

## Financial Activity

### County Administration

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$826,430	\$867,000	\$868,200	\$889,900	2.6%	\$889,900	\$889,900	\$889,900
Operating	66,523	112,300	112,300	107,000	-4.7%	107,000	107,000	107,000
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$892,952</b>	<b>\$979,300</b>	<b>\$980,500</b>	<b>\$996,900</b>	<b>1.8%</b>	<b>\$996,900</b>	<b>\$996,900</b>	<b>\$996,900</b>
Revenue	1,015	1,000	1,000	1,000	0.0%	1,000	1,000	1,000
<b>Net Cost</b>	<b>\$891,938</b>	<b>\$978,300</b>	<b>\$979,500</b>	<b>\$995,900</b>	<b>1.8%</b>	<b>\$995,900</b>	<b>\$995,900</b>	<b>\$995,900</b>
Ft Pos.	6	6	6	6	0	6	6	6

### James River Advisory Council

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$0	\$500	\$500	\$500	0.0%	\$500	\$500	\$500
Operating	17,253	26,500	26,500	26,500	0.0%	26,500	26,500	26,500
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$17,253</b>	<b>\$27,000</b>	<b>\$27,000</b>	<b>\$27,000</b>	<b>0.0%</b>	<b>\$27,000</b>	<b>\$27,000</b>	<b>\$27,000</b>
Revenue	0	0	0	0	0.0%	0	0	0
<b>Net Cost</b>	<b>\$17,253</b>	<b>\$27,000</b>	<b>\$27,000</b>	<b>\$27,000</b>	<b>0.0%</b>	<b>\$27,000</b>	<b>\$27,000</b>	<b>\$27,000</b>
Ft Pos.	0	0	0	0	0	0	0	0

## Biennial Highlights

- In FY2013 Chesterfield County continued to face significant fiscal challenges. County Administration worked with stakeholders to minimize impact to its citizens, while right sizing local government to reflect the core values demanded by residents to minimize the impact to public safety and education. In addition, the Virginia Retirement System changes requiring employees contribute to their retirement were implemented without having impact on employees.
- In FY2014 County Administration will continue to provide strategic direction for the county in a challenging economic environment. Promoting economic development, right-sizing local government, and ensuring continue prudent fiscal management while providing tactical direction for the county with regard to its core values, will be the primary focus. Relatively flat revenues coupled with state budget cuts continue to present unique challenges for the county and will be closely monitored.
- Several key economic development successes were realized in FY2012 and FY2013 in spite of the economy. The completion of the interchange at I295 and Meadowville Road, the opening of an Amazon

## County Administration

distribution center, the expansion at Sabra Dipping Co., the start of construction of a Capital One data center, and the redevelopment of Cloverleaf Mall at Chippenham Parkway are a few of the advances seen.

- Countywide staffing levels are expected to be maintained in FY2014. Careful attention will be paid to revenue trends and projections. County administration will continue to work closely with the Budget and Management Department to monitor and analyze the impact of the economy on county resources.
- The comprehensive planning process that began in FY2010 was completed in FY2013 with the major rewrite of the county's Comprehensive Plan, which is a collaborative effort between the Board of Supervisors, School Board, Planning Commission, county staff, consultants, and the community. Implementation of the plan will be a major focus in the coming years.
- Participation on the James River Advisory Council (JRAC), a regional group dedicated to supporting and promoting the James River as a shared resource, is also a responsibility of the department. This regional project has been administered by the county for many years and is funded by Chesterfield, Henrico, Hanover counties, and the City of Richmond.

## Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
<b>Board Support</b>	Number of board information requests	✓		
	Percent of board information requests completed by due date		✓	
<b>General Government</b>	Number of CARES issues handled	✓		
	Percent of favorable responses in quality of life from the Citizen Satisfaction Survey		✓	
<b>Committee on the Future</b>	Percent of recommendations implemented		✓	

## Future Outlook

- As the economy continues to grow at a slow rate, balancing resources and demands for services will be the subject of many discussions between the county and the community. The State plays an integral part in the County's financial picture with impacts on VRS, teacher pension liabilities shifting to localities, mandates for environmental program changes to implement recently approved clean water act regulations without associated funding, and numerous other affected areas. Emphasis will continue to be placed on customer service, process improvement, and team work as the county continues refinement of strategic goals and objectives.



# 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, departments, employees, and various boards and commissions. Staff consists of seven attorneys, four full-time legal secretaries, and one part time attorney. The substantive areas involving the majority of the Office's time and resources include civil rights and personnel disputes, personal injury defense, workers' compensation, risk management, social services, condemnation, zoning and land use matters, contract negotiation and disputes, public utilities, municipal finance, economic development, environmental law, and local government taxation. Staff is engaged in active trial and appellate practices.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$1,469,111	\$1,408,600	\$1,410,800	\$1,468,500	4.3%	\$1,468,500	\$1,468,500	\$1,468,500
Operating	106,257	118,700	118,700	107,800	-9.2%	107,800	107,800	107,800
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$1,575,368</b>	<b>\$1,527,300</b>	<b>\$1,529,500</b>	<b>\$1,576,300</b>	<b>3.2%</b>	<b>\$1,576,300</b>	<b>\$1,576,300</b>	<b>\$1,576,300</b>
Revenue	68,281	65,400	133,800	134,300	105.4%	134,300	134,300	134,300
<b>Net Cost</b>	<b>\$1,507,087</b>	<b>\$1,461,900</b>	<b>\$1,395,700</b>	<b>\$1,442,000</b>	<b>-1.4%</b>	<b>\$1,442,000</b>	<b>\$1,442,000</b>	<b>\$1,442,000</b>
Ft Pos.	11	11	11	11	0	11	11	11

## Biennial Highlights

- The litigation caseload of the County continues to increase; however, the Department manages to provide legal representation with limited resources and personnel while achieving a high success rate in reaching favorable results in civil cases.
- The Office remains highly efficient and handles litigation and other legal issues without resorting to outside counsel. The Department continues to function with fewer attorneys on staff than other similar localities.
- Efforts are ongoing to identify potential legal issues with clients at earlier stages, provide education to customers on the legal process, and maintain an environment that fosters communication.

## Future Outlook

- The workload of the County Attorney's Office is directly impacted by ongoing changes in areas such as service level demands, legislation, and internal policies and procedures.
- 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 intended to attract, motivate, and retain an efficient and productive work force. Programs administered include employee relations counseling, equal opportunity employment, diversity, volunteer services, benefits and compensation, wellness programs and administration of the Employee Medical Center. HRM is also responsible for human resource policies, human resource information systems, and personnel records. The Department publishes a quarterly newsletter and conducts leadership profiles, peer evaluations, and organizational climate assessments. Staff members serve as consultants to County departments, employees, and residents in order to meet the changing needs of the organization.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$1,706,824	\$1,758,200	\$1,768,300	\$1,840,400	4.7%	\$1,840,400	\$1,840,400	\$1,840,400
Operating	315,254	192,800	192,800	355,200	84.2%	262,500	262,500	262,500
Capital	17,033	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$2,039,111</b>	<b>\$1,951,000</b>	<b>\$1,961,100</b>	<b>\$2,195,600</b>	<b>12.5%</b>	<b>\$2,102,900</b>	<b>\$2,102,900</b>	<b>\$2,102,900</b>
Revenue	624,720	135,200	135,200	227,900	68.6%	135,200	135,200	135,200
<b>Net Cost</b>	<b>\$1,414,391</b>	<b>\$1,815,800</b>	<b>\$1,825,900</b>	<b>\$1,967,700</b>	<b>8.4%</b>	<b>\$1,967,700</b>	<b>\$1,967,700</b>	<b>\$1,967,700</b>
Ft Pos.	21	22	22	22	0	22	22	22

## Biennial Highlights

- The Department continues to implement changes to the Virginia Retirement System, including conversion to a shared contribution model and the upcoming change to a hybrid program for new hires after July 2013.
- County retiree records were transitioned to the In Focus system to more efficiently track and process transactions.
- HRM collaborated with the Employee Medical Center, Schools, and the Health Department to utilize Early Retiree Reinsurance Program funds to offer Tdap vaccine to retirees and employees.
- The Department launched a Farmers Market to encourage employees to make healthier food choices and support local businesses and continues facilitation of the Cfit Program (in conjunction with Schools) to offer all types of free exercise classes to current school and county employees and retirees to encourage staying fit and healthy.
- HRM and Chesterfield University developed a course to enhance employee conflict resolution skills in the workplace ("Becoming Conflict Competent in the Workplace"). An assessment tool and coaching sessions were provided to work units to complement the course.
- The percentage of former County employees applying for and receiving unemployment benefits decreased 36 percent from FY2011 to FY2012, and the total cost to the County for benefits paid dropped from \$216,200 in FY2011 to \$89,000 in FY2012. Cost reductions are a result of HRM staff efforts to obtain thorough and accurate information for employee separation.
- The Department implemented an electronic pledge system for the 2011 and 2012 Chesterfield County United Way campaigns to enhance convenience in donating and reduce administrative processing time.

- Challenges include administrative needs to implement changes resulting from the VRS modernization project and ensuring compliance with the federal Healthcare Reform Act. The FY2014 budget includes additional part-time administrative support to meet these needs.
- The Department continues to transition record-keeping to more modern and efficient technology applications. The County's recently implemented online applicant system continues to be enhanced. The Department's FY2014 budget includes funding for ongoing annual support to maintain and enhance this system.
- HRM received National Association of Counties (NACo) awards for its diversity programs, including a month-long course for veterans in the workforce and disability awareness training for employees. A NACo award was also received for implementing a new Paid Time Off program to allow the county to remain competitive in the labor market by attracting new talent interested in a more flexible leave plan. The number of annual leave days per employee has decreased since plan implementation, indicating better management of earned time off.

## Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
<b>Benefits Administration</b>	Benefits value	✓		
	Organizational Climate Assessments Office (OCA) results		✓	
	Healthcare loss ratio			✓
<b>Wellness Programs and Administration of Employee Medical Center</b>	Number of programs administered	✓		
	OCA results		✓	
	Cost to administer			✓
<b>Classification/Compensation and Administration of Employee Recognition and Performance Evaluation</b>	Compa ratio	✓		
	OCA results		✓	
	Voluntary turnover			✓
<b>Employee Relations Consulting and Policy Administration</b>	Number of presentations to county managers and employees	✓		
	Number of official legal charges and infractions		✓	
	Cost to administer			✓
<b>Administration of Diversity Programs</b>	Number of training and celebration programs	✓		
	OCA results		✓	
	Cost to provide programs			✓
<b>Drug &amp; Alcohol Testing and Background Investigations</b>	Number of drug/alcohol tests and background investigations	✓		
	Fail rate		✓	
	Cost to administer programs			✓
<b>Recruitment, Employment and Volunteer Services</b>	Positions advertised	✓		
	Applications received		✓	
	Percentage of new hires successfully completing probation			✓

## Future Outlook

- In the upcoming years HRM will continue to focus on current and future work force needs and offer strong leadership and support as partnerships are forged with customers to provide human resource programs and services in support of a high-performing work force and organizational excellence.
- Upcoming new initiatives include a study of the organizational climate, developing generational workplace programming, and creating a workplace smoking policy.
- The Department continues efforts to identify new sponsors for its annual Black History Month celebrations, which have experienced a decline in donations in recent years.

# Employee Medical Center

## Description

The Employee Medical Center (EMC) is a modern, fully-equipped facility focusing on overall employee health and wellness that provides medical services to County and Schools employees. These services include but are not limited to, physicals for public safety employees and school bus drivers; drug and alcohol testing; examinations and treatment for occupational illness and injury; and routine wellness visits for acute, non-occupational illness and injury. In addition the EMC oversees administration of the annual flu vaccination program, which helps protect employees during flu season. The EMC, along with Human Resource Management (HRM), supports wellness initiatives and provides occupational medical services, which were formerly contracted externally, and provides funding to support non-occupational services that minimize employee healthcare premiums.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$551,797	\$618,100	\$619,100	\$596,400	-3.5%	\$596,400	\$596,400	\$596,400
Operating	434,348	283,700	283,700	321,400	13.3%	321,400	321,400	321,400
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$986,144</b>	<b>\$901,800</b>	<b>\$902,800</b>	<b>\$917,800</b>	<b>1.8%</b>	<b>\$917,800</b>	<b>\$917,800</b>	<b>\$917,800</b>
Revenue	1,192,987	817,500	817,500	937,500	14.7%	937,500	937,500	937,500
<b>Net Cost</b>	<b>\$(206,842)</b>	<b>\$84,300</b>	<b>\$85,300</b>	<b>\$(19,700)</b>	<b>-123.4%</b>	<b>\$(19,700)</b>	<b>\$(19,700)</b>	<b>\$(19,700)</b>
Ft Pos.	5	5	5	5	0	5	5	5

## Biennial Highlights

- In FY2012 the EMC provided free wellness and non-emergency services to employees at a value of over \$236,000 in co-pays for off-site office visits, which also saved employees hundreds of hours in time missed from work.
- The EMC successfully treated 92 percent of visits on-site for non-emergency occupational injuries and illnesses, allowing employees to return to work quickly.
- The EMC is credited with the clearance of 48 employees returning to work, including direct administration of 21 physicals and verifying 27 physician clearances.
- Over \$15,000 in tuberculosis skin test charges were administered, mostly to school employees.
- The convenience of on-site administered flu shots, totaling 5,300 in FY2012, promotes a healthier and more productive workforce during flu season.
- Grant funds designated for Early Retirees provided 3,500 diphtheria, tetanus, and pertussis (Tdap) vaccinations in FY2012.
- The EMC received funding in FY2013 for a part-time nurse practitioner which now allows three medical providers to be available at all times. Patient visits increased by 932 over FY2012 figures.
- Additional funding for a part-time administrative secretary was also received in FY2013 to improve internal processes related to tracking inventory, immunizations, staff certifications, and to enhance customer service.

## Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
<b>Treat occupational injuries and illnesses</b>	Number of first visits	✓		
	Ratio of days lost per claim		✓	
	Value of reducing days lost			✓
<b>Conduct occupational physicals and screenings</b>	Physicals conducted	✓		
	Reduced wait time		✓	
	Hours saved			✓
<b>Administer vaccines</b>	Vaccines administered	✓		
	Reduced wait time		✓	
	Hours saved			✓
<b>Provide medical program oversight to the Juvenile Detention Home</b>	Number of visits	✓		
	Compliance with regulations		✓	
	Dollars saved			✓
<b>Treat minor non-occupational injuries and illnesses</b>	Wellness visits	✓		
	Organizational Climate Assessment results		✓	
	Healthcare loss ratio			✓
<b>Conduct drug and alcohol testing and review</b>	Drug/alcohol tests completed	✓		
	Reduced wait time		✓	
	Hours saved			✓

## Future Outlook

- The EMC continues to enhance promotion of its services to increase utilization, reduce employees' time missed for medical visits, reduce days lost due to work-related injuries, and reduce healthcare claims. Since the Center began operation in 2007, the county has been able to offer high quality and convenient healthcare, while overall workforce healthcare costs have remained controlled. The County has received an annual rebate from its health insurance provider for realizing lower than expected claims, due in large part to EMC usage by employees as an alternative to their primary care physicians.
- The Center will also continue to work with HRM staff to identify optimal uses of Early Retiree grant funds to create programming and services to benefit both retirees and employees.

# 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 best interests of Chesterfield County through effective representation at General Assembly sessions; regional, state, and national legislative forums; and other applicable arenas.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$127,851	\$131,600	\$131,800	\$127,800	-2.9%	\$127,800	\$127,800	\$127,800
Operating	38,281	42,100	42,100	43,300	2.9%	43,300	43,300	43,300
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$166,131</b>	<b>\$173,700</b>	<b>\$173,900</b>	<b>\$171,100</b>	<b>-1.5%</b>	<b>\$171,100</b>	<b>\$171,100</b>	<b>\$171,100</b>
Revenue	0	0	0	0	0.0%	0	0	0
<b>Net Cost</b>	<b>\$166,131</b>	<b>\$173,700</b>	<b>\$173,900</b>	<b>\$171,100</b>	<b>-1.5%</b>	<b>\$171,100</b>	<b>\$171,100</b>	<b>\$171,100</b>
Ft Pos.	1	1	1	1	0	1	1	1

## Biennial Highlights

- Although there will be challenges to attending and monitoring all of the state, regional and federal legislative activities, staff anticipates maintaining service levels.
- Challenges in the legislative arena are ongoing, particularly in the fiscal policy, budget, taxation and land use arenas. With the critical unknowns at the federal level playing out during state General Assembly sessions, ascertaining good information will be even more difficult. Despite the challenges, staff has addressed the requests and concerns of board members.

## Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
Legislative Operations	Level of effectiveness rating	✓		
	Number of legislative items impacted by county efforts each session		✓	

## Future Outlook

- Staff will continue to identify potential challenges in the legislature, and monitor efforts to shift additional responsibilities and costs to localities that were previously funded by the state. County legislative strategies will include on-going strategic communications between elected and appointed officials and the delegation, county businesses, citizens, and regional partners.
- Staff will continue to look for process and technology improvements in order to maintain or improve productivity.

# Public Affairs

## Description

The Department of Public Affairs, the County's focal point for public information, media contact, and internal employee information, has the primary responsibility of keeping the public and employees informed about Chesterfield County government. The Department provides internal support to the Board of Supervisors, County Administration, County Departments, and employees. The Department also provides external support to the public, tourism initiatives, partnering organizations, and the media. Public Affairs operates as an extension of the County Administrator's Office and functions across all organizational lines.

Public Affairs is a comprehensive communications department designed to convey the County's Strategic messages on a daily basis. In addition, the Department writes, reviews, or edits all outgoing communications from departments when intended for a mass audience. Staff also designs or reviews many of the print publications, such as brochures, posters, fliers, Web pages, and Web banners, that are seen by the public. Supporting the Board of Supervisors' goal of "Transparency in Government" is a key aspect of the Department's communications efforts.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$749,365	\$744,900	\$746,700	\$775,200	4.1%	\$775,200	\$775,200	\$775,200
Operating	22,519	25,600	25,600	29,600	15.6%	29,600	29,600	29,600
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$771,884</b>	<b>\$770,500</b>	<b>\$772,300</b>	<b>\$804,800</b>	<b>4.5%</b>	<b>\$804,800</b>	<b>\$804,800</b>	<b>\$804,800</b>
Revenue	80,293	17,600	17,600	17,600	0.0%	17,600	17,600	17,600
<b>Net Cost</b>	<b>\$691,591</b>	<b>\$752,900</b>	<b>\$754,700</b>	<b>\$787,200</b>	<b>4.6%</b>	<b>\$787,200</b>	<b>\$787,200</b>	<b>\$787,200</b>
Ft Pos.	9	9	9	9	0	9	9	9

## Biennial Highlights

- During FY2012 the Department prepared nearly 100 speeches and resolutions, coordinated nearly 20 requests for sensitive information, and kept the public well informed by staffing the County's Emergency Operations Center during Hurricane Sandy.
- The Department aided in the successful application of the America's Promise Grant as "One of the 100 Best Communities for Young People" for which the County received the national award for the sixth time.
- The Department obtained nearly \$5 million in free, positive press coverage about the County's programs and services during the past fiscal year.
- The Department provides full-time customer service in the lobby of the Administration Building and on the County's main switchboard, including 18,000 responses to telephone queries and 10,000 in-person contacts.
- The Department also provides more than 400 translations for County departments and partnering organizations. Nearly 3,000 Spanish-speaking customers were assisted by the switchboard operator. Another 1,600 Spanish-speaking customers were assisted by the multicultural liaison.
- The Department uses the 1630 AM network daily to inform the public of events. This system becomes a vital communication tool during emergency activities.
- The Department also provides major support to sports and historic/cultural tourism initiatives and programs, in the form of marketing consultations, productions of materials (including brochures, posters,

## Public Affairs

fliers, and e-invites), Facebook and website updates and design, and public relations (releases, media pitches, media tours).

- More than 100 custom graphic design projects were completed by the Department; the Department's editors reviewed more than 300 documents for departments and partners, ensuring clarity, consistency and quality in products that went to the public; and 20 videos were produced for departments and partners for marketing, promotion, presentations, and educational use.
- An additional \$21,900 has been added to address part-time needs, professional development opportunities for staff, equipment and software updates, and increased mileage costs.
- During FY2013 Comcast discontinued providing staff, facilities, and equipment to produce the County's television programs. The Department developed a new program, Connect, which provides informative videos on the County's Facebook and websites to enhance communications.

## Performance Measures

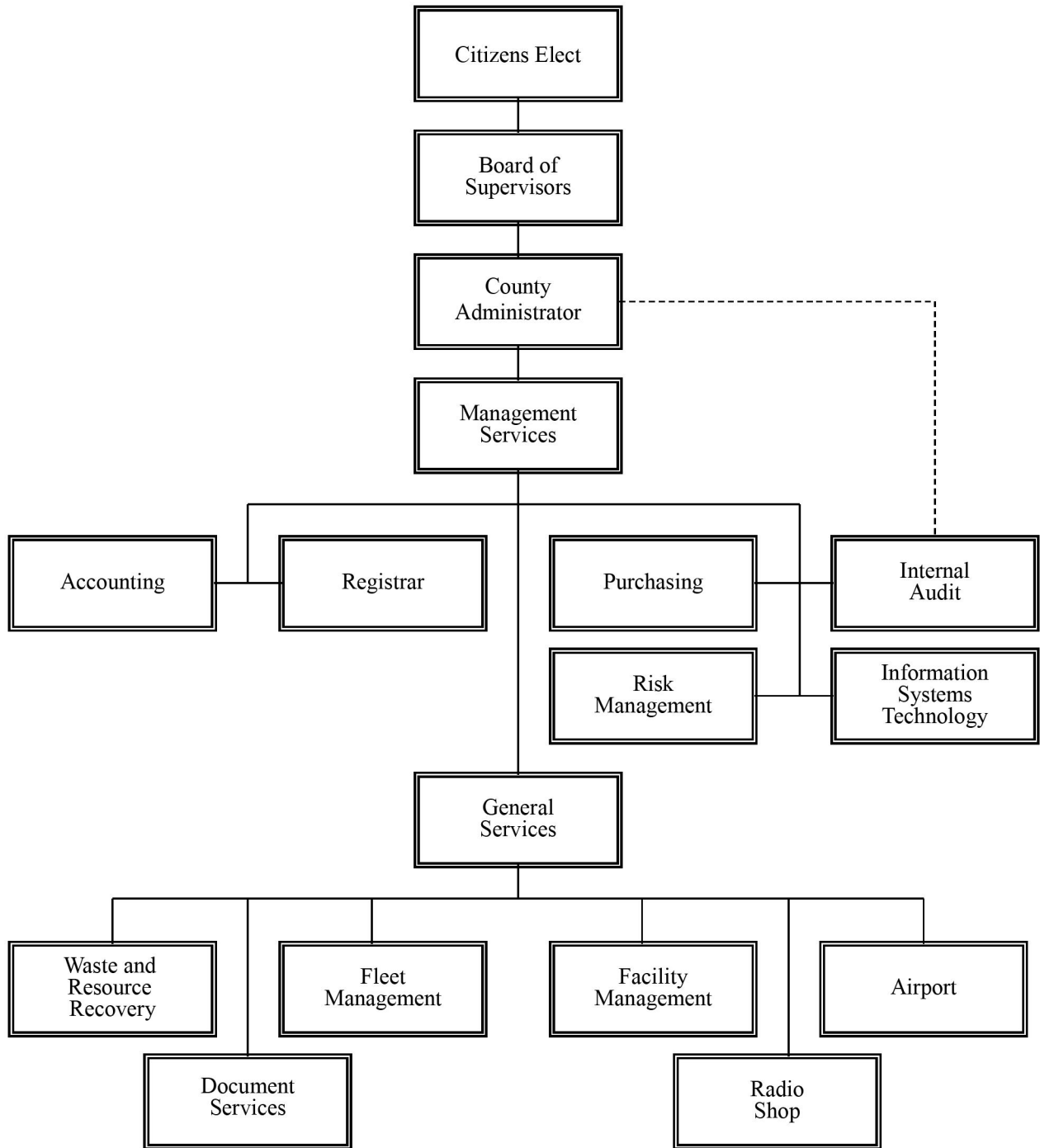
Program	Performance Measures	Output	Quality/ Outcome	Efficiency
Media Relations	News releases, media pitches, coordination, expediting media requests, FOIAs, etc.	✓		
	Ratio of positive news stories to negative news stories		✓	
	Equivalent media advertising dollars			✓

## Future Outlook

- During FY2013 the addition of Facebook to the Department's toolbox enabled faster communication, which was especially helpful during Hurricane Sandy. The department will continue to adapt to new demands and new tools to continue to provide excellence in delivery of public information.
- The Department will continue to be challenged with an increasing workload and will make every effort to meet customer demands in the most efficient and cost effective way.



# MANAGEMENT SERVICES



## Management Services

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
<b>GENERAL FUND</b>								
Administration	\$298,419	\$302,700	\$303,100	\$308,200	1.8%	\$308,200	\$308,200	\$308,200
Accounting	3,307,827	3,449,800	3,457,600	3,623,600	5.0%	3,623,600	3,623,600	3,623,600
General Services								
Administration	927,618	683,700	685,700	685,500	0.3%	685,500	685,500	685,500
Document Services	1,041,119	1,215,800	1,217,400	1,163,900	-4.3%	1,163,900	1,163,900	1,163,900
Facility Management	6,115,475	6,169,600	6,182,800	6,179,600	0.2%	6,214,200	6,239,500	6,242,300
Waste and Resource Recovery	5,969,290	5,548,100	5,551,700	5,129,600	-7.5%	5,129,600	5,129,600	5,129,600
Information Systems Technology	11,896,041	12,251,100	12,564,000	12,686,900	3.6%	12,686,900	12,686,900	12,686,900
Telecommunications	156,600	156,600	156,600	156,600	0.0%	156,600	156,600	156,600
Internal Audit	692,296	834,400	835,900	818,800	-1.9%	818,800	818,800	818,800
Purchasing	1,481,613	1,602,100	1,605,300	1,622,800	1.3%	1,622,800	1,622,800	1,622,800
Registrar	1,376,412	959,100	960,900	969,700	1.1%	969,700	969,700	969,700
<b>TOTAL GENERAL FUND</b>	<b>\$33,262,710</b>	<b>\$33,173,000</b>	<b>\$33,521,000</b>	<b>\$33,345,200</b>	<b>0.5%</b>	<b>\$33,379,800</b>	<b>\$33,405,100</b>	<b>\$33,407,900</b>
<b>SPECIAL REVENUE FUND</b>								
Litter Program <sup>1</sup>	\$34,753	\$0	\$0	\$0	0.0%	\$0	\$0	\$0
<b>TOTAL SPECIAL REVENUE FUND</b>	<b>\$34,753</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>INTERNAL SERVICE FUND</b>								
General Services								
Facility Management	842,612	837,300	837,300	775,000	-7.4%	775,000	775,000	775,000
Fleet Management	17,999,471	20,220,200	20,835,200	20,210,000	-0.1%	20,210,000	20,210,000	20,210,000
Radio Shop	2,104,627	2,348,800	2,352,400	2,089,100	-11.1%	2,089,100	2,089,100	2,089,100
Risk Management	18,443,953	14,739,000	14,739,000	15,624,200	6.0%	15,624,200	15,624,200	15,624,200
<b>TOTAL INTERNAL SERVICE FUND</b>	<b>\$39,390,663</b>	<b>\$38,145,300</b>	<b>\$38,763,900</b>	<b>\$38,698,300</b>	<b>1.4%</b>	<b>\$38,698,300</b>	<b>\$38,698,300</b>	<b>\$15,624,200</b>
<b>ENTERPRISE FUND</b>								
Airport	\$793,045	\$825,000	\$645,600	\$703,300	-14.8%	\$666,800	\$666,800	\$666,800
<b>TOTAL ENTERPRISE FUND</b>	<b>\$793,045</b>	<b>\$825,000</b>	<b>\$645,600</b>	<b>\$703,300</b>	<b>-14.8%</b>	<b>\$666,800</b>	<b>\$666,800</b>	<b>\$666,800</b>

<sup>1</sup> Due to State funding uncertainty, the Litter Grant is no longer included in the adoption process effective FY2013.

# Management Services Administration

## Description

Management Services Administration provides leadership, coordination, and direction for the entire division, which includes the Accounting, Purchasing, Information Systems Technology (IST), Internal Audit, Risk Management, Real Estate Assessments, License Inspections, and General Services Departments. Management Services Administration also provides coordination between County Administration and Constitutional Officers, Courts, and the Registrar.

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

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$280,158	\$275,500	\$275,900	\$285,050	3.5%	\$285,050	\$285,050	\$285,050
Operating	18,261	27,200	27,200	23,150	-14.9%	23,150	23,150	23,150
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$298,419</b>	<b>\$302,700</b>	<b>\$303,100</b>	<b>\$308,200</b>	<b>1.8%</b>	<b>\$308,200</b>	<b>\$308,200</b>	<b>\$308,200</b>
Revenue	0	0	0	0	0.0%	0	0	0
<b>Net Cost</b>	<b>\$298,419</b>	<b>\$302,700</b>	<b>\$303,100</b>	<b>\$308,200</b>	<b>1.8%</b>	<b>\$308,200</b>	<b>\$308,200</b>	<b>\$308,200</b>
Ft Pos.	2	2	2	2	0	2	2	2

## Biennial Highlights

- For the third consecutive year, Chesterfield County received the Virginia Association of County (VACo) Go Green award for its use of fuel efficient vehicles, successful anti-litter and recycling programs, and design and operation of energy efficient buildings.
- In FY2012, the Accounting Department received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Association for the 31st consecutive year and the Purchasing Department received the Outstanding Agency Accreditation Achievement Award from the National Institute of Government Purchasing. Fewer than three percent of government purchasing agencies hold this distinction.
- Chesterfield's Accounting Department volunteered to participate in a pilot program with the Virginia Retirement System (VRS) to help define and test a process to streamline reporting between VRS and state agencies, local governments and schools. The department participated in numerous focus groups to assist in defining the process for electronic transmission of information and payments that is now the statewide VRS standard.
- Internal Audit achieved an unqualified opinion on its triennial Peer Review in FY2012, marking 15 years of full compliance with the Government Auditing Standards. The department's auditing activities have resulted in \$1.6 million in actual savings since 2006.
- During 2012, the Fleet Department received two highly selective certifications, that very few local governments achieve, the ISO 14001:2004 re-certification and the Virginia Environmental Excellence Program (VEEP) E-4 certification. This ISO 14001:2004 standard addresses the impacts of Fleet

## Management Services Administration

Management Division's products, services, and activities on its environment. The VEEP E-4 certification is awarded to organizations that have demonstrated a commitment to environmental stewardship, a mature Environmental Management System, and a process of engaging the local community and achieving aggressive environmental performance goals.

- In 2012, the Sunshine Review, a national nonprofit organization dedicated to transparency in government, awarded the Information Systems Technology (IST) Department the Sunny Award for having one of the most transparent government websites in America. In addition, IST received fifth place in the nation for the "Best of the Web" Award sponsored by the Center for Digital Government. The National Association of Counties and the Center for Digital Government selected Chesterfield as one of the top five counties in the nation for its use of technology. In the category of Innovative Use of Technology in Local Government, IST and the Police Department received the Governor's Technology Award for the "Mug Shot Lineup" Program and from the National Association of Counties (NACo) IST received awards for the County's Citizen GIS website and the Civil War Earthworks project.
- The Department of License Inspection continued an enforcement program that advanced an equitable payment environment and resulted in the issuance of over 1,900 business licenses and 17,000 vehicle registrations generating over \$6.5 million in tax revenue due to Chesterfield County, a six percent increase over FY2011.
- Chesterfield County introduced its Safety Audit Program to prevent losses at over 300 County facilities using a protocol to prioritize and address potential risks. The program allows the County to take prompt action on the strength, weakness and trend information identified by the program. Since the program's start, Risk Management has increased the number of annual safety audits completed, thereby assuring the safety of community assets such as playgrounds, bleachers, stadiums, field houses, libraries, and schools.
- During FY2013, through the collaborated efforts of the Accounting and IST Departments, staff led the upgrade of the In-Focus financial system, positioning the County and Schools for future modules and enhancements such as Employee Online, Contract Management, and Grants Management.
- In the development of the FY2013 budget, General Services consolidated service areas offered to customers by merging Projects Management and Buildings and Grounds into one integrated Facility Management unit to meet facility management needs from building construction to preventative maintenance and building repairs.
- Preventive maintenance and energy efficiency of County properties will continue to be a high priority for General Services and projects will continue to be evaluated in an effort to reduce on-going operating costs while supporting the comfort, productivity, and safety of citizens and employees.
- Prior to the Presidential election in November 2012, the Registrar's staff replaced optical voting equipment with digital voting equipment in the Bermuda District. The FY2014 Technology Improvement Program (TIP) includes \$450,000 to convert the Clover Hill, Matoaca, Midlothian, and Ettrick Districts' voting precincts to digital voting equipment.

---

## Future Outlook

- Management Services Administration will continue to provide guidance to its departments as they explore more efficient and cost-effective ways to service their respective customers.
- Preventive maintenance and energy efficiency of County properties will continue to be a high priority for General Services and projects will continue to be evaluated in an effort to reduce on-going operating costs while supporting the comfort, productivity, and safety of citizens and employees.

# Accounting

## Description

The Accounting Department provides financial services to the County and the School Division and related organizations while ensuring compliance with legal, regulatory, and professional requirements. The Department is responsible for providing services for five programs: accounts payable, payroll, financial record keeping and reporting, accounts receivable, and fiscal agent administration.

The goals of the Department are to provide excellent financial services that ensure fiscal integrity, to provide consistently excellent customer service, and to be the first choice for employment. These goals directly support the County strategic goals.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$3,057,554	\$3,170,900	\$3,178,700	\$3,284,800	3.6%	\$3,284,800	\$3,284,800	\$3,284,800
Operating	250,273	278,900	278,900	338,800	21.5%	338,800	338,800	338,800
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$3,307,827</b>	<b>\$3,449,800</b>	<b>\$3,457,600</b>	<b>\$3,623,600</b>	<b>5.0%</b>	<b>\$3,623,600</b>	<b>\$3,623,600</b>	<b>\$3,623,600</b>
Revenue	1,159,360	1,356,700	1,356,700	1,305,400	-3.8%	1,305,400	1,305,400	1,305,400
<b>Net Cost</b>	<b>\$2,148,467</b>	<b>\$2,093,100</b>	<b>\$2,100,900</b>	<b>\$2,318,200</b>	<b>10.8%</b>	<b>\$2,318,200</b>	<b>\$2,318,200</b>	<b>\$2,318,200</b>
Ft Pos.	39	39	39	39	0	39	39	39

## Biennial Highlights

- The Department received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Association for the thirty-first consecutive year.
- The County's external auditing firm did not note any audit adjustments for the FY2012 financial statements.
- The Department continued to improve the efficiency of processing small dollar purchases by expanding the use of procurement cards, which reduced processing time for customers and staff and is expected to generate a projected revenue of \$45,000 in FY2013 and FY2014.
- In FY2012, the Department implemented e-Payables – a new process for paying select vendors electronically using a commercial card program. Vendors enjoy many benefits from e-Payables, including faster payments and reduced processing costs. The new process offers several processing advantages to the County, such as allowing it to receive a revenue share based on the total dollars spent each year. Based on current spending, the program will generate \$132,000 revenue share for the first full year of implementation.
- The Department completed a successful partnership with the State to pilot a VRS Modernization Project. The Department was also successful in the implementation of the In Focus system upgrade.
- For FY2014, \$56,100 has been added to support additional staff needed to keep up with constantly changing payroll laws and regulations and to support increased program demands.
- Additional funding has also been included to address Governmental Accounting Standards Board (GASB) 67 requirements which will need to be implemented in FY2014. GASB 67 will change how governments calculate and report the costs and obligations associated with pensions. It is designed to improve the decision-usefulness of reported pension information and to increase the transparency, consistency, and comparability of pension information across governments.

## Accounting

- The Department's annual customer satisfaction survey indicates the Department continues to do an excellent job of meeting the needs of its customers.

### Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
<b>Accounts Payable</b>	Number of AP payment requests processed	✓		
	Customer Satisfaction Survey question # 19, are payments made timely?		✓	
	Percent of invoices paid within 30 days or vendor terms			✓
<b>Payroll</b>	Customer satisfaction with payroll services, assistance, knowledge	✓		
	Accuracy rate of payroll checks issued		✓	
	Customer satisfaction with accuracy of paychecks			✓
<b>Financial Record Keeping and Reporting</b>	Number of employees with professional certifications	✓		
	Number of findings from annual independent audit/review of financial records		✓	
	Number of booked financial statement audit adjustments			✓
<b>Accounts Receivable</b>	Percent of account receivables collected		✓	
<b>Fiscal Agent Administration</b>	Number of fiscal agent agreements in place	✓		
	Number of booked financial statement audit adjustments		✓	
	Number of findings from annual independent audit/review of financial records			✓

### Future Outlook

- The Department will coordinate the implementation of phase III modules of the In Focus Financial system which, will result in additional operational improvements. The improvements include modifications to the employee self-service for Human Resources, and possibly receiving bids online for the Purchasing area.
- The Department plans to lead a countywide effort to implement internal policies and procedures to enhance accounts receivable collections and will be working towards completing many of the initiatives identified in its performance plan. The Department will continue to be challenged with an increasing workload coupled with rapidly changing financial reporting and compliance requirements.

# General Services Administration

## Description

The major responsibility of the Department of General Services is to provide services and support to both internal and external customers through the operation of eight unique work units. These work units are comprised of Facilities Management, Energy Management, Security Management, Radio Communications, Document Services, Fleet Management, Airport, and Waste and Resource Recovery (which includes the office of Environmental Management). Additionally, there is a centralized administrative function to provide support, direction, and assistance for both daily operations and projects. The Department employs 204 full-time employees and manages a budget of over \$36 million to operate the varied programs.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$12,832,087	\$13,013,500	\$13,038,100	\$12,653,600	-2.8%	\$12,653,600	\$12,653,600	\$12,653,600
Operating	21,808,309	23,622,000	24,304,000	22,682,400	-4.0%	22,680,500	22,705,800	22,708,600
Capital	130,484	1,213,000	966,000	1,600,000	31.9%	1,600,000	1,600,000	1,600,000
<b>Total</b>	<b>\$34,770,880</b>	<b>\$37,848,500</b>	<b>\$38,308,100</b>	<b>\$36,936,000</b>	<b>-2.4%</b>	<b>\$36,934,100</b>	<b>\$36,959,400</b>	<b>\$36,962,200</b>
Revenue	26,700,227	28,474,700	28,916,400	28,081,300	-1.4%	28,044,800	28,044,800	28,044,800
<b>Net Cost</b>	<b>\$8,070,652</b>	<b>\$9,373,800</b>	<b>\$9,391,700</b>	<b>\$8,854,700</b>	<b>-5.5%</b>	<b>\$8,889,300</b>	<b>\$8,914,600</b>	<b>\$8,917,400</b>
Ft Pos.	217	213	213	204	(9)	204	204	204

**NOTE:** Four positions will be transferred from WARR to Police with the adoption of the FY2014 budget.

**NOTE:** Two positions will be transferred from WARR to Environmental Engineering with the adoption of the FY2014 budget.

**NOTE:** One position will be transferred from Radio Shop to Environmental Engineering with the adoption of the FY2014 budget.

**NOTE:** One position will be transferred from Document Services to Environmental Engineering with the adoption of the FY2014 budget.

**NOTE:** One position will be transferred from Facility Management - Capital Projects Management to the capital projects fund with the adoption of the FY2014 budget.

## General Services Financial Activity by Division

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Gen. Svcs. Admin	\$927,618	\$683,700	\$685,700	\$685,500	0.3%	\$685,500	\$685,500	\$685,500
Document Svcs.	1,041,119	1,215,800	1,217,400	1,163,900	-4.3%	1,163,900	1,163,900	1,163,900
Facility Mgmt. - GF	6,115,475	6,169,600	6,182,800	6,179,600	-0.2%	6,214,200	6,239,500	6,242,300
WARR	5,969,290	5,548,100	5,551,700	5,129,600	-7.5%	5,129,600	5,129,600	5,129,600
<b>Subtotal GF</b>	<b>\$14,053,501</b>	<b>\$13,617,200</b>	<b>\$13,637,600</b>	<b>\$13,158,600</b>	<b>-3.4%</b>	<b>\$13,193,200</b>	<b>\$13,218,500</b>	<b>\$13,221,300</b>
Airport	793,045	825,000	645,600	703,300	-14.8%	666,800	666,800	666,800
Facility Mgmt. - Oth	842,612	837,300	837,300	775,000	-7.4%	775,000	775,000	775,000
Fleet Mgmt	17,999,471	20,220,200	20,835,200	20,210,000	-0.1%	20,210,000	20,210,000	20,210,000
Radio Shop	2,104,627	2,348,800	2,352,400	2,089,100	-11.1%	2,089,100	2,089,100	2,089,100
<b>Subtotal Other</b>	<b>\$21,739,755</b>	<b>\$24,231,300</b>	<b>\$24,670,500</b>	<b>\$23,777,400</b>	<b>-1.9%</b>	<b>\$23,740,900</b>	<b>\$23,740,900</b>	<b>\$23,740,900</b>
<b>Total</b>	<b>\$35,793,257</b>	<b>\$37,848,500</b>	<b>\$38,308,100</b>	<b>\$36,936,000</b>	<b>-2.4%</b>	<b>\$36,934,100</b>	<b>\$36,959,400</b>	<b>\$36,962,200</b>
Revenue	27,577,669	28,474,700	28,916,400	28,081,300	-1.4%	28,044,800	28,044,800	28,044,800
<b>Net Cost to GF</b>	<b>\$8,215,587</b>	<b>\$9,373,800</b>	<b>\$9,391,700</b>	<b>\$8,854,700</b>	<b>-5.5%</b>	<b>\$8,889,300</b>	<b>\$8,914,600</b>	<b>\$8,917,400</b>

## Biennial Highlights

- In the development of the Biennial Financial Plan for FY2014, the Department of General Services consolidated service areas offered to customers. The decision to consolidate was based on past input and evaluation of the daily business processes. During FY2013, Capital Projects Management and Buildings and Grounds were reported as separate work units. General Services has consolidated these two areas into an integrated Facility Management unit to provide facility management from building construction

## **General Services Administration**

through to preventative maintenance and building repairs. The Department also consolidated the finance and customer service areas to enable the Department to function more efficiently and allow the work units to focus more on the respective core missions. Following is a brief summary description of the work units for the FY2014 budget.

### **Facilities Management**

- The FY2014 Capital Improvement Program (CIP) includes \$2.4 million in FY2014 for continued replacements of obsolete HVAC refrigerant, major maintenance at County-owned historical properties as well as other structural and infrastructure repairs and maintenance at County facilities including pavement and roof replacements.
- Preventive maintenance and energy efficiency of County properties will continue to be a high priority, and projects will continue to be evaluated in an effort to reduce on-going operating costs and support the comfort, productivity, and safety of citizens and employees.
- Efficiencies have been realized as Facilities Management continues to cross-train workers, hire workers proficient in multiple skill areas, restructure existing duties, adjust work hours, and seek ways to increase the number of volunteer hours.
- In addition to major maintenance projects, Facility Management will coordinate various construction projects during FY2014, including the planned completion of 6,000 square feet of unfinished space at Central Library, the renovation of the two- and three-story Police building, and the construction of an intermediate care facility for adults with intellectual disabilities.
- Continued efficiencies are expected as the Buildings and Grounds and Capital Projects Management functions are consolidated and integrate the management of County facilities from building construction through preventive maintenance and building repairs. As a result of combining supervisory functions, savings are reflected in the Facility Management budget between FY2013 and FY2014. In addition, one vacant position will be transferred to the capital projects fund to hire a manager for the public safety 800MHz radio and data system replacement project.

### **Energy Management**

- Energy Management is responsible for creating partnerships with staff and citizens to minimize energy and water usage and reduce emissions, while optimizing human comfort and productivity. Energy Management focuses on four fronts: developing strategies to manage and reduce energy usage; creating energy awareness among employees and citizens; auditing, commissioning, and retrofitting building systems; and designing, constructing, and operating County buildings in the most energy efficient manner.
- Energy Management has been successful in continuing to develop relationships with an increased number of County departments, which has been beneficial in the effort of pursuing greater financial and environmental efficiencies.
- During FY2012 the division successfully completed the original scope of the Energy Efficiency Conservation Block Grant. In addition, remaining funds have allowed for an increase in the scope of the project to include additional cost avoidance strategies and the creation of an energy auditing program.

### **Security Management**

- Security Management assesses security threats, risks, and vulnerabilities and develops mitigation strategies to minimize security weaknesses at County facilities. Improvements through employee awareness and prevention education programs are key components of the success in this area. Staff works with various County departments to develop needed improvements and assists through the implementation and installation phases. The CIP recommends \$250,000 a year to address security improvements.



## General Services Administration

- In the past year, several improvements were made to sixteen facilities around the County installing intruder and duress alarms, card readers for employee access, and converting outdated video surveillance equipment to create a safer and more secure work environment for Chesterfield County employees.

### Radio Communications

- The Radio Shop maintains communication interoperability equipment and tower sites to ensure uninterrupted communications for Chesterfield and several surrounding localities. The Radio Shop also provides and maintains all radio communication devices to include vehicle installations and outfitting for all Police, Fire, Schools, and other County departments.
- In addition to on-going daily operations, the Radio Shop is providing man hours and other resources to complete the rebanding of the public safety radio system; this endeavor is currently in the first phase and is anticipated to be a three-year project. This process is funded by Sprint/Nextel as directed by the Federal Communications Commission.
- Staff is completing grounding and security upgrades to County-owned radio tower sites and is working with Security Management to assess their future security needs.
- A reorganization effort in FY2014 will produce ongoing operational savings and the reduction of one position from the Radio Communications beginning with the adoption of the budget.

### Document Services

- Document Services provides most production printing, including real estate and personal property tax billing, water and wastewater billing, W-2 tax forms, and all internal department document reproduction needs.
- The division provides black and white as well as full color high speed copying, offset printing, and finishing services that include everything from collating to boxing to binding. When time allows printing services are provided for a fee to non-profit organizations, state agencies, and other local governments.
- In FY2014 there is capital funding budgeted for the replacement machinery that will allow more efficient color printing as well as a back-up printing for water and wastewater billings.

### Fleet

- Fleet Management provides automotive inspections; maintenance repairs; vehicle acquisition and disposal; automotive parts procurement; 24-hour on and off site fleet fuel services; 24-hour emergency road services; motor pool rental; vehicle leasing; vehicle wash services; manufacturer warranty and recall repairs; preparation of vehicle specifications for procurement; Division of Motor Vehicles titling, registration, and license services; and the billing and accounting for all services provided to all the County departments and the school system.
- Due to the shift in the County's demographic forecasting, the planned capital investment for an additional fleet facility has been postponed indefinitely allowing for alternative initiatives to be pursued. The prospect of a new facility is anticipated to be revisited in future years assuming the return of the County's former growth trend.
- With the recent economic conditions and high cost of fuel, Fleet has started pursuing more progressive options, including analyzing where hybrid vehicles could provide efficiencies and the possibility of alternative fuel sources.
- Nominal capital funding in FY2014 will be used for the purchase one heavy vehicle lift and replace a larger number of permanent lease vehicles for County departments in accordance with scheduled vehicle retirements.

### Airport

- The Chesterfield County Airport bases the fourth largest number of aircraft and is the eighth busiest airport in Virginia. The Airport's fixed base operator (FBO) provides both business and personal

## General Services Administration

recreational sector aviation services to the general aviation community, and County staff provides associated services and management and maintenance of facilities. Operating as a full service FBO, services include aircraft maintenance, fuel sales, and large hangar storage netting the County applicable rent and associated fees.

- The update and implementation of the Airport Master Plan continues to be the primary focus of the Department, this includes a five-year infrastructure development plan to ensure continued improvement to critical airport facilities.
- During FY2013 the Board of Supervisors approved the procurement of funding for the Chesterfield County Airport Environmental Assessment (EA). The EA will be funded by the Federal Aviation Administration (90 percent), Virginia Department of Aviation (eight percent), and the County (two percent).

## Waste and Resource Recovery

- Waste and Resource Recovery (WARR), now consolidated with the Office of Environmental Management, provides citizens with safe and cost effective waste disposal and recycling options at two convenience centers, manages the County's three closed landfills, coordinates a robust anti-litter program, and oversees debris management operations during severe weather events. Additionally, WARR guides the County's effort to maintain compliance with environmental laws and regulations, oversees the implementation of a countywide Environmental Management System (EMS), and provides required employee environmental training. In conjunction with the Central Virginia Waste Management Authority, the division also administers curbside and drop-off recycling programs throughout the County for approximately 97,000 households.
- During FY2013 WARR renegotiated the Central Virginia Waste Management Authority contract down from approximately \$35 per ton to \$17 per ton, producing an estimated savings of \$320,000 annually.
- In FY2014 WARR will under go a restructuring of operations that will allow six positions to be transferred outside of the division producing further efficiencies for the County while continuing to maintain the current customer-oriented level of service.

## Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
Security Management	Number of security education programs	✓		
	Matrix of assessments and incident reports		✓	
	Customer satisfaction survey			✓
Energy Management	Reduction in energy use and emissions in core county buildings	✓		
	Cumulative energy cost avoidance		✓	
	Cost avoidance/cost of program			✓
Administration	Admin cost per full time employee	✓		
	Customer satisfaction survey			✓
Airport Operations & Administration	Marketing dollars spent per capita	✓		
	Dollar amount of personal property taxes generated		✓	
	Percentage of expenses covered by revenues generated			✓
Airport Maintenance	Customer satisfaction survey results			✓
Facility and Grounds Maintenance	Percentage of proactive work orders	✓		
	Number of volunteer project hours		✓	
	Customer satisfaction survey results			✓
Custodial Services	Building square footage cleaned	✓		
	Custodial cost per square foot		✓	
	Customer satisfaction survey results			✓

## General Services Administration

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
<b>Capital Project Management</b>	Percent of change orders processed	✓		
	Percent of excess SF space to SF of occupied space		✓	
	Customer satisfaction survey results			✓
<b>Printing/Copying Documents</b>	Number of impressions per staff position	✓		
	Dollar amount of expenditures per capita		✓	
	Customer satisfaction survey results			✓
<b>Document Management</b>	Number of inactive record boxes in storage	✓		
	Percent in compliance with timely public records destruction		✓	
	Customer satisfaction survey results			✓
<b>Heavy Vehicle Shop Maintenance</b>	Number of billable hours	✓		
	Availability rate of heavy vehicles		✓	
	Customer satisfaction survey results			✓
<b>Light Vehicle Shop Maintenance</b>	Number of billable hours	✓		
	Availability rate of heavy vehicles		✓	
	Customer satisfaction survey results			✓
<b>Bus Shop Maintenance</b>	Number of billable hours	✓		
	Availability rate of heavy vehicles		✓	
	Customer satisfaction survey results			✓
<b>Motor Pool</b>	Customer satisfaction survey results			✓
<b>Fuel sales</b>	Customer satisfaction survey results			✓
<b>Permanent Lease</b>	Customer satisfaction survey results			✓
<b>Convenience Center Operations</b>	Number of tons of material handled	✓		
	Number of customer service complaints		✓	
	Diversion rate			✓
<b>Curbside Recycling</b>	Participation rate percentage	✓		
	Recycling set out percentage rate		✓	
	Number of tons recycled per household			✓
<b>Litter Collection and Education</b>	Number of miles collected	✓		
	Number of educational events held		✓	
	Percentage of routes completed monthly			✓
<b>Tax Relief Waste Collection</b>	Customer count	✓		
	Number of customer complaints received		✓	
	Number of missed collections			✓
<b>Radio Cell Tower Maintenance</b>	Availability rate		✓	
<b>Radio Operations and Installations</b>	Percentage of expenses covered by revenues generated			✓

### Future Outlook

- The Department of General Services is continually focused on finding new avenues to consolidate operations without sacrificing service levels. Staff will continue to look for opportunities to reach across organizational boundaries to ensure the best value possible is provided to the citizens.

# Information Systems Technology

## Description

The Information Systems Technology Department (IST) provides information technology (IT) services to the County and the School Division in support of the County's strategic goals, sub-goals, and objectives. IST is a full-service technology provider of quality products and services to its customers. The primary functions of the Department are technology solution delivery, information security governance, project management, and infrastructure management.

This support includes business studies and recommendations; maintenance of existing application systems; design and implementation of new systems; operational support for both mainframe and server systems; guidance regarding security and access to system data; support for voice and data telecommunications; development and maintenance of the county's Internet/intranet Web sites; and customer training for both application systems and office automation.

The IST Department consists of two major departmental functions: application services and infrastructure services. For budgetary purposes, the IST Department has four divisions: governance, infrastructure, geographic information services (GIS), and application services.

The Information Technology Steering Committee (ITSC) is chartered by the County Administrator to assess and prioritize current and future countywide and departmental technology needs. Members of the committee represent all functional areas of the county. The committee develops and recommends to county management the strategic plan and policies for the use of information technology as it applies to county business and customer service to county residents.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$9,355,490	\$9,817,600	\$9,837,400	\$9,963,700	1.5%	\$9,963,700	\$9,963,700	\$9,963,700
Operating	2,689,291	2,590,100	2,883,200	2,879,800	11.2%	2,879,800	2,879,800	2,879,800
Capital	7,860	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$12,052,641</b>	<b>\$12,407,700</b>	<b>\$12,720,600</b>	<b>\$12,843,500</b>	<b>3.5%</b>	<b>\$12,843,500</b>	<b>\$12,843,500</b>	<b>\$12,843,500</b>
Revenue	1,566,590	1,295,800	1,295,800	1,292,200	-0.3%	1,292,200	1,292,200	1,292,200
<b>Net Cost</b>	<b>\$10,486,051</b>	<b>\$11,111,900</b>	<b>\$11,424,800</b>	<b>\$11,551,300</b>	<b>4.0%</b>	<b>\$11,551,300</b>	<b>\$11,551,300</b>	<b>\$11,551,300</b>
Ft Pos.	99	99	99	99	0	99	99	99

## Biennial Highlights

- In FY2014, IST will continue with the current strategy for technology investment management, enterprise system management, and mainframe migration. Information security will continue to play an important role as threats increase and technologies continue to open new avenues for compromise.
- Focused attention to vendor management, project management, and investment management is a priority as the Department continues to develop and exercise governance models. These models will enable IST to reach the performance plan goals and are central to the formation of the plan's measures and metrics in support of the county performance based budgeting and strategic goals.
- A significant investment has been made in FY2012 and FY2013 to refresh the County's aging technology infrastructure that includes one new generator completed in FY2013 and two uninterrupted power supply units planned to start in FY2013 and completed in FY2014. IST has also invested money in new hardware to refresh and upgrade the In Focus financial system application and the County's network firewalls.

## Information Systems Technology

- The FY2014 IST financial plan includes additional funding of \$205,500 to cover increases in contract expenses. Staff will continue efforts to evaluate and monitor the use of technology that benefits the County in the most efficient and cost effective way.
- Even with the financial challenges facing the Department, performance and service levels are meeting or exceeding customer expectations as reflected by the Customer Satisfaction Survey and by routine customer rating forms. The technology readiness of the Department remains high.
- The IST Department received numerous national and state awards in 2012, including fifth place in the National Digital Counties Survey Award; fifth place in the nation for the Best of the Web Award; and the Sunny Award from the Sunshine Review for having one of the most transparent government websites in America in 2012. The 2012 Governor's Technology Award for Mug Shot Lineup was presented to IST in the Innovative Use of Technology in Local Government category. In 2012 IST also received two National Association of Counties awards for Citizen GIS and one for Civil War Earthworks Preservation.
- The FY2014-FY2018 Capital Improvement Program (CIP) includes \$1.1 million in FY2014 to refresh critical infrastructure equipment on a recurring basis. The CIP also includes \$1.4 million in FY2014 for Technology Improvement Program (TIP) projects. These projects are detailed in the County's CIP and range in value up to \$450,000 and vary in project length and complexity from one year to multiple fiscal years for completion.
- TIP funding allocation for FY2014 includes two projects for IST. The computer replacement program will continue to provide assistance to departments replacing computers. The Web filtering internet border security project will evaluate integrated filtering solutions which look at the health of web sites, content appropriateness, filter out bad incoming content, and watch for data leakage. These products protect County resources from being attacked by malware, injected with malicious code, or even subject to spyware, which could leak protected information.

### Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
Governance	Number of high risk information security vulnerabilities identified	✓		
	Number of high risk information security vulnerabilities mitigated		✓	
	Percent of discovered high vulnerability defects mitigated within optimum target time period			✓
Application Services	Number of application repair tickets	✓		
	Number of application repair tickets resolved		✓	
	Percent of repair tickets resolved within one business day			✓
Geographic Information System	Number of visits to CitizenGIS website	✓		
	Average number of visits per month		✓	
	Number of citizen requests completed per month			✓
Infrastructure Services	Number of service requests (Quality Check forms returned)	✓		
	Number of service requests successfully completed within target timeframe		✓	
	Percent of successful service requests completed within target timeframe			✓

### Future Outlook

- IST has partnerships with many localities nationwide. Partnerships with neighboring localities will be expanded and new opportunities with local and national business will be cultivated. The project portfolio management system continues to demonstrate and communicate the value that information technology

## Information Systems Technology

initiatives bring to the County. The IT strategic plan will guide the adoption of technology and allow the Department to leverage multiple opportunities across the County and ensure technologies are in step with the County Strategic Plan.

- The FY2014-FY2018 CIP recommends \$1.4 million in each year to address demand for Technology Improvement Program projects. Due to the rapidly changing technology market, the Information Steering Committee only makes recommendations for funding specific projects for a one-year period providing opportunity for new technology to be reviewed and adopted for future county requirements.
- The Department faces several challenges over the next five years: recognizing and realizing the benefit of new technologies in a timely fashion without creating the turmoil normally required for adoption; applying enterprise applications that will accommodate multiple departments to allow the most efficient and cost effective management of TIP funding allocations and internal resources; responding to significant new information security threats as they appear; maintaining a qualified work force to deliver the information technology services for the County; depreciation and replacement of aging legacy systems in a way that adds business value for the County; and delivering services for citizens in the rapidly changing technology landscape.

# Internal Audit

## Description

The County of Chesterfield Office of Internal Audit serves as an independent review and evaluation function to conduct and evaluate financial, performance and data processing audits of programs, functions, and activities as a service to County & School Board management. The Internal Audit Director (County Auditor) reports to the County Administrator for audit-related tasks, and to the Deputy County Administrator - Management Services for administrative processing and supervision. The County Auditor provides updates to the Board of Supervisors Budget & Audit Committee. The Office of Internal Audit has responsibility to conduct audits of all departments, agencies, and activities stipulated by County Code and for maintaining the county's fraud, waste, and abuse hotline.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$662,337	\$802,600	\$804,400	\$780,800	-2.7%	\$780,800	\$780,800	\$780,800
Operating	29,959	31,800	31,500	38,000	19.5%	38,000	38,000	38,000
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$692,296</b>	<b>\$834,400</b>	<b>\$835,900</b>	<b>\$818,800</b>	<b>-1.9%</b>	<b>\$818,800</b>	<b>\$818,800</b>	<b>\$818,800</b>
Revenue	28,000	121,700	121,700	121,700	0.0%	121,700	121,700	121,700
<b>Net Cost</b>	<b>\$664,296</b>	<b>\$712,700</b>	<b>\$714,200</b>	<b>\$697,100</b>	<b>-2.2%</b>	<b>\$697,100</b>	<b>\$697,100</b>	<b>\$697,100</b>
Ft Pos.	8	9	9	9	0	9	9	9

## Biennial Highlights

- At the beginning of each fiscal year, the Office of Internal Audit develops an audit plan based on risk assessment and submits it to the County Administrator and School Superintendent for review and approval. Audits are conducted throughout the year based on this plan. In addition to scheduled audits, special examinations that are not included in the annual audit plan are often performed at management's request.
- The department's performance and service levels are well documented in the FY12 Annual Report Card. This report consistently shows a high payback of about a million dollars or more each year in potential cost savings for the budget allocated to Internal Audit.
- Recent benchmarking efforts with other State and National local government audit departments prove that the department is operating at a high level of productivity.
- In FY12 the department earned its 5th unqualified opinion on the triennial Peer Review performed by the Association of Local Government Auditors. This represents 15 consecutive years of full compliance with Government Auditing Standards issued by the Comptroller General of the United States.

## Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
Audit Services	Number of audits performed	✓		
	Results of customer evaluations		✓	
	Percent of total time charged to audits			✓
Fraud, Waste and Abuse Hotline	Number of hotline allegations	✓		
	Percent of recommendations concurred with		✓	

## Internal Audit

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
External Audit Support	Completion of assigned specific audit tasks	✓		
	Assigned tasks completed by established deadlines		✓	
	Completion of assigned tasks within hours budgeted for completion			✓

## Future Outlook

- Internal Audit is continually being requested to perform special projects or unscheduled audits which is a positive sign that the department's services are needed.
- Increased special projects, unscheduled audits and Fraud Hotline audit responsibilities impact the ability to complete the scheduled audit plan and audit high risk areas.
- The office will continue to focus existing resources in the areas of greatest impact and highest risk exposure. It is anticipated that continuous improvements such as increased use of automation and specialized staff training will allow the department to provide adequate audit coverage to the County and Schools. Providing periodic training to County and School employees should also assist in identification of issues that need to be addressed.



# Purchasing

## Description

The Purchasing Department provides procurement services, information, and guidance for the County and the School Division. Staff utilizes the appropriate procurement method for acquisition of goods, services, and construction, and establishes, renews, and administers approximately 550 contracts for goods, services, and maintenance. The Department also administers a cost savings 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

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$1,419,805	\$1,535,500	\$1,538,700	\$1,553,700	1.2%	\$1,553,700	\$1,553,700	\$1,553,700
Operating	61,808	66,600	66,600	69,100	3.8%	69,100	69,100	69,100
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$1,481,613</b>	<b>\$1,602,100</b>	<b>\$1,605,300</b>	<b>\$1,622,800</b>	<b>1.3%</b>	<b>\$1,622,800</b>	<b>\$1,622,800</b>	<b>\$1,622,800</b>
Revenue	630,900	721,500	772,000	786,100	9.0%	786,100	786,100	786,100
<b>Net Cost</b>	<b>\$850,713</b>	<b>\$880,600</b>	<b>\$833,300</b>	<b>\$836,700</b>	<b>-5.0%</b>	<b>\$836,700</b>	<b>\$836,700</b>	<b>\$836,700</b>
Ft Pos.	16	17	17	17	0	17	17	17

## Biennial Highlights

- In FY2013 a full-time position dedicated to the In Focus Financial/Human Resources Project (IFAS) was added to manage and support the long-term success of the system. The position will also provide a dedicated and knowledgeable resource for the e-procurement module as part of Phase three of the project planned in FY2014.
- The Purchasing Department formed a Sole Source Focus Group in the Spring of 2012. The purpose was to discuss the sole source process and obtain a perspective from customers on ways to improve the process. Employees involved in the purchasing process were invited to participate which resulted in employee representatives from 12 different departments and the School Division. The information obtained was developed into a revised Sole Source Form with instructions that the department implemented in the Fall of 2012.
- The department successfully provided guidance and oversight for the County and Schools for FY2012, with no material audit points noted by the County's external auditing firm.
- Purchasing customer service survey results indicated an increase in overall satisfaction with an 8.2 rating out of a possible 10 from the most recent survey conducted in October of 2012.
- The department continues to be involved in a regional initiative with surrounding localities for cooperative purchasing of commodities such as audio-visual equipment, diesel fuel, gasoline, and water meters. Chesterfield has also seen increased activity in the number of entities accessing the county's contracts through piggybacking. In addition, the department continues to support and promote efforts in sponsoring workshops to train minority, women-owned, and small business owners in how to better 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 FY 2012. Only 56 of 2,769 NIGP government agencies in the United States and Canada currently hold this distinction.

## Purchasing

### Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
Purchasing Operations	Number of contracts renewed or recompleted on time	✓		
	Processing time for obtaining goods and services		✓	
	Percent of all contracts must be renewed or recompleted prior to expiration			✓

### Future Outlook

- Purchasing continues to play a major role with In Focus financial system (IFAS) and the next phase which will include e-procurement. The department will continue to focus on process improvement with staff to better serve customers and improve efficiency.
- Annual customer satisfaction surveys will continue, as well as monitoring and recording of unauthorized purchases by departments who have delegated purchasing authority. End user procurement training will continue through Chesterfield University. The cost savings program goals have been increased and will continue to measure success in achieving cost effective purchases.

# 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. The Registrar's Office staff manages the logistics for conducting and certifying elections by preparing election equipment, overseeing polling places and absentee voting satellites, recruiting and training election officers, preparing ballots, and providing information to the public. The Registrar's Office staff offers a comprehensive year-round program of voter registration, determines the eligibility of voters, maintains the voter registration records, processes absentee ballot applications, and certifies candidate nominating petitions.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$583,055	\$615,100	\$616,900	\$626,900	1.9%	\$626,900	\$626,900	\$626,900
Operating	793,357	344,000	344,000	342,800	-0.3%	342,800	342,800	342,800
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$1,376,412</b>	<b>\$959,100</b>	<b>\$960,900</b>	<b>\$969,700</b>	<b>1.1%</b>	<b>\$969,700</b>	<b>\$969,700</b>	<b>\$969,700</b>
Revenue	198,191	75,000	75,000	75,000	0.0%	75,000	75,000	75,000
<b>Net Cost</b>	<b>\$1,178,221</b>	<b>\$884,100</b>	<b>\$885,900</b>	<b>\$894,700</b>	<b>1.2%</b>	<b>\$894,700</b>	<b>\$894,700</b>	<b>\$894,700</b>
Ft Pos.	9	9	9	9	0	9	9	9

## Biennial Highlights

- The number of registered voters in Chesterfield County continues to fluctuate between 197,000 and 214,000, based on population migration, which tends to be very active. Roughly 91 percent of the total population eligible to register to vote is registered, a rate that is higher than prior years. As the county continues to expand and/or the number of voters increases, so do the challenges of staging elections, identifying polling locations, and coordinating the electoral process.
- In FY2012, the Registrar's Office replaced 235 electronic polling books for all precincts. Polling books at the precincts allow faster check in the at the polling places, substantially decreasing voter wait times.
- The November 2012 Presidential Election required additional resources, overtime, operating resources, and additional postage resulting from legal requirements to provide confirmation or declination on all voter registration applications and processing absentee ballots. Voter turnout is generally elevated during a Presidential Election year. In November 76 percent of all registered voters participated in this election.
- In the beginning of FY2013, the Registrar's Office staff replaced the optical scanning equipment in the Bermuda District with digital vote counting equipment. The FY2014 Technology Improvement Program (TIP) includes \$450,000 in funding for the replacement of the optical scanning equipment in the Clover Hill, Dale, Matoaca, and Midlothian Districts.
- In FY2014 the Registrar's Office staff will coordinate a November 2013 Gubernatorial and House of Delegates Election, a June 2014 Primary, and any special elections that may be required.
- The Registrar's Office staff continues to pursue new technology and best practices to provide efficient and cost-effective services to voters. In addition, the staff works closely with the State Board of Elections, the County's Information Systems Technology (IST) Department, and vendors to ensure that security,

## Registrar

accuracy, equity, and privacy concerns are being properly addressed. The staff works hard to manage implementation of new mandates, technology enhancements and process changes while controlling the impact on overall cost to the County.

---

### Future Outlook

- With the continued steady growth in Chesterfield County's population, as validated by the 2010 Census, the Registrar anticipates continued growth in the number of registered voters. This steady increase in registered voters may impact future funding requirements of the Registrar's Office to properly locate and staff polling places, provide and store additional voting equipment, and fund additional costs involved in conducting an election.
- In FY2016 the TIP includes \$131,300 in funding for the development of an Election Reporting Management System.

# 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, safety training, and Health Insurance Portability and Accountability Act (HIPAA) and Occupational Safety and Health Administration (OSHA) record keeping. The department is also responsible for ensuring sound fiscal management of the Risk Management fund.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Claims, Insurance, and Loss Prevention								
Operating	\$17,262,643	\$13,359,800	\$13,359,800	\$14,398,900	7.8%	\$14,398,900	\$14,398,900	\$14,398,900
Personnel	973,608	1,170,900	1,170,900	1,039,700	-11.2%	1,039,700	1,039,700	1,039,700
Operating	207,702	208,300	208,300	185,600	-10.9%	185,600	185,600	185,600
Capital	0	0	0	0	0.0%	0	0	0
<b>Total Expenditures</b>	<b>\$18,443,953</b>	<b>\$14,739,000</b>	<b>\$14,739,000</b>	<b>\$15,624,200</b>	<b>6.0%</b>	<b>\$15,624,200</b>	<b>\$15,624,200</b>	<b>\$15,624,200</b>
Claims, Insurance, and Loss Prevention								
Revenue	18,433,374	14,731,400	14,731,400	15,614,500	6.0%	15,614,500	15,614,500	15,614,500
Other Misc Revenue	10,579	7,600	7,600	9,700	27.6%	9,700	9,700	9,700
<b>Total Revenue</b>	<b>\$18,443,953</b>	<b>\$14,739,000</b>	<b>\$14,739,000</b>	<b>\$15,624,200</b>	<b>6.0%</b>	<b>\$15,624,200</b>	<b>\$15,624,200</b>	<b>\$15,624,200</b>
<b>Net Cost</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
FT Pos.	12	13	13	13	0	13	13	13

## Biennial Highlights

- FY2014 budget reflects higher insurance premiums (\$156,900), an increase in contract services (\$148,900), an increase in the amount per claim of automobile claims (\$207,500) and an increase in the undesignated retained earnings (unrestricted net assets) (\$586,000). The budget also reflects the planned uses of unrestricted net assets in FY2013 to include a large claim payout, funding for disaster recovery services, costs associated with Hurricane Irene in FY2012, the fire claim at Robious Middle School in the summer of FY2012, an environmental claim at the three story administrative building, and for earth quake damage suffered in FY2012. The net result will increase the FY2014 budget \$885,200 over the FY2013 budget.
- The Risk Management Information System was upgraded for regulatory compliance, increased data security, and productivity.
- The number of open claims was reduced by 48 percent from FY2010 to FY2012. Automobile liability cases decreased 22.7 percent from FY2010 to FY2012 while general liability cases decreased by 16.8 percent during the same time period. However, the cost per incident is increasing. Workers compensation claim severity is the key cost driver.
- The Department provides leadership and services detailed in the County Emergency Operations Plan to assist the county, schools, and community in preparing for and recovering from disasters. Training pertaining to disaster recovery record keeping is planned for county and school staff annually through the use of a part time specialist in this field. Costs for the position are recovered from Virginia Department of

## Risk Management

Emergency Management (VDEM) as an administrative eligible expense each time a federal declared disaster occurs.

- In FY2013, the Department successfully completed the third, and final phase, of converting workers compensation records into an electronic format. The Electronic Data Interchange (EDI) project was an unfunded Virginia state mandate imposed in 2008. The Virginia EDI initiative involves using a “clearinghouse” to collect injury and payment reports, test the reports for accuracy, and forward to the Virginia Workers Compensation Commission's databases.
- Staff will explore new methods of cost containment for workers compensation claims. With 90 percent of injured workers visiting The Chesterfield Employee Medical Center for their first medical treatment, staff will explore opportunities for cost containment in the areas of pharmaceuticals and physical therapy relating to workers compensation cases.

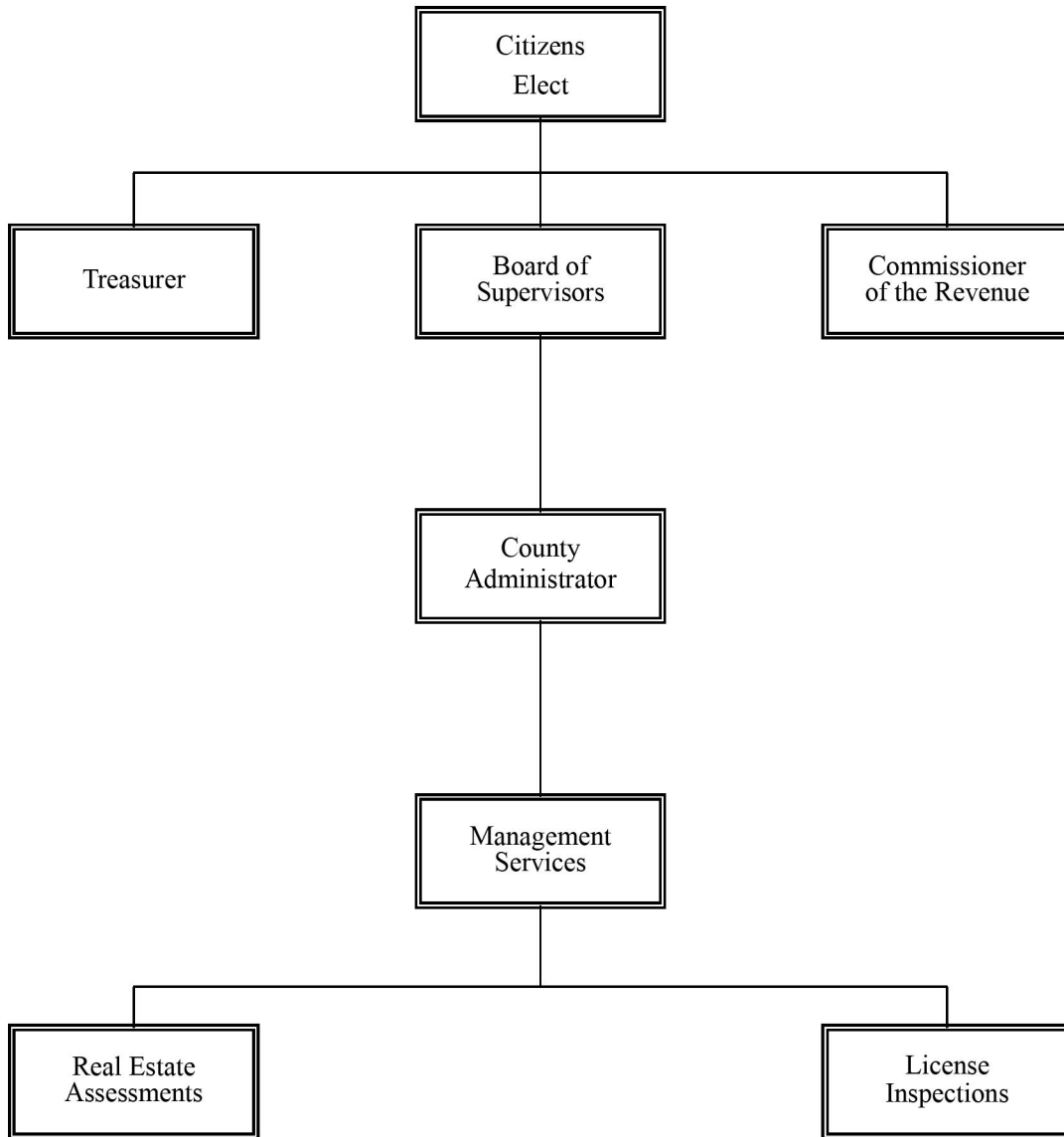
## Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
Claims Services	Number of claims serviced annually	✓		
	Number of claims serviced per claims staff member		✓	
Source & Calculation	Count of loss prevention training hours delivered to County and public school employees	✓		
	Employee injuries divided by FTE employee count; student injuries divided by number of citizens; citizen injuries divided by population		✓	
	Risk Management Fund expenditures plus Workers Compensation incurred cost divided by population			✓
Safety and Loss Prevention	Number of hours of safety training conducted annually for employees, safety planning for students, and public events	✓		
	Percentage of employee, student, and customer injuries		✓	
	Cost of Risk (annual)			✓

## Future Outlook

- Loss prevention is the primary function of the department. The department will continue to support county departments efforts to attain Virginia OSHA Voluntary Protection Program recognition. The Risk Management team will continue to work with departments in efforts to monitor, educate, develop and promote safe practices in the work place.

