



FY 2016-FY 2020 FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

FY 2016 ADOPTED OPERATING BUDGET



Prepared by the  
**Department of Financial and Management Services**

**Suzanne Mellen**  
Director of Financial and Management Services

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# **Adopted Operating Budget**

## **FY 2016**

**Five-Year Capital Improvement Program**  
**FY 2016 through FY 2020**

Adopted by the Board of Supervisors on April 28, 2015

# JAMES CITY COUNTY

## Table of Contents

### FY 2016 ADOPTED BUDGET

#### Introduction

County Officials and Form of Government	i
Organization Chart	ii
FY 2014 Annual Report	1-4
The Budget Overview	5-10
Statement of Fiscal Goals	11-14

#### Section A - County Administrator's Budget Message

County Administrator's Budget Message	A-1
FY 16 - Where Each Dollar in the County Comes from and will be Spent	A-11
Changes from Proposed to Adopted Budget	A-12

#### Section B - General Fund Revenues

Detailed Summary Revenues	B-1
General Property Taxes	B-2
Other Local Taxes	B-4
Licenses, Permits, and Fees	B-5
Fines and Forfeitures	B-6
Revenue from Use of Money and Property	B-7
Revenue from the Commonwealth	B-8
Revenue from the Federal Government	B-10
Charges for Current Services	B-11
Miscellaneous Revenues	B-12

#### Section C - General Fund Expenditures

Detailed Summary Expenditures	C-1
<b>Administrative Services</b>	
Board of Supervisors	C-3
County Administration	C-4
County Attorney	C-5
Communications	C-6
Economic Development	C-7
Human Resources	C-8
Voter Registration and Elections	C-9
<b>Court Services</b>	
Courthouse	C-10
Clerk of the Circuit Court	C-11
Commonwealth's Attorney	C-12
Sheriff	C-13
Courts/Judicial	C-14

# JAMES CITY COUNTY

## Table of Contents

### **Public Safety**

Police Department	C-15
Animal Control	C-17
Fire/EMS	C-18
Emergency Management	C-20
Emergency Communications	C-21

### **Financial Administration**

Treasurer	C-22
Commissioner of the Revenue	C-23
Financial and Management Services	C-24
Accounting	C-25
Purchasing	C-26
Real Estate Assessments	C-27
Information Technology Services	C-28

### **Development Management**

Development Management	C-29
Planning	C-30
Zoning Enforcement	C-31
Engineering and Resource Protection	C-32
Building Safety and Permits	C-33

### **General Services**

General and Capital Services	C-34
Facilities Management	C-35
Grounds Maintenance	C-36
Fleet and Equipment	C-37
Stormwater	C-38
Solid Waste Management	C-39

### **Citizen and Community Services**

Satellite Services	C-40
Parks and Recreation	C-41

# JAMES CITY COUNTY

## Table of Contents

### Nondepartmental

Contributions - Other Outside Agencies	C-43
Nondepartmental	C-45
Contribution to Williamsburg-James City County Public Schools	C-46
Williamsburg Regional Library System	C-48
Other Regional Entities	C-49
Health Services	C-50
Contributions to Other Funds	C-51
County Operating Departments by Accounts	

### Section D - Capital Projects Budget Five-Year Capital Improvements Program

Background - Capital Improvement Program	D-1
Revenues	D-3
School Projects	D-5
County Projects	D-6

### Section E - Utility Budgets

#### James City Service Authority

Introduction	E-1
Administrative Fund	E-4
Water Fund	E-5
Sewer Fund	E-7
Capital Improvements Program Budget	E-9
Capital Project Detail	E-13
Debt Service Fund	E-14

### Section F - Other Funds

Virginia Public Assistance Fund	F-1
Community Development Fund	F-3
Colonial Community Corrections	F-5
Special Projects/Grants Fund	F-7
Tourism Investment Fund	F-9
Debt Service Fund	F-11
Projected Five-Year Operating Budgets	F-13

# JAMES CITY COUNTY

## Table of Contents

### Section G - Supplementary Information

Budgeted Employment Data All Funds	G-1
Authorized Positions Per Department	G-4
Reconciliation of Appropriations for FY 2015 As Shown in FY 2016 Budget	G-16
General Fund Revenues by Source (In Percent) - Last Ten Fiscal Years	G-17
General Fund Revenues by Source - Last Ten Fiscal Years	G-18
Ratio of Annual Debt Service Expenditures for General Bonded Debt to Total General Expenditures	G-19
Ratio of Net General Bonded Debt to Assessed Value and Net Bonded Debt Per Capita	G-20
Property Tax Rates Per \$100 of Assessed Value - Last Ten Fiscal Years	G-21
Assessed and Estimated Actual Value of Taxable Property - Last Ten Fiscal Years	G-22
List of Principal Property Taxpayers	G-23
Households and Population	G-24

### Appendix

County Administrator's 30- and 90-Day Reports



# Board of Supervisors

**Michael J. Hipple**, Chairman  
*Powhatan District*

**Kevin Onizuk**, Vice Chairman  
*Jamestown District*

**Mary K. Jones**  
*Berkeley District*

**John J. McGlennon**.  
*Roberts District*

**James G. Kennedy**  
*Stonehouse District*

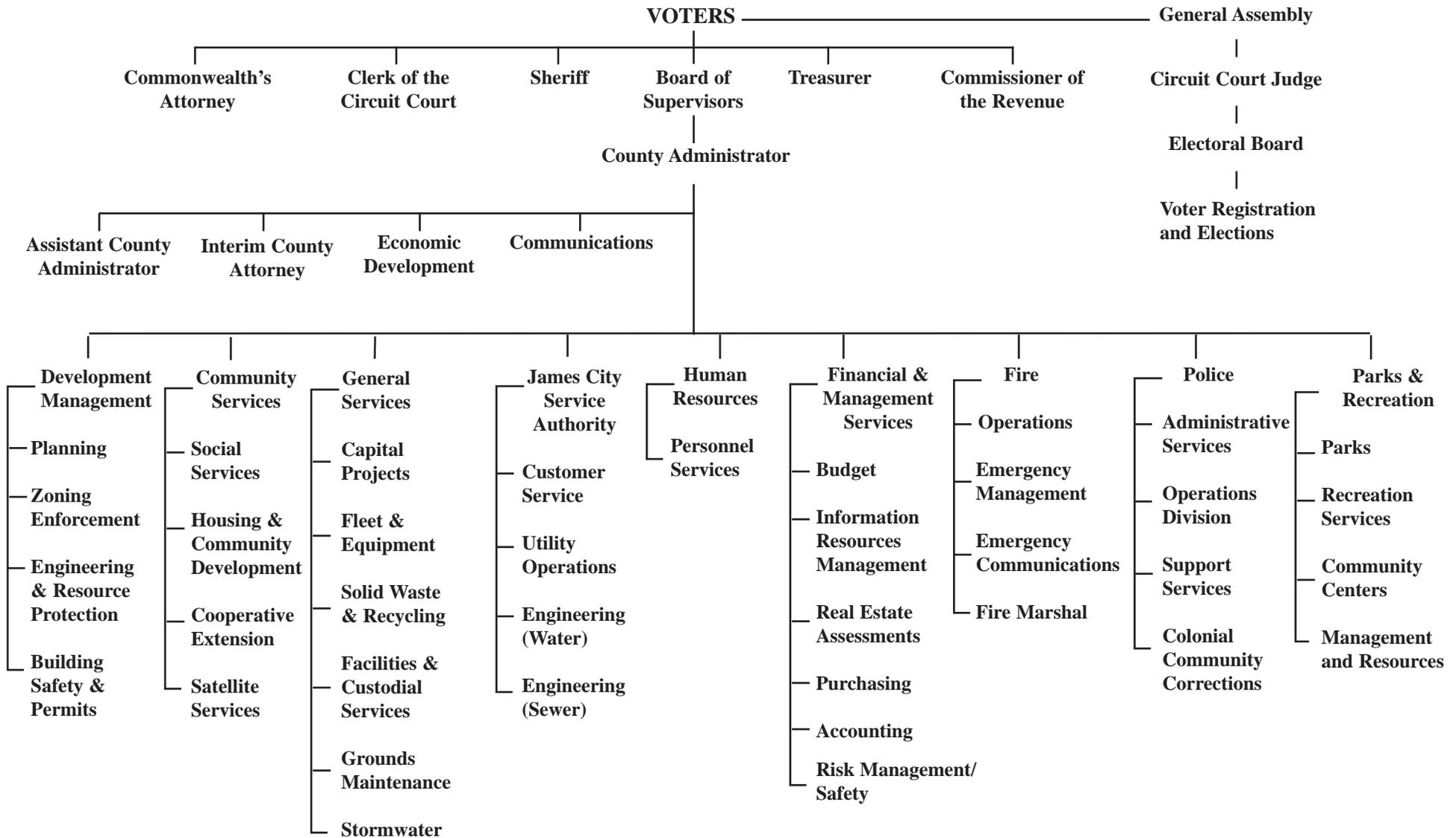
**Bryan J. Hill**  
County Administrator

**Adam Kinsman**  
Assistant County Administrator

James City County operates under the traditional, or County Administrator, form of government (as defined under Virginia Law). The Board of Supervisors is a five-member body, elected by the voters of the Electoral District in which they live. The Chairman and Vice-Chairman of the Board are elected annually by its members. Each member serves a four-year term. This body enacts ordinances, appropriates funds, sets tax rates and establishes policies and generally oversees the operation of the County government. The County Administrator is appointed by, and serves at the pleasure of, the Board of Supervisors. As the Chief Executive Officer of the County, he is responsible for developing an annual budget and carrying out policies and laws which are reviewed and approved by the Board. The County Administrator directs business and administrative policies and recommends to the Board those methods, procedures, and policies which will properly govern the County.

# James City County Organization Chart

Effective 01/16/15

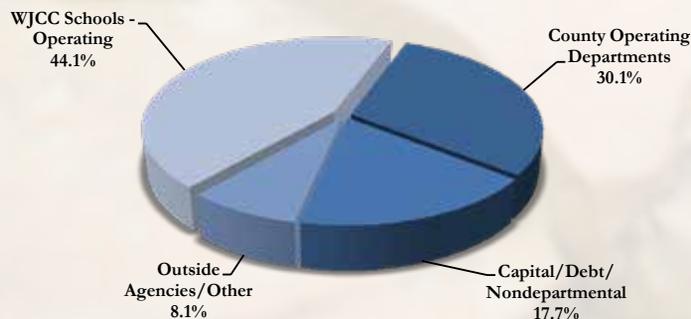


We hope you will find this FY2014 Annual Report a useful snapshot of the many County services and projects funded by your tax dollars. As we reflect on the past year and look forward to the next, the Board of Supervisors is committed to sustain the quality of life we have enjoyed in James City County. Last year was no exception as we saw growth in our sports tourism initiatives, affirmation of our AAA bond rating, positive results from our Comprehensive Plan citizen's survey and the opening of many new businesses. The FY14 fiscal year was challenging and eventful as we continued the delicate balance between revenue and expenses to maintain services in the community. To learn more about County accomplishments and highlights, visit [jamescitycountyva.gov](http://jamescitycountyva.gov).

*Mary Jones, Board Chair, January 2014 - present*  
*John McGlennon, Board Chair, July 2013 - January 2014*

- Standards and Poor (S&P) Rating Services affirmed the County's AAA and AA+ **bond rating** for its general and appropriation-backed obligations for the next two years.
- Introduced a **new media streaming format** optimized for viewing JCC TV live and recent public meetings on mobile devices.
- The Virginia Tech Center for Survey Research conducted a **survey** of 606 residents regarding a variety of County initiatives, services and issues:
  - More than 8 in 10 residents rate services as either excellent or good.
  - 72% said the level in services in relation to taxes paid was either excellent or good.
  - 73% said they felt very satisfied or somewhat satisfied with the level of communications received from the County about services and other community issues.

## FY2014 ACTUAL GENERAL FUND SPENDING BY CATEGORY



**WE WORK  
 IN PARTNERSHIP  
 WITH ALL CITIZENS  
 TO ACHIEVE  
 A QUALITY  
 COMMUNITY.**



15 businesses celebrated ribbon cuttings in the County in FY14, including:

- Jamestown Discovery Boat Tours
- Emily's Donuts & Café
- Sears Hometown Store
- Petco

- Citizens representing 32 neighborhoods formed the [Neighborhood Leadership Forum](#) (NLF) coordinated by the Civic Engagement Coordinator. The NLF is a series of education and networking sessions between citizens and County departments.
- The Police Department launched [Coffee with a Cop](#) where citizens are able to meet with Police in an informal neutral space to discuss community issues, build relationships and drink coffee.
- In recognition of [Manufacturing Day](#), local students visited County businesses: Walmart Import Distribution Center, Ball Corporation and Printpack, Inc. The students were able to see advanced technology first-hand and learn about the skills needed to qualify for high-paying and fulfilling careers.
- The [Board of Supervisors](#) and [Economic Development Authority](#) recognized [Robertson Liebler Development Group](#) at the 20th annual Celebration of Business as the 2013 recipient of the Captain John Smith Award. The annual award is presented to a business, organization or individual for exemplary contributions in the James City County business community.
- A new [regional 911 data system](#) allows County, City of Williamsburg and York County 911 dispatchers to simultaneously receive fire or EMS calls regardless of location. The network was made possible by two State grants.
- The County received platinum-level certification in the [2013 Go Green Government Challenge](#). The Challenge, a Virginia Municipal League initiative, is a friendly competition among local governments to encourage the implementation of specific environmental policies and practical actions that reduce carbon emissions.

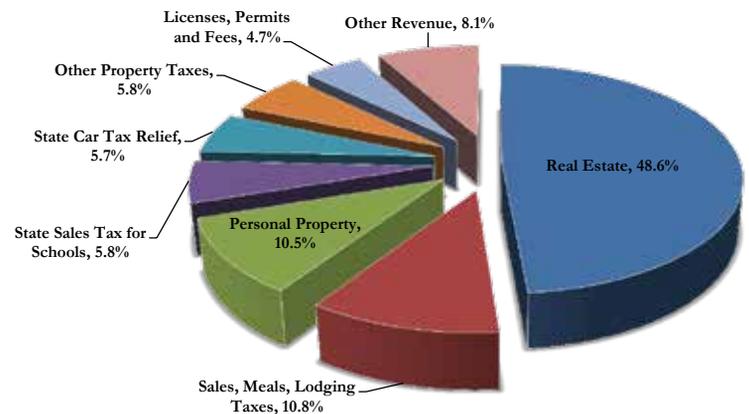
Two large sporting events brought thousands of athletes and their families to the area.

- More than 900 athletes participated in the Revolution 3 (REV3) Williamsburg Triathlon, a nationally recognized sporting event sanctioned by USA Triathlon.
- The National Softball Association's Virginia State Championships were held on fields throughout the area. 143 teams from 17 states participated.



- Julie McKercher was selected as the Communications Center Director of the Year for 2013 by the Virginia Chapter of the Association of Public Safety Communications Officials. McKercher has served as Director of the County's Emergency Communications Division since 2006.
- Verizon Wireless customers can now send a text message to 911 when they are in range of a cell tower located in the County. [Text to 911](#) is intended primarily for the hearing impaired and for those unable to make a voice call or in the instance of a home invasion or abduction.
- The Police Department's [traffic safety programs](#) received first place in the 2012 National Law Enforcement Challenge and the Virginia Law Enforcement Challenge. The Department was also awarded the Commonwealth Award which recognizes the best overall traffic safety programs in Virginia regardless of the size.
- Three County initiatives received top honors from the Virginia Recreation and Park Society. The [Powhatan Creek Trail](#) was named Best New Facility-Parks, Playgrounds, Blueways, Greenways or Trails; [Holiday Skating](#) in New Town was awarded Best New Program; and the [Williamsburg Botanical Garden](#) in [Freedom Park](#) received the Distinguished Private Sector Award.
- [Mid County Park](#) reopened in August. To meet ADA guidelines for public-use playgrounds, the new Kidsburg features two separate play areas – one for ages 2-5 and another for ages 5-12. A new park office was constructed with improved restroom facilities, a vending area and a small meeting room.
- The James River Community Center was renamed to the [Abram Frink Jr. Community Center](#) in honor of his service on the Board of Supervisors, Planning Commission and Parks and Recreation Advisory Commission. Frink was the first African-American man to serve as the Chairman of a governing body in the Commonwealth of Virginia.

### FY2014 ACTUAL GENERAL FUND SOURCES OF REVENUE BY CATEGORY





## MORE COUNTY DEPARTMENT REPORTS

In addition to this County-wide annual report, several departments produce their own reports. They are available at [jamescitycountyva.gov/annualreports](http://jamescitycountyva.gov/annualreports).

- As part of the County's greenway system, an existing [multipurpose trail](#) was paved providing better accessibility from the Freedom Park entrance road to the Jolly Pond Road Trail. The trail crosses Colby Swamp using a recycled 70-foot span wooden-decked steel bridge that had previously been used as a connection over the Lake Powell spillway. The project also addressed one of the highest priorities of the Gordon's Creek Watershed Management Plan.
- The County partnered with The Arc of the Virginia Peninsula to offer a free daily [e-recycling program](#) at the Jolly Pond Convenience Center. A majority of the individuals who disassemble the computers in Arc's Transition to Work program are students with disabilities who graduate from the special education classroom to successful employment.
- Norge Elementary students are working with the [Clean County Commission](#) to promote cafeteria recycling and reduce solid waste. As a result, the typical 15 bags of trash produced during an average lunchtime have been reduced to three bags of trash; two bags of co-mingled recycling; and a half bag of drink pouches and Terracycle.
- Housing and infrastructure conditions in the Forest Heights Community were improved with funding from a Community Development Block Grant, the County, an EPA Climate Showcase grant and Peninsula Habitat for Humanity and Housing Partnerships, Inc.
- The completed [Longhill Road Corridor Study](#) addresses increased traffic volume, congestion and safety issues on this major community corridor. After extensive technical analysis and a public engagement process, recommendations were made for future configuration.
- Toward 2035: Leading the Way – the County's [Comprehensive Plan update](#) began this year based on methodology adopted by the Board of Supervisors. After four months of community outreach and engagement, a summary of public input will be used to help develop policy recommendations.
- The [Thinking Rural](#) initiative included mail and electronic surveys and community meetings to gather feedback about rural lands, community preferences and policies. The final report was shared with the Board of Supervisors in March.



The FY2014 Annual Report was produced by the James City County Communications Department.

- Jody Puckett and Renee Dallman, editors
- Gene Canova, graphic designer



[jamescitycountyva.gov/news](http://jamescitycountyva.gov/news)  
December 2014

## THE BUDGET - AN OVERVIEW

### The Budget Process

The budgetary process at James City County involves intensive procedures and covers a time span of many months. The process conforms to Title 15.2 of the Code of Virginia.

November: Reviews of the preliminary budget, revenue forecasts and comprehensive Strategic Management Plan or the basis of County Administrator's Budget Guidance. Capital budget forms released to departments and agencies.

December: Budget preparation manual and calendar are distributed to departments.

Budget training sessions are held with departments explaining budget calendar and use of forms. Financial assumption data is distributed to departments as well as any financial constraints that must be employed.

Public Hearing	First April Meeting (preferred) or Second, if necessary
Work Sessions	Three dates chosen, after public hearing, prior to adoption.
Budget Adoption	Second April Meeting preferred, or first May meeting, if necessary

January: Sponsors prepare and submit formal CIP proposals to both Financial and Management Services and the Planning Division.

Pre-budget Public Hearing.

Financial and Management Services completes mid-year Budget Review with County Administration.

Outside agency budget requests are due.

Departmental budgets submitted for review by Department of Financial and Management Services and County Administration.

Human Resource Department and Financial and Management Services complete review of position requests and review those requests with the County Administrator.

February: Revenue forecasts are reviewed and calculation of School Board's contribution for the next fiscal year is reviewed.

School Superintendent presents a budget request to the School Board.

- March: School Board adopts its budget.
- Final decisions and adjustments by County Administration. Final Proposed Budget prepared with narratives and County Administrator's Message.
- Planning Commission presents CIP Budget to Board of Supervisors.
- April-May: Proposed Budget released to Board of Supervisors, Press and the Public.
- Work Sessions, Budget Public Hearing, Budget adoption and establishment of tax rates.
- May-June: Amendments to the Budget are made as needed prior to start of new fiscal year and are made based on updated information not previously available.
- July: Adopted Budget made available to the Public and Staff for the start of Budget year.
- September: Public hearing on real property tax rate based on actual July 1 land book.

#### Budgetary Basis

Budgets are prepared for all funds with the exception of Trust and Agency Funds. These funds account for money and property held in a fiduciary capacity for individuals or other government entities. These funds do not involve the measurement of results of operations as they are custodial in nature. In addition, there is no requirement to formulate budgets for these funds.

Budgets are prepared on the modified accrual basis of accounting as used for financial reporting purposes. Encumbrance accounting, under which applicable appropriations are reserved for outstanding purchase orders, is employed as an extension of the formal budgetary integration in the General and certain Special Revenue Funds. Encumbrances outstanding at year-end are reported as Reservation of Fund Balances since they do not constitute expenditures or liabilities. Unexpended appropriations lapse at the end of the fiscal year in the General, Debt Service, and those Special Revenue Funds with legally adopted annual operating budgets. Program and project budgets are utilized in the Capital Projects Budget and Community Development funds where appropriations remain open and carry over to the succeeding years.

#### Budget Amendment Process

The Budget may be amended in one of two ways as outlined by the Code of Virginia.

If the amendment would change total revenues (such as the acceptance of a grant), then the governing body must adopt an appropriation resolution to transfer funds from one appropriation group to another. In certain instances, as outlined in the State Code, a public hearing may be required before the governing body can take action.

The County Administrator is authorized to transfer funds between departments/offices within an appropriation group or between budget line items within a particular department/office.

The County Administrator is authorized to transfer up to \$10,000 per occurrence from the contingency balance to one or more appropriation categories. No more than one transfer may be made for the same item causing the need for a transfer, unless the total amount to be transferred for the item does not exceed \$10,000. Total transfers for the year are not to exceed \$100,000.

### Organization of Budget

The financial transactions of the County are recorded in individual funds. Each fund is accounted for by providing a separate set of self-balancing accounts that comprise its assets, liabilities, reserves, fund equity, revenues and expenditures. The various funds are reported by generic classification within the financial statements of the Comprehensive Annual Financial Report.

The County Budget includes all funds where financial transactions are recorded, with the exception of Trust and Agency Funds.

The following fund types are used by the County and the Budget Document includes the Capital Improvements Plan.

### Governmental Funds

- a) General Fund - The general operating fund of the County. It is used to account for all financial resources except those required to be accounted for in another fund.
- b) Special Revenue Funds - Used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Virginia Public Assistance  
Community Development  
Special Projects/Grants  
Colonial Community Corrections  
Tourism Investment Fund

- c) Capital Projects - Used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by Proprietary funds).
- d) Debt Service Fund - Used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

### Proprietary Fund

The focus of Proprietary Fund measurement is the determination of net income. The Generally Accepted Accounting Principles are those applicable to similar businesses in the private sector. The County has no proprietary funds. Included within the Budget Document is the budget for the James City Service Authority since its legislative and executive oversight and management are substantially integrated with those of James City County. The Authority operates water and sewer utility systems in the County and is a distinct legal entity.

The Service Authority budget covers five major projects areas:

Water Fund  
Sewer Fund  
Operations/Administration Fund  
Capital Improvements Program (CIP)  
Debt Service

The General Fund of the County is divided into functional areas, such as Administration, Development Management, Public Safety, etc. Each department within a functional area has its own budget; for example, Police, Fire and Emergency Medical Services, within the functional area of Public Safety. The Budget format presents expenditures by functional area and departments within a specific function.

#### Directions, Performance, Measurement and Monitoring

The County Administrator imparts to the departments at the beginning of the Budget cycle the tone and the focus of the overall Budget. This information is based on guidance to him from the Board of Supervisors.

During the fall of each year each department develops individually their overall Objectives and Strategies to be attained during the coming year. These objects provide the basic operating direction for each department, and are linked to the County's Strategic Management Plan. This information is presented within each department's budget.

The Budget document does not provide information regarding performance or the measurement of performance per department. However, departmental objectives are monitored by County Administration by the use of work programs. In addition, each department establishes efficiency and effectiveness measures in regards to their operations. These measures are monitored by the Office of Training and Quality Performance and managed by County Administration.

The Budget is monitored by the issuance of Monthly Management Reports. These reports indicate actual financial results compared to Budget (Revenue-Expenditure). These reports are forwarded to County Administration and Departments for their analysis and management.

Budgetary control is maintained on a line-item basis.

Purchases of goods and services are generally accomplished by the use of a formal purchase order. Funds are encumbered based on purchase orders to insure that an over-spent condition does not exist per Budget line item.

#### Relationship Between the Operating and Capital Budget

There are many features that distinguish James City County's Operating Budget from the Capital Budget. The Operating Budget includes expenditures that are generally of a recurring nature and are appropriated for one year only. It provides for the provision of all County services, but does not result in major physical assets for the community. Year-to-year changes in the Operating Budget are

expected to be fairly stable, and represent incremental changes in the cost of doing business, the size of the County and the types and level of service that are provided. Resources for the Operating Budget generally come from taxes, user fees, and intergovernmental payments that typically recur from year to year.

The Capital Budget, on the other hand, includes one-time costs for projects that may last several years. The projects result in major physical assets in the community. Wide fluctuations are expected in the Capital Budget from year to year depending on the phasing of projects. Resources for the Capital Budget generally come from bond sales, grants, other one-time sources and transfers from the Operating Budget.

In spite of these differences, the Operating and Capital Budgets are closely linked. The most obvious connection is that the Operating Budget assumes the cost of maintaining and operating new facilities that are built under the Capital Budget. In addition, a portion of the funding for capital projects are transfers from the Operating Fund.

In some cases operational needs drive the Capital Budget. A good example is the Radio System improvement, where the existing system can no longer be maintained and does not offer the capability and flexibility needed to serve citizens adequately.

The resources that support the Operating and Capital Budgets are also linked. Revenue generated in the Operating Fund is channeled to the Capital Budget by means of a transfer. The retirement of bonds issued for the construction of new schools will compete with the service requirements that are funded in the Operating Budget. The Capital Budget on its own does not generate any revenue. This means that some of the revenues that are generated and transferred to the Capital Budget are realized through property tax revenue. This relationship will impact the tax rate and the property taxes that the citizens of James City County will be required to pay.

In order to view the upcoming year's budget, it is important that County officials, employees and the citizens understand the linkage between these budgets.

### Financial Planning

The budget document provides the following information to the citizens of James City County:

- Reflects the fiscal policies of the Board of Supervisors (Introductory Section).
- Indicates and explains the flow of financial resources (Revenues - Section B).
- Outlines the operational focus of the County organization and the individual departments (Section C).
- Outlines the priorities and sources of funding for major capital projects (Section D).
- References historical and current financial information, including the financial condition of each fund in the beginning of the budget and at the end of the year (Section G).

All the components come together as part of a financial plan whose major criteria is:

- That the real estate tax increase be kept to a minimum.
- That resources other than general tax dollars are sought.
- That recommended Capital Projects relate to the Comprehensive and Strategic Management Plans and are prioritized based on available funding.
- That no new or enhanced program initiatives be implemented except those of the highest priority.
- That the school system, which is the largest component of the County's budget, be sufficiently funded.
- That ending fund balances are consistent with prior years and sufficient enough to provide for financial viability.
- That County employees' compensation be based on performance and be consistent with compensation plans within the County's labor market.

The above criteria of the financial planning process was formulated prior to the calculation of revenues and expenses. The adopted budget reflects concurrence with these financial planning criteria.

Overview16

## STATEMENT OF FISCAL GOALS

### General

1. To promote fiscal health of the County by encouraging a healthy diversified economy.
2. To establish minimally acceptable standards of quality for the County's various public services.
3. To take positive steps to improve productivity of County programs and employees.
4. To seek to eliminate duplicative functions within County government and semiautonomous agencies in the community.
5. At least every four years, to reassess services and service levels, utilizing service level standards of quality, seeking citizen advice and review in a zero-based budgeting process.

### Accounting

6. To use accounting procedures and principles established by the Virginia Auditor of Public Accounts and Generally Accepted Accounting Principles (GAAP) and to annually apply to the Government Finance Officer's Association for its Certificate of Conformance in Financial Reporting.
7. To provide full disclosure in annual financial statements and bond representations.

### Capital Improvements

8. To establish capital improvements as public investments, designed to effectively provide the highest net present value, both financially and in the determination of service needs.
9. To seek to maximize the expenditures that support capital investments in the provision of direct services to meet and maintain minimum standards of quality.
10. To annually inventory capital facilities, estimate actual value, and estimate remaining useful life and replacement cost.
11. To establish for capital project requests an annual capital budget based upon the Capital Improvements Plan with "life cycle" costs including operating and maintenance coordinated with the operating budget.
12. To consider recommendations from the Planning Commission for a multiyear Capital Improvements Plan for public facility and infrastructure needs to include roads, water, sewer, land and land improvements, and building and building improvements, considered based upon need and consistent with the adopted Comprehensive Plan.
13. To avoid capital facility or infrastructure investments outside of the Comprehensive Plan's Primary Service Area for residential growth.

14. To develop financing plans for the multiyear improvement program based upon a five-year forecast of revenues and expenditures with advice and counsel from the County's Financial Advisor on proposed capital financing needs.
15. A portion of the annual General Fund cash flow shall be used for one time capital project. The goal of designating annual cash for capital is 5.0% of General Fund Revenues.

#### Debt

16. To evaluate alternatives to financing on a pay-as-you-go basis, to include debt financing (pay-as-you-use) for needed services.
17. Outstanding debt of the County whether general obligation, lease revenue or subject to annual appropriation, shall not exceed 3% of the assessed valuation of real property. Annual debt service spending should target 10% or less and shall not exceed 12% of total operating revenues, including revenues allocated to James City County for public education. The ten-year payout ratio for all County debt shall target a minimum of 60% of total principal outstanding.
18. To use revenue or other self-supporting bonds instead of general obligation bonds.
19. To avoid long-term debt to finance current operations and short-term debt except for bond anticipation notes.
20. To avoid financing if the term of the indebtedness exceeds the expected useful life of the asset.

#### Investments

21. To make a cash-flow analysis (disbursement, collection, and deposit) of all funds to ensure maximum cash availability. To produce monthly information concerning cash position and investment performance.
22. To pool cash, as permitted by law, from several different funds for investment purposes.
23. To review arrangements with financial institutions on a continued basis for a specified period of time and with specified fees for each service.

#### Operating Budgets

24. To annually forecast revenues and expenditures for the next five years. Projections will include estimated operating costs of future capital improvements that are included in the capital budget.
25. To utilize workload measurements and performance ratings for all funds.
26. To maintain a budgeting control system that helps the County adhere to the budget, with monthly status reports comparing actual revenues and expenditures to budgeted amounts.
27. To provide for adequate maintenance of capital plant and equipment and develop from the fixed asset inventory records a capital asset replacement schedule.

28. To establish a risk management program to safeguard public assets held in trust and to minimize the financial liability arising from accidental injury or death.
29. To remain current in payments to the Virginia Retirement System and to pursue legislative options that reduce or eliminate unfunded pension liabilities.
30. To review operating policies and procedures and facility master plans adopted by the Board of Supervisors in detail at least every three years with proposed revisions accompanied by a financial impact analysis.
31. To annually increase the proportion of expenditures providing direct services to total budgeted expenditures and to annually decrease the proportion of expenditures supporting administration or other non-direct service activities.
32. To finance recurring expenses from recurring revenue sources and to not develop a dependency, within the operating budget, on nonrecurring revenue sources.

#### Reserves

33. To keep the fund balance designated for Fiscal Liquidity at the end of the fiscal year, equal to no less than 10%, with a target of 12%, of the total operating budget (General Fund plus the County's share of the Component Unit Schools). Use of the Fiscal Liquidity may be necessary from time to time to meet unexpected revenue shortfalls, a declared fiscal emergency, a financial opportunity to enhance the well-being of James City County or other such global purpose to protect its long-term fiscal security. If the use of Fiscal Liquidity causes the balance to fall below the minimum 10% level, the Board of Supervisors will adopt a plan and a timeline for replenishing the Fiscal Liquidity reserve to its minimum 10% level.
34. To establish a contingency reserve fund of two percent of the general fund operating budget to pay for needs caused by unforeseen events. The Board shall determine the amount of funds to be held in contingency. The contingency shall be held to help with the following three events: 1) Catastrophic reserves, to provide limited emergency funds in the event of natural or man-made disasters; 2) Operational reserves, to provide additional funds for limited unexpected needs; and, 3) Revenue reserves, to provide limited funds to smooth fluctuations in revenues caused by changes in economic conditions.
35. To maintain a ratio of cash on hand and short-term investments, divided by current liabilities, of at least 1:1.
36. To establish and, to the extent feasible, fund on an annual basis a capital equipment replacement fund.

#### Revenues

37. To maintain a stable revenue system to shelter the County from short-run fluctuations in any one revenue source.
38. To attempt to establish a diversified revenue system with the maximum local legislative authority to set and change rates and fees.

39. To utilize State and Federal funds in pursuit of County goals and objectives, whenever possible.
40. To the extent feasible, user fees which reflect the cost of service shall be utilized to support programs which may be characterized as special services to specific populations or users with the full costs, direct and indirect, of activities supported by user fees shall be recalculated at least every three years.
41. To pursue an aggressive policy of collecting property taxes with the level of uncollected property taxes not exceeding 5% and the rate of delinquency not rising more than one year in a row.
42. To the extent possible, the County shall attempt to decrease the dependency on real estate taxes to finance the County's operating budget.
43. To review and update all rates and fees at least every three years.
44. To maximize State and Federal entitlement revenues.

#### Economic Development

45. To have County staff provide an annual accounting of the net revenue impact from County supported economic development activities. Staff will provide the Board with a recommendation for the application of these revenues. The goal of the recommendation will be to minimize the future burden on the tax rate by providing a revenue stream toward future major capital projects.

Adopted by the Board of Supervisors of James City County, Virginia, this 14th day of November, 2000.

Amended by the Board of Supervisors of James City County, Virginia, this 11th day of July, 2006.

Amended by the Board of Supervisors of James City County, Virginia, this 26th day of May, 2015.

The aforementioned goals represent long-term "strategies" on the part of the Board of Supervisors. The implementation of these goals will be at the discretion of the Board as it applies to individual budget years.



SECTION A  
COUNTY ADMINISTRATOR'S  
MESSAGE



# County Administrator's Budget Message

## To: The Members of the Board of Supervisors

I am pleased to present to the Board and citizens of James City County the Fiscal Year 2016 budget, the second year of the FY15-16 biennial budget. The two-year budget process allows the Board to adopt a budget for immediate implementation and a second year plan. FY2016, the second year budget, was reviewed carefully to assure it is still appropriate and has been adjusted based on changing circumstances and a desire to move the County forward. The approved FY2016 plan was adopted at \$178,519,600 and included very few new initiatives. I am proposing a FY2016 budget of \$187,750,000 which includes a real estate tax rate increase of 8.2 cents per \$100 of assessed value.

As your County Administrator, I was hired to bring a fresh set of eyes to County operations and to go out into the community to listen to the citizens. The Board of Supervisors stressed their desire to move the County forward, maintain our AAA bond rating and our quality community. In reviewing operations, there is a need to address the inevitable challenges associated with a decreasing water supply, stormwater, schools, economic development and the appearance of the County which includes aging infrastructure, increased capital maintenance as well as ensuring our attractiveness to numerous tourists. These five challenges affect those who live, work and visit here. They are vital to the quality of our future growth and are the focus of my proposed FY2016 budget.

During my first year, I have had the opportunity to hear from thousands of citizens as I've spoken with civic groups, businesses and neighborhood leaders as well as a variety of community boards and commissions. All agree that this is a premiere community and they live here for the overall quality of life they have come to expect. The five challenges I saw in operations were echoed in these community meetings, with a desire to address each without losing the quality of life here in James City County.

Those sentiments were resonated by our ranking in the New York Times as the 24<sup>th</sup> most desirable County in which to live as well as the 2014 Citizen Survey conducted by Virginia Tech. The word cloud below represents citizen responses to the survey question "What do like best about living in the County?"



# County Administrator's Budget Message

## BUDGET OVERVIEW

As stated, this FY2016 budget includes an 8.2 cent increase to the County's real estate tax rate from 77 cents to 85.2 cents per \$100 of assessed value. This tax rate normalizes the tax rate generated from 2009. A house valued at \$300,000 would pay approximately \$240 more annually or \$20 more per month. The James City Service Authority (JCSA) budget is also included within this proposal and includes a new fixed charge and changes to a tiered structure. The additional 8.2 cents generates \$9 million in tax revenue and the JCSA service charge revenue changes will address five strategic initiatives needed to move the County forward to ensure a stable and healthy future:

- Water
- Stormwater
- Schools
- Economic Development
- County Appearance

## ***WATER***

### **Proposed: JCSA fixed charge and rate adjustments**

The James City Service Authority is financed entirely by user fees and does not receive any tax revenue from James City County. During FY2015, the JCSA conducted a comprehensive Water and Sewer Rate study. The rate study concluded that additional revenue is needed because current water rates and reserves are not sufficient to provide for near term water supply enhancement projects and operating and maintenance costs. The study therefore recommended the initiation of a fixed charge and an incremental rate increase for FY2016 as part of a multi-year plan to increase fees in order to ensure the long-term financial stability of the JCSA.

JCSA is one of the few utilities in the region that does not have a fixed charge in every bill regardless of usage. The philosophy of the fixed charge is that the utility incurs significant costs to maintain the infrastructure regardless of usage, and that the utility should not be completely reliant on variable revenue. Bond rating agencies prefer to see a fixed charge as a component of the fee structure because most of the cost to operate a utility is fixed. The amount of the fixed fee is based on the size of the meter. The vast majority of residential customers have a 5/8-inch meter. The proposed quarterly fixed charge for the 5/8-inch meter is \$7.22 for water and \$5.66 for sewer.

