

Appendix IV: Interview Responses

This section contains the responses received from interviews with representatives of the Public Facilities of James City County. These interviews were held over a several-month period of 2008 to give each Public Facility provider the opportunity to offer input into the 2008-2009 Comprehensive Plan Revision process. In every case, the director or head of the given public facility either participated directly or assigned a very knowledgeable designee to the effort.

The interviews were based on a series of twelve open-ended questions, followed by a thirteenth question that asked each responder to include anything that he or she found to be relevant and important.

The James City County Planning Division recognizes the effort and time that every responder put into this process, and offers its sincere thanks and appreciation for the thoughtful, open, and earnest responses that were submitted.

PUBLIC FACILITIES AGENCY INTERVIEW

Adult Education / Thomas Nelson Community College (TNCC): William Travis

Interview Date: 22 September 2008

- 1) What do you see as the **greatest strengths** of your agency / department / division / organization?
 - The facility is local
 - The ability to respond to the community's needs, which dictate curriculum, (rather than TNCC deciding what courses should be available to students)
- 2) What do you see as the **greatest weaknesses** of your agency / department / division / organization?
 - Lack of funding and uncertainty of funding (some funding is local but the majority is state)
- 3) What do you see as the **largest accomplishments** of your agency / department / division / organization since the 2003 Comprehensive Plan was adopted?
 - Developing the Warhill campus, should be open in the Spring of 2009
- 4) What do you see as the **largest shortcomings** of your agency / department / division / organization since the 2003 Comprehensive Plan was adopted? To what do you attribute these shortcomings—were there circumstances beyond your control?
 - Possibly failing to meet a need within the community due to not identifying it
- 5) How well has your agency / department / division / organization met the **Goals, Strategies, and Actions** set for the Public Facilities of James City County in the 2003 Comprehensive Plan since it was adopted?
 - (No Response)
- 6) Can you identify any new Comprehensive Plan **Goals, Strategies, and/or Actions** for your agency / department / division / organization going forward? (One way to think about this question is to think about any new initiatives that your department is looking to begin or planning to continue.)
 - Build additional buildings at Warhill site, as needed
- 7) What do you see as the greatest **challenges** facing your agency / department / division / organization over the next five years? Over the next ten years?
 - Systematically growing the college to meet needs
 - Reduction in enrollment of military and military families since war in Afghanistan and Iraq began

- 8) Identify two or three strategies (in general terms) that you feel can be utilized to meet the **challenges** that you have identified for your agency / department / division / organization.
- Informal surveys to determine desires in credit and non-credit programs
 - Opening workforce development office
 - Getting the new campus up and running
- 9) What do you see as the **growth needs** of your agency / department / division / organization over the next five years? Over the next ten years?
- Currently, growth needs are being met
 - In the future more classroom space may be needed in James City County
 - There may be interest in additional curriculums and educational programs
- 10) James City County is considering the development and adoption of an integrated **Facilities Master Plan** that will attempt to:
- a. Better time the construction of new facilities for each agency / department / division / organization to better meet the needs of the County, while being cognizant of budgetary constraints and priorities. Annual CIP requests would be evaluated and prioritized against this Facilities Master Plan;
 - b. Provide for timely ongoing maintenance (or replacement, if appropriate) of County vehicles, buildings, and facilities;
 - c. Standardize construction methods, building designs and layouts, (e.g., as with new Schools and Fire Stations), and minimum requirements for new facilities (i.e., male / female quarters in Fire Stations, number of books per capita in our library systems, size of sites for Elementary, Middle, and High Schools, etc.);
 - d. Program energy efficiency, reduced environmental impact, and sustainability into Building and Facility designs;
 - e. Identify opportunities for the sharing of facilities, sites, or buildings between multiple agencies / departments / divisions / organizations and / or across multiple uses.

Please discuss what you view as the pros and cons of having such a Facilities Master Plan.

- A more holistic approach would be wise because it may improve traffic or other issues.

11) Complete the following: "If it were up to me, my agency's / department's / division's legacy will be: _____."

- Successfully opened the Warhill site; made a good first impression
- Met the needs of the community as defined by the community

12) How well is your agency / department / division prepared to respond to external threats, emergencies, or disasters (manmade or natural), and what is your agency's / department's / division's role in responding to such an event?

- The facility should be able to respond to most threats; contingency plans are in place
- There is a text messaging system called "e2Campus" which can be used to send out emergency information, such as might be needed in the case of an on-campus crisis

13) Let your voice be heard! (Add any other comments that you may have here!)

- The location of the Warhill Campus was a good choice.
- 80-85% of WJCC high school students go on to attend higher education – this means that TNCC can and does serve a vital need

PUBLIC FACILITIES AGENCY INTERVIEW
Community Services: Doug Powell and Barbara Watson
Interview Date: 15 September 2008

- 1) What do you see as the **greatest strengths** of your agency / department / division / organization?
 - Quality staff
 - Collaborative efforts/spirit of teamwork
 - Connections with the community
 - Good training programs

- 2) What do you see as the **greatest weaknesses** of your agency / department / division / organization?
 - Difficult to measure performance of programs. Because there is no control group it is nearly impossible to determine the cause of improvements or failures. It is important to have some ability to measure in order to show that programs deserve funding.
 - It is difficult to get the entire department to share a goal because it is so diverse in its missions.

- 3) What do you see as the **largest accomplishments** of your agency / department / division / organization since the 2003 Comprehensive Plan was adopted?
 - Improvements in public transit (717,000 riders last year, recent year had one of the highest percent increases in the country)
 - New and improved Parks and Recreation Facilities (e.g., Warhill Sports Complex (new); Chickahominy Riverfront Park and Freedom Park (improvements))
 - Improved affordable housing
 - At risk youth strategic plan has been implemented

- 4) What do you see as the **largest shortcomings** of your agency / department / division / organization since the 2003 Comprehensive Plan was adopted? To what do you attribute these shortcomings—were there circumstances beyond your control?
 - Services for the elderly, the largest growing demographic sector. Improvements are needed in services offered for social, transportation and healthcare needs as well as independent living services.

- 5) How well has your agency / department / division / organization met the **Goals, Strategies, and Actions** set for the Public Facilities of James City County in the 2003 Comprehensive Plan since it was adopted?
 - Increased availability of affordable housing in James City County

- 6) Can you identify any new Comprehensive Plan **Goals, Strategies, and/or Actions** for your agency / department / division / organization going forward? (One way to think about this question is to think about any new initiatives that your department is looking to begin or planning to continue.)
- **Something should be included about maintenance of existing facilities; parks require weekly maintenance.**
 - **Growth of departments should be examined before facilities are built so that there is room to grow into the building rather than being at capacity by the move-in date.**
- 7) What do you see as the greatest **challenges** facing your agency / department / division / organization over the next five years? Over the next ten years?
- **Unfunded mandates (state and federal)**
 - **Affordable housing**
 - **Funding for non-core services (e.g., recreation)**
 - **Increasing impacts of substance abuse and mental health issues which will put additional strain on community services (Colonial Services Board takes care of these specific issues but the affects are felt by protective services and other services offered by Community Services)**
- 8) Identify two or three strategies (in general terms) that you feel can be utilized to meet the **challenges** that you have identified for your agency / department / division / organization.
- **Identify and purchase land for affordable housing**
 - **Develop non-traditional funding mechanisms to help with unfunded mandates**
 - **Develop a comprehensive strategy for senior services**
- 9) What do you see as the **growth needs** of your agency / department / division / organization over the next five years? Over the next ten years?
- **Increasing physical space demands**
 - **With population growth, needs for housing, elderly, at-risk youth, and homeless sectors of the population will increase**
- 10) James City County is considering the development and adoption of an integrated **Facilities Master Plan** that will attempt to:
- a. Better time the construction of new facilities for each agency / department / division / organization to better meet the needs of the County, while being cognizant of budgetary constraints and priorities. Annual CIP requests would be evaluated and prioritized against this Facilities Master Plan;
 - b. Provide for timely ongoing maintenance (or replacement, if appropriate) of County vehicles, buildings, and facilities;
 - c. Standardize construction methods, building designs and layouts, (e.g., as with new Schools and Fire Stations), and minimum requirements for new facilities (i.e., male / female quarters in Fire Stations, number of books per capita in our library systems, size of sites for Elementary, Middle, and High Schools, etc.);

d. Program energy efficiency, reduced environmental impact, and sustainability into Building and Facility designs;

e. Identify opportunities for the sharing of facilities, sites, or buildings between multiple agencies / departments / divisions / organizations and / or across multiple uses.

Please discuss what you view as the pros and cons of having such a Facilities Master Plan.

- It is a good idea. There would have to be a political will to implement the plan, and a commitment to maintain it once it was implemented, for it to be successful.

11) Complete the following: "If it were up to me, my agency's / department's / division's legacy will be: _____."

- That we have helped people help themselves.

12) How well is your agency / department / division prepared to respond to external threats, emergencies, or disasters (manmade or natural), and what is your agency's / department's / division's role in responding to such an event?