# ASSESSMENT AND COLLECTION OF TAXES



## Assessment and Collection of Taxes

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
<b>GENERAL FUND</b>								
Commissioner of the Revenue	\$2,975,369	\$3,099,500	\$3,108,100	\$3,132,200	1.1%	\$3,132,200	\$3,132,200	\$3,132,200
License Inspections	480,937	498,400	499,800	504,900	1.3%	504,900	504,900	504,900
Real Estate Assessments	2,578,800	2,928,500	2,935,900	2,885,300	-1.5%	2,885,300	2,885,300	2,885,300
Treasurer	3,379,489	3,632,200	3,646,700	3,729,400	2.7%	3,729,400	3,729,400	3,729,400
<b>TOTAL GENERAL FUND</b>	<b>\$9,414,594</b>	<b>\$10,158,600</b>	<b>\$10,190,500</b>	<b>\$10,251,800</b>	<b>0.9%</b>	<b>\$10,251,800</b>	<b>\$10,251,800</b>	<b>\$10,251,800</b>



# 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 Office of the Commissioner of the Revenue is a tax assessment and administration agency committed to courteous, fair, and consistent service to the citizens and administration of Chesterfield County. The Commissioner of the Revenue preserves and enforces local revenues through various audit processes and is elected by the citizens.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$2,740,854	\$2,723,500	\$2,732,100	\$2,779,600	2.1%	\$2,779,600	\$2,779,600	\$2,779,600
Operating	234,514	376,000	376,000	352,600	-6.2%	352,600	352,600	352,600
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$2,975,369</b>	<b>\$3,099,500</b>	<b>\$3,108,100</b>	<b>\$3,132,200</b>	<b>1.1%</b>	<b>\$3,132,200</b>	<b>\$3,132,200</b>	<b>\$3,132,200</b>
Revenue	477,050	463,000	463,000	452,000	-2.4%	452,000	452,000	452,000
<b>Net Cost</b>	<b>\$2,498,318</b>	<b>\$2,636,500</b>	<b>\$2,645,100</b>	<b>\$2,680,200</b>	<b>1.7%</b>	<b>\$2,680,200</b>	<b>\$2,680,200</b>	<b>\$2,680,200</b>
Ft Pos.	43	43	43	43	0	43	43	43

## Biennial Highlights

- The Commissioner of the Revenue's Office continues to provide a high level of customer service to Chesterfield's citizens and taxpayers and to the Chesterfield County administration and government. The Office is able to meet and exceed performance goals and meet processing deadlines that are either statutorily-prescribed or self-imposed.
- The Veteran's Real Estate Tax Exemption and the Real Estate Tax Relief for the Elderly/Disabled programs are administered by the Commissioner of the Revenue's Office and much time is devoted to these programs to ensure that applicants have properly reported income and assets and provided the necessary documents to qualify eligibility for relief/exemption status.
- The Commissioner of the Revenue's staff continues registering businesses for sales and other business-related state taxes using "iReg" the web-based application developed by the State Tax Department. As of January 2013 staff had assisted 165 customers in registering for state taxes and the service has been well received.
- In FY2014, the Department's revenues reflect a reduction of \$11,000 in the commission associated with DMV Select to align the budgeted revenue with FY2012 actual revenue received.

## Future Outlook

- The Commissioner of the Revenue, with the cooperation of the County Treasurer, will continue to offer DMV Select services on behalf of the Department of Motor Vehicles, and boat registrations, hunting licenses, and fishing licenses on behalf of the Department of Game and Inland Fisheries.
- Commissioners of the Revenue statewide are willing to assume new responsibilities concerning State processes that will enhance customer service that can be included seamlessly into current processes. The Commissioners continue to seek increased audit authority in the area of sales and use taxes.
- The Commissioner of the Revenue's staff continues to explore technology opportunities to increase efficiencies.

# License Inspections

## 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 Deputies have police powers and powers of arrest in enforcing these chapters. Effective enforcement and planning and a focus on business license and vehicle license decals are the main part of its objectives. The License Inspector's Office involves understanding of the Commonwealth of Virginia Motor Vehicle Laws and Related Statutes, Code of Virginia Title 58.1 Taxation, and the Virginia Board for Contractors Rules and Regulations.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$450,349	\$438,300	\$439,700	\$444,500	1.4%	\$444,500	\$444,500	\$444,500
Operating	30,588	60,100	60,100	60,400	0.5%	60,400	60,400	60,400
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$480,937</b>	<b>\$498,400</b>	<b>\$499,800</b>	<b>\$504,900</b>	<b>1.3%</b>	<b>\$504,900</b>	<b>\$504,900</b>	<b>\$504,900</b>
Revenue	0	0	0	0	0.0%	0	0	0
<b>Net Cost</b>	<b>\$480,937</b>	<b>\$498,400</b>	<b>\$499,800</b>	<b>\$504,900</b>	<b>1.3%</b>	<b>\$504,900</b>	<b>\$504,900</b>	<b>\$504,900</b>
Ft Pos.	7	7	7	7	0	7	7	7

## Biennial Highlights

- FY2012 efforts resulted in the recovery of \$6.9 million dollars in delinquent revenues for the County, a six percent increase from FY2011 collections.
- The number of vehicle violations observed by staff has increased ten percent from FY2012. Much of this increase is due to the effectiveness of the Department's newest Platehunter unit.
- The Department of Motor Vehicles (DMV) notice program has already doubled the number of licenses collected and will likely show a similar increase in the program's revenue.
- As a result of technological efficiencies allowing for further automation of license inspection, staff can now focus more on business licenses. Business license inspections and visits to businesses have increased by more than 100 percent.
- The Department has seen a 50 percent increase in the number of inquiries about the licensure status of an establishment from FY2012. The Department currently has a clearance rate of 70 percent for these cases.

## Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
<b>Business License Enforcement</b>	Number of business licenses obtained	✓		
	Amount of business license revenue collected		✓	
	Net revenue per license obtained			✓
<b>Business License Referral Enforcement</b>	Number of business licenses obtained after a referral is received	✓		
	Amount of revenue from business license referrals		✓	
	Clearance Rate of business license referrals			✓
<b>Vehicle Registration Enforcement</b>	Number of vehicle registrations obtained	✓		
	Amount of vehicle revenue collected		✓	
	Net revenue per registration obtained			✓

## License Inspections

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
DMV Stop Enforcement	Number County Code 13.54 charges	✓		
	Revenue from County Code 13.54 charges		✓	
	Number of registrations obtained per inspection			✓

### Future Outlook

- As further vehicle enforcement efficiencies are realized as a result of new equipment purchases and the DMV notice program, the focus will continue to shift toward business license enforcement.
- The Department is seeking innovative methods to improve program effectiveness and improve the efficiency of customer service.

# Real Estate Assessments

## Description

The Department of Real Estate Assessments is responsible for the annual assessment of all real estate in Chesterfield County in a uniform and equitable manner and for the maintenance and retention of accurate and up-to-date property records, which are available to the public.

The Department of Real Estate Assessments also assists the Board of Equalization (BOE). The BOE rules on cases brought by property owners concerning the fair market value or uniformity of real estate assessments. In all cases, the valuation determined by the Department is presumed to be correct. The taxpayer bears the burden of proving that the property is valued at more than its fair market value, that the assessment is not uniform in its application, or that the assessment is otherwise not equalized. The BOE members are appointed by the Circuit Court. Members must be representative of the community, and at least 30 percent of the Board must be comprised of current or former professionals in the real estate, construction, financial, or legal fields.

The Department administers a tax incentive program for the rehabilitation, renovation, or replacement of residential, commercial, or industrial structures and for the renovation of historic structures. Furthermore, the Assessor's Office administers the special assessment program that encourages the preservation of real estate devoted to agricultural, horticultural, forest, and open space uses in the public interest.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$2,394,071	\$2,609,700	\$2,617,100	\$2,562,700	-1.8%	\$2,562,700	\$2,562,700	\$2,562,700
Operating	184,729	318,800	318,800	322,600	1.2%	322,600	322,600	322,600
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$2,578,800</b>	<b>\$2,928,500</b>	<b>\$2,935,900</b>	<b>\$2,885,300</b>	<b>-1.5%</b>	<b>\$2,885,300</b>	<b>\$2,885,300</b>	<b>\$2,885,300</b>
Revenue	3,363	6,000	6,000	6,000	0.0%	6,000	6,000	6,000
<b>Net Cost</b>	<b>\$2,575,437</b>	<b>\$2,922,500</b>	<b>\$2,929,900</b>	<b>\$2,879,300</b>	<b>-1.5%</b>	<b>\$2,879,300</b>	<b>\$2,879,300</b>	<b>\$2,879,300</b>
Ft Pos.	37	34	34	34	0	34	34	34

## Biennial Highlights

- The Real Estate Assessment Department is continually focused on accuracy, integrity, productivity, and excellent customer service. New assessment technologies and improvements in real estate valuation methods are allowing for ongoing operational efficiencies.
- Pictometry software, which stores a collection of aerial photographs, allows staff members to conduct a virtual aerial tour of properties within the County.
- Ongoing scanning of existing records plays an important role with regards to improved accessibility to abstracts, building plans, land use designation, assessment appeal cases, and other departmental documents. Documents are scanned into and easily retrieved through Laserfiche.
- During FY2013, reorganization, technology efficiencies, and work flow improvements allowed the Real Estate Assessor to transfer one position to Internal Audit, one to the Treasurer, and one to Human Resources.

**Performance Measures**

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
<b>Commercial Assessment</b>	Total number of commercial parcels assessed	✓		
	Cost per commercial parcel assessed			✓
<b>Residential/Agricultural Assessment</b>	Total number of residential parcels assessed	✓		
	Residential assessment per sales ratio		✓	
	Coefficient of dispersion			✓
<b>Special Property/Data Management Services</b>	Annual number of legal instruments processed	✓		
	Cost per parcel in Land Use Program			✓

**Future Outlook**

- Implementation of the Computer Assisted Mass Appraisal (CAMA) system is expected to assist in the creation of a more efficient work environment. It is anticipated that this new technology will enable staff to function more efficiently through its upgraded sketching software, workflow, mass change capabilities for all property types, and automated auditing processes.

# Treasurer

## Description

The Treasurer's Office is responsible for delivering consistently excellent customer service in managing the annual tax billing, collecting current and delinquent property taxes and other delinquent taxpayer debt, investing the County's funds to obtain the highest yield with minimal risk, and collecting State Income Taxes. The Treasurer is a constitutional officer elected by the County citizens every four years.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$2,489,898	\$2,600,000	\$2,614,500	\$2,630,300	1.2%	\$2,630,300	\$2,630,300	\$2,630,300
Operating	889,591	1,032,200	1,032,200	1,099,100	6.5%	1,099,100	1,099,100	1,099,100
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$3,379,489</b>	<b>\$3,632,200</b>	<b>\$3,646,700</b>	<b>\$3,729,400</b>	<b>2.7%</b>	<b>\$3,729,400</b>	<b>\$3,729,400</b>	<b>\$3,729,400</b>
Revenue	2,194,622	2,177,000	2,177,000	2,211,600	1.6%	2,211,600	2,211,600	2,211,600
<b>Net Cost</b>	<b>\$1,184,867</b>	<b>\$1,455,200</b>	<b>\$1,469,700</b>	<b>\$1,517,800</b>	<b>4.3%</b>	<b>\$1,517,800</b>	<b>\$1,517,800</b>	<b>\$1,517,800</b>
Ft Pos.	43	44	44	44	0	44	44	44

## Biennial Highlights

- Poor economic conditions continue to impact citizens and their ability to pay taxes by the due date. This trend has meant the Treasurer's Office must collect taxes from an increasing amount of delinquent accounts.
- In November 2012, the Board of Supervisors approved funding for the replacement of the County's taxation systems. The Treasurer is optimistic that a mature taxation management system will provide significant benefits including substantial operational efficiencies assisting staff to effectively handle continued increases in workload. Further, the system will enable the Office to make transacting business more convenient through comprehensive web services.
- The FY2013 budget provided resources to re-establish the Treasurer as the collector of delinquent taxpayer debt. Efforts continue on implementing systems and procedures that re-establish this historically successful program.
- The FY2010 budget reductions included the loss of one full-time customer service representative in the Treasurer's Office telephone call center. The Treasurer has attempted to absorb this loss by deploying other resources, but the abandoned call rate continues to increase. As part of the FY2014 budget process, the Treasurer requested additional part-time funding to provide more telephone coverage during peak periods; however, funding for this request is not included in the budget.
- While renovation plans for the administration building are underway, the timeframe for completion of the Treasurer's Office has not been finalized. Much needed improvements to security and deteriorating working conditions will be delayed until this project is completed.
- In FY2014, departmental revenues are projected to increase by 1.6 percent, mainly due to anticipated increases in Department of Motor Vehicle (DMV) Stop activity and delinquent collection fees. Expenses increased by 3.0 percent due to continuing increases in employee benefit costs and a corresponding expenditure offset to the increase in DMV Stop revenue.

## Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
<b>Tax Billing &amp; Enforcement</b>	Property tax levies and collections	✓		
	Ratio of delinquent property tax collections to net tax levies			✓
<b>Accounting &amp; Investments</b>	Yield on investments	✓		
	Yield exceeds national benchmarks		✓	
	Average yield on investments compared to state and national benchmarks			✓
<b>State Tax Collection</b>	State tax levies and collections	✓		
	Collection percentage of state tax levies and results of annual APA audit		✓	
	Ratio of delinquent state tax collections to net levies and audit results			✓
<b>Non-Tax Collection</b>	Departmental debt referrals and collections	✓		
	Ratio of departmental debt collections to amount referred			✓

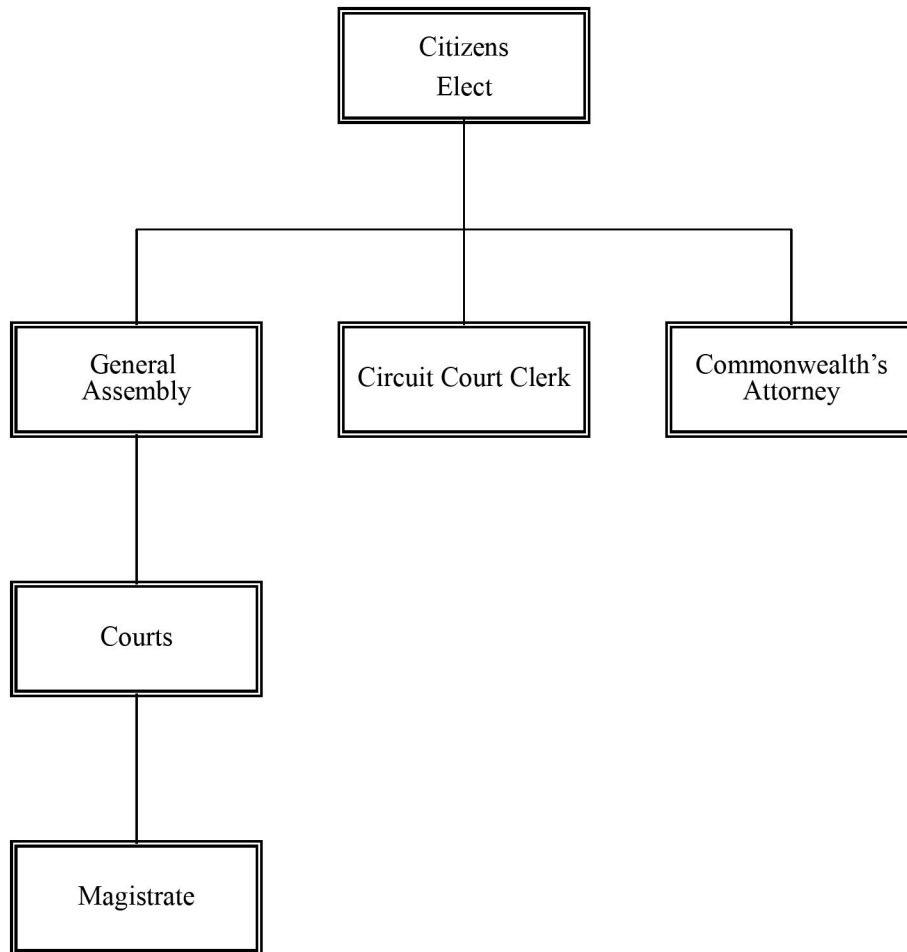
## Future Outlook

- The Treasurer's Office continues to face great challenges. The lingering effects of the recession continue to drive up tax delinquencies and correspondingly office workload. However, resources to handle the increased workload remain static. The existing taxation systems are antiquated with less than a three year life expectancy and offer no solution to the increasing workload. Office employees work in cubicles installed in the 1980s with all improvements to office space and security tied to an office renovation that has not been finalized. In spite of these challenges and others, the Treasurer's Office continues to succeed in the quest to provide consistently excellent customer service. The citizens are vocal about the service they receive and the Treasurer's staff continues to receive excellent comments because of dedicated, diligent staff who serve customers timely, accurately, and with respect.

**THIS PAGE INTENTIONALLY LEFT BLANK**



# ADMINISTRATION OF JUSTICE



## Administration of Justice

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
<b>GENERAL FUND</b>								
Circuit Court Clerk	\$3,626,937	\$3,602,900	\$3,648,800	\$3,679,600	2.1%	\$3,679,600	\$3,679,600	\$3,679,600
Commonwealth's Attorney	3,936,779	3,925,200	3,933,800	4,149,000	5.7%	4,149,000	4,149,000	4,149,000
Courts								
Circuit Court Judges	560,967	533,100	534,100	547,500	2.7%	547,500	547,500	547,500
General District Court	291,786	163,200	163,400	160,800	-1.5%	160,800	160,800	160,800
Juvenile Domestic Relations Court	92,288	100,300	100,500	98,900	-1.4%	98,900	98,900	98,900
Magistrate	7,005	6,400	6,400	5,900	-7.8%	5,900	5,900	5,900
<b>SUBTOTAL</b>	<b>\$8,515,762</b>	<b>\$8,331,100</b>	<b>\$8,387,000</b>	<b>\$8,641,700</b>	<b>3.1%</b>	<b>\$8,641,700</b>	<b>\$8,641,700</b>	<b>\$8,641,700</b>
Less Interfund Transfers from Commonwealth's Attorney	(43,773)	(43,900)	(43,900)	(46,700)	6.4%	(46,700)	(46,700)	(46,700)
<b>TOTAL GENERAL FUND</b>	<b>\$8,471,989</b>	<b>\$8,287,200</b>	<b>\$8,343,100</b>	<b>\$8,595,000</b>	<b>3.7%</b>	<b>\$8,595,000</b>	<b>\$8,595,000</b>	<b>\$8,595,000</b>
<b>SPECIAL REVENUE FUND</b>								
Domestic Violence Prosecutor	\$103,827	\$98,900	\$98,900	\$105,100	6.3%	\$105,100	\$105,100	\$105,100
Clerk of the Circuit Court								
Technology Trust Fund	145,221	181,300	181,300	201,100	10.9%	201,100	201,100	201,100
<b>TOTAL SPECIAL REVENUE FUND</b>	<b>\$249,048</b>	<b>\$280,200</b>	<b>\$280,200</b>	<b>\$306,200</b>	<b>9.3%</b>	<b>\$306,200</b>	<b>\$306,200</b>	<b>\$306,200</b>

**NOTE:** The figures above do not include changes that occurred with the adoption of the FY2014 appropriations resolution. See department narratives (Circuit Court Clerk and Courts) for more information.

# Circuit Court Clerk

## Description

The Circuit Court Clerk is an elected official responsible for the administration of the Chesterfield Circuit Court. The Clerk's administrative duties encompass judicial, non-judicial, and fiscal activities. On the judicial (court) side of the office, the Clerk provides administrative support to the judiciary; issues arrest documents, subpoenas, summonses, and other service of process; serves as the repository for evidence; memorializes all court rulings; prepares records on appeal to the state's Supreme Court and Court of Appeals; and performs a myriad of other functions as required by law. As the official repository of the Court, the Clerk's Office is also responsible for the permanent retention of civil and criminal case records and for the dissemination of case-related information to various governmental entities, the legal community, the public, and the media.

On the non-judicial side, the Circuit Court Clerk serves as Probate Judge in admitting or denying wills to probate and in qualifying executors, administrators, and/or guardians. The Clerk is also the county's Register of Deeds and, as such, is responsible for recording all land record transactions (e.g., deeds, deeds of trust, powers of attorney, real estate liens and releases, etc.). Other transactions and recordings for which the Clerk is responsible include judgments, financing statements, fictitious names, marriage licenses, concealed handgun permits, and a variety of appointments including ministers, notaries, local commission and board members, and law enforcement officers.

The Clerk's fiscal responsibilities are both varied and complex. They include the maintenance and investment of trust, equity, and condemnation funds; escheatment of funds to the State's Unclaimed Property Division; collection of court fines and costs; collection and distribution of restitution on behalf of crime victims; collection of bonds and other collateral instruments as surety in civil, criminal, fiduciary, and appellate matters; and collection of estate fees, probate taxes, real estate transfer fees, recordation taxes, and other fees in accord with Virginia law. Technology Trust Fund (TTF) monies, on which the Clerk's Office has become heavily dependent, are collected on various filings/recordings as authorized by statute. TTF funds are segregated and utilized in accord with statutory provisions specifically related to Clerk's Office automation.

## Financial Activity

### Circuit Court Clerk

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$2,877,967	\$2,871,500	\$2,880,300	\$2,917,200	1.6%	\$2,917,200	\$2,917,200	\$2,917,200
Operating	748,970	731,400	768,500	762,400	4.2%	762,400	762,400	762,400
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$3,626,937</b>	<b>\$3,602,900</b>	<b>\$3,648,800</b>	<b>\$3,679,600</b>	<b>2.1%</b>	<b>\$3,679,600</b>	<b>\$3,679,600</b>	<b>\$3,679,600</b>
Revenue	3,437,467	2,936,200	2,936,200	1,516,100	-48.4%	1,516,100	1,516,100	1,516,100
<b>Net Cost</b>	<b>\$189,470</b>	<b>\$666,700</b>	<b>\$712,600</b>	<b>\$2,163,500</b>	<b>224.5%</b>	<b>\$2,163,500</b>	<b>\$2,163,500</b>	<b>\$2,163,500</b>
Ft Pos.	44	44	44	37	(7)	37	37	37

**NOTE:** Seven positions were transferred during FY2013 to Circuit Court Judges.

**NOTE:** The above figures do not reflect changes to the department's budget that occurred with adoption of the FY2014 appropriations resolution. At that time the appropriated expenditures were revised to \$3,242,900.

## Circuit Court Clerk

### Technology Trust Fund

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$0	\$0	\$0	\$0	0.0%	\$0	\$0	\$0
Operating	145,221	181,300	181,300	201,100	10.9%	201,100	201,100	201,100
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$145,221</b>	<b>\$181,300</b>	<b>\$181,300</b>	<b>\$201,100</b>	<b>10.9%</b>	<b>\$201,100</b>	<b>\$201,100</b>	<b>\$201,100</b>
Revenue	145,221	181,300	181,300	201,100	10.9%	201,100	201,100	201,100
<b>Net Cost</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Ft Pos.	0	0	0	0	0	0	0	0

### Biennial Highlights

- In FY2012, the Clerk's staff transitioned shared files from the Supreme Court network to the county network and upgraded the majority of personal computers (PCs) in the office.
- The Clerk's Office staff continues to maximize the use of technology, improve service delivery, and enhance efficiency of office operations.
- Due to a legislative change effective July 1, 2012, the Circuit Court Clerk is no longer responsible for depositing revenue from the General District Court and Juvenile and Domestic Relations District Court. From an accounting perspective, this change will become evident in FY2014 as the county will report the revenue differently than in past years. Therefore, in FY2014, the Circuit Court Clerk's revenues reflect a \$1,559,300 decline, while the General District Court's and Juvenile and Domestic Relations Court's revenue will increase by a corresponding amount.
- As part of the FY2014 adopted appropriations resolution \$382,600 was transferred to the Circuit Court Judges budget and \$54,100 was transferred to the Sheriff's budget to coincide with the shift in workload.

### Future Outlook

- Despite workload related challenges, the Clerk's Office will continue to seek ways to improve processes and streamline procedures that ensure compliance with statutory mandates while meeting citizen demands by being progressive and innovative in its approach to effective and efficient service delivery for the citizens of Chesterfield.
- Should an additional judgeship be authorized in the future, additional civil and criminal staff positions would be needed to handle the workload increase. As the real estate market begins to recover, an additional staff position to process land records will be a critical need.

# 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 and 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.

## Financial Activity

### Commonwealth's Attorney

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$3,733,317	\$3,691,300	\$3,699,900	\$3,913,300	6.0%	\$3,913,300	\$3,913,300	\$3,913,300
Operating	203,462	233,900	233,900	235,700	0.8%	235,700	235,700	235,700
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$3,936,779</b>	<b>\$3,925,200</b>	<b>\$3,933,800</b>	<b>\$4,149,000</b>	<b>5.7%</b>	<b>\$4,149,000</b>	<b>\$4,149,000</b>	<b>\$4,149,000</b>
Revenue	1,865,117	1,723,800	1,723,800	1,796,400	4.2%	1,796,400	1,796,400	1,796,400
<b>Net Cost</b>	<b>\$2,071,662</b>	<b>\$2,201,400</b>	<b>\$2,210,000</b>	<b>\$2,352,600</b>	<b>6.9%</b>	<b>\$2,352,600</b>	<b>\$2,352,600</b>	<b>\$2,352,600</b>
Ft Pos.	43	43	43	43	0	43	43	43

### Domestic Violence Prosecutor

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$103,327	\$96,000	\$96,000	\$102,200	6.5%	\$102,200	\$102,200	\$102,200
Operating	500	2,900	2,900	2,900	0.0%	2,900	2,900	2,900
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$103,827</b>	<b>\$98,900</b>	<b>\$98,900</b>	<b>\$105,100</b>	<b>6.3%</b>	<b>\$105,100</b>	<b>\$105,100</b>	<b>\$105,100</b>
Revenue	58,024	55,000	55,000	58,400	6.2%	58,400	58,400	58,400
<b>Net Cost</b>	<b>\$45,803</b>	<b>\$43,900</b>	<b>\$43,900</b>	<b>\$46,700</b>	<b>6.4%</b>	<b>\$46,700</b>	<b>\$46,700</b>	<b>\$46,700</b>
Ft Pos.	1	1	1	1	0	1	1	1

## Biennial 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 State's Department of Criminal Justice Services (DCJS) continues to provide program funding in FY2013 for the department's Domestic Violence Prosecutor (VSTOP). The grant is awarded on a calendar

## **Commonwealth's Attorney**

year basis and, for purposes of the FY2013 budget, is budgeted at \$58,405. The County is committed to providing its portion of matching funds through the general fund.

- 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 2012, more than 700 checks were submitted for review and 630 were considered eligible for the program. Through November 2012, 196 checks were fully recovered.
- For FY2014 the General Assembly approved additional Compensation Board funding for Commonwealth's Attorney's Offices across the State. Therefore, the Compensation Board reimbursement revenue increases by \$72,600 with a corresponding increase in the office's expenditure budget.
- The biggest challenge currently facing the Commonwealth's Attorney's Office is the increasing workload on existing staff. Since FY2009, county and state budget constraints have resulted in the elimination of two staff positions.

---

### **Future Outlook**

- The Commonwealth's Attorney's Office strives 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.
- As the population in the County grows and the number of businesses within the County increases, the office anticipates more arrests (adults and juveniles) for property-related crimes and for crimes of violence. The Commonwealth's Attorney will work closely with the County to ensure prosecutors and police have all tools necessary to ensure criminals are quickly and successfully brought to justice.

# Courts

## Description

Virginia's Judicial System is organized into 31 judicial circuits and 32 similar judicial districts. The Chesterfield County court system is in the Twelfth Judicial Circuit and 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

### Consolidated

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$578,901	\$598,200	\$599,400	\$604,600	1.1%	\$604,600	\$604,600	\$604,600
Operating	366,140	198,400	198,600	202,600	2.1%	202,600	202,600	202,600
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$945,041</b>	<b>\$796,600</b>	<b>\$798,000</b>	<b>\$807,200</b>	<b>1.3%</b>	<b>\$807,200</b>	<b>\$807,200</b>	<b>\$807,200</b>
Revenue	16,000	16,000	16,000	1,575,300	9,745.6%	1,575,300	1,575,300	1,575,300
<b>Net Cost</b>	<b>\$929,041</b>	<b>\$780,600</b>	<b>\$782,000</b>	<b>\$(768,100)</b>	<b>-198.4%</b>	<b>\$(768,100)</b>	<b>\$(768,100)</b>	<b>\$(768,100)</b>
Ft Pos.	7	7	7	13	6	13	13	13

### Financial Activity by Court

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Circuit Court*	\$560,967	\$533,100	\$534,100	\$547,500	2.7%	\$547,500	\$547,500	\$547,500
General District	291,786	163,200	163,400	160,800	-1.5%	160,800	160,800	160,800
JDR Court	92,288	100,300	100,500	98,900	-1.4%	98,900	98,900	98,900
<b>Total</b>	<b>\$945,041</b>	<b>\$796,600</b>	<b>\$798,000</b>	<b>\$807,200</b>	<b>1.3%</b>	<b>\$807,200</b>	<b>\$807,200</b>	<b>\$807,200</b>
Revenue	16,000	16,000	16,000	1,575,300	9,745.6%	1,575,300	1,575,300	1,575,300
<b>Net Cost</b>	<b>\$929,041</b>	<b>\$780,600</b>	<b>\$782,000</b>	<b>\$(768,100)</b>	<b>-198.4%</b>	<b>\$(768,100)</b>	<b>\$(768,100)</b>	<b>\$(768,100)</b>
Ft Pos.	7	7	7	13	6	13	13	13

\* Seven positions were transferred from Clerk of Circuit Court during FY2013; one position will be transferred to the Sheriff with adoption of the FY2014 budget.

**NOTE:** The above figures do not reflect changes to the Circuit Court Judge's budget that occurred with adoption of the FY2014 appropriations resolution. The Circuit Court Judge's appropriated expenditures were revised to be \$930,100.

## Biennial Highlights

### Circuit Court

- The Circuit Court is the trial court with the broadest powers in the Commonwealth of Virginia and have the authority to try a full range of civil and criminal cases. In civil cases, the Circuit Court has concurrent jurisdiction with the General District Court over claims from \$4,500 to \$25,000 and exclusive original jurisdiction over all equity matters including divorce cases, disputes concerning wills and estates, and controversies involving property. The Circuit Court has original jurisdiction to hear felony cases. In addition, the Circuit Court hears cases appealed from the General District Court, Juvenile and Domestic Relations Court, and administrative agencies. The Circuit Court welcomed a new judge in FY2013.
- For the Circuit Court judge's chambers, the County funds operating expenses and the salaries of its support staff. Colonial Heights contributes financial support for the court's law clerks.

## Courts

- Circuit Court assumed the responsibility of the courtroom technology upgrade project. Upgrades for two courtrooms are funded with one planned to be completed in FY2013 and the other in FY2014.
- Circuit Court completed Phase I of a courtroom refurbishment project to address seating and flooring repairs. Further phases will be completed as funding is available.
- During FY2013, seven positions and funding was moved to the Circuit Court Judges to coincide with the workload and responsibility shift. As part of the FY2014 adopted budget, one position was transferred to the Sheriff's Office and funding for six positions in the amount of \$382,600 was transferred from the Circuit Court Clerk to the Circuit Court Judges budget as part of the adoption of the appropriations resolution.

### General District Court

- General District Court judges are responsible for hearing all traffic cases, criminal, and civil cases (up to \$15,000) occurring in the County. The General District Court conducts all preliminary hearings in felony cases.
- The General District Court Clerk's Office is responsible for indexing and filing all court processes, collecting assessed fines and costs, and collecting fees for issuing civil processes. In FY2014, revenues from local fines and fees will be reflected in the General District Court budget to reflect an operational requirement change by the state. In prior years, these funds were reflected in the Circuit Court Clerk's budget. The 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.

### Juvenile and Domestic Relations Court (JDR)

- The Juvenile and Domestic Relations 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 mission is to administer justice in a manner that provides access to proceedings, offers timely processing and ensures equality, fairness and integrity. The Juvenile and Domestic Relations Court welcomed a new judge in FY2013.
- Beginning in FY2014, revenues from local fines and fees will be reflected in the JDR budget to reflect an operational requirement change by the state. In prior years, these funds were reflected in the Circuit Court Clerk's budget.
- The judges and office staff of the JDR Court are state employees. The County funds one full-time employee as well as a portion of the Court's operating expenses.
- The State allocated 1.5 additional positions to the Juvenile and Domestic Relations Court in FY2013 based on caseload statistics. The case management system was upgraded providing many enhancements to data entry and record keeping. The automated forms program allows court documents to be produced timely and professionally. Real-time reports can be generated to monitor case flow, docket management, and financial data.

## Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
Administration of Justice- Circuit Court Judges	Cases Concluded Per Year	✓		
	Expedient and Appropriate Disposition of Cases		✓	
	Case Clearance Rates			✓
General District Court Support Services	Case load	✓		
	Audits		✓	
	Cases per employee			✓



---

### **Future Outlook**

- As the county's population continues to increase, so do the demands placed on the County's court system. The courts expect that additional staffing and the utilization of technology advancements will be priority factors in keeping pace with service demands as case loads continue to grow.
- The departments will monitor the need for computer upgrades as software systems are updated to maintain interoperability.
- Staffing challenges will remain a priority as service demand increases.

# Magistrate

## Description

The Magistrate's Office is a State agency that serves both the public and government entities, including the County and State Police, Mental Health Support Services, and the Sheriff's Office. Magistrates issue warrants of arrest, search warrants, and emergency protective orders, as well as emergency custody orders and temporary detention orders (both mental health and medical). They also 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 quarters, furniture, and equipment necessary for the office. Personnel and some operating expense of the office are the responsibility of the Supreme Court of Virginia.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$0	\$0	\$0	\$0	0.0%	\$0	\$0	\$0
Operating	7,005	6,400	6,400	5,900	-7.8%	5,900	5,900	5,900
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$7,005</b>	<b>\$6,400</b>	<b>\$6,400</b>	<b>\$5,900</b>	<b>-7.8%</b>	<b>\$5,900</b>	<b>\$5,900</b>	<b>\$5,900</b>
Revenue	0	0	0	0	0.0%	0	0	0
<b>Net Cost</b>	<b>\$7,005</b>	<b>\$6,400</b>	<b>\$6,400</b>	<b>\$5,900</b>	<b>-7.8%</b>	<b>\$5,900</b>	<b>\$5,900</b>	<b>\$5,900</b>
Ft Pos.	0	0	0	0	0	0	0	0

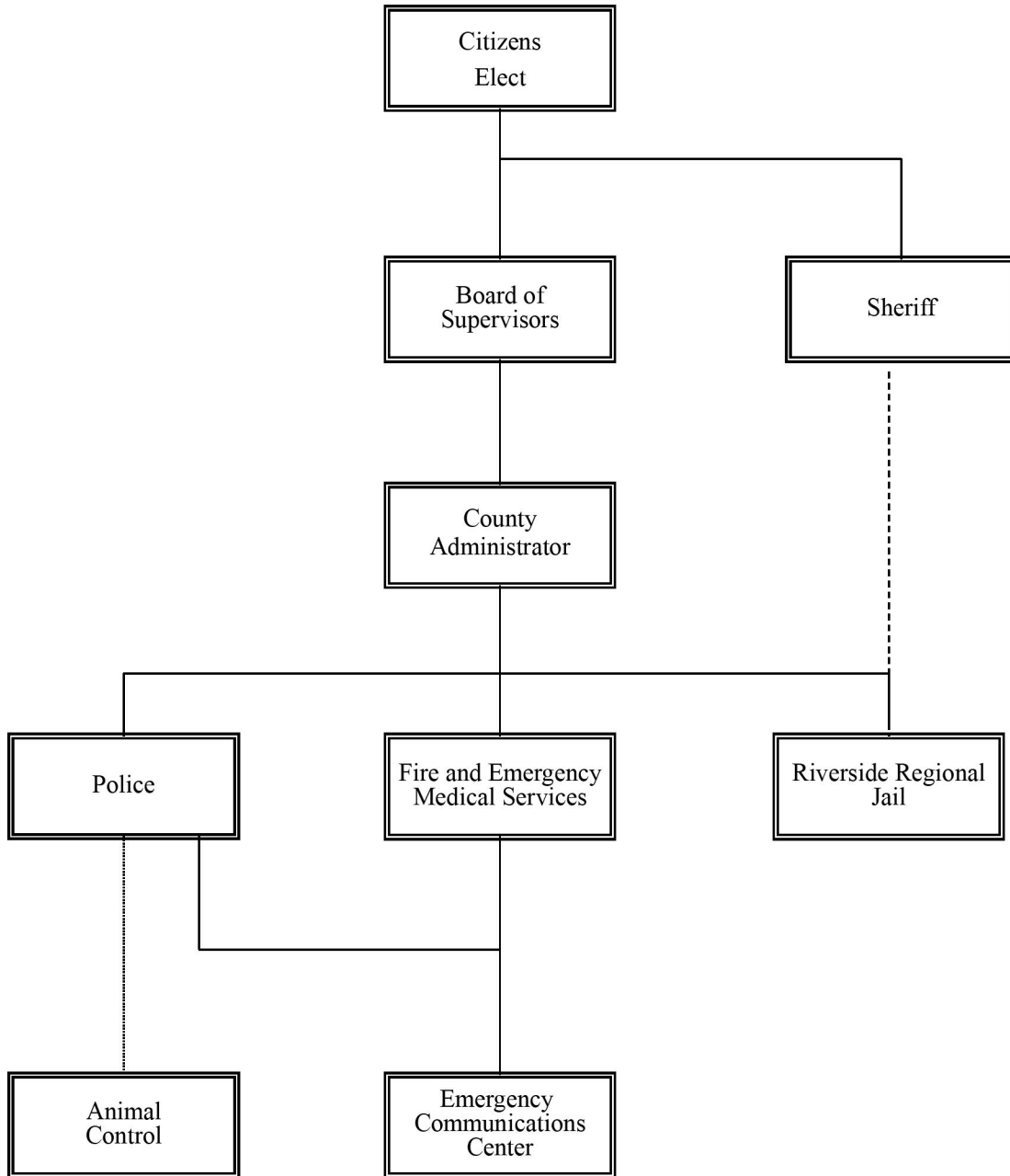
## Biennial Highlights

- The Magistrate continues to explore ways to mitigate increasing workload pressures and constrained revenues. One of the most successful initiatives in recent years has been the installation of video conferencing equipment, provided by the Supreme Court of Virginia, which has decreased wait times and the cost of transporting prisoners for warrant services.
- The Magistrate's office strives to maintain a well-trained staff, and to this end, has utilized state resources and funding to accomplish continuing legal education above minimum annual requirements.
- The Magistrate's office continues to maintain good working relationships with numerous stakeholder agencies throughout the County, including the Sheriff's Office, the Office of the Commonwealth's Attorney, the Police Department, the Clerks of Court, local judges, and Chesterfield's Community Services Board.

## Future Outlook

- Population growth and an increase in both crime rates and incidents of mental health emergencies will continue to place additional demands on the Magistrate Office. Maintaining an adequate level of staffing to handle these increasing workloads is identified as one of the most critical needs 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.

# PUBLIC SAFETY



## Public Safety

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
<b>GENERAL FUND</b>								
Animal Control	\$1,417,450	\$1,464,900	\$1,490,100	\$1,516,100	3.5%	\$1,489,700	\$1,489,700	\$1,489,700
Emergency Communications Center	6,660,007	6,883,400	6,899,200	6,553,000	-4.8%	6,753,000	6,753,000	6,753,000
Fire/Emergency Medical Services	46,383,841	49,204,100	51,273,000	51,185,800	4.0%	53,380,700	52,761,900	53,339,200
Police	53,033,782	55,772,900	56,141,800	56,960,100	2.1%	57,090,100	57,090,100	57,090,100
Riverside Regional Jail	9,631,960	9,955,200	9,955,200	10,074,000	1.2%	10,074,000	10,074,000	10,074,000
Sheriff	18,997,901	20,231,000	20,284,200	20,570,600	1.7%	20,527,300	20,527,300	20,527,300
<b>SUBTOTAL</b>	<b>\$136,124,942</b>	<b>\$143,511,500</b>	<b>\$146,043,500</b>	<b>\$146,859,600</b>	<b>2.3%</b>	<b>\$149,314,800</b>	<b>\$148,696,000</b>	<b>\$149,273,300</b>
Less: Interfund Transfers from Police	(13,749)	(15,100)	(15,100)	(15,100)	0.0%	(15,100)	(15,100)	(15,100)
<b>TOTAL GENERAL FUND</b>	<b>\$136,111,193</b>	<b>\$143,496,400</b>	<b>\$146,028,400</b>	<b>\$146,844,500</b>	<b>2.3%</b>	<b>\$149,299,700</b>	<b>\$148,680,900</b>	<b>\$149,258,200</b>
<b>SPECIAL REVENUE FUND</b>								
Fire and EMS Revenue Recovery	\$4,965,163	\$5,512,200	\$5,515,200	\$5,782,300	4.9%	\$5,782,300	\$5,782,300	\$5,782,300
Police Grants:								
Domestic Violence Coordinator	54,998	50,300	50,300	50,300	0.0%	50,300	50,300	50,300
<b>TOTAL SPECIAL REVENUE FUND</b>	<b>\$5,020,161</b>	<b>\$5,562,500</b>	<b>\$5,565,500</b>	<b>\$5,832,600</b>	<b>4.9%</b>	<b>\$5,832,600</b>	<b>\$5,832,600</b>	<b>\$5,832,600</b>

**NOTE:** The figures above do not include changes that occurred with the adoption of the FY2014 appropriations resolution. See Sheriff narrative for more information.

# 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 its custody. Animal Control reports to the captain of the Police Department's Support Services Division under the Operational Support Bureau.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$1,021,059	\$991,200	\$1,016,400	\$1,009,700	1.9%	\$1,009,700	\$1,009,700	\$1,009,700
Operating	396,391	473,700	473,700	480,000	1.3%	480,000	480,000	480,000
Capital	0	0	0	26,400	N/A	0	0	0
<b>Total</b>	<b>\$1,417,450</b>	<b>\$1,464,900</b>	<b>\$1,490,100</b>	<b>\$1,516,100</b>	<b>3.5%</b>	<b>\$1,489,700</b>	<b>\$1,489,700</b>	<b>\$1,489,700</b>
Revenue	143,540	175,000	175,000	155,000	-11.4%	155,000	155,000	155,000
<b>Net Cost</b>	<b>\$1,273,911</b>	<b>\$1,289,900</b>	<b>\$1,315,100</b>	<b>\$1,361,100</b>	<b>5.5%</b>	<b>\$1,334,700</b>	<b>\$1,334,700</b>	<b>\$1,334,700</b>
Ft Pos.	18	19	19	19	0	19	19	19

## Biennial Highlights

- The shelter was able to place approximately 70 percent of animals in homes in 2012, which is a similar rate to surrounding local government shelters. Since the shelter adopted national standards for classification in 2010, no healthy animals have been euthanized.
- Animal Control continues to participate in a variety of initiatives with outside organizations, such as pet retailers, rescue groups, the media, and community programs to enhance the quality of life for both citizens and animals. These initiatives focus on public education and awareness, including pet adoption, sterilization, volunteerism, and responsible pet ownership.
- Animal Control continues partnerships with the Chesterfield County Technical Center, Cosby High School, the Chesterfield County Humane Society, and the Department of Social Services, which provide career development opportunities for young adults. The programs provide work experience in the areas of animal husbandry, cleaning, training, and grooming of dogs and cats. It is estimated these partnerships provided over 1,500 hours of volunteer services during 2012. Additionally, it is estimated that the Chesterfield Sheriff's office inmate workforce contributed cleaning and feeding services valued at \$128,000 in FY2012.
- During FY2012, the first phase of construction was completed at the shelter, including replacement of animal runs and installation of resting benches. The FY2014-FY2018 Capital Improvement Program includes funding for a study to determine future facility and operational needs at the shelter.
- Staff continues to assess training needs and implement changes to minimize potential safety issues.

## Animal Control

### Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
Animal Control	Number of animal control calls for service	✓		
	Number of animal control officers		✓	
	Ratio of calls for service per animal control officer			✓
Animal Shelter	Number of animals impounded (includes: dogs, cats, wildlife, and livestock)	✓		
	Number of adoptions/transfers/return to owner		✓	
	Live release rate			✓

### Future Outlook

- Animal Control strives to maintain its service to citizens within current resources. Critical needs in future years include requests to fund additional animal control officers and kennel masters and more hours for office assistance.
- Staff continues to focus on improvement in strategic outcome measures and strives to maintain or improve adoption rates and public awareness of responsible pet ownership.

# Emergency Communications Center

## Description

The Chesterfield Emergency Communications Center (ECC) is the 9-1-1 answering point for the County's public safety agencies. The ECC receives and processes incoming calls for service and promptly dispatches the appropriate Police, Fire, EMS, Sheriff's office, and Animal Control resources. ECC staff serves as the vital link between the public and other public safety organizations through professionalism and dedication.

The ECC's commitment to its mission is exhibited by the Department's achievement of Public Safety Answering Point accreditation through the Commission on Accreditation for Law Enforcement Agencies. This accomplishment involves successfully meeting 218 separate standards annually. The ECC became initially accredited in March 2006, achieved reaccreditation in March 2009, and attained a second reaccreditation in March 2012.

Chesterfield County offers the community an Enhanced 9-1-1 (E9-1-1) emergency telephone system for the reporting of emergencies. These emergency communication services require staff to quickly answer and respond to incidents with appropriate equipment and trained personnel twenty-four hours a day, seven days a week. In the event of medical emergencies, ECC personnel remain on the phone and provide callers with life saving pre-arrival instructions, utilizing a nationally recognized system of emergency medical dispatch.

In addition to emergency telephone calls, ECC answers non-emergency calls from citizens and fields questions requesting information or assistance. Staff provides referrals and answers questions about county procedures and practices to help promote seamless customer service delivery to the citizens of Chesterfield County.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$5,012,248	\$5,225,100	\$5,240,400	\$5,235,500	0.2%	\$5,235,500	\$5,235,500	\$5,235,500
Operating	1,604,616	1,658,300	1,658,800	1,317,500	-20.6%	1,517,500	1,517,500	1,517,500
Capital	43,143	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$6,660,007</b>	<b>\$6,883,400</b>	<b>\$6,899,200</b>	<b>\$6,553,000</b>	<b>-4.8%</b>	<b>\$6,753,000</b>	<b>\$6,753,000</b>	<b>\$6,753,000</b>
Revenue	844,897	800,000	800,000	750,000	-6.3%	750,000	750,000	750,000
<b>Net Cost</b>	<b>\$5,815,111</b>	<b>\$6,083,400</b>	<b>\$6,099,200</b>	<b>\$5,803,000</b>	<b>-4.6%</b>	<b>\$6,003,000</b>	<b>\$6,003,000</b>	<b>\$6,003,000</b>
Ft Pos.	79	79	79	79	0	79	79	79

## Biennial Highlights

- In March 2012, the Department received reaccreditation "with excellence" through the Commission on Accreditation for Law Enforcement Agencies (CALEA). The County is now one of 65 localities internationally to receive this recognition.
- In October 2012, the Department received reaccreditation through the Virginia Office of Emergency Medical Services. The reaccreditation provides assurances that the call center meets or exceeds standards established by the National Highway Traffic Safety Administration (NHTSA) in the areas of education, quality improvement, and staffing quality.
- Implementation during FY2012 of a new call recording system has improved the operational efficiency of making recordings and performing quality assurance on emergency calls.

## Emergency Communications Center

- A new E9-1-1 phone system, implemented during FY2013, has improved network redundancy and will positively position the ECC for continued advancements in technology and improved efficiencies in the delivery of service.
- The FY2014 - FY2018 Capital Improvement Program (CIP) includes funding in FY2014 to replace backup batteries at nine emergency communication tower sites throughout the County.
- The FY2014 - FY2018 CIP also includes funding in FY2014 to continue the preliminary phases of the replacement of the County's entire public safety emergency 800MHz radio and data system. During FY2014, this multi-phase effort, shared with Henrico County and the City of Richmond, will encompass the completion of a needs assessment and begin the development of a conceptual design, including the refinement of cost estimates.
- Reorganization efforts planned within the Radio Shop are anticipated to produce operating savings which will be passed on to ECC in the form of reduced annual billings beginning in FY2014. As a result, ECC's operating budget is reduced beginning in FY2014.
- Recent State legislative changes have impacted the distribution methodology used by the State for the wireless 911 tax. Beginning in FY2014, a reduction has been factored into the Department's revenue budget.

## Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
<b>ECC Operations</b>	Number of 911 calls	✓		
	Number of 911 calls answered in less than five seconds		✓	
	Percentage of 911 calls answered in five seconds or less			✓
<b>ECC Maintenance / Systems / Technology</b>	Number of downtime hours of CAD system (does not include scheduled outages)	✓		
	Percent of time CAD system is fully functional		✓	
	Ratio of downtime hours of CAD system to total operating hours (does not include scheduled outages)			✓
<b>ECC Administrative Services</b>	Total number of ECO's hired in Fiscal Year	✓		
	Total number of ECO's hired and retained		✓	
	Annual retention rate			✓

## Future Outlook

- As call volumes continue to increase and emerging communication technology use becomes more prevalent, an increase in staffing, training, and technology capabilities will be needed, especially if the processing of emergency text messages becomes a State or Federal mandate.
- Requests have been made and funding is currently planned in the FY2014 - FY2018 Capital Improvement Program for the replacement of the uninterrupted power supply (UPS) batteries at the communications center (in FY2016) as well as continued funding to replace the public safety emergency 800 MHz radio and data system. This is a multi-year, multi-jurisdictional effort that will be funded through a combination of general funds and debt issuances. In addition, the FY2014 - FY2018 CIP provides funding to continue the replacement of mobile data computers and related equipment currently used in police, sheriff, and fire vehicles to enhance dispatch and mobile operations.
- The Department will continue to pursue grant opportunities for the replacement/enhancement of relevant technology. In previous years grant funding was used to replace computers used by call takers. A total of \$462,900 over the past five years has been pursued and awarded by the Virginia E-911 Services Board.



# Fire and Emergency Medical Services

## Description

The mission of the Fire and Emergency Medical Services (EMS) Department is to protect life, property, and the environment. The vision, "To be leaders in providing quality community fire and life safety prevention, fire protection, emergency medical and emergency management services," is carried out through the Department's three programs: emergency operations, community risk reduction, and management services.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$38,542,831	\$41,021,300	\$48,881,800	\$42,522,700	3.7%	\$43,623,200	\$43,840,100	\$44,212,100
Operating	6,740,778	5,940,800	0	6,429,100	8.2%	6,805,500	6,687,800	6,893,100
Capital	1,100,232	2,242,000	2,391,200	2,234,000	-0.4%	2,952,000	2,234,000	2,234,000
<b>Total</b>	<b>\$46,383,841</b>	<b>\$49,204,100</b>	<b>\$51,273,000</b>	<b>\$51,185,800</b>	<b>4.0%</b>	<b>\$53,380,700</b>	<b>\$52,761,900</b>	<b>\$53,339,200</b>
Revenue	2,894,244	2,360,400	2,610,400	2,610,400	10.6%	2,610,400	2,610,400	2,610,400
<b>Net Cost</b>	<b>\$43,489,597</b>	<b>\$46,843,700</b>	<b>\$48,662,600</b>	<b>\$48,575,400</b>	<b>3.7%</b>	<b>\$50,770,300</b>	<b>\$50,151,500</b>	<b>\$50,728,800</b>
Ft Pos.	451	451	466	460	9	476	476	476

**NOTE:** Nine positions were transferred from the Special Revenues Fund to Fire EMS with adoption of the FY2014 budget.

## Biennial Highlights

- A major component in Fire and EMS delivery is a fleet of reliable and serviceable emergency vehicles. Over 95 percent of the department's services are delivered to the citizens by firefighters operating emergency vehicles. An annual funding level of \$2.6 million is the Department's target amount in order to fully implement an apparatus replacement program on a 15-year replacement cycle for all apparatus to ensure safety and reliability. The County has made significant progress in this area as the FY2014 budget includes funding of \$2.2 million for capital replacement to purchase two engines, two tanker trucks, and two brush trucks.
- Expenses related to vehicle maintenance have continued to trend up in recent years. In response additional funding of \$464,900 has been included in the FY2014 budget to address vehicle maintenance.
- While the salaries for Chesterfield firefighters have tended to lag other comparable localities in the region, the FY2013 and FY2014 budgets have made considerable strides towards closing that gap. The FY2014 financial plan, in particular, includes career development supplements for the next group of qualified candidates, an increase in the starting salary for new firefighter recruits (beginning July 1st) and a one percent merit increase for existing personnel -- all of which should help enhance recruiting and retention efforts in the department.
- Based on a SAFER grant award from the U.S. Department of Homeland Security, nine firefighter positions were created and funded in FY2012 and FY2013. In the third year of the grant, the County must absorb the associated personnel expenses, which will be accomplished by placing those firefighters in vacant authorized positions generated by retirements.
- Additionally, \$80,000 has been added to the FY2014 budget to cover the County's one-time match for the \$1 million federal turnout gear grant recently awarded to the department. The grant will replace 440 sets of personal protective equipment.
- As new development occurs in the County, acquiring land for new facilities is imperative. The FY2014-FY2018 Capital Improvement Program (CIP) includes \$690,000 for land acquisition, planning, and

## Fire and Emergency Medical Services

design. Through this funding, the Department will be able to purchase land in desired areas to plan for future expansion as the County develops.

- The FY2014-FY2018 CIP also recommends \$2.2 million for fire station repairs and \$4.2 million is allocated for replacement of self-contained breathing apparatus.
- The Harrowgate Road Fire Station is expected to move to the construction stage a bit later than anticipated and, therefore, no operational funding for the station is included in the FY2014 budget. Currently the station is projected to open mid-year in FY2015. Funding in the amount of \$1.8 million and 12 full-time positions have been added in FY2015 to enable operation of this new station.

### Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
Emergency Operations	Number of annual Fire/EMS unit responses	✓		
	Structure fire loss per fire incident beyond the room of origin.		✓	
	Percentage of first fire unit arriving on-scene in the urban zone within 5 1/2 minutes from receipt of dispatch from the 911 center for 90% of all calls for service.			✓
Community Risk Reduction	Number of compliance inspections.	✓		
	Fire incidents per 1000 population.		✓	
	Inspections per FTE inspector.			✓
Management Services	Number of hours required to maintain Fire/EMS apparatus/equipment in service ready condition.	✓		
	Fire/EMS apparatus is in-service in a safe and functional manner.		✓	
	Maintain Fire/EMS apparatus/equipment in service ready condition 95%.			✓

### Future Outlook

- With the changing demographics in the County, the Department is constantly evaluating the effects that an aging population will have on the number of incidents that the Fire and EMS Department will have to respond to. Analyzing the 1990, 2000, and the 2010 Census data, the 55 and over age groups are continuing to increase while the younger population is decreasing. There is an associated increase in the number of EMS calls for the 55 and over age group as well. This segment of the population could dictate the need for additional personnel and equipment to meet the increased level of calls received in order to maintain an acceptable level of service.
- A major factor affecting Chesterfield Fire and EMS is retirement and succession planning. Additional training funding has been requested to address this need that presents a challenge moving forward.

## 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 private insurance companies or 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 Department general fund budget. Funds collected for EMS Passport subscriptions are distributed between the Fire and EMS Department and participating volunteer rescue squads. Recovered funds generated by the Revenue Recovery program address EMS system improvements that are not funded in the Department's general fund budget.

### Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$1,681,774	\$1,633,200	\$1,636,200	\$1,814,300	11.1%	\$1,814,300	\$1,814,300	\$1,814,300
Operating	2,676,351	2,979,000	2,979,000	2,979,500	0.0%	2,979,500	2,979,500	2,979,500
Capital	607,037	900,000	900,000	988,500	9.8%	988,500	988,500	988,500
<b>Total</b>	<b>\$4,965,163</b>	<b>\$5,512,200</b>	<b>\$5,515,200</b>	<b>\$5,782,300</b>	<b>4.9%</b>	<b>\$5,782,300</b>	<b>\$5,782,300</b>	<b>\$5,782,300</b>
Revenue	5,642,141	5,512,200	5,515,200	5,782,300	4.9%	5,782,300	5,782,300	5,782,300
<b>Net Cost</b>	<b>\$(676,978)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Ft Pos.	15	16	16	16	0	16	16	16

### Biennial Highlights

- The program received a grant to purchase an additional ambulance and five defibrillators with the cost to be covered half by the grantor and the balance funded by the County.
- Currently three of the four private rescue squads in the County participate in the Revenue Recovery program with the fourth in the process of seeking approval.
- Implementation of a records management system will allow for better data collection and have a positive outcome on the billing process.
- The FY2014 budget includes \$988,500 in capital funding to replace three ambulances, defibrillators, and other vital rescue equipment.

### Future Outlook

- Continued replacement of defibrillators, ambulances, and other rescue equipment will remain as a focus in addition to training to ensure that citizens continue to receive the best care possible.

# Police

## Description

The mission of the Police Department is to provide a professional and unbiased response to the public safety needs of the community. The 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 county residents are crime investigation, criminal apprehension, suppression of crime, crime prevention education, traffic enforcement, and to respond to all citizen calls for service. The Police Department is comprised of the following bureaus: Uniform Operations, Investigations, Administrative Support, and Operational Support.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$44,415,649	\$47,156,300	\$47,376,800	\$47,974,500	1.7%	\$48,104,500	\$48,104,500	\$48,104,500
Operating	6,917,818	7,117,600	7,187,600	7,275,600	2.2%	7,275,600	7,275,600	7,275,600
Capital	1,700,315	1,499,000	1,577,400	1,710,000	14.1%	1,710,000	1,710,000	1,710,000
<b>Total</b>	<b>\$53,033,782</b>	<b>\$55,772,900</b>	<b>\$56,141,800</b>	<b>\$56,960,100</b>	<b>2.1%</b>	<b>\$57,090,100</b>	<b>\$57,090,100</b>	<b>\$57,090,100</b>
Revenue	3,709,747	3,182,000	3,182,000	3,337,800	4.9%	3,337,800	3,337,800	3,337,800
<b>Net Cost</b>	<b>\$49,324,035</b>	<b>\$52,590,900</b>	<b>\$52,959,800</b>	<b>\$53,622,300</b>	<b>2.0%</b>	<b>\$53,752,300</b>	<b>\$53,752,300</b>	<b>\$53,752,300</b>
Ft Pos.	597	597	600	601	4	601	601	601

**NOTE:** Four positions will be transferred from Waste and Resource Recovery with the adoption of the FY2014 budget.

## Biennial Highlights

- The Police Department strives to remain one of the most efficient and productive law enforcement agencies in Virginia. Despite increasing complexity in crimes, traffic-related incidents, and advances in technology, the Department continues to provide quality services to County residents. The Department's dedication to excellent service to Chesterfield citizens is evidenced by its thirteenth year as a Virginia Law Enforcement Professional Standards Commission accredited agency.
- Aggressive grant seeking during lean economic times has allowed the Department to continue to provide robust community safety. During 2012 the Department successfully obtained over \$270,000 in federal and state grant awards to purchase vital crime suppression equipment and provide overtime funds for enhancement of the Department's traffic safety and crime prevention efforts.
- As part of a continuing partnership with Chesterfield County Schools, the Police Department provides School Resource Officers to all middle and high schools in the County. The Police Department partners with Schools to enhance and provide a safe and secure learning environment for students and faculty.
- In FY2012 the Vice and Narcotics Unit investigated many high profile cases involving cocaine, heroin, and marijuana distribution. By the end of the calendar year, the Unit seized drugs carrying an estimated street value over \$3 million and cash assets valuing over \$320,000. The unit also demonstrated a 56 percent increase in the number of search warrants executed, a 183 percent increase in the value of cash seized, and focused more actively on the enforcement of human trafficking. Internet and street-based prostitution operations resulted in the arrest of 59 individuals on 73 related charges. The Unit will continue to work cooperatively with other local jurisdictions and the Federal Bureau of Investigation to make a regional impact on prostitution.

- Teleservice and desk operations were reconfigured during the past year to provide one phone number that reaches desk officers in four areas of the County. Additionally, upgrades to communications equipment were completed during FY2012.
- Chesterfield County was awarded the 2012 Governor's Technology Award for Innovative Use of Technology in Local Government for the Mug Shot Line Up Application at the Commonwealth of Virginia's Innovative Technology Symposium in Henrico, Virginia. This project is a joint venture between the County's Information Systems Technology and Police Departments. Chesterfield was one of four winners in this category.
- The FY2014 budget includes funding to add four patrol officer positions in FY2014, resulting in increased preventative community policing efforts and improvement of response times. Funding for these sworn positions will address the most pressing resource needs.
- Funding for replacement vehicles, including cruisers, detective and specialty cars, in the amount of \$1.7 million is included for FY2014.
- Funding was approved to raise the starting pay for new officers beginning in July 2013. An increase in starting pay will help attract top candidates, while allowing the County to remain competitive among surrounding jurisdictions.
- Qualified officers will be able to participate in the Department's continuing career development program, and the FY2014 budget includes additional resources to expand the program in January 2014. Such opportunities contribute to retention of a high caliber police force.
- The Department is currently leasing a temporary storefront near the western Hull Street corridor until a permanent facility is built. While a new station is not currently funded in the FY2014-FY2018 Capital Improvement Program (CIP), new locations are being evaluated.

**Performance Measures**

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
<b>Uniform Operations Bureau</b>	Number of alcohol-related crashes	✓		
	Number of DUI arrests		✓	
	Number of alcohol related crashes per one million miles of travel			✓
<b>Investigations Bureau</b>	Number of cases assigned	✓		
	Number of cases cleared		✓	
	Incident-Based Report clearance rate			✓
<b>Administrative Support Bureau</b>	Number of incoming calls to Rcrds Management System line	✓		
	Number of calls answered by Records Specialist		✓	
	Number of officers assisted with RMS reporting			✓
<b>Operational Support Bureau</b>	Number of crime prevention programs conducted	✓		
	Number of persons instructed in crime prevention programs		✓	
	Number of man-hours expended in instructing in crime-prevention programs			✓
<b>Office of the Chief - Office of Professional Standards, Homeland security, Finance and replacement vehicle programs</b>	Total operating budget	✓		
	Cost per capita		✓	
	Percent change cost per capita			✓

**Future Outlook**

- Future year funding requests will include efforts to enhance recruitment and retention of officers and staff, examine options for future stations sites, and analyze changes to scheduling options to ensure the

## Police

most efficient use of current staff. The Department initiated an 18-month trial for a 12-hour patrol shift, which will be analyzed and considered for permanent use when the trial ends in FY2014. The Department will continue to look for ways to improve the use of technology to enhance all areas of data collection, reporting, and interface with other systems.

- The FY2014-FY2018 CIP funds window replacement in the one-story police building and design and construction of space in the Lane B. Ramsey building. The project will address space needs.
- The additional operating and capital resources in FY2014 will allow the Department to build on its successes in community policing and meet the changing service demands of shifting population centers.

## Police Grants

### Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$54,998	\$50,300	\$50,300	\$50,300	0.0%	\$50,300	\$50,300	\$50,300
Operating	0	0	0	0	0.0%	0	0	0
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$54,998</b>	<b>\$50,300</b>	<b>\$50,300</b>	<b>\$50,300</b>	<b>0.0%</b>	<b>\$50,300</b>	<b>\$50,300</b>	<b>\$50,300</b>
Revenue	54,998	50,300	50,300	50,300	0.0%	50,300	50,300	50,300
<b>Net Cost</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Ft Pos.	1	1	1	1	0	1	1	1

### Biennial Highlights

- Grants awarded in 2012 were funded by the Department of Justice Bureau of Justice Assistance, Virginia Department of Criminal Justice Services, Virginia Department of Motor Vehicles, and private foundations.
- In 2012, the Police Department received grant funds to support the purchase of bulletproof vests, fingerprint scanners, forensic equipment, and surveillance equipment. Grants provided funds to support overtime activities in the areas of intellectual property crime enforcement, vehicle speeding enforcement, and driving under the influence enforcement. A domestic violence coordinator was supported by funds from the V-STOP Grant.
- The Intellectual Property Crimes Enforcement Grant received multiple requests from the federal government to provide information concerning the success of the program to identify, arrest, and prosecute violators of intellectual property crimes. The provided information is compiled and relayed to the President.

### Future Outlook

- Despite the unsettled nature of federal finances, the Police Department will continue to actively pursue new and existing grant funding opportunities, particularly for non-recovery operating and capital items.

# Sheriff

## Description

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, and operation of the Sheriff's Office Training Academy. In order to meet these responsibilities, the Chesterfield County Sheriff's Office is comprised of four sections: Corrections, Security and Training, Administrative Services, and Professional Standards. All jail related functions fall under the Corrections Section while court security, civil process, training, logistics, and community relations functions fall under the Security and Training Section. The Administrative Services Section manages all finance, human resources, information technology, and planning and research functions while Professional Standards is responsible for accreditation, inspections and internal affairs tasks.

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.

## Financial Activity

### Sheriff

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$16,327,984	\$17,910,500	\$17,963,700	\$17,962,900	0.3%	\$17,962,900	\$17,962,900	\$17,962,900
Operating	2,635,643	2,320,500	2,320,500	2,579,200	11.1%	2,564,400	2,564,400	2,564,400
Capital	34,275	0	0	28,500	N/A	0	0	0
<b>Total</b>	<b>\$18,997,901</b>	<b>\$20,231,000</b>	<b>\$20,284,200</b>	<b>\$20,570,600</b>	<b>1.7%</b>	<b>\$20,527,300</b>	<b>\$20,527,300</b>	<b>\$20,527,300</b>
Revenue	6,438,660	5,889,400	5,889,400	6,389,400	8.5%	6,389,400	6,389,400	6,389,400
<b>Net Cost</b>	<b>\$12,559,241</b>	<b>\$14,341,600</b>	<b>\$14,394,800</b>	<b>\$14,181,200</b>	<b>-1.1%</b>	<b>\$14,137,900</b>	<b>\$14,137,900</b>	<b>\$14,137,900</b>
Ft Pos.	266	266	266	268	2	268	268	268

NOTE: One position transferred from Circuit Court Judges and one position transferred from Unassigned with adoption of the FY2014 budget.

NOTE: The above figures do not reflect changes to the department's budget that occurred with the adoption of the FY2014 appropriations resolution. The appropriated expenditures were revised to \$20,624,700.

### Riverside Regional Jail

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$0	\$0	\$0	\$0	0.0%	\$0	\$0	\$0
Operating	9,631,960	9,955,200	9,955,200	10,074,000	1.2%	10,074,000	10,074,000	10,074,000
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$9,631,960</b>	<b>\$9,955,200</b>	<b>\$9,955,200</b>	<b>\$10,074,000</b>	<b>1.2%</b>	<b>\$10,074,000</b>	<b>\$10,074,000</b>	<b>\$10,074,000</b>
Revenue	0	0	0	0	0.0%	0	0	0
<b>Net Cost</b>	<b>\$9,631,960</b>	<b>\$9,955,200</b>	<b>\$9,955,200</b>	<b>\$10,074,000</b>	<b>1.2%</b>	<b>\$10,074,000</b>	<b>\$10,074,000</b>	<b>\$10,074,000</b>
Ft Pos.	0	0	0	0	0	0	0	0



## Biennial Highlights

- In FY2013 the Sheriff's Office successfully maintained accredited status through the Virginia Law Enforcement Professional Standards Commission. In addition, the Chesterfield County Jail maintained full certification of the jail facility.
- After reviewing the Classification Unit staffing, the Sheriff's staff transitioned the Classification Unit from sworn to civilian positions, thus reducing annual costs by approximately \$31,500.
- In recognition of growing regulations and documentation requirements, staff completed a workload and task analysis for the jail records unit resulting in extending coverage to 24 hours per day 365 days per year, updating the staffing model including the addition of dedicated civilian supervision for this unit.
- The Sheriff's Office partnered with the Mental Health Department to implement the BRIDGE program. BRIDGE is a grant funded, substance abuse treatment program designed to decrease recidivism by providing comprehensive drug treatment services for inmates during and after their intake into the jail facility. The program has been very successful and complements efforts at the state level.
- In FY2013 the Sheriff's Office received grant funding to develop an early warning system that will aid in the identification of potential security threats entering court facilities.
- Increases in the FY2014 Riverside Regional Jail expenditures are a result of continued increases in inmate population. Over the past year, inmate population has continued to increase with no indications that the inmate numbers will decline. The FY2014 budget is based on an average population of 690 inmates as compared to an average of 680 in the FY2013 adopted budget with the daily rate remaining constant at \$40 per day per inmate in both fiscal years.
- The FY2012 Technology Improvement Program (TIP) included \$250,000 for a video visitation system. This year staff completed installation of major electrical and data wiring upgrades at the jail required for implementation of a new video visitation system and for replacement of the inmate telephone system. These systems will enhance facility safety and productivity by reducing inmate movement and the amount of manpower required to complete visitation related tasks.
- During FY2013 staff was in the process of completing the Jail Security Component Replacement project. This project allows the jail facility to operate in a keyless fashion by replacing systems and upgrading software and will allow the jail to return to the style of access control and movement for which it was designed.
- Staff completed the replacement of components for the video pre-trial system. Video pre-trial allows minor procedural hearings to be conducted via video conferencing instead of having to transport inmates from the jail to the courthouse. This program provides the department with a tremendous manpower savings on an annual basis while at the same time enhancing the security of the court facilities.
- In the FY2014 Budget, the revenue in the Sheriff's Office increases by 8.5 percent or \$500,000 as a result of an increase in Compensation Board reimbursement. The State has eliminated the Aid to Locality (ATL) reduction resulting in an increase in Compensation Board reimbursement of \$500,000. Additional funding requests for increases in annual software licensing and maintenance totaling \$50,600 are added to the expenditure budget, and, in conjunction with the ongoing increases in employee benefits, the total increase in the FY2014 expenditure budget is \$339,600 or 1.7 percent.
- Beginning in FY2014 the budget includes funding for an increase in the starting salary for deputy positions. This change was also adopted for Police and Fire for new recruits and those employees currently below the new minimum. Additionally \$100,000 is funded as a pilot program for the Sheriff's office to implement a grounds maintenance crew for schools grounds. The funding includes a full time position and the capital and equipment that will be needed to successfully accomplish this endeavor. The Sheriff's office will be coordinating this effort with the Parks and Recreation Department to create a more robust school grounds maintenance program that enhances the appearance of all school grounds.

## Sheriff

- Also as part of the FY2014 adopted appropriations resolution, funding and one full time position associated with the court jury management system has been transferred to the Sheriff's Department from the Clerk of Circuit Court's budget.
- The FY2014-FY2018 Capital Improvement Plan (CIP) includes \$630,000 in funding over the five year cycle for an on-going, major equipment replacement fund. Major equipment consists of electronic security equipment, kitchen equipment within the jail, major mechanical systems, and other miscellaneous requirements.
- In consultation with Budget and Management, Police and Fire & EMS developed an alternative plan that provides the Sheriff's Office with dedicated training space via repurposing existing space at the Eanes-Pittman Training Center. Funding for this project is included in the FY2015 CIP. In FY2014 the Technology Improvement Program (TIP) includes \$77,000 in funding for a vehicle Global Positioning System (GPS) tracking system and in FY2015 it includes \$49,100 for an inventory control system.

