

Fiscal Year 2021 – 2022

# APPROVED BUDGET



**HENRICO COUNTY • VIRGINIA**

Includes summary of 10-year Capital Improvement Program



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Henrico County  
Virginia**

For the Fiscal Year Beginning

**July 1, 2020**

*Christopher P. Morill*

Executive Director



# HENRICO COUNTY

## *Board of Supervisors*



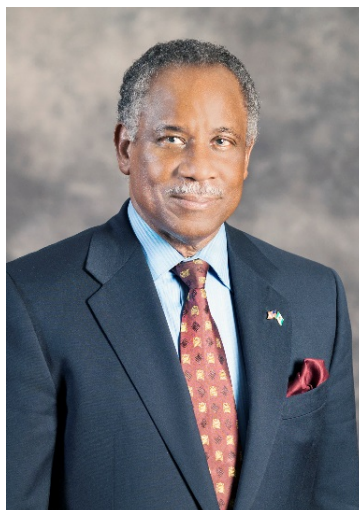
Daniel J. Schmitt  
Chairman  
Brookland District



Patricia S. O'Bannon  
Vice-Chairman  
Tuckahoe District



Tyrone E. Nelson  
Varina District



Frank J. Thornton  
Fairfield District



Thomas M. Branin  
Three Chopt District

**HENRICO COUNTY, VIRGINIA  
APPROVED BUDGET  
FISCAL YEAR 2021-22  
TABLE OF CONTENTS**

**INTRODUCTION**

Mission and Values .....	1
Manager's Message .....	3
Henrico County Profile.....	11
Basis of Budgeting and Fund Structure.....	18
Budget Process .....	21
Financial Guidelines .....	25

**REVENUE AND EXPENDITURE SUMMARIES BY FUND**

All Funds Summaries.....	28
Summaries by Fund .....	30
Estimated Changes to Unassigned Fund Balance .....	45

**THREE-YEAR FORECAST OF REVENUES AND EXPENDITURES**

General Fund .....	48
Special Revenue Fund .....	59
Enterprise Funds .....	63
Internal Service Funds .....	67
Debt Service Fund .....	77
JRJDC Agency Fund .....	79
Capital Projects Fund .....	81

**EXPENDITURE DETAIL BY FUNCTION-DEPARTMENT**

**GENERAL FUND:**

General Government Administration

Board of Supervisors.....	87
County Manager .....	89
Public Relations .....	91
County Attorney .....	94
Human Resources .....	96
Finance.....	100
General Services .....	105
Internal Audit.....	108
Information Technology .....	111
Real Property .....	119
Electoral Board .....	121

Judicial Administration

Circuit Court Clerk.....	125
Circuit Court Services.....	128



**HENRICO COUNTY, VIRGINIA  
APPROVED BUDGET  
FISCAL YEAR 2021-22  
TABLE OF CONTENTS**

General District Court Services ..... 131  
Magistrate..... 134  
Juvenile and Domestic Relations Court Services ..... 135  
Juvenile and Domestic Relations Court – Probation..... 137  
Commonwealth's Attorney..... 139

**Public Safety**

Police Division (Police and Animal Control) ..... 145  
Division of Fire (Fire, Emergency Medical Services and Emergency Services)..... 150  
Emergency Management..... 154  
Sheriff ..... 157  
Juvenile Detention ..... 162  
Building Inspections..... 164

**Public Works..... 169**

**Public Health..... 177**

**Education..... 184**

**Recreation, Parks, and Culture:**

Recreation and Parks ..... 191  
Sports and Entertainment Authority ..... 196  
Library ..... 198

**Community Development:**

Economic Development..... 205  
Planning ..... 208  
Community Revitalization..... 211  
Agriculture and Home Extension ..... 215  
Permit Centers ..... 218

**Miscellaneous:**

Non-Departmental..... 223  
Sandston Recreation Center ..... 228  
Capital Improvement Transfers ..... 229

**SPECIAL REVENUE FUND:**

Capital Region Workforce Partnership ..... 232  
Special Drug Prosecutor..... 235  
Victim/Witness ..... 237  
Community Corrections Program ..... 239  
Drug Court ..... 241  
Probation – VJCCCA ..... 244  
Juvenile Detention – VJCCCA ..... 246  
Juvenile Detention – USDA Grant ..... 248  
Mental Health/Developmental Services..... 249

**HENRICO COUNTY, VIRGINIA  
 APPROVED BUDGET  
 FISCAL YEAR 2021-22  
 TABLE OF CONTENTS**

Metro Aviation Unit ..... 254  
 Wireless E-911 ..... 256  
 Social Services ..... 258  
 Children’s Services Act ..... 261  
 Solid Waste and Street Lights ..... 264  
 Best Management Practices ..... 269  
 Watershed Management Program ..... 270

**ENTERPRISE FUNDS:**

Water and Sewer Revenue Fund ..... 272

**INTERNAL SERVICE FUNDS:**

Central Automotive Maintenance ..... 276  
 Technology Replacement Fund ..... 278  
 Risk Management ..... 280  
 Healthcare Fund..... 282

**DEBT SERVICE FUND: ..... 286**

**FIDUCIARY FUNDS:**

JRJDC Agency Fund ..... 292  
 OPEB – GASB 45 ..... 295  
 Line of Duty..... 296  
 Long-Term Disability ..... 297

**ADJUSTMENTS: ..... 298**

**CAPITAL IMPROVEMENT PROGRAM:**

Capital Budget..... 300  
 Capital Improvement Program Operating Budget Implications ..... 317

**APPENDICES**

Appendix "A" Glossary ..... 322  
 Appendix "B" Personnel Complement ..... 327  
 Appendix “C” Statistical Section ..... 331  
 Appendix “D” Tax Rate and Fee Schedule ..... 369  
 Appendix “E” General Fund Revenues ..... 372  
 Index ..... 378



# 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







COMMONWEALTH OF VIRGINIA  
COUNTY OF HENRICO

John A. Vithoukas  
County Manager

June 4, 2021

The Honorable Board of Supervisors  
County of Henrico  
Virginia

Honorable Members of the Board:

Enclosed is the Approved Annual Fiscal Plan for FY2021-22, including both the operating and capital budgets, approved by the Board of Supervisors on April 13, 2021. It reflects the County Manager's Proposed Budget with the changes made during the Legislative Budget Reviews that **did not result in a change to the budget total**. There were no changes to the proposed capital budget.

The changes in the operating budget include the movement of the All Henrico Reads program from the Non-Departmental Budget to the Department of Library and the movement of the \$600,000 donation to Cultural Arts Center of Glen Allen from the Non-Departmental budget to the Recreation and Parks budget.

Again, I would like to thank the County staff for their efforts in developing this budget. As always, the staff and I stand ready to assist you in answering any questions you may have regarding the Approved Budget for FY2021-22.

Sincerely,

John A. Vithoukas  
County Manager

COMMONWEALTH OF VIRGINIA  
COUNTY OF HENRICO



John A. Vithoulkas  
County Manager

March 9, 2021

The Honorable Board of Supervisors  
County of Henrico  
Virginia

Honorable Members of the Board:

2020 offered plenty of challenges, but it was the dedication, commitment, and expertise of Henrico County's workforce that allowed us to navigate these uncharted waters. In doing so, our workforce showed a community what is possible, pushed against the wall, and considered creative alternatives to the traditional ways we do business. We have found ways to deliver services in a physically distanced manner, lead regional testing and vaccination efforts, and continue to provide critical services like public safety, education, and mental health services. Because of the efforts of all employees, I am more proud to submit Henrico County's FY2021-22 Proposed Budget than any other budget proposal in my career.

The budget, balanced within available resources at a **real estate tax rate of 87 cents**, rewards our hard-working employees with what can truly be described as a **once in a generation pay increase**. Over the next six months, eligible employees will receive a minimum 4.4% increase, with many employees receiving higher increases stemming from market-wage adjustments and longevity pay. For teachers and instructional staff, they will receive a minimum 6.9% increase with this proposal. The goal of this pay adjustment is to make Henrico County **the pay leader** in the Richmond area, and the nearly \$58 million invested in our workforce makes this a reality.

A year ago, this compensation package was not possible. Staring into an uncertain future with local businesses having to close, people having to isolate within their homes, and travel completely shut down, the resulting fiscal impacts were thought to be ominous. In fact, it was projected that fund balance could drop over \$60 million during FY2019-20 if left unchecked. You recall that we reduced the FY2020-21 budget by \$100 million to "find the floor" in the haze of fiscal uncertainty. While certain sectors have been greatly impacted, Henrico's local economy proved to be very resilient and provides the foundation for this fiscal plan.

Though the employee compensation initiative accounts for nearly 70% of the year-over-year increase, this budget continues to move our school system towards the goal of being the best in Virginia. In FY2021-22, we will open the new J.R. Tucker and Highland Springs High Schools. It also provides the necessary funding to open the expansion of Holladay Elementary School. Finally, funding is provided to support the expansion of the Achievable Dream Academy into the secondary level, with the first ever 6<sup>th</sup> grade class. As presented, Henrico County Public Schools accounts for 57% of the total general fund and 60% of the budget growth.

Totalling more than \$224 million, the FY2021-22 capital budget supports the completion of the 2016 Bond Referendum projects, expands and renovates two career education centers, recognizes the new



funding source for transportation projects through the Central Virginia Transportation Authority (CVTA), and allocates resources to construct a Recovery Center to battle the disease of addiction.

### **FY2022 Revenue Assumptions**

<b>FY22 General Fund Revenues</b>						
<b>Category</b>	<b>FY20 Actuals</b>	<b>FY21 Proposed</b>	<b>FY21 Approved</b>	<b>FY22 Proposed</b>	<b>FY21 to FY22</b>	<b>FY21 to FY22</b>
General Property Taxes	\$503.2 M	\$517.8 M	\$499.1 M	\$531.3 M	\$32.2 M	6.4%
Other Local Taxes	\$183.3 M	\$173.9 M	\$139.4 M	\$170.6 M	\$31.2 M	22.4%
Permits, Fees, and Licenses	\$8.6 M	\$5.5 M	\$5.3 M	\$6.8 M	\$1.5 M	28.6%
Fines & Forfeitures	\$1.9 M	\$2.1 M	\$2.1 M	\$2.1 M	\$0.0 M	0.0%
Use of Money & Property	\$13.7 M	\$9.3 M	\$3.3 M	\$11.3 M	\$8.1 M	245.1%
Charges for Services	\$3.6 M	\$4.2 M	\$3.8 M	\$3.7 M	(\$0.1 M)	3.1%
Miscellaneous Revenues	\$13.0 M	\$13.4 M	\$11.2 M	\$11.4 M	\$0.2 M	2.5%
<b>Total Local Revenues</b>	<b>\$727.3 M</b>	<b>\$726.2 M</b>	<b>\$686.7 M</b>	<b>\$734.1 M</b>	<b>\$39.4 M</b>	<b>5.7%</b>
State Aid for Schools	\$280.6 M	\$292.6 M	\$261.3 M	\$299.1 M	\$37.8 M	4.9%
State Gasoline Tax	\$49.1 M	\$47.7 M	\$47.0 M	\$48.5 M	\$1.5 M	1.5%
All Other State & Federal	\$66.5 M	\$49.2 M	\$44.1 M	\$46.4 M	\$2.3 M	5.3%
<b>Total State and Federal Revs.</b>	<b>\$396.3 M</b>	<b>\$389.1 M</b>	<b>\$356.4 M</b>	<b>\$394.0 M</b>	<b>\$14.9 M</b>	<b>4.0%</b>
<b>Total General Fund Revs.</b>	<b>\$1,123.6 M</b>	<b>\$1,115.7 M</b>	<b>\$1,017.5 M</b>	<b>\$1,128.2 M</b>	<b>\$110.6 M</b>	<b>10.9%</b>
<u>Transfers/Cash Reserves</u>	<u>(\$204.4 M)</u>	<u>(\$153.2 M)</u>	<u>(\$118.4 M)</u>	<u>(\$144.2 M)</u>	<u>(\$25.8 M)</u>	<u>21.8%</u>
<b>TOTAL NET REVENUES</b>	<b>\$919.2 M</b>	<b>\$962.5 M</b>	<b>\$899.1 M</b>	<b>\$983.9 M</b>	<b>\$84.8 M</b>	<b>9.4%</b>
<b>*FY20 Actuals reflect PPTRA as a local revenue for comparison purposes</b>						

The revenue estimates for the FY2021-22 budget reflect a more stable and predictable path ahead, just one year after COVID-19 put our traditional paradigm through massive upheaval. As shown in the chart above, the total revenues, before transfers to other funds and use of reserves, is \$1.13 billion. This reflects an increase of \$110.6 million, or 10.9%, when compared to the ultra-conservative budget adopted by the Board on May 12, 2020. However, the proposed budget is only \$12.4 million more than the FY2020-21 Proposed Budget, and \$1.1 million less than the most recent FY2020-21 estimates. The current projections for FY2020-21 include the collection of \$25.6 million in CARES funding in the General Fund. When Federal stimulus funding is removed from FY2020-21 projections, FY2021-22 revenues are only required to grow 2.4%.

Real estate tax revenues in the budget are anticipated to be \$383.0 million and reflect an overall increase of \$21.5 million. The total real estate tax base, inclusive of new construction and reassessment, reflects a net increase of \$1.5 billion. Residential reassessments increased 4.7%, reflective of a housing market with high demand fueled by low interest rates. Commercial reassessments reflect a net decrease of 2.7%, as the value of hotels were cut in half due to COVID-19 and the value of strip retail developments decreased 7.7%. New construction in 2020, both commercial and residential, added \$658 million to the real estate tax base. While there is still potential for weaknesses to appear in the office space categories as businesses determine what role teleworking plays in their long-term business model, Henrico's real estate market seems to have weathered the worst of this economic storm.

The areas considered most vulnerable to economic shock were other local taxes and state revenues. As such, both areas reflected significant decreases totaling \$67 million in the rebuilt FY2020-21 budget in the name of ultra-conservatism. In the case of other local taxes, Henrico’s local economy showed its resiliency. Assumed to drop over 20%, sales tax collections are actually leading FY2019-20’s collections through the first seven months. In fact, collections in December totaled \$7.6 million – the highest amount ever recorded. Meals tax collections in FY2020-21 were **assumed to decrease by over a third**, but the current FY2020-21 projection has this revenue – which is dedicated to our schools – exceeding this budget estimate by at least \$4 million.

State revenues are estimated to total \$393.6 million in FY2021-22, which reflects an increase of \$37.6 million compared to the very cautious estimates in the FY2020-21 approved budget. For comparative purposes, the most recent projections for FY2020-21 are only \$4.2 million less than the FY2021-22 estimates. Often when the State experiences fiscal troubles, localities feel the brunt of reductions; however, we are thankful that our delegation advocated to hold localities fairly harmless in their plan – particularly as it relates to schools. The estimates for FY2021-22 are based on the Governor’s budget amendments announced in December. Information provided based on the budget deal brokered by the two chambers of the General Assembly suggests that there may even be upside to the FY2021-22 projections in this plan.

With all other sources of State aid, a conservative posture remains. The estimates for Gas Tax payments for the maintenance of the county’s road system for FY2021-22 total \$48.5 million, though the current year projection is over \$50 million. Reimbursements for constitutional officers by the Compensation Board are anticipated to grow 4% compared to FY2020-21 budget as they have outperformed our pessimistic estimates. Finally, the estimate for law enforcement payments (House Bill 599) is less than FY2020-21 \$10 million estimate.

Also important in this environment is a note about what is not included in the FY2021-22 revenue estimates. The proposed budget **does not include any estimates of Federal stimulus**. Henrico has received nearly \$81 million of stimulus funding through a variety of sources, with nearly \$35 million expected for HCPS soon. This is before any consideration of a future stimulus bill approved by Congress. Any appropriation of future stimulus funding from the Federal government will be carefully considered to determine if there are any future obligations once this one-time funding goes away.

**A Generational Opportunity**

By finding the floor and seeing an economy that outperformed our fears, our budget essentially took a ‘one-year reset’. The employee compensation initiative in this plan exceeds anything we have been able to execute in over 30 years. This county has fewer employees than our peers and we ask our employees to do more – and as such, we want to reward them for their service. As noted in the *Financial Trends Monitoring System*, Henrico County is at its lowest per capita employee level since FY1990-91, and if you discount the over 450 positions the county is holding today, per capita employees are at the same level as 1982 – the first year *Trends* data was captured.

The total investment of nearly \$58 million in Henrico’s workforce comes in four categories as noted on the chart to the right. The first phase is a 2% adjustment to the county’s salary scales. This will impact all employees in April. The second portion, also in April, includes market adjustments for public safety and teaching positions. The third component is a merit-based step increase of 2.4% for all employees who do not receive a market adjustment, which is effective on July 1. The final category is an increase that rewards the long-term service of many

	6 Month Salary Increase Plan	
	Gen. Gov’t	HCPS
2% Scale Adjustment	\$4.5 M	\$7.5 M
Market Adjustments	\$12.3 M	\$17.0 M
Step Increase	\$2.5 M	\$1.7 M
Longevity Increase	\$5.4 M	\$6.7 M
Subtotal	\$24.7 M	\$32.9 M
Grand Total	\$57.6 M	

employees who have dedicated their careers to our community. The longevity pay – effective in October – provides one step (2.4%) for those with 10 years of service, two steps (4.8%) at 15 years, three steps (7.3%) at 20 years, and four steps (9.8%) for employees with 25 years of experience or more with Henrico County.

This plan also provides enhanced pay for positions that require a commercial driver’s license (CDL) and begins a two-year effort to have all positions at a minimum wage of \$15/hour. This has become very clear as a priority as we have seen the enhanced efforts of our custodial staff which have been a critical part of Henrico’s COVID response effort.

**Our Future: Henrico County Public Schools**

The Proposed Budget for FY2021-22 provides more than \$78 million in new or restored resources for education. Chief among them is the growth within the General Fund budget, which totals \$51 million and reflects a 10% increase when compared to the approved budget for FY2020-21. The Proposed Budget includes \$4.6 million for new and expanded school facilities, which funds 62.5 new positions - 13 new teachers for the two high schools and 49.5 positions for Holladay, including 36 new teachers for the expanded elementary school. The proposed budget also includes 10 new school counselors.

Resources Allocated to HCPS in FY22 Budget	
General Fund Budget Increase	\$51.0 M
Restore Meals Tax For Capital	\$9.0 M
Debt Service Increase	\$5.0 M
School Bus Replacement	\$4.7 M
Increase for CSA	\$4.0 M
Restore Roof & Mechanical	\$2.5 M
Technology Infrastructure	\$2.0 M
<b>Total</b>	<b>\$78.2 M</b>
*Does not include bond resources in capital budget (noted below)	

Another important addition to the HCPS budget for FY2021-22 is the expansion of the Achievable Dream Academy into 6<sup>th</sup> grade. The secondary program includes 19 positions with a total budget of \$1.4 million. While a location has not been decided at this time, moving this innovative program forward is vital to improving outcomes for the “Dreamers” who have been part of the program since its inception in 2017.

Schools' FY22 Infrastructure Investments		
Project	Amount	Funding Source
Adams ES Renovation	19,000,000	G.O. Bonds
Highland Springs ACE Center Expansion	20,800,000	VPSA Bonds
Hermitage ACE Center Renovation & Expansion	33,255,000	VPSA Bonds
Schools Mechanical/Roof	2,500,000	GF Fund Balance
Schools Meals Tax Reserve	9,000,000	Meals Tax
Schools Technology	2,000,000	Facebook Real Estate
Land Reserve	3,000,000	Capital Reserve
School Bus Replacement	4,700,000	FY21 Savings
<b>Total, Schools Capital Projects</b>	<b>94,255,000</b>	

The proposed budget for FY2021-22 continues this county’s long-standing commitment to making sure our school system has the facilities and infrastructure necessary to provide a top-flight education to Henrico’s children. The school capital budget, which is over \$94 million, funds the final

Education project from the 2016 Bond Referendum, the renovation of Adams Elementary School. It also provides over \$54 million to expand and renovate the two career education centers at Hermitage High School and Highland Springs High School. The expansion of these programs ensures we provide additional opportunities to create “life-ready” graduates. The proposed budget also provides \$3 million for the purpose of securing land for future schools, which could be part of a future bond referendum as early as November 2022.

The remaining \$18.2 million in the capital budget for Schools focuses on maintenance of existing infrastructure. The FY2021-22 budget restores the \$9 million meals tax total that has been utilized in nearly every school in Henrico. The proposed budget also restores the \$2.5 million in roof and mechanical improvements and allocates \$4.7 million to replace school buses on a ten-year schedule. Finally, the

proposed budget includes \$2 million of real estate revenues related to the Facebook Data Center project for technology infrastructure needs within schools. This includes the network systems, servers, and storage systems that teachers and students rely upon within the buildings.

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 the Board of Supervisors to ensure the children of Henrico receive the best education in the Commonwealth.

### **Strategic Focus on Public Safety**

Maintaining a safe and secure community is key to the quality of life provided in Henrico. In addition to recognizing our first responders and front-line public safety providers with the significant pay raises discussed earlier, the FY2021-22 budget continues to invest in our public safety infrastructure.

The proposed capital budget includes nearly \$13 million for firehouse projects, including the stormwater basin for the Staples Mill Firehouse (FS#20) and funds for the construction of a new Nine Mile Firehouse (FS#23). The capital budget also provides funding to acquire land for a future replacement of the Eastover Gardens Firehouse (FS#6).

Perhaps no other group has been more central to Henrico's response to COVID-19 than the individuals in Emergency Management. To shine a light on this key agency, the FY2021-22 budget breaks out Emergency Management and Workplace Safety as a separate agency. This places a greater emphasis on this group's role in leveraging county resources to respond to crisis in the community.

With many of the recommendations of the Addiction Task Force proposed for FY2020-21, alternative funding approaches were required once local funding was not an option. Grants were sought for enhancing treatment and diversion efforts to keep the momentum of this effort moving forward. The proposed budget continues to address our addiction efforts in a couple ways. First, a total of \$120,000 is provided to not-for-profit agencies that provide treatment services and recovery home scholarships for Henrico residents. Second, the capital budget includes \$9 million to build a Recovery Center to provide detox and treatment resources for individuals in crisis. This facility is proposed to be operated by a third-party, further cementing the county's commitment to public-private partnerships that allow the provision of community services at the lowest cost possible.

### **The Changing Landscape of Transportation Funding – CVTA**

A major accomplishment for the greater Richmond metropolitan area in the 2020 General Assembly session was the creation of the Central Virginia Transportation Authority (CVTA). The CVTA uses and distributes increases in the Sales and Use Tax and Gasoline Tax to fund transportation priorities throughout the region. A portion of the new taxes generated are redirected to the individual communities and for FY2021-22, the minimum anticipated for Henrico is \$22.5 million. Sidewalk and pedestrian improvements projects will be supported with \$2.5 million of these new resources while \$20 million will be allocated to a reserve and distributed once local projects are shovel ready. The Department of Public Works has \$2.2 billion worth of needs identified over the next 10 years. Therefore, the need to leverage these new resources with State and Federal funding will continue to be critical to keep Henrico moving.

### **Sustainability as an Emerging Area of Emphasis**

Over the past couple of years, Henrico has seen the effects of changing global weather patterns 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. This budget fully restores the stormwater funding eliminated in FY2020-21 due to the pandemic. Further, it funds three programs to reduce the effects of flooding. The first provides \$500,000 for property acquisitions to mitigate flooding effects. Additionally, the proposal includes \$750,000 to stabilize streams and remove debris to reduce the effects of further flooding and \$500,000 to complete minor drainage projects throughout the county.

In the area of Water & Sewer, great infrastructure is required to meet environmental standards. To do this requires the resources to make that happen. To this end, the proposed budget includes an increase to water & sewer rates with an impact on residential households of \$3.05 per month in order to meet the county's infrastructure needs in this area.

### **Preparing for the Post-Pandemic World – Doubling Down on Sports Tourism**

Since 2012, the county has focused heavily on development of the tourism sector, specifically sports tourism. Despite the negative impacts of COVID-19, Henrico still hosted over 100 tournaments with an economic impact of over \$47 million – greater than the amount in 2017. This is primarily thanks to the investments in field capacity at the county's high schools and Glover Park.

The FY2021-22 proposed budget restores \$1 million back to the Recreation budget for staffing of special events and the capital budget funds the development of Taylor Park in Eastern Henrico and upgrades of the baseball complex at Tuckahoe Park – the final two sports tourism projects in the 2016 Bond Referendum. Adding and renovating these fields, along with the indoor sports facility at Virginia Center Commons and the new arena that will be part of the recently announced Green City development will better position Henrico continue growth in this sector for many years to come.

With the scale of facility development over the past five years, it makes sense that a specialized group of professionals, working in concert with Richmond Region Tourism, can take outreach efforts to new heights. This proposed budget creates capacity for a proposed Sports and Entertainment Authority. Guided by an Executive Director, this new board of tourism professionals, appointed by the Board of Supervisors, will identify and/or create innovative strategies to push Henrico's sports tourism efforts to new heights. Along with utilizing the fields for tournament attraction, the Authority would also oversee certain aspects of the new indoor facilities.

### **The Future of Solid Waste**

The FY2021-22 budget for Solid Waste allows continued provision of its many services and replaces four refuse trucks to maintain service delivery. The FY2021-22 budget proposes a \$3/month increase in the refuse collection fee to ensure sustainability of the fund by addressing inflation since the last time the fee was increased in 2008. At \$18/month, the refuse collection fee will remain very competitive with other trash collection providers.

Moving forward, the Division will examine their programs to assure they can be provided at a cost-effective level. This will include reviewing the new regional recycling contract in the next few months, alternative solutions to bulky waste pick-ups, and reviewing how neighborhood clean-ups are conducted.

### **Infrastructure as the Community's Backbone**

The FY2021-22 Proposed Budget appropriates funding for the final 2016 Bond Referendum projects. This expedited schedule is feasible because the COVID-induced interest rate environment allowed issuance of all remaining referendum debt at a rate of 1.49%, the lowest ever achieved on the issuance of general obligation bonds.

The capital budget includes G.O. Bonds of \$79.7 million to fund projects like the Richmond-Henrico Turnpike, the renovation of Cheswick Park, the renovation of the Three Lakes Nature Center, and the continuing development of the Tuckahoe Creek Park. Finishing these projects will allow the county to pivot towards new needs to be identified on a future bond referendum.

FY2021-22 Capital Budget - November, 2016 G.O. Bond Projects (G.O. Bonds Only)	
Project	Recommended FY2021-22
Richmond-Henrico Turnpike	9,000,000
Taylor Park	14,000,000
Cheswick Park	2,100,000
Tuckahoe Creek Park	5,000,000
Three Lakes Nature Center	2,300,000
Tuckahoe Park	16,000,000
Nine Mile Firehouse (#23)	11,055,685
Staples Mill Firehouse Stormwater Basin	1,250,000
Adams ES Renovation	19,000,000
<b>Total, 2016 G.O. Bond Projects</b>	<b>79,705,685</b>

The FY2021-22 capital budget also brings forward several projects that focus on maintaining the county’s existing infrastructure including \$3.0 million for various general government maintenance projects and \$1.7 million for the county’s information technology infrastructure. Maintaining vital infrastructure is key to avoiding significant replacement costs in the future. To that end, the Department of Public Utilities’ capital budget includes undertaking significant annual maintenance projects as well as significant improvements and expansion at the Water Reclamation Facility to meet regulatory requirements within the rate increase mentioned earlier.

**We Got Busy**

The FY2021-22 proposed budget recognizes the efforts of each employee over this past year – often putting themselves in harm’s way, finding ways to effectively work remotely, and even improving processes and results along the way. Our employees have exemplified selfless service.

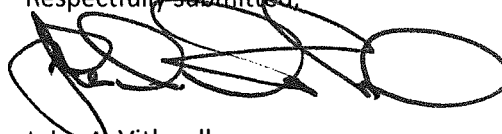
In life, certain opportunities present themselves that define who we are and what we are capable of. For Henrico’s employees, when the world wanted to shut down, we got busy. Everyone figured out how to continue to provide the exceptional services this county has been known for, and to do it with the heart and compassion necessary when the world was consumed with angst.

It has not been easy to accomplish this; we asked agencies to do more while living within a budget that had just cut \$100 million, all the while operating with more than 450 vacant positions. This speaks to the ability our folks to move mountains. Fortunately, our worst-case financial scenario did not occur, which provided us the foundation for the FY2021-22 plan that rewards those who carried us through this journey.

This budget would not have come together without the many hours of hard work by staff and the leadership and vigilant oversight from our Board of Supervisors. This commitment to service is what embodies “The Henrico Way,” and I am truly grateful for the contributions – past and future – by all.

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,

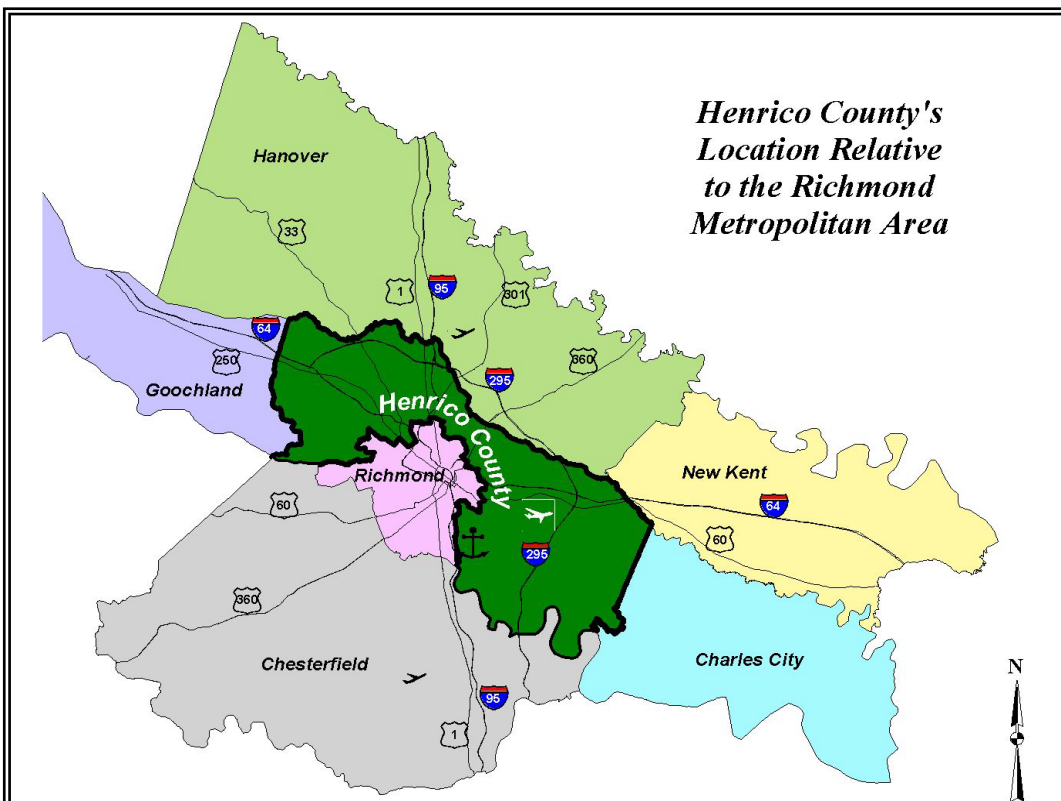
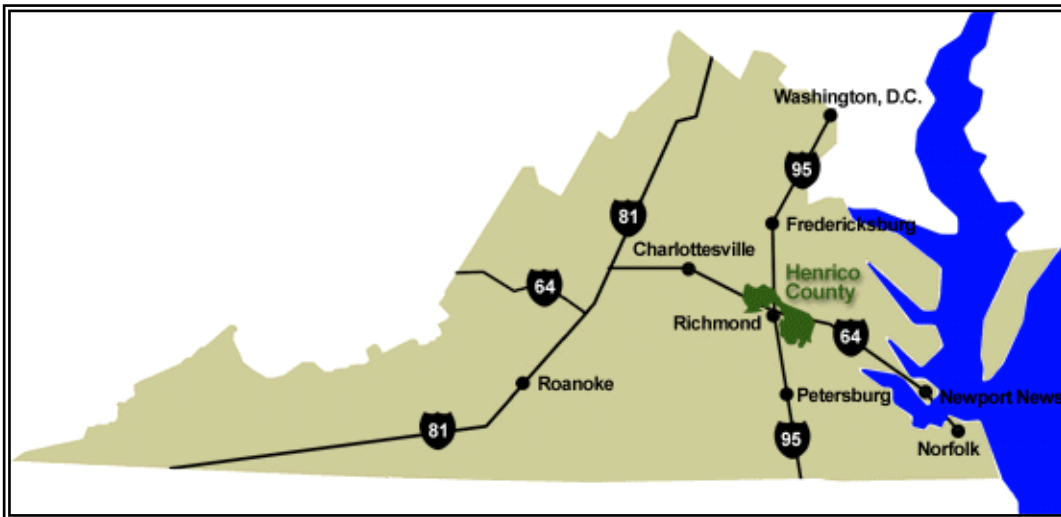


John A. Vithoukas  
County Manager

# 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*





# 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).

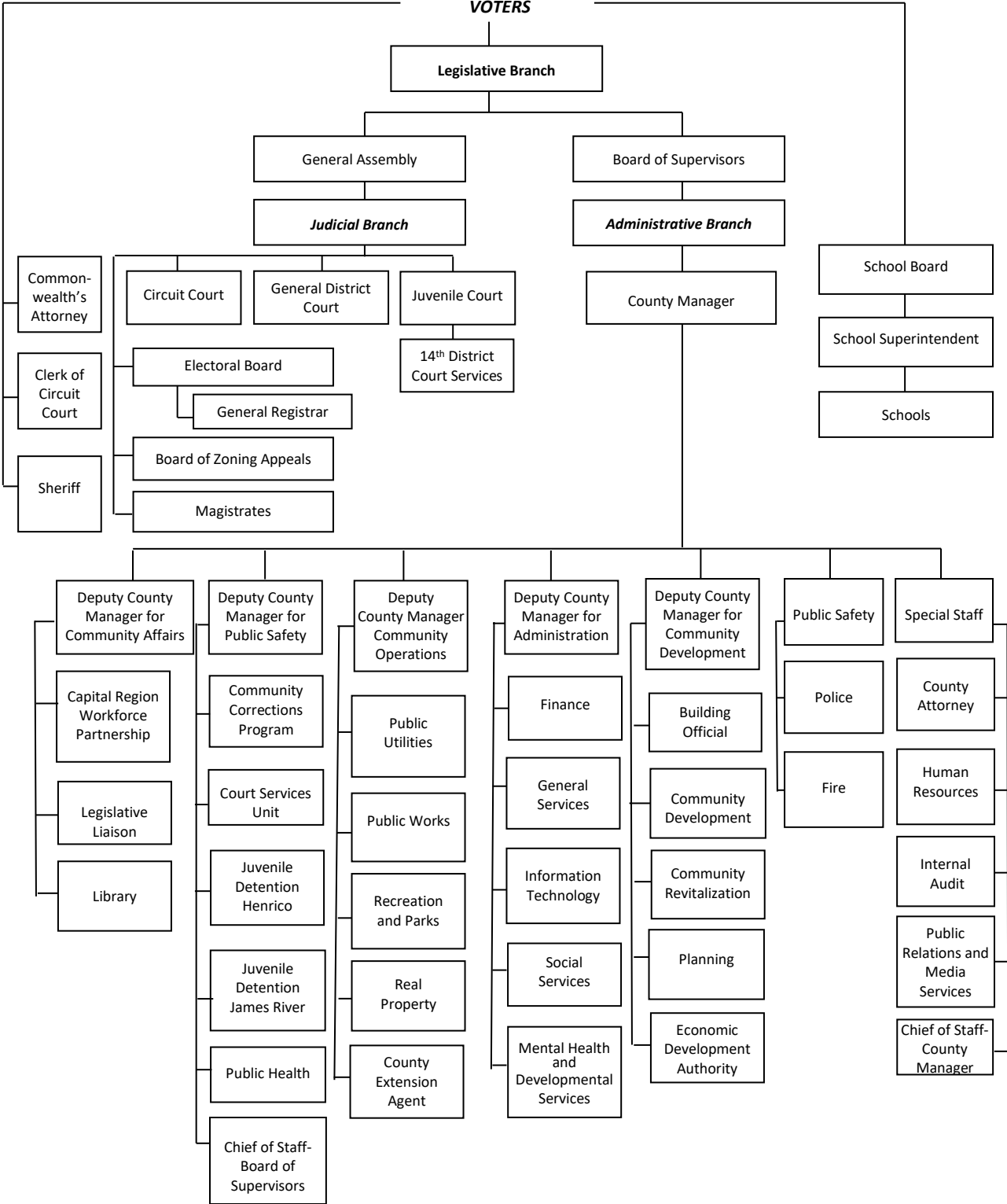
The School Board is elected by the voters to represent each of the five magisterial districts. They are elected for four-years in a sequence similar to that of the County Board Members and are responsible for the allocation and control of school finances, programs and personnel. The superintendent of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

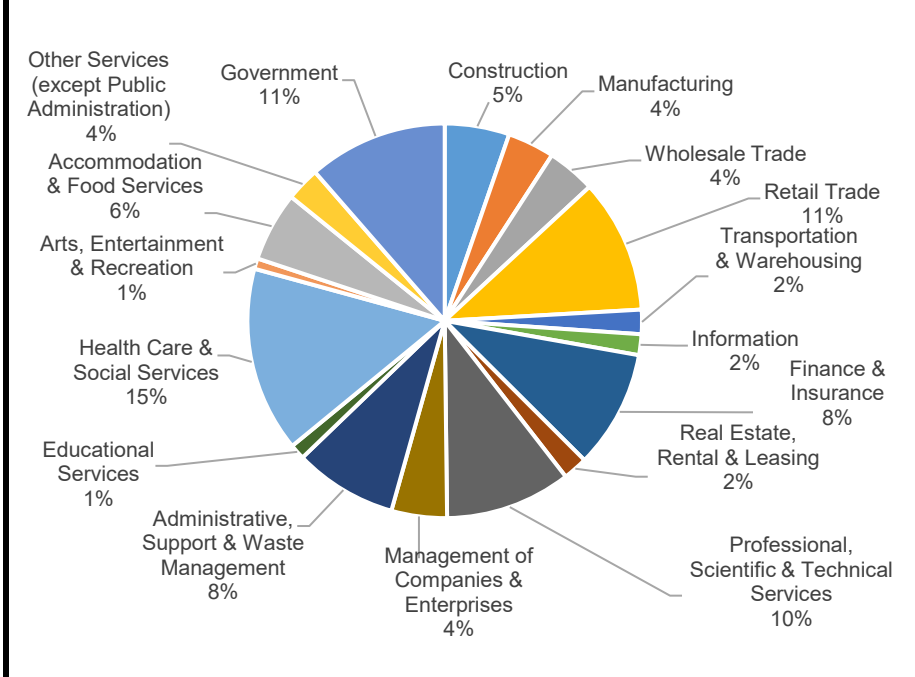
## Economy

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 November 2020 Community Profile for Henrico.

**Top Ten Employers with ≥ 900 Employees**

Rank	Employer
1	Henrico County School Board
2	Bon Secours Health System, Inc
3	County of Henrico
4	HCA Virginia Health System
5	Anthem
6	Capital One Bank
7	Walmart
8	United States Postal Service
9	Wells Fargo Bank NA
10	Bank of America

**Henrico County Employment by Industry**



Henrico County's local economy is characterized by diversity with a healthy representation of businesses from numerous industries including retail, manufacturing, financial, insurance, health and life services, and more. The local employment base in the County is substantial and diverse and represents approximately one-third of the Richmond metropolitan statistical areas (MSA) employment base. In addition, the 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 4.7 percent in December 2020, which is in line with the state average of 4.7 percent, and lower than the national average of 6.7 percent. Henrico's job market remains strong with 170,247 total jobs in the County, the second highest of all localities in Virginia. In addition, twenty-two local businesses in Henrico are among "America's Fastest Growing Companies" according to the Inc. 5000 List.

Henrico's local economy continues to get a significant boost from visitor spending in the County. In fact, during 2019, the County captured \$993.9 million in visitor spending, a 3.2 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.

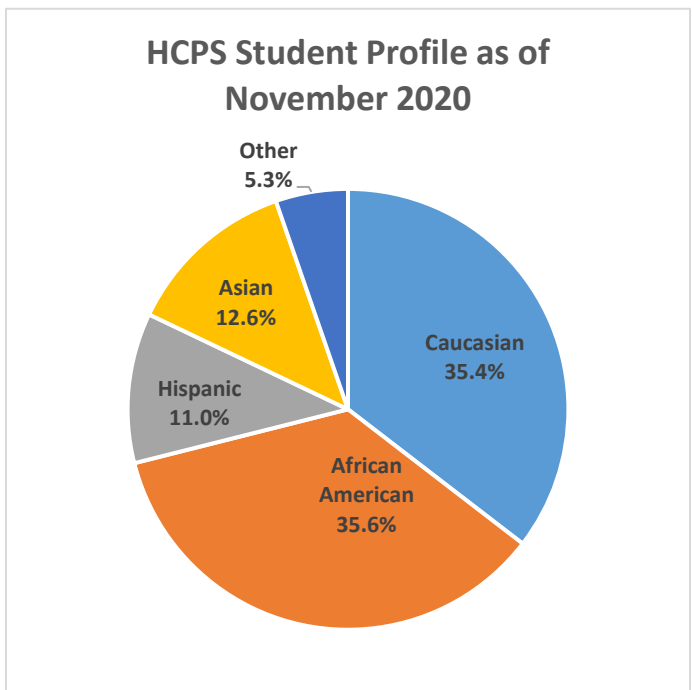
<b>Population by Race</b>	<b>2000</b>	<b>2010</b>	<b>% Change</b>
American Indian & Alaska native alone	920	1,012	10.0%
Asian /Pacific Islander	9,533	20,179	111.7%
Black or African American alone	64,820	90,669	39.9%
Other/Multiracial	6,284	13,356	112.5%
White alone	180,780	181,719	0.5%
Total	262,337	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 2020, the membership of HCPS totaled 48,982. 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 devices are provided for all students. HCPS was one of the first school divisions in the country to start this initiative in 2001.



## Parks, Recreation and Culture

The Henrico County Public Library (HCPL) system has nine library branches and a bookmobile which circulate over half a million volumes. In 2020, HCPL was named a Five-Star by Library Journal as received four NACo and two VACo awards.

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



# Henrico County Profile

## Public Safety

The Henrico County Police Division has three police stations and over 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. The County's accounting division utilizes an accrual basis for all funds.

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

### FUND STRUCTURE

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

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

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

#### **General Fund**

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

#### **Special Revenue Fund**

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

#### **Debt Service Fund**

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

#### **Capital Projects Fund**

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

*Basis of Budgeting and Fund Structure (continued)*

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

**Enterprise Funds**

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

**Internal Service Funds**

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

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

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

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

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

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

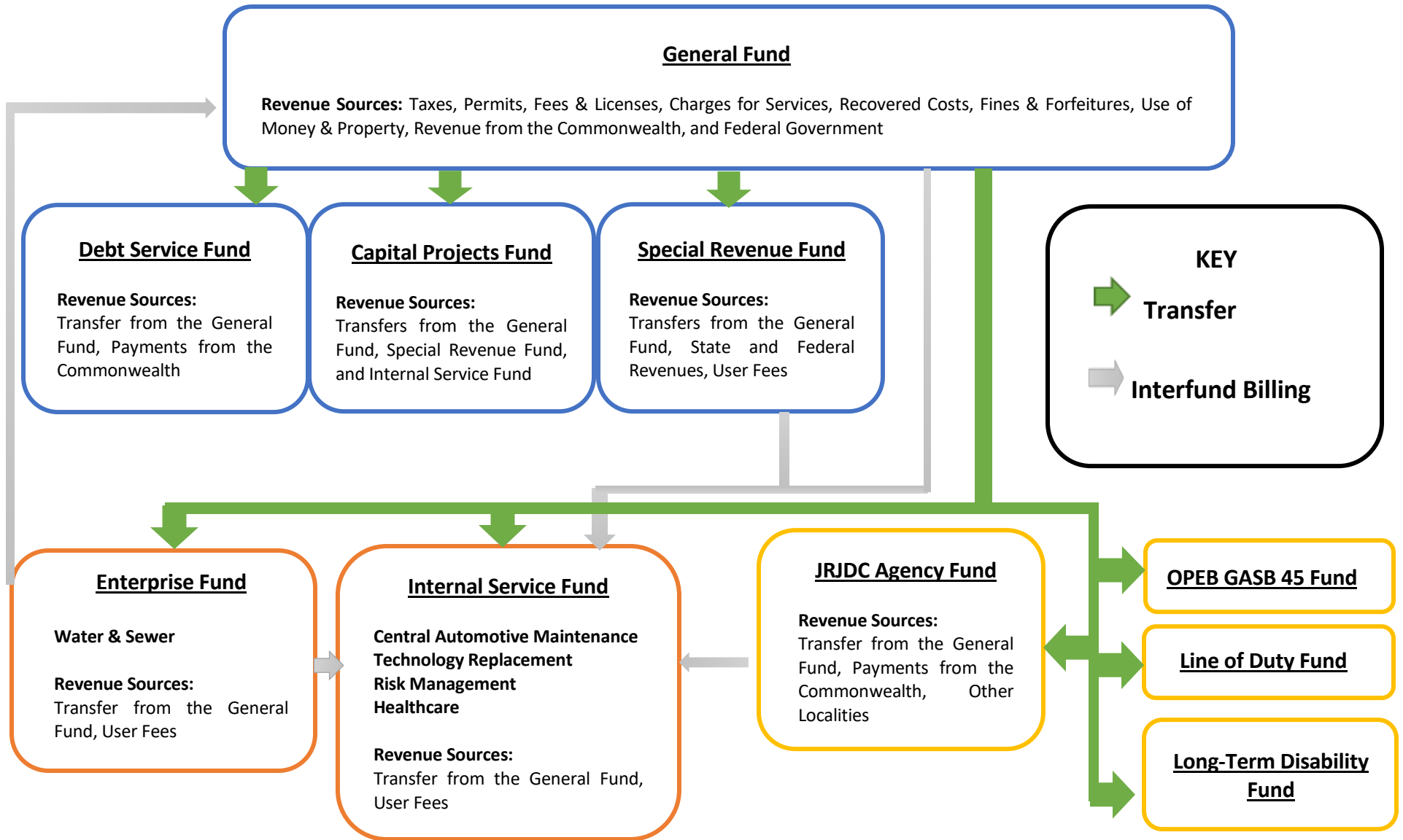
**Line of Duty**

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

**Long-Term Disability**

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

## STRUCTURE OF COUNTY FUNDS





## **HENRICO COUNTY'S BUDGET PROCESS**

### **THE BUDGET CYCLE**

#### **Transfers & Amendments**

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

<b>AUGUST 2020</b>						
M	T	W	T	F	S	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

<b>SEPTEMBER 2020</b>						
M	T	W	T	F	S	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

<b>OCTOBER 2020</b>						
M	T	W	T	F	S	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

#### **Revenue Estimates**

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

#### **Target Development**

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

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

Target estimates do not automatically include an inflation factor for operating expenditures, nor are new services or positions automatically funded. The target allocations do, where applicable, include the operating costs of new facilities approved in prior year budgets. This "link" between the operating and capital budgets is performed through an annual crosswalk that determines all such costs. The FY2021-22 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 2020**

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

**DECEMBER 2020**

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

**Budget Call for Estimates**

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

**Financial Trend Monitoring System Updates**

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

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

**Budget Submissions**

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

**JANUARY 2021**

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

**Review of Budget Submissions**

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

**THE BUDGET CYCLE**

**FEBRUARY 2021**

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

**Executive Budget Reviews**

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

the departments are present at the time of these reviews and have the opportunity to make presentations and answer questions relative to their budget requests. The Budget Office finalizes recommendations based on the Executive Review Committee results during the last three weeks in February.

**MARCH 2021**

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

**Legislative Budget Reviews**

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

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

**APRIL 2021**

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

**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 FY2021-22 Public Hearing was held on April 13, 2021. The public hearing that sets the tax levies was held on April 27, 2021. 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 2021**

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

**Publish and Distribute Budget**

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

**JUNE 2021**

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

**Appropriation of Budget**

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

**JULY 2021**

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

**Beginning of the new Fiscal Year**

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

## FINANCIAL GUIDELINES

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

### **General Guidelines:**

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

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

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

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

The County of Henrico will attempt to utilize benefits of new economic development successes as a means of maintaining the low tax rate environment the residents currently enjoy. In addition, the County will maintain a balance between the need for real estate tax relief for residents with the long-term operational needs of the County. In that regard, **the FY2021-22 Annual Fiscal Plan is based on a Real Estate Tax rate of \$0.87/\$100 of assessed valuation for CY2021 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 FY21:	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.

**COUNTY OF HENRICO, VIRGINIA**  
**SOURCE OF APPROVED REVENUES**  
**- ALL FUNDS -**

Revenues: Function/Program	FY 19-20 Actual	FY 20-21 Original	FY 21-22 Approved
<b>Revenue from Local Sources:</b>			
General Property Taxes	\$466,197,155	\$ 499,145,000	\$ 531,320,000
Other Local Taxes	183,290,660	139,410,000	170,610,000
Permits, Fees, and Licenses	8,812,800	6,313,405	7,813,905
Fines and Forfeitures	2,182,100	2,527,845	2,527,845
Use of Money and Property	15,145,134	4,022,808	12,277,808
Charges for Services	171,177,578	173,466,196	171,062,944
Recovered Costs	156,490,272	162,692,101	171,016,689
Miscellaneous	21,559,681	13,824,835	15,768,360
Shared Expenses	582,376	518,528	534,082
Total from Local Sources	<u>\$ 1,025,437,756</u>	<u>\$ 1,001,920,718</u>	<u>\$ 1,082,931,633</u>
<b>Revenue from the Commonwealth:</b>			
Non-categorical Aid	55,489,735	16,708,040	18,296,382
Shared Expenses	20,768,237	18,105,294	18,765,294
Categorical Aid	391,417,355	371,228,020	414,776,080
Total from the Commonwealth	<u>\$ 467,675,327</u>	<u>\$ 406,041,354</u>	<u>\$ 451,837,756</u>
<b>Revenue from the Federal Government:</b>			
Categorical Aid	77,035,240	63,516,527	63,401,717
Total from the Federal Government	<u>\$ 77,035,240</u>	<u>\$ 63,516,527</u>	<u>\$ 63,401,717</u>
Total Revenues	<u>\$ 1,570,148,323</u>	<u>\$ 1,471,478,599</u>	<u>\$ 1,598,171,106</u>
<b>(To) From Fund Balance/Retained Earnings</b>			
(To) From General Fund Balance	10,000,000	3,014,759	18,099,800
(To) From General Fund - Sinking Fund	(29,871,467)	-	4,584,500
(To) From Fund Balance - Designated Capital Reserve	14,055,000	-	12,440,000
Use of Fund Balance - Tourism Reserve	2,000,000	-	-
Use of Fund Balance - Undesignated	7,794,628	-	-
Use of Fund Balance - Assigned - Land Reserve	2,987,015	-	-
(To) From Fund Balance - Meals Tax Reserve	26,345,233	-	4,000,000
(To) From Fund Balance - Schools State Aid Reserve	3,800,000	-	-
(To) From School Cafeteria	1,437,167	-	-
(To) From Solid Waste	513,882	478,764	1,574,041
(To) From Street Lights	(114,203)	-	-
(To) From Retained Earnings - Water & Sewer	(56,735,195)	(38,269,915)	(36,156,652)
(To) From Other Funds	(16,850,588)	199,832	134,826
Total Fund Balance	<u>(34,638,528)</u>	<u>(34,576,560)</u>	<u>4,676,515</u>
Total Revenues and Fund Balances	<u>\$ 1,535,509,795</u>	<u>\$ 1,436,902,039</u>	<u>\$ 1,602,847,621</u>
Operating Transfers to Capital Projects Fund	(85,954,676)	-	(45,637,800)
Interdepartmental Billings	(\$111,579,028)	(119,011,966)	(\$125,273,753)
Total Source of Funding	<u><u>\$ 1,337,976,091</u></u>	<u><u>\$ 1,317,890,073</u></u>	<u><u>\$ 1,431,936,068</u></u>

**COUNTY OF HENRICO, VIRGINIA  
TOTAL APPROVED EXPENDITURES  
- ALL FUNDS -**

<u>Department</u>	<u>FY 19-20 Actual</u>	<u>FY 20-21 Original</u>	<u>FY 21-22 Approved</u>
01 Board of Supervisors	\$1,223,001	\$1,126,922	\$1,152,550
02 Library	19,178,256	20,292,281	20,673,779
03 Sheriff	48,980,354	42,383,409	45,441,924
04 Circuit Court	3,436,504	3,283,515	3,673,493
05 Commonwealth's Attorney	6,887,502	7,002,309	7,469,096
06 General District Court	373,190	458,032	470,921
07 Juvenile & Domestic Relations Court	3,502,221	3,450,841	3,705,557
08 Electoral Board	1,944,114	1,915,103	2,013,011
09 County Manager	1,940,540	1,889,529	1,800,828
09 Public Relations	1,959,502	1,903,867	2,053,903
10 County Attorney	2,942,843	2,617,444	2,746,282
11 Human Resources	21,211,109	5,694,056	10,636,830
12 Police	81,404,457	82,021,218	90,290,952
13 Fire	68,605,756	67,322,619	72,364,581
14 Finance	13,468,515	24,179,038	25,580,570
15 Emergency Management	0	0	932,525
16 General Services	34,011,309	36,550,797	38,380,156
17 Internal Audit	592,786	566,535	662,623
18 Debt Service	104,506,464	71,665,830	78,346,649
19 Information Technology	14,468,293	15,351,821	16,396,796
21 Agriculture and Home Extension	364,099	396,174	406,547
22 Social Services	40,309,521	26,134,190	27,637,371
23 Recreation & Parks	18,954,947	18,174,555	21,695,455
24 Public Health	2,537,998	2,433,102	2,687,497
26 Mental Health & Developmental Services	39,040,861	40,438,768	43,053,761
27 Capital Region Workforce Partnership	4,218,147	4,187,441	4,202,005
28 Public Works	51,306,155	53,130,984	55,548,170
29 Real Property	594,891	467,200	655,143
30 Economic Development	19,022,907	12,928,968	12,952,902
31 Public Utilities	110,954,281	117,412,041	121,663,754
32 Non-Departmental	13,274,408	12,958,949	13,053,365
33 Building Inspections	4,587,748	4,670,481	5,127,203
34 Planning	4,304,050	4,280,615	4,580,078
35 Permit Centers	858,896	795,172	911,544
36 Community Corrections Program	1,990,387	2,117,415	2,276,546
37 Technology Replacement	2,174,160	2,750,000	3,001,314
38 Community Revitalization	4,108,183	1,509,043	1,776,077
40 James River Juvenile Detention Center	6,399,761	5,634,742	5,683,976
42 Healthcare	115,908,783	135,140,870	143,038,275
43 Sports and Entertainment Authority	0	0	585,896
50 Education	578,008,220	601,666,163	661,879,916
60 Interdepartmental Billings	(111,579,028)	(119,011,966)	(125,273,753)
Total Expenditures	<u>\$1,337,976,091</u>	<u>\$1,317,890,073</u>	<u>\$1,431,936,068</u>

**COUNTY OF HENRICO, VIRGINIA  
APPROVED GENERAL FUND REVENUES  
FY 2021-22**

<b>Revenues:</b>	<b>FY 19-20</b>	<b>FY 20-21</b>	<b>FY 21-22</b>
<b>Function/Program</b>	<b>Actual</b>	<b>Original</b>	<b>Approved</b>
<b>Revenue from Local Sources:</b>			
General Property Taxes	\$466,197,155	\$499,145,000	\$531,320,000
Other Local Taxes	183,290,660	139,410,000	170,610,000
Permits, Fees, & Licenses	8,620,649	5,253,500	6,754,000
Fines & Forfeitures	1,885,334	2,085,000	2,085,000
From Use of Money & Property	13,694,796	3,284,700	11,334,700
Charges for Services	3,620,629	3,845,500	3,710,500
Miscellaneous	8,683,555	3,969,000	3,969,000
Recovered Costs	4,351,220	4,138,000	4,338,000
Total from Local Sources	<u>690,343,998</u>	<u>661,130,700</u>	<u>734,121,200</u>
<b>Revenue from the Commonwealth:</b>			
Categorical Aid:			
Education	280,810,857	261,304,941	299,107,000
Public Works	49,092,185	47,000,000	48,525,040
Public Safety (HB #599)	9,483,068	9,000,000	9,500,000
Other	5,228,422	9,028,000	5,263,000
Total Categorical Aid	<u>344,614,532</u>	<u>326,332,941</u>	<u>362,395,040</u>
Non-Categorical Aid:			
General Government	52,156,437	13,150,000	14,057,000
Total Non-Categorical Aid	<u>52,156,437</u>	<u>13,150,000</u>	<u>14,057,000</u>
<b>Shared Expenses:</b>			
State Share of Salaries & Benefits	19,095,695	16,540,000	17,200,000
Total from the Commonwealth	<u>415,866,664</u>	<u>356,022,941</u>	<u>393,652,040</u>
<b>Revenue from the Federal Government</b>			
Total Revenues	<u>17,401,612</u>	<u>360,000</u>	<u>385,000</u>
	<u>1,123,612,274</u>	<u>1,017,513,641</u>	<u>1,128,158,240</u>
<b>Interfund Transfers:</b>			
To Debt Service Fund	(71,570,276)	(71,665,830)	(78,346,649)
To Capital Projects Fund	(85,954,676)	0	(45,637,800)
To Enterprise Fund	(1,928,921)	(1,929,858)	(1,932,108)
To Technology Replacement	(2,750,000)	(2,750,000)	(3,000,000)
To CAM	(454,800)	0	(64,000)
To Risk Management	(11,585,203)	(9,499,617)	(9,493,570)
To Workplace Safety	0	(483,682)	0
To Special Revenue Fund	(33,720,629)	(29,897,172)	(36,906,981)
To JRJDC Agency Fund	(3,253,484)	(3,351,088)	(3,451,088)
To OPEB-GASB 45 Fiduciary Fund	(800,000)	0	(2,675,000)
To Line of Duty	(1,050,000)	(1,250,000)	(1,250,000)
To Long-Term Disability	(600,000)	(600,000)	(600,000)
Total Transfers	<u>(213,667,989)</u>	<u>(121,427,247)</u>	<u>(183,357,196)</u>



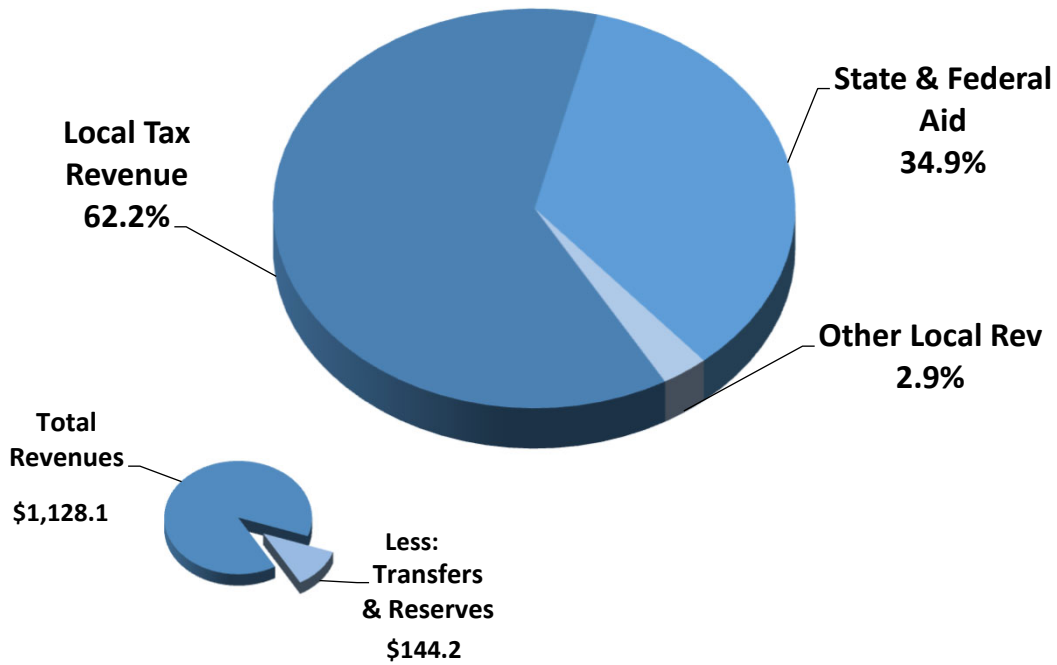
**General Fund Revenues (cont'd)**

<b>Revenues:</b>	<b>FY 19-20</b>	<b>FY 20-21</b>	<b>FY 21-22</b>
<b>Function/Program</b>	<b>Actual</b>	<b>Original</b>	<b>Approved</b>
Use of Fund Balance - Capital Projects	7,500,000	0	7,075,000
Use of Fund Balance - Sidewalks	2,500,000	0	0
Use of Fund Balance - Designated Capital Reserve	14,055,000	0	12,440,000
Use of Fund Balance - FY21 Vehicle Reserve	0	0	11,024,800
Use of Fund Balance - Assigned - Land Reserve	2,987,015	0	0
Use of Fund Balance - Tourism Reserve	2,000,000	0	0
Use of Fund Balance - Undesignated	7,794,628	0	0
(To) From Fund Balance - Meals Tax Reserve	26,345,233	0	4,000,000
(To) From Fund Balance - Schools State Aid Reserve	3,800,000	0	0
From Sinking Fund	0	0	4,584,500
(To) Fund Balance - General Fund	<u>(59,847,465)</u>	<u>3,014,759</u>	<u>                    </u>
Total Resources Net of Transfers	<u>\$917,078,696</u>	<u>\$899,101,153</u>	<u>\$983,925,344</u>

**COUNTY OF HENRICO, VIRGINIA  
APPROVED GENERAL FUND EXPENDITURES  
FY 2021-22**

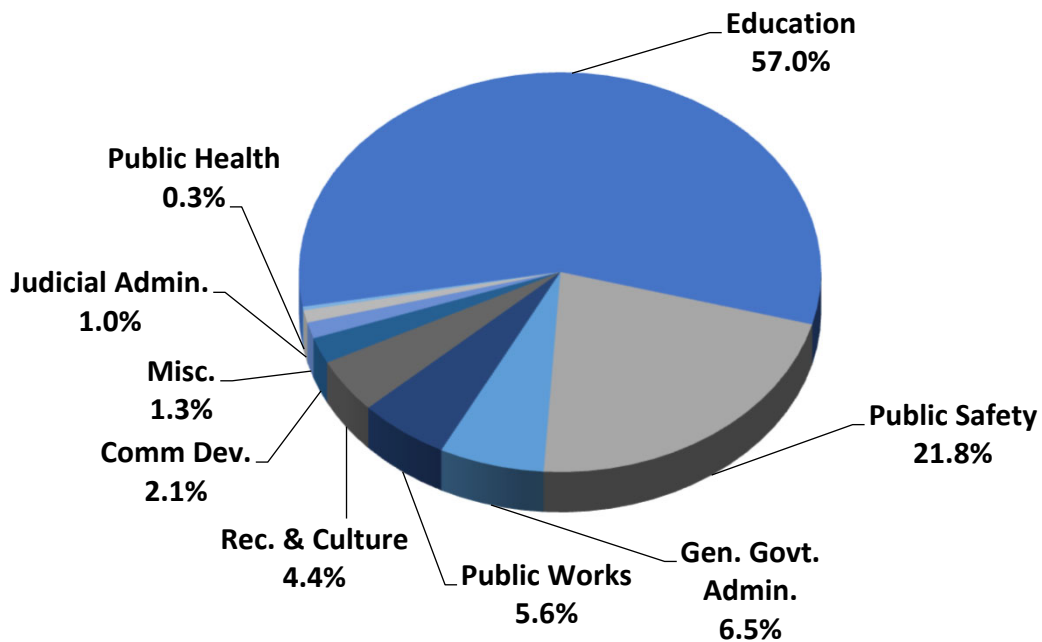
<b>Expenditures: Function/Activity</b>	<b>FY 19-20 Actual</b>	<b>FY 20-21 Original</b>	<b>FY 21-22 Approved</b>
General Government Administration	\$59,089,559	\$57,367,472	\$64,023,716
Judicial Administration	9,411,753	9,498,489	10,276,583
Public Safety:			
Police	79,878,057	80,313,716	88,601,626
Fire	68,191,150	66,838,937	72,364,581
Emergency Management	-	-	932,525
Sheriff	48,977,070	42,383,409	45,441,924
Juvenile Detention	2,429,316	2,357,538	2,548,035
Building Inspections	4,587,748	4,670,481	5,127,203
Total Public Safety	<u>204,063,341</u>	<u>196,564,081</u>	<u>215,015,894</u>
Public Works:	51,200,822	52,233,984	54,651,170
Public Health:	2,537,998	2,433,102	2,687,497
Education:	514,482,632	509,905,768	560,920,241
Recreation, Parks, & Culture:			
Recreation & Parks	18,950,147	18,174,555	21,695,455
Sports and Entertainment Authority	-	-	585,896
Library	19,178,256	20,292,281	20,673,779
Total Recreation, Parks, & Culture	<u>38,128,403</u>	<u>38,466,836</u>	<u>42,955,130</u>
Community Development	24,889,780	19,909,972	20,627,148
Miscellaneous:			
Non-Departmental	13,274,408	12,721,449	12,767,965
Total Miscellaneous	<u>13,274,408</u>	<u>12,721,449</u>	<u>12,767,965</u>
Total General Fund Expenditures	<u><u>\$917,078,696</u></u>	<u><u>\$899,101,153</u></u>	<u><u>\$983,925,344</u></u>

**FY2021-22 General Fund Revenues**  
**\$1,128,158,240**



Note: General Fund Revenues less Transfers & Reserves equals General Fund Expenditures of \$983,925,344

**FY2021-22 General Fund Expenditures**  
**\$983,925,344**



**COUNTY OF HENRICO, VIRGINIA**  
**APPROVED SPECIAL REVENUE FUND REVENUES**  
**FY 2021-22**

<b>Revenues:</b>			
<b>Subfund/Activity</b>	<b>FY 19-20</b>	<b>FY 20-21</b>	<b>FY 21-22</b>
	<b>Actual</b>	<b>Original</b>	<b>Approved</b>
Capital Region Workforce Partnership (CRWP)			
CRWP	\$4,160,147	\$4,131,441	\$4,146,005
Transfer From the General Fund	<u>58,000</u>	<u>56,000</u>	<u>56,000</u>
Total Capital Region Workforce Partnership	4,218,147	4,187,441	4,202,005
Circuit Court Clerk			
Circuit Court Clerk	<u>15,773</u>	<u>0</u>	<u>0</u>
	15,773	0	0
Commonwealth's Attorney			
Commonwealth's Attorney	26,242	0	0
Special Drug Prosecutor	141,280	120,953	132,668
Victim/Witness Assistance Program	674,155	674,155	682,227
Transfer From the General Fund	<u>555,422</u>	<u>573,202</u>	<u>656,129</u>
Total Commonwealth's Attorney	1,397,099	1,368,310	1,471,024
Community Corrections Program			
CCP	1,325,498	1,458,869	1,455,828
CCP - Drug Court	224,913	267,410	267,410
Transfer From the General Fund	<u>439,976</u>	<u>391,136</u>	<u>553,308</u>
Total Community Corrections	1,990,387	2,117,415	2,276,546
Community Development Block Grant			
CDBG/HOME	2,208,389	0	0
ESG	246,798	0	0
Transfer From the General Fund - Local Business Assistance	<u>13,168</u>	<u>0</u>	<u>0</u>
Total Community Development Block Grant	2,468,355	0	0
Economic Development			
EDA Top Golf Agreement	<u>1,300,000</u>	<u>0</u>	<u>0</u>
Total Economic Development	1,300,000	0	0
Education			
State, Federal & Other Grants	43,780,509	57,551,399	62,444,246
Total Schools Grants	43,780,509	57,551,399	62,444,246
Cafeteria Receipts	4,707,121	7,479,684	7,000,000
State Food Payments - Nat. Sch. Lunch Prog.	769,058	750,000	800,000
Federal School Lunch Program	8,823,463	14,864,000	10,800,000
Federal School Breakfast Program	3,362,064	50,000	4,000,000
Recoveries & Rebates	440,229	670,745	500,000
Sale of Equipment	6,440	5,000	10,000
Miscellaneous	199,537	50,000	752,066
(To) From Cafeteria Fund Balance	<u>1,437,167</u>	<u>0</u>	<u>253,363</u>
Total School Cafeteria	19,745,079	23,869,429	24,115,429

**Special Revenue Fund Revenues (cont'd)**

<b>Revenues:</b>			
<b>Subfund/Activity</b>	<b>FY 19-20</b>	<b>FY 20-21</b>	<b>FY 21-22</b>
	<b>Actual</b>	<b>Original</b>	<b>Approved</b>
Children's Services Act (CSA)*			
State/Federal Aid	0	6,457,060	9,017,493
Transfer from the General Fund	0	3,882,507	5,382,507
Total CSA	<u>0</u>	<u>10,339,567</u>	<u>14,400,000</u>
Total Education	63,525,588	91,760,395	100,959,675
Juvenile & Domestic Relations Court			
Virginia Juvenile Community Crime Act	390,110	390,008	390,108
USDA	32,123	25,270	25,333
Transfer From the General Fund	<u>523,243</u>	<u>555,082</u>	<u>607,984</u>
Total Juvenile & Domestic Relations Court	945,476	970,360	1,023,425
Mental Health & Developmental Services			
State and Federal Grants	13,019,847	11,101,278	11,704,679
Payments from Other Localities	258,340	258,340	258,340
Miscellaneous Revenues	11,795,696	13,143,774	12,967,553
Transfer From General Fund	<u>13,966,978</u>	<u>15,935,376</u>	<u>18,123,189</u>
Total Mental Health	39,040,861	40,438,768	43,053,761
Non-Departmental			
Transfer From General Fund	0	237,500	285,400
Public Safety			
Police - State & Federal Grants	1,079,067	1,220,502	1,202,326
Police - Donations	4,932	0	0
Metro Aviation/Extradition Reimbursement	386,911	359,668	359,668
Fire - State & Federal	414,606	0	0
Asset Forfeitures	35,443	0	0
Transfer From General Fund	<u>20,047</u>	<u>127,332</u>	<u>127,332</u>
Total Public Safety	1,941,006	1,707,502	1,689,326
Public Utilities			
Solid Waste:			
Refuse Collection Billing	9,123,846	9,250,000	10,250,000
Public Use/Host/Recycle Fees	1,793,814	4,140,000	1,830,000
Miscellaneous Revenues	436,589	295,000	282,500
Transfer From General Fund	3,371,409	1,278,457	3,371,409
(To) From Solid Waste Fund Balance	<u>513,882</u>	<u>478,764</u>	<u>1,574,041</u>
Total Solid Waste	15,239,540	15,442,221	17,307,950
Street Lighting:			
Charge for Street Lights	179,558	84,100	84,100
(To) From Reserve for Street Lights	<u>(114,203)</u>	<u>0</u>	<u>0</u>
Total Street Lighting	65,355	84,100	84,100
Public Works			
Best Management Practices	28,050	50,000	50,000
Watershed Management Program	<u>77,283</u>	<u>847,000</u>	<u>847,000</u>
Total Public Works	105,333	897,000	897,000





**COUNTY OF HENRICO, VIRGINIA**  
**APPROVED SPECIAL REVENUE FUND EXPENDITURES**  
**FY 2021-22**

<b>Expenditures:</b>			
<b>Subfund/Activity</b>	<b>FY 19-20</b>	<b>FY 20-21</b>	<b>FY 21-22</b>
	<b>Actual</b>	<b>Original</b>	<b>Approved</b>
Capital Region Workforce Partnership (CRWP)	\$4,218,147	\$4,187,441	\$4,202,005
Circuit Court Clerk			
Circuit Court Clerk	\$15,773	\$0	\$0
	<u>\$15,773</u>	<u>\$0</u>	<u>\$0</u>
Commonwealth's Attorney			
Commonwealth's Attorney	26,242	0	0
Victim/Witness Program	1,188,712	1,189,081	1,263,976
Special Drug Prosecutor	182,145	179,229	207,048
Total Commonwealth's Attorney	<u>1,397,099</u>	<u>1,368,310</u>	<u>1,471,024</u>
Community Corrections Program			
CCP	1,600,780	1,670,186	1,824,303
CCP - Drug Court	389,607	447,229	452,243
Total Community Corrections Program	<u>1,990,387</u>	<u>2,117,415</u>	<u>2,276,546</u>
Community Revitalization			
CDBG	1,493,062	0	0
Home	715,327	0	0
Local Business Assistance	13,168	0	0
ESG	246,798	0	0
Total Community Revitalization	<u>2,468,355</u>	<u>0</u>	<u>0</u>
Economic Development			
EDA Top Golf Agreement	1,300,000	0	0
Total Economic Development	<u>1,300,000</u>	<u>0</u>	<u>0</u>
Education			
State, Federal & Other Grants	43,780,509	57,551,399	62,444,246
School Cafeterias	19,745,079	23,869,429	24,115,429
Children's Services Act (CSA)	0	10,339,567	14,400,000
Total Education	<u>63,525,588</u>	<u>91,760,395</u>	<u>100,959,675</u>
Juvenile & Domestic Relations Court			
Probation - VJCCCA	587,729	599,528	632,087
Detention - VJCCCA	333,805	345,562	366,006
USDA	23,942	25,270	25,332
Total Juvenile & Domestic Relations Court	<u>945,476</u>	<u>970,360</u>	<u>1,023,425</u>
Mental Health & Developmental Services			
Clinical Services	20,121,385	20,264,235	21,284,150
Community Support Services	12,339,530	12,980,388	13,906,580
Administrative and Program Support	6,579,946	7,194,145	7,863,031
Total Mental Health	<u>39,040,861</u>	<u>40,438,768</u>	<u>43,053,761</u>

**Special Revenue Fund Expenditures (cont'd)**

<b>Expenditures: Subfund/Activity</b>	<b>FY 19-20 Actual</b>	<b>FY 19-20 Original</b>	<b>FY 20-21 Approved</b>
Non-Departmental	0	237,500	285,400
Public Safety			
State and Federal Grants - Police	296,423	0	0
Communications	782,644	1,220,502	1,202,326
Metro Aviation	289,005	387,000	387,000
Henrico Extraditions	122,885	100,000	100,000
Asset Forfeitures - Police	35,443	0	0
State and Federal Grants - Fire	414,606	0	0
Total Public Safety	<u>1,941,006</u>	<u>1,707,502</u>	<u>1,689,326</u>
Public Utilities			
Solid Waste	15,239,540	15,442,221	17,307,950
Street Lighting	65,355	84,100	84,100
Total Public Utilities	<u>15,304,895</u>	<u>15,526,321</u>	<u>17,392,050</u>
Public Works			
Best Management Practices	28,050	50,000	50,000
Watershed Program	77,283	847,000	847,000
Total Public Works	<u>105,333</u>	<u>897,000</u>	<u>897,000</u>
Recreation, Parks & Culture			
Recreation & Parks	4,800	0	0
Total Recreation, Parks, & Culture	<u>4,800</u>	<u>0</u>	<u>0</u>
Sheriff			
State and Federal Grants	3,284	0	0
	<u>3,284</u>	<u>0</u>	<u>0</u>
Social Services			
Administration	16,009,209	17,252,153	17,772,326
Public Welfare Board	39,208	290,489	290,490
Public Assistance	6,656,608	5,798,316	5,811,927
Children's Services Act (CSA) *	17,604,496	2,793,232	3,762,628
Total Social Services	<u>40,309,521</u>	<u>26,134,190</u>	<u>27,637,371</u>
Total Expenditures	<u><u>\$172,570,525</u></u>	<u><u>\$185,345,202</u></u>	<u><u>\$200,887,583</u></u>

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

**COUNTY OF HENRICO, VIRGINIA**  
**APPROVED REVENUES & EXPENDITURES - WATER & SEWER ENTERPRISE FUND**  
**FY 2021-22**

**Water and Sewer Enterprise Fund**

<b>Revenues/Resources</b>	<b>FY 19-20 Actual</b>	<b>FY 20-21 Original</b>	<b>FY 21-22 Approved</b>
<u>Water and Sewer Operating Budget:</u>			
Sale of Water	\$63,617,989	\$62,324,500	\$61,959,800
Sale of Sewer	59,148,208	61,440,215	61,774,915
Water Charges	7,221,827	5,189,550	4,748,356
Sewer Charges	7,717,468	5,199,583	5,745,532
Strong Waste Surcharge	341,389	370,000	335,000
City of Richmond	1,565,333	1,215,688	1,215,688
Interest Earnings	1,901,142	981,787	1,171,268
Other Water/Sewer Revenues	8,942,304	1,575,852	1,545,689
Transfer from General Fund	1,928,921	1,929,858	1,932,108
<b>Total Operating Revenues</b>	<b>152,384,581</b>	<b>140,227,033</b>	<b>140,428,356</b>
<b>Operating Expenditures</b>			
<u>Water and Sewer Operating Budget:</u>			
Personnel	22,181,311	23,665,477	25,083,259
Operating	43,755,491	45,274,849	48,185,402
Capital Outlay	655,925	1,135,653	650,300
<b>Sub-Total Operating</b>	<b>66,592,727</b>	<b>70,075,979</b>	<b>73,918,961</b>
Debt Service	29,056,659	31,809,741	30,352,743
<b>Total Operating Expenditures</b>	<b>95,649,386</b>	<b>101,885,720</b>	<b>104,271,704</b>
<b>Results of Operations (Prior to Capital Expenses)</b>	<b>(56,735,195)</b>	<b>(38,341,313)</b>	<b>(36,156,652)</b>
<b>Budget For Capital Use (Below)</b>	<b>(79,321,070)</b>	<b>(27,500,000)</b>	<b>(33,300,000)</b>

<b>Capital Budget Expenditures</b>	<b>FY 19-20 Actual</b>	<b>FY 20-21 Original</b>	<b>FY 21-22 Approved</b>
Approved Capital Projects (FY2020-21 Budget)		27,500,000	
Approved Capital Projects (New FY2021-22 Budget)			33,300,000
Continuing Capital Projects (Previously Approved) <sup>(1)</sup>	79,321,070		
Total Capital Budget Expenses:	79,321,070	27,500,000	33,300,000
<b>Capital Budget Resources</b>			
Water and Sewer Revenues	40,827,987	27,500,000	33,300,000
Revenue Bonds	38,493,083	0	0
Total Capital Budget Resources:	79,321,070	27,500,000	33,300,000

Notes:

(1) This number plus the budget figure reflects Utilities estimate of capital spending from previously Board approved capital projects. FY2019-20 represents actual spending, as per the 2020 audit.

**COUNTY OF HENRICO, VIRGINIA  
INTERNAL SERVICE &  
DEBT SERVICE FUNDS  
FY 2021-22**

<u>Fund-Function/Activity</u>	<u>FY 19-20 Actual</u>	<u>FY 20-21 Original</u>	<u>FY 21-22 Approved</u>
<b>Central Automotive Maintenance</b>			
Revenues:			
Charges for Automotive Maintenance - West	\$9,499,845	\$9,400,000	\$9,500,000
Charges for Automotive Maintenance - East	2,230,791	2,500,000	2,536,000
Charges for Use of Motor Pool	4,136,362	4,014,323	4,305,506
Charges for Gasoline	3,737,645	6,050,000	6,050,000
Charges for Vehicle Wash Facility	0	105,900	105,900
Miscellaneous	319,043	400,000	400,000
Gain/(Loss) on Sale of Property	(68,263)	0	0
Transfer from General Fund	454,800	0	64,000
Fund Balance-CAM	(1,061,269)	0	0
<b>Total Revenues</b>	<b><u>\$19,248,954</u></b>	<b><u>\$22,470,223</u></b>	<b><u>\$22,961,406</u></b>
Expenses:			
Central Automotive Maintenance	<u>\$19,248,954</u>	<u>\$22,470,223</u>	<u>\$22,961,406</u>
<b>Total Expenses</b>	<b><u>\$19,248,954</u></b>	<b><u>\$22,470,223</u></b>	<b><u>\$22,961,406</u></b>
<b>Technology Replacement Fund</b>			
Revenues:			
Transfer from General Fund	\$2,750,000	\$2,750,000	\$3,000,000
(To) From Retained Earnings - Technology	(575,840)	0	1,314
<b>Total Revenues</b>	<b><u>\$2,174,160</u></b>	<b><u>\$2,750,000</u></b>	<b><u>\$3,001,314</u></b>
Expenses:			
Technology Replacement	<u>\$2,174,160</u>	<u>\$2,750,000</u>	<u>\$3,001,314</u>
<b>Total Expenses</b>	<b><u>\$2,174,160</u></b>	<b><u>\$2,750,000</u></b>	<b><u>\$3,001,314</u></b>
<b>Risk Management</b>			
Revenues:			
Transfer from General Fund	\$11,103,325	\$9,499,617	\$9,493,570
Public Utilities Charges	791,932	900,000	900,000
Recon-Workers' Compensation	1,408,235	50,000	50,000
Prop/Liability Recovery	141,935	50,000	50,000
Interest Income	184,727	0	0
<b>Total Revenues</b>	<b><u>\$13,630,154</u></b>	<b><u>\$10,499,617</u></b>	<b><u>\$10,493,570</u></b>
Expenses:			
Risk Management	<u>\$13,630,154</u>	<u>\$10,499,617</u>	<u>\$10,493,570</u>
<b>Total Expenses</b>	<b><u>\$13,630,154</u></b>	<b><u>\$10,499,617</u></b>	<b><u>\$10,493,570</u></b>

**Internal Service & Debt Service Funds (cont'd)**

<u>Fund-Function/Activity</u>	<u>FY 19-20 Actual</u>	<u>FY 20-21 Original</u>	<u>FY 21-22 Approved</u>
<b>Workplace Safety</b>			
Revenues:			
Transfer from General Fund	\$0	\$483,682	\$0
<b>Total Revenues</b>	<b><u>\$0</u></b>	<b><u>\$483,682</u></b>	<b><u>\$0</u></b>
Expenses:			
Workplace Safety	\$0	\$483,682	\$0
<b>Total Expenses</b>	<b><u>\$0</u></b>	<b><u>\$483,682</u></b>	<b><u>\$0</u></b>
<b>Healthcare Fund</b>			
Revenues:			
County Contribution	\$92,088,722	\$96,176,743	\$101,947,347
Employee Contribution	22,923,199	23,705,290	25,124,608
Retiree Contribution	5,137,204	5,700,000	5,700,000
Retiree Subsidy	228,670	325,000	325,000
Disabled Subsidy	12,682	40,000	40,000
COBRA	239,439	385,780	385,780
Interest Income	910,143	200,000	400,000
Recoveries and Rebates	8,923,489	8,458,057	8,965,540
Healthcare - Wellness Payment	407,700	150,000	150,000
(To) From Fund Balance (Includes IBNR)	(14,962,465)	0	0
<b>Total Revenues</b>	<b><u>\$115,908,783</u></b>	<b><u>\$135,140,870</u></b>	<b><u>\$143,038,275</u></b>
Expenses:			
Healthcare	\$115,908,783	\$135,140,870	\$143,038,275
<b>Total Expenses</b>	<b><u>\$115,908,783</u></b>	<b><u>\$135,140,870</u></b>	<b><u>\$143,038,275</u></b>
<b>Debt Service Fund</b>			
Revenues:			
Transfer from General Fund	\$104,506,464	\$71,570,276	\$78,346,649
<b>Total Revenues</b>	<b><u>\$53,817,975</u></b>	<b><u>\$71,570,276</u></b>	<b><u>\$78,346,649</u></b>
Expenditures:			
Debt Service - General Government	\$59,447,989	\$28,043,772	\$29,625,478
Debt Service - Public Works	3,078,645	2,994,883	3,085,617
Debt Service - Education	41,979,830	40,627,175	45,635,554
<b>Total Expenditures</b>	<b><u>\$104,506,464</u></b>	<b><u>\$71,665,830</u></b>	<b><u>\$78,346,649</u></b>
<b>Adjustment for Interfund Transactions</b>	<b><u>(\$111,579,028)</u></b>	<b><u>(\$119,011,966)</u></b>	<b><u>(\$125,273,753)</u></b>

**COUNTY OF HENRICO, VIRGINIA  
REVENUES & EXPENDITURES -  
FIDUCIARY FUNDS FY 2021-22**

<u>Fund-Function/Activity</u>	<u>FY 19-20 Actual</u>	<u>FY 20-21 Original</u>	<u>FY 21-22 Approved</u>
<b>JRJDC Agency Fund</b>			
Revenues:			
Transfer from General Fund	\$3,253,484	\$3,351,088	\$3,451,088
Transfer from General Fund - Debt Service	1,006,050	0	0
Revenue from Federal Government	57,175	0	0
Revenue from the Commonwealth	1,672,542	1,565,294	1,565,294
Revenue from Goochland/Powhatan	503,426	518,528	534,082
Revenue from Other Localities	78,950	0	0
Interest Income	79,148	0	0
(To) From Fund Balance-JRJDC	<u>(251,014)</u>	<u>199,832</u>	<u>133,512</u>
<b>Total Revenues</b>	<b><u>\$6,399,761</u></b>	<b><u>\$5,634,742</u></b>	<b><u>\$5,683,976</u></b>
Expenses:			
Operating	5,280,191	5,534,742	5,583,976
Capital Projects	<u>113,520</u>	<u>100,000</u>	<u>100,000</u>
<b>Total Expenses</b>	<b><u>\$6,399,761</u></b>	<b><u>\$5,634,742</u></b>	<b><u>5,683,976</u></b>
<b>Other Post Employment Benefits - GASB 45</b>			
Revenues:			
Transfer from General Fund	\$800,000	\$0	\$2,675,000
Revenue from Enterprise Fund	<u>0</u>	<u>75,000</u>	<u>75,000</u>
<b>Total Revenues</b>	<b><u>\$800,000</u></b>	<b><u>\$75,000</u></b>	<b><u>\$2,750,000</u></b>
Expenses:			
Operating	<u>\$800,000</u>	<u>\$75,000</u>	<u>\$2,750,000</u>
<b>Total Expenses</b>	<b><u>\$800,000</u></b>	<b><u>\$75,000</u></b>	<b><u>\$2,750,000</u></b>
<b>Line of Duty Act (LODA)</b>			
Revenues:			
Operating Transfer from General Fund	<u>\$1,006,004</u>	<u>\$1,250,000</u>	<u>\$1,250,000</u>
<b>Total Revenues</b>	<b><u>\$1,006,004</u></b>	<b><u>\$1,250,000</u></b>	<b><u>\$1,250,000</u></b>
Expenses:			
Operating	<u>\$1,006,004</u>	<u>\$1,250,000</u>	<u>\$1,250,000</u>
<b>Total Expenses</b>	<b><u>\$1,006,004</u></b>	<b><u>\$1,250,000</u></b>	<b><u>\$1,250,000</u></b>
<b>Long-Term Disability</b>			
Revenues:			
Operating Transfer from General Fund	<u>\$582,232</u>	<u>\$600,000</u>	<u>\$600,000</u>
<b>Total Revenues</b>	<b><u>\$582,232</u></b>	<b><u>\$600,000</u></b>	<b><u>\$600,000</u></b>
Expenses:			
Operating	<u>\$582,232</u>	<u>\$600,000</u>	<u>\$600,000</u>
<b>Total Expenses</b>	<b><u>\$582,232</u></b>	<b><u>\$600,000</u></b>	<b><u>\$600,000</u></b>



**COUNTY OF HENRICO, VIRGINIA**  
**TOTAL REVENUES (BY SOURCE) - ACROSS ALL FUNDS**  
**FY 2021-22**

	General Fund	Special Revenue Fund	Water & Sewer Enterprise Fund	Debt Service Fund	Internal Service Funds	Fiduciary Funds	Total All Funds
<b>Revenue from Local Sources:</b>							
General Property Taxes	\$531,320,000	\$0	\$0	\$0	\$0	\$0	\$531,320,000
Other Local Taxes	170,610,000	0	0	0	0	0	170,610,000
Permits, Fees, and Licenses	6,754,000	1,059,905	0	0	0	0	7,813,905
Fines and Forfeitures	2,085,000	283,360	159,485	0	0	0	2,527,845
Use of Money and Property	11,334,700	143,108	0	0	800,000	0	12,277,808
Charges for Services	3,710,500	31,573,153	135,779,291	0	0	0	171,062,944
Recovered Costs	4,338,000	618,008	0	0	165,985,681	75,000	171,016,689
Shared Expenses	0	0	0	0	0	534,082	534,082
Miscellaneous	3,969,000	9,091,888	2,557,472	0	150,000	0	15,768,360
<b>Total from Local Sources</b>	<b>734,121,200</b>	<b>42,769,422</b>	<b>138,496,248</b>	<b>0</b>	<b>166,935,681</b>	<b>609,082</b>	<b>1,082,931,633</b>
<b>Revenue from the Commonwealth:</b>							
Non-categorical Aid	14,057,000	4,239,382	0	0	0	0	18,296,382
Shared Expenses	17,200,000	0	0	0	0	1,565,294	18,765,294
Categorical Aid	362,395,040	52,381,040	0	0	0	0	414,776,080
<b>Total from the Commonwealth</b>	<b>393,652,040</b>	<b>56,620,422</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,565,294</b>	<b>451,837,756</b>
<b>Revenue from the Federal Government:</b>							
Categorical Aid	385,000	63,016,717	0	0	0	0	63,401,717
<b>Total from the Federal Government</b>	<b>385,000</b>	<b>63,016,717</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>63,401,717</b>
<b>Total Revenues</b>	<b>\$1,128,158,240</b>	<b>\$162,406,561</b>	<b>\$138,496,248</b>	<b>\$0</b>	<b>\$166,935,681</b>	<b>\$2,174,376</b>	<b>\$1,598,171,106</b>
Operating Transfers	(137,719,396)	36,906,981	1,932,108	78,346,649	(112,716,183)	7,976,088	(125,273,753)
Transfers to Capital Projects	(45,637,800)	0	0	0	0	0	(45,637,800)
<b>Total Resources</b>	<b>\$944,801,044</b>	<b>\$199,313,542</b>	<b>\$140,428,356</b>	<b>\$78,346,649</b>	<b>\$54,219,498</b>	<b>\$10,150,464</b>	<b>\$1,427,259,553</b>
(To) From Fund Balance	18,099,800	1,574,041	(36,156,652)	0	1,314	133,512	(16,347,985)
Use of Fund Balance - Designated Capital Reserve	12,440,000	0	0	0	0	0	12,440,000
From Fund Balance - Meals Tax Reserve	4,000,000	0	0	0	0	0	4,000,000
From Sinking Fund - Bond Ops	4,584,500	0	0	0	0	0	4,584,500
<b>Total All Funds</b>	<b>\$983,925,344</b>	<b>\$200,887,583</b>	<b>\$104,271,704</b>	<b>\$78,346,649</b>	<b>\$54,220,812</b>	<b>\$10,283,976</b>	<b>\$1,431,936,068</b>

**COUNTY OF HENRICO, VIRGINIA**  
**TOTAL EXPENDITURES BY DEPARTMENT - ACROSS ALL FUNDS**  
**FY 2021-22**

<b>Department</b>	<b>General Fund</b>	<b>Special Revenue Fund</b>	<b>Water &amp; Sewer Enterprise Fund</b>	<b>Debt Service Fund</b>	<b>Internal Service Funds</b>	<b>Fiduciary Funds</b>	<b>Total All Funds</b>
01 Board of Supervisors	\$1,152,550						\$1,152,550
02 Library	20,673,779						20,673,779
03 Sheriff	45,441,924						45,441,924
04 Circuit Court	3,673,493						3,673,493
05 Commonwealth's Attorney	5,998,072	1,471,024					7,469,096
06 General District Court	470,921						470,921
07 Juvenile & Domestic Relations Court	2,682,132	1,023,425					3,705,557
08 Electoral Board	2,013,011						2,013,011
09 County Manager	3,854,731						3,854,731
10 County Attorney	2,746,282						2,746,282
11 Human Resources	6,036,830					4,600,000	10,636,830
12 Public Safety - Police	88,601,626	1,689,326					90,290,952
13 Public Safety - Fire	72,364,581						72,364,581
14 Finance	15,087,000				10,493,570		25,580,570
15 Emergency Management	932,525						932,525
16 General Services	15,418,750				22,961,406		38,380,156
17 Internal Audit	662,623						662,623
18 Debt Service				32,711,095			32,711,095
19 Information Technology	16,396,796						16,396,796
21 Agriculture and Home Extension	406,547						406,547
22 Social Services		27,637,371					27,637,371
23 Recreation & Parks	21,695,455						21,695,455
24 Public Health	2,687,497						2,687,497
26 Mental Health & Developmental Services		43,053,761					43,053,761
27 Capital Region Workforce Partnership		4,202,005					4,202,005
28 Public Works	54,651,170	897,000					55,548,170
29 Real Property	655,143						655,143
30 Economic Development	12,952,902						12,952,902
31 Public Utilities		17,392,050	104,271,704				121,663,754
32 Non-Departmental	12,767,965	285,400					13,053,365
33 Building Inspections	5,127,203						5,127,203
34 Planning	4,580,078						4,580,078
35 Permit Center	911,544						911,544
36 Community Corrections Program		2,276,546					2,276,546
37 Technology Replacement					3,001,314		3,001,314
38 Community Revitalization	1,776,077						1,776,077
40 James River Juvenile Detention Ctr						5,683,976	5,683,976
42 Healthcare					143,038,275		143,038,275
43 Sports & Entertainment Authority	585,896						585,896
50 Education	560,920,241	100,959,675		45,635,554			707,515,470
60 Interdepartmental Billings					(125,273,753)		(125,273,753)
Total Expenditures	<u>\$983,925,344</u>	<u>\$200,887,583</u>	<u>\$104,271,704</u>	<u>\$78,346,649</u>	<u>\$54,220,812</u>	<u>\$10,283,976</u>	<u>\$1,431,936,068</u>

**Estimated Changes to Unassigned Fund Balances  
FY2020 Actual through FY2022 Projected (By Fund)**

	Revenues	Expenditures/ Transfers	Fund Balance
<b>GENERAL FUND</b>			
Undesignated Fund Balance - FY2020 Actual			\$ 138,251,817
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			(3,386,644)
FY2021 Projected Use of Fund Balance - Capital Projects			0
Projected Ending Undesignated Fund Balance FY2021			134,865,173
FY2022 Budgeted Revenues	1,128,158,240		
FY2022 Budgeted Expenditures		(983,925,344)	
FY2022 Budgeted Transfers to Other Funds		(183,357,196)	
FY2022 Use of Fund Balance - Capital Projects		0	
FY2022 Anticipated Results of Operations			51,847,929
FY2022 Projected Use of Fund Balance - Capital Projects			(39,124,300)
Projected Ending Undesignated Fund Balance FY2022			\$ 147,588,802
<b>SPECIAL REVENUE FUND</b>			
Undesignated Fund Balance - FY2020 Actual			\$ 0
FY2021 Budgeted Revenues	184,866,438		
FY2021 Budgeted Use of Reserves (net)	478,764		
FY2021 Budgeted Total Resources	185,345,202		
FY2021 Budgeted Expenditures		(185,345,202)	
FY2021 Projected Use of Undesignated Fund Balance			0
Projected Ending Undesignated Fund Balance FY2021			\$ 0
FY2022 Budgeted Revenues	199,060,179		
FY2022 Budgeted Use of Reserves (net)	1,827,404		
FY2022 Budgeted Total Resources	200,887,583		
FY2022 Budgeted Expenditures		(200,887,583)	
FY2022 Projected Use of Undesignated Fund Balance			0
Projected Ending Undesignated Fund Balance FY2022			\$ 0
<b>INTERNAL SERVICE FUNDS</b>			
Unreserved Retained Earnings - FY2020 Actual			\$ 33,307,832
FY2021 Budgeted Revenues	171,344,392		
FY2021 Budgeted Expenditures		(171,344,392)	
FY2021 Projected Use of Retained Earnings and Fund Balance			0
Projected Ending Unreserved Retained Earnings FY2021			33,307,832
FY2022 Budgeted Revenues	179,493,251		
FY2022 Budgeted Expenditures		(179,494,565)	
FY2022 Projected Use of Retained Earnings and Fund Balance			(1,314)
Projected Ending Unreserved Retained Earnings FY2022			\$ 33,306,518

**Estimated Changes to Unassigned Fund Balances  
FY2020 Actual through FY2022 Projected (By Fund)**

	Revenues	Expenditures/ Transfers	Fund Balance
<b>WATER &amp; SEWER ENTERPRISE FUND</b>			
Unreserved Fund Equity - FY2020 Actual			\$ 158,493,473
FY2021 Budgeted Revenues	140,227,033		
FY2021 Budgeted Revenues - Revenue Bonds - Capital	0		
FY2021 Budgeted Expenditures		(101,885,720)	
FY2021 Budgeted for Capital Use		<u>(27,500,000)</u>	
FY2021 Budgeted Expenditures and Transfers		<u>(129,385,720)</u>	
FY2021 Projected Change to Unreserved Fund Equity			10,841,313
Projected Unreserved Fund Equity FY2021			\$ 169,334,786
FY2022 Budgeted Revenues	140,428,356		
FY2022 Budgeted Revenues - Revenue Bonds - Capital	0		
FY2022 Budgeted Expenditures		(104,271,704)	
FY2022 Budgeted for Capital Use		<u>(33,300,000)</u>	
FY2022 Budgeted Expenditures and Transfers		<u>(137,571,704)</u>	
FY2022 Projected Change to Unreserved Fund Equity			2,856,652
Projected Unreserved Fund Equity FY2022			\$ 172,191,438
 <b>JRJDC AGENCY FUND</b>			
Unreserved Retained Earnings - FY2020 Actual			\$ 4,468,066
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			\$ 4,268,234
FY2022 Budgeted Revenues	5,550,464		
FY2022 Budgeted Expenditures		<u>(5,683,976)</u>	
FY2022 Budgeted Use of Unreserved Retained Earnings			<u>(133,512)</u>
Projected Ending Unreserved Retained Earnings FY2022			\$ 4,134,722

## **THREE YEAR FORECAST OF REVENUES AND EXPENDITURES**

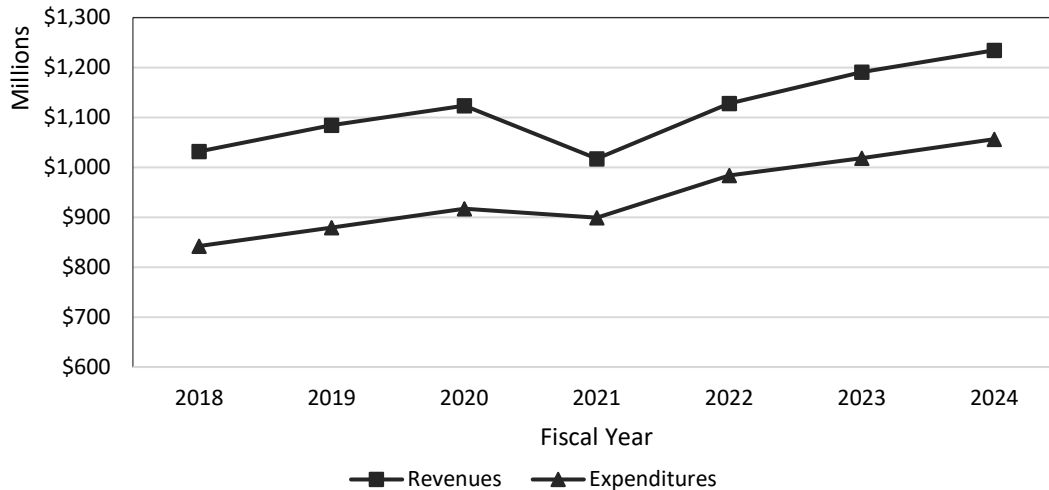
**The information that follows constitutes the forecast of the County's cost of operations for FY2021-22 through FY2023-24. All projections assume current tax rates remain unchanged.** The FY2021-22 data represents the budget adopted by the Board of Supervisors, while FY2022-23 and FY2023-24 are estimated for projective purposes. This data is presented by fund and includes a description of major revenue and expenditure assumptions used to develop each forecast. Henrico County has opted to project revenues and 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, Federal and State funding, and general economic conditions to ensure the forecast is consistent with future economic expectations. Refinements are made until the budget is adopted by the Board of Supervisors annually.

