

# APPROVED BUDGET

Fiscal Year 2022 – 2023



HENRICO COUNTY, VIRGINIA

Office of Management and Budget



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Henrico County  
Virginia**

For the Fiscal Year Beginning

**July 01, 2021**

*Christopher P. Morill*

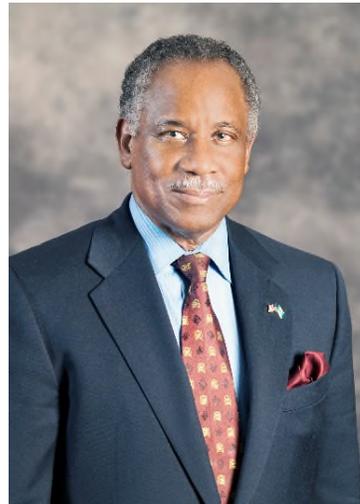
Executive Director

# HENRICO COUNTY

## *Board of Supervisors*



Patricia S. O'Bannon  
Chairman  
Tuckahoe District



Frank J. Thornton  
Vice-Chairman  
Fairfield District



Tyrone E. Nelson  
Varina District



Daniel J. Schmitt  
Brookland District



Thomas M. Branin  
Three Chopt District



# HENRICO COUNTY

## ***OUR MISSION***

In partnership with our citizens, the Henrico County Government is dedicated to enhancing the quality of life for all our residents. As a nationally acclaimed local government, the County accepts the challenges of our changing social, physical and economic environments by serving in an efficient manner with pride and with concern for the present and excitement for the future.

We value diversity and strive to meet the needs of our ever-changing community. Our differences enhance our performance; through individual contributions, involvement, and creativity, the quality and effectiveness of our government are strengthened. By working together and learning from each other, we reach common goals and fulfill our responsibilities.

## ***OUR VALUES***

We are dedicated to providing our citizens responsible government and offering excellent, professional customer service while considering the needs of all people and our environment.

We are committed to the concept that the public deserves honest consideration, professional conduct and respect regarding all government activities.

We are dedicated to delivering services with integrity, credibility, and sensitivity to employee and citizen needs.

We value the diversity of our continuously-changing community and workforce and are committed to providing a healthy, just, and equitable place to live and work.

We recognize that our employees are a valuable resource to be treated with equality, fairness, and justice.

We believe that accountability and responsibility in handling the public's property and money are essential and will be beyond reproach.

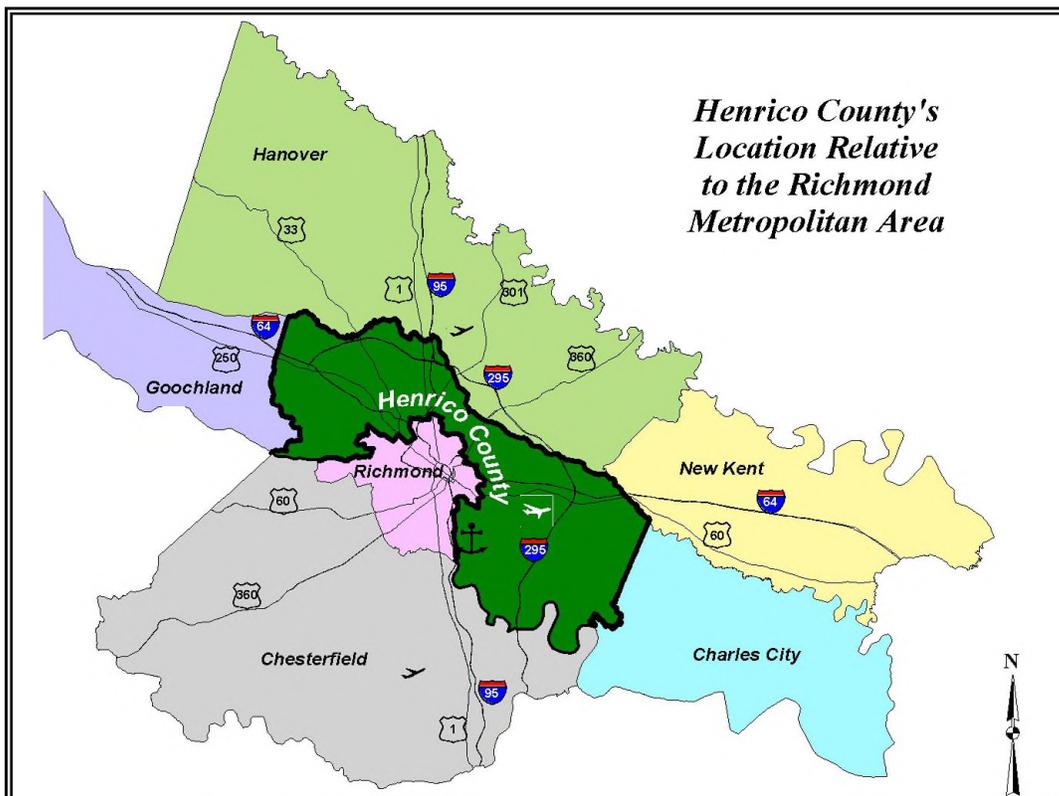
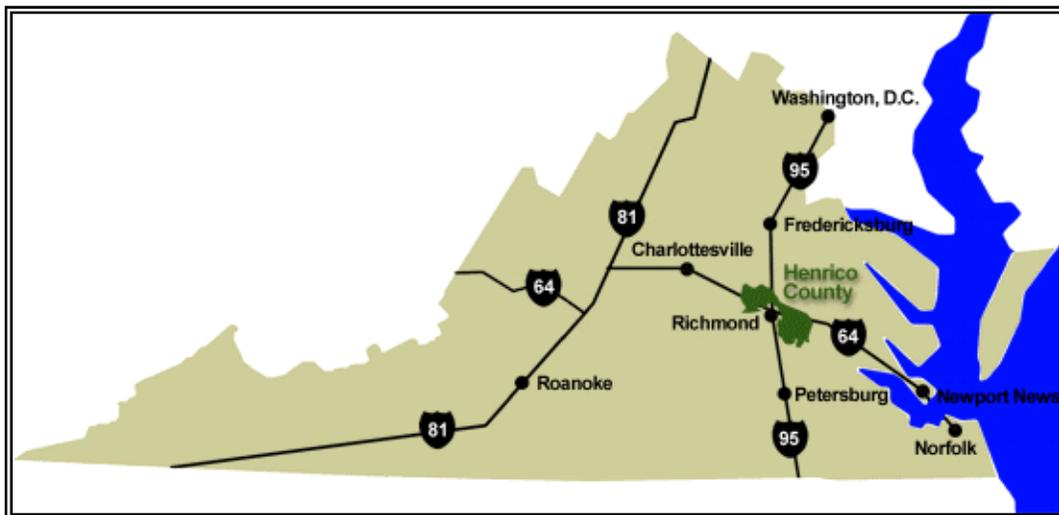


John A. Vithoukas  
County Manager

# Henrico County Profile

## Overview of Henrico County

Henrico County is situated in central Virginia along the northern and eastern borders of Virginia's capital city of Richmond. The County lies between the James and Chickahominy rivers, and constitutes approximately a third of the Richmond Metropolitan area. Today, around 339,000 Henrico County residents live in a well-planned community of 244.12 square miles consisting of beautiful residential communities, large expanses of farm land, and carefully developed office, retail and diversified industrial areas. Henrico has been recognized for its premier schools, neighborhoods, and government operations. Henrico's rich history has allowed the County to progress from its early beginnings in 1611, into a distinguished place to live and work.



# Henrico County Profile

## History of Henrico County

Henrico is one of the oldest political subdivisions in Virginia and was the scene of the second settlement in the colony. Its first boundaries incorporated an area from which 10 Virginia counties were later formed in whole or in part, as well as the cities of Richmond, Charlottesville, and Colonial Heights.

In 1611, Sir Thomas Dale left Jamestown to establish a settlement on the Powhatan River, now called the James River. Relations with the Arrohatloc Indians had steadily deteriorated since 1607, and Dale's party suffered constant attacks. They finally came to a peninsula on the north side of the river, now Farrar's Island, where Dale established the colony's second settlement, "Henricus," known also as the "city" or "town" of "Henrico."

Virginia's economy was sharply transformed in 1612 by the introduction of new strains of mild tobacco by colonist John Rolfe. Rolfe's tobacco was shipped to England, and Virginia's economy soon began to prosper. In 1614, peace with the Indians was temporarily established, following Rolfe's marriage to Powhatan's daughter, Pocahontas. Both the tobacco leaf and Pocahontas are represented on the County's seal as symbols of our early heritage.

In 1634, Virginia was divided into eight shires, or counties, one being Henrico. The County was named for Henry, Prince of Wales, the eldest son of King James I of England.

In 1776, Henrico representatives Richard Adams and Nathaniel Wilkerson participated in the Fifth Virginia Convention, which voted to send delegates to the Continental Congress to propose separation from the British which led to the Declaration of Independence. In 1788, seven years after the Revolutionary War, the General Assembly called a special convention to consider the ratification of the proposed United States Constitution with Virginia voting 89-79 in favor of ratification.

Many important Civil War battles were fought on Henrico soil, including the battles of Seven Pines, Savage's Station, Glendale, Malvern Hill, Yellow Tavern, New Market Heights, and others in defense of Richmond.

In 1934, exactly 300 years after becoming one of the original shires, Henrico became the only county in Virginia to adopt the county manager form of government.

*Source: Henrico County, Public Relations*



# Henrico County Profile

## Henrico County's Form of Government

In a public referendum held on September 19, 1933, the citizens of Henrico County approved the implementation of a new form of local government. Under the new County Manager form of government, all the administrative functions of the county government were placed under a county manager appointed by the Board of Supervisors while the legislative authority and responsibility continued to reside with the Board of Supervisors.



Henrico County's Board of Supervisors consists of five representatives, one from each of the County's five magisterial districts: Brookland, Fairfield, Three Chopt, Tuckahoe and Varina. Supervisors are elected for four-year terms. The Board annually elects a chairman who presides at each Board meeting and serves as the official head of the County government, and a vice chairman who serves in the absence of the chairman. This election occurs in January of each calendar year.

The administrative head of Henrico County's form of government is the county manager. The county manager is appointed by the Board of Supervisors and serves at the pleasure of the Board. The duties of the county manager are to carry out the policies determined by the Board of Supervisors, to coordinate the business affairs of the County by installation and enforcement of administrative procedures, and to conduct the day-to-day business operations through a staff of professional administrators. This position has no definite term and the manager may be removed by a majority vote of the Board at any time.

The county manager form of government allows for the grouping and consolidation of administrative functions of the County into departments. The constitutional offices of treasurer and commissioner of the revenue do not exist under the county manager form of government. Those functions are combined into a Department of Finance which is headed by a director of finance. Heads of all County government departments except for the following constitutional officers are appointed and discharged by the county manager: clerk of the circuit court, commonwealth's attorney and sheriff. Within the limits set by the County personnel system, pay and classification plan, the county manager determines and fixes the salaries of all appointees (employees).

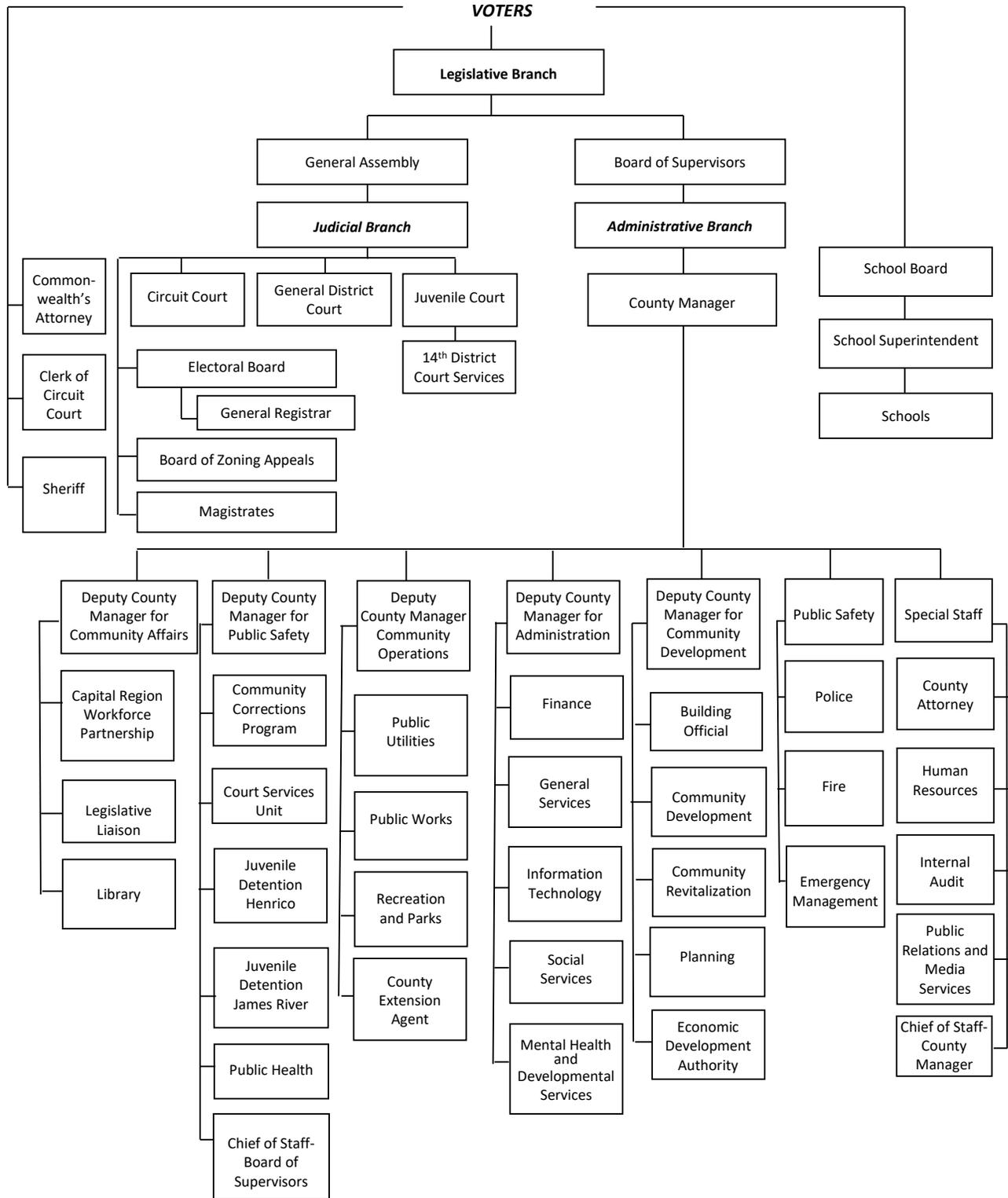
The School Board is elected by the voters to represent each of the five magisterial districts. They are elected for four-years in a sequence like the County Board Members and are responsible for the allocation and control of school finances, programs and personnel. The superintendent of schools is appointed by the School Board and administers the operations of the County's public schools. The County Board of Supervisors determines the total amount of local funding appropriated to the public school system; however, the use of these funds is determined solely by the School Board and is independent of the County Board of Supervisors and the County Manager, as prescribed by Virginia law.

The structure of Henrico County's government is depicted in an organizational chart on the following page.

*Source: Henrico County, County Manager's Office*

# Henrico County Profile

## Organization Chart



# Henrico County Profile

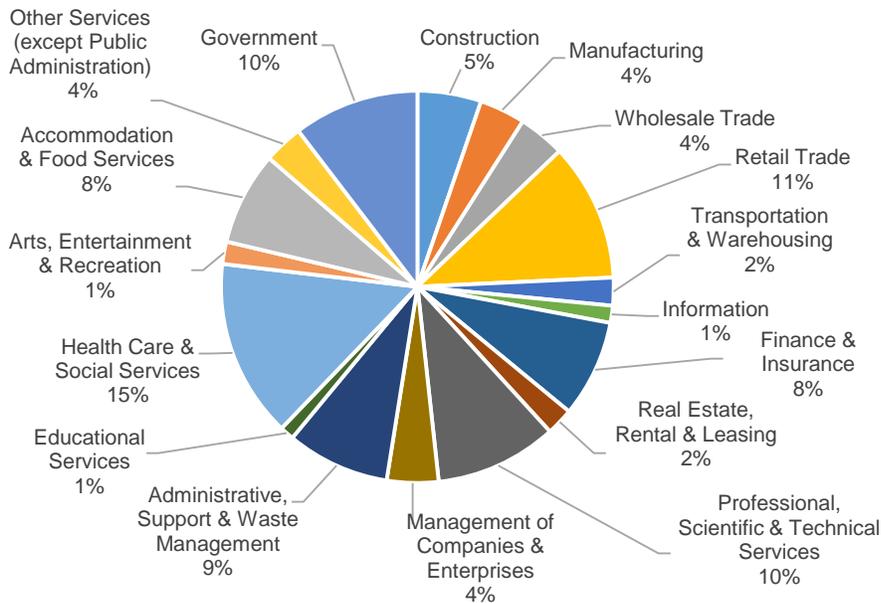
## Economy

Henrico County offers a business-friendly environment with competitive tax rates and a cost of living below the national average. The County's triple, triple-A bond rating, diverse economic base, ample land supply, and favorable location within the Richmond metropolitan area contribute to the County's continued development and expansion. The County is home to approximately 25,000 businesses and seven Fortune 1000 headquarters including Altria, Markel, Genworth Financial, ASGN, Brink's, Arko, and New Market Corporation. The chart to the right displays the top ten largest employers in Henrico County according to the Virginia Employment Commission's February 2021 Community Profile for Henrico.

**Top Ten Employers with ≥ 900 Employees**

| Rank | Employer                       |
|------|--------------------------------|
| 1    | Henrico County School Board    |
| 2    | County of Henrico              |
| 3    | Bon Secours Health System, Inc |
| 4    | HCA Virginia Health System     |
| 5    | Capital One Bank               |
| 6    | Anthem                         |
| 7    | United States Postal Service   |
| 8    | Wal Mart                       |
| 9    | PPD Development                |
| 10   | Bank of America                |

**Henrico County Employment by Industry**



Henrico County's local economy is characterized by diversity with a healthy representation of businesses from numerous industries including retail, manufacturing, financial, insurance, health and life services, and more. The local employment base in the County is substantial and diverse and represents approximately one-third of the Richmond metropolitan statistical areas (MSA) employment base. In addition, the county offers a highly educated workforce, with 90.2 percent of the population 18 years and older holding high school degrees or higher and 38.0 percent holding bachelor's degrees or higher.

Henrico's unemployment rate continues to remain low at 2.9 percent in December 2021, which is in line with the state average of 3.2 percent, and lower than the national average of 3.9 percent. Henrico's job market remains strong with 170,247 total jobs in the County, the second highest of all localities in Virginia. In addition, twenty-two local businesses in Henrico are among "America's Fastest Growing Companies" according to the Inc. 5000 List.

Henrico's local economy continues to get a significant boost from visitor spending in the County. In fact, during 2020, the County captured \$926.5 million in visitor spending, an understandable 6.7 percent decrease from the previous year, and had the fifth highest total of any Virginia locality, according to the Virginia Tourism Corporation. Henrico topped all localities in central Virginia and trailed only the counties of Arlington, Fairfax and Loudoun and the city of Virginia Beach. Under the direction of the Board of Supervisors, Henrico has taken steps to promote tourism in the county. In March 2013, officials launched the Visit Henrico campaign to promote Henrico as a destination for tourists and youth and adult recreational sports tournaments.

# Henrico County Profile

## Demographics

Demographic trends of the past decade indicate that the County is becoming increasingly urban and diverse. According to the U.S Census Bureau's decennial census, the total minority population in Henrico, which includes racial and ethnic minority groups, has increased to 49 percent of the whole population in 2020. As a result of these demographics, the County is infused with new cultures and traditions that are enriching the community as a whole.

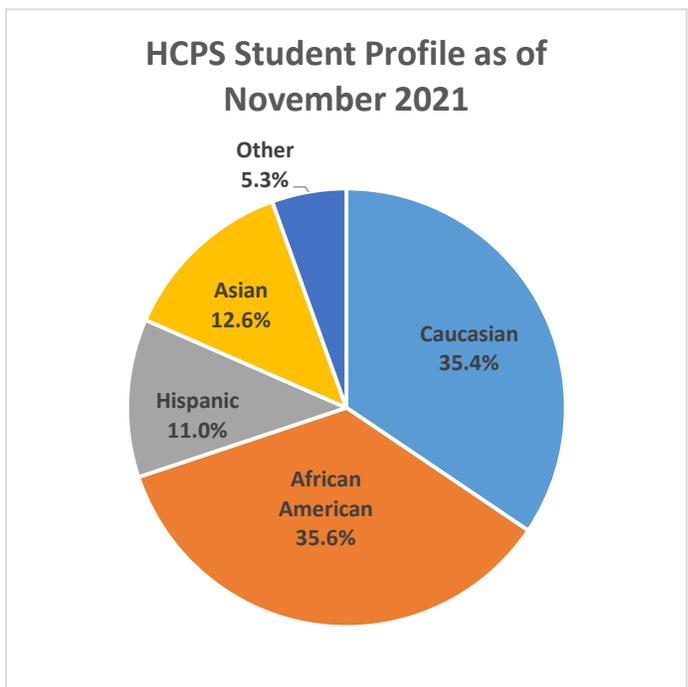
| <b>Population by Race</b>             | <b>2010</b> | <b>2020</b> | <b>% Change</b> |
|---------------------------------------|-------------|-------------|-----------------|
| American Indian & Alaska native alone | 1,012       | 1,338       | 32.2%           |
| Asian /Pacific Islander               | 20,179      | 32,450      | 60.8%           |
| Black or African American alone       | 90,669      | 97,568      | 7.6%            |
| Other/Multiracial                     | 13,356      | 32,382      | 142.5%          |
| White alone                           | 181,719     | 170,651     | (6.1%)          |
| Total                                 | 306,935     | 334,389     | 8.9%            |

## Education

In Henrico County, education is a top priority. The Henrico County Public School (HCPS) system currently has 9 high schools, 12 middle schools, 46 elementary schools, 2 technical centers, and 3 program centers. As of November 2021, the membership of HCPS totaled 48,702. Henrico County's student population is racially and economically diverse. In fact, HCPS is a majority minority school system, as seen in the chart to the right.

Henrico County Public Schools (HCPS) is the sixth largest public school division in Virginia. Among central Virginia school divisions, HCPS employs the most teachers certified by the National Board for Professional Teaching Standards. From academics to athletics, from the arts to career skills, Henrico County Public Schools is proud to be part of helping the community thrive by ensuring that each child has the right to achieve and the support to succeed.

Henrico County's school division is equipped with the latest technology and devices are provided for all students. HCPS was one of the first school divisions in the country to start this initiative in 2001.



## Parks, Recreation and Culture

The Henrico County Public Library (HCPL) system has nine library branches and a bookmobile which circulate over half a million volumes. In 2021, HCPL received the Richmond American Institute of Architects (AIA) Merit Award at the 2021 Design Awards Program for the Fairfield Library, and separately received four NACo awards.

Henrico's Department of Recreation and Parks maintains over 4,500 acres of public park land. The park system includes 69 parks/facility sites, 178 athletic fields, 60 playgrounds, 28 miles of trails and 2 parks with access to the James River. There are over 4.0 million visits to the park system every year.

# Henrico County Profile

## Public Safety

The Henrico County Police Division has three police stations and over 645 sworn police officers that serve the County. The Division is fully accredited by the Commission for Accreditation of Law Enforcement Agencies (CALEA); an accreditation it has maintained since 1987. On an annual basis, the Henrico Police Division responds to approximately 200,000 calls for service. The County remains a safe place to live, work and play because of the Division's tireless efforts. In fact, according to police records, Henrico experienced a 12% decrease across the total number of Part 1 Offences from 2019, as well as a 12% decrease from the county's five year average.

The Henrico County Fire Division operates 21 fire stations and one training facility within the County. The Division currently has 21 engines, 16 Advanced Life Support Medic units, 6 ladder trucks, 3 Rescues, and 7 command team units on duty night and day, responding to approximately 50,000 calls for service every year. Henrico Fire Division was one of the first in the world to receive International Accreditation from the Commission on Fire Accreditation International (CFAI) in 1998; an accreditation it has maintained since that time. It also maintains an ISO class 1 rating, the highest fire protection classification from the Insurance Service Office. All field personnel are certified to the Emergency Medical Technician (EMT) Basic level and approximately 200 firefighters are also certified to provide advanced life support (ALS) services.

## Transportation

Henrico County is one of only two counties in Virginia that maintains its own roadways. The decision made by Henrico citizens more than 80 years ago to maintain the County's roadways has allowed the County an added degree of flexibility in addressing the County's roadway needs. Henrico's Public Works Department maintains over 3,500 lane miles of road, the third largest road network in Virginia.

The region is a major interstate highway crossroads for Interstates 95 and 64. Much of the Interstate 295 northern beltway around Richmond tracks through Henrico County. In fact, as seen in the image to the right, most locations within the county can be reached within 15 minutes. The highway network is complemented by excellent air and rail service. Richmond International Airport provides both domestic and international service to more than three million passengers per year. In addition, Amtrak provides passenger rail service in Henrico County, with Henrico's Staples Mill Road Amtrak station being the busiest passenger train station in Virginia.



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COMMONWEALTH OF VIRGINIA  
COUNTY OF HENRICO

John A. Vithoukas  
County Manager

June 30, 2022

The Honorable Board of Supervisors  
County of Henrico  
Virginia

Honorable Members of the Board:

Enclosed is the Approved Annual Fiscal Plan for FY23, including both the operating and capital budgets, approved by the Board of Supervisors on April 12, 2022. It reflects the County Manager's Proposed Budget with the changes made during the Legislative Budget Reviews that **did not result in a change to the budget total**. There were no changes to the proposed capital budget.

Again, I would like to thank the County staff for their efforts in developing this budget. As always, the staff and I stand ready to assist you in answering any questions you may have regarding the Approved Budget for FY23.

Sincerely,

John A. Vithoukas  
County Manager



COMMONWEALTH OF VIRGINIA  
**COUNTY OF HENRICO**

John A. Vithoukas  
County Manager

March 2, 2022

The Honorable Board of Supervisors  
County of Henrico  
Virginia

Honorable Members of the Board:

I am proud to present to you the FY23 Manager's Proposed Operating and Capital Budget. The plan, as presented, is balanced with a real estate tax rate of 85 cents – a 2 cent decrease from the current rate of 87 cents. This reduction is on top of the historic tax relief this County's taxpayers are receiving at this moment through the real estate tax relief refund the Board adopted on February 22, 2022. This is the seventh time the real estate tax rate has been reduced in the past 44 years while not having been increased – a testament to Henrico's commitment to permanent tax relief.

The budget before you balances tax relief with maintaining Henrico's position as the pay leader in the region by rewarding our employees who play a critical role in our community's success. Whether it is the police officers keeping our community safe, firefighters responding at a moment's notice to an emergency call, a teacher preparing their students for the jobs of tomorrow, or custodial staff maintaining a clean environment for everyone who steps foot in a County facility, Henrico employees excel at their jobs daily. Therefore, we will continue to be the pay leader with **a 5% salary increase included in this budget proposal.**

Local government's two biggest functions are providing a safe community and preparing children to be productive members of our society. This budget continues to put these priorities first and foremost by allocating over 78% of the General Fund budget to Education and Public Safety. The budget includes 22 new police officers, 11 firefighters, and 84 new teaching positions. Including enhancements to the apparatus/bus/vehicle replacement programs and new resources in the capital budget, a total of nearly \$91 million in new resources will be allocated to these vital areas in FY23.

With over \$2 billion in infrastructure needs identified over the next five years in the County's Capital Improvement Program (CIP), the FY23 capital budget lays the foundation for a general obligation bond referendum in November 2022. The total of the referendum is \$511.4 million over six years with projects proposed for education, public safety, recreation, and drainage and flood mitigation. To get the first year of proposed bond projects shovel ready, a total of \$20 million is allocated for three education projects and two general government projects.

**Revenues**

The projected revenues in the FY23 proposed budget total \$1.2 billion and reflects an increase of \$90.7 million, or 8% when compared to the FY22 approved budget. Local revenues reflect nearly \$62.4 million of that increase while State & Federal revenues account for \$28.3 million of the increase.

| FY23 General Fund Revenues           |                   |                   |                 |                 |
|--------------------------------------|-------------------|-------------------|-----------------|-----------------|
| Category                             | FY22<br>Approved  | FY23<br>Proposed  | FY22 to<br>FY23 | FY22 to<br>FY23 |
| General Property Taxes               | \$531.3M          | \$578.4M          | \$47.1 M        | 8.9%            |
| Other Local Taxes                    | \$170.6M          | \$195.1M          | \$24.5M         | 14.3%           |
| Permits, Fees, and Licenses          | \$6.8M            | \$6.8M            | \$0             | 0.0%            |
| Fines & Forfeitures                  | \$2.1M            | \$2.1M            | \$0             | 0.0%            |
| Use of Money & Property              | \$11.3M           | \$2.4M            | (\$9.0M)        | (79.0%)         |
| Charges for Services                 | \$3.7M            | \$3.8M            | \$0.1M          | 1.1%            |
| Miscellaneous Revenues               | \$8.3M            | \$8.1M            | (\$0.2M)        | (2.9%)          |
| <b>Total Local Revenues</b>          | <b>\$734.1M</b>   | <b>\$796.5M</b>   | <b>\$62.4M</b>  | <b>8.5%</b>     |
| State Aid for Schools                | \$299.1M          | \$324.6M          | \$25.5M         | 8.5%            |
| State Gasoline Tax                   | \$48.5M           | \$50.2M           | \$1.6M          | 3.4%            |
| All Other State & Federal            | \$46.4M           | \$47.6M           | \$1.2M          | 2.5%            |
| <b>Total State and Federal Revs.</b> | <b>\$394.0M</b>   | <b>\$422.3M</b>   | <b>\$28.3M</b>  | <b>7.2%</b>     |
| <b>Total General Fund Revs.</b>      | <b>\$1,128.2M</b> | <b>\$1,218.9M</b> | <b>\$90.7M</b>  | <b>8.0%</b>     |
| Transfers/Cash Reserves              | (\$144.2M)        | (\$155.3M)        | (\$11.1M)       | 7.7%            |
| <b>TOTAL NET REVENUES</b>            | <b>\$983.9M</b>   | <b>\$1,063.5M</b> | <b>\$79.6M</b>  | <b>8.1%</b>     |

General Property taxes account for \$578.4 million of the FY23 proposed budget and reflect an increase of \$47.1 million, or 8.9% when compared to the FY22 budget. Of that total, Real Estate accounts for \$415 million and is based on a real estate tax rate of 85 cents per \$100 assessed value – a 2-cent decrease effective for tax year 2022.

The 2-cent rate decrease is in addition to the 2-cent real estate tax relief credit the Board authorized on February 22, 2022, which utilizes surplus real estate tax collections from FY21 to pay to current real estate property owners a tax credit based on their 2022 values. This “2+2” tax relief package is warranted because of the historic increases in real estate assessments. The total assessments as of January 1, 2022, reflected an increase of \$5.4 billion – the largest increase in the County’s tax base ever recorded. Residential reassessments increased \$3.2 billion, or 10.4%. Commercial reassessments increased \$1.8 billion, or 13.2% compared to 2021 values. Apartments, warehouse and industrial properties, and hotels all had reassessment levels that exceeded 20% while office properties had reassessments decrease \$106 million. Finally, new construction added over \$540 million to the tax base, with \$309 million from residential properties and \$231 million from commercial properties. While reassessment increases of this nature are not sustainable – the value of real estate typically tracks with inflation – the fundamentals of this real estate market (high demand, low supply) differ from those that fed the real estate bubble of the 2000s.

Total revenues from personal property taxes are projected to increase by \$14 million in FY23. The increase is reflective of the current market for vehicles as the value of personal vehicles rose by 18%. While vehicles are known to depreciate annually, supply chain issues leading to a scarcity of new vehicles have increased the value of used vehicles significantly. The estimate for personal property does account for the establishment of a lowered rate for biotechnology equipment as an economic development effort.

Other local taxes are estimated over \$195 million in FY23 and reflect increases in sales tax collections, the recovery of hotel/motel taxes, and meals taxes. The estimate for sales tax is \$80.3 million in FY23, reflecting the significant rise in collections in the past 8 months, as each month has increased by at least 13% when compared to the same month last year. It is worth mentioning the FY23 estimate is less than the current projection of \$85 million for FY22 because, as of this writing, the General Assembly is considering the elimination of the local portion of sales tax levied on groceries and personal hygiene products. Meals tax collections will total \$28 million, which reflects the full restoration of ongoing revenue for operating (\$10 million), debt service (\$9 million), and maintenance capital (\$9 million). Finally, the current year projection for hotel/motel taxes warrants the restoration of the pre-pandemic estimate of \$14 million in FY23 as sports tournaments have reopened and family travel is picking up.

State revenues in FY23 will total \$422.3 million, an increase of \$28.3 million over the FY22 approved budget that is based largely on the Governor's proposed biennial budget. The bulk of the increase is in the area of education. A review of the competing budget proposals within the legislature suggests the current estimates are sound and will be met and exceeded by actual collection in the upcoming year. Conservative estimates are in place for the other areas of State aid as gas tax payments are level with FY21 actuals and payments for offices funded by the Compensation Board are projected to increase by 2.7% from FY21 actuals.

**Maintaining Our Position as the Pay Leader**

Last year, this County provided its employees with "generational" pay increases. A minimum of 4.4% was provided to all eligible employees, with market and longevity increases providing some employees with compensation adjustments above 15%. The intent behind these increases was to make it clear that Henrico would not be surpassed when it came to pay. This is not something we can compromise on as we ask our employees to do so much daily with operating at efficiency levels not seen since the 1980s.

| <b>5% Salary Increase by Area</b> |                   |
|-----------------------------------|-------------------|
| Education                         | 24,226,335        |
| General Government                | 15,032,264        |
| Water & Sewer                     | 567,200           |
| <b>Total</b>                      | <b>39,825,799</b> |

The FY23 budget builds on the foundation set by the 2021 pay adjustments. First and foremost, the FY23 budget provides a 5% merit-based salary increase to all employees. This recommendation is not taken lightly, as its cost is nearly \$40 million across all funds including general government, HCPS, and the Water & Sewer Enterprise Fund. Additionally, the FY23

budget provides funding to Henrico County Public Schools to begin the implementation of the **Instructional Career Ladders program**. This is a first-of-its-kind approach to provide teachers the opportunity to earn more through a career development program that ultimately pays off in better teachers providing better instruction to students in the classroom.

**Education**

The budget for Henrico County Public Schools, including the General Fund, School Cafeteria Fund, State & Federal Grants, and debt service for Education projects, totals \$762.9 million in

FY23. The General Fund alone totals \$602.7 million, an increase of \$41.7 million and reflects 56.7% of the total General Fund budget.

| Resources Allocated to HCPS in FY23 Budget |                   |
|--|-------------------|
| General Fund Budget Increase               | 41,735,816        |
| Restore Meals Tax For Capital              | 4,000,000         |
| Debt Service Increase                      | 4,548,451         |
| School Bus Replacement Inc.                | 1,300,000         |
| Bond Project Planning                      | 13,000,000        |
| Virginia Randolph Renovation/Rebuild       | 5,000,000         |
| <b>Total</b>                               | <b>69,584,267</b> |

In addition to the salary increases, the FY23 budget includes several allocations to enhance academic growth, provide for the health and welfare of students, and expand equity and opportunity for all students. The budget also expands the Achievable Dream Academy to 7<sup>th</sup> grade, provides funding for two new specialty centers at Hermitage High School and Varina

High School, continues to implement recommendations from the Holton Report by upgrading Instructional Assistants from part-time to full-time, and adding specialist teachers to work in specific areas.

In addition to what was added for the General Fund, the FY23 proposed budget provides over \$34 million in new resources for a number of HCPS initiatives. Debt service will increase by more than \$4.5 million in FY23 to support the full-year payment of the \$54 million in VPSA bonds issued in the fall that funded the renovation and expansion of the ACE centers at Hermitage and Highland Springs high schools. As noted earlier, the budget includes the full \$9 million of ongoing revenue for maintenance capital projects funded by the meals tax. The 10-year CIP includes \$340.7 million in projects proposed to be funded with general obligation bonds the residents will vote on this November. To make sure the first of those projects are shovel ready, the FY23 capital budget will allocate \$13 million for the planning of the replacements of Jackson-Davis Elementary and Longan Elementary as well as the construction of the Environmental Education Center Living Building to be located at the Wilton property acquired in the fall of 2019. Also included is \$5 million of meals tax reserves for the renovation and partial rebuild of the Academy at Virginia Randolph. This, along with \$5 million in savings from prior approved projects, will fully fund the \$60 million project along with the American Rescue Plan Act (ARPA) funding that was approved in September. Finally, to keep the school bus replacement fund on a 10-year replacement schedule, \$1.3 million is added to the budget to bring the total to \$6 million. All of this is in addition to the continuation of mechanical improvement and roof replacement funding of \$2.5 million that has been in place since 1999 and \$2 million for technology infrastructure added last year.

**Protecting the Community**

The FY23 budget strategically allocates over \$21 million to an extensive number of public safety efforts. Within the \$15.2 million increase in the General Fund for public safety agencies, a total of 35 new positions are added.

| Public Safety Investments in FY23     |                   |
|---------------------------------------|-------------------|
| General Fund Budget Increase          | 15,199,711        |
| Police South Station                  | 1,150,000         |
| Firehouse #6 Planning                 | 2,000,000         |
| Apparatus/Vehicle Replacement         | 1,175,200         |
| Jail Security Projects                | 1,250,000         |
| E-911 Center Phone System Replacement | 450,000           |
| CCP Positions & Drug Testing          | 133,870           |
| <b>Total</b>                          | <b>21,358,781</b> |

This includes 20 new police officer positions that starts an effort to add a total of 50 new police officers over the next 4 years. This effort began with the approval of the first 10 positions in the February 2022 budget amendment. This budget picks up the full-year cost of these positions

along with an additional 10 positions. The effort to add officers will allow the Police Division to continue to protect our community while also address an increasing number of mental health crisis calls. To complement the new officers' efforts in answering mental health calls, Police will also add another 2 police officers specifically assigned to the Crisis Intervention Team.

The Division of Fire will add 11 positions to begin the staffing plan for Firehouse 23, which could be under construction this winter. Adding the positions this early will allow the Division to have a fully ready staff for the new station once it opens. Finally, the FY23 budget enhances the BLS and CARE programs implemented in FY19. The CARE team will add two positions to a group that visits patients with a history of utilizing emergency services for non-emergency purposes. The BLS effort, which answers lower acuity calls during peak emergency call hours, will expand its hours in FY23.

| Fire & Public Safety 2022 GO Projects |                   |
|---------------------------------------|-------------------|
| Firehouse #6 Relocation               | 13,300,000        |
| Firehouse #1 Relocation               | 16,000,000        |
| Firehouse #14 Addition/ Renovation    | 1,500,000         |
| Firehouse #15 Addition/ Renovation    | 1,700,000         |
| Firehouse #16 Addition/ Renovation    | 1,400,000         |
| Firehouse #17 Addition/ Renovation    | 2,000,000         |
| Firehouse #11 Rebuild                 | 15,000,000        |
| Animal Shelter                        | 15,000,000        |
| Public Safety Training Center         | 18,000,000        |
| <b>Total Public Safety:</b>           | <b>83,900,000</b> |

Other enhancements for Police and Fire in the FY23 budget include planning funding for both the replacement of the Police South Station and the replacement of Firehouse 6, which is proposed to be included in the November 2022 GO Bond Referendum package. Firehouse and public safety projects in the referendum total \$83.9 million and include two additional firehouse replacement, addition/renovation projects to four other stations, an animal shelter focusing on re-homing animals, and a training center for all public safety agencies. Other

projects in the FY23 budget focused on public safety include security improvements to the jail and the replacement of the phone system in the E-911 center. Finally, to continue to ensure Police and Fire have the vehicles and apparatus necessary to protect our community a total of \$1.2 million is added to their respective programs to bring the annual total for Police vehicle and Fire apparatus replacement to \$7.5 million.

**Youth Crime and Victim Prevention Efforts**

The number of youth-involved in crime is increasing. While new officers will assist in solving cases a multiprong approach is required to remove juveniles from situations in which they are in harm's way. The FY23 budget puts forth nearly \$560,000 to address youth issues. Of this total, \$269,000 is included to address youth mental health issues within the Mental Health and Developmental Services (MH/DS) budget. This will provide three positions to provide mobile crisis services through the STAR team to address specific incidents as well as manage CSA cases to allow Youth & Family staff to focus on treatment. An additional \$50,000 is allocated to the Virginia Juvenile Community Crime Control Act (VJCCCA) programs to expand programming in the upcoming year. Finally, because of the complexity of this issue, about \$241,000 is allocated in the Non-Departmental budget among 9 different non-profit agencies involved in youth services or youth advocacy.

These funding efforts are only part of the County's approach to addressing this issue. A multi-agency committee, including our partners in HCPS, has been put together to develop other

collaborative solutions with a focus on solutions within the resources we already have, particularly with the resources available to our school division, which has the most prominent contact with our youth.

### **Economic Development and Community Redevelopment Efforts**

To continue to attract better paying jobs and revitalize aging corridors in our community, the FY23 budget advances several efforts. **The first is cutting by 74% the personal property tax rate for equipment related to biotechnology companies.** This aims to attract lab spaces to Henrico. Dropping this rate to \$0.90 per \$100 assessed value, as proposed, would put Henrico at the lowest in this category in the Commonwealth. This, along with the 2-cent real estate tax rate reduction, continues Henrico's track record of reducing the tax burden on businesses to support their success.

On the redevelopment front, there are two funding proposals focused on bolstering current efforts. First, \$2 million is allocated for neighborhood revitalization efforts through the Community Revitalization (CR) Fund. In prior years, the appropriations from the CR Fund have been made throughout the fiscal year in the amendment process, but it is prudent in FY23 to provide the flexibility to move forward as agreements are made. The second proposal to bolster a current effort is the provision of \$750,000 for the Henrico Investment Program (HIP). This funding will provide targeted incentives in specific commercial corridors throughout the County, which could include fee grants, sewer connection credits, and financial and technical assistance.

### **Continuing Focus on Environmental Quality**

The budget supports the County's commitments to be a good steward of our natural resources. The FY23 budget continues to allocate \$2.3 million for efforts to remove stormwater pollutants as set out in our Municipal Separate Storm Sewer System (MS4) permit. Additionally, \$1.8 million is allocated again to rehabilitate streams, conduct minor drainage projects, and acquire land in flood plains in accordance with criteria set forth by Public Works. There is also \$50 million proposed for drainage and flood mitigation projects in the November Bond Referendum to accelerate the improvement of the County's water management. All of these efforts support a healthy watershed system and aids in the improvement of the Chesapeake Bay.

The budget for the water and sewer system is projected to grow by 6.3% in FY23 to provide for clean drinking water to Henrico residents. Part of the increase is 7 positions for the operating of the Cobbs Creek Reservoir that is anticipated to begin the filling process this fall. Another 3 positions will assist the department with designing water and sewer infill projects, which were funded with the County's allocation of ARPA funding. The extension of water & sewer service to areas within the County that are not currently served is another way Henrico is doing what it should to protect the Chesapeake Bay watershed.

Finally, the capital budget for water and sewer infrastructure in FY23 totals \$75.5 million and includes many projects to maintain and expand the water and sewer system. To fund both the operating and capital needs, an increase in water and sewer fees is recommended. The monthly

impact of the proposed increase is \$3.16 on the median residential account to secure safe drinking water for our residents.

### **Keeping Focus on Maintaining and Enhancing Public Infrastructure**

Solid infrastructure is key to outstanding services, quality of life, and economic development. The FY23 budget continues to maintain and enhance public infrastructure a variety of ways.

The FY23 capital budget reflects the second contribution of revenues generated through the Central Virginia Transportation Authority (CVTA) for County projects. The estimate for CVTA revenues totals \$27.5 million, which is an increase of \$5 million compared to FY22. The allocation of this resource is \$25 million for prioritized road projects and \$2.5 million for countywide pedestrian and bicycling improvements. An additional \$2.5 million for sidewalks and bike paths from local funding is also included in the budget. Finally, the capital budget includes \$5 million of previously unallocated CVTA reserves for the start of road improvements necessary for the Three Chopt Area Park project, which is one of three recreation projects on the November referendum.

By seeking additional state and federal aid and receiving CVTA and other local resources, the Department of Public Works has seen a significant uptick in the number of projects to manage – from 4 in FY11 to 105 currently. Further, the number of projects will continue to grow in the coming years. To assist with this increasing workload and provide project cost savings by keeping some planning work in-house, 7 new positions are included for Public Works in the FY23 budget.

| November 2022 GO Referendum              |                    |
|--|--------------------|
| Education - 8 projects                   | 340,500,000        |
| Fire & Public Safety - 9 projects        | 83,900,000         |
| Flood Mitigation & Drainage Improvements | 50,000,000         |
| Recreation & Parks - 3 Projects          | 37,000,000         |
| <b>Total, 6 Years</b>                    | <b>511,400,000</b> |

As noted, the voters will be asked to consider four questions to authorize Henrico to issue \$511.4 million of GO bonds. The plan, as presented, is to issue the bonds over six years to ease the burden of additional debt service required for the proposed bond issues. In fact, total projected debt service costs would only increase \$12.6 million over the six-year period of new bond issues because of older debt being paid off.

Finally, the FY23 capital budget includes funding for technology upgrades through IT and maintenance funding for both General Services and Recreation. These ongoing maintenance programs, along with vehicle replacements for police, fire, and schools, and maintenance and technology infrastructure provided to HCPS make it possible to maintain our public buildings and systems, which keep the County moving.

### **We Can Do That**

Over the past two years, we have faced unprecedented challenges that required extraordinary efforts from all of us. As far as Henrico employees are concerned, they not only had to figure out how to do their regular jobs in a pandemic, but many of them were tasked with finding ways to provide new services we had not considered. From organizing mass vaccinations and testing to

providing information about the public health emergency, and managing County finances in an unfamiliar environment, there was one refrain: **We can do that.**

That attitude remains critical as we prepare to pivot to in a post-pandemic world, in which a new normal is being thrust upon us. While the environment people work in may change, the expectation of excellence from Henrico as a local government will only grow. Therefore, providing the resources to have the right number of employees to excel at service delivery and make sure they are the best paid in the region is critical.

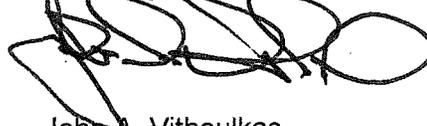
Having the facilities to deliver the expected and new services is also essential to making it happen. The referendum in November, if approved, will give our first responders the best work environments possible and our children the best school facilities in which to learn. It will also create a better Henrico through minimizing flooding impacts and providing new park facilities. If approved, the budget presented to you gives Henrico the opportunity to get to work immediately by having the planned first-year projects shovel ready.

With all that said, I want to take a moment to thank Superintendent Amy Cashwell and her staff for their efforts in helping to craft this fiscal plan. We have worked in lockstep throughout this process and this budget would not be possible without their support.

I would also like to thank the staff for their effort in developing this spending plan. Without their countless hours of hard work and dedication, this plan would not be possible.

In closing, I would like to thank you, our dedicated Board of Supervisors, for your input and guidance through this most important process. Staff and I stand ready to assist you as you consider this budget.

Sincerely,

A handwritten signature in black ink, appearing to read "John A. Vithoukas". The signature is stylized and somewhat cursive, with a large loop at the end.

John A. Vithoukas  
County Manager

## BASIS OF BUDGETING AND FUND STRUCTURE

### BASIS OF BUDGETING

Budgets are adopted on a basis consistent with generally accepted accounting principles ("GAAP"). Governmental and Fiduciary Funds utilize the modified accrual basis of accounting under which revenues and related assets are recorded when measurable and available to finance operations during the year. Proprietary Funds use the accrual basis of accounting which recognizes revenues when earned and expenses when incurred. The County's accounting division utilizes an accrual basis for all funds.

Annual operating budgets are adopted for all Governmental Funds except for the Capital Projects Fund in which effective budgetary control is achieved on a project-by-project basis when funding sources become available. All funds are appropriated by the Board of Supervisors and appropriations lapse at year-end, except those for the Capital Projects Fund. It is the intention of the Board of Supervisors that appropriations for capital projects continue until completion of the project.

### FUND STRUCTURE

The budget of the County is organized on the basis of funds, each of which is considered to be a separate accounting entity. The operations of each fund are accounted for by providing a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures, or expenses, as appropriate. The various funds are grouped as follows:

- | <u>Governmental Funds</u>   | <u>Proprietary Funds</u>   | <u>Fiduciary Funds</u>   |
|---|--|--|
| <ul style="list-style-type: none"><li>• General Fund</li><li>• Special Revenue Fund</li><li>• Debt Service Fund</li><li>• Capital Projects Fund</li></ul> | <ul style="list-style-type: none"><li>• Enterprise Fund</li><li>• Internal Services Fund</li></ul> | <ul style="list-style-type: none"><li>• JRJDC Agency Fund</li><li>• OPEB</li><li>• Line of Duty</li><li>• Long Term Disability</li></ul> |

**GOVERNMENTAL FUNDS:** those through which most governmental functions of the County are financed. These include:

#### **General Fund**

The General Fund accounts for all revenue and expenditures of the County which are not accounted for in the other funds. Revenues are primarily derived from general property taxes, local sales taxes, license and permit fees, and revenues received from the State for educational and other purposes. Most General Fund revenue is used to maintain and operate the general government; however, a portion is also transferred to other funds principally to fund debt service requirements and capital projects. Expenditures usually include, costs associated with general government, education, public safety, highways and streets, recreation, parks, and culture.

#### **Special Revenue Fund**

Special Revenue Funds account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. These funds account for the resources obtained and used relating to State and Federal Grants, Social Services programs, Mental Health and Developmental Services programs, the Utility Department's Solid Waste and Street Light operations, and the School Cafeteria.

#### **Debt Service Fund**

The Debt Service Fund accounts for the accumulation of financial resources for the payment of interest and principal on all governmental fund long-term debt except for accrued compensated absences and capital lease obligations which are paid by the fund incurring such expenditures. Debt Service Fund resources are derived from transfers from the General Fund.

#### **Capital Projects Fund**

The Capital Projects Fund accounts for all general government and school system capital projects which are financed through a combination of proceeds from general obligation bonds and operating transfers from the General Fund, Special Revenue Fund, and Internal Service Fund.

*Basis of Budgeting and Fund Structure (continued)*

**PROPRIETARY FUNDS:** accounts for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the County is that the cost of providing services to the general public be financed or recovered through charges to users of such services. These funds include:

**Enterprise Funds**

Enterprise Funds account for the operation, maintenance, and construction of the County-owned water and wastewater (sewer) utilities.

**Internal Service Funds**

An Internal Service Fund accounts for the financing of goods or services provided by one department to other departments of the government on a cost-reimbursement basis. The Internal Service Fund budgets for the County are: the Central Automotive Maintenance operations, the Technology Replacement Fund, the Risk Management Fund, and the Healthcare Fund.

**FIDUCIARY FUND:** used if the government has a fiduciary or custodial responsibility for assets.

**James River Juvenile Detention Center (JRJDC) Agency Fund**

The JRJDC Agency Fund accounts for assets held by the County for the James River Juvenile Detention Commission. All revenue and expenditures related to operations are accounted for in separate sub-funds, operating, debt, and capital. Resources for operations are primarily derived from a transfer from the General Fund and payments from the State and other localities.

**Other Post Employee Benefits (OPEB) Fiduciary Fund (GASB 45)**

The OPEB Fiduciary Fund accounts for assets held by the County for Other Post Employee Benefits (OPEB-GASB 45 costs). Resources for these cost requirements are derived from a transfer from the General Fund.

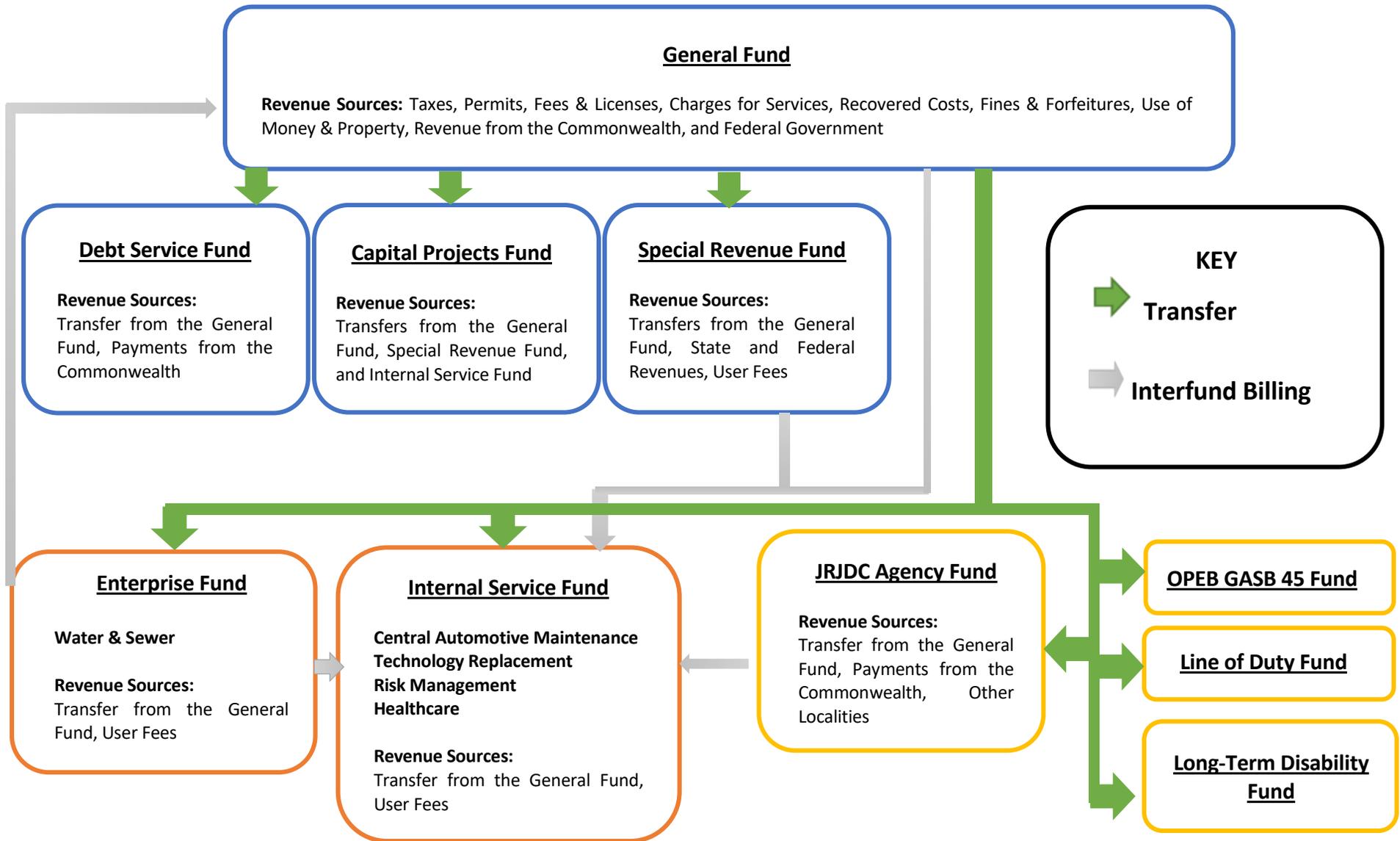
**Line of Duty**

The Line of Duty Fiduciary Fund was created due to a mandate from the Commonwealth of Virginia that requires localities to pay the cost of this State approved benefit. Resources for this cost requirement are derived from a transfer to OPEB-GASB 45 Fiduciary Fund.

**Long-Term Disability**

The Long-Term Disability Fund includes funding for the fully-insured premiums to cover the basic, County-provided long-term disability benefit for eligible General Government and Schools employees. Resources for this cost requirement are derived from a transfer from the General Fund.

## STRUCTURE OF COUNTY FUNDS



## HENRICO COUNTY'S BUDGET PROCESS

### THE BUDGET CYCLE

#### Transfers & Amendments

During the Fiscal Year, the County Manager is authorized to transfer budgeted amounts between departments within any Fund; however, any revisions that alter the total budgeted amounts and/or appropriations of any Fund require an amendment to the budget. The Code of Virginia requires that the Board of Supervisors consider any amendment request. If the total amendment requested at any one time is over one percent of the total expenditures shown in the current adopted budget, the request also must be advertised in the newspaper and a public hearing must be held before the Board can act. The Board of Supervisors meets twice a month, at which time Budget Amendments may be presented. All Board of Supervisors meetings have been highlighted on the calendar below.

### AUGUST 2021

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### SEPTEMBER 2021

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### OCTOBER 2021

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#### Revenue Estimates

Henrico County's budget process for the next fiscal year begins with an estimate of revenues in order to develop a budget balanced within resources. Revenue estimates begin in August of the year prior to the fiscal year being adopted. This process includes the review of current County finances, local and regional economic conditions, and a re-examination of key local economic indicators via the County's Financial Trends Monitoring System. The questions that are asked in this review are aimed at acquiring relevant financial information that will set the broad limits of budgetary possibilities for the following year. From a fiscal perspective, the basic question is whether current revenues support the necessary budgetary outlays. Weekly meetings with the Finance Director and County Manager's Office are central to the months between August 1 and September 30 in refining initial revenue estimates. Estimates culminate in a formal estimate that is reviewed with the County Manager and Finance Director no later than September 30.

#### Target Development

After a Revenue Estimate is formulated, the next step in the budget process is to create a funding or target allocation for each department, which is calculated by the Office of Management and Budget in October. Targets are developed using the following list of priorities:

1. Debt service obligations
2. Department Payroll expenditures
3. Department operating and capital outlay expenditures

Target estimates do not automatically include an inflation factor for operating expenditures, nor are new services or positions automatically funded. The target allocations do, where applicable, include the operating costs of new facilities approved in prior year budgets. This "link" between the operating and capital budgets is performed through an annual crosswalk that determines all such costs. The FY23 Operating budget includes all operating costs arising from new facilities that are anticipated to become operational during the fiscal year. For additional information, please see "Capital Improvement Program – Implications on Operating Budget", found elsewhere in this document.

**THE BUDGET CYCLE**

**NOVEMBER 2021**

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**DECEMBER 2021**

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**Budget Call for Estimates**

Each year all County departments receive the County Manager's "Call for Estimates" (i.e., budget call) during the first week of November, which contains the budget policy, special budget instructions, various revisions to the budget manual, a budget calendar, and the target allocation. The Call for Estimates is accompanied by information on using the County's Automated Budget System, which enables the departments to prepare their budget requests on their departmental personal computers and submit them to the Office of Management and Budget (OMB) electronically. The budget request consists of expenditure estimates in detail by line item, and in summary, together with supporting narrative information. When expenditure needs exceed the target allocation, departments must submit a request for additional funding. Certain County departments such as Education, Police, and Fire are considered priorities when allocating new funds among departments. Each request must be prioritized and prepared with detailed justification to support the need for additional funding.

**Financial Trend Monitoring System Updates**

An important step of the budget process involves the completion of the Financial Trend Monitoring System Trends Document ("Trends"), which represents an eleven-year evaluation of past financial and economic indicators. These indicators, over time, may reflect fluctuations, which prove to be extremely valuable as

the document allows staff to monitor changes in all aspects of the local economy and provides an insight into possible trends that may impact future decision making. This document, which analyzes historical trends, is utilized as a forecasting tool during initial Revenue Estimates and provides a logical way of introducing long-range considerations into the annual budget process. A copy of the Trends document can be found in Appendix C of this document or at <http://henrico.us/finance/divisions/office-of-management-and-budget/financial-trends/>

**Budget Submissions**

All County departments submit their budgets in the first week in December for initial review by the Office of Management and Budget. This includes both the target allocation as well as any supplemental requests for funding. The Budget Director and the OMB staff work closely with the County Manager and department administrators in reviewing expenditure estimates and available revenues both in program and financial terms.

**JANUARY 2022**

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**Review of Budget Submissions**

The Office of Management and Budget reviews each department's budget, creating a narrative for each department outlining recommendations, as appropriate, to the County Manager. These recommendations include expenditure analyses and evaluations of budget submissions. Narratives and analytical reports are compiled into a single document that is presented to the Executive Review Committee in February.

**THE BUDGET CYCLE**

**FEBRUARY 2022**

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**Executive Budget Reviews**

The Executive Budget Review Committee holds hearings to discuss budget submissions with departments in the last week of January through the first week in February. The Executive Budget Review Committee consists of the County Manager, Deputy County Managers, the Director of Finance, the Director of Human Resources, one department director on a rotating basis, the Director of the Office of Management and Budget (OMB), the supervisor of the Office of Management and Budget (OMB), and the supporting (six) budget analysts. The representatives from the departments are present at the time of these reviews and

have the opportunity to make presentations and answer questions relative to their budget requests. The Budget Office finalizes recommendations based on the Executive Review Committee results during the last three weeks in February.

**MARCH 2022**

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| 27 | 28 | 29 | 30 | 31 |    |    |

**Legislative Budget Reviews**

Based on information exchanged during the Executive Budget Reviews, a balanced budget is recommended by the County Manager to the County Board of Supervisors as the Proposed Budget in early March, fulfilling the requirement set in Section 15.2-613 of the Code of Virginia. The Legislative Budget Review Committee is comprised of the County Board of Supervisors, which represents each of the County’s five magisterial districts. The budget document that is presented to the County Board of Supervisors during these hearings represents the culmination of intensive research and analysis completed from August through February. The purpose of the document is to present to the

legislative body and the public a comprehensive picture of proposed operations for the budget year, expressed in both verbal and statistical terms. During the hearings, the Board of Supervisors examines all line items in each of the department’s budgets and all associated operational premises. These hearings are held during the course of one week, in the middle of March, approximately eight hours per day. Based on these hearings, the County Board of Supervisors may amend the County Manager’s Proposed Budget.

**APRIL 2022**

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|----|----|----|----|----|----|----|
|    |    |    |    |    | 1  | 2  |
| 3  | 4  | 5  | 6  | 7  | 8  | 9  |
| 10 | 11 | 12 | 13 | 14 | 15 | 16 |
| 17 | 18 | 19 | 20 | 21 | 22 | 23 |
| 24 | 25 | 26 | 27 | 28 | 29 | 30 |

**Public Hearing and Adoption of Budget**

Once the County Board of Supervisors has received the County Manager’s Proposed Budget, advertisements in the local newspaper are ordered and a date is set for the Budget Public Hearing in April. The FY23 Public Hearing is scheduled for March 22, 2022. The public hearing sets the tax levies and is scheduled for April 12, 2022. The Code of Virginia requires that the County advertise a synopsis of the budget in the newspaper and that one or more public hearings be held before the Board adopts the budget. The Board of Supervisors adopts the Annual Fiscal Plan during this month and sets tax levies for the Calendar Year.

**THE BUDGET CYCLE**

**MAY 2022**

| S  | M  | T  | W  | T  | F  | S  |
|----|----|----|----|----|----|----|
| 1  | 2  | 3  | 4  | 5  | 6  | 7  |
| 8  | 9  | 10 | 11 | 12 | 13 | 14 |
| 15 | 16 | 17 | 18 | 19 | 20 | 21 |
| 22 | 23 | 24 | 25 | 26 | 27 | 28 |
| 29 | 30 | 31 |    |    |    |    |

**Publish and Distribute Budget**

During the month of May, the final Annual Fiscal Plan is compiled, published, and distributed.

**JUNE 2022**

| S  | M  | T  | W  | T  | F  | S  |
|----|----|----|----|----|----|----|
|    |    |    | 1  | 2  | 3  | 4  |
| 5  | 6  | 7  | 8  | 9  | 10 | 11 |
| 12 | 13 | 14 | 15 | 16 | 17 | 18 |
| 19 | 20 | 21 | 22 | 23 | 24 | 25 |
| 26 | 27 | 28 | 29 | 30 |    |    |

**Appropriation of Budget**

In the final month of the current fiscal year (last Board meeting in June), the Board of Supervisors appropriates funding for the next Annual Fiscal Plan based on the budget adopted in April, which is required by the Code of Virginia.

**JULY 2022**

| S  | M  | T  | W  | T  | F  | S  |
|----|----|----|----|----|----|----|
|    |    |    |    |    | 1  | 2  |
| 3  | 4  | 5  | 6  | 7  | 8  | 9  |
| 10 | 11 | 12 | 13 | 14 | 15 | 16 |
| 17 | 18 | 19 | 20 | 21 | 22 | 23 |
| 24 | 25 | 26 | 27 | 28 | 29 | 30 |
| 31 |    |    |    |    |    |    |

**Beginning of the new Fiscal Year**

In accordance with the Code of Virginia, the new Fiscal Year begins July 1 and follows the budget approved the previous April and operates based on the appropriations from June.

## FINANCIAL GUIDELINES

The following informal guidelines represent principles and practices that have guided the County in the past and have helped foster the County's current financial stability. These guidelines allow the Board maximum flexibility each year when determining how best to meet the needs of County residents when adopting the Annual Fiscal Plan.

### **General Guidelines:**

The County of Henrico will maintain its AAA General Obligation Bond ratings with Standard and Poors, Moody's Investor Service and Fitch IBCA. Currently, Henrico County is one of 47 Counties in the nation that maintains a AAA/AAA/Aaa General Obligation Bond rating.

The County of Henrico will continue its efforts of "Changing the way Henrico does business", as a means of ensuring the County's residents an efficient and highly effective local government.

The County of Henrico will utilize technological advances as a means of providing more convenient and streamlined services to citizens, increasing employee productivity and reducing the need for new positions.

The County of Henrico will allocate new dollars (after meeting fixed commitments such as debt service requirements and benefits changes) to the areas of Education and Public Safety first.

The County of Henrico will attempt to utilize benefits of new economic development successes as a means of maintaining the low tax rate environment the residents currently enjoy. In addition, the County will maintain a balance between the need for real estate tax relief for residents with the long-term operational needs of the County. In that regard, **the FY23 Annual Fiscal Plan is based on a proposed Real Estate Tax rate of \$0.85/\$100 of assessed valuation for CY2022 real estate tax levies.**

The County of Henrico will continue its proactive efforts to bolster the quality of life our residents now enjoy.

### **Budgetary Guidelines:**

The County's budgetary policies are based upon guidelines and restrictions established by State and County Code and Generally Accepted Accounting Principles (GAAP) for Governmental entities. These provisions set forth the County's fiscal year, public hearing and advertising requirements, restrictions on taxation, and also stipulate that the County must maintain a balanced budget.

The County's budget may be considered balanced if estimated revenues meet planned expenditures.

### **Cash Management:**

The County will invest public funds in a manner that provides the highest investment return with the maximum safety while meeting daily cash flow demands. The County will deposit available funds on the same day they are received.

### **Capital Improvement Program Guidelines:**

The County will develop a Five-Year Capital Improvement Program annually. The first year of this plan or a portion thereof will be approved by the Board of Supervisors after legal advertising and public hearing requirements have been met.

The County's Capital Improvement Program will utilize debt financing as a funding source only after it has been determined that the County can afford to service this debt and associated operating costs in subsequent years. The County will attempt to maximize the use of pay-as-you-go financing for capital projects.

*Financial Guidelines (continued)*

The County will continue to enhance the level of pay-as-you-go funding in the annual Capital budget as a means of reducing reliance on debt financing for capital projects.

The County will ensure that all operating costs arising from approved capital projects are accounted for in the operating budget, through the compilation of an annual crosswalk analysis that captures all such costs.

The County will maintain its physical assets at a level adequate to protect the County's capital investment and minimize future maintenance and replacement costs. The operating budget will provide for the adequate maintenance of these facilities and infrastructure.

**Debt Guidelines:**

A long-term debt affordability analysis will be completed on an annual basis as a means of ensuring that the County does not exceed its ability to service current and future debt requirements. This analysis will verify that the County is maintaining the following prescribed ratios and will be performed in conjunction with the County's Capital Improvement Program Process. The guidelines that are utilized are as follows:

Debt Service as a Percentage of General Fund Expenditures: 7.75%  
Debt as a Percentage of Assessed Value: 1.49%

The County will adopt annual water and sewer rates that will generate sufficient revenues to meet the legal requirements of Enterprise Fund bond covenants. These rates will also allow for adequate capital replacement in water and sewer systems.

**Revenues:**

Multi-Year revenue and expenditure forecasts for all County funds will be included as a part of the Adopted Annual Fiscal Plan.

The County of Henrico will attempt to maintain a stable but diversified revenue base as a means of sheltering it from fluctuations in the economy.

The County will continue to strive to exceed a 70% residential – 30% commercial real estate assessment ratio. Maintaining a healthy commercial ratio will help the County maintain current tax rates while continuing to enhance service delivery efforts – particularly in the area of Education.

While revenues are monitored continually, a report is compiled quarterly that depicts current year trends, receipts, and explains any unanticipated revenue variances.

With the approval by the voters of a referendum on November 5, 2013 and subsequent ordinance approved by the Board of Supervisors on February 25, 2014, all revenues generated by a 4% tax on food and beverages sold in restaurants, commonly known as a "meals tax", will support the operations and capital infrastructure of Henrico County Public Schools.

*Financial Guidelines (continued)*

**Fund Balance Guidelines:**

The County has, over time, maintained a healthy unassigned fund balance – as compared to similar sized Virginia localities. As a percentage of actual General Fund expenditures, the County’s unassigned (formally undesignated) fund balance has been:

|               |        |
|---------------|--------|
| FY99:         | 10.67% |
| FY00:         | 12.90% |
| FY01:         | 15.54% |
| FY02:         | 16.69% |
| FY03:         | 17.79% |
| FY04:         | 18.04% |
| FY05 to FY11: | 18.00% |
| FY12 to FY22: | 15.00% |

During the FY2005-06 budget, the Board of Supervisors agreed with a policy recommendation to maintain the undesignated fund balance at a level of 18.0 percent of General Fund expenditures effective June 30, 2006. During the fiscal year-end closing of the County’s books, any funding over the agreed upon level of unassigned fund balance will be allocated to a Capital Reserve Fund for future allocation as a pay-as-you-go funding source in the Capital Budget. The policy of maintaining this reserve will be examined on an annual basis, during the budget process.

During the FY2012-13 Approved Budget, the Board of Supervisors agreed to reduce the amount of unassigned fund balance maintained from 18.0 percent to 15.0 percent of General Fund expenditures. The one-time funding generated due to this reduction as of June 30, 2012 was assigned to a dedicated vehicle replacement reserve that was used to replace police vehicles, fire apparatus and school buses.

The County will not use its unassigned fund balance to subsidize current operations.

*Note: The fund balance portrayal above is different than the analysis performed annually in the Trends document. The Trends portrayal examines the Unassigned Fund Balance as a percentage of revenues in the Operating Funds – which includes the General, Special Revenue and Debt Service Funds. The portrayal above reflects the County’s Unassigned Fund Balance as a percentage of General Fund Expenditures.*

**Inter-Fund Guidelines:**

The General Fund will be reimbursed annually by the Enterprise Fund for general and administrative services provided such as finance, personnel, and administration.

The General Fund will reimburse the Enterprise Fund, on an annual basis, for debt service requirements associated with the Elko Tract Infrastructure Improvement Bonds.

The General Fund will subsidize the Solid Waste Operation for costs not recouped from user fees associated with curbside recycling, bulky waste pickup, neighborhood cleanups and bagged leaf collection.

**Source of Approved Revenues**  
- ALL FUNDS -

| Function/Program                                       | FY21<br>Actual         | FY22<br>Original       | FY23<br>Approved       |
|--|------------------------|------------------------|------------------------|
| <b>Revenue from Local Sources:</b>                     |                        |                        |                        |
| General Property Taxes                                 | \$487,504,630          | \$ 531,320,000         | \$578,420,000          |
| Other Local Taxes                                      | 188,048,945            | 170,610,000            | 195,060,000            |
| Permits, Fees, and Licenses                            | \$8,457,907            | 7,813,905              | 7,828,905              |
| Fines and Forfeitures                                  | 2,365,725              | 2,527,845              | 2,531,845              |
| Use of Money and Property                              | \$3,991,276            | 12,277,808             | 3,440,536              |
| Charges for Services                                   | 173,364,988            | 171,062,944            | 180,564,237            |
| Recovered Costs  | \$156,945,121          | 171,016,689            | 174,104,532            |
| Miscellaneous  | 17,126,160             | 15,768,360             | 16,850,968             |
| Shared Expenses  | \$572,278              | 534,082                | 560,786                |
| <b>Total from Local Sources</b>                        | <b>\$1,038,377,030</b> | <b>\$1,082,931,633</b> | <b>\$1,159,361,809</b> |
| <b>Revenue from the Commonwealth:</b>                  |                        |                        |                        |
| Non-categorical Aid                                    | 53,980,891             | 18,296,382             | 19,913,345             |
| Shared Expenses  | 20,079,682             | 18,765,294             | 20,463,567             |
| Categorical Aid  | 410,568,747            | 414,776,080            | 444,474,481            |
| <b>Total from the Commonwealth</b>                     | <b>484,629,320</b>     | <b>\$451,837,756</b>   | <b>\$484,851,393</b>   |
| <b>Revenue from the Federal Government:</b>            |                        |                        |                        |
| Categorical Aid  | 120,425,168            | 63,401,717             | 71,001,435             |
| <b>Total from the Federal Government</b>               | <b>\$120,425,168</b>   | <b>\$63,401,717</b>    | <b>\$71,001,435</b>    |
| <b>Total Revenues</b>                                  | <b>\$1,643,431,518</b> | <b>\$1,598,171,106</b> | <b>\$1,715,214,637</b> |
| <b>Fund Balance/Retained Earnings</b>                  |                        |                        |                        |
| (To) From General Fund Balance                         | (151,511,065)          | 18,099,800             | (27,533,091)           |
| (To) From General Fund - Sinking Fund                  | -                      | 4,584,500              | 1,378,386              |
| (To) From Fund Balance - Designated Capital Reserve    | -                      | 12,440,000             | 3,850,000              |
| Use of Fund Balance - Capital Projects                 | 16,213,703             | -                      | -                      |
| Use of Fund Balance - Bond Project Planning Reserve    | -                      | -                      | 15,000,000             |
| Use of Fund Balance - Tourism Reserve                  | -                      | -                      | 5,000,000              |
| Use of Fund Balance - Vehicle Reserve                  | -                      | -                      | 13,500,000             |
| Use of Fund Balance - Community Revitalization Reserve | -                      | -                      | 2,000,000              |
| Use of Fund Balance - Henrico Investment Program       | -                      | -                      | 750,000                |
| Use of Fund Balance - Sidewalks                        | -                      | -                      | 2,500,000              |
| (To) From Fund Balance - Meals Tax Reserve             | -                      | 4,000,000              | 5,000,000              |
| (To) From Special Revenue Fund                         | 2,951,902              | -                      | -                      |
| (To) From Water & Sewer Enterprise Fund                | (77,243,906)           | -                      | -                      |
| (To) From Debt Service Fund                            | 435,169                | -                      | -                      |
| (To) From Internal Service Funds                       | (8,948,426)            | -                      | -                      |
| (To) From Agency Funds                                 | (58,562)               | -                      | -                      |
| (To) From Solid Waste                                  | -                      | 1,574,041              | -                      |
| (To) From Retained Earnings - Water & Sewer            | -                      | (36,156,652)           | -                      |
| (To) From Other Funds                                  | -                      | 134,826                | -                      |
| Total Fund Balance                                     | (218,161,185)          | 4,676,515              | 21,445,295             |
| <b>Total Revenues and Fund Balances</b>                | <b>1,425,270,333</b>   | <b>\$1,602,847,621</b> | <b>\$1,736,659,932</b> |
| Operating Transfers to Capital Projects Fund           | (16,213,703)           | (45,637,800)           | (70,348,000)           |
| Interdepartmental Billings                             | (\$115,202,126)        | (125,273,753)          | (\$127,704,873)        |
| <b>Total Source of Funding</b>                         | <b>1,293,854,504</b>   | <b>\$1,431,936,068</b> | <b>\$1,538,607,058</b> |

**Total Approved Expenditures  
- ALL FUNDS -**

| <b>Department</b>                            | <b>FY21<br/>Actual</b> | <b>FY22<br/>Original</b> | <b>FY23<br/>Approved</b> |
|--|------------------------|--------------------------|--------------------------|
| Agriculture and Home Extension               | 379,048                | 406,547                  | 420,787                  |
| Board of Supervisors                         | \$1,222,727            | \$1,152,550              | \$1,221,982              |
| Building Inspections                         | 4,715,376              | 5,127,203                | 5,420,220                |
| Capital Region Workforce Partnership         | 4,363,920              | 4,202,005                | 4,813,545                |
| Circuit Court Clerk                          | 2,670,306              | 2,802,946                | 2,951,383                |
| Circuit Court Services                       | 879,470                | 870,547                  | 866,311                  |
| Commonwealth's Attorney                      | 7,186,404              | 7,469,096                | 8,026,666                |
| Community Corrections Program                | 2,201,550              | 2,276,546                | 2,557,442                |
| Community Revitalization                     | 5,588,925              | 1,776,077                | 2,086,661                |
| County Attorney                              | 2,607,357              | 2,746,282                | 3,005,188                |
| County Manager                               | 1,854,751              | 1,800,828                | 1,935,704                |
| Debt Service                                 | 72,100,999             | 78,346,649               | 78,452,484               |
| Economic Development                         | 14,519,198             | 12,952,902               | 18,585,699               |
| Education                                    | 591,613,146            | 661,879,916              | 712,757,766              |
| Electoral Board                              | 2,576,533              | 2,013,011                | 2,212,172                |
| Emergency Management                         | 0                      | 932,525                  | 1,059,447                |
| Finance                                      | 25,751,516             | 25,580,570               | 26,844,562               |
| Fire   | 75,278,378             | 72,364,581               | 79,693,202               |
| General District Court                       | 340,166                | 464,635                  | 494,777                  |
| General Services                             | 31,528,964             | 38,380,156               | 39,591,416               |
| Healthcare                                   | 124,647,243            | 143,038,275              | 145,827,244              |
| Human Resources                              | 10,090,413             | 10,636,830               | 11,732,749               |
| Information Technology                       | 15,944,627             | 16,396,796               | 18,535,074               |
| Interdepartmental Billings                   | (113,320,138)          | (125,273,753)            | (127,704,873)            |
| Internal Audit                               | 516,298                | 662,623                  | 708,991                  |
| James River Juvenile Detention Center        | 5,602,984              | 5,683,976                | 6,181,048                |
| Juvenile & Domestic Relations Court Services | 85,920                 | 111,025                  | 111,025                  |
| Juvenile Detention                           | 2,492,436              | 2,548,035                | 2,727,484                |
| Juvenile Probation                           | 20,882                 | 23,072                   | 23,072                   |
| Library                                      | 18,045,176             | 20,673,779               | 22,389,665               |
| Magistrate                                   | 5,714                  | 6,286                    | 6,286                    |
| Mental Health & Developmental Services       | 36,854,357             | 43,053,761               | 46,306,618               |
| Non-Departmental                             | 15,429,065             | 13,053,365               | 15,736,171               |
| Permit Centers                               | 829,409                | 911,544                  | 1,089,218                |
| Planning                                     | 4,039,757              | 4,580,078                | 5,139,389                |
| Police                                       | 84,215,022             | 90,290,952               | 95,584,809               |
| Public Health                                | 2,484,119              | 2,687,497                | 2,967,497                |
| Public Relations                             | 2,115,674              | 2,053,903                | 2,274,217                |
| Public Utilities                             | 98,368,628             | 121,663,754              | 129,204,926              |
| Public Works                                 | 41,907,114             | 55,548,170               | 59,315,365               |
| Real Property                                | 657,788                | 655,143                  | 0                        |
| Recreation & Parks                           | 18,083,551             | 21,695,455               | 23,331,970               |
| Sheriff                                      | 45,688,653             | 45,441,924               | 47,418,558               |
| Social Services                              | 28,421,186             | 27,637,371               | 31,394,880               |
| Sports and Entertainment Authority           | 0                      | 585,896                  | 665,347                  |
| Technology Replacement                       | 2,421,875              | 3,001,314                | 3,532,947                |
| VJCCCA                                       | 828,017                | 1,023,425                | 1,109,967                |
| <b>Total Expenditures</b>                    | <b>\$1,293,854,504</b> | <b>\$1,431,936,068</b>   | <b>\$1,538,607,058</b>   |

## APPROVED GENERAL FUND REVENUES

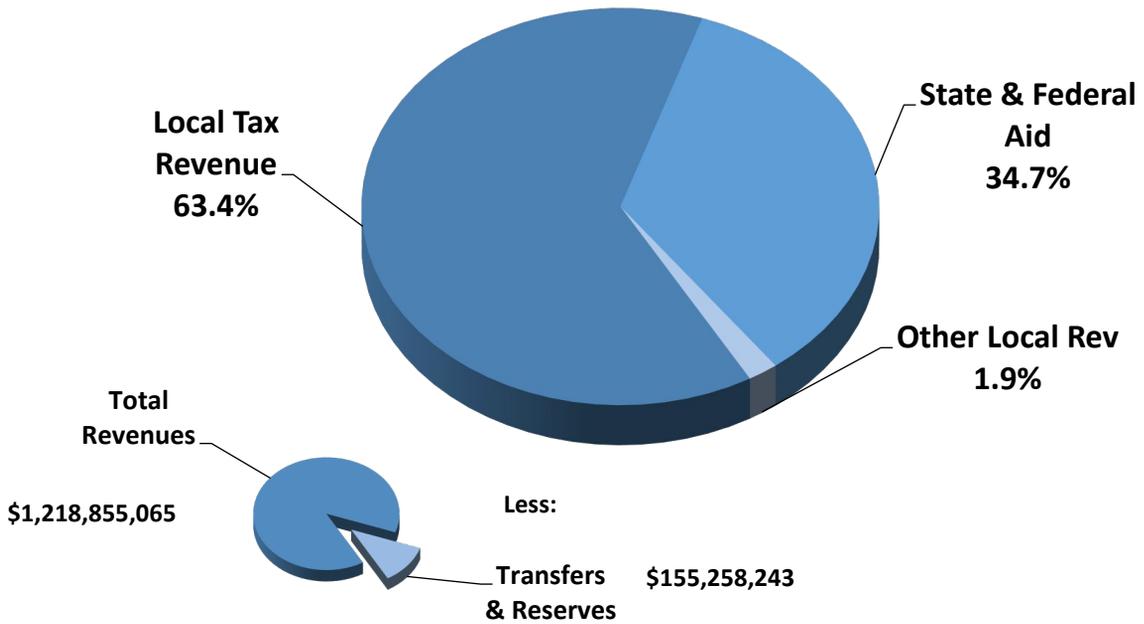
| Function/Program                                       | FY21<br>Actual         | FY22<br>Original       | FY23<br>Approved       |
|--|------------------------|------------------------|------------------------|
| <b>Revenue from Local Sources</b>                      |                        |                        |                        |
| General Property Taxes                                 | \$487,504,630          | \$531,320,000          | \$578,420,000          |
| Other Local Taxes                                      | 188,048,945            | 170,610,000            | 195,060,000            |
| Permits, Fees, & Licenses                              | 8,595,711              | 6,754,000              | 6,754,000              |
| Fines & Forfeitures                                    | 1,678,666              | 2,085,000              | 2,085,000              |
| From Use of Money & Property                           | 3,518,805              | 11,334,700             | 2,381,700              |
| Charges for Services                                   | 3,172,970              | 3,710,500              | 3,751,500              |
| Miscellaneous  | 5,521,407              | 3,969,000              | 3,696,000              |
| Recovered Costs  | 4,399,770              | 4,338,000              | 4,372,000              |
| <b>Total from Local Sources</b>                        | <b>\$702,440,904</b>   | <b>\$734,121,200</b>   | <b>\$796,520,200</b>   |
| <b>Revenue from the Commonwealth</b>                   |                        |                        |                        |
| Categorical Aid  |                        |                        |                        |
| Education  | \$299,475,214          | \$299,107,000          | \$324,597,000          |
| Public Works   | 50,043,538             | 48,525,040             | 50,162,865             |
| Public Safety (HB #599)                                | 9,923,491              | 9,500,000              | 9,500,000              |
| Other  | \$6,349,288            | 5,263,000              | 5,198,000              |
| <b>Total Categorical Aid</b>                           | <b>\$365,791,531</b>   | <b>\$362,395,040</b>   | <b>\$389,457,865</b>   |
| Non-Categorical Aid:                                   |                        |                        |                        |
| General Government                                     | \$51,340,593           | \$14,057,000           | \$13,557,000           |
| <b>Total Non-Categorical Aid</b>                       | <b>\$51,340,593</b>    | <b>\$14,057,000</b>    | <b>\$13,557,000</b>    |
| Shared Expenses:                                       |                        |                        |                        |
| State Share of Salaries & Benefits                     | \$18,432,805           | \$17,200,000           | \$18,935,000           |
| <b>Total Shared Expenses</b>                           | <b>\$18,432,805</b>    | <b>\$17,200,000</b>    | <b>\$18,935,000</b>    |
| <b>Total from the Commonwealth</b>                     | <b>\$435,564,929</b>   | <b>\$393,652,040</b>   | <b>\$421,949,865</b>   |
| <b>Revenue from the Federal Government</b>             |                        |                        |                        |
| Federal Aid  | \$26,044,840           | \$385,000              | \$385,000              |
| <b>Total from the Federal Government</b>               | <b>\$26,044,840</b>    | <b>\$385,000</b>       | <b>\$385,000</b>       |
| <b>Total Revenues</b>                                  | <b>\$1,164,050,673</b> | <b>\$1,128,158,240</b> | <b>\$1,218,855,065</b> |
| <b>Interfund Transfers</b>                             |                        |                        |                        |
| To Debt Service Fund                                   | (\$71,665,830)         | (\$78,346,649)         | (\$78,452,484)         |
| To Capital Projects Fund                               | (16,213,703)           | (45,637,800)           | (70,348,000)           |
| To Enterprise Fund                                     | (1,929,858)            | (1,932,108)            | (2,990,750)            |
| To Technology Replacement                              | (3,250,000)            | (3,000,000)            | (3,000,000)            |
| To CAM   | 0                      | (64,000)               | (112,780)              |
| To Risk Management                                     | (10,949,665)           | (9,493,570)            | (9,524,109)            |
| To Special Revenue Fund                                | (29,920,994)           | (36,906,981)           | (39,309,305)           |
| To JRJDC Agency Fund                                   | (3,351,088)            | (3,451,088)            | (3,624,201)            |
| To OPEB-GASB 45 Fiduciary Fund                         | (2,675,000)            | (2,675,000)            | (2,675,000)            |
| To Line of Duty  | (1,250,000)            | (1,250,000)            | (1,250,000)            |
| To Long-Term Disability                                | (600,000)              | (600,000)              | (600,000)              |
| <b>Total Transfers</b>                                 | <b>(\$141,806,138)</b> | <b>(\$183,357,196)</b> | <b>(\$211,886,629)</b> |
| <b>Fund Balance</b>                                    |                        |                        |                        |
| Use of Fund Balance - Capital Projects                 | 16,213,703             | 7,075,000              | 7,650,000              |
| Use of Fund Balance - Sidewalks                        | 0                      | 0                      | 2,500,000              |
| Use of Fund Balance - Designated Capital Reserve       | 0                      | 12,440,000             | 3,850,000              |
| Use of Fund Balance - FY21 Vehicle Reserve             | 0                      | 11,024,800             | 13,500,000             |
| Use of Fund Balance - Bond Project Planning            | 0                      | 0                      | 15,000,000             |
| Use of Fund Balance - Tourism Reserve                  | 0                      | 0                      | 5,000,000              |
| Use of Fund Balance - Community Revitalization Reserve | 0                      | 0                      | 2,000,000              |
| Use of Fund Balance - Henrico Investment Program       | 0                      | 0                      | 750,000                |
| (To) From Fund Balance - Meals Tax Reserve             | 0                      | 4,000,000              | 5,000,000              |
| (To) From Fund Balance - Schools State Aid Reserve     | 0                      | 0                      | 0                      |
| From Sinking Fund                                      | 0                      | 4,584,500              | 1,378,386              |
| (To) Fund Balance - General Fund                       | (151,511,065)          | 0                      | 0                      |
| <b>Total Resources Net of Transfers</b>                | <b>\$886,947,173</b>   | <b>\$983,925,344</b>   | <b>\$1,063,596,822</b> |

## APPROVED GENERAL FUND EXPENDITURES

| Function/Activity                      | FY21<br>Actual       | FY22<br>Original     | FY23<br>Approved       |
|--|----------------------|----------------------|------------------------|
| <b>Expenditures</b>                    |                      |                      |                        |
| General Government Administration      | \$60,812,955         | \$64,023,716         | \$69,436,586           |
| Judicial Administration                | 9,796,555            | 10,276,583           | 10,957,805             |
| Public Safety                          | 209,737,334          | 215,015,894          | 230,215,605            |
| Public Works                           | 41,876,907           | 54,651,170           | 58,418,365             |
| Public Health                          | 2,484,119            | 2,687,497            | 2,967,497              |
| Education                              | 489,346,116          | 560,920,241          | 602,656,057            |
| Recreation, Parks, & Culture:          | 36,128,100           | 42,955,130           | 46,386,982             |
| Community Development                  | 21,336,022           | 20,627,148           | 27,321,754             |
| Miscellaneous                          | 15,429,065           | 12,767,965           | 15,236,171             |
| <b>Total General Fund Expenditures</b> | <b>\$886,947,173</b> | <b>\$983,925,344</b> | <b>\$1,063,596,822</b> |

## FY23 GENERAL FUND REVENUES

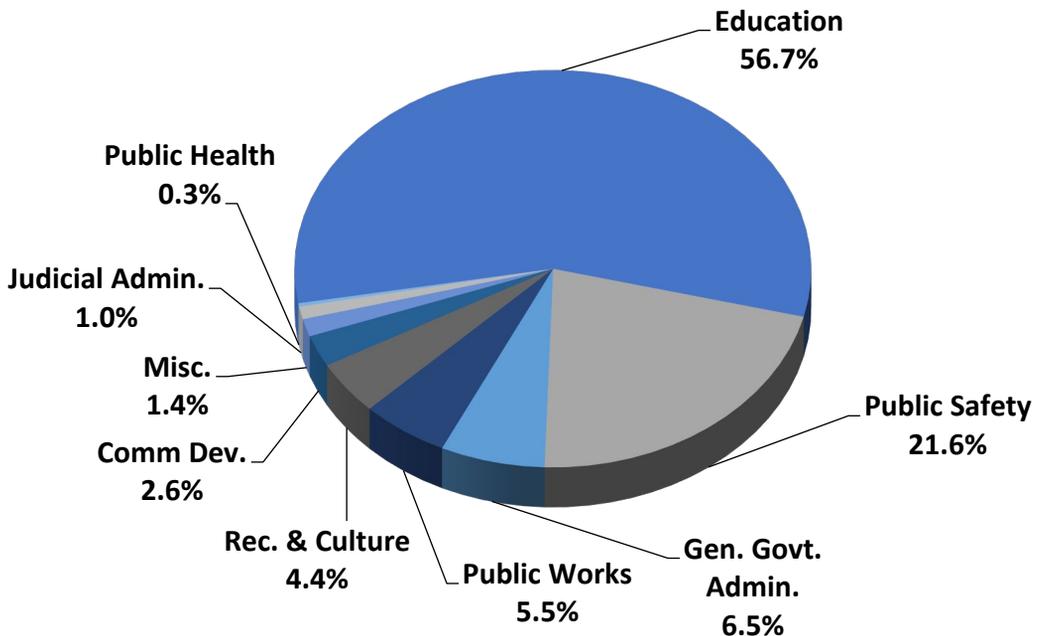
**\$1,063,596,822**



Note: General Fund Revenues less Transfers & Reserves equals General Fund Expenditures of \$1,063,596,822

## FY23 GENERAL FUND EXPENDITURES

**\$1,063,596,822**



## GENERAL GOVERNMENT ADMINISTRATION - GENERAL FUND

| Department                                     | FY21<br>Actual      | FY22<br>Original    | FY23<br>Approved    |
|--|---------------------|---------------------|---------------------|
| <b>General Government Administration</b>       |                     |                     |                     |
| Board of Supervisors                           | \$1,222,727         | \$1,152,550         | \$1,221,982         |
| County Manager                                 | 1,854,751           | 1,800,828           | 1,935,704           |
| County Attorney                                | 2,607,357           | 2,746,282           | 3,005,188           |
| Human Resources                                | 5,490,413           | 6,036,830           | 7,132,749           |
| Finance  | 13,278,714          | 15,087,000          | 16,320,453          |
| General Services                               | 14,548,073          | 15,418,750          | 16,090,056          |
| Internal Audit                                 | 516,298             | 662,623             | 708,991             |
| Information Technology                         | 15,944,627          | 16,396,796          | 18,535,074          |
| Public Relations                               | 2,115,674           | 2,053,903           | 2,274,217           |
| Real Property*                                 | 657,788             | 655,143             | 0                   |
| Electoral Board                                | 2,576,533           | 2,013,011           | 2,212,172           |
| <b>Total General Government Administration</b> | <b>\$60,812,955</b> | <b>\$64,023,716</b> | <b>\$69,436,586</b> |

\*Real Property was transferred to the Department of Public Works during FY22.

**JUDICIAL ADMINISTRATION - GENERAL FUND**

| <b>Department</b>                                       | <b>FY21<br/>Actual</b> | <b>FY22<br/>Original</b> | <b>FY23<br/>Approved</b> |
|---|------------------------|--------------------------|--------------------------|
| <b>Judicial Administration</b>                          |                        |                          |                          |
| Circuit Court Clerk                                     | \$2,670,306            | \$2,802,946              | \$2,951,383              |
| Circuit Court Services                                  | 879,470                | 870,547                  | 866,311                  |
| General District Court                                  | 340,166                | 464,635                  | 494,777                  |
| Magistrate  | 5,714                  | 6,286                    | 6,286                    |
| Juvenile and Domestic Relations District Court Services | 85,920                 | 111,025                  | 111,025                  |
| Juvenile Probation                                      | 20,882                 | 23,072                   | 23,072                   |
| Commonwealth's Attorney                                 | 5,794,097              | 5,998,072                | 6,504,951                |
| <b>Total Judicial Administration</b>                    | <b>\$9,796,555</b>     | <b>\$10,276,583</b>      | <b>\$10,957,805</b>      |

**PUBLIC SAFETY - GENERAL FUND**

| <b>Department</b>          | <b>FY21<br/>Actual</b> | <b>FY22<br/>Original</b> | <b>FY23<br/>Approved</b> |
|----------------------------|------------------------|--------------------------|--------------------------|
| <b>Public Safety</b>       |                        |                          |                          |
| Police Division            | \$82,303,269           | \$88,601,626             | \$93,896,694             |
| Division of Fire           | 74,615,599             | 72,364,581               | 79,693,202               |
| Emergency Management       | 0                      | 932,525                  | 1,059,447                |
| Sheriff                    | 45,610,654             | 45,441,924               | 47,418,558               |
| Juvenile Detention         | 2,492,436              | 2,548,035                | 2,727,484                |
| Building Inspections       | 4,715,376              | 5,127,203                | 5,420,220                |
| <b>Total Public Safety</b> | <b>\$209,737,334</b>   | <b>\$215,015,894</b>     | <b>\$230,215,605</b>     |

**PUBLIC WORKS - GENERAL FUND**

| <b>Department</b>           | <b>FY21<br/>Actual</b> | <b>FY22<br/>Original</b> | <b>FY23<br/>Approved</b> |
|-----------------------------|------------------------|--------------------------|--------------------------|
| <b>Public Works</b>         |                        |                          |                          |
| Administration              | \$1,812,125            | \$1,844,857              | \$2,074,791              |
| Road Maintenance            | 24,527,900             | 29,823,387               | 31,669,869               |
| Traffic Engineering         | 3,503,987              | 4,903,383                | 4,745,011                |
| Construction                | 3,310,262              | 3,780,623                | 4,026,423                |
| Design                      | 1,732,243              | 2,218,532                | 2,485,924                |
| Mass Transit                | 4,846,376              | 5,549,184                | 5,983,553                |
| Environmental               | 1,728,978              | 1,821,431                | 2,006,444                |
| Standing Water Initiative   | 415,036                | 463,373                  | 494,109                  |
| Transportation and Mobility | 0                      | 4,246,400                | 4,246,400                |
| Real Property*              | 0                      | 0                        | 685,841                  |
| <b>Total Public Works</b>   | <b>\$41,876,907</b>    | <b>\$54,651,170</b>      | <b>\$58,418,365</b>      |

\*Real Property was transferred to the Department of Public Works in FY22.

## PUBLIC HEALTH - GENERAL FUND

| Department           | FY21<br>Actual     | FY22<br>Original   | FY23<br>Approved   |
|----------------------|--------------------|--------------------|--------------------|
| <b>Public Health</b> |                    |                    |                    |
| Public Health        | \$2,484,119        | \$2,687,497        | \$2,967,497        |
| Total Health         | <u>\$2,484,119</u> | <u>\$2,687,497</u> | <u>\$2,967,497</u> |

## EDUCATION - ALL FUNDS

|   | FY21<br>Actual              | FY22<br>Original            | FY23<br>Approved            |
|---|-----------------------------|-----------------------------|-----------------------------|
| <b>Education - General Fund</b>         |                             |                             |                             |
| Instruction                             | \$386,111,482               | \$426,176,003               | \$454,555,017               |
| Administration/Attendance & Health      | 17,404,409                  | 21,694,316                  | 27,014,107                  |
| Pupil Transportation                    | 23,407,253                  | 30,799,485                  | 33,832,192                  |
| Operations and Maintenance              | 35,938,886                  | 51,277,893                  | 53,960,315                  |
| Technology                              | 26,484,086                  | 30,972,544                  | 33,294,426                  |
| <b>Total Education General Fund</b>     | <b><u>\$489,346,116</u></b> | <b><u>\$560,920,241</u></b> | <b><u>\$602,656,057</u></b> |
| <b>Education - Special Revenue Fund</b> |                             |                             |                             |
| School Food Service                     | \$15,190,923                | \$24,115,429                | \$25,641,197                |
| Children's Services Act (CSA)*          | 10,830,031                  | 14,400,000                  | 14,400,000                  |
| State, Federal, and Other Grants:       |                             |                             |                             |
| Categorical Aid - State                 | 12,597,618                  | 19,391,344                  | 21,169,482                  |
| Non-Categorical Aid                     | 3,073,542                   | 5,933,519                   | 6,488,961                   |
| Categorical Aid - Federal               | 59,426,996                  | 30,033,893                  | 35,218,364                  |
| Miscellaneous                           | 1,147,920                   | 7,085,490                   | 7,183,705                   |
| Subtotal Grants                         | 76,246,076                  | 62,444,246                  | 70,060,512                  |
| <b>Total Special Revenue Fund</b>       | <b><u>\$102,267,030</u></b> | <b><u>\$100,959,675</u></b> | <b><u>\$110,101,709</u></b> |
| <b>Education - Debt Service Fund</b>    |                             |                             |                             |
| General Obligation                      | 41,112,252                  | 45,365,554                  | 50,184,005                  |
| <b>Total Debt Service Fund</b>          | <b><u>\$41,112,252</u></b>  | <b><u>\$45,365,554</u></b>  | <b><u>\$50,184,005</u></b>  |
| <b>Total Education - All Funds</b>      | <b><u>\$632,725,398</u></b> | <b><u>\$707,245,470</u></b> | <b><u>\$762,941,771</u></b> |

**RECREATION, PARKS, AND CULTURE - GENERAL FUND**

| <b>Department</b>                          | <b>FY21<br/>Actual</b> | <b>FY22<br/>Original</b> | <b>FY23<br/>Approved</b> |
|--|------------------------|--------------------------|--------------------------|
| <b>Recreation, Parks, and Culture</b>      |                        |                          |                          |
| Recreation & Parks                         | \$18,083,551           | \$21,695,455             | \$23,331,970             |
| Sports and Entertainment Authority         | 0                      | 585,896                  | 665,347                  |
| Public Library                             | 18,044,549             | 20,673,779               | 22,389,665               |
| <b>Total Recreation, Parks and Culture</b> | <b>\$36,128,100</b>    | <b>\$42,955,130</b>      | <b>\$46,386,982</b>      |

## COMMUNITY DEVELOPMENT - GENERAL FUND

| Department                         | FY21<br>Actual      | FY22<br>Original    | FY23<br>Approved    |
|------------------------------------|---------------------|---------------------|---------------------|
| <b>Community Development</b>       |                     |                     |                     |
| Economic Development               | \$14,519,198        | \$12,952,902        | \$18,585,699        |
| Planning                           | 4,039,757           | 4,580,078           | 5,139,389           |
| Community Revitalization           | 1,568,610           | 1,776,077           | 2,086,661           |
| Agriculture and Home Extension     | 379,048             | 406,547             | 420,787             |
| Permit Center                      | 829,409             | 911,544             | 1,089,218           |
| <b>Total Community Development</b> | <b>\$21,336,022</b> | <b>\$20,627,148</b> | <b>\$27,321,754</b> |

## MISCELLANEOUS - GENERAL FUND

| Department                   | FY21<br>Actual      | FY22<br>Original    | FY23<br>Approved    |
|------------------------------|---------------------|---------------------|---------------------|
| <b>Miscellaneous</b>         |                     |                     |                     |
| Non-Departmental             |                     |                     |                     |
| Tax Relief Program           | \$10,341,167        | \$9,000,000         | \$11,000,000        |
| Payments to Outside Agencies | 5,037,417           | 2,193,949           | 2,603,924           |
| Reserve - Miscellaneous      | 0                   | 1,514,802           | 1,514,802           |
| Other                        | 36,170              | 45,214              | 45,214              |
| Henricopolis                 | 0                   | 0                   | 58,231              |
| Sandston Recreation Center   | 14,311              | 14,000              | 14,000              |
| <b>Total Miscellaneous</b>   | <b>\$15,429,065</b> | <b>\$12,767,965</b> | <b>\$15,236,171</b> |

## APPROVED SPECIAL REVENUE FUND REVENUES

| Subfund/Activity   | FY21<br>Actual       | FY22<br>Original     | FY23<br>Approved     |
|--|----------------------|----------------------|----------------------|
| <b>Capital Region Workforce Partnership (CRWP)</b>         |                      |                      |                      |
| CRWP   | \$4,307,920          | \$4,146,005          | \$4,755,545          |
| Transfer From the General Fund                             | 56,000               | 56,000               | 58,000               |
| <b>Total Capital Region Workforce Partnership</b>          | <b>\$4,363,920</b>   | <b>\$4,202,005</b>   | <b>\$4,813,545</b>   |
| <b>Commonwealth's Attorney</b>                             |                      |                      |                      |
| Commonwealth's Attorney                                    | \$6,550              | \$0                  | \$0                  |
| Special Drug Prosecutor                                    | 138,714              | 140,740              | 127,104              |
| Victim/Witness Assistance Program                          | 673,458              | 674,155              | 674,155              |
| Asset Forfeitures  | 92,086               | 0                    |                      |
| Transfer From the General Fund                             | 481,499              | 656,129              | 720,456              |
| <b>Total Commonwealth's Attorney</b>                       | <b>\$1,392,307</b>   | <b>\$1,471,024</b>   | <b>\$1,521,715</b>   |
| <b>Community Corrections Program</b>                       |                      |                      |                      |
| CCP  | \$1,307,406          | \$1,460,828          | \$1,592,103          |
| CCP - Drug Court   | 239,395              | 262,410              | 262,410              |
| Transfer From the General Fund                             | 654,749              | 553,308              | 702,929              |
| <b>Total Community Corrections</b>                         | <b>\$2,201,550</b>   | <b>\$2,276,546</b>   | <b>\$2,557,442</b>   |
| <b>Community Development Block Grant</b>                   |                      |                      |                      |
| CDBG/HOME  | \$3,079,208          | \$0                  | \$0                  |
| ESG  | 793,522              | 0                    | 0                    |
| Transfer from the General Fund - Local Business Assistance | 147,585              | 0                    | 0                    |
| <b>Total Community Development Block Grant</b>             | <b>\$4,020,315</b>   | <b>\$0</b>           | <b>\$0</b>           |
| <b>Education</b>   |                      |                      |                      |
| State, Federal & Other Grants                              | \$76,246,076         | \$62,444,246         | \$70,060,512         |
| <b>Total Schools Grants</b>                                | <b>\$76,246,076</b>  | <b>\$62,444,246</b>  | <b>\$70,060,512</b>  |
| Cafeteria Receipts   | \$22,460             | \$7,000,000          | \$7,180,000          |
| State Food Payments - Nat. Sch. Lunch Prog.                | 516,895              | 800,000              | 850,000              |
| Federal School Lunch Program                               | 9,448,662            | 10,800,000           | 12,231,779           |
| Federal School Breakfast Program                           | 4,909,183            | 4,000,000            | 4,500,000            |
| Recoveries & Rebates                                       | 159,677              | 500,000              | 500,000              |
| Sale of Equipment  | 15,677               | 10,000               | 10,000               |
| Miscellaneous  | 219,941              | 752,066              | 249,500              |
| (To) From Cafeteria Fund Balance                           | (101,572)            | 253,363              | 119,918              |
| <b>Total School Cafeteria</b>                              | <b>\$15,190,923</b>  | <b>\$24,115,429</b>  | <b>\$25,641,197</b>  |
| Children's Services Act (CSA)*                             |                      |                      |                      |
| State/Federal Aid  | \$6,837,754          | \$9,017,493          | \$9,017,493          |
| Transfer from the General Fund                             | 3,992,277            | 5,382,507            | 5,382,507            |
| <b>Total CSA</b>   | <b>\$10,830,031</b>  | <b>\$14,400,000</b>  | <b>\$14,400,000</b>  |
| <b>Total Education</b>                                     | <b>\$102,267,030</b> | <b>\$100,959,675</b> | <b>\$110,101,709</b> |
| <b>Juvenile &amp; Domestic Relations VJCCCA/USDA</b>       |                      |                      |                      |
| Virginia Juvenile Community Crime Act                      | \$390,110            | \$390,110            | \$390,109            |
| USDA   | 25,193               | 25,333               | 25,332               |
| Transfer From the General Fund                             | 412,714              | 607,982              | 694,526              |
| <b>Total Juvenile &amp; Domestic Relations VJCCCA/USDA</b> | <b>\$828,017</b>     | <b>\$1,023,425</b>   | <b>\$1,109,967</b>   |
| <b>Mental Health &amp; Developmental Services</b>          |                      |                      |                      |
| State and Federal Grants                                   | \$12,702,452         | \$11,704,679         | \$13,012,621         |
| Payments from Other Localities                             | 262,040              | 258,340              | 262,040              |
| Miscellaneous Revenues                                     | 11,778,627           | 12,967,553           | 13,766,820           |
| Transfer From General Fund                                 | 12,111,238           | 18,123,189           | 19,265,137           |
| <b>Total Mental Health &amp; Developmental Services</b>    | <b>\$36,854,357</b>  | <b>\$43,053,761</b>  | <b>\$46,306,618</b>  |

|  |                      |                      |                      |
|--|----------------------|----------------------|----------------------|
| <b>Non-Departmental</b>                          |                      |                      |                      |
| Transfer From General Fund                       | \$0                  | \$285,400            | \$250,000            |
| Miscellaneous Revenues                           | \$0                  | \$0                  | \$250,000            |
| <b>Total Non-Departmental</b>                    | <b>\$0</b>           | <b>\$285,400</b>     | <b>\$500,000</b>     |
| <b>Public Safety</b>                             |                      |                      |                      |
| Police - State & Federal Grants                  | \$650,827            | 0                    | \$0                  |
| Police - Wireless                                | \$804,573            | \$1,202,326          | \$1,201,115          |
| Metro Aviation/Extradition Reimbursement         | 258,032              | 359,668              | 359,668              |
| Fire - Donations                                 | 0                    | 0                    | 0                    |
| Fire - State & Federal                           | 183,860              | 0                    | 0                    |
| Sheriff - State and Federal Grants               | 77,999               | 0                    | 0                    |
| Asset Forfeitures                                | 72,104               | 0                    | 0                    |
| Transfer From General Fund                       | 126,217              | 127,332              | 127,332              |
| <b>Total Public Safety</b>                       | <b>\$2,173,612</b>   | <b>\$1,689,326</b>   | <b>\$1,688,115</b>   |
| <b>Public Utilities</b>                          |                      |                      |                      |
| Solid Waste                                      |                      |                      |                      |
| Refuse Collection Billing                        | \$9,291,057          | \$10,250,000         | \$12,000,000         |
| Weighing Fees - Charged Sales                    | 0                    | 0                    | 0                    |
| Public Use/Host/Recycle Fees                     | 1,259,419            | 1,830,000            | 2,095,000            |
| Miscellaneous Revenues                           | 435,855              | 282,500              | 242,500              |
| Transfer to Capital Projects Fund                | 0                    | 0                    |                      |
| Transfer From General Fund                       | 2,492,245            | 3,371,409            | 3,371,409            |
| (To) From Solid Waste Fund Balance               | 3,087,697            | 1,574,041            | 551,025              |
| <b>Total Solid Waste</b>                         | <b>\$16,566,273</b>  | <b>\$17,307,950</b>  | <b>\$18,259,934</b>  |
| Street Lighting                                  |                      |                      |                      |
| Charge for Street Lights                         | \$98,091             | \$84,100             | \$84,100             |
| (To) From Reserve for Street Lights              | (34,223)             | 0                    | 0                    |
| <b>Total Street Lighting</b>                     | <b>\$63,868</b>      | <b>\$84,100</b>      | <b>\$84,100</b>      |
| <b>Total Public Utilities</b>                    | <b>\$16,630,141</b>  | <b>\$17,392,050</b>  | <b>\$18,344,034</b>  |
| <b>Public Works</b>                              |                      |                      |                      |
| Best Management Practices                        | \$28,076             | \$50,000             | \$50,000             |
| Watershed Management Program                     | 2,131                | 847,000              | 847,000              |
| <b>Total Public Works</b>                        | <b>\$30,207</b>      | <b>\$897,000</b>     | <b>\$897,000</b>     |
| <b>Recreation, Parks, &amp; Culture</b>          |                      |                      |                      |
| Recreation                                       | \$0                  | \$0                  | \$0                  |
| Public Library                                   | 627                  | 0                    | 0                    |
| <b>Total Recreation, Parks, &amp; Culture</b>    | <b>\$627</b>         | <b>\$0</b>           | <b>\$0</b>           |
| <b>Social Services</b>                           |                      |                      |                      |
| State and Federal Grants - Social Services       | \$17,270,529         | \$18,231,063         | \$19,766,744         |
| Transfer From the General Fund - Social Services | 4,001,069            | 5,643,680            | 6,110,898            |
| State and Federal Grants - CSA                   | 147,604              | 127,499              | 127,499              |
| Children's Services Act (CSA)*                   | 3,917,490            | 1,535,086            | 2,763,629            |
| Transfer From the General Fund - CSA Medicaid    | 485,000              | 750,000              | 750,000              |
| Transfer From the General Fund - CSA*            | 2,599,494            | 1,350,043            | 1,876,110            |
| <b>Total Social Services</b>                     | <b>\$28,421,186</b>  | <b>\$27,637,371</b>  | <b>\$31,394,880</b>  |
| <b>Total Revenues</b>                            | <b>\$199,183,269</b> | <b>\$200,887,583</b> | <b>\$219,235,025</b> |

\*Note: Beginning in FY2021 HCPS portion of CSA is reflected in Education

**APPROVED SPECIAL REVENUE FUND EXPENDITURES**

| <b>Subfund/Activity</b>                              | <b>FY21<br/>Actual</b> | <b>FY22<br/>Original</b> | <b>FY23<br/>Approved</b> |
|--|------------------------|--------------------------|--------------------------|
| <b>Capital Region Workforce Partnership (CRWP)</b>   |                        |                          |                          |
| Capital Region Workforce Partnership (CRWP)          | \$4,363,920            | \$4,202,005              | \$4,813,545              |
| <b>Total CRWP</b>                                    | <b>\$4,363,920</b>     | <b>\$4,202,005</b>       | <b>\$4,813,545</b>       |
| <b>Commonwealth's Attorney</b>                       |                        |                          |                          |
| Commonwealth's Attorney                              | \$6,550                | \$0                      | \$0                      |
| Victim/Witness Program                               | 1,132,768              | 1,263,976                | 1,328,303                |
| Special Drug Prosecutor                              | 160,903                | 207,048                  | 193,412                  |
| Asset Forfeitures - Commonwealth's Attorney          | 92,086                 | 0                        | 0                        |
| <b>Total Commonwealth's Attorney</b>                 | <b>\$1,392,307</b>     | <b>\$1,471,024</b>       | <b>\$1,521,715</b>       |
| <b>Community Corrections Program</b>                 |                        |                          |                          |
| CCP  | \$1,830,642            | \$1,824,303              | \$2,076,555              |
| CCP - Drug Court                                     | 370,908                | 452,243                  | 480,887                  |
| <b>Total Community Corrections Program</b>           | <b>\$2,201,550</b>     | <b>\$2,276,546</b>       | <b>\$2,557,442</b>       |
| <b>Community Revitalization</b>                      |                        |                          |                          |
| CDBG   | \$2,304,473            | \$0                      | \$0                      |
| Home   | 774,735                | 0                        | 0                        |
| Local Business Assistance                            | 147,585                | 0                        | 0                        |
| ESG  | 793,522                | 0                        | 0                        |
| <b>Total Community Revitalization</b>                | <b>\$4,020,315</b>     | <b>\$0</b>               | <b>\$0</b>               |
| <b>Education</b>                                     |                        |                          |                          |
| State, Federal & Other Grants                        | \$76,246,076           | \$62,444,246             | \$70,060,512             |
| School Cafeterias                                    | 15,190,923             | 24,115,429               | 25,641,197               |
| Children's Services Act (CSA)                        | 10,830,031             | 14,400,000               | 14,400,000               |
| <b>Total Education</b>                               | <b>\$102,267,030</b>   | <b>\$100,959,675</b>     | <b>\$110,101,709</b>     |
| <b>Juvenile &amp; Domestic Relations Court</b>       |                        |                          |                          |
| Probation - VJCCCA                                   | \$499,073              | \$632,087                | \$700,568                |
| Detention - VJCCCA                                   | 303,751                | 366,006                  | 384,067                  |
| Juvenile Probation                                   | 0                      | 0                        | 0                        |
| USDA   | 25,193                 | 25,332                   | 25,332                   |
| <b>Total Juvenile &amp; Domestic Relations Court</b> | <b>\$828,017</b>       | <b>\$1,023,425</b>       | <b>\$1,109,967</b>       |
| <b>Mental Health &amp; Developmental Services</b>    |                        |                          |                          |
| Clinical Services                                    | \$19,188,663           | \$21,284,150             | \$23,828,475             |
| Community Support Services                           | 11,009,642             | 13,906,580               | 14,515,584               |
| Administrative and Program Support                   | 6,656,052              | 7,863,031                | 7,962,559                |
| <b>Total Mental Health</b>                           | <b>\$36,854,357</b>    | <b>\$43,053,761</b>      | <b>\$46,306,618</b>      |
| <b>Non-Departmental</b>                              |                        |                          |                          |
| Non-Departmental                                     | \$0                    | \$285,400                | \$500,000                |
| <b>Total Non-Departmental</b>                        | <b>\$0</b>             | <b>\$285,400</b>         | <b>\$500,000</b>         |
| <b>Public Safety</b>                                 |                        |                          |                          |
| State and Federal Grants - Police                    | \$650,827              | \$0                      | \$0                      |
| Communications                                       | 804,573                | 1,202,326                | 1,201,115                |
| Metro Aviation                                       | 378,650                | 387,000                  | 387,000                  |
| Henrico Extraditions                                 | 5,599                  | 100,000                  | 100,000                  |
| Asset Forfeitures - Police                           | 72,104                 | 0                        | 0                        |
| State and Federal Grants - Fire                      | 183,860                | 0                        | 0                        |
| Sheriff - State and Federal Grants                   | 77,999                 | 0                        | 0                        |
| <b>Total Public Safety</b>                           | <b>\$2,173,612</b>     | <b>\$1,689,326</b>       | <b>\$1,688,115</b>       |
| <b>Public Utilities</b>                              |                        |                          |                          |
| Solid Waste  | \$16,566,273           | \$17,307,950             | \$18,259,934             |
| Street Lighting                                      | 63,868                 | 84,100                   | 84,100                   |
| <b>Total Public Utilities</b>                        | <b>\$16,630,141</b>    | <b>\$17,392,050</b>      | <b>\$18,344,034</b>      |
| <b>Public Works</b>                                  |                        |                          |                          |
| Best Management Practices                            | \$28,076               | \$50,000                 | \$50,000                 |
| Watershed Program                                    | 2,131                  | 847,000                  | 847,000                  |
| <b>Total Public Works</b>                            | <b>\$30,207</b>        | <b>\$897,000</b>         | <b>\$897,000</b>         |
| <b>Recreation, Parks &amp; Culture</b>               |                        |                          |                          |
| Recreation & Parks                                   | \$0                    | \$0                      | \$0                      |
| Public Library                                       | \$627                  | 0                        | 0                        |
| <b>Total Recreation, Parks, &amp; Culture</b>        | <b>\$627</b>           | <b>\$0</b>               | <b>\$0</b>               |
| <b>Social Services</b>                               |                        |                          |                          |
| Administration                                       | 15,921,103             | 17,772,326               | 19,756,824               |
| Public Welfare Board                                 | 29,294                 | 290,490                  | 290,489                  |
| Public Assistance                                    | 5,321,201              | 5,811,927                | 5,830,329                |
| Children's Services Act (CSA)*                       | 7,149,588              | 3,762,628                | 5,517,238                |
| <b>Total Social Services</b>                         | <b>\$28,421,186</b>    | <b>\$27,637,371</b>      | <b>\$31,394,880</b>      |

\*Note: Beginning in FY2021 HCPS portion of CSA is reflected in Education expenses

**APPROVED REVENUES AND EXPENDITURES - WATER & SEWER ENTERPRISE FUND**

|  | <b>FY21</b>                 | <b>FY22</b>                 | <b>FY23</b>                 |
|--|-----------------------------|-----------------------------|-----------------------------|
|  | <b>Actual</b>               | <b>Original</b>             | <b>Approved</b>             |
| <b>Revenues/Resources</b>  |                             |                             |                             |
| Sale of Water  | \$62,344,526                | \$61,959,800                | \$65,648,600                |
| Sale of Sewer  | 60,172,861                  | 61,774,915                  | 64,255,309                  |
| Water Charges  | 9,771,343                   | 4,748,356                   | 4,927,994                   |
| Sewer Charges  | 13,880,352                  | 5,745,532                   | 5,902,726                   |
| Strong Waste Surcharge   | 355,232                     | 335,000                     | 335,000                     |
| City of Richmond   | 1,281,593                   | 1,215,688                   | 1,215,688                   |
| Interest Earnings  | 357,439                     | 1,171,268                   | 893,611                     |
| Other Water/Sewer Revenues                                       | 8,889,189                   | 1,545,689                   | 1,545,689                   |
| Transfer from General Fund                                       | 1,929,858                   | 1,932,108                   | 2,990,750                   |
| <b>Total Operating Revenues</b>                                  | <b><u>\$158,982,393</u></b> | <b><u>\$140,428,356</u></b> | <b><u>\$147,715,367</u></b> |
| <b>Operating Expenditures</b>                                    |                             |                             |                             |
| Personnel  | \$21,728,949                | \$25,083,259                | \$27,433,662                |
| Operating  | 45,290,715                  | 48,185,402                  | 50,373,434                  |
| Capital Outlay   | 862,792                     | 650,300                     | 1,862,788                   |
| <b>Sub-Total Operating</b>                                       | <b><u>\$67,882,456</u></b>  | <b><u>\$73,918,961</u></b>  | <b><u>\$79,669,884</u></b>  |
| Debt Service   | 13,856,031                  | 30,352,743                  | 31,191,008                  |
| <b>Total Operating Expenditures</b>                              | <b><u>\$81,738,487</u></b>  | <b><u>\$104,271,704</u></b> | <b><u>\$110,860,892</u></b> |
| <b>Results of Operations (Prior to Capital Expenses)</b>         | <b>(77,243,906)</b>         | <b>(36,156,652)</b>         | <b>(36,854,475)</b>         |
| <b>Budget For Capital Use (Below)</b>                            | <b>(43,466,417)</b>         | <b>(33,300,000)</b>         | <b>(60,450,000)</b>         |
| <b>Capital Budget Expenditures</b>                               |                             |                             |                             |
| Approved Capital Projects (FY22 Budget)                          | \$0                         | \$33,300,000                | \$0                         |
| Approved Capital Projects (New FY23 Budget)                      | 0                           | 0                           | 75,450,000                  |
| Continuing Capital Projects (Previously Approved) <sup>(1)</sup> | 43,446,417                  | 0                           | 0                           |
| <b>Total Capital Budget Expenses:</b>                            | <b><u>\$43,446,417</u></b>  | <b><u>\$33,300,000</u></b>  | <b><u>\$75,450,000</u></b>  |
| <b>Capital Budget Resources</b>                                  |                             |                             |                             |
| Water and Sewer Revenues   | 43,446,417                  | 33,300,000                  | 60,450,000                  |
| Water and Sewer Fund Balance                                     | 0                           | 0                           | 15,000,000                  |
| <b>Total Capital Budget Resources:</b>                           | <b><u>\$43,446,417</u></b>  | <b><u>\$33,300,000</u></b>  | <b><u>\$75,450,000</u></b>  |

Notes:

(1) This number plus the budget figure reflects Utilities estimate of capital spending from previously Board approved capital projects. FY21 represents actual spending, as per the 2021 audit.

