

County Manager's Office

History

In a public referendum held on September 19, 1933, the citizens of Henrico County approved a new form of local government. Under this plan, all of the administrative functions of the county government were placed under a professional manager appointed by the Board of Supervisors. After protracted litigation, newly elected members of the Board of Supervisors took office and unanimously appointed Willard F. Day as Henrico's first County Manager on March 6, 1934. Mr. Day was a civil engineer and had previously served as City Manager of Staunton, Virginia. At the time of his appointment, Mr. Day was also serving as President of the International City Management Association (ICMA). He presided over a newly organized county government structure upon assuming his position.

Under Mr. Day's direction, the County's first *Annual Report* was prepared. Mr. Day also assumed responsibility for preparing the County's operating budget. Other accomplishments that occurred during Mr. Day's tenure included the development and implementation of a centralized purchasing system, the merger of four road service districts into a single countywide operation, the construction and operation of a sewage disposal plant and central equipment and vehicle maintenance depot, the procurement of a blanket insurance policy for all county buildings as well as less expensive public liability coverage for county vehicles, the adoption of an extended public school term of nine months, the adoption of a merit system of employment for county employees, and a significant reduction in the administrative costs of government operations. Mr. Day nurtured a strong relationship with the Board of Supervisors and the general public while striving to make the government organization and its policies more understandable to elected officials and county citizens.

Mr. Day resigned as County Manager on December 17, 1940 to accept the position of Field Supervisor for the Division of State and Local Cooperation of the National Defense Advisory Commission. In announcing his resignation, Mr. Day acknowledged the difficulties and challenges inherent in serving as a county manager but noted that he enjoyed his work and appreciated the cooperation he received from Board members, employees, and others. The Board praised him for establishing "a modern, responsive, efficient, economical, and progressive administration of the county's government." Mr. Day and his administration were also lauded in the *National Municipal Review* for working long hours, the frugal expenditure of public funds, lowering the tax rate while increasing services, consolidating departments, balancing the budget, and incorporating business practices in government. In reflection, Mr. Day provided stable, credible, and visionary leadership despite attempts by political forces in the county to overturn the new form of government. One of his many legacies was a modern system of accounting, budgeting, auditing, and governmental reporting.

Henrico's second county manager, Sterry J. Mahaffey, was a structural engineer who began employment with the County on February 1, 1941. Mr. Mahaffey's previous

position was Town Manager of Franklin, Virginia and before that he served as the Virginia Department of Highways' Resident Engineer for Arlington, Fairfax, and Prince William Counties. During his brief tenure with the County, Mr. Mahaffey faced difficult fiscal challenges relating to the City of Richmond's successful annexation suit against the County.

Accomplishments that occurred within Mr. Mahaffey's administration included the establishment of a fixed system of employee compensation, consolidation of several departments to achieve a more efficient administrative organization, creation of a county postwar planning program, and establishment of several sanitary districts and district fire departments. His first proposed budget as Henrico County Manager contained a number of significant items, perhaps most notably the initiation of a four-year program designed to equalize the salaries of Caucasian and African-American school teachers. In reaction to Mr. Mahaffey's resignation on September 2, 1943, the Chairman of the Board of Supervisors expressed sorrow at losing Mr. Mahaffey and wished him success in his new position as City Manager of Durham, North Carolina.

The Board of Supervisors appointed Carlton C. Massey, a civil engineer, to replace Mr. Mahaffey on November 20, 1943. Prior to this appointment, Mr. Massey served as City Engineer for Fredericksburg, Virginia and Town Manager of Salem, Virginia. He was faced with several major challenges in the early World War II era of his administration. These included responding to the impact of Richmond's annexation suit, dealing with the continual departure of trained and experienced personnel because of the war effort, and confronting rising labor and material costs to repair or replace deteriorating infrastructure. After World War II, Mr. Massey faced different challenges that largely resulted from a significant increase in residential housing in the county. These included updating and implementing building, planning, and zoning codes; delivering a higher level of fire and police services; extending water and sewer lines; and constructing and realigning roads and bridges as well as new school facilities. In the County's *1945 Annual Report*, Mr. Massey noted that the Board had reactivated the Planning Commission, which was established in 1936 but was largely dormant during the World War II years. He further noted the continued importance of agriculture in the county's economy and the array of welfare services administered by the County's appointed Welfare Board and Welfare Department.