## Three Year Forecast Revenues and Expenditures General Fund



Note: Fiscal years 2021 through 2024 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 FY2021-22, prior to transfers to other funds, is \$1,128,158,240. This reflects an increase of \$110,644,599, or 10.9 percent above FY2020-21 estimates. General Fund revenues for the County of Henrico are classified 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 each revenue component, including graphs, depicting historical trends compared with future projections.

General Fund Revenue	FY2019-20 Actual	FY2020-21 Original	FY2021-22 Approved	Increase (Decrease)
Local Tax Revenue	\$ 649,487,815	\$ 638,555,000	\$ 701,930,000	\$ 63,375,000
Other Local Revenue	40,856,183	22,575,700	32,191,200	9,615,500
State and Federal Revenue	433,268,276	356,382,941	394,037,040	37,654,099
Total General Fund Revenue	\$ 1,123,612,274	\$ 1,017,513,641	\$ 1,128,158,240	\$ 110,644,599

**Local Tax Revenue:**

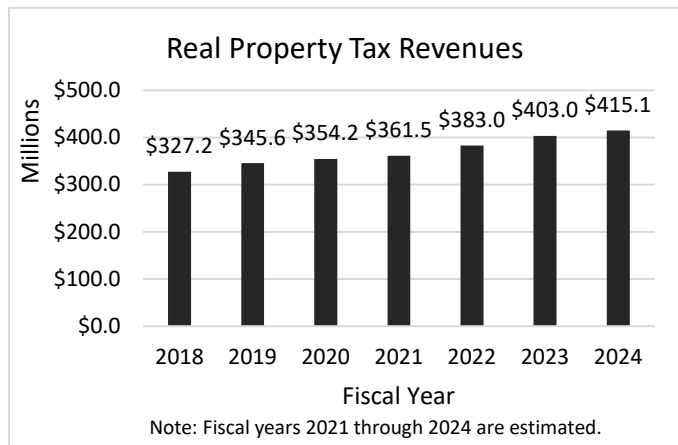
Local Tax Revenue represents Henrico County’s principal source of local revenue. County tax revenue is projected to total \$701.9 million, or 62.2 percent, of total General Fund revenue for FY2021-22. This represents an increase of 9.9 percent, or \$63.4 million above the current fiscal year. Local Tax Revenue includes:

<b>Local Tax Revenue</b>	<b>FY2020-21 Original</b>	<b>FY2021-22 Approved</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>	<b>Pct. Of Category</b>
Real Property Tax	\$ 370,500,000	\$ 393,000,000	\$ 22,500,000	6.1%	56.0%
Personal Property Tax	124,170,000	125,070,000	900,000	0.7%	17.8%
Other Property Tax	4,475,000	13,250,000	8,775,000	196.1%	1.9%
Local Sales Tax	55,000,000	70,000,000	15,000,000	27.3%	10.0%
Business License Tax	34,000,000	36,000,000	2,000,000	5.9%	5.1%
Motor Vehicle License Tax	7,000,000	7,400,000	400,000	5.7%	1.1%
Consumer Utility Tax	2,750,000	2,750,000	-	0.0%	0.4%
Hotel/Motel Tax	8,000,000	8,000,000	-	0.0%	1.1%
Bank Franchise Tax	7,500,000	15,000,000	7,500,000	100.0%	2.1%
Food & Beverage (Meals) Tax	19,000,000	24,000,000	5,000,000	26.3%	3.4%
Other Local Taxes	6,160,000	7,460,000	1,300,000	21.1%	1.1%
<b>Total Local Tax Revenue</b>	<b>\$ 638,555,000</b>	<b>\$ 701,930,000</b>	<b>\$ 63,375,000</b>	<b>9.9%</b>	<b>100.0%</b>

The majority, 73.8 percent, of the \$701.9 million in Local Tax revenues is derived from Real and Personal Property Tax, which are estimated to generate approximately \$518 million, or 45.9 percent, of total General Fund revenue. Projected Local Sales Tax revenue was increased \$15 million, or 27.3 percent, in FY2021-22 and makes up 10 percent of Local Tax revenue. Business & Professional License (BPOL) Tax revenue is projected to increase \$2 million, or 5.9 percent, in FY2021-22, in part because of the successful increase in the BPOL Tax exemption which now stands at \$500,000 of gross receipts.

The Motor Vehicle License Tax revenue is projected to increase \$0.4 million, or 5.7 percent, in FY2021-22. The Consumer Utility (electric only) Tax revenue estimate of \$2.75 million is projected to remain flat. Revenue from the 8.0 percent Hotel/Motel Tax, estimated to total only \$8.0 million, unchanged from FY2020-21 as that sector is still recovering from impacts of the COVID-19 pandemic. Hotel/Motel collections are pledged to the Greater Richmond Convention Center Authority (GRCCA) during FY2021-22, and the Convention Center will return \$2.0 million (one fourth of the 8.0 percent levy) to the County at the end of FY2021-22. The assumptions used when preparing the FY2022-23 – FY2023-24 revenue estimates for each of these taxes are described in greater detail in the following pages.

**Real Property Taxes** are estimated to generate \$393 million, or 34.8 percent, of the County’s total General Fund revenue in FY2021-22. This revenue estimate increased by \$22.5 million in FY2021-22. Included within this total is revenue derived from current real estate taxes and real estate taxes paid by public service corporations. The FY2021-22 budget is balanced within the tax rate of \$0.87 per \$100 of assessed value for CY2021.

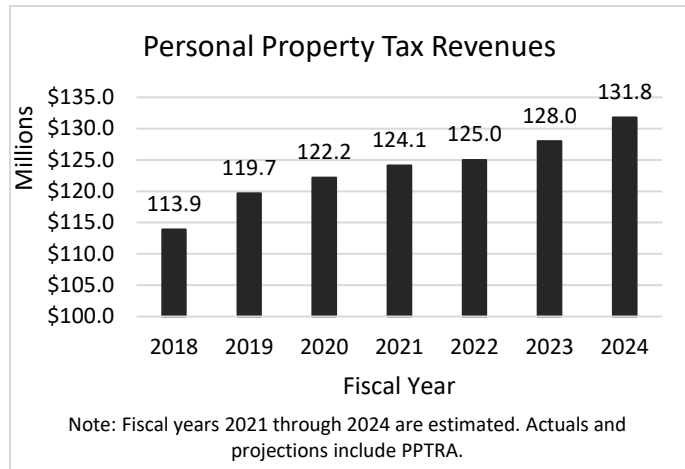


Assessment information for January 2021 indicates real estate assessments total \$44.1 billion, reflecting an increase of approximately \$1.5 billion, or 13.4 percent, from the January 2020 assessed values. The increase was driven by reassessments with a residential growth of 5.7 percent and commercial decline of 1.2 percent. The commercial percentage of the tax base equated to 31.1 percent in January 2021, a decrease of 1.4 percent when compared to January 2020.



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 FY2022-23 and FY2023-24 projections assume increases to the County’s real property tax collections of 5.2 percent and 3.0 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.



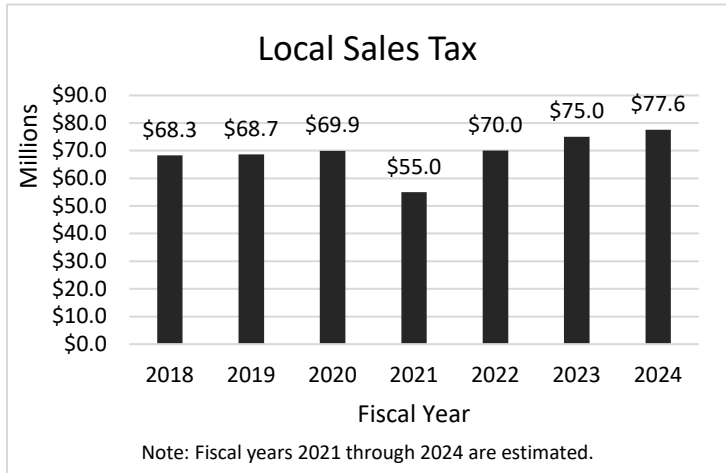
In an effort to enhance the County’s economic development efforts, several personal property tax rates have been reduced. The FY2015-16 budget reduced the machinery and tools tax rate from \$1.00 per \$100 to \$0.30 per \$100 of assessed value. The FY2016-17 Approved Budget reduced the tax rate on aircraft 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.

FY2021-22 marks the twenty-fourth 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 CY2021 tax levy. For qualifying individual vehicles assessed between \$1,001 and \$20,000, the State will pay Henrico County 48.0 percent of the CY2021 tax levy. With qualifying individual vehicles valued at \$20,001 or more, the State will pay Henrico County 52.0 percent of the CY2021 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 \$125.1 million for FY2021-22. This represents 11.1 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 2.4 percent in FY2022-23 and 3.0 percent in FY2023-24.

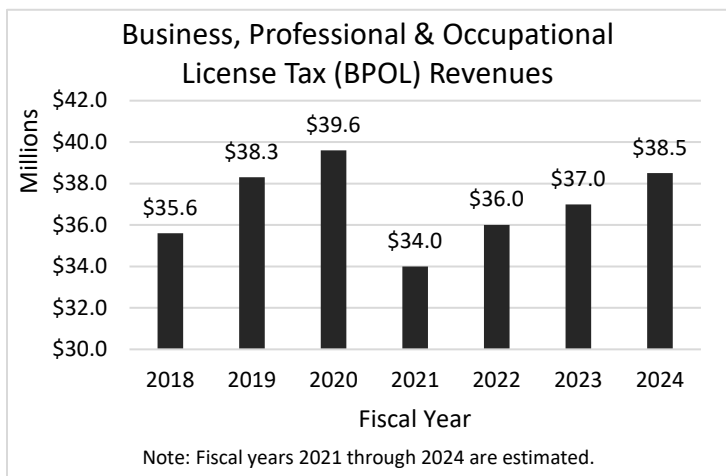
**Other General Property Tax** revenue includes delinquent real estate and personal property taxes, land redemptions and interest, and penalties on delinquent taxes.

**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. Effective October 1, 2021 the Sales and Use tax rate in Central Virginia increased 0.7 percent to 6.0 percent to provide a funding source for transportation projects through the Central Virginia Transportation Authority. This projection only includes the 1 percent remitted to Henrico County. Local Sales Tax revenue is projected to generate \$70.0 million in FY2021-22, an increase of \$15.0 million, or 27.3 percent, from the current fiscal year budget.



Local Sales Tax revenues are projected to increase by 7.1 percent in FY2022-23 and 3.5 percent FY2023-24. Henrico County’s retailers continue to lead the Richmond Metropolitan Area in the generation of Local Sales Tax revenue. As of May 2021, Henrico County is recording 36.7 percent of the Local Sales Tax dollars redistributed to localities in the Richmond Metropolitan Area by the State. Additionally, 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 FY1999-00 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.

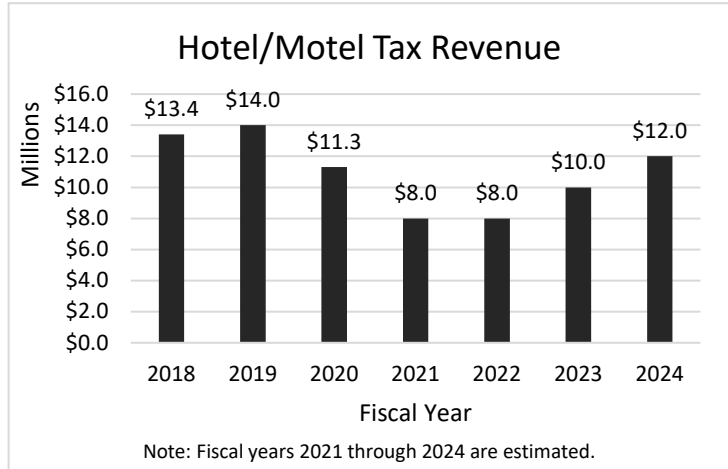


This exemption is different from the “threshold” tax reduction in other Virginia localities. For Henrico County businesses, the first \$500,000 of gross receipts is exempt from the BPOL tax – regardless of total gross receipts. In a “threshold” locality, if a business exceeds \$500,000 in gross receipts, all gross receipts become taxable as the tax reduction only applies to businesses with total gross receipts below the \$500,000 threshold. In addition, the FY2021-22 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 FY2022-23 and FY2023-24 forecast estimates BPOL tax receipts will increase to a level of \$37.0 million and \$38.5 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 \$8.0 million during the forecast period.

**Consumer Utility Taxes** are estimated to be \$2.75 million in FY2021-22, increasing to \$2.9 million by FY2022-23 and \$3.0 million by FY2023-24. 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 are taxed \$1.15 plus the rate of \$0.00713 per kilowatt hour not to exceed \$10.00 per month. Industrial consumers 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 continuing impacts of the pandemic on all forms of travel, FY2021-22 revenue estimates for the Hotel/Motel Tax total \$8.0 million. It is anticipated that revenues will increase by 25.0 percent in FY2022-23 as visitors return to Henrico County and 20.0 percent in FY2023-24, both below pre-pandemic collection levels.



**Food & Beverage (Meals) Tax** represents revenue 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 FY2021-22 forecast is \$24.0 million driven by improvements to conditions for local businesses still coping with impacts of the recent public health emergency, and it is projected that this revenue will improve to \$26.0 million in FY2022-23 and \$28.0 million in FY2023-24.

**Bank Franchise Taxes** are derived from the taxation of net capital on banks located in the County. In FY2021-22 Bank Franchise Taxes are estimated at \$15.0 million and will remain flat during the projection period.

**Other Local Taxes** include funds received for grantor’s taxes, recordation taxes, daily rental tax, and the consumption tax. In total \$7.4 million is budgeted in FY2021-22, which is an increase of 21.1 percent from budgeted collections for the current fiscal year. It is projected that Other Local Taxes will increase to \$8.4 million in FY2022-23 and \$8.8 million in FY2023-24.

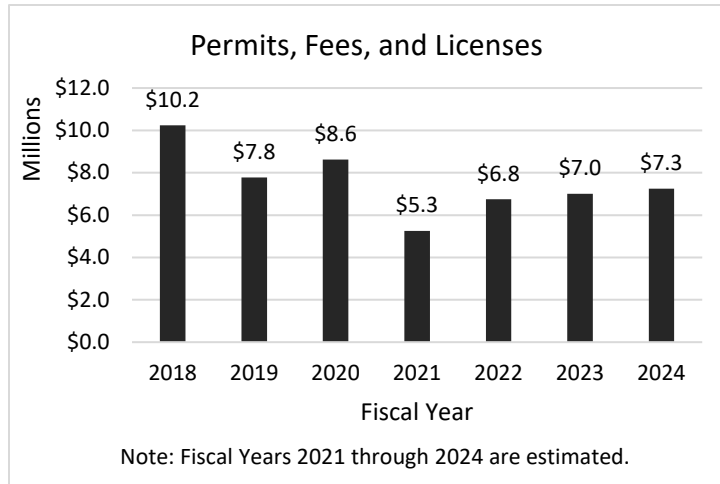
**Other Local Revenue:**

Other Local Revenue is estimated to generate nearly \$32.2 million in FY2021-22. This represents a \$9,615,500, or a 42.6 percent, increase from FY2020-21 due to readjusting sources previously impacted by the public health emergency. More detailed information on each of these categories of local revenue is included in the pages that follow.

<b>Other Local Revenue</b>	<b>FY2020-21 Original</b>	<b>FY2021-22 Approved</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
Permits, Fees, and Licenses	\$ 5,253,500	\$ 6,754,000	\$ 1,500,500	28.6%
Fines and Forfeitures	2,085,000	2,085,000	-	0.0%
Use of Money and Property	3,284,700	11,334,700	8,050,000	245.1%
Charges for Services	3,845,500	3,710,500	(135,000)	(3.5%)
Miscellaneous	8,107,000	8,307,000	200,000	2.5%
<b>Total Other Local Revenue</b>	<b>\$ 22,575,700</b>	<b>\$ 32,191,200</b>	<b>\$ 9,615,500</b>	<b>42.6%</b>

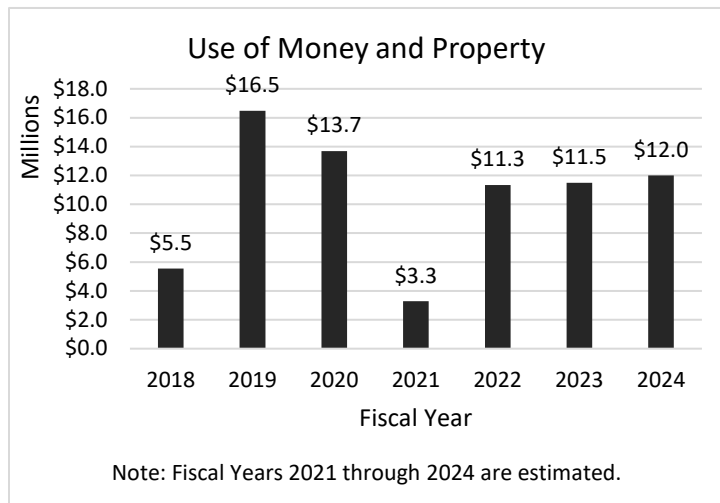
**Permits, Fees and Licenses** include structure and equipment permits, municipal library fees, zoning application fees, charges for the rental of school facilities, and dog licenses. This revenue category is estimated to generate \$6.8 million in FY2021-22, which represents a \$1.5 million, or 28.6 percent, increase when compared to FY2020-21.

Building Permit Fees, which are an elastic revenue source, account for 76.1 percent of this revenue category in the current budget year. In FY2021-22, Building Permit Fees are estimated to grow to \$5.5 million. The forecast for Permits, Fees and License revenues are projected to increase to \$7.0 million in FY2022-23 and \$7.3 million FY2023-24.



**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 FY2021-22 and is projected to grow to \$2.2 million for FY2022-23 and remain flat in FY2023-24.

**Use of Money and Property** is estimated to generate \$11.3 million in FY2021-22, an increase of \$8.1 million, or 245.1 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 in Banker’s Acceptances, Certificates of Deposit, Commercial Paper and Treasury Notes. 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 to \$11.5 million in FY2022-23 and \$12.0 million in FY2023-24.



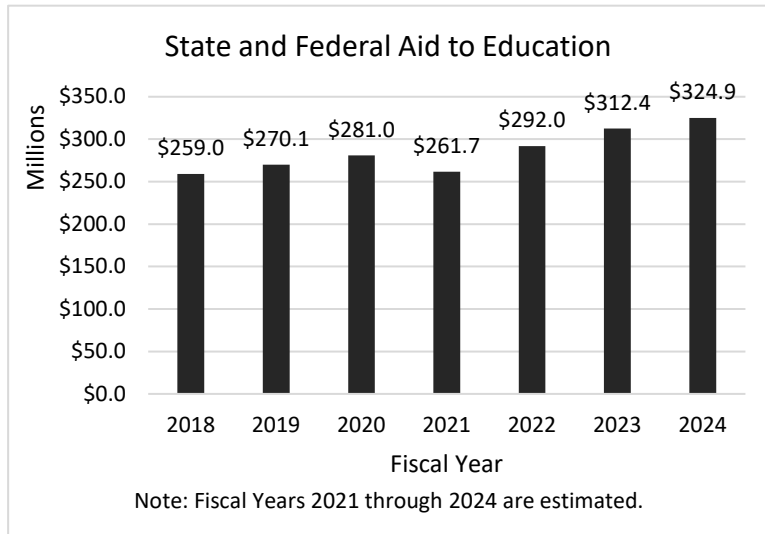
**Charges for Services** are revenues paid by users of various County services including participation fees for Recreation and Parks special interest classes and sports leagues, charges for overdue and lost books, cafeteria receipts, and charges for data processing services. Revenue from Charges for Services is estimated at \$3.7 million in FY2021-22 and is projected to increase about 5.1 percent in FY2022-23 and 2.7 percent in FY2023-24.

**State and Federal Revenue:**

State and Federal revenue is estimated at \$394.0 million in FY2021-22, which represents 35.0 percent of total General Fund revenue. This is a projected increase of approximately 10.6 percent over the current fiscal year, primarily due to restoring funds previously removed over stability concerns from prior experience with this funding source. This category is comprised of revenue for General Government programs totaling \$102.0 million and Education funding of \$292.0 million.

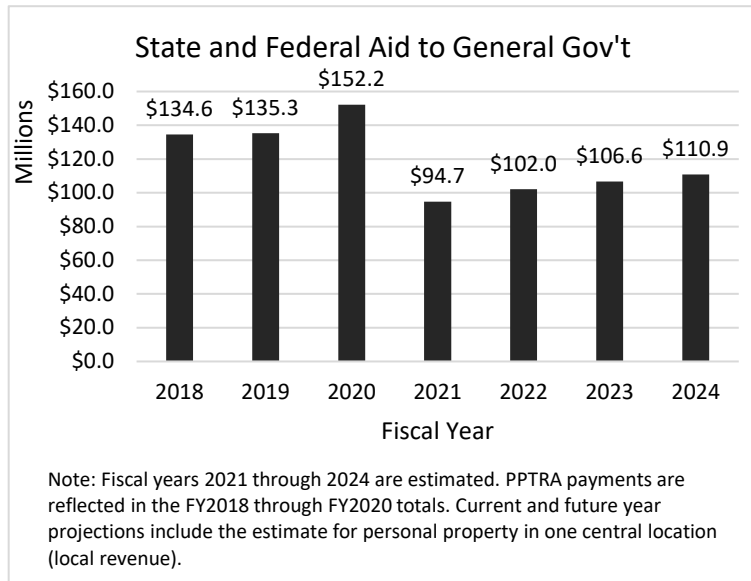
**State and Federal Aid to Education** is expected to increase from \$261.7 million projected in FY2020-21 to \$292.0 million in FY2021-22. This represents an increase of \$29.3 million, or 11.6 percent. The projection assumes an increase of 7.0 percent in FY2022-23 and 4.0 percent in FY2023-24.

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 are recognized in the County’s Special Revenue Fund. In FY2021-22, Federal funding in the General Fund for Education totals \$385,000 and is forecast to remain constant in FY2022-23 and FY2023-24.



**State and Federal Aid to General Government** is estimated at \$102.0 million in FY2021-22. This represents an increase of \$7.3 million, or 7.7 percent, when compared to the FY2020-21 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. These are projected to increase 4.5 percent in FY2022-23 and 4.0 percent in FY2023-24.

The largest component of State and Federal Aid to General Government is gas tax revenue. Henrico is projected to receive \$48.5 million for road maintenance in FY2021-22. 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 FY2021-22 is \$10.0 million.

This forecast projects no Federal Aid to General Government in FY2021-22 as all budgeted sources of Federal Aid are included in the Special Revenue Fund.

## **Expenditures**

### **Assumptions**

While developing the FY2021-22 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 CY2021. These decisions were reached after careful review and planning by the Board of Supervisors. County leaders consistently and intentionally establish a balance between the County's recurring revenues and expenditures being mindful of impacts to future years. The FY2021-22 General Fund Budget of \$983.9 million represents an increase of \$84.8 million or 9.4 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 FY2021-22, the Education budget represents 57.0 percent of General Fund expenditures. General Fund Education expenditures total \$560.9 million in the Annual Fiscal Plan, which represents an increase of \$51.0 million, or 10.0 percent. Of the total expenditures in Education, 46.7 percent are funded with locally generated revenues and 53.3 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 FY2021-22 Annual Fiscal Plan is \$423.0 million, which represents an increase of \$33.8 million, or 8.7 percent. The focus continues to remain on Public Safety, which received a total increase of \$18.4 million of new resources. For the Police Division, \$8.3 million was added for salary increases ensuring Henrico's place as the regional pay leader. Similarly, the Division of Fire gained \$5.5 million for salary increases. Additionally, \$0.9 million, partially from the Division of Fire, was provided for Emergency Management efforts.

General Fund expenditures are forecasted to grow by 3.0 percent in FY2022-23 and 3.0 percent in FY2023-24. The proposed levels of operational funding restored some structure removed last year, ensuring all departments have the greater of last year's allocation or the level of FY2018-19 funding to support the continuation of existing service levels as well as capital projects approved by the Board of Supervisors. In addition, funding has been dedicated for capital projects for Schools, various road maintenance, drainage, and construction projects.

The FY2021-22 Capital Budget, excluding Water & Sewer projects that are reflected in the Water & Sewer Fund Forecast, totals \$201.9 million. The five-year Capital Improvement Program for FY2022 through FY2026 includes requests of \$2.1 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"). Included in the FY2021-22 Capital Budget, is \$9.0 million that provides the first year allocation of funding needed for creation of a \$12 million Transitional Recovery Center providing support to efforts combating opioid and other addictions.

As a means of ensuring the County does not rely too heavily on debt financing for required infrastructure improvements, the FY2021-22 Annual Fiscal Plan includes \$45.6 million in pay as you go funding from a variety of sources. The FY2020-21 transfer includes a \$9.1 million allocation from the Designated General Fund balance for school roof replacements and technology projects, county mechanical, roof, pavement, and energy projects, \$12.4 million from Designated General Fund reserves for school and firehouse land acquisitions and the first year allocation for the addiction recovery center, \$5.0 million of Meals Tax revenues for school projects, \$4.0 million of Meals Tax Reserves also for school needs, \$2.3 million of dedicated General Fund Stormwater revenues for MS4 compliance, \$1.8 million in Motor Vehicle License Fees slated for drainage projects, and \$11.0 million in General Fund reserves for school and county vehicle replacement.

**To (From) Debt Service Fund** represents the forecast of General Fund support to the Debt Service Fund. The debt service levels through FY2023-24 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 2005, and 2016.

**To (From) Capital Projects** is projected at \$45.6 million for FY2021-22, for pay-as-you-go projects discussed above. Projections for anticipated capital projects in FY2022-23 and FY2023-24 include transfers of \$43.2 million and \$51.2 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 FY2021-22 estimate of these costs is \$1.9 million and the costs for FY2022-23 totaling \$1.9 million and FY2023-24 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 FY2021-22 transfer is for \$9.5 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 FY2022-23 and \$11.5 million in FY2023-24 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 \$36.9 million in FY2021-22. The projections over the forecast period are \$38.0 million in FY2022-23 and \$39.1 million in FY2023-24 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 FY2021-22 increasing to \$3.6 million in FY2022-23 and \$3.7 million in FY2023-24.

**(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. Projections for FY2021-22 through FY2023-24 total \$2.7 million each year, which is anticipated to fully fund the County's obligation.

**(To) From Line of Duty** represents the anticipated funding needed for expenses associated with the Line of Duty payments. 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 FY2021-22 are \$1.3 million, FY2022-23 are \$1.3 million and \$1.4 million in FY2023-24.

**(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 FY2021-22 through FY2023-24 remain flat at \$600,000 each year, which will fund the County's obligation in this area.

**(To) From Fund Balance – General** encompasses any money used to fund capital projects in 4 areas: Capital Projects, Capital Reserves (including Meals Tax exclusively for education), Assigned, and Unassigned. Funding decreases from \$34.5 million in FY2021-22 to \$10.8 million in FY2022-23 to \$10.5 in FY2023-24. As cited above, the 2021-22 figure incorporates \$7.1 million in pay as you go construction for Capital Projects and \$12.4 in a Capital Reserve for specific projects cited above, plus \$4.0 million for meals tax reserve for education projects, and \$11.0 million in Assigned fund balance for vehicle and apparatus replacements. The 2022-23 figure incorporates \$10.0 million in pay as you go construction for specific Capital Projects, and \$0.8 in Unassigned fund balance. The 2023-24 figure incorporates \$10.0 million in pay as you go construction for Capital Projects, and \$0.5 in Unassigned fund balance.

**(To) From State Revenue Stabilization Fund** is used to offset reduced State revenues in the event of a future recession. Since recession has not occurred, in FY2021-22 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 FY2021-22, \$4.6 million was included for the opening of Highland Springs and Tucker High Schools and the expansion of Holliday elementary school, FY2022-23 includes \$0.7 million for operating costs related to opening or expanding Glover, Dorey, Cheswick and Deep Run parks, and FY2023-24 includes \$3.4 million for opening the Eastgate Fire Station and opening or expanding Three Lakes, Tuckahoe, Tuckahoe Creek and Taylor parks.

**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 FY2021-22, FY2022-23, and FY2023-24.



General Fund Forecast

	FY19-20 Actuals	FY20-21 Approved	FY21-22 Approved	FY22-23 Forecast	FY23-24 Forecast
<b>Revenues:</b>					
Current Real Estate Tax	\$ 354,244,122	\$ 361,500,000	\$ 383,000,000	\$ 403,000,000	\$ 415,100,000
P.S. Real Estate Tax	10,534,116	9,000,000	10,000,000	10,400,000	10,700,000
Current Personal Prop. Tax (1)	85,165,646	124,100,000	125,000,000	128,000,000	131,800,000
P.S. Personal Property Tax	77,879	70,000	70,000	70,000	70,000
Other General Property Tax	16,175,391	4,475,000	13,250,000	15,000,000	15,500,000
Local Sales Tax	69,907,728	55,000,000	70,000,000	75,000,000	77,600,000
Business License Tax	39,626,918	34,000,000	36,000,000	37,000,000	38,500,000
Motor Vehicle License Tax	7,480,192	7,000,000	7,400,000	7,800,000	8,000,000
Consumer Utility Tax	2,820,509	2,750,000	2,750,000	2,900,000	3,000,000
Bank Franchise Tax	16,507,646	7,500,000	15,000,000	15,000,000	15,000,000
Hotel/Motel Tax	11,274,953	8,000,000	8,000,000	10,000,000	12,000,000
Food & Beverage (Meals) Tax	27,336,089	19,000,000	24,000,000	26,000,000	28,000,000
Other Local Taxes	8,336,626	6,160,000	7,460,000	8,400,000	8,800,000
<b>Local Taxes Sub-Total</b>	<b>649,487,815</b>	<b>638,555,000</b>	<b>701,930,000</b>	<b>738,570,000</b>	<b>764,070,000</b>
Permits, Fees, & Licenses	8,620,649	5,253,500	6,754,000	7,000,000	7,250,000
Fines & Forfeitures	1,885,334	2,085,000	2,085,000	2,200,000	2,200,000
Use of Money & Property	13,694,796	3,284,700	11,334,700	11,500,000	12,000,000
Charges for Services	3,620,629	3,845,500	3,710,500	3,900,000	4,000,000
Miscellaneous Revenue	13,034,776	8,107,000	8,307,000	9,100,000	9,400,000
<b>Total Local Revenue</b>	<b>690,343,998</b>	<b>661,130,700</b>	<b>734,121,200</b>	<b>772,270,000</b>	<b>798,920,000</b>
State & Federal-Schools	281,037,395	261,664,941	291,992,000	312,400,000	324,900,000
State & Federal-General Government <sup>(1)</sup>	152,230,882	94,718,000	102,045,040	106,600,000	110,900,000
	<b>433,268,276</b>	<b>356,382,941</b>	<b>394,037,040</b>	<b>419,000,000</b>	<b>435,800,000</b>
<b>Total Revenue</b>	<b>\$ 1,123,612,274</b>	<b>\$ 1,017,513,641</b>	<b>\$ 1,128,158,240</b>	<b>\$ 1,191,270,000</b>	<b>\$ 1,234,720,000</b>

<sup>(1)</sup> Actual PPTRA Car Tax Reimbursements are reflected as State Aid, although budget estimates do not break out PPTRA Reimbursements from Current Personal Property Tax estimates. FY20 actual = \$37,001,783. Forecast period FY21 thru FY24 equal \$37,000,000.

**Transfers:**

(To) From Debt Service Fund	\$ (71,570,276)	\$ (71,665,830)	\$ (78,346,649)	\$ (79,276,216)	\$ (76,454,897)
(To) From Capital Projects Fund	(85,954,676)	-	(45,637,800)	(43,197,875)	(51,173,090)
(To) From Enterprise Fund	(1,928,921)	(1,929,858)	(1,932,108)	(1,932,108)	(2,150,750)
(To) From Risk Management Fund	(11,585,203)	(9,499,617)	(9,493,570)	(10,513,570)	(11,533,570)
(To) From Workplace Safety	-	(483,682)	-	-	-
(To) From CAM	(454,800)	-	(64,000)	(200,000)	(200,000)
(To) From Technology Replacement	(2,750,000)	(2,750,000)	(3,000,000)	(3,000,000)	(3,000,000)
(To) From Special Revenue Fund	(33,720,629)	(29,897,172)	(36,906,981)	(38,010,370)	(39,146,862)
(To) From JRJDC Agency Fund	(3,253,484)	(3,351,088)	(3,451,088)	(3,555,169)	(3,661,824)
(To) Health Care	-	-	-	-	-
(To) From OPEB - GASB 45 Fiduciary Fund	(800,000)	-	(2,675,000)	(2,675,000)	(2,675,000)
(To) From Line of Duty	(1,050,000)	(1,250,000)	(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	-	-	-	750,000	500,000
(To) From Fund Balance - Hotel/Motel Tax Reimb	-	-	-	-	-
(To) From Fund Balance - Meals Tax Reserve	-	-	4,000,000	-	-
Use of Fund Balance - Capital Projects	-	-	7,075,000	7,500,000	7,500,000
Use of Fund Balance - Pedestrian Improvements	-	-	-	2,500,000	2,500,000
Use of Fund Balance - Capital Reserve	-	-	12,440,000	-	-
(To) From Revenue Stabilization Reserve	-	-	-	-	-
(To) From Fund Balance - Schools State Aid Reserv	-	-	-	-	-
(To) From State Revenue Stabilization Reserve	-	-	-	-	-
Use of Assigned Fund Balance	-	-	-	-	-
(To) From Fund Balance General Fund	7,134,411	3,014,759	11,024,800	-	-
From Sinking Fund - Bond Ops	-	-	4,584,500	693,907	3,374,397
<b>Total Transfers</b>	<b>\$ (206,533,578)</b>	<b>\$ (118,412,488)</b>	<b>\$ (144,232,896)</b>	<b>\$ (172,816,401)</b>	<b>\$ (178,071,596)</b>
<b>Total Resources</b>	<b>\$ 917,078,696</b>	<b>\$ 899,101,153</b>	<b>\$ 983,925,344</b>	<b>\$ 1,018,453,599</b>	<b>\$ 1,056,648,404</b>

**Expenditures:**

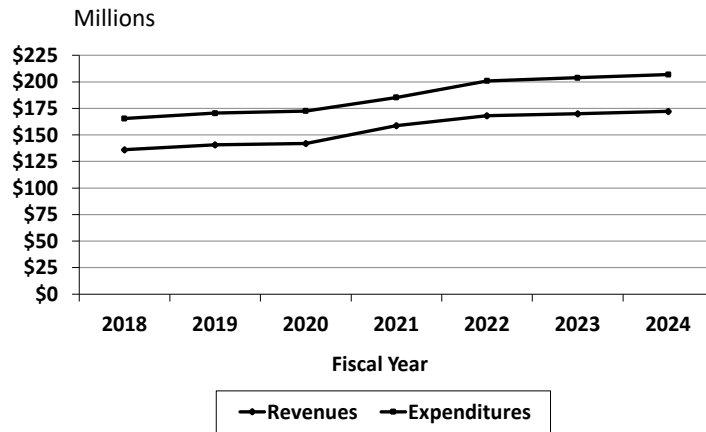
General Government Administration	59,089,559	57,367,472	64,023,716	65,944,427	67,922,760
Judicial Administration	9,411,753	9,498,489	10,276,583	10,584,880	10,796,578
Public Safety	204,063,341	196,564,081	215,015,894	221,466,371	230,110,362
Public Works	51,200,822	52,233,984	54,651,170	56,290,705	57,979,426
Public Health	2,537,998	2,433,102	2,687,497	2,741,247	2,796,072
Education	514,482,632	509,905,768	560,920,241	581,328,241	602,596,088
Recreation & Culture	38,128,403	38,466,836	42,955,130	44,937,691	47,660,219
Community Development	24,889,780	19,909,972	20,627,148	21,245,962	21,883,341
Miscellaneous	13,274,408	12,721,449	12,767,965	13,914,074	14,903,557
<b>Total Expenditures</b>	<b>\$ 917,078,696</b>	<b>\$ 899,101,153</b>	<b>\$ 983,925,344</b>	<b>\$ 1,018,453,599</b>	<b>\$ 1,056,648,404</b>

**Fund Balance:**

Restricted	3,308,331	3,000,000	3,000,000	5,000,000	5,000,000
Assigned (*)	133,086,122	130,071,363	90,947,063	109,503,156	120,628,759
Unassigned Fund Balance	138,251,817	134,865,173	147,588,802	152,768,040	158,497,261
<b>Total Fund Balance</b>	<b>\$ 274,646,270</b>	<b>\$ 267,936,536</b>	<b>\$ 241,535,865</b>	<b>\$ 267,271,196</b>	<b>\$ 284,126,020</b>

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

## Three Year Forecast Revenues and Expenditures Special Revenue Fund



Fiscal Years 2021 through 2024 are estimated. Revenues exclude transfers from other funds.

### SPECIAL REVENUE FUND

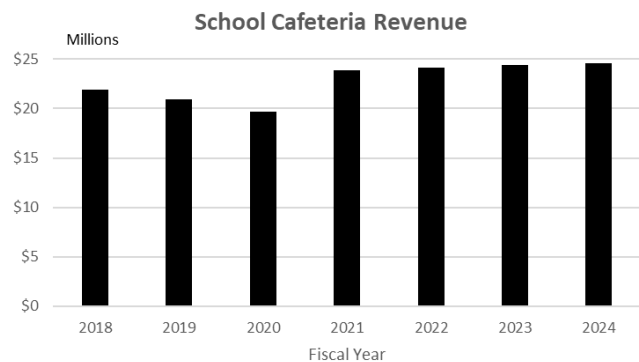
#### (Fund 11)

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 FY2021-22 is \$200,887,583, which represents an increase of \$15.5 million, or 8.4 percent, from the current fiscal year. The portion of the FY2021-22 budget for State and Federal grants associated with Schools increased by \$9.2 million or 9.7 percent, based on anticipated expenditures. The budget for Solid Waste increased by \$1.9 million, or 12.1 percent, while the Mental Health budget increased by \$2.6 million, or 6.5 percent. A primary source of these increases is additional State and Federal resources provided in response to the effects of the COVID-19 pandemic.

Social Services' budget increased by \$1.5 million or 5.8 percent due to rising demand for services. The actuals and budget for the Schools portion of CSA expenses were moved out of the Social Services category, starting in FY2020-21, to reflect the separation of these expenses.

#### Revenues

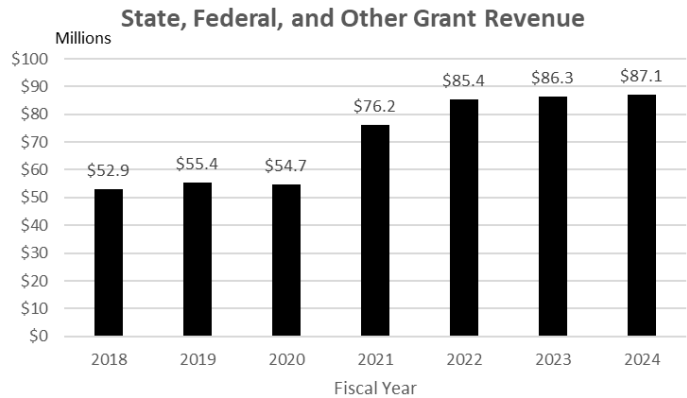
**Assumptions School Cafeteria** revenues support the operations of all County public school cafeterias. Funding is received from specific State and Federal government grant programs as well as revenues generated by the school lunch program. Receipts for FY2021-22 are estimated at \$24,115,429 compared to \$23,869,429 in FY2020-21, which reflects a 1.0 percent increase. FY2022-23 and FY2023-24 revenue estimates of \$24,356,583 and \$24,600,149, respectively, reflect projected increases of 1.0 percent based on anticipated growth in cafeteria operations.



Fiscal Years 2021 through 2024 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 FY2021-22 totals \$85,396,151.

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 FY2022-23 and FY2023-24 each reflect annual increases in revenues of 1.0 percent.



Fiscal years 2021-2024 are estimated. Revenues do not include transfers from other funds.

**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, which was reduced from \$3,371,409 in the FY2019-20 approved budget to \$1,278,457 in the FY2020-21 approved budget, will have the full amount of General Fund support restored to \$3,371,409 in the FY2021-22 budget. The decrease had been part of the County's effort to balance the FY2020-21 budget in response to the COVID-19 pandemic. The General Fund transfer is projected to remain flat FY2022-23 and FY2023-24.



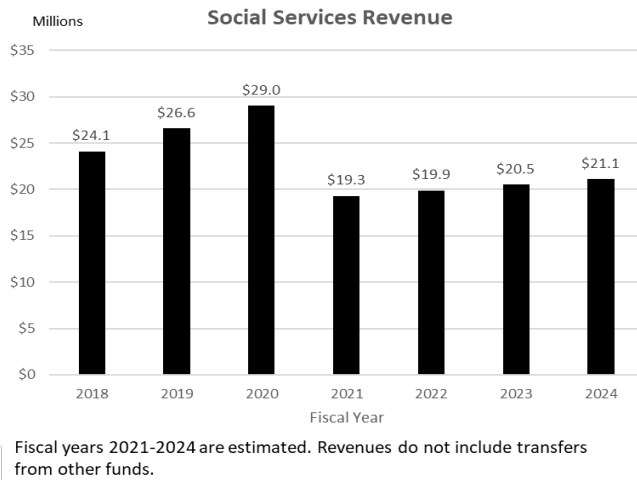
Fiscal years 2021-2024 are estimated. Revenues do not include transfers from other funds.

**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.

**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 \$24,930,572 for FY2021-22. State and federal revenues are projected to be \$11,704,679 and the estimate for fee revenues is \$12,967,553. Mental Health grant reserve funding of \$800,000, and \$184,000 of contract revenues from Sheltered Employment, are also anticipated. Additionally, Henrico is budgeted to receive a total of \$258,340 of fee revenues from Charles City and New Kent counties. A 1.0 percent increase in Mental Health revenues is projected for both FY2022-23 and FY2023-24. 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.

**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 FY2021-22, FY2022-23, and FY2023-24. It is anticipated that the State Supreme Court will reimburse the Metro Aviation Unit \$100,000 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 FY2021-22 total \$27,637,371, of which \$3,762,628 is directed toward CSA and the remaining \$23,874,743 support all other Social Services efforts. A 3.0 percent increase in revenues is projected for both FY2022-23 and FY2023-24, 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 FY2021-22, the transfer of \$31,274,474 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. The sum of these transfers is \$1,908,821. The remaining transfers are distributed as follows: \$127,332 for Henrico County's portion of the regional Police Metro Aviation Unit; \$3,371,409 in support of Solid Waste programs; \$7,743,723 in local support of Social Services, which includes funding for the CSA; and \$18,123,189 for Mental Health. The total transfer from the General Fund is projected to increase to \$32,208,888 in FY2022-23 and \$31,710,155 in FY2023-24.

**(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 FY2021-22 anticipates the use of \$1,574,071 from the Solid Waste Fund balance. The forecast for FY2022-23 and FY2023-24 projects further reductions to the fund balance.

**(To) From Street Light Fund Balance** is a reserve, accumulated from the operation of the six sanitary districts that have been established for streetlights. There was an addition to this fund balance in FY2019-20 and there is no planned use of the fund balance during the forecast period.

**Expenditures**

**Assumptions**

The development of the FY2021-22 Special Revenue Fund budget assumes recurring revenues will support recurring expenditures in future years. Special Revenue Fund resources and requirements for FY2022-23 and FY2023-24 are expected to grow at an average rate of 1.0 percent in FY2022-23 and 1.5 percent in FY2023-24. The modest growth rate in grant related revenue is predicated on the basis that the potential for renewed Federal and State budgetary constraints may limit substantial increases in grant funding.

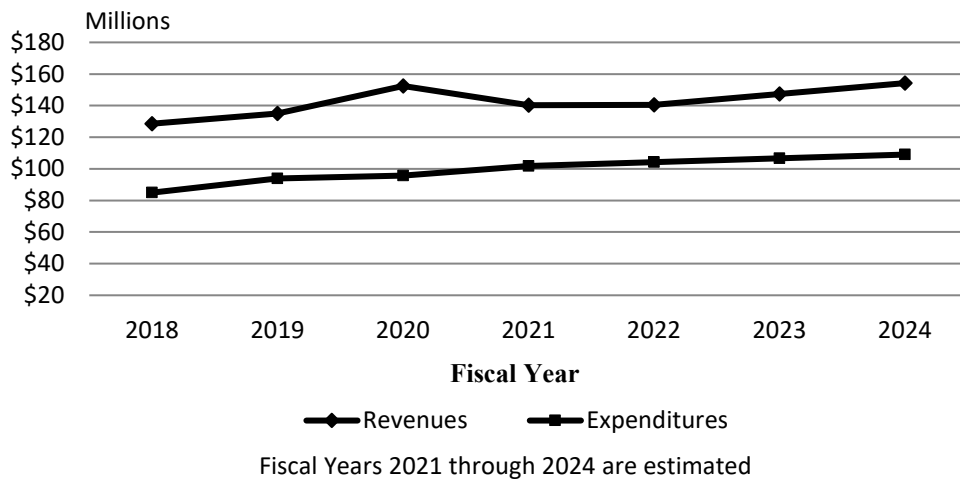
**Ending Special Revenue Fund Balance** is the sum of fund balances in all sub-funds, which are expected to remain on June 30th of each of the forecasted fiscal years, within the School Cafeteria Fund, Solid Waste Fund, and Street Light Fund. The State and Federal Grants fund balance and the Economic Development Authority Fund balance are forecasted to be zero in FY2020-21 through FY2023-24. 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**

	<b>FY 19-20 Actual</b>	<b>FY 20-21 Original</b>	<b>FY21-22 Forecast</b>	<b>FY22-23 Forecast</b>	<b>FY23-24 Forecast</b>
<b>Revenues:</b>					
School Cafeteria	\$ 19,745,079	\$ 23,869,429	\$ 24,115,429	\$ 24,356,583	\$ 24,600,149
State, Federal & Other Grants	54,722,894	76,179,574	85,146,151	85,997,613	86,857,589
Asset Forfeitures	35,443	0	0	0	0
Donations	9,732	0	0	0	0
Revenue from Local Sources	1,300,000	0	0	0	0
Solid Waste	11,354,249	13,685,000	12,362,500	12,486,125	12,610,986
Street Lighting	179,558	84,100	84,100	84,100	84,100
Mental Health	25,073,883	24,503,392	24,930,572	25,179,878	25,431,676
Metro Aviation/Extradition	386,911	359,668	359,668	359,668	359,668
Social Services & CSA	28,959,733	19,273,610	19,893,648	20,490,457	21,105,171
Watershed/Best Management Practices	105,333	897,000	897,000	897,000	897,000
<b>Subtotal Revenues</b>	<b>\$141,872,815</b>	<b>\$158,851,773</b>	<b>\$167,789,068</b>	<b>\$169,851,424</b>	<b>\$171,946,340</b>
From General Fund:					
State, Federal & Other Grants	\$ 2,931,784	\$ 1,812,920	\$ 2,158,821	\$ 2,223,586	\$ 2,290,293
Mental Health	16,292,489	15,935,376	18,123,189	18,666,885	19,226,891
Metro Aviation	127,332	127,332	127,332	127,332	127,332
Social Services	10,997,615	6,860,580	7,743,723	7,976,035	8,215,316
Solid Waste	3,371,409	1,278,457	3,371,409	3,371,409	3,371,409
<b>Subtotal From General Fund</b>	<b>\$ 33,720,629</b>	<b>\$ 26,014,665</b>	<b>\$ 31,524,474</b>	<b>\$ 32,365,246</b>	<b>\$ 33,231,241</b>
(To) From Solid Waste Fund Balance	513,882	478,764	1,574,041	623,496	663,445
(To) From Street Light Fund Balance	(114,203)	0	0	0	0
<b>Total Resources</b>	<b>\$175,993,123</b>	<b>\$185,345,202</b>	<b>\$200,887,583</b>	<b>\$202,840,165</b>	<b>\$205,841,025</b>
<b>Expenditures:</b>					
School Cafeteria	\$ 19,745,079	\$ 23,869,429	\$ 24,115,429	\$ 24,356,583	\$ 24,600,149
School CSA	11,569,512	10,399,567	14,400,000	14,832,000	15,276,960
State, Federal & Other Grants	35,147,961	77,992,494	87,304,972	88,221,198	89,147,882
Economic Development Authority	1,300,000	0	0	0	0
Solid Waste	15,239,540	15,442,221	17,307,950	16,481,030	16,645,840
Street Lighting	65,355	84,100	84,100	84,100	84,100
Mental Health	41,366,372	40,438,768	43,053,761	43,846,762	44,658,568
Metro Aviation/Extradition	514,243	487,000	487,000	487,000	487,000
Social Services	28,387,836	15,734,623	13,237,371	13,634,492	14,043,527
Watershed/Best Management Practices	105,333	897,000	897,000	897,000	897,000
<b>Total Expenditures</b>	<b>\$153,441,231</b>	<b>\$185,345,202</b>	<b>\$200,887,583</b>	<b>\$202,840,165</b>	<b>\$205,841,025</b>
<b>Ending Special Revenue Fund Balance:</b>					
Schools	\$ 12,342,198	\$ 12,342,198	\$ 12,342,198	\$ 12,342,198	\$ 12,342,198
State, Federal & Other Grants, Forfeitures *	25,136,687	0	0	0	0
Economic Development Authority **	0	0	0	0	0
Solid Waste	23,140,402	22,661,638	21,087,597	20,464,102	19,800,657
Street Lighting	767,228	767,228	767,228	767,228	767,228
<b>Total Fund Balance</b>	<b>\$ 61,386,515</b>	<b>\$ 35,771,064</b>	<b>\$ 34,197,023</b>	<b>\$ 33,573,528</b>	<b>\$ 32,910,083</b>

\* Forecast assumes miscellaneous grant appropriations will be spent by 6/30/21. Any unspent appropriations will be carried forward into FY2021-22.

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

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

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

#### Water and Sewer Operations (Fund 5101)

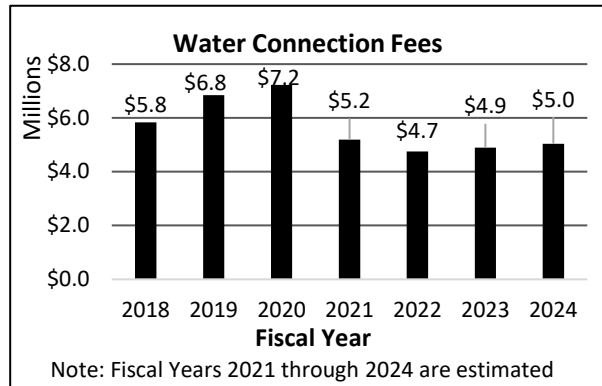
##### Revenues

##### 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.

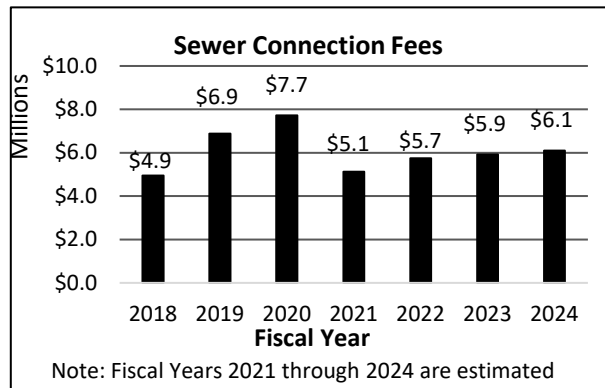
**Sale of Water** for FY2021-22 is based on an approved 5.0 percent rate increase for the median residential customer. Forecasts for FY2022-23 and FY2023-24 were also prepared using 5.0 percent rate increases in each year. These increases will support inflationary growth in expenditures and planned rehabilitation projects, as well as future new capital infrastructure needs.

**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 FY2021-22 reflect an approved 5.0 percent increase in fees. The forecast for water connection fees reflects 3.0 percent growth in FY2022-23 and FY2023-24, which reflects a conservative estimate of growth in the commercial and residential real estate.



**Sale of Sewer Services** for FY2021-22 is based on an approved 5.0 percent rate increase for the median residential customer. Like Sale of Water Service revenues, noted above, forecasts for FY2022-23 and FY2023-24 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 FY2021-22 reflects an approved 5.0 percent increase in sewer connection fees. A 3.0 percent increase in collections has been projected for both FY2022-23 and FY2023-24, 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 FY2021-22 totals \$1,932,108. 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 \$33.3 million in FY2021-22, \$70.03 million in FY2022-23, and \$61.3 million in FY2023-21. 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

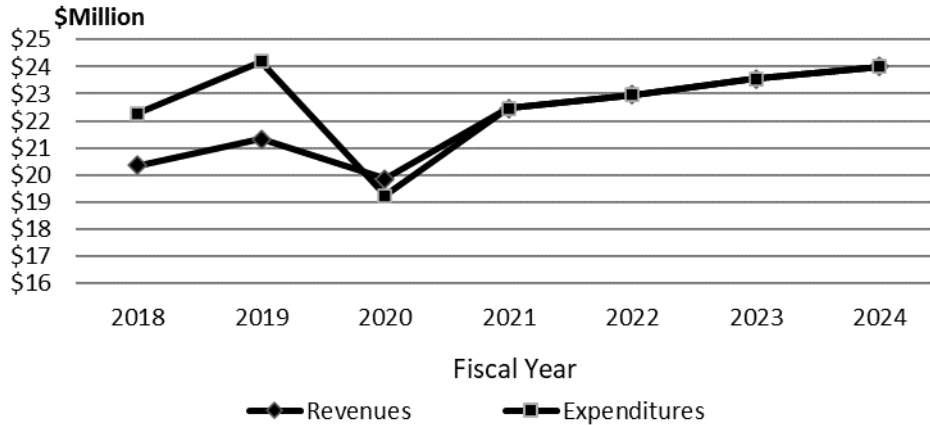
	<u>FY19-20</u> <u>Actual</u>	<u>FY20-21</u> <u>Original</u>	<u>FY21-22</u> <u>Forecast</u>	<u>FY22-23</u> <u>Forecast</u>	<u>FY23-24</u> <u>Forecast</u>
<b>Water &amp; Sewer Operations Subfund</b>					
<b>Revenues:</b>					
Sale of Water	\$ 63,617,989	\$ 62,324,500	\$ 61,959,800	\$ 65,057,790	\$ 68,310,680
Water Connection Fees	7,221,827	5,189,550	4,748,356	4,890,807	5,037,531
Sale of Sewer Services	59,148,208	61,440,215	61,774,915	64,863,661	68,106,844
Sewer Connection Fees	7,717,468	5,199,583	5,745,532	5,917,898	6,095,435
Miscellaneous Revenue	12,750,168	4,143,327	4,267,645	4,395,674	4,527,545
Transfer from General Fund	<u>1,928,921</u>	<u>1,929,858</u>	<u>1,932,108</u>	<u>2,150,750</u>	<u>2,150,500</u>
<b>Total Revenue</b>	<b>\$ <u>152,384,581</u></b>	<b>\$ <u>140,227,033</u></b>	<b>\$ <u>140,428,356</u></b>	<b>\$ <u>147,276,580</u></b>	<b>\$ <u>154,228,534</u></b>
<b>Expenditures:</b>					
Personnel	\$ 22,181,311	\$ 23,665,477	\$ 25,083,259	\$ 25,584,924	\$ 26,096,623
Operating	43,755,491	45,274,849	48,185,402	49,149,110	50,132,092
Capital Outlay	<u>655,925</u>	<u>1,135,653</u>	<u>650,300</u>	<u>663,306</u>	<u>676,572</u>
<b>Sub-Total</b>	<b>66,592,727</b>	<b>70,075,979</b>	<b>73,918,961</b>	<b>75,397,340</b>	<b>76,905,287</b>
Debt Service	<u>29,056,659</u>	<u>31,809,741</u>	<u>30,352,743</u>	<u>31,221,471</u>	<u>32,107,697</u>
<b>Total Expenditures</b>	<b>\$ <u>95,649,386</u></b>	<b>\$ <u>101,885,720</u></b>	<b>\$ <u>104,271,704</u></b>	<b>\$ <u>106,618,811</u></b>	<b>\$ <u>109,012,984</u></b>
<b>Results of Operations (Prior to Capital Expenses)</b>	<b>56,735,195</b>	<b>38,341,313</b>	<b>36,156,652</b>	<b>40,657,769</b>	<b>45,215,550</b>
<b>Budget For Capital Use (Below)</b>	<b>(79,321,070)</b>	<b>(27,500,000)</b>	<b>(33,300,000)</b>	<b>(70,033,000)</b>	<b>(61,275,000)</b>
<b>Capital Budget Expenditures</b>					
	<u>FY19-20</u> <u>Actual</u>	<u>FY20-21</u> <u>Original</u>	<u>FY21-22</u> <u>Forecast</u>	<u>FY22-23</u> <u>Forecast</u>	<u>FY23-24</u> <u>Forecast</u>
Approved/Requested Capital Projects	\$ -	\$ 27,500,000	\$ 33,300,000	\$ 70,033,000	\$ 61,275,000
Continuing Capital Projects (Previously Approved) <sup>(1)</sup>	79,321,070	-	-	-	-
<b>Total Capital</b>	<b>\$ 79,321,070</b>	<b>\$ 27,500,000</b>	<b>\$ 33,300,000</b>	<b>\$ 70,033,000</b>	<b>\$ 61,275,000</b>
<b>Capital Budget Resources</b>					
Water and Sewer Revenues	\$ 40,827,987	\$ 27,500,000	\$ 33,300,000	\$ 30,000,000	\$ 61,275,000
Revenue Bonds	38,493,083	-	-	40,033,000	-
<b>Total Capital Budget Resources</b>	<b>\$ 79,321,070</b>	<b>\$ 27,500,000</b>	<b>\$ 33,300,000</b>	<b>\$ 70,033,000</b>	<b>\$ 61,275,000</b>

**Notes:**

<sup>(1)</sup> This number plus the budget figure reflects Utilities estimate of capital spending from previously Board approved capital projects. FY2019-20 represents actual spending, as per the 2020 audit.

Note: Fund Equity as of June 30, 2020 was \$158,493,173

### Three Year Forecast Revenues and Expenditures Central Automotive Maintenance



Fiscal Years 2021 through 2024 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 FY2021-22 is \$9,500,000. Projected billings for FY2022-23 and FY2023-24 are forecasted at \$9,785,000 and \$10,078,550, 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 FY2021-22 is \$2,536,000. Projected billings for FY2022-23 and FY2023-24 are \$2,612,080 and \$2,690,442, 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 FY2021-22 is \$4,305,506. Projected billings for FY2022-23 and FY2023-24 are \$4,391,616 and \$4,479,448, respectively, assuming an annual 2.0 percent increase due to projected vehicle replacements and the rising cost of repairs.

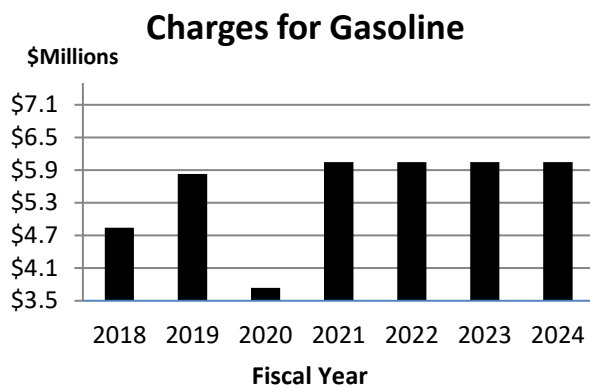
**Charges for Gasoline** represents the charge for gasoline and diesel fuel used by County departments. A nominal mark-up on top of the wholesale price is used to offset CAM's maintenance and operational expenses in this area. The projections for gasoline are \$6,050,000.

**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 FY2022-23 and FY2023-24.

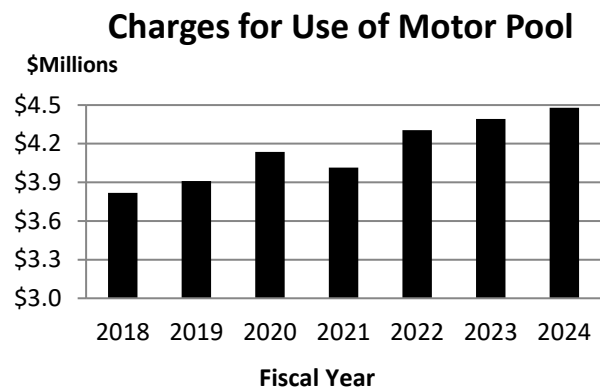
**(To) From General Fund** is the transfer from General Fund for the initial purchase of new motor pool vehicles. Transfers of \$200,000 annually are anticipated during the forecasted period.

**(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.



Fiscal years 2021 through 2024 are estimated.



Fiscal years 2021 through 2024 are estimated.

**Expenditures**

**Assumptions**

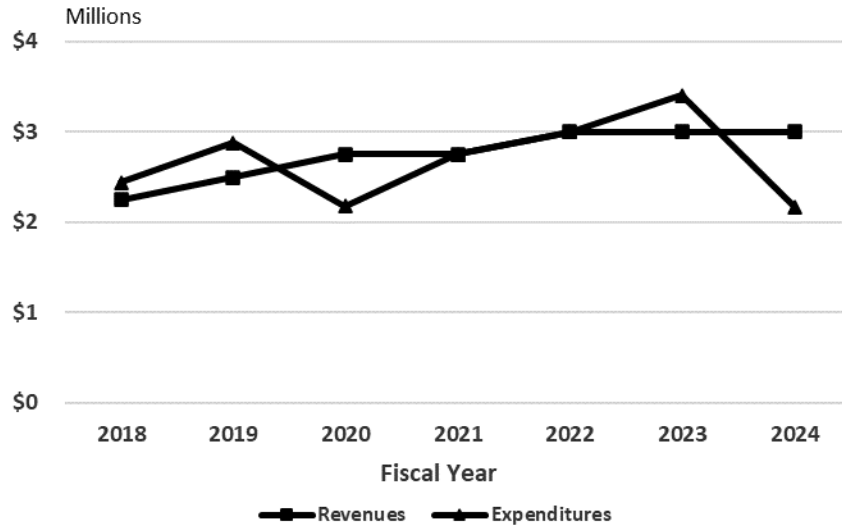
The development of the Central Automotive Maintenance Internal Service Fund budget assumes revenues and transfers will support expenditures in future years. For FY2022-23 and FY2023-24, Central Automotive Expenses are projected to grow at 2.0 percent annually.

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**

	<b>FY19-20 Actual</b>	<b>FY20-21 Original</b>	<b>FY21-22 Forecast</b>	<b>FY22-23 Forecast</b>	<b>FY23-24 Forecast</b>
<b>Revenues:</b>					
Charges for Auto Maint West	\$ 9,499,845	\$ 9,400,000	\$ 9,500,000	\$ 9,785,000	\$ 10,078,550
Charges for Auto Maint East	2,230,791	2,500,000	2,536,000	2,612,080	2,690,442
Charges for Use of Motor Pool	4,136,362	4,014,323	4,305,506	4,391,616	4,479,448
Charges for Gasoline	3,737,645	6,050,000	6,050,000	6,050,000	6,050,000
Charges for Wash Facility	0	105,900	105,900	105,900	105,900
Miscellaneous Revenues	319,043	400,000	400,000	400,000	400,000
Gain/Loss on Sale of Property	(68,263)	0	0	0	0
<b>Total Revenues</b>	<b>\$ 19,855,423</b>	<b>\$ 22,470,223</b>	<b>\$ 22,897,406</b>	<b>\$ 23,344,596</b>	<b>\$ 23,804,341</b>
(To) From General Fund	454,800	0	64,000	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	(1,061,269)	0	0	0	0
<b>Total Resources</b>	<b>\$ 19,248,954</b>	<b>\$ 22,470,223</b>	<b>\$ 22,961,406</b>	<b>\$ 23,544,596</b>	<b>\$ 24,004,341</b>
<b>Expenditures:</b>					
Central Automotive Maintenance	\$ 19,248,954	\$ 22,470,223	\$ 22,961,406	\$ 23,544,596	\$ 24,004,341
<b>Total Expenditures</b>	<b>\$ 19,248,954</b>	<b>\$ 22,470,223</b>	<b>\$ 22,961,406</b>	<b>\$ 23,544,596</b>	<b>\$ 24,004,341</b>

## Three Year Forecast Revenues and Expenditures Technology Replacement



Fiscal Years 2021 through 2024 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 FY2021-22 forecasted budget reflects a transfer of \$3,000,000. The FY2022-23 and FY2023-24 forecasts also 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 FY2021-22, the Technology Replacement Fund expenses are projected to be \$3,001,314. For FY2022-23, forecasted expenses are projected to be \$3,349,028 and in FY2023-24, expenses are

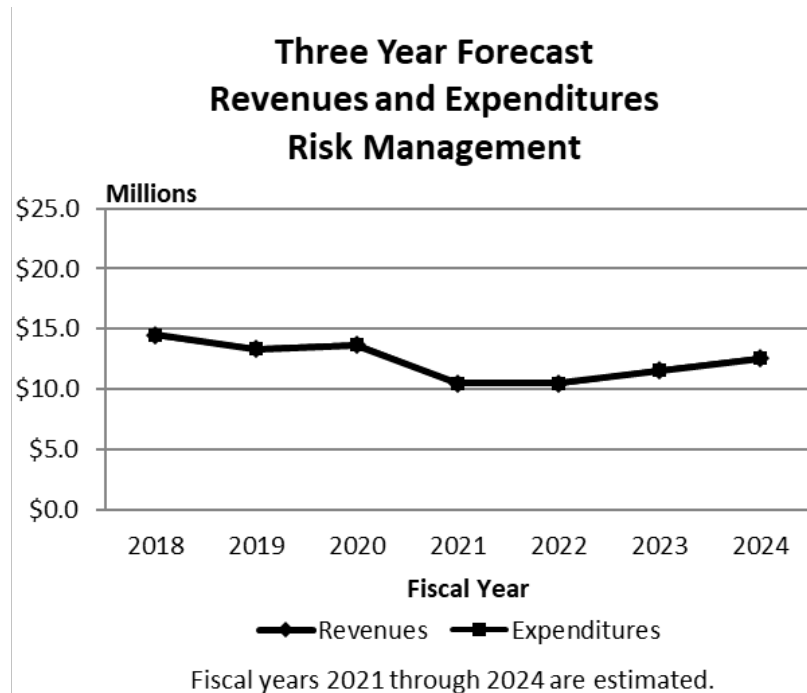
projected to be \$2,169,618. The FY2022-23 and FY2023-24 forecasts assume that all items in the Fund, which qualify for replacement, will be purchased on a pre-determined schedule.

**Retained Earnings, June 30, 2020**, is \$2,850,342. 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**

	<b>FY 19-20</b> <b>Actual</b>	<b>FY 20-21</b> <b>Original</b>	<b>FY 21-22</b> <b>Forecast</b>	<b>FY 22-23</b> <b>Forecast</b>	<b>FY 23-24</b> <b>Forecast</b>
<b>Revenues:</b>					
Transfer from General Fund**	\$ 2,750,000	\$ 2,750,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000
(To) From Retained Earnings - Technology Replacement	(575,840)	0	1,314	406,455	(830,382)
<b>Total Revenues</b>	<b>\$ 2,174,160</b>	<b>\$ 2,750,000</b>	<b>\$ 3,001,314</b>	<b>\$ 3,406,455</b>	<b>\$ 2,169,618</b>
<b>Expenditures:</b>					
Technology Equipment	\$ 2,174,160	\$ 2,750,000	\$ 3,001,314	\$ 3,406,455	\$ 2,169,618
<b>Total Expenditures</b>	<b>\$ 2,174,160</b>	<b>\$ 2,750,000</b>	<b>\$ 3,001,314</b>	<b>\$ 3,406,455</b>	<b>\$ 2,169,618</b>
 Retained Earnings June 30*	 \$ 2,850,342	 \$ 2,850,342	 \$ 2,849,028	 \$ 2,442,573	 \$ 3,272,955

\*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 FY2021-22 through FY2023-24 are \$900,000 per year, which is above the actual amount received during FY2019-20.

**Recovered Costs - Miscellaneous** includes recovered costs associated with property and liability as well as workers' compensation. While revenues of \$1,550,170 were received during FY2019-20, 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 \$184,727 were received during FY2019-20, 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 90.5 percent of the forecasted revenues associated with this fund. A transfer from the General Fund totaling \$9,493,570 is anticipated for FY2021-22, with an increase of \$1,020,000 projected for FY2022-23 and FY2023-24 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 FY2021-22, expenditures are budgeted at \$10,493,570, which represents a decrease of \$6,047 from the previous fiscal year. For FY2022-23 and FY2023-24, expenses are projected to total \$11,513,570 and \$12,533,570, 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.

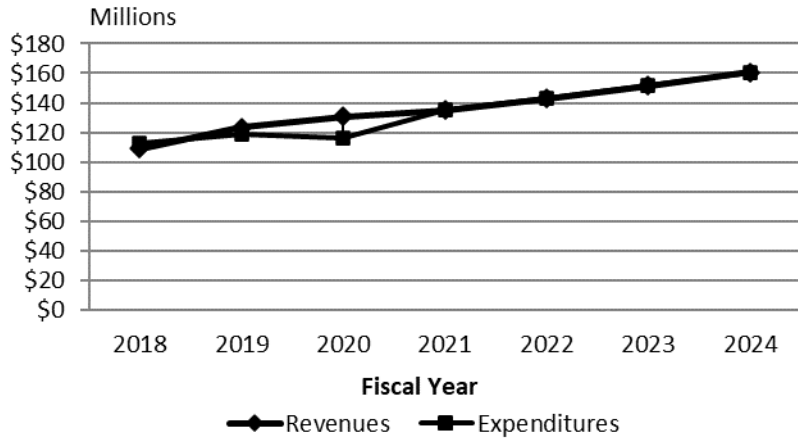
**Self-Insurance Reserve, June 30, 2020**, totals \$7,500,000. The County has assigned this amount in the General Fund's fund balance specifically for self-insurance.

**Risk Management Fund Forecast**

	<b>FY19-20</b>	<b>FY20-21</b>	<b>FY21-22</b>	<b>FY22-23</b>	<b>FY23-24</b>
	<b>Actual</b>	<b>Original</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>
<b>Revenues:</b>					
Public Utilities Charges	\$ 791,932	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000
Recovered Costs - Misc	1,550,170	100,000	100,000	100,000	100,000
Use of Money and Property	184,727	-	-	-	-
Total Revenues	<u>\$ 2,526,829</u>	<u>\$ 1,000,000</u>	<u>\$ 1,000,000</u>	<u>\$ 1,000,000</u>	<u>\$ 1,000,000</u>
(To) From General Fund	<u>\$ 11,103,325</u>	<u>\$ 9,499,617</u>	<u>\$ 9,493,570</u>	<u>\$ 10,513,570</u>	<u>\$ 11,533,570</u>
Total Resources	<u>\$ 13,630,154</u>	<u>\$ 10,499,617</u>	<u>\$ 10,493,570</u>	<u>\$ 11,513,570</u>	<u>\$ 12,533,570</u>
<b>Expenditures:</b>					
Risk Management	<u>\$ 13,630,154</u>	<u>\$ 10,499,617</u>	<u>\$ 10,493,570</u>	<u>\$ 11,513,570</u>	<u>\$ 12,533,570</u>
Total Expenditures	<u>\$ 13,630,154</u>	<u>\$ 10,499,617</u>	<u>\$ 10,493,570</u>	<u>\$ 11,513,570</u>	<u>\$ 12,533,570</u>
<b>Self-Insurance Reserve</b>	<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**



Fiscal years 2021 through 2024 are estimated

**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 FY2021-22 reflects an increase of 6.0 percent in the County’s contribution for active employees. The forecasts for FY2022-23 and FY2023-24 assume 6.0 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 FY2021-22 reflects an overall increase of 6.0 percent. The forecasts for FY2022-23 and FY2023-24 also assume 6.0 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 FY2021-22 reflects an increase of 6.0 percent, as do the forecasts for FY2022-23 and FY2023-24.

**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 FY2021-22 is \$40,000. The revenue is projected to remain flat through the remainder of the forecast period. For retirees after January 1, 2003, the healthcare supplement is referred to as a Retiree Subsidy. It is provided to County retirees with a minimum of 20 years in the Virginia Retirement System (VRS) of which 10 years must be with Henrico County. The total subsidy is calculated based on each full year of VRS service. The forecast for the Retiree Subsidy for FY2021-22 is \$325,000.

**COBRA** reflects rate payments from eligible COBRA participants. Under the Consolidated Omnibus Reconciliation Act of 1985 (COBRA), extended coverage for healthcare may be purchased (at the participant's expense) for former participants of the County's healthcare program and their qualified beneficiaries, if coverage is lost under a group plan due to termination of employment or a reduction of work hours. The cost to COBRA participants is the full plan rate for that calendar year.

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 \$8,965,540 in FY2021-22, with annual increases of 6.0 percent for the remainder of the forecast period.

**Healthcare Wellness Payments** in the FY2021-22 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 \$200,000 in FY2020-21 to \$400,000 in FY2021-22, in recognition of a pattern of stronger interest earnings, and remain at that level in FY2022-23 and FY2023-24.

**(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 FY2021-22 approved budget assumes no use of reserve funds as do the forecasts for FY2022-23 and FY2023-24. 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 FY2021-22 assumes an increase in claims expenditures by 6.0 percent. The forecasts for FY2022-23 and FY2023-24 each assume annual increases of 6.4 percent. There was a decrease in aggregate healthcare claims concurrent with the COVID-19 pandemic. However, the crisis has created tremendous uncertainty in projections of healthcare claims in the coming years, as individuals who may have deferred medical care return to the healthcare system.

**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 FY2021-22 budget also includes funding for costs related to the County's healthcare consultant.

The forecast for FY2021-22 projects an increase in other administrative fee costs of 3.7 percent. The increase is primarily attributable to projected growth in the cost of the County's reinsurance policies that protect it from excessive risk. The forecasts for FY2022-23 and FY2023-24 assume no further change in other administrative fee costs.

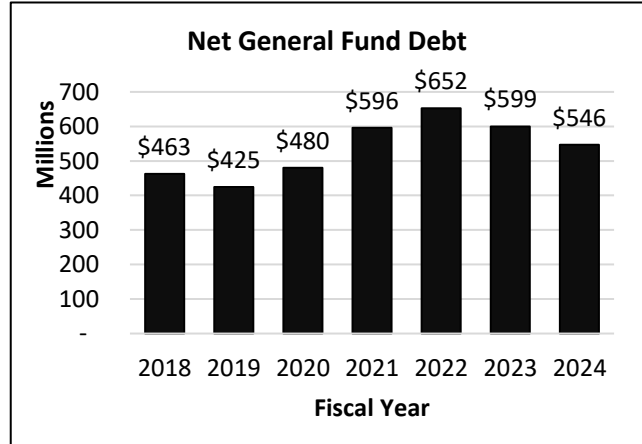
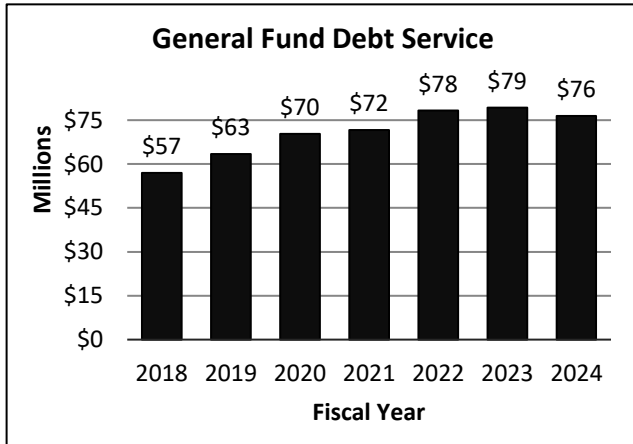
**Premium Stabilization Reserve (PSR)**

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**

	<b>FY19-20</b>	<b>FY20-21</b>	<b>FY21-22</b>	<b>FY22-23</b>	<b>FY23-24</b>
	<b>Actual</b>	<b>Original</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>
<b>Revenues:</b>					
County Contribution - Active	\$ 92,088,722	\$ 96,226,742	\$ 101,947,347	\$ 108,064,188	\$ 114,548,039
Employee Contribution	22,923,199	23,655,291	25,124,608	26,632,084	28,230,010
Retiree Contribution	5,137,204	5,700,000	5,700,000	6,042,000	6,404,520
Retiree Subsidy	228,670	325,000	325,000	325,000	325,000
Disabled Subsidy	12,682	40,000	40,000	40,000	40,000
COBRA	239,439	385,780	385,780	416,642	449,974
Recoveries and Rebates	8,923,489	8,458,057	8,965,540	9,503,472	10,073,681
Healthcare - Wellness Payment	407,700	150,000	150,000	150,000	150,000
To (From) General Fund	-	-	-	-	-
Interest Income	910,143	200,000	400,000	400,000	400,000
<b>Total Revenues</b>	<b>\$ 130,871,248</b>	<b>\$ 135,140,870</b>	<b>\$ 143,038,275</b>	<b>\$ 151,573,387</b>	<b>\$ 160,621,223</b>
(To) From Premium Stabilization Fund	\$ (14,962,465)	\$ -	\$ -	\$ -	\$ -
<b>Total Resources</b>	<b>\$ 115,908,783</b>	<b>\$ 135,140,870</b>	<b>\$ 143,038,275</b>	<b>\$ 151,573,387</b>	<b>\$ 160,621,223</b>
<b>Expenditures:</b>					
Claims	106,633,150	125,804,370	133,352,631	141,887,743	150,935,579
Other Administrative Fees	\$ 9,275,633	\$ 9,336,500	\$ 9,685,644	\$ 9,685,644	\$ 9,685,644
<b>Total Expenditures</b>	<b>\$ 115,908,783</b>	<b>\$ 135,140,870</b>	<b>\$ 143,038,275</b>	<b>\$ 151,573,387</b>	<b>\$ 160,621,223</b>
<b>Premium Stabilization Reserve (PSR):</b>					
Premium Stabilization Reserve (PSR)	33,104,812	33,104,812	33,104,812	33,104,812	33,104,812
Incurred But Not Reported (IBNR)	\$ (9,322,200)	\$ (9,322,200)	\$ (9,322,200)	\$ (9,322,200)	\$ (9,322,200)
<b>Uncommitted PSR</b>	<b>\$ 23,782,612</b>	<b>\$ 23,782,612</b>	<b>\$ 23,782,612</b>	<b>\$ 23,782,612</b>	<b>\$ 23,782,612</b>

## 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 2021 through 2024 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; and General Government projects totaling \$147,200,000.

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

**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.

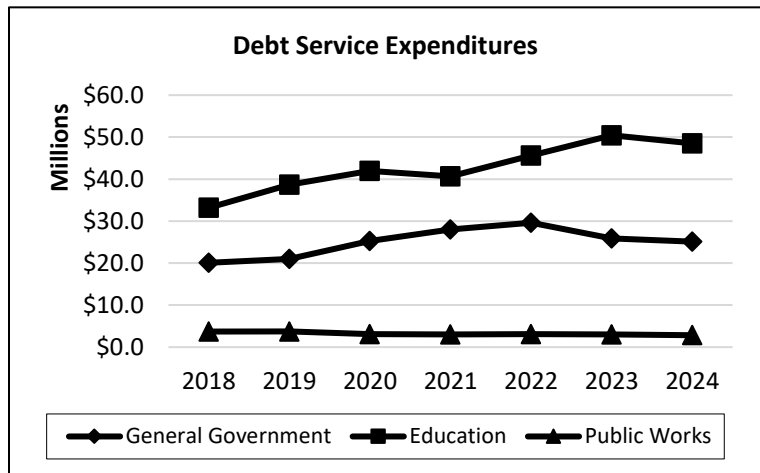
**GRCCA Reimbursement** represents the reimbursement of Hotel/Motel tax collections from the Greater Richmond Convention Center Authority. This funding has been designated for the debt service obligations related to the debt issued for the large park projects of the 2016 Bond Referendum. This includes 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 and Virginia Public School Authority (VPSA) Bonds. These obligations support construction and improvement of facilities operated by the County's School System.



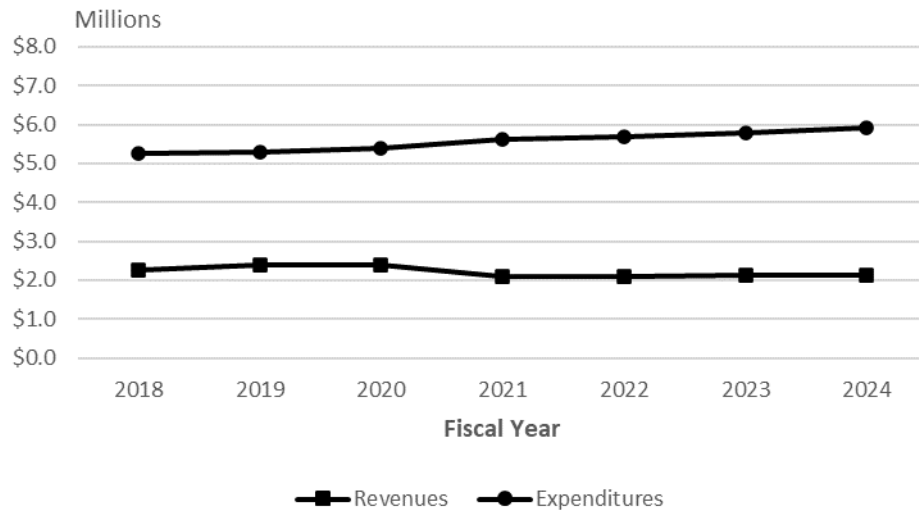
**Debt Service - Public Works** includes principal and interest payments on General Obligation (G.O.) Bonds issued to support road improvements throughout the County.

