

ONE NATION,



ONE COUNTY.

Henrico County 2001-02 Annual Report

Message from the Manager

To say last year was one of change and uncertainty is an understatement. The tragic events of September 11 undoubtedly altered our world, our priorities and our resolve. But through it all, one thing in Henrico remained constant: the relentless commitment of this county's staff to provide excellent public service to our residents.

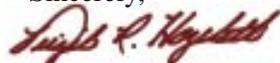
In these pages that follow, you will learn about wonderful and exciting new projects, innovative programs, streamlined processes and quality performances. Last fiscal year presented us with challenges that none would expect, and few could fathom. However, we met and exceeded those challenges. From our professional and dedicated staff in the Police and Fire divisions, to our health professionals, field managers and everyone in between, the Henrico County staff pulled together to ensure our residents' safety and prepare for the future.



I have never been more proud of Henrico County, nor more honored to be your County Manager. Even in the face of fear and potential adversity, Henrico's staff rose to the occasion with ten agencies winning sixteen National Association of Counties Achievement Awards and one Best in Category award, a nationally recognized public school system getting better every year, and continued excellence in financial management and economic development.

We do live in a new world, with new realities. As a Henrico County resident you can rest assured that yours is among the most sound, stable and progressive localities in the country. We are here because we want to be. We are here to serve you, our residents, through triumphs and tragedies. And we will continue to work tirelessly to support the democratic foundations and freedom for which our country stands. I am pleased to present to you the County of Henrico 2001-02 Annual Report: *One Nation, One County*.

Sincerely,



Virgil R. Hazelett, P.E.
County Manager

County of Henrico Annual Report 2001—2002

Board of Supervisors

Brookland, Fairfield, Three Chopt, Tuckahoe and Varina are the five magisterial districts that comprise Henrico County. One elected representative from each of these districts constitutes our Board of Supervisors. The board appoints the county manager, who is the chief administrator of the county, overseeing 33 departments within the local government. In addition, the board appoints members to 39 local boards and commissions to ensure the best possible administration of the county.

Division of Police

Henrico County's Division of Police continued on the path of excellence last fiscal year by earning their re-accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA). CALEA assessors performed an on-site examination of the division last December, reviewing every aspect of administrative and operational procedures to ensure compliance with 443 national law enforcement and public safety standards. The intense review process includes assessment of specialized equipment, crime analysis, interviews with division employees, examination of written documents, public meetings to receive comment and feedback from county residents, and a host of other cutting-edge law enforcement practices to determine whether the division is providing uniform, consistent and professional services to meet the needs of the community. Our Division of Police has been accredited since 1987, and continues to be the only division in Virginia to have earned this distinction on both the national and state levels.

The division earned additional accolades last June winning two National Association of Counties (NACo) Achievement Awards for model community relations programs. In the Police Reading and Education Program, new recruits visit elementary schools across the county reading and discussing children's books to students in kindergarten through second

grade. Designed to bridge the gap between police officers and young people, the program reinforces the importance of education to children, and allows recruits to experience the cultural diversity of the community they are training to serve. Conversely, the Senior Citizen Academy Program focuses on the county's elderly population, promoting safety and crime prevention for seniors. During the 11-week training course, residents aged 55 and older learn safety strategies relevant to their particular age group, including telemarketing fraud, residential security and other personal protection practices.

Also in FY02, the division's Uniform Operations officers developed and implemented the Problem Solving Policing pilot program in the county's Highland Springs area. Designed to reduce the number of repeat domestic violence calls, officers conducted extensive cross-agency research to identify common factors surrounding domestic violence disturbances. By coordinating with the county's Mental Health/Mental Retardation Services, the Victim Witness Program, Child Protective Services and other specialized agencies, officers were able to educate



In 1883, Henrico County purchased Dabbs House, which served as the headquarters for Robert E. Lee during the Civil War. Today, it serves as the eastern headquarters for the county's Division of Police.

and improve public awareness, and effectively reduce the number of domestic violence calls from recurring locations.

Division of Fire

In this lifetime, few will forget the horrific events of September 11, 2001. For our men and women in the Division of Fire, the aftermath not only brought personal, emotional sorrow for their fallen brethren, but the realization that preparations to prevent future terrorist attacks were an immediate operational priority. Moments after the attack on the

World Trade Center, staff in the division began a concerted effort with the Division of Police to identify resources and develop Taskforce Alpha, a stand-alone unit comprised of fire response units, specialty teams and support staff. Designed for quick response to the threat of terrorist activity, this expert taskforce is outfitted and trained to handle sustained operations for several days. In addition, the divisions of Fire and Police worked together to identify and acquire disaster situation necessities. The county manager and the board of supervisors provided \$500,000 for the division to strengthen its Homeland Security effort. These funds enabled the division to purchase equipment that is vital for responding to a weapon of mass destruction incident,

including advanced technologies to detect and monitor chemical warfare agents, specialized personal protective equipment, and search/rescue equipment that greatly enhance the ability to manage technical rescue incidents. The division also added a position that will coordinate training awareness for all county agencies and assist in developing a countywide risk assessment plan. Today, the Division of Fire is well prepared and equipped to handle a variety of man-made or natural disasters.

Increased demand for Emergency Medical Services (EMS) continued to impact the division's daily operations during FY02. Since 1998, calls for emergency service have risen from three to five percent annually; today, the division responds to 24,000 EMS calls each year. To accommodate this increase, the division hired 27 new firefighters to staff additional Fire Medic Units throughout the county. These units work in tandem with volunteer rescue squads responding to our residents' and businesses' medical emergencies.

Just when we thought it would finally rain—it didn't. The increasing severity of the statewide drought further complicated the efforts of our county's firefighters. The extremely dry conditions and lack of rainfall seriously reduced water levels in rural ponds and lakes used as water supply sources. Because firefighters depend on this supply in the event of a wildfire, the division re-distributed its tanker force and increased training for rural firefighting. This



Firefighters Randy Goll and Jeff Sawulski have never been more committed to their chosen career.

coordinated response of tankers, brush units and fire engines ensures the best possible containment of fast moving wildfires.

Planning

Identifying and addressing the needs of aging commercial corridors has become an urban planning concern nationwide, and Henrico County is no exception. Last year, Henrico's Planning Office completed the Sandston Commercial Area Study—a lengthy, comprehensive, community-based examination of Varina's Williamsburg Road Corridor. Results outlined both short and long-term conceptualizations, including land use, landscape design, market analysis, public infrastructure, community character, traffic circulation and public safety. By examining the area's physical and economic needs, Planning staff, members of the community and professional consultants developed a realistic plan for the improvements and revitalization. Although still in its infancy, the plan has



Last summer, Henrico County Public School students honored our public safety personnel with a musical thank you titled "What Can You Say to a Hero?"

produced measurable results such as new commercial uses, aesthetic improvements and healthier business and civic organizations. Because of this success, Planning staff won a 2002 NACo Achievement Award for the Sandston Commercial Area Study.

