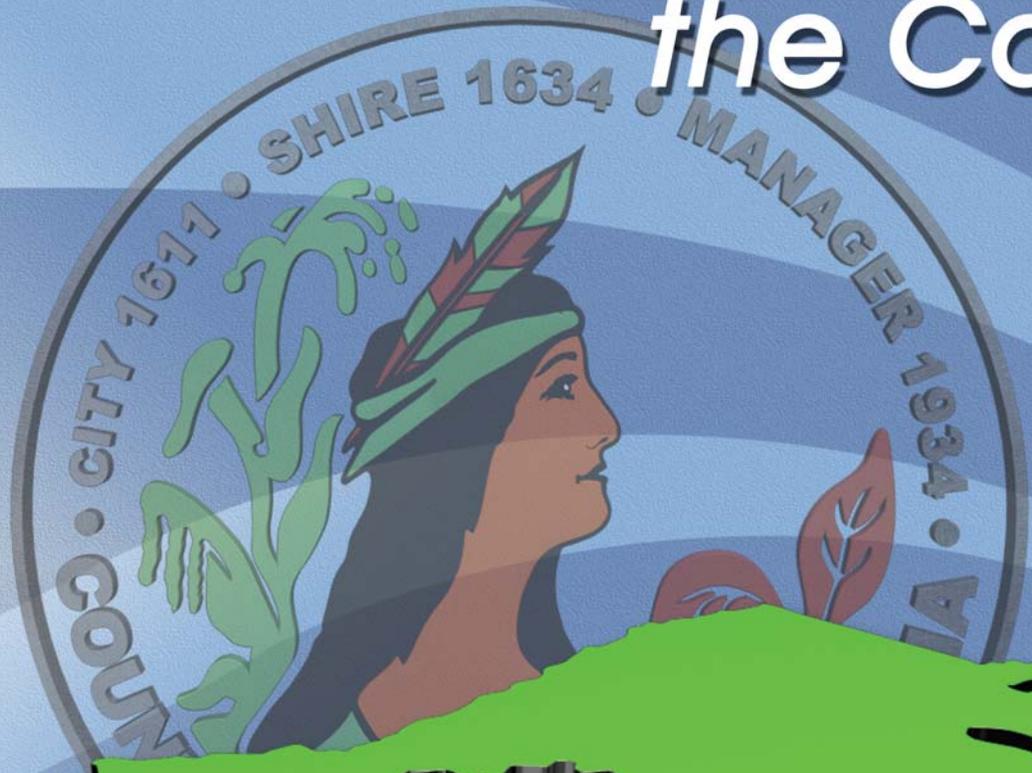


Answering the Call



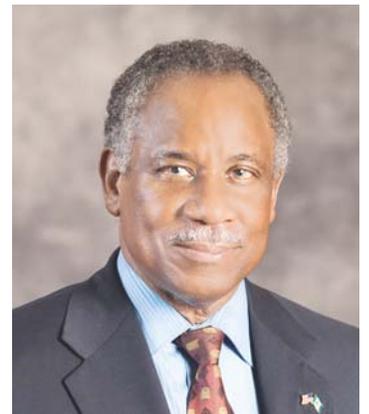
HENRICO COUNTY
2011-2012
ANNUAL REPORT

Honorable Board of Supervisors



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Above (top to bottom):
Richard W. Glover, Chairman, Brookland District; David A. Kaechele, Vice Chairman, Three Chopt District; Frank J. Thornton, Fairfield District; Patricia S. O’Bannon, Tuckahoe District; and Tyrone E. Nelson, Varina District

MESSAGE FROM THE MANAGER

Every day, more than 10,000 Henrico County employees answer the call of public service.

That means providing the highest-quality services — including schools, police and fire protection, roads and trash pickup — but also much more.

In Henrico, the call of public service has always come with the responsibility to confront challenges, recognize and adapt to change and find better ways to meet the community's needs. As I prepare to retire as county manager on Jan. 16, I am honored to report that Henrico's commitment to these values remains as strong as ever.

I would like to thank you — residents and other members of the community — for the opportunity to serve as your county manager for the past 20-plus years and as an employee of Henrico for the past 40 years. I am truly humbled by the confidence and faith that have been entrusted to me. I am proud that, together, we have made Henrico a great place to live, work and play.

Under the leadership of the Board of Supervisors and with the dedication of a talented workforce, Henrico truly answered the call in fiscal year 2011-12, which ended June 30.

When Hurricane Irene barreled through the metropolitan area in August 2011, the county's police officers, firefighters, emergency dispatchers and others worked tirelessly to ensure that residents and their property were safe. In the days that followed, county crews worked to clear nearly 14,000 tons of storm debris from roads, neighborhoods and other properties.

Henrico applied that same commitment to preparing a budget for fiscal year 2012-13, which began July 1.

Like municipalities across the country, Henrico continues to experience severe drops in revenue as the struggles of the national economy ripple through local budgets. The county is now operating its schools and general government with \$8.4 million less revenue than in fiscal year 2011-12 and \$22 million less revenue than in fiscal year 2006-07.

Yet, thanks to the prudence of the Board of Supervisors and the ingenuity of employees, the county has managed to do literally more with less as we wait for the economy to recover. The budget has required significant sacrifice, but it still supports Henrico's AAA bond ratings and retains an 87-cent real estate tax rate — now the lowest among the 15 largest localities in Virginia. The budget also avoids employee layoffs and significant service reductions.

Henrico continues to excel in other areas, as well.

The county recently won 20 Achievement awards from the National Association of Counties for outstanding programs and initiatives. The total was the highest of any locality in Virginia and the fifth highest nationally. The Sheriff's Office also earned a Best of Category honor for a program that allows local college students who are studying criminal justice to work as interns and part-time deputies while reducing the county's overtime expenses.

As I prepare for retirement, I am pleased to note that Henrico's record of excellence has continued through the transition to a new generation of leaders.

The county's recent retirees have included Leon T. Johnson, deputy county manager for administration; Robert K. Pinkerton, deputy county manager for community operations; George T. Drumwright Jr., deputy county manager for community services; and Angela N. Harper, deputy county manager for special services.

Timothy A. Foster, formerly director of Public Works, and Jane D. Crawley, formerly director of Social Services, have settled into the positions previously held by Pinkerton and Drumwright, respectively.

The Board of Supervisors has appointed John A. Vitoulkas as the next county manager, recognizing his exemplary record of service to Henrico. Since joining the county in 1997, John has worked as budget analyst, budget director, Finance director, special economic advisor to the county manager and deputy county manager for administration.

As I prepare to step aside, I think of Henrico as it was more than 400 years ago — a New World settlement filled with many challenges and great opportunities for its people.

The Henrico of today exhibits those same traits but carries a distinct advantage — a tradition of excellence to help us propel the community forward, together.



Virgil R. Hazelett, P.E.
County Manager

Sincerely,

A handwritten signature in black ink that reads "Virgil R. Hazelett". The signature is written in a cursive, flowing style.

Virgil R. Hazelett, P.E.
County Manager

Board of Supervisors

Henrico County is divided into five magisterial districts: Brookland, Fairfield, Three Chopt, Tuckahoe and Varina.

Voters from each district elect one representative to the Board of Supervisors for a four-year term. The board, whose members are currently serving terms through Dec. 31, 2015, is responsible for appointing the county manager, who is the county's chief administrative officer, overseeing 36 agencies and the daily operations of the general government.

The board also appoints members to 40 local boards and commissions to ensure effective administration of the county.

Division of Police

The Division of Police received state and national recognition for various crime-fighting and public-safety initiatives.

The division finished first in the state and the nation in the 2011 Law Enforcement Challenge, a yearlong effort to

demonstrate how their combined efforts improve public safety.

The Auto Theft Unit finished second in the 2010-11 Operation HEATWAVE competition among law enforcement agencies in the Virginia State Police's Division 1 area. The Virginia State Police, state Department of Motor Vehicles and local law enforcement agencies use the HEAT (Help Eliminate Auto Theft) program to reduce automobile thefts through public awareness, training and support to law-enforcement agencies.

The Division of Police provided auto-theft prevention information to more than 1,100 people and sponsored a seminar on vehicle-identification-number (VIN) cloning. The fraud involves using a VIN from a legally registered car to conceal the identity of a stolen vehicle. The division also conducted a surveillance operation of four local scrap yards to investigate the illegal sale of recycled vehicles and parts.

