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# **Proposed Operating Budget**

## **FY 2012**

**Five-Year Capital Improvement Program**  
**FY 2012 through FY 2016**



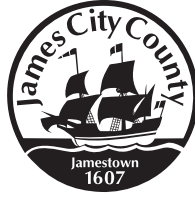
**FY 2012**  
**Proposed Budget**

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

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Manager of Financial and Management Services

**Suzanne Mellen**  
Assistant Manager of Financial and Management Services



## Mission

We work in partnership with all citizens to achieve a quality community.

## Values

**INTEGRITY** – Earning confidence and respect by aligning our values, words and actions

**COLLABORATION** – Making better decisions by building partnerships and sharing knowledge and resources

**EXCELLENCE** – Providing outstanding customer service by striving to be the best in everything we do

**STEWARDSHIP** – Improving our quality of life by safeguarding and enhancing the resources entrusted to us

## Vision

**We are an historic place.** James City County recognizes its unique historic identity as the site of the first permanent English speaking colony in 1607, the first business enterprise, and the beginning of representative government in America. We are a community that preserves and protects its irreplaceable assets for current and future generations and for visitors from around the world.

**We value healthy minds and healthy bodies.** James City County is a community that values and supports a high-performance education system for its children and adults as well as lifelong learning opportunities for all. We have easy access to a range of quality health care and a quality park and recreation system and leisure opportunities to promote wellness.

**We have a special character.** James City County is known for its beauty as reflected in open spaces, vistas and the health of its ecosystems. We have a sense of community because there is a range of quality housing that is thoughtfully and logically placed and developed with sustainability in mind. Our community feels safe in its neighborhoods, which are attractive, pleasant and welcoming places to live. Business and industry add to our character and want to locate and grow here. We are economically strong with a stable tax base and meaningful jobs. We have a safe, efficient multi modal transportation network that is interconnected with the rest of Hampton Roads and Virginia.

**We are a community of choice.** James City County is the County of choice for people of many income levels, cultures and ethnicities.

**We have first-class government.** James City County Government focuses on the needs of the community by fostering citizen participation and involvement in local government. By maintaining a well-trained, professional and ethical staff, we continually strive to make James City County the best community to live, work and visit.



# Public Hearings and Work Sessions Schedule

The Board of Supervisors of James City County invites comments on the Proposed Budget for the fiscal years ending June 30, 2012. Oral comments may be presented at the public hearing on:

**Tuesday, April 12, 2011 – 7:00 p.m.**

Regular Board of Supervisors' Meeting  
Public Hearing on Budget and Real Estate Tax Rate  
James City County Government Center, 101-F Mounts Bay Road

*Budget work sessions will be held in the Building F Work Session Room at the County Government Center.*