Mr. Massey resigned as County Manager on January 1, 1952, following the defeat by Henrico voters in the previous year of a proposed \$5 million school bond issue that was opposed by the Chairman of the Board of Supervisors and large landowners in eastern Henrico. He assumed the position of County Executive for Fairfax County, where he served until his retirement in 1971. The Board released a public statement expressing its regret over the loss of Mr. Massey's service to the County.

During his tenure with Henrico, Mr. Massey was credited for managing an efficient and resourceful administration and using his strong leadership skills and vision to ensure that the County responded to the service needs of its fast growing population. Accomplishments achieved during his administration included raising the capacity of the

County's sewage disposal system; adopting new subdivision regulations as well as a new building code and subdivision ordinance; facilitating the future extension of city utilities into the county; installing two-way radios in all police vehicles; extending fire fighting, garbage removal, and water services throughout the county; and establishing a permanent Board of Assessors and reassessing all real property in the county.

After Mr. Massey resigned, the Board of Supervisors conducted a nationwide search for his successor and selected Edward A. Beck, Town Manager of Pulaski, Virginia and a former Manager of South Boston, Arlington, and Tappahannock, Virginia. The appointment was effective March 24, 1952. Mr. Beck was a civil engineer whose father served as City Manager of Lynchburg, Virginia. During Mr. Beck's 25-year tenure with the County, Henrico's population tripled and it evolved from a largely rural to a predominately suburban county. Mr. Beck led the Board of Supervisors to increase real estate taxes; adopt a new automobile license charge; and enact a business, professional, and occupational license (BPOL) tax to generate revenue for school construction projects. In addition to confronting the challenge of financing the infrastructure for a rapidly growing school age population, Mr. Beck recognized that the County needed major enhancements to its road network and sewer and water system. During the first three years of his administration, Mr. Beck reorganized the county government, established the position of Fire Chief, and appointed a Planning Administrator who reported directly to him. In the County's *1955 Annual Report*, Mr. Beck cited a number of major accomplishments of his administration. These included the construction of new schools, a firehouse, and a new County office building; installation of a new central telephone exchange; the extension of utility and garbage collection services; and placement into operation of a police radio transmitter providing fire and police radio coverage for the entire county.

During the mid-1950s, Mr. Beck led efforts to implement computer equipment within the Department of Finance, hired a personnel officer and modernized the responsibilities of the Personnel Department, established a Department of Public Safety, and replaced the Department of Sanitary Districts with a Department of Public Utilities. He also provided strong leadership for attracting and securing commercial and business development in the county. In 1958, the Planning Commission and Board adopted the County's first land use master plan and made substantial revisions to the County's Planning Ordinance. In 1959, Mr. Beck appointed the County's first Research and Public Information Officer, who was situated in the County Manager's Office and tasked with issuing publications and keeping citizens informed about county government functions and achievements. In 1960, the public approved a \$9.5 million bond referendum for school construction and the County's ordinances were codified for the first time.

Over the next five years, Mr. Beck and the Board of Supervisors were consumed by a consolidation proposal involving the County and the City of Richmond as well as a sweeping annexation suit against the County by the City after the merger proposal was defeated in a public referendum by Henrico voters. Nonetheless, Mr. Beck initiated several key administrative reforms involving the functions of planning, civil defense, and public information. William F. "Bill" LaVecchia, who would later serve as Henrico

County Manager, was designated the County Planning Administrator and placed in charge of the Planning Department to provide technical support to the Planning Commission, which was re-established in 1960. The Planning Department was reorganized in 1962 into two divisions. In 1962, Mr. Beck appointed the County's first full-time Civil Defense Coordinator and the Board of Supervisors authorized construction of an Emergency Operating Center in the eastern area of the county. In 1963, he established an organizationally distinct Research and Public Information Office and appointed the office's first director.

