This submission packet includes two award applications:

1st Award Application
Category: eGovernment and Technology
Project: Promoting Transparency and Engagement

2nd Award Application
Category: Budgeting and Financial Planning
Project: Budget Monitoring and Projection Tool
<table>
<thead>
<tr>
<th>CONTENTS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>EGOVERNMENT AND TECHNOLOGY APPLICATION</td>
<td>2</td>
</tr>
<tr>
<td>APPLICATION RESPONSE</td>
<td>3-6</td>
</tr>
<tr>
<td>BUDGETING AND FINANCIAL PLANNING APPLICATION</td>
<td>7</td>
</tr>
<tr>
<td>APPLICATION RESPONSE</td>
<td>8-10</td>
</tr>
</tbody>
</table>
APPLICATION: EGOVERNMENT AND TECHNOLOGY

Date: August 30, 2019
Applicant Name: Meghan Coates, Budget and Management Director
Email: coatesm@chesterfield.gov
Address: 9901 Lori Rd Rm 401, Chesterfield, VA 23832
Size of Government: More than 100,000
Category: eGovernment and Technology
APPLICATION: EGOVERNMENT AND TECHNOLOGY

PROJECT NAME: PROMOTING TRANSPARENCY AND ENGAGEMENT

A. Local significance and value (background)

a. Please give a brief general description of the project or program being submitted.
Utilizing the Blueprint Chesterfield brand to better communicate strategy, priorities, and resource allocation for Chesterfield County, new website: https://blueprint.chesterfield.gov/ and social media platforms (Facebook, YouTube, Instagram, and Twitter). During the FY20 budget process, a series of informational videos were shared via social platforms. In addition, a new website was developed to offer an engaging user experience, highlighted by easily accessible information.

b. Describe the local events and/or problems that led to the undertaking of this project/program.
Chesterfield is a large, complex, and diverse community; which in turn can be challenging when trying to share and communicate information. Blueprint Chesterfield has become recognized as the County's brand for hosting strategic conversation with the community to understand priorities and resource investment. The new Blueprint Chesterfield website offers a more engaging and interactive experience with key topics related to budget, planning, and programmatic services and investment. The FY20 budget videos reached over 75,000 views while over 75% of the viewers thought the information was helpful and informative.

c. Who participated, and how much time did each participant devote to this program/project? Were outside consultants engaged and for what portion of the project? List the in-house staff and job titles of those who worked on the project.
Both the budget videos and website project were completed entirely in-house.
Primary Video Project Staff: Meghan Coates (Budget Director), Matt Boyce (Videographer and Television Producer); support from Karen Bailey (Principal Analyst), Gerard Durkin (Principal Analyst), Natalie Spillman (Strategy and Engagement Coordinator). Videos were developed throughout the budget process from January to April 2019.
Primary Website Project Staff: Natalie Spillman (Strategy and Engagement Coordinator), Pat Mims (Content Analyst); support from Meghan Coates (Budget Director), Nicole Maillet (eGovernment Services Manager). Website project completed in 2.5 months.
B. Technical significance: What financial concepts, standards, or techniques are displayed or advanced by this entry? Why is this important to the profession at large?)

The website and budget videos offer unique experiences to connect with the County and learn more about County priorities, important budget related materials, and the programmatic operations of Chesterfield County government. Providing these platforms, with a focus on community outreach, strategic engagement, and transparency of information is a significant, progressive step forward for local government.

C. Transferability: How can this project/program be adapted for use by other organizations? Who else might benefit by its adoption?

Would significant modifications be required for implementation? The Blueprint Chesterfield brand is now well-established in our community, which has played significantly into the success of our interactions with the community. Both the website and videos have proven to be successful in that they provide our citizens with easy, simpler access to important information. While another organization may not have an established brand, it’s possible to still recreate information that’s easy to understand and present it for citizen consumption through social media channels or on a website that is simpler to navigate than a standard government website.

D. Documentation: What documentation describes the entry (e.g. documents, forms, memoranda, software, audiovisual materials, reports, etc.)

Website: blueprint.chesterfield.gov
Facebook: Chesterfield County, VA
Twitter: @chesterfieldva
YouTube: Chesterfield County, VA
(all videos are posted on the Blueprint Chesterfield website as well)
E. Cost/Benefit: Quantify the total resources (money and time) devoted to this project/program and identify the value added (tangible and/or intangible) as a result of its undertaking.