The division's P.E.A.K. (Police, Edu-

including bullying, alcohol, tobacco, substance abuse, peer pressure, conflict resolution and Internet safety. The program's flexibility allows officers to cater lessons to a school's need and to address emerging issues, such as social networking and cyberbullying.

The program provides instruction to students in all elementary grades, but its emphasis is fifth grade, with at least six lessons per year.

For the first time in 40 years, the Division of Police has redesigned its patrol vehicles.

The 2013 Ford Police Interceptor sedans display a modern logo and provide greater fuel efficiency than the previous patrol vehicles. The vehicles also feature safety improvements, including a wider wheel base, rearview backup cameras, rollover sensors and side curtain air bags.

The division has begun to assign the vehicles to patrol sergeants and officers and will roll out others on the division's vehicle-replacement schedule.

Division of Fire

The Division of Fire took advantage of a rare training opportunity using a vacant eight-story hotel in the 6600 block of West Broad Street.

Genworth Financial opened the hotel for exercises after purchasing the property and slating its buildings for demolition. Firefighters focused on the coordination and tactics that would be necessary in battling a fire in a high-rise building.

Overall, 450 firefighters from Henrico and more than 150 firefighters from other jurisdictions participated. The drills ran 14 hours per day over four weeks and included daytime and nighttime scenarios.

The division's training section is documenting lessons learned from the exercise for distribution to the other departments.

In December, the training section concluded its 61st recruit school with the graduation of 12 recruit firefighters/emergency medical technicians following a 22-week academy.

The section also led classes that provided more than 13,000 medical continuing education hours to the Division of Fire's 520 employees and hosted the Central Virginia EMS Expo, which attracted more than 300 participants.

The Office of Emergency Management provided support and coordination during two NASCAR races and several incidents of severe weather, including Hurricane Irene.

Henrico opened its Emergency Operations Center and declared a local emer-

gency Aug. 26, 2011, after monitoring the storm's path through the Atlantic Ocean.

The hurricane passed through Henrico in the days that followed, producing 3 to 4 inches of rain and sustained winds of 40 mph and a peak gust of 70 mph. Downed trees blocked roads and knocked out electricity to more than 86,000 customers. During the storm's peak, 60 percent of the county's traffic signals lost power.

A total of 19 people stayed at emergency shelters at Elko and Rolfe middle schools with support from the Department of Social Services, Health Department and Division of Police's Animal Protection Unit.

Over four days, Henrico public safety workers responded to more than 5,000 calls for service. The county incurred \$5.5 million in storm-related expenses that qualified for state and federal reimbursement.

Also in fiscal year 2011-12, the Division of Fire reported a significant increase in the survival rate of patients treated for cardiac arrest.

In 2007, 17 percent of patients who had been resuscitated — five of 29 — survived long enough to leave the hospital. That rate climbed to 35 percent — 23 of 65 — in 2010 and to 51 percent — 21 of 41 — in 2011.

Since 2007, the Division of Fire has based its training on current recommendations of the American Heart Association, embraced new and innovative treatments and purchased cardiac monitors that give immediate feedback on resuscitation efforts. In its community outreach efforts, the division has emphasized the importance of dialing 911, using an automated external defibrillator and learning to administer the chest-compression-only form of cardiopulmonary resuscitation.

Planning

The Department of Planning worked with the County Attorney's Office to redraw the boundaries of Henrico's five magisterial districts in light of population changes reflected in the 2010 Census.

Henrico had 306,935 residents on April 1, 2010, an increase of 17 percent since 2000, according to the U.S. Census Bureau. Growth occurred countywide but was heaviest in the western area.

The redistricting plan shifted about 9,500 residents, 3 percent of the county's total, into a new magisterial district to give each district about the same number of residents. Federal and state law requires localities to adjust their voter district boundaries after every decennial



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promote traffic safety. The division had ranked first in the state and second in the nation in 2010.

The Virginia Association of Chiefs of Police and the International Association of Chiefs of Police sponsor the competition to compare departments of similar size.

The Law Enforcement Challenge focuses on occupant safety, speeding and impaired driving and involves a review of policies, officer training, initiatives, public education efforts and enforcement. Departments also must

ators and Kids) program received a 2011 Achievement Award from the National Association of Counties.

Elementary school resource officers in Henrico developed P.E.A.K. to serve as an alternative to the national D.A.R.E. (Drug Abuse Resistance Education) program. After beginning as a pilot program in 2008, P.E.A.K. has grown to seven officers serving 45 county elementary schools, two private schools and two parochial schools.

P.E.A.K.'s curriculum covers a variety of dangers and issues facing youth,

census to ensure equitable representation of all residents.

Officials presented the redistricting plan to the public for review and input before the Board of Supervisors and the U.S. Department of Justice approved it in 2011.

Voting under the redrawn districts began with the November general election.

The Department of Planning received an Achievement Award from the National Association of Counties for work to improve a report that provides key data on population, housing and land use.

The 3-C (Continuing, Cooperative and Comprehensive) Transportation Report is used by county agencies and the public, and is required for Henrico to receive funding from the Federal Highway Administration and Federal Transit Administration.

In updating the report, the Department of Planning recalculated the population and housing data based on information from the 2010 Census, included new baseline statistics for land uses and reapportioned all data into 149 new traffic zones. The report is considered more reliable than its predecessors in part because it incorporated a variety of existing resources and technology.

Planning also drafted four amendments to the county zoning ordinance that the Board of Supervisors later adopted. The amendments pertained to the menu signs of drive-through restaurants, group homes and assisted living facilities, temporary family health-care structures and places of worship.

Community Revitalization

The Department of Community Revitalization promoted state and local incentives to encourage reinvestment in the Henrico County Enterprise Zone.

The zone covers several noncontiguous areas of the county, including portions of the West Broad Street, Mechanicsville Turnpike and Nine Mile Road corridors.

At the recommendation of Community Revitalization, the county began offering a grant for the demolition, replacement or refurbishment of existing freestanding business signs. The grant pays one-third of the cost or a maximum of \$2,000 for sign improvements, which enhance the appearance of commercial areas.

Overall, the department awarded 20 grants for various types of assistance in the Enterprise Zone, including for architectural designs, building façade renovations, repaving of parking lots, new

landscaping and sign replacement. Grants totaling \$157,341 helped to spur \$2.8 million in private investment.

Community Revitalization also worked with 70 low- and moderate-income families to provide \$859,470 in physical improvements to their homes or financial assistance toward homeownership. Community Development Block Grant and HOME Partnership funds from the U.S. Department of Housing and Urban Development supported the effort.

Of the 70 families, six property owners received forgivable loans for home rehabilitation, while 26 others received grants for emergency or minor home repairs.

Of the others, nine had handicapped-accessible ramps installed and 25 received forgivable loans toward home down payments and closing costs. Two homes were built, and two vacant homes were rehabilitated and sold to first-time homebuyers.

Economic Development

The Economic Development Authority (EDA) helped to attract new businesses and investment to Henrico despite the national economy's slow recovery.

Total Packaging Services, a manufacturer of custom packaging products, announced plans to invest about \$4.9 million when it relocates from Ashland to a 208,000-square-foot manufacturing facility at 2900 Sprouse Drive.

The move, planned for fiscal year 2012-13, will bring about 250 jobs to Henrico. The Economic Development Authority provided site-selection assistance as Total Packaging Services considered locations inside and outside central Virginia.

Arista Laboratories, which provides independent testing of tobacco products, announced it would invest \$5.2 million in converting 55,000 square feet of leased space in the North Run Business Park, 1470 E. Parham Road.

The British company plans to employ about 100 workers at the labs. The EDA assisted discussions about incentives available through the Virginia Jobs Investment Program.

Also in fiscal year 2011-12, SunTrust Bank announced it had leased 83,414 square feet in the WestMark II building, 11013 W. Broad St., near Innsbrook. The company plans to employ about 400 workers to accommodate growth in its mortgage- and consumer-banking operations.

Building Construction and Inspections

The Department of Building Construction and Inspections experienced an uptick in permit activity, suggesting a continued gradual recovery from the national economic downturn.

In fiscal year 2011-12, the department issued 13,771 total permits, reflecting a value of construction estimated at more than \$529 million. That represents increases of 13 percent and 37 percent, respectively, from the totals for fiscal year 2010-11.

The permits for fiscal year 2011-12 included 675 for single-family homes, an increase of 6 percent from the previous year. The department also completed 56,236 inspections, an increase of 10 percent.

At the same time, Building Construction and Inspections saw year-to-year decreases in other measures of activity.

