

# Steadfast



HENRICO COUNTY  
2008 — 2009  
ANNUAL REPORT




# HONORABLE BOARD OF SUPERVISORS

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*Above (top to bottom):*  
 David A. Kaechele, Chairman, Three Chopt District; Patricia S. O'Bannon, Vice Chairman, Tuckahoe District; James B. Donati, Jr., Varina District; Frank J. Thornton, Fairfield District; Richard W. Glover, Brookland District.



## MESSAGE FROM THE MANAGER

*May you live in interesting times.* The old proverb held dubious meaning for many over the past year, when the worst economy since the Great Depression impacted lives across the nation.

Henrico was not immune. A number of our flagship employers were forced to shutter their doors; thousands of residents were dislocated from jobs and interrupted from careers. Household budgets weren't the only victims of the crisis. The bad economy battered governments as well, forcing many to cut services, increase taxes — or both.

Not Henrico, however. While the state and many local governments were stuck between a rock and fiscal hard place, Henrico remained steadfast in its commitment to provide quality services and maintain low taxes for residents. Despite the struggling economy, the county preserved services at existing levels without laying off any staff and without increasing taxes or fees — the Board of Supervisors reaffirmed the 87-cent real estate tax rate, lowest among large localities in the metropolitan region. In fact, Henrico is the lowest-tax urban locality statewide, according to the “Chesapeake Report.” The independent study by the City of Chesapeake, which compares Virginia’s 13 largest localities, noted that our residents pay the lowest amount for public services of any locality included in the study.

Henrico’s ability to weather this storm was not the result of chance or good fortune. For years, the Board of Supervisors has advocated a conservative approach to spending and estimating county revenues. The fiscal foresight served the county well during the 2008-09 fiscal year, when many traditional sources of revenue were stagnant at best, and will continue to provide benefits in the years ahead.

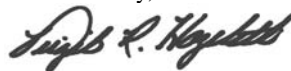
The problematic economy didn't affect the innovative work produced by county staff last year. Twenty-three programs developed and implemented by 11 county agencies won Achievement awards from the National Association of Counties — the most in Virginia and the third-most nationwide. The Capital Area Training Consortium converted the county’s former Innsbrook library into the Capital Region Employment Transition Center, providing career and workforce services to more than 5,000 dislocated workers in its first four months of operation. The Planning Department completed work on a multi-year project, the 2026 Comprehensive Plan, using key input from Henrico residents to help chart the county’s growth for the next two decades. Our Division of Police — one of the nation’s finest — celebrated the 75<sup>th</sup> anniversary of its modern establishment.

The news regarding the economy wasn't all bad last year. The Economic Development Authority helped a number of companies expand and relocate to Henrico, creating more than 1,700 jobs for the local economy. White Oak Village opened last fall, bringing a premier retail shopping location and hundreds of additional jobs to eastern Henrico. And the official establishment of Henrico, VA as a mailing address began steering significant tax revenues, previously paid incorrectly to other localities, into county coffers.

Steadfast leadership in interesting times. That has been — and remains — Henrico’s commitment to you, our residents.



Sincerely,



Virgil R. Hazelett, P.E.  
County Manager

## Board of Supervisors

Henrico County comprises five magisterial districts: Brookland, Fairfield, Three Chopt, Tuckahoe and Varina. Each district elects one representative to the county's Board of Supervisors. The board appoints the county manager, who is the chief administrative officer, overseeing 36 agencies and the county's daily operations. In addition, the board appoints members to 42 local boards and commissions to ensure the best possible administration of the county.

## Division of Police

The 2009 fiscal year heralded a significant moment for the Henrico Division of Police — the 75<sup>th</sup> anniversary of its creation as a modern police force.

Although Henrico law enforcement traces back to the county's earliest days, the history of Henrico Police dates more accurately to 1934 when residents voted to adopt the county manager form of government, which initiated the organization of a trained, independent, professional police force with eight officers. Today's force includes 580 sworn officers who complete a six-month basic training academy and undergo hundreds of hours of additional training throughout their careers. The nationally and internationally accredited division, with an overall staff of 800, employs advanced technologies,

and also held memorial services to honor its eight officers who have died in the line of duty.

Henrico's first officers in 1934 likely could not have envisioned the newest addition to the county's crime-fighting arsenal: the CASE (Crime Analysis and Strategic Evaluation) Room. The facility hosts weekly briefings of 30-40 officers from each of the division's units — investigation, organized crime, narcotics, intelligence, school resource and others — who come together to examine the events and crimes of the past week, develop suspects, assess resource deployment and share cross-discipline information.

Officers use the CASE Room's array of technology to present statistics, photos, maps and other evidence, giving a snapshot of criminal activity countywide. The facility features multiple television monitors; a central data console with access to the Internet and databases such as the Department of Motor Vehicles and Virginia Employment Commission; video cameras; a wireless network; and more. The CASE Room is enhancing communication and information flow across the division and with other jurisdictions.

Henrico Police continued its emphasis on traffic enforcement and road safety in FY 09. The division captured first place in the Virginia Law Enforcement Challenge — its fifth consecutive year to

measure: no accidents related to underage drinking occurred.

## Division of Fire

Henrico's Division of Fire implemented a pair of initiatives in FY 09 designed to enhance its planning efforts and training program.

Fire developed a formal Planning Section to coordinate and centralize the collection of data from throughout the division. Previously, the division did not have a dedicated staff for data collection; the effort was ad hoc and project-oriented. The new section, staffed by a captain and two lieutenants, will organize the mountain of information generated by the division and apply it to make better, more effective decisions for planning purposes.

The Planning Section will track an array of data, such as equipment purchases and uses; Emergency Medical Services (EMS) and multi-unit response data; vehicle use; and mapping and land-use planning for future fire stations. The section will organize the disparate information, create databases and develop a reference library as well.

Henrico Fire has a long track record of developing outstanding recruits and training its firefighters. The division, however, has lacked its version of an officer candidate school — once firefighters attained the rank of lieutenant, they were responsible for obtaining additional training from external agencies to continue on the path to advancement. Classes offered by external agencies often varied in quality and sometimes ran counter to the division's approach and philosophy of firefighting.

Recognizing a need and an opportunity, Henrico Fire began developing its own officer training school in FY 09 to help its 140 lieutenants move to the rank of captain and beyond. The in-house program will allow the division to control the quality and content of the training and should reduce costs as well. Coursework currently under development includes incident command, special operations command, hazmat and target hazard command, leadership, disciplinary practices and instructional practices. Fire plans to launch the officer training school early next year.

The division introduced a new emergency vehicle in FY 09, adding the 14<sup>th</sup> Fire Medic unit to its fleet. The \$285,000 vehicle will be outfitted with an array of life-support equipment and will be operated by a nine-person medic unit. The unit will serve Henrico residents from Fire Station 22 on Westerre Parkway, along the busy West Broad Street corridor.

## Planning

After more than five years of study, analysis, review, drafts, revisions, work sessions and public meetings, the Planning Department was set to tie the bow on the Vision 2026 Comprehensive Plan (CP) at the close of the 2009 fiscal year. Input from Henrico residents played a key role in the document's development, especially during the last year as it progressed toward adoption by the Board of Supervisors.

A key tool for county officials, the CP contains strategies to guide the county's growth in a variety of areas, such as housing, parks and recreation, transportation, infrastructure, public safety and education. Residents contributed significantly to the updated plan, sharing their thoughts and concerns — many of which focused on the Varina district — in writing and at public forums.

The Planning Department facilitated this process, holding town meetings in the county's magisterial districts and conducting multiple public hearings and work sessions with the Planning Commission and Board of Supervisors. Hundreds of residents participated in the process. Planning received and responded to more than 700 public comments; as a direct result of the public input, the department made approximately 70 changes to the CP. The Board of Supervisors adopted a final version of the plan early in the 2010 fiscal year.

While Planning was setting the stage for future county growth, it also marked the arrival of several current projects — despite the struggling economy — in FY 09.

In eastern Henrico, The Shops at White Oak Village officially opened for business, bringing with it more than one million square feet of retail use and 1,100 jobs. Retail and restaurant tenants include Target, Lowe's, Ukrop's, Longhorn Steakhouse and Red Lobster; the 136-acre site also features a lifestyle center and Hyatt Place hotel. In the west end, the mixed-use development West Broad Village saw key retailers opening for business and residential units being occupied. Whole Foods Grocery opened, as did some 75,000 square feet of restaurants, including Dave and Buster's and Kona Grill. In addition, more than 300 apartments began leasing and sales on residential townhomes got under way.

Development wasn't limited to the retail and residential sectors, however. Several health-care projects were either beginning or in the pipeline, with Planning facilitating the efforts through approval of plans of development and



The high-tech CASE (Crime Analysis and Strategic Evaluation) Room has facilitated information sharing, resource deployment and suspect development for Henrico Police.

community-policing techniques and a range of cutting-edge strategies to protect, secure and serve Henrico's residents.

