

**COUNTY OF HENRICO, VIRGINIA
BOARD OF SUPERVISORS
SPECIAL MEETING
March 14 – 17, 2016**

The Henrico County Board of Supervisors convened a Special Meeting on Monday, March 14, 2016, at 9:00 a.m. in the County Manager's Conference Room, Administration Building, Henrico County Government Center, Parham and Hungary Spring Roads, Henrico County, Virginia.

Members of the Board Present:

Tyrone E. Nelson, Chairman, Varina District
Richard W. Glover, Vice Chairman, Brookland District
Thomas M. Branin, Three Chopt District
Patricia S. O'Bannon, Tuckahoe District
Frank J. Thornton, Fairfield District

Other Officials Present:

John A. Vithoukas, County Manager
Tanya B. Harding, Administrative Assistant/Deputy Clerk to the Board
Joseph P. (Joe) Casey, Ph.D., Deputy County Manager for Administration
Jane C. Crawley, Deputy County Manager for Community Services
Timothy A. (Tim) Foster, P.E., Deputy County Manager for Community Operations
Douglas A. Middleton, Deputy County Manager for Public Safety
Randall R. Silber, Deputy County Manager for Community Development
Eugene H. (Gene) Walter, Director of Finance
William B. (Brandon) Hinton, Management and Budget Division Director
Justin D. Crawford, Budget Supervisor
Julian S. Parr, Senior Budget Analyst
Sharon Todd Van Gils, Senior Budget Analyst
Heather B. Cottrell, Budget Analyst
Brandon Harvey, Budget Analyst
Evan T. Helgesen, Budget Analyst
Marielle P. McFarland, Budget Analyst

Mr. Nelson called the meeting to order at 9:11 a.m.

Mr. Vithoukas referred to the four-day schedule of legislative budget reviews and summarized the schedule for the first day. He advised the Board that staff would respond to all questions for which it did not have immediate answers within a 24-hour timeframe and would provide the Board with a complete summary of the responses at the conclusion of the four-day session. Mr. Vithoukas further advised that all of the County departments would be coming forward to illustrate their requests. He expressed appreciation for the efforts undertaken by the Board in

reviewing the proposed Fiscal Year 2017 (FY17) budget. Mr. Vithoukas welcomed Dorothy Jaeckle, Vice Chairman and Bermuda District representative for the Chesterfield County Board of Supervisors. He explained to the Board he had attended an event with numerous officials from surrounding localities and there was discussion pertaining to how Henrico handles its budget process so he invited them to come and observe the process. The Chesterfield Board of Supervisors expressed an interest in doing so. Mr. Vithoukas noted other members of the Chesterfield Board would be attending the meeting later in the day. Mr. Nelson welcomed Ms. Jaeckle on behalf of the Henrico Board of Supervisors.

Revenue Briefing

Mr. Vithoukas recognized Mr. Hinton, who in turn recognized the members of the budget staff and credited them for their work on the budget. Mr. Hinton pointed out Teresa Stevens from his staff would be covering the Office of Management and Budget during the four days of reviews. He acknowledged the efforts of department heads and agency staff in developing the budget. Mr. Hinton narrated a slide presentation, which included a summary of general fund revenues and trends in state aid, real estate revenues, and other local revenues. He pointed out the FY17 proposed budget projects growth with cautious optimism due to the future of national and global economies, with the local economy remaining healthy. Mr. Hinton advised the Board that visitor spending in the County is up 5.7%, with Henrico once again ranking number two among all localities in Virginia for total taxable sales. Hotel/motel tax receipts reflected an increase of 8.5% for the fiscal year to date. Mr. Hinton stated the meal tax receipts continue to reflect positive results in FY16, with excess revenue that is collected to be reserved for Schools capital expenditures. He and Mr. Vithoukas responded to a number of questions from the Board during the presentation. Mr. Hinton noted real estate growth and reassessments continue to grow at an anticipated level between 2 to 3% and no change is proposed in the real estate tax rate, which has not been raised in 38 years. He summarized local revenues, stating the local economy remains healthy with tourism spending continuing to grow and personal property tax and Business, Professional, Occupational, and License (BPOL) tax revenues continuing to reflect moderate growth. Mr. Hinton briefly reviewed state aid, noting that of the \$341.4 million in state aid earmarked for the general fund nearly three-quarters is allocated for Schools. He further noted economic difficulties historically have impacted state finances and aid to localities so the County will continue to remain cautious and conservative in estimating state revenues. Mr. Hinton concluded his presentation by pointing out the proposed budget will continue to show Henrico's conservative approach in estimating its resources.

Expenditure Briefing/Budget Overview

Mr. Vithoukas announced the Board's public hearing on the FY17 budget will be held on April 12 and the Board will adopt the budget on April 26 at the same time the Board establishes the tax rates. He narrated a slide presentation, which addressed building upon prior economic development successes, allocations to core services for public safety and schools, rewarding hard-working employees, and starting the conversation for necessary school infrastructure renovation projects. Mr. Vithoukas explained the proposed budget included a reduction in the aircraft tax and in the water and sewer connection fees. It also included a second year expenditure of \$2.3 million to satisfy the federal requirements for stormwater without imposing any additional taxes

on Henrico's citizens or businesses. The Cobbs Creek Reservoir project will ensure a water supply for Henrico citizens for the next 50 years. There is continued funding for the communication system replacement and funding is included for full-year debt service and three positions associated with the replacement. Mr. Vithoulkas pointed out this will be the County's fourth year of adding 10 new police officers and this budget reflects 10 new fire positions with the opening of Short Pump Firehouse Station No. 19. There are also nine additional positions for the planned June 1 opening of the new Varina Area Library. Mr. Vithoulkas highlighted the Schools side of the budget, noting 56% of the FY17 proposed budget is targeted for schools and 50 new teaching positions are included in order to reduce class sizes. There is also an estimated \$10.8 million to begin school infrastructure renovation projects. Mr. Vithoulkas noted there is once again \$1 million in new general fund revenues for bus replacement, with Schools matching the funding for FY17, and also a proposed 2.4% salary increase effective July of this year for all general government and school employees.

Mr. Vithoulkas touched briefly on the necessary renovations needed for schools, noting 57% of Henrico's schools opened more than 50 years ago. Currently, the Capital Improvements Program (CIP) Five-Year plan for Schools has 29 requests totaling \$573.0 million, with 15 of those requests reflecting renovations of aging schools totaling \$257.9 million. Mr. Vithoulkas explained he was recommending that all meal tax receipts in excess of \$18 million collected in the current fiscal year and beyond be set aside in a dedicated reserve as a funding source for large school projects (such as Tuckahoe Middle School and Tucker High School). In conclusion, Mr. Vithoulkas noted every dollar budgeted is to maintain the quality of services offered to County citizens, build upon economic development efforts, reward County employees with raises, and address the growing need for school renovations. He responded to questions from the Board.

Mr. Nelson welcomed Christopher Winslow, the newly elected Clover Hill District representative for the Chesterfield County Board of Supervisors, to the meeting. Mr. Winslow thanked Mr. Nelson and the Board for having him and noted he was very much interested in learning from the best.

The Board recessed at 10:15 a.m. and reconvened at 10:25 a.m.

Mr. Thornton acknowledged the conservative approach the County takes each year during the budget process and said he would like to continue the dialogue at the state level as the County has done in prior years. Mr. Vithoulkas explained that the Board and County staff will continue to have this dialogue throughout the General Assembly session and during the annual legislative dinner with the Henrico delegation. He noted the County has always approached each year cautiously in terms of state funding whereas other localities have not done so and consequently have not fared as well.

The Board recessed at 11:45 a.m. and reconvened at 12:00 p.m.

The legislative budget reviews with department heads and key officials commenced with the following presentations:

- County Manager - Cristol M. Klevinsky, Management Specialist; joined by Cari M. Tretina, Management Specialist; and Dr. Casey.

Mrs. Klevinsky elaborated on a slide highlighting the many citizens and employee engagement efforts undertaken by the County Manager's Office and then reviewed the major components of the office's budget. Mr. Nelson asked who maintains the County's facebook, E-News and Twitter accounts. Mrs. Klevinsky responded that Ms. Tretina handles these efforts for the County Manager's Office. Mr. Nelson asked if the Citizens Academy is still popular among County residents. Mrs. Klevinsky informed the Board it is still popular and she continues to maintain a wait list.

- Board of Supervisors - Mrs. Klevinsky, joined by Dr. Casey

Mrs. Klevinsky reviewed the major components of the Board's budget. She, Dr. Casey, Mr. Vithoulkas, and Mr. Hinton responded to several questions from the Board.

- County Attorney - Rhysa South, Senior Assistant County Attorney; joined by Karen W. Grizzard, Business Supervisor

Mrs. South explained Mr. Rapisarda was out of the office due to illness so she would be filling in for him. She briefly reviewed the County Attorney's budget. Mrs. South highlighted the office's intern program and noted interns are coming from the University of Richmond, University of Virginia, and College of William and Mary law schools. She also noted several of her office's past interns have been hired full-time as assistant county attorneys. Mrs. South pointed out the paralegal internship program her office has in cooperation with J. Sargeant Reynolds Community College and South University have produced four interns and the results have been very pleasing overall. She also explained there are two assistant county attorneys who are assigned to Schools but who still report directly to Mr. Rapisarda. Mr. Nelson thanked Mrs. South and sent his regards to Mr. Rapisarda for a speedy recovery.

