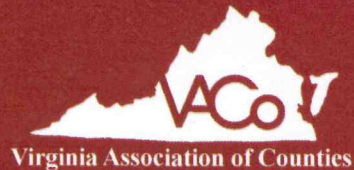


Recognizing the Best in County Government Programs!



2011 Achievement Awards

ATTN: 2011 Achievement Awards Program
Virginia Association of Counties
1207 East Main Street, Suite 300
Richmond, Va. 23219-3627

Call for Entries



2011 VACo Achievement Awards

Deadline: June 1, 2011

Application Form

All applications must include the following information. Separate applications must be submitted for each eligible program. Deadline: June 1, 2011.


Program Information

Locality Henrico County, Virginia
Program Title "Changing the Way Henrico Does Business"
Program Category Organizational Development
Population Category 100,001+

Contact Information

Name Eugene H. Walter
Title Budget Director
Department Finance, Office of Management and Budget
Complete Mailing Address 4301 E. Parham Road Richmond, VA
23273
Telephone # 804.501.5089 Fax # 804.501.4293
E-mail wal35@co.henrico.va.us

Signature of county administrator or chief administrative officer

Name Virgil R. Hazelett, P.E.
Title County Manager
Signature* 

*Entries without this signature will not be accepted.



2011 VACo Achievement Awards

Deadline for Entry: June 1, 2011

Description

The VACo Achievement Awards is a competitive awards program open to local government members of the association. The awards program is held annually to recognize local government programs that exemplify innovation, model practices, partnering or collaboration with other local governments, a private enterprise or state and federal government. The competition will be divided into five population categories so that projects compete with other localities of comparable size. Please encourage all county departments to apply!

Eligibility

All local government members of the Virginia Association of Counties, which are in good standing with the association, may participate. There is no limit to the number of applications a county may submit.

All applications must comply with the following standards:

1. The program must have become operational before Jan. 1, 2011, and must be currently operational.
2. Local government officials and/or staff must have played a significant role in developing and implementing the program, with only limited assistance from outside experts and/or consultants.
3. All steps in the application must be completed.
4. Awards will be given to departments or units, not individuals.
5. Programs that have received a previous VACo Achievement Award are ineligible.
6. The program must meet one or more of the criteria outlined below, and must be signed by the county administrator or chief administrative official before submission.

Criteria for Selection

The nominated program must meet one or more of the following criteria:

1. Offer an innovative solution to a problem, situation or delivery of services.
2. Promote intergovernmental cooperation and/or cooperation with local, state and federal entities and/or a private enterprise in addressing a problem or situation.
3. Provide a model that other local governments may learn from or implement in their own localities.
4. Programs may be based on programs from another public or private entity but must represent innovative approaches or customization by the local government.

Populations

The population categories are: (1) under 15,000 (2) 15,001 to 30,000 (3) 30,001 to 50,000 (4) 50,001 to 100,000 (5) 100,001+

Website

To view past Achievement Awards winners and all the entries from the 2010 competition, visit www.vaco.org/AchievementAwards.html.

Categories

Program Categories:

1. Community/Economic Development
2. Customer Service
3. Communications (public relations)
4. Criminal Justice & Public Safety
5. Health/Human Services (youth, elderly and others)
6. Information Technology
7. Parks and Recreation
8. Transportation
9. Organizational Development
10. Environmental
11. Regional Collaboration

Rules

Rules of entry:

1. All entries must be submitted in duplicate. Mail two copies of each entry bound in a notebook or presentation folder. Include the entry form, all appendices and supplemental materials, photographs, DVD, etc. Additionally, submit one copy in electronic format--PDF or WORD file (e-mail electronic entry to gharter@vaco.org).
2. Entries must be typed and double-spaced. State the problem, challenge or situation faced by the locality and how the program fulfilled the awards criteria (innovation, partnering or collaboration and a model for other localities). Tell how the program was carried out, including financing and staffing, and the program's results. Be concise and submit no more than eight one-sided typed pages plus photos or supporting materials.
3. Include a short overview of the program (no more than one page double-spaced) that can be used as a quick reference guide for the judges.

Judging

Entries will be judged by a three-member panel selected for their expertise in local government. When there are no selected nominations, no award will be made.

Award Presentation

Award plaques will be presented at VACo's Annual Business Meeting on Nov. 15, 2011, in Bath County. The winning entries will be featured in a booklet that will be distributed during VACo's Annual Conference. Award-winning nominations will be displayed appropriately at the Annual Conference and winners will receive a special ribbon to be worn on their nametags. Winners will also be recognized on the VACo website and in a news release sent to statewide media outlets.

Deadline

All entries must be postmarked no later than June 1, 2011, and mailed to VACo Achievement Awards, 1207 East Main St., Suite 300, Richmond, Va., 23219-3627. Entries will not be returned.

Questions?

Contact Gage Harter, VACo's Communications Director, at (804) 343-2502 or gharter@vaco.org. Additional application forms are also available at www.vaco.org.