The division held a pair of special events in 2009 to help mark the anniversary. An open house in May attracted more than 2,000 people to Police facilities in the Henrico Training Center. Visitors interacted with more than 50 Police personnel and got an up-close look at all aspects of the division's operations, such as forensics, investigations and training techniques. The divi-

receive the honor — for its broad scope of traffic safety measures, including seat-belt enforcement, red light campaigns, drunken-driving enforcement and road checks.

In addition, the division maintained its ongoing efforts to discourage underage drinking and driving with a special spring campaign. Officers increased their visibility with additional patrols during the prom and graduation season, targeted merchants selling alcohol to minors and utilized tips from the underage drinking hotline. The campaign's success was easy

construction plans. Expansion and renovation work began at both the Forest Campus and Parham Campus of Henrico Doctors' Hospital, while construction on a pair of projects at St. Mary's Hospital was set to break ground. The work at the three hospitals totaled more than 220,000 square feet.

Also last year, the Planning Department enhanced its handling of extension reports for subdivisions. The department automated a manual filing system, using the Tidemark data system and Crystal Reports technology to track extension requests electronically. The upgraded system provides more efficiency for staff and enhances customer service for developers.

### Community Revitalization

Staff members in the Department of Community Revitalization frequently receive calls from the officers and members of Henrico's numerous homeowners associations, requesting clarification regarding their duties and responsibilities. To help these groups better understand their obligations and enhance their organization and self-sufficiency, Community Revitalization created a homeowners association database last year.

Designed to give the associations an accessible, reliable source of information, the database brings together details on common areas; locations of covenants; maintenance requirements for building exteriors, streets and parking lots; and other pertinent information. Currently available at the department, the database may become available online as well.

A department effort to enhance an in-house recycling program expanded into a comprehensive environmental campaign in FY 09. The "It's Time to Green Your Office" initiative examined ways to cut office energy consumption, reduce the miles placed on department vehicles and increase the volume of recycled materials.

Community Revitalization installed programmable thermostats and compact fluorescent light bulbs, turned off lights and computer monitors when not in use, and replaced desktop computers with laptops for several employees. These and other measures produced dramatic results — a 27 percent drop in electricity use from the prior year. The use of efficient travel routes led to a 17 percent decrease in miles driven by staff. And the recycling program significantly increased the amount and types of materials it collected. The expanded effort recycled more than a half-ton of white paper; approximately 600 gallons of mixed paper, newspaper and cardboard; and 300 gallons of glass, plastic and aluminum cans.

While working to reduce its environmental footprint last year, Community Revitalization simultaneously introduced measures that allowed it to increase its caseload by 17 percent. The department streamlined paperwork to speed resolution of cases, inspectors adopted flex-time schedules and increased their use of mobile field computers, among other measures. The boost in efficiency — accomplished without adding staff — allows the department to direct more of its efforts into the community.

### Economic Development

While the long roll call of bankruptcies and layoffs dominated business headlines in FY 09, the economic news was not all bad in Henrico. Though they may not have made the front page, many businesses were quietly expanding and relocating to the county, with the aid of Henrico's Economic Development Authority (EDA).

Twenty existing companies grew their local operations last year, adding a total of 476,000 square feet and representing a cumulative investment of more than \$48.4 million. The expansions also meant 785 new jobs for the local economy. EDA staff guided the companies through the process, providing data on available space and buildings, helping obtain building permits and Enterprise Zone credits, and offering a range of other services as needed.

Global environmental engineering firm AECOM enhanced its operation, leasing 84,500 square feet of office space in Innsbrook and making plans to create up to 350 jobs. Another significant expansion occurred when Kraft-Nabisco added a new extrusion machine — a \$17 million investment — to its site on Laburnum Avenue. Kraft will hire 100 workers as part of the expansion.

Despite the adverse economic environment that prompted many businesses to hunker down, EDA helped 10 companies relocate and set up shop in Henrico. The additions to the county roster acquired 584,000 square feet of space, represented an investment of \$36.7 million and brought some 930 jobs to the local workforce. EDA worked with the new companies to help them locate sites and office and industrial space; find professional services such as attorneys, accountants and real estate brokers; arrange meetings with county officials; and offered a range of additional services.

One of the new companies will make Henrico the headquarters for its U.S. operations: Admiral Group PLC, the premier member of the United Kingdom

insurance market. Operating as Elephant Auto Insurance, the company is moving into 26,000 square feet of office space on Nuckols Road and investing about \$5 million. The direct-to-customer auto insurer will create some 250 jobs by 2010.

EDA also landed a more than \$10 million call center from wireless telecom provider T-Mobile, which will claim nearly 92,000 square feet across from Short Pump Town Center on West Broad Street. Hiring is well under way for the call center, which ultimately will provide 250 new jobs.

In personnel matters, EDA gained new leadership in FY 09 when Gary R. McLaren took the helm as executive director, replacing Fred Agostino, who retired after 23 years in the post. McLaren brings more than 30 years of economic development experience to the

occupancy, a 22 percent decline from the previous year. The numbers reflected decreases in both residential and commercial construction activity.

Although contractors were working less last year, they still needed to keep pace with changes to the building code. Building Construction and Inspections conducted a series of training programs to update contractors on the newest version of the International Residential Code, providing six classes on electrical, building, plumbing and mechanical code requirements. About 30 staff from the department and The Permit Center led the classes, using PowerPoint presentations and illustrations to explain changes to the code and how they apply to typical projects. Some 250 contractors participated in the free training programs.

Building Construction and Inspections implemented a new inspection program last year designed to benefit the environment and raise awareness of a potentially costly problem for the food service industry. Sanitary sewage overflows often stem from sewer lines clogged by fats, oils and grease (FOG) deposits from commercial cooking operations; restaurants and similar businesses can be assessed substantial fees for these discharges into



The Division of Fire's 14th Fire Medic unit — featuring a new ambulance and nine personnel — was posted to Fire Station 22 in FY 09.

the sewer system. Commercial kitchens usually can remedy the problem by implementing best-management practices to limit the FOG dumped in sinks and floor drains and through proper use of the facility's grease traps.

As part of the FOG Inspection program, department staff visit food service businesses and provide training on best-management practices and the cleaning and maintenance of grease traps, grease interceptors and similar equipment. Limiting FOG discharges can significantly reduce the business's utility bills and minimize the likelihood of sewer overflows. Department staff visited more than 100 restaurants, grocery stores, convenience stores and other food-preparation businesses during the program's first four months.

### Building Construction and Inspections

Activity slowed in many sectors of the economy in FY 09, including the housing and building industries.

Department of Building Construction and Inspections staff conducted 57,441 site inspections, examining plumbing, electrical and other aspects of new construction, and issued 12,819 permits valued at \$450.5 million. The permit and inspection numbers represented a 30 percent drop from FY 08. The department also granted 1,437 certificates of

**T**he Permit Center implemented **5**

a number of measures in the 2009 fiscal year to further enhance the quality service it provides for Henrico's general contractors and do-it-yourself homeowners.

Designed as a one-stop shop for the review, approval and issuance of residential-addition and accessory-structure building permits, The Permit Center brings together staff from several agencies — Planning, Public Works, Public Utilities and Building Construction and Inspections — to streamline the process for its customers. Last year the center's 11 technical staff continued an ongoing program to cross-train and gain proficiency outside of their individual specialty.

Staff worked closely with colleagues in another discipline, learning firsthand the requirements of each position. The effort reduces compartmentalization of duties, giving each staff member a broader range of tools and a better sense of how the center's entire process works.



Crews worked to reconnect the Rocky Branch stream to the floodplain and replant native vegetation on its banks as part of a stream restoration project in FY 09.

A technology-driven initiative in FY 09 also sought to boost The Permit Center's responsiveness. With the aid of Information Technology, the center enhanced its Customer Tracking System to begin measuring the length of time it takes to serve a customer. Previously the center lacked the data to properly calculate its response times; now in its first year, the program is developing a baseline of information for future use. The effort will help the center determine potential service gaps and enhance its time management and efficiency.

Anticipating increased growth and development in eastern Henrico, The Permit Center-East expanded the services it provides from its location at the Eastern Government Center. In FY 09, The Permit Center-East began offering business license reviews for the first time and also added its first staff planner. The changes are part of an effort to increase foot traffic and boost customer service for contractors and residents in

eastern Henrico.

### Public Utilities

Henrico's Department of Public Utilities (DPU) marked an award-winning year in FY 09 as operations, programs and personnel were recognized for excellence on the state and national levels.

The Virginia Department of Health's Office of Drinking Water named the county's Water Treatment Facility a recipient of the 2008 Silver Award for excellence in water treatment plant performance. The award means the county facility exceeded regulations for filtering backwash and removing fine particles from the James River water it uses to produce drinking water. Or, put another way, the award means Henrico's Water Treatment Facility goes beyond the requirements for protecting the public health and ensuring the best quality drinking water for the county's 94,000 water customers. The facility, which can produce up to 55 million gallons per day, marked its fifth year of operation in FY 09.

