



## MESSAGE FROM THE MANAGER

To state the obvious, 400 years is a long time. Henrico's roots run deeper than nearly every political entity, regardless of size, in the United States.

As the county commemorates its 400<sup>th</sup> anniversary in 2011, this milestone brings with it a sense of humility. We didn't arrive at this point on our own. We are the beneficiaries of the sacrifices, creativity and hard work of many who have come before us. We have inherited their legacy, and with it comes a responsibility — to preserve it, build on it, and pass it on.

That charge has proved especially challenging the past three fiscal years, which have been among the most difficult Henrico has experienced. Real estate revenue, which accounts for one-third of the county's general fund resources, dropped for the third consecutive year last year; state funding — another third of the budget — increased only marginally. The county's general fund lags 10 percent behind revenue levels from the 2008 fiscal year.

But thanks to the leadership of the Board of Supervisors, Henrico again produced a balanced budget in fiscal 2011 — without compromising the county's outstanding services and without increasing the county's 87-cent real estate tax rate, the lowest among large localities in the metropolitan region.

Departments and staff continued to find ways to do more with less. The county's ongoing initiative to develop permanent cost reductions, "Changing How Henrico Does Business," yielded annual savings of \$33.3 million. Twenty-two programs developed and implemented by county employees last year won Achievement awards from the National Association of Counties — the most in Virginia and the sixth-most nationally.

Henrico's fiscal health received a ringing endorsement shortly after the end of fiscal 2011, when the nation's leading debt-rating agencies reaffirmed the county's AAA bond rating. Henrico was the first locality nationwide to have its debt reaffirmed at this highest level following the historic downgrade of U.S. government debt.

Several initiatives in FY 11 laid the groundwork for the years ahead. A comprehensive study of the Innsbrook area examined ways to help the employment center adapt to changing market conditions and maintain its role as a key cog in the county economy. One major roadway project — phase one of the John Rolfe Parkway — opened to drivers, while another, the North Gayton Road Extension, approached completion; both will accommodate anticipated growth in western Henrico. The Glen Allen Branch Library received a dramatic facelift and became the first general government facility to "go green" and seek Leadership in Energy and Environmental Design certification. Economic development efforts yielded more than 2,000 new jobs, including major announcements by Capital One, General Electric and Bank of America.

As Henrico looks toward a fifth century, it remains committed to providing the best possible service to you, our residents. That is our legacy to preserve — and to pass on.



Sincerely,



Virgil R. Hazelett, P.E.  
County Manager

## Board of Supervisors

Henrico County comprises five magisterial districts: Brookland, Fairfield, Three Chopt, Tuckahoe and Varina. Each district elects one representative to the county's Board of Supervisors. The board appoints the county manager, who is the chief administrative officer, overseeing 36 agencies and the county's daily operations. In addition, the board appoints members to 44 local boards and commissions to ensure the best possible administration of the county.

## Division of Police

The status of Henrico's Division of Police as one of the top law enforcement agencies in Virginia and the nation was reaffirmed in fiscal year 2011 by two rigorous external reviews.

The international Commission on Accreditation for Law Enforcement Agencies (CALEA) awarded Henrico Police the advanced law enforcement accreditation. To earn the three-year standard, the Division of Police demonstrated compli-

level of recognition from the international commission.

Police helped the county attain a significant statewide designation last year as well — recertification as a Certified Crime Prevention Community. The Virginia Department of Criminal Justice Services program recognizes localities that implement a set of 12 core safety strategies as part of a comprehensive community safety and crime prevention effort. Henrico Police spearheaded the county's pursuit of recertification, working for more than five months with six other county agencies.

Henrico earned initial recognition as a Certified Crime Prevention Community in 2003 and received its second recertification in FY 11.

Aiding the division's community outreach efforts last year were a pair of 21<sup>st</sup>-century communication tools: Facebook and Twitter. The social media sites enabled Police to stay on the leading edge of a popular communication trend while

also giving the force another means to correspond with county residents. The division uses the social media to make public service announcements and distribute news releases, highlight officer recruitment efforts and publicize special operations, disseminate information from the Crime Stoppers program and solicit tips from the public regarding unsolved crimes.

The division gained more than 1,000 Facebook friends and nearly 1,700 followers on Twitter last year.

Henrico Police witnessed a passing of the torch in FY

11. After a career of nearly 50 years with the division and more than 15 years as its chief, Henry W. Stanley, Jr. retired and was succeeded by another long-serving veteran of the force, Col. Douglas A. Middleton. The new chief, whose Henrico career began in 1972, had served as deputy chief since 1998. Middleton, a decorated combat veteran of the U.S. Army, is a graduate of the FBI National Academy and the Senior Management Institute for Police at Harvard University.

He earned his bachelor's degree from St. Paul's College.

## Division of Fire

Henrico's Division of Fire played a key role in a pair of regional training events in the 2011 fiscal year.

Fire served as the sponsor and principal planner of HENEX 2010, which simulated a large-scale mass casualty incident — a terrorist-related explosion of a chemical weapon and a resulting building collapse — and challenged the emergency-response plans, procedures and coordination of 14 participating agencies from throughout central Virginia. The exercise included components of hazardous materials, technical rescue, water rescue, ground search and mass-casualty response, testing the specialty teams from those disciplines. It also incorporated local hospitals and non-governmental organizations.

Held over two days in October at King's Dominion, HENEX 2010 featured nearly 330 players, including 246 emergency-response personnel, and took 18 months to plan.

Henrico Fire helped lead another regional training initiative in FY 11, one that addressed the leading source of fatalities among firefighters nationwide: "big box" building fires. The warehouse-like structures, commonly used by retailers, grocers and other businesses, can collapse quickly in a fire due to poorly supported roofs, rapid heat generation and other factors.

Held during summer 2010 at Main Street Station in Richmond, the Big Box Training Initiative developed operational guidelines for confronting these fires in the metropolitan area. The guidelines advocate a multi-jurisdictional response — no single fire department has sufficient resources to handle a large structure fire on its own — and severely restricts the insertion of personnel into such a fire. The initiative featured classroom sessions as well as hands-on training.

Henrico Fire partnered with the Chesterfield, Hanover and Richmond fire departments to conduct the initiative, which trained more than 1,500 firefighters and fire service personnel from seven area agencies. The joint effort garnered the Governor's Award for Excellence in Fire Service Training for 2010.

The division also coordinated a weeklong exercise that tested the emergency-response skills of more than 70 county officials from nearly all 36 county agencies last year. Officials participated in the Emergency Management Institute, operated by the Federal Emergency

Management Agency, which placed the county's emergency operations center personnel in a simulated disaster and examined their ability to respond. FEMA selects only 15 localities from across the country each year for the institute.

## Planning

The Planning Department completed work in FY 11 on the Innsbrook Area Study (IAS), creating a redevelopment strategy to help the employment center maintain its vital role in the Henrico economy.

An economic engine for the county since opening in the early 1980s, the Innsbrook Corporate Center and adjacent areas took a hit during the Great Recession, losing several prominent employers; by September 2009, vacancy rates in the area topped 25 percent. To help Innsbrook adapt to changing market conditions, the IAS recommended a more flexible land-use framework that encourages revitalization of existing properties and infrastructure through urban mixed-use and traditional neighborhood development.

The IAS — the largest study of its kind by Planning — encompassed 1,351 acres, more than 8.6 million square feet of office, commercial and residential space and 270 buildings in Innsbrook and nearby areas. Planning staff combined technology, public input and traditional land-use study methods to produce the study, which was adopted by the Board of Supervisors in September 2010. The IAS, which could become a nationwide model for redevelopment of suburban office parks, received a 2011 Achievement Award from the National Association of Counties.

The department helped Uncle Sam undertake his once-a-decade headcount of residents last year as part of the 2010 Decennial Census. Staff provided residential address information to the Census Bureau and reviewed all county data through the Local Update of Census Addresses Feedback Program. In the review, staff recognized that the Census Bureau incorrectly flagged more than 3,300 county addresses for removal from the system; staff determined the addresses were legitimate, appealed their removal and gained their reinstatement.

The Census Bureau announced in February a Henrico population of 306,935, an increase of 17 percent over the past 10 years. Planning staff immediately launched another once-a-decade project: reapportionment of the county's five magisterial districts.

Staff developed a redistricting plan that adjusted boundaries and shifted about



Long-serving Henrico Police Chief Henry W. Stanley, Jr., second from left, passed the baton to Douglas A. Middleton in April 2011, retiring after a career of nearly 50 years with the division and more than 15 as chief. Middleton is not short on experience either, joining the Henrico force in 1972 and serving as deputy chief since 1998.

ance with 464 CALEA criteria including fiscal management, vehicle and facility quality and custody of prisoners as well as use-of-force training, mutual aid with other jurisdictions and community crime prevention efforts.

