

FISCAL YEAR 2020 – 2021

APPROVED BUDGET

Includes summary of 5-year Capital Improvement Program



HENRICO COUNTY • VIRGINIA



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**Henrico County
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For the Fiscal Year Beginning

July 1, 2019

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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



GUIDE TO USING THIS DOCUMENT

This document represents the Approved 2020-21 Annual Fiscal Plan for the County of Henrico, Virginia. The purpose of the Annual Fiscal Plan is to provide useful, concise information about the County's financial plans and operations to residents, elected officials and other interested parties. The budget document has been divided into the seven sections described below:

Introduction:

The Introduction section of the document contains specific information about the County's basis of budgeting and fund structure, financial guidelines, the budget process and the budget calendar. In addition, the County Manager's transmittal letter to the Board of Supervisors, and three-year revenue and expenditure forecasts are provided.

Revenue and Expenditure Summaries:

The Revenue and Expenditure Summaries provide the reader with an overview of the County's FY2020-21 Budget. The tables presented in this section identify the sources of funding and requirements for all of the County's funds by department.

General Fund:

As prescribed by the State Auditor of Public Accounts, Henrico County has chosen to organize its General Fund expenditures by function with a summary narrative for each department. The narrative provides information about the department's major objectives, operational plans, the number of authorized positions, and a breakdown of expenditures by personnel, operating, and capital allocations. Personnel expenditures include all salary expenses and corresponding benefits such as FICA, VRS, health insurance, and life insurance. Capital Outlay expenditures are purchases of fixed assets with a life expectancy greater than two years. Operating expenditures are all other recurring expenses needed for department operations.

Special Revenue Fund:

The Special Revenue Fund section accounts for the resources obtained and the legally restricted expenditures relating to State and Federal Grants, the Utility Department's Solid Waste and Street Light operations, and the School Cafeterias. The format of this section is similar to that of the General Fund section. A summary narrative is provided for each program with information about its objectives and service levels. The program budget is broken down by personnel, operating and capital outlay expenditures; and the personnel complement is provided where applicable.

Enterprise Funds:

The Enterprise Funds section accounts for operations that are funded and operated in a manner similar to private business enterprises. The intent of the County is to recover the cost of providing services to the general public through user charges. The Enterprise Funds include the Water and Wastewater Utility operations and the County-owned golf course.

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

All Other Funds:

This section includes information on the County's four Internal Service Funds, as well as the Debt Service Fund and the Agency Fund. The Internal Service Funds include the County's Central Automotive Maintenance operations, the Technology Replacement Fund, the Risk Management Fund, and the Healthcare Fund. A description of the County's Debt Service Fund is provided in addition to more detailed information about principal, interest, and other debt expenditures. A summary of the County's outstanding general long-term debt obligations at year-end is also presented. The Agency Funds account for the revenues and expenditures of the James River Juvenile Detention Center, the OPEB-GASB 45 requirement, Line of Duty Fiduciary Fund, and the Long-Term Disability Fiduciary Fund

The Capital Improvement Program:

The FY2019-20 Capital Budget is presented by project and fund, and a narrative section discusses the capital projects by type. There is also a section that addresses anticipated operating expenditures associated with these projects.

For more detailed information, please contact the Office of Management and Budget of the County of Henrico at (804) 501-4295 or visit our web site at <http://www.henrico.us/finance/divisions/office-of-management-and-budget>.

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APPROVED BUDGET
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INTRODUCTION





COMMONWEALTH OF VIRGINIA
COUNTY OF HENRICO

John A. Vithoukas
County Manager

May 12, 2020

The Honorable Board of Supervisors
County of Henrico
Virginia

Honorable Members of the Board:

In the days following the introduction of the FY2021 Proposed Budget in March, the financial landscape has shifted dramatically. Our local economy has been stunted by the health crisis stemming from COVID-19 and the subsequent actions from our federal and state governments to flatten the curve. As many people sheltered in place and many businesses closed their doors, our consumer revenues have taken an inverted curve that mirrors that of the virus. Even still, our employees have continued to provide core services for our community – albeit in somewhat different ways – as we have continued to work our way through this new reality. The workforce has responded demonstrably; our frontline employees continue to provide services to our most vulnerable and nearly 1,800 employees have been teleworking daily during this period. In these times, we are intentional to make every decision with our residents and their needs in mind, especially as tens of thousands of them are now without work and unsure of what their futures hold.

The original budget proposal envisioned further progress in education, enhancements to our public safety capabilities, a coordinated response to the addiction crisis in our community and rewarding the hard-working public servants who make Henrico the great locality it is. While much of that progress must be paused as we weather this storm – those priorities remain intact. And, as we begin to rebuild, those initiatives will again come to the forefront, ready to be deployed as revenues allow.

With that as a backdrop, I am relieved to say that the FY2021 budget is rebalanced, within the available revenue projections. Most notably this plan reflects nearly \$100 million in reductions from the original proposal, which was no small feat in the face of an immediate health and economic crisis. The approach to this revised budget is fairly straightforward – to provide the Board with a framework that will ensure our residents and businesses are supported, our workforce is protected, and that core service delivery is not impacted while providing as much flexibility to the Board as possible to adjust the strategies to meet those goals moving forward.

The Fiscal Impact of a Pandemic

The timing of this health crisis creates an issue not just for FY2021, but for the fourth quarter of FY2020 as well. Until March, the County was on pace to exceed revenue estimates by nearly \$48 million. That outlook is substantially different today. While we will still meet the original revenue estimates, the differential is now less than half of the original projection. That is troubling because the county budgeted significant uses of one-time reserves for capital projects in FY20, the biggest component more than \$26

million of meals tax reserves for the J.R. Tucker High School and Highland Springs High School replacement projects.

That significant use of fund balance paired with declining revenues could, if left unchecked, amount to a reduction in the County’s reserves of \$60 million. Some use of fund balance was anticipated, but a reduction of this magnitude must be met with a response to minimize the impact. Knowing that, in March the County implemented a spending freeze, hiring freeze, and began evaluating what existing projects had balances that could be recouped to soften impact to the bottom line. With those combined efforts, the goal is to minimize the reduction in fund balance to something commensurate to the planned use for the high school projects noted above.

Those savings efforts are complicated by the fact that the County is having to spend substantial resources to combat the coronavirus for the benefit of our residents and our employees. Some of those added financial exposures have included the purchases of substantial quantities of personal protective equipment, additional cleaning and supplies, and testing kits to ensure access to testing for our workforce. The County even ran a program, Nourish Henrico, that provided meals to first responders at local restaurants, to support locally owned restaurants who were struggling to keep afloat.

Revised FY21 Revenue Estimates

| FY21 General Fund Revenues | | | | | |
|--------------------------------------|--------------------|--------------------|--------------------|-------------------------------------|------------------------------------|
| Category | FY20 Approved | FY21 Original | FY21 Revised | Original to Revised \$ Change | Original to Revised % Change |
| General Property Taxes | \$487.3 M | \$517.8 M | \$499.1 M | (\$18.7 M) | (3.6%) |
| Other Local Taxes | \$168.6 M | \$173.9 M | \$139.4 M | (\$34.5 M) | (19.8%) |
| Permits, Fees, and Licenses | \$5.3 M | \$5.5 M | \$5.3 M | (\$0.2 M) | (3.7%) |
| Fines & Forfeitures | \$2.1 M | \$2.1 M | \$2.1 M | (\$0.0 M) | (0.2%) |
| Use of Money & Property | \$8.2 M | \$9.3 M | \$3.3 M | (\$6.0 M) | (64.6%) |
| Charges for Services | \$4.1 M | \$4.2 M | \$3.8 M | (\$0.4 M) | (8.5%) |
| Miscellaneous Revenues | \$11.2 M | \$13.4 M | \$8.1 M | (\$5.3 M) | (39.5%) |
| Total Local Revenues | \$686.7 M | \$726.2 M | \$661.1 M | (\$65.0 M) | (9.0%) |
| State Aid for Schools | \$278.5 M | \$292.6 M | \$261.3 M | (\$31.3 M) | (10.7%) |
| State Gasoline Tax | \$47.0 M | \$47.7 M | \$47.0 M | (\$0.7 M) | (1.5%) |
| All Other State & Federal | \$49.1 M | \$49.2 M | \$48.1 M | (\$1.1 M) | (2.2%) |
| Total State and Federal Revs. | \$374.6 M | \$389.1 M | \$356.4 M | (\$33.2 M) | (8.5%) |
| Total General Fund Revs. | \$1,061.3 M | \$1,115.7 M | \$1,017.5 M | (\$98.2 M) | (8.8%) |
| <u>Transfers/Cash Reserves</u> | <u>(\$142.7 M)</u> | <u>(\$153.2 M)</u> | <u>(\$118.4 M)</u> | <u>\$34.8 M</u> | <u>(22.7%)</u> |
| TOTAL NET REVENUES | \$918.7 M | \$962.5 M | \$899.1 M | (\$63.4 M) | (6.6%) |

The revised FY2021 General Fund revenue estimates, as shown in the table above, total just over \$1.0 billion and reflect bottom line reduction of nearly \$44 million when compared to the FY20 budget, and a staggering reduction of almost \$100 million from the original FY21 proposal in March. Overall, across the board declines in revenues are anticipated, with the greatest impact projected in consumer-driven lines such as sales, occupancy, and meals taxes. These consumer areas account for \$37.6 million, or more than 38% of the revenue reductions. Some of these projected declines are breathtaking, but have recently been validated as March meals tax and occupancy collections are down 33% and 50%, respectively, compared to the prior month.

The revenues shown remain within the bounds of the existing tax structure, holding the real estate tax rate at 87 cents – a hallmark of Henrico’s ability to provide the lowest residential tax burden of any large

locality in the Commonwealth. Further, the exemption level for BPOL taxes will be increased to \$500,000 of a business's gross receipts. This tax relief is even more critical in this recessionary environment, assisting our small businesses amid this downturn and ensuring they continue to thrive as we recover together. With this increase, approximately 15,000 or 78% of the applicable businesses will be exempt from BPOL taxes in Henrico County.

State and Federal revenues have been reduced \$33.2 million in the updated proposal. Finance staff anticipates the Commonwealth putting forward additional reductions that have not yet been announced. As we watch what happens in the capitol, notable assumptions are missing from the Commonwealth's projections as it relates to sales taxes, even though the Secretary of Finance noted in March that sales taxes would be impacted. At the state level, there have also not been adjustments made to lottery proceeds, despite lottery sales being down \$45 million or 28% in March. Our approach is to hedge against a worst-case scenario when it comes to outside funding, as demonstrated by our state revenue estimates that are considerably more conservative than what has been put forth by the state itself, to date. Further, this revised budget does not assume any resources from federal stimulus efforts as not enough details have been released to comfortably include them at this time – and knowing, that we cannot and will not spend one-time dollars on ongoing operating expenses.

With the cautionary approach to revenues that we have taken, it is my hope that we are adopting a plan that will represent the floor of this economic environment. If, and when, additional revenues materialize, this plan will be amended to account for them.

Strategic Approach to the Expense Side of the Plan

Balancing a budget with a nearly \$100 million revenue decline in just over a month was no small undertaking. A careful, thoughtful, and strategic approach was deployed to do so. The first step – which arguably was the easiest and the hardest – was to remove all new initiatives from the original plan for FY2021. In addition, the County still had some cost increases that could not be avoided for items like changes in VRS and healthcare rates, staff for the Staples Mill Firehouse who were already brought on board, and three positions in the Commonwealth's Attorney's Office as those were approved by the Board of Supervisors in December. These increases total \$13.3 million making the offsetting cuts, to accommodate those costs paired with the projected revenue loss, even deeper.

The Board of Supervisors and School Board met several times to strategize about the year ahead, and out of those discussions the collective boards provided input on their priorities which ultimately drove all other balancing decisions. Underscored by the need for substantial flexibility, those priorities include:

- Limiting the impact and financial burdens on our residents,
- Helping our small businesses survive during these difficult times,
- Protecting the workforce by maintaining jobs and avoiding pay reductions, and
- Ensuring continuity of service delivery for core services – namely, Education and Public Safety.

In order to balance the budget with these pillars intact, substantial cuts to operating and capital budgets were necessary. A minimum reduction of 5% to operating budgets for every department, including schools, was required. Additionally, certain departments were able to identify savings beyond that, resulting in some disproportionate reductions in certain lines like library materials and event funding in Recreation.

To further reduce the budget without impacting service levels, hundreds of vacant, non-public safety positions will be frozen for the duration of FY21 to achieve \$5.7 million in savings. For HCPS, a total of

\$4.5 million in savings will be realized through a similar strategy of holding non-instructional positions vacant and other personnel related adjustments. These strategies do mean that we will be asking our existing employees to continue to do more as we bridge the gap.

On April 14, we announced the longest budget public hearing in Henrico's history. We opened an email address, budgetfeedback@henrico.us, that will remain open for cost saving strategies and suggestions for the duration of FY21. That strategy has already proven productive as we have received hundreds of responses, many of which are bringing forward legitimate strategies for the county to explore. As a complement to that feedback mechanism, a team of more than 40 employees have volunteered to vet each suggestion that comes through and to work throughout the next year to craft additional cost savings strategies for the Board to consider. In fact, this revised plan includes one strategy that came directly from that public feedback, a voluntary retirement incentive program that is estimated to save \$1.5 million in FY21.

Finally, the largest savings comes on the capital front. Nearly \$23 million in cash-funded capital projects are being deferred from the original FY21 Capital Improvement Plan. Make no mistake, however, that once the economy rebounds, we will be poised to continue pushing these critical infrastructure projects forward.

One of the biggest changes as we move ahead will be the nearly constant budget touchpoints that are planned through a quarterly appropriation process. What you are adopting is a framework that provides a roadmap for how we will operate throughout the fiscal year. On July 1, the Board will appropriate only a quarter of the total budget - requiring staff to work diligently to remain within existing resources, to constantly evaluate programs and services, and to provide the Board the opportunity to reevaluate the plan every 90 days before making the next quarter appropriation.

We Will Emerge Stronger, Together

Without doubt, the revised FY2021 Budget is not the plan we had hoped for, but it is exactly the plan we need to navigate this turbulent environment. And, while our resources for the coming months remain limited, we will continue to deliver the core services our community relies on and remain mindful of the continued impacts this event will inevitably have on our residents.

This budget would not have come together without the many hours of hard work by staff. Henrico County employees are again asked to serve with significantly fewer resources, and their efforts will see us through this. I would like to thank you, our dedicated Board of Supervisors, for your input and guidance in this most important process. And I also extend my sincere gratitude to our strong Superintendent and School Board for working hand-in-hand with us during this extended budget process.

While our local economy has been devastated over the past two months, unlike anything we have ever seen, I know that our community is resilient and will rebound from this. It is in times like these where we can truly exemplify The Henrico Way and demonstrate our collective hearts for service. We will emerge from this event stronger, together.

Respectfully submitted,



John A. Vithoukas
County Manager



COMMONWEALTH OF VIRGINIA
COUNTY OF HENRICO

John A. Vithoukias
County Manager

March 10, 2020

The Honorable Board of Supervisors
County of Henrico
Virginia

Honorable Members of the Board:

I am honored to submit Henrico County's FY2020-21 Proposed Budget. The Proposed Budget is balanced within available resources, meaning there is no change to the **real estate tax rate of 87¢**. Having no increase in the rate for the 42nd consecutive year further cements the County's commitment to maintaining the lowest tax burden of any large locality in the Commonwealth. Providing top-flight services at a low cost is, in fact, Henrico's DNA. At the end of the day, the resources allocated in this budget belong to the residents, and it is our job to provide the greatest value for their investment.

The Proposed Budget continues to emphasize strategic investments in education and public safety, both top priorities for our residents, with more than 86% of the incremental revenues in the FY2020-21 budget invested in those core services. And, with this proposal, Henrico continues to lead the region as with the **highest starting pay for entry-level police officers, firefighters, and teachers**. In addition, the FY2020-21 budget continues the prior year teacher retention efforts adopted by the Board of Supervisors and the School Board by implementing a teacher "**Career Ladder**" program to both further develop our teachers' talents and reward them for "**best in class**" performance.

Across all agencies in the County, our employees are the one constant for the excellent services provided. Attracting and retaining employees who exemplify "The Henrico Way" is critical in meeting the expectations of our residents. As such, **65% of the General Fund budget increase** is dedicated to compensating the workforce. Henrico has fewer employees serving our residents in total by any metric. As we ask our employees to do more, this Budget rewards their exemplary efforts with a **3% merit-based salary increase** for all General Government and Schools' employees.

In addition, the Proposed Budget recognizes the biannual increase of contribution rates to the Virginia Retirement System (VRS) and the ever-rising costs of health care. VRS contribution rates increased for both teachers and General Government employees and account for \$4.6 million of the budget increase. For FY2020-21, the County's share of health care premiums increased \$5.6 million, which minimizes the burden on the employees while remaining diligent to build appropriate reserves in the Healthcare Fund.

FY2020-21 Revenue Assumptions

| FY21 General Fund Revenues | | | | | |
|------------------------------------------------------------------------|--------------------|--------------------|--------------------|---------------------------|--------------------------|
| Category | FY19 Actuals* | FY20 Approved | FY21 Proposed | FY20 to FY21 \$ Change | FY20 to FY21 % Change |
| General Property Taxes | \$484.4 M | \$487.3 M | \$517.8 M | \$30.5 M | 6.2% |
| Other Local Taxes | \$186.8 M | \$168.6 M | \$173.9 M | \$5.4 M | 3.2% |
| Permits, Fees, and Licenses | \$7.8 M | \$5.3 M | \$5.5 M | \$0.2 M | 3.4% |
| Fines & Forfeitures | \$2.1 M | \$2.1 M | \$2.1 M | \$0.0 M | 0.2% |
| Use of Money & Property | \$16.5 M | \$8.2 M | \$9.3 M | \$1.1 M | 13.1% |
| Charges for Services | \$4.4 M | \$4.1 M | \$4.2 M | \$0.1 M | 3.1% |
| Miscellaneous Revenues | \$14.5 M | \$11.2 M | \$13.4 M | \$2.2 M | 20.0% |
| Total Local Revenues | \$716.5 M | \$686.7 M | \$726.2 M | \$39.4 M | 5.7% |
| State Aid for Schools | \$269.7 M | \$278.5 M | \$292.6 M | \$14.2 M | 4.9% |
| State Gasoline Tax | \$49.0 M | \$47.0 M | \$47.7 M | \$0.7 M | 1.5% |
| All Other State & Federal | \$49.7 M | \$49.1 M | \$49.2 M | \$0.1 M | 0.1% |
| Total State and Federal Revs. | \$368.4 M | \$374.6 M | \$389.1 M | \$14.9 M | 4.0% |
| Total General Fund Revs. | \$1,084.9 M | \$1,061.3 M | \$1,115.7 M | \$54.0 M | 5.1% |
| Transfers/Cash Reserves | (\$205.5 M) | (\$142.7 M) | (\$153.2 M) | (\$10.5 M) | 5.7% |
| TOTAL NET REVENUES | \$879.4 M | \$918.7 M | \$962.5 M | \$43.9 M | 4.8% |
| *FY19 Actuals reflect PPTRA as a local revenue for comparison purposes | | | | | |

General Fund revenues for FY2020-21 are planned at \$1.1 billion, which represents an increase of \$54.0 million or 5.1%. Net of transfers and uses of fund balance, the County's overall General Fund is proposed to increase by \$43.9 million, or 4.8%. While 5.1% budget growth is healthy, it is important put to this into context, noting that the **FY2020-21 Budget is only projected to be 2.8% higher than actual revenues from FY2018-19**. This exemplifies conservative revenue estimations, which allows the County to build reserves and provide increased resources for pay-as-you-go capital projects.

Real estate tax revenues in the Proposed Budget are anticipated to be \$368.0 million and reflect an overall increase of \$22.8 million over the FY2019-20 Budget. The total real estate tax base, inclusive of new construction and reassessment, increased by 6.1%. **Residential reassessments increased 3.7%**, with **commercial reassessments increasing 6.6%**. New construction in 2019, both commercial and residential, added \$585.9 million to the real estate tax base.

As shown in the chart above, most of the revenue growth can be attributed to local resources, isolated in real estate taxes, personal property taxes, and local sales tax. In the area of State Aid, the FY2020-21 budget conservatively estimates resources, showing an increase of \$14.9 million. Minimal growth continues to be expected in State Aid for General Government, as it is largely dragged down by the continued deterioration of the Communications Sales and Use Tax. A net increase of \$14.2 million is anticipated in State Aid for Education, which is more than 95% of the total State Aid increase. While Aid from the Commonwealth represents approximately one-third of all General Fund revenues, Henrico must continue to be extremely cautious when appropriating these funds as aid to localities is often the first place to be scaled back during hard times.

Finally, it has been 11 years since the end of the last recession. And, while the national economy has embarked on the longest period of economic growth in modern times, the economy is cyclical in nature. Cautionary signs are evident as we look ahead, particularly with the macroeconomic impacts of the COVID-19, or coronavirus, and in consumer spending categories, and those metrics will continue to be monitored year-round by finance staff.

Fiscal Stewardship as the DNA

This budget makes several notable steps forward in the areas of fiscal stewardship, both in ensuring the structural sustainability of our budget and in mindfulness related to the tax burden being placed on our residents and businesses. The Proposed Budget continues tax relief efforts for both businesses and residents, **increasing the full exemption threshold from BPOL taxation to \$500,000** and adding \$500,000 for real estate tax relief for seniors and disabled residents in recognition of the rising costs of these programs. Let it not be lost, however, that even with a higher BPOL exemption, revenue is still projected to increase. Focusing on the bottom line for our customers, the Public Utilities' budget ensures the safety of drinking water to County residents and the safe transfer of sewage to the County's Wastewater Treatment Center by maintaining the system's current infrastructure with \$3.05 per month increase for the median residential customer.

The Proposed Budget places additional focus on structural needs in FY2020-21 by adding additional ongoing revenues to the County's Technology Replacement Fund and attempting to eliminate the annual, mid-year amendment for the County's Risk Management Fund. With the County's Technology Replacement Fund, all general government employees have the computer equipment necessary to perform their duties. This budget adds \$250,000 in ongoing revenues for a total of \$3.0 million, which provides an adequate replacement cycle to ensure all employees are working with current technology. On the Risk Management Fund front, \$4.3 million is added to this budget and marks the third of a multiyear effort to bring fiscal structure back to this operation. Additionally, aggressive efforts to limit expense growth will continue to be explored in FY2020-21.

This Budget also minimizes the use of reserves in the Central Automotive Maintenance (CAM) operation, which is a nice parallel to the significant improvement of the County's General Fund reserves over the past five years. The strengthened CAM budget increases the hourly labor rate and fuel markup. This is the third year of a phase-in to more accurately project and cover costs within the fund. All of these efforts reinforce Henrico's reputation as a well-managed locality and its position as **one of just 48 counties nationwide to achieve a triple-AAA bond rating.**

Our Future: Henrico County Public Schools

The Proposed Budget for FY2020-21 **provides more than \$36 million in new resources for education.** Those funds will be deployed strategically to reduce class sizes and provide additional student and teacher supports in the classrooms. In addition to the recommended pay increase, the budget also includes a targeted adjustment of \$255,000 for 143 of our most senior teachers. Proposed funding will also extend planning periods and continue implementation of the Achievable Dream Academy and CodeRVA. The Proposed Capital Budget for Schools fully funds projects to **replace J.R. Tucker and Highland Springs high schools simultaneously** by appropriating all available capital meals tax resources. To best position our schools for a redistricting plan that meets the needs of the division for many years to come, the budget adds capacity in the northwest corridor of the County by providing **\$45.5 million in FY2020-21 for an eight-classroom addition at Hungary Creek Middle School and a new elementary school** located within the Fairfield magisterial needed to accommodate residential growth.

The overall General Fund budget for Schools is increasing \$27.9 million, or 5.4%, to \$542.4 million. That total continues to represent more than 56% of the County's General Fund budget. With the improvement in scores on the Standards of Learning (SOL) assessments occurring, we turn our focus on improving the physical environment of our school facilities. Additionally, with the increasing diversity of our school community and the growing tally of supports needed, now is the time to invest further in the students who will represent the future of the County.

In 2018 the County committed to providing \$3.2 million per year of incremental resources over a three-year period to **reduce class sizes and support teachers’ efforts in the classroom**. The FY2020-21 Budget marks completion of that initiative with the final increment of \$3.2 million being made available to reduce class sizes and provide additional teacher supports, including 15 permanent substitute teacher positions. In addition to this prior commitment, the recommended plan continues other multi-year program enhancements **including the addition of \$3.0 million for 40 elementary school counselors**. This addition is two-fold as it not only addresses the Governor’s proposed staffing standard of one school counselor for every 250 students, but it also provides the necessary resources to accomplish providing a **planning period for every elementary school teacher**. Finally, this budget also converts several temporary library assistants to full-time positions, adds \$137,000 for a position to plan for the opening of the Holladay Elementary School expansion, \$150,000 to enhance residency compliance efforts, \$200,000 for GPS tracking of school buses, \$200,000 for an emergency planning response system, and safety staffing for transportation hubs.

The FY2019-20 Budget provided the basis to begin the implementation of “**Career Ladders**” – a career development program that provides an avenue for teachers to increase their compensation by further developing their skills. This was a key finding of the Salary Compression Committee created by the Board of Supervisors in order to not only provide additional compensation but mitigate future salary compression. The FY2020-21 Budget includes \$3.1 million to begin the implantation of this effort that will further our goals of attracting and retaining the best teachers for Henrico’s children.

| Resources Allocated to HCPS in FY21 Budget | |
|---------------------------------------------------|-----------------|
| General Fund Budget Increase | \$27.9 M |
| Increase to School Bus Replacement | \$0.7 M |
| Increase for Risk Management | \$2.6 M |
| Local Increase for School CSA Costs | \$1.2 M |
| Replace One-Time Resources in FY20 | \$4.7 M |
| Debt Service Savings | (\$1.0 M) |
| Total Resources Allocated to HCPS | \$36.1 M |

The increase for the General Fund is only part of the picture when it comes to the resources provided to our school system. Also included in the FY2020-21 Proposed Budget is an increase in funding for the **School Bus Replacement Program**, a significant addition of local resources to the Children’s Services Act program, and the Schools’ portion of incremental funding for Risk Management. These, plus the inclusion of ongoing funding relating to compression adjustments bring a total of **more**

than \$36 million of new resources to bear in our school system.

The County has built a strong partnership with the YMCA of Greater Richmond to build the Henrico Aquatics Center near the Eastern Henrico Recreation Center. This facility has long been a priority of the community and with the construction of the aquatics center now underway, HCPS will have a facility to host VHSL swim meets and have an additional facility in which to teach every second grader in the County how to swim. The FY2020-21 Budget will include \$100,000 to support transportation needs for the swimming program as an essential step toward meeting the Board’s goal of making Henrico drown-proof.

This Budget would not be possible without the strong support of Superintendent Dr. Amy Cashwell and collaborative relationships that have been built with the School Board. I would like to take this opportunity to personally thank Dr. Cashwell and each School Board member for working with me and the Board of Supervisors to ensure the children of Henrico are “life-ready” upon graduation.

Strategic Focus on Public Safety

Maintaining a safe and secure community is key to the quality of life provided in Henrico. After education, funding for the County’s public safety agencies is the highest priority. In fact, more than 86% of the revenue increase for FY2020-21 is strategically allocated to Education and Public Safety. The Proposed Budget honors prior commitments to Public Safety while funding several new endeavors with a total of

\$10.6 million in incremental General Fund resources. Additionally, the Capital Budget includes additional funding for the Staples Mill Firehouse and the replacement of the Police South Station.

In the Division of Fire \$318,000 is recommended for cost increases related to personal protective equipment, extrication equipment, maintenance and repairs for station exhaust systems and bay doors, and medical supplies. This is in addition to the \$3.3 million in annual funding provided for apparatus replacement to upgrade fire engines, ladder trucks, ambulances, and other equipment on a regular schedule. Providing the necessary, proper equipment to our firefighters is crucial to maintaining the level of excellence the citizens have come to expect.

This holds true for our police officers, as well. The FY2020-21 Budget includes \$200,000 for enhancing the ballistic equipment program and the provision of tactical equipment. Boosting these important equipment programs will go miles in making sure our officers are as safe as possible when responding to the most difficult of circumstances. In Police's vehicle replacement fund, \$400,000 is included to address the increasing costs of police vehicles to maintain their regular replacement schedule. There is also an increase of \$20,400 for additional training for communication officers in using the new emergency dispatch software. There are two additional Police positions proposed in this budget - a Latent Print Examiner and a Crime Analyst. Both civilian positions will free up a sworn officer to be redeployed in the field.

In response to the increased workload put upon the Commonwealth's Attorney's Office from both diversion efforts and digital evidence review, the Proposed Budget recognizes the three new attorneys approved by the Board in December 2019. In addition, the budget picks up the cost of upgrading the software utilized to review the body worn camera footage, which allows for viewing multiple cameras at one time to view an incident from multiple vantage points. The Proposed Budget also begins to fund the recommendations from **the Recovery Roundtable**, which over the course of nine months explored the County's current approaches to substance abuse disorders and determined what changes were possible to create a more comprehensive approach to this important issue. The proposal allocates a total of \$840,586 in new resources to multiple agencies for the first year of a multi-year approach strengthen the County's response to addiction.

Sustainability as an Emerging Area of Emphasis

The Proposed Budget expands the County's commitment to environmental stewardship. Over the past couple of years, Henrico has seen the effects of changing global weather patterns and the impacts they have on our community. Historic rainfall revealed flooding conditions that have created stress on homeowners, businesses, and public infrastructure. Fortunately, the County has made significant progress with its MS4 Permit requirements, as significant pollutant reductions have been achieved and the County is well on its way to achieve the permit goals for 2025. Knowing that, this budget redirects stormwater funding in FY2020-21 to allow for **property acquisitions to mitigate flooding effects**. Additionally, the proposal includes \$500,000 to walk streams and remove debris to reduce the effects of further flooding.

The FY2019-20 budget noted increasing costs to process recyclable materials resulting from international buyers refusing to take certain materials due to contamination and their inability to utilize contaminated materials. 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 FY2024. 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 undoubtedly require an infusion of resources. While a staff proposal is being finalized and formalized, it is likely that

an annual recycling fee of around \$24 per household would allow the programs to continue, as envisioned, without significant additional subsidies from the General Fund.

Maintaining an attractive community where people want to live is a vital aspect of the County's economic development efforts. Over the past two years, the County has made many efforts to improve communities including adding a Housing advocate and the Housing Advisory Committee, changing the County's ordinances to provide additional tools to address blighted properties, and expanding the ReInvest programs. The County has also assisted in rehabilitating 15 % of the subsidized apartment units in Henrico. One effort that has made an immeasurable impact since its inception has been the creation of the **Community Revitalization Fund**, which has leveraged private and nonprofit investment in distressed communities. Noting the successes seen over the past year and a half, this budget identifies an additional \$1.0 million to continue this momentum.

Finally, this budget recognizes the creation of the County's newest sanitary district to provide street lighting to the Montezuma Village neighborhood along with funding to cover the ongoing electricity and maintenance costs.

Economic Development Remains Mission Critical

The Proposed Budget includes recommendations to continue the positive momentum of our local economy. On the tax side, the recommendation is to increase the BPOL tax exemption threshold from \$400,000 to \$500,000, making it the highest among our peer localities. By increasing the exemption to \$500,000 Henrico will be even more attractive to prospective businesses and will exempt an additional 500 existing business from the tax. Over a four-year period, the exemption threshold has increased from \$100,000 to \$500,000 and **approximately 15,000 businesses are now exempt from paying BPOL**. New business recruitment and job creation also remain among the County's highest priorities, as evidenced by Henrico now having the second highest number of jobs in the state, trailing only Fairfax County. In addition, the budget includes the creation of a fund to support the creation of a Technology Zone in the Innsbrook area.

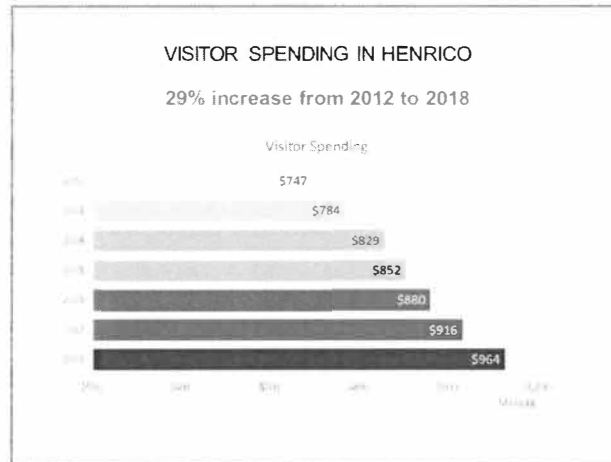
These efforts continue the successes of prior year tax policy changes, including the reductions of the personal property tax rate for data centers in 2017, the airplane personal property tax rate in 2016, the machinery and tools tax in 2016, the reductions in BPOL tax, the undertaking of the Cobbs Creek Reservoir project, and the reduction of water and sewer connection fees in 2016. In addition, Henrico again affirms its practice of not charging a stormwater tax or assessing an ambulance fee. These initiatives, combined with our exceptionally low real estate tax rate, make Henrico stand out to new business prospects.

Since 2012, the County has also focused heavily on development of the tourism sector, specifically in the area of sports tourism. The FY2020-21 Budget includes the initial funding of \$5 million for Taylor Park and fully acknowledges the debt service requirements for the Indoor Sports Facility. The untapped potential for indoor sports has been estimated at \$32.6 million in visitor spending annually. As such, the County entered into an agreement for a public-private partnership to construct an indoor sports facility at Virginia Center Commons, that could also serve as a convocation center for County events such as high school graduations. The \$50 million in bonds to construct this facility were recently sold with an interest rate of 2.35%. This facility will help Henrico tap into new tourism territory and, most importantly, provide a community meeting place large enough to host gatherings such as high school graduations. The total debt service for of \$3.3 million for the project is being covered fully by tourism revenues already collected by the County.

The County's tourism efforts continue to drive growth in sales tax, meals tax, and hotel/motel tax receipts. In fact, during 2018, the County recorded a 5.2% increase in tourism spending and, again, had the fifth

highest tourism spending total of any Virginia locality, according to the U.S. Travel Association. Henrico topped all localities in central Virginia and trailed only the counties of Arlington, Fairfax, and Loudoun and the city of Virginia Beach. In fact, since 2012, tourism spending in Henrico has increased 29%. Under the direction of the Board of Supervisors, Henrico has taken steps to highlight our County as a destination for tourists and recreational sports tournaments. The results continue to impress. As a result of prior investments for Glover Park and future investments approved by the voters in the 2016 General Obligation Bond Referendum, the impact of visitor spending should continue to grow.

Specifically, the CIP includes \$5 million for the first year of funding for Taylor Park in the Sandston area as well as funding to build-out Glover Park, make improvements to Dorey Park, and the finalize renovations of the high school fields. The expansion of field capacity in Henrico is crucial to attracting new sports tournaments to the region. However, this is not the lone reason to renovate these fields. Citizen use is paramount in the design.



Infrastructure as the Community’s Backbone

The FY2020-21 Proposed Budget continues to include capital and debt service costs related to the overwhelming approval of the \$419.8 million 2016 Bond Referendum. And, as previously mentioned, \$45.5 million in Virginia Public School Authority bonds in FY2020-21 to fund an **eight-classroom at Hungary Creek Middle School** and a **new elementary school in the Fairfield magisterial district**.

The 2016 bond projects included in the FY2020-21 Capital Budget include the first-year appropriations for the Richmond-Henrico Turnpike and Taylor Park. Both projects are anticipated to receive a second appropriation in FY2022. The third project included in the FY2020-21 budget is improvements for Deep Run Park, which will renovate the fields and other amenities available at this busy site. The FY2020-21 Capital Budget does not, however, include the planned \$27 million for the Glen Allen ACE Center. The FY2019-20 budget included \$10 million for the project, but \$8.5 million was transferred to support the replacement of the two high schools in September. HCPS is currently designing the project and, will have a refined cost estimate for this project to be considered later.

| VPSA and G.O. Bonds in FY21 Capital Budget | |
|--------------------------------------------|-----------------|
| Fairfield Elementary School | \$34.0 M |
| Hungary Creek MS Addition | \$11.5 M |
| Richmond-Henrico Turnpike | \$5.0 M |
| Taylor Park | \$5.0 M |
| Deep Run Park | \$4.0 M |
| Total, FY2020-21 Bonds | \$59.5 M |

Outside of the 2016 General Obligation Referendum projects, the FY2020-21 CIP brings forward several projects that focus on maintaining the County’s infrastructure in a cost-effective manner. This includes \$2.5 million for HCPS’ mechanical improvements and roof rehabilitation projects and \$5.2 million for various general government maintenance projects, including funding for the County’s information technology infrastructure. Maintaining vital infrastructure is key to avoiding significant replacement costs in the future, and this remains a focus in the Capital Budget.

Elsewhere in the Capital Budget, \$2.9 million is allocated to begin the funding process for an **‘Administration Infill Building’** on the Western Government Center campus. The budget also includes \$5.2 million for the various maintenance programs that keep County facilities running such as roof replacements, mechanical improvements, technology infrastructure projects, and park maintenance. The

Electronic Land Management System (ELMS) project also requires additional funding. Finally, the Capital Budget includes funding to pave the parking lot across Dixon Powers Drive from the Juvenile & Domestic Relations District Court building.

Within the Division of Fire, the Budget includes \$1.8 million for staffing and operating dollars for the Firehouse #20, what will be more commonly referred to as the Staples Mill Fire Station. This fire station will be located on land on the Western Government Center Complex and include four apparatus bays for apparatus operating out of this new facility as well as storing equipment that does not currently have a home. With the fourth bay being added to the scope of this project as well as significant stormwater infrastructure that will not only allow for the construction of the fire station but future development on other parcels near the new station, an additional \$3.0 million is included in the Capital Budget to cover these additional costs.

The Department of Public Utilities' budget includes undertaking significant annual maintenance projects and new projects to meet the County's water supply needs for the next 50 years through the Cobbs Creek Reservoir – a project that will be completed in 2021. The Capital Budget also contains numerous projects to maintain and rehabilitate the County's Water and Sewer system and includes significant improvements and expansion at the Water Reclamation Facility to meet regulatory requirements.

Henrico is one of only two counties in Virginia that maintains its secondary road network, one that is the third largest road network in the Commonwealth. This responsibility has proven to be a key piece of Henrico's economic development strategy as the County is not overly reliant upon other governmental partners to provide the necessary road infrastructure to support continued business expansion. The proposed budget builds upon the efforts of the past to fulfill prior commitments and provide additional opportunities in the future. The Richmond-Henrico Turnpike project widens 1.9 miles of an important road that stretches from Laburnum Avenue to the county line while improving drainage and adding pedestrian paths parallel to this road. In addition, the Proposed Budget includes \$500,000 to continue the justification process for the proposed I-64 interchange at North Gayton Road. This project is important for mitigating traffic congestion in Short Pump on both I-64 and West Broad Street.

The Capital Budget continues the funding efforts for **pedestrian improvements**. The FY2020-21 Budget will build on the 33 miles of sidewalk constructed since 2014. As the Board is aware, the County utilizes the \$2.5 million in annual pedestrian improvement funding to leverage millions in State and Federal funding sources for these improvements that citizens have requested. As such, the plan is to complete an additional 23 miles of sidewalks and trails over the next three years.

Beyond the Proposed FY2020-21 Budget, the General Assembly approved the creation of the **Central Virginia Transportation Authority**. Like the authorities created in the 2013 Transportation Bill, the CVTA will utilize funding from an increase in Sales and Use Tax and Gasoline Tax in the communities within Planning District 15 for major transportation infrastructure projects. To put it simply, the CVTA is an absolute game changer as it will allow Central Virginia to expand its transportation network to avoid congestion issues that plague other parts of the Commonwealth. In addition, the CVTA framework will allow the regional GRTC budget to increase 43%. We are actively working with the other participating localities to quickly establish the framework of the new authority's administration of the funding.

Another Bright Year Ahead

The FY2020-21 Manager's Proposed Budget adheres to our fiscal DNA by addressing the critical priorities within our community while remembering from where the resources to do so come. We continue to do everything we can to make sure our children are afforded the best education available and all residents can work and play in a community that is safe and sustainable. The Capital Budget continues to bring

forward new facilities to keep up with growth and service demands. The budget also keeps an eye on maintaining current infrastructure to avoid costly replacements down the road. This budget continues to put forward tax relief to businesses and seniors and maintain as low of a tax burden as possible – one that is the lowest of any large locality in the Commonwealth.

The local economy is solid and moving in a positive direction, but every economy is cyclical. At some point soon, we will experience another downturn. Each prosperous year that passes brings us closer to a recession of some sort. Adding additional structure back to the budget allows us to begin preparations for the next economic storm. This is not our first exercise in this realm. With strong reserves and a history of fiscal prudence, we have a proven track record of navigating the highs and lows of our cyclical economy. This budget is more than a one-year depiction of revenues and expenditures. It has been put forward with the understanding that cycles come and go. Henrico always takes the long view and a multi-year perspective.

This budget would not have come together without the many hours of hard work by staff. Henrico County employees have been asked to serve with significantly fewer resources, and because of their efforts and the continued work and vigilant oversight of our Board of Supervisors, this County has continued to be successful. The commitment to service is what embodies “The Henrico Way,” and I am truly grateful and appreciate all that our employees do.

In closing, I would like to thank you, our dedicated Board of Supervisors, for your input and guidance in this most important process. As always, the staff and I stand ready to assist you as you seek to chart the course for the future of our community.

Respectfully submitted,

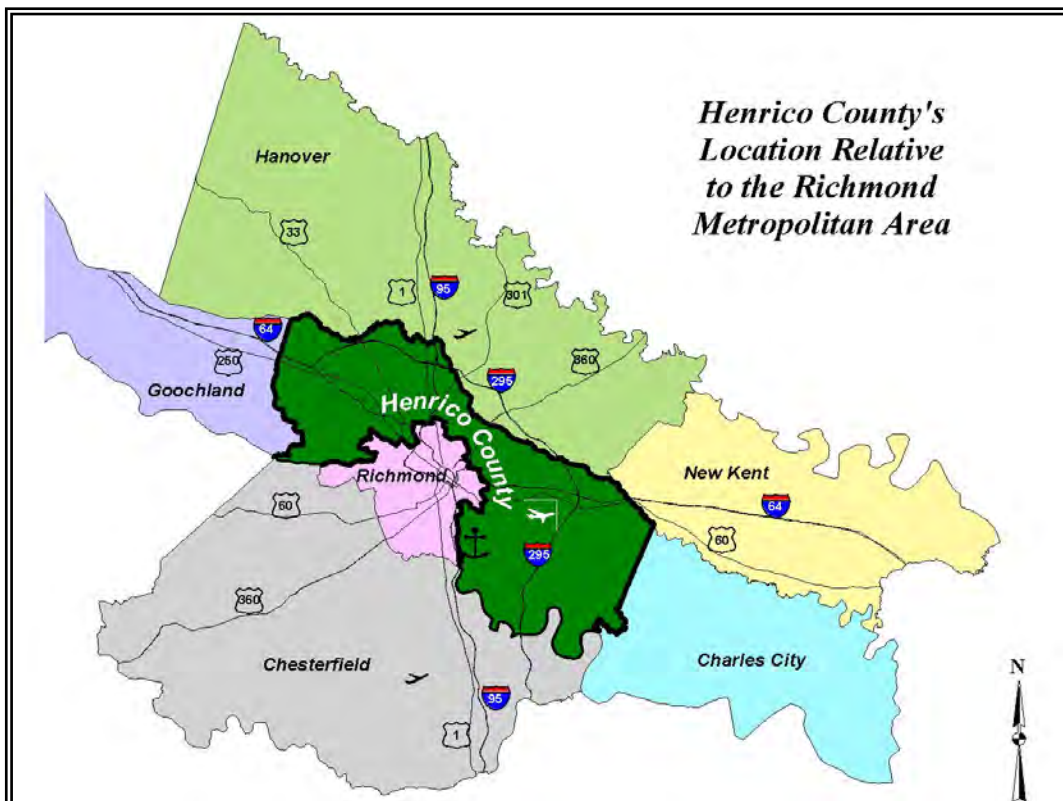
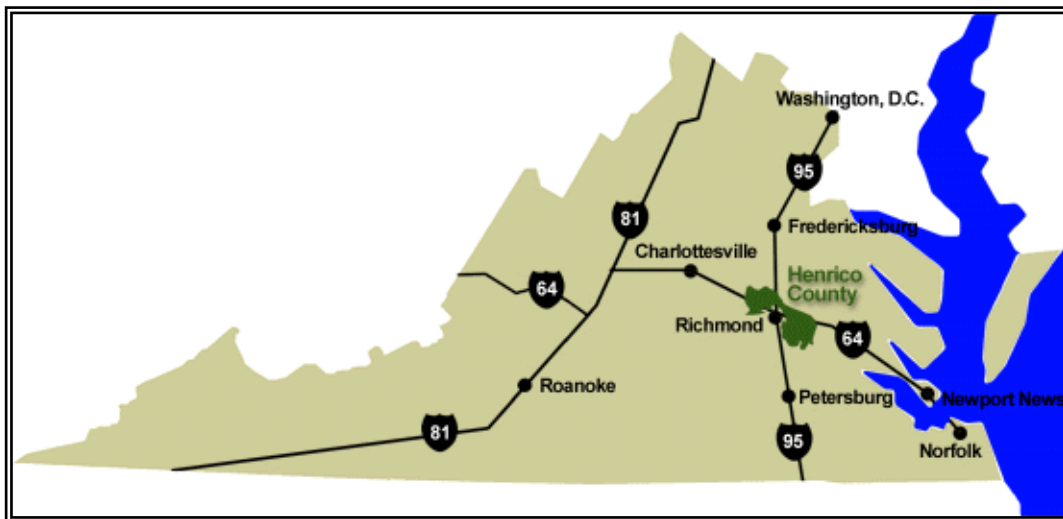


John A. Vithoukas
County Manager

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."

Life in the New World was hard, but the English had high hopes that their settlements would add valuable minerals and raw materials to their economy, in addition to providing strategic military outposts. They also saw this land as a new frontier for spreading Christianity.

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. Many different depictions of Pocahontas exist today, as seen in the image to the right, courtesy of William E. Ryder and the Virginia Historical Society.

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. That proposal 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. After 25 days of heated debate, Virginia voted 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 and Media Services



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 with the exception of 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).

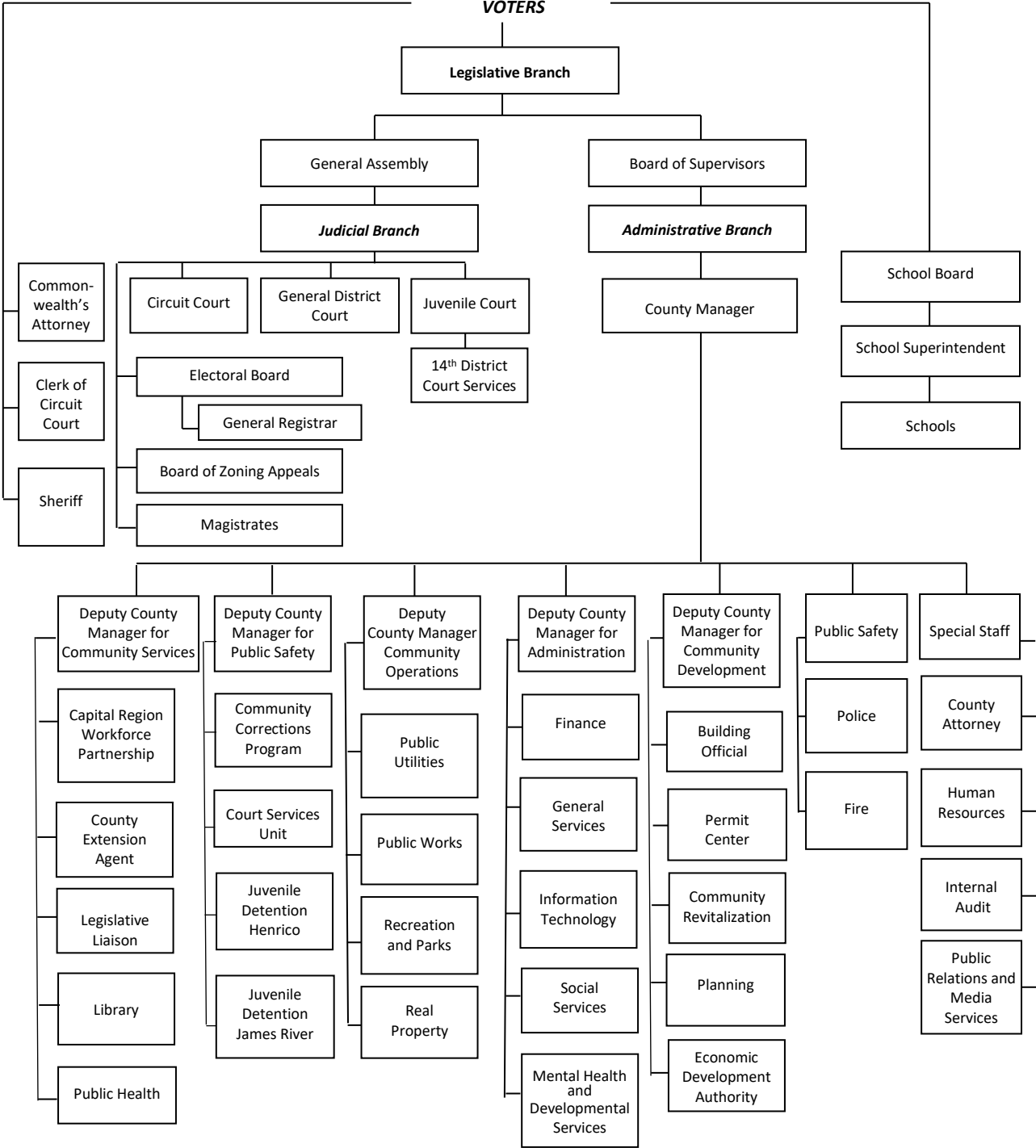
The School Board is elected by the voters to represent each of the five magisterial districts. They are elected for four-years in a sequence similar to that of the County Board Members and are responsible for the allocation and control of school finances, programs and personnel. The superintendent of 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

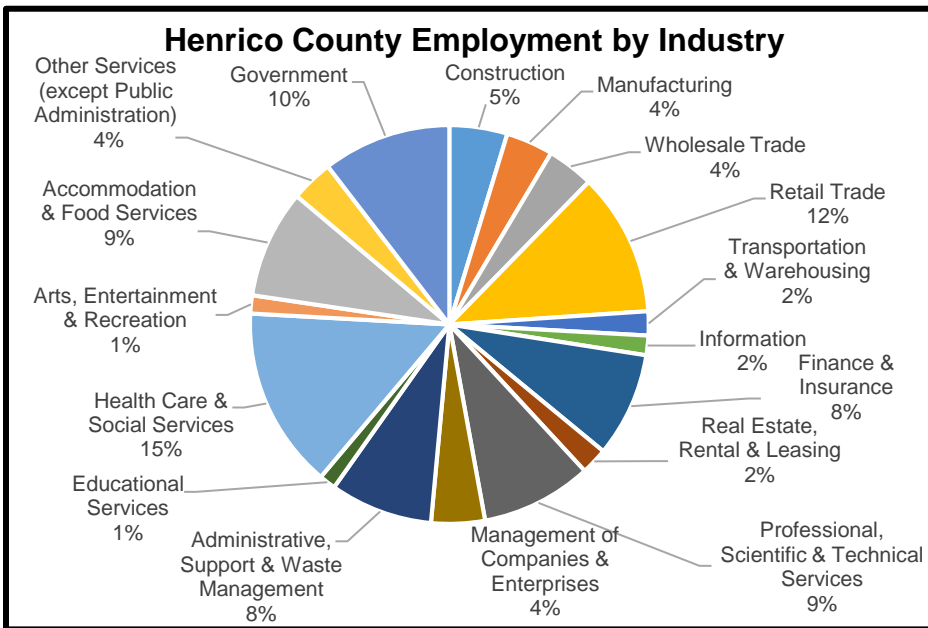


Henrico County Profile

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 four Fortune 1000 headquarters including Altria, Genworth Financial, Brink's, and Markel Corporation. The chart to the right displays the top ten largest employers in Henrico County according to the Virginia Employment Commission's February 2020 Community Profile for Henrico.

| Top Ten Employers with ≥ 900 Employees | |
|----------------------------------------|------------------------------------|
| Rank | Employer |
| 1 | Henrico County School Board |
| 2 | County of Henrico, VA |
| 3 | Bon Secours Richmond Health System |
| 4 | HCA Virginia Health System |
| 5 | Anthem |
| 6 | Capital One Bank |
| 7 | Walmart |
| 8 | Wells Fargo Bank NA |
| 9 | United States Postal Service |
| 10 | Apex Systems Inc |



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 region 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 2.5 percent in November 2019, which is in line with the state average of 2.5 percent, and lower than the national average of 3.5 percent. Henrico's job market remains strong with 193,284 total jobs in the County, the second highest of all localities in Virginia. In addition, nine 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 2017, the County captured \$963.5 million in visitor spending, a 5.2 percent increase from the previous year, and had the fifth highest total of any Virginia locality, according to the U.S. Travel Association. 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 43 percent of the whole population in 2010, compared to 33 percent in 2000. As a result of these changing demographics, the County has been infused with new cultures and traditions that are enriching the community as a whole.

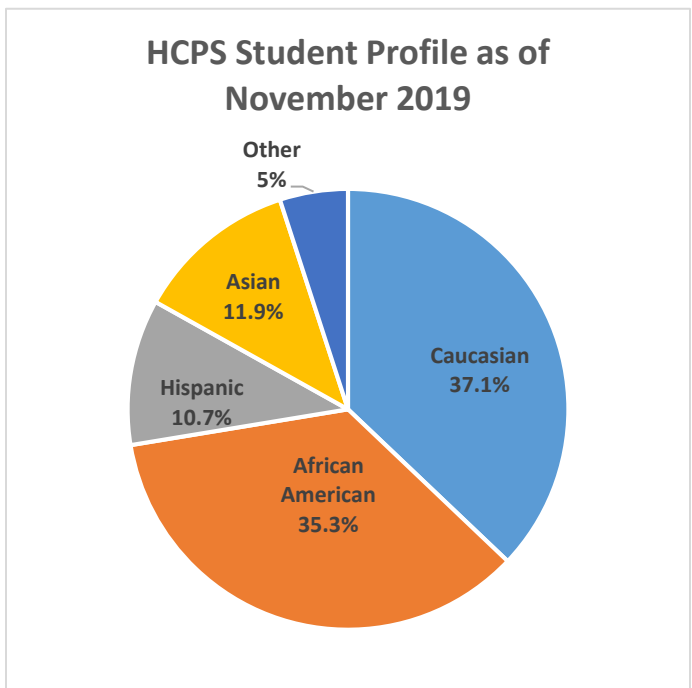
| Population by Race | 2000 | 2010 | % Change |
|---------------------------------------|-------------|-------------|-----------------|
| American Indian & Alaska native alone | 920 | 1,012 | 10.0% |
| Asian /Pacific Islander | 9,533 | 20,179 | 111.7% |
| Black or African American alone | 64,820 | 90,669 | 39.9% |
| Other/Multiracial | 6,284 | 13,356 | 112.5% |
| White alone | 180,780 | 181,719 | 0.5% |
| Total | 262,337 | 306,935 | 17.0% |

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 2019, the membership of HCPS totaled 50,406. 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) have been recognized during the 2014 school year by publications including U.S. News & World Report, the National School Board Association and the National Association of Music Merchants. In addition, Henrico has the lowest per pupil cost among the twenty-five largest localities by population in Virginia according to the Superintendent’s 2017 Annual Report.

Henrico County’s school division is equipped with the latest technology and laptops are provided to each of the more than 27,000 secondary students each year through the Teaching and Learning Initiative. 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 201, HCPL was awarded a New Landmark Library award from Library Journal as well as four NACo and one VACo award.

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 approximately 3.8 million visits to the park system every year.

Henrico County Profile

Public Safety

The Henrico County Police Division has three police stations and over 620 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 the lowest rate of crimes per 1,000 residents in 2018 since the data collection began in 1975.

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, and 6 ladder trucks on duty each day and responds 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. 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.



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. 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 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:

GOVERNMENTAL FUNDS

Governmental funds are 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. A significant part of General Fund revenues 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 include, among other things, those for 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

Proprietary funds account 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

These funds account for the operation, maintenance and construction of the County-owned water and wastewater (sewer) utility, and the County-owned golf course.

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

Fiduciary funds are used if the government has a fiduciary or custodial responsibility for assets.

James River Juvenile Detention Center Agency Fund

The 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 Fiduciary Fund (GASB 45)

The 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.

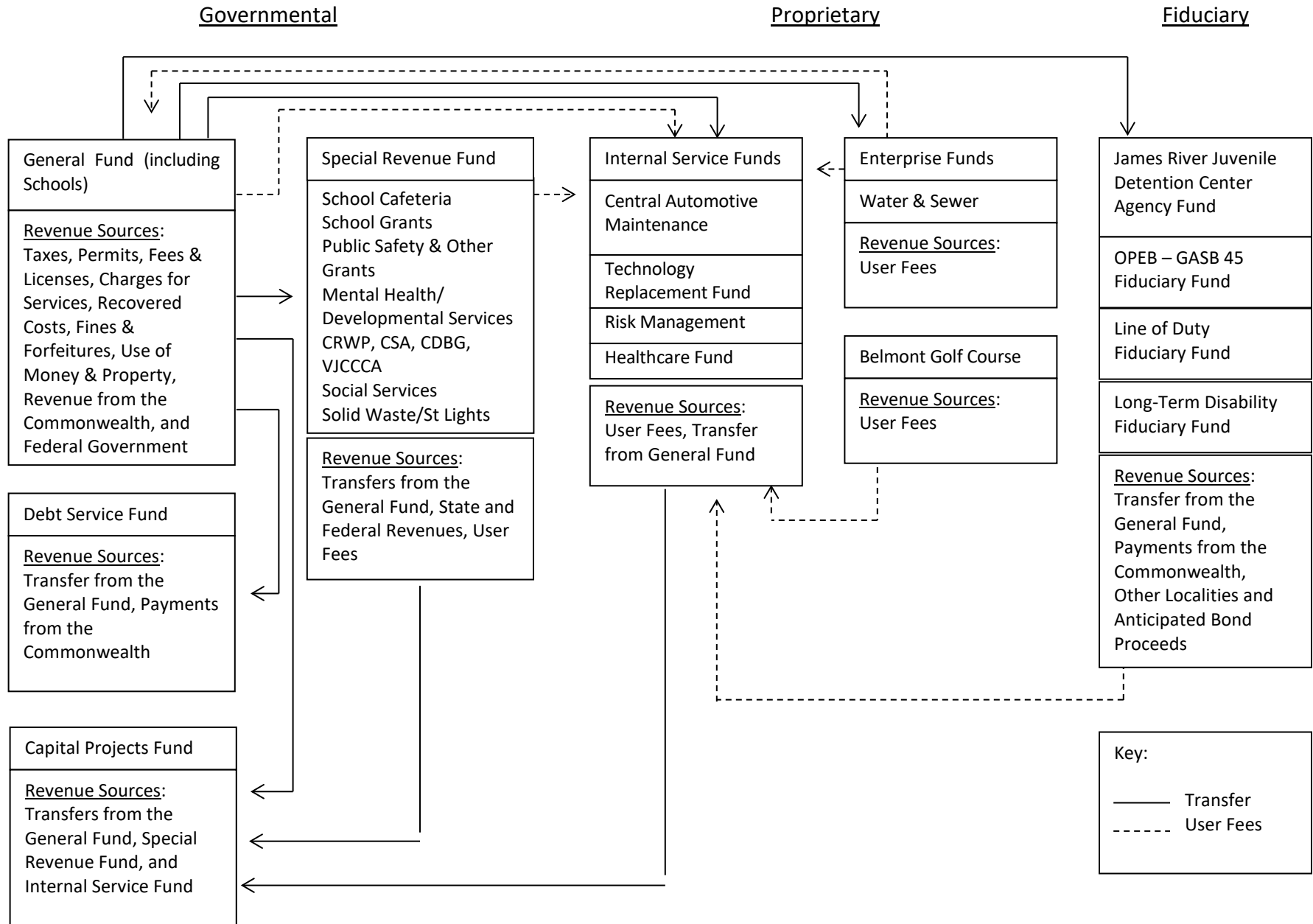
Line of Duty

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

August through September

AUGUST 2019

| M | T | W | T | F | S | S |
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September 2019

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Revenue Estimates

Henrico County's budget process 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. This includes such specifics as building permits, tax assessments, business license records, retail sales by category and type. The questions that are asked in this review are aimed at acquiring relevant financial information that will set the broad limits of budgetary possibilities. From a fiscal perspective, the basic question is whether current revenues support the necessary budgetary outlays.

October

OCTOBER 2019

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Target Development

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. Debt service requirements are the top priority before targets are created for the individual departments. Payroll expenditures are the next "fixed" obligation. The target allocation provides the funding for all of the current positions in the County's personnel complement. The target allocation assigned to the individual department also provides funding for operating and capital outlay items, which are based on the prior year approved budget. It does not automatically include an inflation factor for operating expenditures, nor does it fund any new services or positions. 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 FY2020-21 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

NOVEMBER 2019

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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) in 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.

November through December

DECEMBER 2019

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Financial Trend Monitoring System

An important step of the budget process involves the completion of the Financial Trend Monitoring System Trends Document, which represents an eleven-year evaluation of past financial and economic indicators. These indicators, over time, may reflect fluctuations, which when analyzed, prove to be extremely valuable as a management tool. 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 and provides a logical way of introducing long-range considerations into the annual budget

process. The County benefits by examining historical trends of financial and economic indicators prior to initiating the budget process. For more information regarding the Trends document, please see: <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 prepare the revenue estimates, and work closely with the County Manager and department administrators in reviewing expenditure estimates both in program and financial terms.

December through January

JANUARY 2020

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

Review of Budget Submissions

The Office of Management and Budget reviews each department's budget submission and provides recommendations, as appropriate, to the County Manager. These recommendations include expenditure analyses and evaluations of budget submissions. As a result of this review, a narrative for each department is created.

THE BUDGET CYCLE

January through February

FEBRUARY 2020

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Executive Budget Reviews

After the expenditure estimates are analyzed, department requests are presented to the Executive Budget Review Committee. This 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, (four) 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), 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.

March

MARCH 2020

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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. (The Code of Virginia requires that the County Manager submit a balanced budget to the Board of Supervisors). 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 long periods of intensive research and analysis. 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 (Second and Fourth Tuesdays)

APRIL 2020

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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 FY2020-21 Public Hearing was held on April 14, 2020. The public hearing that sets the tax levies was held on April 28, 2020. 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

MAY 2020

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Publish and Distribute Budget

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

June

JUNE 2020

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| 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, which is required by the Code of Virginia.

During the Fiscal Year

Transfers

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 approve any amendment request. If the total amendment requested at any one time is over one percent of the current total appropriation, the request also must be advertised in the newspaper and a public hearing must be held before the Board can act.

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 FY2020-21 Annual Fiscal Plan is based on a Real Estate Tax rate of \$0.87/\$100 of assessed valuation for CY2020 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 FY18: | 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.

**REVENUE
AND
EXPENDITURE
SUMMARIES**



COUNTY OF HENRICO, VIRGINIA
SOURCE OF PROPOSED REVENUES
- ALL FUNDS -

| Revenues: Function/Program | FY 18-19 Actual | FY 19-20 Original | FY 20-21 Approved |
|---------------------------------------------------------|----------------------------------|------------------------------------|------------------------------------|
| Revenue from Local Sources: | | | |
| General Property Taxes | \$447,403,036 | \$ 487,345,000 | \$ 499,145,000 |
| Other Local Taxes | \$186,843,818 | 168,560,000 | 139,410,000 |
| Permits, Fees, and Licenses | \$8,294,324 | 6,314,912 | 6,313,405 |
| Fines and Forfeitures | \$2,482,482 | 2,527,845 | 2,527,845 |
| Use of Money and Property | \$18,027,046 | 8,740,542 | 4,022,808 |
| Charges for Services | \$165,766,366 | 166,181,602 | 173,466,196 |
| Recovered Costs | \$146,988,674 | 153,518,778 | 162,692,101 |
| Miscellaneous | \$16,562,103 | 11,375,505 | 13,824,835 |
| Shared Expenses | \$545,943 | 503,426 | 518,528 |
| Total from Local Sources | <u>\$ 992,913,793</u> | <u>\$ 1,005,067,610</u> | <u>\$ 1,001,920,718</u> |
| Revenue from the Commonwealth: | | | |
| Non-categorical Aid | 55,489,504 | 19,605,928 | 16,708,040 |
| Shared Expenses | 20,227,654 | 20,165,294 | 18,105,294 |
| Categorical Aid | 371,814,956 | 380,982,319 | 371,228,020 |
| Total from the Commonwealth | <u>\$ 447,532,114</u> | <u>\$ 420,753,541</u> | <u>\$ 406,041,354</u> |
| Revenue from the Federal Government: | | | |
| Categorical Aid | 64,122,448 | 64,432,481 | 63,516,527 |
| Total from the Federal Government | <u>\$ 64,122,448</u> | <u>\$ 64,432,481</u> | <u>\$ 63,516,527</u> |
| Total Revenues | <u>\$ 1,504,568,355</u> | <u>\$ 1,490,253,632</u> | <u>\$ 1,471,478,599</u> |
| (To) From Fund Balance/Retained Earnings | | | |
| (To) From General Fund Balance | (4,236,912) | 10,000,000 | 3,014,759 |
| (To) From General Fund - Sinking Fund | - | 2,243,892 | - |
| (To) Revenue Stabilization Reserve | - | (1,000,000) | - |
| (To) From Fund Balance - Designated Capital Reserve | - | 14,055,000 | - |
| Use of Fund Balance - Tourism Reserve | - | 2,000,000 | - |
| Use of Fund Balance - Undesignated | - | 1,000,000 | - |
| Use of Fund Balance - Assigned - Land Reserve | - | 2,987,015 | - |
| From Fund Balance - State Revenue Stabilization Reserve | - | 1,000,000 | - |
| (To) From Fund Balance - Meals Tax Reserve | - | 26,345,233 | - |
| (To) From Fund Balance - Schools State Aid Reserve | - | 3,800,000 | - |
| (To) From Solid Waste | (448,050) | 440,574 | 478,764 |
| (To) From Retained Earnings - Water & Sewer | (40,897,240) | (37,019,846) | (38,269,915) |
| (To) From Other Funds | (4,034,265) | 141,472 | 199,832 |
| Total Fund Balance | <u>(49,616,468)</u> | <u>25,993,340</u> | <u>(34,576,560)</u> |
| Total Revenues and Fund Balances | <u>\$ 1,454,951,887</u> | <u>\$ 1,516,246,972</u> | <u>\$ 1,436,902,039</u> |
| Operating Transfers to Capital Projects Fund | (80,735,668) | (78,160,048) | - |
| Interdepartmental Billings | (\$107,429,999) | (113,528,137) | (119,011,966) |
| Total Source of Funding | <u><u>\$ 1,266,786,220</u></u> | <u><u>\$ 1,324,558,787</u></u> | <u><u>\$ 1,317,890,073</u></u> |

COUNTY OF HENRICO, VIRGINIA
TOTAL PROPOSED EXPENDITURES
- ALL FUNDS -

| Department | FY 18-19 Actual | FY 19-20 Original | FY 20-21 Approved |
|-------------------------------------------|----------------------------|------------------------------|------------------------------|
| 01 Board of Supervisors | \$1,123,332 | \$1,130,564 | \$1,126,922 |
| 02 Library | 17,679,347 | 20,822,170 | 20,292,281 |
| 03 Sheriff | 47,107,530 | 42,431,206 | 42,383,409 |
| 04 Circuit Court | 3,308,360 | 3,416,472 | 3,269,920 |
| 05 Commonwealth's Attorney | 6,617,162 | 6,770,348 | 7,002,309 |
| 06 General District Court | 371,388 | 470,921 | 458,032 |
| 07 Juvenile & Domestic Relations Court | 3,450,178 | 3,593,272 | 3,450,841 |
| 08 Electoral Board | 1,648,400 | 1,926,520 | 1,915,103 |
| 09 County Manager | 1,872,246 | 1,914,655 | 1,889,529 |
| 09 Public Relations and Media Services | 1,842,948 | 1,992,181 | 1,903,867 |
| 10 County Attorney | 2,634,051 | 2,602,393 | 2,617,444 |
| 11 Human Resources | 22,660,516 | 22,044,700 | 5,694,056 |
| 12 Police | 80,833,599 | 81,026,690 | 82,021,218 |
| 13 Fire | 62,460,550 | 64,769,866 | 67,322,619 |
| 14 Finance | 13,414,383 | 14,374,170 | 24,179,038 |
| 16 General Services | 38,672,215 | 37,856,464 | 36,550,797 |
| 17 Internal Audit | 460,419 | 651,937 | 566,535 |
| 18 Debt Service | 63,427,549 | 71,570,276 | 71,665,830 |
| 19 Information Technology | 14,188,065 | 15,960,783 | 15,351,821 |
| 21 Agriculture and Home Extension | 320,553 | 443,994 | 396,174 |
| 22 Social Services | 37,525,442 | 36,262,050 | 26,134,190 |
| 23 Recreation & Parks | 20,267,474 | 21,348,957 | 18,174,555 |
| 24 Public Health | 2,432,912 | 2,433,102 | 2,433,102 |
| 26 Mental Health & Developmental Services | 39,423,749 | 40,128,900 | 40,438,768 |
| 27 Capital Region Workforce Partnership | 4,846,202 | 4,154,563 | 4,187,441 |
| 28 Public Works | 53,221,619 | 55,505,439 | 53,130,984 |
| 29 Real Property | 656,550 | 615,782 | 467,200 |
| 30 Economic Development | 18,982,896 | 18,346,726 | 12,928,968 |
| 31 Public Utilities | 107,968,670 | 111,522,894 | 117,412,041 |
| 32 Non-Departmental | 12,387,131 | 13,447,861 | 12,972,544 |
| 33 Building Inspections | 4,393,737 | 4,774,832 | 4,670,481 |
| 34 Planning | 4,113,867 | 4,593,816 | 4,280,615 |
| 35 Permit Centers | 865,602 | 941,566 | 795,172 |
| 36 Community Corrections Program | 2,013,975 | 2,106,331 | 2,117,415 |
| 37 Technology Replacement | 2,825,150 | 2,754,568 | 2,750,000 |
| 38 Community Revitalization | 4,406,808 | 1,870,711 | 1,509,043 |
| 40 James River Juvenile Detention Center | 5,292,416 | 5,459,108 | 5,634,742 |
| 42 Healthcare | 118,780,431 | 126,669,868 | 135,140,870 |
| 50 Education | 550,710,133 | 589,380,268 | 601,666,163 |
| 60 Interdepartmental Billings | (107,429,299) | (113,528,137) | (119,011,966) |
| Total Expenditures | <u>\$1,267,778,256</u> | <u>\$1,324,558,787</u> | <u>\$1,317,890,073</u> |

COUNTY OF HENRICO, VIRGINIA
PROPOSED GENERAL FUND REVENUES
FY 2020-21

| Revenues: | FY 18-19 | FY 19-20 | FY 20-21 |
|--------------------------------------------|----------------------|----------------------|----------------------|
| Function/Program | Actual | Original | Approved |
| Revenue from Local Sources: | | | |
| General Property Taxes | \$447,403,036 | \$487,345,000 | \$499,145,000 |
| Other Local Taxes | 186,843,818 | 168,560,000 | 139,410,000 |
| Permits, Fees, & Licenses | 7,781,388 | 5,275,800 | 5,253,500 |
| Fines & Forfeitures | 2,146,622 | 2,085,000 | 2,085,000 |
| From Use of Money & Property | 16,472,008 | 8,207,700 | 3,284,700 |
| Charges for Services | 4,371,644 | 4,077,800 | 3,845,500 |
| Miscellaneous | 10,200,893 | 7,163,500 | 3,969,000 |
| Recovered Costs | 4,250,549 | 4,011,000 | 4,138,000 |
| Total from Local Sources | <u>679,469,958</u> | <u>686,725,800</u> | <u>661,130,700</u> |
| Revenue from the Commonwealth: | | | |
| Categorical Aid: | | | |
| Education | 269,671,190 | 271,460,000 | 261,304,941 |
| Public Works | 49,026,337 | 47,000,000 | 47,000,000 |
| Public Safety (HB #599) | 9,127,112 | 9,100,000 | 9,000,000 |
| Other | 5,876,098 | 11,878,000 | 9,028,000 |
| Total Categorical Aid | <u>333,700,737</u> | <u>339,438,000</u> | <u>326,332,941</u> |
| Non-Categorical Aid: | | | |
| General Government | 52,705,830 | 16,207,000 | 13,150,000 |
| Total Non-Categorical Aid | <u>52,705,830</u> | <u>16,207,000</u> | <u>13,150,000</u> |
| Shared Expenses: | | | |
| State Share of Salaries & Benefits | 18,559,414 | 18,600,000 | 16,540,000 |
| Total from the Commonwealth | <u>404,965,981</u> | <u>374,245,000</u> | <u>356,022,941</u> |
| Revenue from the Federal Government | | | |
| Total Revenues | <u>416,679</u> | <u>360,000</u> | <u>360,000</u> |
| Total Revenues | <u>1,084,852,618</u> | <u>1,061,330,800</u> | <u>1,017,513,641</u> |
| Interfund Transfers: | | | |
| To Debt Service Fund | (63,468,451) | (71,570,276) | (71,665,830) |
| To Capital Projects Fund | (80,735,668) | (78,160,048) | 0 |
| To Enterprise Fund | (1,930,021) | (1,928,921) | (1,929,858) |
| To Technology Replacement | (2,500,000) | (2,750,000) | (2,750,000) |
| To CAM | (99,500) | (454,800) | 0 |
| To Risk Management | (12,899,799) | (9,983,299) | (9,499,617) |
| To Workplace Safety | 0 | 0 | (483,682) |
| To Special Revenue Fund | (32,058,208) | (32,629,985) | (29,897,172) |
| To JRJDC Agency Fund | (3,158,722) | (3,253,484) | (3,351,088) |
| To Health Care | (3,000,000) | 0 | 0 |
| To OPEB-GASB 45 Fiduciary Fund | (2,675,000) | (2,675,000) | 0 |
| To Line of Duty | (1,100,000) | (1,100,000) | (1,250,000) |
| To Long-Term Disability | (600,000) | (600,000) | (600,000) |
| Total Transfers | <u>(204,225,369)</u> | <u>(205,105,813)</u> | <u>(121,427,247)</u> |

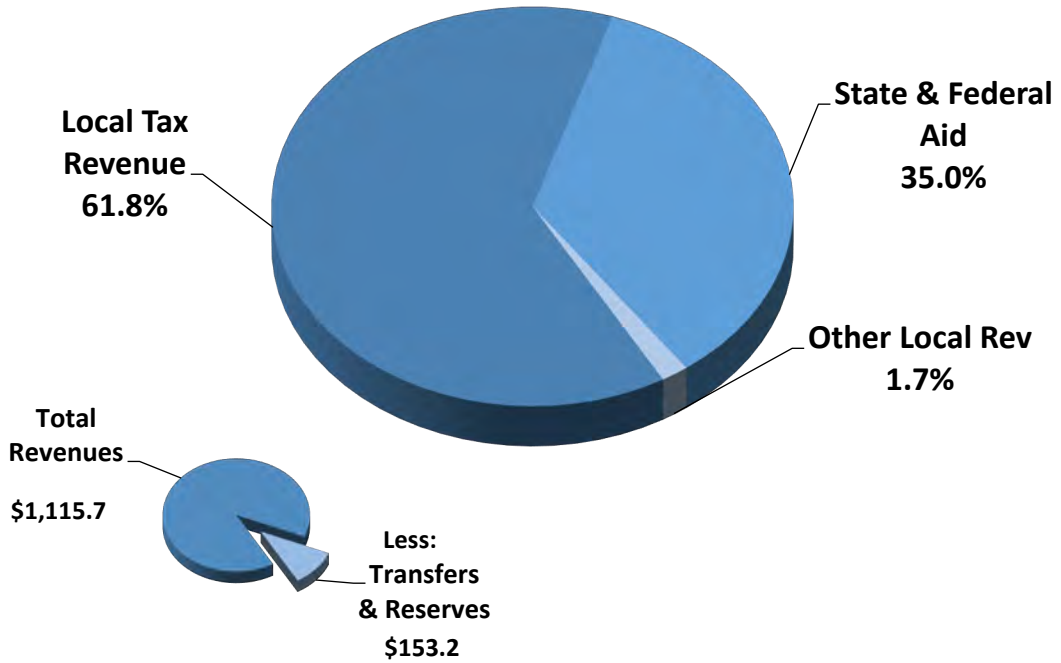
General Fund Revenues (cont'd)

| Revenues: | | | |
|---------------------------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Function/Program | FY 18-19 | FY 19-20 | FY 20-21 |
| | Actual | Original | Approved |
| Use of Fund Balance - Capital Projects | 0 | 7,500,000 | 0 |
| Use of Fund Balance - Sidewalks | 0 | 2,500,000 | 0 |
| Use of Fund Balance - Designated Capital Reserve | 0 | 14,055,000 | 0 |
| Use of Fund Balance - Assigned - Land Reserve | 0 | 2,987,015 | 0 |
| Use of Fund Balance - Tourism Reserve | 0 | 2,000,000 | 0 |
| Use of Fund Balance - Undesignated | 0 | 1,000,000 | 0 |
| (To) From Fund Balance - Meals Tax Reserve | 0 | 26,345,233 | 0 |
| (To) From Fund Balance - Schools State Aid Reserve | 0 | 3,800,000 | 0 |
| (To) Revenue Stabilization Reserve | 0 | (1,000,000) | 0 |
| From Fund Balance - State Revenue Stabilization Reserve | 0 | 1,000,000 | 0 |
| From Sinking Fund | 0 | 2,243,892 | 0 |
| (To) Fund Balance - General Fund | <u>(1,185,077)</u> | <u>0</u> | <u>3,014,759</u> |
| Total Resources Net of Transfers | <u><u>\$879,442,172</u></u> | <u><u>\$918,656,127</u></u> | <u><u>\$899,101,153</u></u> |

**COUNTY OF HENRICO, VIRGINIA
PROPOSED GENERAL FUND EXPENDITURES
FY 2020-21**

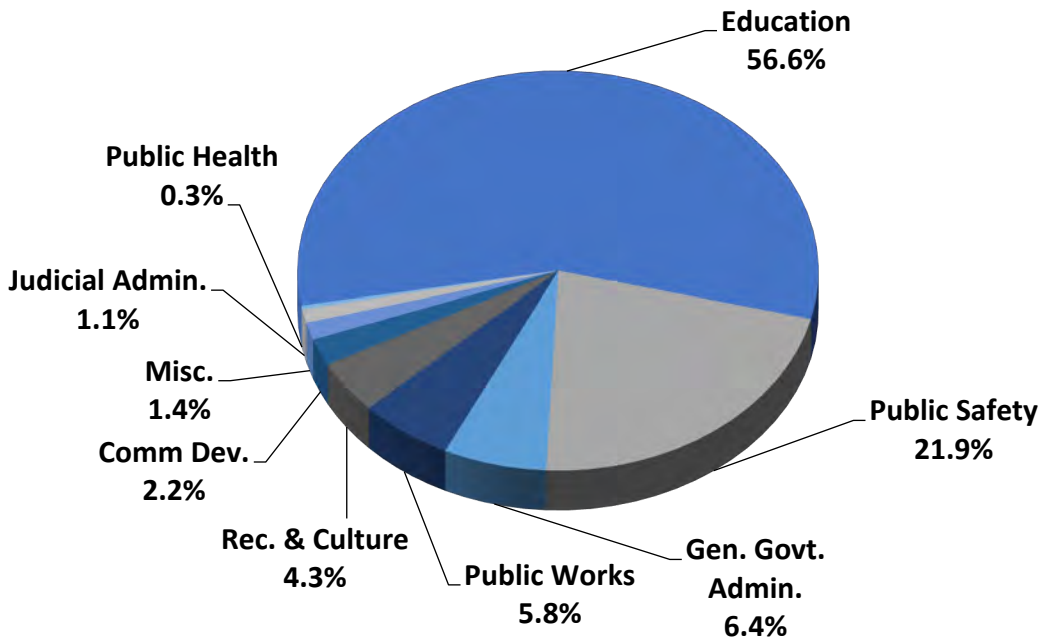
| Expenditures: Function/Activity | FY 18-19 Actual | FY 19-20 Original | FY 20-21 Approved |
|--------------------------------------------|-----------------------------|------------------------------|------------------------------|
| General Government Administration | \$59,018,079 | \$63,456,489 | \$57,367,472 |
| Judicial Administration | 8,996,032 | 9,538,516 | 9,484,894 |
| Public Safety: | | | |
| Police | 78,284,281 | 79,407,963 | 80,313,716 |
| Fire | 62,201,947 | 64,769,866 | 66,838,937 |
| Sheriff | 46,967,893 | 42,431,206 | 42,383,409 |
| Juvenile Detention | 2,348,063 | 2,381,481 | 2,357,538 |
| Building Inspections | 4,393,737 | 4,774,832 | 4,670,481 |
| Total Public Safety | <u>194,195,921</u> | <u>193,765,348</u> | <u>196,564,081</u> |
| Public Works: | 52,945,476 | 54,608,439 | 52,233,984 |
| Public Health: | 2,432,912 | 2,433,102 | 2,433,102 |
| Education: | 486,489,886 | 514,448,820 | 509,905,768 |
| Recreation, Parks, & Culture: | | | |
| Recreation & Parks | 19,348,349 | 20,188,569 | 18,174,555 |
| Library | 17,679,347 | 20,822,170 | 20,292,281 |
| Total Recreation, Parks, & Culture | <u>37,027,696</u> | <u>41,010,739</u> | <u>38,466,836</u> |
| Community Development | 25,949,039 | 26,196,813 | 19,909,972 |
| Miscellaneous: | | | |
| Non-Departmental | 12,387,131 | 13,197,861 | 12,735,044 |
| Total Miscellaneous | <u>12,387,131</u> | <u>13,197,861</u> | <u>12,735,044</u> |
| Total General Fund Expenditures | <u><u>\$879,442,172</u></u> | <u><u>\$918,656,127</u></u> | <u><u>\$899,101,153</u></u> |

**FY2020-21 General Fund Revenues
\$1,017,513,641**



Note: General Fund Revenues less Transfers & Reserves equals General Fund Expenditures of \$899,101,153.

**FY2020-21 General Fund Expenditures
\$899,101,153**



**COUNTY OF HENRICO, VIRGINIA
PROPOSED SPECIAL REVENUE FUND REVENUES
FY 2020-21**

| Revenues: | FY 18-19 | FY 19-20 | FY 20-21 |
|------------------------------------------------------------|-------------------|-------------------|-------------------|
| Subfund/Activity | Actual | Original | Approved |
| Capital Region Workforce Partnership (CRWP) | | | |
| CRWP | \$4,799,802 | \$4,096,563 | \$4,131,441 |
| Transfer From the General Fund | 46,400 | 58,000 | 56,000 |
| Total Capital Region Workforce Partnership | <u>4,846,202</u> | <u>4,154,563</u> | <u>4,187,441</u> |
| Circuit Court Clerk | | | |
| Circuit Court Clerk | 7,323 | 0 | 0 |
| | <u>7,323</u> | <u>0</u> | <u>0</u> |
| Commonwealth's Attorney | | | |
| Commonwealth's Attorney | 33,100 | 0 | 0 |
| Special Drug Prosecutor | 135,926 | 114,337 | 120,953 |
| Victim/Witness Assistance Program | 680,377 | 674,155 | 674,155 |
| Asset Forfeitures | 93,216 | 0 | 0 |
| Transfer From the General Fund | 479,052 | 554,830 | 573,202 |
| Total Commonwealth's Attorney | <u>1,421,671</u> | <u>1,343,322</u> | <u>1,368,310</u> |
| Community Corrections Program | | | |
| CCP | 1,314,675 | 1,427,865 | 1,458,869 |
| CCP - Drug Court | 286,583 | 272,410 | 267,410 |
| Transfer From the General Fund | 412,717 | 406,056 | 391,136 |
| Total Community Corrections | <u>2,013,975</u> | <u>2,106,331</u> | <u>2,117,415</u> |
| Community Development Block Grant | | | |
| CDBG/HOME | 2,358,199 | 0 | 0 |
| ESG | 167,465 | 0 | 0 |
| Transfer From the General Fund - Local Business Assistance | 65,023 | 0 | 0 |
| Total Community Development Block Grant | <u>2,590,687</u> | <u>0</u> | <u>0</u> |
| Economic Development | | | |
| RIR Permitting Fee Grant | 150,000 | 0 | 0 |
| Total Economic Development | <u>150,000</u> | <u>0</u> | <u>0</u> |
| Education | | | |
| State, Federal & Other Grants | 43,361,546 | 51,694,481 | 57,551,399 |
| Total Schools Grants | <u>43,361,546</u> | <u>51,694,481</u> | <u>57,551,399</u> |
| Cafeteria Receipts | 6,428,268 | 7,111,222 | 7,479,684 |
| State Food Payments - Nat. Sch. Lunch Prog. | 718,646 | 750,000 | 750,000 |
| Federal School Lunch Program | 10,675,165 | 15,000,000 | 14,864,000 |
| Federal School Breakfast Program | 2,582,822 | 0 | 50,000 |
| Recoveries & Rebates | 422,342 | 370,745 | 670,745 |

Special Revenue Fund Revenues (cont'd)

| Revenues: | FY 18-19 | FY 19-20 | FY 20-21 |
|-------------------------------------------|-------------------|-------------------|-------------------|
| Subfund/Activity | Actual | Original | Approved |
| Sale of Equipment | 7,304 | 5,000 | 5,000 |
| Miscellaneous | 22,067 | | 50,000 |
| (To) From Cafeteria Fund Balance | 2,087 | 0 | 0 |
| Total School Cafeteria | <u>20,858,701</u> | <u>23,236,967</u> | <u>23,869,429</u> |
| | | | |
| Comprehensive Services Act (CSA)* | | | |
| State/Federal Aid | 0 | 0 | 6,457,060 |
| Transfer from the General Fund | 0 | 0 | 3,882,507 |
| Total CSA | <u>0</u> | <u>0</u> | <u>10,339,567</u> |
| | | | |
| Total Education | 64,220,247 | 74,931,448 | 91,760,395 |
| | | | |
| Juvenile & Domestic Relations Court | | | |
| Virginia Juvenile Community Crime Act | 390,110 | 390,108 | 390,008 |
| USDA | 28,764 | 25,332 | 25,270 |
| Transfer From the General Fund | 555,125 | 572,254 | 555,082 |
| Total Juvenile & Domestic Relations Court | <u>973,999</u> | <u>987,694</u> | <u>970,360</u> |
| | | | |
| Mental Health & Developmental Services | | | |
| State and Federal Grants | 12,360,976 | 10,353,889 | 11,101,278 |
| Payments from Other Localities | 245,321 | 252,681 | 258,340 |
| Miscellaneous Revenues | 12,232,254 | 13,229,841 | 13,143,774 |
| Transfer From General Fund | 14,585,198 | 16,292,489 | 15,935,376 |
| Total Mental Health | <u>39,423,749</u> | <u>40,128,900</u> | <u>40,438,768</u> |
| | | | |
| Non-Departmental | | | |
| Transfer From General Fund | 0 | 250,000 | 237,500 |
| | | | |
| Public Safety | | | |
| Police - State & Federal Grants | 1,500,058 | 1,156,727 | 1,220,502 |
| Police - Donations | 9,372 | 0 | 0 |
| Metro Aviation/Extradition Reimbursement | 726,467 | 334,668 | 359,668 |
| Fire - Donations | 2,000 | 0 | 0 |
| Fire - State & Federal | 256,603 | 0 | 0 |
| Asset Forfeitures | 233,056 | 0 | 0 |
| Transfer From General Fund | 80,365 | 127,332 | 127,332 |
| Total Public Safety | <u>2,807,921</u> | <u>1,618,727</u> | <u>1,707,502</u> |
| | | | |
| Public Utilities | | | |
| Solid Waste: | | | |
| Refuse Collection Billing | 8,939,874 | 8,910,000 | 9,250,000 |
| Public Use/Host/Recycle Fees | 1,971,179 | 1,720,000 | 4,140,000 |
| Miscellaneous Revenues | 491,365 | 312,550 | 295,000 |
| Transfer From General Fund | 3,018,511 | 3,371,409 | 1,278,457 |
| (To) From Solid Waste Fund Balance | (448,050) | 440,574 | 478,764 |
| Total Solid Waste | <u>13,972,879</u> | <u>14,754,533</u> | <u>15,442,221</u> |

Special Revenue Fund Revenues (cont'd)

| Revenues: | | | |
|--------------------------------------------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Subfund/Activity | FY 18-19 | FY 19-20 | FY 20-21 |
| | Actual | Original | Approved |
| Street Lighting: | | | |
| Charge for Street Lights | 86,536 | 83,100 | 84,100 |
| (To) From Reserve for Street Lights | (22,204) | 0 | 0 |
| Total Street Lighting | <u>64,332</u> | <u>83,100</u> | <u>84,100</u> |
| Public Works | | | |
| Best Management Practices | 166,635 | 50,000 | 50,000 |
| Watershed Management Program | 109,508 | 847,000 | 847,000 |
| Total Public Works | <u>276,143</u> | <u>897,000</u> | <u>897,000</u> |
| Recreation, Parks & Culture | | | |
| Recreation | 64,306 | 0 | 0 |
| Total Recreation, Parks, & Culture | <u>64,306</u> | <u>0</u> | <u>0</u> |
| Sheriff | | | |
| Commissary Fund | 110,052 | 0 | 0 |
| State and Federal Grants | 29,585 | 0 | 0 |
| | <u>139,637</u> | <u>0</u> | <u>0</u> |
| Social Services | | | |
| State and Federal Grants - Social Services | 16,976,313 | 17,229,285 | 18,059,005 |
| Transfer From the General Fund - Social Services | 3,800,474 | 5,536,512 | 5,281,953 |
| State and Federal Grants - CSA | 153,218 | 109,849 | 141,115 |
| Comprehensive Services Act (CSA)* | 9,449,147 | 7,925,301 | 1,073,490 |
| Transfer From the General Fund - CSA Medicaid | 485,000 | 485,000 | 485,000 |
| Transfer From the General Fund - CSA* | 6,661,290 | 4,976,103 | 1,093,627 |
| Total Social Services | <u>37,525,442</u> | <u>36,262,050</u> | <u>26,134,190</u> |
| *Note: Beginning in FY2021 HCPS portion of CSA is reflected in Education | | | |
| Total Revenues | <u><u>\$170,498,513</u></u> | <u><u>\$177,517,668</u></u> | <u><u>\$185,345,202</u></u> |

**COUNTY OF HENRICO, VIRGINIA
PROPOSED SPECIAL REVENUE FUND EXPENDITURES
FY 2020-21**

| Expenditures: Subfund/Activity | FY 18-19 Actual | FY 19-20 Original | FY 20-21 Approved |
|---------------------------------------------|----------------------------|------------------------------|------------------------------|
| Capital Region Workforce Partnership (CRWP) | \$4,846,202 | \$4,154,563 | \$4,187,441 |
| Circuit Court Clerk | | | |
| Circuit Court Clerk | \$7,323 | \$0 | \$0 |
| | <u>\$7,323</u> | <u>\$0</u> | <u>\$0</u> |
| Commonwealth's Attorney | | | |
| Commonwealth's Attorney | 33,100 | 0 | 0 |
| Victim/Witness Program | 1,117,014 | 1,167,642 | 1,189,081 |
| Special Drug Prosecutor | 178,341 | 175,680 | 179,229 |
| Asset Forfeitures - Commonwealth's Attorney | 93,216 | 0 | 0 |
| Total Commonwealth's Attorney | <u>1,421,671</u> | <u>1,343,322</u> | <u>1,368,310</u> |
| Community Corrections Program | | | |
| CCP | 1,583,588 | 1,650,304 | 1,670,186 |
| CCP - Drug Court | 430,387 | 456,027 | 447,229 |
| Total Community Corrections Program | <u>2,013,975</u> | <u>2,106,331</u> | <u>2,117,415</u> |
| Community Revitalization | | | |
| CDBG | 1,514,064 | 0 | 0 |
| Home | 843,565 | 0 | 0 |
| Local Business Assistance | 65,594 | 0 | 0 |
| ESG | 167,464 | 0 | 0 |
| Total Community Revitalization | <u>2,590,687</u> | <u>0</u> | <u>0</u> |
| Economic Development | | | |
| RIR Permitting Fee Grant | 150,000 | 0 | 0 |
| Total Economic Development | <u>150,000</u> | <u>0</u> | <u>0</u> |
| Education | | | |
| State, Federal & Other Grants | 43,361,546 | 51,694,481 | 57,551,399 |
| School Cafeterias | 20,858,701 | 23,236,967 | 23,869,429 |
| Comprehensive Services Act (CSA) | 0 | 0 | 10,339,567 |
| Total Education | <u>64,220,247</u> | <u>74,931,448</u> | <u>91,760,395</u> |
| Juvenile & Domestic Relations Court | | | |
| Probation - VJCCCA | 615,809 | 619,660 | 590,517 |
| Detention - VJCCCA | 334,965 | 342,702 | 354,573 |
| USDA | 23,225 | 25,332 | 25,270 |
| Total Juvenile & Domestic Relations Court | <u>973,999</u> | <u>987,694</u> | <u>970,360</u> |
| Mental Health & Developmental Services | | | |
| Clinical Services | 19,449,335 | 19,856,157 | 40,438,768 |
| Community Support Services | 12,763,083 | 12,903,750 | 0 |
| Administrative and Program Support | 7,211,331 | 7,368,993 | 0 |
| Total Mental Health | <u>39,423,749</u> | <u>40,128,900</u> | <u>40,438,768</u> |

Special Revenue Fund Expenditures (cont'd)

| Expenditures: | FY 18-19 | FY 19-20 | FY 20-21 |
|------------------------------------|----------------------|----------------------|----------------------|
| Subfund/Activity | Actual | Original | Proposed |
| Non-Departmental | 0 | 250,000 | 237,500 |
| Public Safety | | | |
| State and Federal Grants - Police | 373,270 | 0 | 0 |
| Communications | 961,680 | 1,156,727 | 1,220,502 |
| Metro Aviation | 967,615 | 387,000 | 387,000 |
| Henrico Extraditions | 95,212 | 75,000 | 100,000 |
| Asset Forfeitures - Police | 151,541 | 0 | 0 |
| State and Federal Grants - Fire | 258,603 | 0 | 0 |
| Total Public Safety | <u>2,807,921</u> | <u>1,618,727</u> | <u>1,707,502</u> |
| Public Utilities | | | |
| Solid Waste | 13,972,879 | 14,754,533 | 15,442,221 |
| Street Lighting | 64,332 | 83,100 | 84,100 |
| Total Public Utilities | <u>14,037,211</u> | <u>14,837,633</u> | <u>15,526,321</u> |
| Public Works | | | |
| Best Management Practices | 166,635 | 50,000 | 50,000 |
| Watershed Program | 109,508 | 847,000 | 847,000 |
| Total Public Works | <u>276,143</u> | <u>897,000</u> | <u>897,000</u> |
| Recreation, Parks & Culture | | | |
| Recreation & Parks | 64,306 | 0 | 0 |
| Total Recreation, Parks, & Culture | <u>64,306</u> | <u>0</u> | <u>0</u> |
| Sheriff | | | |
| Commissary Fund | 110,052 | 0 | 0 |
| State and Federal Grants | 29,585 | 0 | 0 |
| | <u>139,637</u> | <u>0</u> | <u>0</u> |
| Social Services | | | |
| Administration | 14,481,467 | 16,683,501 | 23,340,958 |
| Public Welfare Board | 37,530 | 290,489 | 0 |
| Public Assistance | 6,257,790 | 5,791,807 | 0 |
| Comprehensive Services Act (CSA) * | 16,748,655 | 13,496,253 | 2,793,232 |
| Total Social Services | <u>37,525,442</u> | <u>36,262,050</u> | <u>26,134,190</u> |
| Total Expenditures | <u>\$170,498,513</u> | <u>\$177,517,668</u> | <u>\$185,345,202</u> |

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

COUNTY OF HENRICO, VIRGINIA
PROPOSED REVENUES & EXPENDITURES - WATER & SEWER ENTERPRISE FUND
FY 2020-21

Water and Sewer Enterprise Fund

| Revenues/Resources | FY 18-19 Actual | FY 19-20 Original | FY 20-21 Approved |
|----------------------------------------------------------|----------------------|----------------------|----------------------|
| <u>Water and Sewer Operating Budget:</u> | | | |
| Sale of Water | \$57,458,997 | \$59,531,001 | \$62,252,832 |
| Sale of Sewer | 57,593,466 | 58,909,374 | 61,440,215 |
| Water Charges | 6,847,766 | 4,785,606 | 5,189,550 |
| Sewer Charges | 6,879,189 | 4,863,316 | 5,199,853 |
| Strong Waste Surcharge | 375,933 | 600,000 | 370,000 |
| City of Richmond | 1,348,830 | 890,100 | 1,215,688 |
| Interest Earnings | 523,389 | 850,000 | 981,787 |
| Other Water/Sewer Revenues | 1,871,108 | 1,346,789 | 1,575,852 |
| Transfer from General Fund | 1,930,021 | 1,928,921 | 1,929,858 |
| Total Operating Revenues | 134,828,699 | 133,705,107 | 140,155,635 |
| Operating Expenditures | | | |
| <u>Water and Sewer Operating Budget:</u> | | | |
| Personnel | 21,773,154 | 22,966,323 | 23,665,477 |
| Operating | 44,731,431 | 43,638,992 | 45,274,849 |
| Capital Outlay | 580,799 | 781,922 | 1,135,653 |
| Sub-Total Operating | 67,085,384 | 67,387,237 | 70,075,979 |
| Debt Service | 26,846,075 | 29,298,024 | 31,809,741 |
| Total Operating Expenditures | 93,931,459 | 96,685,261 | 101,885,720 |
| Results of Operations (Prior to Capital Expenses) | (40,897,240) | (37,019,846) | (38,269,915) |
| Budget For Capital Use (Below) | (103,004,520) | (69,650,000) | (27,500,000) |

| Capital Budget Expenditures | FY 18-19 Actual | FY 19-20 Original | FY 20-21 Approved |
|-------------------------------------------------------|--------------------|----------------------|----------------------|
| Approved Capital Projects (FY2019-20 Budget) | | 69,650,000 | |
| Approved Capital Projects (New FY2020-21 Budget) | | | 27,500,000 |
| Continuing Capital Projects (Previously Approved) (1) | 103,004,520 | | |
| Total Capital Budget Expenses: | 103,004,520 | 69,650,000 | 27,500,000 |
| Capital Budget Resources | | | |
| Water and Sewer Revenues | 28,648,730 | 61,150,000 | 27,500,000 |
| Revenue Bonds | 74,355,790 | 8,500,000 | 0 |
| Total Capital Budget Resources: | 103,004,520 | 69,650,000 | 27,500,000 |

Notes:

(1) This number plus the budget figure reflects Utilities estimate of capital spending from previously Board approved capital projects. FY2018-19 represents actual spending, as per the 2019 audit.

COUNTY OF HENRICO, VIRGINIA
PROPOSED REVENUES & EXPENDITURES - BELMONT GOLF COURSE ENTERPRISE FUND
FY 2020-21

| <u>Fund-Function/Activity</u> | <u>FY 18-19 Actual</u> | <u>FY 19-20 Original</u> | <u>FY 20-21 Approved</u> |
|---------------------------------|----------------------------|------------------------------|------------------------------|
| Belmont Golf Course Fund | | | |
| Revenues: | | | |
| Operating | \$782,252 | \$1,160,388 | \$0 |
| Gain/Loss on Sales of Property | 0 | 0 | 0 |
| Miscellaneous Revenue | 4,350 | 0 | 0 |
| Total Revenues | 786,602 | 1,160,388 | 0 |
| (To) From Retained Earnings | 68,217 | 0 | 0 |
| Total Resources | \$854,819 | \$1,160,388 | \$0 |
| Expenses: | | | |
| Operating | 854,819 | 1,160,388 | 0 |
| Total Operating Expenses | \$854,819 | \$1,160,388 | \$0 |

COUNTY OF HENRICO, VIRGINIA
ALL OTHER FUNDS
FY 2020-21

| <u>Fund-Function/Activity</u> | <u>FY 18-19 Actual</u> | <u>FY 19-20 Original</u> | <u>FY 20-21 Approved</u> |
|-------------------------------------------|----------------------------|------------------------------|------------------------------|
| Central Automotive Maintenance | | | |
| Revenues: | | | |
| Charges for Automotive Maintenance - West | \$9,376,400 | \$9,300,000 | \$9,400,000 |
| Charges for Automotive Maintenance - East | 2,325,831 | 2,300,000 | 2,500,000 |
| Charges for Use of Motor Pool | 3,953,194 | 4,000,000 | 4,014,323 |
| Charges for Gasoline | 5,215,559 | 5,967,561 | 6,050,000 |
| Charges for Vehicle Wash Facility | 0 | 108,000 | 105,900 |
| Miscellaneous | 495,858 | 300,000 | 400,000 |
| Gain/(Loss) on Sale of Property | (52,735) | 0 | 0 |
| Transfer from General Fund | 960,544 | 454,800 | 0 |
| Fund Balance-CAM | 299,505 | 0 | 0 |
| Total Revenues | <u>\$22,574,156</u> | <u>\$22,430,361</u> | <u>\$22,470,223</u> |
| Expenses: | | | |
| Central Automotive Maintenance | <u>\$22,574,156</u> | <u>\$22,430,361</u> | <u>\$22,470,223</u> |
| Total Expenses | <u>\$22,574,156</u> | <u>\$22,430,361</u> | <u>\$22,470,223</u> |
| Technology Replacement Fund | | | |
| Revenues: | | | |
| Transfer from General Fund | \$2,500,000 | \$2,750,000 | \$2,750,000 |
| (To) From Retained Earnings - Technology | 325,150 | 4,568 | 0 |
| Total Revenues | <u>\$2,825,150</u> | <u>\$2,754,568</u> | <u>\$2,750,000</u> |
| Expenses: | | | |
| Technology Replacement | <u>\$2,825,150</u> | <u>\$2,754,568</u> | <u>\$2,750,000</u> |
| Total Expenses | <u>\$2,825,150</u> | <u>\$2,754,568</u> | <u>\$2,750,000</u> |
| Risk Management | | | |
| Revenues: | | | |
| Transfer from General Fund | \$11,873,109 | \$9,983,299 | \$9,499,617 |
| Public Utilities Charges | 547,096 | 750,000 | 900,000 |
| Recon-Workers' Compensation | 433,734 | 0 | 50,000 |
| Prop/Liability Recovery | 293,657 | 0 | 50,000 |
| Interest Income | 191,360 | 0 | 0 |
| Total Revenues | <u>\$13,338,956</u> | <u>\$10,733,299</u> | <u>\$10,499,617</u> |
| Expenses: | | | |
| Risk Management | <u>\$13,338,956</u> | <u>\$10,733,299</u> | <u>\$10,499,617</u> |
| Total Expenses | <u>\$13,338,956</u> | <u>\$10,733,299</u> | <u>\$10,499,617</u> |

All Other Funds (cont'd)

| Fund-Function/Activity | FY 18-19 Actual | FY 19-20 Original | FY 20-21 Approved |
|----------------------------------------------|----------------------------|------------------------------|------------------------------|
| Workplace Safety | | | |
| Revenues: | | | |
| Transfer from General Fund | \$0 | \$0 | \$483,682 |
| Total Revenues | \$0 | \$0 | \$483,682 |
| Expenses: | | | |
| Workplace Safety | \$0 | \$0 | \$483,682 |
| Total Expenses | \$0 | \$0 | \$483,682 |
| Healthcare Fund | | | |
| Revenues: | | | |
| County Contribution | \$84,587,347 | \$90,732,776 | \$96,176,743 |
| Employee Contribution | 21,738,332 | 22,316,312 | 23,705,290 |
| Retiree Contribution | 5,204,465 | 5,900,000 | 5,700,000 |
| Retiree Subsidy | 239,256 | 325,000 | 325,000 |
| Disabled Subsidy | 28,540 | 40,000 | 40,000 |
| COBRA | 305,088 | 385,780 | 385,780 |
| Interest Income | 302,677 | 100,000 | 200,000 |
| Recoveries and Rebates | 7,517,838 | 6,720,000 | 8,458,057 |
| Healthcare - Wellness Payment | 315,625 | 150,000 | 150,000 |
| Transfer from General Fund | 3,000,000 | 0 | 0 |
| (To) From Fund Balance (Includes IBNR) | (4,458,737) | 0 | 0 |
| Total Revenues | \$118,780,431 | \$126,669,868 | \$135,140,870 |
| Expenses: | | | |
| Healthcare | \$118,780,431 | \$126,669,868 | \$135,140,870 |
| Total Expenses | \$118,780,431 | \$126,669,868 | \$135,140,870 |
| Debt Service Fund | | | |
| Revenues: | | | |
| Transfer from General Fund | \$63,427,549 | \$71,570,276 | \$71,665,830 |
| Total Revenues | \$63,427,549 | \$71,570,276 | \$71,665,830 |
| Expenditures: | | | |
| Debt Service - General Government | \$20,993,627 | \$25,802,987 | \$28,043,772 |
| Debt Service - Public Works | 3,746,282 | 3,012,565 | 2,994,883 |
| Debt Service - Education | 38,687,640 | 42,754,724 | 40,627,175 |
| Total Expenditures | \$63,427,549 | \$71,570,276 | \$71,665,830 |
| Adjustment for Interfund Transactions | (\$107,429,299) | (\$113,528,137) | (\$119,011,966) |

COUNTY OF HENRICO, VIRGINIA
REVENUES & EXPENDITURES - AGENCY FUNDS
FY 2020-21

| <u>Fund-Function/Activity</u> | <u>FY 18-19 Actual</u> | <u>FY 19-20 Original</u> | <u>FY 20-21 Approved</u> |
|-------------------------------------------------|----------------------------|------------------------------|------------------------------|
| JRJDC Agency Fund | | | |
| Revenues: | | | |
| Transfer from General Fund | \$3,158,722 | \$3,253,484 | \$3,351,088 |
| Revenue from Federal Government | 60,265 | 0 | 0 |
| Revenue from the Commonwealth | 1,668,240 | 1,565,294 | 1,565,294 |
| Revenue from Goochland/Powhatan | 488,764 | 503,426 | 518,528 |
| Revenue from Other Localities | 57,179 | 0 | 0 |
| Interest Income | 112,225 | 0 | 0 |
| (To) From Fund Balance-JRJDC | (252,979) | 136,904 | 199,832 |
| Total Revenues | <u>\$5,292,416</u> | <u>\$5,459,108</u> | <u>\$5,634,742</u> |
| Expenses: | | | |
| Operating | 5,192,416 | 5,359,108 | 5,534,742 |
| Capital Projects | 100,000 | 100,000 | 100,000 |
| Total Expenses | <u>\$5,292,416</u> | <u>\$5,459,108</u> | <u>\$5,634,742</u> |
| Other Post Employment Benefits - GASB 45 | | | |
| Revenues: | | | |
| Transfer from General Fund | \$2,675,000 | \$2,675,000 | \$0 |
| Transfer from Enterprise Fund | 75,000 | 0 | 0 |
| Revenue from Enterprise Fund | 0 | 75,000 | 75,000 |
| Total Revenues | <u>\$2,750,000</u> | <u>\$2,750,000</u> | <u>\$75,000</u> |
| Expenses: | | | |
| Operating | \$2,750,000 | \$2,750,000 | \$75,000 |
| Total Expenses | <u>\$2,750,000</u> | <u>\$2,750,000</u> | <u>\$75,000</u> |
| Line of Duty Act (LODA) | | | |
| Revenues: | | | |
| Operating Transfer from General Fund | \$1,023,760 | \$1,100,000 | \$1,250,000 |
| Total Revenues | <u>\$1,023,760</u> | <u>\$1,100,000</u> | <u>\$1,250,000</u> |
| Expenses: | | | |
| Operating | \$1,023,760 | \$1,100,000 | \$1,250,000 |
| Total Expenses | <u>\$1,023,760</u> | <u>\$1,100,000</u> | <u>\$1,250,000</u> |
| Long-Term Disability | | | |
| Revenues: | | | |
| Operating Transfer from General Fund | \$468,174 | \$600,000 | \$600,000 |
| Total Revenues | <u>\$468,174</u> | <u>\$600,000</u> | <u>\$600,000</u> |
| Expenses: | | | |
| Operating | \$468,174 | \$600,000 | \$600,000 |
| Total Expenses | <u>\$468,174</u> | <u>\$600,000</u> | <u>\$600,000</u> |

COUNTY OF HENRICO, VIRGINIA
TOTAL EXPENDITURES BY DEPARTMENT - ACROSS ALL FUNDS
FY 2020-21

| Department | General Fund | Special Revenue Fund | Water & Sewer Enterprise Fund | Debt Service Fund | Internal Service Funds | Agency Funds | Total All Funds |
|-------------------------------------------|----------------------|-----------------------------|------------------------------------------|--------------------------|-------------------------------|---------------------|------------------------|
| 01 Board of Supervisors | \$1,126,922 | | | | | | \$1,126,922 |
| 02 Library | 20,292,281 | | | | | | 20,292,281 |
| 03 Sheriff | 42,383,409 | | | | | | 42,383,409 |
| 04 Circuit Court | 3,269,920 | | | | | | 3,269,920 |
| 05 Commonwealth's Attorney | 5,633,999 | 1,368,310 | | | | | 7,002,309 |
| 06 General District Court | 458,032 | | | | | | 458,032 |
| 07 Juvenile & Domestic Relations Court | 2,480,481 | 970,360 | | | | | 3,450,841 |
| 08 Electoral Board | 1,915,103 | | | | | | 1,915,103 |
| 09 County Manager | 3,793,396 | | | | | | 3,793,396 |
| 10 County Attorney | 2,617,444 | | | | | | 2,617,444 |
| 11 Human Resources | 3,769,056 | | | | | 1,925,000 | 5,694,056 |
| 12 Public Safety - Police | 80,313,716 | 1,707,502 | | | | | 82,021,218 |
| 13 Public Safety - Fire | 66,838,937 | | | | 483,682 | | 67,322,619 |
| 14 Finance | 13,679,421 | | | | 10,499,617 | | 24,179,038 |
| 16 General Services | 14,080,574 | | | | 22,470,223 | | 36,550,797 |
| 17 Internal Audit | 566,535 | | | | | | 566,535 |
| 18 Debt Service | | | | 31,038,655 | | | 31,038,655 |
| 19 Information Technology | 15,351,821 | | | | | | 15,351,821 |
| 21 Agriculture and Home Extension | 396,174 | | | | | | 396,174 |
| 22 Social Services | | 26,134,190 | | | | | 26,134,190 |
| 23 Recreation & Parks | 18,174,555 | | | | | | 18,174,555 |
| 24 Public Health | 2,433,102 | | | | | | 2,433,102 |
| 26 Mental Health & Developmental Services | | 40,438,768 | | | | | 40,438,768 |
| 27 Capital Region Workforce Partnership | | 4,187,441 | | | | | 4,187,441 |
| 28 Public Works | 52,233,984 | 897,000 | | | | | 53,130,984 |
| 29 Real Property | 467,200 | | | | | | 467,200 |
| 30 Economic Development | 12,928,968 | | | | | | 12,928,968 |
| 31 Public Utilities | | 15,526,321 | 101,885,720 | | | | 117,412,041 |
| 32 Non-Departmental | 12,735,044 | 237,500 | | | | | 12,972,544 |
| 33 Building Inspections | 4,670,481 | | | | | | 4,670,481 |
| 34 Planning | 4,280,615 | | | | | | 4,280,615 |
| 35 Permit Center | 795,172 | | | | | | 795,172 |
| 36 Community Corrections Program | | 2,117,415 | | | | | 2,117,415 |
| 37 Technology Replacement | | | | | 2,750,000 | | 2,750,000 |
| 38 Community Revitalization | 1,509,043 | | | | | | 1,509,043 |
| 40 James River Juvenile Detention Ctr | | | | | | 5,634,742 | 5,634,742 |
| 42 Healthcare | | | | | 135,140,870 | | 135,140,870 |
| 50 Education | 509,905,768 | 91,760,395 | | 40,627,175 | | | 642,293,338 |
| 60 Interdepartmental Billings | | | | | (119,011,966) | | (119,011,966) |
| Total Expenditures | <u>\$899,101,153</u> | <u>\$185,345,202</u> | <u>\$101,885,720</u> | <u>\$71,665,830</u> | <u>\$52,332,426</u> | <u>\$7,559,742</u> | <u>\$1,317,890,073</u> |

COUNTY OF HENRICO, VIRGINIA
TOTAL REVENUES (BY SOURCE) - ACROSS ALL FUNDS
FY 2020-21

| | General Fund | Special Revenue Fund | Water & Sewer Enterprise Fund | Debt Service Fund | Internal Service Funds | Agency Funds | Total All Funds |
|--------------------------------------|-----------------|----------------------------|-------------------------------------|-------------------------|------------------------------|-----------------|--------------------|
| Revenue from Local Sources: | | | | | | | |
| General Property Taxes | \$499,145,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$499,145,000 |
| Other Local Taxes | \$139,410,000 | 0 | 0 | 0 | 0 | 0 | 139,410,000 |
| Permits, Fees, and Licenses | \$5,253,500 | 1,059,905 | 0 | 0 | 0 | 0 | 6,313,405 |
| Fines and Forfeitures | \$2,085,000 | 283,360 | 159,485 | 0 | 0 | 0 | 2,527,845 |
| Use of Money and Property | \$3,284,700 | 138,108 | 0 | 0 | 600,000 | 0 | 4,022,808 |
| Charges for Services | \$3,845,500 | 33,952,558 | 135,668,138 | 0 | 0 | 0 | 173,466,196 |
| Recovered Costs | \$4,138,000 | 618,008 | 0 | 0 | 157,861,093 | 75,000 | 162,692,101 |
| Shared Expenses | 0 | 0 | 0 | 0 | 0 | 518,528 | 518,528 |
| Miscellaneous | 3,969,000 | 7,307,681 | 2,398,154 | 0 | 150,000 | 0 | 13,824,835 |
| Total from Local Sources | 661,130,700 | 43,359,620 | 138,225,777 | 0 | 158,611,093 | 593,528 | 1,001,920,718 |
| Revenue from the Commonwealth: | | | | | | | |
| Non-categorical Aid | 13,150,000 | 3,558,040 | 0 | 0 | 0 | 0 | 16,708,040 |
| Shared Expenses | 16,540,000 | 0 | 0 | 0 | 0 | 1,565,294 | 18,105,294 |
| Categorical Aid | 326,332,941 | 44,895,079 | 0 | 0 | 0 | 0 | 371,228,020 |
| Total from the Commonwealth | 356,022,941 | 48,453,119 | 0 | 0 | 0 | 1,565,294 | 406,041,354 |
| Revenue from the Federal Government: | | | | | | | |
| Categorical Aid | 360,000 | 63,156,527 | 0 | 0 | 0 | 0 | 63,516,527 |
| Total from the Federal Government | 360,000 | 63,156,527 | 0 | 0 | 0 | 0 | 63,516,527 |
| Total Revenues | \$1,017,513,641 | \$154,969,266 | \$138,225,777 | \$0 | \$158,611,093 | \$2,158,822 | \$1,471,478,599 |
| Operating Transfers | (121,427,247) | 29,897,172 | 1,929,858 | 71,665,830 | (106,278,667) | 5,201,088 | (119,011,966) |
| Transfers to Capital Projects | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Resources | \$896,086,394 | \$184,866,438 | \$140,155,635 | \$71,665,830 | \$52,332,426 | \$7,359,910 | \$1,352,466,633 |
| (To) From Fund Balance | 3,014,759 | 478,764 | (38,269,915) | 0 | 0 | 199,832 | (34,576,560) |
| Total All Funds | \$899,101,153 | \$185,345,202 | \$101,885,720 | \$71,665,830 | \$52,332,426 | \$7,559,742 | \$1,317,890,073 |

**Estimated Changes to Unassigned Fund Balances
FY2019 Actual through FY2021 Projected (By Fund)**

| | <u>Revenues</u> | <u>Expenditures/ Transfers</u> | <u>Fund Balance</u> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------|-------------------------|
| GENERAL FUND | | | |
| Undesignated Fund Balance - FY2019 Actual | | | \$ 135,638,462 |
| FY2020 Budgeted Revenues | 1,061,330,800 | | |
| FY2020 Budgeted Expenditures | | (918,656,127) | |
| FY2020 Budgeted Transfers to Other Funds | | (142,674,673) | |
| FY2020 Use of Fund Balance - Capital Projects | | 10,000,000 | |
| FY2020 Anticipated Results of Operations | | | (7,840,043) |
| FY2020 Projected Use of Fund Balance - Capital Projects | | | 10,000,000 |
| Projected Ending Undesignated Fund Balance FY2020 | | | <u>137,798,419</u> |
| FY2021 Budgeted Revenues | 1,017,513,641 | | |
| FY2021 Budgeted Expenditures | | (899,101,153) | |
| FY2021 Budgeted Transfers to Other Funds | | (118,412,488) | |
| FY2021 Use of Fund Balance - Capital Projects | | 0 | |
| FY2021 Anticipated Results of Operations | | | (2,933,246) |
| FY2021 Projected Use of Fund Balance - Capital Projects | | | 0 |
| Projected Ending Undesignated Fund Balance FY2021 | | | \$ <u>134,865,173</u> |
| *Reflects an undesignated fund balance of 15.0 percent of General Fund expenditures as of June 30, 2018. Prior to this adjustment, Henrico policy for General Fund undesignated fund balance reflected 18.0 percent of expenditures. | | | |
| SPECIAL REVENUE FUND | | | |
| Undesignated Fund Balance - FY2019 Actual | | | \$ 0 |
| FY2020 Budgeted Revenues | 177,077,094 | | |
| FY2020 Budgeted Use of Reserves (net) | 440,574 | | |
| FY2020 Budgeted Total Resources | <u>177,517,668</u> | | |
| FY2020 Budgeted Expenditures | | <u>(177,517,668)</u> | |
| FY2020 Projected Use of Undesignated Fund Balance | | | <u>0</u> |
| Projected Ending Undesignated Fund Balance FY2020 | | | <u>0</u> |
| FY2021 Budgeted Revenues | 184,866,438 | | |
| FY2021 Budgeted Use of Reserves (net) | 478,764 | | |
| FY2021 Budgeted Total Resources | <u>185,345,202</u> | | |
| FY2021 Budgeted Expenditures | | <u>(185,345,202)</u> | |
| FY2021 Projected Use of Undesignated Fund Balance | | | <u>0</u> |
| Projected Ending Undesignated Fund Balance FY2021 | | | \$ <u>0</u> |
| INTERNAL SERVICE FUNDS | | | |
| Unreserved Retained Earnings - FY2019 Actual | | | \$ 20,991,537 |
| FY2020 Budgeted Revenues | 162,583,528 | | |
| FY2020 Budgeted Expenditures | | <u>(162,588,096)</u> | |
| FY2020 Projected Use of Retained Earnings and Fund Balance | | | <u>(4,568)</u> |
| Projected Ending Unreserved Retained Earnings FY2020 | | | <u>20,986,969</u> |
| FY2021 Budgeted Revenues | 171,344,392 | | |
| FY2021 Budgeted Expenditures | | <u>(171,344,392)</u> | |
| FY2021 Projected Use of Retained Earnings and Fund Balance | | | <u>0</u> |
| Projected Ending Unreserved Retained Earnings FY2021 | | | \$ <u>20,986,969</u> |

**Estimated Changes to Unassigned Fund Balances
FY2019 Actual through FY2021 Projected (By Fund)**

| | <u>Revenues</u> | <u>Expenditures/ Transfers</u> | <u>Fund Balance</u> |
|------------------------------------------------------|-----------------|------------------------------------|-------------------------|
| <i>WATER & SEWER ENTERPRISE FUND</i> | | | |
| Unreserved Fund Equity - FY2019 Actual | | | \$ 146,439,690 |
| FY2020 Budgeted Revenues | 133,705,107 | | |
| FY2020 Budgeted Revenues - Revenue Bonds - Capital | 8,500,000 | | |
| FY2020 Budgeted Expenditures | | (96,685,261) | |
| FY2020 Budgeted for Capital Use | | (69,650,000) | |
| FY2020 Budgeted Expenditures and Transfers | | <u>(166,335,261)</u> | |
| FY2020 Projected Change to Unreserved Fund Equity | | | <u>(24,130,154)</u> |
| Projected Unreserved Fund Equity FY2020 | | | 122,309,536 |
| FY2021 Budgeted Revenues | 140,155,635 | | |
| FY2021 Budgeted Revenues - Revenue Bonds - Capital | 0 | | |
| FY2021 Budgeted Expenditures | | (101,885,720) | |
| FY2021 Budgeted for Capital Use | | (27,500,000) | |
| FY2021 Budgeted Expenditures and Transfers | | <u>(129,385,720)</u> | |
| FY2021 Projected Change to Unreserved Fund Equity | | | 10,769,915 |
| Projected Unreserved Fund Equity FY2021 | | | \$ 133,079,451 |
| <i>JRJD AGENCY FUND</i> | | | |
| Unreserved Retained Earnings - FY2019 Actual | | | \$ 3,626,006 |
| FY2020 Budgeted Revenues | 5,322,204 | | |
| FY2020 Budgeted Expenditures | | <u>(5,459,108)</u> | |
| FY2020 Budgeted Use of Unreserved Retained Earnings | | | <u>(136,904)</u> |
| Projected Ending Unreserved Retained Earnings FY2020 | | | 3,489,102 |
| FY2021 Budgeted Revenues | 5,434,910 | | |
| FY2021 Budgeted Expenditures | | <u>(5,634,742)</u> | |
| FY2021 Budgeted Use of Unreserved Retained Earnings | | | <u>(199,832)</u> |
| Projected Ending Unreserved Retained Earnings FY2021 | | | \$ 3,289,270 |

**THREE YEAR
FORECAST OF
REVENUES
AND
EXPENDITURES**

THREE YEAR FORECAST OF REVENUES AND EXPENDITURES

The Henrico County budget is organized on the basis of funds. Each fund is considered a separate accounting entity. Accounting for the operation of each fund is performed using a separate set of self-balancing accounts comprising each fund's assets, liabilities, fund equity, revenues and expenditures, or expenses, as appropriate.

