

Department of General Services

History



Government Center

Compared to the 400 years of history of Henrico, the Department of General Services is in its infancy. Some of the functions and services which make up the department pre-date its beginnings in 1977, having been performed by separate offices within the County organization. Others – such as the management of risks and liabilities through a formal risk management program – evolved after the creation of General Services' predecessor organization, Administrative Services and Purchasing.

General Services' roots stem back to 1977 with the creation of the Office of Administrative Services and Purchasing. Upon the retirement of A. E. Berlinghoff, the then Purchasing Agent, Mr. E. A. Beck (the then County Manager who also retired in 1977), created the Office of Administrative Services and Purchasing. Mr. Beck appointed Mr. Paul N. Proto (previously an Assistant to the County Manager) as the Director of Administrative Service and Purchasing.



Circuit Court Judges E Ballard Baker and Edmund W Hening administer the oath of office to (left to right): Paul N Proto, Director of Administrative Services and Purchasing; P T Rutledge, Director of Public Works; and Martha (Pi) Harwood, Assistant to the County Manager. 1977

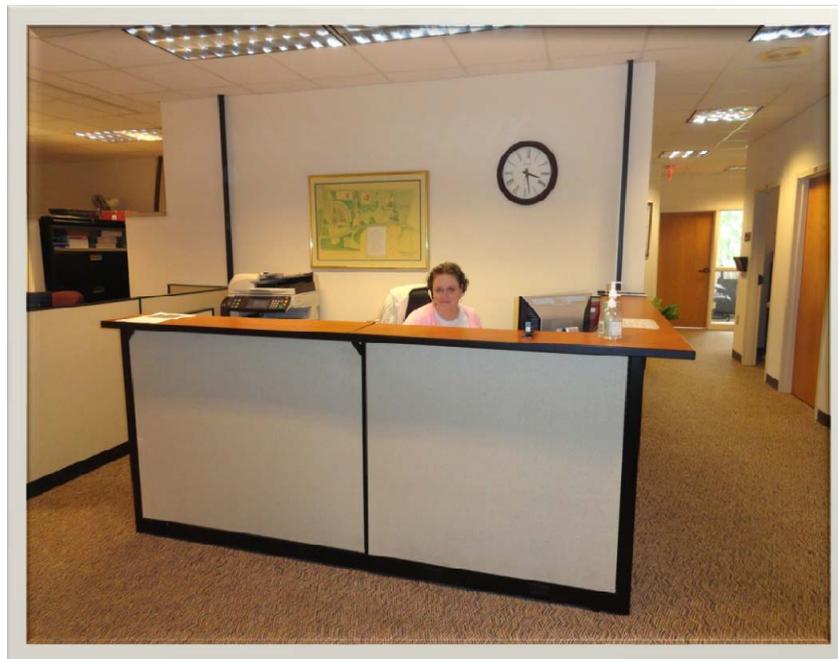
In 1979 the Department of General Services was created by splitting off the facility management and central automotive management operations, with the rest of the functions (central purchasing, communications, employee cafeteria, risk management, and records management) retained within Administrative Services and Purchasing. Mr. C. O Martin was the Director of General Services in calendar year 1979. Mr. Walter Coleman was appointed as the Director of General Services in 1979, serving in that capacity until 1991. In 1991 the Office of Administrative Services and Purchasing and General Services were combined again, retaining the departmental title of General Services. Mr. Proto was appointed as the Director of General Services in 1991 and remained in that position until his retirement in June, 2011. Mr. Chris Winstead. P.E. was appointed as the Director of General Services in July, 2011.

Henrico's department of General Services is unique in at least two respects. The volume and variety of services offered through General Services make it arguably the most diverse department in the County; as well as housing more diverse services in a single department than most other local jurisdictions. Secondly, unlike the majority of local jurisdictions in Virginia, Henrico provides designated services to both the School system and general government through a single department – thereby taking advantage of financial and efficiency advantages. Among the services provided by

General Services to both general government and to the school system are: central automotive maintenance; central purchasing; communications (two way radio system); employee and retiree health benefits; risk management.

County operations which are managed by General Services on a central basis include: Central Automotive Maintenance (CAM); Communications; Facilities Management; Purchasing and Support Services; Energy Management, and Risk Management. Each of these operations evolved over a period of time, having their beginnings as functions which were originally coordinated through and by the County Manager's Office up until the mid-1970's. What follows is a brief summary of the evolution of each of these areas.