Along the same lines, Planning staff presented the Comprehensive

Revitalization Strategy (CRS) to the board of supervisors last May. The main focus of the CRS was to modify the county's regulatory framework to facilitate redevelopment and reinvestment in Henrico's older areas. From this concept, staff developed—and the board approved—the Urban Mixed Use (UMU) District, allowing high quality, mixed-use, pedestrian oriented activity centers which may include businesses, office space, multi-family residential, cultural, educational and retail space all within the same building or site. UMU Districts have proven to be effective revitalization strategies in localities throughout the nation, and Planning staff is excited to offer this new flexibility to developers, business owners and residents.

The Community Maintenance division of Planning expanded its popular Community Cleanup and Operation Paintbrush programs last fiscal year, providing services to 62 neighborhoods over 30 weekends. One hundred eight volunteers donated nearly 1,000 hours to the effort, painting and repairing homes for low-income seniors or people with disabilities, and conducting neighborhood clean-ups.

Economic Development

The Economic Development Authority (EDA) continued to encourage business expansion and help small businesses thrive during FY02. The EDA launched the Small Business Assistance Program, a valuable resource dedicated to helping the small business owner in Henrico County. Any existing company is qualified to use this diverse service, which provides assistance with everything from business plan development, facilities leasing and financing, to marketing, legal representation and advertising. Small business owners need only contact the EDA to begin the process.

Of course we like big businesses too, and Alfa Laval's decision to relocate their United States Headquarters to Henrico County and complete an 85,000 square foot manufacturing expansion was welcomed news for the EDA. Alfa Laval executives cited our area's proactive economic development community and their own growing presence in Virginia among the reasons they chose to expand in Henrico County. The move and expansion will result in a nearly \$11 million investment and 112 additional jobs.

Interested residents and prospective businesses can read about breaking news stories like Alfa Laval, as well as access county demographics, tax information and virtually any business related bits of information by visiting the EDA Web site at www.henrico.com. Staff expanded the Web site during FY02, enhancing content in effort to keep the site fresh and current for its users.

Building Construction and Inspections

Even in the wake of a national economic slowdown, construction in Henrico County continued to boom. As a result, the Office of Building Construction and Inspections performed

73,688 inspections and issued more than 16,409 construction permits during FY02.

The office was also the first to go live with the new Tidemark System, aimed at eliminating the need for mainframes. The software product allows staff in Building Inspections to issue permits faster and track their status better, with easier maneuverability and control. Staff uses the new system in conjunction with Filenet, a document management system enabling staff to scan and retrieve documents at the touch of a computer key, making storage and access far more efficient.

More than 30 elderly or disabled low-income residents benefited from the Existing Structures Division of Building Inspections last year. Staff in the division investigated complaints and, in warranted cases, made minor home repairs at reduced or no cost for residents who could not otherwise afford it.

Eastern Government Center

The Eastern Government Center (EGC) continued to provide services to residents, builders, engineers and developers living or working in the county's east end. Services include online access to county real estate transactions including property transfers, assessments, and owners' addresses, voter registration, dog licenses, business licenses, vehicle decals, social services assistance, and a drop-off center for water bill payments, personal property taxes, real estate taxes and parking tickets. Through the countywide computer network, staff at the EGC can also access zoning and property identification maps, as well as water, sewer and subdivision maps directly from their workstations enabling them to quickly assist residents and customers with their zoning questions.

The Permit Center

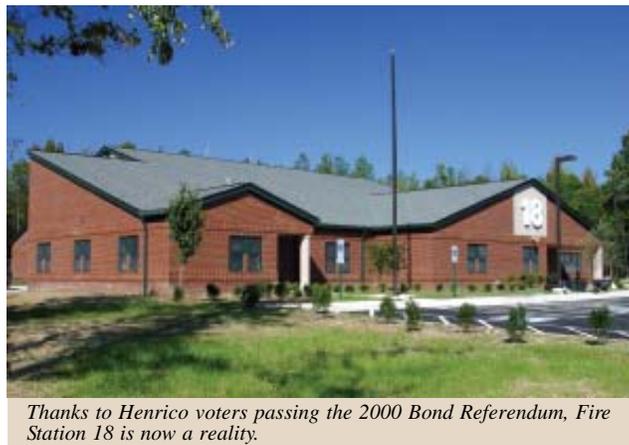
During FY02, NACo recognized Henrico's Permit Center with an Achievement Award for innovation in government practices. Driven by technology, the center eases the permit process for customers by reviewing, approving and issuing residential building permits in one central location. Staff from the departments of Public Works, Public Utilities, Building Inspections and Planning offers on-site assistance, and the Geographic Information System, Tidemark System and centralization of county maps contribute to the no-hassle environment for customers—what once took several days to accomplish can often be completed in a day or less.

Public Utilities

As residential building and commercial expansion continued in the northwestern corridor of the county, increase in water demand ensued. To

meet water usage needs, the Department of Public Utilities completed a \$3 million construction project including two water storage tanks and a pumping station in the Shady Grove area.

Henrico's new Water Treatment Facility is nearing completion. As those residents living or working in the far west end can attest, construction has been steady since Henrico County began this endeavor in 1996. During the past year, crews were busy installing the 54-inch water transmission mains which will ultimately pump water from the James River into the Henrico County water system. Currently, the county purchases its drinking water from the City of Richmond. Henrico's Water Treatment Facility, which will ultimately treat up to 55 million gallons of fresh,



Thanks to Henrico voters passing the 2000 Bond Referendum, Fire Station 18 is now a reality.

drinkable water per day, will start operations in early 2003.

The department also continued the expansion of the Water Reclamation Facility last year, which will increase the permitted capacity of wastewater treated to 75 million gallons per day (mgd) by the fall of 2004. Currently, the facility is permitted for 45 mgd.

Public Utilities also began developing an Engineering and Technology Master Plan designed to manage the department's future operations. Staff is taking a holistic approach using technology in engineering and business practices to improve customer service, cost effectiveness, and more fully integrate the seven divisions within the department. Staff will soon be able to more quickly assist customers, reduce response times for service and accurately share information between the Water Treatment Facility, the Water Reclamation Facility, the Construction Division, Operations Division, Design Division, Business Division, and Solid Waste Division.

Public Works

Last fiscal year, the board of supervisors adopted the Stream Assessment/Watershed Management Program aimed at improving water quality and stream systems, while meeting stormwater management

requirements for both future and existing developments. This new approach combines stream restoration, buffer establishment, urban stormwater retrofits, regional stormwater controls and the creation of the Environmental Fund. Through this fund, developers have contributed \$500,000 enabling Public Works staff to conduct buffer and stream restoration projects, and remove 30 unauthorized dump sites in the county's stream system.

The department continued with the Concrete Infrastructure Replacement Program during FY02, replacing more than 63,000 linear feet of curb and gutter and 8,100 linear feet of sidewalks in residential neighborhoods throughout the county.