One of the members of the Water Treatment Facility staff also earned recognition for outstanding performance last year. Chief Operator Vincent Lofton, Sr. received the 2008 Edward H. Ruel Operator of the Year Award from the Virginia section of the American Waterworks Association. Selected from a pool of more than 4,000 water works operators statewide, Lofton was cited for his efforts to ensure proper start-up of the plant in 2004, his work optimizing and maintaining filtration systems and his shift leadership, among other traits.

DPU's Keep Henrico Beautiful program received a pair of awards for "Back to Basics with Litter and Recycling," a school lesson plan and bulletin board kit it developed for students in grades K-2. Keep Henrico Beautiful presented the program, which provides age-appropriate information about recycling, litter prevention and environmental care, to more than 4,600 students in 241 Henrico classrooms.

The program earned honors from Keep Virginia Beautiful, which named it a first-place winner in its annual statewide

contest, and from the National Association of Counties, which named it a 2009 Achievement Award recipient.

### Public Works

A high-volume roadway in west-central Henrico increased its capacity to handle traffic last year when the Department of Public Works (DPW) completed the Hungary Spring Road Improvement Project.

A 1.4-mile stretch of the road running from West Broad Street to Parham and Staples Mill roads typically experienced significant congestion during the morning and afternoon. To ease the daily backups and make the road safer, DPW widened Hungary Spring Road to four lanes, two in each direction, and added turn lanes in front of Hermitage High School and the Verizon building. In addition, the 20-month project installed a new traffic signal near the high school at Old West Drive; upgraded the traffic signals at intersections with Parham and Shrader roads; and added sidewalks to both sides of the roadway.

DPW spearheaded a pair of environmental projects last year as well. The Environmental Compliance Task Force conducted the "Go Green Annex Trial," a three-month test run of conservation-oriented practices in the County Administration Annex building. The initiative targeted efforts on waste management, water and energy conservation, introducing a variety of measures including single-stream recycling; occupancy light sensors for restrooms and conference rooms; faucet aerators and low-flow urinals in restrooms; and an education campaign that encouraged the building's 135 employees to conserve energy by turning off lights and computer monitors.

The Go Green Trial determined that the practices were effective at reducing costs and could be applied successfully in other county buildings.

DPW neared completion in FY 09 of the Rocky Branch stream restoration. Running behind the Henrico Training Center and along Parham Road, the stream drains some 100 acres of asphalt parking lots and other development. In recent years the fast-moving stream had significantly eroded its bed, exposing sanitary sewer lines.

The project restored the Rocky Branch to its pre-development appearance, adding curves and reducing depth to slow it down, reconnecting it to the floodplain and replanting native vegetation on its banks. DPW also is constructing a walking trail with boardwalks and footbridges along the stream. The restoration effort will wrap up later this year.

### County Attorney

The extent of the national recession can be tracked in a variety of ways, ranging from unemployment numbers and home foreclosure rates to constricted credit markets. Henrico could also take another measure of the economic crisis in the 2009 fiscal year: the collection of record amounts of bankruptcy revenue by the County Attorney's Office.

The home to the national headquarters of a number of Fortune 500 and 1000 corporations, Henrico has felt the punch of the problematic economy as Circuit City, S&K Menswear, LandAmerica, Qimonda, Smurfit-Stone and others have filed for Chapter 11. The failed companies and businesses had significant debt with the county, in the form of utility bills, real estate taxes, business license fees — even unpaid personal property taxes on corporate jets — and the County Attorney initiated extensive efforts to recoup it.

The complex work, which often requires legal filings at sites around the country, has yielded significant results for the county and its taxpayers. The office collected nearly \$2 million in bankruptcy revenue in FY 09, more than double the previous record amount.

The County Attorney worked to steward the taxpayer's dollar in other ways last year as well. Staff served as part of a team, which also included the Finance Department, that managed two issues of Henrico County bonds.

The sales, designed to refund existing debt, involved general obligation bonds and Water and Sewer Enterprise Fund bonds. High demand, coupled with the county's outstanding bond rating, resulted in exemplary low interest rates for the sales. That translated into significant debt-service savings for Henrico taxpayers — about \$7.2 million.

As part of its ongoing efforts to ensure the transparency and accountability of Henrico County government, the County Attorney managed a significant number of public requests for county records and documents through the Freedom of Information Act (FOIA). The office serves as the clearinghouse for FOIA requests and works closely with county agencies to help them understand the complex law and respond appropriately. Staff handled more than 120 FOIA requests in FY 09.

### General Registrar

The Voter Registration and Elections Office, home to Henrico's General Registrar, took the ballot box's version of a roller coaster ride in fiscal year 2009, experiencing historic highs and lows in a

matter of mere weeks.

The first history-making election came last November when record-setting numbers of Henrico voters turned out to elect a president, senator and congressional representative. Some 156,265 residents, the most ever, cast ballots in the presidential election, including more than 17,000 absentee. With about 196,200 registered voters on the county's rolls, that translated into a staggering turnout of 79 percent.

Henrico's 93 polling sites accommodated the masses on Election Day, despite early-morning rains and many early-arriving voters. The General Registrar deployed more than 700 touch-screen voting machines and placed 1,500 election officials at the precincts; once the early lines subsided, poll sites operated without significant back-ups. Some of the longest lines throughout the election season likely were experienced by early absentee voters. In the weeks leading up to the election, 10 full-time and 25 part-time staff worked 15-hour days, six days per week, helping 11,000 absentee voters cast their ballots in person at the office's Eastern Government Center and Government Center sites. Staff also conducted multiple training sessions to prepare the army of election officials.

General Registrar staff members had little time to catch their breath, however, as the office transitioned quickly after Election Day to prepare a special election for the 70<sup>th</sup> district in Virginia's House of Delegates. Set for the first Tuesday in January, the special election included eight Henrico precincts in a multi-judicial contest. Staff moved quickly to prepare new ballots and coordinate officials to manage the poll sites.

Everything was in place by the day of the election — except for the voters. Some 18,771 registered voters live in the eight Henrico precincts participating in the special election; 313 of them cast ballots, including three absentee voters. The 1.6 percent turnout was the lowest ever recorded in a Henrico election.

The General Registrar conducted a third election in the past fiscal year — the Democratic Party primary in June. The office used fewer voting machines at the poll sites — about 400 — and enlisted fewer election officials as well. The open primary, which featured party nominating contests for governor, lieutenant governor and attorney general, generated marginal interest among the county's voters — 14,120 cast ballots, for a turnout rate just above 7 percent.

## General District Court

Henrico's General District Court experienced another busy year in the 2009 fiscal year, processing 117,740 cases.

The number of new civil cases grew to 44,195, a jump of more than 9 percent. The court handled 10,437 new criminal cases and 63,108 traffic cases, a decrease of about 2 percent and 5 percent, respectively. As a result, General District Court distributed more than \$3.6 million in revenues — from the collection of fines and court costs — to the county in FY 09.

General District Court handles most traffic violations; hears misdemeanor criminal cases and conducts preliminary hearings for felony criminal cases; and has exclusive authority to hear civil cases with claims of \$15,000 or less. In addition, District Court judges preside over certain violations of the county code. The court's four judges are appointed by the General Assembly for six-year terms.

## Circuit Court

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

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

The court is organized into two divisions: criminal and civil. The Criminal Division handles all felony cases as well as misdemeanor appeals from the General District Court and Juvenile and Domestic Relations Court. The Civil Division handles writs; garnishments; money and contract disputes; and equity suits, or those claims seeking judgment for something other than money, including divorce proceedings, property disputes, adoption proceedings and name changes. It also handles appeals from Juvenile and Domestic Relations Court, primarily regarding support, custody and visitation issues. Circuit Court has exclusive original jurisdiction for all law cases exceeding \$15,000.

Henrico's Circuit Court is also home to Drug Court, a unique model that targets adult probation violators who have a long history of substance abuse. Approximately 20 percent of the 6,500 criminal cases concluded each year deal with new charges for probation violations; Drug Court focuses on this group to reduce crime and recidivism rates with intensive

supervision and treatment services. An offender's prison sentence is suspended on condition that he or she successfully completes the court's 12 to 18 month program and meets its strict behavioral requirements.

## Clerk of the Circuit Court

Following up on a successful, multi-year effort to create digital copies of Henrico's land records, the Clerk of the Circuit Court began planning in FY 09 for another monumental task — digitizing all court files.

Space in the Clerk's office and courts building continues to shrink, while the storage of records continues to grow. The digitizing project will allow faster, easier access to the records and will provide more efficient retrieval of old records from storage.

The volume of digital land records available to the public — such as deeds, deeds of trust, easements and wills — continued to increase in FY 09 as the office maintained the digitizing effort.

The Clerk is working with Information Technology and a private company to make the records available to the public through a paid subscription remote-access site. Title companies, attorneys, banks and others establish an account with the Clerk; the businesses can then search the land records from their offices. County agencies such as Finance and Real Property also have access to the secure remote site. Although the site is a paid service, the public continues to have access to land records free of charge in the Clerk's office.

