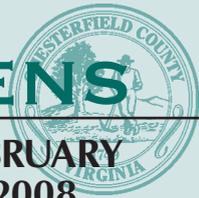


ANNUAL REPORT TO CITIZENS



A PUBLICATION OF CHESTERFIELD COUNTY, VIRGINIA

Direct all correspondence to Department of Public Affairs, P.O. Box 40, Chesterfield, Va. 23832, or call (804) 748-1161

FEBRUARY
2008



As the new year began, Chesterfield County was advised that America's Promise — the Alliance for Youth, an organization founded by General Colin Powell and chaired by his wife, Alma Powell, selected Chesterfield County in 2007 for the third consecutive time as "One of the 100 Best Communities for Young People." The award is based on extensive statistical study of localities across the country, along with testimonials from youths and adults who work with them.

Inside this annual report are brief summaries of many of the programs and services the county provided during 2007 for young people, as well as for seniors, business operators and the public at large. We proudly present this year in review.

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2007 BOARD OF SUPERVISORS

Dale District

Supervisor — Kelly E. Miller, chairman

Matoaca District

Supervisor — Renny Bush Humphrey, vice chairman

Bermuda District

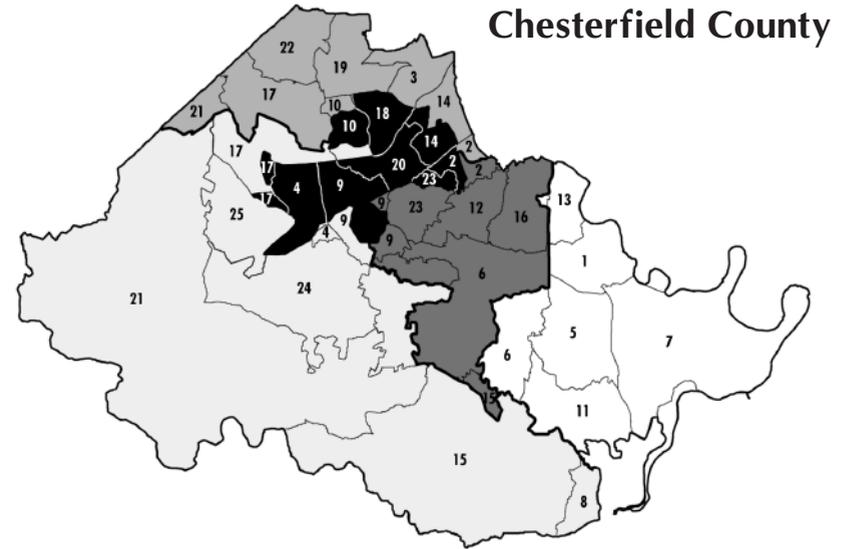
Supervisor — R.M. "Dickie" King Jr.

Clover Hill District

Supervisor — Arthur S. Warren

Midlothian District

Supervisor — Donald D. Sowder



2008 BOARD OF SUPERVISORS



Clover Hill District

Supervisor — Arthur S. Warren, chairman
P.O. Box 40, Chesterfield, Va. 23832
Voice mail: (804) 768-7396; Fax: 717-6297; E-mail: warrena@chesterfield.gov
Planning Commissioner — Russell Gulle
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School Board Member — Dianne Pettitt
P.O. Box 10, Chesterfield, Va. 23832
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Midlothian District

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School Board Member — Patricia Carpenter
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Bermuda District

Supervisor — Dorothy Jaeckle
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Planning Commissioner — Sam R. Hassen
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Voice mail: 318-8659; Fax: 717-6295; E-mail: hassens@chesterfield.gov
School Board Member — Marshall W. Trammell Jr.
P.O. Box 10, Chesterfield, Va. 23832
Home and fax: 706-1144; E-mail: ccpschoolboard@ccpsnet.net



Dale District

Supervisor — James "Jim" Holland
P.O. Box 40, Chesterfield, Va. 23832
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Planning Commissioner — William P. Brown
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Voice mail: 318-8661; Fax: 717-6295; E-mail: brownwp@chesterfield.gov
School Board Member — David Wyman
P.O. Box 10, Chesterfield, Va. 23832
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Matoaca District

Supervisor — Marleen K. Durfee
P.O. Box 40, Chesterfield, Va. 23832
Voice mail: (804) 768-7400; Fax: 717-6297; E-mail: durfeem@chesterfield.gov
Planning Commissioner — Wayne Bass
P.O. Box 40, Chesterfield, Va. 23832
Voice mail: 318-8664; Fax: 717-6295; E-mail: bassw@chesterfield.gov
School Board Member — Omarh Rajah
P.O. Box 10, Chesterfield, Va. 23832
Voice mail: 639-8035; Fax: 639-8036; E-mail: ccpschoolboard@ccpsnet.net

Communities

1. Bellwood
2. Belmont
3. Bon Air
4. Brandermill
5. Chester
6. Courthouse
7. Enon
8. Ettrick
9. Genito
10. Gordon
11. Harrowgate
12. Hening
13. Jeff Davis North
14. Manchester
15. Matoaca
16. Meadowbrook
17. Midlothian
18. Reams
19. Robious
20. Rockwood
21. Rural
22. Salisbury
23. South Rockwood
24. Spring Run
25. Woodlake

Districts

-  Bermuda
-  Clover Hill
-  Dale
-  Matoaca
-  Midlothian

INFORMATION RESOURCES FOR RESIDENTS

The Community Weekly

The Community Weekly provides the county space for a resident newsletter produced by the county's Department of Public Affairs.

Community Connections — This Board of Supervisors newsletter is included twice a year in The Community Weekly.

Comcast Television Programming

Chesterfield Matters, hosted by the chairman of the Board of Supervisors, airs Thursdays at 8 p.m. on Channel 17. Chesterfield Live! airs the third Monday of the month, 7-7:30 p.m. on Channel 17. Chesterfield Spotlights focus on upcoming events or other newsworthy items and air throughout the month on Channel 26.

chesterfield.gov

Find detailed information at chesterfield.gov. Gateway Chesterfield helps regular Internet users navigate easily through the site and receive information and updates automatically.