**Thursday, April 14 at 7:00 p.m.**

Board of Supervisors' Work Session on Proposed Budget

**Monday, April 18 at 7:00 p.m.**

Board of Supervisors' Work Session on Proposed Budget

**Wednesday, April 20 at 7:00 p.m.**

Board of Supervisors' Work Session on Proposed Budget

**Tuesday, April 26 at 7:00 p.m.**

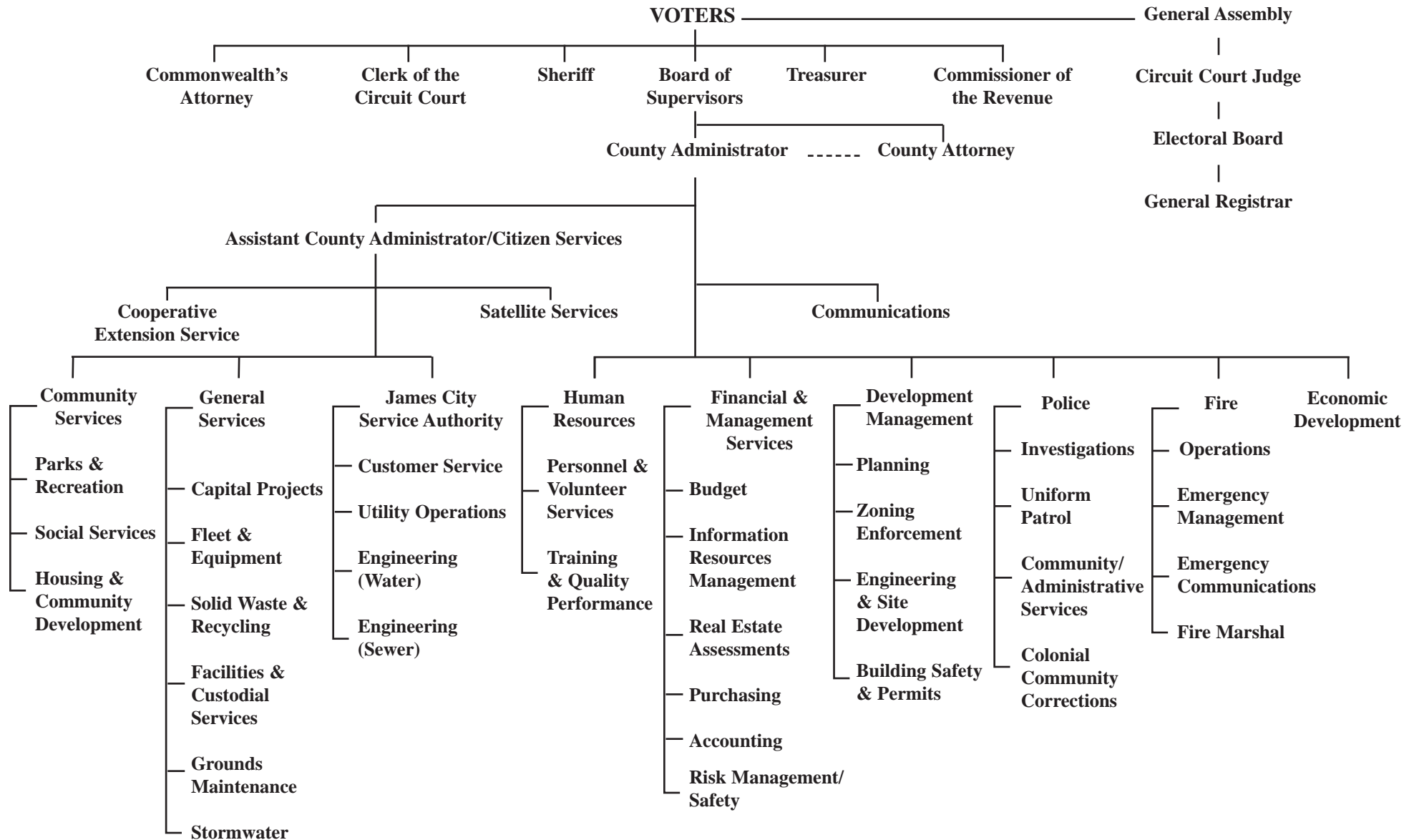
Regular Board of Supervisors' Meeting – Adoption of Budget

*The public is encouraged to attend. Cox Cable Channel 48 will broadcast these hearings and work sessions.*

Written comments may be mailed to the Office of the County Administrator, P.O. Box 8784, Williamsburg, Virginia 23187-8784; or may be presented to the Board at its public hearing. Budget information will be available after April 11, 2011 on the County's website [www.jccEgov.com](http://www.jccEgov.com). Copies of the Proposed Budget are available at the Department of Financial and Management Services located in Building F of the James City County Government Center, James City County Library, Williamsburg Library, and at the Citizens Assistance Office in Toano.

# James City County Organization Chart

Effective 04/01/11





# Board of Supervisors

**Mary K. Jones**, Chairman  
*Berkeley District*

**Bruce C. Goodson**, Vice Chairman  
*Roberts District*

**John J. McGlennon**  
*Jamestown District*

**James O. Icenhour, Jr.**  
*Powhatan District*

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

**Robert C. Middaugh**  
County Administrator

**Doug Powell**  
Assistant County Administrator

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

# County Administrator's Budget Message

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## **To: The Members of the Board of Supervisors**

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In this document I present to you and the citizens of James City County the proposed budget for the Fiscal Year 2012 beginning July 1, 2011 (FY 2012). This is a restrained budget that attempts to reallocate resources to meet community needs and avoid adding annual recurring expenditures. Even though some revenues and economic indicators are beginning to increase, this budget is prepared with a view to the next biennium (FY 2013-2014) and challenges that are anticipated.