## INTERNAL SERVICE FUNDS

| Fund   | FY21<br>Actual      | FY22<br>Original    | FY23<br>Approved    |
|--|---------------------|---------------------|---------------------|
| <b>Central Automotive Maintenance Revenues</b>     |                     |                     |                     |
| Revenues:  |                     |                     |                     |
| Charges for Automotive Maintenance - West          | \$8,080,802         | \$9,500,000         | \$9,700,000         |
| Charges for Automotive Maintenance - East          | 1,429,314           | 2,536,000           | 2,632,680           |
| Charges for Use of Motor Pool                      | 4,214,911           | 4,305,506           | 4,500,000           |
| Charges for Gasoline                               | 2,784,108           | 6,050,000           | 6,050,000           |
| Charges for Vehicle Wash Facility                  | 0                   | 105,900             | 105,900             |
| Miscellaneous                                      | 116,250             | 400,000             | 400,000             |
| Gain/(Loss) on Sale of Property                    | 3,323               | 0                   | 0                   |
| Transfer to Capital Projects                       | 0                   | 0                   | 0                   |
| Transfer from General Fund                         | 0                   | 64,000              | 112,780             |
| (To) From Retained Earnings - CAM                  | 352,183             | 0                   | 0                   |
| <b>Total CAM Revenues</b>                          | <b>\$16,980,891</b> | <b>\$22,961,406</b> | <b>\$23,501,360</b> |
| <b>Central Automotive Maintenance Expenditures</b> |                     |                     |                     |
| Central Automotive Maintenance                     | \$16,980,891        | \$22,961,406        | \$23,501,360        |
| <b>Total CAM Expenditures</b>                      | <b>\$16,980,891</b> | <b>\$22,961,406</b> | <b>\$23,501,360</b> |
| <b>Technology Replacement Revenues</b>             |                     |                     |                     |
| Transfer from General Fund                         | \$3,250,000         | \$3,000,000         | \$3,000,000         |
| (To) From Retained Earnings - Technology           | (828,125)           | 1,314               | 532,947             |
| <b>Total Technology Replacement Revenues</b>       | <b>\$2,421,875</b>  | <b>\$3,001,314</b>  | <b>\$3,532,947</b>  |
| <b>Technology Replacement Expenditures</b>         |                     |                     |                     |
| Technology Replacement                             | \$2,421,875         | \$3,001,314         | \$3,532,947         |
| <b>Total Technology Replacement Expenditures</b>   | <b>\$2,421,875</b>  | <b>\$3,001,314</b>  | <b>\$3,532,947</b>  |
| <b>Risk Management Revenues</b>                    |                     |                     |                     |
| Transfer from General Fund                         | \$10,949,665        | \$9,493,570         | \$9,524,109         |
| Public Utilities Charges                           | 778,608             | 900,000             | 900,000             |
| Recon-Workers' Compensation                        | 343,651             | 50,000              | 50,000              |
| Prop/Liability Recovery                            | 380,618             | 50,000              | 50,000              |
| A/R-S1 P/L Subrogation                             | 0                   | 0                   | 0                   |
| Interest Income                                    | 20,260              | 0                   | 0                   |
| Recoveries & Rebates - General                     | 0                   | 0                   | 0                   |
| <b>Total Risk Management Revenues</b>              | <b>\$12,472,802</b> | <b>\$10,493,570</b> | <b>\$10,524,109</b> |
| <b>Risk Management Expenditures</b>                |                     |                     |                     |
| Risk Management                                    | \$12,472,802        | \$10,493,570        | \$10,524,109        |
| <b>Total Risk Management Expenditures</b>          | <b>\$12,472,802</b> | <b>\$10,493,570</b> | <b>\$10,524,109</b> |
| <b>Workplace Safety Revenues</b>                   |                     |                     |                     |
| Transfer from General Fund                         | \$478,919           | \$0                 | \$0                 |
| <b>Total Workplace Safety Revenues</b>             | <b>\$478,919</b>    | <b>\$0</b>          | <b>\$0</b>          |
| <b>Workplace Safety Expenditures</b>               |                     |                     |                     |
| Workplace Safety                                   | \$478,919           | \$0                 | \$0                 |
| <b>Total Workplace Safety Expenditures</b>         | <b>\$478,919</b>    | <b>\$0</b>          | <b>\$0</b>          |

| <b>Healthcare Fund Revenues</b>              |                        |                        |                        |
|--|------------------------|------------------------|------------------------|
| County Contribution                          | \$96,126,407           | \$101,947,347          | \$103,986,293          |
| Employee Contribution                        | 23,087,712             | 25,124,608             | 25,626,100             |
| Retiree Contribution                         | 4,404,526              | 5,700,000              | 5,700,000              |
| Retiree Subsidy                              | 208,011                | 325,000                | 310,000                |
| Disabled Subsidy                             | 4,829                  | 40,000                 | 20,000                 |
| COBRA  | 197,890                | 385,780                | 260,000                |
| Interest Income                              | 99,185                 | 400,000                | 400,000                |
| Early Retirement Reimbursement Program       | 0                      | 0                      | 0                      |
| Recoveries and Rebates                       | 8,492,507              | 8,965,540              | 9,144,851              |
| Healthcare - Wellness Payment                | 498,660                | 150,000                | 380,000                |
| Transfer from General Fund                   | 0                      | 0                      | 0                      |
| (To) From Fund Balance (Includes IBNR)       | (8,472,484)            | 0                      | 0                      |
| <b>Total Healthcare Fund Revenues</b>        | <b>\$124,647,243</b>   | <b>\$143,038,275</b>   | <b>\$145,827,244</b>   |
| <b>Healthcare Fund Expenditures</b>          |                        |                        |                        |
| Healthcare                                   | \$124,647,243          | \$143,038,275          | \$145,827,244          |
| <b>Total Healthcare Fund Expenditures</b>    | <b>\$124,647,243</b>   | <b>\$143,038,275</b>   | <b>\$145,827,244</b>   |
| <b>Debt Service Fund Revenues</b>            |                        |                        |                        |
| Transfer from General Fund                   | \$71,665,830           | \$78,346,649           | \$78,452,484           |
| Use of Debt Service Fund Balance             | \$435,169              | \$0                    | \$0                    |
| <b>Total Debt Service Revenues</b>           | <b>\$72,100,999</b>    | <b>\$78,346,649</b>    | <b>\$78,452,484</b>    |
| <b>Debt Service Fund Expenditures</b>        |                        |                        |                        |
| Debt Service - General Government            | \$27,842,513           | \$29,625,478           | \$25,277,801           |
| Debt Service - Public Works                  | 3,146,234              | 3,085,617              | 2,990,678              |
| Debt Service - Education                     | 41,112,252             | 45,635,554             | 50,184,005             |
| <b>Total Debt Service Expenditures</b>       | <b>\$72,100,999</b>    | <b>\$78,346,649</b>    | <b>\$78,452,484</b>    |
| <b>Adjustment for Interfund Transactions</b> | <b>(\$113,320,138)</b> | <b>(\$125,273,753)</b> | <b>(\$127,704,873)</b> |

## APPROVED REVENUES & EXPENDITURES - FIDUCIARY FUNDS

| Fund   | FY21<br>Actual     | FY22<br>Original   | FY23<br>Approved   |
|--|--------------------|--------------------|--------------------|
| <b>JRJDC Agency Fund Revenues</b>                            |                    |                    |                    |
| Transfer from General Fund                                   | \$3,351,088        | \$3,451,088        | \$3,624,201        |
| Revenue from Federal Government                              | 83,644             | 0                  | 0                  |
| Revenue from the Commonwealth                                | 1,646,877          | 1,565,294          | 1,528,567          |
| Revenue from Goochland/Powhatan                              | 518,528            | 534,082            | 560,786            |
| Revenue from Other Localities                                | 53,750             | 0                  | 0                  |
| Interest Income  | 7,659              | 0                  | 0                  |
| (To) From Fund Balance-JRJDC                                 | (58,562)           | 133,512            | 467,494            |
| <b>Total JRJDC Revenues</b>                                  | <b>\$5,602,984</b> | <b>\$5,683,976</b> | <b>\$6,181,048</b> |
| <b>JRJDC Agency Fund Expenditures</b>                        |                    |                    |                    |
| Operating  | 5,596,665          | 5,583,976          | 6,081,048          |
| Capital Projects   | 6,319              | 100,000            | 100,000            |
| <b>Total JRJDC Expenditures</b>                              | <b>\$5,602,984</b> | <b>\$5,683,976</b> | <b>\$6,181,048</b> |
| <b>Other Post Employment Benefits - GASB 45 Revenues</b>     |                    |                    |                    |
| Transfer from General Fund                                   | \$2,675,000        | \$2,675,000        | \$2,675,000        |
| Revenue from Enterprise Fund                                 | 75,000             | 75,000             | 75,000             |
| <b>Total OPEB - GASB 45 Revenues</b>                         | <b>\$2,750,000</b> | <b>\$2,750,000</b> | <b>\$2,750,000</b> |
| <b>Other Post Employment Benefits - GASB 45 Expenditures</b> |                    |                    |                    |
| Operating  | \$2,750,000        | \$2,750,000        | \$2,750,000        |
| <b>Total OPEB - GASB 45 Expenditures</b>                     | <b>\$2,750,000</b> | <b>\$2,750,000</b> | <b>\$2,750,000</b> |
| <b>Line of Duty Act (LODA) Revenues</b>                      |                    |                    |                    |
| Operating Transfer from General Fund                         | \$1,250,000        | \$1,250,000        | \$1,250,000        |
| <b>Total LODA Revenues</b>                                   | <b>\$1,250,000</b> | <b>\$1,250,000</b> | <b>\$1,250,000</b> |
| <b>Line of Duty Act (LODA) Expenditures</b>                  |                    |                    |                    |
| Operating  | \$1,250,000        | \$1,250,000        | \$1,250,000        |
| <b>Total LODA Expenditures</b>                               | <b>\$1,250,000</b> | <b>\$1,250,000</b> | <b>\$1,250,000</b> |
| <b>Long-Term Disability Revenues</b>                         |                    |                    |                    |
| Fiduciary Fund Balance                                       |                    |                    |                    |
| Operating Transfer from General Fund                         | \$600,000          | \$600,000          | \$600,000          |
| <b>Total Long-Term Disability Revenues</b>                   | <b>\$600,000</b>   | <b>\$600,000</b>   | <b>\$600,000</b>   |
| <b>Long-Term Disability Expenditures</b>                     |                    |                    |                    |
| Operating  | \$600,000          | \$600,000          | \$600,000          |
| <b>Total Long-Term Disability Expenditures</b>               | <b>\$600,000</b>   | <b>\$600,000</b>   | <b>\$600,000</b>   |

**Total Revenues (By Source) - Across All Funds**  
**Fiscal Year 2022-23**

|  | General<br>Fund        | Special<br>Revenue<br>Fund | Water & Sewer<br>Enterprise<br>Fund | Debt<br>Service<br>Fund | Internal<br>Service<br>Funds | Fiduciary<br>Funds  | Total<br>All Funds     |
|--|------------------------|----------------------------|-------------------------------------|-------------------------|------------------------------|---------------------|------------------------|
| <b>Revenue from Local Sources</b>                      |                        |                            |                                     |                         |                              |                     |                        |
| General Property Taxes                                 | \$578,420,000          | \$0                        | \$0                                 | \$0                     | \$0                          | \$0                 | \$578,420,000          |
| Other Local Taxes                                      | 195,060,000            | 0                          | 0                                   | 0                       | 0                            | 0                   | 195,060,000            |
| Permits, Fees, and Licenses                            | 6,754,000              | 1,074,905                  | 0                                   | 0                       | 0                            | 0                   | 7,828,905              |
| Fines and Forfeitures                                  | 2,085,000              | 287,360                    | 159,485                             | 0                       | 0                            | 0                   | 2,531,845              |
| Use of Money and Property                              | 2,381,700              | 258,836                    | 0                                   | 0                       | 800,000                      | 0                   | 3,440,536              |
| Charges for Services                                   | 3,751,500              | 34,527,420                 | 142,285,317                         | 0                       | 0                            | 0                   | 180,564,237            |
| Recovered Costs  | 4,372,000              | 621,708                    | 0                                   | 0                       | 169,035,824                  | 75,000              | 174,104,532            |
| Shared Expenses  | 0                      | 0                          | 0                                   | 0                       | 0                            | 560,786             | 560,786                |
| Miscellaneous  | 3,696,000              | 10,495,153                 | 2,279,815                           | 0                       | 380,000                      | 0                   | 16,850,968             |
| <b>Total from Local Sources</b>                        | <b>\$796,520,200</b>   | <b>\$47,265,382</b>        | <b>\$144,724,617</b>                | <b>\$0</b>              | <b>\$170,215,824</b>         | <b>\$635,786</b>    | <b>\$1,159,361,809</b> |
| <b>Revenue from the Commonwealth</b>                   |                        |                            |                                     |                         |                              |                     |                        |
| Non-categorical Aid                                    | 13,557,000             | 6,356,345                  | 0                                   | 0                       | 0                            | 0                   | 19,913,345             |
| Shared Expenses  | 18,935,000             | 0                          | 0                                   | 0                       | 0                            | 1,528,567           | 20,463,567             |
| Categorical Aid  | 389,457,865            | 55,016,616                 | 0                                   | 0                       | 0                            | 0                   | 444,474,481            |
| <b>Total from the Commonwealth</b>                     | <b>\$421,949,865</b>   | <b>\$61,372,961</b>        | <b>\$0</b>                          | <b>\$0</b>              | <b>\$0</b>                   | <b>\$1,528,567</b>  | <b>\$484,851,393</b>   |
| <b>Revenue from the Federal Government</b>             |                        |                            |                                     |                         |                              |                     |                        |
| Categorical Aid  | 385,000                | 70,616,435                 | 0                                   | 0                       | 0                            | 0                   | 71,001,435             |
| <b>Total from the Federal Government</b>               | <b>\$385,000</b>       | <b>\$70,616,435</b>        | <b>\$0</b>                          | <b>\$0</b>              | <b>\$0</b>                   | <b>\$0</b>          | <b>\$71,001,435</b>    |
| <b>Total Revenues</b>                                  | <b>\$1,218,855,065</b> | <b>\$179,254,778</b>       | <b>\$144,724,617</b>                | <b>\$0</b>              | <b>\$170,215,824</b>         | <b>\$2,164,353</b>  | <b>\$1,715,214,637</b> |
| <b>Operating Transfers</b>                             |                        |                            |                                     |                         |                              |                     |                        |
| Operating Transfers                                    | (141,538,629)          | 39,309,304                 | 2,990,750                           | 78,452,484              | (115,067,984)                | 8,149,201           | (127,704,874)          |
| Transfers to Capital Projects                          | (70,348,000)           | 0                          | 0                                   | 0                       | 0                            | 0                   | (70,348,000)           |
| <b>Total Resources</b>                                 | <b>\$1,006,968,436</b> | <b>\$218,564,082</b>       | <b>\$147,715,367</b>                | <b>\$78,452,484</b>     | <b>\$55,147,840</b>          | <b>\$10,313,554</b> | <b>\$1,517,161,763</b> |
| <b>Fund Balance</b>                                    |                        |                            |                                     |                         |                              |                     |                        |
| (To) From Fund Balance                                 | 7,650,000              | 670,943                    | (36,854,475)                        | 0                       | 532,947                      | 467,494             | (27,533,091)           |
| Use of Fund Balance - Sidewalks                        | 2,500,000              | 0                          | 0                                   | 0                       | 0                            | 0                   | 2,500,000              |
| Use of Fund Balance - Designated Capital Reserve       | 3,850,000              | 0                          | 0                                   | 0                       | 0                            | 0                   | 3,850,000              |
| Use of Fund Balance - Vehicle Reserve                  | 13,500,000             | 0                          | 0                                   | 0                       | 0                            | 0                   | 13,500,000             |
| Use of Fund Balance - Bond Project Planning Reserve    | 15,000,000             | 0                          | 0                                   | 0                       | 0                            | 0                   | 15,000,000             |
| Use of Fund Balance - Tourism Reserve                  | 5,000,000              | 0                          | 0                                   | 0                       | 0                            | 0                   | 5,000,000              |
| Use of Fund Balance - Community Revitalization Reserve | 2,000,000              | 0                          | 0                                   | 0                       | 0                            | 0                   | 2,000,000              |
| Use of Fund Balance - Henrico Investment Program       | 750,000                | 0                          | 0                                   | 0                       | 0                            | 0                   | 750,000                |
| (To) From Fund Balance - Meals Tax Reserve             | 5,000,000              | 0                          | 0                                   | 0                       | 0                            | 0                   | 5,000,000              |
| From Sinking Fund - Bond Ops                           | 1,378,386              | 0                          | 0                                   | 0                       | 0                            | 0                   | 1,378,386              |
| <b>Total All Funds</b>                                 | <b>\$1,063,596,822</b> | <b>\$219,235,025</b>       | <b>\$110,860,892</b>                | <b>\$78,452,484</b>     | <b>\$55,680,787</b>          | <b>\$10,781,048</b> | <b>\$1,538,607,058</b> |

**Total Expenditures (By Department) - Across All Funds**

**Fiscal Year 2022-23**

| <b>Department</b>                            | <b>General Fund</b>    | <b>Special Revenue Fund</b> | <b>Water &amp; Sewer Enterprise Fund</b> | <b>Debt Service Fund</b> | <b>Internal Service Funds</b> | <b>Fiduciary Funds</b> | <b>Total All Funds</b> |
|--|------------------------|-----------------------------|--|--------------------------|-------------------------------|------------------------|------------------------|
| Agriculture and Home Extension               | 420,787                |                             |  |                          |                               |                        | \$420,787              |
| Board of Supervisors                         | \$1,221,982            |                             |  |                          |                               |                        | \$1,221,982            |
| Building Inspections                         | 5,420,220              |                             |  |                          |                               |                        | \$5,420,220            |
| Capital Region Workforce Partnership         |                        | 4,813,545                   |  |                          |                               |                        | \$4,813,545            |
| Circuit Court Clerk                          | 2,951,383              |                             |  |                          |                               |                        | \$2,951,383            |
| Circuit Court Services                       | 866,311                |                             |  |                          |                               |                        | \$866,311              |
| Commonwealth's Attorney                      | 6,504,951              | 1,521,715                   |  |                          |                               |                        | \$8,026,666            |
| Community Corrections Program                |                        | 2,557,442                   |  |                          |                               |                        | \$2,557,442            |
| Community Revitalization                     | 2,086,661              |                             |  |                          |                               |                        | \$2,086,661            |
| County Attorney                              | 3,005,188              |                             |  |                          |                               |                        | \$3,005,188            |
| County Manager                               | 1,935,704              |                             |  |                          |                               |                        | \$1,935,704            |
| Debt Service                                 |                        |                             |  | 28,268,479               |                               |                        | \$28,268,479           |
| Economic Development                         | 18,585,699             |                             |  |                          |                               |                        | \$18,585,699           |
| Education                                    | 602,656,057            | 110,101,709                 |  | 50,184,005               |                               |                        | \$762,941,771          |
| Electoral Board                              | 2,212,172              |                             |  |                          |                               |                        | \$2,212,172            |
| Emergency Management                         | 1,059,447              |                             |  |                          |                               |                        | \$1,059,447            |
| Finance                                      | 16,320,453             |                             |  |                          | 10,524,109                    |                        | \$26,844,562           |
| General District Court                       | 494,777                |                             |  |                          |                               |                        | \$494,777              |
| General Services                             | 16,090,056             |                             |  |                          | 23,501,360                    |                        | \$39,591,416           |
| Healthcare                                   |                        |                             |  |                          | 145,827,244                   |                        | \$145,827,244          |
| Human Resources                              | 7,132,749              |                             |  |                          |                               | 4,600,000              | \$11,732,749           |
| Information Technology                       | 18,535,074             |                             |  |                          |                               |                        | \$18,535,074           |
| Interdepartmental Billings                   |                        |                             |  |                          | (127,704,873)                 |                        | (\$127,704,873)        |
| Internal Audit                               | 708,991                |                             |  |                          |                               |                        | \$708,991              |
| James River Juvenile Detention Ctr           |                        |                             |  |                          |                               | 6,181,048              | \$6,181,048            |
| Juvenile & Domestic Relations Court Services | 111,025                | 1,109,967                   |  |                          |                               |                        | \$1,220,992            |
| Juvenile Detention                           | 2,727,484              |                             |  |                          |                               |                        | \$2,727,484            |
| Juvenile Probation                           | 23,072                 |                             |  |                          |                               |                        | \$23,072               |
| Library                                      | 22,389,665             |                             |  |                          |                               |                        | \$22,389,665           |
| Magistrate                                   | 6,286                  |                             |  |                          |                               |                        | \$6,286                |
| Mental Health & Developmental Services       |                        | 46,306,618                  |  |                          |                               |                        | \$46,306,618           |
| Non-Departmental                             | 15,236,171             | 500,000                     |  |                          |                               |                        | \$15,736,171           |
| Permit Center                                | 1,089,218              |                             |  |                          |                               |                        | \$1,089,218            |
| Planning                                     | 5,139,389              |                             |  |                          |                               |                        | \$5,139,389            |
| Public Health                                | 2,967,497              |                             |  |                          |                               |                        | \$2,967,497            |
| Public Relations                             | 2,274,217              |                             |  |                          |                               |                        | \$2,274,217            |
| Public Safety - Fire                         | 79,693,202             |                             |  |                          |                               |                        | \$79,693,202           |
| Public Safety - Police                       | 93,896,694             | 1,688,115                   |  |                          |                               |                        | \$95,584,809           |
| Public Utilities                             |                        | 18,344,034                  | 110,860,892                              |                          |                               |                        | \$129,204,926          |
| Public Works                                 | 58,418,365             | 897,000                     |  |                          |                               |                        | \$59,315,365           |
| Real Property                                | 0                      |                             |  |                          |                               |                        | \$0                    |
| Recreation & Parks                           | 23,331,970             |                             |  |                          |                               |                        | \$23,331,970           |
| Sheriff                                      | 47,418,558             |                             |  |                          |                               |                        | \$47,418,558           |
| Social Services                              |                        | 31,394,880                  |  |                          |                               |                        | \$31,394,880           |
| Sports & Entertainment Authority             | 665,347                |                             |  |                          |                               |                        | \$665,347              |
| Technology Replacement                       |                        |                             |  |                          | 3,532,947                     |                        | \$3,532,947            |
|  | <b>\$1,063,596,822</b> | <b>\$219,235,025</b>        | <b>\$110,860,892</b>                     | <b>\$78,452,484</b>      | <b>\$55,680,787</b>           | <b>\$10,781,048</b>    | <b>\$1,538,607,058</b> |

**Estimated Changes to Unassigned Fund Balances  
FY21 Actual through FY23 Projected (By Fund)**

|  | Revenues      | Expenditures/<br>Transfers | Fund<br>Balance |
|--|---------------|----------------------------|-----------------|
| <b>GENERAL FUND</b>                                      |               |                            |                 |
| Undesignated Fund Balance - FY21 Actual                  |               |                            | \$ 136,376,935  |
| FY22 Budgeted Revenues                                   | 1,128,158,240 |                            |                 |
| FY22 Budgeted Expenditures                               |               | (983,925,344)              |                 |
| FY22 Budgeted Transfers to Other Funds                   |               | (137,719,396)              |                 |
| FY22 Use of Fund Balance - Capital Projects              |               | 0                          |                 |
| FY22 Anticipated Results of Operations                   |               |                            | 11,211,867      |
| FY22 Projected Use of Fund Balance - Capital Projects    |               |                            | 6,513,500       |
| Projected Ending Undesignated Fund Balance FY22          |               |                            | 154,102,302     |
| <br>   |               |                            |                 |
| FY23 Budgeted Revenues                                   | 1,218,855,065 |                            |                 |
| FY23 Budgeted Expenditures                               |               | (1,063,596,822)            |                 |
| FY23 Budgeted Transfers to Other Funds                   |               | (141,538,629)              |                 |
| FY23 Use of Fund Balance - Capital Projects              |               | 0                          |                 |
| FY23 Anticipated Results of Operations                   |               |                            | (8,282,392)     |
| FY23 Projected Use of Fund Balance - Capital Projects    |               |                            | 13,719,614      |
| Projected Ending Undesignated Fund Balance FY23          |               |                            | \$ 159,539,523  |
| <br><b>SPECIAL REVENUE FUND</b>                          |               |                            |                 |
| Undesignated Fund Balance - FY21 Actual                  |               |                            | \$ 0            |
| <br>   |               |                            |                 |
| FY22 Budgeted Revenues                                   | 199,060,179   |                            |                 |
| FY22 Budgeted Use of Reserves (net)                      | 1,827,404     |                            |                 |
| FY22 Budgeted Total Resources                            | 200,887,583   |                            |                 |
| FY22 Budgeted Expenditures                               |               | (200,887,583)              |                 |
| FY22 Projected Use of Undesignated Fund Balance          |               |                            | 0               |
| Projected Ending Undesignated Fund Balance FY22          |               |                            | \$ 0            |
| <br>   |               |                            |                 |
| FY23 Budgeted Revenues                                   | 218,684,000   |                            |                 |
| FY23 Budgeted Use of Reserves (net)                      | 670,943       |                            |                 |
| FY23 Budgeted Total Resources                            | 219,354,943   |                            |                 |
| FY23 Budgeted Expenditures                               |               | (219,354,943)              |                 |
| FY23 Projected Use of Undesignated Fund Balance          |               |                            | 0               |
| Projected Ending Undesignated Fund Balance FY23          |               |                            | \$ 0            |
| <br><b>INTERNAL SERVICE FUNDS</b>                        |               |                            |                 |
| Unreserved Retained Earnings - FY21 Actual               |               |                            | \$ 45,341,198   |
| <br>   |               |                            |                 |
| FY22 Budgeted Revenues                                   | 179,493,251   |                            |                 |
| FY22 Budgeted Expenditures                               |               | (179,494,565)              |                 |
| FY22 Projected Use of Retained Earnings and Fund Balance |               |                            | (1,314)         |
| Projected Ending Unreserved Retained Earnings FY22       |               |                            | 45,339,884      |
| <br>   |               |                            |                 |
| FY23 Budgeted Revenues                                   | 182,852,713   |                            |                 |
| FY23 Budgeted Expenditures                               |               | (183,385,660)              |                 |
| FY23 Projected Use of Retained Earnings and Fund Balance |               |                            | (532,947)       |
| Projected Ending Unreserved Retained Earnings FY23       |               |                            | \$ 44,806,937   |

**Estimated Changes to Unassigned Fund Balances  
FY21 Actual through FY23 Projected (By Fund)**

|  | Revenues    | Expenditures/<br>Transfers | Fund<br>Balance |
|--|-------------|----------------------------|-----------------|
| <b>WATER &amp; SEWER ENTERPRISE FUND</b>           |             |                            |                 |
| Unreserved Fund Equity - FY21 Actual               |             |                            | \$ 196,635,341  |
| FY22 Budgeted Revenues                             | 140,428,356 |                            |                 |
| FY22 Budgeted Revenues - Revenue Bonds - Capital   | 0           |                            |                 |
| FY22 Budgeted Expenditures                         |             | (104,271,704)              |                 |
| FY22 Budgeted for Capital Use                      |             | (33,300,000)               |                 |
| FY22 Budgeted Expenditures and Transfers           |             | (137,571,704)              |                 |
| FY22 Projected Change to Unreserved Fund Equity    |             |                            | 2,856,652       |
| Projected Unreserved Fund Equity FY22              |             |                            | \$ 199,491,993  |
| <br>   |             |                            |                 |
| FY23 Budgeted Revenues                             | 147,715,367 |                            |                 |
| FY23 Budgeted Revenues - Revenue Bonds - Capital   | 0           |                            |                 |
| FY23 Budgeted Expenditures                         |             | (110,860,892)              |                 |
| FY23 Budgeted for Capital Use                      |             | (60,450,000)               |                 |
| FY23 Budgeted Expenditures and Transfers           |             | (171,310,892)              |                 |
| FY23 Projected Change to Unreserved Fund Equity    |             |                            | (23,595,525)    |
| Projected Unreserved Fund Equity FY23              |             |                            | \$ 175,896,468  |
| <br>   |             |                            |                 |
| <b>JRJDC AGENCY FUND</b>                           |             |                            |                 |
| Unreserved Retained Earnings - FY21 Actual         |             |                            | \$ 4,047,639    |
| FY22 Budgeted Revenues                             | 5,550,464   |                            |                 |
| FY22 Budgeted Expenditures                         |             | (5,683,976)                |                 |
| FY22 Budgeted Use of Unreserved Retained Earnings  |             |                            | (133,512)       |
| Projected Ending Unreserved Retained Earnings FY22 |             |                            | \$ 3,914,127    |
| <br>   |             |                            |                 |
| FY23 Budgeted Revenues                             | 5,713,554   |                            |                 |
| FY23 Budgeted Expenditures                         |             | (6,181,048)                |                 |
| FY23 Budgeted Use of Unreserved Retained Earnings  |             |                            | (467,494)       |
| Projected Ending Unreserved Retained Earnings FY23 |             |                            | \$ 3,446,633    |

# THREE YEAR FORECAST OF REVENUES AND EXPENDITURES

**The information that follows constitutes the forecast of the County's cost of operations for FY23 through FY25. All projections assume current tax rates remain unchanged.** The FY23 data represents the budget adopted by the Board of Supervisors, while FY24 and FY25 are estimated for projective purposes. This data is presented by fund and includes a description of major revenue and expenditure assumptions used to develop each forecast. Henrico County has opted to project revenues and expenditures of each fund, as opposed to simply projecting the County's General Fund requirements. The actual forecasts, showing the relationship between revenues and expenditures and the predicted effects on fund balance, are presented in a schedule at the end of the narrative.

The revenue and expenditure forecasts for each fund are formulated using a combination of statistical forecasting techniques, regional economic data, and local government operating experience. Preliminary estimates for the subsequent fiscal year are initiated in August of each year using a variety of forecasting models. In the late Fall the County's annual financial audit is finalized. The previous year's revenue and expenditure forecasts are compared against audited financial statements to determine if revenue model refinements are necessary. At that point, refined forecasts are prepared for the upcoming fiscal year.

Revised estimates are analyzed against a variety of forecasted economic data with special emphasis on consumer and wholesale prices, local population, retail sales, building and construction activity, employment, wages, interest rates, Federal and State funding, and general economic conditions to ensure the forecast is consistent with future economic expectations. Refinements are made until the budget is adopted by the Board of Supervisors annually.

# GENERAL FUND: THREE YEAR FORECAST REVENUES AND EXPENDITURES

## DESCRIPTION

The General Fund reflects all revenues and expenditures of the County not required to be accounted for in another fund. Local revenues are primarily derived from Real and Personal Property Taxes, Business License Taxes, Local Sales Tax, Charges for Services, and Use of Money and Property. Revenues are received from the State for education, public safety, constitutional officers, and road maintenance. Revenues from the Federal Government are largely used for social services and education.

Major expenditures include the cost of general government services such as education, public safety, streets and roadways, public health, social services, recreation, libraries, and transfers to other funds (primarily to fund the County's debt service requirements and capital projects.)

## REVENUE ASSUMPTIONS

- Local Tax Revenue represents Henrico County's principal source of local revenue.
- Real Property Taxes are estimated to generate \$425 million, or 34.87%, of the County's total General Fund revenue in FY23.
  - The FY23 budget is balanced within the tax rate of \$0.85 per \$100 of assessed value for CY22.
  - Assessment information for January 2022 indicates real estate assessments total \$49.56 billion, reflecting an increase of approximately \$5.44 billion, or 12.3%, from the January 2021 assessed values.
    - The increase was driven by reassessments with a residential growth of 11.6% and commercial growth of 14.0%.
  - Yearly projections for countywide assessments are based on a forecast model factoring in changes in both residential and commercial values as well as the addition of new residential and commercial construction.
    - The FY24 and FY25 projections assume increases to the County's real property tax collections of 7.23% and 5.17%, respectively.
- Personal Property Taxes are levied on the tangible property of individuals and businesses.
  - Approved personal property tax rates can be seen in Appendix D of this document.
  - Personal Property Tax revenue is estimated at \$139.1 million for FY23.
  - This revenue includes taxes from current personal property, taxes on personal property owned by public service corporations, and Personal Property Tax Relief Act.
  - It is projected that Personal Property Tax receipts will increase by 0.0% in FY24 and 2.34% in FY25.
- Other General Property Tax revenue includes delinquent real estate and personal property taxes, land redemptions and interest, and penalties on delinquent taxes.
- Local Sales Tax revenue is considered an elastic revenue source because it is responsive to changes in the economy.
  - This projection only includes the 1% of local sales tax that is remitted to Henrico County.
  - Local Sales Tax revenue is projected to generate \$80.25 million in FY23, an increase of \$10.25 million, or 14.64%, from the current fiscal year budget.
  - Local Sales Tax revenues are projected to increase by 3.43% in FY24 and 3.0% in FY25.
- Business & Professional License (BPOL) Taxes are levied on businesses operating in the County.
  - For Henrico County businesses, the first \$500,000 of gross receipts is exempt from the BPOL tax – regardless of total gross receipts.
  - The FY23 budget maintains a maximum uniform BPOL tax rate of \$0.20/\$100 of gross receipts for all business categories.
  - The FY24 and FY25 forecast estimates BPOL tax receipts will increase to a level of \$42.0 million and \$45.0 million, respectively.
- Motor Vehicle License Taxes are collected for every motor vehicle or trailer normally garaged, stored or parked in the County.
  - This tax is projected to increase to \$100,000 during the forecast period.
- Consumer Utility Taxes are estimated to be \$2.75 million in FY23, remaining constant in FY24 and FY25.

- Hotel/Motel Taxes under the Code of Virginia are defined as “transient occupancy taxes.”
  - The Hotel/Motel Tax rate in the Richmond Metropolitan Area is 8.0%, all of which is transferred to the Greater Richmond Convention Center Authority (GRCCA.)
  - At the end of the fiscal year, Henrico County’s local 2.0% component for tourism expenses will be returned from the GRCCA.
  - FY23 revenue estimates for the Hotel/Motel Tax total \$14.0 million.
  - It is anticipated that revenues will increase by 75% in FY23 as visitors return to Henrico County and 7.14% in FY24 & FY25.
- Meals Tax revenue will be earmarked for School’s operating, capital, and debt service needs.
  - The FY23 forecast is \$28.0 million driven by improvements to conditions for local businesses still coping with impacts of the recent public health emergency, this revenue is projected to stay at \$28.0 million in FY24, rising to \$33.0 million in FY25 to cover debt service for schools’ 2022 projects.
- Bank Franchise Taxes are derived from the taxation of net capital on banks located in the County. In FY23 Bank Franchise Taxes are estimated at \$15.0 million and will remain flat during the projection period.
- Other Local Taxes include funds received for grantor’s taxes, recordation taxes, daily rental tax, and the consumption tax.
  - It is projected that Other Local Taxes will remain stagnant across FY23-FY25 at \$7.56 million.
- Permits, Fees and Licenses include structure and equipment permits, municipal library fees, zoning application fees, charges for the rental of school facilities, and dog licenses.
  - In FY23, Building Permit Fees are estimated to remain flat at \$6.75 million. The forecast for Permits, Fees and License revenues are projected to increase to \$7.0 million in FY24 and \$7.25 million FY25.
- Fines and Forfeitures include revenue for traffic and parking violations, false alarm fees and courthouse maintenance fees.
  - This category is estimated at \$2.09 million for FY23 and is projected to grow to \$2.10 million for FY24 and remain flat in FY25.
- Use of Money and Property includes receipts from the sale of County property and interest on County investments.
  - This is estimated to generate \$2.38 million in FY23 and to increase to \$2.50 million in FY24 and remain flat in FY25. This estimate is down significantly from prior year estimates due to continuing economic conditions.
- Charges for Services are revenues paid by users of various County services including participation fees for Recreation and Parks special interest classes and sports leagues, charges for overdue and lost books, and charges for data processing services.
  - Revenue from Charges for Services is estimated at \$3.75 million in FY23 and is projected to increase 1.29% in FY24 and 2.63% in FY25.
- Miscellaneous Revenue is estimated at \$8.07 million in FY23, rising 1.02% to \$8.15 million in FY24 and 1.23% to \$8.25 million in FY25.
- State and Federal revenue is estimated at \$422.33 million in FY23, which represents 35.0% of total General Fund revenue.
  - This is a projected increase of approximately 7.18% over the current fiscal year.
- State and Federal Aid to Education is expected to increase from \$299.50 million projected in FY22 to \$324.98 million in FY23.
  - The projection assumes an increase of 5.24% in FY24 and 4.01% in FY25.
- General Government programs for which Henrico County receives State and Federal funding include street and highway maintenance, police, and partial payments for the salaries and benefits of constitutional officers and their employees.
  - State and Federal Aid to General Government is estimated at \$97.35 million in FY23.
  - These are projected to increase 2.72% in FY24 and 4.0% in FY25.
- This forecast projects no Federal Aid to General Government in FY23 as all budgeted sources of Federal Aid are included in the Special Revenue Fund.

## EXPENDITURE ASSUMPTIONS

- Education is the top priority of the Board of Supervisors.
  - In FY23, the Education budget represents 56.7% of General Fund expenditures.
- For General Government, spending is primarily spent within Public Safety, which received a total increase of \$15.20 million in FY23 funding.
- General Fund expenditures are forecasted to grow by 8.1% in FY23, 5.3% in FY24, and 3.5% in FY25.
- To (From) Debt Service Fund represents the forecast of General Fund support to the Debt Service Fund. The debt service levels through FY25 are calculated on new, existing, and projected debt service requirements.
- To (From) Capital Projects is projected at \$70.35 million for FY23 for pay-as-you-go projects. Projections for anticipated capital projects in FY24 and FY25 include transfers of \$54.25 million and \$48.75 million respectively.
- To (From) Water and Sewer Enterprise Fund represents the annual transfer to pay for the debt service costs associated with \$32.0 million in debt for infrastructure improvements made at the Elko Industrial Tract for current and future economic development prospects.
  - The FY23 estimate of these costs is \$2.99 million and the costs for FY24 totaling \$2.99 million and FY25 totaling \$2.99 million.
- To (From) Risk Management Fund is the transfer of funds to support risk management operations.
  - The FY23 transfer is for \$9.52 million to support the County's Risk Management operations, which includes the cost of the County's self-insurance program (excluding healthcare).
  - The anticipated transfer to fund the cost of the County's Risk Management operation is estimated to increase to \$10.51 million in FY24 and \$11.53 million in FY25 to minimize mid-year budget amendments for this area.
- To (From) Special Revenue Fund is the anticipated local requirement from the General Fund to support a variety of State and Federal grant programs including the Capital Region Workforce Partnership (CRWP – formerly CATC), the Community Corrections Services Program (CCP), the Department of Social Services including the Children's Services Act (CSA) program, and the Virginia Juvenile Community Crime Control Act (VJCCCA).
  - The transfer to the Special Revenue Fund is estimated at \$39.31 million in FY23.
  - The projections over the forecast period are \$40.49 million in FY24 and \$41.70 million in FY25 and were determined after analyzing all the individual components of the Special Revenue Fund.
- To (From) JRJDC Agency Fund represents the transfer to pay for Henrico County's share of the operating costs and debt service requirements associated with the James River Juvenile Detention Center (JRJDC).
  - The transfer to the JRJDC Agency Fund is anticipated at \$3.62 million for FY23 increasing to \$3.81 million in FY24 and \$4.0 million in FY25.
- (To) From OPEB - GASB 45 represents the anticipated funding for the costs associated with the accounting requirement issued by the Government Accounting Standards Board (GASB) known as GASB 45.
  - Projections for FY23 through FY25 total \$2.68 million each year, which is anticipated to fully fund the County's obligation.
- (To) From Line of Duty represents the anticipated funding needed for expenses associated with the Line of Duty payments.
  - Projections for FY23, FY24, and FY25 are flat at \$1.25 million.
- (To) From Long Term Disability represents the anticipated funding needed for expenses associated with the payments for County-provided long-term disability benefit for eligible General Government and Schools employees.
  - Projections for FY23 through FY25 remain flat at \$600,000 each year, which will fund the County's obligation in this area.

- (To) From Fund Balance – General encompasses any money used to fund capital projects in 4 areas: Capital Projects, Capital Reserves (including Meals Tax exclusively for education), Pedestrian Improvements, and the Bond Project Planning Reserve.
  - Funding decreases from \$29.0 million in FY23 to \$25.65 million in FY24 to \$20.15 million in FY25.
- From Sinking Fund – Bond Ops are funds held in reserve to offset increases in future operating costs associated with schools, parks, fire facilities, and libraries that will be constructed with General Obligation Bond funds authorized by the voters in the November 2016 referendum.
  - FY23 includes \$1.38 million for operating costs related to the opening of East Gate Fire Station, Dorey Park, and Deep Run Park.
  - FY24 includes \$2.39 million for the opening of Eastgate Fire Station, Three Lakes Park , Glover Park, Taylor Park, and Cheswick Park.
  - FY25 includes \$1.29 million for the opening of East Gate Fire Station.
- Ending General Fund Balance represents reserves not appropriated for expenditure, including the assigned and unassigned balances.
  - Per County financial guidelines, unassigned fund balance is projected at 15.0% of general fund expenditures in FY23, FY24, and FY25.

## GENERAL FUND FORECAST

|   | FY21<br>Actuals         | FY22<br>Approved        | FY23<br>Approved        | FY24<br>Forecast        | FY25<br>Forecast        |
|---|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| <b>Revenues:</b>  |                         |                         |                         |                         |                         |
| Current Real Estate Tax   | \$ 371,051,873          | \$ 383,000,000          | \$ 415,000,000          | \$ 445,000,000          | \$ 468,000,000          |
| P.S. Real Estate Tax  | 10,884,445              | 10,000,000              | 10,000,000              | 10,000,000              | 10,000,000              |
| Current Personal Prop. Tax (1)  | 84,235,190              | 125,000,000             | 139,000,000             | 139,000,000             | 142,250,000             |
| P.S. Personal Property Tax  | 24,342                  | 70,000                  | 70,000                  | 70,000                  | 70,000                  |
| Other General Property Tax  | 21,308,781              | 13,250,000              | 14,350,000              | 16,000,000              | 16,000,000              |
| Local Sales Tax   | 75,612,539              | 70,000,000              | 80,250,000              | 83,000,000              | 85,490,000              |
| Business License Tax  | 38,591,364              | 36,000,000              | 40,000,000              | 42,000,000              | 45,000,000              |
| Motor Vehicle License Tax   | 7,113,387               | 7,400,000               | 7,500,000               | 7,500,000               | 7,500,000               |
| Consumer Utility Tax  | 2,708,888               | 2,750,000               | 2,750,000               | 2,750,000               | 2,750,000               |
| Bank Franchise Tax  | 18,148,370              | 15,000,000              | 15,000,000              | 15,000,000              | 15,000,000              |
| Hotel/Motel Tax   | 8,889,699               | 8,000,000               | 14,000,000              | 15,000,000              | 15,000,000              |
| Food & Beverage (Meals) Tax   | 27,442,728              | 24,000,000              | 28,000,000              | 28,000,000              | 33,000,000              |
| Other Local Taxes   | 9,541,970               | 7,460,000               | 7,560,000               | 7,560,000               | 7,560,000               |
| <b>Total Local Taxes Sub-Total</b>  | <b>675,553,576</b>      | <b>701,930,000</b>      | <b>773,480,000</b>      | <b>810,880,000</b>      | <b>847,620,000</b>      |
| Permits, Fees, & Licenses   | 8,595,711               | 6,754,000               | 6,754,000               | 7,000,000               | 7,250,000               |
| Fines & Forfeitures   | 1,678,666               | 2,085,000               | 2,085,000               | 2,100,000               | 2,100,000               |
| Use of Money & Property   | 3,518,805               | 11,334,700              | 2,381,700               | 2,500,000               | 2,500,000               |
| Charges for Services  | 1,172,970               | 3,710,500               | 3,751,500               | 3,800,000               | 3,900,000               |
| Miscellaneous Revenue   | 9,921,176               | 8,307,000               | 8,068,000               | 8,150,000               | 8,250,000               |
| <b>Total Local Revenue</b>  | <b>702,440,904</b>      | <b>734,121,200</b>      | <b>796,520,200</b>      | <b>834,430,000</b>      | <b>871,620,000</b>      |
| State & Federal-Schools   | 299,883,273             | 299,492,000             | 324,982,000             | 342,000,000             | 355,700,000             |
| State & Federal-General Government <sup>(1)</sup>   | 161,726,496             | 94,545,040              | 97,352,865              | 100,000,000             | 104,000,000             |
|   | <b>461,609,769</b>      | <b>394,037,040</b>      | <b>422,334,865</b>      | <b>442,000,000</b>      | <b>459,700,000</b>      |
| <b>Total Revenue</b>  | <b>\$ 1,164,050,673</b> | <b>\$ 1,128,158,240</b> | <b>\$ 1,218,855,065</b> | <b>\$ 1,276,430,000</b> | <b>\$ 1,331,320,000</b> |
| <sup>(1)</sup> Actual PPTRA Car Tax Reimbursements are reflected as State Aid, although budget estimates do not break out PPTRA Reimbursements from Current Personal Property Tax estimates. FY21 actual = \$37,001,783. Forecast period FY22 thru FY25 equal \$37,000,000. |                         |                         |                         |                         |                         |
| <sup>(2)</sup> FY21 Actuals includes \$25,620,515 of funding from the Federal Government through the CARES Act.   |                         |                         |                         |                         |                         |
| <b>Transfers:</b>   |                         |                         |                         |                         |                         |
| (To) From Debt Service Fund   | \$ (71,665,830)         | \$ (78,346,649)         | \$ (78,452,484)         | \$ (77,631,421)         | \$ (85,520,386)         |
| (To) From Capital Projects Fund   | (16,213,703)            | (45,637,800)            | (70,348,000)            | (54,248,000)            | (48,748,000)            |
| (To) From Enterprise Fund   | (1,929,858)             | (1,932,108)             | (2,990,750)             | (2,990,500)             | (2,991,250)             |
| (To) From Risk Management Fund  | (10,949,665)            | (9,493,570)             | (9,524,109)             | (10,513,570)            | (11,533,570)            |
| (To) From CAM   | -                       | (64,000)                | (112,780)               | (200,000)               | (200,000)               |
| (To) From Technology Replacement  | (3,250,000)             | (3,000,000)             | (3,000,000)             | (3,500,000)             | (4,000,000)             |
| (To) From Special Revenue Fund  | (29,920,994)            | (36,906,981)            | (39,309,304)            | (40,484,763)            | (41,695,486)            |
| (To) From JRJDC Agency Fund   | (3,351,088)             | (3,451,088)             | (3,624,201)             | (3,805,411)             | (3,995,682)             |
| (To) From OPEB - GASB 45 Fiduciary Fund   | (2,675,000)             | (2,675,000)             | (2,675,000)             | (2,675,000)             | (2,675,000)             |
| (To) From Line of Duty  | (1,250,000)             | (1,250,000)             | (1,250,000)             | (1,250,000)             | (1,250,000)             |
| (To) From Long Term Disability  | (600,000)               | (600,000)               | (600,000)               | (600,000)               | (600,000)               |
| Use of Fund Balance - Community Revitalization Reserve  | -                       | -                       | 2,000,000               | 2,000,000               | 2,000,000               |
| Use of Fund Balance - Henrico Investment Program (HIP)  | -                       | -                       | 750,000                 | 750,000                 | 750,000                 |
| (To) From Fund Balance - Tourism Reserve  | -                       | -                       | 5,000,000               | -                       | -                       |
| (To) From Fund Balance - Meals Tax Reserve  | -                       | 4,000,000               | 5,000,000               | -                       | -                       |
| Use of Fund Balance - Capital Projects  | 16,213,703              | 7,075,000               | 7,650,000               | 7,650,000               | 7,650,000               |
| Use of Fund Balance - Pedestrian Improvements   | -                       | -                       | 2,500,000               | 2,500,000               | 2,500,000               |
| Use of Fund Balance - Capital Reserve   | -                       | 12,440,000              | 3,850,000               | 15,500,000              | 10,000,000              |
| Use of Fund Balance - Bond Project Planning Reserve   | -                       | -                       | 15,000,000              | -                       | -                       |
| Use of Fund Balance - Vehicle Replacement Reserve   | -                       | 11,024,800              | 13,500,000              | 10,125,000              | 6,750,000               |
| From Sinking Fund - Bond Ops  | -                       | 4,584,500               | 1,378,385               | 2,393,482               | 1,287,615               |
| (To) From Fund Balance General Fund   | (151,511,065)           | -                       | -                       | -                       | -                       |
| <b>Total Transfers</b>  | <b>\$ (277,103,500)</b> | <b>\$ (144,232,896)</b> | <b>\$ (155,258,243)</b> | <b>\$ (156,980,183)</b> | <b>\$ (172,271,759)</b> |
| <b>Total Resources</b>  | <b>\$ 886,947,173</b>   | <b>\$ 983,925,344</b>   | <b>\$ 1,063,596,822</b> | <b>\$ 1,119,449,817</b> | <b>\$ 1,159,048,241</b> |
| <b>Expenditures:</b>  |                         |                         |                         |                         |                         |
| General Government Administration   | 60,812,955              | 64,023,716              | 69,436,586              | 72,214,049              | 74,380,471              |
| Judicial Administration   | 9,796,555               | 10,276,583              | 10,957,805              | 11,396,117              | 11,624,040              |
| Public Safety   | 209,737,334             | 215,015,894             | 230,215,605             | 240,261,102             | 248,756,550             |
| Public Works  | 41,876,907              | 54,651,170              | 58,418,365              | 60,755,100              | 62,577,753              |
| Public Health   | 2,484,119               | 2,687,497               | 2,967,497               | 3,086,197               | 3,147,921               |
| Education   | 489,346,116             | 560,920,241             | 602,656,057             | 636,281,019             | 659,509,450             |
| Recreation & Culture  | 36,128,100              | 42,955,130              | 46,386,982              | 49,799,070              | 51,293,042              |
| Community Development   | 21,336,022              | 20,627,148              | 27,321,754              | 28,414,624              | 29,267,063              |
| Miscellaneous   | 15,429,065              | 12,767,965              | 15,236,171              | 17,242,538              | 18,491,952              |
| <b>Total Expenditures</b>   | <b>\$ 886,947,173</b>   | <b>\$ 983,925,344</b>   | <b>\$ 1,063,596,822</b> | <b>\$ 1,119,449,817</b> | <b>\$ 1,159,048,241</b> |
| <b>Fund Balance:</b>  |                         |                         |                         |                         |                         |
| Restricted  | 7,192,442               | 3,000,000               | 3,000,000               | 5,000,000               | 5,000,000               |
| Assigned (*)  | 269,742,214             | 230,617,914             | 173,989,529             | 163,071,047             | 157,133,432             |
| Unassigned Fund Balance   | 136,376,935             | 147,588,802             | 159,539,523             | 167,917,473             | 173,857,236             |
| <b>Total Fund Balance</b>   | <b>\$ 413,311,591</b>   | <b>\$ 381,206,716</b>   | <b>\$ 336,529,052</b>   | <b>\$ 335,988,520</b>   | <b>\$ 335,990,668</b>   |

\* Includes changes to the Revenue Stabilization Fund, Assigned Reserves, and assumed operational impacts.

# SPECIAL REVENUE FUND: THREE YEAR FORECAST

## REVENUES AND EXPENDITURES

### DESCRIPTION

The Special Revenue Fund accounts for proceeds from revenue sources that legally restrict expenditures to specified purposes. Henrico County's Special Revenue Fund includes the Department of Public Utilities' Solid Waste and Street Lighting operations; Public Works' Watershed and Best Management Practices programs; Schools' Cafeteria Programs; Mental Health; Social Services; State and Federal grants for various educational and County programs; certain aspects of the Economic Development Authority; asset forfeitures; and the Police Metro Aviation Unit. The Special Revenue Fund expenditure budget for FY23 is \$219,235,025, which represents an increase of \$18.3 million, or 9.1%, from the current fiscal year.

### ASSUMPTIONS

- Revenues:
  - **School Cafeteria** revenues support the operations of all County public school cafeterias. Funding is received from specific State and Federal government grant programs as well as revenues generated by the school lunch program. Receipts for FY23 are estimated at \$25,641,197, which reflects a 6.3 increase over FY22.. FY24 and FY25 revenue estimates reflect projected increases of 1.0 percent based on anticipated growth in cafeteria operations.
  - **State, Federal and Other Grants** revenue funds various programs, principally those related to Education, the Capital Region Workforce Partnership (CRWP), the Community Corrections Services Program (CCP), the Community Development Block Grant (CDBG), and the Virginia Juvenile Community Crime Control Act (VJCCCA). Grant funding for FY23 totals \$79.1 million. In the event additional grant funding is received during the fiscal year, the County will recognize the revenue only after official notification has been received from the State or Federal government. The forecasts for FY24 and FY25 each reflect annual increases in revenues of 1.0 percent.
  - **Solid Waste** revenues support the operation and maintenance of the County's solid waste disposal services. A portion of the funding is user charges from customers who receive County refuse removal service. Revenue is also collected from landfill user fees paid by commercial trash hauling companies and County residents. The cost of providing curbside recycling, bagged leaf collection, neighborhood cleanup, and bulky waste services throughout the County will be funded by a General Fund subsidy to the Solid Waste Fund. The General Fund subsidy for FY23 is \$3,371,409. This amount is unchanged from the FY22 budget. This transfer is projected to remain flat in FY24 and FY25.
  - **Street Lighting** revenues fund the operation and maintenance of the street lighting districts. Funding is provided by a specific annual surcharge levied on each property within a streetlight district. Street lighting revenue estimates throughout the forecast period support operating costs of existing streetlights.
  - **Mental Health** revenues are restricted to providing community based mental health, developmental, and substance abuse services to the residents of Henrico, Charles City, and New Kent counties. Budgeted revenues for Mental Health total \$27,041,481 for FY23. State and federal

revenues are projected to be \$13,012,621 and the estimate for fee revenues is \$13,766,820. Mental Health grant reserve funding of \$800,000, and \$150,000 of contract revenues from Sheltered Employment, are also anticipated. Additionally, Henrico is budgeted to receive a total of \$262,340 of fee revenues from Charles City and New Kent counties. A 1.0 percent increase in Mental Health revenues is projected for both FY24 and FY25.

- The Police **Metro Aviation** Unit is a regional multi-jurisdictional effort that includes the City of Richmond, along with Chesterfield and Henrico counties. It is projected that each locality will contribute \$127,332 in FY23, FY24, and FY25. It is anticipated that the State Supreme Court will reimburse the Metro Aviation Unit \$105,000 for costs incurred to extradite prisoners in each year of the forecast period.
  - **Social Services** revenues support an array of community services. Among them are supplemental nutrition, assistance for needy families, medical assistance, protective services, and assistance with foster care and adoption. Additionally, the social service portion of the Children’s Services Act (CSA) is funded within this department. The Social Services revenues for FY23 total \$31,394,880, of which \$5,519,238 is directed toward CSA. A 3.0 percent increase in revenues is projected for both FY24 and FY25, based on anticipated increases in State and Federal funding.
  - **Best Management Practice (BMP)** devices are basins for treating storm water to improve water quality. The Department of Public Works is responsible for the long-term maintenance of BMP devices in single family residential subdivisions within Henrico County. The BMP maintenance fee of \$100 per lot is paid by developers at the time subdivisions are recorded. **The Watershed Management Program** provides alternatives to construction of BMPs in certain areas.
- **(To) From General Fund** represents local revenues, received by the General Fund and transferred to the Special Revenue Fund. Several State and Federal programs require a commitment of local funds before the locality is eligible to receive grant funds.
    - FY23 transfer of \$39,309,304 includes the County’s contributions in support of the Community Corrections Programs, the Capital Region Workforce Partnership (CRWP), the Special Drug Prosecutor, the Virginia Juvenile Community Crime Control Act (VJCCCA), the State Victim/Witness Program, Schools portion of local CSA costs, and the Special Revenue Fund Reserve. The sum of these transfers is \$7,808,418. The remaining transfers are distributed as follows: \$127,332 for the Metro Aviation Unit; \$3,371,409 in support of Solid Waste programs; \$8,737,008 in local support of Social Services; and \$19,265,137 for Mental Health. The total transfer from the General Fund is projected to increase to \$40,48,763 in FY24 and \$41,695,486 in FY25.
  - **(To) From Solid Waste Fund Balance** is a reserve, which has accumulated over time from the Solid Waste operations to fund various projects. It is the County's practice to ensure Solid Waste charges are sufficient to cover operating expenditures. Occasionally, operational costs exceed revenues and a use of reserves is required. The budget for FY23 anticipates the use of \$551,025 from the Solid Waste Fund balance. The forecast for FY24 and FY25 projects further reductions to the fund balance.
    - (To) From **Street Light** Fund Balance is a reserve, accumulated from the operation of the six sanitary districts that have been established for streetlights. There was an addition to this fund balance in FY2020-21 and there is no planned use of the fund balance during the forecast period.

- Expenses:
  - The development of the FY23 Special Revenue Fund budget assumes recurring revenues will support recurring expenditures in future years. Special Revenue Fund resources and requirements are expected to grow at an average rate of 1.6 percent in FY24 and 1.5 percent in FY25. The modest growth rate in grant related revenue is predicated on the basis that the potential for renewed Federal and State budgetary constraints may limit substantial increases in grant funding.
  - Ending Special Revenue Fund Balance is the sum of fund balances in all sub-funds, which are expected to remain on June 30th of each of the forecasted fiscal years, within the School Cafeteria Fund, Solid Waste Fund, and Street Light Fund. The State and Federal Grants fund balance and the Economic Development Authority Fund balance are forecasted to be zero in FY22 through FY25. If a balance exists on June 30th, it is the County's policy to carry those funds forward to the next fiscal year.

## SPECIAL REVENUE FUND FORECAST

|  | FY 20-21<br>Actual   | FY 21-22<br>Original | FY22-23<br>Forecast  | FY23-24<br>Forecast  | FY24-25<br>Forecast  |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|
| <b>Revenues:</b>                             |                      |                      |                      |                      |                      |
| School Cafeteria                             | \$ 15,190,923        | \$ 24,115,429        | \$ 25,641,197        | \$ 25,897,609        | \$ 26,156,585        |
| State, Federal & Other Grants                | 88,924,811           | 70,746,153           | 79,088,385           | 79,879,269           | 80,678,062           |
| Asset Forfeitures                            | 164,190              | 0                    | 0                    | 0                    | 0                    |
| Donations                                    | 627                  | 0                    | 0                    | 0                    | 0                    |
| Revenue from Local Sources                   | 0                    | 0                    | 250,000              | 250,000              | 250,000              |
| Solid Waste                                  | 10,986,331           | 12,362,500           | 14,337,500           | 14,480,875           | 14,625,684           |
| Street Lighting                              | 98,091               | 84,100               | 84,100               | 84,100               | 84,100               |
| Mental Health                                | 24,743,119           | 24,930,572           | 27,041,481           | 27,311,896           | 27,585,015           |
| Metro Aviation/Extradition                   | 258,032              | 359,668              | 359,668              | 359,668              | 359,668              |
| Social Services & CSA                        | 28,173,377           | 28,911,141           | 31,675,365           | 32,625,626           | 33,604,395           |
| Watershed/Best Management Practices          | 30,207               | 897,000              | 897,000              | 897,000              | 897,000              |
| Subtotal Revenues                            | <u>\$168,569,708</u> | <u>\$162,406,563</u> | <u>\$179,374,696</u> | <u>\$181,786,043</u> | <u>\$184,240,508</u> |
| From General Fund:                           |                      |                      |                      |                      |                      |
| State, Federal & Other Grants                | \$ 5,744,824         | \$ 7,541,326         | \$ 7,808,418         | \$ 8,042,671         | \$ 8,283,951         |
| Mental Health                                | 12,111,238           | 18,123,189           | 19,265,137           | 19,843,091           | 20,438,384           |
| Metro Aviation                               | 126,217              | 127,332              | 127,332              | 127,332              | 127,332              |
| Social Services                              | 7,085,563            | 7,743,723            | 8,737,008            | 8,999,118            | 9,269,092            |
| Solid Waste                                  | 2,492,245            | 3,371,409            | 3,371,409            | 3,472,551            | 3,576,728            |
| Subtotal From General Fund                   | <u>\$ 27,560,087</u> | <u>\$ 36,906,979</u> | <u>\$ 39,309,304</u> | <u>\$ 40,484,763</u> | <u>\$ 41,695,486</u> |
| (To) From Solid Waste Fund Balance           | 3,087,697            | 1,574,041            | 551,025              | 489,107              | 424,547              |
| (To) From Street Light Fund Balance          | (34,223)             | 0                    | 0                    | 0                    | 0                    |
| <b>Total Resources</b>                       | <u>\$199,183,269</u> | <u>\$200,887,583</u> | <u>\$219,235,025</u> | <u>\$222,759,913</u> | <u>\$226,360,541</u> |
| <b>Expenditures:</b>                         |                      |                      |                      |                      |                      |
| School Cafeteria                             | \$ 15,190,923        | \$ 24,115,429        | \$ 25,641,197        | \$ 25,897,609        | \$ 26,156,585        |
| School CSA                                   | 10,830,031           | 14,400,000           | 14,400,000           | 14,832,000           | 15,276,960           |
| State, Federal & Other Grants                | 94,834,452           | 78,287,479           | 87,146,803           | 87,921,939           | 88,962,012           |
| Economic Development Authority               | 0                    | 0                    | 0                    | 0                    | 0                    |
| Solid Waste                                  | 16,566,273           | 17,307,950           | 18,259,934           | 18,442,533           | 18,626,959           |
| Street Lighting                              | 63,868               | 84,100               | 84,100               | 84,100               | 84,100               |
| Mental Health                                | 36,854,357           | 43,053,761           | 46,306,618           | 47,154,987           | 48,023,399           |
| Metro Aviation/Extradition                   | 384,249              | 487,000              | 487,000              | 487,000              | 487,000              |
| Social Services                              | 24,428,909           | 22,254,864           | 26,012,373           | 26,792,744           | 27,596,527           |
| Watershed/Best Management Practices          | 30,207               | 897,000              | 897,000              | 897,000              | 897,000              |
| <b>Total Expenditures</b>                    | <u>\$199,183,269</u> | <u>\$200,887,583</u> | <u>\$219,235,025</u> | <u>\$222,509,913</u> | <u>\$226,110,541</u> |
| <b>Ending Special Revenue Fund Balance:</b>  |                      |                      |                      |                      |                      |
| Schools                                      | \$ 12,342,198        | \$ 12,342,198        | \$ 12,342,198        | \$ 12,342,198        | \$ 12,342,198        |
| State, Federal & Other Grants, Forfeitures * | 25,136,687           | 0                    | 0                    | 0                    | 0                    |
| Economic Development Authority **            | 0                    | 0                    | 0                    | 0                    | 0                    |
| Solid Waste                                  | 23,140,402           | 21,566,361           | 21,015,336           | 20,526,229           | 20,101,682           |
| Street Lighting                              | 767,228              | 767,228              | 767,228              | 767,228              | 767,228              |
| <b>Total Fund Balance</b>                    | <u>\$ 61,386,515</u> | <u>\$ 34,675,787</u> | <u>\$ 34,124,762</u> | <u>\$ 33,635,655</u> | <u>\$ 33,211,108</u> |

\* Forecast assumes miscellaneous grant appropriations will be spent by 6/30/21. Any unspent appropriations will be carried forward into FY22.

# ENTERPRISE FUND – WATER & SEWER: THREE YEAR FORECAST REVENUES AND EXPENDITURES

## DESCRIPTION

Enterprise Funds account for operations funded and operated in a manner similar to private business enterprises, where the intent of the county is to recover, through user charges, the cost of providing services to users of the service.

The Water and Sewer Enterprise Fund (Fund 51) accounts for the provision of water and sewer services to residents of Henrico County, and wholesale service to Hanover and Goochland Counties. All activities necessary to provide such services are accounted for in the respective fund, including operations, maintenance, construction, financing, and related debt service.

Until December 2020, Belmont Park Golf Course Enterprise Fund (Fund 52) accounted for the operations of Belmont Park Golf Course. Since that date, operations for Belmont Golf Course have been turned over to First Tee of Richmond. Due to the change in operations and funding, a forecast for Belmont Golf Course is no longer included.

The three-year forecast narrative of revenues and expenditures has been prepared for the Water and Sewer Enterprise Fund using the same basic framework as the General Fund.

## ASSUMPTIONS

- Revenues are forecasted with increases in customer growth necessary to keep pace with routine operating costs, expansion, and rehabilitation of infrastructure.
- Forecasted revenues also satisfy the requirements of the county's revenue bond covenants for current and future debt issues.
- Revenue sources are primarily user chargers such as sale of water and sewer service and water and sewer connection fees
- General Fund transfers support the debt service on the portion of \$32,000,000 subordinated Water and Sewer Revenue bonds sold in FY98 to fund the infrastructure improvements of the Elko Tract in eastern Henrico County (these bonds were refunded in FY10).
- Expenditures in this forecast represent total operating costs for providing water and sewer services to County residents including infrastructure maintenance, operation of the water and sewer systems, and debt service on bond issues.
- The capital budget expenditures for the forecast years include projects planned in the future years listed in the Capital Projects Fund section of this budget document.
- Capital Budget revenues are one of two sources: proceeds from the sale of revenue bonds or transfers from operations revenues to support costs related to system rehabilitation, expansion, and improvement.

## WATER & SEWER ENTERPRISE FUND FORECAST

|  | FY21<br>Actual        | FY22<br>Original      | FY23<br>Forecast      | FY24<br>Forecast      | FY25<br>Forecast      |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <b>Water &amp; Sewer Operations Subfund</b>                      |                       |                       |                       |                       |                       |
| <b>Revenues:</b>   |                       |                       |                       |                       |                       |
| Sale of Water  | \$ 62,344,526         | \$ 61,959,800         | \$ 65,648,600         | \$ 68,931,030         | \$ 72,377,582         |
| Water Connection Fees  | 9,771,343             | 4,748,356             | 4,927,994             | 5,075,834             | 5,228,109             |
| Sale of Sewer Services   | 60,172,861            | 61,774,915            | 64,255,309            | 67,468,074            | 70,841,478            |
| Sewer Connection Fees  | 13,880,352            | 5,745,532             | 5,902,726             | 6,079,808             | 6,262,202             |
| Miscellaneous Revenue  | 10,883,453            | 4,267,645             | 3,989,988             | 4,109,688             | 4,232,978             |
| Transfer from General Fund                                       | 1,929,858             | 1,932,108             | 2,990,750             | 2,990,500             | 3,831,250             |
| <b>Total Revenue</b>   | <b>\$ 158,982,393</b> | <b>\$ 140,428,356</b> | <b>\$ 147,715,367</b> | <b>\$ 154,654,934</b> | <b>\$ 162,773,599</b> |
| <b>Expenditures:</b>   |                       |                       |                       |                       |                       |
| Personnel  | \$ 21,728,949         | \$ 25,083,259         | \$ 27,433,662         | \$ 29,079,682         | \$ 31,664,463         |
| Operating  | 45,290,715            | 48,185,402            | 50,373,433            | 51,380,902            | 52,408,520            |
| Capital Outlay   | 862,792               | 650,300               | 1,862,788             | 1,900,044             | 1,938,045             |
| <b>Sub-Total</b>   | <b>67,882,456</b>     | <b>73,918,961</b>     | <b>79,669,883</b>     | <b>82,360,627</b>     | <b>86,011,027</b>     |
| Debt Service   | 13,856,031            | 30,352,743            | 31,191,008            | 31,304,500            | 32,551,100            |
| <b>Total Expenditures</b>  | <b>\$ 81,738,487</b>  | <b>\$ 104,271,704</b> | <b>\$ 110,860,891</b> | <b>\$ 113,665,127</b> | <b>\$ 118,562,127</b> |
| <b>Results of Operations (Prior to Capital Expenses)</b>         | <b>77,243,906</b>     | <b>36,156,652</b>     | <b>36,854,476</b>     | <b>40,989,807</b>     | <b>44,211,472</b>     |
| <b>Budget For Capital Use (Below)</b>                            | <b>(43,446,417)</b>   | <b>(33,300,000)</b>   | <b>(60,450,000)</b>   | <b>(71,650,000)</b>   | <b>(35,450,000)</b>   |
| <b>Capital Budget Expenditures</b>                               |                       |                       |                       |                       |                       |
|  | FY21<br>Actual        | FY22<br>Original      | FY23<br>Forecast      | FY24<br>Forecast      | FY25<br>Forecast      |
| Approved/Requested Capital Projects                              | \$ -                  | \$ 33,300,000         | \$ -                  | \$ 71,650,000         | \$ 35,450,000         |
| Approved Capital Projects (New FY23 Budget)                      | -                     | -                     | 75,450,000            | -                     | -                     |
| Continuing Capital Projects (Previously Approved) <sup>(1)</sup> | 43,446,417            | -                     | -                     | -                     | -                     |
| <b>Total Capital</b>   | <b>\$ 43,446,417</b>  | <b>\$ 33,300,000</b>  | <b>\$ 75,450,000</b>  | <b>\$ 71,650,000</b>  | <b>\$ 35,450,000</b>  |
| <b>Capital Budget Resources</b>                                  |                       |                       |                       |                       |                       |
| Water and Sewer Revenues   | \$ 43,446,417         | \$ 33,300,000         | \$ 60,450,000         | \$ 71,650,000         | \$ 35,450,000         |
| Water and Sewer Fund Balance                                     | -                     | -                     | 15,000,000            | -                     | -                     |
| <b>Total Capital Budget Resources</b>                            | <b>\$ 43,446,417</b>  | <b>\$ 33,300,000</b>  | <b>\$ 75,450,000</b>  | <b>\$ 71,650,000</b>  | <b>\$ 35,450,000</b>  |

**Notes:**

<sup>(1)</sup> This number plus the budget figure reflects Utilities estimate of capital spending from previously Board approved capital projects. FY21 represents actual spending, as per the 2021 audit.

Note: Fund Equity as of June 30, 2021 was \$196,635,341.

# CENTRAL AUTOMOTIVE MAINTENANCE: THREE YEAR FORECAST REVENUES AND EXPENDITURES

## DESCRIPTION

Central Automotive Maintenance, which operates as an Internal Service Fund, accounts for the County's Central Automotive Maintenance operation.

## ASSUMPTIONS

- Resources for this fund are primarily from interdepartmental charges.
  - These include automotive maintenance, motor pool use, gasoline, and wash facility charges.
- A General Fund transfer of \$200,000 annual for the initial purchase of new motor pool is assumed for the forecast periods FY24 & FY25.
- Retained earnings are used as a reserve for the replacement of motor pool vehicles at the end of their useful life.
  - These can also be used to offset increases in operation costs, particularly gasoline and diesel increases.
- Expenses during the forecast periods assume a 3% increase on the base annually.

## CENTRAL AUTOMOTIVE MAINTENANCE FORECAST

|                                  | <b>FY21<br/>Actual</b> | <b>FY22<br/>Original</b> | <b>FY23<br/>Forecast</b> | <b>FY24<br/>Forecast</b> | <b>FY25<br/>Forecast</b> |
|----------------------------------|------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <b>Revenues:</b>                 |                        |                          |                          |                          |                          |
| Charges for Auto Maint West      | \$ 8,080,802           | \$ 9,500,000             | \$ 9,700,000             | \$ 9,991,000             | \$ 10,490,550            |
| Charges for Auto Maint East      | 1,429,314              | 2,536,000                | 2,632,680                | 2,711,660                | 2,847,243                |
| Charges for Use of Motor Pool    | 4,214,911              | 4,305,506                | 4,500,000                | 4,590,000                | 4,773,600                |
| Charges for Gasoline             | 2,784,108              | 6,050,000                | 6,050,000                | 6,050,000                | 6,050,000                |
| Charges for Wash Facility        | 0                      | 105,900                  | 105,900                  | 105,900                  | 105,900                  |
| Miscellaneous Revenues           | 116,250                | 400,000                  | 400,000                  | 400,000                  | 400,000                  |
| Gain/Loss on Sale of Property    | 3,323                  | 0                        | 0                        | 0                        | 0                        |
| Total Revenues                   | <u>\$ 16,628,708</u>   | <u>\$ 22,897,406</u>     | <u>\$ 23,388,580</u>     | <u>\$ 23,848,560</u>     | <u>\$ 24,667,293</u>     |
| (To) From General Fund           | 0                      | 64,000                   | 112,780                  | 200,000                  | 200,000                  |
| (To) From Contributions in Aid   | 0                      | 0                        | 0                        | 0                        | 0                        |
| (To) From Capital Projects       | 0                      | 0                        | 0                        | 0                        | 0                        |
| (To) From Retained Earnings      | 352,183                | 0                        | 0                        | 0                        | 0                        |
| Total Resources                  | <u>\$ 16,980,891</u>   | <u>\$ 22,961,406</u>     | <u>\$ 23,501,360</u>     | <u>\$ 24,048,560</u>     | <u>\$ 24,867,293</u>     |
| <b>Expenditures:</b>             |                        |                          |                          |                          |                          |
| Central Automotive Maintenance   | <u>\$ 16,980,891</u>   | <u>\$ 22,961,406</u>     | <u>\$ 23,501,360</u>     | <u>\$ 24,206,401</u>     | <u>\$ 25,278,445</u>     |
| Total Expenditures               | <u>\$ 16,980,891</u>   | <u>\$ 22,961,406</u>     | <u>\$ 23,501,360</u>     | <u>\$ 24,206,401</u>     | <u>\$ 25,278,445</u>     |
| <b>Retained Earnings June 30</b> | <u>\$ 388,784</u>      | <u>\$ 388,784</u>        | <u>\$ 388,784</u>        | <u>\$ 388,784</u>        | <u>\$ 388,784</u>        |

# TECHNOLOGY REPLACEMENT FUND: THREE YEAR FORECAST REVENUES AND EXPENDITURES

## DESCRIPTION

The Technology Replacement Fund, established in FY01 as an Internal Service Fund, was created to develop a method of replacing computer equipment on a regular schedule. The goal of the fund is to establish a means to pay for computer equipment and reduce the impact of large one-time computer purchases in a given year. Resources for this fund originated from interdepartmental charges and continue with funding from the General Fund.

## ASSUMPTIONS

- Primary revenue source is a transfer from the General Fund for the purchase of technology equipment
  - This transfer is estimated at \$3,250,000 in FY24 & \$3,500,000 in FY25 for the forecast years.
- Any additional revenues will come from the fund's retained earnings.
- Expenditure forecasts assume all items in the Fund, which qualify for replacement, will be purchased on a pre-determined schedule. Cost increase due to supply chain issues.

## TECHNOLOGY REPLACEMENT FUND FORECAST

|   | <b>FY 21<br/>Actual</b>    | <b>FY 22<br/>Original</b>  | <b>FY 23<br/>Forecast</b>  | <b>FY 24<br/>Forecast</b>  | <b>FY 25<br/>Forecast</b>  |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| <b>Revenues:</b>  |                            |                            |                            |                            |                            |
| Transfer from General Fund**                            | \$ 3,250,000               | \$ 3,000,000               | \$ 3,000,000               | \$ 3,250,000               | \$ 3,500,000               |
| (To) From Retained Earnings -<br>Technology Replacement | (828,125)                  | 0                          | 532,947                    | 532,947                    | 532,947                    |
| <b>Total Revenues</b>                                   | <b><u>\$ 2,421,875</u></b> | <b><u>\$ 3,000,000</u></b> | <b><u>\$ 3,532,947</u></b> | <b><u>\$ 3,782,947</u></b> | <b><u>\$ 4,032,947</u></b> |
| <b>Expenditures:</b>                                    |                            |                            |                            |                            |                            |
| Technology Equipment                                    | \$ 2,421,875               | \$ 3,001,314               | \$ 3,532,947               | \$ 3,782,947               | \$ 4,032,947               |
| <b>Total Expenditures</b>                               | <b><u>\$ 2,421,875</u></b> | <b><u>\$ 3,001,314</u></b> | <b><u>\$ 3,532,947</u></b> | <b><u>\$ 3,782,947</u></b> | <b><u>\$ 4,032,947</u></b> |
| <br>Retained Earnings June 30*                          | <br><u>\$ 3,681,897</u>    | <br><u>\$ 3,680,583</u>    | <br><u>\$ 3,147,636</u>    | <br><u>\$ 2,614,689</u>    | <br><u>\$ 2,081,742</u>    |

\*Retained Earnings are designated for future technology replacement costs. There is no undesignated balance within the Technology Replacement Fund.

# RISK MANAGEMENT: THREE YEAR FORECAST

## REVENUES AND EXPENDITURES

### DESCRIPTION

The Risk Management Fund was established in FY05 as an Internal Service Fund. Prior to this date, costs associated with this function were expended in the General Fund; because Risk Management provides services to all agencies, including education, across all funds, the budget is more properly captured within the Internal Service Fund Series. Resources for this fund are primarily provided by a transfer from the General Fund as well as interdepartmental charges from Public Utilities. Risk Management provides protection from accidental losses arising out of the County and Public Schools operations, including workers' compensation, automobile, property, and liability claims.

### ASSUMPTIONS

- The majority of funding comes from a General Fund transfer which accounts for approximately 90.5% of total revenues.
  - A transfer from the General Fund totaling \$9,524,109 is anticipated for FY23, with an increase of \$1,030,000 projected for FY24 and \$1,020,000 for FY25 to minimize mid-year budget amendments.
- Public Utilities Charges are based on actual claims cost and a pro rata share of the insurance costs expended by the Department of Public Utilities in the Water and Sewer Enterprise Fund.
  - Projected billings for FY23 through FY25 are \$900,000 per year.
- While recovered costs – miscellaneous revenues of \$720,315 were received during FY21, revenues of \$100,000 will be anticipated in this area throughout the forecast period.
- Use of Money and Property represents interest on the certificate of deposit for self-insurance. While revenues of \$20,260 were received during FY21, there are no revenues anticipated in this area throughout the forecast period.
- In FY19, a multi-year effort to reduce mid-year budget amendments was put in place. In FY23, expenditures are budgeted at \$ \$10,524,109, which represents an increase of \$30,539 from the previous fiscal year. For FY24 and FY25, expenses are projected to total \$11,554,109 and \$12,574,109, respectively.

## RISK MANAGEMENT FORECAST

|                                   | <b>FY21<br/>Actual</b>      | <b>FY22<br/>Original</b>    | <b>FY23<br/>Forecast</b>    | <b>FY24<br/>Forecast</b>    | <b>FY25<br/>Forecast</b>    |
|-----------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| <b>Revenues:</b>                  |                             |                             |                             |                             |                             |
| Public Utilities Charges          | \$ 778,608                  | \$ 900,000                  | \$ 900,000                  | \$ 900,000                  | \$ 900,000                  |
| Recovered Costs - Misc            | 720,315                     | 100,000                     | 100,000                     | 100,000                     | 100,000                     |
| Use of Money and Property         | 20,260                      | -                           | -                           | -                           | -                           |
| <b>Total Revenues</b>             | <b>\$ 1,519,183</b>         | <b>\$ 1,000,000</b>         | <b>\$ 1,000,000</b>         | <b>\$ 1,000,000</b>         | <b>\$ 1,000,000</b>         |
| <br>(To) From General Fund        | <br><u>\$ 10,953,609</u>    | <br><u>\$ 9,493,570</u>     | <br><u>\$ 9,524,109</u>     | <br><u>\$ 10,554,109</u>    | <br><u>\$ 11,574,109</u>    |
| <b>Total Resources</b>            | <b><u>\$ 12,472,792</u></b> | <b><u>\$ 10,493,570</u></b> | <b><u>\$ 10,524,109</u></b> | <b><u>\$ 11,554,109</u></b> | <b><u>\$ 12,574,109</u></b> |
| <br><b>Expenditures:</b>          |                             |                             |                             |                             |                             |
| Risk Management                   | <u>\$ 12,472,792</u>        | <u>\$ 10,493,570</u>        | <u>\$ 10,524,109</u>        | <u>\$ 11,554,109</u>        | <u>\$ 12,574,109</u>        |
| <b>Total Expenditures</b>         | <b><u>\$ 12,472,792</u></b> | <b><u>\$ 10,493,570</u></b> | <b><u>\$ 10,524,109</u></b> | <b><u>\$ 11,554,109</u></b> | <b><u>\$ 12,574,109</u></b> |
| <br><b>Self-Insurance Reserve</b> | <br><u>\$ 10,000,000</u>    |

# HEALTHCARE FUND: THREE YEAR FORECAST

## REVENUES AND EXPENDITURES

### DESCRIPTION

Effective January 1, 2008, Henrico County's healthcare program transitioned to a self-insurance program. Prior to this transition, the County's healthcare program operated as a fully insured program, which, in exchange for the payment of a premium, an insurance company assumed the risk, administered the program, and paid all claims. With the transition to a self-insured program, the County pays claims and third-party administrative fees. Self-insurance allows the County to more fully control all aspects of the plan, including setting rates to smooth out the impact of cost increases on employees and the County, while maintaining adequate funding to cover claims, expenses, and reserves. The cost to fund healthcare expenses is covered by payments from active employees, the County, the School Board, retirees, and interest earnings. The County and Schools contributions are budgeted in departmental budgets, and the Healthcare Fund charges departments based upon actual participants in the program. Revenues to the Healthcare Fund in excess of expenditures accumulate in a premium stabilization reserve, which allows the County to maintain premium increases at manageable levels.

### ASSUMPTIONS

- The vast majority of revenues for this fund are received from County contributions. Other resources come from employee and retiree contributions, COBRA payments, special County subsidies, rebates, wellness payments from contractual partners, and interest income.
  - **County Contribution – Active** reflects the County's contributions for active General Government and Schools employees budgeted within each respective department. For General Government employees, the County calculates a blended rate for each County employee for healthcare calculation purposes. Schools, on the other hand, estimates healthcare costs for each individual eligible employee based on the plan in which they participate. The forecast for FY23 reflects an increase of 2.0% in the County's contribution for active employees. The forecasts for FY24 and FY25 assume 6.0% increases when combining rate increases and annual enrollment growth.
  - **Employee Contribution** represents contributions from active General Government and Schools employees toward their respective individual healthcare plans. The forecast for FY23 reflects an overall increase of 2.0%. The forecasts for FY24 and FY25 also assume 6.0% increases when combining rate increases and annual enrollment growth.
  - **Retiree Contribution** reflects rate payments by County retirees under 65 years of age that continue to participate in the County's healthcare program. The forecast for FY23 reflects no change in this revenue, while the forecasts for FY24 and FY25 project 6.0% increases each year.
  - **Retiree Subsidy** and **Disabled Subsidy** represent County contributions to retiree healthcare plans. The Disabled Subsidy reflects the healthcare subsidy provided to disabled retirees whose retirement occurred prior to January 1, 2003. The Disabled Subsidy forecast for FY23 is \$20,000. The revenue is projected to remain flat through the remainder of the forecast period. For retirees after January 1, 2003, the healthcare supplement is referred to as a Retiree Subsidy. It is provided to County retirees with a minimum of 20 years in the Virginia Retirement System (VRS) of which

- 10 years must be with Henrico County. The total subsidy is calculated based on each full year of VRS service. The forecast for the Retiree Subsidy for FY23 is \$310,000.
- COBRA reflects rate payments from eligible COBRA participants. Under the Consolidated Omnibus Reconciliation Act of 1985 (COBRA), extended coverage for healthcare may be purchased (at the participant's expense) for former participants of the County's healthcare program and their qualified beneficiaries, if coverage is lost under a group plan due to termination of employment or a reduction of work hours. The cost to COBRA participants is the full plan rate for that calendar year. This revenue is forecast to be \$260,000 in FY23 and to increase by 6.0% in the out years.
  - Prior to January 1, 2018, **Recoveries and Rebates** represented small, one-time miscellaneous recovered cost and rebate revenues related to the Healthcare Fund. In January of 2018, Henrico contracted with Express Scripts to provide pharmacy services. As part of the contract with Express Scripts, Henrico is to receive formulary rebates for a portion of the fund's pharmacy costs on a quarterly basis. The total of those rebates is forecast to be \$9,144,851 in FY23, with annual increases of 6.0% thereafter.
  - Healthcare **Wellness Payments** in the FY23 budget reflect the annual payment from the County's healthcare administrator in the amount of \$380,000 to support the Wellness Program initiative.
  - **Interest Income** reflects interest earned throughout the fiscal year on bank balances relating to the Healthcare Fund. The annual estimate for this revenue is projected to be \$400,000 throughout the forecast period.
  - **(To) From Premium Stabilization Reserve** reflects the amount of funding either added to or utilized from the Premium Stabilization Reserve in each respective fiscal year. The FY23 approved budget assumes no use of reserve funds as do the forecasts for FY24 and FY25.
- Expenditures for the Healthcare Fund are highlighted as follows:
    - **Claims** expenditures reflect the County's cost of service for each participant in the program. These expenditures reflect the cost of healthcare services and pharmaceutical requirements for enrolled participants outside of any co-pay the program participant is responsible for, per the defined benefit structure. The forecast for FY23 assumes an increase in claims expenditures by 2.0%. The forecasts for FY24 and FY25 each assume annual increases of 6.4%. There was a decrease in aggregate healthcare claims early in the COVID-19 pandemic. However, FY22 has featured a sharp increase in claim costs. Claims cost uncertainty prevails as the number of COVID related claims continues to wax and wane in conjunction with varying levels of community spread.
    - **Other Administrative Fees** represent the cost of third-party administrative fees, the costs of an annual actuarial study and claims audit, and the premium payment for excess risk insurance. The County's excess risk insurance protects the County from any individual claim greater than \$500,000 and total annual payments that exceed 125.0% of actuarially projected annual claims. The FY23 budget also includes funding for costs related to the County's healthcare consultant. The forecast for FY23 projects an increase in other administrative fee costs of 1.3%. The increase is primarily attributable to projected growth in the cost of the County's reinsurance policies that protect it from excessive risk. The forecasts for FY24 and FY25 assume no further change in other administrative fee costs.
    - The Healthcare Fund's **Premium Stabilization Reserve** reflects the accumulation of annual revenues collected in excess of expenditures. This reserve has allowed the County to maintain annual rate increases at manageable levels. No use of reserves is forecast for FY23. As of June 30, 2021, the PSR has a balance of \$44,438,635. However, as of that same date, it was calculated that the County has claims that were Incurred But Not Reported (IBNR) amounting to \$12,183,542.

When the value of this estimate is deducted from the PSR, it leaves an uncommitted balance of \$32,255,093.

## HEALTHCARE AGENCY FUND FORECAST

|   | <u>FY20-21</u>        | <u>FY21-22</u>        | <u>FY22-23</u>        | <u>FY23-24</u>        | <u>FY24-25</u>        |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|   | <u>Actual</u>         | <u>Original</u>       | <u>Forecast</u>       | <u>Forecast</u>       | <u>Forecast</u>       |
| <b>Revenues:</b>                            |                       |                       |                       |                       |                       |
| County Contribution - Active                | \$ 96,126,407         | \$ 101,947,347        | \$ 103,986,293        | \$ 110,225,471        | \$ 116,838,999        |
| Employee Contribution                       | 23,087,712            | 25,124,608            | 25,626,100            | 27,163,666            | 28,793,486            |
| Retiree Contribution                        | 4,404,525             | 5,700,000             | 5,700,000             | 6,042,000             | 6,404,520             |
| Retiree Subsidy                             | 208,011               | 325,000               | 310,000               | 310,000               | 310,000               |
| Disabled Subsidy                            | 4,829                 | 40,000                | 20,000                | 20,000                | 20,000                |
| COBRA                                       | 197,890               | 385,780               | 260,000               | 280,800               | 303,264               |
| Recoveries and Rebates                      | 8,492,508             | 8,965,540             | 9,144,851             | 9,693,542             | 10,275,155            |
| Healthcare - Wellness Payment               | 498,660               | 150,000               | 380,000               | 380,000               | 380,000               |
| To (From) General Fund                      | -                     | -                     | -                     | -                     | -                     |
| Interest Income                             | 99,185                | 400,000               | 400,000               | 400,000               | 400,000               |
| <b>Total Revenues</b>                       | <b>\$ 133,119,727</b> | <b>\$ 143,038,275</b> | <b>\$ 145,827,244</b> | <b>\$ 154,515,479</b> | <b>\$ 163,725,423</b> |
| (To) From Premium Stabilization Fund        | \$ (8,472,483)        | \$ -                  | \$ -                  | \$ -                  | \$ -                  |
| <b>Total Resources</b>                      | <b>\$ 124,647,244</b> | <b>\$ 143,038,275</b> | <b>\$ 145,827,244</b> | <b>\$ 154,515,479</b> | <b>\$ 163,725,423</b> |
| <b>Expenditures:</b>                        |                       |                       |                       |                       |                       |
| Claims                                      | 115,477,031           | 133,352,631           | 136,019,684           | 144,707,919           | 153,917,863           |
| Other Administrative Fees                   | \$ 9,170,213          | \$ 9,685,644          | \$ 9,807,560          | \$ 9,807,560          | \$ 9,807,560          |
| <b>Total Expenditures</b>                   | <b>\$ 124,647,244</b> | <b>\$ 143,038,275</b> | <b>\$ 145,827,244</b> | <b>\$ 154,515,479</b> | <b>\$ 163,725,423</b> |
| <b>Premium Stabilization Reserve (PSR):</b> |                       |                       |                       |                       |                       |
| Premium Stabilization Reserve (PSR)         | 44,438,635            | 44,438,635            | 44,438,635            | 44,438,635            | 44,438,635            |
| Incurred But Not Reported (IBNR)            | \$ (12,183,542)       | \$ (12,183,542)       | \$ (12,183,542)       | \$ (12,183,542)       | \$ (12,183,542)       |
| <b>Uncommitted PSR</b>                      | <b>\$ 32,255,093</b>  |

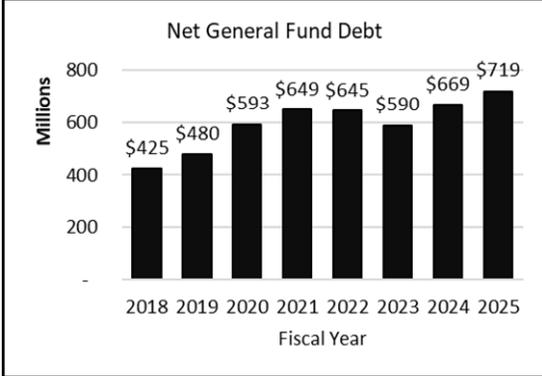
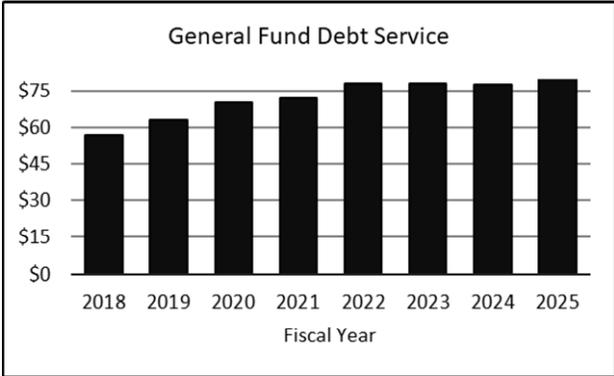
# DEBT SERVICE FUND: THREE YEAR FORECAST REVENUES AND EXPENDITURES

## DESCRIPTION

The Debt Service Fund accounts for the accumulation of financial resources for payment of interest and principal on all governmental fund long-term debt, except accrued compensated absences and capital lease obligations, which are paid by the fund incurring these expenses. Debt Service Fund resources can include transfers from the General Fund and Capital Projects Fund. Miscellaneous revenue includes capitalized interest and reimbursements from other localities and the State. Debt service requirements for bonds issued by the County's Water and Sewer Utility are accounted for in the Enterprise Fund.

The County citizens approved a General Obligation (G.O.) Bond referendum that was included on the November 2000 ballot. The referendum included School construction projects totaling \$170,500,000, and General Government projects totaling \$66,500,000. The G.O. Bond funding for these projects was issued between FY2001 and FY2007. The County citizens again approved a G.O. Bond referendum that was included on the March 2005 ballot. The referendum included School construction projects totaling \$220,000,000, and General Government projects totaling \$129,300,000. The funding for these projects was issued between FY2006 and FY2012. In November 2016, the County citizens approved a General Obligation (G.O.) Bond referendum in the amount of \$419,800,000. This referendum included School construction projects totaling \$272,600,000; and General Government projects totaling \$147,200,000. In November 2022, voters will be asked to consider a total of \$511,350,000 in bonds, split \$340,500,000 for Education projects and \$170,850,000 for General Government Projects. This forecast assumes an affirmative vote on all five questions.

Other debt included in the annual debt service calculation include the issuance of \$54,100,000 in Virginia Public School Authority Bonds, Lease Revenue Bonds in the amount of \$34,000,000 for the replacement of the 800 MHz Communication System used by Henrico's public safety agencies, Land Financing bonds in the amount of \$10,115,000 and the 2020A Indoor Sports Facility Bond in the amount of \$50,000,000.



## ASSUMPTIONS

- Debt service requirements in fiscal years 2022 through 2025 are calculated on existing debt service and anticipated debt service.
- Meals Tax Revenues represents additional resources that were recognized as a partial funding source to pay for the debt service obligations on the school projects in the 2016 Bond Referendum. As a result of the 2016 Bond Referendum, Henrico citizens approved the debt issuance of \$104,500,000 for new school projects and \$168,100,000 for school renovations.
- GRCCA Reimbursement represents the reimbursement of Hotel/Motel tax collections from the Greater Richmond Convention Center Authority. This funding has been designated for the debt service obligations related to the debt issued for the large park projects of the 2016 Bond Referendum
- Debt Service - General Government includes principal and interest payments on General Obligation (G.O.) Bond issues and Economic Development Authority (EDA) Lease Revenue Bond issues.
- Debt Service - Education includes principal and interest payments on Education General Obligation (G.O.) Bonds and Virginia Public School Authority (VPSA) Bonds.
- Debt Service - Public Works includes principal and interest payments on General Obligation (G.O.) Bonds issued to support road improvements throughout the County.

## DEBT SERVICE FUND FORECAST

| <b>Debt Service Fund Forecast</b> |                      |                      |                      |                      |                      |
|-----------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|                                   | <b>FY21</b>          | <b>FY22</b>          | <b>FY23</b>          | <b>FY24</b>          | <b>FY25</b>          |
|                                   | <b>Actual</b>        | <b>Approved</b>      | <b>Forecast</b>      | <b>Forecast</b>      | <b>Forecast</b>      |
| <b>Revenues:</b>                  |                      |                      |                      |                      |                      |
| (To) From General Fund            | \$ 63,100,999        | \$ 59,881,412        | \$ 69,452,484        | \$ 68,631,421        | \$ 71,520,386        |
| Meals Tax Revenue                 | <u>9,000,000</u>     | <u>9,000,000</u>     | <u>9,000,000</u>     | <u>9,000,000</u>     | <u>14,000,000</u>    |
| Total Revenues                    | <u>\$ 72,100,999</u> | <u>\$ 68,881,412</u> | <u>\$ 78,452,484</u> | <u>\$ 77,631,421</u> | <u>\$ 85,520,386</u> |
| <b>Expenditures:</b>              |                      |                      |                      |                      |                      |
| Debt Service - General Government | \$ 27,842,513        | \$ 29,625,478        | \$ 25,277,801        | \$ 25,125,318        | \$ 26,916,905        |
| Debt Service - Education          | 41,112,252           | 45,635,554           | 50,184,005           | 49,666,929           | 55,865,080           |
| Debt Service - Public Works       | <u>3,146,234</u>     | <u>3,085,617</u>     | <u>2,990,678</u>     | <u>2,839,174</u>     | <u>2,738,401</u>     |
| Total Expenditures                | <u>\$ 72,100,999</u> | <u>\$ 78,346,649</u> | <u>\$ 78,452,484</u> | <u>\$ 77,631,421</u> | <u>\$ 85,520,386</u> |
| Fund Equity*                      | \$ 319,820           | \$ 319,820           | \$ 319,820           | \$ 319,820           | \$ 319,820           |

\*Represents balance that has accumulated in the Debt Service Fund over a period of years.

# JRJDC AGENCY FUND: THREE YEAR FORECAST

## REVENUES AND EXPENDITURES

### DESCRIPTION

The JRJDC Agency Fund, created in December 1998, accounts for revenues and expenditures related to the James River Juvenile Detention Center (JRJDC). The JRJDC Commission includes Goochland, Powhatan, and Henrico counties. Henrico, as the majority partner, serves as fiscal agent for the Commission, thereby eliminating duplicate administrative functions for personnel, procurement, accounting, and budget responsibilities.

### ASSUMPTIONS

- Revenues for this fund are received from both the Commonwealth of Virginia and all partner localities.
  - Annual revenue from the Commonwealth is forecasted flat at \$1,528,567 for all forecast years.
    - Continued caution for this estimate is warranted due to the effect that a diminishing average daily population at the facility may have on State funding.
  - Goochland and Powhatan both fund a 6.7% share of operating costs of the facility.
    - Combined revenues from Goochland and Powhatan are projected at \$560,786 for FY23, \$588,826 for FY25 and \$618,266 for FY25.
  - Henrico County is responsible for 86.6% of operation costs of the facility.
    - The transfer from the General Fund is forecast to be \$3,624,201 in FY23 and \$3,805,411 in FY24 and \$3,995,682 in FY25.
- Retained earnings represent any anticipated difference between revenues and expenditures.
  - The use of Fund Equity is projected at \$467,494 for FY23, \$525,811 for FY24, and \$623,530 for FY25.
  - It should be noted that historically, use of fund equity has been markedly less than projections, due to expenditure savings as well as the realization of miscellaneous revenues that are not reliable enough to fall within the budget structure of the JRJDC.
- Expenditure forecasts include personnel, operating, and capital expenditures required to operate the facility.
  - An annual growth rate of 4.4% for expenditures is used for FY24. The rate of cost growth is anticipated to increase by 5.0% in FY25.
- At the January 20, 2022, meeting, the Commission approved a continuation of its plan to appropriate \$100,000 of facility maintenance funding in the annual budget to provide funding for capital projects necessary to maintain the facility as it ages.

## JRJDC AGENCY FUND FORECAST

|                                       | <u>FY20-21</u><br><u>Actual</u> | <u>FY21-22</u><br><u>Original</u> | <u>FY22-23</u><br><u>Forecast</u> | <u>FY23-24</u><br><u>Forecast</u> | <u>FY24-25</u><br><u>Forecast</u> |
|---------------------------------------|---------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| <b>Revenues:</b>                      |                                 |                                   |                                   |                                   |                                   |
| Revenue from Commonwealth             | \$ 1,646,877                    | \$ 1,565,294                      | \$ 1,528,567                      | \$ 1,528,567                      | \$ 1,528,567                      |
| Revenue from Federal Govt             | 83,644                          | 0                                 | 0                                 | 0                                 | 0                                 |
| Revenue from Goochland                | 259,264                         | 267,041                           | 280,393                           | 294,413                           | 309,133                           |
| Revenue from Powhatan                 | 259,264                         | 267,041                           | 280,393                           | 294,413                           | 309,133                           |
| Other Localities                      | 53,750                          | 0                                 | 0                                 | 0                                 | 0                                 |
| Interest Income                       | 7,659                           | 0                                 | 0                                 | 0                                 | 0                                 |
| Total Revenues                        | <u>\$ 2,310,458</u>             | <u>\$ 2,099,376</u>               | <u>\$ 2,089,353</u>               | <u>\$ 2,117,392</u>               | <u>\$ 2,146,834</u>               |
| <b>Plus:</b>                          |                                 |                                   |                                   |                                   |                                   |
| (To) From Construction Subfund        | 0                               | 0                                 | 0                                 | 0                                 | 0                                 |
| (To) From General Fund                | 3,351,088                       | 3,451,620                         | 3,624,201                         | 3,805,411                         | 3,995,682                         |
| (To) From Retained Earnings           | (58,562)                        | 132,980                           | 467,494                           | 525,811                           | 623,530                           |
| Total Resources                       | <u>\$ 5,602,984</u>             | <u>\$ 5,683,976</u>               | <u>\$ 6,181,048</u>               | <u>\$ 6,448,614</u>               | <u>\$ 6,766,045</u>               |
| <b>Expenditures:</b>                  |                                 |                                   |                                   |                                   |                                   |
| James River Juvenile Detention Center | \$ 5,596,665                    | \$ 5,583,976                      | \$ 6,081,048                      | \$ 6,348,614                      | \$ 6,666,045                      |
| Facility Maintenance Funding          | 6,319                           | 100,000                           | 100,000                           | 100,000                           | 100,000                           |
| Total Expenditures                    | <u>\$ 5,602,984</u>             | <u>\$ 5,683,976</u>               | <u>\$ 6,181,048</u>               | <u>\$ 6,448,614</u>               | <u>\$ 6,766,045</u>               |
| Ending Retained Earnings              | <u>\$ 4,110,849</u>             | <u>\$ 3,977,869</u>               | <u>\$ 3,510,375</u>               | <u>\$ 2,984,564</u>               | <u>\$ 2,361,035</u>               |

# CAPITAL PROJECTS FUND: THREE YEAR FORECAST

## REVENUES AND EXPENDITURES

### DESCRIPTION

The Capital Projects Fund accounts for all general government and school system capital projects, which are financed through a combination of General Obligation (G.O.), Virginia Public School Authority (VPSA), and Economic Development Authority (EDA) lease revenue bonds, as well as a mix of other revenues including operating transfers from the General Fund and Special Revenue Fund.

The County of Henrico adopts both an operating and capital budget annually. These two separate budgets, when combined, represent the total appropriation made by the Board of Supervisors each year. This “fund” forecast encompasses the county’s Capital Projects Fund, which is representative of the county’s capital budget. A separate narrative, found elsewhere in this document, includes the operating impact of approved capital projects on the county’s operating budget. The County of Henrico will not approve funding for a capital project in the capital budget unless all operating cost increases are known and have been incorporated into the operating budget.

### ASSUMPTIONS

- The Central Virginia Transit Authority was created in the 2020 General Assembly legislative session and these forecasts reflect the inclusion of this new revenue source beginning in FY22.
- Other revenue sources include use of money & property, revenues from other localities or entities for shared capital project costs, and various intergovernmental revenues from state and federal sources.
- Forecasted expenditures include the assumption of an affirmative vote by the citizens for all five questions on the 2022 G.O. Bond Referendum.
- Meals tax revenues are dedicated for various Henrico County Public Schools’ infrastructure projects
- General fund transfers are used in the forecasted years to fund expenditures such as ongoing maintenance needs for both HCPS and Henrico County Government, vehicle replacement programs, and designated stormwater projects.

## CAPITAL PROJECTS FUND FORECAST

|  | FY 21<br>Actual | FY 22<br>Original | FY 23<br>Forecast | FY 24<br>Forecast | FY 25<br>Forecast |
|--|-----------------|-------------------|-------------------|-------------------|-------------------|
| <b>Resources:</b>                            |                 |                   |                   |                   |                   |
| Revenues:                                    |                 |                   |                   |                   |                   |
| Use of Money and Property                    | \$ 478,981      | \$ -              | \$ 5,000,000      | \$ -              | \$ -              |
| Miscellaneous Revenues                       | 404,652         | -                 | -                 | -                 | -                 |
| Intergovernmental                            | 7,654,836       | -                 | -                 | -                 | -                 |
| CVTA   | 23,606,908      | 22,500,000        | 27,500,000        | 27,500,000        | 27,500,000        |
| Subtotal Revenues                            | \$ 32,145,377   | \$ 22,500,000     | \$ 32,500,000     | \$ 27,500,000     | \$ 27,500,000     |
| Other Financing (Uses) Sources:              |                 |                   |                   |                   |                   |
| Bonds:                                       |                 |                   |                   |                   |                   |
| G. O. Bonds - Education                      | \$ 63,133,379   | \$ 19,000,000     | \$ -              | \$ 96,300,000     | \$ 84,000,000     |
| G. O. Bonds - General Gov't                  | 66,053,733      | 58,000,000        | -                 | 25,800,000        | 10,650,000        |
| G. O. Bonds - Public Works                   | 8,176,000       | -                 | -                 | 10,000,000        | 10,000,000        |
| Bond Premium                                 | -               | 2,705,685         | -                 | -                 | -                 |
| VPSA   | -               | 54,055,000        | -                 | -                 | -                 |
| Subtotal Bonds:                              | \$ 137,363,112  | \$133,760,685     | \$ -              | \$132,100,000     | \$104,650,000     |
| Transfers:                                   |                 |                   |                   |                   |                   |
| (To) From General Fund:                      |                 |                   |                   |                   |                   |
| Designated Fund Balance                      | \$ 16,212,903   | \$ 7,075,000      | \$ 10,150,000     | \$ 10,150,000     | \$ 10,150,000     |
| Designated Capital Reserve                   | -               | 440,000           | 3,850,000         | 15,500,000        | 10,000,000        |
| Education Meals Tax                          | -               | 5,000,000         | 9,000,000         | 9,000,000         | 9,000,000         |
| Education Meals Tax Reserve                  | -               | 4,000,000         | 5,000,000         | -                 | -                 |
| Assigned Fund Balance - Land Reserve         | -               | 3,000,000         | -                 | -                 | -                 |
| General Fund Rev - Stormwater Dedication     | -               | 2,348,000         | 2,348,000         | 2,348,000         | 2,348,000         |
| General Fund Rev - Education Technology      | -               | 2,000,000         | 2,000,000         | 2,000,000         | 2,000,000         |
| General Fund Rev - Motor Vehicle License Fee | -               | -                 | 1,750,000         | 1,750,000         | 1,750,000         |
| General Fund - Bond Planning Reserve         | -               | -                 | 15,000,000        | -                 | -                 |
| General Fund - Mental Health Reserve         | -               | 9,000,000         | -                 | -                 | -                 |
| General Fund - Tourism Reserve               | -               | -                 | 5,000,000         | -                 | -                 |
| General Fund - HIP Reserve                   | -               | -                 | 750,000           | -                 | -                 |
| General Fund - CR Reserve                    | -               | -                 | 2,000,000         | -                 | -                 |
| Public Works Reserve                         | -               | 1,750,000         | -                 | -                 | -                 |
| General Fund Rev - Vehicle Replacement       | -               | 11,024,800        | 13,500,000        | 13,500,000        | 13,500,000        |
| Subtotal General Fund Transfers              | \$ 16,212,903   | \$ 45,637,800     | \$ 70,348,000     | \$ 54,248,000     | \$ 48,748,000     |
| Total Resources and Transfers                | \$ 185,721,392  | \$201,898,485     | \$102,848,000     | \$213,848,000     | \$180,898,000     |
| <b>Expenditures:</b>                         |                 |                   |                   |                   |                   |
| General Government                           | \$ 43,197,550   | \$ 80,839,800     | \$ 36,250,000     | \$154,250,000     | \$134,300,000     |
| Education                                    | 135,504,214     | 94,460,685        | 35,000,000        | 28,000,000        | 15,000,000        |
| Public Works                                 | 15,800,086      | 26,598,000        | 31,598,000        | 31,598,000        | 31,598,000        |
| Utilities - Landfill                         | 210,939         | -                 | -                 | -                 | -                 |
| Total Expenditures                           | \$ 194,712,789  | \$201,898,485     | \$102,848,000     | \$213,848,000     | \$180,898,000     |
| (To) From Capital Projects<br>Fund Equity    | \$ 8,991,397    | \$ 25,000,000     | \$ 25,000,000     | \$ 25,000,000     | \$ 25,000,000     |
| Capital Projects Fund Balance*               | \$ 373,223,131  | \$348,223,131     | \$323,223,131     | \$298,223,131     | \$273,223,131     |

**Notes:**

Bond section assumes voter approval for November 22 referendum questions.

Revenues and Expenditures in forecast years are based on anticipated appropriations.

From Capital Projects Fund Balance is the use of cash to complete projects where funds were appropriated in prior years.

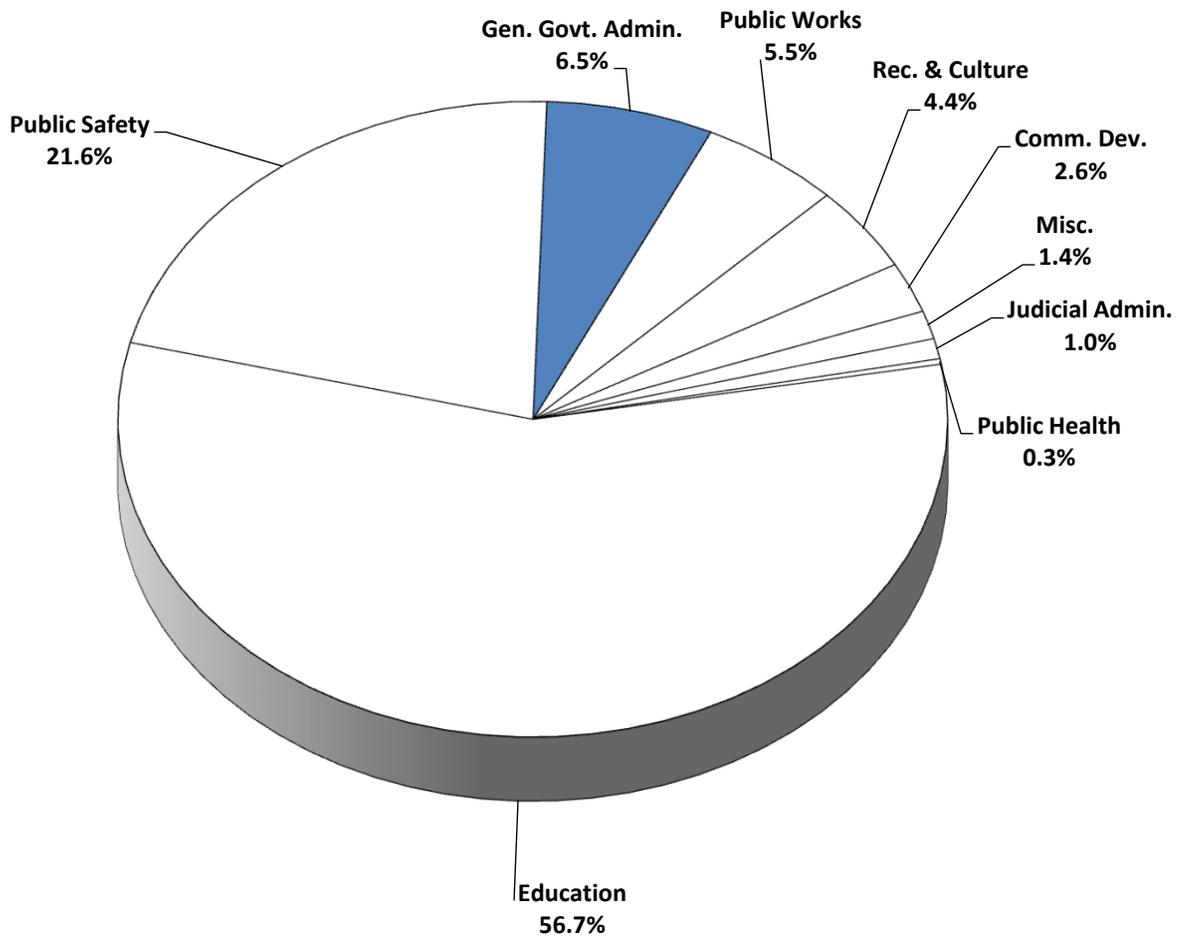
To Capital Projects Fund Balance is the anticipated addition to Fund Balance of unspent current year appropriations.

(\*) Source - ACFR. Represents unspent balance as of 6/30/21.

# COUNTY OF HENRICO, VIRGINIA

## General Government Administration

\$69,436,586



Total General Fund  
\$1,063,596,822

**COUNTY OF HENRICO, VIRGINIA  
GENERAL FUND - GENERAL GOVERNMENT ADMINISTRATION**

| <b>Department</b>                              | <b>FY21<br/>Actual</b> | <b>FY22<br/>Original</b> | <b>FY23<br/>Approved</b> |
|--|------------------------|--------------------------|--------------------------|
| <b>General Government Administration</b>       |                        |                          |                          |
| Board of Supervisors                           | \$1,222,727            | \$1,152,550              | \$1,221,982              |
| County Manager                                 | 1,854,751              | 1,800,828                | 1,935,704                |
| County Attorney                                | 2,607,357              | 2,746,282                | 3,005,188                |
| Human Resources                                | 5,490,413              | 6,036,830                | 7,132,749                |
| Finance  | 13,278,714             | 15,087,000               | 16,320,453               |
| General Services                               | 14,548,073             | 15,418,750               | 16,090,056               |
| Internal Audit                                 | 516,298                | 662,623                  | 708,991                  |
| Information Technology                         | 15,944,627             | 16,396,796               | 18,535,074               |
| Public Relations                               | 2,115,674              | 2,053,903                | 2,274,217                |
| Real Property*                                 | 657,788                | 655,143                  | 0                        |
| Electoral Board                                | 2,576,533              | 2,013,011                | 2,212,172                |
| <b>Total General Government Administration</b> | <b>\$60,812,955</b>    | <b>\$64,023,716</b>      | <b>\$69,436,586</b>      |

\*Real Property was transferred to the Department of Public Works during FY22.

# BOARD OF SUPERVISORS

## DESCRIPTION

The County Board of Supervisors is the elected governing body of the county and is responsible for establishing policy within the framework of the Constitution of Virginia and the Code of Virginia.

Board members are elected to four-year terms by the voters in each of the five magisterial districts: Brookland, Fairfield, Three Chopt, Tuckahoe and Varina. The Board appoints the County Manager, who is the chief administrative officer of the county. They also appoint the members of the Social Services Board, Library Board, Mental Health and Developmental Services Board, the Board of Real Estate Review and Equalization, the Planning Commission, and several other advisory boards and commissions.

The Board of Supervisors adopts the annual operating and capital budgets and appropriates all funds for expenditure.