Business Division



DGS Reception – Administration Building

The Business Division was created in 2004. It provides assistance to all General Services divisions in the administration of operating budgets, including accounts payable. It also is responsible for the drafting of operating budgets (with the exception of Central Automotive Maintenance division – which, due to the nature of the internal service fund operation, has its own business staff). Prior to its creation, accounts payable and budget drafting functions were performed by each individual department division. The Business Division also assists the Director and departmental managers with the interpretation and implementation of key county wide policies – especially those relating to staffing matters.

Central Automotive Maintenance Division (CAM) Division



CAM Woodman Road Facilities

CAM is responsible for the maintenance (including State inspections) of all automotive equipment assigned to county and school departments. It also operates central automated fueling stations for county automotive equipment and provides assistance with technical specifications to all departments for the acquisition of automotive equipment. CAM has taken a leadership role in the analysis of cost cutting and energy efficient techniques. It provides operating departments with valuable tools for the implementation of initiatives which have resulted in streamlining the County's automotive fleet. Other energy efficient measures undertaken by CAM include the retrofitting of energy efficient lighting in the equipment bays, and utilizing used waste motor oil to fuel the Woodman Road shop's heating system. CAM's primary maintenance shop is located at Woodman Road, with a smaller facility in operation in the East End on Dabbs House Road. The main facility at Woodman Road was constructed in the early 1970's and replaced the then main facility at Parham and Quioccasin Road – which was sold by the County to private developers for the construction of Regency Square shopping center. The 1970's facility at the Woodman Road Complex was replaced with a new facility at the same location in 1994 and was increased from 25,00 to 85,000 square feet

Communications Division



Regional Radio System Equipment

The Communications Division is responsible for the programming and maintenance of the County's 800 MHz digital radio system. This system supports the two way radio communications needs of all county departments, including public safety agencies. The current system was completed in 1999 and is a state of the art system with great emphasis on effective communications not only between Henrico agencies but also between the local jurisdictions in the Richmond metropolitan area. Henrico has provided leadership over the years in the interoperability of public safety communication systems through its active role on the Capital Region Communications Steering Committee. It has also been the project manager and fiscal agent for federal grants for jurisdictions in Planning District 15.

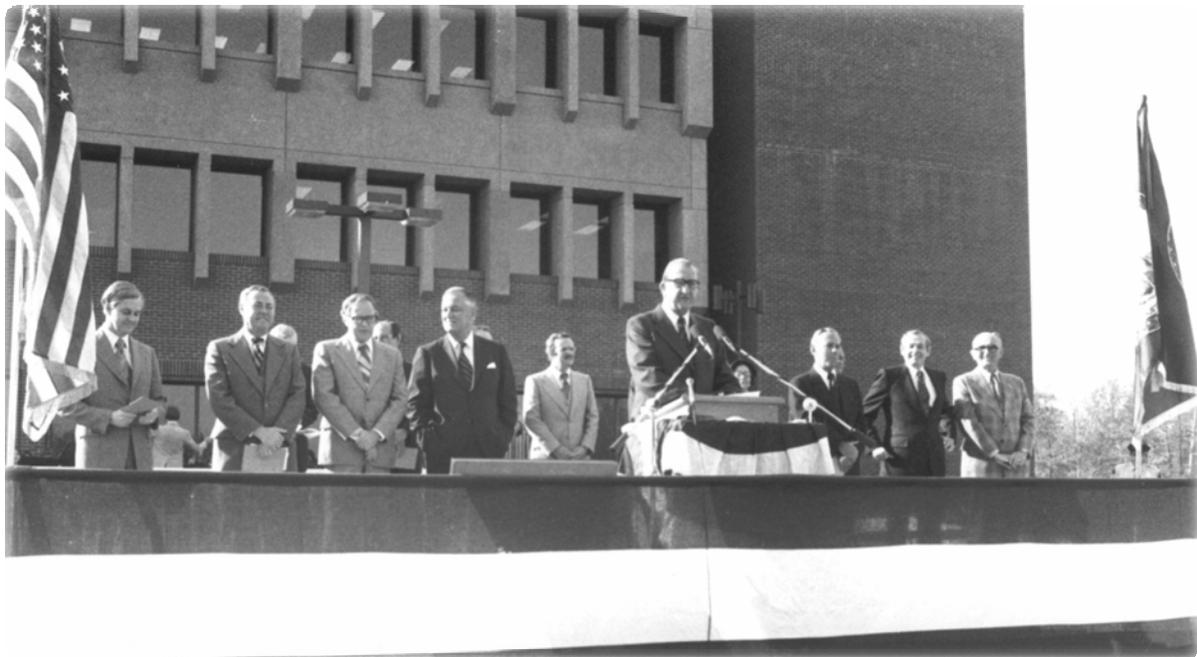
The Communications Division was initially created in the early 1970's in order to provide assistance to all county departments with voice communications through the radio systems and telephone systems (land line; cell phone; and paging systems). The Division also initiated two way video communications within the County over the dedicated cable Institutional Network (INET). Video communications responsibility was transferred to the Public Information Office, and evolved into the award winning Media Services operation within Public Relations and Media Services. In recognition of the merging of technologies in the areas of voice and data communications, responsibility for telephone systems was transferred to IT in 2007. The Communications Division continues to exercise a leadership role in the County and in the region as Henrico and its sister jurisdictions look towards the future in planning for the upgrade or replacement of public safety radio systems.