This budget restraint could be described by what is not included for FY 2012.

- There are no changes in tax rates and no changes in fees.
- There is no overall pay increase for County employees.
- There is no increase in the number of County employees.
- There is no general reassessment of real property.

This budget proposal includes a reallocation of internal resources that I have implemented in FY 2011 and includes moving positions to target areas in the County's organization, like economic development and zoning enforcement, where I believe they can be used to significantly enhance those programs.

This year we revisited the County's Strategic Plan, the common foundation that guides our work. I have worked with staff and the Board on a revised vision and we reaffirmed the County's mission and established a new set of values. The budget document is slightly different in appearance this year in anticipation of a revised strategic plan and as we transition to a budget with a higher focus on outcomes. This budget presents for each operating department a more full explanation of the key services provided. As the County's Strategic Plan is developed the department outcomes will align with the broader goals in the plan.

The FY 2012 budget increases \$3.1 million from the adopted fiscal plan, an increase of 1.9 percent, and \$3.3 million or 2.0 percent from the FY 2011 adopted budget. After three years of declining budgets it would be tempting to use the increase in projected revenues to add to recurring spending. Several priorities such as compensation increases or additional staff or expanded contributions to the several regional agencies we participate in could be addressed. However, looking ahead to FY 2013 and FY 2014, this budget had to avoid the addition of recurring costs, if at all possible.

A portion of the increase in funding in FY 2012 has been driven by the same kind of spending increases that affect the average citizen – increases in fuel costs, health insurance, equipment maintenance and impacts of increasing rates for electricity. The rest of the revenue increase is directed to one-time spending. Examples are capital projects, a watershed study, voter redistricting, increasing the contribution to the debt service reserve fund and in creating zoning ordinance amendments to implement the recently amended 2010 Comprehensive Plan.

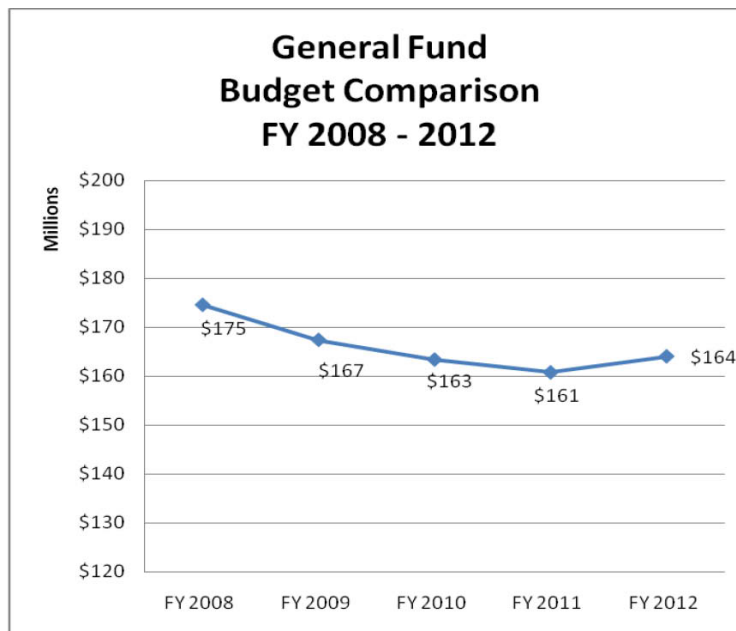
## County Administrator's Budget Message

This budget also proposes an increase in County funding beyond that in the adopted fiscal plan to the Williamsburg-James City County (WJCC) public schools. Maintaining a high-quality high-performing educational system for K-12 and pre-kindergarten programs is a priority that both the Board and the community have insisted is essential.

Targeted capital maintenance helps to retain and improve the value of prior public investments, including our public schools.