**Debt Service Fund Forecast**

	FY2020 Actual	FY2021 Approved	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast
<b>Revenues:</b>					
(To) From General Fund	\$ 58,613,599	\$ 59,881,412	\$ 65,846,649	\$ 66,776,216	\$ 63,954,897
Meals Tax Revenue	9,000,000	9,000,000	9,000,000	9,000,000	9,000,000
GRCCA Reimbursement	2,688,864	1,855,638	3,500,000	3,500,000	3,500,000
<b>Total Revenues</b>	<b>\$ 70,302,463</b>	<b>\$ 70,737,050</b>	<b>\$ 78,346,649</b>	<b>\$ 79,276,216</b>	<b>\$ 76,454,897</b>
<b>Expenditures:</b>					
Debt Service - General Government	\$ 25,243,988	\$ 28,043,771	\$ 29,625,478	\$ 25,846,615	\$ 25,099,026
Debt Service - Education	41,979,830	40,627,176	45,635,554	50,438,923	48,516,698
Debt Service - Public Works	3,078,645	2,994,883	3,085,617	2,990,678	2,839,174
<b>Total Expenditures</b>	<b>\$ 70,302,463</b>	<b>\$ 71,665,830</b>	<b>\$ 78,346,649</b>	<b>\$ 79,276,216</b>	<b>\$ 76,454,897</b>
Fund Equity*	\$ 770,870	\$ 770,870	\$ 770,870	\$ 770,870	\$ 770,870

\*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 FY2021-22. This is unchanged from the projection of FY2020-21 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 \$534,082 for FY2021-22, \$550,104 for FY2022-23 and \$566,608 for FY2023-24.

**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 \$3,451,620 in FY2021-22 and \$3,555,169 in FY2022-23 and \$3,661,824 in FY2023-24.

**To (From) Retained Earnings** is the anticipated difference between revenues and expenditures. The use of Fund Equity is projected at \$132,980 for FY2021-22, \$125,088 for FY2022-23, and \$115,843 for FY2023-24. 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**

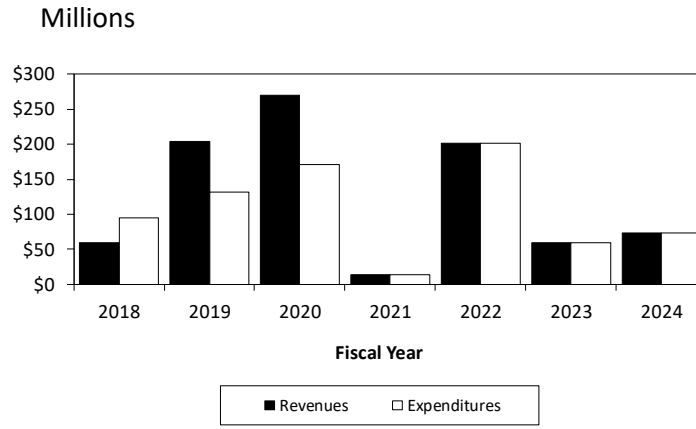
**James River Juvenile Detention Center** includes the personnel, operating, and capital expenditures required to operate the facility. The JRJDC Agency Fund requirements for the forecast period are expected to grow at an annual rate of 2.0 percent. The COVID-19 pandemic and its propensity to spread within detention facilities places uncertainty on the forecasted level of JRJDC expenditures. Since COVID-19 was declared a worldwide pandemic in March of 2020, the staff at the facility have been remarkably successful in avoiding an outbreak within the facility while staying within budgetary guidance. The continued need for frequent and thorough deep cleaning, and the impact of potential outbreaks, add degrees of uncertainty to this forecast.

At the December 18, 2020 meeting, the Commission approved a continuation of its plan to appropriate \$100,000 of facility maintenance funding in the annual budget to provide funding for capital projects necessary to maintain the facility as it ages.

**JRJDC Agency Fund Forecast**

	<b>FY19-20</b>	<b>FY20-21</b>	<b>FY21-22</b>	<b>FY22-23</b>	<b>FY23-24</b>
	<b>Actual</b>	<b>Original</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>
<b>JRJDC Operations and Debt Service Subfunds</b>					
<b>Revenues:</b>					
Revenue from Commonwealth	\$ 1,672,542	\$ 1,565,294	\$ 1,565,294	\$ 1,565,294	\$ 1,565,294
Revenue from Federal Govt	57,175	0	0	0	0
Revenue from Goochland	251,713	259,264	267,041	275,052	283,304
Revenue from Powhatan	251,713	259,264	267,041	275,052	283,304
Other Localities	78,950	0	0	0	0
Recovered Costs	0	0	0	0	0
Interest Income	79,148	0	0	0	0
Total Revenues	<u>\$ 2,391,241</u>	<u>\$ 2,083,822</u>	<u>\$ 2,099,376</u>	<u>\$ 2,115,398</u>	<u>\$ 2,131,902</u>
Plus:					
(To) From General Fund	3,253,484	3,351,088	3,451,620	3,555,169	3,661,824
(To) From Retained Earnings	(251,014)	199,832	132,980	125,088	115,843
Total Resources	<u>\$ 5,393,711</u>	<u>\$ 5,634,742</u>	<u>\$ 5,683,976</u>	<u>\$ 5,795,656</u>	<u>\$ 5,909,569</u>
<b>Expenditures:</b>					
James River Juvenile Detention Center	\$ 5,280,191	\$ 5,534,742	\$ 5,583,976	\$ 5,695,656	\$ 5,809,569
Facility Maintenance Funding	113,520	100,000	100,000	100,000	100,000
Debt Service	0	0	0	0	0
Total Expenditures	<u>\$ 5,393,711</u>	<u>\$ 5,634,742</u>	<u>\$ 5,683,976</u>	<u>\$ 5,795,656</u>	<u>\$ 5,909,569</u>
Ending Retained Earnings	<u>\$ 4,543,814</u>	<u>\$ 4,343,982</u>	<u>\$ 4,211,002</u>	<u>\$ 4,085,914</u>	<u>\$ 3,970,070</u>

## Three Year Forecast Revenues and Expenditures Capital Projects Fund



Fiscal Years 2021 through 2024 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. All remaining bond project funds have been appropriated in FY2021-22.

**Central Virginia Transportation Authority (CVTA)** The Central Virginia Transportation Authority was created by the General Assembly in the 2020 legislative session. CVTA provides funding for local and regional transportation projects.

**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 was transferred from the General Fund to the Capital Projects Fund. General Fund resources have been reinstated in the approved FY2021-22 capital budget based on the county’s current positive economic performance.

The FY2021-22 forecasted transfer of \$45,637,800 includes a \$9.1 million allocation from the Designated General Fund balance, \$5.0 million of Meals Tax revenues (Education), \$4.0 million of Meals Tax Reserves, \$2.3 million of dedicated General Fund Stormwater revenues, \$1.75 million in Motor Vehicle License Fees, \$3.1 million in designated capital reserves, and \$11.0 million in General Fund reserves (Vehicle Replacement). The FY2022-23 forecast of \$45,637,800 of transfers consist of a \$7.5 million allocation from the Designated General Fund balance, \$11.6 million from designated capital reserves, \$9.0 million from Meals Tax revenues (Education), \$2,348,000 of dedicated General Fund Stormwater revenues, \$1.75 million in Motor Vehicle License Fees, and \$11.0 million in General Fund revenues (Vehicle Replacement). The FY2023-24 forecast of \$51,173,090 of transfers consist of a \$7.5 million allocation from the Designated General Fund balance, \$19.6 million from designated capital reserves, \$9.0 million from Meals Tax revenues (Education), \$2,348,000 of dedicated General Fund Stormwater revenues, \$1.75 million in Motor Vehicle License Fees, and \$11.0 million in General Fund revenues (Vehicle Replacement).

Below is a list of projects funded by the General Fund transfer in the FY2020-21 and FY2021-22 Approved Capital Budget.

<b>FY2021</b>			<b>FY2022</b>
<b>From General Fund - \$0*</b>			<b>From General Fund - \$0*</b>
<b>Project</b>	<b>Total</b>	<b>Project</b>	<b>Total</b>
		Mechanical Improvements - Education	1,750,000
		Roof Replacements - Education	750,000
		Mechanical Improvements	500,000
		Roof Replacement and Rehabilitation	1,200,000
		Small Project Improvements and Renova	200,000
		Energy Management	100,000
		Information Technology Projects	1,500,000
		Pavement Rehabilitation	500,000
		Geographic Information System	150,000
		Facility Rehabilitation	425,000
		Firehouse #6 Land Acquisition	440,000
		Transitional Recovery Center	9,000,000
		Land Reserve - Education	3,000,000
		Meals Tax Projects	9,000,000
		Schools Technology	2,000,000
		Chesapeake Bay TMDL/MS4 Compliance	2,348,000
		Land Acquisitions - Drainage	500,000
		Streams and Creeks - Drainage	750,000
		Minor Drainage Projects	500,000
		School Bus Replacement Plan	4,700,000
		Fire Apparatus Replacement Plan	3,300,000
		Police Vehicle Replacement Plan	<u>3,024,800</u>
		<b>Total From General Fund</b>	<b>\$ 45,637,800</b>

\*In FY2021, no funding was 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 projected at \$341,270,260. Expenditures for Education projects funded with General Obligation Bonds during the forecast period total \$19.0 million for the Adams ES renovation. Expenditures for General Government projects funded with General Obligation Bonds during the forecast period total \$49.0 million. Forecasted expenditures include \$9.6 million for Eastgate/Newbridge Firehouse, \$14.0 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 \$9.0 million for the Richmond/Henrico Turnpike project.

Designated Fund balance expenditures for the three-year period total \$24.1 million. Of the \$7.5 million in funding allocated in FY2022-23 and FY2023-24 \$2.5 million has been designated for Schools and the remaining \$5.0 million has been designated for General Government.

Education Meals Tax revenue are forecasted to generate \$23.0 million over three-years. The Funding forecasted over the three-year period would provide funding for various Henrico County Public Schools' infrastructure projects. General Fund dedicated stormwater revenue is forecasted to generate \$7,044,000 over the three-year period and would allow for stormwater infrastructure projects required by the EPA as part of the Chesapeake Bay TMDL. Motor Vehicle License Fee Revenue is forecasted to generate \$5.25 million, which will be used for the Public Works general road projects.

Expenditures utilizing General Fund revenue for vehicle replacement over the three-year forecast period total \$33.1 million. Over the forecast period, expenditures for Education's School Bus Replacement Program total \$14.1 million. Expenditures for General Government total \$19.0 million and include funding of \$9.1 million for Police's Vehicle Replacement Program and funding of \$9.9 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**

	<b>FY 19-20</b>	<b>FY 20-21</b>	<b>FY 21-22</b>	<b>FY 22-23</b>	<b>FY 23-24</b>
	<b>Actual</b>	<b>Original</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>
<b>Resources:</b>					
Revenues:					
Use of Money and Property	\$ 2,314,551	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenues	4,170,201	-	-	-	-
Intergovernmental	4,017,548	-	-	-	-
CVTA	-	-	22,500,000	22,500,000	22,500,000
Subtotal Revenues	<u>\$ 10,502,300</u>	<u>\$ -</u>	<u>\$ 22,500,000</u>	<u>\$ 22,500,000</u>	<u>\$ 22,500,000</u>
Other Financing (Uses) Sources:					
Bonds:					
G. O. Bonds - Education - 2016	\$ 86,674,399	\$ -	\$ 19,000,000	\$ -	\$ -
G. O. Bonds - General Gov't - 2016	13,459,854	9,000,000	49,000,000	-	-
G. O. Bonds - Public Works - 2016	4,981,287	5,000,000	9,000,000	-	-
Bond Premium	18,552,705	-	2,705,685	-	-
VPSA	-	-	54,055,000	-	-
EDA Lease Revenue Bonds - 2019	60,115,000	-	-	-	-
Subtotal Bonds:	<u>\$ 183,783,245</u>	<u>\$ 14,000,000</u>	<u>\$133,760,685</u>	<u>\$ -</u>	<u>\$ -</u>
Transfers:					
(To) From General Fund:					
Designated Fund Balance	\$ 7,869,885	\$ -	\$ 9,075,000	\$ 7,500,000	\$ 7,500,000
Designated Capital Reserve	14,055,000	-	12,440,000	11,575,075	19,550,290
Education Meals Tax	9,000,000	-	5,000,000	9,000,000	9,000,000
Education Meals Tax Reserve	26,345,233	-	4,000,000	-	-
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	1,500,000	-	1,750,000	1,750,000	1,750,000
General Fund - Mental Health Reserve	-	-	-	-	-
General Fund - Tourism Reserve	2,000,000	-	-	-	-
Public Works Reserve	-	-	-	-	-
General Fund Rev - Vehicle Replacement	8,924,800	-	-	11,024,800	11,024,800
Undesig Fund Balance - Vehicle Replacement	1,000,000	-	11,024,800	-	-
Subtotal General Fund Transfers	<u>\$ 76,029,933</u>	<u>\$ -</u>	<u>\$ 45,637,800</u>	<u>\$ 43,197,875</u>	<u>\$ 51,173,090</u>
Total Resources and Transfers	<u>\$ 270,315,478</u>	<u>\$ 14,000,000</u>	<u>\$201,898,485</u>	<u>\$ 65,697,875</u>	<u>\$ 73,673,090</u>
<b>Expenditures:</b>					
General Government	\$ 90,154,628	\$ 9,000,000	\$ 76,745,485	\$ 27,599,875	\$ 35,575,900
Education	76,442,033	-	89,555,000	11,500,000	11,500,000
Public Works	13,954,121	5,000,000	35,598,000	26,598,000	26,598,000
Utilities - Landfill	216,915	-	-	-	-
Total Expenditures	<u>\$ 180,767,697</u>	<u>\$ 14,000,000</u>	<u>\$201,898,485</u>	<u>\$ 65,697,875</u>	<u>\$ 73,673,900</u>
(To) From Capital Projects	\$ (89,547,781)	\$ 50,000,000	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000
Fund Equity					
Capital Projects Fund Balance*	<u>\$ 397,560,902</u>	<u>\$347,560,902</u>	<u>\$327,560,902</u>	<u>\$307,560,902</u>	<u>\$287,560,902</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.

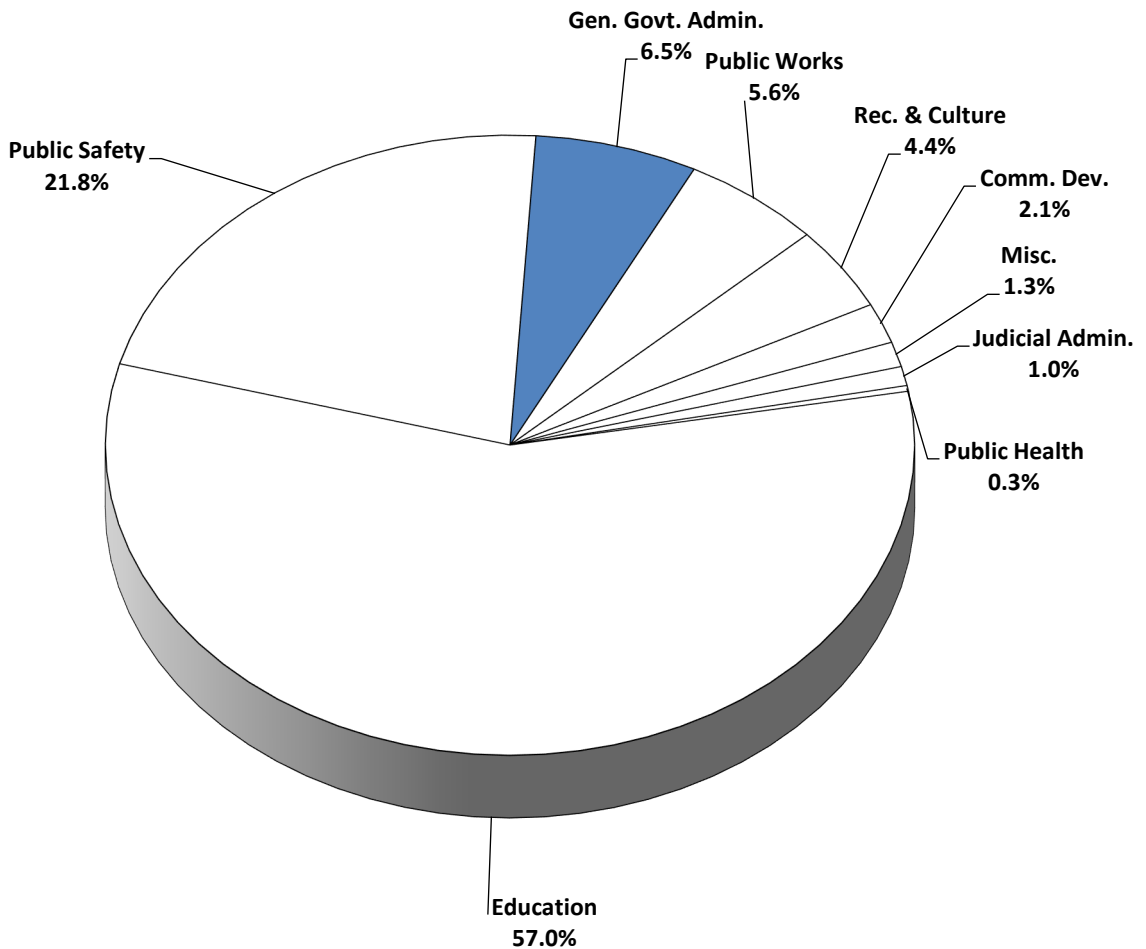
To Capital Projects Fund Balance is the anticipated addition to Fund Balance of unspent current year appropriations.

(\*) Source - CAFR. Represents unspent balance as of 6/30/20.

# COUNTY OF HENRICO, VIRGINIA

## General Government Administration

\$64,023,716



Total General Fund  
\$983,925,344

**COUNTY OF HENRICO, VIRGINIA  
GENERAL GOVERNMENT ADMINISTRATION - GENERAL FUND  
FY 2021-22**

<u>Department</u>	<u>FY 19-20 Actual</u>	<u>FY 20-21 Original</u>	<u>FY 21-22 Approved</u>
Board of Supervisors	\$1,223,001	\$1,126,922	\$1,152,550
County Manager:			
Administration	1,940,540	1,889,529	1,800,828
Public Relations	1,959,502	1,903,867	2,053,903
Total County Manager	3,900,042	3,793,396	3,854,731
County Attorney	2,942,843	2,617,444	2,746,282
Human Resources:			
Human Resources	4,342,099	4,276,599	4,961,035
Group Benefits	850,620	-507,543	1,075,795
Total Human Resources	5,192,719	3,769,056	6,036,830
Finance:			
Administration	515,416	485,571	584,011
Technology	354,195	356,480	352,480
Accounting	1,734,408	1,884,726	1,988,528
Budget	769,983	776,535	793,827
Treasury	2,666,812	2,632,952	2,915,494
Purchasing	1,354,928	1,378,237	1,396,598
Real Estate Assessment	2,775,511	2,836,331	3,342,700
Board of Real Estate Review	14,874	16,621	16,621
Vehicle	1,520,511	1,571,564	1,681,342
Business	1,761,877	1,740,404	2,015,399
Total Finance	13,468,515	13,679,421	15,087,000
General Services:			
Records Management	499,970	424,154	531,967
Administration	1,695,666	1,793,285	1,931,289
Employee Cafeteria	401,576	447,032	479,585
Maintenance and Custodial	10,619,868	9,943,351	11,023,841
Security	1,545,275	1,472,752	1,452,068
Total General Services	14,762,355	14,080,574	15,418,750
Internal Audit	592,786	566,535	662,623
Information Technology	14,468,293	15,351,821	16,396,796
Real Property	594,891	467,200	655,143
Electoral Board	1,944,114	1,915,103	2,013,011
Total General Government Administration	<u>\$59,089,559</u>	<u>\$57,367,472</u>	<u>\$64,023,716</u>

# BOARD OF SUPERVISORS

## DESCRIPTION

The Henrico 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’ budget for FY2021-22 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 2022 SUMMARY

<b>Description</b>	<b>FY20 Actual</b>	<b>FY21 Original</b>	<b>FY22 Approved</b>	<b>Change 21 to 22</b>
Personnel	\$ 844,794	\$ 834,479	\$ 780,107	(6.5%)
Operation	378,207	292,443	372,443	27.4%
Capital	0	0	0	0.0%
<b>Total</b>	<b>\$ 1,223,001</b>	<b>\$ 1,126,922</b>	<b>\$ 1,152,550</b>	<b>2.3%</b>
 Personnel Complement	 9	 9	 9	 0

PERFORMANCE MEASURES

	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>Change</b>
	<b>Actual</b>	<b>Original</b>	<b>Proposed</b>	<b>21 to 22</b>
<b>Performance Measures</b>				
Population of County Served*	343,258	349,265	355,377	6,112
Regular Board Meetings Held	22	22	22	0
Special Board Meetings Held	20	20	20	0
Town Meetings Hosted	10	27	30	3
Board Papers Considered	308	307	307	0
Provisional Use Permits/Zoning Cases Considered	51	51	51	0
Board and Commission Members Appointed	124	124	124	0

\*Population data provided by the Department of Planning

BUDGET HIGHLIGHTS CONTINUED

The Board of Supervisors’ budget for FY2021-22 is \$1,152,550. This a \$25,628 or a 2.3 percent, increase from the FY2020-21 approved budget. The personnel component totals \$780,107, which reflects a decrease of \$54,372, or 6.5 percent. The operating budget totals \$372,443 and includes an increase of \$80,000, or 27.4 percent. This increase will align the budget for accounting and auditing services with prior year spending.

# 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 FY2021-22 County Manager’s office budget includes funding to cover the costs of personnel, routine office expenses, and other expenditures needed to keep the members of the Board of Supervisors advised on county business and finances. Also, funds are included that allow the County Manager and his 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 2022 SUMMARY

<b>Description</b>	<b>FY20 Actual</b>	<b>FY21 Original</b>	<b>FY22 Approved</b>	<b>Change 21 to 22</b>
Personnel	\$ 1,847,845	\$ 1,836,766	\$ 1,748,065	(4.8%)
Operation	90,037	52,763	52,763	0.0%
Capital	2,658	0	0	0.0%
<b>Total</b>	<b>\$ 1,940,540</b>	<b>\$ 1,889,529</b>	<b>\$ 1,800,828</b>	<b>(4.7%)</b>
Personnel Complement	12	12	12	0



BUDGET HIGHLIGHTS (CONTINUED)

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

The County Manager's budget for FY2021-22 is \$1,800,828. This represents a decrease of \$88,701 or 4.7 percent when compared to FY2020-21. The decrease includes an unfunded vacant Deputy County Manager position and is partially offset by employee compensation increases as well as rising healthcare and benefit costs.

# 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 2022 SUMMARY

### Annual Fiscal Plan

Description	FY20	FY21	FY22	Change
	Actual	Original	Approved	21 to 22
Personnel	\$ 1,724,638	\$ 1,711,390	\$ 1,828,426	6.8%
Operation	234,214	192,477	225,477	17.1%
Capital	650	0	0	0.0%
Total	<u>\$ 1,959,502</u>	<u>\$ 1,903,867</u>	<u>\$ 2,053,903</u>	<u>7.9%</u>
Personnel Complement	20	20	20	0

**PERFORMANCE MEASURES**

	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>Change 21 to 22</b>
<b>Workload Measures</b>				
Social Media Posts	1,850	2,003	2,500	497
Social Media Followers	22,673	30,997	40,000	9,003
Videos Produced	96	269	100	(169)
Publications Distributed	82,900	68,750	68,750	0
Information Packets Distributed	1,855	2,317	2,000	(317)
Media Contacts Made	9,093	8,121	10,000	1,879
Photos Taken/Distributed	2,153	2,442	2,500	58

**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 FY2021-22 is \$2,053,903. This a \$150,036, or a 7.9 percent, increase from the FY2020-21 approved budget. The personnel component totals \$1,828,426, which reflects a \$117,036 or 6.8 percent increase driven by employee compensation increases as well as rising healthcare and benefit costs. The operating budget totals \$225,477, an increase of \$33,000, or 17.1 percent. This increase is due to restoring some of the funding that was cut in the FY2020-21 budget due to the COVID-19 pandemic.

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

**PUBLIC RELATIONS**

The Public Relations component of the budget for FY2021-22 is \$1,058,887 and reflects an increase of \$100,624, or 10.5 percent, compared to FY2020-21. The increase is attributed to increases in employee compensation and benefit costs as well as the restoration of \$33,000 in operating funding to offset part of the budget cuts in FY2020-21 due to COVID-19.

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

*Public Relations*

---

**MEDIA SERVICES**

The Media Services component of the budget for FY2021-22 is \$995,016, reflects an increase of \$ 49,412, or 5.2 percent, from FY2020-21. The increase is within the personnel component and is attributed to employee raises and higher healthcare and benefit costs.

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 FY2021-22, Public Relations will continue providing the same quality and level of service. The department will continue to assist agencies with media and public information needs, will be available to disseminate information during crisis situations, will write and produce various publications, will live-stream every Board of Supervisors meeting, will assist with special projects, and will produce new, original programming for HCTV and the Henrico County Government YouTube channel.

# COUNTY ATTORNEY

## DESCRIPTION

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

## OBJECTIVES

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

## BUDGET HIGHLIGHTS

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

During the fiscal year ending on June 30, 2020, the office handled a large volume of specialized work including emergency preparation of ordinances and agreements necessitated by the COVID-19 pandemic, negotiation of an interim agreement for the purchase of property for development of an indoor sports and convocation center at Virginia Center Commons, and initial review of development and financing options for the proposed GreenCity development at the former Best Products property, including the creation of a community development authority for the project.

## FISCAL YEAR 2022 SUMMARY

Description	FY20 Actual	FY21 Original	FY22 Approved	Change 21 to 22
Personnel	\$ 2,739,517	\$ 2,560,029	\$ 2,681,750	4.8%
Operation	202,826	57,415	64,532	12.4%
Capital	500	0	0	0.0%
Total	<u>\$ 2,942,843</u>	<u>\$ 2,617,444</u>	<u>\$ 2,746,282</u>	<u>4.9%</u>
Personnel Complement	21	21	21	0

**PERFORMANCE MEASURES**

	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>Change 21 to 22</u>
<b>Workload Measures</b>				
New Cases Filed	27	30	35	5
Cases Disposed of	41	22	35	13
Administrative Proceedings	35	28	35	7
Court Appearances	1,111	1,260	1,280	20

**BUDGET HIGHLIGHTS (CONTINUED)**

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

The office also represents the county and its officials and employees in a wide variety of civil actions and in criminal prosecutions of violations of county ordinances. Twenty-seven new lawsuits seeking a minimum of \$25,000 were filed in FY2019-20.

At present, 47 cases are pending in state and federal courts of record, including appellate courts. In FY2019-20, the office made 39 appearances in these courts. In addition, the office handled 1,111 cases in courts not of record: 114 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 35 administrative hearings.

In addition to litigation matters, the office handles a high volume of transactional work on behalf of county departments. This work includes 1,452 contracts drafted or reviewed, 380 deeds and leases drafted or reviewed, 306 board papers drafted or reviewed, 762 Freedom of Information Act requests handled, 276 Subpoenas Duces Tecum handled, 8 restrictive covenants reviewed, 6 festival permit applications reviewed, 117 sets of conditional zoning proffers reviewed, and rendered 5 official opinions. Finally, during FY2019-20, the County Attorney’s office recovered \$147,527, owed to the county through bankruptcy proceedings and \$81,558 in revenue from delinquent tax sales.

The department’s budget for FY2021-22 is \$2,746,282. Personnel costs comprise of 98% of the budget, \$2,681,750; the remaining 2%, \$64,532, represents the operating budget.

# HUMAN RESOURCES

## DESCRIPTION

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

## OBJECTIVES

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

## FISCAL YEAR 2022 SUMMARY

### Annual Fiscal Plan

Description	FY20	FY21	FY22	Change
	Actual	Original	Approved	21 to 22
Personnel	\$ 3,932,240	\$ 3,716,994	\$ 4,387,472	18.0%
Operation	409,809	559,254	573,213	2.5%
Capital	50	350	350	0.0%
<b>Total</b>	<b>\$ 4,342,099</b>	<b>\$ 4,276,598</b>	<b>\$ 4,961,035</b>	<b>16.0%</b>
Employee Services	\$ 850,620	\$ (507,544)	\$ 1,075,795	-312.0%
<b>Total Budget</b>	<b>\$ 5,192,719</b>	<b>\$ 3,769,054</b>	<b>\$ 6,036,830</b>	<b>60.2%</b>
Personnel Complement *	47	47	48	1

\* Statagic Workforce Equity Coordinator position was added from the hold complement in FY2020-21.

Human Resources

PERFORMANCE MEASURES

	FY20	FY21	FY22	Change 21 to 22
<b>Workload Measures</b>				
Applications Received	21,324	28,000	30,000	2,000
Retirements (FY)	108	140	120	(20)
<b>Effectiveness Measures</b>				
Turnover Rate	10%	11%	11%	0%

OBJECTIVES (CONTINUED)

- To ensure leadership readiness by providing consultation and programming focused on career enrichment, succession management, leadership development, performance management and organizational development.
- 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, equity, and inclusion (DEI) awareness.
- To maintain all personnel records in an effective and efficient manner.
- To ensure that all Human Resources laws, regulations, and policies are utilized effectively.
- 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 FY2021-22 totals \$6,036,830, an increase of \$2,267,776, or 60.2 percent, from the previous approved budget due to salary adjustments, restoring group benefits removed for COVID-19, and removal of the \$1,500,000 voluntary retirement incentive program. The Human Resources budget includes both the departmental budget and the group benefits budget.

The Human Resources section of the FY2021-22 budget is \$4,961,035 which represents an increase of \$684,437, or 18 percent, driven by increased employee compensation, benefit rates, and adding one strategic workforce equity coordinator position in FY2020-21. The increase also includes \$13,959 in the operating budget, restoring structure cut last fiscal year for anticipated economic impacts of the COVID-19 pandemic.

The FY2021-22 budget for the Group Benefits section is \$1,075,795, which increased by \$1,583,339 from the prior fiscal year. The increase is due to removing the voluntary retirement incentive program implemented last fiscal year. The budget for FY2021-22 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 \$83,339 and provides 798 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 10.2 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 continues to use innovative programs and processes to attract a quality workforce. The county received 21,324 applications in FY2019-20.

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

- creating and marketing wellness initiatives through “Power Henrico” to help employees enhance their emotional, physical, and professional well-being.
- offering excellent benefits, including voluntary benefits, that assist in times of greatest need.
- increasing career development plans across the county so that employees can grow in their positions to constantly improve how they serve Henrico residents.
- collaborating with county leaders on strategic initiatives to positively impact the county’s future.
- supporting a diverse community through initiatives such as EngAGE, D/E/I, job fairs, and participating in various outreach efforts.

---

## WELLNESS EFFORTS

Human Resources continued to focus on providing quality health care options at affordable prices, an integral part of the employee wellness initiative. Even as health care costs continue to rise for Henrico County and employers throughout the country, more than 76 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 regional jurisdictions.

Employee Health Services (EHS) saves employees time and money by providing “sick visits” for standard ailments. These services help employees stay healthy without the cost of copays or excess time away from work. EHS took the medical lead for the county in all COVID related processes.

Fitness & Wellness supports employees through the “New Participant Program” where participants achieve short-term health goals and healthier daily lifestyle habits. Employees have one-on-one conversations with a staff trainer to develop an exercise and nutrition plan. Employees can also take charge of their health through partnerships with discounted local gym memberships, making it more convenient and affordable to get and stay healthy.

---

## ORGANIZATIONAL LEARNING AND TALENT DEVELOPMENT

At the beginning of the fiscal year, the Organizational Learning and Talent Development (OLTD) Division of HR offered a variety of in-person training opportunities and focused on continued growth through leadership programs. They offered the same number of open-enrollment courses early in the fiscal year between June and February and had a 13% increase in registrations received.

### *Human Resources*

It was also imperative that participants in the Emerging Leaders Certification Program (ELCP) and the Leadership Development Program (LDP) had the opportunity to complete their current levels that were in progress, so OLTD innovated ways to achieve this through virtual meetings and facilitated discussion groups via videoconferencing.

The OLTD Division spearheaded several other notable projects that had a positive impact on county customers and the organization:

- Won a National Association of Counties (NACo) Award for the ELCP entitled Emerging Leaders: Professional Development for Non-Supervisors program.
- Created strategic plans and consulted teams to improve effectiveness for teams including DPU, Emergency Management, Libraries, Public Safety, and MH/DS.
- Created a YouTube channel to help employees get through the challenges of the workplace and in less than three months created 23 videos that garnered 6211 views and 151 subscribers.
- The Volunteer Services program launched a new digital individual application form.
- With Employee Relations created two harassment prevention modules for employees and supervisors.
- Led a cross-departmental group creating the county's Transitioning Forward site posting COVID-19 best practices, wellness, health screening, teleworking, and frequently asked question information for employees.

---

### EMPLOYEE COMPENSATION SERVICES

The Employment and Compensation Services (ECS) division partnered with other county agencies and 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. ECS worked to strengthen relationships with organizations such as Career Prospectors, the U.S. Department of Veteran Affairs, and the Virginia Hispanic Chamber. ECS also conducted workshops with Capital Region Workforce Partnership to share information and tips for potential applicants on how to be successful in the recruiting process.

Classification and Compensation continues to study pay and compression, conducting numerous studies in FY2019-20. Employee compensation increases throughout the FY2021-22 budget ensure **Henrico County remains the pay leader in the region compared to other governmental agencies.**

Internships are a win-win, supporting participants as they develop valuable work experience and instilling a love of public service while assisting departments with critical work projects. The county has hired 15 former interns into permanent full-time positions, including one high school intern. The program was largely put-on hold for FY2019-20 due to the COVID-19 pandemic but will be restarted in FY2021-22.

# 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. 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 AAA bond ratings through sound financial management, the accurate recording of financial activity, and the timely preparation of the Comprehensive Annual Financial Report.
- 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 2022 SUMMARY

Description	FY20 Actual	FY21 Original	FY22 Approved	Change 21 to 22
Personnel	\$ 12,034,052	\$ 12,227,180	\$ 13,613,795	11.3%
Operation	1,422,237	1,444,666	1,470,630	1.8%
Capital	12,226	7,575	2,575	(66.0%)
Total	<u>\$ 13,468,515</u>	<u>\$ 13,679,421</u>	<u>\$ 15,087,000</u>	<u>10.3%</u>
Personnel Complement	163	163	163	-

## PERFORMANCE MEASURES

	FY20	FY21	FY22	Change 21 to 22
<b>Workload Measures</b>				
Parcels of Land Reviewed	118,300	119,000	119,800	800
Vehicles Assessed	405,798	392,567	405,000	12,433
Business License Payments	5,448	4,685	4,600	(85)
Cashier Transactions Per Teller/Day	184	200	200	0
Budget Transfer Document Processed	1,280	1,000	1,300	300
Accounts Payable Transactions	196,322	207,629	207,500	(129)
Credit and Debit Card Transactions	408,419	450,000	500,000	50,000
REAP Applicants	6,334	6,202	6,400	198
Electronic Check Payments	444,612	450,000	500,000	50,000
Tax Bills Generated	718,544	800,000	800,000	0
<b>Effectiveness Measures</b>				
G.O. Bond Ratings				
Standard & Poor's	AAA	AAA	AAA	N/A
Moody's	Aaa	Aaa	Aaa	N/A
Fitch	AAA	AAA	AAA	N/A
Number of Years - GFOA Award for Budget	30	31	32	1
Number of Years - GFOA Award for CAFR	40	41	42	1
Number of Years - GFOA Award for PAFR	1	2	3	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 FY2021-22 totals \$15,087,000 representing an overall increase of \$1,407,579, or 10.3 percent, compared to FY2020-21. The increase is partially attributed to employee compensation increases as well as rising benefit costs. The increase also restores funding for vacant positions as well as operating funding for items such as office supplies and training.

During FY2019-20, 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. The Department of Finance also received its first award for its newly implemented Popular Annual Financial Report (PAFR).

## *Finance*

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 to more cost effectively provide valuable services to citizens. This examination has led to the county's departments and agencies, including Finance, to streamline operations, identify cost savings, and implement efficiency measures to maximize the value of taxpayer dollars.

---

### ADMINISTRATION

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

## *Finance*

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

The Revenue Division also ensures compliance with the Personal Property Tax Relief Act, offers State Income Tax assistance to citizens, and offers assistance to citizens through the Real Estate Tax Advantage Program (REAP), which provides real estate tax relief for persons 65 years of age and older, or permanently and totally disabled persons, so long as they own and occupy their home. Eligibility for REAP also requires a maximum net worth of \$400,000 and an income limit of \$75,000. Those that meet these requirements may receive 100 percent relief up to \$3,000. There are approximately 6,000 REAP participants who together saved \$9,328,192 in 2019.

---

## 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, 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

## *Finance*

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 the county, culminating in the Financial Trends Monitoring System. This document, which is completed every fiscal year, considers multiple economic factors and financial information to identify past trends that aid in the derivation of statistical models to accurately forecast the future county economic health.

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

---

## 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.

# GENERAL SERVICES

## DESCRIPTION

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

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

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

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

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

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

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

## FISCAL YEAR 2022 SUMMARY

Description	FY20 Actual	FY21 Original	FY22 Approved	Change 21 to 22
Personnel	\$ 7,283,363	\$ 7,120,994	\$ 7,970,563	11.9%
Operation	7,064,941	6,652,660	7,137,867	7.3%
Capital	414,051	306,920	310,320	1.1%
Total	\$ 14,762,355	\$ 14,080,574	\$ 15,418,750	9.5%
Personnel Complement*	118	118	111	(7)

\*Seven vacant Security Guard positions moved to the Hold Complement.



## PERFORMANCE MEASURES

	Performance Measures			Change 21 to 22
	FY20	FY21	FY22	
<b>Workload Measures</b>				
Preventive Mechanical Maint. Work Orders	10,000	10,500	10,750	250
Corrective Maintenance Work Orders	16,500	14,000	18,000	4,000
Square Feet Maintained	2,923,103	2,930,423	2,944,374	13,951

## 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 FY2021-22 is \$15,418,750. This represents an increase of \$1,338,176, or 9.5 percent, when compared to the FY2020-21 approved budget. Personnel cost increases are attributable to the restoration of position funding eliminated in FY2020-21 due to the COVID-19 pandemic, merit increases, and changes in benefits, primarily healthcare increases for employees. The operating budget increased \$485,207, or 7.3 percent, to restore funding for facility maintenance and other division cost centers that was reduced in FY2020-21 due to the pandemic. The capital budget increased by \$3,400 or 1.1 percent.

Funding totaling \$344,600 was added to the budget of Buildings & Grounds Division to support the new Police Evidence facility, the repurposed former Fairfield library, MS4 permit consulting services and enhanced cleaning services. This increase was offset by moving seven vacant security positions from the Security Division to the Hold Complement.

## ADMINISTRATION

The General Services Administration budget totals \$1,931,289 representing an increase of \$138,004, or 7.7 percent, from the prior fiscal year. This increase is due to personnel and benefit changes and restoring operating funds that were reduced in FY2020-21 due to COVID-19.

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

### *General Services*

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 FY2021-22 is \$11,023,841, representing an increase of \$1,080,490, or 10.9 percent, from the FY2020-21 approved budget. This includes salary increases of \$521,295 for restoring position funding that was eliminated in FY20-21 due to reductions for COVID 19; and operating funds of \$559,795 to support maintenance and upkeep of county 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 FY2021-22, the budget for the Employee Cafeteria totals \$479,585 which reflects an increase of \$32,553, or 7.3 percent, when compared to the FY2020-21 budget. The increase is attributable to personnel and benefit costs. This area operates the cafeteria at the Western Government Complex and provides catering for county events with six full-time positions.

---

#### SECURITY

The budget for the Security Division totals \$1,452,068, representing a decrease of \$20,684, or 1.4 percent from the prior year approved budget. Personnel costs and employee benefit increases partially offset the removal of funding for seven vacant Security Guards. Security safeguards county property by monitoring facilities through patrols and a 24-hour per day security console operation.

---

#### SUPPORT SERVICES

The FY2021-22 budget of \$531,967 for the Support Services Division represents an increase of \$107,813, or 25.4 percent, when compared to the FY2020-21 approved budget. The increase in personnel cost is attributable to restoring full funding for a position frozen due to COVID-19 and changes in benefits; funding to support a postage machine lease and an increase in contract rates for records storage services. Support Services operates 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 2020, 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 these 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 2022 SUMMARY

<u>Description</u>	<u>FY20 Actual</u>	<u>FY21 Original</u>	<u>FY22 Approved</u>	<u>Change 21 to 22</u>
Personnel	\$ 561,994	\$ 545,579	\$ 638,171	17.0%
Operation	30,792	20,956	24,452	16.7%
Capital	0	0	0	0.0%
<b>Total</b>	<b>\$ 592,786</b>	<b>\$ 566,535</b>	<b>\$ 662,623</b>	<b>17.0%</b>
 Personnel Complement	 6	 6	 6	 0

Internal Audit

PERFORMANCE MEASURES

	FY20	FY21	FY22	Change 21 to 22
<b>Workload Measures</b>				
Audit Projects: Audits, Follow Ups, Consults	30	26	35	9
<b>Efficiency Measures</b>				
Henrico County budget/audit position (mil)	\$ 221	\$ 220	\$ 234	\$ 14
Henrico County employees/audit position	1,851	1,900	1,904	4

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

FY2020-21 is the second year of operation as a consolidated Internal Audit function for both the General Government and Education. The consolidation has allowed both entities to leverage resources, audit skillsets, and minimize redundancy.

The COVID-19 outbreak introduced new challenges and resulted in the department heavily teleworking and rethinking the approach to using technology to provide audit services. In this different operating environment, Internal Audit successfully conducted projects during 2020 that include, but are not limited to, the review of receipts and/or expenditures in the Division of Fire, Human Resources, the Cobbs Creek Reservoir project, certain School construction projects; and department audits related to turnover of key personnel in some General Government agencies and at various schools.

Internal Audit's budget of \$662,623 represents an increase of \$96,088, or 17.0 percent, over the FY2020-21 approved budget. The majority of the increase, \$92,592 or 96.4 percent, is driven by the personnel component and reflects salary increases related to the updated compensation plan for FY2021-22 and the rising costs of benefits. The operating component increased from the previous fiscal year by \$3,496 (16.7 percent) primarily related to the restoration of funds previously reduced due to the COVID-19 outbreak. Representing 96 percent of the department's budget, personnel costs service levels are expected to increase in FY2021-22 on General Government and Schools audits, special projects and follow- ups as open positions frozen during the COVID-19 outbreak are filled.

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

### *Internal Audit*

employees to report concerns of potential government fraud, waste, and abuse. These resources may generate additional special projects in the form of investigations or evaluations of controls to sufficiently respond to any reported concerns. Technical assistance is and will continue to be provided to county agencies and School divisions as requested. The department also assists the county's external auditors with the required annual financial and compliance audits to help control those related costs.

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

# INFORMATION TECHNOLOGY

## DESCRIPTION

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

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

## OBJECTIVES

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

## FISCAL YEAR 2022 SUMMARY

### Annual Fiscal Plan

Description	FY20 Actual	FY21 Original	FY22 Approved	Change 21 to 22
Personnel	\$ 10,569,353	\$ 10,476,940	\$ 11,577,312	10.5%
Operation	3,934,185	4,516,777	4,850,981	7.4%
Capital	43,755	445,250	522,205	17.3%
Sub-Total	<u>\$ 14,547,293</u>	<u>\$ 15,438,967</u>	<u>\$ 16,950,498</u>	<u>9.8%</u>
Interdepartmental Billings*	(79,000)	(87,146)	(554,002)	535.7%
Total Budget	<u>\$ 14,468,293</u>	<u>\$ 15,351,821</u>	<u>\$ 16,396,496</u>	<u>6.8%</u>

Personnel Complement\*\* 99 99 107 8

\*Interdepartmental Billings reflects the reimbursement of positions assigned to Information Technology.

\*8 Positions in FY21 have been reallocated from Recreation and Parks (3) and DPU (5) to Information Technology.

PERFORMANCE MEASURES

Performance Measures				
	FY20	FY21	FY22	Change 21 to 22
<b>Workload Measures</b>				
Support Desk - Tickets	10,823	13,729	15,000	1,271
Support Desk - Call Queue	5,286	6,227	7,500	1,273
Systems - Servers Added	65	66	70	4
Systems - Servers Decommissioned	38	40	60	20
Systems - On Prem Storage (TB)	550	1,182	1500	318
Systems - Cloud Storage (TB)	16.1	16.9	20	3.1
Systems - Accounts Created	1,256	880	900	20
Systems - Accounts Deleted	1,625	975	1,100	125
DBA - Active Databases	440	490	530	40
Oracle - Change Requests/Projects Completed	482	533	550	17
Oracle - Database Supports	51	57	63	6
APEX - Support Tickets	1,031	1,231	1,352	121
Enterprise Applications - Support Tickets	801	751	872	121
Finance Applications - Oracle Support Tickets	1,850	1,075	1,100	25
Finance Applications - RCS Support	220	46	50	4
Finance Applications - RBS Support	865	387	425	38

OBJECTIVES (CONTINUED)

- To administer the Department's information technology resources in a manner that best serves the county's operational and customer service needs.
- To maintain the highest level of proficiency of staff in all areas of technical support.
- To host and support various enterprise applications, including email and Internet connections, to all county agencies.
- To monitor, maintain, and upgrade the county's local and wide area network (LAN/WAN) as efficiently and effectively as possible.
- To manage GIS technology to enhance coordination of Community Development services among Ccounty 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) FY2021-22 budget totals \$16,396,796 which represents an overall increase of \$1,044,975 or 6.8 percent from the previous approved budget.

The current personnel budget is \$11,577,612, leading to an increase of \$1,100,672, or 10.5 percent. This increase is due to employee compensation increases along with the integration of 8 positions from Department of Public Utilities (DPU) (5) and Recreation and Parks (3) and the rising costs of healthcare. Personnel costs have been transferred from these departments to cover the increases in Information Technology's budget. It should be noted for the positions from DPU are reimbursed by the Water Sewer Fund. The reimbursement is reflected in an interdepartmental billing account, which totals \$554,002 for FY2021-22.

The operating component totals \$4,850,981 for the FY2021-22 budget and reflects a increase of \$334,204, or 7.4 percent, from the previous fiscal year. \$50,000 was added to the IT operating budget this year for the purchase and implementation of electronic signature software that will allow county departments to obtain and process signatures more efficiently. The capital component totals \$522,205, an increase of \$76,955, or 17.3 percent. The increase in this area allows for the purchasing of new and replacement computers and network equipment as telework has become a major part of the county's modes to combat the Pandemic and continue public access.

## DEPARTMENTAL HIGHLIGHTS

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

---

### IT SYSTEM ENGINEERING TEAM

In FY2020-21, the **IT System Engineering Team** had to balance normal operational priorities along with COVID response measures. Early in the year, the team focused on enabling the county's workforce for telework. This required the team to quickly identify systems and services that would be needed by each department and create custom web portals for each business unit. As a result of the System Engineering Team, IT was able to quickly scale and double the county's overall VPN access from approximately 900 users to nearly 2,000 at the highest usage peak since authorizing telework for staff.

In FY2020-21, this team continued to provide operational support for IT's server infrastructure consisting of 59 physical servers and approximately 460 virtual servers running on 26 physical host servers. This allows IT to have longer retention of data and enables a seamless move it to the Cloud if needed. This increase in data retention was immediately reflected in the overall storage consumption metrics. County enterprise onsite storage grew by 115% (632TB) for a total of 1,182TB of data on-premises.

---

### IT DATABASE TEAM

In FY2020-21, the IT Database Team continues to support over 490 production and development databases on more than 50 servers on both the Microsoft and Oracle database platforms. In addition to their normal operational



## *Information Technology*

responsibilities, the Database team quickly responded to several requests to set up databases for IT Development teams creating new COVID-related applications and services needed across the County.

The DBA team also successfully migrated the Wastewater Reclamation Facility's PACS system from its unsupported Windows 2000/Oracle platform to the latest edition of SQL Server. The Database team has been active in supporting the efforts by IT's Public Safety teams to upgrade the Sheriff's Office Jail Management System (Offender Track), and the GIS team's database re-architecture to new high-availability SQL Server solutions. The Database team also continues to focus on data migrations from the legacy Tidemark application to the new ELMS/POSSE system implementation.

---

### IT ORACLE EBUSINESS TEAM

Apart from supporting Oracle HRMS and Financials production operations, due to the COVID-19 pandemic, the **IT Oracle eBusiness suite** rapidly developed several new applications to facilitate business continuity, including a document workflow system and tool to manage COVID-19 testing requests.

In the past year, PMT2, a section of the business team, worked on several projects including:

- Completing Phase II of School's Semi-Monthly project and converting the school's Biweekly population to the semimonthly payroll schedule.
- Developing a replacement for Oracle Public Sector Budgeting module using APEX for online budget transfers and revisions.
- Support for the 2019 W2 Processes and generate the 1095c ACA forms.
- Quarterly VRS Hybrid enrollment updates into Benefits and Open Enrollment for year 2022.
- HRMS and Payroll Support for year end 2021 legislative updates.

Future endeavors for 2021 will be working on the upgrade of Oracle eBusiness suite to 12.2.9, which brings in a modern and improved user interface and host of new features, including online patching capabilities for applications.

---

### IT FINANCE SUPPORT TEAM

The **IT Finance Support Team** completed two significant implementations in 2020. In collaboration with the Real Estate Division and their vendor, the Vision CAMA application that was originally implemented in 2011 was upgraded. Additionally, the team worked with the Treasury Division and their vendor to implement a new Delinquent Collection module for the existing RBS Tax Billing System. This new module replaced a stand-alone 3<sup>rd</sup> party application originally installed in 2010 and substantially enhances access of all delinquent taxes to the collections staff. IT Finance Support Team resolved over 1,400 KACE tickets in 2020 and completed several notable development tasks in 2020 to streamline processes for the Finance Department. These tasks included the RBS Tax Billing System, RCS Cashier System and Vision CAMA systems.

---

### IT NETWORK TEAM/TELECOMM TEAM

In FY2020-21, the **IT Network/Telecom Team** upgraded the county's internet connections at both the Western Government Center and County Training Center to 1 Gigabit, doubling the county's overall bandwidth capacity to support telework initiatives as a result of COVID-19. Their efforts also included the creation of hundreds of profiles for Cisco IP and Jabber phones allowing the call centers' staff to continue operations during the pandemic. Several new networks and call centers were installed at various county locations to support emergency operations, State agencies

## *Information Technology*

and COVID contact tracing staff during the pandemic. Rollout of DPU's new SCADA WAN is underway with 54 new routers and 30 new switches installed at 54 locations. Wireless surveys and antennae installation at 43 sites were completed and 28 of the networks have been migrated to the new circuits allowing the removal of old unsupported copper lines. Switch replacement for the 911 center is underway with six new switches and migration off old equipment. By the numbers, the Telecom team ran approximately 17.5 miles of Category 6 network cable and installed more than 4.5 miles of in-ground fiber optic cable including a major fiber relocation project at Dabbs House Road. Additionally, more than 48 new security cameras were installed across the enterprise.

---

### IT WEB TEAM

The **IT Web Team** supported the extraordinary amount of communication required by the county to the public throughout the pandemic. The website was utilized heavily to communicate COVID-19 information county-wide, including department and service specific operational changes. These important updates were also pushed to the mobile app which extended the reach of messaging to the public. The Web team assisted with the restaurant sign-up portion of the Nourish Henrico program and pushed the data to SharePoint for administration of the program. The team also created resource pages for Municipal Relief, Emergency Rental Assistance, Care Facility Resources and Know Your Rights. Online services became even more important, and the team worked with many departments to make paper and in-person services available online. The website saw the highest web traffic ever on the days preceding and including the 2020 election. The web team also supported virtual events, including the County Manager's State of the County address, the fall Energy Fair, and a DPU hiring event and created the branding for Build Henrico (ELMS).

---

### OFFICE 365 TEAM

The **IT Office 365 Team** successfully launched the new intranet SharePoint site in February 2020 to provide a modern and easy to use format for sharing county information within the departments and agencies. The Office 365 Team was instrumental in supporting the telework mandate instituted on March 13, 2020. The team supported all county agencies in updating workflows and providing collaboration solutions with the Office 365 cloud-based services. As a result, there was a massive explosion of growth utilizing the Microsoft Office 365 suite of products (especially with Microsoft Teams), much of which happened in a relatively short period of time. The Office 365 Team spun up and supported the COVID-19 Regional Collaboration SharePoint site, as well as the Nourish Henrico county program site and the Transition Forward site in addition to the numerous department specific sites.

---

### FILENET TEAM

The **IT FileNet Team** has exported over 650,000 documents to the ELMS system with go-live scheduled for early 2021. With the COVID-19 work from home order, the team has worked with several departments to change workflows regarding Kofax. Accounts Payable (AP) now receives emails directly from the department who submits the invoice. AP can then do a software import into Kofax which eliminates the hard copy from being sent to AP and physically scanned into Kofax. Revenue has changed workflows during the pandemic which help streamline their scanning process. The FileNet Team is also working with DSS to give access to VDSS for all IV-E documents in FileNet, as well as projects with the Commonwealth Attorney's Office and Fiscal division of the Police Department. The FileNet team is also rewriting all the 'AutoCommit' processes to streamline those workflows.

#### WEBEX TEAM

The **IT Webex Team** had a drastic uptick in usage in all Webex Meetings including Meetings, Events, and Training over the past year. When the work from home order was issued, the county experienced a 3,755% increase in total meetings over the following two weeks. With this explosion of usage, the team spent countless hours training, attending, and helping with Webex Meetings and empowering the users to do it on their own. Most private and public meetings including BOS Meetings, Planning Commission, Community Meetings moved to a virtual platform. The Webex team assisted Circuit Court with implementation of a process where judges conduct pretrial hearings with defendants and their attorneys in jail, the Commonwealth Attorney's Office, and witnesses virtually. The Webex team also assisted with the installation of several new Spark Room Kits and DX80 devices. Each one aiding the department to adhere to the County's and Governor's COVID restrictions. It is very notable how users and the team incorporated Webex to continue the work of the county. An example is the Finance department's use of a combination of DX80s, webcams, and laptops to communicate with citizens physically coming to the Administration Building. The citizens continued to receive excellent customer service by being able to conduct business with Revenue, Real Estate, and Treasury using this process.

---

#### IT SERVICE DESKS

In FY2020-21, **IT Service Desk** underwent significant expanding to now include DPU and Recreation and Parks technology support units as of July 2020. Integrating these three units has been a slow process as they synthesize business processes, workflows, cross-train and evaluate skills gaps.

The IT Service Desk provides tiered technical support for county-owned hardware and software. The support is provided via telephone, remote access sessions and deskside visits from technicians. During this time frame, the IT Service Desk had significant increases in both their request tickets and phone support to assist the county workforce transition to telework and the integrations with DPU and Recreation & Parks support staff. The number of KACE request tickets increased to 13,729 while phone support calls rose to 6,227. Another significant change to the IT Service Desk is how the role of IT Purchasing was assumed as well as the annual Tech Refresh process for the county. This new role was due to the projected cost efficiencies by centralizing those services to help offset revenue losses due to COVID-19. The IT Service Desk also continues to provide primary technology support to the CRWP division and its four locations 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 into production including always on security through any connection. The team continues to monitor and ensure email authentication, policy, and reporting with a goal to increase the trustworthiness of incoming email and protect the county's reputation in outgoing email. The team has also entered into an agreement with an outside auditor that offers Cyber Security as a Service. This program augments the work of the security team to provide external assessments, configuration reviews and social engineering audits.

---

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

The **IT Oracle Application Express (APEX) Team** continued developing software solutions for Henrico County Agencies. The APEX team accepted the challenge of creating a fast-track application for the Emergency Operations Center to track FEMA-reimbursable activities, facilitate trend analysis, and expedite FEMA reporting. The application

## *Information Technology*

went live in seven days and is available to all county employees. The team obtained assistance from a University of Richmond math professor to analyze and develop the Jury system's randomizer enhancement, ensuring the application will not select two persons from the same household for jury duty during the same cycle. The summer intern, a Deep Run High School Center for Information Technology Specialty Center student, re-engineered the Department of Social Services Electronic Case Management Program system under a senior developer's direction on the team. Planned 2021 projects include phase three of the Real Estate Commercial Assessment system, development of an Information Technology Service Catalog module for the Information Technology Server and Equipment Tracking system, and continuing support and enhancement of the team's forty-seven 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., continued to meet implementation schedule deadlines on the Enterprise Land Management System (ELMS) project. The team is currently working on phases two and three of the project, encompassing code enforcement, annual inspections, and permitting and inspections. Both phases launch in early 2021 and include the Build Henrico portal. The team completed a significant upgrade of the Riskmaster system, including migration to new servers and databases. They also continued administrative support of multiple commercial-off-the-shelf (COTS) systems, including the legacy land management system, Tidemark, and incorporated administrative support of the Public Utilities Cityworks system. Planned 2021 projects include completing phases two and three and the kick-off of phase four of the ELMS project and supporting an expanding list of COTS systems.

---

### IT PROJECT MANAGEMENT OFFICE (PMO)

The **IT Project Management Office (PMO)** expanded its reach this past year while using each member's skill sets to assist a multitude of divisions and departments across the County. The PMO helped acquire and implement two third party on-line scheduling software's as direct solutions to situational needs that stemmed from the COVID-19 pandemic. Along with these launches the PMO has worked with the web team to create the "Build Henrico" brand. This brand will be the customer facing side of the ELMS project that encourages citizens and the development community to interact with services usually done in person, completely online. The PMO also spearheads all communication efforts with every department in Henrico by providing a platform for and facilitating a Technology Advisory Meeting held monthly. This meeting allows IT the opportunity to engage and educate all Department Technology Specialists and Liaisons across the county on best practices, industry updates and department changes that effect users county-wide. In addition, the PMO has also started collaborative efforts with the APEX Team to implement an Information Technology Service Catalog that will provide a living, organized collection of any and all IT related services that can be utilized internally and enterprise wide.

---

### IT PUBLIC SAFETY TEAM

The **IT Public Safety Team** enhanced the eTicket application which creates Virginia Uniform Summons (VUS) to additionally collect Community Policing information before the July 1, 2020 mandate. A new Traffic Warning application was written to document Community Policing information which allows the officer to document possible traffic infractions when no further action is required. The collection of Community Policing information led to the creation of several reports that facilitate the review for mandate compliance. The team expanded the evidence tracking application by providing barcode scanning and audible feedback within the inventory audit portion of the application. A Security and PREA assessment application were significantly enhanced for the Classification section

## *Information Technology*

in the Sheriff's Office to facilitate incident reporting during the accreditation process. A vendor was selected for a new Jail Management System (JMS) to replace the current Offendertrak Offender Management System (OMS). Analysis and data conversion preparation is being performed with the goal of beta testing starting in the summer of 2021. The team assisted the Juvenile Detention Home with adding COVID-19 related assessment questions to the Mental Health Screen Transfer Form.

---

### IT COMPUTER AIDED DISPATCH / COMMUNICATIONS SUPPORT TEAM

The **IT Computer Aided Dispatch / Communications Support Team**, which designed and developed the CAD24x7 system used in the county's Emergency 9-1-1 communications center, provides constant support for this year-round non-stop operation. During the past year numerous enhancements have been implemented, including an updated CAD application for Henrico Police. This is a significant update which allows officers to scan licenses and registrations with the built-in scanners on the mobile devices. The CAD system has undergone a complete application server update. This includes three new servers and a move to a new load balancer. IT has enhanced the online mapping and vehicle locator applications, adding additional layers and closest hydrant features for Henrico Fire. Due to COVID-19 exposure concerns, a new Emergency Center Remote (ECR) 9-1-1 center with 8 new positions was set up. The Communications Center has undergone complete renovation. This includes shifting of positions, removal and installation of all CAD PCs, radio, and phone systems. A new False Alarm Billing application has been developed which allows citizens to use web-based forms remotely rather than the paper forms that have been used in the past.

---

### IT GIS OFFICE

In FY2020-21, the **IT GIS Office** made several significant achievements this year. The GIS Office made contributions to the county's COVID communications efforts by providing a platform for the "COVID-19 Central Virginia Public Information" portal. The GIS Office has also been providing key demographic data across the county for many of the other COVID response agencies such as EHMS, Emergency Operations, and Public Safety.

The GIS Office continued to move their operations forward through the development, and release, of a new "Subdivision Plat Search" application for the development community and citizens-at-large to easily locate and view current and historical subdivision plats. A major GIS project this year involved working with the software vendor to successfully design and deploy a new, state-of-the-art, enterprise GIS server architecture. This new architecture postures Henrico County well for the future, providing enhanced redundancy, security, increased performance and accessibility via web and mobile platforms. The GIS Office continues to work with departments, including Emergency Management, on many new web applications and tools providing situational awareness and data-driven decision making. Finally, extensive work and efforts continue the county's NG911 dataset including cooperative efforts with surrounding jurisdictions, Virginia Geographic Information Network, and AT&T/Entrado.

---

### IT FIRE APPLICATIONS GROUP

In 2020 the IT Fire Applications Group has developed a new Day Log application which replaces a paper process, and changes how the Henrico Fire tracks their daily activities across the division at a station-level. It allows insight into what calls a station answered, what staff did that day, tracking of PPE, drug boxes, knox boxes, and other items. Additional applications that have been implemented are: ECC Refusal Form - a new module of Fire Forms to help staff track and manage details of responses to potential exposures (principally COVID-19), CFO Form - a new module of Fire Forms to help Henrico Fire staff document altered responses to calls for service, and Lost Damage - a new electronic system for handling claims of lost or damaged equipment.

# 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 FY2021-22. The Department manages 110 county-leased properties. Included are eight leases for the Department of Mental Health & Developmental Services, which includes properties for supervised Independent Living programs.

## FISCAL YEAR 2022 SUMMARY

Description	FY20 Actual	FY21 Original	FY22 Approved	Change 21 to 22
Personnel	\$ 570,727	\$ 448,787	\$ 630,522	40.5%
Operation	24,163	18,413	24,621	33.7%
Capital	1	0	0	0.0%
Total	<u>\$ 594,891</u>	<u>\$ 467,200</u>	<u>\$ 655,143</u>	<u>40.2%</u>
Personnel Complement	7	7	7	0

Real Property

PERFORMANCE MEASURES

	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>Change 21 to 22</u>
<b>Workload Measures</b>				
Property & Easements Purchased	\$15,354,000	\$1,450,000	\$1,800,000	350,000
Property Leased to Others	\$743,000	\$780,000	\$780,000	0
Property Leased from Others	\$1,177,000	\$1,200,000	\$1,200,000	0
Leased Managed	107	110	110	0

BUDGET HIGHLIGHTS (CONTINUED)

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 FY2021-22, 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 FY2021-22 is \$655,143 and represents an increase of \$187,943, or 40.2 percent, compared to the previous approved budget. The personnel component totals \$630,522, which reflects an \$181,735, or 40.5 percent, increase. The increase is attributed to employee compensation increases as well as rising healthcare and benefit costs. The operating component totals \$24,621, which reflects an increase of \$6,208, or 33.7 percent. This increase is dedicated to funding for the annual turn-key environmental risk management support for approximately 36 county-owned parcels for MS4 compliance.

# 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 2022 SUMMARY

Description	FY20 Actual	FY21 Original	FY22 Approved	Change 21 to 22
Personnel	\$ 1,469,901	\$ 1,430,107	\$ 1,473,515	3.0%
Operation	471,919	484,796	539,296	11.2%
Capital	2,294	200	200	0.0%
<b>Total</b>	<b>\$ 1,944,114</b>	<b>\$ 1,915,103</b>	<b>\$ 2,013,011</b>	<b>5.1%</b>
Personnel Complement	10	10	10	0



**PERFORMANCE MEASURES**

	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>Change 21 to 22</b>
<b>Workload Measures</b>				
Number of Registered Voters	225,035	234,827	237,951	3,124
<b>Efficiency Measures</b>				
% 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.

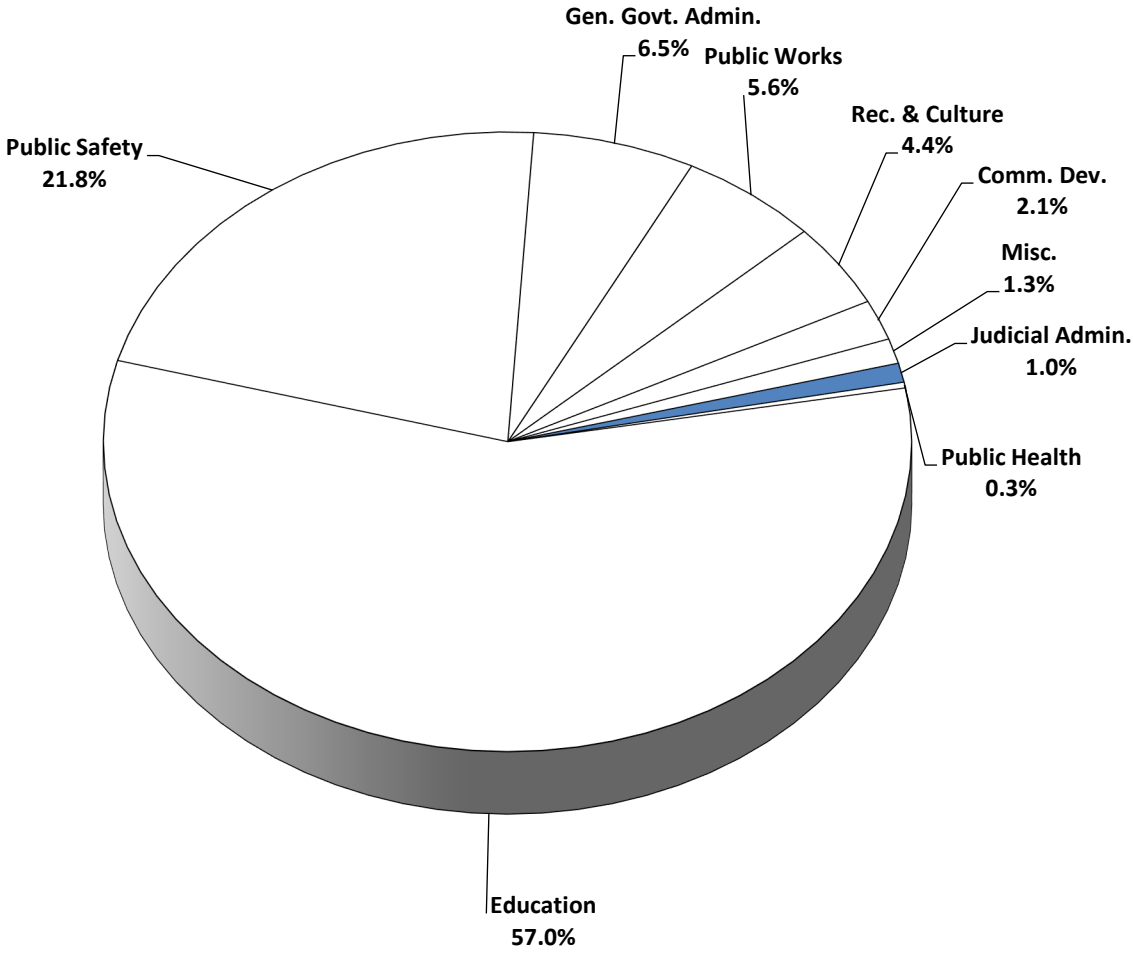
**BUDGET HIGHLIGHTS**

The Department's budget for FY2021-22 is \$2,013,011, which represents an overall increase of \$97,908, or 5.1 percent, compared to the FY2020-21 approved budget. The personnel component totals \$1,473,515 and includes an increase of \$43,408, or 3.0 percent, for salary adjustments and rising health care costs. For FY2021-22, the operating component of the budget totals \$539,296 and includes increases for postal services and ballots due to voter registration growth and increased absentee voting. These increases total \$54,500, or 11.2 percent. The capital component totals \$200 and remains flat from FY2020-21.

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. This election year, 79 student pages, representing all nine county High Schools, earned 553 hours of community service working at the polling places. These community service hours resulted in overall savings of \$5,925 for the department.

# COUNTY OF HENRICO, VIRGINIA

## Judicial Administration \$10,276,583



Total General Fund  
\$983,925,344

**COUNTY OF HENRICO, VIRGINIA  
 JUDICIAL ADMINISTRATION - GENERAL FUND  
 FY 2021-22**

<u>Department</u>	<u>FY 19-20 Actual</u>	<u>FY 20-21 Original</u>	<u>FY 21-22 Approved</u>
Circuit Court:			
Court Clerk	\$2,643,855	\$2,568,677	\$2,802,946
Court Services	<u>776,876</u>	<u>714,838</u>	<u>870,547</u>
Total Circuit Court	3,420,731	3,283,515	3,673,493
 General District Court:			
Court Services	365,831	452,060	464,635
Magistrate	<u>7,359</u>	<u>5,972</u>	<u>6,286</u>
Total General District Court	373,190	458,032	470,921
 Juvenile and Domestic Relations District Court:			
Court Services	103,255	101,025	111,025
Juvenile Probation	<u>24,174</u>	<u>21,918</u>	<u>23,072</u>
Total Juvenile District Court	127,429	122,943	134,097
 Commonwealth's Attorney	5,490,403	5,633,999	5,998,072
 Total Judicial Administration	<u><u>\$9,411,753</u></u>	<u><u>\$9,498,489</u></u>	<u><u>\$10,276,583</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 2022 SUMMARY

<b>Description</b>	<b>FY20 Actual</b>	<b>FY21 Original</b>	<b>FY22 Approved</b>	<b>Change 21 to 22</b>
Personnel	\$ 2,316,209	\$ 2,351,974	\$ 2,575,338	9.5%
Operation	327,646	216,703	227,608	5.0%
Capital	0	0	0	0.0%
<b>Total</b>	<b>\$ 2,643,855</b>	<b>\$ 2,568,677</b>	<b>\$ 2,802,946</b>	<b>9.1%</b>
Personnel Complement*	39	39	39	0

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

## PERFORMANCE MEASURES

	FY20	FY21	FY22	Change 21 to 22
<b>Workload Measures</b>				
Civil Cases Commenced	2,467	2,350	2,408	58
Criminal Cases Commenced	5,551	4,652	5,150	498
Number of Wills and Administrations Recorded	1,020	1,137	1,090	(47)
Marriage License Issued	2,019	2,344	2,150	(194)
Number of Judgments Docketed	18,377	15,448	16,110	662
Concealed Weapon Permits Issued	3,002	6,795	4,150	(2,645)
Land Recordings	42,750	57,027	50,575	(6,452)

## BUDGET HIGHLIGHTS

The Circuit Court Clerk's budget of \$2,802,946 represents an increase of \$234,269, or 9.1 percent, from the FY2020-21 approved budget. This increase is driven by increases in the personnel component and the restoration of previously reduced operating funds due to the COVID-19 pandemic. The personnel component was increased by \$223,364, or 9.5 percent, due to the rising costs of healthcare and increased salaries that are part of the updated compensation plan for FY22. The operating component increased by \$10,905, or 5 percent.

The table to the right reflects actuals for FY2010-11 through FY2019-20 as well as the budget forecast for FY2020-21 and FY2021-22 for both State and County funding. In FY2010-11, the State was contributing \$1,156,485 or 49.5 percent. By comparison, in FY2019-20 the State contributed \$1,334,481 or 49.5 percent. This represents no change in the share of total funding over this time period. State funding represents only those salary reimbursements provided by the Compensation Board and excludes Clerk Excess Fees, State Recordation Taxes, and the Clerk's Technology Trust Fund. In addition, the County portion represents the difference between the Compensation Board revenues and actuals and/or budget for the Circuit Court Clerk's Office.

Fiscal Year	State Funding	County Funding	% County
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	1,334,481	1,309,374	50.5%
2020-21*	1,270,000	1,298,677	50.6%
2021-22*	1,350,000	1,366,528	50.3%
*FY21 and FY22 forecasted estimates.			

## DEPARTMENTAL HIGHLIGHTS

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

### *Circuit Court Clerk*

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

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

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

During 2020, the Clerk's Office expanded the use of digital certifications with DocuSign. Certified copies of criminal orders are now being sent out digitally to attorneys, CCP, ASAP, probation and other government agencies. This will be extended to attorneys in civil cases in 2021. The Clerk's Office also received the 5<sup>th</sup> consecutive Library of VA grant for \$20,303 to restore 4 aging land record books from the 1800s. The Clerk's Office had an analysis of the criminal division completed and re-structured that section, resulting in greater cross-training and additional clerks trained for in court service. Lastly, the Clerk's Office outfitted 6 employees with the ability to telework, so that the Clerk's Office could keep essential services going had COVID caused the office or county to close for any period of time.

# 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 2022 SUMMARY

<b>Description</b>	<b>FY20 Actual</b>	<b>FY21 Original</b>	<b>FY22 Approved</b>	<b>Change 21 to 22</b>
Personnel	\$ 714,635	\$ 663,994	\$ 804,803	21.2%
Operation	62,241	49,444	64,344	30.1%
Capital	0	1,400	1,400	0.0%
<b>Total</b>	<b>\$ 776,876</b>	<b>\$ 714,838</b>	<b>\$ 870,547</b>	<b>21.8%</b>
Personnel Complement*	9	9	11	2

\* One additional Law Clerk and one Management Technician were added to the personnel complement in FY2020-21 from the hold complement.

## PERFORMANCE MEASURES

	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>Change 21 to 22</u>
<b>Workload Measures</b>				
Full Time Judges	5	5	5	0
Jury Commissioners	6	6	6	0
Citizens Eligible to Serve as Petit Jurors	7,750	7,600	7,600	0
Citizens Called to Serve as Petit Jurors	5,035	7,300	7,300	0
Jury Panels	120	800	800	0
Grand Jurors Called to Serve	108	108	108	0
Grand Jurors on Master Panel	88	120	120	0

## BUDGET HIGHLIGHTS

There are five judges elected to the Circuit Court by the General Assembly of Virginia, each for a term of eight years. One Judge is elected Chief Judge every two years. The Chief Judge serves as the administrative judge of the support staff, which consists of one part-time and four full-time clerical positions one part-time management specialist, and five law clerks. The fifth law clerk position and a Management Technician were added from the hold complement during FY2020-21. The Judges' salaries are paid directly by the Commonwealth. Fines and costs against those found guilty in certain felony and misdemeanor cases from Henrico charges are assessed by the judges. These fines and costs are collected by the Circuit Court Clerk's Office.

The Circuit Court's budget for FY2021-22 is \$870,547. This represents an increase of \$55,709, or 21.8 percent, from the FY2020-21 budget. The personnel component shows an increase of two positions FY2020-21, which amounted to an increase in base salaries. Combined with the updated compensation plan for FY2021-22 and the rising healthcare and retirement costs, the total personnel portion of the budget increased by \$140,809, or 21.2 percent. The total operating budget of \$63,344 reflects an increase of \$14,900, or 30.1 percent, in an effort to restore budgets reductions made in FY2020-21. The capital component remains flat from the previous fiscal year.

## DEPARTMENTAL HIGHLIGHTS

Service levels of this court can be measured by the number of cases adjudicated in the Circuit Court each year. This includes criminal, civil, domestic, and appeals from the General District and Juvenile and Domestic Relations District Courts, along with those carried over from the past year, and requests for juries. According to 2020 Caseload Statistical Information, the caseload for the Fourteenth Circuit showed 14,314 cases (civil and criminal) commenced in 2020, with an average of 2,863 per judge. There were 5,234 total criminal cases commenced, with an average of 1,047 per judge. There were 9,080 civil cases (which includes the misc. and other category) commenced, with an average of 1,816 per judge. The total number of cases (civil and criminal) concluded was 12,701 in 2020, with an average of 2,540 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



### *Circuit Court Services*

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

# GENERAL DISTRICT COURT SERVICES

## DESCRIPTION

The General District Court hears civil, criminal and traffic matters. The Court exercises original jurisdiction over all misdemeanor cases and conducts preliminary hearings in felony cases to determine probable cause. In addition, the Court hears all traffic cases and certain violations of the County Code. The Court also has jurisdiction over most civil matters where less than twenty-five thousand dollars is involved. The average monthly caseload for the Court is 9,600 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, 100 requests for restricted licenses, 50 protective orders, 900 garnishments, 800 requests for civil abstracts, and 300 writs of evictions monthly. The Clerk's Office also assists citizens with phone inquiries and in-person visits averaging 4,000 phone calls and 2,000 walk-ins monthly.

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

## OBJECTIVES

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

## FISCAL YEAR 2022 SUMMARY

<b>Description</b>	<b>FY20 Actual</b>	<b>FY21 Original</b>	<b>FY22 Approved</b>	<b>Change 21 to 22</b>
Personnel <sup>1</sup>	\$ 182,796	\$ 213,147	\$ 213,147	0.0%
Operation	183,035	238,914	251,488	5.3%
Capital	0	0	0	0.0%
<b>Total</b>	<b>\$ 365,831</b>	<b>\$ 452,061</b>	<b>\$ 464,635</b>	<b>2.8%</b>
Personnel Complement <sup>2</sup>	N/A	N/A	N/A	N/A

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

## PERFORMANCE MEASURES

	Performance Measures			Change 21 to 22
	FY20	FY21	FY22	
<b>*Workload Measures</b>				
Total New Cases Filed	111,560	115,898	98,474	17,424
Total New Criminal Cases Filed	16,851	15,670	14,039	1,631
Total New Civil Cases Filed	38,497	35,305	34,753	552
Total New Traffic Cases Filed	54,785	63,570	48,290	15,280
Number of Full-Time Judges	5	5	5	0

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

## BUDGET HIGHLIGHTS

The General District Court’s budget for FY2021-22 totals \$464,635. The personnel component of the budget will remain flat for FY2021-22. The operating budget for FY2021-22 will increase by \$12,574 to restore cuts made previously due to the health emergency created by COVID-19.

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 FY2021-22 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.

## DEPARTMENTAL HIGHLIGHTS

The General District Court implemented new procedures to ensure the safety of the public and staff members during the COVID-19 pandemic. Although some types of processes decreased slightly during the past fiscal year as access to the court and clerk’s office was limited, the Court remained operational and provided essential services to the public. The Court implemented safety protocols which were in accordance with both the Governor’s State of Emergency and the Judicial Emergency Orders enacted by the Virginia Supreme Court. These protocols included the screening of all individuals entering the courthouse for both fever and potential exposure to COVID-19. Any individuals who had a fever or exposure were denied access, and their cases were continued on the court’s docket. In addition, all persons aged 10 or over entering the courthouse were required to wear a face covering that covered the nose and mouth. Clerk’s office hours were reduced to limit constant exposure and allow time for additional cleaning measures. To further ensure the safety of the litigants and to maintain proper social distancing given the

### *General District Court Services*

limited amount of public space, only litigants and witnesses were allowed in the courthouse. Court staff members set up a table at the entrance to the courthouse to direct incoming parties to the proper location. Courtrooms were limited to 15 individuals per courtroom, which included litigants, witnesses, attorneys and police officers. Six-foot distancing was required of all occupants. Additional dockets were added to accommodate the number of cases that could be tried given the capacity restrictions. Moreover, the Court expanded their capability to conduct video and telephonic hearings, allowing litigants access to justice without having to enter the courthouse. Drop boxes were placed at the entrance of the courthouse to allow parties to safely file documents without entering the courthouse.

# MAGISTRATE

## DESCRIPTION

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

## OBJECTIVES

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

## BUDGET HIGHLIGHTS

Funding in FY2021-22 continues to support the daily operation for thirteen Magistrates. There are no county paid positions assigned to this office, as the thirteen magistrates are State employees. The county does provide space, furnishings, and operating expenses for the Magistrate’s office.

## FISCAL YEAR 2022 SUMMARY

### Annual Fiscal Plan

Description	FY20	FY21	FY22	Change
	Actual	Original	Approved	21 to 22
Personnel	\$ 0	\$ 0	\$ 0	0.0%
Operation	6,339	5,972	6,286	5.3%
Capital	1,020	0	0	0.0%
Total	<u>\$ 7,359</u>	<u>\$ 5,972</u>	<u>\$ 6,286</u>	<u>5.3%</u>
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 2022 SUMMARY

Description	FY20 Actual	FY21 Original	FY22 Approved	Change 21 to 22
Personnel *	\$ 15,293	\$ 0	\$ 0	0.0%
Operation	87,763	97,275	107,275	10.3%
Capital	199	3,750	3,750	0.0%
<b>Total</b>	<b>\$ 103,255</b>	<b>\$ 101,025</b>	<b>\$ 111,025</b>	<b>9.9%</b>
Personnel Complement *	N/A	N/A	N/A	N/A

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

*Juvenile and Domestic Relations District Court*

**PERFORMANCE MEASURES**

	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>Change 21 to 22</u>
<b>Workload Measures</b>				
Cases filed in Juvenile Court	14,645	6,711	14,000	7,289
Court Hearings	40,691	18,522	37,000	18,478

**BUDGET HIGHLIGHTS**

The FY2021-22 budget for the Juvenile and Domestic Relations District Court is \$111,025. These funds support the operational needs of the five judges and their staff, whose salaries are funded by the State. Included in this budget is an increase of \$10,000 for additional training for trauma informed care.

# JUVENILE PROBATION

## DESCRIPTION

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

## OBJECTIVES

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

## BUDGET HIGHLIGHTS

The department's budget for FY2021-22 is \$23,072. This reflects an increase of \$1,154 or 5.3% compared to FY2020-21. The increase in funding for operating expenses will restore funding that was reduced due to cost saving efforts for COVID-19.

## FISCAL YEAR 2022 SUMMARY

<b>Description</b>	<b>FY20 Actual</b>	<b>FY21 Original</b>	<b>FY22 Approved</b>	<b>Change 21 to 22</b>
Personnel *	\$ 0	\$ 0	\$ 0	0.0%
Operation	19,998	21,918	23,072	5.3%
Capital	4,176	0	0	0.0%
<b>Total</b>	<b>\$ 24,174</b>	<b>\$ 21,918</b>	<b>\$ 23,072</b>	<b>5.3%</b>
Personnel Complement *	N/A	N/A	N/A	N/A

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



*Probation*

PERFORMANCE MEASURES

	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>Change 21 to 22</u>
<b>Workload Measures</b>				
Total Juvenile Complaints	2,105	1,300	1,800	500
Total Domestic Complaints	4,367	4,200	4,400	200

BUDGET HIGHLIGHTS (CONTINUED)

Community Programs including Multi Systemic Treatment (MST) psychological evaluations, residential placements and other community programming are funded by the Department of Juvenile Justice through AMIkids, the provider for the region, which includes Henrico.

As of January 26, 2021, the Court Services Unit had 517 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 and maintaining public safety in the community. 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 agencies to strengthen crime prevention.
- To train local law enforcement agencies in criminal law and criminal procedures.

## FISCAL YEAR 2022 SUMMARY

### Annual Fiscal Plan

Description	FY20	FY21	FY22	Change
	Actual	Original	Approved	21 to 22
Personnel	\$ 5,327,449	\$ 5,463,612	\$ 5,827,685	6.7%
Operation	158,731	170,387	170,387	0.0%
Capital	4,223	0	0	0.0%
Total	<u>\$ 5,490,403</u>	<u>\$ 5,633,999</u>	<u>\$ 5,998,072</u>	<u>6.5%</u>
Personnel Complement	56	56	55 *	(1)

\* Complement includes 1 vacant Sr. Commonwealth's Attorney position moved to Hold in FY2020-21.

## PERFORMANCE MEASURES

	Performance Measures			Change 21 to 22
	FY20	FY21	FY22	
<b>Workload Measures</b>				
Circuit Court Defendants	1,430	1,450	1,475	25
Show Cause Hearings	1,066	1,075	1,100	25
Misdemeanor Appeals	380	375	350	(25)
General District Court Criminal Cases	50,108	50,125	50,150	25
General District Court Traffic Cases	92,375	92,400	92,500	100
Juvenile Court Misdemeanors	2,019	2,025	2,050	25
Juvenile Court Felonies	933	950	975	25
<b>Effectiveness Measure</b>				
Circuit Court Indictments	2,214	2,225	2,250	25

## BUDGET HIGHLIGHTS

The Commonwealth's Attorney's office budget for FY2021-22 totals \$5,998,072, representing an overall increase of \$364,073, or 6.5 percent, when compared to the FY2020-21 budget. The entire increase is related to salary and benefit rates. Operating components remain at FY2020-21 levels with funds shifted between accounts to address anticipated operational requirements.

The table below presents a historical depiction of budgeted State funding for the Commonwealth's Attorney's office:

Fiscal Year	State Funding	County Funding	% County
2012-13	1,560,000	2,790,490	64%
2013-14	1,907,000	2,591,214	58%
2014-15	1,877,000	2,573,112	58%
2015-16	1,877,000	2,602,046	58%
2016-17	2,025,000	2,554,003	56%
2017-18	2,075,000	2,743,141	57%
2018-19	2,150,000	2,862,655	57%
2019-20	2,175,000	3,227,026	60%
2020-21	2,100,000	3,533,999	63%
2021-22	2,275,000	3,723,072	62%

## DEPARTMENTAL HIGHLIGHTS

In FY2021-22, the Commonwealth's Attorney's office will continue to prosecute traffic and criminal cases, both misdemeanors and felonies, in all the Henrico County courts. Aggressive prosecution of those who commit violent crimes will remain the number one priority. The office will continue to work closely with the Division of Police 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 Division of Police in its basic academies and through regular in-service training. The office will continue to devise alternative resolutions to ensure second chances and rehabilitation. Special efforts will also continue to reduce domestic violence, human trafficking, and opioid overdoses.

The Compensation Board of the Commonwealth of Virginia provides funding for constitutional offices, including Commonwealth's Attorneys. The funded staffing for Henrico County's office is 39 positions, including 20 attorneys. The FY2021-22 budget includes 55 positions, which is 16 more than are funded by the Compensation Board, and it should be noted that 13 of these positions are attorneys. County funded staff increased by four positions since FY2018-19, including three attorneys and one paralegal. The Victim Witness and Special Drug Prosecutor functions, including position counts, are discussed in separate narratives within this document.

The Commonwealth's Attorney's office continues to implement the new Circuit Court discovery rules required by the Virginia Supreme Court. 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 Commonwealth's Attorney's office is working with the Sheriff's office to address the jail overpopulation issue by working to find alternative treatment and other diversion opportunities. The office will ensure it provides the necessary resources in working with other agencies to support public safety needs.

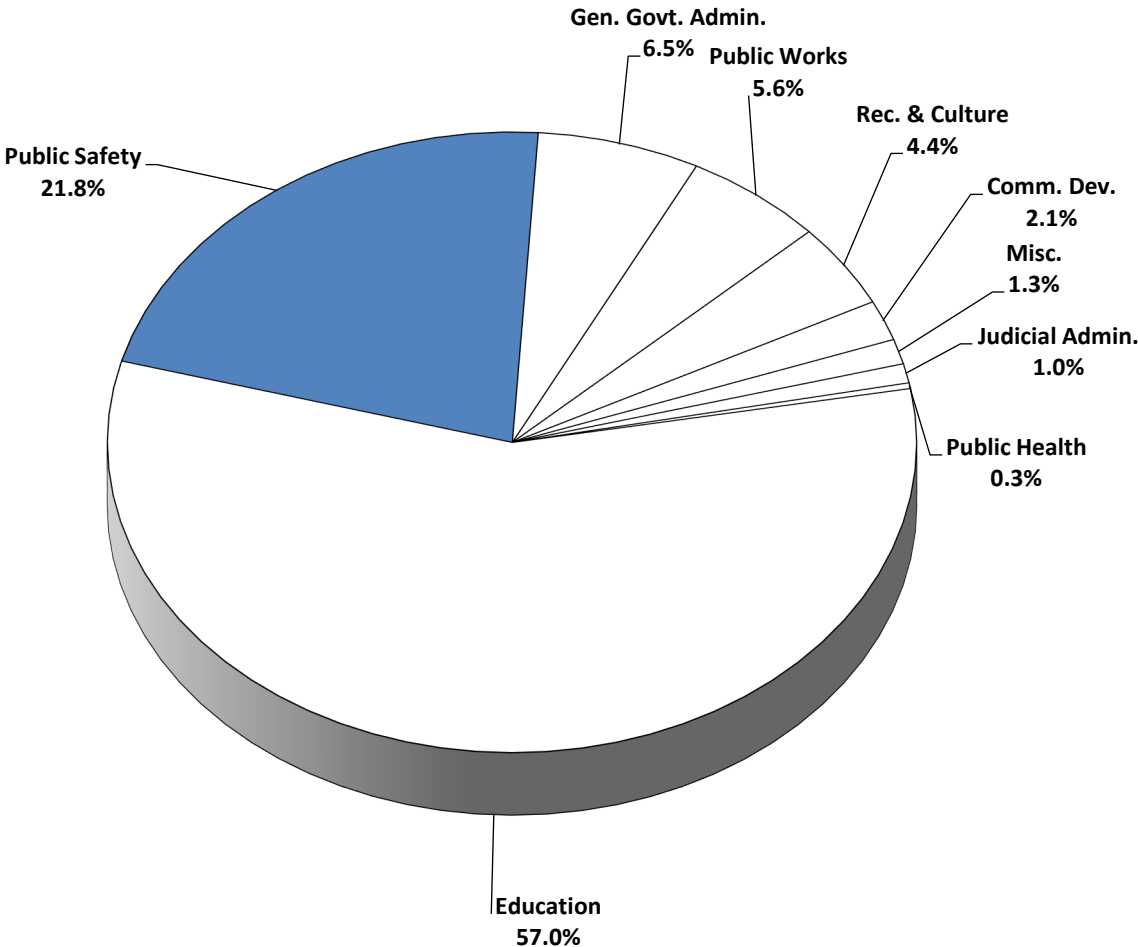
In March 2020, the county began to feel the effects of the COVID-19 pandemic. This office worked in conjunction with all county departments in devising a work plan that continued public service while balancing the health and safety of our employees. We devised plans for teleworking, as well as worked with the three Chief Judges for all courts and other agencies to utilize more technology to present cases in court. All aspects of our job duties and responsibilities were impacted and we identified the need for better technology, equipment, i.e., laptops, faxing and scanning capabilities, and dealt with challenges of video conferencing.