This year marked the seventh time since 1987 that CALEA has placed its stamp of approval on the procedures and programs of Henrico Police. The division is one of just nine law enforcement agencies to earn that

9,500 county residents — 3 percent — to a new district, moving about 720 residents from Varina to Fairfield and a little more than 8,800 Three Chopt residents into the Tuckahoe and Brookland districts.

Planning held public information meetings and assisted the Board of Supervisors with public hearings to receive input from residents. The department also created a website, [www.henricoredistricting.com](http://www.henricoredistricting.com), which provided detailed maps and other information for residents, who could submit comments via email or phone. The board approved the new district boundaries in April; the U.S. Department of Justice gave its assent in July.

Also in FY 11, the department reviewed plans for construction for several county facilities and capital projects. Included on the list were three new schools and renovations at five existing schools; a new recreation center and renovations at a park; six new or expanded fire stations; and expansion of a juvenile detention facility.

### Community Revitalization

A unique publication developed by the Department of Community Revitalization in FY 10 as part of its ongoing effort to preserve Henrico's mature residential neighborhoods received national recognition in FY 11.

First published in April 2010, the "Homeowner's Enhancement Guide: Updates for Today's Lifestyles" features 138 pages of illustrations, diagrams, checklists and other resources to guide homeowners as they work to boost their home's curb appeal, increase its energy efficiency, plan an addition or take on similar projects.

In April 2011, the comprehensive handbook got the attention of the American Planning Association County Planning Division and the National Association of County Planners, which named the publication an Award of Merit recipient. The guide also won a 2011 Achievement Award from the National Association of Counties. It earned regional recognition as well, receiving the 2010 Vision Award for Leadership in Public Policy from the Urban Land Institute Richmond.

Community Revitalization has distributed nearly 150 hardbound copies of the "Homeowner's Enhancement Guide" since its publication. Close to 2,100 copies have been downloaded free of charge from the department's website, which has received more than 8,250 visits from online users.

While providing guidance for homeowners on renovation projects, Com-

munity Revitalization also works to help residents who need basic assistance maintaining their properties. The department coordinates Operation Paintbrush, a free program that connects volunteer groups with elderly, low-income and physically disabled homeowners. In FY 11 the program facilitated the painting and repair of 17 homes; 241 volunteers worked an estimated 2,041 hours on the projects. Some 169 Henrico homes have received a fresh coat of paint since April 2000, thanks to Operation Paintbrush.

More than 45 acres of commercial property were added to the Henrico Enterprise Zone (HEZ). Businesses and developments located in the enterprise zone gain access to a variety of county, state and federal incentives, including improvement grants, training and technical assistance.

Acreage added in FY 11 to the HEZ included properties near Staples Mill Road associated with the Staples Mill Centre mixed-use development; the Zeller-Gmelin Corp. headquarters on Audubon Drive; and properties on Oakleys Court and Oakleys Lane.

### Economic Development Authority

With the local economy showing signs of recovery from a historic nationwide recession, Henrico's Economic Development Authority (EDA) played a key role in rebuilding the county's employment base in FY 11 by helping several major corporations expand their existing businesses or relocate their operations to Henrico.

General Electric announced plans in the spring to open an Information Security Technology Center in the Innsbrook Corporate Center. The IT center will develop cybersecurity strategies to protect GE data and intellectual property; it also will provide network design, architecture and data management. The IT center will add 200 jobs — at an average annual salary of \$100,000 — to the local economy. It also gives a boost to Innsbrook, which had seen vacancy rates rise during the recession.

Bank of America, already a significant employer in the county, will locate a new financial services processing center in eastern Henrico's White Oak Technology Park. The bank purchased 65 acres in the industrial park and plans to construct two 400,000-square-foot buildings on the site, which ultimately will employ more than 100 workers. The project represents the second significant expansion in three years for Bank of America's local operations — it added 100 jobs to its Villa Park Drive center in northern Henrico in 2009.

Another existing business announced expansion plans last year as well. PPD, Inc., a global contract research organization providing drug discovery, development and lifecycle management services, will invest close to \$30 million to enhance the lab services division at its Dabney Road facility in eastern Henrico. PPD, which cited the quality of its current employees and skilled workforce available in Henrico and the region, will create nearly 200 jobs with the expansion.

In all, EDA worked with 26 new and expanding firms in FY 11, helping create 2,189 jobs and representing an investment of \$453.5 million.

### Building Construction and Inspections

Department of Building Construction and Inspections staff studied and learned the changes in the newest edition of the Virginia Uniform Statewide Building Code (VUSBC), updated for the first time in three years in fiscal year 2011. They then worked to bring the area's residential contractors up to speed on the code's new requirements.

Forty-six department staff completed state-mandated certification training for the revised VUSBC, which provides regulations that contractors and homeowners must follow when constructing a new building, structure or addition to an existing building or undertaking repairs or renovations to a structure or building.

Staff then conducted four training classes for local contractors to prepare them for the requirements of the new VUSBC. Gas fitters, electrical, plumbing and mechanical contractors earn continuing-education credits through the training sessions.

Building Construction and Inspections staff conducted 51,351 site inspections in FY 11, examining plumbing, electrical, mechanical and other aspects of new construction, and issued 12,208 permits valued at nearly \$387 million. The inspection and permit numbers largely were unchanged from the previous



*Henrico Fire coordinated HENEX 2010, a multi-jurisdictional training exercise that simulated a large-scale mass casualty incident at King's Dominion. Nearly 330 emergency responders and other personnel from 14 central Virginia agencies participated in the two-day event.*

year, although the value of permits issued increased by 18 percent. The department also granted 1,246 certificates of occupancy last year, an increase of more than 13 percent over fiscal 2010. The numbers reflected stagnant activity in the local residential and commercial construction sectors.

### The Permit Center

In fiscal 2011 the Permit Center began developing a program that will allow contractors and homeowners to submit trade permits online.

County staff members typically issue about 9,000 plumbing, mechanical and electrical trade permits annually. The simple permits do not require a plan review, just an application and fee payment — a transaction customers execute during a walk-in visit to one of the Permit Center's two locations.

The online program will further streamline Henrico's permitting process, allowing customers to apply and pay for trade permits through the Permit Center's website. The service will provide greater convenience for customers — saving their time and gasoline — and also will enhance staff efficiency.

Developed in coordination with the departments of Information Technology, Finance and Building Construction and Inspections, the online service should begin operating early in fiscal 2012.

The Permit Center continued a staff management plan in FY 11 that is enhancing service delivery at its Eastern Government Center site. A staff planner rotates every two weeks from the center's main office to the Permit

Center-East, making the center's services more robust without adding to the payroll. The staff rotation enables customers to receive the same level of service at both locations.

Several staff members advanced in the center's Career Development Program in fiscal 2011. Designed to reduce turnover by enhancing staff training and professional opportunities, the program asks participants to remain in their current position for two years. They then receive 60 hours of classroom training from Human Resources or an equivalent program; travel into the field with staff from another agency, such as Building Inspections, to cross-train and gain a more comprehensive sense of the Permit Center's operations; and follow a zoning case to its completion and write a case review.

By the end of FY 11, all 10 commu-



The Cox Road water tank, built in 1987, received its first new coat of paint last year. Crews used 1,500 gallons of paint to refinish the tank, which stands 160 feet above the county's western skyline and holds 2 million gallons of water.

nity development technician staff members had completed at least one level of the program.

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### Public Utilities

The Department of Public Utilities (DPU) spread the word about Henrico's 400<sup>th</sup> anniversary in fiscal 2011 with the help of one of the county's most prominent landmarks: the Cox Road water tank.

The department decorated the massive structure, which rises 160 feet above the county's western skyline and extends 100 feet in diameter, with the largest representation of the county's 400<sup>th</sup> anniversary logo. Crews used a stencil to apply the big emblem — measuring 102 feet long and 17 feet wide — and take advantage of the ample billboard space provided by the tank.

The large logo put the finishing touches on a major makeover of the 2-million-gallon Cox Road tank, which last year received its first new coat of paint since its construction in 1987.

Crews used more than 1,500 gallons of paint to coat the tower inside and out. They also installed a new mixing system, new insulation and made several other upgrades to improve the tower's operations. The \$1.1 million project was completed in 289 days.

Enhancements to the county's Water Reclamation Facility are benefiting water quality throughout the region. DPU completed construction and began operating four additional enhanced nutrient removal reactors in FY 11. These treatment basins enable the Water Reclamation Facility to further reduce its discharge of nitrogen and phosphorus into the James River and ultimately, the Chesapeake Bay. DPU completed the \$20.7 million project — partly funded by a state grant for advanced nutrient removal facilities — without disruption to its wastewater treatment services.