The department issued 1,082 certificates of occupancy, down 13 percent; performed 2,379 inspections of existing structures, down 4 percent; and completed 219 inspections of food establishments for fats, oils and grease, down 10 percent.

In addition, the department held 11 classes for the contracting community to explain technical changes to the 2009 Virginia Uniform Statewide Building Code.

Attendees could receive credit toward the renewal of their tradesman certifications because the Virginia Department of Professional and Occupational Regulation had approved the classes.

The Permit Center

The Permit Center continued development of a system that would allow contractors and homeowners to apply for and receive trade permits online.

County staff members usually issue about 9,000 plumbing, mechanical and electrical trade permits per year at The Permit Center's offices at the Henrico Government Center on Parham Road and the Eastern Government Center on Nine



The Division of Fire used a vacant eight-story hotel in the 6600 block of West Broad Street to practice the coordination and tactics that would be needed to battle a fire in a high-rise building. Overall, 450 firefighters from Henrico and more than 150 firefighters from other jurisdictions participated in the drills.

Mile Road. The permits require only an application and fee payment, not a formal plan review.

Officials believe an online system for processing the permits would provide convenience to customers and bring additional efficiencies to the center.

The Permit Center serves as a streamlined department for residents and others who need community development services. Representatives of the departments of Building Construction and Inspections, Planning, Public Utilities and Public Works staff the offices.

Public Utilities

The Department of Public Utilities (DPU) launched a 10-year program to flush all 1,570 miles of water lines in Henrico, removing accumulations of sediment that can reduce water quality.

The flushing effort started in eastern Henrico because it has older water mains and a history of county well service. Working from April through November, the department plans to clear 10 percent of the water mains per year, methodically ensuring a high quality of water for Henrico's more than 92,000 customers. DPU notifies customers before flushing starts in their area and encourages

them to temporarily curtail water use.

The program is using a method of unidirectional flushing, which strategically closes valves and opens hydrants to direct bursts of water through targeted

system represents a comprehensive set of procedures leading the division to constantly evaluate its performance, including its use of equipment and training of staff, to minimize the facility's impact on



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segments of pipe. The approach uses less water and is more effective in removing sediment than conventional flushing, which involves lower velocity flows and achieves less scouring of pipes.

The Virginia Department of Health recognized DPU for consistently exceeding filtration standards at the Water Treatment Plant on Three Chopt Road.

The plant received a 2010 Bronze Award for Excellence in Granular Media Filtration — the fourth consecutive year for recognition at either the bronze or silver level. The treatment plant prepares up to 55 million gallons of water per day for consumption and other household and commercial use.

After 19 months of work with other county agencies, DPU in April implemented an environmental management system for the Water

the environment.

The Water Reclamation Facility cleans 42 million gallons of wastewater per day for safe return to the James River. In the process, it produces about 105 tons of biosolids per day for use by local farmers.

The environmental management system has already reduced the amount of potable water used by \$100,000 per year. The system also seeks to reduce electricity use, the chemicals needed to treat wastewater and the concentration of nutrients in discharged water.

Public Works

The Department of Public Works (DPW) opened John Rolfe Parkway from Ridgefield Parkway to West Broad Street.

The four-lane, divided parkway now stretches three miles from Lauderdale Drive to West Broad, providing motorists with another artery for north-south traf-

fic in western Henrico. The \$28.9 million road, which features curb and gutter and sidewalks, carries from 5,000 to nearly 11,000 vehicles per day.

The parkway corridor was first envisioned in 1966 as part of a limited-access, regional highway — state Route 288 — that was to circle through western Henrico from southern and northwestern Chesterfield County.

The Henrico Board of Supervisors was forced to revise the county's plans in 1988 when the Virginia Commonwealth Transportation Board pushed the northern leg of Route 288 about three miles farther west, out of Henrico.

After redesigning the John Rolfe Parkway for local traffic, DPW opened the first section, from Lauderdale to Ridgefield, in 1998. A second stretch, from the area of Pump and Church roads to West Broad, followed in 2011. The middle piece, from Ridgefield to Pump, opened in November and included a relocated portion of Pump, north of Church.

In February, Public Works started installing new traffic signals to better help motorists understand the need to yield to oncoming traffic before turning left. Crews had installed the signals at 14 intersections as of July.

The signals feature a flashing yellow arrow to indicate that drivers may proceed after yielding to oncoming vehicles and pedestrians. The signals replaced ones that had permitted left turns by showing a solid green circle with a sign that reads, "Left Turn Yield on Green."

National studies have shown the new signals to be safer and more efficient in handling traffic and better understood by motorists.

Working with property owners and a consultant, Public Works completed a new flood study for North Run, which is pending final approval by the Federal Emergency Management Agency.

DPW initiated the \$50,000 study in 2009 after replacing the Hungary Road bridge over North Run. Flooding had damaged the previous bridge in 2004. The study area encompasses 131 acres between Parham and Mountain roads and 120 parcels, nearly all of them residential.

Using new surveys and topographical and hydrological data, the study estimated the area that would be flooded during a 100-year storm. Ultimately, the revised flood plain included no additional homes and removed four homes. As a result, the owners of those properties are no longer required to buy flood insurance.

In April, Steven J. Yob, P.E., became

director of Public Works. Yob had served as assistant director of DPW and chief of the Solid Waste Division of the Department of Public Utilities. He succeeded Timothy A. Foster, P.E., who took office in January as deputy county manager for community operations. A county employee since 2001, Yob holds bachelor's and master's degrees in civil engineering from Michigan State University and a master's degree in business administration from Virginia Tech.

County Attorney

The County Attorney's Office successfully defended a challenge to the tax assessments of property owned by two public-service corporations.

The companies disputed tax payments of \$2.2 million in 2009 and \$2.7 million in 2010, claiming the county had based the bills on inflated assessments.

Before the State Corporation Commission, the corporations argued that the assessments had not fully recognized the effects on property values of competition, new technologies and the duplication of the existing communications network.

The companies withdrew their challenge after pre-hearing proceedings on the county's demand for discovery of information.

The County Attorney's Office also successfully defended a \$500,000 lawsuit against a former Henrico police officer.

The lawsuit, filed in Henrico Circuit Court, claimed that the officer was responsible for personal injuries sustained by a driver whose vehicle collided with a Henrico police car at West Broad Street and Cox Road on Dec. 25, 2007. The officer had entered the intersection while operating his vehicle's lights and sirens.

As permitted by state law, the officer drove through a red light after slowing and confirming that other drivers were yielding to his emergency signals. After a two-day trial, a jury found the officer was not liable for any injuries caused in the accident.

Two members of the County Attorney's Office rose to leadership positions within professional organizations.

In April, Marissa D. Mitchell, an assistant county attorney, became president of the Henrico County Bar Association. Mitchell is the sixth member of the office to have led the 300-member association.

In January, E. Garry Soles, a paralegal, began a two-year term as president of the Local Government Paralegal Association of Virginia.

Voter Registration and Elections

The Voter Registration and Elections Office switched to an electronic poll book beginning with the November 2011 general election.

The office had long used printed poll books, which are rosters of eligible voters for each of the county's 92 precincts. Henrico has about 200,000 registered voters.

With an electronic poll book, precinct officials can check voters using laptop computers, reducing by half the number of workers needed — a savings of \$50,000 in fiscal year 2011-12.

So far, the electronic poll book has cost about \$300,000, with an additional \$200,000 available in its budget.

The electronic poll book also speeds the voting process by eliminating the need for voters to check in at specified poll-book stations, which are organized by voter last name. In addition, the electronic system allows voter information, such as an address, to be updated quickly and easily.

Voter Registration and Elections completed the conversion to an electronic poll book in about 10 months. The process included 32 sessions to train 350 election officials on the new system.

Among other highlights for fiscal year 2011-12, the office successfully conducted the general election of Nov. 8, 2011, and the Republican primary elections of March 6 and June 12.

In the November 2011 general election, 58,559 voters cast ballots for sheriff and commonwealth's attorney, members of the House of Delegates, State Senate, Board of Supervisors and School Board and directors of the Henricopolis Soil and Water Conservation District. The election produced a voter turnout of 29 percent and required 930 election officials.

In the March primary, 11,832 voters chose among candidates for the Republican Party nomination for president. The primary netted a voter turnout of 5 percent and required 750 election officials.