Spanish Services

The Office of the Hispanic Liaison is located in the Lane B. Ramsey Administration Building, 9901 Lori Road, Room 500, to provide assistance to Latinos. Translation services are provided by calling (804) 796-7085 or e-mailing santacolomaj@chesterfield.gov.

Emergency Communications Center

The translation of about 140 languages is provided round-the-clock for emergency situations.

1630 AM Chesterfield County Radio

This 24-hour-a-day motorist-information network provides routine county information, along with vital public safety information in emergencies.

Citizens Answer Line, 751-INFO (4636)

This automated information line answers questions most often asked by residents.

County Administrator's Response System, CARES, 748-1211

This rapid-response system processes concerns and compliments from residents.

Main County Number, 748-1000

CHESTERFIELD COUNTY VISION

Our vision is to be the recognized leader of local government across the commonwealth and the nation — the standard by which others measure their progress and success. Every employee has a personal devotion to excellence in public service and embraces the highest standards of ethics and integrity. Every citizen takes pride in knowing that the county provides the best customer service and highest quality of life available in any American community. And, working together, we are committed to sustaining Chesterfield County as the premier community of choice — FIRST CHOICE.

County Administrator — James J.L. Stegmaier
Director, Public Affairs — Don Kappel

Direct all correspondence to:
Department of Public Affairs, P.O. Box 40,
Chesterfield, Va. 23832. Phone: (804) 748-1161
Fax: (804) 748-7609

FROM THE COUNTY ADMINISTRATOR



James J.L. Stegmaier

Dear Resident,

Happy New Year! As we go forward in 2008, I extend best wishes to all Chesterfield County residents, business operators and visitors.

2007 was marked by significant changes in the county government. County residents elected four new Board of Supervisors members. Two members of the previous board chose not to run for re-election, and two others yielded to newly elected representatives of the people. We have a new police chief, a new deputy county administrator for Management Services and, yes, a new county administrator.

These changes have led to expecta-

tions and excitement about a new strategic direction for the county. As a government that has long embraced change, diversity and continuous improvement on the journey toward excellence in public service, we invite all our residents to join in building a vision that will ensure a continued quality of life deserving of the moniker "FIRST CHOICE Community."

America's Promise — The Alliance for Youth, the organization founded by Colin Powell, has recognized our quality of life for the third time by naming Chesterfield County as an outstanding community in which young people can grow and achieve success. The hard

work of you and your neighbors, people of all ages and backgrounds, makes possible the fulfillment of the program's "five promises": caring adults, safe places, a healthy start, an effective education and opportunities to help others. By making Chesterfield County a great place for youths, you have made it a great place for all.

Serving as your county administrator during this time of great change, challenge and expectation is exciting and humbling. Most of all, it causes me to appreciate two rare and special qualities about our community: the presence of so many concerned and dedicated residents who care and so generously

give their time and talent to improving our community and the tireless commitment of Chesterfield County's professional and talented employees.

Our continuing collective goal is to build upon the county's unique and proud achievements in demonstrating how to build a better community. I have every confidence in our ability to achieve that goal.

ADMINISTRATION

The departments and offices that comprise County Administration include Budget and Management, the Quality Office, the County Administrator's Office, Clerk to the Board of Supervisors, Intergovernmental Relations, the County Attorney's Office, Human Resource Management, Chesterfield University and Public Affairs. Their work reflects a dedication to quality service and fiscal responsibility.

Budget and Management guided the development of the fiscal 2008 budget with an emphasis on three themes: improving the community, reducing the tax burden for residents and improving organizational performance.

The budget was developed around a multifaceted tax-reduction plan. For the past several years, reductions in the real-estate tax rate have provided tax relief to residents and businesses — the real-estate tax rate has decreased from \$1.07 in 2005 to the current rate of 97 cents per \$100 of assessed value. Other aspects include an expanded program of tax relief for the elderly and disabled and the most competitive BPOL, or Business, Professional and Occupational License, rates in the region.

Other budget activities focused on both public and private investments to improve our community. The department worked with County Administration and the Transportation Department to form strategies that address transportation needs. The Board of Supervisors implemented some of those ideas and will revisit others in 2008. Work continued to position key areas, such as the Watkins Centre, Meadowville Technology Park and

Cloverleaf Mall, for private investment and growth in the commercial base. The third installment of bonds approved during the 2004 referendum was issued, including \$72.6 million for school, transportation, public-safety, library and park projects.

The **Quality Office** rolled out its new customer-service standards, followed up on action items from the business and citizen surveys and continued evaluating customer feedback to make improvements to county products and services. In measuring the county's performance, it developed a measurement-alignment tool and an executive scorecard to better guide the use of data geared toward achieving strategies and solid business results. The county will continue to reach higher levels of performance through customer feedback and completing self-assessments from the Baldrige National Quality Program.

2007 was an intense year for **County Administration**. For the first time in 20 years, there was a change in leadership with the retirement of the county administrator and the board's selection of a new administrator in August. The election in November resulted in four new board members, the first such dramatic change in 16 years. Staff responded to candidates' requests as part of the election process. A number of special events were coordinated, including groundbreakings (Watkins Centre, Meadowdale Library), dedications (Community Development Building, Hull Street Police Precinct) and farewell receptions, as well as an investiture ceremony for the new Board of Supervisors and constitutional officers.

Staff also participated in planning the 400th commemoration of Jamestown, including the Godspeed event at Henricus Historical Park and the Independence Day Boat Parade sponsored by the James River Advisory Council. The end of the year was devoted to coordinating orientation sessions for new board members.

The **Clerk to the Board of Supervisors Office** worked on initiatives to provide residents with additional information and improved access to their elected officials. The database for the board's committee appointees was revised and, as a result, information regarding appointees to county boards and commissions will soon be available on the Web site. A video-streaming project that will enable residents to view board meetings live on the Web site is nearly complete. Residents will be able to research specific actions taken by the board by viewing past video clips of the meetings.