2011 VACo Achievement Award
Submission

Population Category: 100,001 +

Program Category: Organizational
Development

County of Henrico, Virginia

4301 East Parham Road

Henrico, Virginia 23228



CHANGING THE WAY HENRICO DOES BUSINESS

Henrico County, Virginia

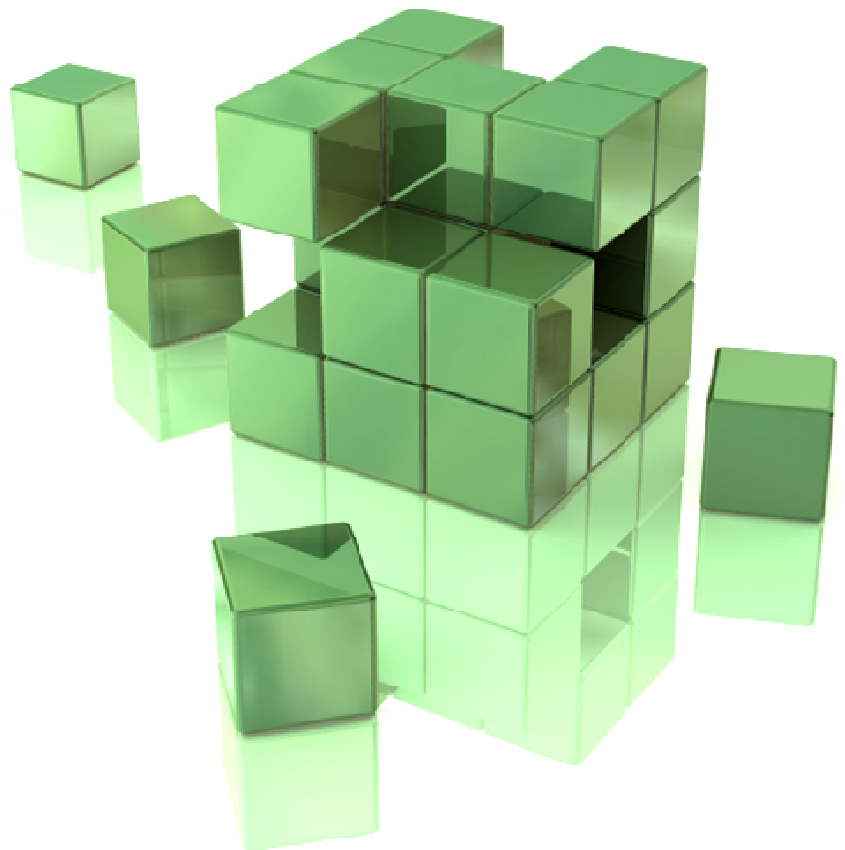


Table of Contents

Program Overview	2
Problem/Need.....	3
Description of Program	3-4
Program Staffing/Employee Involvement	4
Program Implementation/Categorical Results	4-8
Program Results	8
Worthiness of Award	8
 Appendix I	 9
“Changing the Way Henrico County Does Business”	<i>please see attachment</i>

“Changing the Way Henrico Does Business”

Program Overview:

In response to the economic challenges presented by the recession, Henrico County engaged in an ongoing effort to make substantive reforms to the way it operates in order to yield both short and long term spending reductions and greater operational efficiencies. What began as a request for department heads and key officials to meet together and share ideas on how to best maintain service levels despite the economic downturn resulted in a series of meetings involving all levels of executive and departmental management who collectively sought to change the way Henrico does business.

From FY2008-09 actual revenue collections, through the FY2010-11 approved budget, Henrico County lost \$91.5 million in General Fund revenue, representing a loss of more than ten percent of total collections in just two fiscal years. In order for Henrico County to continue to deliver high quality services despite the economic environment that exists, the County Manager, in consultation with the Board of Supervisors and with staff assistance, began to implement actions to permanently reduce expenditures and maximize operational efficiencies.

During the development of the FY2010-11 budget, it became clear that to continue service levels without imposing potentially damaging budgetary cuts would require making changes to the way each County department operates, including cutting back on non-essential activities, wasteful and duplicative functions, and reducing the cost of delivering services to citizens. In response, the County Manager, with the full support of the Board, began holding monthly “Changing How Henrico Does Business” meetings with all County department heads and key officials, including staff from Henrico County Public Schools. These meetings encouraged ideas and discussion on ways that each County operation could find sustainable cost savings through realizing greater efficiencies. The meetings were, and continue to be fruitful, with the total effort thus far resulting in \$23.2 million in one-time cost savings, and \$33.3 million in sustainable, annual cost savings.