## OBJECTIVES

- To provide broad policy direction and oversight to the County administration pursuant to the laws of the United States, commonwealth, county, and other applicable regulations.
- To maintain minimum tax rates necessary to provide service levels which ensure a high quality of life for the citizens of Henrico County.

## BUDGET HIGHLIGHTS

The Board of Supervisors’ proposed budget for FY23 includes funding for continuing correspondence with constituents and for periodic “town meetings”, in addition to office expenses and personnel costs. The county’s annual financial audit and general county advertisement requirements are also funded within the operating costs of this budget.

## FISCAL YEAR 2023 SUMMARY

### Annual Fiscal Plan

| Description          | FY21                | FY22                | FY23                | Change      |
|----------------------|---------------------|---------------------|---------------------|-------------|
|                      | Actual              | Original            | Approved            | 22 to 23    |
| Personnel            | \$ 834,644          | \$ 780,107          | \$ 849,539          | 8.9%        |
| Operation            | 388,083             | 372,443             | 372,443             | 0.0%        |
| Capital              | 0                   | 0                   | 0                   | 0.0%        |
| Total                | <u>\$ 1,222,727</u> | <u>\$ 1,152,550</u> | <u>\$ 1,221,982</u> | <u>6.0%</u> |
| Personnel Complement | 4                   | 4                   | 4                   | 0           |

PERFORMANCE MEASURES

|   | <u>FY21</u> | <u>FY22</u> | <u>FY23</u> | <u>Change<br/>22 to 23</u> |
|---|-------------|-------------|-------------|----------------------------|
| <b>Performance Measures</b>                     |             |             |             |                            |
| Population of County Served*                    | 334,389     | 337,733     | 341,110     | 3,377                      |
| Regular Board Meetings Held                     | 22          | 22          | 22          | 0                          |
| Special Board Meetings Held                     | 20          | 20          | 22          | 2                          |
| Town Meetings Hosted                            | 10          | 27          | 30          | 3                          |
| Board Papers Considered                         | 308         | 435         | 307         | (128)                      |
| Provisional Use Permits/Zoning Cases Considered | 51          | 51          | 51          | 0                          |
| Board and Commission Members Appointed          | 124         | 124         | 124         | 0                          |

\*Population data provided by the Department of Planning

BUDGET HIGHLIGHTS (CONT'D)

The department's budget for FY23 is \$1,221,982. This represents an overall increase of \$69,432 or 6% compared to FY22. The increase is due entirely to personnel costs. Operating and capital budgets remain flat from the previous year.

# COUNTY MANAGER

## DESCRIPTION

The County Manager is the chief administrative officer of the county and is responsible for the execution of policies established by the Board of Supervisors and for advising and recommending actions to the Board to meet the needs of county residents. In addition to administering the day-to-day operations of the county, the Manager is required by law to present an annual budget to the Board of Supervisors for consideration of all needed county expenditures.

## OBJECTIVES

- To keep the Board of Supervisors and the public informed of the activities of the County Government.
- To effectively and efficiently manage the County Government.
- To execute all duties required by law and the Board of Supervisors.
- To monitor and advise County officials on all pertinent legislation before the Virginia General Assembly and prepare the annual legislative program and summary.

## BUDGET HIGHLIGHTS

The FY23 County Manager’s office budget includes funding to cover the costs of personnel, routine office expenses, and other expenditures needed to keep the members of the Board of Supervisors advised on County business and finances. Also, funds are included that allow the County Manager and his deputies to maintain memberships and participation in organizations and meetings necessary to keep abreast of current trends and developments beneficial to the county and its citizens.

## FISCAL YEAR 2023 SUMMARY

### Annual Fiscal Plan

| Description          | FY21<br>Actual      | FY22<br>Original    | FY23<br>Approved    | Change<br>22 to 23 |
|----------------------|---------------------|---------------------|---------------------|--------------------|
| Personnel            | \$ 1,780,584        | \$ 1,748,065        | \$ 1,882,941        | 7.7%               |
| Operation            | 74,167              | 52,763              | 52,763              | 0.0%               |
| Capital              | 0                   | 0                   | 0                   | 0.0%               |
| Total                | <u>\$ 1,854,751</u> | <u>\$ 1,800,828</u> | <u>\$ 1,935,704</u> | <u>7.5%</u>        |
| Personnel Complement | 12                  | 12                  | 12                  | 0                  |

BUDGET HIGHLIGHTS (CONTINUED)

Additionally, the County Manager and his deputies actively engage in promoting county interests by maintaining close communication with various important sectors of the community. These include county residents, civic groups, other governments, the local business community, and the legislative delegation for the region.

The County Manager's budget for FY23 is \$1,935,704. This represents an increase of \$134,876 or 7.5% when compared to FY22. The increase reflects revised salary and benefits costs, including a merit based salary increase.

# PUBLIC RELATIONS

## DESCRIPTION

The Public Relations Department directs the County’s public communications efforts and increases awareness and understanding of Henrico County Government activities for the County’s residents, businesses, news media and others. Working with County agencies and officials, the Department creates and implements print, video and graphic communications targeted to a variety of audiences. Activities include news releases, media advisories, news conferences, photography, graphic design, Henrico County Television (HCTV), management of social media including the County’s official Twitter, Facebook and Instagram accounts and YouTube channel, public awareness campaigns, print publications — such as the County’s annual report, the employee telephone directory, and departmental brochures — media relations, news tracking, agency consultation, website news maintenance, audiovisual presentation services, streaming Board of Supervisors meetings, event planning and community-engagement efforts. The Department also receives, distributes, and responds to Virginia Freedom of Information Act requests through its service as the County’s FOIA officer.

The Department oversees operations of HCTV. Activities include production of feature-length programming and short-format video news releases to broadcast on HCTV and distribute through social media and the County website. The Department continues to offer residents timely information and quality programming through HCTV.

## OBJECTIVES

- To tell the story of Henrico County through print and video productions.
- To provide County agencies with effective support and technical assistance in crisis consultation, media relations and promotion of their programs and services.
- To establish and maintain contacts with news media representatives to ensure accurate coverage of County activities.

## FISCAL YEAR 2023 SUMMARY

### Annual Fiscal Plan

| Description          | FY21                | FY22                | FY23                | Change       |
|----------------------|---------------------|---------------------|---------------------|--------------|
|                      | Actual              | Original            | Approved            | 22 to 23     |
| Personnel            | \$ 1,788,917        | \$ 1,828,426        | \$ 1,958,740        | 7.1%         |
| Operation            | 326,057             | 225,477             | 315,477             | 39.9%        |
| Capital              | 700                 | 0                   | 0                   | 0.0%         |
| Total                | <u>\$ 2,115,674</u> | <u>\$ 2,053,903</u> | <u>\$ 2,274,217</u> | <u>10.7%</u> |
| Personnel Complement | 20                  | 20                  | 20                  | 0            |

## PERFORMANCE MEASURES

|                                 | <b>FY21</b> | <b>FY22</b> | <b>FY23</b> | <b>Change<br/>22 to 23</b> |
|---------------------------------|-------------|-------------|-------------|----------------------------|
| <b>Workload Measures</b>        |             |             |             |                            |
| Facebook Posts                  | 943         | 878         | 1,000       | 122                        |
| Twitter Posts                   | 1,093       | 1,081       | 1,000       | (81)                       |
| Videos Produced                 | 96          | 226         | 100         | (126)                      |
| Publications Distributed        | 82,900      | 72,250      | 70,000      | (2,250)                    |
| Information Packets Distributed | 1,855       | 708         | 500         | (208)                      |
| Media Contacts Made             | 9,093       | 7,242       | 10,000      | 2,758                      |
| News Releases                   | -           | 104         | 100         | (4)                        |
| Photos Taken/Distributed        | 2,153       | 3,459       | 3,500       | 41                         |
| All Social Media Followers      | 30,997      | 36,531      | 40,000      | 3,469                      |
| FOIA Requests                   | 380         | 338         | 350         | 12                         |

## OBJECTIVES (CONTINUED)

- To create crisis and emergency communication plans.
- To enhance the visibility of Henrico County as a desirable place to live, work, and enjoy leisure hours.
- To disseminate information to County residents through print publications, feature video productions, HCTV message boards, social media, the news media, the County website, and other available platforms.

## BUDGET HIGHLIGHTS

The Public Relations Department’s budget for FY23 is \$2,274,217. This is a \$220,314 or 10.7% increase from the FY22 approved budget. The personnel component totals \$1,958,740, which reflects a \$130,314 or 7.1% increase driven by salary and benefit adjustments. The operating budget totals \$315,477, an increase of \$90,000 or 39.9%. This increase is due to a heightened digital advertising effort.

The Department is separated into two divisions: Public Relations and Media Services.

### PUBLIC RELATIONS

The Public Relations component of the budget for FY23 is \$1,220,004 and reflects an increase of \$161,117 or 15.2% compared to FY22. The increase is attributed to salary and benefit adjustments totaling \$71,117 as well as the increase of \$90,000 in operating funding to assist in the digital advertising transition effort.

The employees in the Public Relations office focus on media relations and public awareness of County policies, programs, and services via coverage in print and broadcast news media, and through various publications such as news releases, departmental brochures, and other print materials. Public Relations is also responsible for social media, including the County’s official Twitter, Facebook and Instagram accounts, photography, graphic design, and HCTV message board bulletins, event planning and community engagement. The division also serves as the County’s FOIA officer.

*Public Relations*

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**MEDIA SERVICES**

The Media Services component of the budget for FY23 is \$1,054,213, reflecting an increase of \$59,197 or 5.9% from FY22. The increase is within the personnel component and is attributed to salary and benefit adjustments.

The employees in the Media Services office serve as a video production and media support staff, telling the story of Henrico County through feature and documentary programming and video news releases. Media Services offers other County agencies assistance with promotion of their programs and services through video productions. The office maintains and develops content for the Henrico County Government channel on YouTube.com, provides streaming video coverage of Board of Supervisors meetings, provides live streaming coverage of press conferences and other select county events, and is also responsible for producing programs and operating HCTV.

For FY23, the Public Relations Department will continue providing the same quality and level of service. The department will continue to assist agencies with media and public information needs, will be available to disseminate information during crisis situations, will write and produce various publications, will live-stream every Board of Supervisors meeting, will assist with special projects, and will produce new, original programming for HCTV and the Henrico County Government YouTube channel.

# COUNTY ATTORNEY

## DESCRIPTION

The County Attorney's Office serves as legal advisor to the county government, including its various departments, divisions, and agencies. The Office prosecutes or defends all actions involving county officials and employees arising out of acts performed in the course of their employment. In addition to litigation, the office is called upon to interpret State and Federal laws, county ordinances and county resolutions, and to draft county ordinances and proposed State legislation.

## OBJECTIVES

- To provide the county government with quality legal services.
- To protect the county treasury from damage awards as a result of litigation.

## BUDGET HIGHLIGHTS

The office provides legal services of a civil nature required by the County and its various boards, commissions, and agencies. The office drafts County ordinances for presentation to the Board of Supervisors (the "Board"); drafts resolutions for presentation to the Board, the Economic Development Authority (the "EDA"), and the School Board; and reviews and approves as to form property conveyances and contracts of the County, the School Board, and the EDA.

During FY21 the office handled a large volume of routine legal matters for County departments as well as highly specialized work for the County Manager and the Board of Supervisors, including matters related to the COVID-19 pandemic, the review of new zoning and subdivision ordinances adopted by the Board of Supervisors, the negotiation of agreements for construction of the indoor sports and convocation center at Virginia Center Commons, and the analysis of development and financing options for the GreenCity development at the former Best Products property.

## FISCAL YEAR 2023 SUMMARY

### Annual Fiscal Plan

| Description          | FY21                | FY22                | FY23                | Change      |
|----------------------|---------------------|---------------------|---------------------|-------------|
|                      | Actual              | Original            | Approved            | 22 to 23    |
| Personnel            | \$ 2,323,453        | \$ 2,681,750        | \$ 2,880,435        | 7.4%        |
| Operation            | 282,148             | 64,532              | 124,753             | 93.3%       |
| Capital              | 1,756               | 0                   | 0                   | 0.0%        |
| Total                | <u>\$ 2,607,357</u> | <u>\$ 2,746,282</u> | <u>\$ 3,005,188</u> | <u>9.4%</u> |
| Personnel Complement | 22                  | 22                  | 22                  | 0           |

**PERFORMANCE MEASURES**

|   | <b>FY21</b> | <b>FY22</b> | <b>FY23</b> | <b>Change<br/>22 to 23</b> |
|---|-------------|-------------|-------------|----------------------------|
| <b>Workload Measures</b>                    |             |             |             |                            |
| New Cases Filed                             | 30          | 25          | 25          | 0                          |
| Cases Disposed of                           | 22          | 25          | 25          | 0                          |
| Administrative Proceedings                  | 28          | 25          | 25          | 0                          |
| Court Appearances                           | 1,260       | 1,000       | 1,000       | 0                          |
| Contracts Drafted or Reviewed               | 1,452       | 1,298       | 1,298       | 0                          |
| Deeds and Leases Drafted or Reviewed        | 380         | 380         | 380         | 0                          |
| Board Papers Drafted or Reviewed            | 306         | 433         | 433         | 0                          |
| Freedom of Information Act Requests Handled | 762         | 606         | 606         | 0                          |
| Subpoenas Duces Tecum Handled               | 276         | 119         | 119         | 0                          |
| Restrictive Covenants Reviewed              | 8           | 18          | 18          | 0                          |
| Proposed Legislation Reviewed               | 771         | 317         | 317         | 0                          |
| Festival Permit Applications Reviewed       | 6           | -           | -           | 0                          |
| Set of Conditional Zoning Proffers Reviewed | 117         | 139         | 139         | 0                          |
| Official Opinions Rendered                  | 5           | 2           | 2           | 0                          |

**BUDGET HIGHLIGHTS (CONTINUED)**

On an ongoing basis, office attorneys provide training on the Virginia Conflict of Interests Act, Virginia Public Procurement Act, and the Virginia Freedom of Information Act as well as civil liability, confidentiality of health records, and the federal Health Insurance Portability and Accountability Act. Training session participants include the crisis intervention team, security officers, communications officers, police officers, deputy sheriffs, and employees in Community Revitalization, Building Inspections, and the Division of Fire.

The office also represents the County and its officials and employees in a wide variety of civil actions and in criminal prosecutions for violations of County ordinances. Thirty-two new lawsuits seeking a minimum of \$25,000 were filed against the County in FY21.

At present, 54 cases are pending in state and federal courts of record, including appellate courts. In FY 2021, the office made 53 appearances in these courts. In addition, the office handled 1,036 cases in courts not of record: 92 cases in the Henrico County General District Court and 944 cases in the Henrico County Juvenile and Domestic Relations District Court. The office also handled 23 administrative hearings.

The department’s budget for FY23 is \$3,005,188. This represents a 9.4% increase to the FY22 budget in the sum of \$258,906. This increase represents rising healthcare, benefit, and salary costs for the department’s personnel component as well as an increase to its operating component for the purchase of a new case management software to maximize efficiencies. Also included in the operating component is the absorption of costs incurred by the Legal Services Satellite Office, previously funded by HCPS.

# HUMAN RESOURCES

## DESCRIPTION

The County of Henrico Department of Human Resources (HR) partners with county departments in myriad ways from collaboration on award-winning initiatives to credible implementation of compliance-driven requirements. HR continues to actively practice its vision of “Communication, Collaboration, and Credibility” to produce strong service outcomes for the overall organization. The department is a fully-engaged strategic partner with the county’s operational departments in the areas of employment and compensation management, employee talent development and organizational learning, benefits administration, fitness and wellness, employee health services, job classification, employee relations, employee and applicant records, and information systems, including personnel and payroll transactions.

## OBJECTIVES

- To focus on Communication, Collaboration, and Credibility as HR serves its customers.
- To remain a preferred employer in the region.
- To attract and retain high-performing employees at all levels of the organization.
- To maintain high employment and low turnover.
- To enhance employee health, fitness, and wellness efforts to manage rising health care costs.
- To provide innovative training programs for County employees to promote continued employee development.
- To support the in creating a culture of inclusion and belonging in the ever-changing needs of the county’s workforce.

## FISCAL YEAR 2023 SUMMARY

### Annual Fiscal Plan

| Description            | FY21<br>Actual      | FY22<br>Original    | FY23<br>Approved    | Change<br>22 to 23 |
|------------------------|---------------------|---------------------|---------------------|--------------------|
| Personnel              | \$ 4,229,978        | \$ 4,387,472        | \$ 4,878,785        | 11.2%              |
| Operation              | 351,855             | 573,213             | 624,813             | 9.0%               |
| Capital                | 980                 | 350                 | 350                 | 0.0%               |
| <b>Total</b>           | <b>\$ 4,582,813</b> | <b>\$ 4,961,035</b> | <b>\$ 5,503,948</b> | <b>10.9%</b>       |
| Employee Services      | \$ 907,600          | \$ 1,075,795        | \$ 1,628,801        | 51.4%              |
| <b>Total Budget</b>    | <b>\$ 5,490,413</b> | <b>\$ 6,036,830</b> | <b>\$ 7,132,749</b> | <b>18.2%</b>       |
| Personnel Complement * | 48                  | 48                  | 48                  | 0                  |

## PERFORMANCE MEASURES

|                               | Performance Measures |        |        | Change<br>22 to 23 |
|-------------------------------|----------------------|--------|--------|--------------------|
|                               | FY21                 | FY22   | FY23   |                    |
| <b>Workload Measures</b>      |                      |        |        |                    |
| Applications Received         | 12,932               | 30,000 | 21,419 | (8,581)            |
| Retirements (FY)              | 148                  | 120    | 126    | 6                  |
| <b>Effectiveness Measures</b> |                      |        |        |                    |
| Turnover Rate                 | 11%                  | 11%    | 11%    | 0%                 |

## BUDGET HIGHLIGHTS

The Department of Human Resources budget for FY23 totals \$7,132,749, representing an increase of \$1,095,919 or 18.2%, from the previous approved budget, primarily related to personnel. The Human Resources budget includes both the departmental budget and the group benefits budget.

The Human Resources section of the FY23 budget is \$5,503,948 which represents an increase of \$542,913 or 10.9%, driven by increased benefit rates, the addition of one position for the strategic workforce equity coordinator added in FY2020-21, and an increase in the Operating budget of \$51,600, restoring reductions from last fiscal year necessitated by the anticipated economic impact of the corona virus pandemic.

The FY23 budget for the Group Benefits section of the Human Resources budget is \$1,628,801 representing an increase of \$553,006 or 18.2% from the previous fiscal year. This is to account for a portion of the County-wide wage adjustment calculated by the Office of Management and Budget.

## DEPARTMENT HIGHLIGHTS

The employee turnover rate was reported at 11 percent this past year. Henrico County is one of the “leanest” local governments in the Commonwealth, with one of the lowest employee-to-citizen population ratios.

Employee Retention is one of the most valuable efforts provided by the Department of Human Resources and is accomplished through competitive salaries and benefits, strategic initiatives, and continuous efforts to increase the health and well-being of county employees. The County of Henrico continues to use innovative programs and processes to attract a quality workforce. The County received 12,932 applications in FY22.

The Department of Human Resources truly appreciates that employees are the county’s most valuable resource by supporting them, including:

- creating and marketing wellness initiatives through “Power Henrico” to help employees enhance their emotional, physical, and professional well-being.
- offering excellent benefits, including voluntary benefits, that assist in times of greatest need.
- increasing career development plans across the county so that employees can grow in their positions to constantly improve how they serve Henrico residents.
- collaborating with county leaders on strategic initiatives to positively impact the county’s future.

- supporting Diversity, Equity, and Inclusion within the county and the community through initiatives such as hiring a Specialist to address rising internal concerns, job fairs, and participating in various outreach efforts.

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## WELLNESS EFFORTS

Human Resources continued to focus on providing quality health care options at affordable prices, an integral part of the employee wellness initiative. Even as health care costs continue to rise for Henrico County and employers throughout the country, more than 76% of the cost of balancing the health care budget was assumed by the county, allowing county employees to pay health care rates lower than the other regional jurisdictions.

Employee Health Services (EHS) saves employees time and money by providing courtesy visits for common ailments. These services help employees stay healthy without the cost of copays or excess time away from work. EHS continues to provide COVID-19 testing for Emergency Services personnel. Additionally, EHS continually supports all General Government County employees through assessment, recommended testing (i.e., Employee portal and other available options), contact tracing, isolation, quarantine and return to work guidance. EHS works in collaboration with Henrico County Public Schools (HCPS) when indicated.

Fitness & Wellness supports employees through Health Coaching services aimed at fostering employee success in making sustainable behavior changes. Staff Health Coaches work in partnership with the employee to identify individual health and wellness related issues and collaboratively create goals and action plans for a healthier lifestyle. Employees are encouraged to challenge current ways of thinking and daily routines with the goal of replacing poor health habits with health promoting activities. Weekly one-on-one conversations center around the Health Coach providing support, accountability, reflection, insights, and resources for the employee with the goal of building-up the employee's belief and ability to take charge of their personal health and wellness. Employees can also take charge of their health through in-person group exercise programming, Public Safety Operational Fitness programs, on-line fitness classes (during office closures due to COVID-19), and discounted local gym memberships, making it more convenient and affordable to get and stay healthy.

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## ORGANIZATIONAL LEARNING AND TALENT DEVELOPMENT (OLTLD)

OLTLD focused on supporting employees in an agile manner, adapting programs, and learning opportunities to the hybrid and virtual work world as well as delivering several in-personal solutions.

The OLTLD Division spearheaded several notable projects that had a positive impact on county employees and the organization:

- Launched a brand-new leadership development program for supervisors called Leadership Henrico, replacing a 25-year-old program with a contemporary, agile program empowering leader throughout the organization to network, collaborate, learn, and mentor.
- As part of LH, launched the county's first-ever Mentorship Program with almost 100 county leaders volunteering to be mentors for program participants.
- Won a National Association of Counties (NACo) Award called *Supporting Employee Development Remotely during Challenging Times* for launching a YouTube channel packed with learning content for employees at all levels of the organization during the pandemic.
- Continued supporting departments with their strategic needs, including Fire, Finance, and Police Communications.
- Offered significantly more "live online" virtual learning opportunities for employees.

- Broadened and increased YouTube learning content resulting in a 200% increase in subscribers.
- Partnered with the DEI Specialist on several inclusion-related initiatives including a learning series for Middle Managers, employee focus groups, a YouTube series highlighting diverse voices, and developing a brand-new class for the Role of the Supervisory series for newly hired and promoted supervisors.

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#### DIVERSITY, EQUITY, AND INCLUSION

The Diversity, Equity, and Inclusion (DEI) position was created in January 2021 to highlight and reinforce Henrico County's commitment to diversity, equity, and inclusion as guiding principles for the organization. Throughout the fiscal year, the DEI Specialist provided strategic guidance, leadership, and resources to support the county in creating a culture of inclusion and belonging in the ever-changing needs of the county's workforce.

Several notable accomplishments include:

- Hosted listening sessions with agency heads to assess their DEI successes, challenges and strengthen partnerships across the organization.
- Led a cross-divisional group in developing a new county competency model, including core competency themes and anchors to help employees succeed.
- Consulted with county departments to help them identify DEI strategies and solutions to build inclusive teams.
- Designed and facilitated customized DEI classes for county leaders and employees as a foundation for building awareness and skills on DEI topics.
- Partnered with the Virginia Center for Inclusive Communities to host inclusion workshops for county middle managers.
- Co-facilitated focus groups with DSS Director in Spring and Fall 2021 to assess employee needs and invite feedback to support the county's DEI efforts.
- Collaborated with Public Relations to develop and launch a "Voices of the Heart" video series that highlights eleven county employees' diverse lived experiences and stories.
- Established partnerships with regional DEI practitioners to identify DEI best practices, strengthen connections across the Richmond region.

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#### EMPLOYEE COMPENSATION SERVICES

The Employment and Compensation Services (ECS) division partnered with other county agencies and promoted Henrico County as a preferred employer through virtual job fairs, social media, and an expanded web presence.

The Employment and Compensation Services (ECS) Team engaged in a wide variety of activities to support departments' changing operational needs, especially during the COVID-19 pandemic. Efforts included restructuring departments and reallocating positions to better meet each department's needs and better serve both internal and external customers. ECS also collaborated with departments to revise and implement career development plans and reviewed and approved over 400 career development advancement requests.

The County Manager tasked the ECS team with developing a plan to address the broader mission of developing viable budget conscious options to accomplish three major compensation objectives: a wage adjustment that could be applied to all grades and steps in order to provide a pay increase to all current employees; addressing market lag in the pay ranges for public safety and teacher classifications as well as other identified classifications experiencing special challenges in recruiting and retention; and to further mitigate compression experienced by employees with

greater lengths of service. Numerous options were developed and discussed with the County Manager over several months. In March, the County Manager approved options to be included as part of the budget process. All current County employees received a 2% wage adjustment effective April 10, 2021. Public safety, teacher, and other identified and selected classifications were re-graded to a competitive pay range and employees in those classifications received pay adjustments also effective April 10, 2021. The last component, further mitigating compression, was accomplished through the award of an additional 1, 2, 3, or 4 steps based on an employee's length of service as of January 1, 2021, went into effect in FY22.

ECS continued to partner with local high schools, colleges, and universities throughout Virginia to provide internships to students. Efforts were adapted wherever possible to continue to provide students with meaningful internships throughout FY21 and COVID-19. Initially, the pandemic impacted the County's ability to provide paid internships. However, in the latter part of the fiscal year, the internship program's creative adaptations helped the program expand and a total of 65 students were hired compared to 39 in the previous fiscal year.

The internship program also saw 7 former interns hired into various County positions and departments, and one of those interns has become a mentor for current interns. The Internship Coordinator also collaborated with HCPS to develop a pilot initiative for high school students called "The County Manager's Summer Academy for Workforce and Career Development." This pilot program, which launched in the Summer of 2021, hired students of the specialty centers and programs into departments whose work is directly related to the student's studies. The pilot program provided the students with the opportunity to connect their chosen field of study with careers in local government.

Classification and Compensation continues to study pay and compression, conducting numerous studies in FY2019-20. Henrico remains highly competitive with salaries in the region when compared to other governmental agencies.

Internships are a win-win, promoting growth opportunities for the organization and for interns alike. The Internship Program supports participants in developing valuable work experience and instilling a love of public service while assisting departments with critical work projects. The county has hired 15 former interns into permanent full-time positions, including our first high school intern. The program was largely put-on hold for FY2019-20 due to fiscal constraints necessitated by anticipated revenue reductions due to the pandemic.

Supporting the County's senior population in leading healthy, full, and productive lives was a focus of HR's Advocate for the Aging. Through a host of resources, events, and opportunities, the "EngAGE in Henrico" initiative connected senior citizens with the community and each other. One in five older adults have reported feeling lonely and the COVID-19 pandemic has doubled that number. Engaging Conversations: Telephone Reassurance Program, which provides a friendly, compassionate voice to adults over the age of 60 has helped seniors feel more connected.

As strategic partners, the Department of Human Resources embodies "Communication, Collaboration, and Credibility" by supporting the County in continuing to provide outstanding results for our residents through engaged employees who demonstrate the Henrico Way every day.

# FINANCE

## DESCRIPTION

The Director of Finance is charged by State law with all duties mandated for the constitutional offices of the Treasurer and Commissioner of Revenue as prescribed by the Code of Virginia §15.2-617, along with the preparation and administration of the county budget and the Annual Comprehensive Financial Report (ACFR). To accomplish these tasks, the Department is comprised of administration and seven divisions: Real Estate Assessment, Revenue (split into Business and Vehicle sections), Accounting, Treasury, the Office of Management and Budget, Purchasing, and Risk Management, which is budgeted within the Internal Service Fund section of this budget book.

## OBJECTIVES

- To continue the improvement of customer service for both internal and external customers.
- To provide convenient property tax information for the citizens of Henrico County.
- To assess all real estate and certain personal property located in the county.
- To review, assess, bill, and collect all taxes, licenses, and fees in the county in conformance with all local, state, and federal regulations.
- To maintain and complete accurate accounting records for the county.
- To maintain the county’s AAA bond ratings through sound financial management, the accurate recording of financial activity, and the timely preparation of the Annual Comprehensive Financial Report (ACFR).
- To prepare, administer, and monitor the operating and capital budgets of the county.
- To procure goods and services required by county departments and schools at the lowest price, in a legally responsible manner.

## FISCAL YEAR 2023 SUMMARY

### Annual Fiscal Plan

| Description          | FY21                 | FY22                 | FY23                 | Change      |
|----------------------|----------------------|----------------------|----------------------|-------------|
|                      | Actual               | Original             | Approved             | 22 to 23    |
| Personnel            | \$ 11,824,095        | \$ 13,613,795        | \$ 14,771,748        | 8.5%        |
| Operation            | 1,444,513            | 1,470,630            | 1,546,130            | 5.1%        |
| Capital              | 10,106               | 2,575                | 2,575                | 0.0%        |
| Total                | <u>\$ 13,278,714</u> | <u>\$ 15,087,000</u> | <u>\$ 16,320,453</u> | <u>8.2%</u> |
| Personnel Complement | 165                  | 165                  | 165                  |             |

## PERFORMANCE MEASURES

|   | FY21    | FY22    | FY23    | Change<br>22 to 23 |
|---|---------|---------|---------|--------------------|
| <b>Workload Measures</b>                |         |         |         |                    |
| Parcels of Land Reviewed                | 119,000 | 120,550 | 121,000 | 450                |
| Vehicles Assessed                       | 397,458 | 399,616 | 400,000 | 384                |
| Business License Payments               | 4,703   | 4,125   | 4,200   | 75                 |
| Cashier Transactions Per Teller/Day     | 108     | 200     | 150     | (50)               |
| Accounts Payable Transactions           | 207,629 | 216,372 | 227,000 | 10,628             |
| Credit and Debit Card Transactions      | 361,481 | 500,000 | 400,000 | (100,000)          |
| REAP Applicants                         | 6,241   | 6,081   | 6,100   | 19                 |
| Electronic Check Payments               | 392,962 | 450,000 | 400,000 | (50,000)           |
| Tax Bills Generated                     | 852,983 | 800,000 | 850,000 | 50,000             |
| <b>Effectiveness Measures</b>           |         |         |         |                    |
| G.O. Bond Ratings                       |         |         |         |                    |
| Standard & Poor's                       | AAA     | AAA     | AAA     | N/A                |
| Moody's                                 | Aaa     | Aaa     | Aaa     | N/A                |
| Fitch                                   | AAA     | AAA     | AAA     | N/A                |
| Number of Years - GFOA Award for Budget | 31      | 32      | 33      | 1                  |
| Number of Years - GFOA Award for ACFR   | 41      | 42      | 43      | 1                  |
| Number of Years - GFOA Award for PAFR   | 2       | 3       | 4       | 1                  |

## OBJECTIVES (CONTINUED)

- To continue the commitment for the education and career development of all Department employees.
- To promote the most innovative technologies available to enhance financial service delivery, information management, and customer service.
- To administer the Real Estate Tax Advantage Program (REAP) for the elderly and/or disabled.

## BUDGET HIGHLIGHTS

The Department of Finance's budget for FY23 totals \$16,320,453 representing an overall increase of \$1,233,453 or 8.2%, compared to FY22. The increase is partially attributed to employee compensation increases as well as rising benefit costs. An additional \$50,000 was added to the department's operational budget for ongoing employee training and education.

During FY21, the Department of Finance again received recognition from the Government Finance Officers Association (GFOA) for the Annual Fiscal Plan and the Annual Comprehensive Financial Report. The Department of Finance also received its third award for its Popular Annual Financial Report (PAFR).

In addition to sound fiscal planning, Henrico County also makes every effort to operate in a fiscally conservative fashion by maximizing efficiencies, prudently managing resources, and engaging in special initiatives to ensure the

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appropriate level of tax collection. One example is the county's proactive debt management, taking advantage of favorable interest rates to minimize costs through new debt issuances and debt refunding. Also, the county continues the practice of conservatively estimating revenues and minimizing expenditures without compromising service delivery. In any economic environment, fiscal prudence, combined with proactive and pragmatic fiscal management, is of absolute necessity. Even as local economic conditions improve, economic challenges continue in other areas, which means Henrico County must continue to examine the processes by which it conducts business to more cost effectively provide valuable services to citizens. This examination has led to the county's departments and agencies, including Finance, to streamline operations, identify cost savings, and implement efficiency measures to maximize the value of taxpayer dollars.

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## ADMINISTRATION

The Administration function oversees all activities of the Finance Department with the Director of Finance establishing the policies and procedures under which the Department operates. The administrative staff is responsible for the issuance of all county debt and maintains all debt issuance records as well as handling all subsequent reviews or filings related to that debt. The Administration staff also monitors the county's investments and administers the county's Investment and Cash Management Guidelines.

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## REAL ESTATE ASSESSMENT

The Real Estate Assessment Division is responsible for the review and reassessment of all real property in Henrico County, in conformance with the standards of Market Value and Uniformity as mandated by Article X of the Constitution of Virginia, Title 58.1 of the Code of Virginia, and the County Manager Act within Title 15.2 of the Code of Virginia. Henrico County employs an annual countywide reassessment program using a Computer Assisted Mass Appraisal (CAMA) system. Changes in assessed value are based on actions of buyers and sellers in the local real estate market. The Real Estate Assessment Division maintains accurate and up-to-date records on each parcel of real estate in the county. These records reflect uniform, comprehensive, and descriptive data relative to location, improvements, ownership, sales information, and assessed value.

The Real Estate Assessment Division is responsible for tracking all changes in assessed value including reassessment and new construction. Staff also provides valuation recommendations and administrative support to the Board of Real Estate Review and Equalization. New subdivisions, parcel splits, parcel combinations, deeds, wills, and other transactions recorded in the Clerk's Office of the Circuit Court of Henrico County are received and processed by the Real Estate Assessment Division. Also, the Real Estate Assessment Division administers a countywide Partial Real Estate Tax Credit program for qualifying rehabilitated properties and manages a countywide Land Use program for the assessment of qualifying land based on agricultural, horticultural, forestry, or open-space use value rather than market value.

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## REVENUE

The Revenue Division consists of two sections: Business and Vehicle. The Business section administers business license and personal property taxes within the County along with a variety of other taxes, including the collection and monitoring of the Meals Tax and the relevant portion of the Virginia Sales and Use Tax attributable to Henrico County. The Vehicle section administers vehicle license and personal property taxes within the county, as well as a variety of other taxes. The Revenue Division assesses approximately 25,000 businesses for either license and/or

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business personal property taxes and roughly 400,000 vehicles for personal property taxes. The Division updates depreciation schedules for computer, furniture and fixtures, and machinery and tools as well as tax code and forms on the Internet.

The Revenue Division also ensures compliance with the Personal Property Tax Relief Act, offers State Income Tax assistance to citizens, and offers assistance to citizens through the Real Estate Tax Advantage Program (REAP), which provides real estate tax relief for persons 65 years of age and older, or permanently and totally disabled persons, so long as they own and occupy their home. Eligibility for REAP currently requires a maximum net worth of \$400,000 and an income limit of \$75,000. The FY23 budget proposes to increase the net worth parameter to \$500,000. Those that meet these requirements may receive 100% relief, currently up to \$3,000. There are over 6,000 REAP participants who together saved \$9,624,119 in 2020.

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## ACCOUNTING

The Accounting Division has three operating sections: General Accounting, Payroll, and Accounts Payable. The General Accounting Section assigns and establishes all account coding, exercises pre-audit control over receipts and disbursements, accumulates information to meet budget requirements, prepares the county's Annual Comprehensive Financial Report, maintains inventory records of county property, maintains and supervises fixed assets, grants accounting, and complies with IRS arbitrage and rebate requirements. The Accounting Division completes cash management reporting including bank reconciliations and the county's investment portfolio. The Payroll Section audits and approves payrolls, issues checks, records all payroll deductions, deposits taxes withheld, and completes required reporting of such activity.

The Accounts Payable Section verifies that expenditures are within the approved limits and exercises pre-audit control over expenditures and disbursement of funds. In addition, the Division processes approximately 25,000 payroll direct deposits/checks per month. The Accounting Division, in cooperation with other areas of Administration, also facilitates information and provides as-needed assistance in the county's annual external audit. The county audit assessment continues to be favorable, further illustrating the soundness and conservative nature of Henrico County's fiscal management.

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## TREASURY

The Treasury Division serves as the county's cashier and provides tellers, at both the Western Government Center (WGC) and the Eastern Government Center (EGC), to collect taxes and fees, as well as Department of Public Utilities (DPU), and parking ticket payments from citizens. Treasury is also responsible for billing approximately 800,000 real estate and personal property taxes as well as dog license fees. Additional functions include billing and collection of delinquent taxes and fees, taxpayer liaison, and account maintenance. Treasury is divided into three distinct areas: Cash Operations, Receivables and Account Maintenance, and Delinquent Accounts Collections. Treasury implemented a career development plan for non-supervisory personnel to encourage retention and provide advancement opportunities. These efforts are one of the Department's goals of becoming a high performing organization.

Treasury continues to expand billing and payment options for taxpayers and county customers. A Business Tax Filing and Payment Portal was launched May 2021. Payment methods at the government centers include cash, checks, pin-based debit cards, and credit and pin-less debit cards. Treasury offers several offsite payment methods to

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customers paying for county services, fees and taxes by offering lockbox services, e-box services that take ACH payments, credit/debit cards, by phone or the internet, electronic checks by phone or over the internet, off site cash payment locations, monthly ACH withdrawals, 24/7 drop boxes located conveniently at each government center, and in-person payments at the cashier windows at the government centers. A remote lockbox process is used to quickly deposit drop box payments for personal property and real estate taxes. Real estate and personal property tax bills are mailed in two installments, with due dates of June 5th and December 5th.

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## OFFICE OF MANAGEMENT AND BUDGET

The Office of Management and Budget (OMB) prepares and monitors the operating and capital budgets. This Division works closely with the County Manager's Office in monitoring current revenue collections and projecting future resources as a means of preparing a realistic but conservative budget for future fiscal years. Throughout the year, OMB maintains close contact with all operating departments to avoid deficit spending and to ensure the prudent use of county funds. In addition to preparing the budget, OMB conducts a comprehensive analysis of historic and current economic conditions in the county, culminating in the Financial Trends Monitoring System. This document, which is completed every fiscal year, considers multiple economic factors and financial information to identify past trends that aid in the derivation of statistical models to accurately forecast the future county economic health.

It is also the responsibility of the OMB to engage in special studies as they are deemed necessary, as well as conduct a thorough fiscal impact analysis of legislation proposed by the General Assembly. While Henrico County is clearly not immune to changes in the economy, it can mitigate the effects of adverse economic conditions through prudent and conservative fiscal policies. One of the many such proactive measures that the Board of Supervisors has implemented is to plan on a multi-year basis. This allows budgetary and fiscal planning to be conducted more accurately, based on exhaustive analyses of current and anticipated revenues and expenditures, in a thoroughly preparative fashion.

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## PURCHASING

The mission of the Purchasing Division is to professionally procure all goods and services essential to Henrico County and Henrico County Public Schools (HCPS), and to ensure the integrity and efficiency of the procurement process in an environment that is fair to all qualified suppliers. The goal of the Division is to provide overall direction, management, and oversight of the county's centralized procurement functions and the surplus property program. Operation of the Division is accomplished in accordance with the Code of Virginia (Chapter 43, Title 2.2 Virginia Public Procurement Act) and the Code of the County of Henrico, Chapter 16.

The Division assures that Small, Women-Owned, and Minority-Owned (SWaM) suppliers have the maximum practicable opportunity to participate in county procurement transactions by developing and executing procedures in support of the Board of Supervisors' SWaM Supplier Policy. The county continues to reinforce and strengthen its commitment to an inclusive supply chain for the purchase of goods, services, insurance, and construction. Being "Customer Focused, Performance Driven," the Division continues to focus on education for staff and outreach for suppliers.

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**RISK MANAGEMENT**

Risk Management, which is included in the Internal Service Fund section of the budget, and described further in a separate narrative, provides protection from accidental losses arising out of the County's General Government and Public Schools operations. Protection is provided through a combination of self-insurance, purchased insurance, and risk transfer mechanisms. The division is responsible for the management of the Self-Insurance fund, excess insurance coverages, certificates of insurance for proof of insurance, and provides oversight of workers' compensation claim administration and the administration of auto, property, and liability claims. The Risk Management staff provides training and guidance to all county agencies and Henrico County Public Schools to help identify and manage operational risks to minimize potential loss and liabilities. Additionally, Risk Management works in collaboration with Workplace Safety and Emergency Management regarding loss prevention, safety training, and environmental concerns.

# GENERAL SERVICES

## DESCRIPTION

The Department of General Services is dedicated to providing quality support services for all county operations. General Services does this in an effective, economical, and efficient manner, with pride and concern for those served. All activities are conducted in accordance with the Department’s four core values: safety in the work place; outstanding customer service; stewardship; and respecting and valuing others. General Services is a diversified operation that consists of six divisions: Administration, Building and Grounds, Café 1611, Security, Support Services, and Central Automotive Maintenance.

The Administration Division consists of four groups. The Director’s office handles the management and administrative functions for the Department. The Financial group handles financial transactions for the Department as well as taking the lead role in budget preparation. The Capital Projects group manages the CIP request process for all County Agencies (except DPU and DPW). They also manage the design and construction of all habitable buildings as well as refresh and repurpose projects for existing facilities. Energy Management is responsible for reducing the County’s energy consumption as well as promoting conservation in all County activities.

The Building and Grounds Division provides a safe and clean environment for citizens and employees to conduct business by maintaining over 2,944,374 square feet of county buildings.

Café 1611 operates the cafeteria at the Western Government Complex and provides catering services for County functions.

The Security Division safeguards county property and monitors the security of facilities through patrols and 24 hours per day security console operations.

Support Services includes the copy center, print shop, mail delivery, clerical storeroom, and record retention functions.

Central Automotive Maintenance (CAM) provides fleet management, automotive maintenance and fueling operations for the County. Details of CAM’s budget can be found in the Internal Service Fund section of this book.

## FISCAL YEAR 2023 SUMMARY

### Annual Fiscal Plan

| Description          | FY21<br>Actual       | FY22<br>Original     | FY23<br>Approved     | Change<br>22 to 23 |
|----------------------|----------------------|----------------------|----------------------|--------------------|
| Personnel            | \$ 7,084,507         | \$ 7,970,563         | \$ 8,476,635         | 6.3%               |
| Operation            | 7,033,505            | 7,137,867            | 7,303,601            | 2.3%               |
| Capital              | 430,061              | 310,320              | 309,820              | (0.2%)             |
| Total                | <u>\$ 14,548,073</u> | <u>\$ 15,418,750</u> | <u>\$ 16,090,056</u> | <u>4.4%</u>        |
| Personnel Complement | 118                  | 111                  | 111                  | 0                  |

**PERFORMANCE MEASURES**

| <b>Performance Measures</b>              |             |             |             |                            |
|--|-------------|-------------|-------------|----------------------------|
|  | <b>FY21</b> | <b>FY22</b> | <b>FY23</b> | <b>Change<br/>22 to 23</b> |
| <b>Workload Measures</b>                 |             |             |             |                            |
| Preventive Mechanical Maint. Work Orders | 8,916       | 10,250      | 10,250      | 0%                         |
| Corrective Maintenance Work Orders       | 14,081      | 15,000      | 15,000      | 0%                         |
| Square Feet Maintained                   | 2,930,423   | 2,944,374   | 2,944,374   | 0%                         |

**OBJECTIVES**

- To provide county departments and agencies with effective office support services so departments and agencies can effectively carry out their assigned functions.
- To provide facilities planning, design, construction, building and grounds maintenance, food services and 24/7 security services to enhance the use and quality of county facilities.
- To exercise sound financial management and accountability of public funds used toward departmental and County-wide objectives. Through a uniform system of accounting, financial reporting, and internal control.

**BUDGET HIGHLIGHTS**

The Department’s budget for FY23 is \$16,090,056. This represents an increase of \$671,306, or 4.4% when compared to the FY22 approved budget. Personnel cost increases are reflecting increases in revised retirement and health care cost. The operating budget increased \$165,734, or 2.3%. This includes the purchase of a service vehicle to support a groundskeeping crew along with a merit-based salary increase. The capital budget decreased by \$500 or 0.2%.

**ADMINISTRATION**

The General Services Administration budget totals \$2,058,616 representing an increase of \$127,327, or 6.6%, from the prior fiscal year. This increase is due to personnel, retirement and health care costs.

General Services Administration includes the Department management, all business functions, budgetary oversight and fiscal management for the other divisions. It also includes the Capital Projects group, which works with other departments to develop CIP requests and manages the design and construction of all habitable buildings for the County. The Administration division is responsible for the County’s energy management program and has been tasked with promoting an environment that generates conservation across all activities within the County.

**BUILDING AND GROUNDS**

Building and Grounds budget for FY23 is \$11,369,607 representing an increase of \$345,766, or 3.1% percent, from the FY22 approved budget. Increase reflects changes in personnel, retirement, health care costs, janitorial costs and contracts along with a merit-based salary increase.

The Buildings and Grounds Division provides building, custodial, and grounds maintenance at numerous County facilities, and coordination of the Training Center. New allocations are dedicated for the Division’s Building

### *General Services*

Maintenance Program, which supports painting, re-carpeting and fitness center equipment replacement throughout the County.

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#### CAFÉ 1611

In FY23, the budget for the Employee Cafeteria totals \$514,473 which reflects an increase of \$34,888 or 7.3 %, when compared to the FY22 budget. The increase is attributable to personnel and benefit costs. This area operates the cafeteria at the Western Government Complex and provides catering for County events with six full-time positions.

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#### SECURITY

The budget for the Security Division totals \$1,559,628, representing an increase of \$107,560, or 7.4 % from the prior year approved budget. The increase reflects the removal of the reimbursement from the Water and Sewer fund for a position that previously patrolled DPU facilities. Security safeguards county property by monitoring facilities through patrols and a 24-hour per day security console operation.

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#### SUPPORT SERVICES

The FY23 budget of \$587,732 for the Support Services division represents an increase of \$55,765, or 10.5 %, when compared to the FY22 approved budget. Increase reflects changes in personnel cost (\$9,268), postage (\$20,000) uniforms for staff (\$3,000) and operating supplies (\$10,000).

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#### CENTRAL AUTOMOTIVE MAINTENANCE

The budget for this area is captured in the Internal Service Fund as opposed to the General Fund since funding for operations are provided primarily through inter-departmental billings. Central Automotive Maintenance (CAM) is the division that maintains all County motorized equipment; operates eight self-service fueling facilities throughout the County; and leases vehicles to departments on a monthly or daily basis.

# INTERNAL AUDIT

## DESCRIPTION

Internal Audit assists the County Manager, Superintendent of Schools, the Board of Supervisors, and the School Board by providing objective analyses, recommendations, advice, and comments concerning areas reviewed to ensure an appropriate level of control at a reasonable cost. To be effective, Internal Audit must maintain independence, and therefore reports directly to the County Manager and the County’s and Schools’ Audit Committees.

Internal Audit evaluates the adequacy and effectiveness of internal controls within County agencies and School operating divisions and examines the quality of performance of their operations for improvement of accountability. Assessing quality of performance includes (1) evaluating the reliability and integrity of financial and operating information and the means to process data; (2) evaluating the sufficiency of compliance with significant plans, policies, procedures, laws and regulations; (3) ascertaining the adequacy of controls for achieving objectives including safeguarding assets and, as appropriate, verifying asset existence; and (4) examining efficient use of resources and program accomplishments.

## OBJECTIVES

- Perform an annual risk assessment, identify areas of risk for audit, conduct planned internal audits to evaluate controls, recommend workable improvements, and note commendable practices that can be shared with other agencies.
- Follow up on prior internal audits to determine that agreed-upon management action plans have been effectively implemented to address the risks identified during the audits.
- Assist with the county’s annual external audit and help facilitate the external audit of the Schools’ activity funds.

## FISCAL YEAR 2023 SUMMARY

### Annual Fiscal Plan

| Description          | FY21              | FY22              | FY23              | Change      |
|----------------------|-------------------|-------------------|-------------------|-------------|
|                      | Actual            | Original          | Approved          | 22 to 23    |
| Personnel            | \$ 503,150        | \$ 638,171        | \$ 683,439        | 7.1%        |
| Operation            | 13,148            | 24,452            | 25,552            | 4.5%        |
| Capital              | 0                 | 0                 | 0                 | 0.0%        |
| Total                | <u>\$ 516,298</u> | <u>\$ 662,623</u> | <u>\$ 708,991</u> | <u>7.0%</u> |
| Personnel Complement | 6                 | 6                 | 6                 | 0           |

## Internal Audit

### PERFORMANCE MEASURES

|  | FY21 | FY22 | FY23 | Change<br>22 to 23 |
|--|------|------|------|--------------------|
| <b>Workload Measures</b>   |      |      |      |                    |
| Financial/Performance Audits and Projects                        | 11   | 15   | 15   | 0                  |
| Non-Audit Projects: Follow-ups, Consults, Special Requests       | 10   | 8    | 8    | 0                  |
| % Audit Recommendations agreed to by Mgmt                        | 1    | 1    | 1    | 0                  |
| # Management Plans Added for Audit Recommendations               | 61   | 50   | 50   | 0                  |
| External Audit Assistance Testing Areas                          | 14   | 17   | 17   | 0                  |
| Hotline Concerns Handled   | 21   | 15   | 15   | 0                  |
| <b>Efficiency Measures</b>                                       |      |      |      |                    |
| % Staff with Professional Certifications and/or Advanced Degrees | 100% | 100% | 100% | 0                  |
| % Staff Meeting Continuing Professional Education Requirements   | 100% | 100% | 100% | 0                  |

### OBJECTIVES (CONTINUED)

- Advise county and School management, and the county's and School's Audit Committees on potential improvements in operations and results through technical assistance.
- Perform requested special audits and follow up on issues raised through the fraud reporting mechanisms and recommend corrective action as required.
- Administer office activities for continuous professional education, training, and skills development, ensuring excellent quality and adherence to independent auditing with integrity.

### BUDGET HIGHLIGHTS

Internal Audit's budget of \$708,991 represents an increase of \$46,368 or 7.0% over the FY22 approved budget. The increase is driven largely by the personnel component and reflects the rising costs of retirement, healthcare benefits, and a merit-based salary increase. The operating component increased by \$1,100, or 4.5% to account for increased software expenses. As the majority of the department's budget (96.4%) consists of personnel costs, service levels are expected to increase in FY23 on General Government and Schools audits, special projects, and follow ups as open positions are filled.

### DEPARTMENT HIGHLIGHTS

FY22 was Internal Audit's third year of operation as a consolidated Internal Audit function for both the General Government and Schools. The consolidation has allowed both entities to leverage resources, audit skillsets, and minimize redundancy.

The ongoing COVID-19 pandemic continued to present challenges and resulted in the department further exploring new ways to use technology to provide audit services remotely while still engaging with departments and maintaining audit quality. The department continued to provide feedback to agencies on their changing processes and control practices as they adapted to new ways of doing business. In this different operating environment,

### *Internal Audit*

Internal Audit successfully conducted projects during FY22 that include, but are not limited to, the review of receipts and/or expenditures in Mental Health & Developmental Services, Planning, the Office of the Clerk of the Circuit Court, the Cobbs Creek Reservoir project, select construction projects; and department audits related to turnover of key personnel in some General Government agencies and at various schools.

Internal Audit conducts annual surveys and finalizes risk-based planning assessments to select and perform routine audits of the effectiveness of controls in a number of areas. The goal of the audit planning process is to select auditable areas of risk in the major General Government operating segments and School locations and operating divisions each year. The department manages the County's webpage and telephone hotline which allow citizens and employees to report concerns of potential government fraud, waste, and abuse. These resources may generate additional special projects in the form of investigations or evaluations of controls to sufficiently respond to any reported concerns. Technical assistance is and will continue to be provided to County agencies and School divisions as requested. The department helps to facilitate the external audit of the Schools' student activity funds. The department also assists the County's external auditors with the required annual financial and compliance audits to help control those related costs.

The auditing environment has become increasingly complex and challenging as the County, its agencies, and the School system implement additional technology and as regulations and accounting requirements are continuously changing. To meet these challenges and provide quality audit results, Internal Audit uses automated audit documentation and data analysis software in all its audits to better examine activity in a cost-effective manner. The department pays annual software licensing costs to maintain current versions and vendor support for these tools. In addition, the staff maintain a variety of professional certifications and the department provides for annual continuing education to stay current with requirements, potential business risks, and the latest audit techniques. The software licensing costs as well as the continuing education costs are the two largest components of the operating budget for Internal Audit.

# INFORMATION TECHNOLOGY

## DESCRIPTION

The Department of Information Technology’s mission is to deliver technology solutions that serve the Henrico community through modern, secure, and reliable systems and applications. The department strives to deliver all solutions it provides with the core values of customer service, communication, collaboration, being a trusted partner, integrity, accountability, reliability, and fiscal responsibility at the forefront. Services provided include but are not limited to information and office automation equipment selection, application development and/or software selection assistance, ongoing hardware and software maintenance, and data and telecommunications network development and support. Major areas of service include Finance, Community Development/Operations Agencies, Human Resources, and all Public Safety agencies. IT’s Service Desk aids agency personnel on any computer related problems.

The Department also administers and maintains the County’s security cameras, audio-visual systems, and telecommunications infrastructure including telephone systems, mobile devices, and the voice and data plant. In addition, the Department is responsible for the maintenance and support of the Emergency E-911 system for Public Safety and the management of the County’s Geographic Information System (GIS).

## OBJECTIVES

- To provide enterprise server-based computer capabilities to County agencies.
- To assist County agencies in increasing efficiency and effectiveness through using advanced technological tools for administrative and field operations.
- To provide application development and/or software selection services.
- To maintain operational efficiency through using state-of-the-art equipment and software.

## FISCAL YEAR 2023 SUMMARY

### Annual Fiscal Plan

| Description              | FY21                 | FY22                 | FY23                 | Change       |
|--------------------------|----------------------|----------------------|----------------------|--------------|
|                          | Actual               | Original             | Approved             | 22 to 23     |
| Personnel                | \$ 10,592,463        | \$ 11,577,612        | \$ 13,435,209        | 16.0%        |
| Operation                | 5,710,943            | 4,850,981            | 5,201,981            | 7.2%         |
| Capital                  | 45,754               | 522,205              | 522,205              | 0.0%         |
| Interdeptmental Billings | (404,533)            | (554,002)            | (624,321)            | 12.7%        |
| Total                    | <u>\$ 15,944,627</u> | <u>\$ 16,396,796</u> | <u>\$ 18,535,074</u> | <u>13.0%</u> |
| Personnel Complement*    | 107                  | 107                  | 113                  | 6            |

\*Interdepartmental Billings reflects the reimbursement of positions assigned to Information Technology. This includes 3 positions from Public Utilities and 6 from Mental Health & Developmental Services.

PERFORMANCE MEASURES

| Performance Measures                          |        |        |        |                    |
|---|--------|--------|--------|--------------------|
|   | FY21   | FY22   | FY23   | Change<br>22 to 23 |
| <b>Workload Measures</b>                      |        |        |        |                    |
| Support Desk - Tickets                        | 13,729 | 15,000 | 15,114 | 114                |
| Support Desk - Call Queue                     | 6,227  | 7,500  | 6,357  | (1,143)            |
| Systems - Servers Added                       | 66     | 70     | 79     | 9                  |
| Systems - Servers Decommissioned              | 40     | 60     | 88     | 28                 |
| Systems - On Prem Storage (TB)                | 1,182  | 1,500  | 947    | (553)              |
| Systems - Cloud Storage (TB)                  | 17.0   | 20.0   | 21     | 1.0                |
| Systems - Accounts Created                    | 880    | 900    | 1,124  | 224                |
| Systems - Accounts Deleted                    | 975    | 1,100  | 983    | (117)              |
| Network-Fiber Cabling Installed (Miles)       | 0      | 4      | 28     | 24                 |
| Network - Copper Cabling Installed (Miles)    | 0      | 17     | 7      | (10)               |
| DBA - Active Databases                        | 490    | 530    | 542    | 12                 |
| Oracle - Change Requests/Projects Completed   | 533    | 627    | 250    | (377)              |
| Oracle - Database Supports                    | 57     | 94     | 73     | (21)               |
| APEX - Support Tickets                        | 1,231  | 1,352  | 1,407  | 55                 |
| Enterprise Applications - Support Tickets     | 774    | 872    | 903    | 31                 |
| Finance Applications - Oracle Support Tickets | 1,075  | 986    | 1,000  | 14                 |
| Finance Applications - RCS Support            | 46     | 91     | 75     | (16)               |
| Finance Applications - RBS Support            | 387    | 364    | 400    | 36                 |

OBJECTIVES (CONTINUED)

- To administer the Department's information technology resources in a manner that best serves the County's operational and customer service needs.
- To maintain the highest level of proficiency of staff in all areas of technical support.
- To host and support various enterprise applications, including email and Internet connections, to all County agencies.
- To monitor, maintain, and upgrade the County's local and wide area network (LAN/WAN) as efficiently and effectively as possible.
- To manage GIS technology to enhance coordination of Community Development services among County departments.
- To provide the County with an efficient and dependable telecommunications network.
- To administer, maintain, and enhance the County's security camera and audio-visual systems.

## BUDGET HIGHLIGHTS

The Department of Information Technology's (IT) FY23 proposed budget totals \$18,535,074 represents an overall increase of \$2,138,278 or 13.0% from the previous approved budget.

The FY23 personnel budget is \$13,435,209 represents an increase of \$1,857,597 or 16.0% from the previous year. This reflects increases in retirement and health care cost along with merit-based salary increases. This includes 3 positions from Public Utilities that are billed through Interdepartmental.

The FY23 operating budget is \$4,577,660 represents an increase of \$280,681 or 6.5% percent from the previous fiscal year. The capital totals \$522,205 and funding is consistent with previous fiscal year.

## DEPARTMENTAL HIGHLIGHTS

Information Technology is made up of several teams that handle Henrico County's technological internal and external priorities. These various teams are tasked with everyday internal fixes to substantial external projects to help employees, departments, and Henrico citizens, streamline operations for optimal services. Outlined below are the teams and a brief description of how they are an integral part of county infrastructure.

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### IT SYSTEM ENGINEERING TEAM

In FY22, the IT System Engineering Team is ever balancing operational priorities along with supporting and enhancing County's workforce telework capabilities in support of COVID response measures. The Team is continually working with departmental business units to examine workflows in efforts to make systems and services more remotely accessible that would normally be solely accessed from an office location.

County enterprise onsite storage shrank by 20% (235TB) for a total of 947TB of data on-premises. This reduction was made possible by leveraging a new backup strategy that leverages space efficient snapshots for data retention.

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### IT DATABASE TEAM

The Database Team continues to actively support the efforts by IT's Public Safety teams to upgrade the Sheriff's Office Jail Management System (Offender Track) to a new high-availability SQL Server solution. The Database Team also continues to support data migrations from the legacy Tidemark application to the new ELMS/POSSE system implementation. This period also saw the successful completion of the upgrade of Henrico's GIS databases to the latest version of SQL Server.

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### IT ORACLE EBUSINESS TEAM

Oracle eBusiness team had a very challenging and busy year in 2021, completing several large projects including The upgrade of the Oracle EBS migration to 12.2.10 and Oracle ODA Infrastructure upgrade to 19.11 provided significant ROI and will pay the county back in form of an improved web user interface, easier navigation, enhanced system performance and scalability.

## Information Technology

In the upcoming year, PMT2 will be working on

- Upgrade of databases to 19c and planning a future ODA infrastructure upgrade to the later release of ODAs.
- Enhancing the PSB APEX application to include new administrative capabilities.
- As part of the PMT for ERP replacement project, we will be providing technical input where needed in business process modeling and creation of RFP.
- Developing two-way payroll and HR data interfaces for the upcoming Police and Fire staffing solutions.
- Continuing production support of Oracle EBS and work on quarterly and year end updates.

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### IT FINANCE SUPPORT TEAM

The team worked with the Treasury Division and their vendor to provide the ability to place delinquent Real Estate Tax accounts with an outside collection agency.

The Finance Support Team is also responsible for the following critical processes:

- Transferring files related to payroll and benefits to 3rd party vendors each pay period for Government and HCPS.
- All Tax Billing and eBill Presentment cycles.
- Annual Business License Renewal form, annual Real Estate Assessment Notice generation.
- Annual roll forward of the tax billing system and the CAMA system for the next tax year.
- Annual fiscal year-end/year-begin processes for Oracle Financials.

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### IT NETWORK TEAM/TELECOMM TEAM

In FY22, the IT Network/Telecom Team is prepared to implement phase II of the County-wide switch refresh project which includes the Water Reclamation Facility, Water Treatment Facility, CRWP, Recreation & Parks, Mental Health, Jail East, Eastern Health, Police, Community Revitalization, the Fire Stations, the Public Safety Building (PSB) and Communications and Training Center (CTC). The plan is to begin this process with the Fire Stations and PSB/CTC with anticipated funding. The team has ordered new Telecom/VoIP servers to replace no longer supported equipment. The installation and upgrade of these new servers will be completed by fiscal year end. Additionally, the team is on schedule to upgrade the paging servers, implement a new enterprise-wide monitoring platform and remote access “jump” boxes are setup for monitoring and accessing the SCADA network.

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### IT WEB TEAM

The IT Web Team continued to support the increased amount of communication required by the county to the public throughout the pandemic. Average pageviews per day to henrico.us increased 3-5K over the last year, with the highest ever traffic to the site being November 2, 2021 with 45.6K pageviews (a 12K increase over 11/2/20). The addition of the Multicultural Community Engagement section of the site in mid-October enables more targeted reach to residents. The Health Department continues to provide the latest information on COVID-19 via the website.

In addition to the main website, the Web Team has been working with Police, Community Revitalization, Recreation and Parks and the Office of Management and Budget to launch various applications.

#### COMMUNICATIONS AND COLLABORATION TEAM

During this fiscal year, the Office 365 Team continued to be instrumental in supporting telework requirements and COVID sites associated with the Intranet. The team supported all county agencies in updating workflows, providing collaboration solutions, and meetings with the Office 365 cloud-based services. The team has been working with the Finance Department to create a public interface for Key Financial Indicators (KFI) reports. This interface will provide real-time numbers and graphs from County databases.

The FileNet Team worked with departments to find the best workflows for digital and physical documents. The FileNet Team worked with the Division of Fire to help archive their Managed Documents, organizational charts, and currently, with the Fire Marshal's Office. They also worked with Emergency Management and the Revenue Division of Finance to help move their documents into FileNet.

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#### IT SERVICE DESK

In FY23, IT Service Desk completed its expansion and has now fully integrated DPU and Recreation and Parks technology support units. Integrating these three units was a challenge because of the sheer number of new clients to support as well as vastly expanding the number of physical locations the team now must travel. However, we have streamlined and synthesized business processes, workflows, provided cross-training and continue to evaluate skills gaps.

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#### IT SECURITY TEAM

The IT Security Team continues to work to enhance the County's security posture, both physically and virtually. The team actively participates in MS-ISAC, the Multi-State Information Sharing and Analysis Center, and brings industry best practices into production including always on security through any connection. The team continues to monitor and ensure email authentication, policy, and reporting with a goal to increase the trustworthiness of incoming email and protect the county's reputation in outgoing email.

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#### IT ORACLE APPLICATION EXPRESS (APEX) TEAM

IT Enterprise Development / Oracle Application Express (APEX) Team continued developing software solutions for Henrico County Agencies. The team created the Absentee Ballot Cure Database as a database to manage and track absentee ballots requiring a 'cure' by generating a letter for the voter detailing the errors and methods to correct them, allowing Voter Registration to more easily meet the new 3-day response time established in the 2021 General Assembly. The team collaborated with Henrico Area Mental Health & Developmental Services to capture electronic records for water temperature testing at each facility and group home which were incorporated into the current Facility Inspections and Fire Drill application. The team collaborated with the Oracle Database Administration team

## *Information Technology*

to upgrade web servers, databases, and application software, improve security, and provide a more robust development environment.

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### IT DATA PROJECTS

IT initiated the Enterprise Data Project to deliver data standards, cleanup, and reporting to make data-driven decisions across the organization. This cross-team effort included several projects during the past year, emphasizing modernization and automation of the County Manager’s Monthly Report. Phase 1, encompassing Finance, Fire, Libraries, Public Relations, and Public Utilities, is nearing completion.

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### IT ENTERPRISE APPLICATION TEAM

The IT Enterprise Applications Team, along with the IT Project Management Office (PMO) and Computronix (U.S.A.), Inc., launched phases two and three of the Enterprise Land Management System (ELMS) project. All code enforcement and permitting & inspections activities are now using the POSSE system. The Build Henrico portal (<https://henrico.us/build/>), which gives customers the ability to file complaints, submit and pay for permits, and view the status of their interactions through a personal, password-protected account, was also launched.

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### IT DPU SYSTEMS TEAM

The IT DPU Systems Team provides implementation, maintenance, and administrative support for DPU-specific applications. Projects planned for the coming fiscal year include: migration of the existing, 15-year-old DPU Interactive Voice Response (IVR) to a cloud-based IVR provided by the County’s payments vendor, which will allow real-time data interactions with the CIS billing system; an upgrade the to Refuse Can tracking system; an upgrade of Cityworks, including a rework of the interface with CIS Infinity and implementation of the Storeroom module for DPU and Fire; and an upgrade of the Infor Computerized Maintenance Management System in use by the DPU Water Treatment Facility and the DPU Water Reclamation Plant.

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### IT PROJECT MANAGEMENT OFFICE (PMO)

The IT Project Management Office (PMO) continued its support and increased its reach this past year by utilizing member’s abilities to assist multiple divisions and departments across the County. The PMO has helped with the requirements gathering and implementation of two enterprise resources for the County based around transitions electronically. EFax and eSignature tools have helped automate County workflows. Along with these launches, the worked with the Enterprise team and Web team with a successful launch of the Permitting and Inspections module of the Enterprise Land Management Solution project. This included a full facing customer webpage with project information, how to guides and videos for the use of our citizens to continue to fully adopt an online form of interaction and work. In addition to the ELMS project, the PMO has also spearheaded the start of vendor engagement and County project implementation for the Enterprise Resource Planning project.

## *Information Technology*

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### IT PUBLIC SAFETY TEAM

The IT Public Safety Team enhanced the Community Policing information collection before the July 1, 2021 mandate which expanded to gathering information on Investigatory stops. These infrequent stops occur when a person or vehicle matches an initial description, but upon closer observation is determined to not meet additional criteria. The team expanded the Incident Crime Report (ICR) application to allow officers to submit Automated Fingerprint Identification System (AFIS) request and electronically receive a Certificate of Analysis. This automation led to the creation of several reports that facilitate the management and review of staff assignments. Based on units assigned to a Call For Service (CFS), a Body Worn Camera (BWC) application was designed and deployed that enables supervisors to review statuses of camera activations. The team worked with Accountable Care Management Group (ACMG) on behalf of the Sheriff's Office to establish essential data transfer for full-time incarcerated inmates which provides them insurance coverage. Also worked with ViaPath Technologies (formerly known as GTL) in the installation of an inmate tablet network providing in cell coverage and data mapping of 3,000 fields for the new Jail Management System (JMS).

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### IT COMPUTER AIDED DISPATCH / COMMUNICATIONS SUPPORT TEAM

The IT Computer Aided Dispatch / Communications Support Team, which designed and developed the CAD24x7 system used in the County's Emergency 9-1-1 communications center, provides 24x7x365 support for this year-round non-stop operation. During the past year, numerous enhancements have been implemented such as regional unit numbering for Fire and EMS units, Henrico Paging application and the Marcus Alert database.

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### IT GIS OFFICE

The GIS Office continued to move their operations forward through the development, and release, of a new "Subdivision Plat Search" application for the development community and citizens-at-large to easily locate and view current and historical subdivision plats. The GIS Office collaborated heavily with Public Utilities and IT's Finance Support teams on reconciling address data for the Recycling Fee Project that will launch in mid-2021. A major GIS project this year involved working with the software vendor, ESRI, to successfully design and deploy a new, state-of-the-art, enterprise GIS server architecture. Formal transition to this new architecture will begin in January 2021. The GIS Office continues to work with departments, including Emergency Management, on many new web applications

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### IT FIRE APPLICATIONS GROUP

Work has begun to support the Henrico Fire's move to UKG TeleStaff. A TeleStaff client API has been generated and several interfaces are in the process of being developed. These interfaces will provide the interoperability between UKG TeleStaff and other systems including HR, Payroll, and CAD24x7.

#### IT MHDS TEAM

The Systems Developer created outcome automation measures to allow program staff to track outcomes over time and developed Emergency Services dashboard capable of presenting data across fiscal years to observe trends. We have created a new SharePoint forms library for MHDS staff to simplify searching and retrieval of forms.

The team facilitated demos and interviews for new EHR selection and will be implementing Credible EHR. We have prepared for Credible implementation by collecting and creating current program workflows, full listing of forms, HAMHDS/IT Org Chart for Implementation, and collecting current EHR data and presenting it in Credible data gathering format.

# ELECTORAL BOARD

## DESCRIPTION

The General Registrar provides appropriate forms for those registering to vote, maintains the official voter registration records for Henrico County, and other duties defined in the Code of Virginia and by the State Board of Elections. The official voter registration records allow the Registrar to provide an accurate list of voters to each polling place. The Henrico County Electoral Board delegates to the General Registrar the duties of arranging and supervising the elections held in Henrico County.

## OBJECTIVES

- To provide all county residents the opportunity to register to vote.
- To provide fair and honest Federal, Commonwealth, and County elections to qualified registered voters of the county of Henrico.
- To offer absentee voting to all qualified voters of the County of Henrico who request this service.
- To ensure the number of absentee voters is correctly projected, all absentee requests are reported, and issue correct ballots to each voter.
- To provide information about the requirements, procedures, and codes governing campaign reporting.
- To educate staff and poll workers on registration and election laws as well as voting procedures and ensure all poll workers are notified of training dates before each election.
- To ensure every precinct conducts fair and impartial elections and a safe and secure voting environment is provided to each voter.
- To provide information to the public regarding the administration of elections in the county and Commonwealth.

## FISCAL YEAR 2023 SUMMARY

### Annual Fiscal Plan

| Description                         | FY21<br>Actual      | FY22<br>Original    | FY23<br>Approved    | Change<br>22 to 23 |
|-------------------------------------|---------------------|---------------------|---------------------|--------------------|
| Personnel                           | \$ 1,708,386        | \$ 1,473,515        | \$ 1,642,676        | 11.5%              |
| Operation                           | 845,834             | 539,296             | 569,296             | 5.6%               |
| Capital                             | 22,313              | 200                 | 200                 | 0.0%               |
| Total                               | <u>\$ 2,576,533</u> | <u>\$ 2,013,011</u> | <u>\$ 2,212,172</u> | <u>9.9%</u>        |
| Personnel Complement <sup>(1)</sup> | 9                   | 9                   | 10 <sup>(2)</sup>   | 1                  |

<sup>(1)</sup> Complement does not include 1 Complement IV position, whose salary is set and funded by the State.

<sup>(2)</sup> Added Early Voting Coordinator to assist with managing early voting duties and staff.

## PERFORMANCE MEASURES

|  | FY21 | FY22 | FY23 | Change<br>22 to 23 |
|--|------|------|------|--------------------|
| <b>Efficiency Measures</b>               |      |      |      |                    |
| % of Polling Locations Meeting ADA       | 100% | 100% | 100% | 0                  |
| % of Ballots Passing Public Testing      | 100% | 100% | 100% | 0                  |
| % of Ballots Cast Reconciled with Voters | 100% | 100% | 100% | 0                  |

## OBJECTIVES (CONTINUED)

- To ensure the programming of ballots is designed in a timely manner to permit voters to cast and mail ballots to the Registrar's office before the voting deadline for each election.
- To ensure all required media advertisements from Virginia General Code are published.
- To ensure precinct manuals on Election Day procedures and actions are supplied to all precinct workers.
- To record all candidate filings for upcoming elections and to collect information on candidates' contributions, committees, and treasurers.
- To provide regulation advice for political advertising.
- To provide required forms and supplies to candidates, treasurers, and committees.

## BUDGET HIGHLIGHTS

The budget for FY23 is \$2,212,172, which represents an increase of \$199,161 or 9.9% compared to the FY22 approved budget. This increase was driven primarily by the personnel component and reflects revised salary estimates and associated benefit adjustments as well as the addition of an Early Voting Coordinator position. This position has been established to assist with managing early voting duties and staff. The operating portion of the budget saw an increase of \$30,000 or 5.6% over last year's due to a lease increase for a new voting machine storage facility. The capital component remains flat from the previous fiscal year.

## DEPARTMENTAL HIGHLIGHTS

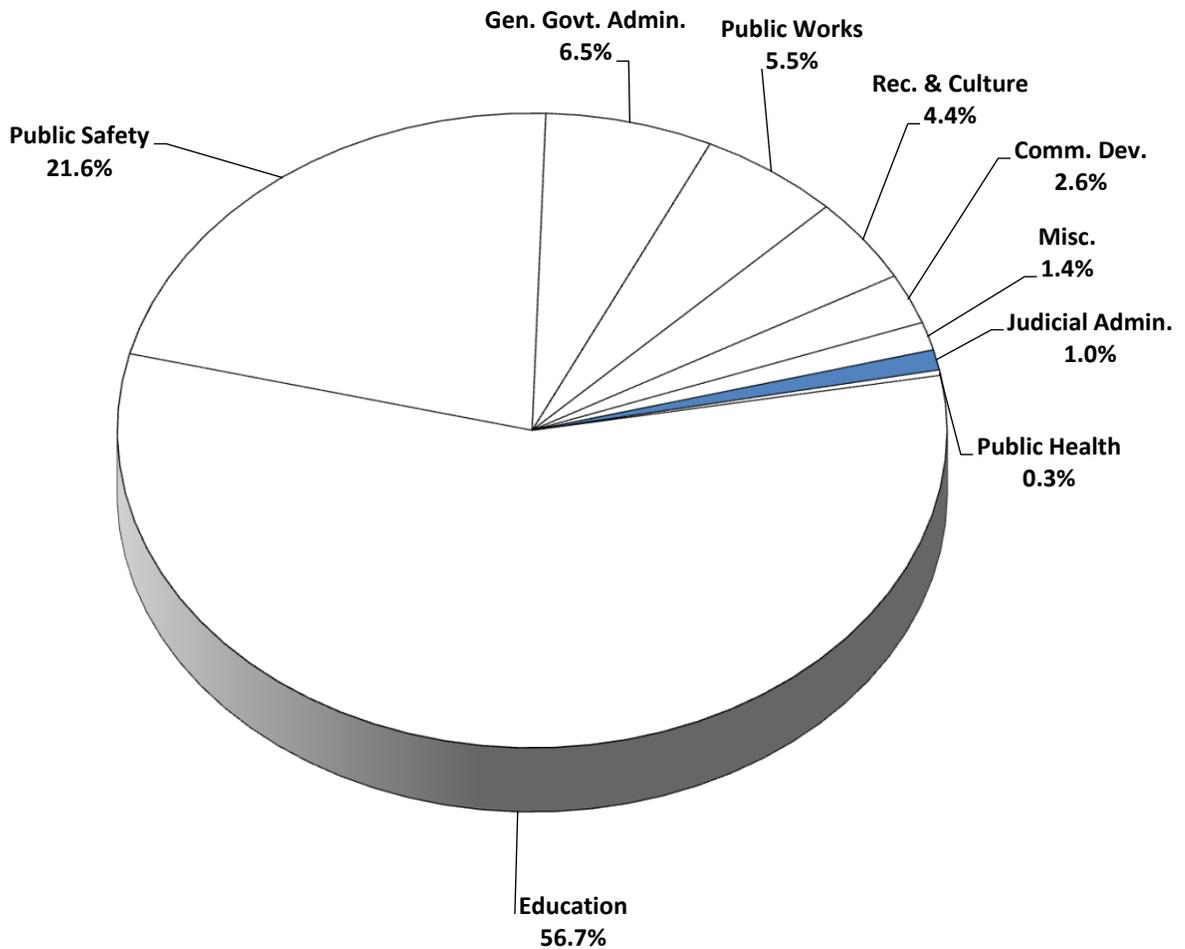
The mission statement of the Office of Voter Registration and Elections is: *To promote consistent administration of all elections, registration and campaign finance laws, rules and regulations.*

An election resource not included in the budget is the Henrico County Student Page Program, which is supervised by the department. High school students volunteer to work on Election Day at the polling places to earn community service hours. Their duties include assisting with the opening of polls on Election Day, distributing voting guide pamphlets, operating doors for elderly and disabled voters, and other duties as assigned by the Chief Officer of Election. In the 2021 November General Election, 99 student pages, representing all nine County High Schools, earned 693 hours of community service working at the polling places.

# COUNTY OF HENRICO, VIRGINIA

## Judicial Administration

\$10,957,805



Total General Fund

\$1,063,596,822

**COUNTY OF HENRICO, VIRGINIA  
GENERAL FUND - JUDICIAL ADMINISTRATION**

| <b>Department</b>                                       | <b>FY21<br/>Actual</b> | <b>FY22<br/>Original</b> | <b>FY23<br/>Approved</b> |
|---|------------------------|--------------------------|--------------------------|
| <b>Judicial Administration</b>                          |                        |                          |                          |
| Circuit Court Clerk                                     | \$2,670,306            | \$2,802,946              | \$2,951,383              |
| Circuit Court Services                                  | 879,470                | 870,547                  | 866,311                  |
| General District Court                                  | 340,166                | 464,635                  | 494,777                  |
| Magistrate  | 5,714                  | 6,286                    | 6,286                    |
| Juvenile and Domestic Relations District Court Services | 85,920                 | 111,025                  | 111,025                  |
| Juvenile Probation                                      | 20,882                 | 23,072                   | 23,072                   |
| Commonwealth's Attorney                                 | 5,794,097              | 5,998,072                | 6,504,951                |
| <b>Total Judicial Administration</b>                    | <b>\$9,796,555</b>     | <b>\$10,276,583</b>      | <b>\$10,957,805</b>      |

# CIRCUIT COURT CLERK

## DESCRIPTION

The Circuit Court Clerk is a Constitutional Officer elected for a term of eight years, who serves as the administrative officer of the Circuit Court, oversees the registry of deeds, and adjudicates all probate matters. The Circuit Court Clerk is responsible for maintaining and administering the files in felony cases, claims over \$25,000, matters including adoptions and divorces, disputes concerning wills and estates, controversies involving property, misdemeanors, and civil appeals from the General District and Juvenile Courts. The Clerk is responsible for collecting fines, costs in criminal cases, recordation fees and taxes, and maintains a financial system to track the collections and remittances for reporting to the State, and to local governments.

The Clerk issues and maintains marriage licenses entered by the office and issues concealed handgun permits. Land records are retained permanently by the Clerk and include deeds, surveys, wills, the indices for judgments, financing statements, and assumed names (or partnership names). The land records section of the Clerk's office contains a portion of the history of the County of Henrico and preserves this history for future generations.

## OBJECTIVES

- To provide fair and equal access to all public records using modern technology.
- To protect and preserve records of the courts and county.
- To professionally and efficiently assist the general public and attorneys using the office.

## FISCAL YEAR 2023 SUMMARY

### Annual Fiscal Plan

| Description           | FY21                | FY22                | FY23                | Change      |
|-----------------------|---------------------|---------------------|---------------------|-------------|
|                       | Actual              | Original            | Approved            | 22 to 23    |
| Personnel             | \$ 2,373,104        | \$ 2,575,338        | \$ 2,723,775        | 5.8%        |
| Operation             | 297,202             | 227,608             | 227,608             | 0.0%        |
| Capital               | 0                   | 0                   | 0                   | 0.0%        |
| Total                 | <u>\$ 2,670,306</u> | <u>\$ 2,802,946</u> | <u>\$ 2,951,383</u> | <u>5.3%</u> |
| Personnel Complement* | 39                  | 39                  | 39                  | 0           |

\*Note: All Budget years reflect 1 Complement II position, 37 Complement III positions and 1 Complement IV position.

## PERFORMANCE MEASURES

| Performance Measures                         |        |        |        |                    |
|--|--------|--------|--------|--------------------|
|  | FY21   | FY22   | FY23   | Change<br>22 to 23 |
| <b>Workload Measures</b>                     |        |        |        |                    |
| Civil Cases Commenced                        | 2,383  | 4,909  | 4,000  | (909)              |
| Criminal Cases Commenced                     | 4,660  | 5,450  | 5,150  | (300)              |
| Number of Wills and Administrations Recorded | 1,127  | 1,179  | 1,200  | 21                 |
| Marriage License Issued                      | 2,346  | 2,211  | 2,150  | (61)               |
| Number of Judgments Docketed                 | 18,377 | 25,211 | 23,000 | (2,211)            |
| Concealed Weapon Permits Issued              | 6,783  | 3,736  | 4,150  | 414                |
| Land Recordings                              | 57,027 | 64,339 | 62,000 | (2,339)            |

## BUDGET HIGHLIGHTS

The Circuit Court Clerk's budget of \$2,951,383 represents an increase of \$148,437, or 5.3%, from the FY22 approved budget. This increase is driven by increases in the personnel component by \$148,437, or 5.8%, due to the rising costs of healthcare and increased salaries that are part of the updated compensation plan for FY23. The operating component remains constant to that of FY22.

The table to the right reflects actuals for FY12 through FY21 as well as the budget forecast for FY22 and FY23 for both State and County funding. In FY12, the State contributed \$1,138,564, or 53.7%. By comparison, in FY21 the State contributed \$1,372,624, or 48.2%. State funding represents only those salary reimbursements provided by the Compensation Board and excludes Clerk Excess Fees, State Recordation Taxes, and the Clerk's Technology Trust Fund. Following a 2020 legislative session, State Recordation Taxes were redistributed to fund the Hampton Roads Regional Transit Fund. In addition, the County portion represents the difference between the Compensation Board revenues and actuals and/or budget for the Circuit Court Clerk's Office.

| Fiscal Year                          | State Funding | County Funding | % County |
|--------------------------------------|---------------|----------------|----------|
| FY12                                 | 1,138,564     | 1,322,374      | 53.7%    |
| FY13                                 | 1,160,474     | 1,318,458      | 53.2%    |
| FY14                                 | 1,226,908     | 1,255,521      | 50.6%    |
| FY15                                 | 1,185,219     | 1,394,247      | 54.1%    |
| FY16                                 | 1,258,458     | 1,330,081      | 51.4%    |
| FY17                                 | 1,274,703     | 1,405,108      | 52.4%    |
| FY18                                 | 1,304,033     | 1,468,495      | 53.0%    |
| FY19                                 | 1,296,933     | 1,378,163      | 51.5%    |
| FY20                                 | 1,334,481     | 1,309,374      | 50.5%    |
| FY21                                 | 1,372,624     | 1,297,682      | 48.6%    |
| FY22*                                | 1,350,000     | 1,452,996      | 51.8%    |
| FY23*                                | 1,450,000     | 1,501,383      | 50.9%    |
| *FY22 and FY23 forecasted estimates. |               |                |          |

## DEPARTMENTAL HIGHLIGHTS

Pursuant to Virginia Code Section 17.1-279, the Clerk collects a \$5.00 technology fee on all instruments recorded in the land books, judgments docketed, and all civil suits commenced. Of this total, \$4.00 is reimbursed to the locality by the Compensation Board to support technology efforts within the Clerk's office. This revenue source is not included in the County's original budget but is appropriated during the fiscal year as the Compensation Board makes funds available to implement technology projects within the office.

### *Circuit Court Clerk*

From 2014 to 2018, the Clerk's Office implemented an online system for Officers of the Court to remotely access criminal and civil records, expanded the use of credit cards, digitized land records back to 1947, scanned in forty years of State Highway Plat Books and made them available online, added digital will indexes dating back to 1781, scanned in all Military discharge documents, began e-recording four basic document types in the Record Room, and replaced recording equipment in each of the Circuit Courts. In 2018 the Clerk of Court was certified as a Master Clerk by the Virginia Circuit Court Clerk's Association.

In 2019, the Clerk's Office digitized the Board of Supervisors minutes back to January 1906. Further improvements included the Record Room accepting all real estate filings through e-recording, and expediting the filing and recording times of documents in Henrico County. Clerk E-Pass was implemented enabling customers to request copies of marriage licenses, deeds, court orders, and other documents online.

While many agencies curtailed services, closed to the public, limited public access, or required appointments to enter, the Henrico Circuit Court Clerk's Office remained open to the public. As a result, the office not only served Henrico County residents, but also residents of other jurisdictions, who could not get into their own Clerks' Offices when needed. The Clerk's Office protected staff and customers by having plexiglass barriers installed at customer service windows and in probate offices, encouraged the use of e-recording and e-access services, created an information table in the hallway with forms, information, and a drop box, and even provided curbside service for customers unable to enter the courthouse due to COVID barriers.

During 2020, the Clerk's Office expanded the use of digital certifications with DocuSign. Certified copies of criminal orders are now being sent out digitally to attorneys, CCP, ASAP, probation, and other government agencies. The Clerk's Office also received the 5<sup>th</sup> consecutive Library of VA grant for \$20,303 to restore 4 aging land record books from the 1800s. The Clerk's Office had an analysis of the criminal division completed and re-structured that section, resulting in greater cross-training and additional clerks trained for in court service. Lastly, the Clerk's Office outfitted 6 employees with the ability to telework, so that the Clerk's Office could keep essential services going had COVID caused the office or county to close for any period.

In 2021, the Clerk's Office operated in person with no breaks in service and continued working on digitalization and restoration projects. The Office started to offer e-filing to attorneys in civil cases in January 2021 and have enrolled numerous attorneys and law firms over the past year. The Office concluded and released will indexes and images back to 1781. The Office had land record images scanned back to 1781 at the end of 2021 and hopes to have them verified and released by the end of 2022. The Office is in the process of having its marriage license indexes and images digitalized back to the early 1900s and will release them by fall of 2022. The Office digitalized the notary application process and moved them to its land record room, to reduce foot traffic in its main lobby. The Office received \$22,301.50 in grants from the Library of Virginia in 2021 to refurbish four books from the early 1800s. In 2022, the Office is reaching for the stars and has applied for eight grants totaling \$55,609.50 to restore will books and county court minute books from the late 1700s and early 1800s.

# CIRCUIT COURT SERVICES

## DESCRIPTION

The Circuit Court of Henrico County (Fourteenth Judicial Circuit) is the trial court of general jurisdiction with the authority to try a full range of civil, chancery/equity, and criminal cases.

In civil cases, the Circuit Court exercises concurrent jurisdiction with the General District Court in money claims of one to twenty-five thousand dollars, and original jurisdiction for claims over twenty-five thousand dollars. Also included on the civil docket are condemnation trials.

In criminal cases, the Circuit Court has jurisdiction over the trials of misdemeanor and felony cases – offenses punishable by confinement in jails or other correctional institutions. Court costs and fines are assessed in court against those charged.

The Circuit Court also exercises jurisdiction in domestic and other chancery/equity cases. This includes all divorce matters, as well as disputes concerning wills and estates, guardianships, and partition suits.

The Circuit Court exercises appellate jurisdiction over appeals of civil and criminal matters from the Henrico Juvenile and Domestic Relations District Court and the Henrico General District Court. Circuit Court judges also hear appeals from certain administrative agencies in the Commonwealth and Henrico County.

## OBJECTIVES

- To administer justice fairly, according to applicable laws, in a timely manner.
- To operate an efficient and effective court system in the administration of justice for the citizens of Henrico County.

## FISCAL YEAR 2023 SUMMARY

### Annual Fiscal Plan

| <u>Description</u>   | <u>FY21<br/>Actual</u> | <u>FY22<br/>Original</u> | <u>FY23<br/>Approved</u> | <u>Change<br/>22 to 23</u> |
|----------------------|------------------------|--------------------------|--------------------------|----------------------------|
| Personnel            | \$ 812,313             | \$ 804,803               | \$ 800,567               | (0.5%)                     |
| Operation            | 65,181                 | 64,344                   | 64,344                   | 0.0%                       |
| Capital              | 1,976                  | 1,400                    | 1,400                    | 0.0%                       |
| Total                | <u>\$ 879,470</u>      | <u>\$ 870,547</u>        | <u>\$ 866,311</u>        | <u>(0.5%)</u>              |
| Personnel Complement | 11                     | 11                       | 11                       | 0                          |

## PERFORMANCE MEASURES

|  | Performance Measures |       |       | Change<br>22 to 23 |
|--|----------------------|-------|-------|--------------------|
|  | FY21                 | FY22  | FY23  |                    |
| <b>Workload Measures</b>                   |                      |       |       |                    |
| Full Time Judges                           | 5                    | 5     | 5     | 0                  |
| Jury Commissioners                         | 6                    | 6     | 6     | 0                  |
| Citizens Eligible to Serve as Petit Jurors | 7,600                | 7,600 | 7,400 | (200)              |
| Citizens Called to Serve as Petit Jurors   | 5,035                | 7,300 | 7,300 | 0                  |
| Jury Panels                                | 800                  | 800   | 850   | 50                 |
| Grand Jurors Called to Serve               | 108                  | 108   | 108   | 0                  |
| Grand Jurors on Master Panel               | 88                   | 120   | 120   | 0                  |

## BUDGET HIGHLIGHTS

There are five judges elected to the Circuit Court by the General Assembly of Virginia, each for a term of eight years. One Judge is elected Chief Judge every two years. The Chief Judge serves as the administrative judge of the support staff, which consists of one part-time and four full-time clerical positions, one part-time management specialist, and five law clerks. The Judges' salaries are paid directly by the Commonwealth. Fines and costs against those found guilty in certain felony and misdemeanor cases from Henrico charges are assessed by the judges. These fines and costs are collected by the Circuit Court Clerk's Office.

The Circuit Court's budget for FY23 is \$866,311. This represents a decrease of \$4,236 or 0.5% from the FY22 budget. This decrease was the effect of the retirement of a senior staff member. The budget includes rising employee healthcare and benefit costs along with a merit-based salary increase. The total operating and capital budgets remain flat from the previous fiscal year.

## DEPARTMENTAL HIGHLIGHTS

Service levels of this court can be measured by the number of cases adjudicated in the Circuit Court each year. This includes criminal, civil, domestic, and appeals from the General District and Juvenile and Domestic Relations District Courts, along with those carried over from the past year, and requests for juries. According to 2021 Caseload Statistical Information, the caseload for the Fourteenth Circuit showed 12,458 cases (civil and criminal) commenced in 2021, with an average of 2,491 per judge. There were 4,568 total criminal cases commenced, with an average of 913 per judge. There were 7,890 civil cases (which includes the misc. and other category) commenced, with an average of 1,578 per judge. The total number of cases (civil and criminal) concluded was 12,016 in 2021, with an average of 2,403 per judge. While these numbers are lower than last budget year, it is anticipated that as things get back to "normal" these numbers will increase again. In addition, with the change in the law that the jury no longer sentences defendants, it is anticipated that there will be an increase in jury trial requests.

Furthermore, the Circuit Court responds to telephone inquiries from citizens and other courts, coordinates with the Sheriff on courthouse security, provides internships (unpaid) to law students, and contributes to educational

### *Circuit Court Services*

programs to improve the administration of justice. Individual judges also actively participate in organizations, committees, and programs outside of their everyday duties in the courtroom, including but not limited to the Virginia Criminal Sentencing Commission, the Benchbook Committee, the Drug Court Program, Virginia Continuing Legal Education and Bench Bar Conference. The judges make themselves available for Three Judge Panels at the request of the Chief Justice and any other committee or panel the Chief Justice may request of them. In addition to these activities, judges also participate in mock trials conducted by the University of Richmond School of Law, local high school students, and for police officer training.

# GENERAL DISTRICT COURT SERVICES

## DESCRIPTION

The General District Court hears civil, criminal and traffic matters. The Court exercises original jurisdiction over all misdemeanor cases and conducts preliminary hearings in felony cases to determine probable cause. In addition, the Court hears all traffic cases and certain violations of the County Code. The Court also has jurisdiction over most civil matters not exceeding \$25,000; and beginning July 1, the Court now has jurisdiction in personal injury and wrongful death cases not exceeding \$50,000. The average monthly caseload for the Court is 6,200 new cases. In addition to new cases, the clerk's office processes an average of 2,200 witness subpoenas, 250 requests for certified copies of prior convictions, 75 requests for restricted licenses, 60 protective orders, 650 garnishments, and 500 requests for civil abstracts. The clerk's office also assists citizens with phone inquiries and in-person visits averaging 4,100 phone calls and 2,000 walk-ins monthly.

There are five judges serving in this court, having been appointed by the General Assembly for a term of six years. The judges, clerk, and deputy clerks are all paid directly by the Commonwealth. The County provides space, furniture, supplemental salary, and support for the General District Court.

## OBJECTIVES

- To process cases for the public to facilitate the swift administration of justice, while providing a fair and equitable judicial process for all.
- To provide an orderly and comprehensive system of maintaining court records as required by law, and quickly update case files, so that accurate and current electronic case information is readily available.
- To maintain an accurate accounting of court funds.
- To continually add services to better serve the public.

## FISCAL YEAR 2023 SUMMARY

### Annual Fiscal Plan

| <b>Description</b>    | <b>FY21<br/>Actual</b> | <b>FY22<br/>Original</b> | <b>FY23<br/>Approved</b> | <b>Change<br/>22 to 23</b> |
|-----------------------|------------------------|--------------------------|--------------------------|----------------------------|
| Personnel             | \$ 176,739             | \$ 213,147               | \$ 243,289               | 14.1%                      |
| Operation             | 163,427                | 251,488                  | 251,488                  | 0.0%                       |
| Capital               | 0                      | 0                        | 0                        | 0.0%                       |
| <b>Total</b>          | <b>\$ 340,166</b>      | <b>\$ 464,635</b>        | <b>\$ 494,777</b>        | <b>6.5%</b>                |
| Personnel Complement* | N/A                    | N/A                      | N/A                      | N/A                        |

\* Full-time personnel expenses are paid by the Commonwealth of Virginia. Personnel expenses in this budget reflect a salary supplement paid by the county.

## PERFORMANCE MEASURES

| Performance Measures                    |        |        |        |                    |
|---|--------|--------|--------|--------------------|
|   | FY21   | FY22   | FY23   | Change<br>22 to 23 |
| <b>*Workload Measures</b>               |        |        |        |                    |
| Total New Cases Filed                   | 74,278 | 84,846 | 79,691 | (5,155)            |
| Total New Criminal Cases Filed          | 13,481 | 13,473 | 13,735 | 262                |
| Total New Involuntary Civil Cases Filed | 1,432  | 1,425  | 1,451  | 26                 |
| Total New Civil Cases Filed             | 23,121 | 23,217 | 21,461 | (1,756)            |
| Total New Traffic Cases Filed           | 36,244 | 46,731 | 43,044 | (3,687)            |
| Number of Full-Time Judges              | 5      | 5      | 5      | -                  |

\*Note: These estimates are prepared by State Supreme Court Personnel. The statistics are reduced based on reductions in caseload data caused by the pandemic. All caseload measures are expected to increase once the pandemic diminishes.

## BUDGET HIGHLIGHTS

The General District Court’s budget for FY23 totals \$494,777. The personnel component of the budget will increase by \$30,142 for FY23. The operating budget remains flat from the previous fiscal year.

In 2019, the County began providing supplemental compensation for the 37 state deputy clerks in order to assist with recruitment and retention within the General District Court Clerk’s Office. During the 2021 session, the General Assembly approved 120 new positions for the District Courts in Virginia. Of those 120 positions, Henrico General District Court was allocated 7.8 positions. The additional seven fulltime positions are eligible to receive the salary supplement bringing the total employees receiving the supplement to 44. The salary supplement has enabled the clerk’s office to hire and retain qualified and well-trained staff. This support continues in the FY23 budget.

The operating component is utilized to support the daily activities of the General District Court, which consists of five courtrooms and administrative offices occupied by five judges and 44.8 employees. The permanent staff of the General District Court is comprised of state employees. Thus, salary and benefit costs are paid by the Commonwealth of Virginia and are not reflected in this budget apart from the supplemental compensation described above.

## DEPARTMENTAL HIGHLIGHTS

Although some caseload averages decreased since FY20, that decrease is attributed to the COVID-19 pandemic and the terms set by the Virginia Supreme Court in its Judicial Emergency Orders.

At the start of the COVID-19 pandemic, the General District Court implemented new procedures to ensure the safety of the public and staff members. Although some types of processes decreased slightly during the past fiscal year as access to the court and clerk’s office was limited, the Court remained operational and provided essential services to the public. The Court implemented safety protocols including screening individuals entering the courthouse, requiring a mask covering the mouth and nose, social distancing, and limiting entrance to the courthouse to only

### *General District Court Services*

litigants and witnesses. Clerk's office hours were reduced to limit constant exposure and allow time for additional cleaning measures, but additional dockets were added to accommodate the number of cases that could be tried given the capacity restrictions. Moreover, the Court expanded their capability to conduct video and telephonic hearings, allowing litigants access to justice without having to enter the courthouse. Drop boxes were placed at the entrance of the courthouse to allow parties to safely file documents without entering the courthouse.

In June 2021, many of those pandemic-related limitations and restrictions were lifted. While individuals entering the courthouse are still screened, required to distance, and wear a mask covering the mouth and nose, the clerk's office has returned to normal operating hours. We have also maintained the additional dockets to address the backlog and we continue to use audio and video communications to minimize jail transports and accommodate individuals who are unable to safely appear in court.

# MAGISTRATE

## DESCRIPTION

The principal function of the Magistrate’s office is to provide independent review of complaints from police officers, sheriff’s deputies, and residents. These complaints provide the magistrate with facts needed to determine whether a warrant of arrest should be issued. In addition to issuing warrants of arrest, magistrates conduct bail hearings, commit offenders to jail, and release prisoners from jail. The Magistrate’s office operates under the supervision of the Supreme Court of Virginia.

## OBJECTIVES

- To provide efficient, unbiased, and professional services to law enforcement officers, mental health professionals, and citizens including the issuance of Emergency Protective and Custody Orders and Temporary Detention Orders.
- To cooperate with the Sheriff’s department to try to develop a more efficient means of committing defendants and releasing those who have posted bonds.

## BUDGET HIGHLIGHTS

Funding in FY23 continues to support the daily operation for thirteen magistrates. There are no County paid positions assigned to this office, as the thirteen magistrates are State employees. The County does provide space, furnishings, and operating expenses for the Magistrate’s office.

## FISCAL YEAR 2023 SUMMARY

### Annual Fiscal Plan

| <u>Description</u>     | <u>FY21<br/>Actual</u> | <u>FY22<br/>Original</u> | <u>FY23<br/>Approved</u> | <u>Change<br/>22 to 23</u> |
|------------------------|------------------------|--------------------------|--------------------------|----------------------------|
| Personnel              | \$ 0                   | \$ 0                     | \$ 0                     | 0.0%                       |
| Operation              | 5,714                  | 6,286                    | 6,286                    | 0.0%                       |
| Capital                | 0                      | 0                        | 0                        | 0.0%                       |
| <b>Total</b>           | <u>\$ 5,714</u>        | <u>\$ 6,286</u>          | <u>\$ 6,286</u>          | <u>0.0%</u>                |
| Personnel Complement * | N/A                    | N/A                      | N/A                      | N/A                        |

\*Personnel Expenses are paid by the Commonwealth of Virginia.



**PERFORMANCE MEASURES**

|                               | Performance Measures |        |        | Change   |
|-------------------------------|----------------------|--------|--------|----------|
|                               | FY21                 | FY22   | FY23   | 22 to 23 |
| <b>Workload Measures</b>      |                      |        |        |          |
| Cases filed in Juvenile Court | 6,711                | 14,000 | 14,000 | 0        |
| Court Hearings                | 18,522               | 36,500 | 36,500 | 0        |

\*Note: These estimates are prepared by State Supreme Court Personnel.

**BUDGET HIGHLIGHTS**

The FY23 budget for the Juvenile and Domestic Relations District Court is \$111,025. These funds support the operational needs of the five judges and their staff, whose salaries are funded by the State.

**DEPARTMENTAL HIGHLIGHTS**

In March 2020, Clerk’s office staff were rotated to limit constant exposure and allow time for additional cleaning measures. This ended in May 2020, and the Clerk’s Office has been back to working Monday-Friday, 5 days per week. To further ensure the safety of the litigants and to maintain proper social distancing given the limited amount of public space, only litigants and witnesses were allowed in the courthouse. Clerk’s office staff members set up a table at the entrance to the courthouse to direct incoming parties to the proper location. Courtrooms were limited, which included litigants, witnesses, attorneys, and police officers. Six-foot distancing was required of all occupants. The Court expanded their capability to conduct video and telephonic hearings, allowing litigants access to justice without having to enter the courthouse. Drop boxes were placed at the entrance of the courthouse to allow parties to safely file documents without entering the courthouse. The Clerk’s Office heard over 1,000 cases each month during FY21.

The Juvenile and Domestic Relations Court received a yearly audit from APA, which resulted in no issues needing to be discussed with management and no management points received.

The Juvenile and Domestic Relations Clerk’s Office intends to host Barbara Rubel, a trauma informed keynote speaker in June 2022. Barbara will address issues of secondary/vicarious trauma, compassion fatigue from the workplace, and effective ways to cope. Henrico JDR staff, Judges, and sheriff’s deputies are invited to attend.

# JUVENILE PROBATION

## DESCRIPTION

The 14th District Court Services Unit provides all services mandated by the Code of Virginia, which include Diversion Intervention for non-violent offenders, domestic and delinquent intake services, assessment and investigations, supervised probation, direct-care supervision, and community-based parole services. Detention services are provided through Henrico Juvenile Detention Center. The Court Services Unit, in addition to their General Fund budget, utilizes grant funding, such as the Virginia Juvenile Community Crime Control Act (VJCCCA), to provide a number of programs and services which include: anger management, larceny reduction programs, GPS electronic monitoring, in-home counseling services.

## OBJECTIVES

- To provide necessary intake, investigative and probation/parole services as required by the Court and the Code of Virginia.
- To refer youth and parents to community-based services under the Virginia Juvenile Community Crime Control Act, or under State supported programs.
- To protect the public by preparing court involved youth to be successful citizens.

## BUDGET HIGHLIGHTS

The Department's budget for FY23 is \$23,072. This amount is consistent with FY22 approved amount. Community Programs including Multi Systemic Treatment (MST) psychological evaluations, residential placements and other community programming are funded by the Department of Juvenile Justice through AMIkids, the provider for the region, which includes Henrico.

## FISCAL YEAR 2023 SUMMARY

### Annual Fiscal Plan

| Description            | FY21             | FY22             | FY23             | Change      |
|------------------------|------------------|------------------|------------------|-------------|
|                        | Actual           | Original         | Approved         | 22 to 23    |
| Personnel *            | \$ 0             | \$ 0             | \$ 0             | 0.0%        |
| Operation              | 20,490           | 23,072           | 23,072           | 0.0%        |
| Capital                | 392              | 0                | 0                | 0.0%        |
| Total                  | <u>\$ 20,882</u> | <u>\$ 23,072</u> | <u>\$ 23,072</u> | <u>0.0%</u> |
| Personnel Complement * | N/A              | N/A              | N/A              | N/A         |

\*Full-time Personnel expenses are paid by the Commonwealth of Virginia and are not reflected in the county's personnel complement.

Probation

PERFORMANCE MEASURES

|                           | Performance Measures |       |       | Change   |
|---------------------------|----------------------|-------|-------|----------|
|                           | FY21                 | FY22  | FY23  | 22 to 23 |
| <b>Workload Measures</b>  |                      |       |       |          |
| Total Juvenile Complaints | 1,300                | 1,800 | 1,350 | (450)    |
| Total Domestic Complaints | 4,200                | 4,400 | 4,000 | (400)    |

# COMMONWEALTH'S ATTORNEY

## DESCRIPTION

The Commonwealth's Attorney is an elected Constitutional Officer responsible for prosecuting criminal offenses that occur in Henrico County, handling some civil matters, and maintaining public safety in the community by way of prevention measures and community outreach. Trials and hearings are held in the Circuit, General District, and Juvenile and Domestic Relations Courts. Additionally, the Commonwealth's Attorney's Office provides legal advice and training to the Division of Police, State Police, Richmond Airport Police, as well as other law enforcement agencies.

## OBJECTIVES

- To enforce criminal laws in Henrico County.
- To operate the Victim/Witness program.
- To cooperate on behalf of Henrico County in the operation of two investigative multi-jurisdictional grand juries.
- To promote a better understanding of the criminal justice system among citizens.
- To proactively investigate and prosecute drug dealers with increased concentration/focus on the opioid epidemic and human trafficking.
- To prosecute criminal cases and include using diversion programs when appropriate.
- To work with other agencies to strengthen crime prevention.
- To train local law enforcement agencies in criminal law and criminal procedures.

## FISCAL YEAR 2023 SUMMARY

### Annual Fiscal Plan

| Description          | FY21                | FY22                | FY23                | Change      |
|----------------------|---------------------|---------------------|---------------------|-------------|
|                      | Actual              | Original            | Approved            | 22 to 23    |
| Personnel            | \$ 5,663,797        | \$ 5,827,685        | \$ 6,328,684        | 8.6%        |
| Operation            | 130,300             | 170,387             | 171,125             | 0.4%        |
| Capital              | 0                   | 0                   | 5,142               | 0.0%        |
| Total                | <u>\$ 5,794,097</u> | <u>\$ 5,998,072</u> | <u>\$ 6,504,951</u> | <u>8.5%</u> |
| Personnel Complement | 55                  | 55                  | 56 *                | 1           |

\* Includes the addition of a diversion oversight position.

## PERFORMANCE MEASURES

|                                       | <u>FY21</u> | <u>FY22</u> | <u>FY23</u> | <u>Change<br/>22 to 23</u> |
|---------------------------------------|-------------|-------------|-------------|----------------------------|
| <b>Workload Measures</b>              |             |             |             |                            |
| Circuit Court Defendants              | 1,125       | 1,150       | 1,175       | 25                         |
| Show Cause Hearings                   | 858         | 875         | 900         | 25                         |
| Misdemeanor Appeals                   | 342         | 350         | 375         | 25                         |
| General District Court Criminal Cases | 47,538      | 47,550      | 47,575      | 25                         |
| General District Court Traffic Cases  | 78,521      | 78,525      | 78,550      | 25                         |
| Juvenile Court Misdemeanors           | 1,980       | 1,990       | 1,995       | 5                          |
| Juvenile Court Felonies               | 864         | 875         | 900         | 25                         |
| <b>Effectiveness Measure</b>          |             |             |             |                            |
| Circuit Court Indictments             | 1,886       | 1,900       | 1,925       | 25                         |

## BUDGET HIGHLIGHTS

The Commonwealth's Attorney's office budget for FY23 totals \$6,504,951, representing an overall increase of \$506,879, or 8.5%, when compared to the FY22 budget. One position, added in FY22 to manage the diversion programs, increased the personnel budget by \$69,145 or 1.2%, and the remaining increase of \$437,734 or 7.4% is related to salary and benefit rates. The operating and capital components increased by \$5,880 or 3.5% for items supporting the new position, though funds were shifted between accounts to address anticipated operational requirements.

The table below presents a historical depiction of State funding for the Commonwealth's Attorney's office. While State funding has grown 28.4% since FY14, the County's share of funding has increased from 58% to 63%.

| <b>Fiscal Year</b> | <b>State Funding</b> | <b>County Funding</b> | <b>% County</b> |
|--------------------|----------------------|-----------------------|-----------------|
| FY14               | 1,861,682            | 2,591,214             | 58%             |
| FY15               | 2,041,679            | 2,573,112             | 58%             |
| FY16               | 2,092,617            | 2,602,046             | 58%             |
| FY17               | 2,157,727            | 2,554,003             | 56%             |
| FY18               | 2,202,720            | 2,743,141             | 57%             |
| FY19               | 2,207,444            | 2,862,655             | 57%             |
| FY20               | 2,293,347            | 3,227,026             | 60%             |
| FY21               | 2,293,876            | 3,500,221             | 60%             |
| FY22               | 2,275,000            | 3,723,072             | 62%             |
| FY23               | 2,390,000            | 4,114,951             | 63%             |

## DEPARTMENTAL HIGHLIGHTS

The Henrico Commonwealth's Attorney's office, along with all 120 prosecutor offices in the Commonwealth, are participating in a time study with the National Center for State Courts from February to May 2022. This is an effort to identify a more appropriate staffing formula to be integrated by the Compensation Board and thus reflect a more accurate figure of the State's responsibility for this area of public safety.

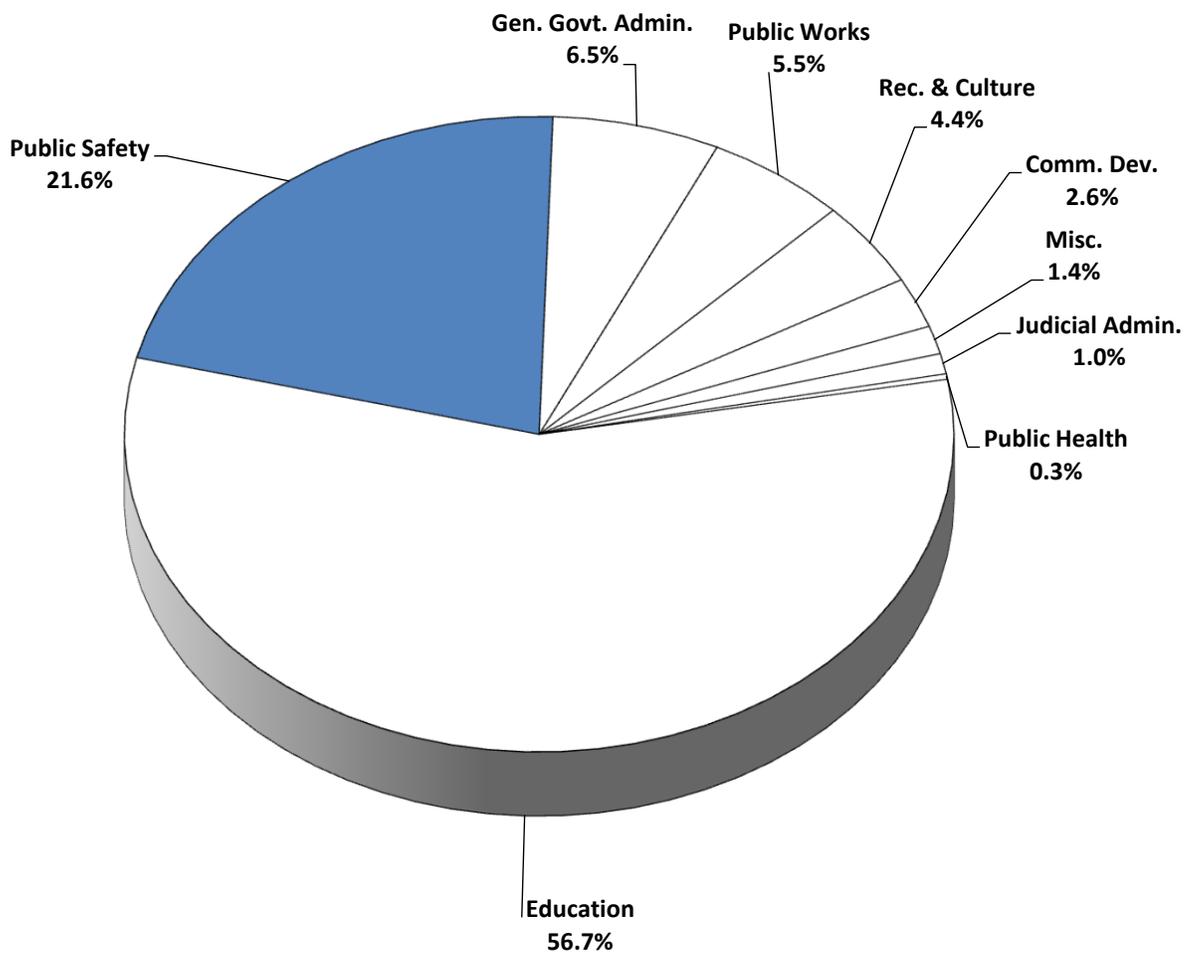
In FY23, the Commonwealth's Attorney's Office will continue to prosecute traffic and criminal cases, both misdemeanors and felonies, in all the Henrico County Courts. Aggressive prosecution of those who commit violent crimes will remain the number one priority. The Office will continue to work closely with the Police Division to reduce crime, not being just reactive to crime that has occurred, but being proactive with our communities to identify areas of concern and working collaboratively on solutions. The Commonwealth's Attorney's Office will continue pursuing narcotic traffickers using two multi-jurisdictional grand juries. Additionally, the Commonwealth's Attorney's Office will continue providing legal training to the Police Division in its basic academies and through regular in-service training. The Office will continue to devise alternative resolutions to ensure second chances and rehabilitation. Special efforts will also continue to reduce domestic violence, human trafficking, and opioid overdoses.

The Office continues to work with the Sheriff's Office to find alternative treatment and other diversion opportunities to keep the jail population reserved for those who are serving active sentences or for those whose release may jeopardize public safety. The Office continues to provide the necessary resources in working with other agencies to support public safety needs.

On March 17, 2020, the Office began to work in conjunction with all County Departments in devising work plans that continue public service while balancing the health and safety of our employees during the COVID-19 outbreak. Employees returned to true in-office staffing in April 2021 but maintained a backup plan of telework to address the ever-changing COVID impacts. Developments in utilizing more technology to present cases in court continues. Staff continue to work with IT to purchase computer equipment and to work towards a fileless digital in-house Commonwealth's Attorney Tracking System (CATS).

# COUNTY OF HENRICO, VIRGINIA

Public Safety  
\$230,215,605



Total General Fund  
\$1,063,596,822

**COUNTY OF HENRICO, VIRGINIA  
GENERAL FUND - PUBLIC SAFETY**

| <b>Department</b>          | <b>FY21<br/>Actual</b> | <b>FY22<br/>Original</b> | <b>FY23<br/>Approved</b> |
|----------------------------|------------------------|--------------------------|--------------------------|
| <b>Public Safety</b>       |                        |                          |                          |
| Police Division            | \$82,303,269           | \$88,601,626             | \$93,896,694             |
| Division of Fire           | 74,615,599             | 72,364,581               | 79,693,202               |
| Emergency Management       | 0                      | 932,525                  | 1,059,447                |
| Sheriff                    | 45,610,654             | 45,441,924               | 47,418,558               |
| Juvenile Detention         | 2,492,436              | 2,548,035                | 2,727,484                |
| Building Inspections       | 4,715,376              | 5,127,203                | 5,420,220                |
| <b>Total Public Safety</b> | <b>\$209,737,334</b>   | <b>\$215,015,894</b>     | <b>\$230,215,605</b>     |

# POLICE DIVISION

## DESCRIPTION

The Police Division responds to citizen complaints, provides patrol coverage, enforces traffic laws, investigates criminal activity, and provides educational programs on such topics as drug awareness and crime prevention. In addition, the Division conducts crime analysis, investigates animal complaints, operates citizen police academies, and provides emergency communications for the county.

Except for several specialized components of the organization that report directly to the Chief of Police, the Police Division consists of two primary commands, Support Operations and Field Operations. Support Operations is responsible for the Administrative Services and Support Services Bureaus and the Division’s Fiscal Record Unit. Field Operations encompasses the Patrol Bureau, the Investigative Bureau, and the Special Operations Group. The Patrol Bureau is the largest single component of the Police Division, making up nearly half of the Division’s sworn complement. The Patrol Bureau operates three stations, in geographically distinct areas of the County, allowing the Division to better deploy officers and resources, while focusing on quality-of-life issues and engagement within communities Countywide. By dividing the agency into functions associated with various organized entities, the Division formally establishes and categorizes components according to job function and defines organizational philosophies.

The Police Division’s mission is to provide innovative and collaborative police services for a safe and thriving Henrico.

## OBJECTIVES

- To eliminate the opportunities for crime and reduce the fear of crime through a commitment to proactive prevention and a close working association with all citizens, businesses, and governmental agencies.
- To achieve the highest level of safety possible on our streets through education, enforcement, and high visibility.

## FISCAL YEAR 2023 SUMMARY

### Annual Fiscal Plan

| Description           | FY21<br>Actual       | FY22<br>Original     | FY23<br>Approved     | Change<br>22 to 23 |
|-----------------------|----------------------|----------------------|----------------------|--------------------|
| Personnel             | \$ 75,819,732        | \$ 80,836,202        | \$ 85,766,158        | 6.1%               |
| Operation             | 6,289,254            | 7,520,429            | 7,918,476            | 5.3%               |
| Capital               | 194,185              | 244,995              | 212,060              | (13.4%)            |
| Total                 | <u>\$ 82,303,171</u> | <u>\$ 88,601,626</u> | <u>\$ 93,896,694</u> | <u>6.0%</u>        |
| Personnel Complement* | 861                  | 864                  | 884 **               | 20                 |

\*Complement includes sixteen complement II positions funded by State revenue (Wireless 911 funds) in the Special Revenue Fund.

\*\* Three 911 positions to Fire offset by Crossing Guard positions reclassified to Police Support Technician III ( to assist with BWC), an Animal Shelter Manager, 2 CIT positions, and 20 patrol officers.

**PERFORMANCE MEASURES**

|                            | <b>FY21</b> | <b>FY22</b> | <b>FY23</b> | <b>Change<br/>22 to 23</b> |
|----------------------------|-------------|-------------|-------------|----------------------------|
| <b>Workload Measures</b>   |             |             |             |                            |
| Total Calls for Service    | 187,276     | 175,586     | 164,941     | (10,645)                   |
| Number of Animal Calls     | 13,778      | 12,867      | 11,645      | (1,222)                    |
| Number of Part I Crimes    | 7,753       | 7,572       | 7,273       | (299)                      |
| Number of Criminal Arrests | 36,283      | 35,971      | 31,494      | (4,477)                    |
| Number of Traffic Arrests  | 31,354      | 31,743      | 28,306      | (3,437)                    |

**OBJECTIVES (CONT)**

- To hold ourselves accountable to the highest standards of conduct in performing our service to the community and embracing the ideals of our Constitution and democratic society.
- To establish as a cornerstone of all Division endeavors, a partnership with community that is based upon mutual trust and integrity.
- To achieve total professionalism, through training, commitment, and action within the rule of the law, in response to the needs of our community.
- To provide for our employees an environment in which to work that is sensitive to their needs, and conducive to the accomplishment of the highest quality of work.
- To extend compassion impartially to all persons, regardless of the nature of the interaction, through fairness and understanding in response to those with whom contact is necessitated.