Intergovernmental Relations continues to promote county interests at the General Assembly and to serve as a liaison with other branches of the government. Transportation was a major issue during the 2007 legislative session and resulted in road-impact-fee authority being granted to localities. Staff kept the Board of Supervisors and key county officials up to date on legislative proposals under consideration.

The **County Attorney's Office** has defended a wide array of constitutional, employment, taxation, civil rights and personal injury cases in the past year. This office continues to compile a noteworthy record of successes and to have

the lowest per capita cost for providing legal services of any large jurisdiction in Virginia.

Human Resource Management partnered with schools and Risk Management to implement the Employee Medical Center, which opened on June 18. During the summer, more than 450 physicals were completed for school bus drivers. The exams consisted of annual evaluations for current drivers and pre-employment exams for prospective drivers. Pre-employment physical exams for the Police Department and Sheriff's Office also are provided. In August, Mental Health Support Services worked with staff to transition alcohol and drug testing to the center. In September, the alcohol and drug testing program, including pre-employment, random and reasonable-suspicion testing, opened for county and school departments. Also in September, staff began to evaluate and treat workers' compensation injuries.

HRM continued to enhance diversity outreach programs and was the recipient of a NACo Award for the Year of the Older Adult programs as well as a honorable mention for the Alfred P. Sloan Award for Business Excellence in Workplace Flexibility. HRM also devoted significant staff resources to implementing an integrated financial and human-resource information system, and analyzing and modifying compensation and benefit programs, to transition all employees to a common merit date system on July 1.

Chesterfield University brought international recognition to the county

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COMMUNITY DEVELOPMENT

In February 2007, the GIS Section of the **Environmental Engineering Department**, in conjunction with IST, introduced the Intranet version of a GIS mapping application. The application links data from real-estate files providing assessment and ownership information for all parcels. The application allows the user to open a file of the subdivision plat after a parcel is selected. For each parcel, the application identifies the elementary, middle and high school districts and the political boundaries within which the parcel falls with hyperlinks to the Web pages for each of those entities.

The **Planning Department** established a process to make minor changes to plans that were previously approved, or are ready for approval. This process allows the developer to pencil in revisions in the presence of staff. Staff and the engineer sign the changes and they are included with the tentative approval letter. Some of the benefits include:

- Avoids a costly re-submittal for the developer
- Reduces staff time to review
- Does not require routing an additional plan to county departments

- Customer Assistance Branch does not take in and process additional applications
- The planning technician avoids having to route the plan
- Reduces review times because all departments retain their latest submittal

The Code Compliance section of the Planning Department that regulated tracks for ATVs in residential and agricultural districts and created and managed a Volunteer Sign Removal Program.

Also in the Planning Department, the site plan team instituted a new plan review process in February 2007 called the Instant Review process. This process enables the team to review larger projects through a half hour review process.

The **Transportation Department** completed several road improvements in 2007. Route 360, which carries more than 60,000 vehicles per day, was widened to six and eight lanes between Swift Creek and Winterpock Road. The newly constructed lanes were opened to traffic this summer. A left turn lane was constructed on Reams Road at the intersection of Adkins Road using cash proffers. Woolridge Road between Coalfield and Charter Colony was widened to four

lanes. This project is one of the transportation projects included in the 2004 bond referendum.

In March, the **Utilities Department** and Dominion Virginia Power developed an agreement whereby Chesterfield County's Proctors Creek Wastewater Treatment Facility will supply treated wastewater to Dominion Virginia Power to serve as process water for the power facility. Dominion Virginia Power will use the treated effluent as a reliable, consistent, high-quality processed-water source, while Chesterfield County will benefit from the reduced pollutant values, in particular the nutrient content that will no longer be discharged into the James River. The volume of wastewater effluent redirected from the James River to Dominion Virginia Power is projected to be approximately 9.5 million gallons per day by the year 2010. This project represents the largest wastewater reclamation and reuse project in Virginia.

The Utilities Department also received a AAA bond rating from the top three rating services. The department is one of only three water and wastewater utilities in the nation to have the highest ratings from all three



rating services. This rating was affirmed and retained during the sale of approximately \$47 million of water and sewer revenue bonds.

In 2007, the **Department of Economic Development** rolled out its rebranding campaign featuring a new slogan — "Business Starts Here." This proved true as new and existing Chesterfield County businesses announced investments of more than \$55 million during the year. The 18 announced projects will create nearly 450 new jobs. In western Chesterfield County, ground was broken for Watkins Centre, a new high-end, mixed-use development at the intersection of routes 60 and 288. In the eastern part of the county, Northrop Grumman celebrated the grand opening of its Commonwealth Enterprise Solutions Center at Meadowville Technology Park.

Also, the department kicked off an enhanced existing business outreach program called "Business First Chesterfield," which quickly connects

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MANAGEMENT SERVICES

The departments of Management Services continued providing excellent customer service to its customers and made significant efforts encompassing the county's strategic goals into their yearly performance plans.

The **Purchasing Department** had cost avoidances exceeding \$1.3 million. Cost avoidances are realized through deliberate procurement decisions such as deliberations in the competitive negotiation process, development of a new supply source, anticipation of price increases and the consolidation of orders. The cumulative amount of cost avoidances from 1987 to January 2008 now exceeds \$17.5 million.

The Purchasing Department also was recognized for an Outstanding Agency Accreditation Achievement Award. The department had purchasing operations that lead the public procurement profession and was awarded by the National Institute of Governmental Purchasing. The Purchasing Department holds the distinction of being the eighth agency overall and the first locality or state agency in Virginia to receive this prestigious award.

The **Internal Audit Department** managed the county's fraud waste and abuse hot line to provide residents a government that is an excellent steward of the public trust. The Internal Audit department conducted a comprehensive series of financial and performance audits to improve internal controls over taxpayer resources and improve cost effectiveness and efficiency of general government and school operations.