Public Works also progressed with the installation of Opticom, a traffic preemption system allowing fire engine operators to automatically change traffic signals to green when approaching busy intersections. Not only does this reduce response time for firefighters rushing to emergency calls, but also significantly increases the safety of motorists driving in the vicinity while emergency vehicles are trying to maneuver through traffic. Thus far, 30 percent of the county's signalized intersections are outfitted with the device.

Staff continued with other traffic flow and safety improvements with installation of overhead lighting at signalized intersections, and overhead street name signage. The Department of Public Works will continue all three of these safety inspired programs until installation is complete throughout the entire county.

County Attorney

FY02 proved to be a year of victory for the County Attorney's Office. The seemingly never-ending litigation over the regional upscale shopping mall, Short Pump Town Center, continued in the Henrico County Circuit Court last April. Judge George F. Tidey ruled that the county's formation of a Community Development Authority to issue bonds to pay for infrastructure improvements in and around the mall site was legal and valid.

But the County Attorney's days in the courtroom didn't stop there. Staff spent months defending the county's public nudity ordinance against a constitutional rights challenge in federal court. Colonial First Properties—better known to most as Gold City Showgirls—sued the county over what they felt was their "right to free speech," arguing that sexually explicit, erotic dancing was not subject to the ordinance. The judge dismissed the challenge.

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Thanks to the diligent efforts of the talented County Attorney's staff, Henrico County emerged victorious and rewrote the county code to clarify and strengthen regulations on sexually oriented, adult businesses.

Not all business was conducted in the courts, however. Staff in the County Attorney's office also developed a contract for local historian and author Dr. Louis Manarin to write and publish the two-volume book, *Henrico County: Field of Honor*. Dr. Manarin worked closely with staff in the Division of Recreation and Parks gathering facts, historic photos and reviewing crucial archives in order to complete the book which will focus on the lives, battles and historic significance of the Civil War in Henrico County. This publication is scheduled for release in 2003.

Office of the General Registrar

During FY02, the Registrar's Office continued with the mammoth task of redistricting, and changing polling places necessitated by the Census 2000 findings. Deeming the final step in the process "re-precincting," staff successfully revised precinct boundary lines to comply with the census data and alerted affected registered voters of their new polling places. This in itself was no easy feat.

Last April, when staff mailed new voter cards to the county's 165,000 registered voters, 13,000 of them came back. Registrar's staff investigated with the post office and the Department of Motor Vehicles in attempt to locate the "missing" individuals. Because of their efforts, staff was able to locate and contact 7,000 of the voters whose cards were returned. Registered voters in the county must vote at designated precincts based on address; if a voter has moved, even if they are registered, their polling place may have changed. The registrar continues to urge registered voters to notify the office in writing of new addresses.

In addition, the Registrar's Office continued improving accessibility at the polls for people with disabilities. Although

staff is still working on some adjustments (doorknobs, gravel parking lots), 100 percent of the county's 89 precincts were wheelchair accessible by year's end.

General District Court

General District Court experienced a changing of the guard this past year, with the retirement of Judge C. Rodney Chapman and the arrival of his replacement, Judge John A. Garrett. Judge Garrett had been with Henrico's Commonwealth's Attorney's Office since 1994, holding the Deputy Commonwealth's Attorney position since 2000. He is a graduate of Virginia Military Institute and the University of Richmond's T.C. Williams School of Law, and has been a member of the Virginia State Bar since 1981.

General District Court also jumped aboard the information superhighway creating an interactive, user-friendly Web site. Residents can now visit www.co.henrico.va.us/gendistcourt/ to access court calendars, magistrate information, fee and fine schedules, and a host of other court-related documents.



Deep Run, located in the county's northwestern corridor, is Henrico's first new high school in 23 years.

Circuit Court

The clerk of the Circuit Court, an elected constitutional officer, maintains criminal and civil court case records, marriage licenses, probates of will, adoptions, notary certificates, land records and more. During FY02, the clerk's office continued enhancing the computerized land records system; to date, staff has scanned nearly 515,700 pages of land records available for public viewing. In addition, the office awarded the contract to convert more than six million images from microfilm to a digital format. Once completed, public viewing and staff record maintenance will be much easier, quicker and more convenient.

The clerk's ability to complete these projects is largely attributable to the Technology Trust Fund. By collecting a fee for each document recorded in land records, the clerk is able to maintain this fund and make technology and

equipment purchases without using county taxpayer money.

Commonwealth's Attorney

The Commonwealth's Attorney's Office continued aggressively enforcing the Virginia Exile Program last fiscal year, with ongoing public awareness campaigns and gun violence prosecution. By working with staff in the Public Information Office, the Commonwealth's Attorney was able to gain substantial coverage through local publications, cable channel 37, radio public service announcements and some televised news broadcasts. Working under the adage that education is the key to prevention, the Commonwealth's Attorney's Office made great strides in educating the public about this no holds barred program.

The office was also instrumental in producing a domestic violence awareness video targeted to middle school students—the age where most dating and relationship issues begin. This video, *Open Arms? Open Eyes!*, features teenaged actors portraying verbally or physically abusive scenarios. Again, using education as a weapon of prevention, the office teamed with Henrico's Community Criminal Justice Board, Safe Harbor, The Family and Children's Trust Fund of Virginia, Henrico's Coalition Against Domestic Violence, Henrico Doctor's Hospital and the Circuit City Foundation to get the word out to teens and pre-teens throughout the region.

Sheriff's Office

Last March, the Sheriff's Office expanded its nationally recognized substance abuse program for inmates, Project Fresh Start, to include female inmates at the county's Jail East facility. Professional staff screens and interviews potential participants to determine their motivation and desire to end addictive behavior patterns before selecting them for this 14-hour-per-day, total-immersion program. Based heavily on the Alcoholics Anonymous model developed in 1935, the program has sparked interest from localities across the nation, and has garnered media attention from newspapers in California, Massachusetts, Texas and Washington, D.C.

In May, the Sheriff's Office hired a full-time physician to treat inmates in both Henrico jails. Dr. John Harler, a graduate of the Medical College of Virginia with more than 20 years in the medical field, will provide routine care, offer quick response to emergencies, and will offset the cost of hospital visits and doctor calls.

Community Corrections Program

The Community Corrections Program (CCP) saw record numbers of clients in FY02, with 1,412 new court-ordered clients under CCP supervision

(on probation) and collecting \$172,000 in restitution payments for victims. In addition, probationers completed 42,040 hours of community service in Henrico County, ranging from assisting Community Maintenance with neighborhood clean-ups, to volunteering with local animal shelters. By completing community service, probationers are able to give back to the society they wronged, and area charities, food banks, free clinics and other organizations benefit from the much needed volunteer labor.