- Operates shelters (all of the schools are certified as shelters by the Red Cross, three locations have generators, facilities are staffed by both county employees and Red Cross personnel)
- Provides transportation if needed
- Post disaster, helps with food and clothing supplies
- Almost every employee has an assigned role in the case of an emergency
- Responses have been tested several times and improvements have been made

13) Let your voice be heard! (Add any other comments that you may have here!)

PUBLIC FACILITIES AGENCY INTERVIEW
Crossroads Community Youth Home: Sue Mellen

Interview Date: 11 September 2008

- 1) What do you see as the **greatest strengths** of your agency / department / division / organization?
 - A regional effort (supported by York, JCC, Williamsburg and Gloucester- funding amount depends upon population of the locality rather than use of the system) which works with Juvenile Justice and has a variety of programs which includes Crossroads Community Youth Home. The new facility will be nicer and meet the demand for a group home where females can go.
- 2) What do you see as the **greatest weaknesses** of your agency / department / division / organization?
 - Lack of space was the greatest weakness. The process to get a new facility is very slow; it took 20 years to get the new building.
- 3) What do you see as the **largest accomplishments** of your agency / department / division / organization since the 2003 Comprehensive Plan was adopted?
 - Building of an eighteen-bed, coed facility
- 4) What do you see as the **largest shortcomings** of your agency / department / division / organization since the 2003 Comprehensive Plan was adopted? To what do you attribute these shortcomings—were there circumstances beyond your control?
 - There is always need out there but it is difficult to get state funding for services. Grants are limited in scope and may not be renewed so it is an unstable funding source.
 - It is sometimes difficult to determine who the best provider for a service is.
- 5) How well has your agency / department / division / organization met the **Goals, Strategies, and Actions** set for the Public Facilities of James City County in the 2003 Comprehensive Plan since it was adopted?
 - (No response)
- 6) Can you identify any new Comprehensive Plan **Goals, Strategies, and/or Actions** for your agency / department / division / organization going forward? (One way to think about this question is to think about any new initiatives that your department is looking to begin or planning to continue.)
 - (No response)
- 7) What do you see as the greatest **challenges** facing your agency / department / division / organization over the next five years? Over the next ten years?
 - Coed housing will be a new challenging issue
 - There are usually drug and mental health issues to deal with when working with these children

- 8) Identify two or three strategies (in general terms) that you feel can be utilized to meet the **challenges** that you have identified for your agency / department / division / organization.
- **Staff Training**
 - **Searching out grant opportunities at all times**
 - **Counseling programs and prevention plans**
- 9) What do you see as the **growth needs** of your agency / department / division / organization over the next five years? Over the next ten years?
- **The new facility should be good for some time. The need for a new facility will be dependent on growth of the community.**
- 10) James City County is considering the development and adoption of an integrated **Facilities Master Plan** that will attempt to:
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 - b. Provide for timely ongoing maintenance (or replacement, if appropriate) of County vehicles, buildings, and facilities;
 - c. Standardize construction methods, building designs and layouts, (e.g., as with new Schools and Fire Stations), and minimum requirements for new facilities (i.e., male / female quarters in Fire Stations, number of books per capita in our library systems, size of sites for Elementary, Middle, and High Schools, etc.);
 - d. Program energy efficiency, reduced environmental impact, and sustainability into Building and Facility designs;
 - e. Identify opportunities for the sharing of facilities, sites, or buildings between multiple agencies / departments / divisions / organizations and / or across multiple uses.

Please discuss what you view as the pros and cons of having such a Facilities Master Plan.

- **(No response)**

- 11) Complete the following: "If it were up to me, my agency's / department's / division's legacy will be: _____."
- **The goal of this program is to put itself out of business; optimally, kids would not be in these bad situations where they need the facility.**
- 12) How well is your agency / department / division prepared to respond to external threats, emergencies, or disasters (manmade or natural), and what is your agency's / department's / division's role in responding to such an event?
- **The focus of this organization in the case of an emergency would be to protect the young people in the facility. The building is not secure but there is security in the building (not forced confinement but there are cameras and other security devices)**

13) Let your voice be heard! (Add any other comments that you may have here!)

- The comprehensive plan should include reuse and redevelopment plans which could address incentives or other ways to increase reuse of existing buildings, specifically shopping centers.

PUBLIC FACILITIES AGENCY INTERVIEW
Fire and Emergency Services: Tal Luton, Miles Pettengell, Julie Mckercher, Kate Hale
Interview Date: 03 September 2008

Introductory comments:

The organization is currently involved in accreditation with the Center for Public Safety Excellence (CPSE). This process will determine what services are provided and where, as well as what level of coverage exists based on the department inventory, statistical response data and NFPA 1710 standards. This process is like a comprehensive plan process for fire and emergency services—the public is involved, and the process will culminate in a community based fire protection system.

1) What do you see as the greatest strength of your department?

- Regional fire, EMS, and emergency service participation/partnerships
- Strong working relationships with other fire departments in the region
- Radio communication system
- The employees and their commitment to excellent customer service
- The high level of commitment found in the personnel of all divisions of Fire
- The department combines career staff and volunteers from the community

2) What do you see as the greatest weaknesses of your department?

- Leased office space for Fire Administration and Training, no increase in infrastructure
- Increasing reliance upon the receipt of mutual aid and the reciprocation of the same, several times a week no EMS is available to respond to calls
- Administrative staff support, resulting in delaying administrative efforts
- Training center does not have exterior training facilities to practice skills

3) What do you see as the largest accomplishments of your department since the 2003 Comprehensive Plan was adopted?

- Regional radio system implementation and expansion to include Gloucester County
- Planning and successful staffing of Jamestown 2007 Commemoration
- Deployment of Mobile Data Terminals
- Continued collaboration with Historic Triangle Public Access Defibrillation Programs. AED's have been placed in all public safety vehicles, schools and libraries in the three municipalities.

4) What do you see as the largest shortcomings of your department since the 2003 Comprehensive Plan was adopted? To what do you attribute these shortcomings-were there circumstance beyond your control?

- The inability to place Engine 31 and Ladder 31 in service due to staffing shortages. These shortages are the result of increased training times for new hires.

5) How well has your department met the Goals, Strategies, and Actions set for the Public Facilities of James City County in the 2003 Comprehensive Plan since it was adopted?

- Goal #3, EMS revenue recovery balanced with very few citizen complaints
- Goal #4, Regional Radio System & Burn building program. Involved with newly formed Hampton Roads Fire Chiefs Association with focus on interoperability & regionalization of practices
- Strategy #3, plans to move Fire Administration and Training to the Law Enforcement Center on John Tyler Highway upon the completion of their new facility.
- Strategy #8, four of five fire stations with fuel stations, reducing county vehicle travel.
- Action#1, one new fire station and the Emergency Communications Center were funded through the CIP

6) Can you identify any new Comprehensive Plan Goals, Strategies, and/or Actions for your department going forward? (One way to think about this question is to think about any new initiatives that your department is looking to begin or planning to continue.)

- Add 90% as the fractal when considering the response time goal. "We strive to provide the first appropriate type of resource for the call within 5 minutes 90% of the time from the time of dispatch." This will also assist in further identification of future fire station locations and/or additional resource needs. It also meets the national standard addressed in NFPA 1710
- The Emergency Communications Center will strive to dispatch emergency calls for service within 1 minute, 90% of the time
- Respond with an effective response force to any fire emergency and arrive within 9 minutes, 90% of the time. This also meets the national standard addressed in NFPA 1710
- Respond with an effective response force (4) to any medical emergency prior to brain and/or cardiac death within 5 minutes, 90% of the time

As the community grows, the need for additional facilities will be driven by the response goals outlined above. Time, distance, and numbers of incidents will govern the process actions.

7) What do you see as the greatest challenge facing your department over the next five years? Over the next ten years?

- Matching resources and personnel to our community in light of an increasing call-load of 10 % per FY.
- Establishing an effective response force of seventeen personnel at the scene of a structure fire prior to flashover in order to meet all critical tasks
- The unfurling of the Next Generation-911 initiative
- Preparing the next generation of fire department leaders
- Maintaining firefighting skills without an outdoor training facility
- Reducing the "carbon footprint" upon our community
- The changing city structure, with taller buildings closer together and narrow streets, will cause more difficulty in accessing areas. Additional staffing will be needed for these situations; fires will have to be contained quickly to prevent spreading. Smaller trucks will be needed to ensure they can get into smaller spaces. The ordinance may have to be

revised to address turn around areas for fire trucks and possibly require sprinkler system installation.

- It is a challenge to accommodate dignitary visits because a large percentage of resources are demanded in addition to the regular requirements of the public
- Tall buildings could threaten the microwave pathways that connect towers, could impact communication

8) Identify two or three strategies that you feel can be utilized to meet the challenges that you have identified for your department.

- Identify new station location(s) and budget for the station(s), personnel, and equipment. Add one ALS ambulance to the existing system to help off-set resource drawdown.
- Implement the use of FireSolv software to assist in determining fire station locations
- Continue adding 3 new positions per FY through FY13
- Implement a training program for aspiring leaders and officers
- Consider alternative response procedures in the interest of energy conservation

9) What do you see as the growth needs of your department over the next five years? Over the next ten years?