“Changing the Way Henrico Does Business”

Problem/Need:

The economic impact that local governments have experienced as a result of this most recent economic downturn has forced a number of unprecedented measures, including budget and service level reductions that in previous years would have seemed unfathomable. These measures have included employee layoffs and/or furloughs, significant tax rate increases, as well as the elimination of critical services to citizens. While Henrico County has had to make difficult decisions with respect to the budget and the way it operates in general, it has avoided the more damaging cost cutting maneuvers that many governments have been forced to make. In spite of this extremely difficult economic environment, Henrico County has weathered the storm without laying off one employee, without raising one tax rate, and without eliminating or reducing one service level. As such, the County’s fiscal struggles have not increased any burdens on its residents and businesses. This accomplishment is the result of recognizing early on that in order to continue to provide outstanding services to citizens, despite falling revenues that have plummeted by \$91.5 million in just two fiscal years, Henrico had to change the way it does business.

Description of Program:

Given the severity of the situation Henrico faced, the County Manager in consultation with the Board of Supervisors and staff began to seek efficiencies and implement actions to permanently reduce expenditures. The goal was to not only address the current economic challenges presented by the recession, but to implement cost cutting and efficiency maximizing measures that would ensure the County’s long term fiscal stability and continued service delivery capabilities. The “Changing the Way Henrico Does Business” meetings and subsequent organizational changes were born out of necessity, but have beneficially resulted in Henrico County operating in a more streamlined, efficient and cost effective manner.

“Changing the Way Henrico Does Business”

During the development of the FY2010-11 budget, monthly meetings were held, which included all County department heads and key officials, including staff from Henrico County Public Schools. These meetings encouraged ideas and discussion concerning ways that each County operation could find sustainable cost savings through realized efficiencies.

Program Staffing/Employee Involvement:

This effort would not be possible were it not for the dedication of Henrico’s employees. Changing an organization’s culture internally requires strong leadership and unwavering executive support. While many localities choose to utilize consultants to analyze existing operations and practices when considering cost cutting techniques, this method rarely results in the “buy-in” of an entire organization necessary to continue seeking out greater efficiencies. To achieve the level of success that Henrico has enjoyed with this initiative requires guidance and strong leadership from the top, beginning with the County’s elected officials and the County Manager. All department leaders must buy into this new way of conducting business for them to, in-turn, motivate his or her employees to buy into the changes being proposed. The process of changing an organization’s culture to realize its full potential must begin at the top, but adequate change is impossible without all employees participating. With the County Manager leading the charge, and with the Board’s wholehearted support, the County has been able to achieve something entirely unique in this endeavor.

Program Implementation/Categorical Results:

Beginning in October 2008 with a very restrictive hiring freeze authorized and implemented by the County Manager, Henrico has sought after operational efficiencies to allow for the continuation of service levels with fewer employees. This hiring freeze sparked the beginning of the County’s cultural change, as County management was forced to become more efficient to maintain existing service levels

“Changing the Way Henrico Does Business”

despite reduced staff numbers. Because of the freeze, the County has been able to generate significant salary savings that has been instrumental in keeping expenditures down, while simultaneously promoting a more efficient organization. Through FY2011-12, the continued search throughout every department for greater efficiencies has resulted in the elimination or defunding of 278.5 vacant positions in General Government and Schools, saving more than \$15.3 million annually.

A few examples of other savings initiatives undertaken by the County as a result of the monthly meetings include:

- ✓ Utilizing a volunteer/internship program, with conservative cost savings of \$4.6 million in FY2009-10.
- ✓ Extending the life of technology replacement schedules, saving \$1.2 million annually.
- ✓ Reducing the size and make-up of the County’s fleet, saving nearly \$450,000.
- ✓ Centralizing approval and reducing the amount allocated for travel and tuition, saving \$1.4 million between General Government and Schools.

Outside of suggestions brought forth by County staff, the County Manager established several committees, charged with analyzing and finding efficiencies in each of their respective assigned areas. Specifically, the results of these committees’ examinations included suggestions for instituting improved allocation and utilization of copiers; policy changes concerning employee use of cell phones and Blackberries; establishing a “targeted” number of volunteer/internship hours to assist departments in their workflow; reviewing rental space utilized by the County; and establishing an email suggestion mechanism for employees to voice any cost savings recommendations they may have.

One of the earliest initiatives brought up during the Changing the Way Henrico Does Business meetings concerned ways to reduce and downsize the County’s fleet. An analysis was provided to departments

“Changing the Way Henrico Does Business”

detailing the utilization of each agency’s vehicles. Departments were then asked to review the data to determine whether their agency’s vehicle complement was being used in the most effective manner. The response to this request was both immediate and impactful. To date, twenty-two vehicles from nine departments have been retired from agency use and reallocated to Central Automotive Maintenance. The resulting savings from these vehicles being returned and not replaced by the agency is approximately \$448,000. Another aspect of the vehicle review is a determination by Central Automotive Maintenance of whether the right type of vehicle is being utilized. This level of review began during FY2008-09 (June/July 2008) when gas prices dramatically increased to around \$4.00 per gallon, similar to the fuel price trend we are currently experiencing. Of the 152 vehicles replaced since the program’s inception, 73, or 48.0 percent have been downsized to smaller sized (number of cylinders) engines, which is estimated to result in fuel savings of 96,000 gallons, or \$216,000 over the vehicles’ useful lives. Additionally, because the replacement cost of smaller vehicles is less, another \$266,000 has been saved through this downsizing effort.