Funds are grouped into four categories: Governmental Funds, Proprietary Funds, Internal Funds, and Fiduciary Funds. Governmental Funds include most governmental functions of the County and include the General, Special Revenue, Debt Service and Capital Projects Funds. Proprietary Funds, on the other hand, account for functions financed and operated in a manner similar to a private business enterprise. The intent of Proprietary Funds is to finance or recover, through charges to users, the cost of providing these services. Proprietary Funds used by Henrico County include both Enterprise Funds (Public Utilities and Belmont Golf Course). Internal Service Funds primarily provide either benefits or goods/services to other funds or departments on a cost-reimbursement basis with the goal to breakeven rather than make a profit. Internal Service Funds used by Henrico County includes Central Automotive Maintenance (CAM), which repairs and maintains all county vehicles on a cost-reimbursement basis; the Technology Replacement Fund for the purpose of funding a computer replacement program; the Risk Management function, which funds County risk management activities; Debt Service, which funds the cost of debt; and the Healthcare Internal Service Fund which was created to account for health care costs. Lastly, Fiduciary Funds budgeted by Henrico County include the James River Juvenile Detention Center (JRJDC) Agency Fund and various benefit programs such as Line of Duty funds for law enforcement officer benefits and Long-term Disability which funds the County's contributions for its employee's long-term disability charges.

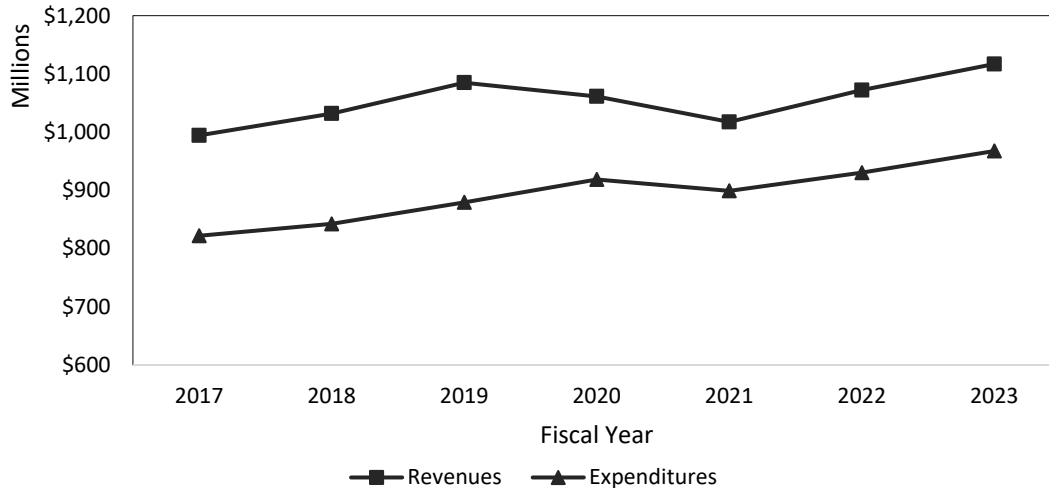
The information that follows constitutes the forecast of the County's cost of operations for FY2021 through FY2023. All projections assume current tax rates remain unchanged. The FY2021 data represents the budget adopted by the Board of Supervisors, while FY2022 and FY2023 are included for projective 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 expenses 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, and Federal/State funding to ensure the forecast is consistent with future economic expectations. Continuing refinements are made until the budget is adopted by the Board of Supervisors annually.

Three Year Forecast Revenues and Expenditures General Fund



Note: Fiscal years 2020 through 2023 are estimated. Revenues depicted are prior to transfers to other funds.

GENERAL FUND

(Fund 01)

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.)

Revenues

Assumptions

Total estimated General Fund revenue for FY2021, prior to transfers to other funds, is \$1,017,513,641. This reflects a reduction of \$43,817,159, or 4.1 percent below FY2019-20 estimates primarily related to recessionary impacts from the COVID-19 public health emergency. General Fund revenues for the County of Henrico are categorized into three broad categories: Local Tax Revenue, Other Local Revenue, and State and Federal Revenue. The table below summarizes General Fund revenue by category. Following is a brief discussion of the revenue components in each of these categories, including graphs depicting the historical trends of these revenue sources as compared with future projections.

| | FY2018-19 Actual | FY2019-20 Original | FY2020-21 Approved | Increase (Decrease) |
|----------------------------|---------------------|-----------------------|-----------------------|------------------------|
| General Fund Revenue | | | | |
| Local Tax Revenue | \$ 634,246,854 | \$ 655,905,000 | \$ 638,555,000 | \$ (17,350,000) |
| Other Local Revenue | 45,223,104 | 30,820,800 | 22,575,700 | (8,245,100) |
| State and Federal Revenue | 405,382,660 | 374,605,000 | 356,382,941 | (18,222,059) |
| Total General Fund Revenue | \$ 1,084,852,618 | \$ 1,061,330,800 | \$ 1,017,513,641 | \$ (43,817,159) |

Local Tax Revenue:

| | FY2019-20 Original | FY2020-21 Approved | Increase (Decrease) | Percent Change | Pct. Of Category |
|-----------------------------|-----------------------|-----------------------|------------------------|-------------------|---------------------|
| Local Tax Revenue | | | | | |
| Real Property Tax | \$ 354,200,000 | \$ 370,500,000 | \$ 16,300,000 | 4.6% | 58.0% |
| Personal Property Tax | 127,670,000 | 124,170,000 | (3,500,000) | (2.7%) | 19.4% |
| Other Property Tax | 5,475,000 | 4,475,000 | (1,000,000) | (18.3%) | 0.7% |
| Local Sales Tax | 70,000,000 | 55,000,000 | (15,000,000) | (21.4%) | 8.6% |
| Business License Tax | 34,000,000 | 34,000,000 | - | 0.0% | 5.3% |
| Motor Vehicle License Tax | 7,000,000 | 7,000,000 | - | 0.0% | 1.1% |
| Consumer Utility Tax | 2,700,000 | 2,750,000 | 50,000 | 1.9% | 0.4% |
| Hotel/Motel Tax | 13,200,000 | 8,000,000 | (5,200,000) | (39.4%) | 1.3% |
| Bank Franchise Tax | 7,500,000 | 7,500,000 | - | 0.0% | 1.2% |
| Food & Beverage (Meals) Tax | 28,000,000 | 19,000,000 | (9,000,000) | (32.1%) | 3.0% |
| Other Local Taxes | 6,160,000 | 6,160,000 | - | 0.0% | 1.0% |
| Total Local Tax Revenue | \$ 655,905,000 | \$ 638,555,000 | \$ (17,350,000) | (2.6%) | 100.0% |

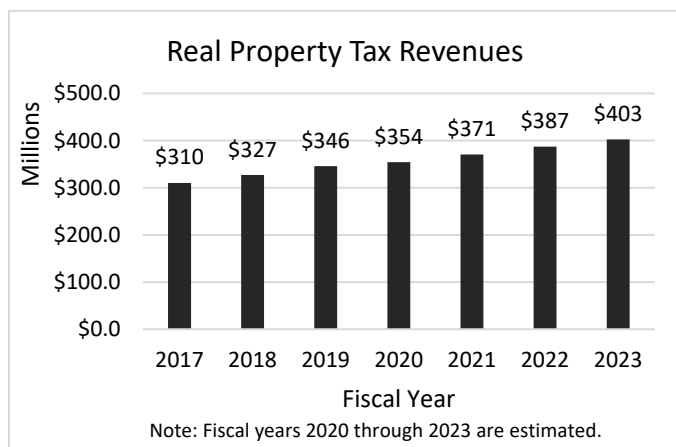
Local Tax Revenue represents Henrico County’s principal source of local revenue. County tax revenue is projected to total \$638.6 million or 58.0 percent of total General Fund revenue for FY2020-21. This represents a decrease of 2.6% percent, or \$17.4 million above the current fiscal year. Local Tax Revenue includes:

The majority, 77.4 percent, of the \$655.9 million in Local Tax revenues is derived from Real and Personal Property Tax, which are estimated to generate approximately \$494.7 million or 48.6 percent of total General Fund revenue. Projected Local Sales Tax revenue were decreased \$15 million or 21.4 percent in FY2020-21 and make up 8.6 percent of Local Tax revenue. Business & Professional License (BPOL) Tax revenue is projected to remain unchanged in FY2020-21, in part because of the increase in the BPOL Tax exemption from \$400,000 to \$500,000 of gross receipts.

The Motor Vehicle License Tax revenue is projected to remain flat in FY2020-21 at \$7 million. The Consumer Utility (electric only) Tax revenue estimate of \$2.75 million is a modest \$50,000 increase over the FY2019-20 estimate. Revenue from the 8.0 percent Hotel/Motel Tax, estimated to total only \$8.0 million, decreased 39.4%, or \$5.2 million, in FY2020-21. These collections will be paid to the Richmond Convention Center during FY2020-21. The Convention Center will return \$2.0 million (one fourth of the 8.0 percent levy) to the County at the end of FY2020-21. The assumptions used when preparing the FY2021-22 – FY2022-23 revenue estimates for each of these taxes are described in greater detail in the following pages.

Real Property Taxes are estimated to generate \$370.5 million or 36.4 percent of the County’s total General Fund revenue in FY2020-21. This revenue estimate increased by \$16.3 million in FY2020-21. Included within this total is revenue derived from current real estate taxes and real estate taxes paid by public service corporations. The FY2020-21 budget is balanced within the tax rate of \$0.87 per \$100 of assessed value for CY2020.

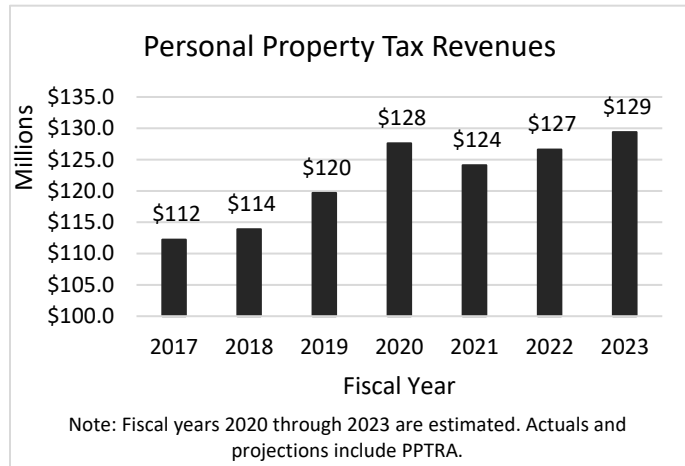
Assessment information for January 2020 indicates real estate assessments total \$42.9 billion, reflecting an increase of approximately \$2.5 billion, or 6.1 percent from the January 2019 assessed values. The increase was driven by reassessments with a residential growth of 4.9 percent and



commercial growth of 8.6 percent. The commercial percentage of the tax base equated to 32.4 percent in January 2020, an increase of 0.8 percent when compared to the ratio in January 2019.

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 FY2021-22 and FY2022-23 projections assume increases to the County’s real property tax collections of 4.5 percent and 4.0 percent, respectively.

Personal Property Taxes are levied on the tangible property of individuals and businesses. For individuals, this tax is primarily on automobiles and recreational vehicles. Business personal property includes motor vehicles, machines, furniture, computers, fixtures, and tools. The approved budget maintains the following Personal Property Tax rates: \$3.50 per \$100 of assessed value for tangible personal property; \$0.30 per \$100 of assessed value for machinery and tools; \$0.50 per \$100 of assessed value on airplanes; \$1.00 per \$100 of assessed value for one vehicle for rescue squad volunteers and \$0.40 per \$100 of assessed value for computer and peripheral equipment used in Data Centers. Also included is the Personal Property Tax rate of \$0.01 per \$100 of assessed value for tangible personal property owned by disabled veterans and vehicles equipped for the physically handicapped.



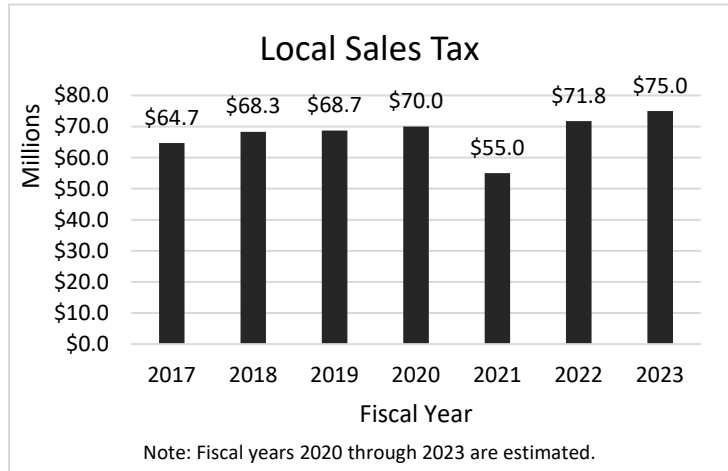
In an effort to enhance the County’s economic development efforts, several personal property tax rates have been reduced. The FY2015-16 budget reduced the machinery and tools tax rate from \$1.00 per \$100 to \$0.30 per \$100 of assessed value. The FY2016-17 Approved Budget reduced the tax rate on aircraft from \$1.60 per \$100 assessed value to \$0.50 per \$100. In the FY2017-18 Approved Budget the tax of \$0.40 per \$100 of assessed value was established for computer and peripheral equipment used in Data Centers at a rate lower than allowed by State code.

FY2020-21 marks the twenty-third year of the Personal Property Tax Relief Act (PPTRA) enacted by the General Assembly in 1998, although actual reimbursements to localities were capped by the State in the 2004 legislative session. Due to the State payment cap, the amount of tax relief will vary by year and locality. The amount of funding Henrico will receive on an annual basis is \$37.0 million. For Henrico residents owning qualifying individual vehicles assessed at or below \$1,000, the State’s reimbursement is intended to pay 100.0 percent of the CY2019 tax levy. For qualifying individual vehicles assessed between \$1,001 and \$20,000, the State will pay Henrico County 50.0 percent of the CY2019 tax levy. With qualifying individual vehicles valued at \$20,001 or more, the State will pay Henrico County 51.0 percent of the CY2020 tax levy for the first \$20,000 of value only. The PPTRA payments from the State are included in the actual and projected revenues shown in the graph above. Henrico’s payment from the State will remain constant at \$37.0 million, so as personal property values increase over time, the actual percentage of State reimbursement will decrease as the share paid by taxpayers will increase.

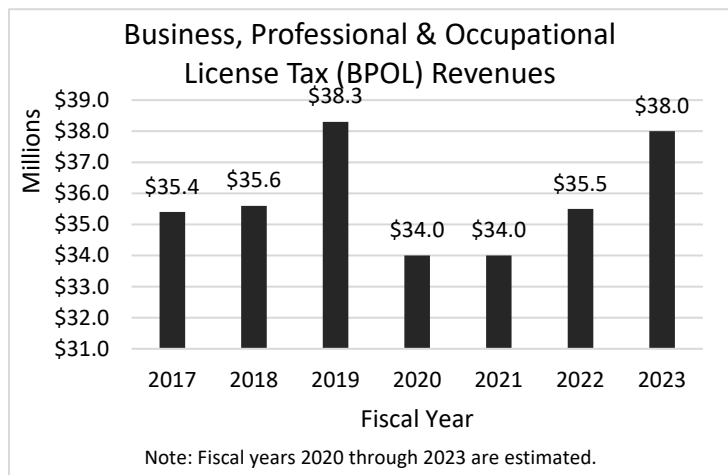
Personal Property Tax revenue is estimated at \$124.1 million for FY2020-21. This represents 12.2 percent of total General Fund revenue. This revenue includes taxes from current personal property, taxes on personal property owned by public service corporations, and PPTRA. It is projected that Personal Property Tax receipts will increase by 2.0 percent in FY2021-22 and 2.2 percent in FY2022-23.

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. Effective July 1, 2013, Virginia’s Sales Tax rate was increased from 5.0 percent to 5.3 percent, with the State retaining 4.3 percent, and 1.0 percent returned to the locality. Local Sales Tax revenue is projected to generate \$55.0 million in FY2020-21, a decrease of \$15.0 million, or 21.4 percent from the current fiscal year budget. Local Sales Tax revenues are projected to increase by 9.1 percent in FY2021-22 and 4.0 percent FY2022-23. Henrico County’s retailers continue to lead the Richmond Metropolitan Area in the generation of Local Sales Tax revenue. As of June 2020, Henrico County is recording 37.6 percent of the Local Sales Tax dollars redistributed to localities in the Richmond Metropolitan Area by the State. Additionally, a sign of Henrico’s strength as a visitor destination is that Henrico leads the largest localities in Virginia in per capita taxable sales for CY2020.



Business & Professional License (BPOL) Taxes are levied on businesses operating in the County. All County businesses must hold a valid business license, but that license may or may not be taxable. In January 1996, Henrico County embarked on the most ambitious BPOL tax reduction strategy in Virginia in an effort to continue to attract economic development to the County. This strategy, completed with the FY2000 Annual Fiscal Plan, resulted in the exemption of the first \$100,000 of gross receipts for County businesses. In FY2017-18, FY2018-19, FY2019-20, and FY2020-21 the county increased this exemption by \$100,000 each year, now exempting the first \$500,000 of gross receipts. This exemption is different from the “threshold” tax reduction in other Virginia localities. For Henrico County businesses, the first \$500,000 of gross receipts is exempt from the BPOL tax – regardless of total gross receipts. In a “threshold” locality, if a business exceeds \$500,000 in gross receipts, all gross receipts are taxable as the tax reduction only applies to businesses with total gross receipts below the \$500,000 threshold. In addition, the FY2020-21 budget maintains a maximum uniform BPOL tax rate of \$0.20/\$100 of gross receipts for all business categories. Taking this increase to the BPOL tax exemption into consideration, the FY2021-22 and FY2022-23 forecast estimates BPOL tax receipts will increase to a level of \$35.5 million and \$38.0 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 \$7.5 million during the forecast period.

Consumer Utility Taxes are estimated to be \$2.75 million in FY2020-21 and increase to \$2.8 million by and FY2022-23. The Code of Virginia authorizes localities to impose a tax on the consumers of public utilities (not the same as a tax on utility providers). Residential consumers of public utilities are taxed \$0.70 plus the rate of \$0.007537 per kilowatt hour not to exceed \$1.00 per month. Commercial consumers of public utilities are taxed \$1.15 plus the rate of \$0.007603 per kilowatt hour not to exceed \$10.00 per month.

Hotel/Motel Taxes under the Code of Virginia are defined as “transient occupancy taxes.” These taxes are similar to the Sales Tax in that they are based on the value of a purchase, which in this case is a motel or hotel room. The Hotel/Motel Tax rate in the Richmond Metropolitan Area is 8.0 percent, 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 percent component for tourism expenses will be returned from the GRCCA. Due to unprecedented impacts of the pandemic impacting all forms of travel, FY2020-21 revenue estimates for the Hotel/Motel Tax



total \$8.0 million. It is anticipated that revenues will increase by 28.2 percent in FY2021-22 as visitors return to Henrico County and 7.3 percent in FY2022-23, both well below pre-pandemic collection levels.

Food & Beverage (Meals) Tax represents revenue forecasted to be generated by the passage of the Meals Tax in November 2013. As pledged to the voters in Henrico, the ordinance passed by the Board of Supervisors in February 2014 states the Meals Tax revenue will be earmarked for School’s operating, capital, and debt service needs. The FY2021 forecast is \$19.0 million driven by impacts on local businesses of the response to the public health emergency declared in response to COVID-19, and it is projected that this revenue will improve to \$21.0 million in FY2021-22 and \$24.3 million in FY2022-23, which are still below pre-pandemic collections.

Bank Franchise Taxes are derived from the taxation of net capital on banks located in the County. In FY2020-21 Bank Franchise Taxes are estimated at \$7.5 million and will remain flat during the projection period.

Other Local Taxes includes funds received for grantor’s taxes, recordation taxes, daily rental tax, and the consumption tax. In total \$6.1 million is budgeted in FY2020-21, which indicates flat collections from the current fiscal year. It is projected that Other Local Taxes will increase to \$6.3 million in FY2021-22 and \$6.6 million in FY2022-23.

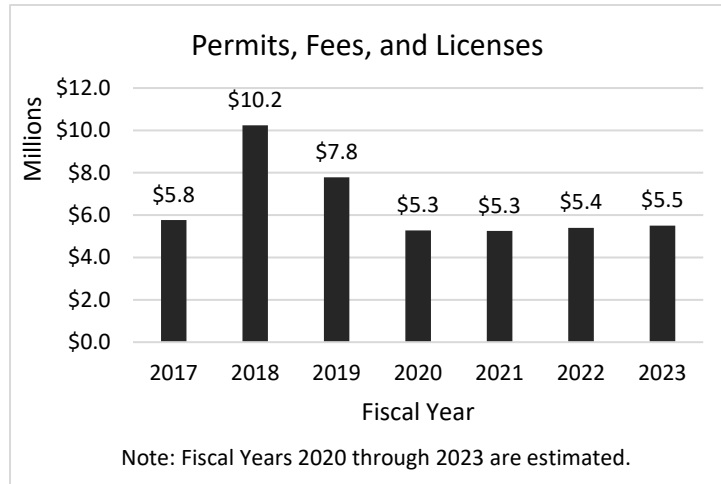
Other Local Revenue:

Other Local Revenue is estimated to generate nearly \$22.5 million in FY2020-21. This represents a \$8,245,100, or a 26.8 percent decrease from FY2019-20 due to impacts on local revenues by the public health emergency response to COVID-19. More detailed information on each of these categories of local revenue is included in the pages that follow.

| | FY2019-20 | FY2020-21 | Increase | Percent |
|-----------------------------|--------------|--------------|----------------|---------|
| | Original | Approved | (Decrease) | Change |
| Other Local Revenue | | | | |
| Permits, Fees, and Licenses | \$ 5,275,800 | \$ 5,253,500 | \$ (22,300) | (0.4%) |
| Fines and Forfeitures | 2,085,000 | 2,085,000 | - | 0.0% |
| Use of Money and Property | 8,207,700 | 3,284,700 | (4,923,000) | (60.0%) |
| Charges for Services | 4,077,800 | 3,845,500 | (232,300) | (5.7%) |
| Miscellaneous | 11,174,500 | 8,107,000 | (3,067,500) | (27.5%) |
| Total Other Local Revenue | 30,820,800 | 22,575,700 | \$ (8,245,100) | (26.8%) |

Permits, Fees and Licenses include structure and equipment permits, municipal library fees, zoning application fees, fees for the rental of school facilities and dog licenses. This revenue category is estimated to generate \$5.3 million in FY2020-21, which represents a 20,300, or 0.4 percent decrease when compared to FY2019-20.

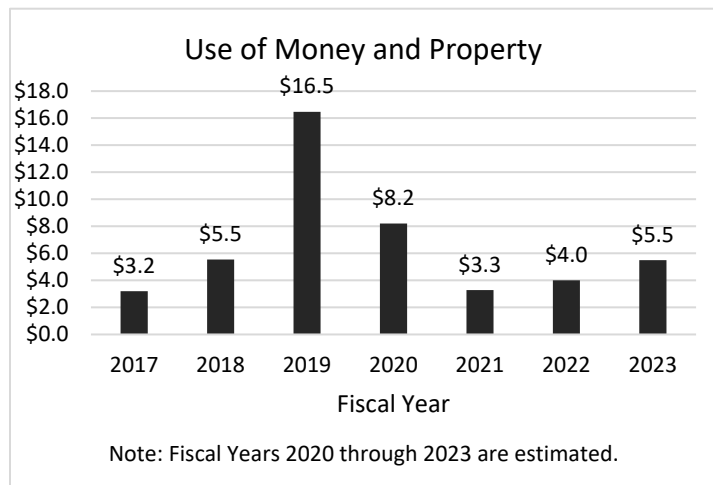
Building Permit Fees, which are an elastic revenue source, account for 67.8 percent of this revenue category in the current budget year. In FY2020-21, Building Permit Fees are estimated to essentially remain flat at \$5.2M.



Information through April 2020 indicates an increase of 7.0 percent in the number of permits issued and an increase in permit value of 0.04 percent or \$2,211,267 year-to-date in FY2019-20 as several large projects are reflected in the FY2018-19 actuals. The forecast for Permits, Fees and License revenues are projected to increase to \$5.4 million in FY2021-22 and \$5.5 million FY2022-23.

Fines and Forfeitures include revenue for traffic and parking violations, false alarm fees and courthouse maintenance fees. This category is estimated at \$2.1 million for FY2020-21 and is projected to remain flat for FY2021-22 and FY2022-23.

Use of Money and Property is estimated to generate \$3.3 million in FY2020-21, a reduction of \$4.9 million or 60.0 percent. This revenue category includes receipts from the sale of County property and interest on County investments. The County generates revenue from the prudent and timely investment of cash reserves. The County invests cash reserves in Banker's Acceptances, Certificates of Deposit, Commercial Paper and Treasury Notes which may generate smaller returns due to impacts of the global pandemic on financial markets. Adherence to stringent cash management principles requires investing public funds in instruments that are safe, liquid, and generate adequate yields (See "Financial Guidelines"). Revenue from the use of money and property is projected to increase modestly to \$4.0 million in FY2021-22 and \$5.5 million in FY2022-23, well below prior returns.



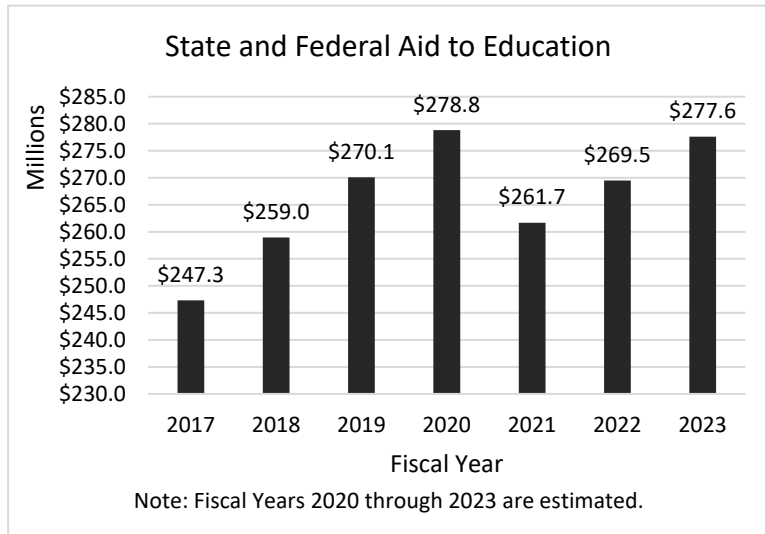
Charges for Services are revenues paid by users of various County services including participation fees for Recreation and Parks special interest classes and sports leagues, charges for overdue and lost books, cafeteria receipts, and charges for data processing services. Revenue from Charges for Services is estimated at \$3.8 million in FY2020-21 and is projected to increase about 4.0 percent in FY2021-22 and 7.5% in FY2022-23.

State and Federal Revenue:

State and Federal revenue is estimated at \$356.4 million in FY2020-21, which represents 35.0 percent of total General Fund revenue. This is a projected decrease of approximately 4.9 percent over the current fiscal year primarily due to stability concerns from prior experience with this funding source. This category is comprised of revenue for General Government programs totaling \$94.7 million and Education funding of \$261.7 million. The following is a look at the components.

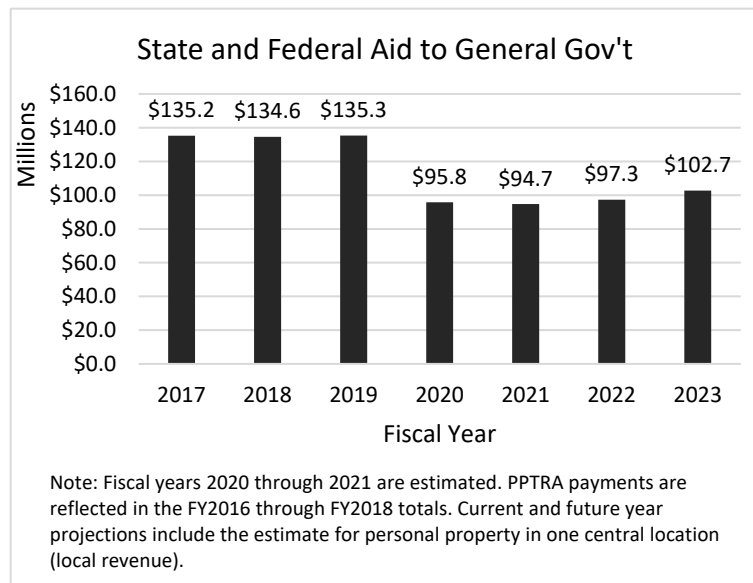
State and Federal Aid to Education is estimated to decrease from \$278.8 million projected in FY2019-20 to \$261.7 million in FY2020-21. This represents a decrease of \$17.1 million or 6.1 percent. The projection assumes an increase of 3.0 percent in FY2021-22 and FY2022-23.

Federal reimbursements for Education have a minimal impact on the level of total appropriations in the General Fund as all the Federal grants awarded to HCPS is recognized in the County's Special Revenue Fund. In FY2019-20, Federal funding in the General Fund for Education totals \$360,000 and is forecasted to remain constant in FY2020-21 and FY2021-22.



State and Federal Aid to General Government is estimated at \$94.7 million in FY2020-21. This represents a decrease of \$1.1 million or 1.1 percent when compared to the FY2019-20 budget. 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 are projected to increase a 2.7 percent in FY2021-22 and 5.5 percent in FY2022-23 but still remain below prior collections.

The largest component of State and Federal Aid to General Government is gas tax revenue. Henrico is projected to receive \$47.0 million for road maintenance in FY2020-21. This includes the recalibration of the lane mile rate for which Henrico's gasoline tax allocation is calculated. This recalibration was part of the 2013 Omnibus Transportation package passed by the General Assembly. This forecast projects these funds to grow at a rate of 1.0 percent per year.



Another significant portion of State Aid to General Governments resulted from legislation approved by the General Assembly in 2006, which passed the Virginia Communications Sales & Use Tax (HB568). This bill changed the way certain communication mediums are taxed in Virginia by removing the taxing authority from localities and placing a statewide tax on certain services. With the passage of HB568, localities no longer administer several local taxes and fees such as the Consumer Utility taxes on landline telephones, the mobile phone utility tax, local E-911, and cable franchise fees. This does not affect the Consumer Utility Tax as it applies to electric and gas companies, as well as Wireless E-911 fees received by the County from the State. In FY2005-06 the County collected \$14.6 million in the four local revenues. While the Communications Sales and Use Tax was supposed to be 'revenue neutral', the projection for FY2020-21 is \$10.0 million.

Another example of the General Assembly's foray into local taxing authority is the PPTRA. The budget estimate for the car tax payment from the State, for FY2019-20 through FY2022-23, is included in the local Personal Property Tax projections to keep the budget for personal property tax in one central location. It must be noted that the budget adopted by the Virginia General Assembly in May 2004 froze the PPTRA reimbursements which at the time were

intended to be revenue neutral. Henrico's payment, still under the State cap, is \$37.0 million and is projected to remain flat while the local component (paid by the County taxpayers) has and will continue to increase.

This forecast projects no Federal Aid to General Government in FY2020-21 as all budgeted sources of Federal Aid are included in the Special Revenue Fund.

Expenditures

Assumptions

While developing the FY2020-21 Annual Fiscal Plan, difficult decisions were required to bring the budget into balance and maintain the real estate tax rate at \$0.87 per \$100 of assessed value in CY2020. These decisions were reached after careful review and planning by the Board of Supervisors. This planning was revised for expected fiscal impacts stemming from the current pandemic, impacts that reach beyond FY2020-21, and is intended to establish a balance between the County's recurring revenues and expenditures in future years. The FY2020-21 General Fund Budget of \$899.1 million represents a decrease of \$19.6 million or 2.1 percent, which is discussed below and in greater detail in the County Manager's Budget Message and respective department narratives.

Education is the top priority of the Board of Supervisors. In FY2020-21, the Education budget represents 57.0 percent of General Fund expenditures. General Fund Education expenditures total \$509.9 million in the Annual Fiscal Plan, which represents a decrease of \$4.5 million, or 0.9 percent. Of the total expenditures in Education, 48.7 percent are funded with locally generated revenues and 51.3 percent are funded with State and Federal funding. It must be noted that the totals above do not include Debt Service costs for Education, which are entirely a local responsibility (see the Debt Service Fund forecast).

For General Government, the total for the FY2020-21 Annual Fiscal Plan is \$389.2 million, which represents a decrease of \$15.0 million, or 3.7 percent. The focus continues to remain on Public Safety, which received a total increase of \$2.8 million of new resources. For the Police Division, the proposed budget maintains staffing in critical areas while sacrificing operational and capital needs to assist with the current fiscal challenges. For the Division of Fire, \$2.1 million was added for the addition of 22 positions supporting Firehouse 20 offset by many operational and capital reductions needed to assist the County's expected pandemic-related revenue shortfalls.

General Fund expenditures are forecasted to grow by 3.5 percent in FY2021-22 and 4.0 percent in FY2022-23. The proposed levels of operational funding allow for the continuation of existing service levels as well as a very limited level of new operating costs associated with select capital projects approved by the Board of Supervisors. In addition, funding has been dedicated for a reduced level of operating and capital projects for Schools, various road maintenance, and construction projects with primary support of completing ongoing projects while limiting new projects due to fiscal constraints necessitated by the pandemic.

The FY2020-21 Capital Budget, excluding Water & Sewer projects that are reflected in the Water & Sewer Fund Forecast, totals \$14.0 million. The five-year Capital Improvement Program for FY2021 through FY2025 includes requests of \$1.2 billion. The County of Henrico will continue to ensure necessary Capital Projects are funded in a manner that maintains the County's AAA/AAA/Aaa bond ratings (See "Financial Guidelines"). Of the \$14.0 million FY2020-21 Capital Budget, \$5.0 million supports improvements to the Richmond – Henrico Turnpike, \$4.0 million for improvements to Deep Run Park, and \$5.0 million for Taylor Park all supported by bonds overwhelmingly approved by the voters in November 2016. The total for the G.O. Bond Referendum was \$419.6 million, which will be issued to support projects for Education, Recreation, Public Safety, Libraries, and Road projects, over a six-year period.

As a means of ensuring the County does not rely too heavily on debt financing for required infrastructure improvements, Henrico County typically includes a significant level of pay-as-you-go financing but in response to the unusual fiscal climate related to the Pandemic, no funds are included in the FY2020-21 Annual Fiscal Plan. The allocation of General Fund resources for capital projects will be reevaluated based on economic conditions. The FY2021-22 forecast transfer of \$25.8 million includes \$10.0 million for pay-as-you-go projects of which: \$5.0 million is allocated for maintenance of General Government building and technology infrastructure; \$2.5 million is used for school roofing and mechanical needs, which, outside of times of fiscal stress, has been included in the capital budget since 1998; and \$2.5 million for Countywide pedestrian improvements. Additionally, \$2.0 million of the General Fund balance

transfer is earmarked from Meals Tax Revenue for Education, \$2.4 million of dedicated General Fund Stormwater revenues, and \$1.5 million from Motor Vehicle License fees, and \$10.0 million in General Fund revenue for vehicle replacement. The FY2022-23 forecast of \$28.8 million includes 10.0 million from the Designated General Fund balance, \$5.0 million from Meals Tax revenues, \$2.4 million of General Fund Stormwater revenues, \$1.5 million in Motor Vehicle License Fees, and \$10.0 million in General fund revenues for vehicle replacements.

To (From) Debt Service Fund represents the forecast of General Fund support to the Debt Service Fund. The debt service levels through FY2022-23 are calculated on new, existing and projected debt service requirements. The forecast period is based on projected debt service costs arising from all prior debt issues, including debt authorized in prior referenda in 2000, 2005, and 2016.

To (From) Capital Projects is not allocated for FY2020-21, as discussed above. Projections for anticipated capital projects in FY2021-22 and FY2022-23 include transfers of \$25.9 million and \$28.9 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 FY2020-21 estimate of these costs is \$1.9 million and the costs for FY2021-22 totaling \$1.9 million and FY2022-23 totaling \$2.2 million.

To (From) Risk Management Fund is the transfer of funds to support risk management operations. The fund was established in FY2004-05. The FY2020-21 transfer is for \$10.0 million to support the County's Risk Management operations, which includes the cost of the County's self-insurance program (excluding healthcare, which is a separate Internal Service Fund), the cost to purchase insurance policies, and funding the administrative costs of the operation. The anticipated transfer to fund the cost of the County's Risk Management operation is estimated to increase to \$10.5 million in FY2021-22 and \$11.5 million in FY2022-23 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). Also included in the transfer is the County's funding for the curbside-recycling program in the Solid Waste Division and the County's funding for the Department of Mental Health and Developmental Services. The transfer to the Special Revenue Fund is estimated at \$29.9 million in FY2020-21. The projections over the forecast period are \$30.8 million in FY2021-22 and \$31.7 million in FY2022-23 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 JRJDC Agency Fund accounts for the James River Juvenile Detention Center budget. Henrico County, as the majority partner serves as the fiscal agent for the James River Juvenile Detention Center Commission. The JRJDC Agency Fund accounts for the Commission's revenues from participating localities, operating and debt service expenditures. As the forecast indicates, the transfer to the JRJDC Agency Fund is anticipated at \$3.4 million for FY2020-21, as the debt associated with the construction of the facility has been paid. The transfer for the JRJDC Agency fund is projected to increase to \$3.5 million in FY2021-22 and \$3.6 million in FY2022-23.

(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. A new fiduciary fund was created in FY2006 with an allocation of \$6.7 million. The transfer will allow the County to budget for the annual cost of public employee non-pension benefits, all outstanding obligations and commitments related to Other Post-Employment Benefits (OPEB) in the same manner as reporting financial information for pensions. Due to sufficient reserves built over many years of diligent support, exclusively due to the fiscal impacts of the pandemic, the County will mindfully take a one-year hiatus from these OPEB allocations in FY2020-21. Projections for FY2021-22, and FY2022-23 total \$2.7 million each year, which is anticipated to fully fund the County's obligation in this area when they resume.

(To) From Line of Duty represents the anticipated funding needed for expenses associated with the Line of Duty payments. The Line of Duty Fiduciary Fund was created in the FY2012-13 Annual Fiscal Plan because of a mandate from the Commonwealth of Virginia that requires localities to pay the cost of this State approved benefit. Projections for FY2020-21 were \$1.2 million, which will fund the County's obligation in this area. The transfer is projected to increase slightly to \$1.3 million in FY2021-22 and \$1.4 million in FY2022-23.

(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. In January 2017, the county contracted with Metropolitan Life Insurance Company to fully insure and administer a long-term disability program. Projections for FY2020-21, FY2021-22, and FY2022-23 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 specific capital projects. The 2020-21 figure incorporates 5 areas: Capital Projects, Capital Reserve, Meals Tax Reserve, Assigned, and Unassigned. Due to projected impacts resulting from the global pandemic, for FY2020-21 all these funding items have been removed.

(To) From State Revenue Stabilization Fund is used to offset reduced State revenues in the event of a future recession. Since recession has occurred, in FY2020-21 no funds will be added, but the total fund balance is \$4.5 million contained in County reserves.

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. The use of the designated fund balance is an allocation from the Sinking Fund reserve, which was first created by the Board of Supervisors in FY2002 to pay for Bond Referendum operating costs. In FY2020-21, no forecasted use is anticipated while \$5.3 million and \$65,000 is anticipated for FY2021-22 and FY2022-23, respectively.

Ending General Fund Balance represents reserves not appropriated for expenditure, including the assigned and unassigned balances. The unassigned portion of fund balance in FY2013 was reduced to 15.0 percent, from 18.0 percent of general fund expenditures to accommodate the funding of replacement Education and General Government vehicles. Unassigned fund balance is projected at 15.0 percent of general fund expenditures in FY2020-21, FY2021-22, and FY2022-23.

General Fund Forecast

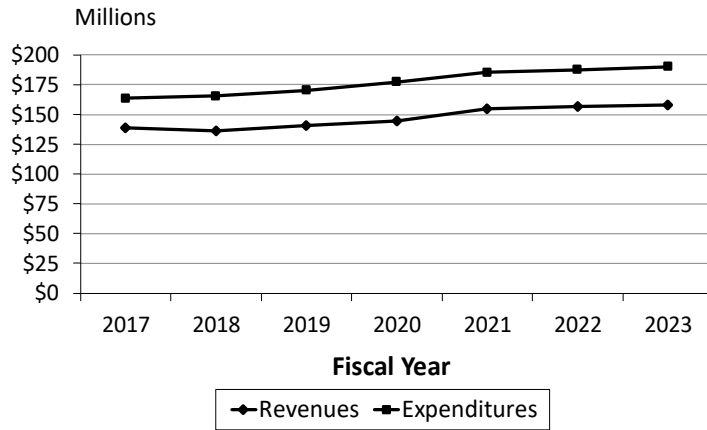
| | FY18-19 Actuals | FY19-20 Approved | FY20-21 Approved | FY21-22 Forecast | FY22-23 Forecast |
|----------------------------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Revenues: | | | | | |
| Current Real Estate Tax | \$ 335,323,741 | \$ 345,200,000 | \$ 361,500,000 | \$ 377,800,000 | \$ 392,900,000 |
| P.S. Real Estate Tax | 10,320,867 | 9,000,000 | 9,000,000 | 9,300,000 | 9,600,000 |
| Current Personal Prop. Tax (1) | 82,675,109 | 127,600,000 | 124,100,000 | 126,600,000 | 129,400,000 |
| P.S. Personal Property Tax | 69,785 | 70,000 | 70,000 | 70,000 | 70,000 |
| Other General Property Tax | 19,013,533 | 5,475,000 | 4,475,000 | 5,440,000 | 5,960,000 |
| Local Sales Tax | 68,774,566 | 70,000,000 | 55,000,000 | 71,750,000 | 75,000,000 |
| Business License Tax | 38,307,817 | 34,000,000 | 34,000,000 | 35,500,000 | 38,000,000 |
| Motor Vehicle License Tax | 7,387,991 | 7,000,000 | 7,000,000 | 7,250,000 | 7,500,000 |
| Consumer Utility Tax | 2,826,207 | 2,700,000 | 2,750,000 | 2,750,000 | 2,800,000 |
| Bank Franchise Tax | 18,241,405 | 7,500,000 | 7,500,000 | 7,500,000 | 7,500,000 |
| Hotel/Motel Tax | 14,044,855 | 13,200,000 | 8,000,000 | 10,250,000 | 11,000,000 |
| Food & Beverage (Meals) Tax | 30,243,193 | 28,000,000 | 19,000,000 | 21,000,000 | 24,250,000 |
| Other Local Taxes | 7,017,785 | 6,160,000 | 6,160,000 | 6,300,000 | 6,600,000 |
| Local Taxes Sub-Total | 634,246,854 | 655,905,000 | 638,555,000 | 681,510,000 | 710,580,000 |
| Permits, Fees, & Licenses | 7,781,388 | 5,275,800 | 5,253,500 | 5,400,000 | 5,500,000 |
| Fines & Forfeitures | 2,146,622 | 2,085,000 | 2,085,000 | 2,085,000 | 2,100,000 |
| Use of Money & Property | 16,472,008 | 8,207,700 | 3,284,700 | 4,000,000 | 5,500,000 |
| Charges for Services | 4,371,644 | 4,077,800 | 3,845,500 | 4,000,000 | 4,300,000 |
| Miscellaneous Revenue | 14,451,443 | 11,174,500 | 8,107,000 | 8,300,000 | 8,700,000 |
| Total Local Revenue | 679,469,958 | 686,725,800 | 661,130,700 | 705,295,000 | 736,680,000 |
| State & Federal-Schools | 270,075,928 | 278,820,000 | 261,664,941 | \$ 269,500,000 | 277,600,000 |
| State & Federal-General Government ⁽¹⁾ | 135,306,732 | 95,785,000 | 94,718,000 | \$ 97,300,000 | 102,700,000 |
| | 405,382,660 | 374,605,000 | 356,382,941 | 366,800,000 | 380,300,000 |
| Total Revenue | \$ 1,084,852,618 | \$ 1,061,330,800 | \$ 1,017,513,641 | \$ 1,072,095,000 | \$ 1,116,980,000 |
| Transfers: | | | | | |
| (To) From Debt Service Fund | \$ (63,468,451) | \$ (71,570,276) | \$ (71,665,830) | \$ (77,526,561) | (74,355,805) |
| (To) From Capital Projects Fund | (80,735,668) | (78,160,048) | - | (25,848,000) | (28,848,000) |
| (To) From Enterprise Fund | (1,930,021) | (1,928,921) | (1,929,858) | (1,932,108) | (2,150,750) |
| (To) From Risk Management Fund | (12,899,799) | (9,983,299) | (9,983,299) | (10,519,617) | (11,539,617) |
| (To) From CAM | (99,500) | (454,800) | - | (200,000) | (200,000) |
| (To) From Technology Replacement | (2,500,000) | (2,750,000) | (2,750,000) | (3,000,000) | (3,000,000) |
| (To) From Special Revenue Fund | (32,058,208) | (32,629,985) | (29,897,172) | (30,790,267) | (31,710,155) |
| (To) From JRJDC Agency Fund | (3,158,722) | (3,253,484) | (3,351,088) | (3,451,621) | (3,555,169) |
| (To) Health Care | (3,000,000) | - | - | - | - |
| (To) From OPEB - GASB 45 Fiduciary Fund | (2,675,000) | (2,675,000) | - | (2,675,000) | (2,675,000) |
| (To) From Line of Duty | (1,100,000) | (1,100,000) | (1,250,000) | (1,300,000) | (1,350,000) |
| (To) From Long Term Disability | (600,000) | (600,000) | (600,000) | (600,000) | (600,000) |
| Use of Fund Balance - Unassigned | - | 1,000,000 | - | 750,000 | 500,000 |
| (To) From Fund Balance - Hotel/Motel Tax Reimburs | - | 2,000,000 | - | - | - |
| (To) From Fund Balance - Meals Tax Reserve | - | 26,345,233 | - | - | - |
| Use of Fund Balance - Capital Projects | - | 7,500,000 | - | 7,500,000 | 7,500,000 |
| Use of Fund Balance - Pedestrian Improvements | - | 2,500,000 | - | 2,500,000 | 2,500,000 |
| Use of Fund Balance - Capital Reserve | - | 14,055,000 | - | - | - |
| (To) From Revenue Stabilization Reserve | - | (1,000,000) | - | - | - |
| (To) From Fund Balance - Schools State Aid Reserve | - | 3,800,000 | - | - | - |
| (To) From State Revenue Stabilization Reserve | - | 1,000,000 | - | - | - |
| Use of Assigned Fund Balance | - | 2,987,015 | - | - | - |
| (To) From Fund Balance General Fund | (1,764,207) | - | 3,014,759 | - | - |
| From Sinking Fund - Bond Ops | - | 2,243,892 | - | 5,320,500 | 65,000 |
| Total Transfers | \$ (205,989,576) | \$ (142,674,673) | \$ (118,412,488) | \$ (141,772,674) | \$ (149,419,496) |
| Total Resources | \$ 878,863,042 | \$ 918,656,127 | \$ 899,101,153 | \$ 930,322,326 | \$ 967,560,504 |

⁽¹⁾ 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. FY19 actual = \$37,001,783. Forecast period FY19 thru FY22 equal \$37,000,000.

| | FY18-19 Actuals | FY19-20 Approved | FY20-21 Approved | FY21-22 Forecast | FY22-23 Forecast |
|-----------------------------------|----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Expenditures: | | | | | |
| General Government Administration | 59,018,079 | 63,456,489 | 57,367,472 | 59,088,496 | 60,861,151 |
| Judicial Administration | 8,996,032 | 9,538,516 | 9,498,489 | 9,688,459 | 9,882,228 |
| Public Safety | 194,195,921 | 193,765,348 | 196,564,081 | 202,461,003 | 208,534,833 |
| Public Works | 52,945,476 | 54,608,439 | 52,233,984 | 53,278,663 | 54,344,236 |
| Public Health | 2,432,912 | 2,433,102 | 2,433,102 | 2,481,764 | 2,531,399 |
| Education | 486,489,886 | 514,448,820 | 509,905,768 | 529,435,552 | 555,441,045 |
| Recreation & Culture | 37,027,696 | 41,010,739 | 38,466,836 | 40,388,391 | 41,600,043 |
| Community Development | 25,949,039 | 26,196,813 | 19,909,973 | 20,507,272 | 21,122,490 |
| Miscellaneous | 12,387,131 | 13,197,861 | 12,721,449 | 12,992,725 | 13,243,078 |
| Total Expenditures | \$ 879,442,172 | \$ 918,656,127 | \$ 899,101,153 | \$ 930,322,326 | \$ 967,560,504 |
| Fund Balance: | | | | | |
| Restricted | 1,691,688 | 3,000,000 | 3,000,000 | 5,000,000 | 5,000,000 |
| Assigned (*) | 144,566,117 | 102,134,977 | 99,120,218 | 113,049,718 | 127,484,718 |
| Unassigned Fund Balance | 135,638,462 | 137,798,419 | 134,865,173 | 139,548,349 | 145,134,076 |
| Total Fund Balance | \$ 281,896,267 | 242,933,396 | 236,985,391 | \$ 257,598,067 | \$ 277,618,794 |

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

Three Year Forecast Revenues and Expenditures Special Revenue Fund



Fiscal Years 2020 through 2023 are estimated. Revenues exclude transfers from other funds.

SPECIAL REVENUE FUND

(Fund 11)

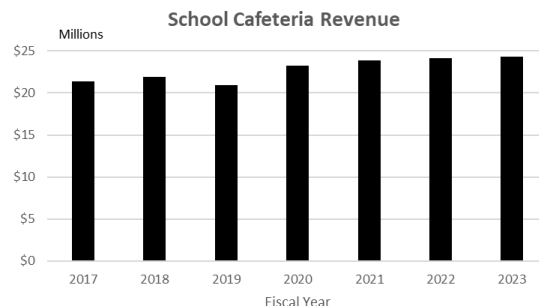
The Special Revenue Fund accounts for proceeds from revenue sources that legally restrict expenditures to specified purposes. Henrico County's Special Revenue Fund includes the Department of Public Utilities' Solid Waste and Street Lighting operations; Public Works' Watershed and Best Management Practices 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 FY2020-21 is \$185,345,202, which represents an increase of \$7,827,534, or 4.4 percent, from the current fiscal year. The budget for State and Federal grants associated with Schools increased by \$6.0 million or 9.7 percent, based on anticipated expenditures. The budget for Solid Waste increased by \$687,688, or 4.7 percent, while the Mental Health budget increased by \$309,868, or 0.8 percent.

Social Services' budget increased by \$471,496 or 1.8 percent due to rising demand for services. The actuals and budget for the Schools portion of CSA expenses have been moved out of the Social Services category to reflect the separation of these expenses in the FY2020-21 approved budget.

Revenues

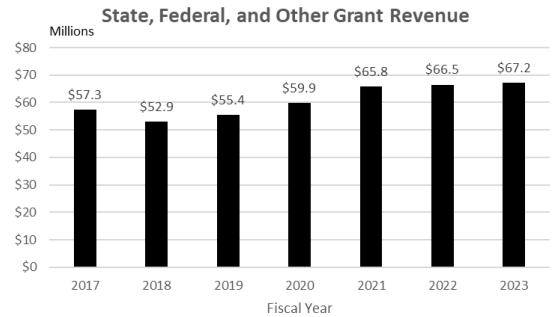
Assumptions

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 FY2020-21 are estimated at \$23,869,429 compared to \$23,236,967 in FY2019-20, which reflects a 2.7 percent increase. FY2021-22 and FY2022-23 revenue estimates of \$24,108,123 and \$24,349,205, respectively, reflect projected increases of 1.0 percent based on anticipated growth in cafeteria operations.



Fiscal Years 2020 through 2023 are estimated.

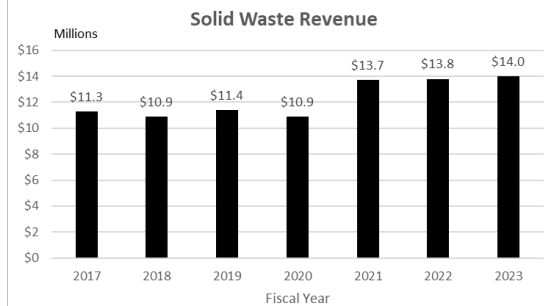
State, Federal and Other Grants revenue funds various programs, principally those related to Education, the Capital Region Workforce Partnership (CRWP), the Community Corrections Services Program (CCP), the Community Development Block Grant (CDBG), and the Virginia Juvenile Community Crime Control Act (VJCCCA). Grant funding for FY2020-21 totals \$65,840,007. It must be noted that in the 2020-21 budget, expenditure requirements in the Education portion of the Children’s Services Act (CSA) will be allocated in the Schools’ budget, whereas they have been previously recognized in the Social Services budget.



Fiscal years 2020-2023 are estimated. Revenues do not include transfers from other funds.

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 FY2021-22 and FY2022-23 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 was reduced from \$3,371,409 in the FY2019-20 approved budget to \$1,278,457 in the FY2020-21 approved budget. This decrease of 62.1 percent is part of the County’s effort to balance the budget in response to the COVID-19 pandemic. This will be accomplished through enhancing cost efficiencies, which will allow greater reliance on revenues generated within the Solid Waste operations. Minimal General Fund transfer increases of 3.0 percent are anticipated in FY2021-22 and FY2022-23.



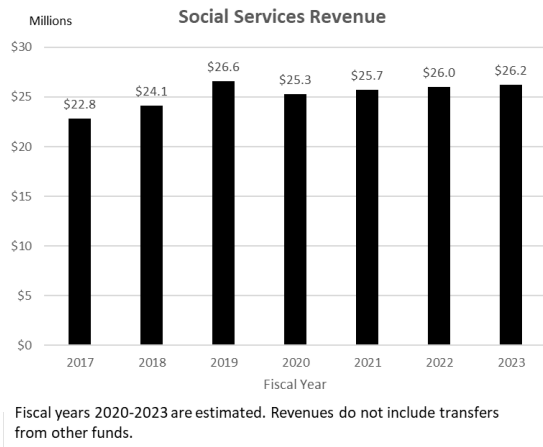
Fiscal years 2020-2023 are estimated. Revenues do not include transfers from other funds.

Street Lighting revenues fund the operation and maintenance of the street lighting districts throughout the County. 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. A sixth street lighting district, #63.1, has been established with a budget of \$1,000 for FY2020-21.

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 \$24,503,392 for FY2020-21. State and federal revenues are projected to be \$11,101,278 and the estimate for fee revenues is \$13,143,774. Mental Health grant reserve funding of \$700,000, and \$282,600 of contract revenues from Sheltered Employment, are also anticipated. Additionally, Henrico is budgeted to receive a total of \$252,681 of fee revenues from Charles City and New Kent counties. A 1.0 percent increase in Mental Health revenues is projected for both FY2021-22 and FY2022-23. The forecast is based on modest anticipated increases in State and Federal grant funding. MH/DS/SA receives funding through State and Federal Aid programs including the Reinvestment Program, Community Care Funds from the State, and the Part C Grant program. It is expected that these funding sources will continue in the future, however, with the funding pressures on the State and federal governments caused by the COVID-19 pandemic, an extreme level of uncertainty exists.

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 \$127,334 in FY2020-21, FY2021-22, and FY2022-23. It is anticipated that the State Supreme Court will reimburse the Metro Aviation Unit \$80,000 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 FY2020-21 total \$26,578,678, of which \$7,671,665 is directed toward CSA and the remaining \$18,907,013 support all other Social Services efforts. A 1.0 percent increase in revenues is projected for both FY2021-22 and FY2022-23, based on anticipated increases in State and Federal funding.



Best Management Practice devices are basins for treating storm water to improve water quality. 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. 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 and will reduce the number of BMPs constructed in the future. 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.

(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.

In FY2020-21, the transfer of \$29,897,172 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, and the Special Revenue Fund Reserve. Additional transfers are distributed as follows: \$127,332 for Henrico County's portion of the regional Police Metro Aviation Unit; \$1,278,457 in support of Solid Waste programs; \$10,743,087 in local support of Social Services, which includes funding for the CSA; and \$15,935,376 for Mental Health. The total transfer from the General Fund is projected to increase to \$30,790,267 in FY2021-22 and \$31,710,155 in FY2022-23.

(To) From School Cafeteria Fund Balance is a reserve, accumulated from the operation of the school cafeterias. The School Board’s practice has been to charge enough for cafeteria meals to cover the cost of providing the service to County students. Expenditure projections are based on prior experience and student enrollment.

(To) From Solid Waste Fund Balance is a reserve, which has accumulated over time from the Solid Waste operations to fund expansion and closure projects related to County owned landfills. 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 FY2020-21 anticipates the use of \$478,764 from the Solid Waste Fund balance. The forecast for FY2021-22 and FY2022-23 reflects further reductions to the fund balance.

Expenditures

Assumptions

The development of the FY2020-21 Special Revenue Fund budget assumes recurring revenues will support

recurring expenditures in future years. Special Revenue Fund resources and requirements for FY2021-22 and FY2022-23 are expected to grow at an average rate of 1.0 percent, respectively. The modest growth rate in grant related revenue is predicated on the basis that ongoing Federal and State budgetary constraints will limit substantial increases in grant funding.

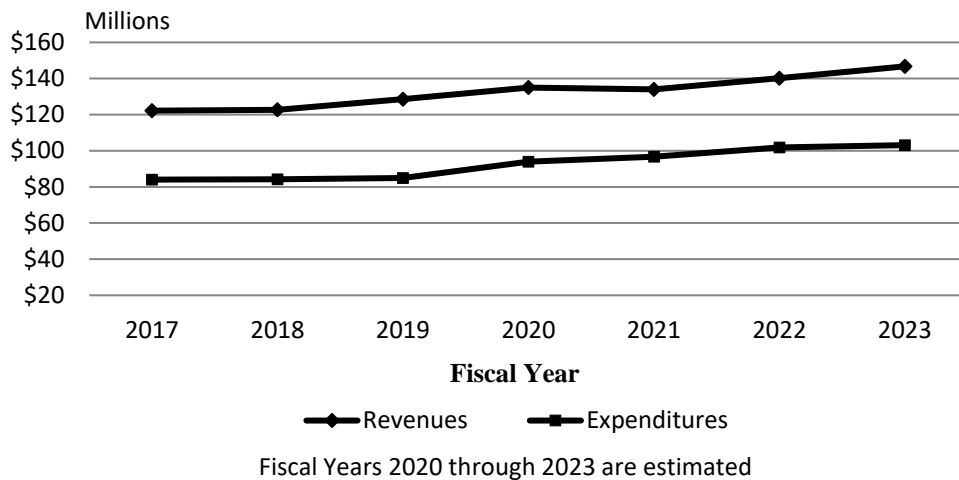
Ending Special Revenue Fund Balance is the sum of fund balances in all sub-funds, which are expected to remain on June 30th of each of the forecasted fiscal years, within the School Cafeteria Fund, Solid Waste Fund, and Street Light Fund. The State and Federal Grants fund balance and the Economic Development Authority Fund balance are forecasted to be zero in FY2019-20 through FY2022-23. 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 18-19 Actual | FY 19-20 Original | FY20-21 Forecast | FY21-22 Forecast | FY22-23 Forecast |
|----------------------------------------------|-----------------------------|------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Revenues: | | | | | |
| School Cafeteria | \$ 20,856,614 | \$ 23,236,967 | \$ 23,869,429 | \$ 24,108,123 | \$ 24,349,205 |
| State, Federal & Other Grants | 55,350,120 | 59,851,978 | 65,840,007 | 66,498,407 | 67,163,391 |
| Asset Forfeitures | 326,268 | 0 | 0 | 0 | 0 |
| Donations | 75,678 | 0 | 0 | 0 | 0 |
| Revenue from Local Sources | 260,052 | 0 | 0 | 0 | 0 |
| Solid Waste | 11,402,418 | 10,942,550 | 13,685,000 | 13,821,850 | 13,960,069 |
| Street Lighting | 86,536 | 83,100 | 84,100 | 84,100 | 84,100 |
| Mental Health | 24,838,551 | 23,836,411 | 24,503,392 | 24,748,426 | 24,995,910 |
| Metro Aviation/Extradition | 726,467 | 334,668 | 359,668 | 359,668 | 359,668 |
| Social Services & CSA | 26,578,678 | 25,264,435 | 25,730,670 | 25,987,977 | 26,247,856 |
| Watershed/Best Management Practices | 276,143 | 897,000 | 897,000 | 897,000 | 897,000 |
| Subtotal Revenues | <u>\$140,777,525</u> | <u>\$144,447,109</u> | <u>\$154,969,266</u> | <u>\$156,505,551</u> | <u>\$158,057,199</u> |
| From General Fund: | | | | | |
| State, Federal & Other Grants | \$ 1,558,317 | \$ 1,841,140 | \$ 1,812,920 | \$ 1,867,308 | \$ 1,923,327 |
| Mental Health | 14,585,198 | 16,292,489 | 15,935,376 | 16,413,437 | 16,905,840 |
| Metro Aviation | 80,365 | 127,332 | 127,332 | 127,332 | 127,332 |
| Social Services | 10,946,764 | 10,997,615 | 6,860,580 | 7,066,397 | 7,278,389 |
| CSA - Education | 0 | 0 | 3,882,507 | 3,998,982 | 4,118,952 |
| Solid Waste | 3,018,511 | 3,371,409 | 1,278,457 | 1,316,811 | 1,356,315 |
| Subtotal From General Fund | <u>\$ 30,189,155</u> | <u>\$ 32,629,985</u> | <u>\$ 29,897,172</u> | <u>\$ 30,790,267</u> | <u>\$ 31,710,155</u> |
| (To) Capital Projects Fund for Solid Waste | 0 | 0 | 0 | 0 | 0 |
| (To) Capital Projects Fund for Mental Health | 0 | 0 | 0 | 0 | 0 |
| (To) From Mental Health Fund Balance | 0 | 0 | 0 | 0 | 0 |
| (To) From School Cafeteria Fund Balance | 2,087 | 0 | 0 | 0 | 0 |
| (To) From Solid Waste Fund Balance | (448,050) | 440,574 | 478,764 | 457,983 | 436,226 |
| (To) From Street Light Fund Balance | (22,204) | 0 | 0 | 0 | 0 |
| Total Resources | <u><u>\$170,498,513</u></u> | <u><u>\$177,517,668</u></u> | <u><u>\$185,345,202</u></u> | <u><u>\$187,753,801</u></u> | <u><u>\$190,203,580</u></u> |
| Expenditures: | | | | | |
| School Cafeteria | \$ 20,858,701 | \$ 23,236,967 | \$ 23,869,429 | \$ 24,108,123 | \$ 24,349,205 |
| School CSA | 11,828,780 | 9,716,364 | 10,399,567 | 10,919,545 | 11,465,523 |
| State, Federal & Other Grants | 57,010,383 | 61,693,118 | 71,535,434 | 68,365,715 | 69,086,718 |
| Economic Development Authority | 560,052 | 0 | 0 | 0 | 0 |
| Solid Waste | 13,972,879 | 14,754,533 | 15,442,221 | 15,596,643 | 15,752,610 |
| Street Lighting | 64,332 | 83,100 | 84,100 | 84,100 | 84,100 |
| Mental Health | 39,423,749 | 40,128,900 | 40,438,768 | 41,161,863 | 41,901,751 |
| Metro Aviation/Extradition | 806,832 | 462,000 | 487,000 | 487,000 | 487,000 |
| Social Services | 25,696,662 | 26,545,686 | 22,191,683 | 26,133,811 | 26,179,674 |
| Watershed/Best Management Practices | 276,143 | 897,000 | 897,000 | 897,000 | 897,000 |
| Total Expenditures | <u><u>\$170,498,513</u></u> | <u><u>\$177,517,668</u></u> | <u><u>\$185,345,202</u></u> | <u><u>\$187,753,801</u></u> | <u><u>\$190,203,580</u></u> |
| Ending Special Revenue Fund Balance: | | | | | |
| 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 | 22,699,828 | 22,221,064 | 21,763,082 | 21,326,855 |
| Street Lighting | 767,228 | 767,228 | 767,228 | 767,228 | 767,228 |
| Total Fund Balance | <u><u>\$ 61,386,515</u></u> | <u><u>\$ 35,809,254</u></u> | <u><u>\$ 35,330,490</u></u> | <u><u>\$ 34,872,508</u></u> | <u><u>\$ 34,436,281</u></u> |

* Forecast assumes miscellaneous grant appropriations will be spent by 6/30/20. Any unspent appropriations will be carried forward into FY2020-21.

Three Year Forecast Revenues and Expenditures Enterprise Fund – Water & Sewer



ENTERPRISE FUNDS

(Funds 51 and 52)

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. 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. All activities necessary to provide such services are accounted for in the respective funds, including operations, maintenance, construction, financing, and related debt service.

The three-year forecast narrative of revenues and expenditures has been prepared for each of these operations separately, using the same basic framework as the General Fund.

Water and Sewer Operations (Fund 5101)

Revenues

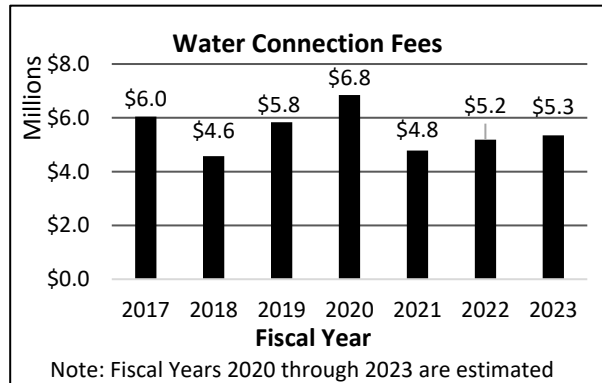
Assumptions

Water and Sewer Enterprise Fund revenues are forecasted with increases in customer growth necessary to keep pace with routine operating costs, expansion and rehabilitation of infrastructure and the debt service payments on outstanding debt. Forecasted revenues also satisfy the requirements of the County's revenue bond covenants for current and future debt issues.

Sale of Water for FY2020-21 is based on a maintain flat rates for the median residential customer. Forecasts for FY2021-22 and FY2022-23 were prepared using 5.0 percent rate increases in each year. These increases will

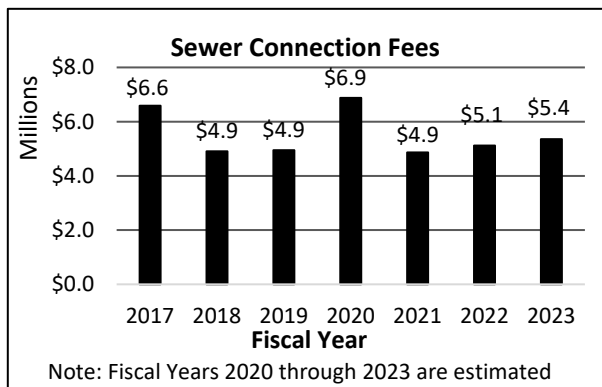
support inflationary growth in expenditures and planned rehabilitation projects, as well as future new capital infrastructure needs, including the Cobbs Creek Reservoir.

Water Connection Fees are those fees collected for initial connection to the County's water distribution system. This revenue category mirrors economic development activity and all collections are used to fund the cost of expanding the County's water system. Forecasted revenue collections in FY2020-21 reflect no change to the water connection fees. The forecast for water connection fees reflects 3.0 percent growth in FY2020-21 and FY2021-22, which reflects a conservative estimate of growth in the commercial and residential real estate.



Sale of Sewer Services for FY2020-21 is based on maintaining flat water and sewer rates for the median residential customer. Like Sale of Water Service revenues, noted above, forecasts for FY2021-22 and FY2022-23 were prepared using 5.0 percent rate increases in each year. Most of this increase will be used to support growth in expenditures and capital infrastructure projects and rehabilitation.

Sewer Connection Fees are those fees collected for initial connection to the County's sewage system. This revenue category mirrors economic development activity and all collections are used to fund the cost of expanding the County's sewer system. Like water connections fees, as noted above, the forecast for FY2020-21 reflects no change in sewer connection fees. A 3.0 percent increase in collections has been projected for both FY2021-22 and FY2022-23, which reflects a conservative estimate of commercial and residential real estate growth.



(To) From General Fund includes the General Fund payment to support debt service on the portion of the \$32,000,000 subordinate Water and Sewer Revenue bonds sold in FY1997-98 to fund the infrastructure improvements of the Elko Tract in eastern Henrico County (these bonds were refunded in FY2009-10). The payment in FY2020-21 totals \$1,929,858. With the refunding of the \$32,000,000 subordinate Water and Sewer Revenue bonds in FY2009-10, the structure of these payments from the General Fund is solely reflected in the General Fund transfer amount.

Budget for Capital Use projections represent non-bond resources, available from Water and Sewer Operations to supplement utility infrastructure rehabilitation, expansion and other capital improvement activities. The transfer amounts for the forecast period reflect the planned appropriations for capital improvement projects to be supported by non-bond resources.

Expenditures

Assumptions

Expenditures developed for the forecast period represent total operating costs for providing water and sewer service to County residents. Operating costs include infrastructure maintenance, operation of the water and sewer systems and debt service on bond issues.

Results of Operations (Prior to Capital Expenses) reflect the anticipated variance of revenues less expenditures.

Water and Sewer Construction Fund (Fund 5102)

Capital Budget Expenditures

Assumptions

Approved/Proposed Capital Projects are expected to total \$27.5 million in FY2020-21, \$50.4 million in FY202-22, and \$66.3 million in FY2022-23. These projections represent expenditures for projects planned in future years listed in the Capital Projects Fund section of this budget document.

Continuing Capital Projects represent the expenditures in construction appropriations based on projected resources and corresponding expenditures throughout the forecast period.

Capital Budget Resources

Assumptions

Water and Sewer Revenue projections represent non-bond resources transferred from the Operations sub-fund to the Construction sub-fund to support costs related to system rehabilitation, expansion and improvements. This transfer includes the connection fees paid by real-estate developers and new customers for initial connection to the County's water and sewer systems.

Revenue Bonds represents the proceeds from the sale of revenue bonds for new and rehabilitation capital projects.

Water & Sewer Enterprise Fund Forecast

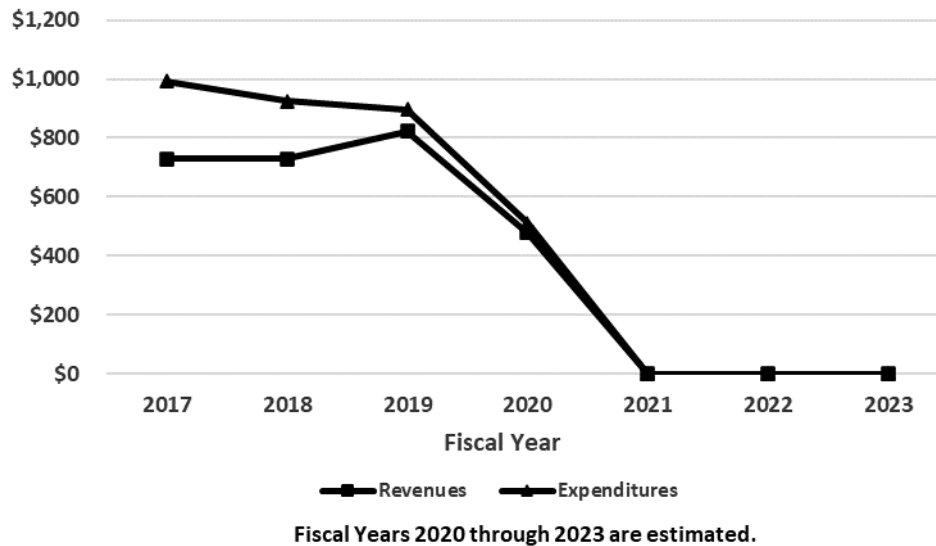
| | <u>FY18-19 Actual</u> | <u>FY19-20 Original</u> | <u>FY20-21 Forecast</u> | <u>FY21-22 Forecast</u> | <u>FY22-23 Forecast</u> |
|------------------------------------------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| Water & Sewer Operations Subfund | | | | | |
| Revenues: | | | | | |
| Sale of Water | \$ 57,458,997 | \$ 59,531,001 | \$ 62,252,832 | \$ 65,365,474 | \$ 68,633,747 |
| Water Connection Fees | 6,847,766 | 4,785,606 | 5,189,550 | 5,345,237 | 5,505,594 |
| Sale of Sewer Services | 57,593,466 | 58,909,374 | 61,440,215 | 64,512,226 | 67,737,837 |
| Sewer Connection Fees | 6,879,189 | 4,863,316 | 5,199,853 | 5,355,849 | 5,516,524 |
| Miscellaneous Revenue | 4,119,259 | 3,686,889 | 4,143,327 | 4,267,627 | 4,395,656 |
| Transfer from General Fund | <u>1,930,021</u> | <u>1,928,921</u> | <u>1,929,858</u> | <u>1,932,921</u> | <u>2,150,750</u> |
| Total Revenue | \$ <u>134,828,698</u> | \$ <u>133,705,107</u> | \$ <u>140,155,635</u> | \$ <u>146,779,332</u> | \$ <u>153,940,108</u> |
| Expenditures: | | | | | |
| Personnel | \$ 21,773,154 | \$ 22,966,323 | \$ 23,665,477 | \$ 24,138,787 | \$ 24,621,562 |
| Operating | 44,731,431 | 43,638,992 | 45,274,849 | 46,180,346 | 47,103,953 |
| Capital Outlay | <u>580,799</u> | <u>781,922</u> | <u>1,135,653</u> | <u>1,158,366</u> | <u>1,181,533</u> |
| Sub-Total | 67,085,384 | 67,387,237 | 70,075,979 | 71,477,499 | 72,907,049 |
| Debt Service | <u>26,846,075</u> | <u>29,298,024</u> | <u>31,809,741</u> | <u>33,011,390</u> | <u>33,011,390</u> |
| Total Expenditures | \$ <u>93,931,459</u> | \$ <u>96,685,261</u> | \$ <u>101,885,720</u> | \$ <u>104,488,889</u> | \$ <u>105,918,439</u> |
| Results of Operations (Prior to Capital Expenses) | 40,897,239 | 37,019,846 | 38,269,915 | 42,290,444 | 48,021,669 |
| Budget For Capital Use (Below) | (103,004,520) | (69,650,000) | (27,500,000) | (50,400,000) | (66,300,000) |
| Capital Budget Expenditures | | | | | |
| | <u>FY18-19 Actual</u> | <u>FY19-20 Original</u> | <u>FY20-21 Forecast</u> | <u>FY21-22 Forecast</u> | <u>FY22-23 Forecast</u> |
| Approved/Requested Capital Projects | \$ - | \$ 69,650,000 | \$ 27,500,000 | \$ 50,400,000 | \$ 66,300,000 |
| Continuing Capital Projects (Previously Approved) ⁽¹⁾ | 103,004,520 | - | - | - | - |
| Total Capital | \$ 103,004,520 | \$ 69,650,000 | \$ 27,500,000 | \$ 50,400,000 | \$ 66,300,000 |
| Capital Budget Resources | | | | | |
| Water and Sewer Revenues | \$ 28,648,730 | \$ 61,150,000 | \$ 27,500,000 | \$ 20,400,000 | \$ 36,300,000 |
| Revenue Bonds | 74,355,790 | 8,500,000 | - | 30,000,000 | 30,000,000 |
| Total Capital Budget Resources | \$ 103,004,520 | \$ 69,650,000 | \$ 27,500,000 | \$ 50,400,000 | \$ 66,300,000 |

Notes:

⁽¹⁾ This number plus the budget figure reflects Utilities estimate of capital spending from previously Board approved capital projects. FY2018-19 represents actual spending, as per the 2019 audit.

Note: Fund Equity as of June 30, 2019 was \$146,439,690

Three Year Forecast Revenues and Expenditures Enterprise Fund – Belmont Golf Course



Belmont Park Golf Course Operations (Fund 5201)

Operating Note

During the 35 years that the Belmont Golf Course operated as an Enterprise Fund, the golf course did not fully recover its costs in 20 of those years. The operating deficits were the results of many factors including damage from Hurricanes Irene and Gaston and a waning interest in golf nationally due to social trends and recreational choices.

In an effort to more effectively manage the Belmont Golf Course, the County issued Request for Proposal (RFP) No. 19-1903-8CHS on August 26, 2019. The RFP requested proposals to enter into a long-term lease and operation and maintenance agreement for the Belmont Golf Course.

On December 10, 2019, the Board of Supervisors approved a resolution authorizing the County Manager to execute a deed of lease and operation and maintenance agreement with The First Tee of Greater Richmond. First Tee is a nonprofit organization that has been operating in the Richmond area since 1998.

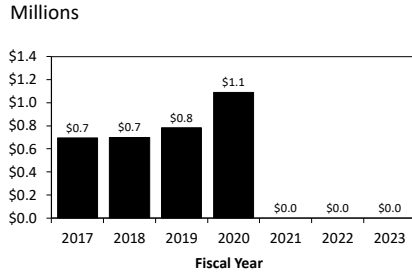
The initial term of the agreement is 20 years, beginning January 1, 2020, and the parties may renew the agreement for additional five-year periods. In the agreement, the County committed to contributing \$750,000 to a dedicated account for the renovation of the golf course after The First Tee of Greater Richmond contributed at least \$3,250,000 to the dedicated account. On February 25, 2020, the Board of Supervisors approved an amendment to the FY2019-20 Annual Fiscal Plan for the agreed upon contribution of \$750,000 for the renovations to Belmont Golf Course.

Revenues

Assumptions

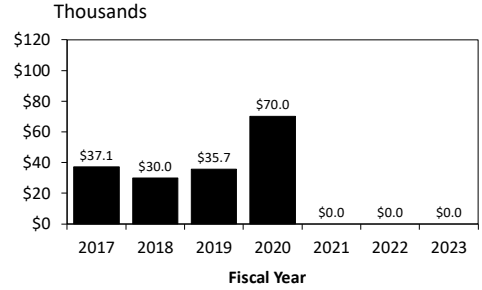
Given the change in operations the Belmont Golf course going forward will no longer be generating revenue and thus all future forecasts represent \$0 for Golf Course Fees, Snack Bar Revenue, and (To) From Retained Earnings.

Golf Course Fees



Fiscal Years 2020 through 2023 are estimated.

Snack Bar Revenues



Fiscal Years 2020 through 2023 are estimated.

Expenditures

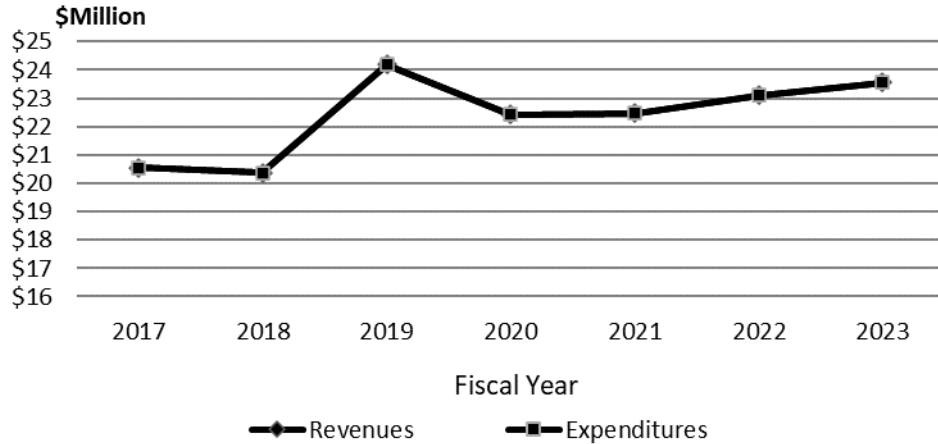
Assumptions

Given the change in operations, the Belmont Golf Course is not anticipated to incur future operating expenditures going forward.

Belmont Golf Course Enterprise Fund Forecast

| | <u>FY 18-19</u> <u>Actual</u> | <u>FY 19-20</u> <u>Original</u> | <u>FY 20-21</u> <u>Forecast</u> | <u>FY 21-22</u> <u>Forecast</u> | <u>FY 22-23</u> <u>Forecast</u> |
|----------------------------------------|----------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|
| Belmont Golf Course Operations | | | | | |
| Revenues: | | | | | |
| Golf Course Fees | \$ 782,252 | \$ 1,090,388 | \$ 0 | \$ 0 | \$ 0 |
| Snack Bar Revenues | 35,734 | 70,000 | 0 | 0 | 0 |
| Recoveries & Rebates | 4,350 | - | - | - | - |
| Total Revenues | <u>\$ 822,336</u> | <u>\$ 1,160,388</u> | <u>\$ 0</u> | <u>\$ 0</u> | <u>\$ 0</u> |
| Plus: | | | | | |
| (To)From Golf Course Retained Earnings | 73,536.38 | - | - | - | - |
| Total Resources | <u>\$ 895,872</u> | <u>\$ 1,160,388</u> | <u>\$ 0</u> | <u>\$ 0</u> | <u>\$ 0</u> |
| Expenditures: | | | | | |
| Operational Expenses | <u>\$ 895,872</u> | <u>\$ 1,160,388</u> | <u>\$ 0</u> | <u>\$ 0</u> | <u>\$ 0</u> |

Three Year Forecast Revenues and Expenditures Central Automotive Maintenance



Fiscal Years 2020 through 2023 are estimated. Revenues exclude transfers from other funds.

CENTRAL AUTOMOTIVE MAINTENANCE

(Fund 61)

Central Automotive Maintenance, which operates as an Internal Service Fund, accounts for the County's Central Automotive Maintenance operation. Resources for this fund are primarily from interdepartmental charges.

Revenues

Assumptions

Charges for Automotive Maintenance - West are billings by Central Automotive Maintenance (CAM) for work performed at the maintenance facility on Woodman Road, in the western part of the County. Projected billing for FY2020-21 is \$9,400,000. Projected billings for FY2021-22 and FY2022-23 are forecasted at \$9,682,000 and \$9,972,460, respectively. Projected increases of 3.0 percent are based on the anticipated actual billings for the maintenance facility during this period.

Charges for Automotive Maintenance - East are billings by CAM for work performed at the maintenance facility on Dabbs House Road, in the eastern portion of the County. Projected billing for FY2019-20 is \$2,500,000. Projected billings for FY2021-22 and FY2022-23 are \$2,575,000 and \$2,652,250, respectively, representing a 3.0 percent annual increase.

Charges for Use of Motor Pool are collected from departments using County motor pool vehicles. These charges offset maintenance and operational expenses as well as accumulating a reserve for replacement of motor pool vehicles. The vehicle replacement reserve is based on replacing the vehicles after 80,000 miles for smaller cars and 100,000 miles for pickup trucks and larger vehicles. Projected billing for the use of vehicles in FY2020-21 is \$4,014,323. Projected billings for FY2021-22 and FY2022-23 are \$4,094,609 and \$4,176,502, respectively, assuming an annual 2.0 percent increase due to projected vehicle replacements and the rising cost of repairs.

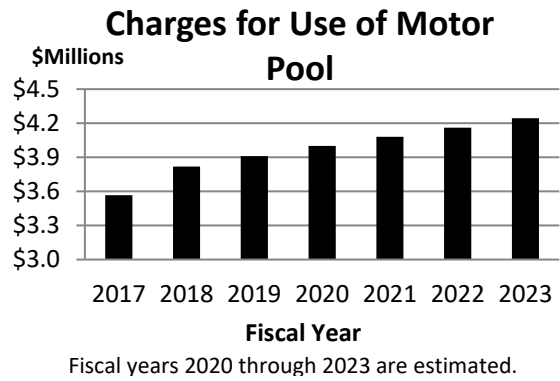
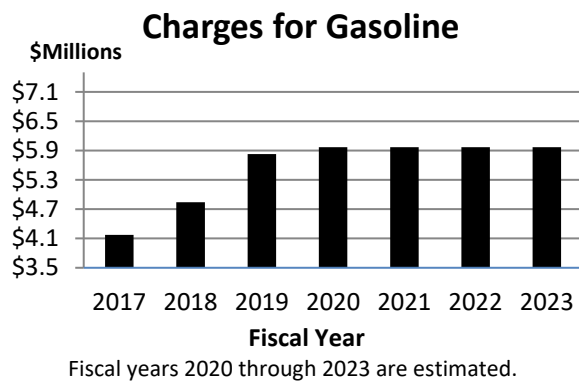
Charges for Gasoline represents the charge for gasoline and diesel fuel used by County departments. A nominal mark-up on top of the wholesale price is used to offset CAM's maintenance and operational expenses in this area. The projections for gasoline are \$6,050,000.

Charges for Wash Facility represents charges for use of a large vehicle wash facility, which became operational in March 2017. It is estimated that use of this facility will generate \$105,900 for FY2021-22 and FY2022-23.

(To) From General Fund is the transfer from General Fund for the initial purchase of new motor pool vehicles. Transfers of \$200,000 annually are anticipated during the forecasted period.

(To) From Capital Projects is the transfer from CAM’s retained earnings to the Capital Projects Fund. There is no current or future planned use of retained earnings.

(To) From Internal Service Fund Retained Earnings is used to accumulate a reserve for replacement of motor pool vehicles when the vehicles reach the end of their useful life. Occasionally, increases in the cost of CAM operations, such as in gasoline and diesel fuel, requires Internal Service Fund Retained Earnings to be utilized to offset a portion of the additional expenses. It should be noted that a portion of the motor pool charge is also set aside for the replacement of vehicles.



Expenditures

Assumptions

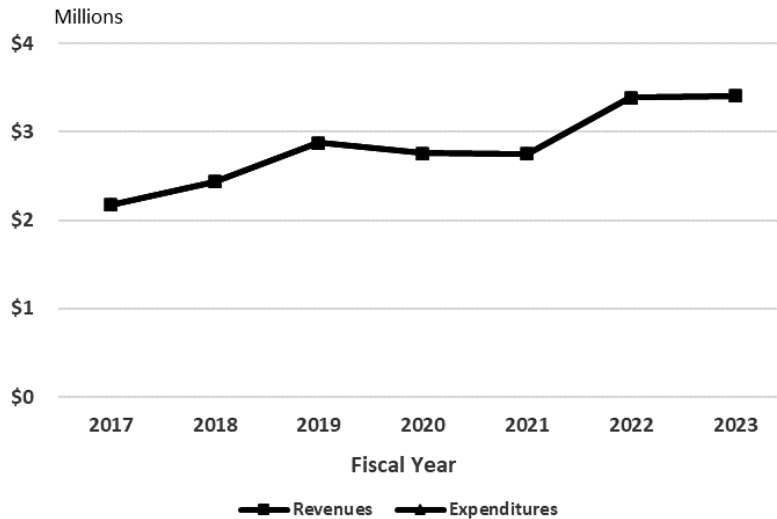
The development of the Central Automotive Maintenance Internal Service Fund budget assumes revenues and transfers will support expenditures in future years. For FY2021-22 and FY2022-23, Central Automotive Expenses are projected to grow at 2.0 percent annually.

The proposed level of operational funding allows for increases in personnel costs such as changes in the cost of benefits and provides adequate operational adjustments necessary to overcome increases of vehicle repairs.

Central Automotive Maintenance Internal Service Fund Forecast

| | FY18-19 Actual | FY19-20 Original | FY20-21 Forecast | FY21-22 Forecast | FY22-23 Forecast |
|--------------------------------|---------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Revenues: | | | | | |
| Charges for Auto Maint West | \$ 9,376,400 | \$ 9,300,000 | \$ 9,400,000 | \$ 9,682,000 | \$ 9,972,460 |
| Charges for Auto Maint East | 2,325,831 | 2,300,000 | 2,500,000 | \$ 2,575,000 | 2,652,250 |
| Charges for Use of Motor Pool | 3,953,194 | 4,000,000 | 4,014,323 | \$ 4,094,609 | 4,176,502 |
| Charges for Gasoline | 5,215,559 | 5,967,561 | 6,050,000 | 6,050,000 | 6,050,000 |
| Charges for Wash Facility | 0 | 108,000 | 105,900 | 105,900 | 105,900 |
| Miscellaneous Revenues | 495,858 | 300,000 | 400,000 | 400,000 | 400,000 |
| Gain/Loss on Sale of Property | (52,735) | 0 | 0 | 0 | 0 |
| Total Revenues | \$ 21,314,107 | \$ 21,975,561 | \$ 22,470,223 | \$ 22,907,509 | \$ 23,357,112 |
| | | | | | |
| (To) From General Fund | 960,544 | 454,800 | 0 | 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 | 1,915,209 | 0 | 0 | 0 | 0 |
| Total Resources | \$ 24,189,860 | \$ 22,430,361 | \$ 22,470,223 | \$ 23,107,509 | \$ 23,557,112 |
| | | | | | |
| Expenditures: | | | | | |
| Central Automotive Maintenance | \$ 24,189,860 | \$ 22,430,361 | \$ 22,470,223 | \$ 23,107,509 | \$ 23,557,112 |
| Total Expenditures | \$ 24,189,860 | \$ 22,430,361 | \$ 22,470,223 | \$ 23,107,509 | \$ 23,557,112 |

Three Year Forecast Revenues and Expenditures Technology Replacement



Fiscal Years 2020 through 2023 are estimated.

TECHNOLOGY REPLACEMENT FUND

(Fund 6101)

The Technology Replacement Fund, established in FY2000-01 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. In FY2003-04, the Technology Replacement Fund approach obtained a National Association of Counties award for Financial Innovation. Prior to that, American City and County magazine cited this funding mechanism as an example of how to minimize incremental expenditure increases for technology related items.

Revenues

Assumptions

(To) From General Fund is the transfer from the General Fund for the purchase of computer equipment. The FY2020-21 forecasted budget reflects a transfer of \$2,750,000. The FY2021-22 and FY2022-23 forecasts reflect a transfer of \$3.0 million. These transfers are necessary in order to maintain the stability of the Technology Replacement Fund as the fund balance was depleted as a result of the removal of funding in FY2012-13 from the departments that participate in the program.

(To) From Technology Replacement Fund Retained Earnings is used to accumulate a reserve for the purchase of replacement computer equipment, when the original equipment has reached the end of its useful life.

Expenses

Assumptions

The development of the Technology Replacement Fund budget assumes revenues and transfers will support expenditures in future years. For FY2020-21, the Technology Replacement Fund expenses are projected to be \$2,750,000. For FY2021-22, forecasted expenses are projected to be \$3,385,676 and in FY2022-23, expenses are

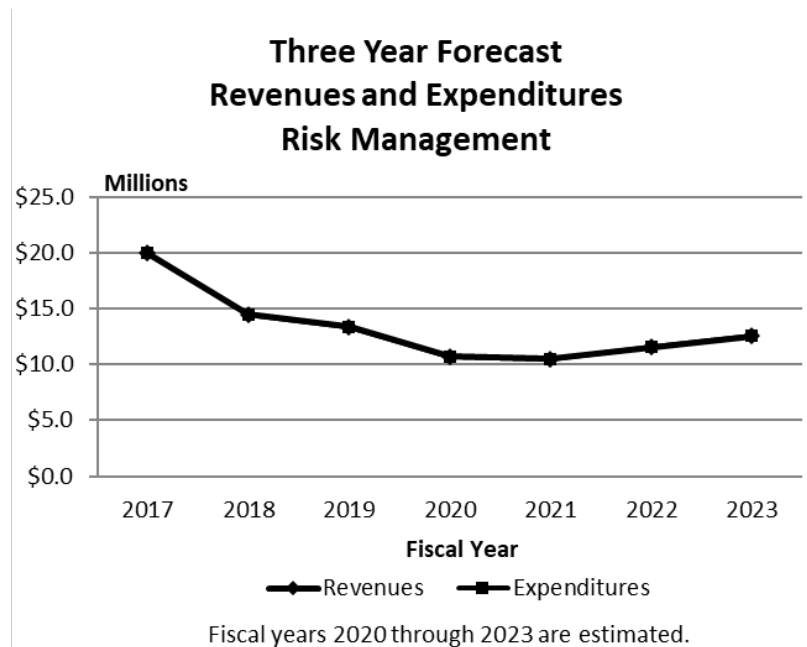
projected to be \$3,406,455. The FY2021-22 and FY2022-23 forecasts assume that all items in the Fund, which qualify for replacement, will be purchased on a pre-determined schedule.

Retained Earnings, June 30, 2019, is \$2,274,505. The impact of anticipated resources, including operating transfers and expenditures on the ending balance, is projected for each fiscal year of the forecast period.

Technology Replacement Fund Forecast

| | FY 18-19 Actual | FY 19-20 Original | FY 20-21 Forecast | FY 21-22 Forecast | FY 22-23 Forecast |
|---------------------------------------------------------|----------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| Revenues: | | | | | |
| Transfer from General Fund | \$ 2,500,000 | \$ 2,750,000 | \$ 2,750,000 | \$ 3,000,000 | \$ 3,000,000 |
| (To) From Retained Earnings - Technology Replacement | 325,150 | 4,568 | 0 | 385,673 | 406,455 |
| Total Revenues | \$ 2,825,150 | \$ 2,754,568 | \$ 2,750,000 | \$ 3,385,673 | \$ 3,406,455 |
| Expenditures: | | | | | |
| Technology Equipment | \$ 2,825,150 | \$ 2,754,568 | \$ 2,750,000 | \$ 3,385,673 | \$ 3,406,455 |
| Total Expenditures | \$ 2,825,150 | \$ 2,754,568 | \$ 2,750,000 | \$ 3,385,673 | \$ 3,406,455 |
| Retained Earnings June 30* | \$ 2,274,505 | \$ 2,269,937 | \$ 2,269,937 | \$ 1,884,264 | \$ 1,477,809 |

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



RISK MANAGEMENT

(Fund 6301)

The Risk Management Fund was established in FY2004-05 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 School operations, including workers' compensation, automobile, property, and liability claims.

Revenues

Assumptions

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 (Fund 5101). Each fiscal year, the Risk Management Internal Service Fund receives a reimbursement from expenses associated with the Public Utilities' Water and Sewer Enterprise Fund in the prior fiscal year. Projected billings for FY2020-21 through FY2022-23 are \$900,000 per year, which is above the actual amount received during FY2018-19.

Recovered Costs - Miscellaneous includes recovered costs associated with property and liability as well as workers' compensation. While revenues of \$727,431 were received during FY2018-19, 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 \$191,360 were received during FY2018-19, there are no revenues anticipated in this area throughout the forecast period.

(To) From General Fund represents the transfer from the General Fund for approximately 90.4 percent of the forecasted revenues associated with this fund. A transfer from the General Fund totaling \$9,499,617 is anticipated for FY2020-21, with an increase of \$1,020,000 projected for FY2020-21 and FY2021-22 to minimize mid-year budget amendments.

Expenditures

Assumptions

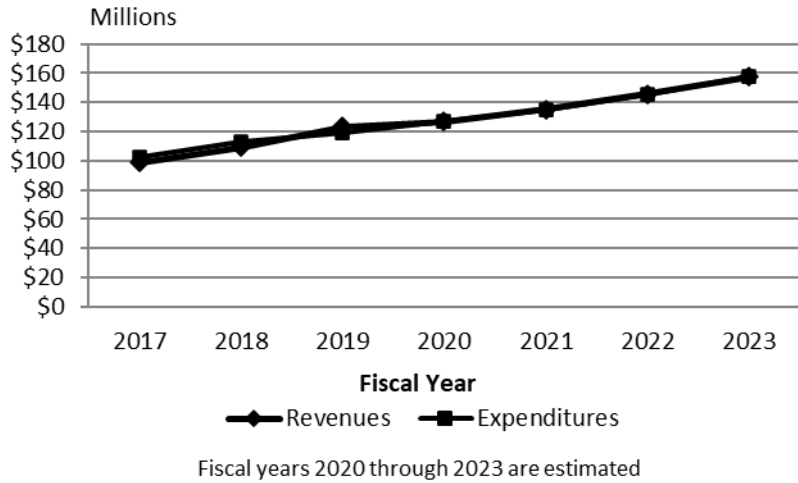
The development of the Risk Management Fund budget assumes revenues and transfers will support expenditures in future years. In FY2018-19, a multi-year effort to reduce the mid-year budget amendments was put in place. In FY2020-21, expenditures are budgeted at \$10,499,617, which represents a decrease of \$233,682 from the previous fiscal year. For FY2021-22 and FY2022-23, expenses are projected to total \$11,519,617 and \$12,539,617, respectively. The budget is amended annually on a case-by-case basis with funding provided by the Self-Insurance Reserve, which is a designated reserve within the County's General Fund Balance.

Self-Insurance Reserve, June 30, 2019, totals \$7,500,000. The County has assigned this amount in the General Fund's fund balance specifically for self-insurance.

Risk Management Fund Forecast

| | FY18-19 Actual | FY19-20 Original | FY20-21 Forecast | FY21-22 Forecast | FY22-23 Forecast |
|-------------------------------|---------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Revenues: | | | | | |
| Public Utilities Charges | \$ 547,096 | \$ 750,000 | \$ 900,000 | \$ 900,000 | \$ 900,000 |
| Recovered Costs - Misc | 727,431 | - | 100,000 | 100,000 | 100,000 |
| Use of Money and Property | 191,360 | - | - | - | - |
| Total Revenues | <u>\$ 1,465,887</u> | <u>\$ 750,000</u> | <u>\$ 1,000,000</u> | <u>\$ 1,000,000</u> | <u>\$ 1,000,000</u> |
| (To) From General Fund | <u>\$ 11,873,065</u> | <u>\$ 9,983,299</u> | <u>\$ 9,499,617</u> | <u>\$ 10,519,617</u> | <u>\$ 11,539,617</u> |
| Total Resources | <u>\$ 13,338,952</u> | <u>\$ 10,733,299</u> | <u>\$ 10,499,617</u> | <u>\$ 11,519,617</u> | <u>\$ 12,539,617</u> |
| Expenditures: | | | | | |
| Risk Management | <u>\$ 13,338,952</u> | <u>\$ 10,733,299</u> | <u>\$ 10,499,617</u> | <u>\$ 11,519,617</u> | <u>\$ 12,539,617</u> |
| Total Expenditures | <u>\$ 13,338,952</u> | <u>\$ 10,733,299</u> | <u>\$ 10,499,617</u> | <u>\$ 11,519,617</u> | <u>\$ 12,539,617</u> |
| Self-Insurance Reserve | <u>\$ 7,500,000</u> | <u>\$ 7,500,000</u> | <u>\$ 7,500,000</u> | <u>\$ 7,500,000</u> | <u>\$ 7,500,000</u> |

**Three Year Forecast
Revenues and Expenditures
Healthcare Fund**



HEALTHCARE FUND

(Fund 6401)

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 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, which allows the County to maintain premium increases at manageable levels.

Revenues

Assumptions

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 FY2020-21 reflects an increase of 6.0 percent in the County’s contribution for active employees. The forecasts for FY2021-22 and FY2022-23 assume 8.0 percent 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 FY2020-21 reflects an overall increase of 6.0 percent. The forecasts for FY2021-22 and FY2022-23 assume 8.0 percent 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 FY2020-21 reflects an increase of 6.0 percent. The forecasts for FY2021-22 and FY2022-23 assume annual increases of 8.0 percent.

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 FY2020-21 is \$40,000 in FY2020-21. 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 FY2020-21 is \$325,000. The revenue is projected to increase by 5.0 percent annually through the remainder of the forecast period, based upon the anticipated rate of employee retirement for which the Retiree Subsidy is applicable.

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.

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 \$8,458,027 in FY2020-21, with annual increases of 8.0 percent for the remainder of the forecast period.

Healthcare Wellness Payments in the FY2020-21 budget reflect the annual payment from the County's healthcare administrator in the amount of \$150,000 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 forecast for this revenue is projected to increase from \$100,000 in FY2019-20 to \$200,000 in FY2020-21, in recognition of a pattern of stronger interest earnings, and remain at that level in FY2021-22 and FY2022-23.

(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 FY2020-21 approved budget assumes no use of reserve funds as do the forecasts for FY2021-22 and FY2022-23. To forecast the amount of funding to be added to or utilized from the Premium Stabilization Reserve is a difficult task, as the claims paid by the Healthcare Fund fluctuates each fiscal year. It must be noted that consideration of funding additions to or subtractions from the Premium Stabilization Reserve must be recognized when calendar year plan rates are established. As such, unless there is a planned utilization of funds from the reserve any given year, the intent of the Healthcare Fund is to generate a positive revenue variance as compared to expenditures, yielding an addition to the Premium Stabilization Reserve.

Expenditures

Assumptions

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 FY2020-21 assumes an increase in claims expenditures by 8.0 percent. The forecasts for FY2021-22 and FY2022-23 each assume annual increases of 8.5 percent. As of this writing, there has been no increase in healthcare claims concurrent with the covid-19 pandemic. However, the crisis has created tremendous uncertainty in projections of healthcare claims in the coming years.

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

percent of actuarially projected annual claims. The FY2020-21 budget also includes funding for costs related to the County's healthcare consultant, as well as costs associated with the Affordable Care Act (ACA).

The forecast for FY2020-21 projects an increase in other administrative fee costs of 16.9 percent. The increase is primarily attributable to projected sharp growth in the cost of the County's reinsurance policies that protect it from excessive risk. The forecasts for FY2021-22 and FY2022-23 assume no further change in other administrative fee costs.

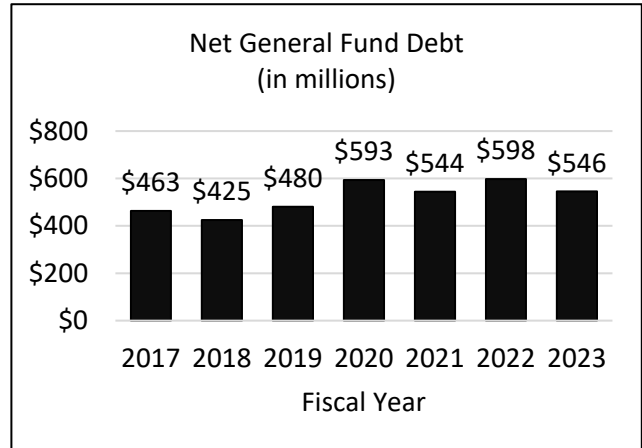
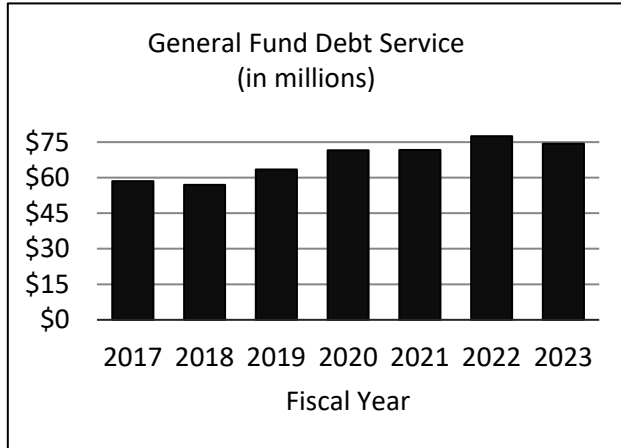
Premium Stabilization Reserve (PSR)

The Healthcare Fund's **Premium Stabilization Reserve (PSR)** 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 FY2020-21. As of June 30, 2019, the PSR has a balance of \$17,321,145. However, as of that same date, it was calculated that the County has claims that were Incurred But Not Reported (IBNR) amounting to \$11,825,000,000. When the value of this estimate is deducted from the PSR, it leaves an uncommitted balance of \$5,496,145.

Healthcare Internal Service Fund Forecast

| | FY18-19 | FY19-20 | FY20-21 | FY21-22 | FY22-23 |
|---------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | Actual | Original | Forecast | Forecast | Forecast |
| Revenues: | | | | | |
| County Contribution - Active | \$ 84,587,347 | \$ 90,732,776 | \$ 96,226,742 | \$ 103,924,881 | \$ 112,238,872 |
| Employee Contribution | 21,738,332 | 22,316,312 | 23,655,291 | 25,547,714 | 27,591,531 |
| Retiree Contribution | 5,204,465 | 5,900,000 | 5,700,000 | 6,156,000 | 6,648,480 |
| Retiree Subsidy | 239,256 | 325,000 | 325,000 | 341,250 | 358,313 |
| Disabled Subsidy | 28,540 | 40,000 | 40,000 | 40,000 | 40,000 |
| COBRA | 305,088 | 385,780 | 385,780 | 416,642 | 449,974 |
| Recoveries and Rebates | 7,517,838 | 6,720,000 | 8,458,057 | 9,134,702 | 9,865,478 |
| Healthcare - Wellness Payment | 315,625 | 150,000 | 150,000 | 150,000 | 150,000 |
| To (From) General Fund | 3,000,000 | - | - | - | - |
| Interest Income | 302,677 | 100,000 | 200,000 | 200,000 | 200,000 |
| Total Revenues | <u>\$ 123,239,168</u> | <u>\$ 126,669,868</u> | <u>\$ 135,140,870</u> | <u>\$ 145,911,190</u> | <u>\$ 157,542,647</u> |
| (To) From Premium Stabilization Fund | \$ (4,458,737) | \$ - | \$ - | \$ - | \$ - |
| Total Resources | <u>\$ 118,780,431</u> | <u>\$ 126,669,868</u> | <u>\$ 135,140,870</u> | <u>\$ 145,911,190</u> | <u>\$ 157,542,647</u> |
| Expenditures: | | | | | |
| Claims | 110,705,830 | 118,683,368 | 125,804,370 | 136,574,690 | 148,206,147 |
| Other Administrative Fees | \$ 8,074,601 | \$ 7,986,500 | \$ 9,336,500 | \$ 9,336,500 | \$ 9,336,500 |
| Total Expenditures | <u>\$ 118,780,431</u> | <u>\$ 126,669,868</u> | <u>\$ 135,140,870</u> | <u>\$ 145,911,190</u> | <u>\$ 157,542,647</u> |
| Premium Stabilization Reserve (PSR): | | | | | |
| Premium Stabilization Reserve (PSR) | 17,321,145 | 17,321,145 | 17,321,145 | 17,321,145 | 17,321,145 |
| Incurred But Not Reported (IBNR) | \$ (11,825,000) | \$ (11,825,000) | \$ (11,825,000) | \$ (11,825,000) | \$ (11,825,000) |
| Uncommitted PSR | <u>\$ 5,496,145</u> | <u>\$ 5,496,145</u> | <u>\$ 5,496,145</u> | <u>\$ 5,496,145</u> | <u>\$ 5,496,145</u> |

Three Year Forecast Revenues and Expenditures Debt Service Fund



DEBT SERVICE FUND

(Fund 71)

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.

Revenues

Assumptions

(To) From General Fund represents the transfer of local resources to support debt service requirements. Debt service requirements in fiscal years 2020 through 2023 are calculated on existing debt service and anticipated debt service. 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; Recreation and Parks projects totaling \$87,100,000; Library project totaling \$24,000,000; Fire projects totaling \$22,100,000 and Road projects totaling \$14,000,000.

Also included in these assumptions is the issue of \$34,000,000 of debt for the replacement of the 800 MHz Communication System used by Henrico's public safety agencies. This ten-year debt was issued in February of 2016.

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. This includes the planned debt issuance for Glover Park, Taylor Park, and Tuckahoe Park. However, as a result of the economic impacts to the tourism sector from the public health emergency related to COVID-19, this resource is capped in this forecast.

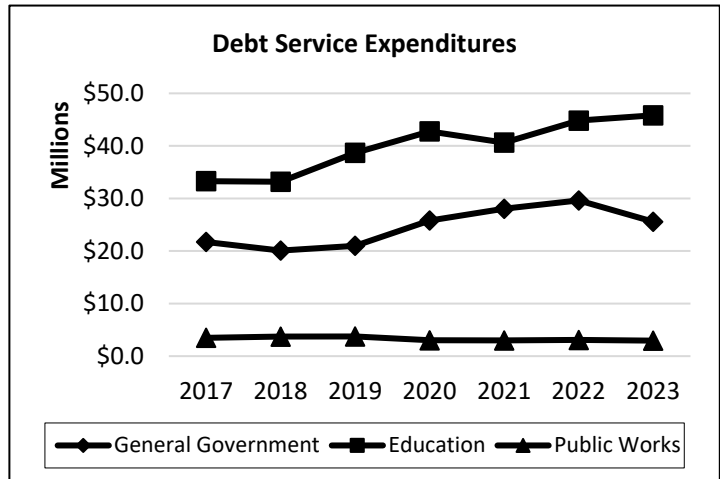
Expenditures

Assumptions

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. These obligations fund a variety of projects including parks, libraries, fire stations, a radio communication system, a parking deck, a communication/training facility, as well as technology initiatives.

Debt Service - Education includes principal and interest payments on Education General Obligation (G.O.) Bonds, Virginia Public School Authority (VPSA) Bonds, and Literary Fund Loans. These obligations support construction and improvement of facilities operated by the County's School System.

Debt Service - Public Works includes principal and interest payments on General Obligation (G.O.) Bonds issued to support road improvements throughout the County.

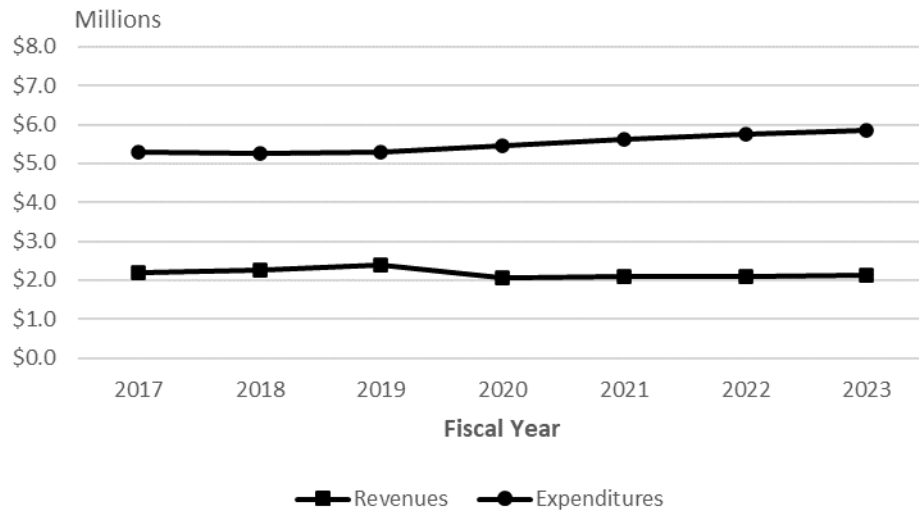


Debt Service Fund Forecast

| | FY2019 Actual | FY2020 Approved | FY2021 Forecast | FY2022 Forecast | FY2023 Forecast |
|-----------------------------|--------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Revenues: | | | | | |
| (To) From General Fund | \$ 54,427,549 | \$ 59,881,412 | \$ 60,810,192 | \$ 65,026,562 | \$ 61,855,805 |
| Meals Tax Revenue | 9,000,000 | 9,000,000 | 9,000,000 | 9,000,000 | 9,000,000 |
| GRCCA Reimbursement | 0 | 2,688,864 | 1,855,638 | 3,500,000 | 3,500,000 |
| Total Revenues | \$ 63,427,549 | \$ 71,570,276 | \$ 71,665,830 | \$ 77,526,562 | \$ 74,355,805 |
| Expenditures: | | | | | |
| Debt Service - General | | | | | |
| Government | \$ 20,993,627 | \$ 25,802,987 | \$ 28,043,772 | \$ 29,628,781 | \$ 25,581,686 |
| Debt Service - Education | 38,687,640 | 42,754,724 | 40,627,175 | 44,812,245 | 45,822,522 |
| Debt Service - Public Works | 3,746,282 | 3,012,565 | 2,994,883 | 3,085,536 | 2,951,597 |
| Total Expenditures | \$ 63,427,549 | \$ 71,570,276 | \$ 71,665,830 | \$ 77,526,562 | \$ 74,355,805 |
| Fund Equity* | \$ 242,103 | \$ 242,103 | \$ 242,103 | \$ 242,103 | \$ 242,103 |

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

Three Year Forecast Revenues and Expenditures JRJDC Agency Fund



JRJDC AGENCY FUND

(Fund 82)

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. Construction of the sixty-bed facility, located in Powhatan County, began in the spring of 1999, and the facility opened in April 2001.

JRJDC Operations

Revenues

Assumptions

Revenue from the Commonwealth represents funding from the State, received quarterly, for day-to-day operational costs of the facility. As there is uncertainty in the level of future funding from the State, conservative revenue estimates will continue to be utilized. Annual revenue of \$1,565,294 is forecast for FY2020-21. This is unchanged from the projection of FY2019-20 State revenues. 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.

Revenue from Goochland/Powhatan is funding from Goochland and Powhatan for each county's 6.7 percent share of operating costs of the facility. Per the JRJDC Commission's agreement, Powhatan and Goochland have four beds each in the sixty-bed facility. Combined revenues from Goochland and Powhatan are projected at \$518,528 for FY2020-21, \$534,084 for FY2021-22 and \$550,106 for FY2022-23.

To (From) General Fund represents Henrico County's share of operational costs. Per the JRJDC agreement, Henrico has fifty-two beds. The Commission will bill Henrico 86.6 percent of operational costs of the facility. The transfer from the General Fund is forecast to be \$3,351,088 in FY2020-21, and \$3,451,621 in FY2021-22 and \$3,555,169 in FY2022-23.

To (From) Retained Earnings is the anticipated difference between revenues and expenditures. The use of Fund Equity is projected at \$199,832 for FY2020-21, \$194,438 for FY2021-22, and \$187,776 for FY2022-23. Although use of fund equity is projected throughout the forecast period, 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.

Expenditures

Assumptions

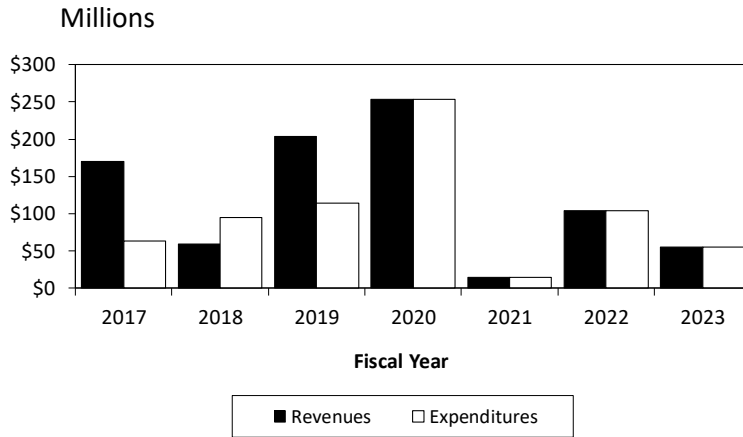
James River Juvenile Detention Center includes the personnel, operating, and capital expenditures required to operate the facility. The JRJDC Agency Fund requirements for the forecast period are expected to grow at an annual rate of 2.0 percent. This level of operational funding allows for operational adjustments for actual costs incurred in the day-to-day operations of the James River Juvenile Detention Center. The covid-19 pandemic and its propensity to spread within detention facilities places uncertainty on the forecasted level of JRJDC expenditures. It is hoped that the recent trend of the facility operating at less than half of capacity will minimize the chance of an outbreak at the Center.

At the December 13, 2019 meeting, the Commission approved a continuation of its plan to appropriate \$100,000 of facility maintenance funding in the annual budget, in an effort to provide funding for capital projects necessary to maintain the facility as it ages.

JRJDC Agency Fund Forecast

| | FY18-19 | FY19-20 | FY20-21 | FY21-22 | FY22-23 |
|---------------------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | Actual | Original | Forecast | Forecast | Forecast |
| JRJDC Operations and Debt Service Subfunds | | | | | |
| Revenues: | | | | | |
| Revenue from Commonwealth | \$ 1,677,390 | \$ 1,565,294 | \$ 1,565,294 | \$ 1,565,294 | \$ 1,565,294 |
| Revenue from Federal Govt | 60,265 | 0 | 0 | 0 | 0 |
| Revenue from Goochland | 244,382 | 251,713 | 259,264 | 267,042 | 275,053 |
| Revenue from Powhatan | 244,382 | 251,713 | 259,264 | 267,042 | 275,053 |
| Other Localities | 57,179 | 0 | 0 | 0 | 0 |
| Recovered Costs | 0 | 0 | 0 | 0 | 0 |
| Interest Income | 112,225 | 0 | 0 | 0 | 0 |
| Total Revenues | <u>\$ 2,395,823</u> | <u>\$ 2,068,720</u> | <u>\$ 2,083,822</u> | <u>\$ 2,099,378</u> | <u>\$ 2,115,400</u> |
| Plus: | | | | | |
| (To) From Construction Subfund | 0 | 0 | 0 | 0 | 0 |
| (To) From General Fund | 3,158,722 | 3,253,484 | 3,351,088 | 3,451,621 | 3,555,169 |
| (To) From Retained Earnings | (289,747) | 136,904 | 199,832 | 194,438 | 187,776 |
| Total Resources | <u>\$ 5,264,798</u> | <u>\$ 5,459,108</u> | <u>\$ 5,634,742</u> | <u>\$ 5,745,437</u> | <u>\$ 5,858,346</u> |
| Expenditures: | | | | | |
| James River Juvenile Detention Center | \$ 5,225,605 | \$ 5,359,108 | \$ 5,534,742 | \$ 5,645,437 | \$ 5,758,346 |
| Facility Maintenance Funding | 39,193 | 100,000 | 100,000 | 100,000 | 100,000 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | <u>\$ 5,264,798</u> | <u>\$ 5,459,108</u> | <u>\$ 5,634,742</u> | <u>\$ 5,745,437</u> | <u>\$ 5,858,346</u> |
| Ending Retained Earnings | <u>\$ 3,731,847</u> | <u>\$ 3,594,943</u> | <u>\$ 3,395,111</u> | <u>\$ 3,200,673</u> | <u>\$ 3,012,897</u> |

Three Year Forecast Revenues and Expenditures Capital Projects Fund



Fiscal Years 2020 through 2023 are estimated.