- Addition of new firefighter positions and fire stations to ensure the ability to meet our response time goals and in the ability to place an effective response force on the scene of an emergency. Continued development in the County may require as many as three more stations to be added over the next ten years. Identified growth areas include Centerville Road near Jolly Pond and Cranstons Mill Pond Roads, as well as the Stonehouse Subdivision area of the Stonehouse District.
- Place Engine 31 and Ladder 31 back in service.
- Create lieutenant positions to address span of control concerns at fire station #3
- Increase staffing in the Emergency Communications Center to address call load.
- The need to staff a Rescue Truck within the County
- Staff one additional Medic unit at fire station #3
- Increase staffing within the Training Division as total operational positions increase.

10) James City County is considering the development and adoption of an integrated **Facilities Master Plan** that will attempt to:

- a. Better time the construction of new facilities for each agency / department / division / organization to better meet the needs of the County, while being cognizant of budgetary constraints and priorities. Annual CIP requests would be evaluated and prioritized against this Facilities Master Plan;
- b. Provide for timely ongoing maintenance (or replacement, if appropriate) of County vehicles, buildings, and facilities;
- c. Standardize construction methods, building designs and layouts, (e.g., as with new Schools and Fire Stations), and minimum requirements for new facilities (i.e., male / female quarters in Fire Stations, number of books per capita in our library systems, size of sites for Elementary, Middle, and High Schools, etc.);

- d. Program energy efficiency, reduced environmental impact, and sustainability into Building and Facility designs;
- e. Identify opportunities for the sharing of facilities, sites, or buildings between multiple agencies / departments / divisions / organizations and / or across multiple uses.

Please discuss what you view as the pros and cons of having such a Facilities Master Plan.

- The fire department fully supports an integrated facilities master plan. One of the sites started out as a combination of fire and police but the size of the building became an issue. The main issue would be sharing resources.

11) Complete the following: "If it were up to me, my department's legacy will be: _____."

- (No response)

12) Let your voice be heard!

- A critical goal of the Fire Department is in matching resources and personnel to the growth of the community. The Fire Department will actively pursue the identification of future fire station locations and the needed additional resources and personnel in the next five years in order to maintain operational effectiveness. This operational effectiveness will be measured by our ability to respond to all emergency calls for service within 5 minutes, 90% of the time for the first unit and 9 minutes, 90% of the time with an effective response force of personnel and equipment in order to stop the escalation of harm or damage to property and/or lives. These response time standards are in accordance with NFPA 1710.
- Based on current land use, future planned development and proposed land use changes west of Centerville Road; the Fire Department anticipates the need for an additional three fire stations over the next 10-15 years. Areas of anticipated need include the Jolly Pond and Cranstons Mill Pond Road area, Stonehouse Development and the Croaker area. Expansion of residential development west of route 60 between Forge Road and Andersons Corner may necessitate the additions of a fourth fire station or the movement of Fire Station #1.
- The Fire Department is committed to a combination service delivery system that includes volunteer fire and EMS staff. Combining this commitment with the realization that increased responses, increased training requirements, increased fuel costs, and decreases in available personal time may diminish the volunteer resource pool over time. This could potentially drive the need to increase career staffing at Fire Station #1 to match the career staffing levels of all other fire stations.

PUBLIC FACILITIES AGENCY INTERVIEW

General Services: John Horne and Jim Hill

Interview Date: 24 September 2008

- 1) What do you see as the **greatest strengths** of your agency / department / division / organization?
 - (No response)
- 2) What do you see as the **greatest weaknesses** of your agency / department / division / organization?
 - (No response)
- 3) What do you see as the **largest accomplishments** of your agency / department / division / organization since the 2003 Comprehensive Plan was adopted?
 - **Creation of the General Services Department**
 - Driven by the need to have centralized project management
 - Created the mechanisms for long term planning and gave a voice to funding needs
- 4) What do you see as the **largest shortcomings** of your agency / department / division / organization since the 2003 Comprehensive Plan was adopted? To what do you attribute these shortcomings – were there circumstances beyond your control?
 - **Lack of modern work space (currently housed in trailers and garages, headquarters building is in the planning process)**
- 5) How well has your agency / department / division / organization met the **Goals, Strategies, and Actions** set for the Public Facilities of James City County in the 2003 Comprehensive Plan since it was adopted?
 - **Utilizing life-cycle costing better than several years ago; we still have work to do**
- 6) Can you identify any new Comprehensive Plan **Goals, Strategies, and/or Actions** for your agency / department / division / organization going forward? (One way to think about this question is to think about any new initiatives that your department is looking to begin or planning to continue.)
 - **Need to adopt new standards for standards for design and materials**
- 7) What do see as the greatest **challenges** facing your agency / department / division / organization over the next five years? Over the next ten years?
 - **Greenhouse gas emissions**
 - **Energy conservation measures**
 - **New and retrofit energy efficiency**
 - **Designing new buildings to meet “emergency shelter” needs**

- 8) Identify two or three strategies (in general terms) that you feel can be utilized to meet the **challenges** that you have identified for your agency / department / division / organization.
- **Drafting standards/green strategies**
- 9) What do you see as the **growth needs** of your agency / department / division / organization over the next five years? Over the next ten years?
- **Need a new headquarters building**
 - **New equipment/modernization**
 - **Updating capacity of convenience center**
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 - d. Program energy efficiency, reduced environmental impact, and sustainability into Building and Facility designs;
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Please discuss what you view as the pros and cons of having such a Facilities Master Plan.

- **Some components of Facilities Master Planning are already occurring within the department**
 - **A transparent plan would help illustrate what is already happening and what needs to be planned for in the future**
 - **Must be well thought-out**
- 11) Complete the following: "If it were up to me, my agency's / department's / division's legacy will be: _____."
- **(No response)**

12) How well is your agency / department / division prepared to respond to external threats, emergencies, or disasters (manmade or natural), and what is your agency's / department's / division's role in responding to such an event?

- Doing well, but improvement could be made
- Currently, the County has a very good debris management contract through VPPSA
- General Services Buildings would generally not be viable as emergency shelters
- Building security is fair; again, improvement could be made

13) Let your voice be heard! (Add any other comments that you may have here!)

- (No response)

- Miscellaneous data:

The landfill is under DEQ permit and monitoring will continue for at least the next 40 years. Solid waste is transferred to Hampton or Charles City landfill. Yard waste is taken to York County where it is composted and JCC gets free mulch in exchange.

PUBLIC FACILITIES AGENCY INTERVIEW

James City Service Authority (JCSA): Larry Foster, Bob Smith, and Danny Poe

Interview Date: 19 June 2008

- 1) What do you see as the **greatest strengths** of your agency / department / division / organization?
 - People in the organization are the greatest strength, there are about 90 team members and they all believe in the values of the organization.
 - The priorities of JCSA: customer service, team work, safety and security for the future
 - State of the art equipment, compared to most counties
 - A forward looking team with a good track record of responding to customer needs and providing service during inclement weather.

- 2) What do you see as the **greatest weaknesses** of your agency / department / division / organization?
 - Inability to satisfy all needs/requirements of the citizens
 - Difficulty in meeting changing regulatory demands (e.g., preventing sewerage overflows during storm events)
 - Shortage of resources (water and money in particular)
 - Difficulty acquiring qualified workers, average time to fill positions 3-6 months

- 3) What do you see as the **largest accomplishments** of your agency / department / division / organization since the 2003 Comprehensive Plan was adopted?
 - Permitting and construction of the reverse osmosis ground water treatment plant, completed in 2005
 - Development of agreement with Newport News to meet the county's water needs for the next 40 years
 - Construction of two elevated water storage tanks

- 4) What do you see as the **largest shortcomings** of your agency / department / division / organization since the 2003 Comprehensive Plan was adopted? To what do you attribute these shortcomings—were there circumstances beyond your control?
 - The water conservation program does not seem to be getting the desired results (despite watering on odd or even days, rain barrels, rain sensors, efficient indoor fixtures)
 - The water conservation program is difficult to measure (in terms of results) and to enforce, generally

- 5) How well has your agency / department / division / organization met the **Goals, Strategies, and Actions** set for the Public Facilities of James City County in the 2003 Comprehensive Plan since it was adopted?
- Additional water and sewer facilities have increased County utility capacity (two new water storage tanks, a new groundwater treatment plant, and six new pump stations)
 - Developed an improved water distribution and sewer system infrastructure
 - Hydraulic modeling
 - Rehabbed and maintained extensive infrastructure (360 miles of waterline and 390 miles of sewer line)
- 6) Can you identify any new Comprehensive Plan **Goals, Strategies, and/or Actions** for your agency / department / division / organization going forward? (One way to think about this question is to think about any new initiatives that your department is looking to begin or planning to continue.)
- Meeting growing water demands
 - Preventing sewerage overflows (required by DEQ consent order mandated upon the region)
- 7) What do you see as the greatest **challenges** facing your agency / department / division / organization over the next five years? Over the next ten years?
- Getting water supply into the system
 - Changing the disinfection method from chlorine to chloramines
 - Compliance on DEQ consent order
 - High cost of achieving goals and debt service
 - Lack of physical space for administration and operations
- 8) Identify two or three strategies (in general terms) that you feel can be utilized to meet the **challenges** that you have identified for your agency / department / division / organization.
- Evaluating sewer and water systems
 - Rehabilitating existing systems
- 9) What do you see as the **growth needs** of your agency / department / division / organization over the next five years? Over the next ten years?
- JCSA sewer facilities designed to better withstand inclement weather
 - Increasing revenue streams to pay for increase in debt service
 - Facilities that accommodate more staff
- 10) James City County is considering the development and adoption of an integrated **Facilities Master Plan** that will attempt to:

- a. Better time the construction of new facilities for each agency / department / division / organization to better meet the needs of the County, while being cognizant of budgetary constraints and priorities. Annual CIP requests would be evaluated and prioritized against this Facilities Master Plan;
- b. Provide for timely ongoing maintenance (or replacement, if appropriate) of County vehicles, buildings, and facilities;
- c. Standardize construction methods, building designs and layouts, (e.g., as with new Schools and Fire Stations), and minimum requirements for new facilities (i.e., male / female quarters in Fire Stations, number of books per capita in our library systems, size of sites for Elementary, Middle, and High Schools, etc.);
- d. Program energy efficiency, reduced environmental impact, and sustainability into Building and Facility designs;
- e. Identify opportunities for the sharing of facilities, sites, or buildings between multiple agencies / departments / divisions / organizations and / or across multiple uses.

Please discuss what you view as the pros and cons of having such a Facilities Master Plan.

- A coordinated facilities plan would be a good guide but the County may not be willing or able to stick with it during lean budget years
- May be difficult to agree on standards
- Research needed to determine "greenness" and associated costs
- Facilities in one centralized location would be good

11) Complete the following: "If it were up to me, my agency's / department's / division's legacy will be: _____."

- Continue to meet the needs of citizens
- Continue building and maintaining quality facilities
- Meet the needs of constituents with the available resources

12) How well is your agency / department / division prepared to respond to external threats, emergencies, or disasters (manmade or natural), and what is your agency's / department's / division's role in responding to such an event?

- With respect to the protection of our water supply wells, VDH (Virginia Department of Health) does require separation distances from potential sources of contamination. For example, a well cannot be any closer than fifty feet from a septic tank or septic system. VDH also regulates how a well is

constructed in terms of grouting the well from surface contamination. All of JCSA's wells exceed VDH requirements. VDH also requires testing of all our wells at the entry points for various chemical and biological contaminants on a routine basis as part of our operating permit with them. JCSA prepares an annual Consumer Confidence Report that is provided to our customers that tells our customers the results of those samples.

13) Let your voice be heard! (Add any other comments that you may have here!)

- The county has committed \$50 million to water supply agreement with the City of Newport News. Repayment was based on growth estimates but growth has slowed, so this may present a concern going forward
 - Raising water rates is not politically desirable
- A regional plan for potable water is being created by HRPDC, but this will probably have little impact on the local water plan.
- JCSA has a Master Water and Sewer Plan, last updated 1997-1998
- 70% of water is used for residential uses; 30% for commercial or other uses

PUBLIC FACILITIES AGENCY INTERVIEW
Williamsburg Regional Library: John Moorman
Interview Date: 06 October 2008

- 1) What do you see as the **greatest strengths** of your agency / department / division / organization?
 - **Nationally recognized, award-winning library system**
 - **Strong citizen support**
 - **Excellent staff**
 - **A history of strong financial support**

- 2) What do you see as the **greatest weaknesses** of your agency / department / division / organization?
 - **Need for a third library which can offer more teen services**
 - **Not enough parking or public service space in the libraries**
 - **Lack of control over funding**

- 3) What do you see as the **largest accomplishments** of your agency / department / division / organization since the 2003 Comprehensive Plan was adopted?
 - **Have planned for current and future services and functions well**
 - **Established an outreach division with mobile outreach vehicles**
 - **Upgraded facilities/infrastructure**
 - **Energy efficient facilities**
 - **Won state and national awards**

- 4) What do you see as the **largest shortcomings** of your agency / department / division / organization since the 2003 Comprehensive Plan was adopted? To what do you attribute these shortcomings—were there circumstances beyond your control?
 - **Not enough physical space inside facilities**
 - **Not enough parking**
 - **Less state funding**

- 5) How well has your agency / department / division / organization met the **Goals, Strategies, and Actions** set for the Public Facilities of James City County in the 2003 Comprehensive Plan since it was adopted?
 - **Only the first standard under *Public Facility Service Standards for Libraries* [page 30 of the 2003 Comprehensive Plan] is reasonable; it is backed by national library standards and statistical data. The rest are not useful standards, and are not being addressed in these comments**
 - **(No comment on existing Public Facility Goals, Strategies, or Actions)**

- 6) Can you identify any new Comprehensive Plan **Goals, Strategies, and/or Actions** for your agency / department / division / organization going forward? (One way to think about this question is to think about any new initiatives that your department is looking to begin or planning to continue.)
- Coordination of new buildings, including strategies for possible combining of new facilities and functions with new school facilities
 - New Annex for Williamsburg Library
 - All locations should be on public transit routes
 - Increase the use of technology to maximize staff time
- 7) What do you see as the greatest **challenges** facing your agency / department / division / organization over the next five years? Over the next ten years?
- Financial and staffing challenges while maintaining an excellent facility
 - Potential loss of funding from York County
- 8) Identify two or three strategies (in general terms) that you feel can be utilized to meet the **challenges** that you have identified for your agency / department / division / organization.
- Working with the Board of Supervisors and the City Council
 - Working with library and other support groups to enrich library services
- 9) What do you see as the **growth needs** of your agency / department / division / organization over the next five years? Over the next ten years?
- Where and new facilities are built will depend upon where and when growth occurs within the County
 - A third library will need to be built between 2013 and 2015, as overcrowding is already occurring. An annex for the Williamsburg library will help alleviate strains on the system in the interim.
- 10) James City County is considering the development and adoption of an integrated **Facilities Master Plan** that will attempt to:
- a. Better time the construction of new facilities for each agency / department / division / organization to better meet the needs of the County, while being cognizant of budgetary constraints and priorities. Annual CIP requests would be evaluated and prioritized against this Facilities Master Plan;
 - b. Provide for timely ongoing maintenance (or replacement, if appropriate) of County vehicles, buildings, and facilities;
 - c. Standardize construction methods, building designs and layouts, (e.g., as with new Schools and Fire Stations), and minimum requirements for new facilities (i.e., male / female quarters in Fire Stations, number of books per capita

in our library systems, size of sites for Elementary, Middle, and High Schools, etc.);

- d. Program energy efficiency, reduced environmental impact, and sustainability into Building and Facility designs;
- e. Identify opportunities for the sharing of facilities, sites, or buildings between multiple agencies / departments / divisions / organizations and / or across multiple uses.

Please discuss what you view as the pros and cons of having such a Facilities Master Plan.

- This is essential to future planning
- Possibility of sharing library and public school buildings in future construction
- Remember the library in our fiscal and comprehensive planning; JCC provides 85% of the Regional Library's funding

11) Complete the following: "If it were up to me, my agency's / department's / division's legacy will be: _____."

- That the library continues to provide excellent service, and that it is prepared for the future.

12) How well is your agency / department / division prepared to respond to external threats, emergencies, or disasters (manmade or natural), and what is your agency's / department's / division's role in responding to such an event?

- Needs to be more secure.
- A back up generator could help set up the library as a media staging area to help information get out in the time of crises or emergency
- Not an adequate shelter because of book shelves, but the parking area would be good as a food drop or staging location

13) Let your voice be heard! (Add any other comments that you may have here!)

- The need for the third library is critical, and should be mentioned in the new Comprehensive Plan revision.