An adjustment to the rate structure is also proposed. Sewer service fees are proposed to decrease from \$3.22 per 1,000 gallon to \$2.93. The decrease is proposed to offset some of the additional cost to the consumer as a result of the fixed charge.

# County Administrator's Budget Message

In the Water Fund, the service rate for the first tier is proposed to decline from \$2.85 per 1,000 gallons to \$2.47, again to offset some of the additional cost to the consumer as a result of the fixed charge. The rate for the second tier is proposed to increase from \$3.45 per 1,000 gallons to \$4.93, and the rate for the third tier is proposed to increase from \$9.80 to \$11.59. If approved, this would be the first rate increase in the Water Fund since 2008, and JCSA would still have the lowest water rates in the region by a significant margin.

It is estimated the proposed FY2016 changes would increase the total monthly water and sewer bill for a typical 5,000 gallons per month residential user by \$0.95 per month from \$30.35 to \$31.30.

The implementation of the fixed charge and rate adjustments are proposed to begin July 1 and would result in an estimated \$650,000 in revenue. Of this amount, \$425,000 is proposed to be dedicated to the reserve fund, and the remaining \$225,000 would be allocated to the operating budget.

**JCSA proposed rate structure**

**Fixed quarterly charge**  
 \$7.22 – water  
 \$5.66 – sewer

**Sewer Fees**  
 ↓ \$2.93 from \$3.22/1,000 gal.

**Water Service**  
 ↓ Tier One  
\$2.47 from \$2.85/1,000 gal.  
 ↑ Tier Two  
\$4.93 from \$3.45/1,000 gal.  
 ↑ Tier Three  
\$11.59 from \$9.80/1,000 gal.

## **THE TAX INCREASE**

		<b><u>Pennies</u></b>
Stormwater	\$1,880,000	1.71
Schools	\$3,200,000	2.91
Economic Development	\$ 52,000	0.05
County Appearance	\$2,388,000	2.17
Fiscal Health	<u>\$1,500,000</u>	<u>1.36</u>
Total	<u>\$9,020,000</u>	<u>8.20</u>

The proposed real estate tax increase of 8.2 cents sets the County on course to tackle the remaining four strategic initiatives in addition to addressing the County's fiscal health. Included in this increase is the allocation of funds to the County's existing debt and cash reserve which is an important step to move the strategic initiatives forward and maintain our AAA bond rating. I

heard from numerous citizens that these initiatives are important and they are willing to pay for them. It is clear that they do not want to sacrifice the quality of life nor the quality of services that the County currently provides.

## **STORMWATER**

**Proposed: \$1.88 million additional = 1.71 cents**

Rain is free. Getting rid of it is expensive. The ability to handle polluted runoff from precipitation affects all those who live, work or visit James City County. As with surrounding localities, the County faces Federal and State mandates to reduce pollutants in our waterways and streams directly associated with stormwater.



# County Administrator's Budget Message

## **STORMWATER Fast Facts**

775 stormwater management facilities or ponds in JCC:

85 are public

690 are private

9 watersheds feeding in the County that feed James and York Rivers

39 square miles border water

In addition, homeowners associations, individual homeowners and the County face challenges that occur from maintaining aging stormwater management facilities.

Last fiscal year, the County suspended the Neighborhood Drainage Program which was designed to help neighborhoods and

homeowners without the means to maintain or repair stormwater facilities. Of the 1.71 cents proposed, .30 cents or \$332,000 will be dedicated to reinstating a redesigned Neighborhood Drainage Program. **Each area in need of repair will be prioritized and offered a potential match to help defray costs. A partnership with each community must be developed prior to work commencing.**

The majority of the 1.71 cents, 1.05 cents will be spent on Capital Projects that support the County's Stormwater Plan. Two major projects will begin, one in Toano and one in Grove that will protect citizens and property, provide stormwater management and support future economic development/redevelopment.

		<u>Pennies</u>
<b><u>Drainage Program</u></b>		
Personnel drainage -Admin/Coordinator	\$ 70,000	0.06
1/2 Capital Projects Coordinator (Drainage) for 1/2 year	\$ 25,000	0.03
HOA assessments	\$ 59,000	0.05
Grants to HOA	\$ 98,000	0.09
Non-HOA repairs	<u>\$ 80,000</u>	<u>0.07</u>
Subtotal	\$ 332,000	0.30
<b><u>Stormwater</u></b>		
1/2 Capital Projects Coordinator (Stormwater) for 1/2 year	\$ 25,000	0.03
Part Time Admin support	\$ 15,000	0.01
Operating Cost/Risk Management	\$ 100,000	0.09
Storm Water Capital Management Plan	\$ 250,000	0.23
CIP Stormwater Action Plan	<u>\$1,158,000</u>	<u>1.05</u>
Subtotal	\$1,548,000	1.41
 Total	 <u>\$1,880,000</u>	 <u>1.71</u>

# County Administrator's Budget Message

## ***SCHOOLS***

**Proposed: \$3.2 million or 2.91 cents**

An additional \$3.2 million in school funding is proposed to replace 10 buses at \$1 million in the School operational budget and \$2.2 million in capital funding to address capital maintenance needs that have been delayed over the years. None of the tax increase is allocated to regular school operations, which is limited to a 2 percent overall increase before the school bus replacement funding. The tax increase allows for the schools to get back on a regular maintenance routine that will increase the longevity of our assets.

		<u>Pennies</u>
<b><u>Operating Budget</u></b>		
Replacement School Buses	\$1,000,000	0.91
<b><u>CIP Maintenance</u></b>		
Clara Byrd Baker Refurb.	\$1,840,000	1.67
Roof replacements	<u>\$ 360,000</u>	<u>0.33</u>
Subtotal	\$2,200,000	2.00
Total	<u>\$3,200,000</u>	<u>2.91</u>

## ***ECONOMIC DEVELOPMENT***

**Proposed: \$52,000 = .05 cents**

Economic Development is dependent on the other four initiatives to be successful. Economic Development happens when a community invests in its school system, has a good water source to support business and industry, has good stormwater infrastructure, and is a place where business and industry want to locate because of quality of life.

James City County has 141 square miles of land. Of that, only 13.24 miles or 9.39 percent are zoned for business or industrial use. The lack of access to that land limits our ability to expand our business tax base. Most of the developable land that can increase our marketability to business growth is “land-locked”, with a need for improved connectivity which can open access to I-64.

The focus of this budget is to move the County into the future. It is imperative to open business property; therefore, I am recommending the Office of Economic Development and Planning division conduct a transportation study of our existing roadways and future transportation possibilities at a cost of \$52,000. Assessing where and what our growth potential could be in the future will also lend itself towards the future development of the Comprehensive Plan, strategic plan and future County budgets.

# County Administrator's Budget Message

**COUNTY APPEARANCE**

- Proposed:   Capital Maintenance - \$2.2 million = 2 cents**  
**VDOT increased mowing - \$75,000 = .07 cents**  
**Facility condition/space study - \$113,000 = .10 cents**

The pride we take in our public appearance makes a subtle yet impactful statement to visitors, economic development prospects and current businesses. The economic downturn in 2009 forced reductions in local and State budgets particularly in VDOT, the agency responsible for mowing and maintenance of County roads. The result has been a reduction in services and we are now seeing some decline in the appearance of our major entrance corridors, medians and other roadways. I am proposing an additional \$75,000 to increase mowing and improve the appearance of County major corridors.

As this budget is focused on moving the County forward, the responsibility to assess County facilities to determine if they are cost efficient and convenient for customers is a high priority. Some County buildings may have reached their useful lifespans while others may occupy land that might be used for better, larger purposes. To determine the best use of space while planning for the future, I have proposed a study to assess the condition of County facilities and space needs to be conducted in FY2016 at a cost of \$113,000. The study will help us focus on the best use of land, existing infrastructure and future facility needs so we can best serve our citizens.

In order to balance budgets in previous fiscal years, the County has delayed maintenance on facilities including buildings, equipment and other infrastructure vital to day-to-day County operations. To further delay those improvements would cost the County more in expensive repairs or total replacement costs in the future so I am proposing an additional \$2.2 million for those projects.

<u>Operating Budget</u>	<u>Pennies</u>
VDOT Increased Mowing	\$ 75,000   0.07
Facility condition/space study	\$ <u>113,000</u> <u>0.10</u>
Subtotal	\$ 188,000   0.17
 <u>CIP Capital Maintenance</u>	
Station 1 fuel island	\$ 340,000   0.31
Courthouse Roof Replacement	\$ 450,000   0.41
Building F Video replacements	\$ 322,000   0.29
JCC Rec Center rehab	\$ 335,000   0.30
SCBA Replacements	\$ 138,000   0.13
Building/Energy Improvements	\$ 276,000   0.25
HVAC/Electrical Improvements	\$ <u>339,000</u> <u>0.31</u>
Subtotal	\$2,200,000   2.00
Total	<u>\$2,388,000</u> <u>2.17</u>

# County Administrator's Budget Message

## **FISCAL HEALTH**

**Proposed: Debt Service - \$1.5 million = 1.36 cents**

The County maintains a Capital reserve fund that has historically been used as a shock absorber when new debt or debt service payments are incurred. Some years the fund would go up while in other years it would go down. Since FY2007, this balance has gone down as money has been drawn to use for debt service payments. A trend of annually drawing down funds is not a sound financial practice that AAA bond rated communities across the nation do over a long period of time. The FY2016 Plan had an additional draw of \$1.5 million dollars from the fund. This proposal eliminates the draw and halts this fund balance trend. As the Board has stated, our fiscal health saves millions when borrowing is needed, it also shows sound financial management.

## **THE REST OF THE BUDGET**

Last year, as part of the two-year budgeting process, the Board of Supervisors passed an FY2016 Plan of \$178,519,600. Without the 8.2 cent tax increase, the FY2016 budget would be \$178,730,000, an approximate \$200,000 change. This change would not match the Consumer Price Index and growth projections for FY2016. The proposed budget, as outlined above, details specific needs that have been identified. It fixes structural issues and attempts to maintain the quality of life associated with James City County.

## **REVENUES**

There are three other revenue areas that I wish to highlight.

**HB599 Payments**—This revenue stream from the Commonwealth supports local Police Departments. It was expected to increase \$134,710; however, the Commonwealth has passed a level-funded budget. The County had planned to use this increase to help offset the cost of three new Police Sergeants; however, I was still able to keep these positions in this proposed budget despite level funding by the State.

**Parks and Recreation Revenues**—This revenue stream is expected to grow slightly more than \$100,000. These revenue increases will more than offset two proposed changes to positions within the Parks and Recreation department. Positions for a Senior Programmer and a Park Supervisor are proposed to change from part time to full time.

**ALS/BLS Revenues**—I am proposing that the fees for ambulance transports (Advanced Life Support/Basic Life Support) increase based on the increase in Medicare allowable reimbursements.

	<b>FROM</b>	<b>BY</b>	<b>TO</b>
BLS	\$450	\$50	\$500
ALS	\$550	\$45	\$595
ALS2	\$800	\$60	\$860
Mileage	\$10.00/mile	\$0.20/mile	\$10.20/mile

# County Administrator's Budget Message

## **Compensation and Benefits**

The FY2016 Plan included three Police Sergeants, a set aside for a compensation increase of approximately 1 percent and a planned 7 percent increase in health insurance costs. The total FY2016 plan for personnel expenses was \$45.3M and I am happy to propose a personnel budget that meets the \$45.3M plan. I am able to accomplish this by redirecting the funds set aside for the health insurance increase and restructuring the health plan options in order to support the pay increases noted below. Again, I stress this is the same amount of staff funding the Board approved during the budget process last year. We will continue to look for cost-saving measures as we increase technology to become more efficient.

### **Performance Increase**

In an effort to remain competitive and assist with staff retention, this budget includes a proposal to increase base salaries for eligible County employees effective October 1, 2015. I feel it is important for the County to return to salary increases that reward individual employees on a sliding scale based on quality of performance. I will put in place an evaluation program that will achieve this, not to exceed a total overall budgeted amount of 3 percent. This is not a cost of living adjustment, this will be a pay-for-performance ranging from 4 percent (outstanding) to 0 percent (under-performing employees). Parameters are being finalized.

### **Maintaining the Compensation Plan**

To maintain our current market-based compensation plan, I am proposing that, after performance increases have been applied, we move all salary ranges 1 percent. This will help keep our ranges, and therefore our starting salaries competitive, which assists with recruitment and retention. The adjustments to salary ranges will not add to the proposed compensation for staff. This affects any new and future hires.

Also included in the compensation proposals are salary adjustments for employees who complete the requirements to advance along a career ladder, such as Police Officer I to Police Officer II. This is another measure to assist with recruitment and retention.

These compensation proposals are funded by redirecting the FY2016 money set aside for a planned compensation increase; aggressive negotiating of health insurance costs; and, reallocating turnover savings.

## **Benefits**

### **Health Insurance**

Health insurance benefits are a changing dynamic with new plans and options offered in the marketplace. The County looked at the possibility of combining with the School division and/or having one carrier for health insurance to achieve economies of scale by issuing a joint RFP for

## County Administrator's Budget Message

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health insurance; however, the proposals showed no significant cost savings for those changes. Based on the County's health care use, the health insurance rates increased approximately 5.6 percent. However, in an effort to manage ever-increasing health care costs, remain competitive in the marketplace and as recommended by our benefit consultants, I propose the addition of consumer-driven health care plans to the traditional plans we currently offer. The consumer-driven health care plans have lower premiums, higher deductibles, and a health savings account component which encourages employees to take an active role in managing their health care and can be used as a retirement tool. The budget proposal would keep the County's contribution to health care at the same level as FY2015. This would include a \$125 monthly contribution to the health savings account for employees who choose the consumer-driven health care plans to help offset the higher deductibles. Given the choice, employees would experience higher premiums by remaining with the traditional plans and would experience lower premiums for the consumer-driven plans.

This budget also funds health insurance for five positions whose incumbents we anticipate will work an average of between 30 and 40 hours per week. This is a requirement under the Patient and Protection Affordable Care Act and will be effective for the health insurance plan year beginning July 1, 2015. Hours worked will continually be tracked closely to ensure unnecessary healthcare costs are not incurred.

### *Other Benefits*

Included in this budget proposal is a revenue impact of about \$11,000 to reinstate free James City County Recreation Center memberships to County employees. I believe that this is an important benefit which will further encourage employees to take an active role in a healthy lifestyle and their health care.

### **Tourism**

I am proposing to reallocate a position from Economic Development to be the County's Events Coordinator. The Board has expressed a desire for the County to become more proactive in tourism through sports, events and marketing. This position will take on that role as plans continue to take shape to further develop Jamestown Beach Event Park as a venue for music, art, festivals, culinary events and sports. The Events Coordinator will work in partnership with the Williamsburg Area Chamber and Tourism Alliance and hospitality businesses in the County. As it stands, James City County is the only locality that does not have a specified employee working with the Alliance promoting tourism. York and Williamsburg have employees dedicated to promote their communities. James City County has numerous assets that must be explored and developed.

## County Administrator's Budget Message

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### Schools

The Superintendent has proposed an operating budget to the School Board that reflects a request of \$83,002,072, not inclusive of replacement buses. I am proposing operational funding, not inclusive of replacement buses of \$82,417,697 a 2 percent increase over FY2015. The budget allocation of \$83,417,697 includes the replacement buses as required by the City/County contract for school funding.

### *SUMMARY*

This proposed budget is intended to move the County into the future. To keep our community as one of the most desirable places to live, work and visit, we must address vital services, infrastructure and fiscal health that have lain dormant since the recession of 2007. I am fully aware that a tax increase is not a popular solution. However, further cuts to County services will not move the County forward and could impact growth opportunities in business, tourism and quality of life which are so important to our citizens.

I must thank County staff for their assistance putting this budget together. A budget is not prepared by any one individual; it is collaborative and built on a foundation constructed by many. Our former Director of Financial Management Services, John McDonald, who passed away this past year, laid the groundwork for over 38 years by which this budget was built. The legacy of his creativity, vast experience and knowledge of the County will continue for many years and budgets to come.

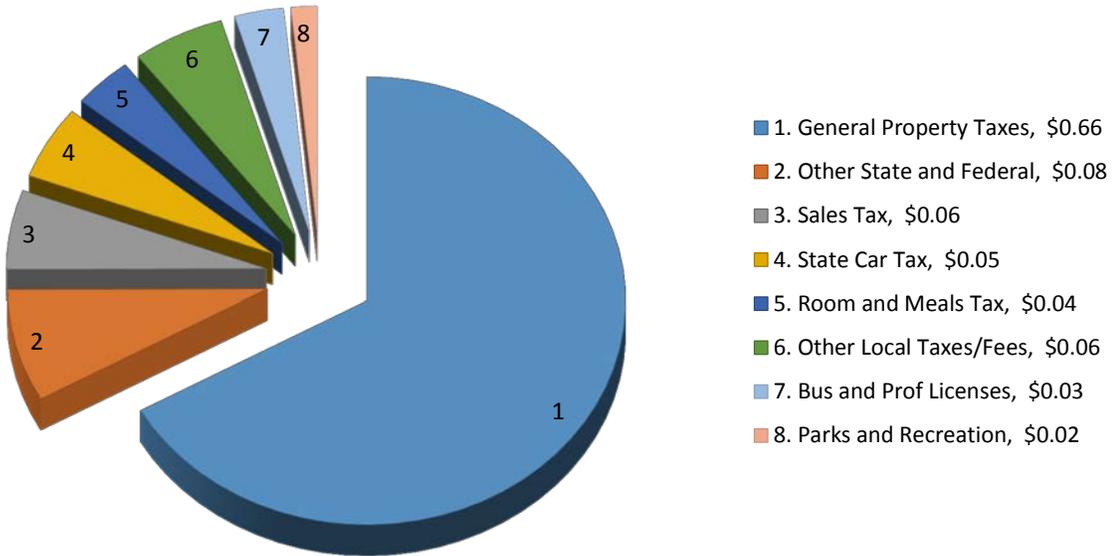
Respectfully submitted,



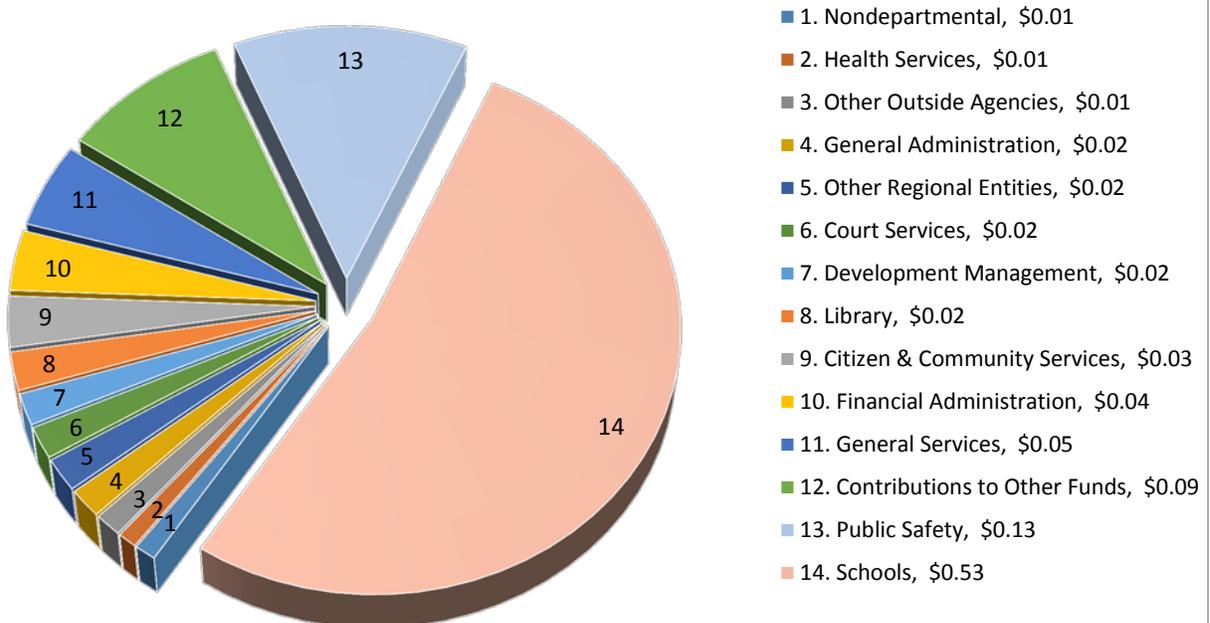
Bryan J. Hill  
County Administrator

## County Administrator's Budget Message

### FY2016 - Where each dollar in the County comes from



### FY2016 - How each dollar in the County is spent



# County Administrator's Budget Message

## Changes from the Proposed to Adopted FY2016 Budget

### General Fund

#### Revenues:

*Increase in Personal Property Taxes:*            \$260,000

The Personal Property book was finalized the week of April 20, 2015. These assessments came in higher than anticipated allowing for an increase in revenue projections.

*Increase in Public Service Revenues:*            \$75,000

Public Service Revenues are based on the Real Estate rate as of January 1. This adjustment is made for the second half of the year billing.

*Increase in Recordation Taxes:*                    \$25,000

March and April collections indicate support for increasing FY2016 collections.

*Increase in Fines and Forfeitures:*                \$20,000

The Code of Virginia allows an assessment of an additional sum not in excess of \$5 as part of the costs in each criminal or traffic case in the district or circuit courts for electronic summons system. An ordinance will be brought before the Board in May for implementation July 1.

*Increase in Recreation Fees*                        \$100,000

Any increase in a variety of Park and Recreation fees that have not been raised since FY2013 will increase revenue estimates by \$100,000.

#### Expenditures:

*WJCC Schools Reduction*                            \$500,000

Reduce the school contribution to reflect half of the replacement bus allotment and authorize the remaining replacement buses to be purchased from the school's FY2015 year-end surplus.

*General Services Reduction*                        \$188,000

Fund the facility condition/space study from anticipated FY2015 surplus. Fund VDOT increased mowing from anticipated FY2015 Tourism Fund surplus.

## County Administrator's Budget Message

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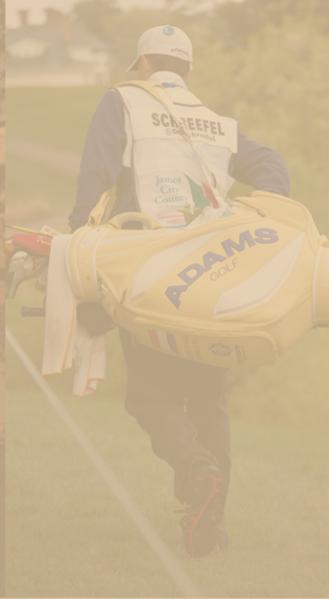
*Economic Development Reduction*                      \$52,000

Fund the road study from anticipated FY2015 surplus.

*Court Services Reduction*                                \$5,800

The Commonwealth has changed their video conferencing from telephone lines to the internet. This will save the County \$5,800 per year.

*Contingency Reduction*                                    \$40,200



SECTION B  
GENERAL FUND REVENUES



## Detailed Summary Revenues

	<u>FY 2015 Adopted</u>	<u>FY 2015 Projected</u>	<u>FY 2016 Plan</u>	<u>FY 2016 Adopted</u>
<b>B-2 General Property Taxes</b>	\$112,397,500	\$112,822,500	\$114,322,500	\$122,976,950
<b>B-4 Other Local Taxes</b>	21,765,000	21,215,000	22,315,000	21,790,000
<b>B-5 Licenses, Permits and Fees</b>	8,230,000	8,515,000	8,450,000	8,585,000
<b>B-6 Fines and Forfeitures</b>	315,000	265,000	325,000	320,000
<b>B-7 Revenue from Use of Money and Property</b>	125,000	125,000	125,000	125,000
<b>B-8 Revenue from the Commonwealth</b>	26,584,500	26,368,009	27,087,400	27,177,500
<b>B-10 Revenue from the Federal Government</b>	7,000	7,500	7,000	7,500
<b>B-11 Charges for Current Services</b>	5,684,750	5,556,569	5,729,400	5,798,750
<b>B-12 Miscellaneous Revenues</b>	179,739	211,300	158,300	183,300
<b>TOTAL REVENUES</b>	<u><u>\$175,288,489</u></u>	<u><u>\$175,085,878</u></u>	<u><u>\$178,519,600</u></u>	<u><u>\$186,964,000</u></u>

**BUDGET SUMMARY**

	FY 15 Adopted	FY 15 Projected	FY 16 Plan	FY 16 Adopted
Real Estate	\$ 83,600,000	\$ 84,000,000	\$ 84,600,000	\$ 92,904,000
Personal Property	18,250,000	18,250,000	19,175,000	19,525,450
Mobile Homes	65,000	65,000	65,000	65,000
Machinery and Tools	5,650,000	5,750,000	5,650,000	5,650,000
Public Service	1,800,000	1,725,000	1,800,000	1,800,000
Delinquent Real Estate Taxes	1,200,000	1,200,000	1,200,000	1,200,000
Delinquent Personal Property	875,000	875,000	875,000	875,000
Delinquent Mobile Homes	7,500	7,500	7,500	7,500
Penalties and Interest	950,000	950,000	950,000	950,000
Total	<u>\$ 112,397,500</u>	<u>\$ 112,822,500</u>	<u>\$ 114,322,500</u>	<u>\$ 122,976,950</u>

**BUDGET COMMENTS**

**General Property Taxes** include revenues received from levies made on real and personal property of County property owners and business establishments.

**Real Estate Property Taxes** on residential and business land and buildings are based upon a tax rate per \$100 of assessed value, which is adopted by the Board of Supervisors during the budget process. The tax rate is then applied to the assessed value of individual property, as determined by the Real Estate Assessor during the assessment process. The Commonwealth of Virginia requires localities to assess real property at 100% of market value. Market value is the most probable price that a property should bring in a competitive and open market under all conditions requisite to a fair sale.

The adopted FY2016 revenue, when compared to the adopted FY2015 figure, represents an increase of 9.4%. The majority of this increase is associated with a 7 cent real estate tax rate increase. There is no general reassessment this year. This revenue is shown net of real estate exemptions for the Elderly and Handicapped totaling about \$500,000, Disabled Veterans totaling about \$400,000 and Land Use exemptions totaling about \$1,100,000.

**Personal Property Taxes** are assessed by the Commissioner of the Revenue on four major property categories - individual personal property, business personal property, mobile homes, and machinery and tools. The tax rate is \$4.00 per \$100 of assessed value. Individual and business vehicles are assessed at 100% of loan value as determined by the National Automobile Dealers Association. Business equipment, machinery, and tools are assessed at 25% of capitalized cost. Mobile homes are assessed at current market value and are billed at the real estate tax rate. The State currently subsidizes localities with a total amount for taxes on some vehicles used for personal use and, as a result, the collection of personal property taxes has partially shifted from local taxpayers to the State under the State's "Car Tax" initiative. The chart on page B-9 illustrates the impact. Unaffected by the State's "Car Tax" initiative are County personal property assessments on boats, airplanes, trucks, trailers, and business personal property. Overall, local personal property collections are expected to increase in FY2016 by 7% when compared to the FY2015 budget based on growth in both the number and value of vehicles.

***BUDGET COMMENTS, Continued***

**Machinery and Tools** are those items of business personal property that are used in a manufacturing application and the assessment of machinery and tools is based on costs.

**Public Service Assessments** are performed by the State Corporation Commission on property owned by regulated public utilities, which include railroads, electric, telephone, gas, and telecommunications companies. The assessments are based on value and the effective true tax rate. This rate is calculated by multiplying the nominal tax rate of \$0.77 by the median sales assessment ratio. The most recent information available is for 2014 when the ratio was 96.7%, making the effective true tax rate \$0.74 per hundred.

**BUDGET SUMMARY**

	FY 15 Adopted	FY 15 Projected	FY 16 Plan	FY 16 Adopted
Local Sales Tax	\$ 10,600,000	\$ 10,300,000	\$ 10,850,000	\$ 10,600,000
Transient Occupancy Tax	2,600,000	2,450,000	2,700,000	2,500,000
Meals Tax	6,300,000	6,500,000	6,500,000	6,700,000
Delinquent Taxes	40,000	40,000	40,000	40,000
Deeds of Conveyance	375,000	325,000	375,000	325,000
Bank Franchise Tax	500,000	500,000	500,000	500,000
Recordation Taxes	1,350,000	1,100,000	1,350,000	1,125,000
Total	\$ <u>21,765,000</u>	\$ <u>21,215,000</u>	\$ <u>22,315,000</u>	\$ <u>21,790,000</u>

**BUDGET COMMENTS**

Other Local Taxes include the budget for the 1.0% **Local Sales Tax**. This tax is collected with the 5.0% State sales tax at the time of sale and remitted to the County. The FY2016 budget is projected to increase by 2.9% over FY2015 projected collections.

**Transient Occupancy Room Tax** revenues are those received from the 5.0% tax imposed on hotel, motel room sales, and rental condominium units. Sixty percent of this tax revenue is targeted toward tourism in compliance with State law. Receipts are expected to increase 2.0% when compared to FY2015 projected collections.

The **Meals Tax** represents a tax on prepared food and beverages. The County levies a 4.0% tax. These revenues are expected to increase 3.0% when compared to FY2015 projected collections.

**Deeds of Conveyance** records revenue received from the tax imposed on conveyance of property deeds. The tax is based on the value of the property involved. Revenues are expected to remain level with FY2015 projected collections.

**Bank Franchise Tax** represents revenue received from the tax imposed on bank deposits in County bank branches, less certain allowable deductions. This revenue stream is expected to remain level with FY2015 projected collections.

The **Recordation Taxes** are fees levied for documents recorded at the Clerk of Circuit Court's Office. Fees vary based on the type of document and the value of real estate. The budget amount for FY2016 is projected to increase 2.2% over FY2015 projections.

**BUDGET SUMMARY**

	FY 15 Adopted	FY 15 Projected	FY 16 Plan	FY 16 Adopted
Bus. and Prof. Licenses	\$ 5,350,000	\$ 5,450,000	\$ 5,500,000	\$ 5,600,000
Business License Penalty	125,000	125,000	125,000	125,000
Business License Interest	30,000	30,000	30,000	30,000
Delinquent Business and Professional Licenses	850,000	850,000	850,000	850,000
Building Permits	1,000,000	1,050,000	1,050,000	1,075,000
Motor Vehicle Licenses	150,000	160,000	150,000	160,000
Utility Consumption Fee	330,000	340,000	350,000	350,000
Planning and Zoning Fees	100,000	100,000	100,000	100,000
Dog Licenses	20,000	20,000	20,000	20,000
Septic Tank Permit Fees	5,000	5,000	5,000	5,000
Erosion Control Fees	110,000	110,000	110,000	110,000
Stormwater Inspection Fees	60,000	60,000	60,000	60,000
VA Stormwater Management Program Fees	100,000	215,000	100,000	100,000
Total	<u>\$ 8,230,000</u>	<u>\$ 8,515,000</u>	<u>\$ 8,450,000</u>	<u>\$ 8,585,000</u>

**BUDGET COMMENTS**

**Business and Professional License Fees** are collected in May of each year and are based on the previous calendar year's business gross receipts. Adjustments have been made to the budgets to more accurately reflect the split between current and delinquent collections. Overall, this revenue stream is expected to increase 2.8% over current collections.

**Motor Vehicle Registration Fees** are based on an initial fee of \$10 for vehicles registered in the County; there is no annual local fee.

**Utility Consumption Fee** revenues are assessed and collected by the State. These are paid by consumers as a part of power bills. A portion is then forwarded to the locality and is approximately 25% of the State assessment.

**Planning and Zoning Fees, Erosion Control Fees, and Building Permits** are based on the volume of development and are used to offset costs from the Development Management Department and cost allocations from internal service departments. These revenues are expected to remain level over expected FY2015 projections.

**Dog Licenses** are \$5.00 per year for spayed/neutered dogs and \$8.00 for unaltered dogs. Three-year licenses are also available.

**Septic Tank Permit Fees** are \$100 and are used to offset inspection and soil testing costs necessary to establish appropriate sites for septic tanks.

**Stormwater Inspection Fees** offset the cost of stormwater construction inspection activities. The fee is assessed at \$900 per Detention Pond/Facility and \$0.90 per linear foot of storm drain or channel.

**The Virginia Stormwater Management Program Fee** is based on the statewide fee schedule for stormwater registration of permit coverage, the modification or transfer of permits, and an annual permit maintenance fee. This revenue estimate is net of 28% of the registration fee that is sent to the State.

***BUDGET SUMMARY***

	<u>FY 15 Adopted</u>	<u>FY 15 Projected</u>	<u>FY 16 Plan</u>	<u>FY 16 Adopted</u>
Fines and Forfeitures	\$ <u>315,000</u>	\$ <u>265,000</u>	\$ <u>325,000</u>	\$ <u>320,000</u>

***BUDGET COMMENTS***

This category of revenue reflects monies received from the imposition of fines on persons charged with violations of County ordinances and are projected to decline slightly.

**BUDGET SUMMARY**

	<u>FY 15 Adopted</u>	<u>FY 15 Projected</u>	<u>FY 16 Plan</u>	<u>FY 16 Adopted</u>
Rent	\$ <u>125,000</u>	\$ <u>125,000</u>	\$ <u>125,000</u>	\$ <u>125,000</u>

**BUDGET COMMENTS**

Rent payments from the leasing of radio tower space are shown here. The revenue is expected to remain level.

**Revenue from the Commonwealth**

**General Operating Fund**

***BUDGET SUMMARY***

	<u>FY 15 Adopted</u>	<u>FY 15 Projected</u>	<u>FY 16 Plan</u>	<u>FY 16 Adopted</u>
<u>Non-Categorical Aid:</u>				
Recordation Tax Distribution	\$ 500,000	\$ 475,000	\$ 500,000	\$ 475,000
State Car Tax Reimbursement	9,770,137	9,770,137	9,770,137	9,770,137
Communication Sales and Use Tax	1,850,000	1,750,000	1,850,000	1,800,000
Car Rental Sales Tax	125,000	125,000	125,000	125,000
Mobile Home Tax Commissions	30,000	30,000	30,000	30,000
Rolling Stock Tax	60,000	60,000	60,000	60,000
DMV Satellite Office	55,000	65,000	55,000	65,000
	<u>12,390,137</u>	<u>12,275,137</u>	<u>12,390,137</u>	<u>12,325,137</u>
<u>Shared Expenses (Categorical):</u>				
Sales Tax for Education	10,515,793	10,568,866	10,883,983	11,131,963
Share of Expenses for:				
Treasurer	168,925	166,775	168,925	172,300
Commissioner of the Revenue	165,869	163,369	165,869	169,185
General Registrar	47,000	44,500	47,000	47,750
Sheriff	696,403	678,124	696,403	710,330
Commonwealth's Attorney	541,014	528,514	541,014	551,835
Clerk of the Circuit Court	482,018	472,418	482,018	491,659
	<u>12,617,022</u>	<u>12,622,566</u>	<u>12,985,212</u>	<u>13,275,022</u>
<u>Categorical Aid:</u>				
Commission for the Arts	5,000	5,000	5,000	5,000
HB 599 Payments	1,387,341	1,280,306	1,522,051	1,387,341
Wireless Board	185,000	185,000	185,000	185,000
	<u>1,577,341</u>	<u>1,470,306</u>	<u>1,712,051</u>	<u>1,577,341</u>
Total	\$ <u>26,584,500</u>	\$ <u>26,368,009</u>	\$ <u>27,087,400</u>	\$ <u>27,177,500</u>

**BUDGET COMMENTS**

Description

This budget provides for revenue received from the Commonwealth of Virginia in three categories - Non-Categorical Aid, Shared Expenses (Categorical), and Categorical Aid. Non-Categorical Aid includes revenues which are raised by the State and shared with the local government. The use of such revenues is at the discretion of the local government. Shared Expenses (Categorical) includes revenues received from the Commonwealth for the State's share of expenditures in activities that are considered to be joint responsibilities. Categorical Aid includes revenues received from the Commonwealth, which are designated by the Commonwealth for a specific use by the local government.

Change

State revenue estimates for FY2016 are 2.2% higher than the FY2015 budget. This is mostly related to increases in State Sales Tax for Education.

The State Car Tax Reimbursement is the State's share of the "No Car Tax" initiative and it has the following impact on local taxpayers:

	<u>FY 15 Adopted</u>	<u>FY 16 Plan</u>	<u>FY 16 Adopted</u>
Local Collections	\$ 18,250,000	\$ 19,175,000	\$ 19,265,450
From the Commonwealth	<u>9,770,137</u>	<u>9,770,137</u>	<u>9,770,137</u>
	<u>\$ 28,020,137</u>	<u>\$ 28,945,137</u>	<u>\$ 29,035,587</u>

The FY2016 projection reflects the permanent cap on the State's current share of the "Car Tax" that began in 2006. The State is projected to pay approximately 50% of the "Car Tax" for an eligible personal use vehicle.

**BUDGET SUMMARY**

	<u>FY 15 Adopted</u>	<u>FY 15 Projected</u>	<u>FY 16 Plan</u>	<u>FY 16 Adopted</u>
Payments in Lieu of Taxes	\$ <u>7,000</u>	\$ <u>7,500</u>	\$ <u>7,000</u>	\$ <u>7,500</u>

**BUDGET COMMENTS**

This budget provides for payments received from the Federal Government in lieu of taxes. Federal facilities partially located in the County include the Naval Weapons Station, Camp Peary, and Colonial National Park.

While the County General Fund realizes little in Federal funds, other County activities receive Federal funds as their principal financing source. These include the Departments of Social Services and Community Development. These budgets are shown in Section F of this document in addition to any Federal funds specifically related to grants. The Williamsburg-James City County Schools also receive Federal funds.