CAPITAL PROJECTS FUND

(Fund 21)

The Capital Projects Fund accounts for all general government and school system capital projects, which are financed through a combination of general obligation, Virginia Public School Authority (VPSA), and Economic Development Authority (EDA) lease revenue bonds, as well as 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.

Revenues

Assumptions

Use of Money & Property represents the interest earned on the balance remaining within the Capital Projects Fund from bond proceeds and other sources of funding.

Miscellaneous Revenues includes payments received from other localities or other entities for shared capital project costs.

Intergovernmental Revenues include various State grants, Federal grants, and VDOT Construction Aid Drawdown.

General Obligation Bonds - 2016 - \$419.8 million was approved by the voters in the November 2016 Bond Referendum for school and general government capital projects over a six-year period ending in FY2022-23. The six-year allocation for bond projects for FY2017-18 through FY2022-23 by year and category are:

| (In millions) | <u>FY 2018</u> | <u>FY 2019</u> | <u>FY 2020</u> | <u>FY 2021</u> | <u>FY 2022</u> | <u>FY 2023</u> | <u>Total</u> |
|----------------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|
| Education | \$99.6 | \$15.0 | \$112.0 | \$0.0 | \$46.0 | \$0.0 | \$272.6 |
| Fire | \$2.5 | \$2.0 | \$8.0 | \$0.0 | \$1.6 | \$8.0 | \$22.1 |
| Library | \$0.0 | \$24.0 | \$0.0 | \$0.0 | \$0.0 | \$0.0 | \$24.0 |
| Public Works | \$0.0 | \$0.0 | \$0.0 | \$5.0 | \$9.0 | \$0.0 | \$14.0 |
| Recreation and Parks | <u>\$12.5</u> | <u>\$12.0</u> | <u>\$14.2</u> | <u>\$9.0</u> | <u>\$21.1</u> | <u>\$18.3</u> | <u>\$87.1</u> |
| Total | \$114.6 | \$53.0 | \$134.2 | \$14.0 | \$77.7 | \$26.3 | \$419.8 |

Transfers:

(To) From General Fund is the transfer of non-bond resources from the General Fund. In FY2020-21, because of the economic impacts on Henrico County revenues from the public health emergency related to COVID-19, no funding will be transferred from the General Fund to the Capital Projects Fund. The allocation of General Fund resources for capital projects will be reevaluated based on the economic conditions.

The FY2021-22 forecasted transfer of \$25,848,000 includes a \$10.0 million allocation from the Designated General Fund balance, \$2.0 million of Meals Tax revenues (Education), \$2,348,000 of dedicated General Fund Stormwater revenues, \$1.5 million in Motor Vehicle License Fees, and \$10.0 million in General Fund revenue (Vehicle Replacement). The FY2022-23 forecast of \$28,848,000 transfers consist of a \$10.0 million allocation from the Designated General Fund balance, \$5.0 million from Meals Tax revenues (Education), \$2,348,000 of dedicated General Fund Stormwater revenues, \$1.5 million in Motor Vehicle License Fees, and \$10.0 million in General Fund revenues (Vehicle Replacement).

On the following page is a list of projects funded by the General Fund transfer in the FY2019-20 Approved Capital Budget.

| FY2020 | | FY2021 | |
|------------------------------------------|----------------------|---------------------------------|--------------|
| From General Fund - \$78,160,048 | | From General Fund - \$0* | |
| Project | Total | Project | Total |
| Schools - Mechanical Improvement | \$ 2,000,000 | | |
| Schools - Roof Replacement | 500,000 | | |
| Mechanical Improvements | 1,000,000 | | |
| Roof Replacement and Rehabilitation | 1,000,000 | Total From General Fund | \$ <u>0</u> |
| Pavement Rehabilitation | 500,000 | | |
| Small Project Improvements/Renov | 300,000 | | |
| Energy Management | 200,000 | | |
| Information Technology Projects | 1,500,000 | | |
| Geographic Information System | 150,000 | | |
| Countywide Pedestrian Improvements | 2,500,000 | | |
| Chesapeake Bay TMDL Compliance | 2,348,000 | | |
| Recreation Facility Rehabilitation | 750,000 | | |
| General Road Construction | 1,000,000 | | |
| School Bus Replacement Plan | 4,000,000 | | |
| Fire Apparatus Replacement Program | 3,300,000 | | |
| Police Vehicle Replacement Program | 2,624,800 | | |
| Evidence Storage Facility | 4,500,000 | | |
| Woodman Road Extension | 1,810,000 | | |
| Oakley's Lane | 5,195,000 | | |
| Tucker HS Construction | 11,987,015 | | |
| Highland Springs HS Construction | 26,345,233 | | |
| Henrico Aquatics Center | 2,000,000 | | |
| Police Range Classroom Addition | 1,500,000 | | |
| County Buildings Restroom Refresh | 650,000 | | |
| Countywide Engineering Feasibility Study | 500,000 | | |
| Total From General Fund | \$ 78,160,048 | | |

*In FY2021, no funding is being transferred from the General Fund to the Capital Projects Fund due to the economic impacts associated with the public health emergency related to COVID-19.

Expenditures

Assumptions

Capital Project Expenditures over the three-year forecast period are requested at \$172,696,000. Expenditures for Education projects funded with General Obligation Bonds during the forecast period total \$46.0 million and includes the Glen Allen HS Technical Center - \$27.0 million, and \$19.0 million for the Adams ES renovation. Expenditures for General Government projects funded with General Obligation Bonds during the forecast period total \$58.0 million. Forecasted expenditures include \$9.6 million for Eastgate/Newbridge Firehouse, \$4.0 million for improvements at Deep Run Park, \$19.0 million for the new Taylor Park, \$2.1 million for improvements at Cheswick Park, \$5.0 million for the Tuckahoe Creek Park, \$2.3 million for Three Lakes Nature Center, and \$16.0 million for Tuckahoe Park. Expenditures for the Public Works project funded with General Obligation Bonds during the forecast period total \$14.0 million for the Richmond/Henrico Turnpike project.

Designated Fund balance expenditures for the three-year period total \$20.0 million. Due to economic impacts associated with the public health emergency related to COVID-19, no funding is being allocated in FY2020-21. Of the funding allocated in FY2021-22 and FY2022-23, \$5.0 million has been designated for Schools, \$10.0 million has been designated for General Government and the remaining \$5.0 million will support the Countywide pedestrian improvements project.

Education Meals Tax revenue are forecasted to generate \$7.0 million over three-years, however due to the economic impacts associated with COVID-19 no Meals Tax revenue is allocated for School capital projects in FY2020-21. The Funding forecasted for FY2021-22 and FY2022-23 would provide funding for various Schools infrastructure projects. General Fund dedicated stormwater revenue is forecasted to generate \$4,696,000 in FY2021-22 and FY2022-23 and would allow for stormwater infrastructure projects required by the EPA as part of the Chesapeake Bay TMDL.

Expenditures utilizing General Fund revenue for vehicle replacement over the three-year forecast period total \$20.0 million. However, due to the economic impacts associated with the public health emergency related to COVID-19, in FY2020-21 no funding is allocated for vehicle replacement. In FY2021-22 and FY2022-23, expenditures for Education's School Bus Replacement Program total \$8.0 million. Expenditures for General Government total \$12.0 million and include funding of \$5.4 million for Police's Vehicle Replacement Program and funding of \$6.6 million for Fire's Apparatus Replacement Program.

(To) From Capital Projects Fund Equity represents the change in accumulated construction appropriations based on projected resources and corresponding expenditures throughout the forecast period.

Capital Projects Fund Balance represents the estimated amount of available appropriations based on the addition of new resources less projected expenditures.

Capital Projects Fund Forecast

| | FY 18-19 | FY 19-20 | FY 20-21 | FY 21-22 | FY 22-23 |
|----------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | Actual | Original | Forecast | Forecast | Forecast |
| Resources: | | | | | |
| Revenues: | | | | | |
| Use of Money and Property | \$ 2,791,435 | \$ - | \$ - | \$ - | \$ - |
| Miscellaneous Revenues | 3,355,238 | - | - | - | - |
| Intergovernmental | 2,828,528 | - | - | - | - |
| Subtotal Revenues | <u>\$ 8,975,201</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> |
| Other Financing (Uses) Sources: | | | | | |
| Bonds: | | | | | |
| G. O. Bonds - Education - 2016 | - | \$ 112,000,000 | \$ - | \$ 46,000,000 | \$ - |
| G. O. Bonds - General Gov't - 2016 | \$ 99,395,000 | 22,200,000 | 9,000,000 | 22,700,000 | 26,300,000 |
| G. O. Bonds - Public Works - 2016 | - | - | 5,000,000 | 9,000,000 | - |
| Bond Premium | 9,065,378 | 25,000,000 | - | - | - |
| VPSA | - | 13,667,752 | - | - | - |
| Interest Earnings | - | 2,000,000 | - | - | - |
| Subtotal Bonds: | <u>\$ 108,460,378</u> | <u>\$ 174,867,752</u> | <u>\$ 14,000,000</u> | <u>\$ 77,700,000</u> | <u>\$ 26,300,000</u> |
| Transfers: | | | | | |
| (To) From General Fund: | | | | | |
| Designated Fund Balance | \$ 29,170,868 | \$ 10,000,000 | \$ - | \$ 10,000,000 | \$ 10,000,000 |
| Designated Capital Reserve | 17,662,090 | 14,055,000 | - | - | - |
| Education Meals Tax | 9,000,000 | 9,000,000 | - | 2,000,000 | 5,000,000 |
| Education Meals Tax Reserve | - | 26,345,233 | - | - | - |
| Assigned Fund Balance - Land Reserve | - | 2,987,015 | - | - | - |
| General Fund Rev - Stormwater Dedication | 2,348,000 | 2,348,000 | - | 2,348,000 | 2,348,000 |
| General Fund Rev - Motor Vehicle License Fee | 1,000,000 | 1,500,000 | - | 1,500,000 | 1,500,000 |
| General Fund - Mental Health Reserve | - | - | - | - | - |
| General Fund - Tourism Reserve | 9,251,000 | 2,000,000 | - | - | - |
| Public Works Reserve | 3,678,910 | - | - | - | - |
| General Fund Rev - Vehicle Replacement | 7,624,800 | 8,924,800 | - | 10,000,000 | 10,000,000 |
| Undesig Fund Balance - Vehicle Replacement | 1,000,000 | 1,000,000 | - | - | - |
| Subtotal General Fund Transfers | <u>\$ 80,735,668</u> | <u>\$ 78,160,048</u> | <u>\$ -</u> | <u>\$ 25,848,000</u> | <u>\$ 28,848,000</u> |
| (To) From Special Revenue Fund: | | | | | |
| Mental Health - Fund Balance | \$ 5,340,550 | \$ - | \$ - | \$ - | \$ - |
| Landfill Fees | 600,000 | - | - | - | - |
| Subtotal Special Revenue Fund Transfers | <u>\$ 5,940,550</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> |
| Total Resources and Transfers | <u>\$ 204,111,797</u> | <u>\$ 253,027,800</u> | <u>\$ 14,000,000</u> | <u>\$ 103,548,000</u> | <u>\$ 55,148,000</u> |
| Expenditures: | | | | | |
| General Government | \$ 55,554,889 | \$ 42,174,800 | \$ 9,000,000 | \$ 33,700,000 | \$ 37,300,000 |
| Education | 62,710,081 | 197,500,000 | 0 | 54,500,000 | 11,500,000 |
| Public Works | 13,618,916 | 13,353,000 | 5,000,000 | 15,348,000 | 6,348,000 |
| Utilities - Landfill | 97,509 | - | - | - | - |
| Belmont Golf Course | - | - | - | - | - |
| Total Expenditures | <u>\$ 131,981,395</u> | <u>\$ 253,027,800</u> | <u>\$ 14,000,000</u> | <u>\$ 103,548,000</u> | <u>\$ 55,148,000</u> |
| (To) From Capital Projects Fund Equity | \$ (72,130,402) | \$ 20,000,000 | \$ 20,000,000 | \$ 20,000,000 | \$ 20,000,000 |
| Capital Projects Fund Balance* | <u>\$ 231,898,477</u> | <u>\$ 211,898,477</u> | <u>\$ 191,898,477</u> | <u>\$ 171,898,477</u> | <u>\$ 151,898,477</u> |

Notes:

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.



GENERAL FUND



COUNTY OF HENRICO, VIRGINIA
PROPOSED GENERAL FUND REVENUES
FY 2020-21

| Revenues: | FY 18-19 | FY 19-20 | FY 20-21 |
|--------------------------------------------|----------------------|----------------------|----------------------|
| Function/Program | Actual | Original | Approved |
| Revenue from Local Sources: | | | |
| General Property Taxes | \$447,403,036 | \$487,345,000 | \$499,145,000 |
| Other Local Taxes | 186,843,818 | 168,560,000 | 139,410,000 |
| Permits, Fees, & Licenses | 7,781,388 | 5,275,800 | 5,253,500 |
| Fines & Forfeitures | 2,146,622 | 2,085,000 | 2,085,000 |
| From Use of Money & Property | 16,472,008 | 8,207,700 | 3,284,700 |
| Charges for Services | 4,371,644 | 4,077,800 | 3,845,500 |
| Miscellaneous | 10,200,893 | 7,163,500 | 3,969,000 |
| Recovered Costs | 4,250,549 | 4,011,000 | 4,138,000 |
| Total from Local Sources | <u>679,469,958</u> | <u>686,725,800</u> | <u>661,130,700</u> |
| Revenue from the Commonwealth: | | | |
| Categorical Aid: | | | |
| Education | 269,671,190 | 271,460,000 | 261,304,941 |
| Public Works | 49,026,337 | 47,000,000 | 47,000,000 |
| Public Safety (HB #599) | 9,127,112 | 9,100,000 | 9,000,000 |
| Other | 5,876,098 | 11,878,000 | 9,028,000 |
| Total Categorical Aid | <u>333,700,737</u> | <u>339,438,000</u> | <u>326,332,941</u> |
| Non-Categorical Aid: | | | |
| General Government | 52,705,830 | 16,207,000 | 13,150,000 |
| Total Non-Categorical Aid | <u>52,705,830</u> | <u>16,207,000</u> | <u>13,150,000</u> |
| Shared Expenses: | | | |
| State Share of Salaries & Benefits | 18,559,414 | 18,600,000 | 16,540,000 |
| Total from the Commonwealth | <u>404,965,981</u> | <u>374,245,000</u> | <u>356,022,941</u> |
| Revenue from the Federal Government | | | |
| Total Revenues | <u>416,679</u> | <u>360,000</u> | <u>360,000</u> |
| Total Revenues | <u>1,084,852,618</u> | <u>1,061,330,800</u> | <u>1,017,513,641</u> |
| Interfund Transfers: | | | |
| To Debt Service Fund | (63,468,451) | (71,570,276) | (71,665,830) |
| To Capital Projects Fund | (80,735,668) | (78,160,048) | 0 |
| To Enterprise Fund | (1,930,021) | (1,928,921) | (1,929,858) |
| To Technology Replacement | (2,500,000) | (2,750,000) | (2,750,000) |
| To CAM | (99,500) | (454,800) | 0 |
| To Risk Management | (12,899,799) | (9,983,299) | (9,499,617) |
| To Workplace Safety | 0 | 0 | (483,682) |
| To Special Revenue Fund | (32,058,208) | (32,629,985) | (29,897,172) |
| To JRJDC Agency Fund | (3,158,722) | (3,253,484) | (3,351,088) |
| To Health Care | (3,000,000) | 0 | 0 |
| To OPEB-GASB 45 Fiduciary Fund | (2,675,000) | (2,675,000) | 0 |
| To Line of Duty | (1,100,000) | (1,100,000) | (1,250,000) |
| To Long-Term Disability | (600,000) | (600,000) | (600,000) |
| Total Transfers | <u>(204,225,369)</u> | <u>(205,105,813)</u> | <u>(121,427,247)</u> |

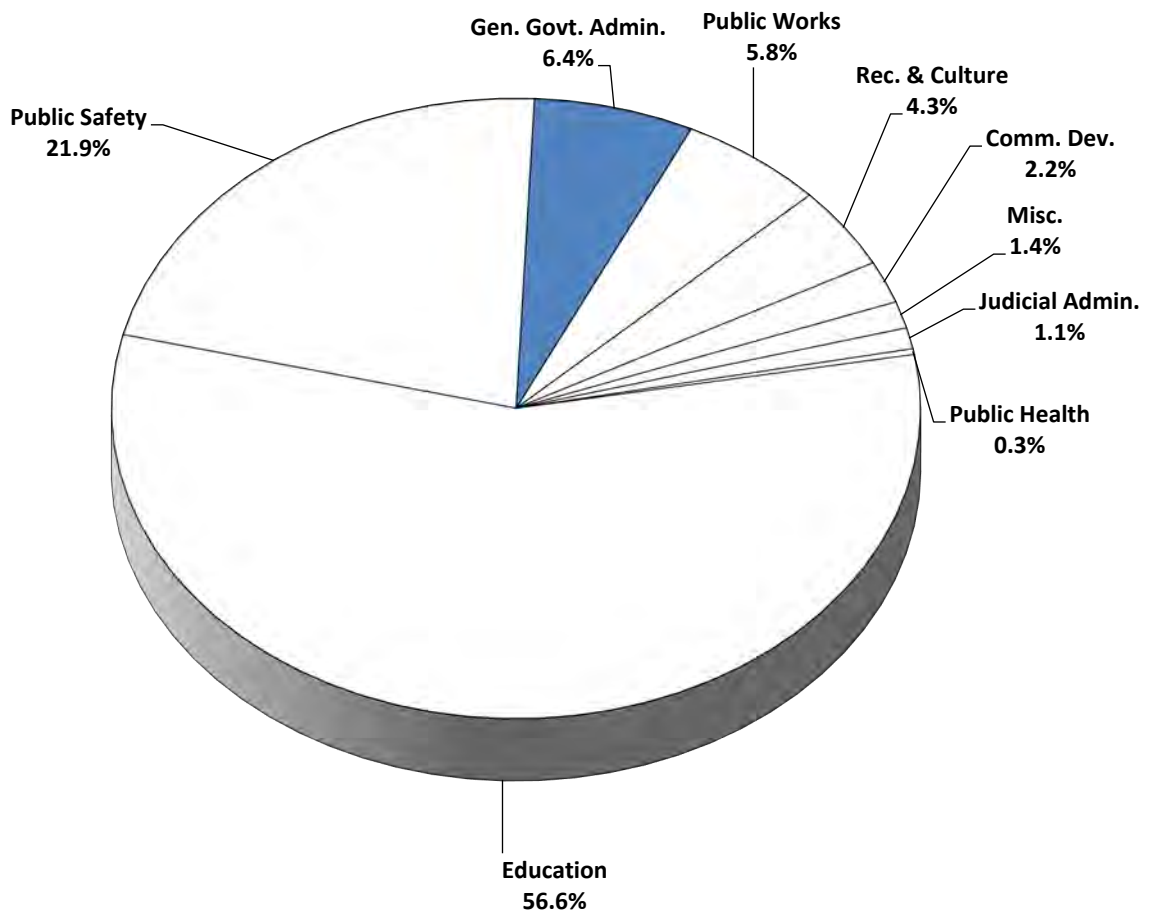
General Fund Revenues (cont'd)

| Revenues: | | | |
|---------------------------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Function/Program | FY 18-19 | FY 19-20 | FY 20-21 |
| | Actual | Original | Approved |
| Use of Fund Balance - Capital Projects | 0 | 7,500,000 | 0 |
| Use of Fund Balance - Sidewalks | 0 | 2,500,000 | 0 |
| Use of Fund Balance - Designated Capital Reserve | 0 | 14,055,000 | 0 |
| Use of Fund Balance - Assigned - Land Reserve | 0 | 2,987,015 | 0 |
| Use of Fund Balance - Tourism Reserve | 0 | 2,000,000 | 0 |
| Use of Fund Balance - Undesignated | 0 | 1,000,000 | 0 |
| (To) From Fund Balance - Meals Tax Reserve | 0 | 26,345,233 | 0 |
| (To) From Fund Balance - Schools State Aid Reserve | 0 | 3,800,000 | 0 |
| (To) Revenue Stabilization Reserve | 0 | (1,000,000) | 0 |
| From Fund Balance - State Revenue Stabilization Reserve | 0 | 1,000,000 | 0 |
| From Sinking Fund | 0 | 2,243,892 | 0 |
| (To) Fund Balance - General Fund | <u>(1,185,077)</u> | <u>0</u> | <u>3,014,759</u> |
| Total Resources Net of Transfers | <u><u>\$879,442,172</u></u> | <u><u>\$918,656,127</u></u> | <u><u>\$899,101,153</u></u> |

COUNTY OF HENRICO, VIRGINIA

General Government Administration

\$57,367,472



Total General Fund
\$899,101,153

COUNTY OF HENRICO, VIRGINIA
GENERAL GOVERNMENT ADMINISTRATION - GENERAL FUND
FY 2020-21

| <u>Department</u> | <u>FY 18-19 Actual</u> | <u>FY 19-20 Original</u> | <u>FY 20-21 Approved</u> |
|-----------------------------------------|----------------------------|------------------------------|------------------------------|
| Board of Supervisors | \$1,123,332 | \$1,130,564 | \$1,126,922 |
| County Manager: | 3,715,194 | 3,906,836 | 3,793,396 |
| County Attorney | 2,634,051 | 2,602,393 | 2,617,444 |
| Human Resources: | | | |
| Human Resources | 4,268,249 | 4,645,214 | 4,276,599 |
| Group Benefits | 811,377 | 2,216,187 | -507,543 |
| Total Human Resources | <u>5,079,626</u> | <u>6,861,401</u> | <u>3,769,056</u> |
| Finance: | 13,414,383 | 14,374,170 | 13,679,421 |
| General Services: | 16,098,059 | 15,426,103 | 14,080,574 |
| Internal Audit | 460,419 | 651,937 | 566,535 |
| Information Technology | 14,188,065 | 15,960,783 | 15,351,821 |
| Real Property | 656,550 | 615,782 | 467,200 |
| Electoral Board | 1,648,400 | 1,926,520 | 1,915,103 |
| Total General Government Administration | <u><u>\$59,018,079</u></u> | <u><u>\$63,456,489</u></u> | <u><u>\$57,367,472</u></u> |

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 FY2020-21 is \$1,126,922, a 0.3 percent decrease from last year. This is due to the current COVID-19 outbreak. This budget still 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 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
|----------------------|---------------------|---------------------|---------------------|--------------------|
| Personnel | \$ 812,112 | \$ 815,121 | \$ 834,479 | 2.4% |
| Operation | 311,220 | 315,443 | 292,443 | (7.3%) |
| Capital | 0 | 0 | 0 | 0.0% |
| Total | \$ 1,123,332 | \$ 1,130,564 | \$ 1,126,922 | (0.3%) |
| Personnel Complement | 4 | 4 | 4 | 0 |

PERFORMANCE MEASURES

| | <u>FY19</u> | <u>FY20</u> | <u>FY21</u> | <u>Change 20 to 21</u> |
|-------------------------------------------------|-------------|-------------|-------------|----------------------------|
| Performance Measures | | | | |
| Population of County Served* | 339,191 | 345,127 | 351,167 | 6,040 |
| Regular Board Meetings Held | 22 | 22 | 22 | 0 |
| Special Board Meetings Held | 26 | 28 | 26 | (2) |
| Town Meetings Hosted | 21 | 25 | 20 | (5) |
| Board Papers Considered | 266 | 260 | 270 | 10 |
| Provisional Use Permits/Zoning Cases Considered | 49 | 60 | 50 | (10) |
| Board and Commission Members Appointed | 114 | 121 | 94 | (27) |

*Population data provided by the Department of Planning

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 FY2020-21 County Manager’s office budget is \$1,889,529. This represents a decrease of 1.3 percent when compared with last year. This is due to the COVID-19 outbreak. Funding includes 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 five 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 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
|----------------------|------------------------|--------------------------|--------------------------|----------------------------|
| Personnel | \$ 1,774,891 | \$ 1,836,692 | \$ 1,836,766 | 0.0% |
| Operation | 97,355 | 77,963 | 52,763 | (32.3%) |
| Capital | 0 | 0 | 0 | 0.0% |
| Total | \$ 1,872,246 | \$ 1,914,655 | \$ 1,889,529 | (1.3%) |
| 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.

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 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
|------------------------|---------------------|---------------------|---------------------|--------------------|
| Personnel | \$ 1,612,656 | \$ 1,762,730 | \$ 1,711,390 | (2.9%) |
| Operation | 229,404 | 229,451 | 192,477 | (16.1%) |
| Capital | 888 | 0 | 0 | 0.0% |
| Total | \$ 1,842,948 | \$ 1,992,181 | \$ 1,903,867 | (4.4%) |
| Personnel Complement * | 20 | 21 | 20 * | -1 |

*One position reallocated to IT from Public Relations in FY2019-20.

PERFORMANCE MEASURES

| | <u>FY19</u> | <u>FY20</u> | <u>FY21</u> | <u>Change 20 to 21</u> |
|----------------------------|-------------|-------------|-------------|----------------------------|
| Workload Measures | | | | |
| Social Media Posts | 1,784 | 3,864 | 4,000 | 136 |
| Social Media Followers | 22,673 | 32,747 | 40,000 | 7,253 |
| Media Contacts Made | 8,008 | 7,588 | 8,000 | 412 |
| Annual Reports Distributed | 48,400 | 82,400 | 82,400 | 0 |
| Videos Produced | 96 | 82 | 90 | 8 |
| Photos Taken/Processed | 2,251 | 2,366 | 2,400 | 34 |
| FOIA Requests | 351 | 406 | 450 | 44 |

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 FY2020-21 is \$1,976,760. This is a \$88,314 or a 4.4 percent decrease from the FY2019-20 approved budget. The personnel component totals \$1,711,390, which reflects a \$51,340 or 2.9 percent decrease compared to last fiscal year. This net decrease is due to the movement of a Media Specialist position to the Department of Information Technology during FY2019-20. This decrease is partially offset by increases in benefit costs. The combined operating and capital components total \$192,477, which is a \$36,974 or 16.1% decrease. The reductions are a part of necessary cost savings efforts across the county in response to the projected effects of Covid-19 on potential revenues. These operating cuts were made across multiple line items in accordance with spending patterns from previous years and will not cause any reduction in service levels by the department.

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

PUBLIC RELATIONS

The Public Relations component of the budget for FY2020-21 is \$958,263 and reflects an increase of \$315 compared to FY2019-20. The increase is entirely attributed to the increase in healthcare and benefit costs.

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.

MEDIA SERVICES

The Media Services component of the budget for FY2020-21 is \$945,604, reflects a decrease of \$88,629 or 8.6 percent from FY2019-20. As noted, the decrease is within the personnel component and is attributed to one position moving from Media Services to Department of Information Technology.

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 FY2020-21, 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 all 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 property conveyances and contracts of the County, the School Board, and the EDA. During FY2018-19, the office handled a large volume of transactions including the following examples: the negotiation of the YMCA Indoor Aquatics Center development agreement and lease, negotiation of the development for the NOVA Aquatics swim facility at Regency Square, and negotiation of provisions for rehabilitation of the St. Luke Apartments (finalized fall 2019). On an ongoing basis, office staff provides training on the Conflict of Interests Act and the Freedom of Information Act in addition to civil liability, confidentiality of health records, and the Health Insurance Portability and Accountability Act.

FISCAL YEAR 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 | FY20 | FY21 | Change |
|----------------------|---------------------|---------------------|---------------------|-------------|
| | Actual | Original | Approved | 20 to 21 |
| Personnel | \$ 2,554,951 | \$ 2,529,773 | \$ 2,560,029 | 1.2% |
| Operation | 78,650 | 72,620 | 57,415 | (20.9%) |
| Capital | 450 | 0 | 0 | 0.0% |
| Total | <u>\$ 2,634,051</u> | <u>\$ 2,602,393</u> | <u>\$ 2,617,444</u> | <u>0.6%</u> |
| Personnel Complement | 21 | 21 | 21 | 0 |

PERFORMANCE MEASURES

| | <u>FY19</u> | <u>FY20</u> | <u>FY21</u> | <u>Change 20 to 21</u> |
|----------------------------|-------------|-------------|-------------|----------------------------|
| Workload Measures | | | | |
| New Cases Filed | 40 | 20 | 25 | 5 |
| Cases Disposed of | 30 | 30 | 30 | 0 |
| Administrative Proceedings | 42 | 35 | 35 | 0 |
| Court Appearances | 1,172 | 1,250 | 1,250 | 0 |

BUDGET HIGHLIGHTS (CONTINUED)

Training sessions also include groups such as 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 litigation and in criminal prosecutions of violations of certain County ordinances. Thirty new lawsuits seeking a minimum of \$25,000 were filed in FY2018-19.

At present, 45 cases are pending in state and federal courts of record, which include trial and appellate courts. In FY2018-19, the office made 65 appearances in these courts. In addition, during that same period, the office handled 1,172 cases in courts not of record: 175 cases in the Henrico County General District Court and 997 cases in the Henrico County Juvenile and Domestic Relations District Court. The office also handled 42 administrative hearings over the same time period.

In addition to litigation matters, the office handles a high volume of transactional work on behalf of County departments. This work includes 1,865 contracts drafted or reviewed, 365 deeds and leases drafted or reviewed, 298 board papers drafted or reviewed, 802 Freedom of Information Act requests handled, 351 Subpoenas Duces Tecum handled, six restrictive covenants reviewed, eight festival permit applications reviewed, 79 sets of conditional zoning proffers reviewed, and one official opinion. Finally, during FY2018-19, the County Attorney's office recovered \$200,607, owed to the County through bankruptcy proceedings and \$46,647 in revenue from delinquent tax sales.

The department's budget for FY2020-21 is \$2,617,444, which reflects an increase of \$15,051 or 0.6 percent compared to FY2019-20. Reduction in operating expenses due to savings identified in response to COVID-19.

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 in customer service and technology as well as training to promote continued employee development.
- To ensure leadership readiness through the award-winning career enrichment, succession management, leadership development programs, and the Emerging Leaders program.

FISCAL YEAR 2021 SUMMARY

| Annual Fiscal Plan | | | | |
|----------------------|---------------------|---------------------|---------------------|--------------------|
| Description | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
| Personnel | \$ 3,830,622 | \$ 4,056,176 | \$ 3,716,995 | (8.4%) |
| Operation | 437,377 | 588,688 | 559,254 | (5.0%) |
| Capital | 250 | 350 | 350 | 0.0% |
| Total | \$ 4,268,249 | \$ 4,645,214 | \$ 4,276,599 | (7.9%) |
| Employee Services | \$ 811,377 | \$ 2,216,187 | \$ (507,544) | (122.9%) |
| Total Budget | \$ 5,079,626 | \$ 6,861,401 | \$ 3,769,055 | (45.1%) |
| Personnel Complement | 47 | 47 | 47 | 0 |

PERFORMANCE MEASURES

| | Performance Measures | | | Change 20 to 21 |
|-------------------------------|----------------------|--------|--------|--------------------|
| | FY19 | FY20 | FY21 | |
| Workload Measures | | | | |
| Applications Received | 28,427 | 30,000 | 30,000 | 0 |
| Retirements (FY) | 108 | 130 | 130 | 0 |
| Effectiveness Measures | | | | |
| Turnover Rate | 10% | 11% | 11% | 0% |

OBJECTIVES (CONTINUED)

- To maintain the County’s compensation and benefits at a competitive level, and to partner with Henrico County Public Schools to maintain a unified pay plan.
- To assist employees and supervisors in employee relations, EEO, and diversity awareness.
- To maintain all personnel records in an effective and efficient manner.
- To ensure that all laws, regulations and policies are followed.
- To attract and utilize volunteers in all departments.
- To be organizationally astute to the needs of the County of Henrico and serve as an internal consultant to the County Manager’s Office and to operating departments regarding human resource management.

BUDGET HIGHLIGHTS

The Department of Human Resources budget for FY2020-21 totals \$3,769,055, representing a reduction of \$3,092,346 or 45.1 percent from the previous approved budget. The Human Resources budget includes both the departmental budget and the group benefits budget.

The Human Resources section of the FY2020-21 budget is \$4,276,599 which represents a decrease of \$368,615 or 7.9 percent driven by increased benefit rates offset by hiring freeze impacts and accompanying reductions in the Operating budget account for an additional reduction of \$29,434 from the previous fiscal year. These reductions are necessitated by the anticipated economic impact of the corona virus pandemic.

The FY2020-21 budget for the Group Benefits section of the Human Resources budget is (\$507,544), which decreased by \$2,723,731 from the previous approved budget. The decrease is due to the elimination of the county-wide wage adjustment and the anticipated savings from the voluntary retirement incentive program approved by the Board of Supervisors on May 12, 2020 and projected to save \$1,500,000. The budget for FY2020-21 also captures the costs associated with the retiree health benefit supplement, which was authorized by the Board of Supervisors effective January 1, 2003. Retiree healthcare reflects an increase of \$76,269 and provides 980 retirees funding to offset a portion of their contribution to the cost of health care insurance provided through the County.

DEPARTMENT HIGHLIGHTS

The employee turnover rate was reported at 10.3 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 benefits, strategic initiatives, and continuous efforts to increase the health and well-being of County employees. The County of Henrico remains a preferred employer, as evidenced by the high number of applications received – 28,427 in FY2018-19.

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
- introducing excellent 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 a diverse community through initiatives such as EngAGE, the Volunteer Program, job fairs, and participating in various outreach efforts

WELLNESS EFFORTS

Henrico County values wellness, and Human Resources supported this value with an increased focus on the care, well-being, and empowerment of employees. The department created the “Power Henrico” brand to showcase already-implemented wellness efforts while creating new ones to assist employees in reaching their wellness goals. On the new “Power Henrico” web site, the many ways the County supports employees' wellbeing are displayed, including physical, emotional, health, financial, professional, and community. With articles, custom-created videos, fitness class schedules, nutrition tips, workshops, health information, and success stories, employees are empowered to take charge of their own wellness and to engage in preventative measures to enhance their health and well-being.

Human Resources continued to focus on providing quality health care options for employees 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, Henrico County remains committed to containing costs without overly burdening employees. HR partnered with the Employee Health Benefits Committee, the County Manager and the Board of Supervisors, to make minor adjustments to health care plan designs with minimal rate increases. More than 76 percent 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 jurisdictions in the region.

Human Resources also introduced a host of brand-new voluntary benefits to help support employees and their families during some of the most challenging times they face, such as the death of a loved one, elder-care, and life-

threatening illnesses. The enrollment response to the new voluntary plans was extremely positive, enhancing the already robust benefit plans offered to County employees.

Employee Health Services (EHS) saved employees time and money by providing “sick visits” for standard ailments like colds, infections, and treatments like allergy shots. These services help employees stay healthy without the cost of copays or excess time away from work. To increase awareness of the clinic, EHS visited employees in numerous departments, and collaborated with the Public Relations and Media Services to create educational videos about available services. The result was a 17 percent increase in Occupational (job-related) visits, and a 52 percent increase in Non-Occupational visits from the prior fiscal year.

Fitness & Wellness supports employees in their wellness journey through the “New Participant Program.” This opportunity helps participants achieve short-term health goals and healthier daily lifestyle habits. Participants have one-on-one conversations with a staff trainer on their current exercise and nutrition habits, reaching attainable physical fitness levels, and develop an eight to twelve-week exercise and nutrition plan. Employees can also take charge of their health through partnerships with local gyms where they receive discounted memberships, making it more convenient and affordable to get and stay healthy.

Walking is not only one of the most convenient, affordable, and beneficial forms of exercise, but it has also been found to improve employee productivity. The “Henrico County Walks” initiative was created to challenge General Government and Henrico County Public Schools (HCPS) employees to form teams and walk 1,525 miles, the equivalent distance between Maine and Florida, during a nine-month period. In total, 102 teams comprised of over 400 participants walked an amazing 151,739 miles between September 2018 and June 2019.

ORGANIZATIONAL LEARNING AND TALENT DEVELOPMENT

The Organizational Learning and Talent Development (OLTD) division empowered employees to take charge of their personal and professional well-being by providing classes, coaching, career guidance, customized initiatives for departments, and leadership programs. Popular workshops that focused on thriving in work and life included resiliency, improving happiness, navigating difficult conversations, and leadership.

Working closely with departmental leaders, OLTD helped create strategic plans and consulted with teams to help them improve their effectiveness. Stepping back from the urgency of the regular work environment to plan can be challenging, but doing strategic work is crucial for an organization’s long-term success. In FY2018-19, 53 “Organizational Development” consultations were conducted, representing a 34 percent increase, and OLTD services reached 50 percent of the County’s workforce, an increase of 14 percent over the prior fiscal year.

A very exciting focus for OLTD and HR in FY2018-19 was collaborating to enhance the County’s Diversity and Inclusion (D&I) efforts:

- Partnering with Public Safety, OLTD facilitated ongoing discussions with representatives from the Division of Fire, the Police Division, and the Sheriff’s Office to help them coordinate efforts related to recruiting and retaining diverse public safety employees. Reaching out to Information Technology, they created a “Team Site” to allow members to easily communicate, and partnering with Public Relations/Media Services, they created several short videos asking the community, “Where Do You Fit?” and encouraging them to consider joining the Henrico Public Safety team.

- The County Manager charged his “Henrico 2040” cross-functional team to envision the County roughly 20 years in the future and map out key strategic goals to get there. Facilitated by Human Resources, the 2040 group made several important recommendations, including several related to enhancing the County’s D&I efforts.

OLTD also helped employees achieve personal wellness through one-on-one leadership and career coaching. Career coaching requests significantly increased in FY2018-19, with a 32 percent increase in employees seeking assistance in preparing for promotional opportunities. Over 20 employees who sought assistance with interview preparation were promoted through a competitive recruitment process after seeking career coaching support.

Ensuring a respectful and inclusive environment for everyone was the focus of HR’s Employee Relations (ER) division. This division worked closely with over 1,100 supervisors and employees to improve performance, resulting in increased employee engagement, productivity, and service to Henrico citizens. ER challenged supervisors to manage employee performance through the “Employee Relations Series” workshops, where participants discussed best practices to effectively guide employees. Employee Relations staff also collaborated with other County agencies to present customized training, resulting in increased engagement.

VOLUNTERISM

The importance of creating a healthy community was another focus for HR, and through the Volunteer Program, our citizens found many opportunities to give of their time, talents, and services to those in need. The Volunteer Coordinator collaborated with every County department to make it easy for members of the community to volunteer, which saved the County time and money. Volunteer efforts in FY2018-19 equaled that of 66 full time employees and saved the equivalent of \$3.8 million.

The Employment and Compensation Services (ECS) division promoted Henrico County as a preferred employer through job fairs, marketing efforts, community outreach events, developing relationships, and social media including sharing open positions on Twitter and LinkedIn. The total followers for both social media sites increased in FY2018-19: LinkedIn by 24 percent, and Twitter by 18 percent compared with the previous fiscal year. To attract potential employees from all facets of our diverse County and help our employee population become even more reflective of the community we serve, ECS participated in several community outreach events and worked to strengthen relationships with organizations such as Career Prospectors, the U.S. Department of Veteran Affairs, and the Virginia Hispanic Chamber.

EMPLOYEE COMPENSATION SERVICES

The Employment and Compensation Services (ECS) division partnered with Henrico County Public Schools (HCPS) to host the first jointly sponsored job fair to showcase the many and varied career opportunities available in Henrico County while also marketing the County’s culture. This event featured representatives from over 20 departments and HCPS who highlighted opportunities to serve the community through public service. A workshop was conducted, with standing-room-only participation, to share information and tips for potential applicants on how to be successful in the recruiting process. A total of 435 job seekers attended, with multiple attendees expressing gratitude for the opportunity to see what the County offered. Post-workshop survey results showed overwhelmingly positive feedback and interest in attending future County-sponsored events.

Continuing the County's commitment to employee development, the ECS Classification and Compensation Services team partnered with several departments to establish career development plans (CDP) and engaged in numerous ongoing CDP development collaborations. So far, 54 CDPs have been established with an additional 14 in progress. The CDP allows employees to grow professionally as they manage their professional development, and rewards and recognizes them as they learn, grow, develop, and use their new skills.

A major Classification and Compensation initiative this year was reviewing and analyzing over 4,000 General Government employees' salary, service, qualifications, and career path data to identify possible internal pay compression. A joint committee of General Government and HCPS employees made recommendations to the Board of Supervisors regarding their findings. The committee found that just 682 General Government employees were experiencing internal pay compression, a small portion of total employees thanks to the County's consistent hiring and pay practices. As a result of the findings, compression for affected employees was mitigated through pay adjustments and re-grading to maintain internal compensation structure.

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 program was largely put on hold for FY20 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. This year, two focus groups were held in May 2019 to gain insight from older residents on services, programs, and resources needed to keep this important component of our community well. The focus groups included Henrico citizens ranging in age from 69-84 and their feedback has been used to create programming and initiatives to improve services for our senior population. Focus groups will become a regular part of EngAGE's future programming to ensure that our services meet the needs of this valued population.

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 Comprehensive Annual Financial Report (CAFR). To accomplish these tasks, the Department is comprised of administration and six divisions: Real Estate Assessment, Revenue (split into Business and Vehicle sections), Accounting, Treasury, Purchasing, and the Office of Management and Budget.

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 triple AAA bond ratings through sound financial management, the accurate recording of financial activity, and the timely preparation of the Comprehensive Annual Financial Report (CAFR).
- 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 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 | FY20 | FY21 | Change |
|----------------------|----------------------|----------------------|----------------------|---------------|
| | Actual | Original | Approved | 20 to 21 |
| Personnel | \$ 12,037,713 | \$ 12,840,459 | \$ 12,227,180 | (4.8%) |
| Operation | 1,362,899 | 1,509,078 | 1,477,364 | (2.1%) |
| Capital | 13,771 | 24,633 | 7,575 | (69.2%) |
| Total | <u>\$ 13,414,383</u> | <u>\$ 14,374,170</u> | <u>\$ 13,712,119</u> | <u>(4.6%)</u> |
| Personnel Complement | 163 | 163 | 163 | - |

PERFORMANCE MEASURES

| | FY19 | FY20 | FY21 | Change 20 to 21 |
|-----------------------------------------|---------|---------|---------|--------------------|
| Workload Measures | | | | |
| Parcels of Land Reviewed | 117,845 | 118,161 | 119,000 | 839 |
| Vehicles Assessed | 398,815 | 397,533 | 400,000 | 2,467 |
| Business License Payments | 6,174 | 5,428 | 6,500 | 1,072 |
| Cashier Transactions Per Teller/Day | 193 | 156 | 200 | 44 |
| Budget Transfer Document Processed | 1,533 | 1,600 | 1,600 | 0 |
| Accounts Payable Transactions | 210,091 | 211,791 | 213,491 | 1,700 |
| Credit and Debit Card Transactions | 298,593 | 120,555 | 300,000 | 179,445 |
| REAP Applicants | 6,235 | 6,277 | 6,500 | 223 |
| Electronic Check Payments | 236,725 | 91,947 | 238,000 | 146,053 |
| Tax Bills Generated | 771,563 | 53,665 | 780,000 | 726,335 |
| Effectiveness Measures | | | | |
| 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 | 29 | 29 | 30 | 1 |
| Number of Years - GFOA Award for CAFR | 36 | 36 | 37 | 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 FY2020-21 totals \$13,712,119, representing an overall decrease of 4.6 percent from the previous approved budget. This decrease is due to the COVID-19 outbreak.

During FY2018-19, the Department of Finance again received recognition from the Government Finance Officers Association (GFOA) for the Annual Fiscal Plan and the Comprehensive Annual Financial Report (CAFR). The Department of Finance also publicized its first Popular Annual Financial Report (PAFR) which has been sent to the GFOA for awarding.

In addition to sound fiscal planning, Henrico County also makes every effort to operate in a conservative fashion by maximizing efficiencies, prudently managing resources, and engaging in special initiatives to ensure the 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 especially with State funding, which means Henrico County must continue to examine the processes by which it conducts business in order 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's dollars. The Department has adopted many cost cutting and efficiency maximizing strategies that are consistent with the County's overall goal of continuing to provide exceptional services to citizens.

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 the 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. The Department of Finance has also assisted in the presentation of economic updates at numerous community forums and gatherings.

REAL ESTATE ASSESSMENT

The Real Estate Assessment Division is responsible for the review/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. Real Estate Assessment staff also provides valuation recommendations and administrative support to the Board of Real Estate Review and Equalization. New subdivisions, parcel splits/combinations, deeds, wills, etc. 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.

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 business personal property taxes and roughly 375,000 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.

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 Comprehensive Annual Financial Report ("CAFR"), 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.

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 the billing of 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. The Treasury Division 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. 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 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.

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 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 Henrico County, culminating in the creation of 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 economic health of the County.

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.

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.

The lease for the Carolina Avenue facility was recently extended. Purchasing will pay an additional \$4,698 towards lease payments for the Carolina Avenue facility. Another portion is paid by schools.

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 workplace; 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 2,930,423 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 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
|----------------------|----------------------|----------------------|----------------------|--------------------|
| Personnel | \$ 7,105,276 | \$ 7,604,217 | \$ 7,242,816 | (4.8%) |
| Operation | 8,387,692 | 7,450,526 | 6,530,838 | (12.3%) |
| Capital | 605,091 | 371,360 | 306,920 | (17.4%) |
| Total | <u>\$ 16,098,059</u> | <u>\$ 15,426,103</u> | <u>\$ 14,080,574</u> | <u>(8.7%)</u> |
| Personnel Complement | 118 | 118 | 118 | 0 |

PERFORMANCE MEASURES

| | Performance Measures | | | Change 20 to 21 |
|------------------------------------------|----------------------|-----------|-----------|--------------------|
| | FY19 | FY20 | FY21 | |
| Workload Measures | | | | |
| Preventive Mechanical Maint. Work Orders | 9,117 | 10,250 | 10,250 | - |
| Corrective Maintenance Work Orders | 13,612 | 13,000 | 13,000 | - |
| Square Feet Maintained | 2,867,885 | 2,923,103 | 2,930,423 | 7,320 |

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 FY2020-21 is \$14,080,574. This represents a decrease of \$1,345,529, or 8.7 percent when compared to the FY2019-20 approved budget. The reductions in personnel, operating and capital expenses are due to savings identified in response to COVID-19.

ADMINISTRATION

The General Services Administration budget totals \$1,793,285 representing a decrease of \$89,563 or 4.8 percent from the prior fiscal year.

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 FY2020-21 is \$9,943,351, representing a decrease of \$994,256, or 9.1 percent from the FY2019-20 approved budget. It should be noted during FY2019-20 that utility line item expenditures, electricity, heating, water, sewer and refuse, were moved from being paid out of General Services budget to being paid out of Mental Health's budget for Mental Health Woodman and Mental Health East facilities.

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

CAFÉ 1611

In FY2020-21, the budget for the Employee Cafeteria totals \$447,032 which reflects a decrease of \$3,853, or 0.9 percent when compared to the FY2019-20 budget. The operating component decrease of \$8,000 or 5.1 percent is a response to COVID-19. The Employee Cafeteria moved towards offering new products and healthier alternatives during FY2019-20. This area operates the cafeteria at the Western Government Complex and provides catering for County events with six full-time positions.

SECURITY

The budget for the Security Division totals \$1,472,752, representing an increase of \$165,016, or 10.1 percent from the prior year approved budget. Security safeguards County property with a complement of 28 employees by monitoring the security of facilities through patrols and a 24-hour per day security console operation.

SUPPORT SERVICES

The FY2020-21 budget of \$424,154 for the Records Management division represents a decrease of \$92,841, or 18.0 percent when compared to the FY2019-20 approved budget. The decrease is attributable to revised salary estimates and savings identified for COVID-19. Records Management has eight employees that operate the County's internal mail system, copy center, print shop, clerical storeroom, and the County's offsite record storage.

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 and the Board of Supervisors by providing objective analyses, recommendations, advice and comments concerning those 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 Audit Committee. As a result of a consolidation of audit functions in FY2019-20, Internal Audit also reports to the School Board's Audit Committee and provides support to the Superintendent of Schools.

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) appraising 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 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, and 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 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
|-------------|-------------------|-------------------|-------------------|--------------------|
| Personnel | \$ 446,813 | \$ 627,485 | \$ 545,579 | (13.1%) |
| Operation | 13,606 | 24,452 | 20,956 | (14.3%) |
| Capital | 0 | 0 | 0 | 0.0% |
| Total | <u>\$ 460,419</u> | <u>\$ 651,937</u> | <u>\$ 566,535</u> | <u>(13.1%)</u> |

*Personnel Complement 4 6 * 6 0

*One position merged from Henrico County Public Schools and one additional position added.

PERFORMANCE MEASURES

| | FY19 | FY20 | FY21 | Change 20 to 21 |
|----------------------------------------------|--------|--------|--------|--------------------|
| Workload Measures | | | | |
| Audit Projects: Audits, Follow Ups, Consults | 26 | 35 | 35 | 0 |
| *Efficiency Measures | | | | |
| Henrico County budget/audit position (mil) | \$ 167 | \$ 221 | \$ 233 | 12 |
| Henrico County employees/audit position | 1,030 | 1,851 | 1,882 | 31 |

*FY19 reflects only Henrico County General Government.

*FY20 and FY21 reflect both General Government and Henrico County Public Schools.

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

FY2019-20 is the first year of operation as a consolidated Internal Audit function for both the General Government and Education. The consolidation allows both entities to leverage resources, audit skillsets, and minimize redundancy.

Internal Audit's budget of \$566,535 represents a decrease of \$85,402 or 13.1 percent over the FY2019-20 approved budget. This decrease is due to the COVID-19 outbreak. Unfunded vacancies make up 96 percent of these reductions while a reduced operating budget makes up the remaining 4 percent.

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 enhanced auditing software in all of 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 department requires all staff to maintain professional certifications and provides annual continuing education to stay current with requirements, 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.

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. Technical assistance will be provided to County agencies and School divisions as requested. The department also assists the County's external auditors with the required annual financial and compliance audits to help control those costs.

Some of the internal audits conducted by the department in FY2019-20 included receipts and/or expenditures in Building Inspections; processes involved in administering activities related to the Children's Services Act; Information Technology Controls within Schools; certain School payroll processes; and department audits related to turnover of key personnel in some General Government agencies and various schools.

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 Help 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.
- 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.

FISCAL YEAR 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
|----------------------|----------------------|----------------------|----------------------|--------------------|
| Personnel | \$ 10,172,557 | \$ 10,769,203 | \$ 10,476,940 | (2.7%) |
| Operation | 3,804,878 | 4,669,365 | 4,429,631 | (5.1%) |
| Capital | 210,630 | 522,215 | 445,250 | (14.7%) |
| Total | <u>\$ 14,188,065</u> | <u>\$ 15,960,783</u> | <u>\$ 15,351,821</u> | <u>(3.8%)</u> |
| Personnel Complement | 98 | 98 | 99 * | 1 |

* One position reallocated from Public Relations to IT in FY2019-20.

PERFORMANCE MEASURES

| Performance Measures | | | | |
|-----------------------------------------------|--------|--------|--------|--------------------|
| | FY19 | FY20 | FY21 | Change 20 to 21 |
| Workload Measures | | | | |
| Support Desk - Tickets | 10,402 | 10,823 | 11,106 | 283 |
| Support Desk - Call Queue | 6,127 | 5,286 | 5,573 | 287 |
| Systems - Servers Added | 53 | 65 | 60 | (5) |
| Systems - Servers Decommissioned | 24 | 38 | 42 | 4 |
| Systems - On Premise Storage (TB) | 322 | 550 | 750 | 200 |
| Systems - Cloud Storage (TB) | 8.2 | 16.1 | 32.0 | 15.9 |
| Systems - Accounts Created | 1,245 | 1,256 | 1,250 | (6) |
| Systems - Accounts Deleted | 1,453 | 1,625 | 1,550 | (75) |
| DBA - Active Databases | 420 | 440 | 460 | 20 |
| Oracle - Change Requests/Projects Completed | 185 | 482 | 510 | 28 |
| Oracle - Database Supports | 22 | 51 | 54 | 3 |
| APEX - Support Tickets | 957 | 1,031 | 1,153 | 122 |
| Enterprise Applications - Support Tickets | 579 | 801 | 835 | 34 |
| Finance Applications - Oracle Support Tickets | 2,176 | 1,850 | 2,100 | 250 |
| Finance Applications - RCS Support | 266 | 220 | 215 | (5) |
| Finance Applications - RBS Support | 845 | 865 | 800 | (65) |

OBJECTIVES (CONTINUED)

- 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) FY2020-21 approved budget totals \$15,351,821, which represents an overall decrease of \$608,962 or 3.8 percent from the previous approved budget.

The personnel component decreased by \$292,263 or 2.7 percent. The operating component totals \$4,429,631 for the FY2020-21 budget and reflects a decrease of \$239,734 or 5.1 percent from the previous fiscal year. The capital component totals \$445,250, a decrease of 14.7 percent, while still allowing the purchase of new and replacement computers and network equipment as well as furniture replacement needed for the department. These substantial measures are to address the economic instability due to the pandemic while still pursuing technological progress of all County operations.

DEPARTMENTAL HIGHLIGHTS

IT SYSTEM ENGINEERING TEAM

In FY2019-20, the **IT System Engineering Team** continued to expand and upgrade its server environment. During this time period, IT's server infrastructure consisted of 54 physical servers and approximately 450 virtual servers running on 26 physical host servers. Much of the focus this current year has been on addressing legacy Windows 2008 servers which will officially go out of support by Microsoft in January 2020. The System Engineering team has been coordinating with other divisions and internal IT support teams to address more than 70 of these legacy servers before they go unsupported. County enterprise onsite storage grew by 15% (101.5TB) for a total of 773TB of data on-premise. This increase was due in large part to several new application projects and other divisions moving data to IT's centralized enterprise storage systems. Cloud storage grew significantly by 90% totaling 12.3TB of data in Office 365 (Email, OneDrive and SharePoint). This increase is due to concentrated efforts by IT support teams focusing on, and assisting, departments in adopting Office 365 into their everyday business practices. Additionally, IT generated 1,283 new employee accounts and deleted 1,310 accounts, 74 accounts were transferred to other departments and 32 accounts with name changes during this same timeframe.

IT DATABASE TEAM

The **IT Database Team** continued to support over 425 databases on more than 50 servers on both the Microsoft and Oracle database platforms. The DBA team also focused on upgrading or migrating approximately 14 legacy database servers from soon to be unsupported Windows 2008 operating systems to newer, supported versions. The DBA team has also been focusing on data migrations from the legacy Tidemark application to the new POSSE system implementation.

IT ORACLE EBUSINESS TEAM

The **IT Oracle eBusiness suite** team continues to support, enhance and update the Oracle eBusiness suite applications infrastructure and legacy Oracle databases. The Henrico APEX infrastructure has completely been overhauled to bring in the latest REST data services capabilities, and security across the enterprise environment has been tightened. This year, the Oracle eBusiness team helped successfully implement and convert the very high priority HCPS monthly to semi-monthly payroll schedule. Several new APEX applications, interfaces into Oracle HRMS and Financials, and new workflow processes were built to support the County's business. In calendar year 2020, PMT2 will be working on the upgrade of Oracle eBusiness suite to 12.2.9, this new and updated release brings in the modern and improved user

interface and host of new features, including online patching capabilities for applications. Oracle EBS team will also be working on upgrade of database infrastructure to release 19c. Several custom, one-off eBusiness suite applications (IDT, Tax Calculator, CTAP) will be redeveloped using the APEX-ORDS development platform. In addition to this, PMT2 will be performing the following critical tasks in 2020 1) Support for the 2019 W2 Processes. 2) Generate the 1095c ACA forms. 3) Quarterly VRS Hybrid enrollment updates into Benefits. 4) Open Enrollment for year 2021. 5) HRMS and Payroll Support for Year End 2020 legislative updates.

IT FINANCE SUPPORT TEAM

The **IT Finance Support Team** has been working with the Treasury Division to implement a new Delinquent Tax Collection application which is scheduled to Go-Live in January 2020. This replaces an application first installed in 2010. The team completed 7 development tasks resulting in automation manual processes or otherwise improved user access to data in 2019. In 2020, the team will be working with the Department of Finance to complete the upgrade of the existing Real Estate CAMA system (Vision); which has not been upgraded since originally implemented in 2011. In addition to providing development and troubleshooting support for many of the applications utilized by the Department of Finance; they provide Helpdesk support countywide to Oracle Financial users. PMT9 is also responsible for the following critical processes: (1) Transferring files related to payroll and benefits to 3rd party vendors each pay period for Government and HCPS, (2) all Tax Billing and eBill Presentment cycles, (3) annual Business License Renewal form generation, (4) annual Real Estate Assessment Notice generation, (5) annual roll forward of the tax billing system for the next tax year, (6) the annual roll forward of the CAMA system to the new tax year, and (7) the annual fiscal year-end / year-begin processes for Oracle Financials.

IT NETWORK TEAM/TELECOMM TEAM

In FY2019-20, the **IT Network/Telecom Team** turned up equipment at the new Fairfield library including new switches, routers, security cameras and a video recording system. The network team also installed 4 new Cisco Identity Services Engine servers to support port-security on the entire County Infrastructure enabling the Security Team to start implementing best practices for network security. Cisco Prime and DNA center servers were also installed to streamline the management of County network infrastructure and improve visibility when troubleshooting network outages. Installation of fiber optic cable between Eastern Rec Center, Eastern Health Center, Fairfield Library, and the in-progress Aquatics Center is underway which will allow a reduction in monthly recurring charges for network access from these locations by creating another campus network similar to the Western Government Center and Woodman Road. By the numbers, this team ran more than 23 miles of Category 6 network cable and installed more than 2 ½ miles of in-ground fiber optic cable. Additionally, more than 150 new and replacement security cameras and in excess of 1,000 network drops were installed across the enterprise.

IT WEB TEAM

The **IT Web Team's** major focus for the year was twofold: the launch of the county's mobile application and re-platforming the websites we support to updated servers. The native mobile application developed for iOS and Android launched in April 2019 as another tool for users to access various County services, events, news, and locations and includes push notification capabilities. The mobile application continues to be maintained as new devices and technologies are introduced. The server upgrades were necessary to increase security, reliability, and performance of the many county websites including henrico.us, employees.henrico.us and power.henrico.us. The team also launched the General Notice web application as well as the Historic Highland Springs website. Many features were added to the county website including Google translation services and an updated Henrico News section to incorporate feature

stories, videos, podcasts as well as press releases. The new content web editor, Gutenberg, was also incorporated and the team provided training to the web editors.

OFFICE 365 TEAM

The **Office 365 Team** had a major focus on training and adoption throughout the year, as well as the completion of a major intranet redevelopment. A new site was developed to house IT training materials for all employees in the county on Office 365, as well as technologies like Cisco, Oracle, and Movelt. Monthly presentations were given during IT Technical Advisory Meetings with staff around the County. The county's intranet was also rebuilt in SharePoint with an expected launch at the first part of 2020. The site was put into a beta release through the Fall of 2019 to solicit feedback from County staff on the major change. Many other sites and projects were completed as the team reached many new departments due to cross-department initiatives where Sharepoint could provide a technical solution. Microsoft Teams grew substantially through the organization as a new way to communicate. Staff on the team also took on the role of being the SME on Cisco Webex to drive adoption on this platform too, including training materials, presentations, and even an on-site demo day showing off multiple devices and uses of Cisco Webex.

FILENET TEAM

The **FileNet team** completed several major updates to their FileNet, Navigator, and Kofax applications, including a system re-platform, database upgrade, and core software upgrades. These upgrades included new features and enhanced security to County staff and systems using FileNet. The team also worked on several new projects for various agencies around the County. A couple projects that stand out include working with the Henrico Sheriff's Office to scan and validate Juror Information Sheets and the transfer of Henrico Department of Social Services (HDSS) data and documents to the Virginia Department of Social Services (VDSS) Document Management Image System (DMIS).

IT HELP DESK

The **IT Help Desk** provides tiered technical support for County-owned hardware and software. The support is provided via telephone and deskside visits from technicians. During the latest year, the Help Desk received 10,402 tickets via the Kace ticketing system, while also handling 6,900 phone calls for support. This ticket volume represents more than a 15% increase in the number of tickets received and supported. In addition, the average of 866.8 tickets per month does not include other departmental queues such as General Services or Recreation & Parks. In 2019, the IT Help Desk continued as primary IT support for the four locations of CRWP in Henrico, Richmond, and Chesterfield.

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 to into production. New systems were deployed in 2019 to collect event logs across all servers and workstation, which will provide in-depth intelligence into any security event. New configurations were created to implement DMARC, which stands for "Domain-based Message Authentication, Reporting & Conformance". It is an email authentication, policy, and reporting protocol with a goal being to increase the trustworthiness of incoming email and protect the County's reputation in outgoing email. The team also work with Internal Audit to facilitate the 2019 network vulnerability assessment performed by a 3rd party auditor.

IT ORACLE APPLICATION EXPRESS (APEX) TEAM

The **IT Oracle Application Express (APEX) Team** continued the development of software solutions for Henrico County Agencies. Projects completed this year include Equipment Tracking for Recreation and Parks, Mobile Real Estate Assessment for Finance, Illicit Discharge Detection and Elimination Tracking for Public Works, and the first phase of Real Estate Commercial Assessments. The APEX team completed the first phase revamp of the County's Telephone Inventory System administered by Information Technology. The team also collaborated with the Oracle Database Administration team to upgrade web servers, databases, and application software, improving security and providing a more robust development environment. Planned 2020 projects include phases two through five of Real Estate Commercial Assessments and continuing support and enhancement of the team's forty-five production applications used by every County agency.

IT ENTERPRISE APPLICATION TEAM

The **IT Enterprise Applications Team**, along with the IT Project Management Office (PMO) and Computronix (U.S.A.), Inc., kicked off the Enterprise Land Management System (ELMS) project for a new work order management/inventory control and land management system (POSSE) on January 15, 2019. The Work Order Management/Inventory Control module went live on November 18, 2019, in Recreation & Parks and the Department of Public Works-Traffic Division with plans to expand to other departments in the future. The Team is currently working on phase two of the Land Management System project, which will convert all data from the legacy Accela Tidemark system to the new POSSE system. The Team upgraded ChristianSteven CRD (enterprise reporting software), Mediat (used by Employee Health), and are in the process of upgrading RiskMaster (used by Risk Management). Other projects included the migration of Building Inspection's InspecTrack mobile application and all Tidemark APEX applications to new servers.

IT PROJECT MANAGEMENT OFFICE (PMO)

The **IT Project Management Office (PMO)** implemented a new process for agencies to request IT Projects. This ensures all incoming project requests are handled the same. It allows IT to identify and work on the projects with the highest Return on Investment and highest priorities. The PMO is formally managing the Enterprise Land Management System (ELMS) project, which is a multi-year, multi-agency effort. The project began in January 2019 and is currently estimated to complete in the 1st quarter of 2021. The PMO has also established Organization Change Management for this and other major IT change efforts to address the people side of major changes; the uncertainties, the apprehension, the buy in of the change. We continue to administer the Project Management Information system, which is used not only by IT, but also several other County agencies, including Henrico County Public Schools.

IT PUBLIC SAFETY TEAM

The **IT Public Safety Team** enhanced the Incident Crime Report (ICR) application to allow automatic status notification to Police Command Staff during assessment of received threats based on recorded Uniform Crime Report (UCR) codes established by the FBI. The team expanded data warehouse reporting by providing Police an application that identifies individual associations by analyzing related data. With the addition of a court scheduling calendar in the court appearance application, the eTicket application used to create Virginia Uniform Summons (VUS) was updated to include prevention of writing electronic summons on closed court dates while allowing traffic and criminal summons to be generated. Modeled after the Aviation application, a Marine application was written to enable usage and maintenance tracking of the Police Division's maritime assets. Technical assistance was provided to the Juvenile Detention Home as Zebra TC20 Android-based handheld personal computers replaced the archaic Motorola MC55 Windows CE platform. Upon testing, the new TC20s were found to be lighter, faster, less trouble-prone, and more power efficient than their

predecessors without sacrificing necessary security elements. The team also provided software migration assistance as the 3rd party facility management software written in Microsoft Visual FoxPro was replaced with a .NET based solution to deliver faster, more stable, and more efficient performance. The court tracking application used by the Commonwealth Attorney's Office was expanded to include a victim restitution section to improve restitution designation and tracking within the CA's office. General event search and case personnel management functionality were expanded to improve the efficiency and accuracy of day to day tasks within the CA's office. The Civil Process section in the Sheriff's Office received Panasonic Toughbooks and a rewritten CivPro application that provides real-time paper service status mapping with touchscreen capabilities. Analysis and data preparation is being performed with the Sheriff's Office for the 2020 thru 2021 replacement of the Offendertrak Offender Management System (OMS).

IT COMPUTER AIDED DISPATCH TEAM

The **IT Computer Aided Dispatch 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, including: implementation of Priority Dispatch's Fire triage program throughout the 9-1-1 center – the Priority Dispatch system classifies each Fire call into one of over 3000 possible classifications each of which can have a potentially unique response package implemented in the CAD system; implementation of a custom in-house triage program for SEND protocol calls which streamline the process used for medical calls originated by County first responders; new mobile application for the Police Division that enables officers to scan driver's licenses and registration cards; enhanced Public Safety maps for both Henrico Fire and Henrico Police first responders; implemented the capability for CAD calls to be auto tweeted via Henrico Police's Twitter account; created the public-facing web site for Active 911 Police calls; continued work on modernization of various components that make up the County's Computer Aided Dispatch system. Additionally, CAD team personnel support certain administrative systems related to County wide user-id administration; County employee identity management (including badge photo display services); system administration support including a new Phone Admin page for VoIP phone administration and an Administration page for MHMR administration; support for a parking tickets application; and for the false alarm billing system; and, finally, interface services and programmatic support for SMS messaging and paging capabilities.

IT GIS OFFICE

The **IT GIS Office** has had several major accomplishments during the past year. They provided customized in-house developed and updated GIS training classes for both ArcMap (the ESRI desktop mapping program for GIS superusers) and AGOL (ArcGis OnLine). They implemented significant portions of the new ArcGis Enterprise system including Portal which will replace AGOL for many of our County users. Portal provides self-service mapping and analysis capabilities that will empower County employees with significantly greater hands-on access to GIS technology than ever before. Also many new web apps were deployed including several EOC oriented web maps which will greatly assist with situational awareness and will help to provide a common operating picture for emergency operations; also a new a new Subdivision map is under development which will provide a much needed update; extensive work on the County's NG911 dataset including cooperative efforts with surrounding jurisdictions re: PSAP boundary delineation in preparation for the Q3-2020 rollout of NG911 for our County. Finally, the GIS Office continued to provide a dedication to data quality, completeness and integrity via such projects as an intersection data improvement, completed street centerline QA/QC, a Recreation & Parks Data model and the adoption of a KACE based project initiation process.

IT FIRE APPLICATIONS GROUP

In 2019 the **IT Fire Applications Group** added QA Notifications and ECC Feedback forms to the existing Fire Forms system. These provide a means for flagging activities for further review and an assurance that each item is addressed by appropriate staff. Also, a system for preparing Preplans for commercial properties was created that enforces a consistent format and a single storage repository. In 2020 a tracking system for Advanced Life Support training for fire fighters will be released and a Day Log for capturing fire fighter activity that is not related to CAD incidents is planned for 2nd quarter 2020.

SUPPORT FOR COMMUNICATIONS CENTER

IT provides in-center support for Henrico's Emergency Communications (E-911) center. This involves responsibility for three systems: The Intrado E9-1-1 on premise telephone system (aka Viper); the NICE voice recording system; and the server software for the ProQA Medical and Fire Dispatch Protocol systems. This also involves the non-GIS portion of the activities in preparation for the Next Generation 9-1-1 migration which is scheduled to occur in Q3-2020. This includes scheduled updates to both the Viper and NICE system to be coordinated with the NG911 changes and the project management activities related to these upgrade processes. Finally, IT support for the communication involves the activities of a dedicated on-site IT employee, who is an integral part of the day-to-day success of many aspects of the E-911 center and provides primary County support for the E-911 telephone system.

REAL PROPERTY

DESCRIPTION

The Real Property department plans and supervises the administration of the acquisition, leasing, and disposal of real property (real estate) for the County of Henrico, including General Government, Economic Development Authority and Schools. While managing the County’s real estate portfolio, Real Property also advises and makes recommendations to the County Manager, Deputy County Managers, the Board of Supervisors and the School Board regarding these properties and performs related work as directed. The Department’s experienced and professional staff work daily in cooperation with departments including, but not limited to, Public Utilities, Public Works, Recreation and Parks, Planning, Budget, Schools and the County Attorney’s Office to collect relevant information about particular properties and advise as to real property matters.

The department also prepares presentations for public forums such as Board of Supervisors’ Meetings, Magisterial District Meetings, and in court, when necessary. Furthermore, the Department, as directed, represents the County in negotiations with its citizens and the private sector for the acquisition and/or disposal of real estate.

OBJECTIVES

- To acquire real estate by purchase or lease at fair market value.
- To dispose of surplus real estate owned by the County at the maximum value permitted by law.
- To perform the necessary administrative duties required for the acquisition, leasing, and disposal of real property for the County Government, the County School Board and Economic Development Authority

BUDGET HIGHLIGHTS

The Real Property Department will continue to maintain the existing quality of service to the County and the public in FY2020-21. Currently, the department manages 104 County-leased properties. Included are seven leases for the Department of Mental Health & Developmental Services, which includes properties for supervised Independent

FISCAL YEAR 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 | FY20 | FY21 | Change |
|----------------------|-------------------|-------------------|-------------------|----------------|
| | Actual | Original | Approved | 20 to 21 |
| Personnel | \$ 617,789 | \$ 595,769 | \$ 448,787 | (24.7%) |
| Operation | 37,774 | 20,013 | 18,413 | (8.0%) |
| Capital | 987 | 0 | 0 | 0.0% |
| Total | <u>\$ 656,550</u> | <u>\$ 615,782</u> | <u>\$ 467,200</u> | <u>(24.1%)</u> |
| Personnel Complement | 7 | 7 | 7 | 0 |

PERFORMANCE MEASURES

| | <u>FY19</u> | <u>FY20</u> | <u>FY21</u> | <u>Change 20 to 21</u> |
|--------------------------------|-------------|--------------|-------------|----------------------------|
| Workload Measures | | | | |
| Property & Easements Purchased | \$2,191,000 | \$11,200,000 | \$1,500,000 | (9,700,000) |
| Property Leased to Others | \$724,000 | \$750,000 | \$750,000 | 0 |
| Property Leased from Others | \$1,135,000 | \$1,200,000 | \$1,200,000 | 0 |
| Leased Managed | 102 | 104 | 105 | 1 |

BUDGET HIGHLIGHTS (CONTINUED)

Living programs. In addition, the department manages leased office and/or warehouse storage facilities for various departments such as the General Registrar, General Services, Recreation & Parks, Capital Region Workforce Partnership, Schools and significant historical properties. It continues to lease to the Henrico Federal Credit Union the County property east of Dixon Powers Drive acquired for future Government Center expansion. Real Property manages approximately 39 cell tower leases and continues to receive requests to review new sites or add new cellular technology. The Department anticipates increased requests from the Department of Public Works for road, sidewalk, and drainage projects and water and sewer projects for Public Utilities.

Real Property will continue to assist the County in acquiring properties for future fire & police stations and parks, assist the Economic Development Authority in the sale or lease of its property holdings, and assist Schools in the acquisition of land and easements for new and existing schools. During FY2020-21, the Department will continue the County initiative to selectively cull surplus property inventory with the intention of returning it to the taxable land book by selling it for maximum value.

The Real Property budget for FY2020-21 is \$467,200 and represents a decrease of \$148,582 or 24.1 percent compared to the previous approved budget. The reduction in personnel and operating expenses are a part of necessary cost savings efforts across the county in response to the projected effects of Covid-19 on potential revenues.

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. 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.*

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 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
|----------------------|---------------------|---------------------|---------------------|--------------------|
| Personnel | \$ 1,212,666 | \$ 1,425,524 | \$ 1,430,107 | 0.3% |
| Operation | 435,034 | 500,796 | 484,796 | (3.2%) |
| Capital | 700 | 200 | 200 | 0.0% |
| Total | <u>\$ 1,648,400</u> | <u>\$ 1,926,520</u> | <u>\$ 1,915,103</u> | <u>(0.6%)</u> |
| Personnel Complement | 10 | 10 | 10 | 0 |

PERFORMANCE MEASURES

| | FY19 | FY20 | FY21 | Change 20 to 21 |
|----------------------------------------------|---------|---------|---------|--------------------|
| Workload Measures | | | | |
| Number of Registered Voters | 221,429 | 222,951 | 225,100 | 2,149 |
| Efficiency Measures | | | | |
| % of Manuals Published before Training | 100% | 100% | 100% | 0 |
| % of Attendance for All Chief and Assistants | 100% | 100% | 100% | 0 |
| % Accuracy of Daily Registration Reports | 100% | 100% | 100% | 0 |
| % 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 |
| % of Candidates Receiving Filing Manuals | 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.

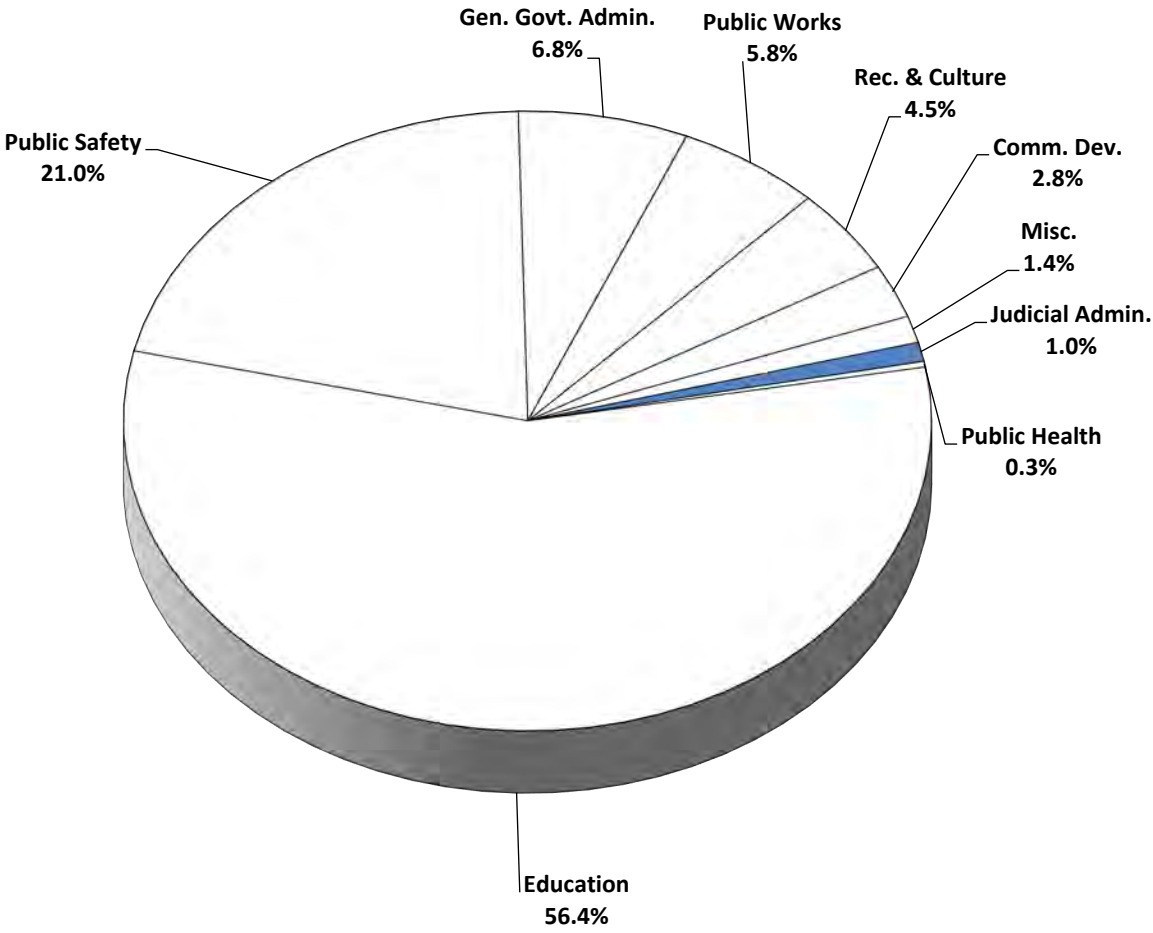
BUDGET HIGHLIGHTS

The Department's budget for FY2020-21 is \$1,915,103, which represents an overall decrease of \$11,417 or 0.6 percent compared to the FY2019-20 approved budget. The reduction in operating expenses is a part of necessary cost savings efforts across the county in response to the projected effects of Covid-19 on potential revenues.

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, opening doors for elderly and disabled voters, and other duties as assigned by the Chief Officer of Election. In the 2019 November General Election, 115 student pages, representing all nine County High Schools, earned 805 hours of community service working at the polling places. These community service hours resulted in overall savings of \$8,625 for the department.

COUNTY OF HENRICO, VIRGINIA

Judicial Administration \$9,484,894



Total General Fund
\$899,101,153

**COUNTY OF HENRICO, VIRGINIA
 JUDICIAL ADMINISTRATION - GENERAL FUND
 FY 2020-21**

| <u>Department</u> | <u>FY 18-19 Actual</u> | <u>FY 19-20 Original</u> | <u>FY 20-21 Approved</u> |
|-----------------------------------------------------|----------------------------|------------------------------|------------------------------|
| Circuit Court: | | | |
| Court Clerk | \$2,667,773 | \$2,700,823 | \$2,555,082 |
| Court Services | 633,264 | 715,649 | 714,838 |
| Total Circuit Court | <u>3,301,037</u> | <u>3,416,472</u> | <u>3,269,920</u> |
| General District Court: | | | |
| Court Services | 364,814 | 464,635 | 452,060 |
| Magistrates | 6,574 | 6,286 | 5,972 |
| Total General District Court | <u>371,388</u> | <u>470,921</u> | <u>458,032</u> |
| Juvenile and Domestic Relations District Court: | | | |
| Court Services | 108,579 | 201,025 | 101,025 |
| Juvenile Probation | 19,537 | 23,072 | 21,918 |
| Total Juvenile District Court | <u>128,116</u> | <u>224,097</u> | <u>122,943</u> |
| Commonwealth's Attorney | 5,195,491 | 5,427,026 | 5,633,999 |
| Total Judicial Administration | <u><u>\$8,996,032</u></u> | <u><u>\$9,538,516</u></u> | <u><u>\$9,484,894</u></u> |

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, divorces, disputes concerning wills and estates, controversies involving property, misdemeanor 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 2021 SUMMARY

| Annual Fiscal Plan | | | | |
|-----------------------|---------------------|---------------------|---------------------|---------------|
| Description | FY19 | FY20 | FY21 | Change |
| | Actual | Original | Approved | 20 to 21 |
| Personnel | \$ 2,283,349 | \$ 2,472,715 | \$ 2,351,974 | (4.9%) |
| Operation | 384,424 | 228,108 | 216,703 | (5.0%) |
| Capital | 0 | 0 | 0 | 0.0% |
| Total | <u>\$ 2,667,773</u> | <u>\$ 2,700,823</u> | <u>\$ 2,568,677</u> | <u>(4.9%)</u> |
| Personnel Complement* | 39 | 39 | 39 | 0 |

Note: The FY2020-21 Budget reflects the Circuit Court Clerk positions as Complement II positions.

PERFORMANCE MEASURES

| | FY19 | FY20 | FY21 | Change 20 to 21 |
|----------------------------------------------|--------|--------|--------|--------------------|
| Workload Measures | | | | |
| Civil Cases Commenced | 5,493 | 5,600 | 5,750 | 150 |
| Criminal Cases Commenced | 5,554 | 5,750 | 5,600 | (150) |
| Number of Wills and Administrations Recorded | 994 | 1,000 | 1,020 | 20 |
| Number of Instruments Recorded in Deed Books | 40,194 | 41,000 | 41,500 | 500 |
| Marriage Licenses Issued | 1,969 | 2,000 | 2,100 | 100 |
| Number of Judgments Docketed | 17,567 | 18,500 | 18,650 | 150 |
| Concealed Weapon Permits Issued | 3,230 | 3,600 | 3,500 | (100) |

BUDGET HIGHLIGHTS

The Circuit Court Clerk's budget of \$2,568,677 represents a decrease of \$132,146 or 4.9 percent from the FY2019-20 approved budget. This decrease is driven by a reduction in the personnel component and reflecting increased benefit costs offset by the projected impact of the pandemic related hiring freeze. The operating component was also reduced by \$11,405 or 5.0 percent to assist the County in offsetting the projected revenue reductions related to the pandemic.

| Fiscal Year | State Funding | County Funding | % County |
|-------------|---------------|----------------|----------|
| 2010-11 | 1,156,485 | 1,178,984 | 50.5% |
| 2011-12 | 1,138,564 | 1,322,374 | 53.7% |
| 2012-13 | 1,160,474 | 1,318,458 | 53.2% |
| 2013-14 | 1,226,908 | 1,255,521 | 50.6% |
| 2014-15 | 1,185,219 | 1,394,247 | 54.1% |
| 2015-16 | 1,258,458 | 1,330,081 | 51.4% |
| 2016-17 | 1,274,703 | 1,405,108 | 52.4% |
| 2017-18 | 1,304,033 | 1,468,495 | 53.0% |
| 2018-19 | 1,296,933 | 1,378,163 | 51.5% |
| 2019-20* | 1,300,000 | 1,400,823 | 51.8% |
| 2020-21* | 1,270,000 | 1,298,677 | 50.5% |

*FY20 and FY21 forecasted estimates.

The table reflects actuals for FY2010-11 through FY2018-19 as well as the budget forecast for FY2019-20 and FY2020-21 for both State and County funding. In FY2010-11, the State was contributing \$1,156,485 or 49.5 percent. By comparison, in FY2018-19 the State contributed \$1,296,933 or 48.5 percent. This represents a 1.0 percent decrease in the share of total funding over this time period. State funding represents only those reimbursements provided by the Compensation Board and excludes Clerk Excess Fees, State Recordation Taxes, and the Clerk's Technology Trust 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.

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.

In 2014, the Clerk implemented an on-line system for Officers of the Court to remotely access criminal and civil records. This system is offered to attorneys and their staff by a paid subscription.

In 2016, the Clerk's Office expanded the use of credit cards to the Record Room, Civil Division, Probate Department, and Concealed Weapon Permits. Three informational pamphlets were created for the Probate, Record Room, and the Civil division to give customers a helpful resource. Record Room staff scanned forty years of State Highway Plat Books and made them available on-line, which saved \$20,450 in outside vendor costs. The office received two grants from the Library of Virginia to digitalize and restore two older books, which were showing signs of deterioration.

In 2017, the Clerk's Office added 17 years to the digitalized land record system, with grantor/grantee images going back to January 1973. The office also began e-recording four basic document types in the Record Room. Also, in 2017, the Clerk's Office was awarded a 2nd grant, from the Library of Virginia, to both digitalize and restore two older books. The Clerk's Office replaced all the aging recording equipment in each of the five Circuit Courts, which includes handheld audio devices for the hearing impaired. Hundreds of hours were spent shredding both used and unused primary, special election, and general election ballots.

In 2018, the Clerk's Office continued to digitize records to make them more accessible, prevent further deterioration of the aging books, and help with disaster recovery efforts. Another 26 years of land record images were added to the digital system, which now span back to 1947. This addition has enabled title examiners to perform residential and commercial searches via the internet. The Clerk's Office also added digital will indexes dating back to 1781, so users can easily locate the will's book and page numbers. Military discharge documents were all digitized too. The Clerk's Office received its 3rd consecutive Library of Virginia grant to refurbish two older books from the late 1800s which were starting to deteriorate. The two books were also scanned as digital images to protect Henrico's history. 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 to protect this important part of Henrico County's history. Verification will take until 2020 but once complete these records will be made available to the public. Further improvements include the Record Room accepting all real estate filings through e-recording, 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. This tool allows the Office to provide copies and certified copies using electronic certifications and signatures within hours of a request. This method is much more cost efficient and less time intensive than the traditional paper copies, hand stamped certifications, and eliminates mail delays.

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 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
|----------------------|-------------------|-------------------|-------------------|--------------------|
| Personnel | \$ 575,610 | \$ 649,905 | \$ 663,994 | 2.2% |
| Operation | 57,654 | 64,344 | 49,444 | (23.2%) |
| Capital | 0 | 1,400 | 1,400 | 0.0% |
| Total | <u>\$ 633,264</u> | <u>\$ 715,649</u> | <u>\$ 714,838</u> | <u>(0.1%)</u> |
| Personnel Complement | 9 | 9 | 9 | 0 |

PERFORMANCE MEASURES

| | Performance Measures | | | Change 20 to 21 |
|--------------------------------------------|----------------------|-------|-------|--------------------|
| | FY19 | FY20 | FY21 | |
| Workload Measures | | | | |
| Full Time Judges | 5 | 5 | 5 | 0 |
| Jury Commissioners | 6 | 6 | 6 | 0 |
| Citizens Eligible to Serve as Petit Jurors | 7,750 | 7,750 | 7,750 | 0 |
| Citizens Called to Serve as Petit Jurors | 7,219 | 7,300 | 7,300 | 0 |
| Jury Panels | 800 | 800 | 800 | 0 |
| Grand Jurors Called to Serve | 107 | 108 | 108 | 0 |
| Grand Jurors on Master Panel | 93 | 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 four 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 approved budget for FY2020-21 is \$714,838. This represents a decrease of \$811 or 0.1 percent from the FY2019-20 budget.

The personnel component shows an increase due to rising healthcare and retirement costs. The total operating budget of \$49,444 reflects a decrease of \$14,900 or 23.2 percent. The capital component remains flat from the previous fiscal year. These decreases are a direct result of the economic downturn due to the COVID-19 health emergency.

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 2019 Caseload Statistical Information, the caseload for the Fourteenth Circuit showed 13,792 cases (civil and criminal) commenced in 2019, with an average of 2,758 per judge. There were 5,767 total criminal cases commenced, with an average of 1,153 per judge. There were 8,025 civil cases (which includes the misc. and other category) commenced, with an average of 1,605 per judge. The total number of cases (civil and criminal) concluded was 13,855 in 2019, with an average of 2,771 per judge.

In addition, 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 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 exercises original jurisdiction over all misdemeanor cases and has jurisdiction over civil matters where less than twenty-five thousand dollars is involved. Preliminary hearings in felony cases are also conducted in this court. The average monthly caseload for the Court is 8,000 new cases. In addition to new cases, the Clerk's Office processes an average of 3,000 witness subpoenas, 300 requests for certified copies of prior convictions, 110 requests for restricted licenses, 50 protective orders, 1,000 garnishments, 800 requests for civil abstracts, and 800 writs of possession monthly. The Clerk's Office also assists citizens with phone inquiries and in-person visits averaging 7,000 phone calls and 2,000 walk-ins monthly. General District Court judges preside over traffic cases and certain violations of the County Code. 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, and support for the General District Court.

OBJECTIVES

- To ensure the efficient operation of the General District Court through support of the activities of the Clerk's office.
- To maintain accurate and timely court records.
- To maintain an accurate accounting of court fund.
- To provide adequate maintenance, storage and retrieval of court records.

FISCAL YEAR 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
|----------------------|-------------------|-------------------|-------------------|--------------------|
| Personnel | \$ 104,094 | \$ 213,147 | \$ 213,147 | 0.0% |
| Operation | 260,720 | 251,488 | 238,914 | -5.0% |
| Capital | 0 | 0 | 0 | 0.0% |
| Total | <u>\$ 364,814</u> | <u>\$ 464,635</u> | <u>\$ 452,061</u> | <u>-2.7%</u> |
| Personnel Complement | N/A | N/A | N/A | N/A |

* Full-time Personnel expenses are paid by the Commonwealth of Virginia

PERFORMANCE MEASURES

| Performance Measures | | | | |
|--------------------------------|-------------|-------------|-------------|----------------------------|
| | <u>FY19</u> | <u>FY20</u> | <u>FY21</u> | <u>Change 20 to 21</u> |
| Workload Measures | | | | |
| Total New Cases Filed | 113,429 | 125,756 | 125,756 | 0 |
| Total New Criminal Cases Filed | 16,962 | 17,750 | 17,750 | 0 |
| Total New Civil Cases Filed | 38,862 | 39,663 | 39,663 | 0 |
| Total New Traffic Cases Filed | 56,173 | 68,343 | 68,343 | 0 |
| Number of Full-Time Judges | 5 | 5 | 5 | 0 |

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

BUDGET HIGHLIGHTS

The General District Court's approved budget for FY2020-21 totals \$452,061. The Personnel component of the budget will remain flat for FY2020-21. The operating budget has decreased by 5 percent to mitigate the impact of the of the health emergency created by COVID-19. The capital budgets remain flat from the previous fiscal year.

In 2019, the County began providing supplemental compensation for the thirty-seven state Deputy Clerks in order to assist with recruitment and retention within the General District Court Clerk's Office. This support continues in the FY2020-21 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 37 employees. The fifth judge was appointed by the General Assembly during the 2015 session and began November 1, 2015. 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.

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

The Magistrate’s proposed budget for FY2020-21 decreased to \$5,972. Funding in FY2020-21 represents a 5 percent decrease in the daily operation budget for thirteen Magistrates. The new funding is due to the needed reductions from the COVID-19 outbreak. 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 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
|------------------------|-----------------|------------------|------------------|--------------------|
| Personnel | \$ 0 | \$ 0 | \$ 0 | 0.0% |
| Operation | 6,091 | 6,286 | 5,972 | (5.0%) |
| Capital | 483 | 0 | 0 | 0.0% |
| Total | \$ 6,574 | \$ 6,286 | \$ 5,972 | (5.0%) |
| Personnel Complement * | N/A | N/A | N/A | N/A |

*Personnel Expenses are paid by the Commonwealth of Virginia.

JUVENILE & DOMESTIC RELATIONS DISTRICT COURT

DESCRIPTION

The Juvenile and Domestic Relations District Court exercises original jurisdiction over cases involving persons less than 18 years of age and all members of their families regardless of age. This court also holds jurisdiction over other cases involving adults related by blood or marriage to persons under the age of 18, including spousal abuse, custody, visitation, and support. The Juvenile Court differs from other courts in their commitment to rehabilitate those who come before the court, in addition to protecting the public and holding juvenile offenders accountable for their behavior.

The Judges of the Juvenile and Domestic Relations District Court are elected by the General Assembly for a term of six years. The Judges, Clerk, and Deputy Clerks are paid directly by the Commonwealth. The County provides space, furniture, and support for the court. Currently, five full-time judges preside over the Henrico County Juvenile and Domestic Relations District Court.

OBJECTIVES

- To continue making enhancements to the customer service area of the Clerk's office to provide more efficient service delivery to the public.
- To evaluate and implement innovative technology available for the Juvenile and Domestic Relations District Court.
- To continue to provide training opportunities to staff to improve services to the public.
- To ensure the efficient and effective operation of the Juvenile and Domestic Relations District Court for the citizens of Henrico County.

FISCAL YEAR 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
|-----------------------|-------------------|-------------------|-------------------|--------------------|
| Personnel | \$ 18,886 | \$ 0 | \$ 0 | 100.0% |
| Operation | 84,388 | 197,275 | 97,275 | (50.7%) |
| Capital | 5,305 | 3,750 | 3,750 | 0.0% |
| Total | \$ 108,579 | \$ 201,025 | \$ 101,025 | (49.7%) |
| Personnel Complement* | N/A | N/A | N/A | N/A |

*Full-time personnel expenses are paid by the Commonwealth of Virginia.

PERFORMANCE MEASURES

| | <u>FY19</u> | <u>FY20</u> | <u>FY21</u> | <u>Change 20 to 21</u> |
|-------------------------------|-------------|-------------|-------------|----------------------------|
| Workload Measures | | | | |
| Cases filed in Juvenile Court | 16,869 | 14,349 | 15,000 | 651 |
| Efficiency Measures | | | | |
| Caseload per Judge* | 3,374 | 2,870 | 3,000 | 130 |

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

BUDGET HIGHLIGHTS

The FY2020-21 budget for the Juvenile and Domestic Relations District Court is \$101,025. These funds support the operational needs of the five judges and their staff, whose salaries are funded by the State. The reduction of \$100,000 in operating expenses is a part of necessary cost savings in response to the projected effects of COVID-19 on revenues.

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 FY2020-21 is \$21,918, which reflects a decrease of \$1,154 or 5.0 percent. The reduction in operating expenses is a part of necessary cost savings efforts across the county in response to the projected effects of Covid-19 on potential revenues.

FISCAL YEAR 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
|------------------------|------------------|------------------|------------------|--------------------|
| Personnel | \$ 0 | \$ 0 | \$ 0 | 0.0% |
| Operation | 19,573 | 23,072 | 21,918 | (5.0%) |
| Capital | 0 | 0 | 0 | 0.0% |
| Total | <u>\$ 19,573</u> | <u>\$ 23,072</u> | <u>\$ 21,918</u> | <u>(5.0%)</u> |
| Personnel Complement * | N/A | N/A | N/A | N/A |

*Personnel expenses are paid by the Commonwealth of Virginia.

PERFORMANCE MEASURES

| | <u>FY19</u> | <u>FY20</u> | <u>FY21</u> | <u>Change 20 to 21</u> |
|---------------------------|-------------|-------------|-------------|----------------------------|
| Workload Measures | | | | |
| Total Juvenile Complaints | 2,066 | 1,938 | 2,000 | 62 |
| Total Domestic Complaints | 4,421 | 4,674 | 4,700 | 26 |

BUDGET HIGHLIGHTS (CONTINUED)

Community Programs to include 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.

As of January 28, 2020, the Court Services Unit had 703 open cases in various levels of supervision. Although probation placement has decreased, the remaining cases are high and moderate risk cases.

COMMONWEALTH'S ATTORNEY

DESCRIPTION

The Commonwealth's Attorney is an elected Constitutional Officer responsible for prosecuting criminal offenses that occur in Henrico County. 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.
- To work with other criminal justice agencies to strengthen juvenile prosecutions and crime prevention.
- To make the public aware of Virginia Exile laws and enforce them appropriately.
- To train local law enforcement agencies in criminal law and criminal procedures.

FISCAL YEAR 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 | FY20 | FY21 | Change |
|----------------------|---------------------|---------------------|---------------------|-------------|
| | Actual | Original | Approved | 20 to 21 |
| Personnel | \$ 4,978,937 | \$ 5,246,639 | \$ 5,463,612 | 4.1% |
| Operation | 216,274 | 173,707 | 170,387 | (1.9%) |
| Capital | 280 | 6,680 | 0 | (100.0%) |
| Total | <u>\$ 5,195,491</u> | <u>\$ 5,427,026</u> | <u>\$ 5,633,999</u> | <u>3.8%</u> |
| Personnel Complement | 51 | 53 | 56 * | 3 |

*Includes three Assistant Attorney positions added in the December 2019 Budget Amendment. The Commonwealth's Attorney's office maintains the budget for fifty-seven positions including 23 complement I, 32 complement II, 1 complement III, and 1 complement IV positions. The complement III position is excluded from the Personnel Complement listed above. Positions for Victim/Witness and Special Drug Prosecutor are included in narratives elsewhere in this budget.

PERFORMANCE MEASURES

| | <u>FY19</u> | <u>FY20</u> | <u>FY21</u> | <u>Change 20 to 21</u> |
|---------------------------------------|-------------|-------------|-------------|----------------------------|
| Workload Measures | | | | |
| Circuit Court Defendants | 1,390 | 1,500 | 1,450 | (50) |
| Show Cause Hearings | 944 | 950 | 975 | 25 |
| Misdemeanor Appeals | 680 | 900 | 700 | (200) |
| General District Court Criminal Cases | 46,175 | 46,500 | 46,500 | 0 |
| General District Court Traffic Cases | 77,022 | 80,000 | 78,000 | (2,000) |
| Juvenile Court Misdemeanors | 1,771 | 1,750 | 1,500 | (250) |
| Juvenile Court Felonies | 569 | 650 | 600 | (50) |
| Effectiveness Measure | | | | |
| Circuit Court Indictments | 2,315 | 2,600 | 2,400 | (200) |

BUDGET HIGHLIGHTS

The Commonwealth's Attorney's Office budget for FY2020-21 totals \$5,633,999, representing an overall increase of \$206,973 or 3.8 percent when compared to the FY2019-20 budget. The personnel component increased 4.1 percent and reflects the projected impact of the pandemic related hiring freeze offset by rising healthcare costs, and three attorney positions added by budget amendment in December 2019 addressing the increased workload for the office. The operating and capital components decreased by a combined total of \$10,000 to help cope with projected pandemic related revenue shortfall.

This table presents a historical depiction of budgeted State funding for the Commonwealth's Attorney's Office:

| Fiscal Year | State Funding | County Funding | % State |
|--------------------|----------------------|-----------------------|----------------|
| 2011-12 | 1,560,000 | 3,071,213 | 34% |
| 2012-13 | 1,560,000 | 2,790,490 | 36% |
| 2013-14 | 1,907,000 | 2,591,214 | 42% |
| 2014-15 | 1,877,000 | 2,573,112 | 42% |
| 2015-16 | 1,877,000 | 2,602,046 | 42% |
| 2016-17 | 2,025,000 | 2,554,003 | 44% |
| 2017-18 | 2,075,000 | 2,743,141 | 43% |
| 2018-19 | 2,150,000 | 2,862,655 | 43% |
| 2019-20 | 2,175,000 | 3,227,026 | 40% |
| 2020-21 | 2,100,000 | 3,533,999 | 37% |

DEPARTMENTAL HIGHLIGHTS

In FY2020-21, the Commonwealth's Attorney's Office will continue to prosecute traffic and criminal cases 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, proactively as well as reactively, by ensuring that those who commit crimes are held accountable. 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. Enforcing Virginia's Exile laws will continue in FY2020-21 to reduce violent gun crimes.

The Compensation Board of the Commonwealth of Virginia provides funding for Constitutional Offices including Commonwealth Attorneys. The funded staffing for Henrico County's office is 39 positions including 20 attorneys. The FY2020-21 budget includes 56 positions, which is 17 more than are funded by the Compensation Board, and it should be noted that 14 of these positions are attorneys. County funded staff increased by five positions since FY2018-19 including four attorneys and one paralegal. There is also one federally funded attorney position that is not included in the numbers cited above. The Victim Witness and Special Drug Prosecutor functions, including position counts, are discussed in separate narratives within this document.

In 2019, the General Assembly amended the State budget to include a provision mandating localities maintain one Assistant Commonwealth's Attorney for every 75 body-worn-cameras used by law enforcement. The provision states, "(h)owever, with the consent of the Commonwealth's Attorney, a locality may provide their Commonwealth's Attorney's office with additional funding, using a different formula than stated above, as needed to accommodate the additional workload resulting from the requirement to review, redact and present footage from body worn cameras." While the office was instrumental in providing data to the General Assembly that led to the recommended staffing ratio, the proposed staffing of the Commonwealth's Attorney's Office is sufficient for reviewing all camera footage.

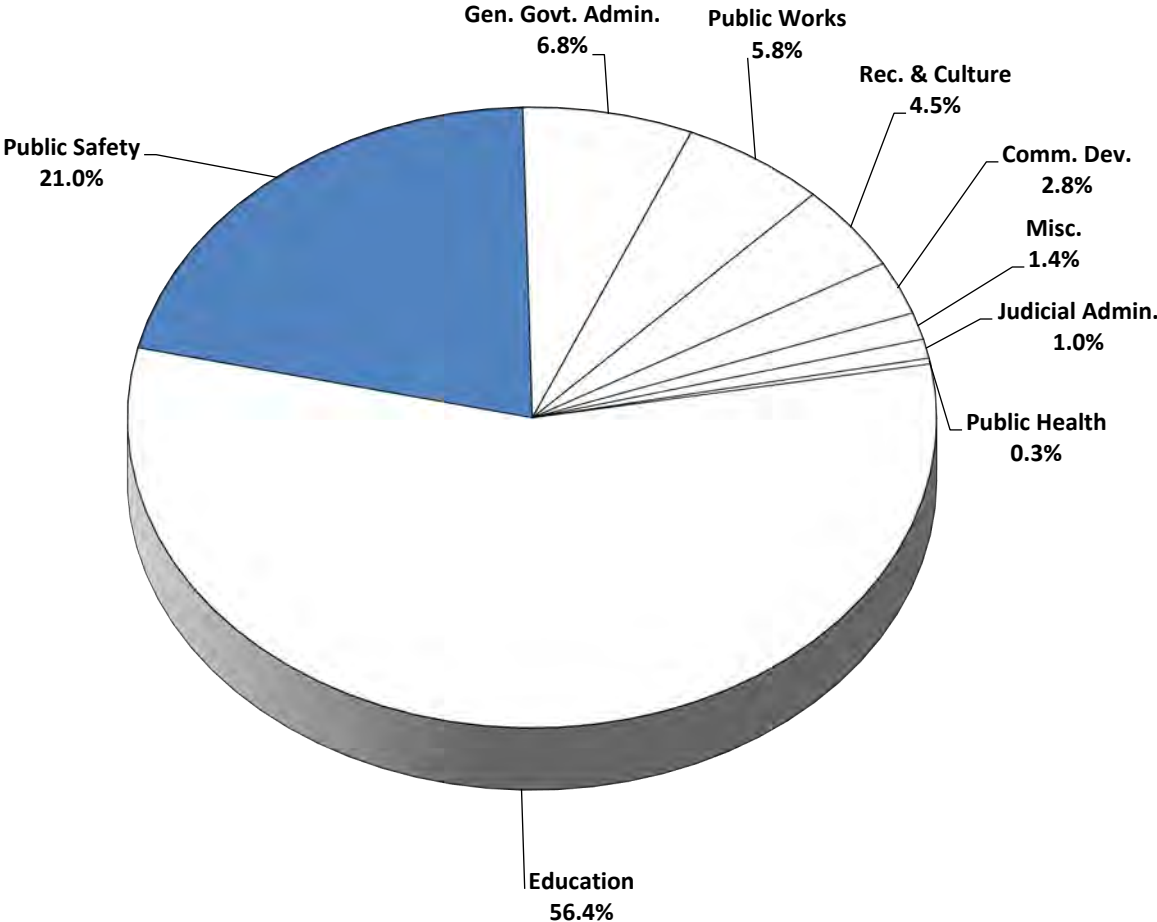
The office is also presently implementing the comprehensive and labor-intensive Circuit Court Discovery Rule changes required by the Virginia Supreme Court to go into effect on July 1, 2020. However, the Department is implementing the new rules immediately in order to work with the Circuit Court judges and Clerk's Office for a smoother transition. The efforts are also being used as an informal pilot project for other prosecution offices across the Commonwealth to use as a guide and model.

Additionally, with the support of the County administration, the office is working with the Sheriff's Office to address the jail overpopulation issue by working to find alternative treatment and other diversion opportunities. Lastly, the Office will ensure it provides the necessary resources to the Commonwealth's Attorney's office to support public safety needs.

COUNTY OF HENRICO, VIRGINIA

Public Safety

\$196,564,081



Total General Fund

\$899,101,153

**COUNTY OF HENRICO, VIRGINIA
PUBLIC SAFETY - GENERAL FUND
FY 2020-21**

| <u>Department</u> | <u>FY 18-19 Actual</u> | <u>FY 19-20 Original</u> | <u>FY 20-21 Approved</u> |
|-----------------------|----------------------------|------------------------------|------------------------------|
| Division of Police: | 78,284,281 | 79,407,963 | 80,313,716 |
| Division of Fire: | 62,201,947 | 64,769,866 | 66,838,937 |
| Sheriff: | 46,967,893 | 42,431,206 | 42,383,409 |
| Juvenile Detention | 2,348,063 | 2,381,481 | 2,357,538 |
| Building Inspections: | 4,393,737 | 4,774,832 | 4,670,481 |
| Total Public Safety | <u>\$194,195,921</u> | <u>\$193,765,348</u> | <u>\$196,564,081</u> |

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 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 achieve total professionalism through training, commitment, and action within the rule of law in response to the needs of the community.
- To establish as a cornerstone of all Division endeavors, a partnership with the community based upon mutual trust and integrity.

FISCAL YEAR 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
|-----------------------|----------------------|----------------------|----------------------|--------------------|
| Personnel | \$ 71,483,904 | \$ 71,264,411 | \$ 72,577,342 | 1.8% |
| Operation | 6,283,120 | 7,898,557 | 7,520,429 | (4.8%) |
| Capital | 517,257 | 244,995 | 215,945 | (11.9%) |
| Total | <u>\$ 78,284,281</u> | <u>\$ 79,407,963</u> | <u>\$ 80,313,716</u> | <u>1.1%</u> |
| Personnel Complement* | 855 | 863 | 863 | 0 |

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

PERFORMANCE MEASURES

| | FY19 | FY20 | FY21 | Change 20 to 21 |
|----------------------------|---------|---------|---------|--------------------|
| Workload Measures | | | | |
| Total Calls for Service | 208,950 | 211,395 | 213,868 | 2,473 |
| Number of Animal Calls | 16,997 | 17,196 | 17,397 | 201 |
| Number of Part I Crimes | 8,608 | 8,709 | 8,811 | 102 |
| Number of Criminal Arrests | 21,519 | 21,771 | 22,026 | 255 |
| Number of Traffic Arrests | 47,191 | 47,743 | 48,302 | 559 |

OBJECTIVES (CONT)

- To eliminate opportunity for crime and reduce fear of crime through Intelligence-Led Policing (ILP) and the Division's policing strategy Technology Enhanced Modern Policing Operations (TEMPO). TEMPO is the efficient use of intelligence in deployment and resources to effectively prevent, deter, and respond to crime and quality of life concerns.
- 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.
- To hold all division personnel accountable to the highest standards of conduct in performing Police's services to the community and embracing the ideals of the division's Constitution and democratic society.
- To provide the Division's employees with an environment in which to work that is sensitive to their needs and conducive to the accomplishment of the highest quality work.

BUDGET HIGHLIGHTS

The FY2020-21 proposed budget for the Police Division totals \$80,313,716, representing an overall increase of \$905,753 or 1.1 percent from the previous approved budget. The personnel component increased by \$1,312,931 or 1.8 percent from the previous approved fiscal year reflecting increased health care costs.

Included in the Police Complement are sixteen communication officer positions whose salary and benefits are 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. The State cellular tax is \$0.75 per month charged to each cellular phone.

The operating component is funded at \$7,520,429 in FY2020-21 a decrease of \$378,128 or 4.8 percent from the previous fiscal year. This decrease supports an overall 5.0 percent reduction in Operating expenses county-wide due to projected reductions in revenues associated with impacts of the pandemic.

The capital component totals \$215,945 a reduction of \$29,050 or 11.9 percent under last fiscal year. Additionally, the vehicle replacement program in the capital portion of the budget will be suspended this year. This is intended to be a one-time reduction and it is anticipated this will be restored in FY2021-22.

DEPARTMENTAL HIGHLIGHTS

AWARDS AND RECOGNITION

The Police Division retains recognition as a professional law enforcement agency through its efforts to maintain international accreditation. At the close of 2019, the Police Division is one of only 20 agencies worldwide to have achieved this designation.

In 2019, the Police Division placed first in the Virginia Association of Chiefs of Police Law Enforcement Challenge for the Best Traffic Safety Program. This is the 15th consecutive year the Police Division earned the first-place award at the state level.

In December of 2019, the Criminal Justice Services Board of the Virginia Department of Criminal Justice Services recertified Henrico County as a Certified Crime Prevention Community (CCPC). This is the County's fifth recertification since its initial certification in 2003. The County will submit for recertification again at the end of 2022. The goal of the CCPC program is to publicly recognize and certify localities that implement a defined set of community safety strategies as part of a comprehensive community safety/crime prevention effort. To obtain certification and recertification, a locality must meet twelve core community safety elements/strategies augmented by a minimum of seven approved optional elements. This recertification is a major accomplishment and a true example of the many partnerships within Henrico County.

OFFICER SAFETY INITIATIVES

In FY2018-19, the Division implemented an Officer Safety Plan with updated body worn camera and TASER technology. The Police Division has continued to build on this plan by adding Computer Assisted Design (CAD) Integration to the Body Worn Camera Program. The Axon Body Worn Camera Program will match an officer's video to his or her assigned call for service, with no additional action from the officer. This has improved the accuracy of retention, provided consistent labeling of videos, and assisted in gathering videos from multiple officers on a single call for service. This program has also significantly reduced the administrative data entry for the frontline officer.

Extending officer safety beyond the physical hazards of the job, the Division implemented a Critical Incident Response/Peer Support Team to provide resources, information, education and support to Police Division members who encounter multiple and varied stressful situations in the performance of their duties. This initiative is an integrated approach involving multiple resources such as Critical Incident Stress Management (CISM) and Stress First Aid – a comprehensive response to traumatic events, critical incidents, and peer support. In November 2019, the Police Division received certification from the Virginia Department of Health, Office of Emergency Medical Services for the Critical Incident Response/Peer Support Team, recertification occurs every 3 years.

COMMUNITY SAFETY INITIATIVES

The Police Division remains committed to ensuring a safer community. Patrol units now respond to an average of nine mental health calls a day, and these calls are often complex and time and labor intensive. To mitigate the growing demand for resources related to these crises, provide better service to consumers and the community, and to protect the safety of officers, the Police Division staffs several collaborative initiatives addressing mental health crises and recovery.

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. This team responds to citizens in psychiatric crisis with the goal of avoiding unnecessary hospitalization or incarceration. The County's CIT Crisis Receiving Center (CRC) is located at Parham Doctors' Hospital and is staffed by CIT trained police officers, Henrico Mental Health Emergency Services clinicians, a peer specialist and medical staff. In calendar year 2019, out of 881 individuals seen at the CRC, 662 were placed under a temporary detention order. The others were offered alternative services or were hospitalized voluntarily. The CRC staff has assisted more than 5,552 residents since December 2012. As demand has increased, the CRC is now open 24 hours a day, seven days a week.

Another component of Henrico County's CIT program is the community response continuum and the STAR teams (Services to Aid Recovery). This program is a coordinated outreach initiative between CIT trained police officers, Fire, Sheriff, and Mental Health clinicians and Henrico Public Schools. The STAR team includes utilization of other county agencies such as the Henrico Department of Social Services, Building Inspections, Community Advocacy Groups and Community Maintenance to help resolve the needs of consumers while minimizing the number of emergency calls they generate. Additionally, the Youth STAR team brings together schools, law enforcement, mental health, and other resources to identify and attempt to prevent youth with mental health conditions from entering the juvenile justice system. School security teams and school resource officers attend the STAR team meetings on a weekly basis and conduct visits with students as needed. Combined, the two STAR teams average seven to eight visits per day and saw approximately 2,920 consumers in 2019, a 32% increase from 2018.

Henrico's CIT team has consistently remained on the forefront of crisis intervention care and has shared their knowledge and success stories with others. To date, the team has trained 1,966 first responders from 39 jurisdictions or agencies. CIT instructors offered over 424 hours of instruction in the many CIT training initiatives including the CIT Basic Class, the CIT Refresher Class, the CIT Regional Train-the-Trainer, and basic academies for police, communications, and Henrico County Security in the General Services Department. CIT Refresher classes have been delivered to 492 first responders previously trained in the CIT Basic Class. Additionally, Henrico County's CIT instructors offered Mental Health First Aid for Public Safety (MHFA-PS) trainings this year to 52 first responders, for a total of 192 first responders who have now been trained in this model.

In 2018, the Division created the Threat Assessment Team (TAT). Threat assessment is the process of documenting and evaluating identified threats in a coordinated manner to interrupt people on a pathway to commit violence in schools, workplaces, houses of worship, transportation centers, shopping malls, government agencies, and other public gathering sites. The TAT ensures the necessary follow-up is conducted and appropriate Police Division assignments are made until the threat has been properly mitigated. Case examples could include a social media threat to commit a mass shooting or a threat to bomb a school. The TAT team consists of trained supervisory personnel from several internal police disciplines, to include CIT, School Services, Patrol, Crime Analysis and Strategic Evaluation (CASE) Unit, and the Criminal Investigations Section. Since its inception, the TAT has conducted 195 threat assessments.

OUTREACH AND ENGAGEMENT

Recruiting qualified police officers that represent the diversity of Henrico County remains a top priority for the Police Division. The Division has maintained its expanded recruiting team throughout FY2019-20 and will continue to do so in FY2020-21. During the first half of FY2019-20, the Division's Recruiting Team attended over 60 recruiting events and job fairs at various colleges, community events, and military bases (local, statewide, and out-of-state). The Division hosted four recruiting Open House events at the Public Safety Building, the Eastern Henrico Recreation

Center, and the Varina Library, and engaged in other recruiting initiatives involving Henrico County Public Schools Career and Tech programs, focusing on upcoming graduates. The Division also continues to actively recruit at various military bases and was named a Top “Best for Vets” Employer in 2019.

In 2019, the Division created the Citizens’ Recruiting Advisory Board to engage local community stakeholders in discussions on best practices for improving and enhancing the Division’s vision for service and to enhance collaboration with its community partners. The Board has provided guidance on recruiting, community relations, and transparency, and has served as a focus group for development of the Division vision and mission. The Division also collaborated with one of the members of the Board to produce a contemporary college textbook on Policing perceptions versus reality.

The Police complement includes a total of thirty-five School Resource Officers. The School Resource Officer Program is a joint effort between the Police Division and the Henrico County Public Schools. Henrico County Public Schools provides funding for seventeen of these Officers while the Police Division funds the remaining eighteen School Resource Officer positions. In Henrico County, at least one School Resource Officer is assigned to every high school and middle school. All School Resource Officers (SRO) and Supervisors receive forty hours of in-service training annually to certify or recertify as Juvenile Services Officers. This specific regimen of training was established by the Police Division to set a new precedent regarding how School Resource Officers engage both students and parents in a school environment. Some examples of this forty-hour block of instruction consisted of Cultural Influences on Teenagers, Youth Mental Health and Emotional Issues, Interacting with Students with Disabilities and Special Needs, and Conflict De-Escalation.

The Police Division supports the Police Athletic League (PAL) by providing three 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, mentoring students and supporting 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 is open to all Henrico County youth.

Throughout the year, the Police Division supports a wide variety of additional community outreach and engagement efforts including rabies clinics, National Night Out block parties, International Walk to School Day and other pedestrian safety initiatives, Shred-It document shredding and fraud prevention events, Prescription Drug Take Back events, the Faith-based Community Coalition, and the Henrico County Community Day. The Division hosts annual Citizen, Senior Citizen, and Youth Academies to educate members of the community about the functions of the Police Division and to further support the Division’s mission of providing a safe and thriving Henrico.

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, 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 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 | FY20 | FY21 | Change |
|----------------------|----------------------|----------------------|----------------------|-------------|
| | Actual | Original | Approved | 20 to 21 |
| Personnel | \$ 55,151,796 | \$ 57,128,402 | \$ 59,579,546 | 4.3% |
| Operation | 6,565,257 | 7,046,823 | 6,319,982 | (10.3%) |
| Capital | 484,894 | 594,641 | 939,409 | 58.0% |
| Total | <u>\$ 62,201,947</u> | <u>\$ 64,769,866</u> | <u>\$ 66,838,937</u> | <u>3.2%</u> |
| Personnel Complement | 596 | 601 | 623 * | 22 |

*Complement includes 22 positions staffing Firehouse 20.

PERFORMANCE MEASURES

| | <u>FY19</u> | <u>FY20</u> | <u>FY21</u> | <u>Change 20 to 21</u> |
|----------------------------------------|-------------|-------------|-------------|----------------------------|
| Workload Measures | | | | |
| Total Calls for Service | 48,004 | 49,148 | 50,130 | 982 |
| Total EMS and Rescue Calls for Service | 39,965 | 40,036 | 40,836 | 800 |
| Fire Incidents | 637 | 750 | 750 | 0 |
| Fires per 1,000 Population | 2 | 2 | 2 | 0 |

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 budget for FY2020-21 is \$66,838,937 representing an increase of \$2,069,071 or 3.2 percent from the previous approved budget. The personnel component increased by \$2,451,144 or 4.3 percent and includes \$1,605,356 for 22 additional positions including eighteen firefighters, three lieutenants, and a captain needed to staff Firehouse 20, along with rising health care costs for the division.

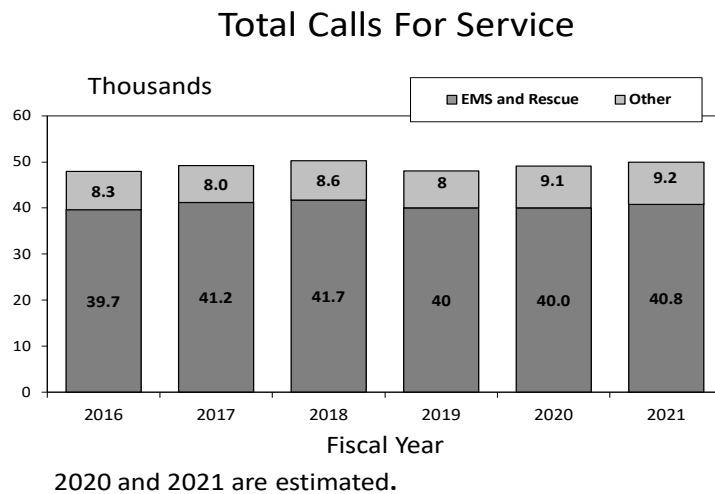
Despite contractually based increases in some areas of the budget, the combined operating and capital components were reduced by \$382,073 or 5.0% to address expected revenue reductions due to the pandemic.

The 5.0 percent reduction was taken more on the operating component by reducing it by \$726,841 or 10.3 percent from last fiscal year making the operating budget total \$6,319,982. This allowed a shift to the capital budget of \$939,409, which increases by \$344,768 or 58.0 percent primarily to pay for defibrillators and CPR devices purchased using the capital lease program, the extrication equipment lease, replacement self-contained breathing bottles, and replacement fire hoses and nozzles. Additionally, \$12,000 was also added to the extrication lease as part of the contractual increase cited above.

The Capital Improvement Plan (CIP) budget, found elsewhere in this document, contains no funding for the Division's apparatus replacement program. This normally allows for the regular replacement of apparatus including ambulances, engines, and specialty support units, but has been suspended in FY2020-21 due to expected impacts of the pandemic on County revenues.

DEPARTMENTAL HIGHLIGHTS

In FY2020-21, 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 call volumes, 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 FY2020-21, \$209,050 of 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 \$205,000 in “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

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 FY2020-21 budget continues to allocate resources to ensure a systematic replacement approach. Funding of \$255,000 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 \$21,000 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.

TRAINING PROGRAMS

Streamlining and enhancing training continues to be a priority in the Division of Fire. The Division is designated as a self-certifying agency by the Commonwealth of Virginia Department of Fire Programs. This status allows Division training staff the ability to plan, develop, and deliver training programs that meet the specific training needs of the Division of Fire while ensuring compliance with National Board on Fire Service Professional Qualifications standards. Since FY2009-10, the Division of Fire’s Training section has conducted thirteen Recruit Academies, putting more than

226 new firefighters through a six-month Basic Firefighter Recruit Academy. The training section has also spearheaded officer training and EMS training for incumbent members and regional partners. In 2019, the Division hosted the Henrico Fire Officers academy for the third year since its inception in 2018, bringing together nearly 50 Henrico Company Officers and others from the region. In partnership with Bon Secours, VCU Health System, and Chesterfield Fire and EMS, the EMS Expo provided 906 providers with an opportunity to attend innovative classes for continuing education credit. Over 4,000 EMS providers have attended the Expo since its inception.