The **Office of Environmental Management** completed the implementation of its Environmental Management System that is a set of processes and practices that enable an organization to reduce its environmental impacts and increase its operating efficiency.

The **Office of Environmental Security Management** has completed numerous facility security improvements and continues to develop security procedures and integrated security systems to ensure the protection of the county's infrastructure. Protecting the county's facilities, key resources and employees against criminal acts, terrorist attacks or activity, acts of nature, or a disgruntled

visitor to county facilities is vital in assuring the continuity of services to residents and visitors.

The Virginia Department of Environmental Quality also certified Environmental Management as an environmental enterprise.

Each January, the **Department of Real Estate Assessments** mails out annual notices to all property owners whose properties reflect a change in their assessments. In an effort to explain the process of assessing real estate, a brochure titled "Understanding Your Real Estate Assessment" was included with each notice mailed in 2008.

The brochure is the result of input from county property owners who volunteered to help develop the brochure. For several weeks, a committee met regularly to discuss the brochure's content and design. The brochure uses a question-and-answer format, which addresses the most commonly asked questions received from property owners. There also is a section outlining special programs that provide partial tax exemp-



tion, tax credit or tax deferral options for qualifying property owners.

The **Treasurer's Office**, in cooperation with the **Commissioner of the Revenue's Office**, began offering Virginia DMV Select services in late August. This service enables residents of Chesterfield County to perform certain transactions at the county offices instead of at the DMV. For a list of those services visit chesterfield.gov.

The **Chesterfield County Commonwealth's Attorney's Office** instituted a bad-check program on April 25. This program enables merchants and service-providing residents with a means of recovering funds from bad checks. Bad-check offenders are required to make full restitution, to complete an education course and pay for the costs of the administration of the program. Therefore, there is no cost to the victim or the taxpayer. In

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HUMAN SERVICES

The departments of Chesterfield County's Human Services division are dedicated to making the lives of county residents healthier, safer and more enjoyable. Each department touches residents of all ages with programs, services and events that provide information, entertainment, assistance or recreation.

In 2007, the staffs of these departments worked to improve many processes and enhanced offerings available to residents.

The **Chesterfield County Public Library** held a groundbreaking in April 2007 for the new Meadowdale Library at 4301 Meadowdale Road. Sites also were acquired for the Reames-Gordon Library at Courthouse Road and Smoketree Drive and for the Robious Road Library on Robious Road at Twin Team Lane.

County libraries completed activities related to the "We The People" Bookshelf Grant. This year's theme was "Becoming American." The highlight of the many programs offered through the grant was the May 23 citizenship ceremony at Central Library. In June, the Public Library Association awarded the library one of just nine grants providing \$8,000 to be distributed to staff members working to obtain masters degrees in library and information science. In October, Target Corp. awarded the library \$1,600 for programs celebrating Children's Book Week.

Within the last year, 3.9 million people visited county parks, which are maintained by **Parks and Recreation**. A total of 138,224 people participated in Parks and Recreation programs throughout the year. The department held an opening ceremony for the new Lowe's Soccer Complex in Chester, which provides three fields for youth and recreational soccer leagues.

Through fundraising, the department also obtained \$200,000 for the Miracle League Baseball Field, an effort for special-needs children in the community.

Parks and Recreation completed a major initiative to make its day-to-day functions more environmentally safe through process improvements and staff training. The department is now holding itself to one of the highest environmental-quality standards in the world, the ISO 14001.

One of the biggest achievements for **Youth Planning and Development** in 2007 was helping Chesterfield County to be recognized a second time as "One of the 100 Best Communities for Young People" by America's Promise — the

Alliance for Youth. Selection was based on how well the county fulfills five essential developmental resources that young people need to succeed: caring adults, safe places, a healthy start, effective education and opportunities to help others.

Youth Planning and Development also has worked in the last year to educate youths and parents about inhalant abuse. The department partnered with SAFE Inc., the county's substance-abuse prevention coalition, to launch a media campaign, educational sessions and a Web-based course for parents.

The last year was a busy one for **Chesterfield County's Senior Advocate**, who works with residents 60 and older and their families to promote healthy aging for seniors. The office participated in Senior Advocacy Day at the General Assembly and held a legislative forum for lawmakers to discuss aging issues with seniors. About 1,400 people attended Senior Day 2007 in May, and Chesterfield TRIAD — an event to enhance the quality of life for and reduce crime against seniors — had the largest attendance ever of any TRIAD event in the county.

Chesterfield County's Health Department was the only health department in the state to offer the three-day food manager's safety course in three languages — English, Spanish and Chinese. The program is designed to ensure all food-service workers understand the risks associated with handling food and how to minimize or eliminate those risks.

The Health Department's School Health and Child Health teams partnered with Chesterfield County Public Schools to vaccinate more than 95 percent of sixth-graders with their required vaccinations for school. The department also partnered with health departments from Richmond and Henrico County to launch a regional initiative to lower the area's infant-death rate, which exceeds the national average.

Social Services served approximately 1,200 individuals and families with emergency needs for food, clothing, shelter or medication, with 632 receiving direct assistance from the department and others assisted through referral to local resources. In Adult Protective Services, 276 adults were the subject of interventions focused on abuse, neglect or exploitation. Child Protective Services staff intervened in 925 situations, serving 1,287 children. An average of 170 children were served

in foster care.

Even as food-stamp and Medicaid caseloads continue to grow, Benefit Programs staff received four awards for quality from the Virginia Department of Social Services.

Despite major state policy changes that significantly impacted funding for **Comprehensive Services**, 2007 was a great year for the program. Comprehensive Services, along with three other Chesterfield County youth-serving agencies, participated in a statewide event in Roanoke to learn how to better serve families.

Also in 2007, Dave Pelzer, author of "A Child Called It" and "The Lost Boy," presented for the Central Virginia Partnership for Youth conference, a free training to 450 public-service employees serving youths.

In 2007, **Mental Health Support Services** served more than 7,500 Chesterfield County residents with mental-health, mental-retardation or substance-abuse needs. Prevention Services served another 5,481 residents.