PUBLIC FACILITIES AGENCY INTERVIEW
Merrimac Juvenile Detention Center: Janet Weaver
Interview Date: 15 September 2008

- 1) What do you see as the **greatest strengths** of your agency / department / division / organization?
 - A progressive program that is treatment oriented
 - A leader in juvenile justice in the state of Virginia; very forward thinking
 - A very involved leadership commission

- 2) What do you see as the **greatest weaknesses** of your agency / department / division / organization?
 - Few organizational weaknesses
 - Difficult to maintain a quality staff
 - Limitations of the location (furthest southeast corner of the service area)
 - Funding is limited (18 participating localities pay per diem rates for the juvenile detainees housed in the facility that came from their location; the Department of Juvenile Justice contributes some state block grant funding)

- 3) What do you see as the **largest accomplishments** of your agency / department / division / organization since the 2003 Comprehensive Plan was adopted?
 - Starting a new cognitive behavior program; more proactive approach to managing the center's population

- 4) What do you see as the **largest shortcomings** of your agency / department / division / organization since the 2003 Comprehensive Plan was adopted? To what do you attribute these shortcomings—were there circumstances beyond your control?
 - Lack of mental health facilities, detention centers become the dumping ground

- 5) How well has your agency / department / division / organization met the **Goals, Strategies, and Actions** set for the Public Facilities of James City County in the 2003 Comprehensive Plan since it was adopted?
 - (No response)

- 6) Can you identify any new Comprehensive Plan **Goals, Strategies, and/or Actions** for your agency / department / division / organization going forward? (One way to think about this question is to think about any new initiatives that your department is looking to begin or planning to continue.)
 - (No response)

- 7) What do you see as the greatest **challenges** facing your agency / department / division / organization over the next five years? Over the next ten years?
- **Funding**
 - **Maintaining a high quality staff**
 - **Space, facility is often close to capacity**
- 8) Identify two or three strategies (in general terms) that you feel can be utilized to meet the **challenges** that you have identified for your agency / department / division / organization.
- **Watching trends closely to determine needs**
- 9) What do you see as the **growth needs** of your agency / department / division / organization over the next five years? Over the next ten years?
- **Possible satellite facility**
 - **More staff**
 - **Colonial Services Bureau working with mental health**
- 10) James City County is considering the development and adoption of an integrated **Facilities Master Plan** that will attempt to:
- a. Better time the construction of new facilities for each agency / department / division / organization to better meet the needs of the County, while being cognizant of budgetary constraints and priorities. Annual CIP requests would be evaluated and prioritized against this Facilities Master Plan;
 - b. Provide for timely ongoing maintenance (or replacement, if appropriate) of County vehicles, buildings, and facilities;
 - c. Standardize construction methods, building designs and layouts, (e.g., as with new Schools and Fire Stations), and minimum requirements for new facilities (i.e., male / female quarters in Fire Stations, number of books per capita in our library systems, size of sites for Elementary, Middle, and High Schools, etc.);
 - d. Program energy efficiency, reduced environmental impact, and sustainability into Building and Facility designs;
 - e. Identify opportunities for the sharing of facilities, sites, or buildings between multiple agencies / departments / divisions / organizations and / or across multiple uses.

Please discuss what you view as the pros and cons of having such a Facilities Master Plan.

- **Determining priorities and needs is essential to proper allocation of resources**
- **Departments need to be able to demonstrate needs to support funding requests**

- 11) Complete the following: "If it were up to me, my agency's / department's / division's legacy will be: _____."
- **To make a difference in the lives of the most at-risk kids and their families**

12) How well is your agency / department / division prepared to respond to external threats, emergencies, or disasters (manmade or natural), and what is your agency's / department's / division's role in responding to such an event?

- Responses are regulated by Virginia Department of Juvenile Justice (DJJ)
- Departmental standards have been adapted temporarily with plans for long term adoption
- Contingency plans come into affect in case of any emergency
- Security is a top priority, from inside and out

13) Let your voice be heard! (Add any other comments that you may have here!)

18 localities which send juveniles to Merrimac Center:

- Caroline
- Charles City
- Essex
- Gloucester
- Hanover
- James City
- King and Queen
- King William
- Lancaster
- Mathews
- Middlesex
- New Kent
- Northumberland
- Poquoson
- Richmond
- Westmoreland
- Williamsburg
- York

Desirable programs for lowering the number of juveniles in detention facilities:

- Family counseling
- Parenting classes
- Mental health facilities
- Housing and food aid

PUBLIC FACILITIES AGENCY INTERVIEW
Vocational Education: New Horizons Regional Education Center: Joseph Johnson
Interview Date: 29 September 2008

- 1) What do you see as the **greatest strengths** of your agency / department / division / organization?
 - **Highly specialized services done with a regional approach in a cost effective manner**
 - **Recruit really great staff**

- 2) What do you see as the **greatest weaknesses** of your agency / department / division / organization?
 - **Travel time and distance**
 - **Special education complex is needed (unknown size and cost)**
 - **Current location is in modular units in very poor condition with little space**

- 3) What do you see as the **largest accomplishments** of your agency / department / division / organization since the 2003 Comprehensive Plan was adopted?
 - **Enrollment increases**
 - **Student achievements (credentials, transition rates, academic achievements)**
 - **New CIP and funding allocation process**

- 4) What do you see as the **largest shortcomings** of your agency / department / division / organization since the 2003 Comprehensive Plan was adopted? To what do you attribute these shortcomings—were there circumstances beyond your control?
 - **Owned and operated by six school districts but not directly inclusive in or actively promoted by any locality**

- 5) How well has your agency / department / division / organization met the **Goals, Strategies, and Actions** set for the Public Facilities of James City County in the 2003 Comprehensive Plan since it was adopted?
 - **Working to meet GSAs through**
 - **Strategic Analysis Report**
 - **Funding Forms**
 - **CIP**
 - **Facilities Expansion Plan**

- 6) Can you identify any new Comprehensive Plan **Goals, Strategies, and/or Actions** for your agency / department / division / organization going forward? (One way to think about this question is to think about any new initiatives that your department is looking to begin or planning to continue.)
 - **(No response)**

- 7) What do you see as the greatest **challenges** facing your agency / department / division / organization over the next five years? Over the next ten years?
- Finding the most efficient way to address each localities' needs relative to population growth and location
 - More requests for services than can be funded
- 8) Identify two or three strategies (in general terms) that you feel can be utilized to meet the **challenges** that you have identified for your agency / department / division / organization.
- Analyzing where growth is and planning logistically for it
 - Determining the best way to expand
 - Revamping the Newport News facility to house a technical training school
- 9) What do you see as the **growth needs** of your agency / department / division / organization over the next five years? Over the next ten years?
- Will need to expand some services and find new housing for others
- 10) James City County is considering the development and adoption of an integrated **Facilities Master Plan** that will attempt to:
- a. Better time the construction of new facilities for each agency / department / division / organization to better meet the needs of the County, while being cognizant of budgetary constraints and priorities. Annual CIP requests would be evaluated and prioritized against this Facilities Master Plan;
 - b. Provide for timely ongoing maintenance (or replacement, if appropriate) of County vehicles, buildings, and facilities;
 - c. Standardize construction methods, building designs and layouts, (e.g., as with new Schools and Fire Stations), and minimum requirements for new facilities (i.e., male / female quarters in Fire Stations, number of books per capita in our library systems, size of sites for Elementary, Middle, and High Schools, etc.);
 - d. Program energy efficiency, reduced environmental impact, and sustainability into Building and Facility designs;
 - e. Identify opportunities for the sharing of facilities, sites, or buildings between multiple agencies / departments / divisions / organizations and / or across multiple uses.

Please discuss what you view as the pros and cons of having such a Facilities Master Plan.

- This would be a good plan but lack of adequate funding would always mean that something did not get funded as planned for

- 11) Complete the following: "If it were up to me, my agency's / department's / division's legacy will be: _____."
- To serve the school districts and communities to the level that citizens feel it is being handled effectively and efficiently

12) How well is your agency / department / division prepared to respond to external threats, emergencies, or disasters (manmade or natural), and what is your agency's / department's / division's role in responding to such an event?

- Currently in the process of creating a comprehensive crisis plan which follows the criteria of the school districts
- There should be a regional plan for an emergency (too many codes and different procedures are currently being used by emergency responders and public agencies currently)

13) Let your voice be heard! (Add any other comments that you may have here!)

- The New Horizons Regional Education Centers currently have 3 locations, in Hampton, Newport News and York County. Each of these sites differs a bit in the makeup of the programs offered. The three types of programs offered by New Horizons are a gifted program for science and math (11th&12th), career technical training (11th, 12th & beyond) and special education (k-12). These services are paid for and utilized by 6 localities (Gloucester, Newport News, Hampton, York, Williamsburg and James City County). Currently James City County averages 89 students in the program over a three year period and WJCC pays about 6.6% (\$329,323/4 years) of the program budget.
- It is thought that utilization of the facility would increase if students did not have to be bussed-in from so far away (to get to Hampton by 7:20 students must leave home before 5 AM). The County has discussed building its own vocational program but this would be an expensive endeavor. It would probably be more cost effective to continue to send students to New Horizons because their technical program is going to be expanded at the Newport News facility.

PUBLIC FACILITIES AGENCY INTERVIEW
James City County Police Department and Animal Control Division:
Major Rinehimer and Lieutenant Hicklin
Interview Date: 18 September 2008

- 1) What do you see as the **greatest strengths** of your agency / department / division / organization?
 - The people within the department.
 - Interoperability between local agencies
 - Community support and involvement
 - Improved technology (MDT and 800 MHz radio system)
 - Positive relationships with outside agencies

- 2) What do you see as the **greatest weaknesses** of your agency / department / division / organization?
 - Facility inadequacies/shortfalls
 - Resources/personnel spread out over varying facilities
 - Need for more specialized units/personnel (i.e. vice, K-9, intelligence, forensic unit, etc.)