The Water Treatment Facility (WTF) again earned high marks from a state agency last year for producing quality drinking water. The Virginia Department of Health's Office of Drinking Water named the Henrico facility a recipient of the 2010 Bronze Award

for excellence in granular media filtration. The award recognized the WTF for producing water that exceeds the requirements of the U.S. Environmental Protection Agency.

### Public Works

Two major road projects designed to ease the flow of traffic in western Henrico rolled forward in the 2011 fiscal year.

The Department of Public Works opened the final stretch of phase one of the John Rolfe Parkway in May, connecting West Broad Street to a point south of the intersection of Church and Pump roads and completing enhancements to the roadways. The four-lane, divided roadway — a 24-month, \$12 million project covering 1.35 miles — now is helping relieve congestion south of West Broad Street in the high-volume Short Pump area.

Public Works anticipates completing phase two of the John Rolfe Parkway, a section connecting Pump Road to Ridgefield Parkway, in fiscal 2012.

Work on the North Gayton Road Extension, under way since December 2009, also advanced last year. Henrico's first roadway built in accordance with the Virginia Public-Private Transportation Act, the North Gayton Road Extension is a "design-build" project in which the contractor designs and constructs the infrastructure to meet the county's specifications at a fixed price. The Board of Supervisors approved the design-build contract in September 2007.

The \$48 million effort, funded entirely by the county through the voter-approved 2005 bond referendum, will allow additional access to northwestern Henrico and relieve traffic along Pouncey Tract Road and at the intersection of West Broad Street and Pouncey Tract and Pump roads.

The project is constructing a divided six-lane roadway northward from West Broad Street at North Gayton Road, extending to a relocated Bacova Drive. Construction of a bridge over Interstate 64 began in April and continued into the 2011 summer. Another four-lane divided roadway — featuring a shared-use pedestrian path — will connect Bacova Drive to Pouncey Tract Road. In addition, the project will widen Shady Grove Road to four lanes between Pouncey Tract and Twin Hickory roads.

When open to traffic, the North Gayton Road Extension is expected to accommodate 12,000 to 14,000 vehicles daily, eventually growing to 20,000 vehicles per day. The department is targeting late fiscal 2012 for completion of the project.

Also in FY 11, Public Works continued its ongoing program to reduce electricity consumption at the county's 140 traffic signals. The department began metering signals last year, taking advantage of more accurate equipment to get a true measure of the electricity used at each signal. The effort is saving money by producing more accurate bills, which previously were based on estimated usage.

### County Attorney

The County Attorney's Office completed a comprehensive revision of the Henrico County code in FY 11, the first such treatment of the county's law book since 1995.

Nine staff members participated in the 18-month recodification project, reviewing hundreds of pages of county ordinances — ranging from animal control, elections, sidewalks and subdivisions to taxicabs, traffic and taxation — to ensure the Henrico code remains consistent with Virginia code and case law.

Working with a number of county agencies, staff identified and eliminated conflicts and obsolete provisions, updated other provisions and tracked down constitutional inconsistencies. Recodification aims to make county laws understandable and accessible for the county employees who interpret and enforce them on a daily basis and for residents and the general public as well.

The Board of Supervisors adopted the "Code of the County of Henrico, Virginia 2010" in October.

In fiscal 2011 the County Attorney's Office successfully defended against litigation related to the construction of the Tuckahoe Area Library.

When the contractor failed to complete the facility on time, Henrico withheld liquidated damages as outlined in the construction contract — \$1,000 for each day the library was overdue. The damages had grown to \$277,000 by the time construction ended.

After two years of negotiations, the contractor filed suit in 2009 to recover the damages. In December 2010 the case went to a Henrico jury, which agreed with the County Attorney's argument that the contractor had not met its contractual obligations. The \$277,000 in taxpayer funds remained in county coffers.

Also in FY 11, the County Attorney's Office worked closely with the county's Economic Development Authority to help several major employers expand or relocate their operations in Henrico.

Staff conducted extensive negotiations with Capital One Financial Corp., Bank of America, PPD, Inc. and other

businesses, crafting complex economic development performance agreements. Staff also collaborated with the Commonwealth of Virginia in the effort, which ultimately resulted in the addition of hundreds of jobs in Henrico last year.

#### **Voter Registration and Elections**

Henrico voters encountered a limited ballot but still turned out at a steady clip for the 2010 general election last November, conducted by the Voter Registration and Elections Office (VREO), home to the county's General Registrar.

More than 95,600 voters selected a representative to the 3<sup>rd</sup> or 7<sup>th</sup> Congressional District, both of which cover a portion of the county, and considered three amendments to the Virginia Constitution. Staff managed the county's 93 poll sites, deploying 471 touch-screen voting machines to accommodate the 49 percent turnout rate.

In the weeks leading up to the election, VREO staff held several training sessions for the 1,216 election officials and 325 student pages who greeted voters and worked the polls. Staff provided instruction on requirements for opening and closing the election sites, managing poll books, operating voting equipment and other tasks. Student pages — juniors and seniors from Henrico high schools — marked their ninth year of assisting county elections in the 2011 fiscal year.

Some Henrico voters will cast their ballots in a different precinct the next time they head to the polls. The borders of the county's five magisterial districts were redrawn in FY 11 as part of reapportionment, the decennial process that aligns district boundaries to account for growth in county population.

Henrico's redistricting plan, adopted by the Board of Supervisors and approved by the U.S. Department of Justice, sought to maintain voter convenience, political competitiveness, and effective administration of elections and meet a range of additional criteria.

About 9,500 county residents have shifted magisterial districts as a result of the plan, which affected 10 voting precincts, splitting four. As it readies for the next round of elections, VREO staff is working with the State Board of Elections to notify voters of any changes to their polling place.

Staff also accounted for adjustments to Henrico's state senate and house districts resulting from Virginia General Assembly redistricting, which required the renumbering and alphabetizing of county precincts. The process produced numbering changes in 68 of 93 precincts.

#### **General District Court**

Judge Mary Bennett Malveaux became the first woman appointed to full-time service on the Henrico County General District Court when the Virginia General Assembly named her to the bench in fiscal 2011.

Malveaux, a graduate of the T.C. Williams School of Law at the University of Richmond, had been in private practice with the firm Brenner, Evans & Millman before her milestone appointment. She succeeds Judge James S. Yoffy, a member of the District Court bench since July 2005, who was appointed to the Henrico County Circuit Court.

District Court experienced a change in leadership when Judge Archer L. Yeatts, III began a two-year term as chief judge at the outset of FY 11. As chief judge he oversees the court's daily operations, serving as its chief administrative officer. A member of the District Court bench since July 1995, Yeatts is serving his third term as chief judge.

District Court's caseload grew in fiscal 2011. Some 136,708 new cases were filed last year, an increase of 6 percent over fiscal 2010. The number of new criminal cases spiked to 15,186, a 46 percent jump from the previous year. New traffic cases totaled 80,481, rising 5.6 percent, while 40,411 civil cases were filed in FY 11, representing a 4.5 percent decrease from FY 10.

General District Court handles most traffic violations; hears misdemeanor criminal cases and conducts preliminary hearings for felony criminal cases; and has exclusive authority to hear civil cases with claims of \$25,000 or less. In addition, District Court judges preside over certain violations of the county code. The court's four judges are appointed by the General Assembly for six-year terms.

#### **Circuit Court**

The Henrico Circuit Court is the 14<sup>th</sup> Judicial Circuit Court in Virginia and is the trial court of general jurisdiction. Five full-time judges serve on the court's bench. Henrico's Circuit Court remains one of the state's busiest, consistently ranking in the top 10 for criminal cases commenced.

The Circuit Court has authority to try a full range of cases, both civil and criminal, jury and non-jury. Civil cases include a wide variety of business disputes, personal injury and domestic relations cases.

Henrico's Circuit Court also is home to Drug Court, a program that targets adult probation violators with a long history of substance abuse. Approximately 20 percent of the criminal cases con-

cluded each year deal with new charges for probation violations; Drug Court focuses on this group to reduce crime and recidivism rates with intensive supervision and treatment services. An offender's prison sentence is suspended on condition that he or she successfully completes the court's 12 to 18 month program and meets its strict behavioral requirements.

#### **Clerk of the Circuit Court**

A new electronic system implemented in fiscal 2011 has boosted the efficiency of one of the Clerk of the Circuit Court's key duties — the creation and administration of jury lists.

