How to Read the Budget

Volume 2 contains information on non-General Fund budgets or "Other Funds." A fund accounts for a specific set of activities that a government performs. For example, refuse disposal is an activity and therefore, a fund that is classified as a Special Revenue Fund.

Each County fund is represented with its own narrative that contains programming and budgetary information. The narratives have several elements including:

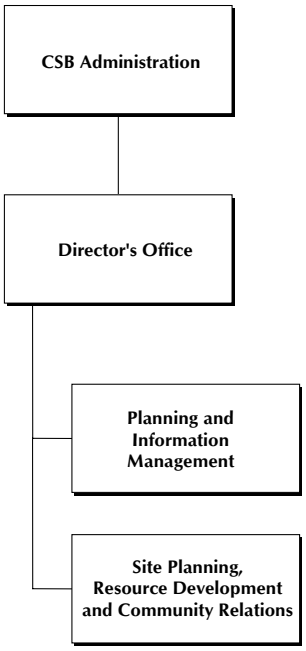
- Organization Chart
- Agency Mission and Focus
- New Initiatives and Recent Accomplishments in Support of the County Vision
- Budget and Staff Resources
- Funding Adjustments
- Cost Centers (funding and position detail)
- Cost Center Specific Goals, Objectives and Key Performance Measures
- Performance Measurement Results
- Fund Statement
- Summary of Capital Projects
- Project Detail Tables

Not all narratives will contain each of these components. For example, funds that are classified as Capital Funds will not have organization charts because staff positions are not budgeted in these funds; that is, they only provide funding for the purchase and construction of capital construction projects. However, Capital Funds do have a summary of capital projects that lists the cost of each project in a fund. A brief example of each section follows.

Organization Chart:

The organization chart displays the organizational structure of each fund. An example depicting the organizational structure of the Community Services Board - Administration is shown below.

COMMUNITY SERVICES BOARD
ADMINISTRATION



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Agency Mission and Focus:

The agency mission is a broad statement reflecting intended accomplishments for achievement of the agency's public purpose. It describes the unique contribution of the organization to the County government and residents receiving services and provides a framework within which an agency operates. The agency focus section includes a description of the agency's programs and services. The agency's relationship with County boards, authorities or commissions may be discussed here, as well as key drivers or trends that may be influencing how the agency is conducting business. The focus section is also designed to inform the reader about the strategic direction of the agency and the challenges that it is currently facing. Highlights of these challenges can be found in the "Thinking Strategically" box in the focus section.

New Initiatives and Recent Accomplishments in Support of the County Vision:

To further strengthen the link between the budget and the strategic direction of both the County and each agency, each agency's new initiatives and recent accomplishments are presented by County vision element. There are seven County vision elements which are depicted by small icons. The vision elements include:

Maintaining Safe and Caring Communities

Building Livable Spaces

Connecting People and Places

Maintaining Healthy Economies

Practicing Environmental Stewardship

Creating a Culture of Engagement

Exercising Corporate Stewardship

Individual agency narratives identify strategic issues, which were developed during the agency strategic planning efforts, link new initiatives and recent accomplishments, as well as core services to the vision elements, and expand the use of performance measures to clearly define how well the agency is delivering a specific service.

Budget and Staff Resources:

It is important to note that expenditures are summarized in three categories. *Personnel Services* consist of expenditure categories including regular pay, shift differential, limited and part-time salaries, and overtime pay. *Operating Expenses* are the day-to-day expenses involved in the administration of the agency, such as office supplies, printing costs, repair and maintenance for equipment, and utilities. *Capital Equipment* includes items that have a value that exceeds $5,000 and an expected life of more than one year, such as an automobile or other heavy equipment. In addition, some agencies will also have a fourth expenditure category entitled *Recovered Costs*. Recovered Costs are reimbursements from other County agencies for specific services or work preformed or reimbursements of work associated with capital construction projects. These reimbursements are reflected as a negative figure in the agency's budget, thus offsetting expenditures.

A Summary Table is provided including the agency's positions, expenditures less recovered costs, and income/revenue (if applicable).

Funding Adjustments:

This section summarizes changes to the budget. The first section includes adjustments from the *FY 2008 Revised Budget Plan* necessary to support the FY 2009 program. The second section includes revisions to the current year budget that have been made since its adoption. All adjustments as a result of the *FY 2007 Carryover Review* and any other changes through December 31, 2007 are reflected here. Funding adjustments are presented programmatically. For example, the entire cost to open a new facility is presented in one place and includes personnel costs, operating expenses and other costs.