**BUDGET SUMMARY**

	FY 15 Adopted	FY 15 Projected	FY 16 Plan	FY 16 Adopted
Excess Fees - Clerk	\$ 175,000	\$ 130,000	\$ 175,000	\$ 130,000
Sheriff, Deputies, and Jail Fees	130,000	130,000	130,000	130,000
Other Fees for Service	99,500	113,500	99,500	115,000
Parks and Recreation Revenues	2,855,250	2,919,069	2,849,900	3,059,750
ALS/BLS Fees	2,425,000	2,264,000	2,475,000	2,364,000
Total	<u>\$ 5,684,750</u>	<u>\$ 5,556,569</u>	<u>\$ 5,729,400</u>	<u>\$ 5,798,750</u>

**BUDGET COMMENTS**

This budget provides for revenue received as a result of fees charged for certain services provided to citizens and other public agencies. It does not include revenues for enterprise type activities (e.g., water and sewer charges), which are budgeted under their respective activities.

One-third of the excess fees collected by the Clerk of the Circuit Court are accounted for in this area. The State claims the other two-thirds.

Overall Parks and Recreation revenues are projected to increase by approximately 4.8% from expected FY2015 collections based on increased memberships, increased use of park amenities, and an increase in user fees.

The rate for ALS/BLS (Advanced Life Support/Basic Life Support) is proposed to increase as follows:

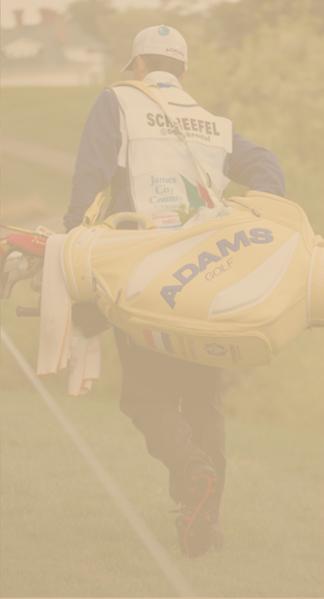
	<b>FROM</b>	<b>BY</b>	<b>TO</b>
BLS	\$450	\$50	\$500
ALS	\$550	\$45	\$595
ALS2	\$800	\$60	\$860
Mileage	\$10.00/mile	\$0.20/mile	\$10.20/mile

**BUDGET SUMMARY**

	FY 15 <u>Adopted</u>	FY 15 <u>Projected</u>	FY 16 <u>Plan</u>	FY 16 <u>Adopted</u>
Insurance Recovery	\$ 21,439	\$ 1,000	\$ -	\$ -
Sale of County Vehicles or Equipment	75,000	100,000	75,000	75,000
Xerox Machines	10,000	10,000	10,000	10,000
Streetlights and Signs	3,000	5,000	3,000	3,000
Code Books and Ordinances	300	300	300	300
Court Appointed Attorneys	10,000	10,000	10,000	10,000
Miscellaneous	50,000	75,000	50,000	75,000
Parking Tickets	10,000	10,000	10,000	10,000
Total	\$ <u>179,739</u>	\$ <u>211,300</u>	\$ <u>158,300</u>	\$ <u>183,300</u>

**BUDGET COMMENTS**

This budget provides for small or nonrecurring revenues received that are not appropriately recorded under other revenue budgets. These include receipts from the sale of used property and equipment and receipts from the sale of County Code Books and Ordinances.



**SECTION C**  
**GENERAL FUND EXPENDITURES**



## Detailed Summary Expenditure

	FY 2015 ADOPTED	FY 2016 PLAN	FY 2016 ADOPTED	DIFF FROM FY15	
				\$	%
<b>GENERAL ADMINISTRATION</b>					
C-3	Board of Supervisors	\$220,287	\$225,004	\$192,683	(\$27,604) (12.5)%
C-4	County Administration	482,163	487,141	512,189	30,026 6.2%
C-5	County Attorney	514,932	518,621	472,363	(42,569) (8.3)%
C-6	Communications	589,508	593,588	609,921	20,413 3.5%
C-7	Economic Development	416,318	421,190	402,702	(13,616) (3.3)%
C-8	Human Resources	672,466	680,955	654,549	(17,917) (2.7)%
C-9	Voter Registration and Elections	358,705	407,065	410,016	51,311 14.3%
		<u>\$3,254,379</u>	<u>\$3,333,564</u>	<u>\$3,254,423</u>	<u>\$44 .0%</u>
<b>COURT SERVICES</b>					
C-10	Courthouse	\$482,665	\$463,734	\$463,582	(\$19,083) (4.0)%
C-11	Clerk of the Circuit Court	698,756	702,278	708,972	10,216 1.5%
C-12	Commonwealth's Attorney	827,805	833,559	839,096	11,291 1.4%
C-13	Sheriff	1,296,617	1,307,728	1,297,550	933 .1%
C-14	Courts/Judicial	373,862	380,263	335,292	(38,570) (10.3)%
		<u>\$3,679,705</u>	<u>\$3,687,562</u>	<u>\$3,644,492</u>	<u>(\$35,213) (1.0)%</u>
<b>PUBLIC SAFETY</b>					
C-15	Police Department	\$9,439,046	\$10,022,583	\$9,858,705	\$419,659 4.4%
C-17	Animal Control	207,298	226,997	245,117	37,819 18.2%
C-18	Fire/EMS	10,993,792	11,032,735	11,038,762	44,970 .4%
C-20	Emergency Management	342,401	344,625	259,001	(83,400) (24.4)%
C-21	Emergency Communications	2,942,342	3,081,827	2,987,869	45,527 1.5%
		<u>\$23,924,879</u>	<u>\$24,708,767</u>	<u>\$24,389,454</u>	<u>\$464,575 1.9%</u>
<b>FINANCIAL ADMINISTRATION</b>					
C-22	Treasurer	\$1,402,168	\$1,368,598	\$1,363,792	(\$38,376) (2.7)%
C-23	Commissioner of the Revenue	772,250	760,592	787,031	14,781 1.9%
C-24	Financial and Management Services	950,696	982,959	1,006,694	55,998 5.9%
C-25	Accounting	182,170	188,486	218,063	35,893 19.7%
C-26	Purchasing	295,286	297,470	302,862	7,576 2.6%
C-27	Real Estate Assessments	821,877	837,483	853,255	31,378 3.8%
C-28	Information Resources Management	2,455,795	2,446,557	2,460,691	4,896 .2%
		<u>\$6,880,242</u>	<u>\$6,882,145</u>	<u>\$6,992,388</u>	<u>\$112,146 1.6%</u>
<b>DEVELOPMENT MANAGEMENT</b>					
C-29	Development Management	\$213,179	\$214,139	\$217,108	\$3,929 1.8%
C-30	Planning	924,661	916,274	966,315	41,654 4.5%
C-31	Zoning Enforcement	364,587	336,695	343,688	(20,899) (5.7)%
C-32	Engineering and Resource Protection	954,233	939,333	918,266	(35,967) (3.8)%
C-33	Building Safety and Permits	1,111,716	1,201,161	1,184,025	72,309 6.5%
		<u>\$3,568,376</u>	<u>\$3,607,602</u>	<u>\$3,629,402</u>	<u>\$61,026 1.7%</u>
<b>GENERAL SERVICES</b>					
C-34	General and Capital Services	\$1,251,862	\$1,320,055	\$1,352,658	\$100,796 8.1%
C-35	Facilities Maintenance	3,072,891	3,093,688	3,203,575	130,684 4.3%
C-36	Grounds Maintenance	1,635,457	1,567,097	1,548,937	(86,520) (5.3)%
C-37	Fleet and Equipment	1,003,037	979,162	973,293	(29,744) (3.0)%
C-38	Stormwater	797,759	695,219	1,381,933	584,174 73.2%
C-39	Solid Waste Management	1,082,653	1,136,290	1,132,271	49,618 4.6%
		<u>\$8,843,659</u>	<u>\$8,791,511</u>	<u>\$9,592,667</u>	<u>\$749,008 8.5%</u>

## Detailed Summary Expenditure

<b>CITIZEN AND COMMUNITY SERVICES</b>						
<b>C-40</b>	<b>Satellite Services Office</b>	\$214,045	\$223,118	\$221,907	\$7,862	3.7%
<b>C-41</b>	<b>Parks and Recreation</b>	5,515,395	5,632,023	5,651,433	136,038	2.5%
		<u>\$5,729,440</u>	<u>\$5,855,141</u>	<u>\$5,873,340</u>	<u>\$143,900</u>	<u>2.5%</u>
	<b>COUNTY OPERATIONS</b>	\$55,880,680	\$56,866,292	\$57,376,166	\$1,495,486	2.7%
<b>C-43</b>	<b>Contributions - Other Outside Agencies</b>	\$749,161	\$736,961	\$760,969	\$11,808	1.6%
<b>C-45</b>	<b>Nondepartmental</b>	319,572	535,497	167,224	(152,348)	(47.7)%
<b>C-46</b>	<b>Contribution to Williamsburg-James</b>	98,832,474	99,832,474	100,948,507	2,116,033	2.1%
<b>C-48</b>	<b>Williamsburg Regional Library System</b>	4,367,111	4,419,042	4,421,282	54,171	1.2%
<b>C-49</b>	<b>Other Regional Entities</b>	3,733,274	3,739,274	3,767,589	34,315	.9%
<b>C-50</b>	<b>Health Services</b>	1,785,160	1,821,000	1,855,362	70,202	3.9%
<b>C-51</b>	<b>Contributions to Other Funds</b>	9,621,057	10,569,060	17,666,901	8,045,844	83.6%
	<b>OTHER OPERATIONS</b>	<u>\$119,407,809</u>	<u>\$121,653,308</u>	<u>\$129,587,834</u>	<u>\$10,180,025</u>	<u>8.5%</u>
	<b>TOTAL</b>	<u><u>\$175,288,489</u></u>	<u><u>\$178,519,600</u></u>	<u><u>\$186,964,000</u></u>	<u><u>\$11,675,511</u></u>	<u><u>6.7%</u></u>

**KEY WORKPLAN ITEMS**

1. Serve as policy making board, and, within the framework of the Constitution and Code of Virginia, approve and enforce County's comprehensive plan and land use, set local tax rate, adopt annual operating and capital budgets, approve ordinances, and make appointments to various boards and commissions
2. Record and maintain official documents for Board of Supervisors and James City Service Authority Board of Directors, such as meeting minutes and related documents and other Boards and Commissions such as appointment lists, files and correspondence
3. Prepare and distribute Board of Supervisors and James City Service Authority Board of Directors agenda packets and materials
4. Notify the public about hearings and meetings as required by Code
5. Support Board of Supervisors and James City Service Authority Board of Directors by responding to or directing phone and mail inquiries to the appropriate person
6. Represent citizens from each of the County's five election districts: Berkeley, Jamestown, Powhatan, Roberts and Stonehouse
7. Hold regularly scheduled public meetings and work sessions and serve on other local and regional boards and commissions

**BUDGET SUMMARY**

	FY 15 <u>Adopted</u>	FY 16 <u>Plan</u>	FY 16 <u>Adopted</u>
Personnel	\$ 139,021	\$ 143,738	\$ 111,177
Operating	81,266	81,266	81,506
Total	<u>\$ 220,287</u>	<u>\$ 225,004</u>	<u>\$ 192,683</u>

**PERSONNEL**

Full-time Personnel	1	1	.5
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**PERFORMANCE MEASURES**

	<u>FY 13 Actual</u>	<u>FY 14 Actual</u>	<u>FY 15 Adopted</u>	<u>FY 16 Adopted</u>
# Appointments made to boards and commissions	13	30	30	20
# Public Hearings	80	80	80	80

**BUDGET COMMENTS**

This budget reflects the transfer of half of the BOS administrative position as it is reallocated to the Office of Economic Development.

**KEY WORKPLAN ITEMS**

- |    |  |
|----|--|
| 1. | Provide overall leadership and direction in managing County operations in accordance with Board of Supervisors policies, and local, State and Federal guidelines |
| 2. | Represent County on local and regional boards and commissions to address major issues, projects and programs   |
| 3. | Build and maintain positive community relations, including neighborhood outreach.  |
| 4. | Update Board of Supervisors about key policy issues  |

**BUDGET SUMMARY**

	FY 15 Adopted	FY 16 Plan	FY 16 Adopted
Personnel	\$ 467,329	\$ 472,307	\$ 497,355
Operating	14,834	14,834	14,834
Total	<u>\$ 482,163</u>	<u>\$ 487,141</u>	<u>\$ 512,189</u>

**PERSONNEL**

Full-time Personnel	3	3	3
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**PERFORMANCE MEASURES**

	FY 13 Actual	FY 14 Actual	FY 15 Adopted	FY 16 Adopted
# Neighborhoods reached	50	60	85	90

**BUDGET COMMENTS**

This budget includes funding for a continuation of the current level of service.

**KEY WORKPLAN ITEMS**

1. Represent County in court cases and administrative hearings such as child and adult protective services
2. Provide counsel to the Board of Supervisors, County Administrator and Department Directors on County related topics and assist with matters such as property acquisition and disposal, tax collection, code enforcement, community development, insurance, and personnel matters
3. Update the County Code Book three times a year
4. Monitor legislation during the General Assembly's session and lobby on behalf of the County for legislative actions which support the County's Legislative Program

**BUDGET SUMMARY**

	FY 15 Adopted	FY 16 Plan	FY 16 Adopted
Personnel	\$ 557,018	\$ 560,707	\$ 514,449
Operating	18,414	18,414	18,414
Legal Services	13,500	13,500	13,500
Received from Other Organizations	(74,000)	(74,000)	(74,000)
Total	<u>\$ 514,932</u>	<u>\$ 518,621</u>	<u>\$ 472,363</u>

**PERSONNEL**

Full-time Personnel	5	5	5
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**PERFORMANCE MEASURES**

	FY 13 Actual	FY 14 Actual	FY 15 Adopted	FY 16 Adopted
# Documents reviewed/drafted	5,975	5,980	5,200	5,500
# Court appearances	310	315	260	275
Hours developing/tracking legislation	575	575	500	500

**BUDGET COMMENTS**

The County Attorney’s Office serves as legal counsel for the Williamsburg Regional Library, Economic Development Authority, James City Service Authority, and the Williamsburg Area Transit Authority and fees for those services reimburse 18.5 percent of the costs for this office.

**KEY WORKPLAN ITEMS**

1. Produce and distribute County information on services, news, civic engagement opportunities, budget items and County departments using web, video, social media and print
2. Broadcast 380 hours of live government meetings and produced video for television and web viewing for 4 public, educational and government channels including Channel 48 (James City County), Channel 48 (City of Williamsburg), Channel 46 (Community Access) and Channel 47 (WJCC Schools)
3. Coordinate civic engagement opportunities including citizen education, neighborhood networks and public participation
4. Review requests made under the Virginia Freedom of Information Act (FOIA) to County Departments and coordinate response
5. Promote County tourism offerings through destination marketing efforts
6. Expand the County’s Sports Tourism Program to take advantage of the County’s existing facilities
7. Participate in and support the transition of the Williamsburg Area Chamber and Tourism Alliance to a destination marketing organization

**BUDGET SUMMARY**

		FY 15 <u>Adopted</u>	FY 16 <u>Plan</u>	FY 16 <u>Adopted</u>
Personnel	\$	559,787	\$ 566,167	\$ 609,534
Operating		44,471	43,771	43,531
Capital		4,300	2,700	2,700
Reimbursements		<u>(19,050)</u>	<u>(19,050)</u>	<u>(45,844)</u>
Total	\$	<u><u>589,508</u></u>	\$ <u><u>593,588</u></u>	\$ <u><u>609,921</u></u>

**PERSONNEL**

Full-time Personnel	7	7	8
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**PERFORMANCE MEASURES**

	FY 13 <u>Actual</u>	FY 14 <u>Actual</u>	FY 15 <u>Adopted</u>	FY 16 <u>Adopted</u>
YouTube views*	411,675	265,527	300,000	310,000
Facebook impressions*	-	863	1,200	1,250
Twitter followers*	758	1,473	1,300	2,000
News releases*	-	296	250	260
# of times public meetings viewed online	48,000	110,440	60,000	90,000

\*New measures beginning in FY 15.

**BUDGET COMMENTS**

This budget supports the video operations of the Community Video Center and the Building F Board Room, in addition to public information, media relations, tourism support, and civic engagement. This budget reflects the transfer of a position from the Office of Economic Development to support tourism and County events. One half of the position costs are reimbursed from the Tourism Fund.

**KEY WORKPLAN ITEMS**

1. Serve as the point of contact for economic development opportunities for both existing and new businesses within James City County, including identifying and communicating available opportunities and resources to the local business community
2. Attract businesses in high-growth market segments, including but not limited to technology, medical and government-related industries
3. Continue to expand and promote current incentive programs for both new and existing companies to support business creation and expansion
4. Increase local awareness of existing local businesses, encouraging consumers to “think locally” for their business and personal needs/services
5. Provide support to the Economic Development Authority of James City County in their efforts to sustain and expand the County’s commercial and industrial revenue base and enhance the quality of life for the County’s citizens

**BUDGET SUMMARY**

	<u>FY 15 Adopted</u>	<u>FY 15 Plan</u>	<u>FY 16 Adopted</u>
Personnel	\$ 364,753	\$ 368,025	\$ 351,140
Operating	<u>51,565</u>	<u>53,165</u>	<u>51,562</u>
Total	<u>\$ 416,318</u>	<u>\$ 421,190</u>	<u>\$ 402,702</u>

**PERSONNEL**

Full-time Personnel	4	4	3.5
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**PERFORMANCE MEASURES**

	<u>FY 13 Actual</u>	<u>FY 14 Actual</u>	<u>FY 15 Adopted</u>	<u>FY 16 Adopted</u>
# Small businesses assisted through the County’s process	12	22	12	12
# Expanded existing business announced for County through OED	4	4	4	4
# New business announced for County through OED	4	5	4	4

**BUDGET COMMENTS**

This budget reflects the transfer of one position to Communications and one-half of a position from the Board of Supervisors.

**KEY WORKPLAN ITEMS**

1. Provide leadership and work collaboratively with all County departments to achieve the County’s mission, vision, values and priorities, oversee long and short term planning and ensure services are provided efficiently and effectively
2. Assist departments in recruiting, selecting, and orienting qualified candidates for job vacancies
3. Ensure programs meet federal and state requirements
4. Assist in resolving employee-employer concerns and conduct any necessary investigations
5. Communicate personnel related information and provide employee training
6. Oversee benefit and other contracts to identify cost savings, including soliciting competitive bids
7. Manage human resource information ensuring data is accurate and meaningful
8. Manage programs to retain top performers and recognize employee accomplishments and service
9. Support the County in selecting and retaining highly qualified employees by maintaining the classification and compensation systems so salaries are competitive in the labor market

**BUDGET SUMMARY**

	FY 15 <u>Adopted</u>	FY 16 <u>Plan</u>	FY 16 <u>Adopted</u>
Personnel	\$ 691,217	\$ 699,919	\$ 673,513
Operating	118,057	118,341	118,341
Capital	2,200	1,500	1,500
Credits/Other	<u>(139,008)</u>	<u>(138,805)</u>	<u>(138,805)</u>
Total	<u>\$ 672,466</u>	<u>\$ 680,955</u>	<u>\$ 654,549</u>

**PERSONNEL**

Full-time Personnel	7	7	7
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	FY 13 <u>Actual</u>	FY 14 <u>Actual</u>	FY 15 <u>Adopted</u>	FY 16 <u>Adopted</u>
Average # of applicants per job vacancy	50	42	60	50
% Turnover rate	6%	7.5%	8%	8%
% Employee participants reporting improved skill/knowledge level after training	90%	95%	91%	91%

**BUDGET COMMENTS**

Personnel expenditures reflect turnover savings.

**KEY WORKPLAN ITEMS**

1. Register voters, maintain and update records, and issue updated voter registration cards
2. Conduct five elections (two local/state Primary Elections, two General Elections, and Presidential Primary Election currently set for March 2016) including coordinating logistics, staffing locations, training volunteers, determining eligibility and reporting results
3. Provide eligible citizens with absentee voting by mail and in person and electronic/mail voting support for over 250 overseas citizens
4. Assist candidates in filing to run for office and ongoing campaign finance reports for 16 local elected offices
5. Verify petition voter signatures
6. Provide accurate poll book data and reprecincting guidance to the Board of Supervisors as population growth necessitates and during redistricting

**BUDGET SUMMARY**

		FY 15 <u>Adopted</u>		FY 16 <u>Plan</u>		FY 16 <u>Adopted</u>
Personnel	\$	192,310	\$	200,015	\$	202,966
Operating		128,745		159,870		159,870
Capital		37,650		47,180		47,180
Total	\$	<u>358,705</u>	\$	<u>407,065</u>	\$	<u>410,016</u>

**PERSONNEL**

Full-time Personnel	3	3	3
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	FY 13 <u>Actual</u>	FY 14 <u>Actual</u>	FY 15 <u>Adopted</u>	FY 16 <u>Adopted</u>
# Voting precincts	20	19	20	20
# Volunteer poll workers	400	250	300	300
# General election votes cast	41,000	26,570	30,000	40,000
# Total registered voters	52,000	53,089	54,000	56,000
# Absentee votes	8,000	2,264	3,000	5,000
Hours Electoral Board support	1,400	1,200	1,200	1,700

**BUDGET COMMENTS**

Funding is provided for replacement of optical scan equipment and electronic poll books. The FY2016 budget reflects additional costs associated with three elections versus two elections in FY2015. Funding is also included for electronic poll book licenses and for delivery systems, which are wheeled security cages used for storage and transport of election equipment and materials.

**DESCRIPTION OF SERVICES**

This activity accounts for the costs of operating the 71,661-square-foot City/County Courthouse located on Monticello Avenue. The Courthouse includes the Circuit Court, District Court, Juvenile and Domestic Relations Court, Sheriff, Clerk of the Circuit Court, and Commonwealth's Attorney.

**BUDGET SUMMARY**

	FY 15 <u>Adopted</u>	FY 16 <u>Plan</u>	FY 16 <u>Adopted</u>
Personnel	\$ 145,299	\$ 147,352	\$ 147,167
Operating	439,750	414,750	414,750
Received from Williamsburg	<u>(102,384)</u>	<u>(98,368)</u>	<u>(98,335)</u>
Total	<u>\$ 482,665</u>	<u>\$ 463,734</u>	<u>\$ 463,582</u>

**PERSONNEL**

Full-time Personnel	2	2	2
Part-time Personnel	1	1	1

**BUDGET COMMENTS**

The County is the fiscal agent for the Courthouse and the City will pay for 17.5 percent of the operating costs in FY2016 under the terms of the contract. In addition to the operating budget, funding has been included in the Capital Projects fund for the County's share of the Courthouse roof replacement.

**KEY WORKPLAN ITEMS**

1. Assist the Circuit Court Judge in carrying out court associated responsibilities
2. Maintain all Circuit Court records
3. Issue and record official documents including land records and plats; probate wills; notary public applications; marriage licenses; concealed handgun permits; record military discharge forms (DD-214) and assumed business names

**BUDGET SUMMARY**

		FY 15 <u>Adopted</u>		FY 16 <u>Plan</u>		FY 16 <u>Adopted</u>
Personnel	\$	664,064	\$	668,334	\$	683,948
Operating		43,545		43,545		43,545
Received from Williamsburg		(8,853)		(9,601)		(18,521)
Total	\$	<u>698,756</u>	\$	<u>702,278</u>	\$	<u>708,972</u>

**PERSONNEL**

Full-time Personnel	11	11	11
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	FY 13 <u>Actual</u>	FY 14 <u>Actual</u>	FY 15 <u>Adopted</u>	FY 16 <u>Adopted</u>
# Deed book recordings	28,000	24,507	30,000	27,000
# Civil cases	900	1,231	1,000	1,300
# Criminal cases	1,400	1,361	1,400	1,400

**BUDGET COMMENTS**

The City shares 17.5 percent of the cost of this office in FY2016.

**NET COUNTY FUNDING**

		FY 15 <u>Adopted</u>		FY 16 <u>Plan</u>		FY 16 <u>Adopted</u>
Total Budget	\$	698,756	\$	702,278	\$	708,972
State/Other Revenue		(657,018)		(657,018)		(621,659)
Net County Funding	\$	<u>41,738</u>	\$	<u>45,260</u>	\$	<u>87,313</u>

**KEY WORKPLAN ITEMS**

1. Prosecute all felony cases that occur within James City County, as well as all misdemeanor charges that have incarceration as a potential consequence
2. Assist victims/witnesses involved in the criminal justice process by better educating them about court processes and available services as well as keeping them up-to-date and informed on the status of individual cases
3. Provide on-going education and training to law enforcement to enhance their ability to protect and serve the citizens of James City County

**BUDGET SUMMARY**

	FY 15 Adopted	FY 16 Plan	FY 16 Adopted
Personnel	\$ 807,535	\$ 812,124	\$ 816,540
Operating	37,380	37,380	37,380
Other	43,725	46,110	46,110
Received from Williamsburg	(60,835)	(62,055)	(60,934)
Total	<u>\$ 827,805</u>	<u>\$ 833,559</u>	<u>\$ 839,096</u>

**PERSONNEL**

Full-time Personnel	9	9	9
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	FY 13 Actual	FY 14 Actual	FY 15 Adopted	FY 16 Adopted
# Cases handled by prosecutors*	3,074	3,038	3,175	3,000
# Victims served by Victim Assistance	1,637	1,575	1,725	1,750
Hours of education provided	73	68	75	50

**BUDGET COMMENTS**

The State provides for nine full-time employees. The City of Williamsburg will pay 17.5 percent of the local cost in FY2016 based on the Courthouse agreement.

**NET COUNTY FUNDING**

	FY 15 Adopted	FY 16 Plan	FY 16 Adopted
Total Budget	\$ 827,805	\$ 833,559	\$ 839,096
State/Other Revenue	(541,014)	(541,014)	(551,835)
Net County Funding	<u>\$ 286,791</u>	<u>\$ 292,545</u>	<u>\$ 287,261</u>

**KEY WORKPLAN ITEMS**

- |    |  |
|----|--|
| 1. | Serve civil processes such as court orders, subpoenas and writs of possession in accordance with legal procedures and requirements |
| 2. | Transport juveniles and adults safely to and from Court, and as necessary, to and from detention/correctional facilities           |
| 3. | Ensure courthouse and courtroom security   |
| 4. | Transport people under Temporary Detention Orders to and between mental health facilities  |

**BUDGET SUMMARY**

	FY 15 Adopted	FY 16 Plan	FY 16 Adopted
Personnel	\$ 1,238,226	\$ 1,266,029	\$ 1,258,167
Operating	133,075	139,488	136,368
Capital	23,000	-	-
Received from Williamsburg	(97,684)	(97,789)	(96,985)
Total	<u>\$ 1,296,617</u>	<u>\$ 1,307,728</u>	<u>\$ 1,297,550</u>

**PERSONNEL**

Full-time Personnel	16	16	16
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**PERFORMANCE MEASURES**

	FY 13 Actual	FY 14 Actual	FY 15 Adopted	FY 16 Adopted
# Civil processes	27,754	27,047	27,500	27,500
# Staff days - Court days	1,270/757	1,246/774	1,250/750	1,250/775
# Inmate holdings Court - Adult and Juvenile	1,809	1,573	1,750	1,650

**BUDGET COMMENTS**

The City of Williamsburg pays for 17.5 percent of the local cost of this office in FY2016. The Sheriff also generates other court-related fees to help reduce overall local funding. This budget includes funding for replacement ballistic vests.

**NET COUNTY FUNDING**

	FY 15 Adopted	FY 16 Plan	FY 16 Adopted
Total Budget	\$ 1,296,617	\$ 1,307,728	\$ 1,297,550
State/Other Revenue	(826,403)	(826,403)	(840,330)
Net County Funding	<u>\$ 470,214</u>	<u>\$ 481,325</u>	<u>\$ 457,220</u>

**DESCRIPTION OF SERVICES**

This activity provides for local contributions to the various Courts. Probation and Juvenile services activities are also included. All are State or regional activities primarily supported with State and Federal financial assistance.

	<u>FY 15 Adopted</u>	<u>FY 16 Plan</u>	<u>FY 16 Adopted</u>
City/County Court Services Unit	\$ 102,700	\$ 105,398	\$ 105,148
Circuit Court	134,385	135,472	134,419
Court Support Building	64,562	66,864	26,843
General District Court	37,240	37,240	35,306
Juvenile and Domestic Court	23,760	23,760	21,827
9th Judicial District Court Services	9,945	10,259	10,259
Magistrates	<u>1,270</u>	<u>1,270</u>	<u>1,490</u>
Total	<u>\$ 373,862</u>	<u>\$ 380,263</u>	<u>\$ 335,292</u>

**PERSONNEL**

Full-time Personnel	2	2	2
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**BUDGET COMMENTS**

In FY2016, the City of Williamsburg will contribute 17.5 percent per the Courthouse agreement to the Juvenile and Domestic Relations Court; the General District Court; the Circuit Court with two locally funded positions included in the budget; and a 50/50 split for the Magistrates and the Court Services Unit. The 9th Judicial District Court Services office expenses are shared equally by eleven jurisdictions.

The Court Services Building was privately constructed adjacent to the new Courthouse in FY2002. The County leases the building and it houses the 9th Judicial District Court Services, City/County Court Services Unit, and Colonial Community Corrections. Savings are anticipated in rental expenses in FY2016.

**KEY WORKPLAN ITEMS**

1. Ensure a safe community for all citizens and visitors by providing a full range of police service provided by Uniform Division, Investigations Division, Community Services and Administrative Services Division, Traffic Unit, Forensic/Property and Evidence Unit, and SWAT Team
2. Patrol and respond to a projected 26,000 calls for service by providing coverage with 3 overlapping 9.5 hour shifts within 5 zones 24-hours a day and 7-days a week
3. Respond to and investigate a projected 1,600 traffic crashes
4. Participate in regional narcotic and federal violent crime/gang task forces
5. Deploy specialized teams for crimes against persons and property, child victim cases, narcotics offenses, economic and computer crimes, and sex offenses
6. Employ community policing efforts to work in partnership with the community to solve problems
7. Obtain at least \$100,000 in grant funding
8. Provide school resource officers in high schools and middle schools
9. Utilize bike and marine patrols to supplement services provided to citizens and visitors
10. Provide all State-mandated in-service training at County facilities as a satellite academy for the Hampton Roads Criminal Justice Training Academy and provide an average of 36 hours of job related training per officer, including 20 hours of state mandated categories
11. Educate citizens about crime prevention and provide resources for citizens, civic groups, schools, businesses and neighborhood organizations to reduce crime and fear of crime in the community

**BUDGET SUMMARY**

	FY 15 Adopted	FY 16 Plan	FY 16 Adopted
Personnel	\$ 8,181,669	\$ 8,523,055	\$ 8,409,733
Operating	852,264	888,415	848,879
Capital	423,615	629,615	618,595
Other	(18,502)	(18,502)	(18,502)
Total	<u>\$ 9,439,046</u>	<u>\$ 10,022,583</u>	<u>\$ 9,858,705</u>

**PERSONNEL**

Full-time Personnel	100	103	103
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**PERFORMANCE MEASURES**

	<u>FY 13 Actual</u>	<u>FY 14 Actual</u>	<u>FY 15 Adopted</u>	<u>FY 16 Adopted</u>
Average response time to high priority calls (min/sec)	<8:00	<8:00	<8:00	<8:00
% Crimes against persons cleared	>54%	69%	60%	>54%
% Property crimes cleared	>18%	22%	16%	>19%

**BUDGET COMMENTS**

In FY2016, three full-time Police Sergeant positions have been added to address staffing in Patrol.

This budget includes funding for replacement vehicles as per the replacement schedule and vehicles for new positions. Capital funding includes equipment for new positions, new body worn camera systems, replacement of in-car cameras, and replacement of Tasers.

**KEY WORKPLAN ITEMS**

- |    |  |
|----|--|
| 1. | Enforce licensing, leash laws, animal welfare laws, dangerous animal laws, and impounding of strays as required by County and State code |
| 2. | Investigate animal neglect and cruelty cases   |
| 3. | Respond to emergency animal and rabid wildlife calls around the clock  |
| 4. | Educate citizens about licensing, rabies prevention, spaying, and neutering programs   |

**BUDGET SUMMARY**

	FY 15 <u>Adopted</u>	FY 16 <u>Plan</u>	FY 16 <u>Adopted</u>
Personnel	\$ 158,387	\$ 159,287	\$ 161,113
Operating	67,261	66,710	82,304
Capital	550	19,900	20,600
Billing to Users	(18,900)	(18,900)	(18,900)
Total	<u>\$ 207,298</u>	<u>\$ 226,997</u>	<u>\$ 245,117</u>

**PERSONNEL**

Full-time Personnel	2	2	2
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	FY 13 <u>Actual</u>	FY 14 <u>Actual</u>	FY 15 <u>Adopted</u>	FY 16 <u>Adopted</u>
# Requests for service	2,900	3,033	3,000	3000
# Animals impounded	575	429	575	430
% Dog license compliance	75%	77%	75%	75%

**BUDGET COMMENTS**

This budget provides funding for the estimated share of expenses for the Heritage Humane Society based on the County's contract for shared space. An anticipated increase is included based on a proposed contract amendment. One replacement vehicle is included in the FY2016 budget.

**KEY WORKPLAN ITEMS**

1. Provide fire protection, prevention, emergency medical, and other emergency services from five stations strategically located throughout the County
2. Enforce the Fire Prevention Code through the Fire Marshal’s Office, including conducting a projected 2,000 inspections
3. Investigate a projected 140 fire code violations, threats and incidents, including structure, vehicle and outside fires; hazmat scenes; and bombs/explosives
4. Respond to a projected 9,850 calls for emergency response
5. Provide basic and advanced pre-hospital life support care to a projected 6,300 patients and hospital transportation for a projected 5,200 of those patients
6. Educate citizens about fire safety through programs and materials targeted at preschool and elementary school children, adults, persons with disabilities, and seniors

**BUDGET SUMMARY**

	FY 15 <u>Adopted</u>	FY 16 <u>Plan</u>	FY 16 <u>Adopted</u>
Personnel	\$ 10,124,339	\$ 10,161,762	\$ 10,191,535
Operating	610,053	620,153	615,657
Capital	296,200	287,620	268,370
Credits/Other	(36,800)	(36,800)	(36,800)
Total	<u>\$ 10,993,792</u>	<u>\$ 11,032,735</u>	<u>\$ 11,038,762</u>

**PERSONNEL**

Full-time Personnel	114	114	115
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	<u>FY 13 Actual</u>	<u>FY 14 Actual</u>	<u>FY 15 Adopted</u>	<u>FY 16 Adopted</u>
Average response time for first arriving unit (all incidents)	5:45	6:00	5:46	6:00
# Calls for emergency medical services	6,446	6,450	6,700	6,700
# Calls for fires and other emergencies	2,822	3,065	3,100	3,150
# Inspections for Fire Code enforcement	1,910	1,829	2,000	2,000
# Fire safety programs conducted in WJCC schools	141	90	140	110

***BUDGET COMMENTS***

Capital funding includes replacement vehicles in both years as per the replacement schedule, new blast shields, which are used when refilling highly explosive SCBA oxygen tanks, and replacement of EMS equipment and atmospheric monitors. A Public Educator position has been transferred from Emergency Management to this budget.

**KEY WORKPLAN ITEMS**

1. Coordinate overall County emergency preparedness, response, and recovery responsibilities
2. Review and update all County emergency plans and participate in Commonwealth and Regional Emergency Planning initiatives
3. Educate citizens about hazards, risks, and ways to prepare for and recover from emergencies
4. Maintain the Emergency Operations Center (EOC), mobile command center, and dedicated equipment, systems, and appropriate technologies to ensure response capabilities
5. Conduct and participate in local, regional, state and federal emergency training and exercises
6. Provide comprehensive Community Emergency Response Team (CERT) courses and training for a projected 20 new volunteers
7. Maintain emergency alert and information capabilities using JCC Alert (jccalert.org) to deliver emergency alerts, notifications, and updates to citizens through devices including telephones, pagers, text messages, and e-mail,
8. Transition County EOC to National Incident Management System (NIMS) model

**BUDGET SUMMARY**

	FY 15 <u>Adopted</u>	FY 16 <u>Plan</u>	FY 16 <u>Adopted</u>
Personnel	\$ 242,607	\$ 244,925	\$ 172,947
Operating	98,794	98,700	85,054
Capital	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>
Total	<u>\$ 342,401</u>	<u>\$ 344,625</u>	<u>\$ 259,001</u>

**PERSONNEL**

Full-time Personnel	3	3	2
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**PERFORMANCE MEASURES**

	<u>FY 13 Actual</u>	<u>FY 14 Actual</u>	<u>FY 15 Adopted</u>	<u>FY 16 Adopted</u>
# Test of emergency operations system	36	36	36	36
# Public educational presentations on emergency preparedness/fire safety	16	13	20	26
# Citizens newly trained in comprehensive CERT course	21	33	20	40

**BUDGET COMMENTS**

This budget reflects the transfer of a Public Educator position to Fire/EMS.

**KEY WORKPLAN ITEMS**

1. Provide 911 emergency contact services
2. Answer a projected 97,300 emergency and non-emergency calls for service and dispatch a projected 54,500 calls for service for Police and Fire/EMS
3. Facilitate information exchange and response among County and regional emergency responders throughout incidents
4. Provide emergency medical direction such as CPR and childbirth assistance
5. Jointly operate regional radio system with York and Gloucester counties, supporting area localities, public safety departments, schools, service authorities, transportation agencies, and the regional jail
6. Update national database with information about a projected 3,700 wanted or missing people and missing or stolen property
7. Prepare for emergencies by participating in National Weather Service and Surry Power Plant exercises

**BUDGET SUMMARY**

		FY 15 Adopted		FY 16 Plan		FY 16 Adopted
Personnel	\$	1,916,515	\$	2,028,097	\$	1,959,457
Operating		1,505,870		1,563,810		1,514,780
Capital		7,328		1,000		1,000
Credits/Other		(487,371)		(511,080)		(487,368)
Total	\$	<u>2,942,342</u>	\$	<u>3,081,827</u>	\$	<u>2,987,869</u>

**PERSONNEL**

Full-time Personnel	29	29	29
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**PERFORMANCE MEASURES**

	FY 13 Actual	FY 14 Actual	FY 15 Adopted	FY 16 Adopted
# E-911 land line calls received	10,094	9,476	9,150	8,900
# Wireless 911 calls received	16,357	18,002	17,535	18,400
# Other dispatch calls received	69,298	67,698	102,815	70,000
# Emergency calls dispatched - Fire/EMS	9,146	9,209	9,500	9,500
# Emergency calls dispatched - Police	38,416	46,005	42,525	45,000

**BUDGET COMMENTS**

This budget includes software costs associated with Computer Aided Dispatch interfaces.