In the June primary, 15,918 voters chose among candidates for the Republican Party nomination for U.S. Senate and the 7th District seat in the House of Representatives. The primary generated a voter turnout of 7 percent and required 750 election officials.

General District Court

Linda S. Knight became clerk of the General District Court in January, following the retirement of Lawrence G. Sprader. Sprader had served as clerk from 1998 through 2011.

Knight had worked since 1990 in various positions in the Henrico courts system, including clerk to Judge William G. Boice of the Juvenile and Domestic Relations District Court. In the General District Court, Knight's positions included data entry clerk, backup bookkeeper, supervisor in the Traffic and Criminal Division and clerk to Judge Burnett Miller III.

With four judges appointed by the General Assembly, the General District Court handles most traffic violations, hears misdemeanor criminal cases and conducts preliminary hearings for felony criminal cases. It also has exclusive authority to hear civil cases with claims of less than \$25,000.

The court has continued to experience significant caseloads in recent years. The 136,078 new cases in fiscal year 2010-11 marked an increase of 6 percent over the previous year's total.

For fiscal year 2011-12, the court had projected 127,327 cases, including 12,874 criminal cases, 41,849 civil cases and 72,604 traffic cases.

The clerk's office operates with 34 employees, which are eight fewer than state guidelines recommend based on the court's caseload.

Circuit Court

Judge Daniel T. Balfour retired in January after serving on the Henrico Circuit Court since 2004.

To fill the vacancy, the General Assembly appointed Judge Richard S. Wallerstein Jr., who had served on the Henrico Juvenile and Domestic Relations District Court. Wallerstein's eight-year term began in July.

With five full-time judges, the Henrico Circuit Court is the 14th Judicial Circuit Court in Virginia and the trial court of general jurisdiction. The court is consistently one of the state's busiest, with 9,691 cases concluded in 2011.

In criminal cases, the court has jurisdiction over the trials of misdemeanor and felony cases. The court also hears chancery/equity cases, such as divorces and disputes over wills, estates and guardianships. The Circuit Court exercises appellate jurisdiction over civil and criminal matters from the Henrico Juvenile and Domestic Relations District Court and General District Court.

For the past 10 years, the Circuit Court has operated a Drug Court that targets adult probation violators with histories of substance abuse. In March, the Drug Court published a study that found its graduates have re-offended less than

other felons in Virginia.

Looking at a three-year period, the study found that the rate of recidivism, or re-offense, by Drug Court graduates was one-third of the rate for all felons in the state.

Clerk of the Circuit Court

The Clerk of the Circuit Court worked with the Department of Information Technology to develop systems to assist in the storage and retrieval of records and to ensure adherence to state law.

With limited storage space at the Henrico Courts Building, the Clerk's office has been digitally scanning millions of records so the originals can be stored safely off-site. A newly designed system tracks each file and box for retrieval as needed.

Under a change in state law, the Clerk must withhold from public inspection search warrant affidavits until the search warrant has been executed or 15 days have passed, whichever is sooner.

The newly developed Search Warrant Affidavit Tracking system helps the Clerk comply with the law by monitoring which affidavits remain under seal.

An elected constitutional officer, the Clerk serves as the administrative officer of the Circuit Court, with more than 800 duties assigned under the Code of Virginia. The Clerk also registers deeds and acts as probate judge.

Attorney underwent a change in leadership in January, as Shannon L. Taylor took over as Commonwealth's Attorney following her election in November to a four-year term.

Taylor is the first woman to serve as Henrico's top prosecutor. She succeeded Wade A. Kizer, who chose to return to private practice after serving more than 11 years as Commonwealth's Attorney.

Taylor earned a bachelor's degree from the University of Virginia and a law degree from the T.C. Williams School of Law at the University of Richmond.

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

Backed by a staff of more than 60 employees, the Commonwealth's Attorney investigates serious offenses, such as violent crime and narcotics distribution, using two multi-jurisdictional grand juries. The office also works to reduce domestic violence and enforces Virginia Exile laws to curb gun violence.

The Commonwealth's Attorney tries cases in Henrico's Circuit Court, General District Court's criminal and traffic divisions, and Juvenile and Domestic Relations District Court. In addition to the preparation and trial of criminal cases, the office advises law-enforcement agencies, consults with the Henrico Division of Police regarding policies and procedures,

Demographics

Population:	311,726
Land area (square miles):	244.12
Total housing units:	130,482
Assessed value of taxable land and improvements:	\$30,666,924,500
Public schools:	71
Public school enrollment:	48,659
Roads (linear miles):	1,348.24
Roads (lane miles):	3,432.18
Voting precincts:	92
Total registered voters:	203,362

The office maintains the files of felony cases and civil claims exceeding \$25,000. It also oversees the records of equity matters, including adoptions, divorces and disputes over wills, estates and property. The office handles the records of misdemeanor and civil appeals from General District Court and Juvenile and Domestic Relations District Court.

The Clerk issues marriage licenses, notary certificates and permits to carry concealed handguns.

Commonwealth's Attorney

The Office of the Commonwealth's

and provides assistance for ongoing investigations of the Division of Police and the Virginia State Police. The office also provides legal training for the Division of Police.

The office's Victim-Witness Assistance Program assists crime victims, offering information on their legal rights and the rehabilitative services and community resources available to them.

Sheriff's Office

The Sheriff's Office won a national award for a new program that allows qualifying college students to earn credits toward a degree in

criminal justice.

The National Association of Counties recognized the Summer-Student Basic Jailor Academy with a Best of Category honor in Criminal Justice and Public Safety in the 2012 Achievement Award Program.

The academy allows students who are studying criminal justice at Virginia Commonwealth University and Virginia Union University to earn college and internship credits, plus certification as a correctional deputy from the Virginia Department of Criminal Justice Services.

The academy, developed by the Sheriff's Office in collaboration with the Department of Human Resources, started with 19 students in June 2011 and expanded to 28 students in 2012.

After completing an internship, the students work as part-time deputies. The

After extensive inspections and reviews of records, auditors determined that Jail East, a 654-bed facility in New Kent County, and Jail West, a 528-bed facility on Parham Road, had met 62 mandatory and 322 non-mandatory "expected practices." With scores of 100 percent and 97.7 percent, respectively, Jail East and Jail West satisfied a host of requirements addressing such issues as administrative and financial management, staff training, safety measures and physical and sanitation conditions. The re-accreditation period extends to 2015.

The Sheriff's Office also expanded its community work program for nonviolent inmates housed at Jail East and Jail West.

The work program allows inmates meeting certain criteria to earn good-time credit for such work as helping the De-

Staff members use the Drug Court's drug-testing machine to analyze urine samples for the presence of various substances. Clients are selected for testing based on a color pre-assigned to them. The colors represent various levels of risk that the client may use drugs.

Before gaining access to a drug-testing machine, Community Corrections handled the tests manually and sometimes had to perform expensive, follow-up tests in a lab.

Community Corrections also established a Domestic Violence Unit as part of a countywide effort to reduce the number of assaults against family members.

A probation services supervisor coordinates the unit and works with probation officers, as well as courts, police and other partners to establish protocols for supervising offenders and connecting victims with services.

With the help of a grant the previous year, Community Corrections had identified the need for a Domestic Violence Unit. It also had established protocols to identify and supervise high-risk offenders and expedite court responses for noncompliance or continued abuse. The Domestic Violence Unit coordinator serves on the Division of Police's domestic violence resource group and county fatality review team.

With help from the Department of Information Technology, Community Corrections improved its processing of restitution payments made to crime victims.

In May, Information Technology interfaced the Restitution Information Payment System with the Oracle Financial system, allowing faster and simpler processing of payments.

Juvenile and Domestic Relations District Court

Judges Rondelle Herman and Randall Johnson Jr. filled vacancies on the Juvenile and Domestic Relations District Court following appointments by the General Assembly.

Herman had worked as an attorney in private practice and had served as a substitute General District Court judge. She succeeded Judge Sharon Will, who retired in spring 2010.

Johnson previously served as senior assistant commonwealth's attorney in Richmond. He filled the vacancy created when Judge Richard S. Wallerstein Jr. filled an opening on the Henrico Circuit Court.

The Juvenile and Domestic Relations District Court has five judges and exer-

cises original jurisdiction over cases that involve people younger than 18 and all members of their families, regardless of age. The court also holds jurisdiction over other cases — including spousal abuse, custody, visitation and support — involving adults related to individuals younger than 18.

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

The court differs from other courts in its commitment to protect the privacy of juveniles appearing before the court as well as its commitment to rehabilitate those appearing before the court. A judge hears all cases.