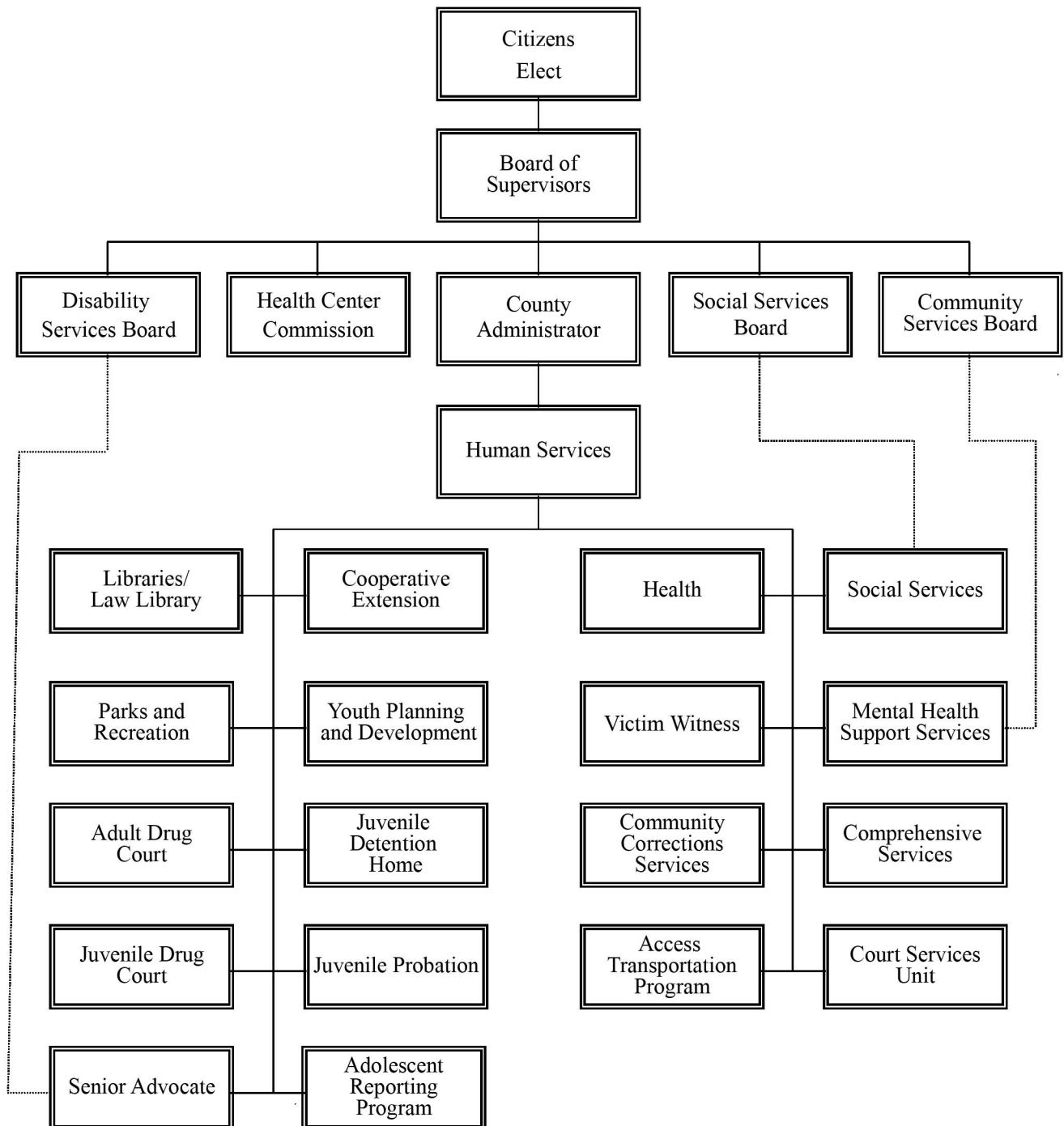
## Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
Correctional Services	Jail inmate days free of violent incidents		✓	
Court Services	Percentage of court hearings conducted via Video Pre-Trial Program			✓
Training	Average number of training hours per sworn employee as compared to the minimum state standard for training hours per sworn employee.		✓	

## Future Outlook

- Decreases and overall changes in state funding remain a concern. The Sheriff and his staff will support the efforts of the County and the Virginia Sheriff's Association to maintain funding levels.
- Staff continues to focus on the development of a new business model that addresses today's economic realities. With flat revenues and expenditure budgets, continued emphasis will be placed on refining operations to gain efficiencies and resulting budget savings.
- Similar to the jail records unit, booking operations at the jail face ever increasing documentation requirements and complexity of functions. Going forward, a workload, task and staffing analysis will be completed to ensure that this unit is structured in the most efficient manner.

# HUMAN SERVICES



# Human Services

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
<b>GENERAL FUND</b>								
Administration	\$340,755	\$440,600	\$441,200	\$469,000	6.4%	\$469,000	\$469,000	\$469,000
AccessTransportationProgram	1,303,088	1,426,300	1,426,500	1,558,700	9.3%	1,558,700	1,558,700	1,558,700
Community Corrections Services	2,739,675	2,894,800	2,902,800	2,750,300	-5.0%	2,735,300	2,735,300	2,735,300
Cooperative Extension	348,326	371,300	371,700	390,800	5.3%	390,800	390,800	390,800
Health	4,781,975	4,804,100	4,811,300	5,443,300	13.3%	5,443,300	5,443,300	5,443,300
Juvenile Detention Home	4,393,360	4,397,900	4,409,700	4,437,800	0.9%	4,437,800	4,437,800	4,437,800
Juvenile Probation	91,539	102,400	102,400	99,400	-2.9%	99,400	99,400	99,400
Library	6,915,886	7,005,900	7,018,100	7,402,300	5.7%	7,065,400	7,665,400	7,665,400
Law Library	99,406	109,700	109,900	110,400	0.6%	110,400	110,400	110,400
Mental Health Support Services	33,962,163	36,096,000	36,179,500	36,992,600	2.5%	36,500,800	35,881,100	35,900,600
Parks and Recreation	10,278,803	10,077,700	10,024,300	10,400,300	3.2%	10,200,300	10,200,300	10,200,300
Social Services	17,444,290	17,161,800	17,196,800	17,361,800	1.2%	17,361,800	17,361,800	17,361,800
Senior Advocate	80,476	107,200	107,400	108,200	0.9%	108,200	108,200	108,200
Youth Planning & Development	273,567	309,200	310,000	314,900	1.8%	314,900	314,900	314,900
<b>SUBTOTAL</b>	<b>\$83,053,310</b>	<b>\$85,304,900</b>	<b>\$85,411,600</b>	<b>\$87,839,800</b>	<b>3.0%</b>	<b>\$86,796,100</b>	<b>\$86,776,400</b>	<b>\$86,795,900</b>
Less Interfund Transfers from Social Services, MHSS, Health	(506,775)	(469,200)	(454,200)	(505,200)	7.7%	(505,200)	(505,200)	(505,200)
<b>TOTAL GENERAL FUND</b>	<b>\$82,546,535</b>	<b>\$84,835,700</b>	<b>\$84,957,400</b>	<b>\$87,334,600</b>	<b>2.9%</b>	<b>\$86,290,900</b>	<b>\$86,271,200</b>	<b>\$86,290,700</b>
<b>SPECIAL REVENUE FUND</b>								
Adult Drug Court	\$604,974	\$637,800	\$637,000	\$646,600	1.4%	\$646,600	\$646,600	\$646,600
Domestic Violence Victim Advocate (V-STOP)	57,253	58,900	60,900	59,900	1.7%	59,900	59,900	59,900
Comprehensive Services	7,406,333	7,400,000	7,400,000	7,407,700	0.1%	7,407,700	7,407,700	7,407,700
Juvenile Detention Grant - USDA	125,327	75,000	75,000	75,000	0.0%	75,000	75,000	75,000
Juvenile Drug Court	320,434	303,800	305,400	307,500	1.2%	307,500	307,500	307,500
Mental Health Support Services Grants								
Families First	424,183	517,300	517,300	519,400	0.4%	519,400	519,400	519,400
Part C	985,180	1,365,000	1,365,000	1,476,300	8.2%	1,476,300	1,476,300	1,476,300
Victim Witness Assistance	477,740	477,700	479,300	487,000	1.9%	487,000	487,000	487,000
Virginia Juvenile Community Crime Control Act (VJCCCA)								
Chesterfield Adolescent Reporting Program	442,407	334,700	335,700	334,700	0.0%	334,700	334,700	334,700
Court Services Unit	137,958	150,600	150,600	150,600	0.0%	150,600	150,600	150,600
Juvenile Detention Home	358,120	359,100	359,100	359,100	0.0%	359,100	359,100	359,100
Youth Group Home - USDA <sup>1</sup>	976	8,200	8,200	0	-100.0%	0	0	0
<b>TOTAL SPECIAL REVENUE FUND</b>	<b>\$11,340,885</b>	<b>\$11,688,100</b>	<b>\$11,693,500</b>	<b>\$11,823,800</b>	<b>1.2%</b>	<b>\$11,823,800</b>	<b>\$11,823,800</b>	<b>\$11,823,800</b>

<sup>1</sup> Due to program changes, this grant no longer meets reimbursement requirements.

# 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 a wide array of 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 agencies and multi-jurisdictional boards and programs demand strategic planning and management of local resources.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$311,963	\$395,200	\$395,800	\$424,600	7.4%	\$424,600	\$424,600	\$424,600
Operating	28,792	45,400	45,400	44,400	-2.2%	44,400	44,400	44,400
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$340,755</b>	<b>\$440,600</b>	<b>\$441,200</b>	<b>\$469,000</b>	<b>6.4%</b>	<b>\$469,000</b>	<b>\$469,000</b>	<b>\$469,000</b>
Revenue	0	0	0	0	0.0%	0	0	0
<b>Net Cost</b>	<b>\$340,755</b>	<b>\$440,600</b>	<b>\$441,200</b>	<b>\$469,000</b>	<b>6.4%</b>	<b>\$469,000</b>	<b>\$469,000</b>	<b>\$469,000</b>
Ft Pos.	3	3	3	3	0	3	3	3

## Biennial Highlights

- Human Services Administration continues to facilitate a collaborative leadership system that promotes the sharing of resources to meet the needs of Chesterfield residents. Human Services Administration staff coordinate with multiple federal supervisory/regulatory agencies as well as the Capital Region Workforce Partnership and other non-profit organizations.
- The Chesterfield County Age Wave Plan will be completed in FY2014 and will discuss the needs of meeting the demands of the County's changing demographics.

## Future Outlook

- Human Services will continue to identify and target the most pressing human service issues in Chesterfield County. Prevention and intervention programs will be developed in an effort to reduce costs and prioritize service delivery.
- Collaboration with the Richmond Sports Backers will contribute to the development of sports tourism in Chesterfield County.
- The Sesquicentennial of the American Civil War Committee will work to educate area residents and tourists about Chesterfield County's unique role in the Civil War.

## Access Chesterfield Transportation Program

### Description

Access Chesterfield provides transportation services for County residents with a disability, who are over the age of 60, or who meet low-income guidelines. Under the current program residents with medical- or employment-related transportation needs will be transported anywhere within the Richmond metro area; those using the services for leisure and retail needs are limited to drop-off locations within the County.

### Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$52,074	\$49,500	\$49,700	\$51,400	3.8%	\$51,400	\$51,400	\$51,400
Operating	1,251,014	1,376,800	1,376,800	1,507,300	9.5%	1,507,300	1,507,300	1,507,300
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$1,303,088</b>	<b>\$1,426,300</b>	<b>\$1,426,500</b>	<b>\$1,558,700</b>	<b>9.3%</b>	<b>\$1,558,700</b>	<b>\$1,558,700</b>	<b>\$1,558,700</b>
Revenue	451,119	520,400	520,400	440,000	-15.4%	440,000	440,000	440,000
<b>Net Cost</b>	<b>\$851,969</b>	<b>\$905,900</b>	<b>\$906,100</b>	<b>\$1,118,700</b>	<b>23.5%</b>	<b>\$1,118,700</b>	<b>\$1,118,700</b>	<b>\$1,118,700</b>
Ft Pos.	1	1	1	1	0	1	1	1

### Biennial Highlights

- The demand for transportation services continues to grow. In FY2012, the service provided 53,700 trips (up from 2,219 in FY2011) to 1,385 qualifying citizens (up from 189) of Chesterfield County.
- Anticipated revenue is lower than expected in FY2013 and is expected to remain steady in FY2014. A decrease in the number of trips taken by participants in the Virginia Initiative for Employment Not Welfare has decreased program revenue.
- A federal grant totaling \$20,000 was awarded in FY2013 and helped to subsidize program costs.
- A new transportation service provider will be contracted beginning in late 2013; the new contract is expected to result in a cost increase. Additional funding is included in the FY2014 budget to cover contract cost increases and maintain current ridership fees.

### Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
Access Chesterfield	Number on-time pickups	✓		
	Number of complaints		✓	
	Number of no shows			✓

### Future Outlook

- The increasing proportion of the County's over 65 population will result in a greater demand for low-cost, reliable service. Most recent growth projections based on the 2000 and 2010 Census data indicate that the over 65 population increased 57 percent from 2000 to 2010 and is predicted to increase by 169 percent by 2020. Therefore, ridership levels are anticipated to escalate over the next decade.

# Adult Drug Court

## Description

The Chesterfield/Colonial Heights Adult Drug Court is one of 22 adult drug courts in the state of Virginia. The program is designed to be an alternative to incarceration for felony offenders before the Circuit Court with significant substance abuse issues who have not been successful at other interventions. Adult Drug Court integrates criminal case processing, treatment services and offender accountability under the leadership of the court. The drug court Judge is the court authority and the leader of the drug court team that consists of staff from multiple county agencies including the Commonwealth's Attorney's Office, Mental Health, Community Corrections, Chesterfield Police Department, and a representative from the Defense Bar. The program includes five treatment phases with a graduated system of sanctions and incentives. Upon successful completion of all five phases, the participant's charges which placed him/her in drug court are dismissed. If the participant is unsuccessful, he/she is incarcerated anywhere from six months to ten years on each charge.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$389,200	\$258,800	\$259,100	\$513,100	98.3%	\$513,100	\$513,100	\$513,100
Operating	215,774	379,000	377,900	133,500	-64.8%	133,500	133,500	133,500
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$604,974</b>	<b>\$637,800</b>	<b>\$637,000</b>	<b>\$646,600</b>	<b>1.4%</b>	<b>\$646,600</b>	<b>\$646,600</b>	<b>\$646,600</b>
Revenue	304,431	304,000	304,000	309,000	1.6%	309,000	309,000	309,000
<b>Net Cost</b>	<b>\$300,543</b>	<b>\$333,800</b>	<b>\$333,000</b>	<b>\$337,600</b>	<b>1.1%</b>	<b>\$337,600</b>	<b>\$337,600</b>	<b>\$337,600</b>
Ft Pos.	2	2	2	2	0	2	2	2

## Biennial Highlights

- FY2012 marked the first full year of having one Drug Court Administrator manage both the Adult and Juvenile Drug Courts. This efficiency is reflected in the FY2013 and FY2014 budgets. The drug court employs two full time staff while partnering with other departments to form the drug court team. Charges for partnering departments will be reflected in the detail as other salaries to differentiate from outside services. The budget will reflect an increase in personnel cost and a decrease in operating costs as a net effect.
- Drug court has made numerous modifications in programming in an effort to remain responsive to changing needs of defendants. Service modifications have been made to address the growing number of mentally ill defendants that participate in drug court; modifications have been made to increase retention rates and reduce long-term recidivism rates, and technological advances have been employed to improve services to prescription drug offenders and address the growing number of synthetic and designer drug use.
- Over 99% of all drug screens administered to program participants in FY2012 were negative for drugs or alcohol. Program retention rates of drug court participants in FY2012 were 75%. The statewide annual report prepared by the Supreme Court of Virginia reflects only 8% of adult drug court graduates were re-arrested (recidivism) up to two years following program completion.
- The Chesterfield Colonial Heights Adult Drug Court routinely averages one of the highest daily population in the state while maintaining one the lowest cost per drug court participant in the state.

## Adult Drug Court

### Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
Adult Drug Court	Percentage of negative drug screens administered	✓		
	Recidivism/percentage of client re-offended while in Drug Court		✓	
	Percentage of clients convicted of a new crime within one year after graduation			✓

### Future Outlook

- Chesterfield routinely maintains a 100% compliance rate with all monitoring and evaluation activities conducted by the Supreme Court of Virginia which maintains a statewide database to monitor and evaluate the effectiveness of each program.
- The Supreme Court has partnered with the National Center for State Courts to conduct a cost efficiency study on drug courts. Chesterfield County's Adult Drug Court was one of the courts evaluated for the study. Preliminary reports indicate that drug courts are indeed more cost effective than incarceration.
- The drug court funding formula is expected to change in FY2014 in an effort to accommodate the increasing number of drug courts statewide. The state contribution to the Adult Drug Court could potentially decrease by 12% as a result. Budgets have been prepared based on level funding, and staff will continue to monitor critical issues that may impact the FY2014 budget, and consequently, program services provided to participants.



# Community Corrections

## Description

The Department of Community Corrections Services (CCS) provides a range of pre-trial and post-trial community 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, drug and alcohol testing and electronic monitoring. 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. At any point in time, approximately 400 pretrial defendants and 1,400 sentenced offenders are under supervision by the department. The department is able to serve a diverse population with several Spanish speaking officers.

Other alternatives and services include Local Probation, Pretrial Services, Center of Risk Reduction (previously the Day Reporting Center), Dual Treatment Track (DTT), and a Domestic and Sexual Violence Resource Center (DSVRC). Community Corrections Services provides offender supervision for the adult drug court. Evidence Based Practices are used throughout the department.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$2,311,341	\$2,314,300	\$2,322,300	\$2,432,100	5.1%	\$2,432,100	\$2,432,100	\$2,432,100
Operating	428,335	580,500	580,500	318,200	-45.2%	303,200	303,200	303,200
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$2,739,675</b>	<b>\$2,894,800</b>	<b>\$2,902,800</b>	<b>\$2,750,300</b>	<b>-5.0%</b>	<b>\$2,735,300</b>	<b>\$2,735,300</b>	<b>\$2,735,300</b>
Revenue	1,433,159	1,492,000	1,492,000	1,608,100	7.8%	1,608,100	1,608,100	1,608,100
<b>Net Cost</b>	<b>\$1,306,517</b>	<b>\$1,402,800</b>	<b>\$1,410,800</b>	<b>\$1,142,200</b>	<b>-18.6%</b>	<b>\$1,127,200</b>	<b>\$1,127,200</b>	<b>\$1,127,200</b>
Ft Pos.	40	40	40	40	0	40	40	40

## Biennial Highlights

- The number of adults in Local Probation increased by 2,360 in FY2012, while the average length of supervision per adult reduced slightly. Local adult probation reduces the local jail population significantly and allows offenders to maintain employment and be responsible for family obligations while serving an alternative sentence.
- One-time adult local probation fees were increased from approximately \$75 to \$150 per adult, with a credit card payment option now offered. The fee, which includes supervisory services for various offenses, was increased to match the average rate of the majority of Community Corrections Agencies in Virginia.
- Over 54,000 hours of community service were performed by offenders in FY2012. Over 22,600 of the hours, equal to multiple full-time maintenance positions, were performed for Chesterfield County Government departments, including such services as litter pickup, landfill work, and Animal Shelter maintenance.
- Pretrial investigations totaled 2,930 in FY2012, with a projection of 3,400 investigations for FY2013. The average daily caseload was 304 during FY2012. More than 97 percent of pretrial defendants appeared for trial. The cost to operate both local adult probation and pretrial investigations remained flat (\$3.56 per day in FY2011 and \$3.70 per day in FY2012), with minimal increase in FY2013 or FY2014.
- The Dual Treatment Track program provided 9,591 supervision days to persons with co-occurring disorders in FY2012. The referrals include non-violent dual diagnosed offenders. The participant cost of

## Community Corrections

the Dual Treatment Track is \$33.50 per person per day, which is lower than utilizing the regional jail at a rate of \$59.12 per day.

- The Day Reporting Center evaluated 114 individuals with substance abuse diagnosis and provided 18,653 supervision days, while operating with an average daily population of 51 in FY2012. The Day Reporting Center cost results was \$23.86 per day per person versus \$59.12 at the regional jail. The program significantly reduced county costs by decreasing the number of county prisoners placed at Riverside Regional Jail.
- The Day Reporting Center revised programing in FY2013 and it is now called the Center of Risk Reduction. Staff researched and upgraded programing to be more current and up-to-date.
- During FY20Y13, the department is collaborating with the University of Maryland to research offender drug testing. This research will have implications for how the department manages drug testing in FY2014 and beyond.
- Funding in the amount of \$15,000 is included for FY2014 for minor building improvements. Multiple county departments will occupy this space in the recently acquired building.
- The Technology Improvement Plan (TIP) includes \$23,300 to allow for the Center of Risk Reduction to transition from a paper to an electronic case management system.

## Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
Pre and Post-Trial Services	Number of Pretrial Placements	✓		
Center of Risk Reduction/Day Reporting Center	Number of Referrals	✓		
	Supervision Days		✓	
	Cost Per Supervision Day			✓
Domestic & Sexual Violence Resource Center	Number of Primary and Secondary Victims Served	✓		
	Number of Training and Events Conducted		✓	
	Number of Individuals Trained			✓
Dual Treatment Track	Number of Court Referral/Evaluations	✓		
	Number of Supervision Days		✓	
	Cost Per Supervision Day			✓

## Future Outlook

- Community Corrections Services continues to enhance public safety by providing alternatives to incarceration, effective supervision, treatment options and victim services to reduce recidivism and improve quality of life. By focusing on evidence based practices and reducing recidivism, CCS will maximize potential to assist in making Chesterfield County a safer community. Offenders and clients will maximize the opportunity to be reintegrated into the community as responsible citizens.
- The department is beginning a research project with the Virginia Department of Criminal Justice Services to increase the success rate of Pretrial program participants.
- The Department will continue to review populations served by each program to comply with code changes made by the State. As better Evidence Based practices are researched, changes in program practice and design will be implemented within the limits of the budget.

## Domestic Violence Grant (V-STOP)

### Description

The domestic violence advocate provides direct intervention, individual counseling, case management, legal advocacy, and court accompaniment for civil protective order petitions and community referrals for victims of domestic and sexual violence.

### Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$57,253	\$58,900	\$60,900	\$59,900	1.7%	\$59,900	\$59,900	\$59,900
Operating	0	0	0	0	0.0%	0	0	0
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$57,253</b>	<b>\$58,900</b>	<b>\$60,900</b>	<b>\$59,900</b>	<b>1.7%</b>	<b>\$59,900</b>	<b>\$59,900</b>	<b>\$59,900</b>
Revenue	39,629	38,900	38,900	38,900	0.0%	38,900	38,900	38,900
<b>Net Cost</b>	<b>\$17,624</b>	<b>\$20,000</b>	<b>\$22,000</b>	<b>\$21,000</b>	<b>5.0%</b>	<b>\$21,000</b>	<b>\$21,000</b>	<b>\$21,000</b>
Ft Pos.	1	1	1	1	0	1	1	1

### Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
VSTOP	Number of victims served	✓		
	Number of court accompaniments		✓	

### Biennial Highlights:

- Two staff provide direct services to over 700 victims at The Domestic & Sexual Violence Resource Center (DSVRC). Training to respond and to prevent domestic violence was provided to 430 associated individuals over the last year. Brochures and resource cards are distributed widely to provide referral information and a point of contact for victims.
- Grant funding for the domestic violence advocate has been renewed each year since 2001. The advocate provides direct intervention, individual counseling, case management, legal advocacy and court accompaniment for civil protective order petitions and community referrals for victims of domestic and sexual violence. The position is expected to provide direct services to a minimum of 500 primary and secondary victims in FY2013.
- The coordinator works with affected county departments to provide training on annual changes to protective orders and to develop common goals for integrated services.
- The Center has been successful in receiving donations from agencies and individuals who want to support the work with victims. Donations have allowed the DVRC to provide limited emergency services support for victims.

### Future Outlook

- The DSVRC anticipates the number of primary and secondary victims served to grow slowly as the population increases. The Center will continue to supplement limited staffing with interns and volunteers. Education efforts will focus on healthy relationships and primary prevention efforts.

# 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 (DMHM RSA), 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

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$357,973	\$364,600	\$365,400	\$373,050	2.3%	\$373,050	\$373,050	\$373,050
Operating	7,048,360	7,035,400	7,034,600	7,034,650	0.0%	7,034,650	7,034,650	7,034,650
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$7,406,333</b>	<b>\$7,400,000</b>	<b>\$7,400,000</b>	<b>\$7,407,700</b>	<b>0.1%</b>	<b>\$7,407,700</b>	<b>\$7,407,700</b>	<b>\$7,407,700</b>
Revenue	5,748,433	5,242,700	5,242,700	5,733,300	9.4%	5,733,300	5,733,300	5,733,300
<b>Net Cost</b>	<b>\$1,657,900</b>	<b>\$2,157,300</b>	<b>\$2,157,300</b>	<b>\$1,674,400</b>	<b>-22.4%</b>	<b>\$1,674,400</b>	<b>\$1,674,400</b>	<b>\$1,674,400</b>
Ft Pos.	4	4	4	4	0	4	4	4

## Biennial Highlights

- In FY2012, the CSA program continued to see an increase in the demand for residential treatment services by referring agencies. Despite the increase of these intensive and more expensive services, there were many areas of accomplishments. For example, because of increased efforts by the CSA program staff and its referral agencies to keep families engaged in children's treatment and well prepared for their children's return home in a more timely manner, approximately 86 percent (6 percent increase from FY2011) of children placed in treatment centers outside of the home environment were returned directly to a family setting. Historically, children placed in treatment centers transitioned into group home placement prior to returning to their homes, extending their length of stay out of a home setting.
- The CSA staff strives to provide consistently excellent customer service for the community's most at risk youth and families. Staff solicits feedback from program participants and their support network referencing the services received through CSA. The staff aims for 90 percent or greater satisfaction ratings. Staff has received 85 percent to 95 percent satisfaction rating for services relating to partnering with families and to improving the quality of services purchased through contract providers.

## Comprehensive Services

- In the department's FY2014 budget, the anticipated reimbursements from Colonial Heights and the State increases by \$120,700 and \$301,900 respectively. Medicaid reimbursement is expected to decline by \$2,000. Expenditures are budgeted to remain relatively flat, with minor adjustments for benefit increases.

### Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
Comprehensive Services	Number of children returned to family setting from residential treatment program.	✓		
	Percent of children returning to family setting from residential treatment program.		✓	
	Recidivism rate			✓

### Future Outlook

- CSA's mandate is to serve eligible children and families in the community by providing access to quality and effective services. The CSA staff will continue to lead partner agencies in fulfilling this mandate by establishing and communicating clear expectations to contracted service providers and through ongoing monitoring of intended outcomes for contracted services.
- The CSA staff will monitor federal and state legislation for potential funding impacts and address these issues with County leadership as they occur.

# Cooperative Extension

## Description

Chesterfield Cooperative Extension is a local collaboration between the county and the land grant universities (Virginia Tech and Virginia State) to provide educational programs, information, and outreach in a variety of disciplines including agriculture, natural resources, family and consumer sciences, and 4-H youth development. The programs promote positive community and personal development, and protect and enhance the environment through unbiased and research-based information provided to citizens in workshops, classes, youth programs, mass media releases, newsletters, videos, direct citizen requests, and the county's website.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$226,994	\$255,200	\$255,600	\$248,300	-2.7%	\$248,300	\$248,300	\$248,300
Operating	121,331	116,100	116,100	142,500	22.7%	142,500	142,500	142,500
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$348,326</b>	<b>\$371,300</b>	<b>\$371,700</b>	<b>\$390,800</b>	<b>5.3%</b>	<b>\$390,800</b>	<b>\$390,800</b>	<b>\$390,800</b>
Revenue	66,756	57,000	57,000	57,000	0.0%	57,000	57,000	57,000
<b>Net Cost</b>	<b>\$281,570</b>	<b>\$314,300</b>	<b>\$314,700</b>	<b>\$333,800</b>	<b>6.2%</b>	<b>\$333,800</b>	<b>\$333,800</b>	<b>\$333,800</b>
Ft Pos.	2	4	4	3	(1)	3	3	3

NOTE: One position was transferred to Health Department during FY2013.

## Biennial Highlights

- The department continues to recruit and train a strong volunteer corps of approximately 320 county residents.
- The Master Gardener program continues to provide exemplary services to residents in a variety of formats, including clinics, library presentations, homeowner association presentations, and educational gardens at the extension office as well as at Maymont Park.
- In FY2013 the department moved one part-time 4-H employee to a full-time position enhancing the timeliness and quality of the educational programs provided to citizens.
- Additional funding allocated in FY2014 will increase the funding to James River Soil & Water Conservation District. The funding will support and enhance qualified district conservation and enroll Chesterfield farmers in conservation cost-share programs that protect the Chesapeake Bay and comply with EPA mandated Total Maximum Daily Load (TMDL) levels.

## Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
Agriculture & Natural Resources	Number of Programs	✓		
	Satisfaction rating		✓	
Family & Consumer Services	Number of Programs	✓		
	Satisfaction rating		✓	
4-H Youth Development	Number of Programs	✓		
	Satisfaction rating		✓	

### **Future Outlook**

- Chesterfield Cooperative Extension programming is planned, developed, and implemented by the Extension Leadership Council, the site-based citizen advisory group. Program direction and programming are based on available resources, community needs, and on suggestions from clients through surveys and evaluations.
- The absence of a dedicated Agriculture and Natural Resources (ANR) farm agent continues to be a significant concern within the county, additional funds were requested for a part-time agricultural specialist to address farm business and economic development.

# Health

## Description

The Health Department is a state agency responsible for promoting the health of County residents by reducing the spread of communicable diseases, providing direct care services, reducing the infant mortality rate, providing childhood immunizations, and treating specifically targeted diseases. Preventive services in health education, risk identification, and dental services are also provided. The Department administers direct public health nursing services to the students and staff of Chesterfield County Public School System. A federally-funded Women, Infants and Children (WIC) nutritional program is provided to eligible residents in Chesterfield.

Environmental health services include rabies control, restaurant and food establishment permitting and inspection, food-borne illness investigations, and septic and well system inspection and permitting. The Department investigates and evaluates diseases for potential bio-terrorism implications, implements control measures, provides accurate information to the public, and advises public safety agencies.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$2,210,778	\$2,321,830	\$2,329,030	\$2,753,100	18.6%	\$2,753,100	\$2,753,100	\$2,753,100
Operating	2,571,197	2,482,270	2,482,270	2,690,200	8.4%	2,690,200	2,690,200	2,690,200
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$4,781,975</b>	<b>\$4,804,100</b>	<b>\$4,811,300</b>	<b>\$5,443,300</b>	<b>13.3%</b>	<b>\$5,443,300</b>	<b>\$5,443,300</b>	<b>\$5,443,300</b>
Revenue	2,344,435	2,492,100	2,492,100	2,914,400	16.9%	2,914,400	2,914,400	2,914,400
<b>Net Cost</b>	<b>\$2,437,540</b>	<b>\$2,312,000</b>	<b>\$2,319,200</b>	<b>\$2,528,900</b>	<b>9.4%</b>	<b>\$2,528,900</b>	<b>\$2,528,900</b>	<b>\$2,528,900</b>
Ft Pos.	36	36	36	47	11	47	47	47

NOTE: Ten positions were created for the School Health Program during FY2013.  
NOTE: One position was transferred from Extension Services during FY2013.

## Biennial Highlights

- Over 50,000 clients visited the Health Department in FY2012, which is a slight increase from FY2011. A slight increase in annual client count over the last five years is attributed to an increase in residents receiving services from the WIC program due to the sustained economic slowdown. In response, the Department opened a new WIC clinic in February 2012, resulting in greater provision of services and enhanced customer service.
- The School Health Nurse Program expanded during FY2013 with additional state requirements to lower the nurse per pupil ratio. Ten additional positions were created to provide school nurse services. The school health team served over 58,500 students with over 260,000 recorded consultations during the 2011-2012 academic year.
- The Department contributed to achieving a 90.1 percent rate of required immunizations for children two years of age and under in Chesterfield County.



## Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
<b>Administration- Customer Service</b>	Number of customer responses	✓		
	Number of customers who rate services above expectations		✓	
	Percentage of customers who rate services above expectations			✓
<b>Environmental - Soil Section</b>	Number of onsite sewage system applications processed	✓		
	Number of onsite sewage system applications processed within 15 working days		✓	
	Percentage of onsite sewage system applications processed within 15 working days			✓
<b>Environmental - Food Sections</b>	Number of food facility routine inspections scheduled	✓		
	Number of routine inspections completed within 30 days of scheduled date		✓	
	Percentage of scheduled routine inspections completed within 30 days			✓
<b>School Health Services</b>	Number of students identified with a chronic disease by Oct 31	✓		
	Number of health plans completed		✓	
	Percentage of health plans completed for identified students			✓
<b>Communicable Disease</b>	Number of priority communicable diseases reported to department	✓		
	Number of priority communicable disease investigations initiated within one business day		✓	
	Percentage of priority communicable disease investigations initiated within one business day			✓
<b>Immunization</b>	Number of two-year-old children receiving service	✓		
	Number of two-year-old children with up to date immunizations served by department		✓	
	Percent of two-year-old children with up to date immunizations served by the department			✓

## Future Outlook

- The Department continues to develop service delivery plans to adjust to requirements of the Affordable Care Act. The anticipated influx of new customers due to implementation of the Act will also increase the Department's need for space.
- Evaluation of the School Health program will be closely monitored to ensure efficient and effective operation. An additional position has been requested to assist with information technology needs in the program. Future changes to state policy may also impact the School Health program.
- The Department intends to request funding to obtain an electronic student health management system to house confidential student health information, track case management records, and produce reports.

# Juvenile Detention Home

## Description

The Chesterfield County Juvenile Detention Home (CJDH) is a 90-bed secure residential facility providing 24 hour, seven days a week custodial care to juveniles before the court in Chesterfield County and the City of Colonial Heights. The detention home provides a highly structured program of care to meet the physical, educational, and medical needs of the juveniles detained. The safety and security of the community as well as the residents and staff of the detention home are the primary objectives. The detention home also provides two alternative non-residential programs for the courts of Chesterfield County and Colonial Heights. Both the Home Incarceration and Weekenders program are provided through the Virginia Juvenile Community Crime Control Act (VJCCCA) and administered by the Virginia Department of Juvenile Justice.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$3,665,330	\$3,651,100	\$3,662,900	\$3,694,400	1.2%	\$3,694,400	\$3,694,400	\$3,694,400
Operating	728,030	746,800	746,800	743,400	-0.5%	743,400	743,400	743,400
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$4,393,360</b>	<b>\$4,397,900</b>	<b>\$4,409,700</b>	<b>\$4,437,800</b>	<b>0.9%</b>	<b>\$4,437,800</b>	<b>\$4,437,800</b>	<b>\$4,437,800</b>
Revenue	1,990,428	1,769,000	1,769,000	1,969,000	11.3%	1,969,000	1,969,000	1,969,000
<b>Net Cost</b>	<b>\$2,402,932</b>	<b>\$2,628,900</b>	<b>\$2,640,700</b>	<b>\$2,468,800</b>	<b>-6.1%</b>	<b>\$2,468,800</b>	<b>\$2,468,800</b>	<b>\$2,468,800</b>
Ft Pos.	59	59	59	60	1	60	60	60

NOTE: One position transferred from Adolescent Reporting Center during FY2013.

## Biennial Highlights

- CJDH's most significant highlight and accomplishment has been the successful integration of the City of Richmond detainees due to the abrupt closure of their detention center in April of 2012. Serving as the intake facility for the City of Richmond and holding up to ten detainees on a daily basis, CJDH has carved out new processes, developed new partnerships (Richmond courts, judiciary, law enforcement, parents), and has continued to not only meet but exceed the performance measure of maintaining a 95% daily participation rate of juvenile detainees in programs provided.
- Based upon current admission trends, CJDH will have doubled admission numbers for FY2013 when compared to FY2012. Since tracking the daily performance participation rate in January of 2012, CJDH has exceeded the 95% goal, with the highest month being 96.95% in April of 2012 (the arrival of the Richmond residents). In addition, CJDH continues to meet the compliance rating with DJJ standards as well as maintain a low number of reportable serious incidents.
- In accordance with a Memorandum of Agreement, the City of Richmond has been paying on a monthly basis which CJDH has used to cover increased overtime and part-time personnel expenses, food and personal hygiene items, and added wear and tear on the building. Funding has been used to provide training and address building maintenance issues.
- CJDH is restructuring to provide more direct operational support to the post-dispositional program by replacing the Assistant Superintendent for Administration Position (retirement) with that of a Program Administrator assigned to oversee the post-dispositional program.

**Performance Measures**

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
Secure Detention Operations	Number of admissions/average daily population	✓		
	Compliance rating for DJJ standards and mandatory compliance rating DJJ standards		✓	
	Cost per day per child			✓

**Future Outlook**

- The City of Richmond plans on having the Richmond facility in operation July 1, 2013. Plans are being developed by CJDH to meet the transition period determined for the reopening of the Richmond facility.
- The facility is approaching the 10 year anniversary mark, so maintenance and repair will continue to be a budget concern. CJDH received funding from the Technology Improvement Project to replace the obsolete digital video recording system. CJDH is also working with the Information Systems Technology (IST) department to replace the automated case management system. CJDH continues to be proactive in anticipating maintenance issues through several preventative maintenance contracts for the major systems.
- 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. Elimination of Medicaid funding for a growing number of these incarcerated youth has shifted the burden on the locality making it more difficult to serve the needs of an increased number of offenders with complex medical and mental health issues. Staff attempts to secure funding from every possible source to meet the needs of the youth on a case by case basis.

## Juvenile Detention Grant - USDA

### Description

The Chesterfield County Juvenile Detention Home (CJDH) is a 90-bed secure residential facility providing 24 hour, 7 days a week custodial care to juveniles before the court in Chesterfield County and the City of Colonial Heights. CJDH provides a highly structured program of care to meet the physical, educational, and medical needs of the juveniles detained. One of the primary needs of detained residents is the provision of food, three meals, and one evening snack. All meals must meet the USDA dietary guidelines, and the kitchen operation as well as the food prepared must be in compliance with state and federal standards.

### Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$31,427	\$43,200	\$43,200	\$42,500	-1.6%	\$42,500	\$42,500	\$42,500
Operating	93,900	31,800	31,800	32,500	2.2%	32,500	32,500	32,500
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$125,327</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>0.0%</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$75,000</b>
Revenue	125,327	75,000	75,000	75,000	0.0%	75,000	75,000	75,000
<b>Net Cost</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Ft Pos.	1	1	1	1	0	1	1	1

### Biennial Highlights

- In FY2012, 62,415 meals were prepared and served to detained residents. Monitoring visits conducted by two state agencies: Department of Juvenile Justice and the Department of Agriculture and Consumer Services resulted in 100% compliance with state and federal standards. In addition, CJDH's kitchen is used as a model for the rest of the state and is often the site of statewide trainings. During FY2014, CJDH will continue to provide meals that meet USDA guidelines and continue to operate a food service program that is in full compliance with state and federal standards with special attention paid to providing healthy choices in partnership with CJDH's medical department and school program.

### Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
Juvenile Detention USDA	Number of meals prepared	✓		
	Compliance with Department of Juvenile Justice standards for food service operation		✓	
	Cost per meal			✓

### Future Outlook

- CJDH Food Service Program will continue to provide nutritious, USDA-compliant meals to detained residents while being mindful of cost. CJDH Food Service Program will continue to achieve 100% compliance with state and federal standards and continue to maximize use of USDA funds.

# Juvenile Drug Court

## Description

The Chesterfield/Colonial Heights Juvenile Drug Court is one of eight juvenile drug courts in the state of Virginia. The Juvenile Drug Court is a specially designed court docket developed for high-risk but non-violent substance abusing juveniles before the Juvenile and Domestic Relations Court on a drug or drug-related crime. Drug Court provides comprehensive, "wrap around" services by integrating multiple systems in order to serve its participants and their families. Drug Court combines the coercive power of the judiciary with intensive treatment and community supervision.

The Juvenile Drug Court Judge is the court authority and leader of the multi-disciplinary team that includes the drug court administrator, a Deputy Commonwealth's Attorney, a private bar attorney, a public school representative, a treatment clinician, a community supervision officer, and a police officer.

The Juvenile Drug Court is strength-based and provides participants and families with diverse opportunities to discontinue drug use, improve family relationships, improve academic performance, enhance social skills, develop empathy, and participate in recreational activities conducive to a healthier lifestyle. In addition to becoming drug-free, the drug court youth learn responsibility through accountability of their time, work ethics, appropriate interaction with peers, and respect for authority and others.

The Juvenile Drug Court includes treatment phases with a graduated system of sanctions and incentives. Upon successful completion of drug court, the charges which placed the participant in drug court are dismissed. If the participant is terminated unsuccessfully, he/she is incarcerated.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$281,738	\$271,000	\$271,500	\$284,500	5.0%	\$284,500	\$284,500	\$284,500
Operating	38,696	32,800	33,900	23,000	-29.9%	23,000	23,000	23,000
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$320,434</b>	<b>\$303,800</b>	<b>\$305,400</b>	<b>\$307,500</b>	<b>1.2%</b>	<b>\$307,500</b>	<b>\$307,500</b>	<b>\$307,500</b>
Revenue	223,934	203,500	203,500	203,500	0.0%	203,500	203,500	203,500
<b>Net Cost</b>	<b>\$96,500</b>	<b>\$100,300</b>	<b>\$101,900</b>	<b>\$104,000</b>	<b>3.7%</b>	<b>\$104,000</b>	<b>\$104,000</b>	<b>\$104,000</b>
Ft Pos.	2	2	2	2	0	2	2	2

## Biennial Highlights

- Juvenile Drug Court is unique in that it pulls key personnel from partner agencies together as a team. In this way, Juvenile Drug Court provides a less fragmented, more integrated coordination and streamlining of services. Juvenile Drug Court has made numerous modifications in programming in an effort to remain responsive to the changing needs of participants. Service modifications have been made to address the growing number of mentally ill participants; modifications have been made to increase retention rates, and technological advances have been employed to improve drug screening services for prescription and synthetic drugs.
- Juvenile Drug Court made program adjustments that allowed the program to continue to operate and meet financial needs. FY2012 marked the first full year of having one Drug Court Administrator manage both the Juvenile and Adult Drug Courts. This efficiency is reflected in the FY2013 and FY2014 budgets. Another change was charges for partnering departments will be reflected in the detail as other salaries to differentiate from outside services. The budget will reflect an increase in personnel cost and a decrease in operating costs as a net effect.

## Juvenile Drug Court

- In FY2012 over 99% of all drug screens administered to program participants were negative for drugs or alcohol. Retention rates of drug court participants in FY2012 was 88%. Juvenile Drug Court participants are remaining in school or earning their GED where prior to drug court they were not attending school and/or performing poorly. Family relationships are improving with 90% of parents noting significant improvement on a daily basis. The statewide annual report prepared by the Supreme Court of Virginia reflects only 10% of juvenile drug court graduates were re-arrested up to two years following program completion compared to non-participants and participants that did not complete the program.
- The Chesterfield/Colonial Heights Juvenile Drug Court routinely has the second highest daily population in the state and is the third lowest in the state in terms of cost per drug court participant.

## Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
Juvenile Drug Court	Percentage of negative drug screens administered	✓		
	Recidivism/percentage of clients who re-offended while in drug court		✓	
	Retention rate (successfully complete or remain active)			✓

## Future Outlook

- The Supreme Court has partnered with the National Center for State Courts to conduct a cost efficiency study on drug courts, preliminary reports indicate that drug courts are indeed more cost effective than incarceration. The Supreme Court of Virginia maintains a statewide database to monitor and evaluate the effectiveness of each program. Chesterfield routinely maintains a 100% compliance rate with all monitoring and evaluation activities.
- The drug court funding formula is expected to change in FY2014 in an effort to accommodate the increasing number of drug courts statewide. As a result, the state contribution to the Juvenile Drug Court could potentially increase or decrease by a small percentage. The Juvenile Drug Court will continue to work within budget, and monitor and evaluate program effectiveness in order to better meet the needs of substance-abusing youth and their families.

# Juvenile Probation

## Description

The 12th District Court Service Unit (Juvenile Probation) provides criminal and domestic intake, probation and parole services for the citizens of Chesterfield County. The objectives are to provide community safety along with services that reduce juvenile offender recidivism. The Court Service Unit (CSU) is divided into three sub-units; intake, probation supervision, and parole supervision.

The intake unit provides criminal and domestic relations services. Criminal intake officers determine the best course of action for juvenile offenders, to include diversion or official court action. Criminal intake officers sign petitions for police officers and stand in for police officers at detention hearings. These two services alone are unique to this jurisdiction and undoubtedly save the police department man hours and overtime pay. Domestic intake processes petitions and completes social history reports.

Youth on probation are divided by risk levels with the higher risk youth receiving the most attention. The court service unit uses risk assessments to determine risk levels.

The parole unit is tasked with supervising youth who are committed to the Department of Juvenile Justice or have been released to the community. Those youth are also supervised according to their risk level and must follow a strict set of criteria to earn their releases.

The goal of the Court Service Unit is to provide Chesterfield the services needed to protect the community from high risk offenders while offering services to restore all youthful offenders with the skills and knowledge to become productive citizens of the community. To accomplish this goal, the Court Service Unit provides diversion programs, direct supervision and related "Best Practice" programs administered by the staff and partnering agencies.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$1,093	\$1,000	\$1,000	\$1,000	0.0%	\$1,000	\$1,000	\$1,000
Operating	90,446	101,400	101,400	98,400	-3.0%	98,400	98,400	98,400
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$91,539</b>	<b>\$102,400</b>	<b>\$102,400</b>	<b>\$99,400</b>	<b>-2.9%</b>	<b>\$99,400</b>	<b>\$99,400</b>	<b>\$99,400</b>
Revenue	23,631	15,800	15,800	15,800	0.0%	15,800	15,800	15,800
<b>Net Cost</b>	<b>\$67,908</b>	<b>\$86,600</b>	<b>\$86,600</b>	<b>\$83,600</b>	<b>-3.5%</b>	<b>\$83,600</b>	<b>\$83,600</b>	<b>\$83,600</b>
Ft Pos.	0	0	0	0	0	0	0	0

## Biennial Highlights

- Chesterfield Juvenile Probation is considered a leader in providing risk-based programs that appropriately addresses the needs of the youth based on their criminal risk level. For example, the development of the Family Resource Coordinator position this fiscal year provides families in crisis with appropriate services versus having them enter into the juvenile justice system. This reduces the funding impact on more costly programs and helps the families resolve issues that are not criminal.
- The drug screen program tested about 2,800 youths last fiscal year. This program targets youth who have been convicted of minor drug offenses but do not display real substance abuse issues. This program is designed to do no more than reduce consumption of illegal substances and give immediate consequences if needed.

## Juvenile Probation

- Chesterfield Juvenile Probation usually leads the state in criminal intakes. The only other jurisdiction that comes close or surpasses is Fairfax County. Juvenile Probation is able to quickly process and decide the outcome of all these intakes because of the dedicated staff and their knowledge and use of diversion programs and the court process.

## Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
Court Service Unit Support	Youth with transition/supervision plans for academic/vocational training	✓		
	Youth enrolled in academic/vocational programming		✓	
	Youth whose charge was resolved or diverted from court			✓

## Future Outlook

- The CSU programs are designed to keep youth in the community as opposed to the higher cost alternatives and will continue to seek out and implement evidenced-based programs.
- The goal is to maintain funding and services currently being provided. CSU is leader in the state for implementing risk-based services and keeping low-risk youth out of the juvenile justice system.



# Library

## Description

The Chesterfield County Public Library, with over 200,000 registered borrowers, is a vital and popular community resource that helps customers transform information into useful knowledge. The Library's existence is derived from the Code of Virginia §42-1-46 that promotes the establishment of library service through the State's various political subdivisions to support public education. Chesterfield County has acknowledged this statewide policy for over 40 years through the continued financial support of its library system. Today the system is comprised of a main and eight branch libraries. A diverse materials collection includes 850,000 physical items, thousands of eBooks and audio materials, and dozens of commercial databases and public internet resources. Publicly accessible personal computer workstations are available at each library location, in addition to public wireless access. Staff respond to over 400,000 customer inquiries and deliver over 1,000 cultural, educational, and instructional programs annually. Community support of the Library continues to remain strong as the variety of materials and programming offered changes to meet modern day demands.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$5,277,793	\$5,455,700	\$5,467,900	\$5,514,100	1.1%	\$5,514,100	\$5,964,100	\$5,964,100
Operating	1,638,093	1,550,200	1,550,200	1,888,200	21.8%	1,551,300	1,701,300	1,701,300
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$6,915,886</b>	<b>\$7,005,900</b>	<b>\$7,018,100</b>	<b>\$7,402,300</b>	<b>5.7%</b>	<b>\$7,065,400</b>	<b>\$7,665,400</b>	<b>\$7,665,400</b>
Revenue	565,672	656,500	656,500	656,500	0.0%	656,500	656,500	656,500
<b>Net Cost</b>	<b>\$6,350,214</b>	<b>\$6,349,400</b>	<b>\$6,361,600</b>	<b>\$6,745,800</b>	<b>6.2%</b>	<b>\$6,408,900</b>	<b>\$7,008,900</b>	<b>\$7,008,900</b>
Ft Pos.	61	61	61	61	0	61	68	68

## Biennial Highlights

- The Department continues to provide innovative traditional and non-traditional library services.
- Libraries continue to leverage other County department, agency, and community organization expertise to develop, improve, and provide quality programs and services to the community. Examples include the Small Business Center at Meadowdale, rain garden educational programs, and programs for school-aged children and their parents.
- Grant funding provided the opportunity to conduct numerous programs, including one designed to provide money management skills to children and single parents.
- The Friends of the Library continues to be a vital supporter of arts, cultural, and reading programs and has assisted with staff development programs.
- Increased investment in e-resources and self-service options for customers help maximize the Department's materials budget.
- Feedback from customer surveys regarding collections, hours, facilities, programs, and services is incorporated into the Library's goals and objectives. The feedback is also considered in submitting additional funding requests.

## Library

### Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
Library Customer Services	Number of visitors to library facilities	✓		
	Library visits per capita		✓	
	Library visits per customer service staff (full time equivalent)			✓
Library Materials and Collections	Expenditures for library materials	✓		
	Percentage of the recommended standard met		✓	
	Library materials expenditure per capita			✓
Library Information Systems	Self-service transactions	✓		
	Number of self-service transactions per capita		✓	
	Percentage of all library transactions processed through self-service			✓

### Future Outlook

- Staff teams are assigned to recommend and implement service improvements and efficiencies in collection management, programming, and facility security. Implementation of improvements and efficiencies will occur over the next two years.
- The Ettrick-Matoaca Library renovation and repairs to the oldest section of Central Library will be completed in FY2013 and the Bon Air Library interior renovations begin in FY2014.
- Funding is provided in the Capital Improvement Plan (CIP) from FY2014 - FY2016 totaling \$4.1 million to convert additional space for administrative functions and to reconfigure Central Library space to accommodate Cooperative Extension.
- The CIP also includes funding to begin construction of the Robious Library in FY2015, while operating costs for the facility will occur beyond the timeframe of this budget.
- Operating costs for the Reams-Gordon Library are included beginning in FY2016 with construction for the facility set to begin in FY2014.

## Law Library

### Description

In addition to its nine facilities, the Library Department manages a law library service. The Law Library serves as a legal reference center for use by the courts and the general public.

### Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$56,745	\$56,000	\$56,200	\$56,800	1.4%	\$56,800	\$56,800	\$56,800
Operating	42,661	53,700	53,700	53,600	-0.2%	53,600	53,600	53,600
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$99,406</b>	<b>\$109,700</b>	<b>\$109,900</b>	<b>\$110,400</b>	<b>0.6%</b>	<b>\$110,400</b>	<b>\$110,400</b>	<b>\$110,400</b>
Revenue	116,575	111,000	111,200	111,000	0.0%	111,000	111,000	111,000
<b>Net Cost</b>	<b>\$(17,169)</b>	<b>\$(1,300)</b>	<b>\$(1,300)</b>	<b>\$(600)</b>	<b>-53.8%</b>	<b>\$(600)</b>	<b>\$(600)</b>	<b>\$(600)</b>
Ft Pos.	1	1	1	1	0	1	1	1

### Biennial Highlights

- Law Library services are primarily funded through revenues generated by court fees with supplemental general funding as needed. Law Library revenue is expected to remain steady over the next year. The Library will continue to meet customer service demands and improve services within available funding.

# Mental Health Support Services

## Description

The Department of Mental Health Support Services provides an array of services to citizens of all ages with a focus on stabilizing acute situations, promoting self-sufficiency and successful community living for people with longer-term disabilities. Emergency, outpatient, residential, vocational, case management, prevention, day support, and infant development are examples of services provided to enable Chesterfield residents to be supported in their community and proceed toward recovery.

The Chesterfield Community Services Board (CSB) is the policy-setting body for the Department. Its members are appointed by the Board of Supervisors, and they are charged to providing a public system of mental health, intellectual disabilities, and substance abuse services to the residents of Chesterfield County.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$27,087,810	\$27,763,700	\$27,845,000	\$28,230,300	1.7%	\$28,230,300	\$28,230,300	\$28,230,300
Operating	6,947,725	8,332,300	8,334,500	8,762,300	5.2%	8,270,500	7,650,800	7,670,300
Capital	33,229	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$34,068,763</b>	<b>\$36,096,000</b>	<b>\$36,179,500</b>	<b>\$36,992,600</b>	<b>2.5%</b>	<b>\$36,500,800</b>	<b>\$35,881,100</b>	<b>\$35,900,600</b>
Revenue	23,727,545	25,533,100	25,533,100	24,680,500	-3.3%	24,680,500	24,680,500	24,680,500
<b>Net Cost</b>	<b>\$10,341,218</b>	<b>\$10,562,900</b>	<b>\$10,646,400</b>	<b>\$12,312,100</b>	<b>16.6%</b>	<b>\$11,820,300</b>	<b>\$11,200,600</b>	<b>\$11,220,100</b>
Ft Pos.	356	352	352	354	2	354	354	354

NOTE: Two positions were created during FY2013.

## Biennial Highlights

- The Department initiated two committees, composed of staff and consumer members, to better serve consumers. The Trauma Informed Care Committee increases the awareness of the relevance and prevalence of trauma, and the Behavioral Health/Primary Care Committee evaluates alternative service models and partners to improve the health status and treatment of clients.
- Implementation of additional upgrades to further automate clinical and billing functions continues. Additional forms and reports were developed to improve quality of documentation and monitor consumer outcomes.
- The CSB developed a housing committee to explore partnerships to create housing for consumers with mental illness and women with substance use disorders.
- A partnership with Chesterfield County Schools and Chesterfield Alternatives, Inc., has enabled construction of a third house, breaking ground in January 2013, through the Build-a-House program to provide a stable housing environment for individuals with intellectual disabilities.
- The Emergency Services section developed an ambassador program with community partners to better coordinate responses to crisis situations and increase awareness and education of mental health emergencies.

**Performance Measures**

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
Emergency	Number of calls to emergency services and intake	✓		
	Percent of telephone calls and walk-in requests average response time		✓	
	Cost per unit of staff hours			✓
Case Management	Number of consumers served	✓		
	Average caseload size		✓	
	Cost per unit of staff hours			✓
Infant and Young Children	Number of service hours provided	✓		
	Average caseload size		✓	
	Cost per unit of staff hours			✓
MHSA Services	Number of units provided	✓		
	Customer's satisfaction rating		✓	
	Unit utilization			✓
ID Services	Ratio of administrative cost to total department cost	✓		
	Number of quality reviews conducted		✓	
	Amount of non-General Fund revenues collected			✓

**Future Outlook**

- Plans for the design and construction of an Intermediate Care Facility (ICF) will be completed in FY2013. The construction of the 9,250 square foot facility will begin in 2013 with anticipated completion by the spring of 2014. The CSB will contract with the Chesterfield County Health Care Commission for Lucy Corr Village to directly operate the new facility.
- Start-up costs for the ICF are provided in the FY2014 budget. Those start-up and future operating costs will be reimbursed and funded with patient Medicaid revenue beginning in FY2015.
- Technology Improvement Funding in the amount of \$175,200 for FY2014 allows the Department to upgrade its electronic health information and billing system to provide data and information to assist in key service and business decisions.
- Efforts to identify efficient and effective service delivery models that maximize resources for service delivery continue.
- The Department will continue the Trauma Informed Care initiative by educating all staff on the relevance of trauma on the lives of the consumers served and integrate changes identified by the committee.
- Mental Health Support Services will continue to explore options and opportunities to provide integrated physical and behavioral healthcare. This will include pursuing partnerships to improve access to primary care for consumers and developing agency policies and procedures to ensure integration of primary and behavioral health practices for consumers and staff.
- The State's settlement with the U.S. Department of Justice during FY2012 requires that persons with intellectual disabilities currently served in State Training Centers be served in the most integrated community settings based on the individual's choice. The Department is required to develop policies and procedures to ensure implementation of the mandate. The Department is developing processes and procedures and best practices, while also establishing partnerships to provide community-based service.

## Infant and Toddler Connection of Chesterfield - Part C

### Description

The Virginia Department of Behavioral Health and Developmental Services provides funding for early intervention services for infants and toddlers, birth through age two. Program funds are provided to the Chesterfield Community Services Board (CSB) as the fiscal agent for the Infant and Toddler Connection of Chesterfield (ITCofC).

The CSB's Infant Program provides services for ITCofC and acts as the central point of entry for all developmentally disabled children in Chesterfield County. The CSB's Infant Program is designed to provide child services and family support towards optimal developmental gains for the child in accordance with Part C of the Individuals with Disabilities Education Act. The funds are more specifically used for the provision and administration of the entitled services such as child find, multidisciplinary assessment, development of the Individualized Family Services Plan, and service coordination. In addition, funds assist with reimbursement of services such as educational services and occupational, physical, and speech therapies.

All children in the program are provided services in the natural environments (home or community location), allowing children to progress with normally developing peers in order to optimize their goals.

### Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$653,947	\$1,061,200	\$1,061,200	\$1,056,400	-0.5%	\$1,056,400	\$1,056,400	\$1,056,400
Operating	331,233	303,800	303,800	419,900	38.2%	419,900	419,900	419,900
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$985,180</b>	<b>\$1,365,000</b>	<b>\$1,365,000</b>	<b>\$1,476,300</b>	<b>8.2%</b>	<b>\$1,476,300</b>	<b>\$1,476,300</b>	<b>\$1,476,300</b>
Revenue	946,670	1,110,100	1,110,100	1,221,400	10.0%	1,221,400	1,221,400	1,221,400
<b>Net Cost</b>	<b>\$38,510</b>	<b>\$254,900</b>	<b>\$254,900</b>	<b>\$254,900</b>	<b>0.0%</b>	<b>\$254,900</b>	<b>\$254,900</b>	<b>\$254,900</b>
Ft Pos.	6	11	11	11	0	11	11	11

### Biennial Highlights

- The program met state requirements for timeliness of Individualized Service Plan (IFSP) development, initiation of services, and transition for FY2012. All Part C forms have been transitioned to the electronic medical record system allowing more efficient completion and access. Service coordinators are providing targeted case management to all children with Medicaid.
- The number of children enrolled in Part C has continued to increase. New eligibility criteria for premature infants resulted in an increase of children served from birth to age one. From 2010 to 2012 the total number of children served from birth to age three increased 30 percent with a 52 percent increase in the number of children served birth to age one.
- Federal and state funding remained flat in FY2013. Lack of resources to meet the growing demand of qualified children statewide, including Chesterfield children, resulted in a funding shortfall. This gap was funded for FY2013 and FY2014, but no sustainable funding source exists.
- Many commercial insurance policies do not cover early intervention services or coverage is sporadic. The percentage of Medicaid enrolled individuals who are fully covered for early intervention services continues to increase. While demand for the services grows, the disparity in individual coverage prevents a reliable funding stream.

### **Future Outlook**

- The number of families in need of intervention and assistance will increase as the county population grows. The CSB and the Department of Mental Health Support Services will monitor funding and investigate revenue sources to determine structures to best support future growth.
- There continues to be a region wide labor shortage of early intervention speech therapists that requires the contracting of this service at a higher rate.

## Families First

### Description

The Families First Program is the Chesterfield and Colonial Heights' Healthy Families Program. One of 34 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 children. 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

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$323,281	\$395,100	\$395,100	\$406,800	3.0%	\$406,800	\$406,800	\$406,800
Operating	100,902	122,200	122,200	112,600	-7.9%	112,600	112,600	112,600
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$424,183</b>	<b>\$517,300</b>	<b>\$517,300</b>	<b>\$519,400</b>	<b>0.4%</b>	<b>\$519,400</b>	<b>\$519,400</b>	<b>\$519,400</b>
Revenue	323,150	461,800	461,800	463,900	0.5%	463,900	463,900	463,900
<b>Net Cost</b>	<b>\$101,032</b>	<b>\$55,500</b>	<b>\$55,500</b>	<b>\$55,500</b>	<b>0.0%</b>	<b>\$55,500</b>	<b>\$55,500</b>	<b>\$55,500</b>
Ft Pos.	8	8	8	8	0	8	8	8

### Biennial Highlights

- In FY2012, 132 families received 1,735 home visits, 77 families received a risk assessment, and County agencies referred 222 families for screening. These figures are a slight increase in every category over FY2011 figures.
- In FY2012 the program had many successes. Ninety-five percent of the 35 babies born to program participants were full-term, and 88 percent weighed more than 5 1/2 pounds. Ninety-seven percent of the targeted children were adequately immunized. Six participants graduated from high school or a technical school, and three are currently enrolled in college classes or technical schools.
- Spanish language training for one staff member allowed the Department to better communicate with Hispanic couples that are parenting together. Three of the program participants utilized this service during FY2012.
- The program continued its literacy campaign to encourage parents to read to their children. Participants were encouraged to obtain library cards and received a presentation and tour from library staff.
- Participation in the Infant Massage class totaled 29 families over eight different sessions in FY2012.
- The program also focused on more actively including fathers in program activities. Currently, the program assessed that 49 fathers of child participants are involved with their child and 25 live in the home



## Mental Health Support Services

with their child. Of the fathers not living with their children, 24 provide either monetary or emotional support, and five fathers are incarcerated. A new relationship class for parents has been well received.

- The program continues to accept referrals from Child Protective Services for those first-time parents whose child is born with a positive drug screen. The program also accepts high risk pregnant teens from the Mental Health Support Services Child Adolescent Services Team.
- The average annual cost to deliver Families First services to one family is approximately \$3,500 to \$4,000. Annual Treatment for one abused or neglected child ranges from \$9,000 to \$150,000 and the cost of foster care is about \$43,000 (according to Prevent Child Abuse Virginia). These costs have remained steady for the last five years.
- The program partners with the Richmond Hospitality Committee of the Richmond Quilt Guild to provide hand made quilts to each of the program's new babies. Staff also partners with the Newborns in Need organization in Colonial Heights to provide welcome baby bags with clothing and diapers for new babies. This past year program families benefited from a "Pass It On" event that is held twice a year by St. Ann's Church for families to "shop" for donated items from the community. The Chester Junior Women's Club provided diapers, wipes, and other baby items for participating families.
- A new electronic record system allows for efficient service delivery and documentation. The tool allows staff to apply for additional funding sources to serve more clients.

---

### Future Outlook

- The number of families needing early intervention services, such as foster care services, residential placements, juveniles justice services, and school readiness assistance is increasing. The program was able to serve 67 percent of families assessed to be at risk in FY2012.
- Despite the challenges of flat funding coupled with increasing service demands, the program's affiliation with a national program model, use of a nationally recognized curriculum, and focusing on outcome measures demonstrates an exemplary quality of services.

# Parks and Recreation

## Description

The mission of the Parks and Recreation Department is to provide a comprehensive system of leisure programs, educational opportunities, and recreational facilities for all county citizens while conserving and protecting environmental, historical, and cultural resources. The department promotes community involvement in developing and providing leisure services and will ensure customer service excellence, affordability of its programs and classes, a safe environment, and access for all residents. The maintenance of school grounds is also a primary function of the department.

The Parks and Recreation Department is assisted by an eleven member Parks and Recreation Advisory Commission, which meets on a monthly basis and is staffed by volunteers interested in ensuring that the cultural, historical, athletic, and recreational opportunities in Chesterfield County continue to improve.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$7,035,604	\$7,125,600	\$7,075,000	\$7,092,500	-0.5%	\$7,092,500	\$7,092,500	\$7,092,500
Operating	3,153,808	2,872,100	2,869,300	3,128,700	8.9%	2,978,700	2,978,700	2,978,700
Capital	89,391	80,000	80,000	179,100	123.9%	129,100	129,100	129,100
<b>Total</b>	<b>\$10,278,803</b>	<b>\$10,077,700</b>	<b>\$10,024,300</b>	<b>\$10,400,300</b>	<b>3.2%</b>	<b>\$10,200,300</b>	<b>\$10,200,300</b>	<b>\$10,200,300</b>
Revenue	3,052,997	2,808,900	2,808,900	2,837,800	1.0%	2,837,800	2,837,800	2,837,800
<b>Net Cost</b>	<b>\$7,225,806</b>	<b>\$7,268,800</b>	<b>\$7,215,400</b>	<b>\$7,562,500</b>	<b>4.0%</b>	<b>\$7,362,500</b>	<b>\$7,362,500</b>	<b>\$7,362,500</b>
Ft Pos.	108	108	108	108	0	108	108	108

## Biennial Highlights

- Parks and Recreation has been making strides in FY2012 and FY2013 to further embrace the County's focus on tourism related to sports and historical attractions.
- During FY2013 the historic Point of Rocks house will be renovated and open to the public for guided tours.
- Henricus Historical Park will be completing construction of the Henricus Church and Meeting Hall replica structure to be used for historical interpretation as well as being open for general community events.
- Capital improvement funding allocated for Henricus Historical Park will be converted into operating dollars and will continue to allow for fundraising and enhanced advertising for the facility.
- The Mary B. Stratton Park artificial turf fields opened in FY2013 and will provide state of the art venues for potential outside organizations seeking central locations to hold regional, statewide, and national tournaments.
- New funding being made available in FY2014 will provide for maintenance and improvements to key sports tourism facilities. In addition, funding has also been allocated for the maintenance of several other parks around the County which contribute to historical tourism.
- During FY2014, the County will increase its partnership with Sports Backers as a result of the success their programs have contributed to the sports tourism initiative. The scope of the contract has been expanded to increase the number of regional events managed by Sports Backers in Chesterfield.
- Parks and Recreation will receive \$1.8 million in funding from the Chesterfield County School Board for the School Grounds Maintenance program, these funds will allow for the landscaping and maintenance of

Chesterfield County Public Schools. In addition, the School Liaison Committee is pursuing further initiatives to help augment those efforts, including the expansion of the Sheriff's Workforce program and private sector contractual maintenance.

**Performance Measures**

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
<b>Recreational/Educational Programs</b>	Number of participants registering for programs	✓		
	Satisfaction rating of participants		✓	
	Program participation compared to county population			✓
<b>School Grounds Maintenance</b>	Number of schools maintained	✓		
	Total maintenance cost for the entire program		✓	
	Average labor costs per facility			✓
<b>Parks and Grounds Maintenance</b>	Number of facilities maintained	✓		
	Total maintenance cost for all facilities		✓	
	Average labor cost per facility			✓
<b>Planning and Design</b>	Number of active projects	✓		
	Percent of projects completed on schedule		✓	
	Amount of project costs over the original appropriation			✓

**Future Outlook**

- New methods of registering customers for Parks and Recreation programs are being pursued. Customers will soon be able to rent public facilities and register for recreation programs through an interactive online process allowing customers to find out about available services twenty-four hours a day.
- As the demand for senior center facilities rises the department will be looking for opportunities and locations to meet these needs and is currently pursuing a number of potential partnerships.
- Parks maintenance will continue to research and peruse avenues of efficiency and savings for the department in order to further streamline the care and maintenance of park and school facilities.

# 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: Benefit Programs, Social Work, and Administration. 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, Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), Medicaid, and Housing Choice Voucher program. Each of these programs is designed to lessen or alleviate serious financial needs, abuse, or other family crises.

In collaboration with individuals, families, and the community, the department's mission is "to provide advocacy and excellent services that encourage self sufficiency, preserve and restore families, and protect the well being of children, senior citizens, and people with disabilities." The Department of Social Services continues to seek improvement in providing exceptional communication between internal and external customers. Staff is committed to promoting excellence in the delivery of social services and continuously strives to enhance positive working relationships within the community.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$9,654,254	\$10,568,400	\$10,603,600	\$10,792,800	2.1%	\$10,792,800	\$10,792,800	\$10,792,800
Operating	7,790,036	6,593,400	6,593,200	6,569,000	-0.4%	6,569,000	6,569,000	6,569,000
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$17,444,290</b>	<b>\$17,161,800</b>	<b>\$17,196,800</b>	<b>\$17,361,800</b>	<b>1.2%</b>	<b>\$17,361,800</b>	<b>\$17,361,800</b>	<b>\$17,361,800</b>
Revenue	13,197,325	12,120,900	12,147,700	12,308,700	1.5%	12,308,700	12,308,700	12,308,700
<b>Net Cost</b>	<b>\$4,246,965</b>	<b>\$5,040,900</b>	<b>\$5,049,100</b>	<b>\$5,053,100</b>	<b>0.2%</b>	<b>\$5,053,100</b>	<b>\$5,053,100</b>	<b>\$5,053,100</b>
Ft Pos.	175	175	175	175	0	175	175	175

## Biennial Highlights

- Beginning in March 2012, the Virginia Department of Social Services (VDSS) implemented a customer portal website called CommonHelp. CommonHelp is an user-friendly, secure, self-service delivery system that provides citizens the ability to self-screen, apply, check status, and update or renew public assistance benefits online. The State set a FY2013 goal for counties to receive 30% of all public assistance applications via CommonHelp. As of January 2013, Chesterfield County's DSS exceeded this goal for the following programs: SNAP, TANF, and Child Care.
- The result of a recent departmental study determined certain positions will be reclassified in FY2014 resulting in an anticipated increase in overtime expenses estimated at \$50,000 annually. Funding has been added to the department's FY2014 budget to cover this additional expense.
- Social Services' Child Care Program has implemented a new state automation system which allows eligible low-income working parents to use an electronic swipe card at day care facilities to access day care subsidy benefits. Parents benefit from ease of use, day care providers benefit from direct deposit of payments, and the county benefits from the automated case management system and ceasing the issuance of checks.

- Staff completed 787 child abuse/neglect investigations and family assessments in FY2012. This team provides protection for children under age 18 and includes helping the family by providing parenting skills classes, in home counseling, and many other services.
- An integrated adult protective services team performed 389 investigations during FY2012. The goal of this team is to protect adults over age 60 and disabled adults over age 18 from abuse, neglect, and exploitation, and to provide services to maintain them in their own home. Assessments are performed, services and resources are recommended, and a mental health clinician on the team provides intervention and ongoing stabilization services.
- In collaboration with community partners, Social Services has two small initiatives serving the homeless population. In conjunction with St. Joseph's Villa's Flagler Housing and Homeless Services, a service focused on alleviating homelessness for individuals and families in the Greater Richmond and Petersburg areas, the department is providing assistance to homeless families with children. By partnering with Homeward, the planning and coordinating agency for homeless services in the Richmond region, the department is serving homeless single adults who have significant barriers to accessing stable housing.

### Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
Child Welfare	Annual # of child welfare interventions	✓		
	Average # of children in foster care		✓	
Day Care	Annual # of children receiving child care with DSS subsidy	✓		
Virginia Initiative for Employment, Not Welfare (VIEW)	Annual # of customers assigned to VIEW	✓		
	Annual # of VIEW participants entering employment		✓	
Adult Services	Annual # of customers served in Adult Services	✓		
Integrated Intake	Annual # of customers assessed	✓		
Benefits	Number of TANF, SNAP, and Medicaid applications processed	✓		
	Percent of applications processed timely		✓	
Housing Choice Voucher Program	VHDA Annual case reading and Agency Self-Certification scores	✓		
	"High Performer" rating from VHDA		✓	
Indirect	Number of Customer Contacts at Front Desk	✓		

### Future Outlook

- The current Human Services model is in transition on the national, state, and local levels. Much of the dialogue centers on the unsustainability of the current system. However, due to the effects of the recent economic downturn, the number of people seeking federal, state and local assistance from programs such as Medicaid and SNAP have increased significantly, while federal and state funding reductions in these areas have intensified. The results are mounting local administrative pressures, rapidly increasing workloads, and escalating staff turnover rates.
- The much discussed federal "fiscal cliff" and sequestration potentially could have a significant impact on services. Under the Budget Control Act and sequestration, the Social Services Block Grant is cut by 7.6% in FY2014 and is reduced each year until FY2021, when it will be reduced to half the FY2014 funding level. In Virginia, this block grant funds core child welfare and adult services staff and operations for child protective services investigations and ongoing monitoring of high risk or founded cases, foster care services for non-Title IV-E cases, adult protective service investigations and ongoing monitoring of high risk or founded cases, adoption subsidies for direct payments to adoptive parents of special needs

## Social Services

children, and other services that are mandated by federal and state code. Social Services received \$664,000 in federal Social Services block grant dollars and \$725,000 in state match dollars in FY2012.

- Medicaid expansion under the Affordable Health Care Act will potentially add 10,000 or more newly eligible individuals to the Medicaid rolls in Chesterfield County. Those with incomes up to 133% of the poverty level will qualify (i.e. a family of three with an annual income of \$25,390 or less, or an individual with an annual income of \$14,856 or less). Pending approval of Medicaid expansion, the Department will need additional resources to carry the increased workload and administration of the program.
- The need for additional office space continues to be a critical issue. Currently the architect is reworking the building floor plan for the Smith-Wagner Building Expansion/Renovation project which was previously funded in the Capital Improvement Program.
- Staff turnover continues to be an issue. Caseloads are anticipated to remain heavy as long as the economy continues to struggle. The specific criteria and skill set necessary to become successful in the social services field coupled with the lengthy training period for new hires has created huge challenges. Departmental leadership and staff continue to work on ways to address stress levels and morale through rewards and recognition efforts, holding periodic events, and improving communication.