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

## Commonwealth's Attorney

The Commonwealth's Attorney's Office successfully prosecuted several prominent criminal cases during the 2009 fiscal year, including a high-profile murder case that convicted a Henrico man in the slaying of his mother.

Colette Lynn Lockard, a retired teacher, was found shot to death in the basement of her home in July 2005. An extensive three-and-a-half year investigation by Henrico Police and the Commonwealth's Attorney built a case against Clayton Lynn, the son of the victim. Lynn, who had previous convictions for larceny, perjury and bigamy, entered pleas of not guilty at the outset of a weeklong jury trial. By the trial's third day, however, recognizing the mounting evidence against him, Lynn changed his plea. He received a sentence of 22 years for the second-degree murder.



Henrico's historic Dabbs House, which served as Gen. Robert E. Lee's field headquarters in June 1862, is now home to a new museum commemorating the Seven Days Campaign.

A number of large embezzlement cases were prosecuted by the Commonwealth's Attorney's Office in FY 09, including one involving the local manager of a national airline. Carol Davidson, who ran the terminal operations for JetBlue Airways at Richmond International Airport, was convicted of stealing more than \$300,000 from her employer over a two-year period through an array of fraudulent check and credit card transactions. She was sentenced to a term of three years and ordered to pay nearly \$310,000 in restitution.

## Sheriff's Office

Jail West and Jail East reinforced their position as national models in the 2009 fiscal year when the Henrico institutions earned reaccreditation for a three-year period from the American Correctional Association (ACA).

The Sheriff's Office underwent

a rigorous review of its administration, physical plant, operations, inmate programs and other policies and procedures during the three-day audit. The ACA examined an array of life, health and safety standards at the jails — more than 460 in all — including the maintenance of proper temperatures in kitchen freezers; appropriate storage and dispensing of medications to inmates; proper storage and inventory of cleaning chemicals and tools; regular monthly and quarterly reporting systems; and staff development programs.

Henrico's jails passed with top marks: 97 percent for Jail West and 100 percent for Jail East.

Courthouse security, another key role

### Demographics

Population:	305,580
Land area (square miles):	244.12
Total housing units:	128,529
Assessed value of taxable land and improvements:	\$34,733,135,700
Public schools:	69
Public school enrollment:	48,256
Roads (linear miles):	1,321.2
Roads (lane miles):	3,347.68
Voting precincts:	93
Total registered voters:	196,595

of the Sheriff's Office, was put to the test in FY 09 when Henrico participated in the Court Security Assessment Program sponsored by the Virginia Sheriff's Association and the Virginia Judicial Security Initiative. The program examined the county's court facilities and the office's procedures, such as the maintenance and staffing of court entrances and exits and security provided for judges. The assessment awarded high grades to the Sheriff's Office for its security measures.

Also last year, the Sheriff's Office implemented a new procedure to ease overcrowding during visitation hours. Previously, visitors to Henrico's jails arrived en masse during a two-hour period and waited to be called to see an inmate; the process led to large crowds in the jail lobby and lengthy waits for visitors.

In December, the jails introduced a reservation system that has significantly enhanced customer service. Visitors now schedule a specific time and can see an inmate promptly. Reservations can be made by phone or in person from 24 hours to one week in advance; an online reservation process should become available within the next year. The new system helps the Sheriff's Office move inmates more efficiently and allows the public to visit without lengthy waits.

### Community Corrections

Henrico District Court judges continued to rely on Community Corrections' pretrial program in fiscal year 2009, placing 1,439 defendants under pretrial supervision as a condition of their bond — a record amount and 9 percent increase over the prior year.

Pretrial officers and investigators again maintained a demanding pace, conducting more than 2,200 pretrial investigations to help judges make bond-release decisions at arraignment. Staff maintained an average daily caseload of 348 defendants awaiting trial under supervision, representing a 10 percent increase from 2008.

One of the groups of offenders show-

ing an increase in probation caseload was shoplifters. District Court judges referred a record 190 first-time shoplifting offenders — typically a petit larceny misdemeanor — to Community Corrections' shoplifting intervention class as requirement of their probation. Developed using national curriculum, the five-hour class covers topics such as the impact of shoplifting on the community, the victim and the offender; understanding the individual decision-making process; and establishing plans and identifying goal-oriented behaviors. The class also features group discussion and fosters open dialogue as part of its design to reduce recidivism.

Also last year, Community Corrections moved to fully implement one of its key tools — probation risk assessments of offenders. Staff began using the standardized risk assessments, which apply objective, evidence-based practices to guide pretrial interviews and investigations, more than three years ago. A probation screening tool now has been validated as an effective process and a reliable instrument for predicting the future behavior of a post-trial offender. The risk assessment serves as a guide for staff in managing cases; it also helps Community Corrections use resources appropriately and effectively.

### Juvenile and Domestic Relations Court

Construction began in fiscal year 2009 on Courtrooms 5 and 6, the two-courtroom addition to Henrico's Juvenile and Domestic Relations Court (JDRC). The project will provide a permanent home for the court's fifth judgeship, added to the Henrico bench in FY 07, and will allow room for the court to expand in the future.

The new courtrooms will be outfitted with an array of high-tech features. A video system will enable arraignment of offenders from external sites, eliminating the expense and security concerns associated with transporting inmates to the court. Electronic docket boards will replace the court's paper dockets. In addition to a wireless network, the courtrooms will feature computer systems built directly into the judge's bench and attorneys' tables.

JDRC launched an initiative in FY 09 designed to facilitate the resolution of child support cases. Judges typically have ordered these cases to mediation, provided by an outside agency at an external site; in the past, parties involved in a child support case often struggled to make it to these appointments.

To solve the travel problem, JDRC began hosting weekly mediation sessions. Mediators come to the Henrico courthouse each Tuesday, meet with the individuals involved in a case and work to establish a child support order amenable to each party. When the parties reach agreement, a judge signs the order, completing the process. The new system expedites the court's dockets, as more people are attending mediation and fewer are going into the courtroom. It also boosts compliance with the child support order.

Another initiative is helping the clerk's office provide more timely information to parties with cases before the court. Previously, a significant backlog of data meant individuals filing for custody, visitation and support — an average of 450 per month — would face a 30-day wait before learning their court date.

In FY 09, the clerk's office began an effort to streamline the process and eliminate the data-entry backlog. Parties now obtain their court date and time when they file their pleadings with the court, without the monthlong wait. The efficient process has enhanced the workload of clerk's office staff while providing better customer service for the court's users.

### Juvenile Probation

Nine young people shared stories of

pain, struggle, redemption and success at the sixth Stepping Stones award program in May. Organized by Juvenile Probation and held in conjunction with other county agencies, the annual program honors once-troubled youth who have overcome significant adversity to meet their foster care and probation goals.

County officials, Juvenile and Domestic Relations Court judges, family and friends saluted the young people for their progress and encouraged them to "keep making stepping stones out of stumbling blocks." The honorees received a \$250 savings bond, a signed novel by acclaimed Virginia author Adriana Trigiani and a baseball autographed by Goochland native and All-Star pitcher Justin Verlander.

Juvenile Probation marked another busy year in FY 09, as intake officers processed more than 10,000 complaints. Staff supervised 975 juveniles on probation or parole. Some 368 juveniles completed the court alternative substance abuse program while 760 completed community service. In addition, Juvenile Probation referred 3,780 adults to its Parenting Education Group and sent nearly 2,190 parties to mediation.

Funding from the Virginia Juvenile Community Crime Control Act (VJCCCA) provided services to an additional 364 juveniles last year, an almost 40 percent increase over the prior year; young people participating in VJCCCA programs provided more than 4,500 hours of community service. In addition, the Larceny Reduction Program — a shoplifting treatment program for juveniles first implemented in FY 08 — reduced recidivism by nearly 15 percent.

### Juvenile Detention

The facilities and programs of Henrico Juvenile Detention received a thorough examination in FY 09 as the Virginia Department of Juvenile Justice (VDJJ) conducted a series of extensive audits of the center.

VDJJ reviewed the broad scope of practices at the center, ranging from staff interaction and security of juveniles to condition of the physical plant. The state agency also audited Juvenile Detention's Outreach and STOP programs, which offer alternative sentencing for certain juveniles, allowing them to perform supervised work in the community and providing for home monitoring. Another component of the audit, conducted by the Virginia Department of Education, examined the center's education programs.

The rigorous process reaffirmed the quality of Juvenile Detention's facilities,



standards and operation. The agency expects to receive its three-year certification from VDJI later this year. The center's alternative sentencing and education programs also passed muster in the audits.

Juvenile Detention moved forward in FY 09 with plans to add a new medical and training wing. The expansion and renovation project will feature two exam rooms, a nursing station, waiting room, conference room and additional administrative space for in-house training programs. Approved for funding in the county's 2008 capital improvement plan, the \$1.2 million project is scheduled to break ground in early 2010.