The period of 1965 to 1977 was marked by a steady growth in the county's citizen and school aged population and in the county government's workforce, especially in the areas of education, police, and fire. After expensive and protracted litigation, the County succeeded in precluding its school system from being ordered by the federal courts to consolidate into a metropolitan-wide system. This period was also marked by significant improvements to the County's secondary road system, substantial new commercial and industrial investment in the county, long-term water and sewage disposal contracts with the City of Richmond, the replacement of sanitary districts with a countywide public utility system, the establishment of a Library Board of Trustees and countywide public library system, and the construction of a new County Courthouse and County Administration Building.

Mr. Beck provided the County with solid professional and visionary leadership during for a quarter of a century. Although he was an opponent of the City's consolidation and annexation attempts, Mr. Beck was a strong proponent of regional cooperation and played an instrumental role in the developments leading to the creation of the Richmond Regional Airport Commission. He maintained an excellent working relationship with the Board of Supervisors, kept Board members informed on immediate near-term and long-term issues, and sought the Board's unanimous consensus on policy matters. Many of the employees Mr. Beck hired, including Mr. LaVecchia and County Engineer Virgil R. Hazelett, would have key leadership roles in the county government. Like Mr. LaVecchia, Mr. Hazelett would ultimately serve as County Manager. Although Mr. Beck carried out his duties quietly and largely out of the public spotlight, upon his retirement he was cited by the *Richmond Times-Dispatch* in an editorial tribute as deserving of the public's thanks and a large measure of the credit for the good government Henrico residents enjoyed. His colleagues and employees generally referred to him as "The Boss."

The Board of Supervisors appointed William S. "Bill" Dewhirst as Acting County Manager on March 24, 1977 in anticipation of Mr. Beck's retirement on March 31 of that year. Mr. Dewhirst had served as the County's Director of Public Utilities, where he was responsible for building its utility infrastructure in response to Henrico's rapid residential and commercial growth. Mr. Dewhirst and Mr. LaVecchia, both of whom were civil engineers and long-term County employees involved in challenging the City of Richmond's annexation efforts, applied for the County Manager position. After conducting a national search to find a permanent successor for Mr. Beck and dividing over these two internal candidates, a third candidate emerged from outside the

organization, Frank A. Faison. Mr. Faison, also a civil engineer with experience in developing water and sewer utilities, was at the time serving as City Manager of Pensacola, Florida. He had also served as City Manager for LaGrange Park, Illinois and Danville, Virginia. The County's ability to provide public utilities for its citizens was a key factor in fending off future annexation efforts by the City. Upon Mr. Faison's appointment as County Manager, Mr. Dewhirst was named Associate County Manager with responsibility for Public Works and Public Utilities.

The period during which Mr. Faison served as County Manager, 1978 to 1984, was a time of significant fiscal stress for local governments. A no-nonsense and stern leader, Mr. Faison was strongly focused on achieving greater accountability and efficiency in the county government. He also undertook efforts to centralize decision-making making authority in the County Manager's Office.

Shortly after assuming his position, Mr. Faison began an evaluation of the County's organizational structure, which included a review of the number of County agency and department heads that reported directly to the County Manager. Robert Horgan and Richard Dunsing from the University of Richmond's Institute of Management and Organizational Development were hired to facilitate a retreat to assess the administration's management structure. During the two-day retreat, two main themes emerged: the growth in the County was placing enormous demands on department heads as they planned to meet the future needs of Henrico citizen and there was a natural tendency by department heads to seek the new County Manager's input on individual departmental operations.