COMMUNITY PREPAREDNESS

Enhancing community preparedness continues to be a priority for the Division of Fire. The Division's Office of Emergency Management (OEM) continues to protect citizens and businesses of Henrico County by promoting awareness and assisting in the development of community resilience through coordinated planning efforts. OEM works with County agencies to help coordinate resources in large scale disasters through the Emergency Operations Center and offers training to County staff ranging from general disaster preparedness, workplace continuity of operations planning, and in-depth training and coordination for the County's Emergency Operations Center.

In FY2020-21, the Division will continue its efforts to enhance marine firefighting and water rescue capabilities. In 2018, the Division received a replacement fire boat, restoring firefighting and rescue capabilities on the lower James River. In FY2019-20 the Division will use funds provided by the State to purchase water personal float devices, helmets, and throw bags to replace equipment that was purchased more than fifteen years ago during tropical storm Gaston. The Division will also enhance personal protective and rescue equipment to better address the swift water threat county-wide.

SPECIALTY REPAIR SHOP PROGRAM

The Division operates a specialty repair shop program by assigning firefighters to these shops in addition to their normal duties. These shops repair and maintain equipment 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, but not limited to, the Hose and Nozzle shop, SCBA shop, Oxygen Cylinder shop, Hurst Tool shop, Thermal Imaging shop, and the ZOLL medical devices shop.

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 plan for these challenges in order to meet the resulting demands.

SHERIFF

DESCRIPTION

The Sheriff is an elected Constitutional Officer. The Sheriff's Office provides Court Services, including court security, civil process, and transportation of inmates. Court security maintains courthouse safety through screening of 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. An automated tracking system is used to manage the papers. 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

- To 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, vocational sanitation, staff training, and reduction of incidents of aggression within jail facilities.
- To 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.
- To provide timely and accurate service of civil papers.
- To maximize organizational effectiveness and integrity through the recruitment and employment of highly qualified personnel; to ensure that all available internal and external training resources are utilized; and to develop comprehensive professional and leadership training programs for all staff levels
- To 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 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
|-------------|----------------------|----------------------|----------------------|--------------------|
| Personnel | \$ 29,812,245 | \$ 28,548,119 | \$ 28,892,359 | 1.2% |
| Operation | 17,074,738 | 13,869,463 | 13,490,050 | (2.7%) |
| Capital | 80,910 | 13,624 | 1,000 | (92.7%) |
| Total | <u>\$ 46,967,893</u> | <u>\$ 42,431,206</u> | <u>\$ 42,383,409</u> | <u>(0.1%)</u> |

Personnel Complement* 395 395 396 1

*One additional Inmate Classification Officer position was added through a September 2019 budget amendment.

PERFORMANCE MEASURES

| Workload Measures | FY2019 | FY2020 | FY2021 | Change FY20 to FY21 |
|-----------------------------------|---------------|---------------|---------------|--------------------------------|
| Number of Civil Papers Served | 120,566 | 130,000 | 130,000 | 0 |
| Average Daily Inmate Population | 1,403 | 1,430 | 1,451 | 21 |
| Number of Committals to Jail | 14,741 | 15,501 | 16,261 | 760 |
| Monthly Work Release Participants | 60 | 65 | 76 | 11 |
| Home Incarceration (Monthly Avg) | 20 | 14 | 18 | 4 |
| GPS Bond (Monthly Avg) | 95 | 100 | 125 | 25 |
| Average Number of State Inmates | 447 | 489 | 525 | 36 |

OBJECTIVES (CONTINUED)

- To maintain a collaborative relationship with other criminal justice agencies and other units of federal, state, and local government; and to ensure efficient and effective operation of the Sheriff's Office.
- To maintain current PREA certification which is achieved by meeting and/or exceeding the standards set forth by the Prison Rape Elimination Act 2003 (Public Law No. 108-79). The Henrico Sheriff's Office has a zero tolerance for offender-on-offender sexual assault or abuse, sexual misconduct or harassment towards offenders. The agency strives to provide a safe environment where offenders are free from such assaults and sexual misconduct, and makes every effort to detect, prevent, reduce and punish sexual abuse, assault, harassment and misconduct.
- To 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 FY2020-21 totals \$42,383,409, which represents an overall decrease of \$47,797 or 0.1 percent when compared to the FY2019-20 approved budget. This component reflects revised salary estimates including rising health care and benefit costs. Additionally, this budget reflects operating cuts of \$392,037 in response to the COVID-19 impact on anticipated revenues.

OPERATING & CAPITAL COMPONENT HIGHLIGHTS

The operating component is forecast to decrease by \$379,413 in the FY2020-21 budget request. Adjustments were made to several accounts within the operating component to reflect forecasted expenditures more accurately. The capital component totals \$1,000 and reflects a minimal approach to spending considering current revenue estimates.

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, 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 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 actually capture the 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, visitation, educational opportunities, and mental health/substance abuse services.

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 \$780,000 is included in the budget for these courses.

STUDENT BASIC JAILOR ACADEMY

The Sheriff's Office graduated the first student basic jailor academy in the summer of 2011. The academy trains students at 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. In the past this program was funded by students and the budget now includes a total of \$30,000 to cover expenses associated with this program. The last three academies have produced a total of 40 full-time deputies and 31 part-time correctional deputies.

In 2018, the creation of the Jailor position allowed 18 to 21-year-old to enter the corrections industry as sworn officers. Jailors are trained and assigned to any unit or shift to perform any combination of duties including jail security or warrant services. The use of jailors reduces the need for deputies to work overtime lowering the total cost to operate. The Sheriff's Office currently has three jailors on staff. Additionally, two individuals hired as jailors have now become deputies.

ORBIT PROGRAM

Opiate Recovery By Intensive Tracking (ORBIT Program) is a four-phased treatment program to address the current opiate problem. Phase one is in collaboration with the Henrico Area Mental Health Services (HAMHS). In phase two,

the qualified participants are assigned to work details while maintaining appointments with HAMHS. These work details provide training that is beneficial upon the participant’s release and also reduced the use of some outside contractors. The painting crew has saved the County a minimum of \$95,565 in labor costs in 2019.

COST SAVINGS INITIATIVES

The Sheriff’s Office continues to utilize cost savings initiatives implemented in prior fiscal years. For example, the movement to the electronic filing system for the inmate classification record folders has generated continued savings for the Sheriff’s Office. The reporting schedule for Alternative Sentencing (weekenders) last year continues to save funding as this action eliminated the number of meals prepared for this inmate population.

Additionally, several inmates with medical conditions, which result in costly medical bills, have been deferred to Alternative Sentencing. The Henrico County Judges and Commonwealth’s Attorney Office work with the Sheriff’s Office to find options, such as home incarceration and GPS monitoring, for high cost inmates with medical and mental health issues.

In January 2016, the canteen service offered inmates and their families an opportunity to purchase packs containing a variety of items on a year-round basis instead of only being available to purchase four times a year. In FY2018-19, a total of \$127,227 in revenue was generated from the sales of secure packs an 18% increase over FY2017-18. In August 2018 a Commissary Fund was created with these funds to be used for Sheriff’s Office operating costs.

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

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 FY2018-19, the actual overall percentage of jail operating costs (including personnel) paid by the State was 32.9 percent, 61.2 percent was paid by the County, and the remaining 5.9 percent was paid with various other departmental revenues. In the FY2020-21 budget, it is estimated that the Henrico County Sheriff’s Office will receive 35.9 percent of funding from the State while the County will contribute 58.3 percent of funding (the remaining 5.8 percent will be funded with departmental revenues).

The number of prisoners confined in the Henrico Regional System has increased dramatically from FY2015-16. The FY2020-21 budget was prepared on the assumption of an average daily inmate population of 1,451. This estimate is based on 900 prisoners at Jail West and 551 housed at Jail East. Areas that are directly affected include medical services, food services, mental health services, and other operational costs spread among different associated categories.

| Fiscal Year | Avg. Inmate Pop. | State Resp. Inmates | % of Total Inmates |
|-------------|------------------|---------------------|--------------------|
| FY10 | 1,140 | 250 | 22% |
| FY11 | 1,167 | 225 | 19% |
| 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* | 1,430 | 489 | 34% |
| FY21* | 1,451 | 525 | 36% |

*FY20 and FY21 represent forecasted estimates

The chart on the previous page 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 between \$4-\$12 per day for these inmates depending on specific situations and qualifiers. In FY2009-10, the average daily population totaled 1,140, with 890 local inmates and 250 State responsible inmates. In FY2018-19, the average daily population totaled 1,403 with 956 local inmates and 447 State inmates. The number of State inmates housed in the County's jail has increased by 197 or 78.8 percent since FY2009-10 while the percentage of State funding has decreased over the same period.

| Fiscal Year | Cost Per Inmate - County Share | Cost Per Inmate - State Share | Cost Per Inmate Total |
|-------------|--------------------------------|-------------------------------|-----------------------|
| FY10 | \$18,202 | \$11,460 | \$29,662 |
| FY11 | \$18,440 | \$10,966 | \$29,406 |
| 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 |

The chart to the left depicts the total 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. The funding provided to the County from the State to cover the cost per inmate has decreased from \$11,460 in FY2009-10 to \$11,012 in FY2018-19 while the County's share has increased from \$18,202 in FY2009-10 to \$20,478 in FY2018-19.

JUVENILE DETENTION HOME

DESCRIPTION

The Detention Home incarcerates juveniles who are awaiting court action for committing criminal offenses. Some juveniles may also be sentenced for up to thirty days after having been found guilty of an offense. This group includes criminal offenders, children in need of supervision, and certain traffic offenders. While housed at the Detention Home, juveniles are offered programs in education, recreation, and optional religious services as well as receive mental health screenings, evaluations, medical services, and follow-up evaluations as necessary.

OBJECTIVES

- To provide safe care for the juveniles placed under the supervision of the Detention Home.
- To retain certification from Virginia’s Interdepartmental Licensing and Regulation Unit for Children.
- To administer an identifiable and assessable program of detention.
- To provide ongoing staff training and organizational 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 with Henrico County Police, Fire, Sheriff, MH/DS/SA, and the Henrico County Court System.

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 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
|----------------------|------------------|------------------|------------------|--------------------|
| Personnel | \$ 2,202,460 | \$ 2,225,834 | \$ 2,209,673 | (0.7%) |
| Operation | 140,257 | 155,697 | 147,865 | (5.0%) |
| Capital | 5,346 | 0 | 0 | 0.0% |
| Total | <u>2,348,063</u> | <u>2,381,531</u> | <u>2,357,538</u> | <u>(1.0%)</u> |
| Personnel Complement | 31 | 31 | 31 | 0 |

PERFORMANCE MEASURES

| Performance Measures | | | | |
|------------------------------|-------|-------|-------|--------------------|
| | FY19 | FY20 | FY21 | Change 20 to 21 |
| Workload Measures | | | | |
| Admissions | 772 | 792 | 744 | (48) |
| Secure Detention Days | 4,488 | 4,791 | 4,215 | (576) |
| Average Daily Population | 12 | 13 | 13 | 0 |
| Average Length of Stay, Days | 6 | 6 | 6 | 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 FY2020-21 is \$2,357,538. This amount represents a decrease of \$23,943 or 0.7 percent, from the FY2019-20 approved budget. The decrease is a response to the economic climate with the on-going COVID-19 public health emergency.

State aid for the Juvenile Detention Home in the FY2020-21 budget is estimated to total \$610,500, which includes \$610,000 for the Juvenile Detention Home's block grant and \$500 in estimated per diem payments for State-responsible juveniles. This is an increase of \$10,000 over the State revenue estimate for FY2019-20.

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 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 | FY20 | FY21 | Change |
|----------------------------|---------------------|---------------------|---------------------|---------------|
| | Actual | Original | Approved | 20 to 21 |
| Personnel | \$ 4,268,320 | \$ 4,513,821 | \$ 4,441,860 | (1.6%) |
| Operation | 291,426 | 432,261 | 405,920 | (6.1%) |
| Capital | 0 | 300 | 300 | 0.0% |
| Sub-Total | <u>\$ 4,559,746</u> | <u>\$ 4,946,382</u> | <u>\$ 4,848,080</u> | <u>(2.0%)</u> |
| Interdepartmental Billings | (166,009) | (171,550) | (177,599) | 3.5% |
| Total Budget | <u>\$ 4,393,737</u> | <u>\$ 4,774,832</u> | <u>\$ 4,670,481</u> | <u>(2.2%)</u> |
| Personnel Complement | 58 | 58 | 58 | 0 |

PERFORMANCE MEASURES

| Performance Measures | | | | |
|----------------------------------------------|--------|---------|---------|--------------------|
| | FY19 | FY20 | FY21 | Change 20 to 21 |
| Workload Measures | | | | |
| Building Inspections | 37,855 | 41,000 | 41,000 | 0 |
| Electrical Inspections | 19,926 | 20,000 | 20,000 | 0 |
| Mechanical Inspections | 14,022 | 14,000 | 14,000 | 0 |
| Plumbing Inspections | 19,278 | 20,000 | 20,000 | 0 |
| Fire Protection Inspections | 4,380 | 5,000 | 5,000 | 0 |
| Elevator Inspections | 328 | 250 | 250 | 0 |
| Sign Inspections | 822 | 1,000 | 1,000 | 0 |
| Total Inspections | 96,611 | 101,250 | 101,250 | 0 |
| Total Permits Issued | 15,969 | 16,000 | 16,000 | 0 |
| Single Family Permits Issued | 924 | 900 | 900 | 0 |
| Existing Structure Inspections | 5,597 | 5,500 | 5,500 | 0 |
| FOG Inspections | 217 | 300 | 300 | 0 |
| Efficiency Measures | | | | |
| Residential Inspections/Inspector/Day | 16 | 15 | 16 | 1 |
| Mech./Plumbing Inspections/Inspector/Day | 19 | 21 | 21 | 0 |
| Electrical Inspections/Inspector/Day | 16 | 17 | 17 | 0 |
| Fire Protection Inspections/Inspector/Day | 6 | 6 | 6 | 0 |
| Commercial Inspections/Inspector/Day | 10 | 11 | 11 | 0 |
| Avg. # of Inspections/Single Family Dwelling | 35 | 35 | 35 | 0 |

BUDGET HIGHLIGHTS

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

The total FY2020-21 budget for the Department is \$4,670,481, representing a reduction of \$104,353 or 2.2 percent when compared to the FY2019-20 approved budget. This decrease is reflected in the personnel component including benefit rate changes offset by hiring freeze assumptions related to the pandemic. Accompanying reductions in Operating charges account for an additional \$26,341 necessitated by the pandemic's impact on projected County revenues.

Workload projections are based on current conditions and future developments that have already been announced for Henrico County. The Department projects development continuing at the current pace for both FY2019-20 and FY2020-21.

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 FY2020-21 totals \$4,267,992. This reflects a decrease of \$20,849 in personnel expenses when compared to the FY2019-20 approved budget primarily reflecting savings related to the hiring freeze offsetting increases in benefit rates. The operating budget is reduced by \$6,184 from the previous fiscal year due to pandemic related budget reductions. Capital outlay remains flat for FY2020-21.

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 \$402,489, which is a decrease of \$71,269 when compared to the prior fiscal year. Personnel expenses are reduced by \$51,112 reflecting the impact of the pandemic related hiring freeze offsetting increases in benefit rates. Operating expenses are reduced by \$20,157 compared to funding in the prior fiscal year.

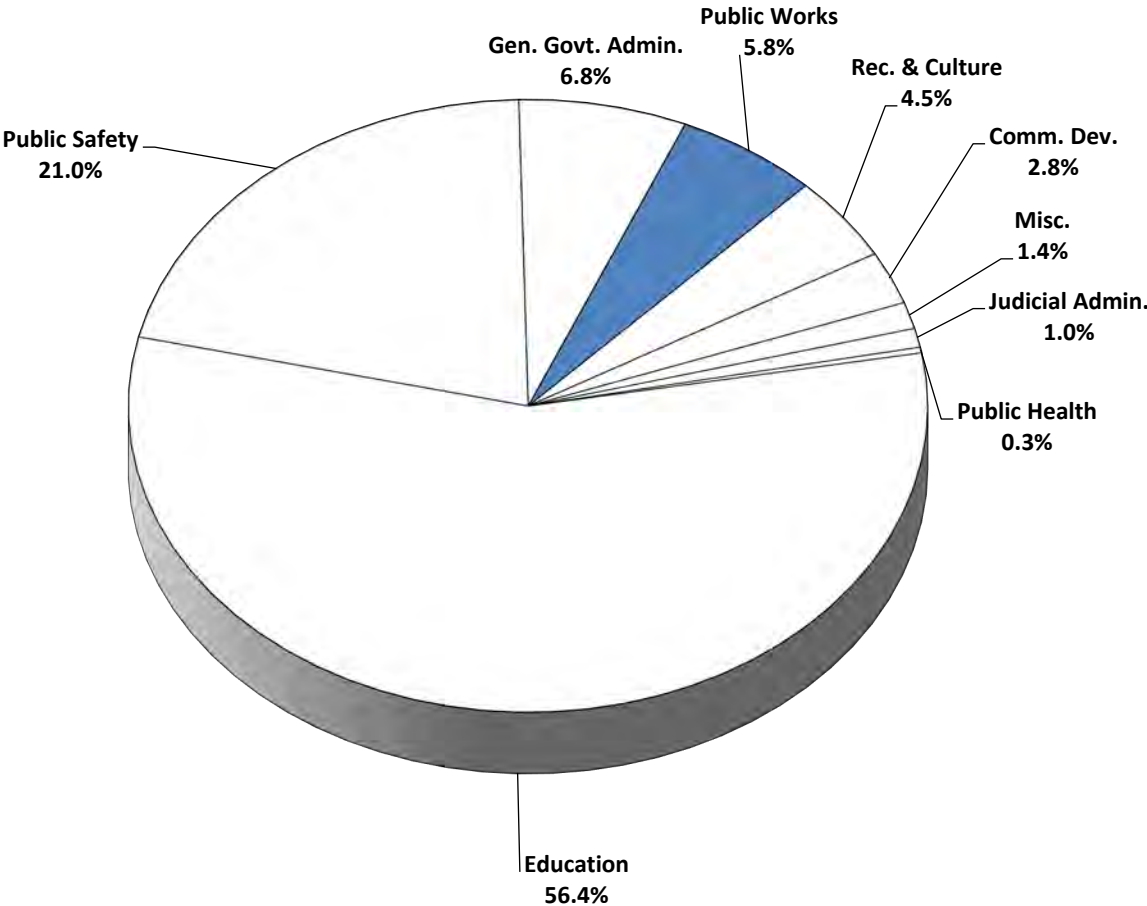
Also included in the Community Maintenance Division are the costs for two positions that are part of an initiative to ensure that restaurants have the proper equipment to prevent oil and grease from entering the sewer system. The ongoing cost for these two positions total \$177,599. The entirety of this 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
\$52,233,984



Total General Fund
\$899,101,153

**COUNTY OF HENRICO, VIRGINIA
PUBLIC WORKS - GENERAL FUND
FY 2020-21**

| <u>Department</u> | <u>FY 18-19 Actual</u> | <u>FY 19-20 Original</u> | <u>FY 20-21 Approved</u> |
|--------------------|----------------------------|------------------------------|------------------------------|
| Public Works | \$52,945,476 | \$54,608,439 | \$52,233,984 |
| Total Public Works | <u><u>\$52,945,476</u></u> | <u><u>\$54,608,439</u></u> | <u><u>\$52,233,984</u></u> |

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, 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 funding 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.

OBJECTIVES

- To develop and maintain a safe and efficient road system.
- To develop and maintain an efficient and economical storm drainage system.
- To ensure that the construction of road and drainage facilities is accomplished in accordance with appropriate standards and in an environmentally correct manner.
- To review and provide for the most cost-effective system of Public Transit for the residents of the County.
- To provide prompt responses to citizen inquiries or requests for service.
- To enforce Chesapeake Bay Act regulations along with current erosion and sedimentation control ordinances and policies.

FISCAL YEAR 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 Actual | FY20 Original | FY21 Approved | Change 20-21 |
|-------------|----------------------|----------------------|----------------------|-----------------|
| Personnel | \$ 17,357,580 | \$ 18,497,489 | \$ 17,928,582 | (3.1%) |
| Operation | 35,219,339 | 32,964,950 | 31,318,102 | (5.0%) |
| Capital | 368,557 | 3,146,000 | 2,987,300 | (5.0%) |
| Total | <u>\$ 52,945,476</u> | <u>\$ 54,608,439</u> | <u>\$ 52,233,984</u> | <u>(4.3%)</u> |

| | | | | |
|-----------------------|-----|-----|-------|---|
| Personnel Complement* | 263 | 268 | 269 * | 1 |
|-----------------------|-----|-----|-------|---|

One position moved from the Hold Complement to Public Works and reclassified as a Senior Management Specialist in FY2019-20.

PERFORMANCE MEASURES

| | <u>FY19</u> | <u>FY20</u> | <u>FY21</u> | <u>Change 20-21</u> |
|-------------------------------|-------------|-------------|-------------|-------------------------|
| Workload Measures | | | | |
| Lane Miles of Road Maintained | 3,533 | 3,543 | 3,553 | 10 |
| Traffic Signals Maintained | 156 | 158 | 159 | 1 |
| Development Plans Reviewed | 1,929 | 2,000 | 2,050 | 50 |

BUDGET HIGHLIGHTS

The Department's budget for FY2020-21 is \$52,233,984, representing a decrease of \$2,374,455 or 4.3 percent from the FY2019-20 approved budget. Within this budget, which combines both Gas Tax and General Fund supported programs, the personnel component is budgeted to decrease by a net difference of \$568,907 or 3.1 percent. The operating component decreased \$1,646,848 or 5.0 percent, due to savings identified in Road Materials in response to COVID-19.

The FY2020-21 budget includes funding from the State's Gas Tax maintenance allocation, the County's General Fund subsidy, and funds from miscellaneous departmental revenue. The total projected Gas Tax for FY2020-21 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 FY2008-09.

The State's Gas Tax maintenance allocation is used for approximately 80 percent 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 General Fund supports 100 percent of expenses related to the Standing Water Initiative and Environmental Inspection divisions which combined total \$2,074,135. The Standing Water Initiative is budgeted at \$445,128 and the Environmental Inspection Division is budgeted at \$1,629,007 for the FY2020-21 budget. General Fund support is also provided for Mass Transit services, feasibility studies for the new road construction funding application process tied to VDOT smart scale, and Leaf Collection services. Leaf Collection services are managed by the Road Maintenance division. No fees are collected for leaf vacuum service from County residents participating in the Real Estate Tax Advantage Program (REAP).

The third and final source of funding is generated from miscellaneous fees. These charges/fees are used as enhancements to the Gas Tax revenue for all divisions except for the Standing Water Initiative and the Environmental Inspection division.

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

ROADWAY MAINTENANCE AND ADMINISTRATION

The total approved budget for the divisions that fall within this group is \$50,159,849. Except for Mass Transit, the Roadway Maintenance and Administration divisions represent the core services to maintain the existing roadway system provided by Public Works. The remainder of funding is provided by other revenue in the General Fund,

including a subsidy to support Mass Transit Services. To align the budget with expected State funding legislation, funds have been shifted within the Public Works allocations to cover transportation and mobility efforts.

STANDING WATER INITIATIVE DIVISION

The Standing Water Initiative Division is a program funded solely through the General Fund at a total cost of \$445,128. The personnel component is 80.7 percent or \$359,428 of the budget. The operating component remains flat compared to the prior fiscal year.

ENVIRONMENTAL INSPECTION DIVISION

The Environmental Inspection Division is funded solely through the General Fund at a total cost of \$1,629,007. The Division's budget will decrease by \$96,344 or 3.7 percent from the FY2019-20 approved budget. This budgetary decrease is entirely due to a savings identified in the personnel component. The operating and capital components combined remain flat compared to the prior fiscal year.

DEPARTMENTAL HIGHLIGHTS

In 2019, the Department of Public Works accepted over 17 miles of new roads into the County road network. In addition, the Department completed over 35,000 inspections of active construction projects and reviewed plans for over 500 construction projects. Public Works also secured over \$14.9 million in grant funding for roadway and pedestrian capital projects through the Virginia Department of Transportation's SMART SCALE program in FY2019-20.

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.

COMMUNITY OUTREACH

Public Works staff conducted citizen information meetings and public hearings for new roadway, sidewalk, and stream restoration projects. They presented at multiple elementary and middle school career days, including Touch a Truck, mosquitos, and stream pollution reduction. They hosted interactive booths at Lakeside Cookout, Celebrate Varina, Earth Day Spring Energy Fair, Fall Energy Fair, National Night Out, and 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. Staff also attended Community Day and educated the public on the resources and programs provided by Public Works, including road maintenance activities, free mosquito inspections, spill reporting and proper disposal of wastes (for example: pet, grease, household hazardous, wash water). Public Works facilitated two Paint Out Pollution inlet stenciling events in 2019, funded by the Middle James Roundtable, at Twin Hickory Library and Varina Library with an "Only Rain Down the Drain Message."

ROAD PROJECTS

Public Works has 66 road and drainage projects underway. 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 so the project is ready to go to bid with project completion expected in FY2021-22.

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 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 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. The contract for engineering design was awarded and design plans are 70% complete. The first scheduled appropriation of general obligation bond funding is included in the FY2020-21 Capital Budget.

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. This project is scheduled to be advertised for construction before the end of FY2019-20 with project completion expected in Fall of 2024.

Woodman Road Extension

Design plans are complete, and the required property has been acquired. The county will construct a single lane roundabout commencing in March 2020. The contract was awarded by the Board of Supervisors for \$3.56 million on December 10, 2019, and the project will take approximately 17 months to complete.

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 the \$2.5 million allocation included in the Capital Improvement Program annually, the Department received \$15.3 million in grant funding in 2017 for 10 bicycle and pedestrian related projects. In total, the Department has 35 programmed projects scheduled to be completed or under construction over the next three years that will add over 23 miles of sidewalks and paved multi-use trails.

BRIDGE PROJECTS

The Department of Public Works has four bridge repair or replacement projects under design. Repairs to the Greenwood Road bridge over the CSX railroad tracks is under contract with the project expected to commence in March of 2020. Repairs to the Parham Road bridge over the CSX railroad tracks is anticipated to be advertised for construction in 2020. The Lakeside Avenue bridge replacement and the Wilkinson Road project are in final design and the construction bid for each is expected to go out late in 2020.

STORM CLEANUP

Calendar year 2018 was the second wettest year on record in Henrico County resulting in over 3,000 drainage related work orders to clean-out numerous ditches and culverts. The department continues to work through the aftermath of this weather and complete outstanding requests for service. In FY2019-20 a \$300,000 cleanup of Horsepen Branch was completed in response to three flood events that occurred in a three-year period.

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 20 percent of the total required pollution reductions to date. Analysis projects reaching the first 10 years goal for a 40 percent reduction requirement for nitrogen and phosphorus reductions four years ahead of schedule, by the end of Fiscal Year 2020. The Department must achieve 100 percent of the pollution reductions by the year 2030.

Quarter Mill Stream Restoration is under construction with Bretton Woods Stream Restoration beginning upon completion of Quarter Mill which is anticipated during the Spring of 2020. Two more stream restoration projects are being designed: The Water Reclamation Facility and the Old Nine Mile Road Landfill. These two projects are scheduled to be complete by the end of 2022. Public Works is also partnering with the county's Water Reclamation Facility to obtain sediment credits to meet the 40 percent sediment reduction requirement in case the Department is not able to achieve enough reductions through additional stream restoration projects by 2025.

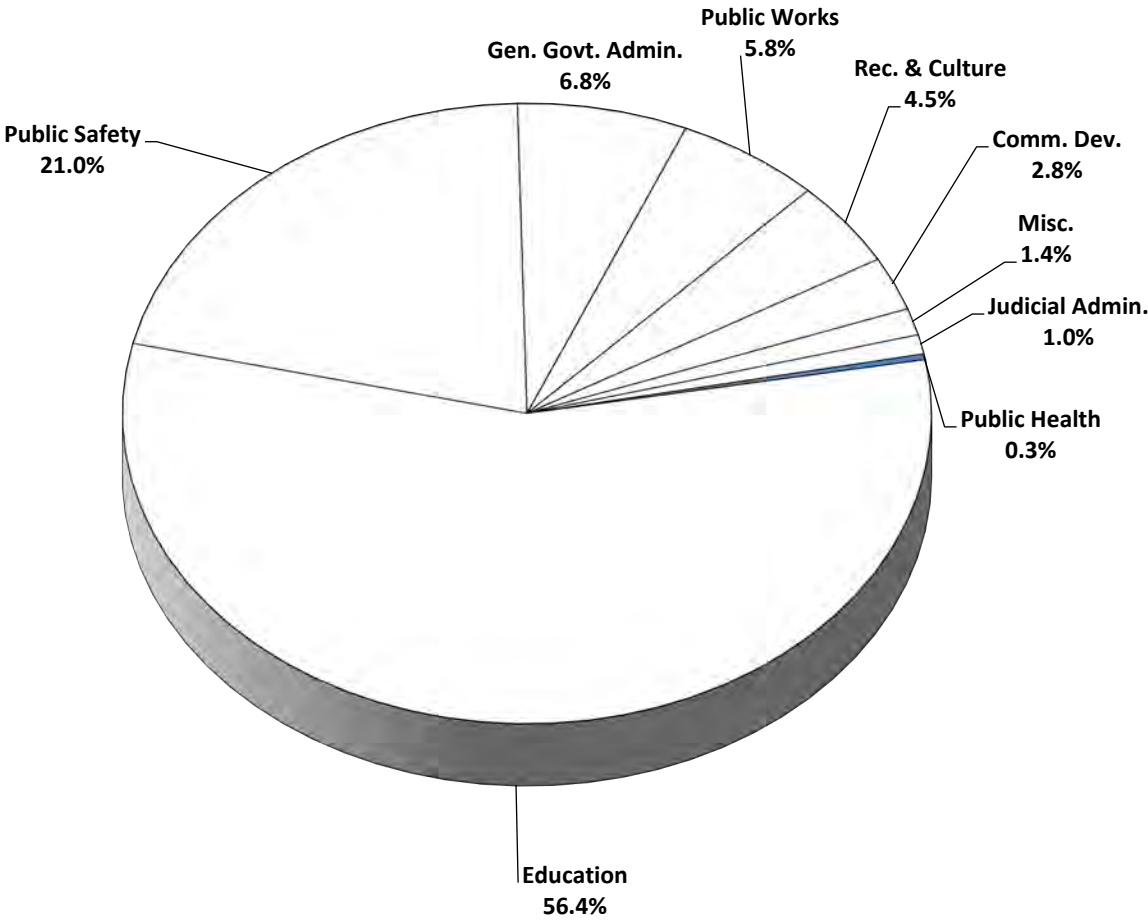
MOSQUITO CONTROL

Public Works monitors for the presence of mosquito borne diseases. This past year, monitoring included responding to 418 residential calls as well as monitoring 95 sites throughout the County on a regular basis. The Department collected 38,000 mosquitos, which included 24 different species. After 2 consecutive record setting high years, 2019 yielded 1 positive test result for West Nile virus. This is the lowest positive mosquito collection since the program's inception and demonstrates how little is known about West Nile Virus. The Department also performed 808 individual mosquito larvicide applications on County-maintained property.



COUNTY OF HENRICO, VIRGINIA

Public Health
\$2,433,102



Total General Fund
\$899,101,153

**COUNTY OF HENRICO, VIRGINIA
HEALTH - GENERAL FUND
FY 2020-21**

| Department | FY 18-19 Actual | FY 19-20 Original | FY 20-21 Approved |
|-------------------|----------------------------|------------------------------|------------------------------|
| Public Health | \$2,432,912 | \$2,433,102 | \$2,433,102 |
| Total Health | <u>\$2,432,912</u> | <u>\$2,433,102</u> | <u>\$2,433,102</u> |

PUBLIC HEALTH

DESCRIPTION

Public Health works collaboratively to ensure the conditions in which everyone can be healthy. 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 percent in State funds and 45.0 percent in County funds. The budget herein reflects the County’s 45.0 percent funding level for the cooperative budget and some additional funding to support maternal-child health outcomes.

OBJECTIVES

- To minimize the spread of communicable disease through epidemiological monitoring of infectious diseases.
- To understand the root causes of health disparities in Henrico County and work toward equity-driven programs and policies.
- To build partnerships and a referral network across public, private, and nonprofit sectors to better meet the clinical needs of all residents.

FISCAL YEAR 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
|-----------------------|---------------------|---------------------|---------------------|--------------------|
| Personnel | \$ 0 | \$ 0 | \$ 0 | 0.0% |
| Operation | 2,432,912 | 2,433,102 | 2,433,102 | 0.0% |
| Capital | 0 | 0 | 0 | 0.0% |
| Total | \$ 2,432,912 | \$ 2,433,102 | \$ 2,433,102 | 0.0% |
| 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 reside within the operating component of the budget.

PERFORMANCE MEASURES

| | <u>FY19</u> | <u>FY20</u> | <u>FY21</u> | <u>Change 20 to 21</u> |
|-------------------------------------|-------------|-------------|-------------|----------------------------|
| Workload Measures | | | | |
| Maternity Visits | 1,886 | 1,500 | 500 | (1,000) |
| Nursing Home Screening | 663 | 700 | 700 | 0 |
| Food Service Protection Visits | 3,491 | 3,500 | 3,500 | 0 |
| WIC Average Monthly Participation | 4,583 | 4,800 | 4,800 | 0 |
| Number of Clinic Patients | 6,136 | 6,200 | 6,200 | 0 |
| Number of Clinic Patient Visits | 14,472 | 14,100 | 13,100 | (1,000) |
| Outbreak Response* | 41 | 41 | 41 | 0 |
| Animal Contact Response* | 613 | 610 | 610 | 0 |
| Number of Naloxone Doses Dispensed* | 323 | 700 | 700 | 0 |

*New Measure added in 2019

OBJECTIVES (CONT.)

- To offer services that are community-informed, culturally appropriate, and designed to address the evolving needs of our county.

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

Family Planning & Maternity Care

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

STD Clinic (East)

- Screening, treatment, and counseling of sexually transmitted diseases
- HIV testing & counseling

Communicable Disease Program (West)

- TB & Communicable Disease follow-up

Refugee Program (West)

- Health assessments & immunizations for newly arrived refugees

Immunizations

- For adults & children

Medical Reserve Corps Opportunities

- Emergency Preparedness volunteers

BUDGET HIGHLIGHTS

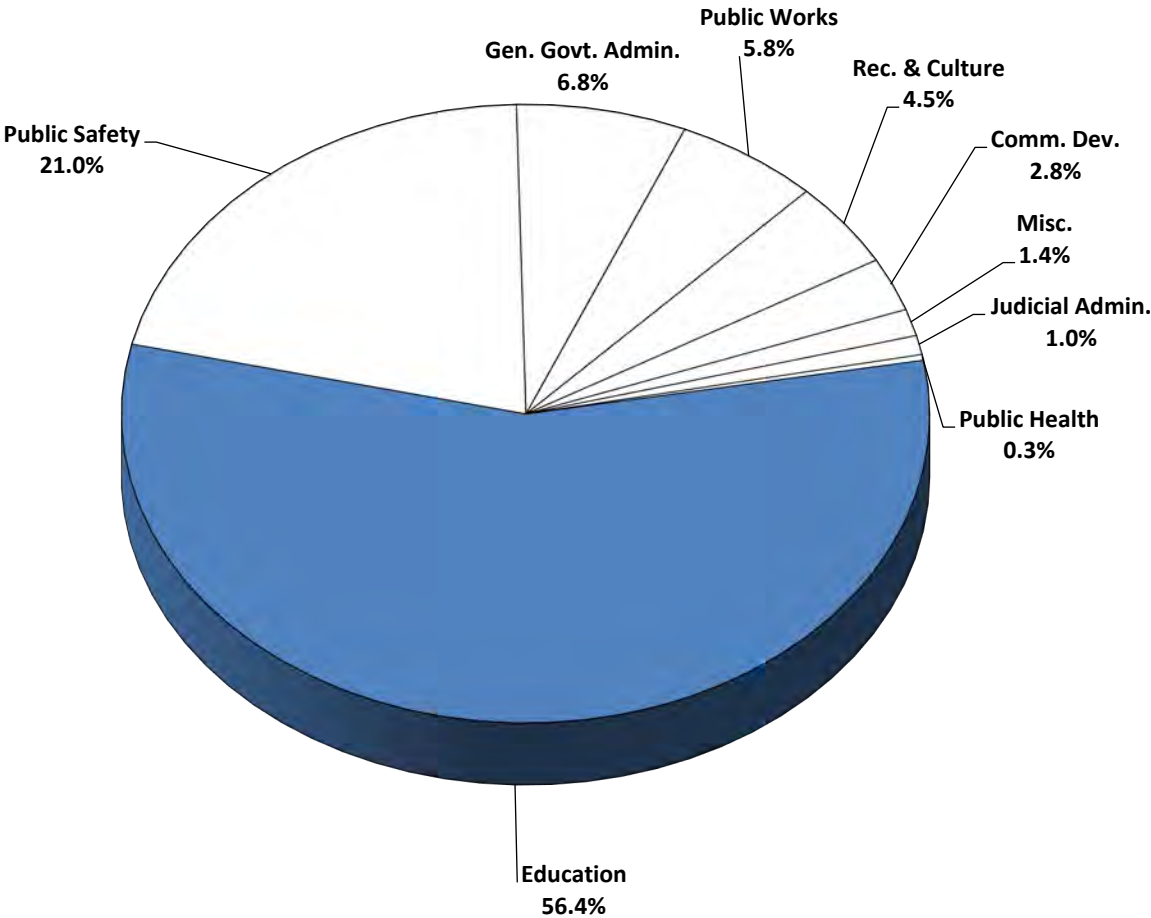
The Department's budget for FY2020-21 reflects the 45.0 percent County share of the cooperative budget, which totals \$2,247,604. There are no County funded positions assigned to Public Health. Additional County funding of \$185,498 includes \$183,698 for maternal child health programming and \$1,800 for telecommunications costs. The sum amounts to a total County funding of \$2,433,102, which is flat compared to the FY2019-20 budget due to the COVID-19 outbreak.

The FY2019-20 budget was amended in December 2019 adding \$104,869 for Henrico County's forty-five percent share of the budget.



COUNTY OF HENRICO, VIRGINIA

Education
\$509,905,768



Total General Fund
\$899,101,153

**COUNTY OF HENRICO, VIRGINIA
EDUCATION - ALL FUNDS
FY 2020-21**

| <u>Fund/Division</u> | <u>FY 18-19 Actual</u> | <u>FY 19-20 Original</u> | <u>FY 20-21 Approved</u> |
|-------------------------------------------------------|----------------------------|------------------------------|------------------------------|
| General Fund: | 486,489,886 | 514,448,820 | 509,905,768 |
| Special Revenue Fund: | | | |
| School Food Service | \$20,858,701 | \$23,236,967 | \$23,869,429 |
| Comprehensive Services Act (CSA)* | \$0 | \$0 | \$10,339,567 |
| State, Federal, and Other Grants: | | | |
| Adult Education Catalog Classes | 75,091 | 104,379 | 104,802 |
| Computer Insurance Coverage | 2,254,780 | 900,000 | 900,000 |
| CTE Resource Center | 915,835 | 1,092,238 | 1,151,695 |
| DMAS School Health | 1,695,819 | 2,227,816 | 2,118,155 |
| Driver Education Program | 236,794 | 143,325 | 162,905 |
| Federal Class Size/Title II | 949,355 | 1,273,599 | 1,482,987 |
| Adult Education | 324,921 | 299,522 | 300,000 |
| Head Start | 1,376,748 | 1,425,440 | 1,396,964 |
| Homeless Assistance | 74,036 | 114,398 | 125,708 |
| Humanities Center Grants | 5,232 | 8,000 | 8,000 |
| Individual Student Alternative Ed Plan Grant | 50,132 | 66,629 | 55,100 |
| Special Education - Regional Program | 25,585 | 1,015,295 | 1,564,626 |
| Juvenile Detention Home | 1,510,528 | 1,611,352 | 1,612,919 |
| Mentor Teacher Program | - | 25,000 | 100,000 |
| Miscellaneous School Grants - Federal | 397,648 | 146,242 | 144,035 |
| Miscellaneous School Grants - Local | 1,215,918 | 1,218,781 | 1,176,498 |
| Miscellaneous School Grants - State | 2,794,483 | 3,351,656 | 4,222,580 |
| Pell Grants | 391,358 | 649,550 | 656,250 |
| Perkins Act III | 625,646 | 685,182 | 849,122 |
| Pre-School | 196,398 | 323,730 | 333,444 |
| VPI+ | 2,250,864 | 1,896,899 | - |
| Early Reading Intervention | 806,633 | 891,799 | 890,276 |
| Reserve for State and Federal Grants | - | 2,745,273 | 3,119,675 |
| SQL Algebra Readiness | 383,078 | 463,870 | 444,120 |
| Special Education Jail Program Grant | 6,183 | 95,336 | 88,858 |
| State Four Year Old Program - VA Preschool Initiative | 1,891,441 | 3,346,164 | 5,702,030 |
| Summer School | 1,238,245 | 2,023,512 | 2,045,839 |
| Technology (State) | 1,531,915 | 1,791,998 | 1,826,000 |
| Title I-A | 9,857,120 | 10,210,156 | 12,508,186 |
| Title I-D | 70,202 | 167,011 | 160,048 |

Education - All Funds (cont'd)

| <u>Fund/Division</u> | <u>FY 18-19 Actual</u> | <u>FY 19-20 Original</u> | <u>FY 20-21 Approved</u> |
|--------------------------------------------|-----------------------------|------------------------------|------------------------------|
| State, Federal, and Other Grants: (cont'd) | | | |
| Title III ESL | 348,074 | 339,979 | 363,407 |
| Title VI - B | 10,264,223 | 10,717,437 | 10,870,151 |
| Title IV - Part A | 0 | 0 | 673,400 |
| Other Special Revenue Grants | 32,902 | 54,349 | 104,641 |
| Grant Administration | -435,641 | 268,564 | 288,978 |
| Subtotal Grants | <u>43,361,546</u> | <u>51,694,481</u> | <u>57,551,399</u> |
| Total Special Revenue Fund | \$64,220,247 | \$74,931,448 | \$91,760,395 |
| Debt Service Fund: | | | |
| General Obligation | <u>38,687,640</u> | <u>42,754,724</u> | <u>40,627,175</u> |
| Total Debt Service Fund | <u>38,687,640</u> | <u>42,754,724</u> | <u>40,627,175</u> |
| Total Education - All Funds | <u><u>\$589,397,773</u></u> | <u><u>\$632,134,992</u></u> | <u><u>\$642,293,338</u></u> |

EDUCATION

DESCRIPTION

The Henrico County Public School system is responsible for the instructional programming, construction, and operation 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 educational, social, and civic learning experiences that inspire and empower them to become contributing citizens.*

The Divisions of Instruction, Instructional Support, Operations, Finance and Administration, Human Resources, Equity and Diversity, Communications and Public Relations, and School Board and Superintendent have been established to accomplish the educational objectives of the County. A description of each follows.

In FY2020-21, the **Division of Instruction** will provide instructional programs to 22,414 elementary school students (grades K-5); 11,903 middle school students (grades 6-8) and 15,617 high school students (grades 9-12). This Division includes the departments of Elementary Education, Secondary Education, Career and Technical Education, Instructional Technology, Professional Development, School Improvement, and Research. This includes educational research, evaluation, student testing and assessment, and program audit services.

The **Division of Instructional Support** provides support to exceptional education, foundational learning, family engagement, school counseling, student support and disciplinary review, school psychology, school social work, school based mental health, and extended learning.

FISCAL YEAR 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
|--------------------------|-----------------------|-----------------------|-----------------------|--------------------|
| Personnel | \$ 469,934,583 | \$ 500,733,214 | \$ 501,058,574 | 0.1% |
| Operation | 63,289,686 | 71,637,074 | 82,534,282 | 15.2% |
| Capital | 17,485,864 | 17,009,980 | 18,073,307 | 6.3% |
| Debt Service | 38,687,640 | 42,754,724 | 40,627,175 | (5.0%) |
| Total | <u>\$ 589,397,773</u> | <u>\$ 632,134,992</u> | <u>\$ 642,293,338</u> | <u>1.6%</u> |
| Personnel Complement | 6,972 | 7,110 | 7,131 | 21 |
| Average Daily Membership | 50,182 | 50,406 | 50,486 | 80 |

DESCRIPTION (CONTINUED)

The **Division of Operations** provides support for building construction and maintenance, warehousing, and pupil transportation.

The **Division of Finance and Administration** includes the areas of school finance, budget, payroll, general services, school nutrition services, Oracle HRMS, planning, and policy and records management.

The **Division of Human Resources** provides support to all divisions through recruitment, selection, assignment, and evaluation of personnel. The Division is also responsible for Student Health Services.

The **Division of Equity and Cultural Diversity** leads efforts to promote equity and diversity within the school system by creating Strategic Action Plans and providing recommendations in response to identified areas of concerns.

The **Division of Communications and Public Relations** provides support for communications, media services, television services and legislative services.

Finally, the **Division of the School Board and the Superintendent** is responsible for compliance requirements of Federal and State laws, regulations, and standards.

OBJECTIVES

- To strengthen instruction across the curriculum and improve student performance at all grade levels in reading, writing, math, and analytical skills.
- To meet safety and security guidelines to foster an environment where all members of the HCPS community can safely learn, work, and play.
- To ensure a level of staffing consistent with programmatic and support service needs.
- To provide additional teacher training opportunities.
- To meet compliance requirements of Federal and State laws, regulations, and standards.
- To operate and maintain all facilities and equipment in a manner to ensure optimal returns on the public investment.

BUDGET HIGHLIGHTS

The total budget for Henrico County Public Schools (HCPS) in FY2020-21, which includes the General Fund budget, School Cafeteria Fund, State and Federal Grants Fund, and the education portion of the Debt Service Fund, is \$642,293,338. This reflects an increase of \$34,365,432 or 5.4 percent when compared to the FY2019-20 approved budget. It should be noted that HCPS resources are allocated based on School Board budgetary priorities, there is no relationship between resource allocation and revenue generation.

Of the total \$666,500,424, \$509,905,768 of that amount is the General Fund budget for HCPS. The General Fund budget consists of 79.4 percent of the total HCPS budget. The General Fund reflects an overall decrease of

\$4,543,052 or 0.9 percent when compared to the FY2019-20 budget. The decrease in funding is the result of the negative revenue impact related to the COVID-19 public health emergency.

The FY2020-21 budget for HCPS continues the County's commitment to the Achievable Dream Academy, which started in FY2017-18. HCPS entered into an agreement to participate in this program in FY2016-17. 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 FY2020-21 is \$4,237,283.

In order to provide a 21st century education to the students in Henrico County, Education's FY2020-21 General Fund and Special Revenue Fund Budgets includes \$17,623,343 for technology. Included in this amount is funding for the laptop leases. The laptop initiative began in FY2001-02 when the School system entered into an agreement to provide laptop computers to all high school students and 7th and 8th graders. In FY2002-03, the agreement was amended to include 6th grade students. The projected cost for the laptop initiative in FY2020-21 is \$12,559,087 which remains flat compared to last fiscal year.

There are three components of the HCPS budget that are included in the Special Revenue Fund. These components are the School Cafeteria Fund, the State and Federal Grants Fund, and the budget for education-related expenses within the Children's Services Act. The School Cafeteria Fund and the State and Federal Grants Fund do not have local tax dollars allocated in them. In the case of grants in the State and Federal Grant Fund that require a local match, those dollars are provided through utilization of General Fund expenses. For the Children's Services Act budget, which totals \$10,339,567, a local match of \$3,882,507 is required for these mandated services.

The FY2020-21 budget for the School Cafeteria Fund is \$23,869,429, which reflects an increase of \$632,462 or 2.7 percent when compared to the FY2019-20 budget. The increase is primarily due to an increase in capital outlay needs in FY2020-21.

The FY2020-21 budget for the State and Federal Grants Fund is \$57,551,399, which reflects an increase of \$5,856,918 or 11.3 percent when compared to the FY2019-20 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 FY2020-21 budget includes increased funding for the Virginia Preschool Initiative, Title I-A program, School STAT Implementation - Wilder MS and Special Education - Regional Program.

The amount budgeted for debt service related to education is \$40,627,175, which reflects a decrease of \$2,127,549 or 5.0 percent compared to last fiscal year. The education debt service is for outstanding debt related to the issue of General Obligation (G.O.) bonds and Virginia Public School Authority (VPSA) bonds. More information on debt issued and total debt service can be found in the debt service fund narrative within this document.

As a result of the approval of the referendum in November 2013, the FY2020-21 budget continues to reflect the inclusion of revenues generated from the food and beverage tax, more commonly referred to as the meals tax. In FY2020-21, \$19,000,000 is projected in meals tax resources. Of this amount, \$10,000,000 will be allocated to the operating budget and \$9,000,000 will be allocated to debt service related to the 2016 bond projects.

The School Resource Officer (SRO) program provides a safer environment to 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.

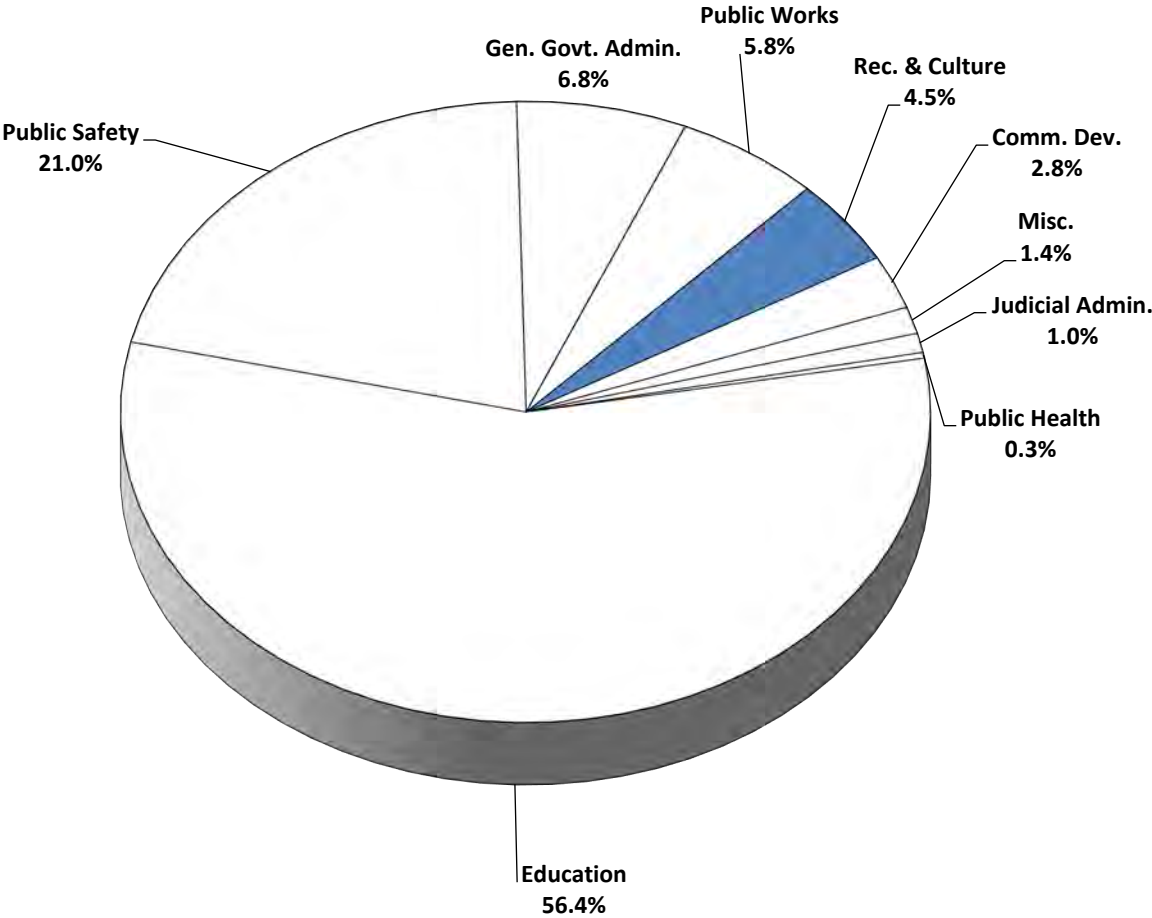
County and School leadership continue to work together to improve efficiency and optimize service and cost savings through the combining of services. In FY2016-17, the print shop function of HCPS was combined with the print shop in the general government's Department of General Services to reduce redundant operations. This collaboration created savings of \$34,389. In FY2017-18 the technology section for HCPS began collaborating with the general government's Information Technology Department to reduce redundant operations within the data centers. In FY2018-19, the County Attorney's budget included a new attorney position for HCPS' special education cases. In FY2019-20, the Internal Audit functions of HCPS and general government were combined in order to reduce redundant operations. The combining of resources is a continued effort to provide more resources to student instruction.



COUNTY OF HENRICO, VIRGINIA

Recreation, Parks, and Culture

\$38,466,836



Total General Fund

\$899,101,153

**COUNTY OF HENRICO, VIRGINIA
RECREATION, PARKS AND CULTURE - GENERAL FUND
FY 2020-21**

| <u>Department</u> | <u>FY 18-19 Actual</u> | <u>FY 19-20 Original</u> | <u>FY 20-21 Approved</u> |
|-------------------------------------|----------------------------|------------------------------|------------------------------|
| Recreation & Parks: | 19,348,349 | 20,188,569 | 18,174,555 |
| Public Library | 17,679,347 | 20,822,170 | 20,292,281 |
| Total Recreation, Parks and Culture | <u>\$37,027,696</u> | <u>\$41,010,739</u> | <u>\$38,466,836</u> |

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 within Recreation Services to ensure the needs and expectations of visiting sports tournaments and activities are also met.

FISCAL YEAR 2021 SUMMARY

| Description | Annual Fiscal Plan | | | |
|----------------------|--------------------|------------------|------------------|--------------------|
| | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
| Personnel | \$ 13,856,149 | \$ 14,605,525 | \$ 13,669,527 | (6.4%) |
| Operation | 4,480,816 | 4,675,444 | 4,409,665 | (5.7%) |
| Capital | 1,011,384 | 907,600 | 95,363 | (89.5%) |
| Total | \$ 19,348,349 | \$ 20,188,569 | \$ 18,174,555 | (10.0%) |
| Personnel Complement | 177 | 179 | 186 * | 7 |

* FY2020-21 reflects the transfer of seven positions previously reflected in the Belmont Golf Course budget.

PERFORMANCE MEASURES

| | <u>FY19</u> | <u>FY20</u> | <u>FY21</u> | <u>Change 20 to 21</u> |
|---------------------------------------|-------------|-------------|-------------|----------------------------|
| Workload Measures | | | | |
| Park Visitation | 3,756,148 | 4,000,000 | 4,200,000 | 200,000 |
| Special Event Attendance | 40,015 | 40,015 | 45,000 | 4,985 |
| Reported Visitation ⁽¹⁾ | 588,584 | 542,000 | 542,000 | 0 |
| Number of Youth Sports Participants | 45,204 | 45,500 | 46,000 | 500 |
| Turf Acres Mowed | 6,507 | 7,000 | 7,000 | 0 |
| Number of General Acres Mowed | 10,974 | 13,000 | 15,000 | 2,000 |
| Number of Work Orders Processed | 6,632 | 6,600 | 6,600 | 0 |
| Number of Irrigation Sites Maintained | 135 | 137 | 141 | 4 |
| Number of Special Event Set-Ups | 324 | 510 | 525 | 15 |
| Number of Habitable Structures | 104 | 104 | 104 | 0 |
| Number of Historic Sites | 35 | 35 | 35 | 0 |
| Number of Shelter Reservations | 2,150 | 2,500 | 2,500 | 0 |
| Effectiveness Measures | | | | |
| % of Programs Offered vs. Held | 72% | 75% | 80% | 5% |
| % of Actual Enrollments vs. Capacity | 73% | 70% | 70% | 0% |

⁽¹⁾Reflects visitation to Meadow Farm, Three Lakes Nature Center, and Dabbs House, which is reported to the Richmond Region Tourism (formerly RMCVB).

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. Highlights within this area include the long-standing Summer Blast, which offers a free summer camp to residents at various park and school locations throughout Henrico County. There are also 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 the Red, White, and Lights Fourth of July and Glen Allen Day as well as several smaller community-scale events spread throughout the year.

Beginning in 2012, Recreation Services also assumed responsibility for promoting local tourism and attracting visitors to Henrico County. Since that time, various “Visit Henrico” efforts and initiatives have effectively marketed Henrico County as a destination of choice for cultural, family, and sports travel.

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 information technology, personnel, financial, and customer service needs, including software support, 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.
- To attract visitors to Henrico County as a premier family-and-friends tourism destination.

BUDGET HIGHLIGHTS

The Division’s FY2020-21 budget is \$18,174,555, which represents a \$2,014,014, or 10.0 percent decrease when compared to the FY2019-20 budget. The personnel component decreased \$935,998, or 6.4 percent, which represents the net difference for retaining seven Belmont positions needed for Park Maintenance, rising healthcare costs, reductions in programming due to Covid-19, and unfunded vacant positions.

The operating component decreased \$265,779 while the capital outlay reflects a \$812,237 reduction. These decreases are reflective of an intention spending reduction as well as anticipated altered and reduced programing due to Covid-19 restrictions.

ADMINISTRATIVE SERVICES

The FY2020-21 budget for Administration totals \$2,088,881 and includes the Director's office, the Business Office, Information Technology, and Capital Planning and Development. The budget reflects a decrease of 19.0 percent and is the result of a position reclassification offset by a merit-based salary increase and rising healthcare costs as well as departmental cost savings efforts.

RECREATION SERVICES

The FY2020-21 budget for Recreation Services totals \$6,655,636, which reflects a decrease of 10.3 percent when compared to FY2019-20 related primarily to the anticipated reduction in events and programs as well as unfunded vacant positions in FY2020-21 due to Covid-19

PARK SERVICES

The budget for Park Services totals \$9,430,038 for FY2020-21 which represents a decrease of 1,152,046, or 10.9 percent, when compared to the FY2019-20 approved budget. The decrease is again driven by the reduction in programs and services being offered due to Covid-19.

REVENUES

The Division anticipates collecting revenue totaling \$588,500 in FY2020-21, which is a decrease of \$26,550 from the approved FY2019-20 budget. This reduction reflects the decision to eliminate all sports related fees. Recreation generates revenues through program fees and facility rentals. There are no increases to program or rental fees for FY2020-21.

DIVISION HIGHLIGHTS

During 2019, 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 twelve accredited agencies in the Commonwealth of Virginia.

Sports visitation continues to be a major economic driver for Henrico County, with increasing levels of overall visitor spending and corresponding direct tax revenue growth via the local hotel/motel tax and the Henrico County meals tax.

In 2019, Henrico County hosted 180 tournaments that generated an estimated \$66.2 million in economic impact. The increase in tournaments, economic impact, and visitors correlates to the opening of Glover Park and the growth of youth softball tournaments. Glover Park hosted 37 tournaments during calendar year 2019.

The department regularly engages with the community to promote services and assess the recreational needs of all Henrico County citizens. In FY2018-19, Recreation and Parks staff participated in over 36 non-division sponsored events to promote these services, including Henrico Police community events, Henrico County Public Schools events, PTA programs, career days, community health, wellness, and fitness expos, art festivals, and job resource fairs.

In 2019, the Division of Recreation and Parks completed the athletic turf field conversion at Henrico High School, opened the second phase of Pickleball courts at Pouncey Tract Park, constructed a Farmer's Market Pavilion at Dorey

Park, opened the Duncroft Park spray ground, constructed new volleyball courts at Twin Hickory Park, and renovated the interior of the restroom building at Robinson Park.

During FY2018-19, the Division received two awards from the Virginia Recreation and Park Society (VRPS). The Blended Voices program won 'Best New Program' and the Elf on the Shelf campaign, featuring Rex Parker, won 'Most Innovative Marketing Strategy'.

LIBRARY

DESCRIPTION

The Henrico County Public Library (HCPL) delivers a variety of informational and recreational services to residents of all ages. These 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 846 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 community resource for every citizen and is always ready to be of assistance.

OBJECTIVES

- To provide customers with a positive library experience that meets their needs and expectations and that enriches community life.
- All libraries will be welcoming and engaging places that provide maximum accessibility and an array of spaces to meet the community’s growing needs.
- Citizens will be offered a responsive and relevant 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 their unique and diverse needs.

FISCAL YEAR 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
|----------------------|----------------------|----------------------|----------------------|--------------------|
| Personnel | \$ 13,699,835 | \$ 15,789,069 | \$ 16,010,835 | 1.4% |
| Operation | 3,723,401 | 4,833,101 | 4,091,446 | (15.3%) |
| Capital | 256,111 | 200,000 | 190,000 | (5.0%) |
| Total | <u>\$ 17,679,347</u> | <u>\$ 20,822,170</u> | <u>\$ 20,292,281</u> | <u>(2.5%)</u> |
| Personnel Complement | 209.5 | 224 | 227.5 * | 3.5 |

*Two full-time and 3 part time positions (3.5 FTE) were added to Library in FY2019-20 for Sunday hours at Fairfield Library.

PERFORMANCE MEASURES

| Performance Measures | | | | |
|-----------------------------------------------------------|-----------|-----------|-----------|--------------------|
| | FY19 | FY20 | FY21 | Change 20 to 21 |
| Workload Measures | | | | |
| Annual Circulation of Materials | 4,147,567 | 4,265,211 | 4,275,000 | 9,789 |
| Physical Items | 3,206,170 | 3,374,050 | 3,400,000 | 25,950 |
| Digital Items (Electronic Materials) | 914,943 | 886,399 | 920,000 | 33,601 |
| Online Database Visits (Electronic Collections) | 26,454 | 34,761 | 35,000 | 239 |
| Customer Visits | 2,055,948 | 2,155,369 | 2,310,000 | 154,631 |
| Program Attendance - Children | 72,436 | 80,328 | 81,500 | 1,172 |
| Program Attendance - Teen/Young Adult | 9,017 | 7,746 | 10,000 | 2,254 |
| Program Attendance - Adult | 8,213 | 6,640 | 8,500 | 1,860 |
| Number of Programs | 4,091 | 3,690 | 4,150 | 460 |
| Number of Holds Requested by Customers | 639,579 | 636,830 | 650,000 | 13,170 |
| Number of Holds - Picked Up Inside Library | 204,639 | 257,333 | 258,000 | 667 |
| Number of Holds - Picked Up at Drive Up Window | 62,805 | 74,928 | 75,000 | 72 |
| Number of Library Cards Issued | 16,924 | 19,245 | 20,000 | 755 |
| Number of Classes Taught | 605 | 675 | 705 | 30 |
| Total Class Attendance | 2,433 | 2,847 | 2,900 | 53 |
| Digital Media Lab Bookings | 133 | 193 | 200 | 7 |
| Digital Media Lab Attendance | 385 | 528 | 550 | 22 |
| Number of Copies Added | 114,628 | 140,010 | 141,000 | 990 |
| Outside Use of Meeting Rooms/ Conference Rooms Total | 80,176 | 84,528 | 86,000 | 1,472 |
| Outside Use of Study Rooms | 204,610 | 208,267 | 220,000 | 11,733 |
| Outreach Programming Attendance | 46,137 | 56,888 | 57,500 | 612 |
| Total Number of Library Members | 290,670 | 285,500 | 295,000 | 9,500 |
| Efficiency Measures | | | | |
| Number of Self-Service Check-Out Transactions | 1,246,418 | 1,387,508 | 1,390,000 | 2,492 |
| Number of Self-Service Check-In Transactions | 1,162,677 | 1,466,964 | 1,470,000 | 3,036 |
| Number of Library Catalog Visits | 914,731 | 849,943 | 925,000 | 75,057 |
| Number of Library Web Site Visits | 2,979,680 | 3,019,416 | 3,065,000 | 45,584 |
| Effectiveness Measures | | | | |
| Reference Questions Answered | 623,875 | 630,516 | 625,000 | (5,516) |
| Number of Customers Using Public Workstations | 151,214 | 173,686 | 177,700 | 4,014 |
| Number of Sessions by Customers Using Public Workstations | 371,205 | 412,676 | 418,700 | 6,024 |
| Number of Public WiFi Connections by Customers | 2,827,304 | 2,529,819 | 2,800,000 | 270,181 |
| Number of Titles in Collection | 316,311 | 329,714 | 320,000 | (9,714) |
| Number of Copies in Collection | 810,769 | 1,006,038 | 950,000 | (56,038) |
| Number of Electronic Databases Available* | 32 | 34 | 32 | (2) |
| Number of Volunteer Hours Used | 6,276 | 6,510 | 6,550 | 40 |

* Includes 3 Find It VA databases from the State

BUDGET HIGHLIGHTS

The Department's approved budget for FY2020-21 totals \$20,292,281, representing a decrease of \$529,889 or 2.5 percent from the previous approved budget. The budgetary decrease is the result of the economic downturn in response to the public health emergency created by COVID-19. The personnel component totals \$16,010,835 and reflects stable salaries as well as rising health care expenditures. The operating and capital components of the budget have decreased by 15.3 percent and 5.0 percent respectively for FY2020-21. This budget takes into the consideration the economic impacts that the pandemic has created and decreases spending in areas that will have the least impact on citizens.

DEPARTMENTAL HIGHLIGHTS

MISSION

Henrico County Public Library's (HCPL's) mission is to promote reading and lifelong learning, connect people with the information they need, and enrich community life. HCPL has established itself as a vital community resource, and has set a high standard for providing accessible, inclusive learning experiences and opportunities to our diverse and growing community. Library services are grounded in reading and learning, and learning happens in the library in a variety of ways, accessible for people of all ages, backgrounds, and abilities. HCPL is expanding digital literacy in our Digital Media Labs, providing traditional book discussion groups to adults, teens, children, and persons with intellectual disabilities, and building early literacy through storytimes both traditional and specially designed for children on the autism spectrum. The library is increasing the capacity for persons with memory disorders to communicate with their loved ones using print books, DVDs, and music to stimulate memory, and expanding opportunities for non-English speakers to engage with library services, learn about citizenship, and practice English informally. Our libraries are vibrant community hubs where people come to find reading and research materials, hold community meetings, study individually and in groups, and learn valuable life skills. HCPL is continuing and building upon a standard of excellence in library services to meet and anticipate the needs of Henrico residents.

VISITS, ATTENDANCE, AND LIBRARY ROOM USAGE

The library had over two million visitors at its facilities across the county in 2019. 89,701 people attended library programs at HCPL locations over the past fiscal year. There is a continued growth in attendance at teen programs in the county, which reflects the continuing commitment to this important demographic in library services. Public room reservations continue to grow at the library. Meeting and conference rooms were used by 80,176 members of the public, and 204,610 people used study rooms at the library. The addition of the new Fairfield Library and its 16 reservable spaces will help keep up with demand for these popular amenities, and usage is anticipated to grow.

THE NEW FAIRFIELD LIBRARY

The new Fairfield Area Library opened to fanfare on October 6, 2019. Over 2,500 people visited on opening day to tour the breathtaking 44,803 square foot facility, experience its modern design and amenities, and check out books. The building's design was inspired by the intersecting philosophies of Booker T. Washington and W.E.B. DuBois, and reflects a commitment to building life skills and enhancing academic learning through engaging collections and spaces to support a variety of learning activities. The library has unique features, like a Youth Conference Room, the Multipurpose Creation Classroom, and One-Button Recording Studio. November 2019 saw a 782% increase over the

previous year in the number of people using Fairfield’s larger meeting spaces. 5,206 people in November 2019 used Fairfield’s new study rooms. Another unique feature of the new Fairfield Library, the custom, prototype Computer Work + Play Stations, went viral on social media, inspiring other libraries and businesses to create a similar environment for parents who need to use the computer while caring for a small child.

Over 1,100 books were checked out at the new Fairfield Library on opening day. There was a 67% increase in circulated materials at new Fairfield in November 2019 as compared to November 2018 at the old facility. The new Fairfield Library is open on Sundays, and hundreds of people have visited the library each Sunday since opening.

Trailblazers Wall

The new Fairfield Area Library features an interactive, dynamic digital history wall that tells the stories of people who made significant impacts on Henrico, the state, and the nation. The featured biographies were selected by community members serving on a Trailblazers Committee that met over the course of a year to plan the wall’s content. In partnership with Department of Recreation and Parks historians, staff researched the biographical content and images for the Trailblazers Wall. Library Public Relations and Web Services staff created complementary digital displays of inspirational quotes for panels on the first and second floors of the building. The wall is inclusive of people from a wide array of racial, ethnic, and socioeconomic backgrounds and is intended to inspire visitors to the library, particularly young people, to see new possibilities for their path in life.

ADDITION OF SUNDAY HOURS

HCPL began offering Sunday hours at Libbie Mill in July and at Fairfield in October, enhancing access to the library system at locations and times that are convenient to all residents. Sunday hours, from 1pm to 5pm, have been extremely popular to date. Libbie Mill has seen an average of 539 visitors each Sunday since July, with the busiest Sunday at Libbie Mill having 714 visitors. HCPL is taking a phased approach to Sunday Hours at Libbie Mill and Fairfield, and other Area Libraries could open on Sundays in future years. Staffing for Sunday Hours has been a system-wide, shared team effort involving some newly hired staff for Sundays’ continuity, as well as rotating in all public services and administrative staff. A system-wide scheduling committee was formed and worked with managers to create and communicate a plan for staff, and in consideration of the impact on employees’ quality of life. Countless positive comments have been received from the public about HCPL Sunday hours.

PROGRAMS AND SERVICES

Diversity, Inclusion, and Outreach

HCPL continues to prioritize diversity, inclusion, and outreach. Both Public Services Administrators attended trainings on Diversity and Inclusion to incorporate all HCPL staff.

The library is always striving for inclusion and therefore was able to be a part of the *Public Library Association Inclusive Internship* in where the library received funding from the Public Library Association (PLA) through a competitive application process. This allowed HCPL to employ and provide leadership opportunities to a young woman of color interested in pursuing librarianship as a career.

Inclusion also extends to public programs. HCPL programs includes *Multilingual Storytimes*, *Next Chapter Book Club* for adults with disabilities and participates in events like *Qué Pasa* and *World Refugee Day*.

STATE AND NATIONAL AWARDS

- **New Landmark Library award from Library Journal:** Library Journal, the preeminent magazine of the library profession, recognized Varina Area Library as one of six New Landmark Libraries in the United States in December 2019. Selected from 35 applicants who had completed a major library construction or renovation project since January 2016, the awards recognize libraries for “others to use as a benchmark,” that “feature persistent, creative, and inclusive design practices,” and that “push the boundaries of what users can expect.” Varina was recognized for community engagement in planning, for its accessible and inclusive features and programs, and for its environmentally friendly and unique design. New Landmark Libraries are awarded every four years to public libraries.

Awards

HCPL Received numerous awards for the various programs offered by the Library system. These include Four National Association of Counties (NACo) and one Virginia Association of Counties Award (VACo).

- *Caregiver Kits* at Henrico County Public Library (HCPL) enable those experiencing memory loss or dementia-related illness to connect easily with family members, friends, and caregivers by revisiting familiar themes from their lives. The kits contain books with vibrant photographs, DVDs of classic movies or television shows, popular music CDs, and discussion prompts, all chosen with the goal of encouraging memory and conversation. Each kit has a theme with broad appeal such as local history, cooking, or pets. Caregiver Kits were awarded by both the National Association of Counties and the Virginia Association of Counties. Caregiver Kits were recognized by the Virginia Public Library Directors Association with an Outstanding Service Innovation award.
- *Music and Memory:* inspired by the documentary film *Alive Inside*, Henrico County Public Library staff members created a program that seeks to spark opportunities for older adults to connect to the past and others using popular music of their youth. Already passionate about music and skilled in research, staff from Henrico County’s Mobile Library Services purchased vinyl records of artists from the 1930s-50s, and researched and compiled artist biographies, to play for and inspire discussions with residents of local Senior communities. Music & Memory stimulates deep memory in older adults, opening their ability to communicate. The program was honored with a NACo award.
- *Closing The Distance Between Us Panel discussion:* HCPL hosted author Reyna Grande to discuss her immigration memoir *The Distance Between Us* at the Library’s signature event, All Henrico Reads, in 2018. After the event with Ms. Grande, the Library held a moderated discussion panel featuring local residents and staff who immigrated to Henrico, called “Closing The Distance Between Us.” The panel opened up dialogue and understanding between long-time Henrico residents and new, at a time when immigration is at the forefront of our national discussion. This program was given a 2019 Achievement Award by the National Association of Counties.
- *Sensory Storytime* is an early literacy program designed to be adaptive and inclusive to children of all abilities, with particular emphasis on serving children on the Autism spectrum. The program focuses on fine and gross motor movement, oral skills, songs, rhymes, and books, with time after each program dedicated to encouraging child and family interaction and bonding through play. This program was awarded by the National Association of Counties.
- *Library Website:* The new HCPL website was awarded Best Library Website by the Virginia Public Library Directors Association in 2019. In November 2018, the new henricolibrary.org website was debuted to the

public after 1.5 years of development and testing. The new henricolibrary.org is a modern, intuitive, user-friendly, accessible, and device-neutral site. The HCPL Web Team conducted testing with over 40 members of the public and received feedback from all HCPL staff to inform its site design. Feedback from testing and since the site launch has been overwhelmingly positive.

TRAINING, SAFETY AND PREPAREDNESS

The library's Training Division continued providing customer service support by offering a "Difficult Conversations Training" this year with five sessions for 58 employees. Competencies addressed included: welcoming tone, approachability, respect, active listening, communication tips, and effective service. Many efforts to prepare Library staff to respond to emergency situations were undertaken this year. Nearly 60 library staff members across the county opted in to receive REVIVE! Training to administer Naloxone to persons experiencing overdose. Public Services helped in updating all library locations' Emergency Action Plans. Staff at Libbie Mill Library put their training into action in August when a member of the public went into cardiac arrest at the library. Working with a local nurse who was in the building, staff retrieved and utilized the on-site AED machine and provided CPR until an ambulance arrived. This received heavy local media coverage. In a CBS television news story with the headline "Librarians Save Man's Life," the man said: "if it wasn't for these fine ladies, I wouldn't be around." Staff helped ensure that his belongings made it to the hospital, that his car windows were covered, and that his car would not be towed from the library lot.

CONCLUSION

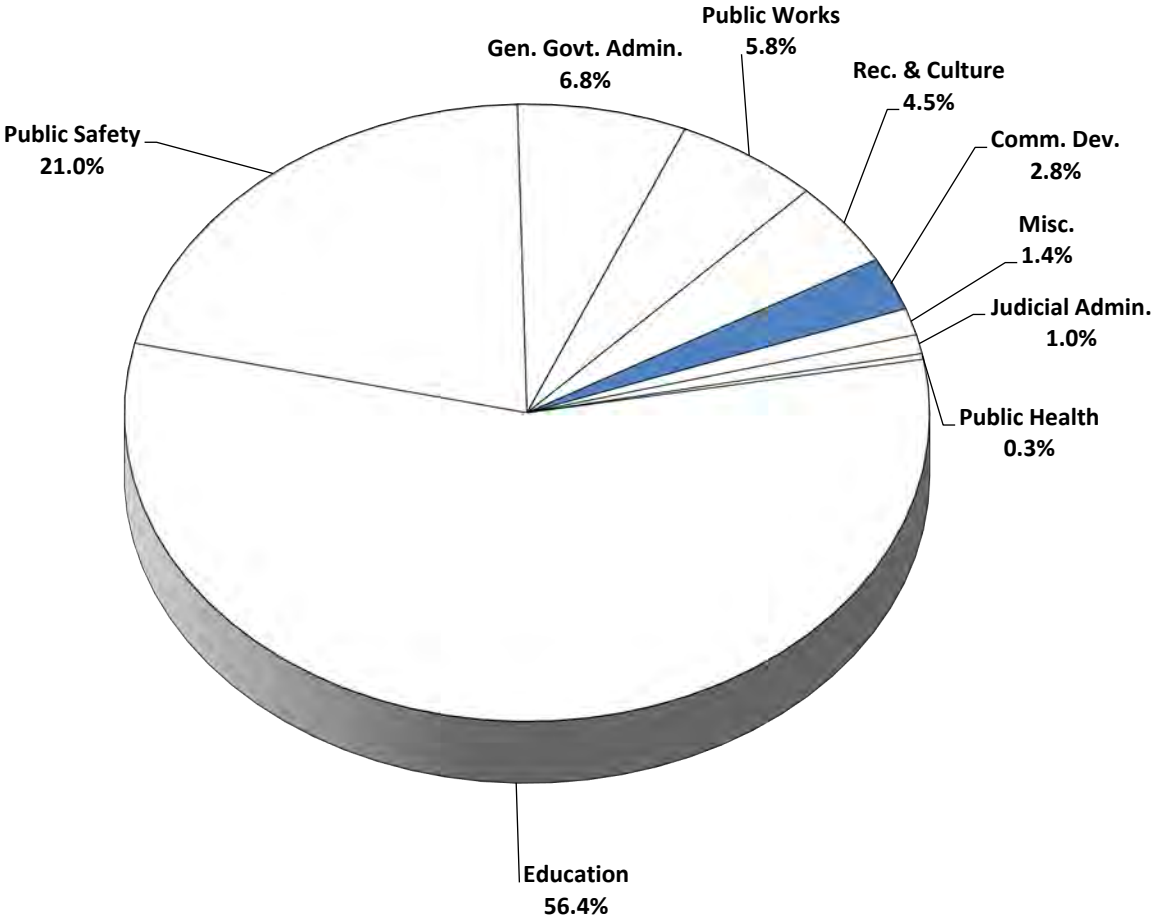
HCPL continues and builds upon a high standard of excellence in library services. Grounded in reading and learning, HCPL's offerings facilitate a variety of learning experiences, accessible to people of all ages, backgrounds, and abilities. The library's emphasis on inclusive programs and outreach, extensive staff training and preparedness, flexible spaces, responsive collections, and cutting-edge technology ensures that HCPL can meet and anticipate the needs of our changing and growing community.



COUNTY OF HENRICO, VIRGINIA

Community Development

\$19,909,972



Total General Fund

\$899,101,153

**COUNTY OF HENRICO, VIRGINIA
COMMUNITY DEVELOPMENT - GENERAL FUND
FY 2020-21**

| <u>Department</u> | <u>FY 18-19 Actual</u> | <u>FY 19-20 Original</u> | <u>FY 20-21 Approved</u> |
|--------------------------------|----------------------------|------------------------------|------------------------------|
| Economic Development | \$18,832,896 | \$18,346,726 | \$12,928,968 |
| Planning: | 4,113,867 | 4,593,816 | 4,280,615 |
| Community Revitalization | 1,816,121 | 1,870,711 | 1,509,043 |
| Agriculture and Home Extension | 320,553 | 443,994 | 396,174 |
| Permit Center | 865,602 | 941,566 | 795,172 |
| Total Community Development | <u>\$25,949,039</u> | <u>\$26,196,813</u> | <u>\$19,909,972</u> |

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 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
|-----------------------|----------------------|----------------------|----------------------|--------------------|
| Personnel | \$ 0 | \$ 0 | \$ 0 | 0.0% |
| Operation | 18,973,957 | 18,342,926 | 12,925,358 | (29.5%) |
| Capital | 8,939 | 3,800 | 3,610 | (5.0%) |
| Total Budget | <u>\$ 18,982,896</u> | <u>\$ 18,346,726</u> | <u>\$ 12,928,968</u> | <u>(29.5%)</u> |
| Personnel Complement* | N/A | N/A | N/A | N/A |

*Eight employees are supported by the County in this budget, but are not in the County's Complement.

PERFORMANCE MEASURES

| | <u>FY19</u> | <u>FY20</u> | <u>FY21</u> | <u>Change 20 to 21</u> |
|------------------------------------------|---------------|---------------|---------------|----------------------------|
| Effectiveness Measures | | | | |
| Square Footage of New Businesses | 1,564,114 | 500,000 | 500,000 | 0 |
| Announced New Jobs Created | 320 | 500 | 500 | 0 |
| Payroll - New Businesses | 8,700,872 | \$ 22,000,000 | \$ 22,000,000 | 0 |
| Square Footage of Existing Businesses | 377,563 | 250,000 | 250,000 | 0 |
| Jobs Created - Expansions and Retentions | 770 | 300 | 300 | 0 |
| Payroll - Expansions and Retentions | \$ 55,625,858 | \$ 15,000,000 | \$ 15,000,000 | 0 |

BUDGET HIGHLIGHTS

The budget for the Economic Development Authority for FY2020-21 is \$12,928,968. This is a decrease of \$5,417,758, or 29.5 percent, over the FY2019-20 approved budget. As detailed below, the lowering of this budget is almost entirely related to passthrough funding for community agencies in this budget and does not represent a reduction in the core functions of the Authority.

Since FY1997-98, the County's share of the Richmond Center Expansion Project (RCEP), funded with Hotel/Motel Tax revenues has been included in this budget. Beginning in FY2000-01, 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 FY2020-21, \$8,000,000 is included for the Richmond Center Expansion Project. This decrease of \$5,200,000 is in recognition of the profoundly uncertain outlook for lodging tax receipts in FY2020-21 due to the COVID-19 pandemic. Henrico's annual contribution to Richmond Region Tourism, which is also tied to lodging tax receipts, is \$2,915,586 for FY2020-21. This is a decrease of \$141,436, or 4.6 percent.

This budget for FY2020-21 also contains the County's \$385,000 contributions to the Greater Richmond Partnership. This figure is unchanged from the FY2019-20 approved budget.

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 contribution for the Greater Richmond Partnership and the increases for the RCEP and Richmond Region Tourism, the budget proposal for the administrative operations of the Authority is up \$119,470, or 7.2 percent, above the FY2019-20 approved budget.

The following historical information is noted:

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

| | |
|-----------|-------------|
| FY2019-20 | \$3,057,022 |
| FY2018-19 | \$2,938,514 |
| FY2017-18 | \$2,856,636 |
| FY2016-17 | \$2,636,200 |
| FY2015-16 | \$2,393,090 |
| FY2014-15 | \$2,378,050 |
| FY2013-14 | \$2,053,870 |
| FY2012-13 | \$2,053,870 |
| FY2011-12 | \$1,750,847 |

What follows is a table of funding budgeted for the Greater Richmond Partnership in the previous nine fiscal years.

| | |
|-----------|-----------|
| FY2019-20 | \$385,000 |
| FY2018-19 | \$385,000 |
| FY2017-18 | \$385,000 |
| FY2016-17 | \$385,000 |
| FY2015-16 | \$385,000 |
| FY2014-15 | \$370,000 |
| FY2013-14 | \$320,000 |
| FY2012-13 | \$370,000 |
| FY2011-12 | \$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 review of development plans. Zoning Administration enforces subdivision and zoning ordinances of the Henrico County Code. The Planning Systems Division provides information technology support to the entire department. Administrative Support provides budget, personnel, and clerical support for the operation of the office.

OBJECTIVES

- To provide a comprehensive planning program with an emphasis on urban design to provide both public and private decision makers with a more informed basis for land use decisions and growth management.
- To continue an enforcement program that obtains compliance with the code for new development as well as correcting zoning and subdivision violations.
- To provide timely services to the public, other agencies, and technical and administrative support to the Board of Supervisors, the Planning Commission, and the Board of Zoning Appeals in matters relating to the Comprehensive Plan, zoning and subdivision ordinances, building permits, plans of development, subdivisions, use permits, variances, rezoning and enforcement of zoning regulations.

FISCAL YEAR 2021 SUMMARY

Annual Fiscal Plan

| <u>Description</u> | <u>FY19 Actual</u> | <u>FY20 Original</u> | <u>FY21 Approved</u> | <u>Change 20 to 21</u> |
|----------------------|------------------------|--------------------------|--------------------------|----------------------------|
| Personnel | \$ 3,728,711 | \$ 4,055,643 | \$ 3,769,351 | (7.1%) |
| Operation | 337,608 | 530,173 | 503,664 | (5.0%) |
| Capital | 47,548 | 8,000 | 7,600 | (5.0%) |
| Total | 4,113,867 | 4,593,816 | 4,280,615 | (6.8%) |
| Personnel Complement | 45 | 45 | 45 | 0 |

PERFORMANCE MEASURES

| | <u>FY19</u> | <u>FY20</u> | <u>FY21</u> | <u>Change 20 to 21</u> |
|--------------------------------------------|-------------|-------------|-------------|----------------------------|
| Workload Measures | | | | |
| Reviews Completed by Dev. Review & Design | 288 | 350 | 350 | 0 |
| Zoning Petitions & Provisional Use Permits | 51 | 60 | 60 | 0 |
| Variance and Use Permits Processed | 70 | 60 | 60 | 0 |
| Maps Prepared | 1,274 | 1,100 | 1,100 | 0 |

OBJECTIVES (CONTINUED)

- To encourage the continued economic development of the County by continuing to work with the Economic Development Authority, developers, their representatives, and the general public to facilitate and expedite requests for development approval or general planning assistance.
- To improve and protect the health, safety, and welfare of Henrico citizens consistent with the Code of Virginia, policies, ordinances, and resolutions adopted by the Board of Supervisors with good land use planning and zoning practices.
- To inspire and encourage the protection and enhancement of natural, historical, and cultural resources through the preservation of those sites, buildings, features, and structures identified as important to Henrico County's heritage.
- To continue to maintain effective and efficient procedures for meeting legal requirements that set forth maximum time periods within which activities must be accomplished.
- To implement decisions of the Board of Supervisors and the policies of the County Manager related to Department of Planning responsibilities.

BUDGET HIGHLIGHTS

The Department of Planning's approved budget for FY2020-21 is \$4,280,615, which represents a decrease of \$313,201 or 6.8 percent from the FY2019-20 approved budget. This decrease is driven by the economic downturn due to the pandemic. Personnel costs for the Department of Planning's 45 employees represent 88.1 percent of the overall budget. The operating and capital outlay components of the budget both has decreased from the prior year approved budget, at \$503,664 and \$7,600, respectively. Each component has taken a budgetary decrease due to the health emergency from COVID-19.

There are two components to the budget: Administration, which includes five divisions, and Boards and Commissions, which includes the Planning Commission and the Board of Zoning Appeals. The Boards and Commissions budget totals \$169,527 for FY2020-21, unchanged from FY2019-20. The Administration budget totals \$3,604,646 which represents a decrease of \$286,292 or 7.4 percent from the previous fiscal year.

DEPARTMENTAL HIGHLIGHTS

The department's functions go beyond reviewing development and extend to ensuring compliance with zoning and subdivision ordinances and require several areas of expertise to understand the needs of a growing population and how these needs impact the County's wide range of services and infrastructure. The Planning Department's expertise extends to 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 for County departments.

During the past year, the department participated in the 2019 Board Retreat contributing a robust presentation on past and emerging development trends, population growth and implementation tools. Staff also provided design assistance for General Services, Public Works, Community Revitalization, along with other informal discussions. Departmental staff also support many regional and local groups including the Richmond Regional Planning District Commission, Transportation Planning Organization, Urban Land Use Institute, special committees for the General Assembly, VCU, Sports Backers, and Capital Region Collaborative. Additionally, departmental expertise is used in partnership with adjoining localities in developing best practices, reviewing comprehensive plans, and organizing numerous community meetings to keep citizens aware of land use and other issues affecting the public.

The department has enjoyed great success using the County's internship program, crafting individual work plans beneficial to both the County and students. Interns are assigned projects designed to enhance office efficiency and productivity and each is given the opportunity to participate in department meetings as well as Planning Commission and Board Zoning Appeals public hearings.

Looking toward the future and associated departmental needs, the County is in the process of implementing a new land management computer application, replacing the aging Tidemark Advantage system, that will introduce electronic plan review and mobile field inspections. This change will require the department to invest in computer hardware. For the next twelve to sixteen months, the Planning Department will be heavily engaged with the Information Technology department and vendors to ensure this project is a success.

Currently, all future needs are on hold. Once economic stability returns, Planning is pursuing collaborative work areas that will be necessitated by electronic plan review. In order to take advantage of the opportunity to better collocate department divisions, address needed workspace improvements, and use County resources to the best effect, Planning is partnering with General Services to include space needs in the capital projects, small project improvements, and renovations for current and future needs when appropriate.

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.
- To administer the Community Maintenance program of environmental and zoning 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 commercial enhancement plans in older commercial corridors and districts in the County in order to identify barriers for new investment and to develop realistic plans of action for addressing concerns.

FISCAL YEAR 2021 SUMMARY

Annual Fiscal Plan

| <u>Description</u> | <u>FY19</u> | <u>FY20</u> | <u>FY21</u> | <u>Change</u> |
|-------------------------------------|---------------------|---------------------|---------------------|-----------------|
| | <u>Actual</u> | <u>Original</u> | <u>Approved</u> | <u>20 to 21</u> |
| Personnel | \$ 1,541,995 | \$ 1,562,260 | \$ 1,243,717 | (20.4%) |
| Operation | 273,742 | 302,548 | 259,719 | (14.2%) |
| Capital | 384 | 5,903 | 5,608 | (5.0%) |
| Total | \$ 1,816,121 | \$ 1,870,711 | \$ 1,509,044 | (19.3%) |
| Personnel Complement ⁽¹⁾ | 19 | 19 | 19 | 0 |

⁽¹⁾ Personnel Complement does not include 6 Complement III positions that are funded through grant programs.

PERFORMANCE MEASURES

| Performance Measures | | | | |
|-------------------------------------------------|---------------|---------------|---------------|--------------------|
| | FY19 | FY20 | FY21 | Change 20 to 21 |
| Workload Measures | | | | |
| Community Maintenance Cases | 12,793 | 11,513 | 12,800 | 1,287 |
| Inspections Made | 37,117 | 31,549 | 37,000 | 5,451 |
| Technical Assistance to Business | 887 | 600 | 850 | 250 |
| Enterprise Zone Design Asst. Provided | 8 | 7 | 7 | \$ - |
| Efficiency Measures | | | | |
| Volunteers Participating | 234 | 230 | 250 | 20 |
| Volunteers Hours Worked | 3,099 | 2,500 | 3,050 | 550 |
| CCP Hours Worked | 4,380 | 4,000 | 4,000 | \$ - |
| Effectiveness Measures | | | | |
| Violations Issued | 5,099 | 4,334 | 5,000 | 666 |
| Enterprise Zone Grants Completed | 18 | 15 | 18 | 3 |
| Value of Enterprise Zone Grant Assisted Project | \$ 212,515 | \$ 350,000 | \$ 450,000 | \$ 100,000 |
| Value of All Enterprise Zone Projects | \$ 45,089,360 | \$ 45,000,000 | \$ 45,000,000 | \$ - |
| Value of Grants Awarded | \$ 56,715 | \$ 85,000 | \$ 95,000 | \$ 10,000 |

OBJECTIVES (CONTINUED)

- 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.

BUDGET HIGHLIGHTS

The Community Revitalization Department's mission statement is as follows: *"To coordinate the County's revitalization programs and services intended to promote healthy, vibrant, and attractive residential, commercial, and industrial communities."*

The Department's approved budget for FY2020-21 is \$1,509,044. This represents an overall decrease of \$318,543 or 20.4 percent from the FY2019-20 approved budget. The operating component decreased by \$42,829 or 14.2% and the capital component decreases by \$295 or 5% from the previous fiscal year. All budgetary decreases are in response to the economic turmoil from the COVID-19 health emergency.

DEPARTMENTAL HIGHLIGHTS

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 provides presentations to neighborhood, businesses and community organizations to raise citizen awareness regarding community maintenance requirements, housing assistance and Enterprise Zone programs administered by the Department. The meetings 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), Housing Opportunities Made Equal (HOME), and Emergency Solutions Grant (ESG) programs within Henrico County. 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 1st through September 30th. 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 Emergency & Minor Repair program, 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 a new accessible playground at St. Joseph's Villa for children with disabilities, the construction of a multi-purpose building at SOAR365's (formerly Richmond ARC) Camp Baker facility, and support for five new supportive housing units at Virginia Supportive Housing's New Clay House. HOME funds enabled the completion of four new single-family homes from either new construction or rehabilitation of vacant homes for sale to low income, first-time homebuyers. The ESG program provided homelessness prevention and assistance to homeless persons with shelter and case management, and rapid re-housing for homeless families, including relocation of families with school children from hotels into permanent housing. 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 million in State grants for work completed or jobs in 2018.

The Community Maintenance Division conducts field inspections, coordinates community clean-ups, and aids activities for neighborhoods throughout the County. The Division is involved in Operation Paintbrush, which matches civic, church, business and neighborhood groups with low income senior citizens whose homes need minor repairs and painting. Volunteers continue to contribute many hours to neighborhood clean-up activities as well as assistance

projects ranging from yard maintenance and clean-up to house repairs and painting for low-income and senior citizens.

Supervision of volunteers on weekends requires a substantial number of staff work hours outside the normal five-day schedule. The courts' assignment of Community Corrections Program participants to perform community service on weekends also contributes additional hours to the community maintenance programs.

The Community Maintenance Division of the Department of Community Revitalization will continue to work closely with Building Inspections' Existing Structures Division as they provide certain community maintenance services related to violations of the building code in existing structures and ordinances on graffiti. Historical budget expenses in both areas are depicted below:

| Fiscal Year | Building Inspections | Community Revitalization | Total |
|-------------|----------------------|--------------------------|-------------|
| 2010-11 | \$360,529 | \$1,576,211 | \$1,936,740 |
| 2011-12 | 369,130 | 1,534,445 | 1,903,575 |
| 2012-13 | 336,336 | 1,516,392 | 1,852,728 |
| 2013-14 | 255,275 | 1,473,675 | 1,728,950 |
| 2014-15 | 258,012 | 1,467,094 | 1,725,106 |
| 2015-16 | 335,837 | 1,549,846 | 1,885,683 |
| 2016-17 | 264,474 | 1,583,999 | 1,848,473 |
| 2017-18 | 236,785 | 1,684,624 | 1,921,409 |
| 2018-19 | 274,056 | 1,816,121 | 2,090,268 |
| 2019-20 | 479,807 | 1,870,711 | 2,350,518 |
| 2020-21 | 402,489 | 1,509,044 | 1,911,533 |

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 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 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
|-----------------------|-------------------|-------------------|-------------------|--------------------|
| Personnel | \$ 123,685 | \$ 132,802 | \$ 135,111 | 1.7% |
| Operation | 196,868 | 311,192 | 261,063 | (16.1%) |
| Capital | 0 | 0 | 0 | 0.0% |
| Total | <u>\$ 320,553</u> | <u>\$ 443,994</u> | <u>\$ 396,174</u> | <u>(10.8%)</u> |
| Personnel Complement* | 2 | 2 | 2 | 0 |

*Does not include Extension Agents who are paid directly by Virginia Tech.

PERFORMANCE MEASURES

| | <u>FY19</u> | <u>FY20</u> | <u>FY21</u> | <u>Change 20 to 21</u> |
|-------------------------------------|-------------|-------------|-------------|----------------------------|
| Workload Measures | | | | |
| Citizens Assisted | 44,184 | 49,403 | 49,500 | 97 |
| Programs Presented | 559 | 519 | 550 | 31 |
| 4-H Youth Enrolled | 2,767 | 2,332 | 2,500 | 168 |
| Samples Analyzed and Identified | 795 | 780 | 825 | 45 |
| Efficiency Measures | | | | |
| Volunteer Hours Supporting Programs | 18,190 | 17,494 | 17,550 | 56 |

BUDGET HIGHLIGHTS

The Agriculture and Home Extension budget of \$396,174 for FY2020-21 decreased by 10.8 percent from the FY2019-20 approved budget. This is due to the COVID-19 outbreak. The decrease primarily comes from this budget's operation account due to a vacant extension agent position that can be unfunded. This position is paid directly by Virginia Tech with funding from Henrico County.

Throughout the history of Cooperative Extension, volunteers have been a critical resource to extend knowledge to the community. While the university provided training and expertise of professional staff is necessary for program design and implementation, it is often the volunteer staff that fulfills the service levels expected by citizens.

Volunteers within the 4-H program serve as judges and coordinators for various contests held throughout the year at the local and state levels. Others serve as counselors for camps and conferences held at either the Jamestown 4-H Center or on the campuses of Virginia Tech and Virginia State. Many volunteers serve as club leaders working throughout the year with youth groups that range in size from six to thirty-plus members between the ages of five and nineteen. Each year Henrico Master Gardener volunteers contribute thousands of hours (7,181 in FY2019-20) to the Environmental Horticulture program and make thousands of citizen contacts by phone and in person. They assist residents who call the Horticulture Helpline, visit the Extension Office, or participate in various educational programs offered throughout the County at a variety of venues. Popular programs include the Speakers' Bureau, Junior Master Gardeners, SMART Lawns, and Tree Smarts.

The Family and Consumer Sciences program addresses tasks most relevant to the cornerstone of a healthy community: the family unit. This program helps citizens learn to make good choices for themselves and their families in the areas of food, nutrition, and health & family financial management. Financial education courses teach critical thinking skills related to consumer goals, needs, and wants. The workshops offered teach a range of basic financial concepts including spending plans; understanding credit and financial institutions; and recordkeeping. These classes are held in a variety of settings including faith-based institutions, libraries, schools, and workplaces. Tax preparation assistance is given on an annual basis to those who meet income guidelines, with special focus on the Earned Income Tax Credit.

Nutrition education is provided through community workshops, in-school and afterschool educational programs, and interactive displays at public events. These programs are designed to help citizens make healthy lifestyle choices for nutrition and health. The Family Nutrition Program is designed to teach low income citizens how to make the best use of their food dollars and make healthy dietary choices.

The Agriculture and Home Extension budget for FY2020-21 continues to reflect only Henrico County's contribution to the Department's annual expenses. The personnel complement includes two support staff positions. A total of five Extension Agent positions, whose funding is located in the operating portion of the Department's budget, are paid directly by Virginia Tech. Henrico County reimburses Virginia Tech for 100 percent of the salary and benefit costs of two Extension Agent positions, and 50 percent of the salary and benefit costs of the other three 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 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
|----------------------------|----------------|------------------|------------------|--------------------|
| Personnel | \$ 1,099,100 | \$ 1,199,254 | \$ 1,066,965 | (11.0%) |
| Operation | 14,905 | 21,489 | 13,117 | (39.0%) |
| Capital | 3,405 | 8,813 | 8,372 | (5.0%) |
| Sub-Total | \$ 1,117,410 | \$ 1,229,556 | \$ 1,088,454 | (11.5%) |
| Interdepartmental Billings | (251,808) | (287,990) | (293,282) * | 1.8% |
| Total Budget | \$ 865,602 | \$ 941,566 | \$ 795,172 | (15.5%) |
| 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 | | | | |
|------------------------------|--------|--------|--------|--------------------|
| | FY19 | FY20 | FY21 | Change 20 to 21 |
| Workload Measures | | | | |
| Total Number of Inquiries | 11,916 | 14,968 | 15,267 | 299 |
| Permit Applications Received | 5,616 | 6,128 | 6,251 | 123 |
| Reviews Performed | 6,509 | 7,613 | 7,766 | 153 |
| Business Licenses Reviewed | 2,804 | 2,691 | 2,745 | 54 |

BUDGET HIGHLIGHTS

The Permit Centers' budget for FY2020-21 is \$795,172, which reflects a decrease of \$146,394, or 15.5 percent, from the prior approved budget. Operating and capital outlay components have both respectively decreased by 39.0 percent and 5.0 percent for FY2020-21. All decreases were the result of the economic downturn in response to the public health emergency created by COVID-19.

Staff is utilized from Building Inspections, Public Works, Public Utilities, and Planning. Funds to pay for staff serving these functions are in the Permits Centers' budget and complement. Four staff members included in the complement have their personnel expenditures reimbursed, via interdepartmental transfer, by the appropriate department related to the services furnished. Those reimbursements for FY2020-21 will be from the Public Works and Public Utilities departments. The sum of these offsets, totaling \$293,282, is shown as a negative amount in the Permit Centers' budget.

DEPARTMENTAL HIGHLIGHTS

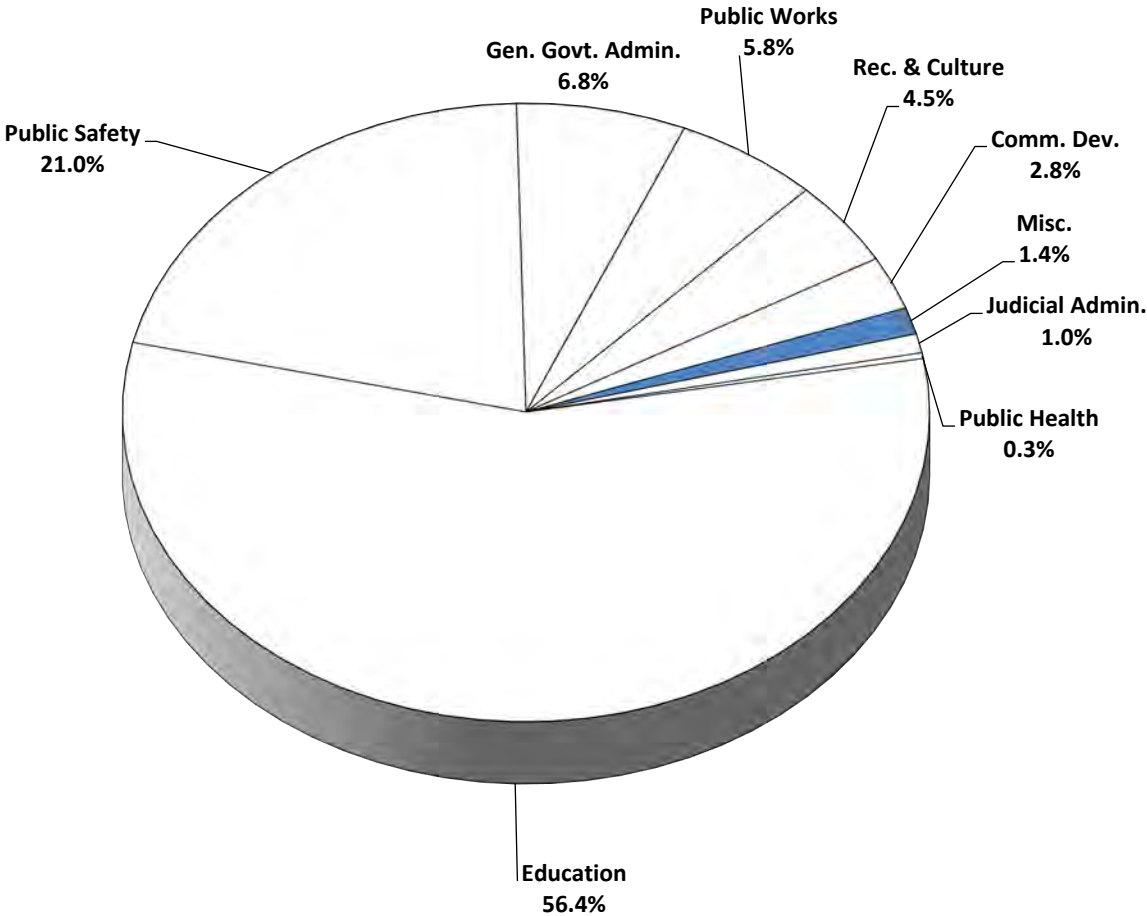
The one-stop convenience at both the East and West locations simplifies the process for obtaining permits for the customer and improves overall service levels. Services provided include the processing of building permits and answering inquiries regarding code regulations, zoning, water/sewer availability, as well as road and drainage issues.

The Permit Centers were designed to make it more convenient to process and approve a permit at a central location. Technology was one of the driving forces to accomplish this process through the use of the Geographic Information System (GIS) and the Tidemark software system. Now, when a resident or builder enters the Permit Centers, they can leave with an approved permit for additions, decks, and accessory structures in one hour or less. Customers can also have copies of maps within fifteen minutes. The department continues to evaluate areas to improve operational efficiencies as an ongoing effort. For example, the department has implemented new management practices to make the staff more flexible in responding to citizens' request for assistance. In addition, regular staff rotations have continued between the East and West Permit Centers, allowing junior staff the opportunity to experience a wider variety of public service environments, hone and exercise leadership skills and practice supervisory techniques. Also, the department continues to work closely with cooperating agencies through consultation with their counterparts to ensure that customer assistance is being provided consistent with established policies, regulations and interpretation.

In an effort to increase employee engagement and job satisfaction, a policy was established allowing technicians to shadow employees in other departments whose missions align with the overall objectives of the Permit Centers and are of personal and professional interest to the technicians. This effort has broadened the scope of technicians' understanding of services delivered by cooperating agencies, increased employee morale and contributed to a more comprehensive perspective of the Permit Centers' processes and enhanced customer service.

COUNTY OF HENRICO, VIRGINIA

Miscellaneous
\$12,735,044



Total General Fund
\$899,101,153

**COUNTY OF HENRICO, VIRGINIA
 MISCELLANEOUS - GENERAL FUND
 FY 2020-21**

| Department | FY 18-19 Actual | FY 19-20 Original | FY 20-21 Approved |
|------------------------------|----------------------------|------------------------------|------------------------------|
| Non-Departmental | | | |
| Tax Relief Program | \$9,443,025 | \$9,000,000 | \$9,000,000 |
| Payments to Outside Agencies | 2,898,656 | 3,152,993 | 2,339,196 |
| Reserve - Miscellaneous | 0 | 985,654 | 1,336,634 |
| Other | 32,026 | 45,214 | 45,214 |
| Sandston Recreation Center | 13,424 | 14,000 | 14,000 |
| Total Miscellaneous | <u>\$12,387,131</u> | <u>\$13,197,861</u> | <u>\$12,735,044</u> |

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 FY2020-21 budget has attempted to strike a balance between these requests and available resources. This effort was made particularly difficult by the budgetary uncertainty created by the onset of the COVID-19 pandemic.

FISCAL YEAR 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
|------------------------------|----------------------|----------------------|----------------------|--------------------|
| Tax Relief Programs | \$ 9,443,025 | \$ 9,000,000 | \$ 9,000,000 | 0.0% |
| Board Members ⁽¹⁾ | 32,026 | 45,214 | 45,214 | 0.0% |
| Donations to Agencies | 2,023,872 | 2,149,151 | 1,268,151 | (41.0%) |
| Share of Other Agencies | 874,784 | 1,003,842 | 1,057,245 | 5.3% |
| Reserve for Contingences | \$ 0 | \$ 985,654 | \$ 1,336,839 | 35.6% |
| Total ⁽²⁾ | <u>\$ 12,373,707</u> | <u>\$ 13,183,861</u> | <u>\$ 12,707,449</u> | <u>(3.6%)</u> |
| Personnel Complement | N/A | N/A | N/A | N/A |

⁽¹⁾Capital Regional Airport commission and Richmond Regional Planning District Commission.

⁽²⁾Not including Sandston Community House.

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; and The American Civil War Center at Tredegar.

Henrico's \$285,000 contribution to the Greater Richmond Partnership and its \$2,915,586 amount of funding for Richmond Region Tourism (formerly Richmond Metropolitan Convention and Visitor's Bureau) are allocated in the County's Economic Development 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 \$400,000, while the annual income threshold for the program is \$75,000. These criteria continue to be the most inclusive in the region.

A full list of agencies receiving funding for FY2020-21 can be found in Appendix G.

NON-DEPARTMENTAL

Sandston Recreation Center

DESCRIPTION

The Sandston Recreation Center provides a facility for indoor recreation for the Sandston community. The center 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 FY2020-21. Funds are used for utilities, maintenance, and repairs of the facility. In FY2016-17, 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 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
|----------------------|------------------|------------------|------------------|--------------------|
| Personnel | \$ 0 | \$ 0 | \$ 0 | 0.0% |
| Operation | 13,424 | 14,000 | 14,000 | 0.0% |
| Capital | 0 | 0 | 0 | 0.0% |
| Total | \$ 13,424 | \$ 14,000 | \$ 14,000 | 0.0% |
| Personnel Complement | N/A | N/A | N/A | N/A |

CAPITAL IMPROVEMENT TRANSFERS

DESCRIPTION

A capital improvement is an item for which the purchase, construction, or other acquisition, such as land and/or equipment, will represent a public betterment to the community and add to the total physical worth of the County.

BUDGET HIGHLIGHTS

Due to the unprecedented circumstances brought on by Covid-19, capital improvement projects funded by the General Fund will not go forward in FY2020-21. The only projects being pursued at this time are those funded by 2016 G.O Bond funding and Water/Sewer Enterprise fund revenues. Thus, no General Fund transfers are needed for FY2020-21 capital improvement.

FISCAL YEAR 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
|------------------------------|----------------|------------------|------------------|--------------------|
| Transfer to Capital Projects | \$ 80,735,668 | \$ 78,160,048 | \$ 0 | -100.0% |

SPECIAL REVENUE FUND



**COUNTY OF HENRICO, VIRGINIA
PROPOSED SPECIAL REVENUE FUND REVENUES
FY 2020-21**

| Revenues: | FY 18-19 | FY 19-20 | FY 20-21 |
|------------------------------------------------------------|-------------------|-------------------|-------------------|
| Subfund/Activity | Actual | Original | Approved |
| Capital Region Workforce Partnership (CRWP) | | | |
| CRWP | \$4,799,802 | \$4,096,563 | \$4,131,441 |
| Transfer From the General Fund | 46,400 | 58,000 | 56,000 |
| Total Capital Region Workforce Partnership | <u>4,846,202</u> | <u>4,154,563</u> | <u>4,187,441</u> |
| Circuit Court Clerk | | | |
| Circuit Court Clerk | 7,323 | 0 | 0 |
| | <u>7,323</u> | <u>0</u> | <u>0</u> |
| Commonwealth's Attorney | | | |
| Commonwealth's Attorney | 33,100 | 0 | 0 |
| Special Drug Prosecutor | 135,926 | 114,337 | 120,953 |
| Victim/Witness Assistance Program | 680,377 | 674,155 | 674,155 |
| Asset Forfeitures | 93,216 | 0 | 0 |
| Transfer From the General Fund | 479,052 | 554,830 | 573,202 |
| Total Commonwealth's Attorney | <u>1,421,671</u> | <u>1,343,322</u> | <u>1,368,310</u> |
| Community Corrections Program | | | |
| CCP | 1,314,675 | 1,427,865 | 1,458,869 |
| CCP - Drug Court | 286,583 | 272,410 | 267,410 |
| Transfer From the General Fund | 412,717 | 406,056 | 391,136 |
| Total Community Corrections | <u>2,013,975</u> | <u>2,106,331</u> | <u>2,117,415</u> |
| Community Development Block Grant | | | |
| CDBG/HOME | 2,358,199 | 0 | 0 |
| ESG | 167,465 | 0 | 0 |
| Transfer From the General Fund - Local Business Assistance | 65,023 | 0 | 0 |
| Total Community Development Block Grant | <u>2,590,687</u> | <u>0</u> | <u>0</u> |
| Economic Development | | | |
| RIR Permitting Fee Grant | 150,000 | 0 | 0 |
| Total Economic Development | <u>150,000</u> | <u>0</u> | <u>0</u> |
| Education | | | |
| State, Federal & Other Grants | 43,361,546 | 51,694,481 | 57,551,399 |
| Total Schools Grants | <u>43,361,546</u> | <u>51,694,481</u> | <u>57,551,399</u> |
| Cafeteria Receipts | 6,428,268 | 7,111,222 | 7,479,684 |
| State Food Payments - Nat. Sch. Lunch Prog. | 718,646 | 750,000 | 750,000 |
| Federal School Lunch Program | 10,675,165 | 15,000,000 | 14,864,000 |
| Federal School Breakfast Program | 2,582,822 | 0 | 50,000 |
| Recoveries & Rebates | 422,342 | 370,745 | 670,745 |

Special Revenue Fund Revenues (cont'd)

| Revenues: | FY 18-19 | FY 19-20 | FY 20-21 |
|-------------------------------------------|-------------------|-------------------|-------------------|
| Subfund/Activity | Actual | Original | Approved |
| Sale of Equipment | 7,304 | 5,000 | 5,000 |
| Miscellaneous | 22,067 | | 50,000 |
| (To) From Cafeteria Fund Balance | 2,087 | 0 | 0 |
| Total School Cafeteria | <u>20,858,701</u> | <u>23,236,967</u> | <u>23,869,429</u> |
| | | | |
| Comprehensive Services Act (CSA)* | | | |
| State/Federal Aid | 0 | 0 | 6,457,060 |
| Transfer from the General Fund | 0 | 0 | 3,882,507 |
| Total CSA | <u>0</u> | <u>0</u> | <u>10,339,567</u> |
| | | | |
| Total Education | 64,220,247 | 74,931,448 | 91,760,395 |
| | | | |
| Juvenile & Domestic Relations Court | | | |
| Virginia Juvenile Community Crime Act | 390,110 | 390,108 | 390,008 |
| USDA | 28,764 | 25,332 | 25,270 |
| Transfer From the General Fund | 555,125 | 572,254 | 555,082 |
| Total Juvenile & Domestic Relations Court | <u>973,999</u> | <u>987,694</u> | <u>970,360</u> |
| | | | |
| Mental Health & Developmental Services | | | |
| State and Federal Grants | 12,360,976 | 10,353,889 | 11,101,278 |
| Payments from Other Localities | 245,321 | 252,681 | 258,340 |
| Miscellaneous Revenues | 12,232,254 | 13,229,841 | 13,143,774 |
| Transfer From General Fund | 14,585,198 | 16,292,489 | 15,935,376 |
| Total Mental Health | <u>39,423,749</u> | <u>40,128,900</u> | <u>40,438,768</u> |
| | | | |
| Non-Departmental | | | |
| Transfer From General Fund | 0 | 250,000 | 237,500 |
| | | | |
| Public Safety | | | |
| Police - State & Federal Grants | 1,500,058 | 1,156,727 | 1,220,502 |
| Police - Donations | 9,372 | 0 | 0 |
| Metro Aviation/Extradition Reimbursement | 726,467 | 334,668 | 359,668 |
| Fire - Donations | 2,000 | 0 | 0 |
| Fire - State & Federal | 256,603 | 0 | 0 |
| Asset Forfeitures | 233,056 | 0 | 0 |
| Transfer From General Fund | 80,365 | 127,332 | 127,332 |
| Total Public Safety | <u>2,807,921</u> | <u>1,618,727</u> | <u>1,707,502</u> |
| | | | |
| Public Utilities | | | |
| Solid Waste: | | | |
| Refuse Collection Billing | 8,939,874 | 8,910,000 | 9,250,000 |
| Public Use/Host/Recycle Fees | 1,971,179 | 1,720,000 | 4,140,000 |
| Miscellaneous Revenues | 491,365 | 312,550 | 295,000 |
| Transfer From General Fund | 3,018,511 | 3,371,409 | 1,278,457 |
| (To) From Solid Waste Fund Balance | (448,050) | 440,574 | 478,764 |
| Total Solid Waste | <u>13,972,879</u> | <u>14,754,533</u> | <u>15,442,221</u> |

Special Revenue Fund Revenues (cont'd)

| Revenues: | | | |
|--------------------------------------------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Subfund/Activity | FY 18-19 | FY 19-20 | FY 20-21 |
| | Actual | Original | Approved |
| Street Lighting: | | | |
| Charge for Street Lights | 86,536 | 83,100 | 84,100 |
| (To) From Reserve for Street Lights | (22,204) | 0 | 0 |
| Total Street Lighting | <u>64,332</u> | <u>83,100</u> | <u>84,100</u> |
| Public Works | | | |
| Best Management Practices | 166,635 | 50,000 | 50,000 |
| Watershed Management Program | 109,508 | 847,000 | 847,000 |
| Total Public Works | <u>276,143</u> | <u>897,000</u> | <u>897,000</u> |
| Recreation, Parks & Culture | | | |
| Recreation | 64,306 | 0 | 0 |
| Total Recreation, Parks, & Culture | <u>64,306</u> | <u>0</u> | <u>0</u> |
| Sheriff | | | |
| Commissary Fund | 110,052 | 0 | 0 |
| State and Federal Grants | 29,585 | 0 | 0 |
| | <u>139,637</u> | <u>0</u> | <u>0</u> |
| Social Services | | | |
| State and Federal Grants - Social Services | 16,976,313 | 17,229,285 | 18,059,005 |
| Transfer From the General Fund - Social Services | 3,800,474 | 5,536,512 | 5,281,953 |
| State and Federal Grants - CSA | 153,218 | 109,849 | 141,115 |
| Comprehensive Services Act (CSA)* | 9,449,147 | 7,925,301 | 1,073,490 |
| Transfer From the General Fund - CSA Medicaid | 485,000 | 485,000 | 485,000 |
| Transfer From the General Fund - CSA* | 6,661,290 | 4,976,103 | 1,093,627 |
| Total Social Services | <u>37,525,442</u> | <u>36,262,050</u> | <u>26,134,190</u> |
| *Note: Beginning in FY2021 HCPS portion of CSA is reflected in Education | | | |
| Total Revenues | <u><u>\$170,498,513</u></u> | <u><u>\$177,517,668</u></u> | <u><u>\$185,345,202</u></u> |

**COUNTY OF HENRICO, VIRGINIA
PROPOSED SPECIAL REVENUE FUND EXPENDITURES
FY 2020-21**

| Expenditures: Subfund/Activity | FY 18-19 Actual | FY 19-20 Original | FY 20-21 Approved |
|---------------------------------------------|----------------------------|------------------------------|------------------------------|
| Capital Region Workforce Partnership (CRWP) | \$4,846,202 | \$4,154,563 | \$4,187,441 |
| Circuit Court Clerk | | | |
| Circuit Court Clerk | \$7,323 | \$0 | \$0 |
| | <u>\$7,323</u> | <u>\$0</u> | <u>\$0</u> |
| Commonwealth's Attorney | | | |
| Commonwealth's Attorney | 33,100 | 0 | 0 |
| Victim/Witness Program | 1,117,014 | 1,167,642 | 1,189,081 |
| Special Drug Prosecutor | 178,341 | 175,680 | 179,229 |
| Asset Forfeitures - Commonwealth's Attorney | 93,216 | 0 | 0 |
| Total Commonwealth's Attorney | <u>1,421,671</u> | <u>1,343,322</u> | <u>1,368,310</u> |
| Community Corrections Program | | | |
| CCP | 1,583,588 | 1,650,304 | 1,670,186 |
| CCP - Drug Court | 430,387 | 456,027 | 447,229 |
| Total Community Corrections Program | <u>2,013,975</u> | <u>2,106,331</u> | <u>2,117,415</u> |
| Community Revitalization | | | |
| CDBG | 1,514,064 | 0 | 0 |
| Home | 843,565 | 0 | 0 |
| Local Business Assistance | 65,594 | 0 | 0 |
| ESG | 167,464 | 0 | 0 |
| Total Community Revitalization | <u>2,590,687</u> | <u>0</u> | <u>0</u> |
| Economic Development | | | |
| RIR Permitting Fee Grant | 150,000 | 0 | 0 |
| Total Economic Development | <u>150,000</u> | <u>0</u> | <u>0</u> |
| Education | | | |
| State, Federal & Other Grants | 43,361,546 | 51,694,481 | 57,551,399 |
| School Cafeterias | 20,858,701 | 23,236,967 | 23,869,429 |
| Comprehensive Services Act (CSA) | 0 | 0 | 10,339,567 |
| Total Education | <u>64,220,247</u> | <u>74,931,448</u> | <u>91,760,395</u> |
| Juvenile & Domestic Relations Court | | | |
| Probation - VJCCCA | 615,809 | 619,660 | 590,517 |
| Detention - VJCCCA | 334,965 | 342,702 | 354,573 |
| USDA | 23,225 | 25,332 | 25,270 |
| Total Juvenile & Domestic Relations Court | <u>973,999</u> | <u>987,694</u> | <u>970,360</u> |
| Mental Health & Developmental Services | | | |
| Clinical Services | 19,449,335 | 19,856,157 | 40,438,768 |
| Community Support Services | 12,763,083 | 12,903,750 | 0 |
| Administrative and Program Support | 7,211,331 | 7,368,993 | 0 |
| Total Mental Health | <u>39,423,749</u> | <u>40,128,900</u> | <u>40,438,768</u> |

Special Revenue Fund Expenditures (cont'd)

| Expenditures: | | | |
|------------------------------------|----------------------------|------------------------------|------------------------------|
| Subfund/Activity | FY 18-19 Actual | FY 19-20 Original | FY 20-21 Proposed |
| Non-Departmental | 0 | 250,000 | 237,500 |
| Public Safety | | | |
| State and Federal Grants - Police | 373,270 | 0 | 0 |
| Communications | 961,680 | 1,156,727 | 1,220,502 |
| Metro Aviation | 967,615 | 387,000 | 387,000 |
| Henrico Extraditions | 95,212 | 75,000 | 100,000 |
| Asset Forfeitures - Police | 151,541 | 0 | 0 |
| State and Federal Grants - Fire | 258,603 | 0 | 0 |
| Total Public Safety | <u>2,807,921</u> | <u>1,618,727</u> | <u>1,707,502</u> |
| Public Utilities | | | |
| Solid Waste | 13,972,879 | 14,754,533 | 15,442,221 |
| Street Lighting | 64,332 | 83,100 | 84,100 |
| Total Public Utilities | <u>14,037,211</u> | <u>14,837,633</u> | <u>15,526,321</u> |
| Public Works | | | |
| Best Management Practices | 166,635 | 50,000 | 50,000 |
| Watershed Program | 109,508 | 847,000 | 847,000 |
| Total Public Works | <u>276,143</u> | <u>897,000</u> | <u>897,000</u> |
| Recreation, Parks & Culture | | | |
| Recreation & Parks | 64,306 | 0 | 0 |
| Total Recreation, Parks, & Culture | <u>64,306</u> | <u>0</u> | <u>0</u> |
| Sheriff | | | |
| Commissary Fund | 110,052 | 0 | 0 |
| State and Federal Grants | 29,585 | 0 | 0 |
| | <u>139,637</u> | <u>0</u> | <u>0</u> |
| Social Services | | | |
| Administration | 14,481,467 | 16,683,501 | 23,340,958 |
| Public Welfare Board | 37,530 | 290,489 | 0 |
| Public Assistance | 6,257,790 | 5,791,807 | 0 |
| Comprehensive Services Act (CSA) * | 16,748,655 | 13,496,253 | 2,793,232 |
| Total Social Services | <u>37,525,442</u> | <u>36,262,050</u> | <u>26,134,190</u> |
| Total Expenditures | <u>\$170,498,513</u> | <u>\$177,517,668</u> | <u>\$185,345,202</u> |

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

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.
- Raise awareness of the public workforce development system as the “go-to place” for workforce solutions for both business sector and job seekers.