The Director of General Services' office also provides assistance with the oversight of cable TV franchises. The first Cable TV franchise was awarded to Continental Cablevision in 1977, which evolved over the years and through franchise renewals to the current franchise held by Comcast. Competition in the Cable TV area has also resulted in the award of a second franchise to Verizon in 2006. General Services continues to assist County residents as well as the Henrico Cable TV Advisory Committee with matters relating to cable TV.

Facilities Management Division

The Facilities Management Division consists of: Capital Projects; Buildings and Grounds; Security Services; and Employee Food Services.

Capital Projects



Grand Opening of Administration Building, Government Center – 1977

The Capital Projects section includes staffing and financial resources for the administration of planning, design, and construction contracts for habitable buildings for General Government. This section is also responsible for the renovation of existing general government buildings. Its origin can be traced to the early 1970's with the planning, design, and construction of the various buildings at the Government Center at Parham and Hungary Spring Roads. The Courthouse was completed and occupied in 1974 at a project cost of approximately \$3.4 million. A \$29 million bond referendum was approved in 1973, which included: \$6.3 million for court related facilities; \$5.9 million for the Administration Building; \$1.8 million for libraries; and \$1 million for fire stations. That referendum also included partial funding for a new jail at the Government Center – which replaced the old jail on Main Street in Richmond (built in 1906 with a

capacity of 60 inmates. In addition to the buildings at the Government Center and other office buildings, since its beginnings in the early 1970's the Capital Projects section has administered the planning, design and construction of: 9 fire stations; alterations and additions to numerous other fire stations; all library buildings; renovation and alterations of numerous other general government facilities.

Buildings and Grounds



Buildings & Grounds Custodial Team

The Buildings and Grounds section is responsible for the operation and maintenance of general government facilities. These include: the Courthouse and office buildings; the jails; juvenile detention; fire stations; libraries; etc. In order to discharge its duties in an efficient and cost effective manner, buildings and grounds operates and maintains facilities through a logical mix of staff and contract resources. Over the years the general government facilities have grown from approximately 100,000 square feet to its present size of approximately 2.3 million square feet. Up until its relocation to the Government Center in 1974, the Courthouse (along with the 1906 Jail attached to it) was located at 22nd and Main Streets in downtown Richmond. By special Act of the General Assembly that location was made a part of Henrico County; and it took another Act of the General Assembly to reverse the action in the 1980's to place that city block in the political boundaries of the City of Richmond. From its original construction in 1952, the County's Administration Building was located at 21st and Main Streets in downtown Richmond until the new Administration Building at the Government Center was completed in 1977.

Security Services



Security Post – ready to greet visitors – Administration Building

Henrico is one of the only localities, if not the only locality, in Virginia which has a trained, uniformed and armed staff responsible for the security of facilities, staff, and visitors to many of its physical facilities. This began as a “night watchman” type of operation in 1974 and has evolved into a staff of 28 professional security officers. The security staff act as ambassadors for the County, given that they are often the first individuals which visitors meet as they enter County facilities.

Employee Food Services

The Employee Food Service Section operates a cafeteria in the Administration Building which is open for breakfast and lunch for all employees and visitors. The cafeteria first opened its doors to employees and staff with the opening of the Administration Building in 1977. Originally, it was envisioned that the County would enter into a contract with a private sector firm for the operation of the cafeteria. However, following a careful evaluation it was determined that there was no financial advantage in contracting for the services. This continues to be the case. The Employee Food Services operation has also broadened its services over the years, with catering now representing a major portion of its services and corresponding revenues. In addition to breakfast and lunch, it also caters various events sponsored by departments within the County.