Juvenile and Domestic Relations Court

The renovation and expansion of the Juvenile and Domestic Relations Court building began last May, and is scheduled for completion in April. The finished project, which includes an expanded customer service counter and additional secure storage areas, will allow court staff to more effectively serve clients as well as store sensitive legal documents on-site. A new attorney workroom, completely equipped with phones, computers and other office resources, will provide a private area for attorney-client conversations that now typically take place in an open hallway.

The Juvenile Court judges and the clerk's office management staff attended the second annual day-long retreat last year, focusing on court issues such as training for substitute judges, streamlining paperwork, general court proceedings and other business. Juvenile court staff is able to enhance communication and strengthen court operations through these annual meetings.

In addition, staff in the clerk's office completed a strategic planning process early last year, mapping out goals and objectives to enhance operations and service. Continued training for staff, additional availability of information via the court's Web site, and the creation of an employee recognition and awards program are a few of the items included in the plan.

Juvenile Probation

In FY02, intake officers in Juvenile Probation processed 7,637 complaints, including juvenile charges and domestic relations issues. Two hundred fifty juveniles completed the Shoplifters Program, 129 completed the Community Alternative Program, and 195 juveniles performed community service.

Supervised Probation took on 333 new cases, but successfully released 409 juveniles. Additionally, 103 juveniles completed their time in the correctional center and moved to Parole Services. Individual parole officers assist these young people with reintegration into society, whether it be job placement assistance, helping a student re-enroll in school or drug counseling services.

The Virginia Community Crime Control Act provided a continuum of 16 different services for juvenile offenders in Henrico County, including anger management, parenting groups, drug and alcohol testing, detention outreach and other intensive home-based services.

Juvenile Detention

Juvenile Detention provided a safe, secure environment for staff and detainees without serious injury or escape during the past fiscal year, as well as completing several other safeguard measures to ensure the safety, privacy and protection of the juveniles and staff.

Last fiscal year, Juvenile Detention constructed an enclosure and completed renovations for the vehicular sally port, including a security camera, call station and touch screen monitor. Previously, the general public and passersby could see and access staff and juveniles during vehicle boarding and exiting; this renovation allows staff to transport the juveniles in a private, safe and secure environment. In addition, staff installed concertina wire around the perimeter of the recreation area, enhancing the safety and security of juveniles and staff when present in this outdoor quarter.

In effort to enhance the educational opportunities of detainees, Juvenile Detention implemented library services and life skill groups during FY02. Just as with any public school library, juveniles can now visit library services and check out age-appropriate books to supplement their educational experience. In addition, an on-site psychologist meets with the juveniles to provide life skill lessons, including interviewing skills, drug education and other resources that will help them get their lives back on track once released from the facility.

James River Juvenile Detention Center

The James River Juvenile Detention Center (JRJDC) dedicated the new facility in December of last year. The 48,000 square-foot, 60-bed facility opened two pods in April of 2001, and opened the remaining pods in phases throughout the remainder of the year. Officials from Henrico, Goochland and Powhatan attended the dedication, marking the formal opening of this new state-of-the-art facility.

Last April, *Corrections Today* magazine featured the JRJDC in a full color, four-page-spread feature article highlighting the conceptualization, partnerships, building process and guiding philosophies of the center. The article praised the JRJDC on many counts, including the concept that "collaboration yields an exceptional juvenile facility."

Finance

A new Director took the reigns of the Henrico Finance Department and its five distinct

divisions last year. Reta R. Busher, a CPA and graduate of the College of William and Mary, succeeds former director W. Forrest Matthews who left the county in March of 2002. Busher, who began her career with Henrico in 1993, has repeatedly earned national recognition for excellence in financial reporting and budget management.

In FY02, due to its sound fiscal management and stable economic position, Henrico County maintained a triple-A bond rating from Fitch, Moody's Investors Service, and Standard and Poor's. This distinguishes Henrico as one of few jurisdictions in our nation to enjoy a "triple" triple-A rating. For the 21st consecutive year, Henrico earned the Certificate of Achievement for Excellence in Financial Reporting, and the Distinguished Budget Presentation Award for the 13th consecutive year. The National Government Finance Officers Association sponsors both honors.

The Department of Finance won additional national acclaim with a NACo award recognizing the Real Estate Advantage Program (REAP) providing tax relief for Henrico's elderly and disabled residents.

Information Technology

In FY02, the Information Technology Department (IT) earned recognition with a NACo Achievement Award for its Webtraffic program—a web-based, real time traffic and incident report. People who are interested in getting up-to-the-minute traffic information in Henrico County need only click on the Web site to be in the know. IT recently expanded the service to include crime statistics and calls for police service.

IT staff also worked diligently to increase the functionality and speed of the county's Wide Area Network (WAN) with a new fiber optic connection between the county's three main campuses: the Government Center, the Woodman Road facility and the Eastern

Financial Resources & Requirements for Fiscal Year 2001-02 (A)

General Resources: (A)	2001-02 (B)	2000-01	Difference
Current Property Taxes	\$ 224,031,454	\$ 217,144,579	\$ 6,886,875
Local Sales Tax	43,991,897	45,093,449	(1,101,552)
Business and Professional Licenses	22,315,226	23,092,647	(777,421)
Other Local Revenue	65,132,758	71,688,190	(6,555,432)
Total Local Revenue	\$ 355,471,335	\$ 357,018,865	\$ (1,547,530)
State and Federal Sources	221,027,200	213,717,174	7,310,026
Total Revenue	\$ 576,498,535	\$ 570,736,039	\$ 5,762,496
Net Transfers (C)	(51,930,720)	(52,698,020)	767,300
Total Resources	\$ 524,567,815	\$ 518,038,019	\$ 6,529,796
General Requirements: (A)	2001-02 (B)	2000-01	Difference
General Government	\$ 129,246,652	\$ 133,281,074	\$ (4,034,422)
School Operating	261,892,782	253,321,142	8,571,640
Public Safety	100,394,251	100,566,776	(172,525)
Debt Service (D)	33,034,130	30,869,027	2,165,103
Total Requirements	\$ 524,567,815	\$ 518,038,019	\$ 6,529,796

Notes:

(A) Includes both General and Debt Service Funds.

(B) Figures are unaudited for FY 2001-02.

(C) Includes \$22,980,206 to Capital Projects Fund in FY 2001-02.

(D) Amounts include both General Government and School Debt Service Requirements.

Government Center. With this new connection, data flows at one gigabyte per second (called "Gig E" speed in the industry) allowing off-site staff to access and use the county's GIS system as quickly as if they were centered at the main campus.

Staff also implemented a centrally controlled, countywide system to protect against harmful computer viruses. The new system automatically downloads the latest virus protection software to each county PC, eliminating the need for staff to constantly locate and update the software as it becomes available. And finally, with IT's new PC inventory tracking system, every county computer hardware and software package is accounted for in a centralized tracking system.