**KEY WORKPLAN ITEMS**

1. Provide a range of financial services in a professional manner, consistent with receiving the Treasurers' Association of Virginia "Award of Accreditation" for 11 consecutive years
2. Bill, collect and report Real Estate and Personal Property taxes, Business Professional and Occupational Licenses and Meals and Lodging taxes
3. Collect and report State Fiduciary Income and State Estimated Income taxes
4. Receive and report all revenue generated from user fees and other miscellaneous sources
5. Invest available funds in longer term investments to maximize interest earnings
6. Provide cash management services for the WJCC School System, Regional Jail, Juvenile Detention, Olde Towne Medical and Dental Center, WATA and Economic Development Authority
7. Provide multiple payment options such as on-line or over-the-counter credit and debit, local bank drop-off, Easy Pay pre-pay program, cash and check
8. Enhance delinquent tax collections

**BUDGET SUMMARY**

	FY 15 Adopted	FY 16 Plan	FY 16 Adopted
Personnel	\$ 956,896	\$ 925,176	\$ 920,370
Operating	466,360	462,510	462,510
Capital	2,000	4,000	4,000
Credits/Other	(23,088)	(23,088)	(23,088)
Total	<u>\$ 1,402,168</u>	<u>\$ 1,368,598</u>	<u>\$ 1,363,792</u>

**PERSONNEL**

Full-time Personnel	13	13	13
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**PERFORMANCE MEASURES**

	FY 13 Actual	FY 14 Actual	FY 15 Adopted	FY 16 Adopted
# Real Estate tax bills processed	70,250	70,095	71,525	71,700
# Personal Property bills processed	162,519	158,662	170,250	172,500
# Business licenses mailed and payments processed	5,900	5,072	6,250	6,500

**BUDGET COMMENTS**

This budget reflects the reduction of temporary hours dedicated to the transition to a new computer system.

**NET COUNTY FUNDING**

	FY 15 Adopted	FY 16 Plan	FY 16 Adopted
Total Budget	\$ 1,402,168	\$ 1,368,598	\$ 1,363,792
State/Other Revenue	(168,925)	(168,925)	(172,300)
Net County Funding	<u>\$ 1,233,243</u>	<u>\$ 1,199,673</u>	<u>\$ 1,191,492</u>

**KEY WORKPLAN ITEMS**

1. Assess for Business, Professional and Occupational Licenses and personal property taxes in accordance with the law including: Business Personal Property, Individual Personal Property such as vehicles, boats and mobile homes and Machinery and Tools
2. Update tax records and provide accurate and useful statistical information with which County officials and community members can make decisions
3. Review and approve applications from those who qualify for various tax relief programs including relief for the elderly and handicapped, land use, personal property exemptions for disabled veterans and handicapped individuals
4. Assist citizens with a variety of tax-related matters, including personal property, tax relief programs, State income tax, including completing and reviewing State income tax forms
5. Educate citizens about applicable tax laws and procedures

**BUDGET SUMMARY**

	FY 15 <u>Adopted</u>		FY 16 <u>Plan</u>		FY 16 <u>Adopted</u>
Personnel	\$ 718,225	\$	725,767	\$	751,706
Operating	38,825		33,825		34,325
Capital	15,200		1,000		1,000
Total	<u>\$ 772,250</u>	\$	<u>760,592</u>	\$	<u>787,031</u>

**PERSONNEL**

Full-time Personnel	11	11	11
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**PERFORMANCE MEASURES**

	FY 13 <u>Actual</u>	FY 14 <u>Actual</u>	FY 15 <u>Adopted</u>	FY 16 <u>Adopted</u>
# Income tax returns processed	5,000	4,018	5,000	4,300
# Business licenses processed	6,150	5,783	6,300	6,300
# Personal property assessments	100,000	96,319	105,000	105,000

**BUDGET COMMENTS**

This budget reflects a continuation of the current level of service.

**NET COUNTY FUNDING**

	FY 15 <u>Adopted</u>		FY 16 <u>Plan</u>		FY 16 <u>Adopted</u>
Total Budget	\$ 772,250	\$	760,592	\$	787,031
State/Other Revenue	(165,869)		(165,869)		(169,185)
Net County Funding	<u>\$ 606,381</u>	\$	<u>594,723</u>	\$	<u>617,846</u>

**KEY WORKPLAN ITEMS**

- |    |  |
|----|--|
| 1. | Maintain and enhance bond ratings  |
| 2. | Provide financial planning and capital financing advice to the County Administrator and the Board and manage financial policies and procedures to maintain highest bond rating available |
| 3. | Prepare annual operating budget for the County’s general fund, special revenue funds and multi-year capital improvement program  |
| 4. | Evaluate capital financing options and provide those alternatives to the County Administrator with recommendations   |
| 5. | Review insurance coverage and limits to manage risk for both County and Schools  |
| 6. | Respond to initial insurance claims within 24 hours of receipt   |
| 7. | Reduce risk through onsite evaluation, safety procedure review and training  |
| 8. | Provide in-house mail and courier services for both the County and Schools   |

**BUDGET SUMMARY**

	FY 15 <u>Adopted</u>	FY 16 <u>Plan</u>	FY 16 <u>Adopted</u>
Personnel	\$ 670,312	\$ 676,185	\$ 675,867
Operating	431,400	457,790	481,843
Other	<u>(151,016)</u>	<u>(151,016)</u>	<u>(151,016)</u>
Total	\$ <u>950,696</u>	\$ <u>982,959</u>	\$ <u>1,006,694</u>

**PERSONNEL**

Full-time Personnel	7	7	7
Part-time Personnel	0	0	1

**PERFORMANCE MEASURES**

	<u>FY 13 Actual</u>	<u>FY 14 Actual</u>	<u>FY 15 Adopted</u>	<u>FY 16 Adopted</u>
Worker's Compensation experience modifier	1.01	.90	.85	.85
Total cost of risk as a % of total budget	.15	.15	.14	.14
Rating issued by Standard and Poor's	AAA	AAA	AAA	AAA

**BUDGET COMMENTS**

This budget provides for the County's property and liability insurance coverage, annual audit services of financial statements, and costs and reimbursements associated with risk management services to the School division. Additional funding is included in both years to cover increased premiums for property and casualty insurance, insurance for volunteers and increased costs associated with the Line of Duty Act. A part-time position assigned to the Commissioner of the Revenue office is funded here.

**KEY WORKPLAN ITEMS**

1. Provide full range of accounting services for County Departments, James City Service Authority and other agencies for which the County serves as a fiscal agent
2. Prepare the Comprehensive Annual Financial Report
3. Process timely and accurate payroll, including benefit reconciliations and W-2 forms
4. Process timely and accurate vendor payments and 1099 forms
5. Maintain general ledger to show assets, liabilities, income and expenses including monthly and annual financial statements
6. Inventory capital assets
7. Oversee grants to ensure fiscal compliance

**BUDGET SUMMARY**

	FY 15 Adopted	FY 16 Plan	FY 16 Adopted
Personnel	\$ 528,141	\$ 534,047	\$ 567,616
Operating	32,420	35,957	35,957
Capital	3,500	-	-
Received from JCSA, etc.	(381,891)	(381,518)	(385,510)
Total	\$ <u>182,170</u>	\$ <u>188,486</u>	\$ <u>218,063</u>

**PERSONNEL**

Full-time Personnel	8	8	8
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**PERFORMANCE MEASURES**

	FY 13 Actual	FY 14 Actual	FY 15 Adopted	FY 16 Adopted
# Invoices processed	25,500	24,000	24,000	23,000
# Payroll checks issued	31,000	30,700	31,000	31,000
# Purchasing card transactions	15,500	17,900	18,000	18,900

**BUDGET COMMENTS**

This Division charges for its services to the Service Authority, Regional Jail, Williamsburg Area Transit Authority, Colonial Community Corrections, and Regional Juvenile Detention facility. This Division also provides fiscal agent services to the Olde Towne Medical and Dental Center and the County's Economic Development Authority. This budget provides for a continuation in the current level of service.

**KEY WORKPLAN ITEMS**

- |    |   |
|----|---|
| 1. | Coordinate fair and efficient procurement of goods and services in accordance with regulations and requirements   |
| 2. | Produce the best value for purchases, researching alternatives to identify the most efficient and cost-effective outcomes   |
| 3. | Provide professional procurement services to those agencies and groups that the County provides fiscal agent services for, including the Williamsburg-James City County Schools |
| 4. | Oversee the County's Purchasing Card program  |

**BUDGET SUMMARY**

	FY 15 <u>Adopted</u>	FY 16 <u>Plan</u>	FY 16 <u>Adopted</u>
Personnel	\$ 285,086	\$ 287,270	\$ 292,662
Operating	<u>10,200</u>	<u>10,200</u>	<u>10,200</u>
Total	<u>\$ 295,286</u>	<u>\$ 297,470</u>	<u>\$ 302,862</u>

**PERSONNEL**

Full-time Personnel	4	4	4
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**PERFORMANCE MEASURES**

	FY 13 <u>Actual</u>	FY 14 <u>Actual</u>	FY 15 <u>Adopted</u>	FY 16 <u>Adopted</u>
Solicitations processed	140	112	140	140
% Total spent via Purchasing Card	18%	26%	20%	23%
\$ Value from disposal of surplus property	\$50,000	\$101,756	\$55,000	\$62,000

**BUDGET COMMENTS**

This Division provides procurement services to the School Division as part of a shared services agreement. This budget reflects a continuation of the current level of service.

**KEY WORKPLAN ITEMS**

1. Assess new and current property at market value to determine real estate tax revenue
2. Provide property information such as sales, maps and values
3. Review and respond to property assessment inquiries
4. Assign addresses and property identification numbers and update records
5. Update property information to reflect transfers, name changes, wills, subdivisions, declarations, and other legal documents recorded at the County Clerk's Office
6. Update data layers for the County's geographic information system

**BUDGET SUMMARY**

	FY 15 Adopted	FY 16 Plan	FY 16 Adopted
Personnel	\$ 695,311	\$ 702,953	\$ 717,412
Operating	121,316	117,880	119,193
Capital	5,250	16,650	16,650
Total	<u>\$ 821,877</u>	<u>\$ 837,483</u>	<u>\$ 853,255</u>

**PERSONNEL**

Full-time Personnel	10	10	10
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**PERFORMANCE MEASURES**

	FY 13 Actual	FY 14 Actual	FY 15 Adopted	FY 16 Adopted
# Parcels assessed	32,500	32,700	33,100	33,500
# Property transfers updated	2,900	2,950	3,000	3,050
% Appeals versus notices sent	5%	5%	5%	5%

**BUDGET COMMENTS**

Funding is included in this budget for increased postage for biennial assessment notices. Capital funding is included for one replacement vehicle in FY2016 as per the replacement schedule.

**KEY WORKPLAN ITEMS**

1. Enhance technology initiatives with a view to increasing staff efficiency
2. Provide and support a computer network that can effectively conduct business with citizens and both public and private entities, including vendors and interested third parties
3. Develop information systems and programs that serve citizens and businesses and other entities and groups working for or within the County
4. Maintain historical records of both governmental and private activities within the County, as required by the Code of Virginia
5. Manage telecom services for County Departments, James City Service Authority and other agencies for which the County serves as a fiscal agent
6. Manage and operate the County’s Internet and Intranet
7. Compose, edit, and format high-quality documents such as correspondence, reports and minutes
8. Provide information using any and all electronic media during emergencies as required by Emergency Management

**BUDGET SUMMARY**

	FY 15 Adopted	FY 16 Plan	FY 16 Adopted
Personnel	\$ 1,791,546	\$ 1,806,785	\$ 1,820,965
Operating	718,443	702,466	702,420
Capital	203,000	194,500	194,500
Billings to Users	(257,194)	(257,194)	(257,194)
Total	<u>\$ 2,455,795</u>	<u>\$ 2,446,557</u>	<u>\$ 2,460,691</u>

**PERSONNEL**

Full-time Personnel	21	21	21
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**PERFORMANCE MEASURES**

	FY 13 Actual	FY 14 Actual	FY 15 Adopted	FY 16 Adopted
# Documents managed (Publications Management)	6,800	6,280	6,850	6,850
# Pages managed (Web)		150,000	158,000	162,000
# Documents scanned/inspected/filmed (Records Management)	220,000	273,495	220,000	220,000
# Requests/programming completed (Telecommunications)	525	591	575	575
# Help desk requests (IT)	4,100	4,702	4,500	4,500

**BUDGET COMMENTS**

The budget reflects a continuation of the current level of services.

**KEY WORKPLAN ITEMS**

1. Improve the community’s quality of life by recommending sound land use strategies and coordinating and managing growth and related development activities in a balance manner that implements the adopted Comprehensive Plan
2. Advocate for transportation funding and apply for funding and grant opportunities available for transportation projects to include studies, design, construction and maintenance
3. Educate citizens about current development cases and long-range planning topics through civic group presentations, public input forums, and community outreach events and assist homeowner's associations and other civic organizations in addressing neighborhood concerns
4. Encourage new legislative residential developments to incorporate affordable and workforce housing into their plans either through the Affordable and Workforce Housing Opportunities Policy, proffers, or recently revised ordinances
5. Coordinate annual reviews of the Capital Improvements Plan (CIP) in conjunction with the Policy Committee and Planning Commission to provide priority recommendations to the Board of Supervisors
6. Provide yearly progress updates on the Goals, Strategies, and Actions as guided by the Comprehensive Plan’s implementation schedule, in coordination with the specified stakeholders, and present the results through the Planning Commission's Annual Report

**BUDGET SUMMARY**

		FY 15 <u>Adopted</u>		FY 16 <u>Plan</u>		FY 16 <u>Adopted</u>
Personnel	\$	194,284	\$	195,184	\$	198,196
Operating		<u>18,895</u>		<u>18,955</u>		<u>18,912</u>
Total	\$	<u>213,179</u>	\$	<u>214,139</u>	\$	<u>217,108</u>

**PERSONNEL**

Full-time Personnel	2	2	2
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**PERFORMANCE MEASURES**

See applicable measures for each Division.

**BUDGET COMMENTS**

This budget provides for a continuation of the current level of service.

**KEY WORKPLAN ITEMS**

1. Review and provide comments on 50 percent of conceptual plan, site plan, and subdivision applications within 10 business days of submission and 100 percent within 15 days
2. Make substantial progress on the *Toward 2035, Leading the Way* Comprehensive Plan update, including meeting the milestones listed in the adopted methodology
3. Review applications for legislative cases in accordance with the Comprehensive Plan and make recommendations for projects that require approvals from County Boards and Commissions
4. As requested and prioritized by the Planning Commission and Board of Supervisors, pursue Zoning Ordinance revisions as follow-up to adopted plans, studies or other activities. As directed by the Board, solicit public/stakeholder input in revision processes
5. Preparation of information and coordination of transportation priorities (e.g. Route 60/relocated, Skiffes Creek Connector, Racefield Drive, Croaker Multi-Use Trail). Management and administration of two corridor studies, including technical reports and public/stakeholder input
7. Educate citizens about current development cases and long-range planning topics through civic group presentations, public input forums, and community outreach events
8. Produce regular population estimates in conjunction with the American Community Survey and provide expertise to develop demographic data when requested

**BUDGET SUMMARY**

	FY 15 Adopted	FY 16 Plan	FY 16 Adopted
Personnel	\$ 824,374	\$ 839,567	\$ 889,680
Operating	76,287	76,707	76,635
Capital	24,000	-	-
Total	<u>\$ 924,661</u>	<u>\$ 916,274</u>	<u>\$ 966,315</u>

**PERSONNEL**

Full-time Personnel	10	10	10
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	FY 13 Actual	FY 14 Actual	FY 15 Adopted	FY 16 Adopted
% Site plan, subdivision, and conceptual plan applications responded to within 15 days	100%	98%	100%	100%

**BUDGET COMMENTS**

Planning will be working with the Office of Economic Development and transportation consultants to develop independent cost estimates for road projects that would be eligible for revenue sharing.

**KEY WORKPLAN ITEMS**

1. Maintain tracking of completion of special use permit conditions and rezoning proffers and review site plans and subdivisions for compliance with associated proffers and conditions
2. Ensure enforcement of relevant sections of the County Code and Zoning Ordinance by responding with inspection and follow-up contact to zoning and code violations within five business days
3. Review and comment on applications for administrative variances, building and sign permits, and zoning verifications
4. Assist Board of Zoning Appeals with research and compilation of case information in preparation for hearing of variances and appeals to Zoning Administrator decisions and associated administrative decisions
5. Remove illegally posted temporary signage from County roadways
6. Work in concert with Building Safety and Permits and Housing and Community Development to address unsafe structures in a timely and effective fashion

**BUDGET SUMMARY**

	<u>FY 15 Adopted</u>	<u>FY 16 Plan</u>	<u>FY 16 Adopted</u>
Personnel	\$ 310,577	\$ 314,585	\$ 321,935
Operating	22,010	22,110	21,753
Capital	<u>32,000</u>	<u>-</u>	<u>-</u>
Total	<u>\$ 364,587</u>	<u>\$ 336,695</u>	<u>\$ 343,688</u>

**PERSONNEL**

Full-time Personnel	4	4	4
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**PERFORMANCE MEASURES**

	<u>FY 13 Actual</u>	<u>FY 14 Actual</u>	<u>FY 15 Adopted</u>	<u>FY 16 Adopted</u>
% Zoning and proffer violations resolved within six months of initial violation	95%	96%	95%	95%

**BUDGET COMMENTS**

This budget reflects a continuation of the current level of service.

**KEY WORKPLAN ITEMS**

- |    |   |
|----|---|
| 1. | Monitor active project and single-family construction sites to ensure that erosion and sedimentation is being managed               |
| 2. | Educate citizens about protecting the health of our environment including the purpose of the Bay Act program and watershed planning |
| 3. | Review and respond to applications for land disturbing and clearing permits within 7 business days                                  |
| 4. | Investigate reports of unauthorized erosion and sediment control and Chesapeake Bay activities within 2 business days               |
| 5. | Review and respond to requests for perennial stream and Resource Protection Areas determinations within 7 business days             |
| 6. | Administration of Chesapeake Bay, Erosion and Sediment Control, and Virginia Stormwater Regulations                                 |

**BUDGET SUMMARY**

	FY 15 Adopted	FY 16 Plan	FY 16 Adopted
Personnel	\$ 863,203	\$ 873,403	\$ 855,970
Operating	43,030	41,930	38,296
Capital	48,000	24,000	24,000
Total	<u>\$ 954,233</u>	<u>\$ 939,333</u>	<u>\$ 918,266</u>

**PERSONNEL**

Full-time Personnel	11	11	11
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**PERFORMANCE MEASURES**

	FY 13 Actual	FY 14 Actual	FY 15 Adopted	FY 16 Adopted
% of Erosion & Sediment, Drainage and Stormwater Plans reviewed within 21 days of receipt	89.8%	93%	90%	90%

**BUDGET COMMENTS**

This budget reflects a continuation of the current level of service.

**KEY WORKPLAN ITEMS**

1. Administer and enforce the Virginia Uniform Statewide Building Codes to protect health, safety and welfare of citizens
2. Review residential and commercial building permit applications and associated plans to ensure compliance with building codes
3. Conduct required building inspections and issue Certificate of Occupancy
4. Assist customers in answering questions related to building code issues in an efficient manner, providing appropriate code research quickly in order to support the citizen’s project goals
5. Educate citizens and provide prompt responses to unique and newly adopted building code requirements through in office staff support for walk-in customers, email and phone inquiries, and daily e-subscribe mailings
6. Investigate Building Code violations by responding with inspection and follow-up action within 3 business days
7. Assist Board of Building Code Appeals with research and compilation of case information in preparation for hearing
8. Address unsafe structures, in concert with the Fire Department, Zoning Enforcement, Housing and Community Development, Social Services, Police and the Virginia Department of Health in a timely and effective fashion in order to protect public safety

**BUDGET SUMMARY**

	<u>FY 15 Adopted</u>	<u>FY 16 Plan</u>	<u>FY 16 Adopted</u>
Personnel	\$ 1,032,866	\$ 1,072,311	\$ 1,056,960
Operating	78,850	78,850	77,065
Capital	-	50,000	50,000
Total	<u>\$ 1,111,716</u>	<u>\$ 1,201,161</u>	<u>\$ 1,184,025</u>

**PERSONNEL**

Full-time Personnel	14	14	14
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	<u>FY 13 Actual</u>	<u>FY 14 Actual</u>	<u>FY 15 Adopted</u>	<u>FY 16 Adopted</u>
# Inspections performed	28,000	28,822	30,000	30,000
# Building permits issued	6,400	7,022	6,500	7,000
% Residential plans returned within 10 working days	97%	86%	97%	97%

**BUDGET COMMENTS**

The FY2016 budget includes funding for the replacement of two vehicles.

**KEY WORKPLAN ITEMS**

- |    |  |
|----|--|
| 1. | Develop work plans, schedules, budgets and status reports to ensure capital projects are on budget and on time |
| 2. | Oversee value engineering review and incorporate cost savings  |
| 3. | Manage project construction contracts to meet specifications   |
| 4. | Reduce County electricity and natural gas energy usage in County buildings                                     |

**BUDGET SUMMARY**

	FY 15 <u>Adopted</u>	FY 16 <u>Plan</u>	FY 16 <u>Adopted</u>
Personnel	\$ 688,746	\$ 694,619	\$ 698,692
Operating	553,116	548,936	577,466
Capital	<u>10,000</u>	<u>76,500</u>	<u>76,500</u>
Total	<u>\$ 1,251,862</u>	<u>\$ 1,320,055</u>	<u>\$ 1,352,658</u>

**PERSONNEL**

Full-time Personnel	7	7	7
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**PERFORMANCE MEASURES**

	FY 13 <u>Actual</u>	FY 14 <u>Actual</u>	FY 15 <u>Adopted</u>	FY 16 <u>Adopted</u>
% Capital Projects on budget on time	90%	71%	90%	90%

**BUDGET COMMENTS**

Utility costs increase based on anticipated new streetlight additions. Capital funding is provided for Jolly Pond Dam repairs and for two replacement vehicles in FY2016.

**KEY WORKPLAN ITEMS**

- |    |  |
|----|--|
| 1. | Reduce County electricity and natural gas energy usage in County buildings   |
| 2. | Repair and perform scheduled preventative maintenance to extend the life of facility HVAC, electrical, and building components |
| 3. | Provide staff with training in building automation, sustainability and energy reduction  |
| 4. | Maintain facilities, totaling 483,963 square feet, for cleanliness, safety and occupant comfort                                |

**BUDGET SUMMARY**

	<u>FY 15 Adopted</u>	<u>FY 16 Plan</u>	<u>FY 16 Adopted</u>
Personnel	\$ 1,146,062	\$ 1,159,542	\$ 1,177,459
Operating	2,037,969	2,001,188	2,013,158
Capital	87,300	135,000	215,000
Billing of Joint Activities	(198,440)	(202,042)	(202,042)
Total	<u>\$ 3,072,891</u>	<u>\$ 3,093,688</u>	<u>\$ 3,203,575</u>

**PERSONNEL**

Full-time Personnel	18	18	18
Part-time Personnel	6	6	6

**PERFORMANCE MEASURES**

	<u>FY 13 Actual</u>	<u>FY 14 Actual</u>	<u>FY 15 Adopted</u>	<u>FY 16 Adopted</u>
% Facilities maintenance job orders completed by date customer requested	80%	76%	80%	80%

**BUDGET COMMENTS**

Increases in utility costs are due to increases in utility rates. Capital funding includes replacement vehicles in FY2016 as per the replacement schedule.

**KEY WORKPLAN ITEMS**

- |    |  |
|----|--|
| 1. | Maintain 454 acres of public grounds including schools, facilities and roadways to provide a safe, pleasant environment, including the new facilities at the Freedom Park Trail and Jamestown Beach Park |
| 2. | Maintain 100 acres of athletic facilities to provide a safe, pleasant environment for outdoor activities   |
| 3. | Maintain the appearance of medians in high travel corridors.   |
| 4. | Enhance maintenance of 81 County owned water quality management facilities   |

**BUDGET SUMMARY**

	FY 15 Adopted	FY 16 Plan	FY 16 Adopted
Personnel	\$ 1,145,675	\$ 1,163,515	\$ 1,159,458
Operating	480,167	448,567	434,464
Capital	161,000	106,400	106,400
Other	50,000	50,000	50,000
Billing of Joint Activities	(201,385)	(201,385)	(201,385)
Total	<u>\$ 1,635,457</u>	<u>\$ 1,567,097</u>	<u>\$ 1,548,937</u>

**PERSONNEL**

Full-time Personnel	25	25	25
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	FY 13 Actual	FY 14 Actual	FY 15 Adopted	FY 16 Adopted
% of Grounds Maintenance job orders completed by date customer requested	90%	91%	90%	90%

**BUDGET COMMENTS**

Capital funding is provided for replacement vehicles and trailers in FY2016 as per the replacement schedule.

**KEY WORKPLAN ITEMS**

- |    |   |
|----|---|
| 1. | Maintain about 940 vehicles and equipment including Fire/EMS apparatus, heavy/medium trucks and equipment, Police vehicles, passenger vehicles, a variety of grounds equipment to including mowers and handheld equipment |
| 2. | Perform preventative maintenance and repair on vehicles and equipment as economically and efficiently as possible while ensuring safety and reliability   |
| 3. | Maintain 6 fuel sites to provide fuel to county and outside agency vehicles   |
| 4. | Adopt methods to reduce petroleum consumption in County Fleet   |

**BUDGET SUMMARY**

	FY 15 Adopted	FY 16 Plan	FY 16 Adopted
Personnel	\$ 544,072	\$ 551,662	\$ 544,760
Operating	101,535	101,685	102,718
Capital	72,100	21,175	21,175
Other	285,330	304,640	304,640
Total	\$ <u>1,003,037</u>	\$ <u>979,162</u>	\$ <u>973,293</u>

**PERSONNEL**

Full-time Personnel	8	8	8
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**PERFORMANCE MEASURES**

	FY 13 Actual	FY 14 Actual	FY 15 Adopted	FY 16 Adopted
# Work orders completed	3,200	3,270	3,350	3,350
% of Work orders completed within 72 hours	70%	72%	70%	70%

**BUDGET COMMENTS**

This budget includes funding for refurbishing three ground lifts in FY2016.

**KEY WORKPLAN ITEMS**

1. Manage the County’s state stormwater permit activities, including the MS4 permit and local stream and the Chesapeake Bay pollutant reductions.
2. Ensure that at least 90% of publically and privately owned stormwater management facilities are adequately maintained and structurally sound in accordance with approved plans
3. Educate citizens about stormwater management and related water quality, health and safety issues
4. Work with volunteers to protect and improve County waterways
5. Collect and evaluate water quality data and publish an annual report to citizens
6. Develop annual stormwater capital improvement and maintenance program including an inventory of needed improvements
7. Operate County owned stormwater management facilities
8. Provide technical assistance to citizens to encourage individual actions that will improve water quality in the County

**BUDGET SUMMARY**

	FY 15 <u>Adopted</u>	FY 16 <u>Plan</u>	FY 16 <u>Adopted</u>
Personnel	\$ 529,851	\$ 535,176	\$ 655,184
Operating	251,908	160,043	626,749
Capital	16,000	-	100,000
Total	<u>\$ 797,759</u>	<u>\$ 695,219</u>	<u>\$ 1,381,933</u>

**PERSONNEL**

Full-time Personnel	6	6	8
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**PERFORMANCE MEASURES**

	<u>FY 13 Actual</u>	<u>FY 14 Actual</u>	<u>FY 15 Adopted</u>	<u>FY 16 Adopted</u>
# Citizens reached through education efforts	1,000	1,000	6,000	6,000
# Stormwater treatment facilities in operation	65	78	81	81

**BUDGET COMMENTS**

This budget includes the allocation of .66 cents of the proposed real estate tax increase. This funds the Neighborhood Drainage Program which is designed to help neighborhoods and homeowners without the means to repair or maintain stormwater facilities. Funding is provided for the Neighborhood Drainage Coordinator for the full year and for a Capital Project Coordinator for half a year. Funding is also provided as part of this program for a software module that will be used to track infrastructure, work orders, and easements that will minimize risk to the County.

**KEY WORKPLAN ITEMS**

- |    |   |
|----|---|
| 1. | Operate three centralized collection sites 170 hours per week for refuse and recycling disposal |
| 2. | Manage the County’s curbside and household chemical/electronics recycling programs              |
| 3. | Ensure the closed landfill site complies with State permit requirements                         |

**BUDGET SUMMARY**

	FY 15 <u>Adopted</u>	FY 16 <u>Plan</u>	FY 16 <u>Adopted</u>
Personnel	\$ 326,330	\$ 331,205	\$ 331,388
Operating	1,006,323	1,055,085	1,050,883
User Fees	(250,000)	(250,000)	(250,000)
Total	<u>\$ 1,082,653</u>	<u>\$ 1,136,290</u>	<u>\$ 1,132,271</u>

**PERSONNEL**

Full-time Personnel	5	5	5
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	<u>FY 13 Actual</u>	<u>FY 14 Actual</u>	<u>FY 15 Adopted</u>	<u>FY 16 Adopted</u>
Tons of white goods and scrap metal recycled	275	308	250	225
% of Households in curbside recycling	90%	89%	90%	90%
Tons of Household recycling	6,300	6,148	6,000	6,200

**BUDGET COMMENTS**

This budget reflects a continuation of the current level of service.

**KEY WORKPLAN ITEMS**

1. Serve as second location for services such as collecting taxes and fees for the Treasurer’s office, registering and collecting fees for parks and recreation classes and programs, registering vehicles/businesses and collecting fees for the Commissioner of the Revenue, issuing building/accessory permits and collecting fees for Building Safety and Permits, collecting water/sewer payments and setting up new accounts, and registering new citizens as voters
2. Operate as DMV Select Site to provide vehicle services such as vehicle titles and registrations, renewals, issuing license plates, and issuing handicapped parking placards
3. Issue temporary boat registrations and hunting and fishing licenses for the Department of Game and Inland Fisheries (DGIF).

**BUDGET SUMMARY**

	FY 15 Adopted		FY 16 Plan		FY 16 Adopted
Personnel	\$ 204,685	\$	213,608	\$	212,362
Operating	9,360		9,510		9,545
Total	<u>\$ 214,045</u>	\$	<u>223,118</u>	\$	<u>221,907</u>

**PERSONNEL**

Full-time Personnel	3	3	3
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	FY 13 Actual	FY 14 Actual	FY 15 Adopted	FY 16 Adopted
% Parks & Recreation transactions completed correctly	95%	98%	98%	98%
% Customer satisfaction	95%	98%	98%	98%
% Release of DMV stops/liens/set-off debt	95%	98%	100%	100%

**BUDGET COMMENTS**

The County receives a portion of the DMV revenues collected at the Satellite Office from the State for services provided on their behalf. This budget provides funding a continued level of current services.

**KEY WORKPLAN ITEMS**

1. Serve as central point of contact for information about volunteering with the County
2. Operate 17 parks and 5 swimming pools at 3 locations to provide diverse recreational opportunities
3. Provide more than 2,000 leisure programs for all ages to include sports, before and after school, swimming, creative arts, and fitness
4. Manage Legacy Hall and two community centers that house programs, fitness opportunities, and community meeting space
5. Ensure facilities and programs are accessible and affordable to the public through a scholarship program, free times, and affordable fees
6. Operate over 40 miles of trails that support active lifestyles and alternative transportation methods
7. Increase programs at the James River Community Center to serve more citizens in the lower end of the County

**BUDGET SUMMARY**

	<u>FY 15 Adopted</u>	<u>FY 16 Plan</u>	<u>FY 16 Adopted</u>
Personnel	\$ 4,408,323	\$ 4,524,430	\$ 4,517,240
Operating	852,518	837,033	855,433
Capital	254,554	270,560	278,760
Total	<u>\$ 5,515,395</u>	<u>\$ 5,632,023</u>	<u>\$ 5,651,433</u>

**PERSONNEL**

Full-time Personnel	47	47	49
Part-time Personnel	12	12	11

**PERFORMANCE MEASURES**

	<u>FY 13 Actual</u>	<u>FY 14 Actual</u>	<u>FY 15 Adopted</u>	<u>FY 16 Adopted</u>
# Programs offered	2,936	2,975	3,065	3,080
Total attendance - programs and facilities	3,047,468	2,955,450	3,150,000	3,200,000
# Households receiving financial aid	155	165	165	170

**BUDGET COMMENTS**

This budget reflects the change of a part-time position to full-time status. An additional position is added to address the growing need for Senior Programming as the older population is one of the fastest growing demographics in the County. These positions are funded by increased Parks and Recreation revenues. Capital funding includes a replacement vehicle as per the replacement schedule. In addition, capital funding includes a new camera surveillance system and a new lock system in FY2016. User fees are projected to increase, reducing general tax support and increasing the revenue recovery rate from 51.8% in FY2015 to 54.1% in FY2016.

**NET COUNTY FUNDING**

	<u>FY 15 Adopted</u>	<u>FY 16 Plan</u>	<u>FY 16 Adopted</u>
Total Budget	\$ 5,515,395	\$ 5,632,023	\$ 5,651,433
Recreation User Fees	<u>(2,855,250)</u>	<u>(2,849,900)</u>	<u>(3,059,750)</u>
Net County Funding	<u>\$ 2,660,145</u>	<u>\$ 2,782,123</u>	<u>\$ 2,591,683</u>

***DESCRIPTION OF SERVICES***

This budget provides for the County's contribution to a number of non-County agencies. Some of these agencies provide services that the County itself would have to assume if the agency were not in place, while others are either mandated by the State or are regional activities.

***BUDGET SUMMARY***

	<u>FY 15</u> Adopted	<u>FY 16</u> Plan	<u>FY 16</u> Adopted
<b><u>Community Services Agencies:</u></b>			
Community Action Agency (CAA)	\$ 57,720	\$ 57,720	\$ 57,720
AVALON Task Force for Battered Women	49,500	49,500	49,500
Child Development Resources (CDR)	6,500	6,500	6,500
Hospice of Williamsburg	9,000	9,000	9,000
Community of Faith Mission	-	-	1,200
United Way of Greater Williamsburg	19,000	19,000	19,000
Court-Appointed Special Advocates (CASA)	17,100	17,100	17,100
Grove Christian Outreach Center	5,000	5,000	5,000
Peninsula Agency on Aging	22,500	22,700	22,700
Williamsburg Meals on Wheels	7,350	7,350	10,000
Historic Triangle Community Services Center	15,000	15,000	15,000
Adult Literacy for Life	3,600	3,600	3,600
Williamsburg Faith in Action	17,500	17,500	17,500
	<u>\$ 229,770</u>	<u>\$ 229,970</u>	<u>\$ 233,820</u>
<b><u>Business and Regional Associations:</u></b>			
Hampton Roads Military & Fed Facilities Alliance	\$ 23,000	\$ 23,000	\$ 23,000
Peninsula Council for Workforce Development	28,300	28,300	28,306
Commission on Homelessness	14,000	14,000	13,961
	<u>\$ 65,300</u>	<u>\$ 65,300</u>	<u>\$ 65,267</u>
<b><u>Educational/Environmental:</u></b>			
Thomas Nelson Community College	\$ 101,400	\$ 101,400	\$ 124,443
Hampton Roads Planning District Commission	111,041	111,041	93,761
Williamsburg Arts Commission	60,000	60,000	60,000
Cooperative Extension Service	49,800	49,800	49,800
Jamestown 4-H Center	3,000	3,000	3,000
Williamsburg Land Conservancy	1,000	1,000	1,000
	<u>\$ 326,241</u>	<u>\$ 326,241</u>	<u>\$ 332,004</u>
<b><u>Public Safety:</u></b>			
JCC Volunteer Rescue Squad	\$ 20,350	\$ 19,950	\$ 24,000
James City - Bruton Volunteer Fire Department	95,700	83,700	94,000
Peninsula Emergency Medical Council	6,945	6,945	7,023
State Forestry Service	4,855	4,855	4,855
	<u>\$ 127,850</u>	<u>\$ 115,450</u>	<u>\$ 129,878</u>
Total	<u>\$ 749,161</u>	<u>\$ 736,961</u>	<u>\$ 760,969</u>

***BUDGET COMMENTS***

Within **Community Services Agencies**, funding remains level for most agencies. Increased funding is provided to Williamsburg Meals on Wheels and Community of Faith Mission has been added, which provides a warm shelter for the homeless during the winter months.

**Business and Regional Associations** include level funding for most agencies. Funding for the Hampton Roads Economic Development Alliance is not included in this budget; however, the James City County Economic Development Authority may choose to fund this.

**Educational and Environmental** agency requests include a decrease in funding for the Hampton Roads Planning District Commission based on their request. The contribution to Thomas Nelson Community College reflects an increase in funding provided to the college that would be used to set aside funds for future projects. All other agencies will receive level funding.

**Public Safety Agencies** agency requests include a slight increase in funding for the James City-Bruton Volunteer Fire Department, the JCC Volunteer Rescue Squad, and the Peninsula Emergency Medical Council.