The "new" needs meant working with IT to obtain computer equipment for all staff to work from home. The office started to review how it could continue to work towards a digital and fileless system. Staff have all been very flexible while working with IT regarding equipment, supplies, and internet connectivity; they continue to monitor impacts to the workplace schedule as virus guidelines change.



# COUNTY OF HENRICO, VIRGINIA

Public Safety  
\$215,015,894



Total General Fund  
\$983,925,344

**COUNTY OF HENRICO, VIRGINIA  
PUBLIC SAFETY - GENERAL FUND  
FY 2021-22**

<u>Department</u>	<u>FY 19-20 Actual</u>	<u>FY 20-21 Original</u>	<u>FY 21-22 Approved</u>
Police Division:			
Police Operations	\$71,443,507	\$71,197,219	\$78,753,600
Animal Protection	1,691,506	1,914,969	2,091,760
Communications/Radio Shop	6,743,044	7,201,528	7,756,266
Total Police Division	<u>79,878,057</u>	<u>80,313,716</u>	<u>88,601,626</u>
Division of Fire:			
Administration	3,308,472	3,447,373	2,895,491
Emergency Planning & Safety	2,216,011	201,823	0
Operations	62,496,483	62,971,235	69,250,584
Volunteer Rescue Squads	170,184	218,506	218,506
Total Division of Fire	<u>68,191,150</u>	<u>66,838,937</u>	<u>72,364,581</u>
Emergency Management:	0	0	932,525
Sheriff:			
Administration	16,222,160	12,231,050	12,187,174
Jail West	21,657,471	19,723,478	21,723,565
Jail East	11,097,439	10,428,881	11,531,185
Total Sheriff	<u>48,977,070</u>	<u>42,383,409</u>	<u>45,441,924</u>
Juvenile Detention	2,429,316	2,357,538	2,548,035
Building Inspections:			
Building Inspections	4,320,390	4,267,992	4,637,429
Community Maintenance	267,358	402,489	489,774
Total Building Inspections	<u>4,587,748</u>	<u>4,670,481</u>	<u>5,127,203</u>
Total Public Safety	<u>\$204,063,341</u>	<u>\$196,564,081</u>	<u>\$215,015,894</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 drug awareness and crime prevention. The Division also 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 bureau, Support Services bureau, and the 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. Operating three stations in geographically distinct areas of the county allows the Division to better deploy officers and resources, while focusing on quality of life issues and engagement within communities countywide. By dividing the agency into functions associated with various organized entities, the Division formally establishes and categorizes components according to job function and defines organizational philosophies.

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

## OBJECTIVES

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

## FISCAL YEAR 2022 SUMMARY

### Annual Fiscal Plan

<u>Description</u>	<u>FY20 Actual</u>	<u>FY21 Original</u>	<u>FY22 Approved</u>	<u>Change 21 to 22</u>
Personnel	\$ 73,115,757	\$ 72,577,342	\$ 80,836,202	11.4%
Operation	6,599,810	7,520,429	7,520,429	0.0%
Capital	162,490	215,945	244,995	13.5%
Total	<u>\$ 79,878,057</u>	<u>\$ 80,313,716</u>	<u>\$ 88,601,626</u>	<u>10.3%</u>
Personnel Complement*	864	864	864	0

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



Police (cont'd)

PERFORMANCE MEASURES

	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>Change 21 to 22</u>
<b>Workload Measures</b>				
Total Calls for Service	194,591	194,905	190,580	(4,325)
Number of Animal Calls	15,411	16,295	16,366	71
Number of Part I Crimes	8,165	8,313	8,223	(90)
Number of Criminal Arrests	21,188	21,813	21,696	(117)
Number of Traffic Arrests	41,786	46,925	44,389	(2,536)

OBJECTIVES (CONT)

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

BUDGET HIGHLIGHTS

The FY2021-22 approved budget for the Police Division totals \$88,601,626, representing an overall increase of \$8,287,910, or 10.3 percent, from the previous approved budget. The personnel component increased by \$8,258,860, or 11.4 percent, reflecting employee compensation and health care cost increases.

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 budgeted at \$7,520,429, as part of the budget request process all accounts were reviewed against needs and expenses were reallocated resulting in many adjustments. One of these adjustments was reallocating \$100,000 to augment the ballistic safety program for Police Officers. In FY2021-22, this funding will replace expiring equipment as well as provide equipment to Officers who graduate from recruit academies.

The capital component totals \$244,995 an increase of \$29,050, or 0.4 percent, based on structure restored from the prior fiscal year impacted by the COVID-19 pandemic. Additionally, the vehicle replacement program, funded in the Capital Improvement Plan portion of the budget, totals \$3,024,000 and continues to provide funding for the replacement of vehicles in FY2021-22.

## DEPARTMENTAL HIGHLIGHTS

### AWARDS AND RECOGNITION

The Police Division retains recognition as a professional law enforcement agency through efforts to maintain international accreditation. At the close of 2020, the Police Division is one of only 22 agencies worldwide to have achieved this designation.

Mothers Against Drunk Driving (MADD) recognized 5 officers for their work in 2020. One was the top officer in the Central Virginia Region, ranked number two in the State, and was interviewed on a local radio channel to recognize his hard work. Among the other officers was the first female Henrico County officer to win the award. All Patrol officers ranked in the top 10 within the Region and top 20 within the State. Another officer was recognized by MADD as the August Officer of the Month nationwide. This officer has won the award in the past and spent most of their career teaching and training other officers across the State.

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. 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 Axon Corporation's Officer Safety Plan with updated body worn camera and TASER technology. The Police Division 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, and has improved video retention accuracy, provided consistent video labeling, and assisted gathering videos from multiple officers on a single call for service. This program has also significantly reduced administrative data entry for frontline officers.

The Critical Incident Response/Peer Support Team provides resources, information, education, and support to Police Division members who encounter multiple and varied stressful situations while performing 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. In 2020, there were 5 trainings for the team. There are 51 peer members on the team and an average of 30 plus hours a month are spent on critical incidents and peer to peer support.

---

## COMMUNITY SAFETY INITIATIVES

The Police Division remains committed to ensuring a safer community. Officers respond to an average of nine mental health calls a day, these calls are often complex and labor intensive. Due to COVID, there is a lack of psychiatric beds in Virginia. Consumers are often kept in emergency rooms for longer periods of time without treatment. The Crisis Intervention Team Officers strive to be proactive by reducing hospitalizations and incarcerations by partnering with other county agencies to assist those persons with a mental illness or crisis in the community, while providing better safety, services, and resources to those needing extra help. The Police Division staffs several collaborative initiatives addressing mental health crisis and recovery.

Henrico County's Crisis Intervention Team (CIT) consists of selected staff from the Police division, Fire division, 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 FY2019-20, 1,021 individuals were seen at the CRC. The CRC staff has assisted more than 6,000 residents since December 2012.

Another component of Henrico County's CIT program is the community response continuum. This includes the STAR (Services to Aid Recovery) teams' program coordinating outreach between CIT trained police officers, Fire, Sheriff, Mental Health, and Henrico Public Schools. The STAR team includes using 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. Combined, the two STAR teams average seven to eight visits per day and saw approximately 1,998 consumers in 2020. The STAR team has been innovative in maintaining visits and contacts with those who need the extra services. The number of documented visits has decreased due to COVID and schools not being in session. The focus of the STAR team was changed to assist Patrol with Mental Health Calls for service and divert consumers from hospitals and jail. A mobile response team that includes police and mental health clinicians has been explored to bring much needed services to those in the community.

To date, the team has trained 2,014 first responders in the CIT Basic classes from 39 jurisdictions or agencies. In 2020 due to COVID-19, one CIT Basic class was offered to 25 students. In 2021, we anticipate offering virtual CIT Basic classes until we can return to in-person classes. Over 180 students received CIT Refresher training in one in-person class prior to COVID's onset and several virtual classes. CIT instructors offered additional training to over 600 students in Mental Health First Aid (MHFA), How Being Trauma Informed Improves Criminal Justice System Responses (TIC-CJ), in academies and in-service sessions.

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. TAT teams consist of trained supervisory personnel from several internal police disciplines including School Services, Patrol, CIT, Crime Analysis and Strategic Evaluation (CASE) Unit, and the Criminal Investigations Section. The Threat Assessment Team has investigated 54

### *Police (cont'd)*

cases in 2020. Since its inception, the TAT has conducted 257 threat assessments. A National Association of Counties award was given to the Threat Assessment Team in 2020.

---

## OUTREACH AND ENGAGEMENT

Recruiting qualified police officers that represent the diversity of Henrico County remains a top priority for the Police division. Due to the COVID-19 pandemic, the division has had to reduce its recruiting team throughout FY2020-21 and hopes to be able to expand in FY2021-22. During the first half of FY2020-21, the Division's Recruiting Team has had to adopt new strategies to achieve recruiting goals which were previously accomplished through in-person events. New strategies include conducting 20 virtual events, attending 10 virtual career fairs, attending two Game Changer events, as well as additional virtual efforts. Additionally, the Recruiting Team has significantly expanded its social media footprint on Facebook, and Twitter. Other strategies include billboards on I-95, radio advertising on five local radio stations, and the Indeed job posting website. Chief English has also taken an active role in participating in virtual recruiting events. The Recruiting Team will continue to develop innovative ways to engage with potential applicants.

In 2020, the Division continued its partnership with the Police Chiefs Citizens' Advisory Team to engage community stakeholders in discussions on best practices for improving and enhancing the Division's vision for service and to enhance collaboration with community partners. This Team has provided guidance on recruiting, community relations, transparency, and has served as a focus group for developing the division vision and mission.

The Police complement includes a total of thirty-five School Resource Officers (SRO) in a joint effort between the Police Division and the Henrico County Public Schools. HCPS provides funding for seventeen officers while the Police Division funds the rest. At least one SRO is assigned to every high school and middle school. All School Resource Officers and Supervisors receive forty hours of in-service training annually to certify or recertify as Juvenile Services Officers. Some examples of this forty-hour block of instruction include cultural diversity and implicit bias, youth mental health and emotional issues, interacting with students with 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 where they mentor students and support a positive and enriching environment. The PAL officers also assist with a variety of other programs, open to all Henrico County youth, including open basketball gym events and chess club.

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 further support the Division's mission of providing a safe and thriving Henrico. In 2020 due to the COVID-19 pandemic, the Division was unable to take part in certain community engagement events including National Night Out, Henrico County Community Day, and two Shred-It events.

# 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 2022 SUMMARY

### Annual Fiscal Plan

Description	FY20	FY21	FY22	Change
	Actual	Original	Approved	21 to 22
Personnel	\$ 58,332,938	\$ 59,579,546	\$ 65,105,630	9.3%
Operation	9,194,373	6,319,982	6,409,219	1.4%
Capital	663,839	939,409	849,732	(9.5%)
Total	<u>\$ 68,191,150</u>	<u>\$ 66,838,937</u>	<u>\$ 72,364,581</u>	<u>8.3%</u>

Personnel Complement 601 623 621 \* (2)

\* Reflects 2 positions transferred to Emergency Management and Workplace Safety, which is a new public safety agency in the FY2021-22 budget.

Division of Fire

PERFORMANCE MEASURES

	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>Change 21 to 22</u>
<b>Workload Measures</b>				
Total Calls for Service	46,006	45,521	45,035	(486)
Total EMS and Rescue Calls for Service	38,296	37,955	37,614	(341)
Fire Incidents	806	817	828	11
Fires per 1,000 Population	2	2	2.5	0.5

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

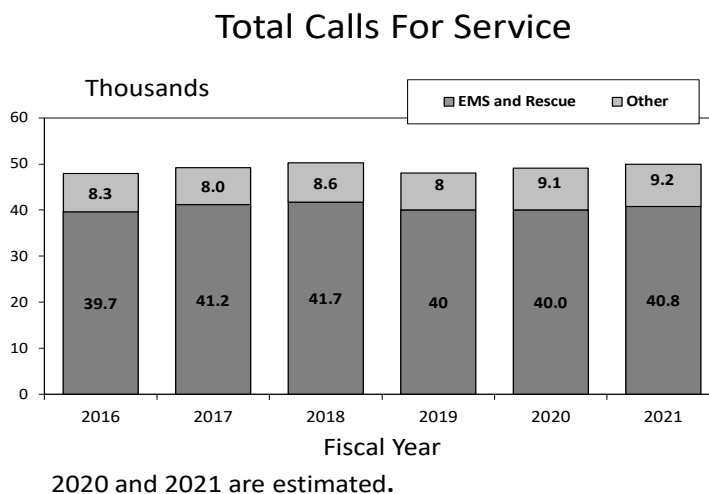
The Division of Fire’s budget for FY2021-22 is \$72,364,581 representing an increase of \$5,525,644, or 8.3 percent, from the previous approved budget. The personnel component increased by \$5,526,084, or 9.3 percent, and includes the reduction of two positions transferred to Emergency Management, along with employee compensation increases and rising health care costs for the division. The Deputy County Manager for Public Safety position, transferred to the Division of Fire during FY2018-19, remains in this budget.

Despite contractually based increases in some areas of the budget, the combined operating and capital components were only reduced from the prior fiscal year by \$440 which was transferred to Emergency management. Funds have been shifted between operating and working capital accounts to better align with anticipated needs. Funds previously managed by individual specialty centers have been consolidated to better prioritize division spending.

The Capital Improvement Plan (CIP) budget, found elsewhere in this document, contains \$3,300,000 for the apparatus replacement program which allows for regular replacement of ambulances, engines, and specialty support units.

DEPARTMENTAL HIGHLIGHTS

In FY2021-22, 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 FY2021-22, \$218,506 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 AND WELLNESS

Firefighter safety and wellness continues to be a top priority for the Division. Proper equipment and apparatus are vital to the safety of the firefighters and the FY2021-22 budget continues to allocate resources to ensure a systematic replacement approach. Funding of \$252,500 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. In addition to equipment, in 2020 the Division began providing firefighters with a behavioral health assessment tool as part of the annual physical process.

TRAINING PROGRAMS

Streamlining and enhancing training programs continues to be a priority in the Division of Fire. The Division held its inaugural paramedic academy during 2020, successfully self-certifying paramedics at its own training facilities through its designation 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

## *Division of Fire*

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 fifteen Recruit Academies, putting more than 264 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 100 Henrico Company Officers and others from the region. In partnership with Bon Secours, VCU Health System, and Chesterfield Fire and EMS, the 2020 EMS Expo gave 914 providers the opportunity to attend innovative classes for continuing education credit. Over 5,000 EMS providers have attended the Expo since its inception.

---

### COMMUNITY PREPAREDNESS

In FY2021-22, the Division will continue to enhance our Special Operations response programs through sound fiscal decision making and continuing to seek external grant opportunities. During FY2020-21, the Division was successful in obtaining SHSP Hazardous Materials and Port Security grant funding to support our All-Hazards response preparation. These grant awards were successful in purchasing and deploying personal protective and rescue gear to all suppression units and delivered flood water awareness training to the Division. In FY2021-22, the Division will continue to utilize funding to maintain, repair and replace Special Operations gear to be proactive and prepared for any manmade and or natural disasters.

---

### 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, 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.





## PERFORMANCE MEASURES

	<u>FY21</u>	<u>FY22</u>	<u>Change 21 to 22</u>
<b>Workload Measures</b>			
Higher hazard site audits performed	10	12	2
Moderate to lower hazard site assessments	20	22	2
Instructor led (in person), emergency trained	476	550	74
Virtual instructor led training, employees	18,145	3,549	(14,596)
Annual environmental spill response training	263	280	17
Employee injury / illness reports reviewed	583	550	(33)
Employee injury / illness on OSHA 300 logs	375	350	(25)
DMV driver reports reviewed	252	250	(2)
DMV driver report deficiency notifications	86	75	(11)
Annual Bureau of Labor Statistics reports	20	10	(10)
Public facing interactive maps / applications	4	6	2
Internal interactive maps / applications	10	12	2
Small map projects	25	27	2
Regulatory plans reviewed (EAP and COOP)	12	12	0
EOC days active	365	30	(335)
CERT hours (training and work)	210	480	270
Training exercises / drills conducted	2	4	2
<b>Effectiveness Measures</b>			
Environmental regulatory compliance	30	34	4
Grant dollars used	\$ 142,308	\$ 67,504	\$ (74,804)

## DEPARTMENTAL HIGHLIGHTS

During the previous fiscal year, EMWS strengthened existing relationships with stakeholders and cultivated new relationships where needed. In addition to EMWS's ongoing safety training, regulatory assistance, workplace inspection, and compliance documentation efforts, all employees provided significant support to COVID-19-related relief efforts. Specifically, EMWS employees have served in multiple roles on Incident Management Teams in both Henrico and the Central Virginia Region, as well as the in the Henrico Emergency Operations Center and on Transition Teams. EMWS has also provided a reliable and cost-effective supply chain for all needed supplies related to the COVID-19 pandemic.

Safety Officers ensured that Henrico County complied with Virginia Occupational Safety and Health's (VOSH) Emergency Temporary Standard for COVID-19, which has affected all county operations and workplaces. The officers also reestablished the county-wide Safety Liaison program to update and maintain the Emergency Action Plans and Continuity of Operations Plans. They have supported multiple departments following VOSH investigations that included consultation, technical writing assistance and in-person settlement support. Going forward, EMWS will continue to provide workplace safety training to all employees through an online training provider, as well as reinstate the Safe and Sound Week event.

In addition to the county's ongoing COVID-19 relief efforts, EMWS will continue to work on state-required reports and documentation, consult on the Emergency Action Plans for all county departments and outside facilities, and offer support for multiple EOC activations that are responsible for managing a variety of incidents. The Environmental Coordinator will continue to ensure regulation compliance as well as implement and direct county environmental programs for both General Government and Henrico County Public Schools. The EMWS office has

recently expanded its community outreach and engagement that includes a growing social media presence. This department also represents Henrico County as one of few central Virginia agencies that is participating in the state Threat and Hazard Incident Risk Assessment (THIRA) update process.

Most recently, EMWS is providing leadership for the Henrico COVID-19 Transition Task Force with specific emphasis on the demands of reopening and maintaining county operations during the pandemic. This includes coordinating a staff of health screeners responsible for evaluating all individuals prior to allowing access to all public buildings as well as conducting site visits that provide guidance and resources for appropriate COVID-19 protective actions in over 70 county and partner agency facilities. EMWS has also established a three component employee COVID-19 testing program for all general government, schools, and county partner agencies. Through extensive engagement, EMWS employees continue to build strong partnerships within Henrico County to offer emergency assistance and training.

# SHERIFF

## DESCRIPTION

The Sheriff is an elected Constitutional Officer that serves a four-year term. 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 these 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 2022 SUMMARY

<b>Description</b>	<b>FY20 Actual</b>	<b>FY21 Original</b>	<b>FY22 Approved</b>	<b>Change 21 to 22</b>
Personnel	\$ 31,609,430	\$ 28,892,359	\$ 31,938,250	10.5%
Operation	17,206,109	13,490,050	13,499,674	0.1%
Capital	164,733	1,000	4,000	300.0%
<b>Total</b>	<b>\$ 48,980,272</b>	<b>\$ 42,383,409</b>	<b>\$ 45,441,924</b>	<b>7.2%</b>
 Personnel Complement	 396	 396	 396	 0

**PERFORMANCE MEASURES**

	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>Change 21 to 22</b>
<b>Workload Measures</b>				
Number of Civil Papers Served	121,907	130,000	132,000	2,000
Average Daily Inmate Population	1,337	1,250	1,300	50
Number of Committals to Jail	13,368	15,500	16,250	750
Work Release Participants (Monthly Avg)	67	72	84	12
GPS Bond (Monthly Avg)	116	122	152	30
Home Incarceration (Monthly Avg)	21	23	26	3
Average Number of State Inmates	515	600	550	(50)

**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 FY2021-22 totals \$45,441,924, which represents an overall increase of \$3,058,515, or 7.2 percent when compared to the FY2020-21 approved budget. The overall budget increase is largely found in the \$3,045,891 increase to the personnel component. This increase reflects rising health care and benefit costs and market adjustments for salaries as part of the approved compensation plan for FY2021-22.

The operating component is forecasted to increase by \$9,624 in the FY2021-22 budget request. Adjustments were made to several accounts within the operating component to reflect forecasted expenditures more accurately. The capital component totals \$4,000 represents an increase of \$3,000 from FY2020-21.

## 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 Department of Corrections rated operating capacity of 329 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 Department of Corrections rated operating capacity of 458 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 \$805,000 is included in the budget for these courses. Due to COVID, these services were suspended in early 2020 so that we can maintain the life, health, and safety of inmates and staff. However, we are in the process of getting these services started back up virtually.

---

### 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. Due to COVID the 2020 Student Academy was suspended. The last three academies have produced a total of 40 full-time deputies and 31 part-time correctional deputies.

The creation of the Jailor position allows 18 to 21-year-olds 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 two jailors on staff. Additionally, seven 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. Although the painting labor hours decreased this year due to COVID, we foresee in 2021, matching and exceeding the saving amount from 2019.

---

## COST SAVINGS INITIATIVES

The Sheriff executed two contracts in FY2021 that are anticipated to reduce costs. The first, executed on August 13, 2020, is with a qualified vendor to provide a comprehensive and fully integrated system within the Henrico County Jail System that includes a Jail Management System, an inmate Telephone System, inmate Commissary Services and an inmate Trust Accounting System. These systems include integrated networked kiosks, staff and inmate handheld electronic devices and an inmate email system. The Sheriff's Office expects to reduce direct labor hours through the automation of current manual tasks such as the intake, release and depositing of inmate funds. The second contract, executed on July 8, 2020, is with a qualified vendor to provide Third Party Administrator inmate medical services for the Henrico County Jail System. The Sheriff's Office expects to reduce claims costs through increased utilization of Medicaid coverage as vendor management of this function was included in the contract.

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

The canteen service offers inmates' families and friends an opportunity to purchase packs containing a variety of items year-round. In FY2019-20, a total of \$137,771 in revenue was generated from the sales of secure packs an 8% increase over FY2018-19. This revenue is deposited into Commissary Fund and is 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 FY2019-20, the actual overall percentage of jail operating costs (including personnel) paid by the State was 28.7 percent, 65.4 percent was paid by the County, and the remaining 5.9 percent was paid with various other departmental revenues. In the FY2021-22 budget, it is estimated that the Henrico County Sheriff's Office will receive 31.8 percent of funding from the State while the County will contribute 62.3 percent of funding (the remaining 5.9 percent will be funded with departmental revenues).

*Sheriff*

Due to recent diversion efforts by the Sheriff’s Office, the number of prisoners confined in the Henrico Regional System has dipped slightly but are expected to return to levels closer to what were seen in FY17. The FY2021-22 budget was prepared on the assumption of an average daily inmate population of 1,300. Areas that are directly affected include medical services, food services, mental health services, and other operational costs spread among different associated categories.

The chart on the right shows the growth of the average daily inmate population and the number of State responsible inmates in the County’s jail over a ten-year period. State responsible inmates are any inmate that has been sentenced on all Henrico charges to felony time of greater than one year. The State reimburses a portion for these inmates in specific situations. In FY2010-11, the average daily population totaled 1,167, with 942 local inmates and 225 State responsible inmates. In FY2019-20, the average daily population totaled 1,337 with 822 local inmates and 515 State inmates. The number of State inmates housed in the County’s jail has increased by 290 or 128.9 percent since FY2010-

11 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
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
FY20	\$23,965	\$10,508	\$34,473

Fiscal Year	Avg. Inmate Pop.	State Resp. Inmates	% of Total Inmates
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	1,337	515	39%
FY21*	1,250	600	48%
FY22*	1,300	550	42%

\*FY21 and FY22 represent forecasted estimates

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 \$10,966 in FY2010-11 to \$10,508 in FY2019-20 while the County’s share has increased from \$18,440 in FY2010-11 to \$23,965 in FY2019-20.



# JUVENILE DETENTION HOME

## DESCRIPTION

The Juvenile 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 2022 SUMMARY

### Annual Fiscal Plan

<u>Description</u>	<u>FY20 Actual</u>	<u>FY21 Original</u>	<u>FY22 Approved</u>	<u>Change 21 to 22</u>
Personnel	\$ 2,294,938	\$ 2,209,673	\$ 2,400,170	8.6%
Operation	133,316	147,865	147,865	0.0%
Capital	1,062	0	0	0.0%
<b>Total</b>	<b>2,429,316</b>	<b>2,357,538</b>	<b>2,548,035</b>	<b>8.1%</b>
Personnel Complement	31	31	31	0

PERFORMANCE MEASURES

	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>Change 21 to 22</u>
<b>Workload Measures</b>				
Admissions	653	435	435	0
Secure Detention Days	4,310	3,695	3,695	0
Average Daily Population	12	10	10	0
Average Length of Stay, Days	7	8	8	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 FY2021-22 is \$2,548,035. This amount represents an increase of \$190,497, or 8.1 percent, from the FY2020-21 approved budget. This increase is entirely driven by growth in personnel costs, which are budgeted to rise by 8.6 percent due to sizable wage increases and associated benefit costs.

State aid for the Juvenile Detention Home in the FY2021-22 budget is estimated to total \$625,500, which includes \$625,000 for the Juvenile Detention Home’s block grant and \$500 in estimated per diem payments for State-responsible juveniles.

# BUILDING INSPECTIONS

## DESCRIPTION

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

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

## OBJECTIVES

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

## FISCAL YEAR 2022 SUMMARY

### Annual Fiscal Plan

Description	FY20	FY21	FY22	Change
	Actual	Original	Approved	21 to 22
Personnel	\$ 4,475,369	\$ 4,441,860	\$ 4,870,725	9.7%
Operation	274,635	405,920	405,920	0.0%
Capital	463	300	300	0.0%
Sub-Total	\$ 4,750,467	\$ 4,848,080	\$ 5,276,945	8.8%
Interdepartmental Billings	(162,719)	(177,599)	(149,742)	(15.7%)
Total Budget	\$ 4,587,748	\$ 4,670,481	\$ 5,127,203	9.8%
Personnel Complement	58	58	58	0

*Building Inspections*

**PERFORMANCE MEASURES**

	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>Change 21 to 22</b>
<b>Workload Measures</b>				
Building Inspections	31,395	31,000	35,000	4,000
Electrical Inspections	19,548	19,500	20,000	500
Mechanical Inspections	13,396	14,000	15,000	1,000
Plumbing Inspections	17,747	18,000	20,000	2,000
Fire Protection Inspections	3,933	4,000	4,500	500
Elevator Inspections	306	300	300	0
Sign Inspections	832	800	800	0
Total Inspections	87,157	87,600	95,600	8,000
Total Permits Issued	15,644	16,000	16,000	0
Single Family Permits Issued	800	900	1,000	100
Existing Structure Inspections	4,020	5,000	5,000	0
FOG Inspections	173	150	200	50
<b>Efficiency Measures</b>				
Residential Inspections/Inspector/Day	14	15	16	1
Mech./Plumbing Inspections/Inspector/Day	16	18	20	2
Electrical Inspections/Inspector/Day	15	16	17	1
Fire Protection Inspections/Inspector/Day	6	6	7	1
Commercial Inspections/Inspector/Day	10	10	11	1
Avg. # of Inspections/Single Family 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 combined FY2021-22 approved budget is \$5,127,203, reflecting an increase of \$456,722, or 9.8 percent, when compared to the prior fiscal year.

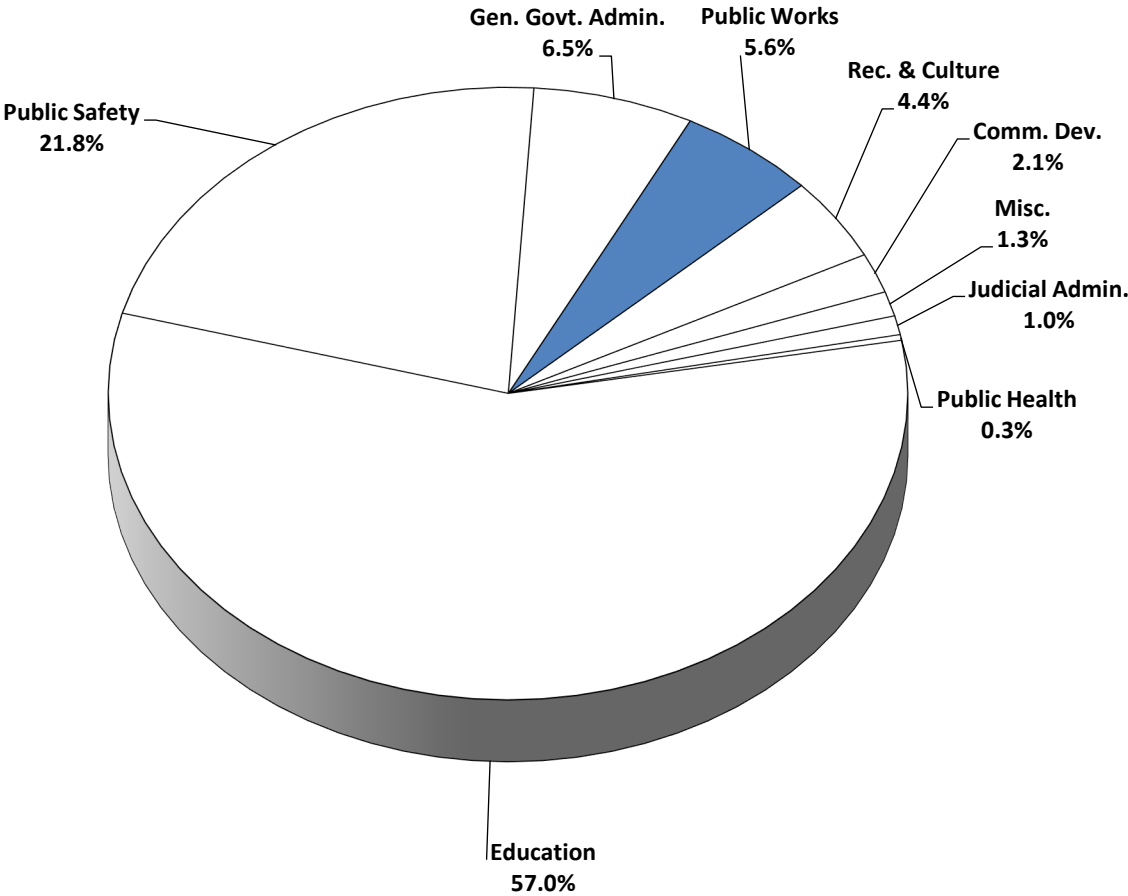
The Building Inspections budget for FY2021-22 totals \$4,637,429 and reflects an increase of \$369,437 in personnel expenses containing employee compensation and benefit rate increases. The operating and capital budget is unchanged from the previous fiscal year with funds shifted between accounts addressing operational requirements.

The Community Maintenance budget totals \$489,774, an increase of \$87,285 when compared to the prior fiscal year. Personnel expenses increased by \$59,428 reflecting employee compensation and benefit rate increases. Operating expenses match funding in the prior fiscal year. Also included in the Community Maintenance Division are the costs for two positions dedicated to ensuring restaurants have the proper equipment to prevent oil and grease from entering the sewer system. The ongoing cost for these two positions total \$149,742, reflecting a net increase in operating expenses of \$27,857 will be reimbursed by the Department of Public Utilities in the interdepartmental billing account.



# COUNTY OF HENRICO, VIRGINIA

Public Works  
\$54,651,170



Total General Fund  
\$983,925,344

**COUNTY OF HENRICO, VIRGINIA  
PUBLIC WORKS - GENERAL FUND  
FY 2021-22**

<u>Department</u>	<u>FY 19-20 Actual</u>	<u>FY 20-21 Original</u>	<u>FY 21-22 Approved</u>
Administration	\$1,528,583	\$1,621,971	\$1,844,857
Road Maintenance	30,748,805	29,530,538	29,823,387
Traffic Engineering	3,269,176	4,234,805	4,903,383
Construction	2,467,161	3,292,693	3,780,623
Design	1,958,757	1,916,455	2,218,532
Mass Transit	9,034,837	5,316,987	5,549,184
Environmental	1,744,954	1,629,007	1,821,431
Standing Water Initiative	448,549	445,128	463,373
Transportation and Mobility	0	4,246,400	4,246,400
Total Public Works	<u>\$51,200,822</u>	<u>\$52,233,984</u>	<u>\$54,651,170</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.

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

## 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.

## FISCAL YEAR 2022 SUMMARY

Description	FY20 Actual	FY21 Original	FY22 Approved	Change 21-22
Personnel	\$ 16,826,333	\$ 17,928,582	\$ 21,043,880	17.4%
Operation	30,033,791	31,318,102	30,753,040	(1.8%)
Capital	4,340,698	2,987,300	2,854,250	(4.5%)
Total	<u>\$ 51,200,822</u>	<u>\$ 52,233,984</u>	<u>\$ 54,651,170</u>	<u>4.6%</u>
Personnel Complement*	269	269	281	12

\*12 added positions include (8) Project Specialists in the Construction Division, (2) Capital Project Manager positions in the Mass Transit and Transportation Development Division, and (1) Capital Projects Manager and (1) Program Specialist in the Road Maintenance Division.



## PERFORMANCE MEASURES

	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>Change 21-22</u>
<b>Workload Measures</b>				
Lane Miles of Road Maintained	3,547	3,553	3,573	20
Traffic Signals Maintained	161	159	167	8
Development Plans Reviewed	1,606	2,050	2,050	1,705

## OBJECTIVES CONTINUED

- 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.

## BUDGET HIGHLIGHTS

The Department’s budget for FY2021-22 is \$54,651,170, representing an increase of \$2,417,186 or 4.6 percent from the FY2020-21 approved budget. Within this budget, which combines both Gas Tax and General Fund supported programs, the personnel component is budgeted to increase by a net difference of \$3,115,298, or 17.4 percent. The increase in the personnel component is due to the addition of 12 new positions, sizable wage adjustments and associated increases in fringe benefit costs. The proposal for new positions includes eight Project Specialists in the Construction Division, two Capital Project Manager positions in the Mass Transit and Transportation Development Division, and one Capital Projects Manager and one Program Specialist in the Road Maintenance Division. The latter two positions will help to service the projects funded through the Central Virginia Transit Authority (CVTA).

The operating component decreased \$565,062, or 1.8 percent, due to decreases in Temporary Help Services, Other Contractual Services, and Diesel Fuel costs in the Road Maintenance Division. Capital outlay costs are budgeted to decrease by \$133,050 as decreased costs for the purchase of Machinery and equipment outweighed cost increases in motor vehicle purchases. General fund support of \$200,000 is also provided for feasibility studies that will assist with the VDOT smart scale application process which determines eligibility for additional funding for transportation projects.

The FY2021-22 budget includes funding of \$45,375,421 from the State’s Gas Tax maintenance allocation, \$8,929,049 from Henrico’s General Fund subsidy, and \$346,700 from miscellaneous departmental revenue. The total projected Gas Tax for FY2021-22 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 83.0 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.

## *Public Works*

The functions supported by the General Fund subsidy total \$8,929,049. The General Fund supports 100 percent of expenses related to the Standing Water Initiative and Environmental Inspection divisions.

Public Works has several projects included in Henrico County's FY2021-22 Capital Budget. Countywide Land Acquisitions (Drainage), Minor Drainage Improvements, and Countywide Creeks and Streams projects have a combined budget of \$1,750,000 and are funded by revenues from Motor Vehicle License Fees. Additionally, \$22,500,000 is included in Capital Budget for Countywide Pedestrian Improvements and a new CVTA Reserve.

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

---

### ADMINISTRATION DIVISION

The total budget for the Administration Division is \$1,844,857 and is an increase of 222,886, or 13.7 percent, from FY2020-21. The personnel component is expected to increase by \$122,886, or 7.9 percent, which reflects salary investments and associated benefit costs. The operating component remains flat at \$64,599, while capital outlay will increase by \$100,00 for computer equipment replacement.

---

### ROAD MAINTENANCE DIVISION

The total budget for the Road Maintenance Division is \$29,823,387, which is an increase of 292,849, or 1.0 percent, from FY2020-21. The personnel component is expected to increase by \$1,623,191, or 20.6 percent, which reflects the addition of a Capital Projects Manager and a Program Specialist as well as sizable salary investments and associated benefit costs. The operating component will decrease by \$689,642, or 3.6 percent, compared to the prior fiscal year. The capital outlay will decrease by \$640,700, or 25.7 percent.

---

### TRAFFIC ENGINEERING DIVISION

The total budget for the Traffic Engineering Division is \$4,903,383 and is an increase of 668,578, or 15.8 percent, from FY2020-21. The personnel component is budgeted to increase by \$322,578, or 13.9 percent, which reflects salary investments and benefit costs. The operating component will increase by \$27,000, or 1.9 percent, compared to the prior fiscal year. The capital outlay will increase by \$319,000 to enable acquisition of new vehicles for the division.

---

### CONSTRUCTION DIVISION

The total budget for the Construction Division is \$3,780,623, which is a decrease of \$487,930, or 14.8 percent, from FY2020-21. The personnel component is budgeted to increase by \$467,930 or 24.5 percent. This sizable increase is due to the addition of eight Project Specialists along with the salary and benefit impacts of a sizable wage adjustment. The operating request represents a decrease of \$4,750, or 0.3 percent, compared to the prior fiscal year. The proposed budget for capital outlay requests an increase of \$24,750 for new computer equipment.

---

### DESIGN DIVISION

The total budget for the Design Division is \$2,218,532, which is an increase of 302,077, or 15.8 percent, from FY2020-21. The personnel component is expected to increase by \$242,177, or 14.9 percent. The operating component will

## Public Works

increase by \$1,000, or 0.3 percent, compared to the prior fiscal year. The capital outlay will increase by \$58,900 for replacement of machinery and equipment.

---

## MASS TRANSIT AND TRANSPORTATION DEVELOPMENT DIVISION

The total budget for the Mass Transit Division is \$5,549,184 and is an increase of \$232,197, or 4.4 percent, from FY2020-21. The personnel component is budgeted to increase by \$125,867, or 15.2 percent. The operating component will increase by \$101,330, or 2.3 percent, compared to the prior fiscal year. This increase will be used for computer software. Capital outlay will increase by \$5,000 for the purchase of computer equipment.

The budget for transportation and mobility is \$4,246,000. This amount is unchanged from FY2020-21.

## DEPARTMENTAL HIGHLIGHTS

In 2020, the Department of Public Works accepted over 14 miles of new roads into the county road network. In addition, the Department completed over 23,000 inspections of active construction projects and reviewed plans for over 500 construction projects. Public Works also secured over \$30 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. There are also 17 transportation studies ongoing. Updates on several major projects include:

## *Public Works*

### Dabbs House Road

A 0.8-mile section of Dabbs House Road between Nine Mile Road and East Richmond Road will be widened with curb-and-gutter, drainage improvements, a sidewalk, and a right-turn lane. Utility lines have been relocated. Construction began in October FY2020-21 and is expected to be complete by September FY2022-23. The total cost of this project is \$13.29 million dollars.

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

The Department of Public Works is working with the Virginia Department of Transportation to complete an engineering study supporting a new interchange at N. Gayton Road and I-64 in Short Pump. Upon approval by the 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.

### Sadler Road

A 1.9-mile section of Sadler Road between Dominion Boulevard and Cedar Forest Road is being widened and the alignment improved. Improvements include curb and gutter, drainage, a 10-foot wide shared use path, and two roundabouts. The Right of Way acquisition began in June 2020 with utility location scheduled to begin in 2022. Construction is anticipated to begin August 2023.

### 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

The county is partnering with the developer of River Mill to design and construct a 1.4-mile extension of Woodman Road between Greenwood Road and Virginia Center Parkway. The county is constructing a roundabout at the intersection of Woodman Road and Greenwood Road and a 12-ft wide shared use path adjacent to the roadway extension. The developer is constructing the roadway extension and an additional section of shared use path. The project is anticipated to be completed in late FY2020-21.

---

## PEDESTRIAN AND COMMUTER IMPROVEMENTS

The Department of Public Works is continuing an initiative to improve bicycle and pedestrian accommodations across the county. In addition to projects already funded and under design or construction, the county was 19.7 million in grant funding in fiscal year 2020-2021 for 28 bicycle and pedestrian related projects. In total, the Department has 43

## *Public Works*

programmed projects scheduled to be completed or under construction over the next three years that will add over 16 miles of sidewalks and over 8 miles of 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 spring of 2021. Repairs to the Parham Road bridge over the CSX railroad tracks is anticipated to be advertised for construction in February 2021. The Lakeside Avenue bridge replacement and the Wilkinson Road project are in final design and the Meadow Rd culvert replacement is in Right of Way.

---

### STORM CLEANUP

During calendar year 2020, Henrico County again experienced over 60" of rainfall resulting in a significant number of calls for service. The department continues to perform the work required to address the requests. Public Works experienced five severe weather storms that required an emergency operations response from the Road Maintenance Division.

---

### 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 40 percent of the total required pollution reductions to date. This progress puts the county five years ahead of schedule. The Department must achieve 100 percent of the pollution reductions by the year 2030.

The Water Reclamation Facility Stream Restoration project is currently under construction and the Old Nine Mile Road Landfill Stream Restoration Project is scheduled to begin Winter of 2021. Three Lake Park Stream Restoration, Hidden Creek Park Stream Restoration, Wilder Middle School Stream Restoration, and Adams Elementary Stream Restoration projects are all currently under design and are scheduled for construction in 2023 and 2024.

---

### MOSQUITO CONTROL

Public Works continues to perform adult mosquito surveillance operations and monitoring for the presence of mosquito borne diseases. This past year, monitoring included responding to 219 residential calls as well as monitoring 95 sites throughout the county on a regular basis. The Department collected 26,000 mosquitos, which included 23 different species. West Nile Virus (WNV) and mosquito surveillance revealed a consecutive 2-year record low in WNV positive mosquito collections after a 2-year record setting high in 2017 and 2018, demonstrating how little is known about WNV. The Department also performed over 1,500 individual mosquito larvicide applications on county-maintained property.

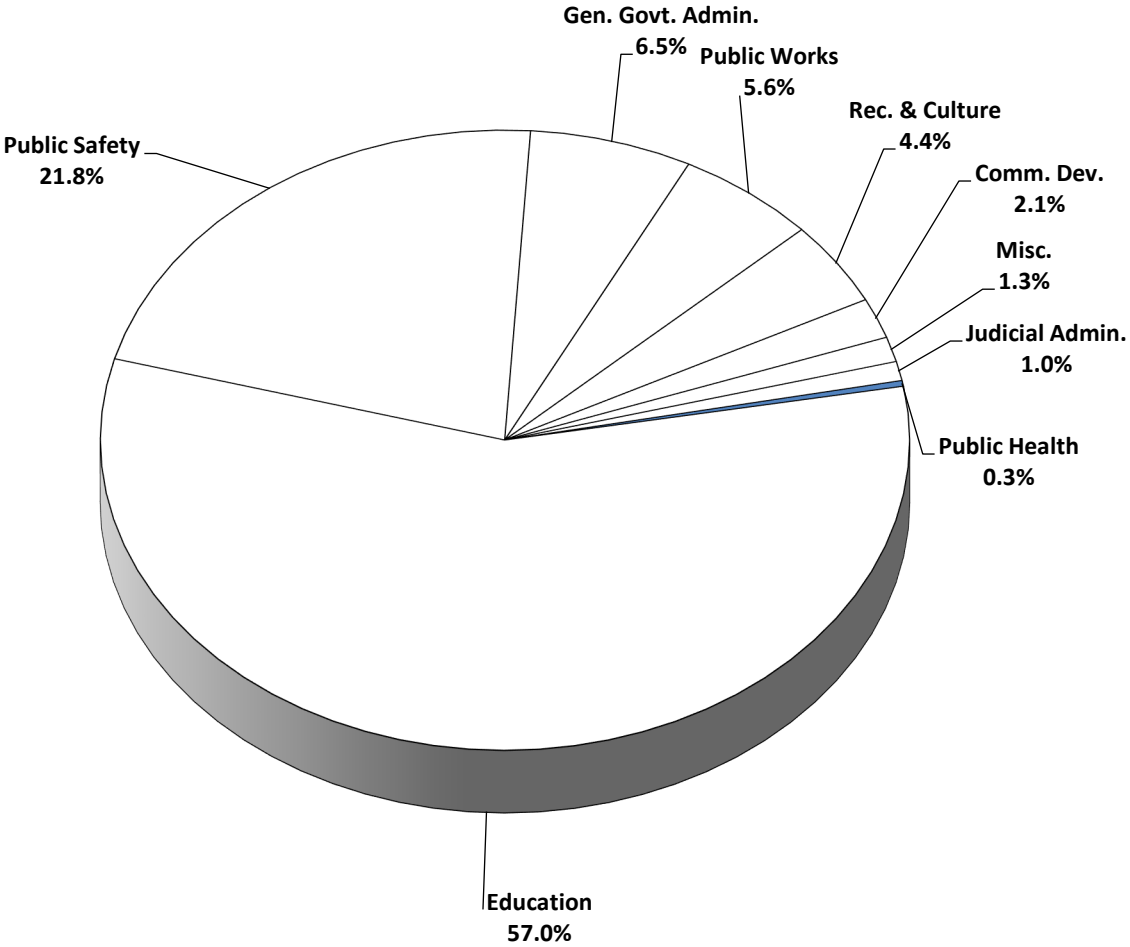
---

### CENTRAL VIRGINIA TRANSPORTATION AUTHORITY

The Central Virginia Transportation Authority was created by the General Assembly in the 2020 legislative session. CVTA provides funding for local and regional transportation projects along with additional funds for Mass Transit for Henrico and Central Virginia. All funds will be used for capital expenses totaling \$22,500,000.

# COUNTY OF HENRICO, VIRGINIA

Public Health  
\$2,687,497



Total General Fund  
\$983,925,344

**COUNTY OF HENRICO, VIRGINIA  
HEALTH - GENERAL FUND  
FY 2021-22**

<u>Department</u>	<u>FY 19-20 Actual</u>	<u>FY 20-21 Original</u>	<u>FY 21-22 Approved</u>
Public Health	\$2,537,998	\$2,433,102	\$2,687,497
Total Health	<u>\$2,537,998</u>	<u>\$2,433,102</u>	<u>\$2,687,497</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 State funds and 45.0 percent 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 2022 SUMMARY

### Annual Fiscal Plan

Description	FY20 Actual	FY21 Original	FY22 Approved	Change 21 to 22
Personnel	\$ 0	\$ 0	\$ 0	0.0%
Operation	2,537,998	2,433,102	2,687,497	10.5%
Capital	0	0	0	0.0%
Total	<u>\$ 2,537,998</u>	<u>\$ 2,433,102</u>	<u>\$ 2,687,497</u>	<u>10.5%</u>
Personnel Complement*	N/A	N/A	N/A	N/A

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



**PERFORMANCE MEASURES**

	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>Change 21 to 22</u>
<b>Workload Measures</b>				
Maternity Visits	1,500	500		(500)
COVID-19 Vaccines Distributed*	N/A	N/A	1000+	0
COVID-19 Navigation*	N/A	N/A	300	300
Nursing Home Screening	700	700	700	0
Food Service Protection Visits	3,500	3,500	3,500	0
WIC Average Monthly Participation	4,800	4,800	4,800	0
Number of Clinic Patients	6,200	6,200	5,000	(1,200)
Number of Clinic Patient Visits	14,100	13,100	12,500	(600)
Animal Bite Response	610	610	610	0
Outbreak Response	41	41	41	0
Maternity Navigation		TBD	150	TBD

\*New Measures added in 2021

**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

## Public Health

### 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

### COVID-19 Services

- Navigation
- Testing
- Vaccine Distribution

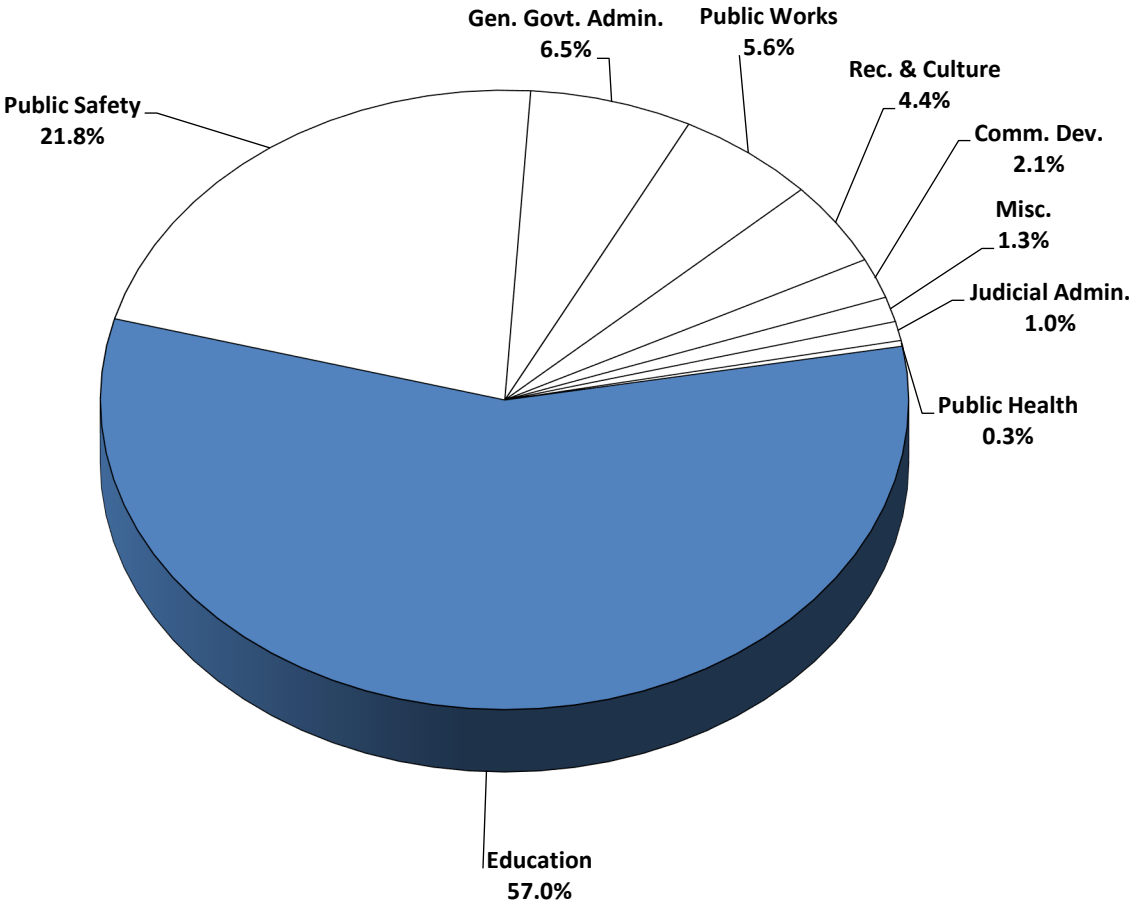
## BUDGET HIGHLIGHTS

The Department's budget for FY2021-22 reflects the 45.0 percent county share of the cooperative budget, which totals \$2,501,999. There are no county funded positions assigned to Public Health. Additional county funding of \$183,698 funds maternal child health programming, and \$1,800 for telecommunications costs. Total County funding of \$2,687,497 reflects an increase of \$254,395, or 10.5 percent, above the FY2020-21 budget, due to increased support allocated from the State.



# COUNTY OF HENRICO, VIRGINIA

Education  
\$560,920,241



Total General Fund  
\$983,925,344

**COUNTY OF HENRICO, VIRGINIA  
EDUCATION - ALL FUNDS  
FY 2021-22**

<u>Fund/Division</u>	<u>FY 19-20 Actual</u>	<u>FY 20-21 Original</u>	<u>FY 21-22 Approved</u>
General Fund:			
Instruction	\$386,203,533	\$386,879,091	\$432,536,559
Administration/Attendance & Health	20,371,945	19,134,246	20,325,000
Pupil Transportation	28,424,524	27,292,813	29,020,287
Operations and Maintenance	46,310,649	48,146,349	48,696,615
Technology	33,171,981	28,453,269	30,341,780
Total General Fund	514,482,632	509,905,768	560,920,241
Special Revenue Fund:			
School Food Service	\$19,745,079	\$23,869,429	\$24,115,429
Comprehensive Services Act (CSA)*	\$0	\$10,339,567	\$14,400,000
State, Federal, and Other Grants:			
Adult Education	327,229	300,000	319,217
Adult Education Catalog Classes	10,672	104,802	108,802
Bay Watershed in Science Education	35,896	43,398	52,682
Computer Insurance Coverage	1,090,525	900,000	900,000
COVID-19 Costs	278,400	0	52,537
CTE Resource Center	963,343	1,240,336	1,124,579
DMAS School Health	2,404,201	2,118,155	2,279,846
Driver Education Program	114,867	162,905	162,905
Federal Class Size/Title II	1,074,201	1,667,086	1,588,078
Educational Interpreters Grant	8,684	12,000	14,000
Head Start	1,104,243	1,396,964	1,257,213
Homeless Assistance	89,421	125,708	209,152
Humanities Center Grants	6,353	8,000	8,000
Individual Student Alternative Ed Plan Grant	50,318	55,100	55,217
JSR Dual Credit Program	432,035	1,200,000	1,200,000
Special Education - Regional Program	766,085	1,564,626	2,790,959
Juvenile Detention Home	1,337,872	1,612,919	1,529,228
Math/Reading Incentive	41,916	244,601	245,224
Mentor Teacher Program	71,280	100,000	146,094
Miscellaneous School Grants - Federal	247,767	132,035	142,519
Miscellaneous School Grants - Local	1,039,215	1,133,100	1,130,294
Miscellaneous School Grants - State	1,947,668	2,483,906	2,535,363
Pell Grants	326,395	656,250	649,550
Perkins Act III	736,066	849,122	1,032,634
Pre-School	247,703	333,444	334,226
VPI+	11,664	0	0
Early Reading Intervention	993,004	890,276	960,449
Reserve for State and Federal Grants	0	3,994,920	3,758,818
School STAT Implementation	678,031	1,700,031	1,683,770
SOL Algebra Readiness	397,163	444,120	505,073
Special Education Jail Program Grant	86,330	88,858	90,963

**Education - All Funds (cont'd)**

Fund/Division	FY 19-20 Actual	FY 20-21 Original	FY 21-22 Approved
State, Federal, and Other Grants: (cont'd)			
Summer School	1,449,449	2,045,839	2,020,094
STEM Early Learning Through the Arts	70,000	70,000	70,000
Student Transcript Grant	8,206	16,000	16,000
TIF Grant-Teacher Leaders	192,672	0	0
Technology (State)	1,543,012	1,826,000	1,800,000
Title I-A	9,075,246	9,382,952	12,460,351
Title I-D	1,482	160,048	84,208
Title III ESL	318,003	333,051	304,529
Title III Immigrant and Youth	37,047	30,356	31,000
Title VI - B	10,330,127	10,870,151	11,149,423
Title IV - Part A	308,028	757,587	804,266
VA Preschool Initiative	2,796,669	5,702,030	6,380,693
VA Reading Corp Partnership	60,000	60,000	60,000
Wallace Foundation Grant	488,124	445,745	114,323
Other Special Revenue Grants	268,229	0	0
Grant Administration	-84,332	288,978	281,967
Subtotal Grants	43,780,509	57,551,399	62,444,246
Total Special Revenue Fund	\$63,525,588	\$91,760,395	\$100,959,675
Debt Service Fund:			
General Obligation	41,979,830	40,627,176	45,635,554
Total Debt Service Fund	41,979,830	40,627,176	45,635,554
Total Education - All Funds	<u>\$619,988,050</u>	<u>\$642,293,339</u>	<u>\$707,515,470</u>

# EDUCATION

## DESCRIPTION

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

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

The **Division of School Leadership** provides a supportive structure that develops current and future school leaders. The division creates a climate of collaboration by establishing structures that foster shared learning across all 72 schools. It includes the department of Disciplinary Review.

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

## FISCAL YEAR 2022 SUMMARY

Description	FY20 Actual	FY21 Original	FY22 Approved	Change 21 to 22
Personnel	\$ 496,118,494	\$ 501,058,574	\$ 550,066,031	9.8%
Operation	61,605,644	82,534,282	92,693,137	12.3%
Capital	21,556,071	18,073,307	19,120,748	5.8%
Debt Service	41,979,830	40,627,175	45,635,554	12.3%
Total	<u>\$ 621,260,039</u>	<u>\$ 642,293,338</u>	<u>\$ 707,515,470</u>	<u>10.2%</u>
Personnel Complement	7,116	7,130	7,226	96
Average Daily Membership	50,406	50,406	50,503	97

## Education

### DESCRIPTION (CONTINUED)

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

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

The **Division of Human Resources** provides support to all HCPS divisions through recruitment, selection, assignment, and evaluation of personnel. The division also includes the department of Student Health Services.

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

The **Division of Communications and Community Engagement** provides support for communications, media services, television services, and legislative services, and coordinates the school division's family and community engagement efforts.

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

### OBJECTIVES

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

### BUDGET HIGHLIGHTS

The total budget for Henrico County Public Schools in FY2021-22, which includes the General Fund budget, School Cafeteria Fund, State and Federal Grants Fund, and the education portion of the Debt Service Fund, is \$707,515,470. This reflects an increase of \$65,222,132, or 10.2 percent, when compared to the FY2020-21 approved budget.



## *Education*

Of the total \$707,515,470, \$560,920,241 of that amount is the General Fund budget for HCPS. The General Fund budget consists of 79.3 percent of the total HCPS budget. The General Fund reflects an overall increase of \$51,014,473, or 10.0 percent, when compared to the FY2020-21 budget. The funding for the General Fund budget is accounted for as follows: State revenues are expected to fund \$299,107,000, or 53.3 percent, of the FY2021-22 budget; Federal revenues accounts for \$385,000, and local resources fund \$261,428,241, an increase of \$13,187,414, or 5.3 percent, compared to FY2020-21. HCPS' personnel component increase includes a salary increase, an increase for employee health insurance, additional funding for the expansion of the Achievable Dream Academy, and new positions related to the expansion of Holladay Elementary School.

The FY2021-22 budget for HCPS continues the county's commitment to growing 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 FY2021-22 is \$6,119,112, which includes additional funds to expand the academy to grade 6 as the start of developing the secondary portion of the program.

In order to provide a 21st century education to the students in Henrico County, Education's FY2021-22 General Fund and Special Revenue Fund Budgets includes \$17,661,255 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 FY2021-22 is \$12,595,892 which is an increase of \$36,805, or 0.3 percent, when compared to FY2020-21.

There are two components of the HCPS budget that are included in the Special Revenue Fund. These components are the School Cafeteria Fund and the State and Federal Grants Fund. Neither fund has local tax dollars allocated in them. In the case of grants within the State and Federal Grant Fund that require a local match, those dollars are provided through utilization of General Fund expenses.

The FY2021-22 budget for the School Cafeteria Fund is \$24,115,429, which reflects an increase of \$246,000 or 1.0 percent when compared to the FY2020-21 budget. The increase is primarily due to an increase in compensation related to the proposed compensation plan for FY2021-22.

The FY2021-22 budget for the State and Federal Grants Fund is \$76,844,246, which reflects an increase of \$8,953,280 or 13.2 percent when compared to the FY2020-21 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 bulk of the FY2021-22 budget increase is related to compensation and benefit increases. Described elsewhere in the FY2021-22 budget, \$14,400,000 in funds related to the Children's Services Act (CSA) budget are also included in the State and Federal Grants Fund. These funds are expected to cover expenses for children referred for CSA services by HCPS, to include private day placements for students in foster care. More detail can be found in the CSA narrative also located later in this document.

The amount budgeted for debt service related to education is \$45,635,554, which reflects an increase of \$5,008,378, or 12.3 percent, compared to last fiscal year. The education debt service is for outstanding debt related to the issue

## *Education*

of General Obligation (G.O.) 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 FY2021-22, \$24,000,000 is projected in meals tax resources. Of this amount, \$10,000,000 will be allocated to the operating budget, \$5,000,000 will be allocated to the capital budget, and \$9,000,000 will be allocated to debt service related to the 2016 bond projects. An additional \$4,000,000 will be allocated to the capital budget from the Meals Tax Reserve to provide \$9,000,000 in total funding for proposed capital projects.

The FY2021-22 Capital Budget for HCPS totals \$89,555,000 and can be found elsewhere in this document. The amount for HCPS represents 44.0 percent of the total FY2020-21 Capital Budget. The Capital Budget for HCPS will utilize \$54,100,000 in VPSA bonds for renovations to Highland Springs High School and Hermitage High School ACE Centers. An additional \$35,455,000 from Meals Tax and other funding sources will be used for routine facility repairs, technology improvements, and the renovation of Adams Elementary School. Additionally, \$4,700,000 is included in the Vehicle Replacement Fund for the provision of school bus replacement. Details on these projects and the related funding can be found in the Capital Budget narrative later in this document.

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.

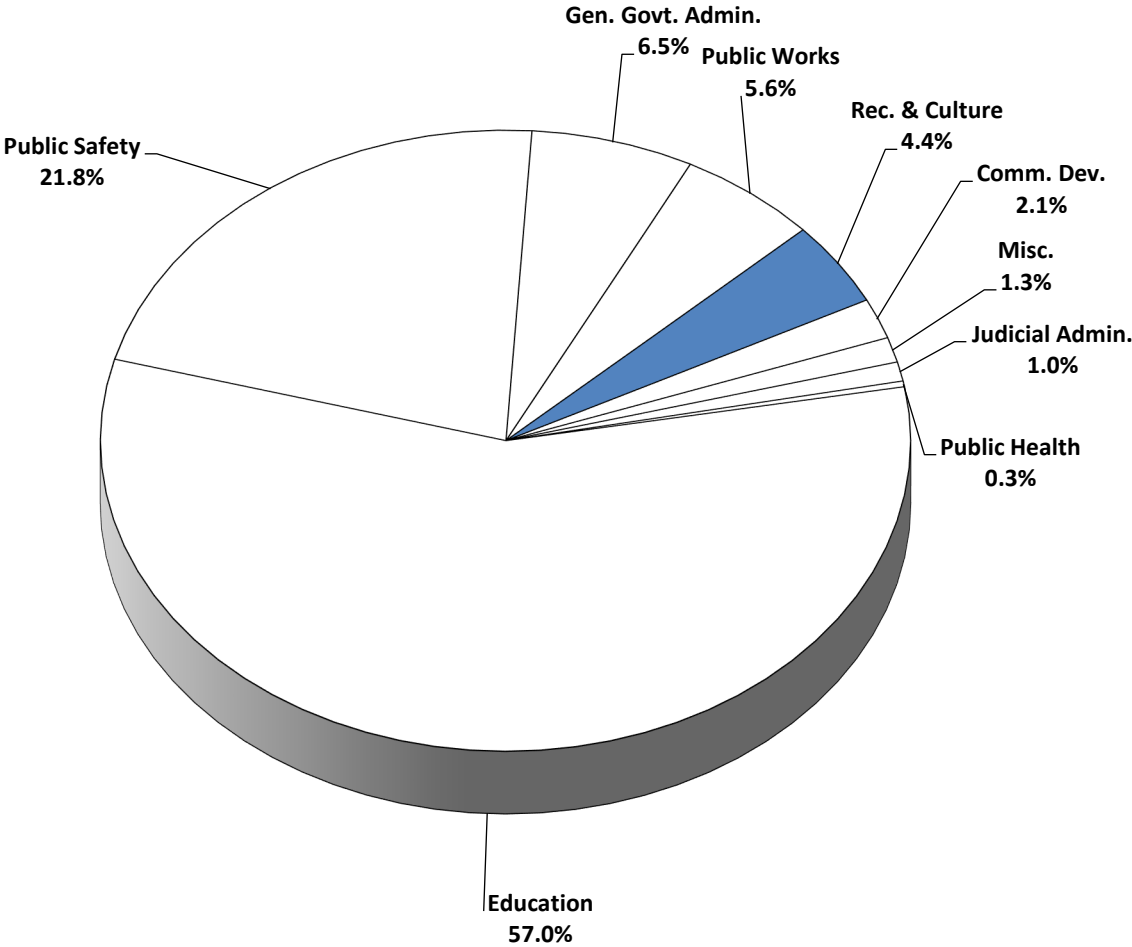
County and School leadership continue to work together to improve efficiency and optimize service and cost savings through the combining of services. In FY2016-17, the print shop function of HCPS was combined with the print shop in the general government's Department of General Services to reduce redundant 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

\$42,955,130



Total General Fund

\$983,925,344

**COUNTY OF HENRICO, VIRGINIA  
RECREATION, PARKS AND CULTURE - GENERAL FUND  
FY 2021-22**

<u>Department</u>	<u>FY 19-20 Actual</u>	<u>FY 20-21 Original</u>	<u>FY 21-22 Approved</u>
Recreation & Parks:			
Administration	\$2,080,395	\$2,088,881	\$2,494,425
Recreation Services	6,952,024	6,655,636	7,392,511
Parks Services	<u>9,917,728</u>	<u>9,430,038</u>	<u>11,808,519</u>
Total Recreation & Parks	18,950,147	18,174,555	21,695,455
Sports and Entertainment Authority	0	0	585,896
Public Library	19,178,256	20,292,281	20,673,779
Total Recreation, Parks and Culture	<u><u>\$38,128,403</u></u>	<u><u>\$38,466,836</u></u>	<u><u>\$42,955,130</u></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 2022 SUMMARY

Description	FY20 Actual	FY21 Original	FY22 Approved	Change 21 to 22
Personnel	\$ 13,948,330	\$ 13,669,527	\$ 15,810,973	15.7%
Operation	4,213,628	4,409,665	4,990,222	13.2%
Capital	788,189	95,363	894,260	837.7%
Total	<u>\$ 18,950,147</u>	<u>\$ 18,174,555</u>	<u>\$ 21,695,455</u>	<u>19.4%</u>
Personnel Complement	179	186 *	180 **	-6

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

\*\* Three positions were moved from Recreation & Parks to Information Technology during FY2020-21 and three positions will be moved in FY2021-22 to be reflected in the Sports and Entertainment Authority.

Recreation and Parks

PERFORMANCE MEASURES

Performance Measures				
	FY20	FY21	FY22	Change 21 to 22
<b>Workload Measures</b>				
Park Visitation	4,091,180	4,400,000	4,600,000	200,000
Special Event Attendance	24,392	15,000	35,000	20,000
Facility Contacts	224,507	75,000	250,000	175,000
Number of Youth Sports Participants	45,000	55,000	60,000	5,000
Turf Acres Mowed	6,047	6,500	6,600	100
Number of General Acres Mowed	9,973	10,500	11,000	500
Number of Work Orders Processed	4,677	4,777	4,900	123
Number of Irrigation Sites Maintained	137	138	140	2
Number of Habitable Structures	104	104	104	0
Number of Historic Sites	35	35	35	0
Number of Shelter Reservations	1,088	693	1,250	557
<b>Effectiveness Measures</b>				
Number of Programs Offered	1,229	500	1,229	729
Program Attendance	89,228	20,000	90,000	70,000
Social Media Followers	15,946	18,250	20,250	2,000

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.

## *Recreation and Parks*

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 personnel, financial, and customer service needs, including accounts receivable and payable, procurement, records management, and customer registration.

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

## **OBJECTIVES**

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

## **BUDGET HIGHLIGHTS**

The Division’s FY2021-22 budget is \$21,695,455 which represents a \$3,520,900, or 19.4 percent increase when compared to the FY2020-21 budget. The personnel component increased \$2,141,446, or 15.7 percent. This increase is attributed to increased compensation for employees, restoring funding for hourly positions cut in response to the COVID-19 pandemic in the FY2020-21 budget, and rising healthcare and benefit costs. It should be noted that for FY2021-22 a total of \$431,851 in costs is being moved out of the Recreation and Parks budget into the new Sports and Entertainment Authority budget.

The operating component increased by \$580,557, or 13.2 percent. The operating change is primarily related to the net difference between operating funds moved to the Sports and Entertainment Authority and the movement of funding for The Cultural Arts Center at Glen Allen from Non-Departmental to Recreation and Parks. The capital outlay budget increased by 798,897, or 837.7 percent. This increase is solely due to restoring funding that was cut from the FY2020-21 budget. The capital components will restore maintenance and equipment replacement programs vital to Division operations.



## *Recreation and Parks*

---

### ADMINISTRATIVE SERVICES

The FY2021-22 budget for Administration totals \$2,494,425 and includes the Director's office, the Business Office, and Capital Planning and Development, and The Cultural Arts Center at Glen Allen. The budget for FY2021-22 reflects an increase of \$405,544, or 19.4 percent and is the result of the net difference between technology positions being moved from Recreation and Parks to Information Technology during FY2020-21, compensation increases for FY2021-22, and the addition of funding for The Cultural Arts Center.

---

### RECREATION SERVICES

The FY2021-22 budget for Recreation Services totals \$7,392,511, which reflects an increase of \$736,875, or 11.1 percent when compared to FY2020-21. This increase is related to the net difference in personnel expenses primarily associated with moving three positions to the Sports and Entertainment Authority paired with restoring funding for temporary hourly positions cut due to the suspension of certain programs during the COVID-19 pandemic as well as increased healthcare costs.

Operating and Capital components include funds used to pay for equipment replacement expenses, to preserve historic artifacts, and to purchase new and replacement furniture and fixtures for the various recreation centers. Revenue collected as a set-up fee supports furniture replacement. This fee was approved in FY2001-02 and the replacement furniture expenditures program was approved in the FY2002-03 budget.

In a similar fashion, the FY2017-18 budget initiated the inclusion of \$20,000 annually for equipment replacement at the Eastern Henrico Recreation Center. This is funded through revenues collected from members for use of the facility.

---

### PARK SERVICES

The budget for Park Services totals \$11,808,519 for FY2021-22 which represents an increase of \$2,378,481, or 25.2 percent, when compared to the FY2020-21 approved budget. This increase is driven by an increase in employee compensation and capital outlay of to restore funding cut in the FY2020-21 budget.

The equipment replacement program was initiated in the FY2008-09 budget in order to provide a regular replacement schedule for equipment when necessary. In FY2021-22, \$292,705 will go towards the replacement of mowers, trailers, landscaping equipment, utility vehicles, and other specialized equipment necessary for the maintenance of playing fields and park areas.

The Facility Rehabilitation portion of the budget totals \$508,782 in the FY2021-22 budget. This plan was initiated in the FY2000-01 budget in order to maintain the Division's facilities on a yearly basis. Types of projects in the Facility Rehabilitation program include painting, electrical, playground, scoreboard, turf, roofing, fencing, and HVAC. This funding is in addition to the Facility Rehabilitation program included in Henrico's Capital Improvements Program.

---

### REVENUES

The Division anticipates collecting revenue totaling \$576,000 in FY2021-22, which is flat compared to the approved FY2020-21 budget. Recreation generates revenues through tournament fees, program fees, and facility rentals. A new flat fee totaling 3.0 percent of the total registration fees collected by a tournament held within Henrico County will be implemented for new tournaments in FY2021-22. However, this revenue is not recognized in the FY2021-22 budget.

## DIVISION HIGHLIGHTS

During 2020, the Division successfully achieved national accreditation through the National Recreation and Park Association's (NRPA) Commission for Accreditation of Park and Recreation Agencies (CAPRA). To become accredited the Division had to meet national standards for best practice, proving overall quality of operation, management, and service to the community. Henrico County Recreation and Parks is one of only fourteen accredited agencies in the Commonwealth of Virginia.

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 2020, Henrico County hosted 101 tournaments that generated an estimated \$47.3 million in economic impact. While the number of tournaments hosted rebounded after the stay-at-home orders were lifted, the total amount was reduced by the inability to host events from mid-March to early-June. The Department was also unable to host indoor events for most of the year. Even during a global pandemic, the impact of sports tourism in 2020 was stronger than in 2017, thanks to new facilities and a strong sports tourism program. These efforts will be enhanced by the creation of the Sports and Entertainment Authority.

In response to the pandemic, the Department began offering virtual programming to citizens. The Department's YouTube channel now offers a wide range of activities for citizens to participate in for free including arts & crafts tutorials, historical activities, fitness classes and more. The Division also launched a kids show in 2020 called Fun with Friends.

In 2020, the Division of Recreation and Parks completed the first East end pickleball courts at The Springs Recreation Center, opened the Pump Track at Deep Run Park and constructed a 1,000+ foot boardwalk extension at Tuckahoe Creek Boardwalk. In addition, the Division's three public-private partnerships that made progress in 2020. The Frank Thornton YMCA Aquatics Center opened in September of 2020, the First Tee of Greater Richmond's renovation of historic Belmont Golf Course is underway, and the county is moving forward with the development of the indoor sports facility.

# SPORTS & ENTERTAINMENT AUTHORITY

## DESCRIPTION

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

The Sports and Entertainment Authority requires approval from the Board of Supervisors for creation via ordinance or resolution following an advertised public hearing as required under Virginia Code § 15.2-5602, also known as the “Public Recreational Facilities Authorities Act. At this point, the anticipated timeline for creation of the Authority begins with dedicated funding and staff in the FY2021-22 budget. During 2021-2023 several sports projects in the pipeline will be completed and this period will allow for the evaluation of facilities by county staff for recommendation to the Board on which would be a good fit for the Authority. It is anticipated that the formal legal steps towards the creation of the Authority will begin in the fall of 2023.

## OBJECTIVES

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

## FISCAL YEAR 2022 SUMMARY

### Annual Fiscal Plan

Description	FY20 Actual	FY21 Original	FY22 Approved	Change 21 to 22
Personnel	\$ 0	\$ 0	\$ 458,236	N/A
Operation	0	0	127,660	N/A
Capital	0	0	0	N/A
Total Budget	\$ 0	\$ 0	\$ 585,896	N/A

Personnel Complement*	0	0	4	4
-----------------------	---	---	---	---

\*Reflects the transfer of 3 employees from the Recreation and Parks complement and the creation of a Director position for FY2021-22

## BUDGET HIGHLIGHTS

The Authority would be governed by a board of at least five members appointed by the Board of Supervisors. The most impactful element of the Authority will be these. Guided by an Executive Director, a new position in which funding is included in the FY2021-22 budget, the Authority's Board is expected to be comprised of experts in the tourism industry that can identify creative strategies and solutions to push Henrico to new heights in the sports tourism and entertainment market. The powers of the Authority would include operation, maintenance, and regulation of facilities while still being able to draw on the county staff's expertise and assistance.

The budget for the Sports and Entertainment Authority for FY2021-22 is \$585,896. This includes funding for three positions transferred from the Recreation and Parks complement as well as the creation of a Director position as previously mentioned. Additionally, operating funding in the amount of \$127,660 has been transferred from the Recreation and Parks budget to support the day-to-day operations of the staff.

# LIBRARY

## DESCRIPTION

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

HCPL offers in-person and online services through the 789 public workstations, loanable laptops and other devices embedded in libraries across the county. The library provides Internet access, web-based Library Catalog searching, Microsoft Office software, media creation software, and electronic information resources. Wireless access (Wi-Fi) is available at all public library locations. The Library catalog, eBook downloads and databases are available remotely at any time on personal devices. The Library is a resource for every citizen and provides support with changing community needs.

## OBJECTIVES

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

## FISCAL YEAR 2022 SUMMARY

Description	FY20 Actual	FY21 Original	FY22 Approved	Change 21 to 22
Personnel	\$ 15,062,759	\$ 16,010,835	\$ 16,382,333	2.3%
Operation	4,031,715	4,091,446	4,091,446	0.0%
Capital	83,782	190,000	200,000	5.3%
Total	\$ 19,178,256	\$ 20,292,281	\$ 20,673,779	1.9%
Personnel Complement	228	228	228	0

Library

PERFORMANCE MEASURES

Performance Measures				
	FY20	FY21	FY22	Change 21 to 22
<b>Workload Measures</b>				
Annual Circulation of Materials	3,394,797	2,500,000	3,500,000	1,000,000
Physical Items	2,279,822	1,300,000	2,200,000	900,000
Digital Items (Electronic Materials)	1,192,491	1,200,000	1,300,000	100,000
Online Database Visits (Electronic Collections)	29,189	33,000	35,000	2,000
Customer Visits	1,386,023	750,000	1,900,000	1,150,000
Program Attendance - Children	57,212	10,000	60,000	50,000
Program Attendance - Teen/Young Adult	7,229	1,000	8,000	7,000
Program Attendance - Adult	6,075	2,000	6,000	4,000
Number of Programs	3,196	1,600	3,500	1,900
Number of Holds Requested by Customers	685,812	500,000	570,000	70,000
Number of Holds - Picked Up Inside Library	194,722	140,000	185,000	45,000
Number of Holds - Picked Up at Drive Up Window	52,868	80,000	80,000	-
Number of Library Cards Issued	16,420	8,000	16,000	8,000
Number of Classes Taught	497	60	350	290
Total Class Attendance	1,881	200	2,000	1,800
Digital Media Lab Bookings	341	40	300	260
Digital Media Lab Attendance	1,138	150	900	750
Number of Copies Added	109,582	79,000	85,000	6,000
Outside Use of Meeting Rooms/ Conference Rooms Total	59,935	15,000	50,000	35,000
Outside Use of Study Rooms	190,722	70,000	125,000	55,000
Outside Programming Attendance	19,546	5,000	30,000	25,000
Total Number of Library Members	293,006	293,100	293,200	100
<b>Efficiency Measures</b>				
Number of Self-Service Check-Out Transactions	881,994	550,000	1,100,000	550,000
Number of Self-Service Check-In Transactions	1,051,941	750,000	1,000,000	250,000
Number of Library Catalog Visits	710,069	700,000	850,000	150,000
Number of Library Web Site Visits	4,104,305	3,000,000	3,000,000	-
<b>Effectiveness Measures</b>				
Reference Questions Answered	471,268	375,000	500,000	125,000
Number of Customers Using Public Workstations	108,230	50,000	130,000	80,000
Number of Sessions by Customers Using Public Workstations	257,967	110,000	330,000	220,000
Number of Public WiFi Connections by Customers	2,464,711	1,500,000	2,600,000	1,100,000
Number of Titles in Collection	335,919	352,000	355,000	3,000
Number of Copies in Collection	873,939	923,000	925,000	2,000
Number of Electronic Databases Available*	29	29	29	-
Number of Volunteer Hours Used	3,913	500	4,500	4,000

\* Includes 3 Find It VA databases from the State

## BUDGET HIGHLIGHTS

The Department's budget for FY2021-22 totals \$20,673,779 representing an increase of \$381,498, or 1.9 percent from the previous approved budget. The increase in the personnel component represents the majority of the overall budget increase and is driven by rising health care expenditures and an overall increase in base salaries as a result of the updated compensation plan for FY2021-22. The operating component of the budget has stayed flat for FY2021-22 at \$4,091,446. The capital component has increased by \$10,000, or 5.3 percent, to \$200,000 to replace furniture items throughout the HCPL system.

## DEPARTMENTAL HIGHLIGHTS

### THE NEW FAIRFIELD LIBRARY

The new Fairfield Area Library opened to the public on October 6, 2019. Over 2,500 community members gathered for the opening, the largest library opening ceremony in Henrico history. A time capsule was buried near the entrance of the new library during a brief informal ceremony in February 2020, to be opened in October of 2069 at the Library's 50<sup>th</sup> anniversary.

From October 2019 to February of 2020, visits increased by 44%, circulation increased by 83%, and program attendance increased by 230%, as compared to the previous year. Fairfield Library was selected to be featured in an upcoming Architectural Issue of *Library Journal*, the leading industry publication in the library field.

### PROGRAMS, SERVICES, AND AWARDS

The Henrico Library system has been increasing programs and services by adding several opportunities to better assist the community in various areas of everyday life.

- **Diversity, Equity, and Inclusion:** This initiative includes the formation of the Equitability Task Force (ETF) in June of 2020 in response to increased urgency surrounding the national movements for racial justice, the renaming of the Library's Multicultural Committee to the IDEA (Inclusion, Diversity, Equity, and Anti-Racism) Committee, the expansion of multilingual translations of HCPL websites and paper materials, and participation in the county-wide My Henrico Academy Program.
- **Job Seeking Assistance:** HCPL hosted virtual programs in partnership with Virginia Career Works in August 2020 including six Resume Workshops, and three Interviewing Workshops. Library staff also created a Business Resources guide to assist small businesses and entrepreneurs in finding useful materials, research databases, meeting space, and books.
- **Census 2020:** Library administrators served on the county's Census Steering Committee, and library meeting spaces across the county were used for census training sessions.
- **Tax Preparation:** Tax Preparation services were provided for lower income individuals and families in partnership with Volunteer Income Tax Assistance (VITA, formerly MetroCash).

## Library

- **Outreach and Engagement:** The HCPL Outreach Department worked hard to create engaging, new programs that could be accessed remotely and were inclusive for all populations. These programs include *Storyline*, *EngAGE at Home*, *Journaling Workshops*, and an expansion of existing *Community Collection* Programs to additional County sites.
- **Virtual Programs:** HCPL implemented virtual programs like storytimes via Facebook Live, and virtual book discussions like Title Talk for adults and Teen Title Talk. Virtual programming has expanded to include book discussion groups, interactive workshops, digital skill-building classes, and teen and tween gaming groups. HCPL further ensured that all community users had expanded access to e-materials with new, digital library cards and all library members also have access to Tutor.com.
- **One Henrico Reading Challenge:** Youth Services staff created an online reading challenge for children and families to immerse themselves in the library's digital collection in May 2020, echoing the County's call to confront the challenges of the pandemic as #OneHenrico.
- **Neighbors Cultural Exchange Program Series:** The HCPL Programming Librarian launched a new program series, *Neighbors*, that aims to facilitate cultural exchange in Henrico's growing and diverse community.
- **New Calendar and Room Reservations Software:** HCPL debuted a new Online Events Calendar and Room Reservation software, LibCal from Springshare, that provides enhanced features for library patrons, including the option to reserve rooms in 15-minute increments of time, and greater flexibility in the booking of study rooms.
- **New and Updated Collections:** The Law Collection at Tuckahoe Library was officially renamed the Joseph P. Rapisarda, Jr. Law Library, to commemorate the outstanding tenure of the recently retired County Attorney. In addition, a new legal research product from Lexis Nexus was added which has resulted in cost savings.

With the increase in programs, Libraries has been recognized and awarded from the National Association of Counties (NACo) and Virginia Association of Counties (VACo) this year. Awarded programs were all initiatives that aim to increase equity and inclusion at the library. Digital Literacy Skill Building, Multilingual Storytimes, were NACo awarded and LGBTQIA+ Book Discussion Group and the Trailblazers Wall at Fairfield Library were awarded both NACo and VACo awards. HCPL was also named a Five-Star Library by Library Journal. Star Libraries are recognized for leading the nation in visits, circulation, e-materials circulation, Wi-Fi and computer usage, and program attendance. HCPL was one of 11 Five Star Libraries named nationally in its expenditure range. Accoladed programs and services show Libraries commitment to the community and seek to accommodate the diverse population.

---

## RESPONDING TO THE PANDEMIC

### Transition to Telework and Call Centers

Libraries expanded provision of remote services during an initial shutdown. Four distinct call centers allowed staff to answer questions via the Henrico Government Facilities & Services line and respond to inquiries on a chat line where community and employee questions could be asked and answered via text message. Library staff additionally worked an outreach call line for Seniors and Fairfield Library hosted a high-demand call center from the Virginia Department of Health.



## *Library*

### **HCPS Library Access and Sora**

HCPL coordinated with Henrico County Public Schools to expand access to public library eBooks for students learning virtually. The library's primary eBook service, OverDrive, offers an educational service, Sora, which has been made available to all HCPS students.

### **Online Credit Card Payments**

As a convenience and safety measure for patrons, SmartPay enables compliant online payment by credit or debit card of library fines.

### **Service Changes and Safety Protocols**

During the closure and phased reopening of library locations, the library leveraged its digital communications platforms to ensure clear and consistent information be shared about changes to library services. HCPL offered curbside pickup service and HCPL Administration coordinated closely with the County's Coronavirus Task Force and Transition teams-to implement safety protocols for the reopening of library buildings. Building capacity, including meeting and study room capacities, has been limited and enhanced cleaning protocols were implemented.

---

## TRAINING AND PREPAREDNESS

Henrico County Public Library aims to be a forward-looking institution that anticipates community needs and embraces new technologies and modes of service. Eleven HCPL employees completed their Career Development Plan from July 2019-October 2020 and HCPL has continued to prioritize emergency preparedness in staff training. Dozens of employees have attended CPR/AED trainings since the start of FY2019-20. 176 employees attended Workplace Safety Emergency Preparedness Training from Emergency Management and Workplace Safety. All staff completed Webnet Modules about Coronavirus awareness, face coverings, and workplace safety. Staff have attended trainings to learn CPR, Mental Health First Aid, and REVIVE! Opioid information and Narcan use, in partnership with other County departments. Additional training was provided to library staff about new digital signage players, wireless A/V connection software, LibraryAware software for creating promotional print materials, new virtual reference software, and new online calendar and room reservation software.

HCPL IT refreshed PCs, printers, and scanners at sites across the system. The North Park Library's computer lab and conference room received A/V equipment updates. Twin Hickory Library's study rooms received updated hardware, as did Tuckahoe Library's meeting rooms. HCPL IT also rolled out use of Solstice pods across the library system to facilitate wireless connection for patron devices to meeting and study space A/V equipment. The pods were also used to create a system-wide digital signage system, wherein the HCPL staff can centrally monitor and add information via slideshows on panels installed at all library locations.

---

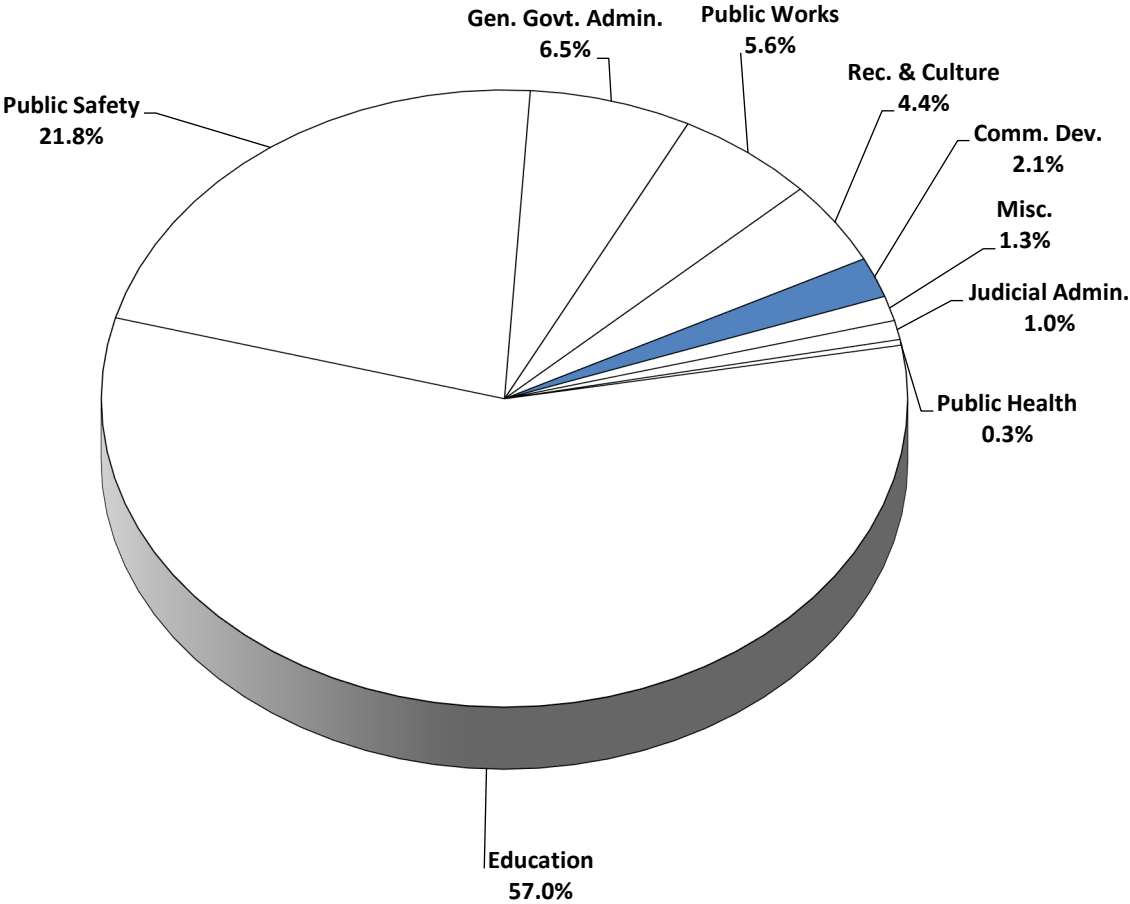
## CONCLUSION

The Library was able to respond effectively to the challenges of the coronavirus pandemic by moving services online and gathering the community via virtual events and exploring digital collections. Staff provided the same excellent customer service the community expects of their Library remotely, either online or over the phone. The equity and inclusion initiatives HCPL is undertaking will build a foundation for a stronger library system to emerge from the pandemic era. Through the pandemic, the library quickly pivoted to provide services in new ways allowing HCPL could ensure the public could access essential resources and affirmed the reputation of the library as an innovative community resource. The library system continues to be a valuable and central part of community life in Henrico.

# COUNTY OF HENRICO, VIRGINIA

## Community Development

\$20,627,148



Total General Fund

\$983,925,344

**COUNTY OF HENRICO, VIRGINIA  
COMMUNITY DEVELOPMENT - GENERAL FUND  
FY 2021-22**

<u>Department</u>	<u>FY 19-20 Actual</u>	<u>FY 20-21 Original</u>	<u>FY 21-22 Approved</u>
Economic Development	\$17,722,907	\$12,928,968	\$12,952,902
Planning:			
Administration	4,135,152	4,111,088	4,410,551
Board of Zoning Appeals	<u>168,898</u>	<u>169,527</u>	<u>169,527</u>
Total Planning	4,304,050	4,280,615	4,580,078
Community Revitalization	1,639,828	1,509,043	1,776,077
Agriculture and Home Extension	364,099	396,174	406,547
Permit Center	858,896	795,172	911,544
Total Community Development	<u>\$24,889,780</u>	<u>\$19,909,972</u>	<u>\$20,627,148</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 2022 SUMMARY

### Annual Fiscal Plan

<u>Description</u>	<u>FY20 Actual</u>	<u>FY21 Original</u>	<u>FY22 Approved</u>	<u>Change 21 to 22</u>
Personnel	\$ 0	\$ 0	\$ 0	0.0%
Operation	17,722,536	12,925,358	12,952,102	0.2%
Capital	371	3,610	800	(77.8%)
Total Budget	<u>\$ 17,722,907</u>	<u>\$ 12,928,968</u>	<u>\$ 12,952,902</u>	<u>0.2%</u>
Personnel Complement*	N/A	N/A	N/A	N/A

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

Economic Development

PERFORMANCE MEASURES

	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>Change 21 to 22</u>
<b>Effectiveness Measures</b>				
Square Footage of New Businesses	248,150	500,000	500,000	0
Announced New Jobs Created	978	400	400	0
Payroll - New Businesses	46,203,189	\$ 18,000,000	\$ 18,000,000	0
Square Footage of Existing Businesses	505,300	275,000	275,000	0
Jobs Created - Expansions and Retentions	2,596	300	300	0
Payroll - Expansions and Retentions	\$ 162,524,476	\$ 15,000,000	\$ 15,000,000	0

BUDGET HIGHLIGHTS

The budget for the Economic Development Authority for FY2021-22 is \$12,952,902. This is an increase of \$23,934, or 0.2 percent, over the FY2020-21 approved budget. Increases in the funding for the salary requirements of the Authority’s staff and support for the Greater Richmond Partnership were mostly offset by a lowered request of support for Richmond Region Tourism.