FISCAL YEAR 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 | FY20 | FY21 | Change |
|-----------------------|------------------|------------------|------------------|-------------|
| | Actual | Original | Approved | 20 to 21 |
| Personnel | \$ 599,943 | \$ 683,688 | \$ 705,492 | 3.2% |
| Operation | 4,100,063 | 3,470,875 | 3,481,949 | 0.3% |
| Capital | 146,196 | 0 | 0 | 0.0% |
| Total | <u>4,846,202</u> | <u>4,154,563</u> | <u>4,187,441</u> | <u>0.8%</u> |
| Personnel Complement* | N/A | N/A | N/A | N/A |

* The budget for CRWP supports eight complement III positions.

PERFORMANCE MEASURES

| | <u>FY19</u> | <u>FY20</u> | <u>FY21</u> | <u>Change 20 to 21</u> |
|-----------------------------------------------|-------------|-------------|-------------|----------------------------|
| Workload Measures | | | | |
| Customers Receiving Basic Career Services | 42,000 | 35,000 | 37,000 | 2,000 |
| Customers Enrolled in Individualized Services | 1,014 | 1,100 | 1,100 | 0 |
| Customers Receiving Training | 236 | 250 | 250 | 0 |

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.

In recent years, federal funding has declined and then remained level. As a result, contracted staff levels have been reduced with an associated reduction in customers served.

ResCare has been awarded 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. ResCare was also awarded a contract to 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 contract is managed by Ross. This program targets disengaged young adults ages 18-24 that have certain barriers to success in employment or education.

OUTCOMES

The performance outcomes of CRWP's services are an important indicator of the program's success. For FY2019-20, the following results were achieved:

| | <i>Adults/Dislocated Workers</i> | <i>Youth</i> |
|----------------------|--------------------------------------|--------------|
| Did they get a job? | 83% | 67% |
| Did they keep a job? | 83% | 66% |
| Earned a Credential | 85% | 71% |
| Average Wages | \$25,000 | N/A |

BUDGET HIGHLIGHTS

The FY2020-21 CRWP budget in the amount of \$4,187,441 reflects a 0.8 percent increase compared to last fiscal year's approved budget reflecting expected revenues. Personnel grew \$21,804 or 3.2 percent reflecting benefit rate changes. Operating outlay increased by \$11,074 or 0.3 percent.

The exact amount of federal funding for FY2020-21 will be available after the County budget is adopted so an appropriate placeholder is used until the formulaic value based on regional variables can be adopted. The federal funding formula includes regional variables that are subject to change. For instance, the Capital Region and the State of Virginia have seen lower unemployment rates which may impact the level of funding allocated to the region. However, poverty rates, which also impact the formula, have been steady or increasing. The Capital Region Workforce Partnership expects additional rent revenue in FY2020-21 from state agencies that have located in CRWP facilities, as well as cost sharing of certain operational items resulting from new state regulations.

The FY2020-21 budget includes a grant reserve that allows transfers into the program based on need.

HENRICO COUNTY AND LOCAL FUNDING

Revenue from local contributions outside of Henrico County are expected to total \$147,000 in FY2020-21. Henrico County's contribution to CRWP is budgeted at \$56,000 for FY21. This is a decrease from the prior fiscal year approved budget but is in proportion to Henrico's share of total residents served in the past year.

The WIOA remains the primary funding source for the Capital Region Workforce Partnership's personnel costs.

The salary of the Director of the Capital Region Partnership is allocated between the Federal grant, 75.0 percent, and the balance of 25.0 percent to non-federal local funds from the eight jurisdictions that comprise the Capital Region.

The table to the right 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 FY2015-16. The average Henrico cost was 69% before the formula and has averaged 28% since adoption. This standardized format lowered Henrico's contribution significantly. While the FY2020-21 request is lower than FY2019-20, it reflects Henrico's proportional share under the new formula.

| Fiscal Year | Henrico Contribution | All Other Local Contributions | Henrico as a % of Total |
|-------------|----------------------|-------------------------------|-------------------------|
| 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% |

* Local contributions determined from new formula.

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 use of the Special Drug Prosecutor Program provides a vital public safety function for the County of Henrico. The Program's budget for FY2020-21 is \$179,229 and reflects a \$3,549 or 2.0 percent increase when compared to the prior fiscal year.

FISCAL YEAR 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 | FY20 | FY21 | Change |
|-----------------------|-------------------|-------------------|-------------------|-------------|
| | Actual | Original | Approved | 20 to 21 |
| Personnel | \$ 171,825 | \$ 169,722 | \$ 176,338 | 3.9% |
| Operation | 6,516 | 5,958 | 2,891 | (51.5%) |
| Capital | 0 | 0 | 0 | 0.0% |
| Total | <u>\$ 178,341</u> | <u>\$ 175,680</u> | <u>\$ 179,229</u> | <u>2.0%</u> |
| Personnel Complement* | 1 | 1 | 1 | 0 |

* Special Drug Prosecutor includes funding for two positions including 1 complement II and one complement III position. The complement III position is excluded from the Personnel Complement listed above.

PERFORMANCE MEASURES

| | <u>FY19</u> | <u>FY20</u> | <u>FY21</u> | <u>Change 20 to 21</u> |
|--------------------------|-------------|-------------|-------------|----------------------------|
| Workload Measures | | | | |
| Total Subpoenaes | 1,493 | 1,800 | 1,600 | (200) |
| Total Indictments | 952 | 1,150 | 1,100 | (50) |
| Total Defendants | 289 | 350 | 300 | (50) |

BUDGET HIGHLIGHTS (CONTINUED)

The Program's budget includes General Fund support of \$58,276. The operating component was reduced by \$3,067 compared to FY2019-20 due to the impact on County revenues of the pandemic.

The State Compensation Board and the County both contribute to the salaries and associated personnel costs for the two positions funded through the program. Personnel costs will increase \$6,616 or 3.9 percent because of benefit increases.

The Special Drug Prosecutor's responsibilities include 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.

The table below presents a historical depiction of the State/County split of the budget for this program.

| Fiscal Year | State Funding | Approved County Funding | % County |
|-------------|---------------|-------------------------|----------|
| 2011-12 | 119,400 | 69,563 | 37% |
| 2012-13 | 119,400 | 66,715 | 36% |
| 2013-14 | 121,533 | 66,715 | 35% |
| 2014-15 | 129,773 | 61,185 | 32% |
| 2015-16 | 131,998 | 52,569 | 28% |
| 2016-17 | 131,998 | 61,862 | 32% |
| 2017-18 | 104,207 | 60,843 | 37% |
| 2018-19 | 108,936 | 61,343 | 37% |
| 2019-20 | 114,337 | 61,343 | 36% |
| 2020-21 | 120,953 | 58,276 | 33% |

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 information of the victim/witness' case, explanation about court procedures, assistance in applying for Crime Victims' Compensation, assistance in preparing Victim Impact Statements and Parole Input Forms and short-term crisis counseling.

OBJECTIVES

- To reduce delays in the court process by reducing the incidences of witness "no-show" through improved notification services.
- To reduce the trauma of crime for victims through crisis intervention and specialized counseling.
- To enable authorities to quickly establish and maintain contact with victims and witnesses.
- To increase victim cooperation and successful prosecution through providing the victim/witness more information on court room procedures and the criminal justice system.
- To provide victim/witness services in a cost-effective manner through the utilization and coordination of volunteer time and services.

BUDGET HIGHLIGHTS

The Victim/Witness Assistance Program continues to provide a vital function to the criminal justice systems in Henrico County. The FY2020-21 budget is \$1,189,081, which reflects an increase of \$21,439 or 1.8 percent when compared to the FY2019-20 approved budget.

FISCAL YEAR 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 | FY20 | FY21 | Change |
|-------------|--------------|--------------|--------------|----------|
| | Actual | Original | Approved | 20 to 21 |
| Personnel | \$ 977,120 | \$ 1,014,368 | \$ 1,050,546 | 3.6% |
| Operation | 133,378 | 143,674 | 133,535 | (7.1%) |
| Capital | 6,516 | 9,600 | 5,000 | (47.9%) |
| Total | \$ 1,117,014 | \$ 1,167,642 | \$ 1,189,081 | 1.8% |

Personnel Complement* 5 5 5 0

*The Victim Witness Program includes funding for thirteen positions including 1 complement I, 4 complement II and 8 complement III positions. The complement III positions are excluded from the Personnel Complement listed above.

PERFORMANCE MEASURES

| | <u>FY19</u> | <u>FY20</u> | <u>FY21</u> | <u>Change 20 to 21</u> |
|--------------------------|-------------|-------------|-------------|----------------------------|
| Workload Measures | | | | |
| Victims Assisted | 5,658 | 5,800 | 6,000 | 200 |

BUDGET HIGHLIGHTS (CONTINUED)

The personnel component experienced a net increase of \$36,178 or 3.6 percent. This increase is due to increases in health care costs offset with expected pandemic related reductions. The operating component reflects a decrease of \$10,139 or 7.1 percent to cover contractually based lease increases for the Victim Witness and CASA building offset by pandemic related reductions. The capital component was also reduced by \$4,600 or 47.9% also associated with pandemic related reductions.

The FY2020-21 budget includes a General Fund transfer of \$514,926 to provide funding for the program costs. State/federal grant funding is anticipated to be \$674,155. This estimated grant funding is fully budgeted in the FY2020-21 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 to the right provides a historical depiction of budgeted State and County funding for the program by fiscal year over a ten-year period.

| Fiscal Year | State Funding | County Funding | % County |
|-------------|---------------|----------------|----------|
| 2011-12 | 349,744 | 327,316 | 48% |
| 2012-13 | 363,093 | 324,629 | 47% |
| 2013-14 | 363,226 | 331,814 | 48% |
| 2014-15 | 374,119 | 343,711 | 48% |
| 2015-16 | 430,156 | 354,480 | 45% |
| 2016-17 | 660,936 | 374,932 | 36% |
| 2017-18 | 674,155 | 376,103 | 36% |
| 2018-19 | 674,155 | 443,775 | 40% |
| 2019-20 | 674,155 | 493,487 | 42% |
| 2020-21 | 674,155 | 514,926 | 43% |

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 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
|-----------------------|---------------------|---------------------|---------------------|--------------------|
| Personnel | \$ 1,494,954 | \$ 1,563,197 | \$ 1,583,079 | 1.3% |
| Operation | 81,404 | 76,030 | 76,030 | 0.0% |
| Capital | 7,230 | 11,077 | 11,077 | 0.0% |
| Total | <u>\$ 1,583,588</u> | <u>\$ 1,650,304</u> | <u>\$ 1,670,186</u> | <u>1.2%</u> |
| Personnel Complement* | 1 | 1 | 1 | 0 |

*Personnel Complement does not reflect 25 Complement III positions (24 full-time and one part-time).

PERFORMANCE MEASURES

| | <u>FY19</u> | <u>FY20</u> | <u>FY21</u> | <u>Change 20 to 21</u> |
|---------------------------------------------|-------------|-------------|-------------|----------------------------|
| Workload Measures | | | | |
| New Pretrial Cases Supervised | 1,713 | 1,771 | 1,800 | 29 |
| New Probation Cases Supervised | 1,368 | 1,472 | 1,532 | 60 |
| Pretrial Investigations Conducted | 1,751 | 1,809 | 1,400 | (409) |
| Client Hours of Community Service Completed | 10,872 | 13,672 | 10,000 | (3,672) |

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 FY2020-21: (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's budget for FY2020-21 is \$1,670,186 which is an increase of \$19,882 or 1.2 percent, from the FY2019-20 approved budget. This budgetary growth is due to increases in the cost of employee benefits. Operating and capital equipment costs remain unchanged at \$76,030, and \$11,077, respectively. The majority of the capital funds are provided the replacement of for computer equipment.

The allotment of General Fund support for FY2020-21 is budgeted to decrease by 5.0 percent, from \$222,439 to 211,317. State support for the program is proposed to grow by \$31,004, or 2.6 percent, to a total of \$1,213,919. 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.

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 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 | FY20 | FY21 | Change |
|-----------------------|-------------------|-------------------|-------------------|---------------|
| | Actual | Original | Approved | 20 to 21 |
| Personnel | \$ 317,819 | \$ 381,063 | \$ 372,265 | (2.3%) |
| Operation | 110,792 | 73,464 | 73,464 | 0.0% |
| Capital | 1,776 | 1,500 | 1,500 | 0.0% |
| Total | <u>\$ 430,387</u> | <u>\$ 456,027</u> | <u>\$ 447,229</u> | <u>(1.9%)</u> |
| Personnel Complement* | 1 | 1 | 1 | 0 |

*Personnel Complement does not reflect 4 Complement III positions that are supported by this budget.

PERFORMANCE MEASURES

| | <u>FY19</u> | <u>FY20</u> | <u>FY21</u> | <u>Change 20 to 21</u> |
|-------------------------------------|-------------|-------------|-------------|----------------------------|
| Workload Measures | | | | |
| Successful Graduates | 27 | 11 | 22 | 11 |
| Efficiency Measures | | | | |
| % of Referrals Assessed on Time | 100% | 100% | 100% | 0% |
| Effectiveness Measures | | | | |
| % of Participants Staying Drug-Free | 94% | 92% | 93% | 1% |

BUDGET HIGHLIGHTS

The Drug Court Program will complete its sixteenth year of operations in FY2019-20. The program was started with the use of federal funding. However, federal funds were discontinued in FY2005-06. The Drug Court program for Henrico County received a grant from the State in the amount of \$232,261 in FY2005-06 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 \$245,000 in FY2020-21. This is a decrease of 2.0 percent from the amount of State support in the FY2019-20 approved budget. The requirement for General Fund support in FY2020-21 is projected to be \$179,819, which is a decrease of \$3,798 or 2.1 percent. The Drug Court also collects probation fees to help defray the costs of the program. Fee collections are expected to be \$22,410 during FY2020-21.

The proposed budget for FY2020-21 is \$447,229. This is a decrease of 1.9 percent from the FY2019-20 approved budget. The budgetary need in personnel declined by \$8,798 as savings more than offset increases in fringe benefit costs. The request for funding for operations is unchanged from the FY2019-20 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.

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 Brigade (formerly the Fan Free Clinic) provides quarterly HIV testing at the Drug Court Office.

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, which also includes employees of the Sheriff's Office.

In 2019, the Drug Court held its third annual 5K race. The proceeds from this event are used to offset the costs of program-related social events, designed to help reestablish family ties that have been damaged by years of substance abuse. Among these events is the annual Turkey Tuesday, which provides frozen turkeys to program participants and graduates at Thanksgiving, so they can share a holiday meal with their families.

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 except 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 groups, anger management, Project Fresh Start, and Promoting Empowerment and Resiliency through Learning Strengths (PEARLS), a program that specifically addresses the needs of female youth. In FY2016-17 a category was included under Service Plan Supervision that allows for the ability to provide unique services to individual youth and their families, i.e. services in Spanish, trauma assessments and counseling.

VJCCCA funds continue to offer services that are accessible in a timely manner and provide much needed resources to youth and their families. This funding 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 delinquent behavior. 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 to the Court and Court Service Unit staff that are easily accessible and available.

FISCAL YEAR 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 | FY20 | FY21 | Change |
|-----------------------|-------------------|-------------------|-------------------|---------------|
| | Actual | Original | Approved | 20 to 21 |
| Personnel | \$ 252,416 | \$ 265,634 | \$ 268,609 | 1.1% |
| Operation | 363,343 | 354,026 | 330,919 | (6.5%) |
| Capital | 50 | 0 | 0 | 0.0% |
| Total | <u>\$ 615,809</u> | <u>\$ 619,660</u> | <u>\$ 599,528</u> | <u>(3.2%)</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 | | | | |
|------------------------------------------------|------|------|------|--------------------|
| | FY19 | FY20 | FY21 | Change 20 to 21 |
| Workload Measures | | | | |
| Number of Referrals from Probation/Court Order | 572 | 602 | 602 | 0 |

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 VJCCA budget for FY2020-21 totals \$599,528 which includes County support of \$428,700. The Program's budget reflects a 3.2 percent decrease when compared to the FY2019-20 budget. This decrease is due to the health crisis associated with COVID-19.

On July 1, 2018, VJCCA staff took over the GPS monitoring program that previously had been monitored by the respective assigned probation officers. It was initially anticipated there would be an average of 10 youth on GPS but the average has been an average of 15. As a result, sufficient funds are provided to ensure all responsibilities related to monitoring youth are completed. This was offset by a reduction in the budget for purchase of Other Professional Services.

The judiciary and probation will continue to use VJCCA funding to provide a wide variety of services and programs to juveniles and their families. These services and programs continue to often be utilized as alternatives to secure detention.

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.

BUDGET HIGHLIGHTS

Juvenile Detention’s budget for the Virginia Juvenile Community Crime Control Act totals \$345,562 including the County contribution of \$126,382. The total budget reflects an increase of \$2,860, or 0.8 percent, when compared to the FY2019-20 approved budget. This increase was primarily driven by the personnel component with rising healthcare and retirement costs.

The budget will support Detention Outreach and the Services Through Opportunity Programs (STOP) offered through Juvenile Detention. 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.

FISCAL YEAR 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
|----------------------|------------------------|--------------------------|--------------------------|----------------------------|
| Personnel | \$ 293,444 | \$ 298,694 | \$ 301,554 | 1.0% |
| Operation | 41,521 | 44,008 | 44,008 | 0.0% |
| Capital | 0 | 0 | 0 | 0.0% |
| Total | \$ 334,965 | \$ 342,702 | \$ 345,562 | 0.8% |
| Personnel Complement | 3 | 3 | 3 | 0 |

PERFORMANCE MEASURES

| Performance Measures | | | | |
|--------------------------------------------------|-------|-------|-------|--------------------|
| | FY19 | FY20 | FY21 | Change 20 to 21 |
| Workload Measures | | | | |
| Electronic Monitoring Days | 6,918 | 6,615 | 4,521 | (2,094) |
| Outreach Participants w/Electronic Monitoring | 197 | 156 | 168 | 12 |
| Outreach Participants w/o Electronic Monitoring | 44 | 24 | 39 | 15 |
| STOP Participants | 44 | 30 | 54 | 24 |
| STOP Program Days | 207 | 156 | 252 | 96 |
| Efficiency Measures | | | | |
| Average Length of Stay | 34 | 44 | 30 | (14) |
| Average Length of Stay w/Electronic Monitoring | 35 | 42 | 27 | (15) |
| Average Length of Stay w/o Electronic Monitoring | 28 | 54 | 43 | (11) |

BUDGET HIGHLIGHTS (CONTINUED)

All employees working with the STOP program are required to take CPR, first aid and defensive driving classes. The Detention Outreach Program is supported by 3 Complement II positions (1 Outreach Coordinator, 2 Outreach Workers) and provides an alternative to secure detention by offering direct and indirect services to children requiring less restrictive supervision. For those youths who need more restrictive supervision, the Electronic Monitoring component of Detention Outreach will be utilized. Juveniles who generally qualify for this program have reoccurring behavior issues such as curfew violations, running away from home and truancy.

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 FY2020-21, 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 \$25,270 in USDA grant funding for FY2020-21, which is projected to decrease the approved budget for FY2019-20. These funds will continue to be used to purchase food, food service equipment, and maintain and repair kitchen equipment.

FISCAL YEAR 2021 SUMMARY

| Annual Fiscal Plan | | | | |
|----------------------|------------------|------------------|------------------|--------------------|
| Description | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
| Personnel | \$ 0 | \$ 0 | \$ 0 | 0.0% |
| Operation | 23,225 | 25,332 | 25,270 | (0.2%) |
| Capital | 0 | 0 | 0 | 0.0% |
| Total | \$ 23,225 | \$ 25,332 | \$ 25,270 | (0.2%) |
| 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, intellectual disability, substance abuse, 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 Department serves people experiencing the effects of, or who are at risk for, mental illness, intellectual disabilities, substance abuse, and children with developmental delay. 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 provide protective inpatient services to 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 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
|-----------------------|----------------------|----------------------|----------------------|--------------------|
| Personnel | \$ 29,360,631 | \$ 31,298,244 | \$ 32,082,359 | 2.5% |
| Operation | 9,590,460 | 8,830,656 | 8,356,409 | (5.4%) |
| Capital | 472,658 | 0 | 0 | 0.0% |
| Total | <u>\$ 39,423,749</u> | <u>\$ 40,128,900</u> | <u>\$ 40,438,768</u> | <u>0.8%</u> |
| Personnel Complement* | 222 | 222 | 222 | 0 |

* Personnel Complement totals above do not include 171 Complement III positions in FY2020-21.

PERFORMANCE MEASURES

| Performance Measures | | | | |
|------------------------------------------|-------------|-------------|-------------|----------------------------|
| | <u>FY19</u> | <u>FY20</u> | <u>FY21</u> | <u>Change 20 to 21</u> |
| Workload Measures | | | | |
| Individuals Served - MH/DS | 9,783 | 9,800 | 9,800 | 0 |
| Individuals Served - Mental Health | 5,479 | 5,500 | 5,500 | 0 |
| Individuals Served - Developmental | 1,372 | 1,380 | 1,380 | 0 |
| Individuals Served - Substance Abuse | 954 | 1,000 | 1,000 | 0 |
| Individuals Served - Early Intervention | 901 | 900 | 900 | 0 |
| Jail Inmates Served | 2,119 | 2,100 | 2,100 | 0 |
| Emergency Psychiatric Hosp. Screenings | 1,971 | 2,000 | 2,000 | 0 |
| Same Day Access Assessments | 2,586 | 2,600 | 2,600 | 0 |
| Integrated Primary Healthcare Encounters | 1,571 | 1,600 | 1,600 | 0 |

OBJECTIVES (CONTINUED)

- To provide case management, outpatient psychotherapy, in-home intervention and related services to children and their families.
- To provide medical and social detoxification services 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 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 offered to all clients 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 abuse 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, 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.

The Department's FY2020-21 approved budget, including the Sheltered Employment program, is \$40,438,768. This amount is \$309,868, or 0.8 percent, above the FY2019-20 approved budget. Personnel expenditures are \$32,082,359 or 79.3 percent of the total. Personnel increased \$784,115 or 2.5 percent over the FY2019-20 approved budget. This budgetary growth is due to increases in benefit costs and the addition of six full-time Complement III positions for the Department. These positions consist of three Case Managers for STEP-VA Primary Care, and a Case Manager and a Clinician for STEP-VA Outpatient services, all funded by restricted state performance contract funding. One Training Assistant was added at the Green Run group home funded by Medicaid revenue.

The operating budget was reduced by \$474,247, or 5.4 percent. This cost cutting driven by the economic downturn due to the pandemic.

REVENUE HIGHLIGHTS

The Department estimates FY2020-21 revenues at \$40,438,768. This is an increase of 0.8 percent, over the FY2019-20 approved budget. The proposed County transfer of \$15,935,376 is \$357,113, or 2.2 percent, lower than the FY2019-20 level. The County transfer will represent 39.4 percent of FY2020-21 revenues.

The balance of the MH/DS/SA revenues are comprised of Federal, State, third party client fees, other local governments, and from sheltered employment contracts. A reserve fund of \$700,000 will cover grant opportunities in FY2020-21. Funds from this reserve will only be available for expenditure once they are received and approved

by the County. Sheltered Employment revenue is expected to decrease by \$47,600, or 16.8 percent, to \$235,000 for FY2020-21.

The Department's State performance contract revenue for FY2020-21 is projected to be \$6,961,752, a 7.9 percent increase over FY2019-20. The FY2020-21 budget includes an increase of \$400,902 in mental health funding from the Department of Behavioral Health & Developmental Services for the STEP-VA (System Transformation Excellence and Performance) initiative. This funding is split into \$205,902 for the STEP-VA Primary Care initiative and \$195,000 for the STEP-VA Outpatient initiative. The state OBRA (Omnibus Budget Reconciliation Act) Nursing Home grant is forecasted to decrease \$2,802 in FY2020-21.

Fee revenue is budgeted at \$11,164,469 for FY2020-21, a 0.9 percent reduction. Among these fee resources, Medicaid revenue is projected to increase \$68,060, primarily in psychiatric services, while Self-pay and insurance revenue is expected to decrease \$182,785, as individuals in self-pay and insurance in FY2019-20 are covered by the expansion of Medicaid in FY2020-21.

EXPENDITURE HIGHLIGHTS

The Mental Health Services section is to provide services with 181 full-time and 2 part-time employees. Developmental Services are provided by 121 full-time and 9 part-time employees, whereas fifty-six full-time and 3 part-time employees comprise the administrative staff.

The Substance Abuse Services budget is \$2,329,347 a decrease of \$54,590 (2.3 percent) from the FY2019-20 approved budget. The budget in this area contains \$200,000 dedicated to the opioid issue. These funds will be available to further augment services as new programs and opportunities become available.

Sheltered Employment funding in FY2020-21 decreased by \$47,600 from the FY2019-20 approved budget level, to \$235,000. Two full-time positions support the Sheltered Employment operation.

Over the past twenty-two 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.

In FY2020-21 it is anticipated that approximately 15 individuals with intellectual disabilities, graduating from high schools, will need of a day support program. The cost will be absorbed with current resources. The total annual funding the County provides to ensure immediate service for these individuals is \$2,098,596.

What follows is a list of additional funding received in prior years.

| | |
|-----------|--------------|
| FY2019-20 | \$25,850 |
| FY2018-19 | \$199,953 |
| FY2017-18 | Fully Funded |
| FY2016-17 | \$34,000 |
| FY2015-16 | Fully Funded |
| FY2014-15 | \$92,574 |
| FY2013-14 | \$125,435 |
| FY2012-13 | (\$100,000) |
| FY2011-12 | \$21,130 |
| FY2010-11 | \$226,376 |
| FY2009-10 | \$126,650 |
| FY2008-09 | \$214,800 |
| FY2007-08 | \$147,000 |
| FY2006-07 | \$167,000 |
| FY2005-06 | Fully Funded |
| FY2004-05 | \$199,000 |
| FY2003-04 | \$253,330 |
| FY2002-03 | \$192,935 |
| FY2001-02 | \$172,110 |
| FY2000-01 | \$200,790 |
| FY1999-00 | \$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 FY2020-21 budget includes \$105,000 for the extradition of prisoners, a \$25,000 increase from FY2019-20 to cover rising fuel costs. 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 FY2020-21, 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.

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.

FISCAL YEAR 2021 SUMMARY

| Annual Fiscal Plan | | | | | |
|----------------------|----------------|------------------|------------------|--------------------|--|
| Description | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 | |
| Personnel | \$ 0 | \$ 0 | \$ 0 | 0.0% | |
| Operation | 365,401 | 422,000 | 447,000 | 5.9% | |
| Capital | 697,426 | 40,000 | 40,000 | 0.0% | |
| Total | \$ 1,062,827 | \$ 462,000 | \$ 487,000 | 5.4% | |
| Personnel Complement | N/A | N/A | N/A | N/A | |

PERFORMANCE MEASURES

| | <u>FY19</u> | <u>FY20</u> | <u>FY21</u> | <u>Change 20 to 21</u> |
|------------------------------------|-------------|-------------|-------------|----------------------------|
| Workload Measures | | | | |
| Number of Aerial Transports | 29 | 55 | 55 | 0 |
| Flight Hours for Aerial Transports | 123 | 220 | 220 | 0 |
| Extraditions (commercial carriers) | 40 | 43 | 43 | 0 |

BUDGET HIGHLIGHTS (CONTINUED)

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 FY2018-19, the unit responded to 768 calls for service, conducted 103 surveillances, with a total of 1,091 flight hours. In addition, aircraft assisted with 40 apprehensions, 29 aerial transports, and 200 aerial pictures were taken during FY2018-19.

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.

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 are 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 FY1999-00. 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 2021 SUMMARY

| Description | Annual Fiscal Plan | | | |
|-----------------------|---------------------|---------------------|---------------------|-------------|
| | FY19 | FY20 | FY21 | Change |
| | Actual | Original | Approved | 20 to 21 |
| Personnel | \$ 1,153,318 | \$ 1,062,688 | \$ 1,126,463 | 6.0% |
| Operation | 78,431 | 94,039 | 94,039 | 0.0% |
| Capital | 103,201 | 0 | 0 | 0.0% |
| Total | <u>\$ 1,334,950</u> | <u>\$ 1,156,727</u> | <u>\$ 1,220,502</u> | <u>5.5%</u> |
| Personnel Complement* | N/A | N/A | N/A | N/A |

*Sixteen Communications Officers are included in the Police General Fund Complement.

PERFORMANCE MEASURES

| | <u>FY19</u> | <u>FY20</u> | <u>FY21</u> | <u>Change 20 to 21</u> |
|-----------------------------------------------------------------------------------|-------------|-------------|-------------|----------------------------|
| Workload Measures | | | | |
| Wireless 911 Calls Received | 142,543 | 139,936 | 138,261 | (1,675) |
| Percentage Wireless 911 Calls to Total 911 Calls Received | 80.4% | 80.6% | 81.2% | 0.6% |
| Percentage Wireless 911 Calls to Total Calls (Emergency & Non-emergency) Received | 35.6% | 36.1% | 36.1% | 0.0% |

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 FY2012-13 to eighty percent in FY2018-19. 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 over 700 texts received in FY2018-19. The volume of text increased from the second half of 2018 through the first half of 2019, showing an increased use of the service over time.

The Wireless 911 budget for FY2020-21 totals \$1,220,502 which increased by \$63,775 or 5.5 percent from the previous approved budget. The personnel component reflects rising salary and health care costs. The operating component includes maintenance costs for mapping and verbal response software as well as telecommunications costs associated with the emergency communication center's ability to handle wireless calls.

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 on a temporary or longer basis to obtain the basic necessities of life and 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 2021 SUMMARY

| Description | Annual Fiscal Plan | | | |
|-----------------------|----------------------|----------------------|----------------------|--------------------|
| | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
| Personnel | \$ 13,429,692 | \$ 15,655,394 | \$ 16,230,556 | 3.7% |
| Operation | 7,175,933 | 7,087,942 | 7,086,742 | (0.0%) |
| Capital | 171,162 | 22,461 | 23,660 | 5.3% |
| Total | <u>\$ 20,776,787</u> | <u>\$ 22,765,797</u> | <u>\$ 23,340,958</u> | <u>2.5%</u> |
| Personnel Complement* | 211 | 211 | 213 | 2 |

* Two positions were added through June 2019 budget amendments and two other positions were added through a February 2020 budget amendment.

PERFORMANCE MEASURES

| | FY19 | FY20 | FY21 | Change 20 to 21 |
|------------------------------------------------|------|------|------|--------------------|
| Workload Measures | | | | |
| Foster Child Initial Placement in Family Homes | 67% | 70% | 72% | 2% |
| Family Foster Home Recruitment | 21 | 25 | 30 | 5 |
| Efficiency Measures | | | | |
| SNAP Application Timely Processing | 97% | 97% | 97% | 0% |
| CPS Complaints Initiate Within Timeframe | 86% | 90% | 92% | 2% |
| Effectiveness Measures | | | | |
| 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 FY2020-21 is \$23,340,958, which represents an increase of \$575,161, or 2.5 percent, from the FY2019-20 approved budget. This budgetary growth will be supported by State and federal revenues as the General Fund transfer is budgeted to decrease from \$5,536,512 in FY2019-20 to \$5,281,953 in FY2020-21. In total, the Department anticipates collecting \$18,003,725 in revenue from State and federal governments, which is 77.2 percent of total funding. An additional \$5,558,779, representing 22.6 percent of all funding will be provided through a transfer from the General Fund. The Department also anticipates receiving \$55,280 from other local sources, which is 0.2 percent of the total budget.

The entirety of the proposed increase in expenditure requirements for FY2020-21 is in the personnel component of the budget, which is 3.7 percent higher than the FY2019-20 approved budget. This budgetary growth is primarily due to benefit rate increases and the addition of four positions through budget amendments, two each in June of 2019 and February of 2020. These positions and the State and federal funds that support them were added to support the increased caseload from both Medicaid expansion and foster care services.

The operating and capital outlay components of the budget are \$7,086,742, and \$23,660, respectively. The total of these two areas is unchanged from the FY2019-20 approved budget. The bulk of the capital budget is 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 FY2018-19, Social Services experienced a 25.3 percent increase in the number of cases for the Medicaid Program. The caseload for that program increased an additional 8.8 percent from June 2019 to November 2019. The SNAP Program noted a 1.8 percent caseload increase during FY2018-19, while the TANF program experienced a 0.9 percent decrease in cases during that fiscal year. The Department anticipates the SNAP and TANF caseloads to remain steady in FY2020-21, while Medicaid is projected to continue to increase slightly.

Foster Care caseload numbers increased by 27 children during FY2018-19, from 100 to 127, which is a 27.0 percent increase. The program experienced an additional 8.7 percent growth in the first 5 months of FY2019-20. 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.

The mission of the Adult Services Program is to provide services that protect older and incapacitated adults from abuse, neglect, or exploitation, and provide access to long-term care services. The number of Adult Protective Services (APS) reports requiring response decreased by 11.9 percent during FY2018-19. The complexity in these cases continues to increase as the department has coordinated with Police, Fire, Building Inspections, and Community Revitalization for 68% of our APS customers through the first five months of FY2019-20. The increase in dementia in the aging population and the diverse number of adult facilities in the county are also significant factors driving the complexity.

It is noted that the covid-19 pandemic, and the resulting damage to the economic status of many Henrico citizens may place added strains on this department. 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 budget for the Children's Services Act for FY2020-21 is \$2,793,232. This represents a decrease of \$10,703,021, or 79.3 percent from the FY2019-20 approved budget. The sharp decline is caused by the movement of HCPS-related

FISCAL YEAR 2021 SUMMARY

| Description | Annual Fiscal Plan | | | |
|-----------------------------|----------------------|----------------------|---------------------|--------------------|
| | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
| Personnel | \$ 384,781 | \$ 452,739 | \$ 457,449 | 1.0% |
| Operation | 16,363,637 | 13,042,964 | 2,335,233 | (82.1%) |
| Capital | 237 | 550 | 550 | 0.0% |
| Total | \$ 16,748,655 | \$ 13,496,253 | \$ 2,793,232 | (79.3%) |
| Purchase of Services | | | | |
| General Government Services | \$ 4,348,230 | \$ 3,177,998 | \$ 2,186,630 | (31.2%) |
| Education Services | 11,828,780 | 9,716,364 | 0 | (100.0%) |
| Administration | 571,645 | 601,891 | 606,602 | 0.8% |
| Total | \$ 16,748,655 | \$ 13,496,253 | \$ 2,793,232 | (79.3%) |
| Personnel Complement* | N/A | N/A | N/A | N/A |

*Personnel complement is reflected within Social Services budget.

PERFORMANCE MEASURES

| | FY19 | FY20 | FY21 | Change 20 to 21 |
|-----------------------------------------|------|------|------|--------------------|
| Workload Measures | | | | |
| Children Served | 404 | 475 | 475 | 0 |
| Children Served in Residential Programs | 61 | 55 | 55 | 0 |

BUDGET HIGHLIGHTS (CONTINUED)

Expenses into the Schools portion of the budget to more accurately reflect the origin of these program costs.

The table below illustrates the rapid growth in actual expenditures for all CSA programs in recent years. These costs have grown by 113.7 percent in the five-year period between FY2013-14 and FY2018-19.

| Fiscal Year | Expenses | Change | Percent |
|-------------|--------------|-------------|---------|
| FY2011-12 | \$6,470,581 | \$543,439 | 9.2% |
| FY2012-13 | \$7,092,653 | \$622,072 | 9.6% |
| FY2013-14 | \$7,568,812 | \$476,159 | 6.7% |
| FY2014-15 | \$9,767,199 | \$2,198,387 | 29.0% |
| FY2015-16 | \$11,580,707 | \$1,813,508 | 18.6% |
| FY2016-17 | \$12,241,476 | \$660,769 | 5.7% |
| FY2017-18 | \$13,517,305 | \$1,275,829 | 10.4% |
| FY2018-19 | \$16,177,010 | \$2,659,704 | 19.7% |

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 FY2020-21, CSA is estimated to fund services for 475 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 substance abusers, sexual offenders, and those with severe psychiatric disorders, when the safety of the child and/or community precludes services in the home; 4) community based services for children and families such as home based counseling, intensive care coordination, parent coaching, and psychological or parenting assessments focusing on risk and service planning to work toward 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 \$2,310,471 or 82.7 percent of the total budget, yielding an administrative component of 17.3 percent. The administrative requirements are proposed to increase by \$32 above the FY2019-20 approved budget, an increase of less than 0.1 percent. This growth is in the personnel component and is attributed to growth in employee benefit rates.

The FY2020-21 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 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 child.

In FY2020-21, the County will provide a projected total of \$5,461,134 as a direct match for all CSA funding; that is purchased services, administration, and Medicaid. Of this total, 3,882,507 is a match for special education services found in the Schools portion of the budget. The total of General Fund support is less than 0.1 percent higher than the FY2019-20 approved budget.

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 \$4,671,951, CSA Administration will receive \$284,033 in local funding. In addition, the County will provide a forecasted local match of Medicaid services, totaling \$485,000. A local match of \$20,150 for the Safe and Stable Families Program noted below, brings the total local contribution of \$5,461,134.

The State will provide \$7,671,665 for all CSA services, with \$6,457,060 being allocated to special education services found in the Schools portion of the budget.

A grant for the Safe and Stable Families Program is also administered through the CSA. This grant is expected to receive \$128,765 federal and \$12,350 state funding, along with the local match of \$20,150, for a total of \$161,265.

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, limited 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 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
|---------------------------------|----------------|------------------|------------------|--------------------|
| Personnel | \$ 3,818,392 | \$ 4,198,872 | \$ 4,220,285 | 0.5% |
| Operation | 9,101,248 | 9,011,530 | 10,041,683 | 11.4% |
| Capital | 1,053,239 | 1,544,131 | 1,180,253 | (23.6%) |
| Total Solid Waste | \$ 13,972,879 | \$ 14,754,533 | \$ 15,442,221 | 4.7% |
| Street Lights | 64,332 | 83,100 | 84,100 | 1.2% |
| Total Solid Waste/Street Lights | \$ 14,037,211 | \$ 14,837,633 | \$ 15,526,321 | 4.6% |
| Personnel Complement | 66 | 69 | 69 | 0 |

PERFORMANCE MEASURES

| | <u>FY19</u> | <u>FY20</u> | <u>FY21</u> | <u>Change 20 to 21</u> |
|-----------------------------------------|-------------|-------------|-------------|----------------------------|
| Workload Measures | | | | |
| Tons Collected by Refuse Collection | 51,787 | 51,000 | 52,000 | 1,000 |
| Tons Collected by Bulky Waste | 586 | 700 | 700 | 0 |
| Tons Collected by Neighborhood Cleanups | 3,011 | 3,000 | 3,000 | 0 |
| Tons Deposited in Public Use Areas | 26,791 | 27,000 | 28,000 | 1,000 |
| Number of Refuse Customers | 50,127 | 51,000 | 52,000 | 1,000 |

BUDGET HIGHLIGHTS

Projected Solid Waste revenues in FY2020-21 are \$15,442,221, inclusive of a General Fund subsidy of \$1,278,457. The General Fund subsidy supports four programs that are administered by Solid Waste. The Division's total expenditures of increased by \$688,688 or 4.6 percent when compared to the FY2019-20 approved budget.

The personnel component is budgeted at \$4,220,285 in FY2020-21, and reflects an increase of \$21,413 or 0.5 percent when compared to the FY2019-20 approved budget. The increase is due to rising health care costs and benefit adjustments.

The operating component of the budget reflects an increase of \$1,030,153 or 11.4 percent, which is primarily due to increased costs in the accounts for Other Contractual Services and Purchase of Services from Other Governments. The increase to the Other Contractual Services account is due to cost increases for neighborhood and community maintenance cleanup services. These cost increases are related to the use of contractors for weekend pickups. The increase to the Purchase of Services from Other Governments account is due to an increase in the CVWMA contract for curbside recycling and drop off recycling.

The capital outlay component of the budget reflects a decrease of \$363,878, or 23.6 percent. The FY2020-21 capital component totals \$1,180,253 and includes funding for a new rubber-tired transfer station loader, two automated refuse collection trucks, two 120 cubic yard refuse trailers, eight replacement wheels for transfer station loaders, eight roll-off boxes, four CB radios, six desktop workstations as well as the replacement of refuse and public use area (PUA) equipment that has reached the end of its useful life.

Collectively, the operating and capital components of the budget increased by \$666,275 or 6.3 percent when compared to the FY2019-20 approved budget. However, it should be noted that part of the increase in the operating component is offset by a \$363,878 decrease to the capital component.

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:

ADMINISTRATION

The budget for Administration is \$2,006,348 and represents a decrease of \$356,865, or 15.1 percent. This decrease is due to a movement of funds from the capital component of the Administration function to the operating component of the Collection Operations function.

COLLECTION OPERATIONS

The budget for Collection Operations totals \$6,693,908 and represents an increase of \$596,650 or 9.8 percent when compared to the prior fiscal year approved budget. Currently a master plan is being studied with the possibility of redesigning services or fees charged in order to reduce or eliminate General Fund subsidies for various collections operations.

Refuse Collection

The budget for the Refuse Collection area is \$5,182,596 which represents an increase of \$180,782 or 3.6 percent. Weekly refuse collection services are provided to approximately 50,000 households in the County by fourteen refuse collection crews operating County owned equipment.

Bulky Waste Collection

The budget for the Bulky Waste Collection area is \$326,512 in FY2020-21 which represents a \$2,546 or 0.8 percent decrease when compared to last fiscal year. Bulky Waste Collection operates during normal business hours and collects large items such as furniture, appliances, and yard waste to deposit them in a solid waste disposal facility. The cost to customers for this service is a \$43 per trip fee.

Bagged Leaf Services

The budget for Bagged Leaf Services is \$155,957, which remained flat compared to the prior fiscal year. 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 and Neighborhood Cleanup

Cleanup expenditures total \$1,028,843 in FY2020-21, which represents a \$418,414 or 68.5 percent increase from the prior year approved budget. This increase is driven by the need to utilize contractors to supplement the provision of this service. 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. There are no personnel costs budgeted for Cleanup activities, however \$328,235 is budgeted for employees from other areas of Solid Waste to perform this service.

PROCESSING AND DISPOSAL

The FY2020-21 budget of \$6,619,903 for Processing and Disposal represents an increase of \$446,459 or 7.2 percent 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 \$3,983,742 in FY2020-21, representing an increase of \$446,622 or 12.6 percent. The County contracts recycling services through the Central Virginia Waste Management Authority (CVWMA). The curbside recycling program currently serves homes in the County at \$2.05 per home per month. The County also contracts with CVWMA for the collection of recyclables at 12 drop-off locations (7 fire stations, 2 public use areas, Shane Road Recycling Center, Cultural Arts Center and Pouncey Track Park). A General Fund subsidy helps support recycling costs.

It is important to note that significant changes to the recycling program can be expected in the coming 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. 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 FY2023-24. 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. While a staff proposal is being finalized, it is likely that an annual recycling fee in the neighborhood of \$24 per household would allow the programs to continue, as envisioned, without additional subsidies from the General Fund.

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 FY2020-21 budget for the Public Use Areas is \$2,199,319, an increase of \$2,077, or 0.1 percent 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 28,000 tons of refuse annually.

Landfill Post Closure

Landfill Post Closure expenditures of \$457,750 in FY2020-21 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.

LITTER CONTROL (KEEP HENRICO BEAUTIFUL):

The FY2020-21 budget for Litter Control is \$124,062, which reflects an increase of \$1,424 or 1.2 percent compared to the FY2019-20 approved budget. Solid Waste receives an annual grant from the State Litter Control Board for this program, which is budgeted at \$40,000 in FY2020-21.

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 FY2020-21 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, and the 87 streetlights in District #12. The FY2020-21 budget also includes an increase of \$1,000 in funding for approximately 10 streetlights in the new Sanitary District #63.1. Projected street lighting revenues and expenditures in FY2020-21 total \$84,100, representing a \$1,000 increase from the prior year approved budget.

The street lighting personal property levy for each Sanitary District remains at \$0.001 for all districts. It is important to note that a new rate is proposed for the new District 63.1 and the real property levies for the existing districts remain unchanged for FY2020-21. The FY2020-21 district rates are as follows:

| 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 |
| *New Sanitary district and real property rate. | |

It should be noted that the real property rates were decreased for street lighting in the FY2006-07 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 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 | FY20 | FY21 | Change |
|----------------------|-------------------|------------------|------------------|-------------|
| | Actual | Original | Approved | 20 to 21 |
| Personnel | \$ 0 | \$ 0 | \$ 0 | 0.0% |
| Operation | 166,635 | 50,000 | 50,000 | 0.0% |
| Capital | 0 | 0 | 0 | 0.0% |
| Total | <u>\$ 166,635</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 has 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

- To restore streams and otherwise improve water quality in order 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 FY2002-03. 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 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 | FY20 | FY21 | Change |
|----------------------|------------------|-------------------|-------------------|-------------|
| | Actual | Original | Approved | 20 to 21 |
| Personnel | \$ 0 | \$ 0 | \$ 0 | 0.0% |
| Operation | 46,399 | 847,000 | 847,000 | 0.0% |
| Capital | 0 | 0 | 0 | 0.0% |
| Total | <u>\$ 46,399</u> | <u>\$ 847,000</u> | <u>\$ 847,000</u> | <u>0.0%</u> |
| Personnel Complement | N/A | N/A | N/A | N/A |

ENTERPRISE FUNDS



COUNTY OF HENRICO, VIRGINIA
PROPOSED REVENUES & EXPENDITURES - WATER & SEWER ENTERPRISE FUND
FY 2020-21

Water and Sewer Enterprise Fund

| Revenues/Resources | FY 18-19 Actual | FY 19-20 Original | FY 20-21 Approved |
|----------------------------------------------------------|----------------------|----------------------|----------------------|
| <u>Water and Sewer Operating Budget:</u> | | | |
| Sale of Water | \$57,458,997 | \$59,531,001 | \$62,252,832 |
| Sale of Sewer | 57,593,466 | 58,909,374 | 61,440,215 |
| Water Charges | 6,847,766 | 4,785,606 | 5,189,550 |
| Sewer Charges | 6,879,189 | 4,863,316 | 5,199,853 |
| Strong Waste Surcharge | 375,933 | 600,000 | 370,000 |
| City of Richmond | 1,348,830 | 890,100 | 1,215,688 |
| Interest Earnings | 523,389 | 850,000 | 981,787 |
| Other Water/Sewer Revenues | 1,871,108 | 1,346,789 | 1,575,852 |
| Transfer from General Fund | 1,930,021 | 1,928,921 | 1,929,858 |
| Total Operating Revenues | 134,828,699 | 133,705,107 | 140,155,635 |
| Operating Expenditures | | | |
| <u>Water and Sewer Operating Budget:</u> | | | |
| Personnel | 21,773,154 | 22,966,323 | 23,665,477 |
| Operating | 44,731,431 | 43,638,992 | 45,274,849 |
| Capital Outlay | 580,799 | 781,922 | 1,135,653 |
| Sub-Total Operating | 67,085,384 | 67,387,237 | 70,075,979 |
| Debt Service | 26,846,075 | 29,298,024 | 31,809,741 |
| Total Operating Expenditures | 93,931,459 | 96,685,261 | 101,885,720 |
| Results of Operations (Prior to Capital Expenses) | (40,897,240) | (37,019,846) | (38,269,915) |
| Budget For Capital Use (Below) | (103,004,520) | (69,650,000) | (27,500,000) |

| Capital Budget Expenditures | FY 18-19 Actual | FY 19-20 Original | FY 20-21 Approved |
|-------------------------------------------------------|--------------------|----------------------|----------------------|
| Approved Capital Projects (FY2019-20 Budget) | | 69,650,000 | |
| Approved Capital Projects (New FY2020-21 Budget) | | | 27,500,000 |
| Continuing Capital Projects (Previously Approved) (1) | 103,004,520 | | |
| Total Capital Budget Expenses: | 103,004,520 | 69,650,000 | 27,500,000 |
| Capital Budget Resources | | | |
| Water and Sewer Revenues | 28,648,730 | 61,150,000 | 27,500,000 |
| Revenue Bonds | 74,355,790 | 8,500,000 | 0 |
| Total Capital Budget Resources: | 103,004,520 | 69,650,000 | 27,500,000 |

Notes:

(1) This number plus the budget figure reflects Utilities estimate of capital spending from previously Board approved capital projects. FY2018-19 represents actual spending, as per the 2019 audit.

COUNTY OF HENRICO, VIRGINIA
PROPOSED REVENUES & EXPENDITURES - BELMONT GOLF COURSE ENTERPRISE FUND
FY 2020-21

| <u>Fund-Function/Activity</u> | <u>FY 18-19 Actual</u> | <u>FY 19-20 Original</u> | <u>FY 20-21 Approved</u> |
|---------------------------------|----------------------------|------------------------------|------------------------------|
| Belmont Golf Course Fund | | | |
| Revenues: | | | |
| Operating | \$782,252 | \$1,160,388 | \$0 |
| Gain/Loss on Sales of Property | 0 | 0 | 0 |
| Miscellaneous Revenue | 4,350 | 0 | 0 |
| Total Revenues | 786,602 | 1,160,388 | 0 |
| (To) From Retained Earnings | 68,217 | 0 | 0 |
| Total Resources | \$854,819 | \$1,160,388 | \$0 |
| Expenses: | | | |
| Operating | 854,819 | 1,160,388 | 0 |
| Total Operating Expenses | \$854,819 | \$1,160,388 | \$0 |

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 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
|--------------|----------------------|----------------------|-----------------------|--------------------|
| Personnel | \$ 21,773,154 | \$ 22,966,323 | \$ 23,665,477 | 3.0% |
| Operation | 44,731,431 | 43,638,992 | 45,274,849 | 3.7% |
| Capital | 580,799 | 781,922 | 1,135,653 | 45.2% |
| Debt Service | 26,846,075 | 29,298,024 | 31,809,741 | 8.6% |
| Total | <u>\$ 93,931,459</u> | <u>\$ 96,685,261</u> | <u>\$ 101,885,720</u> | <u>5.4%</u> |

| | | | | |
|----------------------|-----|-----|-----|---|
| Personnel Complement | 312 | 314 | 314 | 0 |
|----------------------|-----|-----|-----|---|

PERFORMANCE MEASURES

| | <u>FY19</u> | <u>FY20</u> | <u>FY21</u> | <u>Change 20 to 21</u> |
|-----------------------------------------|-------------|-------------|-------------|----------------------------|
| Workload Measures | | | | |
| Average No. of Fire Hydrants in Service | 13,388 | 13,600 | 13,700 | 100 |
| Miles of Water Mains | 1,640 | 1,650 | 1,658 | 8 |
| Miles of Sewer Mains | 1,522 | 1,530 | 1,538 | 8 |
| Number of Water Customers | 99,435 | 100,500 | 101,400 | 900 |
| Number of Sewer Customers | 96,383 | 97,500 | 98,400 | 900 |

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.

The Department provides water and wastewater services to approximately 94 percent 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 FY2020-21, projected operating resources of \$140,155,635 will support water and wastewater operations, reflecting an increase of 4.8 percent from the FY2019-20 adopted budget.

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 FY2020-21 budget adheres to that premise. Payments and transfers from the General Fund to Water and Sewer in FY2020-21 total \$1,929,858 for debt service costs related to the Elko Tract infrastructure improvements.

EXPENDITURES

The FY2020-21 budget of \$101,885,720 includes expenditures for personnel, operating, capital outlay, and debt service. Overall, the Water and Sewer operating budget is increasing by 5.4 percent, or \$5,200,459. This is partially attributable to a \$2,511,717 increase to the debt service portion of the budget. A portion of the increase is driven by the personnel component, which totals \$23,665,477 and reflects an increase of \$699,154 or 3.0 percent. This increase is primarily attributable to rising health care costs and benefit adjustments. The operating and capital components reflect a collective increase of \$1,989,588 or 4.5 percent when compared to the prior fiscal year. The increase in the operating component is primarily due to the adjustment of numerous budgeted accounts to cover fixed cost increases. The increase in the capital component is due to various projected capital outlay needs in FY2020-21.

DEBT SERVICE REQUIREMENTS

Projected debt service expenditures of \$31,809,741 represents a net increase of \$2,511,717 or 8.6 percent when compared to the approved FY2019-20 budget. The debt service in the FY2020-21 budget is based on existing debt service plus costs associated with an anticipated \$40.0 million debt issuance in the second half of FY2020-21.

The debt service budget will fully fund requirements arising from the Water and Sewer Fund's outstanding debt, which on June 30, 2019 was \$425,360,000. 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, 2019, this coverage equaled 2.01 times the debt service requirement. (Source: FY2018-19 Henrico County Comprehensive Annual Financial Report: Pledged Revenue Coverage – Table X)

Debt service expenditures, in total, represent 31.2 percent of the FY2020-21 Water & Sewer budget. As a note, this is a much higher percentage than what is seen in the General Fund (target of 7.75 percent of General Fund expenditures) and is representative of another difference between the County's General Fund and the Water and Sewer Enterprise Fund.

The FY2020-21 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.

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:

FY15: \$ 55,689,150
FY16: \$ 84,663,117
FY17: \$ 101,851,492

FY18: \$ 140,813,367

FY19: \$ 146,439,690

(Source: Annual Audit of the Water and Sewer Enterprise Fund, Respective Fiscal Year.)

BELMONT PARK GOLF COURSE

DESCRIPTION

The County of Henrico purchased the former Hermitage Country Club property and facilities on July 30, 1977 and created the Belmont Golf Course. The golf course began operating as an enterprise fund operation effective July 1, 1984.

BUDGET HIGHLIGHTS

During the 35 years that the Belmont Golf Course operated as an Enterprise Fund, the golf course did not fully recover its costs in 20 of those years. The operating deficits were the results of many factors including damage from Hurricanes Irene and Gaston and a waning interest in golf nationally due to social trends and recreational choices.

In an effort to more effectively manage the Belmont Golf Course, the County issued Request for Proposal (RFP) No. 19-1903-8CHS on August 26, 2019. The RFP requested proposals to enter into a long-term lease and operation and maintenance agreement for the Belmont Golf Course.

On December 10, 2019 the Board of Supervisors approved a resolution authorizing the County Manager to execute a deed of lease and operation and maintenance agreement with The First Tee of Greater Richmond. First Tee is a nonprofit organization that has been operating in the Richmond area since 1998.

The initial term of the agreement is 20 years, beginning January 1, 2020, and the parties may renew the agreement for additional five-year periods. In the agreement, the County committed to contributing \$750,000 to a dedicated account for the renovation of the golf course after The First Tee of Greater Richmond contributed at least \$3,250,000 to the dedicated account. On February 25, 2020, the Board of Supervisors approved an amendment to the FY2019-20 Annual Fiscal Plan for the agreed upon contribution of \$750,000 for the renovations to Belmont Golf Course. The course is planned to reopen in May 2021.

FISCAL YEAR 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
|--------------|-------------------|---------------------|------------------|--------------------|
| Personnel | \$ 546,596 | \$ 697,906 | \$ 0 | (100.0%) |
| Operation | 278,679 | 408,222 | 0 | (100.0%) |
| Capital | 29,544 | 54,260 | 0 | (100.0%) |
| Total | \$ 854,819 | \$ 1,160,388 | \$ 0 | (100.0%) |

| | | | | |
|----------------------|---|---|---|---|
| Personnel Complement | 8 | 8 | 0 | 0 |
|----------------------|---|---|---|---|



OTHER FUNDS



COUNTY OF HENRICO, VIRGINIA
ALL OTHER FUNDS
FY 2020-21

| <u>Fund-Function/Activity</u> | <u>FY 18-19 Actual</u> | <u>FY 19-20 Original</u> | <u>FY 20-21 Approved</u> |
|-------------------------------------------|----------------------------|------------------------------|------------------------------|
| Central Automotive Maintenance | | | |
| Revenues: | | | |
| Charges for Automotive Maintenance - West | \$9,376,400 | \$9,300,000 | \$9,400,000 |
| Charges for Automotive Maintenance - East | 2,325,831 | 2,300,000 | 2,500,000 |
| Charges for Use of Motor Pool | 3,953,194 | 4,000,000 | 4,014,323 |
| Charges for Gasoline | 5,215,559 | 5,967,561 | 6,050,000 |
| Charges for Vehicle Wash Facility | 0 | 108,000 | 105,900 |
| Miscellaneous | 495,858 | 300,000 | 400,000 |
| Gain/(Loss) on Sale of Property | (52,735) | 0 | 0 |
| Transfer from General Fund | 960,544 | 454,800 | 0 |
| Fund Balance-CAM | 299,505 | 0 | 0 |
| Total Revenues | <u>\$22,574,156</u> | <u>\$22,430,361</u> | <u>\$22,470,223</u> |
| Expenses: | | | |
| Central Automotive Maintenance | <u>\$22,574,156</u> | <u>\$22,430,361</u> | <u>\$22,470,223</u> |
| Total Expenses | <u>\$22,574,156</u> | <u>\$22,430,361</u> | <u>\$22,470,223</u> |
| Technology Replacement Fund | | | |
| Revenues: | | | |
| Transfer from General Fund | \$2,500,000 | \$2,750,000 | \$2,750,000 |
| (To) From Retained Earnings - Technology | 325,150 | 4,568 | 0 |
| Total Revenues | <u>\$2,825,150</u> | <u>\$2,754,568</u> | <u>\$2,750,000</u> |
| Expenses: | | | |
| Technology Replacement | <u>\$2,825,150</u> | <u>\$2,754,568</u> | <u>\$2,750,000</u> |
| Total Expenses | <u>\$2,825,150</u> | <u>\$2,754,568</u> | <u>\$2,750,000</u> |
| Risk Management | | | |
| Revenues: | | | |
| Transfer from General Fund | \$11,873,109 | \$9,983,299 | \$9,499,617 |
| Public Utilities Charges | 547,096 | 750,000 | 900,000 |
| Recon-Workers' Compensation | 433,734 | 0 | 50,000 |
| Prop/Liability Recovery | 293,657 | 0 | 50,000 |
| Interest Income | 191,360 | 0 | 0 |
| Total Revenues | <u>\$13,338,956</u> | <u>\$10,733,299</u> | <u>\$10,499,617</u> |
| Expenses: | | | |
| Risk Management | <u>\$13,338,956</u> | <u>\$10,733,299</u> | <u>\$10,499,617</u> |
| Total Expenses | <u>\$13,338,956</u> | <u>\$10,733,299</u> | <u>\$10,499,617</u> |

All Other Funds (cont'd)

| Fund-Function/Activity | FY 18-19 Actual | FY 19-20 Original | FY 20-21 Approved |
|----------------------------------------------|----------------------------|------------------------------|------------------------------|
| Workplace Safety | | | |
| Revenues: | | | |
| Transfer from General Fund | \$0 | \$0 | \$483,682 |
| Total Revenues | \$0 | \$0 | \$483,682 |
| Expenses: | | | |
| Workplace Safety | \$0 | \$0 | \$483,682 |
| Total Expenses | \$0 | \$0 | \$483,682 |
| Healthcare Fund | | | |
| Revenues: | | | |
| County Contribution | \$84,587,347 | \$90,732,776 | \$96,176,743 |
| Employee Contribution | 21,738,332 | 22,316,312 | 23,705,290 |
| Retiree Contribution | 5,204,465 | 5,900,000 | 5,700,000 |
| Retiree Subsidy | 239,256 | 325,000 | 325,000 |
| Disabled Subsidy | 28,540 | 40,000 | 40,000 |
| COBRA | 305,088 | 385,780 | 385,780 |
| Interest Income | 302,677 | 100,000 | 200,000 |
| Recoveries and Rebates | 7,517,838 | 6,720,000 | 8,458,057 |
| Healthcare - Wellness Payment | 315,625 | 150,000 | 150,000 |
| Transfer from General Fund | 3,000,000 | 0 | 0 |
| (To) From Fund Balance (Includes IBNR) | (4,458,737) | 0 | 0 |
| Total Revenues | \$118,780,431 | \$126,669,868 | \$135,140,870 |
| Expenses: | | | |
| Healthcare | \$118,780,431 | \$126,669,868 | \$135,140,870 |
| Total Expenses | \$118,780,431 | \$126,669,868 | \$135,140,870 |
| Debt Service Fund | | | |
| Revenues: | | | |
| Transfer from General Fund | \$63,427,549 | \$71,570,276 | \$71,665,830 |
| Total Revenues | \$63,427,549 | \$71,570,276 | \$71,665,830 |
| Expenditures: | | | |
| Debt Service - General Government | \$20,993,627 | \$25,802,987 | \$28,043,772 |
| Debt Service - Public Works | 3,746,282 | 3,012,565 | 2,994,883 |
| Debt Service - Education | 38,687,640 | 42,754,724 | 40,627,175 |
| Total Expenditures | \$63,427,549 | \$71,570,276 | \$71,665,830 |
| Adjustment for Interfund Transactions | (\$107,429,299) | (\$113,528,137) | (\$119,011,966) |

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 proposed budget for FY2020-21 totals \$22,470,223, which represents a net increase of \$39,862, or 0.2 percent from the previous approved budget. This increase is partially driven by the personnel component and reclassifying a part-time to fulltime position. The personnel budget increased 2.6 percent to \$4,822,244 from the previous fiscal year.

FISCAL YEAR 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
|----------------------|----------------|------------------|------------------|--------------------|
| Personnel | \$ 4,461,918 | \$ 4,702,292 | \$ 4,822,244 | 2.6% |
| Operation | 15,195,099 | 14,820,269 | 15,171,179 | 2.4% |
| Capital | 2,917,139 | 2,907,800 | 2,476,800 | (14.8%) |
| Sub-Total | \$ 22,574,156 | \$ 22,430,361 | \$ 22,470,223 | 0.2% |
| Personnel Complement | 71 | 71 | 72 * | 0 |

PERFORMANCE MEASURES

| Performance Measures | | | | |
|------------------------------------------|-------------|-------------|-------------|----------------------------|
| | <u>FY19</u> | <u>FY20</u> | <u>FY21</u> | <u>Change 20 to 21</u> |
| Workload Measures | | | | |
| Total Vehicles/Equip. Maintained by CAM | 3,682 | 3,650 | 3,680 | 30 |
| Gallons of Fuel Consumed | 3,029,706 | 3,070,000 | 3,100,000 | 30,000 |
| Annual Miles Driven | 24,805,401 | 23,900,000 | 24,250,000 | 350,000 |
| Equipment to Mechanic Ratio | 76 | 76 | 76 | 0 |
| Fleet Readiness (Countywide Goal of 95%) | 94% | 95% | 95% | 0 |

BUDGET HIGHLIGHTS (CONTINUED)

The overall operating component totals \$15,171,179, which reflects an overall increase of \$350,910 or 2.4 percent from the previous approved budget. This increase reflects the reallocation of funding to the capital component. It is important to note that adjustments were made to several accounts within the operating component to more accurately reflect forecasted expenditures.

The capital component totals \$2,476,800 and includes \$2,174,000 for the replacement of 65 motor pool vehicles. Vehicles scheduled to be replaced during FY2020-21 includes 12 sedans, 26 trucks, 12 vans, and 15 sport utility vehicles. The remaining \$302,800 is budgeted to replace old vehicle lifts and other shop equipment.

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 \$11,900,000 for FY2020-21.

Motor pool vehicle lease revenues are projected at \$4,000,000 in FY2020-21. 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. In FY2016-17, CAM introduced a flat monthly or daily rental rate for motor pool vehicles in lieu of the former rate structure that charged a flat fee for the first 1,000 miles plus 20 cents for each additional mile. The new rate structure enables the users to more accurately forecast future motor pool costs.

The estimate for CAM's fuel revenues totals \$6,226,510 for FY2020-21. Fuel consumed by a department owned vehicle is charged to departments at actual cost plus a mark-up per gallon which covers the cost of providing the fuel service.

A total of \$105,900 in revenues has been budgeted for the Vehicle Wash Facility. CAM implemented a chargeback process to recover wash facility operating costs in FY2019-20. Miscellaneous revenue for CAM is projected at \$325,695 for FY2020-21 for the sale of surplus vehicles.

TECHNOLOGY REPLACEMENT FUND

DESCRIPTION

The Technology Replacement Fund was created in FY2000-01 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 FY2020-21 budget for the Technology Replacement Fund totals \$2,750,000. It is important to note that funding of \$2,750,000 to support this budget request is to be provided by a transfer from the General Fund. This transfer amount remains flat to the FY2019-20 budget. The FY2020-21 budget will mark the twenty-first year of the program and is the eighteenth year equipment in the fund can be replaced. It should be noted that in the current year, there are 3,056 computers and 1,251 other pieces of equipment in the program, which has an accumulated value of \$12,156,504. As of June 30, 2019, the Technology Replacement Fund had accumulated \$2,274,502 for future equipment replacement. The forecasted accumulated balance for the Fund as of June 30, 2020 is \$2,269,934.

FISCAL YEAR 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
|--------------------|------------------------|--------------------------|--------------------------|----------------------------|
| Personnel | \$ 0 | \$ 0 | \$ 0 | 0.0% |
| Operation | 0 | 0 | 0 | 0.0% |
| Capital | 2,825,150 | 2,754,568 | 2,750,000 | (0.2%) |
| Total | \$ 2,825,150 | \$ 2,754,568 | \$ 2,750,000 | (0.2%) |

PERFORMANCE MEASURES

| Performance Measures | | | | |
|--------------------------------------------|------------|------------|------------|--------------------|
| | FY19 | FY20 | FY21 | Change 20 to 21 |
| Workload Measures | | | | |
| Accumulated Value of Equipment | 11,928,496 | 12,156,504 | 12,503,425 | 346,921 |
| Computers in Program | 2,938 | 3,056 | 3,143 | 87 |
| Other Equipment in Program | 1,248 | 1,251 | 1,286 | 35 |
| Effectiveness Measures | | | | |
| Percent of Eligible Departments in Program | 100% | 100% | 100% | 0% |

BUDGET HIGHLIGHTS (CONTINUED)

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. 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.

The Technology Replacement Fund proposed budget includes new item funding for the Police Division which includes funding for development of a password database to secure systems and programs in coordination with County IT as well as two new computers associated with requested new positions. The proposed budget also contains requests for 84 new computers for the Sheriff's Office and two video cards for Public Relations and Media Services. The departments that made formal requests for equipment replacement in FY2020-21 are Agriculture and Home Extension, Board of Supervisors, Building Inspections, Commonwealth's Attorney, Community Revitalization, County Attorney, County Manager, Finance, General Services, Division of Fire, Human Resources, Information Technology, Planning, Police Division, Public Library, Public Relations and Media Services, and Recreation and Parks.

This year's technology requests also include initial hardware needed by various departments for the implementation of the Electronic Land Management System (ELMS) project. The total amount of equipment requested for ELMS equipment through the replacement fund totals \$332,612 and represents requests by Building Inspections, Permit Center, and Planning. There is an additional \$118,958 in equipment needed by Public Utilities and Public Works as part of the ELMS project implementation that is not included in this request.

RISK MANAGEMENT

DESCRIPTION

Risk Management provides protection from accidental losses arising out of the County’s General Government and Public Schools operations. The Division is responsible for the management of the self-insurance reserve, administration of workers’ compensation, auto, property and liability claims, loss prevention, and the environmental program. Protection is provided through a combination of self-insurance, purchased insurance, and risk transfer mechanisms. Administrative support is provided to the Accident Review Board. The safety staff provides training and guidance to all County agencies and Henrico County Public Schools to ensure compliance with state and federal regulations. The environmental coordinator provides administration for the County’s environmental program, including the communication of policy, program implementation, and employee awareness training.

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 FY2020-21 budget is reflected within the Internal Service Fund series as 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 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
|----------------------|----------------------|----------------------|----------------------|--------------------|
| Personnel | \$ 915,806 | \$ 1,012,663 | \$ 696,061 | (31.3%) |
| Operation* | 12,422,662 | 9,715,036 | 9,800,281 | 0.9% |
| Capital | 488 | 5,600 | 3,275 | (41.5%) |
| Total | <u>\$ 13,338,956</u> | <u>\$ 10,733,299</u> | <u>\$ 10,499,617</u> | <u>(2.2%)</u> |
| Personnel Complement | 11 | 11 | 7 ** | (4) |

*\$5,190,500 of FY2018-19 actual expenditures was funded through a routine budget amendment utilizing funding available in the Self-Insurance Reserve. An amendment of \$5,200,000 was approved in December 2019.

**FY2020-21 budget reflects the split of the Workplace Safety section in its own narrative.

PERFORMANCE MEASURES

| | <u>FY19</u> | <u>FY20</u> | <u>FY21</u> | <u>Change 20 to 21</u> |
|----------------------------------------------|-------------|-------------|-------------|----------------------------|
| Workload Measures | | | | |
| Workers' Compensation Claims Processed | 1,331 | 1,300 | 1,304 | 4 |
| Auto. Gen. Liability, Other Claims Processed | 1,490 | 1,325 | 1,400 | 75 |
| Property Damage and Loss Claims Processed | 255 | 257 | 214 | (43) |

BUDGET HIGHLIGHTS (CONTINUED)

The Risk Management budget for FY2020-21 totals \$10,499,617 and is funded with a transfer of \$9,499,615 from the County's General Fund and projected revenue of \$900,000 from the Department of Public Utilities' Water & Sewer Enterprise and Solid Waste Funds. An additional \$100,000 of projected revenue comes from Worker's Compensation and Property/Liability Recovery. In FY2019-20, the Workplace Safety component was separated from Risk Management. The budget and narrative for Workplace Safety appears elsewhere in this document.

This budget reflects an overall decrease of \$233,682 or 2.2 percent from the previous approved budget. The personnel component reflects a net decrease of \$316,602, which is due to the separation of Workplace Safety. The operating component reflects a net increase of \$85,245. This increase is due to the rising costs of claims and insurance. With this budget being fully funded, the need for annual budget amendments is minimized and cost mitigation efforts can be further explored.

In FY2020-21, the budget for the Self-Insurance Administration function of Risk Management totals \$883,797. Within the Self-Insurance Administration area, seven employees provide services including claims administration, loss prevention, loss control, managing the safety program, managing the environmental program as well as administration of the Self-Insurance Reserve for General Government and Schools. During FY2020-21, the risk assessment of programs and activities will continue in order to recognize, reduce, and control risk exposures.

In FY2020-21, the 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. It is important to note that the budget amendment for FY2019-20 totaled \$5,200,000 which was based on an average of actual expenditures for Risk Management over the last three fiscal years. Also included in the FY2020-21 budget is \$1,986,048 for insurance policies/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, which on June 30, 2019 had a balance of \$7,500,000.

WORKPLACE SAFETY

DESCRIPTION

The Workplace Safety component of Emergency Management and Workplace Safety has a primary focus of promoting a safe, prepared environment to residents, visitors, and employees.

OBJECTIVES

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

BUDGET HIGHLIGHTS

The FY2020-21 Workplace Safety budget represents the first year that Workplace Safety has been separated out from Risk Management within the Internal Service fund. The Workplace Safety budget for FY2020-21 totals \$483,682. Personnel Costs make up 88.5% of the total Workplace Safety budget, totaling \$428,182. The remaining \$55,500 of the budget represents the operating component to fund day to day operations.

DEPARTMENTAL HIGHLIGHTS

In the last fiscal year, Workplace Safety was a large component in workplace safety training that reached over 2,500 employees. Education and outreach also proved successful in Workplace Safety's second annual Safe and Sound Week event. This weeklong event promoted and highlighted best safety practices in the workplace and had a cumulating Safety Fair with over 500 employees participating. The Safety and Environmental staff continue to build strong partnerships with departments to offer training, be of assistance through inspections, and outside agencies.

FISCAL YEAR 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
|-------------|----------------|------------------|------------------|--------------------|
| Personnel | \$ 0 | \$ 0 | \$ 428,182 | 0.0% |
| Operation | 0 | 0 | 55,500 | 0.0% |
| Capital | 0 | 0 | 0 | 0.0% |
| Total | \$ 0 | \$ 0 | \$ 483,682 | 0.0% |

| | | | | |
|------------------------|---|---|---|---|
| Personnel Complement * | 0 | 0 | 5 | 0 |
|------------------------|---|---|---|---|

*Prior to FY20 four positions were part of the Risk Management complement.

*One additional position was added from the Fire complement in FY20.

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 FY2020-21 provides funding of \$135,140,870 for the Healthcare Fund. Included in this figure is \$96,176,743 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 71.2 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 \$38,964,127 reflects anticipated payments from employees and retirees that participate in the program, as well as rebates for pharmacy claims and interest earnings.

FISCAL YEAR 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
|--------------------------------|-----------------------|-----------------------|-----------------------|--------------------|
| Claims | \$ 110,705,830 | \$ 118,683,368 | \$ 125,804,370 | 6.0% |
| Other Administrative Fees | 7,997,592 | 7,906,500 | 9,256,500 | 17.1% |
| Payments to Federal Government | 77,009 | 80,000 | 80,000 | 0.0% |
| Total Healthcare | <u>\$ 118,780,431</u> | <u>\$ 126,669,868</u> | <u>\$ 135,140,870</u> | <u>6.7%</u> |

BUDGET HIGHLIGHTS

Of the \$135,140,870 proposed budget for Healthcare, \$125,804,370, or 93.1 percent reflects estimated claims expenditures. The balance of \$9,336,500 is highlighted by anticipated third-party administrative fees (\$5,200,000), health spending account costs (\$700,000), costs of actuarial services (\$150,000), wellness initiatives funding (\$150,000) and premium the premium payment for excess risk insurance, which is \$3,000,000. The budget for the excess risk insurance rose sharply due to the increased actuarial cost of this service. 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 \$56,500 in funding for the retainer agreement for the County's healthcare consultant.

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 \$596,165,000 as of June 30, 2020. 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 and \$105,155,000 in the Summer of 2019, the first three issuances of the November 2016 G.O. Bond Referendum. The distribution of the debt is: \$509,360,000 of G.O. bonds (\$372,183,788 for Schools and \$137,176,212 for General Government), \$6,030,000 of Economic Development Authority (EDA) bonds for the regional jail project, \$760,000 of Virginia Public School Authority (VPSA) bonds, \$65,645,000 of EDA bonds (\$50,000,000 for the Indoor Sports Facility, \$10,115,000 for land financing, and \$5,530,000 in refunding) and \$20,400,000 of EDA Lease Revenue bonds for the replacement of the County's 800mhz Public Safety Communications System. Previously, the debt from the construction of the James River Juvenile Detention Center (JRJDC) was included in the projected outstanding debt total. However, the last payment on those bonds was in FY2015-16.

FISCAL YEAR 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 | FY20 | FY21 | Change 20 to 21 |
|---------------------|----------------------|----------------------|----------------------|--------------------|
| | Actual | Original | Approved | |
| Principal Payments | \$ 43,775,000 | \$ 48,870,000 | \$ 49,095,000 | 0.5% |
| Interest Payments | 19,632,381 | 22,650,276 | 22,520,830 | (0.6%) |
| Other Debt Expenses | 20,168 | 50,000 | 50,000 | 0.0% |
| Total | <u>\$ 63,427,549</u> | <u>\$ 71,570,276</u> | <u>\$ 71,665,830</u> | <u>0.1%</u> |
| General Government | \$ 24,739,909 | \$ 28,815,552 | \$ 31,038,655 | 7.7% |
| Education | 38,687,640 | 42,754,724 | 40,627,175 | (5.0%) |
| Total Budget | <u>\$ 63,427,549</u> | <u>\$ 71,570,276</u> | <u>\$ 71,665,830</u> | <u>0.1%</u> |

DESCRIPTION

Another way to view the \$596,165,000 projected outstanding debt is \$372,943,788 or 62.6 percent is attributed to Education projects and \$223,221,212 or 37.4 percent is attributed to General Government projects.

In order 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 2020. 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 **1.23%** in FY2019-20. 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 7.23% in FY2019-20.

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 \$71,655,830, which reflects a 0.1 percent increase when compared to the FY2019-20 Approved Budget. Of the total, \$49,095,000 is payment towards the principal amount owed, \$22,520,830 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 FY2020-21 is by service area, of which \$40,627,175 is payment on Education debt, \$28,043,772 is payment on debt related to General Government functions, and \$2,994,883 is debt related to Public Works projects.

As noted earlier, this budget does not include debt related to the Water and Sewer Enterprise Fund. The debt service payments for those functions are included in their respective budgets

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. The FY2020-21 Capital Budget includes \$14,000,000 in bond projects as a result of the November 2016 referendum.

There are three types of debt the County has issued over the past 18 years that the County will pay debt service on in FY2020-21: General Obligation (G.O.) Bonds, Virginia Public School Authority (VPSA) Bonds, and Lease/Revenue Bonds.

GENERAL OBLIGATION (G.O.) DEBT

Of the total debt service in FY2020-21, \$60,578,728 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 FY2000-01 to FY2006-07. G.O. Bonds were issued six times over a six-year period with the final issue in November 2006. The following table provides a summary of each G.O. Bond issue.

| Fiscal Year | Amount | Issue Date |
|--------------------|---------------|-------------------|
| FY2000-01 | \$37,110,000 | May 2001 |
| FY2001-02 | \$27,035,000 | February 2002 |
| FY2002-03 | \$50,230,000 | January 2003 |
| FY2003-04 | \$38,920,000 | May 2004 |
| FY2005-06 | \$46,729,550 | August 2005 |
| FY2006-07 | \$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 on line more slowly and allowed the maximum use of incremental County resources. The following table provides a summary of each G.O. Bond issue.

Because of the difficult economic environment, the County chose to take the prudent approach and delay the planned FY2009-10 issuance of G.O. Bonds one year, to FY2010-11. This decision also pushed back the originally planned bond issues for FY2010-11 and FY2011-12 one year as well. However, due to favorable interest rates, the two issues were combined into one issue that occurred in August 2011.

| Fiscal Year | Amount | Issue Date |
|--------------------|---------------|-------------------|
| FY2005-06 | \$31,085,450 | August 2005 |
| FY2006-07 | \$38,745,943 | November 2006 |
| FY2007-08 | \$29,810,000 | January 2008 |
| FY2008-09 | \$93,090,000 | November 2008 |
| FY2009-10 | \$0 | Delayed to FY11 |
| FY2010-11 | \$72,205,000 | July 2010 |
| FY2011-12 | \$66,075,000 | August 2011 |

In November 2016, the County voters approved a \$419,800,000 General Obligation (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 FY2017-18 budget included funding for the first issuance of the G.O. Bonds for the 2016 referendum. The total issuance was \$102,255,000 and the FY2017-18 budget included funding based on an anticipated late Summer/early Fall issue. Beginning in the FY2018-19 budget, the actual cost of principal and interest are budgeted based on the debt service schedule. The second G.O. Bond issue of \$99,395,000, was also budgeted in FY2018-19 with funding included in the budget for a Summer 2018 issue. The FY2020-21 budget includes the actual cost of principal and interest of the Summer 2018 G.O. Bond issue based on the debt service schedule. The FY2020-21 budget also includes funding for the third G.O. Bond issue for the November 2016 referendum of \$105,155,000 and is based on the debt service schedule.

VPSA BONDS

Virginia Public School Authority (VPSA) Bonds are the second debt instrument utilized that the County will pay debt service on in FY2020-21. 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.

There is one VPSA Bond issue for which debt service in the amount of \$781,280 will be paid in FY2020-21. This VPSA bond issue occurred in 2000 for \$15,215,000. There was a third 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.

LEASE/REVENUE BONDS

The third debt instrument utilized that the County will pay debt service on in FY2020-21 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 these bonds (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. The FY2020-21 budget includes \$3,318,519 to support the issuance of lease revenue bonds to build an indoor sports facility and \$833,525 for the issuance of lease revenue bonds to purchase the Wilton Farm property.

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 \$20,500,000. Since 2009, the County has saved \$24,661,773 in debt service payments. The table on the next page provides a summary of the General Fund savings.

| Refunding Date | Bond Types | Amount | Savings |
|------------------------|----------------------------------------------|----------------------|---------------------|
| 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 |
| Total Refunding | | \$362,145,000 | \$24,661,773 |

FIDUCIARY FUNDS



COUNTY OF HENRICO, VIRGINIA
REVENUES & EXPENDITURES - AGENCY FUNDS
FY 2020-21

| Fund-Function/Activity | FY 18-19 Actual | FY 19-20 Original | FY 20-21 Approved |
|-------------------------------------------------|----------------------------|------------------------------|------------------------------|
| JRJDC Agency Fund | | | |
| Revenues: | | | |
| Transfer from General Fund | \$3,158,722 | \$3,253,484 | \$3,351,088 |
| Revenue from Federal Government | 60,265 | 0 | 0 |
| Revenue from the Commonwealth | 1,668,240 | 1,565,294 | 1,565,294 |
| Revenue from Goochland/Powhatan | 488,764 | 503,426 | 518,528 |
| Revenue from Other Localities | 57,179 | 0 | 0 |
| Interest Income | 112,225 | 0 | 0 |
| (To) From Fund Balance-JRJDC | (252,979) | 136,904 | 199,832 |
| Total Revenues | \$5,292,416 | \$5,459,108 | \$5,634,742 |
| Expenses: | | | |
| Operating | 5,192,416 | 5,359,108 | 5,534,742 |
| Capital Projects | 100,000 | 100,000 | 100,000 |
| Total Expenses | \$5,292,416 | \$5,459,108 | \$5,634,742 |
| Other Post Employment Benefits - GASB 45 | | | |
| Revenues: | | | |
| Transfer from General Fund | \$2,675,000 | \$2,675,000 | \$0 |
| Transfer from Enterprise Fund | 75,000 | 0 | 0 |
| Revenue from Enterprise Fund | 0 | 75,000 | 75,000 |
| Total Revenues | \$2,750,000 | \$2,750,000 | \$75,000 |
| Expenses: | | | |
| Operating | \$2,750,000 | \$2,750,000 | \$75,000 |
| Total Expenses | \$2,750,000 | \$2,750,000 | \$75,000 |
| Line of Duty Act (LODA) | | | |
| Revenues: | | | |
| Operating Transfer from General Fund | \$1,023,760 | \$1,100,000 | \$1,250,000 |
| Total Revenues | \$1,023,760 | \$1,100,000 | \$1,250,000 |
| Expenses: | | | |
| Operating | \$1,023,760 | \$1,100,000 | \$1,250,000 |
| Total Expenses | \$1,023,760 | \$1,100,000 | \$1,250,000 |
| Long-Term Disability | | | |
| Revenues: | | | |
| Operating Transfer from General Fund | \$468,174 | \$600,000 | \$600,000 |
| Total Revenues | \$468,174 | \$600,000 | \$600,000 |
| Expenses: | | | |
| Operating | \$468,174 | \$600,000 | \$600,000 |
| Total Expenses | \$468,174 | \$600,000 | \$600,000 |

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 committing criminal offences. 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 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
|-----------------------|---------------------|---------------------|---------------------|--------------------|
| Personnel | \$ 4,469,062 | \$ 4,678,597 | \$ 4,854,231 | 3.8% |
| Operation | 711,995 | 671,381 | 671,381 | 0.0% |
| Capital | 11,359 | 9,130 | 9,130 | 0.0% |
| Subtotal | 5,192,416 | 5,359,108 | 5,534,742 | 3.3% |
| Facility Maintenance | 110,232 | 100,000 | 100,000 | 0.0% |
| Total | <u>\$ 5,302,648</u> | <u>\$ 5,459,108</u> | <u>\$ 5,634,742</u> | <u>3.2%</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 | | | | |
|-----------------------------------------------|------|------|------|--------------------|
| | FY19 | FY20 | FY21 | Change 20 to 21 |
| Workload Measures | | | | |
| Admissions - Secure Detention | 468 | 482 | 485 | 3 |
| Average Daily Population | 24 | 30 | 30 | 0 |
| Admissions - Post Dispositional | 17 | 19 | 20 | 1 |
| Number of Female Groups Run by Clinicians | 46 | 46 | 46 | 0 |
| Number of Sub. Abuse Groups Run by Clinicians | 46 | 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 December 13, 2019, 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 \$5,534,742 for FY2020-21. This is an increase of \$175,634, or 3.3 percent, compared to the FY2019-20 approved budget.

The budgets for operations and capital outlay remained level at \$671,381 and \$9,130, respectively. The capital outlay funding is for replacement of furniture, as well as medical and recreational equipment.

Beginning in the FY2016-17 approved budget, \$100,000 of annual funding has been included to address increased maintenance needs as the facility ages.

In FY2020-21, 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 percent, Powhatan - 6.7 percent, and Goochland - 6.7 percent. The Commission anticipates that these locality contributions will be as follows: Henrico - \$3,351,088, Powhatan - \$259,264, and Goochland - \$259,264.

State aid for the Commission is estimated to be \$1,565,294 for FY2020-21. This figure is level with the estimate for FY2019-20 and is relatively unchanged from the amount of the State contribution in FY2001-02, 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 \$199,832 of reserves as part of the budget for FY2020-21. While the Commission has often used this budgeting practice, actual use of reserves has been minimal.

As of June 30, 2019, the Commission had a balance of cash and cash equivalents equaling \$3,731,847. This amount of assets in reserve has remained relatively stable over the past 10 years.

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 FY2019-20 level of funding is little changed from that of FY2001-02, 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 | \$1,565,294* | 29.2% | 30* |
| 2020-21 | \$1,565,294* | 28.7% | 30* |
| * Figures for FY2019-20 and FY2020-21 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, 2018.

As a result of the financial reporting requirements of the Governmental Accounting Standards Board (GASB), this fiduciary fund was created in FY2007-08. 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 FY2007-08.

BUDGET HIGHLIGHTS

The budget for FY2020-21 provides no funding for costs associated with this accounting standard due to budget reductions resulting from reduced revenue projections associated with the pandemic. Prior budget contributions should meet anticipated funding requirements until budgetary contributions resume. Future contributions will continue to be based on completed independent actuarial analysis.

FISCAL YEAR 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 | FY20 | FY21 | Change |
|-------------------|--------------|--------------|----------|----------|
| | Actual | Original | Approved | 20 to 21 |
| OPEB Contribution | \$ 2,750,000 | \$ 2,750,000 | \$ 0 | (100.0%) |
| Total OPEB | \$ 2,750,000 | \$ 2,750,000 | \$ 0 | (100.0%) |

LINE OF DUTY – FIDUCIARY FUND

DESCRIPTION

The Line of Duty Fiduciary Fund was created in the FY2012-13 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 FY2020-21 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 FY2012-13 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 112 retirees.

FISCAL YEAR 2021 SUMMARY

| Description | Annual Fiscal Plan | | | |
|---------------------------|--------------------|------------------|------------------|--------------------|
| | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
| Line of Duty Contribution | \$ 1,023,760 | \$ 1,100,000 | \$ 1,250,000 | 13.6% |
| Total Line of Duty | \$ 1,023,760 | \$ 1,100,000 | \$ 1,250,000 | 13.6% |

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 FY2018-19 Annual Fiscal Plan in order 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 FY2017-18 include paid claims through the legacy self-insured program. These claims will be paid until all claims have been satisfied.

FISCAL YEAR 2021 SUMMARY

| Description | Annual Fiscal Plan | | | |
|-----------------------------------|--------------------|------------------|------------------|--------------------|
| | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
| Long-Term Disability Contribution | \$ 468,174 | \$ 600,000 | \$ 600,000 | 0.0% |
| Total Long Term Disability | \$ 468,174 | \$ 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 FY1996-97, only the Central Automotive Maintenance operation was accounted for in the Internal Service Fund. Prior to FY1996-97, 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 FY2000-01 to FY2011-12. Since FY2012-13, 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 2021 SUMMARY

Annual Fiscal Plan

| Description | FY19 Actual | FY20 Original | FY21 Approved | Change 20 to 21 |
|-------------|------------------|------------------|------------------|--------------------|
| Total | \$ (106,570,918) | \$ (113,528,137) | \$ (119,011,966) | 4.8% |

CAPITAL BUDGET



CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program (CIP) accounts for capital improvement projects that generally require a significant outlay of funds and have a project life of longer than one year. Once funds are appropriated to the Capital Projects Fund for a project, the funds remain appropriated until the project is completed.

Henrico County's capital improvement needs, and funding requirements are outlined in a separate document - the Capital Improvement Program FY2020-21 through FY2024-25. The CIP represents infrastructure improvements requested by County departments over the next five years to meet existing and future service obligations. In evaluating each of the projects, the CIP process takes into account such factors as population growth, density, desired service levels, economic development concerns, and the County's fiscal condition. In the end, the CIP reflects the needs and desires of the residents of Henrico.

The CIP also represents a balance between available resources and competing County priorities. In an effort 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, presented a plan to fund \$419.8 million of projects utilizing General Obligation (G.O.) Bonds. These projects were approved by County voters in the November 2016 election and are considered the highest priority projects. Funding for these projects began in FY2017-18 and will traverse a six-year period (through FY2022-23). With the approval of the bond referendum, County residents affirmed these projects are important to the quality of life in the County and are considered the highest priority projects.

Routine maintenance associated with both Education and General Government facilities is addressed as a means of ensuring County infrastructure does not deteriorate. Other projects given high priority are the ones vital to the economic growth of the County including infrastructure improvements associated with water and sewer transmission. With the approval of the Bond Referendum, many of the County's needs will be met. However, a significant number of projects submitted in the FY2020-21 through FY2024-25 CIP do not have an identified funding source at this time.

The Capital Improvement Program provides for the orderly and systematic financing and acquisition of public improvements. It also provides information for the individual taxpayer, neighborhood councils, and other civic groups interested in the County's development plan; a statement of intention for Federal and State agencies who provide grants-in-aid to the County; and a source of information for potential investors who may purchase municipal securities. 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 Proposed FY2020-21 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.

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 due to adjustments within the budget because of the economic impact of Covid-19, the FY2020-21 CIP includes only projects funded by 2016 G.O. Bonds and Water/Sewer Enterprise Fund revenues. 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 FY2020-21 through FY2024-25 CIP requests of \$1,668,079,492 represents an increase of \$214,879,994 from the current FY2019-20 through FY2023-24 CIP of \$1,453,199,498. These needs are put forward by Departments and prioritized by the Departments over the five-year period. The Capital Budget for FY2020-21 funds \$41,500,000 of projects in the CIP.

The revenue sources for the FY2020-21 Capital budget are as follows:

| <u>Revenue Sources:</u> | <u>Approved FY2020-21</u> |
|------------------------------------------------------|-------------------------------|
| Capital Projects Fund: | |
| General Obligation Bonds - General Government - 2016 | \$ 14,000,000 |
| Subtotal - Capital Projects Fund | <u>\$ 14,000,000</u> |
| Enterprise Fund - Public Utilities: | |
| Water and Sewer Revenues | \$ 21,950,000 |
| Revenue Bonds | <u>5,550,000</u> |
| Subtotal - Enterprise Fund - Public Utilities | <u>\$ 27,500,000</u> |
| Total Capital Budget Revenues | <u>\$ 41,500,000</u> |

Capital Improvement Program Calendar

Capital Improvement Program (CIP) preparation requires careful scheduling so the responsible officials are given adequate time and complete information to make sound program decisions. The large volume of data to be compiled into a clear, concise project request, requires the steps in the budget-making process be taken in scheduled and logical sequence. The Capital Improvement Program calendar provides, in chronological order, the key dates set each year to ensure prompt and efficient preparation and adoption of the Capital Budget:

MIDDLE OF JULY - Call for CIP estimates, calendar of dates, and other related information sent to departments.

FIRST WEEK OF SEPTEMBER - Deadline for submission of CIP requests to the Office of Management and Budget.

FIRST WEEK OF OCTOBER - Office of Management and Budget briefs CIP Review Committee and County Manager on status of CIP requests.

FOURTH WEEK OF NOVEMBER - Office of Management and Budget furnishes CIP Review Committee with details and summaries of departmental CIP requests.

FIRST WEEK OF DECEMBER – The County Manager and the CIP Review Committee conducts executive reviews with departments.

MIDDLE OF JANUARY – The County Manager and the CIP Review Committee submits the CIP to the Planning Commission.

MIDDLE OF JANUARY – Planning Commission announces a public hearing on the CIP for middle of February.

MIDDLE OF FEBRUARY – Planning Commission conducts public hearing and submits comments on CIP to the County Manager.

SECOND WEEK OF APRIL – Board of Supervisors conducts public hearing on the proposed Capital Budget.

LAST WEEK OF APRIL - Board of Supervisors adopts Capital Budget.

County of Henrico, Virginia
Approved Capital Budget
FY2020-21

| Project Number | Project Name | Approved FY2020-21 |
|-----------------------------------------------|---------------------------------------------------|------------------------------------|
| Capital Projects Fund | | |
| <u>G.O. Bonds - General Government - 2016</u> | | |
| 28001 | Richmond - Henrico Turnpike | \$ 5,000,000 |
| | Subtotal - Public Works | <u>\$ 5,000,000</u> |
| 23004 | Deep Run Park | \$ 4,000,000 |
| 23005 | Taylor Park | 5,000,000 |
| | Subtotal - Recreation and Parks | <u>\$ 9,000,000</u> |
| | Subtotal - G.O. Bonds - General Government - 2016 | <u>\$ 14,000,000</u> |
| | Total - Capital Projects Fund | <u><u>\$ 14,000,000</u></u> |
| Enterprise Fund - Public Utilities | | |
| <u>Other Local Revenue</u> | | |
| 00782 | New Sewer Connections | \$ 300,000 |
| 00772 | Sewer Line Extensions | 500,000 |
| 00732 | Sewer Line Rehabilitation | 4,000,000 |
| 00743 | Sewer Pump Station Improvements | 400,000 |
| 00737 | Sewer Relocation, Adjustments & Crossings | 200,000 |
| 00725 | Plan Review and Inspection | 2,000,000 |
| 06492 | Roof Replacement | 50,000 |
| 08172 | Water Reclamation Facility Improvements | 500,000 |
| 07027 | Rooty Branch Sewers | 1,500,000 |
| 06159 | Almond Creek Force Main | 600,000 |
| 06157 | Almond Creek Sewer Pump Station Replacement | 4,600,000 |
| | Subtotal - Other Local Revenue | <u>\$ 14,650,000</u> |
| <u>Revenue Bonds</u> | | |
| 01076 | Strawberry Hill Basin Sewer Rehabilitation | \$ 5,000,000 |
| | Subtotal - Revenue Bonds | <u>\$ 5,000,000</u> |
| | Subtotal - Sewer | <u>\$ 19,650,000</u> |

County of Henrico, Virginia
Approved Capital Budget
FY2020-21

| Project Number | Project Name | Approved FY2020-21 |
|----------------------------------------------------|-------------------------------------------|-----------------------|
| Enterprise Fund - Public Utilities | | |
| (Continued) | | |
| <u>Other Local Revenue</u> | | |
| 00771 | New Water Connections | \$ 150,000 |
| 00770 | Water Line Extensions | 300,000 |
| 00768 | Water Line Rehabilitation | 4,000,000 |
| 00769 | Water Pumping Station Improvements | 500,000 |
| 00780 | Water Meters | 1,000,000 |
| 00767 | Water Relocation, Adjustments & Crossings | 200,000 |
| 08171 | Water Treatment Facility Improvements | 1,500,000 |
| 00811 | Information Technology Projects | 200,000 |
| | Subtotal - Water | \$ 7,850,000 |
| Total - Enterprise Fund - Public Utilities | | \$ 27,500,000 |
| TOTAL APPROVED CAPITAL BUDGET FOR FY2020-21 | | \$ 41,500,000 |

Capital Improvement Program Summary

Fiscal Year 2020-21 through Fiscal Year 2024-25

| By Department | Approved FY2020-21 | Requested FY2020-21 | Requested FY2021-22 | Requested FY2022-23 | Requested FY2023-24 | Requested FY2024-25 | Total Requested |
|------------------------------------|-----------------------|------------------------|------------------------|------------------------|------------------------|------------------------|----------------------|
| Capital Projects Fund | | | | | | | |
| Education | 0 | 106,364,948 | 31,500,000 | 307,129,032 | 244,908,224 | 179,388,202 | 869,290,406 |
| Fire | 0 | 493,522 | 16,325,950 | 10,778,629 | 13,918,867 | 24,918,950 | 66,435,918 |
| General Services | 0 | 9,425,818 | 44,311,799 | 26,757,316 | 25,601,520 | 19,541,595 | 125,638,048 |
| Information Technology | 0 | 3,440,000 | 1,800,000 | 750,000 | 1,900,000 | 1,600,000 | 9,490,000 |
| Information Technology - GIS | 0 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 750,000 |
| Mental Health | 0 | 0 | 11,000,000 | 1,000,000 | 1,715,458 | 11,642,042 | 25,357,500 |
| Police | 0 | 7,834,548 | 1,252,100 | 6,599,921 | 1,525,904 | 0 | 17,212,473 |
| Public Library | 0 | 0 | 694,513 | 686,502 | 0 | 0 | 1,381,015 |
| Public Works - Drainage | 0 | 0 | 4,301,347 | 11,766,354 | 28,759,354 | 2,999,950 | 47,827,005 |
| Public Works - Roadway | 5,000,000 | 14,250,000 | 13,250,000 | 4,250,000 | 5,450,000 | 15,280,000 | 52,480,000 |
| Public Works - Stormwater | 0 | 2,448,000 | 2,448,000 | 2,448,000 | 2,448,000 | 2,448,000 | 12,240,000 |
| Recreation | 9,000,000 | 16,000,862 | 23,717,034 | 24,243,240 | 3,389,444 | 3,232,016 | 70,582,596 |
| Sheriff | 0 | 366,271 | 622,762 | 0 | 0 | 37,055,498 | 38,044,531 |
| Total | 14,000,000 | 160,773,969 | 151,373,505 | 396,558,994 | 329,766,771 | 298,256,253 | 1,336,729,492 |
| Vehicle Replacement Reserve | | | | | | | |
| Education | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fire | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Police | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Enterprise Fund - Utilities | | | | | | | |
| Public Utilities - Sewer | 19,650,000 | 19,650,000 | 48,250,000 | 65,800,000 | 43,950,000 | 101,450,000 | 279,100,000 |
| Public Utilities - Water | 7,850,000 | 7,850,000 | 7,050,000 | 11,950,000 | 9,050,000 | 16,350,000 | 52,250,000 |
| Total | 27,500,000 | 27,500,000 | 55,300,000 | 77,750,000 | 53,000,000 | 117,800,000 | 331,350,000 |
| Grand Total | 41,500,000 | 188,273,969 | 206,673,505 | 474,308,994 | 382,766,771 | 416,056,253 | 1,668,079,492 |
| By Revenue Source | Approved FY2020-21 | Requested FY2020-21 | Requested FY2021-22 | Requested FY2022-23 | Requested FY2023-24 | Requested FY2024-25 | Total Requested |
| Capital Projects Fund | | | | | | | |
| G.O. Bonds - Education - 2016 | 0 | 35,500,000 | 19,000,000 | 0 | 0 | 0 | 54,500,000 |
| G.O. Bonds - General Gov't - 2016 | 14,000,000 | 14,000,000 | 31,700,000 | 26,300,000 | 0 | 0 | 72,000,000 |
| General Fund | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Meals Tax Revenue | 0 | 18,000,000 | 9,000,000 | 9,000,000 | 9,000,000 | 9,000,000 | 54,000,000 |
| Meals Tax Reserve | 0 | 3,500,000 | 0 | 0 | 0 | 0 | 3,500,000 |
| General Fund - Public Works | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| No Funding Source | 0 | 89,773,969 | 91,673,505 | 361,258,994 | 320,766,771 | 289,256,253 | 1,152,729,492 |
| VPSA Bonds | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 14,000,000 | 160,773,969 | 151,373,505 | 396,558,994 | 329,766,771 | 298,256,253 | 1,336,729,492 |
| Vehicle Replacement Reserve | | | | | | | |
| General Fund | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Enterprise Fund - Utilities | | | | | | | |
| Enterprise Fund | 27,500,000 | 27,500,000 | 55,300,000 | 77,750,000 | 53,000,000 | 117,800,000 | 331,350,000 |
| Total | 27,500,000 | 27,500,000 | 55,300,000 | 77,750,000 | 53,000,000 | 117,800,000 | 331,350,000 |
| Grand Total | 41,500,000 | 188,273,969 | 206,673,505 | 474,308,994 | 382,766,771 | 416,056,253 | 1,668,079,492 |

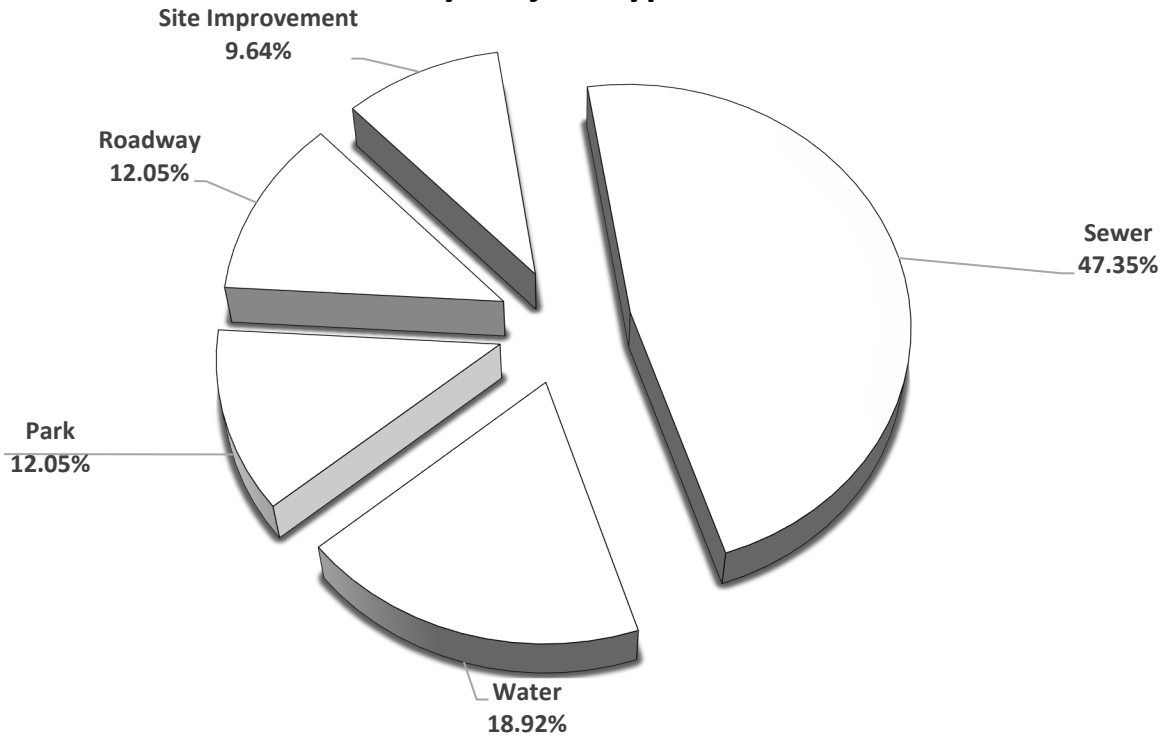
Capital Improvement Program Summary

Fiscal Year 2020-21 through Fiscal Year 2024-25

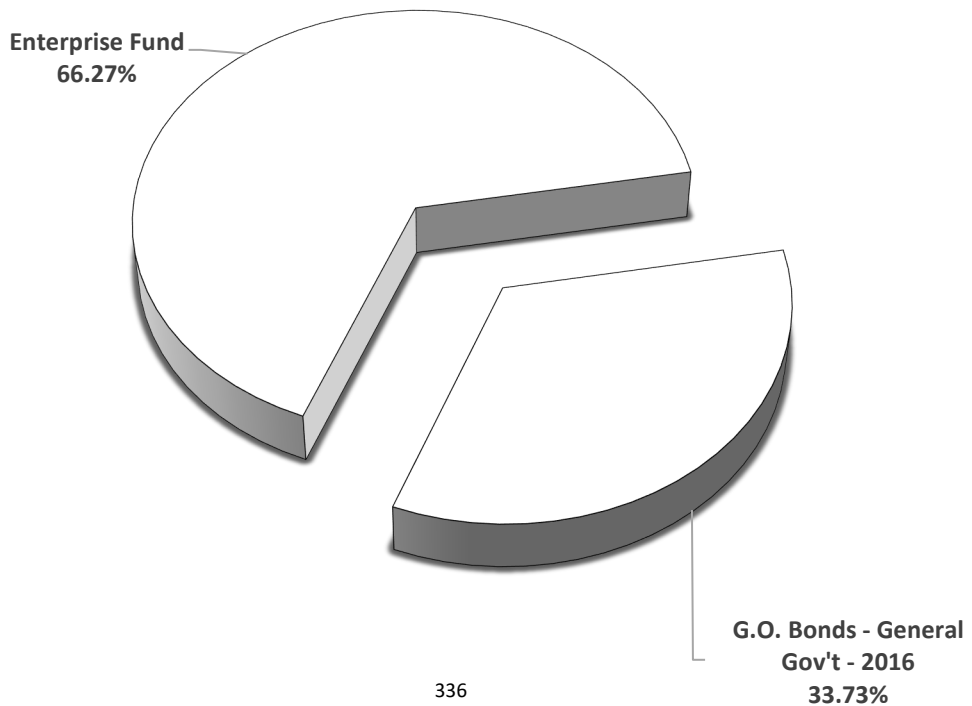
| By Project Type | Approved FY2020-21 | Requested FY2020-21 | Requested FY2021-22 | Requested FY2022-23 | Requested FY2023-24 | Requested FY2024-25 | Total Requested |
|------------------------------------|-----------------------|------------------------|------------------------|------------------------|------------------------|------------------------|----------------------|
| Capital Projects Fund | | | | | | | |
| Building (New) | 0 | 90,518,966 | 59,294,093 | 222,687,232 | 73,120,622 | 65,380,837 | 511,001,750 |
| Building Addition | 0 | 11,308,823 | 0 | 4,866,402 | 1,715,458 | 11,642,042 | 29,532,725 |
| Building Improvement | 0 | 20,126,152 | 40,810,051 | 128,227,963 | 210,723,247 | 193,342,699 | 593,230,112 |
| Drainage | 0 | 0 | 4,301,347 | 11,766,354 | 28,759,354 | 2,999,950 | 47,827,005 |
| Feasibility/Programming Study | 0 | 650,000 | 0 | 0 | 0 | 0 | 650,000 |
| Park | 5,000,000 | 5,000,000 | 19,000,000 | 0 | 0 | 0 | 24,000,000 |
| Roadway | 5,000,000 | 14,250,000 | 13,250,000 | 4,250,000 | 5,450,000 | 15,280,000 | 52,480,000 |
| Site Improvement | 4,000,000 | 12,882,028 | 6,670,039 | 21,413,043 | 5,500,090 | 5,412,725 | 51,877,925 |
| Stormwater | 0 | 2,448,000 | 2,448,000 | 2,448,000 | 2,448,000 | 2,448,000 | 12,240,000 |
| Technology Improvement | 0 | 3,590,000 | 5,599,975 | 900,000 | 2,050,000 | 1,750,000 | 13,889,975 |
| Total | 14,000,000 | 160,773,969 | 151,373,505 | 396,558,994 | 329,766,771 | 298,256,253 | 1,336,729,492 |
| Vehicle Replacement Reserve | | | | | | | |
| Vehicle Replacement Reserve | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Enterprise Fund - Utilities | | | | | | | |
| Sewer | 19,650,000 | 19,650,000 | 48,250,000 | 65,800,000 | 43,950,000 | 101,450,000 | 279,100,000 |
| Water | 7,850,000 | 7,850,000 | 7,050,000 | 11,950,000 | 9,050,000 | 16,350,000 | 52,250,000 |
| Total | 27,500,000 | 27,500,000 | 55,300,000 | 77,750,000 | 53,000,000 | 117,800,000 | 331,350,000 |
| Grand Total | 41,500,000 | 188,273,969 | 206,673,505 | 474,308,994 | 382,766,771 | 416,056,253 | 1,668,079,492 |

Approved FY2020-21 Capital Budget \$41,500,00

By Project Type



By Funding Source



**CAPITAL PROJECTS BY DEPARTMENT
FY2020-21**

PUBLIC WORKS - ROADWAY **\$ 5,000,000**

The Richmond-Henrico Turnpike project is allocated \$5.0 million in 2016 G.O. Bonds.

RECREATION AND PARKS **\$ 9,000,000**

The 2016 General Obligation (G.O.) Bonds totals \$9.0 million for Recreation and Parks and includes Deep Run Park and Taylor Park.

PUBLIC UTILITIES - SEWER **\$ 19,650,000**

Projects funded by revenues from the use of sewer services include \$500,000 for the Water Reclamation Facility improvements and \$400,000 for Sewer Pump Station improvements. \$5.2 million is allocated for the Almond Creek Sewer Pump Station Replacement and Almond Creek Force Main projects. Funding of \$1.5 million is included for the Rooty Branch Sewers. Funding of \$7.05 million is for new sewer connections, extensions of the existing sewer system, sewer line rehabilitation, preventive maintenance of various sewer pump stations, plan review and inspection activities, a roof replacement project, and various sewer relocations, adjustments, and crossings projects. Revenue bond financing of \$5.0 million has been allocated for the Strawberry Hill Basin Sewer Rehabilitation project.

PUBLIC UTILITIES - WATER **\$ 7,850,000**

Projects that will be funded by revenues from the use of water services includes the \$4.0 million for the Water Line Rehabilitation and \$1.5 million for the Water Treatment Facility Improvements project. \$1.0 million has been allocated for the Water Meters project. Funding of \$1,350,000 is also included for new water connections, water line extensions, water line rehabilitation, water pumping station improvements, and various water relocations, adjustments, and crossings projects. This funding level will allow DPU to continue maintenance and expansion of the County's vast water and sewer infrastructure network.