Public Libraries

During FY02, Public Libraries staff hosted the grand opening of the North Park Branch Library—a 15,000 square-foot, state-of-the-art facility nestled on six beautifully wooded acres in the Fairfield District. This newest branch offers a public computer lab, meeting and study rooms, a drive-through book return, and more than 60,000 items for public education and entertainment. A far cry from its predecessor, the "temporary" North Park Branch Library, this new branch promises to be one of the county's finest.

Library staff made another important announcement last year: SAM is here. Staff successfully launched the Smart Access Manager program throughout county libraries in effort to improve public computer access, filter Internet access for patrons under 18, and equip library cards with debit card capabilities. Now, patrons who access the public computer must enter their library card and PIN numbers before getting started. SAM will automatically limit each session to two hours, enhancing fairness in computer access for all customers. Patrons can also place funds in their SAM account and use their library card to debit the account when printing.

More good news for Henrico's public library computer users: Microsoft software applications are now installed on each of the library's 211 public computer workstations. Patrons can use Microsoft Access, Excel, Explorer, Front Page, PowerPoint, Publisher and Word with a library card and PIN number.

Schools

Henrico County's nationally recognized public school system continued on the path of excellence in FY02 as one of the top achievers in Virginia on the Standards of Learning (SOL) tests. The SOL tests, mandated by the Virginia Department of Education, measure student performance in math, science, social studies and language arts. Recent score results show that 91 percent of Henrico County schools are fully accredited, with significant increases in student pass rates at all grade levels. This incredible achievement is attributable to the focused, concerted efforts of



Race fans experience the height of excitement at the Richmond International Raceway, where Winston Cup NASCAR comes to Henrico County twice a year.

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students, teachers, parents and administrators in Henrico County.

Educators from across the United States will once again visit Henrico's Public Schools to observe the successful enhancement of teaching and learning through the wireless laptop technology initiative. The National School Board Association selected Henrico Schools to be one of only two national site visits next March. Henrico is the only school system in Virginia ever selected for this honor, and one of few in the United States during the entire 17-year history of site visits.

As students of the premiere classes eagerly watched the construction process throughout the summer, the county's two new schools—Deep Run High and New Bridge Middle—were completed and scheduled to open for the 2002-03 school year. Located in the Three Chopt District, Deep Run is the county's first new high school in 23 years. New Bridge Middle School, located on Nine Mile Road in the Varina District, will serve students who are academically competent but have not achieved academic or behavioral success in the traditional school setting.

Recreation and Parks

In FY02, the Division of Recreation and Parks won the NACo Best in Category for Recreation and Parks Achievement Award for "The Playmakers," a theater group for adults with disabilities, which made its theatrical debut in April 2000. The division's Therapeutic Recreation and Cultural Arts sections collaborated to implement this performing arts program providing mentally or physically disabled individuals with the opportunity to explore the arts through auditions, rehearsals and live performances for audiences. NACo's distinguished Best in Category Award is limited to exemplary model programs throughout the nation.

The division also continued to host major sporting events last year, and planned for significant new athletic facilities at Dorey Park. The division hosted major youth soccer tournaments at the park, including the Jefferson Cup in March, as well as the Colonial Cup and Virginia High School League Boy's and Girl's Regional Soccer

Championships in May. The Virginia Flag Football Association held its 54-team state championship at Dorey last December, and in March the Rugby International Porter Cup hosted teams from three states, Ireland and Washington D.C. The American Softball Association sponsored the World's Largest Softball Tournament at the Dorey softball complex last spring, with teams from 16 states participating. Recreation and Parks recently completed the addition of two lit, irrigated soccer fields at Dorey, and plans are underway to construct a four-field youth baseball complex.

The Mountain Road corridor in Glen Allen continues to come alive with the addition of three historic structures last fiscal year. The 1930s Courtney Road Service Station, a cupola salvaged from the now-demolished, nineteenth century Forest Lodge, and Henrico's sole-surviving tobacco barn at Meadow Farm together offer additional history and cultural richness to the already impressive Mountain Road corridor.

Public Information

This past year, County Manager Virgil R. Hazelett, P.E. named Tamra McKinney the new Director of Public Information. McKinney, who joined the Public Information Office (PIO) in 1993, is a graduate of Virginia Tech and has won more than 80 international, national, state and regional awards for excellence in communications practices. She succeeds former Director Coral Gills, who retired in February.

FY02 was a popular year for public awareness campaigns. PIO staff worked tirelessly to get the word out about West Nile virus, final redistricting plans, Project Exile, drought conditions/watering restrictions, and the Keep Henrico Beautiful litter campaign—to name just a few. In addition, staff worked with outside consultants and other county agencies, as well as reviewed results from a citizen communications survey, to conceptualize and plan for expanded capabilities and modernization of government access cable channel 37. Although the project is still in the initial

planning stages, PIO staff hopes to offer residents a wider variety of information through a more sophisticated, broadcast quality channel 37 in the near future.

Also in FY02, the Public Information Office won 12 more state and national awards from six different professional public relations organizations for exceptional writing, communication programs, design, video production, and creative art direction.

In addition to these marked achievements, the PIO provided public relations consultation, media relations services and communications support to the board of supervisors, the County Manager's Office and each of the 33 agencies within the general government administration.

General Services

Staff in the Department of General Services completed major enhancements of their Internet and intranet sites during FY02, offering more functionality and easier navigation to both internal and external users. Those interested can now log on to the Web site and gather information about solicitations, review bids for proposal, procurements and other General Service business not previously available through this medium. In addition, General Services has made Request for Proposals (RFPs) and Invitation for Bid forms available for downloading—a huge plus for the vendor community. On the intranet, county staff can view vendor listings, contracts, and a proverbial "who's who" of General Services personnel, making it easier and more efficient to conduct business with the department.

The confirmed presence of West Nile virus in Henrico County impacted many agencies within the administration. General Services included. The Risk Management division spent the bulk of FY02 conducting training classes for county field personnel teaching them how to identify standing water, how to follow-up, precaution and prevention techniques and general information to assist them with combating this potentially serious virus. General Services staff also took the lead in contracting with mosquito control companies so that Henrico County would be ready to proceed with mosquito adulticide (spraying) if necessary.

General Services staff also supported many other agencies throughout the past fiscal year with completion of capital projects, programming and design efforts, as well as oversight of the 2000 Bond Referendum projects. Construction of a new fire station, the Tuckahoe Library replacement, Administration Building renovations and the police firing range are a few of the many new construction projects the department is managing.

Capital Area Training Consortium (CATC)

The United States Department of Labor awarded a \$974,045 Work Incentive Grant to the Capital Area Workforce Investment Board, in cooperation with the Virginia Department of Rehabilitative Services, allowing six Workforce Investment Boards to enhance services and improve accessibility for people with disabilities at the One Stop Workforce Centers. The grant has allowed Workforce Center staff to engage in courses designed to help them learn the new software and enhance etiquette training in order to provide the best possible service to their special needs clientele. In addition, CATC will obtain specialized software such as TDD compatible programs for the deaf, screen readers for the blind and will make improvements to physical structures, including lowering counter heights and other adaptations, to better accommodate all customers.