# Senior Advocate

## Description

The mission of the Senior Advocate's Office is to enhance the quality of life for older adults, adults with disabilities, and caregivers in Chesterfield County and to provide them the resources to live active, independent lives. The Office offers leadership and direction to ensure that the County's older residents have opportunities to live fulfilling lives and provides clients with a central contact to obtain information about services and resources available through the County or in the community.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$62,888	\$86,200	\$86,400	\$85,900	-0.3%	\$85,900	\$85,900	\$85,900
Operating	17,588	21,000	21,000	22,300	6.2%	22,300	22,300	22,300
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$80,476</b>	<b>\$107,200</b>	<b>\$107,400</b>	<b>\$108,200</b>	<b>0.9%</b>	<b>\$108,200</b>	<b>\$108,200</b>	<b>\$108,200</b>
Revenue	550	0	0	0	0.0%	0	0	0
<b>Net Cost</b>	<b>\$79,926</b>	<b>\$107,200</b>	<b>\$107,400</b>	<b>\$108,200</b>	<b>0.9%</b>	<b>\$108,200</b>	<b>\$108,200</b>	<b>\$108,200</b>
Ft Pos.	1	1	1	1	0	1	1	1

## Biennial Highlights

- The Office presented, coordinated, or partnered with community groups to present 77 programs reaching 3,750 citizens during FY2012.
- A comprehensive Resource Directory of Services was updated in collaboration with the Council on Aging; donations of \$6,000 were raised for printing costs.
- Caregiver Connection, a support group for caregivers, and Centenarian Club were established in FY2012
- The Office coordinates volunteers to read to kindergarten and first grade students at Harrowgate Elementary School. Seventeen volunteers contributed time to the program in FY2012.
- Volunteers assist the Office twice a week, calling 25 homebound and/or lonely adults for socialization and donate items for the Santa Visit program and Grandparent Connection Support Group.
- The Senior Volunteer Hall of Fame recognized 15 nominees, with a combined 87,291 hours of community service since attaining the age of 65.

## Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
Senior Advocate's office	Number of participants in programs offered by the Senior Advocate	✓		
	Quality of programs and services provided		✓	
	Cost per program participant			✓

## Future Outlook

- Chesterfield's 65 years and older population as a percentage of the total population is rising and is expected to increase significantly in the next decade. The Department is the leading resource for County

## Senior Advocate

seniors and receives an increasing number of calls each year. The Department sees a need for additional part-time support in the future.

- Senior Advocate, in coordination with other Human Services departments, will work to include citizens with limited English speaking abilities in the events and outreach programs it offers.
- The Department will relocate in the summer of 2013 to a location that will be more easily accessible to its customers.
- Senior Advocate will contribute significantly to the County's Age Wave Plan to assess and address the needs of the County's aging population. The plan is a collaborative effort of multiple Human Services departments and will be completed at the end of FY2014.
- The Senior Advocate is addressing the need for information sharing by scheduling roundtable discussion groups for older adults and adults with disabilities in FY2013 and FY2014.



# Victim Witness

## Description

The Chesterfield County Victim/Witness Assistance Program (V/WAP) was designed to address specific emotional, psychological, and financial needs of innocent victims of crimes, which occur within the legal jurisdiction of Chesterfield County. This includes, but is not limited to: felony crimes (those for which a person can be placed in the penitentiary for a year or more) such as murder, rape, felonious assault, and robbery; or misdemeanor crimes (those which carry a maximum penalty of 12 months in jail) such as most domestic assaults, non-domestic simple assaults, or sexual battery crimes. V/WAP provides victims with information regarding their personal participation in the criminal justice system, and either directly provide or refer victims to the appropriate resources designed to meet their unique, individual needs. The Victim/Witness Assistance Program provides direct services such as short term and follow-up counseling, referral services to meet specific needs (examples include mental health, social services, legal, and medical) and filing claims for victim's compensation. The program also provides court escorts and explanations of criminal court procedures, intervenes with employers, collection agencies, and landlords when victim injuries result in loss of income, and monitors court-ordered restitution payments. Additionally, victims are provided with all services and information set forth in Virginia Code Section 19.2-11.01. The Victim/Witness office emphasizes the value of quality service and the ability to provide timely information. The Victim/Witness office is an effective resource in alleviating the pain, confusion, and suffering of the innocent victims of violent crime occurring in Chesterfield County.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$453,093	\$447,500	\$449,100	\$456,800	2.1%	\$456,800	\$456,800	\$456,800
Operating	24,647	30,200	30,200	30,200	0.0%	30,200	30,200	30,200
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$477,740</b>	<b>\$477,700</b>	<b>\$479,300</b>	<b>\$487,000</b>	<b>1.9%</b>	<b>\$487,000</b>	<b>\$487,000</b>	<b>\$487,000</b>
Revenue	312,110	276,400	276,400	276,400	0.0%	276,400	276,400	276,400
<b>Net Cost</b>	<b>\$165,630</b>	<b>\$201,300</b>	<b>\$202,900</b>	<b>\$210,600</b>	<b>4.6%</b>	<b>\$210,600</b>	<b>\$210,600</b>	<b>\$210,600</b>
Ft Pos.	8	8	8	8	0	8	8	8

## Biennial Highlights

- In FY2012, Victim/Witness Assistance Program (V/WAP) services provided 20,458 specific, direct services to 1,863 victims of crime in Chesterfield County. The demand for services has challenged the staff to be creative in meeting the needs of victims while maintaining outstanding customer service.
- Victim/Witness Assistance Program hosted the second annual law enforcement training in conjunction with National Crime Victim's Rights Week and co-hosted the 16th Annual Homicide Memorial Service.
- Victim/Witness Assistance Program was recognized by the Channing-Bete company for helping to produce a brochure entitled "12 Tips for Preventing Crime." Victim/Witness received 100 free copies of the brochure which have been used to educate residents.
- Department of Criminal Justice Services (DCJS) cited the Victim/Witness submission element, in support of the Chesterfield County Police Department's initiative to receive funding for the certified crime prevention community program, as one of the best received.

## Victim Witness

### Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
Victim Services (Main Court)	Number of pre-printed Victim Rights Information (VRI) packets distributed	✓		
	Number of victims served per manager			✓
Domestic Violence (J&DR)	Number of victim protective orders	✓		
	Number of protective orders per case manager			✓
Sexual Assaults (J&DR)	Number of service objectives provided	✓		
	Manhours per case			✓

### Future Outlook

- The program will be challenged to meet the needs of the increasing number of crime victims with existing staff. Changes in local demographics also present ever-increasing challenges to the provision of services, particularly to non-English speaking victims. Victim/Witness is fortunate to have one employee who is fully bilingual in English/Spanish; however, the number of victims requiring interpreter services continues to increase.
- The Chesterfield County Victim/Witness Assistance Program enjoys a reputation for providing an outstanding level of customer service. V/WAP will continue to be creative in trying to meet anticipated demands for service.

# 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 system provides immediate, effective action that ensures public safety while emphasizing juvenile offender accountability and reducing the pattern of repeat offending. VJCCCA is a cooperative program between the state and the county. VJCCCA programs and services allow youth to remain in the community where they face appropriate consequences for their actions while receiving services to address their needs. The services balance community safety considerations with juvenile accountability and competency building.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$793,303	\$687,100	\$688,500	\$688,600	0.2%	\$688,600	\$688,600	\$688,600
Operating	145,183	157,300	156,900	155,800	-1.0%	155,800	155,800	155,800
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$938,485</b>	<b>\$844,400</b>	<b>\$845,400</b>	<b>\$844,400</b>	<b>0.0%</b>	<b>\$844,400</b>	<b>\$844,400</b>	<b>\$844,400</b>
Revenue	689,470	641,900	641,900	641,900	0.0%	641,900	641,900	641,900
<b>Net Cost</b>	<b>\$249,015</b>	<b>\$202,500</b>	<b>\$203,500</b>	<b>\$202,500</b>	<b>0.0%</b>	<b>\$202,500</b>	<b>\$202,500</b>	<b>\$202,500</b>
Ft Pos.	14	11	11	10	(1)	10	10	10

**NOTE:** One position was transferred to the Juvenile Detention Home during FY2013.

## Biennial Highlights

- Court Service Unit, Detention Home, and Adolescent Reporting Center staff were trained in and began implementing Moral Reconciliation Therapy, an evidence-based, cognitive approach that works to change thinking and develop moral reasoning skills in offender populations.
- The Court Service Unit had 87 percent of program participants successfully complete their services in FY2012.
- The Juvenile Detention Home had 199 participants in the Weekenders program which provided 6,072 hours of weekend community service for the county, valued at approximately \$60,700.
- In its second year of operation, the Chesterfield Adolescent Reporting Center enrolled a total of 110 participants in 2012, 60 percent more than in 2011, while reducing the cost per participant by 60 percent. The program was successfully completed by 88.5 percent of those enrolled.

## Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
<b>First Offender</b>	Number of participants	✓		
	Percent of participants completing services		✓	
	Cost per participant			✓
<b>Family Resource</b>	Number of participants	✓		
	Percent of participants completing services		✓	
	Cost per participant			✓

## Virginia Juvenile Community Crime Control Act

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
<b>Program Support</b>	Number of participants	✓		
	Percent of participants completing services		✓	
	Cost per participant			✓
<b>Home Incarceration</b>	Number of participants	✓		
	Percent of participants completing services		✓	
	Cost per participant			✓
<b>Weekenders</b>	Number of participants	✓		
	Percent of participants completing services		✓	
	Cost per participant			✓
<b>Adolescent Reporting Center</b>	Number of participants	✓		
	Percent of participants completing services		✓	
	Cost per participant			✓

### Future Outlook

- The juvenile services team will continue to review programs and services, adjusting services based on priorities and population needs and ensuring that the county continues to get the most benefit from VJCCCA funds.
- Ongoing concerns that the state may continue to reduce or eliminate funding for these valuable community resources will require staff continue to monitor and advocate at the state level for funding to provide these valuable services.

## Court Service Unit (VJCCCA)

### Description

The Court Service Unit (CSU) operated two VJCCCA programs – the first offender program 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 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

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$108,493	\$120,500	\$120,900	\$119,900	-0.5%	\$119,900	\$119,900	\$119,900
Operating	29,465	30,100	29,700	30,700	2.0%	30,700	30,700	30,700
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$137,958</b>	<b>\$150,600</b>	<b>\$150,600</b>	<b>\$150,600</b>	<b>0.0%</b>	<b>\$150,600</b>	<b>\$150,600</b>	<b>\$150,600</b>
Revenue	137,958	150,600	150,600	150,600	0.0%	150,600	150,600	150,600
<b>Net Cost</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Ft Pos.	2	2	2	2	0	2	2	2

## Juvenile Detention Home (VJCCCA)

### Description

The Chesterfield Juvenile Detention Home (CJDH) 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. These programs allow CJDH to divert approximately 20% of the total number of admissions at a significant savings to the county.

### Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$302,304	\$305,800	\$305,800	\$304,200	-0.5%	\$304,200	\$304,200	\$304,200
Operating	55,816	53,300	53,300	54,900	3.0%	54,900	54,900	54,900
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$358,120</b>	<b>\$359,100</b>	<b>\$359,100</b>	<b>\$359,100</b>	<b>0.0%</b>	<b>\$359,100</b>	<b>\$359,100</b>	<b>\$359,100</b>
Revenue	358,120	359,100	359,100	359,100	0.0%	359,100	359,100	359,100
<b>Net Cost</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Ft Pos.	4	4	4	4	0	4	4	4

## Chesterfield Adolescent Reporting Program (VJCCCA)

### Description

The Chesterfield Adolescent Reporting Program (CARP) provides a community-based sanction and detention alternative for youths who violate their terms of probation or who commit new crimes while on probation, and is part of a continuum of graduated sanctions. A day program provides educational assistance, job readiness skills, and behavioral skill development to youths on probation who are also suspended or expelled from school. The evening program provides structured and well-supervised group activities between 2:00 p.m. and 8:00 p.m., uses cognitive approaches to develop skills in youths that will support pro-social behaviors, and provides opportunities to repair harm done to the community by engaging youths in community service activities.

### Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$382,506	\$260,800	\$261,800	\$264,500	1.4%	\$264,500	\$264,500	\$264,500
Operating	59,901	73,900	73,900	70,200	-5.0%	70,200	70,200	70,200
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$442,407</b>	<b>\$334,700</b>	<b>\$335,700</b>	<b>\$334,700</b>	<b>0.0%</b>	<b>\$334,700</b>	<b>\$334,700</b>	<b>\$334,700</b>
Revenue	193,392	132,200	132,200	132,200	0.0%	132,200	132,200	132,200
<b>Net Cost</b>	<b>\$249,015</b>	<b>\$202,500</b>	<b>\$203,500</b>	<b>\$202,500</b>	<b>0.0%</b>	<b>\$202,500</b>	<b>\$202,500</b>	<b>\$202,500</b>
Ft Pos.	5	5	5	4	(1)	4	4	4

**NOTE:** One position was transferred to the Juvenile Detention Home during FY2013.

# Youth Planning and Development

## Description

The mission of Youth Planning and Development is to enhance the quality of life for youths and families in Chesterfield County by providing resource information and by leading collaborative planning initiatives that promote positive youth development. The department's objective is to support families and youths in the community to allow young people to grow and develop into healthy, successful adults.

The department's resources are invested into the well-being of Chesterfield County, particularly, the county's youths. Because the department is small in size, the work requires partnerships and collaboration with other organizations - public, private, and the faith community.

Youth Planning and Development convenes and facilitates collaborative teams of stakeholders from public and private youth-serving organizations to ensure that young people are getting what they need to succeed - personal relationships with caring adults, safe places with structured activities during non-school hours, a healthy start, an effective education, and opportunities to give back to the community. The department conducts research, collects, organizes, analyzes and reports on youth-related issues, provides information and referral to resources, conducts educational programs, and develops strategies for addressing youth-related issues.

Youth Planning and Development gathers citizen input through community forums, community survey data and through the Youth Services Citizen Board, an advisory board appointed by the Board of Supervisors and comprised of adults from each magisterial district and youths from each of the county's public high schools.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$262,540	\$287,600	\$288,400	\$291,200	1.3%	\$291,200	\$291,200	\$291,200
Operating	11,027	21,600	21,600	23,700	9.7%	23,700	23,700	23,700
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$273,567</b>	<b>\$309,200</b>	<b>\$310,000</b>	<b>\$314,900</b>	<b>1.8%</b>	<b>\$314,900</b>	<b>\$314,900</b>	<b>\$314,900</b>
Revenue	28,500	500	500	500	0.0%	500	500	500
<b>Net Cost</b>	<b>\$245,067</b>	<b>\$308,700</b>	<b>\$309,500</b>	<b>\$314,400</b>	<b>1.8%</b>	<b>\$314,400</b>	<b>\$314,400</b>	<b>\$314,400</b>
Ft Pos.	4	4	4	4	0	4	4	4

## Biennial Highlights

- Chesterfield County was selected for a sixth time as "One of the 100 Best Communities for Young People" by America's Promise, the only locality in Virginia to be recognized six times. 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 leveraged approximately \$350,000 in grant funds for prevention efforts.
- Finding information about parenting resources, quality childcare and early childhood development became easier for county residents in 2012. Through a partnership among the Smart Beginnings coalition, the Positive Parenting coalition, Social Services, and the United Way, parenting.chesterfield.gov was improved and promoted through an advertising campaign. Webpage hits on the site increased by 993



percent after the launch of the webpage and advertising. Hanover County is replicating the initiative for their community.

- Compliance Checks: A Community Approach, a partnership among Youth Planning and Development, SAFE and Police, was recognized as a Bright Idea by the Harvard Kennedy School of Government.

**Performance Measures**

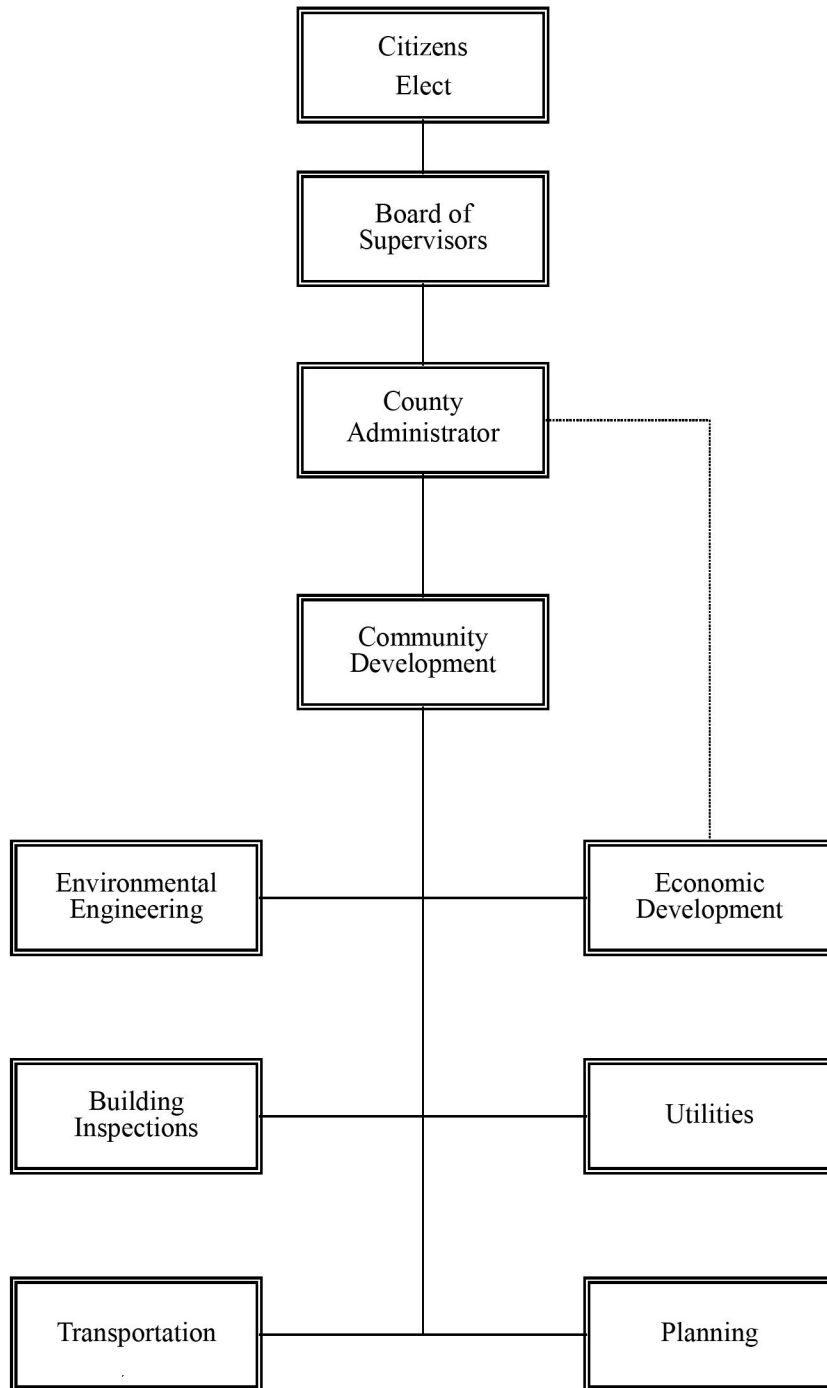
Program	Performance Measures	Output	Quality/ Outcome	Efficiency
Youth Planning & Development	Number of initiatives	✓		
	Number of resources brought to the county		✓	
	Dollars leveraged through public/private partnerships			✓

**Future Outlook**

- Youth Planning will continue to identify opportunities to utilize the county website and other technology resources to provide information regarding services to county residents.
- Youth Planning continues to work with SAFE and community partners to develop strategies to continue the coalition beyond the end of the federal grant.

**THIS PAGE INTENTIONALLY LEFT BLANK**

# COMMUNITY DEVELOPMENT



## Community Development

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
<b>GENERAL FUND</b>								
Administration	\$719,186	\$1,123,300	\$856,100	\$1,167,700	4.0%	\$1,167,700	\$1,167,700	\$1,167,700
Building Inspections	4,754,486	4,879,800	4,892,000	4,850,000	-0.6%	4,850,000	4,850,000	4,850,000
Economic Development	2,044,884	1,954,500	1,956,700	1,919,300	-1.8%	1,919,300	1,919,300	1,919,300
Environmental Engineering	4,098,561	3,912,900	3,891,800	4,226,800	8.0%	4,428,300	4,428,300	4,428,300
Planning	4,079,306	4,033,300	4,043,100	4,021,100	-0.3%	4,021,100	4,021,100	4,021,100
Transportation	1,075,057	1,108,000	1,109,800	1,249,800	12.8%	1,249,800	1,249,800	1,249,800
<b>TOTAL GENERAL FUND</b>	<b>\$16,771,481</b>	<b>\$17,011,800</b>	<b>\$16,749,500</b>	<b>\$17,434,700</b>	<b>2.5%</b>	<b>\$17,636,200</b>	<b>\$17,636,200</b>	<b>\$17,636,200</b>
<b>ENTERPRISE FUND</b>								
Utilities	\$99,579,808	\$87,419,200	\$112,499,900	\$100,978,800	15.5%	\$96,610,000	\$106,170,200	\$138,445,200
<b>TOTAL ENTERPRISE FUND</b>	<b>\$99,579,808</b>	<b>\$87,419,200</b>	<b>\$112,499,900</b>	<b>\$100,978,800</b>	<b>15.5%</b>	<b>\$96,610,000</b>	<b>\$106,170,200</b>	<b>\$138,445,200</b>

# Community Development Administration

## Description

Community Development Administration provides direction, management, and coordination of the County's development through the Departments of Building Inspections, Economic Development, Environmental Engineering, Planning, Transportation, and Utilities. Primarily a regulatory division, responsibilities range from initial consultation with developers, oversight of environmental impacts, and approval of all construction projects. Recently the Community Development Division has been actively involved in a variety of new initiatives to attract high quality businesses to locate or expand within the County. The efforts have resulted in revitalization of existing portions of the County as well as development in new areas.

Community Development departments are involved in virtually every phase of new development and revitalization, from project inception, plan development, construction, approval, issuance of certificates of occupancy, and recognition of projects upon completion. Significant relationships are developed and maintained with other County departments, developers, businesses, and the community at-large.

Community Development Administration works with citizen groups, the business community, residents, and County departments to resolve development and environmental issues. Community Development Administration coordinates divisional activities, monitors department programs, and manages the departments to produce a coordinated and cohesive team to implement the County's development-related policies. Staff also provides support for community and business interest groups seeking assistance from the County to address varied and sometimes disparate concerns.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$449,718	\$557,700	\$559,800	\$510,200	-8.5%	\$510,200	\$510,200	\$510,200
Operating	269,468	565,600	296,300	657,500	16.2%	657,500	657,500	657,500
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$719,186</b>	<b>\$1,123,300</b>	<b>\$856,100</b>	<b>\$1,167,700</b>	<b>4.0%</b>	<b>\$1,167,700</b>	<b>\$1,167,700</b>	<b>\$1,167,700</b>
Revenue	2,135	0	0	0	0.0%	0	0	0
<b>Net Cost</b>	<b>\$717,052</b>	<b>\$1,123,300</b>	<b>\$856,100</b>	<b>\$1,167,700</b>	<b>4.0%</b>	<b>\$1,167,700</b>	<b>\$1,167,700</b>	<b>\$1,167,700</b>
Ft Pos.	4	4	4	4	0	4	4	4

## Biennial Highlights

- The Division's FY2014 general fund budget increased a little over two percent from FY2013. This increase included an additional \$100,000 for the County's GRTC contribution, four new full-time positions in Environmental Engineering, and a previously approved position in Transportation.
- The Division completed the Comprehensive Plan and embarked on an aggressive timeline to implement its recommendations in two phases. Cross-functional teams from across County divisions are actively developing implementation strategies and tools for consideration by the Board of Supervisors.
- In 2012, eight significant economic development projects were closed, representing a total investment of \$274 million and creating 332 new jobs on top of investments of \$143 million and 2,149 new jobs in 2011. Key among these projects was the completion of both the Amazon fulfillment center and the flagship Kroger Marketplace store at Stonebridge, both of which brought needed jobs to and revitalization of the County.

## Community Development Administration

- County staff worked with GRTC to restructure commuter bus transit service so the service could continue while controlling cost overruns. This service is projected to be within budget by the close of FY2013. For FY2014, the County will take responsibility for the Commonwealth's GRTC contribution, budgeted at \$100,000 and bringing the County's total contribution to \$368,000.
- In cooperation with the County Attorney, the Building Inspections Department concluded a two-year effort to address illegally installed generators by contractors. The conclusion of this undertaking will result in every faulty generator being either corrected with the necessary safety measures by the responsible contractor or by compensating the homeowner for the necessary corrective action.

---

### Future Outlook

- During FY2014, the Department of Environmental Engineering will continue to evaluate the impact of two significant and unfunded water quality mandates. Beginning in FY2015, the Department will assume the responsibility of the Virginia Stormwater Management Program (VSMP). Local takeover of VSMP will have serious impacts on the Department's operating budget and revenue stream. The first step in addressing the expanding role of Environmental Engineering includes funding four new positions in the last quarter of FY2014 to handle the new plan review, inspection, and documentation requirements of VSMP.
- The second water quality mandate is the Chesapeake Bay Total Maximum Daily Load (TMDL), which will require Chesterfield to reduce its pollutant stream of phosphorus, nitrogen, and sediment into the Chesapeake Bay through improved water quality management. Requirements for the TMDL will be contained within the County's anticipated Municipal Separate Storm Sewer (MS4) permit, which will be renewed during 2013 by the Commonwealth. The Chesapeake Bay TMDL requirements will have significant capital funding impacts that are further detailed in the FY2014-FY2018 Capital Improvement Program (CIP). During FY2014, the Community Development Administration and Environmental Engineering Departments will engage the Board of Supervisors in a discussion about potential revenue streams, including a stormwater utility, to address these capital impacts.
- Funding for roads remains a critical issue for the County, which is dependent on the General Assembly's funding priorities as well as potential future plans for devolution.
- Implementation of the Comprehensive Plan will play a key role in the Division's future priorities as the County shifts its focus to revitalization as a guide to resource allocation and project selection.
- Commercial activity has continued to strengthen even as the residential sector shows a slower recovery. Upcoming economic development and revitalization projects continue to prove that Chesterfield has maintained and even enhanced its competitiveness in the region as well as on the national stage.
- The FY2014-FY2018 CIP includes major revitalization and expansion of the water and wastewater systems based on projected growth as well as more stringent capacity requirements mandated by the Commonwealth. These infrastructure projects will be completed through a proposed series of appropriate rate increases while prioritizing the Utilities Department's triple-AAA bond rating and competitive regional rates.

# Building Inspection

## Description

Building Inspection's strategic function is public safety. Staff verifies through plan review and onsite inspections that new construction meets the standards set by the Virginia Uniform Statewide Building Code. In addition, the Department conducts inspections of existing structures to ensure that they meet minimum safety standards and continue to be safe for the public.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$4,238,430	\$4,263,000	\$4,275,200	\$4,293,500	0.7%	\$4,293,500	\$4,293,500	\$4,293,500
Operating	509,806	616,800	616,800	556,500	-9.8%	556,500	556,500	556,500
Capital	6,250	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$4,754,486</b>	<b>\$4,879,800</b>	<b>\$4,892,000</b>	<b>\$4,850,000</b>	<b>-0.6%</b>	<b>\$4,850,000</b>	<b>\$4,850,000</b>	<b>\$4,850,000</b>
Revenue	3,255,296	3,096,600	3,181,600	3,181,600	2.7%	3,181,600	3,181,600	3,181,600
<b>Net Cost</b>	<b>\$1,499,190</b>	<b>\$1,783,200</b>	<b>\$1,710,400</b>	<b>\$1,668,400</b>	<b>-6.4%</b>	<b>\$1,668,400</b>	<b>\$1,668,400</b>	<b>\$1,668,400</b>
Ft Pos.	61	60	60	60	0	60	60	60

## Biennial Highlights

- Commercial activity has continued to rebound at a faster pace than new residential development, though both sectors of the market showed improvements in FY2012 and FY2013. Single family building permits increased 24.5 percent between 2011 and 2012 to 864 permits, and the Department performed 14.1 percent more residential and commercial inspections than in the previous calendar year.
- In FY2012 Building Inspections continued to collaborate with other Community Development departments to provide supplemental services, including inspections for the Utilities and Environmental Engineering Departments. These cross-training relationships are leveraging County resources as effectively as possible and have saved the Community Development Division a little over \$1 million.
- Walk-in building permit processing service for specific types of construction work has become a popular public service, with over 750 customers choosing this service in FY2012.
- Over 1,300 single family dwellings in 16 subdivisions and 739 multi-family dwelling units were inspected for exterior property maintenance violations in FY2012, continuing the Department's focus on code enforcement and public safety.
- The Department's accomplishments listed above were achieved without new funding in personnel or capital in both FY2012 and FY2013, even as activity has shown a noticeable uptick. Technological improvements from both years were purchased within the Department's given budget.

## Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
Permit	Permits issued	✓		
	Percent of applications entered without errors		✓	
	Structural reviews completed within target of 10 working days (residential and commercial)			✓
Construction Inspection	Number of inspections performed	✓		
	Defects/monitor		✓	
	Percent of inspections performed within two working days			✓

## Building Inspection

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
Property Maintenance	Proactive neighborhood houses inspected	✓		
	Initial defects brought into compliance by fiscal year end		✓	
	Proactive property maintenance inspections/inspection man hours			✓
Education and Training	Inspector training hours received/taught	✓		
	Customer satisfaction survey		✓	
Local and Intra-Departmental Assistance	Cost of programs	✓		
	Percent of programs continued		✓	
	Percent of expenses covered by revenue			✓

### Future Outlook

- Building Inspections' programs and objectives reflect Chesterfield's desire to be a safe place at work, at play, and at home. Long-term funding is established through the collection of permit fees charged for inspecting buildings as required by law.
- Over time, the Department has established separate goals to achieve efficient work processes, to embrace new technology, and ensure a positive work environment. When the new County Strategic Plan is revealed, Building Inspections may look for better ways to combine these separate goals into one overarching goal of efficient processes at a reasonable cost in a quality environment.
- With the focus on revitalization in the Comprehensive Plan, the resulting implementation plan may require additional resources for the Department, especially for its Property Maintenance Program.
- In 2012, a major effort to upgrade the Department's automation infrastructure was underway, and the efforts continue today. Several computer upgrades were implemented to maintain minimum standards required by maintenance contracts and improve current performance. IST staff has been trained by the Department's main vendor, Computronix, to maintain and manage automation support.



# Economic Development

## Description

The Department of Economic Development is responsible for the recruitment of new and expanding businesses to Chesterfield County. The Department strives to create and maintain a stable and diverse business structure so that adequate public services can be provided without placing 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 responsible for administering the County's local Enterprise Zone Program in conjunction with the Virginia Department of Housing and Community Development.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$1,128,996	\$1,165,800	\$1,168,000	\$1,144,200	-1.9%	\$1,144,200	\$1,144,200	\$1,144,200
Operating	915,888	788,700	788,700	775,100	-1.7%	775,100	775,100	775,100
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$2,044,884</b>	<b>\$1,954,500</b>	<b>\$1,956,700</b>	<b>\$1,919,300</b>	<b>-1.8%</b>	<b>\$1,919,300</b>	<b>\$1,919,300</b>	<b>\$1,919,300</b>
Revenue	63,500	64,000	64,000	64,000	0.0%	64,000	64,000	64,000
<b>Net Cost</b>	<b>\$1,981,384</b>	<b>\$1,890,500</b>	<b>\$1,892,700</b>	<b>\$1,855,300</b>	<b>-1.9%</b>	<b>\$1,855,300</b>	<b>\$1,855,300</b>	<b>\$1,855,300</b>
Ft Pos.	11	11	11	11	0	11	11	11

## Biennial Highlights

- The Department's new business section is managing a notable increase in prospective activity, especially from international firms. Companies announced \$274 million in new investments in Chesterfield during 2012, a significant increase over the previous year.
- The Department also continues to place great emphasis on existing businesses in the County. The Business Expansion Incentive Fund was established to provide support to expanding companies already doing business in Chesterfield. To date, seven existing companies have received funding totaling approximately \$311,000 through the Business Expansion Incentive Fund, supporting approximately \$37.1 million in new capital investment and the creation and retention of 367 jobs.
- In addition to the more traditional areas of economic development, the department is becoming increasingly involved in new initiatives such as tourism promotion, revitalization and a concentrated campaign to more actively market the Chesterfield Airport.
- Meadowville Technology Park is one of the cornerstones to future economic growth in the County, though efforts to develop the park in recent years have been hampered by a lack of access to the site. The interchange at Interstate 295 and Meadowville Road opened in December 2011 and immediately spurred development activity in the park. Since the opening of the interchange, Amazon opened a one million square foot fulfillment center that hired approximately 1,000 full-time employees, while Capital One began construction on a \$175 million data center. Moving forward, interest in the park is expected to further intensify and will require additional staff time.

## Economic Development

### Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
New Business	Number of Active Projects	✓		
	Capital investment and job creation announced		✓	
	Annual PR increased			✓
Revitalization	Value of public investment	✓		
	Value of new private sector investment		✓	
	Number of presentations to enhance awareness of revitalization			✓
Existing Business	Number of Existing Industry visits	✓		
	Capital investment and job creation announced		✓	
	Number of referrals			✓
Tourism	Revenues generated by out of region visitors	✓		
	Increase sales tax and hotel and restaurant tax		✓	
	Number of events that draw out of region visitors			✓
SWaM Business	Number of new businesses established	✓		
	Increase in tax base		✓	
	Number of one on one business consultations			✓

### Future Outlook

- Incentives for prospective companies are playing a greater role in the competitive nature of economic development. Staff will explore options such as creating Technology Zones, Defense Zones, and Tourism Zones to support development of key gateways to the County. With discussion at the General Assembly about the elimination of the Machinery and Tools tax, the County will need to plan for sources of funding or other methods to match requirements for state incentive programs.
- With the approval of the County's revised Comprehensive Plan, revitalization is expected to expand over the next several years as more focus is placed on revamping older areas of the County. The countywide focus on revitalization is a fairly new function, and staff has absorbed revitalization duties with existing resources wherever possible. Moving forward, however, more resources could be needed depending on the direction and breadth of the revitalization efforts.

# Environmental Engineering

## Description

The Department of Environmental Engineering consists of six functional sections and includes Drainage Maintenance Operations, Best Management Practice (BMP) Maintenance Operations, Water Quality, Environmental Inspections, Plans Review, and Street Signs.

While Environmental Engineering engages in myriad activities throughout the year to maintain the County's intricate storm sewer and drainage system, the key undertaking of this Department during FY2014 will be preparing for the July 2014 mandated local implementation of the Virginia Stormwater Management Program (VSMP).

The Water Quality section is charged with ensuring that the County maintains compliance with all aspects of this permit program, which includes watershed management, public education and outreach, industrial/commercial inspections, illicit discharge detection and elimination, and water quality monitoring. Adoption of this program will have serious impacts on the Department's operating budget, including the four new full-time positions that are funded in FY2014. These positions include two inspectors, one engineer and one engineering assistant and are budgeted to be hired in the last quarter of FY2014 in preparation for the County's seamless takeover of VSMP on July 1, 2014.

In addition to VSMP, the Department will be working with the Virginia Department of Conservation and Recreation on the reissuance of the County's Municipal Separate Storm Sewer System (MS4) permit in anticipation of the U.S. Environmental Protection Agency's (EPA) Chesapeake Bay Total Maximum Daily Load (TMDL). Funding for this program is detailed in the FY2014-FY2018 Capital Improvement Program (CIP) and will result in long-term capital needs over the next decade and beyond.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$3,302,400	\$3,380,000	\$3,390,800	\$3,561,600	5.4%	\$3,763,100	\$3,763,100	\$3,763,100
Operating	469,906	461,000	461,000	542,900	17.8%	542,900	542,900	542,900
Capital	326,255	71,900	40,000	122,300	70.1%	122,300	122,300	122,300
<b>Total</b>	<b>\$4,098,561</b>	<b>\$3,912,900</b>	<b>\$3,891,800</b>	<b>\$4,226,800</b>	<b>8.0%</b>	<b>\$4,428,300</b>	<b>\$4,428,300</b>	<b>\$4,428,300</b>
Revenue	241,622	276,200	286,600	315,600	14.3%	315,600	315,600	315,600
<b>Net Cost</b>	<b>\$3,856,939</b>	<b>\$3,636,700</b>	<b>\$3,605,200</b>	<b>\$3,911,200</b>	<b>7.5%</b>	<b>\$4,112,700</b>	<b>\$4,112,700</b>	<b>\$4,112,700</b>
Ft Pos.	52	54	54	58	4	58	61	61

## Biennial Highlights

- The Environmental Engineering Department faces new mandated requirements that will become effective in FY2015. Of immediate impact is the devolution of the evaluation and issuance of stormwater management permits through the VSMP process from the Commonwealth to localities. The impact on this Department's operations will be considerable. This mandate will create a new tier of field inspection, processing, and data tracking responsibilities that existing funding and staffing levels cannot absorb. Preparations have begun in the FY2014 budget to ensure immediate implementation on July 1, 2014, as mandated by the State. The FY2014 budget includes partial year funding for four FTEs to begin in the fourth quarter.
- The increase in BMP fee collection forecasted in the FY2013 budget appears to be holding true and will slightly exceed expectations. The Department is forecasting continued growth in this area in FY2014 as

## Environmental Engineering

staff continues to inspect and accept BMPs into the County's system, ensuring high stormwater quality throughout the County's watershed.

- The final implementation of a new work order/work tracking system will likely be completed in FY2013. It was developed in house by IST and will allow for a more seamless operation and address data redundancy issues.
- The FY2014 Technology Improvement Program includes funding to migrate the Department's existing Microsoft Access-based Program Administration Status System to a web-based platform. This platform will improve functionality and provide further integration with other County systems to mandated requirements for the State's VSMP program. The long-term goal of this technology improvement is to integrate Water Quality records and data collection into one system, reducing costs.
- Street signs revenues for FY2013 are meeting estimates, and the Department forecasts a status quo in this area with marginal increases in collections. Countywide replacement of signage not meeting current U.S. and Virginia Department of Transportation standards for paddle and lettering sizes continues with approximately 250 more sign paddles to replace. Anticipated completion of this project is expected by the end of FY2013.
- The Plans Review Section continues to keep review times well within state-mandated limits. Redeployment of staff to add further support to commercial development has allowed the Department to meet a level of plans submission that, so far, has not shown the same activity decline in levels over the past four years as residential development.
- On the basis of plan submission trends, Environmental Engineering anticipates a modest increase in revenue in FY2014. This increase will be mostly driven by continued commercial recovery and a small increase in a still tentative housing market. At the same time, the trends in revenue received for single family residential erosion control fees continue to show gains as the housing market continues a slow recovery. The Department anticipates that this slow growth will continue and revenue projections reflect the same.
- The FY2014-FY2018 CIP includes funding for drainage maintenance projects as well as Pocoshock Creek stream restoration activities. In FY2014, funds are appropriated to complete a Conceptual Water Quality Plan for the County's 60/147 Drainage District and the Chesapeake Bay TMDL Action Plan.

### Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
<b>Drainage Maintenance Operations</b>	Drainage service events	✓		
	Addresses served by service events		✓	
	Addresses served per drainage event			✓
<b>BMP Maintenance Operations</b>	BMP/SWM facilities inspected and/or maintained	✓		
	Labor costs per BMP Maintenance Operations		✓	
	Labor cost per BMP/SWM facility inspected and/or maintained			✓
<b>Water Quality</b>	Number of pollution complaints responded to	✓		
	Number of pollution complaints resolved and resulted in corrective actions		✓	
	Percent of reports resulting in environmental clean-up			✓
<b>Environmental Inspections</b>	Investigations resulting in a finding of violation of Erosion and Sediment Control ordinance	✓		
	Civil penalty fees collected		✓	
	Average days to complete an investigation			✓
<b>Plans Review</b>	Completed reviews of new site or subdivision plan submittals	✓		
	Percent reviews completed within state mandated limits		✓	
	Average days to complete initial review of a new plan submittal			✓

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
Street Signs	Number of street signs fabricated	✓		

**Future Outlook**

- While the VSMP regulations provide guidance for an associated fee structure, staff has determined that this minimum fee schedule will not cover the additional personnel and operating costs associated with the mandate. In the second half of FY2014, the Department will present a revised fee schedule for the Board's consideration to better address VSMP cost recovery. The State Water Control Board (SWCB) will then determine if these higher fees may be implemented. Should the SWCB deny the adjustment request, other options for cost recovery would need to be evaluated; staff has been examining alternative options.
- The next major issue facing the Department is the reissuance of the County's MS4 permit. The County has been operating under an extension of its expired MS4 permit pending issuance of additional requirements from the EPA. The new permit, to be received in October 2013, will include provisions for the implementation of Chesapeake Bay TMDL for stormwater pollution reduction. Work has begun to better understand the significant capital impact of this program over the next 15 years and the best strategies to most effectively leverage County resources. In preparation, the Department will complete its storm sewer and conveyance mapping by the start of FY2014 and commission an engineering study (funded in the FY2014-FY2018 CIP), which will guide the Department's TMDL-related activity through 2028.
- Additional funding requests include an Administrative Analyst position. This position would manage data collection and organization for the Water Quality section. This position is envisioned to serve as lead and point of contact for future Water Quality systems development related to MS4 requirements; to fully integrate with the Drainage Maintenance Operations section's SWIFT data system; to enhance the Erosion Control and VSMP data system; and coordinate inclusion of these as fully developed modules into the Community Development Information System (CDIS).
- To meet a requirement from the Planning Commission, additional funding is requested for consultant services to develop protocols for and implement the evaluation of installed pavement materials in alleyways to ensure adherence and compliance with minimum VDOT standards.
- Additional funding for operating supplies for the Drainage Maintenance Operations has been an on-going issue for several budget cycles, though it remains unfunded.

# Planning

## Description

The Planning Department is responsible for guiding and regulating the County's long- and short-term development. This includes the oversight of the County's long-range comprehensive planning process, which establishes recommendations to efficiently and effectively guide residential and commercial development for the benefit of present and future generations.

The foundation of the Planning Department's efforts is the County's Comprehensive Plan. The Comprehensive Plan, which was adopted by the Board in FY2013, 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.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$3,812,248	\$3,823,400	\$3,833,200	\$3,815,700	-0.2%	\$3,815,700	\$3,815,700	\$3,815,700
Operating	267,058	209,900	209,900	205,400	-2.1%	205,400	205,400	205,400
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$4,079,306</b>	<b>\$4,033,300</b>	<b>\$4,043,100</b>	<b>\$4,021,100</b>	<b>-0.3%</b>	<b>\$4,021,100</b>	<b>\$4,021,100</b>	<b>\$4,021,100</b>
Revenue	410,087	435,600	520,800	452,100	3.8%	452,100	452,100	452,100
<b>Net Cost</b>	<b>\$3,669,219</b>	<b>\$3,597,700</b>	<b>\$3,522,300</b>	<b>\$3,569,000</b>	<b>-0.8%</b>	<b>\$3,569,000</b>	<b>\$3,569,000</b>	<b>\$3,569,000</b>
Ft Pos.	49	49	49	49	0	49	49	49

## Biennial Highlights

- In October 2012, the Board of Supervisors adopted "Moving Forward - The Comprehensive Plan for Chesterfield County," the County's guiding document for future growth and development decisions.
- Immediately following adoption of the County's new Comprehensive Plan, the Department, in conjunction with other County staff, began Phase One Implementation steps outlined in the Plan.
- The Planning Department received a National Association of Counties award for the Ready to Build Expedited Plans Review Process.
- The Department used the Fast Track and Ready to Build Plan Review Processes to quickly approve 24 new projects, which bolstered the local economy by bringing new jobs and businesses to the area.
- The Planning Department established a new policy with the Board of Supervisors for electronic message signs, providing additional guidelines for commercial electronic signage and variable message signs.
- Planning staff, working with IST and with input from other County departments, initiated the rezoning phase of the County's new Community Development Information System (CDIS), implementing online zoning application and review. These types of self-service improvements will enhance customer service and processing protocols.

**Performance Measures**

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
<b>Administration</b>	Development cases processed	✓		
	Number of cases processed by Administration staff		✓	
	Percent of cases prepared/processed on time			✓
<b>Code Compliance - CDBG</b>	Number of complaints	✓		
	Number of resolved complaints		✓	
	Ratio of complaints resolved within 23 days of receipt			✓
<b>Plans and Information</b>	Percentage of new single family homes built in deferred growth/countryside area		✓	
	Percentage of homes built			✓
<b>Development Review</b>	Number of complaints	✓		
	Ratio of complaints resolved within 23 days of receipt			✓
<b>Planning Commission and Boards</b>	Complete staff evaluations within ten days of public hearing (Board of Zoning Appeals)		✓	
	Average number of days evaluations are completed (Board of Zoning Appeals)			✓

**Future Outlook**

- The ongoing implementation of the Comprehensive Plan's recommendations will continue to stretch Department staff and resources as activity levels continue to return.
- Technology improvements and computer and software upgrades that were delayed during the economic downturn have now become necessary to maintain staff productivity and systems compatibility.
- Planning Department career development is a priority though remains unfunded. The Department has not had a comprehensive review of its staff classification and compensation structure since 2007. A salary/ classification analysis was the principal recommendation of the Planning Department's recent Organization Climate Assessment, and the Department will undertake this analysis with HRM in FY2013, which will likely result in recommendations that remain unfunded in the FY2014 budget.

# Transportation

## Description

The overall 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 oversees road construction projects to assist in providing an adequate transportation network.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$979,859	\$1,031,700	\$1,033,500	\$1,213,100	17.6%	\$1,213,100	\$1,213,100	\$1,213,100
Operating	95,199	76,300	76,300	36,700	-51.9%	36,700	36,700	36,700
Capital	0	0	0	0	0.0%	0	0	0
<b>Total</b>	<b>\$1,075,057</b>	<b>\$1,108,000</b>	<b>\$1,109,800</b>	<b>\$1,249,800</b>	<b>12.8%</b>	<b>\$1,249,800</b>	<b>\$1,249,800</b>	<b>\$1,249,800</b>
Revenue	0	0	0	129,600	N/A	129,600	129,600	129,600
<b>Net Cost</b>	<b>\$1,075,057</b>	<b>\$1,108,000</b>	<b>\$1,109,800</b>	<b>\$1,120,200</b>	<b>1.1%</b>	<b>\$1,120,200</b>	<b>\$1,120,200</b>	<b>\$1,120,200</b>
Ft Pos.	9	9	9	10	1	10	10	10

NOTE: One position was transferred from Unassigned during FY2013.

## Biennial Highlights

- In FY2012 and FY2013 the Transportation Department managed a number of high priority projects including the widening of Route 10, Powhite Parkway, and Robious Parkway; the extension of Port Walthall Drive as an economic development access fund project; and various sidewalk projects throughout the County.
- Recent changes to the Virginia Department of Transportation (VDOT) revenue sharing program have resulted in significant additional funding for road improvements annually and increased workload because the County has chosen to manage the projects rather than have VDOT manage them.
- Additionally, a vacant full time position was filled mid-year FY2013 and an additional position was transferred to the Department to assist with workload increases and succession planning. The transferred position will be funded with state reimbursement revenue.

## Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
Development Review	Number of plans reviewed	✓		
	Plans reviewed within target timeframe		✓	
	Percent of plans reviewed within target timeframe			✓
Project Management	Number of projects managed	✓		
Long Range Planning	Number of updates completed	✓		



### Future Outlook

- While the County has been successful in receiving additional VDOT road funding in the past couple of fiscal years, the anticipation for future years is a reduction in State and Federal resources for highway funding. Therefore, the Department strives to maximize transportation funding opportunities by aggressively competing for all funding sources. Inadequate road construction funding requires the department to prudently evaluate road capacities and accident information in order to apply those resources towards the most deficient sections of road systems. As additional funding resources have been secured, workload also increases.
- Future legislation could result in the County's assumption of the secondary road system. The Transportation Department is monitoring this situation to determine the impacts should it occur. In the event that this change ever does occur, the County will need to allocate significant funding and staffing levels to maintain the secondary road system.

# Utilities

## Description

The Chesterfield County Department of Utilities is a public utility that provides high quality water and wastewater services to its residential, commercial, and industrial customers located within the County. The user charges, which are among the lowest in the area, support operation and maintenance, administration, facilities' replacement, and debt service. The Department's three divisions include Development, Finance and Administration; Operations and Maintenance; and Real Property Management.

FY2014 approved fee increases include a water commodity charge of \$0.05 per one hundred cubic feet, a wastewater commodity charge of \$0.16 per one hundred cubic feet, and a water bi-monthly base charge of \$1.12 for a residential 5/8" meter. The typical residential combined bi-monthly bill will increase to \$103.94, or by \$4.90, over the FY2013 bill. The FY2014 budget includes funding for a plant operator to address the ongoing wastewater operations and maintenance needs due to the BNR expansion.

## Financial Activity

### Total Department

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$18,603,552	\$20,713,900	\$21,089,300	\$20,613,900	-0.5%	\$20,613,900	\$20,613,900	\$20,613,900
Operating	37,168,133	42,903,200	43,590,600	42,584,900	-0.7%	42,585,100	42,585,300	42,585,300
Capital	449,279	934,000	781,000	831,000	-11.0%	831,000	831,000	831,000
CIP - Water	9,597,037	12,605,000	23,309,000	21,009,000	66.7%	17,730,000	27,690,000	30,665,000
CIP - Wastewater	6,579,874	9,370,000	23,730,000	15,940,000	70.1%	14,850,000	14,450,000	43,750,000
<b>Total</b>	<b>\$72,397,874</b>	<b>\$86,526,100</b>	<b>\$112,499,900</b>	<b>\$100,978,800</b>	<b>16.7%</b>	<b>\$96,610,000</b>	<b>\$106,170,200</b>	<b>\$138,445,200</b>
Revenue	99,579,808	82,020,800	97,906,600	96,029,400	17.1%	94,939,500	94,539,600	123,839,500
Addition to / (Use of) Unrestricted Net Assets	27,181,933	(4,505,300)	(14,593,300)	(4,949,400)	9.9%	(1,670,500)	(11,630,600)	(14,605,700)
FT Pos.	286	290	291	291	1	291	291	291

### Water

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$10,128,335	\$11,290,200	\$11,472,200	\$11,111,500	-1.6%	\$11,111,500	\$11,111,500	\$11,111,500
Operating	20,710,519	25,061,600	25,354,600	24,230,300	-3.3%	24,230,400	24,230,500	24,230,600
Capital	342,172	614,000	481,000	511,000	-16.8%	511,000	511,000	511,000
CIP-Water	9,597,037	12,605,000	23,309,000	21,009,000	66.7%	17,730,000	27,690,000	30,665,000
<b>Total</b>	<b>\$40,778,062</b>	<b>\$49,570,800</b>	<b>\$60,616,800</b>	<b>\$56,861,800</b>	<b>14.7%</b>	<b>\$53,582,900</b>	<b>\$63,543,000</b>	<b>\$66,518,100</b>
Revenue	50,074,690	45,065,500	46,023,500	51,912,400	15.2%	51,912,400	51,912,400	51,912,400
Addition to / (Use of) Unrestricted Net Assets	9,296,628	(4,505,300)	(14,593,300)	(4,949,400)	9.9%	(1,670,500)	(11,630,600)	(14,605,700)

## Wastewater

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Personnel	\$8,475,217	\$9,423,700	\$9,617,100	\$9,502,400	0.8%	\$9,502,400	\$9,502,400	\$9,502,400
Operating	16,457,614	17,841,600	18,236,000	18,354,600	2.9%	18,354,700	18,354,800	18,354,700
Capital	107,107	320,000	300,000	320,000	0.0%	320,000	320,000	320,000
CIP - Wastewater	6,579,874	9,370,000	23,730,000	15,940,000	70.1%	14,850,000	14,450,000	43,750,000
<b>Total</b>	<b>\$31,619,812</b>	<b>\$36,955,300</b>	<b>\$51,883,100</b>	<b>\$44,117,000</b>	<b>19.4%</b>	<b>\$43,027,100</b>	<b>\$42,627,200</b>	<b>\$71,927,100</b>
Revenue	49,505,117	36,955,300	51,883,100	44,117,000	19.4%	43,027,100	42,627,200	71,927,100
Addition to / (Use of) Unrestricted Net Assets	17,885,305	0	0	0	0.0%	0	0	0

## Biennial Highlights

- The Department's goals in preparing the budget are focused on fiscal responsibility and appropriate rate adjustments. By maintaining financial ratios that compare favorably with rating agencies' median ratios for triple AAA rated utilities, the Utilities Department has maintained its rating status. The ratios are excellent measures to assist the Department in preserving its triple AAA rating.
- Standard and Poor's (S&P) affirmed the department's AAA bond rating in December 2012. Chesterfield County Utilities is one of only a handful of water and wastewater utilities in the nation to have achieved AAA ratings on its revenue bonds from each of the three top rating services, including Fitch Ratings and Moody's Investors Services. This highest of bond ratings recognizes Chesterfield Utilities' leadership and numerous financial achievements. S&P's report specifically noted the Department's affordable rates and historically solid financial position as a reflection for this rating.
- Staff successfully planned and coordinated the replacement of several hundred feet of an existing 16-inch waterline along Beach Road affecting over 1,700 customers.
- The Department successfully completed the construction of the Cosby water storage tank project at a cost of approximately \$3.3 million, which was \$1 million below the engineer's estimate.
- The Department continues with its wastewater treatment plant upgrades to meet the Virginia Department of Environmental Quality's (DEQ) requirements for nutrient reductions at an approximate total cost of \$130 million. The Falling Creek Wastewater Treatment Plant achieved substantial completion of the Biological Nutrient Removal (BNR) project in October 2011. The Proctors Creek Wastewater Treatment Plant is expected to achieve substantial completion of the BNR project in late winter 2013.
- Utilities staff was heavily involved in various activities in the updating of the County's newly adopted Comprehensive Plan. Staff was instrumental in the writing of various sections of the document, especially the chapter relating to utilities.
- Staff worked closely with Park 500 to convert to public water for its processing needs, which makes them the largest Chesterfield water user. In addition, staff was instrumental in facilitating the design and construction of utilities for the new Amazon fulfillment center and the Capital One data center projects.
- Approximately 91,000 of an estimated 93,000 sewer lateral information points have been mapped since the project began in November 2010. This project was originated to assist Miss Utility in the required locating of sewer laterals.
- A new 911 paging system for the Supervisory Control and Data Acquisition (SCADA) system provides remote on-demand information of the system to Operations and Maintenance personnel. The system will contact operators via a text messaging system should part of the system go into an alarm condition.
- The successful implementation of the Department's Customer Information System (CIS) in 2011 has upgraded the level of customer service by leveraging an advanced system to provide more information,

## Utilities

system flexibility, and work efficiencies. For example, CIS offers customers the ability to access and update account information and pay their bills via the internet and telephone.

### Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
Customer Service, Finance and Administration	Utility Rates	✓		
	Benchmark to rates of other local utilities and with Credit Rating Agency rate data		✓	
	Lower rates that comparative sized local utilities			✓
Engineering and Development	Number of customer requests	✓		
	Number of customer requests completed satisfactorily		✓	
	Percent of requests completed within the prescribed timeframe			✓
Right of Way	Real estate transactions	✓		
	Negotiated real estate transactions		✓	
	Percent of real estate transactions completed without condemnation			✓
Operations and Maintenance	Number of days in fiscal year during which utility was in full compliance with primary Maximum Contaminant Level and Treatment Technique parameters of the Safe Drinking Water Act regulations	✓		
	Percent compliance with drinking water regulations			✓

### Future Outlook

- The Utilities Department continuously reviews the goals and objectives of its performance plan to ensure it aligns with the County's Strategic Plan. The performance plan is used as one source to guide the Department's financial outlook in the short term and for the future.
- The FY2014-FY2018 Capital Improvement Program includes funding for critical water supply projects, storage tank and pump station construction and upgrades, and treatment plant upgrades. Funding levels are \$21.1 million for water projects and \$15.9 million for wastewater projects in FY2014.
- Department staff will be involved with the implementation of various sections of the Comprehensive Plan. In addition, a new Utilities Facilities Plan will be developed and will follow the recommendations of the Comprehensive Plan to ensure utility infrastructure and facilities are newly constructed, replaced, or rehabilitated in identified growth or revitalization areas.
- The Department will continue to closely monitor the U.S. Environmental Protection Agency's (EPA) review of DEQ's plans for pollution reductions to restore the Chesapeake Bay. If the EPA imposes stricter requirements than previously approved by DEQ, additional upgrades will be needed at the wastewater treatment plants to meet further nutrient reductions. The costs to make the upgrades would be substantial and include with it rate adjustments and issuance of debt.

# Other

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
<b>GENERAL FUND</b>								
<b>Non-departmental</b>								
Right-of-Way	\$26,737	\$55,000	\$55,000	\$55,000	0.0%	\$55,000	\$55,000	\$55,000
Economic Development Incentive	0	110,000	110,000	555,000	404.5%	470,000	245,000	245,000
Economic Development Partnerships <sup>1</sup>	7,667,904	915,300	939,800	915,300	0.0%	915,300	915,300	915,300
<b>Subtotal Non-departmental</b>	<b>\$7,694,641</b>	<b>\$1,080,300</b>	<b>\$1,104,800</b>	<b>\$1,525,300</b>	<b>41.2%</b>	<b>\$1,440,300</b>	<b>\$1,215,300</b>	<b>\$1,215,300</b>
<b>Miscellaneous</b>								
Community Contracts	\$673,000	\$635,100	\$635,100	\$635,100	0.0%	\$635,100	\$635,100	\$635,100
Convention Center	5,081,220	4,147,300	4,188,800	4,449,000	7.3%	4,560,200	4,674,200	4,791,000
Debt Service	31,582,334	24,157,300	25,293,200	22,612,900	-6.4%	23,857,000	25,031,000	26,722,900
Employee Benefits	6,030,291	6,576,800	7,947,300	6,982,500	6.2%	11,340,800	10,545,500	13,143,100
Intracounty Hydrant Protection	589,600	589,600	589,600	589,600	0.0%	589,600	589,600	589,600
Interest Paid on Taxes	506,809	61,000	61,000	109,000	78.7%	109,000	109,000	109,000
Community Development Authorities	2,508,370	2,461,600	2,461,600	2,725,500	10.7%	2,725,500	2,725,500	2,725,500
Tax Relief for Elderly	5,217,599	5,000,000	5,000,000	5,050,000	1.0%	5,201,500	5,357,500	5,518,200
Other Miscellaneous Expenditures	48,383	37,000	37,000	37,000	0.0%	37,000	37,000	37,000
<b>Subtotal Miscellaneous</b>	<b>\$52,237,606</b>	<b>\$43,665,700</b>	<b>\$46,213,600</b>	<b>\$43,190,600</b>	<b>-1.1%</b>	<b>\$49,055,700</b>	<b>\$49,704,400</b>	<b>\$54,271,400</b>
<b>TOTAL MISC. &amp; NON-DEPT.</b>	<b>\$59,932,247</b>	<b>\$44,746,000</b>	<b>\$47,318,400</b>	<b>\$44,715,900</b>	<b>-0.1%</b>	<b>\$50,496,000</b>	<b>\$50,919,700</b>	<b>\$55,486,700</b>
District Improvement Funds	0	167,500	167,500	167,500	0.0%	167,500	167,500	167,500
Streetlight Electrical Costs	760,219	755,500	755,500	755,500	0.0%	755,500	755,500	755,500
<b>Transfers</b>								
Grants <sup>2</sup>	\$905,436	\$857,900	\$863,300	\$875,700	2.1%	\$875,700	\$875,700	\$875,700
Schools Operating <sup>3</sup>	283,300,139	299,389,300	299,257,700	303,344,200	1.3%	308,919,700	316,091,800	320,470,400
Airport Fund	4,977	117,000	0	36,500	-68.8%	0	0	0
Comprehensive Services	1,212,700	1,712,100	1,712,100	1,229,200	-28.2%	1,229,200	1,229,200	1,229,200
<b>Subtotal Transfers</b>	<b>\$285,423,252</b>	<b>\$302,076,300</b>	<b>\$301,833,100</b>	<b>\$305,485,600</b>	<b>1.1%</b>	<b>\$311,024,600</b>	<b>\$318,196,700</b>	<b>\$322,575,300</b>
Capital Projects	12,030,202	13,082,300	14,952,300	14,659,000	12.1%	16,198,000	16,517,000	15,933,000
<b>Subtotal Trf to Capital Projects</b>	<b>\$12,030,202</b>	<b>\$13,082,300</b>	<b>\$14,952,300</b>	<b>\$14,659,000</b>	<b>12.1%</b>	<b>\$16,198,000</b>	<b>\$16,517,000</b>	<b>\$15,933,000</b>
<b>TOTAL TRANSFERS</b>	<b>\$297,453,454</b>	<b>\$315,158,600</b>	<b>\$316,785,400</b>	<b>\$320,144,600</b>	<b>1.6%</b>	<b>\$327,222,600</b>	<b>\$334,713,700</b>	<b>\$338,508,300</b>
<b>Use of Reserves</b>								
Pay-As-You-Go Capital Projects <sup>4</sup>	\$0	\$705,700	\$47,700	\$894,500	26.8%	\$202,000	\$283,000	\$1,067,000
Net Increase in Use of Reserves <sup>4</sup>	9,916,563	0	0	0	0.0%	0	0	0
VRS Reserve	0	0	0	1,000,000	N/A	1,000,000	0	0
Program Contingencies	0	500,000	950,000	0	-100.0%	106,700	106,700	106,700
Unassigned Fund Bal., Ending	53,495,000	53,495,000	54,000,000	54,500,000	1.9%	55,400,000	56,900,000	57,900,000
<b>Total Reserves</b>	<b>\$63,411,563</b>	<b>\$54,700,700</b>	<b>\$54,997,700</b>	<b>\$56,394,500</b>	<b>3.1%</b>	<b>\$56,708,700</b>	<b>\$57,289,700</b>	<b>\$59,073,700</b>
<b>TOTAL OTHER</b>	<b>\$421,557,484</b>	<b>\$415,528,300</b>	<b>\$420,024,500</b>	<b>\$422,178,000</b>	<b>1.6%</b>	<b>\$435,350,300</b>	<b>\$443,846,100</b>	<b>\$453,991,700</b>

<sup>1</sup> Includes Richmond Metropolitan Convention & Visitor's Bureau and Petersburg Area Regional Tourism formerly recorded in Community Contracts.

<sup>2</sup> Does not include transfers to grants that are reflected in individual departments and noted on divisional header sheets.

<sup>3</sup> Transfer to the Schools CIP Reserve is included in the FY2012 actuals for transfer to School Operating Fund.

<sup>4</sup> Includes restricted, committed, and assigned fund balance.

# 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

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
Right-of-Way	\$26,737	\$55,000	\$55,000	\$55,000	0.0%	\$55,000	\$55,000	\$55,000
Economic Development Incentive	0	110,000	110,000	555,000	404.5%	470,000	245,000	245,000
Economic Development Partnerships <sup>1</sup>	7,667,904	915,300	939,800	915,300	0.0%	915,300	915,300	915,300
<b>Subtotal</b>	<b>\$7,694,641</b>	<b>\$1,080,300</b>	<b>\$1,104,800</b>	<b>\$1,525,300</b>	<b>41.2%</b>	<b>\$1,440,300</b>	<b>\$1,215,300</b>	<b>\$1,215,300</b>
Community Contracts	673,000	635,100	635,100	635,100	0.0%	635,100	635,100	635,100
Convention Center	5,081,220	4,147,300	4,188,800	4,449,000	7.3%	4,560,200	4,674,200	4,791,000
Employee Benefits	6,030,291	6,576,800	7,947,300	6,982,500	6.2%	11,340,800	10,545,500	13,143,100
Tax Relief for Elderly	5,217,599	5,000,000	5,000,000	5,050,000	1.0%	5,201,500	5,357,500	5,518,200
Interest Paid on Taxes	506,809	61,000	61,000	109,000	78.7%	109,000	109,000	109,000
Intracounty Hydrant Protection	589,600	589,600	589,600	589,600	0.0%	589,600	589,600	589,600
Community Development Authorities	2,508,370	2,461,600	2,461,600	2,725,500	10.7%	2,725,500	2,725,500	2,725,500
Other Expenditures	48,383	37,000	37,000	37,000	0.0%	37,000	37,000	37,000
<b>Subtotal</b>	<b>\$20,655,272</b>	<b>\$19,508,400</b>	<b>\$20,920,400</b>	<b>\$20,577,700</b>	<b>5.5%</b>	<b>\$25,198,700</b>	<b>\$24,673,400</b>	<b>\$27,548,500</b>
<b>TOTAL</b>	<b>\$28,349,913</b>	<b>\$20,588,700</b>	<b>\$22,025,200</b>	<b>\$22,103,000</b>	<b>7.4%</b>	<b>\$26,639,000</b>	<b>\$25,888,700</b>	<b>\$28,763,800</b>

<sup>1</sup> Economic Development Partnerships represents regional alliances formerly reported in the Community Contracts category.

## Biennial Highlights

### Right-of-Way

- Most utility right-of-way expenses for time and materials related to land acquisitions and easements are budgeted in specific road and maintenance projects. Time and materials for miscellaneous projects not large enough in scope to warrant individual cost centers are charged to the non-departmental right-of-way budget. These costs are expected to remain flat throughout this budget cycle.

### Economic Development Incentive and Other

- Chesterfield County annually budgets economic incentive funds that can be offered on a case-by-case basis to recruit new or expanding business in Chesterfield County. The county's Economic Development department works with domestic and foreign companies seeking to establish new facilities or to relocate or expand existing facilities in the county. The value of economic incentives made available to a company is dependent upon the prospective company's total investment in land, building and equipment, and by the number and type of jobs the firm will add to the county. Funds not expended in a fiscal year are reserved for future economic development incentives. The county also participates in a number of regional partnerships that also enhance its ability to attract and expand business and tourism. More on the

operations of the Economic Development department can be found in the Community Development section of this document.

### **Community Contracts**

- The Board of Supervisors endeavors to allocate available funds to effectively and equitably meet the needs of the community by partnering with organizations. The current economic downturn has curtailed both the county's budget and its ability to provide assistance to organizations that augment services to citizens. The county's objective for the FY2014 Community Contracts program continues to focus on services for county citizens most in need of basic assistance. Thus, funding has concentrated on organizations providing food and shelter to the homeless or displaced, services for special-needs youth and senior citizens, and on crisis intervention providers.

### **Convention Center**

- The county's two percent transient occupancy tax is pledged to the Greater Richmond Convention Center Authority (GRCCA) as security for the financing of the now completed expansion of the downtown convention center. The two percent tax is returned to the county at the end of the fiscal year, resulting in no net financial impact. In addition to the two percent, the county provides all proceeds from a six percent transient occupancy tax to the GRCCA to help finance the expanded facility. In FY2014 the gross contributions to the GRCCA are budgeted at \$4,449,000 which is \$301,700 above the FY2013 adopted level.

### **Economic Development Partnerships**

- The FY2014 Economic Development Partnership budget includes contributions to the Richmond Metropolitan Convention and Visitors Bureau (RMCVB) of \$815,300, and the Petersburg Area Regional Tourism Corporation (PART) of \$100,000, for a total of \$915,300. The funds are used by RMCVB for marketing and advertising programs, including the regional brand, "The Historic Richmond Region." These campaigns are designed to attract more business to the expanded Convention Center, Henricus Historical Park, the Canal Walk, and the National Battlefield Park Visitors Center, while PART uses these funds to develop tourism in the southern area of the county. The county continues to actively promote growth and development within the region and to identify opportunities for regional relationships that further common goals.

### **Employee Benefits**

- Appropriations for the county's supplemental retirement program and costs related to the county's workers' compensation self-insurance plan are centralized in one cost center rather than in individual departments. Workers' compensation self-insurance costs continue to escalate which typically dictates additional funding each year. However funding for this has been held constant in FY2014 in the central budget with the assumption that county departments will either implement changes that curb actual costs or be able to absorb some of the costs.

Based upon annual actuarial report recommendations, funding for the supplemental retirement program has been increased by \$450,000 for FY2014 with an additional 10 percent increase projected in fiscal years FY2015-2017. Pending receipt of updated program costs, this expense may be modified during the FY2015 process.

The employee health care benefits for FY2014 will be experiencing a market calibration to more closely resemble private sector plans which will result in savings. These savings help to offset the projected cost the county will incur as part of implementation of the Affordable Care Act beginning in January, 2014 to cover part time employees that work in excess of an average 30 hour work week. Additionally funding has been set aside in FY2014 in departmental budgets to address compensation for eligible county employees.

## Miscellaneous

As required by the Governmental Accounting Standard Board, the county budgets for other post employment benefits (OPEB) which includes medical and dental coverage extended to retirees by the county. The county has made changes to retiree benefits including restricting current employees' eligibility for the benefit; capping the county's future contribution for most current employees and retirees age 65 and over; and eliminating county contributions for OPEB for employees hired after July 1, 2006. With a significantly lower other post-employment benefit liability, the county is budgeting just over \$1.5 million in addition to what it already spends on retiree health care to fully fund its share of the excess annual required contribution for post employment benefits. An increase of \$123,100 is projected for FY2014 and a five percent growth rate is reflected in each year through FY2017 to accommodate an ever increasing pool of retiring baby boomers that will draw from this benefit.

Beginning in FY2011 localities absorbed a cost shifting from the state for public safety line of duty benefits and the long term liability for this program. Based upon the expenses incurred to date experience, the county opted to self fund this program. The budget includes \$883,800 in FY2014 and estimates for FY2015 - FY2017 include five percent growth each year.

### Intra-county Hydrant Protection

- This expenditure represents the county's cost for the operation and maintenance of fire hydrants by the Utilities Department. The Code of Virginia allows utilities to reimburse a prorated portion of general fund costs associated with the Utilities Department usage of Fire/EMS, Police, Emergency Communications, and Waste and Resource Recovery services. The estimated reimbursement for hydrant rental from the general fund to Utilities is based on the Utilities Department costs incurred for the hydrant maintenance program. Therefore this revenue and expense remain flat for FY2014.

### Community Development Authorities

- The Board of Supervisors has adopted ordinances to create three Community Development Authorities (CDAs) in Chesterfield County. The creation of each CDA was the result of petitions filed with the Board of Supervisors by the owners of more than 51 percent of the land area within the respective CDA districts. CDAs use special assessment revenue bonds, or some other equivalent instrument, to finance certain infrastructure improvements located within the CDA district. The Watkins Centre CDA issued \$20 million in revenue bonds in October 2007 for various road improvements to service a 640-acre mixed-use commercial, retail and residential project currently under construction. More recently, the Chippenham Place CDA was formed to finance infrastructure improvements needs to revitalize the former Cloverleaf Mall site. The sale of the project's first phase closed in the fall of 2011 and the opening of the new center's flagship Kroger store has been a huge success. The Lower Magnolia Green CDA is closer to issuing special assessment bonds for road improvements within the development now that the housing market conditions seem to be stabilizing. For FY2014, there is \$2,725,500 appropriated to cover incremental tax and/or special assessment payments associated with either of the county's two active CDAs.

### Tax Relief for the Elderly and Disabled

- The real estate tax relief for the elderly and disabled program provides full or partial relief from real estate taxes for elderly or disabled individuals who meet specific income and net worth guidelines.

The last major locality initiated revision to the program's eligibility structure occurred for tax year 2009. Fueled by shifting demographics and erosion in property values and equity markets, the cost of the program has increased substantially in recent years. Growth was further accelerated in calendar year 2011 when the Commonwealth of Virginia granted 100 percent property tax relief to all completely disabled veterans. In aggregate, these changes have expanded the program from \$2.9M in FY2008 (actual cost) to a projected cost of \$5.05M in the FY2014 budget--absent of any changes to the program--which is an increase of more than 85 percent over that time period. Moving forward staff projects that the Tax Relief Program will continue to expand at a rate that far outstrips growth in revenues or other expense



categories; and therefore, a number of program design changes were explored to trim the cost in the short-run and, more importantly, alter the long-run trajectory. The approved change is a revision to the relief tiers to limit the group that is eligible for full relief. This change generates approximately \$750,000 in savings for a full tax year--only half of which would be realized for FY2014. Such a change does not impact tax year 2013. These changes will not eliminate anyone from the program, but rather limit the amount of relief for some households. As demonstrated in the financial table even with approval of the tier changes, a three percent increase is anticipated in fiscal years 2015 through 2017.

**Tax Relief Program**

Criteria	Approved Program
Annual Income Limit	\$52,000
Net Worth Limit	\$350,000
Acreage Exemption	Up to 10 acres
Relative's Income Exemption	Up to \$10,000
Relief Cap	No cap on any tier
Tiers	\$0-27.2k, 100%
	\$27.2-39k, 60%
	\$39-52k, 35%

# District Improvement Funds

## Description

Funds are appropriated each fiscal year to each of the five magisterial districts in the county plus one countywide fund for streetlight installations at parks and schools and for other extraordinary circumstances.

District Improvement Funds can be expended only for public purposes for which the Board of Supervisors could legally appropriate tax revenue 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.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
DIF costs*	\$0	\$167,500	\$167,500	\$167,500	0.0%	\$167,500	\$167,500	\$167,500
Streetlights	760,219	755,500	755,500	755,500	0.0%	755,500	755,500	755,500
<b>Total</b>	<b>\$760,219</b>	<b>\$923,000</b>	<b>\$923,000</b>	<b>\$923,000</b>	<b>0.0%</b>	<b>\$923,000</b>	<b>\$923,000</b>	<b>\$923,000</b>
Revenue	0	0	0	0	0.0%	0	0	0
<b>Net Cost</b>	<b>\$760,219</b>	<b>\$923,000</b>	<b>\$923,000</b>	<b>\$923,000</b>	<b>0.0%</b>	<b>\$923,000</b>	<b>\$923,000</b>	<b>\$923,000</b>
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, typically no actual expenditures are reflected here.

## Biennial Highlights

- In FY2012 District Improvement Funds provided funding for over \$19,900 in streetlight expenditures.
- In the past five years, a total of 156 streetlights have been approved by the Board of Supervisors to be installed within Chesterfield County.
- Additionally, in FY2012 \$32,195 was used in support of Chesterfield County Schools for events such as alcohol-free post prom celebrations and teaching supplies such as interactive white boards, percussion instruments and Promethean clickers.
- For FY2014, \$33,500 is being appropriated to each of the five districts, while continuing the carry-over cap policy as adopted as part of the FY2011 Adopted Budget at \$37,500 per district.

## Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
<b>Streetlight Installations and annual operating costs</b>	Number of streetlights installed	✓		
	Cost in DIF funds		✓	
<b>District Improvement Fund Uses</b>	Breakdown of uses in each category	✓		
	Money spent in each category		✓	

## Future Outlook

- Electricity and maintenance costs for existing streetlights are budgeted to remain flat for FY2015-FY2017 due to revised criteria in the Board of Supervisors' street light policy.