Juvenile Detention ended its 29<sup>th</sup> year without any escapes or serious injury to its 20 juvenile residents and 33 full-time staff. The center again maintained its well-established record of operating a safe, secure facility for both staff and detainees.

### James River Juvenile Detention Center

A number of residents of the James River Juvenile Detention Center (JRJDC) took advantage of opportunities to participate in external events in fiscal year 2009, making an important step forward in the process of rejoining their community.

The 20 residents of the center's post-disposition program — which permits juveniles ages 14-17 to temporarily leave the facility for jobs and services in the local community — volunteered their time and efforts last year in support of nonprofit agencies and community events. Seven young people held a car wash fund-raiser for the March of Dimes, generating more than \$340 for the organization; another five residents also offered their support by participating in the agency's annual five-mile benefit walk and raising more than \$220.

In addition to their nonprofit work, JRJDC residents put their talents on public display. The center's 11-member choir performed at the annual Stepping Stones award ceremony, helping honor a group of Henrico young people who — like themselves — had once served detention or probation terms but had since turned their lives around. The choir also gave a concert at the Southside Church of the Nazarene. The center's basketball team, the James River Blue Devils, played a nine-game schedule, including road games in Chesapeake and Virginia Beach.

To participate in the community-based activities, JRJDC's residents volunteered their personal time, forgoing weekend home passes. The activities gave the young people the chance to give back

to the community, see outside themselves and their immediate surroundings and do something positive to help another person. In the process, residents built self-esteem, acquired self confidence, and recognized their own skills and abilities.

### Finance

In fiscal year 2008 the Department of Finance played a leading role in the successful campaign to establish "Henrico, VA" as a mailing address and stop the annual loss of million of dollars in county tax revenues. In fiscal year 2009 Finance helped implement the change, which quickly made an impact on the county's revenue base.

After Oct. 1, when county government mailing addresses officially transitioned to "Henrico, VA" from "Richmond, VA," Finance officials began noticing changes in revenue collection. More Henrico businesses were registering with the county, meaning their personal property taxes, business license fees, franchise taxes, daily rental taxes and — most importantly — sales taxes were being paid to Henrico instead of mistakenly finding their way into city coffers. The effect wasn't limited to local business operations, as more taxes from catalogs and online sales were paid correctly to Henrico than prior to the address change.

The additional funds, estimated at about \$2 million from January through April, came at a critical time, protecting the county's revenue base while the economy struggled through a historic recession. While other localities experienced drops in revenue and faced deficits, Henrico produced a balanced budget for 2009-10 that maintained service levels without increasing taxes or fees or reducing the county workforce.

The \$1.059 billion budget, with a general fund of \$772.2 million, contained the smallest annual increase in general fund spending in 15 years. The value of taxable real estate — a crucial source of county funds — grew by less than 1 percent, the lowest increase in 30 years. State funding withered, cut by nearly 5.5 percent.

Henrico held the line, however, maintaining the real estate tax rate of 87 cents. Officials delayed some capital projects, implemented a hiring freeze and reduced administrative costs for additional savings. The county's conservative approach to estimating revenues helped it withstand the economic downturn as well.

The bottom line for Henrico residents was clear: no reduction in county services, and no increase in taxes.

Finance proved a good steward of

the taxpayer's dollar in other ways in FY 09, netting significant savings on two bond issues. The sales, designed to refund existing debt, involved 2001-02 series general obligation bonds and Water and Sewer Enterprise Fund bonds. Finance obtained exemplary low interest rates for the sales — 2.68 percent and 3.68 percent, respectively. That translated into significant debt-service savings for Henrico residents: about \$7.2 million total.

### Information Technology

Henrico's emergency responders benefited from a custom emergency dispatch system fully implemented by Information Technology (IT) in FY 09.

CAD (Computer-Aided Dispatch) 24x7 provides a cutting-edge command and control system for the county's E-911 dispatch center. It tracks calls, analyzes their location, determines the closest available Police, Fire or EMS units and recommends which units to send. It records data such as response time and incident resolution to further speed the handling of emergency calls.

The robust system is designed to expand and evolve with the ever-changing needs of the county's emergency responders. One new feature will launch later this year — an automated question-and-answer system, available to first responders through a Web browser on their mobile computers and handheld devices, designed to help them rapidly evaluate medical emergencies they encounter in the field.

As suggested by its name, CAD 24x7 does not take a break. Unlike the long-running legacy system it replaced — which also was designed and built in-house by IT staff — CAD 24x7 requires no down time, operating over multiple servers on the county's enterprise network for greater redundancy and resilience.

Information Technology also designed a pair of programs to help Police better manage and access the information they gather while developing a case.

PRIME (Police Reporting and Information Management Enterprise) provides an officer access from a single launch point to a range of records, including incident crime reports, warrants, arrests, drug logs and field interview reports. PRIME integrates the myriad information into a single system, which officers can access easily through a Windows-based system on their desktop and mobile computers.

CaseBuilder will facilitate the way officers and Commonwealth's Attorney staff construct a case, from the time it is first assigned to its adjudication. It will incorporate all information from

a particular case — ranging from field notes and observations, statements, forms and Miranda rights data to digital assets, such as crime scene photos, video and audio — and make it available through



The "Blue Cheese" robotics team from Deep Run High School — whose machine is pictured in action here — captured the team spirit award at the FIRST Robotics 2009 World Championship.

a Windows-based browser. CaseBuilder will also streamline a case's workflow and chain of evidence.

In addition last year, Information Technology worked with Social Services to help the agency manage a rapidly expanding caseload. CAMPS automates the workflow for Social Services eligibility workers, helping them better serve clients applying for benefit programs. The program gathers demographic information on an applicant, enabling rapid determination of eligibility; it also features a scheduling component, resource calculator and templates of the many forms a client may require.

### Libraries

The staff at Henrico County Public Libraries (HCPL) wear many different hats during the course of their daily work, and they added another in FY 09 — job resource aid and career counselor.

With the economy reeling, many Henrico residents turned to the libraries' public computers and other free services to aid their search for work and new careers. Library staff rec-

ognized this growing need and organized additional resources to enhance support for the newly unemployed.

Twenty-eight staff attended workshops over a two-day period, learning

author Julia Alvarez. Designed to encourage reading and use books as a touchstone for communitywide discussions, the event suggested age-appropriate works by Alvarez for adults, teenagers and elementary

at Dumbarton was 40 percent higher in June 2009 than June 2008.

## Schools

Henrico County Public Schools (HCPS) marked another year in the national spotlight in FY 09 as its programs, institutions and students were celebrated for outstanding performance.

HCPS further cemented its position as a premier system for music education when the NAMM Foundation again named it to the "Best 100 Communities for Music Education" list. Based on a nationwide survey of teachers, school officials, parents and community leaders, the award recognizes Henrico's support and commitment to include music as part of a quality education for students. HCPS boasts a music curriculum supported by 81 music staff. Nearly half of all secondary students participate in an elective music program, while elementary students are required to take music education.

Henrico has now held a place on the "Best 100" list for a full decade — more than any other school district in the country.

One county school — Henrico High — earned national distinction as well last year. Newsweek magazine recognized the school as one of its "Top 1,500 U.S. High Schools." The Fairfield District school features the rigorous International Baccalaureate Diploma program and the Center for the Arts specialty program among its academic offerings. More than 400 students graduated from Henrico High in 2009.

A group of HCPS students also made a place in the headlines last year. The Deep Run High School robotics team — better known as "Blue Cheese" — captured the Chrysler Team Spirit Award at the FIRST Robotics 2009 World Championship, held in April at Atlanta's Georgia Dome. Blue Cheese edged out 346 teams from around the world to capture the

award, which recognized the team for exemplifying extraordinary enthusiasm and spirit through its partnership and teamwork.

The Deep Run students earned a spot in the international competition when their robot, "Muenster," grabbed first place at the FIRST Tech Challenge state competition in December.

While HCPS was busy receiving accolades in FY 09, it also gained new leadership. Dr. Patrick Russo took the reins as superintendent, replacing Fred S. Morton, IV, who retired from the post. Russo brings 24 years of superintendent experience to the position, including stints with Hampton City Schools, Hopewell City Schools and districts in North Carolina, Georgia and New York. Among his several degrees, Russo earned a bachelor's degree from the University of Charleston and a doctorate of education from Virginia Tech.

## Recreation and Parks

The Division of Recreation and Parks helped one of Henrico County's most historic properties recapture its role in Civil War lore during FY 09.

First built in 1820, Dabbs House notched its place in history when Gen. Robert E. Lee used it as the field headquarters for his Confederate command during the Seven Days Campaign in June 1862. Since then the house has been a private residence and public facility, serving many years as the home to Henrico's Division of Police.