**PURPOSE**

This budget provides for a contingency reserve to pay for needs caused by unforeseen events falling into three categories: 1) Catastrophic reserves, to provide limited emergency funds in the event of natural or man-made disasters; 2) Operational reserves, to provide additional funds for limited unexpected service needs; and 3) Revenue reserves, to provide limited funds to smooth fluctuations in revenues caused by changes in economic conditions. A negative contingency captures savings created by personnel turnover.

**BUDGET SUMMARY**

	FY 15 <u>Adopted</u>	FY 16 <u>Plan</u>	FY 16 <u>Adopted</u>
Contingency	\$ 779,572	\$ 745,497	\$ 707,224
Personnel Contingency	(650,000)	(700,000)	(700,000)
Reserve for Compensation	-	330,000	-
Economic Development Incentives	90,000	60,000	60,000
Matching Funds - Grants	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>
Total	\$ <u>319,572</u>	\$ <u>535,497</u>	\$ <u>167,224</u>

**BUDGET COMMENTS**

Personnel contingency is budgeted at an increased amount to capture personnel turnover savings. Economic Development Incentives are funded for commitments for Enterprise Zone Grants and other incentive commitments.

***DESCRIPTION OF SERVICES***

The Williamsburg-James City County Public Schools operates as an independent, consolidated school division. The Division operates 15 schools - nine elementary, three middle and three high schools. Funding is received from several sources - local appropriations, State and Federal funds, and charges for certain services. This budget provides for James City County's share of the School Operating Budget and a contribution to Debt Service (repayment of borrowed funds, plus interest) relating to school facilities.

***BUDGET SUMMARY***

<u><i>Breakdown</i></u>	FY 15 <u>Adopted</u>	FY 16 <u>Plan</u>	FY 16 <u>Adopted</u>
Local Contribution	\$ 80,801,664	\$ 81,801,664	\$ 82,917,697
Debt Service	18,000,000	18,000,000	18,000,000
Salary/Fringes-Board	30,810	30,810	30,810
	<u>\$ 98,832,474</u>	<u>\$ 99,832,474</u>	<u>\$ 100,948,507</u>

***BUDGET COMMENTS***

The local contribution in FY2016 increases by \$2,116,033 or 2.6%. The contribution to debt service remains the same. Repayment of principal and interest on previous borrowings for the Schools is shown in the Debt Service Fund. See page F-11 for additional details.

The FY2016 funding does not fully fund the operating budget request as included in the Superintendent's Proposed Budget and adopted by the Williamsburg-James City County School Board. It does include \$500,000 for replacement buses which is funded by .91 cents of the real estate tax increase. The City/County funding split for FY2016 is 9.50%/90.50%. That is a change from the 9.68%/90.32% in FY2015.

County funding is part of a total funding package for the school budget as follows:

<b><i>Breakdown</i></b>	FY 15 Adopted	FY 16 Plan	FY 16 Adopted	% FY15 to FY16
County	\$ 80,801,664	\$ 81,801,664	\$ 82,917,697	2.6%
City	8,659,877	8,890,868	8,756,554	1.1%
Other	89,461,541	90,692,532	91,674,251	2.5%
	31,989,910	33,269,506	32,640,862	2.0%
	<b>\$ 121,451,451</b>	<b>\$ 123,962,038</b>	<b>\$ 124,315,113</b>	<b>2.4%</b>
Enrollment	11,116	11,468	11,316	1.8%
Spending Per Pupil	\$10,926	\$10,809	\$11,030	1.0%

***BUDGET COMMENTS***

Revenues and expenditures for FY2016 increase by 2.4% over the FY2015 numbers. Projected enrollment increases over the actual FY2015 enrollment by 200 students or 1.8%.

The City and County have a school funding contract built on the respective share of enrollment in the joint school system. The City shares of funding of local revenues are expected to be as follows:

FY2012	8.98%
FY2013	9.17%
FY2014	9.54%
FY2015	9.68%
FY2016	9.50%

In addition to the funding for the operating budget and for debt service, there are also proposed capital investments for school facilities. Those are shown in Section D of this budget.

**DESCRIPTION OF SERVICES**

The Williamsburg Regional Library (WRL) consists of two buildings, the James City County Library on Croaker Road and the Williamsburg Library on Scotland Street, and two Mobile Library Services vehicles. The Library offers a wide range of materials in print and digital format for adults and children. In addition to books in both regular and large print, WRL provides a growing ebook collection, audiobooks and music in both CD and downloadable format, feature and non-feature films, print and digital magazines, and several special collections. The Library also provides 24/7 access to a variety of online resources, including investment and consumer information, health research, language learning tools, student resources, and more. Librarians are available to assist users at our buildings and remotely via phone, email, or live chat. The Mobile Library Services vehicles visit neighborhoods, adult care facilities, schools, and summer camps bringing library resources to community members in who cannot access the buildings. WRL also provides a homebound delivery service. The Library offers an assortment of programs for children and adults, including story times, library tours, computer classes, exhibits, and book discussions. Additionally, WRL hosts the acclaimed Dewey Decibel Concert Series, several film series, lectures and workshops, and other events. The Williamsburg Library has three meeting rooms and a 268-seat theater; the James City County Library has two meeting rooms, a computer lab, and the 90-seat Kitzinger Community Room. WRL’s long-term, formal partnership with Williamsburg James City County Schools brings library collections, programs, and services to students and their families as well as W-JCC faculty and staff. Through its other partnerships and collaborations with local organizations, the Library extends its reach into the community, attracting new users and expanding access to Library services.

**BUDGET SUMMARY**

	<u>FY 15 Adopted</u>	<u>FY 16 Plan</u>	<u>FY 16 Adopted</u>
Regional Library System & Arts Center	\$ 4,367,111	\$ 4,419,042	\$ 4,421,282

Total Regional Library System Budget:

	<u>FY 15 Adopted</u>	<u>FY 16 Plan</u>	<u>FY 16 Adopted</u>
County	\$ 4,367,111	\$ 4,419,042	\$ 4,421,294
City	826,266	836,092	842,151
Other	993,515	993,515	1,029,481
Total	\$ 6,186,892	\$ 6,248,649	\$ 6,292,926

**BUDGET COMMENTS**

The City of Williamsburg, York County, and the County have a contractual agreement for the operations of the library system. The contract provides for Library employees to be covered under the County’s personnel and pay plans. This budget provides for increased County funding as per the contractual agreement as a result of increases in pay and health insurance.

**DESCRIPTION OF SERVICES**

This activity provides for local contributions to regional entities with which the County is a partner.

**BUDGET SUMMARY**

	FY 15 <u>Adopted</u>	FY 16 <u>Plan</u>	FY 16 <u>Adopted</u>
Regional Jail	\$ 2,500,000	\$ 2,500,000	\$ 2,562,000
Regional Juvenile Detention Center	279,000	285,000	247,200
Williamsburg Area Transit Authority	573,420	573,420	590,625
Colonial Group Home Commission	<u>380,854</u>	<u>380,854</u>	<u>367,764</u>
	<u>\$ 3,733,274</u>	<u>\$ 3,739,274</u>	<u>\$ 3,767,589</u>

**BUDGET COMMENTS**

The County is a member of the Virginia Peninsula Regional Jail Authority, along with the Cities of Williamsburg and Poquoson, and the County of York. The local contribution is the expected cost of County prisoners. That cost will cover all local costs associated with the operations of the Regional Jail, as well as debt service for the facility.

The County is also a member of the Middle Peninsula Juvenile Detention Commission, along with 17 other localities. This budget is based on the projected number of beds that the County will use over the next two years.

Funding is at a 3% increase for Williamsburg Area Transit Authority.

The Colonial Group Home Commission is a regional court alternative program that operates Crossroads, community supervision, and electronic monitoring for juveniles.

***DESCRIPTION OF SERVICES***

Included in this service area is the County's contribution to the Peninsula Health District (PHD), a State agency with shared funding. The Department offers a wide range of preventive, diagnostic, and rehabilitative medical and health services to all County residents, regardless of age, sex, race, or income, whenever the need arises. Other clinical services are provided by a not-for-profit corporation, Williamsburg Area Medical Assistance Corporation, also known as the Olde Towne Medical and Dental Center. Olde Towne Medical and Dental Center is funded by local jurisdictions, the local hospital, local businesses, and the State Health Department. It is staffed by volunteer physicians and paid administrative and nursing staff. WAMAC focuses on family practice to low-income families who have no or limited access for their health care needs.

The Parents as Teachers program, formerly Comprehensive Health Investment Program (CHIP), targets children, birth to age six, and assists in providing access to health care in the community.

The County also contributes funds to Colonial Behavioral Health, a regional agency that provides overall administration and coordination of mental health, mental retardation, and substance abuse programs for Williamsburg, James City County, York County, and Poquoson. Services include psychiatric evaluation and treatment, individual and group counseling, drug and alcohol abuse treatment, vocational workshops for the developmentally disabled, and special educational and rehabilitation programs for handicapped children. Local funding is shared according to an agreed, predetermined formula. Funding for administrative expenses is based on population, while programmatic funding is based 20 percent on population and 80 percent on current utilization figures.

***BUDGET SUMMARY***

	FY 15 Adopted	FY 16 Plan	FY 16 Adopted
Olde Towne Medical and Dental Center	\$ 330,750	\$ 330,750	\$ 330,750
Public Health Contribution	343,340	345,000	333,542
Colonial Behavioral Health	1,060,000	1,094,000	1,140,000
Parents as Teachers Program	51,070	51,250	51,070
Total Health Services	\$ <u>1,785,160</u>	\$ <u>1,821,000</u>	\$ <u>1,855,362</u>

***BUDGET COMMENTS***

The funding for public health generally reflects the County's utilization of the regional Public Health Department and Olde Towne Medical and Dental Center. Increased funding has been included for Colonial Behavioral Health where locality contributions are calculated based on usage.

**PURPOSE**

This budget records the County's contribution from the General Fund to Other Funds, including the Community Development Fund, Special Projects Fund and the Social Services Fund. This budget also provides funding for debt service payments, including bonds and lease-purchase agreements for nonschool projects.

**BUDGET SUMMARY**

	FY 15 Adopted		FY 16 Plan		FY 16 Adopted
Capital Projects	\$ 2,350,000	\$	2,350,000	\$	7,930,000
Housing Development	100,000		100,000		100,000
Colonial Community Corrections	49,192		49,192		49,192
Debt Service	3,300,000		4,100,000		5,600,000
Social Services	1,400,000		1,440,000		1,451,094
Comprehensive Services Act	365,000		365,000		365,000
Housing and Community Development	496,865		544,868		551,615
Tourism Investment Fund	1,560,000		1,620,000		1,620,000
Total	\$ <u>9,621,057</u>	\$	<u>10,569,060</u>	\$	<u>17,666,901</u>

**BUDGET COMMENTS**

Program details may be found in the separate budgets for these activities found in Sections D (Capital) and F of this budget

# COUNTY OPERATING DEPARTMENTS BY ACCOUNT

	FY15	FY16	FY16	DIFF FROM FY15	
	ADOPTED	PLAN	ADOPTED	\$	%
0100 SALARIES, BOARD	\$62,324	\$63,324	\$63,495	\$1,171	1.9%
0110 SALARIES, FULL-TIME	27,941,123	28,225,706	28,552,202	611,079	2.2%
0120 SALARIES, OVERTIME	1,378,244	1,286,334	1,261,334	(116,910)	(8.5%)
0123 HOLIDAY PAY	210,135	213,953	213,953	3,818	1.8%
0130 SALARIES, PART-TIME	538,183	538,183	562,523	24,340	4.5%
0140 SALARIES, TEMPORARY	1,582,540	1,540,651	1,566,328	(16,212)	(1.0%)
0150 FRINGE BENEFITS	12,659,807	13,338,919	12,946,824	287,017	2.3%
0155 UNIFORM CARE	73,101	73,896	93,164	20,063	27.4%
0156 TOOL ALLOWANCE	5,250	5,250	5,250	-	-
<b>TOTAL PERSONNEL EXPENSES</b>	<b>\$44,450,707</b>	<b>\$45,286,216</b>	<b>\$45,265,073</b>	<b>\$814,366</b>	<b>1.8%</b>
0200 ADVERTISING	\$72,353	\$72,871	\$71,501	(\$852)	(1.2)%
0202 TEMPORARY HELP	57,500	84,500	84,500	27,000	47.0%
0203 CONTRACTUAL SERVICES	1,617,497	1,497,318	1,980,633	363,136	22.5%
0205 PROMOTION	24,000	24,000	24,000	-	-
0206 DUES AND MEMBERSHIPS	96,147	96,381	97,956	1,809	1.9%
0207 UTILITIES	1,504,740	1,504,740	1,535,740	31,000	2.1%
0208 GENERATOR MAINTENANCE	42,000	17,000	17,000	(25,000)	(59.5%)
0210 INSURANCE	308,697	326,697	351,197	42,500	13.8%
0214 DUPLICATING	21,300	21,300	21,300	-	-
0215 EQUIPMENT MAINTENANCE	1,535,646	1,507,668	1,534,350	(1,296)	(.1)%
0216 BUILDING MAINTENANCE	365,110	359,034	359,034	(6,076)	(1.7)%
0217 FIELD MAINTENANCE	22,000	22,000	22,000	-	-
0218 POSTAGE	151,211	160,554	160,170	8,959	5.9%
0219 TELECOMMUNICATIONS	530,088	534,420	522,516	(7,572)	(1.4)%
0220 TRAVEL AND TRAINING	220,748	215,342	222,842	2,094	.9%
0222 LOCAL TRAVEL	22,513	23,758	23,658	1,145	5.1%
0223 TRAIN LAW ENFORCEMENT	32,830	37,675	38,775	5,945	18.1%
0225 SAFETY	6,500	6,500	6,500	-	-
0226 CODE ENFORCEMENT	31,000	31,000	31,000	-	-
0227 DUMPSTER COLLECTIONS	83,725	85,647	85,647	1,922	2.3%
0230 DISPOSAL FEES	173,000	173,000	173,000	-	-
0235 ANNUAL AUDIT	73,900	73,900	73,900	-	-
0236 LEAF COLLECTION PROGRAM	32,185	32,205	32,205	20	.1%
0240 RADIO MAINTENANCE CHARGES	1,129,865	1,184,828	1,131,548	1,683	.1%
0241 HOUSEHOLD CHEMICAL PROGRAM	61,678	61,678	61,678	-	-
0245 TRIPS AND SPECIAL EVENTS	51,779	43,804	53,058	1,279	2.5%
0250 GARAGE SERVICES	53,170	53,170	53,170	-	-
0284 HISTORIC COMMISSION	750	750	750	-	-
0289 CABLE - SPECIAL PROGRAMMING	13,000	13,000	13,000	-	-
0301 MERCHANDISE FOR RESALE	36,350	36,600	36,600	250	.7%
0306 HOUSEKEEPING SUPPLIES	94,850	94,850	96,850	2,000	2.1%
0307 STREET MAINTENANCE	48,100	17,000	17,000	(31,100)	(64.7)%
0310 FOOD SUPPLIES	64,909	62,234	66,349	1,440	2.2%
0311 RECOGNITION	29,470	29,540	29,540	70	.2%
0312 MOTOR FUELS	835,441	846,441	732,048	(103,393)	(12.4)%
0313 GENERATOR FUELS	5,500	5,500	5,500	-	-
0316 MEDICAL SUPPLIES	30,950	28,550	28,350	(2,600)	(8.4)%
0318 OPERATING SUPPLIES/MATERIALS	678,851	674,740	684,772	5,921	.9%
0319 OFFICE SUPPLIES	157,152	157,602	151,922	(5,230)	(3.3)%
0320 LEASES/RENTALS	797,751	851,227	822,432	24,681	3.1%
0323 PRINTING/PUBLICATIONS	88,270	98,582	98,415	10,145	11.5%
0325 CLOTHING PURCHASES	160,684	163,334	163,584	2,900	1.8%
0326 CLOTHING RENTAL	28,294	28,694	28,694	400	1.4%
0327 SOFTWARE	124,634	134,602	134,462	9,828	7.9%

# COUNTY OPERATING DEPARTMENTS BY ACCOUNT

0330 JUROR PAYMENTS	14,000	14,000	14,000	-	-
0331 STREET SIGNS	9,000	9,000	9,000	-	-
0332 STREET LIGHTS	-	9,000	9,000	9,000	-
0389 MAGISTRATES OFFICE	1,270	1,270	1,490	220	17.3%
0394 RECYCLING COSTS	517,467	530,404	530,404	12,937	2.5%
0395 TRI RIVERS DRUG TASK FORCE	2,200	2,200	2,200	-	-
0396 EMPLOYEE ASSISTANCE PROGRAM	8,748	8,923	8,923	175	2.0%
0397 TRAINING PROGRAM	7,350	7,350	7,350	-	-
<b>TOTAL OPERATING EXPENSES</b>	<b>\$12,076,173</b>	<b>\$12,076,383</b>	<b>\$12,461,513</b>	<b>\$385,340</b>	<b>3.2%</b>
<b>TOTAL CAPITAL EXPENSES</b>	<b>\$1,731,247</b>	<b>\$1,890,300</b>	<b>\$2,048,930</b>	<b>\$317,683</b>	<b>18.3%</b>
<b>TOTAL CREDITS</b>	<b>(\$2,484,672)</b>	<b>(\$2,496,217)</b>	<b>(\$2,508,960)</b>	<b>(\$24,288)</b>	<b>1.0%</b>
<b>TOTAL OTHER</b>	<b>\$107,225</b>	<b>\$109,610</b>	<b>\$109,610</b>	<b>\$2,385</b>	<b>2.2%</b>
<b>TOTAL COUNTY DEPT EXPENSES</b>	<b>\$55,880,680</b>	<b>\$56,866,292</b>	<b>\$57,376,166</b>	<b>\$1,495,486</b>	<b>2.7%</b>
<b>LIBRARY</b>	<b>\$4,367,111</b>	<b>\$4,419,042</b>	<b>\$4,421,282</b>	<b>\$54,171</b>	<b>1.2%</b>
<b>OUTSIDE AGENCIES</b>	<b>\$6,267,595</b>	<b>\$6,297,235</b>	<b>\$6,383,920</b>	<b>\$116,325</b>	<b>1.9%</b>
<b>CONTRIBUTIONS TO OTHER FUNDS</b>	<b>\$9,621,057</b>	<b>\$10,569,060</b>	<b>\$17,666,901</b>	<b>\$8,045,844</b>	<b>83.6%</b>
<b>WJCC SCHOOLS</b>	<b>\$98,832,474</b>	<b>\$99,832,474</b>	<b>\$100,948,507</b>	<b>\$2,116,033</b>	<b>2.1%</b>
<b>NONDEPARTMENTAL</b>	<b>\$319,572</b>	<b>\$535,497</b>	<b>\$167,224</b>	<b>(\$152,348)</b>	<b>(47.7)%</b>
<b>OTHER OPERATIONS</b>	<b>\$119,407,809</b>	<b>\$121,653,308</b>	<b>\$129,587,834</b>	<b>\$10,180,025</b>	<b>8.5%</b>
<b>TOTAL GENERAL FUND BUDGET</b>	<b>\$175,288,489</b>	<b>\$178,519,600</b>	<b>\$186,964,000</b>	<b>\$11,675,511</b>	<b>6.7%</b>



SECTION D  
**CAPITAL PROJECTS BUDGET**  
Five-Year Capital Improvements Program



## Capital Improvement Program FY2016 - FY2020

The James City County Capital Improvement Program (CIP) is a planning and budget tool, which provides information about the County's infrastructure needs for a five-year time frame. The first year of the CIP is the Capital Budget and this first year is actually the only year where funding sources are identified and appropriated to projects. The remaining four years of the CIP list the capital projects identified for implementation, the estimated cost, and possible funding sources. Each year the list of projects is reviewed for need, cost, and priority. New projects may be added and other projects deleted.

Generally, Capital Improvements are defined as physical assets, constructed or purchased, that have a useful life of ten years or longer, a cost of \$50,000 or more, and result in a County asset. Projects that meet this definition of a capital improvement are included in this CIP, such as:

- a. New and expanded facilities for the community.
- b. Large scale rehabilitation or replacement of existing facilities.
- c. Equipment for any public facility or improvement when first erected or acquired.
- d. The cost of engineering or architectural studies and services relative to the improvement.
- e. The acquisition of land for a community facility, such as a school, a park, or for greenspace or conservation purposes.

Funding for the purchase of vehicles or equipment is included in the CIP when they have expected lives of ten years or longer and a cost of \$50,000 or more.

**CAPITAL MAINTENANCE PROJECTS.** Included as a separate component of the Capital Improvement Program are certain items meeting the definition of Capital Improvements, but could just as easily be classified as "maintenance" of either a facility or of a program. Roof repairs and replacement fire trucks are generally shown as "maintenance" projects. School buses, as an example, are budgeted differently depending upon whether they are new buses or are replacements.

**CAPITAL OUTLAY.** The CIP does not include items defined as Capital Outlay. These items, shown within the County's Operating Budget, include such things as furniture, equipment, vehicles, and motorized equipment needed to support the operation of the County's programs. Generally, a Capital Outlay item may be defined as an item valued in excess of \$1,000, but less than \$50,000. A Capital Outlay item would usually have a life expectancy of less than 10 years, but there are items, such as pieces of furniture, that will probably be in use for much longer.

Capital Outlay may also include minor construction projects and facility repairs. If these items can be combined into a project category that would be defined as a Capital Project, then the project would most likely be shown as a Capital Maintenance project.

**COMPREHENSIVE PLAN.** The County's CIP is developed and proposed within the context established by the County's adopted Comprehensive Plan. This Plan is evaluated annually and is the focus of a major review every five years. Components of the Plan include goals, objectives, and strategies in major subject areas, such as economics, public facilities, parks and recreation, housing, environment, transportation, community character, and land use.

**PLANNING COMMISSION.** The County's Planning Commission annually reviews the Capital Improvement Program and ranks each non-maintenance project within the context of the adopted Comprehensive Plan. The Commission's Capital Improvement Program rankings are submitted separately to the Board of Supervisors.

## Capital Improvement Program FY2016 - FY2020

**PROJECT COSTS.** The projected costs of each capital project are sometimes the result of detailed engineering studies and sometimes simply educated guesses. The project costs to be funded in the CIP should include all costs relating to design, acquisition, construction, project management, equipment, legal expenses, mitigation of damages, title costs and other land related costs, etc., when such information is available. Each year the CIP may be adjusted as the complete project costs become more firmly known.

**FUNDING DECISIONS.** Funding recommendations by staff to the Board are made based on a variety of information. The total amount of money available, the level of developer contributions or other private funding sources, the availability of grants or Federal and State funds, and the availability of previously appropriated and unobligated funds are all factors that are considered in recommending a funding level. Consistency with the Comprehensive Plans, as well as the Planning Commission's priorities, are also considered in the funding recommendation.

**DEBT FINANCING.** Debt financing is an option that the Board of Supervisors may also consider as a financing option. There are essentially only two options for debt financing. The first is some form of owner financing or lease purchase, an installment sale, or any other financing instrument that must be reviewed and funds appropriated each year. The second type of debt financing is known as general obligation financing, where future Boards of Supervisors are required to set the tax rates at a level to pay off the debt. Except for specific exceptions, such as schools, general obligation debt can only be issued after a successful voter referendum authorizes the borrowing. Debt financing payments are then paid mostly from General Fund contributions. Past trends have been to “stair step” increasing contributions from the operating budget. The change from annual reassessments to reassessments every other year puts most of the funding pressure on the first year of the two-year budget process. For a further discussion of debt financing, please see page F-11.

**SEPARATE CAPITAL IMPROVEMENT PROGRAMS.** Some agencies and/or regional organizations adopt their own Capital Improvement Programs. These include the Virginia Peninsula Regional Jail, the Middle Peninsula Juvenile Detention Commission, the Community Action Agency, the Group Home Commission, and the James City Service Authority. The County's CIP includes items for regional groups, such as the Williamsburg Regional Library or the Williamsburg-James City County Public Schools, where the County is the major funding source.

**SUMMARY.** The Capital Improvement Program represents the mutual efforts of County departments and agencies to meet the infrastructure needs of County residents, businesses, and visitors. It usually cannot fully fund all the Capital Budget requests and the projects are closely scrutinized and prioritized to provide for the maximum benefit. Citizen input, the County's adopted Comprehensive and Strategic Management Plans, the recommendations of the County's Planning Commission, and the total funding available all play a role in allocating limited resources.

## Capital Improvement Program Details

REVENUES	FY2016	FY2017	FY2018	FY2019	FY2020	TOTAL
General Fund	\$ 2,372,000	\$ 2,725,000	\$2,840,000	\$3,100,000	\$3,530,000	\$14,567,000
Prior Year General Fund	1,878,000	2,000,000	2,000,000	2,000,000	2,000,000	9,878,000
Debt Financing *	25,500,000	-	-	-	-	25,500,000
Short Term Financing *	(4,500,000)	-	-	-	-	(4,500,000)
Proffer Income	160,000	160,000	160,000	160,000	160,000	800,000
State Stormwater Grants	1,083,317	-	-	-	-	1,083,317
Additional Pennies	5,558,000	5,642,000	5,700,000	5,750,000	5,850,000	28,500,000
From Tourism Fund	-	-	-	1,500,000	-	1,500,000
Total	<u>\$32,051,317</u>	<u>\$10,527,000</u>	<u>\$10,700,000</u>	<u>\$12,510,000</u>	<u>\$11,540,000</u>	<u>\$77,328,317</u>

### BUDGET COMMENTS:

There are three major funding sources for the County's Capital Budget: a contribution of recurring revenue from the General Fund; fund balances resulting from unbudgeted revenues and underspending in past years; and the proceeds of anticipated borrowings.

Projected improvements in the funding from the operating budget are modest, but continue over time. Fund balances remain flat, as revenue and expenditure forecasting has improved, and only one debt issue, for a new middle school, is anticipated over the five year period.

Proffers are primarily directed at schools and public safety. State stormwater grants are forecasted, at least in the short-term, for projects that provides credits under the terms of the County's Stormwater permit.

\* A bond issue is anticipated in late FY2016 with a first full payment of principal and interest in FY2017 to take advantage of a decline in annual debt service payments. A full discussion of the bond issue timing, and costs, is shown in the Debt Service Fund on page F-11. Short-term financing was proposed as part of the FY2015 budget but is shown as a negative to reflect the total cost of a bond issue in FY2016.

Additional real estate tax revenue equaling 5.05 pennies are allocated as an ongoing funding source to address Stormwater and County and School capital maintenance needs.

## Capital Improvement Program Details

### EXPENDITURE

SUMMARY	FY2016	FY2017	FY2018	FY2019	FY2020	TOTAL
Schools	\$24,106,000	\$ 5,866,000	\$5,990,000	\$ 533,000	\$ 5,435,000	\$41,930,000
General Services	6,785,317	3,869,000	3,520,000	2,953,000	2,670,000	19,797,317
Public Safety	775,000	680,000	665,000	5,290,000	3,085,000	10,495,000
Parks and Recreation	385,000	112,000	525,000	3,734,000	350,000	5,106,000
Total	\$32,051,317	\$10,527,000	\$10,700,000	\$12,510,000	\$11,540,000	\$77,328,317

### BUDGET COMMENTS:

The next several pages include a detailed discussion of project spending in each category. The bulk of the spending focuses on capital maintenance projects whose purpose is to improve and extend the useful life of County or School buildings and to replace major pieces of equipment, such as fire pumpers.

Beyond a recommendation to fund a new middle school, there are no new facilities included in the five-year CIP.

The Policy Committee of the Planning Commission reviewed most of the capital budget proposals for new facilities and programs and developed a list of recommendations. That list is shown below in priority order.

- (1) Stormwater Action Plan Implementation (a)
- (2) Local Match for VDOT Revenue Sharing (b)
- (3) Chickahominy Riverfront Park Shoreline Stabilization
- (4) Fourth Middle School, Phase I only (a)
- (5) Warhill Community Gym

(a) Indicates that the project has requested funds in FY2016

(b) Policy Committee noted that if money is allocated in the CIP, the funding should continue to stay available for transportation projects and not be reallocated to other non-transportation related projects if the County does not immediately receive VDOT matching funds.

The Local Match for VDOT Revenue Sharing is not shown in this CIP. A request of \$5,000,000 was submitted in each year beginning in FY2017. VDOT Revenue Sharing funds, if allocated will be shown in the FY2017 Special Projects/Grants fund. Included in the FY2016 Operating Budget is a road assessment study that will be used to formulate an approach to VDOT matching programs.

## Capital Improvement Program Details

SCHOOLS	FY2016	FY2017	FY2018	FY2019	FY2020	TOTAL
Jamestown HS Refurb	\$ 451,000	\$ -	\$ -	\$433,000	\$5,135,000	\$ 6,019,000
New Middle School	21,000,000	-	-	-	-	21,000,000
Clara B Baker ES Refurb	1,840,000	-	1,100,000	-	-	2,940,000
James River ES Roof	580,000	-	-	-	-	580,000
DJ Montague	235,000	-	-	100,000	-	335,000
Berkeley	-	-	-	-	300,000	300,000
Toano	-	56,000	-	-	-	56,000
James River ES Refurb	-	395,000	1,100,000	-	-	1,495,000
Lafayette HS Roof and Rehab	-	-	1,100,000	-	-	1,100,000
Norge ES Refurb	-	3,620,000	1,540,000	-	-	5,160,000
Stonehouse ES Refurb	-	525,000	1,150,000	-	-	1,675,000
Matthew Whaley Refurb	-	1,270,000	-	-	-	1,270,000
Total	\$24,106,000	\$5,866,000	\$5,990,000	\$533,000	\$5,435,000	\$41,930,000

### BUDGET COMMENTS:

The FY2016 allocation for capital spending includes the remaining funding for the Jamestown High School refurbishment project, including the roof.

A total of \$25,500,000 is proposed as the County's share of a new middle school at the James Blair site. Preliminary funding was proposed in FY2015 with the remaining funds programmed in FY2016. The final funding allocation may change depending on a decision on the funding split, made in partnership with the City of Williamsburg. It has yet to be determined.

Refurbishment projects dominate the remainder of the CIP.

The dollars shown above reflect the County's contribution; the City would also fund a share of each project, by varying amounts, over the next five years.

Jamestown High School refurbishments include funding for the roof underlayment and track and tennis court resurfacing in FY2016. Future years are programmed for entrance redesign and the replacement of the 1997 HVAC unit.

Clara Byrd Baker refurbishment is included in FY2016 with exterior masonry repair in FY2018.

Funding in FY2016 includes a bus loop canopy for DJ Montague and James River roof replacement.

Funding is included in future years for a variety of refurbishment projects. Replacement buses included in the Schools CIP are included in the operating contribution as part of the contract.

## Capital Improvement Program Details

GENERAL SERVICES	FY2016	FY2017	FY2018	FY2019	FY2020	TOTAL
Stormwater Infrastructure	\$3,015,317	\$2,703,000	\$2,634,000	\$2,493,000	\$2,510,000	\$13,355,317
HVAC/Electrical Imp	339,000	387,000	746,000	295,000	160,000	1,927,000
Building B Renovation	63,000	-	-	-	-	63,000
Building/Energy Imp	276,000	267,000	70,000	-	-	613,000
Courthouse Roof Repl	450,000	-	-	-	-	450,000
HSC Roof/HVAC	2,020,000	-	-	-	-	2,020,000
Building F Video	322,000	72,000	-	-	-	394,000
JCC Library						
HVAC/Boiler Repl	-	290,000	70,000	165,000	-	525,000
JCC Library Public						
Area Carpet Repl	-	150,000	-	-	-	150,000
Grounds/Facility Equip	300,000	-	-	-	-	300,000
Total	\$6,785,317	\$3,869,000	\$3,520,000	\$2,953,000	\$2,670,000	\$19,797,317

### BUDGET COMMENTS:

Federal and State mandates that focus on improved water quality and significant reductions in bacteria and nutrients from watershed drainage areas in James City County dominate the spending in **Stormwater**.

Funding from State grants and the 1.05 cent allocation of the tax increase are concentrated on reducing pollutants in our waterways and streams and protecting property through stream restoration, retrofitting existing stormwater systems and restoring outfalls. The 1.05 cent allocation in FY2016 equals \$1,158,000 of the \$3,015,317 Stormwater Infrastructure total.

A **Courthouse** roof and the roof and HVAC at the **Human Services Center** on Olde Towne Road need to be replaced and replacing, on an on-going basis, some of the more expensive equipment in Grounds, Facilities and Fleet operations continues in order to maintain current operations. The video equipment and cameras are also over ten years old and in need of replacing. A variety of larger building maintenance items such as HVAC and building improvements/maintenance are also funded. JCC Library improvements are planned in FY2017-FY2019.

## Capital Improvement Program Details

<b>PUBLIC SAFETY</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>TOTAL</b>
Radio System Upgrade	\$ -	\$ -	\$ -	\$4,040,000	\$ 760,000	\$ 4,800,000
SCBA Replacement	160,000	-	-	-	-	160,000
Medic 42 Replacement	275,000	-	-	-	-	275,000
Fire Pumper 22 Repl	-	680,000	-	-	-	680,000
Medic 22 Replacement	-	-	295,000	-	-	295,000
Tanker 1 Replacement	-	-	370,000	-	-	370,000
Medic 51 Replace	-	-	-	300,000	-	300,000
Squad Truck 1 Replace	-	-	-	550,000	-	550,000
Dive Truck	-	-	-	400,000	-	400,000
Fire Pumper 31 Repl	-	-	-	-	720,000	720,000
Station 1 fuel island	340,000	-	-	-	-	340,000
Medic 41 replacement	-	-	-	-	305,000	305,000
Ladder 1 replacement	-	-	-	-	1,300,000	1,300,000
<b>Total</b>	<b>\$775,000</b>	<b>\$680,000</b>	<b>\$665,000</b>	<b>\$5,290,000</b>	<b>\$3,085,000</b>	<b>\$10,495,000</b>

### BUDGET COMMENTS:

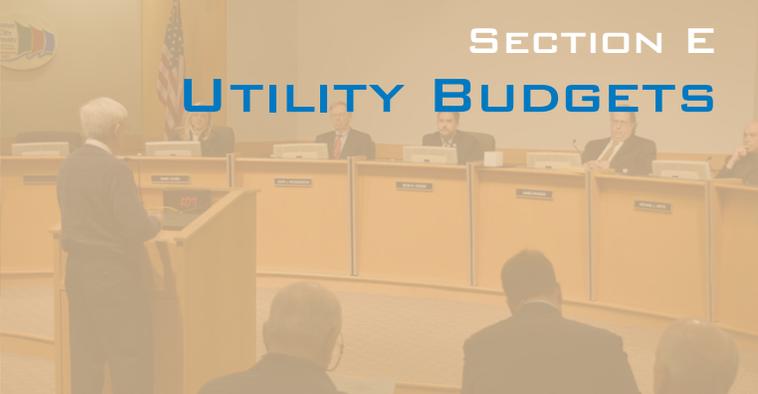
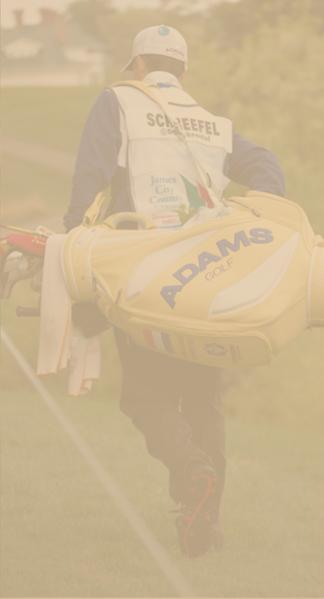
Replacement and modernization of fire apparatus dominates the public safety capital planning. The replacements shown above do not include every scheduled replacement. The replacement of **Self-Contained Breathing Apparatus (SCBA)** is an investment in firefighter safety and will provide a match to grant opportunities. A radio system upgrade is planned beginning in FY2019.

### PARKS AND RECREATION

	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>TOTAL</b>
JCC Rec Center Rehab	\$335,000	\$112,000	\$ 75,000	\$ -	\$ -	\$ 522,000
Legacy Hall Rehab	50,000	-	-	-	-	50,000
CRFP Shoreline Stabilization	-	-	450,000	634,000	-	1,084,000
Warhill Artificial Turf Rep	-	-	-	3,100,000	-	3,100,000
MCP Tennis/Bball Cts Rep	-	-	-	-	350,000	350,000
<b>Total</b>	<b>\$385,000</b>	<b>\$112,000</b>	<b>\$525,000</b>	<b>\$3,734,000</b>	<b>\$350,000</b>	<b>\$5,106,000</b>

### BUDGET COMMENTS:

Capital maintenance is the only focus of the five-year capital improvement program for **Parks and Recreation**, with the largest outlay of funds in FY2019 for the replacement of the artificial turf fields at Warhill. A portion of this is proposed to be funded from the Tourism Fund.



SECTION E  
UTILITY BUDGETS



**TABLE OF CONTENTS**

James City Service Authority	<u>Page</u>
Introduction	1
Administrative Fund	4
Water Fund	5
Sewer Fund	7
Capital Improvements Program Budget	9
Capital Project Detail	13
Debt Service Fund	14

## ***Introduction***

The James City Service Authority operates the County's Water and Sewer systems as an enterprise utilizing user fees for operations. Support services in legal, finance, payroll, and general administrative areas are provided by various County departments on a reimbursable basis. The Authority's operations are coordinated through five separate funds:

**Administrative Fund** – The Administrative Fund contains expenses such as salaries, building maintenance, utilities, and other overhead expenses that are not directly attributable to one of the other funds. Personnel perform job duties that impact both Water and Sewer Funds.

**Water Fund** – The Water Fund contains revenues and expenses for operation of the JCSA groundwater supply and distribution system. Personnel perform job duties that are directly attributed to the Water Fund.

**Sewer Fund** – The Sewer Fund contains revenues and expenses for operation of the JCSA sewer collection and transmission system. Personnel perform job duties that are directly attributed to the Sewer Fund.