These projects were designed completely in-house. The County already had the WordPress domain, but a new background theme was purchased for the design ($249, one-time). As cited above, over course of about 2.5 months, various staff members dedicated time to the project. The video production was also done completely in-house. The value added for Chesterfield, specifically the Budget office, is that more information available to the public in an easy to understand format reduces phone calls, emails and general inquiries on related matters. Providing this information to the public promotes transparency, trust, and accountability.

Video Resources:
Meghan Coates, Budget Talent – approx. 4-6 hours; Matt Boyce, videographer and production – 10-12 hours; Karen Bailey, Gerard Durkin, Natalie Spillman provided general support

Website Resources:
Natalie Spillman – project lead, content developer, and primary website design – approx. 120 hours; Pat Mims – website design support – approx. 65 hours; Meghan Coates and Nicole Maillet provided content review, feedback and general support throughout the duration of the project

F. Simplicity/Complexity and Efficiency: Describe the complexity of the problem/system involved. How much training and technical skill is required of employees to make use of the program/project? What was the length of time from planning to actualization?

While filming videos, developing content and building a website can be challenging, developing brand identity is a little trickier. This project was built upon the successful recognition of the Blueprint brand. The total time to plan, develop, and go-live with the website project took about 2.5 months. The videos were developed throughout the FY20 budget process from January to April 2020.

G. Originality, Creativity, and Innovation: Is this the first time the project or program has been developed, documented, or implemented? If not, identify previous work in this area and explain the uniqueness of your approach.

This was the first time Chesterfield County had developed and presented a series of informational videos about the budget. While the County had previously hosted a Blueprint Chesterfield website, this is the first time it was designed in-house by the budget office and designed with more visual and interactive elements; in addition, it's the first time that the County's strategic plan and programmatic offerings have been displayed in the manner in which they exist on the Blueprint website.

H. Other Distinguishing Features or Additional Information: Describe any other noteworthy features about the project/program.

Chesterfield County is committed to excellence in public service and the work done in the Budget office leads by example. By presenting and publishing information in a way that looks and feels different than a stereotypical government interaction, our citizens are enabled for simpler navigation of complex information in an easier to understand format that encourages community dialogue around priority topics for Chesterfield County.

Also to check out, this article just came out that further supports the work we're trying to do: Governing Article, Budget Transparency and Engagement: Making Complex Data User Friendly
Chesterfield County’s Strategic Plan

Explore the Budget

The FY2020 budget remains focused on fundamentals - investing over 75% of available resources in public safety, education, and infrastructure. By keeping core principals at the forefront of investment decisions, this plan makes great strides on the following fronts:

K-12 Education
Includes a 7% raise for teachers, staffing resources to accommodate an additional 120 students, the opening of Old Hundred Elementary School, significant movement on the remaining six referendum projects, continued progress in funding major facility maintenance needs, and additional resources for pupil transportation.

Safe and Secure Community
Enhanced recruitment and retention initiatives, improved staffing levels amongst all public safety agencies, the opening of Magnolia Green Fire Station, non-motorized broadband technology for first responders, and higher starting salaries for Sheriff’s deputies.

Investing in the Workforce
Up to a 2% merit for qualifying employees, revised development plan implementation for significant portions of the workforce, additional funding for training and tuition reimbursement, and implementation of a five-year computer replacement cycle for all staff.

Care and Maintenance of Infrastructure
Capital funding for major maintenance that meets the 2.5% of replacement value funding target two years ahead of schedule, continued transition of the vehicle registration fee to accommodate transportation projects, additional maintenance workers in Buildings and Grounds, and a capital projects manager to ensure timely implementation of planned capital projects.

Fiscal Stewardship
Compliance with all financial policies and ratios, decreased reliance on one-time resources, conservative management of contracted costs and service agreements, five-year planning projections, and ongoing monitoring of key economic indicators.

Understanding how your tax dollar is invested

General Fund, Total Expenditures $733.7 million

PUBLIC SAFETY AND INVESTMENT: Direct impact on public safety, staffing, training, and retention. Implementation of CIPA (Community Impact Program) for Sheriff’s Office.

HEALTH AND WELFARE INVESTMENT: Investment in health and welfare programs, direct impact on public health and community wellbeing.

LOCAL GOVERNMENT INVESTMENT: Direct investment in infrastructure and technology, enhancing public services and community development.

COMMUNITY DEVELOPMENT: Investment in community development, enhancing the quality of life for our residents.

PARKS, RECREATION, CULTURAL INVESTMENT: Investment in parks, recreation, and cultural services, enhancing community enjoyment.

EDUCATION INVESTMENT: Investment in education, enhancing the quality of education for our students.