**BUDGET HIGHLIGHTS**

The FY23 budget for the Police Division totals \$93,896,694 representing an overall increase of \$5,295,068, or 6.0 % from the previous approved budget. The personnel component increased by \$4,929,956, or 6.1 % reflecting revised salary, retirement and health care costs along with the addition of two Crisis Intervention Team Officers, ten Police Officers via budget amendment in FY22 and ten Police Officers for FY23.

The operating component is budgeted at \$7,918,476 reflecting an increase of \$398,047, or 5.3% increase from previous year. All accounts were reviewed to determine needs. Expenses were then reallocated resulting in several adjustments within the Division. This also included adjustments for contractual services and operating cost related to the twenty-two new Police Officers.

The capital component totals \$212,060, a decrease of \$32,935, or 13.4% reduction. This net reduction is in machinery and equipment replacement, computer equipment replacement and motor vehicles and equipment rehabilitation. It should be noted that funding is included in capital outlay to outfit twenty-two new Police Officers.

Included in the Police Complement are sixteen communication officer positions funded in the Special Revenue Fund. The County receives funding to support these positions from the State 911 Services Board, which distributes to localities a portion of the E-911 service fee collected by the State.

## DEPARTMENTAL HIGHLIGHTS

### AWARDS AND RECOGNITION

In September 2020, Eric D. English was sworn in as Henrico County Chief of Police. Prior to joining the Division, English served with the City of Richmond Police Department and as Chief of Police of the Harrisonburg Police Department.

The brand-new Annex Facility was opened in April 2021. This facility operates 24 hours a day, 365 days a year, and replaces the facility located within the Public Safety Building.

The TRI-ARC Award, created by The Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA), recognizes agencies which hold all three CALEA accreditation awards in Law Enforcement, Public Safety Communications, and Public Safety Training Academy. As of March 2021, Henrico Police is one of only 24 agencies in the world to achieve this status.

During FY21, many officers were recognized for their outstanding work. Virginia State Police acknowledged 6 officers for their efforts in stolen auto enforcement with the HEAT Award. In addition, 4 officers received the Mothers Against Drunk Driving Award for their work in DUI enforcement. The Marine Patrol Unit received a certificate and challenge coin from the Virginia Department of Wildlife Resources for their continued support of the Virginia conservation police officers and the Department of Wildlife Resources. The Critical Incident Response & Peer Support Team received the NACO Achievement Award.

### COMMUNITY SAFETY INITIATIVES

Henrico County's Crisis Intervention Team (CIT) consists of selected staff from Henrico County's Police and Fire Divisions, Sheriff's Office, and Mental Health and Developmental Services. The team effectively responds to those in psychiatric crisis, reduces the number of arrests and incarcerations for non-violent offenses of people with mental illness, enhances safety for all involved in a crisis, and strengthens the relationship between our partners and families of people with mental illness.

Henrico County Police Division continues to experience an increasing number of calls for service for persons experiencing mental health crises. Approximately 25% of calls to 911 are from those who call frequently with non-emergency needs. Some call as often as 20 times per week and have identified mental health needs. Each incident may take from one to six hours for first responders to resolve. This impacts the ability to respond to other public safety needs by involving at least two officers for many hours. Often these situations are resolved temporarily and require future responses.

Animal Protection Police Officers responded to 13,463 calls for service pertaining to companion animals, livestock and wildlife during FY21. In addition, 770 animals received rabies vaccinations through numerous clinics held throughout the year. The Henrico Police Animal Shelter assisted with 1,083 adoptions/transfer.

### COMMUNITY OUTREACH AND ENGAGEMENT

Henrico Police played a pivotal role in the county's COVID-19 Incident Management Team by assisting with the planning and implementation of the county's COVID-19 response and outreach efforts. The Division helped assemble and distribute approximately 25,000 care kits containing PPE to the county's most vulnerable populations. Of note, Henrico Police played an integral role in the Henrico and Richmond Health District's mass vaccination clinics,

*Police (cont'd)*

which were held at the Richmond Raceway. More than 170,000 vaccines were distributed, and 175 sworn and civilian employees worked nearly 19,000 at these clinics.

To usher in an era of transparency, a new Crime Statistics section of the Division's website was created to disseminate previously unpublished crime data and police statistics. This information includes crime demographics and residency data, as well as use of force and vehicular pursuit statistics. In December 2020, the Office of Public Affairs unveiled a new vision, mission, values, guiding principle and tagline for the Division. The final product addresses modern-day concerns of law enforcement and emphasizes civic trust.

The Office of Public Affairs continues to create a positive social media presence on platforms including Facebook, Twitter, Instagram, LinkedIn, and YouTube. At the close of FY21, the Division's social media content had received more than 10 million impressions and nearly 850,000 engagements (likes, comments, shares and clicks). In addition, several new content features were launched, including Take 'Em Home Tuesday, featuring adoptable animals from Henrico's Animal Shelter, Safety Tip Saturday, Weekly Wrap Up, featuring snapshots from across the Division of the week's activities and community engagement.

The Police Division supports the Police Athletic League (PAL) by providing PAL School Resource Officers to work with the program. PAL officers present safety lessons, assist students with homework during the afterschool program, and work with PAL summer camp where they mentor students and support a positive and enriching environment. The PAL officers also assist with a variety of other programs including open basketball gym events and chess club, which are open to all Henrico County youth. In FY22, a 4<sup>th</sup> PAL site was created at Raymond B. Pinchbeck Elementary School. The site is currently covered by an existing SRO which is relocated from their primary school assignment.

# DIVISION OF FIRE

## DESCRIPTION

The Henrico County Division of Fire provides fire suppression, emergency medical services, technical rescue, hazardous materials mitigation, fire prevention, public education, and disaster preparedness to the citizens and visitors of Henrico County.

The Division of Fire is a community-driven, professional public safety and service organization that takes pride in stewardship and innovation, while maintaining public trust. The Division is committed to, and guided by, its core values of Professionalism, Respect, Integrity, Dedication, and Empathy (PRIDE).

The Division of Fire is an all-hazards department with a focus on improving the quality of life for all citizens in Henrico County. The Division takes a proactive approach to reducing risk throughout the community through a wide range of planning, response, and recovery initiatives. In addition to the traditional role as the provider of fire prevention and fire protection, the Division is also the primary provider of Emergency Medical Services (EMS), including both first response and advanced life support emergency transport. The Division of Fire operates several specialty teams including the regional hazardous materials team, the technical rescue team, the robotics team, and the search, rescue, and dive team.

## OBJECTIVES

- Enhance the county’s overall ability to prepare for, respond to, mitigate, and recover from emergencies and disasters by developing a community-driven service delivery model.
- Ensure a workforce that exemplifies the Henrico County Division of Fire’s core values and is prepared to achieve the mission and vision.
- Ensure business procedures, data and technology systems that support the current and future requirements of the Henrico County Division of Fire.

## FISCAL YEAR 2023 SUMMARY

### Annual Fiscal Plan

| Description | FY21                 | FY22                 | FY23                 | Change       |
|-------------|----------------------|----------------------|----------------------|--------------|
|             | Actual               | Original             | Approved             | 22 to 23     |
| Personnel   | \$ 62,717,547        | \$ 65,105,630        | \$ 71,108,687        | 9.2%         |
| Operation   | 10,737,977           | 6,409,219            | 7,582,323            | 18.3%        |
| Capital     | 1,160,023            | 849,732              | 1,002,192            | 17.9%        |
| Total       | <u>\$ 74,615,547</u> | <u>\$ 72,364,581</u> | <u>\$ 79,693,202</u> | <u>10.1%</u> |

Personnel Complement 633 621 638 \* 17

\* Reflects 3 positions transferred from Police, one CARE officer from the hold compliment, one Advocate for the Aging from HR, one CARE nurse, and 11 positions (2 lieutenants and 9 firefighters) for Station 23.

Division of Fire

PERFORMANCE MEASURES

|   | <u>FY21</u> | <u>FY22</u> | <u>FY23</u> | <u>Change<br/>22 to 23</u> |
|---|-------------|-------------|-------------|----------------------------|
| <b>Workload Measures</b>                        |             |             |             |                            |
| Total Calls for Service                         | 48,080      | 53,662      | 54,808      | 1,146                      |
| Total EMS and Rescue Calls for Service          | 40,259      | 45,065      | 46,027      | 962                        |
| Fire Incidents                                  | 7,821       | 8,597       | 8,781       | 184                        |
| Fires per 1,000 Population                      | 2.16        | 2.08        | 2.01        | (0.07)                     |
| <b>Effectiveness Measures</b>                   |             |             |             |                            |
| Structure Fires Contained to the Room of Origin | 78%         | 67%         | 72%         | 5%                         |
| CPR Revival Rate                                | 18%         | 18%         | 19%         | 1%                         |

OBJECTIVES (CONTINUED)

- Utilize an adaptable, comprehensive, all-hazard whole community risk reduction program.
- Provide an effective and comprehensive training and certification program.
- Utilize and implement an effective and comprehensive communication plan for the Henrico County Division of Fire.
- Ensure a responsive, sustainable logistics program is in place to comprehensively address the current and future needs of the Henrico County Division of Fire.

BUDGET HIGHLIGHTS

The Division of Fire’s FY23 budget is \$79,693,202 representing an increase of \$7,328,621, or 10.1%, from the previous approved budget. The personnel component increased by \$6,003,057, or 9.2%, and includes the addition of seventeen positions including three transferred from the Police division to help staff dispatch for fire calls, one CARE officer, one CARE nurse, one Advocate for the Aging position, and eleven positions added to prepare for opening Fire Station 23. Funding is also included for the fifth-year effort extending EMS/BLS hours addressing medical call growth and managing calls by acuity need. The Deputy County Manager for Public Safety position, transferred to the Division of Fire during FY19, remains in this budget.

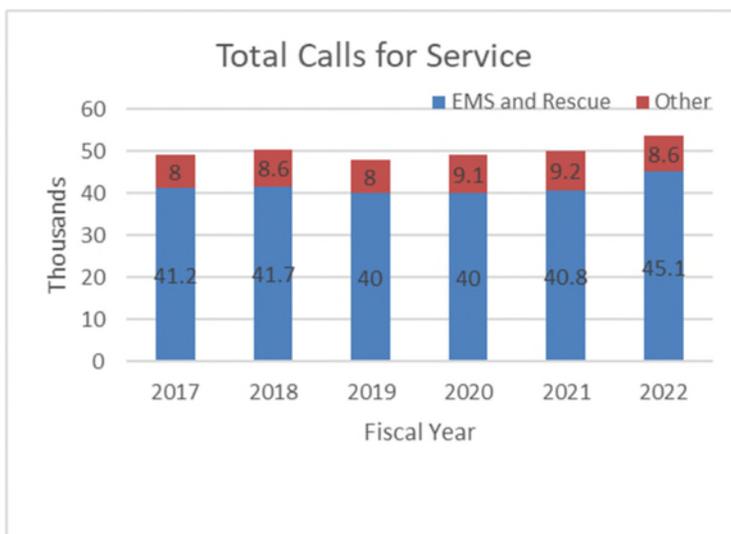
The operating component increased by \$1,173,104 or 18.3% from the previous approved budget. Increases address software, contractual obligations, maintenance and service contracts, uniforms, and EMS supplies. Also included are funds for CAM rate adjustments, and safety and wellness including biennial cancer screenings and periodic behavioral health consultations to help cope with traumatic events and chronic issues. Offsetting these increases are transfers to Emergency Management for phone lines and management of the automated defibrillator in all county buildings program. The capital portion of the operating budget increased by \$152,460 or 17.9% as funds were transferred to operating lines for additional software costs, Zoll expense increases, MS4 costs, bay door and exhaust system expenses, and ground ladder compliance testing. These operating expenses were offset by an increase to reimplement the fire station refresh program and implement the first year of an equipment replacement plan.

### Division of Fire

The Capital Improvement Plan (CIP) budget, found elsewhere in this document, contains \$4,000,000, an increase of \$700,000, for the apparatus replacement program which allows for regular replacement of ambulances, engines, and specialty support units. The requested increase is directly related to annual apparatus prices.

## DEPARTMENTAL HIGHLIGHTS

In FY23, the Division of Fire will focus on expanding the quality of existing programs as well as continuing to provide a consistently high level of service to the citizens of the County while improving efficiency and effectiveness. Examples of these programs include enhancing firefighter safety, building upon the Basic Life Support (BLS), Community Assistance Resources, and Education (CARE) programs launched in 2018, along with expanded and targeted prevention efforts in the community. These will be accomplished in an environment of increasing calls, particularly with EMS and Rescue calls as the chart shows.



## AWARDS AND RECOGNITION

The Division continues to be a leader in the provision of emergency medical services. In FY23 General Fund support will provide medical supplies, fuel, and insurance premium payments for the three volunteer rescue squads located in the County. This is in addition to “Four for Life” funding from the Commonwealth of Virginia, which flows through the Division’s budget and is disbursed to the volunteer rescue squads to reimburse for qualifying expenses. Between the “Four for Life” and General Fund Support, over \$500,000 is provided to the three volunteer rescue squads.

## FIREFIGHTER SAFETY AND WELLNESS

Firefighter safety and wellness continues to be a top priority for the Division. Proper equipment and apparatus are vital to the safety of the firefighters and the FY23 budget continues to allocate resources to ensure a systematic replacement approach. Funding of \$443,075 is included within the existing budget for turnout gear replacement for firefighters as part of the on-going replacement plan. In addition, funding in the amount of \$149,512 is included for maintenance and repairs of self-contained breathing apparatus (SCBA). These efforts will continue to provide the Division’s personnel with the best available personal protective equipment. In addition to equipment, in 2020 the Division began providing firefighters with a behavioral health assessment tool as part of the annual physical process.

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#### TRAINING PROGRAMS

Streamlining and enhancing training programs continues to be a priority in the Division of Fire. During the COVID-19 pandemic the Professional Development Section was able to provide many of its programs by maintaining safe practices and using technology in ways not used previously. The Division has continued to successfully self-certify paramedics at its own training facilities through its designation as a self-certifying agency. The Divisions' 3<sup>rd</sup> annual Paramedic Academy started ahead of schedule at the end of September 2021. This strategic schedule change enabled an earlier graduation date in 2022 that will allow these paramedic students to start delivering advance life support to our community before summer begins. EMS continuing education for the 220+ Advance Life Support providers is on track this fiscal year. Training for both experienced and new Rapid Sequence Induction (RSI) paramedics was completed with virtual learning as well as in person training which helped keep the high acuity program operating as normal. The Division continues to train its members in live fire scenarios maintaining their skills to meet the national standard. The development and career development of fire officers continues to be a top priority. This is accomplished through the Henrico Fire Officers' Academy (HFOA) which provides an excellent opportunity for our front-line officers and aspiring officers to learn valuable leadership skills.

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#### COMMUNITY PREPAREDNESS

In FY23, the Division will continue to enhance the Special Operations response programs through sound fiscal decision making and continuing to seek external grant opportunities. During FY21, the Division was successful in obtaining Port Security grant funding and Homeland Security grant funding to support our All-Hazards response preparation. Special Operations also obtained new equipment from the Port of Virginia purchased with grant funding obtained by the Regional Maritime Incident Response Team (MIRT). These grant awards were successful in purchasing and deploying equipment for hazmat response, technical rescue efforts, the Dive Team, and the Marine Team. In FY23, the Division will continue to utilize funding and seek grant opportunities to maintain, repair, and replace Special Operations gear to be proactive and prepared for any manmade and or natural disasters.

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#### SPECIALTY REPAIR SHOP PROGRAM

The Division operates a specialty repair shop program. By assigning firefighters to these shops, in addition to their normal duties, equipment is maintained at a lower cost and with less down time than if the County had to purchase these services from an outside vendor. There are more than ten specialty shops, including, the Hose and Nozzle shop, SCBA shop, Oxygen Cylinder shop, Hurst Tool shop, Thermal Imaging shop, and the ZOLL medical devices shop.

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#### FUTURE CHALLENGES

The Division expects to face several challenges over the coming years. Some of these challenges include increased service demands due to an expanding and aging population, personnel turnover due to retirements, difficulty in training and retaining advanced life support providers, and the continued development of mixed use, high density, and high service demand properties such as nursing homes, assisted living facilities and commercial/residential mixed-use buildings. The Division continues to actively plan for these challenges to meet the resulting demands.

# EMERGENCY MANAGEMENT AND WORKPLACE SAFETY

## DESCRIPTION

The primary focus of the Office of Emergency Management and Workplace Safety (EMWS) is to promote a safe and prepared environment for Henrico County residents, visitors, and employees.

## OBJECTIVES

To develop and maintain a culture of safety, sustainability, and preparedness to all county residents and employees.

## BUDGET HIGHLIGHTS

The EMWS budget for FY23 totals \$1,059,447. Personnel components comprise 84.4% of the EMWS budget totaling \$893,875 an increase of 2.0% due to staffing changes offset by benefit rate increases, and a merit based salary increase. The operating portion of the budget increased by \$64,632 consisting of a \$1,600 increase for portable internet service fees, \$2,032 to support the emergency operation center (EOC) phone lines previously contained within the Fire budget and \$61,000 for software from the IT budget supporting the CODE RED program. The capital portion of the budget increased by \$45,000 for hardware charges for emergency defibrillator devices in all county buildings also transferred from the Fire budget. The net increase to the County funding from all these changes is \$1,600 or 2.8% from the FY22 operating budget.

## FISCAL YEAR 2023 SUMMARY

| Annual Fiscal Plan   |                |                   |                     |                    |
|----------------------|----------------|-------------------|---------------------|--------------------|
| Description          | FY21<br>Actual | FY22<br>Original  | FY23<br>Approved    | Change<br>22 to 23 |
| Personnel            | \$ 0           | \$ 876,585        | \$ 893,875          | 2.0%               |
| Operation            | 0              | 55,940            | 120,572             | 115.5%             |
| Capital              | 0              | 0                 | 45,000              | 0.0%               |
| Total                | <u>\$ 0</u>    | <u>\$ 932,525</u> | <u>\$ 1,059,447</u> | <u>13.6%</u>       |
| Personnel Complement | 0              | 8                 | 8                   | 0                  |

## PERFORMANCE MEASURES

|  | <u>FY21</u> | <u>FY22</u> | <u>FY23</u> | <u>Change<br/>22 to 23</u> |
|--|-------------|-------------|-------------|----------------------------|
| <b>Workload Measures</b>                               |             |             |             |                            |
| Higher hazard site audits performed                    | 10          | 6           | 12          | 6                          |
| Moderate to lower hazard site assessments              | 20          | 10          | 20          | 10                         |
| Instructor led (in person), courses delivered          | 476         | 550         | 600         | 50                         |
| Employee injury / illness reports reviewed             | 583         | 548         | 500         | (48)                       |
| Employee injury / illness on OSHA 300 logs             | 375         | 550         | 400         | (150)                      |
| DMV driver reports reviewed                            | 252         | 220         | 250         | 30                         |
| DMV driver report deficiency notifications             | 86          | 75          | 70          | (5)                        |
| Annual Bureau of Labor Statistics reports              | 11          | 5           | 5           | 0                          |
| COVID test kits distributed (temporary measure)        | -           | 42,000      | -           | (42,000)                   |
| Employee testing call center calls (temporary measure) | -           | 865         | -           | (865)                      |
| GIS data and map requests                              | 45          | 35          | 37          | 2                          |
| GIS event support (planned and no notice)              | 24          | 8           | 8           | 0                          |
| GIS dashboards   | 14          | 10          | 10          | 0                          |
| GIS Surveys  | 6           | 4           | 5           | 1                          |
| Regulatory plans reviewed (EAP and COOP)               | 12          | 16          | 16          | 0                          |
| EOC days active  | 365         | 20          | 12          | (8)                        |
| Training Exercises / drills conducted                  | 2           | 8           | 8           | 0                          |
| CERT hours (training and work)                         | 232         | 700         | 800         | 100                        |
| Annual environmental spill response training           | -           | 10          | 30          | 20                         |
| <b>Efficiency Measures</b>                             |             |             |             |                            |
| Environmental regulatory compliance                    | 395         | 395         | 450         | 55                         |
| <b>Effectiveness Measures</b>                          |             |             |             |                            |
| Webnet or virtual inspector led training completed     | 18,145      | 3,339       | 4,000       | 661                        |
| Grant dollars used                                     | \$ 142,308  | \$ 83,504   | \$ 100,000  | \$ 16,496                  |

## DEPARTMENTAL HIGHLIGHTS

Henrico County and Henrico Emergency Management and Workplace Safety (EMWS) made great strides toward improving the safety and resilience of the community and the EMWS workplace over the last year. Progress continued despite the ongoing demands placed on Henrico County by the COVID-19 pandemic. Accessibility to EMWS by county entities and partners created by its transition to an independent county agency is creating collaboration and inclusion in initiatives that will only produce even greater progress in the future.

The talented and dedicated staff of EMWS were instrumental in the mass vaccination event at Richmond Raceway where over 166,000 doses were given. This effort required much of the staff to perform work well outside of their job descriptions and is just one example of the expanding capabilities being created in EMWS. Many members of the EMWS staff continue to support county response to incidents above and beyond COVID-19. EMWS geographic information systems (GIS) staff continues to provide frequent support on projects for agencies and county staff that range from supporting EOC activations to work on addiction in Henrico and will continue to be an available resource. The Environmental Coordinator spent the year heavily supporting the COVID-19 response while coordinating the reinvigoration of the local emergency planning commission (LEPC) and will continue to ensure county compliance with environmental regulations and seek to expand environmentally focused programs.

An emphasis has been placed on training and exercise participation for all EMWS staff to expand their capacity and EMWS bench-depth for performing essential emergency management tasks such as EOC opening and management.

Single points of failure such as those created by limited or even individual access to and knowledge of critical systems such as WebEOC and the CodeRed public alerting system were identified and corrected. EMWS now maintains at least five users in each critical system it is responsible for and has implemented continuity for the emergent responsibilities of the emergency manager. EMWS is actively planning for additional training and exercise to build even more depth for EOC staffing and also to ensure proficiency and adaptability of staff as they meet the challenges of the modern all hazards environment.

EMWS Safety Officers continue to ensure that Henrico County employees are safe at work and that the County operates in compliance with Virginia Occupational Safety and Health (VOSH) regulations. This required extra effort during COVID and EMWS safety officers frequently served as subject matter experts to many agencies on a variety of projects. As the county moves forward despite the pandemic, the safety officers continue to support multiple departments following investigations with consultation, technical writing assistance, and in-person settlement support.

The Safety Liaison program has also been reinvigorated after more than a year of COVID-19 necessitated dormancy and in October 2021, this program led its first county-wide workplace preparedness drill. In the next year, EMWS will continue to keep county employees safe by facilitating more workplace preparedness training and exercises, reinstating Safe and Sound Week, and working directly with agencies to update and enhance workplace emergency action plans (EAPs). EMWS will also be engaging agencies to refine continuity of operations plans (COOP) into a more user-friendly, Henrico-specific format.

EMWS will also be spending the next year working on several other fundamental initiatives. A resilient community and workforce is made of informed members so EMWS will be working to increase the amount of public education as well as employee information produced. EMWS will also be completing an updated Threat and Hazard Identification and Risk Assessment (THIRA) to ensure that outreach, training, exercise, and other initiatives are accurately focused on the needs of the changing county.

# SHERIFF

## DESCRIPTION

The Sheriff is a Constitutional Officer elected to serve a four-year term. The Sheriff's Office operates two jails and provides Court Services, including court security, civil process, and transportation of inmates. Court security maintains courthouse safety by screening individuals entering the courthouse and provides security for five Circuit Court courtrooms, five General District Court courtrooms, and five Juvenile and Domestic Relations Court courtrooms, all located in the western portion of the County. Civil Process deputies serve thousands of civil papers a month to individuals inside and outside the County. Transportation is responsible for taking inmates to and from court appearances, medical appointments, and for movement between detention facilities. The Sheriff's Office is divided into two geographically separate facilities and divided into four areas of responsibility: Jail East, Jail West, Administration, and Courts and Booking.

## OBJECTIVES

- Achieve the highest level of quality of life, safety, and health of inmates, as well as staff, through medical services, mental health programs, vocational and educational programs, staff training, and reduction of incidents of aggression within jail facilities.
- Maximize the level and quality of security for the court facilities and provide for the safety of the visiting public and court personnel working in these facilities.
- Provide timely and accurate service of civil papers.
- Maximize organizational effectiveness and integrity through the recruitment and employment of highly qualified personnel, ensure that all available internal and external training resources are utilized, and develop comprehensive professional and leadership training programs for all staff levels.
- Maintain American Correctional Association and Department of Corrections accreditation of the jail facilities, transportation, and training sections which will enhance the level and quality of services that are available to the inmates and the public.

## FISCAL YEAR 2023 SUMMARY

### Annual Fiscal Plan

| <u>Description</u>   | <u>FY21<br/>Actual</u> | <u>FY22<br/>Original</u> | <u>FY23<br/>Approved</u> | <u>Change<br/>22 to 23</u> |
|----------------------|------------------------|--------------------------|--------------------------|----------------------------|
| Personnel            | \$ 32,051,440          | \$ 31,938,250            | \$ 33,896,564            | 6.1%                       |
| Operation            | 13,416,721             | 13,499,674               | 13,505,794               | 0.0%                       |
| Capital              | 142,239                | 4,000                    | 16,200                   | 305.0%                     |
| Total                | <u>\$ 45,610,400</u>   | <u>\$ 45,441,924</u>     | <u>\$ 47,418,558</u>     | <u>4.3%</u>                |
| Personnel Complement | 396                    | 396                      | 397 *                    | 1                          |

\* Includes the addition of a technology specialist position.

**PERFORMANCE MEASURES**

|   | <b>FY21</b> | <b>FY22</b> | <b>FY23</b> | <b>Change<br/>22 to 23</b> |
|---|-------------|-------------|-------------|----------------------------|
| <b>Workload Measures</b>                |             |             |             |                            |
| Number of Civil Papers Served           | 68,588      | 132,000     | 132,000     | 0                          |
| Average Daily Inmate Population         | 1,178       | 1,125       | 1,200       | 75                         |
| Number of Committals to Jail            | 11,275      | 13,750      | 15,250      | 1,500                      |
| Work Release Participants (Monthly Avg) | 71          | 84          | 87          | 3                          |
| GPS Bond (Monthly Avg)                  | 163         | 152         | 175         | 23                         |
| Home Incarceration (Monthly Avg)        | 6           | 26          | 26          | 0                          |
| Average Number of State Inmates         | 534         | 550         | 565         | 15                         |

**OBJECTIVES (CONTINUED)**

- Sustain a collaborative relationship with other criminal justice agencies and other units of federal, state, and local government.
- Maintain current PREA certification which is achieved by meeting or exceeding the standards set by the Prison Rape Elimination Act 2003 (Public Law No. 108-79). The Henrico Sheriff’s Office has a zero-tolerance policy for offender-on-offender sexual assault, abuse, sexual misconduct, or harassment. The agency strives to provide a safe environment where offenders are free from assaults and sexual misconduct, and makes every effort to detect, prevent, reduce, and punish sexual abuse, assault, harassment, and misconduct.
- Maintain the level of educational and vocational training programs in concert with mental health programs and services to the inmate population which improves their reintegration into society with an increased sense of self-worth, and marketable skills to lead productive and law-abiding lives.

**BUDGET HIGHLIGHTS**

The Sheriff’s Office budget for FY23 totals \$47,418,558, which represents an overall increase of \$1,976,634, or 4.3% compared to the FY22 approved budget. The personnel portion increased \$1,958,314 or 6.1% and includes one position to support technology at both jail locations, increases for health care and benefit costs, and a market-based salary increase.

The operating and capital components increased by \$18,320 or less than 1% in total for CAM rate changes, and items supporting the added technology position. The rest of the operating budget remains unchanged from the FY22 approved budget.

## DEPARTMENTAL HIGHLIGHTS

The Sheriff's Office operates two separate jail facilities. Henrico County Regional Jail West, located in the western portion of the county, opened in 1980 and expanded in 1996. This maximum-security facility has a capacity of 521 inmates, housing both male and female inmates. The Sheriff and administrative staff are also at this location.

Henrico County Regional Jail East, located in New Kent County, was built in 1996 as a regional cooperation effort between Goochland, Henrico, and New Kent counties. The jail is operated by the Henrico County Sheriff's Office and has a capacity of 526 inmates. It houses male and female inmates in a barrier free environment between deputies and inmates. New Kent and Goochland counties reimburse Henrico County for the number of prisoner days used by their inmates each month. The jails also house State prisoners, typically serving sentences of less than one year. The State reimburses Henrico County for inmates held on their behalf, although the reimbursement does not capture the full cost of incarceration.

Jail Security staff maintain the safety and order in the facilities and move inmates throughout the facilities. Jail Services staff provide programs and services to the inmate population including recreation, mental health services, visitation, substance abuse services, and educational opportunities.

The focus of the Henrico County Sheriff's Office is the security of jail facilities and the level of services and programs offered to the inmate population. In addition to the GED certification, vocational classes in Automotive Technology, Computer Programming, and Cosmetology are offered to inmates with the assistance of Henrico County Public Schools to help their chances of gaining employment once they are released. Funding of \$805,000 is included in the budget for these courses. These services were suspended in early 2020 to maintain the life, health, and safety of inmates and staff due to COVID-19.

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### STUDENT BASIC JAILOR ACADEMY

The Sheriff's Office graduated the first student basic jailor academy in the summer of 2011. The academy trains students from Virginia Commonwealth University and Virginia Union University as Correctional Deputies. This program also awards students who complete the academy with college credit. After students complete the academy and are certified as Correctional Deputies they are used as Correctional Officers to reduce the need for deputies to work overtime, which reduces costs. The ninth student basic jailor academy, which had a total of 23 students enrolled, was completed in August 2019. This was presented at no cost to the enrolled students. Due to COVID the 2020 Student Academy was suspended. The last three academies have produced a total of 40 full-time deputies and 31 part-time correctional deputies.

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### COST SAVINGS INITIATIVE

The Sheriff executed two contracts in FY21 that are anticipated to reduce costs. The first, executed on August 13, 2020, is with a qualified vendor to provide a comprehensive and fully integrated system within the Henrico County Jail System that includes a Jail Management System, an inmate Telephone System, inmate Commissary Services, and an inmate Trust Accounting System. These systems include integrated networked kiosks, staff and inmate handheld electronic devices, and an inmate email system. The Sheriff's Office expects to reduce direct labor hours through the automation of current manual tasks such as intake, release, and depositing inmate funds. The second contract, executed on July 8, 2020, is with a qualified vendor to provide third party administrator inmate medical services for

## Sheriff

the Henrico County Jail System. The Sheriff's Office expects to reduce claims costs through increased utilization of Medicaid coverage as vendor management of this function was included in the contract.

The Sheriff's Office has also begun more diversion efforts to decrease the inmate population, which will also result in cost savings. This would include home incarceration and GPS monitoring. These diversion efforts come with the assistance of Henrico County Judges and the Commonwealth's Attorney's Office.

The canteen service offers inmates' families and friends an opportunity to purchase packs containing a variety of items year-round. In FY21, a total of \$343,920 in revenue was generated from the sales of secure packs a 150% increase over FY20. Commissary Fund proceeds primarily fund canteen services but are also used for approved operating costs.

Bondsmen and the public are now able to access basic inmate information via the internet. This saves manpower hours for questions related to jail inmate information. The site can be found at the following address: <http://www.henricosheriff.org/search/>.

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## STATE COMPENSATION BOARD

The State Compensation Board reimbursement is for salaries and benefits as well as a per diem rate for State responsible inmates only. In FY21, the actual overall percentage of jail operating costs (including personnel) paid by the State was 28.6 percent, 54.8 percent was paid by the County, and the remaining 16.6 percent was paid with various other departmental revenues. In the FY23 budget, it is estimated that the Henrico County Sheriff's Office will receive 31.8 percent of funding from the State while the County will contribute 62.3 percent of funding the remaining 5.9 percent will be funded with departmental revenues.

The chart on the right shows the growth of the average daily inmate population and the number of State responsible inmates in the County's jail over a ten-year period. State responsible inmates are any inmate that has been sentenced on all Henrico charges to felony time of greater than one year. The State reimburses a portion for these inmates in specific situations. In FY12, the average daily population totaled 1,138,

| Fiscal Year         | Avg. Inmate Pop. | State Resp. Inmates | % of Total Inmates |
|---------------------|------------------|---------------------|--------------------|
| FY12                | 1,138            | 268                 | 24%                |
| FY13                | 1,183            | 322                 | 27%                |
| FY14                | 1,175            | 300                 | 26%                |
| FY15                | 1,221            | 307                 | 25%                |
| FY16                | 1,177            | 334                 | 28%                |
| FY17                | 1,350            | 464                 | 34%                |
| FY18                | 1,436            | 424                 | 30%                |
| FY19                | 1,403            | 447                 | 32%                |
| FY20                | 1,337            | 515                 | 39%                |
| FY21                | 1,178            | 534                 | 45%                |
| FY22*               | 1,125            | 550                 | 49%                |
| FY23*               | 1,200            | 565                 | 47%                |
| *Forecast Estimates |                  |                     |                    |

| Fiscal Year | Cost Per Inmate - County Share | Cost Per Inmate - State Share | Cost Per Inmate Total |
|-------------|--------------------------------|-------------------------------|-----------------------|
| FY12        | \$20,088                       | \$11,216                      | \$31,304              |
| FY13        | \$19,913                       | \$10,935                      | \$30,848              |
| FY14        | \$20,618                       | \$11,750                      | \$32,368              |
| FY15        | \$20,779                       | \$11,230                      | \$32,009              |
| FY16        | \$20,516                       | \$12,320                      | \$32,836              |
| FY17        | \$20,827                       | \$11,158                      | \$31,985              |
| FY18        | \$20,186                       | \$10,892                      | \$31,078              |
| FY19        | \$20,478                       | \$11,012                      | \$31,490              |
| FY20        | \$23,965                       | \$10,508                      | \$34,473              |
| FY21        | \$25,081                       | \$13,637                      | \$38,719              |

with 870 local inmates and 268 State responsible inmates. In FY21, the average daily population totaled 1,178 with 644 local inmates and 534 State responsible inmates.

The chart to the left depicts the cost per inmate for the County and State as well as the overall cost per inmate over a ten-year period. These totals include both personnel and operating costs. In FY12 when the State Responsible inmates comprised 24% of the jail population the State contributed 35.8% of the cost per inmate. By FY21 the state contribution actually dropped to only 35.2% of the cost per inmate but the number of state responsible inmates almost doubled to 47% of the jail population resulting in a significant cost shifted to Henrico County residents.

# JUVENILE DETENTION HOME

## DESCRIPTION

Juvenile Detention incarcerates youth who are awaiting court action for committing criminal offenses. Additionally, some youth may be sentenced for up to 30 days after having been found guilty of an offense. This group includes criminal offenders, children in need of supervision including truancy, and certain traffic offenders. The facility averaged 10 youth per day in FY22. Children are offered programs in education, recreation, and optional religious services while they are detained. They also receive psychological screening/evaluation and follow-up as indicated.

## OBJECTIVES

- To provide safe care for the youth placed under the supervision of the home.
- To retain certification and licensing through the State Interdepartmental Regulation of Residential Services and the State Department of Juvenile Justice every three years.
- To administer an identifiable, assessable program of detention.
- To provide on-going staff training and organization development programs.
- To provide, in conjunction with the Henrico County Public Schools, an education program that conforms to the Educational Standards for Residential Care Facilities of the Virginia Department of Education.
- To work within interagency agreements and contracts which include Police, Fire, Sheriff, Courts and Mental Health.

## BUDGET HIGHLIGHTS

The Juvenile Detention Home provides protection, safe care, and basic needs and services to juveniles placed in the facility by the courts through statutory regulation. All aspects of service levels in the Detention Home are mandated by the State and will remain unchanged in the upcoming fiscal year. Operational procedures, programs, professional

## FISCAL YEAR 2023 SUMMARY

### Annual Fiscal Plan

| Description          | FY21             | FY22             | FY23             | Change      |
|----------------------|------------------|------------------|------------------|-------------|
|                      | Actual           | Original         | Approved         | 22 to 23    |
| Personnel            | \$ 2,283,577     | \$ 2,400,170     | \$ 2,579,619     | 7.5%        |
| Operation            | 130,981          | 147,865          | 147,865          | 0.0%        |
| Capital              | 79,878           | 0                | 0                | 0.0%        |
| Total                | <u>2,494,436</u> | <u>2,548,035</u> | <u>2,727,484</u> | <u>7.0%</u> |
| Personnel Complement | 31               | 31               | 31               | 0           |

**PERFORMANCE MEASURES**

|                              | Performance Measures |       |       | Change<br>22 to 23 |
|------------------------------|----------------------|-------|-------|--------------------|
|                              | FY21                 | FY22  | FY23  |                    |
| <b>Workload Measures</b>     |                      |       |       |                    |
| Admissions                   | 365                  | 368   | 368   | 0                  |
| Secure Detention Days        | 3,532                | 3,920 | 3,920 | 0                  |
| Average Daily Population     | 10                   | 11    | 11    | 0                  |
| Average Length of Stay, Days | 9                    | 9     | 9     | 0                  |

**BUDGET HIGHLIGHTS**

services, and support services are all to stay in compliance with State mandated regulations for licensure. In addition, staff will be provided with ongoing training and development. The personnel complement includes two full-time Mental Health Clinicians who provide mental health assessments and court ordered evaluations for the Detention Home. In addition to the 31 positions in the agency’s personnel complement, five full-time teachers from Henrico County Public Schools are currently assigned to the agency for an eleven-month educational program along with two teachers that are shared with James River Juvenile Detention Center. These positions are funded by the Virginia Department of Education and their associated costs are included in the Education budget.

The Juvenile Detention Home’s budget for FY23 is \$2,727,484. This amount represents an increase of \$154,117 or 6.0%, from the FY22 approved budget. State aid for the Juvenile Detention Home in the FY23 budget is estimated to total \$650,500, which includes \$650,000 for the Juvenile Detention Home’s block grant and \$500 in estimated per diem payments for State-responsible juveniles.

# BUILDING INSPECTIONS

## DESCRIPTION

The Code of Virginia requires all local governments to enforce the Virginia Uniform Statewide Building Code (USBC). The Department of Building Construction and Inspections fulfills this role for Henrico County by reviewing and inspecting the structural, mechanical, electrical, and plumbing systems of buildings and structures in Henrico County to ensure the safety, health, and welfare of the County’s citizens. The reviews and inspections are based on criteria that are consistent with nationally recognized codes and standards at reasonable cost levels.

The Department also enforces the maintenance and unsafe provisions of the USBC and the Drug Blight, Bawdy Places, and Derelict Buildings ordinances to further the objectives of the County's Community Maintenance Program. In addition, the Department administers the graffiti ordinance to remove graffiti in the County.

## OBJECTIVES

- To ensure the public health, safety, and welfare affected by the design and construction of buildings and structures in Henrico County.
- To ensure the quality of inspections by field staff through education and certification to State standards.
- To provide services that equal customer expectations for professionalism and accountability.
- To establish policies and procedures that are consistent, practical, workable, and enforceable.

## FISCAL YEAR 2023 SUMMARY

### Annual Fiscal Plan

| Description                | FY21<br>Actual | FY22<br>Original | FY23<br>Approved | Change<br>22 to 23 |
|----------------------------|----------------|------------------|------------------|--------------------|
| Personnel                  | \$ 4,400,536   | \$ 4,870,725     | \$ 5,170,158     | 6.1%               |
| Operation                  | 456,343        | 405,920          | 405,920          | 0.0%               |
| Capital                    | 569            | 300              | 300              | 0.0%               |
| Sub-Total                  | \$ 4,857,448   | \$ 5,276,945     | \$ 5,576,378     | 5.7%               |
| Interdepartmental Billings | (142,072)      | (149,742)        | (156,158)        | 4.3%               |
| Total Budget               | \$ 4,715,376   | \$ 5,127,203     | \$ 5,420,220     | 5.7%               |
| Personnel Complement       | 58             | 58               | 58               | 0                  |

*Building Inspections*

**PERFORMANCE MEASURES**

| <b>Performance Measures</b>                                 |             |             |             |                            |
|---|-------------|-------------|-------------|----------------------------|
|   | <b>FY21</b> | <b>FY22</b> | <b>FY23</b> | <b>Change<br/>22 to 23</b> |
| <b>Workload Measures</b>                                    |             |             |             |                            |
| Building Inspections  | 33,794      | 33,000      | 33,500      | 500                        |
| Electrical Inspections                                      | 20,691      | 20,500      | 21,000      | 500                        |
| Mechanical Inspections                                      | 14,114      | 14,000      | 14,500      | 500                        |
| Plumbing Inspections  | 18,150      | 18,000      | 18,500      | 500                        |
| Fire Protection Inspections                                 | 3,444       | 3,500       | 4,000       | 500                        |
| Elevator Inspections  | 243         | 250         | 300         | 50                         |
| Sign Inspections  | 721         | 750         | 800         | 50                         |
| Total Inspections   | 91,157      | 90,000      | 92,600      | 2,600                      |
| Total Permits Issued  | 16,546      | 16,500      | 16,500      | 0                          |
| Single Family Permits Issued                                | 825         | 800         | 800         | 0                          |
| Existing Structure Inspections                              | 3,016       | 4,000       | 4,500       | 500                        |
| FOG Inspections   | 71          | 150         | 200         | 50                         |
| <b>Efficiency Measures</b>                                  |             |             |             |                            |
| Residential Inspections/Inspector/Day                       | 14          | 15          | 16          | 1                          |
| Mech./Plumbing Inspections/Inspector/Day                    | 16          | 18          | 20          | 2                          |
| Electrical Inspections/Inspector/Day                        | 15          | 16          | 17          | 1                          |
| Fire Protection Inspections/Inspector/Day                   | 6           | 6           | 7           | 1                          |
| Commercial Inspections/Inspector/Day                        | 10          | 10          | 11          | 1                          |
| Avg. # of Inspections/Single Family w/ Fire Spklrs          | 35          | 35          | 35          | 0                          |
| Avg. # of Inspections/Single Family Dwelling No Fire Spklrs | 40          | 40          | 40          | 0                          |

**BUDGET HIGHLIGHTS**

The Department of Building Construction and Inspections budget is divided into two sections: Building Inspections and Community Maintenance.

The total FY23 proposed budget is \$5,420,220 representing an increase of \$293,017, or 5.7%, when compared to the FY22 approved budget. This increase is reflected in the personnel component including benefit rate changes and a merit-based salary increase. Operating and capital remain at FY22 levels.

The Building Inspections section is responsible for assuring that structural stability, fire safety, and electrical safety is provided in newly constructed buildings throughout the County through compliance with nationally recognized building codes and standards. This section also inspects structures for compliance with accessibility, sanitation, light and ventilation, and energy and water conservation standards as referenced in the building code.

The Building Inspections section's budget for FY23 totals \$4,899,694. This reflects an increase of \$262,265 in personnel expenses when compared to the FY22 approved budget primarily reflecting increases in benefit rates. The operating budget is unchanged from the previous fiscal year with funds shifted between accounts to address operational requirements. Capital outlay remains flat for FY23.

### *Building Inspections*

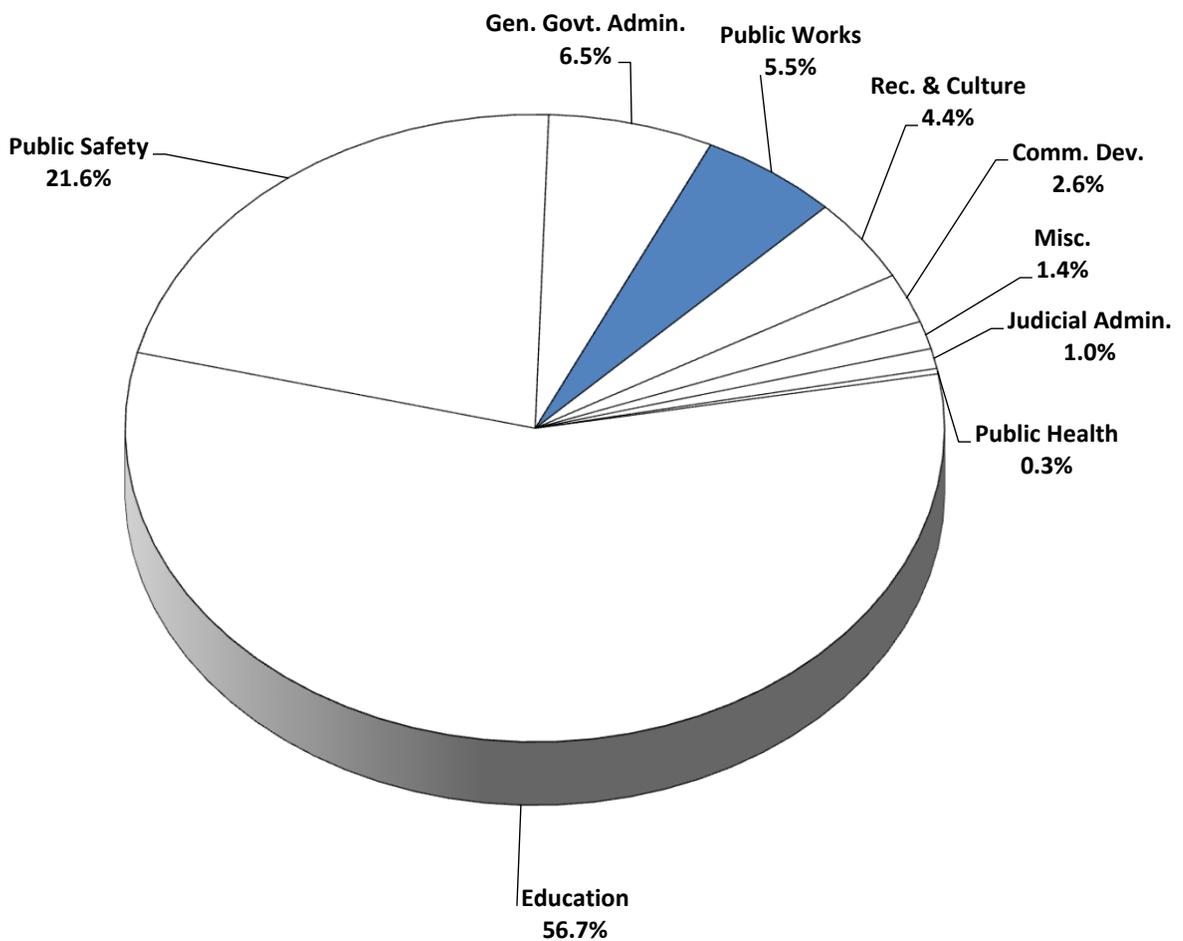
The Community Maintenance Division within the Building Inspections Department is responsible for resolving violations of the building code and graffiti ordinance for existing structures. This Division's budget totals \$520,526, which is an increase of \$30,752 when compared to the prior fiscal year. The increase is entirely reflected in the personnel component as operating expenses match funding in the prior fiscal year.

Also included in the Community Maintenance Division are the costs for two positions that are part of an initiative to ensure that restaurants have the proper equipment to prevent oil and grease from entering the sewer system. The ongoing cost for these two positions total \$156,158. The entirety of this cost will be reimbursed by the Department of Public Utilities. As such, an interdepartmental billing account has been budgeted to reflect the reimbursement of these ongoing costs.

The Community Maintenance Division will continue to work closely with the Department of Community Revitalization, as they also provide community maintenance services. Community Revitalization's services include those related to identifying the needs of established communities and aiding improving the properties in these areas.

# COUNTY OF HENRICO, VIRGINIA

Public Works  
\$58,418,365



Total General Fund  
\$1,063,596,822

**COUNTY OF HENRICO, VIRGINIA  
GENERAL FUND - PUBLIC WORKS**

| <b>Department</b>           | <b>FY21<br/>Actual</b> | <b>FY22<br/>Original</b> | <b>FY23<br/>Approved</b> |
|-----------------------------|------------------------|--------------------------|--------------------------|
| <b>Public Works</b>         |                        |                          |                          |
| Administration              | \$1,812,125            | \$1,844,857              | \$2,074,791              |
| Road Maintenance            | 24,527,900             | 29,823,387               | 31,669,869               |
| Traffic Engineering         | 3,503,987              | 4,903,383                | 4,745,011                |
| Construction                | 3,310,262              | 3,780,623                | 4,026,423                |
| Design                      | 1,732,243              | 2,218,532                | 2,485,924                |
| Mass Transit                | 4,846,376              | 5,549,184                | 5,983,553                |
| Environmental               | 1,728,978              | 1,821,431                | 2,006,444                |
| Standing Water Initiative   | 415,036                | 463,373                  | 494,109                  |
| Transportation and Mobility | 0                      | 4,246,400                | 4,246,400                |
| Real Property*              | 0                      | 0                        | 685,841                  |
| <b>Total Public Works</b>   | <b>\$41,876,907</b>    | <b>\$54,651,170</b>      | <b>\$58,418,365</b>      |

# PUBLIC WORKS

## DESCRIPTION

The Henrico County Department of Public Works maintains the third largest road network in the State after the State of Virginia and the City of Virginia Beach. The Department is responsible for the construction and maintenance of all secondary roads in the county, storm water drainage, administration of Public Transit services, and enforcement of erosion and sedimentation laws and ordinances. The Department is organized into the following divisions: Administration, Design, Maintenance, Construction, Transportation Development, Traffic Engineering, Environmental Control, Real Property, and Standing Water Initiative.

Most departmental services are funded from gasoline tax revenues from the State of Virginia and license fee revenue collected in the county’s General Fund. In addition, the General Fund provides for certain Board of Supervisors’ directives including the Environmental Control Program, Vacuum Leaf services, the JOBS transit service, the Standing Water Initiative, and supplemental funding for the Mass Transit division.

The Central Virginia Transportation Authority (CVTA) provides additional funding for transportation and mobility projects in the County and across the Richmond region through additional sales and gas taxes. Fifty percent of the revenues are sent directly to the member localities, thirty-five percent of the revenues are targeted for regionally significant projects, and fifteen percent of the revenues are dedicated to public transit and regional mobility. The Department of Public Works has representation on the CVTA Technical Advisory Committee and is responsible for programming the County’s allocation of CVTA funds, as well as project development, programming, and construction.

## OBJECTIVES

- Develop and maintain a safe and efficient road system.
- Develop and maintain an efficient and economical storm drainage system.
- Ensure that road and drainage facility construction is accomplished in accordance with appropriate standards and in an environmentally correct manner.

## FISCAL YEAR 2023 SUMMARY

### Annual Fiscal Plan

| Description | FY21<br>Actual       | FY22<br>Original     | FY23<br>Approved     | Change<br>22-23 |
|-------------|----------------------|----------------------|----------------------|-----------------|
| Personnel   | \$ 17,763,557        | \$ 21,043,880        | \$ 24,702,954        | 17.4%           |
| Operation   | 22,180,043           | 30,753,040           | 30,664,946           | (0.3%)          |
| Capital     | 1,933,307            | 2,854,250            | 3,050,465            | 6.9%            |
| Total       | <u>\$ 41,876,907</u> | <u>\$ 54,651,170</u> | <u>\$ 58,418,365</u> | <u>6.9%</u>     |

Personnel Complement 269 281 295 \* 14

\* Seven positions added with Real Property in FY22, three project managers, one transportation engineer, one accountant for the administration division, one traffic engineer, and one design engineer.

## PERFORMANCE MEASURES

|                                  | <u>FY21</u>  | <u>FY22</u>  | <u>FY23</u>  | <u>Change<br/>22-23</u> |
|----------------------------------|--------------|--------------|--------------|-------------------------|
| <b>Workload Measures</b>         |              |              |              |                         |
| Lane Miles of Road Maintained    | 3,555        | 3,563        | 3,573        | 10                      |
| Traffic Signals Maintained       | 169          | 177          | 180          | 3                       |
| Development Plans Reviewed       | 882          | 900          | 1,000        | 100                     |
| Property and Easements Purchased | \$ 2,600,000 | \$ 1,800,000 | \$ 3,500,000 | \$ 1,700,000            |

## OBJECTIVES CONTINUED

- Review and provide the most cost-effective public transit system for county residents.
- Provide prompt responses to citizen inquiries or requests for service.
- Enforce Chesapeake Bay Act regulations along with current erosion and sedimentation control ordinances and policies.

## BUDGET HIGHLIGHTS

The Department’s budget for FY23 is \$58,418,365, representing an increase of \$3,767,195 or 6.9% from the FY22 approved budget. Within this budget, which combines both Gas Tax and General Fund supported programs, the personnel component is budgeted to increase \$3,659,074, or 17.4%. The increase in the personnel component is due to the addition of seven positions as the former Real Property department is integrated into Public Works, seven positions added for project management, engineering, and administrative functions, funding nine positions that had been unfunded in FY22 due to the pandemic, along with wage adjustments, fringe benefit costs, and a merit-based salary increase.

Despite \$24,621 added from the inclusion of Real Property, and \$68,500 added for CAM rate changes, the operating component decreased \$88,094, or 0.3%, as operating funds are shifted to the capital portion of the budget. Capital outlay costs are budgeted to increase by \$196,215 providing equipment for the new positions, and replacement machinery and equipment needed for transportation projects.

The FY23 budget includes funding of \$47,172,187 from the State’s Gas Tax maintenance allocation, \$11,056,178 from Henrico’s General Fund subsidy, and \$190,000 from miscellaneous departmental revenue. The total projected Gas Tax for FY23 is based on the allocation for operations and maintenance and does not include a construction allocation. If gas tax were allocated for construction, it would be included in the capital budget section of this document. There has not been a construction allocation funded by gas tax since FY09.

The State’s Gas Tax maintenance allocation is used for 80.8% of the operating budget. The gas tax allocation will support all Department of Public Works’ divisions except the Standing Water Initiative and Environmental Inspection. This revenue source is restricted to roadway maintenance activities.

The functions supported by the General Fund subsidy total \$8,481,994. The General Fund supports 100% of expenses related to the Standing Water Initiative and the Environmental Inspection Division.

## *Public Works*

Public Works has several projects included in Henrico County's FY23 Capital Budget. Countywide land acquisitions (drainage), minor drainage improvements, and countywide creeks and streams projects have a combined budget of \$1,750,000 and are funded by revenues from motor vehicle license fees. Additionally, \$5,000,000 is included in the Capital Budget for countywide pedestrian improvements and \$27,500,000 for CVTA funded projects.

What follows is a discussion of each of the divisions within Public Works.

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### ADMINISTRATION DIVISION

The total budget for the Administration Division is \$2,074,791 and is an increase of 229,934, or 12.5%, from FY22. The personnel component is expected to increase by \$221,058, or 13.2%, which reflects salary investments, associated benefit costs, and the addition of one accounting position. The operating component increased \$6,376 for telecommunications expenses, while capital outlay will increase \$2,500 or 2.5% for equipment supporting the new position.

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### ROAD MAINTENANCE DIVISION

The total budget for the Road Maintenance Division is \$31,669,869, which is an increase of 1,846,482, or 6.2%, from FY22. The personnel component is expected to increase by \$1,389,158, or 14.6%, which reflects salary investments and associated benefit costs. The operating component will decrease by \$154,676, or 0.8%, compared to the prior fiscal year. The capital outlay will increase by \$612,000, or 33.0% for the purchase of machinery and equipment to replace existing road sweepers, tractors, and dump trucks.

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### TRAFFIC ENGINEERING DIVISION

The total budget for the Traffic Engineering Division is \$4,745,011 a decrease of \$158,372, or 3.2%, from FY22. The personnel component is budgeted to increase by \$255,628, or 9.7%, which reflects salary investments, benefit costs, and the addition of one safety engineer. The operating component will remain unchanged compared to the prior fiscal year. The capital outlay provides for the replacement of several trucks but overall will decrease by \$414,000 as funds are transferred for other division's needs.

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### CONSTRUCTION DIVISION

The total budget for the Construction Division is \$4,026,423, an increase of \$245,800, or 6.5%, from FY22. The personnel component is budgeted to increase by \$231,400 or 9.7% for salary and benefit cost increases. The operating request remains unchanged from the prior fiscal year. The budget for capital outlay requests an increase of \$14,400 for new phone and computer equipment.

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### DESIGN DIVISION

The total budget for the Design Division is \$2,485,924, which is an increase of 267,392, or 12.1%, from FY22. The personnel component is expected to increase by \$267,392, or 14.3%. The operating component will increase by \$28,685, or 10.0%, for a variety of costs including an additional motor pool vehicle, education and training, dues, tuition, and uniform expenses while the capital outlay will decrease by the same \$28,685.

## Public Works

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### MASS TRANSIT AND TRANSPORTATION DEVELOPMENT DIVISION

The total budget for the Mass Transit Division is \$5,983,553 an increase of \$434,369, or 7.8%, from FY22. The personnel component is budgeted to increase by \$424,369, or 44.5% with the addition of three project managers and an engineer along with salary investments and benefit costs. The operating component will remain unchanged compared to the prior fiscal year while the capital component increases \$10,000 supporting the new positions.

The budget for transportation and mobility is \$4,246,000. This amount is unchanged from FY22.

### DEPARTMENTAL HIGHLIGHTS

In 2021, the Department of Public Works accepted over 8 miles of new roads into the county road network. In addition, the department completed over 24,500 inspections of active construction projects and reviewed plans for over 590 construction projects. Public Works also secured over \$33 million in grant funding for roadway and pedestrian capital projects through the Virginia Department of Transportation's SMART SCALE program in FY22.

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### SUPPORTING ECONOMIC DEVELOPMENT

Public Works continued facilitating economic development in the county by improving access to the road system. The Department constructed an extension of the westbound Nuckols Road ramp onto I-295 to facilitate traffic flow in the Innsbrook area and is designing an extension of the off-ramp on the eastbound side. In addition, the Department secured a \$650,000 Economic Development Access Program grant from VDOT to extend Engineered Wood Way to accommodate future development.

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### COMMUNITY OUTREACH

Public Works staff conducted citizen information meetings and public hearings for new roadway, sidewalk, and stream restoration projects. They provided information at community association events and hosted interactive booths at Earth Day Spring Energy Fair, Fall Energy Fair, and the Henrico Bug Bizarre where attendees were educated on environmental health compliance related to mosquitoes, proper pet waste disposal, vehicle washing, and proper leaf disposal methods. They also facilitated programs and taught classes in the virtual platform during events such as the Central and Southern Virginia Mosquito Identification and information classes, which are now available on You Tube. Since in-person activities were limited due to the pandemic, biweekly mosquito outreach sessions were offered, including lengthy detailed mosquito management videos, live video Q&A sessions, virtual ride-alongs, extended mosquito biology education, and a variety of other content. Public Works facilitated two Paint Out Pollution inlet stenciling events in 2021, funded by the Middle James Roundtable, at Tuckahoe Library and Fairfield Library with an "Only Rain Down the Drain Message." Public Works participated in two career fairs: (1) hosting a booth related to job opportunities at the County's Public Works Job Fair and (2) providing educational materials regarding the County's Municipal Separate Storm Sewer System Program for the Henrico Schools Life Ready Expo (high school career fair).

## Public Works

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### ROAD PROJECTS

Public Works has 96 road and drainage projects underway. There are also 22 transportation studies ongoing. Updates on several major projects include:

#### Dabbs House Road

A 0.8-mile section of Dabbs House Road between Nine Mile Road and East Richmond Road will be widened with curb-and-gutter, drainage improvements, a sidewalk, and a right-turn lane. Utility lines have been relocated. Construction began in October 2020 and is expected to be complete by September 2022. The total cost of this project is \$13.3 million dollars.

#### N. Gayton Road Interchange at I-64

The Department of Public Works is working with the Virginia Department of Transportation to complete an engineering study supporting a new interchange at N. Gayton Road and I-64 in Short Pump. Upon approval by the Virginia Department of Transportation and the Federal Highway Administration, the county will work to fund and design the interchange.

#### Richmond-Henrico Turnpike

The county leveraged \$14.0 million in bond funds to receive \$11.7 million in Virginia Department of Transportation SMART SCALE funding for the Richmond-Henrico Turnpike Improvement Project. This project will widen and improve the existing 1.9-mile section of roadway between Laburnum Avenue and Hummingbird Road, just south of Azalea Avenue. A private developer is constructing Richmond-Henrico Turnpike from Hummingbird Road to the at-grade railroad crossing located approximately 0.7 miles north of Azalea Avenue. The road will be reconstructed as a four-lane divided roadway with turn lanes, curb-and-gutter, drainage improvements, a 10-foot multi-use trail, and sidewalk. Right-of-way acquisition began August 24, 2021.

#### Sadler Road

A 1.9-mile section of Sadler Road between Dominion Boulevard and Cedar Forest Road is being widened and the alignment improved. The project includes curb and gutter, drainage, a 10-foot-wide shared use path, and two roundabouts. The right-of-way acquisition is complete with utility location scheduled to begin in early 2022. Construction is anticipated to begin August 2023 and end August 2025.

#### Three Chopt Road

A project to improve a 2.1-mile section of Three Chopt Road between Gaskins Road and Barrington Hills Drive continues to advance with right-of-way acquisition. This project will widen the roadway to a four-lane divided section with curb-and-gutter, drainage improvements, and sidewalks. The right-of-way acquisition is nearly complete with utility relocations scheduled to begin in early 2022. Construction is anticipated to begin April 2024 and end June 2026.

## *Public Works*

### Woodman Road Extension

The county is partnering with the developer of River Mill to design and construct a 1.4-mile extension of Woodman Road between Greenwood Road and Virginia Center Parkway. In 2021, the county completed construction of a roundabout at the intersection of Woodman Road and Greenwood Road. A 12-foot-wide shared use path adjacent to the roadway extension has begun construction. The developer is concurrently constructing the roadway extension and an additional section of shared use path.

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## PEDESTRIAN AND COMMUTER IMPROVEMENTS

The Department of Public Works is continuing an initiative to improve bicycle and pedestrian accommodations across the county. In addition to projects already funded and under design or construction, the county was awarded \$8.1 million in grant funding in FY22 for 24 bicycle and pedestrian related projects. In total, the Department has 62 programmed projects scheduled to be completed or under construction over the next three years that will add over 10 miles of sidewalks and over 8 miles of paved multi-use trails.

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## BRIDGE PROJECTS

The Department of Public Works has three bridge and culvert repair or replacement projects and one new bridge project under design. Repairs to the Greenwood Road bridge and the Parham Road bridge over the CSX railroad tracks are both under contract with the projects expected to commence in summer and fall of 2022, respectively. The Lakeside Avenue bridge replacement, the Wilkinson Road bridge replacement and the Meadow Road culvert replacement are in final design. The new Magellan Parkway I-95 Bridge and Approaches Section project is in preliminary design.

The Department of Public Works completed repairs to the Richmond-Henrico Turnpike bridge over Upham Brook in the summer of 2021. The County has 98 bridges or culverts that are inspected either annually or biannually as required by the Federal Highway Administration's National Bridge Inventory. The County will begin biannual inspections of an additional 186 bridges or culverts in 2022 that have at least a 36 square foot opening but are not large enough to be included on the National Bridge Inventory. An Invitation to Bid will also be issued in 2022 to solicit bids for a contractor to perform necessary annual bridge and culvert maintenance.

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## MUNICIPAL SEPARATE STORM SEWER SYSTEM PERMIT (MS4)

Work is ongoing to comply with the state permit, which requires watershed restoration and pollution reductions over a 15-year time horizon. The Department has already achieved approximately 50% of the total required pollution reductions to date. This progress puts the county ahead of schedule, as 40% reduction is required by 2025. The Department must achieve 100% of the pollution reductions by the year 2030.

The Water Reclamation Facility Stream Restoration project has achieved "substantial completion". Both the Old Nine Mile Road Landfill Stream Restoration Project and the Deitrick Road Outfall Restoration project are scheduled for 2022. Hidden Creek Park Stream Restoration, Wilder Middle School Stream Restoration, and Adams Elementary Stream Restoration projects are all currently under design and are scheduled for construction in 2023 and 2024. All 6 projects listed have received DEQ grant funding totaling over \$2.4 million (approximately 50% of the total project costs).

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## MOSQUITO CONTROL

Public Works standing water initiative (SWI) continues to perform adult mosquito surveillance operations and monitoring for the presence of mosquito borne diseases. This past year (2021) included responding to 257 resident complaints as well as sustained biweekly surveillance of 95 sites through the county. The Department collected 27,455 mosquitoes, which included 31 species. SWI also documented 2,817 mosquito larviciding site visits. West Nile virus (WNV) and mosquito surveillance revealed not only a return to more standard WNV positive (8) mosquito collections (pools) but also a numerical rebound in overall nuisance species such as *Aedes albopictus* (Asian Tiger mosquitoes) whose populations returned to their historical mean (11,274 individuals collected).

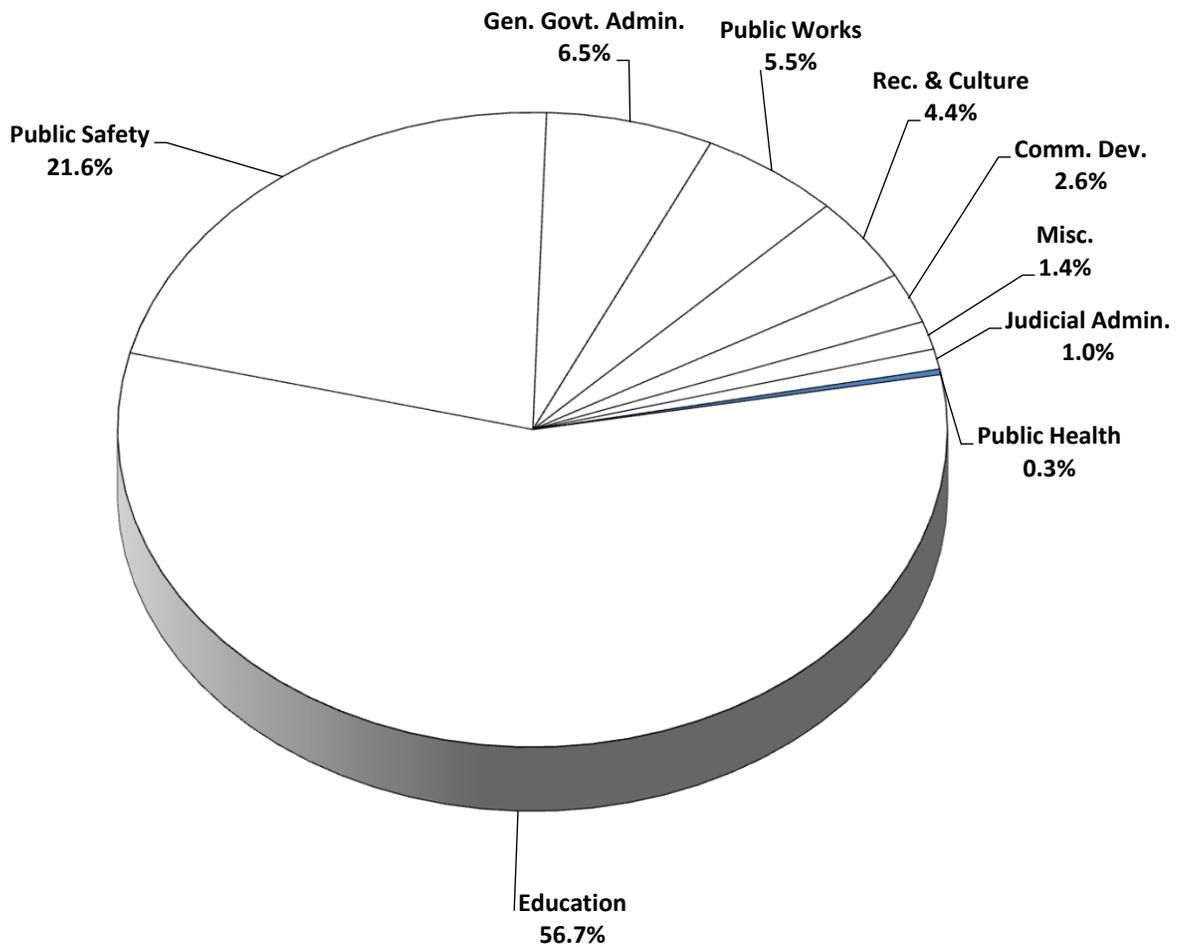
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## CENTRAL VIRGINIA TRANSPORTATION AUTHORITY

The Central Virginia Transportation Authority (CVTA) was created by the General Assembly in the 2020 legislative session. CVTA provides funding for local and regional transportation projects along with additional funds for Mass Transit for Henrico and Central Virginia. For FY23, it is estimated that \$30 million will be allocated directly to Henrico County for the many transportation projects identified in the 10 year CIP.

# COUNTY OF HENRICO, VIRGINIA

Public Health  
\$2,967,497



Total General Fund  
\$1,063,596,822

**COUNTY OF HENRICO, VIRGINIA  
GENERAL FUND - PUBLIC HEALTH**

| <b>Department</b>    | <b>FY21<br/>Actual</b> | <b>FY22<br/>Original</b> | <b>FY23<br/>Approved</b> |
|----------------------|------------------------|--------------------------|--------------------------|
| <b>Public Health</b> |                        |                          |                          |
| Public Health        | \$2,484,119            | \$2,687,497              | \$2,967,497              |
| Total Health         | \$2,484,119            | \$2,687,497              | \$2,967,497              |

# PUBLIC HEALTH

## DESCRIPTION

Public Health works collaboratively to ensure healthy living conditions for everyone. Health Department leaders serve as Chief Health Strategists, partnering across multiple sectors and leveraging data and resources to address social, environmental, and economic conditions that affect health and health equity. The Virginia Department of Health (VDH), Henrico, and the City of Richmond established a shared leadership of their local health districts in 2018. The dual district health director is offered as a model for regional public health collaboration and a first for VDH’s Central Region. The two health districts retain separate staff and operations.

The Health Department also provides clinical services, restaurant inspections, permitting of wells and septic systems, and a host of other public health services to the residents of Henrico County. The State and County provide cooperative funding consisting of 55.0% State funds and 45.0% County funds. The budget herein reflects the County’s 45.0% funding level for the cooperative budget and some additional funding to support maternal-child health outcomes and community health workers.

## OBJECTIVES

- Minimize the spread of communicable disease through epidemiological monitoring of infectious diseases.
- Understand the root causes of health disparities in Henrico County and work toward equity-driven programs and policies.
- Build partnerships and a referral network across public, private, and nonprofit sectors to better meet the clinical needs of all residents.
- Offer community-informed, culturally appropriate services addressing the evolving needs of the County.

## FISCAL YEAR 2023 SUMMARY

| Annual Fiscal Plan    |                              |                                |                                |                                  |
|-----------------------|------------------------------|--------------------------------|--------------------------------|----------------------------------|
| <u>Description</u>    | <u>FY21</u><br><u>Actual</u> | <u>FY22</u><br><u>Original</u> | <u>FY23</u><br><u>Approved</u> | <u>Change</u><br><u>22 to 23</u> |
| Personnel             | \$ 0                         | \$ 0                           | \$ 0                           | 0.0%                             |
| Operation             | 2,484,119                    | 2,687,497                      | 2,967,497                      | 10.4%                            |
| Capital               | 0                            | 0                              | 0                              | 0.0%                             |
| Total                 | <u>\$ 2,484,119</u>          | <u>\$ 2,687,497</u>            | <u>\$ 2,967,497</u>            | <u>10.4%</u>                     |
| Personnel Complement* | N/A                          | N/A                            | N/A                            | N/A                              |

\*Does not reflect classified and non-classified State positions. The County portion of funding for these positions resides within the operating component of the budget.

## PERFORMANCE MEASURES

|                                   | <u>FY21</u> | <u>FY22</u> | <u>FY23</u> | <u>Change<br/>22 to 23</u> |
|-----------------------------------|-------------|-------------|-------------|----------------------------|
| <b>Workload Measures</b>          |             |             |             |                            |
| Nursing Home Screening            | 606         | 624         | 650         | 26                         |
| Food Service Protection Visits    | 2,611       | 3,500       | 3,500       | 0                          |
| WIC Average Monthly Participation | 5,279       | 4,800       | 5,000       | 200                        |
| Number of Clinic Patients         | 3,405       | 6,552       | 9,471       | 2,919                      |
| Number of Clinic Patient Visits   | 7,033       | 8,100       | 12,312      | 4,212                      |
| Animal Bite Response              | 733         | 610         | 610         | 0                          |
| Outbreak Response                 | 277         | N/A         | N/A         | N/A                        |
| Maternity Navigation              | 178         | 175         | 200         | 25                         |

## BUDGET HIGHLIGHTS

The Department’s budget for FY23 reflects the 45.0% County share of the cooperative budget, which totals \$2,427,774. This budget does not reflect any state or federal funding. There are no County funded positions assigned to Public Health. Additional County funding of \$183,698 provides maternal child health programming that includes maternity navigation and oversees the regional Health Taskforce, \$264,000 for doula program funding, \$89,500 for community health workers, and an additional \$750 for telecom overages bringing the total for telecommunications funding to \$2,525. Offsetting these is a reduction in the local government agreement (LGA) portion of \$74,225 based on the formula. Total county funding is \$2,967,497, an increase of \$280,000 or 10.4%, above the FY22 budget, due to increased local support for the doula program and community health workers.

## SERVICES

The Health Department has 3 locations throughout the county and provides the following services:

### Women, Infants and Children (WIC)

- Nutrition education, food vouchers for eligible pregnant, breast-feeding & postpartum women, and children up to age 5

### Environmental Health

- Restaurant inspections
- Well and septic tank permits
- Day care facility inspections
- Rabies information

### Vital Records

- Death, Marriage, Divorce, & Birth certificates

## *Public Health*

### Family Planning & Maternity Care

- Family Planning services: screening tests, birth control methods, and counseling
- Pregnancy tests
- Medical care for pregnant women

### STD Clinic (East)

- Sexually transmitted disease screening, treatment, and counseling
- HIV testing and counseling

### Communicable Disease Program (West)

- Tuberculosis (TB) and communicable disease follow-up

### Refugee Program (West)

- Health assessments and immunizations for newly arrived refugees

### Immunizations

- For adults and children

### Medical Reserve Corps Opportunities

- Emergency Preparedness volunteers

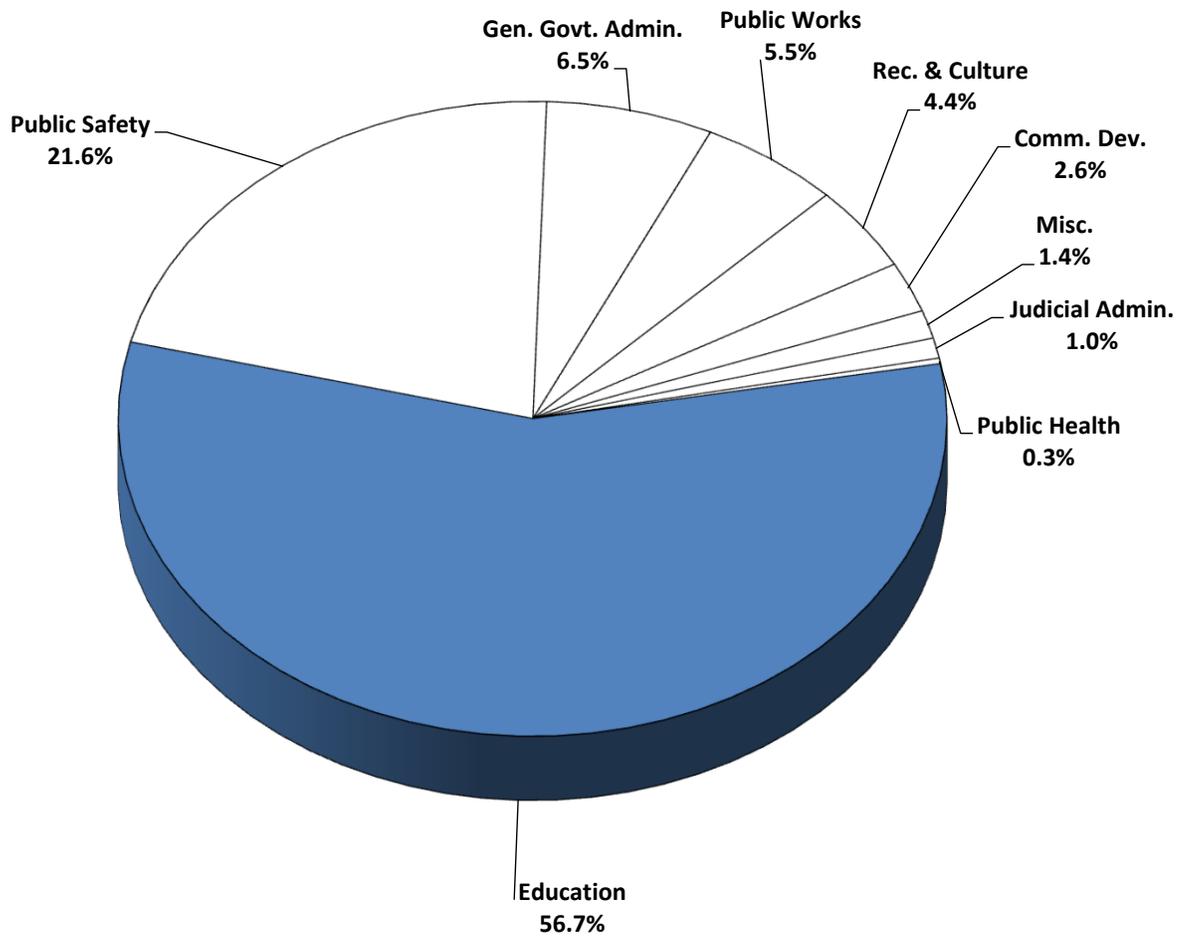
### COVID-19 Services

- Navigation
- Testing
- Vaccine Distribution

For FY23 the department received additional County funding for two programs: Community Health Workers and the Doula Program. Community health workers specifically increase outreach into their communities as liaisons to help address health and social determinants of health. These staff focus on the refugee and immigrant community, Latino community, and Black low-income housing communities by providing outreach, connection to medical and social resources, and health education information. The Henrico Doula Program compensates local doulas for the essential work they perform with a goal of reducing racial disparities in maternal health outcomes. Doulas work with expectant mothers promoting physical and emotional health and wellness, strengthening mother-baby bonding, and improving infant health outcomes among underserved populations.

# COUNTY OF HENRICO, VIRGINIA

Education  
\$602,656,057



Total General Fund  
\$1,063,596,822

**COUNTY OF HENRICO, VIRGINIA**  
**EDUCATION - ALL FUNDS**

|   | FY21<br>Actual              | FY22<br>Original            | FY23<br>Approved            |
|---|-----------------------------|-----------------------------|-----------------------------|
| <b>Education - General Fund</b>         |                             |                             |                             |
| Instruction                             | \$386,111,482               | \$426,176,003               | \$454,555,017               |
| Administration/Attendance & Health      | 17,404,409                  | 21,694,316                  | 27,014,107                  |
| Pupil Transportation                    | 23,407,253                  | 30,799,485                  | 33,832,192                  |
| Operations and Maintenance              | 35,938,886                  | 51,277,893                  | 53,960,315                  |
| Technology                              | 26,484,086                  | 30,972,544                  | 33,294,426                  |
| <b>Total Education General Fund</b>     | <b><u>\$489,346,116</u></b> | <b><u>\$560,920,241</u></b> | <b><u>\$602,656,057</u></b> |
| <b>Education - Special Revenue Fund</b> |                             |                             |                             |
| School Food Service                     | \$15,190,923                | \$24,115,429                | \$25,641,197                |
| Children's Services Act (CSA)*          | 10,830,031                  | 14,400,000                  | 14,400,000                  |
| State, Federal, and Other Grants:       |                             |                             |                             |
| Categorical Aid - State                 | 12,597,618                  | 19,391,344                  | 21,169,482                  |
| Non-Categorical Aid                     | 3,073,542                   | 5,933,519                   | 6,488,961                   |
| Categorical Aid - Federal               | 59,426,996                  | 30,033,893                  | 35,218,364                  |
| Miscellaneous                           | 1,147,920                   | 7,085,490                   | 7,183,705                   |
| Subtotal Grants                         | 76,246,076                  | 62,444,246                  | 70,060,512                  |
| <b>Total Special Revenue Fund</b>       | <b><u>\$102,267,030</u></b> | <b><u>\$100,959,675</u></b> | <b><u>\$110,101,709</u></b> |
| <b>Education - Debt Service Fund</b>    |                             |                             |                             |
| General Obligation                      | 41,112,252                  | 45,365,554                  | 50,184,005                  |
| <b>Total Debt Service Fund</b>          | <b><u>\$41,112,252</u></b>  | <b><u>\$45,365,554</u></b>  | <b><u>\$50,184,005</u></b>  |
| <b>Total Education - All Funds</b>      | <b><u>\$632,725,398</u></b> | <b><u>\$707,245,470</u></b> | <b><u>\$762,941,771</u></b> |

# EDUCATION

## DESCRIPTION

Grounded by its strategic plan, [Destination 2025](#), Henrico County Public Schools (HCPS) is responsible for the instructional programming, construction, operation, educational research, student testing and assessment, program audit services, policy management, and maintenance of educational facilities in the County. The School Board, elected by the voters of Henrico County by magisterial district, is charged with providing a total educational environment to prepare the students of today for the world of tomorrow. The Superintendent, appointed by the School Board as the Chief Administrative Officer, is charged with establishing and supervising the policies of the Henrico County Public Schools in accordance with the laws of the Commonwealth of Virginia, the regulations adopted by the State Board of Education, and the directives of the Henrico County School Board, which are guided by the mission statement: *Henrico County Public Schools, an innovative leader in educational excellence, will actively engage our students in diverse academic, social, and civic learning experiences that inspire and empower them to become contributing citizens.*

The HCPS divisions of Chief of Staff, School Leadership, Learning, Operations, Finance and Administration, Human Resources, Equity and Diversity, Communications, Family and Community Engagement, and School Board and Superintendent have been established to accomplish the educational objectives of the county. A description of each follows:

The **Division of the Chief of Staff** oversees policy and constituency relations, and includes the Department of Assessment, Research, and Evaluation (DARE).

The **Division of School Leadership** provides a supportive structure that develops current and future school leaders. The division creates a climate of collaboration by establishing structures that foster shared learning across all 74 schools and centers. It includes the department of Disciplinary Review.

## FISCAL YEAR 2023 SUMMARY

| Description              | Annual Fiscal Plan    |                       |                       |                    |
|--------------------------|-----------------------|-----------------------|-----------------------|--------------------|
|                          | FY21<br>Actual        | FY22<br>Original      | FY23<br>Approved      | Change<br>22 to 23 |
| Personnel                | \$ 493,681,293        | \$ 547,628,336        | \$ 593,618,379        | 8.4%               |
| Operation                | 77,029,066            | 95,148,150            | 101,580,462           | 6.8%               |
| Capital                  | 20,902,787            | 19,103,430            | 17,558,925            | (8.1%)             |
| Debt Service             | 41,112,252            | 45,635,554            | 50,184,005            | 10.0%              |
| Total                    | <u>\$ 632,725,398</u> | <u>\$ 707,515,470</u> | <u>\$ 762,941,771</u> | <u>7.8%</u>        |
| Personnel Complement     | 7,136                 | 7,224                 | 7,433                 | 209                |
| Average Daily Membership | 48,892                | 48,702                | 48,673                | (29)               |

## DESCRIPTION (CONTINUED)

The **Division of Learning** includes the departments of Teaching, Learning and Innovation, Exceptional Education, Student Support and Wellness, Federal Programs and Foundational Learning, and Professional Leadership and Leadership. These departments provide instructional programs to students in pre-K through 12th grade and provide support in the areas of exceptional education, foundational learning, school counseling, professional development, school quality, school psychology, school social work, school-based mental health, student health services, and extended learning.

The **Division of Operations** supports building construction and maintenance, warehousing, pupil transportation, planning, and technology.

The **Division of Finance and Administration** includes the areas of school finance, budget, payroll, general services, school nutrition services, and support for Oracle, as well as the school division's human resources management system.

The **Division of Human Resources** provides support to all HCPS divisions through recruitment, selection, assignment, and evaluation of personnel.

The **Division of Equity, Diversity, and Opportunity** develops, implements, and assesses the school division's short and long-range equity and cultural diversity strategic plans, and coordinates related professional development for staff members

The **Division of Communications** supports meaningful two-way communication with students and their families, employees, and the Henrico community. The communications team is also responsible for media services, television services, and legislative services.

The **Division of Family and Community Engagement** provides support to various HCPS divisions through guidance and direction for engagement strategies, connections to families and communities, and providing best practice frameworks regarding the school division's family and community engagement efforts.

Finally, the **Division of the School Board and the Superintendent** is responsible for complying with federal and state laws, regulations, and standards, as well as conducting policy management, constituency services, educational research, student testing and assessment, and program audit services.

## OBJECTIVES

- Achieve academic excellence by transforming teaching and learning to provide engaging learner-centered experiences for all students.
- Foster an inclusive, safe, and supportive climate for all stakeholders.
- Recruit, retain, and reward educators who nurture the whole child.
- Cultivate and maintain meaningful, collaborative partnerships to enrich the student experience and provide relevant learning opportunities.
- Leverage the school division's strength of diversity and lead dialogue to ensure equity and access for all.

## Education

- Provide equitable and secure physical learning environments that inspire community pride.

## BUDGET HIGHLIGHTS

The total budget for Henrico County Public Schools in FY23, which includes the General Fund budget, School Cafeteria Fund, State and Federal Grants Fund, and the education portion of the Debt Service Fund, is \$762,941,771. This reflects an increase of \$55,426,301, or 7.8%, when compared to the FY22 approved budget.

Of the total \$762,941,771, \$602,656,057 of that amount is the General Fund budget for HCPS. The General Fund budget represents 79.0% of the total HCPS budget. The General Fund reflects an overall increase of \$41,735,816, or 7.4% when compared to the FY22 budget. The funding for the General Fund budget is accounted for as follows: State revenues are expected to fund \$324,597,000 or 53.9% of the FY23 budget; Federal revenues account for \$385,000, and local resources fund \$277,674,057, an increase of \$16,245,816 or 6.2%, compared to FY22. HCPS' personnel component increase includes a salary increase, an increase for employee health insurance, additional funding for the expansion of the Achievable Dream Academy, and new positions related to the expansion of Holladay Elementary School.

The FY23 budget for HCPS continues the County's commitment to growing the Achievable Dream Academy, which started in FY18. HCPS entered into an agreement to participate in this program in FY17. This program is designed to support children to improve their academic performance in school, encourage appropriate behavior and citizenship, and increase their school attendance. The total budget for this program in FY23 is \$5,825,435, which includes additional funds to expand the academy to grade 7 as the start of developing the secondary portion of the program.

In order to provide a 21st-century education to the students in Henrico County, Education's FY23 General Fund and Special Revenue Fund Budgets include \$17,657,800 for technology. Included in this amount is funding for laptop leases. The laptop initiative began in FY02 when the School system entered into an agreement to provide laptop computers to all high school students and 7th and 8th graders. In FY03, the agreement was amended to include 6th-grade students. The projected cost for the laptop initiative in FY23 is \$12,942,000, which is an increase of \$346,108 or 2.7% compared to FY22.

There are two components of the HCPS budget included in the Special Revenue Fund. These components are the School Cafeteria Fund and the State and Federal Grants Fund, there are no local tax dollars allocated to these funds. In the case of grants within the State and Federal Grant Fund that require a local match, those dollars are provided through utilization of General Fund expenses.

The FY23 budget for the School Cafeteria Fund is \$25,341,197, which reflects an increase of \$1,525,768 or 6.3% compared to the FY22 budget. The increase is primarily due to an increase in compensation related to the proposed compensation plan for FY23.

The FY23 budget for the State and Federal Grants Fund is \$84,460,512, which reflects an increase of \$7,616,266 or 9.9% when compared to the FY22 approved budget. This fund is where HCPS accounts for grant funds, mostly from the Commonwealth of Virginia or the Federal Government. Examples include the Title I-A program, the Algebra Readiness Grant, and the Head Start Program. The majority of the FY23 budget increase is related to ESSER funds received from the Federal Government. Included in the FY23 State and Federal Grants fund is \$14,400,000 in grant

## *Education*

funding related to the Children's Services Act (CSA). These funds are expected to cover expenses for children referred for CSA services by HCPS, including private day placements for students in foster care. Additional information can be found in the CSA narrative, located elsewhere in this document.

The amount budgeted for debt service related to education is \$50,184,005, which reflects an increase of \$4,548,451 or 10.0% compared to the last fiscal year. The education debt service is for outstanding debt related to the issue of General Obligation (G.O.) bonds and bonds issued through the Virginia Public School Authority (VPSA). More information on debt issued and total debt service can be found in the debt service fund narrative within this document.

The capital budget for HCPS in FY23 totals \$31,500,000 which provides funding for seven projects including \$13,000,000 allocated for planning and design funding for three projects that will be included in the November 2022 G.O. Bond Referendum. In total, the Referendum includes \$340,700,000 proposed over five years to funding eight projects. In FY23 Meals Tax funding of \$14.0 million for various projects includes \$5.0 million to fully fund the renovation and partial rebuild of the Academy at Virginia Randolph and \$9.0 million for maintenance capital projects. \$2.5 million will be allocated for roof and mechanical improvements, and \$2.0 million will go towards technology infrastructure in schools.

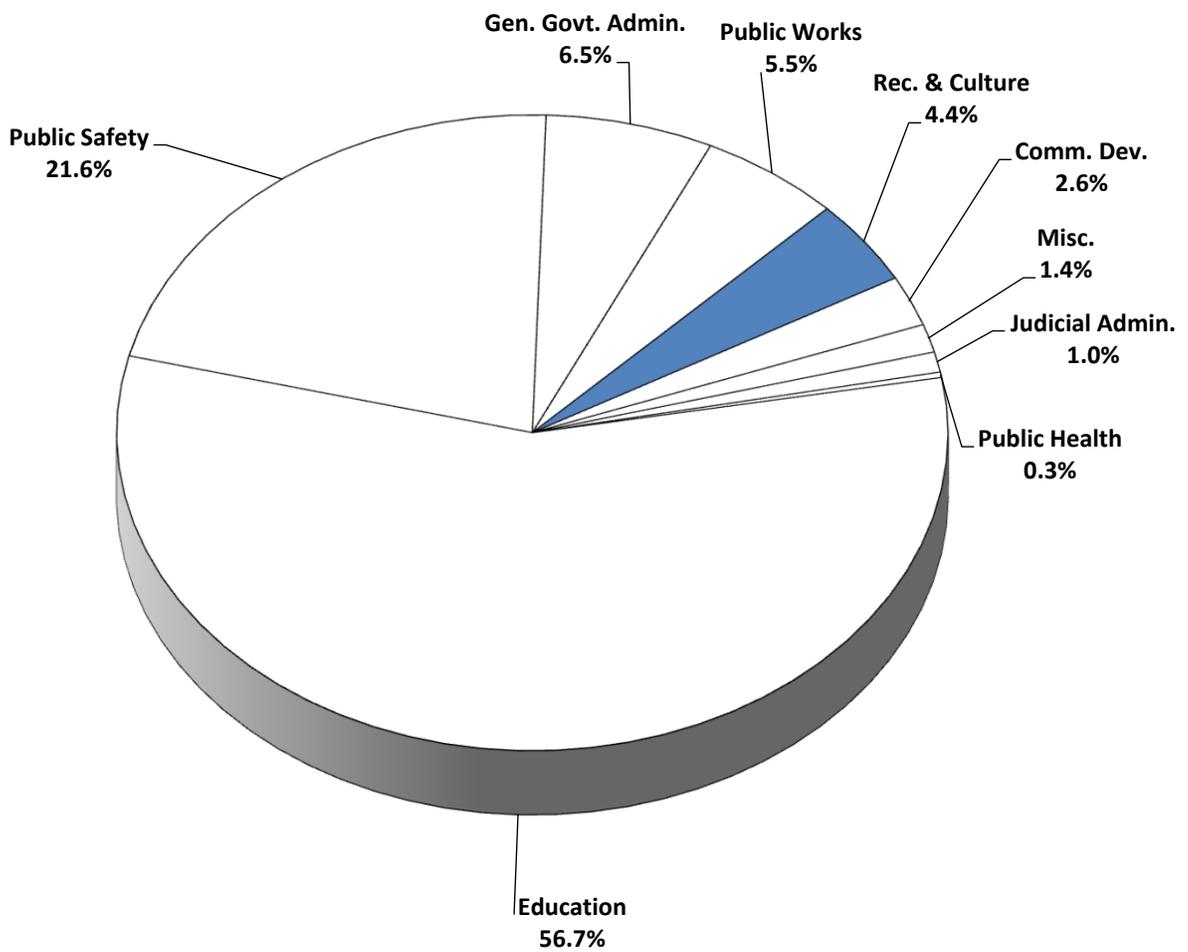
The School Resource Officer (SRO) program provides a safer environment for the students and staff of the schools while also providing a positive role model and adviser to the students. As a joint effort with the Division of Police, a uniformed Police Officer is assigned to middle and high schools in the County. A total of 35 Police Officers participate in the program.

County and School leadership continue to work together to improve efficiency and optimize service and cost savings by combining services. In FY17, the print shop function of HCPS was combined with the print shop in the general government's Department of General Services to reduce redundant operations. This collaboration created savings of \$34,389. In FY18, the technology section for HCPS began collaborating with the general government's Information Technology Department to reduce redundant operations within the data centers. In FY19, the County Attorney's budget included a new attorney position for HCPS' special education cases. In FY20, the Internal Audit functions of HCPS and the general government were combined to reduce redundant operations. Combining resources is a continued effort to provide more resources to student instruction.

# COUNTY OF HENRICO, VIRGINIA

## Recreation, Parks, and Culture

\$46,386,982



Total General Fund

\$1,063,596,822

**COUNTY OF HENRICO, VIRGINIA  
GENERAL FUND - RECREATION, PARKS, AND CULTURE**

| <b>Department</b>                          | <b>FY21<br/>Actual</b>     | <b>FY22<br/>Original</b>   | <b>FY23<br/>Approved</b>   |
|--|----------------------------|----------------------------|----------------------------|
| <b>Recreation, Parks, and Culture</b>      |                            |                            |                            |
| Recreation & Parks                         | \$18,083,551               | \$21,695,455               | \$23,331,970               |
| Sports and Entertainment Authority         | 0                          | 585,896                    | 665,347                    |
| Public Library                             | 18,044,549                 | 20,673,779                 | 22,389,665                 |
| <b>Total Recreation, Parks and Culture</b> | <b><u>\$36,128,100</u></b> | <b><u>\$42,955,130</u></b> | <b><u>\$46,386,982</u></b> |

# RECREATION AND PARKS

## DESCRIPTION

The Division of Recreation and Parks offers a variety of programs, facilities, and parks to enhance the standard of living and provide leisure options for residents and guests of Henrico County. To accomplish its mission, the Division is composed of the following three operational units: Park Services, Recreation Services, and Administrative Services.

### Park Services

Park Services is responsible for the care and maintenance of the entire Henrico County park system of over 4,500 acres of both developed and undeveloped property. The park system also includes 104 recreation buildings, which range in size and purpose from small restrooms to full-service recreation centers. There are four service sectors within Park Services.

Support Services is responsible for custodial operations in parks as well as special event preparation and clean-up.

The Turf and Grounds section is responsible for general lawn, grounds, and plant maintenance. This section also handles the care and preparation of sports fields scheduled through the Division of Recreation and Parks, which includes many Henrico County Public School fields.

Property Services is responsible for maintaining recreation buildings and handles painting, carpentry, HVAC, plumbing, and general construction improvement projects. This area is responsible for maintenance and repair of both rolling and small equipment and maintains National Recreation and Parks Association certified playground inspectors who provide weekly safety inspections of all play areas and coordinate all necessary equipment repairs. Property Services also supports a warehouse operation responsible for managing parts, supplies and materials needed for all property and building maintenance.

Sports Operations coordinates closely with other service delivery areas within Park Services. Sports staff members schedule the use of all athletic fields. They maintain relationships with all leagues and associations operating within Henrico County and work closely with the Visit Henrico Tourism staff to ensure the needs and expectations of visiting sports tournaments and activities are also met.

## FISCAL YEAR 2023 SUMMARY

| Description          | Annual Fiscal Plan   |                      |                      |                    |
|----------------------|----------------------|----------------------|----------------------|--------------------|
|                      | FY21<br>Actual       | FY22<br>Original     | FY23<br>Approved     | Change<br>22 to 23 |
| Personnel            | \$ 12,956,627        | \$ 15,810,973        | \$ 16,968,544        | 7.3%               |
| Operation            | 4,731,862            | 4,990,222            | 5,328,696            | 6.8%               |
| Capital              | 395,062              | 894,260              | 1,034,730            | 15.7%              |
| Total                | <u>\$ 18,083,551</u> | <u>\$ 21,695,455</u> | <u>\$ 23,331,970</u> | <u>7.5%</u>        |
| Personnel Complement | 182                  | 179 *                | 183 **               | 4                  |

\* Three positions are to be transferred to the Sports and Entertainment Authority during FY22.

\*\* Four positions (one Capital Projects Coordinator, one Recreation Fitness Coordinator, one Custodian, and one Maintenance Worker) are approved to be added in FY23.

Recreation and Parks

PERFORMANCE MEASURES

|                                       | Performance Measures |           |           | Change   |
|---------------------------------------|----------------------|-----------|-----------|----------|
|                                       | FY21                 | FY22      | FY23      | 22 to 23 |
| <b>Workload Measures</b>              |                      |           |           |          |
| Park Visitation                       | 5,250,825            | 5,700,000 | 6,200,000 | 500,000  |
| Special Event Attendance              | 26,721               | 27,000    | 35,000    | 8,000    |
| Facility Contacts                     | 236,854              | 250,000   | 256,000   | 6,000    |
| Number of Youth Sports Participants   | 50,000               | 55,000    | 60,000    | 5,000    |
| Turf Acres Mowed                      | 7,331                | 7,400     | 7,550     | 150      |
| Number of General Acres Mowed         | 11,891               | 11,976    | 12,215    | 239      |
| Number of Work Orders Processed       | 2,518                | 2,575     | 2,700     | 125      |
| Number of Irrigation Sites Maintained | 139                  | 140       | 142       | 2        |
| Number of Habitable Structures        | 104                  | 104       | 104       | 0        |
| Number of Historic Sites              | 35                   | 35        | 35        | 0        |
| Number of Shelter Reservations        | 1,458                | 1,500     | 1,500     | 0        |
| <b>Effectiveness Measures</b>         |                      |           |           |          |
| Number of Programs Offered            | 480                  | 500       | 600       | 100      |
| Program Attendance                    | 31,510               | 35,000    | 40,000    | 5,000    |
| Social Media Followers                | 19,207               | 23,000    | 27,000    | 4,000    |
| Number of App Users                   | 526                  | 1,500     | 1,500     | 0        |

DESCRIPTION (CONTINUED)

**Recreation Services**

Recreation Services creates safe, fun, and affordable recreational opportunities to improve the quality of life for Henrico County citizens. This service area oversees the daily management and operation of all recreation facilities. Employees work in teams across several program focus areas to create offerings that appeal to a diverse range of interests.

Programs are targeted to serve customers of all ages and abilities, including age-appropriate offerings for preschoolers, children, tweens, teens, and adults. There are summer camps as well as nature programs at Three Lakes Nature Center and Aquarium, performing arts programs at the Henrico Theatre, and living history programs at Meadow Farm.

The preservation and interpretation of the history of Henrico County also falls under Recreation Services. Historic program and preservation staff develop and implement preservation and interpretive solutions at 10 historic sites owned and operated by Henrico County. These include Antioch School, Armour House and Gardens, Clarke Palmore Museum, Courtney Road Service Station, Dabbs House Museum, Deep Run Schoolhouse, Dorey Recreation Center, Elko Community Center, Meadow Farm Museum, and Virginia Randolph Museum.

Recreation Services also offers a variety of free public events in the parks for residents to enjoy. These include large annual events such as Juneteenth, the Red, White, and Lights Fourth of July and Glen Allen Day as well as several smaller community-scale events spread throughout the year.

## Recreation and Parks

### Administrative Services

Administrative Services provides all necessary support for the department to fulfill its primary customer service mission and objectives. This area oversees the department's personnel, financial, and customer service needs, including accounts receivable and payable, procurement, records management, and customer registration.

It also includes the Capital Planning and Development work team, which provides professional expertise to lead the continued development and redevelopment of the Henrico County park system. This work team is responsible for master planning, design development, construction documentation, project bidding, and construction administration as well as maintaining the department's annual five-year Capital Improvement Program.

### OBJECTIVES

- To provide the citizens of Henrico County safe, clean, and well-maintained parks and facilities.
- To provide the citizens of Henrico County with a wide-range of convenient and affordable general-interest recreation programs, classes, activities, and special events.
- To maximize the use of parks, open space, athletic sites, and facilities.
- To cultivate an effective and dynamic workforce.

### BUDGET HIGHLIGHTS

The Division's FY23 proposed budget is \$23,331,970, which represents a \$1,636,515 or 7.5% increase when compared to the FY22 budget. The personnel component increased \$1,157,571, or 7.3%. This increase is due to adjusted salaries and rising benefit costs, as well as three new positions for the Deep Run Park bond project and a new Capital Projects Coordinator position.

The operating component increased \$338,474, or 6.8%. The operating increase is due to additional funding for the operating costs of G.O. Bond projects, as well as funding that was added for enhanced maintenance of the park system. The capital outlay budget increased by 140,470, or 15.7%. This increase is due to the capital needs of completed bond projects and augmented funding for park system maintenance.

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#### ADMINISTRATIVE SERVICES

The FY23 budget for Administration totals \$2,016,062 and includes the Director's office, the Business Office, and Capital Planning and Development. The budget for FY23 reflects a net increase of \$121,637, or 6.4%, as one position being moved to the Human Resources department was more than offset by the addition of a Capital Projects Coordinator position and increased requirements for wages and benefits.

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#### RECREATION SERVICES

The FY23 budget for Recreation Services totals \$7,710,937 which reflects an increase of \$874,290, or 12.8% when compared to FY22. This increase is related the addition of funds for bond projects, including the addition of one Recreation Fitness Coordinator and one Custodian III, as well as adjustments to salaries and increases in benefit costs.

Operating and Capital components include funds used to pay for equipment replacement expenses, to preserve historic artifacts, and to purchase new and replacement furniture and fixtures for the various recreation centers. Revenue

## *Recreation and Parks*

collected as a set-up fee supports furniture replacement. This fee was approved in FY02 and the replacement furniture expenditures program was approved in the FY03 budget.

In a similar fashion, the FY18 budget initiated the inclusion of \$20,000 annually for equipment replacement at the Eastern Henrico Recreation Center. This is funded through revenues collected from members for use of the facility.

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### CULTURAL ARTS CENTER

The FY23 County contribution to the Cultural Arts Center is \$600,000. This funding level reflects no change from the prior fiscal year. This funding is provided in support of the wide array of programs and services that the Center provides in the community.

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### PARK SERVICES

The budget for Park Services totals \$13,004,971 for FY23, which represents an increase of \$640,588, or 5.2%, when compared to the FY22 approved budget. This increase is driven by the additional funds for completed bond projects and included the addition of a Maintenance Worker III position.

The equipment replacement program was initiated in the FY09 budget to provide a regular replacement schedule for equipment when necessary. In FY23, \$307,705 will go towards the replacement of mowers, trailers, landscaping equipment, a turf sprayer, and other specialized equipment necessary for the maintenance of playing fields and park areas.

The proposed Facility Rehabilitation portion of the budget totals \$698,782 in the FY23 budget. This amount was enhanced \$180,000 above the FY22 approved budget. This plan was initiated in the FY01 budget to maintain the Division's facilities on a yearly basis. Types of projects in the Facility Rehabilitation program include painting, roofing, electrical, playground, scoreboard, turf, fencing, and HVAC. This funding is in addition to the Facility Rehabilitation program included in Henrico's Capital Improvements Program.

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### REVENUES

The Division anticipates collecting revenue totaling \$576,000 in FY23, which is an increase of \$10,000 from the approved FY22 budget. Recreation generates revenues through program fees and facility rentals. Revenue Collection has lagged during the COVID-19 pandemic, but could recover briskly when conditions improve.

## DIVISION HIGHLIGHTS

During 2021, the Division successfully achieved national accreditation through the National Recreation and Park Association's (NRPA) Commission for Accreditation of Park and Recreation Agencies (CAPRA). To become accredited the Division had to meet national standards for best practice, proving overall quality of operation, management, and service to the community. Henrico County Recreation and Parks is one of only fourteen accredited agencies in the Commonwealth of Virginia.

The department has focused on maximizing its community connections to enhance the services provided to Henrico citizens. One partnership that was a huge success in 2021 was with the Henrico Police Athletic League (HPAL). Recreation and Parks partnered with HPAL to provide a high-quality summer camp to Henrico kids that included numerous field trips across the state. Other partnerships that have enhanced our reach include CAP to CAP, the

*Recreation and Parks*

Caribbean Festival, Cultural Arts Center, YMCA Aquatic Center, Dorey Park Farmers Market, Root 5 Family Farms, along with many others.

The Special Events section has focused on increasing its portfolio of events over the past two years. This section now organizes the annual Juneteenth event which is comparable in size to the department's Fourth of July event. This section also added a couple other events to its schedule included the Holiday Express Tour and the Halloween Boo Drive Thru. All these new events have received a tremendous amount of positive feedback from the community.

# SPORTS & ENTERTAINMENT AUTHORITY

## DESCRIPTION

The Sports and Entertainment Authority is proposed as a political subdivision of the Commonwealth of Virginia that is being created due to the changing nature of how Henrico County operates, or plans to operate, certain sports and entertainment-related facilities, and the growing significance of sports tourism on the county’s local economy. This Authority’s mission will be two-fold: 1) ensure that identified facilities with third-party operating agreements are being appropriately managed and maintained per existing agreements and 2) to maximize the county’s sports and entertainment tourism potential and opportunities.

The Sports and Entertainment Authority requires approval from the Board of Supervisors for creation via ordinance or resolution following an advertised public hearing as required under Virginia Code § 15.2-5602, also known as the “Public Recreational Facilities Authorities Act.” The timeline for creation of the Authority began with dedicated funding and staff in the FY22 budget. From 2021 to 2022, several sports projects in the pipeline will be completed allowing for the evaluation of facilities by county staff for recommendation to the Board on which would be a good fit for the Authority. It is anticipated that the formal legal steps towards the creation of the Authority will begin in the fall of 2022.

## OBJECTIVES

- To promote Henrico County as a desirable location for Sports Tourism.
- To promote Henrico County venues as a desirable entertainment destination.
- To conduct a sports management and retention program.
- To provide an avenue for existing and future public-private partnerships and management related to sports and entertainment facilities.

## FISCAL YEAR 2023 SUMMARY

### Annual Fiscal Plan

| Description          | FY21        | FY22              | FY23              | Change       |
|----------------------|-------------|-------------------|-------------------|--------------|
|                      | Actual      | Original          | Approved          | 22 to 23     |
| Personnel            | \$ 0        | \$ 458,236        | \$ 537,687        | 17.3%        |
| Operation            | 0           | 127,660           | 127,660           | 0.0%         |
| Capital              | 0           | 0                 | 0                 | 0.0%         |
| Total Budget         | <u>\$ 0</u> | <u>\$ 585,896</u> | <u>\$ 665,347</u> | <u>13.6%</u> |
| Personnel Complement | 0           | 4                 | 4                 | 0            |

## BUDGET HIGHLIGHTS

The Authority will be governed by a board of at least five members appointed by the Board of Supervisors. Guided by an Executive Director, the Authority's Board is expected to be comprised of experts in the tourism industry that can identify creative strategies and solutions to push Henrico to new heights in the sports tourism and entertainment market. The powers of the Authority will include operation, maintenance, and regulation of facilities while still being able to draw on the county staff's expertise and assistance.

The budget for the Sports and Entertainment Authority for FY23 is \$665,347. This includes an increase in personnel of 17.3%, over FY22, bringing the total to \$537,687. This increase is due to salary and benefit adjustments for three positions transferred from the Recreation and Parks complement as well as a Director position as previously mentioned. The operating and capital components remain flat.

# LIBRARY

## DESCRIPTION

The Henrico County Public Library (HCPL) provides informational, educational, and reading resources to residents of all ages with a mission to promote reading and lifelong learning, connect people with the information they need, and enrich community life. Library services include professional information staff who expertly answer customers' questions, a comprehensive and timely materials collection, programming for children, teens, and adults, computer classes and digital media creation, book discussion groups, and more. The library provides mobile library services to daycare centers and retirement communities and participates in community outreach events.

HCPL offers in-person and online services through the 792 public workstations, loanable laptops and other devices embedded in libraries across the County. The library provides Internet access, web-based Library Catalog searching, Microsoft Office software, media creation software, and electronic information resources. Wireless access (Wi-Fi) is available at all public library locations. The Library catalog, eBook downloads and databases are available remotely at any time on personal devices. The Library is a resource for every citizen and provides support with changing community needs.

## OBJECTIVES

- To provide customers with a positive library experience that meets their needs and expectations and enriches community life.
- All libraries will be welcoming and engaging places that provide accessibility and an array of spaces to meet the community's growing needs.
- Citizens will be offered a responsive, relevant, and diverse collection that is available in a timely manner.
- Libraries will offer services and programs that reach out to Henrico County's changing population in ways that respond to diverse needs.

## FISCAL YEAR 2023 SUMMARY

### Annual Fiscal Plan

| Description          | FY21<br>Actual | FY22<br>Original | FY23<br>Approved | Change<br>22 to 23 |
|----------------------|----------------|------------------|------------------|--------------------|
| Personnel            | \$ 14,864,257  | \$ 16,382,333    | \$ 17,797,754    | 8.6%               |
| Operation            | 3,135,650      | 4,091,446        | 4,391,911        | 7.3%               |
| Capital              | 44,642         | 200,000          | 200,000          | 0.0%               |
| Total                | \$ 18,044,549  | \$ 20,673,779    | \$ 22,389,665    | 8.3%               |
| Personnel Complement | 228            | 228              | 228              | 0                  |

## PERFORMANCE MEASURES

|                            | Performance Measures |           |           | Change   |
|----------------------------|----------------------|-----------|-----------|----------|
|                            | FY21                 | FY22      | FY23      | 22 to 23 |
| <b>Workload Measures</b>   |                      |           |           |          |
| Digital/E Circulation      | 1,213,881            | 1,250,000 | 1,375,000 | 125,000  |
| Library Cards Issued       | 7,656                | 8,900     | 9,900     | 1,000    |
| Meeting Room Attendance    | 31,837               | 90,000    | 100,000   | 10,000   |
| Physical/Print Circulation | 1,337,204            | 1,590,000 | 1,800,000 | 210,000  |
| Program Participation      | 20,164               | 45,000    | 100,000   | 55,000   |
| Public Computer Sessions   | 82,777               | 96,000    | 101,000   | 5,000    |
| Questions Answered         | 293,737              | 325,000   | 360,000   | 35,000   |
| Total Circulation          | 2,551,085            | 2,840,000 | 3,175,000 | 335,000  |
| Visits                     | 550,665              | 670,000   | 810,000   | 140,000  |
| Website Visits             | 3,773,034            | 4,180,000 | 4,400,000 | 220,000  |
| WiFi Connections           | 1,150,140            | 1,350,000 | 1,420,000 | 70,000   |

## BUDGET HIGHLIGHTS

The Department's budget for FY23 totals \$22,389,665 representing an increase of \$1,715,886, or 8.3% from the previous approved budget. The increase in the personnel component represents the overall budget increase and is driven by rising health care expenditures and an overall increase in base salaries as a result of the updated compensation plan for FY22. The operating component is \$4,391,911 representing an increase of \$300,465, or 7.3%. This increase represents the restoration of library collections to pre-pandemic levels as well as software updates for maintenance and services.

## DEPARTMENTAL HIGHLIGHTS

## PROGRAMS, SERVICES AND AWARDS

In the past year HCPL has offered options for both in-person and virtual services and programs, including story times.

- Supporting Learners of All Ages:** To support students and learners of all ages with helpful, free resources via the library. In addition to print resources and professional staff, HCPL makes available to all cardholders several premium online resources, including tutor.com, Learning Express and Rosetta Stone, and on September 1, a new homework help resource, HelpNow, debuted. And HCPL's phone-based dial-in story time program launched in late 2020, named Storyline, continued throughout 2021 with a new story each week.
- Facebook's Diversity Book Initiative** - Through support from Facebook's Youth Diversity Authors initiative, HCPL hosted Coretta Scott King, Caldecott Honor and NAACP Image award winning children's book illustrator and author, R. Gregory Christie, for a series of events in November 2021. Christie's work engages young readers in stories that connect them to different cultural figures and events throughout history.

## Library

- **Summer Reading** registration numbers more than doubled with the largest gains coming from grade school-age children. A youth material fine free pilot was successful in reducing barriers for families.
- **Virtual All Henrico Reads with Robin Sloan:** On April 1, New York Times Bestselling author Robin Sloan joined students virtually in the morning and returned for a virtual public event that evening.
- **Educational Programming for Adults:** Libraries restored full services and programming resumed with an especially diverse lineup. The Richmond Environmental Film Festival brought people together for two virtual screening events in partnership with HCPL in February. A new Spanish-language book discussion group, Discusion de Libros Latinoamericanos, debuted at Fairfield Library in March. A partnership with Henrico Extension taught life skills like vegetable gardening, lawn care, and planting flowering bulbs in Spring and Fall 2021. Financial Literacy workshops were held virtually in late 2020 and early 2021 and were led by a local CPA and CPF professional. Craft programs, popular with older adults, resumed with crochet, sewing, and other art workshops. The Valentine Museum provided a virtual tour in February 2021, and that same month the Virginia Museum of Fine Arts presented a virtual lecture on Postmodern African American Art from the museum's permanent collection.
- **Serving the Latinx Community:** Storytimes and the ESL Conversation Cafes provide avenues for families and adults to practice their conversational English and learn new skills. Rosetta Stone and Rocket Languages help community members learn English as a Second Language. HCPL eBook and e-audio book collections through Overdrive and Hoopla help develop reading, writing, and listening skills with literature and materials offered at all levels. During 2021 Hispanic Heritage Month, libraries offered several programs to celebrate the Latinx community and culture. Programs included book discussions, film discussion, and children's programs, like story times, some presented in both Spanish and English. In celebration of both Fire Safety Week and Hispanic Heritage Month, Librarian Roman Lopez and Henrico Firefighter Octavio McNally of Fire Station 19 teamed up for an extra special edition of Storytime.
- **Job Seeking Assistance:** HCPL partnered with CareerWorks to promote virtual interviewing and resumé workshops offered weekly from October 2020-February 2021.
- **Voting:** Five of HCPL's nine physical locations are actively involved in supporting voting in the county. Libbie Mill Library was added as a voting precinct. Tuckahoe and Varina both had drop-off ballot boxes available to the public. Varina Library served as an early voting satellite site, one of three in the county.

Libraries were recognized by National Association of Counties (NACo) this year with four awarded programs: Journaling Workshops aimed at building literacy skills for youth living in subsidized housing communities, Title Talk virtual book programs, Tween Services at Fairfield Library, and the Outreach Call Center serving residents during the pandemic. Accoladed programs and services show Libraries continuing commitment to the community. In addition, the Fairfield Area Library won the Richmond American Institute of Architects (AIA) Merit Award at the 2021 Design Awards Program.

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## OUTREACH

**Outdoor Community Events:** The Outreach Team promoted library resources at 31 community events, including 21 county sponsored events and interacted with over 3000 community members. Some memorable events were participating in the County's first Juneteenth event in June 2021, Henrico County Public School's Back To School Kickoff in August 2021, and Henrico Extension Office's Bug Bizarre in October 2021.

**Expanded Community Collections:** The Outreach Team repurposed library materials to send to other county departments through the Community Collections program. Over 1,000 books were placed at several departments within the County, including Juvenile Detention, Mental Health and Developmental Services, Health Department, and Social Services. Books for the Health Department and Social Services are located in their lobby/waiting rooms for kids and caregivers to browse and to take home if they really love a book. MHDS Connect sites use the books as part of their in-house libraries.

**The Henrico Advocate for the Aging's Engage at Home:** The initiative began again on September 28. HCPL staff are partnering as in the past, offering a monthly virtual program.

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## STAFF DEVELOPMENT

**Emergency Preparedness Trainings:** HCPL Staff continued to attend REVIVE! Virtual trainings on how to reverse an opioid overdose.

**Technology Training:** The HCPL training librarian provided informative sessions to library staff about new library graphic design software, calendar and room reservation software, using Microsoft Teams, digital media lab hardware and software, and creating accessible digital documents.

**Microaggressions and Bias Training with VCIC:** HCPL's Equitability Task Force worked with Charm Bullard from the Virginia Center for Inclusive Communities to schedule and customize trainings on Microaggressions and Bias, utilizing feedback from a staff survey about equitability. Three sessions were made available to library staff in August and September 2021.

**Career Development Plan:** Several employees are expected to complete their Career Development Plan and are cross-trained in public service areas.

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## COLLECTION AND TECHNOLOGY

**HCPL Book Club in a Bag** sets were upgraded with attractive bags that are displayed in Libraries, making them more visible and readily accessible to local book discussion groups.

**Facebook Community Action Grant for Wireless Hotspots:** HCPL was awarded a grant from Facebook which made 50 hotspots available for checkout to adult library cardholders.