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 FY2021-22, \$8,000,000 is included for the Richmond Center Expansion Project. This is unchanged from the FY2020-21 approved budget. This FY2020-21 figure was lowered from the FY2019-20 amount of \$13,200,000 as a result of dramatic declines in lodging receipts associated with the COVID-19 pandemic. Henrico’s annual contribution to Richmond Region Tourism was decreased by \$319,925 for the same reason. The amount of support for the organization will be \$2,652,097 in FY2021-22.

The request for FY2021-22 also contains the county's \$385,000 contributions to the Greater Richmond Partnership. This increase of \$50,000 returns funding to FY2019-20 levels. This portion of the EDA budget also contains \$50,000 for the GO Virginia initiative

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

Setting aside the contributions for the outside organizations noted above, the budget request for the administrative operations of the Authority is up \$231,669, or 14.2 percent, above the FY2020-21 approved budget. This robust growth is due to salary and FICA increases for the Authority’s staff, enhanced support for advertising and additional funding of the Authority’s efforts at White Oak Technology Park.

*Economic Development*

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.

FY2020-21	\$2,972,022
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.

FY2020-21	\$335,000
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 administration of the Plan of Development (POD) and Subdivision applications and detailed review of architectural plans, landscape, lighting and fence plans, transfers of approval, and building permit applications. Zoning Administration enforces subdivision and zoning ordinances of the Henrico County Code. The Planning Systems Division provides information technology and GIS support to the entire department. Administrative Support provides budget, personnel, and clerical support for the operation of the office.

## OBJECTIVES

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

## FISCAL YEAR 2022 SUMMARY

Description	FY20 Actual	FY21 Original	FY22 Approved	Change 21 to 22
Personnel	\$ 3,821,212	\$ 3,769,351	\$ 4,068,414	7.9%
Operation	417,043	503,664	503,664	0.0%
Capital	65,795	7,600	8,000	5.3%
Total	<u>4,304,050</u>	<u>4,280,615</u>	<u>4,580,078</u>	<u>7.0%</u>
Personnel Complement	45	45	45	0

## PERFORMANCE MEASURES

	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<b>Change 21 to 22</b>
<b>Workload Measures</b>				
Reviews Completed by Dev. Review & Design	323	300	300	0
Zoning Petitions & Provisional Use Permits	52	60	60	0
Variance and Use Permits Processed	51	60	60	0
Maps Prepared	1,207	1,200	1,200	0

## OBJECTIVES (CONTINUED)

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

## BUDGET HIGHLIGHTS

The Department of Planning’s budget for FY2021-22 is \$4,580,078, which represents a net increase of \$299,463, or 7.0 percent from the FY2020-21 approved budget. This increase was driven by increases to the personnel and capital outlay components. The increase to the personnel component totals \$299,063 and reflects rising benefit costs and salary changes related to the updated compensation plan for FY2021-22. The increase to capital restores the reductions made in FY2020-21 in response to the COVID-19 pandemic and related financial uncertainty. Personnel costs for the Department of Planning’s 45 employees represent 88.9 percent of the overall budget. The operating component of the budget will remain flat from the prior year approved budget, at \$503,664. The operating component includes \$230,000 to begin a comprehensive plan review/update as required in the Code of Virginia. Funding for this project is expected to span multiple fiscal years.

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 FY2021-22, unchanged from FY2020-21. The Administration budget totals \$4,410,551, which represents an increase of \$299,463, or 7.3 percent, from the previous fiscal year.



## DEPARTMENTAL HIGHLIGHTS

The department's mission, "Provide the professional planning leadership to accomplish excellent management of the valued resources which create or coveted quality of life", involves a wide spectrum of goals, functions and accountability. Functions go beyond reviewing development to ensure compliance with zoning and subdivision ordinances and require several areas of expertise to understand the needs of a growing population and how this impacts the county's wide range of services and infrastructure. The Department of Planning provides a range of expertise in drafting white papers, land use legislation and policy, and assists in long range plans for schools and other public facilities. The department also produces maps and provides geographic, statistical and demographic data for certain GIS layers used by nearly every county department and frequently provides internal consulting for county departments.

This year the department participated in the 2020 Board Retreat with a focus on development trends and strategies to revitalize aging properties along the county's major commercial corridors. Staff also provided design assistance for General Services, Public Works, Community Revitalization, and informal plans discussed with Board members and planning commissioners. Beyond the department, staff support many regional and local groups including the PlanRVA (former Richmond Regional Planning District Commission), Transportation Planning Organization, Urban Land Use Institute, Virginia Department of Rail and Public Transportation, 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 as well as organizing numerous community meetings to keep citizens aware of land use and other issues affecting the public.

The department had a big year despite the pandemic in carrying out its mission. The department quickly mobilized to set up a balance of remote and in-office presence and created innovative approaches to continue operations with little to no interruptions. For the first time, electronic submission and routing of plans and applications were put in place using platforms such as Microsoft Teams and SharePoint, and online payment became available to customers.

The Development Review and Design Division set up processes for an administrative agenda for plans of development and subdivisions which allows the Director to approve plans in-lieu of the Planning Commission. Agency reviews for plans of development and subdivisions increased 13% and 74%, respectively from March through September 2020 when compared to the same time last year, all while maintaining an on-time review of 97% or better.

Other major achievements include the team effort initiated by Zoning Administration staff with assistance from Building Inspections, Fire, Police, Health Department, and VA Alcoholic Beverage Control to expedite permits for temporary outdoor dining areas to aid restaurants in their economic recovery. The Comprehensive Planning division developed and manned WebEx and hybrid virtual/in-person meetings to continue public hearings for the Planning Commission and the Board of Zoning Appeals and to also assist applicants in hosting community meetings to keep the public engaged and the process transparent. The department accomplished major milestones in the rewrite of the county's zoning and subdivision ordinances, which is anticipated to be adopted this spring and looks forward to beginning the update to the 2026 Comprehensive Plan in January 2021.

# COMMUNITY REVITALIZATION

## DESCRIPTION

The Department of Community Revitalization coordinates the county’s revitalization efforts and community development programs. The department plays an integral role in the enhancement of existing residential, commercial, and industrial areas in the county. The Department is divided into two major divisions (Community Development and Community Maintenance) and is responsible for administering the following programs: Community Maintenance program; CDBG, HOME and ESG programs; Virginia Enterprise Zone program; Commercial Revitalization Assistance; Neighborhood Revitalization Assistance; Volunteer Assistance Program; and property maintenance and zoning enforcement in developed communities.

## OBJECTIVES

- To administer and aggressively market the county’s Enterprise Zone program to potential new and existing businesses and/or property owners.
- To administer the CDBG, HOME and ESG programs to assist in meeting the county’s community development objectives and implement programs necessary to meet rapidly changing needs of the county.
- To administer the Community Maintenance program of environmental and zoning code enforcement.
- To identify needs within the county’s older communities and offer staff and volunteer services to improve properties and structures as a part of the Volunteer Assistance Program.
- To prepare plans and design programs for older commercial corridors and in the county to identify opportunities to facilitate investment and improvement and to develop realistic plans of action for addressing concerns.
- To coordinate the review of tax credit applications and low-interest bond financing requests 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 to ensure that such areas remain attractive for existing and potential residents and retain viable businesses.
- To perform special projects requested by the Board of Supervisors, County Manager, or other departments.

## FISCAL YEAR 2022 SUMMARY

### Annual Fiscal Plan

Description	FY20	FY21	FY22	Change
	Actual	Original	Approved	21 to 22
Personnel	\$ 1,373,258	\$ 1,243,717	\$ 1,437,995	15.6%
Operation	265,029	259,719	332,179	27.9%
Capital	1,541	5,608	5,903	5.3%
Total	<u>\$ 1,639,828</u>	<u>\$ 1,509,044</u>	<u>\$ 1,776,077</u>	<u>17.7%</u>
Personnel Complement <sup>(1)</sup>	19	19	19	0

<sup>(1)</sup> Personnel Complement does not include 6 Complement III positions that are funded through grant

Community Revitalization

PERFORMANCE MEASURES

	FY20	FY21	FY22	Change 21 to 22
<b>Workload Measures</b>				
Community Maintenance Cases	10,581	7,580	10,200	2,620
Inspections Made	30,929	21,868	30,500	8,632
Technical Assistance to Business	756	750	840	90
Enterprise Zone Design Asst. Provided	7	8	10	2
<b>Efficiency Measures</b>				
Volunteers Participating	93	-	250	250
Volunteers Hours Worked	475	-	3,050	3,050
CCP Hours Worked	2,568	534	4,000	3,466
<b>Effectiveness Measures</b>				
Violations Issued	4,252	2,509	4,100	1,591
Enterprise Zone Grants Completed	15	16	18	2
Value of Enterprise Zone Grant Assisted Project	\$ 520,000	\$ 360,000	\$ 400,000	\$ 40,000
Value of All Enterprise Zone Projects	\$ 60,822,043	\$ 50,000,000	\$ 54,000,000	\$ 4,000,000
Value of Grants Awarded	\$ 162,000	\$ 92,000	\$ 98,000	\$ 6,000

BUDGET HIGHLIGHTS

The Community Revitalization Department’s mission statement is: *“To coordinate the county’s revitalization programs and services intended to promote healthy, vibrant, and attractive residential, commercial, and industrial communities.”*

The Department’s budget for FY2021-22 is \$1,776,077. This represents an overall increase of \$267,033, or 17.7 percent, from the FY2020-21 approved budget. The personnel component includes funding to fill some of the staffing vacancies, and accounts for sizable wage adjustments and the associated benefit increases. The operating component increase of \$72,460, or 27.9 percent, is to cover the lease charges for the new Community Revitalization office, which the department relocated to in June 2020. The capital component remained flat from the previous fiscal year.

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 coordinates with neighborhood, businesses, and community organizations to raise citizen awareness regarding community maintenance requirements, housing assistance and Enterprise Zone programs administered by the Department. Meetings with

### *Community Revitalization*

these organizations also allow for the collection of valuable feedback on Department programs and an opportunity to solicit volunteers for assistance projects.

The Community Development Division administers the programs funded by the U.S. Department of Housing and Urban Development (HUD), which includes the Community Development Block Grant (CDBG), Housing Opportunities Made Equal (HOME), and Emergency Solutions Grant (ESG) programs within Henrico County. Beginning with the latter part of FY2020, special allocations of CARES Act funds from HUD are also administered by the Community Development Division. The ESG funds are used for homeless prevention, rapid rehousing, and support for the operation of homeless shelters. All three of these grant programs, which are awarded by the Federal government each year, are based on the Federal fiscal year that runs from October 1<sup>st</sup> through September 30<sup>th</sup>. There are six positions within the Department that are grant-funded and are not included in the county's personnel complement. This funding is appropriated once the grant awards are announced by HUD and the projects and programs to be supported by the award have been identified and approved by the Board of Supervisors. The projects and programs begin after grant contracts are signed by HUD and the county. Grant funding that is not expended by the end of the county's fiscal year is re-appropriated in the following year to complete the use of this funding.

A few of the Community Development Division's major accomplishments within the CDBG, HOME, and ESG grant programs include the continuation of the Housing Rehabilitation program and 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 replacement of HVAC equipment at Circle Center Adult Day Services, and to complete a study identifying an area of Sandston eligible for listing in the National Register of Historic Places. 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 \$760,000 in State grants for work completed or jobs created in 2019.

The Community Maintenance Division conducts field inspections, coordinates community clean-ups, and aids activities for neighborhoods throughout the county. The Division is involved in volunteer assistance programs, which matches civic, church, business, and neighborhood groups with low-income senior citizens whose homes need minor yard work maintenance and painting. Due to the ongoing emergency declaration and transition phases relating to COVID-19, the community clean-ups and all volunteer assistance programs have been suspended as of March 2020.

The courts' assignment of Community Corrections Program (CCP) participants to perform community service on weekends also contributes additional hours to the community maintenance programs; however, this additional service has also been suspended and modified to reduce the risk of spreading COVID-19. The CCP participants have assisted with the clean-up of the Woodland Cemetery as it offers the opportunity for social distancing while the CCP participants perform clean-up activities.

*Community Revitalization*

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

Fiscal Year	Building Inspections	Community Revitalization	Total
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	267,357	1,870,711	2,138,068
2020-21	402,489	1,509,044	1,911,533
2021-22	489,774	1,776,077	2,265,851

# AGRICULTURE & HOME EXTENSION

## DESCRIPTION

The Henrico Extension Office is the local arm of the national Cooperative Extension system that began with the passage of the Smith-Lever Act in 1914. The Cooperative Extension is a partnership between the USDA, the 106 land-grant colleges and universities across the nation, and state and local governments. In Virginia, Cooperative Extension is administered through Virginia Tech and Virginia State University.

The Cooperative Extension system employs tens of thousands of community-based educators and campus-based faculty and staff statewide. It has a remarkably broad scope of work centered on program areas that include the following: agriculture and natural resources; 4-H youth development; family and consumer sciences; leadership development; and community and economic development. Cooperative Extension provides research-based information through an informal educational process that is designed to address specific issues and needs relevant to the communities each local office serves.

## OBJECTIVES

- To assess local issues and needs through a periodic situational analysis process conducted in cooperation with the Henrico Extension Leadership Council.
- To provide timely, research-based recommendations to citizens in response to their inquiries.
- To develop the subject matter expertise and leadership skills of a dedicated cadre of volunteers who, in turn, multiply the educational reach of the professional staff far beyond their capacity alone.
- To design educational programs by employing a variety of delivery methods that provide citizens with needed information to make life-enhancing decisions.
- To make appropriate use of technology to provide more efficient, cost-effective means of communication and service to citizens.

## FISCAL YEAR 2022 SUMMARY

<b>Description</b>	<b>FY20 Actual</b>	<b>FY21 Original</b>	<b>FY22 Approved</b>	<b>Change 21 to 22</b>
Personnel	\$ 130,651	\$ 135,111	\$ 142,003	5.1%
Operation	233,273	261,063	264,544	1.3%
Capital	175	0	0	0.0%
<b>Total</b>	<b>\$ 364,099</b>	<b>\$ 396,174</b>	<b>\$ 406,547</b>	<b>2.6%</b>
Personnel Complement*	2	2	2	0

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

PERFORMANCE MEASURES

	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>Change 21 to 22</u>
<b>Workload Measures</b>				
Citizens Assisted	49,403	41,359	47,700	6,341
Programs Presented	519	291	345	54
4-H Youth Enrolled	2,332	2,000	2,500	500
Samples Analyzed and Identified	780	774	925	151
<b>Efficiency Measures</b>				
Volunteer Hours Supporting Programs	17,494	5,559	6,500	941

BUDGET HIGHLIGHTS

The Agriculture and Home Extension budget of \$406,547 for FY2021-22 increased by \$10,373, or 2.6 percent, from the FY2020-21 approved budget. The increase is driven by salary increases related to the updated compensation plan for FY2021-22. Increases in the operating component of the budget are driven primarily by the reimbursement to Virginia Tech for the four Extension Agent positions, and the sponsorship of an intern. Historically, interns have been funded utilizing vacancy savings from Virginia Tech, but these funds are no longer available. As such, \$2,600 is approved to fund half of an intern’s costs during FY2021-22.

The Extension Office is known as a cooperative program because of the partnership of local, state, and federal government. While Henrico citizens have always benefited from the cooperation, FY2020-21 saw it manifest very differently. Through technology, citizens were able to participate in programming outside of the county. Several statewide program opportunities were available including Virginia Virtual Farm to Table, Balancing Life, and 4-H at Home

Extension programs are traditionally in person with a hands-on or demonstration method. During FY2020-21, program models shifted due to COVID-19. All program areas provided virtual programming of some type during 2020. The 4-H Youth Development program led the way and conducted the majority of our virtual programs. The 4-H agents developed Head, Heart, Hands, and Health Academy to provide an option for youth away from the classroom setting. It also provided a different type of activity once students were engaged in virtual learning. With the cancellation of summer camp, youth participated in a virtual statewide camp. 4-H community clubs continued meeting and new ones were started including one with a STEM focus.

Family and Consumer Sciences programming offered virtual programs that focused on dealing with the pandemic and current concerns from various perspectives. A statewide program team developed the Balancing Life Webinar Series. This series tackled challenging issues such as communication, dealing with loss, financial, and health topics that many faced for the first time. Articles were included in the Employee Connection that stemmed from several of the webinars. Grant funds from Extension’s Family Nutrition Program allowed Extension to offer a virtual cooking program to youth during the summer of 2020. Youth were provided cooking kits and recipe ingredients. One participant commented "I like the Teen Cuisine program because I love to cook and I got to try new recipes. Also, I was able to help my mom with meals."

### *Agriculture and Home Extension*

Agriculture and Natural Resources offered virtual programs through the virtual classroom on the Extension Office's website. Master Gardener volunteers were able to assist with virtual programming including Turf Talks, Tree Talks, and a gardening series held in partnership with Henrico County Public Library. With safety protocols in place, interested Master Gardener interns were able to staff the Horticulture Helpline to gain experience in responding to citizen requests. The Extension Office continued to accept diagnostic samples with a shift from physical to virtual. Additionally, the Ask an Expert app was promoted to address citizen inquiries with 315 questions received in 2020 compared to 11 in 2019.

Extension increased its use of social media to reach over 25,000 citizens. Facebook was used most often, a YouTube channel was also created. There, many 4-H programs, including contests as well as horticulture programs, were shared. The Extension Office collaborated on Tropical Treasures; a four-week video series focuses on tropical fruit that was available on our YouTube Channel. The series included crafts, propagation education, and recipe videos.

The Agriculture and Home Extension budget for FY2021-22 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 four 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 100.0 percent of the salary and benefit costs of two Extension Agent positions, and 50.0 percent of the salary and benefit costs of the other two Extension Agent positions.



# PERMIT CENTERS

## DESCRIPTION

The Department of Community Development, better known as the Permit Centers, is a convenient “one-stop shop” for residents seeking community development services including permits and applications. The Department has two locations referred to as the Permit Center-East and the Permit Center-West. The Permit Center-East has been in service since 1989. Due to the success of the eastern location, services were expanded to a western location that opened in April 2001. The Permit Centers are staffed by representatives from Building Inspections, Planning, Public Utilities, and Public Works.

## OBJECTIVES

- To consistently provide quality services to all citizens and customers in a professional, accurate, and efficient manner.
- To assist the public, including private citizens, builders, developers, and engineers, with their permitting and licensing needs.
- To provide information to the public concerning 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 services to provide them in a cost-efficient manner.

## FISCAL YEAR 2022 SUMMARY

### Annual Fiscal Plan

<b>Description</b>	<b>FY20 Actual</b>	<b>FY21 Original</b>	<b>FY22 Approved</b>	<b>Change 21 to 22</b>
Personnel	\$ 1,102,071	\$ 1,066,965	\$ 1,164,068	9.1%
Operation	17,613	13,117	20,930	59.6%
Capital	948	8,372	9,372	11.9%
Sub-Total	<u>\$ 1,120,632</u>	<u>\$ 1,088,454</u>	<u>\$ 1,194,370</u>	<u>9.7%</u>
Interdepartmental Billings*	<u>(261,736)</u>	<u>(293,282)</u>	<u>(282,826)</u>	<u>(3.6%)</u>
Total Budget	<u>\$ 858,896</u>	<u>\$ 795,172</u>	<u>\$ 911,544</u>	<u>14.6%</u>
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.

## Permit Centers

### PERFORMANCE MEASURES

	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>Change 21 to 22</u>
<b>Workload Measures</b>				
Total Number of Inquiries	14,056	16,259	16,584	325
Permit Applications Received	5,248	4,453	4,542	89
Reviews Performed	7,550	10,333	10,540	207
Business Licenses Reviewed	2,424	2,250	2,295	45

### BUDGET HIGHLIGHTS

The Permit Centers' budget for FY2021-22 is \$911,544 reflecting an increase of \$116,372, or 14.6 percent, from the prior approved budget. The personnel component increased by \$97,103 or 9.1 percent reflecting employee compensation increases and rising health care costs, for a total of \$1,164,068. The operating budget increased \$7,813, restoring funding removed due to the COVID-19 pandemic. The capital budget of \$9,372 increased \$1,000, or 11.9%, to account for computer equipment replacement. The remaining \$10,456 reflects less reimbursements for staff via interdepartmental transfers due to turnover in these positions.

Staff from Building Inspections, Public Works, Public Utilities, and Planning provide services in the Permit Centers and funds to pay for these functions reside in the Permit Centers' budget. Four staff members included in the complement have their personnel expenditures reimbursed, via interdepartmental transfer, by the appropriate department related to the services furnished. Reimbursements for FY2021-22 will be from the Public Works and Public Utilities departments and the sum of these offsets, totaling \$282,826, is shown in interdepartmental billings in the operating budget.

### DEPARTMENTAL HIGHLIGHTS

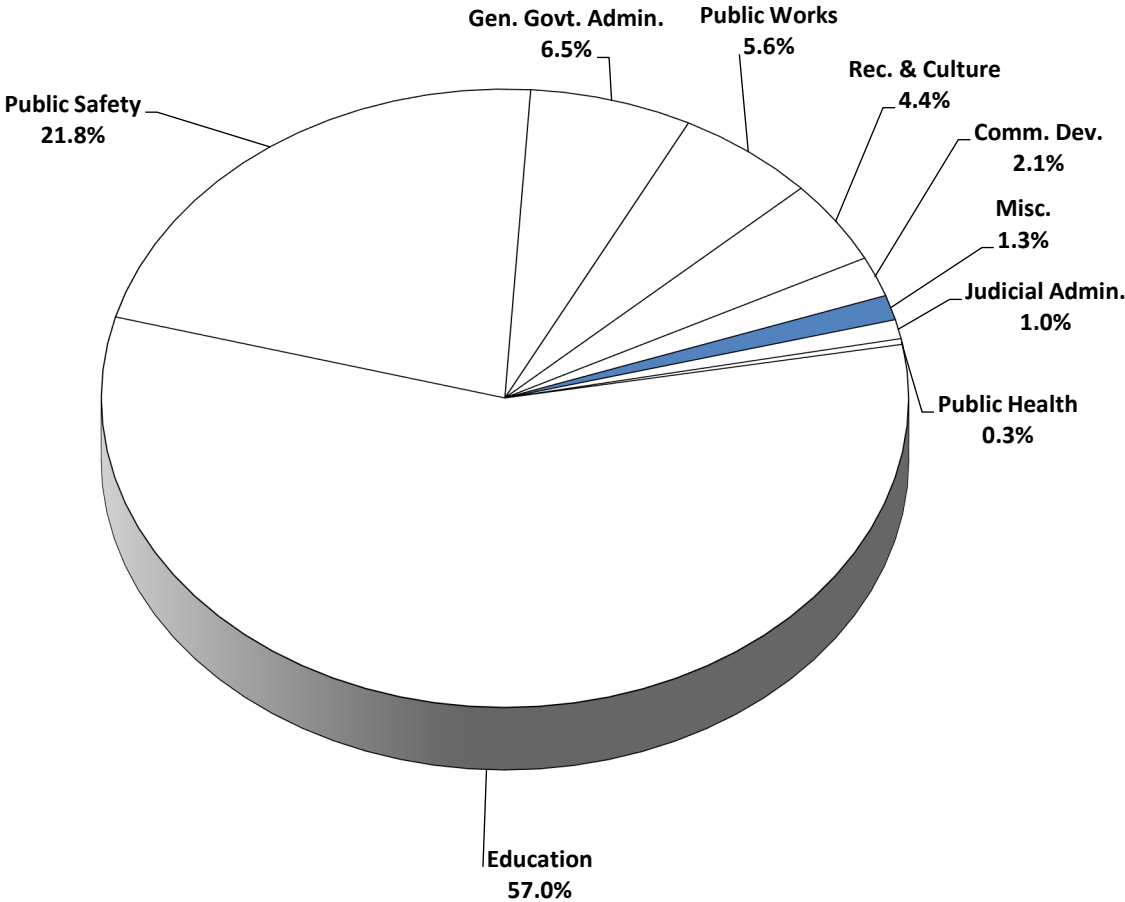
The one-stop convenience at both the East and West locations simplifies the process of obtaining permits for the customer and improves overall service levels. Services provided include processing building permits, answering inquiries regarding code regulations, zoning, water and sewer availability, and road and drainage issues. The Permit Centers were designed to make it more convenient to process and approve permits at a central location. Technology is one of the driving forces to accomplish this process using the Geographic Information System (GIS) and the Tidemark software system. When a resident or builder enters the Permit Centers, they can leave with an approved permit for additions, decks, or accessory structures.

During the COVID-19 crisis, the Permit Center staff produced more work product, and have done so at a higher efficiency, than at any time in their history. Service quality is ensured so the customer remains the priority even with major changes in how the process is completed. Year-to-date estimates project the total number of inquiries (defined as a person-to-person contact, telephone call, or email request for service) answered by Department staff will rise to 16,259 in FY2020-21. The total number of reviews performed and permits issued are also projected to increase.



# COUNTY OF HENRICO, VIRGINIA

Miscellaneous  
\$12,767,965



Total General Fund  
\$983,925,344

**COUNTY OF HENRICO, VIRGINIA  
 MISCELLANEOUS - GENERAL FUND  
 FY 2021-22**

<u>Department</u>	<u>FY 19-20 Actual</u>	<u>FY 20-21 Original</u>	<u>FY 21-22 Approved</u>
Non-Departmental			
Tax Relief Program	\$9,942,305	\$9,000,000	\$9,000,000
Payments to Outside Agencies	3,282,954	2,325,396	2,193,949
Reserve - Miscellaneous	0	1,336,839	1,514,802
Other	37,624	45,214	45,214
Sandston Recreation Center	11,525	14,000	14,000
Total Miscellaneous	<u>\$13,274,408</u>	<u>\$12,721,449</u>	<u>\$12,767,965</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 FY2021-22 budget has attempted to strike a balance between these requests and available resources.

### FISCAL YEAR 2022 SUMMARY

Annual Fiscal Plan					
Description	FY20	FY21	FY22	Change	
	Actual	Original	Approved	21 to 22	
Tax Relief Programs	\$ 9,942,305	\$ 9,000,000	\$ 9,000,000	0.0%	
Board Members <sup>(1)</sup>	37,624	45,214	45,214	0.0%	
Donations to Agencies	1,890,151	1,268,151	973,551	(23.2%)	
Share of Other Agencies	1,392,803	1,057,245	1,220,398	15.4%	
Reserve for Contingences	\$ 0	\$ 1,336,839	\$ 1,514,802	13.3%	
Total <sup>(2)</sup>	<u>\$ 13,262,883</u>	<u>\$ 12,707,449</u>	<u>\$ 12,753,965</u>	<u>0.4%</u>	
Personnel Complement	N/A	N/A	N/A	N/A	

<sup>(1)</sup>Capital Regional Airport Commission, Housing Advisory Committee and Plan RVA

<sup>(2)</sup>Not including Sandston Community House.

*Non-Departmental*

**BUDGET HIGHLIGHTS (CONTINUED)**

In addition to the funding for outside agencies shown in this budget, contributions are made to other agencies in the Schools' budget, including: Partners in the Arts; Richmond Symphony; Valentine Museum; Virginia Historical Society; and The American Civil War Center at Tredegar.

Henrico's \$385,000 contribution to the Greater Richmond Partnership and its \$2,652,097 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 reduction in this year's donations to agencies reflects the transfer of \$600,000 in funding for The Cultural Arts Center at Glen Allen into the Recreation and Parks 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.

Non-Departmental - County Supported Activities (cont'd)

Details of Activities

	FY 19-20 Actual	FY 20-21 Original	FY 21-22 Approved
A. County Functions:			
1. Tax Relief Programs	\$ 9,942,305	\$ 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	5,598	9,689	9,689
3. Richmond Regional Plan. Dist. Comm.	19,377	22,607	22,607
Sub-Total	37,624	45,214	45,214
C. Donations to: *			
1. ALS Association of DC/MD/VA <sup>(1)</sup>	15,000	0	0
2. American Red Cross of Capital Virginia	0	0	0
3. Asian American Society of Virginia	9,500	0	5,000
4. Assoc. for the Preservation of Henrico Antiquities	0	0	10,000
5. Better Housing Coalition	38,405	38,405	38,405
6. CARITAS	50,000	50,000	50,000
7. CASA (Court Appointed Special Advocates)	5,000	5,000	5,000
8. Central Virginia Legal Aid Society	10,000	0	0
9. Children's Hospital	1,500	1,500	1,500
10. ChildSavers	0	0	0
11. ChinaFest	10,000	0	0
12. Coal Pit Learning Center	0	15,000	15,000
13. Community Brain Injury Services (Mill House)	26,250	26,250	26,250
14. Community Food Collaborative <sup>(2)</sup>	0	30,000	30,000
15. Crossover Health Clinic	50,000	50,000	50,000
16. Cultural Arts Center at Glen Allen <sup>(3)</sup>	630,000	400,000	0
17. Cultureworks (Arts and Cultural Funding Consortium) <sup>(4)</sup>	50,000	0	20,000
18. Family Restoration Network	30,000	30,000	0
19. FeedMore (Meals on Wheels, Cent. Va. Foodbank)	25,000	25,000	25,000
20. Festival of India	8,000	0	0
21. FISH (Eastern Henrico County)	26,244	26,244	26,244
22. Friends of Henrico County Public Library (All Henrico Reads) <sup>(5)</sup>	5,000	0	0
23. G. E. T. Foundation	0	0	0
24. Ginter (Lewis) Botanical Garden	115,000	0	0
25. The Healing Place	25,000	25,000	25,000
26. Henrico Community Partners	2,300	2,300	2,300
27. Henrico Police Athletic League	26,000	21,000	21,000
28. Henrico Volunteer Rescue Squad <sup>(6)</sup>	81,000	45,000	0
29. Homeward	20,500	20,500	20,500
30. H.O.P.E. in the Community	0	15,000	20,000
31. Housing Families First (Hilliard House)	70,000	70,000	70,000
32. India Association of Virginia	10,000	0	0
33. James River Advisory Council	5,000	0	0
34. Leadership Metro Richmond	10,000	0	0
35. Liberation Veteran Services	0	0	10,000
36. Local Initiatives Support Corporation of Virginia (LISC)	30,000	30,000	30,000
37. Maymont Foundation Nature Center	60,000	0	50,000
38. McShin Foundation/Other	30,000	30,000	60,000
39. Metropolitan Junior Baseball League <sup>(7)</sup>	20,000	0	15,000
40. Metropolitan Richmond Sports Backers	30,000	0	20,000
41. Opportunity. Alliance. Reentry (OAR)	15,000	15,000	15,000



Non-Departmental - County Supported Activities (cont'd)

	FY 19-20 Actual	FY 20-21 Original	FY 21-22 Approved
42. Ramp Access Made Possible by Students (RAMPS)	10,000	10,000	10,000
43. Read Center, The	19,500	0	0
44. Re-Establish Richmond	0	15,000	15,000
45. Resources for Independent Living	36,162	36,162	36,162
46. Richmond Performing Arts Alliance (Centerstage)	10,000	0	0
47. Rings Versus Rent Scholarship Foundation	0	0	0
48. Safe Harbor	20,000	20,000	51,290
49. Salvation Army	16,000	16,000	16,000
50. Science Museum of Virginia	10,000	0	0
51. Senior Connections (CAAA)	56,000	56,000	56,000
52. SOAR 365 (Formerly Richmond Area ARC - Camp Baker)	7,500	7,500	7,500
53. Sportable	0	0	20,000
54. St. Francis Home	0	0	0
55. St. Joseph's Villa (Flagler Home)	35,000	35,000	35,000
56. Tech For Troops	0	15,000	15,000
57. Virginia Association of Recovery Residences <sup>(8)</sup>	0	30,000	0
58. Virginia Capital Trail Foundation	0	0	25,000
59. Virginia Hispanic Foundation <sup>(9)</sup>	20,000	0	15,000
60. The Way	75,000	25,000	0
61. Youth Life Foundation	4,000	0	0
62. Youth Outreach Services	0	0	0
63. YWCA	31,290	31,290	0
To be Allocated	0	0	10,400
Sub-Total	1,890,151	1,268,151	973,551

\* - A categorized list of agencies that applied for funding is attached.

D.	Henrico's Share of Funding for:			
	1. Henricopolis Soil/Water Conservation	109,870	100,000	116,462
	2. Henricus Foundation	330,000	233,100	338,900
	3. Med-Flight Program	11,100	7,500	5,600
	4. National Association of Counties	6,001	6,001	6,001
	5. Reynolds Community College (Oper.) <sup>(10)</sup>	105,337	120,203	123,988
	6. Reynolds Community College (Capital)	327,049	335,399	345,955
	7. Reynolds Culinary Arts Program - Construction	150,000	0	0
	8. Richmond Regional Plan. Dist. Comm.	227,077	170,000	197,399
	9. Virginia Association of Counties	68,669	70,042	71,093
	10. Virginia Institute of Government	15,000	15,000	15,000
	11. Other Civic & Cultural Organizations <sup>(11)</sup>	42,700	0	0
	Sub-Total	1,392,803	1,057,245	1,220,398
E.	Reserve for Contingencies:	0	1,336,839	1,514,802
	Total	\$ 13,262,883	\$ 12,707,449	\$ 12,753,965

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 to the Community Food Collaborative have been made through budget amendments in June of 2017 and December of 2019.
- (3) Funding of \$600,000 is contained within the Recreation and Parks budget.
- (4) 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)
  - j. Virginia Historical Society
  - k. Virginia Opera (Operating)
  - l. Virginia Repertory Theatre
  - m. Visual Arts Center of Richmond
- (5) Funding for the Friends of Henrico County Public Library is included as part of the Department of Library's budget.
- (6) Funding of \$24,000 was provided to the Henrico Volunteer Rescue Squad through a December 2018 budget amendment.
- (7) Funding of \$500 in October 2016 and \$2,500 in April of 2018 was provided to the Metro. Junior Baseball League through budget transfers.
- (8) Funding of \$60,000 is proposed within the Mental Health and Developmental Services budget.
- (9) The Virginia Hispanic Foundation was formerly known as the Virginia Hispanic Chamber of Commerce.
- (10) Payments for Reynolds Community College are made through the Community College Workforce Alliance.

(11) Other Civic & Cultural Organizations:	<u>FY 2019-20</u>
a American Legion Post #242	5,000
b Henrico 2 Smart 2 Start	1,500
c NAACP Freedom Fund	2,500
d Virginia Union University	28,000
e Virginia Asian Foundation	1,500
f Metropolitan Business League	3,000
g Henrico Ed. Foundation Scholarship	<u>1,200</u>
Total Other	\$ 42,700

Note: Budgeted in Economic Development:

	<u>FY 21-22</u>
Greater Richmond Partnership	\$ 385,000
Richmond Region Tourism (Formerly RMCVB)	2,652,097

# NON-DEPARTMENTAL

## Sandston Recreation Center

### DESCRIPTION

The Sandston Recreation Center provides a facility for indoor recreation for the Sandston community. The center also receives funds in addition to those included in the county budget from rental fees and donations from users and community organizations.

### OBJECTIVES

- To provide meeting and recreational opportunities for the Sandston community.
- To provide space to community organizations for meetings and public activities.

### BUDGET HIGHLIGHTS

There are no requested changes in service levels for FY2021-22. 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. As such, support now comes entirely from the General Fund.

### FISCAL YEAR 2022 SUMMARY

**Annual Fiscal Plan**

<b>Description</b>	<b>FY20 Actual</b>	<b>FY21 Original</b>	<b>FY22 Approved</b>	<b>Change 21 to 22</b>
Personnel	\$ 0	\$ 0	\$ 0	0.0%
Operation	11,525	14,000	14,000	0.0%
Capital	0	0	0	0.0%
<b>Total</b>	<b>\$ 11,525</b>	<b>\$ 14,000</b>	<b>\$ 14,000</b>	<b>0.0%</b>
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

Within the approved Capital Budget for FY2021-22 are general government and education projects to be funded from various General Fund revenues. This will be accomplished through a transfer from the General Fund to the Capital Projects Fund in the amount of \$45,637,800.

## FISCAL YEAR 2022 SUMMARY

### Annual Fiscal Plan

Description	FY20 Actual	FY21 Original	FY22 Approved	Change 21 to 22
Total	\$ 85,954,676	\$ 0	\$ 45,637,800	N/A

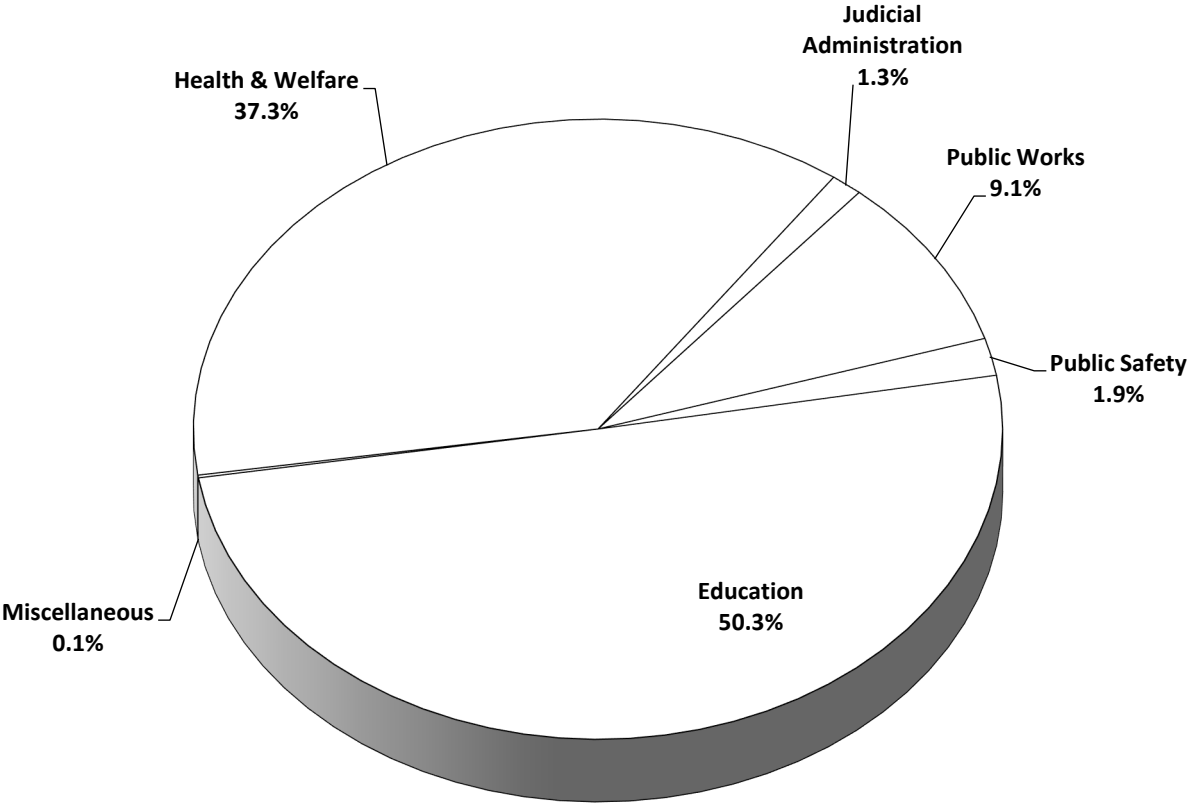
Capital Improvement Transfers

GENERAL FUND TRANSFERS

	<u>FY2021-22</u>
<b>General Fund - Designated Fund Balance:</b>	
Mechanical Improvements - Education	\$1,750,000
Roof Replacements - Education	750,000
Mechanical Improvements	500,000
Roof Replacement and Rehabilitation	1,200,000
Small Project Improvements and Renovations	200,000
Energy Management	100,000
Information Technology Projects	1,500,000
Pavement Rehabilitation	500,000
Geographic Information System	150,000
Facility Rehabilitation	425,000
Subtotal General Fund - Designated Fund Balance:	<u>\$7,075,000</u>
<b>General Fund - Designated Capital Reserve:</b>	
Fire House #6 Land Acquisition	\$440,000
Transitional Recovery Center	9,000,000
Land Reserve	3,000,000
Subtotal General Fund - Designated Capital Reserve:	<u>\$12,440,000</u>
<b>General Fund Revenue - Education Meals Tax Revenue:</b>	
Meals Tax Projects	\$5,000,000
<b>General Fund Revenue - Education Meals Tax Reserve:</b>	
Meals Tax Projects	\$4,000,000
<b>General Fund - Facebook</b>	
Schools Technology	\$2,000,000
<b>General Fund Revenue- Stormwater Dedication:</b>	
Chesapeake Bay TMDL/MS4 Compliance	\$2,348,000
<b>General Fund Revenue (Motor Vehicle License Fee) - Public Works:</b>	
Land Acquisitions - Drainage	\$500,000
Streams and Creeks - Drainage	750,000
Minor Drainage Projects	500,000
Subtotal General Fund Revenue (Motor Vehicle License Fee) - Public Works:	<u>\$1,750,000</u>
<b>General Fund - Undesignated Fund Balance - Vehicle Replacement Fund:</b>	
School Bus Replacement Plan	\$4,700,000
Fire Apparatus Replacement Program	3,300,000
Police Vehicle Replacement Program	3,024,800
Subtotal General Fund Revenues - Vehicle Replacement Fund:	<u>\$11,024,800</u>
 Total General Fund Transfer	 <u><u>\$45,637,800</u></u>

# COUNTY OF HENRICO, VIRGINIA

## Special Revenue Fund



Total \$200,887,583

# 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 2022 SUMMARY

Description	FY20 Actual	FY21 Original	FY22 Approved	Change 21 to 22
Personnel *	\$ 592,987	\$ 705,492	\$ 758,733	7.5%
Operation	3,590,552	3,481,949	3,443,272	(1.1%)
Capital	34,608	0	0	0.0%
Total	<u>4,218,147</u>	<u>4,187,441</u>	<u>4,202,005</u>	<u>0.3%</u>
Personnel Complement *	N/A	N/A	N/A	N/A

\* The budget for CRWP supports eight complement III positions, which is not included in the county's personnel complement.

## PERFORMANCE MEASURES

	Performance Measures			Change
	FY20	FY21	FY22	21 to 22
<b>Workload Measures</b>				
Customers Receiving Basic Career Services	35,000	15,000	25,000	10,000
Customers Enrolled in Individualized Services	1,014	900	950	50
Customers Receiving Training	236	240	250	10

## 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 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 Innovative Employment Solutions Corporation, a community partner. This program targets disengaged young adults ages 17-24 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?	86%	86%
Did they keep a job?	82%	73%
Earned a Credential	72%	79%
Average Wages	\$25,000	N/A



## BUDGET HIGHLIGHTS

The FY2021-22 CRWP budget in the amount of \$4,202,005 reflects a \$14,564, or 0.3 percent, increase compared to last fiscal year's approved budget reflecting expected revenues. Personnel grew \$53,241 or 7.5 percent reflecting benefit rate changes and operating outlay. Operating expenses decreased by \$38,677 or 1.1 percent. There were no changes to capital outlay.

The exact amount of federal funding will be available after the county budget is adopted so an appropriate placeholder is used until the state issues local allocations to all of Virginia's 15 local workforce areas. The federal funding formula includes regional variables that are subject to change. While indicators like unemployment and poverty have increased since last year, the total amount released by the US Congress sets the base by which the formula is run for each state and local area.

The FY2021-22 budget includes a grant reserve that allows transfers into the program based on need. For example, in the past fiscal year the CRWP has benefitted from nearly \$500,000 in awards that were not known at the time of budget adoption.

### 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.

This table shows contributions to CRWP from Henrico County and from the other localities as well as Henrico's contributions as a percentage of total local contributions. Locality contributions have been based on the proportional service level received in the prior year since a new formula was adopted in 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 amount 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%
FY2022	\$56,000	\$136,000	29%

\* 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 Special Drug Prosecutor budget for FY2021-22 is \$207,048, an increase of \$27,819, or 15.5 percent compared to the prior fiscal year. The personnel component increased by \$25,252, or 14.3 percent and includes employee compensation and benefit rate increases.

### FISCAL YEAR 2022 SUMMARY

Description	Annual Fiscal Plan			
	FY20 Actual	FY21 Original	FY22 Approved	Change 21 to 22
Personnel	\$ 178,601	\$ 176,338	\$ 201,590	14.3%
Operation	3,544	2,891	5,458	88.8%
Capital	0	0	0	0.0%
Total	<u>\$ 182,145</u>	<u>\$ 179,229</u>	<u>\$ 207,048</u>	<u>15.5%</u>
Personnel Complement*	1	1	1	0

\* Special Drug Prosecutor maintains the budget for two positions (1 comp II, and 1 comp III) but the comp III position is excluded from the Personnel Complement.

*Special Drug Prosecutor*

**PERFORMANCE MEASURES**

	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>Change 21 to 22</u>
<b>Workload Measures</b>				
Total Subpoenaes	1,776	1,800	1,825	25
Total Indictments	573	600	625	25
Total Defendants	198	225	250	25

**BUDGET HIGHLIGHTS (CONTINUED)**

The operating component was increased by \$2,567 compared to FY2020-21, restoring structure removed during 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. The budget includes General Fund support of \$66,308.

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

Fiscal Year	State Funding	County Funding	% County
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%
2021-22	140,740	66,308	32%

**DEPARTMENT HIGHLIGHTS**

The Special Drug Prosecutor Program provides a vital public safety function for the county by working with a multi-jurisdictional investigative grand jury comprised of the Counties of Henrico, Hanover and Chesterfield, and the City of Richmond. The Special Drug Prosecutor coordinates witnesses and subpoenas for tangible evidence ordered by the grand jury and handles a full caseload of criminal matters. The multi-jurisdictional grand jury plays an essential role in the investigation of drug and homicide cases in the Richmond metropolitan area.

# COMMONWEALTH'S ATTORNEY

## Victim/Witness Assistance Program

### DESCRIPTION

The Victim/Witness Assistance Program was established in Virginia in 1984 by the General Assembly. Henrico's Victim/Witness program was implemented in May of 1988. The goal is to assist crime victims and witnesses through the criminal justice system by providing the information and assistance required by the Crime Victim and Witness Rights Act. These services include 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 services in a cost-effective manner by coordinating and using volunteer time and talent.

### BUDGET HIGHLIGHTS

The Victim Witness Assistance Program budget for FY2021-22 is \$1,263,976, or 6.3 percent compared to the prior fiscal year. The personnel component increased by \$74,895 or 6.3 percent and includes employee compensation and benefit rate increases.

### FISCAL YEAR 2022 SUMMARY

#### Annual Fiscal Plan

Description	FY20	FY21	FY22	Change
	Actual	Original	Approved	21 to 22
Personnel	\$ 1,051,009	\$ 1,050,546	\$ 1,125,441	7.1%
Operation	131,037	133,535	133,535	0.0%
Capital	6,666	5,000	5,000	0.0%
Total	<u>\$ 1,188,712</u>	<u>\$ 1,189,081</u>	<u>\$ 1,263,976</u>	<u>6.3%</u>

Personnel Complement\* 5 5 5 0

\*The Victim Witness Program maintains the budget for thirteen positions (1 comp I, 4 comp II, 8 comp III) but the 8 complement III positions are excluded from the Personnel Complement.

Victim Witness

PERFORMANCE MEASURES

	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>Change 21 to 22</u>
<b>Workload Measures</b>				
Victims Assisted	5,511	6,000	6,500	500

BUDGET HIGHLIGHTS (CONTINUED)

The operating component is unchanged from the previous fiscal year with funds shifted between accounts to cover contractually based lease increases for the Victim Witness and CASA building. The capital component also remains at the FY2020-21 level.

The FY2021-22 budget includes a General Fund transfer of \$589,821 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 FY2021-22 budget. The budget includes funding for thirteen full-time positions, eight of which are complement III, four are complement II, and one complement I position.

The table provides a historical depiction of budgeted state and county funding by fiscal year over a ten-year period.

Fiscal Year	State Funding	County Funding	% County
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%
2021-22*	674,155	589,821	47%

# 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 2022 SUMMARY

Description	FY20 Actual	FY21 Original	FY22 Approved	Change 21 to 22
Personnel	\$ 1,509,104	\$ 1,583,079	\$ 1,737,196	9.7%
Operation	84,383	76,030	76,030	0.0%
Capital	7,293	11,077	11,077	0.0%
Total	\$ 1,600,780	\$ 1,670,186	\$ 1,824,303	9.2%
Personnel Complement*	3	1	3	2

\* 3 positions are reflected as Complement I positions. Additionally, there are 20 Complement III positions and 1 Complement IV position, which are not included in the county's personnel complement.

\*\*Two Complement I positions were added in FY2019-20. The positions were from the hold complement to assist with jail diversion efforts increasing the Complement I total to 3 positions.

## Community Corrections Program

### PERFORMANCE MEASURES

	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>Change 21 to 22</u>
<b>Workload Measures</b>				
New Pretrial Cases Supervised	1,827	2,200	2,013	(187)
New Probation Cases Supervised	1,129	1,300	1,214	(86)
Pretrial Investigations Conducted	1,374	1,000	1,187	187
Client Hours of Community Service Completed	9,450	8,000	8,725	725

### 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 FY2021-22: (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 FY2021-22 is \$1,824,303 which is an increase of \$154,117, or 9.2 percent, from the FY2020-21 approved budget. This budgetary growth is due to increases in personnel costs related to vacancies that plan to be filled in FY2021-22, the addition of two positions that were added to address an increased use of pretrial services due to the COVID-19 pandemic, and compensation adjustments for FY2021-22. In 2020, the Community Corrections Program continued to experience a high volume of referrals because of jail diversion efforts and the COVID-19 pandemic. Operating and capital equipment costs remain unchanged at \$76,030, and \$11,077, respectively. The majority of the capital funds are provided for the replacement of computer equipment.

The allotment of General Fund support for FY2021-22 is budgeted to increase \$152,158, or 72.0 percent, to support the addition of two locally funded positions and approved compensation adjustments. State support for the program is expected to increase by \$1,959 or less than 1 percent, to a total of \$1,215,878. The Department also collects probation and restitution monitoring fees, which are utilized to support program services. Those fee collections are estimated to be \$244,950 during FY2021-22.

# 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 2022 SUMMARY

<b>Description</b>	<b>FY20 Actual</b>	<b>FY21 Original</b>	<b>FY22 Approved</b>	<b>Change 21 to 22</b>
Personnel	\$ 290,070	\$ 372,265	\$ 377,279	1.3%
Operation	97,856	73,464	73,464	0.0%
Capital	1,681	1,500	1,500	0.0%
<b>Total</b>	<b>\$ 389,607</b>	<b>\$ 447,229</b>	<b>\$ 452,243</b>	<b>1.1%</b>
Personnel Complement*	1	1	1	0

*\*Note: The budget for Drug Court includes funding for five positions, including 1 complement I and 4 complement III positions. The complement III positions are excluded from the County's Personnel Complement listed.*



Drug Court

PERFORMANCE MEASURES

	FY20	FY21	FY22	Change 21 to 22
<b>Workload Measures</b>				
Successful Graduates	20	18	19	1
<b>Efficiency Measures</b>				
% of Referrals Assessed on Time	100%	100%	100%	0%
<b>Effectiveness Measures</b>				
% of Participants Staying Drug-Free	94%	95%	95%	0%

BUDGET HIGHLIGHTS

The Drug Court Program will complete its seventeenth year of operations in FY2020-21. 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 \$240,000 in FY2021-22. This is a decrease of 2.0 percent from the amount of State support in the FY2020-21 approved budget. The requirement for General Fund support in FY2021-22 is projected to be \$189,833, which is an increase of \$10,014, or 5.6 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 FY2021-22.

The budget for FY2021-22 is \$452,243. This is an increase of \$5,014, or 1.1 percent from the FY2020-21 approved budget. The increase is driven by the increased cost of employee benefits and the updated compensation plan for FY2021-22. The request for funding for operations is unchanged from the FY2020-21 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. In 2020, despite challenges presented by the COVID-19 pandemic, Drug Court worked continuously to provide 5.5. hours of weekly treatment dosage to ensure continued success of these programs.

The Henrico Drug Court’s NACo Award winning “Healthy Lifestyles Initiative” continues to provide information and assistance for participants to gain access to primary health and wellness programming. The Health Department provides annual HIV and Hepatitis testing at the Drug Court Office.

### *Drug Court*

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. These services and programs continue to often be utilized as alternatives to secure detention. Juvenile and Domestic Relations District Court Judges and Court Service Unit staff utilize VJCCCA funding to provide an array of programs and services to juveniles and their families. This is accomplished by the use of private vendors, independent contractors, and VJCCCA staff. The programs and services provided include home-based services, GPS electronic monitoring, a two-level larceny reduction program, parenting and anger management groups, Project Fresh Start, and Promoting Empowerment and Resiliency through Learning Strengths (PEARLS), a program that specifically addresses the needs of female youth. In 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 and Arabic, trauma assessments and counseling. In FY2020-21 the Level Two Parenting program was replaced with Parent Coaching.

VJCCCA funds continue to offer services that are accessible in a timely manner and provide much needed resources to youth and their families. 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 2022 SUMMARY

Annual Fiscal Plan				
Description	FY20	FY21	FY22	Change
	Actual	Original	Approved	21 to 22
Personnel	\$ 270,050	\$ 268,609	\$ 309,457	15.2%
Operation	317,679	330,919	322,630	(2.5%)
Capital	0	0	0	0.0%
Total	<u>\$ 587,729</u>	<u>\$ 599,528</u>	<u>\$ 632,087</u>	<u>5.4%</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

	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>Change 21 to 22</u>
<b>Workload Measures</b>				
Number of Referrals from Probation/Court Order	499	499	499	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 VJCCCA budget for FY2021-22 totals \$632,087 which includes county support of \$457,258 and Projected revenues of \$174,829 from the state. The Program’s budget reflects a \$32,559 increase, or 5.4 percent when compared to the FY2020-21 budget.

Personnel costs increased by \$40,848, or 15.2 percent. This budgetary growth was driven by sizable wage increases and associated benefit costs, as well as an increase in temporary part-time salaries. The operating component decreased 2.5 percent, or \$8,289, due to changes in service levels as services have adapted to the COVID-19 pandemic.

On July 1, 2018, VJCCCA staff took over the GPS monitoring program that previously had been monitored by state juvenile probation officers. It was initially anticipated there would be an average of 10 youth on GPS daily. VJCCCA staff have monitored 129 youth on GPS in FY2018-19 and 119 in FY2019-20 with only the addition of temporary part-time staff. Sufficient funds have been budgeted for temporary part-time staffing, with adjustments made in other programs.

The impact of COVID-19 has resulted in web-based programs and services being provided to families on an individual basis. This has resulted in a constant review of service delivery to accommodate families individually and the need to establish rules of etiquette. In addition, the reduction in cases coming into juvenile court has impacted the number of referrals normally received by VJCCCA .

# VJCCCA – DETENTION HOME

## DESCRIPTION

In 1996, funding through the Virginia Juvenile Community Crime Control Act (VJCCCA) replaced the State Block Grant system for all community-based programs and services in the juvenile justice system outside of secure detention. A major advantage of this funding is Henrico’s ability to develop programs and services that specifically address its juvenile justice needs.

## OBJECTIVES

- To help alleviate the problem of over-crowding in Secure Detention.
- To allow children to live with their custodial parents while in the program or until Court disposition.
- To operate the Outreach Program effectively per Court orders, thereby reducing the number of youths kept in detention.
- To provide a less restrictive alternative to incarceration.
- Allows for day-to-day contact to keep youth trouble free.

## BUDGET HIGHLIGHTS

Juvenile Detention’s budget for services offered through the VJCCCA totals \$366,006 including the county contribution of \$150,726. The total budget reflects an increase of \$20,444, or 5.9 percent, when compared to the FY2020-21 approved budget. This increase was solely driven by the personnel component and reflects sizable wage increases and associated benefit costs. The entire cost of the budgetary increase is being picked up through county resources. The contribution from the state is projected to remain flat at \$215,280.

## FISCAL YEAR 2022 SUMMARY

Annual Fiscal Plan				
Description	FY20 Actual	FY21 Original	FY22 Approved	Change 21 to 22
Personnel	\$ 298,526	\$ 301,554	\$ 321,998	6.8%
Operation	35,279	44,008	44,008	0.0%
Capital	0	0	0	0.0%
Total	<u>\$ 333,805</u>	<u>\$ 345,562</u>	<u>\$ 366,006</u>	<u>5.9%</u>
Personnel Complement	3	3	3	0

**PERFORMANCE MEASURES**

	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>Change 21 to 22</b>
<b>Workload Measures</b>				
Electronic Monitoring Days	6,615	4,521	4,623	102
Outreach Participants w/Electronic Monitoring	156	168	101	(67)
Outreach Participants w/o Electronic Monitoring	24	39	20	(19)
STOP Participants	30	54	54	0
STOP Program Days	156	252	252	0
<b>Efficiency Measures</b>				
Average Length of Stay	44	30	38	8
Average Length of Stay w/Electronic Monitoring	42	27	34	7
Average Length of Stay w/o Electronic Monitoring	54	43	61	18

**BUDGET HIGHLIGHTS (CONTINUED)**

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.

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 and 2 Outreach Workers) and provides an alternative to secure detention by offering direct and indirect services to children requiring less restrictive supervision. This program can accommodate 10 youth per weekend. The STOP program has been suspended due to COVID-19 restrictions for FY2020-21. All the court orders for this program are redirected until the program can resume normal operations, which is presumed to happen in FY2021-22.

The Outreach program is for those youths who need more restrictive supervision but serves as an alternative to Secure Detention. This includes programs like the Electronic Monitoring. Juveniles who generally qualify for this program have reoccurring behavior issues such as curfew violations, running away from home and truancy. Should juveniles violate the conditions of the Outreach program, they are placed in Secure Detention awaiting further order of the Juvenile Court. This program can accommodate 28 youth.

VJCCCA Detention shows an increase in funding by the county by 4.6 percent, while the projected revenues from the state, calculated to be \$215,280, remained flat.

# 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 FY2021-22, the Juvenile Detention Home will continue to use USDA Federal grant funds to supplement operating expenses for the Detention Home’s kitchen and food service. The Department projects \$25,332 in USDA grant funding for FY2021-22. These funds will continue to be used to purchase food, food service equipment, and maintain and repair kitchen equipment.

## FISCAL YEAR 2022 SUMMARY

### Annual Fiscal Plan

Description	FY20	FY21	FY22	Change
	Actual	Original	Approved	21 to 22
Personnel	\$ 0	\$ 0	\$ 0	0.0%
Operation	23,225	25,332	25,332	0.0%
Capital	0	0	0	0.0%
Total	<u>\$ 23,225</u>	<u>\$ 25,332</u>	<u>\$ 25,332</u>	<u>0.0%</u>
Personnel Complement	N/A	N/A	N/A	N/A

# MENTAL HEALTH & DEVELOPMENTAL SERVICES

## DESCRIPTION

The Department of Mental Health, Developmental, and Substance Abuse Services (MH/DS/SA) provides community-based mental health, intellectual disability, substance use, prevention, and early intervention services to the residents of Henrico, Charles City, and New Kent Counties, under the direction of the Henrico Area Mental Health & Developmental Services Board. The Department serves people experiencing the effects of, or who are at risk for, mental illness, developmental disabilities, substance use disorders, 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 link people to protective inpatient services for individuals who are dangerous to themselves or to others or unable to care for themselves.
- To provide outpatient psychotherapy and related services to adults, the elderly and their families.
- To provide early intervention for infants and toddlers experiencing significant developmental delay.
- To provide ongoing support and treatment services to individuals with long-term mental illness, including case management, psychiatric treatment, crisis intervention, residential and day support services.

## FISCAL YEAR 2022 SUMMARY

### Annual Fiscal Plan

Description	FY20 Actual	FY21 Original	FY22 Approved	Change 21 to 22
Personnel	\$ 30,720,859	\$ 32,082,359	\$ 34,190,350	6.6%
Operation	8,135,656	8,356,409	8,863,411	6.1%
Capital	184,346	0	0	0.0%
Total	<u>\$ 39,040,861</u>	<u>\$ 40,438,768</u>	<u>\$ 43,053,761</u>	<u>6.5%</u>
Personnel Complement*	222	222	222	0

\* - Personnel Complement totals above do not include 175 Complement III positions.



Mental Health & Development Services

PERFORMANCE MEASURES

	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>Change 21 to 22</u>
<b>Workload Measures</b>				
Individuals Served - MH/DS	9,649	9,700	9,700	0
Individuals Served - Mental Health	5,540	5,550	5,550	0
Individuals Served - Developmental	1,475	1,475	1,475	0
Individuals Served - Substance Abuse	955	1,000	1,000	0
Individuals Served - Early Intervention	954	950	950	0
Jail Inmates Served	2,012	2,000	2,000	0
Emergency Psychiatric Hosp. Screenings	1,797	1,800	1,800	0
Same Day Access Assessments	2,733	2,750	2,750	0
Integrated Primary Healthcare Encounters	1,053	1,000	1,000	0

OBJECTIVES (CONTINUED)

- To provide case management, outpatient psychotherapy, in-home intervention and related services to children and their families.
- To provide medication assisted treatment to the chemically dependent.
- To provide outpatient treatment to adults and adolescents abusing alcohol and drugs.
- To provide evidence-based prevention services to youth and their families to prevent mental health problems, substance abuse and delinquency.
- To provide case management to individuals with developmental disabilities.
- To provide ongoing supportive services to individuals with intellectual disabilities, including residential, day support, employment or vocational, and case management services.
- To provide same day access where individuals seeking services walk in and receive an assessment by a licensed clinician.
- To provide primary health screening, monitoring and coordination of care.
- To meet all code requirements relating to emergency custody, temporary detention, involuntary commitment and mandatory outpatient treatment.

BUDGET HIGHLIGHTS

The State Department of Behavioral Health and Developmental Services (DBHDS) has identified four priority population groups for the Community Services Board system. MH/DS/SA spends the majority of its funding serving these groups, which are: those with serious mental illness, those with developmental disabilities, those with 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.

### *Mental Health & Development Services*

Each of these priority groups requires a continuum of care in order to achieve a better quality of life and avoid more costly services. The continuum of care for these populations may include psychiatric services, vocational or day support programs, intensive case management, outpatient care, housing, transportation, or inpatient care.

The Department's budget is divided into areas that mirror these priority groups. In Mental Health Services, persons with general mental health problems and those ordered by the courts and other correctional agencies for evaluation/treatment are also served in addition to those with serious mental illness.

Services in support of other county agencies are among the important contributions of this Department. These include services to Public Safety (Police, Fire, Sheriff, and Juvenile Detention) and on-site services to the Juvenile Court. Emergency services are available to all residents of the three counties on a 7-day a week, 24-hour per day basis. The Emergency Services Program works closely with public safety personnel to address community safety issues. This division continues to train first responders in the Crisis Intervention Team (CIT) model and the Crisis Receiving Center at Parham Doctors Hospital operates 24 hours per day. Mental health and substance use disorder services are provided in both Henrico jail facilities and both detention facilities. The Department also provides extensive evaluations to local courts.

The Administrative Services section supports the Executive Director's office, the information systems, and the general business functions of the Department. The Department operates a large wide area network on which resides a client data and billing system in addition to general office software. Administrative Services includes office support staff at various locations, facilities management for 17 facilities, medical records management, quality assurance, human resources and financial management.

Sheltered Employment enables individuals with intellectual disabilities to work at jobs outside of their home and earn wages. This section operates Cypress Enterprises and Hermitage Enterprises.

The Department's FY2021-22 budget, including the Sheltered Employment program, is \$43,053,761. This amount is \$2,614,993, or 6.5 percent, above the FY2020-21 approved budget. Personnel expenditures are \$34,190,350, or 79.4 percent, of the total. Personnel increased \$2,107,991, or 6.6 percent, over the FY2020-21 approved budget. Two full-time complement III positions were added during FY2020-21. One registered nurse was added for the State MAT (Medication Assisted Treatment) program and one clinician was added for System Transformation Excellence and Performance (STEP-VA) Outpatient, both funded by restricted State performance contract funding. Part-time salaries increased by 18.4 percent. Temporary salaries decreased \$103,722, or 10.7 percent. A part-time nurse practitioner position for STEP-VA Outpatient funded by restricted State performance contract funding is included in part-time salaries in the FY2021-22 budget and was included in the FY2020-21 approved budget as a temporary/hourly position.

Three of the largest increases in operations were: Maintenance Service Contracts, which increased by \$142,681 for the annual maintenance on the Welligent electronic health record system, \$20,000 to cover the estimated annual cost of MS4 consulting fees and telecommunications, which increased by \$36,835 for additional smartphones and cell phones for staff to communicate with individuals and families when working from home.

## REVENUE HIGHLIGHTS

The Department estimates FY2021-22 revenues at \$43,053,761. This is an increase of \$2,614,993, or 6.5 percent, over the FY2020-21 approved budget. The county transfer of \$18,123,189 is \$2,187,813, or 13.7 percent, higher than the FY2020-21 level. The county transfer will represent 42.1 percent of FY2021-22 revenues.

The balance of the MH/DS/SA revenues are comprised of 27.2 percent Federal and State, 25.3 percent third party client fees, with the remaining 5.4 percent coming from other local governments, the Grant Reserve, and from sheltered employment contracts. A reserve fund of \$800,000 will cover grant opportunities in FY2021-22. 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 \$51,000, or 21.7 percent, to \$184,000 for FY2021-22.

The Department's State performance contract revenue for FY2021-22 is projected to be \$7,244,394, a 4.1 percent increase over FY2020-21. The FY2021-22 budget includes an increase of \$133,315 in mental health funding from the Department of Behavioral Health & Developmental Services for the STEP-VA Outpatient initiative. The FY2021-22 budget also includes an increase of \$140,000 in substance use disorder funding for State MAT.

Fee revenue is budgeted at \$10,907,816 for FY2021-22, a 2.3 percent reduction. Medicaid SPO (State Plan Option) revenues for case management to individuals with intellectual disabilities is projected to decrease \$193,000. Self-pay and insurance revenue is anticipated to decrease \$69,000 for psychiatry, mental health services to youth and families and substance use disorder services to adults.

## EXPENDITURE HIGHLIGHTS

The mission of the **Mental Health Services** section is to provide services to the residents of Henrico, New Kent, and Charles City counties with 181 full-time and 3 part-time employees. The FY2021-22 budget proposal for Mental Health Services increased \$903,138, to \$18,838,026, which is 5.0 percent higher than the FY2020-21 approved budget. Personnel costs comprise 90.0 percent of the Mental Health Services budget in FY2021-22.

The **Substance Use Services** budget is \$2,446,124, an increase of \$116,777, or 5.0 percent, from the FY2020-21 approved budget. Twenty-two full-time and two part-time employees provide these services. Personnel expenses make up 85.6 percent of the substance use budget in FY2021-22.

For the fifth year, the budget in this area contains \$200,000 dedicated to combating the addiction crisis. These funds will be available to augment the services that Henrico already provides in this area as new programs and opportunities become available. Additionally, funding of \$60,000 is provided for sponsoring citizens' opioid treatment at the Virginia Association of Recovery Residences.

The FY2021-22 budget for **Developmental Services** reflects an expenditure increase of \$937,851, or 7.6 percent, to \$13,415,422. These services are provided by 122 full-time and 9 part-time employees. Personnel costs account for 74.8 percent of the Developmental Services budget.

**Administration** spending increased 9.3 percent, or \$708,227, to \$8,354,189 in FY2021-22. Fifty-seven full-time and 3 part-time employees comprise the administrative staff. Operating expenditures increased by \$216,688 or 9.1 percent. The grant reserve increased by \$100,000 to \$800,000 in the FY2021-22 revenue and expenditures budgets.

*Mental Health & Development Services*

**Sheltered Employment** funding in FY2021-22 decreased by \$51,000 from the FY2020-21 approved budget level, to \$184,000. Two full-time positions support the Sheltered Employment operation.

**DAY SUPPORT SERVICES**

Over the past twenty-four years, the county of Henrico has provided additional funding to Mental Health and Developmental Services Day Support programs to ensure that individuals who graduate from special education programs and other adults living in the community who need day support services will be served immediately upon completion of high school.

In FY2021-22 it is anticipated that approximately 9 individuals with intellectual disabilities, graduating from high schools, will need the day support program. The department anticipates that the cost of services for these graduates will be absorbed within the current day support budget of \$2,098,596.

What follows is a list of additional funding received in prior years.

FY2021-22	Fully Funded
FY2020-21	\$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 (unit). As part of this agreement, the Henrico Police Division is charged with housing the aircraft, pilot supervision, fiscal management, and planning unit training.

## OBJECTIVES

- Provide aerial observation and support for local area jurisdictions.
- Conduct patrols of identified high crime areas.
- Provide prisoner transportation to and from other jurisdictions upon request.
- Take aerial photographs of any location in the metropolitan area upon request.
- Provide routine and special aerial patrol within the tri-jurisdictional area.

## BUDGET HIGHLIGHTS

The combined FY2021-22 budget for Metro Aviation and extradition totals \$487,000. The Metro Aviation portion totals \$382,000, and is divided equally between Chesterfield County, the City of Richmond, and Henrico County, with each share remaining constant at \$127,333. The prisoner extradition budget totals \$105,000 and is reimbursable from the State Supreme Court.

## FISCAL YEAR 2022 SUMMARY

### Annual Fiscal Plan

Description	FY20	FY21	FY22	Change
	Actual	Original	Approved	21 to 22
Personnel	\$ 0	\$ 0	\$ 0	0.0%
Operation	374,981	447,000	447,000	0.0%
Capital	36,909	40,000	40,000	0.0%
Total	<u>\$ 411,890</u>	<u>\$ 487,000</u>	<u>\$ 487,000</u>	<u>0.0%</u>
Personnel Complement	N/A	N/A	N/A	N/A

PERFORMANCE MEASURES

	FY20	FY21	FY22	Change 21 to 22
<b>Workload Measures</b>				
Number of Aerial Transports	67	55	55	0
Flight Hours for Aerial Transports	280	230	230	0
Extraditions (commercial carriers)	44	20	46	26

BUDGET HIGHLIGHTS (CONTINUED)

The Metro Aviation Unit is a valuable and effective crime fighting tool for participating localities and the region. Localities continue to increase their use of the unit and each locality now assigns three pilots to the unit.

The three participating jurisdictions own three aircraft:

- 2006 Cessna 182
- 2000 Cessna 172
- 1979 Cessna 182RG (Transport Aircraft)

The 2006 Cessna 182 and 2000 Cessna 172 are equipped with a spotlight, a forward looking infra-red (FLIR) camera, and a video downlink that permits the aircraft to broadcast images while flying.

During FY2019-20, the unit responded to 825 calls for service, conducted 89 surveillances, with a total of 1,278 flight hours. In addition, aircraft assisted with 88 apprehensions, 67 aerial transports, and 129 aerial pictures.

While the number of extraditions in FY2019-20 decreased due to travel restrictions related to the COVID-19 pandemic, the Metro Aviation unit provided 110.6 hours of coverage for the civil unrest in Richmond, Henrico, and Chesterfield.

In September 2019, the Henrico County Board of Supervisors approved an amendment totaling \$2,100,000 to purchase a third patrol aircraft which, along with its downlink system, is currently in the procurement process. The new aircraft will be added to the fleet assisting primarily with patrol and making the total complement four planes, three primarily for patrol and one primarily for transport. The cost of the plane was split equally among the regional partners with Henrico’s share totaling \$700,000. The plane will be available to the unit in 2022.

# POLICE – WIRELESS 911

## DESCRIPTION

The Henrico County Emergency Communications Center, receiving wireless 911 calls since June 2000, 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. Emergency communications operators spend more time processing a wireless call than they spend processing a wireline call. Some of the unique problems of a wireless call include a limited ability to determine the exact caller location and the uncertainty of being able to reconnect the call if 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 Wireless 911 budget for FY2021-22 totals \$1,202,326, which decreased by \$18,176, or 1.5 percent, from the previous approved budget. The personnel component reflects employee compensation and health care increases. 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.

## FISCAL YEAR 2022 SUMMARY

Annual Fiscal Plan				
Description	FY20	FY21	FY22	Change
	Actual	Original	Approved	21 to 22
Personnel	\$ 773,673	\$ 1,126,463	\$ 1,108,287	(1.6%)
Operation	2,657	94,039	94,039	0.0%
Capital	6,314	0	0	0.0%
Total	<u>\$ 782,644</u>	<u>\$ 1,220,502</u>	<u>\$ 1,202,326</u>	<u>(1.5%)</u>
Personnel Complement*	N/A	N/A	N/A	N/A

\*Sixteen Communications Officers are included in the Police General Fund Complement.

PERFORMANCE MEASURES

	FY20	FY21	FY22	Change 21 to 22
<b>Workload Measures</b>				
Wireless 911 Calls Received	139,099	144,880	144,717	(163)
Percentage Wireless 911 Calls to Total 911 Calls Received	82.0%	83.0%	83.0%	0.0%
Percentage Wireless 911 Calls to Total Calls (Emergency & Non-emergency) Received	28.0%	30.0%	30.0%	0.0%

DEPARTMENT HIGHLIGHTS

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 FY2019-20. Clearly wireless phones remain the public’s primary communication device even in emergency situations.

Text to 911, implemented in June 2018, has been a successful addition to Wireless 911 with 969 texts received in FY2019-20. The volume of texts increased from FY2018-2019 to FY2019-20, showing an increased use of the service over time.

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.



# 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 2022 SUMMARY

### Annual Fiscal Plan

<u>Description</u>	<u>FY20 Actual</u>	<u>FY21 Original</u>	<u>FY22 Approved</u>	<u>Change 21 to 22</u>
Personnel	\$ 15,047,425	\$ 16,230,556	\$ 16,764,339	3.3%
Operation	7,599,347	7,086,742	7,081,744	(0.1%)
Capital	58,253	23,660	28,660	21.1%
Total	<u>\$ 22,705,025</u>	<u>\$ 23,340,958</u>	<u>\$ 23,874,743</u>	<u>2.3%</u>
Personnel Complement	213	213	213	0

## PERFORMANCE MEASURES

	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>Change 21 to 22</u>
<b>Workload Measures</b>				
Foster Child Initial Placement in Family Homes	77%	80%	80%	0%
Family Foster Home Recruitment	31	30	35	5
<b>Efficiency Measures</b>				
SNAP Application Timely Processing	97%	97%	97%	0%
CPS Complaints Initiate Within Timeframe	63%	90%	90%	0%
<b>Effectiveness Measures</b>				
Fraud Prosecution Rate	100%	100%	100%	0%
Customer Appeals Sustained	99%	99%	99%	0%

## OBJECTIVES

- To process applications and reviews for benefit programs within State and Federal standards of promptness.
- To offer and/or provide family services and interventions as prescribed by State/Federal standards.
- To guarantee all foster parent applicants will receive orientation and training prior to the placement of a child.
- To make certain required foster care administrative responsibilities and judicial hearings will be held in compliance with State and Federal rules.
- To initiate investigations on all valid adult and child abuse complaints within policy timeframes.
- To ensure all ongoing cases closed in the Adult Protective Services program will result in the provision of accepted services to assist the client with living in a safe situation.
- To provide job registrants with employment, education, or training that will lead to employment.
- To ensure employed clients will maintain employment for more than 90 days.
- To successfully prosecute all cases where payment fraud is evident.

## BUDGET HIGHLIGHTS

The Department's budget for FY2021-22 is \$23,874,743, which represents an increase of \$533,785, or 2.3 percent, from the FY2020-21 approved budget. This budgetary growth will be supported by State and Federal revenues and the General Fund transfer, which is budgeted to total \$5,643,680 in FY2021-22. This amount represents 23.6 percent of total funding. In total, the Department anticipates collecting \$18,174,997 in revenue from State and Federal governments, which is 76.1 percent of total funding. The Department also anticipates receiving \$56,066 from other local sources, which is 0.2 percent of the total budget.

### *Social Services*

The entirety of the increase in expenditure requirements for FY2021-22 is in the personnel component of the budget, which is 3.3 percent higher than the FY2020-21 approved budget. This budgetary growth is due to sizable wage increases and the associated benefit costs.

The operating and capital outlay components of the budget are \$7,081,744, and \$28,660, respectively. The capital outlay has increased by \$5,000 and operating has decreased by \$4,998; this change is to provide funding for the replacement of furniture and computer equipment.

## CASELOAD HIGHLIGHTS

The Department of Social Services provides critical services to county residents within legally binding timeframes. These services are rendered to all socio-economic groups and are often the last resort for residents of Henrico county. Programs provided by Social Services include: Adult/Child Protective Services, Adult Services, Foster Care, Adoptions, Child Day Care, Employment Services, Custody Investigations, Home Studies, and Information and Referral Services. Benefits administered by the Department include Medicaid, Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), General Relief, Refugee Assistance, and Long-Term Care.

In FY2019-20, Social Services experienced a 17.4 percent increase in the number of cases for the Medicaid Program. The caseload for that program increased an additional 6.6 percent from June 2020 to November 2020. The SNAP Program noted a 15.5 percent caseload increase during FY2019-20, while the TANF program experienced an 11.8 percent decrease in cases during that fiscal year. The Department anticipates the SNAP and TANF caseloads to remain steady in FY2021-22, while Medicaid is projected to continue to increase slightly.

Foster Care caseload numbers increased by 6 children during FY2019-20, from 127 to 133, which is a 4.7 percent increase. A total of 178 foster care children were under care of the department during FY2019-20; a total of 156 were under care in FY2018-19; an increase of 22 children, or 14.4 percent. 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.

It is noted that the economic impact of the COVID-19 pandemic has added strains on this department and has resulted in creative ideas and new methods used to meet the need of clients. Leadership and staff will continue to seek out ways to best serve the community in this time of crisis.

# CHILDREN’S SERVICES ACT

## DESCRIPTION

The Children’s Services Act (CSA) is a State mandated program that assures foster care, special education, residential, and community-based services are provided to at-risk youth and families. CSA provides a collaborative system of services and funding that is child-centered, family-focused, and community-based. The Children’s Services Act is implemented by law at a local level under the direction of a Community Policy and Management Team (CPMT). The Henrico Policy and Management Team (HPMT), which is a multi-agency team within the county, must plan all services to children. Funding for these services must be approved by the CPMT. The Henrico Department of Social Services acts as the fiscal agent for CSA.

## OBJECTIVES

- Provide services that are responsive to diverse strengths and needs of youth and family.
- Increase interagency collaboration and family involvement in the provision of services to children.
- Encourage public and private partnerships.
- Identify and intervene early with young children and their families.

## BUDGET HIGHLIGHTS

The budget for the Children’s Services Act for FY2021-22 is \$3,762,628. This is an increase of \$969,396, or 34.7 percent, from the FY2020-21 approved budget. This budgetary growth is driven by a 41.2 percent increase in the budget for purchased services. This budget does not include CSA funds which has been appropriated in the Henrico County Public Schools budget.

## FISCAL YEAR 2022 SUMMARY

### Annual Fiscal Plan

Description	FY20	FY21	FY22	Change
	Actual	Original	Approved	21 to 22
Personnel	\$ 458,568	\$ 457,449	\$ 484,934	6.0%
Operation	17,145,584	2,335,233	3,277,544	40.4%
Capital	344	550	150	(72.7%)
<b>Total</b>	<b>\$ 17,604,496</b>	<b>\$ 2,793,232</b>	<b>\$ 3,762,628</b>	<b>34.7%</b>
<b>Purchase of Services</b>				
General Government Services	\$ 5,410,241	\$ 2,186,630	\$ 3,088,542	\$ 41.2%
Education Services	11,569,512	0	0	0.0%
Administration	624,743	606,602	674,086	11.1%
<b>Total</b>	<b>\$ 17,604,496</b>	<b>\$ 2,793,232</b>	<b>\$ 3,762,628</b>	<b>\$ 34.7%</b>
Personnel Complement*	N/A	N/A	N/A	N/A

\*The complement of positions is reflected within Social Services budget.

PERFORMANCE MEASURES

	FY20	FY21	FY22	Change 21 to 22
<b>Workload Measures</b>				
Children Served	491	488	488	0
Children Served in Residential Programs	81	70	70	0

BUDGET HIGHLIGHTS (CONTINUED)

The table below illustrates the rapid growth in actual expenditures for all CSA programs in recent years. These costs have grown by 168.3 percent in the period between FY2012-13 and FY2019-20.

Fiscal Year	Expenses	Change	Percent
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%
FY2019-20	\$19,027,678	\$2,850,668	17.6%

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 FY2021-22, CSA is projected to fund services for 488 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 82.1 percent of the total budget. The administrative requirements increased by \$67,484 above the FY2020-21 approved budget, an increase of 11.1 percent. This growth is highlighted by a 6.0 percent increase in the personnel component, which is attributed to sizable growth in salaries and associated benefits, and an increase in funding for the Safe and Stable Families Program.

The FY2021-22 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.

### *Children's Services Act*

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 FY2021-22, the county will provide a projected total of \$2,100,043 as a direct match for the Social Services portion of CSA funding; that is purchased services, administration, and Medicaid. This total represents an increase of \$521,416, or 33.0 percent, above the FY2020-21 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 \$1,286,954 and CSA Administration will receive \$301,739 in local funding. In addition, the county will provide a forecasted local match of Medicaid services, totaling \$485,000. A local match of \$26,350 for the Safe and Stable Families Program noted below, brings the total local contribution to \$2,100,043.

The State will provide \$1,535,086 for the Social Services portion of CSA services. Of this amount, \$1,316,587 is being provided for purchased services, \$202,349 will be directed toward administrative costs and \$16,150 is allocated for the Safe and Stable Families Program.

The grant for the Safe and Stable Families Program is also administered through the CSA. This grant is expected to receive \$127,499 federal and \$16,150 state funding, along with the local match of \$26,350, for a total of \$169,999.

# PUBLIC UTILITIES

## Solid Waste and Street Lighting

### DESCRIPTION

In addition to the Water and Sewer services reflected in the Enterprise Fund, the Department of Public Utilities provides solid waste disposal, limited refuse collection, and street lighting services to residents of Henrico County.

Revenue from user charges partially supports bulky waste pickup and public use area solid waste services with the remaining support coming from the solid waste fund and a transfer from the General Fund. The remaining solid waste programs including curbside recycling, bagged leaf collection and community and neighborhood cleanup activities are also supported by the solid waste fund and a transfer from the General Fund. Street Lighting services are supported by a Sanitary District tax levy on real and personal property in those Sanitary Districts where streetlights are installed.

Solid Waste services consist of operating a transfer station, public use areas, curbside refuse collection and recyclables collection, neighborhood and community maintenance cleanups, Keep Henrico Beautiful program, bulky waste and bagged leaf collection, maintaining two closed landfills and maintaining the gas collection system at the Glen Allen Softball Complex. The street lighting services provided consist of accounting for the operation and maintenance of several designated street lighting districts.

### OBJECTIVES

- To provide for disposal of solid waste in a manner consistent with State and Federal laws and regulations and policies of the County Board of Supervisors.
- To administer the street lighting program in sanitary Districts 2, 3, 3.1, 12, 23 and 63.1 in a manner consistent with policies of the County Board of Supervisors.

### FISCAL YEAR 2022 SUMMARY

#### Annual Fiscal Plan

Description	FY20 Actual	FY21 Original	FY22 Approved	Change 21 to 22
Personnel	\$ 3,907,896	\$ 4,220,285	\$ 4,986,014	18.1%
Operation	10,191,539	10,041,683	10,041,683	0.0%
Capital	1,140,105	1,180,253	2,280,253	93.2%
Total Solid Waste	\$ 15,239,540	\$ 15,442,221	\$ 17,307,950	12.1%
Street Lights	65,355	84,100	84,100	0.0%
Total Solid Waste/Street Lights	\$ 15,304,895	\$ 15,526,321	\$ 17,392,050	12.0%

Personnel Complement	69	69	69	0
----------------------	----	----	----	---

## PERFORMANCE MEASURES

	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>Change 21 to 22</u>
<b>Workload Measures</b>				
Tons Collected by Refuse Collection	53,735 <sup>(1)</sup>	53,000	53,000	0
Tons Collected by Bulky Waste	224	0 <sup>(2)</sup>	500	500
Tons Collected by Neighborhood Cleanups	1,276	0 <sup>(2)</sup>	3,000	3,000
Tons Deposited in Public Use Areas	29,075 <sup>(1)</sup>	29,000	29,000	0
Number of Refuse Customers	50,730	51,300	52,000	700

Notes: (1) FY2020 had an increased volume of refuse collected and tons deposited in the public use areas due to the pandemic.

(2) Bulky waste pickups and neighborhood cleanup/community maintenance were stopped during the pandemic.

## BUDGET HIGHLIGHTS

Projected Solid Waste revenues in FY2021-22 are \$17,392,050, inclusive of a General Fund subsidy of \$3,371,409 and a planned use of Solid Waste Fund Balance of \$1,574,041 for one-time capital outlay. The General Fund subsidy supports four programs that are administered by Solid Waste. The Division's total expenditures of increased by \$1,865,729 or 12.1 percent when compared to the FY2020-21 approved budget.

The personnel component is budgeted at \$4,986,014 in FY2021-22, and reflects an increase of \$765,729 or 18.1 percent when compared to the FY2020-21 approved budget. The increase is due an increase in employee compensation in addition to rising health care costs and benefit adjustments.

The operating component of the budget remains flat to FY2020-21. Capital outlay expenses for FY2021-22 grew by \$1,100,000, or 93.2% to support the purchase for four additional refuse trucks as well as additional 96-gallon trash carts.

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 \$3,137,034 and represents an increase of \$1,130,686, or 56.4 percent. This increase is due to increased employee compensation in addition to the capital budget addition mentioned above for refuse trucks and trash carts.

---

### COLLECTION OPERATIONS

The budget for Collection Operations totals \$7,057,185 and represents an increase of \$365,298 or 5.5 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.



## *Public Utilities – Solid Waste and Street Lighting*

### Refuse Collection

The budget for the Refuse Collection area is \$5,617,988 which represents an increase of \$437,413 or 8.4 percent. Weekly refuse collection services are provided to over 50,000 households in the county by fifteen refuse collection crews operating county owned equipment. A proposal is included to increase the refuse collection fee from \$15/month to \$18/month for FY2021-22. This increase is intended to maintain the long-term fiscal health of the Solid Waste Fund while remaining comparable to other refuse collection providers.

### Bulky Waste Collection

The budget for the Bulky Waste Collection area is \$343,424 in FY2021-22 which represents a \$16,912 or 5.2 percent increase 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. Currently alternative solutions to bulky waste pickup are being explored, including contracting with outside contractors for pickup, and changes in this program and funding should be expected in the future.

### Bagged Leaf Services

The budget for Bagged Leaf Services is \$425,086, which is an increase of \$269,129 or 172.6 percent. This increase is due to a realignment of funds to allow for the use of contractors for leaf pickup. Bagged Leaf Services provides two collections in each neighborhood from November through February per a published Leaf Collection Schedule. A transfer from the General Fund supports the costs associated with Bagged Leaf Services.

### Community Maintenance and Neighborhood Cleanup

Cleanup expenditures total \$670,687 in FY2021-22, which represents a \$358,156 or 34.8 percent decrease from the prior year approved budget. This decrease is due to shifting funding to Bagged Leaf Services as this program undergoes discussion as to how it might be restructured in the future. 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.

---

## PROCESSING AND DISPOSAL

The FY2021-22 budget of \$6,985,809 for Processing and Disposal represents an increase of \$365,885 or 5.5 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 \$4,021,746 in FY2021-22, representing an increase of \$38,004 or 1.0 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,

### *Public Utilities – Solid Waste and Street Lighting*

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 future years. Changes to this program are needed because of the increasing cost of processing recyclable materials as a result of international buyers refusing to take certain materials due to contamination and their inability to utilize contaminated materials. 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 in future years.

#### Transfer Station

On July 1, 2014, the county began operating a transfer station at Ford's Country Lane due to the closure of the landfill. The cost of the transfer station is entirely covered by charges to other functions through interdepartmental billings for transfer station services. The transfer station will accept refuse from the county's Refuse Collection Service, Public Use Areas, Bulky Waste Collection, and Community/ Neighborhood Cleanups.

#### Public Use Areas

The FY2021-22 budget for the Public Use Areas is \$2,601,572, an increase of \$402,253, or 18.3 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. However, this fee is currently suspended due to the COVID-19 pandemic but is expected to be reinstated as of July 1, 2021. Coupon books are available for ten visits at a cost of \$27 and for fifteen visits at a cost of \$40. The balance of the costs in this area are covered by the solid waste fund. The Public Use Areas are open 360 days per year and receive approximately 29,000 tons of refuse annually.

#### Landfill Post Closure

Landfill Post Closure expenditures of \$457,750 in FY2021-22 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 FY2021-22 budget for Litter Control is \$127,922, which reflects an increase of \$3,860, or 3.1 percent, compared to the FY2020-21 approved budget. Solid Waste receives an annual grant from the State Litter Control Board for this program, which is budgeted at \$35,000 in FY2021-22.

---

#### 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 FY2021-22 will maintain service levels for the current 156 streetlights in District #2, 163 streetlights in District #3, the 27 streetlights in District #3.1, the 27 streetlights in District #23, the 87

*Public Utilities – Solid Waste and Street Lighting*

streetlights in District #12, and the 10 streetlights in District #63.1. Projected street lighting revenues and expenditures in FY2021-22 total \$84,100, remaining flat to the prior year approved budget.

The street lighting personal property levy for each Sanitary District remains at \$0.001 for all districts. All rates remain unchanged for FY2021-22, which 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

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 2022 SUMMARY

Description	FY20 Actual	FY21 Original	FY22 Approved	Change 21 to 22
Personnel	\$ 0	\$ 0	\$ 0	0.0%
Operation	0	50,000	50,000	0.0%
Capital	0	0	0	0.0%
Total	<u>\$ 0</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.