CAPITAL IMPROVEMENT: Investment in capital projects, enhancing the quality of life for our residents.

THE UNITED STATES OF AMERICA

$0.27

$0.07

$0.07

$0.06

$0.03

$0.03

$0.08

$0.01

$0.41

$0.08

$0.01

$0.01

$0.01
APPLICATION

Date: August 30, 2019
Applicant Name: Meghan Coates, Budget and Management Director
Email: coatesm@chesterfield.gov
Address: 9901 Lori Rd Rm 401, Chesterfield, VA 23832
Size of Government: More than 100,000
Category: Budgeting and Financial Planning
APPLICATION: BUDGETING AND FINANCIAL PLANNING

PROJECT NAME: BUDGET MONITORING AND PROJECTION TOOL

A. Local significance and value (background):

a. Please give a brief general description of the project or program being submitted.
A new tool was created in house to provide more advanced, accurate projections in real time. Chesterfield County's Budget and Management department created a dashboard tool with drill-down capability using PowerPivot in Excel using transactional level data from 2009-present across County funds. This tool allows the department to use transactional level data to identify trends in revenue and expenditure patterns, monitor department budgets, and project future spending and budgetary needs.

b. Describe the local events and/or problems that led to the undertaking of this project/program
The organization's Enterprise Resource Program (ERP), while having the functionality of creating summary reports and exporting financial data, does not have the capability of synthesizing this data and generating a dashboard capable of multiple graphical and tabular views using transactional-level data. Without this capability, budget staff had to use reports which contained high level data or run several detail reports and spend numerous hours combining the data. Aside from the significant use of staff-time, with limited capability to drill-down to transactional data over a multi-year period, it made budget development and projections significantly harder to accomplish accurately.

c. Who participated, and how much time did each participant devote to this program/project? Were outside consultants engaged and for what portion of the project? List the in-house staff and job titles of those who worked on the project.
Internal budget department staff developed this program and spent a total of approximately 50 hours to develop the program. Staff members:

Gerard Durkin- Principal Budget Analyst
David Oakley- Senior Budget Analyst

B. Technical significance: What financial concepts, standards, or techniques are displayed or advanced by this entry? Why is this important to the profession at large?
The tool is primarily intended as a best management practice, to advance the County's internal control efforts. Access to data in a format that simplifies analysis and forecasting not only improves fiscal discipline, but also minimizes risk by protecting the County fund balance by accurately projecting revenues and expenditures. Consistent use of this data in existing planning processes, such as the five-year plan, will allow Chesterfield to set a new standard for long-term financial planning. Leveraging data is increasingly important to meeting strategic goals, as the county faces evolving economic and fiscal constraints.

C. Transferability: How can this project/program be adapted for use by other organizations? Who else might benefit by its adoption? Would significant modifications be required for implementation?
This tool can be easily adapted to benefit other organizations. The key files needed are one with transactional level data and one centralized mapping file. The transactional file should have a chart of accounts combination by transaction (e.g., 25001-511000) and the mapping file should contain the details of how the account combination can be mapped (e.g., by CAFR Fund, Budget Document function, or projection category). Once this has been completed, using PowerPivot the relationships can be mapped and the tool can be utilized.
D. Documentation: What documentation describes the entry (e.g., documents, forms, memoranda, software, audiovisual materials, reports, etc.)

- Screenshot of budget monitoring and projection tool shown below
- Example of a departmental projection done with and without the new tool

**BUDGET MONITORING AND PROJECTION TOOL**

**SNAPSHOT BEFORE**

**SNAPSHOT AFTER**
E. Cost/Benefit: Quantify the total resources (money and time) devoted to this project/program and identify the value added (tangible and/or intangible) as a result of its undertaking.

With the use of approximately 50 hours of staff time devoted to development of the mapping file, the tool provided time savings to a department of eleven. Analysts would previously spend at least an hour for each of approximately 60 departments, just to obtain enough historical data in preparation to build spending and revenue projections. With the tool, analysts were able to access data immediately, reducing the time spent building projections by at least 60 hours. An additional benefit was the reduction of risk. The previous method of obtaining historical data introduced the potential for analysts to fail to identify trends when data points were viewed in isolation. By presenting the data in total, the tool increased accuracy of departmental projections, improving the ability of the County to respond to any possible unanticipated circumstances in a timely manner.

F. Simplicity/Complexity and Efficiency: Describe the complexity of the problem/system involved. How much training and technical skill is required of employees to make use of the program/project? What was the length of time from planning to actualization?