Capital Improvement Program FY2020-21 through FY2024-25
Capital Projects Fund - Department Requests by Fiscal Year and Priority Number

| Project | Priority | Type | Source | District | Approved FY20-21 | Request FY20-21 | Request FY21-22 | Request FY22-23 | Request FY23-24 | Request FY24-25 | Total Five Year | |
|----------------------------|---------------------------------------------------|------|-------------------------------|------------------------------------|---------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Education | | | | | | | | | | | | |
| 00518 | Roof Replacements | 1 | Building Improvement | No Funding Source | Countywide | 0 | 750,000 | 1,275,000 | 1,275,000 | 1,275,000 | 5,850,000 | |
| 00527 | Mechanical Improvements | 2 | Building Improvement | No Funding Source | Countywide | 0 | 2,750,000 | 2,225,000 | 2,225,000 | 2,225,000 | 11,650,000 | |
| 06899 | Education Meals Tax Project Reserve | 3 | Building Improvement | General Fund - Education Meals Tax | Countywide | 0 | 9,000,000 | 9,000,000 | 9,000,000 | 9,000,000 | 45,000,000 | |
| 70010 | Glen Allen HS ACE Center | 4 | Building (New) | G.O. Bonds - Education - 2016 | Brookland | 0 | 35,500,000 | 0 | 0 | 0 | 35,500,000 | |
| 70008 | Tucker HS Replacement - FF&E | 5 | Building (New) | Meals Tax | Three Chopt | 0 | 6,250,000 | 0 | 0 | 0 | 6,250,000 | |
| 70011 | Highland Springs HS Replacement FF&E | 6 | Building (New) | Meals Tax | Varina | 0 | 6,250,000 | 0 | 0 | 0 | 6,250,000 | |
| 08777 | Capital Facility Pre-Planning Study | 7 | Feasibility/Programming Study | No Funding Source | Countywide | 0 | 650,000 | 0 | 0 | 0 | 650,000 | |
| 08911 | Northwest Middle School - 8 Classroom Addition | 8 | Building Addition | No Funding Source | Three Chopt | 0 | 11,308,823 | 0 | 0 | 0 | 11,308,823 | |
| 08912 | Fairfield Area ES | 9 | Building (New) | No Funding Source | Fairfield | 0 | 33,906,125 | 0 | 0 | 0 | 33,906,125 | |
| 08931 | School Security Improvements | - | Building Improvement | No Funding Source | Countywide | 0 | 0 | 0 | 0 | 0 | 0 | |
| 70012 | Adams ES Renovation | 1 | Building Improvement | G.O. Bonds - Education - 2016 | Fairfield | 0 | 0 | 19,000,000 | 0 | 0 | 19,000,000 | |
| 06672 | Jackson Davis ES Replacement | 1 | Building (New) | No Funding Source | Three Chopt | 0 | 0 | 0 | 38,940,629 | 0 | 38,940,629 | |
| 06741 | Virginia Randolph Acad Partial Replace-Renovation | 2 | Building Improvement | No Funding Source | Fairfield | 0 | 0 | 0 | 57,868,568 | 0 | 57,868,568 | |
| 06744 | Holladay ES Renovation | 3 | Building Improvement | No Funding Source | Brookland | 0 | 0 | 0 | 23,298,794 | 0 | 23,298,794 | |
| 06673 | Longan ES Replacement | 4 | Building (New) | No Funding Source | Brookland | 0 | 0 | 0 | 38,972,626 | 0 | 38,972,626 | |
| 06743 | Highland Springs ES Renovation | 5 | Building Improvement | No Funding Source | Varina | 0 | 0 | 0 | 20,827,086 | 0 | 20,827,086 | |
| 08773 | Quiocassin MS Replacement | 6 | Building (New) | No Funding Source | Tuckahoe | 0 | 0 | 0 | 77,340,634 | 0 | 77,340,634 | |
| 08913 | Far West ES | 7 | Building (New) | No Funding Source | Three Chopt | 0 | 0 | 0 | 37,380,695 | 0 | 37,380,695 | |
| 06746 | Carver ES Renovation | 1 | Building Improvement | No Funding Source | Tuckahoe | 0 | 0 | 0 | 19,411,641 | 0 | 19,411,641 | |
| 08774 | Three Chopt ES Renovation | 2 | Building Improvement | No Funding Source | Three Chopt | 0 | 0 | 0 | 14,714,410 | 0 | 14,714,410 | |
| 08776 | Highland Springs HS ACE Center Renovation | 3 | Building Improvement | No Funding Source | Varina | 0 | 0 | 0 | 22,934,456 | 0 | 22,934,456 | |
| 08775 | Hermitage HS & ACE Renovation | 4 | Building Improvement | No Funding Source | Brookland | 0 | 0 | 0 | 110,447,748 | 0 | 110,447,748 | |
| 08772 | Dumbarton ES Renovation | 5 | Building Improvement | No Funding Source | Brookland | 0 | 0 | 0 | 23,978,048 | 0 | 23,978,048 | |
| 06742 | Central Gardens Replacement | 6 | Building (New) | No Funding Source | Fairfield | 0 | 0 | 0 | 40,921,921 | 0 | 40,921,921 | |
| 08914 | Donahoe ES Renovation | 1 | Building Improvement | No Funding Source | Varina | 0 | 0 | 0 | 0 | 17,681,870 | 17,681,870 | |
| 08915 | Glen Allen ES Renovation | 2 | Building Improvement | No Funding Source | Brookland | 0 | 0 | 0 | 0 | 19,882,193 | 19,882,193 | |
| 08916 | Godwin HS Renovation | 3 | Building Improvement | No Funding Source | Tuckahoe | 0 | 0 | 0 | 0 | 59,334,964 | 59,334,964 | |
| 08917 | Rolfe MS Renovation | 4 | Building Improvement | No Funding Source | Varina | 0 | 0 | 0 | 0 | 48,831,792 | 48,831,792 | |
| 08918 | Gayton ES Renovation | 5 | Building Improvement | No Funding Source | Tuckahoe | 0 | 0 | 0 | 0 | 21,157,383 | 21,157,383 | |
| Department Subtotal | | | | | | 0 | 106,364,948 | 31,500,000 | 307,129,032 | 244,908,224 | 179,388,202 | 869,290,406 |
| Fire | | | | | | | | | | | | |
| 13002 | Firehouse 20 - Staples Mill Fire Station | - | Building (New) | No Funding Source | Brookland | 0 | 0 | 0 | 0 | 0 | 0 | |
| 06177 | Firehouse #6 Relocation | 1 | Building (New) | No Funding Source | Varina | 0 | 493,522 | 11,075,975 | 0 | 0 | 11,569,497 | |
| 13003 | Firehouse 23 - Eastgate/Newbridge | 1 | Building (New) | G.O. Bonds - General Gov't - 2016 | Varina | 0 | 0 | 1,600,000 | 8,000,000 | 0 | 9,600,000 | |
| 08769 | Opticom | 2 | Technology Improvement | No Funding Source | Countywide | 0 | 0 | 3,649,975 | 0 | 0 | 3,649,975 | |
| 06366 | Firehouse #1 Relocation | 1 | Building (New) | No Funding Source | Fairfield | 0 | 0 | 0 | 2,778,629 | 11,283,291 | 14,061,920 | |
| 06529 | Firehouse #11 Replacement | 1 | Building (New) | No Funding Source | Fairfield | 0 | 0 | 0 | 2,635,576 | 11,073,218 | 13,708,794 | |
| 06519 | Firehouse #4 Replacement | 1 | Building (New) | No Funding Source | Varina | 0 | 0 | 0 | 0 | 13,845,732 | 13,845,732 | |
| Department Subtotal | | | | | | 0 | 493,522 | 16,325,950 | 10,778,629 | 13,918,867 | 24,918,950 | 66,435,918 |
| General Services | | | | | | | | | | | | |
| 00572 | Mechanical Improvements | 1 | Building Improvement | No Funding Source | General Government | 0 | 2,579,852 | 2,876,535 | 2,999,078 | 3,108,720 | 3,211,915 | 14,776,100 |
| 00425 | Roof Replacement and Rehabilitation | 2 | Building Improvement | No Funding Source | General Government | 0 | 931,984 | 926,105 | 1,275,745 | 634,293 | 719,106 | 4,487,233 |
| 08768 | Juvenile Courts Parking Lot Expansion | 3 | Site Improvement | No Funding Source | General Government | 0 | 414,363 | 0 | 0 | 0 | 0 | 414,363 |
| 00423 | Pavement Rehabilitation | 4 | Site Improvement | No Funding Source | General Government | 0 | 1,751,574 | 1,953,005 | 2,036,205 | 2,110,646 | 2,180,709 | 10,032,139 |
| 06477 | Small Project Improvements and Renovations | 5 | Building Improvement | No Funding Source | General Government | 0 | 600,000 | 600,000 | 600,000 | 600,000 | 600,000 | 3,000,000 |
| 01198 | Energy Management | 6 | Building Improvement | No Funding Source | General Government | 0 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 2,500,000 |
| 08563 | Library HQ Streambank Restoration | 7 | Building Improvement | No Funding Source | General Government | 0 | 564,481 | 0 | 0 | 0 | 0 | 564,481 |
| 01199 | County Generator Program | 8 | Building Improvement | No Funding Source | General Government | 0 | 1,065,502 | 1,188,036 | 1,238,647 | 1,243,931 | 1,326,551 | 6,062,667 |

| | | | | | | | | | | | |
|-------------------------------------|-------------------------------------------|--------------------------|-----------------------------------|--------------------|-----------|------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| 08767 | County Buildings Restroom Refresh | 9 Building Improvement | No Funding Source | General Government | 0 | 650,000 | 650,000 | 650,000 | 650,000 | 650,000 | 3,250,000 |
| 08881 | Circuit Court Clerks Area Renew Repurpose | 10 Building Improvement | No Funding Source | General Government | 0 | 368,062 | 0 | 0 | 0 | 0 | 368,062 |
| 00612 | Administration Infill Building (Planning) | 1 Building (New) | No Funding Source | General Government | 0 | 0 | 11,020,630 | 3,251,456 | 3,370,325 | 3,482,203 | 21,124,614 |
| 06103 | CAM East & Road Crew Building | 2 Building (New) | No Funding Source | General Government | 0 | 0 | 24,597,488 | 0 | 0 | 0 | 24,597,488 |
| 08560 | Admin Building New Agencies Renovation | 1 Building Improvement | No Funding Source | General Government | 0 | 0 | 0 | 5,783,543 | 0 | 0 | 5,783,543 |
| 08599 | Woodman Police & Fire Installation Shop | 2 Building (New) | No Funding Source | General Government | 0 | 0 | 0 | 8,422,642 | 0 | 0 | 8,422,642 |
| 07036 | East Government Center Swing Building | 1 Building (New) | No Funding Source | General Government | 0 | 0 | 0 | 0 | 13,383,605 | 0 | 13,383,605 |
| 08561 | Eastern Government Center Renovations | 1 Building Improvement | No Funding Source | General Government | 0 | 0 | 0 | 0 | 0 | 6,871,111 | 6,871,111 |
| Department Subtotal | | | | | 0 | 9,425,818 | 44,311,799 | 26,757,316 | 25,601,520 | 19,541,595 | 125,638,048 |
| Information Technology | | | | | | | | | | | |
| 06481 | Information Technology Projects | 1 Technology Improvement | No Funding Source | General Government | 0 | 2,500,000 | 1,800,000 | 750,000 | 1,900,000 | 1,600,000 | 8,550,000 |
| 01033 | Tidemark Replacement | 2 Technology Improvement | No Funding Source | General Government | 0 | 940,000 | 0 | 0 | 0 | 0 | 940,000 |
| Department Subtotal | | | | | 0 | 3,440,000 | 1,800,000 | 750,000 | 1,900,000 | 1,600,000 | 9,490,000 |
| Information Technology - GIS | | | | | | | | | | | |
| 00429 | Geographic Information System | 1 Technology Improvement | No Funding Source | General Government | 0 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 750,000 |
| Department Subtotal | | | | | 0 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 750,000 |
| Mental Health | | | | | | | | | | | |
| 08605 | Transitional Recovery Center | 1 Building (New) | No Funding Source | General Government | 0 | 0 | 11,000,000 | 1,000,000 | 0 | 0 | 12,000,000 |
| 06662 | Woodman Road Expansion Construction | 1 Building Addition | No Funding Source | General Government | 0 | 0 | 0 | 0 | 1,715,458 | 11,642,042 | 13,357,500 |
| Department Subtotal | | | | | 0 | 0 | 11,000,000 | 1,000,000 | 1,715,458 | 11,642,042 | 25,357,500 |
| Police | | | | | | | | | | | |
| 08567 | Police South Station | 1 Building (New) | No Funding Source | General Government | 0 | 7,834,548 | 0 | 0 | 0 | 0 | 7,834,548 |
| 08874 | Bullet Trap Upgrades | 1 Building Improvement | No Funding Source | General Government | 0 | 0 | 1,252,100 | 0 | 0 | 0 | 1,252,100 |
| 08569 | Police West Station | 1 Building (New) | No Funding Source | General Government | 0 | 0 | 0 | 6,599,921 | 0 | 0 | 6,599,921 |
| 08873 | Canine Facility | 1 Building (New) | No Funding Source | General Government | 0 | 0 | 0 | 0 | 1,525,904 | 0 | 1,525,904 |
| Department Subtotal | | | | | 0 | 7,834,548 | 1,252,100 | 6,599,921 | 1,525,904 | 0 | 17,212,473 |
| Public Library | | | | | | | | | | | |
| 07034 | Tuckahoe Library Renew/Repurpose | 1 Building Improvement | No Funding Source | Tuckahoe | 0 | 0 | 694,513 | 0 | 0 | 0 | 694,513 |
| 07033 | Twin Hickory Library Renew/Repurpose | 1 Building Improvement | No Funding Source | Three Chopt | 0 | 0 | 0 | 686,502 | 0 | 0 | 686,502 |
| Department Subtotal | | | | | 0 | 0 | 694,513 | 686,502 | 0 | 0 | 1,381,015 |
| Public Works - Drainage | | | | | | | | | | | |
| 06051 | Joycelyn Court/Shewalt Drive Drainage | 1 Drainage | No Funding Source | Fairfield | 0 | 0 | 553,011 | 0 | 0 | 0 | 553,011 |
| 05013 | Lawndale Farms Drainage | 2 Drainage | No Funding Source | Varina | 0 | 0 | 1,327,226 | 0 | 0 | 0 | 1,327,226 |
| 06037 | Avalon Drive Drainage | 3 Drainage | No Funding Source | Tuckahoe | 0 | 0 | 1,106,035 | 0 | 0 | 0 | 1,106,035 |
| 06476 | Gaylord Road Drainage | 4 Drainage | No Funding Source | Three Chopt | 0 | 0 | 1,182,352 | 0 | 0 | 0 | 1,182,352 |
| 06846 | Lakeside Drainage Area Study | 5 Drainage | No Funding Source | Brookland | 0 | 0 | 132,723 | 0 | 0 | 0 | 132,723 |
| 06589 | Oak Hill Lane Drainage | 1 Drainage | No Funding Source | Fairfield | 0 | 0 | 0 | 2,054,540 | 0 | 0 | 2,054,540 |
| 06020 | Falmouth/Tacoma Street Drainage Study | 2 Drainage | No Funding Source | Brookland | 0 | 0 | 0 | 147,926 | 0 | 0 | 147,926 |
| 06004 | Rolando Drive Drainage | 3 Drainage | No Funding Source | Tuckahoe | 0 | 0 | 0 | 2,306,199 | 0 | 0 | 2,306,199 |
| 06006 | Huntsman Road Drainage Channel | 4 Drainage | No Funding Source | Varina | 0 | 0 | 0 | 5,217,229 | 0 | 0 | 5,217,229 |
| 06013 | Homeview Drive | 5 Drainage | No Funding Source | Three Chopt | 0 | 0 | 0 | 2,040,460 | 0 | 0 | 2,040,460 |
| 06000 | Beverly Drive/Dinwiddie Avenue Drainage | 1 Drainage | No Funding Source | Tuckahoe | 0 | 0 | 0 | 0 | 2,283,813 | 0 | 2,283,813 |
| 06053 | Thorpes Branch | 2 Drainage | No Funding Source | Brookland | 0 | 0 | 0 | 0 | 11,297,796 | 0 | 11,297,796 |
| 06076 | Monterey Avenue Drainage | 3 Drainage | No Funding Source | Varina | 0 | 0 | 0 | 0 | 1,022,609 | 0 | 1,022,609 |
| 06057 | Central Gardens Drainage | 4 Drainage | No Funding Source | Fairfield | 0 | 0 | 0 | 0 | 3,606,044 | 0 | 3,606,044 |
| 06073 | Georges Branch Channel | 5 Drainage | No Funding Source | Tuckahoe | 0 | 0 | 0 | 0 | 10,549,092 | 0 | 10,549,092 |
| 06010 | Henderson Road Drainage | 1 Drainage | No Funding Source | Brookland | 0 | 0 | 0 | 0 | 0 | 777,541 | 777,541 |
| 06002 | Barribee Lane Drainage | 2 Drainage | No Funding Source | Three Chopt | 0 | 0 | 0 | 0 | 0 | 2,222,409 | 2,222,409 |
| Department Subtotal | | | | | 0 | 0 | 4,301,347 | 11,766,354 | 28,759,354 | 2,999,950 | 47,827,005 |
| Public Works - Roadway | | | | | | | | | | | |
| 28001 | Richmond - Henrico Turnpike | 1 Roadway | G.O. Bonds - General Gov't - 2016 | Fairfield | 5,000,000 | 5,000,000 | 9,000,000 | 0 | 0 | 0 | 14,000,000 |
| 08150 | I-64 N. Gayton Road Interchange Study | 2 Roadway | No Funding Source | Three Chopt | 0 | 500,000 | 0 | 0 | 0 | 0 | 500,000 |
| 08882 | Sadler Place Roundabout | 3 Roadway | No Funding Source | Three Chopt | 0 | 4,500,000 | 0 | 0 | 0 | 0 | 4,500,000 |

| | | | | | | | | | | | | |
|--------------------------------------------|----------------------------------------------------|---|----------------------|-----------------------------------|--------------------|-------------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------------------|
| 08875 | Countywide Landscaping Improvements | 4 | Roadway | No Funding Source | Countywide | 0 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 1,250,000 |
| 00499 | General Road Construction | 5 | Roadway | No Funding Source | Countywide | 0 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 5,000,000 |
| 06837 | Countywide Pedestrian Improvements | 6 | Roadway | No Funding Source | Countywide | 0 | 2,500,000 | 2,500,000 | 2,500,000 | 2,500,000 | 2,500,000 | 12,500,000 |
| 08163 | Countywide Engineering Feasibility Study | 7 | Roadway | No Funding Source | Countywide | 0 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 2,500,000 |
| 08558 | Kain Road | 1 | Roadway | No Funding Source | Three Chopt | 0 | 0 | 0 | 0 | 1,200,000 | 11,030,000 | 12,230,000 |
| Department Subtotal | | | | | | 5,000,000 | 14,250,000 | 13,250,000 | 4,250,000 | 5,450,000 | 15,280,000 | 52,480,000 |
| Public Works - Stormwater | | | | | | | | | | | | |
| 00363 | County-wide Drainage Improvements | 1 | Stormwater | No Funding Source | Countywide | 0 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 500,000 |
| 08932 | County-wide Flood Mitigation | 1 | Stormwater | No Funding Source | Countywide | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 07046 | Chesapeake Bay TMDL/MS4 Compliance | 1 | Stormwater | No Funding Source | Countywide | 0 | 2,348,000 | 2,348,000 | 2,348,000 | 2,348,000 | 2,348,000 | 11,740,000 |
| Department Subtotal | | | | | | 0 | 2,448,000 | 2,448,000 | 2,448,000 | 2,448,000 | 2,448,000 | 12,240,000 |
| Recreation | | | | | | | | | | | | |
| 23004 | Deep Run Park | 1 | Site Improvement | G.O. Bonds - General Gov't - 2016 | Three Chopt | 4,000,000 | 4,000,000 | 0 | 0 | 0 | 0 | 4,000,000 |
| 23005 | Taylor Park | 2 | Park | G.O. Bonds - General Gov't - 2016 | Varina | 5,000,000 | 5,000,000 | 14,000,000 | 0 | 0 | 0 | 19,000,000 |
| 06194 | Facility Rehabilitation | 3 | Site Improvement | No Funding Source | Countywide | 0 | 1,794,014 | 837,285 | 1,076,838 | 3,389,444 | 3,232,016 | 10,329,597 |
| 08355 | Route 5 Visitor Center/Henrico Museum | 4 | Site Improvement | No Funding Source | Varina | 0 | 1,505,271 | 0 | 0 | 0 | 0 | 1,505,271 |
| 06215 | Meadow Farm Kitchen | 5 | Building (New) | No Funding Source | Brookland | 0 | 284,771 | 0 | 0 | 0 | 0 | 284,771 |
| 06253 | Laurel Recreation Area | 6 | Site Improvement | No Funding Source | Brookland | 0 | 3,416,806 | 0 | 0 | 0 | 0 | 3,416,806 |
| 23006 | Cheswick Park | 1 | Site Improvement | G.O. Bonds - General Gov't - 2016 | Three Chopt | 0 | 0 | 2,100,000 | 0 | 0 | 0 | 2,100,000 |
| 23007 | Tuckahoe Creek Park | 2 | Park | G.O. Bonds - General Gov't - 2016 | Tuckahoe | 0 | 0 | 5,000,000 | 0 | 0 | 0 | 5,000,000 |
| 00509 | Pouncey Tract Park | 3 | Site Improvement | No Funding Source | Three Chopt | 0 | 0 | 1,779,749 | 0 | 0 | 0 | 1,779,749 |
| 23008 | Three Lakes Nature Center Park | 1 | Site Improvement | G.O. Bonds - General Gov't - 2016 | Fairfield | 0 | 0 | 0 | 2,300,000 | 0 | 0 | 2,300,000 |
| 23009 | Tuckahoe Park | 2 | Site Improvement | G.O. Bonds - General Gov't - 2016 | Tuckahoe | 0 | 0 | 0 | 16,000,000 | 0 | 0 | 16,000,000 |
| 06213 | Maintenance Facility Improvements | 3 | Building Addition | No Funding Source | General Government | 0 | 0 | 0 | 4,866,402 | 0 | 0 | 4,866,402 |
| Department Subtotal | | | | | | 9,000,000 | 16,000,862 | 23,717,034 | 24,243,240 | 3,389,444 | 3,232,016 | 70,582,596 |
| Sheriff | | | | | | | | | | | | |
| 08749 | Jail East & West IP Camera Upgrades | 1 | Building Improvement | No Funding Source | General Government | 0* | 265,168 | 0 | 0 | 0 | 0 | 265,168 |
| 08748 | Jail West New Showers and Property Rm Modification | 2 | Building Improvement | No Funding Source | General Government | 0 | 101,103 | 0 | 0 | 0 | 0 | 101,103 |
| 08566 | Jail West Kitchen Renovation | 1 | Building Improvement | No Funding Source | General Government | 0 | 0 | 622,762 | 0 | 0 | 0 | 622,762 |
| 01112 | Jail East Special Housing Unit | 1 | Building (New) | No Funding Source | General Government | 0 | 0 | 0 | 0 | 0 | 36,979,684 | 36,979,684 |
| 08565 | Jail West Female Housing Expansion | 2 | Building Improvement | No Funding Source | General Government | 0 | 0 | 0 | 0 | 0 | 75,814 | 75,814 |
| Department Subtotal | | | | | | 0 | 366,271 | 622,762 | 0 | 0 | 37,055,498 | 38,044,531 |
| Grand Total - Capital Projects Fund | | | | | | 14,000,000 | 160,773,969 | 151,373,505 | 396,558,994 | 329,766,771 | 298,256,253 | 1,336,729,492 |

* Funded in current fiscal year

CAPITAL IMPROVEMENT PROGRAM

IMPLICATIONS ON OPERATING BUDGET

The Capital Improvement Program (CIP) accounts for capital improvement projects that generally require a significant outlay of funds and have a project life of longer than one year. Henrico County's capital improvement needs and funding requirements are outlined in the Capital Improvement Program FY2020-21 through FY2024-25.

Bringing a new facility on-line requires additional costs such as maintenance, utilities, and personnel to operate the new facility. This impact to the future operating budgets is considered before funding for a capital project is recommended. Operating costs associated with a new facility are assessed to departments' budgets in the year of the facility's projected opening date through a complete "crosswalk" between the capital and the operating budgets.

The proposed Capital Budget for FY2020-21 is \$41,500,000, which funds a portion of the project requests in the first year of the CIP. The projects in FY2020-21 proposed Capital Budget do not have an operating impact on the FY2020-21 operating budget as operating costs have implications on operating budgets beyond FY2020-21. Those costs have been factored in the County's multi-year expenditure forecasts. The FY2020-21 budget reflects new operating costs of \$1,994,782. These operational costs are in support of the Staples Mill Fire Station, Holiday Elementary School Expansion, Police Building Annex, and Fairfield Library. These operating costs are being funded utilizing the Revenue Stabilization Reserve, which was established in FY2000-01 to offset the increase in operating costs associated with bond funded projects.

What appears in the following pages is the estimated incremental impact of operating costs that would arise from all the current capital projects requested within the five-year Capital Improvement Program.

Capital Improvement Program
Fiscal Year 2020-21 through FY 2024-25
Fund 21- Capital Projects Fund
Associated Operating Cost

| Project | Priority | Project Type | Source | District | Approved FY 20-21 | Request FY 21-22 | Request FY 22-23 | Request FY 23-24 | Request FY 24-25 |
|--------------------------------------------------|----------|-------------------------|--------------------------|-------------|----------------------|---------------------|---------------------|---------------------|---------------------|
| Education | | | | | | | | | |
| 00518 Roof Replacements | 1 | Building Improvement | No Funding Source | Countywide | - | - | - | - | - |
| 00527 Mechanical Improvements | 2 | Building Improvement | No Funding Source | Countywide | - | - | - | - | - |
| 06899 Education Meals Tax Project Reserve | 3 | Building Improvement | General Fund - Education | Countywide | - | - | - | - | - |
| 70010 Glen Allen HS ACE Center | 4 | Building (New) | G.O. Bonds - Education | Brookland | - | - | 4,587,679 | 4,587,679 | 4,587,679 |
| 70008 Tucker HS Replacement - FF&E | 5 | Building (New) | Meals Tax | Three Chopt | - | - | - | - | - |
| 70011 Highland Springs HS Replacement FF | 6 | Building (New) | Meals Tax | Varina | - | - | - | - | - |
| 08777 Capital Facility Pre-Planning Study | 7 | Feasibility/Programming | No Funding Source | Countywide | - | - | - | - | - |
| 08911 Northwest Middle School - 8 Classroom | 8 | Building Addition | No Funding Source | Three Chopt | - | - | - | - | - |
| 08912 Fairfield Area ES | 9 | Building (New) | No Funding Source | Fairfield | - | - | - | - | - |
| 70012 Adams ES Renovation | 1 | Building Improvement | G.O. Bonds - Education | Fairfield | - | - | - | - | - |
| 06672 Jackson Davis ES Replacement | 1 | Building (New) | No Funding Source | Three Chopt | - | - | - | - | - |
| 06741 Virginia Randolph Acad Partial Replacement | 2 | Building Improvement | No Funding Source | Fairfield | - | - | - | - | - |
| 06744 Holladay ES Renovation | 3 | Building Improvement | No Funding Source | Brookland | - | - | - | - | - |
| 06673 Longan ES Replacement | 4 | Building (New) | No Funding Source | Brookland | - | - | - | - | - |
| 06743 Highland Springs ES Renovation | 5 | Building Improvement | No Funding Source | Varina | - | - | - | - | - |
| 08773 Quiocasin MS Replacement | 6 | Building (New) | No Funding Source | Tuckahoe | - | - | - | - | - |
| 08913 Far West ES | 7 | Building (New) | No Funding Source | Three Chopt | - | - | - | - | - |
| 06746 Carver ES Renovation | 1 | Building Improvement | No Funding Source | Tuckahoe | - | - | - | - | - |
| 08774 Three Chopt ES Renovation | 2 | Building Improvement | No Funding Source | Three Chopt | - | - | - | - | - |
| 08776 Highland Springs HS ACE Center Renovation | 3 | Building Improvement | No Funding Source | Varina | - | - | - | - | - |
| 08775 Hermitage HS & ACE Renovation | 4 | Building Improvement | No Funding Source | Brookland | - | - | - | - | - |
| 08772 Dumbarton ES Renovation | 5 | Building Improvement | No Funding Source | Brookland | - | - | - | - | - |
| 06742 Central Gardens Replacement | 6 | Building (New) | No Funding Source | Fairfield | - | - | - | - | - |
| 08914 Donahoe ES Renovation | 1 | Building Improvement | No Funding Source | Varina | - | - | - | - | - |
| 08915 Glen Allen ES Renovation | 2 | Building Improvement | No Funding Source | Brookland | - | - | - | - | - |
| 08916 Godwin HS Renovation | 3 | Building Improvement | No Funding Source | Tuckahoe | - | - | - | - | - |
| 08917 Rolfe MS Renovation | 4 | Building Improvement | No Funding Source | Varina | - | - | - | - | - |
| 08918 Gayton ES Renovation | 5 | Building Improvement | No Funding Source | Tuckahoe | - | - | - | - | - |
| Subtotal Education | | | | | - | - | 4,587,679 | 4,587,679 | 4,587,679 |
| Fire | | | | | | | | | |
| 06177 Firehouse #6 Relocation | 1 | Building (New) | No Funding Source | Varina | - | - | 6,000 | 6,000 | 6,000 |
| 13003 Firehouse 23 - Eastgate/Newbridge | 1 | Building (New) | G.O. Bonds - General G | Varina | - | - | - | 1,676,818 | 1,676,818 |
| 08769 Opticom | 2 | Technology Improvement | No Funding Source | Countywide | - | - | 98,125 | 98,125 | 98,125 |
| 06366 Firehouse #1 Relocation | 1 | Building (New) | No Funding Source | Fairfield | - | - | - | - | 5,000 |
| 06529 Firehouse #11 Replacement | 1 | Building (New) | No Funding Source | Fairfield | - | - | - | - | - |

**Capital Improvement Program
Fiscal Year 2020-21 through FY 2024-25
Fund 21- Capital Projects Fund
Associated Operating Cost**

| Project | Priority | Project Type | Source | District | Approved Request | Request | Request | Request | |
|--------------------------------------------------|----------|------------------------|-------------------|--------------------|------------------|---------------|------------------|------------------|------------------|
| | | | | | FY 20-21 | FY 21-22 | FY 22-23 | FY 23-24 | FY 24-25 |
| 06519 Firehouse #4 Replacement | 1 | Building (New) | No Funding Source | Varina | - | - | - | - | - |
| Subtotal Fire | | | | | - | - | 104,125 | 1,780,943 | 1,785,943 |
| General Services | | | | | | | | | |
| 00572 Mechanical Improvements | 1 | Building Improvement | No Funding Source | General Government | - | - | - | - | - |
| 00425 Roof Replacement and Rehabilitation | 2 | Building Improvement | No Funding Source | General Government | - | - | - | - | - |
| 08768 Juvenile Courts Parking Lot Expansion | 3 | Site Improvement | No Funding Source | General Government | - | 39,017 | 39,017 | 39,017 | 39,017 |
| 00423 Pavement Rehabilitation | 4 | Site Improvement | No Funding Source | General Government | - | - | - | - | - |
| 06477 Small Project Improvements and Renovations | 5 | Building Improvement | No Funding Source | General Government | - | - | - | - | - |
| 01198 Energy Management | 6 | Building Improvement | No Funding Source | General Government | - | - | - | - | - |
| 08563 Library HQ Streambank Restoration | 7 | Building Improvement | No Funding Source | General Government | - | - | - | - | - |
| 01199 County Generator Program | 8 | Building Improvement | No Funding Source | General Government | - | - | - | - | - |
| 08767 County Buildings Restroom Refresh | 9 | Building Improvement | No Funding Source | General Government | - | - | - | - | - |
| 08881 Circuit Court Clerks Area Renew Repurpose | 10 | Building Improvement | No Funding Source | General Government | - | - | - | - | - |
| 00612 Administration Infill Building | 1 | Building (New) | No Funding Source | General Government | - | - | - | 329,265 | 329,265 |
| 06103 CAM East & Road Crew Building | 2 | Building (New) | No Funding Source | General Government | - | - | - | 656,534 | 656,534 |
| 08560 Admin Building New Agencies Renovation | 1 | Building Improvement | No Funding Source | General Government | - | - | - | - | - |
| 08599 Woodman Police & Fire Installation | 2 | Building (New) | No Funding Source | General Government | - | - | - | - | 193,967 |
| 07036 East Government Center Swing Building | 1 | Building (New) | No Funding Source | General Government | - | - | - | - | - |
| 08561 Eastern Government Center Renovation | 1 | Building Improvement | No Funding Source | General Government | - | - | - | - | - |
| Subtotal General Services | | | | | - | 39,017 | 39,017 | 1,024,816 | 1,218,783 |
| Information Technology | | | | | | | | | |
| 06481 Information Technology Projects | 1 | Technology Improvement | No Funding Source | General Government | - | - | - | - | - |
| 01033 Tidemark Replacement | 2 | Technology Improvement | No Funding Source | General Government | - | - | - | - | - |
| Subtotal Information Technology | | | | | - | - | - | - | - |
| Information Technology - GIS | | | | | | | | | |
| 00429 Geographic Information System | 1 | Technology Improvement | No Funding Source | General Government | - | - | - | - | - |
| Subtotal Information Technology - GIS | | | | | - | - | - | - | - |
| Mental Health | | | | | | | | | |
| 08605 Transitional Recovery Center | 1 | Building (New) | No Funding Source | General Government | - | - | 4,212,564 | 4,212,564 | 4,212,564 |
| 06662 Woodman Road Expansion Construction | 1 | Building Addition | No Funding Source | General Government | - | - | - | - | - |
| Subtotal Mental Health | | | | | - | - | 4,212,564 | 4,212,564 | 4,212,564 |
| Police | | | | | | | | | |
| 8567 Police South Station | 1 | Building (New) | No Funding Source | General Government | - | 203,880 | 203,880 | 203,880 | 203,880 |
| 08874 Bullet Trap Upgrades | 1 | Building Improvement | No Funding Source | General Government | - | - | - | - | - |

**Capital Improvement Program
Fiscal Year 2020-21 through FY 2024-25
Fund 21- Capital Projects Fund
Associated Operating Cost**

| Project | Priority | Project Type | Source | District | Approved FY 20-21 | Request FY 21-22 | Request FY 22-23 | Request FY 23-24 | Request FY 24-25 |
|-----------------------------------------------|-----------------|----------------------|------------------------|--------------------|------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| 08569 Police West Station | 1 | Building (New) | No Funding Source | General Government | - | - | - | 123,564 | 123,564 |
| 08873 Canine Facility | 1 | Building (New) | No Funding Source | General Government | - | - | - | - | 24,954 |
| Subtotal Police | | | | | - | 203,880 | 203,880 | 327,444 | 352,398 |
| Public Library | | | | | | | | | |
| 07034 Tuckahoe Library Renew/Repurpose | 1 | Building Improvement | No Funding Source | Tuckahoe | - | - | - | - | - |
| 07033 Twin Hickory Library Renew/Repurpose | 1 | Building Improvement | No Funding Source | Three Chopt | - | - | - | - | - |
| Subtotal Public Library | | | | | - | - | - | - | - |
| Public Works - Drainage | | | | | | | | | |
| 00363 County-wide Drainage Improvements | 1 | Drainage | No Funding Source | Countywide | - | - | - | - | - |
| 06051 Joycelyn Court/Shewalt Drive Drainage | 1 | Drainage | No Funding Source | Fairfield | - | - | - | - | - |
| 05013 Lawndale Farms Drainage | 2 | Drainage | No Funding Source | Varina | - | - | - | - | - |
| 06037 Avalon Drive Drainage | 3 | Drainage | No Funding Source | Tuckahoe | - | - | - | - | - |
| 06476 Gaylord Road Drainage | 4 | Drainage | No Funding Source | Three Chopt | - | - | - | - | - |
| 06846 Lakeside Drainage Area Study | 5 | Drainage | No Funding Source | Brookland | - | - | - | - | - |
| 06589 Oak Hill Lane Drainage | 1 | Drainage | No Funding Source | Fairfield | - | - | - | - | - |
| 06020 Falmouth/Tacoma Street Drainage Stu | 2 | Drainage | No Funding Source | Brookland | - | - | - | - | - |
| 06004 Rolando Drive Drainage | 3 | Drainage | No Funding Source | Tuckahoe | - | - | - | - | - |
| 06006 Huntsman Road Drainage Channel | 4 | Drainage | No Funding Source | Varina | - | - | - | - | - |
| 06013 Homeview Drive | 5 | Drainage | No Funding Source | Three Chopt | - | - | - | - | - |
| 06000 Beverly Drive/Dinwiddie Avenue Drainage | 1 | Drainage | No Funding Source | Tuckahoe | - | - | - | - | - |
| 06053 Thorpes Branch | 2 | Drainage | No Funding Source | Brookland | - | - | - | - | - |
| 06076 Monterey Avenue Drainage | 3 | Drainage | No Funding Source | Varina | - | - | - | - | - |
| 06057 Central Gardens Drainage | 4 | Drainage | No Funding Source | Fairfield | - | - | - | - | - |
| 06073 Georges Branch Channel | 5 | Drainage | No Funding Source | Tuckahoe | - | - | - | - | - |
| 06010 Henderson Road Drainage | 1 | Drainage | No Funding Source | Brookland | - | - | - | - | - |
| 06002 Barribee Lane Drainage | 2 | Drainage | No Funding Source | Three Chopt | - | - | - | - | - |
| Subtotal Public Works - Drainage | | | | | - | - | - | - | - |
| Public Works - Roadway | | | | | | | | | |
| 28001 Richmond - Henrico Turnpike | 1 | Roadway | G.O. Bonds - General G | Fairfield | - | - | - | - | - |
| 08150 I-64 N. Gayton Road Interchange Stud | 2 | Roadway | No Funding Source | Three Chopt | - | - | - | - | - |
| 08882 Sadler Place Roundabout | 3 | Roadway | No Funding Source | Three Chopt | - | - | - | - | - |
| 08875 Countywide Landscaping Improvement | 4 | Roadway | No Funding Source | Countywide | - | - | - | - | - |
| 00499 General Road Construction | 5 | Roadway | No Funding Source | Countywide | - | - | - | - | - |
| 06837 Countywide Pedestrian Improvements | 6 | Roadway | No Funding Source | Countywide | - | - | - | - | - |
| 08163 Countywide Engineering Feasibility St | 7 | Roadway | No Funding Source | Countywide | - | - | - | - | - |

**Capital Improvement Program
Fiscal Year 2020-21 through FY 2024-25
Fund 21- Capital Projects Fund
Associated Operating Cost**

| Project | Priority | Project Type | Source | District | Approved FY 20-21 | Request FY 21-22 | Request FY 22-23 | Request FY 23-24 | Request FY 24-25 |
|---------------------------------------------|-----------------|----------------------|------------------------|--------------------|------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| 08558 Kain Road | 1 | Roadway | No Funding Source | Three Chopt | - | - | - | - | - |
| Subtotal Public Works - Roadway | | | | | - | - | - | - | - |
| Public Works - Stormwater | | | | | | | | | |
| 07046 Chesapeake Bay TMDL/MS4 Compliance | 1 | Stormwater | No Funding Source | Countywide | - | - | - | - | - |
| Subtotal Public Works - Stormwater | | | | | - | - | - | - | - |
| Recreation | | | | | | | | | |
| 23004 Deep Run Park | 1 | Site Improvement | G.O. Bonds - General G | Three Chopt | - | 215,672 | 215,672 | 215,672 | 215,672 |
| 23005 Taylor Park | 2 | Park | G.O. Bonds - General G | Varina | - | - | 886,183 | 886,183 | 886,183 |
| 06194 Facility Rehabilitation | 3 | Site Improvement | No Funding Source | Countywide | - | - | - | - | - |
| 08355 Route 5 Visitor Center/Henrico Museum | 4 | Site Improvement | No Funding Source | Varina | - | 49,258 | 49,258 | 49,258 | 49,258 |
| 06215 Meadow Farm Kitchen | 5 | Building (New) | No Funding Source | Brookland | - | 42,640 | 42,640 | 42,640 | 42,640 |
| 06253 Laurel Recreation Area | 6 | Site Improvement | No Funding Source | Brookland | - | - | - | - | - |
| 23006 Cheswick Park | 1 | Site Improvement | G.O. Bonds - General G | Three Chopt | - | - | - | - | - |
| 23007 Tuckahoe Creek Park | 2 | Park | G.O. Bonds - General G | Tuckahoe | - | - | - | - | - |
| 00509 Pouncey Tract Park | 3 | Site Improvement | No Funding Source | Three Chopt | - | - | - | - | - |
| 23008 Three Lakes Nature Center Park | 1 | Site Improvement | G.O. Bonds - General G | Fairfield | - | - | - | - | - |
| 23009 Tuckahoe Park | 2 | Site Improvement | G.O. Bonds - General G | Tuckahoe | - | - | - | 338,027 | 338,027 |
| 06213 Maintenance Facility Improvements | 3 | Building Addition | No Funding Source | General Government | - | - | - | - | - |
| Subtotal Recreation | | | | | - | 307,570 | 1,193,753 | 1,531,780 | 1,531,780 |
| Sheriff | | | | | | | | | |
| 08749 Jail East & West IP Camera Upgrades | 1 | Building Improvement | No Funding Source | General Government | - | - | - | - | - |
| 08748 Jail West New Showers and Property R | 2 | Building Improvement | No Funding Source | General Government | - | - | - | - | - |
| 08566 Jail West Kitchen Renovation | 1 | Building Improvement | No Funding Source | General Government | - | - | - | - | - |
| 01112 Jail East Special Housing Unit | 1 | Building (New) | No Funding Source | General Government | - | - | - | - | - |
| 08565 Jail West Female Housing Expansion | 2 | Building Improvement | No Funding Source | General Government | - | - | - | - | - |
| Subtotal Sheriff | | | | | - | - | - | - | - |
| Grand Total | | | | | - | 550,467 | 10,341,018 | 13,465,226 | 13,689,147 |



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.

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.

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. Two examples are: the Water and Sewer operations and the Belmont Park Golf Course.

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.

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 annual 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.

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.

APPENDIX "B"
PERSONNEL COMPLEMENT¹

| Department | FY19 Revised | FY20 Original | FY20 Changes | FY20 Revised | FY21 Changes | FY21 Approved |
|------------------------------|-------------------------|--------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| General Government: | | | | | | |
| Agriculture & Home Extension | 2 | 2 | | 2 | | 2 |
| Belmont Golf Course | 8 | 8 | (8) | 0 | | 0 |
| Board of Supervisors | 4 | 4 | | 4 | | 4 |
| Building Inspections | 58 | 58 | | 58 | | 58 |
| Central Auto. Maintenance | 71 | 71 | | 71 | | 71 |
| Circuit Court Clerk | 39 | 39 | | 39 | | 39 |
| Circuit Court Services | 9 | 9 | | 9 | | 9 |
| Commonwealth's Attorney | 57 | 59 | 3 | 62 | | 62 |
| Community Corrections | 2 | 2 | | 2 | | 2 |
| Community Revitalization | 19 | 19 | | 19 | | 19 |
| County Attorney | 21 | 21 | | 21 | | 21 |
| County Manager | 12 | 12 | | 12 | | 12 |
| Electoral Board | 10 | 10 | | 10 | | 10 |
| Finance | 163 | 163 | 7 | 170 | | 170 |
| Fire | 596 | 601 | 5 | 606 | 22 | 628 |
| General Services | 118 | 118 | | 118 | | 118 |
| Human Resources | 58 | 58 | (11) | 47 | | 47 |
| Hold Complement ² | 1 | 7 | | 7 | | 7 |
| Information Technology | 98 | 98 | 1 | 99 | | 99 |
| Internal Audit | 4 | 6 | | 6 | | 6 |
| Juvenile Detention | 31 | 31 | | 31 | | 31 |
| Juvenile Detention/VJCCCA | 3 | 3 | | 3 | | 3 |
| Library | 210 | 224 | 4 | 228 | | 228 |
| Mental Health | 222 | 222 | | 222 | | 222 |
| Permit Centers | 16 | 16 | | 16 | | 16 |
| Planning | 45 | 45 | | 45 | | 45 |
| Police | 855 | 863 | 1 | 864 | | 864 |
| Public Relations | 20 | 21 | (1) | 20 | | 20 |
| Public Utilities | 312 | 314 | | 314 | | 314 |
| Public Works | 263 | 268 | 1 | 269 | | 269 |
| Real Property | 7 | 7 | | 7 | | 7 |
| Recreation | 177 | 179 | 7 | 186 | | 186 |
| Sheriff | 395 | 395 | 1 | 396 | | 396 |
| Social Services | 211 | 211 | 2 | 213 | | 213 |
| Solid Waste | 66 | 69 | | 69 | | 69 |
| Sub-Total | 4,183 | 4,233 | 12 | 4,245 | 22 | 4,267 |
| Education: | 6,972 | 7,110 | 5.9 | 7,116 | 15.0 | 7,130.9 |
| TOTAL | 11,155 | 11,343 | 17 | 11,360 | 37 | 11,397 |

¹ 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 (362 as of 3/1/2020) are not included. With the exception of Library, General Government positions are based on headcount while Library and Education positions are measured using FTE.

² 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.

³ As of 3/1/2020

**Personnel Complement
By Fund**

| Fund | FY19 Revised | FY20 Original | FY20⁽¹⁾ Changes | FY20 Revised | FY21 Changes | FY21 Approved |
|------------------------------|-------------------------|--------------------------|---------------------------------------|-------------------------|-------------------------|--------------------------|
| General Fund | | | | | | |
| General Government | 3,253.50 | 3,293.00 | 15.50 | 3,308.50 | 22.00 | 3,330.50 |
| Education | 6,142.65 | 6,260.65 | 11.00 | 6,271.65 | 128.00 | 6,399.65 |
| Total | 9,396.15 | 9,553.65 | 26.50 | 9,580.15 | 150.00 | 9,730.15 |
| Special Revenue Fund | | | | | | |
| General Government | 526.00 | 529.00 | 3.00 | 532.00 | 0.00 | 532.00 |
| Education | 829.20 | 849.20 | (4.60) | 844.60 | 32.00 | 876.60 |
| Total | 1,355.20 | 1,378.20 | (1.60) | 1,376.60 | 32.00 | 1,408.60 |
| Enterprise Funds | | | | | | |
| Public Utilities | 312.00 | 314.00 | 0.00 | 314.00 | 0.00 | 314.00 |
| Golf Course | 8.00 | 8.00 | (8.00) | 0.00 | 0.00 | 0.00 |
| Total | 320.00 | 322.00 | (8.00) | 314.00 | 0.00 | 314.00 |
| Internal Service Fund | | | | | | |
| Cent. Auto. Maint. | 71.00 | 71.00 | 0.00 | 71.00 | 0.00 | 71.00 |
| Workplace Safety | 0.00 | 0.00 | 5.00 | 5.00 | 0.00 | 5.00 |
| Risk Management | 11.00 | 11.00 | (4.00) | 7.00 | 0.00 | 7.00 |
| | 82.00 | 82.00 | 1.00 | 83.00 | 0.00 | 83.00 |
| Hold Complement | 1.00 | 7.00 | (1.00) | 7.00 | 0.00 | 7.00 |
| Grand Total | 11,154.35 | 11,342.85 | 16.90 | 11,360.75 | 182.00 | 11,542.75 |

⁽¹⁾ As of 3/1/20

| | | | | | | |
|--------------------------|----------|----------|-------|----------|-------|----------|
| General Government Total | 4,182.50 | 4,233.00 | 10.50 | 4,244.50 | 22.00 | 4,266.50 |
|--------------------------|----------|----------|-------|----------|-------|----------|

County of Henrico
Personnel Complement Changes
FY 2020-21

| Fund/Department | Position | F/PT | Number | Justification |
|----------------------------------------|---------------------------------------------------|-------------|---------------|--------------------------------------------------|
| <u>GENERAL GOVERNMENT</u> | | | | |
| Fire | Fire Captain | FT | 1.00 | Staffing for new Firehouse 20 |
| | Fire Lieutenant | FT | 3.00 | Staffing for new Firehouse 20 |
| | Firefighter | FT | 18.00 | Staffing for new Firehouse 20 |
| | | | 22.00 | |
| | General Government Total | | 22.00 | |
| <u>EDUCATION</u> | | | | |
| General Fund: | | | | |
| Revisions During FY 2019-20 | | | | |
| Assistant Superintendents | Chief of School Leadership | FT | 1.00 | Realignment |
| Assistant Superintendents | Instructional Support | FT | (1.00) | Realignment |
| Administration | Instruction | FT | (1.00) | Realignment |
| Administration | Teaching, Learning & Innovation, Element | FT | 1.00 | Realignment |
| Administration | Teaching, Learning & Innovation, Seconda | FT | 1.00 | Realignment |
| Administration | Workforce & Career Development | FT | 1.00 | Reclassification |
| Administration | Student Support and Disciplinary Review | FT | (1.00) | Realignment |
| Administration | Instructional Technology | FT | (1.00) | Realignment |
| Administration | Communications & Community Engagemen | FT | 1.00 | Realignment |
| Instructional | Elementary Education | FT | (9.00) | School Board 6/20/19; Realignment |
| Instructional | Chief of Staff (Instructional Reserve) | FT | (25.20) | Realignment |
| Instructional | Secondary Education | FT | 6.80 | Realignment |
| Instructional | Workforce & Career Development | FT | 2.00 | Realignment |
| Instructional | General Adult Education | FT | 1.00 | Realignment |
| Instructional | Instructional Support | FT | (3.00) | Reclassification |
| Instructional | Exceptional Education | FT | 2.00 | Realignment/Reclassification |
| Instructional | School Counseling | FT | 2.00 | Realignment |
| Instructional | Instructional Technology | FT | 20.00 | Realignment |
| Instructional | School Quality | FT | (1.00) | Reclassification |
| Instructional | Equity, Diversity & Opportunity | FT | 2.00 | Realignment |
| Librarians | Information Services | FT | 1.00 | Reclassification |
| Assistant Principals | Secondary Education | FT | 1.00 | Reclassification |
| Other Professional | Instructional Support | FT | (1.00) | Realignment |
| Other Professional | Communications & Community Engagemen | FT | 1.00 | Realignment |
| Other Professional | Operations | FT | 1.00 | Reclassification |
| Other Professional | Payroll | FT | 1.00 | Reclassification |
| Other Professional | Equity, Diversity & Opportunity | FT | 2.00 | Reclassification |
| Technical | Workforce & Career Development | FT | 1.00 | Realignment |
| Technical | General Services | FT | (1.00) | Realignment |
| Technology Tech Support | Operations | FT | (1.00) | Reclassification |
| Technology Tech Support | Payroll | FT | (1.00) | Reclassification |
| Clerical | Teaching, Learning & Innovation, Element | FT | 1.00 | Realignment |
| Clerical | Workforce & Career Development | FT | (1.00) | Realignment |
| Clerical | Instructional Support | FT | (1.00) | Realignment |
| Clerical | Information Services | FT | 2.00 | School Board 6/20/19 |
| Clerical | Transportation | FT | 1.00 | Reclassification |
| Instructional Assistants | Elementary Education | FT | 11.00 | School Board 6/20/19; Realignment |
| Instructional Assistants | Instructional Support | FT | (5.00) | Realignment |
| Instructional Assistants | Exceptional Education | FT | 1.40 | Reclassification |
| Operative | Transportation | FT | (1.00) | Reclassification |
| | Total Education - General Fund (FY2019-20) | | 11.00 | |
| Requested Changes for FY2020-21 | | | | |
| Instructional | Elementary Education | FT | 15.00 | Reading Specialists |
| Instructional | Exceptional Education | FT | 1.00 | Reading Coach for Middle School |
| Instructional | Gifted Education | FT | 4.00 | Gifted Young Scholar Academy |
| Instructional | Instructional Reserve | FT | 11.00 | Class Size Reduction |
| Instructional | Professional Learning & Leadership | FT | 3.00 | Career Ladder Implementation |
| Instructional | School Counseling | FT | 40.00 | Elementary Planning |
| Instructional | Substitutes | FT | 13.00 | Permanent Substitutes |
| Assistant Principals | Elementary Education | FT | 9.00 | AP's to all Elementary Schools/Holladay Planning |
| Clerical | Information Services | FT | 13.00 | Library Assistants - Elementary Planning |
| Other Professional | Social Work Services | FT | 2.00 | Social Worker |
| Psychologists | Psychological Services | FT | 2.00 | Psychologist |

**County of Henrico
Personnel Complement Changes
FY 2020-21**

| Fund/Department | Position | F/PT | Number | Justification |
|------------------------------------|----------------------------------------------------------------|-------------|----------------------|--------------------------------------------|
| Instructional Assistants | Exceptional Education | FT | 15.00 | Consistent Student Services |
| | Total Education - General Fund (FY2020-21) | | <u>128.00</u> | |
| | Total Education - General Fund since 7/1/2019 | | 139.00 | |
| Special Revenue Fund: | | | | |
| Revisions During FY2019-20: | | | | |
| Instructional | Extended School Year Grant | FT | (0.60) | Grant Ended |
| Instructional | Individual Student Alternative Educ. Plan | FT | (1.00) | Reclassification |
| Instructional | School STAT Implementation - Wilder MS | FT | 2.00 | New Grant |
| Instructional | Special Education Regional Program | FT | 2.00 | Realignment, New Position |
| Instructional | Title I-A | FT | (8.00) | Moved to General Fund |
| Instructional | Title IV - Student Support & Academics | FT | 1.00 | New Position |
| Instructional | Title VI-B | FT | (1.00) | Realignment |
| Instructional | Virginia Preschool Initiative | FT | 15.00 | Realignment |
| Instructional | VPI+ | FT | (15.00) | Realignment - Grant Ended |
| Other Professional | Title I-A | FT | 1.00 | Reclassification |
| Other Professional | Virginia Preschool Initiative | FT | 1.00 | Realignment |
| Other Professional | VPI+ | FT | (1.00) | Realignment - Grant Ended |
| Nurses | Virginia Preschool Initiative | FT | 1.00 | Realignment |
| Nurses | VPI+ | FT | (1.00) | Realignment - Grant Ended |
| Technical | Virginia Preschool Initiative | FT | 2.00 | Realignment |
| Technical | VPI+ | FT | (2.00) | Realignment - Grant Ended |
| Clerical | Individual Student Alternative Educ. Plan | FT | 1.00 | Reclassification |
| Clerical | Title I-A | FT | (1.00) | Reclassification |
| Clerical | Virginia Preschool Initiative | FT | 2.00 | Realignment |
| Clerical | VPI+ | FT | (2.00) | Realignment - Grant Ended |
| Instructional Assistants | Head Start | FT | (12.00) | Realignment |
| Instructional Assistants | Virginia Preschool Initiative | FT | 22.00 | Realignment |
| Instructional Assistants | VPI+ | FT | (10.00) | Realignment - Grant Ended |
| Trades | School Nutrition | FT | 1.00 | Reclassification |
| Service | School Nutrition | FT | (1.00) | Reclassification |
| | Total Education - Special Revenue Fund (FY2019-20) | | <u>(4.60)</u> | |
| Requested Additions for FY2020-21: | | | | |
| Instructional | Title I-A | FT | 22.00 | Title I Permanent Substitutes |
| Instructional Assistant | Special Education Regional Program | FT | 10.00 | Special Education Regional Classroom Grant |
| | Total Education - Special Revenue (FY2020-21) | | <u>32.00</u> | |
| | Total Education - Special Revenue Fund (since 7/1/2019) | | 27.40 | |
| | Total Education - All Funds (FY2019-20) | | 6.40 | |
| | Total Education - All Funds (FY2020-21) | | 160.00 | |
| | Total Education - All Funds (since 7/1/2019) | | <u>166.40</u> | |

**Personnel Complement
By Department/Job Classification
General Government**

| | <u>Revised FY2018-19</u> | <u>Approved FY2019-20</u> | <u>Revised FY2019-20</u> | <u>Approved FY2020-21</u> |
|--------------------------------------------|------------------------------|-------------------------------|------------------------------|-------------------------------|
| Agriculture & Home Extension | | | | |
| Administrative Assistant | 1 | 1 | 1 | 1 |
| Office Assistant III | 1 | 1 | 1 | 1 |
| | <u>2</u> | <u>2</u> | <u>2</u> | <u>2</u> |
| Belmont Golf Course | | | | |
| Groundskeeper I | 3 | 3 | 0 | 0 |
| Groundskeeper IV | 0 | 0 | 0 | 0 |
| Groundskeeper II | 2 | 2 | 0 | 0 |
| Park Services Division Supervisor | 1 | 1 | 0 | 0 |
| Preventative Maintenance Technician | 1 | 1 | 0 | 0 |
| Senior Business Supervisor | 1 | 1 | 0 | 0 |
| | <u>8</u> | <u>8</u> | <u>0</u> | <u>0</u> |
| Board of Supervisors | | | | |
| Administrative Assistant | 1 | 1 | 1 | 1 |
| Assistant to the County Manager | 1 | 1 | 1 | 1 |
| Executive Assistant | 2 | 2 | 2 | 2 |
| | <u>4</u> | <u>4</u> | <u>4</u> | <u>4</u> |
| Building Inspections | | | | |
| Administrative Assistant | 1 | 1 | 1 | 1 |
| Building Inspector I | 19 | 19 | 19 | 19 |
| Building Inspector II | 12 | 12 | 12 | 12 |
| Building Official | 1 | 1 | 1 | 1 |
| Business Supervisor | 1 | 1 | 1 | 1 |
| Commercial Building Inspections Supervisor | 1 | 1 | 1 | 1 |
| Constructability Specialist II | 1 | 1 | 1 | 1 |
| Department Technology Specialist III | 1 | 1 | 1 | 1 |
| Deputy Building Official | 1 | 1 | 1 | 1 |
| Electrical Engineer | 1 | 1 | 1 | 1 |
| Electrical/Elevator Inspector Supervisor | 1 | 1 | 1 | 1 |
| Engineer II | 4 | 4 | 4 | 4 |
| Existing Structures Inspection Supervisor | 1 | 1 | 1 | 1 |
| Inspections Plans Reviewer | 1 | 1 | 1 | 1 |
| Mechanical Engineer | 2 | 2 | 2 | 2 |
| Mechanical/Plumbing Inspector Supervisor | 1 | 1 | 1 | 1 |
| Office Assistant II | 1 | 1 | 1 | 1 |
| Permit Clerk | 2 | 2 | 2 | 2 |
| Residential Building Inspector Supervisor | 1 | 1 | 1 | 1 |
| Senior Permit Clerk | 3 | 3 | 3 | 3 |
| Senior Plans Review Engineer | 2 | 2 | 2 | 2 |
| | <u>58</u> | <u>58</u> | <u>58</u> | <u>58</u> |
| Central Automotive Maintenance | | | | |
| Accounting and Fiscal Technician | 1 | 1 | 0 | 0 |
| Automotive Equipment Mechanic | 39 | 39 | 37 | 37 |
| Automotive Equipment Supervisor | 1 | 1 | 1 | 1 |
| Automotive Equipment Technician | 3 | 3 | 5 | 5 |

**Personnel Complement
By Department/Job Classification
General Government**

| | <u>Revised FY2018-19</u> | <u>Approved FY2019-20</u> | <u>Revised FY2019-20</u> | <u>Approved FY2020-21</u> |
|---------------------------------------------------------------------------|------------------------------|-------------------------------|------------------------------|-------------------------------|
| <i>Central Automotive Maintenance (cont'd)</i> | | | | |
| Automotive Fleet Manager | 1 | 1 | 1 | 1 |
| Automotive Mechanic Foreman | 3 | 3 | 3 | 3 |
| Automotive Mechanic Foreman, Senior | 1 | 1 | 1 | 1 |
| Automotive Service Worker I | 1 | 1 | 1 | 1 |
| Business Manager | 1 | 1 | 1 | 1 |
| Custodial Worker | 3 | 3 | 2 | 2 |
| Fire Equipment Mechanic | 6 | 6 | 6 | 6 |
| Fire Equipment Mechanic Foreman | 1 | 1 | 1 | 1 |
| Fleet Parts Specialist I | 0 | 0 | 5 | 5 |
| Fleet Parts Supervisor | 0 | 0 | 1 | 1 |
| Management Assistant | 0 | 0 | 2 | 2 |
| Secretary | 1 | 1 | 1 | 1 |
| Senior Shop Clerk Dispatcher | 2 | 2 | 2 | 2 |
| Storekeeper I | 3 | 3 | 0 | 0 |
| Storekeeper II | 2 | 2 | 0 | 0 |
| Superintendent/Central Maintenance Facility Warehouse/Parts Supervisor | 1 | 1 | 1 | 1 |
| | <u>1</u> | <u>1</u> | <u>0</u> | <u>0</u> |
| | 71 | 71 | 71 | 71 |
| Circuit Court Clerk | | | | |
| Accountant II | 1 | 1 | 1 | 1 |
| Chief Deputy Circuit Court Clerk | 1 | 1 | 1 | 1 |
| Clerk of Circuit Court | 1 | 1 | 1 | 1 |
| Deputy Clerk II | 19 | 19 | 19 | 19 |
| Deputy Clerk III | 11 | 11 | 11 | 11 |
| Deputy Clerk IV | 3 | 3 | 3 | 3 |
| Deputy Clerk Supervisors | 3 | 3 | 3 | 3 |
| | <u>39</u> | <u>39</u> | <u>39</u> | <u>39</u> |
| Circuit Court Services | | | | |
| Administrative Assistant | 3 | 3 | 0 | 0 |
| Court Administrator | 1 | 1 | 1 | 1 |
| Judicial Administrative Support | 0 | 0 | 3 | 3 |
| Law Clerk | 4 | 4 | 4 | 4 |
| Office Assistant IV | 1 | 1 | 1 | 1 |
| | <u>9</u> | <u>9</u> | <u>9</u> | <u>9</u> |
| Commonwealth's Attorney | | | | |
| Assistant Attorney I/Commonwealth | 9 | 10 | 9 | 9 |
| Assistant Attorney II/Commonwealth | 9 | 9 | 11 | 11 |
| Assistant Attorney III/Commonwealth | 6 | 6 | 7 | 7 |
| Attorney for the Commonwealth | 1 | 1 | 1 | 1 |
| Chief Deputy Attorney/Commonwealth | 1 | 1 | 1 | 1 |
| Department Technology Specialist I | 1 | 1 | 1 | 1 |
| Management Assistant | 4 | 4 | 4 | 4 |
| Management Specialist I | 1 | 1 | 1 | 1 |
| Management Specialist II | 1 | 1 | 1 | 1 |

**Personnel Complement
By Department/Job Classification
General Government**

| | <u>Revised FY2018-19</u> | <u>Approved FY2019-20</u> | <u>Revised FY2019-20</u> | <u>Approved FY2020-21</u> |
|-----------------------------------------|------------------------------|-------------------------------|------------------------------|-------------------------------|
| <i>Commonwealth's Attorney (cont'd)</i> | | | | |
| Office Assistant IV | 1 | 1 | 1 | 1 |
| Paralegal | 4 | 5 | 5 | 5 |
| Secretary | 13 | 13 | 13 | 13 |
| Senior Asst. Attorney/Commonwealth | 4 | 4 | 5 | 5 |
| Senior Business Supervisor | 1 | 1 | 1 | 1 |
| Senior Management Specialist | 1 | 1 | 1 | 1 |
| | <u>57</u> | <u>59</u> | <u>62</u> | <u>62</u> |
| Community Corrections | | | | |
| Community Corrections Unit Supervisor | 0 | 0 | 1 | 1 |
| Director of Community Corrections | 1 | 1 | 0 | 0 |
| Pretrial Services Officers | 0 | 0 | 0 | 0 |
| Senior Management Specialist | 1 | 1 | 1 | 1 |
| | <u>2</u> | <u>2</u> | <u>2</u> | <u>2</u> |
| Community Revitalization | | | | |
| Administrative Assistant | 1 | 1 | 1 | 1 |
| Code Compliance Inspector I | 0 | 0 | 9 | 9 |
| Code Compliance Manager | 0 | 0 | 1 | 1 |
| Code Compliance Supervisor | 0 | 0 | 2 | 2 |
| County Planner II | 1 | 1 | 1 | 1 |
| Deputy Zoning Conformance Officer | 1 | 1 | 0 | 0 |
| Director of Community Revitalization | 1 | 1 | 1 | 1 |
| Office Assistant IV | 1 | 1 | 1 | 1 |
| Planning Technician | 1 | 1 | 1 | 1 |
| Principal Planner | 1 | 1 | 1 | 1 |
| Senior Management Specialist | 1 | 1 | 1 | 1 |
| Zoning Enforcement Officer | 9 | 9 | 0 | 0 |
| Zoning Enforcement Supervisor | 2 | 2 | 0 | 0 |
| | <u>19</u> | <u>19</u> | <u>19</u> | <u>19</u> |
| County Attorney | | | | |
| Assistant County Attorney I | 2 | 2 | 1 | 1 |
| Assistant County Attorney II | 3 | 3 | 4 | 4 |
| Assistant County Attorney III | 4 | 4 | 4 | 4 |
| Business Supervisor | 1 | 1 | 1 | 1 |
| County Attorney | 1 | 1 | 1 | 1 |
| Deputy County Attorney | 1 | 1 | 1 | 1 |
| Paralegal | 4 | 4 | 4 | 4 |
| Secretary | 2 | 2 | 2 | 2 |
| Senior Assistant County Attorney | 3 | 3 | 3 | 3 |
| | <u>21</u> | <u>21</u> | <u>21</u> | <u>21</u> |
| County Manager | | | | |
| Administrative Assistant | 3 | 3 | 2 | 2 |
| Assistant to the County Manager | 1 | 1 | 2 | 2 |
| County Manager | 1 | 1 | 1 | 1 |
| Deputy County Manager | 4 | 4 | 4 | 4 |

**Personnel Complement
By Department/Job Classification
General Government**

| | <u>Revised FY2018-19</u> | <u>Approved FY2019-20</u> | <u>Revised FY2019-20</u> | <u>Approved FY2020-21</u> |
|-------------------------------------|------------------------------|-------------------------------|------------------------------|-------------------------------|
| <i>County Manager (cont'd)</i> | | | | |
| Executive Assistant | 1 | 1 | 1 | 1 |
| Management Specialist I | 1 | 1 | 1 | 1 |
| Office Assistant IV | 1 | 1 | 1 | 1 |
| | <u>12</u> | <u>12</u> | <u>12</u> | <u>12</u> |
| Electoral Board | | | | |
| Administrative Assistant | 1 | 1 | 1 | 1 |
| Assistant Registrar II | 5 | 5 | 5 | 5 |
| Department Technology Specialist II | 1 | 1 | 1 | 1 |
| Deputy General Registrar | 1 | 1 | 1 | 1 |
| General Registrar | 1 | 1 | 1 | 1 |
| Management Specialist I | 1 | 1 | 1 | 1 |
| | <u>10</u> | <u>10</u> | <u>10</u> | <u>10</u> |
| Finance | | | | |
| Account Clerk II | 1 | 1 | 1 | 1 |
| Account Clerk III | 4 | 4 | 4 | 4 |
| Account Clerk Senior | 3 | 3 | 3 | 3 |
| Accountant I | 0 | 0 | 1 | 1 |
| Accountant II | 2 | 2 | 1 | 1 |
| Accountant III | 4 | 4 | 4 | 4 |
| Accounting Section Manager | 2 | 2 | 2 | 2 |
| Administrative Assistant | 1 | 1 | 1 | 1 |
| Assistant Division Director | 4 | 4 | 4 | 4 |
| Budget Analyst I | 1 | 1 | 0 | 0 |
| Budget Analyst II | 2 | 2 | 3 | 3 |
| Budget Analyst III | 1 | 1 | 1 | 1 |
| Budget Director | 1 | 1 | 1 | 1 |
| Budget Supervisor | 1 | 1 | 1 | 1 |
| Business Audit Supervisor | 1 | 1 | 1 | 1 |
| Business Auditor I | 1 | 1 | 3 | 3 |
| Business Auditor II | 4 | 4 | 3 | 3 |
| Business Auditor III | 3 | 3 | 1 | 1 |
| Business Inspection Supervisor | 1 | 1 | 1 | 1 |
| Business Inspector II | 3 | 3 | 3 | 3 |
| Business Section Manager | 1 | 1 | 1 | 1 |
| Business Supervisor | 1 | 1 | 1 | 1 |
| Claims Technician | 0 | 0 | 1 | 1 |
| Deputy Director of Finance | 0 | 0 | 1 | 1 |
| Director Of Finance | 1 | 1 | 1 | 1 |
| Division Director | 3 | 3 | 3 | 3 |
| Management Assistant | 7 | 7 | 8 | 8 |
| Management Specialist I | 0 | 0 | 1 | 1 |
| Management Specialist II | 3 | 3 | 1 | 1 |
| Management Technician | 14 | 14 | 14 | 14 |
| Payroll Specialist | 2 | 2 | 2 | 2 |

**Personnel Complement
By Department/Job Classification
General Government**

| | <u>Revised FY2018-19</u> | <u>Approved FY2019-20</u> | <u>Revised FY2019-20</u> | <u>Approved FY2020-21</u> |
|--------------------------------------|------------------------------|-------------------------------|------------------------------|-------------------------------|
| <i>Finance (cont'd)</i> | | | | |
| Payroll System Administrator | 1 | 1 | 1 | 1 |
| Procurement Analyst I | 2 | 2 | 2 | 2 |
| Procurement Analyst II | 3 | 3 | 2 | 2 |
| Procurement Analyst III | 0 | 0 | 1 | 1 |
| Procurement Analyst IV | 2 | 2 | 2 | 2 |
| Purchasing Director | 1 | 1 | 1 | 1 |
| Purchasing Support Specialist | 3 | 3 | 3 | 3 |
| Real Estate Appraiser I | 3 | 3 | 2 | 2 |
| Real Estate Appraiser II | 2 | 2 | 2 | 2 |
| Real Estate Appraiser Supervisor | 3 | 3 | 3 | 3 |
| Real Estate Assessment Director | 1 | 1 | 1 | 1 |
| Real Estate Section Manager | 1 | 1 | 1 | 1 |
| Risk Management Claims Manager | 0 | 0 | 1 | 1 |
| Risk Manager | 0 | 0 | 1 | 1 |
| Secretary | 1 | 1 | 1 | 1 |
| Senior Accountant | 1 | 1 | 1 | 1 |
| Senior Budget and Management Analyst | 2 | 2 | 1 | 1 |
| Senior Business Auditor | 2 | 2 | 3 | 3 |
| Senior Business Inspector | 2 | 2 | 2 | 2 |
| Senior Claims Adjuster | 0 | 0 | 3 | 3 |
| Senior Management Specialist | 3 | 3 | 4 | 4 |
| Senior Real Estate Appraiser | 16 | 16 | 17 | 17 |
| Senior Tax Auditor | 1 | 1 | 2 | 2 |
| Tax Auditor I | 2 | 2 | 3 | 3 |
| Tax Auditor II | 6 | 6 | 4 | 4 |
| Tax Auditor Supervisor | 1 | 1 | 1 | 1 |
| Treasury Collections Officer I | 2 | 2 | 1 | 1 |
| Treasury Collections Officer II | 6 | 6 | 7 | 7 |
| Treasury Services Officer I | 8 | 8 | 5 | 5 |
| Treasury Services Officer II | 8 | 8 | 9 | 9 |
| Treasury Services Officer III | 1 | 1 | 3 | 3 |
| Treasury Manager | 3 | 3 | 3 | 3 |
| Treasury Supervisor | 3 | 3 | 3 | 3 |
| Vehicle Section Manager | 1 | 1 | 1 | 1 |
| | <u>163</u> | <u>163</u> | <u>170</u> | <u>170</u> |
| Fire | | | | |
| Account Clerk III | 2 | 2 | 2 | 2 |
| Accountant I | 1 | 1 | 1 | 1 |
| Administrative Assistant | 1 | 1 | 1 | 1 |
| Assistant Fire Chief | 5 | 5 | 2 | 2 |
| Controller | 1 | 1 | 1 | 1 |
| County Planner III | 1 | 1 | 1 | 1 |
| Department IT Manager | 1 | 1 | 1 | 1 |
| Department Technology Specialist II | 2 | 2 | 2 | 2 |

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|----------------------------------------|------------------------------|-------------------------------|------------------------------|-------------------------------|
| <i>Fire (cont'd)</i> | | | | |
| Department Technology Specialist IV | 2 | 2 | 2 | 2 |
| Deputy County Manager, Public Safety | 1 | 1 | 1 | 1 |
| Deputy Fire Chief | 2 | 2 | 2 | 2 |
| Division Director | 1 | 1 | 1 | 1 |
| Emergency Manager | 1 | 1 | 0 | 0 |
| Emergency Management Coordinator | 0 | 0 | 1 | 1 |
| Environmental Management Coordinator | 0 | 0 | 1 | 1 |
| Fire Assistant Chief | 0 | 0 | 3 | 3 |
| Fire Battalion Chief | 12 | 12 | 12 | 12 |
| Fire Captain | 33 | 33 | 33 | 34 |
| Fire Chief | 1 | 1 | 1 | 1 |
| Fire Lieutenant | 97 | 97 | 97 | 100 |
| Firefighter | 419 | 419 | 418 | 436 |
| Management Assistant | 0 | 0 | 1 | 1 |
| Management Specialist I | 2 | 2 | 2 | 2 |
| Management Specialist II | 3 | 3 | 4 | 4 |
| Medical Assistant Specialist | 0 | 4 | 0 | 0 |
| Medical Transport Technician | 0 | 0 | 4 | 4 |
| MH/DS Clinician | 0 | 1 | 1 | 1 |
| Office Supervisor | 1 | 1 | 1 | 1 |
| Registered Nurse | 1 | 1 | 1 | 1 |
| Safety Officer | 0 | 0 | 3 | 3 |
| Secretary | 1 | 1 | 1 | 1 |
| Senior Management Specialist | 3 | 3 | 3 | 3 |
| Store Keeper II | 1 | 1 | 1 | 1 |
| Warehouse/Parts Supervisor | 1 | 1 | 1 | 1 |
| | <u>596</u> | <u>601</u> | <u>606</u> | <u>628</u> |
| General Services | | | | |
| Account Clerk III | 2 | 2 | 2 | 2 |
| Assistant Director of General Services | 1 | 1 | 1 | 1 |
| Assistant Division Manager | 1 | 1 | 1 | 1 |
| Business Supervisor | 1 | 1 | 1 | 1 |
| Capital Projects Manager | 4 | 4 | 4 | 4 |
| Chief of Security Services | 1 | 1 | 1 | 1 |
| Construction Coordinator | 3 | 3 | 3 | 3 |
| Courier | 3 | 3 | 3 | 3 |
| Custodial Worker | 18 | 18 | 18 | 18 |
| Custodian I | 2 | 2 | 2 | 2 |
| Custodian II | 1 | 1 | 1 | 1 |
| Custodian III | 1 | 1 | 1 | 1 |
| Director Of General Services | 1 | 1 | 1 | 1 |
| Electronic Controls Technician | 3 | 3 | 3 | 3 |
| Energy Manager | 1 | 1 | 1 | 1 |
| Facilities Coordinator | 1 | 1 | 1 | 1 |

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|---------------------------------------|------------------------------|-------------------------------|------------------------------|-------------------------------|
| <i>General Services (cont'd)</i> | | | | |
| Facilities Manager | 1 | 1 | 1 | 1 |
| Food Service Assistant | 4 | 4 | 4 | 4 |
| Food Service Manager | 1 | 1 | 1 | 1 |
| Maintenance Superintendent | 4 | 4 | 4 | 4 |
| Office Assistant II | 2 | 2 | 2 | 2 |
| Office Assistant III | 1 | 1 | 1 | 1 |
| Office Assistant IV | 3 | 3 | 3 | 3 |
| Plant Maintenance Mechanic | 23 | 23 | 23 | 23 |
| Security Officer | 24 | 24 | 24 | 24 |
| Security Officer Supervisor | 3 | 3 | 3 | 3 |
| Senior Capital Projects Manager | 1 | 1 | 1 | 1 |
| Senior Controller | 1 | 1 | 1 | 1 |
| Senior Cook | 1 | 1 | 1 | 1 |
| Senior Plant Maintenance Mechanic | 4 | 4 | 4 | 4 |
| Support Services Supervisor | 1 | 1 | 1 | 1 |
| | <u>118</u> | <u>118</u> | <u>118</u> | <u>118</u> |
| Human Resources | | | | |
| Administrative Assistant | 1 | 1 | 1 | 1 |
| Assistant Director of Human Resources | 1 | 1 | 1 | 1 |
| Business Supervisor | 1 | 1 | 1 | 1 |
| Claims Technician | 1 | 1 | 0 | 0 |
| Department Technology Specialist II | 1 | 1 | 1 | 1 |
| Director of Human Resources | 1 | 1 | 1 | 1 |
| Division Manager | 7 | 7 | 6 | 6 |
| Employee Health Clinic Manager | 0 | 0 | 1 | 1 |
| Environmental Management Coordinator | 1 | 1 | 0 | 0 |
| Fitness Trainer | 1 | 1 | 0 | 0 |
| Human Resource Analyst I | 4 | 4 | 3 | 3 |
| Human Resource Analyst II | 3 | 3 | 1 | 1 |
| Human Resource Analyst III | 3 | 3 | 5 | 5 |
| Human Resources Assistant I | 4 | 4 | 5 | 5 |
| Human Resources Assistant II | 5 | 5 | 4 | 4 |
| Human Resources Manager | 1 | 1 | 1 | 1 |
| Management Specialist | 1 | 1 | 2 | 2 |
| Medical Assistant Specialist | 1 | 1 | 1 | 1 |
| Nurse Practitioner | 1 | 1 | 1 | 1 |
| Risk Management Claims Manager | 1 | 1 | 0 | 0 |
| Risk Manager | 1 | 1 | 0 | 0 |
| Safety Officer | 3 | 3 | 0 | 0 |
| Senior Claims Adjuster | 3 | 3 | 0 | 0 |
| Senior Fitness Trainer | 2 | 2 | 3 | 3 |
| Senior Human Resources Analyst | 9 | 9 | 9 | 9 |
| Senior Management Specialist | 1 | 1 | 0 | 0 |
| | <u>58</u> | <u>58</u> | <u>47</u> | <u>47</u> |

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|----------------------------------------------|------------------------------|-------------------------------|------------------------------|-------------------------------|
| Hold Complement² | 1 | 7 | 7 | 7 |
| Information Technology | | | | |
| Accounting and Fiscal Technician | 1 | 1 | 1 | 1 |
| Administrative Assistant | 1 | 1 | 1 | 1 |
| Assistant Director of Information Technology | 1 | 1 | 2 | 2 |
| Business Manager | 0 | 0 | 1 | 1 |
| Computer Operations Supervisor | 1 | 1 | 1 | 1 |
| Director of Information Technology | 1 | 1 | 1 | 1 |
| GIS Analyst I | 1 | 1 | 1 | 1 |
| GIS Analyst II | 1 | 1 | 0 | 0 |
| GIS Analyst III | 1 | 1 | 2 | 2 |
| GIS Analyst Senior | 3 | 3 | 3 | 3 |
| GIS Manager | 1 | 1 | 1 | 1 |
| Information Technology Systems Engineer | 1 | 1 | 1 | 1 |
| IT Application Developer I | 5 | 5 | 5 | 5 |
| IT Application Developer II | 2 | 2 | 5 | 5 |
| IT Application Developer III | 7 | 7 | 5 | 5 |
| IT Application Developer Senior | 3 | 3 | 4 | 4 |
| IT Business Analyst | 1 | 1 | 2 | 2 |
| IT Database Administrator I | 1 | 1 | 1 | 1 |
| IT Database Administrator III | 3 | 3 | 2 | 2 |
| IT Database Administrator Senior | 0 | 0 | 1 | 1 |
| IT Desk Support Specialist II | 6 | 6 | 4 | 4 |
| IT Desk Support Specialist III | 1 | 1 | 3 | 3 |
| IT Desk Support Specialist Senior | 2 | 2 | 1 | 1 |
| IT Manager I | 12 | 12 | 13 | 13 |
| IT Manager II | 10 | 10 | 8 | 8 |
| IT Network/Telecomm Admin I | 2 | 2 | 2 | 2 |
| IT Network/Telecomm Admin II | 4 | 4 | 4 | 4 |
| IT Network/Telecomm Admin III | 2 | 2 | 3 | 3 |
| IT Network/Telecomm Admin Senior | 0 | 0 | 1 | 0 |
| IT Systems Admin I | 1 | 1 | 0 | 1 |
| IT Systems Admin II | 1 | 1 | 1 | 1 |
| IT Systems Admin III | 2 | 2 | 2 | 2 |
| IT Systems Developer I | 5 | 5 | 3 | 3 |
| IT Systems Developer II | 4 | 4 | 6 | 6 |
| IT Systems Developer III | 5 | 5 | 3 | 3 |
| IT Systems Developer Senior | 1 | 1 | 1 | 1 |
| Manager of Production Services | 1 | 1 | 0 | 0 |
| Technology Support Technician I | 2 | 2 | 2 | 2 |
| Technology Support Technician II | 2 | 2 | 2 | 2 |
| | <u>98</u> | <u>98</u> | <u>99</u> | <u>99</u> |

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|--------------------------------------------|------------------------------|-------------------------------|------------------------------|-------------------------------|
| Internal Audit | | | | |
| Audit Supervisor | 0 | 0 | 0 | 0 |
| Auditor I | 0 | 0 | 1 | 1 |
| Auditor II | 0 | 0 | 1 | 1 |
| Auditor III | 3 | 3 | 3 | 3 |
| Director Of Internal Audit | 1 | 1 | 1 | 1 |
| Senior Auditor | 0 | 2 | 0 | 0 |
| | <u>4</u> | <u>6</u> | <u>6</u> | <u>6</u> |
| Juvenile Detention | | | | |
| Business Supervisor | 1 | 1 | 1 | 1 |
| Custodian I | 1 | 1 | 1 | 1 |
| Detention Counselor | 13 | 13 | 14 | 14 |
| Detention Home Assistant Superintendent | 2 | 2 | 2 | 2 |
| Detention Home Counselor | 1 | 1 | 0 | 0 |
| Detention Home Superintendent | 1 | 1 | 1 | 1 |
| Detention Supervisor | 4 | 4 | 4 | 4 |
| Food Service Supervisor | 1 | 1 | 1 | 1 |
| Licensed Practical Nurse | 1 | 1 | 1 | 1 |
| Office Assistant III | 1 | 1 | 1 | 1 |
| Registered Nurse | 1 | 1 | 1 | 1 |
| Secretary | 1 | 1 | 1 | 1 |
| Senior Cook | 3 | 3 | 3 | 3 |
| | <u>31</u> | <u>31</u> | <u>31</u> | <u>31</u> |
| Juvenile Detention/VJCCCA | | | | |
| Detention Outreach Coordinator | 1 | 1 | 1 | 1 |
| Detention Outreach Worker | 2 | 2 | 2 | 2 |
| | <u>3</u> | <u>3</u> | <u>3</u> | <u>3</u> |
| Library | | | | |
| Account Clerk Senior | 2 | 2 | 2 | 2 |
| Accountant II | 1 | 1 | 1 | 1 |
| Administrative Assistant | 1 | 1 | 1 | 1 |
| Assistant Library Director | 1 | 1 | 1 | 1 |
| Controller | 1 | 1 | 1 | 1 |
| Courier | 2 | 2 | 2 | 2 |
| Department IT Manager | 1 | 1 | 1 | 1 |
| Department Technology Specialist II | 5 | 5 | 5 | 5 |
| Department Technology Specialist III | 5 | 6 | 5.5 | 5.5 |
| Department Technology Specialist IV | 1 | 1 | 1 | 1 |
| Director of Library | 1 | 1 | 1 | 1 |
| Librarian I | 32 | 31 | 30 | 30 |
| Librarian II | 4 | 7 | 8 | 8 |
| Librarian III | 2 | 2 | 3 | 3 |
| Library Circulation Asst. Supervisor | 6 | 5 | 5 | 5 |
| Library Circulation Supervisor | 11 | 11 | 11 | 11 |
| Library Collection Management Specialist I | 4 | 4 | 5 | 5 |

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|----------------------------------------------|------------------------------|-------------------------------|------------------------------|-------------------------------|
| <i>Library (cont'd)</i> | | | | |
| Library Collection Management Specialist II | 3 | 2 | 1 | 1 |
| Library Collection Management Specialist III | 0 | 1 | 1 | 1 |
| Library Manager I | 14 | 14 | 14 | 14 |
| Library Manager II | 5 | 5 | 5 | 5 |
| Library Public Services Coordinator | 2 | 2 | 2 | 2 |
| Library Public Services Specialist I | 82.5 | 93.5 | 91.5 | 91.5 |
| Library Public Services Specialist II | 8 | 9.5 | 14.5 | 14.5 |
| Library Public Services Supervisor | 13 | 13 | 13 | 13 |
| Management Specialist I | 1 | 1 | 1 | 1 |
| Senior Management Specialist | 1 | 1 | 1 | 1 |
| | <u>209.5</u> | <u>224</u> | <u>227.5</u> | <u>227.5</u> |
| Mental Health | | | | |
| Account Clerk III | 8 | 8 | 8 | 8 |
| Accountant I | 1 | 1 | 1 | 1 |
| Accountant III | 2 | 2 | 2 | 2 |
| Administrative Assistant | 1 | 1 | 1 | 1 |
| Business Manager | 1 | 1 | 1 | 1 |
| Business Supervisor | 3 | 3 | 3 | 3 |
| Case Manager | 0 | 0 | 5 | 5 |
| Community Support Supervisors | 0 | 0 | 6 | 6 |
| Department IT Manager | 1 | 1 | 1 | 1 |
| Department Technology Specialist II | 1 | 1 | 1 | 1 |
| Department Technology Specialist III | 1 | 1 | 1 | 1 |
| Department Technology Specialist IV | 3 | 3 | 3 | 3 |
| Director of MH/DS | 1 | 1 | 1 | 1 |
| Infant Development Specialist | 1 | 1 | 1 | 1 |
| Management Assistant | 0 | 0 | 1 | 1 |
| Management Specialist I | 0 | 0 | 1 | 1 |
| Management Specialist II | 1 | 1 | 1 | 1 |
| Medical Assistant | 1 | 1 | 1 | 1 |
| MH/DS Case Manager | 40 | 40 | 34 | 34 |
| MH/DS Clinical Supervisor | 16 | 16 | 16 | 16 |
| MH/DS Clinician | 49 | 49 | 45 | 45 |
| MH/DS Community Support Supervisor | 6 | 6 | 1 | 1 |
| MH/DS Division Director | 3 | 3 | 3 | 3 |
| MH/DS Group Home Supervisor | 3 | 3 | 3 | 3 |
| MH/DS Marketing Specialist | 1 | 1 | 0 | 0 |
| MH/DS Program Coordinator | 6 | 6 | 6 | 6 |
| MH/DS Program Manager | 9 | 9 | 9 | 9 |
| MH/DS Residential Counselor | 1 | 1 | 1 | 1 |
| MH/DS Senior Community Support Supervisor | 1 | 1 | 0 | 0 |
| MH/DS Support Services Specialist | 2 | 2 | 1 | 1 |
| MH/DS Training Assistant | 11 | 11 | 10.5 | 10.5 |
| MH/DS Training Specialist | 23 | 23 | 22.5 | 22.5 |

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|---------------------------------------------|------------------------------|-------------------------------|------------------------------|-------------------------------|
| <i>Mental Health (cont'd)</i> | | | | |
| Nurse Practitioner | 1 | 1 | 1 | 1 |
| Occupational Therapist | 1 | 1 | 1 | 1 |
| Office Assistant III | 0 | 0 | 1 | 1 |
| Office Assistant IV | 18 | 18 | 18 | 18 |
| Registered Nurse - Psychiatric | 0 | 0 | 3 | 3 |
| Secretary | 1 | 1 | 1 | 1 |
| Senior Community Support Supervisor | 0 | 0 | 1 | 1 |
| Senior Controller | 1 | 1 | 1 | 1 |
| Senior Management Assistant | 0 | 0 | 1 | 1 |
| Senior Management Specialist | 2 | 2 | 2 | 2 |
| Speech Pathologist | 1 | 1 | 1 | 1 |
| | <u>222</u> | <u>222</u> | <u>222</u> | <u>222</u> |
| Permit Centers | | | | |
| Administrative Assistant | 1 | 1 | 1 | 1 |
| Assistant Director of Community Development | 1 | 1 | 1 | 1 |
| Community Development Supervisor | 2 | 2 | 1 | 1 |
| Community Development Technician I | 2 | 2 | 1 | 1 |
| Community Development Technician II | 0 | 0 | 1 | 1 |
| Community Development Technician III | 4 | 4 | 5 | 5 |
| Director of Community Development | 1 | 1 | 1 | 1 |
| Engineer II | 0 | 0 | 1 | 1 |
| Office Assistant IV | 1 | 1 | 1 | 1 |
| Senior Community Development Technician | 4 | 4 | 3 | 3 |
| | <u>16</u> | <u>16</u> | <u>16</u> | <u>16</u> |
| Planning | | | | |
| Account Clerk III | 1 | 1 | 1 | 1 |
| Accounting & Fiscal Technician | 1 | 1 | 1 | 1 |
| Administrative Assistant | 1 | 1 | 1 | 1 |
| Assistant Director of Planning | 1 | 1 | 1 | 1 |
| County Planner I | 3 | 3 | 4 | 4 |
| County Planner II | 8 | 8 | 7 | 7 |
| County Planner III | 2 | 2 | 2 | 2 |
| County Planner IV | 8 | 8 | 8 | 8 |
| Department IT Manager | 1 | 1 | 1 | 1 |
| Department Technology Specialist II | 1 | 1 | 1 | 1 |
| Department Technology Specialist III | 2 | 2 | 2 | 2 |
| Deputy Zoning Conformance Officer | 1 | 1 | 1 | 1 |
| Director of Planning | 1 | 1 | 1 | 1 |
| GIS Analyst III | 0 | 0 | 0 | 0 |
| GIS Specialist | 3 | 3 | 3 | 3 |
| Office Assistant IV | 4 | 4 | 4 | 4 |
| Planning Technician | 1 | 1 | 1 | 1 |
| Senior Business Supervisor | 1 | 1 | 1 | 1 |
| Senior Principal Planner | 3 | 3 | 3 | 3 |

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|---------------------------------------|------------------------------|-------------------------------|------------------------------|-------------------------------|
| <i>Planning (cont'd)</i> | | | | |
| Zoning Enforcement Officer | 2 | 2 | 2 | 2 |
| | 45 | 45 | 45 | 45 |
| Police | | | | |
| 9-1-1 Dispatch Supervisor | 10 | 13 | 13 | 13 |
| 9-1-1 Dispatch Supervisor Senior | 3 | 3 | 3 | 3 |
| 9-1-1 Public Safety Dispatcher | 76 | 76 | 76 | 76 |
| Account Clerk III | 2 | 2 | 2 | 2 |
| Accountant II | 0 | 0 | 1 | 1 |
| Administrative Assistant | 1 | 1 | 1 | 1 |
| Animal Protection Lieutenant | 1 | 1 | 1 | 1 |
| Animal Protection Officer | 9 | 11 | 11 | 11 |
| Animal Protection Sergeant | 2 | 3 | 3 | 3 |
| Auditor II | 1 | 1 | 1 | 1 |
| Chief of Police | 1 | 1 | 1 | 1 |
| Communications Maintenance Supervisor | 1 | 1 | 1 | 1 |
| Communications Systems Manager | 1 | 1 | 0 | 0 |
| Controller | 1 | 1 | 1 | 1 |
| County Planner III | 1 | 1 | 1 | 1 |
| Crime Analyst | 3 | 3 | 3 | 3 |
| Criminal Records Manager | 1 | 1 | 1 | 1 |
| Crossing Guard | 8 | 8 | 8 | 8 |
| Department IT Manager | 1 | 1 | 1 | 1 |
| Department Technology Specialist I | 1 | 1 | 1 | 1 |
| Department Technology Specialist II | 1 | 1 | 3 | 3 |
| Department Technology Specialist III | 4 | 4 | 3 | 3 |
| Department Technology Specialist IV | 1 | 1 | 1 | 1 |
| Division Director | 0 | 0 | 1 | 1 |
| Emergency Call Center Manager | 1 | 1 | 1 | 1 |
| IT Network/Telecom Admin Senior | 0 | 0 | 1 | 1 |
| Latent Print Examiner | 1 | 1 | 2 | 2 |
| Management Specialist I | 1 | 2 | 3 | 3 |
| Management Specialist II | 1 | 1 | 1 | 1 |
| Management Technician | 3 | 3 | 4 | 4 |
| Office Assistant III | 3 | 3 | 3 | 3 |
| Office Assistant IV | 2 | 2 | 2 | 2 |
| Office Supervisor | 3 | 3 | 2 | 2 |
| Police Captain | 11 | 11 | 11 | 11 |
| Police Command Sergeant | 1 | 1 | 1 | 1 |
| Police Lieutenant | 41 | 41 | 40 | 40 |
| Police Lieutenant Colonel | 2 | 2 | 3 | 3 |
| Police Major | 4 | 4 | 4 | 4 |
| Police Officer | 516 | 516 | 516 | 516 |
| Police Sergeant | 71 | 71 | 71 | 71 |
| Police Support Technician I | 14 | 14 | 12 | 12 |

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|-------------------------------------------------|------------------------------|-------------------------------|------------------------------|-------------------------------|
| <i>Police (cont'd)</i> | | | | |
| Police Support Technician II | 27 | 27 | 27 | 27 |
| Police Support Technician III | 5 | 5 | 6 | 6 |
| Radio Repair Technician I | 2 | 2 | 1 | 1 |
| Radio Repair Technician II | 3 | 3 | 1 | 1 |
| Radio Repair Technician III | 2 | 2 | 2 | 2 |
| Repair Tech II | 0 | 0 | 1 | 1 |
| Secretary | 8 | 8 | 8 | 8 |
| Senior Latent Print Examiner | 1 | 1 | 1 | 1 |
| Senior Management Specialist | 1 | 2 | 1 | 1 |
| Senior Police Support Technician | 1 | 1 | 1 | 1 |
| | <u>855</u> | <u>863</u> | <u>864</u> | <u>864</u> |
| Public Relations | | | | |
| Asst. Dir. of Public Relations and Media Svcs. | 1 | 1 | 1 | 1 |
| Department Technology Specialist III | 1 | 1 | 1 | 1 |
| Director of Public Relations and Media Services | 1 | 1 | 1 | 1 |
| Media Specialist | 1 | 1 | 0 | 0 |
| Office Assistant III | 1 | 1 | 1 | 1 |
| Office Assistant IV | 2 | 2 | 2 | 2 |
| Public Relations Specialist | 4 | 4 | 5 | 5 |
| Senior Management Specialist | 0 | 1 | 0 | 0 |
| Senior Public Relations Specialist | 1 | 1 | 1 | 1 |
| Senior Television Producer/Director | 1 | 1 | 1 | 1 |
| Television & Media Services Manager | 1 | 1 | 1 | 1 |
| Television Operations Technician | 1 | 1 | 1 | 1 |
| Television Producer/Director | 5 | 5 | 5 | 5 |
| | <u>20</u> | <u>21</u> | <u>20</u> | <u>20</u> |
| Public Utilities | | | | |
| Account Clerk III | 6 | 6 | 6 | 6 |
| Accountant II | 1 | 1 | 1 | 1 |
| Accountant III | 1 | 1 | 1 | 1 |
| Administrative Assistant | 1 | 1 | 1 | 1 |
| Assistant Director/Public Utilities | 1 | 1 | 1 | 1 |
| Assistant Division Director | 3 | 3 | 3 | 3 |
| Capital Projects Manager | 1 | 1 | 1 | 1 |
| Chemist | 2 | 2 | 2 | 2 |
| Chief of Laboratory Operations | 1 | 1 | 1 | 1 |
| Chief Treatment Plant Operator | 8 | 8 | 8 | 8 |
| Construction Inspector | 14 | 14 | 14 | 14 |
| Customer Service Representative | 11 | 11 | 11 | 11 |
| Customer Service Supervisor | 1 | 1 | 1 | 1 |
| Department IT Manager | 1 | 1 | 1 | 1 |
| Department Technology Specialist II | 2 | 2 | 2 | 2 |
| Department Technology Specialist IV | 3 | 3 | 3 | 3 |
| Director of Public Utilities | 1 | 1 | 1 | 1 |

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|----------------------------------------|------------------------------|-------------------------------|------------------------------|-------------------------------|
| <i>Public Utilities (cont'd)</i> | | | | |
| Division Director | 5 | 5 | 5 | 5 |
| Electrician | 2 | 2 | 2 | 2 |
| Engineer I | 7 | 7 | 7 | 7 |
| Engineer II | 17 | 17 | 16 | 16 |
| Engineering Aide II | 8 | 8 | 8 | 8 |
| Engineering Aide III | 1 | 1 | 1 | 1 |
| Engineering Technician | 8 | 8 | 8 | 8 |
| Environmental Inspector | 2 | 2 | 2 | 2 |
| Equipment Operator I | 7 | 9 | 0 | 0 |
| Equipment Operator II | 21 | 21 | 0 | 0 |
| Equipment Operator III | 11 | 11 | 0 | 0 |
| GIS Analyst II | 1 | 1 | 1 | 1 |
| GIS Analyst III | 1 | 1 | 1 | 1 |
| GIS Specialist | 3 | 3 | 3 | 3 |
| Instrumentation Specialist I | 2 | 2 | 2 | 2 |
| Instrumentation Specialist II | 2 | 2 | 1 | 1 |
| Instrumentation Specialist III | 5 | 5 | 6 | 6 |
| Instrumentation Specialist Supervisor | 2 | 2 | 2 | 2 |
| Labor Foreman II | 12 | 12 | 0 | 0 |
| Laboratory Aide | 2 | 2 | 2 | 2 |
| Laboratory Analyst | 6 | 6 | 7 | 7 |
| Maintenance Assistant I | 10 | 10 | 10 | 10 |
| Maintenance Assistant II | 2 | 2 | 2 | 2 |
| Management Specialist I | 1 | 1 | 1 | 1 |
| Management Specialist II | 1 | 1 | 1 | 1 |
| Meter Repair Specialist | 2 | 2 | 2 | 2 |
| Meter Service Worker | 7 | 7 | 7 | 7 |
| Meter Service Worker Senior | 2 | 2 | 2 | 2 |
| Office Assistant II | 1 | 1 | 1 | 1 |
| Office Assistant IV | 4 | 4 | 4 | 4 |
| Office Supervisor | 4 | 4 | 4 | 4 |
| Preventive Maintenance Technician | 1 | 1 | 1 | 1 |
| Secretary | 1 | 1 | 1 | 1 |
| Senior Accountant | 1 | 1 | 1 | 1 |
| Senior Construction Coordinator | 1 | 1 | 1 | 1 |
| Senior Construction Inspector | 4 | 4 | 4 | 4 |
| Senior Controller | 1 | 1 | 1 | 1 |
| Senior Electrician | 1 | 1 | 1 | 1 |
| Senior Engineer | 4 | 4 | 4 | 4 |
| Senior Laboratory Analyst | 1 | 1 | 0 | 0 |
| Senior Management Specialist | 1 | 1 | 1 | 1 |
| Senior Utility Pipe Locator | 1 | 1 | 1 | 1 |
| Senior Utility Plant Mechanic | 1 | 1 | 1 | 1 |
| Senior Water/Wastewater Plant Operator | 13 | 13 | 0 | 0 |

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|------------------------------------------------|------------------------------|-------------------------------|------------------------------|-------------------------------|
| <i>Public Utilities (cont'd)</i> | | | | |
| Shop Clerk-Dispatcher | 2 | 2 | 2 | 2 |
| Storekeeper I | 2 | 2 | 2 | 2 |
| Storekeeper II | 1 | 1 | 1 | 1 |
| Treatment Plant Operations Supt | 0 | 0 | 2 | 2 |
| Treatment Plant Operator I | 0 | 0 | 1 | 1 |
| Treatment Plant Operator II | 0 | 0 | 4 | 4 |
| Treatment Plant Operator Senior | 0 | 0 | 12 | 12 |
| Treatment Plant Operator Trainee | 0 | 0 | 4 | 4 |
| Utilities Cashier | 1 | 1 | 1 | 1 |
| Utility Heavy Equipment Specialist I | 0 | 0 | 28 | 28 |
| Utility Heavy Equipment Specialist II | 0 | 0 | 3 | 3 |
| Utility Heavy Equipment Specialist IV | 0 | 0 | 12 | 12 |
| Utility Pipe Locator | 2 | 2 | 2 | 2 |
| Utility Plant Mechanic | 5 | 5 | 4 | 4 |
| Utility Specialist | 0 | 0 | 9 | 9 |
| Utility Superintendent I | 5 | 5 | 5 | 5 |
| Utility Superintendent II | 4 | 4 | 4 | 4 |
| Utility Technician | 12 | 12 | 12 | 12 |
| Warehouse/Parts Supervisor | 2 | 2 | 2 | 2 |
| Water Facility/Reclamation Facility Oper Supt. | 2 | 2 | 2 | 2 |
| Water Quality Compliance Specialist I | 4 | 4 | 2 | 2 |
| Water Quality Compliance Specialist II | 0 | 0 | 2 | 2 |
| Water Quality Compliance Supervisor | 1 | 1 | 1 | 1 |
| Water/Wastewater Plant Mechanic I | 1 | 1 | 1 | 1 |
| Water/Wastewater Plant Mechanic II | 6 | 6 | 7 | 7 |
| Water/Wastewater Plant Mechanic III | 3 | 3 | 3 | 3 |
| Water/Wastewater Plant Mechanic Supervisor | 2 | 2 | 2 | 2 |
| Water/Wastewater Facility Maint. Supt. | 1 | 1 | 1 | 1 |
| Water/Wastewater Plant Operator II | 3 | 3 | 0 | 0 |
| Water/Wastewater Plant Operator Trainee | 5 | 5 | 0 | 0 |
| | <u>312</u> | <u>314</u> | <u>314</u> | <u>314</u> |
| Public Works | | | | |
| Accountant III | 1 | 1 | 1 | 1 |
| Administrative Assistant | 1 | 1 | 1 | 1 |
| Assistant Construction Division Director | 1 | 1 | 1 | 1 |
| Assistant Director/Public Works | 2 | 2 | 2 | 2 |
| Assistant Division Director | 3 | 3 | 3 | 3 |
| Assistant Traffic Engineer | 2 | 2 | 2 | 2 |
| Business Supervisor | 1 | 1 | 1 | 1 |
| Capital Projects Coordinator | 0 | 0 | 1 | 1 |
| Capital Projects Manager | 6 | 6 | 6 | 6 |
| Constructability Specialist II | 2 | 3 | 0 | 0 |
| Construction Division Director | 1 | 1 | 1 | 1 |
| Construction Inspector | 15 | 17 | 0 | 0 |

**Personnel Complement
By Department/Job Classification
General Government**

| | <u>Revised FY2018-19</u> | <u>Approved FY2019-20</u> | <u>Revised FY2019-20</u> | <u>Approved FY2020-21</u> |
|--------------------------------------------------|------------------------------|-------------------------------|------------------------------|-------------------------------|
| <i>Public Works (cont'd)</i> | | | | |
| County Surveyor | 1 | 1 | 1 | 1 |
| Department IT Manager | 1 | 1 | 1 | 1 |
| Department Technology Specialist I | 1 | 1 | 1 | 1 |
| Design Engineer | 1 | 1 | 1 | 1 |
| Design Program Specialist I | 1 | 1 | 1 | 1 |
| Design Program Specialist II | 1 | 1 | 1 | 1 |
| Director of Public Works/County Engineer | 1 | 1 | 1 | 1 |
| Division Director | 1 | 1 | 1 | 1 |
| Drafting Technician II | 1 | 1 | 1 | 1 |
| Drainage Construction and Maintenance Specialist | 1 | 1 | 0 | 0 |
| Drainage Construction and Maintenance Manager | 1 | 1 | 0 | 0 |
| Engineer I | 2 | 2 | 2 | 2 |
| Engineer II | 7 | 7 | 7 | 7 |
| Engineering Aide II | 2 | 3 | 2 | 2 |
| Engineering Aide III | 7 | 6 | 7 | 7 |
| Engineering/Environmental Services Div. Manager | 1 | 1 | 0 | 0 |
| Engineering/Environmental Services Div. Director | 0 | 0 | 1 | 1 |
| Engineering Technician | 1 | 1 | 1 | 1 |
| Environmental Inspector | 10 | 10 | 0 | 0 |
| Environmental Program Specialist I | 3 | 3 | 3 | 3 |
| Environmental Program Specialist II | 1 | 1 | 0 | 0 |
| GIS Analyst III | 1 | 1 | 1 | 1 |
| GIS Specialist | 2 | 2 | 2 | 2 |
| Laborer | 7 | 7 | 7 | 7 |
| Maintenance Superintendent | 1 | 1 | 1 | 1 |
| Management Assistant | 1 | 1 | 1 | 1 |
| Management Specialist I | 1 | 1 | 1 | 1 |
| Management Specialist II | 2 | 2 | 1 | 1 |
| Management Technician | 2 | 2 | 2 | 2 |
| Office Assistant III | 4 | 4 | 4 | 4 |
| Office Assistant IV | 5 | 5 | 5 | 5 |
| Project Specialist I | 0 | 0 | 23 | 23 |
| Project Specialist II | 0 | 0 | 13 | 13 |
| Project Specialist Supervisor | 0 | 0 | 5 | 5 |
| Road Constr. & Maintenance Division Director | 1 | 1 | 1 | 1 |
| Road Maintenance Heavy Equipment Specialist I | 48 | 48 | 43 | 43 |
| Road Maintenance Heavy Equipment Specialist II | 20 | 20 | 17 | 17 |
| Road Maintenance Heavy Equipment Specialist III | 22 | 22 | 26 | 26 |
| Road Maintenance Shop Supervisor | 2 | 2 | 2 | 2 |
| Road Maintenance Specialist | 8 | 8 | 12 | 12 |
| Road Maintenance Supervisor I | 12 | 12 | 12 | 12 |
| Road Maintenance Supervisor II | 2 | 2 | 2 | 2 |
| Road Maintenance Technician I | 1 | 1 | 1 | 1 |
| Road Maintenance Technician II | 5 | 5 | 5 | 5 |

**Personnel Complement
By Department/Job Classification
General Government**

| | <u>Revised FY2018-19</u> | <u>Approved FY2019-20</u> | <u>Revised FY2019-20</u> | <u>Approved FY2020-21</u> |
|--------------------------------------|------------------------------|-------------------------------|------------------------------|-------------------------------|
| <i>Public Works (cont'd)</i> | | | | |
| Secretary | 3 | 3 | 3 | 3 |
| Senior Construction Coordinator | 3 | 3 | 0 | 0 |
| Senior Controller | 1 | 1 | 1 | 1 |
| Senior Engineer | 4 | 4 | 3 | 3 |
| Senior Environmental Inspector | 3 | 4 | 0 | 0 |
| Senior Management Specialist | 0 | 0 | 1 | 1 |
| Survey Party Chief | 2 | 2 | 2 | 2 |
| Traffic Controls Supervisor | 2 | 2 | 2 | 2 |
| Traffic Engineer | 1 | 1 | 1 | 1 |
| Traffic Engineering Technician | 1 | 1 | 1 | 1 |
| Traffic Operations Supervisor | 1 | 1 | 1 | 1 |
| Traffic Service Worker I | 1 | 0 | 1 | 1 |
| Traffic Service Worker II | 7 | 8 | 7 | 7 |
| Traffic Signal Service Worker | 1 | 2 | 2 | 2 |
| Traffic Signal Technician I | 2 | 3 | 2 | 2 |
| Traffic Signal Technician II | 3 | 2 | 3 | 3 |
| Traffic Signal Technician Supervisor | 1 | 1 | 1 | 1 |
| | <u>263</u> | <u>268</u> | <u>269</u> | <u>269</u> |
| Real Property | | | | |
| Administrative Assistant | 1 | 1 | 1 | 1 |
| Assistant Director of Real Property | 1 | 1 | 1 | 1 |
| Director of Real Property | 1 | 1 | 1 | 1 |
| Management Technician | 1 | 1 | 1 | 1 |
| Real Property Agent | 3 | 3 | 3 | 3 |
| | <u>7</u> | <u>7</u> | <u>7</u> | <u>7</u> |
| Recreation | | | | |
| Account Clerk III | 2 | 2 | 1 | 1 |
| Account Clerk Senior | 3 | 3 | 4 | 4 |
| Administrative Assistant | 1 | 1 | 0 | 0 |
| Animal Care Specialist | 4 | 4 | 5 | 5 |
| Assistant Director of Recreation | 1 | 1 | 0 | 0 |
| Assistant Division Director | 0 | 0 | 4 | 4 |
| Assistant Division Manager | 1 | 1 | 0 | 0 |
| Assistant Park Services Supervisor | 6 | 6 | 7 | 7 |
| Capital Projects Coordinator | 3 | 3 | 3 | 3 |
| Controller | 1 | 1 | 0 | 0 |
| County Planner I | 1 | 1 | 1 | 1 |
| Custodian I | 0 | 0 | 5 | 5 |
| Custodian II | 0 | 0 | 1 | 1 |
| Department IT Manager | 1 | 1 | 1 | 1 |
| Department Technology Specialist II | 1 | 1 | 1 | 1 |
| Department Technology Specialist III | 1 | 1 | 1 | 1 |
| Director of Recreation And Parks | 1 | 1 | 1 | 1 |

**Personnel Complement
By Department/Job Classification
General Government**

| | <u>Revised FY2018-19</u> | <u>Approved FY2019-20</u> | <u>Revised FY2019-20</u> | <u>Approved FY2020-21</u> |
|------------------------------------------|------------------------------|-------------------------------|------------------------------|-------------------------------|
| <i>Recreation (cont'd)</i> | | | | |
| Division Director | 0 | 0 | 2 | 2 |
| Division Manager | 2 | 2 | 1 | 1 |
| GIS Specialist | 1 | 1 | 1 | 1 |
| Groundskeeper I | 20 | 21 | 26 | 26 |
| Groundskeeper II | 8 | 8 | 7 | 7 |
| Groundskeeper III | 6 | 6 | 6 | 6 |
| Groundskeeper IV | 9 | 9 | 9 | 9 |
| Laborer | 1 | 1 | 1 | 1 |
| Management Specialist I | 5 | 5 | 6 | 6 |
| Management Specialist II | 3 | 3 | 2 | 2 |
| Office Assistant III | 2 | 2 | 2 | 2 |
| Office Assistant IV | 5 | 5 | 5 | 5 |
| Park Services Division Supervisor | 3 | 3 | 3 | 3 |
| Park Services Specialist I | 4 | 4 | 5 | 5 |
| Park Services Specialist II | 2 | 2 | 1 | 1 |
| Park Services Specialist III | 1 | 1 | 2 | 2 |
| Park Services Specialist IV | 1 | 1 | 1 | 1 |
| Preventative Maintenance Technician | 2 | 2 | 3 | 3 |
| Recreation Coordinator I | 17 | 17 | 10 | 10 |
| Recreation Coordinator II | 1 | 1 | 5 | 5 |
| Recreation Coordinator III | 1 | 1 | 1 | 1 |
| Recreation Division Manager | 1 | 1 | 0 | 0 |
| Recreation Facility Coordinator | 3 | 3 | 4 | 4 |
| Recreation Fitness Coordinator | 1 | 1 | 1 | 1 |
| Recreation Maintenance Worker I | 6 | 7 | 4 | 4 |
| Recreation Maintenance Worker II | 8 | 8 | 5 | 5 |
| Recreation Maintenance Worker III | 2 | 2 | 3 | 3 |
| Recreation Maintenance Worker IV | 3 | 3 | 2 | 2 |
| Recreation Manager | 7 | 7 | 6 | 6 |
| Recreation Marketing Coordinator | 3 | 3 | 3 | 3 |
| Recreation Marketing Specialist | 1 | 1 | 1 | 1 |
| Recreation Sports Leagues Coordinator I | 3 | 3 | 3 | 3 |
| Recreation Theater Coordinator | 1 | 1 | 1 | 1 |
| Recreation Tourism Coordinator | 1 | 1 | 1 | 1 |
| Recreation Tourism Specialist | 1 | 1 | 1 | 1 |
| Senior Controller | 0 | 0 | 1 | 1 |
| Senior Historic Preservation Conservator | 1 | 1 | 1 | 1 |
| Senior Management Assistant | 0 | 0 | 1 | 1 |
| Storekeeper II | 1 | 1 | 1 | 1 |
| Theater Technical Coordinator | 1 | 1 | 1 | 1 |
| Tradesman I | 3 | 3 | 3 | 3 |
| Tradesman II | 4 | 4 | 3 | 3 |
| Tradesman III | 2 | 2 | 3 | 3 |
| Tradesman IV | 2 | 2 | 2 | 2 |

**Personnel Complement
By Department/Job Classification
General Government**

| | <u>Revised FY2018-19</u> | <u>Approved FY2019-20</u> | <u>Revised FY2019-20</u> | <u>Approved FY2020-21</u> |
|-------------------------------------|------------------------------|-------------------------------|------------------------------|-------------------------------|
| <i>Recreation (cont'd)</i> | | | | |
| Warehouse Supervisor | 1 | 1 | 1 | 1 |
| | 177 | 179 | 186 | 186 |
| Sheriff | | | | |
| Account Clerk III | 3 | 3 | 3 | 3 |
| Administrative Assistant | 1 | 1 | 1 | 1 |
| Chief Deputy Sheriff | 1 | 1 | 1 | 1 |
| Controller | 1 | 1 | 1 | 1 |
| Department Technology Specialist II | 1 | 1 | 1 | 1 |
| Division Director | 1 | 1 | 1 | 1 |
| Inmate Classification Officer | 14 | 14 | 15 | 15 |
| Inmate Classification Supervisor | 1 | 1 | 1 | 1 |
| Institutional Physician | 1 | 1 | 1 | 1 |
| Jailor | 3 | 3 | 3 | 3 |
| Librarian I | 2 | 2 | 2 | 2 |
| Management Assistant | 0 | 0 | 1 | 1 |
| Management Specialist I | 1 | 1 | 0 | 0 |
| Management Specialist II | 1 | 1 | 1 | 1 |
| Nurse Practitioner | 1 | 1 | 1 | 1 |
| Office Assistant III | 13 | 13 | 13 | 13 |
| Office Assistant IV | 1 | 1 | 1 | 1 |
| Office Supervisor | 1 | 1 | 1 | 1 |
| Peer Recovery Specialist | 0 | 0 | 0 | 0 |
| Senior Management Assistant | 1 | 1 | 1 | 1 |
| Sheriff | 1 | 1 | 1 | 1 |
| Sheriff Captain | 8 | 8 | 8 | 8 |
| Sheriff Deputy | 267 | 267 | 267 | 267 |
| Sheriff Lieutenant | 18 | 18 | 19 | 19 |
| Sheriff Major | 4 | 4 | 4 | 4 |
| Sheriff Sergeant | 47 | 47 | 46 | 46 |
| Undersheriff | 2 | 2 | 2 | 2 |
| | 395 | 395 | 396 | 396 |
| Social Services | | | | |
| Account Clerk II | 1 | 1 | 0 | 0 |
| Account Clerk III | 5 | 5 | 1 | 1 |
| Account Clerk Senior | 0 | 0 | 5 | 5 |
| Accountant I | 1 | 1 | 1 | 1 |
| Accountant III | 1 | 1 | 1 | 1 |
| Administrative Assistant | 1 | 1 | 1 | 1 |
| Assistant Director/Social Services | 2 | 2 | 2 | 2 |
| Business Manager | 1 | 1 | 1 | 1 |
| Casework Supervisor | 8 | 8 | 11 | 11 |
| CSA Coordinator | 1 | 1 | 1 | 1 |
| Department IT Manager | 1 | 1 | 1 | 1 |
| Department Technology Specialist II | 3 | 3 | 3 | 3 |

**Personnel Complement
By Department/Job Classification
General Government**

| | <u>Revised FY2018-19</u> | <u>Approved FY2019-20</u> | <u>Revised FY2019-20</u> | <u>Approved FY2020-21</u> |
|--------------------------------------|------------------------------|-------------------------------|------------------------------|-------------------------------|
| <i>Social Services (cont'd)</i> | | | | |
| Director of Social Services | 1 | 1 | 1 | 1 |
| Division Manager | 2 | 2 | 2 | 2 |
| Employment Services Supervisor | 1 | 1 | 1 | 1 |
| Family Services Specialist I | 6 | 6 | 7 | 7 |
| Family Services Specialist II | 25 | 25 | 16 | 16 |
| Human Services Specialist I | 21 | 21 | 26 | 26 |
| Human Services Specialist II | 11 | 11 | 14 | 14 |
| Human Services Specialist III | 61 | 61 | 46 | 46 |
| Human Services Specialist IV | 10 | 10 | 13 | 13 |
| Human Services Specialist Senior | 1 | 1 | 0 | 0 |
| Human Services Supervisor | 10 | 10 | 11 | 11 |
| Job Developer | 6 | 6 | 6 | 6 |
| Management Specialist II | 1 | 1 | 0 | 0 |
| Office Assistant III | 3 | 3 | 3 | 3 |
| Office Assistant IV | 3 | 3 | 3 | 3 |
| Senior Controller | 1 | 1 | 1 | 1 |
| Senior Family Services Specialist | 23 | 23 | 35 | 35 |
| | <u>211</u> | <u>211</u> | <u>213</u> | <u>213</u> |
| Solid Waste | | | | |
| Automotive Service Worker II | 1 | 1 | 1 | 1 |
| Division Director | 1 | 1 | 1 | 1 |
| Equipment Operator I | 3 | 3 | 0 | 0 |
| Equipment Operator II | 13 | 16 | 0 | 0 |
| Equipment Operator III | 17 | 17 | 0 | 0 |
| Labor Foreman II | 4 | 4 | 4 | 4 |
| Laborer | 12 | 12 | 0 | 0 |
| Landfill Attendant | 4 | 4 | 0 | 0 |
| Management Specialist II | 1 | 1 | 1 | 1 |
| Office Assistant III | 1 | 1 | 1 | 1 |
| Preventive Maintenance Technician | 1 | 1 | 1 | 1 |
| Senior Engineer | 1 | 1 | 1 | 1 |
| Utilities Cashier | 5 | 5 | 5 | 5 |
| Utility Heavy Equipment Specialist I | 0 | 0 | 34 | 34 |
| Utility Heavy Equipment Supervisor | 0 | 0 | 4 | 4 |
| Utility Specialist | 0 | 0 | 14 | 14 |
| Utility Superintendent I | 1 | 1 | 0 | 0 |
| Utility Superintendent II | 1 | 1 | 2 | 2 |
| | <u>66</u> | <u>69</u> | <u>69</u> | <u>69</u> |
| Total Complement: | <u><u>4,182.5</u></u> | <u><u>4,233.0</u></u> | <u><u>4,244.5</u></u> | <u><u>4,266.5</u></u> |

¹ As of 3/1/2020

² Reserved Positions, Hold Complement

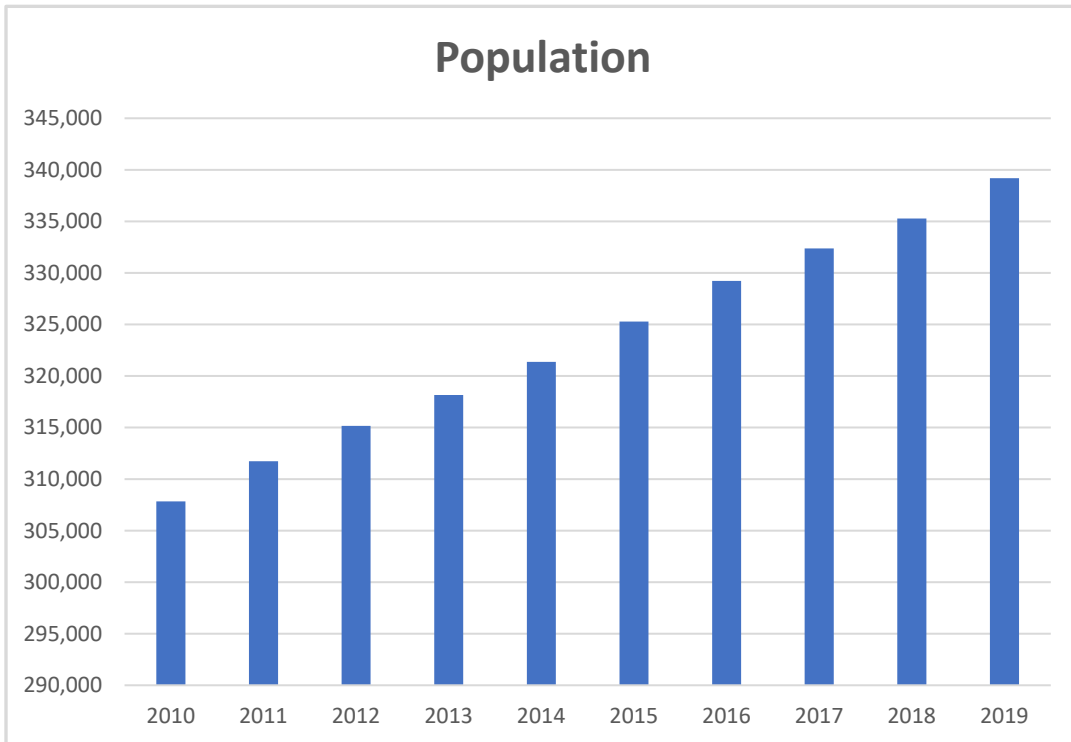
APPENDIX "C"
STATISTICAL SECTION

POPULATION

According to 2010 Census data, the County of Henrico is the sixth largest locality in the Commonwealth. Henrico has experienced a steady growth in population throughout the past ten years, averaging 1.1 percent growth per annum. Population estimates after the 2010 Census continue to show Henrico County maintaining its consistent growth pattern. Henrico County expects to see these values reflected in the upcoming 2020 Census.

Source: U.S. Census Bureau; County of Henrico 2019 Financial Trends Monitoring System (FY2010 – FY2019)

| Fiscal Year | Population |
|--------------------|-------------------|
| 2019 | 339,191 |
| 2018 | 335,283 |
| 2017 | 332,368 |
| 2016 | 329,227 |
| 2015 | 325,283 |
| 2014 | 321,374 |
| 2013 | 318,158 |
| 2012 | 315,157 |
| 2011 | 311,726 |
| 2010 | 307,832 |



STATISTICAL SECTION

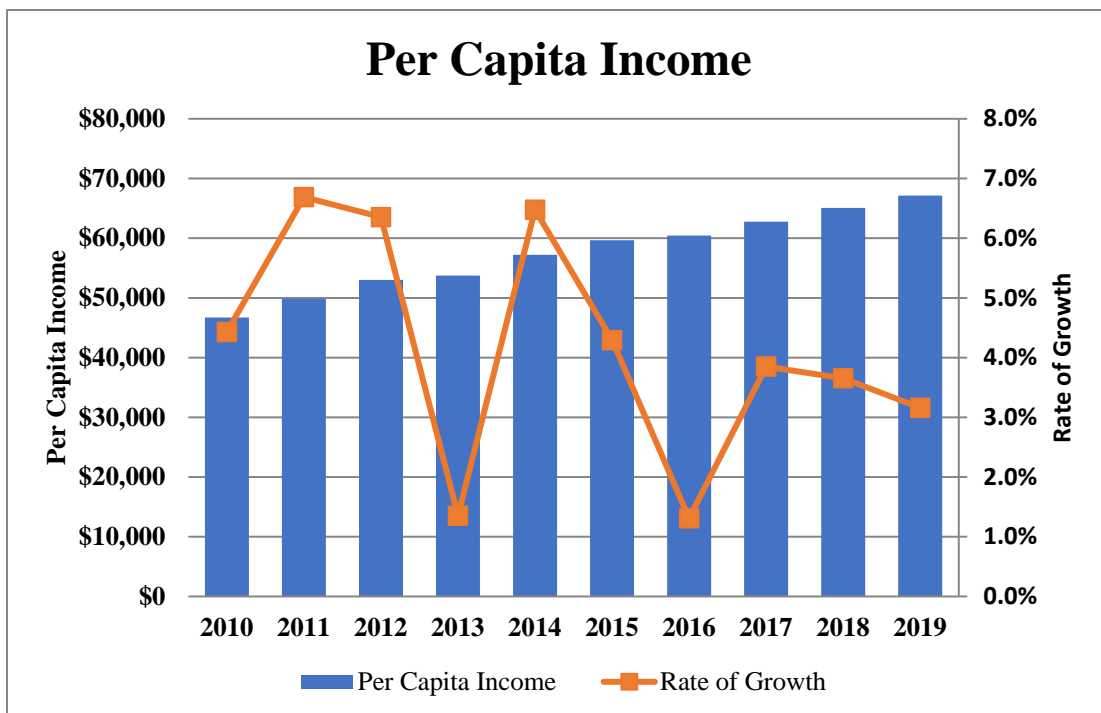
PER CAPITA INCOME

Per capita income (PCI) is an important statistic in that County revenues tend to have a direct relationship with changes in this value. Furthermore, it is an accurate indicator of the County’s growing wealth. PCI has experienced continued growth with an average PCI growth rate of 4.2 percent each year since 2010. The historical average growth and stability in per capita income over this period is indicative of both a vibrant economy and a dedicated local workforce.

Source: County of Henrico 2019 Financial Trends Monitoring System

| Year | Per Capita Income | Rate of Growth |
|------|-------------------|----------------|
| 2019 | \$ 67,128 | 3.16% |
| 2018 | \$ 65,072 | 3.65% |
| 2017 | \$ 62,778 | 6.63% |
| 2016 | \$ 58,876 | 1.44% |
| 2015 | \$ 58,039 | 4.15% |
| 2014 | \$ 55,725 | 5.56% |
| 2013 | \$ 52,789 | 1.07% |
| 2012 | \$ 52,229 | 5.41% |
| 2011 | \$ 49,548 | 6.25% |
| 2010 | \$ 46,634 | 3.07% |

STATISTICAL SECTION

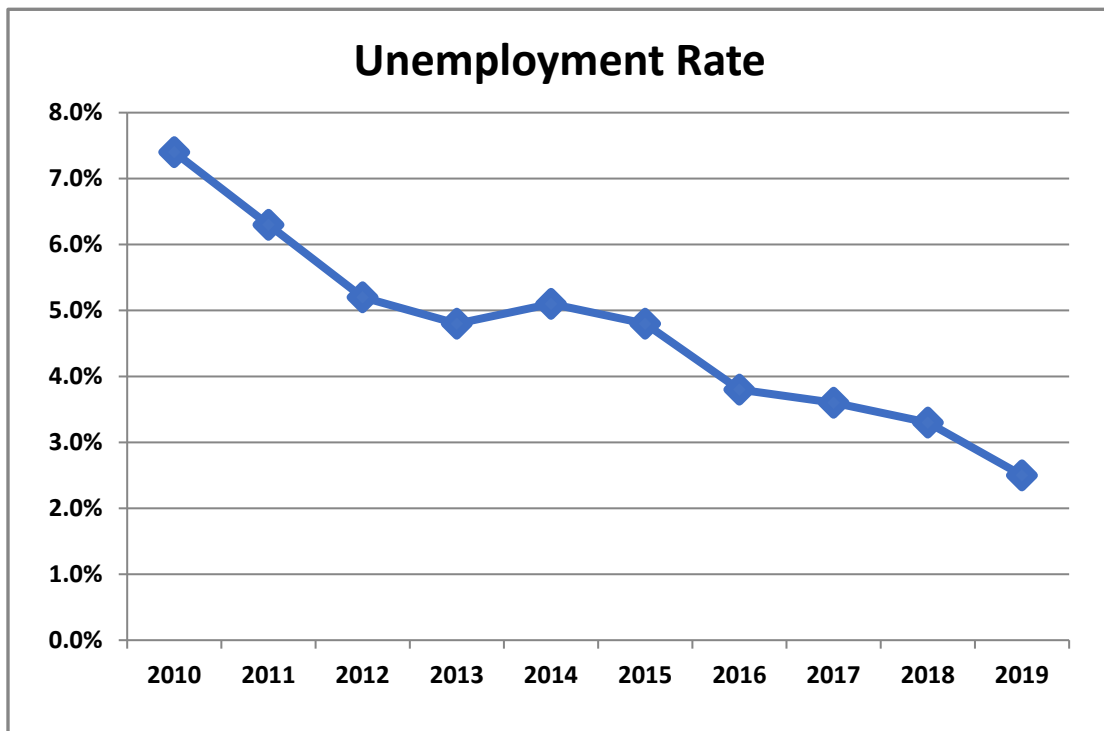


UNEMPLOYMENT RATE

The unemployment rate is highly indicative of changes in the economy and offers an accurate representation of the local economy. In the past ten years, Henrico County has had an unemployment rate ranging from a high of 7.4% in 2010, to a low of 2.5% in 2019. While the unemployment rate was high in the period from 2010 to 2014 because of the recession, the rate of 2.5 percent in 2019 is the lowest unemployment rate since 2006 and indicates a regained strength in Henrico's labor market.