**Capital Improvements Program (CIP)** – The Capital Improvements Program provides revenues and expenses for major water and sewer expansions, replacements, and rehabilitations.

**Debt Service Fund** – The Debt Service Fund identifies spending and sources of funding to pay principal and interest on outstanding Authority debt.

These budgets reflect service rates and charges for FY2016 as recommended by the comprehensive water and sewer rate study conducted in FY2015. The study recommended the initiation of a fixed charge for water and sewer service. The philosophy of the fixed charge is JCSA incurs significant costs to maintain infrastructure regardless of usage, and JCSA should not be completely reliant on variable revenue to cover these fixed costs.

The study also recommended changes to the water and sewer service rates. In the Water Fund, the proposed service rate for the first tier decreases from \$2.85 per 1,000 gallons to \$2.47 to offset some of the additional customer cost from the fixed charge. The proposed second tier rate increases from \$3.45 per 1,000 gallons to \$4.93, and the proposed third tier rate increases from \$9.80 to \$11.59. These increases are required because current water rates and reserves are not sufficient to provide for near term water supply enhancement projects and operating and maintenance costs. The proposed decrease in the sewer service rate from \$3.22 to \$2.93 offsets some of the additional customer cost from the fixed charge.

There are no proposed changes to the water and sewer system facility charges in the FY2016 budget.

### **1. Water Service Retail Rate**

(a) Fixed Charge - Each customer bill shall include a Fixed Charge based upon the size of the meter serving the customer. The Fixed Charge for each billing cycle shall be calculated based on the quarterly fixed charge chart below. This Fixed Charge is for expenses associated with operating and maintaining the water distribution system.

Meter Size	Quarterly Fixed Charge
5/8"	\$ 7.22
3/4"	\$ 10.83
1"	\$ 18.05
1 1/2"	\$ 36.10
2"	\$ 57.76
3"	\$ 115.52
4"	\$ 180.50
6"	\$ 361.00
8"	\$ 577.60
10"	\$ 830.30

(b) Water service shall be based upon a commodity charge for all consumption, as follows:

Single Family Residential			
Meter Size	Tier 1 (quarterly use)	Tier 2 (quarterly use)	Tier 3 (quarterly use)
5/8"	0-15,000	15,001-30,000	30,000+
3/4"	0-22,500	22,501-45,000	45,000+
1"	0-37,500	37,501-75,000	75,000+
1 1/2"	0-75,000	75,001-150,000	150,000+
2"	0-120,000	120,001-240,000	240,000+
3"	0-240,000	240,001-480,000	480,000+
4"	0-375,000	375,001-750,000	750,000+
6"	0-750,000	750,001-1,500,000	1,500,000+
8"	0-1,200,000	1,200,001-2,400,000	2,400,000+
10"	0-1,725,000	1,725,001-3,450,000	3,450,000+
Rate Per 1,000 Gallons	\$ 2.47	\$ 4.93	\$ 11.59

Multi-Family Residential and Non-Residential	
All Meter Sizes	All Use
Rate Per 1,000 Gallons	\$ 3.65

**2. Sewer Service Retail Rate**

(a) Fixed Charge - Each customer bill shall include a Fixed Charge based upon the size of the meter serving the customer. The Fixed Charge for each billing cycle shall be calculated based on the quarterly fixed charge chart below. This Fixed Charge is for expenses associated with operating and maintaining the wastewater collection system.

Meter Size	Quarterly Fixed Charge
5/8"	\$ 5.66
3/4"	\$ 8.49
1"	\$ 14.15
1 1/2"	\$ 28.30
2"	\$ 45.28
3"	\$ 90.56
4"	\$ 141.50
6"	\$ 283.00
8"	\$ 452.80
10"	\$ 650.90

(b) Wastewater service shall be based upon the volume of water consumed, as follows:

\$2.93 per 1,000 gallons

- |           |   |                |                            |
|-----------|---|----------------|----------------------------|
| <b>3.</b> | <b>Water System<br/>Facility Charge</b> | 5/8-inch meter | \$500 per bathroom fixture |
| <b>4.</b> | <b>Sewer System<br/>Facility Charge</b> | 5/8-inch meter | \$400 per bathroom fixture |

**PURPOSE**

The James City Service Authority finances, constructs, operates, and maintains public water and sewer systems within the Primary Service Area which is the area designated by the County's Board of Supervisors for the provision of water and sewer services. Operational and maintenance responsibilities include wells, water distribution lines, sewage pumping stations, and sewage collection lines. Expenses are charged directly to a particular project or are allocated to the different operating areas as indirect costs.

The Administrative Fund accounts for indirect costs and allocates to the Water and Sewer Funds based on the number of customers, system work orders, number of facilities, miles of water/sewer lines, and capital assets value. Personnel perform job duties that impact both Water and Sewer Funds. The current allocation provides for a ratio of 42 percent from the Water Fund and 58 percent from the Sewer Fund.

**BUDGET SUMMARY**

	<u>FY 15 Adopted</u>	<u>FY 16 Plan</u>	<u>FY 16 Adopted</u>
<u>Expenses:</u>			
Personnel Expenses	\$ 4,703,004	\$ 4,756,980	\$ 4,658,200
Operating Expenses	1,784,298	1,822,218	1,881,077
Capital Outlay	<u>173,000</u>	<u>87,500</u>	<u>87,500</u>
Total	<u>\$ 6,660,302</u>	<u>\$ 6,666,698</u>	<u>\$ 6,626,777</u>
<u>Allocation of Expenses:</u>			
Water Fund	\$ 2,797,327	\$ 2,800,013	\$ 2,783,246
Sewer Fund	<u>3,862,975</u>	<u>3,866,685</u>	<u>3,843,531</u>
Total	<u>\$ 6,660,302</u>	<u>\$ 6,666,698</u>	<u>\$ 6,626,777</u>

**PERSONNEL**

Full-Time Personnel	63	63	63
Part-Time Personnel	2	2	2

**BUDGET COMMENTS**

Administrative expenses are reimbursed from the operating funds through utility consumption charges, water and sewer inspection fees, billing service charges, interest income and office rent charged to James City County.

The FY2016 Administrative Budget decreases 0.5 percent from the FY2015 adopted budget. The FY2016 capital outlay budget includes three vehicle replacements while the FY2015 capital outlay budget included five vehicle replacements.

**PURPOSE**

This Water Fund Operating Budget contains revenues and expenses for operation of the JCSA groundwater supply and distribution system. Indirect operating and maintenance costs are allocated from the Administrative Fund. Personnel perform job duties that are directly attributed to the Water Fund. Revenue is provided from service charges, interest income, and other miscellaneous items such as inspection fees, plan review charges and rental income.

**KEY WORKPLAN ITEMS**

1. Provide and maintain safe drinking water for residential and commercial customers within Primary Service Area and seven independent water systems, in accordance with Commonwealth of Virginia, Department of Health, permits, standards and regulations
2. Operate and maintain the central water system (10 water production facilities and a 5 million gallon per day groundwater treatment facility) and 7 independent water production systems located outside the Primary Service Area
3. Educate citizens about water conservation
4. Maintain backflow and cross-connection program that meets Virginia Department of Health Standards and Regulations to prevent contamination of the water system
5. Respond to and repair interruptions to the water production and distribution system 24-hours a day and 7-days a week

**BUDGET SUMMARY**

	FY 15 Adopted	FY 16 Plan	FY 16 Adopted
<u>Revenues:</u>			
Service Charges	\$ 5,919,910	\$ 5,999,551	\$ 6,083,892
Interest	88,510	126,140	133,560
Miscellaneous	345,621	330,621	369,589
Transfer from CIP- Meter Replacement	-	-	200,000
<b>Total</b>	<b>\$ 6,354,041</b>	<b>\$ 6,456,312</b>	<b>\$ 6,787,041</b>
<u>Expenses:</u>			
Admin Fund Allocation	\$ 2,797,327	\$ 2,800,013	\$ 2,783,246
Direct Expenses	3,241,714	3,104,269	3,384,890
Capital Equipment Outlay	165,000	138,100	193,905
CIP Transfer-Kingswood	150,000	150,000	-
Reserves Transfer	-	263,930	425,000
<b>Total</b>	<b>\$ 6,354,041</b>	<b>\$ 6,456,312</b>	<b>\$ 6,787,041</b>

**PERSONNEL**

Full-Time Personnel	15	15	15
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**PERFORMANCE MEASURES**

	<u>FY 13 Actual</u>	<u>FY 14 Actual</u>	<u>FY 15 Adopted</u>	<u>FY 16 Adopted</u>
Drinking water produced (millions of gallons)	1,697M	1,728M	1,676M	1,670M
Drinking water customers served	20,549	20,858	21,138	21,550
Miles of water pipe maintained	393	400	399	402
% Water quality samples in compliance	99.7%	99.7%	100%	100%
% Water service interruptions repaired in 8 hours or less	100%	87%	90%	90%

**BUDGET COMMENTS**

JCSA conducted a comprehensive water and sewer rate study in FY2015 that concluded additional revenue is needed because current water rates and reserves are not sufficient to provide for near term water supply enhancement projects and operating and maintenance costs. The study therefore recommended the initiation of a fixed charge and an incremental water rate increase for FY2016 as part of a multi-year plan to ensure the long-term financial stability of the JCSA. JCSA is one of the few utilities in the region that does not have a fixed charge in every bill regardless of usage. The philosophy of the fixed charge is that the utility incurs significant costs to maintain the infrastructure regardless of usage, and that the utility should not be completely reliant on variable revenue.

FY2016 Water Fund service charges revenue increases 2.8 percent from the FY2015 budget due to the changes proposed as a result of the rate study that generate approximately \$650,000 in revenue. Of this amount, \$425,000 is proposed to be transferred to the reserve fund, and the remaining \$225,000 to be allocated to the operating budget. Interest income increases due to more optimistic expectations for investment returns over the next year. A \$200,000 transfer from the Capital Improvements Program will fund replacement of existing water meters reaching the end of their service lives with the next generation of radio read meters as part of the multi-year meter equipment replacement project. Direct expenses increase 4.4 percent from the FY2015 budget primarily due to meter replacement. The FY2016 capital outlay budget includes equipment replacements and three vehicle replacements, an increase of one vehicle replacement from the FY2015 budget. The FY2016 budget does not allow for a transfer to the Capital Improvements Program (CIP) Budget for the Kingswood Subdivision Water Distribution project.

**PURPOSE**

This Sewer Fund Operating Budget contains revenues and expenses for operation of the sanitary sewer collection and transmission system. Indirect operating and maintenance costs are allocated from the Administrative Fund. Personnel perform job duties that are directly attributed to the Sewer Fund. Revenues are received from service charges, interest, and miscellaneous items.

**KEY WORKPLAN ITEMS**

1. Provide and maintain wastewater collection services for residential and commercial customers within Primary Service Area in accordance with the Commonwealth of Virginia, Department of Environmental Quality
2. Operate and maintain 76 sanitary sewer lift stations to transmit wastewater to Hampton Roads Sanitation District wastewater treatment facilities
3. Educate citizens about safe ways to dispose of fats, oils and grease
4. Respond to and repair interruptions to the sanitary sewer service collection, lift stations, and transmission system 24-hours a day and 7-days a week
5. Rehabilitate sanitary sewer system in accordance with Virginia Department of Environmental Quality Consent Order

**BUDGET SUMMARY**

	FY 15 Adopted	FY 16 Plan	FY 16 Adopted
<u>Revenues:</u>			
Sewer Service Charges	\$ 5,684,197	\$ 5,690,000	\$ 5,365,000
Interest	78,490	111,860	118,440
Grinder Pump Charges	180,000	180,000	180,000
Miscellaneous	135,000	135,000	336,338
Transfer from CIP-DEQ Consent Order Maintenance	-	-	215,000
<b>Total</b>	<b>\$ 6,077,687</b>	<b>\$ 6,116,860</b>	<b>\$ 6,214,778</b>
<u>Expenses:</u>			
Admin. Fund Allocation	\$ 3,862,975	\$ 3,866,685	\$ 3,843,531
Direct Expenses	1,759,712	1,764,873	1,928,221
Grinder Pump Expenses	321,000	331,000	334,026
Capital Equipment Outlay	134,000	64,000	109,000
CIP Transfer-DEQ Consent Order	-	90,302	-
<b>Total</b>	<b>\$ 6,077,687</b>	<b>\$ 6,116,860</b>	<b>\$ 6,214,778</b>

**PERSONNEL**

Full-Time Personnel	11	11	11
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**PERFORMANCE MEASURES**

	FY 13 Actual	FY 14 Actual	FY 15 Adopted	FY 16 Adopted
Wastewater customers served	22,245	22,575	22,902	23,314
# Grinder pumps maintained	929	926	950	925
# Miles of sewer pipe maintained	425	430	431	434
# Sewer system spills per 100 miles of sewer pipe	12.5	3.7	1.0	1.0
% of Sewer service interruptions repaired in 8 hours or less	94.8	88	90	90

**BUDGET COMMENTS**

JCSA conducted a comprehensive water and sewer rate study in FY2015 that concluded the Sewer Fund will require additional revenue beginning in FY2017 to continue meeting its annual operating costs and ongoing Virginia Department of Environmental Quality (DEQ) Consent Order sewer rehabilitation and maintenance responsibilities. The study recommended the initiation of a fixed charge in FY2016 as part of a multi-year plan to ensure the long term financial stability of the JCSA. JCSA is one of the few utilities in the region that does not have a fixed charge in every bill regardless of usage. The philosophy of the fixed charge is that the utility incurs significant costs to maintain the infrastructure regardless of usage, and that the utility should not be completely reliant on variable revenue. The proposed decrease in the sewer service rate offsets the addition of the fixed charge.

FY2016 Sewer Fund service charges revenue decreases 5.6 percent from the FY2015 budget due to updated customer demand and growth forecasts generated for the rate study analysis. Interest income increases due to more optimistic expectations for investment returns over the next year. Miscellaneous revenue increases primarily due to lease revenue received from the County for office space at 107 Tewning Road. A \$215,000 transfer from the Capital Improvements Program (CIP) will fund pipe inspection and root intrusion control Consent Order maintenance activities. These Consent Order maintenance activities result in a 9.6 percent increase in direct expenses over the FY2015 budget. The FY2016 capital outlay budget contains two vehicle replacements and lift station fuel tank and related equipment replacements. The FY2016 budget does not allow for a transfer to the CIP budget for Consent Order work.

**PURPOSE**

The Utility Capital Improvements Program (CIP) Budget provides for the construction and rehabilitation of wastewater systems and water transmission, distribution and supply facilities, to include the engineering and acquisition program for additional water supplies. Other water and wastewater system improvements are financed by accumulated JCSA funds for rehabilitation, replacement, extensions, and expansions.

**BUDGET SUMMARY**

	<u>FY 15 Adopted</u>	<u>FY 16 Plan</u>	<u>FY 16 Adopted</u>
<u>Revenues:</u>			
Water Facility Charges	\$ 2,252,000	\$ 2,352,000	\$ 2,112,000
Sewer Facility Charges	1,500,000	1,575,000	1,493,000
Water Fund Transfer-Kingswood	150,000	150,000	-
Sewer Fund Transfer-DEQ Consent Order	-	90,302	-
Dam Safety Grant	11,200	-	-
Lease-107 Tewning Improvements	-	-	50,000
Reserves Transfer	<u>2,000,000</u>	<u>1,600,000</u>	<u>1,600,000</u>
Total Revenue	<u>\$ 5,913,200</u>	<u>\$ 5,767,302</u>	<u>\$ 5,255,000</u>
<u>Expenses:</u>			
Water Supply	\$ 4,211,000	\$ 3,872,000	\$ 3,812,000
Water Distribution	200,000	1,025,000	200,000
Transfer to Water Fund-Meter Replacement	-	-	200,000
Water Transmission	500,000	-	-
Sewer System Improvements	891,000	870,302	603,000
Transfer to Sewer Fund-DEQ Consent Order Maintenance	-	-	215,000
Other Projects	<u>111,200</u>	<u>-</u>	<u>225,000</u>
Total Expenditures	<u>\$ 5,913,200</u>	<u>\$ 5,767,302</u>	<u>\$ 5,255,000</u>

**BUDGET COMMENTS**

This budget continues the practice of directing facility charges (the initial connection fees when a new house or business connects to the system) towards financing CIP projects. The FY2016 operating budget does not allow for CIP transfers to supplement facility charges. Funds from the County's lease for building and office space improvements at 107 Tewning Road further supplement revenues. A reserves transfer is planned in FY2016.

The FY2016-FY2020 CIP consists of fourteen separate, but interrelated, segments of the utility program, all of which are important in keeping pace with regulatory requirements and County development. The proposed five-year plan defines an integrated program for the development of each segment along parallel time frames, designed for adequate service to be provided in support of the County's Comprehensive Plan and Strategic Management Plan. A brief description of the essential features of each segment follows along with a Summary on page E-13.

**1. WATER SUPPLY (105-286)**

Desalination Plant Equipment Replacement (1207) – This is a capital maintenance project request for the Five Forks Water Treatment Facility (FFWTF). In order to maintain security, operational reliability and required output levels at the FFWTF, \$290,000 is requested in FY2016 to replace and upgrade site security measures and Well, High Pressure Feed and High Service Pumps and Motors that have reached the end of their service lives. The existing fund balance of \$240,805 is requested to be carried forward in the FY2016 CIP.

Desalination Plant Membrane Replacement (1246) – This is a capital maintenance project request to replace reverse osmosis membranes at the FFWTF. In order to maintain water quality and required output from FFWTF, membranes must be replaced before failure. The budget includes replacing 720 membranes at approximately \$700 each with associated installation and design expenses. The total project cost is \$550,000 and \$275,000 was funded in FY2015. \$275,000 is requested in FY2016 to complete funding the membrane replacement.

Desalination Plant Lower Potomac Wells 4 & 5 (1244) – This is a capital maintenance project request for the FFWTF to increase supply system reliability. The FFWTF is the major water producer in the JCSA's Central Water System with three deep wells drawing from the Lower Potomac aquifer (LP wells) and two medium depth wells drawing from the Middle Potomac aquifer (MP wells) for groundwater withdrawal. The existing LP wells have experienced repeat failures of large 300 horsepower submersible motors. Two LP wells will be added with a 150 horsepower submersible motor in each to maintain the production capacity equal to one well with a 300 horsepower motor. The existing MP wells have 125 horsepower submersible motors and have had no motor failures. The two main phases of the project are well drilling and well house construction. The FY2015 budget funded \$2,000,000 and the remaining \$1,600,000 is requested in FY2016.

Production Well Equipment Replacement – This is a \$60,000 capital maintenance project request in FY2017 to replace aging equipment such as motors and drop pipe at the W-1 and W-38 well facilities with new components to realize energy savings and better match permitted withdrawal levels.

Project Development Agreement Debt Service (1211) – Debt Service Payments for the Project Development Agreement (PDA) with the City of Newport News are financed from connection fees collected in the Capital Improvement Fund. The funding level is approximately \$1,647,000 annually.

**2. WATER DISTRIBUTION (105-287)**

Water Meter Replacement (1240) – This is a multi-year capital maintenance project request for the Water Distribution System. The project consists of replacing existing water meters, meter reading equipment and associated system infrastructure reaching the end of their service lives with the next generation of radio read meter technology to maintain accuracy and efficiency. A total of

\$400,000 is requested in FY2016 with \$200,000 transferred to the operating budget to fund replacement of existing residential water meters.

White Oaks/Canterbury Subdivision – This project consists of replacing the existing antiquated and undersized water distribution system with new distribution pipes and appurtenances. Replacement of this infrastructure will also increase current fire flow capacities. The estimated total project cost is \$3,300,000.

Kingswood Subdivision (1241) – This project consists of replacing the existing antiquated and undersized water distribution system with new distribution pipes and appurtenances. The estimated total project cost is \$1,700,000 with \$350,000 previously funded.

### 3. SEWER SYSTEM IMPROVEMENTS (105-289)

DEQ Consent Order Sewer System Improvements (1232) – With the signing of the Memorandum of Agreement (MOA) with HRSD to implement the Regional Hybrid Consolidation Plan, rehabilitation and capacity enhancement projects necessary to manage wet weather flows will be funded and administered by HRSD. Under the MOA, JCSA must continue its Management, Operation, and Maintenance (MOM) program. Significant defects discovered through MOM inspection activities must be repaired in a timely fashion. These required repairs include manhole rehabilitation, pipe repair and sewer pipe bridge renovation. The FY2016 request is \$503,000. The existing fund balance of \$2,679,329 is requested to be carried forward in the FY2016 CIP.

DEQ Consent Order Management, Operation, and Maintenance (MOM) (1223) – The Virginia Department of Environmental Quality (DEQ) Consent Order, effective 9/26/07, requires that localities develop and implement a MOM Program. The DEQ requires certain MOM activities to be performed on a continuing basis to include items such as easement clearing; gravity sewer pipe and manhole inspection; force main and valve inspection; pump station inspection; flow monitoring and hydraulic modeling; fats, oils, and grease abatement; and repair/replacement/rehabilitation of defective assets. A total of \$315,000 is requested in FY2016 with \$215,000 transferred to the operating budget to fund pipe inspection and root intrusion control. The existing fund balance of \$126,965 is requested to be carried forward in the FY2016 CIP.

### 4. OTHER PROJECTS (105-290)

Heavy Equipment (1235) – In FY2017 a line truck and a front end loader will reach the end of their service lives and are scheduled to be replaced for a total of \$290,000. The existing fund balance of \$104,300 is requested to be carried forward in the FY2016 CIP.

Electrical Arc Flash Prevention (1238) – This project consists of implementing the findings of an Arc Flash Prevention study of the electrical and power generation equipment at approximately 75 lift stations and 25 well facilities. Implementing the study findings is required to meet applicable safety standards and regulations. The FY2016 request is \$50,000. The existing fund balance of \$4,626 is requested to be carried forward in the FY2016 CIP.

Mirror Lakes Dam Mitigation (1239) – The Virginia Department of Dam Safety changed the Hazard Classification on the JCSA's Mirror Lakes Dam to Significant, requiring the design and construction of a new spillway. Spillway design and construction were funded in the FY2014 CIP. The Department of Dam Safety is currently conducting a study to determine if rainfall estimates used to develop Hazard Classifications should be revised. Any revisions may impact the final

spillway design requirements. \$50,000 is requested to supplement the existing balance of \$440,450 for design and construction.

SCADA ISDN Replacement – SCADA (Supervisory Control and Data Acquisition System) is the communication system that monitors and controls JCSA facilities. The system currently uses copper wire ISDN (Integrated Services Digital Network) lines to transmit data. This project consists of replacing copper lines with newer communication technology to improve system reliability and increase service life. The \$250,000 total cost includes hardware and software purchases and installation. The FY2016 request is \$125,000.

**Capital Project Detail**

		<b>PREVIOUSLY FUNDED BALANCE</b>						
<b>DESCRIPTION</b>	<b>(MEMO ONLY)</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>TOTAL</b>	
<b>Water Supply (105-286)</b>								
1207	Desalination Plant Equipment Replacement	\$ 240,805	\$ 290,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,490,000
1246	Desalination Plant Membrane Replacement	275,000	275,000	-	-	-	-	275,000
1244	Desalination Plant LP Wells 4 & 5	2,000,000	1,600,000	-	-	-	-	1,600,000
XXXX	Production Well Equipment Replacement	-	-	60,000	-	-	-	60,000
1211	PDA Debt Service	1,646,000	1,647,000	1,647,000	1,647,000	1,647,000	1,647,000	8,235,000
	<b>Subtotal</b>	<b>\$ 4,161,805</b>	<b>\$ 3,812,000</b>	<b>\$ 2,007,000</b>	<b>\$ 1,947,000</b>	<b>\$ 1,947,000</b>	<b>\$ 1,947,000</b>	<b>\$ 11,660,000</b>
<b>Water Distribution (105-287)</b>								
1240	Water Meter Replacement	\$ -	\$ 400,000	\$ 400,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 1,850,000
XXXX	White Oaks/Canterbury	-	-	400,000	700,000	850,000	1,350,000	3,300,000
1241	Kingswood	350,000	-	400,000	950,000	-	-	1,350,000
	<b>Subtotal</b>	<b>\$ 350,000</b>	<b>\$ 400,000</b>	<b>\$ 1,200,000</b>	<b>\$ 2,000,000</b>	<b>\$ 1,200,000</b>	<b>\$ 1,700,000</b>	<b>\$ 6,500,000</b>
<b>Sewer System Improvements (105-289)</b>								
1232	DEQ Consent Order Sewer System Imp	\$ 2,679,329	\$ 503,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 4,503,000
1223	DEQ Consent Order Sewer-MOM	126,965	315,000	330,000	350,000	350,000	350,000	1,695,000
	<b>Subtotal</b>	<b>\$ 2,806,294</b>	<b>\$ 818,000</b>	<b>\$ 1,330,000</b>	<b>\$ 1,350,000</b>	<b>\$ 1,350,000</b>	<b>\$ 1,350,000</b>	<b>\$ 6,198,000</b>
<b>Other Projects (105-290)</b>								
1238	Electrical Arc Flash Prevention	\$ 4,626	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
1239	Mirror Lakes Dam Mitigation	440,450	50,000	-	-	-	-	50,000
XXXX	SCADA ISDN Repalcement	-	125,000	125,000	-	-	-	250,000
1235	Heavy Equipment	104,300	-	290,000	150,000	150,000	150,000	740,000
	<b>Subtotal</b>	<b>\$ 549,376</b>	<b>\$ 225,000</b>	<b>\$ 465,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 1,290,000</b>
<b>GRAND TOTAL</b>		<b>\$ 7,867,475</b>	<b>\$ 5,255,000</b>	<b>\$ 5,002,000</b>	<b>\$ 5,497,000</b>	<b>\$ 4,697,000</b>	<b>\$ 5,197,000</b>	<b>\$ 25,648,000</b>

**PURPOSE**

The JCSA Debt Service Fund provides for the payment of principal and interest on long-term general obligation debt of the JCSA. The Debt Service Fund provides financing for the Project Development Agreement (PDA) with the City of Newport News.

**Project Development Agreement with the City of Newport News.** Revenue Bonds, Series 2008, were issued in 2008 to finance the agreement with the City of Newport News to share the costs of a Regional Water Supply Project. The PDA includes a provision for the JCSA to finance 20 percent of the total project costs and in return will be provided a minimum of 4 million gallons of potable water capacity per day per calendar year to meet future water demands. The estimated JCSA cost is \$50 million to be paid in two installments. The first installment of \$25 million was paid in December 2008 and the second installment of \$25 million will be paid in December 2019, if it is determined that the additional water is needed. If the second installment is not made available, water will be reduced to 2 million gallons per day.

Revenues – Contributions from the JCSA’s CIP Fund are the basic source of revenue.

Expenses – Debt Service spending includes both the principal payments on bonds sold to investors and the interest payments on those bonds. Financing for the first \$25 million is being made over 30 years through issuance of revenue bonds. Bond principal and interest payments are estimated to total \$1,647,000 for FY2016. Future payments are projected to be \$1.7 million annually with the final payment to be made in 2040.

**BUDGET SUMMARY**

	<u>FY 15 Adopted</u>	<u>FY 16 Plan</u>	<u>FY 16 Adopted</u>
<u>Revenues:</u>			
Capital Improvements Program	\$ 1,646,000	\$ 1,647,000	\$ 1,647,000
Total	<u>\$ 1,646,000</u>	<u>\$ 1,647,000</u>	<u>\$ 1,647,000</u>
<u>Expenses:</u>			
Revenue Bonds, Series 2008	\$ 1,646,000	\$ 1,647,000	\$ 1,647,000
Total	<u>\$ 1,646,000</u>	<u>\$ 1,647,000</u>	<u>\$ 1,647,000</u>



**SECTION F**  
**OTHER FUNDS**

- Virginia Public Assistance Fund
- Community Development Fund
- Colonial Community Corrections Fund
- Special Projects/Grants Fund
- Tourism Investment Fund
- Debt Service Fund



James City County  
 VIRGINIA  
 Jamestown  
 1607

## Virginia Public Assistance Fund

### KEY WORKPLAN ITEMS

1. Provide services to children and adults to protect them from abuse and neglect
2. Provide stable homes for children through foster care and adoption services
3. Assist eligible residents in receiving state sponsored assistance with food, medical coverage and temporary financial assistance
4. Provide job readiness services to promote self-sufficiency to eligible residents by supporting them with assistance for day care, transportation and car repairs, purchase of work related equipment and clothing, dental assistance, emergency needs, and counseling regarding barriers to employment and future goals
5. Facilitate the coordination of community resources/agencies providing safety net services for the safety of vulnerable children and adults
6. Facilitate community and peninsula resources to ensure homelessness services are provided in a coordinated fashion. Work collaboratively to ensure data is accurately captured to meet all definitions

### BUDGET SUMMARY

	<u>FY 15 Adopted</u>	<u>FY 16 Plan</u>	<u>FY 16 Adopted</u>
<u>Revenues:</u>			
Federal/State	\$ 3,759,947	\$ 3,759,474	\$ 3,817,877
General Fund	1,400,000	1,440,000	1,451,094
Fund Balance	506,162	465,004	465,665
Grant	<u>22,756</u>	<u>22,756</u>	<u>7,189</u>
Total Revenues	<u>\$ 5,688,865</u>	<u>\$ 5,687,234</u>	<u>\$ 5,741,825</u>
<u>Expenditures:</u>			
<u>General</u>			
Administration	\$ 3,739,230	\$ 3,737,599	\$ 3,835,190
Public Assistance	1,589,175	1,589,175	1,589,175
Purchased Services	158,782	158,782	158,782
Local Non-Reimbursable	150,170	150,170	150,170
Grant Programs	<u>51,508</u>	<u>51,508</u>	<u>8,508</u>
Total Expenditures	<u>\$ 5,688,865</u>	<u>\$ 5,687,234</u>	<u>\$ 5,741,825</u>
Total Local Funding	<u>\$ 1,906,162</u>	<u>\$ 1,905,004</u>	<u>\$ 1,916,759</u>

### PERSONNEL

Full-time Personnel	51	51	51
Part-time Personnel	3	5	5

## Virginia Public Assistance Fund

### **PERFORMANCE MEASURES**

	FY 13 Actual	FY 14 Actual	FY 15 Adopted	FY 16 Adopted
% Timeliness of Food Stamp Applications processed	99%	99%	99%	99%
% Supplemental Nutritional Assistance Program (SNAP) participation	70%	71%	70%	70%
% VIEW participants employed	66%	53%	53%	53%
Timeliness of TANF applications processed	98%	97%	98%	98%
Timeliness of Medicaid applications processed	96%	83%	96%	96%
Timeliness of Medicaid reviews	99%	98%	99%	99%
% Founded cases without recurrence of maltreatment	100%	99%	95%	95%
% Foster children discharged to permanent home prior to 18th birthday	100%	92%	100%	100%

### **BUDGET COMMENTS**

The budget makes funds available for the operation of all Social Services programs.

There has been an increase in Adoption Subsidy due to our efforts to find permanent homes for children. This fund allows for basic as well as enhanced maintenance for Title IV-E eligible children who require additional support. It is 100% Federal/State funded and does not require a local match.

This budget does not contain the estimated more than \$37.5 million dollars of Federal and State funds that are direct payments and/or services to residents that is spent in our community. The eligibility determination is completed by our staff, and we continue to carry all other responsibilities, including authorization of payments and monitoring of cases. The programs include SNAP, Medicaid, Refugee Assistance, Child Day Care, FAMIS, Energy Assistance, and Temporary Assistance to Needy Families (TANF).

The Division of Social Services seeks to maintain quality services, maximize Federal and State revenues, and work with other community resources to insure that the needs of our most vulnerable citizens are met. Employees are actively participating in a number of community wide endeavors to deal with the increased demand for health and human services.

## Community Development Fund

### KEY WORKPLAN ITEMS

1. Assist low- and moderate-income citizens in obtaining and maintaining decent, safe and sanitary affordable housing
2. Identify housing needs of low- and moderate-income residents, the workforce of the County and other residents with critical housing problems
3. Obtain and manage grants and other resources to upgrade housing, public facilities, infrastructure, land development and environmental quality in low- and moderate-income neighborhoods
4. Collaborate with private and non-profit organizations to build or rehabilitate affordable housing
5. Assist residents in unsafe structures to make repairs or relocate in order to establish safe living conditions

### BUDGET SUMMARY

	<u>FY 15 Adopted</u>	<u>FY 16 Plan</u>	<u>FY 16 Adopted</u>
<u>Revenues:</u>			
County Contribution			
Administration	\$ 436,865	\$ 484,868	\$ 491,615
Housing Fund	100,000	100,000	100,000
Housing Partnership, Inc.	60,000	60,000	60,000
Federal, State & Other Grants			
Section 8 Housing Choice Voucher	1,105,170	1,105,170	1,105,170
Homeless Intervention	182,122	148,269	182,122
Indoor Plumbing Rehab.	74,000	74,000	103,800
Emergency Home Repair	6,118	6,118	6,118
Housing Counselor Grant/VHDA			
VHDA REACH Grant	20,000	15,000	20,000
VHDA HUD Counseling Grant	25,000	15,000	25,000
Program Income	120,000	80,000	80,000
Fund Balance	115,719	133,840	129,623
Revolving Loan Fund	200,000	200,000	200,000
Total Revenues	\$ <u>2,444,994</u>	\$ <u>2,422,265</u>	\$ <u>2,503,448</u>
<u>Expenditures:</u>			
Personnel Expenses	\$ 639,319	\$ 645,061	\$ 654,838
Operating Expenses	55,000	71,500	71,500
Housing & Comm. Dev. Programs	<u>1,750,675</u>	<u>1,705,704</u>	<u>1,777,110</u>
Total Expenditures	\$ <u>2,444,994</u>	\$ <u>2,422,265</u>	\$ <u>2,503,448</u>

## Community Development Fund

### **PERSONNEL**

Full-time Personnel	9	8	8
Part-time Personnel	1	2	2

### **PERFORMANCE MEASURES**

	<u>FY 13 Actual</u>	<u>FY 14 Actual</u>	<u>FY 15 Adopted</u>	<u>FY 16 Adopted</u>
# Homes rehabilitated or replaced	28	25	8	8
# New affordable housing completed	11	4	8	7
# Homebuyer education completed	52	47	55	55
# Homeless prevention	28	41	28	28
# Housing Choice Voucher	216	179	216	216
# Households assisted	28	25	8	8

### **BUDGET COMMENTS**

The FY2016 Community Development Fund Budget provides for the continued operation of County-wide low-and moderate-income housing programs and neighborhood revitalization projects.

This budget anticipates flat funding from Federal government for the Housing Choice Voucher program. This submission expects level funding for the second year of the State funded regional homeless prevention program. The current CDBG program is scheduled to be completed in this fiscal year. Some funding will be expended to identify needs for future CDBG applications.

Not included in these budgets are Federal and State loan and grant funds that are provided to first-time homebuyers through the County's participation in the Hampton Roads Regional Loan Fund Partnership.

## Colonial Community Corrections

### KEY WORKPLAN ITEMS

1. Develop and implement a long-term criminal justice plan that assists in safeguarding the community
2. Provide alternatives to incarceration to local responsible offenders and defendants awaiting trial
3. Provide pre-trial services to ensure accurate information is received by the court systems on individuals awaiting trial so informed decisions can be made about pre-trial release and supervision
4. Provide post-trial services to offenders; re-entry programs for those being released from jail; and substance abuse counseling to offenders identified with substance abuse disorders

### BUDGET SUMMARY

	FY 15 Adopted	FY 16 Plan	FY 16 Adopted
<u>Revenues:</u>			
Federal/State	\$ 829,342	\$ 781,842	\$ 824,040
General Fund	49,192	49,192	49,192
Supervision Fees	73,519	84,491	60,539
Williamsburg Community Health Foundation	28,500	28,500	21,375
National Institute of Corrections Grant	100,889	100,889	102,852
Other Locality Contributions	87,453	87,453	87,453
Total Revenues	\$ 1,168,895	\$ 1,132,367	\$ 1,145,451
<u>Expenditures:</u>			
<u>General</u>			
Personnel	\$ 964,451	\$ 938,651	\$ 941,728
Operating	160,054	149,596	166,158
Direct Client Services	44,390	44,390	37,565
Total Expenditures	\$ 1,168,895	\$ 1,132,367	\$ 1,145,451

### PERSONNEL

Full-time Personnel	13	13	13
Part-time Personnel	4	4	3

### PERFORMANCE MEASURES

	FY 13 Actual	FY 14 Actual	FY 15 Adopted	FY 16 Adopted
# Pretrial placements	558	537	470	525
# Probation placements	1,272	1,076	1,173	1,100

## Colonial Community Corrections

### **BUDGET COMMENTS**

Colonial Community Corrections (CCC) serves the Counties of James City, York, Charles City, New Kent and the Cities of Williamsburg and Poquoson. In addition to providing community-based probation, pretrial services and re-entry services, CCC serves as staff to the Criminal Justice Board. The Colonial Community Criminal Justice Board (CCCJB) is comprised of key criminal justice and community stakeholders and follows the mandates provided by the *Code of Virginia*. James City County has served as the Fiscal Agent and Project Administrator for CCC since inception. Because of these fiscal and administrative responsibilities, the CCC budget is included as a Special Revenue fund of the County. The other localities provide local funding in support of administration, operations, and the Criminal Justice Planner position.

Local community-based probation and pretrial agencies were created in 1995 by the Comprehensive Community Corrections Act and Pretrial Services Act. Services provided in the community are cost effective as they serve as an alternative to incarceration.

Effective March 1, 2015, the supervision fee increased from \$80 to \$100. The FY2016 budget decreased about 2 percent due to a reduction in grant revenue and a decrease in supervision fees. Overall, the budgeted supervision fee revenue is adjusted based on collection trends. The FY2016 budget reflects the conversion of one part-time Probation Officer position to temporary hours.