- Internal Audit - Vaughan G. Crawley, Internal Auditor

Mr. Crawley provided a brief overview of his office's budget and cited recent examples of audits it has conducted. He commented on other duties performed by his office. Mr. Glover asked what the \$17,888 in his budget reflected. Mr. Crawley explained this charge was for a contract for a third-party auditor who comes in and audits the County's network and system for vulnerabilities from hackers. He explained the auditor reports back to the County Manager and to Dr. Casey.

- Public Relations & Media Services - Tamra R. McKinney, Director of Public Relations & Media Services; joined by Joyce H. Keenan, Business Supervisor

Mrs. McKinney provided a brief overview of her office's budget and highlighted some of last year's accomplishments. Mr. Branin commented on the Manager's monthly departmental reports that are prepared by her office and asked if the font size can be increased for the information that is reported for her department. Mrs. McKinney stated

this will be difficult to do because of the amount of detail her department includes but staff will try to make the information more readable. Mr. Thornton noted he did not see in her budget a line item for interns. Mrs. McKinney explained her office does not have interns due to space limitations. Mr. Nelson thanked Mrs. McKinney and her staff for all that they do.

The Board recessed for lunch at 12:43 p.m. and reconvened at 12:54 p.m.

Mr. Vithoulkas recognized the presence of Steve Elswick, Chairman and Matoaca District representative for the Chesterfield County Board of Supervisors. Mr. Nelson and the Henrico Board welcomed Mr. Elswick.

The legislative budget reviews continued with the following presentations:

- Circuit Court Services – John Marshall, Judge; joined by C. Romaine Cheney, Administrative Assistant

Judge Marshall provided a brief overview of his agency's budget, noting the Circuit Court's dockets have seen an increase that is especially due to rises in heroin addiction. Judge Marshall responded to questions from the Board.

- Drug Court – Judge Marshall; joined by Patricia A. Shaw, Program Administrator

Judge Marshall thanked the Board for its partnership with the Drug Court. Mr. Glover asked how long participants are required to attend the program. Mrs. Shaw stated the program can last from 18 to 24 months. Judge Marshall added that participants must come before the judge every Friday as they go through the program. Mrs. Shaw noted her staff evaluates candidates for the program and makes a recommendation to the Court. Candidates are required to complete the program in order to have a reduced sentence. Mr. Glover asked about the success rate of the program. Mrs. Shaw responded that they have a 44% success rate. Judge Marshall pointed out the County has the only program in the state where the Sheriff's Office offers a work release program for Drug Court participants to help them with finding a job, getting Alcoholics Anonymous (AA) counseling, and obtaining adequate housing once they are released. Mrs. Shaw shared that the Drug Court received a grant for a pilot program for a drug used to help heroin addicts. She explained it is injected once a month and has proven to be effective. Judge Marshall and Mrs. Shaw responded to further questions from the Board regarding the program. Mrs. Shaw invited the Board to attend the next Drug Court graduation and advised invitations will be sent to their offices announcing the time and date.

- Community Corrections – Gary A. Hughes, Director; joined by Shelby P. Johnson, Probation Services Supervisor; Laura L. Nagy, Pretrial Services Supervisor; and Christopher Jacobs, Probation Services Supervisor

Mr. Hughes introduced Ms. Johnson and Ms. Nagy as well as Mr. Jacobs. Mr. Hughes distributed copies of the Community Corrections Program's mission and vision statements

and narrated a slide presentation on the program's FY17 budget, in which he addressed the program's pretrial and probation components, community service, and operations support. Mr. Hughes highlighted for the Board 43 Saturday cleanup projects, which involved 793 probationers and amounted to 18,785 hours of community service completed.

- Police/Metro Aviation/Wireless E-911 – Douglas A. Middleton, Chief; joined by Kathryn A. Sobczak, Controller

Mr. Vithoukas noted this would be Chief Middleton's final budget presentation on behalf of the Police Division due to his upcoming retirement as Police Chief on April 15 and continued transition to a new role in the County Manager's office. Chief Middleton thanked the Manager and the Board for their support and thanked his staff for all of their hard work over the last five years while he served as Police Chief. He recognized Assistant Chiefs of Police Fred Bolling and Jim Fitzgerald, both of whom will be retiring from the County in April.

Chief Middleton narrated a slide presentation, during which he reviewed budget highlights and changes, law enforcement accreditation, public safety communications, the Public Safety Training Academy, and the onsite assessment coming up in November 2016. He also updated the Board on the Fair and Impartial Policing Body-Worn Camera (BWC) Project, stating that 385 officers have been issued BWCs and 623 officers and 166 civilian employees have received Fair and Impartial Policing training. Chief Middleton continued to highlight some of the achievements of the Police Division. For the 11th consecutive year, the department won first place in the Virginia Law Enforcement Challenge. It also won the International Association of Chiefs of Police (IACP) National Commercial Motor Vehicle Special Award. Mr. Nelson inquired as to whether Fair and Impartial training is mandatory for all police officers. Chief Middleton informed the Board it is required training and if an individual officer refuses the training, he or she will have to meet with the Chief. He noted all of his officers have taken the training or are scheduled to attend the training. Mr. Nelson inquired about the BWCs and how they work. Chief Middleton explained there are specific circumstances as to when the BWC must be worn. He referred to the Police Division's policy regarding BWCs and advised that a video of how they work can be found on the division's website. Mr. Nelson asked if the officers have to inform citizens when they are being recorded by a BWC. Chief Middleton responded that there is no law requiring this.

Chief Middleton continued with his presentation. He informed the Board that the Crisis Intervention Team has trained over 1,400 first responders representing 30 agencies and Lt. Cindy Wood has received the National Alliance on Mental Illness – Central Virginia (NAMI-CVA) Outstanding Contributions. The Crisis Receiving Center has served over 2,000 citizens since 2012. Chief Middleton introduced the Board to three recruiters from the Police Division, Officers Jerame Carrigan and Latrice Gordon and Sgt. Matthew Pecka. He informed the Board the division's priorities are recruiting at military installations and historically black colleges and universities, expanding recruiting efforts to contiguous states, and better utilizing media resources to promote recruiting efforts.

At this point in the presentation, Chief Middleton highlighted some of the changes in the County's procedures for juvenile arrests. He explained the division has shifted its focus from arrest to diversion, with the officer assessing the circumstances and recommending diversion or petition (arrest). Juvenile Intake reviews the incident, attempts diversion programs, or requests a petition be obtained. The changes became effective July 1, 2015, and resulted in 36% fewer misdemeanor arrests in 2015 than in 2014. Mrs. O'Bannon asked for examples of juvenile infractions. Chief Middleton explained they can include misbehaving in class or disorderly conduct. Mr. Vithoulkas clarified a reset button was needed because it was becoming a problem with the resource officers in the school and juveniles were immediately being arrested. The Police Division, along with the Commonwealth's Attorney's Office, looked at other ways to help alleviate the problem. Chief Middleton responded to further questions from the Board. He briefly reviewed the County's crime rate trends and handed out the Police Division's 2015 Crime Report to each Board member. He informed them the booklet gives a breakdown of the number of crimes and what type of crimes were committed in each magisterial district.

Chief Middleton next highlighted some of the programs within the Police Division, one being the Henrico Police Athletic League (PAL) program. He noted the program is recognized as the best in the U.S. and Henrico has created an environment where officers are more involved with the community. Chief Middleton explained three full-time officers are assigned to run the PAL program on a daily basis and on occasion additional officers are assigned to assist with the program. Mr. Thornton gave kudos to the Police Division and expressed his appreciation for the PAL program. He complimented the division for being on the forefront with BWCs and Fair and Impartial Policing. Mr. Nelson thanked Chief Middleton on behalf of the Board for his 44 years of service to the County and its citizens and noted the Board looks forward to working with him in his new role.

The Board recessed at 2:50 p.m. and reconvened at 3:01 p.m.

The legislative budget reviews continued with the following presentations:

- Fire/EMS/Emergency Services – Anthony E. McDowell, Chief; joined by Denise L. Sandlin, Controller; and W. Mike Cox, Assistant Chief for Professional Services.

The Division of Fire staff distributed copies of the division's 2015 annual report and a document containing letters of support received by the department. Chief McDowell introduced Ms. Sandler and asked the members of his staff who were in the audience to introduce themselves. He then narrated a slide presentation on the Division's FY17 budget. During his presentation, Chief McDowell reviewed budget highlights and 2015 accomplishments such as receiving the Class 1 rating from the Insurance Services Office (ISO). He noted Henrico is the only county in the nation to be both internationally accredited and to have an ISO Class 1 Rating. Chief McDowell also mentioned the division received the Governor's 2015 Virginia Fire Service Award for Excellence in Fire Service Training and four National Association of Counties (NACo) awards, and had many other achievements. He noted some of the division's budget highlights for 2015, which included staffing of the new Firehouse No. 19, a significant investment in

firefighter health and safety initiatives, and additional staffing to support emergency operations. He responded to a number of questions from the Board. Chief McDowell briefly reviewed the success of the Emergency Medical Services (EMS) Program for Cardiac Arrest Survival, through which 72% of 31 patients discharged from the hospital after experiencing cardiac arrest were neurologically intact. He also mentioned outreach programs such as the Citizen Emergency Response Team (CERT), Citizens' Fire Academy, National Night Out, Teen Summer Fire Academy, and station captains building bridges within their districts.