CATC also received a \$50,000 Economic and Employment Improvement Grant to assist non-custodial parents with their employment and training needs. Clients who qualify for this program are typically fathers who do not have custody of their children, and do not earn enough money to consistently pay child support. By improving their job skills and securing higher-paying positions, these fathers are able to more effectively support their children.

CATC continued to be the area's career center of choice last year, assisting 1,628 new clients bringing the yearly total to more than 4,000.

Real Property

Staff in Real Property completed the final round of easements and acquisitions for the Water Transmission Main Project in FY02, allowing the Department of Public Utilities to enter the last construction phase of the county's Water Treatment Facility. These final easements enabled crews to install 54- and 48-inch water mains from Gaskins and Pemberton roads to Lydell Drive. Staff also acquired the necessary rights-of-way for Public Works to begin improvements on Francis Road, including widening the lanes and removing a curve. In addition, staff acquired the rights-of-way for the Virginia Department of Transportation to construct an overpass reconnecting Britton Road. The new Pocahontas Parkway (Route 895) originally severed Britton Road, interrupting through access. Once completed, motorists will be able to travel a contiguous Britton Road while passing over Route 895.

In addition, the department acquired easements and rights-of-way for the departments of Public Works and Public Utilities to construct road improvement projects, drainage projects and rehabilitation efforts to replace aging water and sewer lines.

Internal Audit

The county's internal auditors continued their mission to improve accountability in general government during FY02, with an emphasis on refining overtime expenditures



Library Assistant Janet Roll conducts a special storytime session for Henrico preschoolers at the new North Park branch.

countywide. By implementing new, tightened procedures including increased supervisory review, enhanced overtime approval processes and mandating quarterly reporting to the board of supervisors, staff has effectively reduced overtime costs in Henrico County.

Internal Audit worked closely with IT staff last year, assisting with the creation of the new PC inventory tracking system. Through this inventory control measure, agencies throughout the county are able to keep tabs on every PC and software program in their

5.9 percent by year's end. During this same period, HR processed more than 20,000 employment applications. The consistently low turnover, employee longevity and volume of applications are strong indicators that Henrico County continues to be an employer of choice. To learn about employment opportunities on the Internet, people can visit www.henricojobs.com for a complete, up to date list of job openings. Last year, nearly 40 percent of all applicants indicated they learned about the opening on the Internet.

throughout their pregnancies. All four women voluntarily entered the intense treatment program, committing to a minimum attendance of three days per week, regular drug screenings and specialized, focused individual and group therapy sessions.

Social Services

Last fiscal year, the Department of Social Services (DSS) underwent a change in leadership upon retirement of former Director Bettie Kienast. Gordon G. Ragland, Jr., former assistant director who began his career with Henrico in 1991, became the new Director of Social Services. Ragland is a graduate of the University of Richmond, earned his master's degree from Lynchburg College, and brings a wealth of social services experience to his new position.

The DSS Eligibility Division had an incredible year with the successful conversion from paper food stamps to the new Electronic Benefit Transfer system. This new food stamp issuance system is based on the debit card technology; each participant's card contains the electronic equivalent of his or her food stamp benefits. Participants merely swipe the card through participating vendor's reading machines—just as you would a debit or credit card—and the appropriate amount is deducted from the balance. Within a one week period, 2,600 of the county's 3,300 food stamp recipients visited DSS to learn how to use the new debit card system.

In addition, DSS created the Outstation Medicaid Workers program last year, to provide faster and easier access for people who need Medicaid service. One DSS staff member is stationed at Henrico Doctors Hospital, and another at the MH/MR facility on Woodman Road; both workers have access to the appropriate medical staff, and can process eligibility claims much more quickly and efficiently than before.

The department also implemented Family Based Case Staffings last year, designed to maintain the family unity and ensure children grow up in safe and stable homes. Whenever a child is at risk of being placed outside of his or her own home, the child's family and the family's support systems meet with social work staff to develop a plan that ensures a safe and nurturing environment for the child. The process is family driven, and is designed to increase the overall well being of families in our community.

Health Department

Last year's national anthrax scare sparked local concern among county residents, keeping Health staff on their toes throughout much of October. Working in cooperation with Henrico's emergency response public safety staff, the Health Department fielded hundreds of calls from residents reporting white powder in their mail. Once a resident reported a suspicious substance, the Division of Fire would collect a sample, and Health staff would coordinate lab testing. Anxious emergency room doctors, who were uncertain whether they needed to treat their patient for anthrax exposure, would contact Health staff seeking lab results. Fortunately,

100 percent of the incidents were false alarms, and no Henrico residents were exposed to anthrax. In response to the September 11 attacks, and the threat of biowarfare, the federal government (through Atlanta's Center for Disease Control) funded two new Health Department positions for the sole purpose of combating possible bioterrorist attacks such as small pox or bubonic plague.

Later in the year, West Nile virus reared its ugly head, shifting Health staff's focus to bird collection and testing. During the past mosquito season, staff retrieved 91 birds, 14 of which tested positive for the virus confirming its presence in Henrico County. The department took an active surveillance approach, with public health nurses visiting local hospitals to review records and examine patient-reported symptoms to ensure no potential West Nile virus cases were overlooked.

Health's Environmental staff also developed new restaurant and food safety regulations last year, clarifying the responsibilities of restaurant operators. The new requirements, which conform to those federally mandated by the Food and Drug Administration, specifically state that not only does a food service facility need to comply, but a manager or "person in charge" must be certified, prove knowledgeable about food borne disease prevention and food regulations and must be on-site during all hours of operation.

Virginia Cooperative Extension

Several issues of newsworthy concern kept Henrico's Extension Services in the media spotlight last year. With the increasingly severe drought and subsequent water restrictions, residents inquired about lawn care and landscaping in droves; the unpopular, pesky gypsy moth infestations in the county's Lakeside area worried a few; West Nile virus prevention and the reduction of mosquito breeding sites was a high priority; and in early summer, the tomato spotted wilt virus epidemic caused alarm for some of the county's vegetable gardeners. Extension staff effectively managed the situation on all counts, providing residents with case-specific information and assistance.

Extension's 4-H camps continued to provide fun, educational experiences for Henrico's youth, with 180 campers, 27 teens, 12 counselors-in-training and 12 adult volunteers attending last year's camp at the Jamestown 4-H Center. Participants had the opportunity to appreciate the outdoors, develop friendships and learn self-reliance, cooperation and interdependence skills that will stay with them through adulthood.

After a two-year hiatus, staff reimplemented the Family and Consumer Sciences Program, offering educational programs in family and human development, quality childcare and money management. In addition, the new Smart Choices Nutrition Education Program targets food stamp recipients, teaching them how to integrate comprehensive nutrition and low-cost, healthy meal planning strategies into their households.