Adult Emergency Services, in collaboration with Psychosocial Rehabilitative Services, received a National Association of Counties award for the Mental Health Peer-Provider Program. This program has significantly expanded services, reduced the stigma associated with people who have a mental illness, and enabled individuals with a personal understanding of mental-health issues to bring their sensitivity to those in need.

Mental Health Support Services also partnered with two consumer-run organizations to apply for and receive a \$1.5 million national grant to establish a peer-run service system for people with substance-abuse disorders.

Community Corrections Services was one of 10 probation and pretrial agencies that participated in an evidence-based practices pilot program with the Virginia Department of Criminal Justice. Funding was obtained to continue the Dual Treatment Track program, which provides collaborative mental-health services to offenders awaiting trial who have both a mental illness and a substance-abuse diagnosis.

Community Corrections Service partnered with Mental Health Support Services for the first cross-system training for mental-health and criminal-justice employees. This event is to be followed by cross-system mapping for our locality to improve services for mentally ill offenders who come into our criminal-justice system.



The **Domestic and Sexual Violence Resource Center** received an award from the Virginia Domestic and Sexual Violence Action Alliance for providing services to underserved populations.

Adult Drug Court continues to serve nonviolent drug offenders who have been arrested in the community. By providing a combination of judicial oversight, intensive treatment and community supervision, the Adult Drug Court offers a safe and responsible alternative to costly jail bed space. The three-year, post-program recidivism rate for program graduates is 25 percent, compared to 67 percent among a comparison group of local offenders.

The **Court Service Unit/Juvenile Probation** processed 11,077 complaints last year from citizens and law enforcement. Of those, 5,536 were domestic-related, which includes child-custody and visitation issues, nonsupport, emergency removals and protective orders. A total of 5,541 of the complaints were related to juvenile crime or Child in Need of Services or Supervision, or CHINS/CHINSUP.

Of 69 youths diverted to the Substance Abuse Diversion Program between January and September 2007, only one returned by the end of the year with a new, related offense. The district has the best diversion rate in the state.

Juvenile Drug Court celebrated four youths who graduated from the drug-court program in 2007. Their average length of stay in the program was 20 months. Three youths earned their GEDs, and six remained enrolled in a GED program. Prior to their entry into the program, these youths were not attending school regularly, were expelled or had dropped out.

Juvenile drug-court clients performed more than 1,522 hours of community service.

A pilot program was developed to expand services to youths who are otherwise not eligible for drug court. The program is set to begin this month.

Within the last year, the **Juvenile Detention Home** added onsite mental-health services through Chesterfield County Mental Health Support Services. This addition allows for greater accessibility to much-needed services for juveniles charged with criminal offenses who are placed in detention.

PUBLIC SAFETY

The **Emergency Communications Center** handled 661,143 calls in 2007, including calls coming into and leaving the center, with an average of 1.26 phone calls a minute. Emergency communications officers dispatched emergency personnel 171,193 times.

The ECC took the lead in securing and serving as the fiscal agent for a \$289,000 Regional Emergency Communications Officer Recruitment Grant. Various media outlets will be used to advertise the recruitment of personnel in the 911 centers in Richmond and Chesterfield, Hanover and Henrico counties.

In cooperation with the Chesterfield County Department of Fire and Emergency Medical Services, the ECC implemented a plan to place fire apparatus (engines and trucks) strategically throughout the county on an as-needed basis. This system speeds the process for the effective deployment of resources, which could save lives when every second counts.

Following the retirement of Chief Carl R. Baker, Chesterfield County hired a new police chief from within its ranks. Col. Thierry G. Dupuis, a 28-year veteran of the department, was sworn in during July.

The **Police Department** responded to 146,500 calls for service. The department has 474 sworn employees, 102 civilian employees and 43 part-time employees. Police hired 61 sworn officers, 11 civilians and 12 part-time employees. The department achieved a 46 percent case clearance rate for Group A offenses, the most serious of crimes. Among the crimes it solved, the Police Department's Criminal Investigations Division solved a double homicide that occurred at an area Food Lion store in 1990. Three arrests were made. The investigation also turned up possible links to other homicides in Richmond and the Tri-Cities area.

The Police Department's Support Services Division created a partnership with the county's Economic Development Department offering crime-prevention training to new businesses in the county. Support Services, in cooperation with SAFE, or Substance Abuse Free Environment, hosted the first of two teen academies. Support Services also developed an emergency-preparedness class for daycare facilities.

Support Services' Child Safety personnel provided 5,062 Success Through Education and Proactive Policing, or STEPP, lessons to 25,651 children.

Support Services' Crime Prevention

personnel coordinated Neighborhood Watch programs with 326 communities. A similar Business Watch program included 559 businesses. Membership in the Apartment Safety Coalition grew to 46. Crime Prevention officers delivered 414 presentations to 14,500 people, requiring 1,177 man-hours. The division's Project Lifesaver program included as many as 37 participants. The program offers wristbands to people who have Alzheimer's disease or other disorders that may cause them to become disoriented. The wristbands enable police to find those who wander from home.

Animal Control, also a division of the Police Department, handled 9,579 calls for service, conducted 4,905 animal impoundments, oversaw 2,246 animal adoptions, and returned 903 lost animals to their rightful owners.

Animal Control began a new program to help senior citizens sterilize animals adopted from the shelter. The program, which is funded by the state and donations, promotes the spaying and neutering of pets while providing companion pets to seniors.

The Police Department held three sessions of its popular Citizens Academy, including one especially for senior citizens. The Police Department also cooperated with the Department of Fire and Emergency Medical Services and the Sheriff's Office to host a Cadet Safety Camp last June, with 90 middle-school-aged children attending.

On April 23, 2007, the **Department of Fire and EMS** suffered a tremendous loss in the untimely death of Capt. Joseph E. Newsome. Capt. Newsome collapsed and died while performing department-required physical training. In memory of Capt. Newsome and other members of the department who have lost their lives serving the county, the department is overseeing the construction of a Fire and EMS Memorial Wall to honor these individuals.