# Transfer - Capital Improvements

## Description

The Capital Improvement Program is a five-year capital budget for substantial projects that usually do not recur annually. Typically, county Capital Improvement Program (CIP) projects cost in excess of \$100,000 and involve construction of new buildings; major renovations; additions or conversions of existing facilities; and certain road improvements. The CIP is prepared annually as required by County Charter, and presents an arrangement of selected projects in priority order and establishes cost estimates and anticipated funding sources. The CIP reflects tough decisions regarding the allocation of resources among competing demands. The County Administrator's proposed CIP is submitted to the Board of Supervisors by January of each year and is required by County Charter to be adopted by May 1.

The Capital Improvement Program is, in part, based on the County's Public Facilities Plan, a form of needs assessment which establishes project priorities for the Capital Improvement Program. Its principal goal is to serve as the foundation for future decisions concerning the location and expansion of public facilities.

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 grants, direct contributions from sources such as private developers, cash proffers, and direct county contributions from the general fund. The focus of this section is the transfer made to the CIP from the County's general fund.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
GF Transfer	\$13,552,500	\$13,905,000	\$15,000,000	\$15,590,000	12.1%	\$16,400,000	\$16,800,000	\$17,000,000
Allocated to Proj.	(13,352,500)	(13,199,300)	(14,952,300)	(14,695,500)	11.3%	(16,198,000)	(16,517,000)	(15,933,000)
Unallocated Reserve	200,000	705,700	47,700	894,500	26.8%	202,000	283,000	1,067,000

## Biennial 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 Capital Improvement Program (CIP). The County's current, or pay-as-you-go, revenues represent 38.2 percent of the current CIP. In FY2014, Schools plans to fund their entire \$6,484,000 CIP reserve transfer with previous year appropriations.
- While the Board of Supervisors' established policy allocates 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 FY2014 is budgeted at 4.7 percent and in each successive year, planned allocations gradually bring the County's allocation to 5.0 percent by FY2018. However, the estimated balance in the County's assigned capital project fund balance is projected to be adequate to cover unforeseen capital project needs.
- Typically the County does not allocate 100 percent of the Reserve transferred to the CIP to individual projects. The unallocated funds function as a contingency to address unplanned or unexpected capital needs or provide flexibility to guard against unexpected downturns that would impact revenue assumptions each year. In recent years, in spite of a tightening revenue outlook and increased competition among priority projects, the County has continued planning for increases to the unallocated reserve,

## Transfer - Capital Improvements

albeit at lower levels than previously budgeted. The current CIP reflects an average addition of \$611,600 per year through FY2017.

- Further details regarding the CIP, including project descriptions, funding source details and process development discussions are provided in the CIP document. Specific projects in the Program funded by the general fund in FY2014, the second year of the biennium, are detailed below:

### Project Allocations from the General Fund

Project Name	Amount
Airport Air Space Obstruction Removal	\$36,500
Animal Control Shelter Study	50,000
Chesapeake Bay TMDL	425,000
Drainage and Stream Restoration	400,000
Environmental Management Program	250,000
Eppington Plantation	50,000
Falling Creek Ironworks Park	15,000
Fire Station Repairs	350,000
Historical Properties Maintenance and Repairs	300,000
Library Technology and Interior Upgrades	350,000
Major Facilities Maintenance & Repair, HVAC Replacement	2,105,000
Midlothian Coal Mines Park	100,000
Mobile Data Replacement Computers	900,000
One Story Police Window Replacement	880,000
Park Improvements	600,000
Parks and Recreation Master Plan Update	150,000
Post Closure Maintenance at Landfills	500,000
Public Safety 800 MHz Radio System Battery Replacement	104,000
Public Safety 800 MHz Radio System Replacement	800,000
School Site Improvements at County Parks	200,000
Security Enhancements	250,000
Self-Contained Breathing Apparatus Replacement	2,000,000
Sheriff Electronic Security and Equipment Upgrades	130,000
Technology Improvement Projects:	
Chesterfield Development Information System (CDIS)	250,000
Other Technology Improvements	2,500,000
Transportation Revenue Sharing	1,000,000
<b>TOTAL</b>	<b>\$14,695,500</b>

### Impact on the Operating Budget

- As part of the budgeting process, projects in the County's CIP are analyzed to determine their operating impacts. Often, new facilities result in additional operating costs for items such as utilities, maintenance, and personnel. The CIP was developed to minimize increases in operating costs, particularly in the early years of the plan. As a result, only the planned Mental Health Support Services Intermediate Care Facility results in additional start-up operating costs in FY2014. Those costs plus standard annual operating costs will be reimbursed by patient revenue once the facility is certified in FY2015. Projects with significant operating impacts come in the later years of the FY2014 - FY2018 CIP such as the Courthouse / Route 288 Fire Station and Robious Library.

### Impact on the Operating Budget

- Further discussions regarding the impact of project operating costs are described in the CIP document. The following table lists the identified personnel and operating impacts associated with FY2014 - FY2018 general county improvement projects:

Operating Impacts from Capital Improvement Projects

	FY2014	FY2015	FY2016	FY2017	FY2018
Personnel	\$836,100	\$759,300	\$305,000	\$1,418,400	\$1,668,400
Operating	217,000	162,500	91,900	616,900	515,700
<b>TOTAL</b>	<b>\$1,053,100</b>	<b>\$921,800</b>	<b>\$396,900</b>	<b>\$2,035,300</b>	<b>\$2,184,100</b>

NOTE: Table excludes impacts resulting from projects funded in prior year Capital Improvement Programs. Final funding levels for operating impacts in FY2015 - FY2018 will be made in each year's respective budget deliberations.

Performance Measures

Program	Performance Measures	Output	Quality/ Outcome	Efficiency
Transfer to Capital Improvements	Percentage of general government projects funded with current revenues over the five year CIP	✓		
	Percentage of general fund expenditures committed to capital projects			✓

Future Outlook

- The County will continue to adopt a multi-year Capital Improvement Program (CIP) and Biennial Financial Plan within policy guidelines established by the Board of Supervisors.
- General fund growth rates will be monitored and planned contributions to the CIP will be adjusted accordingly as each year's plan is developed.

**THIS PAGE INTENTIONALLY LEFT BLANK**

# Schools

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
<b>REVENUES</b>								
Local Sources	\$9,113,730	\$9,498,900	\$9,498,900	\$7,349,800	-22.6%	\$7,349,800	\$7,349,800	\$7,349,800
State	213,159,297	221,155,000	223,366,600	220,873,400	-0.1%	227,297,900	227,297,900	229,570,900
Federal	10,869,285	690,400	690,400	382,000	-44.7%	382,000	382,000	382,000
Food Services	40,169,389	22,575,100	22,575,100	25,488,000	12.9%	25,488,000	25,488,000	25,488,000
Grants	31,437,648	25,600,700	25,600,700	27,059,000	5.7%	27,059,000	27,059,000	27,059,000
Transfer from School CIP	0	700,000	0	0	-100.0%	0	0	0
Transfer from Food Services	797,543	881,000	881,000	1,000,000	13.5%	1,000,000	1,000,000	1,000,000
<b>Subtotal Revenues</b>	<b>\$305,546,892</b>	<b>\$281,101,100</b>	<b>\$282,612,700</b>	<b>\$282,152,200</b>	<b>0.4%</b>	<b>\$288,576,700</b>	<b>\$288,576,700</b>	<b>\$290,849,700</b>
<b>Transfer from General Fund</b>								
State Sales Tax	\$50,563,395	\$55,361,000	\$57,257,700	\$58,084,600	4.9%	\$59,536,700	\$61,025,100	\$62,550,700
Local Taxes	220,249,598	235,040,100	232,000,000	238,840,100	1.6%	244,383,000	250,066,700	255,919,700
Prior Year Revenue	12,487,145	8,988,200	10,000,000	6,419,500	-28.6%	5,000,000	5,000,000	2,000,000
<b>Total General Fund</b>	<b>\$283,300,138</b>	<b>\$299,389,300</b>	<b>\$299,257,700</b>	<b>\$303,344,200</b>	<b>1.3%</b>	<b>\$308,919,700</b>	<b>\$316,091,800</b>	<b>\$320,470,400</b>
Bond Refunding Proceeds	\$53,383,457	\$0	\$0	\$0	0.0%	\$0	\$0	\$0
Assigned Fund Balance <sup>1</sup>	51,860,132	1,000,000	1,000,000	1,000,000	0.0%	1,000,000	1,000,000	1,000,000
<b>Total Revenues, Transfers, &amp; Reserves</b>	<b>\$694,090,619</b>	<b>\$581,490,400</b>	<b>\$582,870,400</b>	<b>\$586,496,400</b>	<b>0.9%</b>	<b>\$598,496,400</b>	<b>\$605,668,500</b>	<b>\$612,320,100</b>
<b>EXPENDITURES</b>								
Instruction	\$351,188,878	\$367,084,100	\$368,193,200	\$368,880,000	0.5%	\$381,832,600	\$382,520,700	\$389,172,300
Administration / A. & H.	17,844,304	19,743,400	19,743,400	20,553,900	4.1%	20,188,900	20,188,900	20,188,900
Pupil Transportation	29,116,150	31,321,300	31,321,300	29,603,700	-5.5%	29,603,700	29,603,700	29,603,700
Operations & Maintenance	51,006,202	56,063,300	56,344,200	57,189,300	2.0%	56,601,600	56,601,600	56,601,600
Technology	9,288,989	11,192,600	11,192,600	11,518,200	2.9%	11,518,200	11,518,200	11,518,200
Debt Service	98,955,562	45,091,100	42,081,100	43,360,000	-3.8%	43,360,000	43,360,000	43,360,000
Grants	31,437,648	25,600,700	25,600,700	27,059,000	5.7%	27,059,000	27,059,000	27,059,000
Food Service	40,169,389	22,575,100	22,575,100	25,488,000	12.9%	25,488,000	25,488,000	25,488,000
Grounds Maintenance	1,792,800	1,818,800	1,818,800	1,844,400	1.4%	1,844,400	1,844,400	1,844,400
Reserves and Assigned Fund Balance	53,663,494	1,000,000	1,000,000	1,000,000	0.0%	1,000,000	1,000,000	1,000,000
Reserve for Capital Projects	9,627,203	0	3,000,000	0	0.0%	0	6,484,000	6,484,000
<b>Total Expenditures</b>	<b>\$694,090,619</b>	<b>\$581,490,400</b>	<b>\$582,870,400</b>	<b>\$586,496,400</b>	<b>0.9%</b>	<b>\$598,496,400</b>	<b>\$605,668,500</b>	<b>\$612,320,100</b>
Appomattox Governor's School	\$3,591,945	\$3,532,500	\$3,532,500	\$3,650,000	3.3%	\$3,650,000	\$3,650,000	\$3,650,000
Enrollment	58,707	58,760	59,349	58,394	-0.6%	58,433	58,471	58,510
Average Daily Membership	58,438	58,491	59,077	58,137	-0.6%	58,261	58,386	58,510
Full Time Equivalents	7,775	7,815	7,815	7,846	0.4%	7,846	7,846	7,846

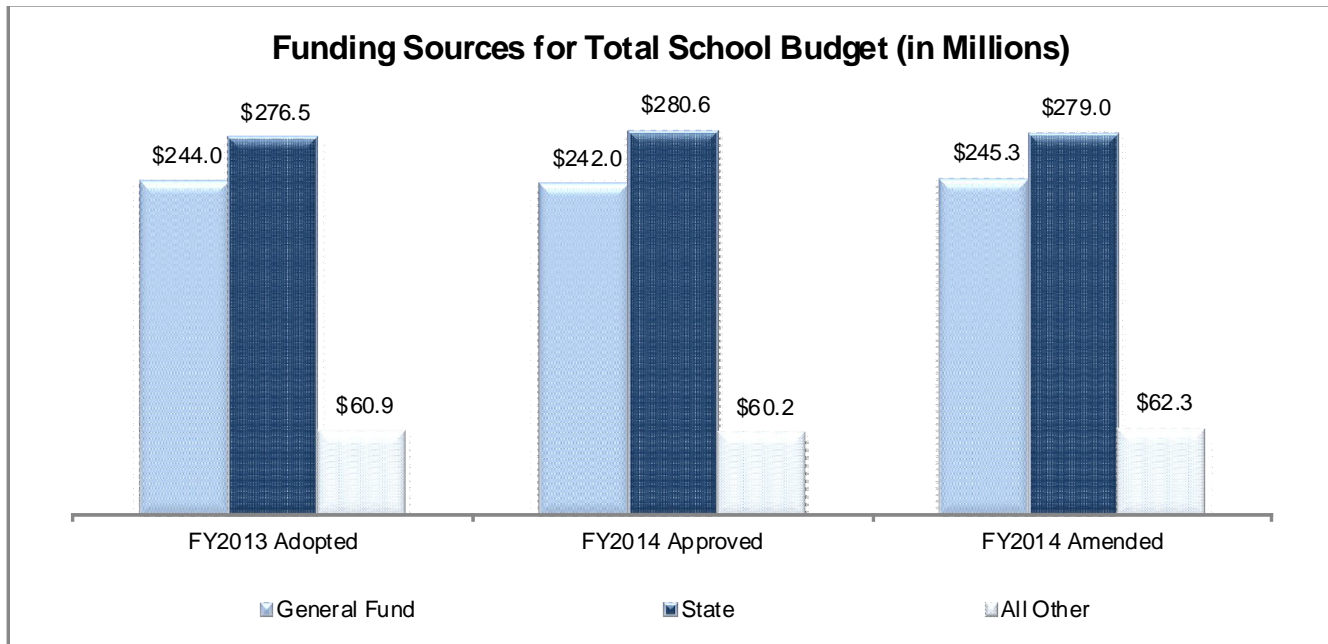
<sup>1</sup> Reserves equal Committed, Restricted or Assigned

**NOTE:** An additional \$560,000 in state revenue was added to the school budget after the FY2014 financial plan was adopted. The revenue and corresponding expenditure figures above do not reflect this increase.

# Schools

## Description

The Board of Supervisors appropriates funds each year 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. Once completed, the school budget is transmitted to the County Administrator and Board of Supervisors each year ahead of the development of the general fund budget so the school request can be considered amongst needs elsewhere in the organization.



Note: The chart does not include funding for the Appomattox Regional Governor's School, nor does it include the \$560k in additional state revenue that was added to the school budget after the FY2014 financial plan was adopted.

## School Operating Fund

The school system's operating fund was adopted at \$533.9 million, a scant 0.1 percent or \$0.6 million increase from FY2013, though it should be noted that an additional \$560,000 in state funding was added to the school operating budget after the FY2014 financial plan was adopted (via a budget amendment) which resulted in a final total of approximately \$534.4 million. Nonetheless, the FY2014 budget accomplishes a number of key strategic goals, such as compensation adjustments for school personnel and the preservation of classroom operations. As noted, overall school resources are relatively flat for FY2014, though local support for education continues to be a leading priority for the Board of Supervisors, evidenced by a \$3.8 million jump in the local revenue transfer. Taking a longer perspective, local support for schools is up \$11.4 million since FY2012, despite continued steady declines in County home prices.

## Grants Fund

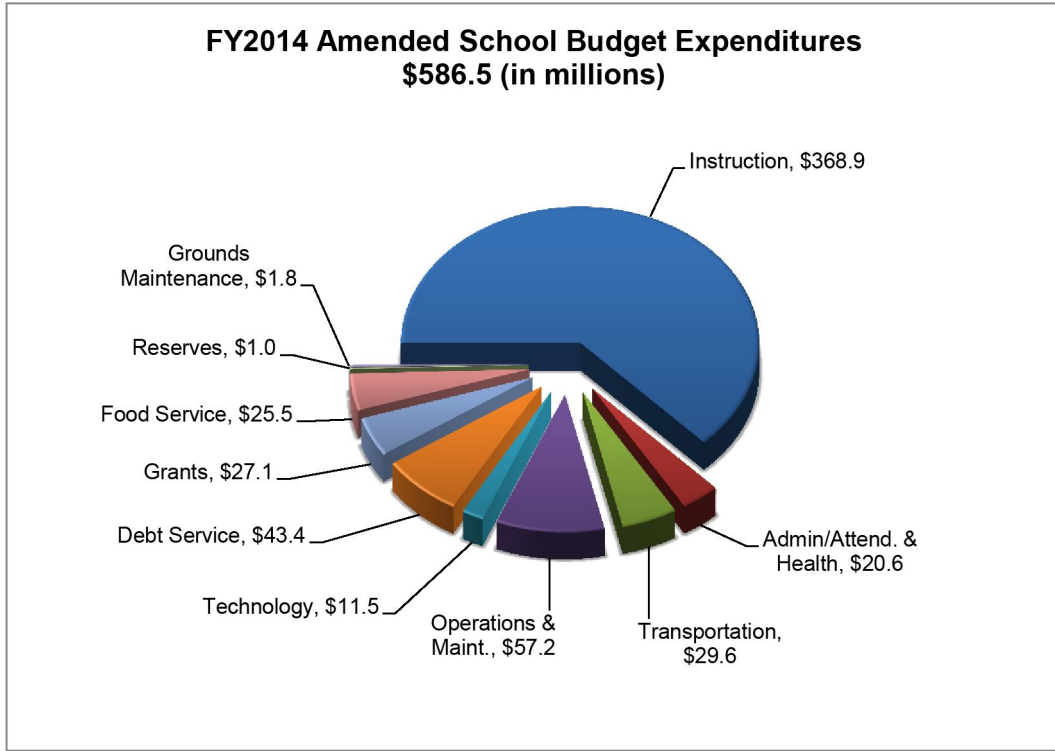
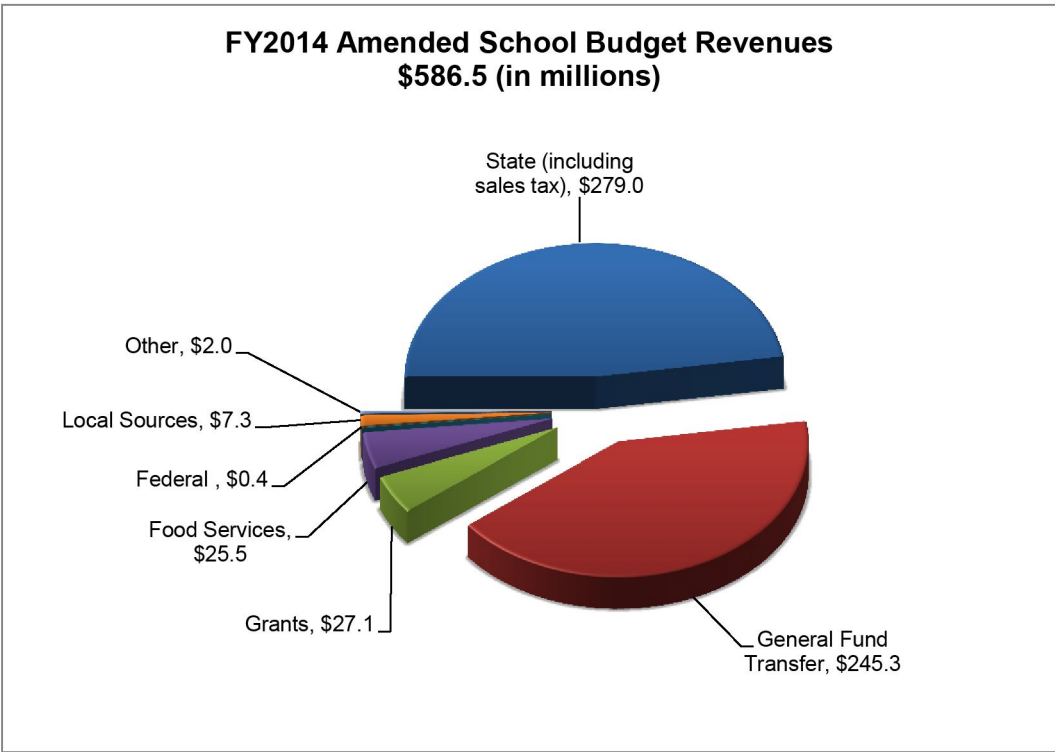
Grant funding for FY2014 is expected to increase by approximately 8.9 percent, primarily as a result of increases in the larger Federal grants, such as Individuals with Disabilities Education Act (IDEA) and Title I, though these programs will be monitored closely given their relationship to the unfolding Federal cutbacks.

## Capital Improvement Program

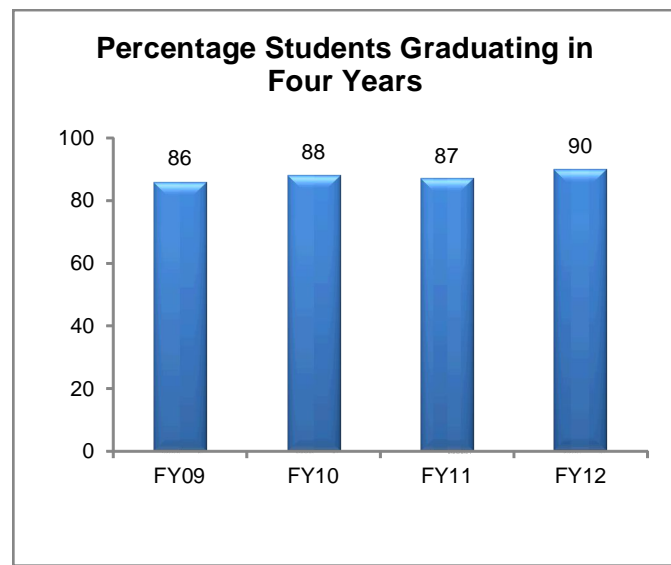
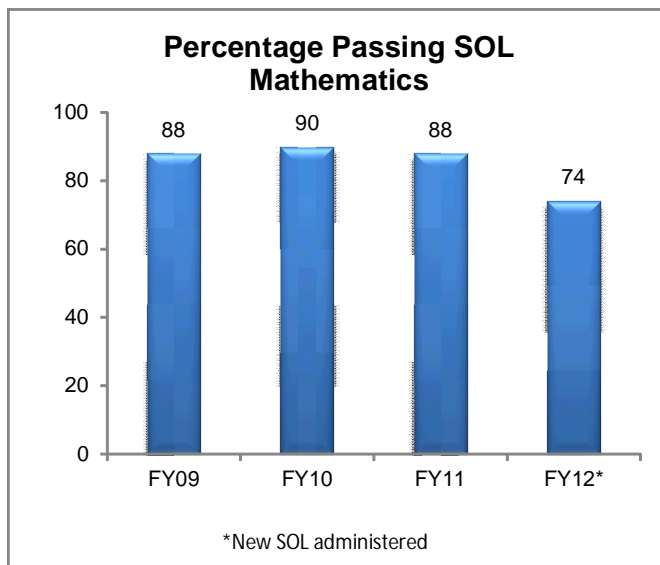
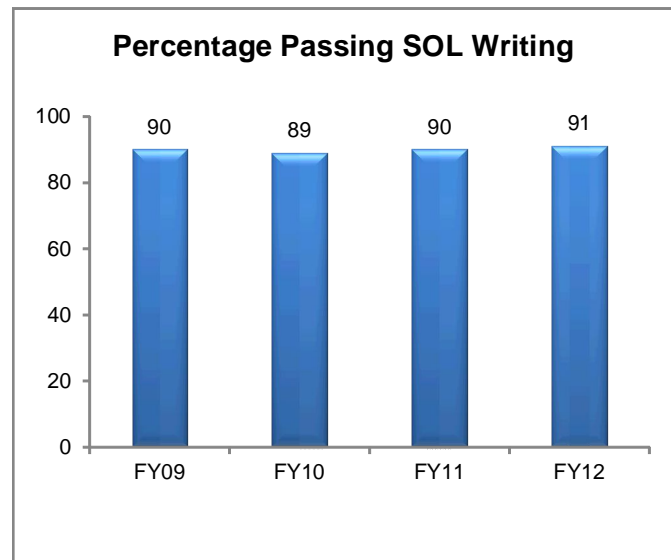
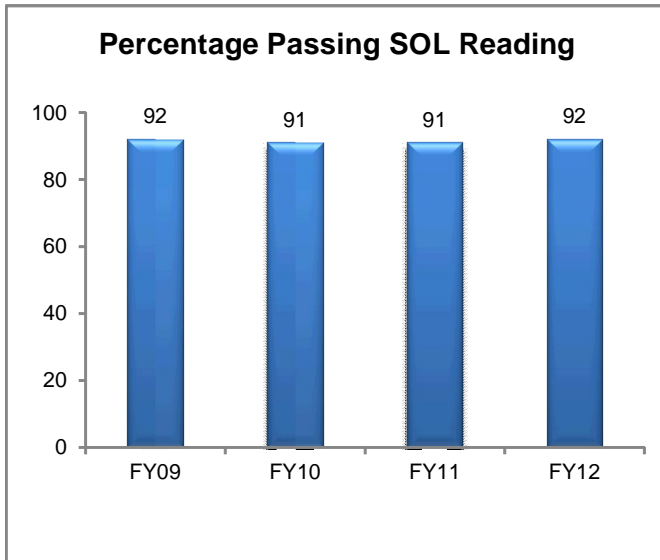
The adopted school Capital Improvement Program (CIP) for FY2014-2018 totals \$261.4 million, a sharp expansion from the prior five-year plan at \$154.6 million. The marked increase is driven by an effort to



incorporate the recently adopted Comprehensive Plans emphasis as the revitalization of older facilities and neighborhoods. The School plan was also developed to help improve parity issues related to facilities in many of the County's older communities. The larger FY2014-2018 plan does require a yet unidentified revenue source in order to be executed as it was adopted and will likely generate continued discussion moving forward.



## Performance Measures



## Biennial Highlights

- Chesterfield County students have continued to achieve despite the challenging fiscal backdrop. All Chesterfield schools are fully accredited, and students continue to perform well on Virginia's Standards of Learning tests, with more than 89 percent of Chesterfield students graduating on time in 2012 versus the state average of 88 percent.
- Of the 4,600 students who graduated in 2012, 55 percent earned advanced high school degrees and 80 percent planned to continue their education at a higher institution. The class of 2012 earned \$20.8 million in scholarships.
- The school system continues to receive many awards (National Title I Distinguished School for Sustained Achievement, Advanced Placement District Honor Roll) and appear in top national rankings

(Washington Post's 2012 Challenge Index for high schools, the 2012 Newsweek and U.S. News & World Report's best high schools rankings).

- The amended FY2014 school plan lays the groundwork for continued success in the 2013-2014 school year with a third consecutive year of no classroom impacts.
- The FY2014 school budget also includes a two percent salary increase for eligible employees plus a four percent increase to complete the transition to the Virginia Retirement System (VRS) shared contribution model, which began in FY2013.
- As seen on the County side, the FY2014 school budget also begins to reduce the Division's reliance on one-time revenue sources.
- In addition, the FY2014 plan includes no layoffs and instead provides resources for a handful of new positions, primarily aimed at boosting support for the special needs populations throughout the school system.

---

## **Future Outlook**

- The FY2014-FY2018 CIP includes a total of \$261.4 million to fund major renovation and addition projects in older schools throughout the County, in response to the recommendations embedded in the County's recently adopted Comprehensive Plan. The Comprehensive Plan's guidance for schools focuses on rehabilitation of older neighborhoods and communities, continuation of security improvements, technology replacement, and major maintenance for newer schools not slated for renovation. As adopted, there are not sufficient resources available to execute the plan in full, though discussions are underway regarding funding options for the plan.
- The opening of the 21st Century Career Academy in the old Clover Hill High School building on Hull Street, slated for the 2014-2015 school year, will enhance technical offerings for students and improve their future job market prospects.
- Many challenges face the CCPS, though most of them are outside the control of the organization. These challenges include VRS benefits changes, fluctuating state funding, and reassignment of teacher pension benefits from the State to localities. While facing these top-down forces, CCPS must still prioritize the recruitment and retention of top-notch teaching professionals and ensure that the leaders of tomorrow are well-prepared upon graduation.
- In addition, as the recent Budget Sequestration saga reveals, the gross fiscal imbalance at the Federal government level is poised to hover over the school division and the general government side for years to come.
- FY2014 begins the process of reducing the school system's reliance on one-time revenue sources. Moving forward, that work will have to continue, including the gradual restoration of school's pay-as-you-go capital funding program.

# 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 fifth largest in Virginia. The school system works toward the goals embedded in the Design for Excellence 2020 Strategic Plan: academic achievement for all students, 21st century learning and technology skills, and citizenship and core values. These goals serve as a guide for all school-related decisions.

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 then transmitted to the County Administrator and the Board of Supervisors for review. The transfer to schools is the single largest expenditure category in the County's general fund budget.

## Financial Activity

	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended	Change FY2013 to FY2014	FY2015 Projected	FY2016 Projected	FY2017 Projected
State Sales Tax	\$50,563,395	\$55,361,000	\$57,257,700	\$58,084,600	4.9%	\$59,536,700	\$61,025,100	\$62,550,700
Local Taxes	220,249,598	235,040,100	232,000,000	238,840,100	1.6%	244,383,000	250,066,700	255,919,700
Prior Fiscal Year Carryovers (Schools)	12,487,145	8,988,200	10,000,000	6,419,500	-28.6%	5,000,000	5,000,000	2,000,000
<b>Total Transfer</b>	<b>\$283,300,138</b>	<b>\$288,389,300</b>	<b>\$299,257,700</b>	<b>\$303,344,200</b>	<b>1.3%</b>	<b>\$308,919,700</b>	<b>\$316,091,800</b>	<b>\$320,470,400</b>

NOTE: Prior Fiscal Year carryovers fluctuate from year to year depending on results.

## Biennial Highlights

- The County transfer to Schools is comprised of three principal components: local property taxes earmarked for school operations, state sales tax for education (resources that pass through the general funds and are separate from the local-option sales taxes the County receives), and any surplus funds set aside from prior schools budgets.
- The FY2014 transfer to schools is \$303,344,200 representing an increase of \$3,954,900, or 1.3 percent, from the FY2013 adopted total.
- The change in the local transfer is reflective of a net \$0.1 million increase in non-local sources (state sales and prior year school savings) combined with a \$3.8 million increase in local taxes.

## Future Outlook

- Moving forward, the general fund transfer to schools is projected to increase steadily as the local real estate market continues to firm.

# Reader's Guide 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 revised annually and depicts technology projects in priority order. The Utilities' CIP and the School Board's 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. FY2014 is the second year of the biennium. Consequently, when adopting the FY2013 Capital Improvement Program budget, the Board also approved a budget for FY2014 through FY2017, 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 FY2013 – FY2017 Plan and should be used in combination with the Capital Improvement Plan document that was published in March of 2012. The published FY2013 – FY2017 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 FY2014 and FY2015) and in the long term (fiscal years FY2016 – FY2018). Also included in the divisional highlights sections are explanations of changes made to specific projects originally included in the FY2013 – FY2017 CIP.

A few new projects are funded in the FY2014 – FY2018 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.

# Development of the Capital Improvement Program

---

Chesterfield County, in accordance with State code and its County Charter, prepares a five-year Capital Improvement Program (CIP). The program is a dynamic document, revised annually, that proposes the acquisition, development, enhancement or replacement of public facilities to serve the County citizenry. The program also serves as a programming guide and reflects the County's physical development policies for the efficient and effective provision of county capital facilities. This year the CIP encompasses a five year period and includes projects in excess of \$100,000.

Development of the CIP occurs in conjunction with the County's budget process. Availability of funds is driven by the County's adherence to financial and debt management policies established by the Board of Supervisors. The financial policies most directly tied to the development of the CIP are included in abbreviated form on the following pages. Adherence to these policies helps to preserve the County's credit rating and establishes the framework for the County's overall fiscal planning and management. The CIP depicts the arrangement of selected projects in priority order and establishes cost estimates and anticipated funding sources. The resulting program reflects difficult decisions in the allocation of limited resources among competing demands.

The benefits of viable capital improvement programming include the following:

- Eliminates the duplication of project requests and enables the County to take advantage of joint planning and shared county facilities;
- Assists in implementing the County's Comprehensive and Area Plans and related policies;
- Establishes a system of annual examination and prioritization of county needs;
- Focuses attention on community goals and objectives;
- Allows for proper programming and project design;
- Allows for the identification of appropriate project financing and construction schedules;
- Helps provide a framework for the equitable distribution of public improvements throughout the County;
- Provides a basis for formulation of bond referenda, borrowing programs or other revenue producing measures;
- Facilitates capital expenditure and revenue estimates and helps to avoid emergency financing methods;
- Encourages efficient government administration;
- Fosters a sound and stable financial program;
- Bridges the gap between day-to-day operations of county government and the County's long-range development goals.

The County's Capital Improvement Program is, in part, based on the County's Public Facilities Plan. The Public Facilities Plan is a form of "needs assessment" which precedes the preparation of the Capital Improvement Program and supports the establishment of specific project priorities in the Capital Improvement Program. The Public Facilities Plan is an element of the County's Comprehensive Plan, adopted by the Board on October 24, 2012.

The Public Facility Plan comprehensively assesses county public facility needs in relation to existing and future growth patterns through the consideration of population growth, projected density, economic development and service levels. The Plan does not specify exact locations for future facilities but rather designates general locations. Identifying general locations allows for flexibility that is necessary when fundamental conditions change or opportunities arise for site acquisition. Its principal goal is to serve as the foundation for future decisions concerning the location and expansion of public facilities.

# Process for Preparing the Capital Improvement Program

---

Preparation of the CIP is an interactive process that takes approximately six to eight months. County departments begin the process when they submit their capital needs requests, subject to specific guidelines. Projects submitted for review typically cost in excess of \$100,000 and are projects that do not recur annually.

The Budget and Management Department determines the availability of CIP funds in accordance with the Board of Supervisors' established financial policies. Determining the availability of funds includes an analysis of future county debt capacity and projections of funds available from the Reserve for Future Capital Projects and cash proffers.

Budget staff compiles project requests, meets with each submitting department, proposes the prioritization ranking of each project, verifies accuracy of project costs, with the assistance of the county's Capital Projects Management Office, and submits a draft prioritized plan, based on available resources, for review by the CIP Steering Committee. This committee consists of the county administrator, deputy county administrators, the chiefs of Police and Fire, and the directors of Planning, General Services, Transportation and Budget and Management. Several committee meetings are held at which time projects are discussed by department and functional area and the merits of each are examined and debated. In addition, all projects are reviewed by the Transportation, Planning, and Engineering Departments for consistency with the county's adopted Comprehensive Plan and Public Facilities Plan, as well as for any other related issues that may impact the project. Going forward, and currently being codified as a part of the implementation of the Comprehensive Plan, the Planning Department, in conjunction with other departments, will provide an analysis of adopted levels of service standards and current facility usage and capacity information for certain public facilities including schools, parks, libraries, fire/EMS, and police. The analysis will provide additional information that will aid departments and the CIP Steering Committee in the development and prioritization of CIP projects.

The allocation of programming and/or design funds for projects identified in future years is incorporated into the CIP process. These programming and design funds enable staff to perform feasibility studies, if necessary, to properly program and design any new facility. Not all of the aforementioned phases are necessary for all projects. This process results in more accurate project cost estimates prior to their placement in any future funding year.

The acquisition of real property may be necessary for the construction of capital facilities. As a part of programming, selected sites may be evaluated by the county's site selection study team. The purpose of the team is to ensure that the best sites are selected for capital projects. A proposed site is evaluated based on desirability for the proposed use, impact on the community, conformance with the county's Comprehensive Plan and cost. The study team, assembled under the direction of the county's Planning Director, includes representatives from the following departments: Capital Projects Management, Environmental Engineering, Utilities, Transportation, Planning, Utilities Right-of-Way, Assessor, and Budget and Management.

Upon completing a final analysis of projects and matching available funding with prioritized requests, staff prepares the County Administrator's Proposed CIP. The proposed plan is then presented to the Board of Supervisors. After a work session and public hearing, appropriate changes and adjustments are made, and the CIP is adopted in conjunction with the county's Biennial Financial Plan. The first year of the CIP is the county's Capital Budget. Upon adoption of the CIP, funds are appropriated for those projects identified in the first year of the plan.

# Capital Improvement Program Calendar

---

## July

- Requests for capital projects are solicited from all county departments.
- Instructions for completing the Capital Improvement Project (CIP) request forms, sample request forms and a timetable for completing the submissions are sent to all departments.

## August

- County departments submit project requests to Budget and Management.
- Project requests are distributed to selected departments for a review of project cost estimates and early indications of potential transportation or land use issues. Any such issues are communicated to Budget and Management.

## September

- Budget and Management meets with submitting departments and projects are ranked based on an established prioritization model. Project scope and description are verified and ineligible projects are identified and excluded from further review.
- Budget and Management determines preliminary funds availability for the applicable CIP planning years and prepares a draft prioritized five year plan for review by the CIP Steering Committee.

## October

- Budget and Management refines funds availability for the applicable CIP planning years.
- CIP Steering Committee meets to discuss the proposed project list as well as the unfunded project list.

## November

- List of prioritized projects is revised based on Steering Committee and County Administrator comments.

## December

- County Administrator's proposed CIP is compiled.

## January

- A work session on the proposed CIP is conducted with the Board of Supervisors.

## March

- A Public Hearing is held on the proposed CIP.

## April

- Board of Supervisors adopts the CIP along with the operating budget.



# Funding Options for the Capital Improvement Program

---

A variety of funding options exists for financing the county's Capital Improvement Program (CIP). The options range from direct county contributions, such as the Reserve for Future Capital Projects to proceeds from the sale of bonds, contributions from outside sources such as private developer contributions, contributions from federal and state funds and grants. The following is a selected list of funding options for the CIP. Other funding options exist and not every funding option is utilized in a particular CIP.

Reserve for Capital Projects	Funds reserved from county operating revenues for capital projects.
General Obligation Bonds	Payments from the proceeds of the sale of General Obligation Bonds. These bonds must, in most cases, be approved by a general referendum of voters of the county, and they pledge the full faith and credit of the county for their repayment.
Lease Obligations	Bonds issued by the county to fund the construction of specific capital outlays, including the acquisition or construction of capital facilities and other capital assets. Once construction is complete, the facility is leased back to the county for a set period of time, after which the county assumes ownership of the property.
Revenue Bonds	Payments from the proceeds of the sale of revenue bonds. These bonds pledge the revenue generating potential of a facility or utility system.
Revenue Fund	Payments from revenues generated by an enterprise activity such as water and sewer charges, or the county airport.
State	Funds and payments received from the Commonwealth of Virginia.
Federal	Funds and payments received from the federal government.
Developer Contributions	Funds contributed by developers for infrastructure or construction of improvements.
Cash Proffers	Funds negotiated at the time of rezoning to help defray the capital costs associated with resultant development. As funds are collected over time, appropriations are used for specific capital facility needs.

# Financial Management Policies

---

Promoting financial integrity is an important priority in Chesterfield County. Its financial policies 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 the county continues to be an "exemplary steward of the public trust," a county strategic goal. The county's financial policies include direction in the areas of revenues, the operating budget, the capital improvement program, and debt management. Below are the financial management policies and guidelines most directly tied to the development and management of the county's Capital Improvement Program (CIP):

- 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 does not intend to issue tax or revenue anticipation notes to fund governmental operations. Chesterfield County intends to manage cash in a fashion that will prevent any borrowing to meet working capital needs.
- 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.
- 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.
- In order to improve financial planning and decisions, the county will annually prepare a three-year projection of General Fund revenues and expenditures. The projections will assume that the percentage of capital improvements financed with current revenues is maintained at the county's goal of approximately 20% over the multi-year CIP.
- The county is committed to funding a significant portion of capital improvements with current revenues and now funds at least 20% of general government improvement projects and 10% of school projects with current revenue over the multi-year CIP. The Board of Supervisors has also established and adheres to a policy of allocating an amount equal to 5% of general fund departmental expenditures (excluding transfers, grants, fund balance, debt service, and respective flow through expenditures having no direct benefit to the general fund) and 5% of the general fund transfers to Schools, to pay-as-you-go capital improvements. The portion of the general fund transfer to schools used to calculate the amount set aside excludes state sales tax, transfer to Comprehensive Services, grounds maintenance, and debt service.
- Any balance in the reserve for future capital projects remains until a need is identified. Annually, some portion of the reserve remains undesignated in order to deal with unforeseen circumstances. The county's policy of funding a large portion of capital expenditures "as we go" by consistently reserving 5% of operating expenditures for capital investment further enhances debt management.

# County Indebtedness

The Board of Supervisors' established financial policies also include the guidelines listed below which direct any financial decisions on debt issuance. Adherence to these guidelines allows the county to plan for the necessary financing of capital projects while maintaining creditworthiness. In addition, adherence to these policies has enhanced Chesterfield's financial position. Moody's Investor Service, Standard & Poor's Corporation and Fitch Ratings all rate Chesterfield as a strong credit risk.

The process of issuing general obligation bonded debt in the county begins with the department's presentation of capital expenditure needs to the county administrator, who then presents the requests for funding to the Board of Supervisors. For debt issues to be placed on the ballot, the Board must approve the proposals by a majority vote. County residents must then vote for the projects on a bond referendum so that debt can be issued. The last bond referendum was overwhelming approved by the voters in November 2004 with plans for scheduled debt issuances through FY2015.

## Debt Ratio Policies

As part of its debt policy, Chesterfield has established target and ceiling numbers for certain ratios. These key debt ratios are shown on the chart below. The two most critical ratios for the county are highlighted.

	Actual June 30, 2012	Target	Ceiling
Debt as a Percentage of Assessed Value	1.45%	3.00%	3.50%
Debt Per Capita	\$1,643	\$1,732	\$1,948
Debt Service as a Percentage of General Government Expenditures	7.2%	10.0%	11.0%
Unassigned General Fund Balance as a Percent of General Fund Expenditures	8.5%	8.0%	(floor) 6.0%

# General County and Schools

## Debt Analysis

	FY 2013	FY2014
<b>Planned Issuance</b>		
General County	\$4,258,700	\$14,512,300
Community Development Authorities	0	35,000,000
Schools	20,927,000	42,600,000
<b>Total</b>	<b>\$25,185,700</b>	<b>\$92,112,300</b>
<b>Outstanding Debt at Beginning of Fiscal Year<sup>1</sup></b>		
Anticipated Issuance	25,185,700	92,112,300
Retirements	47,527,000	46,933,285
<b>Outstanding Debt at End of Fiscal Year</b>	<b>\$522,614,700</b>	<b>\$567,793,715</b>
<b>Debt Service</b>	<b>\$70,251,671</b>	<b>\$70,316,883</b>
Debt Service as a % of Expenditures and Other Uses <sup>2</sup>	7.40%	7.32%
Debt as a % of Assessed Value	1.47%	1.56%
Debt Per Capita	\$1,618	\$1,733

<sup>1</sup> Outstanding debt includes Community Development Authority bonds for Magnolia Green, Cloverleaf Mall and Watkins Centre. Debt payments on this debt are not budgeted as a part of county debt service but are reflected as an operating expense. However, the payments are included in the above calculations of Debt Service as a Percentage of Expenditures for planning purposes.

<sup>2</sup> The actual debt service to expenditure ratios will differ from projected figures. The regional jail per diem payments for debt projection purposes are reflected in the county's operating budget and not included in the audited debt service calculation.

FY2015	FY2016	FY2017	FY2018
\$21,890,100	\$20,402,700	\$5,300,000	\$20,000,000
17,668,000	0	0	0
34,700,000	50,300,000	36,800,000	53,300,000
<b>\$74,258,100</b>	<b>\$70,702,700</b>	<b>\$42,100,000</b>	<b>\$73,300,000</b>
<b>\$567,793,715</b>	<b>\$593,441,915</b>	<b>\$615,083,210</b>	<b>\$604,653,670</b>
74,258,100	70,702,700	42,100,000	73,300,000
48,609,900	49,061,405	52,529,540	54,714,540
<b>\$593,441,915</b>	<b>\$615,083,210</b>	<b>\$604,653,670</b>	<b>\$623,239,130</b>
<b>\$72,741,584</b>	<b>\$73,860,730</b>	<b>\$78,597,766</b>	<b>\$81,062,467</b>
7.42%	7.53%	7.91%	8.00%
1.57%	1.57%	1.47%	1.40%
\$1,786	\$1,835	\$1,789	\$1,775

# Analysis of County General Funds for Capital Projects

---

	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>
Projected Beginning Balance	\$4,000,000	\$4,894,500	\$5,096,500	\$5,379,500	\$6,446,500
General Fund Transfer for Capital Projects	15,590,000	16,400,000	16,800,000	17,000,000	17,250,000
Subtotal	19,590,000	21,294,500	21,896,500	22,379,500	23,696,500
Projected Uses	(14,695,500)	(16,198,000)	(16,517,000)	(15,933,000)	(12,204,000)
Cumulative Balance (G.F. Reserve)	\$4,894,500	\$5,096,500	\$5,379,500	\$6,446,500	\$11,492,500

# Composition of the Approved Capital Improvement Program

---

## FY2014 - FY2018

	<b>FY2014-2018</b>	<b>FY2019-2020</b>	<b>Total</b>
County Capital Improvement Program	\$210,348,000	\$0	\$210,348,000
School Board Capital Improvement Program	261,398,200	102,322,000	363,720,200
Utilities Department Capital Improvement Program	279,384,000	0	279,384,000
<b>Total Capital Improvement Program</b>	<b>\$751,130,200</b>	<b>\$102,322,000</b>	<b>\$853,452,200</b>

Note: On April 24, 2013, the Board of Supervisors approved five year capital plans for the County and the Utility Department. For Schools, an additional two years were approved reflecting the School's planned 2013 bond referendum.

**THIS PAGE INTENTIONALLY LEFT BLANK**



---

# **County Capital Improvement Program Summary**

# County CIP Summary

	FY2014	FY2015
<b>SOURCES:</b>		
General Fund	\$14,695,500	\$16,198,000
Debt Funded	3,791,700	21,390,100
Other Sources	10,280,000	13,970,200
Cash Proffers	677,800	370,800
<b>TOTAL SOURCES</b>	<b>\$29,445,000</b>	<b>\$51,929,100</b>

<b>USES:</b>		
<b>Environmental Engineering</b>		
Alice Heights Drainage (GF)	\$0	\$0
Archway Drainage (GF)	0	0
Chesapeake Bay TMDL (GF, Other)	425,000	5,000,000
Conceptual Water Quality Plan (GF)	50,000	0
Conifer and Bluffside Drainage (GF)	0	200,000
Huntingcreek Hills Drainage (GF)	150,000	0
Lakewood Farms Drainage (GF)	0	0
Oakland Avenue Drainage (GF)	0	0
Pocoshock Creek Stream Restoration (GF)	200,000	200,000
Prestwoud Farms/Austin Road Drainage (GF)	0	0
Surreywood Drainage (GF)	0	0
<b>Total</b>	<b>\$825,000</b>	<b>\$5,400,000</b>

<b>General Services</b>		
Airport Air Space Obstruction Removal (GF)	\$36,500	\$0
Blight Eradication/Demolition (GF)	0	75,000
Environmental Management Program (GF)	250,000	250,000
Fleet Maintenance Facility (Other)	0	0
Fort Darling Landfill Remediation (GF)	0	1,034,000
Historical Properties Maintenance and Repairs (GF)	300,000	100,000
Major Facilities Maintenance and Repairs (GF)	2,105,000	2,020,000
Post Closure Maintenance at Landfills (GF)	500,000	700,000
<b>Total</b>	<b>\$3,191,500</b>	<b>\$4,179,000</b>

<b>Libraries</b>		
Central Library Space Completion and Office Consolidation (GF, Debt, CP)	\$1,953,500	\$1,419,400
Chester Library Community Arts Center (GO-Ref., Other)	1,081,000	6,919,000
Library Facilities Planning, Design, Construction and Land Acquisition (CP)	0	0
Library Technology and Interior Upgrades (GF, GO-Ref.)	350,000	800,000
Robious Library (GF, Debt)	0	6,862,700
<b>Total</b>	<b>\$3,384,500</b>	<b>\$16,001,100</b>

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

<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>Total FY14-18</b>
\$20,217,000	\$12,233,000	\$12,204,000	\$75,547,500
16,702,700	9,000,000	20,000,000	70,884,500
10,000,000	9,000,000	15,950,000	59,200,200
383,600	393,600	2,890,000	4,715,800
<b>\$47,303,300</b>	<b>\$30,626,600</b>	<b>\$51,044,000</b>	<b>\$210,348,000</b>

\$20,000	\$0	\$0	\$20,000
0	40,000	80,000	120,000
8,000,000	9,000,000	15,000,000	37,425,000
0	0	0	50,000
0	0	0	200,000
0	0	0	150,000
55,000	0	0	55,000
60,000	160,000	0	220,000
200,000	200,000	200,000	1,000,000
65,000	0	0	65,000
0	0	120,000	120,000
<b>\$8,400,000</b>	<b>\$9,400,000</b>	<b>\$15,400,000</b>	<b>\$39,425,000</b>

\$0	\$0	\$0	\$36,500
75,000	75,000	75,000	300,000
250,000	250,000	250,000	1,250,000
0	0	950,000	950,000
257,000	178,000	288,000	1,757,000
100,000	100,000	100,000	700,000
1,620,000	1,170,000	2,616,000	9,531,000
700,000	700,000	700,000	3,300,000
<b>\$3,002,000</b>	<b>\$2,473,000</b>	<b>\$4,979,000</b>	<b>\$17,824,500</b>

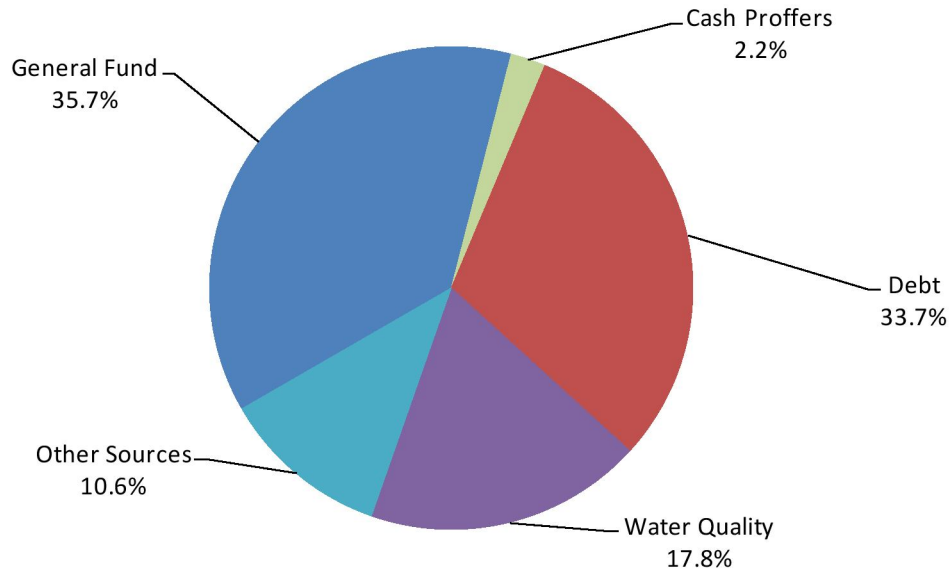
\$750,000	\$0	\$0	\$4,122,900
0	0	0	8,000,000
143,600	143,600	140,000	427,200
1,000,000	250,000	200,000	2,600,000
4,202,700	1,400,000	0	12,465,400
<b>\$6,096,300</b>	<b>\$1,793,600</b>	<b>\$340,000</b>	<b>\$27,615,500</b>

	FY2014	FY2015
<b>Parks and Recreation</b>		
Bensley Park - New Parking (GF)	\$0	\$0
Brown & Williamson Conservation Area (GF)	0	0
Countywide Trail System Connectors (GF)	0	40,000
Dutch Gap Conservation Area (GF)	0	0
Eppington Plantation (GF)	50,000	50,000
Falling Creek Ironworks Park (GF)	15,000	15,000
Henricus Historical Park (GF)	0	150,000
Lower James River Linear Park (GF)	0	110,000
Lowes Sports Complex (GF)	0	0
Midlothian Coal Mines Park (GF)	100,000	200,000
Old Clover Hill High School Stadium Improvements (GF)	0	0
Park Improvements (GF)	600,000	950,000
Park Land Acquisition (Grant, CP)	310,000	100,000
Parks and Recreation Master Plan Update (GF)	150,000	0
School Site Improvements (GF)	200,000	350,000
<b>Total</b>	<b>\$1,425,000</b>	<b>\$1,965,000</b>
<b>Public Safety</b>		
800MHz Radio System Battery Replacement (GF)	\$104,000	\$0
800 MHz Radio System Replacement (GF, GO-Ref., Other)	800,000	15,000,000
Animal Control Shelter Study (GF)	50,000	75,000
CADS/RMS/Mobile Data System Replacement (GF, GO-Ref)	0	0
Courthouse/Route 288 Fire & Rescue Station (GF, Debt)	0	0
Eanes Pittman Classroom Conversion (GF)	0	350,000
ECC Generator Replacement (GF)	0	0
ECC UPS Battery Replacement (GF)	0	0
Fire Station Facilities Planning, Design, Construction and Land Acquisition (CP)	120,000	130,000
Fire Station Repairs (GF)	350,000	450,000
Mobile Data Replacement Computers (GF)	900,000	900,000
One Story Police Window Replacement (GF)	880,000	500,000
Public Safety Training Center at Enon (GF)	0	1,009,000
Security Enhancements (GF)	250,000	250,000
Sheriff Electronic Security and Equipment Upgrades (GF)	130,000	100,000
Self-Contained Breathing Apparatus Replacement (GF)	2,000,000	2,200,000
Two and Three Story Police Building Renovation (LP)	1,285,000	0
<b>Total</b>	<b>\$6,869,000</b>	<b>\$20,964,000</b>
<b>Technology Improvements</b>		
Chesterfield Development Information System (CDIS) (GF)	\$250,000	\$250,000
Technology Infrastructure Refresh (GF)	1,100,000	970,000
Technology Improvements (GF)	1,400,000	1,400,000
<b>Total</b>	<b>\$2,750,000</b>	<b>\$2,620,000</b>
<b>Transportation</b>		
Industrial Access Projects (GF)	\$0	\$300,000
Revenue Sharing (GF, Grant)	11,000,000	0
Road Fund Projects (GF)	0	500,000
Road Planning, Design, Construction and Right of Way Acquisition (CP)	0	0
<b>Total</b>	<b>\$11,000,000</b>	<b>\$800,000</b>
<b>TOTAL USES COUNTY</b>	<b>\$29,445,000</b>	<b>\$51,929,100</b>
Funding Source Key: <b>(GF)</b> General Fund, <b>(GO-Ref.)</b> General Obligation Bonds - Referendum, <b>(LP)</b> Lease Purchase Financing, <b>(Grant)</b> Grant Funding Sources, <b>(CP)</b> Cash Proffers, <b>(Other)</b> Federal, State, Foundation Contributions, Donations		

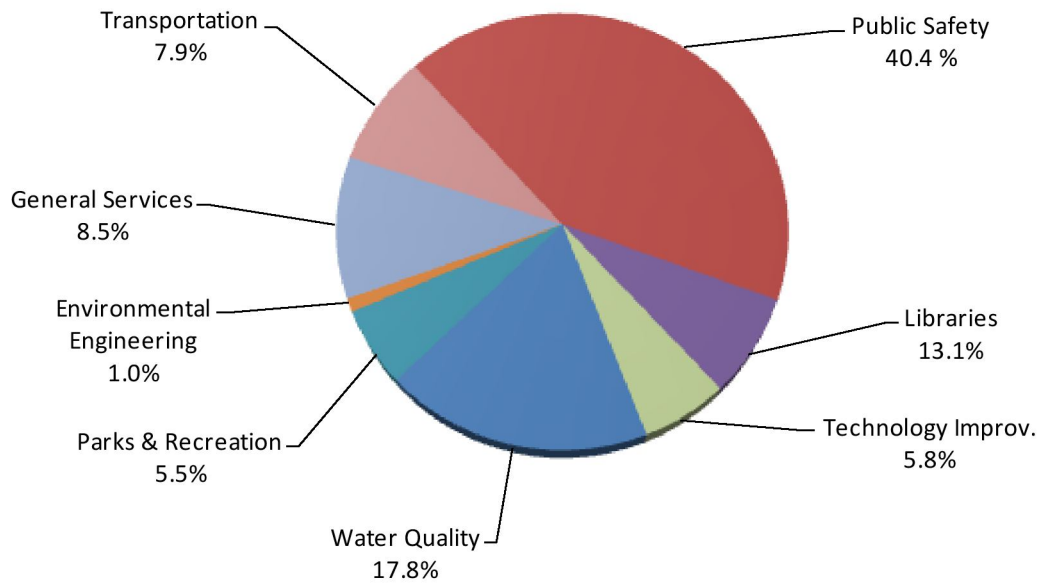
FY2016	FY2017	FY2018	Total FY14-18
\$290,000	\$0	\$0	\$290,000
0	0	350,000	350,000
0	110,000	0	150,000
1,070,000	0	0	1,070,000
50,000	50,000	50,000	250,000
15,000	15,000	15,000	75,000
150,000	150,000	150,000	600,000
0	0	0	110,000
450,000	0	0	450,000
0	0	0	300,000
0	85,000	470,000	555,000
950,000	1,050,000	1,320,000	4,870,000
100,000	100,000	100,000	710,000
0	0	0	150,000
350,000	250,000	470,000	1,620,000
<b>\$3,425,000</b>	<b>\$1,810,000</b>	<b>\$2,925,000</b>	<b>\$11,550,000</b>
\$0	\$0	\$0	\$104,000
15,000,000	5,300,000	0	36,100,000
0	0	0	125,000
0	5,000,000	20,000,000	25,000,000
5,900,000	0	0	5,900,000
0	0	0	350,000
250,000	0	0	250,000
115,000	0	0	115,000
140,000	150,000	150,000	690,000
450,000	450,000	450,000	2,150,000
900,000	900,000	900,000	4,500,000
0	0	0	1,380,000
0	0	0	1,009,000
250,000	250,000	250,000	1,250,000
100,000	150,000	150,000	630,000
0	0	0	4,200,000
0	0	0	1,285,000
<b>\$23,105,000</b>	<b>\$12,200,000</b>	<b>\$21,900,000</b>	<b>\$85,038,000</b>
\$250,000	\$0	\$0	\$750,000
825,000	750,000	800,000	4,445,000
1,400,000	1,400,000	1,400,000	7,000,000
<b>\$2,475,000</b>	<b>\$2,150,000</b>	<b>\$2,200,000</b>	<b>\$12,195,000</b>
\$300,000	\$300,000	\$300,000	\$1,200,000
0	0	0	11,000,000
500,000	500,000	500,000	2,000,000
0	0	2,500,000	2,500,000
<b>\$800,000</b>	<b>\$800,000</b>	<b>\$3,300,000</b>	<b>\$16,700,000</b>
<b>\$47,303,300</b>	<b>\$30,626,600</b>	<b>\$51,044,000</b>	<b>\$210,348,000</b>

# Capital Improvement Program FY2014-FY2018

## Revenues - County Only \$210,348,000



## Expenditures - County Only \$210,348,000



# Environmental Engineering

<b>Project</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>Total FY2014-18</b>
Alice Heights Drainage (GF)	\$0	\$0	\$20,000	\$0	\$0	\$20,000
Archway Drainage (GF)	0	0	0	40,000	80,000	120,000
Conceptual Water Quality Plan (GF)	50,000	0	0	0	0	50,000
Conifer and Bluffside (GF)	0	200,000	0	0	0	200,000
Huntingcreek Hills Drainage (GF)	150,000	0	0	0	0	150,000
Lakewood Farms Drainage (GF)	0	0	55,000	0	0	55,000
Oakland Avenue Drainage (GF)	0	0	60,000	160,000	0	220,000
Prestwould Farms/Austin Road (GF)	0	0	65,000	0	0	65,000
Surreywood Drainage (GF)	0	0	0	0	120,000	120,000
<b>Total Drainage Projects</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$1,000,000</b>
Pocoshock Creek Stream Restoration (GF)	200,000	200,000	200,000	200,000	200,000	1,000,000
<b>Total Stream Restoration Projects</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$1,000,000</b>
Chesapeake Bay TMDL (GF, Other)	425,000	5,000,000	8,000,000	9,000,000	15,000,000	37,425,000
<b>Total</b>	<b>\$825,000</b>	<b>\$5,400,000</b>	<b>\$8,400,000</b>	<b>\$9,400,000</b>	<b>\$15,400,000</b>	<b>\$39,425,000</b>

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

## Environmental Engineering - Highlights

---

### Highlights

Highlights of major environmental engineering projects included in the Capital Improvement Program in the short term (fiscal years FY2014 and FY2015) and in the long term (fiscal years FY2016 - FY2018) are detailed below:

---

#### Short Term Projects (FY2014 and FY2015):

- Conceptual Water Quality Plan
  - Conifer and Bluffside Drainage
  - Chesapeake Bay TMDL
  - Huntingcreek Hills Drainage
  - Pocoshock Creek Stream Restoration
- 

#### Long Term Projects (FY2016 through FY2018):

- Alice Heights Drainage
  - Archway Drainage
  - Chesapeake Bay TMDL
  - Lakewood Farms Drainage
  - Oakland Avenue Drainage
  - Pocoshock Creek Stream Restoration
  - Prestwould Farms/Austin Farms Drainage
  - Surreywood Drainage
- 

#### Changes from the Approved FY2013 - FY2017 CIP:

- Add the 60/147 Conceptual Water Quality Plan in FY2014
- Shift Conifer & Bluffside Drainage Project funding to the Huntingcreek Hills Drainage Project (\$150,000) and to the 60/147 Conceptual Water Quality Plan (\$50,000) in FY2014
- Shift FY2015 funds for Alice Heights, Lakewood Farms, Oakland Avenue, and Prestwould Farms/Austin Road Drainage Projects to Conifer and Bluffside Drainage project
- Postpone Conifer & Bluffside Drainage Project to FY2015
- Shift FY2016 funds for Archway and Oakland Avenue Drainage Projects to FY2017
- Shift FY2017 funds for Archway and Surreywood Drainage Projects to FY2018

Detailed descriptions of individual projects previously funded may be found in the Adopted FY2013 - FY2017 Capital Improvement Program document and are not reprinted here.



# Chesapeake Bay TMDL

---

**Functional Area:** Community Development

**Department:** Environmental Engineering

---

## Project Description/Justification

The Chesapeake Bay Total Maximum Daily Load (TMDL) was established by the U.S. Environmental Protection Agency (EPA) in 2010 with the express purpose of restoring water quality in the Chesapeake Bay and its tributaries by identifying the required reduction of pollution loads of nitrogen, phosphorus and sediment reaching the Bay. The Bay's watershed and its TMDL reach from Virginia to New York and from West Virginia to Delaware. The TMDL is designed to ensure that all pollution control measures needed to fully restore the Bay and its tidal rivers are in place by 2025, with at least 60 percent of the reductions complete by 2017.

The Commonwealth of Virginia's plan to meet the Bay TMDL's reduction requirements was established through the State's Watershed Implementation Plans (WIPs). Virginia's approved Phase II WIP allows localities required to maintain an MS4 (municipal separate storm sewer system) stormwater permit three full permit cycles (15 years) to implement the necessary reductions to meet the Bay TMDL. The first permit term, which will begin in calendar year 2013, requires a five percent reduction by 2018; the two following five-year terms require additional 35 and 60 percent reductions respectively.

Within the first two years of the County's MS4 stormwater permit, Chesterfield will be required to develop a Chesapeake Bay TMDL Action Plan. This Action Plan will review and outline existing County water quality programs in order to obtain a baseline of pollutant reductions and explore, identify, and prioritize alternatives to implement the reduction requirements of the three permit cycles.

Funding for the Action Plan has been identified in FY2014; going forward, the County will explore alternative revenue sources to complete the necessary water quality improvements.

---

## Facility Plan

N/A

---

## Location/Site Status

Countywide

---

## Estimated Project Costs

Planned project allocations during FY2014-FY2018 are \$37,425,000.

---

## Operating Cost Detail

No impact on the operating budget is anticipated.

---

## Impact If Not Completed

If the Chesapeake Bay TMDL Action Plan is not developed and implemented, the County will be in noncompliance of its MS4 permit. Any permit noncompliance may constitute a violation of the Clean Water Act and the Virginia Stormwater Act and is grounds for an enforcement action. Noncompliance may result in administrative, civil, or criminal action against the County and lead to penalties, fines, or other enforcement measures for failure to comply.

## Environmental Engineering

### Financing/Operating Budget Impact

	Prior Years	FY2014	FY2015	FY2016	FY2017	FY2018	Total FY 2014-18
<b>Financing</b>							
General Fund	\$0	\$425,000	\$0	\$0	\$0	\$0	\$425,000
GO-Referendum	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0
Other Sources	0	0	5,000,000	8,000,000	9,000,000	15,000,000	37,000,000
Cash Proffers	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>\$0</b>	<b>\$425,000</b>	<b>\$5,000,000</b>	<b>\$8,000,000</b>	<b>\$9,000,000</b>	<b>\$15,000,000</b>	<b>\$37,425,000</b>
<b>Operating Expenses</b>							
Personnel		\$0	\$0	\$0	\$0	\$0	
Operating		0	0	0	0	0	
<b>TOTAL</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

# Conceptual Water Quality Plan

**Functional Area:** Community Development

**Department:** Environmental Engineering

## Project Description/Justification

Chesterfield County's 60/147 Drainage District has been in place since 1975 and is located mostly in the northeast quadrant of Midlothian Turnpike and Huguenot Road where Chesterfield Towne Center is located. Since that time, the district has collected funds and completed projects to systematically manage water quantity within the district. Development within the district is close to completion and the remaining funds can be used for water quality improvements.

The 60/147 Drainage District is a key piece of the County's strategy in meeting the first phase of the Chesapeake Bay Total Maximum Daily Load's required pollutant reductions. In order to use the district funds for water quality improvements after completion of the current approved plan, the County must first prepare a conceptual plan for the district's future. Upon completion of the conceptual plan, the Board of Supervisors will be asked to approve the new plan to allow the use of these funds for water quality improvements.

## Facility Plan

N/A

## Location/Site Status

Northeast quadrant of Midlothian Turnpike and Huguenot Road and some downstream areas

## Estimated Project Costs

The total estimated cost of the conceptual plan is \$50,000 in FY2014.

## Operating Cost Detail

No impact on the operating budget is anticipated.

## Impact If Not Completed

If this study is not completed, the County cannot access the previously collected funds to improve water quality within the district.

## Financing/Operating Budget Impact

	Prior Years	FY2014	FY2015	FY2016	FY2017	FY2018	Total FY 2014-18
<b>Financing</b>							
General Fund	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000
GO-Referendum	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,000</b>
<b>Operating Expenses</b>							
Personnel		\$0	\$0	\$0	\$0	\$0	
Operating		0	0	0	0	0	
<b>TOTAL</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

**THIS PAGE INTENTIONALLY LEFT BLANK**

# General Services

<b>Project</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>Total FY2014-18</b>
Airport Air Space Obstruction Removal (GF)	\$36,500	\$0	\$0	\$0	\$0	\$36,500
Blight Eradication/Demolition (GF)	0	75,000	75,000	75,000	75,000	300,000
Environmental Management Program (GF)	250,000	250,000	250,000	250,000	250,000	1,250,000
Fleet Maintenance Facility (Other)	0	0	0	0	950,000	950,000
Fort Darling Landfill Remediation (GF)	0	1,034,000	257,000	178,000	288,000	1,757,000
Historical Properties Maintenance and Repairs (GF)	300,000	100,000	100,000	100,000	100,000	700,000
Major Facilities Maintenance and Repairs (GF)	2,105,000	2,020,000	1,620,000	1,170,000	2,616,000	9,531,000
Post Closure Maintenance at Landfills (GF)	500,000	700,000	700,000	700,000	700,000	3,300,000
<b>Total</b>	<b>\$3,191,500</b>	<b>\$4,179,000</b>	<b>\$3,002,000</b>	<b>\$2,473,000</b>	<b>\$4,979,000</b>	<b>\$17,824,500</b>

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

---

### Highlights

Highlights of major general services projects included in the Capital Improvement Program in the short term (fiscal years FY2014 and FY2015) and in the long term (fiscal years FY2016 - FY2018) are detailed below:

---

#### Short Term Projects (FY2014 and FY2015):

- Fund remediation efforts at the Fort Darling Landfill.
  - Provide funds to remove tree growth encroaching into air space at the County airport.
  - Finance annual allocations to cover post closure landfill maintenance, major facilities repair and maintenance, blight eradication, County owned historic property maintenance, and environmental remediation.
- 

#### Long Term Projects (FY2016 through FY2018):

- Continue remediation efforts at the Fort Darling Landfill.
  - Continue annual allocations to cover post closure landfill maintenance, major facilities repair and maintenance, blight eradication, County owned historic property maintenance, and environmental remediation.
  - Fund the balance of design of a fleet satellite maintenance facility.
- 

#### Changes from the Approved FY2013 - FY2017 CIP:

- Add replacement of the slate roof at the Circuit Court building in FY2018.
- Remove funding to demolish the existing fire training tower until the new tactical tower is completed at the Public Safety Training Center at Enon.
- Remove funding for audio visual upgrades at County courthouses pending development of a comprehensive countywide audio visual strategy.
- Delay Fort Darling Landfill remediation one year to FY2015 while the County awaits further guidance from the National Park Service.
- Increase major maintenance funding to address the deterioration of aging parking lot pavement at County facilities and replace the roof at the Eanes Pittman Public Safety Training Center.

Detailed descriptions of individual projects previously funded may be found in the Adopted FY2013 - FY2017 Capital Improvement Program document and are not reprinted here.

# Airport Air Space Obstruction Removal

Functional Area: Management Services

Department: Airport/General Services

## Project Description/Justification

A clear and unobstructed approach to airport runways is required by Federal Aviation Administration (FAA) and Virginia Department of Aviation (VDOA) regulations. Currently the air space surrounding the County's airport is reaching the point that requires the clearing of 40 acres of land in and around the interchange at Route 10 and 288. This project will not only clear the area but provide grading and re-seeding with low growing shrubs. No matching funds are available from the FAA or VDOA for this project.

## Facility Plan

FAA approved Airport Master Plan and associated Airport Layout Plan.

## Location/Site Status

Chesterfield County Airport, 7511 Airfield Drive

## Estimated Project Costs

The \$36,500 planned for this project in FY2014 will be supplemented by additional funds remaining in the County's airport environmental assessment project.

## Operating Cost Detail

No impact on the operating budget is anticipated.

## Impact If Not Completed

In addition to the safety risks posed by flight path obstructions, without these improvements, the County risks losing funding for other aviation projects from the Federal Aviation Administration and Virginia Department of Aviation.

## Financing/Operating Budget Impact

	Prior Years	FY2014	FY2015	FY2016	FY2017	FY2018	Total FY2014-18
<b>Financing</b>							
General Fund	\$0	\$36,500	\$0	\$0	\$0	\$0	\$36,500
GO-Referendum	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>\$0</b>	<b>\$36,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$36,500</b>
<b>Operating Expenses</b>							
Personnel		\$0	\$0	\$0	\$0	\$0	
Operating		0	0	0	0	0	
<b>TOTAL</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

**THIS PAGE INTENTIONALLY LEFT BLANK**



# Libraries

<b>Project</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>Total FY2014-18</b>
Central Library Space Completion and Office Consolidation (GF, GO-Ref., CP)	\$1,953,500	\$1,419,400	\$750,000	\$0	\$0	\$4,122,900
Chester Library Community Arts Center (GO-Ref., Other)	1,081,000	6,919,000	0	0	0	8,000,000
Library Facilities Planning, Design, Construction and Land Acquisition (CP)	0	0	143,600	143,600	140,000	427,200
Library Technology and Interior Upgrades (GF, GO-Ref.)	350,000	800,000	1,000,000	250,000	200,000	2,600,000
Robious Library (GF, Debt)	0	6,862,700	4,202,700	1,400,000	0	12,465,400
<b>Total</b>	<b>\$3,384,500</b>	<b>\$16,001,100</b>	<b>\$6,096,300</b>	<b>\$1,793,600</b>	<b>\$340,000</b>	<b>\$27,615,500</b>

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

## Libraries - Highlights

---

### Highlights

Highlights of major library projects included in the Capital Improvement Program in the short term (fiscal years FY2014 and FY2015) and in the long term (fiscal years FY2016 - FY2018) are detailed below:

---

#### Short Term Projects (FY2014 and FY2015):

- Begin build-out of unfinished space at Central Library to reconfigure public and office space, including Cooperative Extension and Parks and Recreation.
  - Fund the County's portion of the design and construction of the Chester Library Community Arts Center.
  - Fund essential ongoing library technology and interior furnishing upgrades.
  - Begin design and construction of a library in the Robious Road area.
- 

#### Long Term Projects (FY2016 through FY2018):

- Complete Central Library unfinished space and office consolidation project.
  - Continue to fund ongoing library technology and interior furnishing upgrades.
  - Address future library facility planning.
  - Continue construction of the library in the Robious Road area.
- 

#### Changes from the Approved FY2013 - FY2017 CIP:

- Delay the design and land acquisition of a Route 360 West library beyond the five year planning period.
- Add construction funds to Central Library project to better utilize space for Libraries and other Human Services departments.
- Advance design of Chester Arts Center from FY2016 to FY2014 and add construction in FY2015.

Detailed descriptions of individual projects previously funded may be found in the Adopted FY2013 - FY2017 Capital Improvement Program document and are not reprinted here.

# Central Library Space Completion and Office Consolidation

Functional Area: Human Services

Department: Libraries

## Project Description/Justification

Central Library functions as the County's main public library and includes administrative and technical support for the entire library system. When the library was expanded in 1992, 6,000 square feet remained unfinished. Based on a review of countywide space needs, and in an effort to utilize existing space as efficiently as possible, this project will integrate the unfinished library space into the public area, make simple modifications to the library entrance and provide minor interior renovations to allow Cooperative Extension to move into the renovated space. In addition, it is envisioned the project will provide for minor interior renovations of Cooperative Extension's vacated space in advance of moving Parks and Recreation staff into the prior Extension office space. Further minor renovations are contemplated for the vacated Parks and Recreation space to allow Parks and Recreation staff, currently housed in the community development building, to return to a location which will provide better customer service for county residents.

## Facility Plan

N/A

## Location/Site Status

Central Library, 9501 Lori Road, Dale Magisterial District, as well as the current Cooperative Extension and Parks and Recreation buildings, Chesterfield County Government Complex

## Estimated Project Costs

The estimated project cost is \$4.1 million in FY2014 - FY2018

## Operating Cost Detail

Minimal impact on the operating budget is anticipated.