Another facet of the overall effort has included extending the useful life of technology equipment scheduled for replacement, as well as taking advantage of reduced technology costs. Extending technology equipment’s useful life from a three year, to four or five year schedule, as well as reduced replacement costs has saved \$2.4 million dollars. With respect to leased technology, Henrico County Public Schools also found significant savings through extending leases for laptop computers distributed to students. By extending leases from four years to six years, savings of approximately \$1.0 million was realized.

In addition, phone and internet lines have been scrutinized to ensure the County is paying for and utilizing the correct number of communication connections. The result of this review has totaled over \$1.0 million in annual savings. Additionally, wireless communication devices are reviewed, scrutinizing

“Changing the Way Henrico Does Business”

their utilization. An exhaustive review of the County’s telecommunication practices and equipment has resulted in 36 devices being retired and 40 plans altered to better accommodate required use, resulting in savings of nearly \$25,000 in the FY2010-11 fiscal year alone. Both of these efforts are on-going.

A thorough review by the committee charged with examining the County’s copier utilization and copier/printer procurement methods resulted in the elimination of underutilized equipment, as well as the establishment of a countywide copier leasing contract, realizing significant economies of scale and an estimated annual savings of \$225,000. In addition, with respect to copying and printing, the General Government contract for the printer used in large volume bill printing was modified, printing all bills in black and white versus color. This more economical means of bill printing will save an estimated \$133,000 annually.

Another unique approach to addressing Henrico’s fiscal challenges was the creation of the Henrico Advantage Card Program. In an effort to generate additional tax revenue, as well as to commemorate the County’s 400th anniversary, in a collaborative effort with local business groups, Henrico County established the program, which allows local businesses a unique opportunity to promote their products and provide incentives for residents to patronize their establishments. This initiative has generated a lot of “buzz” throughout the community, and has resulted in increased awareness of local businesses, and has likely increased sales for participating businesses. Please visit <http://www.henricoadvantagecard.com/> for additional details.

Henrico County has also explored more cost effective financing options that could result in taxpayer savings. Beginning in February 2009, Henrico County initiated one of five debt refinancings, refunding a total of \$283.3 million in debt over a 15 month period, and realizing substantial savings in the County’s debt service requirements. In total, between February 2009 and May 2010, these efforts resulted in

“Changing the Way Henrico Does Business”

savings of \$17.7 million. This effort was targeted to fiscal years 2010, 2011 and 2012 to assist in the County’s objective to reduce expenditures during the height of the economic downturn.

Program Results:

The meetings and subsequent organizational changes were, and continue to be fruitful, with the total effort thus far resulting in \$23.2 million in one-time cost savings, and \$33.3 million in sustainable annual cost savings. This effort has undoubtedly put Henrico County in a uniquely advantageous position relative to many of its local government counterparts as we move forward in a slow-growth economic environment.

Worthiness of an Award:

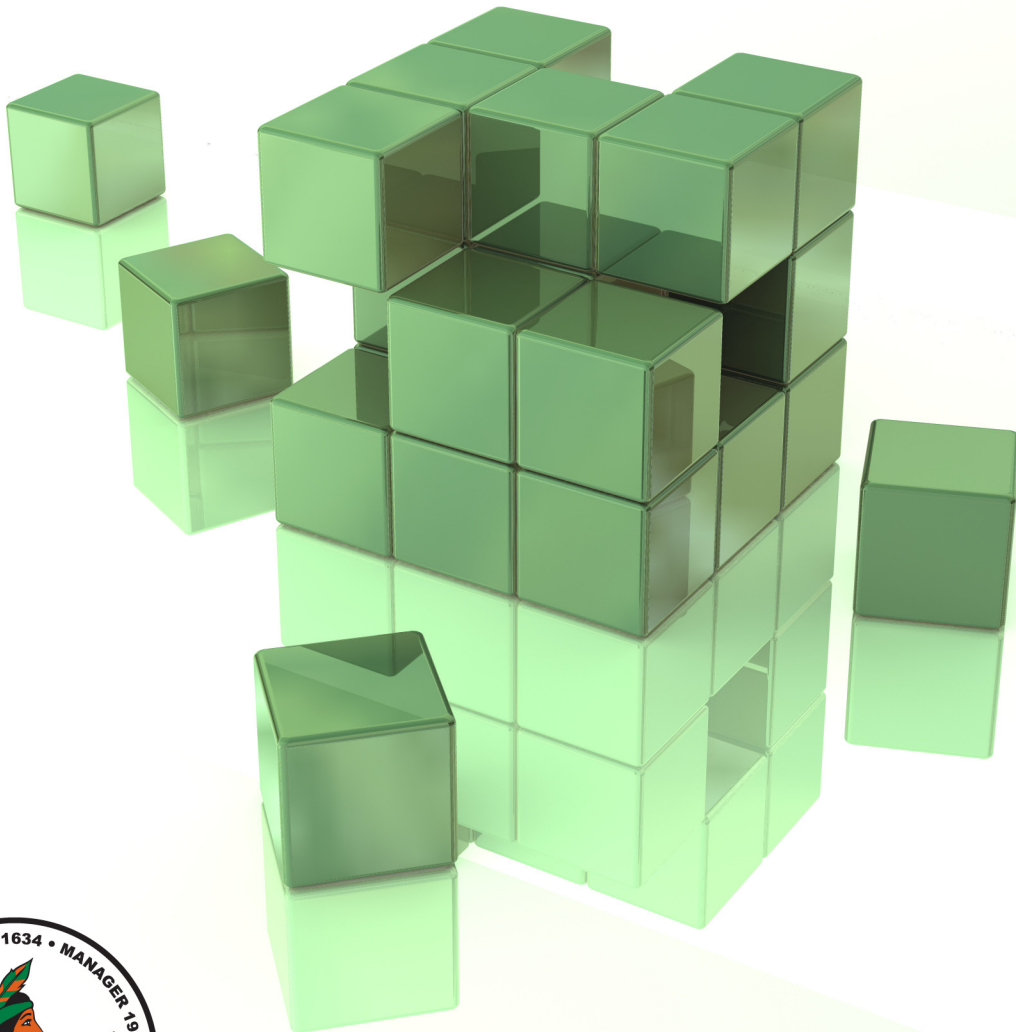
Continually exploring ways Henrico can maintain or improve services to citizens, while also reducing the costs of providing those services, is at the core of what Henrico County strives for, and is the foundation upon which every organizational decision is made. Reducing costs, improving efficiencies and creating added value from existing, and increasingly scarce resources, is part of a broader, continual effort to change how Henrico County operates as an organization so that the County may be best prepared for challenges that lay ahead. The economic downturn presented an opportunity for change, and revealed Henrico County’s ability to coalesce around a theme of organizational and cultural redevelopment in order to best address the significant challenges that exist. In short, Henrico County has changed the way it does business, and it continues to benefit greatly from doing so.