### Economic Conditions as a Backdrop

A budget proposal of \$164 million for FY 2012 needs to be considered in the context of the economic challenges experienced by the County and its residents over the past several years. Four years ago the FY 2008 adopted County budget was \$175 million and the past three budget cycles have focused on spending less money while minimizing the impact on public services.



Over 64 regular County positions have been eliminated, almost all by attrition. Local funding for WJCC Schools has been least impacted, with a slight increase, but two new schools were added in FY 2008 (Warhill High and Matoaka Elementary Schools) and two additional new schools since (Hornsby Middle and Blayton Elementary Schools in September 2010).

Even as budgets and personnel costs have been reduced, the need for services to citizens in most County offices is increasing. Both the economy and the County's increasing population have increased workloads in most departments.

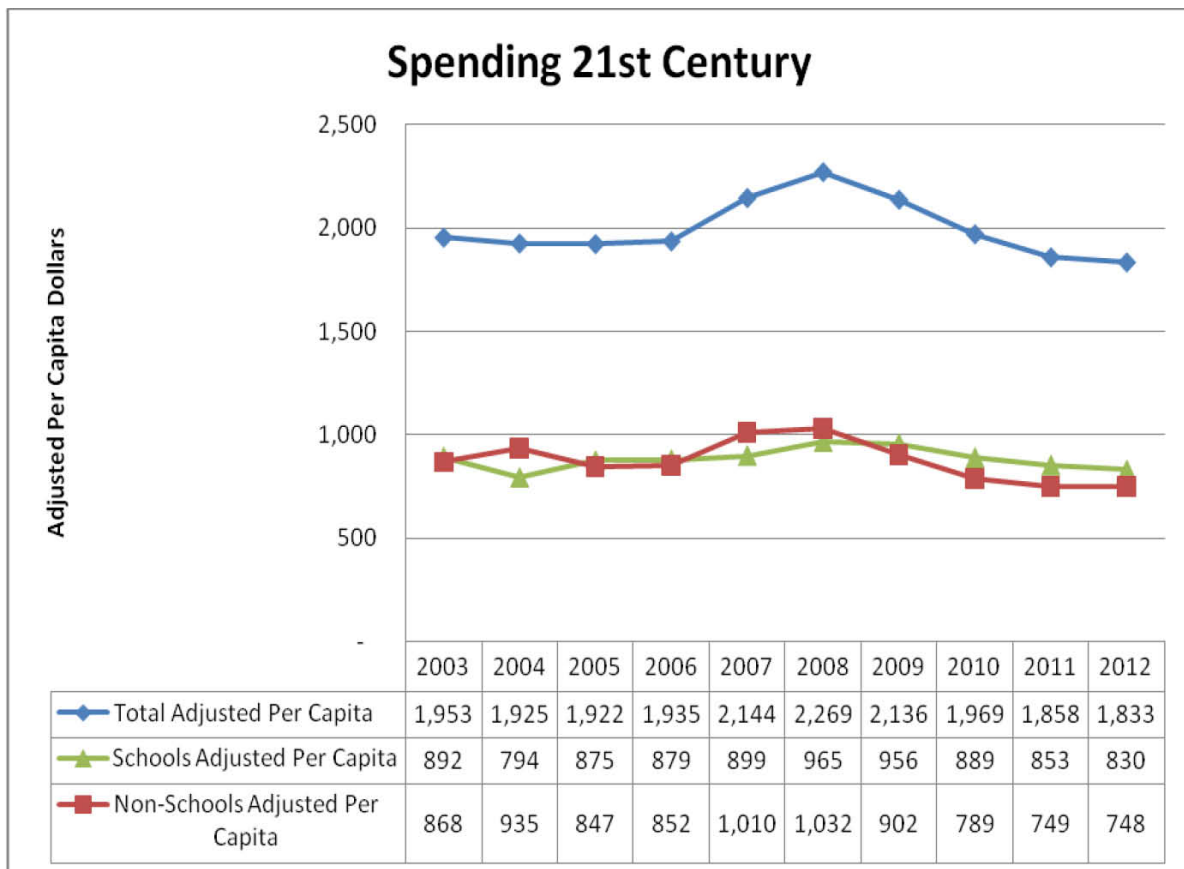
The County's residential population has grown from an estimated 61,700 in FY 2008 to over 67,000 according to the recent 2010 census. James City County was the fifth fastest growing Virginia locality since the 2000 census. The economy has created added workload in Social Services, the courts, and in law enforcement. The combination of reductions in the workforce



## County Administrator's Budget Message

and increases in workload has added stress to existing County staff who continue to provide high quality services. This stress might be acceptable for a specific period of time but it cannot continue indefinitely. Over the next several years, service expectations need to be reduced or additional positions need to be added.