- 3) What do you see as the **largest accomplishments** of your agency / department / division / organization since the 2003 Comprehensive Plan was adopted?
 - Department Re-Accreditation
 - Technological improvements (i.e. MDTs, Regional radio system, etc.)
 - Improved Officer retention rates
 - Public/Private partnership in developing new Animal Control facility
 - Implementation of a part-time Marine Patrol unit
 - Expansion of the Traffic Unit/working more traffic crashes within the County
 - New ECC/EOC in Toano

- 4) What do you see as the **largest shortcomings** of your agency / department / division / organization since the 2003 Comprehensive Plan was adopted? To what do you attribute these shortcomings—were there circumstances beyond your control?
 - Staffing ratio of Officers in relation to market average

- 5) How well has your agency / department / division / organization met the **Goals, Strategies, and Actions** set for the Public Facilities of James City County in the 2003 Comprehensive Plan since it was adopted?
 - Currently working within these guidelines on the upcoming construction of a new Police facility.

- Public/Private partnership in developing new Animal Control facility with Heritage Humane Society.
- 6) Can you identify any new Comprehensive Plan **Goals, Strategies, and/or Actions** for your agency / department / division / organization going forward? (One way to think about this question is to think about any new initiatives that your department is looking to begin or planning to continue.)
- Completion of the current Police facility construction process
 - Deal effectively with the emerging gang issue in the community
 - Using comparable agencies to measure effectiveness of programs/crime control through ICMA
 - Expand current services particularly in areas such as Crime scene investigations (forensics), traffic crash investigation, command/control (Mobile Command Post), criminal apprehension (AFIS, License plate readers, E-Summons), etc.
 - Improved training facilities (i.e. firing range, classrooms, etc.)
 - Build LEED Certified buildings and improve efficiency
- 7) What do you see as the greatest **challenges** facing your agency / department / division / organization over the next five years? Over the next ten years?
- Changing technology and staff increases
 - Hiring/Retention of qualified officers
 - Reducing environmental impacts/Increase efficiency
 - Keeping up with technology in training and criminal apprehension
- 8) Identify two or three strategies (in general terms) that you feel can be utilized to meet the **challenges** that you have identified for your agency / department / division / organization.
- Continue to offer competitive pay and benefit/retirement packages for officers
 - Designing new police facility in compliance with the Silver LEEDS program
 - Operate more efficiently to reduce impact on the environment
 - Improve training facilities and seek quality outside training opportunities
- 9) What do you see as the **growth needs** of your agency / department / division / organization over the next five years? Over the next ten years?
- Continue to increase number of Officers as the population grows in the County.
 - Increase Officer ratio to be more comparable to other local jurisdictions
 - New building issues
 - Increased need for more specialized units and personnel

10) James City County is considering the development and adoption of an integrated **Facilities Master Plan** that will attempt to:

- a. Better time the construction of new facilities for each agency / department / division / organization to better meet the needs of the County, while being cognizant of budgetary constraints and priorities. Annual CIP requests would be evaluated and prioritized against this Facilities Master Plan;
- b. Provide for timely ongoing maintenance (or replacement, if appropriate) of County vehicles, buildings, and facilities;
- c. Standardize construction methods, building designs and layouts, (e.g., as with new Schools and Fire Stations), and minimum requirements for new facilities (i.e., male / female quarters in Fire Stations, number of books per capita in our library systems, size of sites for Elementary, Middle, and High Schools, etc.);
- d. Program energy efficiency, reduced environmental impact, and sustainability into Building and Facility designs;
- e. Identify opportunities for the sharing of facilities, sites, or buildings between multiple agencies / departments / divisions / organizations and / or across multiple uses.

Please discuss what you view as the pros and cons of having such a Facilities Master Plan.

- Better planning process to identify needs more quickly and to better plan for future growth
- Build buildings that will have less impact on the environment
- Buildings may be limited to allow for future growth due to current fiscal constraints (see pg. 31 of 2003 Comp Plan)

11) Complete the following: "If it were up to me, my agency's / department's / division's legacy will be: _____."

- Protection and Prevention through Professionalism.

12) How well is your agency / department / division prepared to respond to external threats, emergencies, or disasters (manmade or natural), and what is your agency's / department's / division's role in responding to such an event?

- Major role as a first responder to incidents.
- More prepared than previously but still need to improve in areas such as command/control during potential incidents (Mobile Command Post)
- Improved training and preparation to deal with these types of incidents

- Improved interoperability among local jurisdictions

13) Let your voice be heard! (Add any other comments that you may have here!)

- (No Response)

PUBLIC FACILITIES AGENCY INTERVIEW

Satellite Services: Jane Townsend

Interview Responses Submitted: 31 October 2008

- 1) What do you see as the **greatest strengths** of your agency / department / division / organization?
 - Customer Service and the ability to handle most County transactions, so citizens are not required to go from office to office to office.
- 2) What do you see as the **greatest weaknesses** of your agency / department / division / organization?
 - Currently our weaknesses are a shortage of staffing which results in longer waiting times for our customers, and new staff members who are not completely familiar with policy, procedure, and County hierarchy.
- 3) What do you see as the **largest accomplishments** of your agency / department / division / organization since the 2003 Comprehensive Plan was adopted?
 - The opening of the DMV Select office and the relocation of existing offices to a larger facility.
- 4) What do you see as the **largest shortcomings** of your agency / department / division / organization since the 2003 Comprehensive Plan was adopted? To what do you attribute these shortcomings – were there circumstances beyond your control?
 - One of the shortcomings in relation to facilities is our lack of parking, which is, and which will more than likely continue to be, an issue. The issue is out of our control, but some responsibility should be taken by us in that we could and should make arrangements with the Volunteer Fire Station and ECC to ensure parking is available at least three days at the end of every month. Another facilities-related shortcoming is the lack of signage directing citizens not only to Satellite Services, but also to the DMV Select. I have DMV signs, but was told, by VDOT, that it would cost approximately \$500 per sign to put the signs up. County Administration had stated that it would work on getting the signs installed, but nothing has happened to date (four years).
- 5) How well has your agency / department / division / organization met the **Goals, Strategies, and Actions** set for the Public Facilities of James City County in the 2003 Comprehensive Plan since it was adopted?
 - We have met them at a high rate. We have been noted for our extreme efficiency and knowledge of many County services. We have included the DMV Select which truly allows most individuals one stop service for County and State services.

- 6) Can you identify any new Comprehensive Plan **Goals, Strategies, and/or Actions** for your agency / department / division / organization going forward? (One way to think about this question is to think about any new initiatives that your department is looking to begin or planning to continue.)
- As stated earlier as a “shortcoming,” Satellite Services must continue to look at ways to increase visibility of the office and services as well as providing adequate parking to meet the growing needs in this region of the County.
- 7) What do you see as the greatest **challenges** facing your agency / department / division / organization over the next five years? Over the next ten years?
- One of the greatest challenges I see for Satellite Services and the DMV Select is keeping up with staffing and parking as we continue to grow and offer additional services to our customers. I also see challenges in obtaining enough operating revenue from the County to ensure staff is trained and current in all aspects of our duties.
- 8) Identify two or three strategies (in general terms) that you feel can be utilized to meet the **challenges** that you have identified for your agency / department / division / organization.
- A possible strategy for meeting the stated challenges would be to continue cross-training of staff with the agency/department/division we work with and vice-versa. In regards to parking, a possible shared cost of providing adequate parking could be obtained with the fire department and Satellite Services.
- 9) What do you see as the **growth needs** of your agency / department / division / organization over the next five years? Over the next ten years?
- As this region of the County grows, I anticipate the need for additional staff and a larger facility within the next ten years. Within the next five years, I believe that by offering all programs and transaction capabilities at all of our service windows, we will be able to operate without any more than needed increases in staff.
- 10) James City County is considering the development and adoption of an integrated **Facilities Master Plan** that will attempt to:
- a. Better time the construction of new facilities for each agency / department / division / organization to better meet the needs of the County, while being cognizant of budgetary constraints and priorities. Annual CIP requests would be evaluated and prioritized against this Facilities Master Plan;
 - b. Provide for timely ongoing maintenance (or replacement, if appropriate) of County vehicles, buildings, and facilities;
 - c. Standardize construction methods, building designs and layouts, (e.g., as with new Schools and Fire Stations), and minimum requirements for new facilities (i.e., male / female quarters in Fire Stations, number of books per capita in our library systems, size of sites for Elementary, Middle, and High Schools, etc.);

- d. Program energy efficiency, reduced environmental impact, and sustainability into Building and Facility designs;
- e. Identify opportunities for the sharing of facilities, sites, or buildings between multiple agencies / departments / divisions / organizations and / or across multiple uses.

Please discuss what you view as the pros and cons of having such a Facilities Master Plan.

- I believe it is smart business practice to have a facility master plan. To continue to lease buildings as the County grows, and to build new facilities without some type of plan, would make the County government inefficient and more costly to taxpayers. It is also critical for the County to continue to produce energy efficient buildings and to bring older facilities up to current standards. The County should be proactive not reactive. It is extremely important to have a standard design for all of our schools and libraries so the employment of and payment to an architectural firm is eliminated. The County wastes hundreds of thousands of dollars every time a new school or building is needed when a "same as" plan is a better and wiser business practice. All buildings should be designed to accommodate all needs and should allow for expansion to eliminate the construction of entire buildings when adding to an existing building would suffice.