### Online Learning Resources Added

- **Brainfuse**, consisting of three main tools, was launched in 2021. **HelpNow** is a homework help resource offering online tutoring. **JobNow** provides live online interview practice résumé help. **VetNow** helps veterans navigate the VA, and provides employment transition assistance.

## *Library*

- **Accel5 Business Library:** This professional development product features short videos on topics including business competencies, leadership and management, and personal effectiveness.
- **Entrepreneurial Learning Initiative** is a self-paced curriculum for entrepreneurs designed for a broad audience cultivating entrepreneurial thought and process.
- **Just for Kids Access Videos** is a kid-safe and advertisement-free streaming service that offers more than 5,100 engaging and informative videos including family favorites such as Reading Rainbow, Arthur, and Sesame Street.

**Digital Magazines through OverDrive:** Over 3,000 titles are now available through OverDrive and the Libby app.

**Library Website Upgrade** launched in June 2021 was designed with accessibility and clear navigation in mind. Customer feedback was collected through an online survey.

**Expanded Wifi in Library Parking Lots:** In early 2021 hardware was installed to extend the reach of wifi further into library parking lots for customer use.

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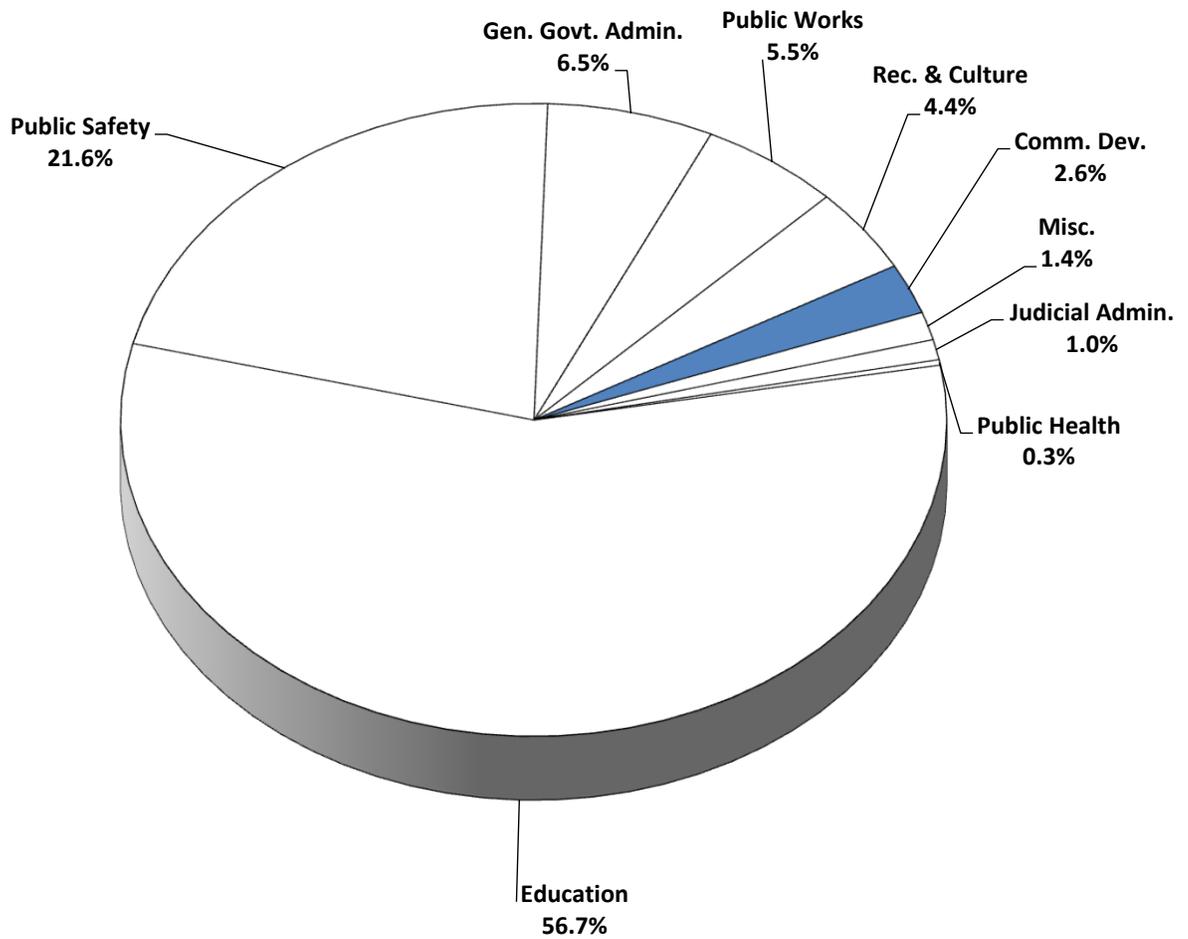
## CONCLUSION

In a year that held challenges, the library continued to offer excellent service to the community and continued to add and grow current successful initiatives. Dedicated staff and support from the County made this possible. The library, now more than ever, is a valuable and essential part of the community in Henrico.

# COUNTY OF HENRICO, VIRGINIA

## Community Development

\$27,321,754



Total General Fund

\$1,063,596,822

**COUNTY OF HENRICO, VIRGINIA  
GENERAL FUND - COMMUNITY DEVELOPMENT**

| <b>Department</b>                  | <b>FY21<br/>Actual</b>     | <b>FY22<br/>Original</b>   | <b>FY23<br/>Approved</b>   |
|------------------------------------|----------------------------|----------------------------|----------------------------|
| <b>Community Development</b>       |                            |                            |                            |
| Economic Development               | \$14,519,198               | \$12,952,902               | \$18,585,699               |
| Planning                           | 4,039,757                  | 4,580,078                  | 5,139,389                  |
| Community Revitalization           | 1,568,610                  | 1,776,077                  | 2,086,661                  |
| Agriculture and Home Extension     | 379,048                    | 406,547                    | 420,787                    |
| Permit Center                      | 829,409                    | 911,544                    | 1,089,218                  |
| <b>Total Community Development</b> | <b><u>\$21,336,022</u></b> | <b><u>\$20,627,148</u></b> | <b><u>\$27,321,754</u></b> |

# ECONOMIC DEVELOPMENT

## DESCRIPTION

The Economic Development Authority (EDA) was created as a political subdivision of the Commonwealth of Virginia and, as such, may issue tax exempt bonds for the purpose of promoting industry and developing trade, by inducing desirable businesses to locate or remain in the county. The bonds and notes financed by private lenders for approved projects do not constitute a debt of the Commonwealth, the county, or the Authority. The debts are repaid solely from the revenues and receipts derived from the projects.

The Authority was designated as the official economic development organization for the county of Henrico in 1984. At that time, it was authorized to undertake those activities necessary to accomplish the county's economic development goals. Although the Authority is officially independent of the county, it works closely with the County government and receives support in the form of an annual operating subsidy. This budget includes that subsidy. Reimbursements for expenditures are subject to the same controls as other County departments.

## OBJECTIVES

- To increase the number of successful locations of new businesses in Henrico County.
- To conduct a successful business retention program.
- To create employment opportunities and to increase the nonresidential tax base.
- To increase the number of corporate inquiries and prospect visits to Henrico County.
- To promote the retention and expansion of existing major primary corporate businesses.

## FISCAL YEAR 2023 SUMMARY

### Annual Fiscal Plan

| <u>Description</u>    | <u>FY21<br/>Actual</u> | <u>FY22<br/>Original</u> | <u>FY23<br/>Approved</u> | <u>Change<br/>22 to 23</u> |
|-----------------------|------------------------|--------------------------|--------------------------|----------------------------|
| Personnel             | \$ 0                   | \$ 0                     | \$ 0                     | 0.0%                       |
| Operation             | 14,516,251             | 12,952,102               | 18,584,899               | 43.5%                      |
| Capital               | 2,947                  | 800                      | 800                      | 0.0%                       |
| Total Budget          | <u>\$ 14,519,198</u>   | <u>\$ 12,952,902</u>     | <u>\$ 18,585,699</u>     | <u>43.5%</u>               |
| Personnel Complement* | N/A                    | N/A                      | N/A                      | N/A                        |

\*Nine employees are supported by the county in this budget, but are not in the county's complement.

PERFORMANCE MEASURES

|                               | FY21           | FY22           | FY23           | Change<br>22 to 23 |
|-------------------------------|----------------|----------------|----------------|--------------------|
| <b>Effectiveness Measures</b> |                |                |                |                    |
| Square Footage of Businesses  | 3,133,600      | 877,513        | 775,000        | (102,513)          |
| Jobs Created                  | 1,417          | 969            | 700            | (269)              |
| Wages Paid                    | \$ 52,345,022  | \$ 52,097,936  | \$ 33,000,000  | (19,097,936)       |
| Investment                    | \$ 420,381,001 | \$ 254,715,000 | \$ 120,000,000 | (134,715,000)      |

BUDGET HIGHLIGHTS

The proposed budget for the Economic Development Authority for FY23 is \$18,585,699. This is an increase of \$5,632,797, or 43.5%, over the FY22 approved budget. The Authority’s operations increased by \$144,152. The passthrough portion of this budget increased by \$5,488,645 or 49.5%. This represents a \$6,000,000 increase in funding for the Richmond Center Expansion Project (RCEP), which was partially offset by a \$511,355 decrease in the funding requirement for Richmond Region Tourism (RRT).

Since FY98, the county’s share of the RCEP, funded with Hotel/Motel Tax revenues has been included in this budget. Beginning in FY01, the entire 8.0 percent Hotel/Motel tax levy has been transferred to the Richmond Convention Center Authority. At the end of the fiscal year, Henrico’s local 2.0 percent component is returned from the Convention Center. In FY23, \$14,000,000 is included for the RCEP. This is a \$6,000,000 increase from the FY22 approved budget as noted above. Henrico’s annual contribution to RRT is \$2,575,742 for FY23. This is a decrease of \$511,355, or 16.6%.

The request for FY23 also contains the county’s \$385,000 contributions to the Greater Richmond Partnership. This is consistent with FY22 funding. This portion of the EDA budget also contains \$50,000 for the GO Virginia initiative.

The Authority’s staff members are not included in the county’s complement since they are paid by the Economic Development Authority. The funding for salary and FICA requirements for these positions is provided by the county. The benefit costs of all positions are provided by the Authority.

Setting aside the contributions for the Greater Richmond Partnership, the RCEP, and RRT, the budget request for the administrative operations of the Authority is up \$144,152, above the FY22 approved budget.

*Economic Development*

The following historical information is noted:

What follows is a table of Richmond Region Tourism (formerly RMCVB) and Greater Richmond Partnership funding budgeted in the previous ten fiscal years.

| <b>Year</b> | <b>Richmond Region<br/>Tourism</b> | <b>Greater Richmond<br/>Partnership</b> |
|-------------|------------------------------------|---|
| FY22        | \$2,652,097                        | \$385,000                               |
| FY21        | \$2,972,022                        | \$270,000                               |
| FY20        | \$3,057,022                        | \$385,000                               |
| FY19        | \$2,938,514                        | \$385,000                               |
| FY18        | \$2,856,636                        | \$385,000                               |
| FY17        | \$2,636,200                        | \$385,000                               |
| FY16        | \$2,393,090                        | \$385,000                               |
| FY15        | \$2,378,050                        | \$370,000                               |
| FY14        | \$2,053,870                        | \$320,000                               |
| FY13        | \$2,053,870                        | \$370,000                               |

# PLANNING

## DESCRIPTION

The Department of Planning provides staff support to the Planning Commission, the Board of Zoning Appeals, and the Board of Supervisors relating to land development activities in the county. The department is organized into five divisions: Comprehensive Planning, Development Review and Design, Zoning Administration, Planning Systems, and Administrative.

Comprehensive Planning prepares long-range plans, evaluates rezoning requests, handles planning data management, demographic, and land-use information. Development Review and Design is responsible for the administration of the Plan of Development (POD) and Subdivision applications and detailed review of architectural plans, landscape, lighting and fence plans, transfers of approval, and building permit applications. Zoning Administration enforces subdivision and zoning ordinances of the Henrico County Code. The Planning Systems Division provides information technology and GIS support to the entire department. Administrative Support provides budget, personnel, and clerical support for the operation of the office.

## OBJECTIVES

- To improve the efficiency of the staff in the implementation of the existing zoning ordinance as it pertains to the public, Board of Supervisors, Planning Commission, Board of Zoning Appeals, and other agencies and to encourage public use of planning information through the automation of the office.
- To review and recommend reasonable changes to the comprehensive plan and its implementation tools, the zoning ordinance, and subdivision regulations to better provide for changing development trends and to promote good urban design.
- To accurately, and in a timely manner, prepare all correspondence and minutes associated with Planning Commission, Board of Zoning Appeals, Board of Supervisors, and Department of Planning activities; to facilitate the issuance of building permits, occupancy permits, and business licenses.

## FISCAL YEAR 2023 SUMMARY

### Annual Fiscal Plan

| <u>Description</u>   | <u>FY21<br/>Actual</u> | <u>FY22<br/>Original</u> | <u>FY23<br/>Approved</u> | <u>Change<br/>22 to 23</u> |
|----------------------|------------------------|--------------------------|--------------------------|----------------------------|
| Personnel            | \$ 3,590,270           | \$ 4,068,414             | \$ 4,625,725             | 13.7%                      |
| Operation            | 444,890                | 503,664                  | 505,664                  | 0.4%                       |
| Capital              | 4,597                  | 8,000                    | 8,000                    | 0.0%                       |
| Total                | <u>4,039,757</u>       | <u>4,580,078</u>         | <u>5,139,389</u>         | <u>12.2%</u>               |
| Personnel Complement | 45                     | 45                       | 45                       | 0                          |

## PERFORMANCE MEASURES

|  | <u>FY21</u> | <u>FY22</u> | <u>FY23</u> | <u>Change<br/>22 to 23</u> |
|--|-------------|-------------|-------------|----------------------------|
| <b>Workload Measures</b>                   |             |             |             |                            |
| Reviews Completed by Dev. Review & Design  | 282         | 300         | 300         | 0                          |
| Zoning Petitions & Provisional Use Permits | 79          | 70          | 70          | 0                          |
| Variance and Use Permits Processed         | 69          | 75          | 75          | 0                          |
| Maps Prepared                              | 1,178       | 1,200       | 1,200       | 0                          |

## OBJECTIVES (CONTINUED)

- To improve on the preparation of maps, charts, and other documents necessary for the proper presentation and understanding of various planning requirements.
- To prepare “careful and comprehensive survey studies of the existing conditions and trends of growth, and of the probable future requirements of its territory and inhabitants” as indicated in the Code of Virginia.
- To coordinate and improve public and private planning efforts through the development of data, maps, technology support, and studies to ensure consistency for planning and programming.
- To develop specific management controls and incentives for the protection and preservation of historical sites, buildings and structures from encroaching development and objectionable land uses.
- To improve past efforts and enhance existing programs that minimizes impact on environmentally sensitive areas and to improve water quality standards through development as mandated by the Chesapeake Bay Act.

## BUDGET HIGHLIGHTS

The Department of Planning’s proposed budget for FY23 is \$5,139,389, which represents a net increase of \$559,311 or 12.2% from the FY22 approved budget. This increase was driven largely by increases to the personnel component and reflects rising benefit costs. This includes three vacant positions unfunded as a part of balancing the FY22 budget.

The operating component of the budget has received a \$2,000 increase to its automotive maintenance account, bringing its total operating budget to \$505,664. The operating component includes funding for a comprehensive plan review/update as required in the Code of Virginia. The capital component has remained flat at \$8,000.

There are two components to the budget: Administration, which includes five divisions, and the Boards and Commissions, which includes the Planning Commission and the Board of Zoning Appeals. The Boards and Commissions budget totals \$169,527 for FY23, unchanged from FY22. The Administration budget totals \$4,969,862. These budgets collectively account for the proposed \$5,139,389 total budget.

## DEPARTMENTAL HIGHLIGHTS

The department's mission to "Provide the professional planning leadership to accomplish excellent management of the valued resources which create our coveted quality of life", involves a wide spectrum of goals, functions, and accountability. The Department's core services include reviewing and making recommendations for development applications such as rezoning, the planning of developments, subdivisions, conditional use permits, and variances.

Functions go beyond reviewing development to ensure compliance with zoning and subdivision ordinances and require several areas of expertise to understand the needs of a growing population and how this impacts the county's wide range of services and infrastructure. The Department of Planning provides a range of expertise in drafting white papers, land use legislation and policy, and assists in long range plans for schools and other public facilities. The department also produces maps and provides geographic, statistical, and demographic data for certain GIS layers used by nearly every county department, and frequently provides internal consulting.

In FY22, the department presented at the 2021 Board Retreat, covering several topics including the kick-off to the 2045 Comprehensive Plan Update, reapportionment procedures, a timeline to redraw political boundaries following the 2020 Census, and the rollout of the county's updated zoning and subdivision ordinances. Staff also provided design assistance for General Services, Public Works, Community Revitalization, and informal plans discussed with Board members and Planning Commissioners. The department finalized their complete update to the zoning and subdivision ordinances, on September 1, 2021. The updated zoning ordinance introduces new zoning and overlay districts to provide more opportunities for innovative and unified land planning and site design for development. To ensure the county's comprehensive plan is in harmony with the updated code as well as with the changes in population data following the completion of the U. S. 2020 Census, the department has begun a full update of the plan, which is anticipated to be completed in 2024.

Beyond the department, the knowledge base of staff supports many regional and local groups including the PlanRVA (former Richmond Regional Planning District Commission), Transportation Planning Organization, Urban Land Institute, Virginia Department of Rail and Public Transportation, special committees for the General Assembly, VCU, Sports Backers, and Capital Region Collaborative. The department assisted in reviewing impacts and best practices of developments in adjoining localities as they arose and reviewed their comprehensive plans to determine impacts on county residents and businesses. The department also organizes and participates in numerous community meetings to keep citizens aware of land use and other issues affecting the public.

Since the onset of the COVID pandemic in March 2019, the department rotated staff in each division to provide an on-site office presence and set up several new processes and procedures to carry out operations remotely. Staff returned to the office full-time in June 2021 but continued several of these processes due to their success and efficiency, including the electronic submission and routing of plans and applications and online payment for customers. The Development Review and Design division permanently adopted the process for administrative review and approval for plans of development and subdivisions in lieu of requiring approval by the Planning Commission. While agency reviews for plans of development and subdivision lots increased 42% and 40%, respectively this fiscal year, on-time review was 100%. The Comprehensive Planning division continues to staff as WebEx facilitators for remote and hybrid community meetings and public hearings, providing transparency and additional opportunities for citizen and stakeholders involvement in land use decisions.

# COMMUNITY REVITALIZATION

## DESCRIPTION

The Department of Community Revitalization coordinates the County’s revitalization efforts and community development programs. The department plays an integral role in the enhancement of existing residential, commercial, and industrial areas in the County. The Department is divided into two major divisions (Community Development and Community Maintenance) and is responsible for administering the following programs: Community Maintenance program; CDBG, HOME and ESG programs; Virginia Enterprise Zone program; Commercial Revitalization Assistance; Neighborhood Revitalization Assistance; Volunteer Assistance Program; and property maintenance and zoning enforcement in developed communities.

## OBJECTIVES

- To administer and aggressively market the County’s Enterprise Zone program to potential new and existing businesses and/or property owners.
- To administer the CDBG, HOME and ESG programs to assist in meeting the County’s community development objectives and implement programs necessary to meet rapidly changing needs of the County.
- To administer the Community Maintenance program of environmental and zoning code enforcement.
- To identify needs within the County’s older communities and offer staff and volunteer services to improve properties and structures as a part of the Volunteer Assistance Program.
- To prepare plans and design programs for older commercial corridors in the County to identify opportunities that facilitate investment and improvement and to develop realistic plans of action for addressing concerns.
- To coordinate the review of tax credit applications and low-interest bond financing requests in order to encourage rehabilitation and new investment in the County’s older multi-family developments.
- To develop neighborhood enhancement strategies for mature residential and commercial areas of the County in order to ensure that such areas remain attractive for existing and potential residents and retain viable businesses
- To perform special projects requested by the Board of Supervisors, County Manager, or other departments.

## FISCAL YEAR 2023 SUMMARY

| Description                         | Annual Fiscal Plan  |                     |                     |                    |
|-------------------------------------|---------------------|---------------------|---------------------|--------------------|
|                                     | FY21<br>Actual      | FY22<br>Original    | FY23<br>Approved    | Change<br>22 to 23 |
| Personnel                           | \$ 1,276,287        | \$ 1,437,995        | \$ 1,715,179        | 19.3%              |
| Operation                           | 289,263             | 332,179             | 363,379             | 9.4%               |
| Capital                             | 3,060               | 5,903               | 8,103               | 37.3%              |
| Total                               | <u>\$ 1,568,610</u> | <u>\$ 1,776,077</u> | <u>\$ 2,086,661</u> | <u>17.5%</u>       |
| Personnel Complement <sup>(1)</sup> | 19                  | 19                  | 20 <sup>(2)</sup>   | 1                  |

<sup>(1)</sup> Personnel Complement does not include 6 Complement III positions funded through grant programs.

<sup>(2)</sup> Added Code Compliance Inspector position to assist with the Hotel Task Force.

Community Revitalization

PERFORMANCE MEASURES

|   | FY21           | FY22          | FY23          | Change<br>22 to 23 |
|---|----------------|---------------|---------------|--------------------|
| <b>Workload Measures</b>                        |                |               |               |                    |
| Community Maintenance Cases                     | 7,580          | 10,200        | 10,500        | 300                |
| Inspections Made                                | 21,868         | 30,500        | 31,500        | 1,000              |
| Technical Assistance to Business                | 749            | 850           | 900           | 50                 |
| Enterprise Zone Design Asst. Provided           | 5              | 8             | 8             | 0                  |
| <b>Efficiency Measures</b>                      |                |               |               |                    |
| Volunteers Participating                        | -              | 135           | 270           | 135                |
| Volunteers Hours Worked                         | -              | 757           | 2,200         | 1,443              |
| CCP Hours Worked                                | 534            | 2,500         | 3,150         | 650                |
| <b>Effectiveness Measures</b>                   |                |               |               |                    |
| Violations Issued                               | 3,509          | 4,100         | 4,200         | 100                |
| Enterprise Zone Grants Completed                | 16             | 20            | 18            | (2)                |
| Value of Enterprise Zone Grant Assisted Project | \$ 820,946     | \$ 350,000    | \$ 400,000    | \$ 50,000          |
| Value of All Enterprise Zone Projects           | \$ 102,030,341 | \$ 90,000,000 | \$ 90,000,000 | \$ -               |
| Value of Grants Awarded                         | \$ 60,910      | \$ 80,000     | \$ 80,000     | \$ -               |

BUDGET HIGHLIGHTS

The budget for FY23 is \$2,086,661. This represents an overall increase of \$310,584, or 17.5%, from the FY22 approved budget. The personnel component includes the addition of one Code Compliance Inspector working with the Hotel Task Force as well as wage adjustments and the associated benefit increases totaling a change of \$277,184 or 19.3%. The operating component increased by \$31,200 or 9.4%, to fund office and copier lease charges, heightened printing efforts, a Municipal Separate Storm Sewer System consultant contract, Virginia Zoning certifications, tuition reimbursement, vehicular rate increases, and support field staff's ability to capture information. This was partially offset by a reduction of janitorial expense and a transfer of funds to the capital portion for planned furniture purchases. The capital component increased by \$2,200 or 37.3% for the replacement of conference room furniture.

DEPARTMENTAL HIGHLIGHTS

The Community Revitalization Department's mission statement is: *"To coordinate the county's revitalization programs and services intended to promote healthy, vibrant, and attractive residential, commercial, and industrial communities."*

Community Revitalization collaborates with the Department of Building Inspections in a multi-faceted effort to proactively enforce compliance with applicable codes directed at creating and maintaining clean and safe communities. The Department is dedicated to preserving and revitalizing the County's mature neighborhoods, business corridors and industrial areas through its programs and activities. Staff coordinates with neighborhood,

### *Community Revitalization*

business, and community organizations to raise citizen awareness regarding community maintenance requirements, housing assistance and Enterprise Zone programs administered by the Department. Meetings with these organizations also allow for the collection of valuable feedback on Department programs and an opportunity to solicit volunteers for assistance projects.

The Community Development Division administers the programs funded by the U.S. Department of Housing and Urban Development (HUD), which includes the Community Development Block Grant (CDBG), Home Investment Partnerships (HOME), and Emergency Solutions Grant (ESG) programs within Henrico County. Beginning with the latter part of FY20, special allocations of CARES Act funds from HUD are also administered by the Community Development Division. The ESG funds are used for homeless prevention, rapid rehousing, and support for the operation of homeless shelters. All three of these grant programs, which are awarded by the Federal government each year, are based on the Federal fiscal year that runs from October 1<sup>st</sup> through September 30<sup>th</sup>. There are six positions within the Department that are grant-funded and are not included in the County's personnel complement. This funding is appropriated once the grant awards are announced by HUD and the projects and programs to be supported by the award have been identified and approved by the Board of Supervisors. The projects and programs begin after grant contracts are signed by HUD and the County. Grant funding that is not expended by the end of the County's fiscal year is re-appropriated in the following year to complete the use of this funding.

A few of the Community Development Division's major accomplishments within the CDBG, HOME, and ESG grant programs include the continuation of the Housing Rehabilitation program and Critical Home Repair programs, the CONNECT Program for at-risk youth, the down payment assistance program providing homeownership opportunities to first-time homebuyers, and funding of the Commercial Assistance and Enterprise Zone Programs.

CDBG funds were also used to assist with replacement of HVAC equipment at Circle Center Adult Day Services, and to complete survey work and a formal Nomination to enable an area of Sandston to be listed in the National and State Registers of Historic Places in December 2021. The ESG program provided homelessness prevention and assistance to homeless persons with shelter and case management, and rapid re-housing for homeless families. Programs funded with CDBG and ESG CARES Act funds provided a variety of services to Henrico residents impacted by the COVID-19 pandemic, including housing and food, and legal assistance; assistance to small businesses, and a variety of assistance to homeless persons. The Community Development Division also administers the Enterprise Zone Program and Commercial Assistance Program to facilitate improvements to commercial buildings and business corridors. Enterprise Zone businesses in Henrico received just over \$1.2 million in State grants for work completed or jobs created in 2020.

The Community Maintenance Division conducts field inspections, coordinates community clean-ups, and aids activities for neighborhoods throughout the County. The Division is involved in volunteer assistance programs, which matches civic, church, business and neighborhood groups with low-income senior citizens whose homes need minor yard work maintenance and painting. The community clean-up and all volunteer assistance programs have resumed in a reduced capacity due to the need to have participants work socially distant.

The courts' assignment of Community Corrections Program (CCP) participants perform community service on weekends also contributes additional hours to the community maintenance programs; however, this additional service been limited to work at the Woodland Cemetery. Staff expects the program will take on additional projects when COVID-19 is no longer a major health issue for our country.

*Community Revitalization*

The Community Maintenance Division of the Department of Community Revitalization will continue to work closely with Building Inspection's Existing Structures Division as they provide certain community maintenance services related to violations of the building code in existing structures and ordinances on graffiti. During FY22, DCR staff have participated in the hotel/motel task force charged with addressing the challenges faced by the County as it relates to hotels that have made a business decision to allow their properties to become de facto rental housing as well as pseudo crisis stabilization facilities.

Historical budget expenses in both areas are depicted below:

| Year | Building Inspections | Community Revitalization | Total     |
|------|----------------------|--------------------------|-----------|
| FY13 | 336,336              | 1,516,392                | 1,852,728 |
| FY14 | 255,275              | 1,473,675                | 1,728,950 |
| FY15 | 258,012              | 1,467,094                | 1,725,106 |
| FY16 | 335,837              | 1,549,846                | 1,885,683 |
| FY17 | 264,474              | 1,583,999                | 1,848,473 |
| FY18 | 236,785              | 1,684,624                | 1,921,409 |
| FY19 | 274,056              | 1,816,121                | 2,090,268 |
| FY20 | 267,357              | 1,870,711                | 2,138,068 |
| FY21 | 402,499              | 1,568,610                | 1,971,109 |
| FY22 | 489,774              | 1,776,077                | 2,265,851 |
| FY23 | 512,156              | 2,013,107                | 2,525,263 |

# AGRICULTURE & HOME EXTENSION

## DESCRIPTION

The Henrico Extension Office is the local arm of the national Cooperative Extension system that began with the passage of the Smith-Lever Act in 1914. The Cooperative Extension is a partnership between the USDA, the 106 land-grant colleges and universities across the nation, and state and local governments. In Virginia, Cooperative Extension is administered through Virginia Tech and Virginia State University.

The Cooperative Extension system employs tens of thousands of community-based educators and campus-based faculty and staff statewide. It has a remarkably broad scope of work centered on program areas that include the following: agriculture and natural resources; 4-H youth development; family and consumer sciences; leadership development; and community and economic development. Cooperative Extension provides research-based information through an informal educational process that is designed to address specific issues and needs relevant to the communities each local office serves.

## OBJECTIVES

- To assess local issues and needs through a periodic situational analysis process conducted in cooperation with the Henrico Extension Leadership Council.
- To provide timely, research-based recommendations to citizens in response to their inquiries.
- To develop the subject matter expertise and leadership skills of a dedicated cadre of volunteers who, in turn, multiply the educational reach of the professional staff far beyond their capacity alone.
- To design educational programs by employing a variety of delivery methods that provide citizens with needed information to make life-enhancing decisions.
- To make appropriate use of technology to provide more efficient, cost-effective means of communication and service to citizens.

## FISCAL YEAR 2023 SUMMARY

### Annual Fiscal Plan

| Description           | FY21              | FY22              | FY23              | Change      |
|-----------------------|-------------------|-------------------|-------------------|-------------|
|                       | Actual            | Original          | Approved          | 22 to 23    |
| Personnel             | \$ 133,039        | \$ 142,003        | \$ 149,611        | 5.4%        |
| Operation             | 246,009           | 264,544           | 271,176           | 2.5%        |
| Capital               | 0                 | 0                 | 0                 | 0.0%        |
| Total                 | <u>\$ 379,048</u> | <u>\$ 406,547</u> | <u>\$ 420,787</u> | <u>3.5%</u> |
| Personnel Complement* | 2                 | 2                 | 2                 | 0           |

\*Does not include Extension Agents who are paid directly by Virginia Tech.

## PERFORMANCE MEASURES

|                                     | <u>FY21</u> | <u>FY22</u> | <u>FY23</u> | <u>Change<br/>22 to 23</u> |
|-------------------------------------|-------------|-------------|-------------|----------------------------|
| <b>Workload Measures</b>            |             |             |             |                            |
| Citizens Assisted                   | 47,700      | 142,060     | 90,200      | (51,860)                   |
| Programs Presented                  | 345         | 345         | 360         | 15                         |
| 4-H Youth Enrolled                  | 2,500       | 1,650       | 2,500       | 850                        |
| Samples Analyzed and Identified     | 925         | 932         | 925         | (7)                        |
| <b>Efficiency Measures</b>          |             |             |             |                            |
| Volunteer Hours Supporting Programs | 6,500       | 11,909      | 13,600      | 1,691                      |

## BUDGET HIGHLIGHTS

The Agriculture and Home Extension proposed budget of \$420,787 for FY23 increased by \$14,240, or 3.5%, from the FY22 approved budget. The increase in the operating component of the budget is driven by a State mandated 4.0% merit raise provision and a corresponding increase in benefits.

## DEPARTMENT HIGHLIGHTS

The Extension Office is known as a cooperative program because of its partnership between local, state, and federal government. FY22 continued to be a challenge for traditional Extension programming. Through technology and dedicated volunteers, citizens were able to participate in a variety of program opportunities. The number of citizens reached and programs presented increased despite the challenges of the ongoing pandemic.

Extension programs are traditionally provided in person with a hands-on demonstration method. All program areas continued to provide virtual programming variants during 2021 with some hybrid opportunities. The 4-H Youth Development program provided engaging virtual programs and additional hands-on kits that youth could do at home away from a computer. Reduced capacity “in-person” programs were held using safety protocols, such as the 4-H Camp at the Jamestown 4-H Center, and five weeks of summer day camps. Additional 4-H STEM clubs were created to meet the needs of 4-H youth. 4-H community clubs continue to meet in virtual or hybrid formats.

Family and Consumer Sciences programming offered virtual programs that focused on dealing with the pandemic and current concerns from various perspectives. The “Teen Cuisine @ Home” program expanded to include a hybrid version at Wilder Middle School in the Spring of 2021. Students in the after-school program learned how to make healthy food choices and nutritional snacks. The Henrico County Extension Office collaborated with Henrico County Libraries, the United Way of Greater Richmond, and the Petersburg Volunteer Income Tax Assistance (VITA) program to provide free tax preparation during the 2021 tax season. Using a remote operation, the sites prepared 153 returns with tax refunds totaling \$191,253, providing necessary relief to citizens over a period of economic turmoil.

Agriculture and Natural Resources offered virtual programs through the Extension Office’s website. Including a collaborative Master Gardener training program. Master Gardener volunteers were also able to return to assisting homeowners meet their lawn-care needs through the SMART Lawns and new Smart Scapes programs. The return of the Bug Bizarre program drew over 400 in-person attendees. The Extension continues to increase its use of social

*Agriculture and Home Extension*

media to reach citizens. While Facebook was used most often, Instagram and YouTube are also outlets to share educational programming.

The Agriculture and Home Extension proposed FY23 budget reflects only Henrico County's contribution to the Department's annual expenses. The personnel complement includes two support staff positions. A total of four Extension Agent positions, whose funding resides in the operating portion of the Department's budget, are paid directly by Virginia Tech. Henrico County reimburses Virginia Tech for 100% of the salary and benefit costs of two Extension Agent positions, and 50% of the salary and benefit costs of the additional two Extension Agent positions.

# PERMIT CENTERS

## DESCRIPTION

The Department of Community Development, better known as the Permit Centers, is a convenient “one-stop shop” for residents seeking community development services including permits and applications. The Department has two locations referred to as the Permit Center-East and the Permit Center-West. The Permit Center-East has been in service since 1989. Due to the success of the eastern location, services were expanded to a western location that opened in April 2001. The Permit Centers are staffed by representatives from Building Inspections, Planning, Public Utilities, and Public Works.

## OBJECTIVES

- To consistently provide quality services to all citizens and customers in a professional, accurate, and efficient manner.
- To assist the public, including private citizens, builders, developers, and engineers, with their permitting and licensing needs.
- To provide information to the public concerning the requirements and regulations related to zoning and subdivisions of property, building construction, and other aspects of the development process.
- To assist the public with questions concerning the agendas and processes of the Planning Commission and Board of Zoning Appeals.
- To provide a streamlined development review process at a convenient location.
- To accurately track, monitor, and administer the costs of providing these services in order to provide them in a cost-efficient manner.

## FISCAL YEAR 2023 SUMMARY

### Annual Fiscal Plan

| Description                 | FY21<br>Actual | FY22<br>Original | FY23<br>Approved | Change<br>22 to 23 |
|-----------------------------|----------------|------------------|------------------|--------------------|
| Personnel                   | \$ 1,026,196   | \$ 1,164,068     | \$ 1,336,741     | 14.8%              |
| Operation                   | 17,827         | 20,930           | 25,931           | 23.9%              |
| Capital                     | 0              | 9,372            | 9,372            | 0.0%               |
| Sub-Total                   | \$ 1,044,023   | \$ 1,194,370     | \$ 1,372,044     | 14.9%              |
| Interdepartmental Billings* | (214,614)      | (282,826)        | (282,826)        | 0.0%               |
| Total Budget                | \$ 829,409     | \$ 911,544       | \$ 1,089,218     | 19.5%              |
| Personnel Complement        | 16             | 16               | 16               | 0                  |

\*Reflects the reimbursement of four positions (2 Public Works; 2 Public Utilities) assigned to the Permit Center, which are reflected in the Permit Centers' personnel complement.

PERFORMANCE MEASURES

|                              | Performance Measures |       |       | Change   |
|------------------------------|----------------------|-------|-------|----------|
|                              | FY21                 | FY22  | FY23  | 22 to 23 |
| <b>Workload Measures</b>     |                      |       |       |          |
| Total Number of Inquiries    | 14,773               | 9,443 | 9,632 | 189      |
| Permit Applications Received | 4,933                | 6,269 | 6,395 | 126      |
| Permits Issued               | 4,444                | 6,269 | 6,395 | 126      |
| Reviews Performed            | 9,244                | 8,131 | 8,293 | 162      |
| Business Licenses Reviewed   | 2,450                | 2,400 | 2,448 | 48       |

BUDGET HIGHLIGHTS

The primary objective of the Permit Centers is to provide accurate, efficient, and professional services to all customers (both internal and external) who come to the Centers needing assistance. The FY23 budget is \$1,089,218. The salaries of four staff positions are paid by other Departments. \$282,826 has been budgeted for the reimbursement of these salary costs.

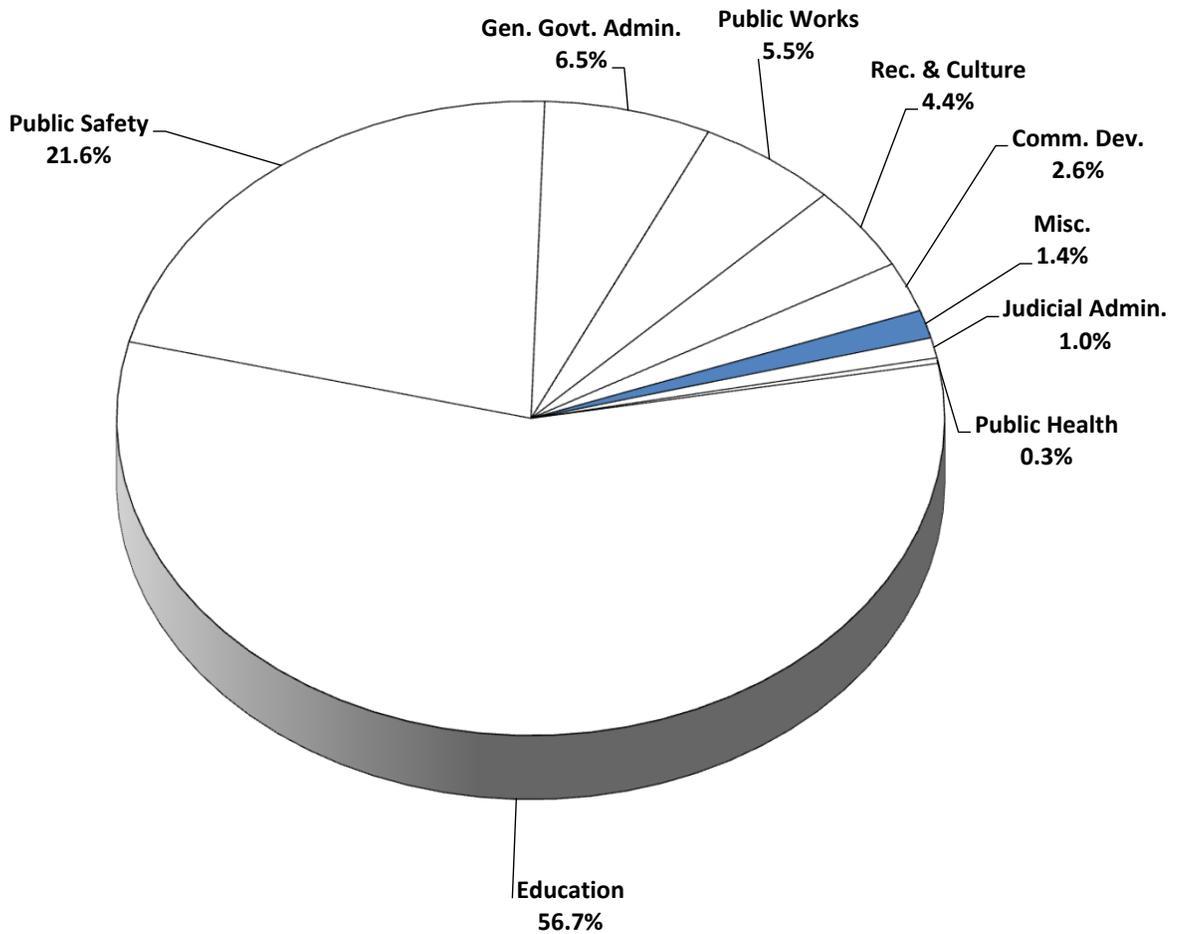
During the second half of 2021 the Department began using the new POSSE permit submission, review, and tracking software in conjunction with other development agencies. The new system requires all building and trade permit applications be submitted electronically and has been very well received. As a result of the new application procedures the amount of walk-in traffic and telephone/email inquiries to the two Centers has declined, but only because applicants may now apply from their office or home. This saves the applicant time, money, and resources. The reduced “Total Number of Inquires” reflects this new reality. The increased volume of work is reflected in the “Permits Issued,” which is projected to rise approximately 40% for the current fiscal year.

The Department continues to work closely with its “sister” agencies. Technicians regularly consult with their counterparts in these other agencies to make sure the customer is receiving assistance consistent with established policies, regulations, and interpretations.

During the coming fiscal year, the Department will continue to use County resources in an efficient, professional manner.

# COUNTY OF HENRICO, VIRGINIA

Miscellaneous  
\$15,236,171



Total General Fund  
\$1,063,596,822

**COUNTY OF HENRICO, VIRGINIA  
GENERAL FUND - MISCELLANEOUS**

| <b>Department</b>            | <b>FY21<br/>Actual</b> | <b>FY22<br/>Original</b> | <b>FY23<br/>Approved</b> |
|------------------------------|------------------------|--------------------------|--------------------------|
| <b>Miscellaneous</b>         |                        |                          |                          |
| Non-Departmental             |                        |                          |                          |
| Tax Relief Program           | \$10,341,167           | \$9,000,000              | \$11,000,000             |
| Payments to Outside Agencies | 5,037,417              | 2,193,949                | 2,505,624                |
| Reserve - Miscellaneous      | 0                      | 1,514,802                | 1,613,102                |
| Other                        | 36,170                 | 45,214                   | 45,214                   |
| Henricopolis                 | 0                      | 0                        | 58,231                   |
| Sandston Recreation Center   | 14,311                 | 14,000                   | 14,000                   |
| <b>Total Miscellaneous</b>   | <b>\$15,429,065</b>    | <b>\$12,767,965</b>      | <b>\$15,236,171</b>      |

# NON-DEPARTMENTAL

## County Supported Activities

### DESCRIPTION

Certain General Fund functions that cannot logically be categorized with any of the established departments are included within this Non-Departmental category. These functions are largely comprised of funding for community organizations and the County’s Real Estate Advantage (Tax Relief) Program.

### OBJECTIVES

- To cover the funding requirements of a number of approved regionally or jointly supported outside agencies.
- To provide funding for the County’s Real Estate Advantage Program (REAP), which provides tax relief for elderly and handicapped citizens.
- To provide funding to a number of approved not-for-profit agencies that provide needed and useful services to residents of Henrico County.
- To provide funding for payments to County Board members who serve on certain Boards and Commissions.

### BUDGET HIGHLIGHTS

The amount of funding requested from organizations in the private sector for contributions from the County continues to exceed available funding. The FY23 budget has attempted to strike a balance between these requests and available resources.

### FISCAL YEAR 2023 SUMMARY

**Annual Fiscal Plan**

| <u>Description</u>           | <u>FY21<br/>Actual</u> | <u>FY22<br/>Original</u> | <u>FY23<br/>Approved</u> | <u>Change<br/>22 to 23</u> |
|------------------------------|------------------------|--------------------------|--------------------------|----------------------------|
| Tax Relief Programs          | \$ 10,341,167          | \$ 9,000,000             | \$ 11,000,000            | 22.2%                      |
| Board Members <sup>(1)</sup> | 36,170                 | 45,214                   | 45,214                   | 0.0%                       |
| Donations to Agencies        | 3,971,276              | 973,551                  | 1,522,489                | 56.4%                      |
| Share of Other Agencies      | 1,066,141              | 1,220,398                | 1,040,035                | (14.8%)                    |
| Reserve for Contingences     | \$ 0                   | \$ 1,514,802             | \$ 1,556,202             | 2.7%                       |
| Total <sup>(2)</sup>         | <u>\$ 15,414,754</u>   | <u>\$ 12,753,965</u>     | <u>\$ 15,163,940</u>     | <u>18.9%</u>               |
| Personnel Complement         | N/A                    | N/A                      | N/A                      | N/A                        |

<sup>(1)</sup>Capital Regional Airport Commission, Housing Advisory Committee and Plan RVA

<sup>(2)</sup>Not including Sandston Community House.

*Non-Departmental*

**BUDGET HIGHLIGHTS (CONTINUED)**

In addition to the funding for outside agencies shown in this budget, contributions are made to other agencies in the Schools' budget, including: Partners in the Arts; Richmond Symphony; Valentine Museum; Virginia Historical Society; Maymont; and The American Civil War Center at Tredegar.

Henrico's \$385,000 contribution to the Greater Richmond Partnership and its \$2,140,742 amount of funding for Richmond Region Tourism (formerly Richmond Metropolitan Convention and Visitor's Bureau) are allocated in the County's Economic Development budget.

In FY21, CARES Act funding of \$2,620,550 was deployed among non-profits to help Henrico families provide childcare to help citizens return to work. Those expenses are accounted for in the Donations to Agencies section of this budget.

The cost of the County's Real Estate Tax Advantage Program (REAP) is also budgeted in the Non-Departmental area. The maximum benefit for the REAP program is \$3,000 per participating home. The eligibility parameter for net worth, which excludes the value of the home and up to 10 acres of land, is recommended to be raised from \$400,000 to \$500,000 in 2022, while the annual income threshold for the program remains \$75,000.

# NON-DEPARTMENTAL

## Sandston Recreation Center

### DESCRIPTION

The Sandston Recreation Center provides a facility for indoor recreation for the Sandston community. The center also receives funds in addition to those included in the County budget from rental fees and donations from users and community organizations.

### OBJECTIVES

- To provide meeting and recreational opportunities for the Sandston community.
- To provide space to community organizations for meetings and public activities.

### BUDGET HIGHLIGHTS

There are no requested changes in service levels for FY23. Funds are used for utilities, maintenance, and repairs of the facility. In FY17, the Board of Supervisors approved, as part of the adoption of the Water & Sewer rates, the elimination of the \$0.50 per month fee charged on water bills within Sanitary District Two so support now comes entirely from the General Fund.

### FISCAL YEAR 2023 SUMMARY

**Annual Fiscal Plan**

| <b>Description</b>   | <b>FY21<br/>Actual</b> | <b>FY22<br/>Original</b> | <b>FY23<br/>Approved</b> | <b>Change<br/>22 to 23</b> |
|----------------------|------------------------|--------------------------|--------------------------|----------------------------|
| Personnel            | \$ 0                   | \$ 0                     | \$ 0                     | 0.0%                       |
| Operation            | 14,311                 | 14,000                   | 14,000                   | 0.0%                       |
| Capital              | 0                      | 0                        | 0                        | 0.0%                       |
| <b>Total</b>         | <b>\$ 14,311</b>       | <b>\$ 14,000</b>         | <b>\$ 14,000</b>         | <b>0.0%</b>                |
| Personnel Complement | N/A                    | N/A                      | N/A                      | N/A                        |

# NON-DEPARTMENTAL

## Henricopolis Soil and Water Conservation District

### DESCRIPTION

The Henricopolis Soil and Water Conservation District is a subdivision of Virginia’s government, responsible under State law for natural resource conservation. Established in 1975, Henricopolis is one of 47 soil and water conservation districts in the State of Virginia.

The District is governed by a five member Board of Directors comprised of local citizens who serve without pay. Three director positions are elected and two are appointed. The District employs staff to carry out its programs.

### OBJECTIVES

- To conserve Henrico’s natural resources.
- To augment environmental awareness of Henrico youth through standards of learning based natural resources classroom programs.

### BUDGET HIGHLIGHTS

The FY23 budget for the Henricopolis Soil and Water Conservation District is \$58,231. This is the first year that funding for the District has been budgeted in this area, as it was previously in another section of the Non-Departmental budget. The proposed amount of funding represents a reduction of \$58,231, or 50.0% compared to the amount of support in FY22. The District also receives state funding in support of its programs.

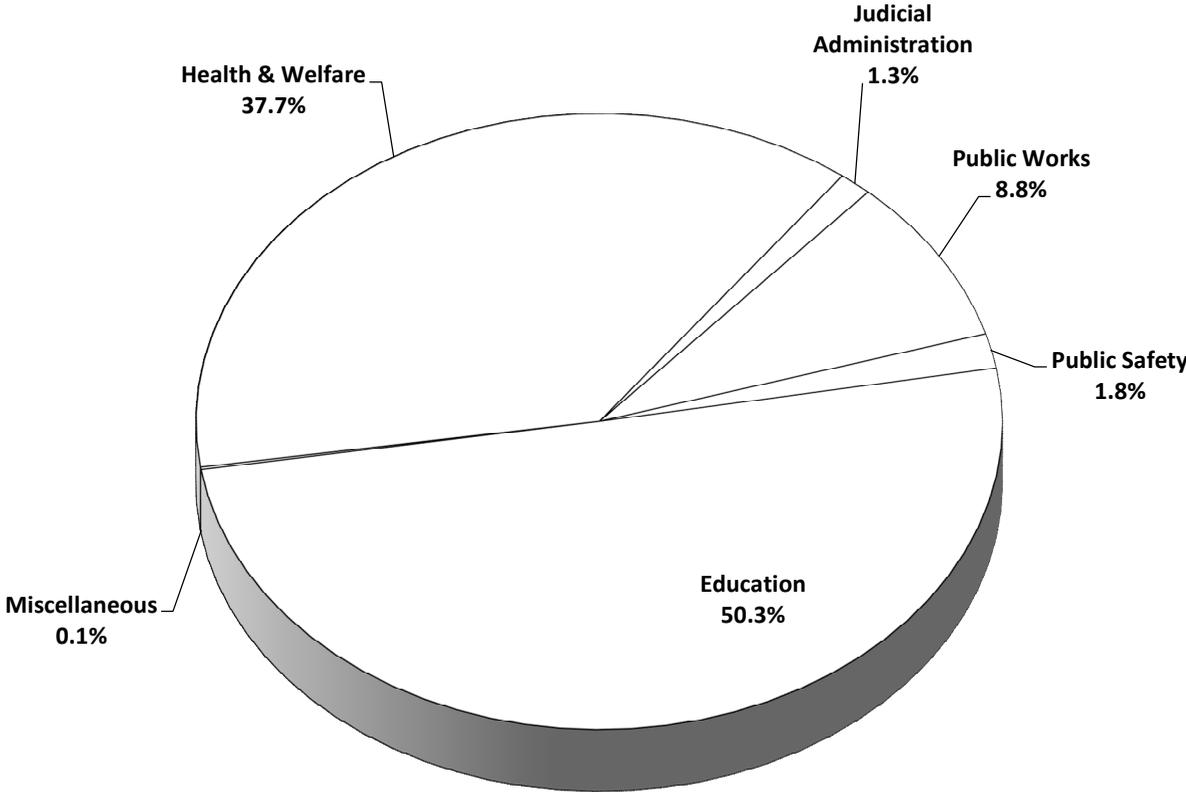
### FISCAL YEAR 2023 SUMMARY

#### Annual Fiscal Plan

| <u>Description</u>   | <u>FY21<br/>Actual</u> | <u>FY22<br/>Original</u> | <u>FY23<br/>Approved</u> | <u>Change<br/>22 to 23</u> |
|----------------------|------------------------|--------------------------|--------------------------|----------------------------|
| Personnel            | \$ 0                   | \$ 0                     | \$ 0                     | 0.0%                       |
| Operation            | 100,000                | 116,462                  | 58,231                   | (50.0%)                    |
| Capital              | 0                      | 0                        | 0                        | 0.0%                       |
| <b>Total</b>         | <b>\$ 100,000</b>      | <b>\$ 116,462</b>        | <b>\$ 58,231</b>         | <b>(50.0%)</b>             |
| Personnel Complement | N/A                    | N/A                      | N/A                      | N/A                        |

# COUNTY OF HENRICO, VIRGINIA

## Special Revenue Fund



Total \$219,235,025

# CAPITAL REGION WORKFORCE PARTNERSHIP

## DESCRIPTION

The Capital Region Workforce Partnership (CRWP) is an eight-jurisdiction consortium with elected representation from Henrico, Charles City, Chesterfield, Goochland, Hanover, New Kent and Powhatan Counties and the City of Richmond. The Partnership, in cooperation with the Capital Region Workforce Development Board (WDB) it appoints, has responsibility for oversight and disbursing federal funds allocated to the region from the Workforce Innovation and Opportunity Act of 2014 (WIOA), and other federal, state, and local grants and resources that become available. Henrico County serves the important role of grant recipient and fiscal agent for these funds.

The CRWP is organized as a Henrico County department with responsibility for providing administrative support to the Partnership Board, the WDB, its standing committees, and managing contracts for delivery of WIOA services through the three Workforce Centers in the Region. Staff are also responsible for ensuring compliance with applicable state and federal regulations.

## OBJECTIVES

- Provide regional leadership to develop innovative strategies and deliver services that advance and sustain workforce solutions.
- Align workforce development efforts to business and economic development needs to ensure a demand-driven system.
- Develop and advance partnerships with other service delivery organizations to minimize duplication and deploy resources in a more efficient and effective manner.

## FISCAL YEAR 2023 SUMMARY

### Annual Fiscal Plan

| Description            | FY21             | FY22             | FY23             | Change       |
|------------------------|------------------|------------------|------------------|--------------|
|                        | Actual           | Original         | Approved         | 22 to 23     |
| Personnel *            | \$ 545,757       | \$ 758,733       | \$ 768,815       | 1.3%         |
| Operating              | 3,805,712        | 3,443,272        | 4,044,730        | 17.5%        |
| Capital                | 12,451           | 0                | 0                | 0.0%         |
| Total                  | <u>4,363,920</u> | <u>4,202,005</u> | <u>4,813,545</u> | <u>14.6%</u> |
| Personnel Complement * | N/A              | N/A              | N/A              | N/A          |

\* The budget for CRWP supports eight complement III positions, which are not included in the county's personnel complement.

## PERFORMANCE MEASURES

| Performance Measures                          |        |        |        |                    |
|---|--------|--------|--------|--------------------|
|   | FY21   | FY22   | FY23   | Change<br>22 to 23 |
| <b>Workload Measures</b>                      |        |        |        |                    |
| Customers Receiving Basic Career Services     | 15,987 | 12,000 | 18,000 | 6,000              |
| Customers Enrolled in Individualized Services | 740    | 825    | 875    | 50                 |
| Customers Receiving Training                  | 131    | 160    | 185    | 25                 |

## OBJECTIVES (CONTINUED)

- Raise awareness of the public workforce development system as the “go-to place” for workforce solutions for both business sector and job seekers.

## DEPARTMENTAL HIGHLIGHTS

The CRWP is responsible for meeting the administrative requirements of its various funding sources, implementing policies, budget management, and achieving performance requirements, as may be set by the Partnership, the State, Virginia Community College System (VCCS), and the U.S. Department of Labor.

The impacts of COVID, combined with societal changes in attitudes about work, continue to impact CRWP’s operations. During FY22, the Department shifted focus to more “employer-based” efforts such as on-the-job and incumbent worker training as numbers of universal jobseekers visiting workforce centers continued to decline. CRWP is starting to see program enrollments get back closer to pre-COVID FY20 numbers and expects this trend to continue.

Equus continues to operate the Title I WIOA contract to deliver Adult and Dislocated Worker Services to those who meet WIOA eligibility criteria. WIOA services include individualized career planning, resume and interviewing workshops, counseling, basic work readiness such as computer skills, paid work experiences and internships, and various forms of training assistance such as tuition vouchers and on-the-job training. Through a separate procurement, they also serve as the region’s “One Stop Operator”, a federally required role that ensures that workforce centers and partners operate in a consistent and collaborative manner with high-quality standards for the benefit of customers.

The out-of-school youth program targets disengaged young adults ages 17 - 24 that have certain barriers to success in employment or education. Ross Employment Solutions is the current operator of these services.

OUTCOMES

The performance outcomes of CRWP’s services are an important indicator of the program’s success, as they measure what we have done to help customer’s rather than simply how many we served. In FY21, CRWP exceeded or met 14 of 15 benchmarks set by the Commonwealth of Virginia. The targets are set for FY23 are outlined on the right.

|                       | <i>Adults/Dislocated Workers</i> | <i>Youth</i> |
|-----------------------|----------------------------------|--------------|
| Job Placement         | 81%                              | 80%          |
| Job Retention         | 82%                              | 80%          |
| Credential Attainment | 75%                              | 72%          |

BUDGET HIGHLIGHTS

The FY23 CRWP budget in the amount of \$4,813,545 reflects a 14.6% increase compared to last fiscal year’s approved budget. The increase is reflective of enhanced federal funding levels and projected rent revenue increases. Personnel grew \$10,082 reflecting benefit rate changes and operating outlay.

The exact amount of federal funding will be available after the County budget is adopted so an appropriate placeholder is used until the state issues local allocations to all of Virginia’s 14 local workforce areas. The federal funding formula includes variables such as unemployment and poverty rates that fluctuate around the state from year-to-year, impacting how much each region may receive once Congress appropriates funds and the state runs the calculations.

The FY23 budget includes a grant reserve that allows transfers into the program based on need. It is not unusual for CRWP to receive special grant awards in any given fiscal year and the reserve affords the department the ability to implement grant activities until the Board of Supervisors is able to appropriate the funds through a budget amendment.

HENRICO COUNTY AND LOCAL FUNDING

Revenue from local contributions outside of Henrico County are expected to total \$132,000 in FY23. Henrico County’s contribution to CRWP is budgeted at \$58,000 for FY23. This is a slight increase from FY22 reflecting a greater share of Henrico residents served.

The WIOA remains the primary funding source for the Capital Region Workforce Partnership’s costs.

The salary of the Director of the Capital Region Partnership is allocated between the Federal grant, 75%, and the balance of 25% to non-federal local funds from the eight jurisdictions that comprise the Capital Region.

*CRWP*

This table shows contributions to CRWP from Henrico County and from the other localities as well as Henrico's contributions as a percentage of total local contributions. Locality contributions have been based on the proportional service level received in the prior year since a new formula was adopted in FY16. The average Henrico contribution was 69% before the formula and has averaged 29% since adoption. This standardized format lowered Henrico's contribution significantly.

| <b>Fiscal Year</b> | <b>Henrico Contribution</b> | <b>All Other Local Contributions</b> | <b>Henrico as a % of Total</b> |
|--------------------|-----------------------------|--------------------------------------|--------------------------------|
| FY2012             | \$217,695                   | \$127,280                            | 63%                            |
| FY2013             | \$206,810                   | \$127,280                            | 62%                            |
| FY2014             | \$200,606                   | \$62,280                             | 76%                            |
| FY2015             | \$170,028                   | \$62,080                             | 73%                            |
| FY2016             | \$64,380                    | \$120,435                            | 35%                            |
| FY2017             | \$46,101                    | \$138,899                            | 25%                            |
| FY2018             | \$45,250                    | \$114,750                            | 28%                            |
| FY2019             | \$46,400                    | \$124,300                            | 27%                            |
| FY2020             | \$58,000                    | \$144,000                            | 29%                            |
| FY2021             | \$56,000                    | \$147,000                            | 28%                            |
| FY2022             | \$56,000                    | \$136,000                            | 29%                            |
| FY2023             | \$58,000                    | \$132,000                            | 31%                            |

# COMMONWEALTH'S ATTORNEY

## Special Drug Prosecutor

### DESCRIPTION

The General Assembly of Virginia passed legislation in 1983 establishing the Special Drug Prosecutor Program and creating Multi-Jurisdiction Grand Juries (MJGJs). A MJGJ, in contrast to a regular grand jury, is an investigative body with the statutory authority to issue statewide subpoenas for documents and other evidence, and to call for sworn testimony of persons with information related to specific criminal offenses. Henrico's Drug Prosecutor program was implemented in May of 1984. The goal is to investigate criminal violations of Virginia drug laws as well as other illegal activities, including homicide, abduction, perjury, embezzlement, computer crimes, Medicaid fraud, and trademark infringement.

### OBJECTIVES

- Investigate and prosecute those involved in the illegal use or distribution of drugs, and drug paraphernalia.
- Provide assistance in any other provision of law when such condition is discovered in the course of an investigation, which a multi-jurisdiction drug prosecutor is otherwise authorized to undertake and to investigate any condition, which involves or tends to promote any attempt, solicitation or conspiracy to violate laws.
- Administer use of the grand jury by prosecutors from each of the member jurisdictions Commonwealth's Attorney's Offices.

### BUDGET HIGHLIGHTS

The Special Drug Prosecutor budget for FY23 is \$193,412, a decrease of \$13,636, or 6.6% compared to the prior fiscal year and is exclusively a change in the personnel component and includes employee compensation and benefit rate increases offset by salary related to staffing changes.

### FISCAL YEAR 2023 SUMMARY

| Description           | Annual Fiscal Plan |                   |                   |                    |
|-----------------------|--------------------|-------------------|-------------------|--------------------|
|                       | FY21<br>Actual     | FY22<br>Original  | FY23<br>Approved  | Change<br>22 to 23 |
| Personnel             | \$ 157,325         | \$ 201,590        | \$ 187,954        | (6.8%)             |
| Operation             | 3,578              | 5,458             | 5,458             | 0.0%               |
| Capital               | 0                  | 0                 | 0                 | 0.0%               |
| Total                 | <u>\$ 160,903</u>  | <u>\$ 207,048</u> | <u>\$ 193,412</u> | <u>(6.6%)</u>      |
| Personnel Complement* | 1                  | 1                 | 1                 | 0                  |

\* Special Drug Prosecutor maintains the budget for two positions but the 1 complement III position is excluded from this Personnel Count.

*Special Drug Prosecutor*

**PERFORMANCE MEASURES**

|                          | <u>FY21</u> | <u>FY22</u> | <u>FY23</u> | <u>Change<br/>22 to 23</u> |
|--------------------------|-------------|-------------|-------------|----------------------------|
| <b>Workload Measures</b> |             |             |             |                            |
| Total Subpoenaes         | 1,634       | 1,650       | 1,675       | 25                         |
| Total Indictments        | 677         | 700         | 725         | 25                         |
| Total Defendants         | 227         | 250         | 275         | 25                         |

**BUDGET HIGHLIGHTS (CONTINUED)**

The operating component is unchanged compared to FY22.

The State Compensation Board and the county both contribute to the salaries and associated personnel costs for the two positions funded through the program. The budget includes General Fund support of \$66,308.

The table below presents a historical depiction of the State/County split of the spending for this program.

| Fiscal Year | State Funding | County Funding | % County |
|-------------|---------------|----------------|----------|
| FY14        | 121,533       | 66,715         | 35%      |
| FY15        | 129,773       | 61,185         | 32%      |
| FY16        | 131,998       | 52,569         | 28%      |
| FY17        | 131,998       | 61,862         | 32%      |
| FY18        | 104,207       | 60,843         | 37%      |
| FY19        | 108,936       | 61,343         | 37%      |
| FY20        | 114,337       | 61,343         | 36%      |
| FY21        | 120,953       | 58,276         | 33%      |
| FY22        | 140,740       | 66,308         | 32%      |
| FY23        | 127,104       | 66,308         | 34%      |

**DEPARTMENT HIGHLIGHTS**

The Special Drug Prosecutor Program provides a vital public safety function for the county by working with a multi-jurisdictional investigative grand jury comprised of the Counties of Henrico, Hanover and Chesterfield, and the City of Richmond. The Special Drug Prosecutor coordinates witnesses and subpoenas for tangible evidence ordered by the grand jury and handles a full caseload of criminal matters. The multi-jurisdictional grand jury plays an essential role in the investigation of drug and homicide cases in the Richmond metropolitan area.

# COMMONWEALTH'S ATTORNEY

## Victim/Witness Assistance Program

### DESCRIPTION

The Victim/Witness Assistance Program was established in Virginia in 1984 by the General Assembly. Henrico's Victim/Witness program was implemented in May of 1988. The goal is to assist crime victims and witnesses through the criminal justice system by providing the information and assistance required by the Crime Victim and Witness Rights Act. These services include assistance finding information of the victim/witness' case, understanding court procedures, applying for Crime Victims' compensation, preparing Victim Impact Statements, preparing Parole Input Forms, and arranging short-term crisis counseling.

### OBJECTIVES

- Reduce delays in the court process by reducing the incidences of witness "no-show" through improved notification services.
- Reduce the trauma of crime for victims through crisis intervention and specialized counseling.
- Enable authorities to quickly establish and maintain contact with victims and witnesses.
- Increase victim cooperation and successful prosecution through providing the victim/witness more information on court room procedures and the criminal justice system.
- Provide services in a cost-effective manner by coordinating volunteer time and talent.

### FISCAL YEAR 2023 SUMMARY

#### Annual Fiscal Plan

| Description           | FY21                | FY22                | FY23                | Change      |
|-----------------------|---------------------|---------------------|---------------------|-------------|
|                       | Actual              | Original            | Approved            | 22 to 23    |
| Personnel             | \$ 992,098          | \$ 1,125,441        | \$ 1,187,608        | 5.5%        |
| Operation             | 124,051             | 133,535             | 136,695             | 2.4%        |
| Capital               | 16,618              | 5,000               | 4,000               | (20.0%)     |
| Total                 | <u>\$ 1,132,767</u> | <u>\$ 1,263,976</u> | <u>\$ 1,328,303</u> | <u>5.1%</u> |
| Personnel Complement* | 5                   | 5                   | 5                   | 0           |

\*The Victim Witness Program maintains the budget for thirteen positions but 8 are complement III positions excluded from the personnel complement.

Victim Witness

PERFORMANCE MEASURES

|                          | <u>FY21</u> | <u>FY22</u> | <u>FY23</u> | <u>Change<br/>22 to 23</u> |
|--------------------------|-------------|-------------|-------------|----------------------------|
| <b>Workload Measures</b> |             |             |             |                            |
| Victims Assisted         | 5,782       | 6,053       | 6,324       | 271                        |

BUDGET HIGHLIGHTS

The Victim Witness Assistance Program budget for FY23 is \$1,328,303 an increase of 5.1% compared to the prior fiscal year. The personnel component increased by \$62,167 and includes employee compensation and benefit rate increases.

The operating component is \$136,695, an increase of 2.4% from the previous fiscal year with funds shifted from capital accounts and an increase of \$2,160 to cover contractually based lease increases for the Victim Witness office space, also used by CASA. The capital component was reduced by \$1,000 with funds shifted to operating accounts to cover emergency assistance for crime victims.

The FY23 budget includes a General Fund transfer of \$652,630 to provide funding for program costs. State and Federal grant funding is anticipated to be \$675,673. Estimated grant funding is fully budgeted in the FY23 budget. The budget includes funding for thirteen full-time positions, eight of which are complement III, four are complement II, and one complement I position.

The table provides a historical depiction of budgeted state and county funding by fiscal year over a ten-year period.

| Fiscal Year | State Funding | County Funding | % County |
|-------------|---------------|----------------|----------|
| FY14        | 363,226       | 331,814        | 48%      |
| FY15        | 374,119       | 343,711        | 48%      |
| FY16        | 430,156       | 354,480        | 45%      |
| FY17        | 660,936       | 374,932        | 36%      |
| FY18        | 674,155       | 376,103        | 36%      |
| FY19        | 674,155       | 443,775        | 40%      |
| FY20        | 674,155       | 493,487        | 42%      |
| FY21        | 673,458       | 459,310        | 41%      |
| FY22        | 674,155       | 589,821        | 47%      |
| FY23        | 675,673       | 652,630        | 49%      |

# COMMUNITY CORRECTIONS PROGRAM

## Community-Based Probation and Pretrial Services Program

### DESCRIPTION

The purpose of the Henrico Community Corrections Program (CCP) is to provide the Henrico County Court System with alternatives to incarceration through a range of probation and pretrial services for adults. The CCP mission is to enhance public safety through assessments and community supervision guided by best practices.

Probationers are supervised according to risks and needs, based upon assessments and case plan goals, and referred to counseling and community resources. They also perform community service work and make restitution to their victims as retribution and restorative justice. Pretrial Services Officers conduct risk assessments with defendants who are in jail awaiting trial. They provide the court with risk assessments and bond recommendations at arraignment, and supervise defendants so ordered by the court as a condition of release pending trial. Henrico's Community Corrections Program has provided services to the courts since 1995, and, through the former Community Diversion Incentive (CDI) Program, since 1983.

The Drug Court Program is under the auspices of the Community Corrections Program and is presented in this document as a separate budget for clarity in understanding its functions as well as its separate funding source.

### OBJECTIVES

- To collaborate with community service agencies and community resources.
- To implement evidence-based practices and programs, including motivational interviewing and Effective Practices In Community Supervision (EPICS).

### FISCAL YEAR 2023 SUMMARY

#### Annual Fiscal Plan

| Description | FY21<br>Actual      | FY22<br>Original    | FY23<br>Approved    | Change<br>22 to 23 |
|-------------|---------------------|---------------------|---------------------|--------------------|
| Personnel   | \$ 1,679,013        | \$ 1,737,196        | \$ 1,919,448        | 10.5%              |
| Operation   | 112,982             | 76,030              | 146,030             | 92.1%              |
| Capital     | 38,647              | 11,077              | 11,077              | 0.0%               |
| Total       | <u>\$ 1,830,642</u> | <u>\$ 1,824,303</u> | <u>\$ 2,076,555</u> | <u>13.8%</u>       |

Personnel Complement\* 3 3 4 1

\* - One additional Pretrial Services Officer is approved in the FY23 budget. There are 20 Complement III positions and 1 Complement IV position, which are not included in the County's personnel complement.

PERFORMANCE MEASURES

|  | Performance Measures |       |       | Change   |
|--|----------------------|-------|-------|----------|
|  | FY21                 | FY22  | FY23  | 22 to 23 |
| <b>Workload Measures</b>                 |                      |       |       |          |
| New Pretrial Cases Supervised            | 1,701                | 1,472 | 1,587 | 115      |
| New Probation Cases Supervised           | 1,067                | 1,184 | 1,184 | 0        |
| Compliance Rate for Pretrial             | 86%                  | 80%   | 83%   | 3%       |
| Compliance Rate for Prob. (Misdemeanors) | 75%                  | 74%   | 74%   | 0%       |
| Compliance Rate for Prob. (Felons)       | 60%                  | 74%   | 74%   | 0%       |

OBJECTIVES

- To provide risk assessments and bond recommendations to the courts and a means of either pretrial release to bail, unsecured release on recognizance, or release on secured bond.
- To monitor probationers for payment of court ordered costs and restitution to the courts and victims.

BUDGET HIGHLIGHTS

The Community Corrections budget includes four distinct programs for FY23: (a) Pretrial Services; (b) Probation Services; (c) Community Service Coordination; and (d) the Drug Court Program (The Drug Court Program is presented as a separate budget narrative). Pretrial and Probation Services are principally funded by the State, with probation fees that are collected by the Department also contributing to the funding of these services. The Community Corrections Program continues to experience a high volume of referrals because of jail diversion efforts.

The Community Corrections Program’s budget proposal for FY23 is \$2,076,555, which is an increase of \$252,252, or 13.8%, from the FY22 approved budget. Budgetary growth of 10.5% in the personnel area was due to the addition of a Pretrial Services Officer position as well as wage scale adjustments and increases in benefit costs. The operating requirement increased by \$70,000, or 92.1%, as funding for a contracted provider of drug testing services was added. This resource will free up staff for their other supervision responsibilities. Funding for capital equipment is unchanged at \$11,077. The majority of the capital funds are provided the replacement of computer equipment.

The allotment of General Fund support for FY23 is budgeted to increase by \$120,977, or 33.3%, to a total of \$484,452. State support for the program is proposed to increase by \$131,275 or 10.8%, to a total of \$1,347,153. These increases will support the personnel cost growth and contractual drug testing noted above. The Department also collects probation and restitution monitoring fees, which are utilized to support program services. Those fee collections are estimated to be \$244,950 during FY23.

# COMMUNITY CORRECTIONS PROGRAM

## Drug Court Program

### DESCRIPTION

The Drug Court Program was initiated in January of 2003. The Drug Court provides intense supervision and treatment, frequent judicial reviews, mandatory drug testing, graduated sanctions, aftercare, and other rehabilitative services to nonviolent, substance abusing offenders for a minimum of twelve months. The average participant spends eighteen months in the program. New participants are placed in the program each year. Their progress is closely monitored and evaluated by program staff.

Working with other organizations and agencies is key to the success of the Drug Court. The program coordinates its efforts with other County agencies and nonprofit organizations in the region to help deliver the program's services. In addition, the Sheriff provides one part-time investigator to the program as an in-kind County contribution. The Henrico Commonwealth's Attorney's Office, Henrico Mental Health and Developmental Services, the Circuit Court and the Community Corrections Program also provide in-kind contributions to the program.

### OBJECTIVES

- To reduce crime resulting from substance abusing offenders.
- To assist participants with finding gainful employment or increasing their educational achievements.
- To locate additional resources to contribute towards the support of the Drug Court Program in the future.
- To provide comprehensive treatment to substance abusing offenders.
- To administer, monitor, and evaluate the Drug Court Program for effectiveness and economic impact.

### FISCAL YEAR 2023 SUMMARY

| Description           | FY21              | FY22              | FY23              | Change      |
|-----------------------|-------------------|-------------------|-------------------|-------------|
|                       | Actual            | Original          | Approved          | 22 to 23    |
| Personnel             | \$ 310,519        | \$ 377,279        | \$ 405,923        | 7.6%        |
| Operation             | 53,446            | 73,464            | 73,464            | 0.0%        |
| Capital               | 6,943             | 1,500             | 1,500             | 0.0%        |
| Total                 | <u>\$ 370,908</u> | <u>\$ 452,243</u> | <u>\$ 480,887</u> | <u>6.3%</u> |
| Personnel Complement* | 1                 | 1                 | 1                 | 0           |

*\*Note: The FY2022-23 Budget reflects 1 position as a Complement I position, and 4 positions as Complement III positions. Complement III positions are not shown as they are not supported by the local funding.*

Drug Court

PERFORMANCE MEASURES

|                                     | Performance Measures |      |      | Change   |
|-------------------------------------|----------------------|------|------|----------|
|                                     | FY21                 | FY22 | FY23 | 22 to 23 |
| <b>Workload Measures</b>            |                      |      |      |          |
| Successful Graduates                | 15                   | 16   | 10   | (6)      |
| Number of Referrals                 | 34                   | 25   | 30   | 5        |
| <b>Efficiency Measures</b>          |                      |      |      |          |
| % of Referrals Assessed on Time     | 100%                 | 100% | 100% | 0%       |
| <b>Effectiveness Measures</b>       |                      |      |      |          |
| % of Participants Staying Drug-Free | 95%                  | 97%  | 97%  | 0%       |

BUDGET HIGHLIGHTS

The Drug Court Program will complete its eighteenth year of operations in FY22. The program was started with the use of federal funding. However, federal funds were discontinued in FY06. The Drug Court program for Henrico County received a grant from the State in the amount of \$232,261 in FY06 to support the program and replace the discontinued federal funding. It is anticipated that funding from the Virginia Supreme Court, which administers these grants will be \$240,000 in FY23. This estimate is unchanged from the amount of State support in the FY22 approved budget. The requirement for General Fund support in FY23 is projected to be \$218,477, which is an increase of \$28,644 or 15.1%. The Drug Court also collects probation fees to help defray the costs of the program. Fee collections are expected to be \$22,410 during FY23.

The budget for FY23 is \$480,887. This is an increase of \$28,644, or 6.3%, from the FY22 approved budget. The increase is driven by pay adjustments and the increased cost of employee benefits. The request for funding for operations is unchanged from the FY22 approved budget and the allocation for capital equipment remains at \$1,500. Those funds are allocated for the replacement of computer equipment.

In January of 2017, the Drug Court instituted a limit of 55 participants in the program, with new slots becoming available when participants leave. Services are provided by; one Complement I position, a Community Corrections Unit Supervisor, and four positions that are Complement III, including one County Probation Officer, one Office Assistant III, and two MH/DS Clinicians.

In recent years, the Drug Court began to offer a new Moral Reconciliation Therapy (MRT) program that is focused on changing the criminal thinking mindset that can create problems for program participants, and a Seeking Safety program, which focuses on treating the mental trauma that has led many to drug addiction. With these two new programs, the Drug Court has doubled its treatment for participants. Despite challenges presented by the COVID-19 pandemic, Drug Court worked continuously to provide 5.5 hours of weekly treatment dosage to ensure continued success of these programs.

### *Drug Court*

The Henrico Drug Court's NACo Award winning "Healthy Lifestyles Initiative" continues to provide information and assistance for participants to gain access to primary health and wellness programming. The Health Department provides annual HIV and Hepatitis testing at the Drug Court Office.

In previous years, employees from the Henrico Commonwealth's Attorney's Office have encouraged friendly competition by taking on the Drug Court participants in a March Madness basketball game as well as an annual softball game.

# VJCCCA - PROBATION

## DESCRIPTION

Since 1996, the Virginia Juvenile Community Crime Control Act (VJCCCA) has provided funding for community-based programs and services in the juvenile justice system outside of secure detention. These programs and services continue to be utilized as alternatives to secure detention. Juvenile and Domestic Relations District Court Judges and Court Service Unit staff utilize VJCCCA funding to provide an array of programs and services to juveniles and their families. This is accomplished by the use of private vendors, independent contractors, and VJCCCA staff.

The programs and services provided include home-based services, GPS electronic monitoring, a two-level larceny reduction program, parenting and anger management groups, Project Fresh Start, and Promoting Empowerment and Resiliency through Learning Strengths (PEARLS), a program that specifically addresses the needs of female youth. In FY17 a category was included under Service Plan Supervision that allows for the ability to provide unique services to individual youth and their families, including services in Spanish and Arabic, trauma assessments, and counseling. In FY21 the Level Two Parenting program was replaced with Parent Coaching.

VJCCCA funds continue to offer services that are accessible in a timely manner and provide much needed resources to youth and their families. The VJCCCA Office continues to develop programs and services that address the juvenile justice needs of Henrico County. Each VJCCCA program has its own unique program goals, but all seek to hold youth accountable for their behavior and reduce continued delinquency. Beyond these goals, parental participation is required within all VJCCCA programs.

## OBJECTIVES

- To provide a continuum of service to the Court and Court Service Unit staff that best fit the needs of Henrico County.
- To continue to provide services and meet the needs of families.

## FISCAL YEAR 2023 SUMMARY

### Annual Fiscal Plan

| Description           | FY21              | FY22              | FY23              | Change       |
|-----------------------|-------------------|-------------------|-------------------|--------------|
|                       | Actual            | Original          | Approved          | 22 to 23     |
| Personnel             | \$ 268,981        | \$ 309,457        | \$ 327,903        | 6.0%         |
| Operation             | 229,803           | 322,630           | 372,665           | 15.5%        |
| Capital               | 289               | 0                 | 0                 | 0.0%         |
| Total                 | <u>\$ 499,073</u> | <u>\$ 632,087</u> | <u>\$ 700,568</u> | <u>10.8%</u> |
| Personnel Complement* | N/A               | N/A               | N/A               | N/A          |

\*Personnel Complement does not reflect 3 Complement III positions that are supported by this budget.

## PERFORMANCE MEASURES

| Performance Measures                           |             |             |             |                            |
|--|-------------|-------------|-------------|----------------------------|
|  | <u>FY21</u> | <u>FY22</u> | <u>FY23</u> | <u>Change<br/>22 to 23</u> |
| <b>Workload Measures</b>                       |             |             |             |                            |
| Number of Referrals from Probation/Court Order | 499         | 499         | 999         | 500                        |

## OBJECTIVES (CONTINUED)

- To continue to provide services that promotes parental participation to assist juveniles and their families in making positive changes.
- To encourage a public/private partnership in the design and delivery of services.

## BUDGET HIGHLIGHTS

The Juvenile Probation VJCCCA budget for FY23 totals \$700,568 which includes County support of \$525,739. The Program's budget reflects a \$68,481 increase, or 10.8% when compared to the FY22 budget. Personnel costs increased by \$18,446, a 6.0% growth, due to rising healthcare, salary, and retirement costs. Operating costs rose by \$50,035 to support efforts to reduce juvenile crime.

On July 1, 2018, VJCCCA staff took over the GPS monitoring program that previously had been monitored by the respective assigned juvenile probation officers. It was initially anticipated there would be an average of 10 youth on GPS daily. VJCCCA staff have monitored 129 youth on GPS in FY19 and 119 in FY20 with only the addition of 1 part-time staff. Sufficient funds have been budgeted for this part-time position with adjustments made in other programs.

The impact of COVID-19 has resulted in programs and services being provided to families on an individual basis via web base. This has resulted in a constant review of service delivery to accommodate families individually and the need to establish rules of etiquette. In addition, the reduction in cases coming into juvenile court has impacted the number of referrals normally received into VJCCCA.

# VJCCCA – DETENTION HOME

## DESCRIPTION

In 1996, funding through the Virginia Juvenile Community Crime Control Act (VJCCCA) replaced the State Block Grant system for all community-based programs and services in the juvenile justice system outside of secure detention. A major advantage of this funding is Henrico’s ability to develop programs and services that specifically address its juvenile justice needs.

## OBJECTIVES

- To help alleviate the problem of over-crowding in Secure Detention.
- To allow children to live with their custodial parents while in the program or until Court disposition.
- To operate the Outreach Program effectively per Court orders, thereby reducing the number of youths kept in detention.
- To provide a less restrictive alternative to incarceration.
- To allow for day-to-day contact to keep youth trouble-free.

## BUDGET HIGHLIGHTS

Juvenile Detention’s budget for the VJCCCA totals \$384,067 including the County contribution of \$168,787. The total budget reflects an increase of \$18,061, or 4.9%, when compared to the FY22 approved budget. This increase was driven by the personnel component and reflects revised estimates for salaries and benefits.

## FISCAL YEAR 2023 SUMMARY

| Annual Fiscal Plan   |                   |                   |                   |                    |
|----------------------|-------------------|-------------------|-------------------|--------------------|
| Description          | FY21<br>Actual    | FY22<br>Original  | FY23<br>Approved  | Change<br>22 to 23 |
| Personnel            | \$ 277,274        | \$ 321,998        | \$ 340,036        | 5.6%               |
| Operation            | 26,477            | 44,008            | 44,031            | 0.1%               |
| Capital              | 0                 | 0                 | 0                 | 0.0%               |
| Total                | <u>\$ 303,751</u> | <u>\$ 366,006</u> | <u>\$ 384,067</u> | <u>4.9%</u>        |
| Personnel Complement | 3                 | 3                 | 3                 | 0                  |

**PERFORMANCE MEASURES**

| <b>Performance Measures</b>                      |             |             |             |                            |
|--|-------------|-------------|-------------|----------------------------|
|  | <b>FY21</b> | <b>FY22</b> | <b>FY23</b> | <b>Change<br/>22 to 23</b> |
| <b>Workload Measures</b>                         |             |             |             |                            |
| Electronic Monitoring Days                       | 4,134       | 3,828       | 3,828       | 0                          |
| Outreach Participants w/Electronic Monitoring    | 81          | 135         | 135         | 0                          |
| Outreach Participants w/o Electronic Monitoring  | 31          | 21          | 21          | 0                          |
| STOP Participants*                               | 0           | 0           | 0           | 0                          |
| STOP Program Days*                               | 0           | 0           | 0           | 0                          |
| <b>Efficiency Measures</b>                       |             |             |             |                            |
| Average Length of Stay                           | 37          | 25          | 25          | 0                          |
| Average Length of Stay w/Electronic Monitoring   | 36          | 25          | 25          | 0                          |
| Average Length of Stay w/o Electronic Monitoring | 33          | 21          | 21          | 0                          |

\*S.T.O.P. has resumed July 1, 2021, for FY22. The program was suspended in FY21 due to COVID-19.

**BUDGET HIGHLIGHTS (CONTINUED)**

The budget will support Detention Outreach and the Services Through Opportunity Programs (STOP) offered through Juvenile Detention.

The Detention Outreach program is tailored to youths who need more restrictive supervision but serves as an alternative to Secure Detention. This includes programs like Electronic Monitoring. Juveniles who generally qualify for this program experience reoccurring behavioral issues such as curfew violations, running away from home, and truancy. Should juveniles violate the conditions of the Outreach program, they are placed in Secure Detention awaiting further order of the Juvenile Court. The Detention Outreach Program is supported by 3 Complement II positions (1 Outreach Coordinator, and 2 Outreach Workers). This program can accommodate 28 youth.

The STOP program was developed to monitor non-violent juveniles as an alternative to weekend sentencing in secure detention. The Department coordinates with Recreation and Parks to identify various park sites that require cleanup including picking up trash and sweeping sidewalks. The program requires juveniles that violate conditions of the program to finish the remainder of their court ordered sentence in Secure Detention. All employees working with the STOP program are required to take CPR, first aid, and defensive driving classes. This program can accommodate 10 youth per weekend.

The STOP program has been suspended due to COVID-19 restrictions but is presumed to resume in FY23.

# DETENTION HOME – USDA GRANT

## DESCRIPTION

Each year the United States Department of Agriculture (USDA) awards a grant to the County to assist with caring for juveniles who are in some form of detention. Henrico County’s Juvenile Detention Home qualifies for a portion of this grant. Funds can be used for food, supplies, kitchen equipment, and relief wages for cooks. Funds are awarded based upon the number of breakfast and lunch meals served and reported monthly. Unspent funds at the end of each year may be carried over to the next fiscal year and accumulated for qualifying large item purchases. The Virginia Department of Juvenile Justice and the Federal Government jointly monitor the program’s guidelines and expenditures.

## OBJECTIVES

- To file all reports promptly and accurately for reimbursement of funds.
- To disburse grant funds for eligible items for the benefit of detained youths.

## BUDGET HIGHLIGHTS

In FY23, the Juvenile Detention Home will continue to use USDA Federal grant funds to supplement operating expenses for the Detention Home’s kitchen and food service. The Department projects \$25,332 in USDA grant funding for FY23. These funds will continue to be used to purchase food, food service equipment, and maintain and repair kitchen equipment.

## FISCAL YEAR 2023 SUMMARY

| Annual Fiscal Plan   |                  |                  |                  |             |
|----------------------|------------------|------------------|------------------|-------------|
| Description          | FY21             | FY22             | FY23             | Change      |
|                      | Actual           | Original         | Approved         | 22 to 23    |
| Personnel            | \$ 0             | \$ 0             | \$ 0             | 0.0%        |
| Operation            | 29,097           | 25,332           | 25,332           | 0.0%        |
| Capital              | 0                | 0                | 0                | 0.0%        |
| Total                | <u>\$ 29,097</u> | <u>\$ 25,332</u> | <u>\$ 25,332</u> | <u>0.0%</u> |
| Personnel Complement | N/A              | N/A              | N/A              | N/A         |

# MENTAL HEALTH & DEVELOPMENTAL SERVICES

## DESCRIPTION

The Department of Mental Health, Developmental, and Substance Abuse Services (MH/DS/SA) provides community-based mental health, developmental, substance use, prevention, and early intervention services to the residents of Henrico, Charles City, and New Kent Counties, under the direction of the Henrico Area Mental Health & Developmental Services Board. The vision of the Department is:

**We envision an inclusive, healthy, safe community where individuals lead full and productive lives.**

The vision is carried out through a wide range of emergency, inpatient, outpatient, case management, day support, assertive community intervention, residential, prevention, jail based, and early intervention services.

## OBJECTIVES

- To provide emergency services 24 hours per day, seven days a week.
- To link people to protective inpatient services for individuals who are dangerous to themselves or to others or unable to care for themselves.
- To provide outpatient psychotherapy and related services to adults, the elderly and their families.
- To provide early intervention for infants and toddlers experiencing significant developmental delay.
- To provide ongoing support and treatment services to individuals with long-term mental illness, including case management, psychiatric treatment, crisis intervention, residential and day support services.

## FISCAL YEAR 2023 SUMMARY

### Annual Fiscal Plan

| <u>Description</u>    | <u>FY21<br/>Actual</u> | <u>FY22<br/>Original</u> | <u>FY23<br/>Approved</u> | <u>Change<br/>22 to 23</u> |
|-----------------------|------------------------|--------------------------|--------------------------|----------------------------|
| Personnel             | \$ 30,407,176          | \$ 34,190,350            | \$ 36,845,146            | 7.8%                       |
| Operation             | 6,019,728              | 8,863,411                | 9,461,472                | 6.7%                       |
| Capital               | 427,453                | 0                        | 0                        | 0.0%                       |
| Total                 | <u>\$ 36,854,357</u>   | <u>\$ 43,053,761</u>     | <u>\$ 46,306,618</u>     | <u>7.6%</u>                |
| Personnel Complement* | 222                    | 222                      | 219                      | (3)                        |

\* - Three positions are approved in the FY23 budget to assist with efforts to prevent youth violence.

Six positions were moved from the Department's complement to Information Technology during FY22.

Personnel Complement totals above do not include 190 Complement III positions.

PERFORMANCE MEASURES

| Performance Measures                     |       |       |       |                    |
|--|-------|-------|-------|--------------------|
|  | FY21  | FY22  | FY23  | Change<br>22 to 23 |
| <b>Workload Measures</b>                 |       |       |       |                    |
| Individuals Served - MH/DS               | 9,015 | 9,700 | 9,700 | 0                  |
| Individuals Served - Mental Health       | 6,461 | 6,460 | 6,460 | 0                  |
| Individuals Served - Developmental       | 1,502 | 1,500 | 1,500 | 0                  |
| Individuals Served - Substance Abuse     | 729   | 1,000 | 1,000 | 0                  |
| Individuals Served - Early Intervention  | 1,075 | 1,000 | 1,000 | 0                  |
| Jail Inmates Served                      | 1,612 | 2,000 | 2,000 | 0                  |
| Emergency Psychiatric Hosp. Screenings   | 1,623 | 1,700 | 1,700 | 0                  |
| Same Day Access Assessments              | 2,118 | 2,750 | 2,750 | 0                  |
| Integrated Primary Healthcare Encounters | 1,123 | 1,000 | 1,000 | 0                  |
| Psychiatry Services                      | 1,939 | 1,900 | 1,900 | 0                  |

OBJECTIVES (CONTINUED)

- To provide case management, outpatient psychotherapy, in-home intervention and related services to children and their families.
- To provide medication assisted treatment to the chemically dependent.
- To provide outpatient treatment to adults and adolescents abusing alcohol and drugs.
- To provide evidence-based prevention services to youth and their families to prevent mental health problems, substance abuse and delinquency.
- To provide case management to individuals with developmental disabilities.
- To provide ongoing supportive services to individuals with intellectual disabilities, including residential, day support, employment or vocational, and case management services.
- To provide same day access where individuals seeking services walk in and receive an assessment by a licensed clinician.
- To provide primary health screening, monitoring and coordination of care.
- To meet all code requirements relating to emergency custody, temporary detention, involuntary commitment and mandatory outpatient treatment.

BUDGET HIGHLIGHTS

The State Department of Behavioral Health and Developmental Services (DBHDS) has identified four priority population groups for the Community Services Board system. MH/DS/SA spends the majority of its funding serving these groups, which are: those with serious mental illness, those with developmental disabilities, those with

### *Mental Health & Development Services*

substance use disorders, and children and youth. Services to these priority populations are delivered directly by MH/DS/SA and/or contracted through private vendors.

Each of these priority groups requires a continuum of care in order to achieve a better quality of life and avoid more costly services. The continuum of care for these populations may include psychiatric services, vocational or day support programs, intensive case management, outpatient care, housing, transportation, or inpatient care.

The Department's budget is divided into areas that mirror these priority groups. In Mental Health Services, persons with general mental health problems and those ordered by the courts and other correctional agencies for evaluation/treatment are also served in addition to those with serious mental illness.

Services in support of other County agencies are among the important contributions of this Department. These include services to Public Safety (Police, Fire, Sheriff, and Juvenile Detention) and on-site services to the Juvenile Court. Emergency services are available to all residents of the three counties on a 7-day a week, 24-hour per day basis. The Emergency Services Program works closely with public safety personnel to address community safety issues. This division continues to train first responders in the Crisis Intervention Team (CIT) model and the Crisis Receiving Center at Parham Doctors Hospital operates 24 hours per day. Mental health and substance use disorder services are provided in both Henrico jail facilities and both detention facilities. The Department also provides extensive evaluations to local courts.

The Administrative Services section supports the Executive Director's office, the information systems, and the general business functions of the Department. The Department operates a large wide area network on which resides a client data and billing system in addition to general office software. Administrative Services includes office support staff at various locations, facilities management for 17 facilities, medical records management, quality assurance, human resources and financial management.

Sheltered Employment enables individuals with intellectual disabilities to work at jobs outside of their home and earn wages. This section operates Cypress Enterprises and Hermitage Enterprises.

## REVENUE HIGHLIGHTS

Fee revenue has been budgeted at \$11,730,462 for FY23, a 7.5% increase. Medicaid revenue for case management, waiver, and psychiatric services increased by \$884,000. Self-pay and insurance revenue is anticipated to decrease \$62,000, primarily in outpatient services and group home rent copays.

State performance contract revenue for FY23 is projected to be \$8,594,414, an 18.6% increase compared with FY22. Increases include STEP-VA (the Department of Behavioral Health and Developmental Services System Transformation Excellence and Performance Initiative) Outpatient \$269,261, STEP-VA Peer Support \$68,295, and STEP-VA Service Members, Veterans, Families \$145,319. Permanent Supportive Housing increased \$535,331. Funds for Forensic Discharge Planning are increasing by \$161,598. The FY23 budget request does not include OBRA funds as this funding is unclear going forward.

Federal performance contract revenue for FY23 is projected to remain the same as the FY22 approved budget.

Other State fees are projected to increase 3.9% to \$527,000 in FY23, primarily due to an increase in a contract for behavioral health services to youth funded by the Department of Juvenile Justice.

### *Mental Health & Development Services*

Sheltered Employment revenue and expenditures are projected to be \$150,000 for FY23, 18.5% lower than FY22. The sheltered employment revenues have trended lower over the last two fiscal years.

The FY23 budget request includes a General Fund transfer of \$19,265,137. The contribution is a 6.3% increase over FY22 funding levels. The Henrico contribution represents 41.6% of MH/DS/SA funding.

A reserve of \$800,000 has been budgeted to cover anticipated grant funding. Funds from this reserve will only be appropriated when the funds are received and approved by the Office of Management and Budget.

## EXPENDITURE HIGHLIGHTS

The department's requested budget of \$46,306,618 is a 7.6% increase over the FY22 approved budget.

Personnel requirements are \$36,845,146, or 79.6%, of the total FY23 budget. Personnel increased \$2,654,796 or 7.8% over the FY22 budget.

As a response to concerns about helping Henrico youth the department is adding three locally funded positions (two Clinicians and a Case Manager) to its complement. A Youth Clinician in Emergency Services would work with the STAR Team and provide Mobile Crisis Services. A Prevention Clinician would also work with STAR and focus on specific communities when an incident happens. The Case Manager would manage CSA cases and meetings which will allow Youth & Family staff to provide additional treatment.

The agency added twelve complement III full time positions since the FY22 approved budget. The new positions were: one Clinical Psychologist, one Clinician, and one Office Assistant IV for Medical Records through STEP-VA Outpatient funds; and one Peer Counselor and one Family Support Partner with STEP-VA Peer Services funds; one Peer Counselor with STEP-VA Service Members, Veterans and Their Families funds. Also added were two Case Managers and a Peer Counselor with increased Permanent Supportive Housing funds, two Case Managers with Forensic Discharge Planning funds, and one Clinician with Assertive Community Treatment funds. All of the new positions are funded by restricted state performance contract funding. A Nurse Practitioner position was converted from one full time position into two part-time positions during FY22.

Operating expenses are \$9,461,472 or 20.4% of the total FY23 approved budget. Maintenance service contracts increased by \$139,446 or 84.0% over FY22 levels to cover annual maintenance of the electronic health record system that is scheduled to be implemented by July 1, 2022. Other contractual services increase \$202,268 or 8.4% for consumer transportation services. The request for rent of facilities is \$712,620, increasing \$56,834, or 8.7%, from the approved FY22 budget. MH/DS/SA Subsidies increase by \$227,994 or 101.6% funded by restricted state Permanent Supportive Housing funds.

## DAY SUPPORT SERVICES

Over the past twenty-five years, the County of Henrico has provided additional funding to Mental Health and Developmental Services Day Support programs to ensure that individuals who graduate from special education programs and other adults living in the community who need day support services will be served immediately upon completion of high school.

*Mental Health & Development Services*

In FY23 it is anticipated that approximately 12 individuals with intellectual disabilities, graduating from high schools, will need a day support program. The cost of services for these graduates will be absorbed within the current day support budget.

What follows is a list of additional funding received in prior years.

|      |              |
|------|--------------|
| FY22 | Fully Funded |
| FY21 | Fully Funded |
| FY20 | \$25,850     |
| FY19 | \$199,953    |
| FY18 | Fully Funded |
| FY17 | \$34,000     |
| FY16 | Fully Funded |
| FY15 | \$92,574     |
| FY14 | \$125,435    |
| FY13 | (\$100,000)  |
| FY12 | \$21,130     |
| FY11 | \$226,376    |
| FY10 | \$126,650    |
| FY09 | \$214,800    |
| FY08 | \$147,000    |
| FY07 | \$167,000    |
| FY06 | Fully Funded |
| FY05 | \$199,000    |
| FY04 | \$253,330    |
| FY03 | \$192,935    |
| FY02 | \$172,110    |
| FY01 | \$200,790    |
| FY00 | \$172,110    |

# POLICE – METRO AVIATION UNIT

## DESCRIPTION

In 1986 the Counties of Henrico and Chesterfield, and the City of Richmond entered into a multi-jurisdictional agreement that facilitated the use of police aircraft in all three jurisdictions and created the Metro Aviation Unit. As a part of this agreement, the Henrico Police Division is charged with housing the aircraft, supervision of the pilots, fiscal management, and planning the training for the Unit.

## OBJECTIVES

- The Unit will provide aerial observation and support for local area jurisdictions.
- The Unit will conduct patrols of identified high crime areas.
- The Unit will provide transportation of prisoners to and from other jurisdictions upon request.
- The Unit will provide aerial photographs of any location in the metropolitan area upon request.
- The Unit will provide routine and special aerial patrol within the tri-jurisdictional area.

## BUDGET HIGHLIGHTS

The FY22 budget includes \$105,000 for the extradition of prisoners. Extradition costs are fully reimbursable from the State Supreme Court. The balance of the budget, \$382,000, is divided equally between Chesterfield County, the City of Richmond, and Henrico County. In FY23, Henrico’s share of the budget remains constant at \$127,332. Henrico’s Police Division fiscally manages and supervises the Metro Aviation Unit. The combined budget for Metro Aviation and Extradition totals \$487,000.

## FISCAL YEAR 2023 SUMMARY

### Annual Fiscal Plan

| Description          | FY21<br>Actual    | FY22<br>Original  | FY23<br>Approved  | Change<br>22 to 23 |
|----------------------|-------------------|-------------------|-------------------|--------------------|
| Personnel            | \$ 0              | \$ 0              | \$ 0              | 0.0%               |
| Operation            | 253,288           | 447,000           | 417,000           | (6.7%)             |
| Capital              | 130,961           | 40,000            | 70,000            | 75.0%              |
| Total                | <u>\$ 384,249</u> | <u>\$ 487,000</u> | <u>\$ 487,000</u> | <u>0.0%</u>        |
| Personnel Complement | N/A               | N/A               | N/A               | N/A                |

## PERFORMANCE MEASURES

|                                    | Performance Measures |      |      | Change   |
|------------------------------------|----------------------|------|------|----------|
|                                    | FY21                 | FY22 | FY23 | 22 to 23 |
| <b>Workload Measures</b>           |                      |      |      |          |
| Number of Aerial Transports        | 57                   | 55   | 55   | 0        |
| Flight Hours for Aerial Transports | 256                  | 220  | 220  | 0        |
| Extraditions (commercial carriers) | 9                    | 15   | 15   | 0        |

## BUDGET HIGHLIGHTS

The Metro Aviation Unit continues to be a valuable and effective crime fighting tool to the participating localities and the region. The localities continue to increase their usage of the unit and each locality now assigns three pilots to the unit.

The three participating jurisdictions own three aircraft:

- 2006 Cessna 182
- 2000 Cessna 172
- 1979 Cessna 182RG (Transport Aircraft)

The 2006 Cessna 182 and 2000 Cessna 172 are equipped with a spotlight, a forward looking infra-red (FLIR) camera, and a video downlink that permits the aircraft to broadcast images while flying for viewing at varying locations within the three jurisdictions.

During FY2020-21, the unit responded to 758 calls for service, conducted 101 surveillances, with a total of 1,061 flight hours. In addition, aircraft assisted with 84 apprehensions, 127 aerial pictures.

In September 2019, the Board of Supervisors approved an amendment totaling \$2,100,000 for a third patrol aircraft which, along with its downlink system, is currently in the procurement process. The new aircraft will be added to the fleet assisting primarily with patrol and making the total complement four planes, three primarily for patrol and one primarily for transport. The cost of the plane was split equally among the regional partners with Henrico's share totaling \$700,000. The plane will be available to the unit in 2022.

# POLICE – WIRELESS 911

## DESCRIPTION

The Henrico County Emergency Communications Center has been answering wireless 911 calls since June 2000. The Emergency Communications Center answers all emergency and non-emergency calls for service and dispatches the appropriate Police, Fire, or Emergency Medical Service unit, to the location of the call. The emergency communications operators spend more time processing a wireless call than they spend processing a wireline 911 call. Some of the unique problems of a wireless call entail a limited ability to determine the exact caller location and the uncertainty of being able to reconnect with the caller if they are disconnected.

## OBJECTIVES

- To answer the wireless call and collect information to allow for location identification.
- Provide emergency instruction by voice prior to the arrival of emergency medical services.
- To dispatch appropriate emergency or non-emergency unit to the location of the call for service.

## BUDGET HIGHLIGHTS

Henrico began receiving funding from the State 911 Services Board to pay for the cost of receiving wireless 911 calls in FY00. Funding is provided from the State 911 Cellular Tax, \$0.75 per month per cellular phone, which is distributed to localities through the State 911 Services Board. The distribution to each locality is based on the 911 call load of the center and the population it serves.

The Police Division, in partnership with Information Technology, Virginia Information Technology Agency (VITA) and AT&T, is working to transition to a statewide Next Generation 911 solution, which will use modern technology to enhance 911 call delivery, leverage local and state Geographic Information System (GIS) data in 911 call routing, and allow for future expansion of capabilities, such as receiving pictures and video from callers.

## FISCAL YEAR 2023 SUMMARY

| Description           | Annual Fiscal Plan  |                     |                     |               |
|-----------------------|---------------------|---------------------|---------------------|---------------|
|                       | FY21                | FY22                | FY23                | Change        |
|                       | Actual              | Original            | Approved            | 22 to 23      |
| Personnel             | \$ 1,088,650        | \$ 1,108,287        | \$ 1,107,076        | (0.1%)        |
| Operation             | 360,981             | 94,039              | 94,039              | 0.0%          |
| Capital               | 5,769               | 0                   | 0                   | 0.0%          |
| Total                 | <u>\$ 1,455,400</u> | <u>\$ 1,202,326</u> | <u>\$ 1,201,115</u> | <u>(0.1%)</u> |
| Personnel Complement* | N/A                 | N/A                 | N/A                 | N/A           |

\*Sixteen Communications Officers are included in the Police General Fund Complement.

PERFORMANCE MEASURES

|   | Performance Measures |         |         | Change   |
|---|----------------------|---------|---------|----------|
|   | FY21                 | FY22    | FY23    | 22 to 23 |
| <b>Workload Measures</b>  |                      |         |         |          |
| Wireless 911 Calls Received   | 144,389              | 149,587 | 154,972 | 5,385    |
| Percentage Wireless 911 Calls to Total 911 Calls Received                         | 84.0%                | 84.0%   | 85.0%   | 1.0%     |
| Percentage Wireless 911 Calls to Total Calls (Emergency & Non-emergency) Received | 29.0%                | 29.0%   | 30.0%   | 1.0%     |

BUDGET HIGHLIGHTS (CONTINUED)

Wireless phones provide a quick, easy, and efficient means of reporting traffic accidents and other emergencies, which do not always occur near a landline phone. Wireless 911 calls have increased by about one percent per year since 2013, from seventy-five percent in FY13 to eighty percent in FY20. Clearly wireless phones remain the public’s primary communication device even in emergency situations.

Text to 911, implemented in June 2018, has been a successful addition to Wireless 911 with 969 texts received in FY20. The volume of texts increased from FY19 to FY20, showing an increased use of the service over time.

The Wireless 911 budget for FY23 totals \$1,201,115, which decreased by \$1,211 or 0.1%, from the previous approved budget. The personnel component reflects a decrease in salary, retirement and health care cost. The operating cost total \$94,039 and remain flat from the previous fiscal year.

# SOCIAL SERVICES

## DESCRIPTION

The Department of Social Services focuses on providing an array of services to children, families, and individuals who are in need of human-based services including financial assistance. The financial assistance and social services programs provided by the Department assist individuals and families in meeting their basic human needs; increase their capacity to function independently; and provide protection for the elderly, disabled, and abused or neglected children. Funding to support these efforts is provided by the Federal, State, and County governments as well as through community partnerships.

The Department helps those who cannot provide for themselves financially to obtain the basic necessities of life, including adequate health care. The financial assistance programs provide temporary cash assistance and employment-related services to enable families with children to become self-supporting. These programs also include medical and health-related services for certain individuals and families with low incomes.

The Department is also responsible for the protection of the community's children and adults from abuse and neglect. Family services workers engage in various local, State, and Federal initiatives that will support and preserve families. When these efforts are no longer viable options and/or the courts remove the child or children from their caretaker, foster care services are provided. When children are unable to return to their own families, the goal for the child is adoption.

A goal of the Department of Social Services is to reduce the number of children in institutional placements. Another goal is to make home and community-based services available to assist the disabled and elderly. Through the use of varied program funds and community resources, the Department works with clients to become or to remain economically self-supporting. These efforts are accomplished via job training, other employment related activities, and other supportive services.

## FISCAL YEAR 2023 SUMMARY

### Annual Fiscal Plan

| Description          | FY21                 | FY22                 | FY23                 | Change      |
|----------------------|----------------------|----------------------|----------------------|-------------|
|                      | Actual               | Original             | Approved             | 22 to 23    |
| Personnel            | \$ 14,931,018        | \$ 16,764,339        | \$ 18,767,238        | 11.9%       |
| Operation            | 6,239,182            | 7,081,744            | 7,072,944            | (0.1%)      |
| Capital              | 101,398              | 28,660               | 37,460               | 30.7%       |
| Total                | <u>\$ 21,271,598</u> | <u>\$ 23,874,743</u> | <u>\$ 25,877,642</u> | <u>8.4%</u> |
| Personnel Complement | 222                  | 222                  | 224 *                | 2           |

\* - Two family Services Specialists were added in a June 2021 budget amendment.

## PERFORMANCE MEASURES

|  | Performance Measures |      |      | Change<br>22 to 23 |
|--|----------------------|------|------|--------------------|
|  | FY21                 | FY22 | FY23 |                    |
| <b>Workload Measures</b>                 |                      |      |      |                    |
| Family Foster Home Recruitment           | 28                   | 35   | 35   | 0                  |
| <b>Efficiency Measures</b>               |                      |      |      |                    |
| SNAP Application Timely Processing       | 97%                  | 97%  | 97%  | 0%                 |
| CPS Complaints Initiate Within Timeframe | 63%                  | 90%  | 90%  | 0%                 |
| <b>Effectiveness Measures</b>            |                      |      |      |                    |
| Fraud Prosecution Rate                   | 100%                 | 100% | 100% | 0%                 |
| Customer Appeals Sustained               | 99%                  | 99%  | 99%  | 0%                 |

## OBJECTIVES

- To process applications and reviews for benefit programs within State and Federal standards of promptness.
- To offer and/or provide family services and interventions as prescribed by State/Federal standards.
- To guarantee all foster parent applicants will receive orientation and training prior to the placement of a child.
- To make certain required foster care administrative responsibilities and judicial hearings will be held in compliance with State and Federal rules.
- To initiate investigations on all valid adult and child abuse complaints within policy timeframes.
- To ensure all ongoing cases closed in the Adult Protective Services program will result in the provision of accepted services to assist the client with living in a safe situation.
- To provide job registrants with employment, education, or training that will lead to employment.
- To ensure employed clients will maintain employment for more than 90 days.
- To successfully prosecute all cases where payment fraud is evident.

## BUDGET HIGHLIGHTS

The Department's budget for FY23 is \$25,877,642, which represents an increase of \$2,002,899, or 8.4%, from the FY22 approved budget. This budgetary growth will be supported by State and Federal revenues and the General Fund transfer, which is budgeted to total \$6,110,898 in FY23. This amount represents 23.6% of total funding. In total, the Department anticipates collecting \$19,706,898 in revenue from State and Federal governments, which is 76.2% of total funding. The Department also anticipates receiving \$59,846 from other local sources, which is 0.2% of the total budget.

### *Social Services*

The entirety of the increase in expenditure requirements for FY23 is in the personnel component of the budget, which is 11.9% higher than the FY22 approved budget. This budgetary growth is due to wage scale increases and the associated benefit costs, along with two Family Services Specialist positions that were approved in the June 2021 budget amendments.

The operating and capital outlay components of the budget are \$7,072,944, and \$37,460, respectively. The capital outlay has increased by \$8,800 and operating has decreased by \$8,800; this change is to provide funding for the replacement of furniture and computer equipment.

## CASELOAD HIGHLIGHTS

The Department of Social Services provides critical services to County residents within legally binding timeframes. These services are rendered to all socio-economic groups and are often the last resort for residents of Henrico County. Programs provided by Social Services include: Adult/Child Protective Services, Adult Services, Foster Care, Adoptions, Child Day Care, Employment Services, Custody Investigations, Home Studies, and Information and Referral Services. Benefits administered by the Department include Medicaid, Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), General Relief, Refugee Assistance, and Long-Term Care.

In FY21, Social Services experienced a 2.7% increase in the number of cases for the Medicaid Program. The caseload for that program increased an additional 13.6% from July 2021 to November 2021. The SNAP Program noted a 9.8% caseload increase during FY21, while the TANF program experienced a 21.5% decrease in cases during that fiscal year. The Department anticipates the TANF caseloads to remain steady in FY23, while SNAP caseloads are estimated to increase 5.0%, and Medicaid caseloads are projected to increase by 10.0%.

The average Foster Care caseload numbers decreased by 3 children during FY21, from 133 to 130. A total of 177 foster care children were under care of the department during FY21; similar to the 178 that were under care in FY20; a decrease of one child. Continued need for residential placements is an ongoing concern. In many cases these youth come into foster care with significant emotional, behavioral, and mental health needs. Some of those needs are met through the Children's Services Act, which is located in another section of this document.

In FY21, Social Services placed 24 children for adoption compared to 7 in FY20, a 242.9% increase. There were 12 finalized adoptions in FY21, which represents robust growth over the three that were completed in FY20. Overall, during FY21, 140 different children received adoption subsidies, up from 127 in FY20, a 10.2% increase.

It is noted that the economic impact of the COVID-19 pandemic has added strains on this department and has resulted in creative ideas and new methods used to meet the need of clients. Leadership and staff will continue to seek out ways to best serve the community in this time of crisis.

# CHILDREN’S SERVICES ACT

## DESCRIPTION

The Children’s Services Act (CSA) is a State mandated program that assures foster care, special education, residential, and community-based services are provided to at-risk youth and families. CSA provides a collaborative system of services and funding that is child-centered, family-focused, and community-based. The Children’s Services Act is implemented by law at a local level under the direction of a Community Policy and Management Team (CPMT). The Henrico Policy and Management Team (HPMT), which is a multi-agency team within the county, must plan all services to children. Funding for these services must be approved by the CPMT. The Henrico Department of Social Services acts as the fiscal agent for CSA.

## OBJECTIVES

- Provide services that are responsive to diverse strengths and needs of youth and family.
- Increase interagency collaboration and family involvement in the provision of services to children.
- Encourage public and private partnerships.
- Identify and intervene early with young children and their families.

## BUDGET HIGHLIGHTS

The approved budget for the Children’s Services Act for FY23 is \$5,517,238, an increase of 46.6% above the FY22 approved budget. The budget does not include CSA funds in the Henrico County Public Schools budget.

## FISCAL YEAR 2023 SUMMARY

### Annual Fiscal Plan

| Description                 | FY21                | FY22                | FY23                | Change          |
|-----------------------------|---------------------|---------------------|---------------------|-----------------|
|                             | Actual              | Original            | Approved            | 22 to 23        |
| Personnel                   | \$ 464,801          | \$ 484,934          | \$ 525,017          | 8.3%            |
| Operation                   | 6,683,872           | 3,277,544           | 4,991,871           | 52.3%           |
| Capital                     | 915                 | 150                 | 350                 | 133.3%          |
| Total                       | <u>\$ 7,149,588</u> | <u>\$ 3,762,628</u> | <u>\$ 5,517,238</u> | <u>46.6%</u>    |
| <b>Purchase of Services</b> |                     |                     |                     |                 |
| Purchase of Services        | \$ 6,509,342        | \$ 3,088,542        | \$ 4,803,069        | \$ 55.5%        |
| Administration              | 640,246             | 674,086             | 714,169             | 5.9%            |
| Total                       | <u>\$ 7,149,588</u> | <u>\$ 3,762,628</u> | <u>\$ 5,517,238</u> | <u>\$ 46.6%</u> |
| Personnel Complement*       | N/A                 | N/A                 | N/A                 | N/A             |

\*The complement of six positions is reflected within Social Services budget.

PERFORMANCE MEASURES

| Performance Measures                    |      |      |      |                    |
|---|------|------|------|--------------------|
|   | FY21 | FY22 | FY23 | Change<br>22 to 23 |
| <b>Workload Measures</b>                |      |      |      |                    |
| Children Served                         | 243  | 250  | 250  | 0                  |
| Children Served in Residential Programs | 83   | 83   | 83   | 0                  |

BUDGET HIGHLIGHTS (CONTINUED)

The table below illustrates the rapid growth in actual expenditures for General Government CSA programs in recent years, excluding Henrico County Public Schools. These costs have grown by 152.4 percent in the period between FY14 and FY21.

| Fiscal Year | Expenses    | Change      | Percent |
|-------------|-------------|-------------|---------|
| FY2013-14   | \$2,141,340 | (\$16,883)  | (0.8%)  |
| FY2014-15   | \$2,887,181 | \$745,841   | 34.8%   |
| FY2015-16   | \$3,371,268 | \$484,087   | 16.8%   |
| FY2016-17   | \$2,636,905 | (\$734,363) | (21.8%) |
| FY2017-18   | \$3,173,202 | \$536,297   | 20.3%   |
| FY2018-19   | \$4,498,724 | \$1,325,522 | 41.8%   |
| FY2019-20   | \$5,418,543 | \$919,819   | 20.4%   |
| FY2020-21   | \$5,404,049 | (\$14,494)  | (0.3%)  |

The Henrico Policy and Management Team (HPMT) administers the CSA program with the help of a full-time coordinator. The existence and membership of HPMT is established by the Code of Virginia and includes the agency directors of Mental Health and Developmental Services, Juvenile Court Services, Public Health, Education, and Social Services; a local government administrator; a private provider representative; and a parent representative.

In FY23, CSA for the Department of Social Services, Henrico Mental Health, and the Court Services Unit are projected to fund services for 250 children. These services will include the following: 1) placement of foster care children into services ranging from family foster homes to intensive psychiatric residential treatment facilities; 2) special education programs including private programs when children’s educational needs exceed public school resources; 3) residential treatment for youth who present with serious emotional and/or behavioral issues that pose a serious threat to the wellbeing and physical safety of themselves or others and require services and supervision beyond what community-based services in the home can provide. 4) community-based services for children and families such as home-based counseling, virtual residential services, intensive care coordination, parent coaching, and psychological or parenting assessments which assess parenting capacity, risks, and provide recommendations that assist with service planning and reunification of children that are in foster care.

Funding to purchase services for children and families, along with the Safe and Stable Families Program, accounts for 87.1 percent of the total budget. The administrative requirements increased by \$39,683 above the FY22 approved

### *Children's Services Act*

budget, an increase of 5.9%. This growth is highlighted by an 8.3% increase in the personnel component, which is attributed to growth in salaries and associated benefits.

The FY23 budget includes continued provision of staff for structured oversight of purchased services, conducting state required utilization review activities, and supporting the placement of children into family-based environments as well as monitoring the cases of children funded through CSA. The CSA staff has an active role in the development of prevention services through participation in all family partnership meetings.

The CSA Coordinator works closely with the HPMT and Henrico County Public Schools to review expenditures for students in private school placements. Policies are in place to ensure timely completion of paperwork and funding authorizations that will allow for better budget forecasting.

CSA services are critical for discharge planning and maintaining the goal of returning children to the home. Members of the CSA staff provide consistent utilization review of children placed in congregate care. Staff also participate in treatment meetings for residential and private agency foster homes and facilitate Family Assessment and Planning Team reviews three to four times a week. The frequency and detailed level of reviews are key to reducing the length of time for all services, and the overall expenditures, while also providing the best outcome for the youth and families served.

In FY23, the county will provide a projected total of \$2,626,110 as a direct match for the Social Services portion of CSA funding; that is purchased services, administration, and Medicaid. This total represents an increase of \$526,067, or 25.1 percent, above the FY22 approved budget. Almost the entirety of this budgetary growth is in support of enhanced requirement for purchase of services.

The local share is derived from several different estimated percentages, based on the type of service being provided by CSA. Purchased services will receive local funding in the amount of \$1,521,927 and CSA Administration will receive \$327,833 in local funding. In addition, the county will provide a forecasted local match of Medicaid services, totaling \$750,000. A local match of \$26,350 for the Safe and Stable Families Program noted below, brings the total local contribution to \$2,626,110.