Juvenile and Domestic Relations District Court Service Unit

The Juvenile and Domestic Relations District Court Service Unit, also known as Juvenile Probation, took a number of steps to improve its customer service and case-management practices.

The Court Service Unit established policies and structures that allow a prompt response to requests for protective orders; provide a streamlined process for scheduling appointments on child custody, visitation and other matters; and assign one probation officer to each courtroom, freeing up other officers to work in schools and the community.

In June, the Court Service Unit worked with the Gang Unit of the Virginia Department of Juvenile Justice to conduct a staff-training session on the basics of gangs.

More than 35 people attended the session, including representatives of the Court Service Unit, the Department of Social Services, Henrico Area Mental Health and Developmental Services, the Office of the Commonwealth's Attorney and the Division of Police.

In October, Sean D. Milner became director of the unit. Milner, who is retired from the U.S. Navy, previously served as director of the 2-A District Court Service Unit on the eastern shore of Virginia. He succeeded Kay Frye, who had served more than nine years as director.

Juvenile Detention

The Henrico Juvenile Detention Home worked with the county's Health Department to provide residents with various health services on-site.



The Division of Recreation and Parks opened the Eastern Henrico Recreation Center at 1440 N. Laburnum Ave. The \$13.4 million facility features 25,773 square feet of space, with fitness, activity and meeting rooms, a gymnasium, administration offices and other recreational amenities.

Sheriff's Office avoided paying about \$200,000 in overtime costs during the program's first year. The Sheriff's Office also avoided the usual costs of training, which resulted in additional savings. Five program graduates have been hired as full-time deputies.

The Sheriff's Office's two regional jail facilities earned national re-accreditation by the American Correctional Association.

partment of General Services with debris removal, mowing and painting at county facilities.

Community Corrections
Community Corrections worked with the Drug Court to improve the efficiency and randomness of its client drug tests.

In October, the programs entered into an agreement to share staff resources in overseeing the drug tests performed on their respective clients.

Beginning in May, residents received prenatal care and family-planning information and treatment for sexually transmitted diseases at the secure, 20-bed facility. Previously, residents received such services at local doctor's offices and hospitals.

By working with the Health Department, Juvenile Detention reduced its transportation costs and kept residents at the facility, on Dixon Powers Drive at the Government Center.

In December, Juvenile Detention completed a 1,200-square-foot expansion of its medical and training area.

The \$735,000 project, which began in late 2010, provided two examination rooms, a waiting area, office space, a handicapped-accessible bathroom and a training room. Juveniles receive a physical examination and mental health assessment upon admittance for detention.

Juvenile Detention also prepared to implement a new identification system to enhance security and help ensure that residents receive appropriate treatment. Funding for the system was included in the budget for the expansion of the detention home's medical and training area.

Working with the Department of Information Technology, Juvenile Detention developed a system that would assign each resident a photo identification card with a bar code, providing a link to their case information.

Using ID scanners, staff members would verify residents by looking at their photos before providing treatment or other services. Juvenile Detention expects to introduce the system in fiscal year 2012-13.

In fiscal year 2011-12, Juvenile Detention marked its 32nd year without any escapes or serious injury to its 20 juvenile residents and 33 full-time staff. The center maintained its record of operating a safe, secure facility for both staff and detainees.

James River Juvenile Detention Center

The 60-bed James River Juvenile Detention Center earned a three-year certification from the Virginia Department of Juvenile Justice, through November 2014.

Jointly owned and operated by Henrico, Goochland and Powhatan counties, the center houses and supervises juveniles who are serving sentences or awaiting trial on various criminal offenses. Located in Powhatan, the facility opened in 2001.

In its review, the Department of Juvenile Justice conducted a certification audit, covering more than 300 standards

for medical and mental health programs, food service, property maintenance, record-keeping and other functions.

For the fourth time, the center received a certification that will last for three years — the longest period available. The certification permits the facility to hold juveniles ages 11 to 17 and to offer a post-disposition program for male and female residents after sentencing by a court. The post-disposition program, which covers a period of four to six months, helps residents transition from a secure environment to one that allows home visits and other outings, as well as community service and employment.

In June, the center completed the first comprehensive update of its security systems.

The \$272,895 project installed six new cameras and upgraded others to provide digital video capability. It also improved computer systems and provided staff training. The previous security features had remained functional but were becoming outdated.

In September, the center's boys' softball team concluded its second season with a record of 7-1 against teams from other juvenile detention centers, church groups and group homes.

Coached by detention counselors, the James River Blue Devils promote teamwork, communication and self-esteem among players in the post-disposition program.

In June, Michael D. Martin became superintendent of the center. He succeeded Patricia F. Carrington, who retired after serving 12 years in the post. Martin had worked as an assistant superintendent since 2001. He previously served as a security control specialist supervisor for the Richmond Juvenile Detention Center and retired as a military police officer after 26 years with the Army Reserve. He holds a bachelor's degree in criminal justice from Virginia Commonwealth University.

Finance

With the national economy slowly re-

Financial Resources & Requirements for Fiscal Year 2011-12 (A)

General Resources (A)	2011-12 (B)	2010-11	Difference
Current Property Taxes	\$348,307,422	\$350,724,287	(\$2,416,865)
Local Sales Tax	56,304,202	55,342,248	961,954
Business and Professional Licenses	28,492,595	27,525,602	966,993
Other Local Revenue	68,839,771	67,213,757	1,626,014
Total Local Revenue	501,943,990	500,805,894	1,138,096
State and Federal Sources	343,256,532	333,161,243	10,095,289
Total Revenue	\$845,200,522	\$833,967,137	\$11,233,385
Net Transfer/Adjustments to Fund Bal	(28,124,845)	(17,865,625)	(10,259,220)
Total Resources	\$817,075,677	\$816,101,512	\$974,165
General Requirements (A)	2011-12 (B)	2010-11	Difference
General Government (C)	\$204,110,343	\$211,375,255	(\$7,264,912)
School Operating	396,272,549	395,443,346	829,203
Public Safety	161,546,340	159,450,439	2,095,901
Debt Service (D)	55,146,445	49,832,472	5,313,973
Total Requirements	\$817,075,677	\$816,101,512	974,165

Notes:

(A) Includes both General and Debt Service Funds. FY2010-11 amounts reflect audited actuals.

(B) Figures are preclosing and unaudited for FY2011-12.

(C) Represents all other governmental expenditures including Recreation, Library and Social Services.

(D) Amounts include both general government and School debt-service requirements.

covering from recession, the Department of Finance's Office of Management and Budget developed a budget that avoids a real estate tax-rate increase, layoffs or significant service cuts.

The budget for fiscal year 2012-13, approved unanimously by the Board of Supervisors on April 24, provides a \$735.3 million general fund for general government and school operations. That represents an \$8.4 million reduction from fiscal year 2011-12.

Overall, the budget funds county operations with about \$22 million less revenue than it did six years ago.

In developing the budget, the department overcame an initial projected shortfall of \$53.6 million. That stemmed from increased fixed costs, such as payments to the Virginia Retirement System, operating expenses for newly opened schools and county facilities, plus debt-service payments for general obligation bonds issued to fund projects that voters approved in the 2005 bond referendum.

In addition, revenue forecasts indicated the county would collect nearly \$8.7 million less in real estate and other general property taxes than it had budgeted for fiscal year 2011-12. Officials expected collections from residential real

estate taxes to drop for a fourth consecutive year.

The budget retained schools and public safety as top priorities for funding and included a number of unprecedented measures to limit spending.

The Voluntary Retirement Incentive Program provided eligible employees with an incentive to retire. The budget made targeted cuts to operating and capital expenses, left unfunded 26 vacant positions and changed the county's policy of maintaining a year-end undesignated fund balance that is equal to 18 percent of its general funded expenses. The target was revised to 15 percent. The one-time savings of more than \$22 million will support a reserve to fund the replacement of police vehicles, fire apparatus and school buses for at least the next three years.

In May, Eugene H. Walter became director of the Department of Finance. He succeeded John A. Vithoulkas, who rose to deputy county manager for administration. A Henrico employee since 1997, Walter worked as a budget analyst and supervisor before becoming budget director in 2008. He holds a bachelor's degree in economics from the University of South Carolina.

Information Technology

Completing a two-year project, the Department of Information Technology developed and installed modern computer systems to replace the last remaining legacy systems used by the Division of Police.