Although Mr. Beck had established several Assistant to the County Manager positions, the persons in these positions served more as departmental liaisons than managers. At the end of the two-day retreat, the County department heads organized themselves into several functional groups - Finance and Administration; Community Operations; Planning, Building and Inspections; and Human Services. They recommended the creation of Deputy County Manager positions that would have line authority over the department heads within each functional area. The analogy offered was that the Deputy County Managers would function like vice presidents of a business corporation, whereas the County Manager would serve as the organization's Chief Executive Officer and the Board of Supervisors would parallel a private Board of Directors.

In June 1978, Mr. Faison announced a major governmental reorganization plan, which called for the appointment of three Deputy County Managers. These included George E. Supensky, Deputy County Manager for Finance and Administration; Mr. William F. "Bill" LaVecchia, Deputy County Manager for Planning and Inspections; and George T. Drumwright, Jr., Deputy County Manager for Human Resources (titled Deputy County Manager for Human Services beginning in 1981). Along with Associate County Manager Bill Dewhirst, this top management team formed what Mr. Faison likened to a corporate vice presidential structure.

A second major accomplishment during Mr. Faison's tenure was the permitting and construction of 30 million gallons per day (MGD) wastewater treatment facility in eastern Henrico. The construction of this facility was one of the largest capital improvement projects ever undertaken in the County and allowed the County to become less dependent on the City of Richmond. Today the plant has a capacity of 75 MPG.

Other significant attainments that occurred under the Faison administration included a reduction in the number of employee positions, an improved accounting and budget process, an investment program for County funds, a strengthened capital improvements system, the improved use of data processing equipment, the creation of a regional police academy to enhance training for police personnel, the establishment of a career development program in the Division of Police, an expansion of the County's road system, the building of a number of new schools and capital facilities, and an expansion of the County's sewage system. In addition to promoting greater efficiency and economy in government operations, Mr. Faison stressed the importance of balancing residential growth with commercial development. Innsbrook Office Park and the Virginia Center complex began construction during his tenure.

Because of his blunt and authoritarian style, Mr. Faison's relationships with senior staff were strained. His relationship with the Board of Supervisors also became problematic over time, perhaps as a result of his seeking the support of a simple majority of the Board on policy matters rather than unanimous consensus and trying to draw firmer lines between policy and administration by shielding members of his staff from the legislative body. Allegations were also brought forward that Mr. Faison withheld important information from the Board on policy issues, pursued overly restrictive fiscal policies, was inaccessible to County employees, and was insufficiently responsive to citizen complaints. On May 15, 1984, Mr. Faison resigned under pressure from the Board. His resignation was accepted on a four-to-one vote. Afterward, he assumed the position of City Manager of Sanford, Florida.

Mr. William F. "Bill" LaVecchia was appointed Acting County Manager upon Mr. Faison's resignation and was named County Manager on June 13, 1984 on a four-to-one vote. The predominately African-American Henrico County Civic League opposed the appointment because it felt the Board should have conducted a national search. A majority of the Board, however, were confident that Mr. LaVecchia was the right person for the job in light of his professional experience, extensive knowledge of the County government organization and operations, and support among County employees. Prior to joining the County as Director of Planning in 1959, Mr. LaVecchia served as City Engineer and Assistant City Manager of Athens, Tennessee, and Town Manager of Blacksburg, Virginia. He held the position of Deputy County Manager for Planning and Inspections at the time of his appointment.

During the seven and a half years of his administration, Mr. LaVecchia emphasized the value of routine and sincere communication between department heads and their employees and between the county government and citizens. He made himself accessible to employees, demonstrated an interest in their well-being, and placed a

suggestion box in the first floor lobby of the County Administration Building for their use. Mr. LaVecchia also wrote a letter of appreciation to each employee on his or her anniversary date with the County, enhanced employee health and sick leave benefits, and instituted a bonus plan to reward employees for exceptional performance. To ensure that the County was meeting the service needs of local businesses and residents, Mr. LaVecchia established a Customer Service Advisory Committee.

The LaVecchia administration was also noteworthy for an aggressive capital construction program, which included the construction of new roads, schools, fire stations, libraries, and parks. Under Mr. LaVecchia's leadership, the County built and opened the Eastern Government Center, which provided citizens in eastern Henrico with convenient access to many basic local government services. He succeeded in securing federal and state financial assistance for the construction of several "park-and-ride" facilities to accommodate citizens who wished to commute to work via public transit rather than by automobile.