The State will provide \$2,763,629 for the Social Services portion of CSA services. Of this amount, \$2,531,141 is being provided for purchased services, \$216,338 will be directed toward administrative costs and \$16,150 is allocated for the Safe and Stable Families Program.

The grant for the Safe and Stable Families Program is also administered through the CSA. This grant is expected to receive \$127,499 federal and \$16,150 state funding, along with the local match of \$26,350, for a total of \$169,999.

The budget for the portion of CSA expenses stemming from Henrico County Public Schools is found within the expenses for that department.

# PUBLIC UTILITIES

## Solid Waste and Street Lighting

### DESCRIPTION

In addition to the Water and Sewer services reflected in the Enterprise Fund, the Department of Public Utilities provides solid waste disposal, limited refuse collection, and street lighting services to residents of Henrico County.

Revenue from user charges partially supports bulky waste pickup and public use area solid waste services with the remaining support coming from the solid waste fund and a transfer from the General Fund. The remaining solid waste programs including curbside recycling, bagged leaf collection and community and neighborhood cleanup activities are also supported by the solid waste fund and a transfer from the General Fund. Street Lighting services are supported by a Sanitary District tax levy on real and personal property in those Sanitary Districts where streetlights are installed.

Solid Waste services consist of operating a transfer station, public use areas, curbside refuse collection and recyclables collection, neighborhood and community maintenance cleanups, Keep Henrico Beautiful program, bulky waste and bagged leaf collection, maintaining two closed landfills and maintaining the gas collection system at the Glen Allen Softball Complex. The street lighting services provided consist of accounting for the operation and maintenance of several designated street lighting districts.

### OBJECTIVES

- To provide for disposal of solid waste in a manner consistent with State and Federal laws and regulations and policies of the County Board of Supervisors.
- To administer the street lighting program in sanitary Districts 2, 3, 3.1, 12, 23 and 63.1 in a manner consistent with policies of the County Board of Supervisors.

### FISCAL YEAR 2023 SUMMARY

| Description                     | Annual Fiscal Plan   |                      |                      | Change<br>22 to 23 |
|---------------------------------|----------------------|----------------------|----------------------|--------------------|
|                                 | FY21<br>Actual       | FY22<br>Original     | FY23<br>Approved     |                    |
| Personnel                       | \$ 4,814,799         | \$ 4,986,014         | \$ 5,394,248         | 8.2%               |
| Operation                       | 9,305,533            | 10,041,683           | 10,578,933           | 5.4%               |
| Capital                         | 2,445,941            | 2,280,253            | 2,286,753            | 0.3%               |
| Total Solid Waste               | <u>\$ 16,566,273</u> | <u>\$ 17,307,950</u> | <u>\$ 18,259,934</u> | 5.5%               |
| Street Lights                   | 40,318               | 84,100               | 84,100               | 0.0%               |
| Total Solid Waste/Street Lights | <u>\$ 16,606,591</u> | <u>\$ 17,392,050</u> | <u>\$ 18,344,034</u> | 5.5%               |

Personnel Complement\* 69 69 71 2

\*Automotive Service Worker II positions to assist with preventive maintenance and Utility Heavy Equipment Supervisor for Springfield Road facility.

## PERFORMANCE MEASURES

|   | FY21                  | FY22                 | FY23             | Change<br>22 to 23 |
|---|-----------------------|----------------------|------------------|--------------------|
| <b>Workload Measures</b>                |                       |                      |                  |                    |
| Tons Collected by Refuse Collection     | 58,285 <sup>(1)</sup> | 55,000               | 57,000           | 2,000              |
| Tons Collected by Bulky Waste           | 11                    | 500                  | 0 <sup>(2)</sup> | 500                |
| Tons Collected by Neighborhood Cleanups | 0                     | 2,000 <sup>(3)</sup> | 2,000            | 3,000              |
| Tons Deposited in Public Use Areas      | 32,530 <sup>(1)</sup> | 31,000               | 32,000           | 1,000              |
| Number of Refuse Customers              | 52,472                | 53,000               | 54,000           | 1,000              |

Notes: (1) FY21 increased volume of refuse collected due to the pandemic.

(2) Bulky waste pickups stopped during the pandemic now being done by contractor.

(3) Community maintenance stopped during the pandemic now on fewer weekends.

## BUDGET HIGHLIGHTS

Projected Solid Waste revenues in FY23 are \$18,344,034, which is inclusive of a General Fund subsidy of \$3,371,409. The General Fund subsidy supports four programs that are administered by Solid Waste. The Division's total expenditures increased by \$951,984 or 5.5% when compared to the FY22 approved budget.

The personnel component is budgeted at \$5,394,248 in FY23 and reflects an increase of \$408,243 or 8.2% when compared to the FY22 approved budget. This includes the funding for a automotive service worker II & utility heavy equipment supervisor positions. Also reflects increases in retirement, health care cost, and a merit-based salary increase.

The operating is budgeted at \$10,578,933 in FY23 and reflects an increase of \$537,250 or 5.4% when compared to the FY22 approved budget. Includes funding increases for refuse collection and transfer station vehicle repairs, and recycling contract. Capital outlay is budgeted at \$2,286,753 in FY23 and reflects an increase of \$6,500 or 0.3 % when compared to the FY22 approved budget. The Solid Waste budget is captured in four distinct areas – Administration, Collection Operations, Processing and Disposal, and Litter Control (Keep Henrico Beautiful). What follows is a description of each major area in the Solid Waste Budget:

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### ADMINISTRATION

The budget for Administration is \$3,306,394 and represents an increase of \$169,360, or 5.4%. This increase is due to a health care costs, benefit adjustments, merit-based salary increase and technology upgrades.

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### COLLECTION OPERATIONS

The budget for Collection Operations totals \$7,530,166 and represents an increase of \$472,981 or 6.7% when compared to the prior fiscal year approved budget. This area is split between four distinct sections described below:

## *Public Utilities – Solid Waste and Street Lighting*

### Refuse Collection

The budget for the Refuse Collection area is \$6,676,271, which represents an increase of \$1,058,283 or 18.8%. Weekly refuse collection services are provided to over 50,000 households in the County by fifteen refuse collection crews operating County owned equipment. Includes funding increases for vehicle repair. Also reflects increases in retirement, health care cost, and a merit-based salary increase.

### Bulky Waste Collection

The budget for the Bulky Waste Collection area is \$46,808 in FY23, which represents a \$296,616 or 86.4% decrease when compared to last fiscal year. The Bulky Waste program typically operates during normal business hours and collects large items such as furniture, appliances, and yard waste. Starting in FY22, Bulky Waste Collection was transitioned to a private contractor who bills the resident directly. The Solid Waste Division continues to collect REAP Bulky Waste orders which are free to qualifying households. The requested budget covers the collection and processing costs associated with the REAP Bulky Waste program.

### Bagged Leaf Services

The budget for Bagged Leaf Services is \$192,211, which is a decrease of \$232,875 or 54.8%. Bagged Leaf Services provides two collections in each neighborhood from November through February per a published Leaf Collection Schedule. A transfer from the General Fund supports the costs associated with Bagged Leaf Services.

### Community Maintenance and Neighborhood Cleanup

Cleanup expenditures total \$614,876 in FY23, which represents a \$55,811 or 8.3% decrease from the prior year approved budget. In previous years, the Department of Public Utilities' (DPU) Operations Division and the Department of Public Works' (DPW) Road Maintenance Division were able to provide collection crews and equipment to facilitate collection in addition to Solid Waste Division equipment and staff. The DPU Operations Division and DPW Road Maintenance Division are no longer able to provide staffing and equipment for cleanup activities. Therefore, contractors have been utilized to work alongside Solid Waste Division staffing to facilitate the cleanups.

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## PROCESSING AND DISPOSAL

The FY23 budget of \$7,290,097 for Processing and Disposal represents an increase of \$304,288 or 4.4% from the prior year approved budget. The Processing and Disposal budget components cover recycling, transfer station and public use area operation, and landfill post closure.

### Recycling

Recycling expenditures total \$4,176,656 in FY23, representing a increase of \$154,910 or 3.9%. The County contracts recycling services through the Central Virginia Waste Management Authority (CVWMA). The curbside recycling program currently serves homes in the County at \$2.24 per home per month. Funding includes an increase in the county recycling contract.

It is important to note that significant changes to the recycling program can be expected in future years. Changes to this program are needed because of the increasing cost of processing recyclable materials as a result of international buyers refusing to take certain materials due to contamination and their inability to utilize contaminated materials.

### *Public Utilities – Solid Waste and Street Lighting*

Despite these challenges, there is still strong interest in continued recycling efforts that minimize the amount of refuse from Henrico County that enters a landfill. The region is in the process of securing the next contract which will become effective in FY24. It is the County's goal to ensure that with that new agreement the County could expand its program to townhomes, condominiums, and apartments while also transitioning from 24-gallon bins to 96-gallon carts. To do this will require an infusion of resources in future years.

#### Transfer Station

On July 1, 2014, the County began operating a transfer station at Ford's Country Lane due to the closure of the landfill. The cost of the transfer station is entirely covered by charges to other functions through interdepartmental billings for transfer station services. The transfer station will accept refuse from the County's Refuse Collection Service, Public Use Areas, Bulky Waste Collection, and Community/ Neighborhood Cleanups.

#### Public Use Areas

The FY23 budget for the Public Use Areas is \$3,154,149, an increase of \$552,577 or 21.2% compared to last fiscal year. Solid Waste operates two Public Use Areas in the County, in the western end at Ford's Country Lane, and in the eastern end at Charles City Road. The Public Use Areas are available to individual property owners to deposit refuse for a fee of \$3 per visit and deposit recyclables at no charge. Coupon books are available for ten visits at a cost of \$27 and for fifteen visits at a cost of \$40. The balance of the costs in this area are covered by the solid waste fund. The Public Use Areas are open 360 days per year and receive approximately 29,000 tons of refuse annually.

#### Landfill Post Closure

Landfill Post Closure expenditures of \$457,750 in FY23 remain flat compared to the prior year budget. Funding in this area exists for post closure care of both closed landfills which are located at Nine Mile Rd. and Springfield Rd. In addition, funding for the operation, maintenance, and environmental sampling of the landfill gas collection system at the Glen Allen Softball Complex comes from this component.

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#### LITTER CONTROL (KEEP HENRICO BEAUTIFUL):

The FY23 budget for Litter Control is \$133,277 which reflects an increase of \$5,355 or 4.2% compared to the FY22 approved budget.

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#### STREET LIGHTING

The County provides street lighting in certain areas, which are funded with supplemental tax levies to residents and businesses in those areas. The budget for FY23 will maintain service levels for the current 156 streetlights in District #2, 163 streetlights in District #3, the 27 streetlights in District #3.1, the 27 streetlights in District #23, the 87 streetlights in District #12, and the 10 streetlights in District #63.1. Projected street lighting revenues and expenditures in FY23 total \$84,100, remaining flat to the prior year approved budget.

The street lighting personal property levy for each Sanitary District remains at \$0.001 for all districts. The real property levies for the existing districts remain unchanged for FY23. The FY23 district rates are as follows:

*Public Utilities – Solid Waste and Street Lighting*

| Sanitary District | Real Property Rate |
|-------------------|--------------------|
| District #2       | \$0.003            |
| District #3       | \$0.010            |
| District #3.1     | \$0.031            |
| District #23      | \$0.010            |
| District #12      | \$0.010            |
| District #63.1    | \$0.019            |

It should be noted that the real property rates were decreased for street lighting in the FY07 approved budget. Prior to that decrease, the real property tax levies had not been reduced since calendar year 1981 for all existing sanitary districts.

# PUBLIC WORKS – BEST MANAGEMENT PRACTICES

## DESCRIPTION

The Department of Public Works is responsible for the long-term maintenance of Best Management Practice (BMP) devices in single-family residential subdivisions within Henrico County. BMP devices are basins for treating storm water to improve water quality. A fee is paid by developers at the time subdivisions are recorded to offset the county's cost of maintaining BMPs.

## OBJECTIVE

- To provide the long-term maintenance of BMP devices in accordance with Federal and State regulations.

## BUDGET HIGHLIGHTS

The budget of \$50,000 is based on anticipated fee revenue. The BMP maintenance fee is \$100 per lot and is paid by developers when subdivisions are recorded. The Department plans to use an annual contractor to perform BMP maintenance.

An alternative storm water management program has been developed. Adopted on August 14, 2001 by the Board of Supervisors, the program will reduce the number of BMPs constructed for future development projects by providing more cost-effective alternatives through a comprehensive watershed management approach. Use of a subdivision lot for a BMP device not only reduces revenue for the developer by preventing the sale of this lot, but also effectively decreases the value of adjacent lots. The Best Management Practices Program will eventually be phased out as the new Watershed Management Program is implemented. Eventually, all revenue will be generated through the new Environmental Fund that was established to fund projects identified by the Watershed Management Program.

## FISCAL YEAR 2023 SUMMARY

### Annual Fiscal Plan

| Description          | FY21             | FY22             | FY23             | Change      |
|----------------------|------------------|------------------|------------------|-------------|
|                      | Actual           | Original         | Approved         | 22 to 23    |
| Personnel            | \$ 0             | \$ 0             | \$ 0             | 0.0%        |
| Operation            | 28,076           | 50,000           | 50,000           | 0.0%        |
| Capital              | 0                | 0                | 0                | 0.0%        |
| Total                | <u>\$ 28,076</u> | <u>\$ 50,000</u> | <u>\$ 50,000</u> | <u>0.0%</u> |
| Personnel Complement | N/A              | N/A              | N/A              | N/A         |

# PUBLIC WORKS – WATERSHED PROGRAM

## DESCRIPTION

The Department of Public Works developed and implemented an innovative program that addresses storm water quality requirements mandated by State and Federal regulations for development projects. The Watershed Program provides more effective alternatives to the typical Best Management Practices (BMPs). One of these alternatives is the contribution to an environmental fund in lieu of constructing BMPs in certain areas. This fund will be used by the Department of Public Works to restore streams and otherwise improve water quality throughout the county.

## OBJECTIVES

- Restore streams and otherwise improve water quality to achieve the mandated levels of water quality benefit as the typical on-site BMP approach.

## BUDGET HIGHLIGHTS

The budget of \$847,000 is based on the amount of anticipated revenue from this program, which began in FY03. The fee for the environmental fund is \$8,000 per pound of pollutant removal required and is paid by developers prior to POD approval and subdivision recordation. Currently, the Department plans to conduct individual projects through Requests for Proposal and Professional Service Agreements.

The alternative storm water management program was adopted on August 14, 2001 by the Board of Supervisors. The Program provides alternatives to constructing BMPs in certain areas and will reduce the number of BMPs in the future. To offset the storm water treatment that will not be provided by those BMPs, the Department of Public Works will use funds generated by the Watershed Program to conduct projects along streams to improve water quality. These projects will include stream restoration, stream bank stabilization, a streamside buffer establishment, and stream obstruction removal. Funding will also be made available for large, regional BMPs as opportunities become available through cooperation with developers and citizens. Watershed Program expenditures will not exceed revenues.

## FISCAL YEAR 2023 SUMMARY

### Annual Fiscal Plan

| Description          | FY21            | FY22              | FY23              | Change      |
|----------------------|-----------------|-------------------|-------------------|-------------|
|                      | Actual          | Original          | Approved          | 22 to 23    |
| Personnel            | \$ 0            | \$ 0              | \$ 0              | 0.0%        |
| Operation            | 2,131           | 847,000           | 847,000           | 0.0%        |
| Capital              | 0               | 0                 | 0                 | 0.0%        |
| Total                | <u>\$ 2,131</u> | <u>\$ 847,000</u> | <u>\$ 847,000</u> | <u>0.0%</u> |
| Personnel Complement | N/A             | N/A               | N/A               | N/A         |

# COUNTY OF HENRICO, VIRGINIA

## ENTERPRISE FUND

Total \$147,715,367

# PUBLIC UTILITIES

## Water & Sewer

### DESCRIPTION

The Water and Sewer Enterprise Fund accounts for the provision of water and sewer services to residents and businesses of Henrico County. All activities necessary to provide such services are accounted for in this fund, including construction, financing, and related debt service. The total cost of water and sewer services is funded by user charges and fees. No County taxes are used to support these services.

Henrico purchased all its water requirements from the City of Richmond prior to April 2004. At that time, the Water Treatment Facility (WTF) opened and began providing water to customers, thereby, reducing the quantity of water the County purchases from the City. In addition to water services, the Department is responsible for the installation and maintenance of fire hydrants throughout the County.

Sanitary sewers are separate from storm water collection facilities in the County, and the Department of Public Utilities is responsible for all sanitary sewer services. The Henrico County Water Reclamation Facility (WRF) treats most of the County’s wastewater, with a small amount treated by the City of Richmond. Portions of Goochland County, Hanover County and the City of Richmond are also served by the WRF.

### OBJECTIVES

- To provide adequate quantities of safe drinking water in compliance with State and Federal regulations and County standards, at equitable rates, and to others with whom the County has contracted to provide service.
- To provide wastewater disposal in a manner consistent with State and Federal laws and regulations, V.P.D.E.S. permits and County standards, at equitable rates, and to others with whom the County has contracted to provide service.

### FISCAL YEAR 2023 SUMMARY

| Annual Fiscal Plan   |                      |                       |                       |                    |
|----------------------|----------------------|-----------------------|-----------------------|--------------------|
| Description          | FY21<br>Actual       | FY22<br>Original      | FY23<br>Approved      | Change<br>22 to 23 |
| Personnel            | \$ 21,728,949        | \$ 25,083,259         | \$ 27,433,662         | 9.4%               |
| Operation            | 45,290,715           | 48,185,402            | 50,373,433            | 4.5%               |
| Capital              | 862,792              | 650,300               | 1,862,788             | 186.5%             |
| Debt Service         | 13,856,031           | 30,352,743            | 31,191,008            | 2.8%               |
| Total                | <u>\$ 81,738,487</u> | <u>\$ 104,271,704</u> | <u>\$ 110,860,891</u> | <u>6.3%</u>        |
| Personnel Complement | 307                  | 309                   | 317                   | 8                  |

\* Two positions were transferred from Public Utilities - Water Sewer to the Finance department during FY22. In FY 23 increased authorized positions in Operations and Water Treatment by a total of ten positions.

## PERFORMANCE MEASURES

|   | <u>FY21</u> | <u>FY22</u> | <u>FY23</u> | <u>Change<br/>22 to 23</u> |
|---|-------------|-------------|-------------|----------------------------|
| <b>Workload Measures</b>                |             |             |             |                            |
| Average No. of Fire Hydrants in Service | 13,668      | 13,800      | 13,900      | 100                        |
| Miles of Water Mains                    | 1,657       | 1,663       | 1,673       | 10                         |
| Miles of Sewer Mains                    | 1,532       | 1,540       | 1,545       | 5                          |
| Number of Water Customers               | 100,964     | 101,600     | 102,500     | 900                        |
| Number of Sewer Customers               | 97,892      | 98,600      | 99,400      | 800                        |

## BUDGET HIGHLIGHTS

The Public Utilities' Water and Sewer Fund is an enterprise fund, supporting its operating and capital infrastructure expenditures with revenues derived from customer charges and water and sewer revenue bonds. Additionally, funding has been provided by the America Rescue Plan to assist new customers with connecting to system.

The Department provides water and wastewater services to approximately 94% of the County's citizens, including the delivery of clean drinking water, sewer disposal, street lighting, refuse management and recycling services. The Solid Waste and Street Lighting functions are discussed in greater detail in a separate narrative within this document.

Ensuring the efficient delivery of services to citizens has required a commitment to making necessary investments in the System's operations and critical water and sewer infrastructure. In addition, to address system demands resulting from consumer growth, Public Utilities performs capacity improvements that are consistent with the County's broader planning, and residential and commercial development objectives. The Department also engages in strategic, long-term infrastructure planning to ensure that citizens' and businesses' water and sewer capacity requirements are sufficiently met well into the future.

## RESOURCES

In FY23, projected operating resources of \$146,868,267 will support water and wastewater operations, reflecting an increase of 4.6% from the FY22 adopted budget. Included is a increase to water and sewer rates, which would have a \$3.16 impact on the median residential account.

In addition to supporting operating requirements, resources must be sufficient to service debt, bond coverage requirements and future capital requirements within the five-year Capital Improvement Program. Due to the nature of the infrastructure maintained by the Water and Sewer Fund, consistent infrastructure maintenance and replacement must be planned on a multi-year basis, as opposed to the year-to-year analysis included in each budget cycle.

On an annual basis, Public Utilities performs cash flow projections verifying cash flows are sufficient to cover current and future operating costs, capital infrastructure improvements, debt service, and bond coverage requirements over a multi-year period. These projections are critical in ensuring that rate changes are sufficient for meeting all the obligations of the fund. The FY23 budget adheres to that premise. Payments and transfers from the General Fund to

### *Public Utilities - Water & Sewer*

Water and Sewer in FY23 total \$2,150,750 for debt service costs related to the Elko Tract infrastructure improvements.

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#### EXPENDITURES

The FY23 budget of \$110,860,891 includes expenditures for personnel, operating, capital outlay, and debt service and is equal to the budget target. Overall, the Water and Sewer operating budget is increasing by 6.3%, or \$6,589,187. This is primarily attributable to salary and benefit rate increases and funding of ten positions. Of the ten positions, seven are added for the operations of the Cobbs Creek Reservoir, which will begin filling in the fall of 2022, and three positions are added to design and manage water & sewer infill projects. The infill projects are funded with proceeds received from the federal government through the American Rescue Plan Act (ARPA) but the positions are supported by water & sewer revenues. Along with an increase in operating expenses for repair maintenance supplies, machinery and equipment replacement, contractual increases and offset by an increase in debt service of \$838,265.

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#### DEBT SERVICE REQUIREMENTS

Projected debt service expenditures of \$31,191,008 represents a net increase of \$838,265 or 2.8% when compared to the approved FY22 budget. The debt service in the FY23 budget is based on existing debt service. The next anticipated bond issue could occur in FY23.

The debt service budget will fully fund requirements arising from the Water and Sewer Fund's outstanding debt, which on June 30, 2021 was \$474,903,035. According to bond covenants for outstanding debt, the Water and Sewer Fund must ensure that net operating revenues be at least 1.25 times the Fund's debt service requirements. In the year that ended June 30, 2021, this coverage equaled 1.98 times the debt service requirement. (Source: Annual Comprehensive Financial Report June 30, 2021: Cash and Cash Equivalents – Exhibit 5.)

Debt service expenditures, in total, represent 28.0% of the FY23 Water & Sewer budget. As a note, this is a much higher percentage than what is seen in the General Fund (target of 7.75% of General Fund expenditures) and is representative of another difference between the County's General Fund and the Water and Sewer Enterprise Fund.

The FY23 budget for the Department of Public Utilities continues to plan for infrastructure improvement and replacement, meet all debt service coverage requirements, and cover all known fixed operational cost increases. Because of the continued emphasis on multi-year planning and strong financial policies, the County of Henrico Department of Public Utilities possesses AAA bond ratings from the following three bond rating agencies: Moody's Investors Service, Standard & Poor's and Fitch IBCA. It is one of only 14 public utilities in the United States to possess a triple AAA bond rating.

*Public Utilities - Water & Sewer*

Historical Depiction of Fund Equity (Outside of Restricted Equity for Accounts Receivable, and Debt Service Coverage Requirements):

At the end of each year, the annual audit offers a depiction of fund equity that is available largely for future-year infrastructure improvements in the Capital Improvement Program. For the past five years, this unrestricted fund equity has been noted as follows:

FY17: \$ 101,851,492

FY18: \$ 140,813,367

FY19: \$ 146,439,690

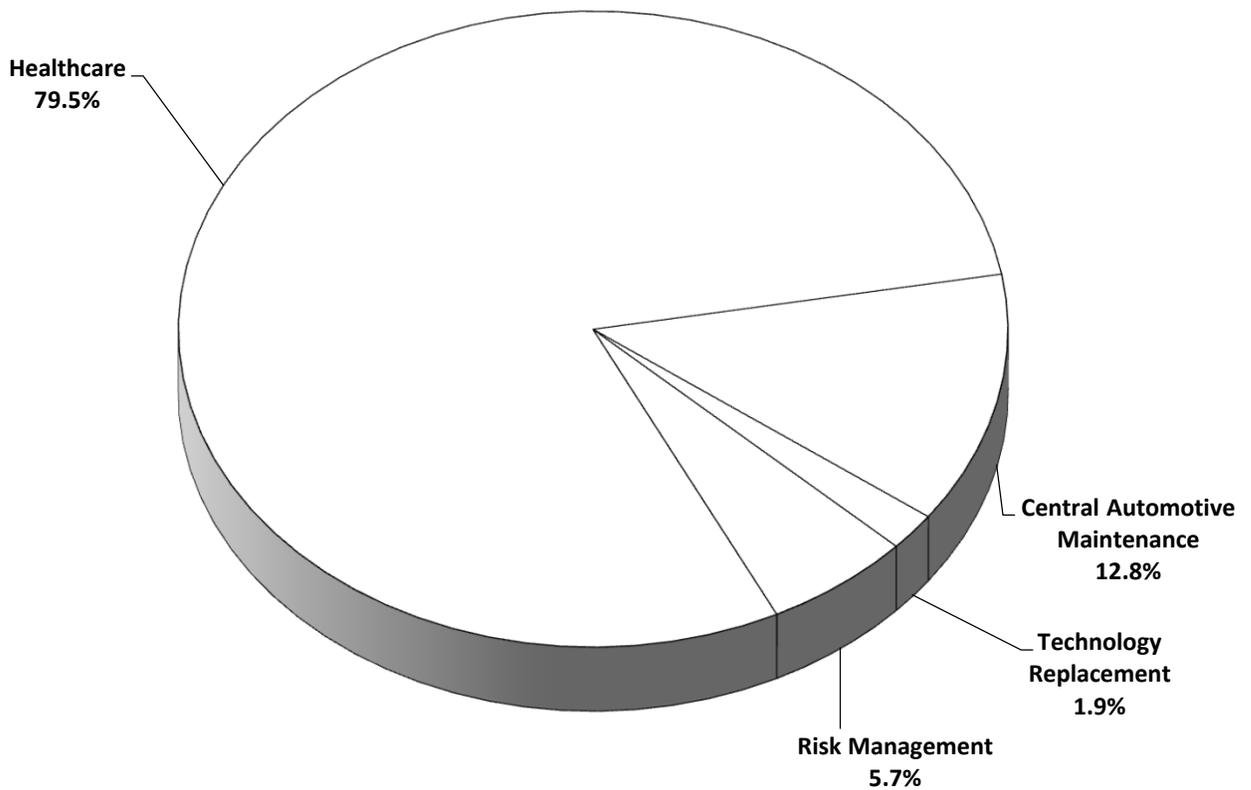
FY20: \$ 158,493,173

FY21: \$ 196,635,341

(Source: Annual Audit of the Water and Sewer Enterprise Fund, Respective Fiscal Year.)

# COUNTY OF HENRICO, VIRGINIA

## Internal Service Fund



Total \$183,385,660

# CENTRAL AUTOMOTIVE MAINTENANCE

## DESCRIPTION

Central Automotive Maintenance (CAM) is a division within the Department of General Services tasked with supporting the county’s diverse fleet of over 3,600 units. CAM provides fleet management services, repair and preventive maintenance services, fleet refueling, motor pool lease vehicles, and a large vehicle wash facility. Fleet repair and maintenance activities are performed at two locations. The main shop is located in the western portion of the County on Woodman Road, and a satellite shop is located in the eastern portion of the County on Dabbs House Road. CAM operates eight (8) self-service refueling facilities strategically located within the County that provide unleaded gasoline and diesel fuel. CAM owns and leases approximately 750 passenger sedans, pickup trucks, vans, and other miscellaneous vehicles to county departments through its motor pool operation. CAM is an Internal Service Fund organization and as such funding for all aforementioned activities is provided through inter-departmental billings.

## OBJECTIVES

- To provide high quality fleet and equipment management services.
- To maintain the County’s automotive and equipment fleet as safely and efficiently as possible.
- To provide motor pool lease vehicles to County agencies.
- To provide dependable fuel supplies for County-owned vehicles.

## BUDGET HIGHLIGHTS

The Central Automotive Maintenance budget for FY23 totals \$23,501,360, which represents a net increase of \$539,954, or 2.4% from the previous approved budget. This increase is driven by the revised retirement and health care costs along with a merit-based salary increase. Also, funding for a fleet services coordinator.

## FISCAL YEAR 2023 SUMMARY

### Annual Fiscal Plan

| Description          | FY21          | FY22          | FY23          | Change   |
|----------------------|---------------|---------------|---------------|----------|
|                      | Actual        | Original      | Approved      | 22 to 23 |
| Personnel            | \$ 4,487,647  | \$ 5,249,428  | \$ 5,676,601  | 8.1%     |
| Operation            | 10,355,892    | 15,161,123    | 15,067,124    | (0.6%)   |
| Capital              | 2,137,321     | 2,550,855     | 2,757,635     | 8.1%     |
| Sub-Total            | \$ 16,980,860 | \$ 22,961,406 | \$ 23,501,360 | 2.4%     |
| Personnel Complement | 71            | 71            | 72            | 1        |

Central Automotive Maintenance

PERFORMANCE MEASURES

|  | Performance Measures |            |            | Change<br>22 to 23 |
|--|----------------------|------------|------------|--------------------|
|  | FY21                 | FY22       | FY23       |                    |
| <b>Workload Measures</b>                 |                      |            |            |                    |
| Total Vehicles/Equip. Maintained by CAM  | 3,636                | 3,675      | 3,650      | (25)               |
| Gallons of Fuel Consumed                 | 2,030,793            | 2,750,000  | 2,500,000  | (250,000)          |
| Annual Miles Driven                      | 18,352,586           | 22,500,000 | 22,150,000 | (350,000)          |
| Equipment to Mechanic Ratio              | 71                   | 76         | 76         | 0                  |
| Fleet Readiness (Countywide Goal of 95%) | 94.00%               | 95.00%     | 95.00%     | 0                  |

BUDGET HIGHLIGHTS (CONTINUED)

The overall operating component totals \$15,067,124, which reflects an overall decrease of \$93,999 or 0.6% from the previous approved budget. The capital component totals \$2,757,635 which reflects an overall increase of \$206,780 or 8.1% from previous approved budget for computer equipment and machinery and equipment replacement.

Central Automotive Maintenance is an Internal Service Fund program and as such CAM generates revenue through its rates and fees to recover expenditures. CAM's revenues are generated from charges to user departments for three primary services: fleet repair and preventive maintenance, motor pool vehicle leasing, and fuel services. Revenues from fleet repair and maintenance performed at both the West End and East End maintenance facilities are estimated at \$12,332,680 for FY23. The internal labor rate for CAM repair services in FY23 will be \$74.00 per hour.

Motor pool vehicle lease revenues are projected at \$4,500,000 in FY23. Vehicle rental rates are designed to recover maintenance and operational costs along with a vehicle replacement additive that accumulates in CAM's fund balance. This additional revenue is then used for the purchase of replacement motor pool vehicles. Due to the COVID-19 pandemic, which began in the later half of FY20, rental rates for FY22 were maintained at the same level as the prior fiscal year. A rental rate increase, not to exceed 6%, is included for FY23.

The estimate for CAM's fuel revenues totals \$6,050,000 for FY23. Fuel consumed by a department owned vehicle is charged to departments at actual cost-plus a per gallon markup to cover certain operating costs. A fuel mark-up of \$0.12 per gallon will be added for FY23 to offset fuel site maintenance and system operating costs.

A total of \$105,900 in revenues has been budgeted for the Vehicle Wash Facility. Miscellaneous revenue for CAM is projected at \$400,000 for FY23 for the sale of surplus vehicles.

# TECHNOLOGY REPLACEMENT FUND

## DESCRIPTION

The Technology Replacement Fund was created in FY01 to serve as an internal service function for general government technology replacement costs. This fund provides for the replacement of general government computers and related technology equipment.

## OBJECTIVES

- To allow Henrico County to utilize technological advancements as they occur.
- To spread the cost of replacing technology equipment over a period of multiple years to reduce the impact of large one-time purchases in a given year.
- To provide centralized accounting to accurately monitor the number and cost of technology equipment replacement.
- To ensure the County does not find itself in the position of having to issue long-term debt to pay for routine technology equipment.

## BUDGET HIGHLIGHTS

The FY23 budget for the Technology Replacement Fund totals \$3,532,947. It is important to note that funding of \$3,000,000 to support this budget request is to be provided by a transfer from the General Fund. This reflects the same amount as from the previous approved budget. There are several departments that have made formal requests for equipment replacement in FY23. Most notable are: Information Technology, Finance, Library, Fire, Police, Recreation and Parks and Sheriff.

The request for replacement equipment includes equipment that is eligible and approved for replacement based on age and usage. While there may be a budget for specific items, some funding is provided for contingency and will only be spent if necessary. In an effort to reduce expenses, departments were requested to review computer requirements to determine if an extended replacement cycle is practical based on the use of the computer. The Department of Information Technology approves the replacement request based on the computer's use as well as the user's anticipated needs.

## FISCAL YEAR 2023 SUMMARY

### Annual Fiscal Plan

| Description | FY21         | FY22         | FY23         | Change   |
|-------------|--------------|--------------|--------------|----------|
|             | Actual       | Original     | Approved     | 22 to 23 |
| Personnel   | \$ 0         | \$ 0         | \$ 0         | 0.0%     |
| Operation   | 0            | 0            | 0            | 0.0%     |
| Capital     | 2,421,875    | 3,001,314    | 3,532,947    | 17.7%    |
| Total       | \$ 2,421,875 | \$ 3,001,314 | \$ 3,532,947 | 17.7%    |

Technology Replacement Fund

PERFORMANCE MEASURES

|  | Performance Measures |            |            | Change   |
|--|----------------------|------------|------------|----------|
|  | FY21                 | FY22       | FY23       | 22 to 23 |
| <b>Workload Measures</b>                   |                      |            |            |          |
| Accumulated Value of Equipment             | 11,952,818           | 12,554,800 | 12,985,000 | 430,200  |
| Computers in Program                       | 3,083                | 3,265      | 3,355      | 90       |
| Other Equipment in Program                 | 1,249                | 1,315      | 1,356      | 41       |
| <b>Effectiveness Measures</b>              |                      |            |            |          |
| Percent of Eligible Departments in Program | 100%                 | 100%       | 100%       | 0%       |

# RISK MANAGEMENT

## DESCRIPTION

Risk Management is a division within the Department of Finance that provides protection from accidental losses arising out of the County’s General Government and Public Schools operations. Protection is provided through a combination of self-insurance, purchased insurance, and risk transfer mechanisms. The division is responsible for the management of the Self-Insurance fund, excess insurance coverages, certificates of insurance for proof of insurance, and provides oversight of workers’ compensation claim administration and the administration of auto, property, and liability claims. The Risk Management staff provides training and guidance to all county agencies and Henrico County Public Schools to help identify and manage operational risks to minimize potential loss and liabilities. Additionally, Risk Management works in collaboration with Workplace Safety and Emergency Management regarding loss prevention, safety training, and environmental concerns.

## OBJECTIVES

- To protect the county against losses that could significantly impact its personnel, property, or financial stability in providing services to the general public.
- To provide comprehensive insurance coverage for the General Government and Schools at the lowest possible cost when considering the various risks involved.

## BUDGET HIGHLIGHTS

The FY23 budget is reflected within the Internal Service Fund series because Risk Management provides services to all areas of General Government and Education, across all funds. Risk Management will continue to administer all applicable programs and services to all county agencies.

## FISCAL YEAR 2023 SUMMARY

### Annual Fiscal Plan

| Description          | FY21                 | FY22                 | FY23                 | Change      |
|----------------------|----------------------|----------------------|----------------------|-------------|
|                      | Actual               | Original             | Approved             | 22 to 23    |
| Personnel            | \$ 687,697           | \$ 700,594           | \$ 731,133           | 4.4%        |
| Operation *          | 11,786,340           | 9,789,701            | 9,789,701            | 0.0%        |
| Capital              | 755                  | 3,275                | 3,275                | 0.0%        |
| Total                | <u>\$ 12,474,792</u> | <u>\$ 10,493,570</u> | <u>\$ 10,524,109</u> | <u>0.3%</u> |
| Personnel Complement | 7                    | 7                    | 7                    | 0           |

Risk Management

PERFORMANCE MEASURES

|  | <u>FY21</u> | <u>FY22</u> | <u>FY23</u> | <u>Change<br/>22 to 23</u> |
|--|-------------|-------------|-------------|----------------------------|
| <b>Workload Measures</b>                     |             |             |             |                            |
| Workers' Compensation Claims Processed       | 875         | 415         | 996         | 581                        |
| Auto. Gen. Liability, Other Claims Processed | 901         | 443         | 1,063       | 620                        |
| Property Damage and Loss Claims Processed    | 237         | 85          | 204         | 119                        |

BUDGET HIGHLIGHTS (CONTINUED)

The Risk Management budget for FY23 totals \$10,524,109 and is funded with a transfer of \$9,524,109 from the county's General Fund and projected revenue of \$1,000,000 from the Department of Public Utilities' Water & Sewer Enterprise and Solid Waste Funds. In FY20, the Workplace Safety component was separated from Risk Management.

In FY23, the proposed personnel component of Risk Management's Self-Insurance Administration function totals \$731,133, a \$30,539, or 4.4% increase. This increase is the effect of rising health care and benefit costs. Within the Self-Insurance Administration function, seven employees provide services including oversight and support of workers' compensation claim administration, auto, property, and liability claim administration, as well as administration of the Self-Insurance Reserve for the General Government and Schools. During FY23, the risk assessment of programs and activities will continue in order to recognize, reduce, and control risk exposures.

In FY23, the proposed budget for claims totals \$7,620,811. Funding for a portion of the Division's costs is typically provided in the December amendment via a transfer from the Self-Insurance Reserve within the General Fund. Funding remains unchanged from FY22.

Also included in the FY23 budget is a proposed \$1,986,048 for insurance policies and premiums. These funds are for costs associated with purchased commercial insurance for both property liability and workers' compensation. It should be noted that the county's costs in this area are supplemented by the Self-Insurance Reserve and remains unchanged from FY22.

# HEALTHCARE FUND

## DESCRIPTION

Effective January 1, 2008, Henrico County’s health care program transitioned to a self-insurance program. Prior to this transition, the County’s health care program operated as a fully insured program, which, in exchange for the payment of a premium, an insurance company assumed the risk, administered the program, and paid all claims. With the transition to a self-insured program, the County pays claims and third-party administrative fees. Self-insurance allows the County to more fully control all aspects of the plan, including setting rates to smooth out the impact of increases on employees and the County, while maintaining adequate funding to cover claims, expenses, and reserves.

## BUDGET HIGHLIGHTS

The cost to fund healthcare expenses is covered by payments from active employees, the County and the School Board, retirees, and retention of interest earnings. The County and Schools contributions are budgeted in departmental budgets, and the Healthcare Fund charges departments based upon actual participants in the program. Revenues to the Healthcare Fund in excess of expenditures accumulate in a premium stabilization reserve. These funds are utilized to allow the County to maintain rate increases at manageable levels.

The budget for FY23 provides funding of \$145,827,244 for the Healthcare Fund. Included in this figure is \$103,986,293 in funding that is budgeted within individual County and Schools departments as the County’s contributions for healthcare for active employees. This means that the County provides direct support for 71.3 percent of the Healthcare Fund’s budget. Also included in this budget is the cost to the County and Schools for retiree subsidies, which are present within the Human Resources budget. It is important to note that expenditures already budgeted within individual departments are negated from the Healthcare Fund budget in the “Adjustments for Interdepartmental Billings” to avoid double counting of expenditures. The balance of \$41,840,951 reflects anticipated payments from employees and retirees that participate in the program, as well as rebates for pharmacy claims and interest earnings.

## FISCAL YEAR 2023 SUMMARY

### Annual Fiscal Plan

| Description                    | FY21           | FY22           | FY23           | Change   |
|--------------------------------|----------------|----------------|----------------|----------|
|                                | Actual         | Original       | Approved       | 22 to 23 |
| Claims                         | \$ 115,477,031 | \$ 133,352,631 | \$ 136,019,684 | 2.0%     |
| Other Administrative Fees      | 9,170,212      | 9,605,644      | 9,797,560      | 2.0%     |
| Payments to Federal Government | 0              | 80,000         | 10,000         | (87.5%)  |
| Total Healthcare               | \$ 124,647,243 | \$ 143,038,275 | \$ 145,827,244 | 1.9%     |

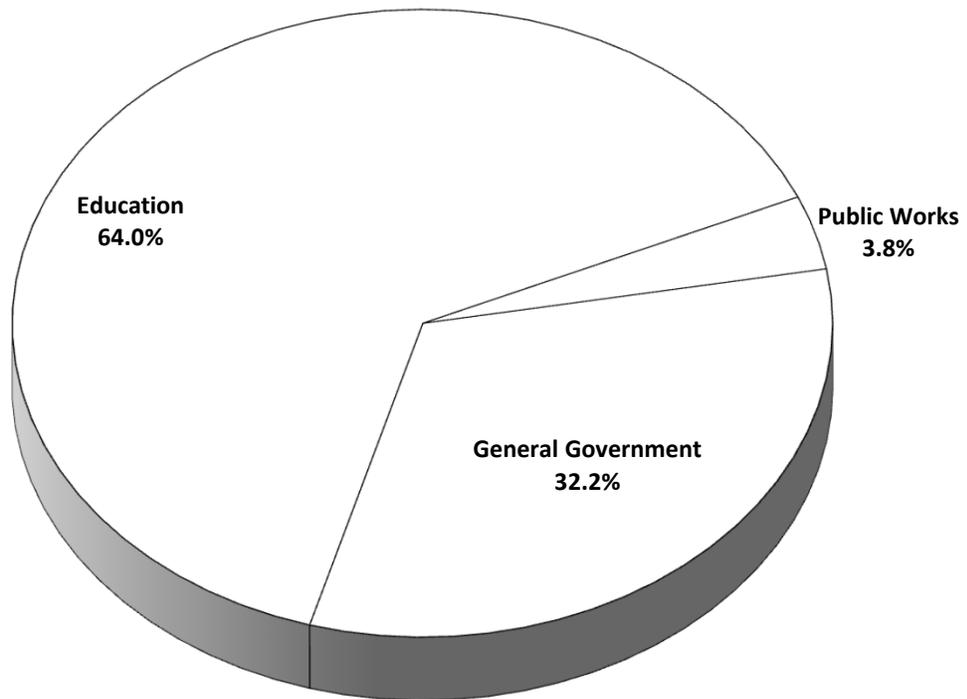
*Healthcare Fund*

**BUDGET HIGHLIGHTS**

Of the \$145,827,244 proposed budget for Healthcare, \$136,019,684, or 93.3 percent reflects estimated claims expenditures. The balance of \$9,807,560 is highlighted by anticipated third-party administrative fees (\$5,300,000), health spending account costs (\$991,916), costs of actuarial services (\$150,000), wellness initiatives funding (\$150,000) and the premium payments for excess risk insurance, which is \$3,100,000. The insurance protects the County from single large claims greater than \$500,000 and total annual payments greater than 125.0 percent of actuarially projected annual claims. Also included in the budget is \$105,644 in funding for the retainer agreement for the County's healthcare consultant.

# COUNTY OF HENRICO, VIRGINIA

## Debt Service Fund



Total \$78,452,484

# DEBT SERVICE FUND

## DESCRIPTION

The Debt Service Fund is used to accumulate financial resources for the payment of interest and principal on all general obligation debt of the county. The debt service on revenue bonds issued by the county's Water and Sewer utility is paid and accounted for within the Enterprise Fund. The county's authority to issue general obligation debt secured solely by the pledge of its full faith and credit is provided by the Constitution of Virginia and the Public Finance Act. There are no limitations imposed by State law or local ordinance on the amount of general obligation debt that may be issued either directly or indirectly. However, with certain exceptions, all debt, which is secured by the general obligation of a county, must be approved at public referendum prior to issuance.

The process of issuing general obligation bonded debt in the county begins with the departments' presentation of capital expenditure needs to the County Manager, who then presents recommendations for funding to the Board of Supervisors. The Board of Supervisors must approve of any debt issue before it is placed on the ballot. Then county citizens must vote on the bond referendum and if the bond referendum is approved the debt can be issued. While there are, no limitations imposed by State law, the county utilizes debt guidelines (described herein) to ensure that debt service payments do not impact current operations.

The county's projected total outstanding general debt is \$644,910,000 as of June 30, 2022. This reflects the General Obligation (G.O.) Bond issuance of \$102,255,000 in the Spring of 2017, \$99,395,000 in the Spring of 2018, \$105,155,000 in the Summer of 2019, and the \$105,980,000 in the Summer of 2020, representing all of the issuances related to the November 2016 G.O. Bond Referendum. It also reflects the issuance of \$48,115,000 in Virginia Public School Authority Bonds (VPSA) in the fall of 2021. The distribution of the debt is: \$531,230,000 of G.O. bonds (\$367,332,330 for Schools and \$163,897,670 for General Government), \$54,485,000 of EDA bonds (\$45,615,000 for the Indoor Sports Facility and \$8,870,000 for land financing), \$48,115,000 in VPSA bonds and \$11,080,000 of Virginia Resource Authority (VRA) bonds for the replacement of the County's 800mhz Public Safety Communications System.

## FISCAL YEAR 2022 SUMMARY

| Description         | Annual Fiscal Plan   |                      |                      |                    |
|---------------------|----------------------|----------------------|----------------------|--------------------|
|                     | FY21<br>Actual       | FY22<br>Original     | FY23<br>Approved     | Change<br>22 to 23 |
| Principal Payments  | \$ 47,585,000        | \$ 53,165,000        | \$ 54,435,001        | 2.4%               |
| Interest Payments   | 24,395,333           | 25,131,649           | 23,967,483           | (4.6%)             |
| Other Debt Expenses | 120,666              | 50,000               | 50,000               | 0.0%               |
| Total               | <u>\$ 72,100,999</u> | <u>\$ 78,346,649</u> | <u>\$ 78,452,484</u> | <u>0.1%</u>        |
| General Government  | \$ 30,988,747        | \$ 32,711,095        | \$ 28,268,479        | (13.6%)            |
| Education           | 41,112,252           | 45,635,554           | 50,184,005           | 10.0%              |
| Total Budget        | <u>\$ 72,100,999</u> | <u>\$ 78,346,649</u> | <u>\$ 78,452,484</u> | <u>0.1%</u>        |

## Debt Service Fund

### DESCRIPTION

Another way to view the \$644,910,000 projected outstanding debt is \$415,447,330, or 64.4%, is attributed to Education projects and \$229,462,670, or 35.6%, is attributed to General Government projects.

To ensure that the county does not exceed its ability to service current and future debt requirements, an annual long-term debt affordability analysis is performed and utilized as a forecasting tool when confronted with the question of potential debt issues. The County has established the following debt affordability guidelines – debt service as a percentage of General Fund Expenditures, 7.75% and debt service as a percentage of assessed value, 1.49%.

The Board of Supervisors established the debt guidelines in the FY1998-99 Annual Fiscal Plan, which were reaffirmed during growth retreats held in the summer of 2004. Following these guidelines has allowed the county to meet its infrastructure needs without sacrificing other operational requirements.

Following are the two ratios used for the debt affordability guidelines calculated in the debt capacity analysis, which was most recently completed in February 2022. The ratio of **net bonded debt to total assessed value** is a standard measure of the county's ability to meet interest and principal payments on its long-term debt. The county has a ratio of **1.15%** in FY22. The **ratio of debt service to General Fund expenditures** measures the percentage of the budget used to pay debt service and provides a measure of the annual demands placed on the operating budget by the county's long-term debt. This ratio is **7.38%** in FY22.

**The County's bond ratings are as follows:**

- **Moody's Investors Service: Aaa**
- **Standard & Poor's: AAA**
- **Fitch IBCA: AAA**

As a note, Henrico is 1 of only 48 localities in the United States to hold the highest rating from each of the three bond rating agencies, which is referred to as a triple AAA bond rating (Aaa, AAA, and AAA).

### BUDGET HIGHLIGHTS

The budget for the Debt Service fund is \$78,452,484, which reflects a 0.1 percent increase when compared to the FY22 Approved Budget. Of the total, \$54,435,001 is payment towards the principal amount owed, \$23,967,483 is interest owed on the debt, and \$50,000 is for fees paid related to servicing the debt.

Another way to view the debt service anticipated to be paid in FY23 is by service area, of which \$50,184,005 is payment on Education debt, \$25,277,801 is payment on debt related to General Government functions, and \$2,990,678 is debt related to Public Works projects. As noted earlier, this budget does not include debt related to the Water and Sewer Enterprise Fund as those payments are reflected in that budget.

In November 2016, the county had a General Obligation Bond Referendum that was overwhelmingly approved by the citizens of the county. The amount approved was \$419,800,000 for projects in Schools, Fire, Recreation and Parks, Libraries, and Public Works. All debt and capital appropriations for the 2016 Referendum have been

*Debt Service Fund*

completed as the final bonds were issued in June 2020 and the final appropriations of those bonds were included in the FY22 Capital Budget.

Though not included in the FY23 budget, the Board of Supervisors approved a resolution on February 22, 2022 to file an order in the Circuit Court of Henrico County to place four referendum questions before the voters to authorize additional general obligation bonds. The total of the proposed bonds is \$511.4 million split between education, public safety, recreation, and drainage projects. The referendum questions will be on the November 8, 2022 ballot.

There are three types of debt the county has issued over the past 18 years that the county will pay debt service on in FY23: General Obligation (G.O.) Bonds, Virginia Public School Authority (VPSA) Bonds, and Lease/Revenue Bonds.

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**GENERAL OBLIGATION (G.O.) DEBT**

Of the total debt service in FY23, \$67,325,145 is related to General Obligation (G.O.) Bonds. This debt vehicle is issued against the full faith and credit of the County and must be approved by the voters of Henrico. All the debt service related to G.O. Bonds is for debt issued as part of three referenda: November 2000, March 2005, and November 2016.

In November 2000, the county’s voters approved a \$237,000,000 G.O. Bond Referendum. The referendum included projects for Schools, Fire, Public Library, Public Works – road projects, and Recreation and Parks. Of the total \$237,000,000 referendum approved by the voters, Education projects totaled \$170,500,000 and General Government projects totaled \$66,500,000. The financing plan that supported the 2000 G.O. Bond Referendum utilized \$12,600,000 in VPSA interest earnings and \$4,100,000 from the county’s General Fund balance.

The G.O. Bond referendum approved in November 2000, anticipated the issuance of G.O. Bonds over a six-year period from FY01 to FY07. G.O. Bonds were issued six times over a six-year period with the final issue in November 2006. The table to the right provides a summary of each G.O. Bond issue.

| <b>Fiscal Year</b> | <b>Amount</b> | <b>Issue Date</b> |
|--------------------|---------------|-------------------|
| FY01               | \$37,110,000  | May 2001          |
| FY02               | \$27,035,000  | February 2002     |
| FY03               | \$50,230,000  | January 2003      |
| FY04               | \$38,920,000  | May 2004          |
| FY06               | \$46,729,550  | August 2005       |
| FY07               | \$33,169,057  | November 2006     |

On March 8, 2005, the county voters approved a \$349,300,000 G.O. Bond Referendum. The referendum included projects for Schools, Fire, Public Library, Public Works – one road project - and Recreation and Parks. Of the total \$349,300,000 referendum approved by the voters, Education projects totaled \$220,000,000 and General Government projects totaled \$129,300,000. The financing plan funded the projects over a seven-year period instead of a six-year period. By stretching the period of debt issuance over seven years, the debt service and operating costs for these projects came online more slowly and allowed the maximum use of incremental county resources. The table on the left provides a summary of each G.O. Bond issue.

| <b>Fiscal Year</b> | <b>Amount</b> | <b>Issue Date</b> |
|--------------------|---------------|-------------------|
| FY06               | \$31,085,450  | August 2005       |
| FY07               | \$38,745,943  | November 2006     |
| FY08               | \$29,810,000  | January 2008      |
| FY09               | \$93,090,000  | November 2008     |
| FY10               | \$0           | Delayed to FY11   |
| FY11               | \$72,205,000  | July 2010         |
| FY12               | \$66,075,000  | August 2011       |

Because of the difficult economic environment, the county chose to take the prudent approach and delay the planned FY10 issuance of G.O. Bonds one year, to FY11. This

### Debt Service Fund

decision also pushed back the originally planned bond issues for FY11 and FY12 one year as well. However, due to favorable interest rates, the two issues were combined into one issue that occurred in August 2011.

In November 2016, the county voters approved a \$419,800,000 G.O. Bond Referendum for projects in Schools, Fire, Recreation and Parks, Libraries, and Public Works-road project. Of the total \$419,800,000 referendum approved by the voters, Education projects totaled \$272,600,000 and General Government's total was \$147,200,000.

The FY18 budget included funding for the first issuance of the G.O. Bonds for the 2016 referendum, appropriating the \$102,255,000 that had been issued May 2017. The second G.O. Bond issue of \$99,395,000, was issued during FY19 in July 2018 and the third issue for \$105,115,000 followed in October 2019. The final issuance related to the 2016 Bond referendum of \$105,980,000 was issued in July 2020 and the FY22 CIP and Budget appropriated the remainder of these funds to projects. The FY23 budget includes debt service payments for all of these issuances in accordance with the published debt service schedules related to each issuance.

| Fiscal Year | Amount        | Issue Date   |
|-------------|---------------|--------------|
| FY17        | \$102,255,000 | May 2017     |
| FY19        | \$99,395,000  | July 2018    |
| FY20        | \$105,115,000 | October 2019 |
| FY21        | \$105,980,000 | July 2020    |

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### VPSA BONDS

Virginia Public School Authority (VPSA) Bonds are the second debt instrument utilized that the county will pay debt service on in FY23. VPSA Bonds may only be utilized for school improvements, and the issuance of VPSA Bonds does not require a vote of the citizens. However, the debt issued is a liability of the county and therefore is included when calculating the county's debt affordability.

The county issued a VPSA Bond in September 2021 totaling \$48.1 million. Debt service in the amount of \$4,073,081 is included in the FY23 budget to make the first full-year debt service payment on these bonds. There are no other outstanding VPSA bond issuances. There was a VPSA issue in 2008 for \$44,440,000 but this issuance was included in the March 2015 refunding and is now reflected as G.O. debt.

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### LEASE/REVENUE BONDS

The third debt instrument utilized that the county will pay debt service on in FY23 is lease/revenue bonds issued through the Henrico Economic Development Authority. These bonds were initially issued in 1996 and 1998 in the amounts of \$28,765,000 and \$24,765,000 respectively and utilized to build the county's Emergency Communications and Training Center, renovate what became the Public Safety Building, purchase an 800 MHz Communication System, renovate several facilities and enhance the county's technology systems. In 2009, the county refunded the balance of these bonds to achieve savings on debt service payments. These bonds were refunded a second time to achieve additional savings in 2020 (more details follow). In 2016, the county secured a direct bank 10-year lease revenue bond in the amount of \$34,000,000, which will partially fund a replacement and upgraded 800 MHz communication system. In 2019 and 2020, the county issued two additional lease/revenue bonds including the 2019 Land Financing bond in the amount of \$10,115,000 and the 2020A Indoor Sports Facility Bond in the amount of \$50,000,000. The FY23 budget includes debt service payments in the total amount of \$10,513,728, each amount in accordance with the published debt service schedules related to each issuance.

*Debt Service Fund*

In May 2021, the remaining bonds for the 800 MHz communication system, which totaled \$13,560,000, were refunded through the Virginia Resource Authority. Through the Virginia Pooled Financing Program, the County was able to achieve a true interest cost of 0.957% on the refunded bonds, which will save the County a total of \$2,551,262 in debt service costs over a five-year period.

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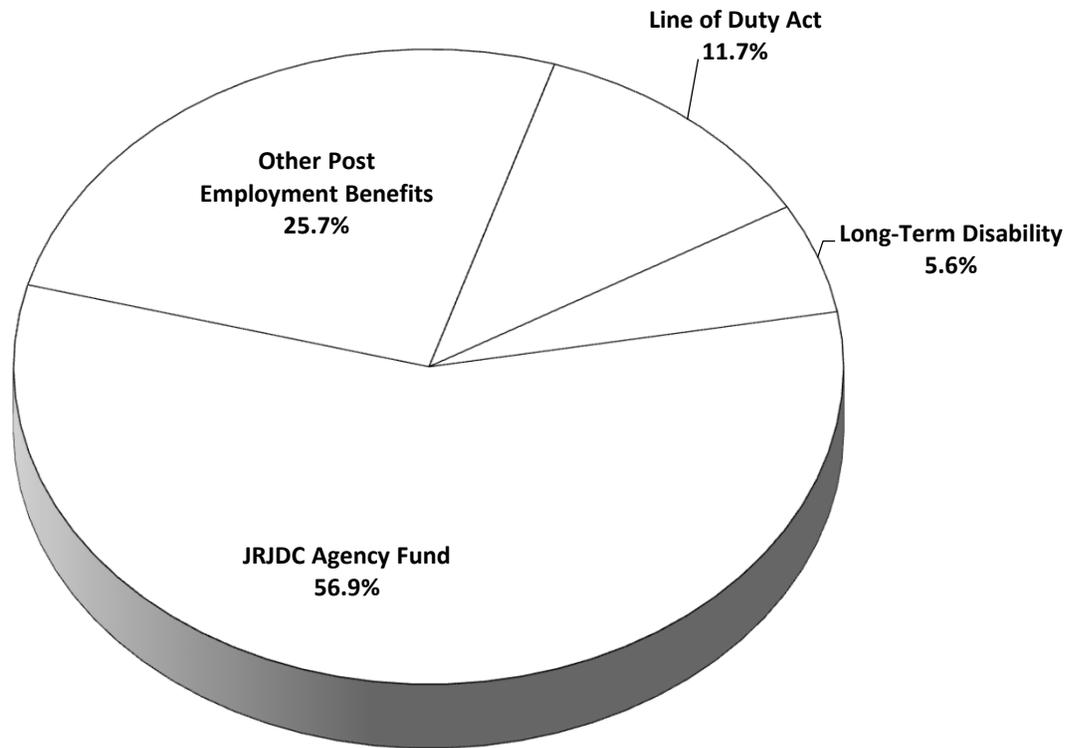
**BOND REFUNDINGS**

On a regular basis, county staff in conjunction with the county’s financial advisor analyze the county’s debt to determine if there is a potential for debt service savings by refunding (or refinancing) any of the county’s debt at a lower interest rate. This analysis of the county’s debt and bond refundings were vital during the Great Recession starting in 2009. As a note, Henrico will not increase the length of time debt is paid off to realize savings. Through these efforts the Water and Sewer Enterprise Fund has realized a savings of \$30,452,613 and the county has saved an additional \$29,119,566 in debt service payments. The table below provides a summary of the General Fund savings.

| <b>Refunding Date</b> | <b>Bond Types</b>                            | <b>Amount</b>        | <b>Savings</b>      |
|-----------------------|--|----------------------|---------------------|
| May, 2009             | G.O. Bonds - 2001,2002                       | \$ 33,785,000        | \$ 1,840,000        |
| August, 2009          | IDA Lease Revenue Bonds - 1996,1998,1999     | 36,425,000           | 5,150,000           |
| May, 2010             | G.O. Bonds - 2003, 2004,2005,2006,2008,2008A | 119,735,000          | 5,100,000           |
| September, 2012       | G.O. Bonds - 2005,2006.2010A                 | 37,500,000           | 2,360,000           |
| March, 2015           | G.O. Bonds - 2008A and VPSA Bond-2008        | 50,485,000           | 3,290,000           |
| May, 2017             | G.O. Bonds - 2010A, 2011                     | 53,755,000           | 2,898,722           |
| February, 2020        | EDA Lease Revenue Bonds - 2009B, 2009B       | 5,530,000            | 519,839             |
| March, 2020           | G.O. Bonds - 2010                            | 24,930,000           | 3,503,212           |
| July, 2020            | G.O. Bonds- 2011                             | 14,720,000           | 1,906,531           |
| May, 2021             | Bank Loan – 2016                             | 13,560,000           | 2,551,262           |
|                       | <b>Total Refunding</b>                       | <b>\$390,425,000</b> | <b>\$29,119,566</b> |

# COUNTY OF HENRICO, VIRGINIA

## Fiduciary Fund



Total \$10,681,048

# JRJDC AGENCY FUND

## James River Juvenile Detention Center

### DESCRIPTION

The James River Juvenile Detention Center detains youth who are awaiting court action in Henrico, Goochland, or Powhatan counties for criminal offense charges. Additionally, some youth may be sentenced for up to six months after having been found guilty of an offense. This group includes criminal offenders, children in need of supervision, and certain traffic offenders. The facility can house up to 60 youths, who are offered psychological screening and follow-ups as needed, as well as programs in education and recreation, and opportunities for success through a high expectation management program.

### OBJECTIVES

- To operate a safe and secure facility for residents and staff, free of serious incidents.
- To establish and maintain a quality system of health and physical care for residents.
- To provide quality programs and services for residents that enable them to return to their communities better equipped for a productive, crime-free life.
- To encourage and develop the professional skills of all employees.

### FISCAL YEAR 2023 SUMMARY

#### Annual Fiscal Plan

| <u>Description</u>    | <u>FY21<br/>Actual</u> | <u>FY22<br/>Original</u> | <u>FY23<br/>Approved</u> | <u>Change<br/>22 to 23</u> |
|-----------------------|------------------------|--------------------------|--------------------------|----------------------------|
| Personnel             | \$ 4,674,320           | \$ 4,903,465             | \$ 5,370,537             | 9.5%                       |
| Operation             | 888,865                | 671,381                  | 701,381                  | 4.5%                       |
| Capital               | 33,480                 | 9,130                    | 9,130                    | 0.0%                       |
| Subtotal              | 5,596,665              | 5,583,976                | 6,081,048                | 8.9%                       |
| Facility Maintenance  | 6,319                  | 100,000                  | 100,000                  | 0.0%                       |
| Total                 | <u>\$ 5,602,984</u>    | <u>\$ 5,683,976</u>      | <u>\$ 6,181,048</u>      | <u>8.7%</u>                |
| Personnel Complement* | N/A                    | N/A                      | N/A                      | N/A                        |

\*The Commission has approved funding for 66 full-time positions and 1 part-time position. All positions are Complement III.

PERFORMANCE MEASURES

| Performance Measures                          |      |      |      |                    |
|---|------|------|------|--------------------|
|   | FY21 | FY22 | FY23 | Change<br>22 to 23 |
| <b>Workload Measures</b>                      |      |      |      |                    |
| Admissions - Secure Detention                 | 326  | 293  | 309  | 16                 |
| Average Daily Population                      | 27   | 25   | 26   | 1                  |
| Admissions - Post Dispositional               | 14   | 16   | 18   | 2                  |
| Number of Female Groups Run by Clinicians     | 45   | 46   | 46   | 0                  |
| Number of Sub. Abuse Groups Run by Clinicians | 43   | 46   | 46   | 0                  |

BUDGET HIGHLIGHTS

The James River Juvenile Detention Commission (JRJDC) is a regional organization of Goochland, Powhatan, and Henrico Counties, formed to operate a juvenile detention facility. Henrico as majority partner serves as the fiscal agent for the operation of the JRJDC. This arrangement eliminates the need for the Commission to duplicate various administrative functions related to personnel matters, procurement activities, and the management of accounting and budgeting efforts.

During a January 20, 2022, meeting, the Commission approved a budget submission, which reflects funding needed to operate the facility on a day-to-day basis. The operating budget for the JRJDC (excluding facility maintenance funding) totals \$6,181,048 for FY23. This is an increase of \$497,072, or 8.7%, compared to the FY22 approved budget. The budgetary growth was primarily found in personnel, which rose by 9.5% due to wage adjustments and increases in benefit rates.

The budgets for operations increased by \$30,000 due to anticipated cost increases in Maintenance Service Contracts. Capital outlay remained level \$9,130. The capital outlay funding is for replacement of furniture, as well as medical and recreational equipment. Beginning in the FY17 approved budget, \$100,000 of annual funding has been included to address increased maintenance needs as the facility ages. Maintenance appropriation as of January 1, 2022, is \$429,417

In FY23, the Commission will bill each participating locality their operating share based on the number of beds assigned in the 60-bed facility. Per the JRJDC agreement, Henrico has 52 beds and Powhatan and Goochland have 4 beds each. This allocation results in the Commission billing the participating localities for the operating costs at the following percentages: Henrico - 86.6%, Powhatan - 6.7%, and Goochland - 6.7%. The Commission anticipates that these locality contributions will be as follows: Henrico - \$3,624,201, Powhatan - \$280,393, and Goochland - \$280,393.

State aid for the Commission is estimated to be \$1,528,567 for FY23. This figure is 2.3% below the estimate for FY22 and is relatively unchanged from the amount of the State contribution in FY02, the first full year of operations for the facility. As the State’s funding formula depends in part on average daily population over a five-year span, future reductions in state funding are possible.

The Commission projects the use of \$467,494 of reserves as part of the budget for FY23. While the Commission has often used this budgeting practice, actual use of reserves has been minimal.

*JRJDC Agency Fund*

As of June 30, 2021, the Commission had a balance of cash and cash equivalents equaling \$4,110,849. The amount of assets in reserve dropped in FY21 but remains at a healthy level equal to roughly two-thirds of the Commission’s annual operating budget.

The following is a list of State aid to the Commission for the fiscal years that the JRJDC has been in full operation. As noted above, the projected FY23 level of funding is little changed from that of FY02, the first full year of operations for the facility.

| Fiscal Year  | State Aid    | Percentage of Operating Expenses | ADP    |
|--|--------------|----------------------------------|--------|
| 2001-02  | \$1,570,378  | 43.0%                            | 34     |
| 2002-03  | \$1,077,234  | 31.9%                            | 34     |
| 2003-04  | \$1,130,195  | 31.6%                            | 34     |
| 2004-05  | \$1,346,574  | 36.1%                            | 46     |
| 2005-06  | \$1,328,775  | 32.8%                            | 54     |
| 2006-07  | \$1,519,703  | 32.6%                            | 59     |
| 2007-08  | \$1,554,710  | 34.9%                            | 59     |
| 2008-09  | \$1,522,679  | 31.6%                            | 57     |
| 2009-10  | \$1,432,612  | 31.3%                            | 58     |
| 2010-11  | \$1,412,270  | 28.7%                            | 43     |
| 2011-12  | \$1,417,499  | 28.0%                            | 47     |
| 2012-13  | \$1,571,668  | 29.6%                            | 56 (1) |
| 2013-14  | \$1,596,771  | 33.1%                            | 41     |
| 2014-15  | \$1,602,976  | 33.3%                            | 35     |
| 2015-16  | \$1,675,438  | 34.1%                            | 39     |
| 2016-17  | \$1,609,492  | 31.6%                            | 38     |
| 2017-18  | \$1,677,328  | 31.9%                            | 37     |
| 2018-19  | \$1,668,240  | 30.2%                            | 24     |
| 2019-20  | \$1,672,542  | 31.3%                            | 30     |
| 2020-21  | \$1,646,877  | 29.4%                            | 27     |
| 2021-22  | \$1,565,294* | 27.5%                            | 25*    |
| 2022-23  | \$1,528,567* | 24.7%                            | 26*    |
| * Figures for FY2021-22 and FY2022-23 are projections.   |              |                                  |        |
| (1) Average Daily Population was inflated in FY2012-13 due to serving Richmond City juveniles. |              |                                  |        |

# OTHER POST EMPLOYMENT BENEFITS (OPEB)

## DESCRIPTION

Non-pension benefits provided to employees after employment ends are referred to as Other Post-Employment Benefits (OPEB). The Governmental Accounting Standards Board (GASB) defines OPEB as health insurance, dental insurance, life insurance, and term care coverage for retirees and their families. Other post-employment benefits are part of the compensation package employees earn each year, even though the benefits are not received until employment has ended. For Henrico County, these benefits are confined to retiree health insurance for those retirees opting to remain with the County’s health care provider.

The rating agencies consider OPEB funding status in their evaluations of government financial condition. It is possible that bond ratings may suffer for governments with large liabilities and no defined way to pay for these future costs. Under the guidelines, OPEB financial information will be produced using actuarial valuations performed in accordance with GASB standards. The actuarial valuations should be performed at least every two years for plans that administer OPEB for 200 or more plan members (active and retired) or every three years for plans with fewer than 200 members. Henrico County’s update was completed as of June 30, 2020.

As a result of the financial reporting requirements of the Governmental Accounting Standards Board (GASB), this fiduciary fund was created in FY08. This fund allows the County to budget for the annual cost of public employee non-pension benefits and all outstanding obligations and commitments related to OPEB in the same manner as reporting financial information for pensions. It is the intent of the County of Henrico to fully meet the GASB 45 funding requirement that began in FY08.

## BUDGET HIGHLIGHTS

The budget for FY23 provides funding of \$2,750,000 for costs associated with this accounting standard. It should be noted that \$2,675,000 will come from the General Fund and \$75,000 will cover the Water and Sewer portion of this requirement. The budget continues to meet the anticipated funding requirements. Future contributions will continue to be based on completed independent actuarial analysis.

## FISCAL YEAR 2023 SUMMARY

| Annual Fiscal Plan |                |                  |                  |                    |
|--------------------|----------------|------------------|------------------|--------------------|
| Description        | FY21<br>Actual | FY22<br>Original | FY23<br>Approved | Change<br>22 to 23 |
| OPEB Contribution  | \$ 2,750,000   | \$ 2,750,000     | \$ 2,750,000     | 0.0%               |
| Total OPEB         | \$ 2,750,000   | \$ 2,750,000     | \$ 2,750,000     | 0.0%               |

# LINE OF DUTY – FIDUCIARY FUND

## DESCRIPTION

The Line of Duty Fiduciary Fund was created in the FY13 Annual Fiscal Plan due to a mandate from the Commonwealth of Virginia that requires localities to pay the cost of this State approved benefit. The Line of Duty benefit was initially approved by the General Assembly as an additional life insurance payment for public safety employees that die in the line of duty. However, the General Assembly expanded the benefit during the 1998 session to include health insurance coverage. The health insurance benefit covers the public safety employee that dies or becomes disabled in the line of duty as well as their spouse and dependents. The expanded benefit was effective July 1, 2000.

During the 2010 General Assembly session, due to the increasing cost of this State benefit directly related to the increasing cost of providing healthcare insurance, the 2010-2012 Biennial Budget passed the cost of the line of duty benefits from the Commonwealth of Virginia to localities. Localities were given two options to pay for the line of duty costs. Henrico County selected the first option which allowed localities to pay the benefit costs directly. The second option was to participate in a line of duty pool administered by the Virginia Retirement System (VRS).

## BUDGET HIGHLIGHTS

The budget for FY23 provides funding for the costs associated with the Line of Duty payments.

As a result of the General Assembly passing the cost of this State approved benefit to localities, a new fiduciary fund was created in the FY13 approved budget with an original forecasted budget of \$500,000. This fiduciary fund allows the County to budget for the annual cost of the Line of Duty. Currently, this benefit provides coverage for 79 retirees.

## FISCAL YEAR 2023 SUMMARY

| Description               | Annual Fiscal Plan |                  |                  |                    |
|---------------------------|--------------------|------------------|------------------|--------------------|
|                           | FY21<br>Actual     | FY22<br>Original | FY23<br>Approved | Change<br>22 to 23 |
| Line of Duty Contribution | \$ 1,020,836       | \$ 1,250,000     | \$ 1,250,000     | 0.0%               |
| Total Line of Duty        | \$ 1,020,836       | \$ 1,250,000     | \$ 1,250,000     | 0.0%               |

# LONG-TERM DISABILITY - FIDUCIARY FUND

## DESCRIPTION

Since 1985, the County has provided a self-insured long-term disability program to employees after six months of full-time service. In prior years, this benefit was funded through the budget amendment process and the remaining budget was automatically carried forward into the next fiscal year.

Effective January 1, 2017, the County contracted with Metropolitan Life Insurance Company to fully insure and administer a similar long-term disability program. This budget includes funding for the fully insured premiums to cover the basic, County-provided long-term disability benefit for eligible General Government and Schools employees.

## BUDGET HIGHLIGHTS

The Long-Term Disability Fiduciary Fund was added to the budget beginning with the FY19 Annual Fiscal Plan to capture the on-going expenses associated with this program. The program has a forecast budget of \$600,000 based on contract estimates. It should be noted the actuals for FY21 include paid claims through the legacy self-insured program. These claims will be paid until all claims have been satisfied.

## FISCAL YEAR 2023 SUMMARY

| Description                       | Annual Fiscal Plan |                  |                  |                    |
|-----------------------------------|--------------------|------------------|------------------|--------------------|
|                                   | FY21<br>Actual     | FY22<br>Original | FY23<br>Approved | Change<br>22 to 23 |
| Long-Term Disability Contribution | \$ 534,210         | \$ 600,000       | \$ 600,000       | 0.0%               |
| Total Long Term Disability        | \$ 534,210         | \$ 600,000       | \$ 600,000       | 0.0%               |

# ADJUSTMENTS

## DESCRIPTION

Resources to support the Central Automotive Maintenance operation, the Technology Replacement functions, and the Healthcare Fund in the Internal Service Funds, come via transfers from other operating departments in the form of interdepartmental billings and transfers from the operating Funds, as required. To avoid a duplication of those anticipated expenditures, the amount of funds budgeted for Internal Service Fund activities are deducted from total budget requests.

## OBJECTIVES

- To be sure that any anticipated expenditure in the Internal Service Fund is recognized and offset by a negative entry of like amount to avoid duplication of anticipated expenditures to be billed to other departments.

## BUDGET HIGHLIGHTS

The amount to be funded through interdepartmental billings is determined by the level of service required by the user departments. Service levels for those departments can be found within their individual operating budgets.

Beginning in FY97, only the Central Automotive Maintenance operation was accounted for in the Internal Service Fund. Prior to FY97, all county Information Technology operations were also in the Internal Service Fund. The Department of Information Technology was moved and is accounted for in the General Fund where its activities can more properly be reported at year-end. The Technology Replacement Fund was also funded by interdepartmental billings from FY01 to FY12. Since FY13, funding has been provided by a transfer from the General Fund and retained earnings. Effective January 1, 2008, the county's health care program transitioned to a self-insurance program. The Healthcare Fund has been designated as an Internal Service Fund as the majority of its funding is budgeted in departmental budgets. The health care costs that are budgeted within departmental budgets are included in the adjustment, while revenues from outside sources are not included in the adjustment.

## FISCAL YEAR 2023 SUMMARY

### Annual Fiscal Plan

| <u>Description</u> | <u>FY21<br/>Actual</u> | <u>FY22<br/>Original</u> | <u>FY23<br/>Approved</u> | <u>Change<br/>22 to 23</u> |
|--------------------|------------------------|--------------------------|--------------------------|----------------------------|
| Total              | \$ (113,320,138)       | \$ (125,273,753)         | \$ (127,704,873)         | 1.9%                       |

# COUNTY OF HENRICO, VIRGINIA

Ten-Year Capital Improvement Program

&

FY23 Capital Budget

# CAPITAL IMPROVEMENT PROGRAM

## EXECUTIVE SUMMARY

Henrico County prepares a ten-year Capital Improve Program (CIP) annually to account for capital improvement projects that generally require a significant outlay of funds and have a project life of longer than one year. Needs are put forward by Departments and prioritized by the Departments over the initial five-year period with projects identified for years six through ten to assist in planning for future capital needs. With the adoption of the budget, funds are appropriated for the first year of the CIP plan. Once funds are appropriated to the Capital Projects Fund for a project, the funds remain appropriated until the project is completed. The CIP also includes estimates of any operating costs associated with each project.

The County's CIP is divided into two main project categories: General Government and Utilities. The general government category includes functions like public safety, transportation, parks, and libraries, and all projects within Henrico County Public Schools. The Utilities category provides details on capital investments to the County's water and wastewater infrastructure.

The 5-year list of capital various County departments have identified is summarized below:

| Department                | Year 1 Projects | Year 1 Costs         | Overall Projects | Overall Cost           |
|---------------------------|-----------------|----------------------|------------------|------------------------|
| Education                 | 6               | \$28,425,000         | 11               | \$339,225,000          |
| Fire                      | 1               | \$2,000,000          | 7                | \$52,760,104           |
| General Services          | 6               | \$10,255,599         | 10               | \$45,017,107           |
| Information Technology    | 3               | \$8,992,000          | 4                | \$18,167,000           |
| Mental Health             | -               | -                    | 1                | \$2,145,585            |
| Police                    | 1               | \$1,152,940          | 6                | \$28,718,368           |
| Public Library            | -               | -                    | 2                | \$1,552,478            |
| Public Safety             | -               | -                    | 2                | \$33,000,000           |
| Public Utilities – Sewer  | 16              | \$57,450,000         | 23               | \$261,250,000          |
| Public Utilities – Water  | 9               | \$18,000,000         | 15               | \$60,250,000           |
| Public Works – Drainage   | 3               | \$1,750,000          | 4                | \$52,044,213           |
| Public Works – Roadway    | 5               | \$204,540,000        | 5                | \$1,022,700,000        |
| Public Works – Stormwater | 1               | \$2,348,000          | 1                | \$11,740,000           |
| Recreation                | 2               | \$8,170,000          | 8                | \$56,309,000           |
| Sheriff                   | 1               | \$2,358,863          | 1                | \$2,358,863            |
| Vehicle Replacement       | 3               | \$13,500,000         | 3                | \$67,500,000           |
| Woodman Road Complex      | -               | -                    | 2                | \$14,236,684           |
| <b>Total</b>              | <b>57</b>       | <b>\$358,942,402</b> | <b>105</b>       | <b>\$2,068,974,402</b> |

## *Capital Improvement Program*

### **FY23 Highlights**

In total, recommendations for capital improvement funding for FY23 amount to \$178,298,000. The following highlights for departmental project recommendations are noted:

Capital funding for Henrico County Public Schools totals \$37,500,000 ensuring taking care of schools remains a top priority. Education will utilize \$13,000,000 for planning costs for replacement of Davis Elementary, Longan Elementary, and the Environmental Center Living Building, all three projects proposed to be fully funded with general obligation bonds subject to the approval of the voters in the November 8, 2022 referendum. The FY23 Capital Budget also sees the full restoration of \$9,000,000 in ongoing, Meals Tax funding for maintenance projects throughout HCPS and an additional \$5,000,000 from the Meals Tax Reserve for the renovation and partial rebuild of Virginia Randolph, which is mostly funded with ESSER III funding provided through the American Rescue Plan Act (ARPA). Also, \$2,500,000 is allocated for mechanical and roof replacements, \$2,000,000 for technology infrastructure, and \$6,000,000 is allocated for bus replacements. It is important to note that every school except one built before 1960 has been significantly remodeled or replaced showing Henrico County takes care of its assets.

Public Safety projects total \$12,350,000. The Division of Fire will use \$2,000,000 for planning the relocation and construction of Firehouse #6, and \$4,000,000 for apparatus replacement. The Sheriff is recommended to receive \$1,250,000 for jail security projects. \$1,150,000 is recommended for planning the construction of the South station and \$3,500,000 for police vehicle replacement. Finally, \$450,000 is recommended for the replacement of the phone system in the E-911 Center.

A total of \$39,098,000 is proposed for Public Works projects. Of this total, \$32,500,000 will come from CVTA resources with \$25,000,000 going towards prioritized road projects, \$5,000,000 for road improvements for the proposed Three Chopt Area Park, and \$2,500,000 for pedestrian improvements, which will have an additional \$2,500,000 of local resources allocated for the same purpose. The proposed budget continues the County's efforts to reduce pollutants to meet its MS/4 permit requirements with an allocation of \$2,348,000 while also continuing annual environmental efforts with \$1,750,000 for land acquisitions, stream clean-up, and drainage projects.

The remaining recommended funding for General Government agencies totals \$13,150,000. Recreation and Parks will utilize \$1,000,000 for its facility rehabilitation program while \$5,000,000 is allocated for furnishings for the Indoor Sports Facility. Funded projects for General Services total \$3,500,000 to be used for various maintenance and enhancement projects. An allocation of \$2,000,000 is provided for neighborhood revitalization efforts from the Community Revitalization reserve. An additional \$750,000 provides support for the Henrico Investment Program. And a total of \$1,650,000 is recommended for GIS and other Information Technology projects.

Finally, the recommended funding for the Department of Public Utilities Water & Sewer Enterprise Fund is \$75,450,000. This funding level will allow DPU to continue maintenance and expansion of the County's vast water and sewer infrastructure network.

### **Fiscal Responsibility**

The CIP also represents a balance between available resources and competing county priorities. To ensure that the county's infrastructure is meeting the service delivery needs of the residents, the Board of Supervisors, in consultation with the Henrico County School Board, is presenting a plan to fund \$511.4 million of projects utilizing General Obligation (G.O.) Bonds. These projects will be presented to county voters in the November 2022 election and are considered the highest priority projects.

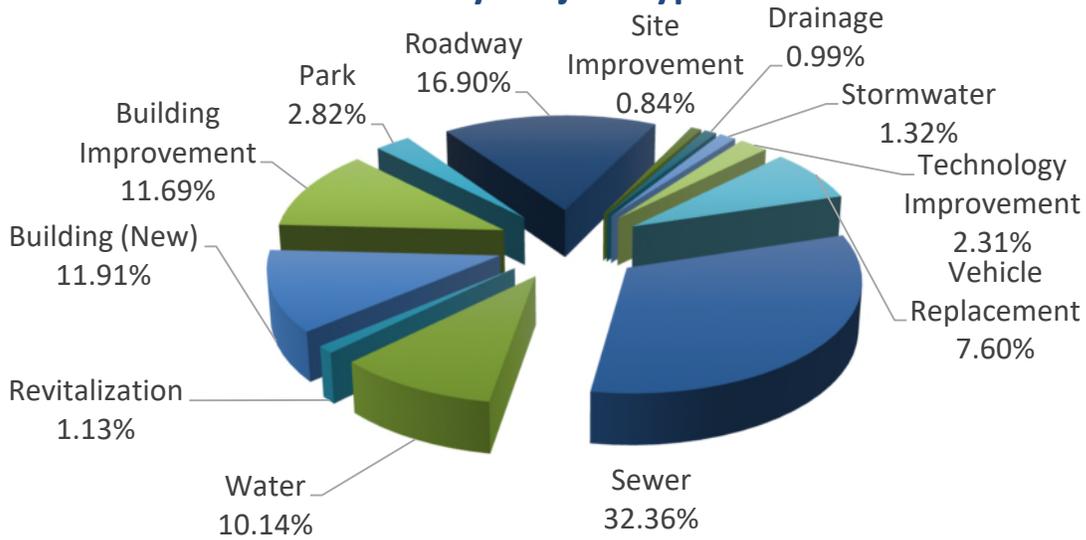
### *Capital Improvement Program*

By projecting and scheduling capital improvements in advance of actual needs, the county obtains several advantages.

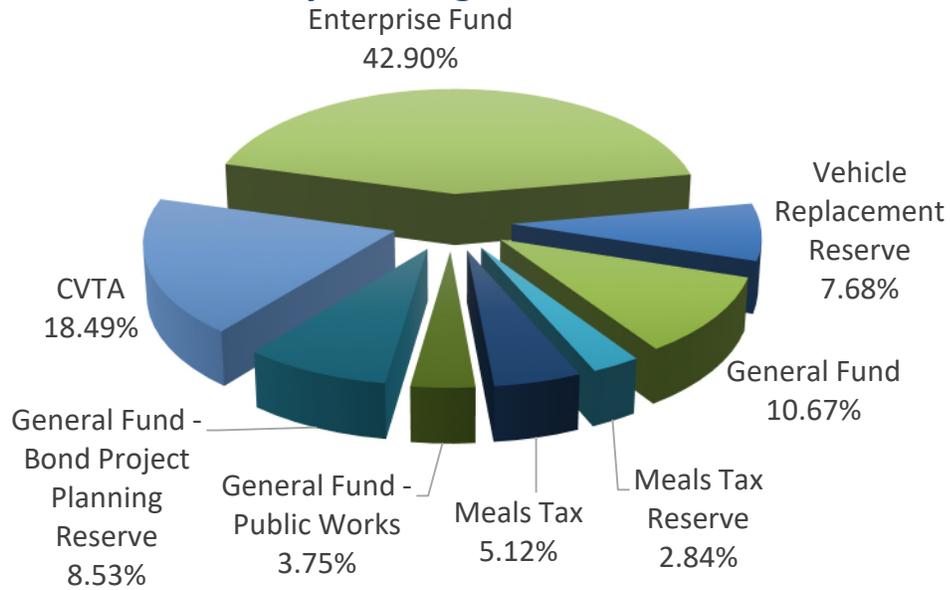
1. Reduction of the need for "crash programs" to finance the construction of County facilities.
2. Budgeting takes place within a system, which assures capital projects will be built according to a predetermined priority system while planning in advance for revenue needed to finance and complete these capital projects.
3. Advance planning ensures projects are well thought out in advance of construction.
4. It permits major purchases to be scheduled in conjunction with favorable market conditions.
5. Coordination with the operating budget is ensured. An important aspect of capital improvement planning is the affect capital expenditures have upon the annual operating cost of the county. When a new facility is established, it must be maintained and staffed, and obligations, which begin when it is made operational, will become continuous. Within the FY23 Operating Budget, all operating costs arising from current and previously approved capital projects that are becoming operational have been accounted for through a crosswalk analysis that is updated annually.

EXPENDITURE SUMMARY - \$178,290,000

**By Project Type**



**By Funding Source**



## OPERATING IMPACT

The Capital Improvement Program (CIP) accounts for capital improvement projects that generally require a significant outlay of funds and have a project life longer than one year. Henrico County's capital improvement needs and funding requirements are outlined in the Capital Improvement Program FY23 through FY32.

Bringing a new facility on-line may require additional costs such as maintenance, utilities, and personnel to operate the new facility. This impact to future operating budgets is considered before funding for a capital project is recommended. Operating costs associated with a new facility are added to department's budgets in the year of the facility's projected opening date through a complete "crosswalk" between the capital and operating budgets.

The proposed Capital Budget for FY23 is \$178,298,000, which funds a portion of the project requests in the first year of the CIP. The projects in the FY23 proposed Capital Budget do not have an operating impact on the FY23 operating budget as the operating costs have implications on operating budgets beyond FY23. Those costs have been factored into the county's multi-year expenditure forecasts. The FY23 budget reflects no new operating costs associated with completed capital projects.

What appears in the following pages is the estimated incremental impact of operating costs that would arise from all current capital projects requested within the first five years of the Capital Improvement Program.

## DEVELOPMENT PROCESS

Departmental capital project requests are solicited each year with direction to provide a thoughtful and realistic look at projects beyond the five-year range to allow for better planning of infrastructure needs. Each project in the current CIP is carefully reviewed and prioritized before being submitted and projects that are no longer justifiable are not requested. Departmental requests for facility improvements or new buildings are submitted to General Services for assessment and cost estimates, including operating impacts. More detail assessments are made for projects in year 1 to 5 of the plan with the most focus on year 1 projects. The goal of the CIP is to produce a concise document that provides specific project information to the County Manager and the CIP review committee. Hearings are held to review each project where departments advocate for their priorities.

## CIP DEVELOPMENT TIMELINE

**July** – Requests solicited from departments

**August/September** – Departments work with General Services to determine project cost estimates.

**Mid-Late September** – Departments submit final requests to the Office of Management and Budget (OMB.)

**October/November** – OMB reviews requests and determines initial funding availability.

**December** – Review of all requested projects by Executive Review Team.

**January/February** – First year CIP funding is finalized.

**March** – First year CIP is presented to the Board of Supervisors in the proposed budget. A public hearing is held on the CIP by the Planning Commission.

**April** – Board of Supervisors adopts the CIP as part of the annual budget.

**June** – Funds are appropriated by the Board of Supervisors.

## *Capital Improvement Program*

### FUNDING SOURCES

Funding for CIP projects typically comes from two major sources: long-term borrowing and current revenues (pay-as-you-go financing). The operating budget is the primary mechanism through which current revenues are appropriated to capital projects. It is important to note that the FY23 includes the Education Meals Tax revenue which was appropriated by voters in November 2013. A total of \$9.0 million associated with this revenue has been dedicated to various school maintenance and rehabilitation projects. Meals Tax revenue, which is dedicated to Henrico County Public Schools, also provides a resource to fund debt service for 2016 bond referendum projects. The amount appropriated for capital projects each year is based on the Capital Improvement Program in effect at the time of the development of the capital budget. The first five years of requests from FY23 to FY27 total \$2,068,974,402, which represents a decrease of \$251,422,011 from the current FY22 through FY26 CIP of \$2,320,396,413.

## Fiscal Year 2022-23 Capital Budget

| Fund 21 - General Capital Projects                                |                   |                               |
|---|-------------------|-------------------------------|
| Project   | FY23 Budget       | Funding Source                |
| Firehouse #6 Planning & Design                                    | 2,000,000         | Bond Planning Reserve         |
| Jackson Davis ES Replacement - Planning                           | 5,000,000         | Bond Planning Reserve         |
| Longan ES Replacement - Planning                                  | 5,000,000         | Bond Planning Reserve         |
| Environmental Education Center Living Building - Planning         | 3,000,000         | Bond Planning Reserve         |
| Jail Security Projects  | 1,250,000         | Capital Reserve               |
| Police South Station  | 1,150,000         | Capital Reserve               |
| E-911 Center Phone System Replacement                             | 450,000           | Capital Reserve               |
| Administration Space Refresh                                      | 1,000,000         | Capital Reserve               |
| Countywide Pedestrian Improvements                                | 2,500,000         | CVTA                          |
| CVTA Reserve  | 25,000,000        | CVTA                          |
| Three Chopt Area Park & Road Improvements                         | 5,000,000         | CVTA Reserve                  |
| Schools Technology (Infrastructure Only - no devices)             | 2,000,000         | General Fund Revenue          |
| DPW Stormwater Projects   | 2,348,000         | General Fund Revenue          |
| Schools Mechanical/Roof   | 2,500,000         | GF Fund Balance               |
| GIS Funding   | 150,000           | GF Fund Balance               |
| Recreation Facility Rehabilitation                                | 1,000,000         | GF Fund Balance               |
| Countywide Pedestrian Improvements                                | 2,500,000         | GF Fund Balance               |
| General Services Maintenance Projects                             | 2,500,000         | GF Fund Balance               |
| IT Projects   | 1,500,000         | GF Fund Balance               |
| Neighborhood Revitalization Projects                              | 2,000,000         | GF Fund Balance (CR Reserve)  |
| Henrico Investment Program  | 750,000           | GF Fund Balance (HIP Reserve) |
| Virginia Randolph (Local Differential; HCPS Balances covers half) | 5,000,000         | Meals Tax Reserve             |
| Schools Meals Tax Reserve   | 9,000,000         | Meals Tax Revenues            |
| DPW Land Acquisitions - Drainage                                  | 500,000           | Motor Vehicle License Fee     |
| DPW Streams and Creeks - Drainage                                 | 750,000           | Motor Vehicle License Fee     |
| DPW Minor Drainage Projects                                       | 500,000           | Motor Vehicle License Fee     |
| Indoor Sports Facility (FF&E)                                     | 5,000,000         | Tourism Reserve               |
| <b>Total, FY23 Capital Budget, Fund 21 Projects</b>               | <b>89,348,000</b> |                               |

| Fund 22 - Vehicle Replacement Fund                   |                   |                                   |
|--|-------------------|-----------------------------------|
| Project  | FY23 Budget       | Funding Source                    |
| School Bus Replacement                               | 6,000,000         | GF Fund Balance (Vehicle Reserve) |
| Vehicle Replacement - Police                         | 3,500,000         | GF Fund Balance (Vehicle Reserve) |
| Vehicle Replacement - Fire                           | 4,000,000         | GF Fund Balance (Vehicle Reserve) |
| <b>Total, FY23 Capital Budget - Fund 22 Projects</b> | <b>13,500,000</b> |                                   |

| Fund 51 - Water & Sewer Enterprise Fund    |             |                        |
|--|-------------|------------------------|
| Project                                    | FY23 Budget | Funding Source         |
| New Sewer Connections                      | 350,000     | Water & Sewer Revenues |
| Sewer Line Extensions                      | 550,000     | Water & Sewer Revenues |
| Sewer Line Rehabilitation                  | 5,000,000   | Water & Sewer Revenues |
| Sewer Pump Station Improvements            | 3,000,000   | Water & Sewer Revenues |
| Sewer Reloc., Adjustments & Crossings      | 200,000     | Water & Sewer Revenues |
| Plan Review and Inspection                 | 2,600,000   | Water & Sewer Revenues |
| Water Reclamation Facility Improvements    | 1,000,000   | Water & Sewer Revenues |
| Sewer Sub-Basin Area Wide Sewer Rehab      | 9,000,000   | Water & Sewer Revenues |
| Gambles Mill SPS FEB Modification          | 6,000,000   | Water & Sewer Revenues |
| White Oak SPS FM                           | 7,750,000   | Water & Sewer Revenues |
| Allens and Rooty Branch Force Main Upgrade | 2,000,000   | Water & Sewer Revenues |
| White Oak SPS Improvements                 | 2,000,000   | Water & Sewer Revenues |
| Rooty Branch SPS Replacement               | 2,000,000   | Water & Sewer Revenues |
| Rooty Branch Force Main                    | 1,000,000   | Water & Sewer Revenues |
| New Water Connections                      | 200,000     | Water & Sewer Revenues |
| Water Line Extensions                      | 300,000     | Water & Sewer Revenues |
| Water Line Rehabilitation                  | 4,000,000   | Water & Sewer Revenues |
| Water Pumping Station Improvements         | 500,000     | Water & Sewer Revenues |
| Water Reloc., Adjustments & Crossings      | 200,000     | Water & Sewer Revenues |
| Water Meters                               | 1,300,000   | Water & Sewer Revenues |

| <i>Fund 51 - Water &amp; Sewer Enterprise Fund (cont'd)</i> |                    |                            |
|---|--------------------|----------------------------|
| <b>Project</b>  | <b>FY23 Budget</b> | <b>Funding Source</b>      |
| Water Treatment Facility Improvements                       | 3,700,000          | Water & Sewer Revenues     |
| Information Technology Projects                             | 5,000,000          | Water & Sewer Revenues     |
| Ridge Water Pressure Zone                                   | 2,800,000          | Water & Sewer Revenues     |
| Westwood Improvements                                       | 13,000,000         | Water & Sewer Fund Balance |
| Deep Run Outfall  | 2,000,000          | Water & Sewer Fund Balance |
| <b>Total, FY23 Capital Budget - Fund 51 Projects</b>        | <b>75,450,000</b>  |                            |
| <b>Total FY2021-22 Capital Budget</b>                       |                    | <b>178,298,000</b>         |

## Capital Improvement Program Requests Summary

Fiscal Year 2022-23 through Fiscal Year 2026-27

| By Department                | Requested<br>FY2022-23 | Requested<br>FY2023-24 | Requested<br>FY2024-25 | Requested<br>FY2025-26 | Requested<br>FY2026-27 | Total<br>Requested   |
|------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|----------------------|
| <b>Capital Projects Fund</b> |                        |                        |                        |                        |                        |                      |
| Education                    | 28,425,000             | 110,800,000            | 98,500,000             | 42,000,000             | 59,500,000             | 339,225,000          |
| Fire                         | 2,000,000              | 13,300,000             | 7,965,786              | 26,094,318             | 3,400,000              | 52,760,104           |
| General Services             | 10,255,599             | 9,250,000              | 6,750,000              | 10,007,480             | 8,754,028              | 45,017,107           |
| Information Technology       | 8,992,000              | 1,915,000              | 2,175,000              | 3,150,000              | 1,935,000              | 18,167,000           |
| Mental Health                | 0                      | 0                      | 0                      | 0                      | 2,145,585              | 2,145,585            |
| Police                       | 1,152,940              | 8,897,349              | 2,290,877              | 5,026,352              | 11,350,850             | 28,718,368           |
| Public Library               | 0                      | 112,570                | 788,301                | 651,607                | 0                      | 1,552,478            |
| Public Safety                | 0                      | 0                      | 3,000,000              | 21,000,000             | 9,000,000              | 33,000,000           |
| Public Works - Drainage      | 1,750,000              | 12,556,056             | 12,907,181             | 12,595,930             | 12,235,046             | 52,044,213           |
| Public Works - Roadway       | 204,540,000            | 204,540,000            | 204,540,000            | 204,540,000            | 204,540,000            | 1,022,700,000        |
| Public Works - Stormwater    | 2,348,000              | 2,348,000              | 2,348,000              | 2,348,000              | 2,348,000              | 11,740,000           |
| Recreation                   | 8,170,000              | 19,171,000             | 14,710,000             | 6,658,000              | 7,600,000              | 56,309,000           |
| Sheriff                      | 2,358,863              | 0                      | 0                      | 0                      | 0                      | 2,358,863            |
| Woodman Rd Complex           | 0                      | 0                      | 0                      | 727,836                | 13,508,848             | 14,236,684           |
| <b>Total</b>                 | <b>269,992,402</b>     | <b>382,889,975</b>     | <b>355,975,145</b>     | <b>334,799,523</b>     | <b>336,317,357</b>     | <b>1,679,974,402</b> |

|                                    |                   |                   |                   |                   |                   |                   |
|------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Vehicle Replacement Reserve</b> |                   |                   |                   |                   |                   |                   |
| Education                          | 6,000,000         | 6,000,000         | 6,000,000         | 6,000,000         | 6,000,000         | 30,000,000        |
| Fire                               | 4,000,000         | 4,000,000         | 4,000,000         | 4,000,000         | 4,000,000         | 20,000,000        |
| Police                             | 3,500,000         | 3,500,000         | 3,500,000         | 3,500,000         | 3,500,000         | 17,500,000        |
| <b>Total</b>                       | <b>13,500,000</b> | <b>13,500,000</b> | <b>13,500,000</b> | <b>13,500,000</b> | <b>13,500,000</b> | <b>67,500,000</b> |

|                                    |                   |                   |                   |                   |                   |                    |
|------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| <b>Enterprise Fund - Utilities</b> |                   |                   |                   |                   |                   |                    |
| Public Utilities - Sewer           | 57,450,000        | 59,700,000        | 27,700,000        | 75,700,000        | 40,700,000        | 261,250,000        |
| Public Utilities - Water           | 18,000,000        | 11,950,000        | 7,750,000         | 11,300,000        | 11,250,000        | 60,250,000         |
| <b>Total</b>                       | <b>75,450,000</b> | <b>71,650,000</b> | <b>35,450,000</b> | <b>87,000,000</b> | <b>51,950,000</b> | <b>321,500,000</b> |

**Grand Total    358,942,402    468,039,975    404,925,145    435,299,523    401,767,357    2,068,974,402**

| By Revenue Source                       | FY2022-23          | FY2023-24          | FY2024-25          | FY2025-26          | FY2026-27          | Total                |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|----------------------|
| <b>Capital Projects Fund</b>            |                    |                    |                    |                    |                    |                      |
| CVTA                                    | 32,500,000         | 27,500,000         | 27,500,000         | 27,500,000         | 27,500,000         | 142,500,000          |
| G.O. Bonds - Education - 2022 proposed  | 0                  | 96,300,000         | 84,000,000         | 27,500,000         | 46,000,000         | 253,800,000          |
| G.O. Bonds - General Gov't - 2022 prop. | 0                  | 33,300,000         | 18,200,000         | 45,000,000         | 29,900,000         | 126,400,000          |
| General Fund                            | 25,348,000         | 14,500,000         | 14,500,000         | 14,500,000         | 14,500,000         | 83,348,000           |
| General Fund - Education Meals Tax      | 14,000,000         | 9,000,000          | 9,000,000          | 9,000,000          | 9,000,000          | 50,000,000           |
| GF - Bond Project Planning Reserve      | 15,000,000         | 0                  | 0                  | 0                  | 0                  | 15,000,000           |
| No Funding Source                       | 181,394,402        | 200,539,975        | 201,025,145        | 209,549,523        | 207,667,357        | 1,000,176,402        |
| Other Local Revenue                     | 1,750,000          | 1,750,000          | 1,750,000          | 1,750,000          | 1,750,000          | 8,750,000            |
| <b>Total</b>                            | <b>269,992,402</b> | <b>382,889,975</b> | <b>355,975,145</b> | <b>334,799,523</b> | <b>336,317,357</b> | <b>1,679,974,402</b> |

|                                    |                   |                   |                   |                   |                   |                   |
|------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Vehicle Replacement Reserve</b> |                   |                   |                   |                   |                   |                   |
| General Fund                       | 13,500,000        | 13,500,000        | 13,500,000        | 13,500,000        | 13,500,000        | 67,500,000        |
| <b>Total</b>                       | <b>13,500,000</b> | <b>13,500,000</b> | <b>13,500,000</b> | <b>13,500,000</b> | <b>13,500,000</b> | <b>67,500,000</b> |

|                                    |                   |                   |                   |                   |                   |                    |
|------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| <b>Enterprise Fund - Utilities</b> |                   |                   |                   |                   |                   |                    |
| Enterprise Fund                    | 75,450,000        | 71,650,000        | 35,450,000        | 87,000,000        | 51,950,000        | 321,500,000        |
| <b>Total</b>                       | <b>75,450,000</b> | <b>71,650,000</b> | <b>35,450,000</b> | <b>87,000,000</b> | <b>51,950,000</b> | <b>321,500,000</b> |

**Grand Total    358,942,402    468,039,975    404,925,145    435,299,523    401,767,357    2,068,974,402**

## Capital Improvement Program Requests Summary

Fiscal Year 2021-22 through Fiscal Year 2025-26

| By Project Type                    | FY2022-23          | FY2023-24          | FY2024-25          | FY2025-26          | FY2026-27          | Total                |
|------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------------------|
| <b>Capital Projects Fund</b>       |                    |                    |                    |                    |                    |                      |
| Addition and Renovation            | 0                  | 0                  | 3,200,000          | 0                  | 3,400,000          | 6,600,000            |
| Building (New)                     | 16,152,940         | 118,091,870        | 87,323,172         | 62,105,986         | 74,863,726         | 358,537,694          |
| Building Addition                  | 0                  | 0                  | 0                  |                    | 2,145,585          | 2,145,585            |
| Building Improvement               | 24,333,863         | 21,368,049         | 25,871,792         | 40,501,607         | 24,350,000         | 136,425,311          |
| Drainage                           | 1,750,000          | 12,556,056         | 12,907,181         | 12,595,930         | 12,235,046         | 52,044,213           |
| Feasibility/Programming Study      | 0                  | 0                  | 0                  | 0                  | 0                  | 0                    |
| Land                               | 0                  | 0                  | 0                  | 0                  | 0                  | 0                    |
| Park                               | 5,000,000          | 12,500,000         | 2,500,000          | 0                  | 2,500,000          | 22,500,000           |
| Roadway                            | 204,540,000        | 204,540,000        | 204,540,000        | 204,540,000        | 204,540,000        | 1,022,700,000        |
| Site Improvement                   | 4,875,599          | 7,571,000          | 13,110,000         | 7,558,000          | 6,000,000          | 39,114,599           |
| Stormwater                         | 2,348,000          | 2,348,000          | 2,348,000          | 2,348,000          | 2,348,000          | 11,740,000           |
| Technology Improvement             | 10,992,000         | 3,915,000          | 4,175,000          | 5,150,000          | 3,935,000          | 28,167,000           |
| <b>Total</b>                       | <b>269,992,402</b> | <b>382,889,975</b> | <b>355,975,145</b> | <b>334,799,523</b> | <b>336,317,357</b> | <b>1,679,974,402</b> |
| <b>Vehicle Replacement Reserve</b> |                    |                    |                    |                    |                    |                      |
| Vehicle Replacement Reserve        | 13,500,000         | 13,500,000         | 13,500,000         | 13,500,000         | 13,500,000         | 67,500,000           |
| <b>Total</b>                       | <b>13,500,000</b>  | <b>13,500,000</b>  | <b>13,500,000</b>  | <b>13,500,000</b>  | <b>13,500,000</b>  | <b>67,500,000</b>    |
| <b>Enterprise Fund - Utilities</b> |                    |                    |                    |                    |                    |                      |
| Sewer                              | 57,450,000         | 59,700,000         | 27,700,000         | 75,700,000         | 40,700,000         | 261,250,000          |
| Water                              | 18,000,000         | 11,950,000         | 7,750,000          | 11,300,000         | 11,250,000         | 60,250,000           |
| <b>Total</b>                       | <b>75,450,000</b>  | <b>71,650,000</b>  | <b>35,450,000</b>  | <b>87,000,000</b>  | <b>51,950,000</b>  | <b>321,500,000</b>   |
| <b>Grand Total</b>                 | <b>358,942,402</b> | <b>468,039,975</b> | <b>404,925,145</b> | <b>435,299,523</b> | <b>401,767,357</b> | <b>2,068,974,402</b> |

**Capital Improvement Program Five Year Summary FY23 through FY27**

**Department Requests by Fiscal Year and Priority Number - Capital Projects Fund - Fund 21 and Fund 22**

| Project                         | Priority  | Type | District                | Recommended FY23           | Request FY23      | Request FY24      | Request FY25       | Request FY26      | Request FY27      | Total Five Year   |                    |
|---------------------------------|---|------|-------------------------|----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|--------------------|
| <b>Community Revitalization</b> |   |      |                         |                            |                   |                   |                    |                   |                   |                   |                    |
|                                 |   | 1    | Site Improvement        | Countywide                 | 2,000,000         | 0                 | 0                  | 0                 | 0                 | 0                 | 0                  |
|                                 | Neighborhood Revitalization Initiatives                   |      |                         |                            |                   |                   |                    |                   |                   |                   |                    |
|                                 |   | 2    | Site Improvement        | Countywide                 | 750,000           |                   |                    |                   |                   |                   |                    |
|                                 | Henrico Investment Program (HIP)                          |      |                         |                            |                   |                   |                    |                   |                   |                   |                    |
|                                 |   |      |                         | <b>2,750,000</b>           | <b>0</b>          | <b>0</b>          | <b>0</b>           | <b>0</b>          | <b>0</b>          | <b>0</b>          | <b>0</b>           |
| <b>Education</b>                |   |      |                         |                            |                   |                   |                    |                   |                   |                   |                    |
| 06741                           | Virginia Randolph Partial Replacement                     |      | Building Improvement    | Fairfield                  | 5,000,000         | 0                 | 0                  | 0                 | 0                 | 0                 | 0                  |
| 00518/00527                     | Roof and Mechanical Improvements                          | 1    | Building Improvement    | Countywide                 | 2,500,000         | 3,500,000         | 3,500,000          | 3,500,000         | 3,500,000         | 3,500,000         | 17,500,000         |
| 09098                           | Technology Improvements                                   | 2    | Technology Improvement  | Countywide                 | 2,000,000         | 2,000,000         | 2,000,000          | 2,000,000         | 2,000,000         | 2,000,000         | 10,000,000         |
| New                             | HCPS Central Office Fairfield Annex-HVAC Replacement      | 3    | Building Improvement    | Fairfield                  | 0                 | 925,000           | 0                  | 0                 | 0                 | 0                 | 925,000            |
| 06899                           | Meals Tax   | 4    | Building Improvement    | Countywide                 | 9,000,000         | 9,000,000         | 9,000,000          | 9,000,000         | 9,000,000         | 9,000,000         | 45,000,000         |
| 06672                           | Jackson Davis ES Replacement                              | 5    | Building (New)          | Three Chopt                | 5,000,000         | 5,000,000         | 36,000,000         | 0                 | 0                 | 0                 | 41,000,000         |
| 06673                           | Longan ES Replacement                                     | 6    | Building (New)          | Brookland                  | 5,000,000         | 5,000,000         | 37,000,000         | 0                 | 0                 | 0                 | 42,000,000         |
| New                             | Environmental Center Living Building                      | 7    | Building (New)          | Varina                     | 3,000,000         | 3,000,000         | 13,300,000         | 0                 | 0                 | 0                 | 16,300,000         |
| 08773                           | Quiocasin MS Replacement                                  | 8    | Building (New)          | Tuckahoe                   | 0                 | 0                 | 10,000,000         | 79,000,000        | 0                 | 0                 | 89,000,000         |
| 06292                           | Johnson ES Renovation                                     | 9    | Building Improvement    | Brookland                  | 0                 | 0                 | 0                  | 5,000,000         | 21,500,000        | 0                 | 26,500,000         |
| 08912                           | New Fairfield ES  | 10   | Building (New)          | Fairfield                  | 0                 | 0                 | 0                  | 0                 | 6,000,000         | 39,000,000        | 45,000,000         |
| 06743                           | Highland Spring ES Rebuild                                | 11   | Building Improvement    | Varina                     | 0                 | 0                 | 0                  | 0                 | 0                 | 6,000,000         | 6,000,000          |
|                                 |   |      |                         | <b>Department Subtotal</b> | <b>31,500,000</b> | <b>28,425,000</b> | <b>110,800,000</b> | <b>98,500,000</b> | <b>42,000,000</b> | <b>59,500,000</b> | <b>339,225,000</b> |
| <b>Fire</b>                     |   |      |                         |                            |                   |                   |                    |                   |                   |                   |                    |
| 06177                           | Firehouse #6 Relocation and Construction                  | 1    | Building (New)          | Varina                     | 2,000,000         | 2,000,000         | 13,300,000         | 0                 | 0                 | 0                 | 15,300,000         |
| 08995                           | Firehouse #14 Addition and Renovation                     | 2    | Addition and Renovation | Varina                     | 0                 | 0                 | 0                  | 1,500,000         | 0                 | 0                 | 1,500,000          |
| 08994                           | Firehouse #15 Addition and Renovation                     | 3    | Addition and Renovation | Brookland                  | 0                 | 0                 | 0                  | 1,700,000         | 0                 | 0                 | 1,700,000          |
| 06366                           | Firehouse #1 Relocation and Construction                  | 4    | Building (New)          | Fairfield                  | 0                 | 0                 | 0                  | 2,000,000         | 14,000,000        | 0                 | 16,000,000         |
| 06519                           | Firehouse #4 Relocation and Construction                  | 5    | Building (New)          | Varina                     | 0                 | 0                 | 0                  | 2,765,786         | 12,094,318        | 0                 | 14,860,104         |
| 08993                           | Firehouse #16 Addition and Renovation                     | 6    | Addition and Renovation | Three Chopt                | 0                 | 0                 | 0                  | 0                 | 0                 | 1,400,000         | 1,400,000          |
| 06529                           | Firehouse #17 Addition and Renovation                     | 7    | Addition and Renovation | Tuckahoe                   | 0                 | 0                 | 0                  | 0                 | 0                 | 2,000,000         | 2,000,000          |
|                                 |   |      |                         | <b>Department Subtotal</b> | <b>2,000,000</b>  | <b>2,000,000</b>  | <b>13,300,000</b>  | <b>7,965,786</b>  | <b>26,094,318</b> | <b>3,400,000</b>  | <b>52,760,104</b>  |
| <b>General Services</b>         |   |      |                         |                            |                   |                   |                    |                   |                   |                   |                    |
| 00572                           | Mechanical Improvements                                   | 1    | Building Improvement    | General Government         | 1,000,000         | 2,000,000         | 2,000,000          | 2,000,000         | 2,000,000         | 2,000,000         | 10,000,000         |
| 00425                           | Roof Replacement and Rehabilitation                       | 2    | Building Improvement    | General Government         | 600,000           | 1,200,000         | 1,200,000          | 1,200,000         | 1,200,000         | 1,200,000         | 6,000,000          |
| 08768                           | Juvenile Courts Parking Lot Expansion                     | 3    | Site Improvement        | General Government         | 0                 | 805,599           | 0                  | 0                 | 0                 | 0                 | 805,599            |
| 00423                           | Pavement Rehabilitation                                   | 4    | Site Improvement        | General Government         | 500,000           | 900,000           | 900,000            | 900,000           | 900,000           | 900,000           | 4,500,000          |
| 06477                           | Small Project Improvements and Renovations                | 5    | Building Improvement    | General Government         | 200,000           | 500,000           | 500,000            | 500,000           | 500,000           | 500,000           | 2,500,000          |
| 01198                           | Energy Management   | 6    | Building Improvement    | General Government         | 200,000           | 500,000           | 500,000            | 500,000           | 500,000           | 500,000           | 2,500,000          |
| New                             | Administration, Annex, and Courts Building Office Space R | 7    | Building Improvement    | General Government         | 1,000,000         | 2,700,000         | 2,500,000          | 0                 | 0                 | 0                 | 5,200,000          |
| 01199                           | County Generator Program                                  | 8    | Building Improvement    | General Government         | 0                 | 650,000           | 650,000            | 650,000           | 650,000           | 650,000           | 3,250,000          |
| 08767                           | County Buildings Restroom Refresh                         | 9    | Building Improvement    | General Government         | 0                 | 1,000,000         | 1,000,000          | 1,000,000         | 1,000,000         | 1,000,000         | 5,000,000          |
| 06103                           | CAM East & Road Crew Building                             | 10   | Building (New)          | General Government         | 0                 | 0                 | 0                  | 0                 | 3,257,480         | 2,004,028         | 5,261,508          |
|                                 |   |      |                         | <b>Department Subtotal</b> | <b>3,500,000</b>  | <b>10,255,599</b> | <b>9,250,000</b>   | <b>6,750,000</b>  | <b>10,007,480</b> | <b>8,754,028</b>  | <b>45,017,107</b>  |
| <b>Information Technology</b>   |   |      |                         |                            |                   |                   |                    |                   |                   |                   |                    |
| 09185                           | ERP Replacement   | 1    | Technology Improvement  | General Government         | 0                 | 6,000,000         | 0                  | 0                 | 0                 | 0                 | 6,000,000          |
| 06481                           | Information Technology Projects                           | 2    | Technology Improvement  | General Government         | 1,500,000         | 2,392,000         | 1,765,000          | 2,025,000         | 3,000,000         | 1,785,000         | 10,967,000         |
| 00429                           | Geographic Information System                             | 3    | Technology Improvement  | General Government         | 150,000           | 150,000           | 150,000            | 150,000           | 150,000           | 150,000           | 750,000            |
| New                             | E-911 Center Phone System Replacement                     | 4    | Technology Improvement  | Countywide                 | 450,000           | 450,000           | 0                  | 0                 | 0                 | 0                 | 450,000            |
|                                 |   |      |                         | <b>Department Subtotal</b> | <b>2,100,000</b>  | <b>8,992,000</b>  | <b>1,915,000</b>   | <b>2,175,000</b>  | <b>3,150,000</b>  | <b>1,935,000</b>  | <b>18,167,000</b>  |

| Project                          | Priority                                   | Type                   | District           | Recommended FY23  | Request FY23       | Request FY24       | Request FY25       | Request FY26       | Request FY27       | Total Five Year    |                      |
|----------------------------------|--|------------------------|--------------------|-------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------------------|
| <b>Mental Health</b>             |  |                        |                    |                   |                    |                    |                    |                    |                    |                    |                      |
| 06662                            | Woodman Road Expansion Construction        | 1 Building Addition    | General Government | 0                 | 0                  | 0                  | 0                  | 0                  | 2,145,585          | 2,145,585          |                      |
| <b>Department Subtotal</b>       |  |                        |                    | <b>0</b>          | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>2,145,585</b>   | <b>2,145,585</b>   |                      |
| <b>Police</b>                    |  |                        |                    |                   |                    |                    |                    |                    |                    |                    |                      |
| 08567                            | Police South Station                       | 1 Building (New)       | General Government | 1,150,000         | 1,152,940          | 8,491,870          | 0                  | 0                  | 0                  | 9,644,810          |                      |
| 08874                            | Range Improvements                         | 2 Building Improvement | General Government | 0                 | 0                  | 405,479            | 1,733,491          | 0                  | 0                  | 2,138,970          |                      |
| New                              | Standalone Communications Center           | 3 Building (New)       | General Government | 0                 | 0                  | 0                  | 557,386            | 3,274,435          | 0                  | 3,831,821          |                      |
| New                              | EVOT Training Facility                     | 4 Building (New)       | General Government | 0                 | 0                  | 0                  | 0                  | 1,751,917          | 10,680,956         | 12,432,873         |                      |
| 08873                            | Canine Facility                            | 5 Building (New)       | General Government | 0                 | 0                  | 0                  | 0                  | 0                  | 317,650            | 317,650            |                      |
| 08750                            | Range Classroom                            | 6 Building (New)       | Varina             | 0                 | 0                  | 0                  | 0                  | 0                  | 352,244            | 352,244            |                      |
| <b>Department Subtotal</b>       |  |                        |                    | <b>1,150,000</b>  | <b>1,152,940</b>   | <b>8,897,349</b>   | <b>2,290,877</b>   | <b>5,026,352</b>   | <b>11,350,850</b>  | <b>28,718,368</b>  |                      |
| <b>Public Library</b>            |  |                        |                    |                   |                    |                    |                    |                    |                    |                    |                      |
| 07034                            | Tuckahoe Library Teen Relocation/Repurpose | 1 Building Improvement | Tuckahoe           | 0                 | 0                  | 112,570            | 677,941            | 0                  | 0                  | 790,511            |                      |
| 07033                            | Twin Hickory Library Renew/Repurpose       | 2 Building Improvement | Three Chopt        | 0                 | 0                  | 0                  | 110,360            | 651,607            | 0                  | 761,967            |                      |
| <b>Department Subtotal</b>       |  |                        |                    | <b>0</b>          | <b>0</b>           | <b>112,570</b>     | <b>788,301</b>     | <b>651,607</b>     | <b>0</b>           | <b>1,552,478</b>   |                      |
| <b>Public Safety</b>             |  |                        |                    |                   |                    |                    |                    |                    |                    |                    |                      |
| New                              | Animal Adoption Center                     | 1 Building (New)       | General Government | 0                 | 0                  | 0                  | 3,000,000          | 12,000,000         | 0                  | 15,000,000         |                      |
| 08991                            | Public Safety Training Center              | 2 Building (New)       | General Government | 0                 | 0                  | 0                  | 0                  | 9,000,000          | 9,000,000          | 18,000,000         |                      |
| <b>Department Subtotal</b>       |  |                        |                    | <b>0</b>          | <b>0</b>           | <b>0</b>           | <b>3,000,000</b>   | <b>21,000,000</b>  | <b>9,000,000</b>   | <b>33,000,000</b>  |                      |
| <b>Public Works - Drainage</b>   |  |                        |                    |                   |                    |                    |                    |                    |                    |                    |                      |
| 00363                            | Minor Drainage Improvements                | 1 Drainage             | Countywide         | 500,000           | 500,000            | 500,000            | 500,000            | 500,000            | 500,000            | 2,500,000          |                      |
| 08932                            | Countywide Creeks and Streams              | 2 Drainage             | Countywide         | 750,000           | 750,000            | 750,000            | 750,000            | 750,000            | 750,000            | 3,750,000          |                      |
| New                              | Countywide Acquisitions                    | 3 Drainage             | Countywide         | 500,000           | 500,000            | 500,000            | 500,000            | 500,000            | 500,000            | 2,500,000          |                      |
| Asst                             | Designated Drainage Projects               | 4 Drainage             | Countywide         | 0                 | 0                  | 10,806,056         | 11,157,181         | 10,845,930         | 10,485,046         | 43,294,213         |                      |
| <b>Department Subtotal</b>       |  |                        |                    | <b>1,750,000</b>  | <b>1,750,000</b>   | <b>12,556,056</b>  | <b>12,907,181</b>  | <b>12,595,930</b>  | <b>12,235,046</b>  | <b>52,044,213</b>  |                      |
| <b>Public Works - Roadway</b>    |  |                        |                    |                   |                    |                    |                    |                    |                    |                    |                      |
| 06837                            | Countywide Pedestrian Improvements         | 1 Roadway              | Countywide         | 2,500,000         | 2,500,000          | 2,500,000          | 2,500,000          | 2,500,000          | 2,500,000          | 12,500,000         |                      |
| Asst                             | Highway Interchanges Projects              | 2 Roadway              | Countywide         | 0                 | 24,000,000         | 24,000,000         | 24,000,000         | 24,000,000         | 24,000,000         | 120,000,000        |                      |
| Asst                             | Roadway Projects                           | 3 Roadway              | Countywide         | 25,000,000        | 114,640,000        | 114,640,000        | 114,640,000        | 114,640,000        | 114,640,000        | 573,200,000        |                      |
| Asst                             | Bike/Pedestrian Projects                   | 4 Roadway              | Countywide         | 2,500,000         | 22,900,000         | 22,900,000         | 22,900,000         | 22,900,000         | 22,900,000         | 114,500,000        |                      |
| Asst                             | Multimodal Projects                        | 5 Roadway              | Countywide         | 0                 | 40,500,000         | 40,500,000         | 40,500,000         | 40,500,000         | 40,500,000         | 202,500,000        |                      |
| <b>Department Subtotal</b>       |  |                        |                    | <b>30,000,000</b> | <b>204,540,000</b> | <b>204,540,000</b> | <b>204,540,000</b> | <b>204,540,000</b> | <b>204,540,000</b> | <b>204,540,000</b> | <b>1,022,700,000</b> |
| <b>Public Works - Stormwater</b> |  |                        |                    |                   |                    |                    |                    |                    |                    |                    |                      |
| 07046                            | Chesapeake Bay TMDL/MS4 Compliance         | 1 Stormwater           | Countywide         | 2,348,000         | 2,348,000          | 2,348,000          | 2,348,000          | 2,348,000          | 2,348,000          | 11,740,000         |                      |
| <b>Department Subtotal</b>       |  |                        |                    | <b>2,348,000</b>  | <b>2,348,000</b>   | <b>2,348,000</b>   | <b>2,348,000</b>   | <b>2,348,000</b>   | <b>2,348,000</b>   | <b>11,740,000</b>  |                      |
| <b>Recreation</b>                |  |                        |                    |                   |                    |                    |                    |                    |                    |                    |                      |
| 08770                            | Indoor Sports Facility                     | Building (New)         | Countywide         | 5,000,000         | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  |                      |
| 06194                            | Facility Rehabilitation                    | 1 Site Improvement     | Countywide         | 1,000,000         | 3,170,000          | 951,000            | 0                  | 0                  | 0                  | 4,121,000          |                      |
| New                              | Three Chopt Area Park & Road Improvements  | 2 Park                 | Three Chopt        | 5,000,000         | 5,000,000          | 10,000,000         | 0                  | 0                  | 2,500,000          | 17,500,000         |                      |
| 06246                            | Tuckahoe Creek Park                        | 3 Park                 | Tuckahoe           | 0                 | 0                  | 2,500,000          | 2,500,000          | 0                  | 0                  | 5,000,000          |                      |
| New                              | Facility Rehab - Vawter/Glen Lea Park      | 4 Site Improvement     | Fairfield          | 0                 | 0                  | 5,720,000          | 0                  | 0                  | 0                  | 5,720,000          |                      |
| New                              | Facility Rehab - Echo Lake Park            | 5 Site Improvement     | Brookland          | 0                 | 0                  | 0                  | 5,970,000          | 0                  | 0                  | 5,970,000          |                      |
| New                              | Facility Rehab - Laurel Park               | 6 Site Improvement     | Brookland          | 0                 | 0                  | 0                  | 6,240,000          | 0                  | 0                  | 6,240,000          |                      |
| New                              | Facility - Rehab - Playgrounds             | 7 Site Improvement     | Countywide         | 0                 | 0                  | 0                  | 0                  | 6,658,000          | 0                  | 6,658,000          |                      |
| New                              | Facility Rehab - Turf/Infill Replacement   | 8 Site Improvement     | Brookland          | 0                 | 0                  | 0                  | 0                  | 0                  | 5,100,000          | 5,100,000          |                      |
| <b>Department Subtotal</b>       |  |                        |                    | <b>11,000,000</b> | <b>8,170,000</b>   | <b>19,171,000</b>  | <b>14,710,000</b>  | <b>6,658,000</b>   | <b>7,600,000</b>   | <b>56,309,000</b>  |                      |
| <b>Sheriff</b>                   |  |                        |                    |                   |                    |                    |                    |                    |                    |                    |                      |
| New                              | Jail Security Projects                     | 1 Building Improvement | General Government | 1,250,000         | 2,358,863          | 0                  | 0                  | 0                  | 0                  | 2,358,863          |                      |
| <b>Department Subtotal</b>       |  |                        |                    | <b>1,250,000</b>  | <b>2,358,863</b>   | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>2,358,863</b>   |                      |

| Project                                    | Priority | Type  | District            | Recommended<br>FY23 | Request<br>FY23    | Request<br>FY24    | Request<br>FY25    | Request<br>FY26    | Request<br>FY27    | Total<br>Five Year |                      |
|--|----------|---|---------------------|---------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------------------|
| <b>Woodman Rd Complex</b>                  |          |   |                     |                     |                    |                    |                    |                    |                    |                    |                      |
| 06213                                      |          | Recreation & Parks Western Maintenance Facility | 1 Building (New)    | Fairfield           | 0                  | 0                  | 0                  | 0                  | 727,836            | 4,216,448          | 4,944,284            |
| 08599                                      |          | Woodman Police and Fire Installation Shop (CAM) | 2 Building (New)    | Fairfield           | 0                  | 0                  | 0                  | 0                  | 0                  | 9,292,400          | 9,292,400            |
| <b>Department Subtotal</b>                 |          |   |                     |                     | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>727,836</b>     | <b>13,508,848</b>  | <b>14,236,684</b>    |
| <b>Vehicle Replacement- Fund 22</b>        |          |   |                     |                     |                    |                    |                    |                    |                    |                    |                      |
|  |          | School Bus Replacement                          | Vehicle Replacement | Countywide          | 6,000,000          | 6,000,000          | 6,000,000          | 6,000,000          | 6,000,000          | 6,000,000          | 30,000,000           |
|  |          | Vehicle Replacement - Police                    | Vehicle Replacement | Countywide          | 3,500,000          | 4,000,000          | 4,000,000          | 4,000,000          | 4,000,000          | 4,000,000          | 20,000,000           |
|  |          | Vehicle Replacement - Fire                      | Vehicle Replacement | Countywide          | 4,000,000          | 3,500,000          | 3,500,000          | 3,500,000          | 3,500,000          | 3,500,000          | 17,500,000           |
| <b>Department Subtotal</b>                 |          |   |                     |                     | <b>13,500,000</b>  | <b>13,500,000</b>  | <b>13,500,000</b>  | <b>13,500,000</b>  | <b>13,500,000</b>  | <b>13,500,000</b>  | <b>67,500,000</b>    |
| <b>Grand Total - Capital Projects Fund</b> |          |   |                     |                     | <b>102,848,000</b> | <b>283,492,402</b> | <b>396,389,975</b> | <b>369,475,145</b> | <b>348,299,523</b> | <b>349,817,357</b> | <b>1,747,474,402</b> |