Source: County of Henrico 2019 Financial Trends Monitoring System

| Year | Change |
|------|--------|
| 2019 | 2.5% |
| 2018 | 3.3% |
| 2017 | 3.6% |
| 2016 | 3.8% |
| 2015 | 4.8% |
| 2014 | 5.1% |
| 2013 | 4.8% |
| 2012 | 5.2% |
| 2011 | 6.3% |
| 2010 | 7.4% |



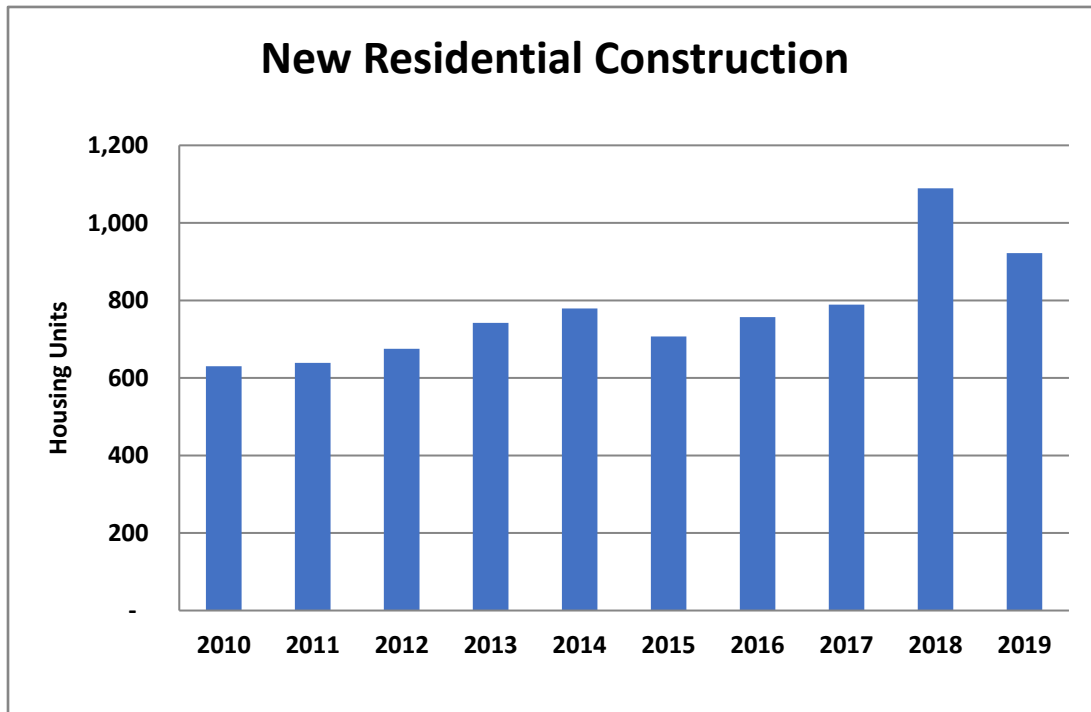
STATISTICAL SECTION

NEW RESIDENTIAL CONSTRUCTION

New residential construction is an important indicator in that steady building levels are indicative of a strong and stable economy. Between 2010 and 2019, residential construction averaged 773 permits on an annual basis. The County continues to rebound from the significant reduction in new residential construction but will likely take years before pre-recession levels are again achieved.

Source: County of Henrico Department of Building Inspections

| | New Residential Construction |
|-------------|---------------------------------------------|
| Year | Construction |
| 2019 | 922 |
| 2018 | 1089 |
| 2017 | 789 |
| 2016 | 757 |
| 2015 | 707 |
| 2014 | 779 |
| 2013 | 742 |
| 2012 | 675 |
| 2011 | 639 |
| 2010 | 630 |



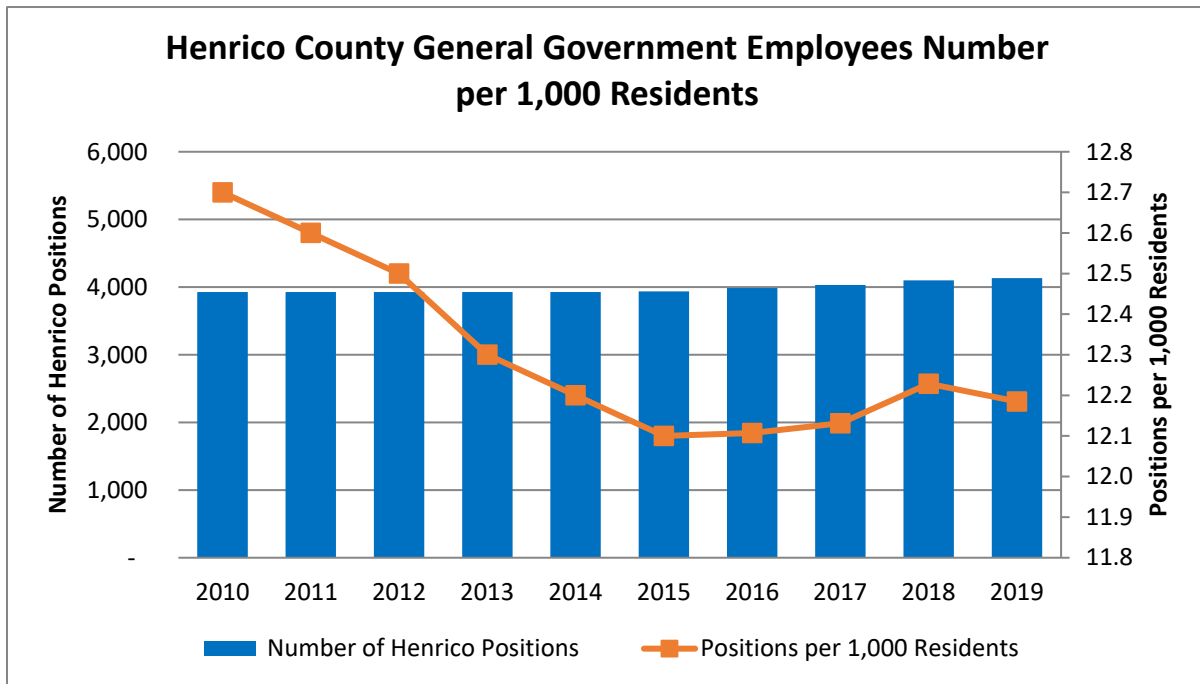
STATISTICAL SECTION

HENRICO COUNTY GOVERNMENT EMPLOYEES

The County of Henrico has averaged a 12.3 General Government Employee to County population ratio over the past ten years. This statistic includes all permanent employees of Henrico County, excluding employees of the School Board. The consistent lower figure in this indicator since 2010 is indicative of the efficiency at which Henrico County operates.

Source: County of Henrico 2019 Financial Trends Monitoring System

| | | Positions per 1,000 Residents |
|--------------------|------------------|----------------------------------------------|
| Fiscal Year | Positions | |
| 2019 | 4,133 | 12.2 |
| 2018 | 4,100 | 12.2 |
| 2017 | 4,032 | 12.1 |
| 2016 | 3,986 | 12.1 |
| 2015 | 3,937 | 12.1 |
| 2014 | 3,927 | 12.2 |
| 2013 | 3,927 | 12.3 |
| 2012 | 3,927 | 12.5 |
| 2011 | 3,927 | 12.6 |
| 2010 | 3,927 | 12.7 |



STATISTICAL SECTION
HENRICO BUSINESS STATISTICS

Henrico County Principal Tax Payers

| Taxpayer | Type of Business | 2019 Assessed Value | Percent of Total Valuation |
|------------------------------------------------------------|------------------------------|----------------------------|-----------------------------------|
| Virginia Power Company | Utility | \$ 765,639,021 | 1.66% |
| Short Pump Town Centers LLC (Queensland) ⁽¹⁾ | Retail and Offices | 415,937,900 | 0.90% |
| General Services Corporation | Apartments | 401,133,500 | 0.87% |
| The Wilton Companies | Offices, Retail & Warehouses | 253,490,300 | 0.55% |
| Highwoods Properties | Offices and Warehouses | 242,129,000 | 0.53% |
| Weinstein Family | Apartments | 242,113,500 | 0.53% |
| HCA Health Services of VA | Hospital | 207,074,274 | 0.45% |
| Verizon | Utility | 198,843,391 | 0.43% |
| Gumenick | Apartments and Retail | 197,889,100 | 0.43% |
| Breeden Companies | Apartments and Retail | 175,937,400 | 0.38% |
| Forest City (Short Pump TC, White Oak, etc) ⁽¹⁾ | Retail and Offices | - | - |
| United Dominion Realty Trust | Apartments | - | - |
| Liberty Property, LP | Warehouses and Offices | - | - |
| VAC Limited | Apartments | - | - |
| Totals | | \$ 3,100,187,386 | 6.74% |
| Total Assessed Values | | \$ 46,012,195,329 | |

Source: Comprehensive Annual Financial Annual Report FY2018-2019

(1) Short Pump Town Centers LLC bought Forest City in July 2018

STATISTICAL SECTION

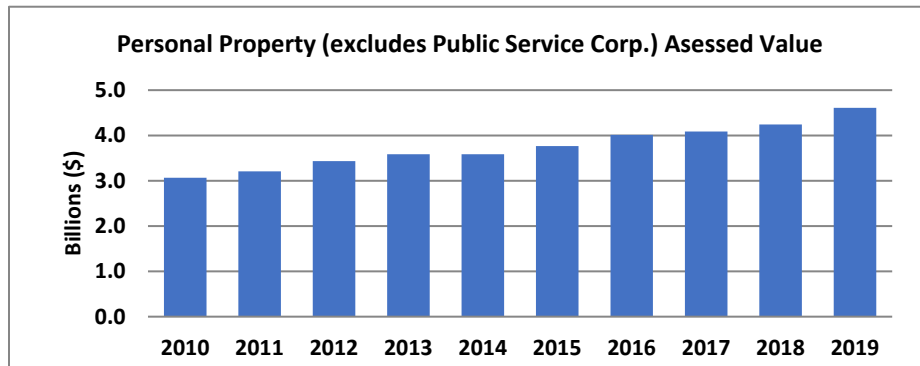
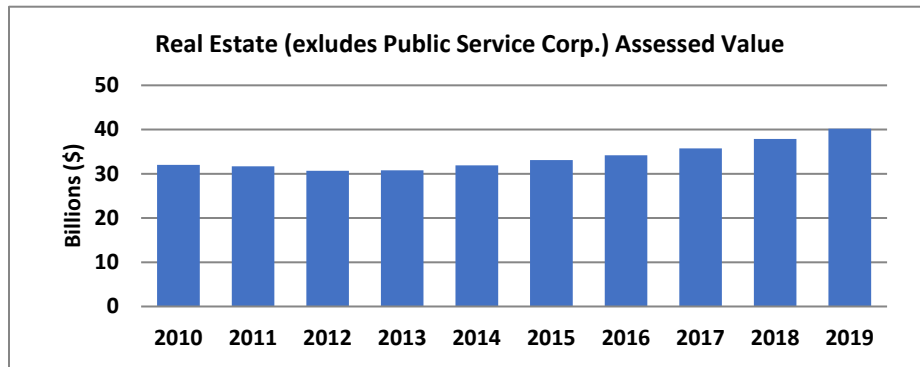
ASSESSED VALUE OF TAXABLE PROPERTY

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. However, the economic downturn caused both slower growth and a reduction in value during this time, with the first significant drop in total real estate valuation occurring in 2010. Since 2010, the County has averaged a growth rate of 2.8 percent with continued growth expected.

Source: Comprehensive Annual Financial Report, FY2018-19

| Year | Real Estate | Personal Property | Public Service | Total |
|------|---------------|-------------------|----------------|---------------|
| 2019 | 40,203,888 | 4,610,809 | 1,197,497 | 46,012,194 |
| 2018 | \$ 37,893,754 | \$ 4,241,370 | \$ 1,163,995 | \$ 43,299,119 |
| 2017 | 35,742,298 | 4,087,035 | 1,131,530 | 40,960,863 |
| 2016 | 34,175,523 | 4,013,147 | 1,006,276 | 39,194,946 |
| 2015 | 33,103,077 | 3,766,963 | 964,746 | 37,834,786 |
| 2014 | 31,908,424 | 3,585,703 | 911,706 | 36,405,833 |
| 2013 | 30,776,112 | 3,586,164 | 942,100 | 35,304,376 |
| 2012 | 30,666,925 | 3,432,535 | 983,772 | 35,083,232 |
| 2011 | 31,702,148 | 3,208,453 | 991,470 | 35,902,071 |
| 2010 | 32,016,975 | 3,068,020 | 980,016 | 36,065,011 |

(\$ in Thousands)



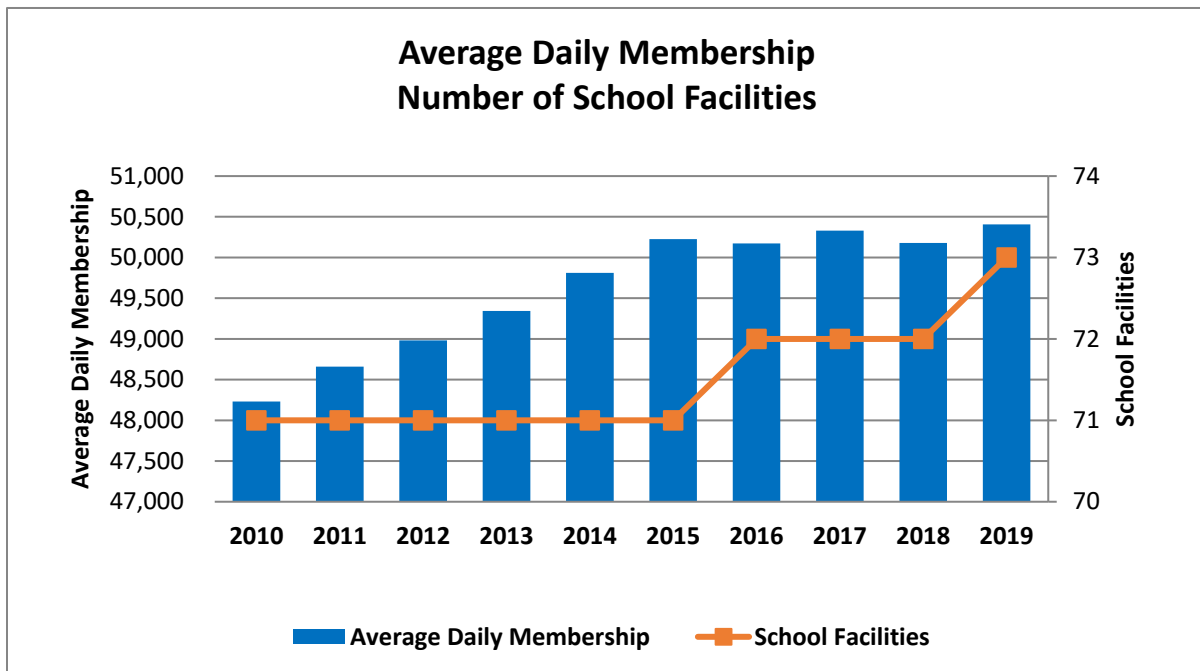
STATISTICAL SECTION

HENRICO COUNTY SCHOOLS

Since 2010, the average daily membership in Henrico County Public Schools has increased by a total of 4.5 percent. Since 2003, the County of Henrico has built eight new schools. As the chart illustrates, the County of Henrico has been able to effectively keep the number of facilities in a similar growth pattern with the increasing number of students.

Source: Henrico County Public Schools Annual Financial Plan

| Year | Average Daily Membership |
|------|--------------------------|
| 2019 | 50,406 |
| 2018 | 50,178 |
| 2017 | 50,330 |
| 2016 | 50,173 |
| 2015 | 50,370 |
| 2014 | 49,812 |
| 2013 | 49,343 |
| 2012 | 48,981 |
| 2011 | 48,659 |
| 2010 | 48,232 |



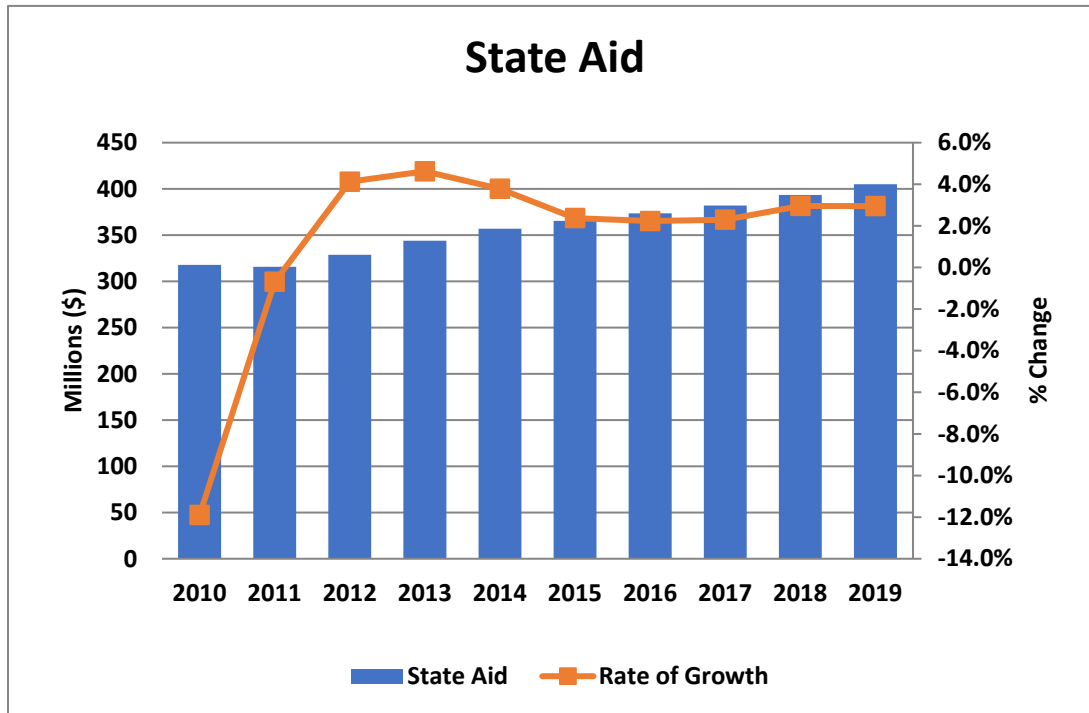
STATISTICAL SECTION

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 2010. 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 \$11.6 million more in General Fund support from the State in FY2018-19 compared to the previous year.

Source: Comprehensive Annual Financial Report, FY2018-19

| Year | State Aid | Change |
|------|-------------|--------|
| 2019 | 404,965,981 | 2.95% |
| 2018 | 393,366,260 | 2.96% |
| 2017 | 382,067,785 | 2.29% |
| 2016 | 373,498,993 | 2.23% |
| 2015 | 365,353,974 | 2.37% |
| 2014 | 356,883,659 | 3.78% |
| 2013 | 343,886,690 | 4.62% |
| 2012 | 328,690,912 | 4.12% |
| 2011 | 315,681,610 | -0.69% |
| 2010 | 317,886,195 | -11.9% |



STATISTICAL SECTION

OTHER DATA

Over the past ten years, the County of Henrico has been able to increase services for County residents. 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 FY2016-17 budget included a reduction in the Aircraft Tax Rate to \$0.50 per \$100 assessed value and the FY2017-18 budget included a reduction in the tax rate applied to Data Centers to \$0.40 per \$100 of assessed value. The FY2020-21 budget continues tax relief efforts for businesses by increasing the BPOL tax full exemption threshold to \$500,000.

Source: Comprehensive Annual Financial Report, FY2018-19; Approved Annual Fiscal Plan, FY2019-20; Virginia Department of Elections, 2019 Registration Statistics

| Year | Recreation/Community Centers | Library Facilities | Registered Voters | Fire Stations |
|------|------------------------------|--------------------|-------------------|---------------|
| 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 |
| 2011 | 20 | 11 | 197,091 | 20 |
| 2010 | 20 | 10 | 195,108 | 20 |

PROPERTY TAX RATE (PER \$100 OF ASSESSED VALUE)

Personal Property

| Year | Real Estate | Aircraft | Computer Equip. and Peripherals used in a Data Center | Veh. of Volunteer Rescue Squad Members | Specially Equipped Veh. for the Physically Handicapped/Disabled | All Other Personal Property | Machinery & Tools | Machinery & Tools Semi-Conductor |
|------|-------------|----------|-------------------------------------------------------|----------------------------------------|-----------------------------------------------------------------|-----------------------------|-------------------|----------------------------------|
| 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 |
| 2012 | 0.87 | 1.60 | 3.50 | 1.00 | 0.01 | 3.50 | 1.00 | 0.40 |
| 2011 | 0.87 | 1.60 | 3.50 | 1.00 | 0.01 | 3.50 | 1.00 | 0.40 |
| 2010 | 0.87 | 1.60 | 3.50 | 1.00 | 0.01 | 3.50 | 1.00 | 0.40 |

BOND RATINGS

| Year | Moody's | Fitch | Standard & Poor's |
|--------------------|---------|-------|-------------------|
| General Obligation | Aaa | AAA | AAA |
| Utilities Revenue | Aaa | AAA | AAA |

Source: Department of Finance, County of Henrico

APPENDIX "D"

APPROVED TAX AND FEE SCHEDULE

Real Estate*

Tax Rate: \$0.87 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 and volunteer members of rescue squads. \$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.

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.

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 \$400,000 of gross purchases is excluded from the tax for item (1):

- (1) \$400,001 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 \$200,000 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 \$300,000.

(3) Professional Service: \$0.20 per \$100.00, or \$30.00 minimum, of gross receipts exceeding \$300,000.

(4) (a) Contractor (Fee Basis): \$1.50 per \$100.00, or \$30.00 minimum, of gross fees exceeding \$300,000.

(b) Contractor (Contract Basis): \$0.15 per \$100.00, or \$30.00 minimum, of gross receipts exceeding \$300,000.

(5) Utility Companies (includes Cellular Telephone): One-half of 1.0% of the gross receipts, or \$30.00 minimum of gross receipts exceeding \$300,000.

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: \$15.00 per month

GENERAL FUND REVENUES

| Function/Activity | FY 19 Actual | FY 20 Original | FY 21 Approved |
|-------------------------------------------------|-----------------|-------------------|-------------------|
| Revenue From Local Sources: | | | |
| General Property Taxes: | | | |
| Current Real Property Taxes | \$ 335,323,741 | \$ 345,200,000 | \$ 361,500,000 |
| Delinquent Real Prop Taxes | 6,679,557 | 4,000,000 | 3,000,000 |
| Cur Real Prop Taxes Pub Svc C | 10,320,867 | 9,000,000 | 9,000,000 |
| Cur Per Prop Taxes Pub Svc C | 69,785 | 70,000 | 70,000 |
| Current Personal Prop Taxes | 82,675,109 | 127,600,000 | 124,100,000 |
| Delinq Personal Prop Taxes | 11,666,967 | 1,200,000 | 1,200,000 |
| Interest & Ad - All Taxes | 667,009 | 275,000 | 275,000 |
| Total General Property Taxes | 447,403,036 | 487,345,000 | 499,145,000 |
| Other Local Taxes: | | | |
| County Recordation Tax | \$ 4,438,247 | \$ 4,000,000 | \$ 4,000,000 |
| Local Sales & Use Taxes | 68,774,566 | 70,000,000 | 55,000,000 |
| Consumer Utility Taxes | 2,826,207 | 2,700,000 | 2,750,000 |
| Business & Prof License Taxes | 38,307,817 | 34,000,000 | 34,000,000 |
| Motor Vehicle Lic Taxes | 7,387,991 | 7,000,000 | 7,000,000 |
| Bank Franchise Taxes | 18,241,405 | 7,500,000 | 7,500,000 |
| Grantor'S Tax | 1,315,400 | 1,000,000 | 1,000,000 |
| Hotel & Motel Tax | 3,511,112 | 3,300,000 | 2,000,000 |
| Hotel & Motel Tax - Optional 4% | 7,022,224 | 6,600,000 | 4,000,000 |
| Daily Rental Tax | 81,659 | 60,000 | 60,000 |
| Pare-Mutuel Wagering | 43,774 | - | - |
| Hotel & Motel Tax - Dedicated 2% | 3,511,112 | 3,300,000 | 2,000,000 |
| Consumption Tax | 1,138,705 | 1,100,000 | 1,100,000 |
| Food & Beverage (Meals) Tax | 30,243,193 | 28,000,000 | 19,000,000 |
| Lockbox - Hotel & Motel Tax | 406 | - | - |
| Total Other Local Taxes | 186,843,818 | 168,560,000 | 139,410,000 |
| Permits, Privilege Fees, & Regulatory Licenses: | | | |
| Municipal Library Court Fees | \$ 152,845 | \$ 125,000 | \$ 130,000 |
| Jury Fees | 78,320 | 50,000 | 60,000 |
| Adult Video/Bookstore Permit | 577 | - | - |
| Concealed Weapon Permit | 95,827 | 75,000 | 75,000 |
| Elevator Fees | 47,462 | 45,000 | 45,000 |
| Dog Licenses | 70,412 | 90,000 | 50,000 |
| Transfer Fees | 8,805 | 7,000 | 7,000 |
| Structure & Equip Permits | 6,370,339 | 4,000,000 | 4,000,000 |
| Septic Tank Permit | 6,050 | 2,500 | 4,000 |
| Taxi-Cab Certificates | 12,095 | 15,000 | 10,000 |
| Permit To Pur Precious Metals | 8,200 | 6,000 | 8,000 |
| Adult Tournaments | 21,337 | 7,800 | - |
| Public Utility Permit | 1,670 | 1,000 | 1,000 |
| Hauling & Moving Permit | 1,315 | 500 | 1,000 |
| Vacation Of Roads | 900 | 1,000 | 1,000 |
| Zoning Application Fees-Plan | 140,958 | 150,000 | 150,000 |
| High School Parking Fees | 105,766 | 100,000 | 100,000 |
| School-Facilities Rental | 326,339 | 300,000 | 300,000 |
| Criminal Justice Training Acad | 240,626 | 200,000 | 210,000 |
| Dangerous Or Vicious Dog Registrations | 1,345 | - | 1,000 |
| Dance Hall Permit App Fee | 200 | - | 500 |
| Vsmp - Permit | 90,000 | 100,000 | 100,000 |
| Total Permits, Fees, And License | 7,781,388 | 5,275,800 | 5,253,500 |
| False Alarm Penalty | | | |
| Traffic Violation | \$ 76,914 | \$ 65,000 | \$ 65,000 |
| Parking Violation | 2,044,805 | 2,000,000 | 2,000,000 |
| Total Fines And Forfeitures | 24,903 | 20,000 | 20,000 |
| | 2,146,622 | 2,085,000 | 2,085,000 |

GENERAL FUND REVENUES

| Function/Activity | FY 19 Actual | FY 20 Original | FY 21 Approved |
|------------------------------------------------|-------------------------|---------------------------|---------------------------|
| Revenue From Use Of Money And Property: | | | |
| Interest On Investment | \$ 1,492 | \$ - | \$ - |
| Interest On Crim. Judgments | 108,552 | 80,000 | 90,000 |
| Rental On County Property | 747,923 | 545,000 | 580,000 |
| Records & Services Fee | 97,054 | 74,000 | 80,000 |
| Interest On Investments | 14,559,905 | 7,000,000 | 2,000,000 |
| Rental Of County Property (Dss) | 68,124 | 68,000 | 68,000 |
| Vend. Mach. Comm | 70,741 | 70,000 | 70,000 |
| Sale Of Pub. - Re | 613 | - | 500 |
| Sale Of Public Documents | 56 | - | - |
| Land Use Revenue | 1,438 | - | 500 |
| Recr. - Sale Of Books | 487 | - | - |
| Sale Of Surplus & Salvage - Dpw | 109,607 | 90,700 | 90,700 |
| Sale Of Signs - Dpw | 1,700 | 3,000 | 3,000 |
| Sale Of Equipment-Schools | 134,227 | 100,000 | 100,000 |
| Sale Of Vehicles | 51,740 | - | - |
| Eda Leasing Former Library | 161,509 | - | - |
| Sale Of Unclaimed Property | 2,840 | 2,000 | 2,000 |
| Sale Of Vehicles | 16,758 | - | - |
| Gov Deals Rebates | 2,612 | - | - |
| E-Payables Credit Card Rebates | 309,635 | 175,000 | 200,000 |
| Sale Of Land And Property | 25,000 | - | - |
| Total From Use Of Money And Prop | 16,472,008 | 8,207,700 | 3,284,700 |
| Charges For Services: | | | |
| Re Tax Cr-Rehab Fees | \$ 1,000 | \$ 500 | \$ 500 |
| Residential Rehab Fees | 450 | 1,000 | 1,000 |
| Jail Booking Fees | 55,079 | 50,000 | 50,000 |
| Court Conviction Fees | 475,194 | 440,000 | 450,000 |
| Weekender Fee | 55,985 | 50,000 | 50,000 |
| Sale Of Textbooks | 15,845 | - | - |
| Overdue Books | 287,665 | 250,000 | 260,000 |
| Photocopying Fees | 10,578 | 10,000 | 10,000 |
| Charges For Lost Books | 136,215 | 115,000 | 120,000 |
| Misc. Library Income | (10,526) | - | - |
| Non-Resident Fees-Library | 10,551 | 8,000 | 10,000 |
| Sheriff Fees | 35,466 | 36,000 | 36,000 |
| Room & Board Pmt-Work Release | 83,955 | 125,000 | 125,000 |
| Home Incarceration Program | 290,709 | 350,000 | 350,000 |
| Inmate Medical Fees | 101,385 | 75,000 | 75,000 |
| Inmate Phone Charges | 558,779 | 300,000 | 400,000 |
| North Run Concessions | 2,921 | - | - |
| Shelter Reservations-Rec. | 60,287 | 62,000 | 62,000 |
| User Fees-Softball | 1,455 | 40,000 | - |
| Admissions For Meadow Farm Mus | 1,280 | 10,000 | 9,000 |
| Misc Revenue-Recreation | 22,512 | 2,100 | 10,000 |
| User Fees-Football | 200 | - | - |
| Dorey Park Concessions | 1,730 | - | - |
| Facility Rentals - Misc | 297 | - | - |
| User Fees-Soccer | 11,285 | - | - |
| User Fees-Lacrosse | 390 | - | - |
| Setup Fees - Facilities | 36,001 | 30,000 | 30,000 |
| Gazebo Rental | 486 | - | - |
| User Fees - Adult Baseball | 270 | - | - |
| User Fees Disc Golf | 300 | - | - |
| Room Rentals | 233,196 | 210,000 | 210,000 |
| Recreation User Fees | 23,545 | - | - |
| Memberships | 34,429 | 35,000 | 35,000 |
| Program Revenue | 231,078 | 210,000 | 210,000 |
| Theater Concession Revenue | 22,820 | 6,000 | 10,000 |
| School Tuition - Winter | 38,235 | 2,000 | 15,000 |

GENERAL FUND REVENUES

| Function/Activity | FY 19 Actual | FY 20 Original | FY 21 Approved |
|-----------------------------------|-------------------------|---------------------------|---------------------------|
| <i>Charges For Services cont.</i> | | | |
| Adult Nursing | - | 16,000 | - |
| Math Science Center | 140,144 | - | - |
| Vacuum Leaf Collection | 197,009 | 185,000 | 190,000 |
| Commonwealth Attorney Fees | 26,478 | 25,000 | 25,000 |
| Charge For Board Of Animals | 27,655 | 25,000 | 27,000 |
| Cafeteria Receipts-County | 188,581 | 160,000 | 160,000 |
| Grass Cutting/Demolition | 80,484 | 65,000 | 65,000 |
| Cafeteria Catering Receipts | 29,625 | 30,000 | 30,000 |
| Charges For Data Processing | 806,500 | 1,134,200 | 800,000 |
| Community House Sd#2 Coll | (27) | - | - |
| Withholding Fee | 25,359 | 20,000 | 20,000 |
| Spay/Neuter Fees | 18,790 | - | - |
| Total Charges For Services | 4,370,644 | 4,077,800 | 3,845,500 |
| | | | |
| Blood Test/Dna Fee | \$ 6,641 | \$ 3,500 | \$ 4,000 |
| Chmf-Courthouse Maintenance Fa | 163,014 | 150,000 | 155,000 |
| Miscellaneous | 15 | - | - |
| Circuit Court - Copy Fees | 42,543 | 20,000 | 20,000 |
| Fire - Misc. Revenue | 19 | - | - |
| Primary Filing Fees | 17,199 | - | - |
| Pay-In-Lieu Of Tax Other | 6,896 | 7,000 | 7,000 |
| Gis Geographic Info. Sys. Prog. | 30 | - | - |
| Court Order Restitution (Fire) | 6,660 | 10,000 | 10,000 |
| Recoveries & Rebate - General | 694,179 | 250,000 | 250,000 |
| Nsf Check Fee | 3,319 | - | - |
| Richmond Center Reimbursement | 9,214,492 | 6,700,000 | 3,500,000 |
| Recoveries & Rebates - Dpw | 220 | - | - |
| Recoveries & Rebate - Schools | 8,933 | 10,000 | 10,000 |
| Energy Connect Prog | 21,665 | - | - |
| Credit Card Rebates | 13,427 | 13,000 | 13,000 |
| Sheriff'S Suspense Account | 1,639 | - | - |
| Total Misc. Revenue | 10,200,893 | 7,163,500 | 3,969,000 |
| | | | |
| Recovered Costs: | | | |
| Proceeds From Sale Of Land | \$ 3,500 | \$ - | \$ - |
| Reimb Of Prisoner Cost-N.K.Co | 1,065,227 | 900,000 | 1,000,000 |
| Charge For Office Space | 111,337 | 111,000 | 111,000 |
| Custodial Service | 16,847 | 14,000 | 16,000 |
| Bounty Fees - Sheriff | 49,700 | - | - |
| Payment For Fiscal Services | 2,298,715 | 2,300,000 | 2,300,000 |
| Sale Of Vehicles-County | 132,751 | 205,000 | 205,000 |
| Payment For 100% Projects | 77,017 | 55,000 | 60,000 |
| Road Opening Damages | 109,203 | 50,000 | 70,000 |
| Interdepartmental Billing-Dpw | 16,658 | 20,000 | 20,000 |
| Lost/Damaged Textbook Pmts | 2,108 | 6,500 | 6,000 |
| Recr & Parks-Payments For Srvces | 89,395 | 75,000 | 80,000 |
| Recovered Cost-Student Activ. | 102,710 | 145,000 | 140,000 |
| Festival Permits | 6,000 | 4,500 | 5,000 |
| Recovery Of Wages-Sch.Facility | 169,381 | 125,000 | 125,000 |
| Total Recovered Costs | 4,250,549 | 4,011,000 | 4,138,000 |
| | | | |
| Total From Local Sources | 679,468,958 | 686,725,800 | 661,130,700 |

GENERAL FUND REVENUES

| Function/Activity | FY 19 Actual | FY 20 Original | FY 21 Approved |
|---------------------------------------------|-------------------------|---------------------------|---------------------------|
| Rolling Stock | \$ 166,604 | \$ 150,000 | \$ 150,000 |
| Mobile Home Sales & Use Tax | 4,355 | 7,000 | - |
| Recovery Of Central Cost Alloc | 757,073 | 550,000 | 600,000 |
| Motor Vehicle Rental Tax | 3,622,894 | 3,500,000 | 2,400,000 |
| Car Tax Revenue - State | 37,001,783 | - | - |
| Comm Sales Tax - Hb#568 | 11,153,121 | 12,000,000 | 10,000,000 |
| Total Non-Categorical Aid | 52,705,830 | 16,207,000 | 13,150,000 |
| Shared Expenses: | | | |
| Salaries - Sheriff | \$ 11,469,287 | \$ 11,600,000 | \$ 11,200,000 |
| Fringe Benefits - Sheriff | 883,064 | 900,000 | 850,000 |
| Salaries - Clerk Of Circuit Court | 1,296,933 | 1,300,000 | 1,270,000 |
| Circuit Court Clerk Excess Fees - State | 294,762 | 350,000 | 300,000 |
| State Recordation Tax | 1,525,373 | 1,400,000 | - |
| Salaries - Commonwealth'S Attorney | 2,017,023 | 2,000,000 | 1,925,000 |
| Fringe Benefits - Commonwealth'S Attorney | 186,753 | 175,000 | 175,000 |
| Office Expenses - Commonwealth'S Attorney | 3,668 | - | - |
| Registrar Expenses | 76,836 | 75,000 | 70,000 |
| Salaries - Department Of Finance | 737,523 | 750,000 | 750,000 |
| Fringe Benefits - Department Of Finance | 68,193 | 50,000 | - |
| Total Shared Expenses | 18,559,414 | 18,600,000 | 16,540,000 |
| Categorical Aid: | | | |
| State Library Grant | \$ 200,294 | \$ 190,000 | \$ 190,000 |
| Jail Cost Reimbursement | 3,088,878 | 2,850,000 | 3,000,000 |
| Share Of Probation Expenses | 2,236 | 2,500 | 2,500 |
| Juv Det-Per Diem From State | 3,500 | 500 | 500 |
| Block Grant- Detention Home | 635,797 | 600,000 | 600,000 |
| Law Enforcement - Police | 9,127,112 | 9,100,000 | 9,000,000 |
| Four (Formerly Two) For Life Em. Med. Serv. | 617,236 | 205,000 | 205,000 |
| State Fire Programs Fund | 1,062,393 | 1,000,000 | 1,000,000 |
| Hit- State Allotment | 30,000 | 30,000 | 30,000 |
| Street & Highway Maint-Gas Tax | 49,026,337 | 47,000,000 | 47,000,000 |
| CVTA Revenues | - | - | 4,000,000 |
| English As Second Language | 2,202,095 | 2,250,000 | 2,250,000 |
| Talented & Gifted Prog | 1,429,379 | 1,420,000 | 1,420,000 |
| Gen Appropriation - Basic Aid | 134,673,316 | 135,000,000 | 136,594,941 |
| Foster Child Reimbursement | 247,843 | 300,000 | 300,000 |
| Textbooks | 2,937,228 | 2,925,000 | 2,925,000 |
| Social Security Reimbursement | 8,080,368 | 8,125,000 | 8,125,000 |
| Retirement Reimbursement | 17,852,655 | 17,925,000 | 17,925,000 |
| Group Life Ins Reimbursement | 554,249 | 550,000 | 550,000 |
| Remedial Education | 4,346,480 | 4,325,000 | 4,325,000 |
| Lottery Funds - Education | 10,622,621 | 11,000,000 | 10,500,000 |
| Share Of State Sales Tax-Sch | 57,453,295 | 59,000,000 | 48,000,000 |
| Soq Basic Sp Ed | 16,073,223 | 16,000,000 | 16,000,000 |
| Sp Ed - Homebound | 191,534 | 190,000 | 190,000 |
| Voc Ed-Equipment | 47,104 | - | - |
| Voc Ed-Local Adm & Supv | - | 725,000 | 725,000 |
| Voc Ed-Soq Occupational | 2,275,338 | 2,250,000 | 2,000,000 |
| Handicapped Foster Home | 439,020 | 400,000 | 400,000 |
| Adult Basic Ed. State | 753,311 | - | - |
| At Risk-State | 3,839,919 | 3,475,000 | 3,475,000 |
| K-3 Class Size Reduc - Salary Adjustment | 5,652,212 | 5,600,000 | 5,600,000 |
| Fema Disaster - State Reimburse | 29,378 | - | - |
| Als Training Fund Reimbursement | 23,400 | - | - |
| Clerk'S Technology Fund | 182,987 | - | - |
| Compensation Supplement | - | 7,000,000 | - |
| Total Categorical Aid | 333,700,737 | 339,438,000 | 326,332,941 |
| Total From The Commonwealth | 404,965,981 | 374,245,000 | 356,022,941 |

GENERAL FUND REVENUES

| Function/Activity | FY 19 Actual | FY 20 Original | FY 21 Approved |
|---------------------------------------------------|-------------------------|---------------------------|---------------------------|
| Revenue From The Federal Government: | | | |
| ROTC | \$ 404,738 | \$ 360,000 | \$ 360,000 |
| Scapp Program - Sheriff | 11,941 | - | - |
| <u>Total From Federal Government</u> | <u>416,679</u> | <u>360,000</u> | <u>360,000</u> |
| <u>Total General Fund Revenue</u> | <u>1,084,851,618</u> | <u>1,061,330,800</u> | <u>1,017,513,641</u> |
| Transfers: | | | |
| To Debt Service - From Operating | \$ (63,468,451) | \$ (71,570,276) | \$ (71,665,830) |
| <u>Total To Debt Service:</u> | <u>(63,468,451)</u> | <u>(71,570,276)</u> | <u>(71,665,830)</u> |
| To Capital Projects Fund - Schools - Roof/Mech | (2,500,000) | (2,500,000) | - |
| To Capital Projects Fund - Gen. Govt. | (5,000,000) | (5,000,000) | - |
| To Capital Projects Fund - Sidewalks | (2,500,000) | (2,500,000) | - |
| Capital Reserve | (17,662,090) | (14,055,000) | - |
| To Capital Projects Fund - Assigned Fund Balance | (19,170,868) | (2,987,015) | - |
| To Capital - Desig. Fb - Hotel/Motel Tax Reimb | (9,251,000) | (2,000,000) | - |
| To Capital - Schools Meals Tax | (9,000,000) | (9,000,000) | - |
| To Capital - Meals Tax - Fb | - | (26,345,233) | - |
| To Capital - Stormwater | (2,348,000) | (2,348,000) | - |
| To Vehicle Replacement - Police | (2,624,800) | (2,624,800) | - |
| To Vehicle Replacement - Fire Apparatus | (2,000,000) | (2,300,000) | - |
| To Capital - Undes Fb (Fire Apparatus) | (1,000,000) | (1,000,000) | - |
| To Vehicle Replacement - Schools | (3,000,000) | (4,000,000) | - |
| To Capital - Public Works Reserve | (3,678,910) | - | - |
| To Capital - Public Works Veh License Fee | (1,000,000) | (1,500,000) | - |
| <u>Total To Capital Projects Fund:</u> | <u>(80,735,668)</u> | <u>(78,160,048)</u> | <u>-</u> |
| To Enterprise Fund - White Oak | (1,930,021) | (1,928,921) | (1,929,858) |
| <u>Total To Enterprise Fund:</u> | <u>(1,930,021)</u> | <u>(1,928,921)</u> | <u>(1,929,858)</u> |
| To Internal Service Fund (Tech Repl): | (2,500,000) | (2,750,000) | (2,750,000) |
| To Risk Management: | (12,899,799) | (9,983,299) | (9,499,617) |
| To Risk Management (Self Insurance Reserve) | - | - | - |
| To Workplace Safety (Previously In Risk) | - | - | (483,682) |
| To Cam (New Vehicles): | (99,500) | (310,800) | - |
| To Cam (New Vehicles - Gas Tax): | - | (144,000) | - |
| To Healthcare Fund (Fy19 Actuals Only) | (3,000,000) | - | - |
| <u>Total To Internal Service Funds:</u> | <u>(18,499,299)</u> | <u>(13,188,099)</u> | <u>(12,733,299)</u> |
| To Special Revenue Fund - Crwp | (46,400) | (58,000) | (56,000) |
| To Special Revenue Fund - Ccp | (172,202) | (222,439) | (211,317) |
| To Special Revenue Fund - Csa Dss | (1,017,274) | (1,093,596) | (1,093,627) |
| To Special Revenue Fund - Csa Hcps Costs | (4,792,544) | (3,882,507) | (3,882,507) |
| To Special Revenue Fund - Csa Medicaid Match | (485,000) | (485,000) | (485,000) |
| To Special Revenue Fund - Victim Witness | (403,775) | (493,487) | (514,926) |
| To Special Revenue Fund - Drug Pros. | (61,343) | (61,343) | (58,276) |
| To Special Revenue Fund - Vjccca | (551,649) | (572,254) | (555,082) |
| To Special Revenue Fund - Mh/Ds/Sa | (15,735,195) | (16,292,489) | (15,935,376) |
| To Special Revenue Fund - Metro Aviation | (127,332) | (127,332) | (127,332) |
| To Special Revenue Fund - Curbside Recycling | (2,130,666) | (2,431,000) | (1,122,500) |
| To Special Revenue Fund - Bulky Waste | (174,024) | (174,024) | - |
| To Special Revenue Fund - Neighborhood Cleanups | (555,917) | (610,428) | - |
| To Special Revenue Fund - Bagged Leaf Collection | (157,904) | (155,957) | (155,957) |
| To Special Revenue - Contingency Account | (50,000) | (250,000) | (237,500) |
| To Special Revenue - Miscellaneous (Actuals Only) | (171,828) | - | - |
| To Special Revenue - Social Services | (5,257,076) | (5,536,512) | (5,281,953) |
| To Special Revenue - Drug Court | (168,079) | (183,617) | (179,819) |
| <u>Total To Special Revenue Fund:</u> | <u>(32,058,208)</u> | <u>(32,629,985)</u> | <u>(29,897,172)</u> |

GENERAL FUND REVENUES

| Function/Activity | FY 19 Actual | FY 20 Original | FY 21 Approved |
|-------------------------------------------------------|-------------------------|---------------------------|---------------------------|
| To Jrjdc Agency Fund - Operating | (3,158,722) | (3,253,484) | (3,351,088) |
| Total To Jrjdc Agency Fund: | (3,158,722) | (3,253,484) | (3,351,088) |
| To Opeb - Gasb 45 | (2,675,000) | (2,675,000) | 0 |
| Oper. Transfer - Long-Term Disability | (600,000) | (600,000) | (600,000) |
| Oper. Transfer To Line Of Duty | (1,100,000) | (1,100,000) | (1,250,000) |
| Total Fiduciary Funds | (4,375,000) | (4,375,000) | (1,850,000) |
| Total Transfers | (204,225,369) | (205,105,813) | (121,427,247) |
| Sinking Fund | 880,626,249 | 856,224,987 | 896,086,394 |
| Use Of Fund Balance - Maintenance Funding | - | 7,500,000 | - |
| Use Of Fund Balance - Sidewalks | - | 2,500,000 | - |
| Use Of Fund Balance - Cap Reserve | - | 14,055,000 | - |
| Use Of Assigned Fund Balance | - | 2,987,015 | - |
| Use Of Fund Balance - Undesig | - | 1,000,000 | - |
| (To) Fund Balance - Meals Tax | - | 26,345,233 | - |
| (To) From Fund Balance - Schools State Aid Reserve | - | 3,800,000 | - |
| (To) Fund Balance - Hotel/Motel Tax Reimbursement | - | 2,000,000 | - |
| (To) From State Revenue Stabilization Reserve | - | (1,000,000) | - |
| From Fund Balance - State Revenue Stalization Reserve | - | 1,000,000 | - |
| From Sinking Fund - Bond Ops | - | 2,243,892 | - |
| (To) From Fund Balance (Fy19 Actuals Only) | (1,185,077) | - | 3,014,759 |
| Net Fund Balance/Sinking Fund | (1,185,077) | 62,431,140 | 3,014,759 |
| Total General Fund Resources | \$ 879,441,172 | \$ 918,656,127 | \$ 899,101,153 |

APPENDIX “F”
FINANCIAL TRENDS MONITORING SYSTEM
FY 2009 - 2019

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 of time, long ago forgotten financial impacts may be reviewed for validity to current economic conditions and variables. This marks the twenty-fifth year of this financial trend analysis.

Completing the Trends document is one of the first steps 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 sort of 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 full 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 the period of FY 2009 – 2019 that was presented by the County Manager to the Board of Supervisors on March 10, 2020.

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THE FINANCIAL TREND MONITORING SYSTEM

Financial Condition

Financial condition is broadly defined as the ability of a locality to maintain existing service levels, withstand local and regional economic disruptions, and meet the demands of natural growth, decline, and change.

The ability to maintain existing service levels means more than the ability to pay for services currently being provided. It also 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, and where 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 in them 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.

The 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.

This leads to the third component of the definition of financial condition, which is **the 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 fewer people to pay for them.

The Financial Trend Monitoring System

The Financial Trend Monitoring System (FTMS), adapted from the system developed by the International City/County Management Association (ICMA), "identifies the factors that affect financial condition and arranges them in a rational order so that they can be more easily analyzed and measured." It 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. The financial indicators include such things as cash liquidity, level of business activities, changes in fund balance, and external revenue dependencies. This system can also assist the Board of Supervisors in setting long-range policy priorities and can provide a logical way of introducing long-range considerations into the annual budget process. The following discussion has been developed using the ICMA 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 Chart 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, to monitor changes in financial condition. Each factor is classified as an environmental factor, an organizational factor or a financial factor.

The **environmental factors** affect a locality in two ways. First, they create demands. Second, they provide resources. Underlying an analysis of the effect the environmental factors have on financial condition is the question: "Do they provide enough resources to pay for the demands they create?"

The **organizational factors** are the responses the government makes to changes in the environmental factors. It may be assumed in theory that any government can remain in good financial condition if it makes the proper organizational response to adverse conditions by reducing services, increasing efficiency, raising taxes, or taking some other appropriate action. This assumes that public officials have enough notice of the problem, understand its nature and magnitude, know what to do and are willing to do it. Underlying an analysis of the effects the organizational factors have on financial condition is the question: "Do legislative policies and management practices provide the opportunity to make the appropriate response to changes in the environment?"

The **financial factors** reflect the condition of the government's internal finances. In some respects, they are a result of the influence of the environmental and organizational factors. If the environment makes greater demands than resources provided and if the County is not effective in making a balanced response, the financial factors would eventually show signs of cash or budgetary problems. In analyzing the effect financial factors have on financial condition, the underlying question is: "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?"

Financial Indicators

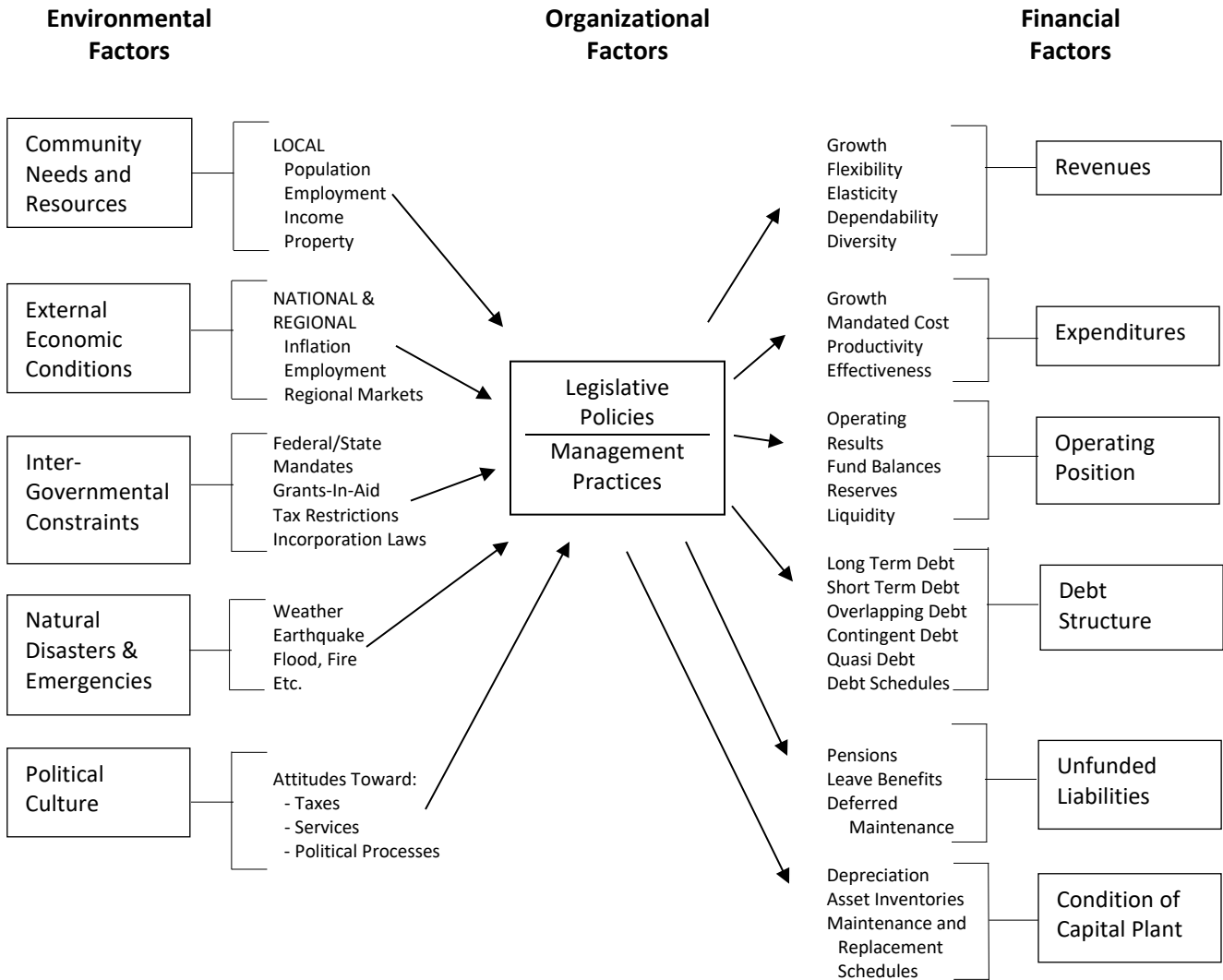
The financial indicators are the primary tools of the Financial Trend Monitoring System. They represent a way to quantify changes in the twelve factors. The chart on page 4 shows the twenty-eight indicators along with the factors with which they are associated. Many aspects of financial condition cannot be measured explicitly; however, by quantifying twenty-eight indicators and plotting them over a period of eleven years, decision makers can begin to monitor and evaluate the County's financial performance. The use of these indicators will not provide answers to why a problem is occurring or what the appropriate solution is, but it may provide the opportunity to make an informed management response.

How to Use This Document

Twenty-eight 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 indicators selected are grouped by the seven financial factors as illustrated on page 4. The remainder of this document, in fact, 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.

Chart 1

Financial Condition Factors



Source: Evaluating Financial Condition, A Handbook for Local Government International City/County Management Association

FINANCIAL INDICATORS

(Those underlined denote warning trends)

REVENUES

Revenues Per Capita
Intergovernmental Revenues
Elastic Operating Revenues
General Property Tax Revenues
Uncollected Current Property Taxes
User Charge Coverage
Revenue Variance

EXPENDITURES

Expenditures Per Capita
Employees Per Capita
Fringe Benefits

OPERATING POSITION

Operating Surpluses
Enterprise Losses
General Fund Unassigned Balances
Liquidity

DEBT STRUCTURE

Current Liabilities
Long-Term Debt
Debt Service

EMPLOYEE LEAVE

Accumulated Vacation Leave

CONDITION OF CAPITAL PLANT

Level of Capital Outlay
Depreciation

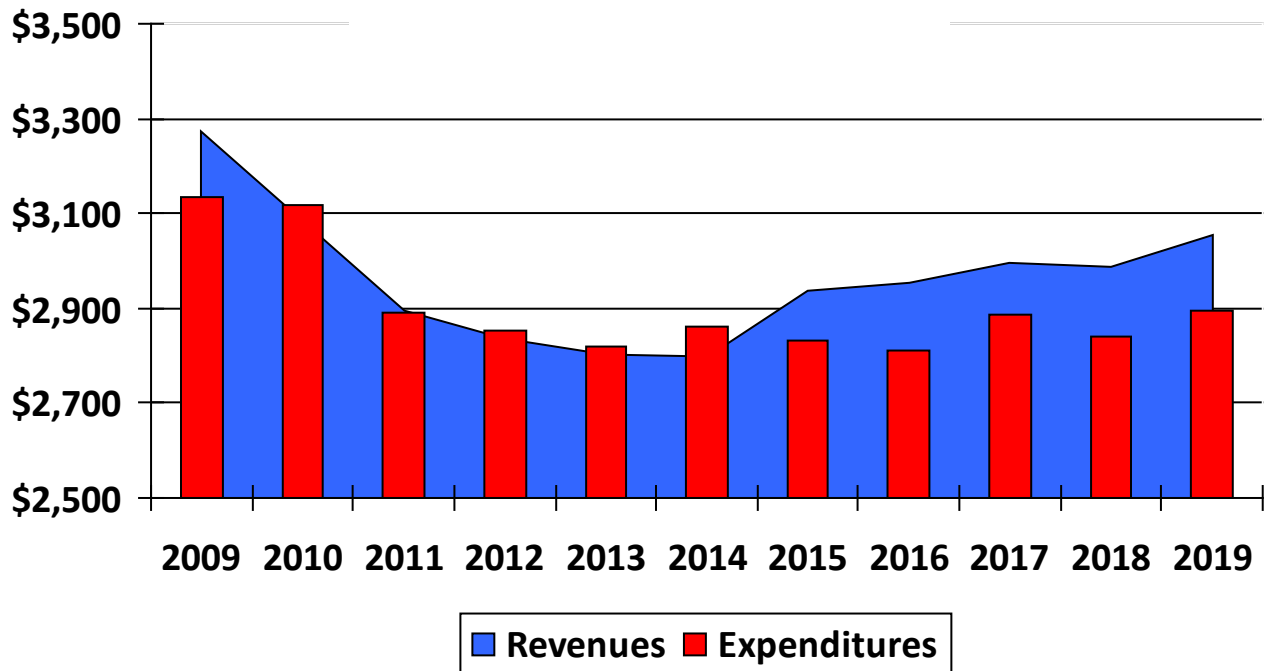
COMMUNITY NEEDS & RESOURCES

Population
Per Capita Income
Public Assistance Recipients
Real Property Values
Residential Development
Employment Base
Business Activity - Local Retail Sales Tax
Receipts and Business License Tax Receipts
Business Activity - Commercial Acres and
Market Value of Business Property

WARNING TREND: Decreasing net operating revenues per capita (constant dollars). Increasing net operating expenditures per capita (constant dollars).

Revenues/Expenditures per Capita (In Constant Dollars)

Net Operating Revenues/Expenditures
Population



Revenues and Expenditures Per Capita:

These indicators depict how revenues and expenditures are changing relative to changes in the level of population and inflation. 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 it were to find new revenue sources or ways to save money. Increasing per capita expenditures can indicate that the cost of providing services is greater than the revenues gained, especially if spending is increasing faster than the community's personal income or other relevant tax base.

Trends:

This indicator considers “Net Operating Revenues/Expenditures” to be revenues and expenditures (on a constant dollar basis) from the General, Special Revenue, and Debt Service funds. Because this indicator combines these operating funds, the representation is somewhat different than those made in the Annual Fiscal Plan, which is fund specific when examining revenue and expenditure growth. In looking at per capita revenues, FY19 reflected a 2.4 percent increase – a return to revenue expansion seen between FY15-FY17. In current dollars, operating revenues increased 5.3 percent. As an aside, the decreases in per capita revenues (constant dollar) noted in FY10 through FY14 point to the severity of the Great Recession. However, during these time periods, there were minimal drops in revenue increases not exceeding population inflation.

The FY19 per capita revenue figure reflects the fifth full fiscal year recognition of the County’s 4.0 percent meals tax, which generated over \$30.2 million in FY19, all of which continues to be dedicated to the County’s school

system. Of the \$30.2 million in meals tax receipts collected in FY19, \$9.0 million was allocated to debt service requirements per the 2016 General Obligation Bond Referendum while the balance of \$11.3 million was dedicated to pay-as-you-go capital budget needs for County schools, expenditures that are not captured in this indicator. Including meals tax receipts, total General Fund revenues grew by \$42.9 million in FY19 (current dollars) and Special Revenue Fund revenues, which mostly reflect State and Federal grant funding, increased by \$6.1 million (current dollars), yielding total revenue growth of \$49.0 million in current dollars for FY19, as compared to FY18.

In looking at expenditures per capita (constant dollar), the County experienced a year-over-year increase of 2.0 percent in FY19. Looking at the longer-term constant dollar trend, expenditures per capita have decreased by 7.7 percent since FY09.

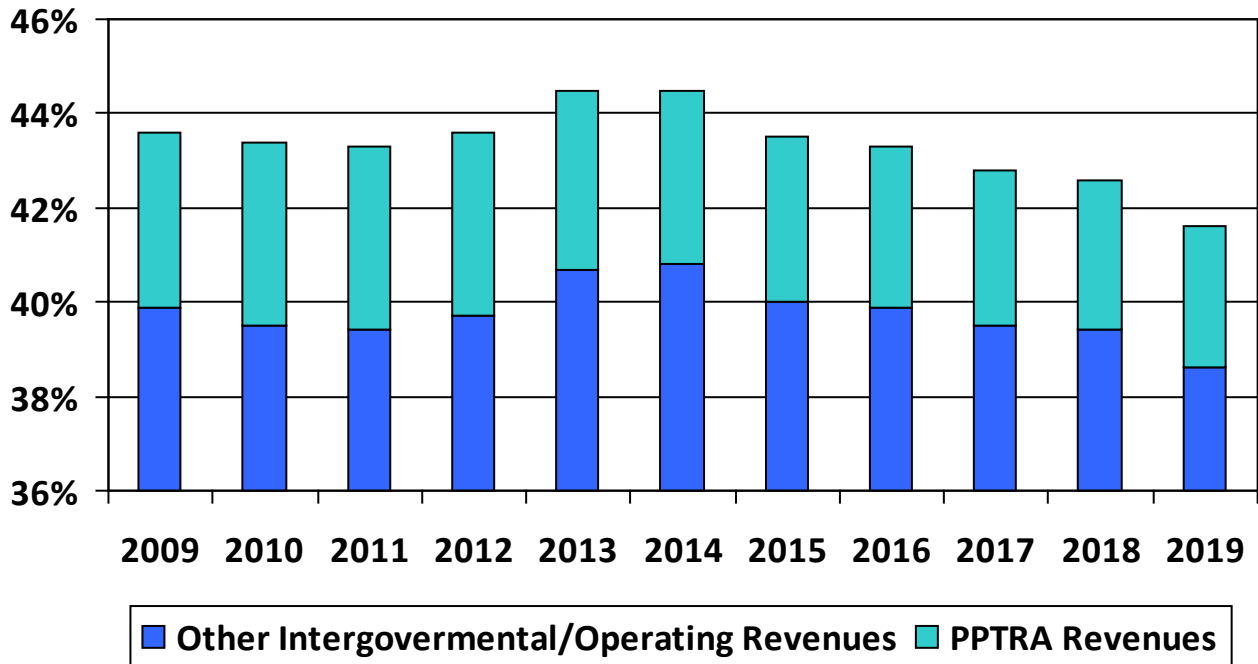
In examining the data, a few distinct trends are evident. First, from FY09 to FY14, the County's constant dollar per capita revenues dropped by 14.6 percent. In part spurred by the implementation of the Meals Tax, late in FY14, the trend reversed, and per capita revenue grew by 9.3 percent from FY14 to FY19. By contrast, while constant dollar expenditures mirrored the revenue decrease from FY09 to FY14, noted above, they have only increased by an additional 1.2 percent in the FY14 to FY19 time period. This shows that the series of sustainable expense reduction initiatives that were implemented by the County to adapt to the recession have been maintained in the recent period of economic growth. It should be noted that from FY09 to FY19, the County's population grew by 11.0 percent.

As the County's economy and revenue streams continue growing, a myriad of positive local, state and national economic data allows for an optimistic outlook regarding the County's local revenue streams. While there are plenty of positive signs within local revenues, real estate assessment growth is unlikely to return to that seen during 2003 to 2009 period because of the unsustainable housing bubble from 1995-2006 that artificially propped up real estate prices. However, on a constant dollar basis, FY19 Real Property Values (See Chart 23) have returned to FY09 amounts. We also anticipate that State revenues will remain relatively stagnant in the short term due to other funding priorities of the General Assembly. Real estate tax revenues and State Aid, combined, account for approximately two-thirds of all County General Fund revenues. Henrico's cautious outlook towards State revenues notwithstanding, the recent trend from FY15 to FY19 for local revenues has shown a healthy rate of growth, which exceeds population and inflation growth. However, to avoid becoming complacent, the County will continue to add fiscal structure within the budget process, minimizing one-time resources and investing in core services – particularly Education and Public Safety. The County must also continue to explore innovative ways to provide the highest level of service at the lowest possible cost. Despite the challenges noted herein, the structural additions, strategic expenditure reductions, and solid local revenue growth, have placed the County in an overall positive fiscal environment. While expenditures per capita generally outpaced revenues per capita in the FY10 to FY14 timeframe, that trend has been reversed in the time since, with per capita revenues comfortably outpacing per capita expenses from FY15 to FY19. Therefore, **no warning trend is noted for this indicator.**

WARNING TREND: Increasing amount of intergovernmental operating revenues as a percentage of gross operating revenues.

Intergovernmental Revenues (as a % of Gross Operating Revenues)

Intergovernmental Operating Revenues
Gross Operating Revenues



Intergovernmental Revenues:

Intergovernmental revenues are those revenues received from other governmental entities. The sources of intergovernmental revenue in Henrico County include revenue from the Commonwealth of Virginia and the Federal Government. For example, in the General Fund the County receives a portion of the State Gasoline Tax revenue it generates for street maintenance and construction, as well as State and Federal revenue for schools and a partial reimbursement from the State Compensation Board for salaries and office expenses for Constitutional Officers. In the Special Revenue Fund, the County receives State and Federal revenue for various grant programs for schools, mental health, social services and public safety. Much of this intergovernmental revenue is restricted revenue, and therefore legally earmarked for a specific use as required by State and Federal law or grant requirements. Beginning in 1999, personal property tax payments paid by the State under the Personal Property Tax Relief Act (PPTRA) have been classified as intergovernmental revenues for actual collections even though the assessment function is performed at the local level. In the graph above, PPTRA revenues appear as the top stacked bar.

An overdependence on intergovernmental revenues can have an adverse impact on the County's financial condition. The "strings" that the external source attaches to these revenues may prove too costly, especially if these conditions are changed in the future after the locality has developed a dependence on the program. In addition, the external source may withdraw the funds and leave the locality with the dilemma of cutting programs or paying for them with General Fund resources.

Trends:

As the graph on the previous page indicates, Henrico County's intergovernmental revenues as a percentage of operating revenues increased from 43.6 percent in FY09 to 44.5 percent in FY14, and then reversed course, dropping to 41.6 percent in FY19. The peak in this indicator is FY14 and largely arose from additional State Aid for education in FY13 and a large increase in Gas Tax funding in FY14. These factors caused intergovernmental revenues to outpace growth in local revenues, primarily real estate tax revenues. FY19 was also the fifth full year that recognized the County's 4.0 percent meals tax, which has generated \$144,853,317 million of local revenue for the county's school system implemented in FY14. As mentioned above, the State began reimbursing localities under the PPTRA in FY00. The graph above delineates between PPTRA reimbursements and all other intergovernmental revenues. The total bars reflect all intergovernmental revenues, while the lower stacked bars exclude the effects of PPTRA payments.

While intergovernmental revenue has increased substantially over the eleven-year period examined, there are two distinct patterns that need to be noted, as intergovernmental Revenues as a percent of Gross Operating Revenues has decreased. Starting in FY05 and extending through FY09, Henrico County was awarded annual discretionary State Lottery funds of more than \$5.0 million for Education, funds that Henrico used solely for Education construction projects were not factored into this indicator. This decision was based on the premise that, if in the future, the State reduced lottery funds for Education - the County's operating budget would not be impacted in a negative manner. As such, an operational dependence was not created for this revenue source. The significance of this decision was realized in FY10, as discretionary lottery funds were significantly reduced to \$3.2 million from \$5.7 million received the previous fiscal year. In FY11, the entire discretionary allocation of lottery funds was eliminated, as the State began utilizing lottery proceeds to supplant reductions to specific Education programs formerly funded with General Fund dollars. In the 2016 Legislative Session, the General Assembly's Adopted Biennial Budget included the return of discretionary lottery funding. While the County did not include lottery funding in the adoption of the FY17 budget, this funding stream was eventually utilized by HCPS to fill a funding gap that was the result of missing enrollment projections by over 500 students for that fiscal year.

The second trend reflects the reclassification of prior local revenues as "state" revenues, and while overall State aid looks like it increased from FY09 to FY14, the increase is somewhat misleading. One example that depicts why these increases are misleading is **legislation that replaced four local revenue sources** with a monthly payment from the State Department of Taxation, known as the Communication Sales & Use Tax, which became effective January 1, 2007 and was supposed to be "revenue neutral." The following local revenue sources were replaced: **Consumer Utility Tax, Cable TV Franchise Fee, Cellular Telephone Tax, and E-911 Tax**. This legislation distributes funding using a formula that has impacted Henrico's receipts, and has not proved to be revenue neutral as assumed in the legislation, as is demonstrated in the table below. The State deducts an administrative fee from the revenue collections and redistributes the funding monthly to localities as a fixed percentage of State-wide collections, which was established by FY06 local collection levels.

| Fiscal Year | Local Revenue Collection | Communications Sales & Use Tax Collection |
|--------------------|---------------------------------|------------------------------------------------------|
| FY06 | \$14,260,480 | \$0 |
| FY07 | \$9,662,975 | \$5,792,982 |
| FY08 | \$0 | \$15,088,668 |
| FY09 | \$0 | \$13,709,408 |
| FY10 | \$0 | \$13,766,559 |
| FY11 | \$0 | \$13,698,421 |
| FY12 | \$0 | \$13,243,471 |
| FY13 | \$0 | \$12,359,303 |
| FY14 | \$0 | \$13,226,685 |
| FY15 | \$0 | \$13,111,116 |
| FY16 | \$0 | \$12,722,974 |
| FY17 | \$0 | \$12,410,247 |
| FY18 | \$0 | \$12,022,278 |
| FY19 | \$0 | \$11,153,121 |

This is noted because it represents an example of the State’s continued forays into issues of local taxing authority. This concern of State involvement in local revenues continues to be noted as a concern, as it is a significant wildcard in the County’s multi-year financial planning efforts.

Creating a dependency on a revenue source not controlled locally may create fiscal difficulties if that revenue source is altered. This is exactly what has occurred with the PPTRA revenue paid by the State. In FY00, the Virginia General Assembly made a commitment to reimburse localities for a State tax reduction of a local revenue source (individual personal property). Since FY00, the County of Henrico has built a dependency on this revenue source and every Trends document since then has included a warning for this indicator.

In the 2004 session of the Virginia General Assembly, the legislature made a materially adverse change to PPTRA payments – effective for FY06. The legislature capped the State’s PPTRA payments to localities at approximately \$950.0 million and used a pro-rata distribution mechanism for making these payments in the future. Meaning that Henrico’s PPTRA reimbursements from the State remain at a level amount, while the taxpayer pays more to the County. The State’s promise of maintaining reimbursement levels at 70.0 percent for the County’s taxpayers slipped to 51.0 percent in 2019. As noted earlier, the differential is paid by the County’s taxpayers.

From FY08 through FY11, the State cut billions of dollars from its budgets, most of which resulted in reductions in State aid to localities. In fact, from FY08 through FY11, the State reduced aid to Henrico County by more than \$46.0 million in the General Fund alone, most of which was targeted at State Aid for Education. In addition, the County received more than \$28 million in one-time ARRA – Federal Stimulus funds from the State from FY09 through FY11, used by the State to supplant payments to localities for Education, the Sheriff’s Office, and Social Services to offset State General Fund reductions. FY11 was the last year that ARRA – Federal Stimulus funds could be utilized by the State, and in FY12, the State was forced to identify revenue increment to cover the loss of one-time funds.

In the spring of 2014, the State identified a “shortfall” of revenues as a result of the impact of Federal sequestration, resulting in reductions in funding to localities across the State. While the State missed its revenue projections for FY14 and substantially adjusted revenue expectations for FY15 mid-year, revenue projections from the Commonwealth remained alarmingly healthy. As feared, at the end of FY16, the State

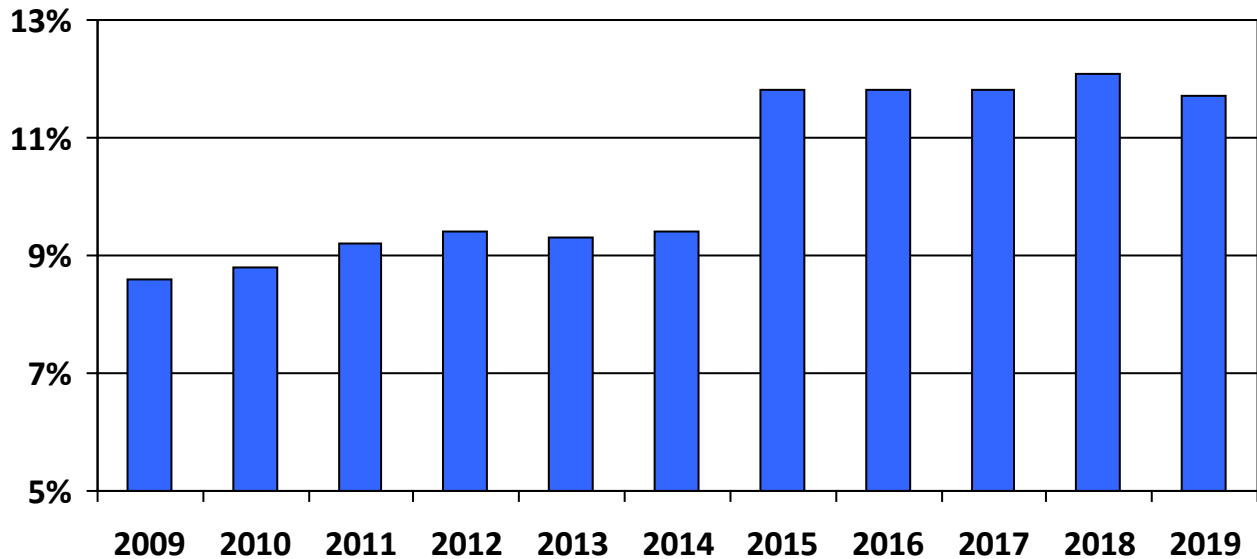
announced that while its revenues grew, they would again fall short of revenue projections. This created a \$1.5 billion “shortfall” for the Commonwealth – the result of continued struggles with accurately projecting their revenues. Accordingly, Henrico County continues to be exceptionally cautious when it comes to estimating revenues from the Commonwealth.

With the implementation of the County’s meals tax along with growth in other local revenues, some of the County’s reliance on State aid has been alleviated. In fact, Intergovernmental Revenues as a percent of Gross Operating Revenues has reach 12-year lows. However, the fact remains that State revenues represent a large portion of the County’s operating revenues. In FY07, which matches FY19 in Intergovernmental Revenues as a percent of Gross Operating Revenues, a warning trend was maintained. As such, **a warning trend must continue for this indicator.**

WARNING TREND: Unplanned change in the amount of elastic operating revenues as a percentage of net operating revenues.

Elastic Operating Revenues (as a % of Net Operating Revenues)

Elastic Operating Revenues
Net Operating Revenues



Elastic Operating Revenues:

Elastic operating revenues are those that are highly responsive to changes in the economic base and inflation. The highly elastic revenue categories used for this indicator are:

- Local sales and use taxes;
- Business and professional license taxes;
- Structure and equipment permit fees; and
- Food and beverage tax, more commonly known as a “meals tax”.

It is to a locality's advantage to have a balance between elastic and inelastic revenues to mitigate the effects of economic growth or decline. This year the trend indicator was altered to more accurately depict a warning. An increasing amount of Elastic Operating Revenue as a percent of Net Operating Revenue was previously used to depict a warning trend. A decrease in Elastic Operating Revenue or an increase in Net Operating Revenue can result in a negative trend. An increasing Net Operating Revenue base is not to the detriment to the County. Due to this, the trend indicator will look for unplanned changes to Elastic Operating Revenue as a percent of Net Operating Revenue. The relationship between elastic revenues and total receipts is largely driven by consumer consumption. During an economic downturn, elastic revenues are expected to decrease as a percentage of net operating revenues.

Trends:

The graph shown above indicates that the percentage of elastic tax revenues for Henrico County have increased from a low of 8.6 percent in FY09 to 11.7 percent in FY19. The sharp increase from FY14 to FY15 was primarily the result of the first full-year implementation of the County's 4.0 percent meals tax, which generated \$26.8

million in FY15. Similar results were recognized in FY16, FY17, FY18, and FY19 with collections of \$28.1 million, \$28.4 million, \$29.3 million, and \$30.2 million, respectively. More recently, elastic operating revenues as a percent of net operating revenues have remained relatively stable, ranging from 11.7 to 12.1 percent over the past five years. In addition to meals tax receipts, sales tax receipts grew 1.0 percent in FY19. Business and Professional License (BPOL) Tax receipts grew by 7.6 percent in FY19. The growth in this revenue was concurrent with the Board of Supervisors having increased the BPOL exemption to \$300,000 as part of the FY19 budget to make Henrico even more attractive to businesses searching for a location.

Due to robust building activity and very significant economic development in Henrico County, highlighted by the Facebook data center, Structure and Equipment Permit revenue grew by 101.4 percent over FY17 levels. This value has decreased by 27.9 percent compared to FY18 but still higher than FY17 levels by 47.3 percent. The large increase in FY18 is due to the Facebook data center’s entry into Henrico’s economy. Its presence, along with a robust construction market, is still felt as illustrated in our FY19 collection. In looking at all elastic tax revenues, the County experienced an increase of \$1.8 million or 1.3 percent in FY19.

As a result of economic expansion from FY93 through FY01, the Board of Supervisors implemented a Business and Professional License Tax (BPOL) reduction strategy as a means of encouraging more businesses to locate in Henrico County. That strategy was initiated in January 1996 and was phased in over a period of years. By January 2000, this tax reduction strategy fully exempted the first \$100,000 in gross receipts from taxation for County businesses and established a uniform maximum tax rate of \$.20/\$100 for County businesses. It had two beneficial impacts. First, due to the phase-in of the Board’s BPOL tax reduction strategy, Henrico reduced its operating reliance on these elastic revenues. Second, commercial taxpayers do not require the same service levels as residential taxpayers, so a net benefit to the County’s revenues has been achieved by attracting more businesses to Henrico.

The amount of the exemption was raised from \$200,000 to \$300,000 in the FY19 budget, marking the second consecutive year of a \$100,000 increase in the exemption. The amount of the exemption will continue to be explored as an economic development and tax relief strategy as the exemption was increased to \$400,000 in FY20 and will be proposed to be increased to \$500,000 in FY21.

Another positive note, Henrico County ranked third among all localities in Virginia for total taxable sales in 2018, behind only Fairfax and Loudoun counties. More significantly though, when looking at the ten largest generators of taxable sales, **Henrico ranks first for taxable sales per capita by a margin of 18.4 percent.** Refer to the chart below for comparisons to other localities.

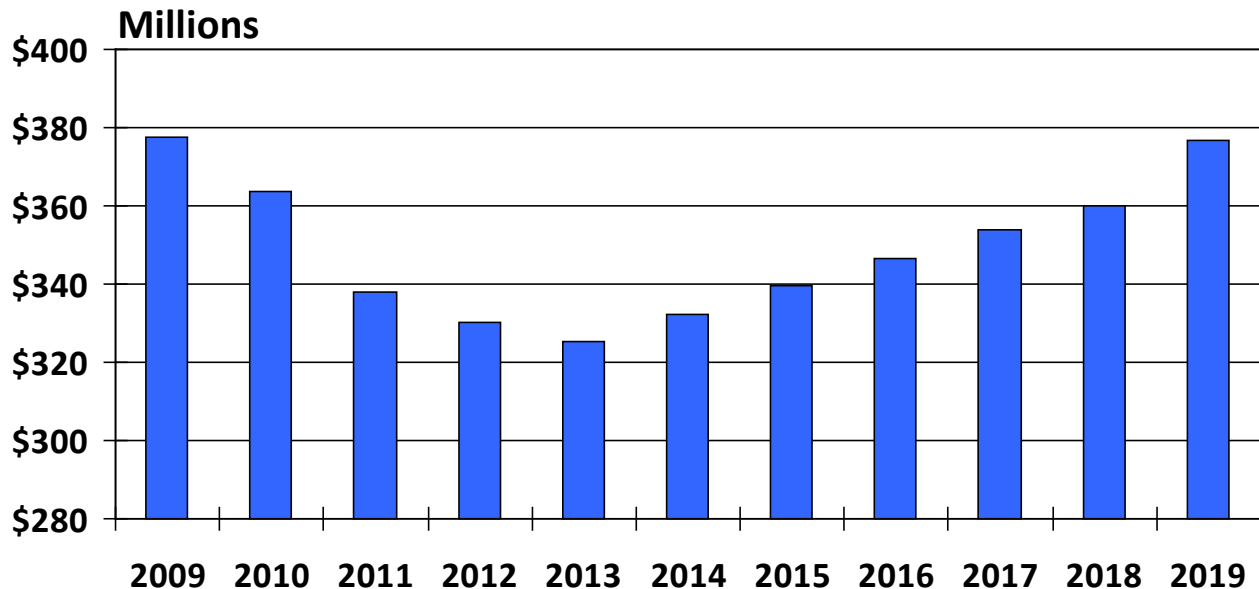
| Rank | Locality | 2018 Taxable Sales | Population | Per Capita |
|------|---------------------|--------------------|------------|------------|
| 1 | Henrico County | 5,740,327,604 | 326,993 | \$ 17,555 |
| 2 | Chesapeake City | 3,616,819,973 | 243,868 | 14,831 |
| 3 | Loudoun County | 5,870,605,647 | 406,355 | 14,447 |
| 4 | Arlington County | 3,287,956,546 | 241,031 | 13,641 |
| 5 | Alexandria City | 2,166,328,125 | 161,050 | 13,451 |
| 6 | Fairfax County | 15,229,175,344 | 1,145,978 | 13,289 |
| 7 | Chesterfield County | 4,533,448,958 | 346,357 | 13,089 |
| 8 | Spotsylvania County | 1,696,332,232 | 133,441 | 12,712 |
| 9 | Virginia Beach City | 5,658,176,716 | 453,410 | 12,479 |
| 10 | Newport News City | 2,256,228,196 | 181,119 | 12,457 |

Encouraging local economic trends and continued elastic revenue stability indicate a solid environment in the local economy. Further support of the positive trend in the local economy is sales tax collections in the current fiscal year, which at this writing reflect an increase of 4.8 percent. However, while local economic growth has continued its positive trend, the County must remain diligent and exercise fiscal prudence when estimating elastic resources to mitigate reliance on these resources and quickly adapt to changing economic conditions. On average the United States economy has experienced a recession every five to six years and is now past the eleven-year mark since the beginning of the last recession. Nonetheless, with growth continuing in all the elastic measures, **no warning trend is warranted for the indicator.**

WARNING TREND: Decreasing or negative growth in general property tax revenues (constant dollars).

General Property Tax Revenue (In Constant Dollars)

Property Tax Revenue (Constant Dollars)



General Property Tax Revenues:

General property tax revenues in Henrico County include both current and delinquent real and personal property tax revenue levied and collected by the County. These revenues constitute Henrico County's largest local revenue category, representing 66.0 percent of total **local** operating revenue in Henrico County in FY18 and FY19. It should be noted that beginning with FY99, the State's reimbursements of personal property tax revenues have been recorded as "intergovernmental" revenue. That is to say, the PPTRA revenue is not reflected on this indicator. This indicator does capture the "local" component of personal property – including the machinery and tools tax.

Trends:

Henrico County has experienced an overall healthy increase in general property tax revenues over the last eleven years. In unadjusted dollars, general property tax revenue has increased from \$368.0 million in FY09 to \$447.47 million in FY19, representing an average annual increase of 1.7 percent over this eleven-year period. In constant dollars, which is shown on the graph above, FY19 reflects a return to FY09 levels.

Henrico's strong local economy and community of choice designation for new area residents and businesses have had a positive impact on the County's real property assessed valuations over the past eleven years. During this time between CY09 and CY19, the County's unadjusted real estate tax base has increased by \$5.2 billion. It is also noted that when looking at these property tax revenues and comparing them to total net revenues, a revealing pattern emerges. Beginning in 1999, 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. After capping PPTRA payments at \$37.0 million annually for Henrico County, property tax revenues as a percentage of net operating revenues increased from 37.1 percent in FY06 to 38.3 percent in FY10. Due to the economic downturn, particularly the impact on real estate

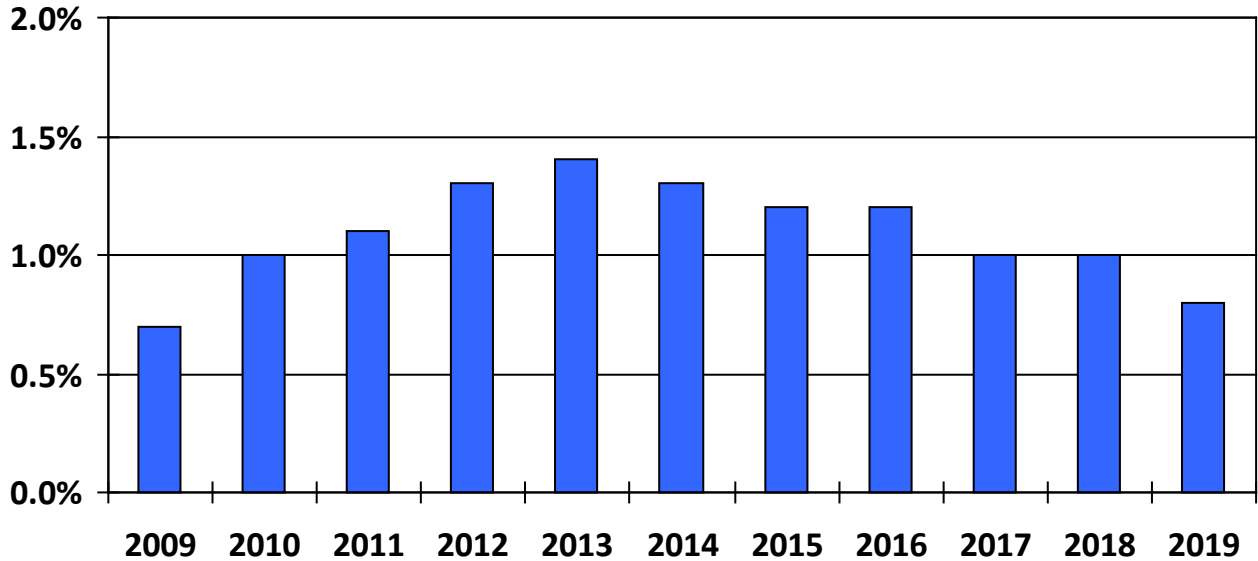
values, this indicator dropped four consecutive years, to 36.5 percent in FY13. The percentage dropped further, to 35.5 percent in FY15 due to the inception of Meals Tax Revenues. In the time since, the measure has rebounded to 36.3 percent in FY19.

The upward trend of the County's total tax base since FY13 is very positive. In the five years from FY15 to FY19, the constant property values have increased by a total of 18.9 percent. The County's property tax revenues for FY19 reflects an increase of 6.3 percent compared to FY18. Going forward, the County anticipates continued growth in real estate values, though nothing compared to the growth experienced in the mid-2000's, when property values increased by 76.6 percent from 2003 to 2009. With a seventh consecutive year of overall real estate valuation growth and with personal property tax receipts expected to continue to grow at levels close to inflation, **no warning trend is noted for this indicator.**

WARNING TREND: Increasing amount of current uncollected property taxes as a percentage of the current total property tax levy.

Uncollected Current Property Taxes (as a % of Total Levy)

Uncollected Current Property Taxes
Current Property Tax Levy



Uncollected Current Property Taxes:

Every year a certain percentage of current real and personal property taxes go uncollected because property owners are unable to or choose not to pay them. If this percentage increases over time, it may be an indication of an overall decline in a locality's economic health. Bond rating agencies consider that a locality will normally be unable to collect between 2.0 to 3.0 percent of its property tax levy each year. If uncollected property taxes rise to more than 5.0 percent, 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.

Trends:

As the graph above indicates, for this eleven-year period, Henrico County's percentage of current **uncollected** real and personal property taxes has ranged from a low of 0.7 percent in FY09, to a high of 1.4 percent in FY13. Since the FY13 peak, uncollected current property taxes have steadily trended down to 0.8 percent. Even at the FY13 peak of 1.4 percent, uncollected current property taxes, as a percent of the total levy, were well below the 5.0 percent level that Bond Rating agencies consider negative.

In looking at this indicator, a consistency in collections on the part of the County is depicted, as the range on the graph is within expected parameters. In the past several years, significant enhancements have been made in the collection of delinquent real estate taxes. This, in part, can be attributed to Henrico's commitment to improving customer service by streamlining collection procedures and increasing payment options for County residents. In this time period, Henrico has implemented acceptance of payments by credit card over the telephone and via the internet, initiated acceptance of payments by debit and credit cards in person, instituted a monthly debit program for personal and real property tax payments, continued to be more timely in collecting delinquent taxes and enhanced its collection processes. The results of these efforts can clearly be seen above.

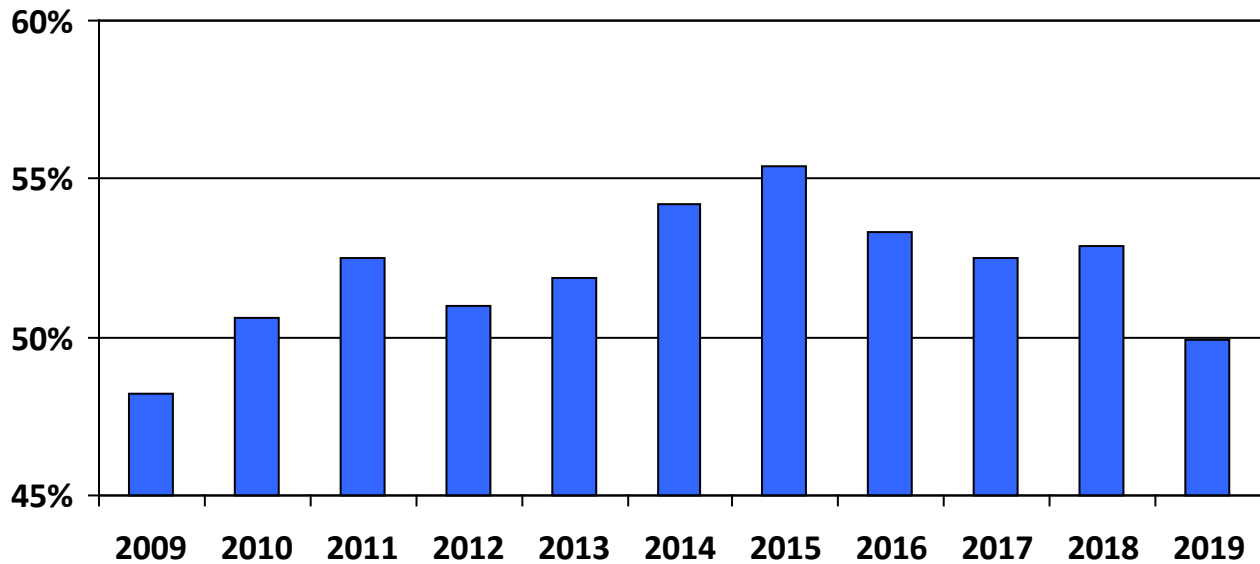
One ancillary fact that needs to be mentioned is that the County's top ten "Principal Taxpayers" continued to constitute 6.9 percent of the tax base in FY19. This is an important note for this indicator since collections of current taxes from the "Principle Taxpayers" of a locality are generally made in the year they are due.

Due to enhancements made in the collections area in the past several years, levels are anticipated to remain well below 2.0 percent. As such, **no warning trend is noted for this indicator.**

WARNING TREND: Decreasing revenues from user charges as a percentage of total expenditures for providing related service.

User Charge Coverage (Revenues/Expenditures)

Revenues from User Charges
Expenditures for Related Services



User Charge Coverage:

User charge coverage refers to whether fees and charges cover the full cost of providing a service. Henrico County charges fees for the employee cafeteria, recreation activities, and building permits in the General Fund. In the Special Revenue Fund there are fees for the school cafeteria, mental health services, street lighting, and solid waste services. As coverage declines, the burden on other revenues to support these services increases. Inflation will erode the user charge coverage if not reviewed and amended periodically. Therefore, costs and fees should be reviewed frequently to ensure that the desired level of coverage is maintained.

Trends:

As shown in the graph, the user charge coverage for the County has measured less than 55.0 percent for much of this eleven-year period, with the exception being in FY15, in which user charge coverage increased to 55.4 percent. This ratio decreased markedly from 55.4 percent in FY15 to 49.40 percent in FY19. The indicator measures user coverage of seven specific expenditure areas. These are: Building Inspections, Employee Cafeteria, Mental Health, Recreation, Street Lighting, School Cafeteria and Solid Waste. The drop in FY19 is due to Building Inspections' revenues decreasing from a marked coverage of 232.4 percent to 156.6 percent. Note: FY19 Building Inspections coverage of 156.6 percent is the 2nd highest coverage year in this 11-year comparison. Building inspections saw their revenue double in size from \$4.4 million in FY17 to \$8.8 million in FY18 and return to \$6.5 million in FY19. Building Inspections also added 3 new positions in FY19 to meet the demand of increased inspection activity. The dip is the result of decreased coverage in other categories for FY17 to FY18. FY18 to FY19 has seen improvements in these figures for items such as Employee Cafeteria, School Cafeteria, MH/DS, and Solid Waste/Street Lights. Recreation has remained flat at 3.5%.

In looking at the operational components, the user charge coverage percentages for Building Inspections has typically been sufficient to cover the activities of that department. It should be noted that in FY07, the user

charge coverage percentage for Building Inspections was 99.9 percent, then falling to 48.5 percent in FY10 due to the economic slowdown. In FY14, structure and equipment permit fees were increased in an effort to close the coverage gap, and as a result, the coverage grew to 76.9 percent. In FY15, for the first time since FY05, permit fees sufficiently covered all costs of Building Inspections. This trend has continued over the past four fiscal years, as rapidly growing permit fees still far exceeded Building Inspections expenses in FY19 by 56.6 percent. The revenues collected over the operating expenses for Building Inspections was instrumental as they were dedicated to funding the Electronic Land Management System (ELMS), which will replace the legacy Tidemark system utilized by all Community Development agencies for plan reviews.

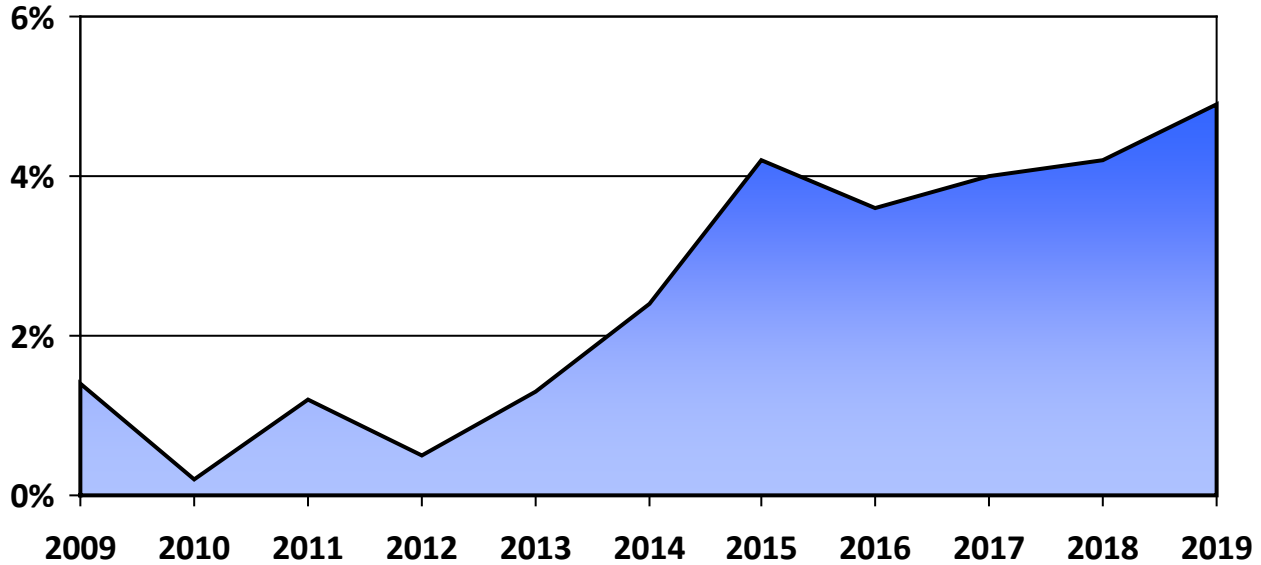
Mental Health's user charge coverage increased steadily from FY08 to FY14, growing from 39.3 percent to 47.9 percent in that timeframe. The coverage ratio dropped gradually to 45.3 percent in FY17 and then precipitously to 39.7 percent in FY18. This ratio has since slightly improved to 40.9 percent in FY19. The steep drop in FY18 was due to a 16.3 percent increase in expenditures far outpacing a 0.2 percent increase in fee revenues. The user charge coverage for Solid Waste shows a very similar trend, growing from 79.4 percent in FY08 to 98.4 percent in FY17, then falling to 74.5 percent in FY18. This ratio has since improved to 78.2 percent in FY19. This ratio drop was caused by a 28.9 percent increase in expenditures, much of which may have been one-time in nature. In looking at Recreation, the user charge coverage in this area has averaged 4.6 percent throughout this time period but has decreased to 3.5 percent where it remains stable. This is in part due to the removal of sports related fees. Also, in this eleven-year time period, the School Cafeteria has typically generated sufficient revenues to cover operational requirements.

This indicator in the eleven-year period has averaged 52.0 percent. Excluding Recreation, the indicator has averaged 66.3 percent. As the local economy continues to improve, these user fees should continue to improve as a percent of revenues/expenditures. As such, **no warning trend is noted for this indicator** and the County will continue to maximize efforts to ensure coverage rates are appropriate to reduce reliance on other County revenues.

WARNING TREND: Declining revenue variance as a percentage of net operating revenues.

Revenue Variance (as a % of Net Operating Revenues)

$$\frac{\text{Revenue Variance}}{\text{Net Operating Revenues}}$$



Revenue Variance:

This financial indicator examines the differences between revenue estimates and revenues actually received. It includes revenues in the General, Special Revenue, and Debt Service funds. Major discrepancies in revenue estimates can be an indication of a declining economy, inefficient collection procedures, or inaccurate estimating techniques. On the graph above, the “0%” represents the fiscal year budgeted estimates. A positive number reflects a positive revenue variance, indicating budget estimates were met, while a negative number reflects missed revenue projections.

Trends:

The overall trend depicted above reveals that the County’s revenues exceeded budget estimates for each of the eleven years analyzed.

In looking at this eleven-year period, this indicator has reached a high of 4.9 percent in FY19. The low points may be found from FY09 through FY13, when the variances ranged from 0.2 percent in FY10 to 1.3 percent in FY13. The variance for FY14 increased to 2.4 percent. In the four most recent fiscal years, the variance has ranged narrowly from 3.6 to 4.9 percent.

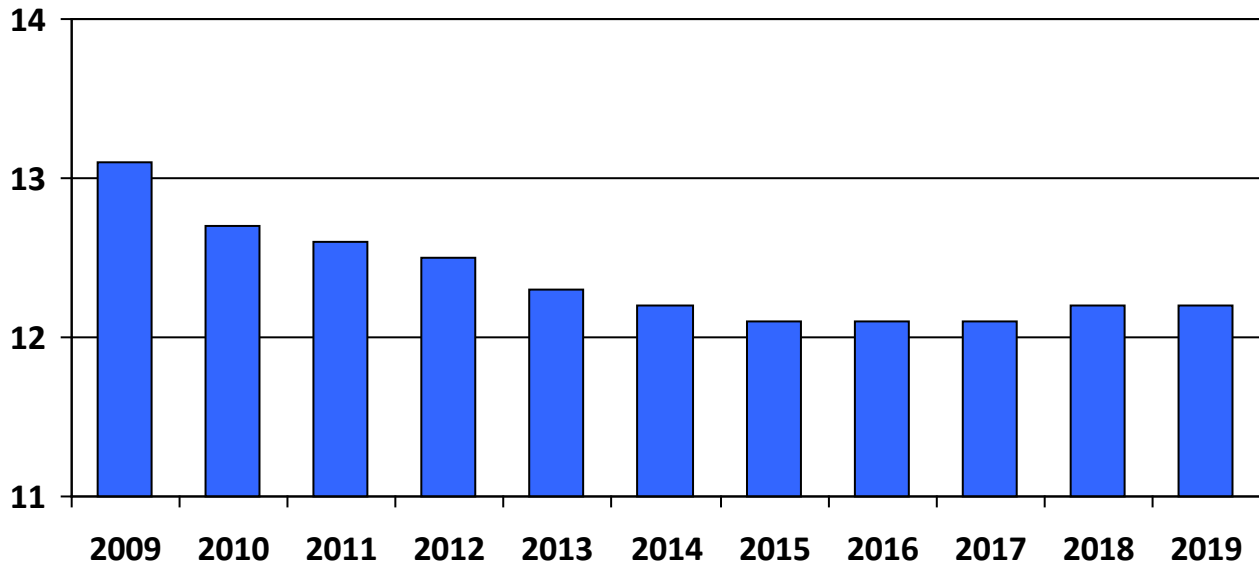
Looking at the trend since FY09, the County’s annual revenue variance has averaged 2.5 percent. The County of Henrico maintains a conservative posture when projecting revenues on an annual basis. The budget to actual revenue variance of 4.9 percent in FY09 reflected the highest level in this eleven-year period. The impact of the economic downturn is evident from FY09 through FY13, as the gap between estimated and actual revenue collections narrowed due to virtually all revenue sources declining. During this period, and in anticipation of a slow economic recovery, several sustainable expense reduction initiatives were implemented that allowed the County to reduce overall expenses by more than \$125 million, including the elimination, freezing, or unfunding of more than 650 positions Countywide.

Continuously improving revenue collections, combined with departments continuing to find efficiencies, allowed the County to post an improved 2.4 percent revenue variance in FY14, contributing to growth in overall General Fund balance as well – the first such increase in fund balance in five years. Revenue variances have averaged 4.2 percent from FY16 to FY19 due to conservative revenue estimates, the continuing performance of the meals tax, and the continued focus on minimizing expense growth. The continuation of conservative revenue estimates in the FY19 budget will should yield positive revenue variances into the foreseeable future. As such, **no warning trend is warranted for this indicator.**

WARNING TREND: Increasing number of employees per capita.

Employees per Capita (Employees per 1,000 Population)

Number of General Government Employees
Population



Employees Per Capita:

Personnel costs reflect the major portion of a locality's operating budget, and plotting changes in the number of employees per capita is another way to measure changes in expenditures. An increase in employees per capita might indicate that expenditures are rising faster than revenues, or that the locality is becoming more labor intensive, or that personnel productivity is declining.

Trends:

The County's General Government personnel complement (which does not include the personnel complement of the Henrico County Public Schools) increased by 226 employees from FY06 to FY09, then was reduced by 73 positions from FY10 to FY14. In the five years since FY14, the complement has grown by 206. The graph above illustrates that the number of employees measured 13.1 employees per 1,000 population during FY08 and FY09. This ratio steadily dropped to the level of 12.1 in FY15 and has held constant at that level until ticking up to 12.2 in FY18 remaining flat in FY19.

Three notes are warranted for this indicator. First, the graph above does not exclude departments that offer specialized services not offered by most localities in the State. Henrico County is one of two counties in the State that maintain its own roads, and the information above includes 262 employees in the Public Works department. Second, the personnel complement does not include positions that are completely tied to non-County funding sources and do not have local revenue sources supporting them. As of this writing, the County has 345 of these positions throughout the County. Finally, this indicator includes positions that are currently being held vacant as a result of the County's hiring freeze. As of this writing, the County is holding 333 vacant positions that are in the personnel complement.

Beginning in 2008, the County implemented a hiring freeze that impacted nearly all departments. This action was important to budget balancing efforts from FY10 to FY14 as the complement decreased from 4,000 to

3,927. As such, this indicator dropped from 13.1 to 12.1. In FY18, in response to new facilities and service demands, the complement increased 67 positions, causing an uptick in the indicator to 12.2. This indicator remained steady at 12.2 as the complement increased 67 positions for a total of 4,133 positions but was met with similar growth in population which accounts for this indicator remaining flat.

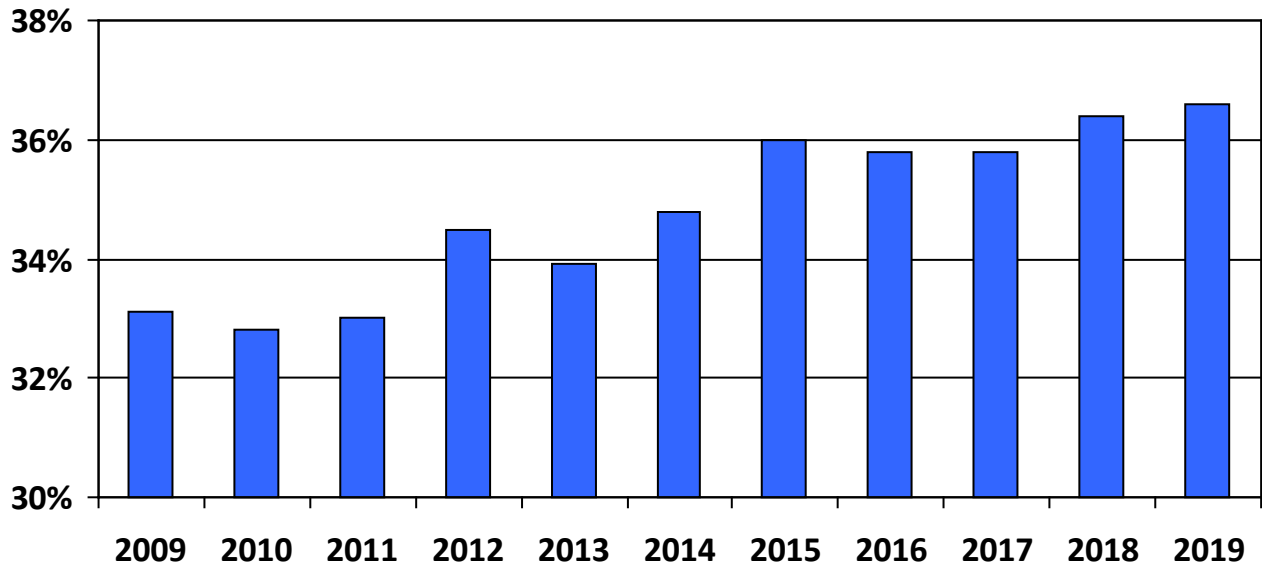
The number of Police positions has steadily increased during this time period due to a five-year plan of promised increases to patrol personnel and additional positions for the new radio system. Fire's increases were due to a three-year commitment to hire additional firefighters for extra coverage and positions for the Kain Road Firehouse (Fire Station #19)

As the local economy improves and demands for services increase, new positions will be needed to meet the community's needs. However, the addition of a new position requires an extensive analysis and justification. Further, if a position is no longer required for a service, then that position will be reallocated within the County where it can be utilized to minimize the need for new positions. With these practices in place, **no warning trend is noted for this indicator.**

WARNING TREND: Increasing fringe benefit expenditures as a percentage of salaries and wages.

Fringe Benefits (as a % of Salaries)

Fringe Benefit Expenditures
Salaries and Wages



Fringe Benefits:

The fringe benefits measured on this indicator are: FICA Taxes, 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 salaries and wages paid in these years to obtain the percentages depicted on this chart. Charting these costs is valuable as they can inadvertently escalate and place a financial strain on a locality.

Trends:

The fringe benefits ratio has averaged 34.8 percent between FY09 and FY19. The high point reflected in this time frame is FY19, which measured 36.6 percent. The trend for this indicator reflects significant annual increases in the prior eleven fiscal years, and this trend is anticipated to continue.

Three years in the eleven years examined reflect net declines in this indicator – FY10, FY13, and FY16. In FY10, fringe benefits as a percent of salaries fell to 32.8 percent; however, this statistic is extremely misleading as healthcare costs increased, and all other fringe benefit rates remained consistent with FY09. The reason for this reduction is the result of a budget savings measure at the State level by the General Assembly in which the State deferred its fourth quarter VRS payment to the following fiscal year, which eliminated the fourth quarter employer share of the VRS payment for teachers across all localities. Further, in FY11, the General Assembly lowered the VRS teacher employer rate from 9.85 percent to 3.93 percent as a budget balancing decision. However, the General Government VRS rate increased, in addition to all other fringe benefit rates, and the fringe benefits ratio increased to 33.0 percent. The full-year impact of the VRS rate increase from FY11 can be seen in FY12, as the indicator sharply increased to 34.5 percent. In FY15, the ratio increased to 36.0 percent, before dropping slightly to 35.8 percent in both FY16 and FY17. In FY19 the measure hit a high point of 36.6 percent due to continued growth in the County’s cost for employee healthcare premiums.

The reduction in this indicator in FY13 was misleading as the General Assembly, as part of a series of reforms to increase the funding status of VRS and mitigate future cost increases exacerbated by the budget actions of the General Assembly in FY10 and FY11, forced localities to provide a 5.0 percent salary increase to its employees in exchange for the employees paying 5.0 percent of their respective salary into VRS – a portion that localities, including Henrico, had provided as a benefit to employees. While this action helped to reduce this indicator, it did so at a net cost increase of just under \$6.0 million to the County's taxpayers while resulting in a net pay reduction to employees as they had to pay additional FICA taxes on the higher salary.

In looking at health care costs, the County's cost for providing health care *per employee* in FY09 was \$5,651. By FY19, this cost had increased to a blended rate of \$8,133 *per employee*, or a change of 43.9 percent. While the County cannot influence national trends regarding the cost of health care insurance, Henrico has taken a very aggressive approach in cost-containment by transitioning health care to a self-insurance program, which went into effect January 1, 2008. 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 all 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 services. This approach has also allowed Henrico to maintain excellent benefits provided to its employees, as healthcare premiums remain among the lowest cost of any local government in the Richmond Metro area. The County will also continue to monitor any federal actions that impact the health care industry as they will certainly affect this benefit provided to the County's employees.

The second cost that is outside of the County's control is the cost of Virginia Retirement System (VRS) and life insurance benefits. The past sixteen Trends documents have noted a concern regarding the rising costs related to VRS benefits. The concern is principally focused on one-time budget balancing actions of the Virginia General Assembly that reduce a State contribution rate for a finite period of time (to reduce immediate costs) and in later years, increase contribution rates as a result of segments of the system that are "under-funded." An example of the impact of these past actions occurred in the FY13 budget, where the VRS employer rate for teachers increased by 84.2 percent in *one year*.

In its 2010-2012 Biennial Budget, the General Assembly withheld \$620 million in VRS payments to balance its budget, an action that resulted in higher VRS rate increases due to the need to repay these funds. In fact, the VRS teacher rates for FY13 reflected an increase of 1.43 percent of salaries (a cost of \$4.1 million in and of itself) specifically tied to the repayment of this deferred payment, which will be applied to local VRS rates for the next ten years. This decision, coupled with an estimated unfunded liability approaching \$20 billion, sparked increased interest from the General Assembly and the Governor regarding long-term "fixes" to VRS. For example, in FY12, the General Assembly approved a mandated 5.0 percent employee contribution for all State employees and encouraged localities to follow suit.

In 2012, the General Assembly mandated that all non-Public Safety employees that are not vested (those with less than five years) in VRS as of January 1, 2013, and all new employees hired after January 1, 2014, be placed into a "hybrid" retirement plan, consisting of both a defined benefit and defined contribution plan. The defined contribution component requires an employer match. Implementation of the hybrid retirement plan should mitigate cost increases slightly for several years. Further, the VRS Board now requires 100 percent funding by the General Assembly.

An additional cost that impacts this indicator is the VRS Life Insurance benefit for employees. This benefit was not funded by the State between FY02 and FY06 (and therefore – the County could not fund the local required amount). In FY07, the State re-instituted payment requirements, and in FY11 reduced the rate from 0.79

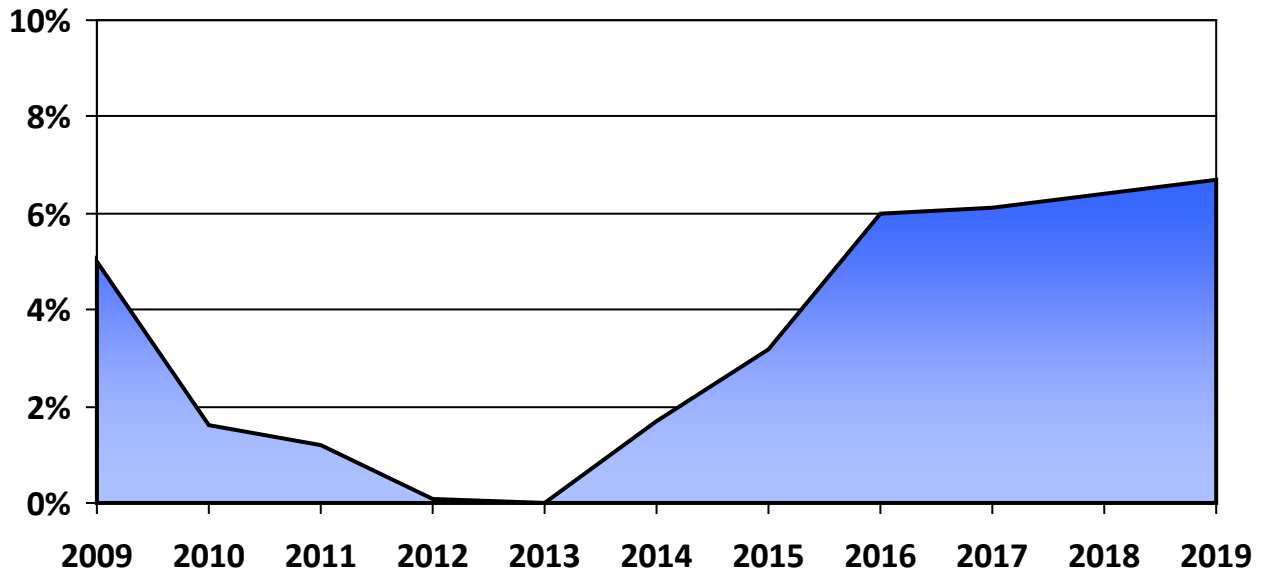
percent to 0.28 percent to reduce expenditures. As a result of this significant reduction, the 2012 General Assembly increased the VRS Life rate from 0.28 percent to 1.19 percent of salaries, a one-year increase of 425.0 percent. In FY15, VRS life was again increased to 1.33 percent of salaries, which was an 11.76 percent increase.

Having gone from 33.1 percent in FY09 to 36.6 percent in FY19, the long-term trend in this indicator is upward and prospects for the future remain negative. The two principal reasons for the increase are health care and Virginia Retirement System costs, both of which fall largely outside of the direct control of the County. As such, **a warning trend for this indicator continues.**

WARNING TREND: Decreasing amount of General Fund operating surpluses as a percentage of net operating revenues.

Operating Surpluses (as a % of Net Operating Revenues)

General Fund Operating Surpluses
Net Operating Revenues



Operating Surpluses:

An operating surplus occurs when current revenues exceed current expenditures. If the reverse is true, it means that at least during the current year, the locality is spending more than it receives. This can occur because of an emergency such as a natural catastrophe that requires a large immediate outlay. It can also occur as a result of a conscious policy to use surplus fund balances that have accumulated over the years. The existence of an operating deficit in any one-year may not be cause for concern, but frequent occurrences may indicate that current revenues are not supporting current expenditures and serious problems may lie ahead.

Trends:

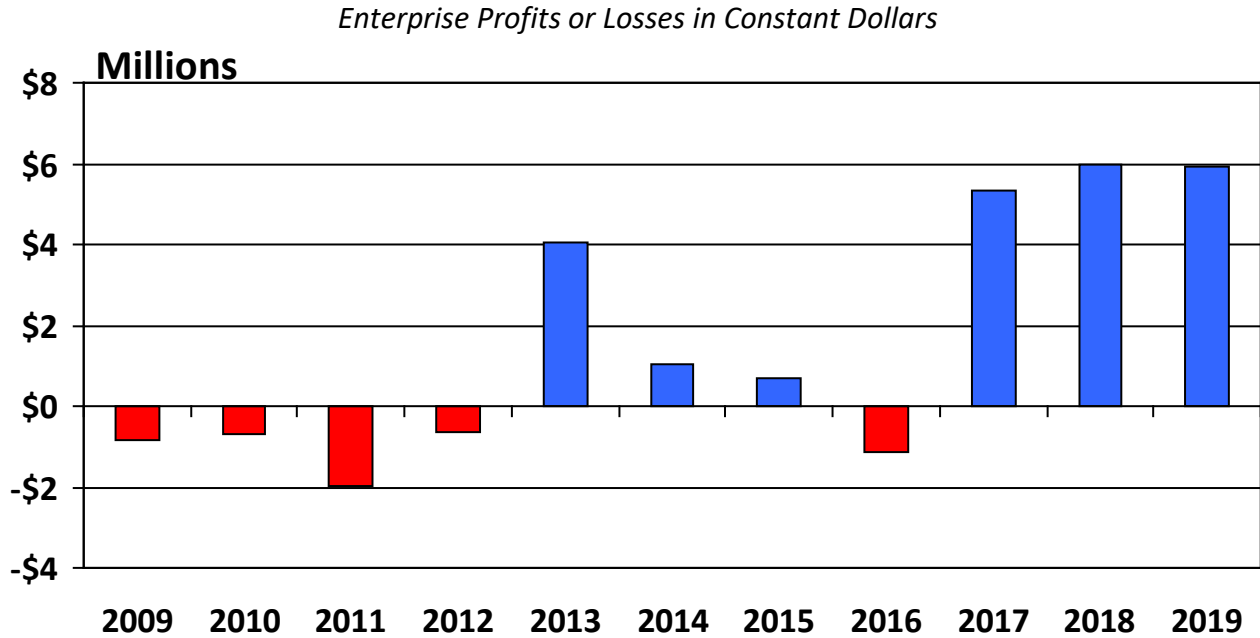
The County of Henrico has produced an operating surplus for each of the eleven years presented. In FY09, the surplus was at 5.0 percent. As seen on the chart above, throughout the economic downturn, beginning in FY08 and continuing through FY13, the County’s annual operating surplus consistently declined. In FY10 and FY11, the County achieved operating surpluses of 1.6 percent and 1.2 percent, respectively due to the County experiencing the effects of the worse recessionary economic environment since the Great Depression. Considering the environment in which these surpluses were achieved, and that it was accomplished without raising taxes, laying off employees, or cutting service levels, the operating surpluses in these two fiscal years is considered in a very positive light. However, as the economy continued to struggle the County continued to face fixed cost increases making the ability to close budget gaps more and more challenging. This is reflected in the FY12 operating surplus of only \$535,000, or 0.1 percent of net operating revenues as well as the FY13 operating surplus of \$336,000.