Fire and EMS received awards from the National Association of Counties and the Virginia Association of Counties. Two NACo awards were received for the department's Accelerated Emergency Medical Technician-Intermediate Course and The Citie of Henricus: Providing 21st Century Fire Protection in 16th Century Buildings. The Emergency Medical Technician-Intermediate training allows emergency medical service providers to obtain certification more quickly, placing advanced-life-support providers on the job sooner. The fire-protection sys-

tem installed at the Henricus Historical Park helps to preserve the historical value of this site. The VaCo award recognized a mutual-aid agreement between Defense Supply Center Richmond and the county.

The Insurance Service Organization awarded the department a split classification rating of 4/9 as of Dec. 1, 2007. The ISO classification rating is used by insurance companies to determine fire-insurance premiums. The department's improved rating will result in lower insurance premiums for home and business owners.

The Fire and Life Safety Division continued its work to prevent and reduce death, injury, environmental impact and property loss caused by fire and other hazards. Fire and Life Safety conducted 4,672 inspections, as well as 308 fire, explosion or hazardous-material investigations. The Plans Review section of the division reviewed 1,515 fire-protection-system construction plans. The division conducted 684 educational programs, reaching 16,357 people. Fire and EMS stations conducted 777 educational programs reaching 38,275 people.

The Fire Training and Safety Division opened the new Enon Fire Training Center last March. The facility provides fire and emergency medical services training to departments throughout Central Virginia and 80 percent of industrial fire and EMS brigade training in the commonwealth.

Fire and EMS responded to 31,389 calls for service, including 23,492 medical incidents and 7,897 fire incidents. Volunteer rescue squads made 6,725 responses, and volunteer fire units made 1,629 responses. The department currently has 461 full-time employees, 38 part-time employees, and about 100 active volunteer fire and 150 active volunteer rescue personnel.

A site was selected for a new Harrowgate Fire and EMS Station No. 21 in the area of Harrowgate Road and Lindberg Drive and is expected to open in late 2009.

County voters elected a new sheriff, Dennis S. Proffitt. Proffitt, a veteran of the **Sheriff's Office**, served as interim sheriff following the retirement of Sheriff Clarence Williams.

The Sheriff's Office developed several new programs and operational improvements. Space in the jail is being utilized to implement and expand educational and drug- and alcohol-treatment programs for inmates. Significant progress also was made in developing cutting-edge "active shooter" training for deputies assigned to court security.



The Sheriff's Office oversaw an average daily inmate population of 917, including 321 in the Chesterfield County Jail and 537 at Riverside Regional Jail, and provided security for 563,850 people who entered court facilities. Deputies served 85,899 criminal and civil papers. In addition, the department completed a \$750,000 upgrade to the electronic security systems at the courthouses.

The Sheriff's Office employs 258 sworn and 39 civilian employees. The department surpassed the \$1 million mark in collections for the Child Support Enforcement Program and enhanced its partnership with the federal government to ensure that illegal aliens are identified for deportation. Inmate work-force programs continued to save the county in excess of \$1.5 million. The Sheriff's Office also conducted 1,145 hours of community-relations programs reaching 10,780 residents.

A year free of hurricanes or other disasters meant the county Emergency Operations Center did not have to be activated. Nevertheless, **Emergency Management**, which oversees the EOC, continued its critical role of making sure the county stays prepared.

Emergency Management worked with other departments and divisions to develop an EOC Call Center program, which will be tested early this year. The EOC Call Center will dedicate up to 50 county employees from throughout the organization to work in shifts focusing on handling calls coming into and leaving the EOC when activated. The purpose of the call center is to enable public-safety personnel working in the EOC to focus on the county's overall response to disasters while having a reliable work force to handle the thousands of calls coming into and leaving the EOC during disasters.

Emergency Management also continued its work to develop an Emergency Worker Shelter, which will provide a safe place for emergency workers and their families to stay when their homes are affected by disasters.

Emergency Management cooperated with the county's Public Affairs Department to establish an AM radio system, based in the EOC, that will deliver critical information to the public when disasters occur. The public is encouraged to tune to 1630 AM at any time to hear general county information.

BUDGET

Chesterfield County takes pride in its reputation for solid financial performance. For the 23rd consecutive year, the Budget Department received the Government Finance Officers Association award for Distinguished Budget Presentation. This award is just one indicator of the county's strength in financial management. The county also benefits financially from an AAA credit rating on outstanding general obligation bonds from each of the three major rating agencies. Lower interest rates on debt are just one of the benefits that the county receives based on this rating.

The fiscal 2008 budget, which runs from July 2007 through June 2008, is \$1.2 billion. The two largest components of the budget are the county's general and school funds. The general fund budget is \$733.3 million, and the school fund is \$610.9 million. The budget is developed with an emphasis on three themes: improving our community, reducing the tax burden for residents and improving the performance of the organization. The Board of Supervisors adopts the budget every

April. In order to obtain residents' input, constituent meetings are held in each magisterial district in March, during which the Financial Plan and Capital Improvement Program are presented. A public hearing also is scheduled in March or April in the Public Meeting Room of the Lane B. Ramsey Administration Building. These meetings are advertised in local newspapers and on the county's Web site at chesterfield.gov (a schedule of the 2008 board meetings is printed on Page 8). The details of the General-Fund budget are presented in the graphs below.

The budget also includes a five-year (2008-12) Capital Improvement Program, or CIP, of \$624.3 million. The program consists of \$237.1 million in county improvements, \$206.8 million in school improvements and \$180.4 million in utilities improvements. The program outlines an efficient, effective and equitable distribution of public improvements throughout the county. The Board of Supervisors has established education and public safety as the main priorities in the CIP. The plan balances finite resources with an ever increasing num-

ber of competing county priorities, while remaining consistent with the county's Strategic Plan. The CIP maintains the county's strong financial position, proposes affordable service enhancements, and presents county residents a broad range of capital facilities necessary in a FIRST CHOICE community.