Recreation and Parks spearheaded a \$1.46 million effort to recreate the look and design of the home's first rooms — the ones used by Lee — as they would have appeared in the summer of 1862. The rooms were renovated to their original finish and were outfitted with the accoutrement of war, including swords and scabbards, camp beds, field bags and furniture of the era. The structure's windows, heating and air conditioning and other systems received a more modern upgrade, providing a temperature-controlled environment for a museum on the home's first floor. The project also added an archival research library, featuring the artwork, documents and source materials for Louis H. Manarin's two-volume work, "Henrico County: Field of Honor."

Recreation and Parks won two Achievement awards from the National Association of Counties for a pair of initiatives it introduced last year.

The division reexamined its philosophy for purchasing playground equipment and implemented a new strategy in FY 09. The Playground Replacement and Ac-

## Financial Resources & Requirements for Fiscal Year 2008-09 (A)

General Resources: (A)	2008-09 (B)	2007-08	Difference
Current Property Taxes	\$373,592,401	\$368,043,749	\$5,548,652
Local Sales Tax	54,046,969	53,742,210	304,759
Business and Professional Licenses	29,898,685	30,847,775	(949,090)
Other Local Revenue	72,218,612	80,488,279	(8,269,667)
<b>Total Local Revenue</b>	<b>529,756,667</b>	<b>533,122,013</b>	<b>(3,365,346)</b>
State and Federal Sources	376,641,765	360,715,320	15,926,445
<b>Total Revenue</b>	<b>\$906,398,432</b>	<b>\$893,837,333</b>	<b>\$12,561,099</b>
Net Transfer/Adjustments to Fund Bal (C)	(63,162,887)	(74,998,333)	11,835,446
<b>Total Resources</b>	<b>\$843,235,545</b>	<b>\$818,839,000</b>	<b>\$24,396,545</b>
General Requirements: (A)	2008-09 (B)	2007-08	Difference
General Government (D)	\$217,823,943	\$215,289,243	\$2,534,700
School Operating (D)	409,996,337	396,452,750	13,543,587
Public Safety	161,642,012	155,156,994	6,485,018
Debt Service (E)	53,773,253	51,940,013	1,833,240
<b>Total Requirements</b>	<b>\$843,235,545</b>	<b>\$818,839,000</b>	<b>\$24,396,545</b>

### Notes:

- (A) Includes both General and Debt Service Funds. FY2007-08 amounts reflect audited actuals.
- (B) Figures are preclosing for FY2008-09.
- (C) Includes \$37,942,981 to Capital Projects Fund in FY2008-09.
- (D) Represents all other Governmental expenditures inclusive of Recreation, Libraries and Social Services. The FY2008-09 total for School Operating includes new facility cost, new elementary and middle schools and classroom additions to a high school.
- (E) Amounts include both General Government and School Debt Service Requirements.

techniques to better serve job seekers. In addition to one-on-one support, staff members offered 16 free classes on resumé writing, interviewing and job skills and other topics. Staff also continued to offer free computer classes. The ongoing workshops, which teach a variety of computer skills, experienced a 30 percent spike in attendance in FY 09 — more than 2,730 residents took advantage of the free instruction.

Library staff also organized online employment resources into a single page on its Web site. The guide collects various Web content and resources into broad subject areas, such as job-search preparation and job-listings Web sites, that users can take in at a glance and navigate easily. The job page received more than 2,000 visits in its first three months.

The annual "All Henrico Reads" event climbed to new heights last year as HCPL featured the work of nationally acclaimed

readers. Libraries partnered with Friends of the Library and Henrico County Public Schools to publicize the event, visiting more than 100 classrooms across the county.

"All Henrico Reads" culminated last October when Alvarez talked about her work and answered questions in a forum at Deep Run High School; more than 1,000 people attended. The event won a 2009 Achievement award from the National Association of Counties.

Dumbarton Area Library implemented a program last year to reduce lengthy waits for the facility's 26 desktop computer workstations. Library staff adopted a laptop checkout system — introduced last year at Fairfield Area Library — to relieve pressure on the desktops. Patrons use their library cards to acquire one of seven laptops for use anywhere within the facility for a two-hour period. The advent of the new checkout system proved timely — public computer usage

cessibility/Inclusion Initiative focuses on increasing the accessibility of equipment to include children with disabilities ranging from visual and hearing impairments to mobility impairments. Staff playground safety inspectors and therapeutic recreation specialists lent their expertise to the collaborative process, helping ensure inclusion of children both with and without disabilities.

The purchasing initiative acquired equipment that now can serve more children. Playgrounds at several Henrico parks, including Duncroft, Three Lakes Nature Center and Robinson Park, feature the new equipment.

In another award-winning initiative, Recreation and Parks created a program to use in-house staff to train and certify employees in first aid and other emergency skills. The AHA Heartsaver First Aid, CPR and AED Certification Initiative has trained 487 division workers — including 181 full-time staff — in basic first aid, cardio-pulmonary resuscitation and defibrillator operation. All Recreation and Parks staff members now receive the training within six months of their hiring.

## Public Relations & Media Services

Building on the successful campaign in FY 08 to establish “Henrico, VA” as a mailing address, the Public Relations & Media Services Department (PR&MS) maintained efforts to educate residents and businesses about the change and worked to formally implement the new address in FY 09.

Although residents and businesses voted to create the new mailing address in a May 2008 referendum, their questions regarding the change continued for months afterward. PR&MS maintained its role as principal point of contact for the public, fielding hundreds of additional questions for the remainder of the year.

The department led the effort to announce the official transition of county government mailing addresses to “Henrico, VA” on Oct. 1 with news releases, public service announcements and bulletins for HCTV-17. Staff also promoted news coverage by local media and coordinated interviews with county officials.

By the end of FY 09, the new mailing address seemed to have taken root in the county’s consciousness. Calls from residents and businesses dwindled and the “Henrico, VA” address had ceased to be a source of controversy. Finance Department officials noted the change, too, as county coffers reflected a bounce in tax revenues stemming from the new address.

The 2009 fiscal year marked a first

for Henrico County — the live video streaming of Board of Supervisors meetings on the county Web site. PR&MS spearheaded the effort, overseeing installation of wall-mounted cameras, control room equipment and other upgrades in the board room. Department staff also produce the live webcasts and maintain an online archive of meetings.

PR&MS headed another technology-driven initiative in FY 09: the redesign of the Henrico County Web site. The months-long process included the conversion of more than 4,000 Web pages to the new design. The enhanced Web site features a news ticker feed that will reflect Henrico news during an emergency; a dynamic “Adopt A Pet” section; an interactive map with layers including county government buildings, parks, libraries, fire stations and schools; and an extensive photo gallery. The new site launched early in fiscal year 2010.

In other department activities, HCTV-17 produced 29 original, full-length programs in FY 09, covering topics ranging from spinal cord injuries and teen drug abuse to landscape gardening and modern aviation in Virginia.

A variety of communications experts recognized the quality of the department’s work last year — staff claimed some 51 awards at state, national and international competitions.

Serving as the county’s primary point of contact for external audiences, PR&MS responded to numerous requests for assistance from the media and general public. In FY 09, staff answered 9,375 inquiries from the public; distributed more than 18,500 mailings and information packets including 1,887 DVDs; and made nearly 8,800 contacts with media.

## General Services

With concerns over energy conservation, resource consumption and sustainability moving to the forefront of the national consciousness, Henrico County has taken steps to ensure that its facilities have an environmentally friendly footprint. In FY 09, the Department of General Services directed county efforts to “go green” through the Leadership in Energy and Environmental Design (LEED) program.

LEED-certified buildings typically use resources — electricity, water, materials — more efficiently than conventional buildings. By joining the worldwide program, Henrico formalized many of the common-sense measures it had been following to build energy-efficient, sustainable facilities. LEED provides an array of design and construction standards, rang-

ing from the use of renewable building materials to access for public transportation, which the county must meet to attain certification.

Once county leaders agreed to adopt LEED, General Services stopped several projects already under way to reevaluate their designs and adapt them to meet the requirements of LEED certification. Four of the department’s staff earned LEED accreditation, and the department began requiring outside vendors to demonstrate LEED experience when bidding for projects. By the end of the fiscal year, Hen-



*Henrico’s Water Treatment Facility was recognized for excellence in performance by the Virginia Department of Health’s Office of Drinking Water.*

rico had 11 registered LEED projects in the design or construction phase, including schools, libraries and fire stations.

While the county was validating its environmental building practices, it also was working to centralize its environmental management activities. General Services staff established a formal Environmental Management Program (EMP) that codified ongoing efforts to guide county employees and the potential effects they may have on the environment as they perform their jobs.

The EMP is designed to provide accountability and help the county assess its environmental impacts, with the goal of integrating environmental considerations in the county’s everyday operations and services. To help direct these efforts, General Services added an environmental coordinator to its staff. It also sent employees from Central Automotive Maintenance and Traffic Engineering — the first of several teams of county staff — to a Virginia Tech program designed to help them incorporate environmental best-practice standards in their jobs.