Cost Centers:

As an introduction to the more detailed information contained for each functional area or Cost Center, a list of the cost centers is included with a graphic representation of the FY 2009 budget by Cost Center. In addition, each Cost Center is highlighted by several icons which indicate the various vision elements that are supported by the programs and services within the Cost center. A listing of the staff resources for each cost center is also included.

Key Performance Measures:

Most cost centers include goals, objectives and performance indicators. Goals are broad statements of purpose, generally indicating what service or product is provided, for whom, and why. Objectives are outcome-based statements of specifically what will be accomplished during the budget year. Ideally, these objectives should support the goal statement, reflect the planned benefit(s) to customers, be written to allow measurement of progress and describe a quantifiable target. Indicators are the first-level data for reporting performance on those objectives.

A Family of Measures is provided to present an overall view of a program so that factors such as cost can be balanced with customer satisfaction and the outcome ultimately achieved. The concept of a Family of Measures encompasses the following types of indicators and serves as the structure for a performance measurement model that presents a comprehensive picture of program performance as opposed to a single-focus orientation.

- Input: Value of resources used to produce an output.
- Output: Quantity or number of units produced.
- Efficiency: Inputs used per unit of output.
- Service Quality: Degree to which customers are satisfied with a program, or the accuracy or timeliness with which the product/service is provided.
- Outcome: Qualitative consequences associated with a program.

Performance Measurement Results:

This section includes a discussion and analysis of how the agency's performance measures relate to the provision of activities, programs, and services stated in the agency mission. The results of current performance measures are discussed, as well as conditions that contributed to the level of performance achieved and action plans for future-year improvement of performance targets.

Fund Statement:

A fund statement provides a breakdown of all collected revenues and total expenditures and disbursements for a given fiscal year. It also provides the total funds available at the beginning of a fiscal year and an ending balance. An example follows:

FUND STATEMENT

Fund Type → **Fund Type H94, FCRHA General Revenue** — **Fund 940, FCRHA General Operating** ← Fund

	FY 2007 Actual	FY 2008 Adopted Budget Plan	FY 2008 Revised Budget Plan	FY 2009 Advertised Budget Plan
Beginning Balance	**$9,641,272**	**$8,793,635**	**$11,158,364**	**$10,597,463**
Revenue:				
Investment Income[1]	$440,374	$280,607	$280,607	$440,374
Monitoring/ Developer Fees[2]	1,411,843	1,248,392	720,355	548,365
Rental Income	72,934	63,912	63,912	63,912
Program Income[3]	1,133,083	1,219,309	1,219,309	1,080,381
Other Income	1,023,774	398,168	398,168	399,866
Total Revenue	$4,082,008	$3,210,388	$2,682,351	$2,532,898
Total Available	**$13,723,280**	**$12,004,023**	**$13,840,715**	**$13,130,361**
Expenditures:				
Personnel Services	$1,810,610	$2,361,577	$2,361,577	$2,450,376
Operating Expenses	754,306	848,811	881,675	807,436
Total Expenditures	$2,564,916	$3,210,388	$3,243,252	$3,257,812
Total Disbursements	**$2,564,916**	**$3,210,388**	**$3,243,252**	**$3,257,812**
Ending Balance	**$11,158,364**	**$8,793,635**	**$10,597,463**	**$9,872,549**
Debt Service Reserve on One University Plaza	$278,106	$278,106	$278,106	$278,106
Cash with Fiscal Agent	6,250,405	5,011,666	6,250,405	6,250,405
Unreserved Ending Balance	**$4,629,853**	**$3,503,863**	**$4,068,952**	**$3,344,038**

Revenue Categories → Revenue: ... Total Revenue

Expenditure Categories → Expenditures: ... Total Expenditures

Total Funds Available minus Total Disbursements → Ending Balance

Funds available at the beginning of the fiscal year ← Beginning Balance

Revenue available for expenditure during the fiscal year ← Total Revenue

Ending Balance minus escrow reserves ← Unreserved Ending Balance

[1] The FY 2009 increase is due to anticipated increases in interest income for investment and pooled cash accounts.