Following his presentation, Chief McDowell explained that members of Fire Station No. 1 "C" shift were in the audience and he wanted to take a moment to acknowledge their efforts on December 28, 2015, on Laburnum Avenue, where there was a traffic crash involving two vehicles. Chief McDowell explained one of the vehicles struck a bus stop enclosure, trapping a five-year-old under the vehicle. Thanks to the quick thinking of the station's personnel, they were able to rescue the five-year-old victim and tend to eight other victims who needed treatment. He and the County Manager as well as the members of the Board presented station personnel with a plaque of recognition and appreciation. Mr. Nelson thanked the Division of Fire and Fire Station 1 for all their hard work and outstanding accomplishments for 2015.

- Sheriff – Michael L. Wade, Sheriff; joined by Lt. Col. Alisa A. Gregory, Chief Deputy Sheriff; and Dana L. Powell, Controller

Sheriff Wade introduced several members of his staff who were seated in the audience. He informed the Board his FY17 budget reflected two new deputy sheriff positions to compliment the new fifth courtroom. During his slide presentation, Sheriff Wade reviewed his daily jail population of 1,075 and reflected on the high costs of medication and care for inmates, which totaled \$524,462. He also reflected on the high costs of dental and addiction treatment within the jails. Sheriff Wade highlighted cost saving initiatives such as the summer academy, which is an internship program allowing Virginia Commonwealth University (VCU) and Virginia Union University (VUU) students to complete basic jailor training and become certified by the Virginia Department of Criminal Justice Services at no cost to the students. He also mentioned the community workforce initiative, where inmates handle lawn care service on several County properties as well as window cleaning services and assist the County on Thursday mornings for three hours helping with surplus property. Sheriff Wade noted this initiative has resulted in many cost saving efforts for the County. He responded to a number of questions from the Board during his presentation. Mr. Vithoukas thanked Sheriff Wade and his staff for all the work they have done on the grounds here at the government complex and throughout the County.

- Non-Departmental (Cooperative Projects) – Mr. Vithoukas

Mr. Vithoukas reviewed funding requests from outside agencies and organizations and the funding levels recommended by staff. Mrs. O'Bannon asked if NACo membership requires membership in the Virginia Association of Counties (VACo). Mr. Hinton

reminded the Board that this question came up last year and it was found that membership in one of these organizations does not require membership in the other. Mr. Vithoulkas responded to a number of questions from the Board regarding other organizations receiving funding from the County, including why the County does not provide funding to the American Red Cross. He noted many agencies put forward a request every year to the Board for funding but if the organization is a national organization the funds do not directly benefit the County so the County chooses not to support it. Mr. Glover and other members of the Board voiced a concern over the funding support given by the County to the Maymont Foundation each year while the organization continues to charge a fee to County schools that visit the park. Mr. Vithoulkas confirmed that Maymont does charge a fee for County schoolchildren but pointed out they receive a reduced admissions rate.

Mr. Vithoulkas briefly reviewed the schedule of legislative budget reviews for the following day, reminding the Board the meeting would start at 1:00 p.m. with lunch arriving by 11:15 a.m.

The Board adjourned for the day at 4:42 p.m. and reconvened at 1:07 p.m. on Tuesday, March 15, 2016.

Members of the Board Present:

Tyrone E. Nelson, Chairman, Varina District
Richard W. Glover, Vice Chairman, Brookland District
Thomas M. Branin, Three Chopt District
Patricia S. O'Bannon, Tuckahoe District
Frank J. Thornton, Fairfield District

Other Officials Present:

John A. Vithoulkas, County Manager
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Marielle P. McFarland, Budget Analyst

The Manager noted for the Board since the judges were present he would suggest holding the review of the questions and answers from the previous day's session until the end of the day.

The legislative budget reviews resumed with the following presentations:

- General District Court – Mary B. Malveaux, Chief Judge; joined by Barton G. Chucker, Judge

Judge Malveaux thanked the Board for funding the additional courtroom, the renovations currently underway at the courthouse, and the new electronic dockets. She also thanked the Board for having the new courtroom completed and ready for the new judge on November 1. Mr. Nelson thanked Judge Malveaux and congratulated her on her recent election by the Virginia General Assembly to the Virginia Court of Appeals.

- Juvenile/Domestic Relations Court Services – Rondelle D. Herman, Chief Judge; joined by Shanda R. Ellis, Clerk

Judge Herman introduced Ms. Ellis as the Juvenile and Domestic Relations District Court's (JDRDC) new Clerk. She noted the judges are hoping to bring stabilization to the Clerk's office and reduce the high turnover rate. Judge Herman expressed concern that the salaries paid to the deputy clerks in her office are not reasonable given her staff's workload. She thanked the Board for increasing her training budget with the hope this will help in retaining new staff members. Judge Ellis explained her main focus is staff retention and customer service. Mr. Nelson asked if the employees in her office are state or County employees. Judge Herman answered that her office has one County employee and the others are all state employees. Mr. Nelson asked Judge Herman if she has lobbied the state for increases. Judge Herman stated she and Judge Marshall had advocated for higher salaries but state officials have not seen the need for an increase. She pointed out the issue is affecting localities statewide, not just Henrico. It has caused low morale in the Clerk's Office. There was further discussion by Judge Herman and the Board regarding ways to increase the salaries for deputy clerks. Judge Herman thanked the Board and noted the state did recently announce employees would be getting a 3% increase.

Judge Herman concluded her presentation by advising that the JDRDC has seen a decrease in cases because of the recent changes in the County's juvenile arrest procedures. She pointed out JDRDC currently has five judges. Judge Herman thanked Mr. Vithoulkas and the Board.

- Juvenile Detention – Michael D. Bingham, Superintendent of the Henrico Juvenile Detention Facility

Mr. Bingham gave the Board an overview of his agency. He advised the Board of a new contract with the Sheriff's Office for transporting juveniles to and from the facility. He commented on current trends, pointing out 75% of his clients have mental health issues. Mr. Bingham also gave a demographic update, stating that the home had 748 admissions in FY15 with an average daily population of 13 juveniles and an average length of stay of

seven days. The youngest client the facility served this past year was 11. Mr. Bingham responded to questions from Mr. Branin regarding the localities served by the facility. Mrs. O'Bannon asked for clarification as to whether Beaumont Juvenile Correctional Center is closing. Mr. Bingham advised that the Virginia Department of Juvenile Justice is looking at consolidating Beaumont into the Bon Air Juvenile Correctional Center because Beaumont is under capacity. Mr. Glover noted staff had projected a decline in admissions to the County's facility for FY16 from the previous year. Mr. Bingham informed the Board that preventive measures are now being used instead of automatically committing to care. Mr. Thornton inquired about the typical crimes committed by clients. Mr. Bingham explained these include robbery and assault with the highest number being probation violations. He noted the facility's population is 72% African-American and 20% white. Mr. Thornton asked Mr. Bingham if there was pattern with juvenile detentions. Mr. Bingham responded he attributes a majority of the problem to the fact that the parents of clients are becoming younger and younger. After responding to further questions, Mr. Bingham thanked Mr. Vithoulkas and the Board. He recognized the following members of his staff who were seated in the gallery: Jerry Jackson and Edward Martin, Assistant Superintendents; and Debbie Davis, Business Supervisor.

- VJCCCA (Probation & Detention) – Debra A. Nedervelt, Coordinator; joined by Mr. Bingham

Mr. Bingham reviewed the probation component of the Virginia Juvenile Community Crime Control Act (VJCCCA). He noted the 15 programs and services offered to non-violent offenders and explained a new program named PEARL designated for at-risk youth females that had an 80% success rate in FY15. Mrs. Nedervelt clarified that the program also requires accountability of the parents as they must enroll and be involved in all the counseling with their children. Mr. Glover inquired about some of the projects to which VJCCCA's clients are assigned. Mrs. Nedervelt responded that clients work with the Division of Recreation and Parks on park beautification and decorate pillowcases for the pediatric units at local hospitals.

- Probation – Kathleen Jones, Court Service Unit Director; joined by Cynthia D. Baker, Administrative Assistant

Ms. Jones stated this is her second year directing the Court Service Unit. She informed the Board her agency has seen a decrease in numbers and explained a new program that helps restore justice for both the victim and the accuser. Ms. Jones stated the program allows the victim and the accuser to come face to face and work through the problem and issues that lead to the assault. Thirty youths went through the program and all but two cases were deemed successful. Mrs. O'Bannon asked what happened to the two cases that were not successful. Ms. Jones stated the cases went before a judge to decide the outcome. Mr. Glover asked what the education level is for most of the offenders. Ms. Jones stated some have general educational development (GED) diplomas while others have graduated from high school and have workforce skills. Ms. Jones responded to additional questions from members of the Board regarding the services offered through her agency.