General Services also hosted the third annual Henrico County Connections,

attracting representatives from more than 400 small, women- and minority-owned (SWAM) businesses interested in becoming a county vendor. Attending businesses, which hailed from seven states and Washington, D.C., made contacts with nearly 20 county agencies and learned how to do business with Henrico. Several state agencies, business resource organizations and localities from the metropolitan region participated as well.

The April event featured a keynote speaker and standing-room-only crowds. Henrico County Connections has tripled in size in just three years.

## Capital Area Training Consortium

The discordant economy sent shock waves through Henrico and the greater metropolitan region throughout the 2009 fiscal year, interrupting the careers of more than 16,000 workers. The Capital Area Training Consortium (CATC) stepped into the employment breach, further enhancing the services it provides to the area’s dislocated workers.

CATC’s rapid response team spearheaded the effort to confront the unprecedented number of business closures and workforce reductions at such prominent local employers as Qimonda, Reynolds Aluminum and Circuit City. When the team learned of an impending

layoff it arranged to go on site immediately, meeting with affected workers and enabling access to services available through the Workforce Investment Act, such as career and skills assessments, career exploration and workplace competencies testing. CATC targeted efforts to the skilled, educated workforce significantly impacted by the recession, providing credentialing documents such as the Career Readiness Certificate and other tools.

In addition to ongoing efforts to deliver services to dislocated workers from its three workforce centers, CATC also helped launch a new center in FY 09. The Capital Region Employment Transition Center, which opened in March at the site of the former Innsbrook Branch Library, serves displaced workers from Henrico and seven other central Virginia localities — the jurisdictions comprising the Capital Region Workforce Partnership.

Like the other centers, the new facility combines a broad scope of employment-related functions into a single location, bringing together human services and

employment services. A visitor potentially can get help applying for unemployment benefits, take a resumé-writing class, undergo skills assessment testing and be screened for eligibility for mortgage assistance, for example — all at the one site. The center's resources include public computers with Internet access, wireless stations, phone banks and work space. The center also provides a way for employers to connect with the talented workforce affected by the recession.

In its first four months of operation, the Employment Transition Center had more than 5,450 visitors, including nearly 3,700 from Henrico.

Helping direct these efforts is the newly formed Capital Region Workforce Investment Board, comprised of 48 community leaders from Henrico, the City of Richmond and six other metro area localities. The board, which represents the public, private and nonprofit sectors, will help plan and implement workforce development strategies throughout its eight-locality service area.

## Real Property

Economic activity slumped significantly across the county, state and nation in FY 09, but one thing remained constant: the ongoing growth in Henrico's west end. The county's Real Property Department played a key role last year in several projects that will bring additional infrastructure to western Henrico.

While construction was wrapping up on Phase I of the John Rolfe Parkway, which will connect West Broad Street to Pump and Church roads, Real Property completed acquisitions for Phase II. Staff worked with property owners to acquire rights-of-way and easements for 151 parcels of land, property needed for an extension from West Broad to Lauderdale Drive. When completed, the parkway will provide a crucial north-south arterial road for the area.

Whereas the John Rolfe Parkway project involved many residential properties, Real Property staff worked primarily with commercial property owners for the Pouncey Tract Road Water Main project. The department completed acquisition of easements for 18 parcels of land for the Public Utilities project, which runs along a busy section between Three Chopt and Twin Hickory roads.

Real Property assisted in another key purchase for the county last year — 205 acres off of Kain Road. One of the few remaining substantial tracts of land in the west end, the Kain Road property will fill critical infrastructure and service needs for the area.

County projects slated for development on the land include a new high school, park, fire station, water tower and fueling station.

Real Property managed the important projects at a time of significant staff changes. Three new employees joined the department in FY 09, including Jon B. Tracy, who took the helm as director in November. Tracy previously served as president of the Virginia Title Company; he earned a bachelor's degree from the University of Richmond.

## Internal Audit

The Office of Internal Audit initiated several efforts in FY 09 to enhance governmental accountability and ensure proper use of Henrico's tax dollars.

One project involved the county's plans for sustaining operations in the event of a disruption to its business processes or information systems. The office conducted a business continuity, disaster recovery and backup audit to evaluate the county's practices.

Henrico needs a comprehensive, countywide business continuity plan, the audit determined, which would supplement the contingency and emergency planning documents maintained by a handful of departments. The report noted that all county agencies should participate in contingency planning to help build consensus regarding the process to restore county operations; all agencies could not be brought back online simultaneously, requiring a priority order for recovery. The audit also highlighted the need for an off-site backup location.

Another initiative audited the data center server environment maintained by Information Technology and General Services. Internal Audit examined the center's controls over environmental exposures and physical access — measures such as locked doors with appropriately restricted access, fire extinguishers, proper maintenance of equipment controlling temperature and moisture — and recommended several changes to strengthen physical security and environmental controls. Recommendations included limiting badge access to the center to essential personnel and strengthening control over visitor badges; expanding a preventive maintenance program for certain equipment; and proper maintenance of testing documentation for equipment.

Also last year, Internal Audit made recommendations for Sheriff's Office

expenditures to improve compliance with overtime, personnel, capital assets and travel policies.

In personnel matters, Internal Audit gained new leadership in FY 09 when Vaughan G. Crawley took the helm as director. He replaced Gary L. Martin, who retired after 18 years in the position.

Crawley comes to Henrico from Circuit City, where he served most recently as director of internal audit; he previously served as manager of enterprise risk services for Deloitte and Touche, among other positions. A certified public accountant and certified information systems auditor, Crawley earned a bachelor's degree from the University of Virginia.

## Human Resources

While a historic economic downturn was forcing employers to lay off staff across the region, state and nation in FY 09, Henrico County suffered no reduction in its workforce. Despite the economic challenges, the county further strengthened its position as one of the nation's top employers last year, thanks in large part to the innovative programs and policies of the Department of Human Resources (HR).

Henrico's long-standing reputation as a progressive and stable employer — key to HR's attraction and retention efforts — was reinforced by a 55 percent increase in the number of applications per job vacancy last year. In addition, the employee turnover rate remained in single digits for



*Henrico Master Gardeners coordinated the first Henrico Harvest Fair in FY 09 and provided horticulture support and training for many residents, including this group of Junior Master Gardeners.*

the 22<sup>nd</sup> consecutive year.

Human Resources continued its efforts to provide employees with cutting-edge tools, resources and training. One measure implemented last year was the STEP (Streamlining Technology Empowering People) human resources man-

agement system. STEP, which replaces a 25-year-old legacy system, allows employees to manage and monitor leave balances, time cards and benefit activities online; it also features a variety of tools for managers and supervisors.

HR's innovative training programs continued to support professional development countywide, providing employees training in customer service, technology, succession management, leadership development and other areas. In addition, the department extended its professional development efforts across the globe in FY 09, hosting the county's first management trainee intern from Henrico's sister city, Yangju City, South Korea.

Two programs developed and implemented by HR earned national recognition last year. "The Right Person in the Right Job for the Right Reason — Every Time!" uses screening and behavioral interview questions to help managers evaluate job applicants. "The Value of In-House Experts: Connecting the GIS Community," developed in conjunction with Public Works, used experts already on staff to develop a customized training program in Geographic Information System applications for employees.

The National Association of Counties (NACo) recognized the two programs with 2009 Achievement awards. The department now has won 42 NACo achievement awards over the past 23 years — a standard unmatched by any HR department in the country.

## Mental Health and Retardation Services

Henrico Area Mental Health and Retardation Services (MH/MR) introduced an innovative program in FY 09 to help Public Safety personnel better understand — and respond to — residents suffering from mental illness.

The Crisis Intervention Team (CIT) brings together staff from the Sheriff's Office, Police, Fire and EMS for a comprehensive training program designed to decrease the number of mentally ill individuals incarcerated for disruptive behaviors, such as shouting and trespassing, that are products of their illness. Public Safety personnel learn techniques to calm an individual in crisis and de-escalate a situation before an arrest becomes necessary.

CIT participants undergo a 40-hour training program that includes lectures, experiential exercises, role playing and firsthand accounts from family members and individuals recovering from mental illness. Perhaps as significant as the training is the communication and partner-

ship developed between the participating agencies as they discuss the best way to assist the community's mentally ill. About 30 Public Safety personnel had completed CIT training by the end of the fiscal year.

MH/MR's Emergency Services staff spearheads the agency's around-the-clock efforts to respond to residents experiencing a psychiatric crisis — individuals in severe distress due to mental illness, substance abuse or other problems.

The program's 13 staff performed some 1,500 emergency mental-health evaluations in FY 09, conducting face-to-face assessments in each case to determine an individual's immediate needs to ease the crisis. The assessments, which typically take from two to six hours, often benefit from a collaborative effort with police, hospital and emergency room staff and other mental health professionals.

A record number of disabled county residents were able to obtain safe and secure housing in FY 09 with the support of Henrico's Housing Choice. The rental assistance program, funded through federal and state agencies, helped 381 individuals maintain affordable housing, making more than \$1.5 million in rent subsidy payments. Many participants in Henrico's Housing Choice would face a problematic housing situation without the program.