Other significant accomplishments that occurred during Mr. LaVecchia's administration included the development of a strategic plan to identify future challenges facing the County and a substantial uptick in new business investment and retail sales as well as upscale residential development. Henrico annually received a large number of Achievement Awards from the National Association of Counties (NACo) for innovative programs by County agencies and was cited in *City and State* magazine as one of the best counties in the nation in which to live.

Mr. Virgil R. Hazelett functioned as Mr. LaVecchia's Chief of Staff while serving as Deputy County Manager for Administration during the final 18 months of Mr. LaVecchia's administration. At a regular meeting of the Board of Supervisors on July 24, 1991, Mr. LaVecchia announced that he would be retiring on January 14, 1992. He was lauded by members of the Board for his hand-on and people-oriented style of management, for his honesty and compassion, and for keeping the Board well apprised of important issues. Mr. Hazelett was subsequently appointed by the Board to succeed Mr. LaVecchia as County Manager.

Like his predecessors, Mr. Hazelett is a civil engineer. He joined the County in 1972 as Traffic Engineer and was promoted to the position of Assistant Director of Public Works in March 1977. Mr. Hazelett was named Director of Public Works in May 1986 and promoted again in December 1989 to Deputy County Manager for Community Development, where he supervised the Departments of Public Works, Public Utilities, Planning, Building Inspections, and Real Property. In 1990, Mr. Hazelett was appointed Deputy County Manager for Administration and became Mr. LaVecchia's chief of staff. When the Board announced that Mr. Hazelett would serve as Henrico's seventh County Manager, its members praised him for his capability, experience, knowledge, education, and qualifications.

Two of the most significant achievements of Mr. Hazelett's tenure are water agreements executed with the City of Richmond in 1994 and with Cumberland and Powhatan

Counties in 2010. The historic agreement that Mr. Hazelett personally negotiated with Richmond's City Manager conveyed 80 million gallons per day (GPD) of Richmond's water rights in the James River to Henrico and gained support from the City for construction of a drinking water treatment plant in Henrico. Dated September 29, 1994, the agreement required Henrico to purchase approximately 18 million GPD of drinking water from Richmond from the date the Henrico Water Treatment Plant opened in April 2004 until December 31, 2006, and approximately 12 MGD from January 1, 2007 through July 1, 2040, the expiration date of the contract term.

Negotiations to build a reservoir in Cumberland County began in 2002. Robert K. Pinkerton, Henrico County's Deputy County Manager for Community Operations, played an instrumental role in these negotiations along with Mr. Hazelett. Ultimately, the negotiations were concluded on August 10, 2010 when the Henrico and Cumberland County Boards of Supervisors signed a Memorandum of Understanding authorizing Henrico to construct and own the reservoir, which is to be located in the northern part of Cumberland County within the Cobbs Creek watershed, just south of the James River and the Town of Columbia. This 1,100-acre, side-stream reservoir will be built in an environmentally sensitive manner and is intended to provide an estimated capacity of 15 billion gallons with an estimated yield of 47 MPG, enough water to serve the 50-year demand projections of the three counties (including Powhatan). Raw water will be diverted to the reservoir from the James River when river flows are adequate. Reservoir withdrawals and/or controlled releases from reservoir storage will be made during drought and other periods when James River flows are inadequate to support regional demands. In accordance with the Memorandum, Cumberland will be allocated seven GPD of the water supply benefit, Powhatan will be allocated 10 MGD of the water supply benefit, and Henrico will be allocated 30 MGD of this benefit.