- JRJDC – Michael D. Martin, Superintendent of the James River Juvenile Detention Center (JRJDC); joined by Fay Lewis, Business Supervisor

Mr. Martin informed the Board his facility is a regional center with 7% of the beds allocated to Powhatan and Goochland Counties and 87% to Henrico. He noted the facility has seen an 18% decrease in its client population but noted clients are still facing mental health challenges and medical costs have risen for the female population. Mr. Martin pointed out JRJDC picks up the cost of insurance for clients who are uninsured. Mr. Vithoulkas explained to the Board JRJDC has budgeted \$20,000 for medication. Mr. Martin noted their medical expenses normally go over the budgeted amount. Mr. Nelson inquired as to how the mental health issues are handled. Mr. Martin explained there are two part-time mental health clinicians and two employees on his staff who come once a week to work with the patients who have mental health issues. Mr. Martin responded to additional questions from members of the Board.

Before concluding his presentation, Mr. Martin highlighted some of the positives regarding juveniles served by JRJDC programs. Most clients have their cases disposed of within six months after completing the programs and there is a 93% success rate. Eleven percent (11%) of the clients started college and another 11% successfully completed the requirements for a GED diploma. He noted a former client who is now attending college will be participating in the County's summer internship program with the Department of Information Technology.

The Board recessed at 2:11 p.m. and reconvened at 2:18 p.m.

The legislative budget reviews continued with the following presentations:

- Planning - Ralph J. (Joe) Emerson, Jr., Director; joined by Jean M. Moore, Assistant Director; and Nancy E. Graham, Business Supervisor

Mr. Emerson recognized Ms. Moore, Ms. Graham, and Seth Humphries, a County Planner who was providing technology assistance. He narrated a slide presentation on development indicators and his department's FY 17 budget request. Mr. Emerson noted several special major projects his office is working on, including ordinance amendments and comprehensive studies of planning and economic focus areas, major economic development and public facilities site selections, and demographic trends. He also highlighted the 2015 NACo award his department received for the Development Condition Analysis Program. Following his presentation, Mr. Emerson responded to several questions from the Board.

- Building Inspections - Gregory H. Revels, Building Official; joined by H. Bolman Bowles, Deputy Building Official

Mr. Revels recognized Mr. Bowles and narrated a slide presentation on his department's FY17 budget. He began with an explanation of a number of bar graphs depicting annual construction permit and inspection activity, permit fee revenue, single-family dwelling

size, and inspector caseloads for the most recent six-year period. Mr. Revels then noted several significant commercial projects for the County, including Libbie Mill, Henrico Doctor's Hospital, Wegmans, Associated Distributors, Second Baptist Church, and Beth Shalom. He also shared photographs of the West Broad Village site prior to construction and as it currently looks, explaining the first permit application for the project was received in October 2006. During the 10 years since the project began, his department has issued 4,221 permits and conducted 31,481 inspections for construction on the site. Following his presentation, Mr. Revels responded to several questions from Mrs. O'Bannon regarding residential inspections.

The Board recessed at 3:27 p.m. and reconvened at 3:38 p.m.

The Legislative reviews continued with the following presentations:

- Permit Centers - Lee J. Tyson, Director of Community Development; joined by David E. Pennock, Assistant Director

Mr. Tyson recognized Mr. Pennock and narrated a slide presentation on the Permit Center's FY17 budget. During his presentation, Mr. Tyson reviewed the department's activities. He noted the department is currently rotating the Planning Technician positions between the eastern and western locations, has filled two vacant positions, and has started the process for refurbishing the workspace to improve customer service and increase efficiency. The department has also updated its website so customers can now communicate with the Permit Center staff online and has future funding to add new software to the system that will allow for an online permitting system and for customers to make online payments. Mr. Branin remarked he hears nothing but great comments regarding the Permit Centers' accessibility and efficiency. Mr. Tyson thanked the Manager and the Board.

- Community Revitalization/Community Maintenance - S. Mark Strickler, Director; joined by Paul A. Johnson, Community Maintenance Manager; and David M. Sacks, Community Development Manager

Mr. Strickler recognized Mr. Sacks and Mr. Johnson. He then narrated a slide presentation on his department's FY17 highlights and accomplishments, beginning with the Enterprise Zone Program. Mr. Strickler referred to the new Walmart on Brook Road in the Fairfield District that will replace an old hotel and the remodeling of several businesses that need to have their storefronts refurbished. Mr. Strickler then provided statistics on County projects using funds from Community Development Block Grant (CDBG), HOME Investment Partnerships (HOME), and Emergency Solutions Grant Programs. He showed the Board several major CDBG projects, including Laburnum Sidewalks Phase II, St. Joseph's Villa HVAC II, and ARC Handicapped Accessible Playgrounds. Mr. Strickler also reflected on an annual neighborhood survey conducted in FY15 to track the health and progress of 15 neighborhoods, pointing out they have seen dramatic decreases in the percentage of properties with violations. He next reviewed his department's volunteer assistance efforts, including Operation Paintbrush. Mr. Strickler

concluded his presentation by discussing the Laburnum Gateway and Highland Springs Revitalization Initiatives and the major categories of the department's proposed budget. He responded to questions from the Board.

- Economic Development – Gary R. McLaren, Executive Director; joined by Wendy Miller, Administrative Assistant; and Lindsay Hurt, Business Services Manager

Mr. McLaren narrated a slide presentation highlighting Henrico's labor force trends, major company announcements, and office vacancies as well as the Economic Development Authority's (EDA) marketing initiatives for Calendar Year (CY) 2015. He was also excited to share with the Board the new logo and color palette for the EDA's redesigned website and gave the Board a brief online demonstration of the new layout and features. He concluded his presentation by profiling two e-newsletters distributed by the EDA, reviewing his travel schedule for FY16, and noting the major categories of EDA's budget. Mr. McLaren responded to several questions from Mr. Glover regarding the use of the Business First volunteer list that EDA maintains and to several questions from other Board members regarding EDA's travel budget.

Mr. Hinton distributed copies of staff's written responses to questions raised at Monday's session requiring research. After reviewing the responses, Mr. Vithoulkas briefly advised the Board of the schedule of legislative budget reviews for the following day

The Board adjourned for the day at 5:18 p.m. and reconvened at 9:08 a.m. on Wednesday, March 16, 2016.

Members of the Board Present:

Tyrone E. Nelson, Chairman, Varina District
Richard W. Glover, Vice Chairman, Brookland District
Thomas M. Branin, Three Chopt District
Patricia S. O'Bannon, Tuckahoe District
Frank J. Thornton, Fairfield District

Other Officials Present:

John A. Vithoulkas, County Manager
Tanya B. Harding, Administrative Assistant/Deputy Clerk to the Board
Joseph P. (Joe) Casey, Ph.D., Deputy County Manager for Administration
Jane C. Crawley, Deputy County Manager for Community Services
Timothy A. (Tim) Foster, P.E., Deputy County Manager for Community Operations
Douglas A. Middleton, Deputy County Manager for Public Safety
Randall R. Silber, Deputy County Manager for Community Development
Eugene H. (Gene) Walter, Director of Finance
William B. (Brandon) Hinton, Management and Budget Division Director
Justin D. Crawford, Budget Supervisor
Julian S. Parr, Senior Budget Analyst

Sharon Todd Van Gils, Senior Budget Analyst
Heather B. Cottrell, Budget Analyst
Brandon Harvey, Budget Analyst
Evan T. Helgesen, Budget Analyst
Marielle P. McFarland, Budget Analyst
Julian S. Parr, Budget Analyst
Sharon Todd Van Gils, Budget Analyst

The legislative budget reviews resumed with the following presentations:

- Social Services/Comprehensive Services Act – Cynthia J. Steinhauser, Director; joined by Shawn M. Rozier and Faye C. Owhin, Assistant Directors; Hugh V. Field, Controller; and Ty F. Parr, Comprehensive Services Act (CSA) Coordinator

Mrs. Steinhauser recognized the members of her staff who were in attendance. She noted her department's theme for this year's budget presentation was "giving back...providing a helping hand." Mrs. Steinhauser narrated a slide presentation highlighting the benefits and services provided by her department to County residents. She briefly reviewed the number of children in foster care, noting there are currently 122 children in the system. Mrs. O'Bannon inquired if the number of children in foster care is normal for our area. Mrs. Steinhauser stated this is the average for our area based on population. Mrs. Steinhauser continued her presentation by reviewing the number of children in adoption and protective services, explaining the telephone hot line for reporting complaints of child abuse or neglect is staffed 24 hours a day, 365 days a year. Mr. Thornton inquired if the number of cases for child abuse and neglect has decreased or increased within the past year. Mrs. Steinhauser stated the number of complaints has increased and explained the process for investigating and verifying them. Once a complaint is verified, all the information is forwarded to the Commonwealth's Attorney's Office for a decision as to whether charges will be filed.