## Impact If Not Completed

The existing facility will continue to be underutilized and the County will miss an opportunity to maximize services to county residents.

## Financing/Operating Budget Impact

	Prior Years	FY2014	FY2015	FY2016	FY2017	FY2018	Total FY2014-18
<b>Financing</b>							
General Fund	\$0	\$0	\$0	\$750,000	\$0	\$0	\$750,000
GO-Referendum	0	1,555,700	1,278,600	0	0	0	2,834,300
Lease Purchase	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0
Cash Proffers	0	397,800	140,800	0	0	0	538,600
<b>TOTAL</b>	<b>\$0</b>	<b>\$1,953,500</b>	<b>\$1,419,400</b>	<b>\$750,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,122,900</b>
<b>Operating Expenses</b>							
Personnel		\$0	\$0	\$0	\$0	\$0	
Operating		0	0	0	0	0	
<b>TOTAL</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

## Libraries

# Library Facilities Planning, Design, Construction and Land Acquisition

Functional Area: Human Services

Department: Libraries

### Project Description/Justification

This project allows for site and facility planning, design, construction, and land acquisition for future library facilities made necessary by development growth in the County. Anticipated cash proffer collections in FY2016 through FY2018 make up the funding source for these efforts. As revenues are accumulated over time, appropriations will be made for specific facility needs.

### Facility Plan

Chesterfield County Public Facilities Plan

### Location/Site Status

Countywide

### Estimated Project Costs

Planned project allocations during FY2014 - FY2018 are \$427,200.

### Operating Cost Detail

No impact on the operating budget is anticipated

### Impact If Not Completed

Planning for and identifying funding for future growth will be missed

### Financing/Operating Budget Impact

	Prior Years	FY2014	FY2015	FY2016	FY2017	FY2018	Total FY2014-18
<b>Financing</b>							
General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
GO-Referendum	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0
Cash Proffers	0	0	0	143,600	143,600	140,000	427,200
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$143,600</b>	<b>\$143,600</b>	<b>\$140,000</b>	<b>\$427,200</b>
<b>Operating Expenses</b>							
Personnel		\$0	\$0	\$0	\$0	\$0	
Operating		0	0	0	0	0	
<b>TOTAL</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

# Parks and Recreation

<b>Project</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>Total FY2014-18</b>
Bensley Park - New Parking (GF)	\$0	\$0	\$290,000	\$0	\$0	\$290,000
Brown & Williamson Conservation Area (GF)	0	0	0	0	350,000	350,000
Countywide Trail System Connectors (GF)	0	40,000	0	110,000	0	150,000
Dutch Gap Conservation Area (GF)	0	0	1,070,000	0	0	1,070,000
Eppington Plantation (GF)	50,000	50,000	50,000	50,000	50,000	250,000
Falling Creek Ironworks Park (GF)	15,000	15,000	15,000	15,000	15,000	75,000
Henricus Historical Park (GF)	0	150,000	150,000	150,000	150,000	600,000
Lower James River Linear Park (GF)	0	110,000	0	0	0	110,000
Lowes Sports Complex (GF)	0	0	450,000	0	0	450,000
Midlothian Coal Mines Park (GF)	100,000	200,000	0	0	0	300,000
Old Clover Hill High School Stadium Improvements (GF)	0	0	0	85,000	470,000	555,000
Park Improvements (GF)	600,000	950,000	950,000	1,050,000	1,320,000	4,870,000
Park Land Acquisition (Grant, CP)	310,000	100,000	100,000	100,000	100,000	710,000
Parks and Recreation Master Plan Update (GF)	150,000	0	0	0	0	150,000
School Site Improvements (GF)	200,000	350,000	350,000	250,000	470,000	1,620,000
<b>Total</b>	<b>\$1,425,000</b>	<b>\$1,965,000</b>	<b>\$3,425,000</b>	<b>\$1,810,000</b>	<b>\$2,925,000</b>	<b>\$11,550,000</b>

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

## Parks and Recreation - Highlights

---

### Highlights

Highlights of major parks and recreation projects included in the Capital Improvement Program in the short term (fiscal years FY2014 and FY2015) and in the long term (fiscal years FY2016 - FY2018) are detailed below:

---

#### Short Term Projects (FY2014 and FY2015):

- Fund improvements at various historical park sites including Midlothian Coal Mines Park, Henricus Historical Park, Eppington Plantation, and Falling Creek Ironworks Park.
  - Continue funding for major repair and renovations at County and School park sites throughout the County.
  - Fund a review and update of the Parks and Recreation Master Plan.
  - Provide funding to address planning for the establishment of a countywide trail system and a Lower James River Linear Park.
- 

#### Long Term Projects (FY2016 through FY2018):

- Provide improvement funding at Dutch Gap, Brown and Williamson, and Lowes Sports Complex.
  - Continue development of preliminary connector trails within the Midlothian District.
  - Expand parking at Bensley Park.
  - Provide stadium improvements at the Old Clover Hill High School.
  - Continue funding for major repairs and renovations at County and School park sites.
- 

#### Changes from the Approved FY2013 - FY2017 CIP:

- Increase funding for improvements at County and School park sites by \$685,800 over the plan's five years.
- Increase funding for Brown and Williamson Conservation area by \$250,000 to address preliminary planning and the first phase of construction.
- Provide new funding for improvements at Lowes Sports Complex and Midlothian Coal Mines and begin development of a James River Linear Park and Countywide Trail System.
- Update and Revise the 2002 Parks and Recreation Master Plan.
- Add the next allocation of funding for stadium improvements at the Old Clover Hill High School to complete necessary improvements to the field, irrigation, restrooms, and press box.

Detailed descriptions of individual projects previously funded may be found in the Adopted FY2013 - FY2017 Capital Improvement Program document and are not reprinted here.

# Countywide Trail System Connectors

Functional Area: Human Services

Department: Parks and Recreation

## Project Description/Justification

Linear parks and trails are a major new focus of the Parks and Recreation Public Facility Plan, adopted by the Board of Supervisors in October 2012. This initiative will expand recreation walking, jogging, and bicycle riding trails throughout the County. This CIP project addresses a multi-phased effort through acquisition, engineering, and construction of a network of short trails connecting existing neighborhoods and other public and commercial destination points to facilitate non-vehicular transportation in the more developed areas of the County. In FY2015 planning funds will develop a demonstration project in the Midlothian area to illustrate this concept of connectivity between established neighborhoods. FY2017 funding will implement the project through construction of trail connectors in selected areas. This project is a critical first step in the development of this countywide system of interconnected trails and linear parks.

## Facility Plan

Parks and Recreation Master Plan adopted July 2002. The Comprehensive Plan for Chesterfield County, adopted by the Board of Supervisors on October 24, 2012.

## Location/Site Status

Midlothian Area, Midlothian Magisterial District.

## Estimated Project Costs

The estimated project cost is \$150,000 in FY2015 and FY2017.

## Operating Cost Detail

Limited impact on the operating budget.

## Impact If Not Completed

If not completed, valuable recreational and educational sites will remain limited, In addition, the County will not be able to meet growing requests for recreation in these areas.

## Financing/Operating Budget Impact

	Prior Years	FY2014	FY2015	FY2016	FY2017	FY2018	Total FY2014-18
<b>Financing</b>							
General Fund	\$0	\$0	\$40,000	\$0	\$110,000	\$0	\$150,000
GO-Referendum	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0
Grant Funding	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$40,000</b>	<b>\$0</b>	<b>\$110,000</b>	<b>\$0</b>	<b>\$150,000</b>
<b>Operating Expenses</b>							
Personnel		\$0	\$0	\$0	\$0	\$0	
Operating		0	0	0	0	0	
<b>TOTAL</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

# Lower James River Linear Park

Functional Area: Human Services

Department: Parks and Recreation

## Project Description/Justification

Linear parks and trails are a major new focus of the Parks and Recreation Public Facility Plan, adopted by the Board of Supervisors in October 2012. They will provide expanded recreation walking, jogging and bicycle riding throughout the County. This project is a multi-phased effort to acquire, engineer and construct a planned 20 mile linear park along the James River between Falling Creek and Henricus/Dutch Gap Conservation Area. FY2015 planning funds will design and construct the first two mile section of the multi-purpose trail. The trail will illustrate natural, historical and cultural history along the riparian corridor. This project will support outdoors tourism and be one of the first critical steps in the development of a countywide system of interconnected trails and linear parks.

## Facility Plan

Parks and Recreation Master Plan adopted July 2002. The Comprehensive Plan for Chesterfield County, adopted by the Board of Supervisors on October 24, 2012.

## Location/Site Status

James River south of Falling Creek, Bermuda Magisterial District.

## Estimated Project Costs

The estimated project cost is \$110,000 in FY2015.

## Operating Cost Detail

No impact on the operating budget is anticipated.

## Impact If Not Completed

If not completed, valuable recreational potential will remain limited and the County will be unable to meet growing requests for such opportunities.

## Financing/Operating Budget Impact

	Prior Years	FY2014	FY2015	FY2016	FY2017	FY2018	Total FY2014-18
<b>Financing</b>							
General Fund	\$0	\$0	\$110,000	\$0	\$0	\$0	\$110,000
GO-Referendum	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$110,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$110,000</b>
<b>Operating Expenses</b>							
Personnel		\$0	\$0	\$0	\$0	\$0	
Operating		0	0	0	0	0	
<b>TOTAL</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	



# Lowes Sports Complex

Functional Area: Human Services

Department: Parks and Recreation

## Project Description/Justification

Development of the Lowes Sports Complex began in FY2007 with the development of a gravel parking lot and driveway. It was anticipated to receive limited use, primarily by adult leagues and for youth practice. Since that time, the site has been leased on a long-term basis to a youth soccer club and the use has expanded greatly for practice, clinics, and games. This project will pave existing parking and construct additional parking to serve an additional two soccer fields which will be developed by the soccer club.

## Facility Plan

Parks and Recreation Master Plan adopted July 2002. The Comprehensive Plan for Chesterfield County, adopted by the Board of Supervisors on October 24, 2012.

## Location/Site Status

2700 Swiftrun Road, in the Bermuda Magisterial District.

## Estimated Project Costs

The estimated project cost is \$450,000 in FY2016.

## Operating Cost Detail

No impact on the operating budget is anticipated. All maintenance provided by lessee.

## Impact If Not Completed

The County will not be able to meet the increasing demand for expanded facilities and higher level of play expected by users. Existing park facilities will continue to be inadequate to meet projected demand in this area of the County.

## Financing/Operating Budget Impact

	Prior Years	FY2014	FY2015	FY2016	FY2017	FY2018	Total FY2014-18
<b>Financing</b>							
General Fund	\$0	\$0	\$0	\$450,000	\$0	\$0	\$450,000
GO-Referendum	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$450,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$450,000</b>
<b>Operating Expenses</b>							
Personnel		\$0	\$0	\$0	\$0	\$0	
Operating		0	0	0	0	0	
<b>TOTAL</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

# Midlothian Coal Mines Park

Functional Area: Human Services

Department: Parks and Recreation

## Project Description/Justification

Commercial coal mining was underway in Chesterfield County by 1730. It comprised not only the first such operations undertaken in North America but also the County's first true industrial development. This project provides the grant match for funding from the Commonwealth of Virginia Department of Mines, Minerals, and Energy to construct additional trails, interpretive plazas/exhibits, and signage for interpretive education of the mines and the culture of The Village of Midlothian and the early history of Chesterfield County. This project will support historical tourism and expand programming at the site. The site is owned by the County and the project will be constructed in phases beginning in FY2014.

## Facility Plan

Parks and Recreation Master Plan adopted July 2002. The Mid-Lothian Mines Master Plan adopted 2005. The Comprehensive Plan for Chesterfield County, adopted by the Board of Supervisors on October 24, 2012.

## Location/Site Status

13301 North Woolridge Road, in the Midlothian Magisterial District.

## Estimated Project Costs

The total estimated county contribution to the project is \$300,000.

## Operating Cost Detail

Limited impact on the operating budget is anticipated.

## Impact If Not Completed

This valuable educational and historical site will not be enhanced and further developed for residents, and the County's historical tourism efforts may be hindered.

## Financing/Operating Budget Impact

	Prior Years	FY2014	FY2015	FY2016	FY2017	FY2018	Total FY2014-18
<b>Financing</b>							
General Fund	\$0	\$100,000	\$200,000	\$0	\$0	\$0	\$300,000
GO-Referendum	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$300,000</b>
<b>Operating Expenses</b>							
Personnel		\$0	\$0	\$0	\$0	\$0	
Operating		0	0	0	0	0	
<b>TOTAL</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

# Park Improvements

Functional Area: Human Services

Department: Parks and Recreation

## Project Description/Justification

The maintenance and upkeep of existing park facilities is critical in order to maintain safe and efficient facilities for public use. This project includes new construction, upgrades to park facilities, purchase of replacement capital equipment to assist in maintaining and constructing the facilities, and renovation projects recommended for park sites throughout the County.

## Facility Plan

Parks and Recreation Master Plan adopted July 2002. The Comprehensive Plan for Chesterfield County, adopted by the Board of Supervisors on October 24, 2012.

## Location/Site Status

Park sites countywide

## Estimated Project Costs

Planned allocations during FY2014 - FY2018 are \$4,870,000.

## Operating Cost Detail

There is minimal additional impact on the operating budget for staff and maintenance materials. The costs are determined on a per project basis, and are summarized in a cumulative manner on the attached schedule, beginning in FY2014.

## Impact If Not Completed

If these projects are not completed, park system facilities around the County will continue to age and deteriorate. Additionally, the ability to meet demand for expanded facilities and higher level of play for athletic associations will be compromised.

## Financing/Operating Budget Impact

	Prior Years	FY2014	FY2015	FY2016	FY2017	FY2018	Total FY2014-18
<b>Financing</b>							
General Fund	\$0	\$600,000	\$950,000	\$950,000	\$1,050,000	\$1,320,000	\$4,870,000
GO-Referendum	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>\$0</b>	<b>\$600,000</b>	<b>\$950,000</b>	<b>\$950,000</b>	<b>\$1,050,000</b>	<b>\$1,320,000</b>	<b>\$4,870,000</b>
<b>Operating Expenses</b>							
Personnel		\$0	\$0	\$0	\$0	\$0	
Operating		0	0	4,000	0	4,000	
<b>TOTAL</b>		<b>\$0</b>	<b>\$0</b>	<b>\$4,000</b>	<b>\$0</b>	<b>\$4,000</b>	

## Parks and Recreation

### Summary of Park Improvements

	Cost of Construction	Annual Est. Operating Costs
<b>FY2014</b>		
Renovations/Replacements		
Athletic Field Renovations & Upgrades	\$140,000	
Infrastructure	100,000	
Administrative Costs	300,000	
General Contingency	60,000	
<b>Subtotal FY2014</b>	<b>\$600,000</b>	<b>\$0</b>
<b>FY2015</b>		
Bensley Community Center Renovation	\$50,000	
Renovations/Replacements		
Athletic Field Renovations & Upgrades	365,600	
Building and Structures	22,400	
Courts	62,000	
Infrastructure	50,000	
Administrative Costs	300,000	
General Contingency	100,000	
<b>Subtotal FY2015</b>	<b>\$950,000</b>	<b>\$0</b>
<b>FY2016</b>		
Stratton Trail System	\$100,000	\$4,000
Renovations/Replacements		
Athletic Field Renovations & Upgrades	243,000	
Infrastructure	66,000	
Roads and Parking	96,000	
Trails and Pathways	45,000	
Administrative Costs	300,000	
General Contingency	100,000	
<b>Subtotal FY2016</b>	<b>\$950,000</b>	<b>\$4,000</b>
<b>FY2017</b>		
Lake Chesdin Trail System	\$150,000	
Renovations/Replacements		
Athletic Field Renovations & Upgrades	240,000	
Building and Structures	100,000	
Courts	100,000	
Infrastructure	100,000	
Roads and Parking	100,000	
Trails and Pathways	100,000	
Administrative Costs	300,000	
General Contingency	130,000	
<b>Subtotal FY2017</b>	<b>\$1,320,000</b>	<b>\$0</b>
<b>FY2018</b>		
Lake Chesdin Trail System	\$150,000	\$4,000
Renovations/Replacements		
Athletic Field Renovations & Upgrades	240,000	
Building and Structures	100,000	
Courts	100,000	
Infrastructure	100,000	
Roads and Parking	100,000	
Trails and Pathways	100,000	
Administrative Costs	300,000	
General Contingency	130,000	
<b>Subtotal FY2018</b>	<b>\$1,320,000</b>	<b>\$4,000</b>
<b>Grand Total FY2014-FY2018</b>	<b>\$4,870,000</b>	<b>\$8,000</b>

# Parks and Recreation Master Plan Update

Functional Area: Human Services

Department: Parks and Recreation

## Project Description/Justification

Parks and Recreation's current master plan document was last updated in 2002. An updated Parks and Recreation master plan, slated for funding in FY2014 will align and expand upon recommendations put forth in the County's Public Facility Plan and Comprehensive Plan, adopted by the Board of Supervisors in October 2012. The revised plan will re-assess the mission, goals and objectives of both capital and programing needs of the Department and will involve extensive public input, countywide citizen surveying, and regional benchmarking. Funding levels reflect extensive use of in-house staff resources.

## Facility Plan

Parks and Recreation Master Plan adopted July 2002. The Comprehensive Plan for Chesterfield County, adopted by the Board of Supervisors on October 24, 2012

## Location/Site Status

Countywide

## Estimated Project Costs

The estimated project cost is \$150,000 in FY2014.

## Operating Cost Detail

No impact on the operating budget is anticipated.

## Impact If Not Completed

The County will not be able to effectively and efficiently plan for services and facilities to serve the public nor align these government services with the public's needs.

## Financing/Operating Budget Impact

	Prior Years	FY2014	FY2015	FY2016	FY2017	FY2018	Total FY2014-18
<b>Financing</b>							
General Fund	\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000
GO-Referendum	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>\$0</b>	<b>\$150,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150,000</b>
<b>Operating Expenses</b>							
Personnel		\$0	\$0	\$0	\$0	\$0	
Operating		0	0	0	0	0	
<b>TOTAL</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

# School Site Improvements

Functional Area: Human Services

Department: Parks and Recreation

## Project Description/Justification

Funding to provide for the maintenance and upkeep of existing school athletic sites to keep the facilities safe and usable for county residents is critical. To this end, the County provides annual funding in order to improve infrastructure, and upgrade substandard field components, as well as provide additions to existing and new school athletic fields for expanded use by athletic associations.

## Facility Plan

Parks and Recreation Master Plan adopted July 2002. The Comprehensive Plan for Chesterfield County, adopted by the Board of Supervisors on October 24, 2012.

## Location/Site Status

Various school park sites countywide

## Estimated Project Costs

Planned allocations during FY2014 - FY2018 are \$1,620,000.

## Operating Cost Detail

There is minimal additional impact on the operating budget for staff and maintenance materials. The costs are determined on a per project basis, and are summarized in a cumulative manner on the attached schedule, beginning in FY2014.

## Impact If Not Completed

If these projects are not completed, park system facilities around the County will continue to age and deteriorate. Additionally, the ability to meet demand for expended facilities and higher level of play for athletic associations will be compromised.

## Financing/Operating Budget Impact

	Prior Years	FY2014	FY2015	FY2016	FY2017	FY2018	Total FY2014-18
<b>Financing</b>							
General Fund	\$0	\$200,000	\$350,000	\$350,000	\$250,000	\$470,000	\$1,620,000
GO-Referendum	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$350,000</b>	<b>\$350,000</b>	<b>\$250,000</b>	<b>\$470,000</b>	<b>\$1,620,000</b>
<b>Operating Expenses</b>							
Personnel		\$0	\$0	\$0	\$0	\$0	
Operating		0	0	0	0	0	
<b>TOTAL</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

## Summary of School Site Improvements

	Cost of Construction	Annual Est. Operating Costs
<b>FY2014</b>		
Named Projects		
Grange Hall ES Upgrades	\$100,000	
Renovations/Replacements		
Athletic Field Renovations & Upgrades	80,000	
General Contingency	20,000	
<b>Subtotal FY2014</b>	<b>\$200,000</b>	<b>\$0</b>
<b>FY2015</b>		
Named Projects		
Grange Hall ES Upgrades	\$60,000	
Renovations/Replacements		
Athletic Field Renovations & Upgrades	50,000	
Building and Structures	50,000	
Courts	50,000	
Infrastructure	110,000	
General Contingency	30,000	
<b>Subtotal FY2015</b>	<b>\$350,000</b>	<b>\$0</b>
<b>FY2016</b>		
Renovations/Replacements		
Athletic Field Renovations & Upgrades	\$320,000	
General Contingency	30,000	
<b>Subtotal FY2016</b>	<b>\$350,000</b>	<b>\$0</b>
<b>FY2017</b>		
Renovations/Replacements		
Athletic Field Renovations & Upgrades	\$40,000	
Building and Structures	40,000	
Courts	40,000	
Infrastructure	40,000	
Roads and Parking	30,000	
Trails and Pathways	40,000	
General Contingency	20,000	
<b>Subtotal FY2017</b>	<b>\$250,000</b>	<b>\$0</b>
<b>FY2018</b>		
Renovations/Replacements		
Athletic Field Renovations & Upgrades	\$100,000	
Building and Structures	50,000	
Courts	50,000	
Infrastructure	70,000	
Roads and Parking	50,000	
Trails and Pathways	100,000	
General Contingency	50,000	
<b>Subtotal FY2018</b>	<b>\$470,000</b>	<b>\$0</b>
<b>Grand Total FY2014-FY2018</b>	<b>\$1,620,000</b>	<b>\$0</b>

**THIS PAGE INTENTIONALLY LEFT BLANK**



# Public Safety

Project	FY2014	FY2015	FY2016	FY2017	FY2018	Total FY2014-18
800 MHz Radio System Battery Replacement (GF)	\$104,000	\$0	\$0	\$0	\$0	\$104,000
800 MHz Radio System Replacement (GF, GO-Ref., Other)	800,000	15,000,000	15,000,000	5,300,000	0	36,100,000
Animal Control Shelter Study (GF)	50,000	75,000	0	0	0	125,000
CADS/RMS/Mobile Data System Replacement (GF, GO-Ref.)	0	0	0	5,000,000	20,000,000	25,000,000
Courthouse/Route 288 Fire & Rescue Station (GF,Debt)	0	0	5,900,000	0	0	5,900,000
Eanes Pittman Classroom Conversion (GF)	0	350,000	0	0	0	350,000
ECC Generator Replacement (GF)	0	0	250,000	0	0	250,000
ECC UPS Battery Replacement (GF)	0	0	115,000	0	0	115,000
Fire Station Facilities Planning, Design, Construction and Land Acquisition (CP)	120,000	130,000	140,000	150,000	150,000	690,000
Fire Station Repairs (GF)	350,000	450,000	450,000	450,000	450,000	2,150,000
Mobile Data Replacement Computers (GF)	900,000	900,000	900,000	900,000	900,000	4,500,000
One Story Police Window Replacement (GF)	880,000	500,000	0	0	0	1,380,000
Public Safety Training Center at Enon (GF)	0	1,009,000	0	0	0	1,009,000
Security Enhancements (GF)	250,000	250,000	250,000	250,000	250,000	1,250,000
Sheriff Electronic Security and Equipment Upgrades (GF)	130,000	100,000	100,000	150,000	150,000	630,000
Self-Contained Breathing Apparatus Replacement (GF)	2,000,000	2,200,000	0	0	0	4,200,000
Two and Three Story Police Building Renovation (LP)	1,285,000	0	0	0	0	1,285,000
<b>Total</b>	<b>\$6,869,000</b>	<b>\$20,964,000</b>	<b>\$23,105,000</b>	<b>\$12,200,000</b>	<b>\$21,900,000</b>	<b>\$85,038,000</b>

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

## Public Safety - Highlights

---

### Highlights

Highlights of major public safety projects included in the Capital Improvement Program in the short term (fiscal years FY2014 and FY2015) and in the long term (fiscal years FY2016 - FY2018) are detailed below:

---

#### Short Term Projects (FY2014 and FY2015):

- Conduct a study of future facility and operational needs at the Animal Control Shelter.
  - Repurpose space at the Eanes Pittman Training Center to provide additional classrooms.
  - Construct a tactical training tower at the Public Safety Training Center at Enon.
  - Replace self-contained breathing apparatus for the Fire Department.
  - Replace deteriorating windows on the main police administration building.
  - Expand and add a second floor to the Lane B. Ramsey Building lobby.
  - Fund study and begin first phase of the replacement of the County's public safety 800 MHz radio system.
- 

#### Long Term Projects (FY2016 through FY2018):

- Construct the Courthouse/Route 288 Fire and Rescue Station.
  - Complete replacement of the County's public safety radio system and CADS/RMS data system.
  - Install replacement generator to back up county emergency communications center operations.
- 

#### Changes from the Approved FY2013 - FY2017 CIP:

- Remove the 360 West District Police Station while other options to provide police services are explored.
- Remove emergency generator replacement at L.C. Bird High School pending development of a plan to address countywide emergency shelter locations and delivery of service.
- Add funding to replace the Emergency Communication Center's emergency generator.
- Add additional funding in FY2018 to complete the CADS/ RMS data system replacement.
- Reduce funding necessary to construct a tactical training tower at the Public Safety Training Center (PSTC) at Enon by using previously appropriated funds for a now smaller planned combined support building.
- Delay construction of the Route 288 Fire and Rescue Station from FY2015 to FY2016.
- Add funding to address the Sheriff's electronic security and equipment needs.
- Add funding to repurpose space at the Eanes Pittman Training Center, replace windows on the main police administration building, and expand the lobby of the Lane B. Ramsey Building.

Detailed descriptions of individual projects previously funded may be found in the Adopted FY2013 - FY2017 Capital Improvement Program document and are not reprinted here.

# Eanes Pittman Classroom Conversion

Functional Area: Public Safety

Department: Police, Fire, and Sheriff

## Project Description/Justification

Since the opening of the Eanes Pittman Public Safety Training Facility in 1994, the demand for county classroom training space has grown dramatically. Originally envisioned as training space for Police and Fire, it has become a facility which also meets the training needs of other county departments and the Sheriff on an as-requested basis. This project converts current Police and Fire lounges into classrooms and repurposes the current library space into a combined public safety lounge and library. At minimal cost, the new classrooms will increase training space in the building, provide the Sheriff with two dedicated classrooms, and relieve pressure on the scheduling of classroom space. Funding will provide furniture and equipment for the new classrooms, a minor plumbing reconfiguration, and due to code requirements, an additional exit for the lounge.

## Facility Plan

N/A

## Location/Site Status

Eanes Pittman Public Safety Training Center, Chesterfield County Government Complex

## Estimated Project Costs

The estimated project cost is \$350,000 in FY2015.

## Operating Cost Detail

No impact on the operating budget is anticipated.

## Impact If Not Completed

Current space capacity within the Eanes Pittman Public Safety Training Center will continue to be under utilized. The provision of additional training space, perhaps outside of the current facility, would be necessary, likely at substantially higher cost.

## Financing/Operating Budget Impact

	Prior Years	FY2014	FY2015	FY2016	FY2017	FY2018	Total FY2014-18
<b>Financing</b>							
General Fund	\$0	\$0	\$350,000	\$0	\$0	\$0	\$350,000
GO-Referendum	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$350,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$350,000</b>
<b>Operating Expenses</b>							
Personnel		\$0	\$0	\$0	\$0	\$0	
Operating		0	0	0	0	0	
<b>TOTAL</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

# ECC Generator Replacement

Functional Area: Public Safety

Department: Emergency Communications Center

## Project Description/Justification

The Emergency Communications Center requires multiple redundancies to ensure uninterrupted availability of public safety services to county residents. One required component is reliable electrical power to support critical systems such as the emergency phone system and public safety radio infrastructure. Loss of power at any time could directly impact the center's ability to accept calls from residents and dispatch appropriate public safety services. The center's current generator has been in service since 1999. This project will install a replacement primary generator, above ground fuel storage tank, and generator enclosure.

## Facility Plan

N/A

## Location/Site Status

Emergency Communication Center, Chesterfield County Government Complex

## Estimated Project Costs

The estimated cost is \$250,000 in FY2016.

## Operating Cost Detail

No impact on the operating budget is anticipated.

## Impact If Not Completed

The probable impact, if the generator is not replaced is a possible disruption of a reliable emergency power supply to the Emergency Communications Center.

## Financing/Operating Budget Impact

	Prior Years	FY2014	FY2015	FY2016	FY2017	FY2018	Total FY2014-18
<b>Financing</b>							
General Fund	\$0	\$0	\$0	\$250,000	\$0	\$0	\$250,000
GO-Referendum	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$250,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$250,000</b>
<b>Operating Expenses</b>							
Personnel		\$0	\$0	\$0	\$0	\$0	
Operating		0	0	0	0	0	
<b>TOTAL</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

# One Story Police Window Replacement

Functional Area: Public Safety

Department: Police

## Project Description/Justification

The current exterior windows in the one story building which houses Police administration as well as the public meeting room and the Commissioner of the Revenue, and are original to the building. Many of window frames have rusted and sealants have deteriorated resulting in numerous leaks and loss of energy. This project covers the replacement of the windows with double pane insulated glass panels that will provide energy and maintenance efficiencies. In addition, the project includes purchase of furniture and fixtures and minimal space modifications needed in the Police area as a result of renovations to the two and three story Police building.

## Facility Plan

N/A

## Location/Site Status

9901 Lori Road, Chesterfield, Virginia

## Estimated Project Costs

The total estimated cost is \$1,380,000 in FY2014 - FY2018.

## Operating Cost Detail

No Impact on the operating budget is anticipated.

## Impact If Not Completed

Further building deterioration, energy loss, and possible damage to interior structures will result if the windows are not replaced.

## Financing/Operating Budget Impact

	Prior Years	FY2014	FY2015	FY2016	FY2017	FY2018	Total FY2014-18
<b>Financing</b>							
General Fund	\$0	\$880,000	\$500,000	\$0	\$0	\$0	\$1,380,000
GO-Referendum	0	0	0	0	0	0	0
Lease Agreement	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>\$0</b>	<b>\$880,000</b>	<b>\$500,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,380,000</b>
<b>Operating Expenses</b>							
Personnel		\$0	\$0	\$0	\$0	\$0	
Operating		0	0	0	0	0	
<b>TOTAL</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

# Sheriff Electronic Security and Equipment Upgrades

Functional Area: Public Safety

Department: Sheriff

## Project Description/Justification

This project provides first year funding for an ongoing, revolving major equipment replacement fund within the Sheriff's Office including the jail facility, courthouse security, and information technology. Major equipment consists of electronic security equipment, kitchen equipment within the jail, major mechanical systems, and other miscellaneous requirements. Utilization of the equipment replacement funding will occur when maintained equipment has failed or reached the end of its useful life span.

## Facility Plan

N/A

## Location/Site Status

Courthouses and Jail

## Estimated Project Costs

Planned project allocations during FY2014 - FY2018 are \$630,000.

## Operating Cost Detail

No impact on the operating budget is anticipated.

## Impact If Not Completed

The safety of citizens and county employees may be compromised if funding is not provided. In addition, the Sheriff's Office operating budget may incur large capital expenditures for replacing failed equipment essential to daily operations. If failed equipment is not replaced, the jail facility may not be in compliance with regulatory requirements.

## Financing/Operating Budget Impact

	Prior Years	FY2014	FY2015	FY2016	FY2017	FY2018	Total FY2014-18
<b>Financing</b>							
General Fund	\$0	\$130,000	\$100,000	\$100,000	\$150,000	\$150,000	\$630,000
GO-Referendum	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>\$0</b>	<b>\$130,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$630,000</b>
<b>Operating Expenses</b>							
Personnel		\$0	\$0	\$0	\$0	\$0	
Operating		0	0	0	0	0	
<b>TOTAL</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

# Two and Three Story Police Building Renovation

Functional Area: Public Safety

Department: Police

## Project Description/Justification

Due to changes in the original planned space allocation within the two and three story police building, the need for additional Treasurer space is becoming critical. The first floor of the Lane B. Ramsey Building functions as a hub for services provided to county residents by the Treasurer. The expansion of the building's lobby area and addition of a second floor, will address not only the Treasurer's space needs but provide the County the ability to address several already existing space needs and office consolidation opportunities. Project cost estimates include the design and construction of an enlarged lobby foot print, new entrance doors, an additional second floor within the lobby area, and minimal furniture and fixtures for the new space.

## Facility Plan

N/A

## Location/Site Status

9901 Lori Road, Chesterfield, Virginia

## Estimated Project Costs

The estimated project cost is \$1,285,000 in FY2014.

## Operating Cost Detail

No impact on the operating budget is anticipated.

## Impact If Not Completed

Current workspace capacity within the Lane B. Ramsey Building will continue to be under utilized. Additional critical space needs for the Treasurer will not be addressed, and additional space consolidation opportunities will not be realized.

## Financing/Operating Budget Impact

	Prior Years	FY2014	FY2015	FY2016	FY2017	FY2018	Total FY2014-18
<b>Financing</b>							
General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
GO-Referendum	0	0	0	0	0	0	0
Lease Purchase	0	1,285,000	0	0	0	0	1,285,000
Other Sources	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>\$0</b>	<b>\$1,285,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,285,000</b>
<b>Operating Expenses</b>							
Personnel		\$0	\$0	\$0	\$0	\$0	
Operating		0	9,600	9,900	10,200	10,500	
<b>TOTAL</b>		<b>\$0</b>	<b>\$9,600</b>	<b>\$9,900</b>	<b>\$10,200</b>	<b>\$10,500</b>	

**THIS PAGE INTENTIONALLY LEFT BLANK**



# Technology Improvements

<b>Project</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>Total FY2014-18</b>
Chesterfield Development Information						
System (CDIS) (GF)	\$250,000	\$250,000	\$250,000	\$0	\$0	\$750,000
Technology Infrastructure Refresh (GF)	1,100,000	970,000	825,000	750,000	800,000	4,445,000
Technology Improvements (GF)	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	7,000,000
<b>Total</b>	<b>\$2,750,000</b>	<b>\$2,620,000</b>	<b>\$2,475,000</b>	<b>\$2,150,000</b>	<b>\$2,200,000</b>	<b>\$12,195,000</b>

Funding Source Key:

(GF) General Fund, (GO-Ref.) General Obligation Bonds - Referendum, (LP) Lease Purchase Financing, (Grant) Grant Funding Sources, (CP) Cash Proffers, (Other) Federal, State, Foundation Contributions, Donations

## Technology Improvements - Highlights

---

### Highlights

Highlights of technology improvement projects included in the Capital Improvement Program in the short term (fiscal years FY2014 and FY2015) and in the long term (fiscal years FY2016 - FY2018) are detailed below:

---

#### Short Term Projects (FY2014 and FY2015):

- Continue to develop the Chesterfield Development Information System (CDIS).
  - Provide funds for critical IT system infrastructure. Funding in FY2014 and FY2015 will address the data warehousing needs of the County's Financial/Human Resources System (IFAS) as well as the data center's critical power infrastructure.
  - Fund the Technology Improvement Program (see following narrative for project details).
- 

#### Long Term Projects (FY2016 through FY2018):

- Continue development of CDIS.
  - Continue systematic replacement of information system infrastructure and IST data center power needs.
  - Continue the annual allocation within the County's CIP for Technology Improvement Program funding.
- 

#### Changes from the Approved FY2013 - FY2017 CIP:

- Add an additional two years of funding to continue development of CDIS.
- Add \$875,000 over the five year CIP planning cycle for technology improvements to critical IT system infrastructure.
- Increase funding for the Technology Improvement Program by \$300,000 over the five year plan.

Detailed descriptions of individual projects previously funded may be found in the Adopted FY2013 - FY2017 Capital Improvement Program document and are not reprinted here.

# Technology Improvements

Functional Area: Management Services

Department: Various County Departments

## Project Description/Justification

The Technology Improvement Program (TIP) provides for the orderly and systematic acquisition of information technology improvements and represents the county's ongoing commitment to applied technology developments that support its strategic goals.

TIP funding occurs in conjunction with the county's biennial financial plan and is incorporated in the Capital Improvement Program. The Information Technology Steering Committee, consisting of representatives from all functional areas of county management, is the technology planning team established to formulate strategic direction, prioritize major initiatives, address strategic countywide issues, and provide recommendations which support the county's strategic plan. The IT Steering Committee is responsible for the recommended annual Technology Improvement Program. The attached list of projects approved for funding in FY2014-FY2016 will enhance the efficiency and effectiveness of a variety of county operations and services to county citizens.

## Facility Plan

N/A

## Location/Site Status

Various county facilities

## Estimated Project Costs

Planned project allocations during FY2014-FY2018 are \$7,000,000.

## Operating Cost Detail

As specifications for planned projects are refined, operating costs will be identified.

## Impact If Not Completed

The county will risk falling behind in technological advances critical to operational processes and efficiencies and in the services it provides to citizens.

## Financing/Operating Budget Impact

	Prior Years	FY2014	FY2015	FY2016	FY2017	FY2018	Total FY2014-18
<b>Financing</b>							
General Fund	\$0	\$1,400,000	\$1,400,000	\$1,400,000	\$1,400,000	\$1,400,000	\$7,000,000
GO-Referendum	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>\$0</b>	<b>\$1,400,000</b>	<b>\$1,400,000</b>	<b>\$1,400,000</b>	<b>\$1,400,000</b>	<b>\$1,400,000</b>	<b>\$7,000,000</b>
<b>Operating Expenses</b>							
Personnel		\$0	\$0	\$0	\$0	\$0	
Operating		0	0	0	0	0	
<b>TOTAL</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

# Technology Improvements

## Technology Funding FY2014-FY2016

	FY2014	FY2015	FY2016	TOTAL
<b>Project Name</b>				
<b>Countywide</b>				
PC Replacement Program	\$125,000	\$125,000	\$125,000	\$375,000
<b>General Government</b>				
Laser Fiche Weblink (Clerk to the Board of Supervisors)	0	138,100	0	138,100
<b>Human Services</b>				
Automated Remote Lighting (Parks & Rec)	0	118,500	0	118,500
Case Management (Community Corrections)	23,300	0	0	23,300
Electronic Health Record System (Pro-filer Coordinated Care Platform) (Mental Health Support Services)	175,200	0	0	175,200
Security Digital Video Recording System (Juvenile Detention)	44,900	0	0	44,900
Security System (Chesterfield Adolescent Reporting Program)	71,700	0	0	71,700
<b>Community Development</b>				
Code Enforcement System (Planning)	0	79,900	0	79,900
Electronic Plan Review (Building Inspection)	0	0	309,000	309,000
Erosion Control System (Environmental Engineering)	302,500	0	0	302,500
<b>Management Services</b>				
Case Management (License Inspector)	0	0	203,500	203,500
Courtroom Technology (Circuit Court)	0	500,600	0	500,600
Digital Vote Counting Equipment (Registrar)	450,000	0	0	450,000
Electronic Document Discovery Management (IST)	0	99,900	0	99,900
Election Reporting Management (Registrar)	0	0	131,300	131,300
Identity Management (IST)	0	0	299,100	299,100
Internet Border Security (IST)	130,400	0	0	130,400
Permitting & Fee Website Portal (IST)	0	85,000	0	85,000
Point of Sale - Replacement (General Services)	0	0	308,500	308,500
Work Order System (General Services)	0	29,000	0	29,000
<b>Public Safety</b>				
Vehicle GPS Tracking (Sheriff)	77,000	0	0	77,000
Inventory System (Sheriff)	0	49,100	0	49,100
<b>TIP Contingency (projects TBD)</b>	0	174,900	23,600	198,500
<b>Total</b>	<b>\$1,400,000</b>	<b>\$1,400,000</b>	<b>\$1,400,000</b>	<b>\$4,200,000</b>

# Transportation

<b>Project</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>Total FY2014-18</b>
Industrial Access Projects (GF)	\$0	\$300,000	\$300,000	\$300,000	\$300,000	\$1,200,000
Revenue Sharing (GF, Grant)	11,000,000	0	0	0	0	11,000,000
Road Fund Projects (GF)	0	500,000	500,000	500,000	500,000	2,000,000
Road Planning, Design, Construction and Right-of-Way Acquisition (CP)	0	0	0	0	2,500,000	2,500,000
<b>Total</b>	<b>\$11,000,000</b>	<b>\$800,000</b>	<b>\$800,000</b>	<b>\$800,000</b>	<b>\$3,300,000</b>	<b>\$16,700,000</b>

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

## Transportation - Highlights

---

### Highlights

Highlights of major transportation projects included in the Capital Improvement Program in the short term (fiscal years FY2014 and FY2015) and in the long term (fiscal years FY2016 - FY2018) are detailed below:

---

#### Short Term Projects (FY2014 and FY2015):

- Continue funding in FY2015 for construction of industrial access and general road improvement projects.
  - Appropriate \$10 million in anticipated state road revenue. In addition, fund \$1 million in county contributions, which, along with previously identified county funds, will be used to match the expected state revenue sharing allocation. These funds will be used to improve traffic flow and capacity.
- 

#### Long Term Projects (FY2016 through FY2018):

- Appropriate \$2.5 million in cash proffer revenue expected from developers to fund road improvements made necessary by development growth.
  - Continue funding for construction of industrial access and general road improvement projects.
- 

#### Changes from the Approved FY2013 - FY2017 CIP:

- Road planning and construction funding over the five year period is markedly lower than in previous years due to anticipated declines in cash proffers revenues.

Detailed descriptions of individual projects previously funded may be found in the Adopted FY2013 - FY2017 Capital Improvement Program document and are not reprinted here.

---

# **Schools Capital Improvement Program Summary**

## Schools CIP Summary

	FY2014	FY2015	FY2016	FY2017
<b>Sources:</b>				
CIP Reserve Transfer	\$6,484,000	\$6,484,000	\$6,484,000	\$6,484,000
Debt Financing	42,600,000	34,700,000	50,300,000	36,800,000
State Technology Funds	1,800,000	0	0	0
School Nutrition Service	1,223,200	0	0	0
Cash Proffers	2,162,000	1,512,000	1,527,000	1,527,000
<b>TOTAL SOURCES</b>	<b>\$54,269,200</b>	<b>\$42,696,000</b>	<b>\$58,311,000</b>	<b>\$44,811,000</b>
<b>Uses:</b>				
<b>Additions/Renovations Elementary Schools:</b>				
Beulah Elementary	\$27,000,000	\$0	\$0	\$0
Crestwood Elementary	0	0	0	0
Enon Elementary	0	2,000,000	26,900,000	0
Ettrick Elementary	0	0	0	2,000,000
Harrowgate Elementary	0	0	0	0
Matoaca Elementary	0	0	2,000,000	28,500,000
Reams Gordon Elementary	0	0	0	0
<b>New Elementary Schools:</b>				
New Elementary School (relieving Watkins and others)	\$0	\$0	\$0	\$3,000,000
<b>Additions/Renovations Middle Schools:</b>				
Manchester Middle	\$0	\$0	\$3,000,000	\$0
Providence Middle	8,600,000	17,300,000	0	0
<b>Additions/Renovations High Schools:</b>				
Monacan High	\$2,000,000	\$12,000,000	\$0	\$0
Administrative Space	0	0	2,000,000	0
Future Acquisitions	2,162,000	1,512,000	1,527,000	1,527,000
School Nutrition Service	1,223,200	0	0	0
<b>Major Maintenance/HVAC/Energy/Security:</b>				
Security Enhancements	\$250,000	\$250,000	\$250,000	\$250,000
HVAC Upgrades	1,000,000	700,000	700,000	650,000
Falling Creek (HVAC)	0	0	6,500,000	0
Swift Creek (HVAC)	0	0	6,500,000	0
Major Maintenance	4,000,000	2,700,000	2,700,000	2,650,000
<b>Technology Improvements:</b>				
Technology Plan	\$3,100,000	\$3,100,000	\$3,100,000	\$3,100,000
Computer Replacement	3,134,000	3,134,000	3,134,000	3,134,000
Technology Projects	1,800,000	0	0	0
<b>TOTAL USES</b>	<b>\$54,269,200</b>	<b>\$42,696,000</b>	<b>\$58,311,000</b>	<b>\$44,811,000</b>

Note: On April 24, 2013, the Board of Supervisors approved five year capital plans for the County and the Utility Department. For Schools, an additional two years were approved reflecting the School's planned 2013 bond referendum.



<b>FY2018</b>	<b>Subtotal FY14-18</b>	<b>FY2019</b>	<b>FY2020</b>	<b>Total FY14-20</b>
\$6,484,000	\$32,420,000	\$6,484,000	\$6,484,000	\$45,388,000
53,300,000	217,700,000	36,900,000	49,400,000	304,000,000
0	1,800,000	0	0	1,800,000
0	1,223,200	0	0	1,223,200
1,527,000	8,255,000	1,527,000	1,527,000	11,309,000
<b>\$61,311,000</b>	<b>\$261,398,200</b>	<b>\$44,911,000</b>	<b>\$57,411,000</b>	<b>\$363,720,200</b>
\$0	\$27,000,000	\$0	\$0	\$27,000,000
0	0	2,000,000	13,800,000	15,800,000
0	28,900,000	0	0	28,900,000
14,900,000	16,900,000	0	0	16,900,000
0	0	2,000,000	14,800,000	16,800,000
0	30,500,000	0	0	30,500,000
0	0	2,000,000	17,500,000	19,500,000
\$0	\$3,000,000	\$27,600,000	\$0	\$30,600,000
\$35,100,000	\$38,100,000	\$0	\$0	\$38,100,000
0	25,900,000	0	0	25,900,000
\$0	\$14,000,000	\$0	\$0	\$14,000,000
0	2,000,000	0	0	2,000,000
1,527,000	8,255,000	1,527,000	1,527,000	11,309,000
0	1,223,200	0	0	1,223,200
\$250,000	\$1,250,000	\$250,000	\$250,000	\$1,750,000
650,000	3,700,000	650,000	650,000	5,000,000
0	6,500,000	0	0	6,500,000
0	6,500,000	0	0	6,500,000
2,650,000	14,700,000	2,650,000	2,650,000	20,000,000
\$3,100,000	\$15,500,000	\$3,100,000	\$3,100,000	\$21,700,000
3,134,000	15,670,000	3,134,000	3,134,000	21,938,000
0	1,800,000	0	0	1,800,000
<b>\$61,311,000</b>	<b>\$261,398,200</b>	<b>\$44,911,000</b>	<b>\$57,411,000</b>	<b>\$363,720,200</b>

## Schools - Highlights

---

### Description

The School's Capital Improvement Program is designed to align closely with the County's adopted Comprehensive Plan, emphasizing the revitalization of a number of older schools to ensure those facilities are able to continue their usefulness on a cost effective basis and meet current program standards. While schools in Chesterfield County have been, and will continue to be, built over time in response to school age population demands, the overarching goal of this plan is to properly maintain all school facilities and promote parity and equity among all schools.

---

### Highlights

Highlights of major school projects included in the Capital Improvement Program in the short term (fiscal years FY2014 and FY2015) and in the long term (fiscal years FY2016 - FY2018) are detailed below:

---

#### Short Term Projects (FY2014 and FY2015):

- Provide funding for the full renovation of Beulah Elementary and Providence Middle School; work at Beulah will also add approximately 150 seats.
  - Continue renovation work at Monacan High School, which is now scheduled to be completed one year earlier by the end of FY2015.
  - Begin preliminary planning for renovation work at Enon Elementary School.
  - Continue to provide resources for critical major maintenance (roofs, flooring, exterior repairs, etc.) and HVAC needs throughout the system along with funds for future site acquisitions and the replacement of various technology assets.
- 

#### Long Term Projects (FY2016 through FY2018):

- Include the culmination of renovation work at Enon Elementary School.
  - Provide funding for major renovations at Matoaca Elementary, Manchester Middle, and Ettrick Elementary Schools.
  - Fund preliminary planning for the only new school in the Plan -- a new elementary school in the Midlothian area that would relieve Watkins Elementary among others.
  - Complete improvements to central office facilities, including enhancements to the public meeting room and office areas.
  - Fund major HVAC replacements at Falling Creek and Swift Creek Middle Schools in FY2016.
- 

#### Changes from the Approved FY2013 - FY2017 CIP:

- In accordance with the County's revised Comprehensive Plan, the Schools' FY2014-FY2018 capital plan includes new renovation projects at Ettrick Elementary School, and Manchester Middle School.
- Similarly, the Plan broadens the scope of previously contemplated renovation efforts at Beulah, Enon, Matoaca Elementary Schools, and Providence Middle School.
- The Schools' plan also adds preliminary planning for a new elementary school, while removing the addition and renovation work at Bettie Weaver Elementary.
- In addition, the Plan includes funding for the replacement of major food service equipment at ten elementary and seven middle schools.
- As mentioned, the proposed plan adjusts the schedule for several previously identified projects, particularly Monacan High School, Harrowgate Elementary School, and Providence Middle School.

Detailed descriptions of individual projects previously funded may be found in the Adopted FY2013 - FY2017 Capital Improvement Program document and are not reprinted here.

---

## **Utility Capital Improvement Program Summary**

## Utility - Wastewater System

			Estimated Cost	Prior Appropriation	FY2014	FY2015
<b>SOURCES:</b>						
Transfer from Wastewater Operating/Bonds			\$0	\$0	\$15,940,000	\$14,850,000
<b>TOTAL SOURCES</b>					<b>\$15,940,000</b>	<b>\$14,850,000</b>
<b>PROJECTS</b>						
	<b>TYPE</b>					
Contingency Fund	E	ON-GOING	\$505,800		\$100,000	\$100,000
Extension for Economic Development	E/R	ON-GOING	675,100		100,000	100,000
Falling Creek WW Treatment Pump to Proctors Creek	E	10,450,000		0	450,000	700,000
Highway Projects	E/R	ON-GOING	815,800		50,000	50,000
Rate Stabilization Reserve	R	ON-GOING	62,151,000		13,900,000	13,900,000
Sewer Facilities Rehabilitation	R	ON-GOING	888,400		0	0
Upgrades to Pump Stations	E/R	ON-GOING	1,062,500		1,340,000	0
Wastewater Treatment Additional Capacity	E/R	326,000,000		0	0	0
<b>TOTAL WASTEWATER</b>					<b>\$15,940,000</b>	<b>\$14,850,000</b>
E = EXPANSION					1,295,000	875,000
R = REPLACEMENT					14,645,000	13,975,000

FY2016	FY2017	FY2018	Total FY14-18
\$14,450,000	\$43,750,000	\$64,450,000	\$153,440,000
<b>\$14,450,000</b>	<b>\$43,750,000</b>	<b>\$64,450,000</b>	<b>\$153,440,000</b>
\$100,000	\$100,000	\$100,000	\$500,000
100,000	100,000	100,000	500,000
0	9,300,000	0	10,450,000
50,000	50,000	50,000	250,000
13,900,000	13,900,000	13,900,000	69,500,000
300,000	300,000	300,000	900,000
0	0	0	1,340,000
0	20,000,000	50,000,000	70,000,000
<b>\$14,450,000</b>	<b>\$43,750,000</b>	<b>\$64,450,000</b>	<b>\$153,440,000</b>
175,000	28,475,000	47,675,000	78,495,000
14,275,000	15,275,000	16,775,000	74,945,000

## Utility - Water System

			Estimated Cost	Prior Appropriation	FY2014	FY2015
<b>SOURCES:</b>						
Transfer from Water Operating/Bonds			\$0	\$0	\$21,009,000	\$17,730,000
<b>PROJECTS</b>						
	<b>TYPE</b>					
Addison-Evans Water Treatment Plant	R	ON-GOING	\$1,428,700		\$950,000	\$250,000
Contingency Fund	E	ON-GOING	367,100		100,000	100,000
Disaster Recovery	E		155,000	0	155,000	0
Extention for Economic Development	E/R	ON-GOING	1,063,700		100,000	100,000
Hicks/Cardiff Water Line Improvements	E/R		1,450,000	0	0	1,450,000
Highlands Amstell Bluff WL	E		762,000	80,000	682,000	0
Highway Projects	E/R	ON-GOING	979,100		50,000	50,000
Huguenot Pump Station	E		13,500,000	0	0	0
Huguenot Waterline, Phase 1	E		3,680,000	0	0	0
Huguenot Waterline, Phase 2	E		5,485,000	0	0	0
Matoaca Tank and Pump Station *	E/R		5,850,000	2,250,000	3,600,000	0
Nash Tank	E		5,700,000	200,000	0	0
Rate Stabilization Reserve	R	ON-GOING	45,616,400		9,580,000	9,580,000
Richmond Capacity - Replacement	R	ON-GOING	11,116,300		2,900,000	6,100,000
River Rd WL Improvements**	E		2,400,000	0	2,400,000	0
Route 1 12" Water Line	E/R		7,117,000	7,025,000	92,000	0
South Chester Rd WL Improvement	E/R		1,035,000	935,000	100,000	0
Tank Rehabilitation	R	ON-GOING	853,900		200,000	0
Walton Bluff Parkway	R		170,000	0	0	0
Water Facilities Improvements	E/R	ON-GOING	0		100,000	100,000
Water Resources Development	E		82,500,000	0	0	0
<b>TOTAL WATER</b>					<b>\$21,009,000</b>	<b>\$17,730,000</b>
E = EXPANSION					6,585,400	703,500
R = REPLACEMENT					14,423,600	17,026,500

\* The appropriation for this project reflects the total project costs. However, by agreement with Virginia State University, they will share in funding 50% of the total project costs. Chesterfield County Utilities share of \$2.925 million is the amount used for rate projections.

\*\* The appropriation for this project reflects the total project costs. However, by agreement with Virginia State University, Chesterfield County Utilities will share in funding based on oversizing the water line. Virginia State University will pay the remaining costs. Chesterfield County Utilities projected share of \$1.2 million is the amount used for rate projections.

<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>Total FY14-18</b>
\$27,690,000	\$30,665,000	\$28,850,000	\$125,944,000
\$910,000	\$450,000	\$720,000	\$3,280,000
100,000	100,000	100,000	500,000
0	0	0	155,000
100,000	100,000	100,000	500,000
0	0	0	1,450,000
0	0	0	682,000
50,000	50,000	50,000	250,000
0	0	13,500,000	13,500,000
3,680,000	0	0	3,680,000
0	5,485,000	0	5,485,000
0	0	0	3,600,000
5,500,000	0	0	5,500,000
9,580,000	9,580,000	9,580,000	47,900,000
7,500,000	13,800,000	4,700,000	35,000,000
0	0	0	2,400,000
0	0	0	92,000
0	0	0	100,000
0	0	0	200,000
170,000	0	0	170,000
100,000	100,000	100,000	500,000
0	1,000,000	0	1,000,000
<b>\$27,690,000</b>	<b>\$30,665,000</b>	<b>\$28,850,000</b>	<b>\$125,944,000</b>
9,405,000	6,710,000	13,725,000	37,128,900
18,285,000	23,955,000	15,125,000	88,815,100

**THIS PAGE INTENTIONALLY LEFT BLANK**



# Utilities Capital Improvement Program

<b>Project</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>Total FY2014-18</b>
Wastewater Projects (WWO/BO)	\$15,940,000	\$14,850,000	\$14,450,000	\$43,750,000	\$64,450,000	\$153,440,000
Water Projects (WO/BO)	21,009,000	17,730,000	27,690,000	30,665,000	28,850,000	125,944,000
<b>Total</b>	<b>\$36,949,000</b>	<b>\$32,580,000</b>	<b>\$42,140,000</b>	<b>\$74,415,000</b>	<b>\$93,300,000</b>	<b>\$279,384,000</b>

Funding Source Key:

(WO) Water Operating Budget, (WWO) Wastewater Operating Budget, (BO) Utilities Bonds

## Utilities - Highlights

---

### Highlights

Highlights of major utility projects included in the Capital Improvement Program in the short term (fiscal years FY2014 and FY2015) and in the long term (fiscal years FY2016 - FY2018) are detailed below:

---

#### Short Term Projects (FY2014 and FY2015):

- Continue payments to the City of Richmond to fund water plant and distribution projects as required by the contract and annual contributions for the rate stabilization funds.
  - Allocate funding for upgrades to the water treatment plant and wastewater pump stations to meet regulations and maintain system reliability.
  - For water service, Virginia State University will provide funding to extend the 16-inch waterline along River Road and replace the existing Matoaca tank and pump station.
  - Utilities system revitalization in the Hicks and Cardiff community.
- 

#### Long Term Projects (FY2016 through FY2018):

- Fund payments to the City of Richmond for water plant and distribution projects as required by the contract and annual contributions for the rate stabilization funds.
  - Allocate funding for water treatment plant upgrades and sewer improvement projects to meet regulations.
  - Design and construct a new pump station and waterline on Huguenot Road, providing an additional water source for a high demand area.
  - Construct a new wastewater pumping station and force main to redirect a portion of the flows from Falling Creek to Proctors Creek plant to meet future demands.
  - Construct a new water tank at Nash Road to meet state health department requirements for water storage.
  - Allocate funding for the potential development of new water resources to meet future demands.
  - Begin the initial funding for the wastewater treatment plant expansion at Proctors Creek to meet future demands and regulations.
- 

#### Changes from the Approved FY2013 - FY2017 CIP:

Below are amendments to the FY2013 - FY2017 Capital Improvement Program:

- Add the new Disaster Recovery in FY2014.
- Add the new Highlands Amstell Bluff Waterline project in FY2014.
- Add the new Huguenot Pump Station project in FY2018.
- Add the new River Road Waterline Improvements project in FY2014.
- Adjust funding for Utilities system revitalization in the communities of South Chester, Walton Bluff Parkway, Hicks/Cardiff and Pocono Tank area (funding in Tank Rehabilitation project) in the amount of \$610,000.
- Add the ongoing Water Facilities Improvements project in FY2014-FY2018.
- Reduce the Matoaca Tank and Pump Station funding by \$4.5 million because of a change in scope.
- Reduce the annual City of Richmond water plant capacity projects based on revised estimates.

Detailed descriptions of individual projects previously funded may be found in the Adopted FY2013 - FY2017 Capital Improvement Program document and are not reprinted here.

# Appendix A - Authorized Positions FY2010–FY2014

	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended
<b>GENERAL GOVERNMENT</b>						
Budget & Management	13	11	11	11	11	11
Center for Organizational Excellence	10	10	10	10	10	10
Chesterfield University	0	0	0	0	0	0
Clerk to the Board	2	2	2	2	2	2
County Administration	7	6	6	6	6	6
County Attorney	11	11	11	11	11	11
Human Resource Management	28	27	26	27	27	27
Intergovernmental Relations	2	1	1	1	1	1
Public Affairs	8	7	9	9	9	9
<b>Total General Government</b>	<b>81</b>	<b>75</b>	<b>76</b>	<b>77</b>	<b>77</b>	<b>77</b>
<b>MANAGEMENT SERVICES</b>						
Administration	2	2	2	2	2	2
Accounting	39	39	39	39	39	39
Document Services	6	7	7	8	8	7
General Services Administration	10	8	8	10	10	10
Facility Management	68	66	66	66	66	66
Information Systems Technology	100	99	99	99	99	99
Internal Audit	7	7	8	9	9	9
Purchasing	16	16	16	17	17	17
Registrar	9	9	9	9	9	9
Waste and Resource Recovery	30	21	21	18	18	12
<b>Total Management Services</b>	<b>287</b>	<b>274</b>	<b>275</b>	<b>277</b>	<b>277</b>	<b>270</b>
<b>ASSESSMENT &amp; COLLECTION</b>						
Commissioner of the Revenue	47	43	43	43	43	43
License Inspector	7	7	7	7	7	7
Real Estate Assessments	42	39	37	34	34	34
Treasurer	44	43	43	44	44	44
<b>Total Assessment &amp; Collection</b>	<b>140</b>	<b>132</b>	<b>130</b>	<b>128</b>	<b>128</b>	<b>128</b>
<b>ADMINISTRATION OF JUSTICE</b>						
Circuit Court Clerk	44	44	44	44	44	37
Commonwealth's Attorney	44	43	43	43	43	43
Courts	7	7	7	7	7	13
<b>Total Administration of Justice</b>	<b>95</b>	<b>94</b>	<b>94</b>	<b>94</b>	<b>94</b>	<b>93</b>
<b>PUBLIC SAFETY</b>						
Animal Control	18	18	18	19	19	19
Emergency Communications Center	78	77	79	79	79	79
Fire and Emergency Medical Services	451	451	451	451	466	460
Police	600	597	597	597	600	601
Sheriff	266	266	266	266	266	268
<b>Total Public Safety</b>	<b>1,413</b>	<b>1,409</b>	<b>1,411</b>	<b>1,412</b>	<b>1,430</b>	<b>1,427</b>
<b>HUMAN SERVICES</b>						
Administration	3	3	3	3	3	3
Access Transportation Program	1	1	1	1	1	1
Community Corrections Services	0	0	40	40	40	40
Cooperative Extension	2	3	2	4	4	3
Limited English Speaking Program	1	0	0	0	0	0
Health	35	35	36	36	36	47

## Appendix A

	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended
Juvenile Detention Home	59	59	59	59	59	60
Library	74	61	61	61	61	61
Law Library	1	1	1	1	1	1
Mental Health Support Services	368	357	356	352	352	354
Parks and Recreation	123	108	108	108	108	108
Senior Advocate	0	0	1	1	1	1
Social Services	177	175	175	175	175	175
Youth Planning and Development	4	4	4	4	4	4
<b>Total Human Services</b>	<b>848</b>	<b>807</b>	<b>847</b>	<b>845</b>	<b>845</b>	<b>858</b>
<b>COMMUNITY DEVELOPMENT</b>						
Administration	7	4	4	4	4	4
Building Inspections	63	61	61	60	60	60
Economic Development	11	11	11	11	11	11
Environmental Engineering	53	52	52	54	54	58
Planning	52	49	49	49	49	49
Transportation	9	9	9	9	9	10
<b>Total Community Development</b>	<b>195</b>	<b>186</b>	<b>186</b>	<b>187</b>	<b>187</b>	<b>192</b>
<b>SUB TOTAL GENERAL FUND</b>	<b>3,059</b>	<b>2,977</b>	<b>3,019</b>	<b>3,020</b>	<b>3,038</b>	<b>3,045</b>
<b>OTHER</b>						
Airport	6	5	5	3	3	3
Comprehensive Services	4	4	4	4	4	4
Capital Projects	5	3	3	4	4	5
Facility Management	7	7	7	7	7	6
Fire and EMS Revenue Recovery	15	0	15	16	16	16
Fleet Management	88	86	85	84	84	84
Grants:						
Adult Drug Court	2	2	2	2	2	2
Community Development Block Grant	4	3	3	3	3	3
Domestic Violence Resource Center	1	1	0	0	0	0
Options	1	1	0	0	0	0
Post Trial	29	29	0	0	0	0
Pretrial Services	7	7	0	0	0	0
Dual Treatment Track	2	2	0	0	0	0
Domestic Violence (V-STOP)	1	1	1	1	1	1
Domestic Violence Prosecutor	1	1	1	1	1	1
Families First	9	8	8	8	8	8
Juvenile Drug Court	5	2	2	2	2	2
Part C	6	5	6	11	11	11
Police Grants	1	1	1	1	1	1
USDA Grant - Juvenile Detention Home	0	0	1	1	1	1
Victim/Witness	9	9	8	8	8	8
VA Juvenile Community Crime Control Act	20	15	14	11	11	10
Fire & EMS*	0	0	9	9	0	0
Radio Shop	18	18	18	17	17	16
Risk Management	14	12	12	13	13	13
Utilities	302	283	286	290	291	291
"Unassigned" Responsibility Center/ Not Funded	9	20	16	9	9	7
<b>SUB TOTAL OTHER</b>	<b>566</b>	<b>525</b>	<b>507</b>	<b>505</b>	<b>497</b>	<b>493</b>
<b>TOTAL FULL-TIME POSITIONS</b>	<b>3,625</b>	<b>3,502</b>	<b>3,526</b>	<b>3,525</b>	<b>3,535</b>	<b>3,538</b>

## Appendix A

	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Adopted	FY2014 Approved	FY2014 Amended
<b>SCHOOLS</b>						
<b>FULL-TIME POSITIONS</b>						
Superintendent	1	1	1	1	1	1
Assistant Superintendent	4	3	3	3	3	3
Director	20	20	20	21	21	20
Supervisor	33	32	32	30	30	30
Assistant Director	27	25	25	26	26	25
Database Administrator	2	2	2	2	2	2
Other Administrative Staff	11	12	12	12	12	12
Teacher	4,244	3,957	3,893	3,927	3,927	3,927
Librarian	93	92	93	94	94	93
Guidance Counselor	156	159	160	158	158	159
Instructional Specialist	30	30	29	31	31	30
Administrative Assistant	27	22	22	26	26	27
Principal	65	65	63	63	63	64
Assistant Principal	102	96	98	98	98	98
Microcomputer Analyst	65	57	56	56	56	55
Other Instructional Staff	24	18	21	21	21	21
Nurse	7	7	7	7	7	7
Psychologist	27	35	32	32	32	32
Educational Diagnostician	13	13	12	12	12	12
Social Worker	23	26	21	22	22	23
Educational Liaison	22	22	22	22	22	23
Occupational/Physical Therapist	20	20	21	21	21	21
Accountant	11	11	11	12	12	12
Technology Integrator	44	34	34	34	34	34
Other Professional	33	31	33	33	33	37
Instructional Aide	899	852	844	839	839	848
Tutor/Security Monitor	40	39	37	38	38	41
Printer	4	4	4	4	4	4
Clinic Aide	63	63	63	63	63	63
Center Based Educator	10	9	9	7	7	4
Home/Family Educator	5	5	5	5	5	4
Hearing Impaired Interpreter	17	17	17	17	17	16
Technology Resource Assistant	27	26	25	26	26	26
Secretary/Clerk	369	367	363	360	360	363
Trades/Crafts/Utility Worker	175	170	170	169	169	167
Bus Driver	516	512	512	517	517	519
Custodian	438	438	438	438	438	439
Warehouse Staff	24	24	24	24	24	24
Food Service Manager	88	89	89	89	89	89
Food Service Worker	1	0	0	0	0	0
<b>SUBTOTAL FULL-TIME POSITIONS</b>	<b>7,779</b>	<b>7,404</b>	<b>7,323</b>	<b>7,360</b>	<b>7,360</b>	<b>7,375</b>
<b>PART-TIME POSITIONS</b>						
Teacher	30	51	50	50	50	57
Librarian	3	2	1	0	0	1
Guidance Counselor	5	5	2	4	4	4
Psychologist	5	1	0	0	0	0
Social Worker	1	1	1	0	0	0
Nurse	0	0	0	0	0	2
Occupational/Physical Therapist	3	3	2	2	2	2
Administrative Assistant	1	1	1	1	1	1
Microcomputer Analyst	1	1	1	1	1	1

## Appendix A

	<b>FY2010 Actual</b>	<b>FY2011 Actual</b>	<b>FY2012 Actual</b>	<b>FY2013 Adopted</b>	<b>FY2014 Approved</b>	<b>FY2014 Amended</b>
Other Professional	1	1	1	1	1	2
Instructional Aide	23	4	1	1	1	1
Tutor/Monitor	1	2	2	1	1	0
Hearing Impaired Interpreter	0	0	1	1	1	1
Technology Resource Assistant	2	2	3	3	3	3
Trades/Craft	1	1	1	1	1	1
Custodian	7	7	7	7	7	7
Food Service Worker	374	375	380	383	383	390
<b>SUBTOTAL PART-TIME POSITIONS</b>	<b>456</b>	<b>454</b>	<b>452</b>	<b>454</b>	<b>454</b>	<b>471</b>
<b>SCHOOLS TOTAL ALL POSITIONS</b>	<b>8,235</b>	<b>7,858</b>	<b>7,775</b>	<b>7,815</b>	<b>7,815</b>	<b>7,846</b>

**NOTE:** An additional \$560,000 in state revenue was added to the school budget after the FY2014 financial plan was adopted. The figures above do not reflect the additional 14 full time equivalent positions resulting from this change.