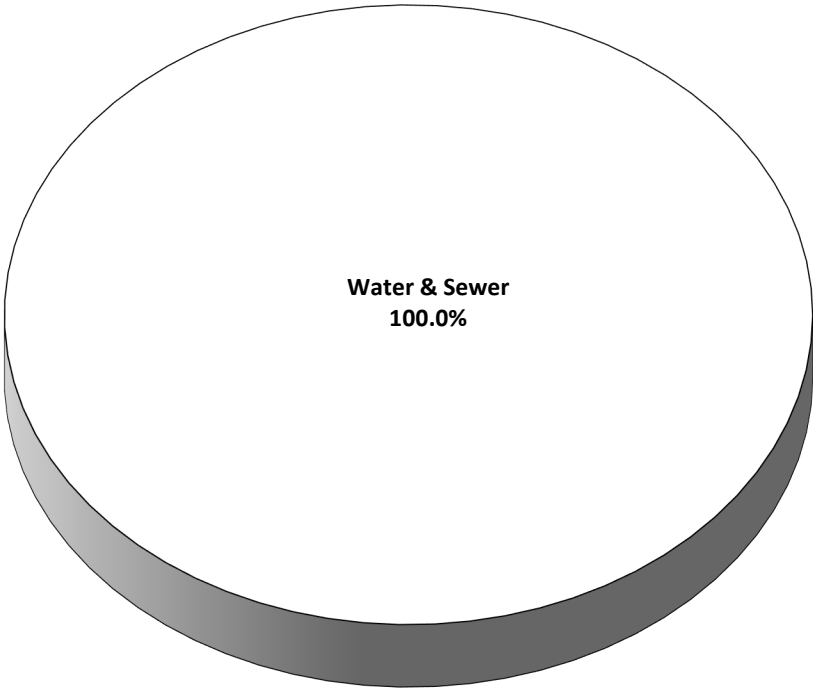
The alternative storm water management program was adopted on August 14, 2001 by the Board of Supervisors. The Program provides alternatives to constructing BMPs in certain areas and will reduce the number of BMPs in the future. To offset the storm water treatment that will not be provided by those BMPs, 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 2022 SUMMARY

Description	FY20 Actual	FY21 Original	FY22 Approved	Change 21 to 22
Personnel	\$ 0	\$ 0	\$ 0	0.0%
Operation	77,283	847,000	847,000	0.0%
Capital	0	0	0	0.0%
Total	\$ 77,283	\$ 847,000	\$ 847,000	0.0%
Personnel Complement	N/A	N/A	N/A	N/A

# COUNTY OF HENRICO, VIRGINIA

## Enterprise Fund



**Total \$104,271,704**

# 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 2022 SUMMARY

#### Annual Fiscal Plan

Description	FY20	FY21	FY22	Change
	Actual	Original	Approved	21 to 22
Personnel	\$ 22,181,311	\$ 23,665,477	\$ 25,083,259	6.0%
Operation	43,755,491	45,274,849	48,185,402	6.4%
Capital	655,925	1,135,653	650,300	(42.7%)
Debt Service	29,056,659	31,809,741	30,352,743	(4.6%)
<b>Total</b>	<b>\$ 95,649,386</b>	<b>\$ 101,885,720</b>	<b>\$ 104,271,704</b>	<b>2.3%</b>
Personnel Complement	314	314	309	-5

\* Five positions were transferred from Public Utilities - Water Sewer to Information Technology during FY2020-21.

PERFORMANCE MEASURES

	FY20	FY21	FY22	Change 21 to 22
<b>Workload Measures</b>				
Average No. of Fire Hydrants in Service	13,513	13,600	13,700	100
Miles of Water Mains	1,647	1,655	1,663	8
Miles of Sewer Mains	1,528	1,536	1,544	8
Number of Water Customers	100,259	101,100	102,000	900
Number of Sewer Customers	97,208	98,100	99,000	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 FY2021-22, projected operating resources of \$140,428,356 will support water and wastewater operations, reflecting an increase of 0.1 percent from the FY2020-21 adopted budget.

In addition to supporting operating requirements, resources must be sufficient to service debt, bond coverage requirements and future capital requirements within the ten-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 FY2021-22 budget adheres to that premise. Payments and transfers from the General Fund to Water and Sewer in FY2021-22 total \$1,932,108 for debt service costs related to the Elko Tract infrastructure improvements.



---

EXPENDITURES

The FY2021-22 budget of \$104,271,704 includes expenditures for personnel, operating, capital outlay, and debt service. Overall, the Water and Sewer operating budget is increasing by 2.3 percent, or \$2,385,984. This increase is driven by the personnel and operating components of the budget due to increased personnel compensation as well as aligning several operating expenses more closely with historical actuals. There is a decrease in the debt service component of 4.6%, or \$1,456,998, because of the refinancing of water sewer bonds in FY2020-21. Additionally, there is a decrease in capital outlay needs for the FY2021-22 year which results in a \$485,353, or 42.7% decrease in that area.

---

DEBT SERVICE REQUIREMENTS

As previously stated, projected debt service expenditures of \$30,352,743 represents a net decrease of \$1,456,998, or 4.6 percent, when compared to the approved FY2020-21 budget. The debt service in the FY2021-22 budget is based on existing debt service. The next anticipated bond issue is currently expected in FY2022-2023.

The debt service budget will fully fund requirements arising from the Water and Sewer Fund's outstanding debt, which on June 30, 2020 was \$411,975,000. 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. According to the CAFR for the period ending June 30, 2020 this coverage equaled 1.99 times the debt service requirement.

Debt service expenditures, in total, represent 29.1 percent of the FY2021-22 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 FY2021-22 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:

FY16: \$ 84,663,117

FY17: \$ 101,851,492

FY18: \$ 140,813,367

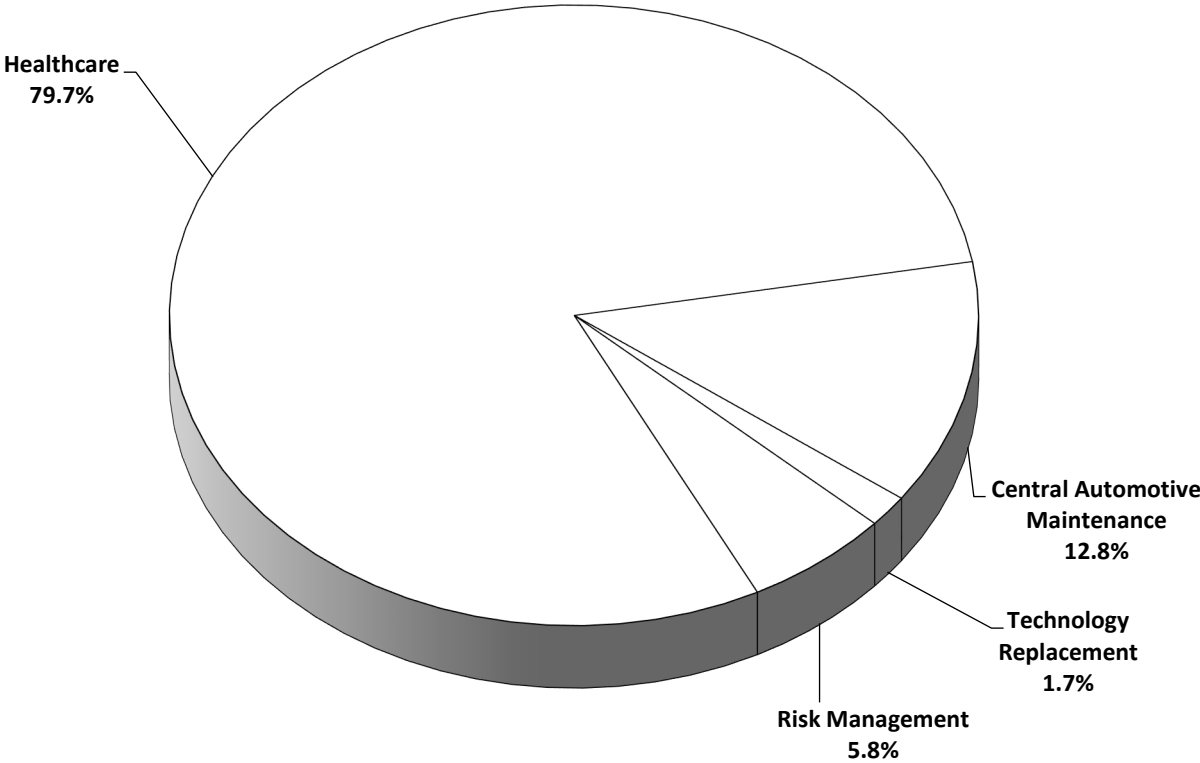
FY19: \$ 146,439,690

FY20: \$ 158,493,173

(Source: Annual Audit of the Water and Sewer Enterprise Fund, Respective Fiscal Year.)

# COUNTY OF HENRICO, VIRGINIA

## Internal Service Fund



Total \$179,494,565

# 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 approved budget for FY2021-22 totals \$22,961,406, which represents a net increase of \$491,183, or 2.2 percent, from the previous approved budget. This increase is driven by the personnel components and reflects employee compensation increases, rising benefit costs, and department requests for additional vehicles.

## FISCAL YEAR 2022 SUMMARY

<b>Description</b>	<b>FY20 Actual</b>	<b>FY21 Original</b>	<b>FY22 Approved</b>	<b>Change 21 to 22</b>
Personnel	\$ 4,623,510	\$ 4,822,244	\$ 5,249,428	8.9%
Operation	13,617,634	15,171,179	15,161,123	(0.1%)
Capital	1,007,810	2,476,800	2,550,855	3.0%
Sub-Total	<u>\$ 19,248,954</u>	<u>\$ 22,470,223</u>	<u>\$ 22,961,406</u>	<u>2.2%</u>
Personnel Complement	71	71	71	0

Central Automotive Maintenance

PERFORMANCE MEASURES

	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>Change 21 to 22</u>
<b>Workload Measures</b>				
Total Vehicles/Equip. Maintained by CAM	3,652	3,675	3,675	0
Gallons of Fuel Consumed	2,612,758	2,600,000	2,750,000	150,000
Annual Miles Driven	22,527,054	21,750,000	22,500,000	750,000
Equipment to Mechanic Ratio	76	75	75	0
Fleet Readiness (Countywide Goal of 95%)	95.00%	95.00%	95.00%	0

BUDGET HIGHLIGHTS (CONTINUED)

The overall operating component totals \$15,161,123 which reflects an overall decrease of \$10,056 or 0.1 percent, from the previous approved budget. The capital component totals \$2,550,855 and includes \$2,174,000 for the replacement of 65 motor pool vehicles, and \$64,000 for two new vehicles requested by the Department of Public Works. Vehicles scheduled to be replaced during FY2021-22 includes 8 sedans, 25 trucks, 12 vans, and 20 sport utility vehicles. The remaining \$312,856 is budgeted to replace aging shop tooling/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 \$12,100,000 for FY2021-22. The internal labor rate for CAM repair services in FY2021-22 will be \$68.00 per hour.

Motor pool vehicle lease revenues are projected at \$4,305,506 in FY2021-22. Vehicle rental rates are designed to recover maintenance and operational costs along with a vehicle replacement additive that accumulates in CAM's fund balance. This additional revenue is then used for the purchase of replacement motor pool vehicles. Due to the COVID-19 pandemic, which began in the later half of FY2019-20, rental rates for FY2020-21 were maintained at the same level as the prior fiscal year. A rental rate increase, not to exceed 6%, is anticipated for FY2021-22.

The estimate for CAM's fuel revenues totals \$6,050,000 for FY2021-22. Fuel consumed by a department owned vehicle is charged to departments at actual cost, plus a per gallon markup to cover certain operating costs. A fuel mark-up of \$0.12 per gallon will be added for FY2021-22 to offset fuel site maintenance and system operating costs.

A total of \$105,900 in revenues has been budgeted for the Vehicle Wash Facility. Miscellaneous revenue for CAM is projected at \$400,000 for FY2021-22 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 FY2021-22 budget for the Technology Replacement Fund totals \$3,001,314. It is important to note that funding of \$3,000,000 to support this budget request is to be provided by a transfer from the General Fund. This represents an increase of \$250,000 in General Fund support from the previous approved budget. The FY2021-22 budget will mark the twenty-second year of the program and is the nineteenth year equipment in the fund can be replaced. It should be noted that in the current year, there are 3,083 computers and 1,249 other pieces of equipment in the program, which has an accumulated value of \$11,952,818. As of June 30, 2020, the Technology Replacement Fund had accumulated \$2,850,342 for future equipment replacement. The forecasted accumulated balance for the Fund as of June 30, 2022 is to remain relatively stable at \$2,849,028.

## FISCAL YEAR 2022 SUMMARY

### Annual Fiscal Plan

Description	FY20	FY21	FY22	Change
	Actual	Original	Approved	21 to 22
Personnel	\$ 0	\$ 0	\$ 0	0.0%
Operation	0	0	0	0.0%
Capital	2,174,160	2,750,000	3,001,314	9.1%
Total	<u>\$ 2,174,160</u>	<u>\$ 2,750,000</u>	<u>\$ 3,001,314</u>	<u>9.1%</u>

Technology Replacement Fund

PERFORMANCE MEASURES

	Performance Measures			Change
	FY20	FY21	FY22	21 to 22
<b>Workload Measures</b>				
Accumulated Value of Equipment	11,952,818	12,299,739	12,429,011	129,272
Computers in Program	3,083	3,170	3,254	84
Other Equipment in Program	1,249	1,284	1,284	0
<b>Effectiveness Measures</b>				
Percent of Eligible Departments in Program	100%	100%	100%	0%

BUDGET HIGHLIGHTS (CONTINUED)

The departments that made formal requests for equipment replacement in FY2021-22 are Board of Supervisors, Building Inspections, Commonwealth’s Attorney, County Manager, Emergency Management, Finance, General Services, Division of Fire, Human Resources, Information Technology, Internal Audit, Planning, Police Division, Public Library, Public Relations, Recreation and Parks, and Victim Witness.

The request for replacement equipment includes equipment that is eligible and approved for replacement based on age and usage. While there may be a budget for specific items, some funding is provided for contingency and will only be spent if necessary. In an effort to reduce expenses, departments were requested to review computer requirements to determine if an extended replacement cycle is practical based on the use of the computer. The Department of Information Technology approves the replacement request based on the computer’s use as well as the user’s anticipated needs.

The Technology Replacement Fund budget includes funding of \$322,027 for Public Relations to replace and upgrade the Board Room and Emergency Operations Center audio-visual equipment.

This year’s requests include the final pieces of initial hardware needed for the Planning department for implementation of the Electronic Land Management System (ELMS) project. The total amount needed for this hardware is \$154,500.

# RISK MANAGEMENT

## DESCRIPTION

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

## OBJECTIVES

- To protect the county against losses that could significantly impact its personnel, property, or financial stability in providing services to the general public.
- To provide comprehensive insurance coverage for the General Government and Schools at the lowest possible cost when considering the various risks involved.

## BUDGET HIGHLIGHTS

The FY2021-22 budget is reflected within the Internal Service Fund series because Risk Management provides services to all areas of General Government and Education, across all funds. Risk Management will continue to administer all applicable programs and services to all county agencies.

## FISCAL YEAR 2022 SUMMARY

Description	FY20 Actual	FY21 Original	FY22 Approved	Change 21 to 22
Personnel	\$ 587,736	\$ 696,061	\$ 700,594	0.7%
Operation*	13,042,193	9,800,281	9,789,701	(0.1%)
Capital	225	3,275	3,275	0.0%
Total	<u>\$ 13,630,154</u>	<u>\$ 10,499,617</u>	<u>\$ 10,493,570</u>	<u>(0.1%)</u>
Personnel Complement	7	7	7	0

\*\$5,200,000 of FY2019-20 actual expenditures was funded through a routine budget amendment utilizing funding available in the Self-Insurance Reserve.

Risk Management

PERFORMANCE MEASURES

	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>Change 21 to 22</u>
<b>Workload Measures</b>				
Workers' Compensation Claims Processed	1,095	760	970	210
Auto. Gen. Liability, Other Claims Processed	1,194	700	960	260
Property Damage and Loss Claims Processed	250	185	200	15

BUDGET HIGHLIGHTS (CONTINUED)

The Risk Management budget for FY2021-22 totals \$10,500,876 and is funded with a transfer of \$9,493,570 from the county's General Fund and projected revenue of \$1,000,000 from the Department of Public Utilities' Water & Sewer Enterprise and Solid Waste Funds. In FY2019-20, the Workplace Safety component was separated from Risk Management.

In FY2021-22, the budget for the Self-Insurance Administration function of Risk Management totals \$883,436. Within the Self-Insurance Administration area, seven employees provide services including oversight and support of workers' compensation claim administration, auto, property, and liability claim administration, as well as administration of the Self-Insurance Reserve for General Government and Schools. During FY2021-22, the risk assessment of programs and activities will continue in order to recognize, reduce, and control risk exposures.

In FY2021-22, 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. In FY2020-21, this transfer was not needed due to savings attributable to the COVID-19 pandemic. Also included in the FY2021-22 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, 2020 had a balance of \$7,500,000. Costs are continuing to be monitored and if an amendment is necessary, it would come forward in a May or June amendment.



# 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 FY2021-22 provides funding of \$143,038,276 for the Healthcare Fund. Included in this figure is \$101,947,347 in funding that is budgeted within individual county and Schools departments as the county’s contributions for healthcare for active employees. This means that the county provides direct support for 71.3 percent of the Healthcare Fund’s budget. Also included in this budget is the cost to the county and Schools for retiree subsidies, which are present within the Human Resources budget. It is important to note that expenditures already budgeted within individual departments are negated from the Healthcare Fund budget in the “Adjustments for Interdepartmental Billings” to avoid double counting of expenditures. The balance of \$41,090,929 reflects anticipated payments from employees and retirees that participate in the program, as well as rebates for pharmacy claims and interest earnings.

## FISCAL YEAR 2022 SUMMARY

### Annual Fiscal Plan

Description	FY20	FY21	FY22	Change
	Actual	Original	Approved	21 to 22
Claims	\$ 106,633,150	\$ 125,804,370	\$ 133,352,631	6.0%
Other Administrative Fees	9,275,633	9,256,500	9,605,644	3.8%
Payments to Federal Government	0	80,000	80,000	0.0%
Total Healthcare	\$ 115,908,783	\$ 135,140,870	\$ 143,038,275	5.8%

*Healthcare Fund*

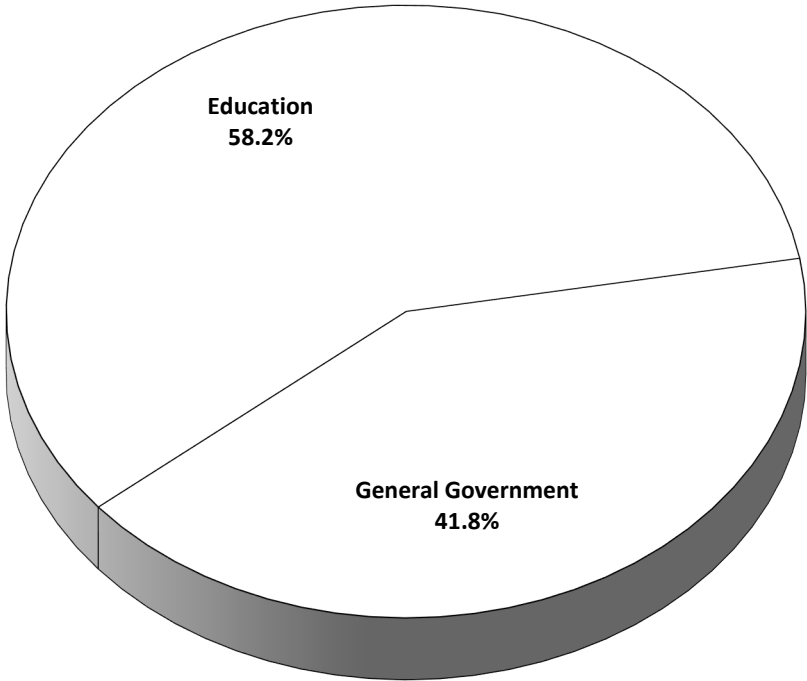
**BUDGET HIGHLIGHTS**

Of the \$143,038,275 budget for Healthcare, \$133,352,631, or 93.2 percent reflects estimated claims expenditures. The balance of \$9,336,500 is highlighted by anticipated third-party administrative fees (\$5,300,000), health spending account costs (\$900,000), costs of actuarial services (\$150,000), wellness initiatives funding (\$150,000) and the premium payments for excess risk insurance, which is \$3,000,000. The budget for the excess risk insurance rose sharply in the FY2020-21 approved budget due to the increased actuarial cost of this service but is unchanged from that elevated level in FY2021-22. The insurance protects the county from single large claims greater than \$500,000 and total annual payments greater than 125.0 percent of actuarially projected annual claims. Also included in the budget is \$105,644 in funding for the retainer agreement for the county's healthcare consultant.



# COUNTY OF HENRICO, VIRGINIA

## Debt Service Fund



**Total \$78,346,649**

# 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 \$652,480,000 as of June 30, 2021. This reflects the General Obligation (G.O.) Bond issuance of \$102,255,000 in the Spring of 2017, \$99,395,000 in the Spring of 2018, \$105,155,000 in the Summer of 2019, and the \$105,980,000 in the Summer of 2020, representing all of the issuances related to the November 2016 G.O. Bond Referendum. The distribution of the debt is: \$575,415,000 of G.O. bonds (\$396,677,879 for Schools and \$178,737,121 for General Government), \$60,065,000 of EDA bonds (\$47,735,000 for the Indoor Sports Facility, \$9,520,000 for land financing, and \$2,810,000 in refunding) and \$17,000,000 of EDA Lease Revenue bonds for the replacement of the County's 800mhz Public Safety Communications System. Additionally, Henrico County is planning to issue an additional \$54,100,000 in VPSA bonds in the fall of 2021.

## FISCAL YEAR 2022 SUMMARY

Description	FY20 Actual	FY21 Original	FY22 Approved	Change 21 to 22
Principal Payments	\$ 48,870,000	\$ 49,095,000	\$ 53,165,000	8.3%
Interest Payments	21,060,132	22,520,830	25,131,649	11.6%
Other Debt Expenses	372,331	50,000	50,000	0.0%
Total	<u>\$ 70,302,463</u>	<u>\$ 71,665,830</u>	<u>\$ 78,346,649</u>	<u>9.3%</u>
General Government	\$ 62,526,634	\$ 31,038,654	\$ 32,711,095	5.4%
Education	41,979,830	40,627,176	45,635,554	12.3%
Total Budget	<u>\$ 104,506,464</u>	<u>\$ 71,665,830</u>	<u>\$ 78,346,649</u>	<u>9.3%</u>

## Debt Service Fund

### DESCRIPTION

Another way to view the \$652,480,000 projected outstanding debt is \$396,677,879, or 60.8 percent, is attributed to Education projects and \$255,802,121, or 39.2 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 2021. 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 **1.29%** in FY2020-21. 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 **7.42%** in FY2020-21.

**The County's bond ratings are as follows:**

- **Moody's Investors Service: Aaa**
- **Standard & Poor's: AAA**
- **Fitch IBCA: AAA**

As a note, Henrico is 1 of only 48 localities in the United States to hold the highest rating from each of the three bond rating agencies, which is referred to as a triple AAA bond rating (Aaa, AAA, and AAA).

### BUDGET HIGHLIGHTS

The budget for the Debt Service fund is \$78,346,649, which reflects a 9.3 percent increase when compared to the FY2020-21 Approved Budget. Of the total, \$53,165,000 is payment towards the principal amount owed, \$25,131,649 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 FY2021-22 is by service area, of which \$45,635,554 is payment on Education debt, \$29,625,478 is payment on debt related to General Government functions, and \$3,085,617 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

*Debt Service Fund*

Parks, Libraries, and Public Works. The FY2021-22 Capital Budget includes \$79,705,685 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 FY2021-22: 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 FY2021-22, \$66,971,421 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 table to the right provides a summary of each G.O. Bond issue.

<b>Fiscal Year</b>	<b>Amount</b>	<b>Issue Date</b>
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.

<b>Fiscal Year</b>	<b>Amount</b>	<b>Issue Date</b>
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

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.

### Debt Service Fund

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, appropriating the \$102,255,000 that had been issued May 2017. The second G.O. Bond issue of \$99,395,000, was issued during FY2018-19 in July 2018 and the third issue for \$105,115,000 followed in October 2019. The final issuance related to the 2016

Fiscal Year	Amount	Issue Date
FY2016-17	\$102,255,000	May 2017
FY2018-19	\$99,395,000	July 2018
FY2019-20	\$105,115,000	October 2019
FY2020-21	\$105,980,000	July 2020

Bond referendum of \$105,980,000 was issued in July 2020 and the FY2021-22 CIP and Budget will appropriate the remainder of these funds to projects. The FY2021-22 budget includes debt service payments for all of these issuances in accordance with the published debt service schedules related to each issuance.

---

### VPSA BONDS

Virginia Public School Authority (VPSA) Bonds are the second debt instrument utilized that the county will pay debt service on in FY2021-22. VPSA Bonds may only be utilized for school improvements, and the issuance of VPSA Bonds does not require a vote of the citizens. However, the debt issued is a liability of the county and therefore is included when calculating the county's debt affordability.

The county is planning to issue a new VPSA Bond in Fall 2021 estimated to be \$54.1 million. Debt service in the amount of \$811,500 has been estimated as a payment to be made during FY2021-22. Currently, there are no other outstanding VPSA bond issuances. There was a VPSA issue in 2008 for \$44,440,000 but this issuance was included in the March 2015 refunding and is now reflected as G.O. debt.

---

### LEASE/REVENUE BONDS

The third debt instrument utilized that the county will pay debt service on in FY2021-22 is lease/revenue bonds issued through the Henrico Economic Development Authority. These bonds were initially issued in 1996 and 1998 in the amounts of \$28,765,000 and \$24,765,000 respectively and utilized to build the county's Emergency Communications and Training Center, renovate what became the Public Safety Building, purchase an 800 MHz Communication System, renovate several facilities and enhance the county's technology systems. In 2009, the county refunded the balance of these bonds to achieve savings on debt service payments. These bonds were refunded a second time to achieve additional savings in 2020 (more details follow). In 2016, the county secured a direct bank 10-year lease revenue bond in the amount of \$34,000,000, which will partially fund a replacement and upgraded 800 MHz communication system. In 2019 and 2020, the county issued two additional lease/revenue bonds including the 2019 Land Financing bond in the amount of \$10,115,000 and the 2020A Indoor Sports Facility Bond in the amount of \$50,000,000. The FY2021-22 budget includes debt service payments in the total amount of \$10,513,728, each amount in accordance with the published debt service schedules related to each issuance.



*Debt Service Fund*

---

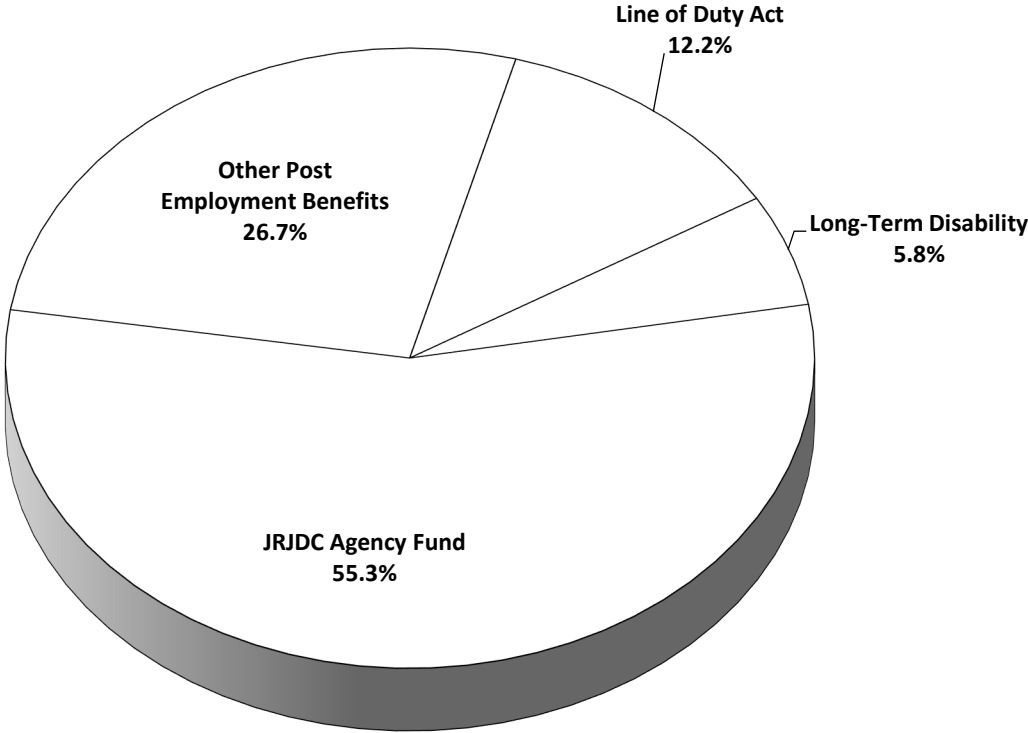
**BOND REFUNDINGS**

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 and the county has saved an additional \$26,568,304 in debt service payments. The table below provides a summary of the General Fund savings.

<b>Refunding Date</b>	<b>Bond Types</b>	<b>Amount</b>	<b>Savings</b>
May, 2009	G.O. Bonds - 2001,2002	\$ 33,785,000	\$ 1,840,000
August, 2009	IDA Lease Revenue Bonds - 1996,1998,1999	36,425,000	5,150,000
May, 2010	G.O. Bonds - 2003, 2004,2005,2006,2008,2008A	119,735,000	5,100,000
September, 2012	G.O. Bonds - 2005,2006.2010A	37,500,000	2,360,000
March, 2015	G.O. Bonds - 2008A and VPSA Bond-2008	50,485,000	3,290,000
May, 2017	G.O. Bonds - 2010A, 2011	53,755,000	2,898,722
February, 2020	EDA Lease Revenue Bonds - 2009B, 2009B	5,530,000	519,839
March, 2020	G.O. Bonds - 2010	24,930,000	3,503,212
July, 2020	G.O. Bonds- 2011	14,720,000	1,906,531
	<b>Total Refunding</b>	<b>\$376,865,000</b>	<b>\$26,568,304</b>

# COUNTY OF HENRICO, VIRGINIA

## Fiduciary Fund



Total \$10,283,976

# 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 2022 SUMMARY

#### Annual Fiscal Plan

<u>Description</u>	<u>FY20 Actual</u>	<u>FY21 Original</u>	<u>FY22 Approved</u>	<u>Change 21 to 22</u>
Personnel	\$ 4,505,934	\$ 4,854,231	\$ 4,903,465	1.0%
Operation	744,972	671,381	671,381	0.0%
Capital	29,285	9,130	9,130	0.0%
Subtotal	5,280,191	5,534,742	5,583,976	0.9%
Facility Maintenance	113,520	100,000	100,000	0.0%
Total	<u>\$ 5,393,711</u>	<u>\$ 5,634,742</u>	<u>\$ 5,683,976</u>	<u>0.9%</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

	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>Change 21 to 22</u>
<b>Workload Measures</b>				
Admissions - Secure Detention	365	410	456	46
Average Daily Population	30	34	38	4
Admissions - Post Dispositional	19	20	22	2
Number of Female Groups Run by Clinicians	44	46	46	0
Number of Sub. Abuse Groups Run by Clinicians	43	46	46	0

## BUDGET HIGHLIGHTS

The James River Juvenile Detention Commission (JRJDC) is a regional organization of Goochland, Powhatan, and Henrico Counties, formed to operate a juvenile detention facility. Henrico as majority partner serves as the fiscal agent for the operation of the JRJDC. This arrangement eliminates the need for the Commission to duplicate various administrative functions related to personnel matters, procurement activities, and the management of accounting and budgeting efforts.

During a December 18, 2020, 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 \$5,583,976 for FY2021-22. This is an increase of \$49,234, or 0.9 percent, compared to the FY2020-21 approved budget. A wage adjustment for Henrico employees was initiated after the Commission approved the structure of the budget. As such, a vacancy savings factor is being used to account for the salary and benefit increases within this 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 FY2021-22, 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 - \$3,451,620, Powhatan - \$267,041, and Goochland - \$267,041.

State aid for the Commission is estimated to be \$1,565,294 for FY2021-22. This figure is level with the estimate for FY2020-21 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 \$132,980 of reserves as part of the budget for FY2021-22. While the Commission has often used this budgeting practice, actual use of reserves has been minimal.

*JRJDC Agency Fund*

As of June 30, 2020, the Commission had a balance of cash and cash equivalents equaling \$4,543,814. The amount of assets in reserve had remained relatively stable over the previous 10 years and grew markedly in FY2019-20.

It should be noted that staff at the JRJDC has successfully implemented new protocols in response to the COVID-19 pandemic, which have ensured the continued safety of staff and residents at the facility.

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 FY2021-22 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	\$1,672,542	31.3%	30
2020-21	\$1,565,294*	28.7%	34*
2021-22	\$1,565,294*	28.0%	38*
* Figures for FY2020-21 and FY2021-22 are projections.			
(1) Average Daily Population was inflated in FY2012-13 due to serving Richmond City juveniles.			

# OTHER POST EMPLOYMENT BENEFITS (OPEB)

## DESCRIPTION

Non-pension benefits provided to employees after employment ends are referred to as Other Post-Employment Benefits (OPEB). The Governmental Accounting Standards Board (GASB) defines OPEB as health insurance, dental insurance, life insurance, and term care coverage for retirees and their families. Other post-employment benefits are part of the compensation package employees earn each year, even though the benefits are not received until employment has ended. For Henrico County, these benefits are confined to retiree health insurance for those retirees opting to remain with the county's health care provider.

The rating agencies consider OPEB funding status in their evaluations of government financial condition. It is possible that bond ratings may suffer for governments with large liabilities and no defined way to pay for these future costs. Under the guidelines, OPEB financial information will be produced using actuarial valuations performed in accordance with GASB standards. The actuarial valuations should be performed at least every two years for plans that administer OPEB for 200 or more plan members (active and retired) or every three years for plans with fewer than 200 members. Henrico County's update was completed as of June 30, 2020.

As a result of the financial reporting requirements of the Governmental Accounting Standards Board (GASB), this fiduciary fund was created in 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 OPEB budget for FY2021-22 is \$2,750,000, representing an increase of \$2,675,000 from the prior fiscal year which had been reduced due to the COVID-19 pandemic. Budgeted funds address costs associated with this accounting standard. It should be noted that \$2,675,000 will come from the General Fund and \$75,000 will cover the Water and Sewer portion of this requirement. The budget continues to meet anticipated funding requirements. Future contributions will continue to be based on independent actuarial analysis.

## FISCAL YEAR 2022 SUMMARY

Description	Annual Fiscal Plan			
	FY20 Actual	FY21 Original	FY22 Approved	Change 21 to 22
OPEB Contribution	\$ 800,000	\$ 75,000	\$ 2,750,000	3,566.7%
Total OPEB	\$ 800,000	\$ 75,000	\$ 2,750,000	3,566.7%

# 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 Line of Duty budget for FY2021-22 is \$1,250,000, unchanged from the prior fiscal year.

This fiduciary fund, created in FY2012-13, resulted from the General Assembly passing the cost of the State approved benefit to localities with an original budget of \$500,000. Currently, this benefit provides coverage for 116 retirees.

## FISCAL YEAR 2022 SUMMARY

### Annual Fiscal Plan

Description	FY20 Actual	FY21 Original	FY22 Approved	Change 21 to 22
Line of Duty Contribution	\$ 1,006,004	\$ 1,250,000	\$ 1,250,000	0.0%
Total Line of Duty	<u>\$ 1,006,004</u>	<u>\$ 1,250,000</u>	<u>\$ 1,250,000</u>	<u>0.0%</u>

# 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 budget for FY2021-22 is \$600,000, unchanged from the prior fiscal year.

This fiduciary fund, added in the FY2018-19 annual fiscal plan, reflects on-going expenses associated with this program based on contract estimates. It should be noted the actuals for FY2019-20 include paid claims through the legacy self-insurance program. Claims will be paid until all claims are satisfied.

## FISCAL YEAR 2022 SUMMARY

Annual Fiscal Plan				
Description	FY20 Actual	FY21 Original	FY22 Approved	Change 21 to 22
Long-Term Disability Contribution	\$ 582,232	\$ 600,000	\$ 600,000	0.0%
Total Long Term Disability	\$ 582,232	\$ 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 2022 SUMMARY

### Annual Fiscal Plan

<u>Description</u>	<u>FY20 Actual</u>	<u>FY21 Original</u>	<u>FY22 Approved</u>	<u>Change 21 to 22</u>
Total	\$ (111,579,028)	\$ (119,011,966)	\$ (125,273,753)	5.3%

# COUNTY OF HENRICO, VIRGINIA

Ten-Year Capital Improvement Program

&

Fiscal Year 2022 Capital Budget

Total \$235,198,485

# 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 FY2021-22 through FY2030-31. The CIP represents infrastructure improvements requested by county departments over the next ten 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 conclude this fiscal year FY2021-22. 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 FY2021-22 through FY2030-31 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 FY2021-22 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 the FY2021-22 capital budget includes the Education Meals Tax revenue which was approved by the voters in November 2013. A total of \$9.0 million associated with this

*Capital Improvement Program*

revenue has been dedicated to various school maintenance and rehabilitation projects. Meals Tax revenue, which is dedicated to Henrico County Public Schools, also provides a resource to fund on-going bond referendum projects. Other sources of financing for the CIP can include Motor Vehicle License Fees, stormwater dedicated revenues, revenues generated by the Central Virginia Transportation Authority (CVTA), and Enterprise Fund resources. The amount appropriated for capital projects each year is based on the Capital Improvement Program in effect at the time of the development of the capital budget. The first five years of requests from FY2021-22 through FY2025-26 total \$2,320,396,413 which represents an increase of \$651,967,516 from the current FY2020-21 through FY2024-25 CIP of \$1,668,428,897. These needs are put forward by Departments and prioritized by the Departments over the five-year period. This year’s capital budget reflects the first-time departments have identified projects for years six through ten to assist in planning for future capital needs. The Capital Budget for FY2021-22 funds \$235,198,485 in the first year of the CIP.

The revenue sources for the FY2021-22 Capital budget are as follows:

<u>Revenue Sources:</u>	<u>Approved FY2021-22</u>
Capital Projects Fund:	
General Fund Operating Budget Transfers:	
General Fund - Designated Fund Balance	\$ 7,075,000
General Fund - Designated Capital Reserve	12,440,000
General Fund - Education Meals Tax Revenue	5,000,000
General Fund - Education Meals Tax Reserve	4,000,000
General Fund Balance - Stormwater Dedication	2,348,000
General Fund Balance - Facebook Revenues	2,000,000
Motor Vehicle License Fee Revenue - Public Works	1,750,000
Subtotal - General Fund Operating Budget Transfers:	<u>\$ 34,613,000</u>
General Obligation Bonds - Education - 2016	\$ 19,000,000
General Obligation Bonds - General Government - 2016	\$ 58,000,000
Bond Premium	\$ 2,705,685
VPSA	\$ 54,055,000
CVTA	<u>\$ 22,500,000</u>
Subtotal - Capital Projects Fund	<u>\$ 190,873,685</u>
Vehicle Replacement Fund:	
General Fund Operating Budget Transfers:	
General Fund - Vehicle Replacement Reserve	<u>11,024,800</u>
Subtotal - Vehicle Replacement Fund	<u>\$ 11,024,800</u>
Enterprise Fund - Public Utilities:	
Water and Sewer Revenues	\$ 33,300,000
Revenue Bonds	<u>0</u>
Subtotal - Enterprise Fund - Public Utilities	<u>\$ 33,300,000</u>
Total Capital Budget Revenues	<u><u>\$ 235,198,485</u></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:

**EARLY JULY** - Call for CIP estimates, calendar of dates, and other related information sent to departments.

**EARLY SEPTEMBER** - Deadline for submission of CIP requests to the Office of Management and Budget.

**MID SEPTEMBER – EARLY OCTOBER** – Office of Management and Budget reviews and verifies department submissions for accuracy and completeness.

**EARLY OCTOBER** - Office of Management and Budget briefs CIP Review Committee and County Manager on status of CIP requests.

**LATE 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 FEBRUARY** – Planning Commission announces a public hearing on the CIP for middle of February.

**LATE FEBRUARY** – The County Manager and the CIP Review Committee submits the CIP to the Planning Commission.

**MIDDLE OF MARCH** – Planning Commission conducts public hearing and submits comments on CIP to the County Manager.

**FOURTH WEEK OF MARCH** – Board of Supervisors conducts public hearing on the proposed Capital Budget.

**SECOND WEEK OF APRIL** - Board of Supervisors adopts Capital Budget.

**County of Henrico, Virginia**  
**Approved Capital Budget**  
**FY2021-22**

Project Number	Project Name	Approved FY2021-22
<b>Capital Projects Fund</b>		
<u>General Fund</u>		
00518/00527	Roof and Mechanical Replacements - Education	\$ 2,500,000
New	Technology Improvements	2,000,000
	Subtotal - Education	<u>\$ 4,500,000</u>
00572	Mechanical Improvements	\$ 500,000
00425	Roof Replacement and Rehabilitation	1,200,000
00423	Pavement Rehabilitation	500,000
06477	Small Project Improvements and Renovations	200,000
01198	Energy Management	100,000
	Subtotal - General Services	<u>\$ 2,500,000</u>
06481	Information Technology Projects	\$ 1,500,000
00429	Geographic Information System	\$ 150,000
	Subtotal - Information Technology	<u>\$ 1,650,000</u>
07046	Chesapeake Bay TMDL/MS4 Compliance	\$ 2,348,000
	Subtotal - Public Works - Stormwater	<u>\$ 2,348,000</u>
06194	Facility Rehabilitation	\$ 425,000
	Subtotal - Recreation and Parks	<u>\$ 425,000</u>
	Subtotal - General Fund	<u>\$ 11,423,000</u>
<u>General Fund Revenue - Education Meals Tax</u>		
06899	Schools Meals Tax Reserve	\$ 5,000,000
	Subtotal - General Fund Revenue - Education Meals Tax	<u>\$ 5,000,000</u>
<u>General Fund Revenue - Education Meals Tax Reserve</u>		
06899	Schools Meals Tax Reserve	\$ 4,000,000
	Subtotal - General Fund Revenue - Education Meals Tax Reserve	<u>\$ 4,000,000</u>
<u>General Fund Revenue - Public Works (Motor Vehicle License Fee)</u>		
New	Countywide Land Acquisitions (Drainage)	\$ 500,000
00363	Minor Drainage Improvements	500,000
08932	Countywide Creeks and Streams	750,000
	Subtotal - General Fund Revenue - Public Works	<u>\$ 1,750,000</u>
<u>G.O. Bonds - Education - 2016</u>		
70012	Adams ES Renovation	\$ 19,000,000
	Subtotal - G.O. Bonds - Education - 2016	<u>\$ 19,000,000</u>

**County of Henrico, Virginia**  
**Approved Capital Budget**  
**FY2021-22**

Project Number	Project Name	Approved FY2021-22
<b>Capital Projects Fund</b>		
(Continued)		
<u>G.O. Bonds - General Government - 2016</u>		
13003	Firehouse #23 Eastgate/Newbridge	\$ 9,600,000
	Subtotal - Fire	\$ 9,600,000
28001	Richmond - Henrico Turnpike	\$ 9,000,000
	Subtotal - Public Works	\$ 9,000,000
23005	Taylor Park	\$ 14,000,000
23006	Cheswick Park	2,100,000
23007	Tuckahoe Creek Park	5,000,000
23008	Three Lakes Nature Center Park	2,300,000
23009	Tuckahoe Park	16,000,000
	Subtotal - Recreation and Parks	\$ 39,400,000
	Subtotal - G.O. Bonds - General Government - 2016	\$ 58,000,000
<u>Bond Premium</u>		
13003	Firehouse 23 - Eastgate/Newbridge	\$ 1,455,685
13002	Firehouse 20 - Staples Mill Stormwater Basin	1,250,000
	Subtotal - Bond Premium	\$ 2,705,685
<u>VPSA</u>		
08776	Highland Springs HS ACE Center Renovation	\$ 20,800,000
08775	Hermitage HS ACE Center Renovation and Expansion	33,255,000
	Subtotal - VPSA	\$ 54,055,000
<u>CVTA</u>		
06837	Countywide Pedestrian Improvements	\$ 2,500,000
New	CVTA Reserve	20,000,000
	Subtotal - Interest Earnings	\$ 22,500,000
<u>Capital Reserve</u>		
New	Schools Land Reserve	\$ 3,000,000
06177	Firehouse #6 Land Acquisition	440,000
08605	Addiction Recovery Center	9,000,000
	Subtotal - Capital Reserve	\$ 12,440,000
	<b>Total - Capital Projects Fund</b>	<b>\$ 190,873,685</b>

**County of Henrico, Virginia**  
**Approved Capital Budget**  
**FY2021-22**

Project Number	Project Name	Approved FY2021-22
<b>Vehicle Replacement Fund</b>		
<u>General Fund</u>		
06690	School Bus Replacement Plan	\$ 4,700,000
06692	Fire Apparatus Replacement Program	\$ 3,300,000
06691	Police Vehicle Replacement Program	\$ 3,024,800
<b>Total - Vehicle Replacement Fund</b>		<b>\$ 11,024,800</b>
<b>Enterprise Fund - Public Utilities</b>		
<u>Other Local Revenue</u>		
00782	New Sewer Connections	\$ 300,000
00772	Sewer Line Extensions	500,000
00732	Sewer Line Rehabilitation	5,000,000
00743	Sewer Pump Station Improvements	1,500,000
00737	Sewer Relocation, Adjustments & Crossings	200,000
00725	Plan Review and Inspection	2,100,000
08172	Water Reclamation Facility Improvements	10,000,000
01076	Strawberry Hill Basin Sewer Rehab	8,000,000
06159	Almond Creek Force Main	500,000
Subtotal - Other Local Revenue		\$ 28,100,000
Subtotal - Sewer		\$ 28,100,000
<u>Other Local Revenue</u>		
00771		
00770	New Water Connections	\$ 150,000
00768	Water Line Extensions	300,000
00769	Water Line Rehabilitation	2,000,000
00780	Water Pumping Station Improvements	500,000
00767	Water Meters	1,300,000
08171	Water Relocation, Adjustments & Crossings	200,000
	Water Treatment Facility Improvements	750,000
Subtotal - Water		\$ 5,200,000
<b>Total - Enterprise Fund - Public Utilities</b>		<b>\$ 33,300,000</b>
<b>TOTAL APPROVED CAPITAL BUDGET FOR FY2021-22</b>		<b>\$ 235,198,485</b>



# Capital Improvement Program Requests Summary

Fiscal Year 2021-22 through Fiscal Year 2025-26

By Department	FY2021-22	FY2022-23	FY2023-24	FY2024-25	FY2025-26	Total
<b>Capital Projects Fund</b>						
Education	95,642,083	140,260,691	141,364,207	141,622,181	152,240,056	671,129,218
Fire	3,090,679	11,501,058	12,728,622	12,957,272	12,681,480	52,959,111
General Services	8,110,933	6,680,243	6,509,637	8,755,906	8,301,885	38,358,604
Information Technology	2,518,000	2,235,000	1,372,487	2,210,000	2,400,000	10,735,487
Mental Health	9,000,000	0	0	0	1,979,821	10,979,821
Police	8,445,541	1,493,436	6,379,181	1,544,269	0	17,862,427
Public Library	0	96,989	630,894	528,765	0	1,256,648
Public Works - Drainage	1,750,000	5,752,361	12,934,361	30,449,687	4,930,671	55,817,080
Public Works - Roadway	235,050,000	206,050,000	206,050,000	206,050,000	206,050,000	1,059,250,000
Public Works - Stormwater	2,348,000	2,348,000	2,348,000	2,348,000	2,348,000	11,740,000
Recreation	23,949,784	19,448,929	4,401,981	2,695,062	689,449	51,185,205
Sheriff	1,214,938	0	0	0	0	1,214,938
Woodman Rd Complex	0	0	0	1,703,904	10,729,970	12,433,874
<b>Total</b>	<b>391,119,958</b>	<b>395,866,707</b>	<b>394,719,370</b>	<b>410,865,046</b>	<b>402,351,332</b>	<b>1,994,922,413</b>

<b>Vehicle Replacement Reserve</b>						
Education	4,700,000	4,700,000	4,700,000	4,700,000	4,700,000	23,500,000
Fire	3,300,000	3,300,000	3,300,000	3,300,000	3,300,000	16,500,000
Police	3,024,800	3,024,800	3,024,800	3,024,800	3,024,800	15,124,000
<b>Total</b>	<b>11,024,800</b>	<b>11,024,800</b>	<b>11,024,800</b>	<b>11,024,800</b>	<b>11,024,800</b>	<b>55,124,000</b>

<b>Enterprise Fund - Utilities</b>						
Public Utilities - Sewer	28,100,000	28,400,000	48,600,000	83,100,000	29,600,000	217,800,000
Public Utilities - Water	5,200,000	12,200,000	11,700,000	10,500,000	12,950,000	52,550,000
<b>Total</b>	<b>33,300,000</b>	<b>40,600,000</b>	<b>60,300,000</b>	<b>93,600,000</b>	<b>42,550,000</b>	<b>270,350,000</b>

**Grand Total**    **435,444,758**    **447,491,507**    **466,044,170**    **515,489,846**    **455,926,132**    **2,320,396,413**

By Revenue Source	FY2021-22	FY2022-23	FY2023-24	FY2024-25	FY2025-26	Total
<b>Capital Projects Fund</b>						
Bond Premiums	2,705,685	0	0	0	0	2,705,685
Capital Reserves	12,440,000	0	0	0	0	12,440,000
CVTA	22,500,000	22,500,000	22,500,000	22,500,000	22,500,000	112,500,000
G.O. Bonds - Education - 2016	19,000,000	0	0	0	0	19,000,000
G.O. Bonds - General Gov't - 2016	58,000,000	0	0	0	0	58,000,000
General Fund	11,423,000	16,262,172	18,039,618	17,396,848	15,735,289	78,856,927
General Fund - Education Meals Tax	9,000,000	9,000,000	9,000,000	9,000,000	9,000,000	45,000,000
No Funding Source	200,246,273	346,354,535	343,429,752	360,218,198	353,366,043	1,603,614,801
Other Local Revenue	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	8,750,000
VPSA Bonds	54,055,000	0	0	0	0	54,055,000
<b>Total</b>	<b>391,119,958</b>	<b>395,866,707</b>	<b>394,719,370</b>	<b>410,865,046</b>	<b>402,351,332</b>	<b>1,994,922,413</b>

<b>Vehicle Replacement Reserve</b>						
General Fund	11,024,800	11,024,800	11,024,800	11,024,800	11,024,800	55,124,000
<b>Total</b>	<b>11,024,800</b>	<b>11,024,800</b>	<b>11,024,800</b>	<b>11,024,800</b>	<b>11,024,800</b>	<b>55,124,000</b>

<b>Enterprise Fund - Utilities</b>						
Enterprise Fund	33,300,000	40,600,000	60,300,000	93,600,000	42,550,000	270,350,000
<b>Total</b>	<b>33,300,000</b>	<b>40,600,000</b>	<b>60,300,000</b>	<b>93,600,000</b>	<b>42,550,000</b>	<b>270,350,000</b>

**Grand Total**    **435,444,758**    **447,491,507**    **466,044,170**    **515,489,846**    **455,926,132**    **2,320,396,413**

## Capital Improvement Program Requests Summary

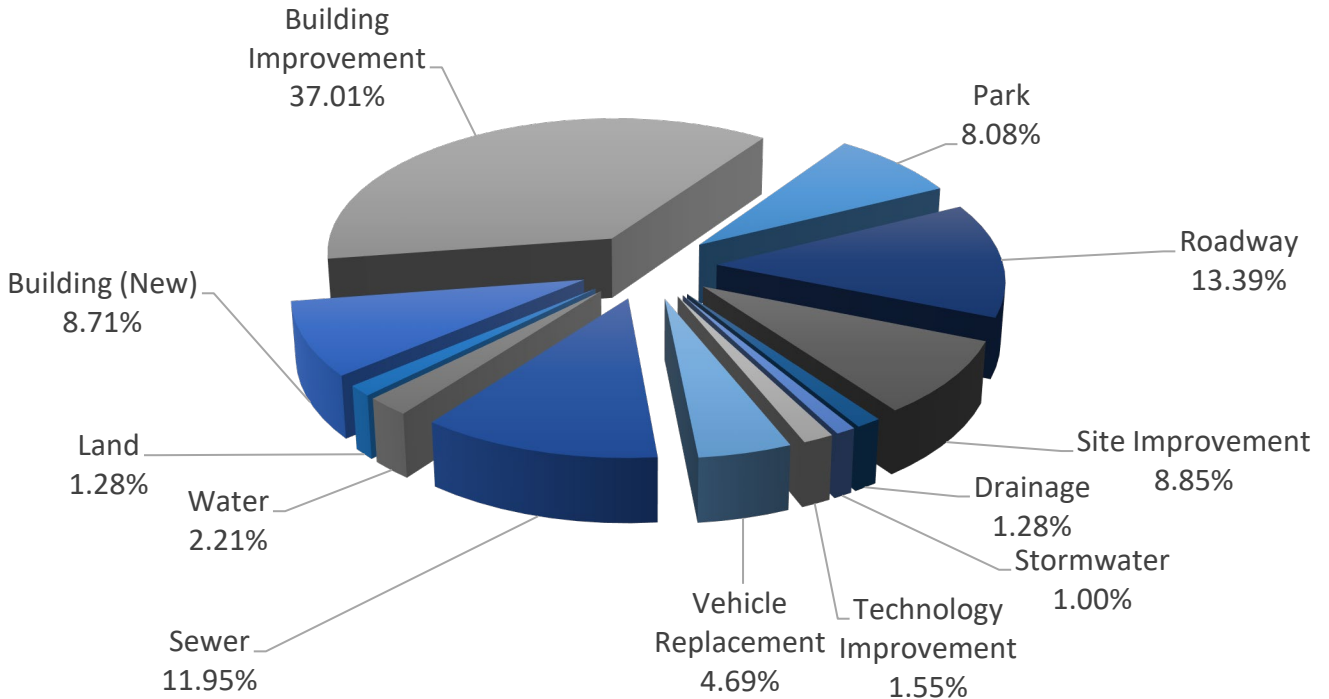
Fiscal Year 2021-22 through Fiscal Year 2025-26

By Project Type	FY2021-22	FY2022-23	FY2023-24	FY2024-25	FY2025-26	Total
<b>Capital Projects Fund</b>						
Building (New)	19,286,220	50,441,687	99,280,100	103,938,652	25,265,495	298,212,154
Building Addition	0	0	18,730,386	0	1,979,821	20,710,207
Building Improvement	98,280,615	106,690,730	46,702,055	60,273,645	155,787,896	467,734,941
Drainage	3,000,000	5,752,361	12,934,361	30,449,687	4,930,671	57,067,080
Feasibility/Programming Study	150,000	0	0	0	0	150,000
Land	3,000,000	0	0	0	0	3,000,000
Park	19,000,000	0	0	0	0	19,000,000
Roadway	235,050,000	206,050,000	206,050,000	206,050,000	206,050,000	1,059,250,000
Site Improvement	6,487,123	20,348,929	5,301,981	3,595,062	1,589,449	37,322,544
Stormwater	2,348,000	2,348,000	2,348,000	2,348,000	2,348,000	11,740,000
Technology Improvement	4,518,000	4,235,000	3,372,487	4,210,000	4,400,000	20,735,487
<b>Total</b>	<b>391,119,958</b>	<b>395,866,707</b>	<b>394,719,370</b>	<b>410,865,046</b>	<b>402,351,332</b>	<b>1,994,922,413</b>
<b>Vehicle Replacement Reserve</b>						
Vehicle Replacement Reserve	11,024,800	11,024,800	11,024,800	11,024,800	11,024,800	55,124,000
<b>Total</b>	<b>11,024,800</b>	<b>11,024,800</b>	<b>11,024,800</b>	<b>11,024,800</b>	<b>11,024,800</b>	<b>55,124,000</b>
<b>Enterprise Fund - Utilities</b>						
Sewer	28,100,000	28,400,000	48,600,000	83,100,000	29,600,000	217,800,000
Water	5,200,000	12,200,000	11,700,000	10,500,000	12,950,000	52,550,000
<b>Total</b>	<b>33,300,000</b>	<b>40,600,000</b>	<b>60,300,000</b>	<b>93,600,000</b>	<b>42,550,000</b>	<b>270,350,000</b>
<b>Grand Total</b>	<b>435,444,758</b>	<b>447,491,507</b>	<b>466,044,170</b>	<b>515,489,846</b>	<b>455,926,132</b>	<b>2,320,396,413</b>

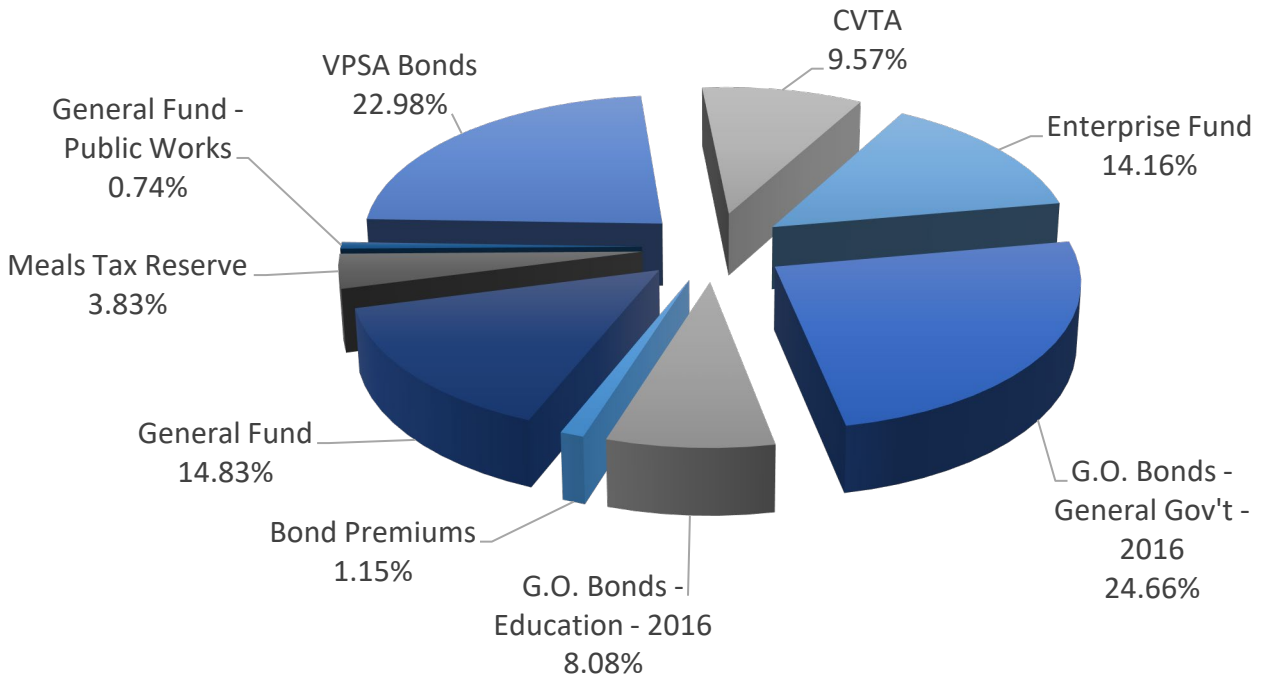
# Approved FY2021-22 Capital Budget

## \$235,198,485

### By Project Type



### By Funding Source



**CAPITAL PROJECTS BY DEPARTMENT  
FY2021-22**

**EDUCATION** **\$ 94,255,000**

Projects that will be funded through the issuance of 2016 General Obligation (G.O.) Bonds, which county voters approved in November 2016, totals \$19.0 million for Education and includes funding towards the renovation of Adams Elementary School. New issue VPSA funding totals \$54,055,000 and covers a renovation of the Highland Springs High School ACE Center and the renovation and expansion of the Hermitage High School Ace Center. Education Meals Tax reserve funding of 4,000,000 and Education Meals Tax revenue of \$5,000,000 has been designated for various school improvement projects. A total of \$2.5 million of General Fund resources will support ongoing projects related to school roof replacements and mechanical systems improvements. In addition, General Fund resources of \$5.0 million is forecasted for school's technology infrastructure improvements as well as the creation of a land reserve. The land reserve will give the school system flexibility to be able to make land purchases when needed for future expansion efforts. There is also \$4.7 million allotted for this year to be added to the vehicle replacement reserve for the purchase of school buses.

**FIRE** **\$ 16,045,685**

The 2016 General Obligation (G.O.) Bonds will fund \$9.6 million for the new Eastgate/Newbridge Firehouse #23. An additional \$1,455,685 of funding for this project will come from bond premiums. \$1.25 million in bond premiums will also be used to fund the construction of a regional stormwater basin at the new Staples Mill Firehouse #20. Capital reserves in the amount of \$440,000 will fund the land acquisition for the relocation of Firehouse #6. Funding of \$3.3 million is forecasted within the Vehicle Replacement Fund for the Fire Apparatus Replacement Program from General Fund fund balance.

**GENERAL SERVICES** **\$ 2,500,000**

General Fund resources of \$2.5 million are forecasted to fund various ongoing maintenance and improvement projects. \$1.7M is allocated towards roof and mechanical improvements. The remaining \$800,000 in General Fund resources will provide funding for the Small Project Improvements and Renovations project - \$200,000, the Energy Management project - \$100,000, and pavement rehabilitation - \$500,000.

**INFORMATION TECHNOLOGY** **\$ 1,650,000**

General Fund resources of \$1.5 million will support various information technology hardware and software upgrades. \$150,000 is included for the Geographical Information System (GIS) to continue to be able to acquire the necessary equipment and upgrades to support the program.

**MENTAL HEALTH** **\$ 9,000,000**

\$9.0 million of capital reserves are being put forward towards the construction of a new addiction recovery center.

**POLICE** **\$ 3,024,800**

\$3,024,800 in General Fund fund balance is allocated within the Vehicle Replacement Fund for the Police Vehicle Replacement Program.

**PUBLIC WORKS – DRAINAGE** **\$ 1,750,000**

\$1.75 million in motor vehicle license fees have been earmarked for various drainage projects throughout the county included land acquisitions, creeks and streams, and minor drainage projects.

**PUBLIC WORKS - ROADWAY** **\$ 31,500,000**

The Richmond-Henrico turnpike project is slated for construction this year with \$9.0M in funding coming from 2016 G.O. bonds. Additionally, \$22.5 million in CVTA revenues are being utilized for pedestrian improvements (\$2.5 million) and towards the creation of a new CVTA reserve to house funding for future roadway projects (\$20.0 million).

**PUBLIC WORKS - STORMWATER** **\$ 2,348,000**

Dedicated General Fund resources of \$2,348,000 are included for the ongoing stormwater project which has been submitted in order to meet the county's Chesapeake Bay Total Maximum Daily Load (TMDL) permit requirement. This project involves the construction of stream restoration, level spreaders, and bio-retention facilities.

**RECREATION AND PARKS** **\$ 39,825,000**

The 2016 General Obligation (G.O.) Bonds totals \$39.4 million for Recreation and Parks and includes the funding of \$14.0 million for Taylor Park, \$2.1 million for Cheswick Park, \$5.0 million for Tuckahoe Creek Park, \$2.3 million for the Three Lakes Nature Center, and \$16.0 million for Tuckahoe Park. In addition, General Fund resources of \$425,000 will provide for facility rehabilitation projects at various county parks.

**PUBLIC UTILITIES - SEWER** **\$ 28,100,000**

Projects that will be funded by revenues from the use of sewer services include \$10.0 million for the Water Reclamation Facility improvements, \$8.0 million for the Strawberry Hill Basin Sewer Rehab, and \$500,000 for the Almond Creek Force main. Funding of \$9.6 million is also included 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, and various sewer relocations, adjustments, and crossings projects.

**PUBLIC UTILITIES - WATER** **\$ 5,200,000**

Projects that will be funded by revenues from the use of water services include \$750,000 for the Water Treatment Facility Improvements project. Funding of \$4,450,000 is also included for new water connections, water line extensions, water line rehabilitation, water pumping station improvements, water meters, and various water relocations, adjustments, and crossings projects.

**Capital Improvement Program Five Year Summary FY2021-22 through FY2025-26**

**Department Requests by Fiscal Year and Priority Number - Capital Projects Fund - Fund 21 and Fund 22**

Project	Priority	Type	Source	District	Approved FY21-22	Request FY21-22	Request FY22-23	Request FY23-24	Request FY24-25	Request FY25-26	Total Five Year	
<b>Education</b>												
00518/00527	Mechanical and Roof Replacements	1	Building Improvement	General Fund	Countywide	2,500,000	2,500,000	3,500,000	3,500,000	3,500,000	3,500,000	16,500,000
New	Safety & Facilities Improvement	2	Building Improvement	No Funding Source	Countywide	0	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000
New	Technology Improvements	3	Technology Improvement	General Fund	Countywide	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
08777	Capital Facility Pre-Planning Study	4	Feasibility/Programming Study	No Funding Source	Countywide	0	150,000	0	0	0	0	150,000
70012	Adams ES Renovation	5	Building Improvement	G.O. Bonds - Education - 2016	Fairfield	19,000,000	19,000,000	0	0	0	0	19,000,000
08776	Highland Springs HS ACE Center Renovation	6	Building Improvement	VPSA Bond (New Issue)	Varina	20,800,000	20,802,053	0	0	0	0	20,802,053
08775	Hermitage ACE Renovation and Expansion	7	Building Improvement/Addition	VPSA Bond (New Issue)	Brookland	33,255,000	33,245,030	0	0	0	0	33,245,030
New	HCPS Central Office Annex - HVAC Replacement	8	Building Improvement	No Funding Source	Countywide	0	870,000	0	0	0	0	870,000
New	HCPS Central Office Annex - Fire System Upgrade	9	Building Improvement	No Funding Source	Countywide	0	75,000	0	0	0	0	75,000
06899	Education Meals Tax Project Reserve	10	Building Improvement	Meals Tax	Countywide	9,000,000	9,000,000	9,000,000	9,000,000	9,000,000	9,000,000	45,000,000
New	Schools Land Reserve	11	Land	Capital Reserve	Countywide	3,000,000	3,000,000	0	0	0	0	3,000,000
06672	Jackson Davis ES Replacement	12	Building (New)	No Funding Source	Three Chopt	0	0	38,940,629	0	0	0	38,940,629
06741	Virginia Randolph Acad Partial Replace-Renovation	13	Building Improvement	No Funding Source	Fairfield	0	0	57,868,568	0	0	0	57,868,568
06744	Holladay ES Renovation	14	Building Improvement	No Funding Source	Brookland	0	0	23,951,494	0	0	0	23,951,494
08912	Fairfield Area ES	15	Building (New)	No Funding Source	Fairfield	0	0	0	39,250,376	0	0	39,250,376
06673	Longan ES Replacement	16	Building (New)	No Funding Source	Brookland	0	0	0	40,921,921	0	0	40,921,921
06743	Highland Springs ES Renovation	17	Building Improvement	No Funding Source	Varina	0	0	0	22,961,524	0	0	22,961,524
08911	Northwest Middle School - 8 Classroom Addition	18	Building Addition	No Funding Source	Three Chopt	0	0	0	11,874,459	0	0	11,874,459
New	West Area ES 6 Classroom Addition	19	Building Addition	No Funding Source	Tuckhoe or Three Chopt	0	0	0	6,855,927	0	0	6,855,927
08773	Quioccasin MS Replacement	20	Building (New)	No Funding Source	Tuckahoe	0	0	0	0	85,271,087	0	85,271,087
06746	Carver ES Renovation	21	Building Improvement	No Funding Source	Tuckahoe	0	0	0	0	21,401,018	0	21,401,018
08774	Three Chopt ES Renovation	22	Building Improvement	No Funding Source	Three Chopt	0	0	0	0	15,450,076	0	15,450,076
08775	Hermitage HS Renovation	23	Building Improvement	No Funding Source	Brookland	0	0	0	0	0	106,303,547	106,303,547
08772	Dumbarton ES Renovation	24	Building Improvement	No Funding Source	Brookland	0	0	0	0	0	26,436,509	26,436,509
<b>Department Subtotal</b>						<b>89,555,000</b>	<b>95,642,083</b>	<b>140,260,691</b>	<b>141,364,207</b>	<b>141,622,181</b>	<b>152,240,056</b>	<b>671,129,218</b>
<b>Fire</b>												
13003	Firehouse 23 - Eastgate/Newbridge	1	Building (New)	G.O. Bonds - General Gov't - 2016, Bond Premiums	Varina	11,055,685	1,405,240	9,864,960	0	0	0	11,270,200
06177	Firehouse #6 Relocation and Construction	2	Building (New)	Capital Reserve	Varina	440,000	435,439	1,636,098	10,235,376	0	0	12,306,913
13002	Firehouse #20 Staples Mill Firehouse Stormwater Basin	3	Drainage	Bond Premiums	Brookland	1,250,000	1,250,000	0	0	0	0	1,250,000
06366	Firehouse #1 Relocation and Construction	4	Building (New)	No Funding Source	Fairfield	0	0	0	2,493,246	10,594,894	0	13,088,140
06529	Firehouse #11 Replacement and Construction	5	Building (New)	No Funding Source	Fairfield	0	0	0	0	2,362,378	10,290,615	12,652,993
06519	Firehouse #4 Relocation and Construction	6	Building (New)	No Funding Source	Varina	0	0	0	0	0	2,390,865	2,390,865
<b>Department Subtotal</b>						<b>12,745,685</b>	<b>3,090,679</b>	<b>11,501,058</b>	<b>12,728,622</b>	<b>12,957,272</b>	<b>12,681,480</b>	<b>52,959,111</b>
<b>General Services</b>												
00572	Mechanical Improvements	1	Building Improvement	General Fund	General Government	500,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
00425	Roof Replacement and Rehabilitation	2	Building Improvement	General Fund	General Government	1,200,000	1,065,800	1,130,243	959,637	743,786	897,840	4,797,306
08768	Juvenile Courts Parking Lot Expansion	3	Site Improvement	No Funding Source	General Government	0	637,339	0	0	0	0	637,339
00423	Pavement Rehabilitation	4	Site Improvement	General Fund	General Government	500,000	900,000	900,000	900,000	900,000	900,000	4,500,000
06477	Small Project Improvements and Renovations	5	Building Improvement	General Fund	General Government	200,000	500,000	500,000	500,000	500,000	500,000	2,500,000
01198	Energy Management	6	Building Improvement	General Fund	General Government	100,000	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	523,823	0	0	0	0	523,823
01199	County Generator Program	8	Building Improvement	No Funding Source	General Government	0	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
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	333,971	0	0	0	0	333,971
06103	CAM East & Road Crew Building	11	Building (New)	No Funding Source	General Government	0	0	0	0	2,462,120	1,854,045	4,316,165
<b>Department Subtotal</b>						<b>2,500,000</b>	<b>8,110,933</b>	<b>6,680,243</b>	<b>6,509,637</b>	<b>8,755,906</b>	<b>8,301,885</b>	<b>38,358,604</b>
<b>Information Technology</b>												
06481	Information Technology Projects	1	Technology Improvement	General Fund	General Government	1,500,000	2,368,000	2,085,000	780,000	2,060,000	2,250,000	9,543,000
00429	Geographic Information System	2	Technology Improvement	General Fund	General Government	150,000	150,000	150,000	150,000	150,000	150,000	750,000
New	E-911 Center Phone System Replacement	3	Technology Improvement	No Funding Source	Countywide	0	0	0	442,487	0	0	442,487
<b>Department Subtotal</b>						<b>1,650,000</b>	<b>2,518,000</b>	<b>2,235,000</b>	<b>1,372,487</b>	<b>2,210,000</b>	<b>2,400,000</b>	<b>10,735,487</b>

**Capital Improvement Program Five Year Summary FY2021-22 through FY2025-26**  
**Capital Projects Fund - Department Requests by Fiscal Year and Priority Number**

Project	Priority	Type	Source	District	Approved FY21-22	Request FY21-22	Request FY22-23	Request FY23-24	Request FY24-25	Request FY25-26	Total Five Year
<b>Mental Health</b>											
08605	Addiction Recovery Center	1 Building (New)	Capital Reserve	General Government	9,000,000	9,000,000	0	0	0	0	9,000,000
06662	Woodman Road Expansion Construction	2 Building Addition	No Funding Source	General Government	0	0	0	0	0	1,979,821	1,979,821
<b>Department Subtotal</b>					<b>9,000,000</b>	<b>9,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,979,821</b>	<b>10,979,821</b>
<b>Police</b>											
08567	Police South Station	1 Building (New)	No Funding Source	General Government	0	8,445,541	0	0	0	0	8,445,541
08874	Outdoor Training Facility Upgrades	2 Building Improvement	No Funding Source	General Government	0	0	1,493,436	0	0	0	1,493,436
08569	Police West Station	3 Building (New)	No Funding Source	General Government	0	0	0	6,379,181	0	0	6,379,181
08873	Canine Facility	4 Building (New)	No Funding Source	General Government	0	0	0	0	1,544,269	0	1,544,269
<b>Department Subtotal</b>					<b>0</b>	<b>8,445,541</b>	<b>1,493,436</b>	<b>6,379,181</b>	<b>1,544,269</b>	<b>0</b>	<b>17,862,427</b>
<b>Public Library</b>											
07034	Tuckahoe Library Teen Relocation/Repurpose	1 Building Improvement	No Funding Source	Tuckahoe	0	0	96,989	535,955	0	0	632,944
07033	Twin Hickory Library Renew/Repurpose	2 Building Improvement	No Funding Source	Three Chopt	0	0	0	94,939	528,765	0	623,704
<b>Department Subtotal</b>					<b>0</b>	<b>0</b>	<b>96,989</b>	<b>630,894</b>	<b>528,765</b>	<b>0</b>	<b>1,256,648</b>
<b>Public Works - Drainage</b>											
00363	Minor Drainage Improvements	1 Drainage	General Fund	Countywide	500,000	500,000	500,000	500,000	500,000	500,000	2,500,000
08932	Countywide Creeks and Streams	2 Drainage	General Fund	Countywide	750,000	750,000	750,000	750,000	750,000	750,000	3,750,000
New	Countywide Acquisitions	3 Drainage	General Fund	Countywide	500,000	500,000	500,000	500,000	500,000	500,000	2,500,000
Asst	Designated Drainage Projects	4 Drainage	No Funding Source	Countywide	0	0	4,002,361	11,184,361	28,699,687	3,180,671	47,067,080
<b>Department Subtotal</b>					<b>1,750,000</b>	<b>1,750,000</b>	<b>5,752,361</b>	<b>12,934,361</b>	<b>30,449,687</b>	<b>4,930,671</b>	<b>55,817,080</b>
<b>Public Works - Roadway</b>											
28001	Richmond - Henrico Turnpike	1 Roadway	G.O. Bonds - General Gov't - 2016	Fairfield	9,000,000	9,000,000	0	0	0	0	9,000,000
06837	Countywide Pedestrian Improvements	2 Roadway	CVTA	Countywide	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000
08163	Countywide Engineering Feasibility Study	3 Roadway	No Funding Source	Countywide	0	500,000	500,000	500,000	500,000	500,000	2,500,000
00499	General Road Construction	4 Roadway	No Funding Source	Countywide	0	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
08875	Countywide Landscaping Improvements	5 Roadway	No Funding Source	Countywide	0	250,000	250,000	250,000	250,000	250,000	1,250,000
New	CVTA Reserve	6 Roadway	CVTA	Countywide	20,000,000	20,000,000	0	0	0	0	20,000,000
Asst	Highway Interchanges Projects	7 Roadway	No Funding Source	Countywide	0	28,000,000	28,000,000	28,000,000	28,000,000	28,000,000	140,000,000
Asst	Roadway Projects	8 Roadway	No Funding Source	Countywide	0	109,300,000	109,300,000	109,300,000	109,300,000	109,300,000	546,500,000
Asst	Bike/Pedestrian Projects	9 Roadway	No Funding Source	Countywide	0	25,600,000	25,600,000	25,600,000	25,600,000	25,600,000	128,000,000
Asst	Multimodal Projects	10 Roadway	No Funding Source	Countywide	0	38,900,000	38,900,000	38,900,000	38,900,000	38,900,000	194,500,000
<b>Department Subtotal</b>					<b>31,500,000</b>	<b>235,050,000</b>	<b>206,050,000</b>	<b>206,050,000</b>	<b>206,050,000</b>	<b>206,050,000</b>	<b>1,059,250,000</b>
<b>Public Works - Stormwater</b>											
07046	Chesapeake Bay TMDL/MS4 Compliance	1 Stormwater	General Fund	Countywide	2,348,000	2,348,000	2,348,000	2,348,000	2,348,000	2,348,000	11,740,000
<b>Department Subtotal</b>					<b>2,348,000</b>	<b>2,348,000</b>	<b>2,348,000</b>	<b>2,348,000</b>	<b>2,348,000</b>	<b>2,348,000</b>	<b>11,740,000</b>
<b>Recreation</b>											
23005	Taylor Park	1 Park	G.O. Bonds - General Gov't - 2016	Varina	14,000,000	14,000,000	0	0	0	0	14,000,000
23006	Cheswick Park	2 Site Improvement	G.O. Bonds - General Gov't - 2016	Three Chopt	2,100,000	2,100,000	0	0	0	0	2,100,000
23007	Tuckahoe Creek Park	3 Park	G.O. Bonds - General Gov't - 2016	Tuckahoe	5,000,000	5,000,000	0	0	0	0	5,000,000
06194	Facility Rehabilitation	4 Site Improvement	General Fund	Countywide	425,000	2,849,784	1,148,929	4,401,981	2,695,062	689,449	11,785,205
23008	Three Lakes Nature Center Park	5 Site Improvement	G.O. Bonds - General Gov't - 2016	Fairfield	2,300,000	0	2,300,000	0	0	0	2,300,000
23009	Tuckahoe Park	6 Site Improvement	G.O. Bonds - General Gov't - 2016	Tuckahoe	16,000,000	0	16,000,000	0	0	0	16,000,000
<b>Department Subtotal</b>					<b>39,825,000</b>	<b>23,949,784</b>	<b>19,448,929</b>	<b>4,401,981</b>	<b>2,695,062</b>	<b>689,449</b>	<b>51,185,205</b>
<b>Sheriff</b>											
08749	Jail East & West IP Camera Upgrades	1 Building Improvement	No Funding Source	General Government	0*	236,458	0	0	0	0	236,458
08748	Jail West Booking Security Barriers	2 Building Improvement	No Funding Source	General Government	0	262,222	0	0	0	0	262,222
08566	Jail West Kitchen Renovation	3 Building Improvement	No Funding Source	General Government	0	640,514	0	0	0	0	640,514
08565	Jail West Female Housing Expansion	4 Building Improvement	No Funding Source	General Government	0*	75,744	0	0	0	0	75,744
<b>Department Subtotal</b>					<b>0</b>	<b>1,214,938</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,214,938</b>

\* Funded through alternate sources outside of CIP

Capital Improvement Program Five Year Summary FY2021-22 through FY2025-26

Capital Projects Fund - Department Requests by Fiscal Year and Priority Number

Project	Priority	Type	Source	District	Approved FY21-22	Request FY21-22	Request FY22-23	Request FY23-24	Request FY24-25	Request FY25-26	Total Five Year	
<b>Woodman Rd Complex</b>												
06213	Recreation & Parks	Western Maintenance Facility	1 Building (New)	No Funding Source	Fairfield	0	0	0	0	715,039	4,142,312	4,857,351
08599	Woodman Police and Fire	Installation Shop (CAM)	2 Building (New)	No Funding Source	Fairfield	0	0	0	0	988,865	6,587,658	7,576,523
<b>Department Subtotal</b>						<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,703,904</b>	<b>10,729,970</b>	<b>12,433,874</b>
<b>Vehicle Replacement- Fund 22</b>												
	School Bus Replacement	Vehicle Replacement	General Fund	Countywide	4,700,000	4,700,000	0	0	0	0	0	0
	Vehicle Replacement - Police	Vehicle Replacement	General Fund	Countywide	3,024,800	3,024,800	0	0	0	0	0	0
	Vehicle Replacement - Fire	Vehicle Replacement	General Fund	Countywide	3,300,000	3,300,000	0	0	0	0	0	0
<b>Department Subtotal</b>						<b>11,024,800</b>	<b>11,024,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Grand Total - Capital Projects Fund</b>						<b>201,898,485</b>	<b>402,144,758</b>	<b>395,866,707</b>	<b>394,719,370</b>	<b>410,865,046</b>	<b>402,351,332</b>	<b>1,994,922,413</b>



**Capital Improvement Program FY2021-22 through FY2025-26**

**Department Requests by Fiscal Year and Priority Number - Enterprise Fund - Fund 51**

Project	Priority	Type	Source	District	FY21-22 Approved	FY21-22 Request	FY22-23 Request	FY23-24 Request	FY24-25 Request	FY25-26 Request	Total Five Year
<b>Public Utilities - Sewer</b>											
00782	New Sewer Connections	1	Sewer	Enterprise Fund	Countywide	300,000	300,000	300,000	300,000	300,000	1,500,000
00772	Sewer Line Extensions	2	Sewer	Enterprise Fund	Countywide	500,000	500,000	500,000	500,000	500,000	2,500,000
00732	Sewer Line Rehabilitation	3	Sewer	Enterprise Fund	Countywide	5,000,000	5,000,000	5,000,000	2,500,000	5,000,000	25,000,000
00743	Sewer Pump Station Improvements	4	Sewer	Enterprise Fund	Countywide	1,500,000	1,500,000	1,800,000	1,000,000	500,000	6,300,000
00737	Sewer Reloc., Adjustments & Crossings	5	Sewer	Enterprise Fund	Countywide	200,000	200,000	200,000	200,000	200,000	1,000,000
00725	Plan Review and Inspection	6	Sewer	Enterprise Fund	Countywide	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	10,500,000
08172	Water Reclamation Facility Improvements	7	Sewer	Enterprise Fund	Varina	10,000,000	10,000,000	1,000,000	1,000,000	1,000,000	14,000,000
01076	Strawberry Hill Basin Sewer Rehab	8	Sewer	Enterprise Fund	B, F, T, TC	8,000,000	8,000,000	9,000,000	9,000,000	4,000,000	45,000,000
06159	Almond Creek Force Main	9	Sewer	Enterprise Fund	Varina	500,000	500,000	8,500,000	0	0	9,000,000
06666	Horsepen Br Sew - Broad Street to Rte 33	10	Sewer	Enterprise Fund	Brookland	0	0	0	27,000,000	0	27,000,000
06450	White Oak SPS FM	11	Sewer	Enterprise Fund	Varina	0	0	0	5,000,000	0	5,000,000
06667	Tuckahoe Creek Trunk Sewer Rehab	12	Sewer	Enterprise Fund	TC, T	0	0	0	0	7,000,000	7,000,000
06152	Gambles Mill SPS FEB Modification	13	Sewer	Enterprise Fund	Tuckahoe	0	0	0	0	5,000,000	5,000,000
00735	Water Reclamation Facility Expansion	14	Sewer	Enterprise Fund	Varina	0	0	0	0	42,000,000	42,000,000
06154	North Run Trunk Sewer	15	Sewer	Enterprise Fund	Fairfield	0	0	0	0	6,500,000	6,500,000
06158	Hungary Creek Trunk Sewer	16	Sewer	Enterprise Fund	B, F	0	0	0	0	4,500,000	4,500,000
06838	Allens and Rooty Branch Force Main Upgrade	17	Sewer	Enterprise Fund	B, TC	0	0	0	0	4,500,000	4,500,000
New	Westwood Improvements	18	Sewer	Enterprise Fund	Brookland	0	0	0	0	0	1,500,000
<b>Department Subtotal</b>					<b>28,100,000</b>	<b>28,100,000</b>	<b>28,400,000</b>	<b>48,600,000</b>	<b>83,100,000</b>	<b>29,600,000</b>	<b>217,800,000</b>
<b>Public Utilities - Water</b>											
00771	New Water Connections	1	Water	Enterprise Fund	Countywide	150,000	150,000	150,000	150,000	150,000	750,000
00770	Water Line Extensions	2	Water	Enterprise Fund	Countywide	300,000	300,000	300,000	300,000	300,000	1,500,000
00768	Water Line Rehabilitation	3	Water	Enterprise Fund	Countywide	2,000,000	2,000,000	4,000,000	3,000,000	4,000,000	18,000,000
00769	Water Pumping Station Improvements	4	Water	Enterprise Fund	Countywide	500,000	500,000	500,000	1,000,000	1,000,000	4,000,000
00780	Water Meters	5	Water	Enterprise Fund	Countywide	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	6,500,000
00767	Water Reloc., Adjustments & Crossings	6	Water	Enterprise Fund	Countywide	200,000	200,000	200,000	200,000	200,000	1,000,000
08171	Water Treatment Facility Improvements	7	Water	Enterprise Fund	Three Chopt	750,000	750,000	750,000	750,000	750,000	3,750,000
00811	Information Technology Projects	8	Water	Enterprise Fund	Countywide	0	0	5,000,000	0	0	5,000,000
06118	Sadler Road 12" Water Line	9	Water	Enterprise Fund	Three Chopt	0	0	0	1,500,000	0	1,500,000
00020	Richmond Henrico Water Main	10	Water	Enterprise Fund	Fairfield	0	0	0	1,000,000	0	1,000,000
New	Three Chopt Road Water Main Improvements	11	Water	Enterprise Fund	Three Chopt	0	0	0	1,700,000	0	1,700,000
06119	Laburnum Ave Water Booster Station	12	Water	Enterprise Fund	Fairfield	0	0	0	800,000	0	3,300,000
06615	Ridge Water Pressure Zone	13	Water	Enterprise Fund	Tuckahoe	0	0	0	0	2,800,000	2,800,000
08555	Portugee Road Water Pumping Station	14	Water	Enterprise Fund	Varina	0	0	0	0	0	1,000,000
08556	Old Williamsburg Water Pumping Station	15	Water	Enterprise Fund	Varina	0	0	0	0	0	750,000
<b>Department Subtotal</b>					<b>5,200,000</b>	<b>5,200,000</b>	<b>12,200,000</b>	<b>11,700,000</b>	<b>10,500,000</b>	<b>12,950,000</b>	<b>52,550,000</b>
<b>Grand Total - Enterprise W/S Fund</b>					<b>33,300,000</b>	<b>33,300,000</b>	<b>40,600,000</b>	<b>60,300,000</b>	<b>93,600,000</b>	<b>42,550,000</b>	<b>270,350,000</b>

**Capital Improvement Program  
Fiscal Years 2026-27 through 2030-31  
Projects Identified by Department**

<b>Capital Projects Fund</b>				
<b>Department</b>	<b>Project Name</b>	<b>Year</b>	<b>Cost</b>	
<b>Education</b>				
	Donahoe Elementary School	TBD	TBD	
	Glen Allen Elementary School	TBD	TBD	
	Godwin High School	TBD	TBD	
	Rolfe Middle School	TBD	TBD	
	Gayton Elementary School	TBD	TBD	
	Kain Road Property (25 acres for ES and 35 acres for MS or 50 acres for HS)	TBD	TBD	
<b>Electoral Board</b>				
	Registrar Building	2027	3,000,000	
<b>Fire</b>				
	Firehouse 4 (Completion)	2027	10,202,187	
	Firehouse 14 Addition/Renovation	2027-2028	1,073,316	
	Fire Tactical Training Facility	2027-2028	6,957,187	
	Firehouse 15 Addition/Renovation	2028-2029	1,260,479	
	Firehouse 16 Addition/Renovation	2029-2030	1,087,218	
	Firehouse 17 Addition/Renovation	2030-2031	1,726,693	
<b>General Services</b>				
	CAM East & Road Crew Building (Completion)	2027	18,176,301	
	Eastern Government Swing Space Building	2029	13,243,559	
	Eastern Government Center Renovations	2031	7,631,434	
<b>Mental Health</b>				
	Woodman Rd Expansion (Completion)	2027	12,262,945	
<b>Recreation</b>				
	Synthetic Turf Replacement: Glover Park	2027	3,000,000	
	Synthetic Turf and Track Replacement: Hermitage, Douglas Freeman, Varina HS	2028	2,010,000	
	Synthetic Turf and Track Replacement: Henrico HS	2029	670,000	
	Playground Replacements: Deep Run, Dorey, Twin Hickory, Short Pump, Meadow Farm	2030	1,500,000	
	Synthetic Turf and Track Replacement: Godwin, Deep Run, Glen Allen HS	2031	2,010,000	
<b>Public Works</b>				
	Gaskins Rd Interchange @ I-64 Three Chopt Rd to Mayland Dr		30,000,000	
	W. Broad St. Interchange @ I-64 Dominion Blvd to Tom Leonard Dr		160,000,000	
	Wilton Rd @ Route 895 Wilton Rd to Mill Rd		6,500,000	
	Bethlehem Rd - Libbie Ave to Dicks Rd		6,500,000	
	Cedar Fork Bridge - Meadowview Ln to Morton Dr		12,000,000	
	Charles City Rd - Laburnum Ave to Monahan Dr		15,000,000	
	Charles City Rd - Williamsburg Rd to Easport Blvd		26,000,000	
	Church Rd - Three Chopt Rd to John Rolfe Pkwy		31,000,000	
	Courtney Rd - Staples Mill Rd to Mountain Rd		12,500,000	
	Cox Road Bridges - Over I-64		40,000,000	
	Creighton Rd - Cedar Fork Rd to County Line		26,000,000	
	Darbytown Rd - City Limits to Laburnum Ave		65,000,000	
	Greenwood Rd - Branch Rd to County Line		26,000,000	
	Lauderdale Dr - Westbriar Dr to Edenbury Dr		8,000,000	
	Masonic Lane/Brittles Lane - Nine Mile Rd to Williamsburg Rd		26,000,000	
	Midview Rd - New Market Rd to Williamsburg Rd		25,000,000	
	N. Gayton Rd - W. Broad to Lauderdale Dr		23,000,000	
	Nine Mile Rd (Ph 2) - City Limits to Laburnum Ave		20,000,000	
	Old Osborne Tpke (Rte 5) - City Limits to New Osborne Tpke		20,000,000	
	Pemberton Rd - Quioccasin Rd. to W. Broad St		42,000,000	
	Pouncey Tract Rd - N. Gayton Rd to Nuckols Rd.		13,000,000	
	S. Laburnum Ave - Williamsburg Rd to Nine Mile Rd		15,000,000	
	Springfield Rd - Francistown Rd to Olde Millbrooke Way		25,000,000	
	Staples Mill Rd - Glenside Dr to Parham Rd		15,000,000	
	Three Chopt Rd - Gaskins Rd to Horsepen RD		45,000,000	

**Capital Improvement Program  
Fiscal Years 2026-27 through 2030-31  
Projects Identified by Department**

<b>Department</b>	<b>Project Name</b>	<b>Year</b>	<b>Cost</b>
<b>Public Works (cont.)</b>			
	W. Broad St - Glenside Dr		6,000,000
	W. Broad St - Parham Rd		15,000,00
	Williamsburg Rd - S. Laburnum Ave to Nine Mile Rd		35,000,000
	Williamsburg Rd (Ph 2) - S Laburnum Ave to City Limits		10,000,000
	Woodman Rd - Terry Dr to Hungary Rd		15,000,000
	Eastern Henrico - Connectors Trails Mixed Use Trails		25,000,000
	James River Heritage Trail - City of Richmond to Goochland County Line Mixed Use Trail		30,000,000
	Mountain Road Trail - Woodman Rd to Staples Mill Rd Mixed Use Trail		12,000,000
	School Walk Areas - Countywide Bike/Ped facilities		10,000,000
	Western Henrico - Connector Trails Mixed Used Trails		25,000,000
	ATMS - Phase IV Countywide Signal/ITS Improvements		25,000,000
	Arterial Roadways - Countywide Bike/Pedestrian/Transit Stop Improvements		25,000,000
	Collector Roadways - Countywide Bike, Pedestrian, Transit Stop Improvements		20,000,000
	Park & Ride - Old Osborne Turnpike (Rte 5)		6,000,000
	Transit Improvements - Existing Routes Increased Service Frequency		4,000,000
	Transit Improvements - W. Broad Street - Old Osborne Turnpike BRT Extension		30,000,000
	Transportation Study - Countywide Traffic Calming Program		12,500,000
<b>Sheriff</b>			
	Jail East Special Housing Unit	2028	34,433,530
<b>Enterprise Fund</b>			
<b>Public Utilities</b>			
	Almond Creek Trunk Sewer Main	2027	3,500,000
	Rooty Branch SPS Replacement	2027	11,500,000
	Rooty Branch Force Main	2027	6,000,000
	Gillies Creek FEB	2027	7,000,000
	Rooty Branch Sewers (Deep Run Outfall)	2027	19,500,000
	Upham Brook Storage Facilities	2029	22,000,000

# 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 FY2021-22 through FY2030-31.

Bringing a new facility on-line requires additional costs such as maintenance, utilities, and personnel to operate the new facility. This impact to future operating budgets is considered before funding for a capital project is recommended. Operating costs associated with a new facility are added to departments' budgets in the year of the facility's projected opening date through a complete "crosswalk" between the capital and operating budgets.