Appendix I:

“Changing the Way Henrico County Does Business”

(please see attached document)

CHANGING THE WAY HENRICO COUNTY DOES BUSINESS



April, 2011



COMMONWEALTH OF VIRGINIA
COUNTY OF HENRICO

Virgil R. Hazelett, P.E.
County Manager

April 26, 2011

The Honorable Board of Supervisors
County of Henrico
Virginia

Honorable Members of the Board:

During the development of the FY2010-11 and FY2011-12 budgets, you have heard me talk about how Henrico must change the way we do business going forward. Each County agency, including Henrico County Public Schools, presented to you their individual efforts during the FY2011-12 Legislative Budget Reviews. This effort has been necessary due to the loss of \$91.5 million in General Fund revenues since FY2008-09. The Board asked that these efforts/initiatives be compiled into a single document for you to reference, and the Office of Management and Budget has prepared this document. It outlines all of the ways County agencies have changed the way Henrico does business.

The result of these changes across all County agencies, including Education, is significant in they account for a total of \$56.5 million in savings. This total consists of one-time savings of \$5.5 million, annual savings totaling \$33.3 million, and savings of \$17.7 million in debt service costs. The measures taken have occurred in almost every facet of the County's operations.

Personnel savings of \$21.6 million is the result of the elimination of vacant positions within General Government and Schools without any layoffs as well as continuing the hiring freeze. In addition, operating and capital outlay savings of \$17.2 million, of which \$11.7 million is annual savings, has been achieved through renegotiating contracts and leases, examining how agencies utilized vehicles and communication devices, utilizing more energy efficient options whenever possible, and increasing other efficiencies wherever they could be achieved. All of these changes have been made without impacting the level of service provided to the County's citizens.

While this represents a comprehensive list of all of the actions taken to change the way Henrico does business, this is a list that will continue to grow as we move forward. There are several areas where savings are currently being explored and agency heads and their staff will continue to identify savings within their operations. As always, the staff and I stand ready to answer any questions you may have as a result of reviewing this information.

Sincerely,

Virgil R. Hazelett, P.E.
County Manager

Changing the Way Henrico County Does Business

Cost Savings Initiatives for General Government and Schools - \$56,500,861 identified

One-time savings of \$5,465,532, annual savings of \$33,305,329, and

Debt service savings of \$17,730,000

General Government - \$34,991,100 identified

One-time savings of \$2,280,000, annual savings of \$14,981,100, and

Debt service savings of \$17,730,000

Schools - \$21,509,761 identified

One-time savings of \$3,185,532 and annual savings of \$18,324,229

Personnel - \$21,606,634 identified – annual savings

General Government

- A total of 101 vacant positions were eliminated in FY2009-10. Beginning in FY2010-11, yearly savings of \$4,800,000 have been projected for salaries and associated benefits.
- Human Resources has a volunteer/internship program. In FY2009-10, HR utilized an average of 1,144 volunteers per month which equated to approximately 106 full-time employees. This initiative conservatively saved the County \$4,600,000 in FY2009-10.
- In FY2011-12, a total of 21 positions will be removed from the individual departments and placed in the HR hold complement. These “unfunded” positions will save the County approximately \$1,200,000.
- Using two “rover” positions to help cover peak times in the Finance department and cross-train to allow staff to work in different areas to help balance workloads during slow and peak times.
- Electronic class program for Police Officers instead of training in the classroom. Savings projected total \$100,000 in officer and instructor salaries.