## Special Projects/Grants Fund

### **PURPOSE**

The County Special Projects/Grants Fund was created to account for projects and specific revenue sources, including grants and any other funds that may require continuing appropriation or special accounting treatment. Additional funds and program appropriations may occur during the year as the County qualifies for other grant funds.

### **BUDGET SUMMARY**

	FY 15 Adopted	FY 16 Plan	FY 16 Adopted
<u>Revenues:</u>			
Comprehensive Services Act (CSA)	\$ 319,300	\$ 319,300	\$ 319,300
CSA Local Match-General Fund	365,000	365,000	365,000
CSA School Share	112,000	112,000	112,000
Emergency Management Performance Grant	39,978	39,978	39,978
Virginia Fire Programs Fund	185,000	185,000	239,000
Emergency Medical Services Four-for-Life Program	<u>62,000</u>	<u>62,000</u>	<u>61,000</u>
Total Revenues	<u>\$ 1,083,278</u>	<u>\$ 1,083,278</u>	<u>\$ 1,136,278</u>
<u>Expenditures:</u>			
Comprehensive Services Act (CSA)	\$ 796,300	\$ 796,300	\$ 796,300
Emergency Management Performance Grant	39,978	39,978	39,978
Virginia Fire Programs Fund	185,000	185,000	239,000
Emergency Medical Services Four-for-Life Program	<u>62,000</u>	<u>62,000</u>	<u>61,000</u>
Total Expenditures	<u>\$ 1,083,278</u>	<u>\$ 1,083,278</u>	<u>\$ 1,136,278</u>

### **PERSONNEL**

Full-time Personnel	3	3	3
Part-time Personnel	2	2	2

## Special Projects/Grants Fund

### ***BUDGET COMMENTS***

Comprehensive Services Act (CSA) funding for children with special needs remains level from FY2015.

This fund includes three full-time positions and one part-time position for the Commonwealth Attorney's office. Renewal of the grants funding these positions is expected and actual grant appropriations will be submitted as the grants are awarded.

In addition, the budget reflects a part-time position for the Emergency Management office using funds from an annual Emergency Management Performance Grant (EMPG). The EMPG provides funds to support local government emergency preparedness for all hazards by strengthening prevention, protection, mitigation, response, and recovery mission areas.

The Virginia Fire Programs Fund provides funds to pay for fire service purposes, including firefighting equipment, personal protective equipment (PPE), training, and fire service training facilities. The Four-for-Life Program provides funds to pay for the training of emergency medical service personnel and the purchase of necessary equipment and supplies for licensed emergency medical service agencies. A portion of both of these grants will be used to support the James City-Bruton Volunteer Fire Department and the James City Volunteer Rescue Squad for allowable expenses.

## Tourism Investment Fund

### **PURPOSE**

The Tourism Investment Fund was created to make investments in venues, sponsor special events, and develop beautification projects, regional marketing initiatives and other programs and projects that would strive to attract visitors to James City County.

### **BUDGET SUMMARY**

	<u>FY 15 Adopted</u>	<u>FY 16 Plan</u>	<u>FY 16 Adopted</u>
<u>Revenues:</u>			
Additional \$2 Per Night Room Tax	\$ 825,000	\$ 850,000	\$ 825,000
General Fund - from Room Tax Revenues	1,560,000	1,620,000	1,500,000
Total Revenues	<u>\$ 2,385,000</u>	<u>\$ 2,470,000</u>	<u>\$ 2,325,000</u>
<u>Expenditures:</u>			
Williamsburg Area Destination & Marketing Committee - \$2 tax	\$ 825,000	\$ 850,000	\$ 825,000
Williamsburg Area Chamber & Tourism Alliance	675,000	700,000	700,000
Historic Triangle Regional Collaborative	6,500	6,500	6,500
Jamestown-Yorktown Foundation	100,000	100,000	100,000
Preservation Virginia	50,000	50,000	55,000
Virginia Arts Festival	20,000	20,000	12,500
	<u>851,500</u>	<u>876,500</u>	<u>874,000</u>
Tourism Activities	256,500	281,500	100,000
Christmas in Williamsburg Promotion	100,000	100,000	100,000
LPGA Annual Promotion	50,000	50,000	85,000
Historic Markers	7,000	7,000	7,000
Tourism Corridor Enhancements	75,000	85,000	-
Sports Field Tournament Enhancements	220,000	220,000	-
Transfer to General Fund	-	-	27,000
Field House/Turf Replacement set aside	-	-	307,000
	<u>708,500</u>	<u>743,500</u>	<u>626,000</u>
Total Expenditures	<u>\$ 2,385,000</u>	<u>\$ 2,470,000</u>	<u>\$ 2,325,000</u>

## Tourism Investment Fund

### **BUDGET COMMENTS**

The Additional \$2 Per Night Room Tax revenue is passed through to the Williamsburg Convention/Visitors Bureau for marketing by the Williamsburg Area Destination and Marketing Committee (WADMC).

Room Tax Revenues represent 60 percent of expected room tax receipts, which are specifically allocated to tourism. Funding for the Williamsburg Area Chamber and Tourism Alliance is provided for marketing, in addition to funds for promoting Christmas in Williamsburg. Funding for Jamestown-Yorktown Foundation will support a special exhibition tentatively titled "Trading with the Indians" at Jamestown Settlement. Funding for Preservation Virginia is included for a new exhibition at the Voorhees Archaearium Museum, programming and enhanced site accessibility. Funding for the Virginia Arts Festival will support *2015 Festival Williamsburg* programming.

A transfer to the General fund will fund one half of a position that will become more proactive in tourism through sports, events and marketing. Funds are also set aside for potential field house development and in preparation for the replacement of the turf fields at the Warhill Complex, a sports tourism driver. Historic Markers funding is used by the Historical Commission for the installation of new historic road signs, which are used for historical inscriptions and for commemorating sites, individuals, and buildings of historical importance within the County.

## Debt Service Fund

### **PURPOSE**

The County Debt Service Fund provides for the payment and interest on long-term debt of the County. These payments of principal and interest, known as "debt service", are usually made over a 20- or 25-year term before the bonds are fully repaid. James City County's debt is currently rated AAA by both Standard and Poor and Fitch and AA+ by Moody's. These outstanding bond ratings translate into lower interest costs and expanded flexibility for the County as it considers future borrowings.

### **BUDGET COMMENTS**

**Fund Balance** – Money has previously been set aside to act as a shock absorber when new debt or debt service payments are incurred.

**Revenues** – Primarily funded by a combination of existing funds and contributions from the County's General Fund. FY2016 includes an additional \$1,500,000 from General Fund tax revenues to eliminate any draws on fund balance. FY2019 revenues are reduced and redirected to the opening of the third middle school.

**Expenditures** – Annual debt service payments for existing indebtedness are shown as expenditures. Although shown for five years, only the amounts shown in FY2016 will be appropriated. A bond issue for a new middle school is proposed in late FY2016, with full payment of principal and interest in FY2017, to take advantage of the first decrease.

FY2016                      \$25,500,000    County share of the middle school

County debt outstanding:

	<u>Beginning</u>	<u>Borrowed</u>	<u>Retired</u>	<u>Projected Ending</u>
FY2016	\$159,092,833	\$25,500,000	\$16,817,377	\$167,775,456
FY2017	167,775,456	-	15,612,234	152,163,222
FY2018	152,163,222	-	15,907,271	136,255,951
FY2019	136,255,951	-	14,662,496	121,593,455
FY2020	121,593,455	-	13,682,917	107,910,538

### **Capacity**

Capacity for debt will exist as debt service declines as older bond issues are retired. Refinancing alternatives may also exist to reduce annual spending, depending on interest rates and the call dates of existing bond issues.

## Debt Service Fund

	FY2016	FY2017	FY2018	FY2019	FY2020
<b>BEGINNING FUND BALANCE</b>	\$ 4,968,111	\$ 4,979,913	\$ 5,138,618	\$ 5,878,406	\$ 6,010,753
<b>REVENUES</b>					
General Fund - Schools	18,000,000	17,200,000	17,200,000	15,000,000	15,000,000
General Fund - Other	5,600,000	5,600,000	5,800,000	5,500,000	6,000,000
	<u>\$23,600,000</u>	<u>\$22,800,000</u>	<u>\$23,000,000</u>	<u>\$20,500,000</u>	<u>\$21,000,000</u>
Build America Bonds	204,331	195,791	187,041	178,291	169,541
	<u>\$23,804,331</u>	<u>\$22,995,791</u>	<u>\$23,187,041</u>	<u>\$20,678,291</u>	<u>\$21,169,541</u>
<b>AVAILABLE FUNDS</b>	<u>\$28,772,442</u>	<u>\$27,975,704</u>	<u>\$28,325,659</u>	<u>\$26,556,697</u>	<u>\$27,180,294</u>
<b>EXPENDITURES</b>					
Professional Services	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
School Bonds:					
VPSA 1997	1,558,980	1,565,720	1,567,700	-	-
VPSA 1999	1,500,844	1,503,496	1,502,834	1,502,860	1,503,273
VPSA 1999B	76,470	72,810	69,150	65,490	61,830
2005 School GO	1,620,848	226,188	226,188	226,188	226,188
School Const 2006	7,423,250	7,183,750	6,944,250	6,704,750	6,465,250
Refunding 2010	2,907,975	-	-	-	-
QSCB VPSA 2011	50,000	50,000	50,000	50,000	50,000
Public Facilities 2012	2,006,506	2,007,119	2,007,119	2,007,502	1,031,092
2014 GO Refunding	849,950	2,310,150	2,243,100	2,222,225	2,222,600
<i>\$28.5 mil Mid Sch 2016</i>	-	<i>2,200,000</i>	<i>2,200,000</i>	<i>2,200,000</i>	<i>2,200,000</i>
School Total	<u>\$17,994,823</u>	<u>\$17,119,233</u>	<u>\$16,810,341</u>	<u>\$14,979,015</u>	<u>\$13,760,233</u>
County Bonds:					
Warhill Complex 2006					
Parks 2006 GO	\$ 1,576,313	\$ 1,523,813	\$ 1,471,313	\$ 1,429,313	\$ 1,387,313
Police Bldg 2009	1,193,803	1,184,403	1,174,403	1,166,243	1,155,883
Radio System 2010	162,369	162,369	162,369	162,369	162,369
LRB 2011	761,514	746,874	732,433	717,893	703,352
Public Facilities 2012	612,057	612,244	612,244	612,361	314,520
2014 Lease Rev Refunding	1,416,650	1,413,150	1,409,150	1,403,750	1,401,950
County Total	<u>\$ 5,722,706</u>	<u>\$ 5,642,853</u>	<u>\$ 5,561,912</u>	<u>\$ 5,491,929</u>	<u>\$ 5,125,387</u>
Total Expenditures	<u>\$23,792,529</u>	<u>\$22,837,086</u>	<u>\$22,447,253</u>	<u>\$20,545,944</u>	<u>\$18,960,620</u>
<b>ENDING FUND BALANCE</b>	<u>\$ 4,979,913</u>	<u>\$ 5,138,618</u>	<u>\$ 5,878,406</u>	<u>\$ 6,010,753</u>	<u>\$ 8,219,674</u>

## Projected Five-Year Operating Budgets

REVENUE	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
General Property Taxes	\$112,397,500	\$122,976,950	\$127,625,189	\$130,177,692	\$134,083,023	\$136,764,683
Other Local Taxes	21,765,000	21,790,000	22,200,300	22,644,306	23,097,192	23,559,136
Licenses, Permits and Fees	8,230,000	8,585,000	8,756,700	8,931,834	9,110,471	9,292,680
From the Commonwealth	26,584,500	27,177,500	27,721,050	28,275,471	28,840,980	29,417,800
Charges for Current Services	5,684,750	5,798,750	5,812,725	5,928,980	6,047,559	6,168,510
Other Revenue	626,739	635,800	638,316	651,082	664,104	677,386
	\$175,288,489	\$186,964,000	\$192,754,280	\$196,609,365	\$201,843,329	\$205,880,195
<b>EXPENDITURES</b>						
Contribution to Schools	\$80,801,664	\$82,917,697	\$85,503,139	\$87,640,718	\$92,831,736	\$95,152,529
Operating Departments	55,880,680	57,376,166	59,062,515	60,539,078	62,052,555	63,603,869
Outside Agencies	14,636,573	14,972,913	15,347,236	15,730,917	16,124,190	16,527,294
Capital Projects	2,350,000	7,930,000	8,367,000	8,540,000	8,850,000	9,380,000
Debt Service	21,300,000	23,600,000	22,800,000	23,000,000	20,500,000	21,000,000
Other Spending	319,572	167,224	1,674,390	1,158,652	1,484,849	216,503
	\$175,288,489	\$186,964,000	\$192,754,280	\$196,609,365	\$201,843,330	\$205,880,195

### ASSUMPTIONS

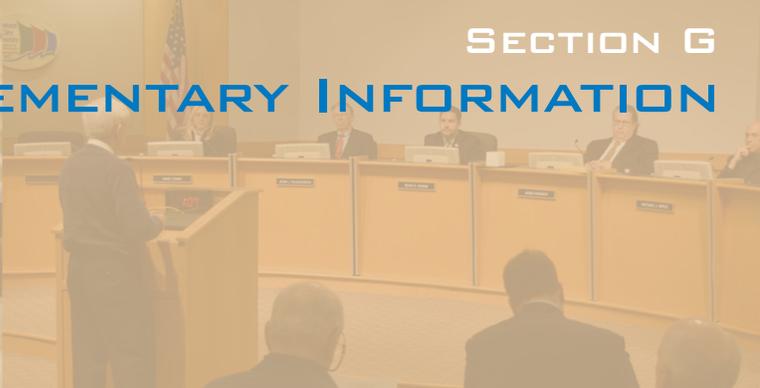
FY2015 and FY2016 reflects the budget for that year.

Property tax revenues increase 3.0% in reassessment years (FY2017 and FY2019) and 2% in those years without a reassessment. Other revenue sources are projected to grow by 2% a year.

School, County and Outside Agency spending is expected to grow by 2.5% a year with an additional \$3 million added in FY2019 to open a new middle school.

Debt Service and Capital Spending show the planned investments as shown in Section D and on page F-10 in this budget.

These projections assume a maintenance budget with no new initiatives. If significant new spending is incurred, due to unexpected population growth or mandates relating to stormwater or road maintenance, or if a major revenue source, such as business license taxes, is no longer allowed by the Commonwealth, then these forecasts are not valid.



SECTION G  
SUPPLEMENTARY INFORMATION



**Budgeted Employment Data**

**All Funds**

(Seasonal Workers Excluded)

<u>DEPARTMENT</u>		<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Accounting	F/T	9	9	9	8	8	8	8	8	8	8
	P/T	0	0	0	0	0	0	0	0	0	0
Animal Control	F/T	3	3	3	2	2	2	2	2	2	2
	P/T	0	0	0	1	0	1	1	1	1	1
Board of Supervisors	F/T	1	1	1	1	1	1	1	1	1	0.5
	P/T	0	0	0	0	0	0	0	0	0	0
Building Safety and Permits	F/T	20	21	19	15	13	13	13	13	14	14
	P/T	1	0	0	0	1	1	1	1	1	1
Clerk of the Circuit Court	F/T	12	12	12	12	12	12	12	12	11	11
	P/T	2	2	2	2	1	1	1	1	1	1
Commissioner of the Revenue	F/T	13	13	13	12	11	11	11	11	11	11
	P/T	0	0	0	0	0	0	0	0	0	0
Commonwealth's Attorney	F/T	9	9	9	9	9	9	9	9	9	9
	P/T	0	0	0	0	0	0	0	0	1	1
Communications	F/T	7.5	7.5	6.5	6.5	7.5	7.5	7	7	7	8
	P/T	0	0	0	0	0	0	0	0	0	0
Community Services	F/T	4	4	3	3	0	0	0	0	0	0
	P/T	1	1	1	1	0	0	0	0	0	0
Cooperative Extension Service	F/T	2	2	2	2	2	2	0	0	0	0
	P/T	1	1	1	0	0	0	0	0	0	0
County Administration	F/T	2.5	2.5	2.5	2.5	2.5	2.5	3	3	3	3
	P/T	0	0	0	0	0	0	0	0	0	0
County Attorney	F/T	5	5	5	5	5	5	5	5	5	5
	P/T	0	0	0	0	0	0	0	0	0	0
Courthouse	F/T	2	2	2	2	2	2	2	2	2	2
	P/T	1	1	1	1	1	1	1	1	1	1
Courts/Judicial	F/T	2	2	2	2	2	2	2	2	2	2
	P/T	0	0	0	0	0	0	0	0	0	0
Development Management	F/T	3.5	4.5	2.5	2.5	2.5	2.5	2	2	2	2
	P/T	0	0	0	0	0	0	0	0	0	0
Economic Development	F/T	3	3	3	3	3	4	4	4	4	3.5
	P/T	0	0	0	0	0	0	0	0	0	0
Emergency Communications	F/T	27	27	27	27	26	26	26	26	29	29
	P/T	0	0	0	0	0	0	0	0	0	0
Emergency Management	F/T	1	2	2	2	2	3	3	3	3	2
	P/T	1	0	0	0	0	0	0	0	0	0
Engineering and Resource Protection	F/T	15	15	15	14	12	13	12	12	11	11
	P/T	0	0	0	0	0	0	0	0	0	0
Facilities Maintenance	F/T	18	19	19	18	17	17	18	18	18	18
	P/T	6	6	6	6	6	6	6	6	6	6
Financial and Management Services	F/T	7	7	7	7	7	6	7	7	7	7
	P/T	0	0	0	0	0	0	0	0	0	1

**Budgeted Employment Data**

**All Funds**

(Seasonal Workers Excluded)

<u>DEPARTMENT</u>		<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Fire/Emergency Medical Services	F/T	104	108	111	111	111	110	110	110	114	115
	P/T	0	0	0	0	0	0	1	1	1	1
Fleet and Equipment	F/T	8	8	8	7	8	8	8	8	8	8
	P/T	0	0	0	0	0	0	0	0	0	0
General and Capital Services	F/T	6.5	6.5	6.5	6.5	5.5	7	8	8	7	7
	P/T	0	0	0	0	0	0	0	0	0	0
Grounds Maintenance	F/T	16	21	21	20	22	22	24	25	25	25
	P/T	1	1	1	1	1	1	1	1	1	1
Human Resources	F/T	8	8	8	7	7	7	7	7	7	7
	P/T	1	1	1	2	0	0	0	1	1	1
Information Resources Management	F/T	20	21	21	21	20	21	21	21	21	21
	P/T	1	1	1	0	0	0	0	0	0	0
Mosquito Control	F/T	1	1	1	0	0	0	0	0	0	0
	P/T	0	0	0	0	0	0	0	0	0	0
Neighborhood Connections	F/T	4	4	4	2	0	0	0	0	0	0
	P/T	1	1	1	1	0	0	0	0	0	0
Parks and Recreation	F/T	52	56	54	53	48	49	48	48	47	49
	P/T	29	29	29	23	16	14	14	14	12	11
Planning	F/T	17.5	19.5	19.5	17.5	12.5	10.5	10	10	10	10
	P/T	2	0	0	1	1	1	1	1	1	1
Police Department	F/T	87	94	97	98	98	98	98	99	100	103
	P/T	0	0	0	0	0	0	0	0	0	0
Purchasing	F/T	3	3	3	3	3	4	4	4	4	4
	P/T	0	0	0	0	0	0	0	0	0	0
Real Estate Assessments	F/T	12	13	13	11	10	9	10	10	10	10
	P/T	0	0	0	0	0	0	0	0	0	0
Satellite Services Office	F/T	2	3	3	3	3	3	3	3	3	3
	P/T	2	2	2	1	1	1	1	1	1	1
Sheriff	F/T	18	18	18	18	16	16	16	16	16	16
	P/T	0	0	0	0	0	0	0	0	0	0
Solid Waste Management	F/T	7	7	7	7	6	6	5	5	5	5
	P/T	2	2	2	2	1	1	1	1	1	1
Stormwater	F/T	0	9	8.5	6.5	6.5	4	4	4	6	8
	P/T	0	0	0	0	0	1	1	1	0	0
Treasurer	F/T	13	13	13	13	12	11	12	12	13	13
	P/T	0	0	0	0	0	1	1	1	0	0
Voter Registration and Elections	F/T	3	3	3	3	3	3	3	3	3	3
	P/T	1	1	1	1	1	1	1	1	1	1
Zoning Enforcement	F/T	0	0	0	0	3	4	4	4	4	4
	P/T	0	0	0	0	0	0	0	0	0	0
Total General Fund	F/T	548.5	586.5	584.0	563.0	541.0	541.0	542.0	544.0	552.0	559.0
	P/T	53.0	49.0	49.0	43.0	30.0	31.0	32.0	33.0	30.0	30.0

**Budgeted Employment Data****All Funds**

(Seasonal Workers Excluded)

<u>DEPARTMENT</u>		<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Colonial Community Corrections	F/T	13	13	11	11	12	12	12	13	13	13
	P/T	5	5	4	4	3	3	3	4	4	3
Office of Housing and Community Development	F/T	9.5	9.5	9.5	8.5	9.5	9.5	9	9	8	8
	P/T	0	0	0	1	1	1	1	1	2	2
JCSA	F/T	87	88	90	90	86	89	89	89	89	89
	P/T	2	2	2	2	2	2	2	2	2	2
Social Services	F/T	53.5	57.5	57.5	52.5	52.5	52.5	52	51	51	51
	P/T	1	1	1	1	3	4	4	3	5	5
Special Projects/Grants	F/T	4	5	6	5	3	3	3	3	3	3
	P/T	0	0	1	1	1	1	2	2	2	2
Grand Total All Funds	F/T	715.5	759.5	758.0	730.0	704.0	707.0	707.0	709.0	716.0	723.0
	P/T	61.0	57.0	57.0	52.0	40.0	42.0	44.0	45.0	45.0	44.0

A list of Authorized Positions Per Department begins on Page G-4.

\* Staffing of independent agencies is not reflected in this document.

**Authorized Positions Per Department**

<u>General Fund</u>	<u>Current Position Title</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>
Accounting	<u>Full-Time Regular</u>				
	Accountant	1	1	1	1
	Accounting Technician	0	0	1	1
	Accounting Supervisor	0	0	1	1
	Accounts Payable Specialist	2	2	1	1
	Director Accounting Division	1	1	1	1
	Payroll and Accounts Payable Supervisor	0	1	0	0
	Payroll Coordinator	1	1	1	1
	Senior Accountant	2	2	2	2
		<u>7</u>	<u>8</u>	<u>8</u>	<u>8</u>
	<u>Full-Time Limited-Term</u>				
	Payroll and Accounts Payable Supervisor	1	0	0	0
	<u>Part-Time Temporary</u>				
	Intern	1,250 hrs	600 hrs	600 hrs	600 hrs
Animal Control	<u>Full-Time Regular</u>				
	Animal Control Officer	1	1	1	1
	Animal Control Supervisor	1	1	1	1
		<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<u>Part-Time Regular</u>					
Animal Control Officer (1,040 hours)	1	1	1	1	
Board of Supervisors	<u>Full-Time Regular</u>				
	Administrative Coordinator	1	1	1	0.5
Building Safety and Permits	<u>Full-Time Regular</u>				
	Administrative Assistant	1	1	2	2
	Administrative Services Coordinator	1	1	1	1
	Building Official Section Chief	2	2	2	2
	Commercial/Building Inspector	1	0	0	0
	Director Building Safety and Permits Division	1	1	1	1
	Inspector I/II/III	4	4	4	4
	Lead Inspector	2	3	3	3
	Plans Examiner	1	1	1	1
		<u>13</u>	<u>13</u>	<u>14</u>	<u>14</u>
	<u>Part-Time Regular</u>				
	Inspector I/II/III (1,040 hours)	1	1	1	1
<u>On-Call</u>					
Plans Examiner	1,040 hrs	1,040 hrs	1,040 hrs	1,040 hrs	
Clerk of the Circuit Court	<u>Constitutional Officer</u>				
	Clerk of the Circuit Court	1	1	1	1
	<u>Full-Time Other</u>				
	Chief Deputy Clerk I	1	1	1	1
	Deputy Clerk I	2	2	3	3
	Deputy Clerk II	6	6	4	4
	Deputy Clerk IV	2	2	2	2
		<u>11</u>	<u>11</u>	<u>10</u>	<u>10</u>
	<u>Part-Time Other</u>				
	General Office Clerk (1,456 hours)	1	1	1	1
	<u>Part-Time Temporary</u>				
	General Office Clerk	0 hrs	0 hrs	1,040 hrs	1,040 hrs

**Authorized Positions Per Department**

	<b>Current Position Title</b>	<b><u>FY13</u></b>	<b><u>FY14</u></b>	<b><u>FY15</u></b>	<b><u>FY16</u></b>	
Commissioner of the Revenue	<u>Constitutional Officer</u> Commissioner of the Revenue	1	1	1	1	
	<u>Full-Time Regular</u>					
	Business License Inspector	1	1	1	1	
	Business Tax Specialist	1	1	1	1	
	Chief Deputy Commissioner	1	1	1	1	
	Deputy Commissioner II	3	2	2	2	
	Deputy Commissioner III	2	3	3	3	
	Deputy Commissioner IV	1	1	1	1	
	Senior Auditor	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
		10	10	10	10	
	<u>On-Call</u>					
	Deputy Commissioner I	1,040 hrs	1,040 hrs	1,040 hrs	1,040 hrs	
	Commonwealth's Attorney	<u>Constitutional Officer</u> Commonwealth Attorney	1	1	1	1
		<u>Full-Time Other</u>				
Administrative Assistant II		1	1	1	1	
Attorney I		2	2	2	2	
Attorney III		1	1	1	1	
Attorney IV		1	1	1	1	
Juvenile Justice Secretary A		1	1	1	1	
Paralegal		1	1	1	1	
Secretary		<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
		8	8	8	8	
<u>Part-Time Other</u>						
Secretary (1,040 hours)		0	0	1	1	
Communications		<u>Full-Time Regular</u>				
	Chief Video Engineer	1	1	1	1	
	Civic Engagement Coordinator	1	1	1	1	
	Communications Specialist	1	2	2	2	
	Director Communications Division	1	1	1	1	
	Events Coordinator	0	0	0	1	
	Graphic Designer	1	1	1	1	
	Senior Communications Specialist	1	1	1	1	
	Video Technician	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	
		7	7	7	8	
County Administration	<u>Full-Time Regular</u>					
	Administrative Coordinator	1	1	1	1	
	Assistant County Administrator	1	1	1	1	
	County Administrator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
		3	3	3	3	
	<u>On-Call</u>					
	Development Rights Administrator	624 hrs	624 hrs	624 hrs	624 hrs	
County Attorney	<u>Full-Time Regular</u>					
	Assistant County Attorney	1	1	2	2	
	County Attorney	1	1	1	1	
	Deputy County Attorney	1	1	0	0	
	Legal Secretary	1	1	1	1	
	Legal Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
		5	5	5	5	
	<u>Part-Time Temporary</u>					
Law Clerk	520 hrs	520 hrs	520 hrs	520 hrs		

**Authorized Positions Per Department**

<b>Current Position Title</b>		<b><u>FY13</u></b>	<b><u>FY14</u></b>	<b><u>FY15</u></b>	<b><u>FY16</u></b>
Courthouse	<u>Full-Time Regular</u>				
	Courthouse Facilities Superintendent	1	1	1	1
	Facilities Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		2	2	2	2
	<u>Part-Time Regular</u>				
Custodian (1,040 hours)	1	1	1	1	
Courts/Judicial	<u>Full-Time Regular</u>				
	Court Administrator	2	2	2	2
Development Management	<u>Full-Time Regular</u>				
	Administrative Coordinator	1	1	1	1
	Director Development Management Department	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		2	2	2	2
Economic Development	<u>Full-Time Regular</u>				
	Administrative Coordinator	1	1	1	0.5
	Assistant Director Economic Development Department	1	1	1	1
	Business Development and Retention Coordinator	1	1	1	1
	Director Economic Development Department	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		4	4	4	3.5
Emergency Communications	<u>Full-Time Regular</u>				
	Assistant Director Emergency Communications Division	1	1	1	1
	Computer Aided Dispatch Administrator	1	1	1	1
	Director Emergency Communications Division	1	1	1	1
	Emergency Communications Officer I/II/III/IV	20	20	23	23
	Emergency Communications Supervisor	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
			26	26	29
	<u>Full-Time Temporary</u>				
Emergency Communications Officer I	0 hrs	2,080 hrs	0 hrs	0 hrs	
Emergency Management	<u>Full-Time Regular</u>				
	Administrative Coordinator	1	1	1	1
	Director Emergency Management Division	1	1	1	1
	Fire Safety Public Educator	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>
		3	3	3	2
Engineering and Resource Protection	<u>Full-Time Regular</u>				
	Chief Civil Engineer	1	1	1	1
	Civil Engineer I/II/III	1	1	1	1
	Director Engineering and Resource Protection Division	1	1	1	1
	Engineering Assistant	1	1	1	1
	Inspection Supervisor	1	1	1	1
	Inspector I/II/III	5	5	4	4
	Lead Engineering Assistant	1	1	1	1
	Planner I/II/III	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
			12	12	11

**Authorized Positions Per Department**

<b>Current Position Title</b>		<b><u>FY13</u></b>	<b><u>FY14</u></b>	<b><u>FY15</u></b>	<b><u>FY16</u></b>
Facilities Maintenance	<u>Full-Time Regular</u>				
	Custodial Services Coordinator	1	1	2	2
	Custodian	5	5	5	5
	Facilities Specialist	1	1	1	1
	Facilities Superintendent	1	1	1	1
	Facilities Technician	1	0	0	0
	Lead Custodian	1	1	0	0
	Lead Electrical Technician	1	1	1	1
	Lead Facilities Specialist	1	1	1	1
	Lead HVAC Technician	1	1	1	1
	Senior Facilities Specialist	2	2	2	2
	Senior Facilities Technician	3	4	4	4
		<u>18</u>	<u>18</u>	<u>18</u>	<u>18</u>
	<u>Part-Time Regular</u>				
	Custodian (6,760 hours)	6	6	6	6
	<u>On-Call</u>				
	Custodian	1,062 hrs	1,062 hrs	3,142 hrs	3,142 hrs
	Facilities Specialist	<u>1,040 hrs</u>	<u>1,040 hrs</u>	<u>1,040 hrs</u>	<u>1,040 hrs</u>
		2,102 hrs	2,102 hrs	4,182 hrs	4,182 hrs
	Financial and Management Services (FMS)	<u>Full-Time Regular</u>			
Administrative Specialist		1	1	1	1
Assistant Director FMS Department		1	1	1	1
Director FMS Department		1	1	1	1
Mail Courier		1	1	1	1
Risk Manager		1	1	1	1
Safety Coordinator		1	1	1	1
Senior Budget Analyst		<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		7	7	7	7
<u>Part-Time Regular</u>					
Business Tax Representative (1,456 hours)		0	0	0	1
<u>On-Call</u>					
Mail Courier		300 hrs	300 hrs	300 hrs	300 hrs
Fire/Emergency Medical Services		<u>Full-Time Regular</u>			
	Administrative Coordinator	1	1	1	1
	Administrative Specialist	1	1	1	1
	Assistant Fire Chief	1	1	1	1
	Budget Management Specialist	1	1	1	1
	Deputy Fire Chief	1	1	1	1
	EMS Billing Technician	0	0	1	1
	EMS Education Program Coordinator	1	1	1	1
	Fire Chief	1	1	1	1
	Fire Marshal	1	1	1	1
	Fire/Rescue Battalion Chief	3	3	3	3
	Fire/Rescue Captain	17	17	17	17
	Fire/Rescue Lieutenant	6	6	6	6
	Fire/Rescue Technician I/II/III/IV	76	76	79	79
	Fire Safety Public Educator	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>
		110	110	114	115
	<u>Full-Time Temporary</u>				
	EMS Billing Technician	0 hrs	2,080 hrs	0 hrs	0 hrs
	<u>Part-Time Regular</u>				
	Fire Department Employment Coordinator (1,300 hours)	1	1	1	1
	<u>On-Call</u>				
	Fire/EMS Instructor	916 hrs	1,960 hrs	1,960 hrs	1,960 hrs
	Fire Rescue Technician I	<u>0 hrs</u>	<u>0 hrs</u>	<u>2,916 hrs</u>	<u>2,916 hrs</u>
	916 hrs	1,960 hrs	4,876 hrs	4,876 hrs	

**Authorized Positions Per Department**

	<b>Current Position Title</b>	<b><u>FY13</u></b>	<b><u>FY14</u></b>	<b><u>FY15</u></b>	<b><u>FY16</u></b>	
Fleet and Equipment	<u>Full-Time Regular</u>					
	Automotive Inventory Specialist	1	1	1	1	
	Automotive Service Coordinator	1	1	1	1	
	Automotive Technician I/II/III	3	3	3	3	
	Director Fleet and Equipment Division	1	1	1	1	
	Lead Automotive Technician	1	1	1	1	
	Small Engine Mechanic	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
		8	8	8	8	
General and Capital Services	<u>Full-Time Regular</u>					
	Administrative Coordinator	1	1	1	1	
	Assistant Director General and Capital Services Department	1	1	1	1	
	Capital Projects Coordinator	2	2	2	2	
	County Engineer	1	1	0	0	
	Director General and Capital Services Department	1	1	1	1	
	Environmental Coordinator	1	1	1	1	
	Inspector I/II/III	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
			8	8	7	7
		<u>Part-Time Temporary</u>				
	General Services Assistant	1,040 hrs	1,040 hrs	1,040 hrs	1,040 hrs	
Grounds Maintenance	<u>Full-Time Regular</u>					
	Groundskeeper I/II	18	19	19	19	
	Landscape Technician	1	1	1	1	
	Lead Groundskeeper	4	4	4	4	
	Parks and Grounds Superintendent	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
			24	25	25	25
		<u>Part-Time Regular</u>				
		Administrative Assistant (1,040 hours)	1	1	1	1
		<u>Part-Time Temporary</u>				
		Groundskeeper I	500 hrs	500 hrs	0 hrs	0 hrs
Human Resources	<u>Full-Time Regular</u>					
	Administrative Coordinator	1	1	1	1	
	Assistant Director Human Resource Department	1	1	1	1	
	Director Human Resource Department	1	1	1	1	
	Human Resource Information System Analyst	1	1	1	1	
	Human Resource Specialist I/II	2	2	2	2	
	Senior Human Resource Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
			7	7	7	7
		<u>Part-Time Regular</u>				
		Benefits Coordinator (1,040 hours)	0	1	1	1
		<u>Full-Time Temporary</u>				
		Administrative Assistant	0 hrs	2,080 hrs	2,080 hrs	2,080 hrs
		<u>On-Call</u>				
	Senior Office Assistant	520 hrs	0 hrs	0 hrs	0 hrs	

**Authorized Positions Per Department**

<b>Current Position Title</b>		<b><u>FY13</u></b>	<b><u>FY14</u></b>	<b><u>FY15</u></b>	<b><u>FY16</u></b>	
Information Resources Management	<u>Full-Time Regular</u>					
	Director Information Resources Management Division	1	1	1	1	
	Information Center Specialist	1	1	1	1	
	Information Technology Administrator	1	1	0	0	
	Information Technology Specialist	1	1	1	1	
	Infrastructure and Network Security Supervisor	0	0	1	1	
	Network Security Engineer	1	1	0	0	
	Network System Engineer	1	1	1	1	
	Programmer Analyst	3	3	3	3	
	Programmer Analyst Supervisor	0	0	1	1	
	Systems Programmer Analyst	1	1	1	1	
	Technology Support Technician	2	2	2	2	
	Telecommunications Network Specialist	1	1	1	1	
	Web Developer	1	1	1	1	
	Web Interaction Designer	1	1	1	1	
	Lead Publications Specialist	1	1	1	1	
	Publications Specialist	1	1	1	1	
	Publications Supervisor	1	1	1	1	
	Records and Imaging Administrator	1	1	1	1	
	Records and Imaging Technician	1	1	1	1	
	Senior Records and Imaging Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
	21	21	21	21		
Parks and Recreation	<u>Full-Time Regular</u>					
	Administrative Coordinator	1	1	1	1	
	Administrative Specialist	1	1	1	1	
	Budget Management Specialist	1	1	1	1	
	Chief Park Ranger	1	1	1	1	
	Community Centers Administrator	1	1	1	1	
	Director Parks and Recreation Department	1	1	1	1	
	Information Systems Technician	1	1	1	1	
	Lead Lifeguard	2	2	2	2	
	Park Supervisor	1	1	1	1	
	Parks Administrator	1	1	1	2	
	Parks and Recreation Business Analyst	1	1	1	1	
	Recreation Administrator	1	1	1	1	
	Recreation Operations Coordinator	5	5	5	5	
	Recreation Program Coordinator	11	11	11	12	
	Recreation Site Supervisor	10	10	10	10	
	Senior Account Clerk	1	1	1	1	
	Senior Administrative Services Coordinator	1	1	1	1	
	Senior Communications Specialist	1	1	1	1	
	Senior Customer Assistant	4	4	3	3	
	Senior Fitness Trainer	1	1	1	1	
	Volunteer and Resource Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
		48	48	47	49	
		<u>Part-Time Regular</u>				
	Customer Assistant (3,484 hours)	4	4	3	3	
	Fitness Attendant (2,340 hours)	2	2	2	2	
	Fitness Trainer (1,040 hours)	2	2	1	1	
Lead Park Attendant (2,860 hours)	2	2	2	2		
Lifeguard (2,600 hours)	2	2	2	2		
Mail Courier (1,560 hours)	1	1	1	1		
Park Supervisor (1,560 hours)	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>		
	14	14	12	11		