# FY2014 New Positions

---

Department/ Suggested Title	Number of Positions	Net Addition to General Fund	Enterprise/ Internal Fund	Total Cost (Salary Only)
<b>Utilities</b> Plant Operator	1	\$0	\$30,433	\$30,433

## Appendix B - FY2014 Vehicles

Department & Item	Quantity	Replacement	New	Cost
<b>GENERAL FUND</b>				
<b>Animal Control</b>				
Truck	1	✓		\$26,400
<b>Total</b>				<b>\$26,400</b>
<b>Environmental Engineering</b>				
Street signs truck body	1	✓		\$40,000
Passenger vehicle	2		✓	74,600
<b>Total</b>				<b>\$114,600</b>
<b>Fire EMS</b>				
Engine	2	✓		\$1,104,000
Brush Truck	2	✓		160,000
Tanker	2	✓		760,000
Staff Vehicle	2	✓		160,000
Support Truck	1	✓		40,000
<b>Total</b>				<b>\$2,224,000</b>
<b>Parks and Recreation</b>				
One Ton Dump Truck	1	✓		\$45,000
<b>Total</b>				<b>\$45,000</b>
<b>Police</b>				
Police Cruiser	50	✓		\$1,300,000
Other Police Vehicles	25	✓		410,000
<b>Total</b>				<b>\$1,710,000</b>
<b>Sheriff</b>				
Truck	1		✓	\$28,500
<b>Total</b>				<b>\$28,500</b>
<b>TOTAL GENERAL FUND</b>				<b>\$4,148,500</b>
<b>OTHER FUNDS</b>				
<b>Fleet Management</b>				
Body over Chassis (BOC)	5	✓		\$223,500
Passenger Van	6	✓		180,000
Cargo Van	2	✓		59,500
Truck, SUV	20	✓		480,000
Sedan	6	✓		144,000
Truck, SUV	11	✓		363,000
<b>Total</b>				<b>\$1,450,000</b>
<b>Revenue Recovery-Fire EMS</b>				
Ambulance	3	✓		\$822,500
<b>Total</b>				<b>\$822,500</b>
<b>Utilities</b>				
Dump Truck	1	✓		\$105,000
Construction Truck	1	✓		93,000
CCTV Van	1	✓		130,000
Pick-up truck	1	✓		30,000
Trailer	1	✓		20,000
<b>Total</b>				<b>\$378,000</b>
<b>TOTAL OTHER FUNDS</b>				<b>\$2,650,500</b>
<b>TOTAL ALL FUNDS (excluding Schools)</b>				<b>\$6,799,000</b>



## Appendix C - FY2014 Capital Outlay Items Other Than Vehicles

Department & Item	Quantity	Replacement	New	Cost
<b>GENERAL FUND</b>				
<b>Fire &amp; EMS</b>				
PT equipment	2	✓		\$10,000
<b>Total</b>				<b>\$10,000</b>
<b>Parks and Recreation</b>				
Mower	1	✓		\$35,000
<b>Total</b>				<b>\$35,000</b>
<b>Document Services</b>				
Copier	1	✓		\$100,000
<b>Total</b>				<b>\$100,000</b>
<b>TOTAL GENERAL FUND</b>				<b>\$145,000</b>
<b>OTHER FUNDS</b>				
<b>Fire EMS-Revenue Recovery</b>				
Defibrillator		✓		\$83,000
Rescue equipment		✓		83,000
<b>Total</b>				<b>\$166,000</b>
<b>Fleet Management</b>				
Automotive Lift	1	✓		\$10,000
<b>Total</b>				<b>\$10,000</b>
<b>Radio Shop</b>				
Temperature Control for HVAC unit at tower site	1	✓		\$40,000
<b>Total</b>				<b>\$40,000</b>
<b>Utilities</b>				
Lab Instrumentation for SAN++ , Nutrient Analyzer	1	✓		\$60,000
Roof Rehab (partial) Addison Evans Plant	1	✓		30,000
HVAC Rehab for Addison Evans and Lab	1	✓		10,000
Backhoe Trailer	1	✓		18,000
Emergency pump repairs and VFD drive units and motors	1		✓	95,000
Plotter	1	✓		25,000
SAN Storage	1		✓	30,000
LAN Room AC	1	✓		35,000
Cisco Switch - Utilities Admin	1	✓		30,000
Network UPS - Liebery NX	1		✓	\$45,000
Enterprise Blade Servers	2	✓		15,000
Equipment Replacement	1	✓		60,000
<b>Total</b>				<b>\$453,000</b>
<b>TOTAL OTHER FUNDS</b>				<b>\$669,000</b>
<b>TOTAL ALL FUNDS (excluding Schools)</b>				<b>\$814,000</b>

## Appendix D - General Fund Revenue Estimates

Description	FY2012 Actual	FY2013 Budget	FY2014 Approved	FY2014 Amended
<b>Real Property</b>				
CHSTFLD TOWNE CTR SVC DIST TAX	\$132,450	\$130,000	\$130,000	\$135,000
CP INTERCHANGE SVC DIST TAX	193,019	170,000	170,000	195,000
E MIDLO SERVICE DIST SUPP TAX	32,691	0	0	70,000
PUBLIC SERVICE CURRENT TAX	12,541,337	12,750,000	12,850,000	12,800,000
REAL ESTATE SECT 58 REFUND	(543,363)	(500,000)	(500,000)	(500,000)
REAL ESTATE TAXES	286,196,773	277,902,600	278,910,800	282,032,600
WATKINS CENTRE INCREM TAX	785,772	750,000	750,000	790,000
WATKINS CENTRE SPECIAL ASSESS	1,488,290	0	0	1,620,500
<b>Total Real Property</b>	<b>\$300,826,970</b>	<b>\$291,202,600</b>	<b>\$292,310,800</b>	<b>\$297,143,100</b>
<b>Personal Property</b>				
PERSONAL PROP SEC 58 REFUND	\$(1,946,295)	\$(1,300,000)	\$(1,300,000)	\$(1,300,000)
PERSONAL PROP TAXES	52,410,733	56,674,000	57,524,100	56,407,000
PS PESONAL PROP	71,331	400,000	400,000	150,000
REFUNDS PRORATION	(1,085,237)	(1,100,000)	(1,100,000)	(1,100,000)
<b>Total Personal Property</b>	<b>\$49,450,532</b>	<b>\$54,674,000</b>	<b>\$55,524,100</b>	<b>\$54,157,000</b>
<b>Other Property</b>				
MACHINE AND TOOLS PROPERTY TAX	\$4,725,416	\$4,800,000	\$4,950,000	\$4,920,000
MOBILE HOME PROPERTY TAXES	153,064	150,000	150,000	150,000
<b>Total Other Property</b>	<b>\$4,878,481</b>	<b>\$4,950,000</b>	<b>\$5,100,000</b>	<b>\$5,070,000</b>
<b>Penalties and Interest</b>				
INTEREST ON PERSONAL PROP	\$542,354	\$950,000	\$950,000	\$750,000
INTEREST ON REAL ESTATE	781,864	900,000	900,000	850,000
PENALTY ON PERSONAL PROP	1,052,263	1,100,000	1,100,000	1,100,000
PENALTY ON REAL ESTATE	1,036,850	1,200,000	1,200,000	1,200,000
<b>Total Penalties and Interest</b>	<b>\$3,413,331</b>	<b>\$4,150,000</b>	<b>\$4,150,000</b>	<b>\$3,900,000</b>
<b>Total Property Taxes</b>	<b>\$358,569,313</b>	<b>\$354,976,600</b>	<b>\$357,084,900</b>	<b>\$360,270,100</b>
<b>Utility Taxes</b>				
ELECTRIC CONSUMER TAX	\$5,036,974	\$6,460,400	\$6,621,900	\$6,387,900
ELECTRIC CONSUMPTION TAX STATE	1,133,409	0	0	0
GAS CONSUMER TAX	1,245,502	1,361,700	1,395,700	1,379,800
GAS CONSUMPTION TAX STATE	97,607	0	0	0
<b>Total Utility Taxes</b>	<b>\$7,513,492</b>	<b>\$7,822,100</b>	<b>\$8,017,600</b>	<b>\$7,767,700</b>
<b>Other Taxes</b>				
BANK STOCK TAX	\$2,092,260	\$1,793,500	\$1,811,400	\$2,092,300
BUSINESS AND PROF LICENSE TAX	17,532,527	17,134,500	17,477,200	18,150,600
BUSINESS LICENSE SEC 58 REFUND	(199,819)	(400,000)	(400,000)	(400,000)
CHIPPENHAM PLACE SALES TAX INCREMENTAL	0	0	0	100,000
LOCAL SALES AND USE TAXES	40,411,325	42,179,200	43,444,600	44,126,500
MOTOR VEHICLE REGISTRATION FEE	6,872,589	7,192,900	7,408,700	7,361,900
RECORDATION TAX	4,048,619	3,939,100	4,077,000	4,676,200
SHORT-TERM RENTAL TAX	286,708	283,400	286,200	307,000
TELECOMMUNICATIONS SALES TAX	14,599,221	15,784,900	16,258,400	16,067,700
TRANS OCCUPANCY TAX 2% PERCENT	1,017,967	1,035,300	1,045,700	1,112,300
TRANS OCCUPANCY TAX 6% PERCENT	3,063,253	3,112,000	3,143,100	3,336,700
WATKINS SALES TAX INCREMENTAL	192,799	0	0	215,000
<b>Total Other Taxes</b>	<b>\$89,917,450</b>	<b>\$92,054,800</b>	<b>\$94,552,300</b>	<b>\$97,146,200</b>
<b>TOTAL TAXES</b>	<b>\$456,000,255</b>	<b>\$454,853,500</b>	<b>\$459,654,800</b>	<b>\$465,184,000</b>

Description	FY2012 Actual	FY2013 Budget	FY2014 Approved	FY2014 Amended
<b>Permits and Fees</b>				
ABANDONED VEHICLE PERMITS	\$4,400	\$4,600	\$5,000	\$4,400
BLDG ADD FEES	700	0	0	0
BURN PERMIT FEES	4,800	6,000	6,000	6,000
COMMERCIAL BLDG PERMITS	743,918	800,000	850,000	850,000
COMMERCIAL ELECTRICAL PERMITS	245,157	200,000	200,000	200,000
COMMERCIAL HEATING PERMIT FEE	156,140	125,000	125,000	125,000
COMMERCIAL PLUMBING PERMITS	124,752	100,000	100,000	100,000
COMR OTHER PERMIT FEES	1,885	2,000	2,000	2,000
CONCEALED WEAPONS FEES	87,148	30,000	30,000	50,000
CONDITIONAL STANDARD ENFORCE	22,400	20,000	25,000	20,000
CONDITIONAL USE PLANNED DEV	27,837	25,000	30,000	20,000
CONDITIONAL USES	50,457	50,000	60,000	50,000
DANGEROUS DOG REGISTRATION FEE	1,200	0	0	0
DMV STOP FEES	464,501	450,000	450,000	480,000
DOG LICENSES	76,638	80,000	80,000	80,000
ELEVATOR CERTIF FEE	20,393	18,000	18,000	18,000
ENTERTAINMENT PERMITS	1,100	400	400	400
EROSION CONTROL FEES	74,150	54,600	54,600	72,000
FINAL CHECK SUBDIVISIONS	27,250	30,000	40,000	50,000
FIRE PERMITS	79,190	65,000	65,000	65,000
GOLD SILVER DEALERS FEE	9,000	2,000	2,000	5,000
LAND USE APPLICATION FEES	1,540	1,500	1,500	1,500
MOBILE HOME APPLICATIONS	2,050	500	500	500
NOT READY INSPECTION FEE	10,431	12,500	12,500	12,500
NUTRIENT OFFSET PROG FEES	11,877	0	0	0
PARADE APPLICATION FEES	280	0	0	0
PLAN REVIEW FEES	81,324	95,400	104,900	102,000
PLAN REVIEW FEES COMM DEV	2,985	8,900	9,800	9,800
REAL ESTATE TRF FEES	7,911	7,500	7,500	8,000
RESIDENTIAL BLDG PERMITS	824,658	740,000	775,000	775,000
RESIDENTIAL BMP MAINT FEES	41,155	36,000	36,000	50,000
RESIDENTIAL ELECTRICAL PERMITS	267,094	260,000	260,000	260,000
RESIDENTIAL HEATING PERMIT FEE	140,448	125,000	125,000	125,000
RESIDENTIAL PLUMBING PERMITS	446,939	400,000	400,000	400,000
RESIDENTIAL REINSPECTION FEES	82,599	85,000	85,000	85,000
RESUBMITTED PLAN REVIEW FEES	10,500	10,000	10,000	10,000
REZONING FEES	23,831	40,000	50,000	40,000
SEPTIC TANK PERMITS	1,900	6,000	6,000	2,300
SIGN PERMITS	42,794	39,000	45,000	45,000
SITE PLANS	38,713	75,000	100,000	50,000
SOIL REPORT FEE SEWAGE	1,860	3,500	3,500	3,500
SOLICITOR PERMITS	3,220	1,000	1,000	1,000
SPECIAL EXCEPTIONS	7,000	5,000	10,000	4,000
ST LIGHT OPERATIONS OFFSET FEE	2,827	0	0	0
SUBSTANTIAL ACCORD FEE	0	1,000	1,000	1,000
TEMP CERTIFICATE OF OCCUPANCY	7,889	12,500	12,500	12,500
TENTATIVE SUBDIVISIONS	27,579	15,000	20,000	20,000
VARIANCE REQUEST FEE	8,200	7,000	10,000	8,000
ZONING CERTIFICATE FEES	8,775	4,200	5,000	15,000
<b>Total Permits and Fees</b>	<b>\$4,329,396</b>	<b>\$4,054,100</b>	<b>\$4,234,700</b>	<b>\$4,239,400</b>

## Appendix D

Description	FY2012 Actual	FY2013 Budget	FY2014 Approved	FY2014 Amended
<b>Fines and Forfeitures</b>				
COURT FINES	\$1,858,210	\$1,500,000	\$1,500,000	\$1,500,000
CURFEW VIOLATIONS	366	0	0	0
EROSION CONTROL CIVIL PENALTY	8,400	0	0	0
FORFEITURES	407,862	0	0	0
HNDPC PARK FINE LATE PENALTY	1,570	0	0	0
PARKING FINES	11,950	16,000	16,000	16,000
RESTITUTION POLICE DEPT	6,512	1,500	1,500	1,500
<b>Total Fines and Forfeitures</b>	<b>\$2,294,870</b>	<b>\$1,517,500</b>	<b>\$1,517,500</b>	<b>\$1,517,500</b>
<b>Use of Money and Property</b>				
CONCESSION RENTAL COMMISSION	\$24,775	\$16,000	\$16,000	\$24,000
CP INTERCHANGE SVC DIST INT	343	0	0	0
INTEREST BANK DEPOSITS	(17,193)	0	0	0
INTEREST ON FINES AND WARRANTS	45,558	38,000	38,000	38,000
INTEREST ON INV	(63,720)	750,000	1,250,000	500,000
RENTAL OF BLDG	66,421	59,000	59,000	59,000
RENTAL OF EQUIP	0	800	800	800
RENTAL OF GARDEN PLOT	2,414	3,000	3,000	3,000
RENTAL OF GENERAL PROPERTY	387,146	480,800	480,800	415,800
RENTAL OF PARK LIGHTS	54,477	43,000	43,000	63,000
RENTAL OF SHELTERS	40,225	43,000	43,000	43,000
TREASURER INTEREST RECEIVED	456,581	0	0	0
UNREAL GAIN LOSS TREAS	8,047	0	0	0
<b>Total Use of Money and Property</b>	<b>\$1,005,074</b>	<b>\$1,433,600</b>	<b>\$1,933,600</b>	<b>\$1,146,600</b>
<b>Service Charges</b>				
ACCIDENT REPORTS	\$21,070	\$30,000	\$30,000	\$30,000
ACCOUNTING CHG	119,825	124,300	124,300	127,600
ACCOUNTING HEALTH INS ADMIN	3,152	0	0	0
ADMIN FEES	36,133	75,000	75,000	75,000
ADVERTISING FEE	1,800	0	0	0
APPOMATTOX AUTH POLICE BOAT	3,000	3,000	3,000	3,000
BAD CHECK CHG	7,990	8,000	8,000	8,000
BLUE CROSS BLUE SHIELD PYMT	96,487	54,100	54,100	65,200
BRUSH YARD WASTE DISPOSAL FEE	131,957	201,600	201,600	201,600
CAMP FEES	76,669	62,300	62,300	62,300
CCCTP COUPON REV FEES	451,119	520,400	520,400	440,000
CERTIFIED MAIL FEE	549	500	500	500
CHESTERFIELD UNIV NONCOUNTY	45,728	20,000	20,000	20,000
CITY RICHMOND LIBRARY USE FEE	85,500	85,500	85,500	85,500
CLIENT PMTS	844,940	878,300	878,300	878,600
COMM ATTY CIRCUIT CT FEES	22,826	0	0	0
CONSTRUCTION MATERIAL FULL LD	77,025	98,700	98,700	98,700
CONSTRUCTION MATERIAL HALF LD	63,590	101,100	101,100	101,100
CONVENIENCE FEES	4,241	20,000	20,000	7,500
COUNTY MAP SALES AND UPDATES	17,288	5,000	5,000	5,000
COURT FEES RECOVERED	88,657	66,300	66,300	66,300
COURT SECURITY SHERIFF	502,106	540,000	540,000	540,000
COURTHOUSE MAINT FEE	92,346	95,000	95,000	95,000
CREDIT CARD FEES	13,854	15,000	15,000	15,000
DEFERRAL CHG	2,400	2,000	2,000	1,000
DELINQ ADMIN FEE	30	0	0	10,000
DEPT OF REHABILITATION SVCS	199,901	244,400	244,400	247,300
DNA FEES SHERIFF	2,613	2,500	2,500	2,500

<b>Description</b>	<b>FY2012 Actual</b>	<b>FY2013 Budget</b>	<b>FY2014 Approved</b>	<b>FY2014 Amended</b>
DOCUMENT COPY FEES	20,233	9,000	9,000	60,000
DOG BOARD FEES	23,839	35,000	35,000	35,000
DOLLAR PER DAY FEE	51,776	50,000	50,000	50,000
DRUNK DRIVER CHGS	100	0	0	0
DUI TRAFFIC OFFENSES	176,855	155,000	155,000	179,400
EMP HC-OTHER MED SERVICES	17,569	10,500	10,500	20,000
EMPL HC-MED PROG OVERSIGHT	30,000	24,000	24,000	30,000
EMPL HC-VACCINATIONS	361,250	160,000	160,000	180,000
EMPLOY HC PHYSICALS	190,666	70,000	70,000	120,300
EMPLOYEE HC DRUG TESTS	77,188	50,000	50,000	74,600
EMPLOYEE HC-FIRST VISITS	214,929	153,000	153,000	161,100
FALSE ALARM CHG	81,819	120,000	120,000	120,000
FALSE ALARM REFUNDS	(1,325)	0	0	0
FAMIS PMTS	750	0	0	0
FINGERPRINT FEE	10,485	3,000	3,000	6,000
INCTY ACCOUNTING CHGS	308,500	352,900	352,900	319,800
INCTY BLDG MAINT	0	35,000	35,000	35,000
INCTY BLDG RENTAL HEALTH	53,280	53,300	53,300	53,300
INCTY BLDG RENTAL SS	105,400	105,400	105,400	105,400
INCTY CHESTERFIELD UNIV	7,389	15,000	15,000	15,000
INCTY INTERNAL AUDIT FEE	3,000	3,500	3,500	3,500
INCTY IST DATA PROCESSING	330,927	392,200	392,200	260,500
INCTY JANITORIAL SVC	126,982	138,300	138,300	138,000
INCTY MHMRSA CHGS	130,279	153,100	153,100	134,000
INCTY PC CHGS	58,438	61,100	61,100	58,900
INCTY PRINT SHOP CHGS	343,370	400,000	400,000	382,000
INCTY PURCHASING CHGS	530,900	588,100	588,100	608,800
INCTY TREAS COLLECTIONS	55,653	57,200	57,200	63,700
INCTY UTILITY DEPT REIMB	610,486	484,900	606,300	724,500
INSTRUCTIONAL FEES	258,219	234,100	234,100	244,500
JAIL PROCESSING FEE	58,035	58,000	58,000	58,000
JUVENILE HOME	290,656	164,000	164,000	164,000
LAW LIBRARY FEES	116,575	111,000	111,200	111,000
LECTURE FEE	14,656	8,000	8,000	8,000
LIBRARY FINES	227,356	315,400	315,400	315,400
MAILING FEES	0	500	500	0
MED FLIGHT FUND	195,431	174,100	174,100	174,100
MEDICAID COINSURANCE	16,137	16,600	16,600	16,900
MEDICAID EARLY INTERVENTION	37,318	0	0	0
MEDICAID ICF MR	1,051,485	1,042,500	1,042,500	1,042,500
MEDICAID PMTS	48,021	56,200	56,200	53,400
MEDICAID SPO CRISIS	3,202	0	0	0
MEDICAID SPO ICT	553,453	577,400	577,400	572,800
MEDICAID SPO MH CASE MGMT	1,170,752	1,346,200	1,346,200	1,343,100
MEDICAID SPO MR CASE MGMT	3,230,742	3,280,400	3,280,400	3,373,700
MEDICAID SPO PSYCHOSOCIAL	520,217	565,600	565,600	552,400
MEDICAID SPO SUPPORTED LIVING	217,854	271,900	271,900	262,100
MEDICAID SPO-VICAP	123,228	151,000	151,000	136,000
MEDICAID STATE PLAN OPTION	571	0	0	0
MEDICAID TRANSPORTATION	379,035	430,300	430,300	425,700
MEDICAID WAIVER CONGREGATE	4,651,628	5,154,500	5,154,500	4,964,300
MEDICAID WAIVER DAY SUPPORT	2,076,807	2,034,600	2,034,600	2,034,600
MEDICAID WAIVER EMPLOYMENT	1,009,817	1,228,300	1,228,300	1,205,200
MEDICAID WAIVER ENVIRON MODIFI	34,501	155,000	155,000	160,000
MEDICAID WAIVER PRE-VOC	18,717	69,300	69,300	99,800

## Appendix D

Description	FY2012 Actual	FY2013 Budget	FY2014 Approved	FY2014 Amended
MEDICAID WAIVER SUPPORTED RESI	270,740	265,000	265,000	265,000
MEDICAID-MEDALLION II	181,698	149,000	149,000	151,100
MEDICAL CO-PAYMENTS	14,543	18,000	18,000	18,000
MEDICARE PMTS	84,667	95,400	95,400	87,200
MONITORING FEES	46,111	30,000	30,000	30,000
NON-DUI TRAFFIC OFFENSES	147,568	130,000	130,000	150,000
NONRESIDENT RECREATIONAL FEE	27,180	15,000	15,000	20,000
OFFENSE REPORTS	9,760	11,000	11,000	11,000
OTHER INS PMTS	50,758	61,400	61,400	61,000
OVERSIZED VEHICLE TIRES	290	400	400	400
PENALTY CHGS	31,643	27,000	27,000	32,000
PERSONAL PROP DELINQ FEES	1,007,260	1,000,000	1,000,000	1,000,000
PHOTOGRAPHS ACCIDENTS	424	1,000	1,000	1,000
PLAYGROUND FEES	16,295	15,000	15,000	15,000
POLICE OFFICERS FEES	764,735	1,000,000	1,000,000	1,000,000
PRINT CHRQ EXTERNAL CUSTOMER	24,974	27,000	27,000	27,000
REAL ESTATE DELINQ FEES	199,004	200,000	200,000	200,000
RECORD CHECKS	1,570	2,000	2,000	2,000
RECYCLING FEE	1,975,641	1,980,000	1,980,000	1,980,000
RECYCLING PROCEEDS	4,530	0	0	0
RECYCLING PROCEEDS BATTERIES	11,203	9,100	9,100	9,100
RECYCLING PROCEEDS CARDBOARD	9,540	8,600	8,600	9,000
RECYCLING PROCEEDS METAL	59,925	78,600	78,600	78,600
RECYCLING PROCEEDS NEWSPAPERS	15,273	4,000	4,000	13,000
RECYCLING PROCEEDS PROPAN TANK	53	100	100	100
RECYCLING PROCEEDS USED OIL	28,724	33,900	33,900	33,900
RECYCLING PROCEEDS WG NONFREON	3,140	0	0	1,500
RECYCLING PROCEEDS WG-FREON	3,140	0	0	1,500
REGISTRATION FEES	49,131	42,000	42,000	42,000
REIMBURSEMENT OF LEGAL FEES	2,181	0	0	0
RESIDENTIAL GATE LANDFILL FEE	956,524	874,500	874,500	920,600
SALE OF ANIMALS	38,630	60,000	60,000	40,000
SALE OF CONTRACT	355,425	379,200	379,200	371,800
SALE OF INK CARTRDG-TAXABLE	1,290	0	0	0
SALE OF LIBRARY SVCS	1,057	1,300	1,300	1,300
SALE OF PUBLICATIONS	3,160	4,800	4,800	4,700
SHERIFF'S FEES	18,905	18,300	18,300	18,300
SPECIAL EVENTS	144	3,000	3,000	3,000
SPORTS PROGRAM FEES	10,413	0	0	0
SVCS TO COURTS	406,830	398,000	398,000	289,800
TOURNAMENT CHGS	44,736	19,500	19,500	36,900
TRAINING ACADEMY FEES	51,072	43,000	43,000	43,000
TRAINING ACADEMY FEES CLEARING	184	0	0	0
TREAS GARNISHMENT FEES	440	0	0	0
VEHICLE TIRES	8,587	5,500	5,500	7,500
VEHICLE TIRES W RIMS	3,560	3,500	3,500	3,500
WEED REMOVAL FEE	7,958	7,000	7,000	8,000
WEEKEND JAIL TIME FEE	92,786	85,000	85,000	85,000
WELLNESS CONTRIBUTION	36,165	0	0	1,500
WHITE GOODS WITH FREON	23,145	30,600	30,600	30,600
WHITE GOODS WITHOUT FREON	25,470	26,000	26,000	26,000
WORK RELEASE PROGRAM	64,187	71,700	71,700	71,700
<b>Total Service Charges</b>	<b>\$30,430,314</b>	<b>\$31,611,800</b>	<b>\$31,733,400</b>	<b>\$31,645,600</b>

Description	FY2012 Actual	FY2013 Budget	FY2014 Approved	FY2014 Amended
<b>Recovered Costs &amp; Misc.</b>				
ANIMAL FRIENDLY PLATE REVENUE	\$6,630	\$0	\$0	\$0
BOUNCE BACK PROGRAM COMMISSION	969	0	0	0
DONATIONS AND CONTRIB	134,043	43,400	43,400	60,400
GAIN SHARING - REVENUE	1,225,244	350,000	350,000	350,000
INCTY INS RECOVERY	206,696	50,000	50,000	50,000
LOSS PREVENTION REVENUE	353,300	340,900	347,200	343,800
OTHER MISC REVS	1,038,176	1,105,800	1,105,800	723,300
PUBLIC EDUCATION AND GOVT FEE	705,189	0	0	0
PUBLIC PHONE COMM	74,250	75,000	75,000	75,000
REFUNDS	5,966	0	0	0
REIMB CHESTERFIELD SCH	6,924,700	7,215,300	7,215,300	7,840,300
REIMB COLONIAL HEIGHTS	369,776	406,600	406,600	383,800
REIMB DRUG TESTING	10,260	7,500	7,500	7,500
REIMB HEALTH COOPERATIVE	1,465	0	0	0
REIMB OTHER	1,063,474	762,500	762,500	812,200
REIMB OTHER LOCALITIES	10,619	0	0	0
REIMB RICHMOND CENTER	2,122,053	1,896,500	1,906,900	2,027,600
REIMB STATE EXP	124,580	150,000	150,000	120,000
REIMB STATE VEHICLE	41,611	38,000	38,000	36,000
REIMB TELEPHONE USAGE	4,969	4,500	4,500	4,500
REIMB TOWING	9,306	2,900	2,900	7,500
SALE OF LAND	5,000,000	0	0	0
SALE OF RECYCLING BINS	13	0	0	0
SALE OF SUPPLIES	1,100	0	0	0
SALE OF SURPLUS EQUIP	36,926	10,000	10,000	20,000
SALE OF VEHICLES	232,515	150,000	150,000	175,000
SS INCENTIVE PMTS	4,600	2,500	2,500	2,500
<b>Total Recovered Costs &amp; Misc.</b>	<b>\$19,708,430</b>	<b>\$12,611,400</b>	<b>\$12,628,100</b>	<b>\$13,039,400</b>
<b>State Revenue</b>				
ANIMAL STATE INC TAX DONATIONS	\$1,235	\$0	\$0	\$0
DMV SELECT PROGRAM COMMISSION	47,351	55,000	55,000	45,500
EDU 1/8% STATE SALES TAX	4,859,629	0	0	0
EDU STATE SALES TAX RECEIPTS	45,703,766	55,361,000	57,257,700	58,084,600
SHRD EXP INS, SHERIFF	11,568	11,200	11,200	11,200
VA CDBG RENT SUBSIDIES	1,333	0	0	0
VA CLERK EXCESS FEES	400,649	350,000	350,000	375,000
VA CRIM JUSTICE SVC PROBATION	12,871	8,000	8,000	8,000
VA DISTRIB FIRE PROGRAM FUND	845,367	600,000	850,000	850,000
VA EMERGENCY MEDICAL REIMBURSE	290,433	302,600	302,600	302,600
VA FIN ASSIST MH SVC	2,976,394	2,762,700	2,762,700	2,762,700
VA FIN ASSIST MR SVC	81,820	81,800	81,800	81,800
VA FIN ASSIST PUBLIC LIBRARY	174,470	191,200	191,200	191,200
VA GRANTORS TAX DEEDS	1,205,566	1,342,100	1,395,800	1,489,100
VA HB 599 FUNDS	7,458,784	7,458,800	7,458,800	7,458,800
VA JAIL PER DIEMS	545,848	494,000	494,000	494,000
VA JUVENILE DETENT CARE CHILD	4,150	5,000	5,000	5,000
VA JUVENILE DETENT HOMES	1,692,582	1,600,000	1,600,000	1,800,000
VA MISC STATE AID	3,179,342	1,875,900	1,875,900	1,927,000
VA MOBILE HOME TITLING TAXES	29,339	61,700	61,700	61,700
VA P ASSIST WELFARE ADMIN	5,028,883	5,074,800	5,101,600	4,999,400
VA PPTRA	41,092,048	41,092,000	41,092,000	41,092,000
VA PPTRA REFUND PRORATE	22,475	0	0	0

## Appendix D

Description	FY2012 Actual	FY2013 Budget	FY2014 Approved	FY2014 Amended
VA PPTRA SEC 58 REFUND	5,730	0	0	0
VA PUBLIC WORKS ASSIST	0	0	0	129,600
VA ROLLING STOCK TAX	78,607	96,100	96,100	96,100
VA SHEXP CLERK CC INS RECOVERY	(18,620)	(18,600)	(18,600)	0
VA SHEXP CLERK CIRCUIT CT	970,510	922,900	922,900	963,800
VA SHEXP CLERK CIRCUIT CT FICA	48,586	45,800	45,800	48,500
VA SHEXP CLERK CIRCUIT CT INS	1,812	1,700	1,700	1,800
VA SHEXP CLERK CIRCUIT CT VRS	13,529	13,100	13,100	13,500
VA SHEXP COMM ATTY	1,542,485	1,474,400	1,474,400	1,547,000
VA SHEXP COMM ATTY DP	103,292	102,100	102,100	102,100
VA SHEXP COMM ATTY FICA	117,143	111,700	111,700	111,700
VA SHEXP COMM ATTY INS	4,354	4,000	4,000	4,000
VA SHEXP COMM ATTY VSRS	32,485	31,600	31,600	31,600
VA SHEXP COMM OF REV	409,185	388,000	388,000	388,000
VA SHEXP COMM OF REV FICA	31,487	29,600	29,600	29,600
VA SHEXP COMM OF REV INS	1,161	1,000	1,000	1,000
VA SHEXP COMM OF REV VRS	8,665	8,400	8,400	8,400
VA SHEXP JAIL SALARIES	2,229,439	2,098,700	2,098,700	2,098,700
VA SHEXP NON-JAIL SALARIES	1,999,246	1,927,400	1,927,400	2,427,400
VA SHEXP REGIS ELECTION BOARDS	178,365	75,000	75,000	75,000
VA SHEXP SHERIFF FICA	321,997	307,000	307,000	307,000
VA SHEXP SHERIFF VSRS	86,319	85,100	85,100	85,100
VA SHEXP TREAS	377,099	368,200	368,200	368,200
VA SHEXP TREAS FICA	29,780	28,500	28,500	28,500
VA SHEXP TREAS INS	1,116	2,000	2,000	1,100
VA SHEXP TREAS VRS	8,332	8,100	8,100	8,100
VA STATE ACUTE CARE	294,045	674,500	674,500	400,000
VA STATE EMERGENCY	118,768	118,800	118,800	118,800
VA STATE RECOVERY	0	204,600	204,600	204,600
VA STATE REINVESTMENT	167,339	167,300	167,300	167,300
VA SUBSTANCE ABUSE SVCS	928,921	928,900	928,900	928,900
VA VEHICLE RENTAL TAX	912,321	740,900	740,900	800,000
<b>Total State Revenue</b>	<b>\$126,669,401</b>	<b>\$129,674,600</b>	<b>\$131,901,800</b>	<b>\$133,535,000</b>
<b>Federal Revenue</b>				
EARLY RETIREE REINSURANCE PROG	\$436,136	\$0	\$0	\$0
FED FIN ASSIST OTHER	359,562	0	0	0
FED FIN ASSIST PUBLIC SAFETY	36,565	26,400	26,400	26,400
FED FIN ASSIST SEC 8 HOUSING	10,826	17,500	17,500	17,500
FED PASS THRU WELFARE	7,946,945	6,706,400	6,706,400	7,001,900
FED PRESQULE NW REFUGE 95-469	5,280	3,600	3,600	3,600
FEDERAL BLOCK GRANT	1,029,582	953,600	953,600	953,600
FEMA HURRICANE IRENE RECOVERY	476,493	0	0	0
<b>Total Federal Revenue</b>	<b>\$10,301,389</b>	<b>\$7,707,500</b>	<b>\$7,707,500</b>	<b>\$8,003,000</b>
<b>TOTAL TAXES AND REVENUE</b>	<b>\$650,739,128</b>	<b>\$643,464,000</b>	<b>\$651,311,400</b>	<b>\$658,310,500</b>
<b>Financing Sources</b>				
GO REFUNDING BONDS ISSUED	\$5,662,440	\$0	\$0	\$0
PREM REFUNDING COPS ISSUED	3,373,406	0	0	0
PREMIUM ON GO BONDS ISSUED	182,824	0	0	0
PREMIUM ON GO REFUNDING BONDS	1,311,141	0	0	0
TRF FROM CTY CAP PROJECTS	1,073,956	250,000	250,000	0
TRF FROM FLEET	303,360	12,600	12,900	12,900
TRF FROM MHMRSR	0	104,300	101,800	120,000
TRF FROM SPECIAL REV FUND	1,101,300	1,251,300	1,251,300	1,251,300



**Appendix D**

<b>Description</b>	<b>FY2012 Actual</b>	<b>FY2013 Budget</b>	<b>FY2014 Approved</b>	<b>FY2014 Amended</b>
TRF FROM WASTEWATER	2,200	2,200	2,200	2,200
TRF FROM WATER FUND	3,200	3,300	3,400	3,400
TRF FROM WATER PMT LIEU OF TAX	589,600	589,600	589,600	589,600
<b>Total Financing Sources</b>	<b>\$13,603,427</b>	<b>\$2,213,300</b>	<b>\$2,211,200</b>	<b>\$1,979,400</b>
<b>Reserves &amp; Fund Balance</b>				
USE OF FUND BALANCE	\$53,495,000	\$53,495,000	\$53,495,000	\$53,495,000
USE OF RESERVES	0	13,982,500	12,454,900	15,934,100
USE OF RESERVES FOR SCHOOLS	0	8,988,200	10,000,000	6,419,500
<b>Total Reserves &amp; Fund Balance</b>	<b>\$53,495,000</b>	<b>\$76,465,700</b>	<b>\$75,949,900</b>	<b>\$75,848,600</b>
<b>Total Other</b>	<b>\$67,098,427</b>	<b>\$78,679,000</b>	<b>\$78,161,100</b>	<b>\$77,828,000</b>
<b>TOTAL GENERAL FUND REVENUE</b>	<b>\$717,837,555</b>	<b>\$722,143,000</b>	<b>\$729,472,500</b>	<b>\$736,138,500</b>

# Appendix E - General Fund Revenue Projections

Description	FY2015 Projected	FY2016 Projected	FY2017 Projected
<b>Real Property</b>			
CHSTFLD TOWNE CTR SVC DIST TAX	\$135,000	\$135,000	\$135,000
CP INTERCHANGE SVC DIST TAX	195,000	195,000	195,000
E MIDLO SERVICE DIST SUPP TAX	70,000	70,000	70,000
PUBLIC SERVICE CURRENT TAX	12,800,000	12,800,000	12,800,000
REAL ESTATE SECT 58 REFUND	(500,000)	(500,000)	(500,000)
REAL ESTATE TAXES	289,654,000	298,343,600	308,785,600
WATKINS CENTRE INCREM TAX	809,800	830,000	850,800
WATKINS CENTRE SPECIAL ASSESS	1,593,200	1,565,200	1,536,300
<b>Total Real Property</b>	<b>\$304,757,000</b>	<b>\$313,438,800</b>	<b>\$323,872,700</b>
<b>Personal Property</b>			
PERSONAL PROP SEC 58 REFUND	\$(1,300,000)	\$(1,300,000)	\$(1,300,000)
PERSONAL PROP TAXES	57,817,200	59,262,600	60,744,200
PS PESONAL PROP	150,000	150,000	150,000
REFUNDS PRORATION	(1,100,000)	(1,100,000)	(1,100,000)
<b>Total Personal Property</b>	<b>\$55,567,200</b>	<b>\$57,012,600</b>	<b>\$58,494,200</b>
<b>Other Property</b>			
MACHINE AND TOOLS PROPERTY TAX	\$5,018,400	\$5,118,800	\$5,221,200
MOBILE HOME PROPERTY TAXES	150,000	150,000	150,000
<b>Total Other Property</b>	<b>\$5,168,400</b>	<b>\$5,268,800</b>	<b>\$5,371,200</b>
<b>Penalties and Interest</b>			
INTEREST ON PERSONAL PROP	\$750,000	\$750,000	\$750,000
INTEREST ON REAL ESTATE	850,000	850,000	850,000
PENALTY ON PERSONAL PROP	1,100,000	1,100,000	1,100,000
PENALTY ON REAL ESTATE	1,200,000	1,200,000	1,200,000
<b>Total Penalties and Interest</b>	<b>\$3,900,000</b>	<b>\$3,900,000</b>	<b>\$3,900,000</b>
<b>Total Property Taxes</b>	<b>\$369,392,600</b>	<b>\$379,620,200</b>	<b>\$391,638,100</b>
<b>Utility Taxes</b>			
ELECTRIC CONSUMER TAX	\$6,483,700	\$6,581,000	\$6,679,700
ELECTRIC CONSUMPTION TAX STATE	0	0	0
GAS CONSUMER TAX	1,400,500	1,421,500	1,442,800
GAS CONSUMPTION TAX STATE	0	0	0
<b>Total Utility Taxes</b>	<b>\$7,884,200</b>	<b>\$8,002,500</b>	<b>\$8,122,500</b>
<b>Other Taxes</b>			
BANK STOCK TAX	\$2,134,100	\$2,176,800	\$2,220,300
BUSINESS AND PROF LICENSE TAX	18,604,400	19,069,500	19,546,200
BUSINESS LICENSE SEC 58 REFUND	(400,000)	(400,000)	(400,000)
CHIPPENHAM PLACE SALES TAX INCREMENTAL	103,500	107,100	110,800
LOCAL SALES AND USE TAXES	45,670,900	47,269,400	48,923,800
MOTOR VEHICLE REGISTRATION FEE	7,545,900	7,734,500	7,927,900
RECORDATION TAX	4,839,900	5,009,300	5,184,600
SHORT-TERM RENTAL TAX	307,000	307,000	307,000
TELECOMMUNICATIONS SALES TAX	16,549,700	17,046,200	17,557,600
TRANS OCCUPANCY TAX 2% PERCENT	1,140,100	1,168,600	1,197,800
TRANS OCCUPANCY TAX 6% PERCENT	3,420,100	3,505,600	3,593,200
WATKINS SALES TAX INCREMENTAL	222,500	230,300	238,400
<b>Total Other Taxes</b>	<b>\$100,138,100</b>	<b>\$103,224,300</b>	<b>\$106,407,600</b>
<b>TOTAL TAXES</b>	<b>\$477,414,900</b>	<b>\$490,847,000</b>	<b>\$506,168,200</b>

## Appendix E

Description	FY2015 Projected	FY2016 Projected	FY2017 Projected
<b>Permits and Fees</b>			
ABANDONED VEHICLE PERMITS	\$4,400	\$4,400	\$4,400
BLDG ADD FEES	0	0	0
BURN PERMIT FEES	6,000	6,000	6,000
COMMERCIAL BLDG PERMITS	850,000	850,000	850,000
COMMERCIAL ELECTRICAL PERMITS	200,000	200,000	200,000
COMMERCIAL HEATING PERMIT FEE	125,000	125,000	125,000
COMMERCIAL PLUMBING PERMITS	100,000	100,000	100,000
COMR OTHER PERMIT FEES	2,000	2,000	2,000
CONCEALED WEAPONS FEES	50,000	50,000	50,000
CONDITIONAL STANDARD ENFORCE	20,000	20,000	20,000
CONDITIONAL USE PLANNED DEV	20,000	20,000	20,000
CONDITIONAL USES	50,000	50,000	50,000
DANGEROUS DOG REGISTRATION FEE	0	0	0
DMV STOP FEES	480,000	480,000	480,000
DOG LICENSES	80,000	80,000	80,000
ELEVATOR CERTIF FEE	18,000	18,000	18,000
ENTERTAINMENT PERMITS	400	400	400
EROSION CONTROL FEES	72,000	72,000	72,000
FINAL CHECK SUBDIVISIONS	50,000	50,000	50,000
FIRE PERMITS	65,000	65,000	65,000
GOLD SILVER DEALERS FEE	5,000	5,000	5,000
LAND USE APPLICATION FEES	1,500	1,500	1,500
MOBILE HOME APPLICATIONS	500	500	500
NOT READY INSPECTION FEE	12,500	12,500	12,500
NUTRIENT OFFSET PROG FEES	0	0	0
PARADE APPLICATION FEES	0	0	0
PLAN REVIEW FEES	102,000	102,000	102,000
PLAN REVIEW FEES COMM DEV	9,800	9,800	9,800
REAL ESTATE TRF FEES	8,000	8,000	8,000
RESIDENTIAL BLDG PERMITS	775,000	775,000	775,000
RESIDENTIAL BMP MAINT FEES	50,000	50,000	50,000
RESIDENTIAL ELECTRICAL PERMITS	260,000	260,000	260,000
RESIDENTIAL HEATING PERMIT FEE	125,000	125,000	125,000
RESIDENTIAL PLUMBING PERMITS	400,000	400,000	400,000
RESIDENTIAL REINSPECTION FEES	85,000	85,000	85,000
RESUBMITTED PLAN REVIEW FEES	10,000	10,000	10,000
REZONING FEES	40,000	40,000	40,000
SEPTIC TANK PERMITS	2,300	2,300	2,300
SIGN PERMITS	45,000	45,000	45,000
SITE PLANS	50,000	50,000	50,000
SOIL REPORT FEE SEWAGE	3,500	3,500	3,500
SOLICITOR PERMITS	1,000	1,000	1,000
SPECIAL EXCEPTIONS	4,000	4,000	4,000
ST LIGHT OPERATIONS OFFSET FEE	0	0	0
SUBSTANTIAL ACCORD FEE	1,000	1,000	1,000
TEMP CERTIFICATE OF OCCUPANCY	12,500	12,500	12,500
TENTATIVE SUBDIVISIONS	20,000	20,000	20,000
VARIANCE REQUEST FEE	8,000	8,000	8,000
ZONING CERTIFICATE FEES	15,000	15,000	15,000
<b>Total Permits and Fees</b>	<b>\$4,239,400</b>	<b>\$4,239,400</b>	<b>\$4,239,400</b>

## Appendix E

Description	FY2015 Projected	FY2016 Projected	FY2017 Projected
<b>Fines and Forfeitures</b>			
COURT FINES	\$1,500,000	\$1,500,000	\$1,500,000
CURFEW VIOLATIONS	0	0	0
EROSION CONTROL CIVIL PENALTY	0	0	0
FORFEITURES	0	0	0
HNDPC PARK FINE LATE PENALTY	0	0	0
PARKING FINES	16,000	16,000	16,000
RESTITUTION POLICE DEPT	1,500	1,500	1,500
<b>Total Fines and Forfeitures</b>	<b>\$1,517,500</b>	<b>\$1,517,500</b>	<b>\$1,517,500</b>
<b>Use of Money and Property</b>			
CONCESSION RENTAL COMMISSION	\$24,000	\$24,000	\$24,000
CP INTERCHANGE SVC DIST INT	0	0	0
INTEREST BANK DEPOSITS	0	0	0
INTEREST ON FINES AND WARRANTS	38,000	38,000	38,000
INTEREST ON INV	650,000	1,000,000	1,250,000
RENTAL OF BLDG	59,000	59,000	59,000
RENTAL OF EQUIP	800	800	800
RENTAL OF GARDEN PLOT	3,000	3,000	3,000
RENTAL OF GENERAL PROPERTY	415,800	415,800	415,800
RENTAL OF PARK LIGHTS	63,000	63,000	63,000
RENTAL OF SHELTERS	43,000	43,000	43,000
TREASURER INTEREST RECEIVED	0	0	0
UNREAL GAIN LOSS TREAS	0	0	0
<b>Total Use of Money and Property</b>	<b>\$1,296,600</b>	<b>\$1,646,600</b>	<b>\$1,896,600</b>
<b>Service Charges</b>			
ACCIDENT REPORTS	\$30,000	\$30,000	\$30,000
ACCOUNTING CHG	127,600	127,600	127,600
ACCOUNTING HEALTH INS ADMIN	0	0	0
ADMIN FEES	75,000	75,000	75,000
ADVERTISING FEE	0	0	0
APPOMATTOX AUTH POLICE BOAT	3,000	3,000	3,000
BAD CHECK CHG	8,000	8,000	8,000
BLUE CROSS BLUE SHIELD PYMT	65,200	65,200	65,200
BRUSH YARD WASTE DISPOSAL FEE	201,600	201,600	201,600
CAMP FEES	62,300	62,300	62,300
CCCTP COUPON REV FEES	440,000	440,000	440,000
CERTIFIED MAIL FEE	500	500	500
CHESTERFIELD UNIV NONCOUNTY	20,000	20,000	20,000
CITY RICHMOND LIBRARY USE FEE	85,500	85,500	85,500
CLIENT PMTS	878,600	878,600	878,600
COMM ATTY CIRCUIT CT FEES	0	0	0
CONSTRUCTION MATERIAL FULL LD	98,700	98,700	98,700
CONSTRUCTION MATERIAL HALF LD	101,100	101,100	101,100
CONVENIENCE FEES	7,500	7,500	7,500
COUNTY MAP SALES AND UPDATES	5,000	5,000	5,000
COURT FEES RECOVERED	66,300	66,300	66,300
COURT SECURITY SHERIFF	540,000	540,000	540,000
COURTHOUSE MAINT FEE	95,000	95,000	95,000
CREDIT CARD FEES	15,000	15,000	15,000
DEFERRAL CHG	1,000	1,000	1,000
DELINQ ADMIN FEE	10,000	10,000	10,000
DEPT OF REHABILITATION SVCS	247,300	247,300	247,300
DNA FEES SHERIFF	2,500	2,500	2,500

## Appendix E

Description	FY2015 Projected	FY2016 Projected	FY2017 Projected
DOCUMENT COPY FEES	60,000	60,000	60,000
DOG BOARD FEES	35,000	35,000	35,000
DOLLAR PER DAY FEE	50,000	50,000	50,000
DRUNK DRIVER CHGS	0	0	0
DUI TRAFFIC OFFENSES	179,400	179,400	179,400
EMP HC-OTHER MED SERVICES	20,000	20,000	20,000
EMPL HC-MED PROG OVERSIGHT	30,000	30,000	30,000
EMPL HC-VACCINATIONS	180,000	180,000	180,000
EMPLOY HC PHYSICALS	120,300	120,300	120,300
EMPLOYEE HC DRUG TESTS	74,600	74,600	74,600
EMPLOYEE HC-FIRST VISITS	161,100	161,100	161,100
FALSE ALARM CHG	120,000	120,000	120,000
FALSE ALARM REFUNDS	0	0	0
FAMIS PMTS	0	0	0
FINGERPRINT FEE	6,000	6,000	6,000
INCTY ACCOUNTING CHGS	319,800	319,800	319,800
INCTY BLDG MAINT	35,000	35,000	35,000
INCTY BLDG RENTAL HEALTH	53,300	53,300	53,300
INCTY BLDG RENTAL SS	105,400	105,400	105,400
INCTY CHESTERFIELD UNIV	15,000	15,000	15,000
INCTY INTERNAL AUDIT FEE	3,500	3,500	3,500
INCTY IST DATA PROCESSING	260,500	260,500	260,500
INCTY JANITORIAL SVC	138,000	138,000	138,000
INCTY MHMRSA CHGS	134,000	134,000	134,000
INCTY PC CHGS	58,900	58,900	58,900
INCTY PRINT SHOP CHGS	382,000	382,000	382,000
INCTY PURCHASING CHGS	608,800	608,800	608,800
INCTY TREAS COLLECTIONS	63,700	63,700	63,700
INCTY UTILITY DEPT REIMB	724,500	724,500	724,500
INSTRUCTIONAL FEES	244,500	244,500	244,500
JAIL PROCESSING FEE	58,000	58,000	58,000
JUVENILE HOME	164,000	164,000	164,000
LAW LIBRARY FEES	111,000	111,000	111,000
LECTURE FEE	8,000	8,000	8,000
LIBRARY FINES	315,400	315,400	315,400
MAILING FEES	0	0	0
MED FLIGHT FUND	174,100	174,100	174,100
MEDICAID COINSURANCE	16,900	16,900	16,900
MEDICAID EARLY INTERVENTION	0	0	0
MEDICAID ICF MR	1,042,500	1,042,500	1,042,500
MEDICAID PMTS	53,400	53,400	53,400
MEDICAID SPO CRISIS	0	0	0
MEDICAID SPO ICT	572,800	572,800	572,800
MEDICAID SPO MH CASE MGMT	1,343,100	1,343,100	1,343,100
MEDICAID SPO MR CASE MGMT	3,373,700	3,373,700	3,373,700
MEDICAID SPO PSYCHOSOCIAL	552,400	552,400	552,400
MEDICAID SPO SUPPORTED LIVING	262,100	262,100	262,100
MEDICAID SPO-VICAP	136,000	136,000	136,000
MEDICAID STATE PLAN OPTION	0	0	0
MEDICAID TRANSPORTATION	425,700	425,700	425,700
MEDICAID WAIVER CONGREGATE	4,964,300	4,964,300	4,964,300
MEDICAID WAIVER DAY SUPPORT	2,034,600	2,034,600	2,034,600
MEDICAID WAIVER EMPLOYMENT	1,205,200	1,205,200	1,205,200
MEDICAID WAIVER ENVIRON MODIFI	160,000	160,000	160,000
MEDICAID WAIVER PRE-VOC	99,800	99,800	99,800

## Appendix E

Description	FY2015 Projected	FY2016 Projected	FY2017 Projected
MEDICAID WAIVER SUPPORTED RESI	265,000	265,000	265,000
MEDICAID-MEDALLION II	151,100	151,100	151,100
MEDICAL CO-PAYMENTS	18,000	18,000	18,000
MEDICARE PMTS	87,200	87,200	87,200
MONITORING FEES	30,000	30,000	30,000
NON-DUI TRAFFIC OFFENSES	150,000	150,000	150,000
NONRESIDENT RECREATIONAL FEE	20,000	20,000	20,000
OFFENSE REPORTS	11,000	11,000	11,000
OTHER INS PMTS	61,000	61,000	61,000
OVERSIZED VEHICLE TIRES	400	400	400
PENALTY CHGS	32,000	32,000	32,000
PERSONAL PROP DELINQ FEES	1,000,000	1,000,000	1,000,000
PHOTOGRAPHS ACCIDENTS	1,000	1,000	1,000
PLAYGROUND FEES	15,000	15,000	15,000
POLICE OFFICERS FEES	1,000,000	1,000,000	1,000,000
PRINT CHRQ EXTERNAL CUSTOMER	27,000	27,000	27,000
REAL ESTATE DELINQ FEES	200,000	200,000	200,000
RECORD CHECKS	2,000	2,000	2,000
RECYCLING FEE	1,980,000	1,980,000	1,980,000
RECYCLING PROCEEDS	0	0	0
RECYCLING PROCEEDS BATTERIES	9,100	9,100	9,100
RECYCLING PROCEEDS CARDBOARD	9,000	9,000	9,000
RECYCLING PROCEEDS METAL	78,600	78,600	78,600
RECYCLING PROCEEDS NEWSPAPERS	13,000	13,000	13,000
RECYCLING PROCEEDS PROPAN TANK	100	100	100
RECYCLING PROCEEDS USED OIL	33,900	33,900	33,900
RECYCLING PROCEEDS WG NONFREON	1,500	1,500	1,500
RECYCLING PROCEEDS WG-FREON	1,500	1,500	1,500
REGISTRATION FEES	42,000	42,000	42,000
REIMBURSEMENT OF LEGAL FEES	0	0	0
RESIDENTIAL GATE LANDFILL FEE	920,600	920,600	920,600
SALE OF ANIMALS	40,000	40,000	40,000
SALE OF CONTRACT	371,800	371,800	371,800
SALE OF INK CARTRDG-TAXABLE	0	0	0
SALE OF LIBRARY SVCS	1,300	1,300	1,300
SALE OF PUBLICATIONS	4,700	4,700	4,700
SHERIFF'S FEES	18,300	18,300	18,300
SPECIAL EVENTS	3,000	3,000	3,000
SPORTS PROGRAM FEES	0	0	0
SVCS TO COURTS	289,800	289,800	289,800
TOURNAMENT CHGS	36,900	36,900	36,900
TRAINING ACADEMY FEES	43,000	43,000	43,000
TRAINING ACADEMY FEES CLEARING	0	0	0
TREAS GARNISHMENT FEES	0	0	0
VEHICLE TIRES	7,500	7,500	7,500
VEHICLE TIRES W RIMS	3,500	3,500	3,500
WEED REMOVAL FEE	8,000	8,000	8,000
WEEKEND JAIL TIME FEE	85,000	85,000	85,000
WELLNESS CONTRIBUTION	1,500	1,500	1,500
WHITE GOODS WITH FREON	30,600	30,600	30,600
WHITE GOODS WITHOUT FREON	26,000	26,000	26,000
WORK RELEASE PROGRAM	71,700	71,700	71,700
<b>Total Service Charges</b>	<b>\$31,645,600</b>	<b>\$31,645,600</b>	<b>\$31,645,600</b>

## Appendix E

Description	FY2015 Projected	FY2016 Projected	FY2017 Projected
<b>Recovered Costs &amp; Misc.</b>			
ANIMAL FRIENDLY PLATE REVENUE	\$0	\$0	\$0
BOUNCE BACK PROGRAM COMMISSION	0	0	0
DONATIONS AND CONTRIB	60,400	60,400	60,400
GAIN SHARING - REVENUE	350,000	350,000	350,000
INCTY INS RECOVERY	50,000	50,000	50,000
LOSS PREVENTION REVENUE	343,800	343,800	343,800
OTHER MISC REVS	723,300	723,300	723,300
PUBLIC EDUCATION AND GOVT FEE	0	0	0
PUBLIC PHONE COMM	75,000	75,000	75,000
REFUNDS	0	0	0
REIMB CHESTERFIELD SCH	7,840,300	7,840,300	7,840,300
REIMB COLONIAL HEIGHTS	383,800	383,800	383,800
REIMB DRUG TESTING	7,500	7,500	7,500
REIMB HEALTH COOPERATIVE	0	0	0
REIMB OTHER	812,200	812,200	812,200
REIMB OTHER LOCALITIES	0	0	0
REIMB RICHMOND CENTER	2,055,400	2,083,900	2,113,100
REIMB STATE EXP	120,000	120,000	120,000
REIMB STATE VEHICLE	36,000	36,000	36,000
REIMB TELEPHONE USAGE	4,500	4,500	4,500
REIMB TOWING	7,500	7,500	7,500
SALE OF LAND	0	0	0
SALE OF RECYCLING BINS	0	0	0
SALE OF SUPPLIES	0	0	0
SALE OF SURPLUS EQUIP	20,000	20,000	20,000
SALE OF VEHICLES	175,000	175,000	175,000
SS INCENTIVE PMTS	2,500	2,500	2,500
<b>Total Recovered Costs &amp; Misc.</b>	<b>\$13,067,200</b>	<b>\$13,095,700</b>	<b>\$13,124,900</b>
<b>State Revenue</b>			
ANIMAL STATE INC TAX DONATIONS	\$0	\$0	\$0
DMV SELECT PROGRAM COMMISSION	45,500	45,500	45,500
EDU 1/8% STATE SALES TAX	0	0	0
EDU STATE SALES TAX RECEIPTS	59,536,700	61,025,100	62,550,700
SHRD EXP INS, SHERIFF	11,200	11,200	11,200
VA CDBG RENT SUBSIDIES	0	0	0
VA CLERK EXCESS FEES	375,000	375,000	375,000
VA CRIM JUSTICE SVC PROBATION	8,000	8,000	8,000
VA DISTRIB FIRE PROGRAM FUND	850,000	850,000	850,000
VA EMERGENCY MEDICAL REIMBURSE	302,600	302,600	302,600
VA FIN ASSIST MH SVC	2,762,700	2,762,700	2,762,700
VA FIN ASSIST MR SVC	81,800	81,800	81,800
VA FIN ASSIST PUBLIC LIBRARY	191,200	191,200	191,200
VA GRANTORS TAX DEEDS	1,541,200	1,595,100	1,650,900
VA HB 599 FUNDS	7,458,800	7,458,800	7,458,800
VA JAIL PER DIEMS	494,000	494,000	494,000
VA JUVENILE DETENT CARE CHILD	5,000	5,000	5,000
VA JUVENILE DETENT HOMES	1,800,000	1,800,000	1,800,000
VA MISC STATE AID	1,927,000	1,927,000	1,927,000
VA MOBILE HOME TITLING TAXES	61,700	61,700	61,700
VA P ASSIST WELFARE ADMIN	4,999,400	4,999,400	4,999,400
VA PPTRA	41,092,000	41,092,000	41,092,000
VA PPTRA REFUND PRORATE	0	0	0

## Appendix E

Description	FY2015 Projected	FY2016 Projected	FY2017 Projected
VA PPTRA SEC 58 REFUND	0	0	0
VA PUBLIC WORKS ASSIST	129,600	129,600	129,600
VA ROLLING STOCK TAX	96,100	96,100	96,100
VA SHEXP CLERK CC INS RECOVERY	0	0	0
VA SHEXP CLERK CIRCUIT CT	963,800	963,800	963,800
VA SHEXP CLERK CIRCUIT CT FICA	48,500	48,500	48,500
VA SHEXP CLERK CIRCUIT CT INS	1,800	1,800	1,800
VA SHEXP CLERK CIRCUIT CT VRS	13,500	13,500	13,500
VA SHEXP COMM ATTY	1,547,000	1,547,000	1,547,000
VA SHEXP COMM ATTY DP	102,100	102,100	102,100
VA SHEXP COMM ATTY FICA	111,700	111,700	111,700
VA SHEXP COMM ATTY INS	4,000	4,000	4,000
VA SHEXP COMM ATTY VSRS	31,600	31,600	31,600
VA SHEXP COMM OF REV	388,000	388,000	388,000
VA SHEXP COMM OF REV FICA	29,600	29,600	29,600
VA SHEXP COMM OF REV INS	1,000	1,000	1,000
VA SHEXP COMM OF REV VRS	8,400	8,400	8,400
VA SHEXP JAIL SALARIES	2,098,700	2,098,700	2,098,700
VA SHEXP NON-JAIL SALARIES	2,427,400	2,427,400	2,427,400
VA SHEXP REGIS ELECTION BOARDS	75,000	75,000	75,000
VA SHEXP SHERIFF FICA	307,000	307,000	307,000
VA SHEXP SHERIFF VSRS	85,100	85,100	85,100
VA SHEXP TREAS	368,200	368,200	368,200
VA SHEXP TREAS FICA	28,500	28,500	28,500
VA SHEXP TREAS INS	1,100	1,100	1,100
VA SHEXP TREAS VRS	8,100	8,100	8,100
VA STATE ACUTE CARE	400,000	400,000	400,000
VA STATE EMERGENCY	118,800	118,800	118,800
VA STATE RECOVERY	204,600	204,600	204,600
VA STATE REINVESTMENT	167,300	167,300	167,300
VA SUBSTANCE ABUSE SVCS	928,900	928,900	928,900
VA VEHICLE RENTAL TAX	812,000	824,200	836,600
<b>Total State Revenue</b>	<b>\$135,051,200</b>	<b>\$136,605,700</b>	<b>\$138,199,500</b>
<b>Federal Revenue</b>			
EARLY RETIREE REINSURANCE PROG	\$0	\$0	\$0
FED FIN ASSIST OTHER	0	0	0
FED FIN ASSIST PUBLIC SAFETY	26,400	26,400	26,400
FED FIN ASSIST SEC 8 HOUSING	17,500	17,500	17,500
FED PASS THRU WELFARE	7,001,900	7,001,900	7,001,900
FED PRESQULE NW REFUGE 95-469	3,600	3,600	3,600
FEDERAL BLOCK GRANT	953,600	953,600	953,600
FEMA HURRICANE IRENE RECOVERY	0	0	0
<b>Total Federal Revenue</b>	<b>\$8,003,000</b>	<b>\$8,003,000</b>	<b>\$8,003,000</b>
<b>TOTAL TAXES AND REVENUE</b>	<b>\$672,235,400</b>	<b>\$687,600,500</b>	<b>\$704,794,700</b>
<b>Financing Sources</b>			
GO REFUNDING BONDS ISSUED	\$0	\$0	\$0
PREM REFUNDING COPS ISSUED	0	0	0
PREMIUM ON GO BONDS ISSUED	0	0	0
PREMIUM ON GO REFUNDING BONDS	0	0	0
TRF FROM CTY CAP PROJECTS	0	0	0
TRF FROM FLEET	13,200	13,700	14,100
TRF FROM MHMRSR	116,600	61,600	81,100
TRF FROM SPECIAL REV FUND	1,251,300	1,251,300	1,251,300



## Appendix E

Description	FY2015 Projected	FY2016 Projected	FY2017 Projected
TRF FROM WASTEWATER	2,300	2,400	2,300
TRF FROM WATER FUND	3,500	3,600	3,700
TRF FROM WATER PMT LIEU OF TAX	589,600	589,600	589,600
<b>Total Financing Sources</b>	<b>\$1,976,500</b>	<b>\$1,922,200</b>	<b>\$1,942,100</b>
<b>Reserves &amp; Fund Balance</b>			
USE OF FUND BALANCE	\$54,500,000	\$55,400,000	\$56,900,000
USE OF RESERVES	17,153,800	8,825,600	3,856,700
USE OF RESERVES FOR SCHOOLS	5,000,000	5,000,000	2,000,000
<b>Total Reserves &amp; Fund Balance</b>	<b>\$76,653,800</b>	<b>\$69,225,600</b>	<b>\$62,756,700</b>
<b>Total Other</b>	<b>\$78,630,300</b>	<b>\$71,147,800</b>	<b>\$64,698,800</b>
<b>TOTAL GENERAL FUND REVENUE</b>	<b>\$750,865,700</b>	<b>\$758,748,300</b>	<b>\$769,493,500</b>

# Appendix F - Commission on Local Government

## 2012 Survey of Cash Proffers Accepted by Local Governments

Date: September 15, 2012

Locality: Chesterfield County

County

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 2011-2012 Fiscal Year? YES  NO

If you answered "No" for the 2011-2012 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 2011-2012 fiscal year, provide the following information concerning the cash proffers accepted by your locality: (See definitions on next page.)

	FY2011-12 <sup>1</sup>	SUPPLEMENTAL DATA Program LIFE TO DATE Jan. 1990 - June 30, 2012
1. Total amount of cash proffer revenue collected by the locality during the 2011-2012 fiscal year:	\$6,655,960	\$68,468,360
2. Estimated amount of cash proffers pledged during the 2011-2012 fiscal year and whose payment was conditioned only on time:	\$0	\$550,010,109 <sup>2</sup>
3. Total amount of cash proffer revenue expended by the locality during the 2011-2012 fiscal year:	\$9,315,278	\$59,090,231
4. Indicate the Purpose(s) and amount(s) for which the expenditures in number 3 above were made:		
Schools	\$4,730,578	\$25,783,071
Roads and Other Transportation Improvement	4,047,100	23,524,878
Fire and Rescue/Public Safety	300,000	2,255,700
Libraries	0	2,120,767
Parks, Recreation, and Open Space	237,600	5,105,814
Water and Sewer Service Extension	0	0
Community Centers	0	0
Stormwater Management	0	0
Special Needs Housing	0	0
Affordable Housing	0	0
Miscellaneous	0	0
Total Dollar Amount Expended	\$9,315,278	\$59,090,231
(Should Equal Amount in Number 3 Above)		

### 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 FY2012 pledges totaling \$78,824 of which none was collected in FY2012 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.

## Appendix G - 2004 Referendum Information

---

### Debt Issuance Schedule

	Actual <sup>(1)</sup> FY2005 - 2012	Authorized Not Sold FY2015	Total FY2005 - 2015
Schools	\$231,225,700	\$0	\$231,225,700
Public Safety	12,790,600	2,466,500	15,257,100
Libraries	20,462,700	15,124,800	35,587,500
Parks and Recreation	19,586,100	88,600	19,674,700
Roads	40,000,000	0	40,000,000
<b>Total</b>	<b>\$324,065,100</b>	<b>\$17,679,900</b>	<b>\$341,745,000</b>

*(1) Amounts are inclusive of premiums realized at time of issue.*

### Projects Included in the FY2014 - 2018 CIP

Libraries	Library Technology Upgrades
	Chester Arts Center
	Central Library Space Completion

*Note: See individual Capital Improvement Program narratives for further details of each project.*

## Appendix H - Summary of Debt Outstanding and Repayment Requirements

The following information is extracted from the County's FY2012 Comprehensive Annual Financial Report (CAFR) and is provided as an addendum to the debt narrative incorporated in the main body of this document. For a more complete analysis of the County's long-term debt obligations, see note nine to the financial statements beginning on page 73 of the CAFR.

### General Obligation Bonds

The County issues general obligation bonds to provide funds for the acquisition and construction of major capital facilities of the primary government and including those used by the School Board component unit. The 2004 voter-approved bond referendum authorized \$341,745,000 in bonds to be issued in five major project categories. \$25,100,000 of this authorization remained at June 30, 2012. General obligation bonds are direct obligations and pledge the full faith and credit of the County. The general obligation bonds are payable from the General Fund. At June 30, 2012, general obligation bonds outstanding were as follows:

	<u>Original Issue Amount</u>	<u>Interest Rates</u>	<u>Annual Principal Requirements</u>	<u>Total Outstanding</u>
<b>General Obligation Bonds</b>				
1995A School, due 2016	\$ 15,160,000	5.90 - 5.975 %	\$755,000	\$ 3,020,000
1995C School, due 2016	26,175,000	5.10	1,305,000	5,220,000
2002 General Improvement, due 2013	23,280,000	4.25	1,165,000	1,165,000
2002B School, due 2023	23,950,000	4.35 - 5.10	1,195,000 - 1,200,000	13,150,000
2003B School Refunding, due 2014	4,580,000	6.225 - 6.30	415,000 - 420,000	835,000
2004 School, due 2014	56,825,000	5.00	2,840,000	5,680,000
2004 General Refunding, due 2020	60,110,000	4.00 - 5.00	1,800,000 - 8,180,000	36,740,000
2005 General Improvement & Refunding, due 2018	36,775,000	4.00 - 5.00	2,270,000 - 5,505,000	21,790,000
2006 General Improvement, due 2026	64,305,000	4.00 - 5.00	3,215,000	32,150,000
2007 General Improvement & Refunding, due 2027	96,215,000	4.00 - 5.00	3,630,000 - 9,130,000	77,895,000
2008 General Improvement, due 2028	73,920,000	3.50 - 5.00	3,750,000	60,000,000
2009 General Improvement & Refunding, due 2030	92,000,000	3.00 - 5.00	1,830,000 - 6,485,000	67,645,000
2011 School, due 2032	15,630,000	2.05 - 5.05	780,000 - 785,000	15,630,000
2012 General Improvement & Refunding, due 2032	67,495,000	2.50 - 5.00	1,320,000 - 7,735,000	67,495,000
2012B School, due 2033	18,595,000	2.55 - 5.05	925,000 - 930,000	18,595,000
Total general obligation bonds				427,010,000
Add: Premium				24,880,556
Less: Deferred amount on refunding				6,083,291
Net general obligation bonds				<u>\$445,807,265</u>

Annual debt service requirements to maturity for general obligation bonds are as follows:

Year Ending	General Obligation Bonds			
	June 30	Principal	Interest	Total
2013	\$	37,305,000	\$ 18,495,696	\$ 55,800,696
2014		35,310,000	17,664,634	52,974,634
2015		33,900,000	16,050,918	49,950,918
2016		32,545,000	14,520,274	47,065,274
2017		32,100,000	13,017,689	45,117,689
2018-2022		136,205,000	43,508,124	179,713,124
2023-2027		92,975,000	16,476,673	109,451,673
2028-2032		25,745,000	2,423,462	28,168,462
2033-2037		925,000	21,044	946,044
Total	\$	427,010,000	\$ 142,178,514	\$569,188,514

### Revenue Bonds

The County issued bonds to finance construction projects for the Water and Wastewater enterprise funds. Revenue bonds outstanding at June 30, 2012, are as follows:

	Original Issue Amount	Interest Rates	Annual Principal Requirements	Amount Outstanding
<b>Primary Government</b>				
<b>Business-type activities:</b>				
2007 Water and Sewer, due 2028	\$ 47,315,000	4.00 - 4.25%	\$1,845,000 - 3,400,000	\$ 40,675,000
2009 Water and Sewer, due 2030	47,900,000	2.50 - 4.125	1,840,000 - 3,335,000	44,445,000
Total revenue bonds				85,120,000
Add Premium				1,066,985
Net revenue bonds				<u>\$ 86,186,985</u>

The Water and Wastewater Funds are responsible for all revenue bonds:

	Water	Wastewater	Total
Total revenue bonds	\$ 40,675,000	\$ 44,445,000	\$ 85,120,000
Net revenue bonds	40,830,156	45,356,829	86,186,985

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

Year Ending	Primary Government Enterprise Funds			
	June 30	Principal	Interest	Total
2013	\$	3,685,000	\$ 3,242,180	\$ 6,927,180
2014		3,805,000	3,115,605	6,920,605
2015		3,935,000	2,979,930	6,914,930
2016		4,080,000	2,844,330	6,924,330
2017		4,215,000	2,703,680	6,918,680
2018-2022		23,610,000	10,904,238	34,514,238
2023-2027		28,770,000	5,700,710	34,470,710
2028-2032		13,020,000	675,231	13,695,231
Total	\$	85,120,000	\$32,165,904	\$ 117,285,904

## **Public Facility Lease Revenue Bonds, Certificates of Participation and Taxable Redevelopment Facility Note**

The County is a party to several Real Property Lease/Purchase Agreements. These agreements are structured with Public Facility Lease Revenue Bonds, Certificates of Participation and a Taxable Redevelopment Facility Note. Obligations under these leases are to be liquidated by the General Fund and the non-major Airport Fund.

In the public facility lease revenue bonds transaction dated April 1, 1999, the County leases a new Juvenile and Domestic Relations Courts Building from the lessor for a lease term ending November 1, 2019. Public Facility Lease Revenue bonds evidencing owners' interest in the lease payments were issued to finance the new building and were advance refunded with Public Facility Revenue Refunding Bonds, Series 2010A.

Under an agreement dated January 1, 2001, the County leases the Juvenile Detention Home, the old Juvenile and Domestic Relations Courts Building, the Information Systems Technology Building and an Airport Hangar Building. Certificates of Participation Series 2001, 2003A and 2006A evidencing owners' interest in the lease payments made by the County to the lessor were issued to finance construction and renovation of these buildings, as well as a new Financial/Human Resources Information System. These certificates were partially refunded with Certificates of Participation, Refunding Series 2012.

Under an agreement dated March 1, 2003, the County leases the real property together with the new County Jail and all other buildings, structures, improvements and equipment located thereon. Certificates of Participation Series 2003B and 2004A evidencing owners' interest in the lease payments made by the County to the lessor were issued to finance acquisition, construction, installation, furnishing and equipping the new jail. These certificates were partially refunded with Certificates of Participation, Refunding Series 2012.

Under an agreement dated March 1, 2004, the County leases real property incorporating a new Community Development Building, a replacement Chester House Rehabilitative Facility, and a new Airport Hangar. Certificates of Participation Series 2004B, 2005B and 2006B were issued to finance a portion of the cost of the acquisition, construction, installation, furnishing and equipping of these buildings, as well as an Emergency Systems Integration Project. In addition, Certificates of Participation Series 2005A and 2005B were used to finance the acquisition of a financial management system. These certificates were partially refunded with Certificates of Participation, Refunding Series 2012.

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

Under an agreement dated June 1, 2007, the County leases real property incorporating the Smith Wagner Building, the Circuit Court and General District Court Courthouse, the Lane B. Ramsey Building and the off-site Public Safety Training Center. Certificates of Participation Series 2007 were issued to finance a portion of the cost to expand, renovate, construct, furnish and equip various portions of these facilities.

In the Taxable Redevelopment Facility Note dated October 18, 2004, the County leases real property incorporating the Cloverleaf Mall property. The County is reporting a redevelopment asset in its government-wide statements.

In each of these leases, the County acts as the lessor's agent for the construction and furnishing of the capital acquisitions. The County is required, subject to annual appropriations by the Board of Supervisors, under the Real Property Lease/Purchase Agreements to make lease payments to a trustee, as assignee of the lessor. These payments will be sufficient for the trustee to pay debt service on the Public Facility Revenue Refunding Bonds, Series 2010A, the Certificates of Participation and the Taxable Redevelopment Facility Note as and when due. At the expiration of the lease terms, title to the assets will vest in the County if the County has made all lease payments required under the Agreements.

Amounts outstanding as of June 30, 2012, on the Public Facility Lease, the Certificates of Participation and the Taxable Redevelopment Note are as follows:

	<b>Original Issue Amount</b>	<b>Interest Rates</b>	<b>Annual Principal Requirements</b>	<b>Amount Outstanding</b>
<b>Governmental Activities</b>				
2001 Certificates of Participation, due 2013	\$ 13,310,000	4.13%	\$544,250	\$ 544,250
2003A Certificates of Participation, due 2015	3,070,000	3.45 - 3.55	170,000	510,000
2003B Certificates of Participation, due 2024	3,030,000	3.45 - 4.40	150,000 - 155,000	760,000
2004A Certificates of Participation, due 2015	14,980,000	3.50	790,000	2,370,000
2004B Certificates of Participation, due 2016	5,982,795	3.50	299,568	1,198,271
2004 Taxable Redevelopment Facility Note *	16,596,199	Variable**	0 - 16,596,199	16,596,199
2005A Certificates of Participation, due 2016	4,300,000	3.75	430,000	1,720,000
2005B Certificates of Participation, due 2025	8,500,000	3.75 - 4.25	445,000	2,670,000
2005C Certificates of Participation, due 2016	1,245,000	3.75	120,000 - 125,000	495,000
2006A Certificates of Participation, due 2016	3,565,000	4.25	355,000	1,420,000
2006B Certificates of Participation, due 2025	8,395,000	4.25 - 4.50	440,000 - 445,000	5,285,000
2007 Certificates of Participation, due 2028	22,220,000	4.25 - 5.00	950,000 - 1,165,000	17,545,000
2010 Public Facility Revenue Refunding Bonds, due 2020	7,185,000	2.00 - 4.00	690,000 - 875,000	6,475,000
2012 Certificates of Participation Refunding, due 2025	19,011,905	2.50 - 5.00	115,486 - 2,377,090	19,011,905
Total governmental activities				<u>76,600,625</u>
Add: Premium				4,036,783
Less: Deferred amount on refunding				<u>1,809,218</u>
Net governmental activities				<u>78,828,190</u>
<b>Business-type Activities</b>				
2001 Certificates of Participation, due 2013	\$ 415,000	4.13%	\$20,750	20,750
2004B Certificates of Participation, due 2016	1,007,205	3.50	50,432	201,729
2005B Certificates of Participation, due 2025	450,000	3.75 - 4.25	25,000	150,000
2012 Certificates of Participation, due 2025	743,095	2.50 - 5.00	4,514 - 92,910	743,095
Total business-type activities				<u>1,115,574</u>
Add: Premium				134,347
Less: Deferred amount on refunding				<u>63,243</u>
Net business-type activities				<u>1,186,678</u>
Total certificates of participation				<u>\$ 80,014,868</u>

\* On October 18, 2004, the Authority sold its Taxable Redevelopment Facility Note, Series 2004 on behalf of the County in an amount of \$9,225,000 to acquire the Cloverleaf Mall property for redevelopment by the County. On August 1, 2008, the principal amount of the Note was increased by \$7,371,199 for the purchase of the ground lease interest in the Mall.

\*\*The interest rate will be the LIBOR Market Index Rate plus 0.60%, as that rate may change from day to day. "LIBOR "Market Index Rate", for any day, is the rate for one month U. S. dollar deposits as reported on Telerate page 3750 as of 11:00 a.m., London time, on such day, or if such day is not a London business day, then the immediately preceding London business day (or if not so reported, then as determined by Bank from another recognized source or inter-bank quotation). At June 30, 2012, the one month LIBOR rate was 0.24575%.

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

Year Ending	Governmental Activities			Business-Type Activities		
	Principal	Interest	Total	Principal	Interest	Total
June 30						
2013	\$ 5,724,304	\$ 2,439,646	\$ 8,163,950	\$ 100,696	\$ 40,031	\$ 140,727
2014	5,703,691	2,352,441	8,056,132	96,309	41,117	137,426
2015	22,365,267	2,042,317	24,407,584	95,933	37,846	133,779
2016	4,561,888	1,818,650	6,380,538	93,111	34,571	127,682
2017	4,742,402	1,652,525	6,394,927	97,598	31,365	128,963
2018-2022	22,127,783	5,263,082	27,390,865	457,217	96,131	553,348
2023-2027	10,425,290	1,150,813	11,576,103	174,710	9,465	184,175
2028	950,000	23,750	973,750	-	-	-
Total	<u>\$76,600,625</u>	<u>\$16,743,224</u>	<u>\$93,343,849</u>	<u>\$ 1,115,574</u>	<u>\$ 290,526</u>	<u>\$ 1,406,100</u>

The interest rate for the Taxable Redevelopment Note is estimated using the average of the fiscal year 2012 LIBOR Market Index Rate plus 0.60%.

### Support Agreements

On January 1, 2005, the County and the EDA entered into an Amended and Restated Development Agreement (Agreement). The Agreement obligates the County to make support payments on behalf of the EDA on a periodic basis in an amount equal to the debt service on the Variable Rate Revenue Bonds, Series 2005A and Taxable Series 2005B issued by the EDA in the amount of \$18,120,000 on January 27, 2005. These bonds were issued to provide funds for the acquisition of real property for the Meadowville Technology Park including areas to be preserved as wetlands and to build a system of streets and roads and other infrastructure improvements within the Park.