Schools

- A total of 98.25 instructional positions were eliminated in FY2010-11 resulting in an annual savings of \$6,218,930.
- A total of 21.75 central office positions were eliminated by reassignment of responsibilities in FY2010-11 resulting in an annual savings of \$1,385,809.
- In FY2011-12, a total of 36.5 positions will be eliminated resulting in an annual savings of \$1,704,985. Of these, 27.5 positions are from central office and 9.0 are school staff positions.
- Elimination of all permanent substitutes over FY2010-11 and FY2011-12 generated a savings of \$426,910.
- Restructuring the substitute usage by increasing the number of PREP days and ensuring that 80% of the available days are devoted to substituting significantly reduces the need for paid substitutes from the regular substitute pool. This generated an annual savings of \$450,000.
- Use the standard rate of pay for substitutes for all assignments regardless of school location. A separate scale had been implemented for substitutes working at challenge schools. The substitute pool has continued to expand over the last few years. As more substitutes have become available, the need for differential pay has diminished. This generated an annual savings of \$150,000.
- Restructuring temporary positions in FY2011-12 will generate a savings of \$570,000.

Operating - \$14,924,333 identified – One-time savings of \$3,707,532 and annual savings of \$11,216,801

Contractual Services - \$2,686,776 identified – One-time savings of \$1,200,000 and annual savings of \$1,486,776

General Government

- Negotiated revenue for rebanding of the County's radios and radio system generated one-time savings of \$1,200,000. The rebanding to a different frequency was required due to the sale of the existing Public Safety frequency by the FCC to Sprint.
- Shifted prescribing responsibilities to nurse practitioners and psychiatric-level staff where appropriate for MHDS - \$200,000.
- Renegotiated IT contracts - \$80,000 annual savings.
- Reduction in size of newspaper ads - \$37,900.
- Altered the day of the week Planning's legal notices are published in the newspaper – \$11,600.
- Placement of fewer classified ads.
- Decreased the size and length of HR's training catalog - \$7,400.
- Eliminated printed pay plan.
- Creation of an E newsletter for Libraries reduced printing budget - \$65,000.
- On-line HR employee newsletter and annual report.
- Limited use of outside trainers for classes.
- Use of inmate labor for landscaping services.
- Improved efficiency of the leaf collection program with a new routing system.
- Utilizing internal staff instead of outside contractors for turf renovation projects, irrigation repairs, construction projects, and acting as the general contractor on some Recreation and Parks projects.
- Restructured the contract with the County's external auditor to audit the County's financial statements and express an opinion on the financial statements - \$65,000.

Schools

- Eliminated contract with Visiting International Faculty - \$313,750.
- Renegotiated contract for Excel Academy. The Excel Academy is a contractual service to educate high school students with extreme discipline problems - \$232,824.
- Reduced the number of toner cartridges in contract for student printers - \$450,000.
- Reduction in number of school publications - \$23,302.

Maintenance and Repairs - \$591,100 identified – annual savings

General Government

- Restructured maintenance contract for the radio communications system - \$53,900.
- Reduction of maintenance service contracts for Planning's plotter and printers - \$7,200.
- Use of inmate labor for painting.
- Opening of a fire extinguisher repair shop.

Schools

- Reduction in frequency of routine maintenance (grounds keeping, painting, carpet replacement) - \$530,000.

Leases - \$1,477,400 identified – annual savings

General Government

- Creation of County-wide copier contract - \$225,000 annual savings estimated.
- Contracted for new printer for large bill runs and eliminated the use of more expensive color cartridges by printing bills in black and white - \$133,000 per year.
- Renegotiated four current facility leases - \$99,400.

Schools

- Extended four year laptop lease in elementary schools to six years - \$1,000,000.
- Renegotiated building lease on Carolina Avenue - \$20,000.

Internal Services - \$2,404,770 identified – one-time savings of \$930,000 and annual savings of \$1,474,770

General Government

- During the period from March 2010 to February 2011, a total of 22 “underutilized” vehicles were turned in by a number of departments. The estimated one time savings is \$448,000.
- During the three fiscal years: FY2008-09; FY2009-10; and FY2010-11, a total of 152 vehicles were replaced. Of the 152 vehicles, 73 (48%) were “downsized” (the number of cylinders reduced). The estimated savings as a result of downsizing these 73 vehicles is \$482,000. That savings is made up of two components: capital savings (lesser cost for the initial acquisition cost) - \$266,000; and a calculated savings in fuel (lower cylinders consume less fuel per mile) over the life of the vehicles - \$216,000.
- Reduction of Technology Replacement funding in FY2009-10 and FY2010-11 as a result of extending the life of computer equipment - \$1,222,100.