With County spending on the decline and a fast growing population, it is no surprise that per-capita spending in the FY 2012 budget, adjusted for inflation, is lower than it has been in the past decade.



## County Administrator's Budget Message

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### GENERAL FUND

#### Revenues

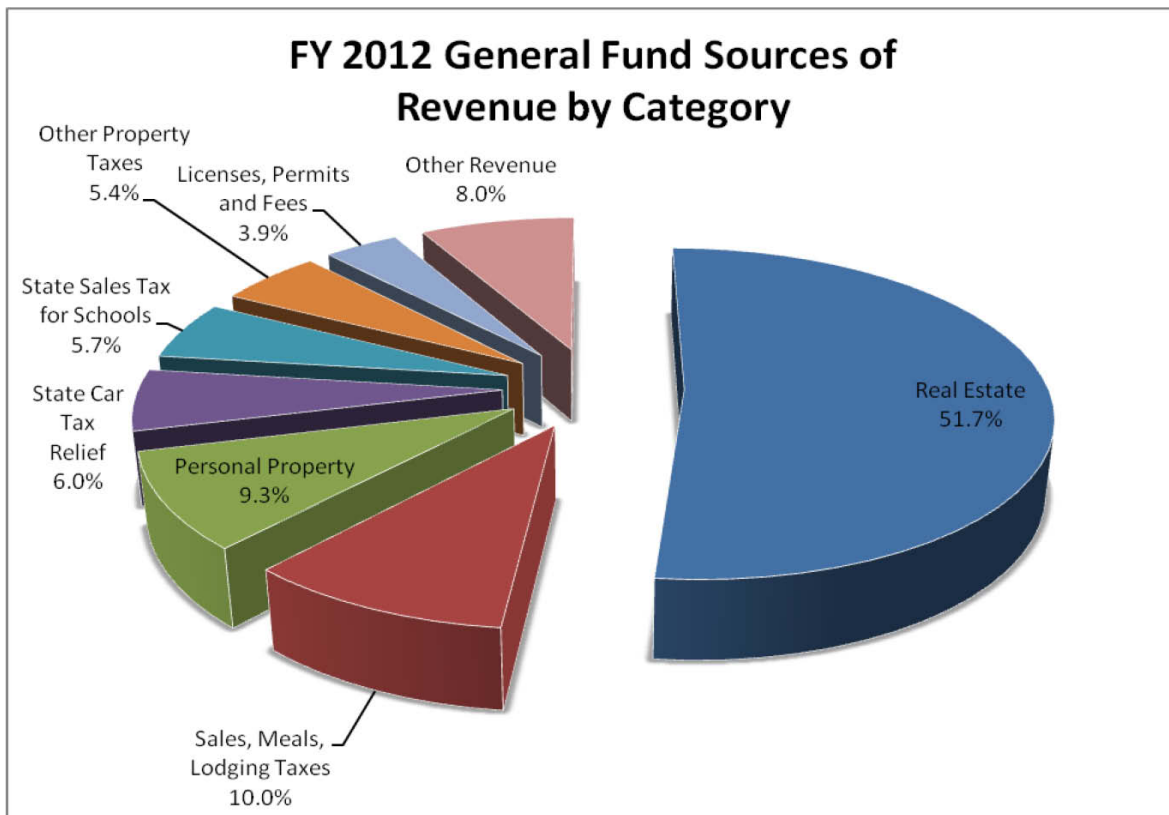
The increase in the projected property tax revenue accounts for \$2.7 million of the \$3.3 million revenue increase in FY 2012. There is no reassessment in FY 2012 nor is a tax rate increase proposed so the increase in **real property tax** revenues comes entirely from new development. New construction still continues as property owners invest in developing both residential and commercial projects. The FY 2012 budget projects an estimated 28 percent increase in **building permit fee revenue** as both residential and non-residential construction begins a modest upward curve. **Personal property taxes** also reflect the impact of the County's population growth and new vehicles have been added to the tax roles. **Machinery and tools** tax revenues also have increased as County manufacturers, led by Owens-Brockway, have invested in expansions and new equipment.