Purchasing and Support Services



Purchasing Division

The Henrico County Code centralizes the procurement of equipment, goods, services, construction, and insurance in the Department of General Services. The Purchasing and Support Services Division provides procurement services to all County agencies, including the school system. It is also responsible for the disposal of surplus property, for the County's records retention and retrieval system, mail room operation, print shop, and high volume copy center. The County's purchasing operation began with a Purchasing Agent, two Buyers and a clerk in an environment which was far less complex – both as to the process and as to the items to be acquired. It is now a complex process with rules codified into State statutes. Henrico has been well represented throughout the years with staff input into State legislative deliberations as new statutes have been added and existing statutes been modified. County staff has also had the opportunity to participate in various legislative and administrative State-wide reviews and studies. The items and services which are required by operating departments have also of course become highly complex. The Purchasing and Support Services Division has evolved into a highly skilled staff which adds expertise and value to not only the process, but more importantly, to the substance of the items and services required by operating departments.

In 2007 the Board of Supervisors adopted a resolution which established a written policy for the purpose of facilitating the participation of small businesses and businesses owned by minorities and women (SWAM) in County procurement. It authorized and directed the Director of General Services to develop and implement procedures in order to assure that small businesses and businesses owned by minorities and women shall

have the maximum practicable opportunity to participate in County procurement transactions.



Best New Program Award

With the adoption of the Board Resolution in 2007, the Department of General Services, Purchasing Office, quickly developed the County's Swam program into a State and national award winning program. In 2010, the Virginia Minority Supplier Development Council (VMSDC) recognized Henrico with its Best New Program award; and the County received the National Association of Counties (NACo) Achievement Award.

Risk Management

The Risk Management Division is responsible for the administration of the County's self-funded and self-administered risk management program including: liability (professional; auto; general); workers' compensation; and property. All agencies and staff, including the school system, are covered by this program. As is the case with all General Services operations, the Risk Management program has evolved over a course of time beginning in the early 1970's. The county wide safety program is an integral part of this evolution. In 1971 the County created a Safety Technician position, which evolved into a comprehensive safety program. The Safety Technician, along with a security guard and 13 other county wide positions were part of the federally funded public employment (PEP) program. In 1979 the County consolidated all risks into one program covering both all general government and school system agencies. In 1980 a modified self-insurance program for workers' compensation for general government and schools was created, thus establishing the Risk Management and Safety program within General Services.



Jason Young collecting a sample for laboratory analysis

With the creation of an environmental coordinator position, the County has also established an environmental program intended to mitigate environmental risks confronted by departments. The Risk Management Division also provides comments and recommendations to the County Manager and Board of Supervisors in matters relating to health insurance for employees, dependents, and retirees.

Energy Management



2009 Energy Symposium

With the costs of energy rising, along with the cost of operating its over 9 million square feet of facilities, Henrico County authorized an Energy Manager position to be created in February of 2003. The County Manager made it the responsibility of the Energy Manager to “Change Henrico County’s energy culture”. Mr. Jerry Walker, CEM was hired into this role and he has made an incredible impact. He influences others in such a way that it not only saves operating costs, but also creates an environment that

generates conservation across all activities within the County. Mr. Walker also provides education to employees and students that would develop habits beneficial to the overall sustainability of our county and our community. Since 2003 Mr. Walker has led efforts to save \$15,697,104.00 across the County. As of 2011 the County has completed 12 Registered LEED Projects. Mr. Walker has also been instrumental in capturing federal grants to improve energy operations through upgrading lighting and building automation controls. Mr. Walker also represents the County well through a variety of professional organizations and currently serves on four boards. Henrico County has received awards for Government and Schools Energy Operations from NACO, VSBN, USGBC, VML for Excellence during the past nine years.

History is made by those who seize the moment and look beyond themselves. As public servants our choice to serve others echoes beyond a daily presence within these walls. No better example of those truths can be found than Mr. Paul Proto. After over four decades, his positive influence and service continues to benefit others well past his full time employment within these walls. The overall organizational structure he evolved and the legacy of business oriented, practical decision making continues within the department today. Mr. Proto also continues to be readily available to provide assistance and advice to the department's current director and its employees. We carry Paul's positive influence into the future for others to follow. Now that you've read this history about a department focused upon serving others with excellence in a myriad of ways... what are you going to do to apply the example? Get busy!
Thank you, Paul...