Developed in-house with the aid of the Department of Information Technology, the jury management system (JMS) fully automates a process that staff previously had handled manually. Six times each year, the system randomly selects 500 county residents from a pool

of 9,000 for the term jury list. JMS then generates and mails notices to prospective jurors, making a labor-intensive process virtually labor-free. The next phase of the project will generate the invoices for payment to jurors.

Also in FY 11, the Clerk completed implementation of a new digital file tracking and retrieval system. Staff installed bar code labels on the thousands of criminal and civil case files the Clerk maintains. The new system allows staff — with a scan of the bar code — to track and monitor the vast store of files more efficiently.

An elected constitutional officer, the Clerk serves as the administrative officer of the Henrico Circuit Court, is the register of deeds and acts as probate judge. The Clerk maintains and administers the files in felony cases; claims exceeding \$15,000; equity matters including adoptions, divorces and disputes regarding wills, estates and property; and misdemeanor and civil appeals from General District Court and Juvenile and Domestic Relations Court. In addition, the Clerk issues marriage licenses, notary certificates and permits to carry concealed handguns.

#### **Commonwealth's Attorney**

The Commonwealth's Attorney is an elected constitutional officer responsible for prosecuting criminal offenses occurring in Henrico County.

The Commonwealth's Attorney's Office and its more than 50 staff members prosecute perpetrators of violent crime and pursue narcotics traffickers through the use of two multi-jurisdictional juries. The office works to enforce Virginia Exile laws and makes special efforts to reduce domestic violence. Cases are tried in the Circuit, General District and Juvenile and Domestic Relations courts.



*To help promote its 400th anniversary and the variety of county attractions, Henrico opened its first Tourist Information Center in FY 11. Located in historic Dabbs House, the facility is one of 61 certified visitor centers in the commonwealth.*

In addition to the preparation and trial of criminal cases, the Commonwealth's Attorney's Office advises law enforcement agencies, consults with Henrico's Division of Police regarding policies and procedures and provides assistance for ongoing criminal investigations by Henrico Police and Virginia State Police. The office provides legal training for Henrico Police as well.

The Commonwealth's Attorney's Office also operates the Victim-Witness Program, which counsels crime victims about their legal rights and offers advice regarding rehabilitative services and community resources.

#### **Sheriff's Office**

A group of local college students learned the ropes as Sheriff's deputies while earning credit toward their degrees as part of a groundbreaking program developed in fiscal 2011 by the Henrico Sheriff's Office.

The first Summer Basic Jailor Academy included 19 criminal justice majors from Virginia Com-

monwealth University. The students completed the same intensive basic-training program as Henrico's deputies, receiving classroom and hands-on instruction in firearms training, defensive tactics, service of civil process, jail and court security and other topics — earning nine credit hours in the process. The students then began working part-time at the jail while continuing their undergraduate studies.

The program, the first of its kind nationwide, is enabling the Sheriff's Office to reduce its overtime costs significantly while also building a pipeline of future employees. The office anticipates expanding the program in fiscal 2012 to include students from Virginia Union University.

Another initiative launched in FY 11, the Sheriff's Office Statistical (SOS) Meetings, is enhancing communication and cross-training efforts. Modeled on a similar program implemented by Henrico Police, the weekly meetings involve captains and upper-level supervisors who discuss events and activities from within their sections. In addition to enhancing accountability, the SOS meetings are giving captains and supervisors a more comprehensive perspective of activities throughout the office.

A decrease in the cost of monitors helped the Sheriff's Office expand its GPS monitoring efforts to include all inmates assigned to the Home Incarceration Program in fiscal 2011.

The ankle bracelet monitor, which is web-based and wireless, allows deputies to track an individual's location and provides a daily record of his or her movements. It has proven especially useful for the Home Incarceration Program, which

### Community Corrections

Community Corrections received national recognition in fiscal 2011 for RIPS, an innovative system that has significantly enhanced its management of court-ordered restitution payments.

Developed in coordination with the county's Department of Information Technology, RIPS (Restitution Information Processing System) is an automated database, case management and payment-tracking system. Staff enter case notes and generate letters with the system while also monitoring offenders' compliance with restitution orders. The system tracks payments as they enter and exit, dramatically reducing the time it takes to deliver payment to victims.

Initially installed last year, RIPS collected \$480,000 in restitution payments — a record amount — in 2010. The automated system has continued to boost Community Corrections' efforts, gathering close to \$470,000 in restitution in FY 11. RIPS received a 2011 Achievement Award from the National Association of Counties for innovative government practices.

Community Corrections completed implementation of a V-STOP (Virginia Services Training Officers Prosecution) Violence Against Women grant in FY 11. More than one-third of the Henrico program's cases stem from domestic situations, a large number of which involve assault and battery. The program used the \$69,000 federal grant to create a domestic violence probation officer position to streamline the program's management of these offenders and help identify individuals likely to re-offend.

make bond-release decisions at arraignment. The record number indicates the support of county judges for the pre-trial program.

Community Corrections received new leadership in fiscal 2011 when Jane E. Hardell took the helm as director, succeeding Bruce N. Crusier. A Henrico employee since 1986, Hardell previously served the program as probation services supervisor and acting director, among other positions. She earned bachelor's and master's degrees from Virginia Commonwealth University.

### Juvenile and Domestic Relations Court

The Henrico County Juvenile and Domestic Relations Court (JDRC) exercises original jurisdiction over cases involving individuals younger than 18 and all members of their families, regardless of age. The court also holds jurisdiction over other cases — including spousal abuse, custody, visitation and support — involving adults related to individuals younger than 18.

The court manages cases involving delinquents; juveniles accused of traffic violations; children in need of services or supervision; children subjected to abuse, neglect or abandonment; adults accused of child abuse or neglect; adults involved in child custody, visitation and support cases; and others.

JDRC differs from other courts in its commitment to protect the privacy of juveniles appearing before the court as well as its commitment to rehabilitate individuals coming before the court. All cases are heard by a judge.

The court received 21,527 cases in fiscal 2011 and conducted 59,366 hearings.

The Virginia General Assembly appoints judges for six-year terms. The Henrico County JDRC is approved for five judges; one of the judgeships was vacant in fiscal 2011.

### Juvenile Probation

Juvenile Probation teamed with other county agencies to host the eighth annual Stepping Stones awards ceremony in FY 11.



Henrico's continuing efforts to reach out to small, women- and minority-owned companies — including the annual Henrico County Connections business fair, pictured here — won the Best New Public Program award from the Virginia Minority Supplier Development Council in FY 11.

The ceremony honored six young people from the county's foster care program and juvenile justice system who had responded positively to the sanctions and services of the Department of Social Services and the Juvenile and Domestic Relations Court. Working to meet the programs' rigorous requirements, the young people had taken significant strides toward advancing their education, establishing career plans and living independently. At the ceremony, juvenile court judges, social workers, probation officers, county officials and others saluted their efforts.

The honorees received recognition certificates, savings bonds and gift bags that featured an autographed novel by Virginia author Adriana Trigiani and a baseball autographed by Goochland native and Detroit Tigers All-Star pitcher Justin Verlander. Agencies participating in the awards ceremony included the 14<sup>th</sup> District Court Service Unit, Community Corrections and James River Juvenile Detention Center.

Juvenile Probation re-established its Gang Task Force last year. The initiative brings together representatives from Henrico's two juvenile detention centers, Mental Health and Developmental Services, Juvenile Court Service Unit, Community Corrections, Henrico Schools, Police and Probation to address gang-related concerns in the Henrico community. The task force examines ongoing gang activity, discusses school-related issues and uses a probation database to keep tabs on juveniles with gang affiliations. The monthly meetings are enhancing inter-agency communication and collaboration.

Also in FY 11, the Youth Workforce

### Demographics

Population:	306,935 *
Land area (square miles):	244.12
Total housing units:	131,050
Assessed value of taxable land and improvements:	\$31,702,147,800
Public schools:	71
Public school enrollment:	48,431
Roads (linear miles):	1,337.18
Roads (lane miles):	3,396.72
Voting precincts:	93
Total registered voters:	197,091

\*2010 U.S. Census

releases nonviolent inmates with serious medical requirements to receive treatment at home, reducing costs to taxpayers.

The Sheriff's Office fitted 36 home-bound inmates with GPS monitors last year.

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Community Corrections' pretrial services program supervised 1,459 defendants last year, a record amount for Henrico. The program had more defendants placed on pretrial supervision in the third quarter of fiscal 2011 than any other in the commonwealth. Investigators conduct risk assessments of offenders and prepare criminal history reports to help judges

Transition Council held its second annual vendor fair at the Henrico Training Center. Designed to increase awareness of resources available in the community, the fair featured 90 participants from 25 agencies and non-governmental organizations that provide a range of services to juveniles and their families. Participants included St. Joseph's Villa, the Attachment and Trauma Institute, Beating the Odds Independent Living program, Catholic Charities, Virginia Commonwealth University, J. Sargeant Reynolds Community College and the Virginia Attorney General's Office.