11) Complete the following: "If it were up to me, my agency's / department's / division's legacy will be: _____."

- The Legacy for Satellite Services/DMV Select's would be "One of the few places in James City County where a citizen can obtain information and complete almost all or all of his/her business related to the many nuances/aspects of County and State government. Here, the citizen will know they will be greeted with a smile and receive service above their expectations."

12) How well is your agency / department / division prepared to respond to external threats, emergencies, or disasters (manmade or natural), and what is your agency's / department's / division's role in responding to such an event?

- Satellite Services and the DMV Select are prepared to deal with, and have dealt with, threats, emergencies, and disasters. Our newly renovated offices have various mechanisms in place to deal with most situations. Our offices are also located in the Emergency Operations Center, and as this building was once a "bomb shelter" we are able to continue doing business when most other offices may be closed. Staff has been trained on what to look for and how to deal with these situations. I also have worked in disaster preparedness for many years both here in Virginia and California.

13) Let your voice be heard! (Add any other comments that you may have here!)

- The general function of the Satellite Services office is to offer the services of the Treasurer's and Commissioner of the Revenue's offices, Parks and Recreation, Code Compliance, Voter Registration, and JCSA on a daily basis. We also process most vehicle transactions at the DMV Select. In addition to these daily duties, we can and

do give detailed information and/or references to citizens for every Agency/Department/Division in James City as well as some State Agencies.

- Most of our funding comes from James City County, but the County does receive compensation from the State for the DMV transactions (4.5% for the first gross \$500,000 earned and 5% for any gross over \$500,000.) Last year the County made approximately \$44,000 from this service. This money pays for our DMV full-time position with the remaining earnings going to the general fund. The State does supply all DMV forms as well as some office supplies (paper, envelopes, etc.)

PUBLIC FACILITIES AGENCY INTERVIEW
Virginia Peninsula Regional Jail: John Kuplinski
Interview Date: 13 October 2008

- 1) What do you see as the **greatest strengths** of your agency / department / division / organization?
 - Excellent staff, many have been with the jail for 10-12 years
 - Jail is still very young, only 12 years old but has achieved a lot
 - The Board is supportive of the jail, and politics generally stay out of jail decisions
 - Try to improve employee benefit packages every year (retention improvement strategy)

- 2) What do you see as the **greatest weaknesses** of your agency / department / division / organization?
 - No new positions have been established by the Commonwealth since 2001 (need 32 new positions to be created and filled to be at state guideline levels for staffing)
 - First and second line supervisors must work shoulder to shoulder with subordinates and at times, this may impact their role as managers
 - High worker turnover rate
 - Inmates are nearly double the capacity intended for the facility

- 3) What do you see as the **largest accomplishments** of your agency / department / division / organization since the 2003 Comprehensive Plan was adopted?
 - Ability to operate a safe orderly jail while being understaffed and having a high turnover rate
 - The jail started a field training officer program to help officers become more comfortable before they assume full duties; this helps to decrease stress and hopefully lowers the turnover rate

- 4) What do you see as the **largest shortcomings** of your agency / department / division / organization since the 2003 Comprehensive Plan was adopted? To what do you attribute these shortcomings – were there circumstances beyond your control?
 - High turnover rates
 - Difficulty in meeting the cultural expectations that Generation X & Y employees have about working, and their workplace expectations and environments

- 5) How well has your agency / department / division / organization met the **Goals, Strategies, and Actions** set for the Public Facilities of James City County in the 2003 Comprehensive Plan since it was adopted?
 - (No response)

- 6) Can you identify any new Comprehensive Plan **Goals, Strategies, and/or Actions** for your agency / department / division / organization going forward? (One way to think about this question is to think about any new initiatives that your department is looking to begin or planning to continue.)
- Professional development of 1st and 2nd line supervisors
 - Building new expansions/facilities to be as “green” as possible
- 7) What do you see as the greatest **challenges** facing your agency / department / division / organization over the next five years? Over the next ten years?
- Not enough positions
 - High turnover rate
 - Growth in mental health population
 - Gangs
 - Possibly returning veterans with a variety of disabilities
 - The aging population in the jail system- health care issues
- 8) Identify two or three strategies (in general terms) that you feel can be utilized to meet the **challenges** that you have identified for your agency / department / division / organization.
- This is largely out of the jail’s control
- 9) What do you see as the **growth needs** of your agency / department / division / organization over the next five years? Over the next ten years?
- Increased staff levels
 - Bed space; should be able to get additional bed space in 3 years
- 10) James City County is considering the development and adoption of an integrated **Facilities Master Plan** that will attempt to:
- a. Better time the construction of new facilities for each agency / department / division / organization to better meet the needs of the County, while being cognizant of budgetary constraints and priorities. Annual CIP requests would be evaluated and prioritized against this Facilities Master Plan;
 - b. Provide for timely ongoing maintenance (or replacement, if appropriate) of County vehicles, buildings, and facilities;
 - c. Standardize construction methods, building designs and layouts, (e.g., as with new Schools and Fire Stations), and minimum requirements for new facilities (i.e., male / female quarters in Fire Stations, number of books per capita in our library systems, size of sites for Elementary, Middle, and High Schools, etc.);
 - d. Program energy efficiency, reduced environmental impact, and sustainability into Building and Facility designs;
 - e. Identify opportunities for the sharing of facilities, sites, or buildings between multiple agencies / departments / divisions / organizations and / or across multiple uses.

Please discuss what you view as the pros and cons of having such a Facilities Master Plan.

- (No response)

11) Complete the following: "If it were up to me, my agency's / department's / division's legacy will be: _____."

- We were a positive change agent in our community.

12) How well is your agency / department / division prepared to respond to external threats, emergencies, or disasters (manmade or natural), and what is your agency's / department's / division's role in responding to such an event?

- Plans were developed when the jail first opened but need to be updated
- A group has been meeting in order to work up new plans, they are looking at an all hazards approach so that they have contingency plans ready for any situation

13) Let your voice be heard! (Add any other comments that you may have here!)

- The jails cannot solve the many problems of society
- The jails are not designed for, and should not be used to house, people with mental illnesses
- The best prevention [against increases in inmate populations] would be decent jobs, affordable housing, mass transit, affordable health care and mental health care, especially for those in the lowest economic strata of our society. This would help the jail staff as well. If we do not make improvements in these areas as a society, the cost of operating correctional facilities will increase significantly.

PUBLIC FACILITIES AGENCY INTERVIEW
Williamsburg Area Transit Authority (WATA): Richard Drumwright
Interview Date: 23 October 2008

- 1) What do you see as the **greatest strengths** of your agency / department / division / organization?
 - Success in receipt of Federal competitive grants
 - Development of a 20-year capital / operating plan
 - Use of service with six consecutive years of ridership increases

- 2) What do you see as the **greatest weaknesses** of your agency / department / division / organization?
 - Leasing facility for administration/parking/garage vs. owning facility. A new facility to meet these requirements would need 5-10 acres and an estimated \$10,000,000.
 - Not enough dedicated stops and pull-offs for customer boarding and departures
 - Dedicated local funding makes short-term and long-term public transit planning difficult, resulting in slow implementation of customer demand for improvements

- 3) What do you see as the **largest accomplishments** of your agency / department / division / organization since the 2003 Comprehensive Plan was adopted?
 - Development and growth of WATA service. Examples include increased routes, increasing connections to HRT in Newport News from six connections to fifteen connections daily, introduction of service to meet land use development patterns including mixed residential/commercial (New Town, Marquis, Stonehouse Industrial Park) and medical/commercial (Mooretown Corridor and re-location of regional hospital)
 - Jamestown 2007 event: WATA was responsible for the logistics and transportation

- 4) What do you see as the **largest shortcomings** of your agency / department / division / organization since the 2003 Comprehensive Plan was adopted? To what do you attribute these shortcomings – were there circumstances beyond your control?
 - Introduction of new technology improving customer support and experience, including:
 - GIS mapped routes
 - GPS/AVL to indicate arrival times/bus locations
 - Introduction of daily, weekly, and monthly all-day passes
 - Have begun implementation of Google Transit to assist customers

- 5) How well has your agency / department / division / organization met the **Goals, Strategies, and Actions** set for the Public Facilities of James City County in the 2003 Comprehensive Plan since it was adopted?
 - Identification of twenty-year capital and operational needs
 - Coordination of Public/Private resources (Page 32 Strategy 9) in establishing regional garage for WAT and CWF public bus operations