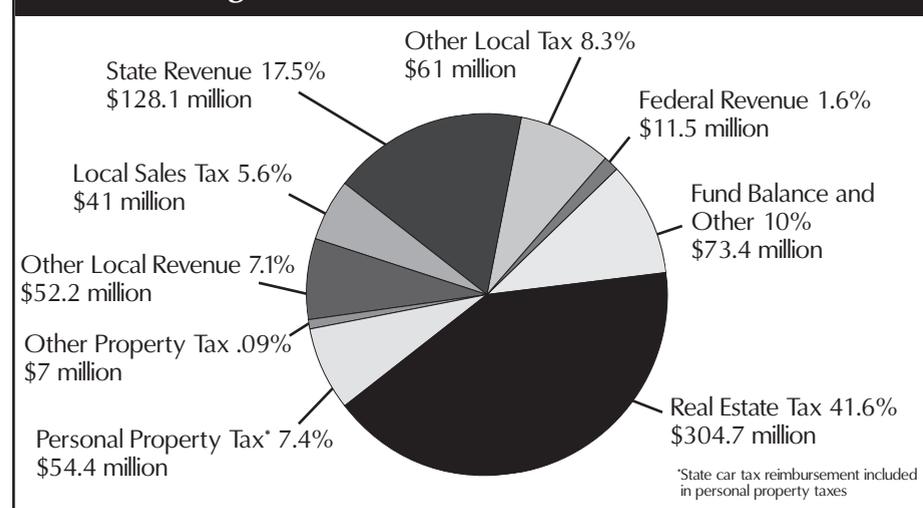
County administration and the Board of Supervisors continue to guide the county effectively with a strong commitment to quality, values, ethics and principles. Over the past several years, the Board of Supervisors has provided tax relief to residents and businesses through reductions in the real-estate tax rate. In 2006, the board reduced the tax rate by 3 cents, to \$1.04, which was the single largest decrease in 26 years. Last year, the board reduced the rate even more and the current rate was set at 97 cents. Since 2005, the total value of the tax-relief initiatives undertaken by the Board of Supervisors is approximately \$98 million.

The highly successful 2004 bond referendum, which totaled \$341.7 million, is being used to fund capital improvements throughout the county, includ-

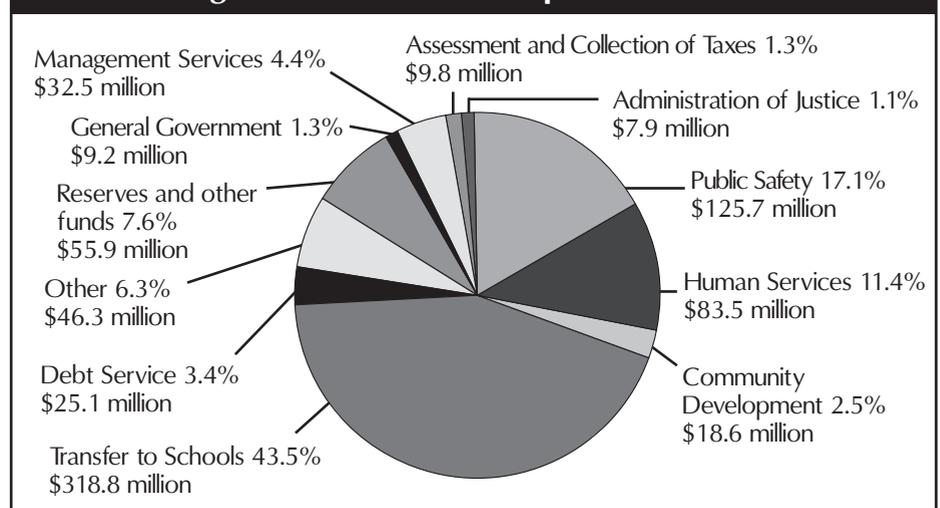
ing five new schools, 13 renovation or addition projects, and major maintenance projects. When state budget shortfalls placed many needed road projects on hold, county residents approved \$40 million in countywide road-improvement projects to address some of those needs. The 2004 referendum, like the one in 1996, did not result in a tax increase. The third increment of bonds was sold in 2007 with subsequent sales planned annually through 2011. Work is well under way on referendum projects, and the county looks forward to completing these projects to keep pace with growing community needs.

Input and participation from residents is something that the county's leadership values and encourages, and county officials always are willing to share knowledge and successes with other communities. The county has received positive feedback from residents about its fiscal policies as it continues to strive to achieve its strategic goal "to be exemplary stewards of the public trust and a model for excellence in government."

FY2008 Budget — General Fund Revenues \$733.3 million



FY2008 Budget — General Fund Expenditures \$733.3 million



COMMUNITY DEVELOPMENT CONTINUED

existing business with resources that improve the business climate.

In the **Revitalization Department**, the Board of Supervisor's established the Sustain Our Communities Committee by preparing bylaws, a mission statement and a work program.

Other revitalization projects included signing an agreement with Crosland to redevelop the Cloverleaf Mall site, and assistance was given to Virginia State University for its on-campus expansion master plan.

The **Building Inspections Department** evaluated its performance rating by surveying a random group of customers over the last 24 months. The results were five percent more than the 2004 statistics for an overall 89.5 percent favorable rating. The department also found that customers most appreciated the accessibility of inspectors via cell phones, the availability of residential plan reviewers in customer service at the Community Development Customer Service Center Building, and conciseness of inspection results, due to

mobile computers and printers.

The Community Development Block Grant Department uses its funds to improve the living conditions of the county's low- and moderate-income population. These funds are used to provide services that include:

Housing — down payment assistance and housing rehabilitation

Recreation — facilities and programs for youth and adults

Economic Development — small business development and job training

Infrastructure — neighborhood side-

walks and drainage

Education — after-school programs for youths

Code Compliance —neighborhood improvement

During the 2006-07 fiscal year the funds were used to serve 2,638 youths and adults in public service recreation and education programs, housing assistance for 36 homeowners, small business development to seven businesses and to address more than 700 building-code violations.