### Juvenile Detention

Henrico Juvenile Detention broke ground in fiscal 2011 on an addition that will enhance the center's medical services.

Juveniles admitted to the center receive a physical exam and mental health assessment, but space limitations have required nursing and mental health staff to share the same office. The new 1,200-square-foot medical wing will relieve the crowding, adding a nurse's station, waiting area and two exam rooms. The expansion will boost privacy as well as efficiency, maximizing a detainee's time with the doctor. The project also will add a training room to address administrative and in-service training needs.

The \$660,000 medical wing is scheduled to open early in fiscal 2012.

Juvenile Detention continued to operate STOP (Service Through Opportunity Program), its outreach detention program for low-risk offenders, without serious injury to staff or youth in FY 11. An alternative sentencing program, STOP allows detainees to live at home during the week and clean county parks and perform other supervised community service on the weekend. The program, which includes a home monitoring component, serves 10 juveniles.

Henrico Juvenile Detention marked its 31<sup>st</sup> year in fiscal 2011 without any escapes or serious injury to its 20 juvenile residents and 33 full-time staff. The center again maintained its well-established record of operating a safe, secure facility for both staff and detainees.

### James River Juvenile Detention Center

A state grant awarded for the first time in fiscal 2011 to the James River Juvenile Detention Center (JRJDC) is helping the agency's residents transition successfully back into the community.

JRJDC's efforts to provide intensive home-based services for residents of its post-disposition program have received a significant boost from the juvenile jus-

tice and delinquency prevention grant, awarded by the Virginia Department of Criminal Justice Services.

Residents of the post-disposition program — which permits juveniles ages 14 to 17 to leave the facility temporarily for jobs and services — complete a 90-day transition period before rejoining the community. During the transition, the young people meet regularly with a case worker and receive assistance adjusting to school, locating employment, arranging transportation, connecting with mentors, enhancing their social skills and obtaining additional resources. They also meet regularly with a probation officer, who tracks their progress.

Prior to receiving the grant, JRJDC could offer only limited transition services. Twenty-two residents of the post-disposition program benefited from the grant in FY 11.

JRJDC held its second high school graduation ceremony in fiscal 2011, honoring three residents who completed their diploma requirements while serving detention sentences. Dressed in caps and gowns, the graduates processed to "Pomp and Circumstance," were addressed by a commencement speaker and shared the event with attending family members and JRJDC staff.

### Finance

Henrico's economy showed signs of getting back on track in fiscal 2011, but after three of the most challenging financial years on record, caution remained the watchword for county officials.

The Department of Finance led efforts last year to produce a balanced budget for fiscal 2012, one that maintained Henrico's real estate tax rate of 87 cents and preserved county services. The \$743.6 million general fund increased fractionally over the previous year — about 0.4 percent, or \$2.6 million. The value of real estate — which accounts for one-third of the county's general fund resources — stabilized in fiscal 2011, declining less than 1 percent. Henrico's general fund revenues remained 10 percent behind fiscal 2008.

The stagnant revenue levels required Finance to identify savings in other areas. The FY 12 budget maintained a hiring freeze and further reduced departmental costs countywide. It also implemented a range of long-term cost-cutting measures. Spearheaded by Finance, the "Changing How Henrico Does Business" initiative produced one-time savings of \$5.5 million and annual savings of \$33.3 million.

The department generated an additional \$17.7 million in debt-service

savings through a series of bond sales, capitalizing on low interest rates and Henrico's sterling AAA bond rating.

A pair of national awards emphasized Finance's continuing budgeting excellence. For the 29<sup>th</sup> consecutive year, the Government Finance Officers Association awarded the Certificate of Achievement for Excellence in Financial Reporting. And, for the 22<sup>nd</sup> straight year, the department received the Distinguished Budget Presentation Award.

Finance implemented the Computer Assisted Mass Appraisal (CAMA) system last year. The new system maintains accurate, current records on every parcel of property in the county. It also features a user-friendly website that allows the public to search for assessment information.

Two Finance initiatives earned 2011 Achievement awards from the National Association of Counties. "Enhancing the Business License and Personal Property Audit Program" streamlined the process for reviewing business tax returns and generated a 160 percent increase in revenue over the previous year. "Managing Debt Service Expenditures During an Economic Downturn" highlighted debt-service savings generated through the series of bond sales.

### Information Technology

A custom system designed and implemented in fiscal 2011 by the Department of Information Technology (IT) is helping Henrico's Police and Fire units respond more effectively to calls for emergency service.

Staff developed an automatic vehicle location system (AVLS) that works in tandem with the Computer-Aided Dispatch used in the county's E-911 call center. The system takes advantage of GPS information provided by the mobile laptops in each Police and Fire vehicle as well as detailed mapping data and services from the county's Geographic Information System.

AVLS places the locations of individual units on a map and blends that data

with other information, such as whether the unit is mobile and responding to a call for service. The system considers the location of a call and the location of response units, determines the availability of units in the area and which have the fastest routes, and calculates their estimated time of arrival. It then recommends to Computer-Aided Dispatch the best unit available. In addition, the system provides individual units with route directions and can give infrastructure information as well, such as the location of the nearest fire hydrants.

The dynamic, complex system — AVLS tracks some 700,000 GPS locations from Police and Fire vehicles each day, in addition to the other input it manages —



The 2011 "All Henrico Reads" event honored David Baldacci, the acclaimed author of 19 best-selling novels and a graduate of Henrico High School. Baldacci presented to more than 2,000 middle and high school students and also addressed a capacity crowd of 1,300 fans at Glen Allen High School.

took about a year for staff to develop and install.

IT also worked with the E-911 call center last year to upgrade its aging emergency telephone system. The modernized commercial system enables dispatchers to use their personal computers to manage incoming E-911 and administrative phone calls, communicating on either telephone or radio through the same headset. Built on an Internet protocol-based platform, the new telephone system also better positions the county to accommodate the next generation of E-911 when it expands to include text messaging and other communication media.

In addition last year, IT worked with Finance to develop a website tool that allows users to obtain real estate assessment information online.

Previously, homeowners and other interested parties used an

interactive phone system to request assessment data. Individuals now can go to the Finance webpage and search for assessment data on residential and commercial properties by parcel identification number, street address, property type or description; they also can search for residential and commercial sales information. When available, parcel maps, property images and sketches are included.

Created by IT staff, the user-friendly tool was an immediate hit — within a

month of its unveiling, it had become the third-most requested page on the county website.

over documents from a range of print and online sources before editing and compiling it into a comprehensive resource. The Notable Henricoans Database was made available on the official 400<sup>th</sup> anniversary website, [www.henrico400th.com](http://www.henrico400th.com), as well as the HCPL website, [www.henricolibrary.org](http://www.henricolibrary.org); it will remain as a resource on the library site once the anniversary ends. The database received a 2011 Achievement Award from the National Association of Counties.



*The Glen Allen Branch Library doubled in size following an \$8.3 million renovation in FY 11. The library is the first general government facility to seek Leadership in Energy and Environmental Design (LEED) certification.*

A new director took the department's wheel in fiscal 2011 when Thomas L. Owdom, who had been serving as assistant director, succeeded Steve Lewis.

Owdom, a county employee since 1977, received his bachelor's degree from Ohio State University and earned a master's degree from the University of Illinois.

### Libraries

Staff members of Henrico County Public Libraries (HCPL) honed their research skills last year, investigating and writing an award-winning database that boosted awareness of the contributions of dozens of county residents across 400 years of Henrico history.

Developed as part of the county's quadricentennial commemoration, the Notable Henricoans Database highlights the legacy left by 130 deceased residents over the course of four centuries. Library staff conducted extensive research to identify residents who met database criteria, poring

over documents from a range of print and online sources before editing and compiling it into a comprehensive resource. The 2011 edition of ALL HENRICO READS honored David Baldacci, the Henrico High School graduate who has since gone on to international acclaim as the author of 19 best-selling novels.

The annual event, which is designed to encourage reading and the use of books as a touchstone for communitywide discussions, highlighted Baldacci's works "Wish You Well" and "Camel Club." The author returned to Henrico in April to discuss his books with more than 2,000 county middle and high school students. He later gave remarks, answered questions and signed books for more than 1,300 people at a free public event.

HCPL continued a three-year-old initiative in FY 11 that gives continuing education opportunities to local child care providers.