Demographics

Population	267,031
Land area (square miles)	244.06
Total housing units	113,041
Assessed value of taxable land and improvements	\$18,245,823,150
Public schools	63
Public school enrollment	42,486
Roads (linear miles)	1,234.16
Roads (lane miles)	3,088.17
Voting precincts	89
Total registered voters	164,840

possession. Auditors also consulted with IT staff during development of the automated computer virus protection program, ensuring timely, effective protection for virtually every county computer.

Last summer, Internal Audit hosted a 10-member Chinese delegation from the Hunan Provincial Audit Department. The information exchange included the differences between Chinese and American auditing systems, planning processes, as well as audit and risk management.

Human Resources

The Department of Human Resources (HR) enjoyed another award-winning year, earning both a NACo Achievement Award and the Society for Human Resources Management and Workforce One All Star Award for their Succession Management Program. Because HR forecasts suggest that nearly 29 percent of Henrico's upper management will be eligible for full retirement by 2005, and as many as 78 percent could retire with reduced benefits, staff researched and implemented the Succession Management Program. Based on continued employee professional development and strategies to groom subordinate managers for promotion, the program aims to provide a continuum of excellent public service for Henrico's residents.

During FY02, Henrico County maintained an annual turnover rate of below 10 percent for the 15th consecutive year. Excluding retirements, the rate dropped nearly two percentage points to

The HR staff continued providing excellent training opportunities for our general government employees, with more than 2,500 participating in the employee development training program, and an additional 1,235 completing computer training courses.

Mental Health/Mental Retardation

In order to streamline services and reduce overhead costs, MH/MR consolidated several programs under one roof last fiscal year. The Community Support Teams, which previously rented office space on Enterprise Parkway, moved into newly renovated offices in the Hermitage Enterprises building. About 20 staff members and 30 day program clients now report to the new location. Now, all case managers are in one location with 110 clients, resulting in more efficient services and information sharing among staff.

The Virginia Housing Development Authority awarded an additional 45 Federal Housing Choice (formerly known as Section 8) vouchers to MH/MR, allowing staff to assist more of their low-income, disabled clients with rent subsidies. This program, federally operated by Housing and Urban Development, helps qualified individuals secure adequate housing without spending more than 30 percent of their monthly income on rent.

MH/MR's Substance Abuse Program staff made great strides last year, with four of the program's female participants giving birth to drug-free babies. Of the four women, two were clean but had shaky drug abuse histories, and two were sustained on methadone treatments

County of Henrico Annual Report 2001—2002

Director, Information Technology
Brian D. Wantling

Director, Internal Audit
Gary L. Martin

Director, Libraries
Gerald M. McKenna

Director, MH/MR Services
James W. Stewart, III

Director, Planning
John R. Mariles

Director, Public Information
Tamra R. McKinney

Director, Public Utilities
Arthur D. Petrini

Director, Public Works/County Engineer
Robert C. Thompson

Director, Real Property
Willis W. Pope

DIRECTORY Effective October 2002

Administration

County Manager
Virgil R. Hazelett, P.E.

Deputy County Manager for Administration
Leon T. Johnson

*Deputy County Manager for
Community Development*
Harvey L. Hinson

*Deputy County Manager for
Community Operations*
Robert K. Pinkerton

*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

*Assistant to the County Manager for
Staff Coordination*
John W. Thornton, Jr.

Building Official
Gregory H. Revels

Chief, Division of Fire
Ronald L. Mastin

Chief, Division of Police
Henry W. Stanley, Jr.

Coordinator, Community Corrections Program
Bruce N. Crusier

County Attorney
Joseph P. Rapisarda, Jr.

Director, Capital Area Training Consortium
Rosalyn D. Key

Director, Community Development
Frederick F. Overmann, III

Director, Finance
Reta R. Busher

Director, General Services
Paul N. Proto

Director, Health
Curtis W. Thorpe, M.D.

Director, Human Resources
George H. Cauble, Jr.

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The Eastern Government Center offers a full range of county services to residents and businesses living and working in the east end.

Director, Recreation and Parks
J. Wesley Malcomb

Director, Social Services
Gordon G. Ragland

Executive Director, Economic Development
Frederick T. Agostino

Extension Unit Coordinator
Karen F. Carter

General Registrar
Janet C. Coon

Probation Director
Kay D. Frye

Superintendent, Juvenile Detention Facility
Michael D. Bingham

Superintendent, James River Juvenile Detention
Patricia F. Carrington

Superintendent, Schools
Mark A. Edwards

Clerk of the Circuit Court
Yvonne G. Smith

Commonwealth's Attorney
Wade A. Kizer

Sheriff
Michael L. Wade

Judges, Circuit Court

Catherine C. Hammond
L.A. Harris, Jr.
Gary A. Hicks
George F. Tidey

Judges, General District Court

John A. Garrett
Burnett Miller, III
L. Neil Steverson
Archer L. Yeatts, III
Lawrence G. Sprader, Clerk

Judges, Juvenile and Domestic Relations Court

William G. Boice
A. Elisabeth Oxenham
Denis F. Soden
Sharon B. Will
C. Thomas Elliott, Clerk

Magistrates

Robert M. Buhrman
William J. Conner, Sr.
Eugene B. Hughson, Jr.
John L. Hughson
Karen A. Luzier
John E. Mehfoud
Jerilyn C. Smith-Lundy
Betty P. Widener
Kathleen M. Wilkinson

BOARDS AND COMMISSIONS

Association of Volunteer Rescue Squads

David A. Kaechele

Board of Building Code Appeals

Joseph J. Hayes, Jr.
Charles W. Martin
Bernard C. Mills, Jr.
Robert Nelson
Thomas E. Pruitt
Donald L. Strange-Boston
Thomas A. Talley, Jr.
Kurt P. Thompson

Board of Real Estate Review and Equalization

Richard Cocke
Helen E. Harris
H. Preston Harrison
Susan G. Hicks
Marilee Tretina

Board of Social Services

Mary Christine Dombalis
Richard W. Glover
Judith M. Roberts
W. Fred Rose
Carol D. Smith
Lynne M. Yurchak

Board of Zoning Appeals

Daniel T. Balfour
Richard E. Kirkland
Gene L. McKinney
James W. Nunnally
Russell A. Wright

Cable Television Advisory Committee

Thomas M. Branim
Herbert L. Dunford, Jr.
Joyce B. Robinson
Samuel B. Straus

Capital Area Health Advisory Council

George T. Drumwright, Jr.