With the new ICRBuilder system, police officers use their mobile computers to record all police incidents and crimes in Henrico. The ArrestBuilder system, jointly maintained by the Division of Police and Sheriff's Office, tracks criminal and traffic arrests. The Cicero system records all property collected as evidence, found or confiscated by the Division of Police.

The department also completed an upgrade of all network equipment at the Government Center on Parham Road, the Eastern Government Center on Nine Mile Road and the Woodman Road facility.

In summer 2011, the department launched the Henrico Online Geographic Information System. The Online GIS provides an interactive, searchable map of Henrico that is accessible from the home page of the county's website. The map offers a variety of views of the county and its roads, as well as property data.

and interacts with the Oracle eBusiness system that handles employee records for the departments of Human Resources and Finance.

Public Library

The Public Library continued its push to modernize facilities and expand resident access to electronic materials.

The Gayton Branch Library, at 10600 Gayton Road, reopened in June following a \$4.8 million renovation that voters approved during the 2005 bond referendum. Henrico designed the project under the standards for Leadership in Energy and Environmental Design (LEED), reflecting the county's commitment to reducing energy consumption and operating costs.

The library, which originally opened in 1988, now offers about 50,000 items, including books, CDs, DVDs and periodicals. The extensive renovations brought a brighter, remodeled interior with more self-checkout stations, a new area for teenagers and an updated meeting room.

With the reopening of the Gayton Branch, Henrico has built or renovated four libraries during the past six years. The county is planning to build replacements for the Dumbarton Area Library and Varina Branch Library.

that it had begun offering e-books and e-audiobooks through the online vendor OverDrive.

The OverDrive Digital Bookmobile, an 18-wheel tractor trailer equipped with computers, portable media players and other technology, visited the Tuckahoe Area Library in October as part of a national promotional tour. More than 700 people visited the bookmobile.

As of June, Henrico library patrons had logged more than 260,000 sessions on OverDrive.

As a continued outreach, the county's libraries have held e-book clinics to help residents become more familiar with e-reader devices and the digital offerings of the Public Library. More than 350 people have attended. One-on-one e-book consultations are continuing this fall.

Henrico County Public Schools

Working with J. Sargeant Reynolds Community College, Henrico County Public Schools (HCPS) established the Advance College Academy to allow high school students to earn an associate degree in addition to a high school diploma.

The program concluded its first year during 2011-12 with 38 students at J.R. Tucker High School. Graduates earn an

during the summer before their junior year. They take the remaining advanced courses concurrently with their high school classes.

The academy is seeking accreditation through the National Alliance of Concurrent Enrollment Partnerships.

In April, HCPS received praise for its ongoing commitment to music education.

For the 13th consecutive year, the NAMM Foundation named Henrico among the "Best Communities for Music Education," based on responses to a survey covering such issues as funding, graduation requirements, music-class participation and instruction.

The nonprofit NAMM Foundation, which promotes lifelong active participation in music, recognized 166 school divisions and 10 schools in 2012. HCPS is the only school division to be recognized in each of the award's 13 years.

The school division has 80 licensed music educators for kindergarten through 12th grade, with secondary programs in band, chorus, strings and select ensembles.

In May, U.S. News & World Report named Deep Run, Godwin and Freeman high schools to the magazine's list of top high schools in the country. Among schools in Virginia, Deep Run ranked 14th; followed by Godwin, 25th; and Freeman, 28th.

The rankings recognized state proficiency standards, performance in preparing students for college and other factors.

Recreation and Parks

The Division of Recreation and Parks celebrated the completion of several new or renovated facilities.

In October, the Eastern Henrico Recreation Center opened at 1440 N. Laburnum Ave., offering a range of recreational and enrichment programs. Voters approved the \$13.4 million project as part of the 2005 bond referendum.

The 25,773-square-foot facility features fitness, activity and meeting rooms, a gymnasium and administration offices. The 24-acre site also offers a walking trail, football field, track, multipurpose field, concession building, shelter and restroom buildings.

The county designed the center under the standards of Leadership in Energy and Environmental Design (LEED).

Also in October, the county's first off-leash dog park opened in Dorey Park, 2999 Darbytown Road.

The 1-acre park features a fenced enclosure with separate, double-gated areas for small and large dogs. Amen-



The OverDrive Digital Bookmobile, a tractor trailer equipped with computers, portable media players and other technology, visited the Tuckahoe Area Library as part of a national promotional tour. The Public Library worked with online vendor OverDrive to offer e-books and e-audiobooks.

The department overhauled the technology and processes used to manage the county's system of computer-user identification codes. The email-based user code management system incorporated recommendations of the Office of Internal Audit. The system avoids using employees' Social Security numbers, establishes user-identification codes that are unique over time

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In January, the Public Library launched a mobile application that allows residents to use their smart phones and electronic tablets for a variety of services, which include searching the catalogue, placing items on hold and renewing materials.

Users who had downloaded the application had made more than 250,000 queries in six months.

In September, the agency announced

associate of science degree in social sciences with 61 credits eligible for transfer to a four-year college or university.

The Advance College Academy will expand in 2013-14 to Highland Springs High School, where students will earn an associate degree in business administration.

In the program, students take honors classes as freshmen and sophomores before beginning the college-level classes

ties include play equipment, a dog water fountain and spray water features. The dog park cost \$155,000 to construct.

In August 2011, the Virginia Randolph Museum reopened after extensive interior and exterior renovations.

The \$330,802 project put a spotlight on a key figure in Henrico's history as it was commemorating the county's 400th anniversary. Virginia Randolph was a teacher who spent more than 50 years educating and nurturing Henrico's African-American community.

The museum, a National Historic Landmark, was built in 1937 as the home economics cottage for the Virginia Randolph Education Center.

The renovation project provided new paint, carpeting, window treatments, hardwood flooring, handicapped-accessible restrooms, lighting upgrades and a new heating and air-conditioning system. Exterior work included improvements to the chimney, roof, siding and windows, as well as paint and a handicapped-accessible ramp.

The project upgraded historical exhibits with photographs, articles, artifacts and furniture, and provided a research center focused on African-American history, Randolph and her students.

In October, Neil Luther became director of the Division of Recreation and Parks. Luther succeeded Karen K. Mier, who retired in June after 34 years with the county and more than four years as director of Recreation and Parks.

A Henrico employee since 2002, Luther previously worked as a planner and served as assistant director before being named acting director. He received a bachelor's degree from Davidson College and a master's degree from the University of Wyoming.

Public Relations & Media Services

Public Relations & Media Services (PR&MS) kept residents informed about road conditions and critical county services during several incidents of extreme weather.

The department staffed Henrico's Emergency Operations Center before and after Hurricane Irene hit central Virginia in August 2011, toppling trees and knocking out power.

Through media contacts, Twitter messages, Henrico County Television (HCTV) and the county's website, PR&MS gave news outlets and residents timely information on county services, including the opening of emergency shelters and water-filling stations and the cleanup of fallen trees and other debris.

The department served a similar role in late June, when violent storms snapped trees and caused widespread electrical outages.

Under more-pleasant circumstances, the department wrapped up a campaign to promote the commemoration of Henrico's 400th anniversary.

PR&MS earned its fourth overall Emmy for programming produced for HCTV.

The 29-minute program "Airwaves of Yesteryear: Early Television in Central Virginia" received a 2011 Emmy from the National Capital Chesapeake Bay Chapter of the National Academy of Television Arts and Sciences.

Other accolades came from the National Association of County Information Officers. The department earned 16 awards and three Best in Class honors for various projects, including feature articles, scripts, graphics, designs, photographs and video programs.

Overall, the department's achievements for the year included 23 original programs produced for HCTV; 2,303 distributed photos; 36 publications, including brochures, signs, presentations, covers and posters; 7,509 contacts with news media; 5,768 responses to requests for assistance; 17,543 mailings; and 1,995 mailings of HCTV program DVDs.

General Services

The Department of General Services earned praise as a local-government leader in efforts to promote diversity among its suppliers.

In December, the Division of Purchasing and Support Services and its supplier relations manager, Marvis W. Marshall, received awards for helping small, women-owned and minority-owned (SWAM) businesses participate in the county procurement process. It marked the second-consecutive year of recognition by the Virginia Minority Supplier Development Council.

The division collected the Raising the Bar Award for program enhancements made since the previous year and its ongoing commitment to supplier development. The division had established a process for vendors to provide feedback on their dealings with the county, and it has continued to organize monthly supplier orientation sessions and quarterly training for new procurement staff members.