Mrs. Steinhauser resumed her presentation by reviewing services for adults such as nursing home and elderly disabled consumer directed screenings, which have also increased within the past year. She reviewed some of the challenges her department's Services Division encounters on a daily basis such as a growing number of citizens seeking services, especially protective services for children, the elderly, and disabled. Mrs. Steinhauser noted her staff is barely keeping up. Mr. Branin asked why the service numbers have increased for seniors. Mrs. Steinhauser explained seniors are living longer and require more services as they get older. She further noted she expects Henrico's aging population to continue to increase. Mr. Nelson asked if Mrs. Steinhauser requires her employees to keep a log of phone calls they receive on daily basis. She answered affirmatively and pointed out her staff keeps a tally of calls received and messages because the policy calls for a one-day response time.

Mrs. Steinhauser continued her presentation by discussing benefit programs administered by her department's Human Services Division, including the Supplemental Nutrition Assistance Program (SNAP), Medicaid, and Temporary Assistance to Needy Families

(TANF). She also mentioned some of the challenges the division faces in providing benefits to clients. Mrs. Steinhauser touched on the responsibilities of her department's Finance Division, highlighted the department's information technology staffing and support operations, and cited statistics relating to its Customer Service Unit. She elaborated on her department's five-year human resource strategic plan, which calls for serving citizens by aligning staff to ensure state, federal and local policies are met; developing a gap analysis with the current workforce; reviewing the organizational structure to include realignment; and developing a sustainable plan for increased demands for the provision of services. Mrs. Steinhauser concluded her presentation by showing a pie chart that illustrates the financial impact from the County's social services programs and operations. Mr. Nelson thanked Mrs. Steinhauser and her staff and requested to see an across-the-board poverty rate comparison. Mr. Vithoulkas pointed out this information is in the *Financial Trend Monitoring System (Trends)* document the Board receives every year. He further noted Chief Middleton is working on an assignment pertaining to poverty across the County.

- Children's Services Act (CSA) – Ty Parr, CSA Coordinator; joined by Mr. Hinton

Mr. Parr began his slide presentation by explaining the mission of the Children's Services Act for At-Risk Youth and Families (CSA) is to create a collaborative system of services and funding that is child-centered, family-focused, and community-based when addressing the strengths and needs of troubled and at-risk youth and their families in the Commonwealth. Mr. Vithoulkas clarified for the Board that CSA ran into some issues with Schools because the funding allocated for this program was higher than anticipated. Mr. Parr noted the annual cost for a child receiving private day placements and related special education services is around \$48,000. He provided several graphs highlighting year-to-year increases in Henrico children being served by CSA and private day placement expenditures, noting Schools now account for 70% of all Henrico CSA expenditures. Mr. Parr concluded his presentation by explaining CSA challenges, which include an increase in the use of private day placements, increases in youth foster care and foster prevention, and changes in state policies for foster care, direct referrals, and residential education. He responded to additional questions from members of the Board concerning CSA trends.

At Mr. Vithoulkas' request, Chief Middleton updated the Board on an active public safety situation on I-895. Chief Middleton reported that someone was threatening to jump from the interstate bridge and explained the Police Division had a boat in the water and Henrico Area Mental Health & Developmental Services had staff on the scene.

The Board recessed at 10:21 a.m. and reconvened at 10:37 a.m.

The legislative budget reviews continued with the following presentations:

- MH/DS – Laura S. Totty, Director; joined by Lynn A. Goodale, Administrative and Financial Services Division Director; R. Daniel Rigsby, Clinical and Prevention Services

Division Director; A. Michelle Johnson, Community Support Services Division Director; and Yvonne D. Russell, Quality Assurance Manager

Ms. Totty narrated a slide presentation. She reviewed the awards and grants her agency received within the last year and explained the agency's plan for improving the overall health of their clients, which includes partnering with the Daily Planet to offer medical health care to consumers, enhanced care coordination, Governor's Access Plan assessments, and an In SHAPE grant to provide a structured program for those with serious mental illness and obesity. Ms. Totty also explained her agency's plan to improve public safety by expanding services at the Crisis Receiving Center with increased State grant funding and continuing Crisis Intervention Training (CIT). She informed the Board of several initiatives undertaken by her agency to improve access to services, including the development of an access evaluation workshop, Child Crisis Response & Stabilization Team (CReST), and jail diversion program. Ms. Totty next reported on other agency highlights, including community and school outreach efforts, participation in the Zero Suicide Academy, the TeleHealth Initiative, early intervention services and housing and employment programs. Before concluding her presentation, Ms. Totty discussed the current state and national environment for mental health and developmental services, the various sources of revenue for her agency, and the day support initiative. She responded to questions from the Board during her presentation.

Chief Middleton updated the Board on the I-895 incident, noting that the citizen had been secured and was in transport to the hospital for evaluation with the assistance of staff from Mental Health & Developmental Services.

- CRWP (CATC) – Brian K. Davis, Director; joined by Krishawn L. Monroe, Assistant Director; and Elsie D. Best, Business Supervisor

Mr. Davis narrated a slide presentation on the Capital Region Workforce Partnership's (CRWP) FY17 budget submission. At the outset of his presentation, Mr. Davis noted his agency's funding request to the County represented a 28% reduction from last year's request while the overall proposed budget reflected an 11.4% decrease from FY16. During his presentation, Mr. Davis explained his agency's role as the regional provider of employment and training services to job seekers and businesses with locations in eastern Henrico County, the City of Richmond, and Chesterfield and Goochland Counties. Mr. Davis profiled his agency's customers, noting that 25% of the 1,804 job seeker customers served are from Henrico, and offered a sample of the many services offered by his agency. He also provided statistics documenting adult program, dislocated worker, and youth performance outcomes. Mr. Davis concluded his presentation by looking back on his agency's priorities and initiatives for 2015 and identifying plans for the year ahead, which will include revamping the policy structure to align with new federal law and contemporary customer needs, increasing outreach and awareness efforts to expand public awareness of services, executing agreements and cost allocation plans with other workforce partners to share in the operating costs of workforce centers and to make more services accessible to customers, aligning with economic development and employers to

increase business services, and relocating the Chesterfield County Workforce Center. Mr. Davis responded to questions from members of the Board.

- Public Health - Susan Fischer Davis, Director; joined by Cecil (Charlie) Lintecum, Administrator; and Michael Callahan, Environmental Health Supervisor

Dr. Fischer Davis narrated a slide presentation on her agency's FY17 budget request. During her presentation, Dr. Fischer Davis reviewed the major revenue components and federally funded programs of her department's budget and used a number of graphs and tables to depict multi-year trends in maternal and child health, refugee health, and environmental health. She also provided an update on the Ebola outbreak from 2014, noting no cases of Ebola have been identified in Virginia to date, as well as an overview of Zika virus transmission, testing, and prevention. Dr. Fischer Davis explained local health departments in Virginia have approved testing for 293 patients, of whom 266 are pregnant and 27 are non-pregnant. There have only been six confirmed and probable cases of the Zika virus in Virginia, none of which has been identified in Henrico. Dr. Fischer Davis informed the Board an interagency Zika working group has been convened in Henrico to develop a response plan and education and prevention campaign. She responded to questions from the Board.

Mr. Vithoulkas asked Cari Tretina, Management Specialist for the County Manager's Office, to give the Board a brief online tour of the County's transparency portal. He advised there was an article in the *Richmond Times-Dispatch* relating to the City of Richmond not wanting to have a transparency portal due to the cost to have one created. Mr. Vithoulkas pointed out the County created a transparency portal in-house at no charge with the help of Ms. Tretina and the Information Technology Department. After Ms. Tretina completed her overview, Mr. Nelson asked how long it took staff to create the portal. Ms. Tretina explained staff had been working on the portal for a little over a year and to date it has had 3,000 views.

The Board recessed for lunch at 12:14 p.m. and reconvened at 12:34 p.m.

The legislative budget reviews continued with the following presentations:

- Recreation and Parks/Belmont Golf - Edwin C. (Neil) Luther, IV, Director; joined by Allison M. Buschy, Assistant Director; Stephen M. Hart, Capital Projects Manager; and Catherine Joynes, Controller

Mr. Luther recognized Ms. Joynes, the newest member of the Recreation and Parks team who came from the Finance Department. He then introduced several members of his staff seated in the audience who distributed a brochure titled *Fast Facts* that included data, photographs, and graphics profiling his department. The brochure contained budget facts, parks numbers, and bond referenda appropriations for parks, details on the County park system, sports tourism and recreation statistics, and information on Belmont Golf Course. Mr. Luther responded to several questions from the Board. He noted the 18-hole Belmont Golf Course is budgeted as an enterprise fund and averages 29,000 rounds per year. It also includes a full-service pro shop and accommodations for outings and

tournaments. Mr. Luther showed the Board several slides highlighting the numbers of rounds played at Belmont during the three most recent fiscal years and offering a rate comparison of Belmont with other nearby public courses after factoring in a proposed FY17 rate adjustment.