On September 1, 2010, the County and EDA entered into a Support Agreement (Agreement) which obligates the County to make support payments on behalf of the EDA on a periodic basis in an amount equal to the debt service on Taxable Recovery Zone Economic Development Revenue Bonds, Series 2010B (Bonds) issued by the EDA in the amount of \$8,345,000 on October 14, 2010. The Bonds were issued to provide funds for the acquisition of real property for an interchange with Interstate I-295 and the acquisition and construction of such interchange interconnecting the Meadowville Technology Park in the County with Interstate I-295. The Bonds are Recovery Zone Economic Development Bonds issued under Section 1400U-2 of the Internal Revenue Code of 1986, which was added by the provisions of the American Recovery and Reinvestment Act of 2009 (ARRA). Pursuant to ARRA, the Authority is entitled to receive a cash subsidy payment from the U.S. Treasury equal to 45% of the interest payable on the Series 2010B Bonds on each interest payment date. The cash subsidy payment reduces the payments required by the County under the agreement.

The Bonds are limited obligations of the Authority, payable solely from payments made by the County, pursuant to the agreements. The Bonds are not a general obligation debt of the County and payments made pursuant to the Agreements are subject to annual appropriation by the County Board. For the year ended June 30, 2012, the General Fund paid \$40,164 in interest on the Series 2005A and Series 2005B Bonds and \$134,317 on the Series 2010B Bonds on behalf of the Authority.



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

<b>Year Ending</b>	<b>2005 Variable Rate</b>		<b>2010B Recovery Zone</b>		<b>Total</b>
	<b>Principal</b>	<b>Interest*</b>	<b>Principal</b>	<b>Interest**</b>	
<b>June 30</b>					
2013	\$ 875,000	\$ 36,421	\$ 420,000	\$ 292,111	\$ 1,623,532
2014	890,000	33,612	420,000	286,135	1,629,747
2015	895,000	30,782	420,000	278,268	1,624,050
2016	910,000	27,907	420,000	268,768	1,626,675
2017	920,000	25,000	420,000	257,797	1,622,797
2018-2022	4,790,000	79,959	2,085,000	1,077,133	8,032,092
2023-2027	3,025,000	10,468	2,075,000	644,512	5,754,980
2028-2032	-	-	1,245,000	131,098	1,376,098
<b>Total</b>	<b>\$12,305,000</b>	<b>\$ 244,149</b>	<b>\$ 7,505,000</b>	<b>\$ 3,235,822</b>	<b>\$23,289,971</b>

\* Assumed rate of 0.22% for Series 2005A (Tax-Exempt), and 0.37% for Series 2005B (Taxable) of the Economic Development Authority Variable Rate Revenue Bonds.

\*\* Interest for 2010B Recovery Zone Revenue Bonds has not been adjusted for 45% U.S. Treasury cash subsidy payment.

# Appendix I - Transportation Unfunded Requests

## Transportation Department CIP Project Unfunded Requests FY2014 - 2018 (Sheet 1 of 4)

PROJECT NAME	PE	R/W	Const.	Other	5-year Total
<b>Road Projects</b>					
Arch Road - widen pavement and construct shoulders - Route 60 to Reams Road	0	0	0	0	4,000,000
Arch Road @ Arboretum - turn lanes and signalization	150,000	500,000	1,350,000	0	2,000,000
Arch Road @ Knightsbridge - extend southbound lane on Arch Road	0	0	0	0	500,000
Bailey Bridge Road - widen pavement and construct shoulders - High School to Spring Run	0	0	0	0	3,800,000
Beach Road - reconstruct shoulder along north side between Nash Road and Gates Bluff	0	0	50,000	0	50,000
Beach Road - reconstruct shoulders from Nash Road to Woodland Pond Parkway	0	0	0	0	7,200,000
Beach Road - reconstruct shoulders from Woodland Pond Parkway to Brandy Oaks	0	0	0	0	22,000,000
Beach Road - widen to four lanes from Route 10 to Nash Road	0	0	0	0	13,500,000
Beach Road @ Nash Road - intersection improvements and signalization	0	0	0	0	4,500,000
Beach Road @ Spring Run Road Intersection Improvements - right turn lane	0	0	100,000	0	100,000
Belmont Road - widen pavement and construct shoulders - Barkbridge to Whitepine	0	0	0	0	11,600,000
Belmont Road @ Licking Creek - replace bridge/realign curve	400,000	500,000	3,300,000	0	4,200,000
Beulah Road - widen pavement and construct shoulders - Kingsland Road to Summerleaf	0	0	0	0	5,000,000
Beulah Road - widen pavement and construct shoulders - Hopkins to Cinderwood Drive	0	0	0	0	1,000,000
Bradley Bridge Road - two lane reconstruction, Lewis Road to Woodpecker Road	1,000,000	5,000,000	16,000,000	0	22,000,000
Branders Bridge Road - widen pavement and construct shoulders - Route 10 to Whitehouse	0	0	0	0	12,000,000
Centralia Road - install box culvert at Crooked Branch	100,000	100,000	1,300,000	0	1,500,000
Centralia Road - reconstruct from Nott Lane to Chester Road	0	0	0	0	25,000,000
Cogbill Road - reconstruct from Route 10 to Cyrus Street	0	0	0	0	12,000,000
Cogbill Road @ Canasta Drive - sight distance improvements	10,000	15,000	30,000	0	55,000
Courthouse Road @ Berrand Road - sight distance improvements	0	0	0	0	30,000
Dalebrook and Beulah Roads - construct additional box culvert	50,000	50,000	700,000	0	800,000
Dundas Road - Pedestrian Walkway over railroad	200,000	400,000	1,600,000	0	2,200,000
East River Road - widen to 4-lanes from County Line to Chesterfield Avenue	0	0	0	0	8,200,000
East/West Limited Access Preliminary Engineering and Right-of-way	0	0	0	0	9,000,000
Ecoff Avenue Reconstruction	1,000,000	4,000,000	10,600,000	0	15,600,000
Elkhardt Road - reconstruction east of Turner Road	500,000	1,700,000	5,200,000	0	7,400,000
Enon Church / Meadowville Industrial Access Road	0	0	0	12,000,000	12,000,000
Fordham Road @ Paulhill Road - (safety - sight distance improvement)	10,000	5,000	135,000	0	150,000
Genito Road - shoulder improvements from Mt. Hermon to Otterdale	400,000	1,000,000	6,600,000	0	8,000,000
Genito Road @ North Beach Road/Harbour Pointe Road - headwalls	0	0	0	0	400,000
Genito Road @ Otterdale Road - sight distance improvements	15,000	40,000	30,000	0	85,000
GRTC Express Service (cost per year)	0	0	0	400,000	2,000,000
Happy Hill Road - widen pavement and construct shoulders, Rt 1/301 to Old Happy Hill	0	0	0	0	12,000,000
Hensley Road - improve from Beach Road to Springford Parkway	0	0	0	0	9,200,000
Hickory Road @ Matoaca Road - intersection improvements	500,000	1,000,000	2,000,000	0	3,500,000
Hicks Road - widen pavement and construct shoulders - Providence Road to Route 360	0	0	0	0	4,000,000
Hicks Road - improve curve north of Dowd Lane	50,000	200,000	500,000	0	750,000
HMK Road Improvements - Powhite Pkwy and Chippenham Pkwy	0	0	0	0	50,000,000

## Transportation Department CIP Project Unfunded Requests FY2014 - 2018 (Sheet 2 of 4)

PROJECT NAME	PE	R/W	Const.	Other	5-year Total
Holly View Parkway Extended to Brad McNeer Parkway	500,000	300,000	8,400,000	0	9,200,000
Hopkins Road - widen pavement and construct shoulders - Beulah to Old Hopkins	0	0	0	0	2,700,000
Hopkins Road @ Old Lane - realign and improve intersection	500,000	1,000,000	2,000,000	0	3,500,000
I-95 to I-295 Connector Road - Walthall	0	0	0	0	171,200,000
Jessup Road Reconstruction - Route 10 to Pineland Road	300,000	600,000	2,500,000	0	3,400,000
Kingsland Road - widen pavement and construct shoulders - Route 10 to Hopkins Road	0	0	0	0	5,200,000
Kingsland Road - replace box culvert at Reedy Branch	100,000	200,000	2,300,000	0	2,600,000
Lacy Farm Road - reconstruction and paving	0	0	0	0	1,000,000
Little Creek Lane - improve creek crossing at Watch Run Creek	20,000	60,000	300,000	0	380,000
Mount Hermon Road - widen and improve as a two-lane road Genito to Old Hundred	0	0	0	0	16,000,000
Nash Road - widen pavement and construct shoulders - Eastfair Drive to Woodpecker	0	0	0	0	6,000,000
Nash Road Extension - two-lane road, from Beach Road to Route 10	0	0	0	0	7,400,000
Newbys Bridge Rd - widen pavement and construct shoulders - Walmsley to Falling Creek	0	0	0	0	5,600,000
Newbys Bridge Rd - widen pavement and construct shoulders - Falling Creek to Belmont	0	0	0	0	11,200,000
North/South Arterial (Railroad R/W) Route 10 to Branders Bridge Road	0	0	0	0	9,200,000
North/South Arterial (Railroad R/W) Route 10 to Chester Road	0	0	0	0	13,800,000
North/South Limited Access Facility - Design and Right-of-way	0	0	0	0	7,500,000
Old Bermuda Hundred Road - widen pavement and construct shoulders - 1/301 to Route 10	0	0	0	0	11,200,000
Old Bon Air Road - widen pavement and construct shoulders - Robious to Ironmill Road	0	0	0	0	4,000,000
Old Bon Air @ Rockaway - improve alignment	0	0	0	0	2,300,000
Old Hundred Road, Genito to Route 360 - utility adjustments	0	0	0	0	600,000
Old Lane railroad crossing - surface replacement	0	0	0	0	150,000
Osborne Road @ Elokomin Ave - intersection improvements east of 1/301	50,000	50,000	300,000	0	400,000
Otterdale Road Extension - Route 360 to Beach Road (Paved Road)	0	0	5,000,000	-850,000	4,150,000
Otterdale Road - reconstruct from Woolridge Road to Genito Road	0	0	0	0	27,600,000
Park-and-Ride Facilities/Commuter Rail Lots	0	0	0	0	2,000,000
Pocoshock Boulevard Extended - Hull Street Road to Walmsley Boulevard	0	0	0	0	1,750,000
Powhite Parkway - acquire remaining right-of-way, from current terminus to Route 360	0	0	0	0	33,500,000
Powhite Pkwy-widen to four (4) lanes from 288 to Brandermill Parkway	0	0	0	0	10,000,000
Powhite Parkway Extension - Route 288 to Hull Street Road - PE and Right-of-way	0	0	0	0	38,200,000
Powhite Parkway Extension (Two Lanes) - Woolridge Road to Route 360	0	0	0	0	73,600,000
Powhite Parkway Extension - 4-lanes, from Brandermill Parkway to Woolridge Road	0	0	0	0	15,000,000
Powhite Parkway Toll Removal	0	0	0	0	63,800,000
Providence Road - widen pavement and construct shoulders - Route 60 to Courthouse Road	0	0	0	0	16,000,000
Qualla Road - widen pavement and construct shoulders - Claypoint Road to Beach Road	0	0	0	0	9,600,000
Reams Road - widen pavement and construct shoulders - Courthouse Road to Providence	0	0	0	0	8,800,000
Reams Road - turn lanes at various locations	500,000	1,000,000	5,000,000	0	6,500,000
Reams Road @ Courthouse Road - extend 2-lane eastbound section on Reams Road	0	0	0	0	2,250,000
Reconstruct and Pave Dirt Roads - approximately one (1) mile per year	0	0	1,000,000	0	5,000,000
River Road, Second Branch to Bundle - improve shoulders	0	0	0	0	11,000,000
River Road @ Graves Road - sight distance improvements	30,000	50,000	50,000	0	130,000
River Road @ Nash Road - construct turn lanes and realign intersection	100,000	200,000	1,000,000	0	1,300,000

## Transportation Department CIP Project Unfunded Requests FY2014 - 2018 (Sheet 3 of 4)

PROJECT NAME	PE	R/W	Const.	Other	5-year Total
Route 1 @ Old Bermuda Hundred Road - turn lanes and signal (supplemental funding)	0	0	0	0	2,000,000
Route 1 @ Route 10 - construct dual left turn lanes on eastbound Route 10 approach	0	0	0	0	500,000
Route 1 @ Sand Hills Drive - intersection improvements	100,000	400,000	1,000,000	0	1,500,000
Route 1 @ Willis Road - intersection improvements	100,000	400,000	1,000,000	0	1,500,000
Route 10 - 6-lane widening, Route 288 to Frith Lane	0	0	0	0	14,000,000
Route 10 - 6-lane widening, Bermuda Triangle Road to Old Bermuda/Meadowville (supp. funding)	0	0	0	0	5,000,000
Route 10 Landscaping - Centralia Road to Village of Chester	0	0	0	0	350,000
Route 10 @ Lewis Road - construct dual left turn lanes on Lewis Road	100,000	300,000	600,000		1,000,000
Route 10 @ Old Bermuda Hundred Road - eastbound left and right turn lanes	30,000	50,000	300,000	0	380,000
Route 10 @ Old Bermuda/Meadowville - intersection improvements including flyover	0	0	0	0	20,000,000
Route 10 - Route 1 to Interstate 95 6-lane widening	0	0	0	0	4,000,000
Route 288 East of I-95 to Old Stage Road	0	0	0	0	30,000,000
Route 288 @ Hull Street Road - interchange improvements	0	0	0	0	72,000,000
Route 288 @ Qualla Road Diamond Interchange	0	0	0	0	40,000,000
Route 360 Streetlights - Old Hundred Road to Woodlake Village Parkway	0	0	0	0	400,000
Route 360 - widen to 6-lanes from Genito Road to Route 288 interchange (supplemental funding)	0	0	0	0	4,000,000
Route 360 - widen to 8- lanes from Spring Run Road through Woodlake Village Parkway					15,000,000
Route 360 - widen to 6-lanes from Winterpock to Woodlake Village Pkwy (supplemental funding)	0	0	0	0	6,000,000
Route 360 - widen to 6-lanes from Woodlake Village Parkway to Otterdale Road	0	0	0	0	25,000,000
Route 360 @ Chippenham Parkway - eastbound right turn lane	30,000	0	300,000	0	330,000
Route 360 Streetscaping - from Old Hundred Road to Swift Creek	0	0	0	0	70,000
Route 360 @ Courthouse Road Intersection Improvements (add'l SB right)	250,000	1,750,000	2,000,000	0	4,000,000
Route 60 @ Arch Road - dual left turn lanes	300,000	800,000	1,500,000	0	2,600,000
Route 60 - widen to six lanes from Courthouse/Huguenot to Old Buckingham Road	0	0	0	0	16,100,000
Route 60 @ Ruthers Road Intersection Improvements - turn lanes	300,000	800,000	1,500,000	0	2,600,000
Route 60 @ Sturbridge - additional southbound lane on Sturbridge	100,000	150,000	400,000	0	650,000
Route 60 streetlights in the Village of Midlothian	0	0	0	0	180,000
Sidewalks - various locations Countywide, see attached project list (costs per year)	0	0	0	1,500,000	7,500,000
Sight and Sound Barriers - Powhite and Route 288	0	0	0	50,000,000	50,000,000
Sight and Sound Barriers - Powhite and Route 288, Phase 1	0	0	0	0	1,000,000
Signalization - various locations Countywide (costs per year)	0	0	0	1,000,000	5,000,000
Spring Run Road - widen pavement and construct shoulders - Route 360 to Beach Road	0	0	0	0	26,000,000
State Park Mitigation Bank (costs per year)	0	0	0	100,000	500,000
Storage Lane Improvements - various locations Countywide (costs per year)				1,000,000	5,000,000
Subdivision Streets - resurfacing (costs per year)	0	0	0	250,000	1,250,000
Thoroughfare Plan Road Major Stream Crossings (costs per year)	0	0	0	1,000,000	5,000,000
Traffic Calming Devices (construction per year)	0	0	100,000	0	500,000
Winterfield Road - railroad crossing surface replacement	0	0	0	0	110,000
Winterpock Road - extend SB through lane from current terminus thru Ashbrook/McEnally	0	0	0	0	2,500,000
Winterpock Road - widen pavement and construct shoulders - Route 360 to Beach Road	0	0	0	0	12,000,000
Woodpecker Road - widen pavement and construct shoulders - Nash Rd to Matoaca Rd	0	0	0	0	26,000,000
Woodpecker Road @ Nash Road - realign intersection offset	0	0	0	0	3,000,000
Woodpecker Road @ Sandy Ford Road - sight distance improvements	0	0	0	0	1,000,000

## Transportation Department CIP Project Unfunded Requests FY2014 - 2018 (Sheet 4 of 4)

PROJECT NAME	PE	R/W	Const.	Other	5-year Total
Woods Edge Road - widen pavement and construct shoulders - I-95 to Ramblewood Road	0	0	0	0	8,000,000
Woolridge Road - safety improvements south of Crown Point	0	0	0	0	2,500,000
<b>Sidewalk/Bikelane Projects (Project #136)</b>					
Chesterfield Avenue Sidewalk Safety Improvements, Phase 1	0	0	0	0	300,000
Cogbill Road Sidewalk - Howell Lane to Meadowbrook High School	0	0	0	0	500,000
Cogbill Road Sidewalk - Meadowbrook High School to Chesterwood Drive	0	0	0	0	1,680,000
Genito Road @ Old Hundred Road/Charter Colony Parkway - sidewalk and streetlights	0	0	0	0	400,000
Fordham Road - Pedestrian Walkway - Hull Street Road to Jacobs Road	200,000	400,000	2,200,000	0	2,800,000
Hopkins Road Sidewalk - Falstone Road to Cogbill Road	50,000	50,000	1,200,000	0	1,300,000
Midlothian Turnpike Sidewalk	0	0	0	0	500,000
Old Bon Air Road Bike Path - Robious Road to Ironmill Road	200,000	400,000	2,100,000	0	2,700,000
Old Centralia Road Sidewalk - Castlebury to Glen Oaks Court	0	0	0	0	500,000
Osborne Road Sidewalk - Cliff Lawn Drive to Wilton Drive	0	0	0	0	300,000
Point of Rocks Bike Lane - Enon Church Road from Point of Rocks Park to Route 10	300,000	1,000,000	4,100,000	0	5,400,000
Robious Road - Paved Shoulder/Bike Lane	0	0	0	0	145,000
Route 10, Village of Chester - pedestrian improvements	0	0	0	0	200,000
Route 60 Sidewalk - from Midlothian Middle School to American Family Fitness	0	0	0	0	367,000
Salisbury Road Sidewalk - Robious Road to Winterfield Road	0	0	0	0	4,580,000
Shady Banks Paved Shoulder - from Ashbrook Parkway to Featherchase	0	0	0	0	130,000
Smoketree Drive Sidewalk - from current sidewalk terminus to Courthouse Road	0	0	0	0	980,400
Springford Parkway Trail - from Collington Drive to Summerford Drive	0	0	0	0	160,000
Walton Bluff Pkwy Paved Shoulder Sidewalk - from Lucks Lane to Queensgate Road	0	0	0	0	2,300,000
Walton Park Sidewalk - from Watch Hill Road to North Woolridge Road	0	0	0	0	1,500,000
Winterfield Road Sidewalk - from railroad to West Winterfield Road	0	0	0	0	300,000
<b>Reconstruct and Pave Dirt Road Projects (Project #90)</b>					
Frameway Road Paving	0	0	0	0	300,000
Omaha Street Paving	30,000	30,000	200,000	0	260,000
Potts Street Paving	30,000	40,000	230,000	0	300,000
Russwood Road Paving	0	0	0	0	750,000
Scottwood Road Paving	0	0	0	0	750,000
Second Branch Road Paving - south of River Road	0	0	0	0	1,500,000
Tower Light Road Paving	0	0	0	0	450,000
Turnerville Road Paving	0	0	0	0	450,000
Wild Turkey Run Paving	0	0	0	0	375,000
<b>Signalization Projects (Project #117)</b>					
Powhite/Old Hundred @ Brandermill Parkway					
River Road @ Pickett Avenue					
Route 1/301 @ Old Bermuda Hundred Road					
Route 1/301 @ Sand Hills Drive					
Route 10 @ Ecoff Avenue					
Route 10 @ Parker Lane					
Route 10 @ Rock Spring Road					
Route 60 Mast Arm Signal Modifications (eight intersections)	0	0	1,000,000	0	1,000,000
Route 360 @ Broadstone Road/Tanbark Road					
Route 360 @ Lynview Drive/LaPrade Library					
Route 360 @ Lynchester Drive/Amberleigh Boulevard					

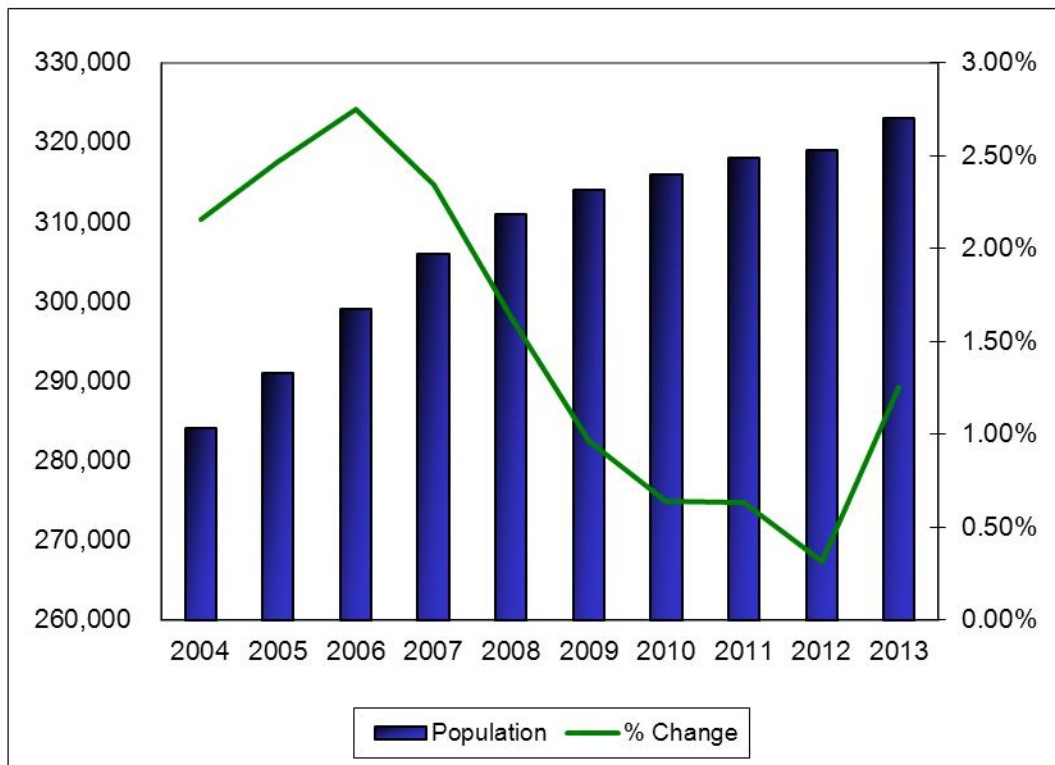
**THIS PAGE INTENTIONALLY LEFT BLANK**

# Statistical Section

## 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 2002, population has grown an average of 1.51 percent per annum.

Year	Population	% Change
2013	323,000	1.25%
2012	319,000	0.31%
2011	318,000	0.63%
2010	316,000	0.64%
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%

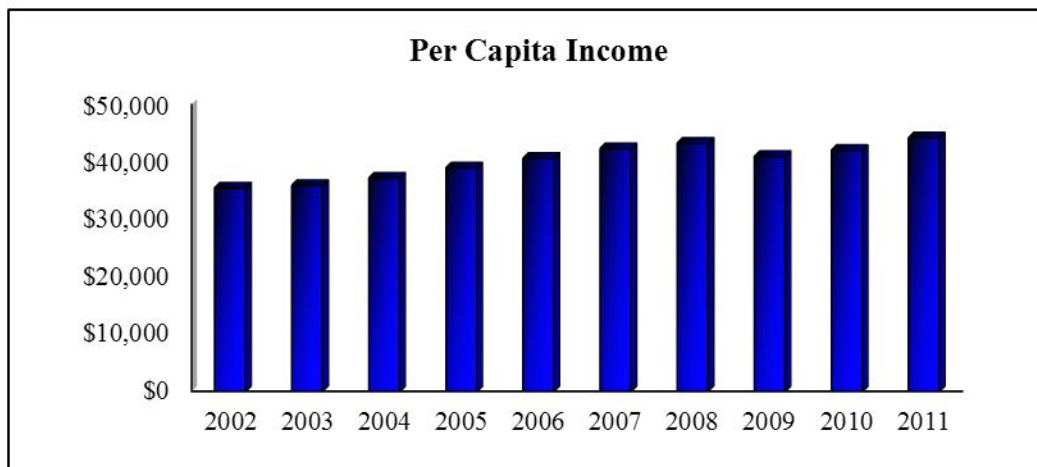


Source: Planning Department, Chesterfield County population estimates 2004 through 2013

## Per Capita Income

The per capita income in Chesterfield County increased at an average rate of 2.59 percent over the 2002 to 2011 time period. Per capita income is an important factor in county revenues, as revenues generally increase with a rise in income.

Year	Per Capita Income <sup>(1)</sup>	Rate of Growth
2011	\$44,198	5.21%
2010	\$42,011	2.58%
2009	\$41,454	-4.33%
2008	\$43,331	0.68%
2007	\$43,037	4.30%
2006	\$41,264	4.65%
2005	\$39,430	4.92%
2004	\$37,580	3.96%
2003	\$36,148	1.45%
2002	\$35,631	2.60%



## Income Profile

	Chesterfield County			Virginia			Richmond MSA		
	2008 <sup>(2)</sup>	2010 <sup>(2)</sup>	2011 <sup>(2)</sup>	2008 <sup>(2)</sup>	2010 <sup>(2)</sup>	2011 <sup>(2)</sup>	2008 <sup>(2)</sup>	2010 <sup>(2)</sup>	2011 <sup>(2)</sup>
Median Household Income	\$71,327	\$69,149	\$71,110	\$61,210	\$60,674	\$61,882	\$58,662	\$55,325	\$54,798

Sources:

<sup>(1)</sup> U.S. Bureau of Economic Analysis

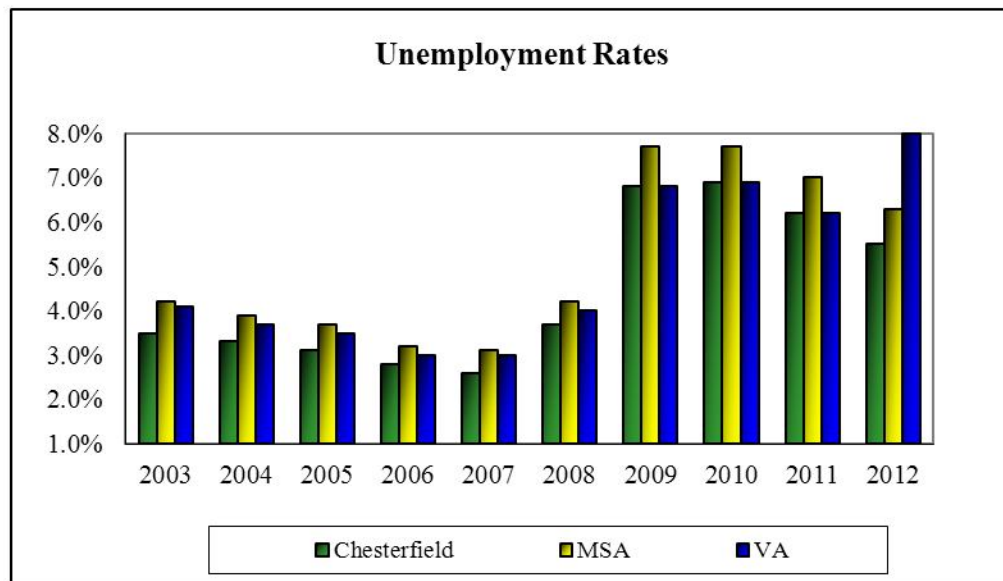
<sup>(2)</sup> U.S. Census Bureau



## Unemployment Rates

Chesterfield has a diversified employment base primarily consisting of jobs in the service, trade, and government sectors. In 2012 the county's unemployment rate fell below the rate of both the commonwealth and the Richmond MSA.

Year	Chesterfield	MSA	VA
2012	5.5%	6.3%	8.0%
2011	6.2%	7.0%	6.2%
2010	6.9%	7.7%	6.9%
2009	6.8%	7.7%	6.8%
2008	3.7%	4.2%	4.0%
2007	2.6%	3.1%	3.0%
2006	2.8%	3.2%	3.0%
2005	3.1%	3.7%	3.5%
2004	3.3%	3.9%	3.7%
2003	3.5%	4.2%	4.1%

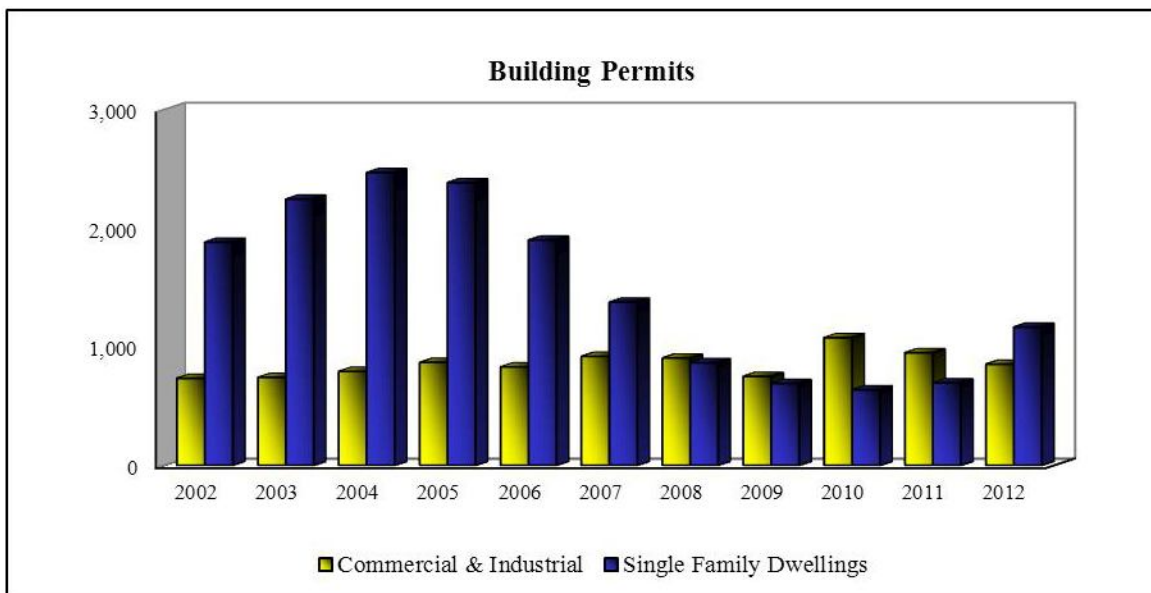


Source: Bureau of Labor Statistics

## **Building Permits**

Permitting activity in Chesterfield County has slowed dramatically in recent years in line with the decline of the United States financial markets, a sharp increase in foreclosures, and weak job growth. In 2012 single family dwelling permits rose for the second consecutive year since 2004 while commercial activity saw a moderate decrease compared to the prior year.

<b>Year</b>	<b>Commercial &amp; Industrial</b>	<b>Single Family Dwellings</b>
2012	864	852
2011	948	703
2010	1,076	636
2009	777	690
2008	904	864
2007	918	1,376
2006	821	1,864
2005	852	2,382
2004	791	2,526
2003	740	2,243



Source: Chesterfield County's Department of Building Inspections at December 31, 2012

## Chesterfield Business Statistics

### Largest Private Employers

<u>Company</u>	<u>Product/Business</u>	<u>Number of Employees</u>
E.I. du Pont de Nemours and Company	Plastic Films, Synthetic Fibers Manufacturing	2,482
United Parcel Service	Express Delivery Services	1,967
Wal-Mart Stores, Incorporated	Retail Trade	1,555
CJW Medical Center	Health Care	1,267
Hill PHOENIX, Incorporated	Refrigeration Equipment Manufacturing	1,250
The Kroger Co.	Retail Food Distribution	1,225
Bon Secours Saint Francis Medical Center	Health Care	1,150
Amazon.com	Internet Retail Fulfillment Center	1,100
Capital One	Financial Services	1,069
Martin's Supermarkets, Incorporated	Retail Food Distribution	1,059
Vangent, Incorporated	Call Center	897
Food Lion, Incorporated	Retail Food Distribution	869
Honeywell International, Incorporated	Synthetic Fibers Manufacturing	675
Alstom Power, Incorporated	Generation Equipment Manufacturing	600
Campofrio Food Group America	Italian Specialty Meat Products	500

Source: Chesterfield County Economic Development, January 2013

### Chesterfield's Principal Taxpayers

<u>Taxpayer</u>	<u>Type of Property</u>	<u>Percentage</u>		<u>Rank</u>
		<u>2012 Assessed Value<sup>(1)</sup></u>	<u>of Total Assessed Valuation</u>	
Dominion Virginia Power	Public Utility	\$817,603,457	2.35%	1
Verizon Communications	Communications Company	277,668,967	0.80	2
E. I. duPont De Nemours and Company	Plastic Films, Synthetic Fibers	242,070,490	0.70	3
Macerich Partnership	Mall/Shopping Center	113,790,700	0.33	4
Philip Morris, USA	Refined Tobacco Leaf	112,322,610	0.32	5
Bon Secours St. Francis Medical Center	Health Care	100,572,300	0.29	7
Brandywine Operating Partnership	Office Buildings	98,559,700	0.28	6
Zaremba Metropolitan Mid LLC	Mall/Shopping Center	79,468,600	0.23	8
Columbia Gas of Virginia, Incorporated	Public Utility	63,912,871	0.18	9
Wal-Mart Stores, Incorporated	Retail Trade	63,458,100	0.18	10
		<u>\$1,969,427,795</u>	<u>5.67%</u>	

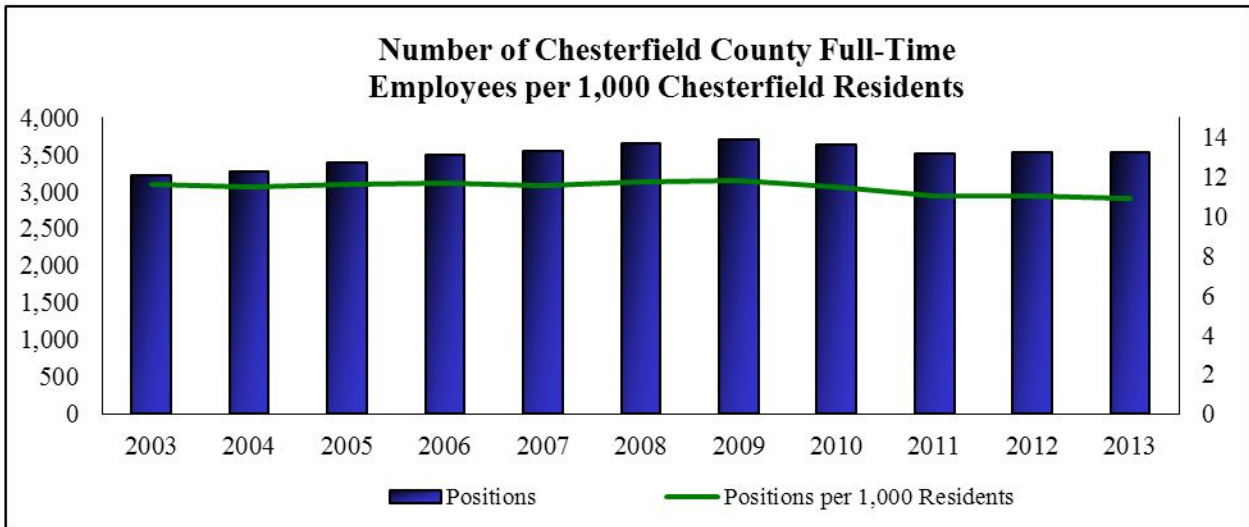
Source: Assessor and Commissioner of Revenue, Chesterfield County

<sup>(1)</sup> Includes real estate, personal property, machinery and tools, and public service assessed value

## **Chesterfield County Government Full-Time Positions**

Chesterfield County’s per capita staffing ratio has averaged 11.4 employees per 1,000 residents over the past ten years.

<b>Fiscal Year</b>	<b>Positions <sup>(1)</sup></b>	<b>Positions per 1,000 Residents</b>
2013	3,525	10.9
2012	3,522	11.1
2011	3,502	11.1
2010	3,625	11.5
2009	3,703	11.8
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

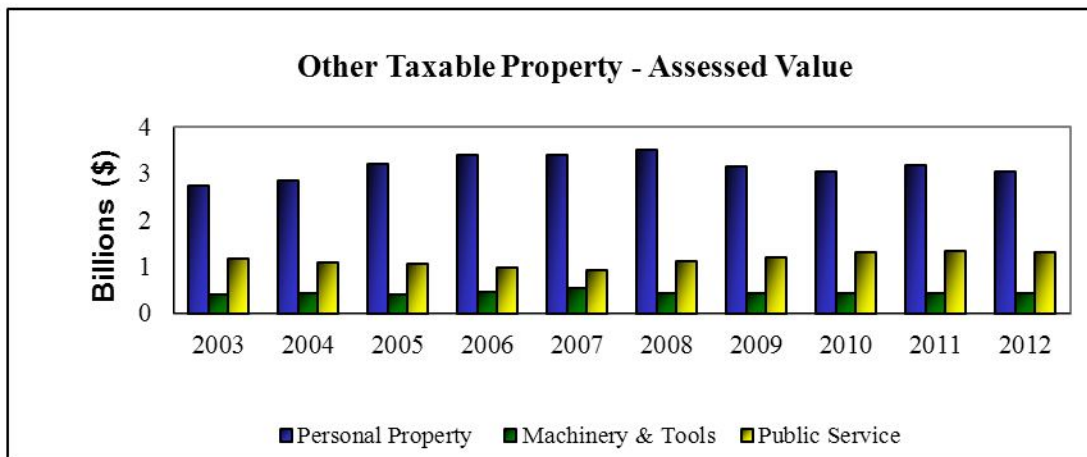
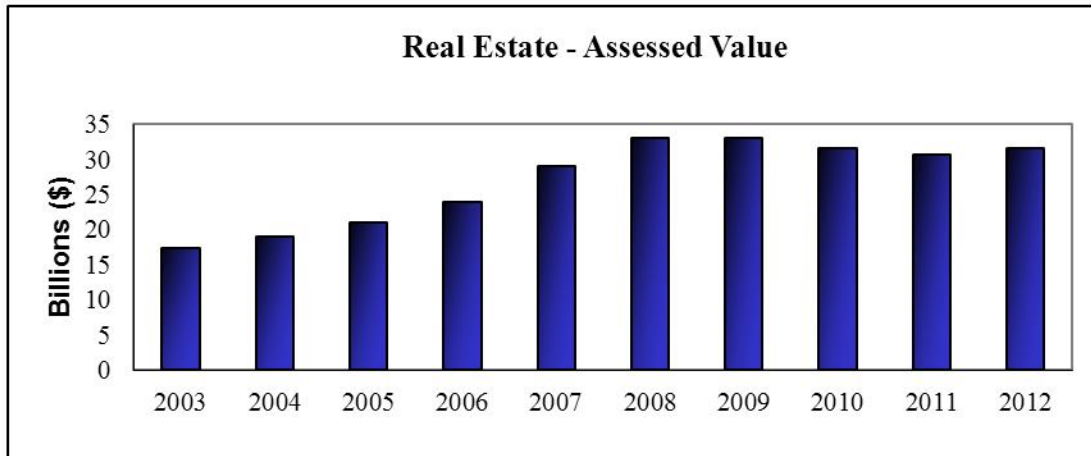


<sup>(1)</sup> Authorized permanent full-time positions, all funds—does not include part-time personnel, full-time equivalents or School Board employees

## Assessed Valuation of Taxable Property <sup>(1)</sup>

The assessed value of taxable property has been a reliable source of revenue for the county during much of the last decade. More recently; however, the pace of growth in both real and personal property value has slowed, and even turned negative in some instances, resulting in financial challenges for the county.

Year	Real Estate <sup>(2)</sup>	Personal Property	Machinery & Tools	Public Service
2012	\$29,675,599,334	\$3,291,845,888	\$471,584,010	\$1,314,798,015
2011	30,581,369,450	3,167,813,011	436,491,890	1,323,381,861
2010	31,604,176,413	3,047,498,874	435,428,490	1,294,938,309
2009	32,982,514,796	3,147,719,082	438,809,420	1,198,254,238
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



<sup>(1)</sup> Assessed values of all classes of property approximate market value

<sup>(2)</sup> The values include both halves of the year's assessments

## **Other Data**

<b>Year</b>	<b>Parks<sup>(1)</sup></b>	<b>Libraries</b>	<b>Registered Voters</b>	<b>Fire Stations</b>
2012	47	9	225,165	21
2011	45	9	213,230	21
2010	45	9	209,418	21
2009	44	9	209,078	21
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

<sup>(1)</sup> Information includes park sites available to the public as a result of partnership agreements

## **Education**

The public school system consists of 38 elementary schools, 12 middle schools and 11 high schools. A technical center provides career development training. Selected comparative information follows:

<b>School Year</b>	<b>School Facilities<sup>(1)</sup></b>	<b>Student Avg. Daily Membership<sup>(2)</sup></b>	<b>Annual Costs (\$000)<sup>(3)</sup></b>	<b>Cost per Student</b>	<b>Teaching Positions<sup>(4)</sup></b>	<b>Student to Teacher Ratio</b>
2012	62	58,376	\$502,065	\$8,648	4,171	13.9
2011	62	58,394	\$497,063	\$8,562	4,234	13.7
2010	64	58,665	\$533,595	\$9,142	4,520	12.9
2009	64	58,273	\$548,531	\$9,464	4,480	12.9
2008	62	58,226	\$540,171	\$9,357	4,425	13.0
2007	60	57,749	\$491,407	\$8,564	4,310	13.3
2006	59	56,673	\$435,379	\$7,711	4,147	13.6
2005	59	55,570	\$414,520	\$7,500	4,067	13.6
2004	59	54,850	\$377,197	\$6,894	4,058	13.5
2003	59	53,618	\$365,540	\$6,838	3,877	13.8

### Sources:

- <sup>(1)</sup> Provided by Chesterfield County Public Schools
- <sup>(2)</sup> State Superintendent's Annual Report and School Board Administration, Table 1
- <sup>(3)</sup> Auditor of Public Accounts Comparative Report
- <sup>(4)</sup> Calculated using the standard set up by the Superintendent's Annual Report which include teachers, guidance counselors, librarians, and technology instructors (See Appendix A)

## Property Tax Rate

**(Per \$100 of Assessed Value)  
Last Ten Fiscal Years**

Year	Real Estate	Personal Property						Machinery and Tools
		Airplanes	Motor Vehicles Special Fuels	Motor Vehicles of Voluntary Personnel <sup>(1)</sup>	Wild or Exotic Animals	Vehicle Trailer and Semi-Trailer <sup>(2)</sup>	All Others <sup>(3)</sup>	
2012	\$0.95 <sup>(5)</sup>	\$0.50	\$3.24	\$0.96	\$0.01	\$0.96	\$3.60	\$1.00
2011	0.95 <sup>(5)</sup>	0.50	3.24	0.96	0.01	0.96	3.60	1.00
2010	0.95 <sup>(5)</sup>	0.50	3.24	0.96	0.01	0.96	3.60	1.00
2009	0.95 <sup>(5)</sup>	0.50	3.24	0.96	0.01	0.96	3.60	1.00
2008	0.97/0.95 <sup>(4)(5)</sup>	0.50	3.24	0.96	0.01	0.96	3.60	1.00
2007	1.04/ 0.97 <sup>(4)(5)</sup>	0.50	3.24	0.96	0.01	0.96	3.60	1.00
2006	1.07/1.04 <sup>(4)(5)</sup>	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

Source: Chesterfield County Accounting Department

- <sup>(1)</sup> Includes motor vehicles owned by members of volunteer rescue squads, volunteer fire departments, volunteer police chaplains, and auxiliary police officers
- <sup>(2)</sup> 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
- <sup>(3)</sup> 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
- <sup>(4)</sup> The real estate tax rate was different for each half of the tax year
- <sup>(5)</sup> 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
<b>General Obligation</b>	Aaa	AAA	AAA
<b>Utilities Revenue</b>	Aaa	AAA	AAA

**THIS PAGE INTENTIONALLY LEFT BLANK**



# FY2014 Appropriations Resolution

A RESOLUTION TO APPROPRIATE DESIGNATED FUNDS AND ACCOUNTS FROM DESIGNATED ESTIMATED REVENUES FOR FY2014 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 2013 and ending on the thirtieth day of June 2014, 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, 2013, and due December 5, 2013, be appropriated for FY2014.

		<b>FY 2014 Amended</b>
<b>General Fund</b>		
<i>Estimated Revenue:</i>	<b>Local Sources:</b>	
	General Property Taxes	\$360,270,100
	Other Local Taxes	104,913,900
	Licenses, Permits, & Fees	4,239,400
	Fines, Forfeitures & Uses of Money & Property	2,664,100
	Service Charges	31,645,600
	Miscellaneous and Recovered Costs	13,039,400
	<b>Other Agencies:</b>	
	State and Federal	141,538,000
	<b>Other Financing Sources:</b>	
	Use of Restricted, Committed, or Assigned Fund Balance	22,353,600
	Transfer from County Grants Fund	1,251,300
	Transfer from Mental Health, Support Services	120,000
	Transfer from Fleet Management	12,900
	Transfer from Water Operating Fund	593,000
	Transfer from Wastewater Operating Fund	2,200
	Unassigned Fund Balance 7/1/2013	53,495,000
	<b>Total Revenues</b>	<b>\$736,138,500</b>
<i>Appropriations:</i>	General Government	\$49,004,000
	Administration of Justice	8,698,000
	Public Safety	159,051,200
	Public Works	16,936,100
	Health & Welfare	67,298,500
	Parks, Recreation, Cultural	18,605,200
	Community Development	17,393,500
	Debt Service	22,612,900
	Operating Transfers	320,144,600
	Assignments	1,894,500
	Unassigned Fund Balance, 6/30/2014	54,500,000
	<b>Total General Fund:</b>	<b>\$736,138,500</b>
	*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, 2013. (See "Section 5")	

		<b>FY 2014 Amended</b>
<b>Comprehensive Services Fund</b>		
<i>Estimated Revenue:</i>	Reimbursement, Colonial Heights	\$273,000
	State Aid, Comprehensive Services	3,807,400
	Transfer from Social Services	445,200
	Transfer from Schools	921,100
	Transfer from General Fund	1,229,200
	Use of Unrestricted Net Assets	731,800
	<b>Total Revenues and Funding Sources</b>	<b>\$7,407,700</b>
<i>Appropriations:</i>	Operating Expenses	\$7,407,700
	<b>Total Appropriations</b>	<b>\$7,407,700</b>
<b>School Operating Fund</b>		
<i>Estimated Revenue:</i>	Local Sources	\$22,154,500
	State	224,194,600
	Federal	33,034,100
	Transfer from School Operating	652,800
	Transfer from School Food Service	1,000,000
	Use of Reserve	1,676,200
	Transfer from General Fund:	
	State Sales Tax	58,084,600
	Local Taxes	227,995,700
	Prior Year Revenue	6,419,500
	Grounds Maintenance	<u>1,844,400</u>
	Total General Fund	294,344,200
	Use of Assigned Fund Balance	1,000,000
	<b>Total Revenues and Funding Sources</b>	<b>\$578,056,400</b>
<i>Appropriations:</i>	Instruction	\$385,641,000
	Administration, Attendance & Health	21,254,000
	Pupil Transportation	29,618,700
	Operations & Maintenance	57,189,300
	Technology	14,273,000
	Debt Service	43,360,000
	Food Service	23,652,800
	Grounds Maintenance	1,844,400
	Transfer and Assignment for School Capital Projects	1,223,200
	<b>Total Appropriations</b>	<b>\$578,056,400</b>
<b>Schools - Appomattox Regional Governor's School Fund</b>		
<i>Estimated Revenue:</i>	Local Sources	\$2,605,000
	State	1,045,000
	<b>Total Revenues and Funding Sources</b>	<b>\$3,650,000</b>
<i>Appropriations</i>	Education	\$3,650,000
	<b>Total Appropriations</b>	<b>\$3,650,000</b>
<b>County Grants Fund</b>		
<i>Estimated Revenue:</i>	Other Governments	\$11,060,000
	Transfer from General Fund	1,247,900
	Use of Restricted, Committed, or Assigned Fund Balance	24,400
	<b>Total Revenues and Funding Sources</b>	<b>\$12,332,300</b>

		<b>FY 2014 Amended</b>
<i>Appropriations:</i>	Adult Drug Court	\$646,600
	Clerk of the Circuit Court Technology Trust Fund	201,100
	Community Corrections Services Domestic Violence Victim Advocate (V-STOP)	59,900
	Community Development Block Grant	1,777,400
	Community Services Board Part C	1,476,300
	Domestic Violence Prosecutor	105,100
	Families First	519,400
	Fire & EMS Revenue Recovery	5,782,300
	Juvenile Drug Court Grant	307,500
	Police Grants Domestic Violence Coordinator	50,300
	USDA Juvenile Detention Grant	75,000
	Victim/Witness Assistance	487,000
	Virginia Juvenile Community Crime Act (VJCCCA)	844,400
	<b>Total Appropriations</b>	<b>\$12,332,300</b>
<b>County CIP Fund</b>		
<i>Estimated Revenue:</i>	Transfer from General Fund	\$14,659,000
	General Obligation Bonds	2,506,700
	Lease/Purchase Proceeds	1,285,000
	Developer Contributions	2,839,800
	Transfer from Cash Proffers	677,800
	Grants	10,150,000
	Other/Interest Earnings	130,000
	<b>Total Revenues</b>	<b>\$32,248,300</b>
<i>Appropriations:</i>	County Capital Projects	\$29,408,500
	Transfer to Capital Projects from Cash Proffers	677,800
	Transfer to School Capital Projects Funds	2,162,000
	<b>Total County CIP Funds</b>	<b>\$32,248,300</b>
<b>Schools CIP Fund</b>		
<i>Estimated Revenue:</i>	Bond Proceeds	\$42,600,000
	Transfer from Cash Proffer Fund	2,162,000
	State Technology Funds	1,800,000
	Transfer from School Food Service	1,223,200
	<b>Total Revenues and Transfers</b>	<b>\$47,785,200</b>
<i>Appropriations:</i>	School Capital Projects	\$47,785,200
	<b>Total Appropriations</b>	<b>\$47,785,200</b>
	*An additional \$6,484,000 in school project savings is already appropriated in the school capital project fund that will be reallocated for new projects.	
<b>Fleet Management and Radio Shop</b>		
<i>Estimated Revenue:</i>	Fleet Management Charges	\$20,210,000
	Radio Shop Charges	2,089,100
	<b>Total Revenues and Funding Sources</b>	<b>\$22,299,100</b>
<i>Appropriations:</i>	Fleet Management Operations	\$20,210,000
	Radio Shop Operations	2,089,100
	<b>Total Appropriations</b>	<b>\$22,299,100</b>

		FY 2014 Amended
<b>Capital Projects Management Fund</b>		
<i>Estimated Revenue:</i>	Reimbursement for Services	\$775,000
	<b>Total Revenue</b>	<b>\$775,000</b>
<i>Appropriations:</i>	Construction Management Operations	\$775,000
	<b>Total Appropriations</b>	<b>\$775,000</b>
<b>Risk Management Fund</b>		
<i>Estimated Revenue:</i>	Operating Revenues	\$7,711,300
	Use of Unrestricted Net Assets	7,912,900
	<b>Total Revenues</b>	<b>\$15,624,200</b>
<i>Appropriations:</i>	Risk Management Operations	\$7,661,300
	Use of Unrestricted Net Assets	7,962,900
	<b>Total Appropriations</b>	<b>\$15,624,200</b>
<b>Airport Fund</b>		
<i>Estimated Revenue:</i>	Operating Revenue	\$666,800
	Transfer from General Fund	36,500
	<b>Total Revenues</b>	<b>\$703,300</b>
<i>Appropriations:</i>	Airport Operations	\$666,800
	Airport Capital Improvements	36,500
	<b>Total Appropriations</b>	<b>\$703,300</b>
<b>Utilities Funds</b>		
<i>Estimated Revenue:</i>	Service Charges	\$75,500,000
	Capital Cost Recovery Charges	11,531,000
	Hydrant/Fire Protection	589,600
	Other Revenue	8,918,300
	Use of Unrestricted Net Assets	4,439,900
	<b>Total Revenues</b>	<b>\$100,978,800</b>
<i>Appropriations:</i>	Operations	\$56,435,100
	Debt Service	7,005,100
	Transfer to Capital Projects Fund	36,949,000
	Payment in Lieu of Taxes	589,600
	<b>Total Appropriations</b>	<b>\$100,978,800</b>
<b>Utilities Capital Project Funds</b>		
<i>Estimated Revenue:</i>	Transfer from Improvement/Replacement Fund	\$36,949,000
	<b>Total Revenue</b>	<b>\$36,949,000</b>
<i>Appropriations:</i>	Capital Projects	\$36,949,000
	<b>Total Appropriations</b>	<b>\$36,949,000</b>

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 and prior year end carry forward assignments from one appropriation category (including assigned fund balance) 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, 2013 shall be an amendment to the adopted budget and shall be reappropriated to the 2014 fiscal year to the same department and account for which they were assigned in the previous year. At the close of the fiscal year, all unassigned appropriations lapse for budget items other than: capital projects; general fund transfers for capital projects and grants; construction assignments for capital projects; assignments for county and school future capital projects; other use of restricted, committed, or assigned fund balances; 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; Fire and Emergency Medical Services apparatus funding; 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. Any funds budgeted in a given fiscal year that are specifically budgeted to add to an assignment of fund balance shall be automatically authorized to be assigned during the year end audit process. Revenues received from health gain-sharing proceeds will become an automatic assignment during the year end audit process. All excess revenues and results of expenses in the telecommunications program is authorized to become an automatic assignment for future telephone system upgrades.

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 and assignments of fund balance in excess of \$50,000 for supplemental retirement, Workers' Compensation, healthcare for retirees and other compensation-related costs, as well as for transfers to departments 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. The County Administrator is authorized to transfer cash proffers among capital projects to ensure spending in a timely manner as long as the capital improvements program (CIP) net appropriation is not increased.
- 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 assignment shall be maintained as per guidelines outlined below:
- a) The minimum annual contribution to the assignment will be 50% of the previous year's depreciation on fixed assets.
  - b) The annual contribution to the assignment 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 assignment 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 operating funds 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 62% tax relief;
- c) Personal use vehicles valued at \$20,001 or more shall receive 62% tax relief on the first \$20,000 of value;
- d) All other vehicles which do not meet the definition of "qualifying" (business use vehicles, farm use vehicles, motor homes, etc.) will not be eligible for any form of tax relief under this program.

Pursuant to authority conferred in Item 503.D of the 2005 State Appropriations Act, the County Treasurer shall issue a supplemental personal property tax bill in the amount of 100 percent of tax due without regard to any former entitlement to state PPTRA relief, plus applicable penalties and interest, to any taxpayer whose taxes with respect to a qualifying vehicle for tax year 2005 or any prior tax year remain unpaid on September 1, 2006, or such date as state funds for reimbursement of the state share of such bill have become unavailable, whichever occurs first.

- e) Penalty and interest with respect to bills issued pursuant to this section shall be computed on the entire amount of tax owed. Interest shall be computed at the rate provided in Section 9-51 of the county code from the original due date of the tax.

Sec. 22

The County Administrator is authorized to reduce a department's current year budget appropriation by a dollar amount equal to the prior year's overspending inclusive of encumbrances carried forward

Sec. 23

The following change is relevant only to clarification in the supplemental retirement program documents and is effective immediately upon adoption. "Taxable Wage Base" means, with respect to any calendar year, the contribution and benefit base in effect under Section 230 of the Social Security Act at the beginning of the calendar year. Notwithstanding the foregoing, for calendar years after 2012, the Taxable Wage Base shall be the prior year's Taxable Wage Base increased by an adjustment factor equal to the smaller of five percent (5%) and a ratio, the numerator of which is the CPI-U determined for the month of September immediately preceding the current January 1 and the denominator of which is the CPI-U for the month of September preceding the previous January 1, with the ratio, so determined, reduced by 1.0. The term CPI-U shall mean the Consumer Price Index for Urban Workers, U.S. City average, All items (1982-84=100) as published by the Department of Labor, Bureau of Labor Statistics.

**THIS PAGE INTENTIONALLY LEFT BLANK**



# Glossary

---

<b>Accrual Basis</b>	A basis of accounting in which transactions are recognized at the time they are incurred, not when cash is received or spent.
<b>Adopted Budget</b>	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.
<b>Appropriation</b>	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.
<b>Appropriation Resolution</b>	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.
<b>Assessed Valuation</b>	The official valuation of property as a basis for property taxation.
<b>Assessment Ratio</b>	The ratio of same year property assessments to property sales.
<b>Asset</b>	Resources owned or held by a government, which have monetary value.
<b>Assigned Fund Balance</b>	For the general fund, amounts constrained for the intent to be used for a specific purpose by a governing board or a body or official that has been delegated authority to assign amounts. Amount reported as assigned should not result in a deficit in unassigned fund balance.
<b>Authorized Positions</b>	Employee full-time permanent positions, which are authorized in the Adopted Budget, to be filled during the fiscal year.
<b>Available (unassigned) Fund Balance</b>	For the general fund, amounts not classified as nonspendable, restricted, committed, or assigned. The general fund is the only fund that would report a positive amount in unassigned fund balance.
<b>BPOL</b>	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.
<b>Balance Sheet</b>	A financial statement disclosing the assets, liabilities and equity of an entity at a specified date.
<b>Balanced Budget</b>	A term used to describe a budget in which total revenues equal total expenditures, reserves, and unassigned fund balance for a given time period.
<b>Base Budget</b>	Cost of continuing existing levels of service in the current budget year.

<b>Basis of Accounting</b>	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.
<b>Basis of Budgeting</b>	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.
<b>Best Management Practices (BMP)</b>	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.
<b>Biennial Financial Plan</b>	A two-year financial and operational plan used for planning. Provided to residents, elected officials, and interested parties for informational purposes.
<b>Biennium</b>	A period of two years and is often used to describe the period of two consecutive years for which the budget provides funding.
<b>Bond</b>	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.
<b>Bond - General Obligation (G.O.)</b>	A type of bond backed by the full faith, credit and taxing power of the issuing government.
<b>Bond - Revenue</b>	A type of bond backed only by the revenues from a specific enterprise or project, such as a hospital or toll-road.
<b>Bond Rating</b>	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.
<b>Budget</b>	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.
<b>Budget Calendar</b>	A schedule of key dates a government follows to prepare and adopt its budget.
<b>Budgetary Control</b>	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.
<b>CAFR</b>	Comprehensive Annual Financial Report—A report compiled annually which provides detailed information on an organization's financial status at year end.

<b>CDBG</b>	Community Development Block Grant
<b>Capital Improvement Program (CIP)</b>	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.
<b>Capital Outlay</b>	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.
<b>Capital Projects Fund</b>	Used to account for financial resources that are restricted, committed, or assigned to expenditure for capital outlay, including the acquisition or construction of capital facilities and other capital assets.
<b>Carryover Funds</b>	Unexpended funds from the previous fiscal year that may be used to cover expenses in the current fiscal year.
<b>Codified Ordinance</b>	An ordinance related to a specific code, such as the Code of the Commonwealth of Virginia or the Code of the County of Chesterfield.
<b>Committed Fund Balance</b>	Amounts constrained for a specific purpose by a government using its highest level of decision-making authority. It would require action by the same group to remove or change the constraints placed on the resources.
<b>Comprehensive Plan</b>	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.
<b>Constitutional Officers</b>	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).
<b>Contingency</b>	A budgetary assignment established for emergencies or unforeseen expenditures.
<b>Contractual Services</b>	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.
<b>Debt Ratio</b>	A comparative statistic illustrating the relationship between the issuer's outstanding debt and such factors as its tax base, population or expenditures.
<b>Debt Service</b>	The payment of principal and interest on borrowed funds through instruments such as bonds.
<b>Deficit</b>	The excess of an entity's liabilities over its assets or the excess of expenditures over revenues during a single accounting period.
<b>Department</b>	An organizational unit of government functionally unique in its delivery of service.
<b>Depreciation</b>	The decrease in value of physical assets due to use and the passage of time.

<b>Disbursement</b>	Payments made in cash.
<b>Efficiency Measure</b>	The ratio of inputs to outputs; or how much output is derived from a unit of input. Examples include: average number of days to complete an investigation; ratio of complaints resolved within 23 days of receipt; or average labor cost per facility.
<b>Encumbrance</b>	A carry over of funds for an anticipated expenditure prior to payment for the item. Funds usually are assigned or encumbered once a contract obligation has been signed.
<b>Enterprise Fund</b>	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.
<b>Enterprise Resource Planning (ERP)</b>	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.
<b>Enterprise Zone</b>	An area, designated by a local government, as ready for development or redevelopment. Businesses locating or expanding, within the Zone, are eligible for certain tax and economic development incentives.
<b>Expenditure</b>	The payment of cash upon the transfer of property or services for the purpose of acquiring an asset, service, or settling a loss.
<b>Expenditure Object Code</b>	An expenditure classification referring to the lowest and most detailed level of classification, such as utility charges, office supplies and furniture.
<b>Fines &amp; Forfeitures</b>	Revenue received from forfeitures and authorized fines such as library and parking violation fines.
<b>Fiscal Year</b>	The period of time used by the county for budgeting and accounting purposes. Chesterfield County uses the twelve-month period beginning on July 1 <sup>st</sup> and ending June 30 <sup>th</sup> .
<b>Fixed Assets</b>	Assets of a long-term nature that continue to be held or used, such as land, buildings, machinery, furniture and equipment.
<b>Fringe Benefits</b>	Contributions made by the county for its share of personnel costs for Social Security, pension, medical, and life insurance plans.
<b>Full-time Equivalent (FTE)</b>	Number of staff members, including full-time and part-time employees.
<b>Fund</b>	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).
<b>Fund Balance</b>	The amount of spendable resources remaining restricted, committed, assigned, or unassigned in a fund at a specific point in time. A negative unassigned fund balance is sometimes referred to as a deficit.

<b>General Fund</b>	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 critical fund in the Chesterfield County budget.
<b>General Obligation Bond (GO Bond)</b>	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.
<b>General Obligation Debt</b>	Indebtedness whereby the general taxing power of the jurisdiction is pledged to repay both the principal and interest associated with the debt.
<b>General Property Taxes</b>	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.
<b>Goal</b>	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.
<b>Grant</b>	Contributions or gifts of cash or other assets from another government to be used or expended for a specified purpose, activity or facility.
<b>Green Space</b>	Land which is left undeveloped by private citizens or the county.
<b>Infrastructure</b>	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.
<b>Interfund Transfers</b>	The movement of monies between funds of the same governmental entity. These do not include loans, quasi-external transactions, or reimbursements.
<b>Intergovernmental Revenue</b>	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.
<b>Internal Service Charges</b>	Charges to user departments for internal services provided by another governmental department.
<b>Internal Service Fund</b>	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.
<b>Lag Measure</b>	A performance measure that provides a result of an action previously taken (outcome measure).
<b>Lead Measure</b>	A performance measure that drives the result of a lag measure (predicts future outcomes).

<b>Leadership Group</b>	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.
<b>Levy</b>	To impose taxes, special assessments or service charges for the support of government activities.
<b>Licenses &amp; Permits</b>	Fees collected for the issuance of licenses and permits such as business licenses and sign permits.
<b>Line-item Budget</b>	A departmental budget that specifies types of expenditures planned for the fiscal year.
<b>Long-Term Debt</b>	Debt that has a maturity of more than one year from date of issuance.
<b>Materials and Supplies</b>	An object series that includes expendable materials and operating supplies necessary to conduct departmental operations.
<b>Measures</b>	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.
<b>Miscellaneous Revenue</b>	All revenue received, not otherwise classified into another line item, such as interest, concessions, and rental of property/equipment.
<b>Mission Statement</b>	A written description stating the purpose of an organizational unit (department or agency) and its function.
<b>Modified Accrual</b>	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.
<b>Multi-Year Funds</b>	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.
<b>Nonspendable Fund Balance</b>	Amounts that cannot be spent due to form; for example, inventories and prepaid amounts. Also, long-term loan and notes receivables, and property held for resale would be reported here unless the proceeds are restricted, committed or assigned. Amounts that must be maintained intact legally or contractually (corpus or principal of a permanent fund).
<b>Object Series</b>	An expenditure classification referring to the types of items purchased or services obtained (e.g., personal services, materials, supplies and equipment).

<b>Objective</b>	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.
<b>Obligation</b>	An amount the county is legally required to satisfy through use of its resources, including liabilities and unliquidated encumbrances.
<b>Operating Budget</b>	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 various departments such as Police, Fire, Social Services, and Parks and Recreation.
<b>Operating Expenses</b>	Proprietary fund expenses directly related to the fund's primary activities.
<b>Operating Revenue</b>	Funds that the county receives as income to pay ongoing operations, such as taxes, fees for specific services, interest earnings and grant revenues.
<b>Ordinance</b>	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.
<b>Other Financing Sources</b>	Non-operating revenue received to assist with financing county operations such as recoveries, gifts/donations, and the sale of surplus fixed assets.
<b>Other Taxes</b>	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.
<b>Output Measure</b>	Direct products of program activities measured in terms of the volume of work accomplished such as: number of street signs fabricated, number of construction plans reviewed, or number of development cases processed.
<b>Penalties &amp; Interest</b>	Fees collected for violations or delinquent payments.
<b>Performance Measure</b>	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.
<b>Performance Measure Target</b>	The numerical value of the performance level you hope to achieve that is based on baseline data, industry standards, and benchmarks. Examples would be: Customer satisfaction rating target is 4.5 on a 5-point scale; Problem resolution time target is 85% within 24 hours.
<b>Personal Property</b>	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.
<b>Personal Services</b>	An object series that includes employee salaries, wages and fringe benefits.

<b>Privatization</b>	The outsourcing of services normally performed by a department.
<b>Proffer</b>	Funds negotiated at the time of rezoning to help defray the capital costs associated with resultant development.
<b>Program</b>	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 County programs include: the Pre and Post Trial Services in Community Corrections, Code Compliance in the Planning Department, and Commercial Real Estate Assessments in the Assessor's office.
<b>Property Tax Rate</b>	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.
<b>Proprietary Fund</b>	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.
<b>Public Service Property</b>	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.
<b>Quality/Outcome Measure</b>	Measure of the quality, effectiveness or benefits of the program. Examples include: percent of reviews completed within state mandated limits; complete site plan reviews within 30 days after receipt; or average response time for priority one calls.
<b>Real Property</b>	Real estate, including land and improvements (building, fencing, paving) classified for purposes of tax assessment.
<b>Reclassification</b>	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.
<b>Refunding Bond</b>	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.
<b>Regrade</b>	An increase in the salary grade assigned to a position classification as a result of market movements.
<b>Reserve</b>	Budgetary terminology used by the county to indicate the portion of fund balance that is either restricted, committed, or assigned.
<b>Resolution</b>	An order of a legislative body requiring less legal formality than an ordinance or statute.
<b>Resources</b>	Amounts available for appropriation including estimated revenues fund transfers and beginning balances.



<b>Restricted Fund Balance</b>	Amounts constrained for a specific purpose by external parties, constitutional provision or enabling legislation.
<b>Revenue</b>	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.
<b>Revenue Bond</b>	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.
<b>Special Revenue Fund</b>	A governmental fund used to account for the proceeds of specific revenue sources that are legally restricted or committed to expenditure for specific purpose such as grants for specific programs.
<b>Statute</b>	A written law enacted by a duly organized and constituted legislative body.
<b>Target Budget</b>	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.
<b>Taxes</b>	Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of all people.
<b>Technology Improvement Program (TIP)</b>	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.
<b>Triple-Triple A Bond Rating</b>	The highest credit rating that a government agency may receive from the three major independent rating agencies (Standard & Poor's, Moody's and Fitch).
<b>Unassigned Fund Balance</b>	For the general fund, amounts not classified as nonspendable, restricted, committed or assigned. The general fund is the only fund that would report a positive amount in unassigned fund balance.
<b>Unencumbered Balance</b>	The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future expenses.
<b>Unrestricted Net Assets</b>	An equity account that reflects the accumulated spendable earnings of any enterprise or internal service fund.
<b>User Charges</b>	The payment of a fee for direct receipt of a public service by the party who benefits from the service

**THIS PAGE INTENTIONALLY LEFT BLANK**

# Index

---

Access Chesterfield Transportation Program .....	148
Accounting .....	91
Adult Drug Court .....	149
Airport Fund Report .....	60
Airport Highlights .....	95
Animal Control .....	131
Board of Supervisors .....	69
Budget and Management .....	70
Building Inspection .....	197
Capital Improvement Program .....	227
Airport Air Space Obstruction Removal .....	253
Central Library Space Completion and Office Consolidation .....	257
Chesapeake Bay TMDL .....	247
Conceptual Water Quality Plan .....	249
Countywide Trail System Connectors .....	261
ECC Generator Replacement .....	274
Eanes Pittman Classroom Conversion .....	273
Library Facilities Planning, Design, Construction and Land Acquisition .....	258
Lower James River Linear Park .....	262
Lowe's Sports Complex .....	263
Midlothian Coal Mines Park .....	264
One Story Police Window Replacement .....	275
Park Improvements .....	265
Parks and Recreation Master Plan Update .....	267
School Site Improvements .....	268
Sheriff Electronic Security and Equipment Upgrades .....	276
Technology Improvements .....	281
Two and Three Story Police Building Renovation .....	277
Center for Organizational Excellence .....	74
Chesterfield Adolescent Reporting Program (VJCCCA) .....	189
Circuit Court Clerk .....	121
Clerk to the Board .....	76
Commissioner of the Revenue .....	111
Commonwealth's Attorney .....	123
Community Corrections .....	151
Community Development Administration .....	195
Community Development Block Grant .....	72
Comprehensive Services Fund Report .....	55
Cooperative Extension .....	156
County Administration .....	77
County Attorney .....	79
Court Service Unit (VJCCCA) .....	187
Courts .....	125
Debt .....	73
District Improvement Funds .....	216
Document Services Highlights .....	95

Domestic Violence Grant (V-STOP) .....	153
Domestic Violence Prosecutor .....	123
EMS Revenue Recovery.....	137
Economic Development .....	199
Emergency Communications Center .....	133
Employee Medical Center .....	82
Energy Management Highlights. ....	94
Environmental Engineering.....	201
Environmental Engineering Highlights.....	346
Environmental Engineering Project Summary .....	345
Facilities Management Highlights. ....	94
Facility Management Fund Report .....	59
Families First.....	174
Fire and Emergency Medical Services.....	135
Fleet Highlights. ....	95
Fleet Management and Radio Shop Fund Report.....	57
General Fund Expenditures.....	53
General Fund Revenues.....	52
General Services Administration .....	93
General Services Highlights.....	252
General Services Project Summary .....	251
Grants Fund Report .....	56
Health .....	158
Human Resource Management .....	80
Human Services Administration.....	147
Infant and Toddler Connection of Chesterfield - Part C.....	172
Information Systems Technology .....	98
Intergovernmental Relations .....	84
Internal Audit .....	101
James River Advisory Council.....	77
Juvenile Detention Grant - USDA .....	162
Juvenile Detention Home.....	160
Juvenile Detention Home (VJCCCA) .....	188
Juvenile Drug Court.....	163
Juvenile Probation.....	165
Law Library .....	169
Libraries Highlights .....	256
Libraries Project Summary .....	255
Library .....	167
License Inspection.....	112
Magistrate.....	128
Management Services Administration.....	89
Mental Health Support Services.....	170
Miscellaneous .....	212
Parks and Recreation .....	176
Parks and Recreation Highlights.....	260
Parks and Recreation Project Summary.....	259
Planning .....	204
Police.....	138

Police Grants .....	141
Public Affairs.....	85
Public Safety Highlights.....	272
Public Safety Project Summary.....	271
Purchasing .....	103
Radio Communications Highlights. ....	95
Real Estate Assessments.....	114
Registrar .....	105
Risk Management Fund Report.....	58
Riverside Regional Jail .....	142
Schools Fund Report.....	54
Schools Highlights.....	288
Schools Project Summary.....	286
Security Management Highlights.....	94
Senior Advocate .....	181
Sheriff .....	142
Social Services.....	178
Technology Improvements Highlights .....	280
Technology Improvements Project Summary .....	279
Technology Trust Fund.....	122
Transfer - Capital Improvements.....	217
Transportation .....	206
Transportation Highlights.....	284
Transportation Project Summary.....	283
Treasurer .....	116
Utilities Fund Report.....	61
Utilities Highlights .....	296
Utilities - Wastewater System Project Summary .....	290
Utilities - Water System Project Summary. ....	292
Victim Witness.....	183
Virginia Juvenile Community Crime Control Act.....	185
Waste and Resource Recovery Highlights.....	96
Youth Planning and Development .....	190

**THIS PAGE INTENTIONALLY LEFT BLANK**

This document was prepared by the Budget and Management Department, Chesterfield County, Post Office Box 40, Chesterfield, Virginia 23832. For additional information, contact Allan M. Carmody, Director of Budget and Management, at (804) 748-1548.

Website: [www.chesterfield.gov](http://www.chesterfield.gov)

### **Budget and Management Staff**

- Allan M. Carmody, Director
- Matt Harris, Assistant Director
- Debbie Hughes, Senior Budget Analyst
- Martha Reiss, Senior Budget Analyst
- John Page, Budget Analyst
- Angela Quinn, Budget Analyst
- Megan Bourke, Budget Analyst
- David Oakley, Budget Analyst
- Emily Ward, Budget Analyst
- Tammi Tomlinson, Budget Operations Analyst
- Lori Hawkins, Budget Operations Analyst
- Tamarah Holmes, Housing and Grant Coordinator
- Robbie Campbell, Housing and Grant Coordinator
- Paulette Johnson, Senior Accounting Technician

The photograph on the cover is of a 35-foot wooden reproduction of a coal-mining headstock across Woolridge Road from the Mid-Lothian Mines Park and was taken by Budget and Management staff.