With the first moderate signs of recovery in the local economy, particularly real estate, and increases in State Aid, a \$17.0 million operating surplus was realized in FY14. This was the first increase in operating surplus as a percentage of net operating revenues since FY07. In FY15, the operating surplus doubled to \$34.2 million as a

result of fiscal structure added back to the budget baseline that fiscal year. From FY17 to FY19 the trend continued upward, and the operating surplus grew annually from \$69.1 million in FY17 to \$82.7 million in FY19. With conservative revenue estimates for the FY20 and FY21 budgets, these two fiscal years should yield operating surpluses as well. This, in combination with moderate economic growth, should yield surpluses in future fiscal years. As such, **no warning trend is warranted for this indicator.**

WARNING TREND: Consistent enterprise losses.

Enterprise Profits or Losses (In Constant Dollars)



Enterprise Losses:

Enterprise losses are a highly visible type of operating deficit. They show potential problems because enterprise operations are expected to function as a "for profit" entity as opposed to a governmental "not for profit" entity. Managers of an enterprise program may raise rates and find that revenues actually decrease because users reduce their use of the service. Enterprises are typically subject to the laws of supply and demand; therefore, operating deficits are distinct indicators of emerging problems. On the graph above, the **negative numbers on the scale represent operating losses**. It should be noted that depreciation expenses are included in this analysis.

During the eleven-year period shown, Henrico County's enterprise operations have included Water and Sewer services, and the Belmont Golf Course.

Trends:

After a four-year trend of negative results from FY09 to FY12, the overall trend for FY13-FY15 shown above reflected positive results. FY16 trend showed the first Enterprise loss in four years but was followed in FY17 through FY19 by the three largest years of profit for the entire eleven-year examined period. The Water and Sewer Fund consistently makes up more than 90.0 percent of the total net income or loss reported in the Enterprise Fund.

There are several factors impacting this indicator during this time frame. From FY09 through FY10, operating expenditure growth outpaced revenue growth in each fiscal year, mostly a result of the downturn in the economy which impacted revenue growth. As can be seen in the chart above, FY09 through FY12 all reflect operating revenues that were insufficient to cover operating expenditures. This is not indicating that the Water and Sewer Fund did not make an overall "profit" in these fiscal years. However, it does indicate that operating requirements from FY09 through FY12 required the use of revenue sources that are generally associated with infrastructure, not operations, such as water and sewer connection fees. FY13 saw a return to "profitability." This was the result of a 2.0 percent increase in revenues collected as well as a 0.7 percent decrease in

expenditures. The Enterprise Fund maintained a lesser amount of “profitability” in FY14 and FY15. It should be noted that depreciation expenditures are included in this analysis, which are simply accounting entries and do not impact cash flow. To give insight into the impact of depreciation expenses on this indicator, the depreciation expense (unadjusted) for the Water and Sewer Fund in FY11, the lowest level of this indicator in the eleven years examined, totaled \$28.4 million. Excluding depreciation expenditures, this indicator would reflect operating profits for all fiscal years examined in this analysis.

Even with its operating “losses” posted in the four fiscal years from FY09 to FY12, during this entire eleven-year period the Water and Sewer Fund generated sufficient net revenues each year to exceed the coverage requirements under its Revenue Bond covenants. As a result of the consistent financial results experienced by the Water and Sewer Fund, Fitch IBCA awarded Henrico County an “AAA” rating in 2001. In 2008, Standard & Poor’s upgraded its rating to an “AAA” as well. In FY16, Fitch changed Henrico County’s rating from “AAA Negative Outlook” to “AAA with a Stable Outlook”. In the summer of 2019, Henrico County’s Water and Sewer Fund received a “Aaa” rating from Moody’s Investor Service. To achieve one “AAA” bond rating is rare for bonds issued by local utility departments, and Henrico County’s Water & Sewer Fund has three. This change in designation was due to the strong financial health of the system and the increases in the financial metrics. As such, **no warning trend is warranted for the Water and Sewer Fund.**

The Enterprise Fund’s operating results also reflects the financial performance of the Belmont Golf Course. From FY02 to FY07, the Belmont Golf Course reported net operating losses of varying amounts. These losses were due to several factors. Rounds of play for each of these fiscal years were less than FY99 due to an increase in the number of golf courses in the area. Additionally, expenditures to correct turf damage and capital improvements were incurred in each of these years.

In FY08, the Belmont Golf Course posted its first positive operating result since FY99. In that fiscal year, the course implemented several business model changes that promoted finding efficiencies in its operations to allow for reduced expenditures and the ability to maximize revenues from every source. Despite the operating “profit” in FY08, the FY08 Trends document noted the following observation:

“The current economic environment will likely take its toll on Belmont Golf Course and hinder revenue growth in the near future.”

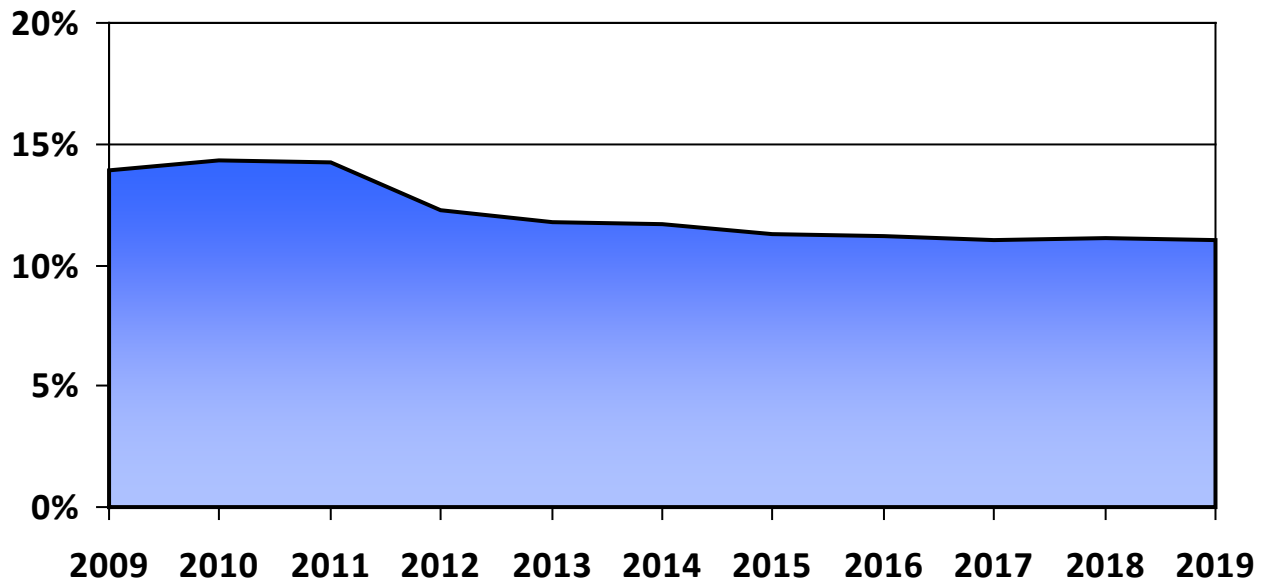
Through the trend history indicated above, Belmont Golf Course experienced consecutive declines in the number of rounds of play except In FY12, FY15, FY19. Belmont Golf Course was close to achieve profitability in FY15 due to cost reductions at the golf course and slight green fee and cart increases. The overall trend is of decreasing number of rounds of play.

In January 2020, the County entered into an agreement with Richmond First Tee for the nonprofit organization to assume operations of the Belmont Golf Course. The course will be closed for renovations and will reopen once they are complete. As the lease will relieve the County of the operating costs of this facility, **a warning trend for the Golf Course is no longer warranted.**

WARNING TREND: Declining unassigned General Fund Balance as a percentage of net operating revenues.

General Fund Unassigned Balance (as a % of Net Operating Revenues)

Unassigned General Fund Balance
Net Operating Revenues



General Fund Unassigned Balance:

The level of a locality's unassigned fund balance may determine its ability to withstand unexpected financial emergencies, which may result from natural disasters, revenue shortfalls, or steep rises in inflation. It also may 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 typically referred to in the Annual Fiscal Plan as "net operating revenues." **In the Trends document, this includes the General, Special Revenue and Debt Service Funds.** As such, the percentage reflected on this page is lower than what is reflected in the Annual Fiscal Plan, which reflects the General Fund Unassigned balance as a percentage of General Fund expenditures.*

Trends:

Henrico County's unassigned General Fund balance as a percentage of net operating revenues remained relatively static from FY09, when it was 13.9 percent, to FY11, where it was 14.2 percent before dropping each year until FY17, when it dropped to 11.0 percent. The percentage rebounded modestly in FY18, rising to 11.1 percent where it remains stable at 11.0 percent in FY19. It should be noted that overall General Fund balance increased \$25.9 million in FY18 and another \$2.0 million in FY19.

As noted above, the depiction of this indicator in the Trends document is different than the indicator reflected in the Annual Fiscal Plan. In FY06, the Board of Supervisors agreed with a policy recommendation to maintain the County's unassigned fund balance at a level of 18.0 percent of General Fund expenditures (again, different than the indicator reflected in this document). Effective June 30, 2012 (FY12), as part of the County's FY13 budget balancing efforts, a policy change was recommended to the Board to reduce the amount of unassigned fund balance maintained to 15.0 percent of General Fund expenditures in an effort to "free up" cash reserves to fund vehicle replacement in the capital budget.

It is of great significance that the County's overall unassigned fund balance grew by 8.3 percent from FY07 to FY11, amidst the worst economic environment since the Great Depression. Again, the decline in FY12 is associated with the County's policy change regarding unassigned fund balance while the decline in FY13 is the result of a drop in unassigned fund balance. FY14, through FY17 reflected unassigned fund balance increases ranging from 1.1 percent, to 2.9 percent, FY18 saw robust growth of 4.5 percent, and FY19 1.0 percent. It is important to again note that this depiction of General Fund balance is completely different from those referred to in the Annual Fiscal Plan, as "net operating revenues" in this indicator includes the General, Special Revenue, and Debt Service Funds. In the Annual Fiscal Plan, net operating revenues typically refer to just General Fund revenues.

Overall, the County's Unassigned General Fund Balance reflects a positive trend since FY08 that places Henrico in a desirable position for a local government. Henrico County has long held AAA bond ratings by all three bond rating agencies. The maintenance of a healthy fund balance is a critical component examined by rating agencies when assigning bond ratings. Henrico has a long history of maintaining a healthy unassigned General Fund balance and will continue to use prudence in safeguarding this resource.

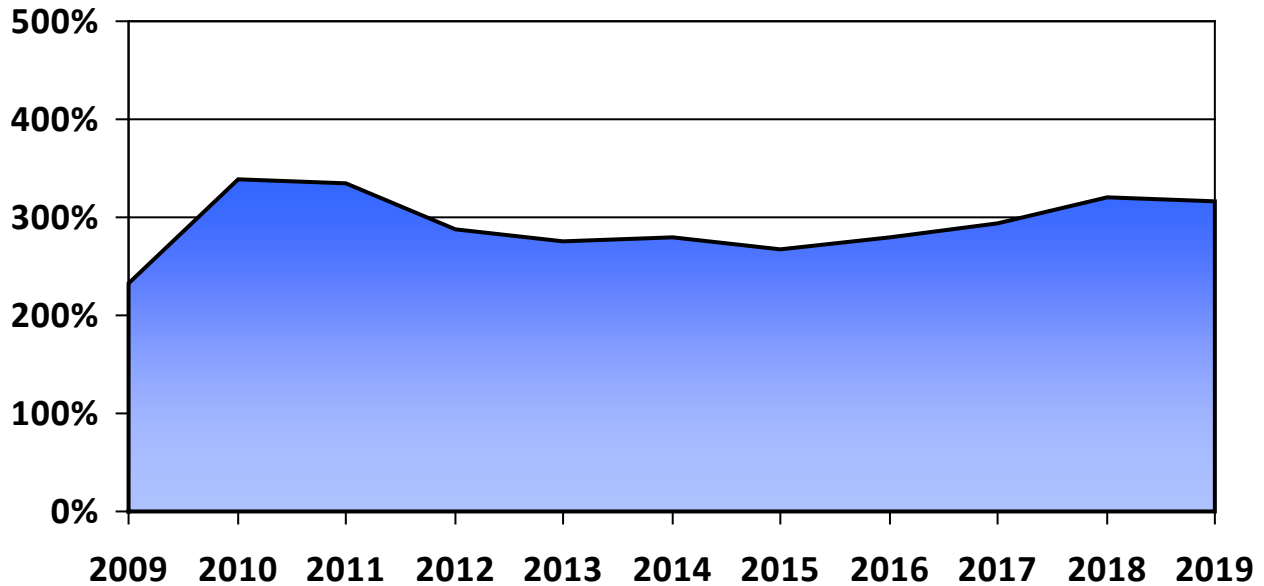
As a result of the recession and correlated struggling revenue growth, in combination with consistent fixed cost increases, the County was forced to cut expenditures and become more aggressive in its revenue estimates. This effort was necessary to avoid tax rate increases, service delivery reductions, and layoffs. However, overall fund balance – both assigned and unassigned – declined four consecutive fiscal years by a total of 21.8 percent from FY10 to FY13. This is not necessarily reflected in this indicator, as assigned fund balance levels are not considered in this analysis. Assigned fund balance is important as there are several critical annual appropriations that are made from these balances, including appropriations from the Risk Management Self-Insurance Reserve and funding for specific pay-as-you-go capital projects. Though the intent of a number of these balances are for one-time purposes, annual appropriations of reserves from some of these "buckets" require additional funds to build the reserves back up for the following fiscal year. With unassigned fund balance levels currently calculated as a percentage of General Fund expenditures, when overall fund balance declines, the assigned fund balance levels are impacted on a greater scale.

With the County's revenue picture becoming more positive over the past five fiscal years, unassigned and overall fund balance levels have improved. However, net operating revenues have had greater growth in comparison to the unassigned fund balance. The County decided to utilize this growth in the net operating revenues to strengthen the Risk Management fund by adding current revenues to its operating budget, fund the vehicle replacement funds for Police, Fire, and Schools with current revenues, and fund the Technology Replacement Fund again with current revenues after years of utilizing only reserves. These decisions justify the slight decreases in this indicator for FY15 and forward. In review of the current fiscal year there is a great indication that the operating revenue will continue to grow, which verifies that these funding decisions are sustainable which is represented by this indicator remaining around the 11% mark. As such, **no warning trend is warranted for this indicator.**

WARNING TREND: Decreasing amount of cash and short-term investments as a percentage of current liabilities.

Liquidity (Cash & Investments as a % of Current Liabilities)

Cash and Short-term Investments
Current Liabilities



Liquidity:

A good measure of a locality's short-run financial condition is its cash position. "Cash position" includes cash on hand and in the bank, as well as other assets that can be easily converted to cash, such as short-term investments. The level of this type of cash is referred to as liquidity. It measures a locality's ability to pay its short-term obligations.

Short-term obligations include accounts payable, the principal portion of 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.

Trends:

A liquidity ratio of greater than 1:1 (more than 100 percent) is referred to as a "current account surplus." Henrico County has been successful in achieving a current account surplus for the eleven-year period shown.

In FY10 this indicator increased to 339.4 percent which was an overall decline in current liabilities. and in FY11, the indicator dropped slightly to 335.4 percent. In FY12, the indicator dropped significantly to 288.2 percent, mostly due to the large debt issuance in that fiscal year, as the County combined two planned General Obligation debt issues into one as a result of the attractive interest rates at the time. This debt issuance finalized the County's March 2005 General Obligation Bond Referendum. Over the most recent six fiscal years, FY13 to FY18, this indicator averaged 286.1 percent, with FY18 being 320.0 percent, the highest level since FY11. This value has since slightly decreased to 316.5 percent in FY19 due to the implementation of the 2016 Bond Referendum approved in Henrico County. The November 2016 Bond Referendum identified 26 projects that would be funded over six years. These includes projects for schools, parks, libraries, fire stations and facilities, and roads. These bonds will increase debt levels but are intended to remain less than in FY12. More recently Henrico has obtained Water and Sewer Bonds as well as School Bonds to begin working on these corresponding projects. Instead of increasing liquidity, the County's position has remained flat and above 300 percent in the

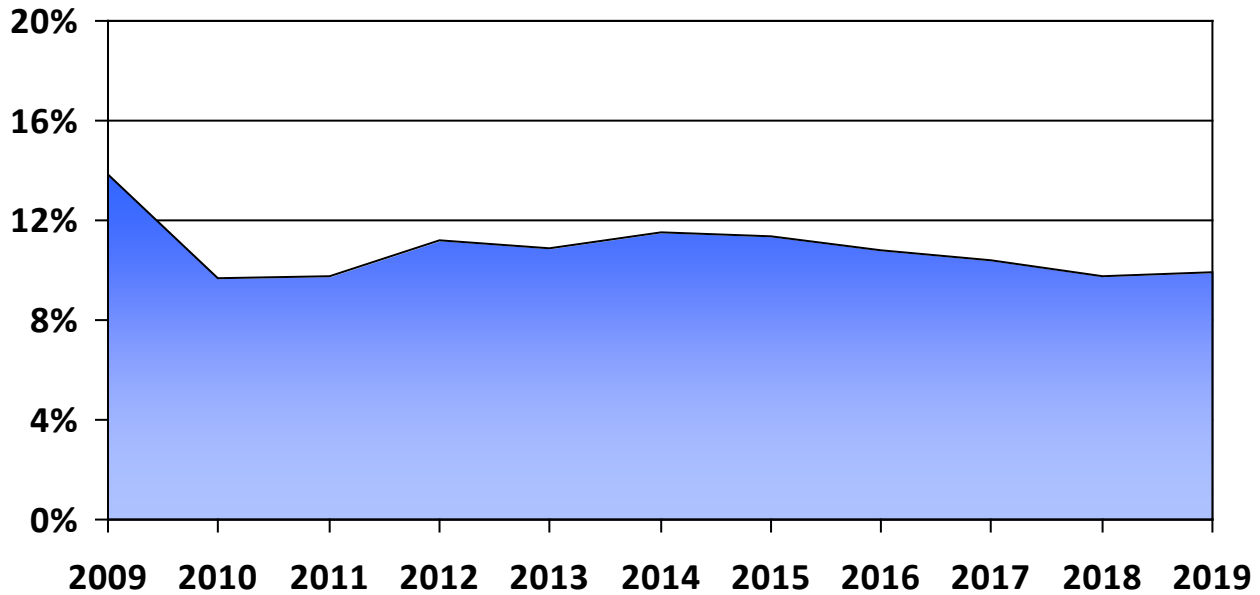
last 2 fiscal years.

Over the past eleven years, the County has maintained an average liquidity ratio of 2.94:1, which is almost triple the defined “current account surplus” above. The low point in this indicator of 2.32:1 was experienced in FY09. By performing annual debt capacity reviews, compiling a five-year Capital Improvement Program that encompasses all funds, and by ensuring that those capital projects that obtain funding are appropriately cross-walked to the annual operating budget, the County of Henrico will not incur liabilities at a rate that cannot be supported within established resources. Based on the upward and stabilizing path of this trend, **no warning is warranted for this indicator.**

WARNING TREND: Increasing current liabilities at end of year as a percentage of net operating revenues.

Current Liabilities (as a % of Net Operating Revenues)

Current Liabilities
Net Operating Revenues



Current Liabilities:

Current liabilities include short-term debt, the current principal portion of long-term debt, accounts payable and other current 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 tax or bond anticipation notes. Although the use of short-term borrowing is an acceptable way to handle erratic flows of revenues, an increasing amount of short-term debt outstanding at the end of successive years can indicate liquidity problems, deficit spending, or both.

Trends:

In the eleven-year trend depicted above, the indicator has ranged from a high of 13.8 percent in FY09 to a low of 9.7 percent in FY10. Over the past eleven years the indicator has been, on average, 10.8 percent. The decline from FY14 to FY19 has been the result of year-end balances of accounts payable and other current liabilities.

In November 2000, the voters approved a \$237.0 million G.O. Bond Referendum. In March of 2005, the voters approved a \$349.3 million G.O. Bond Referendum. Both referenda included School, Fire, Roadway, Public Library, and Recreation and Parks projects. The County of Henrico chose to phase in this debt over a seven-year time frame. By taking this approach, the County has been able to pay required debt service costs and ancillary operating expenses without negatively impacting its operating budget and this indicator is reflective of that planning.

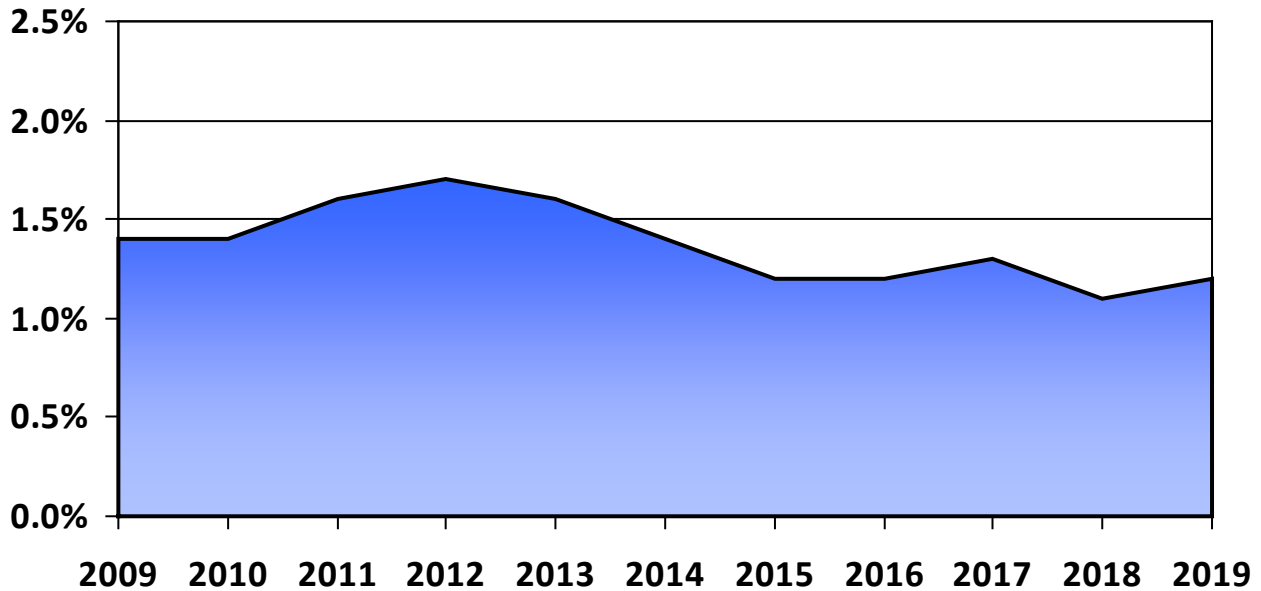
In November 2016, the voters approved a \$419.8 million G.O. Bond Referendum. This referendum also included projects for Schools, Fire, Roadway, Public Library and Recreation and Parks. The plan developed will issue this debt over a six-year time period and the debt service is projected to be covered with current revenues – those that are freed up due to paying off debt obligations or revenues not currently appropriated.

For this eleven-year period, this ratio has been between 8.9 percent and 13.8 percent of net operating revenues. The fact that the County has not experienced significant annual changes in this indicator, excluding the misleading increase in FY09, is reflective of the County's continuation of conservative financial management. Also, this consistency is reflective of the County's prudent debt management practices, and successful long-term planning for infrastructure improvements. This indicator is very much aligned with the next two indicators: 1) long-term debt as a percentage of assessed valuation and 2) debt service as a percentage of net operating revenues. For these reasons, **no warning trend is noted.**

WARNING TREND: Increasing amount of net direct long-term debt as a percentage of assessed valuation of real property.

Long-Term Debt (as a % of Assessed Valuation of Real Property)

*Net Direct Bonded Long-term Debt
Assessed Valuation of Real Property*



Long-Term Debt:

A locality's ability to repay its debt is determined by comparing net direct long-term debt to assessed valuations. Net direct long-term debt is direct debt minus self-supporting debt such as revenue bonds or special assessment bonds, which have a repayment source separate from general tax revenues. 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.

Trends:

As seen above, Henrico County's percentage of net long-term debt to real property valuations has remained relatively stable. During the eleven-year period shown above, the long-term debt indicator reached a high point of 1.7 percent in FY12 due to the County combining two years of planned debt issuances into one, while experiencing declining real property valuations. The combined issuance in FY12 completed the County's March 2005 General Obligation Bond Referendum. The FY15 through FY19 indicators are the lowest in this 11-year analysis maintaining a percentage between 1.3 and 1.1.

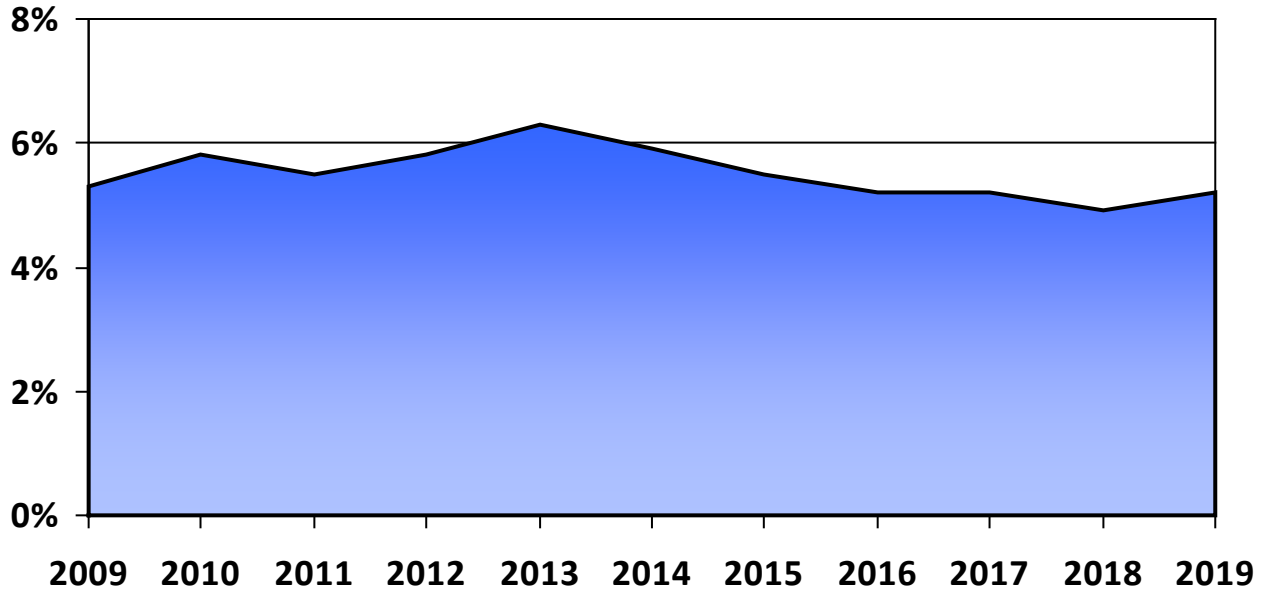
In FY10, this indicator remained constant at 1.4 percent; however, this statistic is slightly misleading as the County deferred its schedule bond issuance that year – and is solely due to an unprecedented drop in the County's real estate tax base. In fact, net long-term debt dropped 8.5 percent that fiscal year. In FY11, the indicator grew to 1.6 percent as the debt that was deferred in FY10 was issued, in the amount of \$72.2 million, and real estate values declined yet again. For FY13 and FY14, no new debt was issued. Since its peak, this indicator has fallen back to 1.1 percent for FY18. For FY16, it is important to note that outstanding debt reflected a net decrease of \$5.3 million as a result of the County issuing \$34.0 million in Lease/Revenue Bonds to fund the County's share of the regional 800 MHz Public Safety Communication System. In FY17, this indicator experienced a slight increase in long-term debt due to the first issuance of bonds related to the 2016 Bond Referendum which has since decreased to 1.2 percent in FY19.

As stated in the section “Current Liabilities”, in November 2016 the voters overwhelmingly approved a \$419.8 million G.O. Bond Referendum to fund significant capital infrastructure projects for Schools, Fire, Roadway, Public Library and Recreation and Parks. Before the County put forward this plan, a debt affordability analysis was conducted to ensure the County’s ability to repay the proposed debt that will be issued over a six-year period. It should be noted that for the debt affordability analysis for the referendum (and for any new debt issue the County undertakes) personal property is added to real property when determining “long-term debt as a percent of total assessed value.” Adding the assessed value of personal property to real property lowers the percentage slightly, but this is the current methodology utilized by the Bond Rating Agencies for Virginia localities. The debt affordability analysis also includes calculations for debt service as a percentage of General Fund expenditures, which is used by the Bond Rating Agencies to determine a locality’s ability to issue debt. The analysis verified the affordability of the debt issuance plan put forward to the voters. **No long-term warning trend is noted at this time**, though this trend will be closely watched.

WARNING TREND: Increasing amount of net direct debt service as a percentage of net operating revenues.

Debt Service (as a % of Net Operating Revenues)

Debt Service
Net Operating Revenues



Debt Service:

Debt service is the amount of principal and interest that a locality must pay each year on net direct long-term debt, plus the interest it must pay on direct short-term debt. As debt service increases, it adds to a locality's obligations and reduces the locality's expenditure flexibility.

Debt service can be a major part of a locality's fixed costs, and its increase can indicate excessive debt and fiscal strain. If debt service on net direct debt exceeds 20.0 percent of operating revenues, it is considered a potential problem. Below 10.0 percent is the rate preferred by bond rating agencies. **It should be noted that "net operating revenues" used in this indicator include the General, Special Revenue and Debt Service Funds.** 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 including the Regional Jail and the Public Safety Communication System. The indicator does not include Enterprise Fund debt.

Trends:

As shown in the graph above, the debt service percentage reached the high point of 6.3 percent in FY13 with the low point of 4.9 percent in FY18. It is important to note that in this eleven-year time period, this indicator has fluctuated within a narrow range. The indicator average over the 11-year period remains 5.5 percent.

This indicator will trigger a warning if the increase in debt service consistently exceeds the increase in net operating revenues. The issuance of debt normally results in a slight increase in this indicator, because in the year following the issuance of debt, the amount of debt service generally grows at a faster rate than operating revenues, however the consistency reflected above is indicative of the meticulous analysis that is performed before any debt issue is undertaken.

In FY09, the County issued \$44.4 million in VPSA Bonds for several Schools projects approved on the March 2005 referendum that required additional funding due to unanticipated increases in construction costs. The

County delayed by one year the sale of \$77.5 million in new debt originally scheduled for FY10 as a result of the economic downturn and its impact on revenue streams. In FY11 this G.O. debt was issued, in the amount of \$72.2 million. In FY12, the final \$66.1 million in new debt associated with the March 2005 G.O. Bond Referendum was issued.

In November 2016, the voters overwhelmingly approved a \$419.8 million G.O. Bond Referendum. This referendum included projects for Schools, Fire, Roadway, Public Library and Recreation and Parks. In FY17, the first debt issuance for the approved Bond Referendum totaled \$114.6 million. This was alongside a refunding of bonds that were originally issued in 2010 and 2011. In FY19, the County issued \$108,000,000 in bonds to capture low interest rates that, at that time, were believed to increase as the Federal fund rate would increase over the next year. In FY20, as rates for municipal debt decreased over the prior year, the County issued \$123,274,308. The remaining bonds, including authorization from premium bonds issued in the first three issues, are projected to be issued in the late summer/early fall of 2021.

There are important differences between this indicator and the “Long-Term Debt” indicator. The “Debt Service” indicator reflects the amount of principal and interest the County pays annually on its long-term debt as a percentage of operating revenues. The “Long-Term Debt” indicator reflects the County’s total outstanding debt as a percentage of assessed real estate valuation. The “Long-Term Debt” indicator graph reflects a sharp uptick in FY09 due to the large amount of debt issued in that fiscal year. However, that spike is not evident in the “Debt Service” indicator chart. This is due to the County’s two bond refundings in FY09 that achieved substantial debt service savings. The realized savings were mostly allocated in FY09 through FY11 to help the County offset anticipated revenue reductions as a result. It should be noted that the County has taken part in several additional bond refundings since 2009 that have generated ongoing significant savings.

In FY10, the “Debt Service” indicator increased to 5.8 percent despite debt service savings attributed to the bond refundings and not issuing any new long-term debt during that fiscal year. The reason for this increase is twofold. First, debt service costs increased from the previous year due to the first full-year payment of the 2008 VPSA issue. The FY09 debt service payment associated with this issue was only for six months of interest. Second, significant declines in State aid and real estate tax revenue in FY10 yielded a significant reduction in net operating revenues.

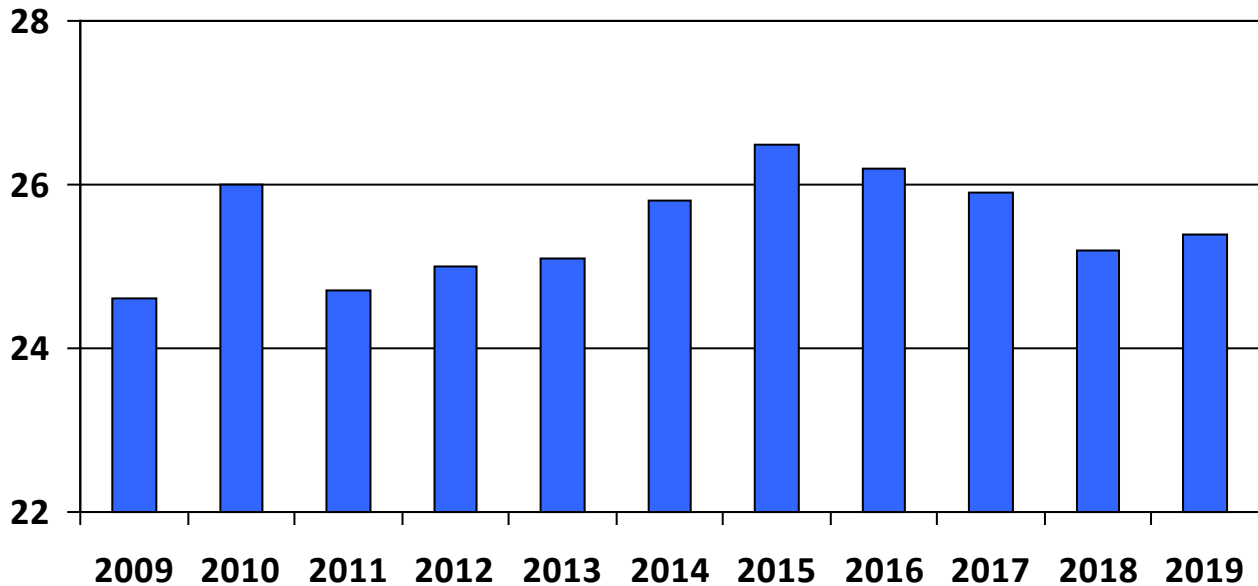
In FY11, the County issued \$72.2 million in new debt, but the first principal payment wasn’t due until FY12, and only six months of interest was due in FY11, which resulted in a reduction of \$4.0 million in debt service payments when compared to FY10. In FY12, \$66.1 million in new debt was issued. Although operating revenues experienced a slight increase, the Debt Service indicator increased to 5.8 percent. In FY13, this indicator reached its peak at 6.0 percent as debt service expenses increased at a faster rate (10.1 percent) than net operating revenues (1.5 percent). As with the “Long-Term Debt” indicator, **no long-term warning trend is noted at this time**. But as debt is scheduled to be issued over the next six years, this indicator will be an important part of the debt affordability analysis conducted outside of the Trends document to assure the County’s ability to afford new debt.

It should be emphasized that this indicator is different than a similar measure included in the annual debt affordability analysis – which is “debt service as a percentage of General Fund Expenditures.” However, this examination in the Trends document does cross-verify the results of the debt affordability analysis.

WARNING TREND: Increasing days of unused vacation leave per municipal employee.

Accumulated Vacation Leave (Days per Employee)

Total Days of Unused Vacation Leave
Number of General Government Employees



Accumulated Vacation Leave:

Localities usually allow their employees to accumulate some portion of unused vacation, 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. This is because of the fact that when an employee with many years of service is replaced, that employee is typically replaced with an employee with fewer or no years of service. The salary differential on a global basis is sufficient to pay for this benefit in any given fiscal year. While there is no fiscal impact that arises from this indicator, its inclusion is useful in depicting the overall vacation leave balances of the General Government workforce. Finally, it needs to be noted that vacation leave balances not utilized by the beginning of the new fiscal year are readjusted downward (that is, time is “lost”).

Trends:

In terms of the overall trend, the accumulated vacation leave indicator has averaged 25.5 days during the eleven-year period. What can be seen throughout this time period is stability in this indicator as it has ranged from a low of 24.5 days in FY08 to the high point of 26.5 days in FY15.

FY10 saw an increase to 26.0 days of accumulated vacation leave per employee, mostly a result of the reduction in the hiring of new General Government employees in that fiscal year. To assist in balancing the FY11 budget to significantly reduced revenues, the County eliminated 101 vacant General Government positions. In FY11, the indicator dropped to 24.7, mostly due to the County’s hiring freeze yielding well over 200 positions throughout much of the fiscal year. In other words, while the positions were being counted in the General Government complement, there were no vacation days associated with them as they were unfilled. The indicator rose slightly to 25.0 in FY12 and remained relatively flat at 25.1 in FY13. In FY14, this indicator increased slightly to 25.8. In FY15, this indicator reached the highest point in the time period represented, increasing to 26.5 before decreasing in each of the next three fiscal years to its current level of 25.2 In the entire

eleven-year period, this indicator has fluctuated within a range of 2.0 days.

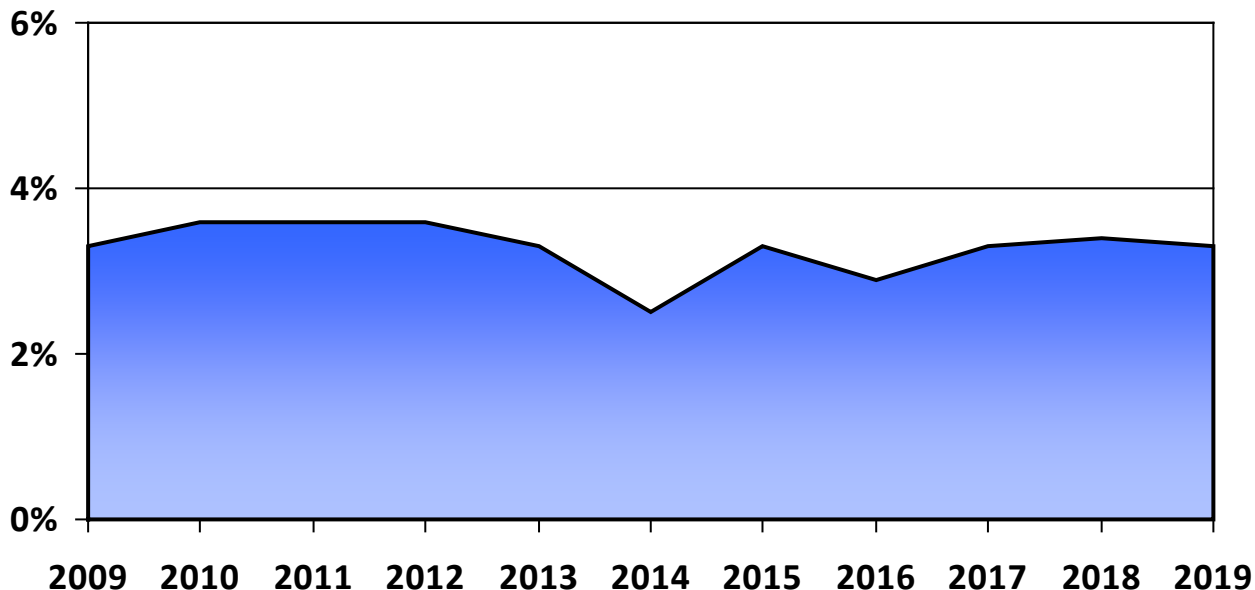
The overall slight upward movement since FY08 is also reflective of the County's workforce, as employees with more seniority earn more hours of vacation leave than less senior employees. Henrico County's vacation leave indicator will generally increase as the average length of employment of County employees' increases. If the decline of the past FY16-FY18 years continued, this will be indicative of the workforce becoming younger and less tenured. The value rose slightly in FY19 to 25.4 days. This indicator will be closely watched as a stabilizing value would indicate a consistent mix of tenured and new workers.

The most recent information suggests the County has a workforce whose average age is 44.0. The average County employee has been with the County for eleven and a half years (Source: Human Resources Department). **No warning trend is noted for this indicator.**

WARNING TREND: A decline in capital outlay in operating funds as a percentage of net operating expenditures.

Level of Capital Outlay (as a % of Net Operating Expenditures)

Capital Outlay from Operating Funds
Net Operating Expenditures



Level of Capital Outlay:

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 whether or not the stock of equipment is being maintained in good condition. However, this indicator does not reflect the cost of routine maintenance and repair. If this indicator is declining in the short run of one to three years, it could mean that a locality's needs have temporarily been satisfied, because most equipment lasts more than one year. 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 and the creation of a future unfunded liability.

Trends:

The FY2017 Trends document was redefined to include capital outlay associated with the Central Automotive Maintenance Fund, the Technology Replacement Fund, and the Vehicle Replacement Fund to more accurately reflect capital expenditures. The eleven-year trend for this indicator depicts a narrow range between 2.5 percent and 3.6 percent, which is indicative of the consistency of meeting capital outlay requirements. A sharp drop in the measure, from 3.3 percent in 2013 to 2.5 percent in FY2014, was bookended by a return to 3.3 percent in FY2015. The 11-year average for this indicator is 3.3 percent. The one-year aberration in FY14 was the result of departmental budget balancing maneuvers.

The Vehicle Replacement Fund, as noted earlier, was created in the FY13 budget as a budget reduction measure by reducing the unassigned General Fund balance level from 18 percent to 15 percent and assigning that

difference to purchase Police vehicles, Fire apparatus, and school buses. Beginning in FY15, Police vehicles and Fire apparatus purchases remained in the Vehicle Replacement Fund but were funded with current General Fund revenues. The decision was made to keep these expenses in a separate fund within the Capital Project series of funds to allow for the carry-forward of unspent appropriations from one year to the next. This is particularly helpful with the acquisition of Fire apparatus as there are significant price fluctuations based on what types of equipment are scheduled to be replaced. In FY16, \$1.0 million was added to the Vehicle Replacement Fund as the start of a multi-year effort to fund school bus replacements with current revenues. This funding was increased to \$2.0 million in the FY17 budget, \$2.5 million in the FY18 budget, \$3.0 million in the FY19 budget, and \$4.0 million in the FY20 budget.

The Central Automotive Maintenance (CAM) fund purchases and maintains vehicles for many of the County's agencies. CAM budgets for the replacement of vehicles for all other departments on an annual basis. In FY19, CAM spent \$2.9 million on the replacement of vehicles and other equipment.

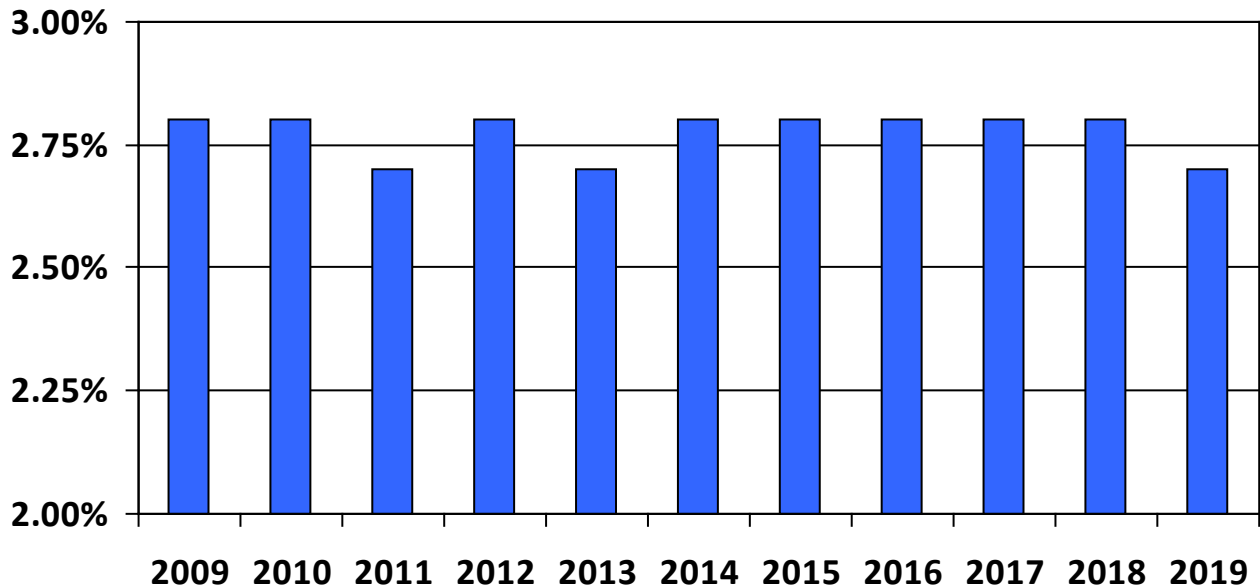
The Technology Replacement Fund is an internal service fund for the purchase of computers, laptops, and other pieces of technology necessary for County employees to efficiently do their jobs while avoiding the budget swings created by one-time purchases. This fund was created in FY01 and was funded by eligible departments adding 1/3 of the costs of their equipment to a 'Technology Replacement' line item within the department's budget. These line items would be utilized as revenues to support the purchases from the Technology Replacement Fund. Over time as computer equipment became cheaper and started lasting longer, a fund balance was developed for the Technology Replacement Fund. During the economic downturn, this fund balance was utilized to offset the loss of revenues in the General Fund. In FY13, department contributions were eliminated and all expenses in the Technology Replacement Fund were supported by the balance of the fund. The FY15 budget included a transfer of \$1.0 million of ongoing revenues to reduce the use of the Technology Replacement Fund balance. Subsequent budgets have gradually added ongoing revenues in support of this fund's operations. The FY2020 budget assigned \$2.75 million of General Fund support for the \$2.8 million in planned expenditures.

The recent restatement of this indicator to include the other funds supported by General Fund revenues shows a more accurate reflection of the level of capital outlay expenses within General Government. It also shows a more consistent level of expenditure, indicative of the County's efforts to make sure a) employees have the right equipment to do their job, and b) County infrastructure is updated and maintained on a regular basis. As major steps have been made in executing a plan to fully fund programs to replace school busses, fire apparatus and technology equipment, and the overall percentage of funding for capital outlay remains at historical levels, **no warning trend is noted for this indicator.**

WARNING TREND: Decreasing amount of depreciation expense as a percentage of total depreciable fixed assets for Enterprise Funds and Internal Service Funds.

Depreciation (Depreciation Expense as a % of Assets)

Depreciation Expense
Cost of Depreciable Fixed Assets



Depreciation:

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 a relatively stable proportion of the cost of the entity's fixed assets. The reason is that 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 probably being used beyond their estimated useful life.

Trends:

The chart above reflects two overall trends. First, with the implementation of GASB 34 in FY02, a change was required in the length of depreciation for Utilities infrastructure. The change increased the time for depreciating many of these assets and is based on an industry standard. (GASB 34 required standardization in many areas that encompass fixed assets of localities and one of the changes actually increased the term of depreciation for certain assets). Concurrent with this, the value of fixed assets arising from the County's Water Treatment Plant resulted in an increase in County "assets" of nearly \$92.0 million over a two-year period, although that increase was really of a one-time nature. Throughout the FY09 to FY19 time period, depreciation expenditures as a percentage of depreciable fixed assets have been consistent at either 2.7 percent or 2.8 percent.

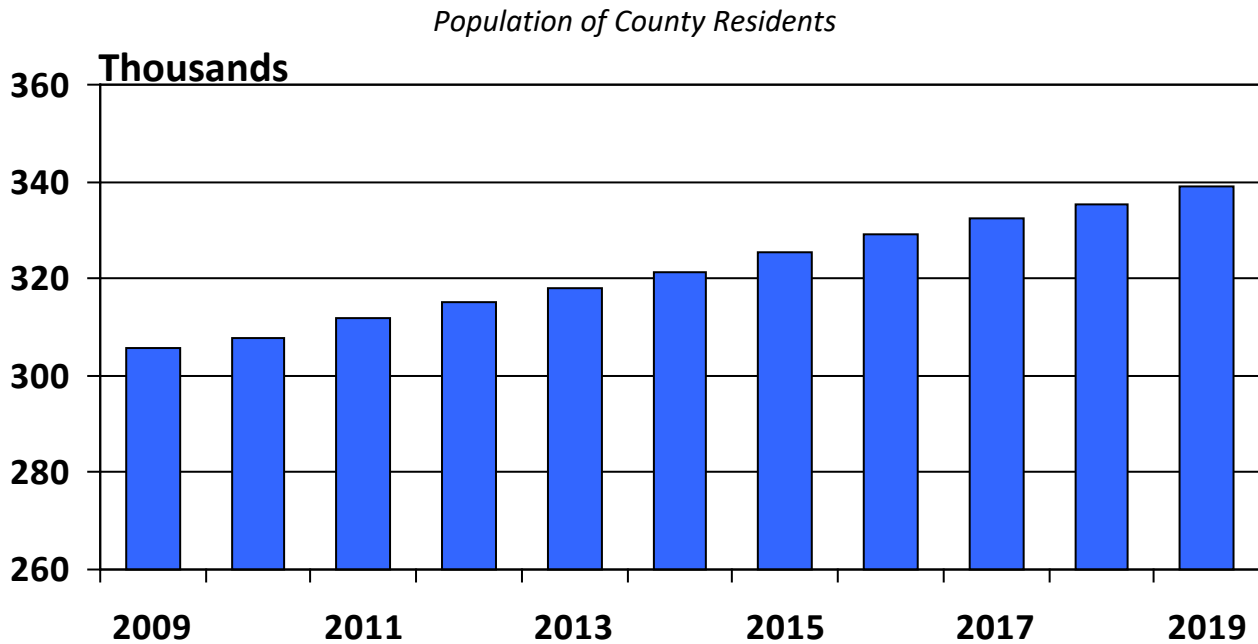
What this graph shows clearly, is that with the standardization in the recordation of fixed assets that is the result of GASB 34, this indicator now reflects a higher level than was noted in the 1990's. This result was anticipated as assets of the Enterprise Fund continue to increase in value as the number of customers and the assets of the system continue to increase.

The consistency of this trend suggests that the County's depreciable assets are not currently being used past their depreciable useful life.

No warning trend is noted for this indicator.

WARNING TREND: A decreasing growth rate or a sudden increase in population.

Population



Population:

Empirical evidence indicates that changes in population can have a direct effect on a locality's revenue because of the impact upon related issues, such as employment, income, and property value. A sudden increase in population can create immediate pressures for new capital outlays for infrastructure and for higher levels of service, particularly in the areas of Education, Public Safety and Public Works.

A locality faced with a declining population is rarely able to reduce expenditures in the same proportion as it is losing population. Many expenditures such as debt service, government mandates, and salaries are fixed and cannot effectively be reduced in the short run. In addition, because of the interrelationship between population levels and other economic and demographic factors, a decline in population tends to have a cumulative negative effect on revenues - the further the decline, the more adverse the effect on employment, income, housing and business activity.

Trends:

The County of Henrico has experienced a steady growth in population from 305,580 in FY09 to 339,191 in FY19, which represents an increase of 11.0 percent in this eleven-year time span, or an annual average increase of 1.0 percent per year. According to the 2010 United States Census, Chesterfield County grew at a faster pace over the past decade, as they now have a higher population than Henrico. The upcoming 2020 United States Census will reveal any changes in the last decade as the two counties are the largest in the region.

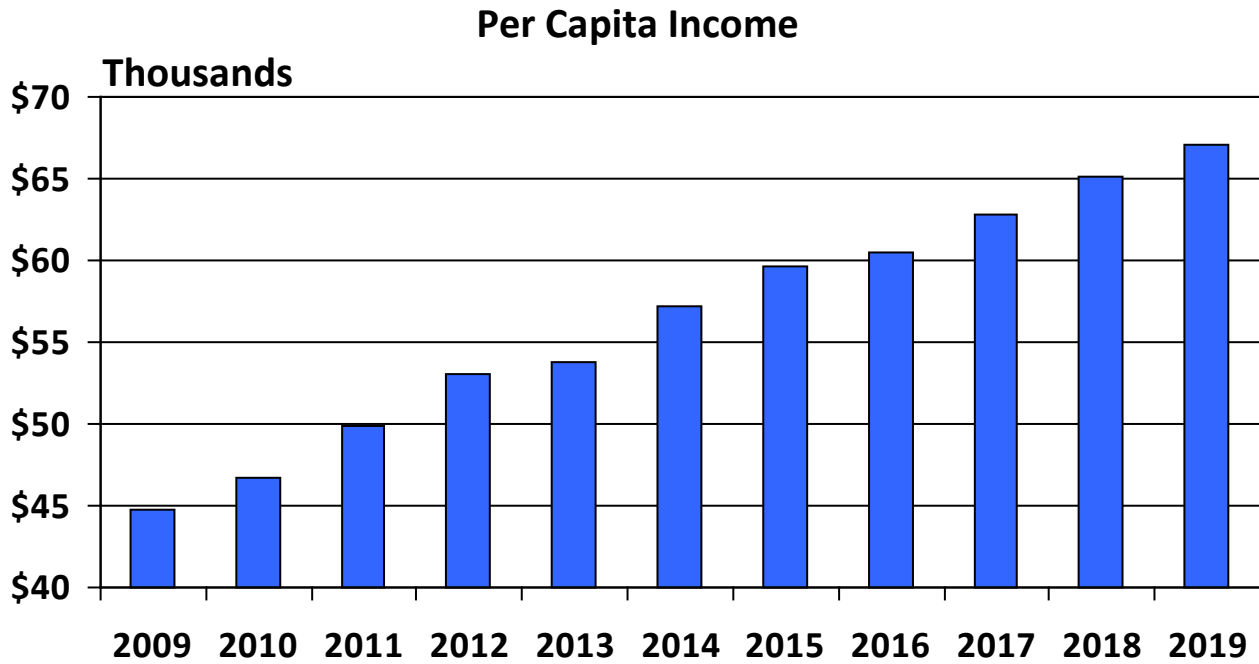
Henrico continues to prepare for expanded and enhanced services to accommodate an increasing population as evidenced by construction of new facilities for education and recreation, as well as additional roads, fire stations and libraries, and by continuing to maximize the use of technology to enhance employee productivity and thereby minimize requirements for additional personnel.

As noted throughout this document, local economic growth is steady and producing incremental revenue growth for the County. However, Henrico County must continue to focus on finding ways to provide efficient

services to its growing population at the lowest possible cost.

Due to consistent population growth, **no warning trend is noted for this indicator.**

WARNING TREND: Decline in the level, or growth rate, of personal income per capita.



Source: Bureau of Economic Analysis

Per Capita Income:

Per capita income is one measure of a community's 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 causes a drop in consumer purchasing power and can provide advance notice that businesses, especially in the retail sector, 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.

Trends:

In the 11-years depicted above, per capita income has increased by 50.0 percent from \$44,742 in 2009 to the \$67,128 reported for 2019. It should be noted that this indicator factors in increases to the County's population, which increased 11.0 percent between 2009 and 2019.

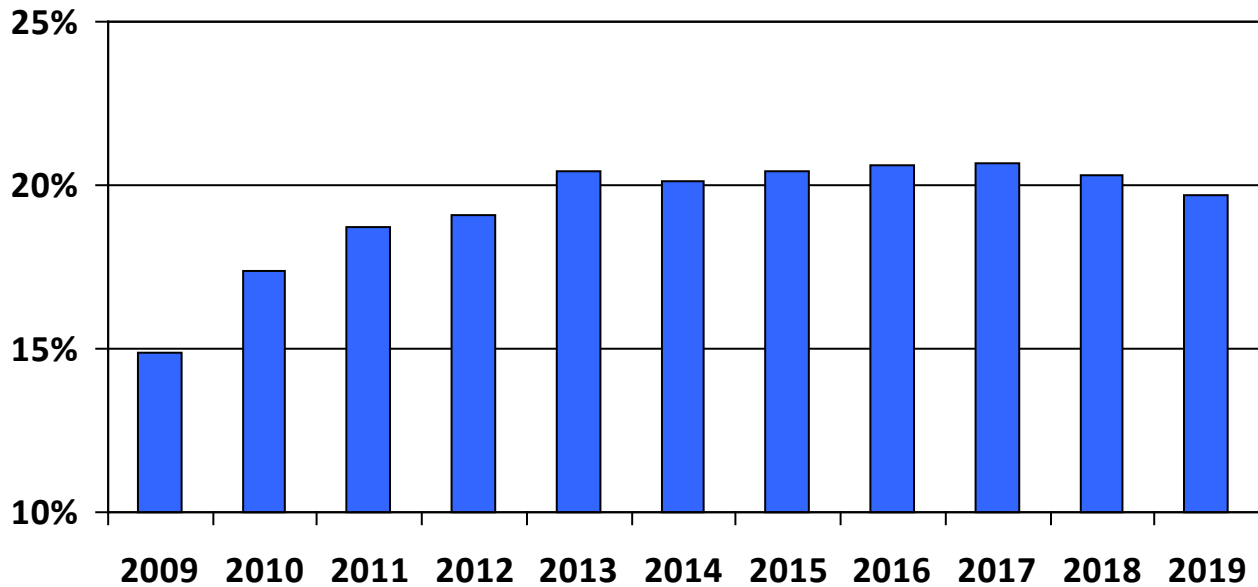
The per capita income statistics depicted above come from the United States Bureau of Economic Analysis. That source is based on income tax returns and therefore data is only available through the 2018 tax year.

With robust economic development activity continuing in Henrico it is anticipated that this indicator will continue the trend of consistent gains into the immediate future. As such, **no warning trend is noted for this indicator.**

WARNING TREND: Increasing number of public assistance recipients.

Public Assistance Recipients (as a % of Total Population)

Public Assistance Recipients
Total Population



Public Assistance Recipients:

This trend is 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 the level and unit cost of services because of the relatively higher needs of low-income residents combined with their relative lack of personal wealth.

Trends:

This trend was restated with a new report from the Virginia Department of Social Services beginning with the 2016 [Trends](#) document.

The eleven-year trend for this indicator features a series of sharp increases, from a 14.9 percent in FY09 to 20.4 percent in FY13, followed by a period of stability over the next five years. FY19 was met with a decline from 20.3 percent in FY18 to 19.7 percent. This marks the first value under 20 percent since FY12. The number of public assistance recipients has been determined by obtaining the unduplicated number of people per year in the County receiving at least one of the following three types of benefits: Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance to Needy Families (TANF), or Medicaid. On a national level, some of the corollary factors that could impact this ratio are limited availability of affordable housing and health care coverage, as well as, limited funds for public transportation.

The Medicaid population has increased dramatically over the past eleven years, which has driven the increase in the number of public assistance recipients. There are currently more than fifty different categories that qualify for Medicaid coverage. Recently, the State Medicaid unit was dissolved and all cases statewide were sent back to their local jurisdictions. In addition, the state deployed CoverVirginia, which is a processing unit for the State. Citizens now have the ability to file on-line as well as telephonic. This has allowed for ease in

applying for benefits. There has also been a simplification of verifications needed to process cases utilizing federal data matches and self-declaration.

Henrico has an aging population that requires long-term nursing home care, which is very expensive for each recipient. The number of mental health patients has increased as well as the number of foster care children, which have also added to the Medicaid population. In addition, policy changes related to income can impact this indicator.

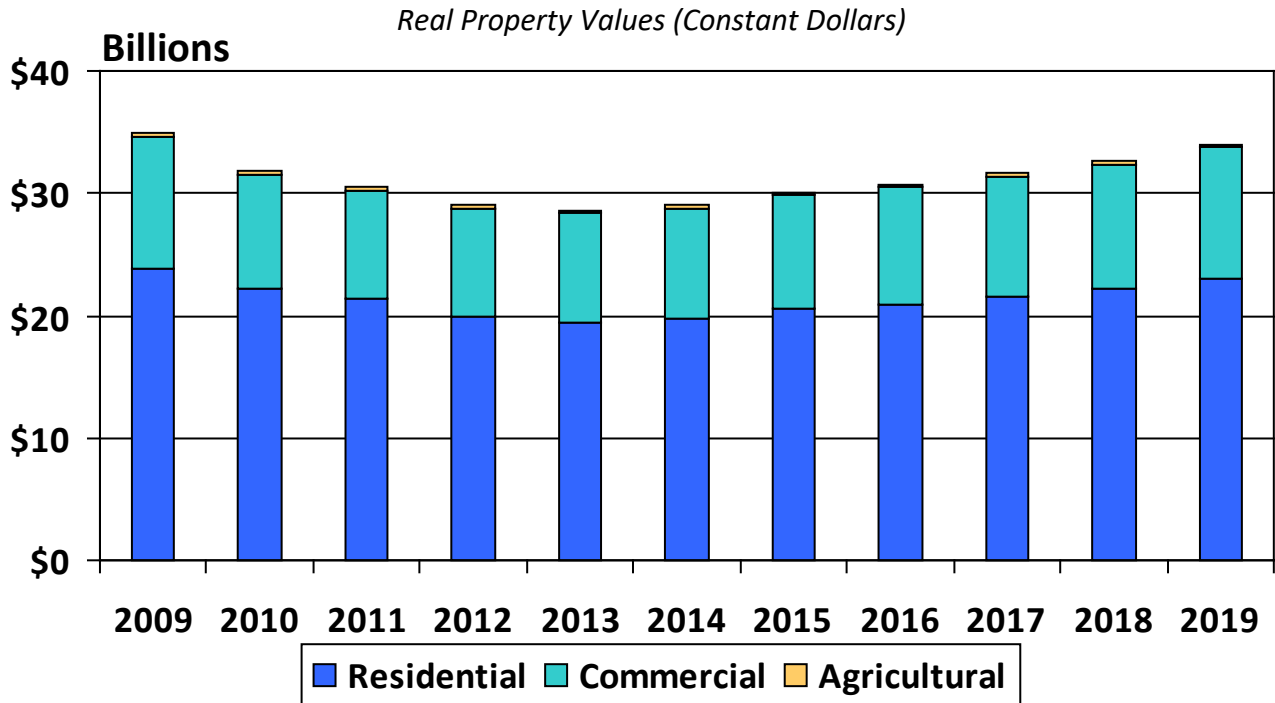
In Henrico County, since 2010, the Supplemental Nutrition Assistance Program (SNAP) (also recognized as the food stamp program) caseload has increased by 9.0 percent. After going up sharply from FY10 to FY13, the number of Henrico SNAP cases has decreased for five consecutive years. The number of Medicaid cases has increased by 37.0 percent in the same timeframe (Source: Virginia Department of Social Services).

In 2018, the Commonwealth of Virginia decided to opt into Medicaid expansion under the provisions of the Patient Protection and Affordable Care Act of 2010. It is estimated that in Henrico County, 11,430 additional residents would qualify, which would be an increase of approximately 25.0 percent from the number of recipients currently eligible (Source: Henrico Department of Social Services).

This change potentially led to the lower Public Assistance Recipients as a percent of Total Population in 2019. Despite the value dropping below 20 percent for the first time since 2012, it has not returned to prerecession levels as such, **a warning trend should continue for this indicator.**

WARNING TREND: Declining or negative growth in market value of residential, commercial or agricultural property (constant dollars).

Real Property Values (In Constant Dollars)



Real Property Values:

Changes in real property values are important because most local governments depend on property taxes for a substantial portion of their revenues, and Henrico County is no exception. If a locality has a stable tax rate, the higher the aggregate property value, the higher the revenues generated. Localities experiencing rapid population and economic growth are also likely to experience growth in property values in the short-run. This is because in the short-run, the supply of housing is fixed 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. The extent to which the decline will ripple through the local economy and affect other revenues is difficult to determine. However, all of the economic and demographic factors are closely related. Most probably, a decline in property values will not be a cause, but rather a symptom of other underlying problems.

Trends:

The above graph illustrates real property values in constant dollars for residential, commercial, and agricultural properties. As such, any increases in this indicator are reported after negating the “effect” of inflation. In looking at the historical Real Estate Tax rates for the County of Henrico, two facts are clear. First, *stability* is evident as the Real Estate Tax Rate was maintained at \$0.98/\$100 of assessed valuation for a period of *sixteen* consecutive years (CY80-CY95). The second notable trend is that since CY98, as property valuations have increased, the Board of Supervisors has mitigated these increases with prudent Real Estate Tax rate reductions to the current rate of \$0.87/\$100 of assessed value have been made without impacting the County's ability to

meet debt obligations, capital infrastructure needs, and County operations, while also offering tax relief to County residents. This is a very difficult balancing act, but one that has been achieved because of the consistency of Board actions.

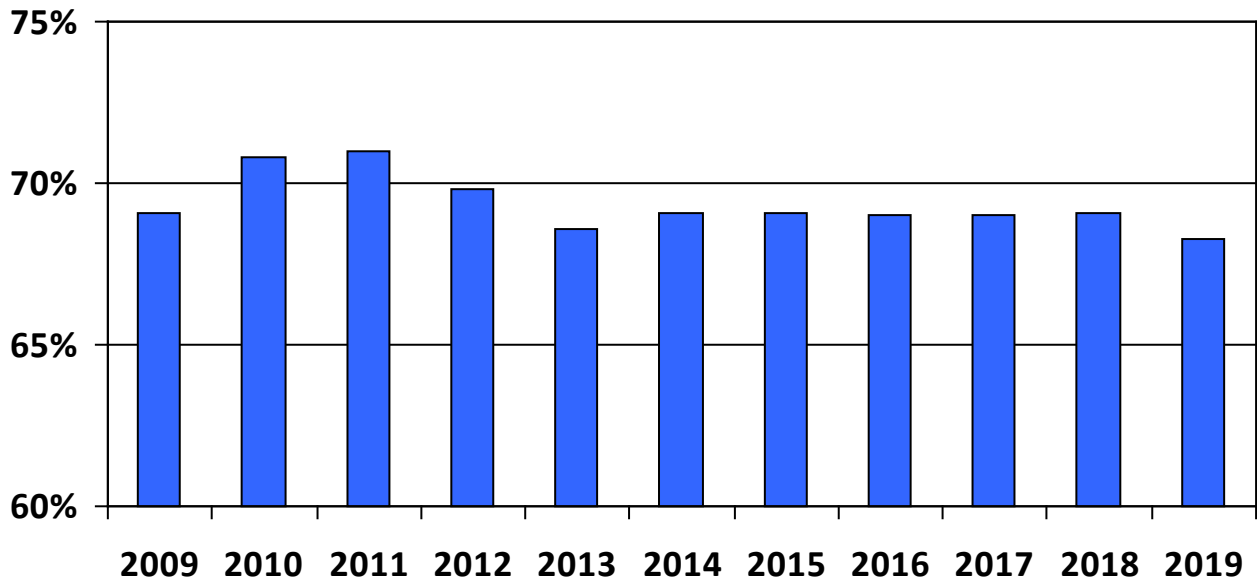
From FY09 through FY13, constant dollar residential property values declined 18.6 percent while constant dollar commercial property values declined 18.9 percent from FY09 to FY12. Residential foreclosures and increasing office space vacancies significantly impacted the local real estate market during this time period. The County lost \$36.9 million in annual revenue from Real Estate Tax collections at that time, which was particularly challenging as this funding source represents one-third of the County's overall General Fund revenues. This trend has been reversed with constant dollar residential property values increasing by 18.6 percent from FY13 to FY19 while constant dollar commercial property values experienced an increase of 22.7 percent from FY12 to FY19. While increases in this indicator have been steady for the last six years, it is important to note that both residential and commercial property values, on a constant dollar basis, remain below FY08 levels.

In looking back at historical residential real estate price appreciation since the late 1800's, the average annual growth nearly always mirrors the annual inflation rate, as determined by the CPI. In fact, when adjusting real estate price appreciation by removing the inflation rate, and plotting these revised rates of appreciation on a line graph, the result is very close to a straight line with the exception of the "bubble" of the mid 2000's. As the real estate market continues to stabilize, it is anticipated that real estate price appreciation will increase at a comparable rate to inflation levels. As such, this indicator should reflect a "flattening out" effect long-term. As the County recently experienced its sixth consecutive year of growth in total constant-dollar real estate property values, with similar growth expected in the foreseeable future, a recovery to pre-recession levels is expected. Therefore, no warning trend is noted for this indicator at this time.

WARNING TREND: Increasing market value of residential development as a percentage of market value of total development.

Residential Development (as a % of Total Property)

$\frac{\text{Market Value of Residential Development}}{\text{Market Value of Total Development}}$



Residential Development:

The net cost of servicing residential development is generally higher than the net cost of servicing commercial or industrial development. This is because residential development usually creates more expenditure demands (generally in the area of Education) than revenue receipts. The ideal condition would be to have enough commercial or industrial development to offset the costs of the residential development.

The location of new residential development is also important. Houses built on the outer fringe of a community can impose a far greater initial cost to local government than houses built within developed areas. This is because the locality must provide capital items such as streets, sewer lines, water mains, education facilities, and fire stations to service the new development. 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. The County has determined that a 70.0 percent level of residential valuation is optimal.

Trends:

Residential development as a percentage of total property market value in Henrico County has ranged from a low of 68.3 percent in 2019, to a high of 71.0 percent in 2011. In 2009 the indicator was 69.1 percent. In 2010, the indicator rose to 70.8 percent, increased again in 2011 to 71.0 percent, before again falling to 69.8 percent in 2012 and 68.6 in 2013. In 2014, the indicator increased slightly to 69.1 percent and has remained within 0.1 of this level through 2018. In 2019 the indicator fell to an 11-year low of 68.3%. Despite Residential and Agriculture Market Values increasing 5.0 percent to \$27.6 billion from \$26.3 billion, Commercial Market Values outpaced this growth increasing 8.5 percent to \$12.8 billion from \$11.80 billion. The commercial growth has decreased the Residential Development as a percent of Total Property, increasing the diversity of Henrico property portfolio.

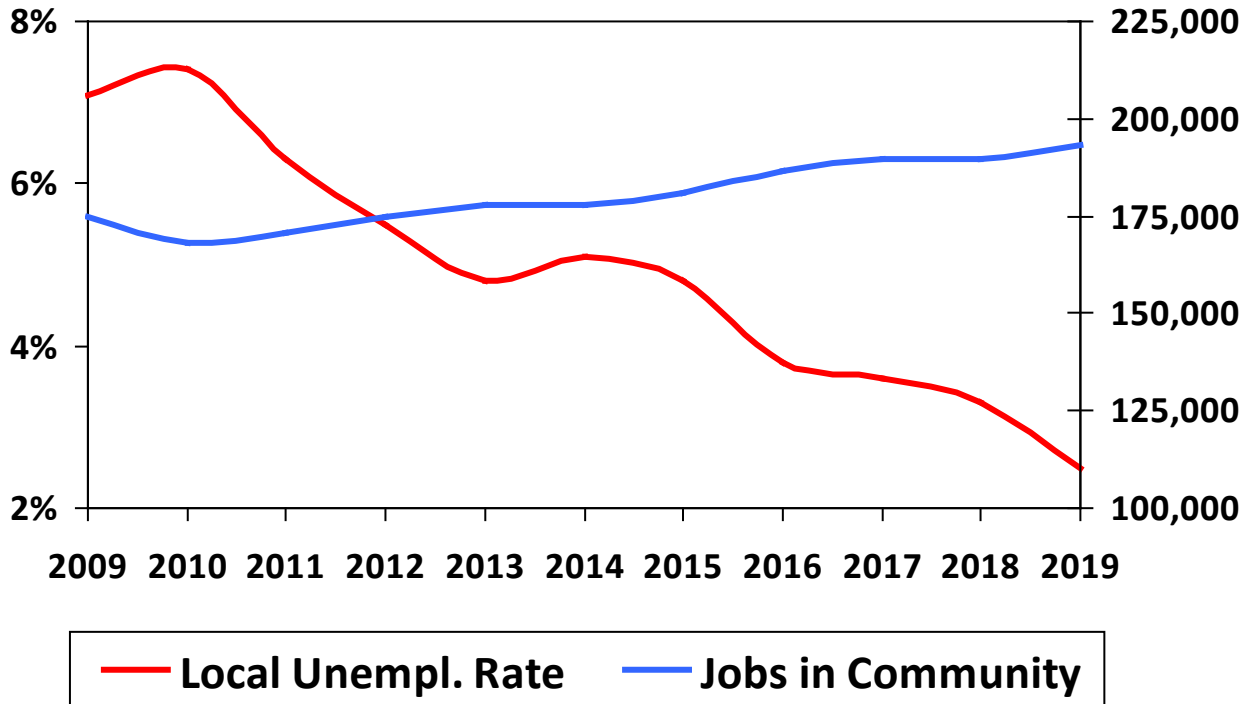
Market value is slightly different from assessed value in that market value includes the value of land use properties that would be deducted when assessing the property for tax purposes. The County is required to report market value to the State. This indicator does not reflect inflation-adjusted values.

As the overall real estate market improves and stabilization becomes more and more evident, there is enhanced confidence that growth will continue in both residential and commercial valuations going forward. As such, **no warning trend is noted for this indicator at this time.**

WARNING TREND: Increasing rate of local unemployment or a decline in number of jobs provided within the community.

Employment Base

Local Unemployment Rate and Number of Jobs within the Community



Employment Base:

Employment base considers both the unemployment rate and the number of jobs because they are closely related. This indicator is significant because it is directly related to the levels of business activity and personal income. Changes in the number of jobs provided by the community are a measure of and an influence on business activity. Changes in the rate of employment of the community's residents is related to fluctuations in personal income and, thus, is a measure of and an influence on the community's ability to support its local business sector.

If the employment base is growing, if its diversity provides a cushion against short-run economic fluctuations or a downturn in one sector, and if the employment base provides sufficient income to support the local business community, then it will have a positive influence on the locality's financial condition. A decline in employment base as measured by jobs or lack of employment can be an early warning sign of declining economic activity and thus, governmental revenues. The data source for this information is the Virginia Employment Commission.

Trends:

I. Unemployment:

Henrico County's unemployment rate showed a dramatic increase from 3.5 percent in 2008 to 7.4 percent in 2010. This mirrored a deep national economic recession. The effects were felt locally through several major business closings as well as jobs lost in the construction and manufacturing sectors. Since 2010, the rate has steadily dropped as new jobs have consistently matriculated back into Henrico County. The unemployment rate of 2019 is 2.5 percent, which is the lowest point in this 11-year analysis. This rate is also below Henrico's

historical average of 3.7 percent dating back to 1988, representing continued improvement from where the County was just a short time ago. With the overall downward trend since 2010, there is no warning trend for this indicator.

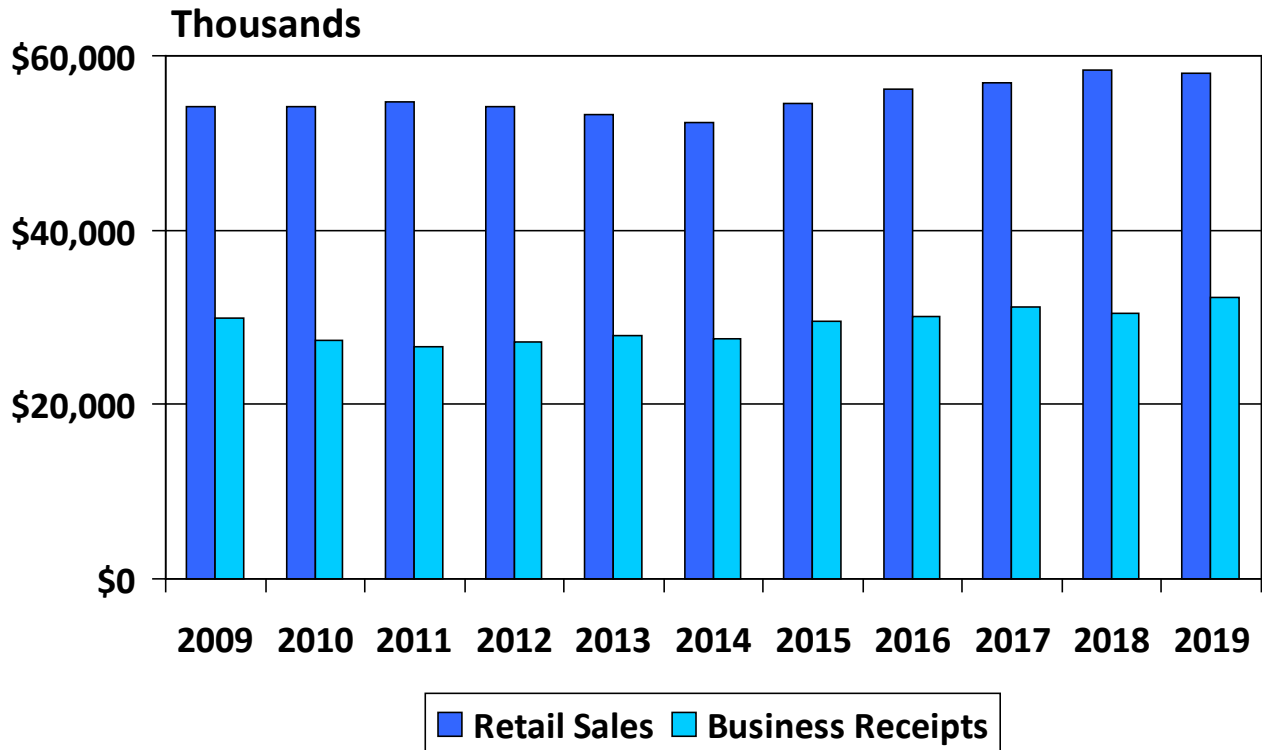
II. Number of Jobs:

From 2008 to 2010, the number of jobs in Henrico decreased by 11,284, or 6.3 percent. Since 2010, the County has added back 25,142 jobs, which is a 15.0 percent increase to a total of 195,284 in 2019. With a clear upward trend in the number of jobs and an established pattern of economic development accomplishments, **there is no warning trend for this indicator.**

WARNING TREND: Decline in business activity as measured by retail sales and gross business receipts.

Local Retail Sales and Business Receipts (In Constant Dollars)

Local Retail Sales Tax and Business and Professional License (BPOL) Tax Receipts



Local Sales Tax and Business and Professional License Tax (BPOL) Receipts:

The level of business activity affects a locality's financial condition in two ways. First, it directly affects revenue yields as sales taxes and gross receipts taxes are products of business activity. Second, the effect of these indicators may be indirect to the extent that a change in business activity affects other demographic and economic areas such as employment base, personal income or property values. Changes in business activity also tend to be cumulative. A decline in business activity will tend to have a negative impact on employment base, personal income and/or commercial property values. This in turn can cause a decline in local revenues generated by businesses.

Trends:

I. Local Retail Sales Tax Receipts:

The above graph indicates that local sales tax receipts, in constant dollars, have grown markedly for five consecutive years, as the growth in this measure has outpaced inflation by a combined 10.8 percent from FY14 to FY19. FY19 was met with a slight decrease in constant dollar local sales tax receipts going from \$58.4 million to \$57.9 million. Retail Sales in FY19 still outpaced FY17's \$56.9 million. In current dollars, local sales tax receipts increased from \$68.3 million to \$68.8 million. Overall, the trend has risen by 7.0 percent over the 11-year measurement timeframe recovering and exceeding pre-recession levels.

With a rare deflationary environment, coupled with slight growth in local sales tax collections, inflation-adjusted sales tax collections posted a 2.1 percent growth, despite the economic downturn, in FY09. This occurred due to the defeasance of the Short Pump Town Center CDA that fiscal year, as well as the successful implementation

of the “Henrico, VA” initiative, in which the majority of “Richmond, VA” addresses were changed to “Henrico, VA” to correct revenue miscoding that misdirected local tax revenue to neighboring jurisdictions.

Throughout the eleven-year period, the County has maintained the lion’s share of regional taxable sales and continues to strengthen its retail market. In fact, in current dollars, local sales and use taxes increased in FY15, FY16, FY17, and FY18 at year-over-year, at rates of 4.7 percent, 6.6 percent, 3.8 percent and 5.6 percent, respectively. Sales and use tax receipts will continue to be monitored closely for a further dip in constant dollar Retail Sales but **no long-term warning trend is noted for this indicator.**

II. Local Business and Professional License (BPOL) Tax Receipts:

This indicator has recovered from last year’s dip of 2.3 percent increasing to levels not seen in this 11-year analysis. Business Receipts increased, in constant dollars, from \$26.7 million to \$27.2 million. In FY09, inflation adjusted BPOL tax receipts declined by 1.8 percent and real unadjusted BPOL tax revenue declined by 3.2 percent. In FY10 inflation adjusted BPOL tax receipts declined by 8.2 percent, easily the largest decline in the eleven-year period examined, and real unadjusted BPOL tax revenue declined by 7.2 percent. In FY11 inflation adjusted BPOL tax receipts declined by 2.8 percent, but real unadjusted BPOL tax revenue increased slightly, by 0.7 percent. From FY09 to FY11, several businesses in the County were forced to close their doors.

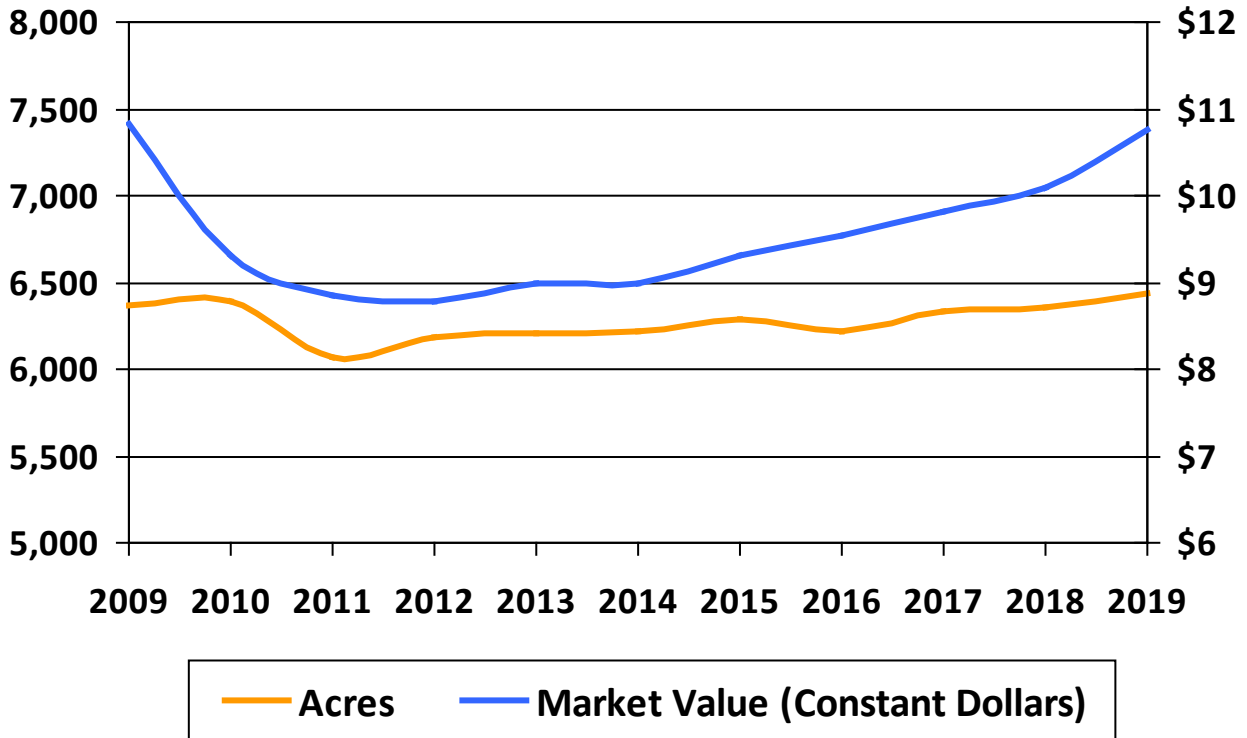
As new businesses have entered the County and joined the existing diversified business community, BPOL tax receipts are again reflecting growth after the years of decline. In fact, in FY12 and FY13, inflation adjusted BPOL tax revenue grew 2.2 percent each year. BPOL tax receipts in FY14 experienced an inflation-adjusted decline of 1.3 percent. Business receipts in FY15 grew by 7.4 percent in constant dollars, the highest rate since before the economic recession. While not nearly as substantial as FY15, business receipts grew 2.1 percent in FY16 and 3.5 percent in FY17. To enhance the County’s economic development efforts and low business tax environment, the Board of Supervisors doubled the exemption for businesses to pay BPOL taxes from \$100,000 to \$200,000 as part of the FY18 budget. This tax cut caused a 2.3 percent decline in BPOL tax receipts, on a constant dollar basis, in FY18. In FY19, despite the exemption increasing to \$300,000, BPOL receipts increased 5.8 percent on a constant dollar basis. Though the nature of the Business Receipts increase is not completely known, the increased exemption threshold has resulted in more businesses joining Henrico’s economy.

Even with this increase and another increase in the exemption for businesses, from \$300,000 to \$400,000, in the FY20 budget, it is anticipated that BPOL receipts will continue to grow with the economy. Just as with sales tax collections, **no long-term warning trend is noted.**

WARNING TREND: Decline in business activity as measured by commercial acres developed and market valuation of business property.

Commercial Acres and Market Value of Business Property (In Constant Dollars)

*Number of Commercial Property Acres
and Market Value of Business Property*



Business Activity – Commercial Acres and Market Value of Business Property:

The level of business activity affects a locality's financial condition in two ways. First, it directly affects revenue yields to the extent that the number of business acres and value of business property may be considered products of business activity. Second, the effect of these indicators may be indirect to the extent that a change in business activity affects other demographic and economic areas such as employment base, personal income or property values. Changes in business activity also tend to be cumulative. A decline in business activity will tend to have a negative impact on employment base, personal income or property value. This in turn, can cause a decline in local revenues generated by businesses.

Trends:

I. Business Acres:

As shown in the graph above, after dipping to 6,064 acres in 2011, the number of developed business acres has increased on an average of .75 percent per year due to a change in the calculation methodology for land use acreage by the Department of Planning. The County, in fact, added 33 acres in 2011. Business acreage is defined as “developed commercial property for office and retail use.” There was a reduction to 6,217 in 2016, caused by an adjustment to the Existing Land Use GIS layer that refined what was considered developed commercial property. The total business acreage for 2017 was 6,331 or 114 higher than 2016. Modest growth continued in 2018 as 29 additional acres were added and another 75 in 2019. Outside of years where there were changes to the way business acreage is defined and collected, Henrico has seen steady increases in acreage.

Commercial development and concentration is a key component to maintaining a low Real Estate Tax rate and ensuring that Henrico continues to increase the number of jobs in the community. The commercial component of the Real Estate Tax base can subsidize the costs incurred by residential development – particularly in Education.

II. Market Value of Business Property:

The eleven-year trend for this indicator, *in constant dollars*, starts at \$10.8 billion in CY09, before falling in the next two years due to recessionary contractions. After bottoming out at \$8.8 billion in CY12, it started climbing again and over the next six years, reaching \$10.8 billion in CY19, an increase of 22.7 percent returning to constant pre-recession values. The value of commercial properties is prone to devaluation when the supply of those properties is greater than the demand, as was the case during the housing bubble. This was evident in 2010, the third year of the most recent recession and the supply of vacant office and retail space increased significantly due to several businesses closing their doors. The result was an overall reduction in the commercial tax base of more than 13.0 percent in FY10. Another decrease in the commercial tax base of 1.5 percent occurred in CY11 due to the continued elevated supply of vacant office space. In CY12, the commercial market improved slightly, and values increased 0.7 percent, though not enough to keep up with inflation, as reflected in the indicator above. Commercial values increased greater than inflation in CY13 at 3.3 percent and increased only barely higher than inflation in CY14 with growth of 0.02 percent. CY19 marks the seventh consecutive year of growth with commercial values increasing 6.8 percent on a constant dollar basis.

Looking into the future, the market value of commercial real estate will continue to grow as jobs continue to enter the County. Due to an environment of continuing growth, **no warning trend is noted.**

FINANCIAL INDICATORS DISPLAYED GRAPHICALLY

| Description | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
|-------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Revenues Per Capita | 3,273.6 | 3,085.3 | 2,892.9 | 2,835.5 | 2,803.0 | 2,796.4 | 2,938.5 | 2,954.6 | 2,995.9 | 2,985.5 |
| Expenditures Per Capita | 3,135.2 | 3,115.7 | 2,890.0 | 2,850.9 | 2,818.1 | 2,859.5 | 2,833.0 | 2,810.9 | 2,888.4 | 2,838.6 |
| (In Constant Dollars) | | | | | | | | | | |
| Intergovernmental Revenues (without PPTRA) | 39.9% | 39.5% | 39.4% | 39.7% | 40.7% | 40.8% | 40.0% | 39.9% | 39.5% | 39.4% |
| Intergovernmental Revenues (PPTRA only) | 3.7% | 3.9% | 3.9% | 3.9% | 3.8% | 3.7% | 3.5% | 3.4% | 3.3% | 3.2% |
| Elastic Tax Revenues (as a % of Net Operating Revenue) | 8.6% | 8.8% | 9.2% | 9.4% | 9.3% | 9.4% | 11.8% | 11.8% | 11.8% | 12.1% |
| Property Tax Revenues (In Constant Dollars) | 377,532 | 363,614 | 337,846 | 330,049 | 325,405 | 332,232 | 339,563 | 346,709 | 353,936 | 360,161 |
| Uncollected Property Tax Revenues (as a % of Total Levy) | 0.7% | 1.0% | 1.1% | 1.3% | 1.4% | 1.3% | 1.2% | 1.2% | 1.0% | 1.0% |
| User Charge Coverage (Revenues/Expenditures) | 48.2% | 50.6% | 52.5% | 51.0% | 51.9% | 54.2% | 55.4% | 53.3% | 52.5% | 52.9% |
| Revenue Variance (as a % of Net Operating Revenue) | 1.4% | 0.2% | 1.2% | 0.5% | 1.3% | 2.4% | 4.2% | 3.6% | 4.0% | 4.2% |
| Employees Per Capita (Employees per thousand population) | 13.1 | 12.7 | 12.6 | 12.5 | 12.3 | 12.2 | 12.1 | 12.1 | 12.1 | 12.2 |
| Fringe Benefits (as a % of Salaries) | 33.1% | 32.8% | 33.0% | 34.5% | 33.9% | 34.8% | 36.0% | 35.8% | 35.8% | 36.4% |
| Operating Surpluses (as a % of Net Operating Revenue) | 5.0% | 1.6% | 1.2% | 0.1% | 0.0% | 1.7% | 3.2% | 6.0% | 6.1% | 6.4% |
| Enterprise Losses (In Constant Dollars) | (0.863) | (0.714) | (1.985) | (0.621) | 4.064 | 1.039 | 0.707 | (1.114) | 5.327 | 5.960 |
| General Fund Balances (as a % of Net Operating Revenue) | 13.9% | 14.3% | 14.2% | 12.3% | 11.8% | 11.7% | 11.3% | 11.2% | 11.0% | 11.1% |
| Liquidity (Cash & Investments as a % of Current Liabilities) | 232.2% | 339.4% | 335.4% | 288.2% | 275.5% | 279.0% | 267.8% | 279.3% | 294.7% | 320.0% |
| Current Liabilities (as a % of Net Operating Revenue) | 13.8% | 9.7% | 9.8% | 11.2% | 10.9% | 11.5% | 11.4% | 10.8% | 10.4% | 9.8% |
| Long Term Debt (as a % of Assessed Valuation) | 1.4% | 1.4% | 1.6% | 1.7% | 1.6% | 1.4% | 1.2% | 1.2% | 1.3% | 1.1% |
| Debt Service (as a % of Net Operating Revenue) | 5.3% | 5.8% | 5.5% | 5.8% | 6.3% | 5.9% | 5.5% | 5.2% | 5.2% | 4.9% |
| Accumulated Employee Leave Liability (in Days) | 24.6 | 26.0 | 24.7 | 25.0 | 25.1 | 25.8 | 26.5 | 26.2 | 25.9 | 25.2 |
| Level of Capital Outlay (as a % of Net Operating Expenditures) | 3.3% | 3.6% | 3.6% | 3.6% | 3.3% | 2.5% | 3.3% | 2.9% | 3.3% | 3.4% |

FINANCIAL INDICATORS DISPLAYED GRAPHICALLY

| Description | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
|--------------------------------------------------------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Depreciation (Depreciation Expense as a % of Assets) | 2.8% | 2.8% | 2.7% | 2.8% | 2.7% | 2.8% | 2.8% | 2.8% | 2.8% | 2.8% |
| Population | 305,580 | 307,832 | 311,726 | 315,157 | 318,158 | 321,374 | 325,283 | 329,227 | 332,368 | 335,283 |
| Per Capita Income (restated) | 44,742 | 46,724 | 49,849 | 53,016 | 53,733 | 57,214 | 59,670 | 60,451 | 62,778 | 65,072 |
| Public Assistance Recipients (restated for 2016 Tren (as a % of Total Population) | 14.9% | 17.4% | 18.7% | 19.1% | 20.4% | 20.1% | 20.4% | 20.6% | 20.7% | 20.3% |
| Property Values (In Constant Dollars) | 34,9759 | 31,9032 | 30,5025 | 29,0109 | 28,6104 | 29,0626 | 30,0934 | 30,7559 | 31,6373 | 32,5958 |
| Residential | 0.6787 | -8.7852 | -4.3903 | -4.8901 | -1.3806 | 1.5805 | 3.5468 | 2.2015 | 2.8659 | 3.0295 |
| Commercial | 23.772 | 22.263 | 21.335 | 19.943 | 19.348 | 19.792 | 20.491 | 20.930 | 21.537 | 22.225 |
| Agricultural | 10.821 | 9.315 | 8.860 | 8.775 | 8.984 | 8.985 | 9.311 | 9.547 | 9.807 | 10.088 |
| Residential Development (includes agric (as a % of Total Property) | 0.382 | 0.326 | 0.308 | 0.292 | 0.279 | 0.285 | 0.292 | 0.279 | 0.293 | 0.283 |
| Employment Base | 69.1% | 70.8% | 71.0% | 69.8% | 68.6% | 69.1% | 69.1% | 69.0% | 69.0% | 69.1% |
| Local Unemployment Rate | 0.0710 | 0.0740 | 0.0630 | 0.0550 | 0.0480 | 0.0510 | 0.0480 | 0.0380 | 0.0360 | 0.0330 |
| Jobs in Community | 174,758 | 168,142 | 170,581 | 174,628 | 177,810 | 177,647 | 180,877 | 186,728 | 189,618 | 189,572 |
| Business Activity - #1 (In Constant Dollars) | | | | | | | | | | |
| Retail Sales | 54,108.70 | 54,107.23 | 54,679.24 | 54,228.28 | 53,331.99 | 52,251.09 | 54,604.94 | 56,260.49 | 56,930.63 | 58,421.94 |
| Annual Business Receipts | 29,848.57 | 27,415.09 | 26,649.98 | 27,228.74 | 27,840.38 | 27,475.94 | 29,502.77 | 30,134.76 | 31,193.61 | 30,486.54 |
| Business Activity - #2 | -3.2% | -8.2% | -2.8% | 2.2% | 2.2% | -1.3% | 7.4% | 2.1% | 3.5% | -2.3% |
| Market Value of Business Property | 10,820.98 | 9,314.60 | 8,859.95 | 8,774.94 | 8,983.87 | 8,985.44 | 9,311.14 | 9,546.71 | 9,807.43 | 10,087.66 |
| Acres Devoted to Business | 6,371.00 | 6,393.00 | 6,064.00 | 6,189.00 | 6,211.00 | 6,214.00 | 6,291.00 | 6,217.00 | 6,331.00 | 6,360.00 |

GENERAL FINANCIAL AND ECONOMIC DATA

| Item | Description | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|------|--------------------------------------------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| 1.3 | Cash & Short Term Investments | 320,117 | 314,414 | 309,643 | 308,287 | 289,131 | 318,999 | 323,342 | 326,848 | 347,810 | 365,651 | 386,403 |
| 1.4 | Accounts Payable | 53,262 | 48,284 | 48,717 | 53,348 | 52,155 | 61,604 | 58,946 | 55,431 | 60,925 | 60,128 | 62,176 |
| 1.7 | Principle due in 12 months | 74,560 | 32,810 | 32,825 | 38,725 | 38,510 | 38,890 | 39,255 | 38,605 | 41,700 | 39,845 | 43,775 |
| 1.8 | Other Current Liabilities | 10,025 | 11,557 | 10,769 | 14,881 | 14,284 | 13,853 | 22,553 | 22,969 | 15,405 | 14,279 | 16,146 |
| 1.9 | Total Current Liabilities | 137,847 | 92,651 | 92,311 | 106,954 | 104,950 | 114,346 | 120,754 | 117,005 | 118,030 | 114,252 | 122,098 |
| 1.10 | Net Direct Long Term Debt | 503,505 | 460,535 | 499,930 | 533,180 | 492,025 | 454,095 | 411,405 | 406,150 | 464,530 | 424,685 | 480,305 |
| 1.12 | Cost Depreciable Fixed Assets | 1,051,575 | 1,080,905 | 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 |
| 1.13 | Depreciation Expense | 28,928 | 30,566 | 30,439 | 31,308 | 30,993 | 32,433 | 34,326 | 35,573 | 36,517 | 37,412 | 38,905 |
| 1.14 | General Fund Operating Surplus | 49,565 | 15,123 | 11,751 | 533 | 336 | 17,000 | 34,246 | 64,678 | 69,053 | 74,332 | 82,706 |
| 1.15 | Enterprise Operating Results | (863) | (721) | (2,078) | (661) | 4,400 | 1,148 | 782 | (1,244) | 6,051 | 6,963 | 7,041 |
| 1.16 | General Fund Balances | 252,549 | 246,603 | 230,524 | 221,639 | 197,540 | 210,567 | 224,205 | 232,416 | 253,995 | 279,926 | 281,896 |
| 1.17 | General Fund Restricted Balances | 113,094 | 109,831 | 96,798 | 104,751 | 83,364 | 93,945 | 104,259 | 111,167 | 129,679 | 150,038 | 146,258 |
| 1.18 | General Fund Unrestricted Balances | 139,455 | 136,771 | 133,727 | 116,888 | 114,175 | 116,622 | 119,946 | 121,249 | 124,316 | 129,887 | 135,638 |
| 1.19 | Uncollected Property Taxes | 2,700 | 3,604 | 3,737 | 4,604 | 5,025 | 4,815 | 4,645 | 4,506 | 3,994 | 4,046 | 3,504 |
| 1.20 | Full Property Tax Levy | 380,661 | 365,522 | 349,269 | 347,803 | 357,613 | 361,689 | 373,457 | 374,674 | 389,341 | 409,080 | 433,550 |
| 2.1 | Property Tax Revenues | 377,532 | 367,444 | 353,555 | 351,142 | 352,275 | 367,120 | 375,685 | 387,388 | 402,026 | 420,786 | 447,469 |
| 2.2 | Committed User Charges | 29,884 | 30,409 | 30,207 | 31,424 | 31,336 | 33,266 | 33,372 | 33,680 | 33,971 | 38,084 | 36,866 |
| 2.3 | Uncommitted User Charges | 2,846 | 3,261 | 3,321 | 3,152 | 3,323 | 3,379 | 3,378 | 3,552 | 5,678 | 3,617 | 3,544 |
| 2.4 | Other Revenue greater than 5% | 125,309 | 119,791 | 127,013 | 129,354 | 125,872 | 125,113 | 158,824 | 165,920 | 176,154 | 182,032 | 186,844 |
| 2.5 | Other Revenue less than 5% | 28,837 | 22,822 | 21,028 | 21,220 | 22,343 | 21,664 | 25,951 | 25,143 | 29,010 | 27,406 | 44,323 |
| 2.6 | Total Local Operating Revenue | 564,409 | 543,727 | 535,125 | 536,292 | 535,150 | 550,542 | 597,210 | 615,683 | 646,840 | 671,925 | 719,046 |
| 2.7 | Intergovernmental Operating Revenue | 435,925 | 416,038 | 408,589 | 414,459 | 430,280 | 442,504 | 460,328 | 471,181 | 484,181 | 497,572 | 512,094 |
| 2.7 | Intergovernmental Operating Revenue (without PPTRA reimbursements) | 398,923 | 379,036 | 371,587 | 377,457 | 393,278 | 405,502 | 423,327 | 434,180 | 447,180 | 460,570 | 475,092 |
| 2.10 | Gross Operating Revenues | 1,000,334 | 959,765 | 943,714 | 950,751 | 965,430 | 993,046 | 1,057,538 | 1,086,864 | 1,131,022 | 1,169,497 | 1,231,140 |
| 2.13 | Net Operating Revenues | 1,000,334 | 959,765 | 943,714 | 950,751 | 965,430 | 993,046 | 1,057,538 | 1,086,864 | 1,131,022 | 1,169,497 | 1,231,140 |
| 2.14 | Restricted Operating Revenues | 354,864 | 342,353 | 334,149 | 337,442 | 353,421 | 354,991 | 374,039 | 375,575 | 384,747 | 400,198 | 418,949 |
| 2.15 | Elastic Operating Revenue | 86,099 | 84,217 | 87,182 | 89,098 | 90,097 | 92,893 | 124,352 | 128,416 | 132,959 | 141,977 | 143,776 |
| 2.17 | Net Operating Revenue Budgeted | 986,094 | 957,860 | 932,150 | 946,188 | 953,214 | 969,062 | 1,013,213 | 1,047,214 | 1,085,742 | 1,119,821 | 1,170,974 |
| 3.1 | Salaries and Wages | 487,694 | 480,659 | 472,724 | 480,853 | 495,822 | 496,472 | 508,111 | 526,875 | 538,928 | 554,880 | 577,497 |
| 3.2 | Fringe Benefits | 161,362 | 157,582 | 156,088 | 165,696 | 167,899 | 172,540 | 183,080 | 188,878 | 192,860 | 201,806 | 211,170 |
| 3.3 | Supplies | 43,737 | 41,682 | 46,168 | 43,383 | 42,775 | 48,999 | 49,833 | 42,677 | 41,628 | 47,488 | 47,679 |
| 3.4 | Services | 107,968 | 120,657 | 113,118 | 109,529 | 105,315 | 144,336 | 111,340 | 109,868 | 118,046 | 120,684 | 145,237 |
| 3.5 | Capital Outlay (restated for 2017 Trends) | 31,506 | 35,217 | 33,920 | 34,201 | 31,748 | 25,555 | 33,639 | 30,132 | 36,013 | 37,298 | 38,276 |
| 3.6 | Principal-Long term Debt | 30,284 | 34,880 | 32,300 | 32,290 | 38,510 | 37,615 | 38,285 | 38,605 | 41,700 | 39,845 | 43,775 |
| 3.7 | Interest-Long term Debt | 22,339 | 21,191 | 19,722 | 23,035 | 22,393 | 21,132 | 19,392 | 17,481 | 17,144 | 17,143 | 19,632 |
| 3.8 | Total Direct Debt | 52,623 | 56,071 | 52,022 | 55,325 | 60,903 | 58,747 | 57,677 | 56,086 | 58,844 | 56,988 | 63,407 |
| 3.9 | Other Expenditures | 50,416 | 52,285 | 45,527 | 43,982 | 41,361 | 44,052 | 49,701 | 53,866 | 69,189 | 59,539 | 63,631 |
| 3.10 | Internal Service Fund Transfers | 22,764 | 25,058 | 23,195 | 22,949 | 24,815 | 24,779 | 26,177 | 25,609 | 34,955 | 33,250 | 33,162 |
| 3.11 | Total Net Operating Expenditures | 958,070 | 969,212 | 942,761 | 955,918 | 970,638 | 1,015,481 | 1,019,557 | 1,033,991 | 1,090,463 | 1,111,934 | 1,165,903 |
| 3.12 | Number of General Government Employees | 4,000 | 3,915 | 3,927 | 3,927 | 3,927 | 3,927 | 3,937 | 3,986 | 4,032 | 4,100 | 4,133 |
| 3.13 | Unused Annual Leave (in days) | 98,411 | 101,636 | 96,974 | 98,048 | 98,496 | 101,198 | 104,232 | 104,592 | 104,368 | 103,290 | 105,173 |
| 3.14 | Unused Sick Leave (in days) | 280,842 | 284,267 | 288,847 | 292,650 | 286,114 | 290,157 | 286,638 | 280,967 | 275,656 | 268,414 | 264,097 |
| 3.15 | Expenditures Covered by Charges | 61,944 | 60,144 | 57,538 | 61,630 | 60,360 | 61,408 | 60,245 | 63,189 | 64,717 | 72,042 | 73,891 |
| 7.1 | Population (Calendar Year) | 305,580 | 307,832 | 311,726 | 315,157 | 318,158 | 321,374 | 325,283 | 329,227 | 332,368 | 335,283 | 339,191 |
| 7.3 | Total Personal Income (Thous. of \$) - restated | 13,672,350 | 14,383,264 | 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 |
| | Per Capita Income - restated | 44,742 | 46,724 | 49,849 | 53,016 | 53,733 | 57,214 | 59,670 | 60,451 | 62,778 | 65,072 | 67,128 |
| 7.4 | Public Assistance Recipients (restated for 2016 Trends) | 45,673 | 53,566 | 58,387 | 60,188 | 64,927 | 64,583 | 66,505 | 67,849 | 68,693 | 67,948 | 66,667 |
| 7.6 | Market Value of Property (Mil. of \$) | 34,976 | 32,239 | 31,921 | 30,865 | 30,973 | 32,114 | 33,295 | 34,364 | 35,937 | 38,083 | 40,391 |
| 7.7 | Assessed Property Values (Mil. of \$) | 34,976 | 32,239 | 31,921 | 30,865 | 30,973 | 32,114 | 33,295 | 34,364 | 35,937 | 38,083 | 40,204 |
| 7.8 | Market Value-Residential (Mil. of \$) | 23,772 | 22,497 | 22,327 | 21,218 | 20,945 | 21,871 | 22,670 | 23,386 | 24,463 | 25,966 | 27,253 |
| 7.9 | Market Value-Commercial (Mil. of \$) | 10,821 | 9,413 | 9,272 | 9,336 | 9,726 | 9,929 | 10,302 | 10,667 | 11,140 | 11,786 | 12,789 |
| 7.10 | Market Value-Agricultural (Mil. of \$) | 382 | 329 | 322 | 311 | 302 | 315 | 323 | 312 | 333 | 330 | 349 |

GENERAL FINANCIAL AND ECONOMIC DATA

| Item | Description | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|------|-------------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 7.11 | Residential Households (Calendar Year) | 128,529 | 129,781 | 130,482 | 131,044 | 131,652 | 132,363 | 133,020 | 134,153 | 134,747 | 135,623 | 136,619 |
| 7.12 | Vacancy Rates-Residential (Calendar Year) | 1.6% | 1.6% | 2.5% | 2.4% | 2.0% | 1.6% | 1.4% | 1.4% | 1.5% | 1.6% | 1.5% |
| 7.15 | Local Unemployment Rate | 7.1% | 7.4% | 6.3% | 5.5% | 4.8% | 5.1% | 4.8% | 3.8% | 3.6% | 3.3% | 2.5% |
| 7.16 | Jobs Within Community | 174,758 | 168,142 | 170,581 | 174,628 | 177,810 | 177,647 | 180,877 | 186,728 | 189,618 | 189,572 | 193,284 |
| 7.17 | Retail Sales (Thous. of \$) | 54,109 | 54,677 | 57,222 | 57,694 | 57,736 | 57,738 | 60,414 | 62,861 | 64,666 | 68,256 | 68,775 |
| 7.19 | Annual Business Receipts (Thous. of \$) | 29,849 | 27,704 | 27,889 | 28,969 | 30,139 | 30,361 | 32,641 | 33,670 | 35,432 | 35,618 | 38,308 |
| 7.20 | Business Acres (Calendar Year) | 6,371 | 6,393 | 6,064 | 6,189 | 6,211 | 6,214 | 6,291 | 6,217 | 6,331 | 6,360 | 6,435 |
| 7.21 | CPI | 215.7 | 218.0 | 225.7 | 229.5 | 233.5 | 238.3 | 238.6 | 241.0 | 245.0 | 252.0 | 256.1 |
| 7.22 | CPI-Index | 1.0000 | 1.0105 | 1.0465 | 1.0639 | 1.0826 | 1.1050 | 1.1064 | 1.1173 | 1.1359 | 1.1683 | 1.1875 |

ECONOMIC DATA SOURCES

External Sources:

Bureau of Economic Analysis

Bureau of Labor Statistics

Economic Assumptions for the United States and Virginia
Virginia Employment Commission

Evaluating Financial Condition,
A Handbook for Local Government
International City/County Management Association

Federal Reserve Bulletins

Periodicals:

Richmond Times-Dispatch
Wall Street Journal

The Commercial Real Estate Report (published annually)
A Review of Richmond and Global Trends in Commercial Real Estate
Published by Morton G. Thalhimer, Inc.

A Sampler of Economic and Demographic Characteristics for the Richmond-Petersburg Metropolitan
Statistical Area
Published by the Richmond Regional Planning District Commission

U.S. Census Bureau

Virginia Department of Social Services, Local Profile Report
Virginia Economic Indicators
Virginia Employment Commission

Weldon Cooper Center for Public Service

Internal 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 G

Non-Departmental - County Supported Activities

Details of Activities

| | <u>FY 18-19 Actual</u> | <u>FY 19-20 Original</u> | <u>FY 20-21 Approved</u> |
|------------------------------------------------------------------------|----------------------------|------------------------------|------------------------------|
| A. County Functions: | | | |
| 1. Tax Relief Programs | \$ 9,443,025 | \$ 9,000,000 | \$ 9,000,000 |
| B. Board Members for: | | | |
| 1. Capital Region Airport Commission | 12,649 | 12,918 | 12,918 |
| 2. Housing Advisory Committee | 0 | 9,689 | 9,689 |
| 3. Richmond Regional Plan. Dist. Comm. | 19,377 | 22,607 | 22,607 |
| Sub-Total | <u>32,026</u> | <u>45,214</u> | <u>45,214</u> |
| C. Donations to: * | | | |
| 1. ALS Association of DC/MD/VA ⁽¹⁾ | 0 | 15,000 | 0 |
| 2. Asian American Society of Virginia | 9,500 | 9,500 | 0 |
| 3. Assoc. for the Preservation of Henrico Antiquities | 13,621 | 0 | 0 |
| 2. Better Housing Coalition | 38,405 | 38,405 | 38,405 |
| 3. CARITAS | 50,000 | 50,000 | 50,000 |
| 4. CASA (Court Appointed Special Advocates) | 5,000 | 5,000 | 5,000 |
| 5. Central Virginia Legal Aid Society | 10,000 | 10,000 | 0 |
| 6. Children's Hospital | 1,500 | 1,500 | 1,500 |
| 7. Children's Museum of Richmond (Short Pump) | 0 | 0 | 0 |
| 8. ChildSavers | 0 | 0 | 0 |
| 9. ChinaFest | 10,000 | 10,000 | 0 |
| 10. Coal Pit Learning Center | 0 | 0 | 0 |
| 11. Community Brain Injury Services (Mill House) | 26,250 | 26,250 | 26,250 |
| 12. Community Food Collaborative ⁽²⁾ | 0 | 0 | 30,000 |
| 13. Crossover Health Clinic | 50,000 | 50,000 | 50,000 |
| 14. Cultural Arts Center at Glen Allen | 630,000 | 600,000 | 400,000 |
| 15. Cultureworks (Arts and Cultural Funding Consortium) ⁽³⁾ | 50,000 | 50,000 | 0 |
| 16. Enrichmond Foundation | 0 | 0 | 0 |
| 17. Family Restoration Network | 0 | 30,000 | 30,000 |
| 18. FeedMore (Meals on Wheels, Cent. Va. Foodbank) | 25,000 | 25,000 | 25,000 |
| 19. Festival of India | 8,000 | 8,000 | 0 |
| 20. FISH (Eastern Henrico County) | 26,244 | 26,244 | 26,244 |
| 21. Friends of Henrico County Public Library (All Henrico Reads) | 5,000 | 5,000 | 0 |
| 22. Ginter (Lewis) Botanical Garden | 115,000 | 115,000 | 0 |
| 23. The Healing Place | 25,000 | 25,000 | 25,000 |
| 24. Henrico Community Partners | 2,300 | 2,300 | 2,300 |
| 25. Henrico Police Athletic League | 21,000 | 21,000 | 21,000 |
| 26. Henrico Volunteer Rescue Squad ⁽⁴⁾ | 24,000 | 45,000 | 45,000 |
| 27. Homeward | 20,500 | 20,500 | 20,500 |
| 28. H.O.P.E. in the Community | 0 | 0 | 0 |
| 29. Housing Families First (Hilliard House) | 70,000 | 70,000 | 70,000 |
| 30. India Association of Virginia | 10,000 | 10,000 | 0 |
| 31. James River Advisory Council | 5,000 | 5,000 | 0 |
| 32. Leadership Metro Richmond | 10,000 | 10,000 | 0 |
| 33. Liberation Veteran Services | 0 | 0 | 0 |
| 34. Local Initiatives Support Corporation of Virginia (LISC) | 0 | 30,000 | 30,000 |
| 35. Maymont Foundation Nature Center | 60,000 | 60,000 | 0 |
| 36. McShin Foundation ⁽⁵⁾ | 0 | 30,000 | 30,000 |
| 37. Metropolitan Junior Baseball League ⁽⁶⁾ | 0 | 20,000 | 0 |
| 38. Metropolitan Richmond Sports Backers | 30,000 | 30,000 | 30,000 |
| 39. Opportunity. Alliance. Reentry (OAR) | 15,000 | 15,000 | 15,000 |
| 40. Ramp Access Made Possible by Students (RAMPS) | 0 | 10,000 | 10,000 |
| 41. Read Center, The | 19,500 | 19,500 | 0 |

Appendix G

| | | | |
|---------------------------|---|---|--------|
| 42. Re-Establish Richmond | 0 | 0 | 15,000 |
|---------------------------|---|---|--------|

Non-Departmental - County Supported Activities (cont'd)

| | FY 18-19 Actual | FY 19-20 Original | FY 20-21 Recommended |
|----------------------------------------------------------------|--------------------|----------------------|-------------------------|
| 43. Resources for Independent Living | 36,162 | 36,162 | 36,162 |
| 44. Richard Bland College Foundation | 0 | 0 | 0 |
| 45. Richmond Performing Arts Alliance (Centerstage) | 10,000 | 10,000 | 0 |
| 46. Safe Harbor | 20,000 | 20,000 | 20,000 |
| 47. Salvation Army | 16,000 | 16,000 | 16,000 |
| 48. Science Museum of Virginia | 10,000 | 10,000 | 0 |
| 49. Senior Connections (CAAA) | 56,000 | 56,000 | 56,000 |
| 50. SOAR 365 (Formerly Richmond Area ARC - Camp Baker) | 7,500 | 7,500 | 7,500 |
| 51. St. Joseph's Villa (Flagler Home) | 35,000 | 35,000 | 35,000 |
| 52. Tech For Troops | 0 | 0 | 15,000 |
| 53. Virginia Association of Recovery Residences ⁽⁷⁾ | 0 | 0 | 30,000 |
| 54. Virginia Capital Trail Foundation | 50,000 | 50,000 | 0 |
| 55. Virginia Hispanic Foundation ⁽⁸⁾ | 20,000 | 20,000 | 0 |
| 56. The Way | 20,000 | 25,000 | 25,000 |
| 57. Work of Art | 0 | 0 | 0 |
| 58. Youth Life Foundation | 4,000 | 4,000 | 0 |
| 59. YWCA | 31,290 | 31,290 | 31,290 |
| Sub-Total | 1,701,772 | 1,819,151 | 1,268,151 |

* - A categorized list of agencies that applied for funding is attached.

D. Henrico's Share of Funding for:

| | | | |
|----------------------------------------------------------|-----------|-----------|-----------|
| 1. Henricopolis Soil/Water Conservation | 101,735 | 109,870 | 100,000 |
| 2. Henricus Foundation | 322,100 | 330,000 | 233,100 |
| 3. Med-Flight Program | 14,500 | 11,100 | 7,500 |
| 4. National Association of Counties | 6,001 | 6,001 | 6,001 |
| 5. Reynolds Community College (Oper.) ⁽⁹⁾ | 102,223 | 105,337 | 120,203 |
| 6. Reynolds Community College (Capital) | 317,380 | 327,049 | 335,399 |
| 7. Reynolds Culinary Arts Program - Construction | 0 | 150,000 | 0 |
| 8. Richmond Regional Plan. Dist. Comm. | 209,622 | 210,000 | 170,000 |
| 9. Virginia Association of Counties | 68,123 | 69,485 | 70,042 |
| 10. Virginia Institute of Government | 15,000 | 15,000 | 15,000 |
| 11. Other Civic & Cultural Organizations ⁽¹⁰⁾ | 40,200 | 0 | 0 |
| Sub-Total | 1,196,884 | 1,333,842 | 1,057,245 |

| | | | |
|-------------------------------|---|---------|-----------|
| E. Reserve for Contingencies: | 0 | 985,654 | 1,350,434 |
|-------------------------------|---|---------|-----------|

Non-Departmental - County Supported Activities (cont'd)

Notes:

⁽¹⁾ Funding of \$5,000 was provided to the ALS Association of DC/MD/VA through a June 2018 budget amendment.

⁽²⁾ Donations have previously been made to the Community Food Collaborative through budget amendments in June of 2017 and December of 2019.

⁽³⁾ The Arts & Cultural Funding Consortium includes:

- a. Black History Museum and Cultural Center
- b. Children's Museum of Richmond (Operating)
- c. CultureWorks (The Arts Council of Richmond)
- d. Edgar Allen Poe Museum
- e. Elegba Folklore Society
- f. Richmond Ballet (Operating)
- g. Richmond Jazz Society
- h. Richmond Symphony (Operating)
- i. Valentine Museum (Richmond History Center)

Appendix G

- j. Virginia Historical Society
- k. Virginia Opera (Operating)
- l. Virginia Repertory Theatre
- m. Visual Arts Center of Richmond

- ⁽⁴⁾ Funding of \$24,000 was provided to the Henrico Volunteer Rescue Squad through a December 2018 budget amendment.
- ⁽⁵⁾ Funding for the McShin Foundation is to be used for opioid treatment scholarships for Henrico Citizens
- ⁽⁶⁾ Funding of \$500 in October 2016 and \$2,500 in April of 2018 was provided to the Metro. Junior Baseball League through budget transfers.
- ⁽⁷⁾ Funding for the Virginia Association of Recovery Residences is to be used for opioid treatment scholarships for Henrico Citizens
- ⁽⁸⁾ The Virginia Hispanic Foundation was formerly known as the Virginia Hispanic Chamber of Commerce.
- ⁽⁹⁾ Payments for Reynolds Community College are made through the Community College Workforce Alliance.

| ⁽¹⁰⁾ Other Civic & Cultural Organizations: | <u>FY 2018-19</u> |
|-------------------------------------------------------|-------------------|
| a American Legion Post #242 | 5,000 |
| b Vocational Education | 1,000 |
| c Virginia Union University | 28,000 |
| d Virginia Asian Foundation | 2,000 |
| e Metropolitan Business League | 3,000 |
| f Henrico Ed. Foundation Scholarship | <u>1,200</u> |
| Total Other | \$ 40,200 |

Note: Budgeted in Economic Development:

| | <u>FY 20-21</u> |
|------------------------------------------|-----------------|
| Greater Richmond Partnership | \$ 285,000 |
| Richmond Region Tourism (Formerly RMCVB) | 2,915,586 |

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