Capital Region Airport Commission

John G. Dankos, Sr.
James B. Donati, Jr.
David A. Kaechele
Thomas E. Pruitt

Capital Region Arts and Cultural Funding Consortium Board of Directors

Grant L. Moffett
Walter H. Ryland

Central Virginia Solid Waste Management Plan Citizen Advisory Committee

Karen S. Props

Central Virginia Waste Management Authority Board of Directors

William S. Dewhirst
Marcia E. Kelley
William I. Mawyer
Arthur D. Petrini
Robert C. Whiteman
Steven J. Yob

Charles City, Hanover, Henrico and New Kent Disability Services Board

Quincy R. Dedes
Eric J. Folden
Peggy Smith
Beth B. Tetrault

Community Criminal Justice Board

Mac R. Beaton
Donald N. Blake
Donald L. Boswell
George T. Drumwright, Jr.
William M. Gibson
Frederick D. Goodwin, III
Catherine C. Hammond
Brendan T. Hayes
Wade A. Kizer
John E. Mehfoud
Burnett Miller, III
Grant L. Moffett
Nancy L. Quinn
Denis F. Soden
Henry W. Stanley, Jr.
Michael L. Wade

Economic Development Authority Board of Directors

Stephanie T. Ford
Raymond Garrett
John F. Hastings
Julian N. Holland, Jr.
Sam Kornblau
S. Floyd Mays, Jr.
Matthew J. Robinson, Jr.
Marsha S. Shuler
John M. Steele

Electoral Board

Ronald B. Chaney
 Albert J. Penley, Jr.
 Bebe W. West

Greater Richmond Partnership Board of Directors

David A. Kaechele

Historic Preservation Advisory Committee

Beverly H. Davis
 Vee J. Davis
 Beverly L. Hale
 Courtney S. Hunt
 Warner M. Jones, Sr.
 Sue Ella Kirkland
 J. Wesley Malcomb
 Richard C. McNeil
 Henry L. Nelson, Jr.
 G. Norwood Nuckols, Jr.
 Margaret M. Thistlethwaite

J. Sargeant Reynolds Community College Local Board

J. Scott Chapman
 J. Douglas Freeman
 George D. Long
 H. B. Snyder, Jr.
 Edward F. Steiner



Year round, residents and visitors alike can soak in the beauty of Lewis Ginter Botanical Gardens.

James River Development Corporation

James H. Atkinson, Jr.
 Charles S. Boland
 Leonard C. Cake
 James B. Donati, Jr.
 William E. Lowe

James River Development Corporation—Board of Directors

James B. Donati, Jr.
 William E. Lowe

James River Juvenile Detention Commission

George T. Drumwright, Jr.
 Virgil R. Hazelett
 Wade A. Kizer

Keep Henrico Beautiful Committee

Charles E. Bingley, Jr.
 Stanley M. Booker, Sr.
 Doris B. Davis
 Nancy W. Drumheller
 Sheila C. Epps
 Linda E. Ficklin
 Sharon Francisco
 Christina M. Harris
 Susan O. Hollins
 Elizabeth H. Holmes
 Sue R. Linhart
 Virginia M. Martin
 Mel L. Pipgras
 Mark J. Richner
 Virginia T. Roane
 Lynne M. Yurchak

Library Advisory Board

Ann M. Kutz
 James A. Martin
 Joyce S. Pittman
 Harmohinder P. Singh-Sandhu
 Anne D. Sterling

Local Emergency Planning Committee

John M. Black
 William M. Cox
 Steven M. DeLisi
 David H. Fore
 C. L. Jones, Jr.
 Bruce W. Kain
 Sue H. Kerr
 William G. Leonard
 Tamra R. McKinney
 Bryan S. McRay
 Patricia S. O'Bannon
 William F. Renz
 Robert E. Richardson
 Lewis E. Shaw, Jr.
 Wilmer N. Stoneman, III
 George K. Thomas
 Alan L. Thurman, M.D.
 Michael L. Wade
 Salem P. Wilson, Jr.

Maymont Foundation Board of Directors

James B. Donati, Jr.

Mental Health and Retardation Services Board

Willie L. Bennett
 Wanetta J. Grignol
 Raymond C. Gudum
 George H. Hettrick
 Thomas J. Kirkup
 Judith D. Layne
 Betty Dale Martin
 Doris H. Roberts

Metropolitan Planning Organization

John R. Marlles
 Eric B. Millirons
 Patricia S. O'Bannon
 Randall R. Silber
 Robert C. Thompson
 Frank J. Thornton



Henrico County is one of only two localities in Virginia to maintain its own roads. Shown here, a Public Works crew repaves a section of the county's 3,088 lane miles of roads.

Metropolitan Planning Organization Citizens Transportation Advisory Committee

Joseph Andrews, Jr.
 Robert L. Basham, Jr.

Parks and Recreation Advisory Commission

Judith B. Bailey
 Sandy Basham
 Elaine Eberly
 David Goodall, Sr.
 Robert V. Hall
 Jeffrie L. Hedrick
 Bobby J. Junes
 J. Wesley Malcomb
 Carroll W. Robb
 Thomas J. Robinson
 Alice Schulz
 Frank J. Thornton
 Tracy L. Whitley

Planning Commission

Chris W. Archer
 E. Ray Jernigan
 Allen J. Taylor
 Frank J. Thornton
 Ernest B. Vanarsdall
 Lisa D. Ware

Policy and Management Team for Youth and Families

Kay D. Frye
 Leon T. Johnson
 Bettie S. Kienast
 Ruth Anna Langdon
 James W. Stewart, III
 Chauncey Strong
 Curtis W. Thorpe, M.D.
 Vicki B. Wilson

Richmond Metropolitan Authority Board of Directors

James L. Jenkins
 Reginald H. Nelson, IV

Richmond Metropolitan Authority Stadium Operating Committee

David A. Kaechele

Richmond Metropolitan Convention & Visitors Bureau—Board of Directors

John Boatright
 Cordell Briggs
 R. Kenneth Campbell, Sr.
 John G. Dankos, Jr.
 Robert A. Diduca
 David A. Kaechele
 Dale A. Kaetzal

Richmond Regional Planning District Commission

Chris W. Archer
 Gregory R. Baka
 James B. Donati, Jr.
 Richard W. Glover
 Harvey L. Hinson
 David A. Kaechele
 Patricia S. O'Bannon
 Frank J. Thornton

Richmond Regional Planning District Commission Water Resources Task Force

Richard W. Glover

Senior Connections, The Capital Area Agency on Aging Board of Directors

Gloria B. Johnson

Technology Advisory Committee

Anthony J. Conte
 Leslie A. Creech
 Brian B. Deasy
 Mindy C. Fast
 Jean-Marc Gadoury
 Daniel C. Galloway, Jr.
 Robert J. Hayes
 Loren M. Johnson
 Zulfiqar M. Khan
 James E. Quinn, III
 Edwina C. Richmond
 Michael T. Shaughnessy
 James E. Washok, Jr.

Transportation Safety Commission

W. Murray Bullock, Jr.
 Joseph L. Coleman, Jr.
 George J. Haudricourt, Jr.
 Deborah G. LaVecchia
 Patricia S. O'Bannon
 James M. Tyler, III
 Marvin L. Ulmer

Virginia Transit Association Board of Directors

James B. Donati, Jr.
 David A. Kaechele
 Eric B. Millirons
 Robert C. Thompson