Marshall received the Advocate of the Year Award for work promoting entrepreneurship and assistance to SWAM vendors. The Board of Supervisors in

2007 adopted a policy to promote participation with SWAM businesses.

General Services also completed energy-saving projects at 20 general government and school buildings with a \$2.8 million grant from the federal American Recovery and Reinvestment Act.

From 2010 to mid-2012, five schools underwent lighting upgrades to better equip their gymnasiums for athletic events. A total of 10 government build-

ing system and recycled materials in construction and furnishings.

General Services also led the county's efforts in the design and construction of several new or renovated facilities. The projects included a \$3.1 million new Fire Station 12 on West End Drive; a \$3.1 million new Fire Station 8 on Patterson Avenue; a \$13.4 million new Eastern Henrico Recreation Center on North Laburnum Avenue; and a \$4.8 million renovation



The Employment Transition Center, based in the former Innsbrook library, closed in June, after logging more than 40,000 visits from job seekers and enrolling 1,200 people for services. A total of 723 people were eventually placed in new positions. The Capital Region Workforce Partnership operated the center for just more than three years under funding provided by the federal Workforce Investment Act.

ings received modern lighting fixtures and bulbs. An additional five government buildings had their outdated and failing building-automation systems replaced.

The estimated energy savings from the lighting projects exceeds \$90,000 per year, meaning the initial investment in labor and materials could be offset in fewer than 10 years.

In May, the Glen Allen Branch Library received a LEED Silver rating under the U.S. Green Building Council's standards for Leadership in Energy and Environmental Design.

The library represents Henrico's first general-government facility recognized under the LEED program as having been designed and built to promote environmental and human health. General Services is pursuing certification on at least 10 other projects.

The Glen Allen library reopened in October 2010 following an \$8.3 million renovation and expansion. Its features include energy-efficient heating and air-conditioning systems, a low-flow plumb-

of the Gayton Branch Library on Gayton Road.

Capital Region Workforce Partnership

The Capital Region Workforce Partnership (CRWP) managed the Employment Transition Center to help displaced workers find new jobs.

Based in Henrico's former Innsbrook library, the center operated from March 2009 through June under funding provided by the federal Workforce Investment Act.

The facility served residents of Henrico, as well as the city of Richmond and the counties of Charles City, Chesterfield, Hanover, Goochland, New Kent and Powhatan. Overall, it logged more than 40,000 visits from job seekers and enrolled 1,200 people for services, with 723 of them eventually placed in new positions.

CRWP continues to provide job-placement help at its Resource Workforce Center locations on Williamsburg Road in eastern

Henrico, on Midlothian Turnpike in South Richmond and on Whitepine Road in Chesterfield. The center on Williamsburg Road is set to move this fall to a site on Cedar Fork Road in eastern Henrico.

Working with other organizations and agencies as the Resource Business Solutions Team, CRWP organized Richmond's Got Talent, a career fair giving employers access to residents who had been screened and assessed for certain skills and attributes.

About 100 job candidates attended a Richmond's Got Talent career fair held in April at the Pine Camp Arts and Community Center in Richmond.

For the ninth year, CRWP joined the Crater Workforce Investment Board in sponsoring the Central Virginia Youth Leadership Summit.

The event, held in March at the Greater Richmond Convention Center, attracted more than 500 teenagers and young adults from the metropolitan area. The summit featured workshops and pre-

sentations to promote leadership skills and personal development.

using the property for county offices and other needs.

The department also negotiated the \$700,000 purchase of a 22-acre site at 1875 New Market Road for the construction of a Varina Area Library. The 40,000-square-foot planned library is one of four library projects approved by voters in the 2005 bond referendum. The new facility will feature expanded reading and quiet-study areas, books, DVDs and other materials, computer labs, multipurpose and conference rooms, a children's area and a drive-through area for book pickup and return.

Real Property also assisted the Department of Public Utilities in planning the Cobbs Creek Reservoir in Cumberland County. Henrico is leading the estimated \$280 million project with participation from Powhatan and Cumberland counties.

The reservoir will require 2,000 acres, plus easements for the relocation of more than 2.5 miles of Colonial Gas pipe-

Internal Audit

The Office of Internal Audit completed more than one dozen audits of county agencies and other projects to improve governmental accountability and ensure proper use of tax dollars. Departmental managers responded with plans to address the issues identified.

The audits included a review of the processes for handling money receipts at the Belmont Golf Course and its snack bar, which operate under direction of the Division of Recreation and Parks.

The review highlighted a need for additional oversight of the course operator and stronger terms in future contracts.

The office suggested improvements in financial reporting, oversight of deposits and monitoring of golfing discounts, as well as in controls of the reservation and cashiering system, marketing and tracking of customer loyalty points.

Internal Audit also examined the Department of Information Technology's administration of databases for the utility billing, cashier and real-estate billing systems.

The office suggested ways to improve monitoring and accountability of the administrator accounts and the documentation of policies over certain database functions.

Internal Audit also completed follow-up reviews of several audits. The office determined that agency managers had implemented more than 70 plans during the year to address issues cited in previous audits.

In addition, the office developed brochures to help employees meet county and state requirements when making purchases and keep track of purchased equipment.

Human Resources

The Department of Human Resources (HR) focused on responding to the economic downturn and transitioning to new leadership within the department.

The department supported the county's budget approach by implementing cost-cutting measures without reducing services. HR trimmed its budget by 8 percent and worked with the county manager and Board of Supervisors to develop the Voluntary Retirement Incentive Program to reduce payroll expenses across Hen-

rico's general government.

More than 100 of 431 eligible employees applied for the early-retirement program. Based on initial projections, the program could produce a savings of \$2 million to \$3 million by either leaving positions vacant or filling them at lower salaries while also enhancing the retirement packages of many long-term employees. The county's focus on leadership development and succession management will ensure a smooth transition and no reduction in the quality of services.

In response to rapid changes in the work environment, including the loss of experienced employees, Human Resources continued to improve the county's succession-management efforts. The department received an Achievement Award from the National Association of Counties (NACo) for a worker-development initiative, "Competencies in Action: Preparing Employees for the Workforce of Tomorrow."

The award highlighted initiatives related to the county's nine core competencies, which reflect the skills and behaviors needed of all employees, not just those in leadership positions. The award is the department's 47th from NACo during the past 26 years.

In July 2011, Paula G. Reid became director of Human Resources. She had worked as assistant director under George H. Cauble Jr., who retired after serving 25 years as director. A Henrico employee since 1997, Reid had worked in the Employee Development and Training Division before becoming assistant director of Human Resources in 2005. She earned a bachelor's degree from the University of Richmond and a master's degree from the College of William and Mary.

Henrico Area Mental Health and Developmental Services

Henrico Area Mental Health and Developmental Services (MH/DS) established a mobile response team to help police officers manage situations involving people with suspected psychiatric issues.

A team of eight licensed mental health clinicians logged 800 hours in fiscal year 2011-12 after more than 1,000 hours in fiscal year 2010-11.

The clinicians worked with individuals, family members and police to avoid confrontations, provide a link to mental-health resources in the community, offer hope for recovery and encourage voluntary treatment.

The mobile response team formed in fall 2010 as an offshoot of the county's



Real Property negotiated Henrico's purchase of the former headquarters of Best Products, off Interstate 95's Parham Road interchange. The \$6.2 million deal with Metropolitan Life Insurance Co. provided Henrico with a 285,846-square-foot building and about 93 acres.

Real Property negotiated Henrico's \$6.2 million purchase of the former headquarters of Best Products, off Interstate 95's Parham Road interchange. The Board of Supervisors in August 2011 approved the deal with Metropolitan Life Insurance Co.

The property, at 1400 Best Plaza Drive, includes the 285,846-square-foot headquarters building and about 93 acres. Henrico anticipates

line and 2.5 miles of Dominion Virginia Power overhead transmission lines.

Real Property has helped with the procurement of real estate title services and appraisal services for the project.

The reservoir will protect the nearby James River as a source of drinking water by drawing and holding water from the James when river flow is strong. The reservoir will make controlled releases of water during periods of drought, boosting river flow that will allow Henrico and its partners to continue tapping the river for public water.

crisis intervention team, which is supported by MH/DS, the Sheriff's Office and the divisions of Fire and Police. State and federal grants have covered the costs of the clinicians' services.

In July 2011, MH/DS implemented a program to provide comprehensive assessments of children requested to receive intensive Medicaid services.