**Authorized Positions Per Department**

<b>Current Position Title</b>		<b><u>FY13</u></b>	<b><u>FY14</u></b>	<b><u>FY15</u></b>	<b><u>FY16</u></b>
<u>Part-Time Temporary</u>					
	Account Clerk	0 hrs	1,040 hrs	1,040 hrs	1,040 hrs
	Assistant Recreation Site Supervisor	11,434 hrs	11,434 hrs	10,133 hrs	10,133 hrs
	Bus Driver	1,259 hrs	1,259 hrs	1,274 hrs	1,290 hrs
	Concession Attendant	0 hrs	0 hrs	1,215 hrs	1,215 hrs
	Customer Assistant	2,143 hrs	2,143 hrs	22,018 hrs	22,938 hrs
	Fitness Attendant	220 hrs	220 hrs	1,911 hrs	1,911 hrs
	Fitness Trainer	0 hrs	260 hrs	0 hrs	0 hrs
	Instructor I	1,646 hrs	1,646 hrs	1,427 hrs	1,482 hrs
	Instructor II	6,964 hrs	6,964 hrs	7,495 hrs	7,575 hrs
	Instructor III	1,322 hrs	1,322 hrs	2,096 hrs	2,096 hrs
	Lead Park Attendant	3,020 hrs	3,020 hrs	4,320 hrs	3,720 hrs
	Lead Lifeguard	0 hrs	0 hrs	1,392 hrs	1,392 hrs
	Lifeguard	11,019 hrs	11,019 hrs	9,731 hrs	9,731 hrs
	Park Attendant	18,694 hrs	18,694 hrs	0 hrs	0 hrs
	Park Ranger	1,723 hrs	1,723 hrs	1,723 hrs	1,723 hrs
	Recreation Leader	22,225 hrs	22,225 hrs	23,523 hrs	23,539 hrs
	Recreation Site Supervisor	472 hrs	472 hrs	194 hrs	194 hrs
	Therapeutic Recreation Leader	9,179 hrs	9,179 hrs	7,179 hrs	7,179 hrs
		<u>91,320 hrs</u>	<u>92,620 hrs</u>	<u>96,671 hrs</u>	<u>97,158 hrs</u>
Planning	<u>Full-Time Regular</u>				
	Administrative Services Coordinator	1	0	0	0
	Administrative Coordinator	1	2	2	2
	Director Planning Division	1	1	1	1
	Planner I/II/III	6	6	6	6
	Principal Planner	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		10	10	10	10
	<u>Part-Time Regular</u>				
	Principal Planner (1,560 hours)	1	1	1	1
Police Department	<u>Full-Time Regular</u>				
	Administrative Assistant	2	2	2	2
	Administrative Specialist	0	1	1	1
	Administrative Supervisor	1	1	1	1
	Deputy Police Chief	1	1	1	1
	Grant Administrator	1	1	1	1
	Police Chief	1	1	1	1
	Police Crime Analyst	1	1	1	1
	Police Lieutenant	6	6	6	6
	Police Major	2	2	2	2
	Police Officer I/II/III/IV	75	75	76	76
	Police Sergeant	7	7	7	10
	Senior Police Investigator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		98	99	100	103
	<u>On-Call</u>				
	Police Officer I	600 hrs	600 hrs	600 hrs	600 hrs
	Accreditation Assistant	1,040 hrs	1,040 hrs	1,040 hrs	1,040 hrs
	Property Control Assistant	<u>1,300 hrs</u>	<u>1,300 hrs</u>	<u>1,300 hrs</u>	<u>1,300 hrs</u>
		2,940 hrs	2,940 hrs	2,940 hrs	2,940 hrs
Purchasing	<u>Full-Time Regular</u>				
	Administrative Specialist	0	0	1	1
	Director Purchasing Division	1	1	1	1
	Purchasing Specialist	<u>3</u>	<u>3</u>	<u>2</u>	<u>2</u>
		4	4	4	4

**Authorized Positions Per Department**

<b>Current Position Title</b>		<b><u>FY13</u></b>	<b><u>FY14</u></b>	<b><u>FY15</u></b>	<b><u>FY16</u></b>
Real Estate Assessments	<u>Full-Time Regular</u>				
	Administrative Specialist	2	2	2	2
	Director Real Estate Assessments Division	1	1	1	1
	GIS Analyst	1	1	1	1
	GIS Supervisor	1	1	1	1
	Real Estate Appraiser I/II	4	4	4	4
	Real Estate Information Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	10	10	10	10	
Satellite Services Office	<u>Full-Time Regular</u>				
	Lead Satellite Services Assistant	1	1	1	1
	Satellite Services Administrator	1	1	1	1
	Satellite Services Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		3	3	3	3
	<u>Part-Time Regular</u>				
	Satellite Services Assistant (1,560 hours)	1	1	1	1
	<u>Part-Time Temporary</u>				
	Satellite Services Assistant	200 hrs	200 hrs	200 hrs	200 hrs
Sheriff	<u>Constitutional Officer</u>				
	Sheriff	1	1	1	1
	<u>Full-Time Regular</u>				
	Administrative Coordinator	1	1	1	1
	Chief Deputy Sheriff	1	1	1	1
	Deputy Sheriff I/II/III	8	8	10	11
	Deputy Sheriff Sergeant	3	3	3	2
	Master Deputy Sheriff 9	<u>2</u>	<u>2</u>	<u>0</u>	<u>0</u>
		15	15	15	15
	<u>On-Call</u>				
	Deputy Sheriff I/II	4,410 hrs	4,410 hrs	4,410 hrs	4,410 hrs
	Solid Waste Management	<u>Full-Time Regular</u>			
Convenience Center Attendant		1	1	1	1
Senior Convenience Center Attendant		2	2	2	2
Solid Waste Foreman		1	1	1	1
Solid Waste Superintendent		<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		5	5	5	5
<u>Part-Time Regular</u>					
Convenience Center Attendant (1,040 hours)		1	1	1	1
<u>On-Call</u>					
Convenience Center Attendant		1,618 hrs	1,618 hrs	2,080 hrs	2,080 hrs
Stormwater	<u>Full-Time Regular</u>				
	Capital Projects Coordinator	0	0	0	1
	Chief Civil Engineer	0	0	1	1
	Director Stormwater Division	1	1	1	1
	GIS Technician	1	1	1	1
	Inspector I/II/III	1	1	0	0
	Stormwater Coordinator	0	0	2	3
	Stormwater Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		4	4	6	8
	<u>Part-Time Regular</u>				
	Stormwater Coordinator (1,040 hours)	1	1	0	0
	<u>Part-Time Temporary</u>				
	Administrative Assistant	0 hrs	0 hrs	0 hrs	1,040 hrs

**Authorized Positions Per Department**

	<b>Current Position Title</b>	<b><u>FY13</u></b>	<b><u>FY14</u></b>	<b><u>FY15</u></b>	<b><u>FY16</u></b>
Treasurer	<u>Constitutional Officer</u>				
	Treasurer	1	1	1	1
	<u>Full-Time Regular</u>				
	Accounting Technician	4	6	6	6
	Assistant Treasurer	1	1	1	1
	Business Tax Specialist	2	2	2	2
	Customer Service Representative	1	0	0	0
	Delinquent Collections Supervisor	0	0	1	1
	Lead Customer Service Representative	1	0	0	0
	Senior Accountant	1	1	1	1
	Senior Accounting Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		11	11	12	12
	<u>Part-Time Regular</u>				
	Business Tax Field Representative (1,664 hours)	1	1	1	0
	<u>On-Call</u>				
Customer Service Representative	1,200 hrs	1,200 hrs	1,200 hrs	1,200 hrs	
Voter Registration and Elections	<u>Full-Time Other</u>				
	General Registrar	1	1	1	1
	<u>Full-Time Regular</u>				
	Senior Assistant General Registrar	2	2	2	2
	<u>Part-Time Regular</u>				
	Assistant General Registrar (1,352 hours)	1	1	1	1
	<u>On-Call</u>				
	Election Equipment Technician	168 hrs	168 hrs	168 hrs	250 hrs
	Assistant General Registrar	1,368 hrs	1,000 hrs	1,000 hrs	1,300 hrs
	Senior Election Equipment Technician	<u>52 hrs</u>	<u>52 hrs</u>	<u>52 hrs</u>	<u>80 hrs</u>
	1,588 hrs	1,220 hrs	1,220 hrs	1,630 hrs	
Zoning Enforcement	<u>Full-Time Regular</u>				
	Proffer Administrator	1	1	1	1
	Zoning Administrator	1	1	1	1
	Zoning Officer I/II	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
	4	4	4	4	

**Authorized Positions Per Department**

<b>Current Position Title</b>	<b><u>FY13</u></b>	<b><u>FY14</u></b>	<b><u>FY15</u></b>	<b><u>FY16</u></b>
<b><u>Other Funds</u></b>				
Colonial Community Corrections				
<u>Full-Time Other</u>				
Administrative Coordinator	1	1	1	1
Agency Director	1	1	1	1
Coordinator	0	1	1	1
Pretrial Officer	3	3	3	3
Probation Officer	5	6	6	6
Secretary	1	0	0	0
	<u>11</u>	<u>12</u>	<u>12</u>	<u>12</u>
<u>Full-Time Limited-Term</u>				
Agency Director	1	1	1	1
<u>Part-Time Other</u>				
Administrative Assistant (1,248 hours)	0	1	1	1
Case Coordinator (1,040 hours)	1	0	0	0
Criminal Justice Planner (1,040 hours)	1	1	1	1
Probation Officer (1,508 hours)	1	2	2	1
	<u>3</u>	<u>4</u>	<u>4</u>	<u>3</u>
<u>Part-Time Temporary</u>				
Probation/Pretrial Officer Assistant	780 hrs	780 hrs	780 hrs	780 hrs
Probation Officer	0 hrs	0 hrs	0 hrs	1,248 hrs
Secretary	0 hrs	832 hrs	0 hrs	0 hrs
Transitional Services Jail Liaison	917 hrs	917 hrs	0 hrs	0 hrs
	<u>1,697 hrs</u>	<u>2,529 hrs</u>	<u>780 hrs</u>	<u>2,028 hrs</u>
Office of Housing and Community Development				
<u>Full-Time Regular</u>				
Administrative Assistant	0	1	0	0
Administrative Coordinator	0	1	1	1
Administrator	1	1	1	1
Assistant Administrator	1	1	1	1
Housing Financial Specialist	0	0	1	1
Housing Project Coordinator	1	1	1	1
Housing Specialist	1	2	1	1
Senior Housing Specialist	1	2	2	2
	<u>5</u>	<u>9</u>	<u>8</u>	<u>8</u>
<u>Full-Time Limited-Term</u>				
Housing Assistant	1	0	0	0
Housing Specialist	2	0	0	0
Senior Housing Specialist	1	0	0	0
	<u>4</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>Part-Time Regular</u>				
Housing Inspector (1,040 hours)	1	1	1	1
Administrative Assistant (1,040 hours)	0	0	1	1
	<u>1</u>	<u>1</u>	<u>2</u>	<u>2</u>
James City Service Authority				
<u>Full-Time Regular</u>				
Administrative Assistant	2	2	2	2
Automotive Technician I/II/III	1	1	1	1
Chief Civil Engineer	2	2	2	2
Civil Engineer I/II/III	3	3	3	3
Engineering Specialist	1	1	1	1
GIS Analyst	1	1	1	1
GIS Technician	1	1	1	1
Industrial Electrician	3	3	4	4
Inspector I/II/III	3	3	3	3

**Authorized Positions Per Department**

<b>Current Position Title</b>	<b><u>FY13</u></b>	<b><u>FY14</u></b>	<b><u>FY15</u></b>	<b><u>FY16</u></b>
JCSA Assistant General Manager	1	1	1	1
JCSA General Manager	1	1	1	1
Maintenance Mechanic	1	1	1	1
Plant Supervisor	1	1	1	1
SCADA Programmer/Electrician	1	1	0	0
Senior Purchasing Specialist	1	1	1	1
Senior Utility Account Representative	1	1	1	1
Senior Utility Locator	1	1	1	1
Utility Account Representative	6	6	6	6
Utility Account Supervisor	1	1	1	1
Utility Analyst	1	1	1	1
Utility Operations Administrator	1	1	1	1
Utility Operations Assistant/Specialist I/II	23	24	24	24
Utility Operations Crew Leader	4	4	4	4
Utility Operations Foreman	5	5	5	5
Utility Operations Superintendent	5	5	5	5
Utility Operations Technician	13	12	12	12
Utility Systems Analyst	1	1	1	1
Utility Systems Inspection Coordinator	1	1	1	1
Utility Systems Technician	1	1	1	1
Warehouse Specialist	1	1	1	1
Warehouse Supervisor	1	1	1	1
	<u>89</u>	<u>89</u>	<u>89</u>	<u>89</u>
<u>Part-Time Regular</u>				
Utility Locator (2,080 hours)	2	2	2	2
<u>Part-Time Temporary</u>				
Secretary	1,560 hrs	0 hrs	0 hrs	0 hrs
<b>Social Services</b>				
<u>Full-Time Regular</u>				
Accounting Technician	1	1	1	1
Accounts Payable Specialist	1	1	1	1
Administrative Assistant	4	4	4	4
Administrative Services Coordinator	1	1	0	0
Administrative Supervisor	1	1	1	1
Assistant Director Community Services Department	1	1	1	1
Budget Management Specialist	1	1	1	1
Deputy Director Social Services Division	1	1	1	1
Director Community Services Department/Social Services Division	1	1	1	1
Eligibility Chief	1	1	1	1
Eligibility Supervisor	2	2	2	2
Eligibility Worker	7	7	8	8
Family Services Assistant	4	3	3	3
Family Services Specialist	2	2	2	2
Family Services Specialist I/II	13	14	14	14
Family Services Specialist III	1	1	1	1
Family Services Supervisor	3	3	3	3
Information Systems Technician	1	1	1	1
Senior Eligibility Worker	5	5	5	5
	<u>51</u>	<u>51</u>	<u>51</u>	<u>51</u>
<u>Full-Time Limited-Term</u>				
Family Services Specialist I/II	1	0	0	0
<u>Part-Time Regular</u>				
Eligibility Worker (4,160 hours)	2	2	4	4
Senior Eligibility Worker (1,040 hours)	1	1	1	1
Social Work Assistant (832 hours)	1	0	0	0
	<u>4</u>	<u>3</u>	<u>5</u>	<u>5</u>
<u>On-Call</u>				
Administrative Assistant	0 hrs	2,080 hrs	2,080 hrs	2,080 hrs
Family Services Specialist	0 hrs	0 hrs	0 hrs	2,080 hrs
	<u>0 hrs</u>	<u>0 hrs</u>	<u>0 hrs</u>	<u>4,160 hrs</u>

**Authorized Positions Per Department**

<b>Current Position Title</b>	<b><u>FY13</u></b>	<b><u>FY14</u></b>	<b><u>FY15</u></b>	<b><u>FY16</u></b>
Special Projects/Grants				
<u>Full-Time Limited-Term</u>				
Victim Advocate	1	1	1	1
Victim Assistance Assistant Director	1	1	1	1
Victim Assistance Director	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	3	3	3	3
<u>Part-Time Limited-Term</u>				
Attorney I (1,040 hours)	1	1	1	1
Emergency Management Planner (1,040 hours)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	2	2	2	2
<u>On-Call</u>				
Assistant CERT Manager	0 hrs	520 hrs	520 hrs	520 hrs

**Reconciliation of General Fund Appropriations for FY2015  
As Shown in FY2016 Budget**

	<u>Revenues</u>	<u>Expenditures</u>
FY2015 Appropriations, As Adopted, May 2014	\$175,250,000	\$175,250,000
Appropriation adjustments during the year:		
Senior Center program	17,050	17,050
Insurance proceeds for damaged vehicle	1,000	1,000
Insurance proceeds for lightning strike	20,439	20,439
	<hr/>	<hr/>
Total adjustments to date	\$38,489	\$38,489
FY2015 Appropriations, As Shown in FY2016 Budget Document	<hr/> \$175,288,489	<hr/> \$175,288,489

## General Fund Revenues by Source (In Percent)

<u>Fiscal Year</u>	<u>General Property Taxes</u>	<u>Other Local Taxes</u>	<u>Licenses, Permits, Fees</u>	<u>Fines and Forfeitures</u>	<u>Use of Money and Property</u>	<u>Charges for Current Services</u>	<u>Inter-Govt.</u>	<u>Misc.</u>	<u>Total</u>
2007	61.6	13.5	5.9	0.2	1.1	2.4	15.2	0.1	100.0
2008	63.1	12.2	5.0	0.2	1.1	3.1	15.0	0.3	100.0
2009	65.0	11.5	4.5	0.2	0.6	3.0	14.9	0.3	100.0
2010	65.9	11.2	4.1	0.2	0.3	3.0	15.1	0.2	100.0
2011	65.6	11.5	4.3	0.2	0.2	2.9	15.1	0.2	100.0
2012	65.3	11.8	4.4	0.2	0.2	3.1	14.9	0.1	100.0
2013	64.4	12.1	4.5	0.2	0.1	3.4	15.1	0.2	100.0
2014	64.8	12.0	4.7	0.2	0.1	3.2	14.9	0.1	100.0
2015 (Est.)	64.4	12.1	4.8	0.2	0.1	3.2	15.1	0.1	100.0
2016 (Est.)	65.8	11.7	4.5	0.2	0.1	3.1	14.5	0.1	100.0

## General Fund Revenues by Source

<u>Fiscal Year</u>	<u>General Property Taxes</u>	<u>Other Local Taxes</u>	<u>Licenses, Permits, Fees</u>	<u>Fines and Forfeitures</u>	<u>Money and Property</u>	<u>Charges for Services</u>	<u>Inter-Govt.</u>	<u>Misc.</u>	<u>Total</u>
2007	97,047,702	21,273,019	9,255,185	321,443	1,721,382	3,719,005	23,953,138	168,049	157,458,923
2008	105,668,625	20,486,124	8,288,580	366,606	1,789,264	5,106,213	25,173,523	575,175	167,454,110
2009	107,015,723	18,869,282	7,420,591	348,846	902,103	4,979,557	24,546,555	471,427	164,554,084
2010	107,695,813	18,355,067	6,672,136	296,866	479,461	4,857,836	24,712,096	250,675	163,319,950
2011	108,564,306	19,100,086	7,055,618	334,633	283,769	4,861,478	25,057,051	232,827	165,489,768
2012	110,677,787	20,006,069	7,487,105	274,198	297,668	5,174,185	25,243,691	155,011	169,315,714
2013	109,112,196	20,427,116	7,623,652	295,355	199,268	5,736,864	25,597,288	412,092	169,403,831
2014	112,151,342	20,680,269	8,134,299	293,625	194,575	5,549,607	25,869,543	191,693	173,064,953
2015 (Est.)	112,822,500	21,215,000	8,515,000	265,000	125,000	5,556,569	26,375,509	211,300	175,085,878
2016 (Est.)	122,976,950	21,790,000	8,585,000	320,000	125,000	5,798,750	27,185,000	183,300	186,964,000

**Ratio of Annual Debt Service Expenditures  
For General Bonded Debt To Total General Expenditures**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total Debt Service</u>	<u>Total General Governmental Expenditures*</u>	<u>Ratio of Debt Service to Total General Expenditures</u>
2007	14,488,702	9,857,524	24,346,226	199,622,475	.1220
2008	14,245,257	11,253,935	25,499,192	212,383,260	.1201
2009	14,363,935	10,625,010	24,988,945	208,510,363	.1198
2010	15,077,900	10,147,353	25,225,253	198,552,653	.1270
2011	14,830,524	9,853,465	24,683,989	198,893,176	.1241
2012	14,787,955	9,384,810	24,172,765	201,078,316	.1202
2013	23,473,305	9,522,081	32,995,386	215,304,486	.1532
2014	16,417,326	8,822,326	25,239,652	211,866,777	.1191
2015 (Est)	16,817,377	6,900,152	23,717,529	210,425,707	.1127
2016 (Est)	15,612,234	7,149,852	22,762,086	216,526,729	.1051

\* Includes General and Other Fund Expenditures and the County percentage of School Board Expenditures.

In FY2013, principal payments increased by \$7,380,000 related to the refinancing of a capital lease. Proceeds from the issuance of new debt were used for these principal payments.

Source: Figures for FY2007-FY2014 are obtained from Table 11-A in the James City County Comprehensive Annual Financial Report, June 30, 2014. FY2015-FY2016 figures are estimates based on the Debt Service Budget and estimated totals for Total General Governmental Expenditures, which includes the General Fund, Others Funds and the County's estimated share of School Expenditures.

**Ratio of Net General Bonded Debt To  
Assessed Value and Net Bonded Debt Per Capita**

Fiscal Year	Population	Assessed Valuation	Gross Bonded Debt	Debt Service Monies Available	Net Bonded Debt	Ratio of Net Bonded Debt to Assessed Valuation	Net Bonded Debt per Capita
2007	60,867	10,704,264,557	126,590,560	1,832,039	124,758,521	.0117	2,050
2008	61,195	11,610,152,643	118,369,735	1,890,734	116,479,001	.0100	1,903
2009	63,135	11,941,060,226	109,974,105	1,706,525	108,267,580	.0091	1,715
2010	67,745	12,092,979,169	101,414,765	2,921,044	98,493,721	.0081	1,454
2011	68,500	12,152,483,497	93,283,624	2,921,037	90,362,587	.0074	1,319
2012	69,451	12,341,704,734	86,134,103	2,920,981	83,213,122	.0067	1,198
2013	69,945	11,991,913,497	80,004,294	2,920,538	77,083,756	.0064	1,102
2014	70,711	12,165,747,571	72,164,244	2,920,369	69,243,875	.0057	979
2015 (Est)	72,478	12,198,515,941	62,597,012	1,219,446	61,377,566	.0050	847
2016 (Est)	74,289	12,274,887,997	53,969,780	1,219,446	52,750,334	.0043	710

Counties in the Commonwealth of Virginia are not subject to a legal debt limitation based on a percentage of total assessed value of real estate.

FY2007-FY2014 information displayed as reported in Table 11 of the James City County Comprehensive Annual Financial Report, June 30, 2014. FY2015-FY2016 estimates are based on estimated Total Assessed Valuation, estimated Gross Bonded Debt and estimated Debt Service Reserve Funds. FY2015-FY2016 population projections obtained from the James City County Planning Division.

## Property Tax Rates Per \$100 of Assessed Value

<u>Fiscal Year</u>	<u>Real Estate</u>	<u>Personal Property</u>
2007	0.77	4.00
2008	0.77	4.00
2009	0.77	4.00
2010	0.77	4.00
2011	0.77	4.00
2012	0.77	4.00
2013	0.77	4.00
2014	0.77	4.00
2015	0.77	4.00
2016	0.84	4.00

## Assessed and Estimated Actual Value of Taxable Property

Fiscal Year	Assessed Value			Total Assessed Value	Real Property and Public Service Percentage of Estimated Actual Value	Personal Property Percentage of Estimated Actual Value
	Real Property	Personal Property	Public Service*			
2007	9,821,638,100	730,150,755	152,475,702	10,704,264,557	100.00	**
2008	10,672,714,225	761,010,321	176,428,097	11,610,152,643	100.00	**
2009	11,005,655,000	750,654,235	184,750,991	11,941,060,226	100.00	**
2010	11,155,493,300	741,196,285	196,289,584	12,092,979,169	100.00	**
2011	11,172,929,700	768,751,597	210,802,200	12,152,483,497	100.00	**
2012	11,316,807,900	802,225,966	222,670,868	12,341,704,734	100.00	**
2013	10,921,180,200	838,145,072	232,588,225	11,991,913,497	100.00	**
2014	11,067,756,400	864,017,834	233,973,337	12,165,747,571	100.00	**
2015 (Est)	11,087,102,517	887,291,608	224,121,816	12,198,515,941	100.00	**
2016 (Est)	11,139,517,700	911,248,481	224,121,816	12,274,887,997	100.00	**

\*\* Personal Property assessed as follows: Mobile Homes at 100 percent of Estimated Actual Value; Machinery and Tools at 25 percent of capitalized cost; Vehicles at 100 percent.

Source: Real Estate Assessments and Commissioner of the Revenue, James City County.

\*Real Property and Public Service figures for 2014 are actual, all other figures for FY2015-FY2016 are estimates.

## List of Principal Property Taxpayers

<u>Name</u>	<u>2014 Property Taxes Assessed</u>	<u>Percent of County Total</u>
1. Anheuser-Busch, Inc.	\$4,946,277	4.10%
2. SeaWorld Parks, LLC	1,970,748	1.63%
3. Wal-Mart, Inc.	1,165,877	0.97%
4. Powhatan Plantation Owners Association	981,527	0.81%
5. Virginia Electric and Power Company	935,319	0.78%
6. Premium Outlets of Williamsburg (1)	836,124	0.69%
7. Williamsburg Landing, Inc.	743,311	0.62%
8. Ball Metal Container	693,391	0.57%
9. Owens-Brockway	671,123	0.56%
10. Williamsburg Plantation Owner Association	<u>657,301</u>	<u>0.55%</u>
Totals	<u><u>\$13,600,998</u></u>	<u><u>11.28%</u></u>

Source: James City County Comprehensive Annual Financial Report, June 30, 2014, Table 7.

(1) Premium Outlets includes two related parties, Williamsburg Outlets, LLC and Williamsburg Mazel, LLC. They are combined in this table to show the value of the shopping center.

## Households and Population

Fiscal Year	Total Population <sup>1</sup>	Institutional Population <sup>2</sup>	Total Household Population <sup>3</sup>	Number of Households <sup>4</sup>	Persons per Household <sup>5</sup>
2007	60,867	962	59,905	24,253	2.47
2008	62,394	883	61,511	24,903	2.47
2009	63,135	834	62,301	25,223	2.47
2010 (Census)	67,326	1,169	66,157	27,003	2.45
2011	68,179	1,111	67,068	27,375	2.45
2012	68,971	1,090	67,881	27,707	2.45
2013	69,945	1,124	68,821	28,090	2.45
2014	70,711	1,095	69,616	28,414	2.45
2015	72,478	1,095	71,383	29,135	2.45
2016	74,289	1,095	73,194	29,875	2.45

<sup>1</sup> 2007-2014 Total Population estimates are provided by the JCC Planning Division and represent the estimate for July 1st of each year. 2010 figure is from the Census (staff's number is adjusted to represent July 1st). Staff's projections for FY2015 and FY2016 are based on the average annual incremental change in population from 2002-2014, which resulted in a 2.5% growth rate, as provided by FMS.

<sup>2</sup> 2007-2009 Institutional Population figures include Eastern State Hospital, Virginia Peninsula Regional Jail, and the Merrimac Juvenile Detention Center. 2010-2014 figures include both institutional and non-institutional population grouped together as "group quarter population" and includes nursing home population. Projections for 2015 and 2016 are based on the average group quarter population from 2010 to 2013.

<sup>3</sup> Total Household Population represents Total Population minus Institutional Population.

<sup>4</sup> Number of Household (occupied housing units) figures are provided by the JCC Planning Division utilizing Certificate of Occupancy data from JCC Building Safety and Permits. Projections for 2015 and 2016 are calculated by dividing Total Household Population by Persons per Household.

<sup>5</sup> 2007-2014 Persons per Household estimates are based on the 2000 and 2010 Census average household size carried forward. Projections for 2015 and 2016 are based on the 2010 Census household size carried forward.

# Appendix

County Administrator's 30- and 90-Day Reports



**County Administration**  
101-D Mounts Bay Road  
P.O. Box 8784  
Williamsburg, VA 23187-8784  
P: 757-253-6728  
[jamescitycountyva.gov](http://jamescitycountyva.gov)

To: Mary Jones, Chairman  
James City County, Board of Supervisors

From: Bryan J. Hill  
County Administrator, James City County

Cc: Board of Supervisors

Subject: 30 Days

Date: October 20, 2014

I have enjoyed my first 30 days at James City County, I want to thank you for your support and confidence in my ability to work through areas of concern as we develop and identify initiatives that we must address. I have spent numerous hours trying to learn and understand our beautiful community by attending meetings with businesses, residents, and most importantly staff. The theme of those meetings were consistent “James City County is a wonderful place to live”.

We have begun the process of identifying consultants to begin our strategic planning process. I had requested five (5) initiatives you felt as important to James City County. The list I have formed below are what I believe to be your immediate actions during the next 3 budget cycles. Each area positions our County for future success, growth, tourism and places our County as a desired destination.

1. JCSA
2. Stormwater
3. Education
4. County Appearance
5. Economic Development
  - Sports Tourism
  - Business Development

**Brief Description:**

JCSA-currently is our source of water for the majority of James City County residents, there are local sites that accept Newport News water in lieu of using the JCSA. Water is one of many if not the most important component that ensures our County’s viability. Presently, DEQ is deliberating our current ground water withdrawal of 8.8 million gallons per day (permitted) to be withdrawn. DEQ has proposed a reduction which would ensure that James

City County plan for the inception of 2.0 million gallons of water per day (MGD) from Newport News by 2020.

The amount of open permits may require an increase of current water sources, thus may warrant the execution of the 2019 contract with Newport News (25 million) to receive an additional 2 MGD. DEQ is failing to realize, restricting the use of ground water to large industry and JCSA does not preclude individual homeowners from drilling wells to allow for residential consumption.

Stormwater has been a major topic among various groups throughout the County. I have asked General Services and JCSA to look into developing a stormwater utility. Once I have more information, we will present our findings during the budget process.

Education and the growth of the public school system, currently there is a proposal for a fourth middle is on the table. The need is evident, the process not clear. It is time for the two boards to come to consensus.

1. Build at Blair: once completed develop a joint plan for an administrative complex focusing on consolidation, then use the current government complex site for a new school/s.
2. Find a parcel of land centrally located in James City County focused on the proposed growth map provide by Planning on February 28<sup>th</sup>. Build a school on that site.
3. Continue designs for the expansion of each high school.

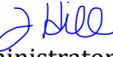
The County appearance, I have asked General Services to increase our contractual services regarding litter pickup, the frequency of 4 times a year will move to 12 times (once per month). We are working with General Services and the State to increase mowing along our roadways. If we want to be the best, we must start looking the best.

The prospect of increased Economic Development was mentioned by each Supervisor. There are several types of Economic Development, James City County may want to focus on specific businesses and sports tourism. Each are very different and both need a specific focus, I do not believe we can continue intertwining this area. The board needs to adequately fund each component, develop strategies to entice business as well as develop complexes to host sports events. With the historic tie to Colonial Williamsburg, the fun of Busch Gardens and Water Country it would be a wonderful draw to host numerous events. Virginia Beach and Myrtle Beach has the capacity for attractions (both are missing the major theme park and historic significance of James city County).

We are in the process of developing a request for information (RFI) regarding our retreat to discuss strategic planning as discussed above, once we are able to review proposals a recommendation will be forthcoming.

I would welcome continued discussions regarding the topics addressed above at your convenience.

To: Mary K. Jones  
Chairman, Board of Supervisors, James City County

From: Bryan J. Hill   
County Administrator, James City County

Date: January 1, 2015

Subject: 90-Day Report

As we move towards our budget season, we all understand this is an exception year, however I believe it is necessary for the Board to review the following document which will provide talking points as we move forward. The goals of staff are simple; make James City County the best place to live and develop a business friendly environment that captures and preserves our cultural significance as we offer more tourism venues.

The NY Times reported that James City County is one of the top “high quality of life areas in America’s counties”. James City ranked 24th, a validation of what a great community we have to work with and why we should dedicate ourselves to keeping it great. U.S. county’s eligible total 3,135 counties, being ranked 24, puts our community in the top 1 percent of the communities. Communities within Virginia that have a higher ranking are as follows:

- Fairfax #3
- Loudoun #4
- York #19

<http://www.nytimes.com/2014/06/26/upshot/where-are-the-hardest-places-to-live-in-the-us.html?abt=0002&abg=1>

How do we maintain and/or improve upon our ranking, I have listed several areas that we must address and or master as we move forward. The ability to keep and grow what we have is much easier than searching for what we do not have. We will begin with focusing on seven (7) areas that lend itself to your top five strategic initiatives outlined in my 30 day report.

- Budget-fiscal health and bond capacity
- County Appearance
- Public Safety
- Community Health
- Preventative Maintenance and consolidation of operational facilities
- Sports Tourism(Economic Enterprise)
- Education

The County has benefited from sound financial planning which has helped through

the recession. Smart growth is needed to allow our county to keep pace with our neighbors. As we review the strategic goals from the Board of Supervisors I will be requesting your thoughts on several important initiatives that hopefully increases and/or at the minimum maintains our current status. As I review the fiscal plan devised, we are currently deficit spending to ensure all expenditures are met. General operations are supported on a tax rate of .77 cents. An additional 4 cents are used from our debt service reserve fund. Current projections will have this fund significantly reduced after our debt payment in FY 16. During FY 15 and FY 16, approximately \$7 million will be used to offset current debt payments. As James City County moves forward I am hopeful the board understands to maintain our current bond rating, we must show how we manage our growth. As the recession has hit hard, James City County must begin to form a constructive strategic and financial plan that supports sustainability and future growth. A tax increase or cuts in services will be needed to ensure the strategic plan we embark upon can be implemented effectively for our residents.

As we have engaged our community, business friendly and managed growth are the topics I have had to discuss repeatedly. Your residents want quality services, a clean community and access to our numerous cultural and natural areas. Jamestowne, "1607", James City County "2014", once a vast wilderness, clean, beautiful and eventually became the birthplace of the American democracy. James City County, 2014, 70,000 plus residents, growing community looking to return to a clean, beautiful community, while showcasing our history. Our appearance in certain areas does not lend itself to aforementioned adjectives. A clean county appearance will help preserve values, attract new residents and businesses as well maintaining our top community status. As you review my county administrators reports, you will notice the volume of meetings I have attended for the benefit of the board. I set my goals to understand our community in groups:

- Residential
- Business
- Local Government

Your residents want quality services, they expect quick and accurate information from the staff as well as their elected officials. Open and transparent government will continue to be our theme and focus. As the Board details the policies they believe are needed, our team will develop and implement accordingly. We will assure accuracy, competency and a customer oriented focus. The need is for a galvanized board as we move towards our strategic planning sessions. As of today we have begun mowing medians throughout our county, I have received calls from residents and businesses that have taken notice of our efforts. I am hopeful we can secure funding to ensure a clean and tidy appearance year round as we develop our destination marketing plans.

Quality includes safety; crime statistics are down as our Police Chief has increased community policing initiatives as well as neighborhood gathering to help deter crime activities. Our emergency services calls are rising, which is normal as we have a high senior compliment coupled with seasonal tourism. The need for highly knowledgeable medical professionals ensuring quality services to our residents will be imperative as we continue to grow. Current EMS response times are below the national average, which highlights the coordinated effort with our regional approach, which allows for a redundant system allowing for mutual aid within 4 counties.

Community Health and affordable housing are a focus as we have a disparate amount of low-income family's in our jurisdiction. The availability of CDBG grants and affordable housing start-ups will allow for an all inclusive community that strikes the necessary balances needed to maintain our wonderful community. You will see numerous grant submissions looking for funds to bolster this area of need to match county appropriations as well as local agencies as we work hand in hand in addressing our low and moderate housing needs. Internally. We have an average wage scale, I am hopeful we can reinstate the free use of the recreational center for staff. If marketed correctly will reduce our experience rates used to calculate our workers compensation factors.

Preventative maintenance on our existing infrastructure totals \$83 million, I will be proposing a plan to eliminate our list over a period of years, our ability to fix and maintain adequately will become less of a burden on our staff and the tax payer. Taxes increases should be sustained increases over many years as opposed to large hits to catch up on projects that are in need of funding. The goal is to normalize our inventory as we detail the needs of our county over a 10-year strategic planning period.

Sports tourism and or economic diversification, has been on the table for several years, capital is needed to create the change you desire. Our community deserves the best; which includes a clear path, funding and political will to move us forward. Internally we are looking to coordinate with entity's to develop public-private partnerships, we are in discussions to build a complex to satisfy our indoor sporting needs, please note the feasibility plan developed in my opinion does not lend itself to a self-sustaining field house. Operational expenditures by the county may be required, as we work to ensure we have a solid business plan.

As the board has agreed to strategically plan, a focus on education must prevail and remain in the forefront of our thought process. Increased educational programming at our local universities and colleges is a must. The world has moved to high technology, creative thinking and innovation. Educational goals must be set to ensure our children can compete with the best and brightest within the commonwealth and the world. James City County administration will work with the WJCC School division to validate their 10-year model. Our goal will be to ensure our next 3 school sites are identified by fiscal year 2018. Each action for school

construction will start the process for identification of a future site presented to the board within a two-year timeframe, which will detail the next sequencing and proposed location of additional schools. I am hopeful this will prevent last minute negotiations, unsolicited proposals; as will reduce miscommunication amongst the boards.

John McDonald and the finance team has placed James City County in excellent position. A slight tax increase allows for additional funding to support the initiatives of the board, increases our general fund reserves and most importantly shows our rating agencies our county is a growing, robust community where people want to live. The AAA financial standing saves our residents millions of dollars when we are able to refinance or restructure debt. Agencies look at several factors, however liquidity of cash and growth point to main characteristics of a strong economy and sound financial planning. Increasing taxes must be looked at globally, if our citizens enjoy their current conditions, all must understand that there is a cost in maintaining our character. If the board warrants excellence, new initiatives must be injected into our community on a constant basis. Our administration will stay ahead of the curve to foster a top tier county that allows it residents to be proud of the look, feel, character and leadership provided to our great residents.

A major topic for board consideration will be maintaining our current water permit and our ability to create a storm water utility. The goal is to identify, address and present a solution as we formulate our annual budgets, multi year CIP planning and the County comprehensive plan. The proposed strategic plan should be the vehicle we use to road map our future.

In closing, I am planning to update and inform the board quarterly going forward. Our focus will remain on transparency as well as innovation, efficiency and civility. The ultimate goal with your leadership will place James City County into the spotlight of best-managed County operations within our great country.

Your comments are welcomed and I look forward to a great 2015 in James City County.

Cc: Board of Supervisors  
Executive Leadership