The free, monthly child care workshops offered lessons on a range of early childhood education topics, including nutrition, behavior and development, and positive discipline. The classes also

emphasized the national early childhood reading initiative and HCPL's own mission of instilling a love of books in Henrico children and families. Participants earned 16 hours of state-approved continuing education credits.

Some 288 child care providers attended the nine workshops offered in FY 11; each county library hosted a program.

### Schools

Several innovative programs of Henrico County Public Schools (HCPS) received national and statewide recognition in fiscal year 2011.

The American Association of School Librarians named HCPS the 2011 National School Library Program of the Year award recipient. The award honors programs that meet the needs of the changing school and library environment and are integrated seamlessly into school curriculum. The association commended Henrico's program for encouraging collaboration between librarians and teachers and for maintaining librarians as instructional leaders at individual schools. The HCPS library program includes 82 full-time librarians and 73 full- and part-time support staff.

Another HCPS program earned plaudits from a pair of organizations. The "Henrico 21 Awards" program encourages teachers to incorporate 21<sup>st</sup>-century tools and skills into their lessons. Teachers submit lesson plans that highlight the use of technology in one of four areas: communications and collaboration; critical thinking and problem solving; information fluency; and creativity and innovation. An expert panel reviews the lessons — more than 600 were submitted last year — and honors the best in an awards ceremony. The winning lessons are made available online to teachers systemwide.

Henrico 21 Awards received a 2011 Achievement Award from the National Association of Counties and won a 2011 Excellence in Education Award from the Virginia Tech University School of Education.

Some Henrico students soon will have the opportunity to earn an associate's degree as well as a high school diploma, thanks to a groundbreaking program developed in FY 11 by HCPS and J. Sargeant Reynolds Community College.

Students qualifying for the Advance College Academy will take accelerated high school courses during their freshman and sophomore years and then move to college-level classes beginning in their junior year. Students can earn 61 college credits — free of charge — through the

program.

Based at Tucker High School, the Advance College Academy will launch in fall 2011 with an initial class of 50 students. The program is the first of its kind in Virginia.

### Recreation and Parks

Henrico began celebrating the 400<sup>th</sup> anniversary of its founding in the 2011 fiscal year, and the Division of Recreation and Parks played a central role. The agency helped plan and execute an array of historical, cultural and recreational events, exhibits, tours and other activities that attracted thousands of participants.

One of the events — the 2011 Kite Festival, held on an appropriately windy day in March — set an attendance record.

More than 24,000 people traveled to eastern Henrico's Dorey Park for kite-flying demonstrations, tethered hot air balloon rides, a cultural kite presentation by a visiting group from South Korea, and a mass effort to fly 2,011 kites simultaneously. Thousands of young people received free kites while adults enjoyed live music and a variety of American and international foods.

To promote the 400<sup>th</sup> anniversary and boost awareness of county attractions, the division spearheaded the September opening of the Henrico County Tourist Information Center at Dabbs House. Located in one of Henrico's most historic buildings — Dabbs House served as the June 1862 field headquarters for Gen. Robert E. Lee — the county's first tourism facility features multi-media information about Henrico history, local historical sites and cultural opportunities. One of 61 certified visitor centers statewide, the Tourist Information Center also provides maps, guides and brochures from the Virginia travel industry.

Recreation and Parks helped save a piece of community history in FY 11.

Located on private property in western Henrico, the Springfield School — an abandoned African-American schoolhouse dating to the early 20<sup>th</sup> century — was slated for demolition. While several of the school's former students watched on a Sunday morning in April, the division moved the aged structure around power lines and about a mile to Pouncey Tract Park.

Recreation and Parks has replaced the building's roof and siding and undertaken a period restoration of its interior; a commemorative plaque and signage are planned as well. The division anticipates opening the refurbished Springfield School for tours in fiscal 2012.



## Public Relations & Media Services

The Public Relations & Media Services Department (PR&MS) played a key role in the yearlong celebration of county history, culture and people associated with Henrico's 400<sup>th</sup> anniversary commemoration.

Staff previously had helped lay the groundwork for the quadricentennial, assisting with event planning; cultivating media; developing and coordinating advertising and marketing campaigns; and providing a range of creative services, such as design of the anniversary logo and production of original documentary programming.

In FY 11 the department focused efforts on promoting the historical, cultural and recreational festivals, exhibits, tours, lectures and other activities tied to the anniversary. Staff produced news releases, public service announcements, a special issue of "Henrico Today," HCTV bulletins, Twitter postings and targeted email messages to spread the word about events as varied as harvest and kite festivals, African-American and Indian cultural programs, history hunts, historical bus tours and a Civil War symposium.

Nearly 60,000 people had attended a 400<sup>th</sup> anniversary event through the end of fiscal 2011, with more events to come.

Also last year, PR&MS worked with the Department of Finance to publicize the Henrico Advantage Card, a program that offered shoppers incentives to do business with county retailers. The promotional campaign — which sought to increase business participation in the program while also boosting public awareness — included news releases, "Henrico Today" articles, HCTV bulletins and programming, and made use of Twitter and the county website.

Another key publicity effort in FY 11 supported the county's decennial magisterial redistricting effort, a federally mandated process. PR&MS staff worked with the Planning Department and the County Attorney's Office to develop legal advertisements, news releases and HCTV bulletins designed to apprise residents of potential changes to their districts and voting precincts and seek their participation in public meetings and official public hearings.

In other department activities, HCTV produced 24 original, full-length programs in FY 11. Topics ranged from Henrico's increasingly diverse population to a biography of polar explorer Richard E. Byrd to a history of the early days of television in central Virginia.

A variety of communications experts recognized the quality of the department's

work last year. PR&MS staff claimed 50 awards at state, national and international competitions in FY 11.

Serving as the county's primary point of contact for external audiences, PR&MS responded to numerous requests for assistance from the media and general public. In FY 11, staff answered 6,884 inquiries from the public; distributed 2,392 photographs; distributed 55,843 mailings and information packets including 2,128 DVDs; and made more than 8,100 contacts with media.

## General Services

Henrico's ongoing initiative to support small, women- and minority-owned (SWAM) companies in their efforts to do business with the county received more recognition in fiscal year 2011.

The Minority Input Committee of the Virginia Minority Supplier Development Council named the Henrico program the recipient of its Best New Public Program Award. The county program was cited for its innovative supplier development activities and its outreach to the minority supplier community.

The Department of General Services coordinates Henrico County Connections, an annual conference designed to familiarize SWAM businesses with the county's procurement procedures. The department also holds regular information sessions for suppliers and uses tools such as eVA

Quick Quotes to simplify the solicitation process for small, women- and minority-owned vendors.

In FY 11, Henrico business with SWAM firms totaled \$145.2 million — more than 48 percent of the funds spent in competitive contracts. SWAM vendors won 129 of the county's 225 competitive contracts in fiscal 2011.

General Services' Central Automotive Maintenance (CAM) facility earned recognition in FY 11 for its continuing efforts to reduce the environmental impact of its operations. The Virginia Department of Environmental Quality named CAM an

"Exemplary Environmental Enterprise" in its Virginia Environmental Excellence Program.

Facilities attaining this ranking have fully implemented an environmental management system and pollution-prevention program and have demonstrated performance in an annual report and evaluation. Measures undertaken by CAM include using waste motor oil for heat and leading county efforts to reduce fuel consumption and greenhouse gas emissions by replacing motor pool vehicles with smaller, more fuel-efficient models.

General Services oversaw comple-

tion, doubled the size of the library to 25,000 square feet, added technological amenities such as self-checkout stations, and increased its collection by 50 percent, including a 3,000-item collection of works about the country's Founding Fathers.

General Services experienced a change in leadership last year as Paul Proto, a county employee for more than 40 years, retired after serving 20 years as the department's director. Succeeding him is Chris Winstead, a licensed professional engineer and former assistant director of Public Works. Winstead received his

## Financial Resources & Requirements for Fiscal Year 2010-11 (A)

General Resources (A)	2010-11 (B)	2009-10	Difference
Current Property Taxes	\$349,757,968	\$365,201,420	(\$15,443,452)
Local Sales Tax	55,708,683	53,256,396	2,452,287
Business and Professional Licenses	27,525,602	27,313,048	212,554
Other Local Revenue	66,919,696	62,454,518	4,465,178
Total Local Revenue	499,911,949	508,225,382	(8,313,433)
State and Federal Sources	330,810,550	348,094,429	(17,283,879)
Total Revenue	\$830,722,499	\$856,319,811	(\$25,597,312)
Net Transfer/Adjustments to Fund Bal	(34,940,813)	(9,896,356)	(25,044,457)
Total Resources	\$795,781,686	\$846,423,455	(\$50,641,769)
General Requirements (A)	2010-11 (B)	2009-10	Difference
General Government (C)	\$209,024,337	\$220,000,840	(\$10,976,503)
School Operating	388,754,861	416,439,951	(27,685,090)
Public Safety	145,980,952	156,450,759	(10,469,807)
Debt Service (D)	52,021,536	53,531,905	(1,510,369)
Total Requirements	\$795,781,686	\$846,423,455	(\$50,641,769)

Notes:

(A) Includes both General and Debt Service Funds. FY2009-10 amounts reflect audited actuals.  
 (B) Figures are preclosing and unaudited for FY2010-11.  
 (C) Represents all other governmental expenditures including Recreation, Libraries and Social Services.  
 (D) Amounts include both general governments and School debt service requirements.

tion of several capital projects in FY 11, including the first general government facility to "go green" and seek Leadership in Energy and Environmental Design (LEED) certification: the Glen Allen Branch Library.