- A non-profit transportation system for non-emergency medical trips
 - A facility to service and station Private Charter buses
 - Increased number of bus stop shelters to twenty six using grant and proffer monies
- 6) Can you identify any new Comprehensive Plan **Goals, Strategies, and/or Actions** for your agency / department / division / organization going forward? (One way to think about this question is to think about any new initiatives that your department is looking to begin or planning to continue.)
- The development of WATA standards for inside-PSA services should be included in the Comprehensive Plan Update (as an action)
- 7) What do you see as the greatest **challenges** facing your agency / department / division / organization over the next five years? Over the next ten years?
- Funding Historic Triangle operations that serve Jamestown and Yorktown beyond 2010, when existing Federal funding source discontinues funding
 - Stable and sustainable federal, state, and local funds to support public transit
 - Retail and Hospitality industry labor shortages that can't be met by the existing labor pool in James City County
 - Serving underserved areas
 - Commuter transit options involving Interstate 64 that would connect James City County to labor pools within and outside of our region
 - Providing services to public facilities outside the PSA where land use planning does not promote densities and cluster development easily served by public transit
- 8) Identify two or three strategies (in general terms) that you feel can be utilized to meet the **challenges** that you have identified for your agency / department / division / organization.
- Offer commuter services
 - Efficient land use aligned with transit (including TOD)
- 9) What do you see as the **growth needs** of your agency / department / division / organization over the next five years? Over the next ten years?
- Population growth will occur (and service will expand) in northern part of County
 - Location of multi-line transfer centers
 - Labor to support provision of bus service and fleet support
 - Bus fleet expansion in hybrid (diesel/electric/natural gas) vehicles
- 10) James City County is considering the development and adoption of an integrated **Facilities Master Plan** that will attempt to:
- a. Better time the construction of new facilities for each agency / department / division / organization to better meet the needs of the County, while being cognizant of budgetary constraints and priorities. Annual CIP requests would be evaluated and prioritized against this Facilities Master Plan;
 - b. Provide for timely ongoing maintenance (or replacement, if appropriate) of County vehicles, buildings, and facilities;

- c. Standardize construction methods, building designs and layouts, (e.g., as with new Schools and Fire Stations), and minimum requirements for new facilities (i.e., male / female quarters in Fire Stations, number of books per capita in our library systems, size of sites for Elementary, Middle, and High Schools, etc.);
- d. Program energy efficiency, reduced environmental impact, and sustainability into Building and Facility designs;
- e. Identify opportunities for the sharing of facilities, sites, or buildings between multiple agencies / departments / divisions / organizations and / or across multiple uses.

Please discuss what you view as the pros and cons of having such a Facilities Master Plan.

- WATA is supportive of this initiative

11) Complete the following: "If it were up to me, my agency's / department's / division's legacy will be: _____."

- Help make James City County a better place to live, work and play through public transit opportunities to historic sites, workplaces, shopping, and places of recreation.

12) How well is your agency / department / division prepared to respond to external threats, emergencies, or disasters (manmade or natural), and what is your agency's / department's / division's role in responding to such an event?

- Well-trained in safety/security and part of local, regional and state emergency plan.
- Have obtained competitive Homeland security grants in FY 07 and FY 08 to improve readiness

13) Let your voice be heard! (Add any other comments that you may have here!)

These comments were not given as part of this section but offered during the course of the interview:

- WATA is looking to increase frequency of trips to one-every-thirty-minutes along routes
- WATA has expanded service to include Sundays
- May need to look at increasing rider fares to meet operation costs
- Fares recover about 25% of cost
- 80% federal funding; non-federal funding is matched by the state based on funding availability; the rest comes from localities: York, Williamsburg, and James City County. James City County is the largest locality funder.
- WATA owns a total of 47 buses including 16 natural gas buses
- A three-pronged study is currently being done (Technical Planning Assistance Study) to examine: 1) ridership profile, 2) conceptual routing and 3) cost methodology

PUBLIC FACILITIES AGENCY INTERVIEW
Williamsburg-James City County Schools: Alan Robertson
Interview Date: 24 September 2008

- 1) What do you see as the **greatest strengths** of your agency / department / division / organization?
 - The quality of its facilities (meet community needs, employ current and powerful technology tools, varied in design and function)
- 2) What do you see as the **greatest weaknesses** of your agency / department / division / organization?
 - Maintaining adequate staff to address ongoing and growing maintenance needs
- 3) What do you see as the **largest accomplishments** of your agency / department / division / organization since the 2003 Comprehensive Plan was adopted?
 - Opening the 8th elementary and 3rd high school in 2007
 - Expanding the Toano Middle and Norge Elementary cafeterias
 - Adding six new classrooms to Stonehouse Elementary
- 4) What do you see as the **largest shortcomings** of your agency / department / division / organization since the 2003 Comprehensive Plan was adopted? To what do you attribute these shortcomings—were there circumstances beyond your control?
 - Adequately funding long range refurbishment schedule
 - Pushing back scheduled maintenance leads to higher eventual costs
 - Funding for facilities maintenance and improvements, new and existing programs, and general operations
- 5) How well has your agency / department / division / organization met the **Goals, Strategies, and Actions** set for the Public Facilities of James City County in the 2003 Comprehensive Plan since it was adopted?
 - Worked with JCC to put in new WATA bus stop at Warhill High School
 - Opened Matoaka Elementary and Warhill High School
 - Expanded the Norge and Toano cafeterias
 - Added six classrooms at Stonehouse
 - Worked with JCC staff to appropriately locate the two schools opened in 2007 and the two new ones slated for 2010
 - Designed new facilities to accommodate expansion
 - Worked with architect to design the 2010 schools to incorporate geothermal HVAC system and sustainability

- Included city and county finance and Parks and Recreation staff in annual CIP development and planning
 - Included a long term maintenance program in CIP
- 6) Can you identify any new Comprehensive Plan **Goals, Strategies, and/or Actions** for your agency / department / division / organization going forward? (One way to think about this question is to think about any new initiatives that your department is looking to begin or planning to continue.)
- Plan to implement a new online facility scheduling software program
 - Investigate ideas to retrofit existing schools on refurbishment schedule with geothermal systems
 - Tie “Safe Routes to School” routes into a master trails system
 - Find a good formula for estimating student population numbers
 - Build or obtain needed bus storage space
- 7) What do you see as the greatest **challenges** facing your agency / department / division / organization over the next five years? Over the next ten years?
- Maintaining the refurbishment schedule
 - Helping the community understand the difference between program needs and building capacity
 - Projecting future needs in the face of uncertain growth
- 8) Identify two or three strategies (in general terms) that you feel can be utilized to meet the **challenges** that you have identified for your agency / department / division / organization.
- (No response)
- 9) What do you see as the **growth needs** of your agency / department / division / organization over the next five years? Over the next ten years?
- Providing an adequate staff for new facilities maintenance
 - Opening and providing for the 9th elementary and 4th middle schools
 - Determine what to do with James Blair Middle School
- 10) James City County is considering the development and adoption of an integrated **Facilities Master Plan** that will attempt to:
- a. Better time the construction of new facilities for each agency / department / division / organization to better meet the needs of the County, while being cognizant of budgetary constraints and priorities. Annual CIP requests would be evaluated and prioritized against this Facilities Master Plan;
 - The W-JCC Schools are doing this fairly well; Planning Commission discussion has been helpful and on target

- b. Provide for timely ongoing maintenance (or replacement, if appropriate) of County vehicles, buildings, and facilities;
 - This is a problem for schools and a plan would be great
- c. Standardize construction methods, building designs and layouts, (e.g., as with new Schools and Fire Stations), and minimum requirements for new facilities (i.e., male / female quarters in Fire Stations, number of books per capita in our library systems, size of sites for Elementary, Middle, and High Schools, etc.);
 - The schools have been working on this issue; a copy of the new construction guidelines has been shared with county and city staff
- d. Program energy efficiency, reduced environmental impact, and sustainability into Building and Facility designs;
 - This is an important feature for the 4th middle and 9th elementary scheduled to be open in 2010. Plan to incorporate these ideas into future refurbishments
- e. Identify opportunities for the sharing of facilities, sites, or buildings between multiple agencies / departments / divisions / organizations and / or across multiple uses.
 - Schools continue to explore every possibility to include our community in the design of new facilities. County and City staff are on the design committees for both new schools. New schools will include community use gyms and sports fields.

Please discuss what you view as the pros and cons of having such a Facilities Master Plan.

- (Please see specific, itemized responses, above)
- 11) Complete the following: "If it were up to me, my agency's / department's / division's legacy will be: _____."
- School facilities that will enhance the educational process and carry us successfully into the future.
- 12) How well is your agency / department / division prepared to respond to external threats, emergencies, or disasters (manmade or natural), and what is your agency's / department's / division's role in responding to such an event?
- Schools are not designed as permanent shelters; the Red Cross certifies them as temporary shelters because they are not designed to withstand extremely high wind speeds.
 - The schools have drills for different disasters
 - Some of the schools have generators for backup power

- Video and alarm security exists at all sites, but only a few buildings have card readers
- Rapid Responder Software has been installed
- The schools are very open; it's hard to control the "comings and goings" of people to and from the various campuses
- The schools have dedicated staff members who respond to both County and City EOC locations during alerts

13) Let your voice be heard! (Add any other comments that you may have here!)

- The schools appreciate the funding support received from James City County. They also appreciate the working relationships they have established with the various James City County departments so essential to school facility construction and maintenance efforts.