ADMINISTRATION CONTINUED

this year by placing 53rd in Training Magazine's Top 125 for 2007, an annual ranking of organizations leading the way in employee training and development. The county was the first local government to make this list, a significant accomplishment since these rankings are based on how an organization fosters its employees' learning, development and relationships within the organization. Total university learning hours increased to 172,353 with 28,531 learners in 2,888 classes. The develop-

ment of Chesterfield University was showcased in a book called "The Next Generation of Corporate Universities," (Pfeiffer, 2007) and it continues to be a sought-after benchmark in the government sector of corporate universities. In May, the first Chesterfield University graduation ceremony was held at John Tyler Community College where 142 employees received certificates. In recognition of former County Administrator Lane Ramsey's leadership in establishing organizational learning, the Lane B. Ramsey Chesterfield Scholar Program was announced. This

program will recognize the employee who best personifies "learning for a lifetime" with a \$3,000 annual scholarship.

Timely, accurate and effective communications are a priority in **Public Affairs**. The department's main focus is on developing a family of public-information products, including television programming, citizen newsletters, press releases, Board of Supervisors and employee newsletters, brochures and other communications products that help inform and educate the public about a variety of issues in the county. The department also managed develop-

ment and installation of the county's new 1630 AM radio network, which provides 24-hour-a-day county information along with weather reports from the National Weather Service in Wakefield, Va. The department received 11 awards in this year's National Association of County Information Officers Award of Excellence competition. NACIO is an affiliate of NACo, the National Association of Counties, and represents several hundred communication professionals who work for more than 3,000 localities across the nation.

MANAGEMENT SERVICES CONTINUED

most instances the Police Department is relieved of the time and expense of arresting bad-check offenders. As a result, merchants and their employees spend less time going to court, and the strain on the court dockets is reduced. To date, this program has recovered more than \$100,000.

Divisions of the **General Services Department** had significant accomplishments in 2007. The Division of Waste and Resource Recovery was accepted into the U.S. Environmental Protection Agency's National Performance Track program. With this recognition, Chesterfield County became the second local government in Virginia to be accepted into the program.

The Performance Track program is a partnership that recognizes and drives environmental excellence among private and public facilities in the U.S. and encourages continuous environmental improvement through environmental management systems, community outreach and measurable results.

The Fleet Management Division, completed several projects and programs.

One of those included adding to its apprenticeship training by including an Automotive Parts Apprenticeship and an Emergency Vehicle Technician to its curriculums. These programs are the first approved programs of their kind in local governments in Virginia. They will significantly add to the division's ability to hire qualified employees through tailored programs that will educate and train them to specifically meet the needs of the division and its customers.

Fleet Management also met all of the standards for the International Standards Organization's Environmental Management System Standard 14001 for the second consecutive year. The division continued as one of only two fleet-management organizations, public or private, in North America to meet these requirements.

The county's **Information Systems Technology Department** had significant cost savings after working aggressively with vendors. There was \$169,000 in one-time fiscal 2008 savings and \$236,000 in annual savings realized for each year moving forward.

IST also won a state \$150,000 grant to provide hardware and software to better equip the Emergency Communications

Center 911 section.

The **Accounting Department** was awarded the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting for the county's 2006 Comprehensive Annual Financial Report. This is the 26th consecutive year that the department has achieved this highest form of recognition for government financial reporting.

Risk Management assisted in the opening of the Chesterfield Employee Medical Center. The CEMC now provides occupational health services for county and school employees.

Recognizing the increasing number of large public events that the county sponsors, Risk Management created a checklist of prevention action items. In addition to providing advice during pre-event meetings, the checklist assisted event organizers to be aware of and address significant contract negotiations regarding risks and liability.

The **Circuit Court Clerk's Office** was the recipient of the 2007 National Association of Counties Achievement Award recognizing its latest innovation in marriage-licensing technology. The

clerk's Web-based marriage application is the first of its kind implemented in Virginia and is unique among marriage-licensing officials across the nation.

As one of the busiest clerks' offices in the state, it receives and disburses millions of state and local dollars annually.

The **Department of License Inspection** continued enforcement of the county's business and vehicle licensing requirements. The department collected vehicle registration fees from about 9,800 registrants with an estimated value of \$2 million. Business license enforcement continued as well, with collections of fees for more than 1,700 business licenses, with an estimated value of \$1 million. The department also assisted the Police Department in the recovery of several stolen vehicles discovered during the department's normal operations.

Constitutional Officers

Joe Horbal, Commissioner of the Revenue
Richard Cordle, Treasurer
Billy Davenport, Commonwealth's Attorney
Dennis Proffitt, Sheriff
Judy Worthington, Circuit Court Clerk

STRATEGIC GOALS

1. To be exemplary stewards of the public trust and a model for excellence in government
2. To provide world-class customer service
3. To be known for extraordinary quality of life
4. To be the safest and most secure community
5. To be the employer of choice
6. To be the FIRST CHOICE business community
7. To be responsible protectors of the environment

2008 BOARD OF SUPERVISORS MEETING SCHEDULE

February 13, at 3 p.m.
February 27, at 3 p.m.
March 10, at 6 p.m.
March 12, at 3 p.m.
April 2, at 3 p.m.
April 9, at 3 p.m.
April 23, at 3 p.m.
May 28, at 3 p.m.
June 25, at 3 p.m.

July 30, at 3 p.m.
August 27, at 3 p.m.
September 24, at 3 p.m.
October 8, at 3 p.m.
October 22, at 3 p.m.
November 12, at 3 p.m.
November 19, at 3 p.m.
December 17, at 3 p.m.

Special Meeting Dates

Budget Work Session
March 10 at 6 p.m.
Public Meeting Room

Budget Public Hearing
April 2 at 6:30 p.m.
Public Meeting Room

Note: Meetings are held in the Chesterfield County Public Meeting Room, 10001 Iron Bridge Road. Sessions typically begin at 3 p.m., break at 5 p.m. for dinner, and then resume at 6:30 p.m.