- Agriculture and Home Extension – Karen F. Carter, Unit Coordinator and Agriculture and Natural Resources Extension Agent; joined by Kimberly H. Edmonds, Family and Consumer Sciences Extension Agent; and Angela M. Wigglesworth, Administrative Assistant

Ms. Carter narrated a slide presentation titled *Extending Knowledge, Improving Lives*. During her presentation, Ms. Carter reviewed the mission of Virginia Cooperative Extension, noting the agency this past year assisted 30,470 citizens, offered 412 programs, enrolled 1,468 4-H youth and volunteers, analyzed 896 soil samples, and generated 19,476 volunteer hours. Ms. Carter highlighted some of the agency's priority issues for the 2016 biennium in the areas of water quality, local foods/urban agriculture, healthy lifestyles, and strengthening families and communities. She also reviewed statistics pertaining to the agency's municipal separate storm sewer system (MS4 program plan) outreach and training efforts, 4-H youth development program, curriculum-based and customized school programs, and nutrition and financial education programs. Mr. Thornton commented on the Virginia Cooperative Extension 100-year anniversary celebration he attended and thanked Ms. Carter for the many wonderful programs offered to the citizens of the County and their families.

- Real Property – Jon B. Tracy, Director; joined by Andrew S. (Steve) Price, Assistant Director

Mr. Tracy provided an overview of his agency's functions and presented a couple of slides that listed his agency's property acquisition highlights for FY16 and future projects for FY17. The property acquisition highlights included the Central Police Station on Village Park Drive, future recreational uses on New Market Road and Whiteside Road, and expansion of athletic facilities on Jesse Senior Drive for Douglas Freeman High School). Projects planned for FY17 include improvements to Creighton Road, Dabbs House Road, and Three Chopt Road (in cooperation with the Department of Public Works); sidewalk construction on Ridgefield Road and John Rolfe Parkway (in cooperation with the Department of Public Works); and sewer projects in Hechler Village, Bryan Park, Upham Brook, and Gillies Creek (in cooperation with the Department of Public Utilities). Mr. Tracy responded to questions from Board members.

Mr. Nelson inquired why no media had been present for any of the budget presentations. Mr. Vithoukas noted Elliott Robinson, the *Richmond Times-Dispatch* reporter assigned to cover the County, had been sick but planned on attending the Public Works and Schools presentations. Mr. Nelson expressed disappointment there had so far been no media coverage of the legislative budget reviews, especially given all the positive information that was being reported by County departmental staff during the presentations.

The Board recessed at 1:41 p.m. and reconvened at 1:51 p.m.

- Public Works – Steven J. Yob, Director; joined by Michael A. Jennings, Assistant Director; Eldon T. (Todd) Eure, Division Director for Transportation Development and Danielle E. Bazemore, Senior Controller

Mr. Yob recognized Mr. Jennings and Ms. Bazemore and introduced the following members of his staff who were in the audience: Jeff Perry, Engineering and Environmental Services Manager; Jamie Massey, Road Construction and Maintenance Superintendent; and John Cejka, Traffic Engineer. Mr. Yob narrated a slide presentation that provided an overview of his department's current rehabilitation projects. These included replacement of the East End salt dome and improvements to bridges at the following locations: Route 301 access road, Creighton Road, Lakeside Avenue, Wilkinson Road, Greenwood Road CSX, and Parham Road CSX. Mr. Yob responded to questions from the Board regarding the cost of these improvements. He briefly reviewed his department's leaf vacuuming program and changes that have been made to ensure a more efficient process. Mr. Yob noted if a citizen approaches workers while they are vacuuming a neighbor's leaves they would pick up his leaves after he signs a form to be billed for the work. Mr. Yob responded to further questions from the Board.

Mr. Eure offered an update on mass transit services supported by the County. He responded to a question from Mr. Nelson concerning plans for extending public transportation to the Short Pump area. Mr. Eure advised Mr. Nelson that the cost to add a 5.1-mile route to serve the Short Pump area would be \$264,000 per year and with the Bus Rapid Transit system coming online adding this route would be a duplication of services. Mr. Vithoulkas suggested the Board have a more detailed work session discussion on transit options after the Bus Rapid Transit system comes online. Mr. Eure responded to additional transit-related questions from the Board.

Mr. Yob narrated a slide presentation regarding the County's compliance with the Chesapeake Bay Act Total Maximum Daily Load (TMDL). He advised the Board that the County has exceeded the 5% reduction requirement, briefly reviewed how the County was able to achieve a 12% phosphorous reduction, and explained that the \$2.3 million per year in funding provided by the Board will allow work to begin now for the next permit cycle. Mr. Yob showed the Board several photographs depicting stream restorations in different areas of Henrico and noted eight MS4 retrofit projects are required for the 2015-19 permit cycle. He responded to questions from the Board.

The Board recessed at 2:58 p.m. and reconvened at 3:08 p.m.

- Public Utilities/Solid Waste/Street Lighting – Arthur D. Petrini, Jr., Director; joined by William I. Mawyer, Assistant Director; and Evelyn D. McGuire, Senior Controller

Mr. Petrini recognized Mr. Mawyer and Mrs. McGuire and acknowledged the presence of several members of his staff who were seated in the audience. Mr. Petrini began a slide presentation by briefly highlighting for the Board major accomplishments in his

department. These included implementation of a new work management system (Cityworks) for metering and solid waste; removal by Fitch of a negative watch on the department's AAA bond rating; an upgrade of the Water Treatment Facility to 80 million gallons per day (MGD); and receipt by the Water Reclamation Facility of \$420,000 from the sale of nutrient credits. Mr. Petrini reviewed his proposed budget for FY17, noting the department will continue maintaining the current level of service by funding operations and maintenance, water and sewer capital projects, capital outlay, Virginia Department of Environmental Quality (DEQ) consent order requirements, and long-term water supply needs for the Cobbs Creek Reservoir. He also showed several slides illustrating the breakdown of his budget. Mr. Petrini then explained to the Board proposed reductions in the County's residential and non-residential water and sewer connection fees and the customer impact of a proposed 5% increase. In summary, he advised the Board that the water and sewer fund must utilize its resources to pay for operational costs, debt service costs, debt service reserve requirements, and current as well as future capital infrastructure. The rate model is designed to avoid rate fluctuations, meet bond covenants, fund future capital costs, fund operating and maintenance costs, and supply minimum working capital. Mr. Petrini responded to several questions from the Board before asking Mr. Mawyer to give the Board a brief update on the Cobbs Creek Reservoir project. Mr. Mawyer noted all the properties for the Cobbs Creek Reservoir project have been acquired. He showed the Board a drone overview of the property. Mr. Vithoulkas pointed out the County will be able to supply water to its citizens for years to come because of the reservoir project. He and Mr. Mawyer responded to several questions from Board members regarding the project. Mr. Petrini concluded the presentation by briefly reviewing the budget for the department's solid waste division.

Mr. Vithoulkas reviewed the schedule for the final day of the legislative budget reviews. He noted the Office of Management and Budget had comprised a list of suggested questions that could be directed to School Board members based on concerns raised by the Board of Supervisors. This led to a detailed discussion by the Board and Mr. Vithoulkas.

The Board adjourned for the day at 4:41 p.m. and reconvened at 9:09 a.m. on Thursday, March 17, 2016.

Members of the Board Present:

Tyrone E. Nelson, Chairman, Varina District
Richard W. Glover, Vice Chairman, Brookland District
Thomas M. Branin, Three Chopt District
Patricia S. O'Bannon, Tuckahoe District
Frank J. Thornton, Fairfield District (*arrived at 10:03 a.m.*)

Other Officials Present:

John A. Vithoulkas, County Manager
Tanya B. Harding, Administrative Assistant/Deputy Clerk to the Board
Joseph P. (Joe) Casey, Ph.D., Deputy County Manager for Administration

Jane C. Crawley, Deputy County Manager for Community Services
Timothy A. (Tim) Foster, P.E., Deputy County Manager for Community Operations
Randall R. Silber, Deputy County Manager for Community Development
Eugene H. (Gene) Walter, Director of Finance
William B. (Brandon) Hinton, Management and Budget Division Director
Justin D. Crawford, Budget Supervisor
Julian S. Parr, Budget Analyst
Sharon Todd Van Gils, Budget Analyst
Heather B. Cottrell, Budget Analyst
Brandon Harvey, Budget Analyst
Evan T. Helgesen, Budget Analyst
Marielle P. McFarland, Budget Analyst

The legislative budget reviews resumed with the following presentations:

- Electoral Board – Mark J. Coakley, General Registrar; joined by Anne Marie Middlesworth, Deputy General Registrar; and Alice F. Creighton, Secretary of the Electoral Board

Mr. Coakley directed the Board's attention to two handouts. The first contained charts and graphs listing the number of registered voters in each of Henrico's magisterial, House of Delegates, State Senate, and United States Congressional districts. The second included a breakdown of votes per district for the presidential primary held on March 1. Mr. Coakley informed the Board that Electoral Board Chair Stephen Bryant was recovering from surgery, and unable to be present, and Electoral Board Vice Chair April Cain had submitted her resignation because she was moving out of the state. He hoped to have a replacement for Ms. Cain appointed soon by the Circuit Court. Mr. Coakley advised that his office tried to get the word out to citizens in advance about the new paper ballots for the primary and had encountered few complaints or issues. Mr. Nelson asked why the change was made to paper ballots. Mr. Coakley reminded him that in April 2015, the State Board of Elections decertified the wireless machines because there were concerns someone could hack into the system and change the votes although this was not a concern in Henrico. Mr. Coakley responded to concerns from Board members regarding some voting precincts, especially those located in schools, and commented on steps that are being taken to address these issues.