[2] The FY 2009 decrease is due to anticipated declines in developer fee income. Developer fees for FY 2009 are estimated to be $158,275 for Cedar Ridge and $100,000 for Olley Glen.

[3] The FY 2009 decrease is due to anticipated declines in program income from Fund 142, Community Development Block Grant; Fund 143, Homeowner and Business Loan Program; and Fund 340, Housing Assistance Program.

Summary of Capital Projects:

A summary of capital projects is included in all Capital Project Funds, and selected Enterprise Funds, Housing Funds and Special Revenue Funds that support capital expenditures. The summary of capital projects provides detailed financial information about each capital project within each fund, including: total project estimates, prior year expenditures, revised budget plans, and proposed funding levels. The summary of capital projects may include some projects without a Total Project Estimate amount. These projects are considered "Continuing" projects, or projects for which funding is necessary on an ongoing basis (e.g., a contingency or planning project).

FY 2009 Summary of Capital Projects

Fund: 307 Pedestrian Walkway Improvements

Project #	Description	Total Project Estimate	FY 2007 Actual Expenditures	FY 2008 Revised Budget	FY 2009 Advertised Budget Plan
002136	Great Falls Street Trail	$187,982	$0.00	$187,982.00	0
002200	Emergency Maint. Of Existing Trails		6,267.65	212,127.35	0
D00448	Plaza America Pedestrian Improvements	1,050,000	76,750.76	421,476.65	0
I00456	Belvedere Elementary Sidewalk	268,000	0.00	0.00	0
K00447	Richmond Highway Public Transportation Initiatives	2,482,842	217,265.19	1,462,935.88	0
K00448	Richmond Highway Pedestrian Improvements	375,000	269,950.65	105,049.35	0
W00100	Braddock District Walkways	660,577	1,607.48	46,647.19	0
W00200	Dranesville District Walkways	1,872,556	32,949.36	1,095,537.26	0
W00300	Hunter Mill District Walkways	760,898	61,344.34	354,241.67	0
W00400	Lee District Walkways	680,904	42,662.76	185,261.67	0
W00500	Mason District Walkways	1,497,461	3,483.21	68,778.48	0
W00600	Mount Vernon District Walkways	1,744,726	79,318.72	326,153.04	0
W00700	Providence District Walkways	949,579	22,647.98	328,118.50	0
W00800	Springfield District Walkways	926,787	10,415.35	140,786.95	0
W00900	Sully District Walkways	1,332,736	261,757.73	497,671.86	0
W01000	At-Large District Walkways	158,829	30,477.29	0.00	0
X00404	Sidewalk Contingency		0.00	4,264.50	0
X00407	Sidewalk Replacement/VDOT	2,700,000	278,543.36	615,942.82	300,000
X00408	Cross County Trail	916,577	8,418.99	12,725.51	0
Total		**$18,565,452**	**$1,403,860.82**	**$6,065,700.68**	**$300,000**

Project Detail Tables:

Project detail tables are included for each capital project funded in FY 2009. This table includes financial information and a narrative description of the project, including project location, description, and the source of funding which will support the FY 2009 funded amount (i.e., general funds, general obligation bonds, transfers from other funds, or other). The example below is for Parks – Grounds Maintenance, and can be found in Fund 303, County Construction.

009442	Parks – Grounds Maintenance	
Countywide		Countywide

Description and Justification: This project provides for grounds maintenance at non-revenue producing countywide parks. Grounds maintenance includes the upkeep of sidewalks and parking lots, bridges, recreation and irrigation equipment, picnic equipment, tennis courts and trails. In addition, grounds maintenance includes contracted mowing of grassy areas at park sites. FY 2009 funding in the amount of $987,076 is included for grounds maintenance needs at designated Park Authority sites throughout the County.

	Total Project Estimate	Prior Expenditures	FY 2007 Expenditures	FY 2008 Revised Budget Plan	FY 2009 Advertised Budget Plan	Future Years
Land Acquisition		$0	$0	$0	$0	$0
Design and Engineering		5,269	0	0	0	0
Construction		0	74,588	(1,832)	0	0
Other		5,184,683	988,236	987,076	987,076	0
Total	Continuing	$5,189,952	$1,062,824	$985,244	**$987,076**	$0

Source of Funding				
General Fund	General Obligation Bonds	Transfers from Other Funds	Other	Total Funding
$987,076	$0	$0	$0	$987,076