The Capital Budget for FY2021-22 is \$235,198,485, which funds a portion of the project requests in the first year of the CIP. The projects in the FY2021-22 Capital Budget do not have an operating impact on the FY2021-22 operating budget as the operating costs have implications on operating budgets beyond FY2021-22. Those costs have been factored into the county's multi-year expenditure forecasts. The FY2021-22 budget reflects no new operating costs associated with completed capital projects.

What appears in the following pages is the estimated incremental impact of operating costs that would arise from all the current capital projects requested within the first five years of the Capital Improvement Program.

**Capital Improvement Program Five Year Summary FY2021-22 through FY2025-26**  
**Capital Projects Fund - Associated Operating Costs (Incremental by Year)**

Project	Type	District	Request FY21-22	Request FY22-23	Request FY23-24	Request FY24-25	Request FY25-26	Total Five Year	
<b>Education</b>									
00518/0	Mechanical and Roof Replacements	Building Improvement	Countywide	0	0	0	0	0	0
New	Safety & Facilities Improvement	Building Improvement	Countywide	0	0	0	0	0	0
New	Technology Improvements	Technology Improvement	Countywide	0	0	0	0	0	0
08777	Capital Facility Pre-Planning Study	Feasibility/Programming Study	Countywide	0	0	0	0	0	0
70012	Adams ES Renovation	Building Improvement	Fairfield	0	0	0	0	0	0
08776	Highland Springs HS ACE Center Renovation	Building Improvement	Varina	0	0	2,293,840	0	0	2,293,840
08775	Hermitage ACE Renovation and Expansion	Building Improvement/Addition	Brookland	0	0	2,293,840	0	0	2,293,840
New	HCPS Central Office Annex - HVAC Replacement	Building Improvement	Countywide	0	0	0	0	0	0
New	HCPS Central Office Annex - Fire System Upgrade	Building Improvement	Countywide	0	0	0	0	0	0
06899	Education Meals Tax Project Reserve	Building Improvement	Countywide	0	0	0	0	0	0
New	Schools Land Reserve	Land	Countywide	0	0	0	0	0	0
06672	Jackson Davis ES Replacement	Building (New)	Three Chopt	0	0	0	0	0	0
06741	Virginia Randolph Acad Partial Replace-Renovation	Building Improvement	Fairfield	0	0	0	0	0	0
06744	Holladay ES Renovation	Building Improvement	Brookland	0	0	0	0	0	0
08912	Fairfield Area ES	Building (New)	Fairfield	0	0	0	0	6,096,720	6,096,720
06673	Longan ES Replacement	Building (New)	Brookland	0	0	0	0	0	0
06743	Highland Springs ES Renovation	Building Improvement	Varina	0	0	0	0	0	0
08911	Northwest Middle School - 8 Classroom Addition	Building Addition	Three Chopt	0	0	0	0	0	0
New	West Area ES 6 Classroom Addition	Building Addition	Tuckhoe or Three Chopt	0	0	0	0	0	0
08773	Quioccasin MS Replacement	Building (New)	Tuckahoe	0	0	0	0	0	0
06746	Carver ES Renovation	Building Improvement	Tuckahoe	0	0	0	0	0	0
08774	Three Chopt ES Renovation	Building Improvement	Three Chopt	0	0	0	0	0	0
08775	Hermitage HS Renovation	Building Improvement	Brookland	0	0	0	0	0	0
08772	Dumbarton ES Renovation	Building Improvement	Brookland	0	0	0	0	0	0
<b>Department Subtotal</b>			<b>0</b>	<b>0</b>	<b>4,587,680</b>	<b>0</b>	<b>6,096,720</b>	<b>10,684,400</b>	
<b>Fire</b>									
13003	Firehouse 23 - Eastgate/Newbridge	Building (New)	Varina	0	0	1,990,046	0	0	1,990,046
06177	Firehouse #6 Relocation and Construction	Building (New)	Varina	0	0	23,524	0	0	23,524
13002	Firehouse #20 Staples Mill Firehouse Stormwater Basin	Drainage	Brok	0	0	0	0	0	0
06366	Firehouse #1 Relocation and Construction	Building (New)	Fairfield	0	0	0	0	29,613	29,613
06529	Firehouse #11 Replacement and Construction	Building (New)	Fairfield	0	0	0	0	27,965	27,965
06519	Firehouse #4 Relocation and Construction	Building (New)	Varina	0	0	0	0	0	0
<b>Department Subtotal</b>			<b>0</b>	<b>0</b>	<b>2,013,570</b>	<b>0</b>	<b>57,578</b>	<b>2,071,148</b>	

**Capital Improvement Program Five Year Summary FY2021-22 through FY2025-26**  
**Capital Projects Fund - Associated Operating Costs (Incremental by Year)**

Project	Type	District	Request FY21-22	Request FY22-23	Request FY23-24	Request FY24-25	Request FY25-26	Total Five Year
<b>General Services</b>								
00572	Mechanical Improvements	Building Improvement	General Government	0	0	0	0	0
00425	Roof Replacement and Rehabilitation	Building Improvement	General Government	0	0	0	0	0
08768	Juvenile Courts Parking Lot Expansion	Site Improvement	General Government	0	0	0	0	0
00423	Pavement Rehabilitation	Site Improvement	General Government	0	0	0	0	0
06477	Small Project Improvements and Renovations	Building Improvement	General Government	0	0	0	0	0
01198	Energy Management	Building Improvement	General Government	0	0	0	0	0
08563	Library HQ Streambank Restoration	Building Improvement	General Government	0	0	0	0	0
01199	County Generator Program	Building Improvement	General Government	0	0	0	0	0
08767	County Buildings Restroom Refresh	Building Improvement	General Government	0	0	0	0	0
08881	Circuit Court Clerks Area Renew Repurpose	Building Improvement	General Government	0	0	0	0	0
06103	CAM East & Road Crew Building	Building (New)	General Government	0	0	0	0	0
<b>Department Subtotal</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Information Technology</b>								
06481	Information Technology Projects	Technology Improvement	General Government	0	0	0	0	0
00429	Geographic Information System	Technology Improvement	General Government	0	0	0	0	0
New	E-911 Center Phone System Replacement	Technology Improvement	Countywide	0	0	152,017	14,861	4,480
<b>Department Subtotal</b>			<b>0</b>	<b>0</b>	<b>152,017</b>	<b>14,861</b>	<b>4,480</b>	<b>171,358</b>
<b>Mental Health</b>								
08605	Transitional Recovery Center	Building (New)	General Government	0	0	207,064	0	0
06662	Woodman Road Expansion Construction	Building Addition	General Government	0	0	0	0	0
<b>Department Subtotal</b>			<b>0</b>	<b>0</b>	<b>207,064</b>	<b>0</b>	<b>0</b>	<b>207,064</b>
<b>Police</b>								
08567	Police South Station	Building (New)	General Government	0	0	0	0	0
08874	Outdoor Training Facility Improvements	Building Improvement	General Government	0	0	0	0	0
08569	Police West Station	Building (New)	General Government	0	0	0	0	0
08873	Canine Facility	Building (New)	General Government	0	0	0	0	0
<b>Department Subtotal</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Public Library</b>								
07034	Tuckahoe Library Teen Relocation/Repurpose	Building Improvement	Tuckahoe	0	0	0	0	0
07033	Twin Hickory Library Renew/Repurpose	Building Improvement	Three Chopt	0	0	0	0	0
<b>Department Subtotal</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Public Works - Drainage</b>								
00363	Minor Drainage Improvements	Drainage	Countywide	0	0	0	0	0
08932	Countywide Creeks and Streams	Drainage	Countywide	0	0	0	0	0
New	Countywide Acquisitions	Drainage	Countywide	0	0	0	0	0
Asst	Designated Drainage Projects	Drainage	Countywide	0	0	0	0	0
<b>Department Subtotal</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Capital Improvement Program Five Year Summary FY2021-22 through FY2025-26**  
**Capital Projects Fund - Associated Operating Costs (Incremental by Year)**

Project	Type	District	Request FY21-22	Request FY22-23	Request FY23-24	Request FY24-25	Request FY25-26	Total Five Year	
<b>Public Works - Roadway</b>									
28001	Richmond - Henrico Turnpike	Roadway	Fairfield	0	0	0	0	0	0
06837	Countywide Pedestrian Improvements	Roadway	Countywide	0	0	0	0	0	0
08163	Countywide Engineering Feasibility Study	Roadway	Countywide	0	0	0	0	0	0
00499	General Road Construction	Roadway	Countywide	0	0	0	0	0	0
08875	Countywide Landscaping Improvements	Roadway	Countywide	0	0	0	0	0	0
New	CVTA Reserve	Roadway	Countywide	0	0	0	0	0	0
Asst	Highway Interchanges Projects	Roadway	Countywide	0	0	0	0	0	0
Asst	Roadway Projects	Roadway	Countywide	0	0	0	0	0	0
Asst	Bike/Pedestrian Projects	Roadway	Countywide	0	0	0	0	0	0
Asst	Multimodal Projects	Roadway	Countywide	0	0	0	0	0	0
<b>Department Subtotal</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Public Works - Stormwater</b>									
07046	Chesapeake Bay TMDL/MS4 Compliance	Stormwater	Countywide	0	0	0	0	0	0
<b>Department Subtotal</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Recreation</b>									
23005	Taylor Park	Park	Varina	0	915,362	(249,090)	0	0	666,272
23006	Cheswick Park	Site Improvement	Three Chopt	0	33,000	3,000	0	0	36,000
23007	Tuckahoe Creek Park	Park	Tuckahoe	0	68,508	4,200	0	0	72,708
06194	Facility Rehabilitation	Site Improvement	Countywide	0	0	0	0	0	0
23008	Three Lakes Nature Center Park	Site Improvement	Fairfield	0	0	58,500	3,000	0	61,500
23009	Tuckahoe Park	Site Improvement	Tuckahoe	0	0	471,039	(139,660)	0	331,379
<b>Department Subtotal</b>			<b>0</b>	<b>1,016,870</b>	<b>287,649</b>	<b>-136,660</b>	<b>0</b>	<b>1,167,859</b>	
<b>Sheriff</b>									
08749	Jail East & West IP Camera Upgrades	Building Improvement	General Government	0	0	0	0	0	0
08748	Jail West Booking Security Barriers	Building Improvement	General Government	0	0	0	0	0	0
08566	Jail West Kitchen Renovation	Building Improvement	General Government	0	0	0	0	0	0
08565	Jail West Female Housing Expansion	Building Improvement	General Government	0	0	0	0	0	0
<b>Department Subtotal</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Woodman Rd Complex</b>									
06213	Recreation & Parks Western Maintenance Facility	Building (New)	Fairfield	0	0	0	0	0	0
08599	Woodman Police and Fire Installation Shop (CAM)	Building (New)	Fairfield	0	0	0	0	0	0
<b>Department Subtotal</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Grand Total - Capital Projects Fund</b>			<b>0</b>	<b>1,016,870</b>	<b>7,247,980</b>	<b>-121,799</b>	<b>6,158,778</b>	<b>14,301,829</b>	

# COUNTY OF HENRICO, VIRGINIA

## Fiscal Year 2021-22 Budget Appendices



## APPENDIX "A" GLOSSARY

**Accrual Basis** - A basis of accounting in which transactions are recognized at the time they are incurred, not when cash is received or spent.

**ADA** - The Americans with Disabilities Act (ADA) provides comprehensive civil rights protection to individuals with disabilities in the areas of employment, public accommodations, state and local government services and programs, and telecommunications.

**Adjustments** – Resources to support the Internal Service Fund operations come from operating department budgeted payments. To avoid duplication of these payments, the amount of funds budgeted for these activities are reduced so the funds are not budgeted twice.

**Advanced Life Support (ALS)** - The rapid intervention of advanced emergency medical services such as cardiac monitoring, starting IV fluids, giving medication, manual defibrillation, and the process of using advance airway adjuncts.

**Agency Fund** - This fund accounts for assets held by the County for outside organizations. This is done to eliminate the duplication of administrative functions related to personal matters, procurement activities and accounting and budget responsibilities.

**Annual Fiscal Plan** - The formal title of the County's budget. See *Operating Budget*.

**Appropriation** - This is the legal authorization granted by the Board of Supervisors to expend or obligate funds for specific purposes. An appropriation usually is limited in the amount and time that it may be expended. The Board appropriates annually, at the beginning of each fiscal year, by department, agency, or project, based upon the adopted Annual Fiscal Plan. Additional appropriations may be approved by the Board during the fiscal year by amending the Annual Fiscal Plan and appropriating the funds for expenditure.

**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. One example of an enterprise fund is Water and Sewer operations.

**Expenditure** - The authorized paying out of County funds to defray the County charges and expenses and all necessary obligations relating to, or arising from, the execution of the lawful authority of the Board of Supervisors.

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

**Financial Guidelines** - The principles utilized by the Henrico County Board of Supervisors. The Henrico County Board of Supervisors has chosen to adhere to the use of broad financial guidelines as a means of maintaining their flexibility in decision making.

**Financial Trend Monitoring System** – The process in which a locality reviews the economic trends that are predictive of its financial outlook for the purpose of assessing its ability to maintain existing service levels, withstand local and regional economic disruptions, and meet the demands of natural growth, decline and change.

**Fiscal Year (FY)** - The County of Henrico operates with a fiscal year from July 1 to June 30.

**Fringe Benefits** - Employer contributions to pension and fringe benefit systems for County employees. Examples of such benefits include health care, unemployment compensation, the Virginia Retirement System, and life insurance.

**Full-time Employee (FTE)** – A full-time employee.

**Fund** - Each fund is considered to be a separate accounting entity. The operations of each fund are accounted for by providing a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures. Funds can be further divided into subfunds.

**Fund Balance** - The difference between fund assets and fund liabilities for governmental and trust funds. This balance is classified into subcategories: restricted, committed, assigned and unassigned. The Enterprise Funds refer to these funds as retained earnings.

**GAAP** - Generally Accepted Accounting Principles are uniform standards and guidelines for financial accounting and reporting.

**General Fund** - This fund accounts for all revenues and expenditures of the County which are not accounted for in the other funds. Revenues are primarily derived from general property taxes, local sales taxes, license and permit fees, and revenues received from the State for educational and other purposes. Some revenue collected in the General Fund is transferred to support requirements of other funds such as the Debt Service Fund.

**General Obligation Bonds** - The type of bonds issued when repayment is backed by the full faith and credit of the County and which have been approved by the voters of the County through a bond referendum.

**Goal** - A broad statement of departmental purpose. Within this document, the departmental goal is generally included within the “description” component of individual departmental narratives.

**Governmental Fund Type** – Funds generally used to account for tax-supported activities. Most of the County’s governmental functions are accounted for in governmental funds. These funds are appropriated by the Board of Supervisors.

**Grant** - A contribution by one governmental unit or organization to another. Typically, these contributions are made to local governments from the Federal and State governments for specified purposes.

**Interdepartmental Billings (IDT)** - Expenditures and credits to expenditures between departments. No net change in Countywide expenditures results. One primary use of IDT’s is the payment by operating departments for services rendered by departments in the Internal Service Fund.

**Internal Service Funds** - These account for the County's Central Automotive Maintenance, Technology Replacement operations, Risk Management, and Health Care Fund. Resources for these funds come from IDT's and transfers from the General Fund.

**Natural Account** - A more detailed and specific listing of expenditures in the County's Oracle Financial Management System. Examples of natural accounts are: 50100 - Salaries and Wages, Regular; and 50101 - Salaries and Wages, Overtime.

**Objective** - A statement of purpose for a program or service describing anticipated outputs or outcomes.

**Operating Budget** - Includes all funds except those accounted for in the capital budget. The Operating Budget or Annual Fiscal Plan is adopted by the Board of Supervisors by resolution on a fiscal year basis, and an appropriation is made, also by resolution, based upon this Plan. The Plan may be amended during the fiscal year pursuant to the Virginia State Code.

**Operating Expenses** - The cost of contractual services, materials, supplies and other expenses not related to personnel and capital outlay expenses or capital projects.

**Other Post Employment Benefits (OPEB)** - Non-pension benefits provided to employees after employment ends. The Governmental Accounting Standards Board (GASB) has required a financial reporting of this expenditure which is captured in a fiduciary fund. This fund will allow the County to budget for the annual cost of public employee non-pension benefits and all outstanding obligations and commitments related to OPEB.

**Pay-As-You-Go** - A method of financing capital projects. Funding is 100% from local revenue. No borrowing or issuing of bonds is undertaken. This method may be used, as warranted, to reduce long term debt requirements.

**Performance Measure** - Specific quantitative or qualitative indicators used to measure an organization's progress. Henrico County utilizes mostly quantitative performance measures, the majority of which have been tracked for over a decade.

**Personnel Expenses** - Cost of salaries, wages, and fringe benefits such as the employer's share of social security contributions, retirement expenses, and health and life insurance payments.

**Project (Capital)** - An item for which the purchase, construction, or other acquisition will represent a public betterment to the community and add to the total physical worth of the County provided that the project considered meets the criteria for total cost and life expectancy. Examples of capital projects are land, buildings and certain major pieces of equipment of a fixed nature.

**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 COMPLEMENT <sup>1</sup>**

<u>Department</u>	<u>FY20 Revised</u>	<u>FY21 Original</u>	<u>FY21 Changes</u>	<u>FY21 Revised</u>	<u>FY22 Changes</u>	<u>FY22 Approved</u>
General Government:						
Agriculture & Home Extension	2	2		2		2
Board of Supervisors	4	4		4		4
Building Inspections	58	58		58		58
Central Auto. Maintenance	71	71		71		71
Circuit Court Clerk	39	39		39		39
Circuit Court Services	9	9	2	11		11
Commonwealth's Attorney	62	62	(1)	61		61
Community Corrections	2	2	2	4		4
Community Revitalization	19	19		19		19
County Attorney	21	21		21		21
County Manager	12	12		12		12
Electoral Board	10	10		10		10
Emergency Management	5	5	3	8		8
Finance	163	163		163		163
Fire	601	623	(2)	621		621
General Services	118	118		118	(7)	111
Human Resources	47	47	1	48		48
Hold Complement <sup>2</sup>	4	4	(2)	2	7	9
Information Technology	99	99	8	107		107
Internal Audit	6	6		6		6
Juvenile Detention	31	31		31		31
Juvenile Detention/VJCCCA	3	3		3		3
Library	228	228		228		228
Mental Health	222	222		222		222
Permit Centers	16	16		16		16
Planning	45	45		45		45
Police	864	864		864		864
Public Relations	20	20		20		20
Public Utilities	314	314	(5)	309		309
Public Works	269	269		269	12	281
Real Property	7	7		7		7
Recreation	186	186	(3)	183	(3)	180
Risk Management	7	7		7		7
Sheriff	396	396		396		396
Social Services	213	213		213		213
Solid Waste	69	69		69		69
Sports and Entertainment Authority	0	0	0	0	4	4
Sub-Total	4,242	4,264	3	4,267	13	4,280
Education:	7,116	7,131	14.5	7,146	81.5	7,227.00
TOTAL	11,358	11,395	18	11,412	95	11,507

<sup>1</sup> The County's personnel complement reflected here includes only those positions funded either wholly or in part with County funds. Positions funded 100% by other agencies (306 as of 2/1/2021) are not included. With the exception of Library, General Government positions are based on headcount while Library and Education positions are measured using FTE.

<sup>2</sup> Certain approved, vacant, and frozen positions have been removed from the department where previously assigned and are being held in the Hold Complement until reassignment is made.

<sup>3</sup> As of 2/1/2021

**Personnel Complement  
By Fund**

<b>Fund</b>	<b>FY20 Revised</b>	<b>FY21 Original</b>	<b>FY21 Changes</b>	<b>FY21 Revised</b>	<b>FY22 Changes</b>	<b>FY22 Approved</b>
<b>General Fund</b>						
General Government	3,315.50	3,337.50	8.00	3,345.50	6.00	3,351.50
Education	6,271.65	6,281.65	(4.50)	6,277.15	81.50	6,358.65
<b>Total</b>	<b>9,587.15</b>	<b>9,619.15</b>	<b>3.50</b>	<b>9,622.65</b>	<b>87.50</b>	<b>9,710.15</b>
<b>Special Revenue Fund</b>						
General Government	530.00	530.00	2.00	532.00	0.00	532.00
Education	844.60	849.10	19.00	868.10	0.00	868.10
<b>Total</b>	<b>1,374.60</b>	<b>1,379.10</b>	<b>21.00</b>	<b>1,400.10</b>	<b>0.00</b>	<b>1,400.10</b>
<b>Enterprise Funds</b>						
Public Utilities	314.00	314.00	(5.00)	309.00	0.00	309.00
<b>Total</b>	<b>314.00</b>	<b>314.00</b>	<b>(5.00)</b>	<b>309.00</b>	<b>0.00</b>	<b>309.00</b>
<b>Internal Service Fund</b>						
Cent. Auto. Maint.	71.00	71.00	0.00	71.00	0.00	71.00
Risk Management	7.00	7.00	0.00	7.00	0.00	7.00
<b>Total</b>	<b>78.00</b>	<b>78.00</b>	<b>0.00</b>	<b>78.00</b>	<b>0.00</b>	<b>78.00</b>
Hold Complement	4.00	4.00	(2.00)	2.00	7.00	9.00
<b>Grand Total</b>	<b>11,357.75</b>	<b>11,394.25</b>	<b>17.50</b>	<b>11,411.75</b>	<b>94.50</b>	<b>11,506.25</b>

<sup>(1)</sup> As of 2/1/21

General Government Total	4,241.50	4,263.50	3.00	4,266.50	13.00	4,279.50
--------------------------	----------	----------	------	----------	-------	----------

**County of Henrico  
Personnel Complement Changes  
FY 2020-21**

<b>Fund/Department</b>	<b>Position</b>	<b>F/PT</b>	<b>Number</b>	<b>Justification</b>
<b><u>GENERAL GOVERNMENT</u></b>				
Public Works	Capital Project Manager	FT	2.00	Additional project managers for transportation division to aid with project increase due to CVTA
	Project Specialist	FT	8.00	Additional staff for capital project inspections
	Capital Project Manager	FT	1.00	Oversee annual construction and drainage contract
	Program Specialist	FT	1.00	Perform daily inspections that are part of annual construction and drainage contract
	Total, Public Works		12.00	
Sports and Entertainment Authority	Director	FT	1.00	Create Director position to oversee Sports and Entertainment Authority
	Total, Sports & Entertainment Authority		1.00	
<b>General Government Total</b>			<b>13.00</b>	
<b><u>EDUCATION</u></b>				
<b>General Fund:</b>				
Revisions During FY 2020-21				
Administrative	Instruction	FT	1.00	Realignment
Administrative	Teaching, Learning & Innovation	FT	(2.00)	Realignment
Administrative	Psychological Services	FT	1.00	Reclassification
Administrative	Instructional Technology	FT	1.00	Realignment
Administrative	Finance	FT	(1.00)	Reclassification
Instructional	Elementary Education	FT	(11.50)	Realignment
Instructional	Secondary Education	FT	(7.50)	Realignment
Instructional	Gifted Education	FT	0.50	Realignment
Instructional	Workforce & Career Development	FT	5.70	Realignment
Instructional	Student Support & Disciplinary Review	FT	1.00	Realignment/Reclassification
Instructional	Exceptional Education	FT	(4.70)	Realignment/Reclassification
Instructional	School Counseling Services	FT	4.00	Realignment/Reclassification
Instructional	Instructional Technology	FT	12.00	Realignment
Instructional	School Quality	FT	1.00	Reclassification
Assistant Principals	Secondary Education	PT	(0.60)	Reclassification
Other Professional	Psychological Services	FT	(1.00)	Reclassification
Other Professional	Finance	FT	1.00	Realignment
Technical	Workforce & Career Development	FT	(1.00)	Realignment
Technology Tech Support	Pupil Transportation	FT	1.00	Reclassification
Clerical	Exceptional Education	FT	1.00	Reclassification
Clerical	Professional Learning and Leadership	FT	(1.00)	Realignment
Clerical	Human Resources	FT	2.00	Realignment
Clerical	Communcations and Community Engager	FT	1.00	Realignment
Clerical	Pupil Transportation	FT	(1.00)	Reclassification
Instructional Assistants	Exceptional Education	PT	(6.40)	Realignment/Reclassification
Instructional Assistants	School Counseling Services	FT	1.00	Reclassification
Operative	Pupil Transportation	FT	(1.00)	Reclassification
	Total Education - General Fund (FY2020-21)		(4.50)	
Requested Changes for FY2021-22	Elementary Education Teacher	FT	36.00	Holladay ES Expansion
	Secondary Education Teacher	FT	17.00	Tucker HS and Highland Springs HS, Achievable Dream 6th Grade
	Library Assistant	FT	2.00	Holladay ES Expansion, Achievable Dream 6th Grade
	Family Advocate	FT	1.00	Holladay ES Expansion
	Custodial Worker	FT	4.50	Holladay ES Expansion, Achievable Dream 6th Grade
	Bus Driver	FT	3.00	Holladay ES Expansion, Achievable Dream 6th Grade
	Registered Nurse	FT	2.00	Holladay ES Expansion, Achievable Dream 6th Grade
	Account Clerk III	FT	5.00	Holladay ES Expansion, Achievable Dream 6th Grade
	Instructional Assistant	FT	4.00	Holladay ES Expansion, Achievable Dream 6th Grade
	Associate Principal	FT	1.00	Holladay ES Expansion
	School Security Officer	FT	1.00	Achievable Dream 6th Grade
	Reading/Math Specialists	FT	2.00	Achievable Dream 6th Grade
	Director of Operations	FT	1.00	Achievable Dream 6th Grade
	Principal	FT	1.00	Achievable Dream 6th Grade



**County of Henrico  
Personnel Complement Changes  
FY 2020-21**

<b>Fund/Department</b>	<b>Position</b>	<b>F/PT</b>	<b>Number</b>	<b>Justification</b>
	School Nutrition Services Assistant	FT	<u>1.00</u>	Achievable Dream 6th Grade
	Total Education - General Fund (FY2021-22)		81.50	
	<b>Total Education - General Fund since 7/1/2020</b>		<b>77.00</b>	
<b>Special Revenue Fund:</b>				
Revisions During FY2020-21:				
Instructional	COVID-19	FT	10.00	Grant Funded
Instructional	School STAT Implementation - Wilder MS	FT	(1.00)	Grant Funded
Instructional	Title II, Federal Class size	FT	5.00	Grant Funded
Instructional	Title IV - Student Support and Academics	FT	1.00	Grant Funded
Instructional	Title VI-B	FT	3.00	Realignment
Instructional	VPI- State Four Old Program	FT	(3.00)	Realignment
Other Professional	Title I, part A	FT	4.00	Reclassification
Other Professional	Title IV - Student Support and Academics	FT	1.00	Realignment
Technical	VPI	FT	(1.00)	Realignment
Technical	Title IV - Student Support and Academics	FT	1.00	Realignment
Clerical	Title I, part A	FT	2.00	Reclassification
Clerical	VPI- State Four Old Program	FT	(1.00)	Realignment
Instructional Assistants	Head Start	FT	5.00	Realignment
Instructional Assistants	Special Education Regional Program	FT	(4.00)	Realignment
Instructional Assistants	Title I-A	FT	(2.00)	Realignment
Instructional Assistants	Virginia Preschool Initiative	FT	<u>(1.00)</u>	Realignment
	Total Education - Special Revenue Fund (FY2020-21)		19.00	
	<b>Total Education - Special Revenue Fund (since 7/1/2020)</b>		<b>19.00</b>	
	Total Education - All Funds (FY2020-21)		14.50	
	Total Education - All Funds (FY2021-22)		81.50	
	<b>Total Education - All Funds (since 7/1/2020)</b>		<b><u>96.00</u></b>	

**APPENDIX "C"  
STATISTICAL SECTION**

This section is provided as an appendix to supplement the material covered in other parts of this document. Data contained herein was utilized in decisions made for estimating purposes. Data is as of the date indicated. This section concludes in a copy of the Henrico County Financial Management System Trends Document.

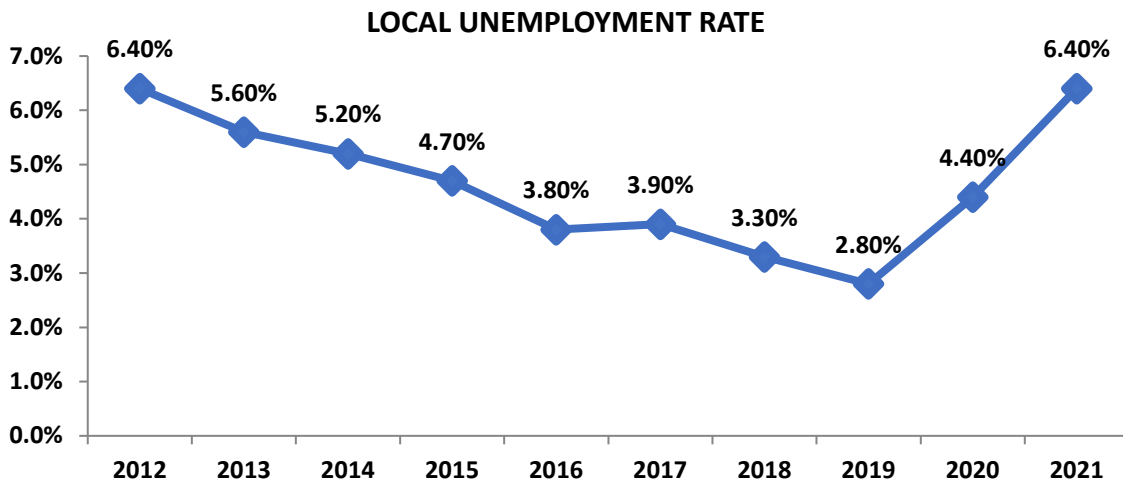
**BOND RATINGS**

<b>Year</b>	<b>Moody's</b>	<b>Fitch</b>	<b>Standard &amp; Poor's</b>
General Obligation	Aaa	AAA	AAA
Utilities Revenue	Aaa	AAA	AAA

*Source: Henrico County Department of Finance*

**UNEMPLOYMENT RATE**

The unemployment rate is highly indicative of changes in the economy and offers an accurate representation of the local economy. In the past eleven years, Henrico County has had an unemployment rate ranging from a high of 6.4% in Fiscal Year 2011-12, to a low of 2.8% in Fiscal Year 2018-19. Increases in Fiscal Year 2019- 20 and Fiscal Year 2020-21 are indicative of a global unemployment caused by the COVID-19 pandemic and related quarantine mandates set by governments worldwide. Henrico County’s unemployment rate reached a peak in April of 2020 of 10.9% and has since decreased steadily. In March 2021, Henrico County’s unemployment rate was recorded as 5.2%. The graph below shows the average monthly unemployment rate by fiscal year. Fiscal year 2020-21 only represents an average of the monthly unemployment rates from July 2020 – March 2021.



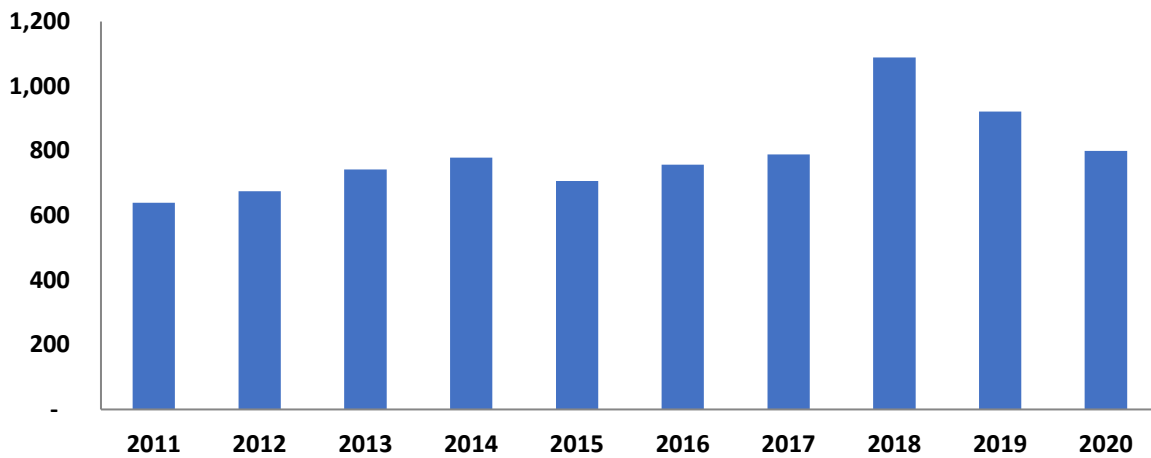
*Source: U.S. Bureau of Labor Statistics*

## STATISTICAL SECTION

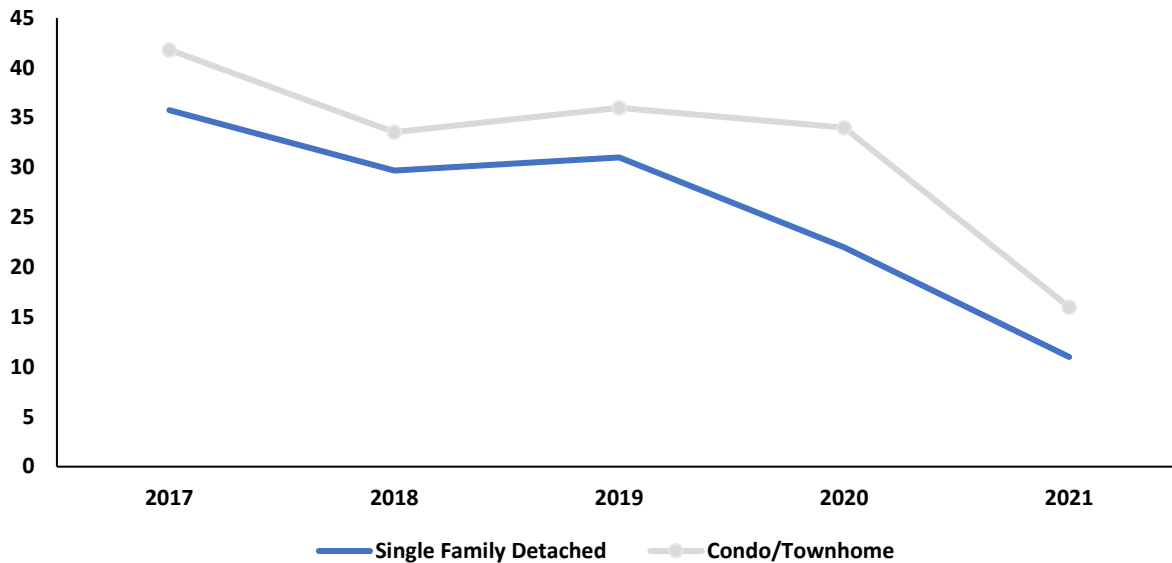
### NEW RESIDENTIAL CONSTRUCTION

New residential construction is an important indicator in that steady building levels are indicative of a strong and stable economy, especially when there is an active real estate market with a healthy level of demand. Between Fiscal Years 2010-11 and 2019-20, the Henrico County Department of Building Inspections issued an average of 789 permits on an annual basis. Despite the COVID-19 pandemic, Fiscal Year 2020-21 year to date building permits issued is comparable to the year-to-date total seen in Fiscal Year 2018-2019. The Central Virginia Region Multiple Listing Service has noted that as of April 2021, Single Family homes are averaging 11 days on the market before a sale and Condos/Townhomes are averaging 16 days on the market until sale. Both metrics are down 50% from 2020 and Single Family Homes are selling 65% faster than they were in 2019, indicating a high demand real estate market.

### RESIDENTIAL BUILDING PERMITS ISSUED



### APRIL AVERAGE DAYS ON MARKET



Sources: County of Henrico Department of Building Inspections; Central Virginia Regional Multiple Listing Service

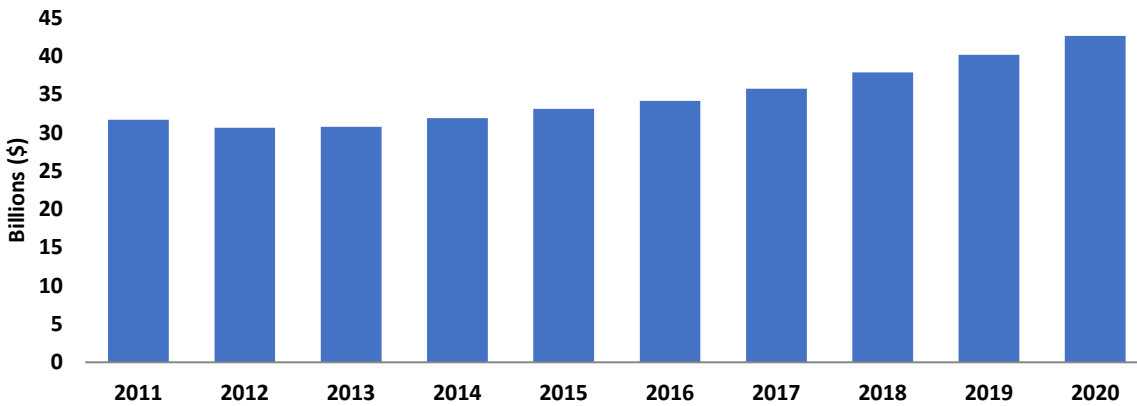
## STATISTICAL SECTION

### ASSESSED VALUE OF TAXABLE PROPERTY

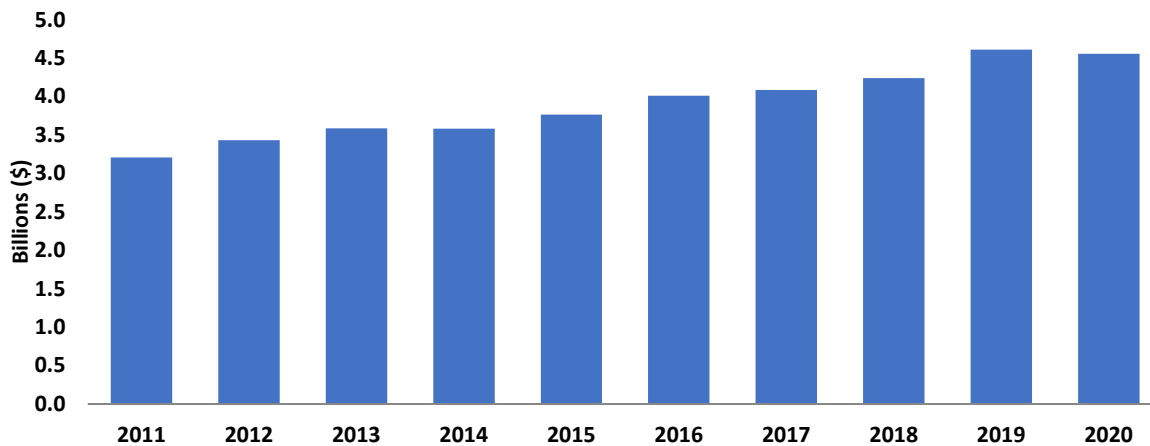
The assessed value of taxable property is a major indicator of the stability of a local economy. The assessed valuation of taxable property in the County of Henrico has experienced steady increases in most years. Since 2011, the County has averaged a growth rate of 3.0 percent in taxable Real Property and 4.1% in taxable Personal Property with continued growth expected.

Source: Comprehensive Annual Financial Report, FY2019-20

#### REAL ESTATE (EXCLUDES PUBLIC SERVICE CORP.) ASSESSED VALUE



#### PERSONAL PROPERTY (EXCLUDES PUBLIC SERVICE CORP.) ASSESSED VALUE



## STATISTICAL SECTION

### HENRICO COUNTY PRINCIPAL TAXPAYERS

<b>Taxpayer</b>	Type of Business	2020 Assessed Value	Percent of Total Valuation
Virginia Power Company	Utility	\$ 797,899,180	1.65%
Scout Development LLC (2)	Data Center	576,373,062	1.19%
General Services Corporation	Apartments	454,716,500	0.94%
Short Pump Town Centers LLC (Queensland) <sup>(1)</sup>	Retail and Offices	448,089,400	0.92%
Weinstein Family	Apartments	294,305,400	0.61%
Highwoods Properties	Offices and Warehouses	250,289,100	0.52%
HCA Health Services of VA	Hospital	205,171,557	0.42%
The Wilton Companies	Offices, Retail & Warehouses	253,490,300	0.55%
Gumenick	Apartments and Retail	198,151,100	0.41%
Verizon	Utility	196,886,915	0.41%
Breeden Companies	Apartments and Retail	175,937,400	0.38%
Forest City (Short Pump TC, White Oak, etc) <sup>(1)</sup>	Retail and Offices	-	-
United Dominion Realty Trust	Apartments	-	-
Liberty Property, LP	Warehouses and Offices	-	-
Totals		<b>\$ 3,620,890,314</b>	<b>7.47%</b>
<b>Total Assessed Values</b>		<b>\$ 48,446,132,862</b>	

Source: Comprehensive Annual Financial Annual Report FY2019-2020

(1) Short Pump Town Centers LLC bought Forest City in July 2018

(2) Scout Development LLC bought and developed the site that is home to the Facebook, Inc. data center

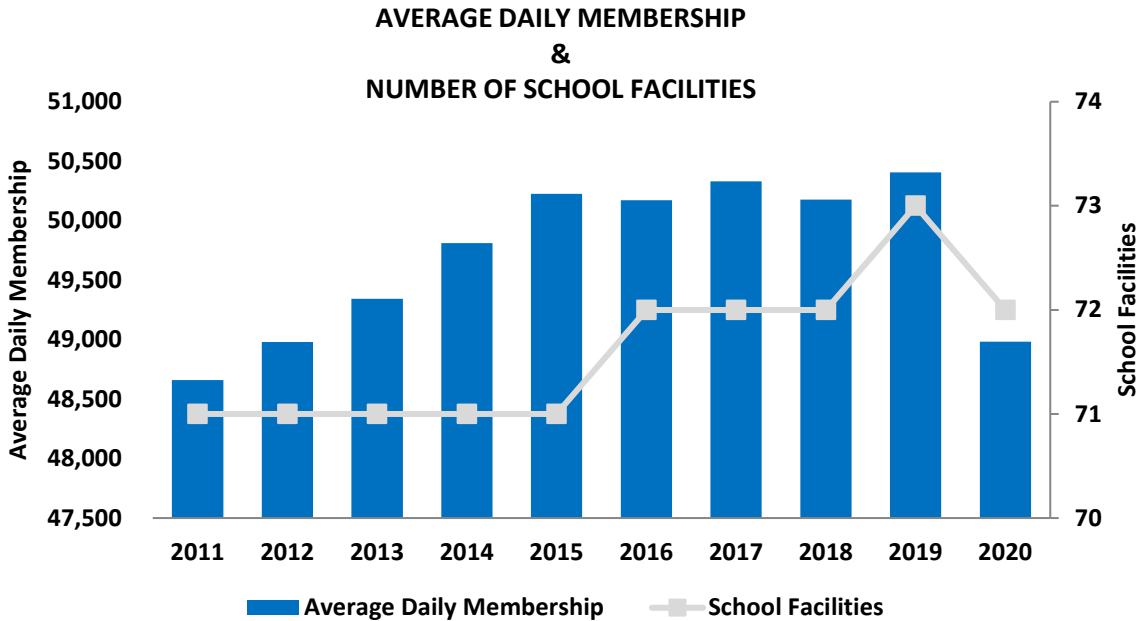
## STATISTICAL SECTION

### HENRICO COUNTY SCHOOLS

From 2010 to 2019, 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 and closed the Math & Science Center, bringing the total number of facilities to 72 to meet state and local school capacity requirements. The COVID-19 pandemic that swept the world brought many parents withdrawing their children from public schools as virtual education took over. Henrico County Public Schools believes that as vaccinations increase and effects from the pandemic subside, school enrollment will return to previously projected levels.

*Source: Henrico County Public Schools*

Year	Average Daily Membership
2020	48,982
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



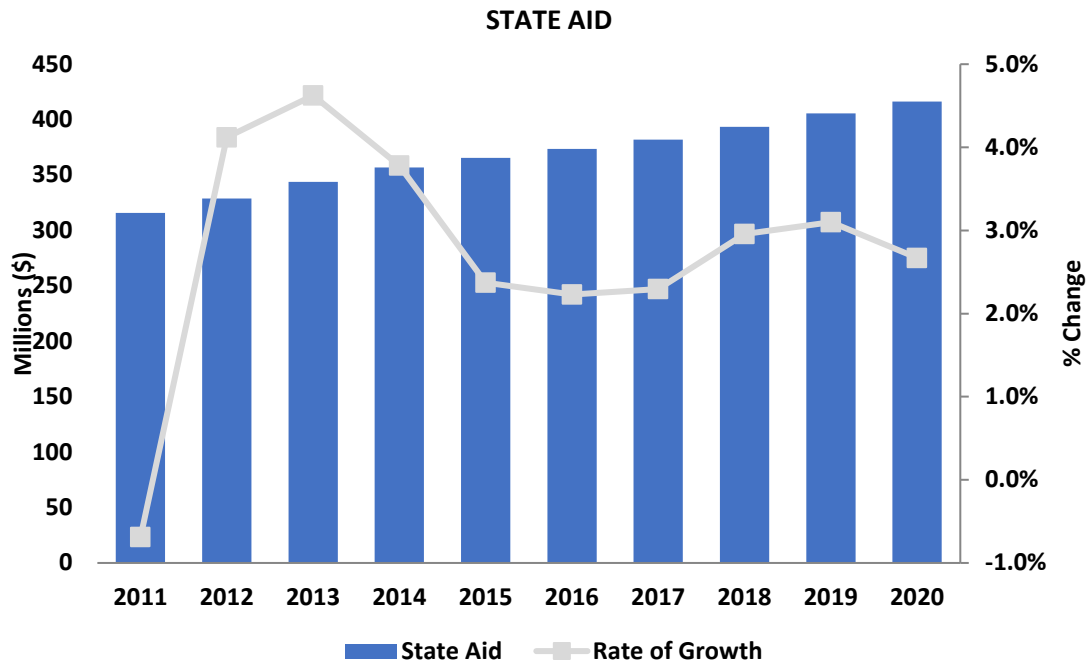
**STATISTICAL SECTION**

**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 \$10.8 million more in General Fund support from the State in FY2019-20 compared to the previous year.

Source: Comprehensive Annual Financial Report, FY2019-20

<b>Year</b>	<b>State Aid</b>	<b>Change</b>
2020	416,388,565	2.67%
2019	405,574,436	3.10%
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%



## STATISTICAL SECTION

### OTHER DATA

Over the past ten years, the County of Henrico has been able to meet the increase in population with modern public facilities that offer extensive benefits despite the fact that the total number of facilities has remained the same. For example, Recreation/Community Centers, Libraries, and Fire Stations have been renovated and replaced as part of the Capital Improvement program to ensure that resources offered to the public are the most effective.

Year	Recreation/ Community Centers	Library Facilities	Registered Voters	Fire Stations
2020	20	10	238,089	21
2019	20	10	225,979	21
2018	21	10	221,429	21
2017	21	10	217,757	20
2016	21	11	208,366	20
2015	21	11	207,029	20
2014	20	11	206,176	20
2013	20	11	205,890	20
2012	20	11	199,718	20
2011	20	11	197,091	20

During the same time period, Henrico County has maintained consistent tax rates and, in some cases, offered significant tax rate decreases. In line with this history, the 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 continued tax relief efforts for businesses by increasing the BPOL tax full exemption threshold to \$500,000. The table below shows property tax rates for the last ten years.

Year	Real Estate	<i>Personal Property</i>						Machinery & Tools	Machinery & Tools Semi-Conductor
		Aircraft	Computer Equip. and Peripherals used in a Data Center	Veh. of Volunteer Rescue Squad Members	Specially Equipped Veh. for the Physically Handicapped/Disabled Veterans' Vehicles	All Other Personal Property			
2021	0.87	0.50	0.40	1.00	0.01	3.50	0.30	0.30	
2020	0.87	0.50	0.40	1.00	0.01	3.50	0.30	0.30	
2019	0.87	0.50	0.40	1.00	0.01	3.50	0.30	0.30	
2018	0.87	0.50	0.40	1.00	0.01	3.50	0.30	0.30	
2017	0.87	0.50	3.50	1.00	0.01	3.50	0.30	0.30	
2016	0.87	1.60	3.50	1.00	0.01	3.50	0.30	0.30	
2015	0.87	1.60	3.50	1.00	0.01	3.50	0.30	0.30	
2014	0.87	1.60	3.50	1.00	0.01	3.50	1.00	0.40	
2013	0.87	1.60	3.50	1.00	0.01	3.50	1.00	0.40	
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	

*Source: Comprehensive Annual Financial Report, FY2019-20; Approved Annual Fiscal Plan, FY2020-21; Virginia Department of Elections, 2020 Registration Statistics*



## STATISTICAL SECTION

### FINANCIAL TRENDS MONITORING SYSTEM 2010 - 2020

#### **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, possibly forgotten financial impacts may be reviewed for validity to current economic conditions and variables. This marks the thirty-fifth year of this financial trend analysis.

Completing the Trends document is completed early in Henrico County's annual budgetary process. The findings that emerge from this review form the foundation on which budget recommendations are planned and created. The County Manager presents the final Trends Document to the Board of Supervisors prior to the recommended operating and capital budgets. This provides the Board the opportunity to undertake an extensive review of the data, allowing them to make the 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 holistic understanding of the economic, demographic and financial factors that have been accounted for in the process of approving this document.

What follows is a reproduction of the original Trends document for the period of FY 2010 – 2020 that was presented by the County Manager to the Board of Supervisors on February 23, 2020.

## STATISTICAL SECTION

Henrico County Financial Trend Monitoring System

### INTRODUCTION

This report compiles National, State, and Local data that measure current economic conditions to be utilized in the planning of the future of Henrico County. Figures with dollar values will be in the millions unless indicated otherwise. The purpose of this report is to provide a comprehensive overview of different economic indicators that may affect Henrico County's ability to perform its services.

### DEFINITIONS & CONCEPTS

**Financial Condition** - Financial condition is broadly defined utilizing three standards of measurement:

- **Ability to maintain existing service levels-** means more than the ability to pay for services currently being provided. It means the ability to maintain programs in the future that are currently funded from external sources such as state or federal grants where the support is likely to diminish, 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.
- **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.
- **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 (FTMS)** – This report is a management tool that pulls together the pertinent information from the County's budgetary and financial reports, mixes it with the appropriate economic and demographic data, and creates a series of local government financial indicators that, when plotted over a period of time, can be used to monitor changes in financial condition. This system assists the Board of Supervisors in setting long-range policy priorities and provides a logical way of introducing long-range considerations into the annual budget process. The following discussion has been developed using the International City/County Management Association manual entitled *Evaluating Financial Condition, A Handbook for Local Government*.

The FTMS is built on twelve overall "factors" that represent the primary forces that influence financial condition (see Figure 1). These financial condition factors are then associated with twenty-eight "indicators" that measure different aspects of these factors. Once developed, these can be used to monitor changes in the factors, or more importantly, changes in financial condition. There are three classifications of factors:

- **Environmental Factors** – These factors create demand and provide resources. Analysis of these factors presents the question "Do they provide enough resources to pay for the demands they create?".
- **Organizational Factors-** Responses of the government to changes in environmental factors. Examples include increasing or reducing services, raising or lower taxes, etc. Analysis of these factors presents the question "Do

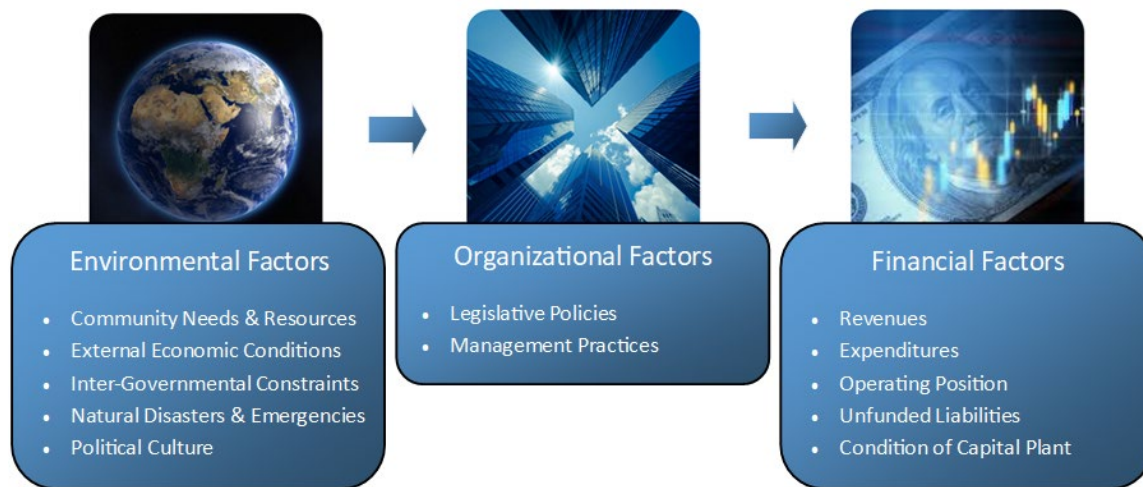
## STATISTICAL SECTION

Henrico County Financial Trend Monitoring System

legislative policies and management practices provide the opportunity and flexibility to make the appropriate response to changes in the environment?"

- **Financial factors-** Analysis of these factors presents the question "Is government paying the full cost of operating without postponing costs to a future period when revenues may not be available to pay these costs?"

Figure 1- Financial Condition Factors



Adapted From: *Evaluating Financial Condition, A Handbook for Local Government International City/County Management Association*

**Financial indicators-** These are the primary tools of the FTMS and represent a way to quantify changes in factors. Many aspects of financial condition cannot be measured explicitly; however, by quantifying factors via indicators and plotting them over a specified period, decision makers can begin to monitor and evaluate the County's financial performance. Financial indicators may include such things as:

- Cash liquidity
- Level of business activities
- Changes in fund balance
- External revenue dependencies

**Elastic and inelastic** – These are economic terms used to indicate how indicators respond to changes in the overall economy. Elastic indicators will have greater responses to changes in the economy and inelastic factors remain largely unchanged despite economic changes.

## HOW TO USE THIS DOCUMENT

Twenty-eight financial indicators have been selected for use in monitoring Henrico County's financial condition. They are displayed graphically on the following pages. These indicators were chosen based upon the availability of data and their appropriateness for Henrico County. The financial indicators selected are grouped by seven financial factors:

- **Revenues**
- **Expenditures**
- **Operating Position**
- **Debt Structure**
- **Employee Leave**
- **Condition of Capital Plant**
- **Community Needs & Resources**

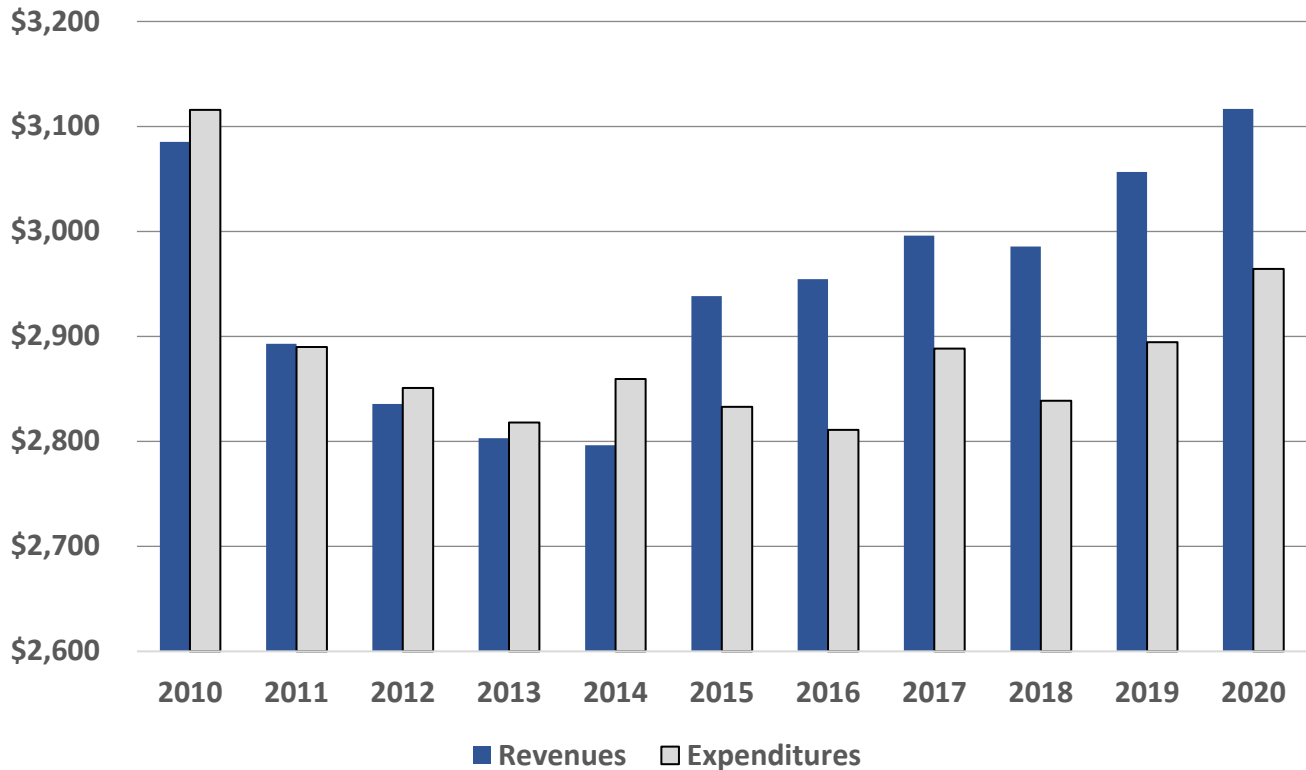
The remainder of this document is structured into seven sections, one for each of the seven factors. Appendix A provides the raw data used to develop the graphs. Appendix B provides a list of the Economic Data Sources used in the analysis.

STATISTICAL SECTION

Henrico County Financial Trend Monitoring System

REVENUES/EXPENDITURES PER CAPITA

(In Constant Dollars)

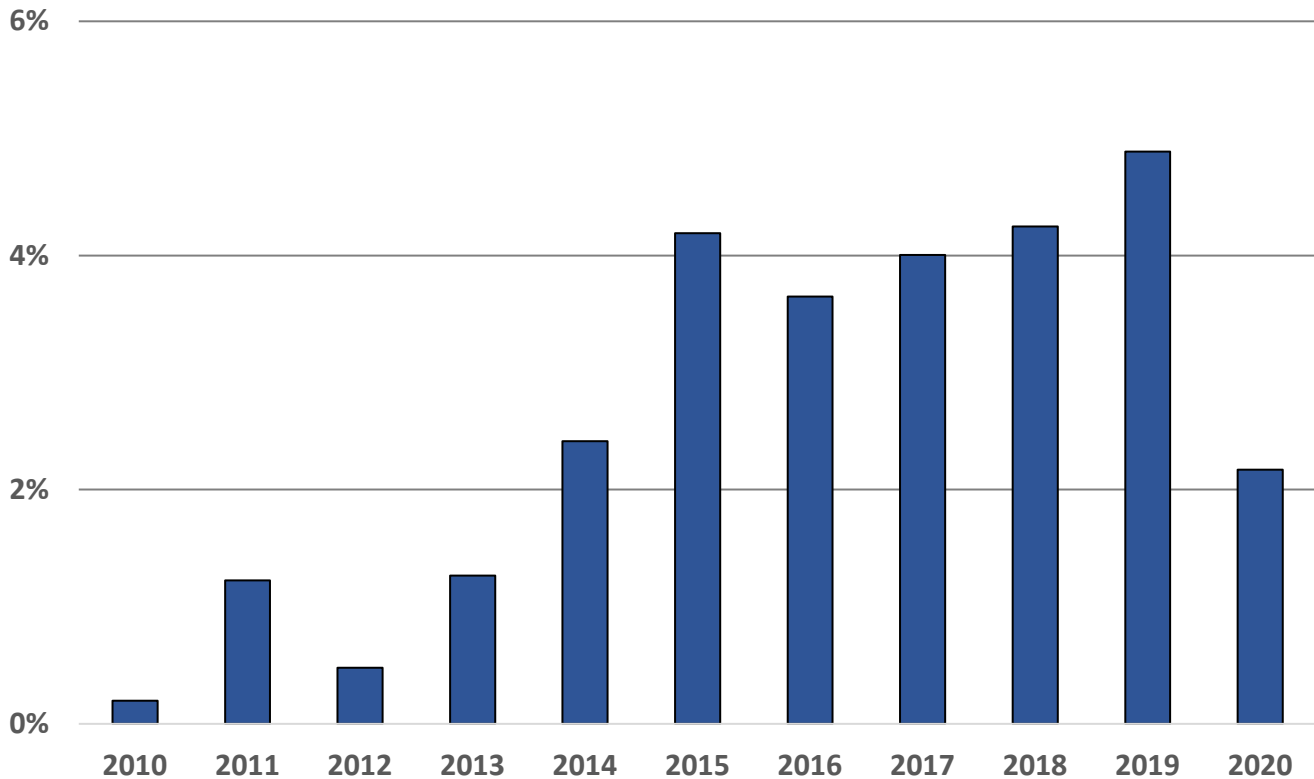


These indicators depict how revenues and expenditures are changing relative to changes in the level of population. As the population increases, it might be expected that the need for services would increase proportionately; therefore, the level of per capita revenues should remain at least constant in real terms. If per capita revenues are decreasing, it could be expected that the locality would be unable to maintain existing service levels unless new revenue sources or ways to save money are found. Increasing per capita expenditures can indicate that the cost of providing services is greater than the community's ability to pay, especially if spending is increasing faster than the community's personal income or other relevant tax base.

Both Revenues and Expenditures per capita increased in FY2020 despite the economic impacts of the COVID-19 pandemic. FY2020 Revenues per capita exceeded FY2010 levels making FY2020 the highest Revenue per capita in this 11-year timeframe. FY2020 Expenditures per capita rose proportionately with revenues, a trend that has been in place since FY2015. **Current revenues and expenditures per capita indicate that there is a healthy ratio of spending to saving in Henrico County.** Future years may have smaller gaps between Revenues and Expenditures due to the compensation proposal coming forward in the FY2022 budget.

## REVENUE VARIANCE

(As a % of Net Operating Revenue)

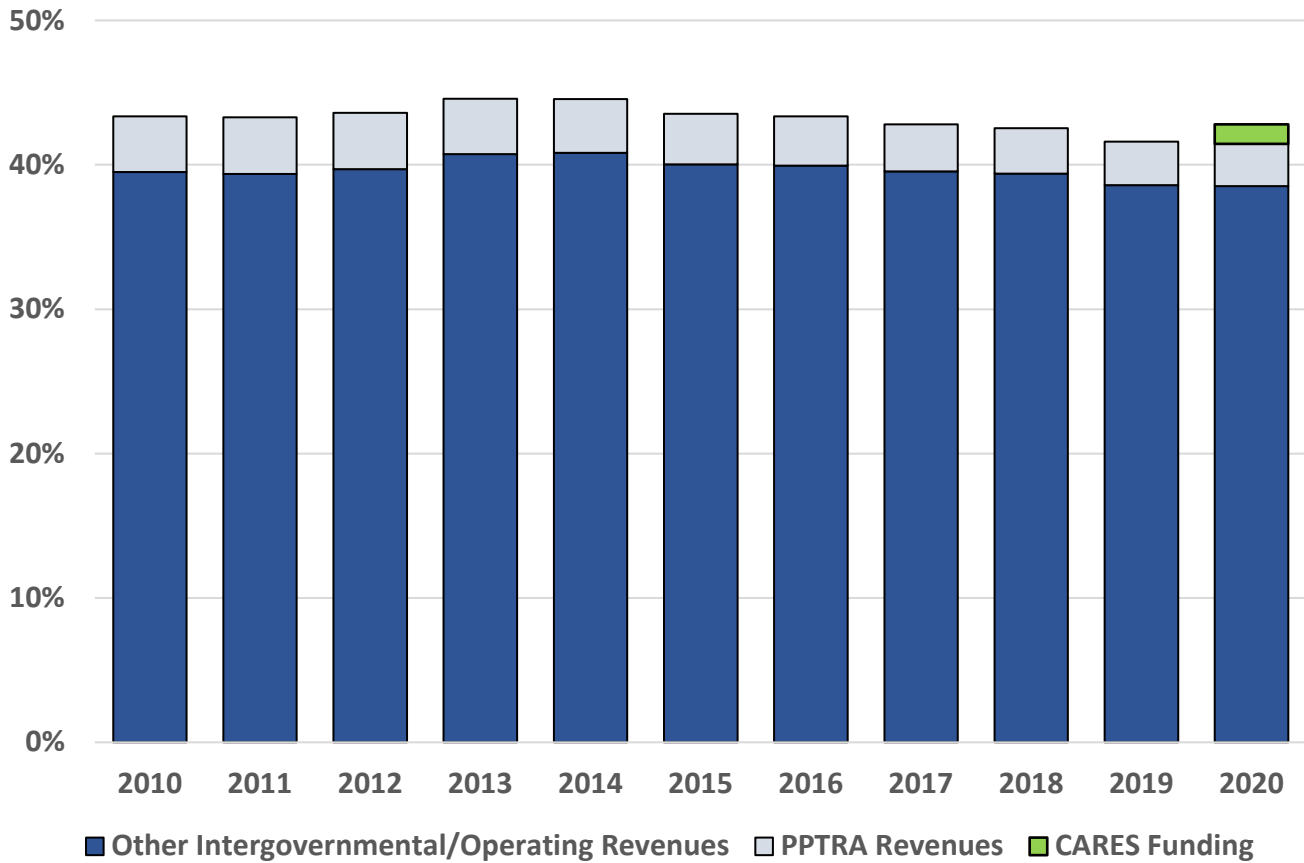


This financial indicator examines the differences between revenue estimates and revenues realized. The data shown includes revenues in the General, Special Revenue, and Debt Service funds. Major discrepancies in revenue estimates can be an indication of a declining economy, inefficient collection procedures, or inaccurate estimating techniques. On the graph above, the 0% marker at the x-axis represents the fiscal year budgeted estimates and the graph indicates the variance of actuals from the budget estimate. A positive number indicates budget estimates were exceeded, while a negative number reflects missed revenue projections.

The revenue variance reached a 5-year low in FY2020 with actual revenues still exceeding the estimated values. Henrico has implemented a strategy of a conservative budgeting in recent years, meaning revenues are estimated to be on the lower side of a confidence interval to allow for unexpected changes. The COVID-19 pandemic is an example of an unexpected economic change that resulted in the reduced margin between expected and received. **Current trends show that Henrico County’s pattern of under-projecting revenues during the budget process in order to mitigate risk is effective in times of unexpected events.**

## INTERGOVERNMENTAL REVENUES

(As a % of Gross Operating Revenues)



Intergovernmental revenues are those revenues received from other governmental entities such as the Commonwealth of Virginia and the Federal Government. Intergovernmental revenue is commonly restricted revenue and legally earmarked for a specific use as required by State and/or Federal law or grant requirements. An overdependence on intergovernmental revenues can have an adverse impact on the County’s financial condition if conditions change or funding is withdrawn after the locality has developed a dependence on the program. Personal property tax payments paid by the State under the Personal Property Tax Relief Act (PPTRA) have been classified as intergovernmental revenues even though the assessment function is performed at the local level. In the graph above, PPTRA revenues appear as the top stacked bar.

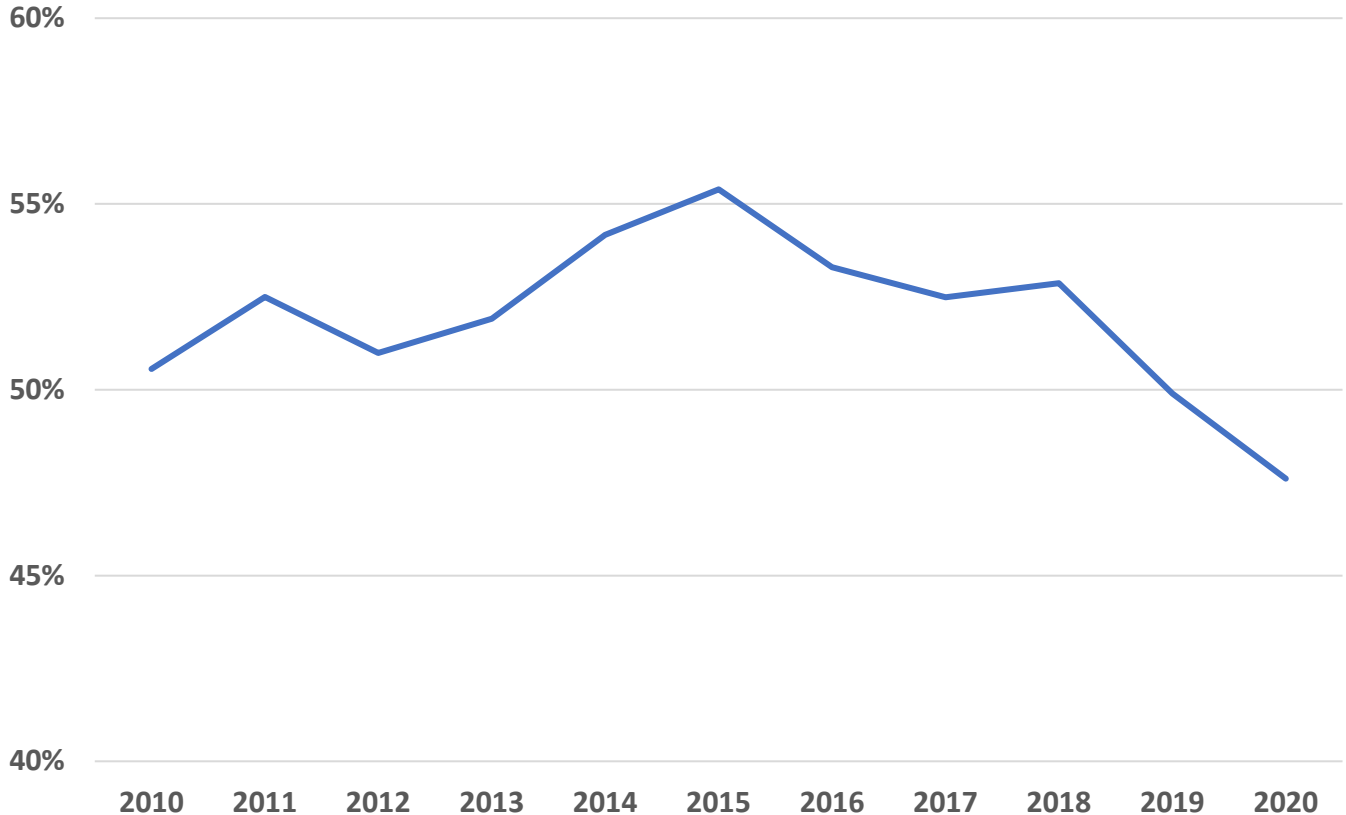
**Intergovernmental Revenues have remained relatively stable over the 11-year period shown.** The slight increase in FY2020 (1.3%) is related to funding received through the CARES act in response to the economic impacts related to the COVID-19 pandemic. Without CARES funding, FY2020 would have seen no growth over FY2019. Intergovernmental Revenues (including PPTRA) have consistently averaged between 43% and 45% of Gross Operating Revenues since FY2009. The slight decrease seen in FY2019 has not been present since FY2007. **Despite the presence of an economic shock from the COVID-19 pandemic, dependence on Intergovernmental Revenues has not changed significantly in 12 years.**

## STATISTICAL SECTION

Henrico County Financial Trend Monitoring System

### USER CHARGE COVERAGE

(Revenues/Expenditures)



User Charge Coverage refers to the ratio of the county's fees to the full cost of providing related services. Henrico County charges fees for the employee cafeteria, recreation activities, building permits, the school cafeterias, mental health services, street lighting, and solid waste services. If User Charge Coverage declines, these services must be covered by other revenue sources. Inflation erodes the User Charge Coverage if not reviewed and fees amended periodically.

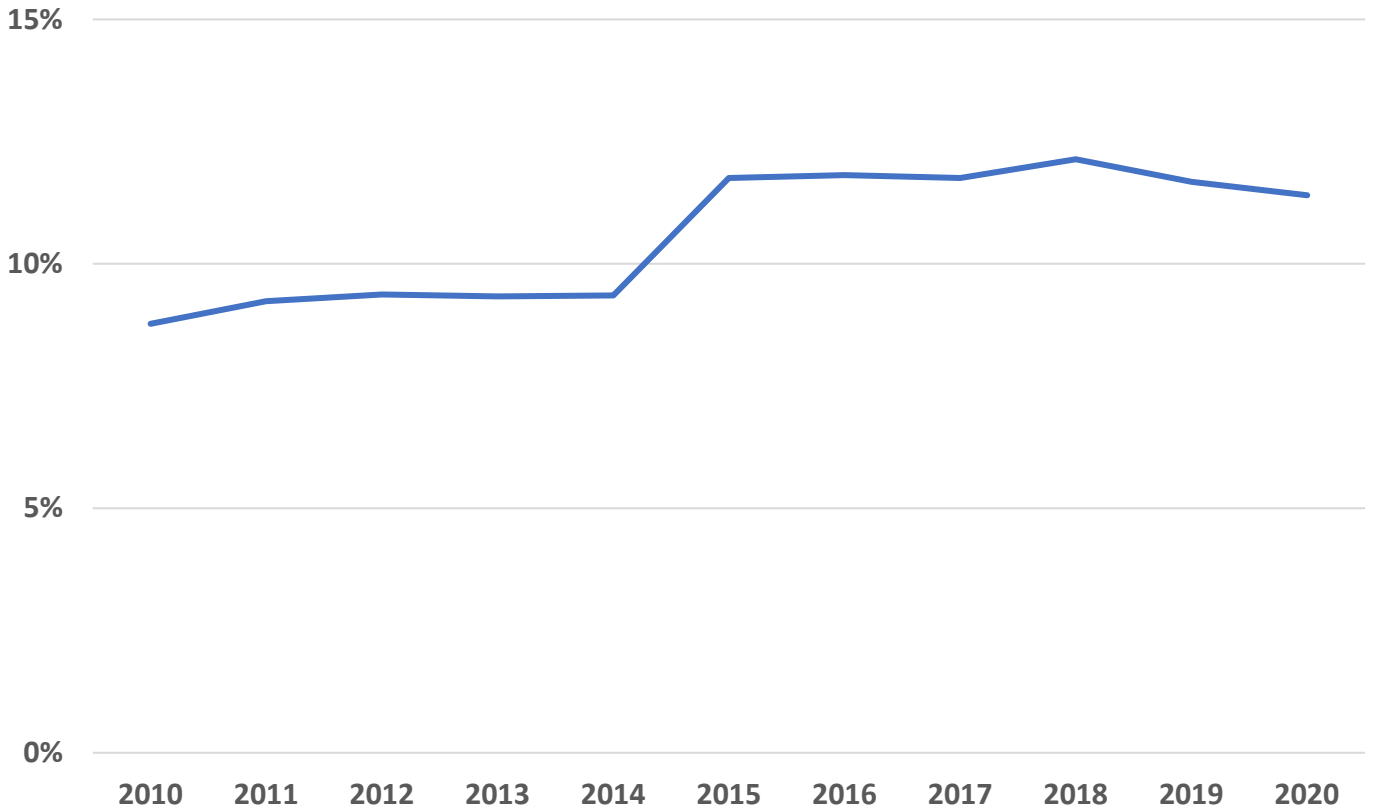
**User charge coverage reached an all-time low in FY2020. This constitutes a warning trend.** The COVID-19 pandemic forced the closure of school and employee cafeterias and many public facilities, resulting in a \$1.4 million drop in User Charge revenues in FY2020. All coverage ratios, except for that associated with Building Inspections, decreased with Recreation taking the largest decrease at 47.9 percent from FY2019. Henrico's public schools increased expenditures in the School Cafeteria by providing free meals to students at various locations throughout the county, resulting in a \$1 million increase in expenditures. This, combined with a \$1.4 million decrease in revenues, brought the School Cafeteria coverage ratio from 100 percent coverage down to 68 percent, or a decrease of 32.2 percent. Currently, Building inspections is the only self-sustainable use charge operation, operating at 171.2 percent coverage. All other departments are operating at a loss between 71.9 percent coverage (Solid Waste/Street Lights) down to 1.8 percent coverage (Recreation).

STATISTICAL SECTION

Henrico County Financial Trend Monitoring System

ELASTIC OPERATING REVENUES

(As a % of Net Operating Revenues)



Revenue categories used for this indicator include Local Sales and Use Taxes, Business and Professional License Taxes, structure and equipment permit fees, and Food and Beverage Taxes. The trend line shows the aggregate total of these revenues as a percentage of total Net Operating Revenues for each fiscal year. A decrease in Elastic Operating Revenue (negative impact) or an increase in Net Operating Revenue (positive impact) can result in a negative trend. Due to this, the indicator looks for unplanned changes in the trend.

In FY2020, Elastic Operating Revenue and Net Operating Revenue both increased, but due to Net Operating Revenues increasing at a faster rate than Elastic Operating Revenues, there is a downward trend from FY2019 to FY2020. **Current trends indicate that there is a healthy ratio of elastic and inelastic revenues in Henrico County, allowing for the Net Operating Revenue to grow despite a near-stagnant growth in Elastic Operating Revenues.**

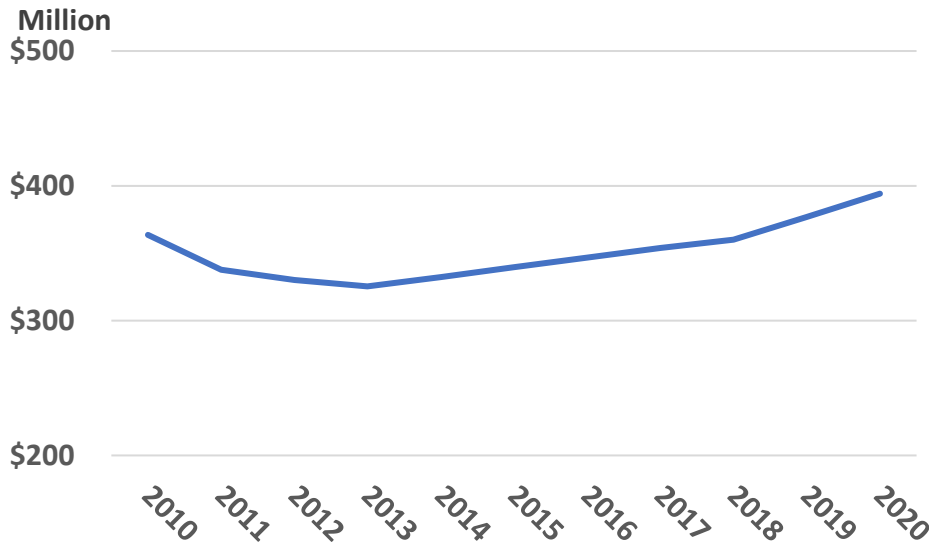


## STATISTICAL SECTION

Henrico County Financial Trend Monitoring System

### GENERAL PROPERTY TAX REVENUES

(In Constant Dollars)

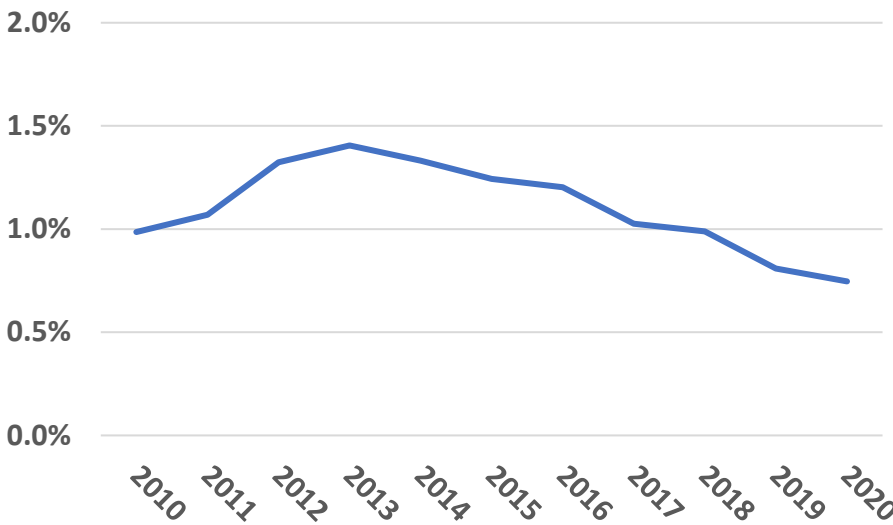


General property tax revenues in Henrico County include both current and delinquent real and personal property tax revenue collected by the County. These revenues constitute Henrico County's largest local revenue category, representing 67.5 percent of total local operating revenue in Henrico County in FY2020.

**General property tax collections were healthy in FY2020**, exceeding recorded collections in the history of the FTMS in Henrico County, exceeding the previous peak of \$378 million (recorded in FY2009) by \$17 million.

### UNCOLLECTED CURRENT PROPERTY TAXES

(As a % of Total Levy)



Every year a certain percentage of current real and personal property taxes go uncollected. If this percentage increases over time, it may be an indication of an overall decline in a locality's economic health. Bond rating agencies 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.

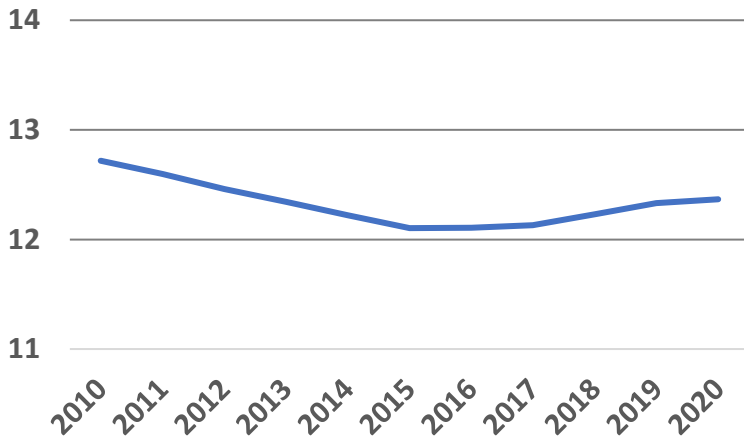
**FY2020 represents the lowest uncollected current property taxes in this 11-year timeline with a continuing downward trend.** Due to the COVID-19 pandemic, relief measures were put in place in FY2020 including deferring the first due date for Property taxes from June to August at no penalty to the property owner. Had these measures not been implemented, it is likely that this measurement would have been higher. Additionally, the County permanently eliminated the credit card fee associated with payment in an effort to further reduce delinquencies.

## STATISTICAL SECTION

Henrico County Financial Trend Monitoring System

### EMPLOYEES PER CAPITA

(Employees per 1,000 Population)

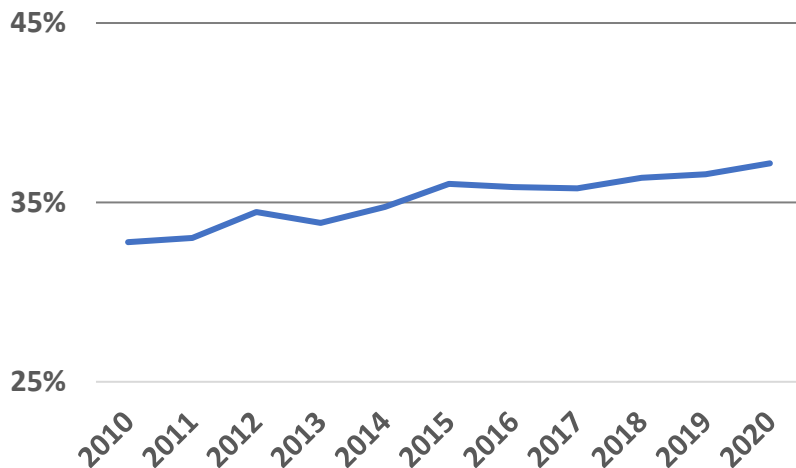


Personnel costs reflect the major portion of Henrico County's operating budget and changes in the number of employees per capita are indicative of changes in expenditures. An increase in employees per capita might indicate that expenditures are rising faster than revenues, or that the locality is becoming more labor intensive, or that personnel productivity is declining. This report uses total approved employee positions in a given fiscal year and does not take into account mid-year changes to staffing or vacant positions.

**Employees per capita modestly increased in FY2020 but is currently at FY1991 levels for staffing and if vacant positions are excluded, FY2020 exhibited a ratio similar to what was recorded for FY1982.** Position growth was slowed due to restrictions set by Henrico due to the evolving COVID-19 pandemic resulting in an increase of 0.28 percent from FY2019 to FY2020 vs. an increase of 0.85 percent from FY2018 to FY2019.

### FRINGE BENEFITS

(As a % of Wages)



Fringe benefits are compensation that employees receive in addition to wages paid by an employer. In the case of a locality, monitoring fringe benefits is another way to monitor a large portion of overall expenditures. The fringe benefits measured on this indicator include FICA, payments to the Virginia Retirement System (VRS), health insurance, VRS Group life insurance, unemployment costs and worker's compensation. The cost of these benefits is divided by the cost of wages paid to obtain the percentages depicted.

**Fringe benefits have reached an all-time high in FY2020** due to increasing health care costs market wide. These costs largely fall outside of the direct control of the County but **show how the County is impacted by increasing costs in the larger economy.**

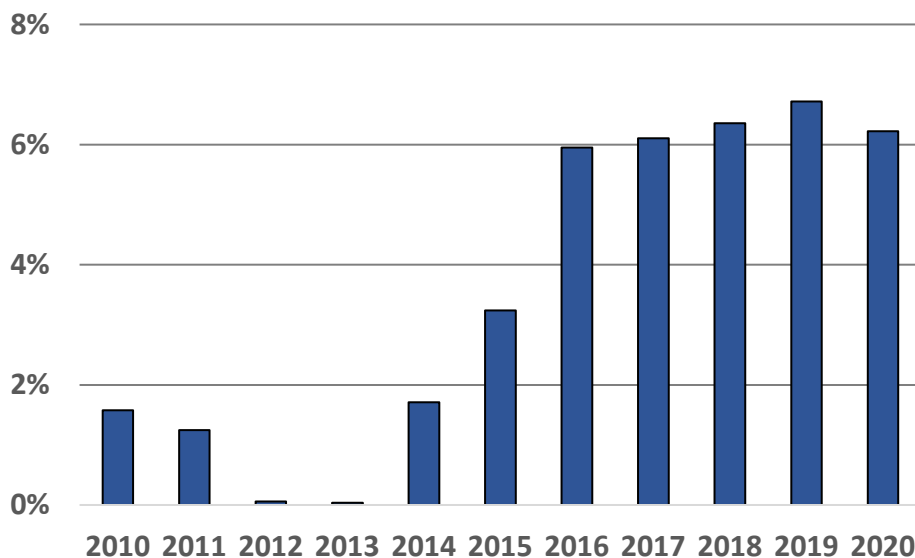
## STATISTICAL SECTION

Henrico County Financial Trend Monitoring System

### OPERATING SURPLUS

(As a % of Net Operating Revenues)

An operating surplus occurs when current revenues exceed current expenditures. If the reverse is true, it means that there is a deficit and the locality is spending more than it receives. There can be isolated cases where spending more than collecting is prudent and may not be reason for alarm. Frequent occurrences of operating deficits may indicate that realized revenues are not supporting current expenditures which should constitute a review of priorities and goals.

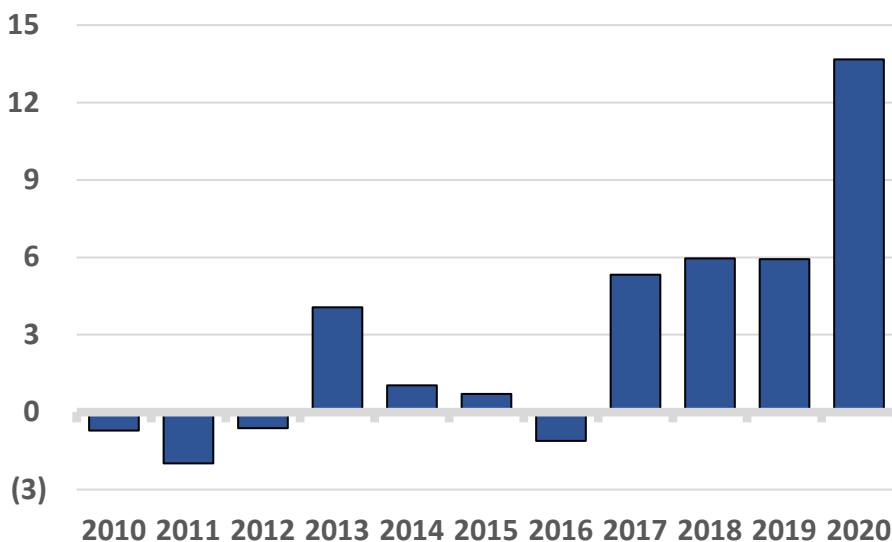


**Operating surpluses slightly dipped in FY2020 in response to the COVID-19 pandemic but are still well above the 35-year average operating surplus of 5.5 percent.**

### ENTERPRISE LOSSES

(in Constant Dollars)

Enterprise losses occur when “for profit” programs encounter an operating deficit. Negative numbers on the scale represent program losses (inclusive of depreciation expenses). Enterprise operations included in this analysis were Water and Sewer services and the Belmont Golf Course. In December 2020, First Tee of Richmond took over operations of the Belmont Golf Course and this enterprise program is no longer in operation.