### Social Services

Eligibility workers in the Department of Social Services (DSS) — and the clients they serve — benefited from the implementation of a new case-management program in the 2009 fiscal year.

Previously, eligibility workers needed proficiency in the policies and procedures of three massive federal programs: Medicaid, Temporary Assistance for Needy Families and the Supplemental Nutrition Assistance Program. Workers navigated a complex maze of regulations and guidelines to determine a resident's eligibility for each of the three programs; they then would manage the case, monitoring it for upcoming renewals, changes in a client's family or financial circumstances, and a host of other factors. And they would do this for a lot of cases — staff typically managed about 450 families. The system often led to overloaded workers and unhappy clients.

In response, DSS designed and implemented the Case Management Model (CMM). Instead of requiring proficiency with a broad range of program guidelines, the new method allows staff members to specialize in a limited number of transactions. CMM has given staff greater control, accountability and ownership of caseloads; it has also enhanced cus-

tomers service for clients. The innovative program earned national recognition, winning an Achievement Award from the National Association of Counties as well as the Hunger Champion Award from the U.S. Department of Agriculture.

Child Welfare Reform efforts demonstrated significant success in FY 09. A comprehensive effort to strengthen foster care and adoption, the initiative is designed to reduce the number of foster care children living in residential group homes and to decrease the county's foster care population overall.

To help meet these goals, Social Services began a foster parent recruitment drive to boost its number of single-family foster homes. The agency also strengthened its social work practices when dealing with families, allowing parents greater participation in the process in an effort to keep families intact. In addition, Social Services adopted new methods when working with Juvenile and Domestic Relations Court and other professionals involved in the child welfare system.

By the end of FY 09, 15 foster children were living in group homes, down from 36 the year before — a drop of nearly 60 percent. And the total foster care population had fallen from 168 to 144, a 14 percent decline. Social Services realized these changes without additional staff or resources. A strong community response to foster parent recruitment efforts played a key role, as did support from other child-serving agencies in the community.

### Public Health

Continuing its efforts to examine Henrico's capacity to respond to a major health crisis, the Health Department coordinated a drill in FY 09 that tested the county's plan for dispensing emergency medication in response to a bioterrorism event or disease outbreak.

Held at a local pharmacy, the drill imagined a release of anthrax spores had occurred within the county and that residents exposed to the pathogen were arriving at distribution centers to receive a dose of emergency vaccine. The exercise, which involved several county agencies, the Henrico Medical Reserve Corps and nearly 150 community volunteers, determined the county plan could respond to such a crisis in a timely manner — providing emergency medication for all 300,000 residents in about 35 hours. The drill also validated a partnership the Health Department formed with local private pharmacies to enhance its ability to distribute medication during a health emergency.

The Henrico Saving Babies Campaign and its public education component, Community Voice, began making inroads into Henrico neighborhoods last year.

Designed to reduce infant mortality by engaging the local community in awareness and education efforts, the campaign held volunteer training programs at New Bridge Baptist Church and African Christian Community Church. Participants in the 10-hour programs study topics including prenatal care, nutrition and stress management during pregnancy; upon completion, they disseminate the information in the local community. The trained volunteers also work to raise awareness of the disproportionate impact infant mortality has in the African-American community. Since Community Voice got under way in December, 15 volunteers have completed the program.

The Environmental Health Team wrapped up several decades of successfully safeguarding the health of hungry patrons of the State Fair of Virginia last year when the annual event was held at a Henrico site for the final time. Each year, the team's 13 staff members issued permits to 100 to 150 food vendors and then spent the next 10 days making sure they met requirements for the safe storage, handling, preparation and service of food. Staff typically conducted more than 500 spot inspections, ensuring the barbecue, corn dogs, funnel cakes and other fare were free of food-borne diseases like salmonella and E. coli.

As the fair leaves Henrico, the Environmental Health Team can point to a perfect record: despite the preparation and service of thousands of meals in less-than-ideal conditions over several decades, no outbreak of food-borne disease ever occurred.

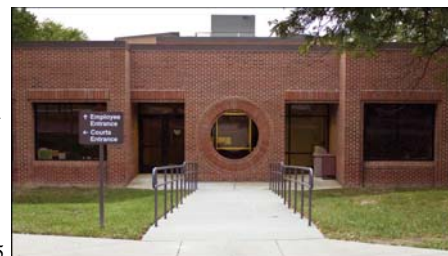
### Virginia Cooperative Extension

The Henrico County Extension Office had to till more ground in FY 09 as Gardens Growing Families, the popular community garden program, outgrew its space and added more family gardeners.

Now in its second year, the program is designed to help qualifying families improve household nutrition and reduce grocery bills by learning to grow, harvest, prepare and store their own fresh vegetables. Gardeners maintain a plot for a nominal annual fee and have access to tools and water. They also can participate

in free classes and workshops led by Henrico Master Gardeners.

Some 20 gardeners filled 22 plots in the Fairfield District garden in FY 09, nearly doubling participation levels during the program's initial year and prompting the Extension Office to rev up the rototiller and turn some additional ground. Gardeners produced a variety of common vegetables, including summer squash, tomatoes, sweet potatoes and broccoli; herbs such as rosemary and



*The Juvenile and Domestic Relations Court is expanding to add two courtrooms that will be outfitted with a video system, wireless network, electronic docket boards and other high-tech features.*

basil also took root. Extension hopes to expand the popular program to include community gardens in other county magisterial districts as well.

Once the summer gardening season had passed, the Extension Office helped launch an event highlighting a range of autumnal outdoor activities. The Henrico Harvest Fair featured classes and workshops for adults and kids; demonstrations of beekeeping, pruning and composting; and displays and sales by garden-related vendors. Extension presented the fair, which is set for an encore edition later this year, in cooperation with Henrico Master Gardeners.

Also last year, Extension worked with early childhood educators to help them better prepare their young students for academic activities. The "I Am Moving, I Am Learning" program draws on recent studies that demonstrate the connection between physical activity and brain stimulation in children ages 3-8. Teachers, daycare workers and others learn to incorporate movement and exercise into lesson plans and classroom activities to enhance their students' academic potential.

Extension conducted five "I Am Moving, I Am Learning" training programs in FY 09, with approximately 150 early childhood educators participating.

# DIRECTORY

## Effective August 2009

### ADMINISTRATION

#### County Manager

Virgil R. Hazelett, P.E.

#### Deputy County Manager for Administration

Leon T. Johnson, Ph.D.

#### Deputy County Manager for Community Development

Randall R. Silber

#### Deputy County Manager for Community Operations

Robert K. Pinkerton, P.E.

#### Deputy County Manager for Community Services

George T. Drumwright, Jr.

#### Deputy County Manager for Special Services

Angela N. Harper

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

Barry R. Lawrence

#### Building Official

Gregory H. Revels

#### Chief, Division of Fire

Edwin W. Smith

#### Chief, Division of Police

Henry W. Stanley, Jr.

#### County Agent

Karen F. Carter

#### County Attorney

Joseph P. Rapisarda, Jr.

#### Director, Capital Area Training Consortium

Rosalyn D. Key-Tiller

#### Director, Community Corrections Program

Bruce N. Cruser

#### Director, Community Development

Lee J. Tyson

#### Director, Community Revitalization

S. Mark Strickler

#### Director, Finance

John A. Vithoulkas

#### Director, General Services

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#### Director, Information Technology

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#### Director, Internal Audit

Vaughan G. Crawley

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Gerald M. McKenna

#### Director, MH/MR Services

Michael D. O'Connor

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William Nelson, M.D., M.P.H.

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#### Director, Real Property

Jon B. Tracy

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#### Director, Social Services

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Gary R. McLaren

#### General Registrar

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#### Probation Director

Kay D. Frye

#### Superintendent, Juvenile Detention Facility

Michael D. Bingham

#### Superintendent, James River Juvenile Detention

Patricia F. Carrington

#### Superintendent, Schools

Patrick Russo, Ed.D.

## ELECTED CONSTITUTIONAL OFFICERS

#### Clerk of the Circuit Court

Yvonne G. Smith

#### Commonwealth's Attorney

Wade A. Kizer

#### Sheriff

Michael L. Wade

## JUDGES

#### Circuit Court

Daniel T. Balfour  
Catherine C. Hammond  
L.A. Harris, Jr.  
Gary A. Hicks  
Burnett Miller, III

#### General District Court

John Marshall

L. Neil Steverson  
Archer L. Yeatts, III  
James S. Yoffy  
Lawrence G. Sprader, Clerk

#### Juvenile and Domestic Relations Court

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

#### Magistrates

William J. Conner, Sr., Chief Magistrate  
Ashley C. Battle  
Erica Bernstein  
Jennifer Heishman  
Karen A. Luzier  
Sara Munoz  
Tony Tate  
Nicholas Zachary  
Jeffrey Znotens

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*Henrico Libraries enhanced its  
Web site in FY 09 to help  
dislocated workers.*

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