Green features of the renovated library include energy-efficient heating and air conditioning systems and a low-flow plumbing system; sustainable building materials with high recycled content; preferred parking for fuel-efficient vehicles; and an information kiosk that displays the building's daily energy consumption.

The \$8.3 million project, funded by Henrico voters in the 2005 bond refer-

endum, doubled the size of the library to 25,000 square feet, added technological amenities such as self-checkout stations, and increased its collection by 50 percent, including a 3,000-item collection of works about the country's Founding Fathers.

**Capital Region Workforce Partnership**  
 The Capital Region Workforce Partnership (CRWP) marked a year of transition in FY 11, establishing a new service-delivery structure and adopting a new name and brand as well.

Formerly known as the Capital Area Training Consortium, the CRWP continues to provide workforce services to youth, adults, dislocated workers and employers in Henrico, Chesterfield, Goochland, Hanover, Charles City, New Kent and Powhatan

counties and the City of Richmond.

The Resource Workforce Investment Board, which helps plan and implement workforce development strategies throughout this eight-locality service area, contracted with the KRA Corporation to provide adult and dislocated worker services through three workforce centers serving the metropolitan region. The new structure ended direct service delivery by Goodwill and the Capital Area Training Consortium as the board sought a single provider capable of serving the fully merged workforce region.

As part of an effort to put a new face on the workforce system, CRWP re-branded its workforce centers and website to emphasize the key feature "resource." The renamed Resource Workforce Centers are required to meet a set of standards to retain the name.

A redesigned website also employs the terminology, receiving the new web address [www.resourceva.com](http://www.resourceva.com) and featuring a new logo with the slogan, "LET'S GET TO WORK." The user-friendly site offers services for employers as well as job seekers, including employment reports, job listings, and a resume'-posting tool.

The branding effort was designed to increase business participation in the CRWP.

### Real Property

The Real Property Department plans and supervises the acquisition, leasing and disposal of real estate for Henrico County general government and Henrico County Public Schools.

The department makes recommendations to the Board of Supervisors, School Board and county manager regarding these properties. It also works closely with other county agencies, including the departments of Public Utilities, Public Works and Planning, the Division of Recreation and Parks and the County Attorney's Office. The department represents the county in negotiations with residents for the acquisition and disposal of property and also provides assistance to residents who have real estate matters with the county.

Real Property managed approximately 100 county-leased properties in fiscal 2011, including independent living facilities for Henrico Area Mental Health and Developmental Services and office and storage space for several county agencies. The department acquired 90 parcels and easements in FY 11.

### Internal Audit

The Office of Internal Audit continued its efforts in the 2011 fiscal year to enhance governmental accountability and ensure proper use of Henrico's tax dollars.

Internal Audit reviewed money receipts processed by the Department of Finance's treasury division, which serves as the county's primary cashier. The office examined internal controls related to a variety of payment methods including processing at teller windows, the lockbox system and drop boxes located throughout the Henrico Government Center and Eastern Government Center complexes.

The review highlighted the need for better management of certain individuals' access to funds and their capabilities within the cashier system. It also emphasized the need to enhance independent reviews, monitor compliance with treasury division policies and procedures and document system-access reviews.

In FY 11 Internal Audit examined overtime in the divisions of Fire and Police, the Sheriff's Office and the departments of Public Utilities and Public Works — the county agencies with the largest amounts of recorded overtime.

During the audit, the office made recommendations to improve the reporting and approval of any overtime exceeding 25 percent of an employee's annual salary. The office recommended that one agency improve its compliance with Department of Human Resources' guidelines for overtime. The audit also demonstrated the need for each agency to document consistently the reasons for overtime in STEP, the county's payroll system.

Also last year, Internal Audit reviewed Public Utilities' new customer billing system. The audit produced recommendations to improve control of access to the system; improve security related to the system's servers; strengthen vendor-support agreements; and enhance the tracking and analysis of problem calls from system users.

### Human Resources

With the central Virginia economy showing hints of recovery and the area's unemployment rolls slowly decreasing, Henrico County remained one of the region's leading employers in fiscal 2011, keyed by the innovative programs of the Department of Human Resources (HR).

Despite a variety of belt-tightening measures countywide — including the maintenance of an ongoing hiring freeze — Henrico's salaries and benefits remained competitive, helping HR attract a large volume of highly qualified

applicants whenever a must-fill position became available.

One of the few governments statewide to avoid layoffs during the recession of 2008-09, Henrico continued efforts to retain its existing workforce. In FY 11 the county marked an employee turnover rate of 6.4 percent, Henrico's 24<sup>th</sup> consecutive year with a single-digit rate.

HR programs helped the county endure a record loss of experienced staff as more than 100 employees retired in fiscal 2011. Ongoing leadership development and succession management programs, previously developed and implemented by the department, helped the county prepare for and sustain the departure of veteran staff.

HR unveiled several new programs designed to encourage healthy lifestyles and enhance the technical skills of county employees:

"The Henrico County Games" featured 13 departmental teams competing in a tug-of-war, mental skills challenge and two-mile cross-country race. "Supporting Employee Resiliency During Turbulent Times" offered employees classes and resources to help them manage stress

related to the economic downturn. "Get Connected, Stay Connected," assessed the technology skills of all 4,000 general government employees to facilitate implementation of the automated Human Resources Management System.

The National Association of Counties recognized each program with a 2011 Achievement Award. HR programs now have garnered 46 NACo awards over the past 25 consecutive years.

HR received new leadership last year when Paula G. Reid was named director, succeeding George H. Cauble, Jr., who retired after 25 years in the position and 34 years with the county. Reid, a 13-year veteran of the department, had been serving as assistant director. She received a bachelor's degree from the University of Richmond and a master's degree from the College of William and Mary.

### Mental Health and Developmental Services

An international organization reaffirmed in fiscal 2011 the quality of several programs offered by Henrico Area Mental Health and Developmental Services (MH/DS).

The Commission on Accreditation of Rehabilitation Facilities (CARF) awarded three-year accreditation, its highest measure of quality assurance, to eight MH/DS programs and services. The rigorous evaluation included a peer-review process and an on-site examination that applied more than 1,800 standards.

First accredited in 2001, the Henrico agency now has earned four consecutive CARF accreditations.

MH/DS expanded the use of evidence-based practices to more of its mental health programs in FY 11. The research-based measures — developed using the scientific method with testable, duplicable results — are spreading in the mental health field as evidence demonstrates clients respond better than with other treatment methods.

By the end of FY 11, MH/DS was employing evidence-based practices in 11 programs, including multi-systemic therapy; motivational interviewing; life skills training; trauma recovery empowerment model; and behavioral therapy for depression in substance abuse.

MH/DS helped a large number of residents maintain safe and secure housing in FY 11 through its administration of the Housing Choice program. Funded through federal and state agencies, the income-based



Henrico County added close to 2,200 new jobs in FY 11, and more than half of them were located in the Innsbrook Corporate Center. Major corporations General Electric and Capital One Financial are among Innsbrook's new tenants.

rental assistance program helped 222 Henrico residents with \$1.7 million in supplemental payments. Many recipients would face a housing crisis without the program.

More than 90 apartment complexes and private landlords participate in the Housing Choice program.

### Social Services

The Department of Social Services completed implementation of the Family Partnership Meeting (FPM) in fiscal year 2011, receiving statewide recognition for its use of an initiative that has reduced significantly the department's foster care population.

Designed to engage families whose children are in foster care or at risk of coming into the program, the FPM is a facilitated meeting that involves everyone who supports a family — friends, community members such as pastors and teachers, Social Services staff and others. The FPM challenges the family to develop a plan for the safety and well-being of its children.