Clinicians conduct the assessments to ensure individuals are receiving appropriate services. The reviews, which come within five or 10 days of a request, are part of the Virginia Independent Clinical Assessment Program, which was established from legislation approved by the 2011 General Assembly.

MH/DS completed assessments for about 1,600 youths in the program's first year.

MH/DS also strengthened its services for developmentally delayed infants and toddlers through age 3. The effort included overseeing and training 55 private service-providers and meeting all requirements of the federal Office of Special Education Programs.

Social Services

The Department of Social Services (DSS) launched several technology initiatives, including one to manage case files.

Working with the Department of Information Technology, Social Services has begun to use Henrico's FileNet system to maintain client case records, now numbering more than 25,000.

As one of four agencies selected statewide, DSS served as a pilot of a Virginia Department of Social Services initiative, CommonHelp. A kiosk placed at the agency assisted residents in determining eligibility and applying for benefits.

CommonHelp streamlines the process by allowing prospective clients to apply on the Internet from the convenience of home, a public library, their local agency or elsewhere. Clients can file for renewal of benefits and report changes of address and other personal information.

The department also implemented a new statewide system that uses an electronic swipe card for families receiving child care assistance.

The system electronically tracks attendance and initiates payments when parents and guardians use their Electronic Child Care cards at licensed day care centers and other approved providers. Henrico has about 775 families receiving child care assistance.

Social Services continued working with other county agencies and stakehold-



For the 13th consecutive year, the NAMM Foundation named Henrico County Public Schools among the "Best Communities for Music Education." The school division has 80 licensed music educators for kindergarten through 12th grade, with secondary programs in band, chorus, strings and select ensembles.

ers to increase community awareness of the abuse and neglect of elderly and disabled residents.

A Henrico-based task force, which included representatives of police, the Office of the Commonwealth's Attorney and Adult Protective Services, led a symposium on the financial exploitation of elderly and disabled residents. The session was geared for law enforcement, prosecutors and eldercare professionals. In addition, the annual conference of the Virginia Coalition for the Prevention of Elder Abuse highlighted Henrico's efforts to reduce violence against older residents.

In April, DSS launched a program to help individuals and families who are at risk of becoming homeless.

The Community Resource Unit marks an expansion of the county's long-standing efforts to reduce homelessness through a partnership with the nonprofit Interfaith Services of Henrico. The unit provides case management and other stabilization services to help low-income residents remain in their homes.

Health Department

The Henrico County Health Department (HCHD), in collaboration with the School Health Services Department of Henrico County Public Schools, responded to continued outbreaks of pertussis, or whooping cough, in Virginia and elsewhere by administering more than 1,550 vaccinations to children in Henrico.

Pertussis is caused by bacteria spread from person to person and can lead to pneumonia, seizures, brain damage and death. The disease, which is particularly dangerous to infants, can cause extended coughing spells that make it difficult to eat, drink or breathe.

The state requires the vaccinations for rising sixth-graders in public and private schools as well as children attending day care. Henrico school nurses administered the 1,550 vaccinations in immuni-

zation clinics at each of the county's 45 elementary schools.

In an outreach to prospective mothers, HCHD promoted the benefits of folic acid supplements to reduce the chances of a child born with defects of the spine and brain.

The department exceeded the state's goal for counseling women of child-bearing age about the vitamin supplement and getting them to accept free samples. The agency advised 49 percent of patients in the target group, compared with the state average of 21 percent and goal of 30 percent.

Likewise, the department provided multi-vitamins with folic acid to 37 percent of patients in the target group, compared with the state average of 18 percent and goal of 30 percent.

HCHD also completed timely inspections of 96 percent of the county's 1,015 restaurants and other licensed food establishments. The department's performance exceeded the state average by 33 percentage points.

In July, 69 percent of the observed risk factors were corrected during the inspection. Performing inspections when scheduled is important because licensees typically correct more than half of all violations during those reviews.

Extension Office

The Henrico Office of the Virginia Cooperative Extension expanded its community gardens program into Highland Springs.

Gardens Growing Families has allowed individuals and families to receive expert help as they grow their own vegetables in gardens on Vale Street near Lakeside Avenue and on West Jerald Street in Highland Springs.

The Highland Springs site, introduced in spring 2012, had 10 active garden plots with more planned for next year. The Lakeside garden had 33 active

plots, an increase from 26 in 2011.

Established in 2008, Gardens Growing Families helps residents reduce their grocery bills by giving them a way to grow, prepare and store fresh vegetables. Costs range from \$5 to \$65 per year. Participants also have access to free classes on such topics as healthy dieting and organic insect and disease control.

The Extension Office also helped eligible residents prepare and file their 2011 tax returns and apply for the earned income tax credit.

The office offered the free assistance at the Fairfield Area Library through a partnership with MetroCASH, a coalition of social service, nonprofit, faith-based, business and government organizations.

In early 2012, the regional program helped residents file 2,133 tax returns, which generated \$859,804 in earned income tax credits and \$2.4 million in federal refunds. The program estimated the value of the free services at \$414,000.

The Extension Office saw continued success with its 4-H LifeSmarts program, which uses fun, group competition to teach teenagers to be savvy consumers. Nine students participated in the program during fiscal year 2011-12.

In March, a team of five students finished second in the Virginia LifeSmarts competition at the University of Richmond. It marked the eighth time that a Henrico team had finished first or second in the state during the past 15 years.

The program uses weekly coaching sessions to provide instruction in consumer rights and responsibilities, health and safety, environment and technology and personal finance. Participants develop teamwork, self-esteem, verbal communication skills and leadership abilities.

DIRECTORY As of September 2012

ADMINISTRATION

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Virgil R. Hazelett, P.E.

Deputy County Manager for Administration

John A. Vithoulkas

Deputy County Manager for Community Development

Randall R. Silber

Deputy County Manager for Community Operations

Timothy A. Foster, P.E.

Deputy County Manager for Community Services

Jane D. Crawley

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

Barry R. Lawrence

Building Official

Gregory H. Revels

Chief (Acting), Division of Fire

Kenneth L. Dunn

Chief, Division of Police

Douglas A. Middleton

County Agent

Karen F. Carter

County Attorney

Joseph P. Rapisarda, Jr.

Director, Capital Region Workforce Partnership

Rosalyn D. Key-Tiller

Director, Community Corrections Program

Jane E. Hardell

Director, Community Development

Lee J. Tyson

Director, Community Revitalization

S. Mark Strickler

Director, Finance

Eugene H. Walter

Director, General Services

Christopher L. Winstead

Director, Human Resources

Paula G. Reid

Director, Information Technology

Thomas L. Owdom

Director, Internal Audit

Vaughan G. Crawley

Director, Public Library

Gerald M. McKenna

Director, MH/DS Services

Michael D. O'Connor

Director, Planning

Ralph J. Emerson, Jr.

Director, Public Health

Appointment pending

Director, Public Relations & Media Services

Tamra R. McKinney

Director, Public Utilities

Arthur D. Petrini

Director, Public Works/County Engineer

Steven J. Yob, P.E.

Director, Real Property

Jon B. Tracy

Director, Recreation and Parks

Edwin (Neil) C. Luther, IV

Director, Social Services

Appointment pending

Executive Director, Economic Development

Gary R. McLaren

General Registrar

Mark J. Coakley

Court Service Unit/Probation Director

Sean D. Milner

Superintendent, Juvenile Detention

Michael D. Bingham

Superintendent, James River Juvenile Detention

Michael D. Martin

Superintendent, Henrico County Public Schools

Partrick Russo, Ed.D.

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Yvonne G. Smith

Commonwealth's Attorney

Shannon L. Taylor

Sheriff

Michael L. Wade

JUDGES

Circuit Court

Catherine C. Hammond

L.A. Harris, Jr.

Gary A. Hicks

Richard S. Wallerstein, Jr.

James S. Yoffy

General District Court

Mary B. Malveaux

John Marshall

L. Neil Steverson

Archer L. Yeatts, III

Linda S. Knight, Clerk

Juvenile and Domestic Relations District Court

Margaret W. Deglau

Rondelle D. Herman

Randall Johnson, Jr.

Denis F. Soden

Stuart L. Williams, Jr.

Rebecca L. Cone, Clerk

Magistrates

Yvette A. Ayala, Chief Magistrate

Jovanni Armstead

Rana Clegg

Jennifer Heishman

Karen A. Luzier

Sara Munoz

Sarah Smith

Tony Tate

Jeffrey Znotens

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