During Mr. Hazelett's administration, Henrico has experienced steady commercial and residential growth. His highly successful business recruitment efforts resulted in the development of White Oak Technology Park in eastern Henrico in 1998. He also was instrumentally involved in the Board of Supervisors' establishment of the County's first three community development authorities, which facilitated the construction and opening of Short Pump Town Center in 2003, and Reynolds Crossing and The Shops at White Oak Village in 2008. Short Pump Town Center and The Shops at White Oak Village feature open-air shopping and represent major new retail developments while Reynolds Crossing is a major commercial/office redevelopment project on the site of the former Reynolds Metals Headquarters.

In August 1999, the Board of Supervisors adopted and presented a resolution commending Mr. Hazelett "on his superior performance, skilled leadership, tireless service in implementing the policies and priorities of the Board of Supervisors, and focused efforts to prepare Henrico County government for the challenges of the twenty-first century." The resolution also cited Mr. Hazelett's "excellent fiscal stewardship, in concert with policies established by the Board of Supervisors," as reflected in the County's triple-A bond rating from all three national bond rating agencies, reductions in the real estate and BPOL taxes, ongoing right-sizing of its workforce, nationally

recognized financial reporting and budgeting procedures, prudent capital improvements plan, full funding of the local education budget, and favorable statewide ranking in annual surveys of the tax rates and fees levied by 13 of the Virginia's most populous cities and counties. Additional achievements credited to Mr. Hazelett in the resolution included his successful economic efforts in cooperation with the Board and the Henrico Economic Development Authority, "sincere commitment to the County organization and its employees" through such initiatives as the Leadership Development Program and self-service intranet personnel information system, strong emphasis on quality customer service and responsiveness to Henrico's taxpayers, and implementation of nationally acclaimed innovative programs benefiting Henrico citizens.

An October 1999 *Richmond Times-Dispatch* article profiling Mr. Hazelett noted his reputation for working extremely long hours, having a sharp eye for detail, setting high expectations for himself and his staff, assimilating information, and demonstrating knowledge of the County organization and the issues and concerns of the Board of Supervisors. In November 2000, the Rotary Club of Innsbrook presented Mr. Hazelett with the organization's *Business Person of the Year Award* in recognition of his "outstanding business leadership, commitment to high ethical standards, and dedication to community service." In July 2009, *Style Weekly* ranked Mr. Hazelett number one on its list of the 75 most powerful people in the Richmond metropolitan area. The profile of Mr. Hazelett pointed to his success in attracting Fortune 500 companies to Henrico County and balancing the County's budget while exerting "impassionate yet assertive fiscal conservatism." It also characterized him as a "reasoned, impartial arbiter." A February 2011 *Richmond Time-Dispatch* article profiling Mr. Hazelett underscored his passion for engineering, strong leadership and people skills, solid work ethic, extensive knowledge of local government finance and operations, wise counsel, close attention to details, deep devotion to Henrico County, and value to the Richmond region.

Mr. Hazelett has put his own stamp on the organization of the County Manager's Office during his nearly two decades as County Manager. Although Henrico's Clerk of the Circuit Court historically served as Clerk to the Board of Supervisors, this function was placed in the County Manager's Office upon Mr. Hazelett's appointment as County Manager in January 1992. Also, Mr. Hazelett has enhanced support services to the Board of Supervisors by assigning two Executive Assistants to handle Board members' calendars, correspondence, and telephone calls. These positions are in addition to an Assistant to the County Manager for Board Affairs/Clerk to the Board and an Administrative Assistant/Deputy Clerk to the Board who are responsible for maintaining the Board's public records, coordinating the appointment process for its advisory boards and commissions, preparing meeting agendas, and attending to other business relating to the Board. All four positions are funded out of the Board of Supervisors' personnel budget but are administratively located in the County Manager's Office and ultimately report to the County Manager through the Deputy County Manager for Administration.