Since launching the initiative late in fiscal 2010, Social Services has conducted close to 200 FPMs, helping more than 250 young people and their families develop plans to meet their needs. The effort helped reduce the number of county children in foster care by 30 percent in FY 11. In March, the Virginia Department of Social Services cited the Henrico agency as a statewide model for its use of the FPM.

The department earned national recognition last year for its oversight of funding programs for foster care youth. Social Services developed the Title IV-E Quality Assurance Team, a multi-divisional group that provides oversight, administration and review of the complex federal and state funding mechanisms for foster care programs. Since its inception, the team has reduced the department's financial risk exposure by 100 percent, using a robust review process, improved communication and enhanced technology to ensure costs are coded correctly.

The Quality Assurance Team received a 2011 Achievement Award from the National Association of Counties.

Social Services completed another fiscal-stewardship initiative in fiscal 2011, examining more than 1,200 Medicaid cases. Staff processed 99 percent of the cases in an extensive review, generating significant cost savings.

### Health

Hundreds of county residents received seasonal flu shots free of charge in fiscal 2011 at a mass vaccination clinic

offered by the Henrico County Health Department (HCHD).

Held at Richmond International Raceway, the clinic targeted hard-to-reach populations including immigrants and individuals without health insurance. It also served as a mass vaccination exercise — a requirement for local health departments to receive funding through the federal Centers for Disease Control and Prevention (CDC) — and tested the department's plan for rapidly dispensing vaccine to a large population.

The clinic efficiently provided shots on a first-come, first-served basis to 1,566 people. On average, it took an individual 20 minutes to register, undergo a medical screening and receive the vaccine.

HCHD launched an investigation last year when it learned an employee at a large local retail store had active tuberculosis.

Staff focused on the store's break room, deciding to test 315 employees who had used the room regularly over a three-month period in fall 2010. The complex investigation included Arabic, Bosnian and Spanish translators and required the use of two tuberculosis tests — one for employees born in the United States and another for those born outside the country.

On-site screening and testing occurred in February and March; most employees consented to the testing. The department administered 294 tests in February and another 233 in March and later collected 137 blood samples. Staff evaluated and ruled out 19 symptomatic employees and recommended treatment for a non-contagious form of tuberculosis for more than 14 individuals. The investigation remained ongoing at the end of fiscal 2011.

Another HCHD investigation last year earned the department a prestigious statewide award.

HCHD learned in summer 2010 of an acute case of hepatitis B at a local long-term care facility. Staff determined the initial case was a diabetic resident of the facility and later discovered five additional diabetic residents also were infected. Staff then launched an outbreak investigation.

Blood testing conducted by the CDC confirmed the suspicions of the Health Department — hepatitis B had spread through improper use of blood-glucose monitoring equipment. HCHD staff tested 149 individuals who potentially had been exposed to the disease and vaccinated 142 who consented.

The extensive investigation took more than a year, required tracking pa-



The 2011 Kite Festival attracted a record crowd of more than 24,000 kite aficionados to Dorey Park. The event was one of many held to celebrate Henrico's 400th anniversary.

tients through more than 25 long-term care facilities, and involved nearly 30 HCHD staff and volunteers as well as the Virginia Department of Health. Follow-up work included educational sessions with staff at the long-term care facilities regarding infection control and proper use of blood-glucose monitoring equipment.

The Health Department received the Grayson Miller Epidemiology Award in recognition of the investigation.

### Virginia Cooperative Extension

The Henrico County Extension Office kicked off an initiative in fiscal 2011 that challenges both children and adults to eat fresh foods and live an active lifestyle.

"In the Groove and on the Move with Fresh Food," a comprehensive program involving Extension's entire staff, uses activity books, interactive games, exhibits and displays to help young people connect the dots between the food they eat and its source. Kids learn about plants and the food they provide as well as foods that derive from animals and animal products. For adults, the program emphasizes the multiple benefits of vegetable gardening — smaller grocery bills, menus with fresh fruits and vegetables, and physical activity on a regular basis.

"In the Groove and on the Move" debuted at Varina Day late in FY 11, with more than 200 children and adults participating.

Another Extension program implemented last year offered health and nutrition courses to limited-income residents. "SNAP-Ed: Life Skills and Nutrition Training" provided qualifying adults

ranging in age from 20 to 90 information about food groups, portion control, safe food preparation and kitchen cleanliness, nutrition labels and the nutritional content of different foods, healthy menu choices at restaurants, the benefits of regular exercise, and other topics.

The community-based course included six to eight weekly classes and featured classroom and hands-on components as well as group discussion. Graduation ceremonies were held at the conclusion of each course, with graduates receiving a certificate and cookbook as well as a monthly newsletter designed to reinforce the course's information.

Participants met the guidelines of SNAP (the federal Supplemental Nutritional Assistance Program), with household income not exceeding 130 percent of the poverty rate.

Nearly 300 county residents participated in 14 SNAP-Ed courses in fiscal 2011.

Also in FY 11, Henrico Extension expanded a 4-H afterschool program it first implemented the previous year, adding more in-school programming. The effort partnered with a number of community organizations — including the YMCA, Henrico Police Athletic League, Henrico Prevention Services and county elementary and middle schools — to bring a variety of enrichment programs to local young people.

The afterschool sessions provided instruction on topics such as science, nutrition, leadership, social skills and character building.

## DIRECTORY As Of August 17, 2011

### ADMINISTRATION

#### County Manager

Virgil R. Hazelett, P.E.

#### Deputy County Manager for Administration

Leon T. Johnson, Ph.D.

#### Deputy County Manager for Community

Development  
Randall R. Silber

#### Deputy County Manager for Community Operations

Robert K. Pinkerton, P.E.

#### Deputy County Manager for Community Services

George T. Drumwright, Jr.

#### Deputy County Manager for Special Services

Angela N. Harper

#### Assistant to the County Manager for Board Affairs/Clerk to the Board of Supervisors

Barry R. Lawrence

#### Building Official

Gregory H. Revels

#### Chief, Division of Fire

Edwin W. Smith

#### Chief, Division of Police

Douglas A. Middleton

#### County Agent

Karen F. Carter

#### County Attorney

Joseph P. Rapisarda, Jr.

#### Director, Capital Region Workforce Partnership

Rosalyn D. Key-Tiller

#### Director, Community Corrections Program

Jane E. Hardell

#### Director, Community Development

Lee J. Tyson

#### Director, Community Revitalization

S. Mark Strickler

#### Director, Finance

John A. Vitoulkas

#### Director, General Services

Christopher L. Winstead, P.E.

#### Director, Human Resources

Paula G. Reid

#### Director, Information Technology

Thomas L. Owdom

#### Director, Internal Audit

Vaughan G. Crawley

#### Director, Libraries

Gerald M. McKenna

#### Director, MH/DS Services

Michael D. O'Connor

#### Director, Planning

Ralph J. Emerson, Jr.

#### Director, Public Health

Susan Fischer Davis, M.D.

#### Director, Public Relations & Media Services

Tamra R. McKinney

#### Director, Public Utilities

Arthur D. Petriani

#### Director, Public Works/County Engineer

Timothy A. Foster, P.E.

#### Director, Real Property

Jon B. Tracy

#### Director (Acting), Recreation and Parks

Edwin (Neil) C. Luther, IV

#### Director, Social Services

Jane D. Crawley

#### Executive Director, Economic Development

Gary R. McLaren

#### General Registrar

Mark J. Coakley

#### Probation Director (Acting)

Viola Evans

#### Superintendent, Juvenile Detention Facility

Michael D. Bingham

#### Superintendent, James River Juvenile Detention

Patricia F. Carrington

#### Superintendent, Schools

Patrick Russo, Ed.D.

### ELECTED CONSTITUTIONAL OFFICERS

#### Clerk of the Circuit Court

Yvonne G. Smith

#### Commonwealth's Attorney

Wade A. Kizer

#### Sheriff

Michael L. Wade

### JUDGES

#### Circuit Court

Daniel T. Balfour  
Catherine C. Hammond  
L.A. Harris, Jr.  
Gary A. Hicks  
James S. Yoffy

#### General District Court

Mary B. Malveaux  
John Marshall  
L. Neil Steverson  
Archer L. Yeatts, III  
Lawrence G. Sprader, Clerk

#### Juvenile and Domestic Relations Court

Margaret W. Deglau  
Denis F. Soden  
Richard S. Wallerstein, Jr.  
Stuart L. Williams, Jr.  
Rebecca L. Cone, Clerk

#### Magistrates

William J. Conner, Sr., Chief Magistrate  
Ashley C. Battle  
Rana Clegg  
Jennifer Heishman  
Andrew Inge  
Jerrad Lee  
Karen A. Luzier  
Sara Munoz  
Tony Tate  
Jeffrey Znotens

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