Schools

- Reduction in number of take home vehicles for school employees - \$252,670.

Utilities - \$953,800 identified – annual savings

General Government

- Utilized non-potable in lieu of potable water sources for treatment process systems - \$100,000.
- Utilized methane landfill gas to generate revenue from an electric power vendor - \$150,000.
- Increased use of methane digester gas to provide space and domestic water heating - \$10,000.
- Participation with a third party company (Energy Connect) to take portions of the County’s electricity use off the electric grid during peak demand periods (usually between June and August). To make up for this, the County runs generators to power the buildings and facilities taken off the electric grid. The County receives a payment for taking facilities off the grid which is greater than the cost of running generators - \$161,600.
- Central Automotive Maintenance (CAM) utilizes used motor oil to heat their facility - \$16,200.

- The Water Reclamation Facility reduced electricity cost using automatic control systems to maintain desired oxygen levels in the biological reactors, which eliminates the potential to over feed oxygen during low flow periods - estimated annual savings of \$200,000. Also, it was determined that the same level of nutrient removal performance could be achieved with six recycle pumps instead of twelve.
- Server virtualization – reduced actual servers from 100 to 7, savings in cooling and energy costs.
- Ensuring interior lights are off when employees leave.
- Changing to more energy efficient light bulbs and LED lighting where available County-wide.
- Replaced most of the traffic signals incandescent bulbs with LEDs – \$100,000. This initiative also reduced overtime costs because LED bulbs in traffic signals are replaced less often.
- Added computerized temperature control HVAC systems in buildings that do not currently have them.
- Making consistent operating hours for temperature control setting and reduced temperature in fire apparatus bays during winter months.
- Checked timers on fire bay doors to ensure closure after three minutes and encouraged use of remote control door closers when the fire apparatus leaves the station.
- Installation of rain sensors on 98% of Recreation and Parks irrigation systems to better regulate the water used based on need. This action also saved fuel costs and equipment usage costs.
- Applied an application to slow growth of the turf at both the Golf Course and in Park Services which reduced how often the grass needs to be cut. This action saved fuel costs as well as equipment needs.

Schools

- Ensuring interior lights are off when employees leave.
- Changing to more energy efficient light bulbs and LED lighting where available School-wide.
- Adjusted temperature control settings in all buildings with computerized temperature control HVAC system - \$216,000.

Communications - \$614,920 – annual savings

General Government

- Implementation of changes to Utilities' data circuits. In the Water Treatment Facility, the number of data circuits has been reduced from six circuits to two circuits. The two data circuits provide more capacity than the six data circuits. The estimated saving is \$43,000 per year.
- Changed data connection at Water Reclamation Facility, more bandwidth, less cost - \$38,000 per year.
- Eliminated unused phone and data circuits as well as reviewed all communication bills to achieve optimal savings - \$215,000 per year.
- Doubled Internet bandwidth at the same annual cost by renegotiating contracts.
- Electronic delivery of building permits and inspection reports in lieu of USPS.
- All envelopes sent out by Social Services are now stamped "do not forward" to minimize repeated mailings to inaccurate addresses; thereby reducing the cost of postage.

- Implemented use of a County credit card to make payments to Verizon which eliminated late charges. Anticipate adding more payment types such as Virginia Power in FY2011-12.
- Discontinuation of Fire's pager notification system - \$41,000.
- Downgrade of Blackberry services where possible or elimination of all services.
- Elimination of cell phones and moving some cell phones to pay as you go plans.
- Elimination of pagers.

Schools

- Renegotiated contract on telecommunications resulted in savings from County lease on TLS circuits - \$260,000.
- Decreased number of blackberries - \$7,920.
- Reduction in Advertising - \$10,000.

Travel and Tuition - \$1,407,000 identified – annual savings

General Government

- Centralization of travel County-wide - \$420,000.
- Centralization of tuition County-wide - \$140,000.
- Utilization of educational webinars and various training via the Internet for continuing education.
- Reduction of vehicle mileage by utilizing on-line meeting software for staff training and to conduct regular meetings.
- Conference calls instead of travel and car pool when travel is necessary.
- Cancelled or merged low enrollment HR training classes.
- Applying for specialized training only as required by State code to maintain certifications.

Schools

- Reduction in organizational memberships school-wide - \$16,000.
- Limit payment for summer institute courses to required only - \$275,000.
- Reduced staff development tuition reimbursement - \$500,000.
- Deferred new Masters and Postmasters leadership cohorts - \$56,000.
- Utilization of educational webinars and various training via the Internet for continuing education.

Materials and Supplies - \$4,589,967 identified – one-time savings of \$1,577,532 and annual savings of \$3,012,435

General Government

- Development of a training bulletin system to disseminate information to the Division of Police's personnel. This system eliminated the need to print training bulletins, produce training rosters to submit to the Training Unit, and saved man hours in the process.
- More reliance on electronic delivery internally rather than paper files.
- Scanning initiative created to have electronic copies of accounts payable invoices into Oracle which reduced copying efforts.
- Eliminating the need for fax machines by using the fax feature on the copier.
- Office supply round-up initiatives were conducted by many departments which allowed the return of a large amount of office supplies for placement back into rotation.