**Capital Improvement Program FY2022-23 through FY2026-27**

**Department Requests by Fiscal Year and Priority Number - Enterprise Fund - Fund 51**

| Project                                  | Priority                                   | Type | Source | District        | FY22-23     | FY22-23           | FY23-24           | FY24-25           | FY25-26           | FY26-27           | Total             |                    |
|--|--|------|--------|-----------------|-------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
|  |  |      |        |                 | Recommended | Request           | Request           | Request           | Request           | Request           | Five Year         |                    |
| <b>Public Utilities - Sewer</b>          |  |      |        |                 |             |                   |                   |                   |                   |                   |                   |                    |
| 00782                                    | New Sewer Connections                      | 1    | Sewer  | Enterprise Fund | Countywide  | 350,000           | 350,000           | 350,000           | 350,000           | 350,000           | 350,000           | 1,750,000          |
| 00772                                    | Sewer Line Extensions                      | 2    | Sewer  | Enterprise Fund | Countywide  | 550,000           | 550,000           | 550,000           | 550,000           | 550,000           | 550,000           | 2,750,000          |
| 00732                                    | Sewer Line Rehabilitation                  | 3    | Sewer  | Enterprise Fund | Countywide  | 5,000,000         | 5,000,000         | 4,000,000         | 5,000,000         | 5,000,000         | 5,000,000         | 24,000,000         |
| 00743                                    | Sewer Pump Station Improvements            | 4    | Sewer  | Enterprise Fund | Countywide  | 3,000,000         | 3,000,000         | 1,500,000         | 2,000,000         | 2,000,000         | 2,000,000         | 10,500,000         |
| 00737                                    | Sewer Reloc., Adjustments & Crossings      | 5    | Sewer  | Enterprise Fund | Countywide  | 200,000           | 200,000           | 200,000           | 200,000           | 200,000           | 200,000           | 1,000,000          |
| 00725                                    | Plan Review and Inspection                 | 6    | Sewer  | Enterprise Fund | Countywide  | 2,600,000         | 2,600,000         | 2,600,000         | 2,600,000         | 2,600,000         | 2,600,000         | 13,000,000         |
| 08172                                    | Water Reclamation Facility Improvements    | 7    | Sewer  | Enterprise Fund | Varina      | 1,000,000         | 1,000,000         | 1,000,000         | 1,000,000         | 1,000,000         | 1,000,000         | 5,000,000          |
| 01076                                    | Sewer Sub-Basin Area Wide Sewer Rehab      | 8    | Sewer  | Enterprise Fund | Countywide  | 9,000,000         | 9,000,000         | 9,000,000         | 5,000,000         | 15,000,000        | 8,500,000         | 46,500,000         |
| 09176                                    | Westwood Improvements                      | 9    | Sewer  | Enterprise Fund | Brookland   | 13,000,000        | 13,000,000        | 0                 | 0                 | 0                 | 0                 | 13,000,000         |
| 06152                                    | Gambles Mill SPS FEB Modification          | 10   | Sewer  | Enterprise Fund | Tuckahoe    | 6,000,000         | 6,000,000         | 0                 | 0                 | 0                 | 0                 | 6,000,000          |
| 06450                                    | White Oak SPS FM                           | 11   | Sewer  | Enterprise Fund | Varina      | 7,750,000         | 7,750,000         | 0                 | 0                 | 0                 | 0                 | 7,750,000          |
| 07027                                    | Deep Run Outfall                           | 12   | Sewer  | Enterprise Fund | Three Chopt | 2,000,000         | 2,000,000         | 0                 | 0                 | 18,000,000        | 0                 | 20,000,000         |
| 06838                                    | Allens and Rooty Branch Force Main Upgrade | 13   | Sewer  | Enterprise Fund | B, TC       | 2,000,000         | 2,000,000         | 0                 | 0                 | 10,000,000        | 0                 | 12,000,000         |
| 06159                                    | Almond Creek Force Main                    | 14   | Sewer  | Enterprise Fund | Varina      | 0                 | 0                 | 8,500,000         | 0                 | 0                 | 0                 | 8,500,000          |
| 06666                                    | Horsepen Branch Trunk Sewer                | 15   | Sewer  | Enterprise Fund | Brookland   | 0                 | 0                 | 27,000,000        | 0                 | 0                 | 0                 | 27,000,000         |
| 06667                                    | Tuckahoe Creek Trunk Sewer Rehab           | 16   | Sewer  | Enterprise Fund | TC, T       | 0                 | 0                 | 5,000,000         | 0                 | 0                 | 20,000,000        | 25,000,000         |
| 06154                                    | North Run Trunk Sewer                      | 17   | Sewer  | Enterprise Fund | Fairfield   | 0                 | 0                 | 0                 | 6,500,000         | 0                 | 0                 | 6,500,000          |
| 06158                                    | Hungary Creek Trunk Sewer                  | 18   | Sewer  | Enterprise Fund | B, F        | 0                 | 0                 | 0                 | 4,500,000         | 0                 | 0                 | 4,500,000          |
| 06449                                    | White Oak SPS Improvements                 | 19   | Sewer  | Enterprise Fund | Varina      | 2,000,000         | 2,000,000         | 0                 | 0                 | 0                 | 0                 | 2,000,000          |
| 07026                                    | Rooty Branch SPS Replacement               | 20   | Sewer  | Enterprise Fund | Three Chopt | 2,000,000         | 2,000,000         | 0                 | 0                 | 10,000,000        | 0                 | 12,000,000         |
| 07028                                    | Rooty Branch Force Main                    | 21   | Sewer  | Enterprise Fund | Three Chopt | 1,000,000         | 1,000,000         | 0                 | 0                 | 5,000,000         | 0                 | 6,000,000          |
| 07029                                    | Gillies Creek SPS Flow Equalization Basin  | 22   | Sewer  | Enterprise Fund | Varina      | 0                 | 0                 | 0                 | 0                 | 6,000,000         | 0                 | 6,000,000          |
| 06155                                    | Almond Creek Trunk Sewer Line              | 23   | Sewer  | Enterprise Fund | Varina      | 0                 | 0                 | 0                 | 0                 | 0                 | 500,000           | 500,000            |
| <b>Department Subtotal</b>               |  |      |        |                 |             | <b>57,450,000</b> | <b>57,450,000</b> | <b>59,700,000</b> | <b>27,700,000</b> | <b>75,700,000</b> | <b>40,700,000</b> | <b>261,250,000</b> |
| <b>Public Utilities - Water</b>          |  |      |        |                 |             |                   |                   |                   |                   |                   |                   |                    |
| 00771                                    | New Water Connections                      | 1    | Water  | Enterprise Fund | Countywide  | 200,000           | 200,000           | 200,000           | 200,000           | 200,000           | 200,000           | 1,000,000          |
| 00770                                    | Water Line Extensions                      | 2    | Water  | Enterprise Fund | Countywide  | 300,000           | 300,000           | 300,000           | 300,000           | 300,000           | 300,000           | 1,500,000          |
| 00768                                    | Water Line Rehabilitation                  | 3    | Water  | Enterprise Fund | Countywide  | 4,000,000         | 4,000,000         | 4,000,000         | 4,000,000         | 5,000,000         | 5,000,000         | 22,000,000         |
| 00769                                    | Water Pumping Station Improvements         | 4    | Water  | Enterprise Fund | Countywide  | 500,000           | 500,000           | 1,000,000         | 1,000,000         | 1,000,000         | 1,000,000         | 4,500,000          |
| 00767                                    | Water Reloc., Adjustments & Crossings      | 5    | Water  | Enterprise Fund | Countywide  | 200,000           | 200,000           | 200,000           | 200,000           | 200,000           | 200,000           | 1,000,000          |
| 00780                                    | Water Meters                               | 6    | Water  | Enterprise Fund | Countywide  | 1,300,000         | 1,300,000         | 1,300,000         | 1,300,000         | 1,300,000         | 1,300,000         | 6,500,000          |
| 08171                                    | Water Treatment Facility Improvements      | 7    | Water  | Enterprise Fund | Three Chopt | 3,700,000         | 3,700,000         | 750,000           | 750,000           | 750,000           | 750,000           | 6,700,000          |
| 00811                                    | Information Technology Projects            | 8    | Water  | Enterprise Fund | Countywide  | 5,000,000         | 5,000,000         | 0                 | 0                 | 0                 | 0                 | 5,000,000          |
| 06615                                    | Ridge Water Pressure Zone                  | 9    | Water  | Enterprise Fund | Tuckahoe    | 2,800,000         | 2,800,000         | 0                 | 0                 | 0                 | 0                 | 2,800,000          |
| 06118                                    | Sadler Road 12" Water Line                 | 10   | Water  | Enterprise Fund | Three Chopt | 0                 | 0                 | 1,500,000         | 0                 | 0                 | 0                 | 1,500,000          |
| 00020                                    | Richmond Henrico Water Main                | 11   | Water  | Enterprise Fund | Fairfield   | 0                 | 0                 | 1,000,000         | 0                 | 0                 | 0                 | 1,000,000          |
| New                                      | Three Chopt Road Water Main Improvements   | 12   | Water  | Enterprise Fund | Three Chopt | 0                 | 0                 | 1,700,000         | 0                 | 0                 | 0                 | 1,700,000          |
| 06119                                    | Laburnum Ave Water Booster Station         | 13   | Water  | Enterprise Fund | Fairfield   | 0                 | 0                 | 0                 | 0                 | 800,000           | 2,500,000         | 3,300,000          |
| 08555                                    | Portugee Road Water Pumping Station        | 14   | Water  | Enterprise Fund | Varina      | 0                 | 0                 | 0                 | 0                 | 1,000,000         | 0                 | 1,000,000          |
| 08556                                    | Old Williamsburg Water Pumping Station     | 15   | Water  | Enterprise Fund | Varina      | 0                 | 0                 | 0                 | 0                 | 750,000           | 0                 | 750,000            |
| <b>Department Subtotal</b>               |  |      |        |                 |             | <b>18,000,000</b> | <b>18,000,000</b> | <b>11,950,000</b> | <b>7,750,000</b>  | <b>11,300,000</b> | <b>11,250,000</b> | <b>60,250,000</b>  |
| <b>Grand Total - Enterprise W/S Fund</b> |  |      |        |                 |             | <b>75,450,000</b> | <b>75,450,000</b> | <b>71,650,000</b> | <b>35,450,000</b> | <b>87,000,000</b> | <b>51,950,000</b> | <b>321,500,000</b> |

**Capital Improvement Program  
Fiscal Years 2027-28 through 2031-32  
Projects Identified by Department  
Capital Projects Fund**

| Department              | Project Name  | Year      | Cost        |
|-------------------------|---|-----------|-------------|
| <b>Education</b>        |   |           |             |
|                         | Highland Springs ES Rebuild                                     | FY28      | 41,700,000  |
|                         | New West Area ES  | FY28-FY29 | 47,700,000  |
|                         | Holladay ES Renovation  | FY28-FY29 | 26,400,000  |
|                         | Carver ES Renovation  | FY29-FY30 | 27,500,000  |
|                         | Dumbarton ES Renovation   | FY29-FY30 | 35,700,000  |
|                         | Three Chopt ES Renovation                                       | FY29-FY30 | 21,000,000  |
|                         | Hermitage HS Renovation   | FY30-FY31 | 123,000,000 |
|                         | Donahoe ES Renovation   | FY30-FY31 | 26,300,000  |
|                         | Glen Allen ES Renovation  | FY31-FY32 | 30,000,000  |
|                         | Rolfe MS Renovation   | FY31-FY32 | 74,500,000  |
|                         | Godwin HS Renovation  | FY31-FY33 | 90,000,000  |
|                         | Gayton ES Renovation  | FY31-FY34 | 32,000,000  |
| <b>Electoral Board</b>  |   |           |             |
|                         | Registrar Building  | FY28      | 5,000,000   |
| <b>Fire</b>             |   |           |             |
|                         | Firehouse #11 Rebuild   | FY28-FY29 | 15,000,000  |
| <b>General Services</b> |   |           |             |
|                         | CAM East & Road Crew Building                                   | FY28      | 27,013,351  |
|                         | Eastern Government Swing Space Building                         | FY28      | 15,340,641  |
|                         | Eastern Government Center Renovations                           | FY29      | 9,059,016   |
| <b>Mental Health</b>    |   |           |             |
|                         | Woodman Rd Expansion (Completion)                               | FY28      | 14,790,366  |
| <b>Police</b>           |   |           |             |
|                         | Canine Facility   | FY28      | 1,689,958   |
|                         | Range Classroom   | FY28      | 2,053,268   |
|                         | West Station  | FY29      | 8,241,258   |
|                         | Range Tactical Training Facility                                | FY30      | 3,101,492   |
|                         | Gym/Training Facility   | FY31      | 5,817,884   |
| <b>Recreation</b>       |   |           |             |
|                         | Three Chopt Area Park & Road Improvements                       | FY28      | 12,500,000  |
|                         | Synthetic Turf Replacement                                      | FY28      | 2,010,000   |
|                         | Deep Bottom Boat Landing  | FY29      | 7,000,000   |
|                         | Synthetic Turf and Track Replacements                           | FY29      | 670,000     |
|                         | Playground Replacements   | FY30      | 1,500,000   |
|                         | Synthetic Turf and Track Replacement                            | FY31      | 2,010,000   |
|                         | Synthetic Turf and Track Replacements                           | FY32      | 670,000     |
| <b>Public Works</b>     |   |           |             |
|                         | Gaskins Rd Interchange @ I-64 Three Chopt Rd to Mayland Dr      |           | 30,000,000  |
|                         | W. Broad St. Interchange @ I-64 Dominion Blvd to Tom Leonard Dr |           | 160,000,000 |
|                         | Wilton Rd @ Route 895 Wilton Rd to Mill Rd                      |           | 60,000,000  |
|                         | Woodman Rd @ 295 Mountain Rd to Greenwood Rd                    |           | 10,000,000  |
|                         | Arterial & Collector Roadways - Shoulder Widening               |           | 25,000,000  |
|                         | Bethlehem Rd - Libbie Ave to Dicks Rd                           |           | 6,500,000   |
|                         | Charles City Rd - Laburnum Ave to Monahan Dr                    |           | 15,000,000  |
|                         | Charles City Rd - Williamsburg Rd to Easport Blvd               |           | 26,000,000  |
|                         | Church Rd - Three Chopt Rd to John Rolfe Pkwy                   |           | 31,000,000  |
|                         | Courtney Rd - Staples Mill Rd to Mountain Rd                    |           | 12,500,000  |
|                         | Cox Road - Cedar Knoll Ln to Church Rd                          |           | 7,000,000   |
|                         | Cox Road Bridges - Over I-64                                    |           | 40,000,000  |
|                         | Creighton Rd - Cedar Fork Rd to County Line                     |           | 26,000,000  |
|                         | Darbytown Rd - City Limits to Laburnum Ave                      |           | 65,000,000  |
|                         | Greenwood Rd - Branch Rd to County Line                         |           | 26,000,000  |
|                         | Harvie Rd - Laburnum Ave to Mechanicsville Tpke                 |           | 8,000,000   |
|                         | Lauderdale Dr - Westbriar Dr to Edenbury Dr                     |           | 8,000,000   |
|                         | Masonic Lane/Brittles Lane - Nine Mile Rd to Williamsburg Rd    |           | 26,000,000  |
|                         | Midview Rd - New Market Rd to Williamsburg Rd                   |           | 25,000,000  |
|                         | N. Gayton Rd - W. Broad to Lauderdale Dr                        |           | 23,000,000  |
|                         | Nine Mile Rd (Ph 2) - City Limits to Laburnum Ave               |           | 16,000,000  |
|                         | Old Osborne Tpke (Rte 5) - City Limits to New Osborne Tpke      |           | 20,000,000  |
|                         | Parham Rd - Skipwith Rd to W. Broad St                          |           | 3,000,000   |
|                         | Pemberton Rd - Quioccasin Rd. to W. Broad St                    |           | 42,000,000  |

**Capital Improvement Program  
Fiscal Years 2027-28 through 2031-32  
Projects Identified by Department**

| Department                  | Project Name   | Year | Cost       |
|-----------------------------|--|------|------------|
| <b>Public Works (cont.)</b> |  |      |            |
|                             | Pouncey Tract Rd - N. Gayton Rd to Nuckols Rd.   |      | 13,000,000 |
|                             | S. Laburnum Ave - Williamsburg Rd to Nine Mile Rd                                      |      | 15,000,000 |
|                             | Springfield Rd - Francistown Rd to Olde Millbrooke Way                                 |      | 25,000,000 |
|                             | Staples Mill Rd - Glenside Dr to Parham Rd   |      | 15,000,000 |
|                             | Three Chopt Rd - Gaskins Rd to Horsepen RD   |      | 45,000,000 |
|                             | W. Broad St - Glenside Dr  |      | 6,000,000  |
|                             | W. Broad St - Parham Rd  |      | 15,000,000 |
|                             | Williamsburg Rd - S. Laburnum Ave to Nine Mile Rd                                      |      | 35,000,000 |
|                             | Williamsburg Rd (Ph 2) - S Laburnum Ave to City Limits                                 |      | 10,000,000 |
|                             | Woodman Rd - Terry Dr to Hungary Rd  |      | 15,000,000 |
|                             | Eastern Henrico - Connectors Trails Mixed Use Trails                                   |      | 25,000,000 |
|                             | James River Heritage Trail - City of Richmond to Goochland County Line Mixed Use Trail |      | 30,000,000 |
|                             | Mountain Road Trail - Woodman Rd to Staples Mill Rd Mixed Use Trail                    |      | 12,000,000 |
|                             | School Walk Areas - Countywide Bike/Ped facilities                                     |      | 10,000,000 |
|                             | Western Henrico - Connector Trails Mixed Used Trails                                   |      | 25,000,000 |
|                             | ATMS - Phase IV Countywide Signal/ITS Improvements                                     |      | 25,000,000 |
|                             | Arterial Roadways - Countywide Bike/Pedestrian/Transit Stop Improvements               |      | 25,000,000 |
|                             | Collector Roadways - Countywide Bike, Pedestrian, Transit Stop Improvements            |      | 20,000,000 |
|                             | Park & Ride - Old Osborne Turnpike (Rte 5)   |      | 6,000,000  |
|                             | Transit Improvements - Route 1 Corridor BRT Service                                    |      | 17,000,000 |
|                             | Transit Improvements - Existing Routes Increased Service Frequency                     |      | 4,000,000  |
|                             | Transit Improvements - W. Broad Street - Old Osborne Turnpike BRT Extension            |      | 30,000,000 |
|                             | Transportation Study - Countywide Traffic Calming Program                              |      | 12,500,000 |
| <b>Sheriff</b>              |  |      |            |
|                             | Jail East Special Housing Unit   | FY28 | 40,260,432 |
| <b>Enterprise Fund</b>      |  |      |            |
| <b>Public Utilities</b>     |  |      |            |
|                             | Almond Creek Trunk Sewer Main  | FY28 | 3,000,000  |
|                             | North Run Trunk Sewer  | FY28 | 30,000,000 |
|                             | Hungary Creek Trunk Sewer  | FY28 | 25,000,000 |
|                             | Portugee Rd Water Pump Station   | FY28 | 4,500,000  |
|                             | Old Williamsburg Water Pump Station  | FY28 | 3,000,000  |
|                             | Ridge Water Pressure Zone  | FY29 | 2,300,000  |
|                             | Upham Brook Storage Facilities   | FY29 | 22,000,000 |
|                             | Gambles Mill FEB & Emergency Generator   | FY30 | 14,000,000 |
|                             | Allen's Branch SPS Improvements & FM   | FY32 | 4,500,000  |
|                             | Water Reclamation Facility Expansion   | FY32 | 42,000,000 |
|                             | Deep Run SPS   | FY32 | 3,500,000  |
|                             | Deep Run FM  | FY32 | 3,500,000  |
|                             | WRF FEB  | FY33 | 48,000,000 |
|                             | New Market & Buffin Rd FM Phase 2  | FY33 | 14,500,000 |
|                             | New Market SPS upgrade   | FY33 | 3,800,000  |
|                             | Lawrence Water Pressure Zone Imp   | FY33 | 3,300,000  |
|                             | DPU Operations Center  | FY33 | 50,000,000 |

**Capital Improvement Program Five Year Summary FY23 through FY27**  
**Capital Projects Fund - Associated Operating Costs (Incremental by Year)**

| Project                       | Priority | Type  | District                  | Request<br>FY23    | Request<br>FY24 | Request<br>FY25 | Request<br>FY26 | Request<br>FY27  | Total<br>Five Year |                  |
|-------------------------------|----------|---|---------------------------|--------------------|-----------------|-----------------|-----------------|------------------|--------------------|------------------|
| <b>Education</b>              |          |   |                           |                    |                 |                 |                 |                  |                    |                  |
| 06741                         |          | Virginia Randolph Partial Replacement                     | Building Improvement      | Fairfield          | 0               | 0               | 0               | 0                | 0                  | 0                |
| 00518/00527                   |          | Roof and Mechanical Improvements                          | 1 Building Improvement    | Countywide         | 0               | 0               | 0               | 0                | 0                  | 0                |
| 09098                         |          | Technology Improvements                                   | 2 Technology Improvement  | Countywide         | 0               | 0               | 0               | 0                | 0                  | 0                |
| New                           |          | HCPS Central Office Fairfield Annex-HVAC Replacement      | 3 Building Improvement    | Fairfield          | 0               | 0               | 0               | 0                | 0                  | 0                |
| 06899                         |          | Meals Tax   | 4 Building Improvement    | Countywide         | 0               | 0               | 0               | 0                | 0                  | 0                |
| 06672                         |          | Jackson Davis ES Replacement                              | 5 Building (New)          | Three Chopt        | 0               | 0               | 0               | 750,000          | 0                  | 750,000          |
| 06673                         |          | Longan ES Replacement                                     | 6 Building (New)          | Brookland          | 0               | 0               | 0               | 750,000          | 0                  | 750,000          |
| New                           |          | Environmental Center Living Building                      | 7 Building (New)          | Varina             | 0               | 0               | 0               | 3,000,000        | 0                  | 3,000,000        |
| 08773                         |          | Quioccasin MS Replacement                                 | 8 Building (New)          | Tuckahoe           | 0               | 0               | 0               | 0                | 0                  | 0                |
| 06292                         |          | Johnson ES Renovation                                     | 9 Building Improvement    | Brookland          | 0               | 0               | 0               | 0                | 0                  | 0                |
| 08912                         |          | New Fairfield ES  | 10 Building (New)         | Fairfield          | 0               | 0               | 0               | 0                | 0                  | 0                |
| 06743                         |          | Highland Spring ES Rebuild                                | 11 Building Improvement   | Varina             | 0               | 0               | 0               | 0                | 0                  | 0                |
| <b>Department Subtotal</b>    |          |   |                           |                    | <b>0</b>        | <b>0</b>        | <b>0</b>        | <b>4,500,000</b> | <b>0</b>           | <b>4,500,000</b> |
| <b>Fire</b>                   |          |   |                           |                    |                 |                 |                 |                  |                    |                  |
| 06177                         |          | Firehouse #6 Relocation and Construction                  | 1 Building (New)          | Varina             | 0               | 0               | 36,169          | 0                | 0                  | 36,169           |
| 08995                         |          | Firehouse #14 Addition and Renovation                     | 2 Addition and Renovation | Varina             | 0               | 0               | 0               | 0                | 0                  | 0                |
| 08994                         |          | Firehouse #15 Addition and Renovation                     | 3 Addition and Renovation | Brookland          | 0               | 0               | 0               | 0                | 0                  | 0                |
| 06366                         |          | Firehouse #1 Relocation and Construction                  | 4 Building (New)          | Fairfield          | 0               | 0               | 0               | 0                | 43,972             | 43,972           |
| 06519                         |          | Firehouse #4 Relocation and Construction                  | 5 Building (New)          | Varina             | 0               | 0               | 0               | 0                | 41,501             | 41,501           |
| 08993                         |          | Firehouse #16 Addition and Renovation                     | 6 Addition and Renovation | Three Chopt        | 0               | 0               | 0               | 0                | 0                  | 0                |
| 06529                         |          | Firehouse #17 Addition and Renovation                     | 7 Addition and Renovation | Tuckahoe           | 0               | 0               | 0               | 0                | 0                  | 0                |
| <b>Department Subtotal</b>    |          |   |                           |                    | <b>0</b>        | <b>0</b>        | <b>36,169</b>   | <b>0</b>         | <b>85,473</b>      | <b>121,642</b>   |
| <b>General Services</b>       |          |   |                           |                    |                 |                 |                 |                  |                    |                  |
| 00572                         |          | Mechanical Improvements                                   | 1 Building Improvement    | General Government | 0               | 0               | 0               | 0                | 0                  | 0                |
| 00425                         |          | Roof Replacement and Rehabilitation                       | 2 Building Improvement    | General Government | 0               | 0               | 0               | 0                | 0                  | 0                |
| 08768                         |          | Juvenile Courts Parking Lot Expansion                     | 3 Site Improvement        | General Government | 0               | 0               | 0               | 0                | 0                  | 0                |
| 00423                         |          | Pavement Rehabilitation                                   | 4 Site Improvement        | General Government | 0               | 0               | 0               | 0                | 0                  | 0                |
| 06477                         |          | Small Project Improvements and Renovations                | 5 Building Improvement    | General Government | 0               | 0               | 0               | 0                | 0                  | 0                |
| 01198                         |          | Energy Management   | 6 Building Improvement    | General Government | 0               | 0               | 0               | 0                | 0                  | 0                |
| New                           |          | Administration, Annex, and Courts Building Office Space R | 7 Building Improvement    | General Government | 0               | 0               | 0               | 0                | 0                  | 0                |
| 01199                         |          | County Generator Program                                  | 8 Building Improvement    | General Government | 0               | 0               | 0               | 0                | 0                  | 0                |
| 08767                         |          | County Buildings Restroom Refresh                         | 9 Building Improvement    | General Government | 0               | 0               | 0               | 0                | 0                  | 0                |
| 06103                         |          | CAM East & Road Crew Building                             | 10 Building (New)         | General Government | 0               | 0               | 0               | 0                | 0                  | 0                |
| <b>Department Subtotal</b>    |          |   |                           |                    | <b>0</b>        | <b>0</b>        | <b>0</b>        | <b>0</b>         | <b>0</b>           | <b>0</b>         |
| <b>Information Technology</b> |          |   |                           |                    |                 |                 |                 |                  |                    |                  |
| 09185                         |          | ERP Replacement   | 1 Technology Improvement  | General Government | 0               | 0               | 0               | 0                | 0                  | 0                |
| 06481                         |          | Information Technology Projects                           | 2 Technology Improvement  | General Government | 0               | 0               | 0               | 0                | 0                  | 0                |
| 00429                         |          | Geographic Information System                             | 3 Technology Improvement  | General Government | 0               | 0               | 0               | 0                | 0                  | 0                |
| New                           |          | E-911 Center Phone System Replacement                     | 4 Technology Improvement  | Countywide         | 0               | 0               | 0               | 0                | 0                  | 0                |
| <b>Department Subtotal</b>    |          |   |                           |                    | <b>0</b>        | <b>0</b>        | <b>0</b>        | <b>0</b>         | <b>0</b>           | <b>0</b>         |

| Project                          | Priority | Type                                       | District               | Request<br>FY23    | Request<br>FY24 | Request<br>FY25 | Request<br>FY26 | Request<br>FY27 | Total<br>Five Year |        |
|----------------------------------|----------|--|------------------------|--------------------|-----------------|-----------------|-----------------|-----------------|--------------------|--------|
| <b>Mental Health</b>             |          |  |                        |                    |                 |                 |                 |                 |                    |        |
| 06662                            |          | Woodman Road Expansion Construction        | 1 Building Addition    | General Government | 0               | 0               | 0               | 0               | 0                  | 0      |
| <b>Department Subtotal</b>       |          |  |                        | <b>0</b>           | <b>0</b>        | <b>0</b>        | <b>0</b>        | <b>0</b>        | <b>0</b>           |        |
| <b>Police</b>                    |          |  |                        |                    |                 |                 |                 |                 |                    |        |
| 08567                            |          | Police South Station                       | 1 Building (New)       | General Government | 0               | 0               | 0               | 0               | 0                  | 0      |
| 08874                            |          | Range Improvements                         | 2 Building Improvement | General Government | 0               | 0               | 0               | 0               | 0                  | 0      |
| New                              |          | Standalone Communications Center           | 3 Building (New)       | General Government | 0               | 0               | 0               | 25,000          | 25,000             | 25,000 |
| New                              |          | EVOT Training Facility                     | 4 Building (New)       | General Government | 0               | 0               | 0               | 25,000          | 25,000             | 25,000 |
| 08873                            |          | Canine Facility                            | 5 Building (New)       | General Government | 0               | 0               | 0               | 0               | 0                  | 0      |
| 08750                            |          | Range Classroom                            | 6 Building (New)       | Varina             | 0               | 0               | 0               | 0               | 0                  | 0      |
| <b>Department Subtotal</b>       |          |  |                        | <b>0</b>           | <b>0</b>        | <b>0</b>        | <b>0</b>        | <b>50,000</b>   | <b>50,000</b>      |        |
| <b>Public Library</b>            |          |  |                        |                    |                 |                 |                 |                 |                    |        |
| 07034                            |          | Tuckahoe Library Teen Relocation/Repurpose | 1 Building Improvement | Tuckahoe           | 0               | 0               | 0               | 0               | 0                  | 0      |
| 07033                            |          | Twin Hickory Library Renew/Repurpose       | 2 Building Improvement | Three Chopt        | 0               | 0               | 0               | 0               | 0                  | 0      |
| <b>Department Subtotal</b>       |          |  |                        | <b>0</b>           | <b>0</b>        | <b>0</b>        | <b>0</b>        | <b>0</b>        | <b>0</b>           |        |
| <b>Public Safety</b>             |          |  |                        |                    |                 |                 |                 |                 |                    |        |
| New                              |          | Animal Adoption Center                     | 1 Building (New)       | General Government | 0               | 0               | 0               | 0               | 0                  | 0      |
| 08991                            |          | Public Safety Training Center              | 2 Building (New)       | General Government | 0               | 0               | 0               | 0               | 0                  | 0      |
| <b>Department Subtotal</b>       |          |  |                        | <b>0</b>           | <b>0</b>        | <b>0</b>        | <b>0</b>        | <b>0</b>        | <b>0</b>           |        |
| <b>Public Works - Drainage</b>   |          |  |                        |                    |                 |                 |                 |                 |                    |        |
| 00363                            |          | Minor Drainage Improvements                | 1 Drainage             | Countywide         | 0               | 0               | 0               | 0               | 0                  | 0      |
| 08932                            |          | Countywide Creeks and Streams              | 2 Drainage             | Countywide         | 0               | 0               | 0               | 0               | 0                  | 0      |
| New                              |          | Countywide Acquisitions                    | 3 Drainage             | Countywide         | 0               | 0               | 0               | 0               | 0                  | 0      |
| Asst                             |          | Designated Drainage Projects               | 4 Drainage             | Countywide         | 0               | 0               | 0               | 0               | 0                  | 0      |
| <b>Department Subtotal</b>       |          |  |                        | <b>0</b>           | <b>0</b>        | <b>0</b>        | <b>0</b>        | <b>0</b>        | <b>0</b>           |        |
| <b>Public Works - Roadway</b>    |          |  |                        |                    |                 |                 |                 |                 |                    |        |
| 06837                            |          | Countywide Pedestrian Improvements         | 1 Roadway              | Countywide         | 0               | 0               | 0               | 0               | 0                  | 0      |
| Asst                             |          | Highway Interchanges Projects              | 2 Roadway              | Countywide         | 0               | 0               | 0               | 0               | 0                  | 0      |
| Asst                             |          | Roadway Projects                           | 3 Roadway              | Countywide         | 0               | 0               | 0               | 0               | 0                  | 0      |
| Asst                             |          | Bike/Pedestrian Projects                   | 4 Roadway              | Countywide         | 0               | 0               | 0               | 0               | 0                  | 0      |
| Asst                             |          | Multimodal Projects                        | 5 Roadway              | Countywide         | 0               | 0               | 0               | 0               | 0                  | 0      |
| <b>Department Subtotal</b>       |          |  |                        | <b>0</b>           | <b>0</b>        | <b>0</b>        | <b>0</b>        | <b>0</b>        | <b>0</b>           |        |
| <b>Public Works - Stormwater</b> |          |  |                        |                    |                 |                 |                 |                 |                    |        |
| 07046                            |          | Chesapeake Bay TMDL/MS4 Compliance         | 1 Stormwater           | Countywide         | 0               | 0               | 0               | 0               | 0                  | 0      |
| <b>Department Subtotal</b>       |          |  |                        | <b>0</b>           | <b>0</b>        | <b>0</b>        | <b>0</b>        | <b>0</b>        | <b>0</b>           |        |
| <b>Recreation</b>                |          |  |                        |                    |                 |                 |                 |                 |                    |        |
| 08770                            |          | Indoor Sports Facility                     | Building (New)         | Countywide         | 0               | 0               | 0               | 0               | 0                  | 0      |
| 06194                            |          | Facility Rehabilitation                    | 1 Site Improvement     | Countywide         | 0               | 0               | 0               | 0               | 0                  | 0      |
| New                              |          | Three Chopt Area Park & Road Improvements  | 2 Park                 | Three Chopt        | 0               | 0               | 0               | 0               | 0                  | 0      |
| 06246                            |          | Tuckahoe Creek Park                        | 3 Park                 | Tuckahoe           | 0               | 0               | 72,408          | 0               | 72,408             |        |
| New                              |          | Facility Rehab - Vawter/Glen Lea Park      | 4 Site Improvement     | Fairfield          | 0               | 0               | 0               | 0               | 0                  | 0      |
| New                              |          | Facility Rehab - Echo Lake Park            | 5 Site Improvement     | Brookland          | 0               | 0               | 0               | 0               | 0                  | 0      |
| New                              |          | Facility Rehab - Laurel Park               | 6 Site Improvement     | Brookland          | 0               | 0               | 0               | 0               | 0                  | 0      |
| New                              |          | Facility - Rehab - Playgrounds             | 7 Site Improvement     | Countywide         | 0               | 0               | 0               | 0               | 0                  | 0      |
| New                              |          | Facility Rehab - Turf/Infill Replacement   | 8 Site Improvement     | Brookland          | 0               | 0               | 0               | 0               | 0                  | 0      |
| <b>Department Subtotal</b>       |          |  |                        | <b>0</b>           | <b>0</b>        | <b>0</b>        | <b>72,408</b>   | <b>0</b>        | <b>72,408</b>      |        |

| Project                                    | Priority  | Type                   | District           | Request<br>FY23 | Request<br>FY24 | Request<br>FY25 | Request<br>FY26  | Request<br>FY27 | Total<br>Five Year |
|--|---|------------------------|--------------------|-----------------|-----------------|-----------------|------------------|-----------------|--------------------|
| <b>Sheriff</b>                             |   |                        |                    |                 |                 |                 |                  |                 |                    |
| New  | Jail Security Projects                          | 1 Building Improvement | General Government | 0               | 0               | 0               | 0                | 0               | 0                  |
| <b>Department Subtotal</b>                 |   |                        |                    | <b>0</b>        | <b>0</b>        | <b>0</b>        | <b>0</b>         | <b>0</b>        | <b>0</b>           |
| <b>Woodman Rd Complex</b>                  |   |                        |                    |                 |                 |                 |                  |                 |                    |
| 06213                                      | Recreation & Parks Western Maintenance Facility | 1 Building (New)       | Fairfield          | 0               | 0               | 0               | 0                | 0               | 0                  |
| 08599                                      | Woodman Police and Fire Installation Shop (CAM) | 2 Building (New)       | Fairfield          | 0               | 0               | 0               | 0                | 0               | 0                  |
| <b>Department Subtotal</b>                 |   |                        |                    | <b>0</b>        | <b>0</b>        | <b>0</b>        | <b>0</b>         | <b>0</b>        | <b>0</b>           |
| <b>Vehicle Replacement- Fund 22</b>        |   |                        |                    |                 |                 |                 |                  |                 |                    |
|  | School Bus Replacement                          | Vehicle Replacement    | Countywide         | 0               | 0               | 0               | 0                | 0               | 0                  |
|  | Vehicle Replacement - Police                    | Vehicle Replacement    | Countywide         | 0               | 0               | 0               | 0                | 0               | 0                  |
|  | Vehicle Replacement - Fire                      | Vehicle Replacement    | Countywide         | 0               | 0               | 0               | 0                | 0               | 0                  |
| <b>Department Subtotal</b>                 |   |                        |                    | <b>0</b>        | <b>0</b>        | <b>0</b>        | <b>0</b>         | <b>0</b>        | <b>0</b>           |
| <b>Grand Total - Capital Projects Fund</b> |   |                        |                    | <b>0</b>        | <b>0</b>        | <b>36,169</b>   | <b>4,572,408</b> | <b>135,473</b>  | <b>4,744,050</b>   |



# COUNTY OF HENRICO, VIRGINIA

## FY23 Budget Appendices

## APPENDIX "A" GLOSSARY

**Accrual Basis** - A basis of accounting in which transactions are recognized at the time they are incurred, not when cash is received or spent.

**ADA** - The Americans with Disabilities Act (ADA) provides comprehensive civil rights protection to individuals with disabilities in the areas of employment, public accommodations, state and local government services and programs, and telecommunications.

**Adjustments** – Resources to support the Internal Service Fund operations come from operating department budgeted payments. To avoid duplication of these payments, the amount of funds budgeted for these activities are reduced so the funds are not budgeted twice.

**Advanced Life Support (ALS)** - The rapid intervention of advanced emergency medical services such as cardiac monitoring, starting IV fluids, giving medication, manual defibrillation, and the process of using advance airway adjuncts.

**Agency Fund** - This fund accounts for assets held by the County for outside organizations. This is done to eliminate the duplication of administrative functions related to personal matters, procurement activities and accounting and budget responsibilities.

**Annual Fiscal Plan** - The formal title of the County's budget. See *Operating Budget*.

**Appropriation** - This is the legal authorization granted by the Board of Supervisors to expend or obligate funds for specific purposes. An appropriation usually is limited in the amount and time that it may be expended. The Board appropriates annually, at the beginning of each fiscal year, by department, agency, or project, based upon the adopted Annual Fiscal Plan. Additional appropriations may be approved by the Board during the fiscal year by amending the Annual Fiscal Plan and appropriating the funds for expenditure.

**ARPA** – American Rescue Plan Act of 2021, H.R. 1319 of the 117<sup>th</sup> Congress (2021-2022) Public Law 117-2.

**Assessed Value** - A value set on real and other property as a basis for levying taxes. See *Tax Rate*.

**Audit** - The examination of documents, records, reports, systems of internal control, accounting and financial procedures, and other evidence for one or more of the following purposes: a. To ascertain whether the statements prepared from the accounts present fairly the financial position and the results of financial operations of the constituent funds and account groups of the governmental unit in accordance with generally accepted accounting principles and on a basis consistent with that of the preceding year. b. To determine the compliance with applicable laws and regulations of a governmental unit's financial transactions. c. To review the efficiency and economy with which operations were carried out. d. To review effectiveness in achieving program results.

**Balanced Budget** – A term used to describe a budget in which total revenues equal total expenditures, reserves, and unassigned fund balance.

**Bond** - A promissory note to pay a specified sum of money (called the principal) at a specified date in the future, together with periodic interest at a specified interest rate. These payments are identified in the budget documents as debt service.

**Budget** - The County's Annual Fiscal Plan showing estimated expenditures and revenues as well as other related data for a specific fiscal year. The Board of Supervisors adopts the Annual Fiscal Plan by resolution.

**Budgetary Basis** - Is the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash or modified accrual. See *“Basis of Budgeting”* in the front section of this document.

**CAM** - Central Automotive Maintenance is a division within the Department of General Services and is accounted for in the Internal Service Fund.

**Capital Budget** - A plan of proposed capital projects and means of financing them. Capital projects are approved and funds are appropriated for expenditure by the Board of Supervisors for the duration of the project. The capital budget contains the funds available for expenditure in a specific fiscal year.

**Capital Improvement Program (CIP)** - A plan for capital expenditures to be incurred each year over a five-year period to meet capital requests by the departments and agencies of the County. It sets forth each project, by department, in which the County is to have a part and it specifies the full resources estimated to be available to finance the projected expenditures. The first year of the CIP or a portion thereof becomes the capital budget for that fiscal year.

**Capital Outlay** - Outlays which result in the acquisition (either new or replacement) or additions to fixed assets except outlays for major capital facilities which are constructed or acquired (e.g., land and buildings). Expenditures for these major capital facilities are reflected within the capital budget. Examples of capital outlays are furniture, fixtures, machinery, and equipment.

**CDBG** - A federal grant entitled the Community Development Block Grant. Funds are used to support housing, economic development, health and human services, and planning and administration.

**Complement** - A listing of authorized positions by department as approved by the Board of Supervisors and maintained by the Human Resources Department. Complement I - 100% County funded position. Complement II - Position partially County funded. Complement III - 100% Non-County funded position. Complement IV – Positions that, regardless of funding source and classified status, are exempt from use of the County’s grievance procedure as determined by the County Manager.

**Contingency** - Funds set aside in a special account in the Annual Fiscal Plan, but not always appropriated for expenditure. These funds are for emergency and unforeseen needs or for previously identified items that may have funding held for further actions or approvals before being appropriated for expenditure.

**CVTA** – Central Virginia Transportation Authority was established by the 2020 General Assembly of Virginia as a resource for expert planning and staff support and administers funding generated through the imposition of an additional regional percent of sales and use tax and a wholesale tax on gasoline and diesel fuel, rates are indexed to inflation.

**Debt Service Fund** - This fund is used to finance and account for the principal and interest payments on long-term debt incurred by the County.

**Department** - An entity within the County organization setup, either by State code or identified need, for the administration of specifically related duties or responsibilities.

**Depreciation** – The decrease in value of physical assets due to use and the passage of time.

**Designated Fund Balance** - That portion of resources, which at year's end, exceeded requirements and has been designated for use at some future time for a specific project or use. Money in a designated fund balance is not in the Annual Fiscal Plan and therefore has not been appropriated for expenditure.

**Development Services (DS) Day Support** - A program offered by the Mental Health Department. The program provides supported employment, vocational services and life enrichment services to graduates of Henrico County’s special education program.

**Division** - For manageability and accounting purposes, some departments are further divided into smaller units of control, called divisions. Example: Treasury and Accounting Divisions are both part of the Department of Finance.

**EDA Revenue Bonds** - The type of bonds issued by Henrico County through the Economic Development Authority for the construction of public facilities.

**Enterprise Fund** - These types of funds account for operations that are financed and operated in a manner similar to a private business enterprise, where the intent of the County is that the cost of providing services to the general public be financed or recovered through charges to users of such services. One example of an enterprise fund is Water and Sewer operations.

**Expenditure** - The authorized paying out of County funds to defray the County charges and expenses and all necessary obligations relating to, or arising from, the execution of the lawful authority of the Board of Supervisors.

**Fiduciary Fund** – These funds are used if the government has a fiduciary or custodial responsibility for assets.

**Financial Guidelines** - The principles utilized by the Henrico County Board of Supervisors. The Henrico County Board of Supervisors has chosen to adhere to the use of broad financial guidelines as a means of maintaining their flexibility in decision making.

**Financial Trend Monitoring System** – The process in which a locality reviews the economic trends that are predictive of its financial outlook for the purpose of assessing its ability to maintain existing service levels, withstand local and regional economic disruptions, and meet the demands of natural growth, decline and change.

**Fiscal Year (FY)** - The County of Henrico operates with a fiscal year from July 1 to June 30.

**Fringe Benefits** - Employer contributions to pension and fringe benefit systems for County employees. Examples of such benefits include health care, unemployment compensation, the Virginia Retirement System, and life insurance.

**Full-time Employee (FTE)** – A full-time employee.

**Fund** - Each fund is considered to be a separate accounting entity. The operations of each fund are accounted for by providing a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures. Funds can be further divided into subfunds.

**Fund Balance** - The difference between fund assets and fund liabilities for governmental and trust funds. This balance is classified into subcategories: restricted, committed, assigned and unassigned. The Enterprise Funds refer to these funds as retained earnings.

**GAAP** - Generally Accepted Accounting Principles are uniform standards and guidelines for financial accounting and reporting.

**General Fund** - This fund accounts for all revenues and expenditures of the County which are not accounted for in the other funds. Revenues are primarily derived from general property taxes, local sales taxes, license and permit fees, and revenues received from the State for educational and other purposes. Some revenue collected in the General Fund is transferred to support requirements of other funds such as the Debt Service Fund.

**General Obligation Bonds** - The type of bonds issued when repayment is backed by the full faith and credit of the County and which have been approved by the voters of the County through a bond referendum.

**Goal** - A broad statement of departmental purpose. Within this document, the departmental goal is generally included within the “description” component of individual departmental narratives.

**Governmental Fund Type** – Funds generally used to account for tax-supported activities. Most of the County’s governmental functions are accounted for in governmental funds. These funds are appropriated by the Board of Supervisors.

**Grant** - A contribution by one governmental unit or organization to another. Typically, these contributions are made to local governments from the Federal and State governments for specified purposes.

**HCPL** – Henrico County Public Library

**HCPS** – Henrico County Public Schools

**Interdepartmental Billings (IDT)** - Expenditures and credits to expenditures between departments. No net change in Countywide expenditures results. One primary use of IDT's is the payment by operating departments for services rendered by departments in the Internal Service Fund.

**Internal Service Funds** - These account for the County's Central Automotive Maintenance, Technology Replacement operations, Risk Management, and Health Care Fund. Resources for these funds come from IDT's and transfers from the General Fund.

**Natural Account** - A more detailed and specific listing of expenditures in the County's Oracle Financial Management System. Examples of natural accounts are: 50100 - Salaries and Wages, Regular; and 50101 - Salaries and Wages, Overtime.

**Objective** - A statement of purpose for a program or service describing anticipated outputs or outcomes.

**Operating Budget** - Includes all funds except those accounted for in the capital budget. The Operating Budget or Annual Fiscal Plan is adopted by the Board of Supervisors by resolution on a fiscal year basis, and an appropriation is made, also by resolution, based upon this Plan. The Plan may be amended during the fiscal year pursuant to the Virginia State Code.

**Operating Expenses** - The cost of contractual services, materials, supplies and other expenses not related to personnel and capital outlay expenses or capital projects.

**Other Post Employment Benefits (OPEB)** - Non-pension benefits provided to employees after employment ends. The Governmental Accounting Standards Board (GASB) has required a financial reporting of this expenditure which is captured in a fiduciary fund. This fund will allow the County to budget for the annual cost of public employee non-pension benefits and all outstanding obligations and commitments related to OPEB.

**Pay-As-You-Go** - A method of financing capital projects. Funding is 100% from local revenue. No borrowing or issuing of bonds is undertaken. This method may be used, as warranted, to reduce long term debt requirements.

**Performance Measure** - Specific quantitative or qualitative indicators used to measure an organization's progress. Henrico County utilizes mostly quantitative performance measures, the majority of which have been tracked for over a decade.

**Personnel Expenses** - Cost of salaries, wages, and fringe benefits such as the employer's share of social security contributions, retirement expenses, and health and life insurance payments.

**Project (Capital)** - An item for which the purchase, construction, or other acquisition will represent a public betterment to the community and add to the total physical worth of the County provided that the project considered meets the criteria for total cost and life expectancy. Examples of capital projects are land, buildings and certain major pieces of equipment of a fixed nature.

**Proprietary Fund** - A business-like fund of a state or local government. Examples of proprietary funds include enterprise funds and internal service funds.

**Requirement** - The use of resources to meet expenditures, to transfer to other County operations, or to set up a reserve. Resources for a given fiscal year must at least equal the requirements for the same fiscal year.

**Reserve** - Each fund may have one or more reserve accounts. These accounts contain funds which have been set aside for a specific purpose or use, but not included in the Annual Fiscal Plan and not appropriated for expenditure. A reserve may be adjusted year-to-year as the needs are adjusted. An example is the Reserve For Self-Insurance in the General Fund.

**Resource**- The income which supports the operation of the County. Sufficient resources each fiscal year must be received to meet the total requirements of the County. Examples of a resource are: revenue (from taxes, fees, etc.), sale of bonds (or other borrowings), certain recoveries and rebates, contributions-in-aid, and prior year fund balance.

**Retained Earnings** – The accumulated earnings of an Enterprise or Internal Service Fund that have been retained in the fund and are not reserved for any specific purpose.

**Revenue** - The Government's income from taxes, permits, fees, licenses, etc., including funds received from other governmental entities. Excludes borrowings and funds from sources such as use of prior years fund balances, contributions-in-aid, and certain recoveries and rebates.

**Service Level** - The supporting information pertinent to departmental approved expenditures that describes the impact on efficiency and/or effectiveness of departmental functions.

**Special Revenue Fund** - This fund accounts for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes. This includes resources obtained and used relating to State and Federal grants, the Utility Department's Solid Waste operation, School Cafeterias, Mental Health/Developmental Services, and Street Lighting. There are times when revenue collected in one of the other funds may be transferred into this fund to support those operations such as the County's share of a grant program.

**Subfund** - Within each fund there are often operations, which by their unique characteristics, are best accounted for separately. These related subfunds are combined into one of the major funds. These subfunds are reported separately in revenue and expenditure reports.

**Tax Levy** - Charges imposed by a government to finance activities for the common benefit. Henrico County's tax levies are based on an approved tax rate per one hundred dollars of assessed value.

**Tax Rate** - The level of taxation levied by the County on specifically identified classifications of property. For example, the real estate tax rate for calendar year 2013 is \$0.87 per \$100 of assessed value.

**Transfer** - A resource recorded in one fund may be moved to another fund with the approval of the Board of Supervisors. An example of this interfund transfer would be revenues recorded in the General Fund and then transferred to the Debt Service Fund for payments on principal and interest on bonds.

**Unassigned Fund Balance** - The portion of fund balance representing financial resources available to finance expenditures other than those tentatively planned (assigned).

**VPSA Bonds** - The type of bonds issued by Henrico County through the Virginia Public School Authority to finance capital projects for educational purposes.

**VRS** – Virginia Retirement System

**APPENDIX "B"**  
**PERSONNEL COMPLEMENT**<sup>1</sup>

| <b>Department</b>                  | <b>FY21<br/>Revised</b> | <b>FY22<br/>Original</b> | <b>FY22<br/>Changes</b> | <b>FY22<br/>Revised<sup>3</sup></b> | <b>FY23<br/>Changes</b> | <b>FY23<br/>Approved</b> |
|------------------------------------|-------------------------|--------------------------|-------------------------|-------------------------------------|-------------------------|--------------------------|
| General Government:                |                         |                          |                         |                                     |                         |                          |
| Agriculture & Home Extension       | 2                       | 2                        |                         | 2                                   |                         | 2                        |
| Board of Supervisors               | 4                       | 4                        |                         | 4                                   |                         | 4                        |
| Building Inspections               | 58                      | 58                       |                         | 58                                  |                         | 58                       |
| Central Auto. Maintenance          | 71                      | 71                       |                         | 71                                  | 1                       | 72                       |
| Circuit Court Clerk                | 39                      | 39                       |                         | 39                                  |                         | 39                       |
| Circuit Court Services             | 11                      | 11                       |                         | 11                                  |                         | 11                       |
| Commonwealth's Attorney            | 61                      | 61                       | 1                       | 62                                  |                         | 62                       |
| Community Corrections              | 4                       | 4                        |                         | 4                                   | 1                       | 5                        |
| Community Revitalization           | 19                      | 19                       | 1                       | 20                                  |                         | 20                       |
| County Attorney                    | 22                      | 22                       |                         | 22                                  |                         | 22                       |
| County Manager                     | 12                      | 12                       |                         | 12                                  |                         | 12                       |
| Electoral Board                    | 9                       | 9                        |                         | 9                                   | 1                       | 10                       |
| Emergency Management               | 0                       | 8                        |                         | 8                                   |                         | 8                        |
| Finance                            | 165                     | 163                      | 2                       | 165                                 |                         | 165                      |
| Fire                               | 633                     | 621                      | 5                       | 626                                 | 12                      | 638                      |
| General Services                   | 118                     | 111                      |                         | 111                                 |                         | 111                      |
| Human Resources                    | 48                      | 48                       |                         | 48                                  |                         | 48                       |
| Hold Complement <sup>2</sup>       | 0                       | 9                        | (5)                     | 4                                   | 6                       | 10                       |
| Information Technology             | 113                     | 107                      | 6                       | 113                                 |                         | 113                      |
| Internal Audit                     | 6                       | 6                        |                         | 6                                   |                         | 6                        |
| Juvenile Detention                 | 31                      | 31                       |                         | 31                                  |                         | 31                       |
| Juvenile Detention/VJCCCA          | 3                       | 3                        |                         | 3                                   |                         | 3                        |
| Library                            | 228                     | 228                      |                         | 228                                 |                         | 228                      |
| Mental Health                      | 222                     | 222                      | (6)                     | 216                                 | 3                       | 219                      |
| Permit Centers                     | 16                      | 16                       |                         | 16                                  |                         | 16                       |
| Planning                           | 45                      | 45                       |                         | 45                                  |                         | 45                       |
| Police                             | 861                     | 864                      | 8                       | 872                                 | 12                      | 884                      |
| Public Relations                   | 20                      | 20                       |                         | 20                                  |                         | 20                       |
| Public Utilities                   | 307                     | 309                      | (2)                     | 307                                 | 10                      | 317                      |
| Public Works                       | 269                     | 281                      | 7                       | 288                                 | 7                       | 295                      |
| Real Property                      | 7                       | 7                        | (7)                     | 0                                   |                         | 0                        |
| Recreation                         | 182                     | 180                      | 1                       | 181                                 | 3                       | 184                      |
| Risk Management                    | 7                       | 7                        |                         | 7                                   |                         | 7                        |
| Sheriff                            | 396                     | 396                      |                         | 396                                 | 1                       | 397                      |
| Social Services                    | 216                     | 216                      |                         | 216                                 |                         | 216                      |
| Solid Waste                        | 69                      | 69                       |                         | 69                                  | 2                       | 71                       |
| Sports and Entertainment Authority | 0                       | 4                        |                         | 4                                   |                         | 4                        |
| Sub-Total                          | <u>4,274</u>            | <u>4,283</u>             | <u>11</u>               | <u>4,294</u>                        | <u>59</u>               | <u>4,353</u>             |
| Education:                         | <u>7,136</u>            | <u>7,224</u>             | <u>64</u>               | <u>7,288</u>                        | <u>145</u>              | <u>7,433</u>             |
| TOTAL                              | <u><u>11,410</u></u>    | <u><u>11,506</u></u>     | <u><u>75</u></u>        | <u><u>11,581</u></u>                | <u><u>204</u></u>       | <u><u>11,785</u></u>     |

<sup>1</sup> The County's personnel complement reflected here includes only those positions funded either wholly or in part with County funds. Positions funded 100% by other agencies (306 as of 2/1/2021) are not included. With the exception of Library, General Government positions are based on headcount while Library and Education positions are measured using FTE.

<sup>2</sup> Certain approved, vacant, and frozen positions have been removed from the department where previously assigned and are being held in the Hold Complement until reassignment is made.

<sup>3</sup> As of 3/1/2022

**Personnel Complement  
By Fund**

| <u>Fund</u>           | <u>FY21<br/>Revised</u> | <u>FY22<br/>Original</u> | <u>FY22<br/>Changes</u> | <u>FY22<br/>Revised</u> | <u>FY23<br/>Changes</u> | <u>FY23<br/>Approved</u> |
|-----------------------|-------------------------|--------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| General Fund          |                         |                          |                         |                         |                         |                          |
| General Government    | 3,353.50                | 3,351.50                 | 13.00                   | 3,375.50                | 10.00                   | 3,385.50                 |
| Education             | 6,281.65                | 6,364.65                 | (14.50)                 | 6,350.15                | 157.00                  | 6,507.15                 |
| Total                 | <u>9,635.15</u>         | <u>9,716.15</u>          | <u>(1.50)</u>           | <u>9,725.65</u>         | <u>167.00</u>           | <u>9,892.65</u>          |
| Special Revenue Fund  |                         |                          |                         |                         |                         |                          |
| General Government    | 535.00                  | 535.00                   | 0.00                    | 529.00                  | 6.00                    | 535.00                   |
| Education             | 854.60                  | 859.10                   | 78.30                   | 937.40                  | (12.00)                 | 925.40                   |
| Total                 | <u>1,389.60</u>         | <u>1,394.10</u>          | <u>78.30</u>            | <u>1,466.40</u>         | <u>(6.00)</u>           | <u>1,460.40</u>          |
| Enterprise Funds      |                         |                          |                         |                         |                         |                          |
| Public Utilities      | 307.00                  | 309.00                   | (2.00)                  | 307.00                  | 10.00                   | 317.00                   |
| Total                 | <u>307.00</u>           | <u>309.00</u>            | <u>(2.00)</u>           | <u>307.00</u>           | <u>10.00</u>            | <u>317.00</u>            |
| Internal Service Fund |                         |                          |                         |                         |                         |                          |
| Cent. Auto. Maint.    | 71.00                   | 71.00                    | 0.00                    | 71.00                   | 1.00                    | 72.00                    |
| Risk Management       | 7.00                    | 7.00                     | 0.00                    | 7.00                    | 0.00                    | 7.00                     |
| Total                 | <u>78.00</u>            | <u>78.00</u>             | <u>0.00</u>             | <u>78.00</u>            | <u>1.00</u>             | <u>79.00</u>             |
| Hold Complement       | 0.00                    | 9.00                     | (5.00)                  | 4.00                    | 6.00                    | 10.00                    |
| Grand Total           | <u>11,409.75</u>        | <u>11,506.25</u>         | <u>69.80</u>            | <u>11,581.05</u>        | <u>178.00</u>           | <u>11,759.05</u>         |

<sup>(1)</sup> As of 3/1/22

|                          |          |          |      |          |       |          |
|--------------------------|----------|----------|------|----------|-------|----------|
| General Government Total | 4,273.50 | 4,282.50 | 6.00 | 4,293.50 | 33.00 | 4,326.50 |
|--------------------------|----------|----------|------|----------|-------|----------|

**New Positions for FY23 Budget**

| <b>Department</b>                | <b>Title</b>  | <b># of Positions</b> |
|----------------------------------|---|-----------------------|
| Commonwealth's Attorney          | Diversion Oversight Specialist (Hold Complement in FY22)      | 1                     |
|                                  | Code Compliance Officer, Hotel Task Force (September, 2021)   |                       |
| Community Revitalization         | Amendment   | 1                     |
| Electoral Board                  | Management Specialist I                                       | 1                     |
| Fire                             | CARE Team Nurse   | 1                     |
| Fire                             | CARE Officer (Hold Complement in FY22)                        | 1                     |
| Fire                             | Firefighters - Firehouse 23                                   | 11                    |
| Police                           | Officer - Crisis Intervention Team                            | 2                     |
| Police                           | Officer - Patrol (February, 2022 Amendment)                   | 10                    |
| Police                           | Officer - Patrol  | 10                    |
| Public Works                     | Capital Project Manager - Transportation Division             | 2                     |
|                                  | Capital Project Coordinator (Small Projects) - Transportation |                       |
| Public Works                     | Division  | 1                     |
| Public Works                     | Engineer II (Studies) - Transportation Division               | 1                     |
| Public Works                     | Accountant I - Administration Division                        | 1                     |
| Public Works                     | Engineer II (Safety Engineer) - Traffic Division              | 1                     |
| Public Works                     | Senior Engineer, Design Division                              | 1                     |
| Sheriff                          | Department Technology Specialist I                            | 1                     |
| Community Corrections Program    | Pre-Trial Officer   | 1                     |
| Mental Health                    | Youth Services Positions                                      | 3                     |
| General Services (CAM)           | CAM East - Fleet Services Coordinator                         | 1                     |
|                                  | Deep Run Recreation Center positions: Recreation Fitness      |                       |
| Recreation                       | Coordinator, Custodian III, and Maintenance Worker III        | 3                     |
| Recreation                       | Capital Projects Manager (Hold Complement in FY22)            | 1                     |
| Public Utilities - Solid Waste   | Preventative Maintenance Technician                           | 1                     |
| Public Utilities - Solid Waste   | Automotive Service Worker II                                  | 1                     |
| Public Utilities - Water & Sewer | Operations - Utility Superintendent II - Cobbs Creek          | 1                     |
| Public Utilities - Water & Sewer | Operations - Utility Plant Mechanic - Cobbs Creek             | 1                     |
| Public Utilities - Water & Sewer | Operations - Instrumentation Specialist III - Cobbs Creek     | 1                     |
| Public Utilities - Water & Sewer | Operations - Utility Technician - Cobbs Creek                 | 1                     |
| Public Utilities - Water & Sewer | Operations - Maintenance Assistant I - Cobbs Creek            | 3                     |
| Public Utilities - Water & Sewer | Design - Engineer II  | 1                     |
| Public Utilities - Water & Sewer | Design - Engineer I   | 1                     |
| Public Utilities - Water & Sewer | Design - Engineering Technician                               | 1                     |
| Hold Complement                  | Bring Hold Complement to Total of 10                          | 3                     |
| <b>Total</b>                     |   | <b>70</b>             |

**APPENDIX "C"  
STATISTICAL SECTION**

This section is provided as an appendix to supplement the material covered in other parts of this document. Data contained herein was utilized in decisions made for estimating purposes. Data is as of the date indicated. This section concludes in a copy of the Henrico County Financial Management System Trends Document.

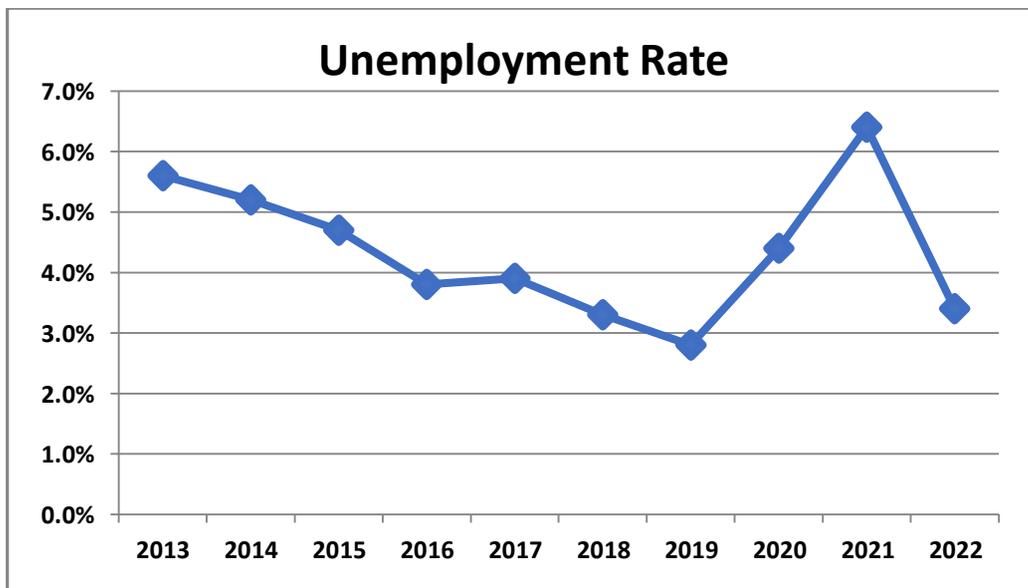
**BOND RATINGS**

| <b>Year</b>        | <b>Moody's</b> | <b>Fitch</b> | <b>Standard &amp; Poor's</b> |
|--------------------|----------------|--------------|------------------------------|
| General Obligation | Aaa            | AAA          | AAA                          |
| Utilities Revenue  | Aaa            | AAA          | AAA                          |

*Source: Henrico County Department of Finance*

**UNEMPLOYMENT RATE**

The unemployment rate is highly indicative of changes in the economy and offers an accurate representation of the local economy. In the past eleven years, Henrico County has had an unemployment rate ranging from a high of 6.4% in FY21, to a low of 2.8% in FY19. Increases in FY20 and FY21 are indicative of a global unemployment caused by COVID-19, the sharp decline witnessed in FY22 indicates a return to normalcy in the local economy and the weakening effects of the pandemic. Henrico County’s unemployment rate reached a peak in April 2020 at 10.9% and has since decreased steadily. In April 2022, Henrico County’s unemployment rate was recorded as 2.6%. The graph below shows the average monthly unemployment rate by fiscal year. FY22 only represents an average of the monthly unemployment rates from May 2021 – April 2022, at 3.40%.



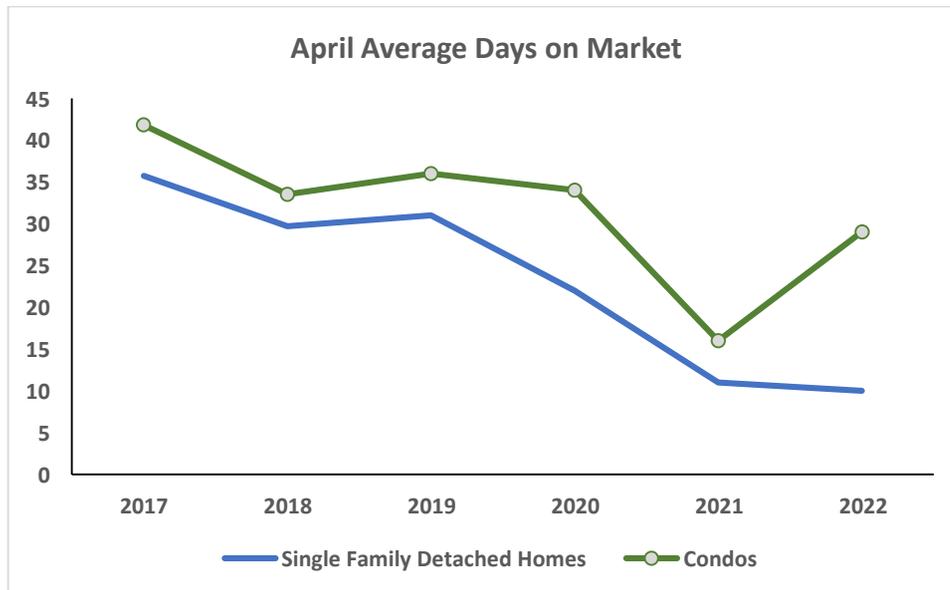
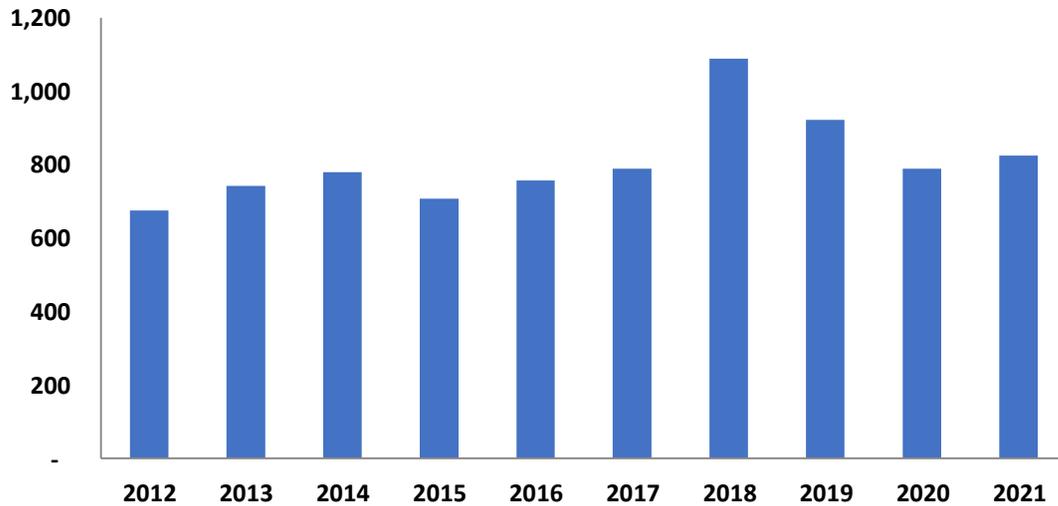
*Source: U.S. Bureau of Labor Statistics*

## STATISTICAL SECTION

### NEW RESIDENTIAL CONSTRUCTION

New residential construction is an important indicator in that steady building levels are indicative of a strong and stable economy, especially when there is an active real estate market with a healthy level of demand. Between FY12-FY21, the Henrico County Department of Building Inspections issued an average of 792 permits on an annual basis. Despite the COVID-19 pandemic, FY21 year to date building permits issued are comparable to the year-to-date totals seen in FY19. Single Family Detached Homes continue to experience an abnormally low time on market while Condo sale times have begun to return to pre-pandemic normality.

### Residential Building Permits Issued

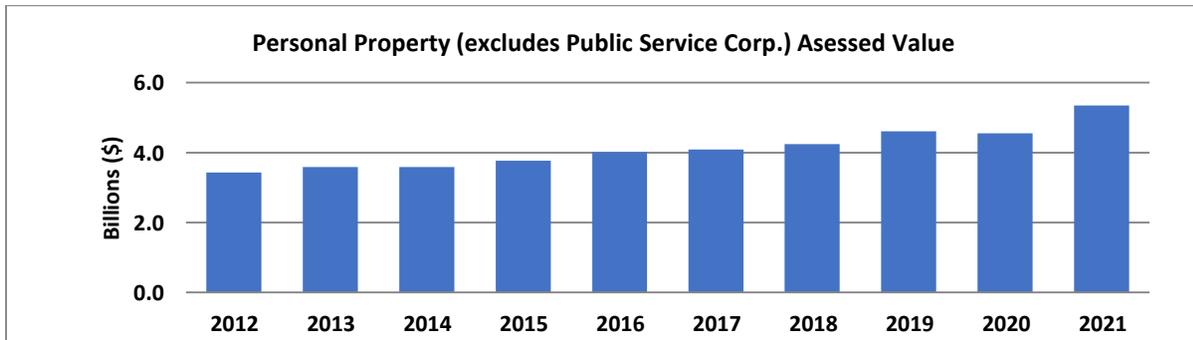
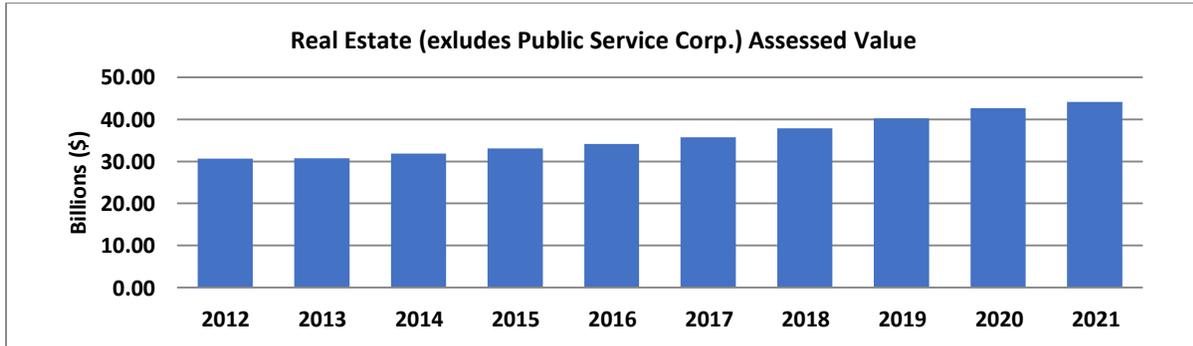


Sources: County of Henrico Department of Building Inspections; Central Virginia Regional Multiple Listing Service

## STATISTICAL SECTION

### ASSESSED VALUE OF TAXABLE PROPERTY

The assessed value of taxable property is a major indicator of the stability of a local economy. The assessed valuation of taxable property in the County of Henrico has experienced steady increases in most years. Since 2012, the County has averaged a growth rate of 3.4% in taxable Real Property and 5.35% in taxable Personal Property with continued growth expected.



Source: Annual Comprehensive Financial Report, FY21

**STATISTICAL SECTION**

**HENRICO COUNTY PRINCIPAL TAXPAYERS**

| <b>Taxpayer</b>                                 | <b>Type of Business</b>           | <b>2021 Assessed Value</b> | <b>Percent of Total Valuation</b> |
|---|-----------------------------------|----------------------------|-----------------------------------|
| Scout Development LLC (2)                       | Data Center                       | \$ 952,254,226             | 1.88%                             |
| Virginia Power Company                          | Utility                           | 789,828,041                | 1.56%                             |
| Short Pump Town Centers LLC (Queensland)<br>(1) | Retail and Offices                | 382,464,000                | 0.75%                             |
| Verizon   | Utility                           | 181,869,462                | 0.36%                             |
| Highwood Properties                             | Offices and<br>Warehouses         | 169,721,700                | 0.33%                             |
| Liberty Property, LP                            | Offices and<br>Warehouses         | 149,277,100                | 0.29%                             |
| HCA Health Services of VA                       | Hospital                          | 137,628,926                | 0.27%                             |
| PFI VPN Portfolio                               | Offices                           | 127,764,500                | 0.25%                             |
| Bank of America                                 | Data Center & Bank                | 113,217,000                | 0.22%                             |
| IBM Credit LLC                                  | Personal Property<br>Leasing      | 108,139,417                | 0.21%                             |
| General Services Corporation                    | Apartments                        | -                          | -                                 |
| Weinstein Family                                | Apartments                        | -                          | -                                 |
| The Wilton Companies                            | Offices, Retail and<br>Warehouses | -                          | -                                 |
| Gumenick  | Apartments and<br>Retail          | -                          | -                                 |
| United Dominion Realty Trust                    | Apartments                        | -                          | -                                 |
| Totals  |                                   | <b>\$ 3,112,174,372</b>    | <b>6.14%</b>                      |
| <b>Total Assessed Values</b>                    |                                   | <b>\$ 50,678,863,331</b>   |                                   |

Source: Annual Comprehensive Financial Annual Report FY21

- (1) Short Pump Town Centers LLC bought Forest City in July 2018
- (2) Scout Development LLC bought and developed the site that is home to the Facebook, Inc. data center.

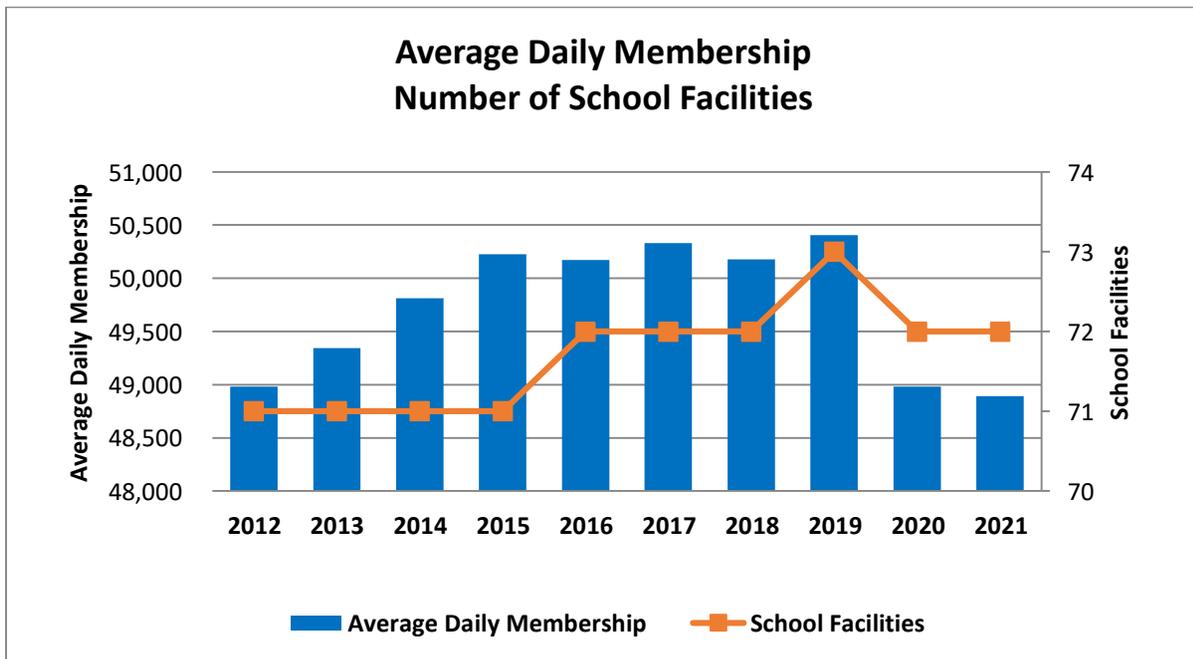
## STATISTICAL SECTION

### HENRICO COUNTY SCHOOLS

From 2012 to 2021, the average daily membership in Henrico County Public Schools has declined by a total of 0.18%. Henrico County currently operates 72 learning facilities. The COVID-19 pandemic resulted in many parents withdrawing their children from public schools as virtual education took over and reduced daily membership numbers are reflective of this. Henrico County Public Schools believes that as youth vaccinations increase and the effects of the pandemic subside, school enrollment will return to previously projected levels.

*Source: Henrico County Public Schools*

| Year | Average Daily Membership |
|------|--------------------------|
| 2021 | 48,892                   |
| 2020 | 48,982                   |
| 2019 | 50,406                   |
| 2018 | 50,178                   |
| 2017 | 50,330                   |
| 2016 | 50,173                   |
| 2015 | 50,226                   |
| 2014 | 49,812                   |
| 2013 | 49,343                   |
| 2012 | 48,981                   |

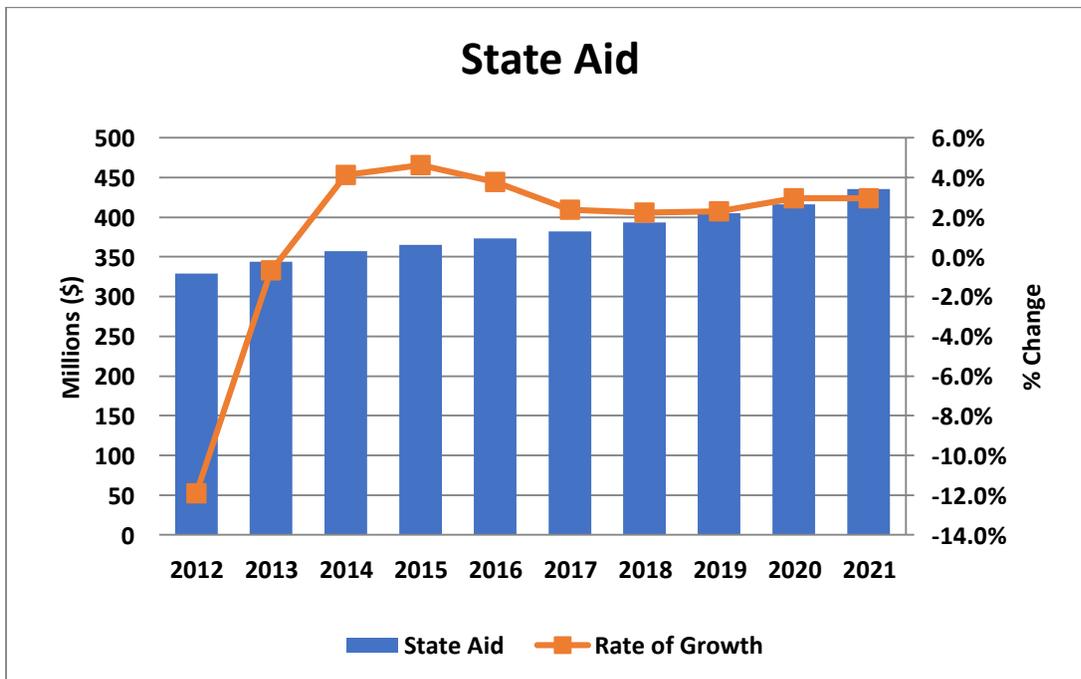


**STATISTICAL SECTION**

**STATE AID-GENERAL FUND**

This chart tracks the amount of General Fund aid received by the County of Henrico from the Commonwealth of Virginia since 2012. It should be noted that since FY1998-99, these figures include payments made by the State to Henrico for the Personal Property Tax Relief Act. The County received approximately \$19.2 million more in General Fund support from the State in FY21 compared to the previous year.

| Year | State Aid (In Millions) | Change |
|------|-------------------------|--------|
| 2021 | 435.565                 | 4.61%  |
| 2020 | 416.389                 | 2.82%  |
| 2019 | 404.966                 | 2.95%  |
| 2018 | 393.366                 | 2.96%  |
| 2017 | 382.068                 | 2.29%  |
| 2016 | 373.499                 | 2.23%  |
| 2015 | 365.354                 | 2.37%  |
| 2014 | 356.884                 | 3.78%  |
| 2013 | 343.887                 | 4.62%  |
| 2012 | 328.691                 | 4.12%  |



**STATISTICAL SECTION**

**OTHER DATA**

Over the past ten years, the County of Henrico has been able to meet increases in the population with modern public facilities that offer extensive benefits even though the total number of facilities has remained constant. For example, Recreation/Community Centers, Libraries, and Fire Stations have been renovated and replaced as part of the Capital Improvement program to ensure that resources offered to the public are the most effective.

| <b>Year</b> | <b>Recreation/<br/>Community Centers</b> | <b>Library<br/>Facilities</b> | <b>Registered<br/>Voters</b> | <b>Fire<br/>Stations</b> |
|-------------|--|-------------------------------|------------------------------|--------------------------|
| 2021        | 20                                       | 10                            | 237,122                      | 21                       |
| 2020        | 20                                       | 10                            | 238,089                      | 21                       |
| 2019        | 20                                       | 10                            | 225,979                      | 21                       |
| 2018        | 21                                       | 10                            | 221,429                      | 21                       |
| 2017        | 21                                       | 10                            | 217,757                      | 20                       |
| 2016        | 21                                       | 11                            | 208,366                      | 20                       |
| 2015        | 21                                       | 11                            | 207,029                      | 20                       |
| 2014        | 20                                       | 11                            | 206,176                      | 20                       |
| 2013        | 20                                       | 11                            | 205,890                      | 20                       |
| 2012        | 20                                       | 11                            | 199,718                      | 20                       |

During the same time period, Henrico County has maintained consistent tax rates and, in some cases, offered significant tax rate decreases. In line with this history, the FY17 budget included a reduction in the Aircraft Tax Rate to \$0.50 per \$100 assessed value and the FY18 budget included a reduction in the tax rate applied to Data Centers to \$0.40 per \$100 of assessed value. The FY21 budget continued tax relief efforts for businesses by increasing the BPOL tax full exemption threshold to \$500,000.

FY22 saw the reduction of the County’s real estate tax rate to \$0.85 per \$100 dollars of assessed value. The table below shows property tax rates for the last ten years.

| <i>Personal Property</i> |                    |                 |  |   |  |   |                                    |                              |   |  |
|--------------------------|--------------------|-----------------|--|---|--|---|------------------------------------|------------------------------|---|--|
| <b>Year</b>              | <b>Real Estate</b> | <b>Aircraft</b> | <b>Computer Equip. and Peripherals used in a Data Center</b> | <b>Equipment used in Biotech Research &amp; Development</b> | <b>Veh. of Volunteer Rescue Squad Members - Virginia Defense Force *</b> | <b>Specially Equipped Veh. for the Physically Handicapped/Disabled Veterans' Vehicles</b> | <b>All Other Personal Property</b> | <b>Machinery &amp; Tools</b> | <b>Machinery &amp; Tools Semi-Conductor</b> |  |
| 2022                     | 0.85               | 0.50            | 0.40   | 0.90  | 1.00   | 0.01  | 3.50                               | 0.30                         | 0.30  |  |
| 2021                     | 0.87               | 0.50            | 0.40   | -   | 1.00   | 0.01  | 3.50                               | 0.30                         | 0.30  |  |
| 2020                     | 0.87               | 0.50            | 0.40   | -   | 1.00   | 0.01  | 3.50                               | 0.30                         | 0.30  |  |
| 2019                     | 0.87               | 0.50            | 0.40   | -   | 1.00   | 0.01  | 3.50                               | 0.30                         | 0.30  |  |
| 2018                     | 0.87               | 0.50            | 0.40   | -   | 1.00   | 0.01  | 3.50                               | 0.30                         | 0.30  |  |
| 2017                     | 0.87               | 0.50            | 3.50   | -   | 1.00   | 0.01  | 3.50                               | 0.30                         | 0.30  |  |
| 2016                     | 0.87               | 1.60            | 3.50   | -   | 1.00   | 0.01  | 3.50                               | 0.30                         | 0.30  |  |
| 2015                     | 0.87               | 1.60            | 3.50   | -   | 1.00   | 0.01  | 3.50                               | 0.30                         | 0.30  |  |
| 2014                     | 0.87               | 1.60            | 3.50   | -   | 1.00   | 0.01  | 3.50                               | 1.00                         | 0.40  |  |
| 2013                     | 0.87               | 1.60            | 3.50   | -   | 1.00   | 0.01  | 3.50                               | 1.00                         | 0.40  |  |

\* Virginia Defense Force Adopted in FY22

Source: Annual Comprehensive Financial Report, FY21; Approved Annual Fiscal Plan, FY22; Virginia Department of Elections, 2020 Registration Statistics

## STATISTICAL SECTION

### FINANCIAL TRENDS MONITORING SYSTEM 2011 - 2021

**Note to the reader:**

The County of Henrico compiles the Financial Trend Monitoring System (Trends) annually as a means of reviewing historical financial and demographic data prior to composing the annual budget. In completing the Trends document, an extensive review of the County's financial history over the preceding eleven fiscal years is performed using a series of twenty-eight key economic, demographic, and budgetary factors. By reviewing historical actuals over an extensive period, possibly forgotten financial impacts may be reviewed for validity to current economic conditions and variables. This marks the thirty-sixth year of this financial trends analysis.

Completing the Trends document is completed early in Henrico County's annual budgetary process. The findings that emerge from this review form the foundation on which budget recommendations are planned and created. The County Manager presents the final Trends Document to the Board of Supervisors prior to the recommended operating and capital budgets. This provides the Board the opportunity to undertake an extensive review of the data, allowing them to make the informed and proactive decisions that have led to Henrico's premier reputation for planning and financial management.

The Trends document is included in the County's Approved Annual Fiscal Plan to provide the reader with a historical perspective, and thus a more holistic understanding of the economic, demographic and financial factors that have been accounted for in the process of approving this document.

What follows is a reproduction of the original Trends document for FY21.

## INTRODUCTION

This report compiles National, State, and Local data that measure current economic conditions to be utilized in the planning of the future of Henrico County. Figures with dollar values will be in the millions unless indicated otherwise. The purpose of this report is to provide a comprehensive overview of different economic indicators that may affect Henrico County's ability to perform its services.

## DEFINITIONS & CONCEPTS

**Financial Condition** - Financial condition is broadly defined utilizing three standards of measurement:

- **Ability to maintain existing service levels-** means more than the ability to pay for services currently being provided. It means the ability to maintain programs in the future that are currently funded from external sources such as state or federal grants where the support is likely to diminish but the service cannot practically be eliminated when the funds do disappear. It also includes the ability to maintain capital facilities, such as roads and buildings, in a manner that would protect the initial investment and keep them in usable condition. Finally, it includes the ability to provide funds for future liabilities that may currently be unfunded, such as pension, employee leave, and debt commitments.
- **Ability to withstand local, regional, and national economic disruptions-** is also important because these disruptions may have a major impact on the businesses and individuals who live and work in the locality, and therefore impact the locality's ability to generate new local tax dollars. Disruptions, as we have learned through recent experience, may also impact expenditures, requiring additional funding to address new challenges.
- **Ability to meet the future demands of change-** as time passes, localities grow, shrink, or stay the same size. Each condition has its own set of financial pressures. Growth, for example, can force a locality to rapidly assume new debt to finance roads and public facilities, or it can cause a sudden increase in the operating budget to provide necessary services. Shrinkage, on the other hand, leaves a locality with the same number of roads and public facilities to maintain but with a smaller tax base upon which to generate revenue.

**The Financial Trend Monitoring System (FTMS)** – This report is a management tool that pulls together the pertinent information from the County's budgetary and financial reports, mixes it with the appropriate economic and demographic data, and creates a series of local government financial indicators that, when plotted over a period of time, can be used to monitor changes in financial condition. This system assists the Board of Supervisors in setting long-range policy priorities and provides a logical way of introducing long-range considerations into the annual budget process. This report has been developed using the International City/County Management Association manual entitled *Evaluating Financial Condition, A Handbook for Local Government*.

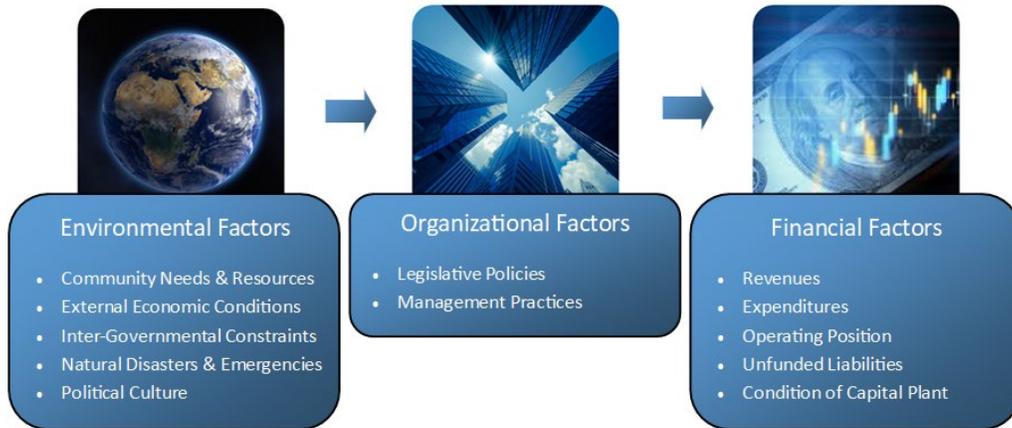
The FTMS is built on twelve overall "factors" that represent the primary forces that influence financial condition (see Figure 1). These financial condition factors are then associated with twenty-eight "indicators" that measure different aspects of these factors. Once developed, these can be used to monitor changes in the factors, or more importantly, changes in financial condition. There are three classifications of factors:

- **Environmental Factors** – These factors create demand and provide resources. Analysis of these factors addresses the question "Do they provide enough resources to pay for the demands they create?"
- **Organizational Factors-** Responses of the government to changes in environmental factors. Examples include increasing or reducing services, raising or lower taxes, etc. Analysis of these factors addresses the question "Do

legislative policies and management practices provide the opportunity and flexibility to make the appropriate response to changes in the environment?"

- **Financial factors**- Analysis of these factors addresses the question “Is government paying the full cost of operating without postponing costs to a future period when revenues may not be available to pay these costs?"

**Figure 1- Financial Condition Factors**



**Financial indicators**- These are the primary tools of the FTMS and represent a way to quantify changes in factors. Many aspects of financial condition cannot be measured explicitly; however, by quantifying factors via indicators and plotting them over a specified period, decision makers can begin to monitor and evaluate the County’s financial performance. Financial indicators may include such things as:

- Cash liquidity
- Level of business activities
- Changes in fund balance
- External revenue dependencies

**Elastic and inelastic** – These are economic terms used to indicate how indicators respond to changes in the overall economy. Elastic indicators will have greater responses to changes in the economy and inelastic factors remain largely unchanged despite economic changes.

## HOW TO USE THIS DOCUMENT

Twenty-eight financial indicators have been selected for use in monitoring Henrico County’s financial condition. They are displayed graphically on the following pages. These indicators were chosen based upon the availability of data and their appropriateness for Henrico County. The financial indicators selected are grouped by seven financial factors:

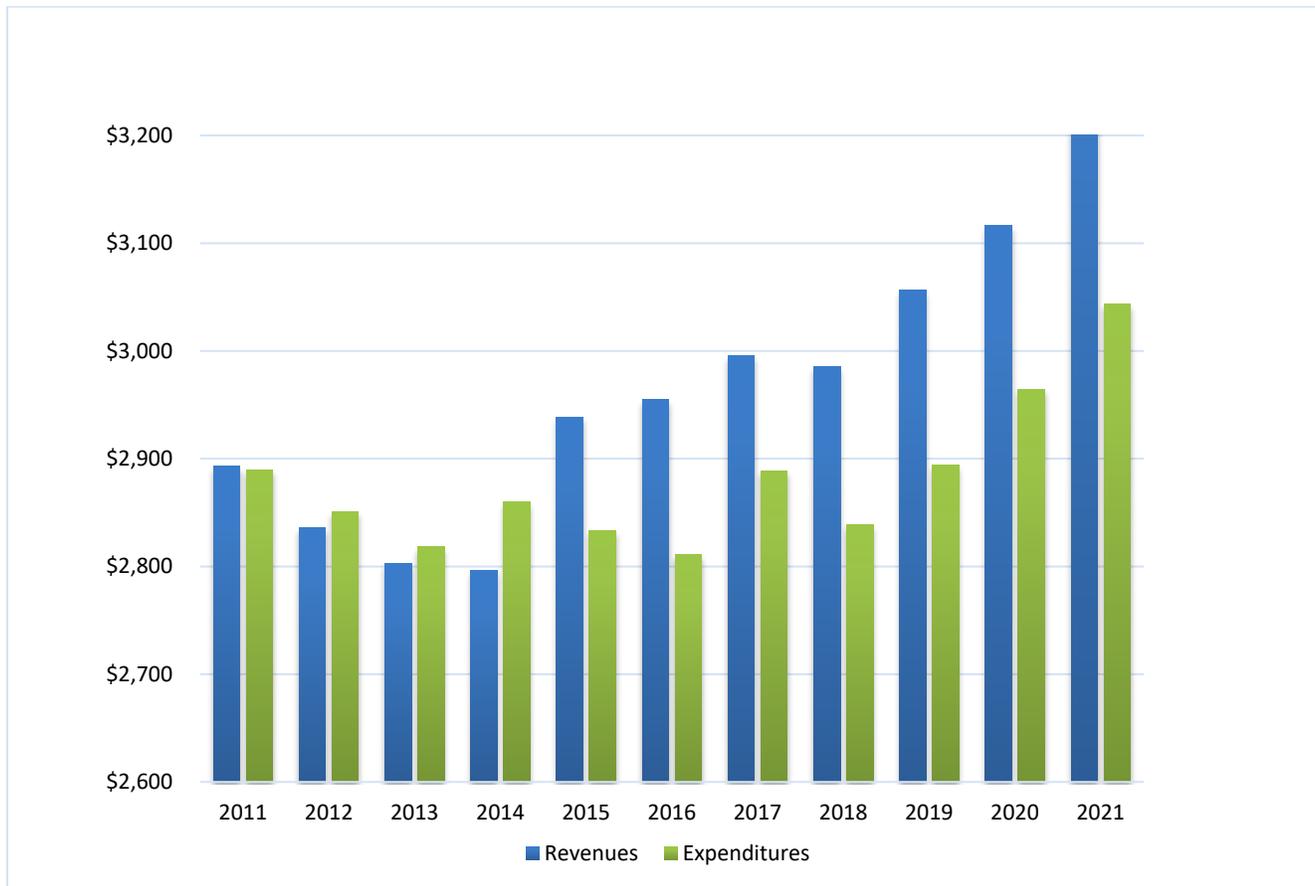
- **Revenues**
- **Expenditures**
- **Operating Position**
- **Debt Structure**
- **Employee Leave**
- **Condition of Capital Plant**
- **Community Needs & Resources**

The remainder of this document is structured into seven sections, one for each of the seven factors. Appendix A provides the raw data used to develop the graphs. Appendix B provides a list of the Economic Data Sources used in the analysis.

## **REVENUE INDICATORS**

## REVENUES/EXPENDITURES PER CAPITA

(In Constant Dollars)

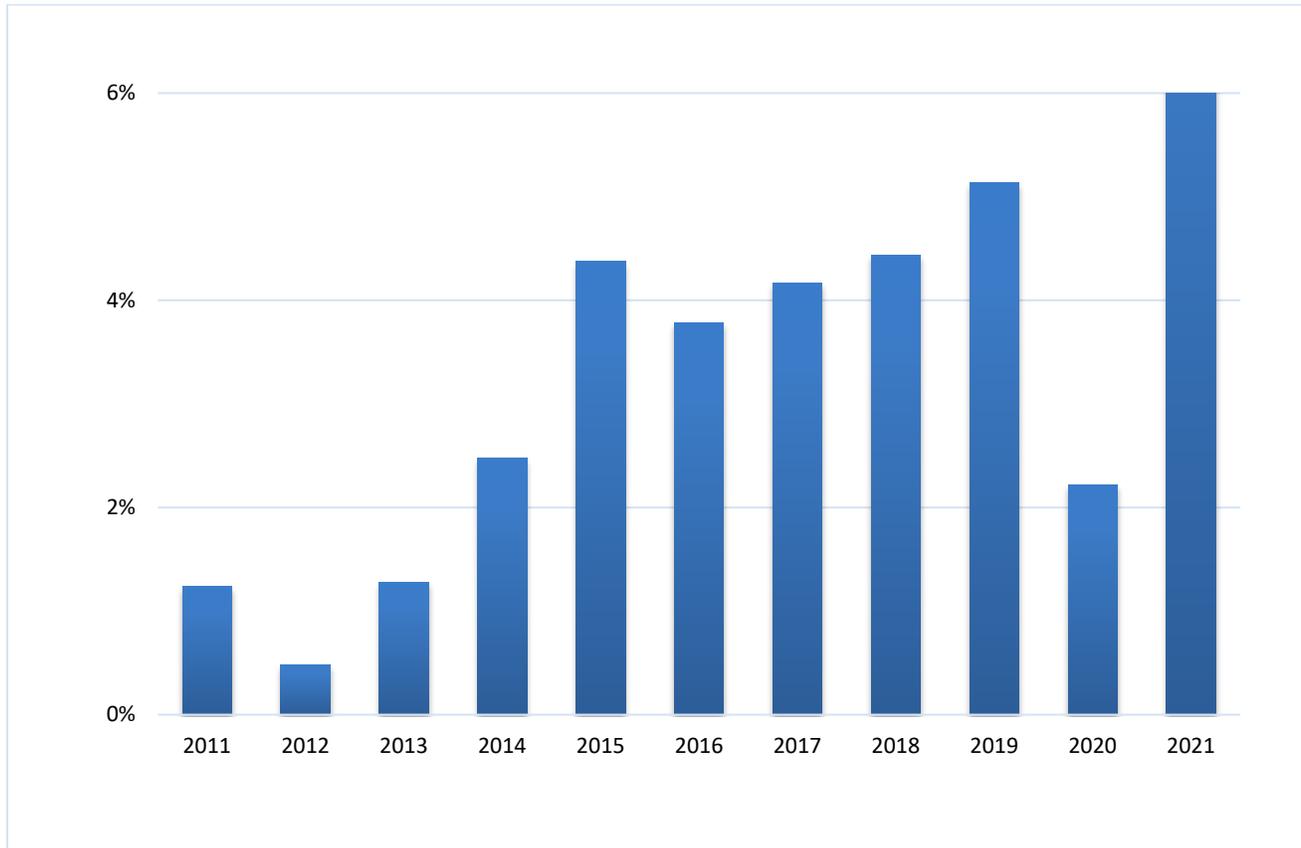


These indicators depict how revenues and expenditures are changing relative to changes in the level of population. As the population increases, it might be expected that the need for services would increase proportionately; therefore, the level of per capita revenues should remain at least constant in real terms. If per capita revenues are decreasing, it could be expected that the locality would be unable to maintain existing service levels unless new revenue sources or ways to save money are found. Increasing per capita expenditures can indicate that the cost of providing services is greater than the community's ability to pay, especially if spending is increasing faster than the community's personal income or other relevant tax base.

Both Revenues and Expenditures per capita increased in FY21 despite the economic impacts of the COVID-19 pandemic. FY21 Revenues per capita continued in the significant upward growth demonstrated over the past four fiscal years, with FY21 revenues setting record highs within this 11-year timeframe. FY2020 Expenditures per capita rose or fell proportionately with revenues, a trend that has been in place since FY15. **Current revenues and expenditures per capita indicate that there is a healthy ratio of revenue to expenditure in Henrico County.** Subsequent fiscal years may see smaller gaps between revenues and expenditures as future operating expenses adapt to ongoing inflation.

## REVENUE VARIANCE

(As a % of Net Operating Revenue)

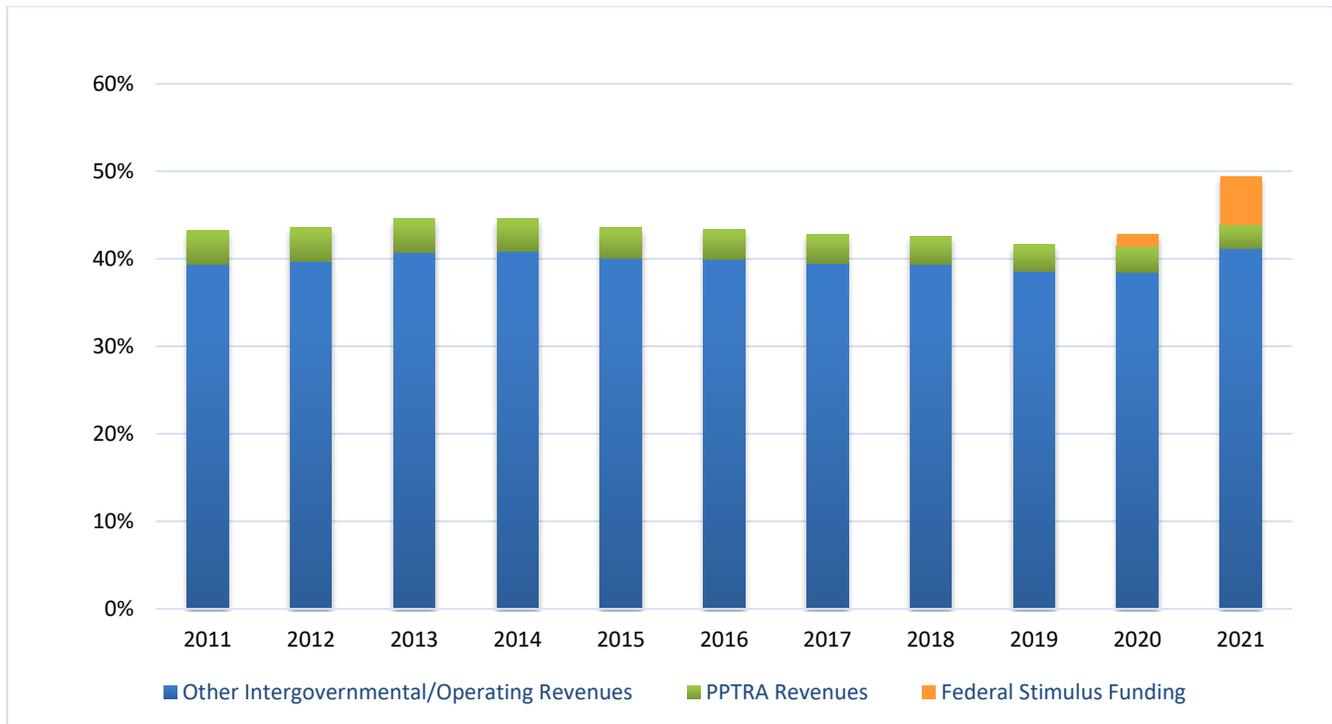


This financial indicator examines the differences between revenue estimates and revenues realized. The data shown includes revenues in the General, Special Revenue, and Debt Service funds. Major discrepancies in revenue estimates can be an indication of unexpected changes in economic conditions, collection procedures, or inaccurate estimating techniques. On the graph above, the 0% marker at the x-axis represents the fiscal year budgeted estimates and the graph indicates the variance of actuals from the budget estimate. A positive number indicates budget estimates were exceeded, while a negative number would reflect missed revenue projections.

Revenue variances have consistently been positive, indicating that actual revenues have exceeded the original estimated budget. Due to the onset of the pandemic, FY20 revenue collections are closer to pre-pandemic estimates, but total revenues still exceeded these estimates due to conservative budgetary estimates. FY21 increases can be attributed in part to the effects of a resilient local economy and a booming housing market that has continued to grow through the COVID-19 pandemic. While Henrico County budgets conservatively, the ongoing pandemic continues to surprise in its economic impacts. **Henrico County's decision to under-project revenues during the budget process assists in mitigating the potential risks of a highly volatile economy as demonstrated by FY20 results.** This ensures that the County is well prepared to deliver services despite unforeseen circumstances.

## INTERGOVERNMENTAL REVENUES

(As a % of Gross Operating Revenues)

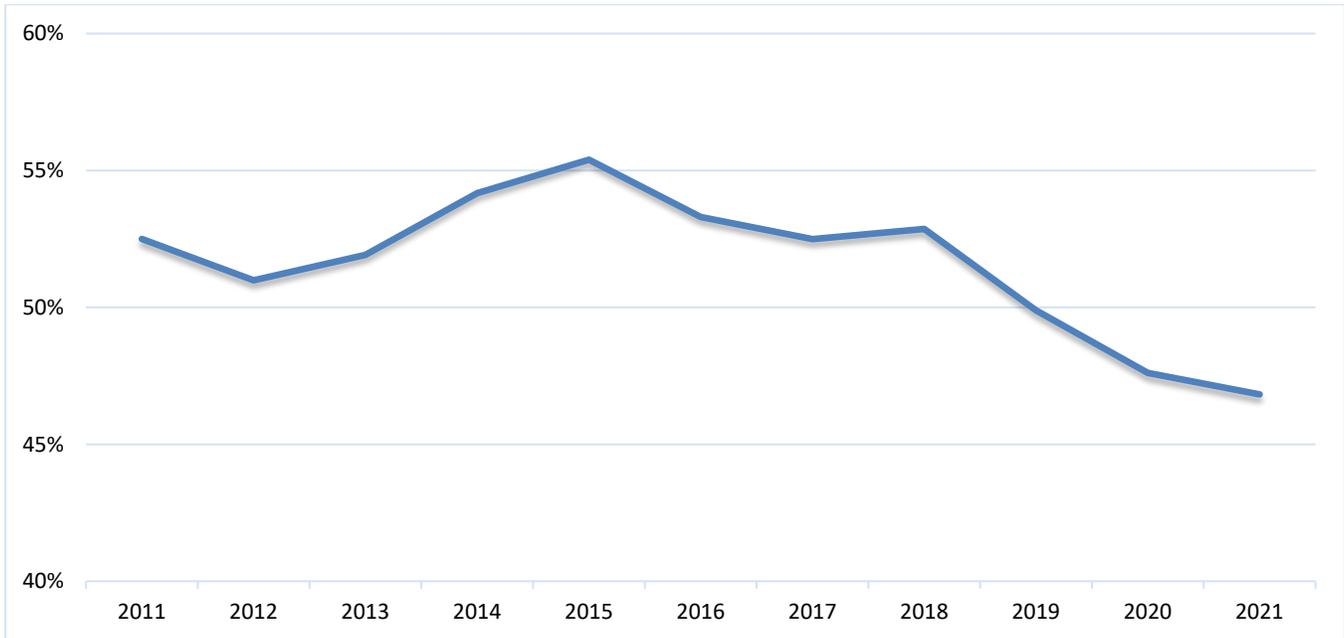


Intergovernmental revenues are those revenues received from other governmental entities such as the Commonwealth of Virginia and the Federal Government. Intergovernmental revenue is commonly restricted revenue and legally earmarked for a specific use as required by State and/or Federal law or grant requirements. An overdependence on intergovernmental revenues can have an adverse impact on the County's financial condition if conditions change or funding is withdrawn after the locality has developed a dependence on the program. Personal property tax payments paid by the State under the Personal Property Tax Relief Act (PPTRA) have been classified as intergovernmental revenues even though the assessment function is performed at the local level. In the graph above, PPTRA revenues appear as the green stacked bar.

**Intergovernmental Revenues have remained relatively stable over the 11-year period shown.** The significant increase in FY21 is related to funding received to respond to the economic impacts of the COVID-19 pandemic. Intergovernmental Revenues (including PPTRA) have consistently averaged between 43% and 45% of Gross Operating Revenues since FY09. Intergovernmental Revenues (including PPTRA, excluding federal stimulus funding) increased by 2.1% in FY21, despite this increase, **County dependence on Intergovernmental Revenues has not significantly changed within the observed 11-year time frame.**

## USER CHARGE COVERAGE

(Revenues/Expenditures)



User Charge Coverage refers to the ratio of the county’s fees to the full cost of providing related services. Henrico County charges fees for recreation activities, building permits, the school cafeterias, mental health services, street lighting, and solid waste services. If User Charge Coverage declines, these services must be covered by other revenue sources. Inflation erodes the User Charge Coverage if fees are not reviewed and amended periodically.