Consumer spending, as reflected in **sales, meals and lodging taxes** paid by both residents and visitors, remains relatively flat. Revenues from **fees and charges for services** are expected to decline overall as budget-conscious consumers are reducing discretionary spending for services like the before- and after-school recreation programs and memberships at the Community Center.

**State revenues** decline slightly, except for the pass-through of the one-penny sales tax for education. The **State Sales Tax for Education** is one penny of the State wide five-cent sales tax distributed to the localities in proportion to the number of school age children and the increase for the County represents both the growth in retail sales Statewide and a higher census of school-age children.

## County Administrator's Budget Message

	<b>FY 2011 Adopted</b>	<b>FY 2012 Proposed</b>	<b>Share of FY 2012 Budget</b>	<b>% Change from FY 2011</b>
Real Estate	\$ 83,302,075	\$ 84,786,304	51.7%	1.8%
Sales, Meals, Lodging Taxes	\$ 16,375,000	\$ 16,400,000	10.0%	0.2%
Personal Property	\$ 14,590,859	\$ 15,331,816	9.3%	5.1%
State Car Tax Relief	\$ 9,770,137	\$ 9,770,137	6.0%	0.0%
State Sales Tax for Schools	\$ 8,900,000	\$ 9,350,000	5.7%	5.1%
Other Property Taxes	\$ 8,312,500	\$ 8,797,500	5.4%	5.8%
Licenses, Permits and Fees	\$ 6,241,250	\$ 6,377,000	3.9%	2.2%
Other Revenue	\$ 13,225,400	\$ 13,187,243	8.0%	(0.3%)
	<b>\$160,717,221</b>	<b>\$164,000,000</b>	<b>100.0%</b>	<b>2.0%</b>



# County Administrator's Budget Message

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## Personnel and Compensation

Costs for full time salaries increase by an insignificant amount from FY 2011. There is no general pay raise. Included in these increased costs are salary adjustments for employees who complete the requirements to advance along a career ladder, such as Police Officer to Senior Police Officer, and adjustments to fewer than 10 positions which have changed significantly or are significantly behind the market. \$48,000 is set aside for annual **Line of Duty Act (LODA)** payments recently adopted as an unfunded mandate by the State. The program already exists and is designed to help first responders and their families in the event of a catastrophe. The recent State budget challenges, however, have resulted in a shift of program costs from the State to local governments.

**Overtime policies** for Police and Fire employees are being changed so that paid time off will count towards time worked in calculating overtime. This has an additional estimated annual cost of \$80,000 and is being recommended to retain and recruit these employees in an environment where most other localities in the Hampton Roads region already have enacted this provision.

**Virginia Retirement System (VRS)** payments continue to be budgeted and paid based on the contribution rate adopted by the VRS Board of Trustees. The County has the ability to require employees hired after July 1, 2010, unless they were already covered by VRS through a former employer, to pay the employee share of VRS. These employees are designated as Plan 2 employees of which half are new hires in public safety (police and fire). A legislative proposal to allow the County to require all employees to pay 5 percent of their salaries towards VRS was not passed by the General Assembly. For reasons of competitiveness and equity among employees, this budget does not recommend that Plan 2 employees pay the employee share. Newly-hired firefighters and police officers experiencing a 5 percent reduction in pay would be especially vulnerable to being hired away by other localities after we have invested heavily in their training. When the legislation passes that would allow the County to consider having every County employee pay into VRS, then it will be my recommendation that the County enact that change, with a corresponding raise.