- Circuit Court Clerk – Heidi S. Barshinger, Clerk; joined by Paige W. Cranor, Chief Deputy Clerk; and Rebecca L. Cone, Land Records Supervisor

Mr. Vithoukas and the Board members welcomed Mrs. Barshinger and noted this was her first time presenting to the Board since being elected to her position in November 2015. Mrs. Barshinger reviewed technology changes that have been implemented in her office since she became clerk, especially efforts in the probate section. She noted citizens had expressed concerns about not getting information in a timely manner regarding a will in probate so she made some preliminary changes. One change was as simple as giving her probate clerks access to make long-distance telephone calls and another involved updating the office's website with more detailed information so

citizens can get answers to basic questions without having to call the office. Mrs. Barshinger updated the Board on the paper ballot change and how this has affected her office by requiring the storage of ballots. Her staff has been working with the Library of Virginia to help with storage issues since the ballots have to be kept for two years. Mrs. O'Bannon asked if Mrs. Barshinger's office also has to retain ballots that are not used. Mrs. Barshinger affirmed her office does have to keep the unused ballots and the cost of storing them has increased the office's budget expenses. She advised the Board that she has been working with the Department of Information Technology to make sure her office's records and computers are backed up daily.

Ms. Cone gave an update on the land records log and pointed out these records are backed up daily in the system. Mrs. Barshinger and Ms. Cone responded to questions from Board members. Mr. Vithoukas complimented Mrs. Barshinger and her staff for the incredible strides they are making with such little time since she Mrs. Barshinger has taken office.

- Human Resources/Employee Benefits/Risk Manager – Paula G. Reid, Director; joined by Rebecca L. (Becky) Simulcik, Assistant Director; Brian C. Parker, Risk Manager; and Sharon N. Wilson, Business Supervisor

Mrs. Reid introduced Ms. Simulcik, Mr. Parker, and Ms. Wilson and recognized Benefits Manager Julia Sleeman, who also was in the audience. She provided an oral presentation, which addressed the five components of her department's budget, and at Mr. Vithoukas' request touched briefly on the County's supplemental packages for retirees as this was new information to Mr. Branin. Mrs. Reid reviewed the special retirement benefits for sworn public safety officers. At Mr. Vithoukas' request, Mrs. Reid distributed and discussed a spreadsheet comparing Planning Commission compensation among several localities in central Virginia. She noted Henrico's Planning Commissioners had not received a pay increase since 2004 and there was a proposal to increase their compensation from \$17,000 to \$20,000 annually. She mentioned several other local and regional boards and commissions for which the County provides compensation to members and for which an increase could be considered. Mr. Glover asked if the County supplemented salaries for the Commonwealth's Attorney and Circuit Court Clerk. Mrs. Reid explained the Commonwealth's Attorney is included in the general compensation plan for County employees and a decision was made not to supplement the salary of the new Circuit Court Clerk although the previous Clerk did receive a County supplement. Mr. Vithoukas clarified that as pay increases are provided in the future to County employees the new Clerk will receive salary supplements from the County. There were further questions from Board members pertaining to supplemental pay.

Mrs. Reid continued her presentation by noting Risk Management is a division within the Department of Human Resources and serves both general government and Schools. Mrs. Reid further noted a change was made in December 2015 to go with a self-insured contractor for third party pay for workers' compensation, which will be reflected as a cost savings in next year's Risk Management budget. Mrs. Reid pointed out Schools has the

greatest number of workers' compensation claims filed due to bus accidents and other incidents. She responded to additional questions from the Board.

The Board recessed at 10:21 a.m. and reconvened at 10:33 a.m.

The legislative budget reviews continued with the following presentations:

- Finance – Mr. Walter; joined by Edward (Ned) Smither, Accounting Division Director; Louise S. Evans, Treasury Division Director; and Mr. Helgesen

Mr. Walter briefly highlighted the new radio communications project and the sale of \$85 million in bonds for the project, noting the County had signed with Bank of America at an interest rate of 1.7%. The next lowest rate was 1.82%, but that rate did not allow an easy pay-off option. Mr. Vithoukas remarked that in the course of his career he had not seen rates as low as the one the County received on the bonds. Mr. Walter responded to questions from the Board members. He continued reviewing highlights from the past year of the Finance Department, pointing out the selling of surplus vehicles from Schools generated about \$50 million and across all categories of surplus sales the County was anticipating \$1.8 million. Mr. Walter commented on two initiatives his office has been working on, a new credit card payment process and an option for citizens to receive bills by email rather than U.S. mail. He concluded his presentation by distributing a graph illustrating that Henrico spends \$3.1 million (or 19%) less than Chesterfield each year to operate its Finance Department.

- General Services – John H. Neal, Jr., Director; joined by Thomas D. Alford, Assistant Director; Larry Maready, Automotive Fleet Manager; Klaus H. Illig, Facilities Manager; and Ann D. Fortune, Senior Controller

Mr. Neal began his slide presentation by stating the mission of his department is to provide quality support services through partnerships; provide service in an effective, economical, and efficient manner, with pride and concern; and enhance lives through credible service. He cited the department's values as safety in the workplace, outstanding customer service, respect and value for others, and stewardship. Mr. Neal briefly reviewed the levels of staffing and key issues for different sections within his department, which include buildings and grounds, energy management, capital projects, financial, Café 1611, security, support services, technology support, and central automotive maintenance. He responded to several questions from Board members.

- Libraries – Jerry McKenna, Director; joined by Kara B. Rothman, Community Relations Coordinator

Mr. McKenna narrated a slide presentation and began by reviewing the net personnel costs for the new Varina Area Library and net operating costs for both the Varina Area Library and new Libbie Mill Area Library. He also shared statistics pertaining to countywide library usage during the past year. To name a few, the library system had 247,637 cardholders and 1,986,263 visits and offered 2,386 programs to 56,807 citizens. Mr.

McKenna next discussed several departmental highlights, including the 2015 All Henrico Reads program with author Tayari Jones, 2015 Summer Reading Club, digital literacy at the library and new digital services, improved room reservation interface, library maintenance plan update, and two new area libraries. He concluded his presentation by citing the library mission, which is to promote reading and lifelong learning, connect people with the information they need, and to enrich community life. He responded to questions from the Board members.

The Board recessed at 11:56 a.m. and reconvened at 12:14 p.m. with the following presentations:

- Information Technology – Thomas L. Owdom, Director; joined by George D. Bains, Assistant Director

Mr. Owdom briefly reviewed his department's proposed budget for FY17. He also commented on the new County phone system that was recently implemented and the new web design for the website that will become live in the next few months. Mr. Owdom responded to questions from members of the Board.

- Schools – Patrick C. Kinlaw, Superintendent; joined by Michelle F. "Micky" Ogburn, School Board Chair, Three Chopt District; Beverly L. Cocke, School Board Vice Chair, Brookland District; Roscoe D. Cooper, School Board Member, Fairfield District; Lisa A. Marshall, School Board Member, Tuckahoe District; John W. Montgomery, School Board Member, Varina District; Terry S. Stone, Assistant Superintendent for Finance and Administration; and Albert M. Ciarochi, Assistant Superintendent for Operations

Mrs. Ogburn recognized Dr. Kinlaw, who introduced the following members of his staff who were seated in the audience and available to help answer questions: Nyah Hamlett, Assistant Superintendent for Instructional Support; Mandy Baker, Human Resources Director; and Andy Jenks, Communications and Public Relations Director. Dr. Kinlaw showed a short video that captured a few highlights/snapshots of happenings at public schools. He then narrated a slide presentation on the Henrico County Public Schools (HCPS) FY17 annual financial plan, which began with graphs and data on enrollment trends, student diversity, and state accreditation results. He highlighted several schools that had improvement in student achievement in the areas of math and English. Dr. Kinlaw continued the presentation by addressing school improvement efforts, positive behavioral intervention and supports, and collaborative initiatives. He noted there was still work to be done, with 20 schools still partially accredited, one with a provisional accreditation and one denied. Although most of the County's public schools are trending in a positive direction, three middle schools (Wilder, Fairfield, and Brookland) continue to be an area of focus and concern. Dr. Kinlaw next highlighted major categories of revenues and expenditures in the County Manager's proposed budget for Schools. He pointed out the proposed 3.2% general fund increase for Schools will be funded with \$11.5 million in new state dollars and \$1.5 million in additional funding will go towards 23 instructional positions to address class size. Dr. Kinlaw responded to several concerns and questions from members of the Board of Supervisors relating to schools that also act

as voting precincts. It was suggested he follow up with Mr. Coakley in addressing these concerns.

Mr. Branin asked what happens to funds for projects once they are completed if the project was over-budgeted. Mr. Ciarochi explained the remaining funding is put into a reserve account. He continued with the slide presentation by highlighting for the Board projects that were completed with meals tax funding. Mr. Ciarochi recommended for future meals tax projects that unexpended balances be moved into a reserve account, which would maintain a minimum balance to protect against future price fluctuations for approved projects. He further recommended that amounts over the minimum balance be made available for transfer to another County-approved meals tax project. Mr. Vithoulkas clarified for the Board of Supervisors this was the first time he was hearing this recommendation from Schools and suggested there was a similar process already in place. The Board members agreed with Mr. Vithoulkas to continue with the current process.