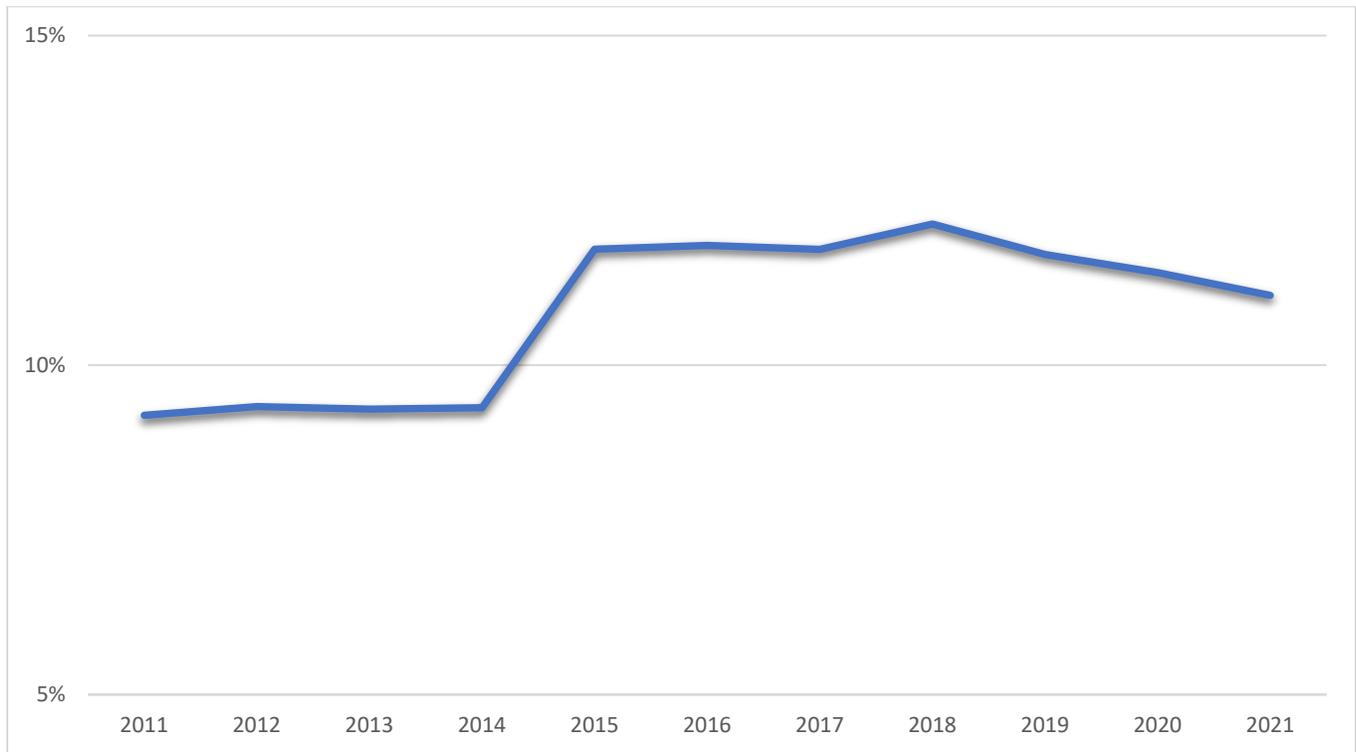
**User charge coverage reached an all-time low in FY21, continuing in the decline experienced in FY20.** The COVID-19 pandemic has continued to impact key operating services resulting in a \$3.9 million drop in User Charge revenues in FY21. All coverage ratios, except for those associated with Building Inspections and Mental Health, decreased over FY21. School and employee cafeterias experienced the sharpest declines, dropping from 68.1% to 3.6% and 43.5% to 4.1%, respectively. School cafeteria coverage charges experienced a notable decline as an effect of virtual schooling and food relief services due to the pandemic. In addition, the employee cafeteria suspended services over this timeframe. It should be noted that in FY22 refuse collection fees were increased to maintain the long-term viability of the refuse collection program.

| Coverage                  | FY 18-19 | FY 19-20 | FY20-21 |
|---------------------------|----------|----------|---------|
| Building Inspections      | 156.6%   | 171.2%   | 179.3%  |
| Employee Cafeteria        | 50.7%    | 43.5%    | 4.1%    |
| School Cafeteria          | 100.5%   | 68.1%    | 3.6%    |
| Recreation                | 3.5%     | 1.8%     | 0.8%    |
| MH/MR                     | 40.9%    | 40.4%    | 47.4%   |
| Solid Waste/Street Lights | 78.2%    | 71.9%    | 66.2%   |
| Total                     | 49.9%    | 47.6%    | 47.4%   |

The above table summarizes changing coverage percentages to illustrate the continuous impacts of the COVID-19 pandemic on User Charge coverage. **These ratios should normalize as the pandemic draws to an end.**

## ELASTIC OPERATING REVENUES

(As a % of Net Operating Revenues)

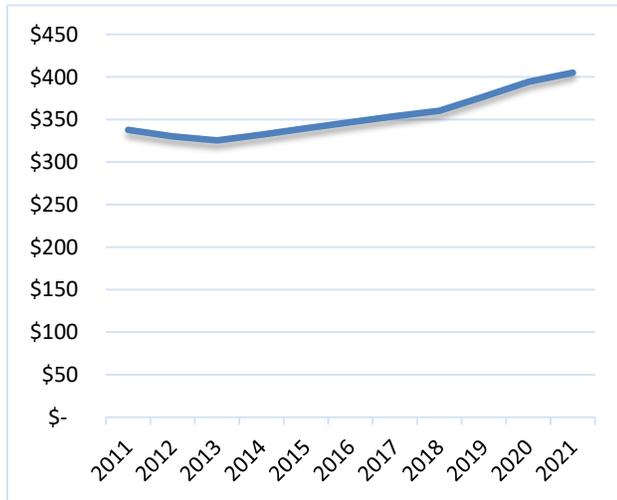


As mentioned in the definitions section, some county revenue streams are more susceptible to current economic factors than others, and are therefore considered elastic revenues. Revenue categories used for this indicator include Local Sales and Use Taxes, Business and Professional License Taxes, structure and equipment permit fees, and Food and Beverage Taxes. The trend line shows the aggregate total of these revenues as a percentage of total Net Operating Revenues for each fiscal year. A decrease in Elastic Operating Revenue (negative impact) or an increase in Net Operating Revenue (positive impact) can result in a negative trend. Due to this, the indicator looks for unplanned changes in the trend.

In FY21, both Elastic Operating Revenue and Net Operating Revenue increased, but due to Net Operating Revenues increasing at a faster rate than Elastic Operating Revenues, the indicator decreased for a third consecutive year. This downwards trajectory continues a trend observed over the last 3 fiscal years. It should be noted that this measure captures an increase to the County's BPOL (Business, Professional & Occupational License) tax threshold from \$400,000 to \$500,000. **Current trends indicate that there is a healthy ratio of elastic and inelastic revenues in Henrico County.**

## GENERAL PROPERTY TAX REVENUES

(In Constant Dollars, Millions)

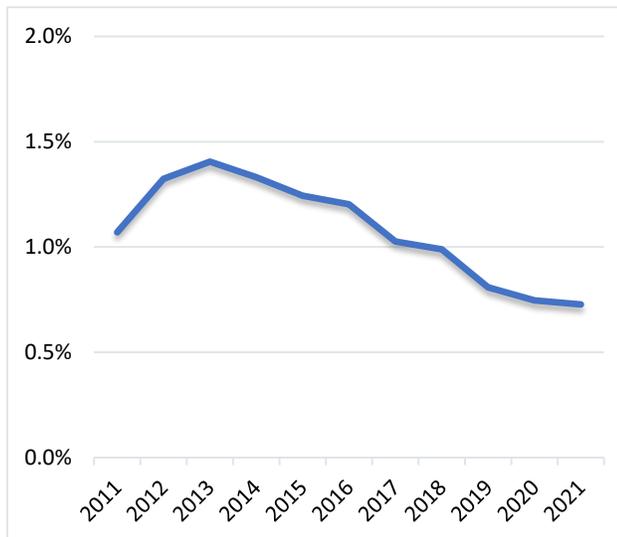


General property tax revenues in Henrico County include both current and delinquent real and personal property tax revenue collected by the county. These revenues constitute Henrico County's largest local revenue category, representing 54.3% of total local operating revenue in Henrico County in FY21.

**General property tax collections were healthy in FY21,** exceeding recorded collections in the history of the FTMS in Henrico County, exceeding the previous year peak of \$394 million by \$11 million.

## UNCOLLECTED CURRENT PROPERTY TAXES

(As a % of Total Levy)



Unlike many other trends presented in this document, a downward trend in uncollected current property taxes would be considered a positive economic indicator. Every year a percentage of current real and personal property taxes go uncollected. If this percentage increases over time, it may be an indication of an overall decline in a locality's economic health. Bond rating agencies anticipate that a locality will normally be unable to collect between 2.0% to 3.0% of its property tax levy each year. If uncollected property taxes rise to more than 5.0%, rating agencies consider this to be a negative indicator that signals potential problems in the stability of the property tax base or is indicative of systemic problems with local tax collection efforts.

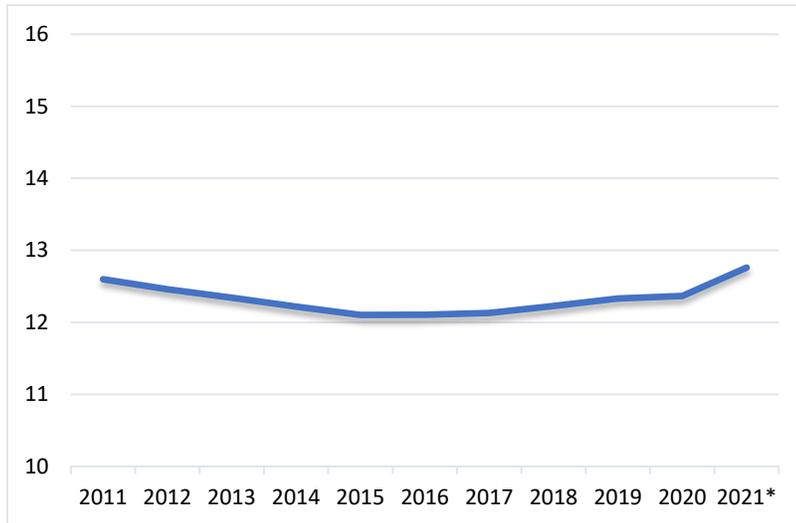
**FY21 represents the lowest uncollected current property taxes within the observed 11-year timeframe. This continues the downward trend observed over the last 9 fiscal years. These downward trends are positive for the county as they show the county's collections are effective and that taxpayers are able to manage their tax burdens. FY21 percentages declined just .02% from those of FY21.** This decline is due in part to COVID-19 relief measures initiated in June 2020. Additionally, in FY20 Henrico County permanently eliminated credit card fees associated with payment to further reduce delinquencies.



## **EXPENDITURE INDICATORS**

## EMPLOYEES PER CAPITA

(Employees per 1,000 Population)

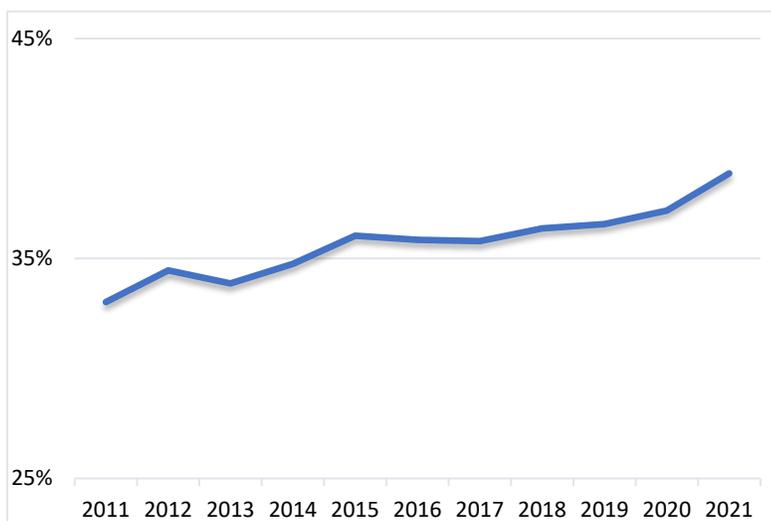


Personnel costs reflect the major portion of Henrico County's operating budget and changes in the number of employees per capita are indicative of changes in total expenditures. An increase in employees per capita might indicate that expenditures are rising faster than revenues, that the locality is becoming more labor intensive, or that personnel productivity is declining. This report uses total approved employee positions in a given fiscal year and does not consider mid-year changes to staffing or vacant positions.

**Employees per capita saw an uptick in FY21 from that of FY20, rising from 12.4 to 12.8.** This increase was driven by a decline in the County's total population rather than a sizable increase to the County's workforce.

## FRINGE BENEFITS

(As a % of Wages)



Fringe benefits are compensation that employees receive in addition to wages paid by an employer. In the case of a locality, monitoring fringe benefits is another way to monitor a large portion of overall expenditures. Fringe benefit costs are not completely controlled by county management; as FICA rates are set by the federal government, VRS is calculated by the state, and health insurance costs are largely driven by claims expenses. The fringe benefits measured on this indicator include FICA, payments to the Virginia Retirement

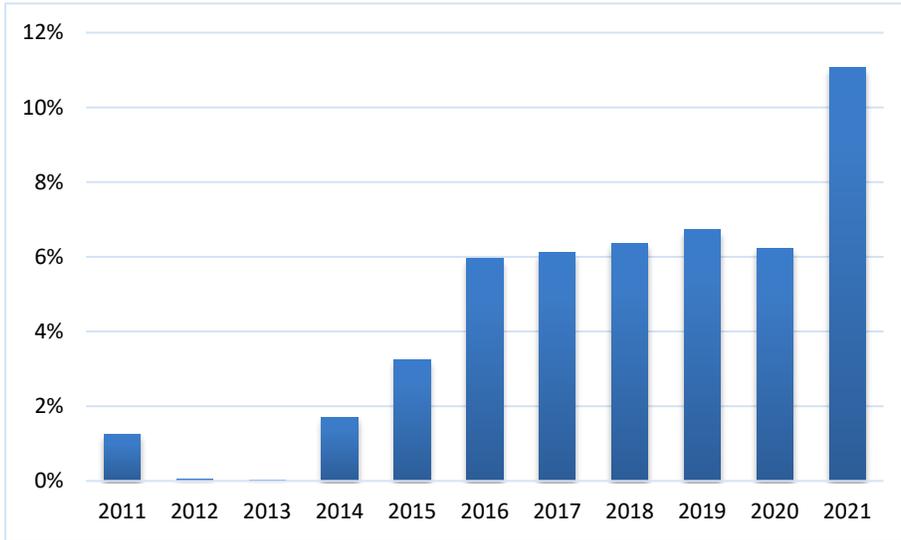
System (VRS), health insurance, VRS Group life insurance, unemployment costs and worker's compensation. The cost of these benefits is divided by the cost of wages paid to obtain the percentages depicted.

**Fringe benefits reached an all-time high in FY21** due to increasing contributions to VRS and rising health care costs market wide. These costs largely fall outside of the direct control of the County but **show how the County is impacted by increasing costs in the larger economy.**

## OPERATING POSITION INDICATORS

## OPERATING SURPLUS

(As a % of Net Operating Revenues)



An operating surplus occurs when current revenues exceed current expenditures. If the reverse is true, it means that there is a deficit, and the locality is spending more than it receives. There can be isolated cases where spending more than collecting is prudent and may not be reason for alarm. Frequent occurrences of operating deficits may indicate that realized revenues are not supporting current expenditures which should

constitute a review of priorities and goals.

**Operating surpluses saw a sharp increase in FY21.** This increase was the effect of conservative budgeting in the face of the pandemic’s unknown impact on County operations and changes in operations reflective of pandemic needs. FY21’s operating surplus of 11.1% rose 4.9% from FY20.

## ENTERPRISE GAINS/LOSSES

(in Constant Dollars)

Enterprise gains and losses occur when self-sufficient enterprise programs encounter an operating surplus or deficit. Negative numbers on the scale represent program losses (inclusive of depreciation expenses). Enterprise operations included in this analysis were Water and Sewer services and formerly the Belmont Golf Course. In December 2020, First Tee of Richmond took over operations of the Belmont Golf Course and this enterprise program is no longer a county operation.

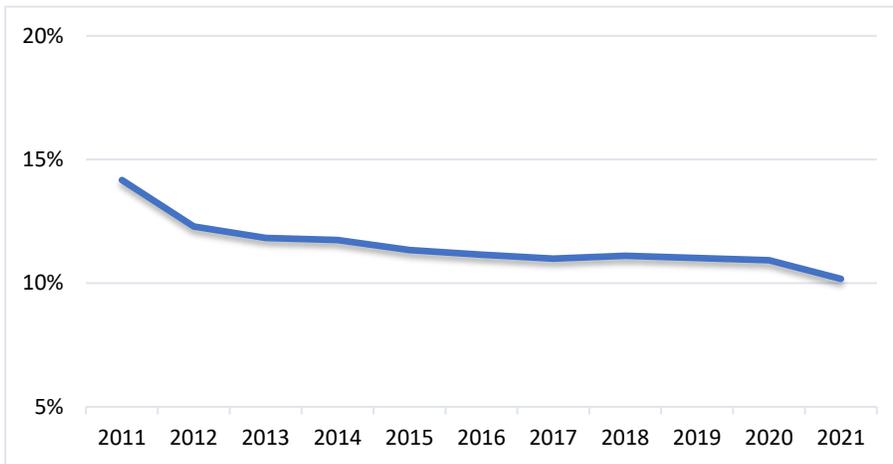


\* Excluding Belmont Golf Course

In FY21, the County’s Enterprise programs continued to maintain a substantial surplus, as observed over the past 5 fiscal years. **FY21 gains declined from those of FY20 by roughly \$4.0 million but continues to stand well above the 11-year average.** This decline may represent a return to operational normalcy as gains near historic averages.

## GENERAL FUND UNASSIGNED BALANCES

(As a % of Net Operating Revenues)



The level of a locality's unassigned fund balance contributes to its ability to withstand unexpected financial emergencies, including natural disasters, revenue shortfalls, or steep rises in inflation. It may also determine a locality's ability to accumulate funds for large-scale one-time purchases without having to incur debt.

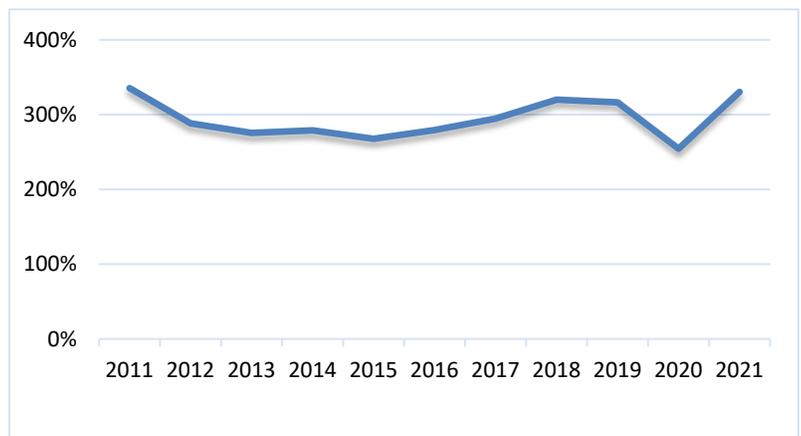
*Note: This historical depiction is reflected differently than the percentages referred to in the Annual Fiscal Plan as “net operating revenues.” The graph above includes the General, Special Revenue and Debt Service Funds, causing the percentage reflected on this page to be lower than what is reflected in the Annual Fiscal Plan.*

The ratio of general fund unassigned balance to the net operating revenues of the General, Special Revenue and Debt Services funds was 10.2% in FY21, down 0.7% from FY20. This is the result of federal stimulus funding elevating net operating revenues. As expenses increase, the unassigned fund balance, set at 15% of general fund expenses, will increase. **This marks the steepest decline in 10 fiscal years but remains above the 35-year average of 8.5%.** It should be noted that the total general fund balance increased over \$136 million.

## LIQUIDITY

(Cash & Investments as a % of Current Liabilities)

Liquidity measures a locality's ability to pay its short-term obligations through the monitoring of its cash position. “Cash position” includes cash on hand and in the bank, and assets that can be easily converted to cash, such as short-term investments. Short-term obligations include accounts payable, the payments on long-term debt and other liabilities due within one year of the balance sheet date. The effect of insufficient liquidity is the inability to pay bills or insolvency. Declining liquidity may indicate that a locality has overextended itself.



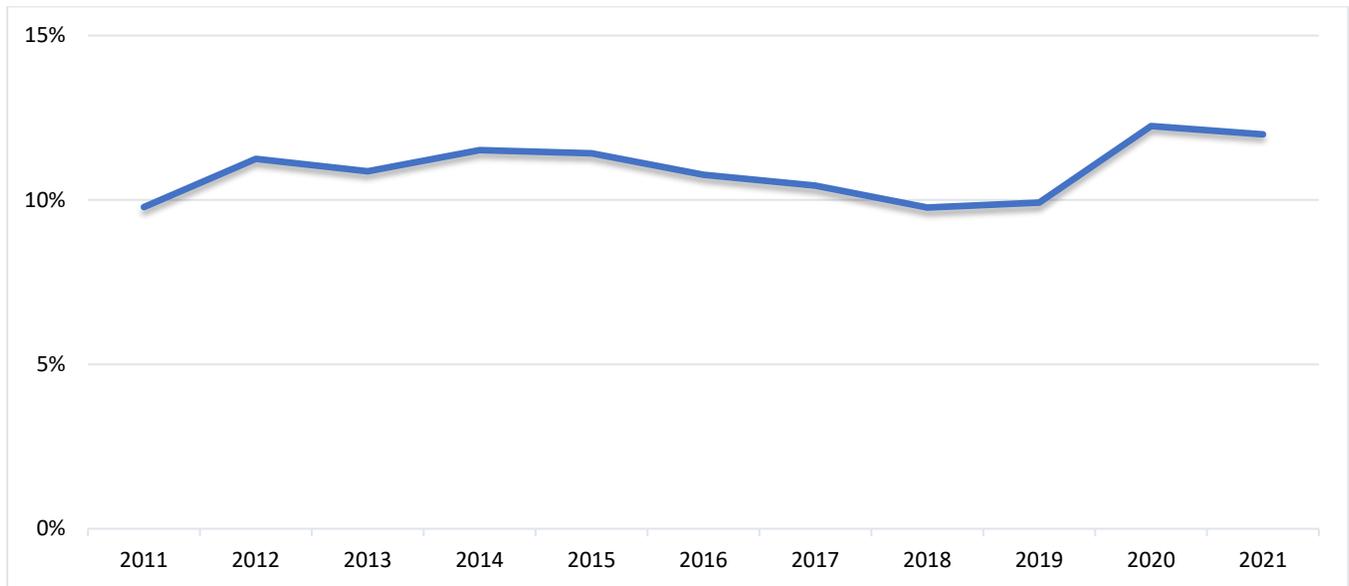
**FY21 saw a substantial rise in liquidity following a notable drop in FY20.** Interest rates reached record lows in FY20, prompting the County to refund approved long-term debt to take advantage of lower rates. **While lower liquidity can be a cause for concern if continuous, increased revenue flows in FY21 have alleviated these worries.**



## **DEBT STRUCTURE INDICATORS**

## CURRENT LIABILITIES

(As a % of Net Operating Revenues)



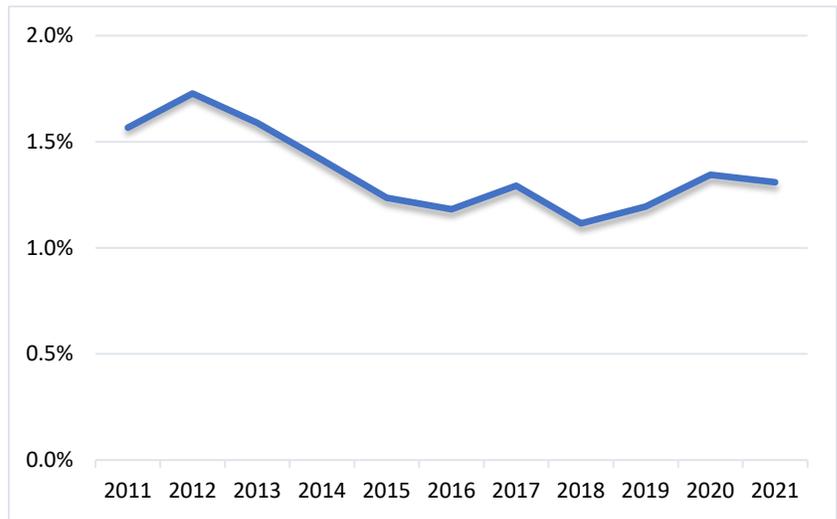
Current liabilities include short-term debt, the current debt service payments of long-term debt, accounts payable and other liabilities due within one year of the balance sheet date. A major component of current liabilities may be short-term debt in the form of bond anticipation notes. Use of short-term borrowing is an option for handling erratic flows of revenues, but an increasing amount of short-term debt outstanding at the end of successive years can indicate liquidity problems, deficit spending, or both.

**Current liabilities saw a slight decline in FY21, while remaining largely consistent with those of FY20.** Liabilities remain high in part due to continuing debt service payments following issuances in FY19 and FY20. **Sustained long-term increases to current liabilities could impact the County's delivery of future services in subsequent fiscal years.** At 12.1%, current liabilities sit slightly above the 35-year average of 9.9%.

## LONG TERM DEBT

(As a % of Assessed Valuation of Real Property)

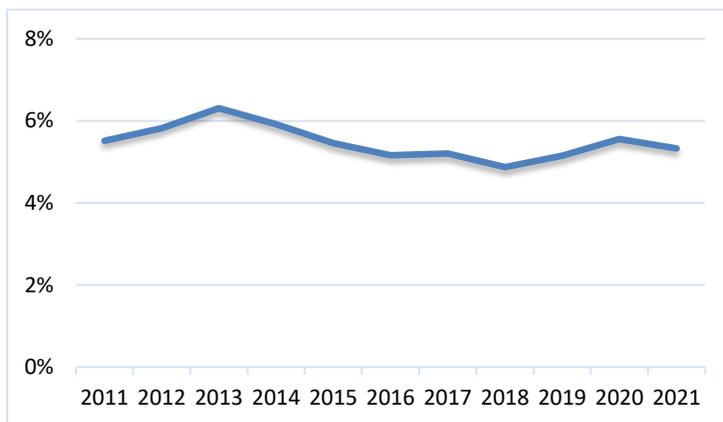
A locality's ability to repay its debt is determined by comparing net direct long-term debt (paid directly with general tax revenues) to assessed valuations. An increase in net direct long-term debt as a percentage of real property valuation can indicate that a locality's ability to repay its obligations is diminishing. The concern is that long-term debt should not exceed the locality's resources for paying the debt.



**Long-term debt as a percentage of assessed value saw a small decline in FY21 following 2 years of consecutive increases;** these increases were attributable to bond issuances which took advantage of low interest rates. As the County prepares to issue additional G.O. bonds, long term debt will continue to rise over fiscal years to come but are expected to remain manageable, particularly given the recent rise in assessed values of real property. **FY21 levels remain below those of FY12 and the 35-year historic average.**

## DEBT SERVICE

(As a % of Net Operating Revenues)



*Note: "Net Operating Revenues" includes the General, Special Revenue, and Debt Services Funds.*

Debt service is the amount of principal and interest that a locality must pay each year on direct long and short-term debt. As debt service increases, it adds to a locality's obligations and reduces the locality's expenditure flexibility which may be an indication of fiscal strain. Debt service for this indicator includes principal and interest payments for General Obligation bonds, Virginia Public School Authority (VPSA) debt, Literary Loan debt, and Lease Revenue bonds. The indicator does not include Enterprise Fund debt.

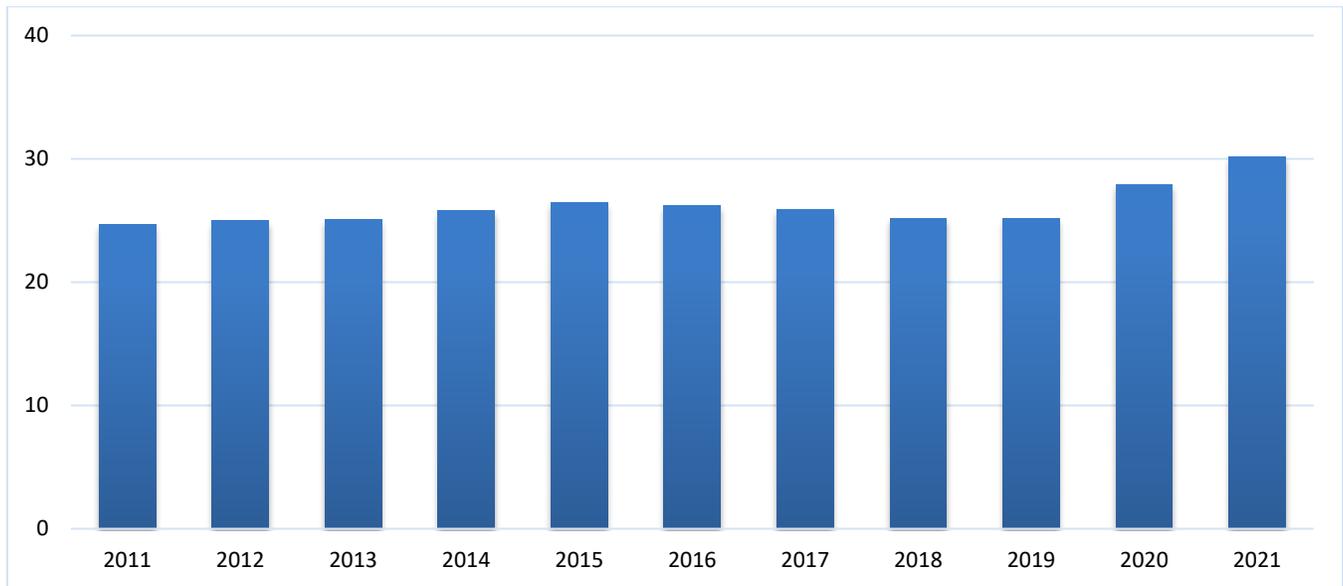
**Current debt service levels are 5.3% of net operating revenues, down 0.3% from FY20 and up 0.4% from FY18.** As noted in the analysis of Current Liabilities and Long-Term Debt, increases in FY19 and FY20 were related to the recent issuance of low-interest debt. **Current levels are equal to the 35-year average of 5.3%.**



## **EMPLOYEE LEAVE INDICATORS**

## ACCUMULATED VACATION LEAVE

(Days per Employee)



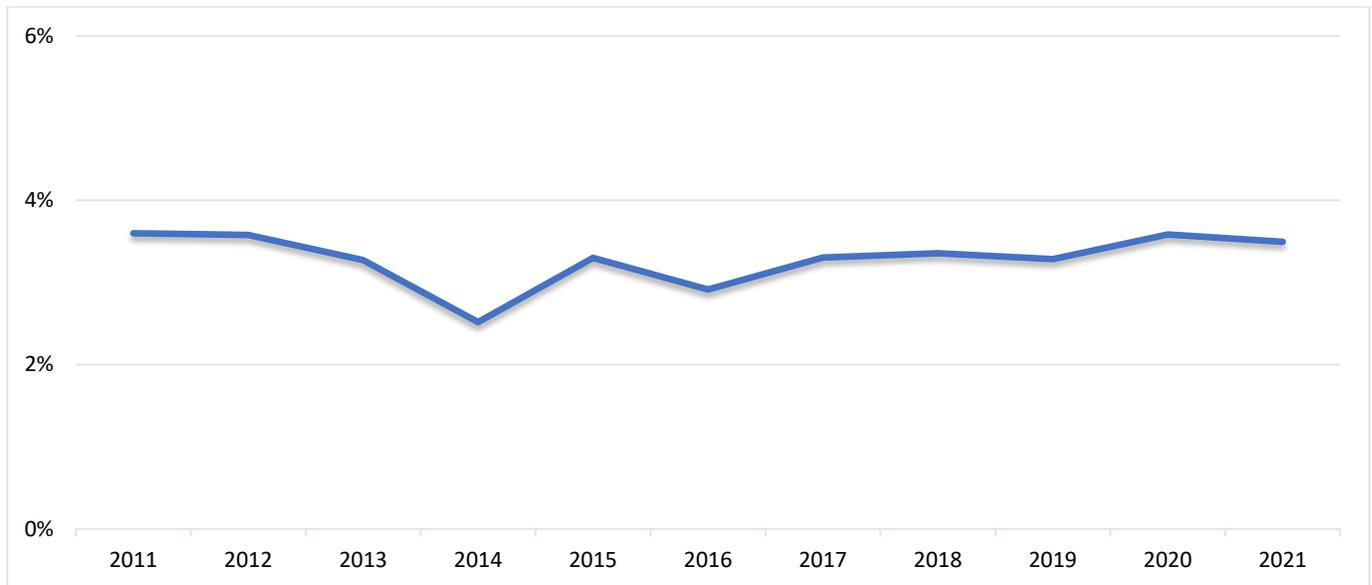
Localities usually allow their employees to accumulate some portion of unused paid leave, which may be paid at termination or retirement. This expenditure is rarely funded while it is being accumulated although the costs of the benefit are covered through normal attrition and the related compensation differential. While there is no direct fiscal impact that arises from this indicator, its inclusion is useful in depicting overall employee behavior, which impacts the previously discussed Fringe Benefits indicator and personnel related expenditures.

**Accumulated paid leave has reached an all-time high of 30.2 days per employee, even exceeding the FY20 record of 27.9.** The COVID-19 pandemic is the leading cause for this increase in unused leave. Henrico has implemented a telework policy in several departments of its workforce and, in some cases, has allowed for greater flexibility to working hours. COVID-19 has also increased some responsibilities for departments to alleviate COVID-19 induced issues and employees have responded by working more and using less vacation time. **When the pandemic subsides and global travel restrictions are lifted, there is expected to be a greater than normal usage of leave that may return this trend to FY19 levels or lower.** Due to the exceptional nature of the employee response to the COVID-19 pandemic, leave balances were carried over without capping at the end of FY20 and FY21, causing the sharp rise in retained leave. As those balance caps are planned to be progressively restored at the end of FY22 and beyond, a reduction in leave balances is anticipated.

## **CONDITION OF CAPITAL PLANT INDICATORS**

## LEVEL OF CAPITAL OUTLAY

(As a % of Net Operating Revenues)



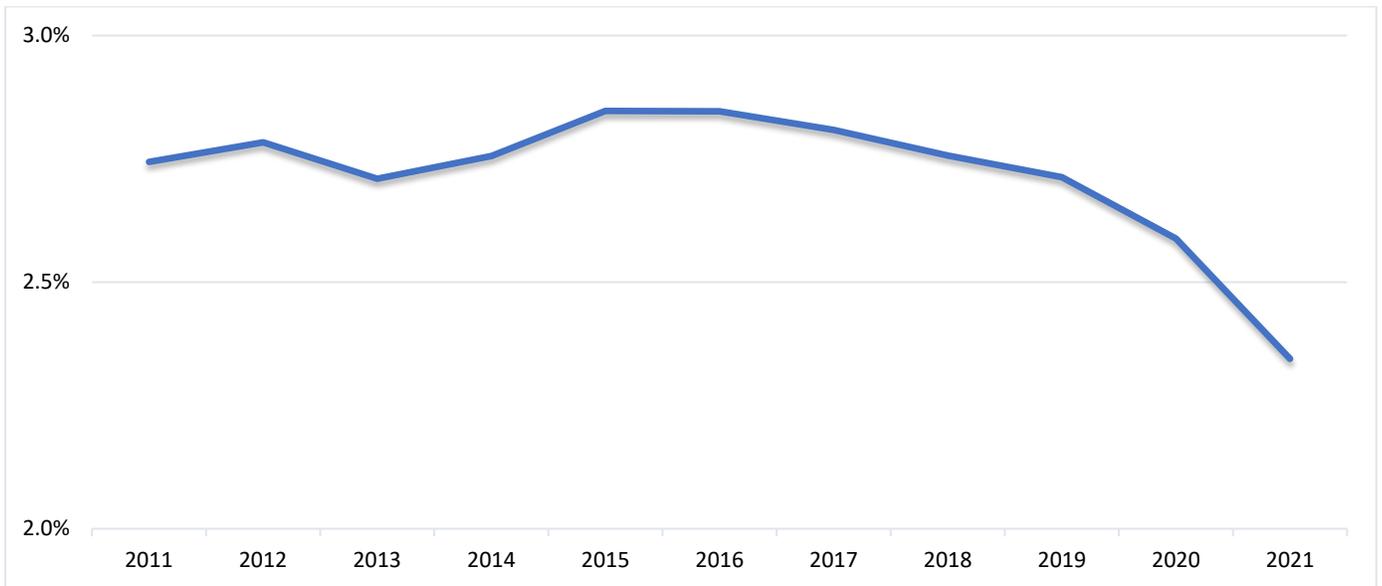
Capital outlay includes expenditures for equipment in the operating budget, such as vehicles or computers. It normally includes equipment that will last longer than one year. Capital outlay does not include capital improvement expenditures for construction of capital facilities such as streets, buildings, fire stations, or schools.

The purpose of capital outlay in the operating budget is to replace worn equipment or add new equipment. The level of capital outlay is a rough indicator of the status of equipment and determine if it is being maintained in good condition. A declining trend in the short run of one to three years may not be concern for alarm as it could mean that a locality's needs have temporarily been satisfied. If the decline persists over three or more years, it can be an indication that capital outlay needs are being deferred, resulting in the use of obsolete and inefficient equipment, increased infrastructure costs, and the creation of future unfunded liabilities.

The overall trend for the level of capital outlay is relatively flat for the 11-year timeline depicted. **FY21 levels decreased slightly from 3.6% to 3.5%.** As technology usage remains high across departments and efficiencies developed in response to COVID-19 become continuous operating fixtures, it is anticipated that capital outlay will remain consistent in future fiscal years.

## DEPRECIATION

(As a % of Assets)



Depreciation is the mechanism by which a cost is associated with the use of a fixed asset over its estimated useful life. Depreciation is recorded only in the Enterprise and Internal Service Funds. Total depreciation expense typically remains at a relatively stable proportion of the cost of the entity's fixed assets, as older assets, which are fully depreciated, are usually removed from service and newer assets take their place. If depreciation expenses start to decline as a proportion of the fixed asset cost, the assets on hand are likely being used beyond their estimated useful life.

**Depreciation as a percent of assets saw a sharp decline in FY21 down to 2.3% from 2.6% in FY20.** Depreciation expenses fell 8.4% from their FY20 value despite relatively stable increases in depreciable fixed assets. This disparity resulted in the observed drop. **A decrease in depreciation is a cause for concern if it is a reoccurring trend in subsequent fiscal years.** FY20 saw the full depreciation of many County assets and are scheduled for replacement in the near future. This metric may be modified in future years to reflect accumulated depreciation as a percentage of total assets.

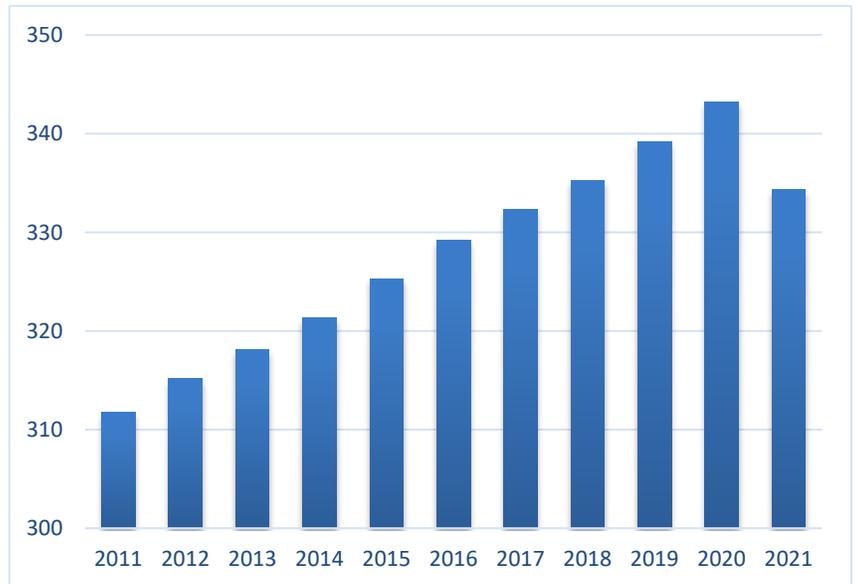


**COMMUNITY NEEDS & RESOURCES INDICATORS**

## POPULATION

(In Thousands)

Empirical evidence indicates that changes in population can have a direct effect on a locality's revenue because of the impact upon related factors, such as employment, income, and property value. A sudden increase in population can create immediate pressures for new capital outlays, infrastructure and for higher levels of service, particularly in the areas of Education, and Recreation. A locality faced with a declining population is rarely able to reduce expenditures at the same rate as population loss as many expenditures such as debt service, government mandates, and salaries are fixed and cannot effectively be reduced in the short run.

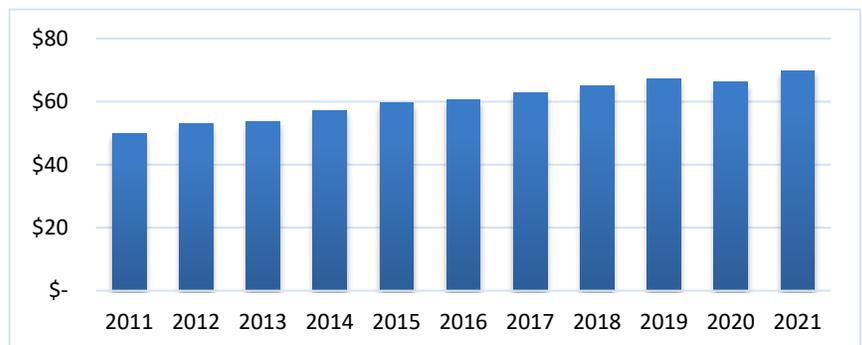


**Population growth experienced the first ever recorded decline in the 11-year observational period. This is an anomaly that requires continued analysis.** This figure was sourced from the United States 2020 Census for FY21, while non-Census years are estimated by the County's Department of Planning. While revenue streams have been seemingly unaffected, this is an issue of importance to the future financial wellbeing of Henrico County and cannot be unexamined.

## PER CAPITA INCOME

(In Thousands)

Per capita income is a measure of a community's overall wealth. Credit rating agencies use per capita income as an important measure of a local government's ability to repay debt. A decline in per capita income may result in a drop in consumer purchasing power and can provide advance

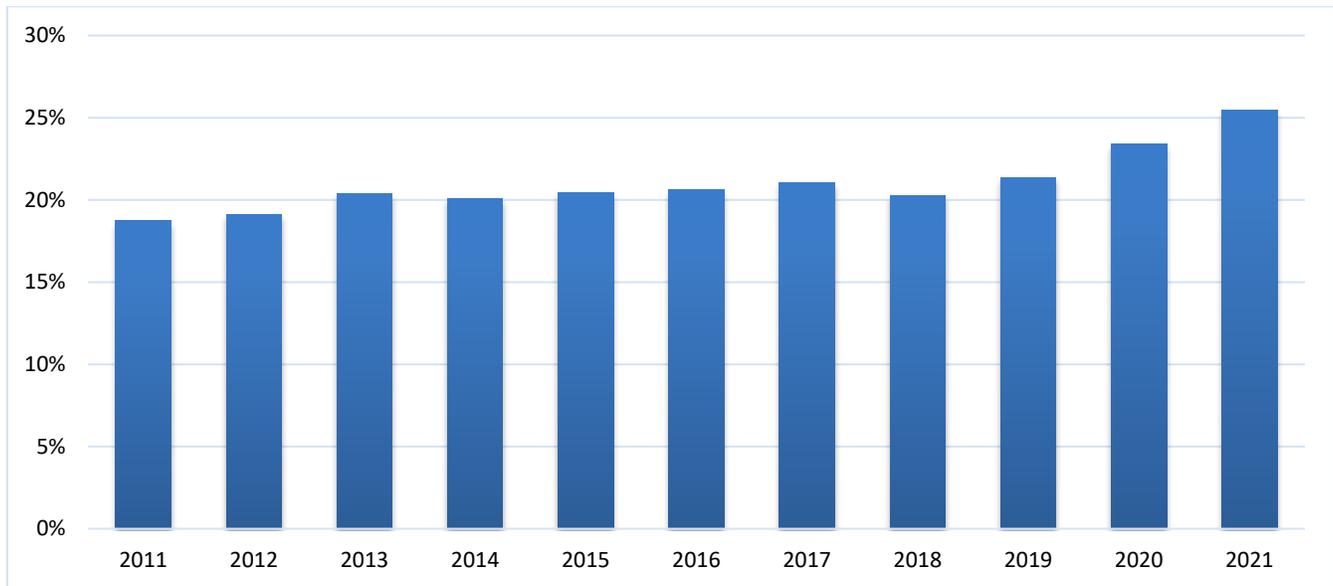


notice that businesses, will suffer a decline that can ripple through the rest of the local economy. Changes in per capita income are especially important for communities that have little commercial or industrial tax base because personal income is the primary source from which taxes can be paid.

**Per capita income in FY21 increased to \$69,740 per person from \$66,152 in FY20, a 5.4% increase.** This increase is in part due to an economic recovery following the initial shock and unemployment from the first wave of the COVID-19 pandemic. Declining population numbers have also impacted the upwards growth of this metric.

## PUBLIC ASSISTANCE RECIPIENTS

(As a % of Total Population)



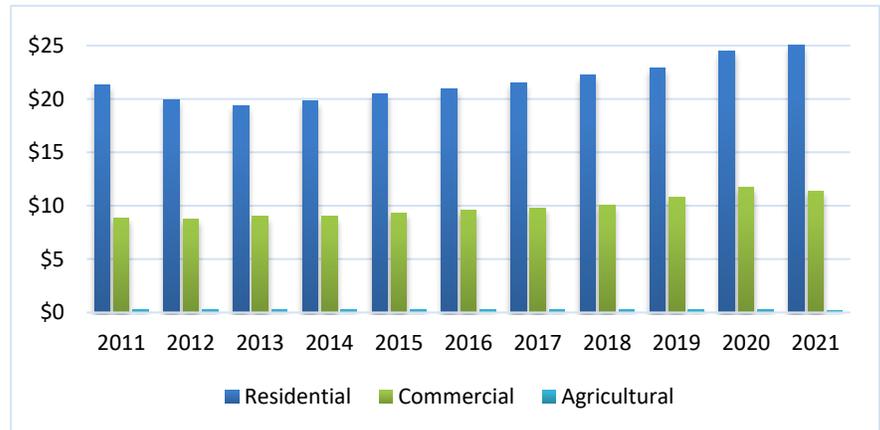
This trend is generally associated with a decline in personal income. The indicator measures the number of public assistance recipients against the number of residential households in the County. An increase in the number of public assistance recipients can signal a future increase in expenditures because of the relatively higher needs of low-income residents combined with their relative lack of personal wealth.

**Public assistance recipients continued to rise in FY21, experiencing the highest levels in an 11-year timespan at a rate of 25.5%, a 2.1% increase from FY20.** Rates increased in FY10 in response to the Great Recession and then remained relatively stable at approximately 20% from FY12 through FY18. With the U.S. economy already slowing down, the COVID-19 pandemic exacerbated market conditions, leading many to seek public assistance through government stimulus funding. Furthermore, recent Medicaid expansions have approved additional subsets of applicants, creating a wider pool of people eligible for public assistance. **Public assistance recipients are not expected to decrease until FY22 or later.**

## REAL PROPERTY VALUES

(In Constant Dollars, Billions)

Changes in real property values are important as property taxes tend to be the largest source of revenue for localities. If a locality has a stable tax rate, the tax revenues will increase with property values. Localities experiencing rapid population and economic growth are likely to experience growth in property values in the short run. This is because the supply of housing is fixed short-term and the increase in demand due to growth will force prices up. The extent to which declining real property values affect a locality's revenues will depend on the locality's reliance on property tax revenue and other related revenues.

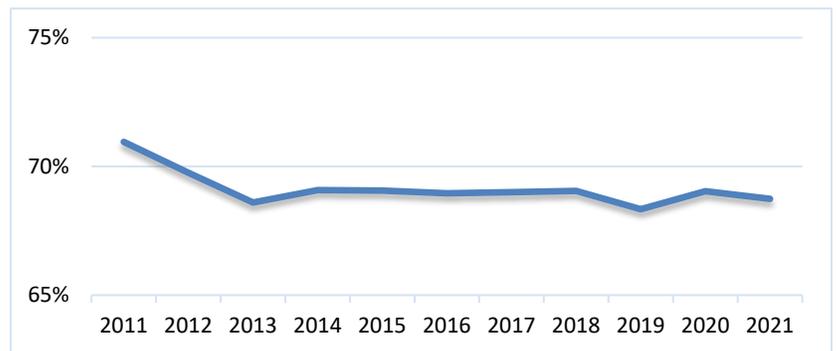


**Residential real property values continue to increase and currently exceed FY09 levels.** Despite the COVID-19 pandemic, record low mortgage rates have increased demand for homes with higher-than-average transactions. This is a nationwide trend due to limited housing supply and increased location flexibility due to remote work. **Real property taxes are an inelastic revenue source and indicates healthy revenues in the future.** Commercial and Agricultural real property values both experienced slight declines, an abnormality against traditional growth patterns, but are anticipated to rebound in FY22.

## RESIDENTIAL DEVELOPMENT

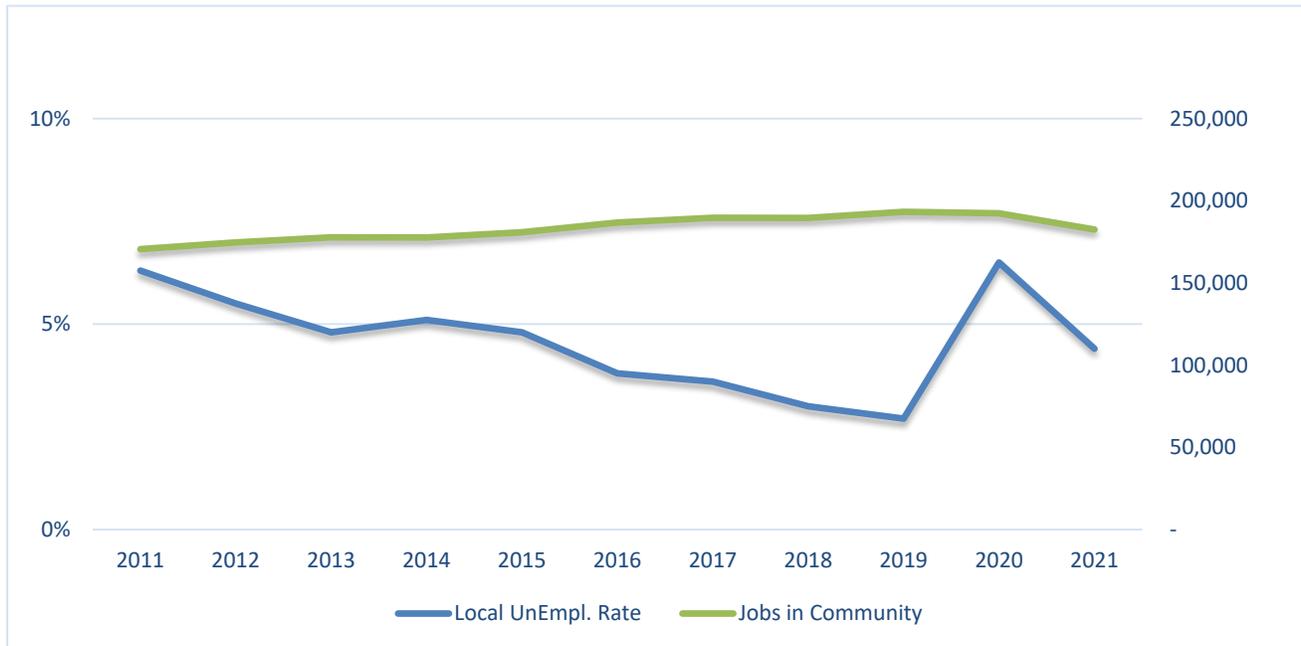
(As a % of Total Property)

The net cost of servicing residential development is generally higher than the net cost of servicing commercial or industrial development due to the related demands for public services such as Public Safety, Public Utilities, and Education. This demand also impacts the location of new residential development as houses built outside of current service areas can impose greater initial costs to localities than houses built within developed areas. The extent to which new residential development affects the financial condition of a community will depend on the community's economy, tax structure, and expenditure profile. A locality must balance development type with current zoning and availability of public services to maintain fiscal viability. Henrico County has determined that a 70.0% level of residential valuation is optimal.



**Residential development decreased slightly in FY21 to 68.7%, down 0.3% from FY20. Levels remain stable with only slight variances year to year.** The additional demand for housing witnessed through FY21 may result in increased levels of development in fiscal years to come.

## EMPLOYMENT BASE



Employment base considers the unemployment rate and the total number of jobs within the locality. This indicator is significant because it is directly related to the levels of business activity and personal income. The two trend lines tend to move in opposite directions. Changes in the number of jobs provided by the community are a measure of business activity and changes in the rate of employment of the community's residents is related to fluctuations in personal income and, thus, is a measure of the community's ability to support its local business sector. A change in employment base can provide preliminary information on business sector changes and provide notification if further research is warranted.

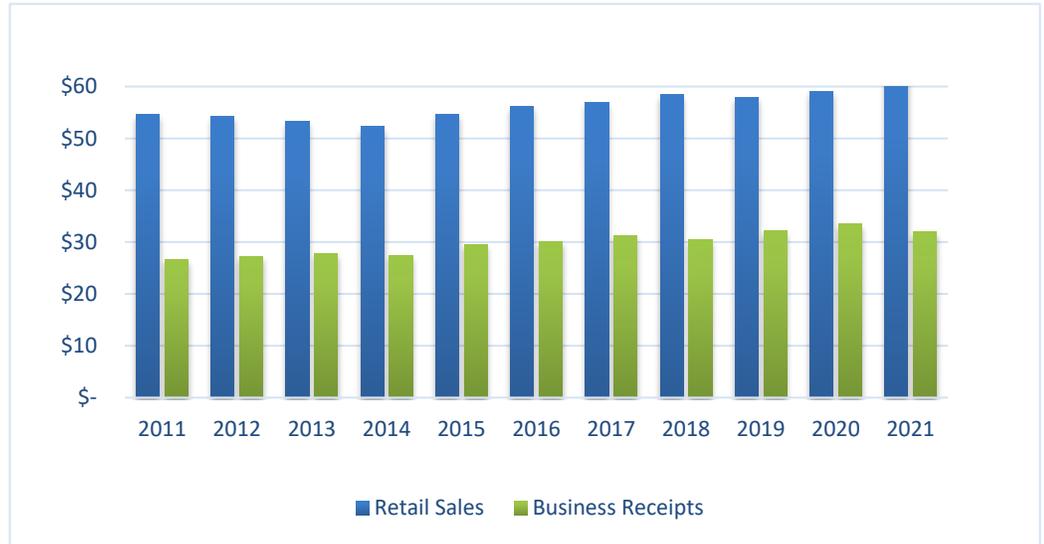
**Total jobs in the community decreased in FY21 despite a decrease in the local unemployment rate.** This is the result of the pandemic's impact on the service sector of the economy. **This marks the first decline in job growth within the 11-year observational period.**

## LOCAL RETAIL SALES & BUSINESS RECEIPTS

(In Constant Dollars, Millions)

The level of business activity can provide information about a locality's financial condition in two ways:

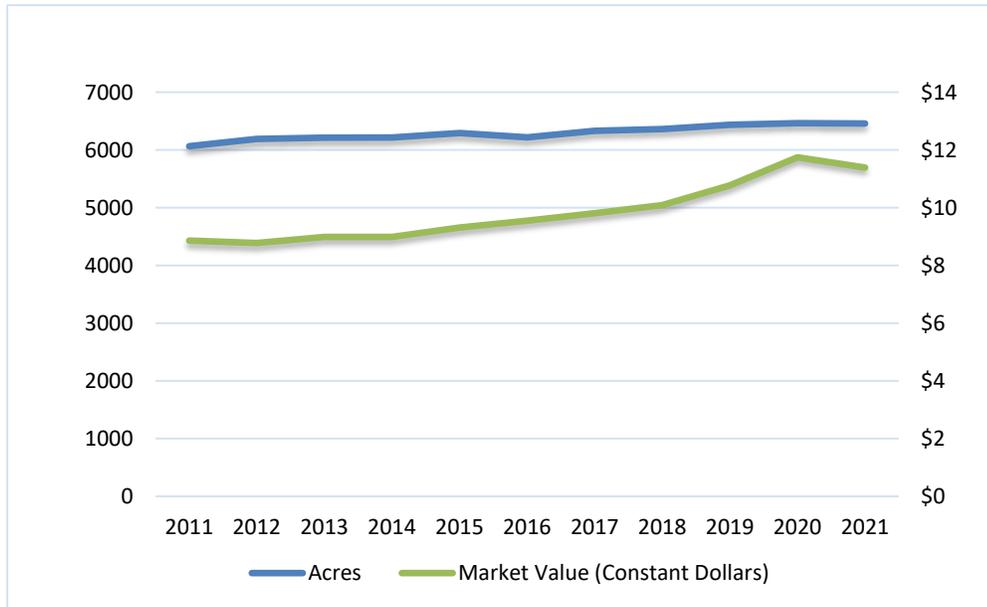
1. It directly affects revenue yields of sales taxes and gross receipts taxes as these are direct products of business activity.
2. There is an indirect effect on other demographic and economic areas such as employment base, personal income, or property values. A decline in business activity will tend to have a negative impact on employment base, personal income and/or commercial property values.



**Retail sales trended upwards in FY21, reaching all-time highest levels in the FTMS.** Conversely, business license revenue experienced a slight decline, down \$1.44 million, or 4.3%. This is indicative of the increase in the County's exemption of gross receipts from \$400,000 to \$500,000. Both indicators remain stable relative to prior fiscal years.

## COMMERCIAL ACRES & MARKET VALUE OF BUSINESS PROPERTY

(In Constant Dollars, Billions)



Another measurement of business activity is the Commercial Acres & Market Value of Business Property indicator. As previously noted, there must be balance of land uses in a locality to ensure that the higher costs of residential areas are offset by lower-cost commercial and industrial areas, which are monitored through commercial acreage.

Similarly, the value of business property can be indicative of the overall health of a business as it is common practice to determine fair market value of a commercial property through use of a business' Net Operating Income.

**The market value of business property saw a slight decline in FY21, an abnormality against historic trending, but continues to remain strong relative to prior fiscal years. Commercial acreage, like fiscal years prior, remained largely stagnant.** Values were impacted by pandemic changes, particularly in hotels, motels, office buildings, and retail space. These values are expected to rebound in FY22 with post pandemic economic activity. Future development may see select commercial properties redeveloped for residential or mixed-use projects.



## APPENDIX A

### FINANCIAL INDICATORS GRAPHICALLY

| Description                                       | 2011    | 2012    | 2013    | 2014    | 2015    | 2016    | 2017    | 2018    | 2019    | 2020    | 2021    |
|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| <b>Revenues Per Capita</b>                        | 2,892.9 | 2,835.5 | 2,803.0 | 2,796.4 | 2,938.5 | 2,954.6 | 2,995.9 | 2,985.5 | 3,056.5 | 3,116.6 | 3,330.4 |
| <b>Expenditures Per Capita</b>                    | 2,890.0 | 2,850.9 | 2,818.1 | 2,859.5 | 2,833.0 | 2,810.9 | 2,888.4 | 2,838.6 | 2,894.6 | 2,964.2 | 3,043.6 |
| (In Constant Dollars)                             |         |         |         |         |         |         |         |         |         |         |         |
| <b>Intergovernmental Revenues (without PPTRA)</b> | 39.4%   | 39.7%   | 40.7%   | 40.8%   | 40.0%   | 39.9%   | 39.5%   | 39.4%   | 38.6%   | 39.9%   | 41.1%   |
| <b>Intergovernmental Revenues (PPTRA only)</b>    | 3.9%    | 3.9%    | 3.8%    | 3.7%    | 3.5%    | 3.4%    | 3.3%    | 3.2%    | 3.0%    | 2.9%    | 2.8%    |
|   |         |         |         |         |         |         |         |         |         |         |         |
| <b>Elastic Tax Revenues</b>                       | 9.2%    | 9.4%    | 9.3%    | 9.4%    | 11.8%   | 11.8%   | 11.8%   | 12.1%   | 11.7%   | 11.4%   | 11.1%   |
| (as a % of Net Operating Revenue)                 |         |         |         |         |         |         |         |         |         |         |         |
|   |         |         |         |         |         |         |         |         |         |         |         |
| <b>Property Tax Revenues (Millions)</b>           | 338     | 330     | 325     | 332     | 340     | 347     | 354     | 360     | 377     | 394     | 405,028 |
| (In Constant Dollars)                             |         |         |         |         |         |         |         |         |         |         |         |
|   |         |         |         |         |         |         |         |         |         |         |         |
| <b>Uncollected Property Tax Revenues</b>          | 1.1%    | 1.3%    | 1.4%    | 1.3%    | 1.2%    | 1.2%    | 1.0%    | 1.0%    | 0.8%    | 0.7%    | 0.7%    |
| (as a % of Total Levy)                            |         |         |         |         |         |         |         |         |         |         |         |
|   |         |         |         |         |         |         |         |         |         |         |         |
| <b>User Charge Coverage</b>                       | 52.5%   | 51.0%   | 51.9%   | 54.2%   | 55.4%   | 53.3%   | 52.5%   | 52.9%   | 49.9%   | 47.6%   | 46.8%   |
| (Revenues/Expenditures)                           |         |         |         |         |         |         |         |         |         |         |         |
|   |         |         |         |         |         |         |         |         |         |         |         |

|  |         |         |        |        |        |         |        |        |        |        |        |
|--|---------|---------|--------|--------|--------|---------|--------|--------|--------|--------|--------|
| <b>Revenue Variance</b>                            | 1.2%    | 0.5%    | 1.3%   | 2.4%   | 4.2%   | 3.6%    | 4.0%   | 4.2%   | 4.9%   | 2.2%   | 7.4%   |
| (as a % of Net Operating Revenue)                  |         |         |        |        |        |         |        |        |        |        |        |
|  |         |         |        |        |        |         |        |        |        |        |        |
| <b>Employees Per Capita</b>                        | 12.6    | 12.5    | 12.3   | 12.2   | 12.1   | 12.1    | 12.1   | 12.2   | 12.3   | 12.4   | 12.8%  |
| (Employees per thousand population)                |         |         |        |        |        |         |        |        |        |        |        |
|  |         |         |        |        |        |         |        |        |        |        |        |
| <b>Fringe Benefits</b>                             | 33.0%   | 34.5%   | 33.9%  | 34.8%  | 36.0%  | 35.8%   | 35.8%  | 36.4%  | 36.6%  | 37.2%  | 38.9%  |
| (as a % of Salaries)                               |         |         |        |        |        |         |        |        |        |        |        |
|  |         |         |        |        |        |         |        |        |        |        |        |
| <b>Operating Surpluses</b>                         | 1.2%    | 0.1%    | 0.0%   | 1.7%   | 3.2%   | 6.0%    | 6.1%   | 6.4%   | 6.7%   | 6.2%   | 11.1%  |
| (as a % of Net Operating Revenue)                  |         |         |        |        |        |         |        |        |        |        |        |
|  |         |         |        |        |        |         |        |        |        |        |        |
| <b>Enterprise Losses</b>                           |         |         |        |        |        |         |        |        |        |        |        |
| (In Constant Dollars)                              | (1.985) | (0.621) | 4.064  | 1.039  | 0.707  | (1.114) | 5.327  | 5.960  | 5.930  | 13.672 | 9.679  |
|  |         |         |        |        |        |         |        |        |        |        |        |
| <b>Unassigned General Fund Balances</b>            | 14.2%   | 12.3%   | 11.8%  | 11.7%  | 11.3%  | 11.2%   | 11.0%  | 11.1%  | 11.0%  | 10.9%  | 10.2%  |
| (as a % of Net Operating Revenue)                  |         |         |        |        |        |         |        |        |        |        |        |
|  |         |         |        |        |        |         |        |        |        |        |        |
| <b>Liquidity</b>                                   | 335.4%  | 288.2%  | 275.5% | 279.0% | 267.8% | 279.3%  | 294.7% | 320.0% | 316.5% | 254.4% | 330.4% |
| (Cash & Investments as a % of Current Liabilities) |         |         |        |        |        |         |        |        |        |        |        |
|  |         |         |        |        |        |         |        |        |        |        |        |
| <b>Current Liabilities</b>                         | 9.8%    | 11.2%   | 10.9%  | 11.5%  | 11.4%  | 10.8%   | 10.4%  | 9.8%   | 9.9%   | 12.2%  | 12.1%  |
| (as a % of Net Operating Revenue)                  |         |         |        |        |        |         |        |        |        |        |        |
|  |         |         |        |        |        |         |        |        |        |        |        |

|  |         |         |         |         |         |         |         |         |         |         |         |
|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| <b>Long Term Debt</b>  | 1.6%    | 1.7%    | 1.6%    | 1.4%    | 1.2%    | 1.2%    | 1.3%    | 1.1%    | 1.2%    | 1.4%    | 1.5%    |
| (as a % of Assessed Valuation)                                 |         |         |         |         |         |         |         |         |         |         |         |
|  |         |         |         |         |         |         |         |         |         |         |         |
| <b>Debt Service</b>  | 5.5%    | 5.8%    | 6.3%    | 5.9%    | 5.5%    | 5.2%    | 5.2%    | 4.9%    | 5.2%    | 5.6%    | 5.4%    |
| (as a % of Net Operating Revenue)                              |         |         |         |         |         |         |         |         |         |         |         |
|  |         |         |         |         |         |         |         |         |         |         |         |
| <b>Accumulated Employee Leave Liability</b>                    | 24.7    | 25.0    | 25.1    | 25.8    | 26.5    | 26.2    | 25.9    | 25.2    | 25.1    | 27.9    | 30.2    |
| (in Days)  |         |         |         |         |         |         |         |         |         |         |         |
|  |         |         |         |         |         |         |         |         |         |         |         |
| <b>Level of Capital Outlay</b>                                 | 3.6%    | 3.6%    | 3.3%    | 2.5%    | 3.3%    | 2.9%    | 3.3%    | 3.4%    | 3.3%    | 3.6%    | 3.5%    |
| (as a % of Net Operating Expenditures)                         |         |         |         |         |         |         |         |         |         |         |         |
|  |         |         |         |         |         |         |         |         |         |         |         |
| <b>Depreciation</b>  | 2.7%    | 2.8%    | 2.7%    | 2.8%    | 2.8%    | 2.8%    | 2.8%    | 2.8%    | 2.7%    | 2.6%    | 2.3%    |
| (Depreciation Expense as a % of Assets)                        |         |         |         |         |         |         |         |         |         |         |         |
|  |         |         |         |         |         |         |         |         |         |         |         |
| <b>Population</b>  | 311.726 | 315.157 | 318.158 | 321.374 | 325.283 | 329.227 | 332.368 | 335.283 | 339.191 | 343.258 | 334.389 |
|  |         |         |         |         |         |         |         |         |         |         |         |
| <b>Per Capita Income (restated)</b>                            | 49.849  | 53.016  | 53.733  | 57.214  | 59.670  | 60.451  | 62.778  | 65.072  | 67.128  | 66.152  | 69.740  |
|  |         |         |         |         |         |         |         |         |         |         |         |
| <b>Public Assistance Recipients (restated for 2016 Trends)</b> | 18.7%   | 19.1%   | 20.4%   | 20.1%   | 20.4%   | 20.6%   | 20.7%   | 20.3%   | 21.4%   | 23.4%   | 25.5%   |
| (as a % of Total Population)                                   |         |         |         |         |         |         |         |         |         |         |         |
|  |         |         |         |         |         |         |         |         |         |         |         |

|                                   |           |           |           |           |           |           |           |           |           |           |           |
|-----------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| <b>Property Values</b>            | -4.3903   | -4.89     | -1.38     | 1.58      | 3.55      | 2.20      | 2.87      | 3.03      | 4.35      | 7.41      | 0.39      |
| % Change                          |           |           |           |           |           |           |           |           |           |           |           |
| Residential                       | 21.335    | 19.943    | 19.348    | 19.792    | 20.491    | 20.930    | 21.537    | 22.225    | 22.950    | 24.486    | 25.073    |
| Commercial                        | 8.860     | 8.775     | 8.984     | 8.985     | 9.311     | 9.547     | 9.807     | 10.088    | 10.770    | 11.743    | 11.387    |
| Agricultural                      | 0.308     | 0.292     | 0.279     | 0.285     | 0.292     | 0.279     | 0.293     | 0.283     | 0.294     | 0.304     | 0.217     |
| (In Constant Dollars)             |           |           |           |           |           |           |           |           |           |           |           |
|                                   |           |           |           |           |           |           |           |           |           |           |           |
| Residential Development           | 71.0%     | 69.8%     | 68.6%     | 69.1%     | 69.1%     | 69.0%     | 69.0%     | 69.1%     | 68.3%     | 71.3%     | 68.7%     |
| (as a % of Total Property)        |           |           |           |           |           |           |           |           |           |           |           |
|                                   |           |           |           |           |           |           |           |           |           |           |           |
| <b>Employment Base</b>            |           |           |           |           |           |           |           |           |           |           |           |
| Local Unemployment Rate           | 0.0630    | 0.0550    | 0.0480    | 0.0510    | 0.0480    | 0.0380    | 0.0360    | 0.0300    | 0.0270    | 0.0650    | 0.0440    |
| Jobs in Community                 | 170,581   | 174,628   | 177,810   | 177,647   | 180,877   | 186,728   | 189,618   | 189,572   | 193,284   | 192,419   | 182,508   |
|                                   |           |           |           |           |           |           |           |           |           |           |           |
| <b>Business Activity - #1</b>     |           |           |           |           |           |           |           |           |           |           |           |
| (In Constant Dollars)             |           |           |           |           |           |           |           |           |           |           |           |
| Retail Sales                      | 54,679.24 | 54,228.28 | 53,331.99 | 52,251.09 | 54,604.94 | 56,260.49 | 56,930.63 | 58,421.94 | 57,915.42 | 59,106.34 | 62,816.76 |
| Annual Business Receipts          | 26,649.98 | 27,228.74 | 27,840.38 | 27,475.94 | 29,502.77 | 30,134.76 | 31,193.61 | 30,486.54 | 32,259.21 | 33,504.20 | 32,060.62 |
|                                   | -2.8%     | 2.2%      | 2.2%      | -1.3%     | 7.4%      | 2.1%      | 3.5%      | -2.3%     | 5.8%      | 3.9%      | -4.3%     |
| <b>Business Activity - #2</b>     |           |           |           |           |           |           |           |           |           |           |           |
| Market Value of Business Property | 8,859.95  | 8,774.94  | 8,983.87  | 8,985.44  | 9,311.14  | 9,546.71  | 9,807.43  | 10,087.66 | 10,769.50 | 11,743.02 | 11,387.39 |
| Acres Devoted to Business         | 6,064.00  | 6,189.00  | 6,211.00  | 6,214.00  | 6,291.00  | 6,217.00  | 6,331.00  | 6,360.00  | 6,435.00  | 6,463.19  | 6,457.44  |

**GENERAL FINANCIAL AND ECONOMIC DATA**

| Item | Description                      | 2011      | 2012      | 2013      | 2014      | 2015      | 2016      | 2017      | 2018      | 2019      | 2020      | 2021      |
|------|----------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| 1.3  | Cash & Short-Term Investments    | 309,643   | 308,287   | 289,131   | 318,999   | 323,342   | 326,848   | 347,810   | 365,651   | 386,403   | 394,217   | 535,392   |
| 1.4  | Accounts Payable                 | 48,717    | 53,348    | 52,155    | 61,604    | 58,946    | 55,431    | 60,925    | 60,128    | 62,176    | 64,762    | 67,148    |
| 1.7  | Principle due in 12 months       | 32,825    | 38,725    | 38,510    | 38,890    | 39,255    | 38,605    | 41,700    | 39,845    | 43,775    | 67,321    | 79,305    |
| 1.8  | Other Current Liabilities        | 10,769    | 14,881    | 14,284    | 13,853    | 22,553    | 22,969    | 15,405    | 14,279    | 16,146    | 22,883    | 15,582    |
| 1.9  | Total Current Liabilities        | 92,311    | 106,954   | 104,950   | 114,346   | 120,754   | 117,005   | 118,030   | 114,252   | 122,098   | 154,966   | 162,035   |
|      |                                  |           |           |           |           |           |           |           |           |           |           |           |
| 1.10 | Net Direct Long Term Debt        | 499,930   | 533,180   | 492,025   | 454,095   | 411,405   | 406,150   | 464,530   | 424,685   | 480,305   | 593,260   | 649,040   |
| 1.1  | Cost Depreciable Fixed Assets    | 1,109,368 | 1,124,786 | 1,143,806 | 1,176,897 | 1,205,603 | 1,249,751 | 1,300,142 | 1,357,128 | 1,434,087 | 1,482,192 | 1,498,813 |
| 1.1  | Depreciation Expense             | 30,439    | 31,308    | 30,993    | 32,433    | 34,326    | 35,573    | 36,517    | 37,412    | 38,905    | 38,365    | 35,141    |
| 1.1  | General Fund Operating Surplus   | 11,751    | 533       | 336       | 17,000    | 34,246    | 64,678    | 69,053    | 74,332    | 82,706    | 78,705    | 148,514   |
| 1.2  | Enterprise Operating Results     | (2,078)   | (661)     | 4,400     | 1,148     | 782       | (1,244)   | 6,051     | 6,963     | 7,041     | 16,171    | 11,650    |
| 1.2  | General Fund Balances            | 230,524   | 221,639   | 197,540   | 210,567   | 224,205   | 232,416   | 253,995   | 279,926   | 281,896   | 274,646   | 413,312   |
| 1.2  | General Fund Assigned Balances   | 96,798    | 104,751   | 83,364    | 93,945    | 104,259   | 111,167   | 129,679   | 150,038   | 146,258   | 136,394   | 276,935   |
| 1.2  | General Fund Unassigned Balances | 133,727   | 116,888   | 114,175   | 116,622   | 119,946   | 121,249   | 124,316   | 129,887   | 135,638   | 138,252   | 136,377   |
| 1.2  | Uncollected Property Taxes       | 3,737     | 4,604     | 5,025     | 4,815     | 4,645     | 4,506     | 3,994     | 4,046     | 3,504     | 3,402     | 3,485     |
| 1.20 | Full Property Tax Levy           | 349,269   | 347,803   | 357,613   | 361,689   | 373,457   | 374,674   | 389,341   | 409,080   | 433,550   | 455,726   | 479,222   |
|      |                                  |           |           |           |           |           |           |           |           |           |           |           |
| 2.1  | Property Tax Revenues            | 353,555   | 351,142   | 352,275   | 367,120   | 375,685   | 387,388   | 402,026   | 420,786   | 447,469   | 466,198   | 487,532   |
|      |                                  |           |           |           |           |           |           |           |           |           |           |           |

|      |  |         |         |         |         |           |           |           |           |           |           |           |
|------|--|---------|---------|---------|---------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| 2.2  | Committed User Charges   | 30,207  | 31,424  | 31,336  | 33,266  | 33,372    | 33,680    | 33,971    | 38,084    | 36,866    | 35,727    | 31,438    |
| 2.3  | Uncommitted User Charges   | 3,321   | 3,152   | 3,323   | 3,379   | 3,378     | 3,552     | 5,678     | 3,617     | 3,544     | 3,151     | 1,433     |
| 2.4  | Other Revenue greater than 5%                                      | 127,013 | 129,354 | 125,872 | 125,113 | 158,824   | 165,920   | 176,154   | 182,032   | 186,844   | 183,291   | 188,049   |
| 2.5  | Other Revenue less than 5%   | 21,028  | 21,220  | 22,343  | 21,664  | 25,951    | 25,143    | 29,010    | 27,406    | 44,323    | 35,487    | 26,471    |
| 2.6  | Total Local Operating Revenue                                      | 535,125 | 536,292 | 535,150 | 550,542 | 597,210   | 615,683   | 646,840   | 671,925   | 719,046   | 723,853   | 734,923   |
|      |  |         |         |         |         |           |           |           |           |           |           |           |
| 2.7  | Intergovernmental Operating Revenue                                | 408,589 | 414,459 | 430,280 | 442,504 | 460,328   | 471,181   | 484,181   | 497,572   | 512,094   | 541,451   | 605,557   |
|      |  |         |         |         |         |           |           |           |           |           |           |           |
| 2.7  | Intergovernmental Operating Revenue (without PPTRA reimbursements) | 371,587 | 377,457 | 393,278 | 405,502 | 423,327   | 434,180   | 447,180   | 460,570   | 475,092   | 504,449   | 568,555   |
| 2.10 | Gross Operating Revenues   | 943,714 | 950,751 | 965,430 | 993,046 | 1,057,538 | 1,086,864 | 1,131,022 | 1,169,497 | 1,231,140 | 1,265,304 | 1,340,480 |
| 2.1  | Net Operating Revenues   | 943,714 | 950,751 | 965,430 | 993,046 | 1,057,538 | 1,086,864 | 1,131,022 | 1,169,497 | 1,231,140 | 1,265,304 | 1,340,480 |
|      |  |         |         |         |         |           |           |           |           |           |           |           |
| 2.1  | Restricted Operating Revenues                                      | 334,149 | 337,442 | 353,421 | 354,991 | 374,039   | 375,575   | 384,747   | 400,198   | 418,949   | 424,529   | 472,187   |
| 2.2  | Elastic Operating Revenue  | 87,182  | 89,098  | 90,097  | 92,893  | 124,352   | 128,416   | 132,959   | 141,977   | 143,776   | 144,266   | 149,381   |
| 2.2  | Net Operating Revenue Budgeted                                     | 932,150 | 946,188 | 953,214 | 969,062 | 1,013,213 | 1,047,214 | 1,085,742 | 1,119,821 | 1,170,974 | 1,237,845 | 1,248,356 |
|      |  |         |         |         |         |           |           |           |           |           |           |           |
| 3.1  | Salaries and Wages   | 472,724 | 480,853 | 495,822 | 496,472 | 508,111   | 526,875   | 538,928   | 554,880   | 577,497   | 604,277   | 601,428   |
| 3.2  | Fringe Benefits  | 156,088 | 165,696 | 167,899 | 172,540 | 183,080   | 188,878   | 192,860   | 201,806   | 211,170   | 224,655   | 233,774   |
| 3.3  | Supplies   | 46,168  | 43,383  | 42,775  | 48,999  | 49,833    | 42,677    | 41,628    | 47,488    | 47,679    | 41,740    | 35,597    |
| 3.4  | Services   | 113,118 | 109,529 | 105,315 | 144,336 | 111,340   | 109,868   | 118,046   | 120,684   | 145,237   | 121,429   | 122,399   |

|      |   |            |            |            |            |            |            |            |            |            |            |            |
|------|---|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| 3.5  | Capital Outlay<br>(restated for 2017<br>Trends)               | 33,920     | 34,201     | 31,748     | 25,555     | 33,639     | 30,132     | 36,013     | 37,298     | 38,276     | 43,129     | 42,810     |
| 3.6  | Principal-Long term<br>Debt                                   | 32,300     | 32,290     | 38,510     | 37,615     | 38,285     | 38,605     | 41,700     | 39,845     | 43,775     | 48,870     | 47,585     |
| 3.7  | Interest-Long term<br>Debt                                    | 19,722     | 23,035     | 22,393     | 21,132     | 19,392     | 17,481     | 17,144     | 17,143     | 19,632     | 21,432     | 24,395     |
| 3.8  | Total Direct Debt   | 52,022     | 55,325     | 60,903     | 58,747     | 57,677     | 56,086     | 58,844     | 56,988     | 63,407     | 70,302     | 71,980     |
| 3.9  | Other Expenditures  | 45,527     | 43,982     | 41,361     | 44,052     | 49,701     | 53,866     | 69,189     | 59,539     | 63,631     | 66,186     | 101,532    |
| 3.10 | Internal Service Fund<br>Transfers                            | 23,195     | 22,949     | 24,815     | 24,779     | 26,177     | 25,609     | 34,955     | 33,250     | 33,162     | 31,697     | 15,538     |
| 3.1  | Total Net Operating<br>Expenditures                           | 942,761    | 955,918    | 970,638    | 1,015,481  | 1,019,557  | 1,033,991  | 1,090,463  | 1,111,934  | 1,165,903  | 1,203,415  | 1,225,058  |
| 3.1  | Number of General<br>Government<br>Employees                  | 3,927      | 3,927      | 3,927      | 3,927      | 3,937      | 3,986      | 4,032      | 4,100      | 4,183      | 4,245      | 4,267      |
| 3.1  | Unused Annual Leave<br>(in days)                              | 96,974     | 98,048     | 98,496     | 101,198    | 104,232    | 104,592    | 104,368    | 103,290    | 105,173    | 118,561    | 128,738    |
| 3.1  | Unused Sick Leave (in<br>days)                                | 288,847    | 292,650    | 286,114    | 290,157    | 286,638    | 280,967    | 275,656    | 268,414    | 264,097    | 259,544    | 254,976    |
| 3.2  | Expenditures Covered<br>by Charges                            | 57,538     | 61,630     | 60,360     | 61,408     | 60,245     | 63,189     | 64,717     | 72,042     | 73,891     | 75,045     | 67,142     |
|      |   |            |            |            |            |            |            |            |            |            |            |            |
| 7.1  | Population (Calendar<br>Year)                                 | 311,726    | 315,157    | 318,158    | 321,374    | 325,283    | 329,227    | 332,368    | 335,283    | 339,191    | 343,258    | 334,389    |
| 7.3  | Total Personal Income<br>(Thous. of \$) -<br>restated         | 15,539,295 | 16,708,471 | 17,095,572 | 18,387,012 | 19,409,625 | 19,902,117 | 20,865,472 | 20,865,472 | 22,006,480 | 22,707,121 | 23,321,002 |
|      | Per Capita Income -<br>restated                               | 49.849     | 53.016     | 53.733     | 57.214     | 59.670     | 60.451     | 62.778     | 65.072     | 67.128     | 66.152     | 69.74      |
| 7.4  | Public Assistance<br>Recipients (restated<br>for 2016 Trends) | 58,387     | 60,188     | 64,927     | 64,583     | 66,505     | 67,849     | 68,693     | 67,948     | 72,519     | 80,277     | 85,114     |
| 7.6  | Market Value of<br>Property (Mil. of \$)                      | 31,921     | 30,865     | 30,973     | 32,114     | 33,295     | 34,364     | 35,937     | 38,083     | 40,391     | 42,851     | 44,307     |

|      |   |         |         |         |         |         |         |         |         |         |         |         |
|------|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 7.7  | Assessed Property Values (Mil. of \$)     | 31,921  | 30,865  | 30,973  | 32,114  | 33,295  | 34,364  | 35,937  | 38,083  | 40,204  | 42,658  | 44,118  |
| 7.8  | Market Value-Residential (Mil. of \$)     | 22,327  | 21,218  | 20,945  | 21,871  | 22,670  | 23,386  | 24,463  | 25,966  | 27,253  | 28,961  | 30,180  |
| 7.9  | Market Value-Commercial (Mil. of \$)      | 9,272   | 9,336   | 9,726   | 9,929   | 10,302  | 10,667  | 11,140  | 11,786  | 12,789  | 13,889  | 13,707  |
| 7.10 | Market Value-Agricultural (Mil. of \$)    | 322     | 311     | 302     | 315     | 323     | 312     | 333     | 330     | 349     | 359     | 261     |
| 7.1  | Residential Households (Calendar Year)    | 130,482 | 131,044 | 131,652 | 132,363 | 133,020 | 134,153 | 134,747 | 135,623 | 136,619 | 138,219 | 134,234 |
| 7.1  | Vacancy Rates-Residential (Calendar Year) | 2.5%    | 2.4%    | 2.0%    | 1.6%    | 1.4%    | 1.4%    | 1.5%    | 1.6%    | 1.5%    | 1.4%    | 4.6%    |
| 7.2  | Local Unemployment Rate                   | 6.3%    | 5.5%    | 4.8%    | 5.1%    | 4.8%    | 3.8%    | 3.6%    | 3.3%    | 2.5%    | 2.8%    | 4.4%    |
| 7.2  | Jobs Within Community                     | 170,581 | 174,628 | 177,810 | 177,647 | 180,877 | 186,728 | 189,618 | 189,572 | 193,284 | 192,419 | 182,508 |
| 7.2  | Retail Sales (Thous. of \$)               | 57,222  | 57,694  | 57,736  | 57,738  | 60,414  | 62,861  | 64,666  | 68,256  | 68,775  | 69,908  | 75,613  |
| 7.2  | Annual Business Receipts (Thous. of \$)   | 27,889  | 28,969  | 30,139  | 30,361  | 32,641  | 33,670  | 35,432  | 35,618  | 38,308  | 39,627  | 38,591  |
| 7.20 | Business Acres (Calendar Year)            | 6,064   | 6,189   | 6,211   | 6,214   | 6,291   | 6,217   | 6,331   | 6,360   | 6,435   | 6,463   | 6,457   |
| 7.21 | CPI                                       | 225.7   | 229.5   | 233.5   | 238.3   | 238.6   | 241.0   | 245.0   | 252.0   | 256.1   | 257.8   | 271.7   |
| 7.2  | CPI-Index                                 | 1.0465  | 1.0639  | 1.0826  | 1.1050  | 1.1064  | 1.1173  | 1.1359  | 1.1683  | 1.1875  | 1.1827  | 1.2037  |

## **APPENDIX B**

### **EXTERNAL ECONOMIC DATA SOURCES**

Bureau of Economic Analysis

Bureau of Labor Statistics

Evaluating Financial Condition, A Handbook for Local Government - International City/County Management Association

Federal Reserve Bulletins

U.S. Census Bureau (2020)

Virginia Department of Social Services, Local Profile Report

Virginia Economic Indicators

Virginia Employment Commission

Weldon Cooper Center for Public Service

### **INTERNAL ECONOMIC DATA SOURCES**

Department of Human Resources, Annual Reports

Departments of Finance, Human Resources, Planning, and Social Services

Henrico County Approved Annual Fiscal Plans

Henrico County Comprehensive Annual Financial Reports

Manager's Monthly Reports

## APPENDIX "D"

### APPROVED TAX AND FEE SCHEDULE

#### **Real Estate\***

Tax Rate: \$0.85 per \$100.00 of the assessed value, including manufactured homes.

#### **Tangible Personal Property\***

Tax Rate: \$3.50 per \$100.00 of the assessed value. \$1.00 per \$100.00 of the assessed value for qualifying vehicles used by volunteer firefighters, volunteer members of rescue squads, and members of the Virginia Defense Force. \$0.01 per \$100 of the assessed value for disabled veterans' vehicles, and motor vehicles specially equipped to provide transportation for physically handicapped individuals.

#### **Machinery Used for Manufacturing/Mining\***

Tax Rate: \$0.30 per \$100 of the assessed value of the machinery and tools.

#### **Aircraft\***

Tax Rate: \$0.50 per \$100.00 of the assessed value of the aircraft.

#### **Computer Equipment and Peripherals used in a Data Center\***

Tax Rate: \$0.40 per \$100 of assessed valuation.

#### **Equipment for Biotechnology Research and Development**

Tax Rate: \$0.90 per \$100 of assessed valuation

#### **Sanitary District Tax\***

In Sanitary Districts 2, 3, 3.1, 12, 23, and 63.1 an additional tax is levied on real estate and personal property for the provision of streetlights. The real estate rates are \$0.003, \$0.010, \$0.031, \$0.010, \$0.010, and \$0.019 per \$100 of the assessed value, respectively. The personal property rates are \$0.001 per \$100 of the assessed value for all sanitary districts.

#### **Motor Vehicle License**

License Fee: \$20.00 for a vehicle under 4,000 pounds and \$25.00 for a vehicle over 4,000 pounds. The license fee is \$15.00 for motorcycles.

#### **Local Sales Tax**

Tax Rate: The County receives 1.0% of the 5.3% collected on each purchase. The State of Virginia disburses these receipts.

\*For CY21

*Appendix "D" (cont'd)*

**Food and Beverage (Meals) Tax**

Tax Rate: 4.0% of a taxable meal.

**Lodging Tax**

Tax Rate: 8.0% of the total amount paid for room rental.

**Utility Consumers' Tax**

**Monthly Commercial and Industrial Utility Tax Rates**

**Electric**

Residential - \$0.70 plus the rate of \$0.007537 per kilowatt hour delivered not to exceed a maximum monthly tax of \$1.00.

Master Metered Units w/Residential Use - \$0.70 plus the rate of \$0.007537 per kilowatt hour delivered not to exceed a maximum monthly tax of \$1.00 per dwelling unit.

Commercial - \$1.15 plus the rate of \$0.00713 per kilowatt hour delivered not to exceed a maximum monthly tax of \$10.00.

Industrial - \$1.15 plus the rate of \$0.007603 per kilowatt hour delivered not to exceed a maximum monthly tax of \$10.00.

**Natural Gas**

**There is no tax on the use of gas in either Residential or Commercial areas.**

**Business and Professional Licenses**

Tax Rates:

The first \$500,000 of gross purchases is excluded from the tax for item (1):

- (1) \$500,001 to \$5,000,000 (\$.20 per \$100, \$25 min. tax)
- \$5,000,001 to \$15,000,000 (\$.15 per \$100)
- \$15,000,001 to \$25,000,000 (\$.10 per \$100)
- \$25,000,001 to \$50,000,000 (\$.05 per \$100)
- \$50,000,001 to \$100,000,000 (\$.025 per \$100)
- \$100,000,001 and over (\$.0125 per \$100)

Items (2), (3), (4) and (5) assess taxes on gross receipts. When gross receipts are \$500,000 or less, an application is required, but no tax is due.

(2) Retail Merchant: \$0.20 per \$100.00, or \$30.00 minimum, of gross receipts exceeding \$500,000.

(3) Professional Service: \$0.20 per \$100.00, or \$30.00 minimum, of gross receipts exceeding \$500,000.

*Appendix "D" (cont'd)*

(4) (a) Contractor (Fee Basis): \$1.50 per \$100.00, or \$30.00 minimum, of gross fees exceeding \$500,000.

(b) Contractor (Contract Basis): \$0.15 per \$100.00, or \$30.00 minimum, of gross receipts exceeding \$500,000.

(5) Utility Companies (includes Cellular Telephone): One-half of 1.0% of the gross receipts, or \$30.00 minimum of gross receipts exceeding \$500,000.

**Landfill Fees**

Landfill: \$50.00 per ton for commercial refuse collected in Henrico; \$65.00 per ton for commercial refuse collected outside of Henrico; \$3.00 per visit effective April 1, 1998 to public use area by private citizens. Coupon books are available for purchase as follows: 15 coupons for \$40.00; 10 coupons for \$27.00.

**Refuse Collection Charges**

Frequency of Collection: Weekly

Collection Fee: \$18.00 per month

## GENERAL FUND REVENUES

| Function/Activity                               | FY 21<br>Actual    | FY 22<br>Original  | FY 23<br>Approved  |
|---|--------------------|--------------------|--------------------|
| Revenue From Local Sources:                     |                    |                    |                    |
| General Property Taxes:                         |                    |                    |                    |
| Current Real Property Taxes                     | \$ 371,051,873     | \$ 383,000,000     | \$ 415,000,000     |
| Delinquent Real Prop Taxes                      | 7,991,497          | 3,000,000          | 3,000,000          |
| Cur Real Prop Taxes Pub Svc C                   | 10,884,445         | 10,000,000         | 10,000,000         |
| Cur Per Prop Taxes Pub Svc C                    | 24,342             | 70,000             | 70,000             |
| Current Personal Prop Taxes                     | 84,235,190         | 125,000,000        | 139,000,000        |
| Delinq Personal Prop Taxes                      | 12,795,047         | 9,900,000          | 11,000,000         |
| Interest & Ad - All Taxes                       | 522,236            | 350,000            | 350,000            |
| <b>Total General Property Taxes</b>             | <b>487,504,631</b> | <b>531,320,000</b> | <b>578,420,000</b> |
| Other Local Taxes:                              |                    |                    |                    |
| County Recordation Tax                          | \$ 6,972,035       | \$ 5,000,000       | \$ 5,000,000       |
| Local Sales & Use Taxes                         | 75,612,539         | 70,000,000         | 80,250,000         |
| Consumer Utility Taxes                          | 2,708,888          | 2,750,000          | 2,750,000          |
| Business & Prof License Taxes                   | 38,591,364         | 36,000,000         | 40,000,000         |
| Motor Vehicle Lic Taxes                         | 7,113,387          | 7,400,000          | 7,500,000          |
| Bank Franchise Taxes                            | 18,148,370         | 15,000,000         | 15,000,000         |
| Grantor'S Tax                                   | 1,500,248          | 1,300,000          | 1,400,000          |
| Hotel & Motel Tax                               | 2,179,228          | 2,000,000          | 3,500,000          |
| Hotel & Motel Tax - Optional 4%                 | 4,358,005          | 4,000,000          | 7,000,000          |
| Daily Rental Tax                                | 85,415             | 60,000             | 60,000             |
| Pare-Mutuel Wagering                            | 30,916             | -                  | -                  |
| Hotel & Motel Tax - Dedicated 2%                | 2,179,228          | 2,000,000          | 3,500,000          |
| Consumption Tax                                 | 953,360            | 1,100,000          | 1,100,000          |
| Food & Beverage (Meals) Tax                     | 27,442,728         | 24,000,000         | 28,000,000         |
| Lockbox - Hotel & Motel Tax                     | 173,235            | -                  | -                  |
| <b>Total Other Local Taxes</b>                  | <b>188,048,945</b> | <b>170,610,000</b> | <b>195,060,000</b> |
| Permits, Privilege Fees, & Regulatory Licenses: |                    |                    |                    |
| Short Term Rental Registry Fee                  | \$ 135             | \$ -               | \$ -               |
| Municipal Library Court Fees                    | 104,706            | 130,000            | 130,000            |
| Jury Fees                                       | 55,550             | 60,000             | 60,000             |
| Adult Video/Bookstore Permit                    | 200                | -                  | -                  |
| Concealed Weapon Permit                         | 229,217            | 75,000             | 75,000             |
| Elevator Fees                                   | 39,921             | 45,000             | 45,000             |
| Dog Licenses                                    | 41,647             | 50,000             | 50,000             |
| Transfer Fees                                   | 9,983              | 7,700              | 7,700              |
| Structure & Equip Permits                       | 7,602,467          | 5,500,000          | 5,500,000          |
| Septic Tank Permit                              | 5,400              | 4,000              | 4,000              |
| Going Out Of Business Permit                    | 125                | -                  | -                  |
| Taxi-Cab Certificates                           | 3,245              | 10,000             | 10,000             |
| Permit To Pur Precious Metals                   | 8,670              | 8,000              | 8,000              |
| Adult Tournaments                               | 952                | -                  | -                  |
| Public Utility Permit                           | 2,332              | 1,000              | 1,000              |
| Hauling & Moving Permit                         | 475                | 1,000              | 1,000              |
| Vacation Of Roads                               | 3,350              | 1,000              | 1,000              |
| Zoning Application Fees-Plan                    | 214,465            | 150,000            | 150,000            |
| High School Parking Fees                        | 6,669              | 100,000            | 100,000            |
| School-Facilities Rental                        | (20,385)           | 300,000            | 300,000            |
| Criminal Justice Training Acad                  | 165,071            | 210,000            | 210,000            |
| Dangerous Or Vicious Dog Registrations          | 1,135              | 900                | 900                |
| Dance Hall Permit App Fee                       | -                  | 400                | 400                |
| Vsmp - Permit                                   | 120,380            | 100,000            | 100,000            |
| <b>Total Permits, Fees, And License</b>         | <b>8,595,711</b>   | <b>6,754,000</b>   | <b>6,754,000</b>   |

**GENERAL FUND REVENUES**

Appendix E

| <b>Function/Activity</b>                | <b>FY 21<br/>Actual</b> | <b>FY 22<br/>Original</b> | <b>FY 23<br/>Approved</b> |
|---|-------------------------|---------------------------|---------------------------|
| False Alarm Penalty                     | \$ 60,115               | \$ 65,000                 | \$ 65,000                 |
| Traffic Violation                       | 1,605,430               | 2,000,000                 | 2,000,000                 |
| Parking Violation                       | 13,121                  | 20,000                    | 20,000                    |
| <b>Total Fines And Forfeitures</b>      | <b>1,678,666</b>        | <b>2,085,000</b>          | <b>2,085,000</b>          |
| Revenue From Use Of Money And Property: |                         |                           |                           |
| Interest On Crim. Judgments             | \$ 65,219               | \$ 90,000                 | \$ 90,000                 |
| Rental On County Property               | 818,772                 | 580,000                   | 580,000                   |
| Records & Services Fee                  | 55,157                  | 80,000                    | 80,000                    |
| Interest On Investments                 | 1,565,271               | 10,000,000                | 1,000,000                 |
| Rental Of County Property (Dss)         | 184,428                 | 68,000                    | 68,000                    |
| Vend. Mach. Comm                        | 35,834                  | 70,000                    | 70,000                    |
| Sale Of Pub. - Re                       | 527                     | 500                       | 500                       |
| Land Use Revenue                        | 260                     | 500                       | 500                       |
| Recr. - Sale Of Books                   | 381                     | -                         | -                         |
| Sale Of Surplus & Salvage - Dpw         | 143,310                 | 90,700                    | 90,700                    |
| Sale Of Signs - Dpw                     | 1,857                   | 3,000                     | -                         |
| Sale Of Equipment-Schools               | 92,718                  | 100,000                   | 100,000                   |
| Sale Of Vehicles                        | 27,564                  | -                         | -                         |
| Eda Leasing Former Library              | 164,950                 | -                         | -                         |
| Sale Of Unclaimed Property              | 22,441                  | 2,000                     | 2,000                     |
| Sale Of Vehicles                        | 12,182                  | -                         | -                         |
| E-Payables Credit Card Rebates          | 322,841                 | 250,000                   | 300,000                   |
| Lease of EDA Property                   | 5,091                   | -                         | -                         |
| <b>Total From Use Of Money And Prop</b> | <b>3,518,805</b>        | <b>11,334,700</b>         | <b>2,381,700</b>          |
| Charges For Services:                   |                         |                           |                           |
| Re Tax Cr - Rehab Fees                  | \$ 150                  | \$ 500                    | \$ 500                    |
| Residential Rehab Fees                  | 650                     | 1,000                     | 1,000                     |
| Jail Booking Fees                       | 35,395                  | 50,000                    | 50,000                    |
| Court Conviction Fees                   | 326,903                 | 450,000                   | 450,000                   |
| Weekender Fee                           | 13,680                  | 50,000                    | 50,000                    |
| Sale Of Textbooks                       | 82,527                  | -                         | -                         |
| Overdue Books                           | 61,691                  | 260,000                   | 260,000                   |
| Photocopying Fees                       | 409                     | 10,000                    | 10,000                    |
| Charges For Lost Books                  | 60,186                  | 120,000                   | 120,000                   |
| Misc. Library Income                    | (5,273)                 | -                         | -                         |
| Non-Resident Fees-Library               | 4,098                   | 10,000                    | 10,000                    |
| Sheriff Fees                            | 35,884                  | 36,000                    | 36,000                    |
| Room & Board Pmt-Work Release           | 24,953                  | 100,000                   | 100,000                   |
| Home Incarceration Program              | 252,766                 | 280,000                   | 280,000                   |
| Inmate Medical Fees                     | 77,813                  | 75,000                    | 75,000                    |
| Inmate Phone Charges                    | 799,152                 | 550,000                   | 600,000                   |
| North Run Concessions                   | 4,857                   | -                         | -                         |
| Shelter Reservations-Rec.               | 74,666                  | 62,000                    | 62,000                    |
| Admissions For Meadow Farm Mus          | -                       | 9,000                     | -                         |
| Misc Revenue-Recreation                 | 13,411                  | 10,000                    | 10,000                    |
| Setup Fees Belmont                      | (35)                    | -                         | -                         |
| Setup Fees Conf. Hills                  | (35)                    | -                         | -                         |
| Setup Fees - Facilities                 | 8,698                   | 30,000                    | 30,000                    |
| Gazebo Rental                           | 431                     | -                         | -                         |
| Room Rentals                            | 51,001                  | 210,000                   | 210,000                   |
| Memberships                             | (7,855)                 | 35,000                    | 35,000                    |
| Program Revenue                         | 1,734                   | 210,000                   | 210,000                   |
| Theater Concession Revenue              | 209                     | 10,000                    | 10,000                    |
| School Tuition - Winter                 | 31,760                  | 15,000                    | 15,000                    |
| Vacuum Leaf Collection                  | 199,320                 | 190,000                   | 190,000                   |
| Commonwealth Attorney Fees              | 18,404                  | 25,000                    | 25,000                    |
| Charge For Board Of Animals             | 22,030                  | 27,000                    | 27,000                    |

**GENERAL FUND REVENUES**

Appendix E

| <b>Function/Activity</b>          | <b>FY 21<br/>Actual</b> | <b>FY 22<br/>Original</b> | <b>FY 23<br/>Approved</b> |
|-----------------------------------|-------------------------|---------------------------|---------------------------|
| <i>Charges For Services Cont.</i> |                         |                           |                           |
| Grass Cutting/Demolition          | 132,235                 | 65,000                    | 65,000                    |
| Cafeteria Catering Receipts       | 12,115                  | -                         | -                         |
| Charges For Data Processing       | 806,500                 | 800,000                   | 800,000                   |
| Community House SD#2 Coll         | (30)                    | -                         | -                         |
| Withholding Fee                   | 19,337                  | 20,000                    | 20,000                    |
| Spay/Neuter Fees                  | 13,236                  | -                         | -                         |
| <b>Total Charges For Services</b> | <b>3,172,970</b>        | <b>3,710,500</b>          | <b>3,751,500</b>          |
| Miscellaneous Revenue:            |                         |                           |                           |
| Blood Test/Dna Fee                | \$ 5,326                | \$ 4,000                  | \$ 4,000                  |
| Chmf-Courthouse Maintenance Fa    | 111,504                 | 155,000                   | 155,000                   |
| Circuit Court - Copy Fees         | 27,526                  | 20,000                    | 20,000                    |
| Fire - Misc. Revenue              | 4,252                   | -                         | -                         |
| Primary Filing Fees               | 1,764                   | -                         | -                         |
| Pay-In-Lieu Of Tax Other          | 5,756                   | 7,000                     | 7,000                     |
| Court Order Restitution (Fire)    | 9,231                   | 10,000                    | 10,000                    |
| Recoveries/Rebates-Police         | 3,634                   | -                         | -                         |
| Recoveries & Rebate - General     | (874,440)               | 250,000                   | -                         |
| Nsf Check Fee                     | (3,614)                 | -                         | -                         |
| Richmond Center Reimbursement     | 6,185,389               | 3,500,000                 | 3,500,000                 |
| Recoveries & Rebates - Dpw        | 14,938                  | -                         | -                         |
| Recoveries & Rebate - Schools     | 16,314                  | 10,000                    | -                         |
| Energy Connect Prog               | 12,415                  | -                         | -                         |
| Credit Card Rebates               | -                       | 13,000                    | -                         |
| Sheriff's Suspense Account        | 1,079                   | -                         | -                         |
| Miscellaneous Revenue - Sheriff   | 257                     | -                         | -                         |
| <b>Total Misc. Revenue</b>        | <b>5,521,407</b>        | <b>3,969,000</b>          | <b>3,696,000</b>          |
| Recovered Costs:                  |                         |                           |                           |
| Proceeds from Sale of Land        | 21,605                  | -                         | -                         |
| Reimb Of Prisoner Cost-N.K.Co     | \$ 1,436,753            | \$ 1,200,000              | \$ 1,400,000              |
| Recovery Of Legal Fees -Cty Atty  | -                       | -                         | -                         |
| Charge For Office Space           | 111,337                 | 111,000                   | 111,000                   |
| Custodial Service                 | 25,312                  | 16,000                    | 16,000                    |
| Bounty Fees - Sheriff             | 55,100                  | -                         | -                         |
| Payment For Fiscal Services       | 2,380,614               | 2,300,000                 | 2,300,000                 |
| Sale Of Vehicles-County           | 282,129                 | 205,000                   | 205,000                   |
| Payment For 100% Projects         | 37,736                  | 60,000                    | 30,000                    |
| Road Opening Damages              | 2,532                   | 70,000                    | -                         |
| Interdepartmental Billing-Dpw     | 3,448                   | 20,000                    | -                         |
| Lost/Damaged Textbook Pmts        | 2,658                   | 6,000                     | -                         |
| Recr & Parks-Payments For Srvces  | -                       | 80,000                    | 80,000                    |
| Recovered Cost-Student Activ.     | 22,602                  | 140,000                   | 100,000                   |
| Festival Permits                  | 4,600                   | 5,000                     | 5,000                     |
| Recovery Of Wages-Sch.Facility    | 13,344                  | 125,000                   | 125,000                   |
| <b>Total Recovered Costs</b>      | <b>4,399,770</b>        | <b>4,338,000</b>          | <b>4,372,000</b>          |
| <b>Total From Local Sources</b>   | <b>702,440,904</b>      | <b>734,121,200</b>        | <b>796,520,200</b>        |
| Rolling Stock                     | 163,382                 | 150,000                   | 150,000                   |
| Mobile Home Sales & Use Tax       | 7,834                   | 7,000                     | 7,000                     |
| Recovery Of Central Cost Alloc    | 662,507                 | 600,000                   | 600,000                   |
| Motor Vehicle Rental Tax          | 3,242,229               | 3,300,000                 | 3,300,000                 |
| Car Tax Revenue - State           | 37,001,783              | -                         | -                         |
| Overweight Truck Citations        | 28,154                  | -                         | -                         |
| Comm Sales Tax - HB#568           | 9,680,608               | 10,000,000                | 9,500,000                 |
| Game of Skills Tax Revenue        | 554,095                 | -                         | -                         |
| <b>Total Non-Categorical Aid</b>  | <b>51,340,593</b>       | <b>14,057,000</b>         | <b>13,557,000</b>         |

**GENERAL FUND REVENUES**

Appendix E

| <b>Function/Activity</b>                    | <b>FY 21<br/>Actual</b> | <b>FY 22<br/>Original</b> | <b>FY 23<br/>Approved</b> |
|---|-------------------------|---------------------------|---------------------------|
| Shared Expenses:                            |                         |                           |                           |
| Salaries - Sheriff                          | \$ 12,220,922           | \$ 11,850,000             | \$ 13,000,000             |
| Fringe Benefits - Sheriff                   | 770,032                 | 500,000                   | 700,000                   |
| Salaries - Clerk Of Circuit Court           | 1,372,624               | 1,350,000                 | 1,450,000                 |
| Circuit Court Clerk Excess Fees - State     | 641,734                 | 350,000                   | 450,000                   |
| State Recordation Tax                       | -                       | -                         | -                         |
| Salaries - Commonwealth'S Attorney          | 2,099,720               | 2,100,000                 | 2,200,000                 |
| Fringe Benefits - Commonwealth'S Attorney   | 192,354                 | 175,000                   | 190,000                   |
| <i>Shared Expenses cont.</i>                |                         |                           |                           |
| State Share of Office Expenses              | 1,802                   | -                         | -                         |
| Registrar Expenses                          | 304,497                 | 75,000                    | 75,000                    |
| Salaries - Department Of Finance            | 757,698                 | 750,000                   | 800,000                   |
| Fringe Benefits - Department Of Finance     | 70,240                  | 50,000                    | 70,000                    |
| State Share of Office Expenses              | 1,182                   | -                         | -                         |
| <b>Total Shared Expenses</b>                | <b>18,432,805</b>       | <b>17,200,000</b>         | <b>18,935,000</b>         |
| Categorical Aid:                            |                         |                           |                           |
| State Library Grant                         | 230,908                 | 200,000                   | 210,000                   |
| Jail Cost Reimbursement                     | 3,073,863               | 3,200,000                 | 3,000,000                 |
| Share Of Probation Expenses                 | 1,215                   | 2,500                     | 2,500                     |
| Juv Det-Per Diem From State                 | 150                     | 500                       | 500                       |
| Block Grant- Detention Home                 | 663,992                 | 625,000                   | 650,000                   |
| Law Enforcement - Police                    | 9,923,491               | 9,500,000                 | 9,500,000                 |
| Four (Formerly Two) For Life Em. Med. Serv. | 319,399                 | 205,000                   | 205,000                   |
| State Fire Programs Fund                    | 1,169,733               | 1,000,000                 | 1,100,000                 |
| Hit- State Allotment                        | 30,000                  | 30,000                    | 30,000                    |
| Indo-Chinese Refugees                       | 10,548                  | -                         | -                         |
| Street & Highway Maint-Gas Tax              | 50,043,538              | 48,525,040                | 50,162,865                |
| English As Second Language                  | 2,614,239               | 2,880,000                 | 3,800,000                 |
| Talented & Gifted Prog                      | 1,449,405               | 1,460,000                 | 1,500,000                 |
| Gen Appropriation - Basic Aid               | 147,515,821             | 143,000,000               | 148,400,000               |
| Foster Child Reimbursement                  | 279,950                 | 300,000                   | 650,000                   |
| Textbooks                                   | 2,995,531               | 3,000,000                 | 3,670,000                 |
| Social Security Reimbursement               | 8,306,208               | 8,400,000                 | 8,790,000                 |
| Retirement Reimbursement                    | 19,371,861              | 19,650,000                | 20,500,000                |
| Group Life Ins Reimbursement                | 585,337                 | 580,000                   | 610,000                   |
| Remedial Education                          | 4,710,568               | 4,740,000                 | 6,100,000                 |
| Lottery Funds - Education                   | 11,623,630              | 10,900,000                | 11,200,000                |
| Share Of State Sales Tax-Sch                | 66,106,822              | 58,000,000                | 70,200,000                |
| Soq Basic Sp Ed                             | 17,643,724              | 17,750,000                | 17,860,000                |
| Sp Ed - Homebound                           | 115,852                 | 117,000                   | 117,000                   |
| Voc Ed-Equipment                            | 47,160                  | -                         | -                         |
| Voc Ed-Local Adm & Supv                     | 749,446                 | 830,000                   | 900,000                   |
| Voc Ed-Soq Occupational                     | 2,006,869               | 2,000,000                 | 2,400,000                 |
| Handicapped Foster Home                     | 482,270                 | 200,000                   | 200,000                   |
| Adult Basic Ed. State                       | -                       | -                         | -                         |
| At Risk-State                               | 6,796,927               | 8,800,000                 | 11,800,000                |
| K-3 Class Size Reduc - Salary Adjustment    | 6,073,594               | 6,000,000                 | 6,300,000                 |
| Clerk'S Technology Fund                     | 174,480                 | -                         | -                         |
| Compensation Supplement                     | -                       | 3,000,000                 | 9,600,000                 |
| Enrollment Hold Harmless                    | -                       | 7,500,000                 | -                         |
| VEDP PPD Development Funds                  | 675,000                 | -                         | -                         |
| <b>Total Categorical Aid</b>                | <b>365,791,531</b>      | <b>362,395,040</b>        | <b>389,457,865</b>        |
| <b>Total From The Commonwealth</b>          | <b>435,564,929</b>      | <b>393,652,040</b>        | <b>421,949,865</b>        |

**GENERAL FUND REVENUES**

Appendix E

| <b>Function/Activity</b>                               | <b>FY 21<br/>Actual</b> | <b>FY 22<br/>Original</b> | <b>FY 23<br/>Approved</b> |
|--|-------------------------|---------------------------|---------------------------|
| <b>Revenue From The Federal Government:</b>            |                         |                           |                           |
| Rotc   | \$ 408,059              | \$ 385,000                | \$ 385,000                |
| Scapp Program - Sheriff                                | 16,266                  | -                         | -                         |
| Coronavirus Aid, Relief, and Economic Security (CARES) | 25,620,515              | -                         | -                         |
| <b>Total From Federal Government</b>                   | <b>26,044,840</b>       | <b>385,000</b>            | <b>385,000</b>            |
| <b>Total General Fund Revenue</b>                      | <b>1,164,050,673</b>    | <b>1,128,158,240</b>      | <b>1,218,855,065</b>      |
| <b>Transfers:</b>                                      |                         |                           |                           |
| To Debt Service - From Operating                       | \$ (71,665,830)         | \$ (78,346,649)           | \$ (78,452,484)           |
| <b>Total To Debt Service:</b>                          | <b>(71,665,830)</b>     | <b>(78,346,649)</b>       | <b>(78,452,484)</b>       |
| To Capital Projects Fund - Schools - Roof/Mech         | -                       | (2,500,000)               | (2,500,000)               |
| To Capital Projects Fund - Gen. Govt.                  | -                       | (4,575,000)               | (5,150,000)               |
| To Capital Projects Fund - Sidewalks                   | -                       | -                         | (2,500,000)               |
| To Capital Projects - Facebook for Tech Capital        | -                       | (2,000,000)               | (2,000,000)               |
| Capital Reserve  | (16,213,703)            | (12,440,000)              | (3,850,000)               |
| To Capital Projects Fund - Bond Project Planning       | -                       | -                         | (15,000,000)              |
| To Capital - Schools Meals Tax                         | -                       | (5,000,000)               | (9,000,000)               |
| To Capital - Meals Tax - Fb                            | -                       | (4,000,000)               | (5,000,000)               |
| To Capital - Tourism Reserve                           | -                       | -                         | (5,000,000)               |
| To Capital - Neighborhood Revitalization Fund          | -                       | -                         | (2,000,000)               |
| To Capital - Henrico Investment Program (HIP)          | -                       | -                         | (750,000)                 |
| To Capital - Stormwater                                | -                       | (2,348,000)               | (2,348,000)               |
| To Vehicle Replacement - Police                        | -                       | (3,024,800)               | (3,500,000)               |
| To Vehicle Replacement - Fire Apparatus                | -                       | (3,300,000)               | (4,000,000)               |
| To Vehicle Replacement - Schools                       | -                       | (4,700,000)               | (6,000,000)               |
| To Capital - Public Works Veh License Fee              | -                       | (1,750,000)               | (1,750,000)               |
| <b>Total To Capital Projects Fund:</b>                 | <b>(16,213,703)</b>     | <b>(45,637,800)</b>       | <b>(70,348,000)</b>       |
| To Enterprise Fund - Debt Svc                          | (1,929,858)             | (1,932,108)               | (2,150,750)               |
| To Enterprise Fund - Infill Offsets                    | -                       | -                         | (840,000)                 |
| <b>Total To Enterprise Fund:</b>                       | <b>(1,929,858)</b>      | <b>(1,932,108)</b>        | <b>(2,990,750)</b>        |
| To Internal Service Fund (Tech Repl):                  | (3,250,000)             | (3,000,000)               | (3,000,000)               |
| To Risk Management:                                    | (10,949,665)            | (9,493,570)               | (9,524,109)               |
| To CAM (New Vehicles):                                 | -                       | -                         | (80,000)                  |
| To Cam (New Vehicles - Gas Tax):                       | -                       | (64,000)                  | (32,780)                  |
| <b>Total To Internal Service Funds:</b>                | <b>(14,199,665)</b>     | <b>(12,557,570)</b>       | <b>(12,636,889)</b>       |
| <b>Total To Special Revenue Fund:</b>                  | <b>(29,920,994)</b>     | <b>(36,906,981)</b>       | <b>(39,309,304)</b>       |
| To Jrjdc Agency Fund - Operating                       | (3,351,088)             | (3,451,088)               | (3,624,201)               |
| <b>Total To Jrjdc Agency Fund:</b>                     | <b>(3,351,088)</b>      | <b>(3,451,088)</b>        | <b>(3,624,201)</b>        |
| To Opeb - Gasb 45                                      | (2,675,000)             | (2,675,000)               | -                         |
| Oper. Transfer - Long-Term Disability                  | (600,000)               | (600,000)                 | -                         |
| Oper. Transfer To Line Of Duty                         | (1,250,000)             | (1,250,000)               | -                         |
| <b>Total Fiduciary Funds</b>                           | <b>(4,525,000)</b>      | <b>(4,525,000)</b>        | <b>-</b>                  |
| <b>Total Transfers</b>                                 | <b>(141,806,138)</b>    | <b>(183,357,196)</b>      | <b>(207,361,628)</b>      |

**GENERAL FUND REVENUES**

Appendix E

| <b>Function/Activity</b>                               | <b>FY 21<br/>Actual</b> | <b>FY 22<br/>Original</b> | <b>FY 23<br/>Approved</b> |
|--|-------------------------|---------------------------|---------------------------|
| <b>Total Resources Prior To Use Of Fund Balance</b>    | <b>1,022,244,535</b>    | <b>944,801,044</b>        | <b>1,011,493,437</b>      |
| Use Of Fund Balance - Capital Funding                  | 16,213,703              | 7,075,000                 | 7,650,000                 |
| Use Of Fund Balance - Sidewalks                        | -                       | -                         | 2,500,000                 |
| Use Of Fund Balance - Cap Reserve                      | -                       | 12,440,000                | 3,850,000                 |
| Use of Fund Balance - FY21 Vehicle Reserve             | -                       | 11,024,800                | 13,500,000                |
| Use of Fund Balance - Bond Project Planning            | -                       | -                         | 15,000,000                |
| (To) Fund Balance - Meals Tax                          | -                       | 4,000,000                 | 5,000,000                 |
| Use of Fund Balance - Community Revitalization Reserve | -                       | -                         | 2,000,000                 |
| Use of Fund Balance - HIP Reserve                      | -                       | -                         | 750,000                   |
| Use of Fund Balance - Tourism Reserve                  | -                       | -                         | 5,000,000                 |
| From Sinking Fund - Bond Ops                           | -                       | 4,584,500                 | 1,378,385                 |
| (To) Fund Balance - General Fund                       | (151,511,065)           | -                         | -                         |
| <b>Net Fund Balance/Sinking Fund</b>                   | <b>(135,297,362)</b>    | <b>39,124,300</b>         | <b>56,628,385</b>         |
| <b>Total General Fund Resources</b>                    | <b>\$ 886,947,173</b>   | <b>983,925,344</b>        | <b>1,068,121,822</b>      |

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