- Created an on-line supplies requisition system in Police which helped eliminate over ordering and stock piling.
- Re-evaluating suppliers and what they offer in order to reduce costs.
- Electronic order forms for supplies were initiated.
- Two-sided copying whenever possible.
- Use only color printers when necessary to save on color toners.
- Began utilizing a printer/copier software monitoring system in Police which helped reduce the number of toner cartridges being exchanged.
- New supplier for toner cartridges.
- Reallocated copiers to more effectively utilize current equipment.
- Discontinued use of specialized cleaners and sanitizers and began using a universal sanitizer.
- Elimination of food in most training classes.
- Reduced the type of food and the amount of food served at Recreation programs.
- Streamlined Leadership Development and Customer Service Award Programs - \$6,100.
- Retired the Excellence in Public Service program - \$5,100.
- Restructured the Employee Service Awards Program - \$25,000.
- Reduced the number of legal publications for the County Attorney's Office.
- Reduction of books and subscriptions.
- Buying replacement supplies and filling first aid kits with existing items instead of using an outside contractor or purchasing new kits.
- Reduced the number of Police uniforms being issued - \$197,700 and purchased less expensive uniform clothing for the Support Technicians - \$6,300.
- Reduced the number of uniforms provided to Utilities staff to an as needed basis after receiving uniform allotments for three years.
- Provided training for fire companies close to their home station to reduce the use of fuel and save on vehicle maintenance.
- Changed the fire run assignment for single-family residential fires from two fire engines and two special service units to three fire engines and one special service unit. This action cut the response of a more costly special service unit from traveling farther distances at a greater expense.

Schools

- Reduction in all supply lines across the board - \$2,722,235.
- Eliminate facility rentals for meetings - \$40,000.
- Restructure the Retirement Luncheon to an evening reception - \$10,000.
- Increased internal electronic communication thereby reducing paper cost.
- Eliminating the need for fax machines by using the fax feature on the copier.
- Two-sided copying whenever possible.
- Use color printers only when necessary to save on color toners.
- Elimination of food in most training classes.
- Defer purchase of textbooks - \$1,577,532 (one-time).

Mental Health and Developmental Services Payments - \$198,600 identified – annual savings

General Government

- Renegotiated Day Support rates with private providers - \$198,600. Clients with greater needs are reimbursed at a higher rate and clients with lower level of needs are reimbursed at a lower rate. In addition, transportation was also renegotiated to be consistent across providers.

Capital - \$2,239,894 identified – one-time savings of \$1,758,000 and annual savings of \$481,894

General Government

- Negotiations with outside law enforcement agency to replace Police's electronic target system - \$150,000 in savings.
- Moving away from desktop computers for those employees that have a laptop. Replacing desktop units with less expensive docking stations, utilizing the issued laptop as the CPU for these workstations.
- Networking printers in the office and replacing fewer individual printers.
- Reduction in purchase of replacement office furniture.
- Opening of a fire accountability shop saved on the purchase of safety equipment.

Schools

- Reduction in all equipment lines across the board - \$481,894.
- Defer replacement school bus purchases - \$1,608,000 (one-time).

IT Projects – Increased efficiencies

- Open enrollment and performance appraisals were completed on-line saving paper and man hours.
- Internal system to track telecommunications inventory, billing, and analysis.
- Automated Clearing House (ACH) payments for Real Estate interfaces with cashier system.
- New Improved Jury Management System.
- RIPS-Restitution system for Community Corrections – replaced an aging and expensive to change vendor system and increased staff efficiencies.
- An Internet Public Access Real Estate Assessment system was developed by the IT department versus purchasing a system. The system provides real estate assessment information on the County's website.
- Bankruptcy Tracking for County Attorneys.
- Police created Electronic Case files instead of paper files for the Commonwealth's Attorney review. This initiative increased staff efficiencies by eliminating the need to physically deliver paper case files to the Commonwealth's Attorney office.
- Document Management in DPW, Recreation & Parks and Finance - Accounts Payable
- Computer Aided Dispatch – Automatic Vehicle Location system – developed by the County's Information Technology department versus purchasing system. The in-house systems development cost significantly less and provides a more customized and updated system.
- Fire Mobile Data Terminal system created by IT in-house.

Debt Service - \$17,730,000 identified

- Beginning in February 2009, Henrico County initiated one of five debt refinancings, refunding a total of \$283.3 million in debt over a 15 month period and realizing substantial savings in the County's debt service requirements. In total, between February 2009 and May 2010, these efforts resulted in savings of \$17,730,000. This savings was targeted to fiscal years 2010, 2011, and 2012 to assist in the County's efforts to reduce expenditures during the height of the economic downturn.



*Proud of our progress;
Excited about our future.*