**The enterprise surplus in FY2020 represent the largest gain in this 11-year timeline and the second largest surplus in the FTMS.** The driver of the surplus comes from expenditure levels not changing from FY2019 to FY2020 matched against increasing revenues in the same timeframe from water and sewer services.

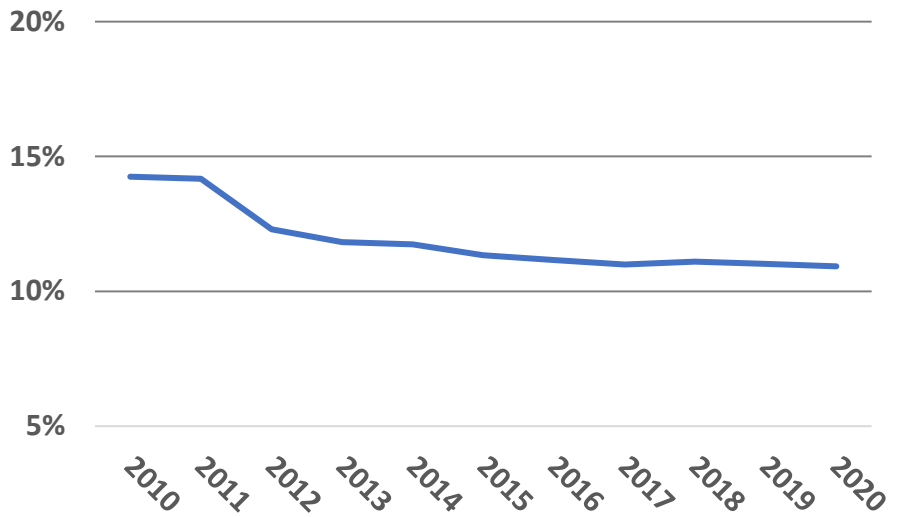
STATISTICAL SECTION

GENERAL FUND UNASSIGNED BALANCES

(As a % of Net Operating Revenues)

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.

The ratio of general fund unassigned balance to the total balance of the General, Special Revenue and Debt Services funds is 10.9 percent for FY2020. **Current levels have been maintained for the past 5 fiscal years and are above the 35-year average of 8.5 percent.**

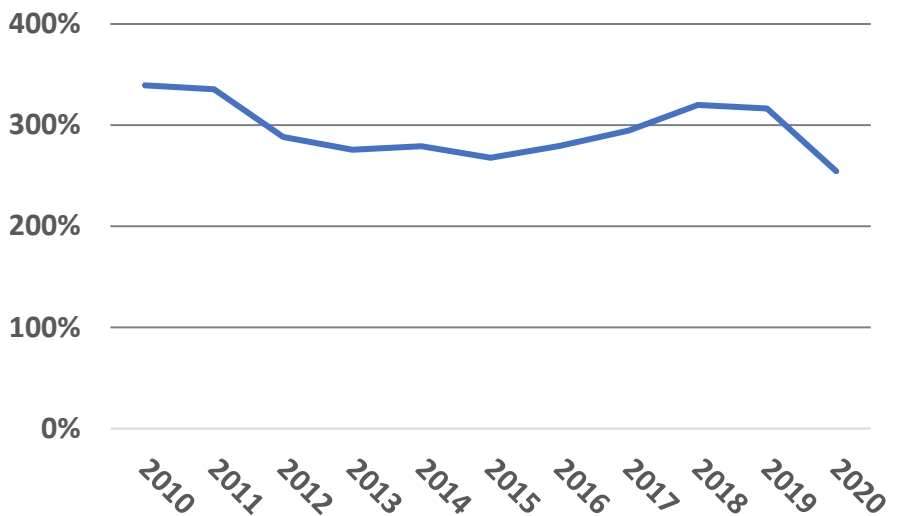


Note: This historical depiction is reflected differently than the percentages referred to in the Annual Fiscal Plan as "net operating revenues." The graph above includes the General, Special Revenue and Debt Service Funds, causing the percentage reflected on this page to be lower than what is reflected in the Annual Fiscal Plan.

LIQUIDITY

(Cash & Investments as a % of Current Liabilities)

Liquidity measures a locality's ability to pay its short-term obligations through the monitoring of its cash position. "Cash position" includes cash on hand and in the bank, and assets that can be easily converted to cash, such as short-term investments. Short-term obligations include accounts payable, the payments on long-term debt and other liabilities due within one year of the balance sheet date. The effect of insufficient liquidity is the inability to pay bills or insolvency. Declining liquidity may indicate that a locality has overextended itself.



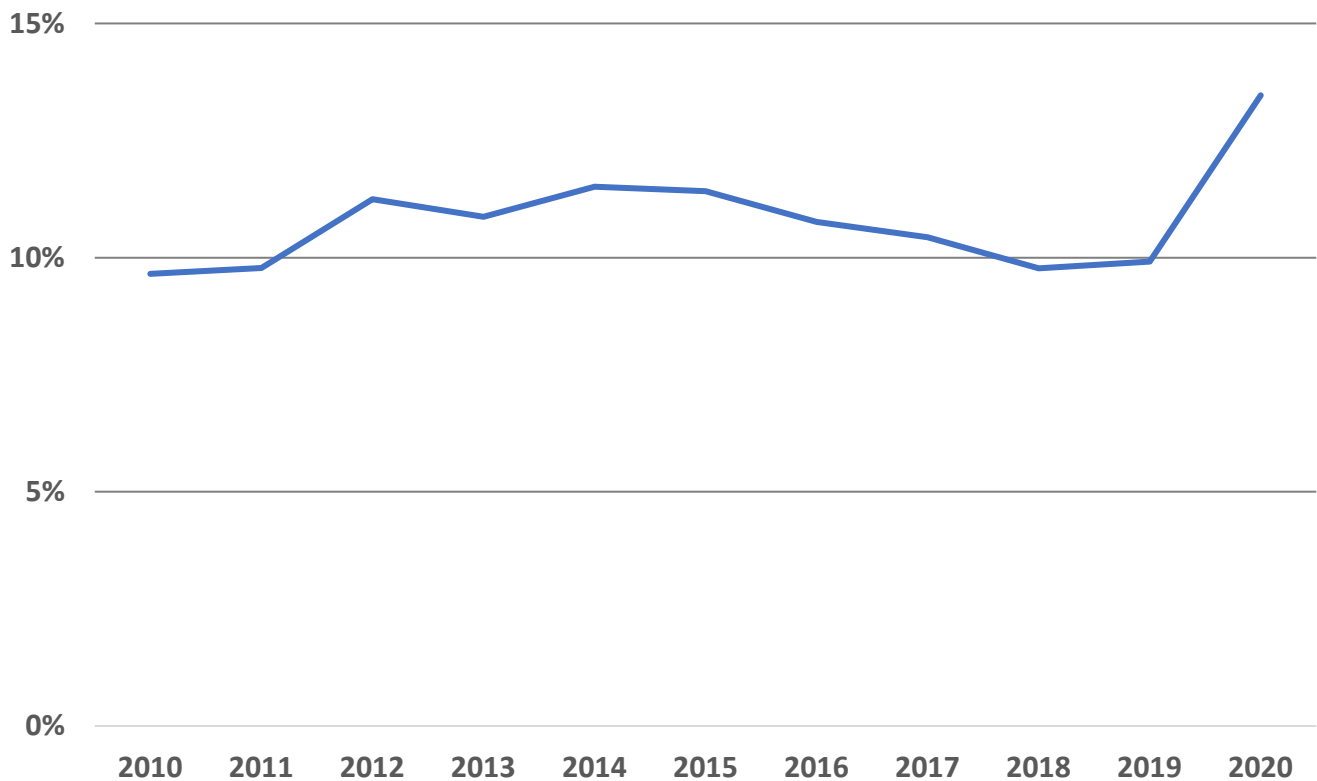
**FY2020 marks a substantial drop in liquidity** compared to other fiscal years in this 11-year timeline. Interest rates reached record lows in FY2020 which prompted the county to refund already approved long-term debt in order to take advantage of the lower rates. As issuances were retired and then re-issued, the total principal due in twelve months was inflated, bringing liquidity down. **The lower liquidity is cause for concern if it is an ongoing trend in subsequent fiscal years.**

## STATISTICAL SECTION

Henrico County Financial Trend Monitoring System

### CURRENT LIABILITIES

(As a % of Net Operating Revenues)



Current liabilities include short-term debt, the current debt service payments of long-term debt, accounts payable and other liabilities due within one year of the balance sheet date. A major component of current liabilities may be short-term debt in the form of tax or bond anticipation notes. Use of short-term borrowing is option for handling erratic flows of revenues, but an increasing amount of short-term debt outstanding at the end of successive years can indicate liquidity problems, deficit spending, or both.

As mentioned in the previous analysis regarding liquidity, **current liabilities increased in FY2020 due to debt issuances in FY2019 and FY2020** that are realizing their first debt service payments containing principal. As the debt service payment increased to accommodate these higher payments, so too did current liabilities, reaching levels not seen since FY2009. Still, the higher current liabilities are **only a cause for concern if it is a reoccurring trend in subsequent fiscal years.**

## STATISTICAL SECTION

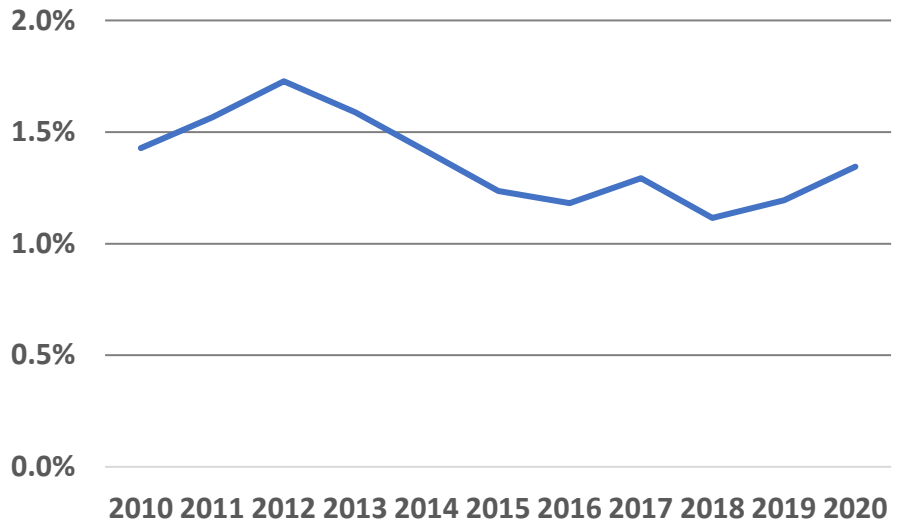
Henrico County Financial Trend Monitoring System

### LONG TERM DEBT

(As a % of Assessed Valuation of Real Property)

A locality's ability to repay its debt is determined by comparing net direct long-term debt (paid directly with general tax revenues) to assessed valuations. An increase in net direct long-term debt as a percentage of real property valuation can indicate that a locality's ability to repay its obligations is diminishing. The concern is that long-term debt should not exceed the locality's resources for paying the debt.

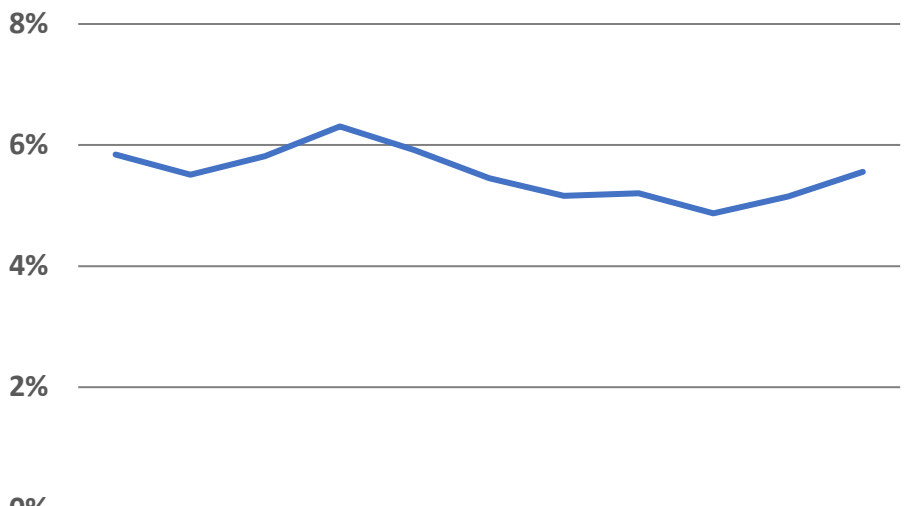
**Long-term debt has been increasing the past two fiscal years to levels similar to FY2014.** Like previous analyses have noted, recent bonds issuances seeking to take advantage of low interest rates have played a part in this increase. **The FY2020 level is still below that of FY2013 and the 35-year average of 1.5%.**



### DEBT SERVICE

(As a % of Net Operating Revenues)

Debt service is the amount of principal and interest that a locality must pay each year on 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 which may be an indication of fiscal strain. Debt service for this indicator includes principal and interest payments for General Obligation bonds, Virginia Public School Authority (VPSA) debt, Literary Loan debt, and Lease Revenue bonds. The indicator does not include Enterprise Fund debt.



*Note: "Net Operating Revenues" includes only the General, Special Revenue, and Debt Services Funds.*

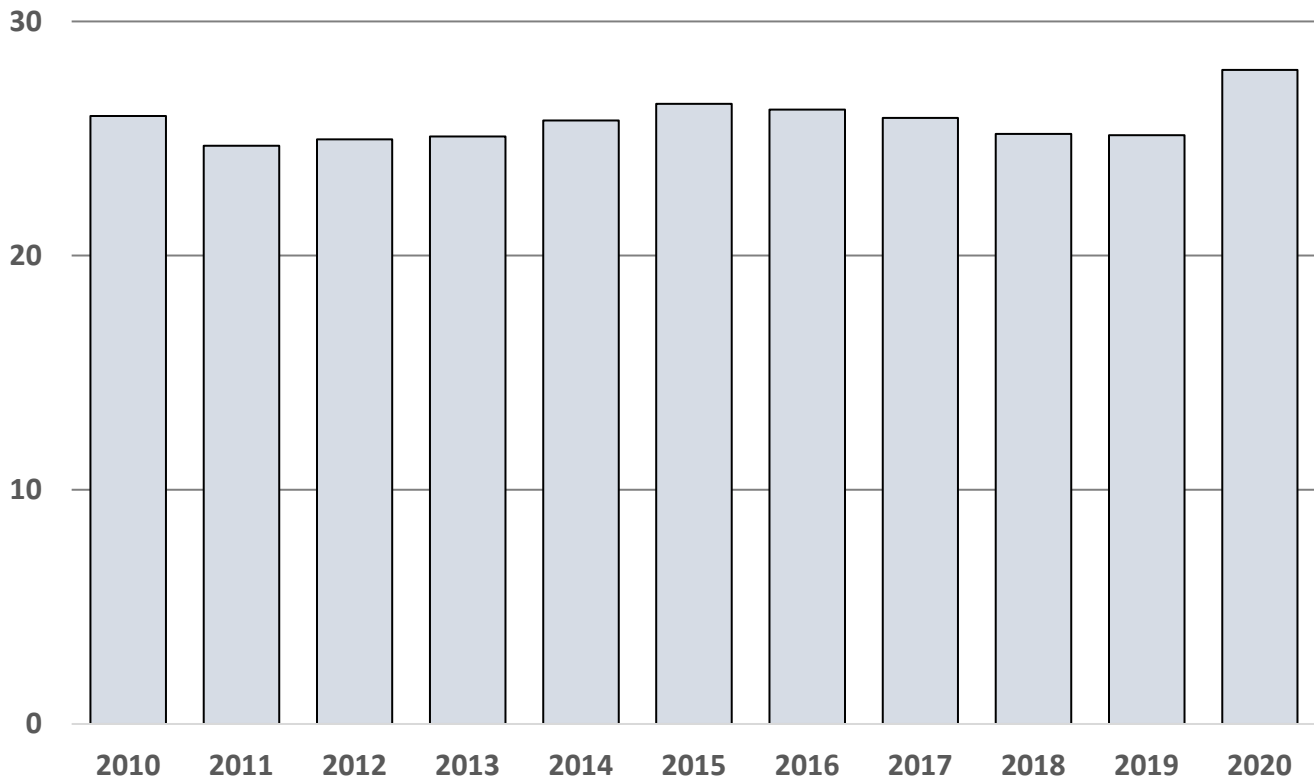
As previously discussed in the analyses of Current Liabilities and Long-Term Debt, **increases in FY2019 and FY2020 are related to the recent issuance of debt. Current levels at 5.6 percent are similar to levels experienced in FY2013 and FY2014 but are marginally higher than the 35-year average of 5.3 percent.**

STATISTICAL SECTION

Henrico County Financial Trend Monitoring System

ACCUMULATED VACATION LEAVE

(Days per Employee)



Localities usually allow their employees to accumulate some portion of unused paid leave, which may be paid at termination or retirement. This expenditure is rarely funded while it is being accumulated although the costs of the benefit are covered through normal attrition and the related compensation differential. While there is no direct fiscal impact that arises from this indicator, its inclusion is useful in depicting overall employee welfare, which impacts the previously discussed indicator Fringe Benefits and personnel related expenditures.

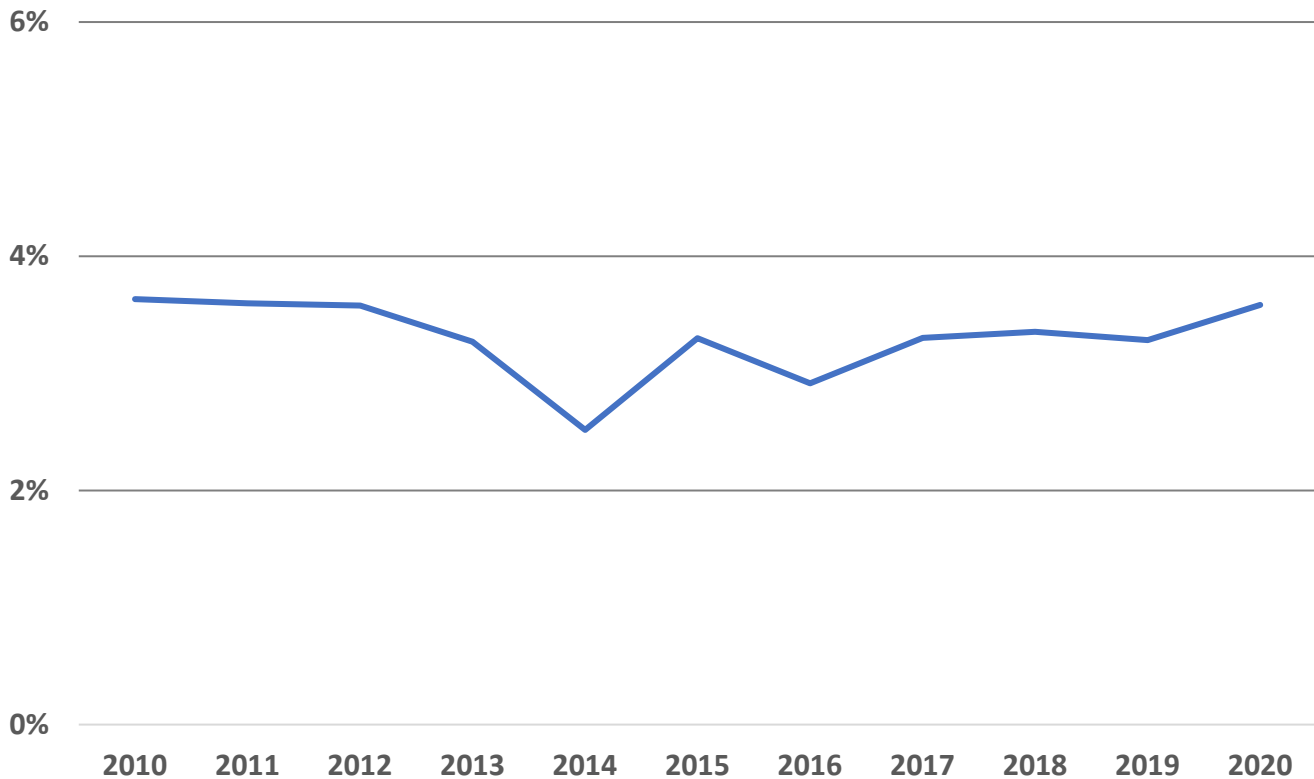
**Accumulated paid leave has reached an all-time high of 27.9 days per employee.** The COVID-19 pandemic is the leading cause for this increase in unused leave. Henrico is currently implementing a telework policy that allows the majority of its workforce to work from home and in some cases, greater flexibility to working hours. COVID-19 has also increased some responsibilities for departments to alleviate COVID-19 induced issues and employees have responded by working more and using less vacation time. **When the pandemic subsides and global travel restrictions are lifted, there is expected to be a greater than normal usage of leave that may return this trend to FY2019 levels or lower.** Balances will be inflated over the next few years as all leave balances were carried over from FY2020 to FY2021 and balances will be carried forward again from FY2021 to FY2022.

## STATISTICAL SECTION

Henrico County Financial Trend Monitoring System

### LEVEL OF CAPITAL OUTLAY

(As a % of Net Operating Revenues)



Capital outlay includes expenditures for equipment in the operating budget, such as vehicles or computers. It normally includes equipment that will last longer than one year. Capital outlay does not include capital improvement expenditures for construction of capital facilities such as streets, buildings, fire stations, or schools.

The purpose of capital outlay in the operating budget is to replace worn equipment or add new equipment. The level of capital outlay is a rough indicator of the status of equipment and determine if it is being maintained in good condition. A declining trend in the short run of one to three years may not be concern for alarm as it could mean that a locality's needs have temporarily been satisfied. If the decline persists over three or more years, it can be an indication that capital outlay needs are being deferred, resulting in the use of obsolete and inefficient equipment and the creation of a future unfunded liabilities.

The overall trend for the level of capital outlay is relatively flat for the 11-year timeline depicted. **FY2020 levels increased slightly from 3.3% to 3.6%.** The slight increase is likely due to Henrico County switching to telework with the COVID-19 pandemic and related stay-at-home orders requiring the immediate purchase of laptop computers to replace desktops. **Current levels are two percentage points higher than the average rate since FY1997, which was the year that "Data Processing" (currently the Department of Information Technology) was absorbed as a General Fund department.**

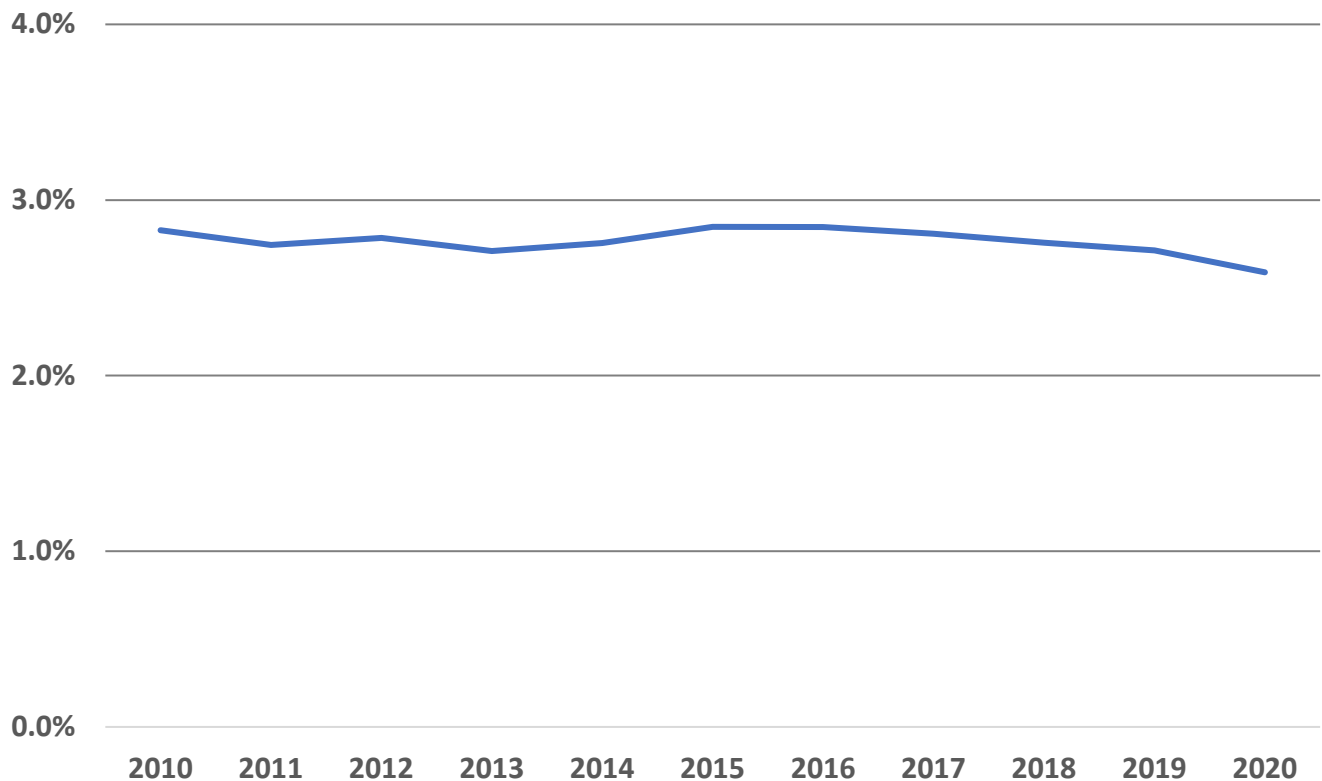


## STATISTICAL SECTION

Henrico County Financial Trend Monitoring System

### DEPRECIATION

(As a % of Assets)



Depreciation is the mechanism by which a cost is associated with the use of a fixed asset over its estimated useful life. Depreciation is recorded only in the Enterprise and Internal Service Funds. Total depreciation expense typically remains at a relatively stable proportion of the cost of the entity's fixed assets, as older assets, which are fully depreciated, are usually removed from service and newer assets take their place. If depreciation expenses start to decline as a proportion of the fixed asset cost, the assets on hand are likely being used beyond their estimated useful life.

Depreciation as a percent of assets has averaged 2.8 percent since FY2007. **FY2020 recognized a slight decrease to 2.6 percent, but the overall trend remained stable.** A decrease in depreciation is only a cause for concern if it is a reoccurring trend in subsequent fiscal years and **should continue to be monitored.**

## STATISTICAL SECTION

Henrico County Financial Trend Monitoring System

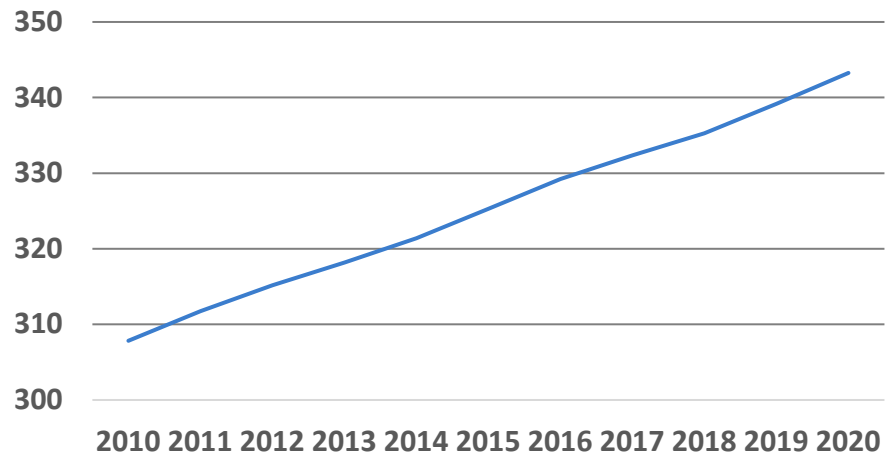
### POPULATION

Empirical evidence indicates that changes in population can have a direct effect on a locality's revenue because of the impact upon related factors, such as employment, income, and property value. A sudden increase in population can create immediate pressures for new capital outlays, infrastructure and for higher levels of service, particularly in the areas of

Education, and Recreation. A locality faced with a declining population is rarely able to reduce expenditures at the same rate as population loss as many expenditures such as debt service, government mandates, and salaries are fixed and cannot effectively be reduced in the short run.

**Population growth remains healthy and in line with expectations based on growth in previous years.** The United States 2020 Census will have more exact data and provide Henrico with a hard snapshot of the current population.

Thousands

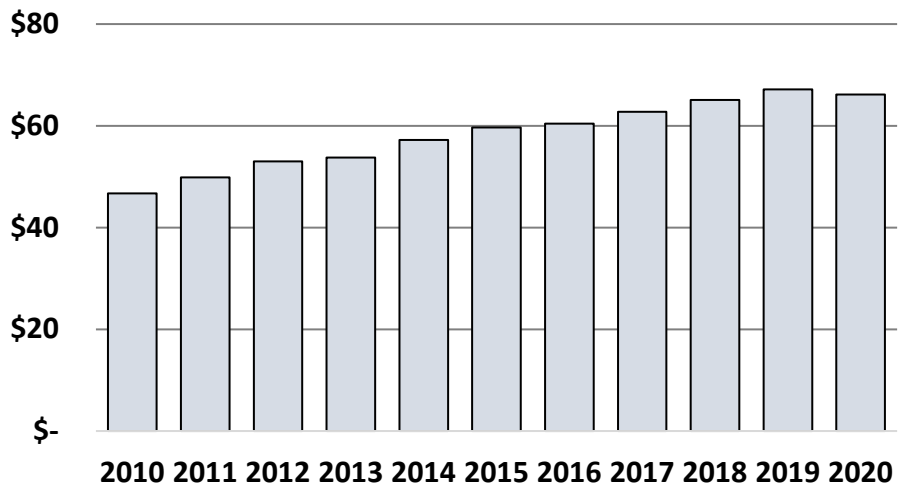


### PER CAPITA INCOME

Per capita income is a 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 may result in a drop in consumer purchasing power and can provide advance notice that businesses, will suffer a decline that can ripple through the rest of the local economy. Changes in per capita income are especially

important for communities that have little commercial or industrial tax base because personal income is the primary source from which taxes can be paid.

Thousands



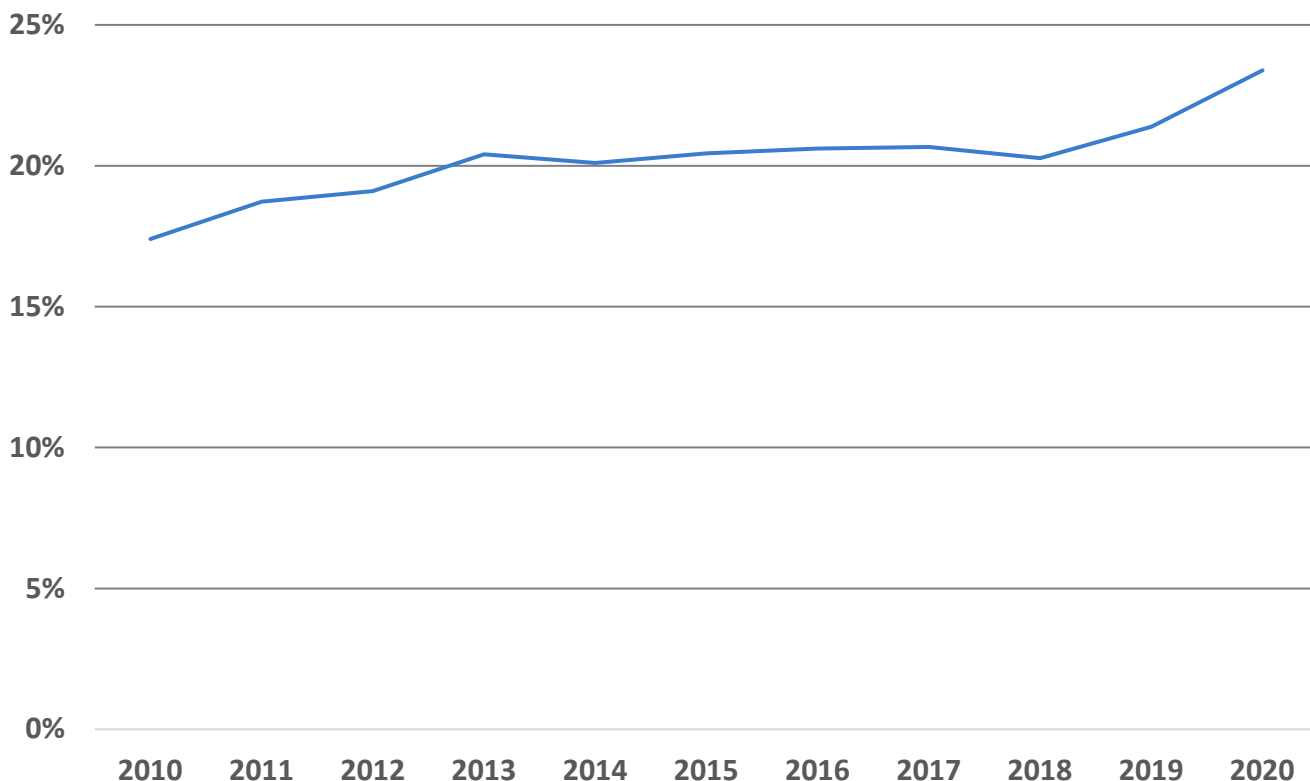
**Per capita income in FY2020 has decreased from \$67,128 per person to \$66,152, which is a 1.5 percent decrease.** The last decrease recorded by the FTMS was from FY2008 to FY2009 during the Great Recession. The current decrease is likely 2020's drop is attributable to the large job loss experienced in the latter half of 2020 due to the COVID-19 pandemic.

## STATISTICAL SECTION

Henrico County Financial Trend Monitoring System

### PUBLIC ASSISTANCE RECIPIENTS

(As a % of Total Population)



This trend is closely associated with a decline in personal income. The indicator measures the number of public assistance recipients against the number of residential households in the County. An increase in the number of public assistance recipients can signal a future increase in expenditures because of the relatively higher needs of low-income residents combined with their relative lack of personal wealth.

**Public assistance recipients were at its highest levels in FY2020, reaching a rate of 23.4 percent, representing a 2 percent increase from FY2019.** Rates increased in FY2010 in response to the Great Recession and then remained relatively stable at approximately 20 percent from FY2012 through FY2018. Economists predicted a recession in the near future as expansions and recessions in the economy are part of natural business cycles. With a U.S. economy already slowing down, the COVID-19 pandemic exacerbated market conditions which may have led many to seek public assistance with the government implementing many different assistance programs through stimulus funding. Further, recent Medicaid expansion has approved additional subsets of applicants, creating a wider pool of people eligible for public assistance. **Public assistance recipients are not expected to decrease to levels seen in FY2018 until FY2022 or later and should continue to be monitored. This constitutes a warning trend.**

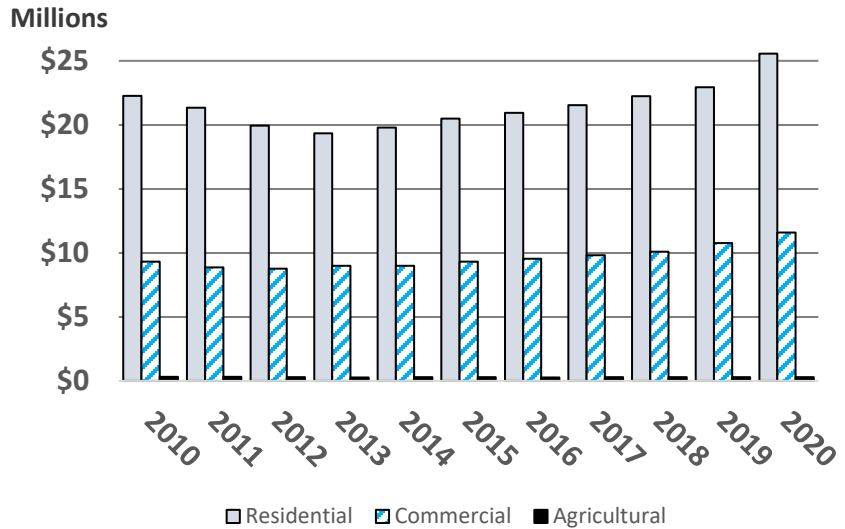
## STATISTICAL SECTION

Henrico County Financial Trend Monitoring System

### REAL PROPERTY VALUES

(In Constant Dollars)

Changes in real property values are important as property taxes tend to be a large source of revenue for localities. If a locality has a stable tax rate, the tax revenues will increase with property values. Localities experiencing rapid population and economic growth are likely to experience growth in property values in the short-run. This is because the supply of housing is fixed short-term and the increase in demand due to growth will force prices up. The extent to which declining real property values affect a locality's revenues will depend on the locality's reliance on property tax revenue and other related revenues.

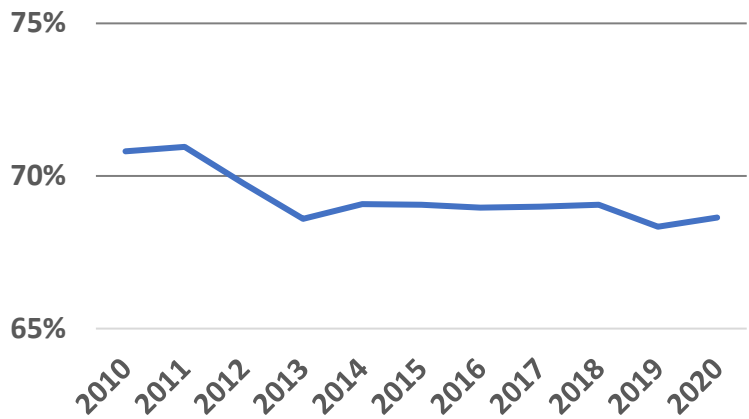


**Real property values continue to increase and are currently exceeding FY2009 levels.** Despite the COVID-19 pandemic, record low mortgage rates have increased demand for homes with higher-than-average transactions. Population growth has provided a positive push for real property values. **Real property taxes are a fairly inelastic revenue source which indicates healthy revenues in the future.**

### RESIDENTIAL DEVELOPMENT

(As a % of Total Property)

The net cost of servicing residential development is generally higher than the net cost of servicing commercial or industrial development due to the related demands for public services such as Public Safety, Public Utilities, and Education. This demand also impacts the location of new residential development as houses built outside of current service areas can impose greater initial costs to localities than houses built within developed areas. The extent to which new residential development affects the financial condition of a community will depend on the community's economy, tax structure, and expenditure profile. A locality must balance development type with current zoning and availability of public services to maintain fiscal viability. Henrico County has determined that a 70.0 percent level of residential valuation is optimal.

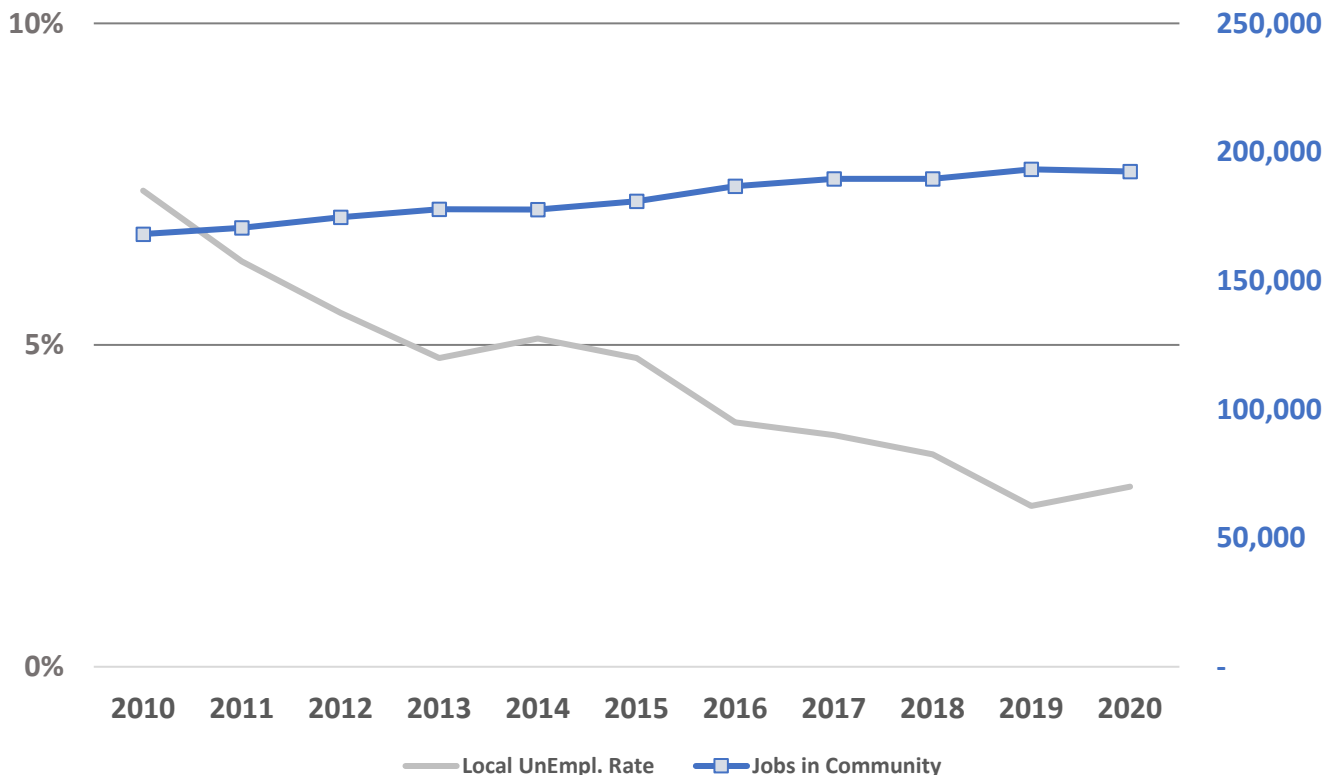


**Residential development in FY2020 increased slightly to 69.0 percent, but levels have been relatively stable since FY2012 with slight variances year to year.** Preliminary data post-FY2020 has indicated a large increase in residential development, suggesting that **there may be an increase in development levels in upcoming fiscal years.**

STATISTICAL SECTION

Henrico County Financial Trend Monitoring System

EMPLOYMENT BASE



Employment base considers the unemployment rate and the total number of jobs within the locality. This indicator is significant because it is directly related to the levels of business activity and personal income. The two trend lines tend to move in opposite directions. Changes in the number of jobs provided by the community are a measure of business activity and changes in the rate of employment of the community's residents is related to fluctuations in personal income and, thus, is a measure of the community's ability to support its local business sector. A change in employment base can provide preliminary information on business sector changes and provide notification if further research is warranted.

**Total jobs in the community decreased and the local unemployment rate increased in FY2020.** This is likely attributable to the economic impacts from the COVID-19 pandemic. FY2020 only captured the beginning of the pandemic from March 2020 to June 2020. **Preliminary data post-FY2020 indicates that this downturn will likely improve as stay-at-home orders related to the pandemic are lifted and vaccines become widely available.**

## STATISTICAL SECTION

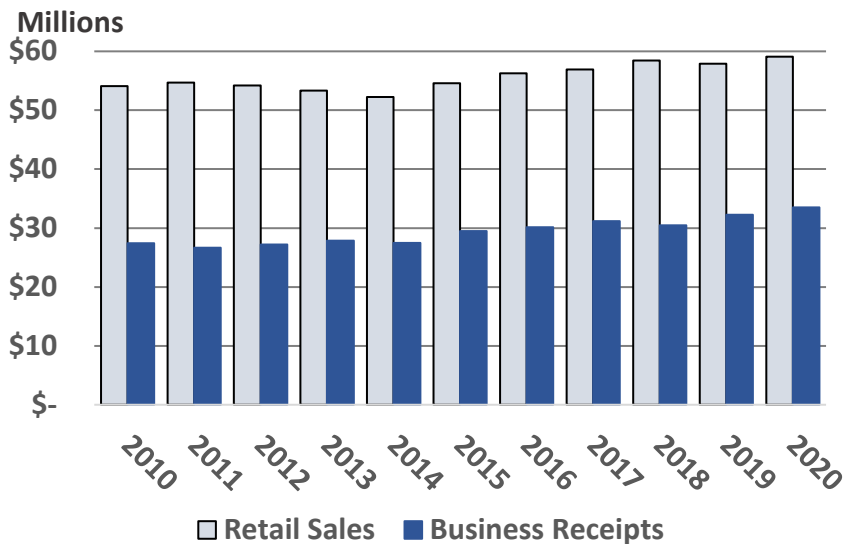
Henrico County Financial Trend Monitoring System

### LOCAL RETAIL SALES & BUSINESS RECEIPTS

(In Constant Dollars)

The level of business activity can provide information about a locality's financial condition in two ways:

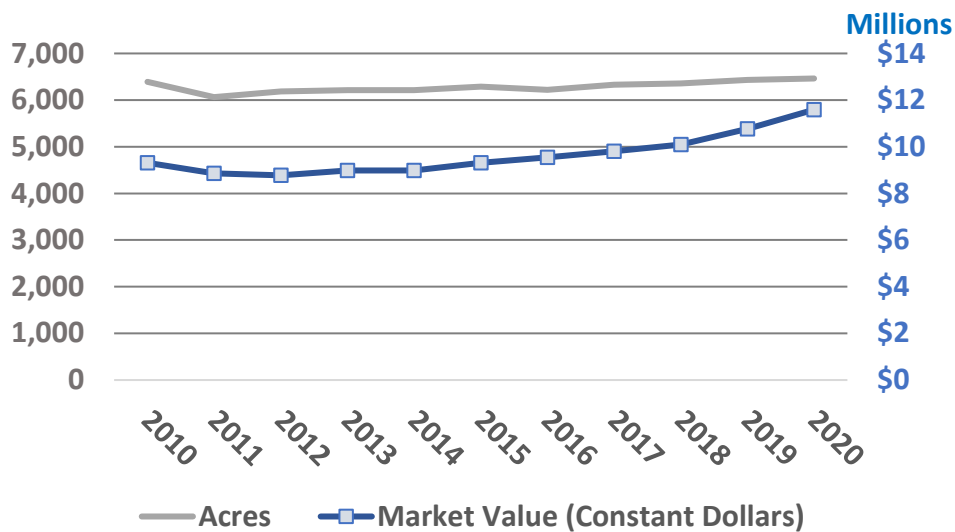
1. It directly affects revenue yields of sales taxes and gross receipts taxes as these are direct products of business activity.
2. There is an indirect effect on other demographic and economic areas such as employment base, personal income, or property values. A decline in business activity will tend to have a negative impact on employment base, personal income and/or commercial property values.



**Retail sales and business receipts both trended upwards in FY2020, reaching all-time highest levels in the FTMS.** Preliminary data post-FY2020 indicates that business activity is declining in response to the COVID-19 pandemic.

### COMMERCIAL ACRES & MARKET VALUE OF BUSINESS PROPERTY

Another measurement of business activity is the Commercial Acres & Market Value of Business Property indicator. As previously noted, there must be balance of land uses in a locality to ensure that the higher costs of residential areas are off-set by lower-cost commercial and industrial areas, which are monitored through Commercial Acreage. Similarly, the value of business property can be indicative of the overall health of a business as it is common practice to determine



fair market value of a commercial property through use of a business' Net Operating Income.

The market value of business property has relatively trended upwards since FY2010 and **FY2020 represents the highest level of market value to date.** Commercial acres has trended upwards since FY2011 after a severe cut to the commercial sector during the Great Recession. Total commercial acreage returned to FY2010 levels in FY2019 and the **commercial sector has continued to grow from there with FY2020 levels of commercial acreage representing an all-time high.**

STATISTICAL SECTION

Henrico County Financial Trend Monitoring System

FINANCIAL INDICATORS GRAPHICALLY

Description	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
<b>Revenues Per Capita</b>	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	3,056.5	3,116.6
<b>Expenditures Per Capita</b>	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	2,894.6	2,964.2
(In Constant Dollars)											
<b>Intergovernmental Revenues (without PPTRA)</b>	39.5%	39.4%	39.7%	40.7%	40.8%	40.0%	39.9%	39.5%	39.4%	38.6%	39.9%
<b>Intergovernmental Revenues (PPTRA only)</b>	3.9%	3.9%	3.9%	3.8%	3.7%	3.5%	3.4%	3.3%	3.2%	3.0%	2.9%
<b>Elastic Tax Revenues</b>	8.8%	9.2%	9.4%	9.3%	9.4%	11.8%	11.8%	11.8%	12.1%	11.7%	11.4%
(as a % of Net Operating Revenue)											
<b>Property Tax Revenues (Millions)</b>	364	338	330	325	332	340	347	354	360	377	394
(In Constant Dollars)											
<b>Uncollected Property Tax Revenues</b>	1.0%	1.1%	1.3%	1.4%	1.3%	1.2%	1.2%	1.0%	1.0%	0.8%	0.7%
(as a % of Total Levy)											
<b>User Charge Coverage</b>	50.6%	52.5%	51.0%	51.9%	54.2%	55.4%	53.3%	52.5%	52.9%	49.9%	47.6%
(Revenues/Expenditures)											

**STATISTICAL SECTION**

*Henrico County Financial Trend Monitoring System*

Description	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
<b>Revenue Variance</b>	0.2%	1.2%	0.5%	1.3%	2.4%	4.2%	3.6%	4.0%	4.2%	4.9%	2.2%
(as a % of Net Operating Revenue)											
<b>Employees Per Capita</b>	12.7	12.6	12.5	12.3	12.2	12.1	12.1	12.1	12.2	12.3	12.4
(Employees per thousand population)											
<b>Fringe Benefits</b>	32.8%	33.0%	34.5%	33.9%	34.8%	36.0%	35.8%	35.8%	36.4%	36.6%	37.2%
(as a % of Salaries)											
<b>Operating Surpluses</b>	1.6%	1.2%	0.1%	0.0%	1.7%	3.2%	6.0%	6.1%	6.4%	6.7%	6.2%
(as a % of Net Operating Revenue)											
<b>Enterprise Losses</b>											
(In Constant Dollars)	(0.714)	(1.985)	(0.621)	4.064	1.039	0.707	(1.114)	5.327	5.960	5.930	13.672
<b>General Fund Balances</b>	14.3%	14.2%	12.3%	11.8%	11.7%	11.3%	11.2%	11.0%	11.1%	11.0%	10.9%
(as a % of Net Operating Revenue)											
<b>Liquidity</b>	339.4%	335.4%	288.2%	275.5%	279.0%	267.8%	279.3%	294.7%	320.0%	316.5%	254.4%
(Cash & Investments as a % of Current Liabilities)											
<b>Current Liabilities</b>	9.7%	9.8%	11.2%	10.9%	11.5%	11.4%	10.8%	10.4%	9.8%	9.9%	12.2%
(as a % of Net Operating Revenue)											



**STATISTICAL SECTION**

*Henrico County Financial Trend Monitoring System*

Description	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
<b>Long Term Debt</b>	1.4%	1.6%	1.7%	1.6%	1.4%	1.2%	1.2%	1.3%	1.1%	1.2%	1.3%
(as a % of Assessed Valuation)											
<b>Debt Service</b>	5.8%	5.5%	5.8%	6.3%	5.9%	5.5%	5.2%	5.2%	4.9%	5.2%	5.6%
(as a % of Net Operating Revenue)											
<b>Accumulated Employee Leave Liability</b>	26.0	24.7	25.0	25.1	25.8	26.5	26.2	25.9	25.2	25.1	27.9
(in Days)											
<b>Level of Capital Outlay</b>	3.6%	3.6%	3.6%	3.3%	2.5%	3.3%	2.9%	3.3%	3.4%	3.3%	3.6%
(as a % of Net Operating Expenditures)											
<b>Depreciation</b>	2.8%	2.7%	2.8%	2.7%	2.8%	2.8%	2.8%	2.8%	2.8%	2.7%	2.6%
(Depreciation Expense as a % of Assets)											
<b>Population</b>	307.832	311.726	315.157	318.158	321.374	325.283	329.227	332.368	335.283	339.191	343.258
<b>Per Capita Income (restated)</b>	46.724	49.849	53.016	53.733	57.214	59.670	60.451	62.778	65.072	67.128	66.152
<b>Public Assistance Recipients (restated for 2016 Trends)</b>	17.4%	18.7%	19.1%	20.4%	20.1%	20.4%	20.6%	20.7%	20.3%	21.4%	23.4%
(as a % of Total Population)											

## STATISTICAL SECTION

*Henrico County Financial Trend Monitoring System*

Description	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
<b>Property Values</b>	-8.7852	-4.3903	-4.8901	-1.3806	1.5805	3.5468	2.2015	2.8659	3.0295	4.3495	10.1356
(In Constant Dollars)											
Residential	22.263	21.335	19.943	19.348	19.792	20.491	20.930	21.537	22.225	22.950	25.558
Commercial	9.315	8.860	8.775	8.984	8.985	9.311	9.547	9.807	10.088	10.770	11.599
Agricultural	0.326	0.308	0.292	0.279	0.285	0.292	0.279	0.293	0.283	0.294	0.304
Residential Development	70.8%	71.0%	69.8%	68.6%	69.1%	69.1%	69.0%	69.0%	69.1%	68.3%	69.0%
(as a % of Total Property)											
<b>Employment Base</b>											
Local Unemployment Rate	0.0740	0.0630	0.0550	0.0480	0.0510	0.0480	0.0380	0.0360	0.0330	0.0250	0.0280
Jobs in Community	168,142	170,581	174,628	177,810	177,647	180,877	186,728	189,618	189,572	193,284	192,419
<b>Business Activity - #1</b>											
(In Constant Dollars)											
Retail Sales	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	57,915.42	59,106.34
Annual Business Receipts	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	32,259.21	33,504.20
	-8.2%	-2.8%	2.2%	2.2%	-1.3%	7.4%	2.1%	3.5%	-2.3%	5.8%	3.9%
<b>Business Activity - #2</b>											
Market Value of Business Property	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	10,769.50	11,598.81
Acres Devoted to Business	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	6,435.00	6,463.19

**STATISTICAL SECTION**

*Henrico County Financial Trend Monitoring System*

**GENERAL FINANCIAL AND ECONOMIC DATA**

<b>Item</b>	<b>Description</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
1.3	Cash & Short-Term Investments	314,414	309,643	308,287	289,131	318,999	323,342	326,848	347,810	365,651	386,403	394,217
1.4	Accounts Payable	48,284	48,717	53,348	52,155	61,604	58,946	55,431	60,925	60,128	62,176	64,762
1.7	Principle due in 12 months	32,810	32,825	38,725	38,510	38,890	39,255	38,605	41,700	39,845	43,775	67,321
1.8	Other Current Liabilities	11,557	10,769	14,881	14,284	13,853	22,553	22,969	15,405	14,279	16,146	22,883
1.9	Total Current Liabilities	92,651	92,311	106,954	104,950	114,346	120,754	117,005	118,030	114,252	122,098	154,966
1.10	Net Direct Long Term Debt	460,535	499,930	533,180	492,025	454,095	411,405	406,150	464,530	424,685	480,305	593,260
1.1	Cost Depreciable Fixed Assets	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	1,482,192
1.1	Depreciation Expense	30,566	30,439	31,308	30,993	32,433	34,326	35,573	36,517	37,412	38,905	38,365
1.1	General Fund Operating Surplus	15,123	11,751	533	336	17,000	34,246	64,678	69,053	74,332	82,706	78,705
1.2	Enterprise Operating Results	(721)	(2,078)	(661)	4,400	1,148	782	(1,244)	6,051	6,963	7,041	16,171
1.2	General Fund Balances	246,603	230,524	221,639	197,540	210,567	224,205	232,416	253,995	279,926	281,896	274,646
1.2	General Fund Restricted Balances	109,831	96,798	104,751	83,364	93,945	104,259	111,167	129,679	150,038	146,258	136,394
1.2	General Fund Unrestricted Balances	136,771	133,727	116,888	114,175	116,622	119,946	121,249	124,316	129,887	135,638	138,252
1.2	Uncollected Property Taxes	3,604	3,737	4,604	5,025	4,815	4,645	4,506	3,994	4,046	3,504	3,402
1.20	Full Property Tax Levy	365,522	349,269	347,803	357,613	361,689	373,457	374,674	389,341	409,080	433,550	455,726
2.1	Property Tax Revenues	367,444	353,555	351,142	352,275	367,120	375,685	387,388	402,026	420,786	447,469	466,198
2.2	Committed User Charges	30,409	30,207	31,424	31,336	33,266	33,372	33,680	33,971	38,084	36,866	35,727

**STATISTICAL SECTION**

*Henrico County Financial Trend Monitoring System*

<b>Item</b>	<b>Description</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
2.3	Uncommitted User Charges	3,261	3,321	3,152	3,323	3,379	3,378	3,552	5,678	3,617	3,544	3,151
2.4	Other Revenue greater than 5%	119,791	127,013	129,354	125,872	125,113	158,824	165,920	176,154	182,032	186,844	183,291
2.5	Other Revenue less than 5%	22,822	21,028	21,220	22,343	21,664	25,951	25,143	29,010	27,406	44,323	35,487
2.6	Total Local Operating Revenue	543,727	535,125	536,292	535,150	550,542	597,210	615,683	646,840	671,925	719,046	723,853
2.7	Intergovernmental Operating Revenue	416,038	408,589	414,459	430,280	442,504	460,328	471,181	484,181	497,572	512,094	541,451
2.7	Intergovernmental Operating Revenue (without PPTRA reimbursements)	379,036	371,587	377,457	393,278	405,502	423,327	434,180	447,180	460,570	475,092	504,449
2.10	Gross Operating Revenues	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	1,265,304
2.1	Net Operating Revenues	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	1,265,304
2.1	Restricted Operating Revenues	342,353	334,149	337,442	353,421	354,991	374,039	375,575	384,747	400,198	418,949	424,529
2.2	Elastic Operating Revenue	84,217	87,182	89,098	90,097	92,893	124,352	128,416	132,959	141,977	143,776	144,266
2.2	Net Operating Revenue Budgeted	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	1,237,845
3.1	Salaries and Wages	480,659	472,724	480,853	495,822	496,472	508,111	526,875	538,928	554,880	577,497	604,277
3.2	Fringe Benefits	157,582	156,088	165,696	167,899	172,540	183,080	188,878	192,860	201,806	211,170	224,655
3.3	Supplies	41,682	46,168	43,383	42,775	48,999	49,833	42,677	41,628	47,488	47,679	41,740
3.4	Services	120,657	113,118	109,529	105,315	144,336	111,340	109,868	118,046	120,684	145,237	121,429
3.5	Capital Outlay <i>(restated for 2017 Trends)</i>	35,217	33,920	34,201	31,748	25,555	33,639	30,132	36,013	37,298	38,276	43,129

**STATISTICAL SECTION**

*Henrico County Financial Trend Monitoring System*

Item	Description	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
3.6	Principal-Long term Debt	34,880	32,300	32,290	38,510	37,615	38,285	38,605	41,700	39,845	43,775	48,870
3.7	Interest-Long term Debt	21,191	19,722	23,035	22,393	21,132	19,392	17,481	17,144	17,143	19,632	21,432
3.8	Total Direct Debt	56,071	52,022	55,325	60,903	58,747	57,677	56,086	58,844	56,988	63,407	70,302
3.9	Other Expenditures	52,285	45,527	43,982	41,361	44,052	49,701	53,866	69,189	59,539	63,631	66,186
3.10	Internal Service Fund Transfers	25,058	23,195	22,949	24,815	24,779	26,177	25,609	34,955	33,250	33,162	31,697
3.1	Total Net Operating Expenditures	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	1,203,415
3.1	Number of General Government Employees	3,915	3,927	3,927	3,927	3,927	3,937	3,986	4,032	4,100	4,183	4,245
3.1	Unused Annual Leave (in days)	101,636	96,974	98,048	98,496	101,198	104,232	104,592	104,368	103,290	105,173	118,561
3.1	Unused Sick Leave (in days)	284,267	288,847	292,650	286,114	290,157	286,638	280,967	275,656	268,414	264,097	259,544
3.2	Expenditures Covered by Charges	60,144	57,538	61,630	60,360	61,408	60,245	63,189	64,717	72,042	73,891	75,045
7.1	Population (Calendar Year)	307,832	311,726	315,157	318,158	321,374	325,283	329,227	332,368	335,283	339,191	343,258
7.3	Total Personal Income (Thous. of \$) - <i>restated</i>	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	22,707,121
	Per Capita Income - <i>restated</i>	46.724	49.849	53.016	53.733	57.214	59.670	60.451	62.778	65.072	67.128	66.152
7.4	Public Assistance Recipients (restated for 2016 Trends)	53,566	58,387	60,188	64,927	64,583	66,505	67,849	68,693	67,948	72,519	80,277
7.6	Market Value of Property (Mil. of \$)	32,239	31,921	30,865	30,973	32,114	33,295	34,364	35,937	38,083	40,391	44,307
7.7	Assessed Property Values (Mil. of \$)	32,239	31,921	30,865	30,973	32,114	33,295	34,364	35,937	38,083	40,204	44,118
7.8	Market Value-Residential (Mil. of \$)	22,497	22,327	21,218	20,945	21,871	22,670	23,386	24,463	25,966	27,253	30,229

**STATISTICAL SECTION**

*Henrico County Financial Trend Monitoring System*

<b>Item</b>	<b>Description</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
7.9	Market Value-Commercial (Mil. of \$)	9,413	9,272	9,336	9,726	9,929	10,302	10,667	11,140	11,786	12,789	13,718
7.10	Market Value-Agricultural (Mil. of \$)	329	322	311	302	315	323	312	333	330	349	359
7.1	Residential Households (Calendar Year)	129,781	130,482	131,044	131,652	132,363	133,020	134,153	134,747	135,623	136,619	138,219
7.1	Vacancy Rates-Residential (Calendar Year)	1.6%	2.5%	2.4%	2.0%	1.6%	1.4%	1.4%	1.5%	1.6%	1.5%	1.4%
7.2	Local Unemployment Rate	7.4%	6.3%	5.5%	4.8%	5.1%	4.8%	3.8%	3.6%	3.3%	2.5%	2.8%
7.2	Jobs Within Community	168,142	170,581	174,628	177,810	177,647	180,877	186,728	189,618	189,572	193,284	192,419
7.2	Retail Sales (Thous. of \$)	54,677	57,222	57,694	57,736	57,738	60,414	62,861	64,666	68,256	68,775	69,908
7.2	Annual Business Receipts (Thous. of \$)	27,704	27,889	28,969	30,139	30,361	32,641	33,670	35,432	35,618	38,308	39,627
7.20	Business Acres (Calendar Year)	6,393	6,064	6,189	6,211	6,214	6,291	6,217	6,331	6,360	6,435	6,463
7.21	CPI	218.0	225.7	229.5	233.5	238.3	238.6	241.0	245.0	252.0	256.1	257.8
7.2	CPI-Index	1.0105	1.0465	1.0639	1.0826	1.1050	1.1064	1.1173	1.1359	1.1683	1.1875	1.1827

## STATISTICAL SECTION

*Henrico County Financial Trend Monitoring System*

### APPENDIX B

#### EXTERNAL ECONOMIC DATA SOURCES

Bureau of Economic Analysis

Bureau of Labor Statistics

Evaluating Financial Condition, A Handbook for Local Government - International City/County Management Association

Federal Reserve Bulletins

U.S. Census Bureau

Virginia Department of Social Services, Local Profile Report

Virginia Economic Indicators

Virginia Employment Commission

Weldon Cooper Center for Public Service

#### INTERNAL ECONOMIC DATA SOURCES

Department of Human Resources, Annual Reports

Departments of Finance, Human Resources, Planning, and Social Services

Henrico County Approved Annual Fiscal Plans

Henrico County Comprehensive Annual Financial Reports

Manager's Monthly Reports

## APPENDIX "D"

### APPROVED TAX AND FEE SCHEDULE

#### **Real Estate\***

Tax Rate: \$0.87 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.

\*For CY2021



*Appendix "D" (cont'd)*

**Lodging Tax**

Tax Rate: 8.0% of the total amount paid for room rental.

**Utility Consumers' Tax**

**Monthly Commercial and Industrial Utility Tax Rates**

**Electric**

Residential - \$0.70 plus the rate of \$0.007537 per kilowatt hour delivered not to exceed a maximum monthly tax of \$1.00.

Master Metered Units w/Residential Use - \$0.70 plus the rate of \$0.007537 per kilowatt hour delivered not to exceed a maximum monthly tax of \$1.00 per dwelling unit.

Commercial - \$1.15 plus the rate of \$0.00713 per kilowatt hour delivered not to exceed a maximum monthly tax of \$10.00.

Industrial - \$1.15 plus the rate of \$0.007603 per kilowatt hour delivered not to exceed a maximum monthly tax of \$10.00.

**Natural Gas**

**There is no tax on the use of gas in either Residential or Commercial areas.**

**Business and Professional Licenses**

Tax Rates:

The first \$500,000 of gross purchases is excluded from the tax for item (1):

- (1) \$500,001 to \$5,000,000 (\$.20 per \$100, \$25 min. tax)
- \$5,000,001 to \$15,000,000 (\$.15 per \$100)
- \$15,000,001 to \$25,000,000 (\$.10 per \$100)
- \$25,000,001 to \$50,000,000 (\$.05 per \$100)
- \$50,000,001 to \$100,000,000 (\$.025 per \$100)
- \$100,000,001 and over (\$.0125 per \$100)

Items (2), (3), (4) and (5) assess taxes on gross receipts. When gross receipts are \$500,000 or less, an application is required, but no tax is due.

(2) Retail Merchant: \$0.20 per \$100.00, or \$30.00 minimum, of gross receipts exceeding \$500,000.

(3) Professional Service: \$0.20 per \$100.00, or \$30.00 minimum, of gross receipts exceeding \$500,000.

*Appendix "D" (cont'd)*

(4) (a) Contractor (Fee Basis): \$1.50 per \$100.00, or \$30.00 minimum, of gross fees exceeding \$500,000.

(b) Contractor (Contract Basis): \$0.15 per \$100.00, or \$30.00 minimum, of gross receipts exceeding \$500,000.

(5) Utility Companies (includes Cellular Telephone): One-half of 1.0% of the gross receipts, or \$30.00 minimum of gross receipts exceeding \$500,000.

**Landfill Fees**

Landfill: \$50.00 per ton for commercial refuse collected in Henrico; \$65.00 per ton for commercial refuse collected outside of Henrico; \$3.00 per visit effective April 1, 1998 to public use area by private citizens. Coupon books are available for purchase as follows: 15 coupons for \$40.00; 10 coupons for \$27.00.

**Refuse Collection Charges**

Frequency of Collection: Weekly

Collection Fee: \$18.00 per month

## GENERAL FUND REVENUES

Function/Activity	FY 20 Actual	FY 21 Original	FY 22 Approved
Revenue From Local Sources:			
General Property Taxes:			
Current Real Property Taxes	\$ 354,244,122	\$ 361,500,000	\$ 383,000,000
Delinquent Real Prop Taxes	5,665,464	3,000,000	3,000,000
Cur Real Prop Taxes Pub Svc C	10,534,116	9,000,000	10,000,000
Cur Per Prop Taxes Pub Svc C	77,879	70,000	70,000
Current Personal Prop Taxes	85,165,646	124,100,000	125,000,000
Delinq Personal Prop Taxes	9,916,228	1,200,000	9,900,000
Interest & Ad - All Taxes	593,699	275,000	350,000
<b>Total General Property Taxes</b>	<b>466,197,155</b>	<b>499,145,000</b>	<b>531,320,000</b>
Other Local Taxes:			
County Recordation Tax	\$ 5,675,782	\$ 4,000,000	\$ 5,000,000
Local Sales & Use Taxes	69,907,728	55,000,000	70,000,000
Consumer Utility Taxes	2,820,509	2,750,000	2,750,000
Business & Prof License Taxes	39,626,918	34,000,000	36,000,000
Motor Vehicle Lic Taxes	7,480,192	7,000,000	7,400,000
Bank Franchise Taxes	16,507,646	7,500,000	15,000,000
Grantor'S Tax	1,434,613	1,000,000	1,300,000
Hotel & Motel Tax	2,818,122	2,000,000	2,000,000
Hotel & Motel Tax - Optional 4%	5,636,244	4,000,000	4,000,000
Daily Rental Tax	104,106	60,000	60,000
Pare-Mutuel Wagering	25,280	-	-
Hotel & Motel Tax - Dedicated 2%	2,818,122	2,000,000	2,000,000
Consumption Tax	1,096,844	1,100,000	1,100,000
Food & Beverage (Meals) Tax	27,336,089	19,000,000	24,000,000
Lockbox - Hotel & Motel Tax	2,465	-	-
<b>Total Other Local Taxes</b>	<b>183,290,660</b>	<b>139,410,000</b>	<b>170,610,000</b>
Permits, Privilege Fees, & Regulatory Licenses:			
Municipal Library Court Fees	\$ 134,331	\$ 130,000	\$ 130,000
Jury Fees	64,803	60,000	60,000
Adult Video/Bookstore Permit	1,039	-	-
Concealed Weapon Permit	107,431	75,000	75,000
Elevator Fees	47,822	45,000	45,000
Dog Licenses	51,715	50,000	50,000
Transfer Fees	8,889	7,000	7,700
Structure & Equip Permits	7,332,897	4,000,000	5,500,000
Septic Tank Permit	3,850	4,000	4,000
Taxi-Cab Certificates	9,155	10,000	10,000
Permit To Pur Precious Metals	6,000	8,000	8,000
Adult Tournaments	4,714	-	-
Public Utility Permit	695	1,000	1,000
Vacation Of Roads	1,200	1,000	1,000
Zoning Application Fees-Plan	143,209	150,000	150,000
High School Parking Fees	99,266	100,000	100,000
School-Facilities Rental	300,215	300,000	300,000
Criminal Justice Training Acad	205,281	210,000	210,000
Dangerous Or Vicious Dog Registrations	895	1,000	900
Dance Hall Permit App Fee	200	500	400
Vsmp - Permit	96,406	100,000	100,000
<b>Total Permits, Fees, And License</b>	<b>8,620,649</b>	<b>5,253,500</b>	<b>6,754,000</b>
False Alarm Penalty			
Traffic Violation	\$ 68,300	\$ 65,000	\$ 65,000
Parking Violation	1,799,133	2,000,000	2,000,000
<b>Total Fines And Forfeitures</b>	<b>1,885,334</b>	<b>2,085,000</b>	<b>2,085,000</b>

**GENERAL FUND REVENUES**

Appendix C

<b>Function/Activity</b>	<b>FY 20 Actual</b>	<b>FY 21 Original</b>	<b>FY 22 Approved</b>
<b>Revenue From Use Of Money And Property:</b>			
Interest On Crim. Judgments	\$ 66,070	\$ 90,000	\$ 90,000
Rental On County Property	723,342	580,000	580,000
Sale Of Publications	(39)	-	-
Records & Services Fee	75,404	80,000	80,000
Interest On Investments	11,975,045	2,000,000	10,000,000
Interest Refund-P.P.Tax	600	-	-
Rental Of County Property (Dss)	68,124	68,000	68,000
Vend. Mach. Comm	63,093	70,000	70,000
Sale Of Pub. - Re	642	500	500
Sale Of Public Documents	21	-	-
Land Use Revenue	638	500	500
Recr. - Sale Of Books	223	-	-
Sale Of Surplus & Salvage - Dpw	75,461	90,700	90,700
Sale Of Signs - Dpw	2,070	3,000	3,000
Interest 1997 Bonds	(295)	-	-
Sale Of Equipment-Schools	84,711	100,000	100,000
Sale Of Vehicles	19,958	-	-
Eda Leasing Former Library	219,292	-	-
Sale Of Unclaimed Property	9,634	2,000	2,000
Sale Of Vehicles	12,773	-	-
E-Payables Credit Card Rebates	298,029	200,000	250,000
<b>Total From Use Of Money And Prop</b>	<b>13,694,796</b>	<b>3,284,700</b>	<b>11,334,700</b>
<b>Charges For Services:</b>			
Re Tax Cr - Rehab Fees	\$ 400	\$ 500	\$ 500
Residential Rehab Fees	550	1,000	1,000
Jail Booking Fees	37,176	50,000	50,000
Court Conviction Fees	406,915	450,000	450,000
Weekender Fee	34,252	50,000	50,000
Sale Of Textbooks	20,016	-	-
Overdue Books	227,233	260,000	260,000
Photocopying Fees	2,695	10,000	10,000
Charges For Lost Books	100,127	120,000	120,000
Misc. Library Income	(10,721)	-	-
Non-Resident Fees-Library	7,981	10,000	10,000
Sheriff Fees	36,093	36,000	36,000
Room & Board Pmt-Work Release	96,702	125,000	100,000
Home Incarceration Program	283,344	350,000	280,000
Inmate Medical Fees	90,214	75,000	75,000
Inmate Phone Charges	595,033	400,000	550,000
North Run Concessions	1,149	-	-
Picnic Kit Rental-Recreation	20	-	-
Shelter Reservations-Rec.	28,529	62,000	62,000
Admissions For Meadow Farm Mus	-	9,000	9,000
Misc Revenue-Recreation	2,870	10,000	10,000
User Fees-Football	(495)	-	-
Dorey Park Concessions	1,057	-	-
Facility Rentals - Misc	342	-	-
User Fees-Soccer	240	-	-
Setup Fees - Facilities	23,239	30,000	30,000
Gazebo Rental	209	-	-
Room Rentals	129,544	210,000	210,000
Recreation User Fees	27,875	-	-
Memberships	27,461	35,000	35,000
Program Revenue	79,559	210,000	210,000
Theater Concession Revenue	21,287	10,000	10,000
School Tuition - Winter	9,500	15,000	15,000
Vacuum Leaf Collection	229,810	190,000	190,000
Commonwealth Attorney Fees	18,278	25,000	25,000
Charge For Board Of Animals	26,762	27,000	27,000

**GENERAL FUND REVENUES**

Appendix C

<b>Function/Activity</b>	<b>FY 20 Actual</b>	<b>FY 21 Original</b>	<b>FY 22 Approved</b>
<i>Charges For Services Cont.</i>			
Cafeteria Receipts-County	155,758	160,000	-
Grass Cutting/Demolition	62,127	65,000	65,000
Cafeteria Catering Receipts	18,950	30,000	-
Charges For Data Processing	806,500	800,000	800,000
Withholding Fee	22,048	20,000	20,000
<b>Total Charges For Services</b>	<b>3,620,629</b>	<b>3,845,500</b>	<b>3,710,500</b>
Miscellaneous Revenue:			
Blood Test/Dna Fee	\$ 6,565	\$ 4,000	\$ 4,000
Chmf-Courthouse Maintenance Fa	140,851	155,000	155,000
Circuit Court - Copy Fees	36,720	20,000	20,000
Fire - Misc. Revenue	12,071	-	-
Pay-In-Lieu Of Tax Other	4,947	7,000	7,000
Court Order Restitution (Fire)	12,933	10,000	10,000
Recoveries/Rebates-Police	(68)	-	-
Recoveries & Rebate - General	155,830	250,000	250,000
Nsf Check Fee	1,421	-	-
Richmond Center Reimbursement	8,284,236	3,500,000	3,500,000
Recoveries & Rebates - Dpw	466	-	-
Recoveries & Rebate - Schools	11,130	10,000	10,000
Energy Connect Prog	16,452	-	-
Credit Card Rebates	-	13,000	13,000
<b>Total Misc. Revenue</b>	<b>8,683,555</b>	<b>3,969,000</b>	<b>3,969,000</b>
Recovered Costs:			
Reimb Of Prisoner Cost-N.K.Co	\$ 1,223,182	\$ 1,000,000	\$ 1,200,000
Recovery Of Legal Fees -Cty Atty	27,423	-	-
Charge For Office Space	111,337	111,000	111,000
Custodial Service	17,731	16,000	16,000
Bounty Fees - Sheriff	80,700	-	-
Payment For Fiscal Services	2,255,825	2,300,000	2,300,000
Sale Of Vehicles-County	302,636	205,000	205,000
Payment For 100% Projects	48,573	60,000	60,000
Road Opening Damages	3,573	70,000	70,000
Interdepartmental Billing-Dpw	5,546	20,000	20,000
Lost/Damaged Textbook Pmts	1,190	6,000	6,000
Recr & Parks-Payments For Srvces	83,627	80,000	80,000
Recovered Cost-Student Activ.	53,734	140,000	140,000
Festival Permits	4,200	5,000	5,000
Recovery Of Wages-Sch.Facility	131,944	125,000	125,000
<b>Total Recovered Costs</b>	<b>4,351,220</b>	<b>4,138,000</b>	<b>4,338,000</b>
<b>Total From Local Sources</b>	<b>690,343,998</b>	<b>661,130,700</b>	<b>734,121,200</b>
Rolling Stock	147,070	150,000	150,000
Mobile Home Sales & Use Tax	6,648	-	7,000
Recovery Of Central Cost Alloc	549,875	600,000	600,000
Motor Vehicle Rental Tax	3,546,026	2,400,000	3,300,000
Car Tax Revenue - State	37,001,783	-	-
Comm Sales Tax - Hb#568	10,898,811	10,000,000	10,000,000
<b>Total Non-Categorical Aid</b>	<b>52,156,437</b>	<b>13,150,000</b>	<b>14,057,000</b>
Shared Expenses:			
Salaries - Sheriff	\$ 11,888,806	\$ 11,200,000	\$ 11,850,000
Fringe Benefits - Sheriff	825,421	850,000	500,000
Salaries - Clerk Of Circuit Court	1,334,481	1,270,000	1,350,000
Circuit Court Clerk Excess Fees - State	439,010	300,000	350,000
State Recordation Tax	1,180,721	-	-
Salaries - Commonwealth'S Attorney	2,095,494	1,925,000	2,100,000
Fringe Benefits - Commonwealth'S Attorney	189,959	175,000	175,000

**GENERAL FUND REVENUES**

Appendix C

<b>Function/Activity</b>	<b>FY 20 Actual</b>	<b>FY 21 Original</b>	<b>FY 22 Approved</b>
<i>Shared Expenses cont.</i>			
State Share of Office Expenses	7,894		
Registrar Expenses	303,128	70,000	75,000
Salaries - Department Of Finance	760,062	750,000	750,000
Fringe Benefits - Department Of Finance	70,719	-	50,000
<b>Total Shared Expenses</b>	<b>19,095,695</b>	<b>16,540,000</b>	<b>17,200,000</b>
 Categorical Aid:			
State Library Grant	210,611	190,000	200,000
Jail Cost Reimbursement	3,221,884	3,000,000	3,200,000
Share Of Probation Expenses	2,516	2,500	2,500
Juv Det-Per Diem From State	1,050	500	500
Block Grant- Detention Home	644,456	600,000	625,000
Law Enforcement - Police	9,483,068	9,000,000	9,500,000
Four (Formerly Two) For Life Em. Med. Serv.	-	205,000	205,000
State Fire Programs Fund	1,117,905	1,000,000	1,000,000
Hit- State Allotment	30,000	30,000	30,000
Street & Highway Maint-Gas Tax	49,092,185	47,000,000	48,525,040
CVTA	-	4,000,000	-
English As Second Language	2,337,892	2,250,000	2,880,000
Talented & Gifted Prog	1,436,032	1,420,000	1,460,000
Gen Appropriation - Basic Aid	133,616,328	136,594,941	143,000,000
Foster Child Reimbursement	194,378	300,000	300,000
Textbooks	2,950,900	2,925,000	3,000,000
Social Security Reimbursement	8,147,286	8,125,000	8,400,000
Retirement Reimbursement	17,994,366	17,925,000	19,650,000
Group Life Ins Reimbursement	556,829	550,000	580,000
Remedial Education	4,366,711	4,325,000	4,740,000
Lottery Funds - Education	10,726,576	10,500,000	10,900,000
Share Of State Sales Tax-Sch	60,251,332	48,000,000	58,000,000
Soq Basic Sp Ed	16,148,038	16,000,000	17,750,000
Sp Ed - Homebound	211,713	190,000	117,000
Voc Ed-Equipment	45,336	-	-
Voc Ed-Local Adm & Supv	-	725,000	830,000
Voc Ed-Soq Occupational	2,285,929	2,000,000	2,000,000
Handicapped Foster Home	487,313	400,000	200,000
Adult Basic Ed. State	779,340	-	-
At Risk-State	4,249,385	3,475,000	8,800,000
K-3 Class Size Reduc - Salary Adjustment	5,742,771	5,600,000	6,000,000
Clerk'S Technology Fund	163,420	-	-
Compensation Supplement	8,118,981	-	3,000,000
Enrollment Hold Harmless	-	-	7,500,000
<b>Total Categorical Aid</b>	<b>344,614,532</b>	<b>326,332,941</b>	<b>362,395,040</b>
<b>Total From The Commonwealth</b>	<b>415,866,664</b>	<b>356,022,941</b>	<b>393,652,040</b>
 Revenue From The Federal Government:			
Rotc	\$ 389,958	\$ 360,000	\$ 385,000
Scapp Program - Sheriff	6,979	-	-
Coronavirus Aid, Relief, and Economic Security (CARES)	17,004,675	-	-
<b>Total From Federal Government</b>	<b>17,401,612</b>	<b>360,000</b>	<b>385,000</b>
<b>Total General Fund Revenue</b>	<b>1,123,612,274</b>	<b>1,017,513,641</b>	<b>1,128,158,240</b>

**GENERAL FUND REVENUES**

Appendix C

<b>Function/Activity</b>	<b>FY 20 Actual</b>	<b>FY 21 Original</b>	<b>FY 22 Approved</b>
Transfers:			
To Debt Service - From Operating	\$ (71,570,276)	\$ (71,665,830)	\$ (78,346,649)
<b>Total To Debt Service:</b>	<b>(71,570,276)</b>	<b>(71,665,830)</b>	<b>(78,346,649)</b>
To Capital Projects Fund - Schools - Roof/Mech	(2,500,000)	-	(2,500,000)
To Capital Projects Fund - Gen. Govt.	(5,000,000)	-	(4,575,000)
To Capital Projects Fund - Sidewalks	(2,500,000)	-	-
To Capital Projects - Facebook for Tech Capital	-	-	(2,000,000)
Capital Reserve	(14,055,000)	-	(12,440,000)
To Capital Projects Fund - Assigned Fund Balance	(2,987,015)	-	-
To Capital Projects Fund - Undes	(7,794,628)	-	-
To Capital - Desig. Fb - Hotel/Motel Tax Reimb	(2,000,000)	-	-
To Capital - Schools Meals Tax	(9,000,000)	-	(5,000,000)
To Capital - Meals Tax - Fb	(26,345,233)	-	(4,000,000)
To Capital - Stormwater	(2,348,000)	-	(2,348,000)
To Vehicle Replacement - Police	(2,624,800)	-	(3,024,800)
To Vehicle Replacement - Fire Apparatus	(2,300,000)	-	(3,300,000)
To Capital - Undes Fb (Fire Apparatus)	(1,000,000)	-	-
To Vehicle Replacement - Schools	(4,000,000)	-	(4,700,000)
To Capital - Public Works Veh License Fee	(1,500,000)	-	(1,750,000)
<b>Total To Capital Projects Fund:</b>	<b>(85,954,676)</b>	<b>-</b>	<b>(45,637,800)</b>
To Enterprise Fund - White Oak	(1,928,921)	(1,929,858)	(1,932,108)
<b>Total To Enterprise Fund:</b>	<b>(1,928,921)</b>	<b>(1,929,858)</b>	<b>(1,932,108)</b>
To Internal Service Fund (Tech Repl):	(2,750,000)	(2,750,000)	(3,000,000)
To Risk Management:	(11,585,203)	(9,499,617)	(9,493,570)
To Workplace Safety (Previously In Risk)	-	(483,682)	-
To CAM (New Vehicles):	(454,800)	-	(64,000)
<b>Total To Internal Service Funds:</b>	<b>(14,790,003)</b>	<b>(12,733,299)</b>	<b>(12,557,570)</b>
To Special Revenue Fund - Crwp	(58,000)	(56,000)	(56,000)
To Special Revenue Fund - Ccp	(222,439)	(211,317)	(364,375)
To Special Revenue Fund - Csa Dss	(1,093,596)	(1,093,627)	(1,350,043)
To Special Revenue Fund - Csa Hcps Costs	(3,882,507)	(3,882,507)	(5,382,507)
To Special Revenue Fund - Csa Medicaid Match	(485,000)	(485,000)	(750,000)
To Special Revenue Fund - Victim Witness	(493,487)	(514,926)	(589,821)
To Special Revenue Fund - Drug Pros.	(61,343)	(58,276)	(66,308)
To Special Revenue Fund - Vjccca	(572,254)	(555,082)	(607,984)
To Special Revenue Fund - Mh/Ds/Sa	(16,292,489)	(15,935,376)	(18,123,189)
To Special Revenue Fund - Metro Aviation	(127,332)	(127,332)	(127,332)
To Special Revenue Fund - Curbside Recycling	(2,431,000)	(1,122,500)	(2,431,000)
To Special Revenue Fund - Bulky Waste	(174,024)	-	(174,024)
To Special Revenue Fund - Neighborhood Cleanups	(610,428)	-	(610,428)
To Special Revenue Fund - Bagged Leaf Collection	(155,957)	(155,957)	(155,957)
To Special Revenue - Contingency Account	(250,000)	(237,500)	(284,500)
To Special Revenue - Miscellaneous (Actuals Only)	(1,090,644)	-	-
To Special Revenue - Social Services	(5,536,512)	(5,281,953)	(5,643,680)
To Special Revenue - Drug Court	(183,617)	(179,819)	(189,833)
<b>Total To Special Revenue Fund:</b>	<b>(33,720,629)</b>	<b>(29,897,172)</b>	<b>(36,906,981)</b>
To Jrjdc Agency Fund - Operating	(3,253,484)	(3,351,088)	(3,451,088)
<b>Total To Jrjdc Agency Fund:</b>	<b>(3,253,484)</b>	<b>(3,351,088)</b>	<b>(3,451,088)</b>
To Opeb - Gasb 45	(800,000)	0	(2,675,000)
Oper. Transfer - Long-Term Disability	(600,000)	(600,000)	(600,000)
Oper. Transfer To Line Of Duty	(1,050,000)	(1,250,000)	(1,250,000)
<b>Total Fiduciary Funds</b>	<b>(2,450,000)</b>	<b>(1,850,000)</b>	<b>(4,525,000)</b>
<b>Total Transfers</b>	<b>(213,667,989)</b>	<b>(121,427,247)</b>	<b>(183,357,196)</b>
<b>Total Resources Prior To Use Of Fund Balance</b>	<b>909,944,285</b>	<b>896,086,394</b>	<b>944,801,044</b>

**GENERAL FUND REVENUES**

Appendix C

<b>Function/Activity</b>	<b>FY 20 Actual</b>	<b>FY 21 Original</b>	<b>FY 22 Approved</b>
Use Of Fund Balance - Maintenance Funding	7,500,000	-	7,075,000
Use Of Fund Balance - Sidewalks	2,500,000	-	-
Use Of Fund Balance - Cap Reserve	14,055,000	-	12,440,000
Use of Fund Balance - FY21 Vehicle Reserve	-	-	11,024,800
Use of Fund Balance - Land Reserve	2,987,015		
Use Of Fund Balance - Undesig	7,794,628	-	-
Use of Fund Balance Tourism Reserve	2,000,000		
(To) Fund Balance - Meals Tax	26,345,233	-	4,000,000
(To) From Fund Balance - Schools State Aid Reserve	3,800,000	-	-
(To) From State Revenue Stabilization Reserve	(1,000,000)	-	-
From Fund Balance - State Revenue Stalization Reserve	1,000,000	-	-
From Sinking Fund - Bond Ops	-	-	4,584,500
(To) From Fund Balance	(59,847,465)	3,014,759	-
<b>Net Fund Balance/Sinking Fund</b>	<b>7,134,411</b>	<b>3,014,759</b>	<b>39,124,300</b>
<b>Total General Fund Resources</b>	<b>\$ 917,078,696</b>	<b>899,101,153</b>	<b>983,925,344</b>



## INDEX

Agriculture and Home Extension.....	215
Basis of Budgeting and Fund Structure.....	18
Best Management Practices.....	269
Board of Supervisors.....	87
Building Inspections.....	164
Capital Budget.....	300
Capital Improvement Transfers.....	229
Capital Projects Fund Forecast.....	81
Capital Region Workforce Partnership.....	232
Central Automotive Maintenance.....	276
Circuit Court Clerk.....	125
Circuit Court Services.....	128
Commonwealth's Attorney.....	139
Community Corrections Program.....	239
Community Revitalization.....	211
Children's Services Act.....	261
County Attorney.....	94
County Manager.....	89
Debt Service Fund Forecast.....	77
Debt Service Fund.....	286
Division of Fire (Fire, Emergency Medical Services and Emergency Services).....	150
Drug Court.....	241
Economic Development.....	205
Education.....	184
Electoral Board.....	121
Emergency Mangement.....	154
Enterprise Funds Forecast.....	63
Finance.....	100
Financial Guidelines.....	25
General District Court Services.....	131
General Fund Forecast.....	48
General Services.....	105
Healthcare Fund.....	282
Henrico County's Budget Process.....	21
Human Resources.....	96
Information Technology.....	111
Internal Audit.....	108
Internal Service Funds Forecast.....	67
JRJDC Agency Fund Forecast.....	79
JRJDC Agency Fund.....	292
Juvenile and Domestic Relations Court – Probation.....	137
Juvenile and Domestic Relations Court Services.....	135
Juvenile Detention – USDA Grant.....	248
Juvenile Detention – VJCCCA.....	246
Juvenile Detention.....	162
Library.....	198
Line of Duty.....	296
Long-Term Disability.....	297
Magistrate.....	134
Manager's Message.....	3

## INDEX

Mental Health/Developmental Services.....	249
Metro Aviation Unit.....	254
Non-Departmental .....	223
Other Post Employment Benefits (OPEB) Agency Fund .....	295
Permit Centers.....	218
Police Division (Police, Animal Protection and E-911 Communications).....	145
Planning.....	208
Probation – VJCCCA.....	244
Public Health.....	177
Public Relations.....	91
Public Works.....	169
Real Property.....	119
Recreation and Parks.....	191
Revenue and Expenditure Summaries By Fund.....	30
Risk Management.....	280
Sandston Recreation Center.....	228
Sheriff.....	157
Social Services.....	258
Solid Waste and Street Lights.....	264
Special Drug Prosecutor.....	235
Special Revenue Fund Forecast.....	59
Sports & Entertainment Authority.....	196
Technology Replacement Fund.....	278
Three-Year Forecast of Revenues and Expenditures.....	47
Unassigned Fund Balance Projections.....	45
Victim/Witness.....	237
Water and Sewer Revenue Fund.....	272
Watershed Management Program.....	270
Wireless E-911.....	256