Budget Analysts use Excel and Pivot Tables in their day-to-day work, allowing the tool to integrate seamlessly into the projections process. In some instances, the tool allowed analysts to simplify calculations that were previously relied upon to draw conclusions from complex historical data. The ease of the transition, along with the simplification of the projections process, allowed analysts to focus their efforts on accurately interpreting data to develop precise projections. The most complex aspect of the project was development of the tool itself, which was executed over the course of a month.

G. Originality, Creativity, and Innovation: Is this the first time the project or program has been developed, documented, or implemented? If not, identify previous work in this area and explain the uniqueness of your approach.

Yes, this is the first time Chesterfield County has approached historical data with this type of tool.

H. Other Distinguishing Features or Additional Information: Describe any other noteworthy features about the project/program.

The design of the tool allows it to be continuously updated and used for purposes aside from the intent to aid in projections. Data can be leveraged to monitor throughout the year at the transactional level and in aggregate. Due to the flexibility of the tool, new uses continue to be identified as needs emerge.

WORK PAPERS FOR BOARD DISCUSSION

## FY2019 General Fund Budget Projections

**Audit and Finance - June 14, 2019**

- General fund contributions to fund balance projected to be $36,000, representing the result of strong revenue performance.
- Estimated 2019-20 General fund spending is $876.3 million, an increase of 3.3% over 2018-19. Revenue projections for 2019-20 includes the business activity tax (BAT) and tobacco. Projections reflect an assumption that BAT will be retained for the General Fund; the 2018-19 5% increase will be retained for 2019-20.
- Analysts project a $21.1 million surplus for 2019-20, which is 2.4% of total revenue. This surplus is a result of higher than expected revenue growth and lower than expected spending.

**FY2019 General Fund Budget Projections**

<table>
<thead>
<tr>
<th>Expenses</th>
<th>Budgeted</th>
<th>Proposed</th>
<th>Variance</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>$363,427,547</td>
<td>$363,427,547</td>
<td>$0</td>
<td>New revenue and increased IT expenses in Capital Outlay.</td>
</tr>
</tbody>
</table>

**Community Development**

- $234,342,565 in Community Development funds, Couple with increased outlay in 2018 for storage solutions. This will be offset by increased intergovernmental transfers. |

**Debt Service**


**General Government**

- $125,000,000 in General Government, Up $125,000,000 from 2018. |

**Human Services**

- $125,000,000 in Human Services, Down $125,000,000 from 2018. |

**Parks, Recreation, Cultural**

- $125,000,000 in Parks, Recreation, Cultural, Down $125,000,000 from 2018. |

**Public Safety**

- $125,000,000 in Public Safety, Down $125,000,000 from 2018. |

**Revenues**

<table>
<thead>
<tr>
<th>General Fund</th>
<th>Budgeted</th>
<th>Proposed</th>
<th>Variance</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration of Justice</td>
<td>$57,143,030</td>
<td>$57,143,030</td>
<td>$0</td>
<td>New revenue and increased IT expenses in Capital Outlay.</td>
</tr>
<tr>
<td>Community Development</td>
<td>$125,000,000</td>
<td>$125,000,000</td>
<td>$0</td>
<td>New revenue and increased IT expenses in Capital Outlay.</td>
</tr>
<tr>
<td>Debt Service</td>
<td>$104,683,236</td>
<td>$104,683,236</td>
<td>$0</td>
<td>New revenue and increased IT expenses in Capital Outlay.</td>
</tr>
<tr>
<td>General Government</td>
<td>$125,000,000</td>
<td>$125,000,000</td>
<td>$0</td>
<td>New revenue and increased IT expenses in Capital Outlay.</td>
</tr>
<tr>
<td>Human Services</td>
<td>$125,000,000</td>
<td>$125,000,000</td>
<td>$0</td>
<td>New revenue and increased IT expenses in Capital Outlay.</td>
</tr>
<tr>
<td>Parks, Recreation, Cultural</td>
<td>$125,000,000</td>
<td>$125,000,000</td>
<td>$0</td>
<td>New revenue and increased IT expenses in Capital Outlay.</td>
</tr>
<tr>
<td>Public Safety</td>
<td>$125,000,000</td>
<td>$125,000,000</td>
<td>$0</td>
<td>New revenue and increased IT expenses in Capital Outlay.</td>
</tr>
</tbody>
</table>
This submission packet includes two award applications:

**1st Award Application**
**Category:** eGovernment and Technology  
**Project:** Promoting Transparency and Engagement

**2nd Award Application**
**Category:** Budgeting and Financial Planning  
**Project:** Budget Monitoring and Projection Tool