Mrs. O'Bannon raised concerns regarding dramatic increases within the last year in Child Services Act (CSA) program private day placements. Ms. Hamlett explained these increases have especially been at the elementary school level. She noted Schools has been partnering with ChildSavers to find other resources for families with children who are in the County's school system but do not live in Henrico. Mrs. O'Bannon asked if Schools is working with the parents to ensure they understand what is going on with their children before placing them in a private day program. Mrs. Marshall pointed out Ms. Hamlett serves on the County's CSA board and tries to educate parents and explain the regulations so decisions can be made that are in the best interests of the child.

Mr. Thornton said he wanted to understand what is being done to assist teachers and staff at schools that are still underperforming. Dr. Kinlaw responded that Schools has been moving in the right direction by purchasing new software programs so students can take practice tests in subject areas where they have the most difficulty such as math and English. This allows instructional personnel to focus on the trouble areas with the students so when it is time for the Standards of Learning (SOL) testing students are better prepared. Mr. Thornton asked if Schools has been working with the families of students to ensure they are engaging and working with their children at home. Dr. Kinlaw explained there are advocates within the school system for this purpose. Mr. Thornton advised he has a list of retired teachers and educators who are happy to assist if schools are in need of more resources.

Mr. Nelson voiced a concern about schools in the Varina District still underperforming. He noted this is his fifth year on the Board of Supervisors and school performance is the number one issue of concern to his constituents. He also voiced frustrations about school accreditation being solely on SOL testing. Mr. Nelson acknowledged some schools in his district are improving but he feels this is not enough and wanted to know how the school system is moving forward to ensure they achieve accreditation. Dr. Kinlaw commented on the dedication of his staff in working with teachers at schools that are struggling to ensure they are getting the necessary resources and support. Mr. Nelson also asked for clarification as to why it appears Schools has had an increase in spending and questioned

where the funds are going. Mrs. Stone clarified the increase in costs has been associated with benefits for staff and the Virginia Retirement System's (VRS) increase in the contribution rate for teachers. She further noted increased operating expenses resulting from the opening of three new schools — Holman Middle, Kaechele Elementary, and Glen Allen High. Mr. Nelson also wanted to know what contributed to the tremendous decrease in student suspensions for the previous year. Dr. Kinlaw responded that Schools has added positive behavior programs, teamed with Social Services, and worked with teachers and students in helping manage problems so they do not escalate into suspensions. Dr. Kinlaw also pointed out the School Board changed the code of conduct and gave more control back to school principals so they can handle the issues at the front end and on a case-by-case basis within a more flexible zero-tolerance policy. Mr. Nelson offered kudos to Dr. Kinlaw and the School Board for this positive change but noted he continues to have concerns about the rate of African American students being suspended and wanted to know if schools are looking at this issue. Mrs. Ogburn replied that parent advocates are working with the families of repeat offenders to understand and resolve the problems while also offering mentors to support those students with disciplinary issues. Mr. Nelson pointed out the proposed budget included funding for 50 new teacher positions and wanted to know why these positions were added. Dr. Kinlaw explained it was part of the School Board's effort to lower student-teacher classroom ratios.

Dr. Kinlaw also responded to questions about the afterschool program that was budgeted last year for Schools, noting the program is up and running but has not been in place long enough to generate statistics documenting its effectiveness. The next SOL scores should provide an indicator. He confirmed Schools does provide bus transportation and offer a snack for the students participating in the program. There was further discussion between the Board of Supervisors and School Board. Mr. Cooper stated prior to being elected to the School Board he was involved with a task force for schools that is dedicated to ensuring schools in eastern Henrico perform to a higher level that is comparable with school in western Henrico. He expressed his appreciation to the Board of Supervisors for funding the Schools budget and working with the School Board towards a common goal. Mr. Branin voiced his agreement and agreed it is a team effort between the two elected bodies.

Mr. Vithoulkas thanked Dr. Kinlaw, the School Board members, and staff from schools for their presentation and asked them to stay for the Capital Projects presentation if their schedules so permitted.

- Capital Projects – Mr. Vithoulkas

Mr. Vithoulkas presented the proposed capital budget for FY17 by first noting \$1.5 billion in overall public infrastructure requests. During his slide presentation, he reviewed the major categories of requests, including \$573 million for education, \$106.6 million for public safety, \$148.4 million for recreation and libraries, \$40.3 million for roads, and \$467.5 million for public utilities. Mr. Vithoulkas also referred to other five-year project requests, including \$93.8 million for general services, \$8.3 million for information technology/geographic information system, \$28.8 million for mental health, \$0.2 million

for public utilities related to the landfill, and \$49 million for public works-related drainage and stormwater. He then discussed the capital budget priorities for FY17, which included \$6.5 million for public safety projects, the second year of \$2.3 million in ongoing funds to satisfy federal stormwater requirements, \$2.6 million for technology projects, \$6.3 million for building and site improvements, \$1.2 million for recreation and parks projects, \$120 million for the Cobbs Creek Reservoir, \$80.2 million in other water and sewer projects, and \$24 million for Schools. Mr. Vithoulkas recommended all meals tax receipts in excess of \$18 million collected in the current fiscal year and beyond be set aside in a dedicated reserve as a funding source for large school capital infrastructure projects (such as Tuckahoe Middle School and Tucker High School). He further suggested that with \$1.5 million in requested needs and limited available resources, identifying sufficient funds for costly but necessary infrastructure requirements will be difficult but a long-term funding plan will be required. Mr. Vithoulkas explained several graphs depicting the County's bonded indebtedness over a multi-year period and proposed a general obligation bond referendum on November 8. Mrs. O'Bannon remarked that a bond referendum should involve a joint effort by Schools and general government to ensure the public understands the projects included on the referendum. Mr. Vithoulkas concurred with her comment. He concluded his presentation by discussing a proposed calendar to comply with all referendum requirements, which would require a resolution by the Board of Supervisors requesting the Circuit Court to order the referendum.

The Board recessed at 3:02 p.m. and reconvened at 3:31 p.m.

The legislative budget reviews concluded with the following presentation:

- Commonwealth's Attorney/Victim Witness/Drug Prosecutor -- Shannon L. Taylor, Commonwealth's Attorney; joined by Shelly J. Shuman-Johnson, Victim/Witness Assistance Program Director

Prior to a slide presentation by Ms. Taylor, Mr. Vithoulkas advised the Board this was the first County department with which he had experienced a disagreement concerning funding during the budget process. He noted Ms. Taylor was requesting several additional positions for her office that he was not recommending for funding in his proposed budget. Ms. Taylor clarified for Mr. Vithoulkas and the Board that her request was for two new positions in the Commonwealth's Attorney's Office and for another two new positions in the Victim/Witness Office. At Ms. Taylor's request, Ms. Shuman-Johnson explained the two positions requested for the Victim/Witness Office would be funded by a grant. Mr. Vithoulkas responded he was unaware of the grant and would validate this information with the Office of Management and Budget.

Ms. Taylor explained why she was requesting two new assistant Commonwealth's Attorney positions. She provided the Board with a copy of a Code of Virginia statute that specifies the duties of her office and the breadth of cases she is mandated to prosecute under state law. She illustrated the cases her office prosecutes in addition to those mandated by state law and provided several sets of statistics documenting her office's caseload. Ms. Taylor stated that her office's workload has substantially

increased due to the recent acquisition of BWCs for the Police Division. Mr. Glover asked for clarification as to whether the additional positions she was requesting were needed because of the time spent by her staff in reviewing video footage from BWCs. Ms. Taylor confirmed this was the primary reason for her request. Mr. Glover pointed out the Police Division's most recent crime report documented that crime has been trending down in the County. Ms. Taylor clarified she was not asking for two new attorneys to watch video only but also to help alleviate the pressure on staff with the number of cases they are seeing on a daily basis. Mr. Vithoulkas reiterated it was his recommendation at this time not to fund the additional positions but acknowledged it was the Board's decision. Mr. Nelson commented he was uncomfortable having this conversation with members of Ms. Taylor's staff in attendance because he did not want them to think the Board did not appreciate all the hard work and effort they put in on a daily basis for the County. Nonetheless, he noted the Board generally follows the recommendation of the County Manager and was in agreement with Mr. Vithoulkas. Mr. Nelson requested that Mr. Vithoulkas continue to work with Ms. Taylor on this issue and return to the Board in the future should they jointly determine the new positions are necessary. Mr. Vithoulkas shared a slide with updated information reflecting the decrease in crime in Henrico and comparing staffing in the Henrico Commonwealth's Attorney's Office with the Commonwealth's Attorney's offices in other Richmond metropolitan localities. Mr. Nelson thanked Ms. Taylor and her staff and reiterated his hope they will continue to work with Mr. Vithoulkas and his staff.

Mr. Vithoulkas thanked the budget office staff for all their hard work in preparing a budget that is straightforward. Mr. Nelson commented favorably on the presentations and added his thanks on behalf of the Board. Mr. Vithoulkas announced he would leave the Board with copies of staff's written responses to questions requiring research. He asked Board members to let him or the staff know if they have any question prior to adoption of the budget in April.

There being no further business, the meeting was adjourned at 4:18 p.m..



Chairman, Henrico County Board of Supervisors