Aside from the four positions noted above, the County Manager's Office staff currently includes five Deputy County Managers, a Legislative Liaison, a Technology Support

Specialist, an Executive Assistant to the County Manager, three Administrative Assistants who support the Deputy County Managers, and an Office Assistant who serves as the primary front desk receptionist. These positions are all funded out of the County Manager's Office personnel budget. Two of the five Deputy County Manager positions were newly created in the 1990s after Mr. Hazelett was appointed County Manager. The Legislative Liaison position, held at the time by Linda G. Robinson, was moved to the County Manager's Office from the Department of Public Relations & Media Services in 1999 and the Technology Support Specialist position replaced an Assistant to the County Manager for Staff Coordination position when the 26-year incumbent, John W. "Jay" Thornton, Jr., retired in 2005. In September 2009, Director of Finance John A. Vithoukas was appointed by the County Manager to the temporary position of Special Economic Advisor to the County Manager while continuing to serve as Director of Finance and having his position funded out of that agency's personnel budget.

Mr. Johnson will be retiring on December 31, 2011 after nearly 17 years of service with the County in his present position and Mr. Pinkerton will be retiring on February 1, 2012 after 34 years of service with the County and more than 17 years in his present position. Mr. Johnson previously served as Assistant City Manager and Director of Finance for the City of Suffolk and Mr. Pinkerton previously served as the County's Director of Public Works after holding progressively responsible positions within that department.

On November 28, 2011, Mr. Hazelett announced that Mr. Vithoukas will fill the position of Deputy County Manager for Administration upon Mr. Johnson's retirement. Mr. Vithoukas began his career with the County in 1997 as a Budget Analyst and served as the Management and Budget Division Director before being appointed Director of Finance in 2008.

Under Mr. Hazelett's administration, the Deputy County Managers have been an integral part of his management team and have assisted him in carrying out his responsibilities. Mr. Drumwright, who has served as Deputy County Manager for Community Services since 1994, is the longest tenured member of the County Manager's Office, having joined its staff in 1977 as an Assistant to the County Manager before being promoted the following year to Deputy County Manager for Human Resources. From 1992 to 1994, he held the position of Deputy County Manager for Administration. Mrs. Harper has worked in her current position, Deputy County Manager for Special Services, since 1997. From 1971 to 1997, she held progressively responsible positions in the Department of Planning, including Assistant Director and Director of the agency. Mr. Silber, who assumed the position of Deputy County Manager for Community Development in 2008 after the retirement of Harvey L. Hinson, was hired by the County in 1985. Like Mrs. Harper, he held progressively responsible positions in the Department of Planning, including Assistant Director and Director, before being promoted to Deputy County Manager.

Mr. Hinson, who served as Deputy County Manager for Community Development from 1992 to 1998, began his career with the County as a part-time engineer's aide and

ultimately rose to the position of Assistant Director of Planning before joining the County Manager's Office. Thomas W. Blekicky was employed in the County Manager's Office as Deputy County Manager for Community Development from 1991 to 1992 and as Deputy County Manager for Community Services from 1992 to 1994. Mr. Blekicky joined the County in 1989 as Director of Recreation and Parks and left the County in 1994. Philip T. Rutledge, who served as Director of Public Works from 1977 to 1986 and as Deputy County Manager for Community Development from 1986 to 1989, returned to the Manager's Office in the early 1990s on an interim basis to assist Mr. Hazelett during a reorganization of the Deputy County Manager's responsibilities.

As the County's Director of Public Safety as well as County Manager, Mr. Hazelett has direct supervision over the Divisions of Fire and Police. The Offices of the County Attorney and Internal Audit and the Departments of Human Resources and Public Relations & Media Services also report directly to him. The current functional and departmental responsibilities of the Deputy County Managers are as follows: Deputy County Manager for Administration - Capital Area Workforce Center, Finance, General Services, Information Technology, and Public Library; Deputy County Manager for Community Services – Capital Region Workforce Partnership, Community Corrections Program, Juvenile Detention, Mental Health and Developmental Services, Public Health, and Social Services; Deputy County Manager for Community Development - Building Construction and Inspections, Community Revitalization, Economic Development Authority, Permit Center, and Planning; Deputy County Manager for Community Operations - Public Utilities, Public Works, Recreation and Parks, Real Property, Virginia Cooperative Extension; and Deputy County Manager for Special Services - special interagency committees and project teams.

Mr. Mike Schnurman assumed the position of Legislative Liaison in 2007 after serving as Legislative Assistant to the Virginia Senate Majority Leader and Special Assistant to the Director for Governmental Relations of the National White Collar Crime Center. The Legislative Liaison is responsible for developing and coordinating the County's annual legislative program, representing the County's interests and viewpoint at the General Assembly, and researching and tracking national legislative issues of importance to the County. Mr. Barry Lawrence was appointed by Mr. Hazelett as Assistant to the County Manager for Board Affairs in 1992 and by the Board of Supervisors as Clerk to the Board in 1998. He previously held a number of positions involving Virginia local government, including County Administrator of Powhatan, Executive Director and Assistant Director of the Virginia Association of Counties, Assistant to the County Executive and Legislative Liaison for Prince William County, Town Manager of Purcellville, Research Assistant for the University of Virginia Institute of Government (now known as the Weldon Cooper Center for Public Service), Juvenile Programs Coordinator for the City of Portsmouth, and Administrative Analyst for the City of Suffolk. In addition to carrying out the legal responsibilities of Clerk to the Board, Mr. Lawrence oversees legislative support to the Board, provides research and prepares information for the County Manager and Board members, and responds to citizen and media inquiries relating to Board meetings, documents, and appointments.

In 2008, at the recommendation of Mr. Hazelett, the Board of Supervisors created an advisory commission to assist with the planning of activities to commemorate the 400th anniversary of the settlement of Henrico County. Mrs. Angela Harper has served as lead staff to the Commission, which has planned and hosted educational and recreational events for persons of all ages to highlight the county's extensive history and diverse citizenry. These events have been held throughout 2011, the year of Henrico's 400th anniversary. The commemoration has engaged the community, stimulated tourism, and sparked spin-off projects and programs that will benefit the county in the future. Longer-term projects resulting from the 400th anniversary commemoration include the opening of the County's first tourist information center in November 2010 and the establishment of the Notable Henricoans Database and Henrico County Historical Data Book. The County won a NACo Achievement Award in 2011 for the Notable Henricoans Database, which can be accessed worldwide on line.

As Mr. Hazelett enters his third decade of service as County Manager, he faces unprecedented budgetary and fiscal challenges resulting from a severe economic downturn and associated declines in local tax revenues and cutbacks in state funding. He has successfully met these challenges head-on while continuing to exert strong fiscal leadership and tapping the creativity and ingenuity of County employees. Unlike most other localities throughout the nation, Henrico County has to date avoided raising taxes, reducing services, or furloughing or laying off its employees.

In 2008, a majority of Henrico residents and businesses approved an initiative to change county U. S. Postal Service mailing addresses from "Richmond, Virginia" to "Henrico, Virginia." This initiative, which won an achievement award from NACo, stemmed the loss of an estimated \$5 million annually in County tax revenues that were mistakenly paid to the City of Richmond. During the development of the FY 2010-11 and FY 2011-12 County budgets, the County Manager initiated a *Changing the Way Henrico Does Business* effort. With the assistance and support of all County agencies, including Education, the County has achieved \$56.5 million in savings. This total consists of one-time savings of \$5.5 million, annual savings of \$33.3 million, and debt service savings of \$17.7 million. The changes that achieved these savings have been made without impacting the level of services provided to Henrico citizens. The list of actions taken to change the way Henrico does business is expected to grow as Mr. Hazelett begins preparing the County's FY 2012-13 fiscal plan for the Board's review and consideration and as agencies under his and his Deputy Managers' supervision continue identifying savings within their operations.

NOTE: The primary source of information for the foregoing document is *County Manager Government in Henrico, Virginia: Implementation, Evolution, and Evaluation* authored by Dr. Nelson Wikstrom and published in 2003 by Henrico County, Virginia. Dr. Wikstrom's book is the definitive work on this topic. The County Manager's Office thanks Dr. Wikstrom for his exhaustive research and for allowing its use for this project.