**The budget proposal includes previously realigned and existing positions moved to other responsibilities:**

- A position vacated by retirement in Real Estate Assessments has been re-designated as a programmer analyst in Information Resources Management and will provide tools and services to help improve productivity;
- An existing Fire Department employee, whose major responsibilities have focused on fire safety and citizen education programs, has been moved within the Fire Department to Emergency Management;
- A Senior Planner has been assigned the responsibilities of a Business Development and Retention Coordinator within the Office of Economic Development to expand the County's efforts in these areas;
- A Development Management Assistant has been assigned the responsibilities of a Zoning Officer in a newly separated Zoning Enforcement Division to allow the County to

## County Administrator's Budget Message

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respond to complaints more quickly and to be proactive in addressing issues before they become problems;

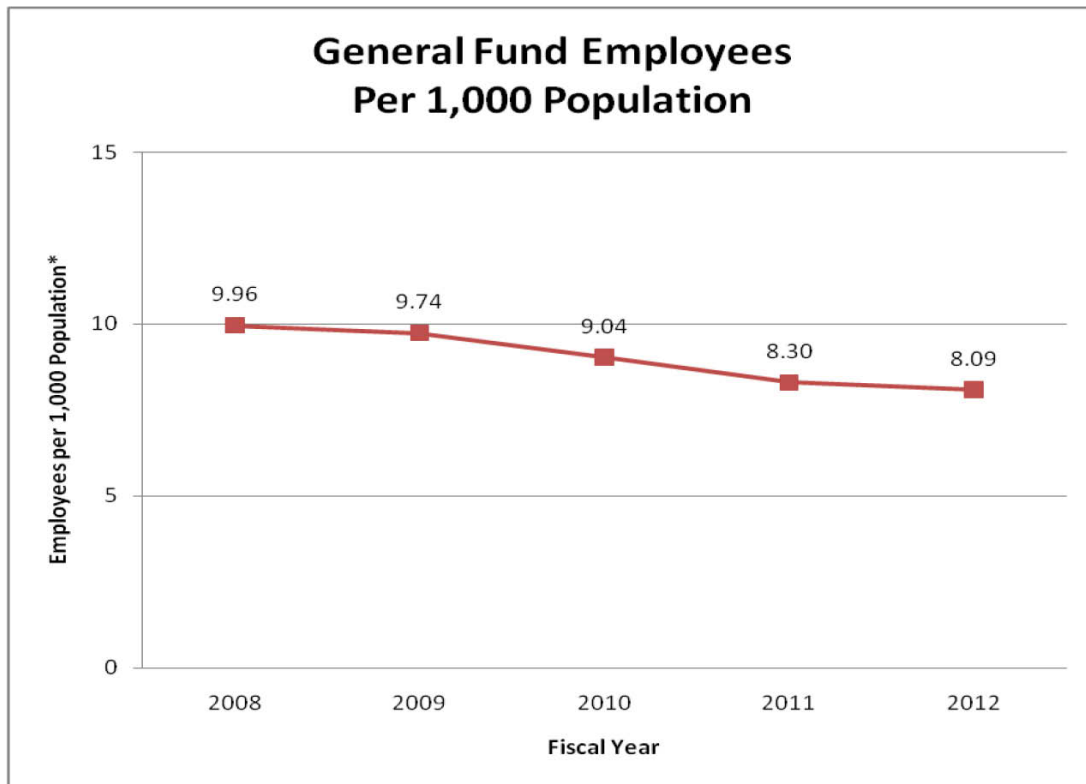
- A vacant position in Financial and Management Services has been re-designated as a Buyer in Purchasing to provide the staffing necessary to reap the potential savings from this shared service with the Schools;
- An Inclusion Coordinator in Parks and Recreation has been added to coordinate services to disabled children and to assist in meeting licensing requirements in several recreation programs, including before- and after-school and summer recreation camps. This position was reallocated from the Treasurer's Office, which has opted for a part-time position.
- Several positions are being moved from the Stormwater Division to other departments and divisions. A Senior Civil Engineer is being moved from the General Service's Stormwater Division to Development Management's Engineering and Site Development Division, which was previously named the Environmental Division. The County Engineer, previously in Stormwater, and a Stormwater Inspector position have been moved from Stormwater to Capital Projects within General Services. These reassignments are designed to clarify the lines of business by assigning all duties to Development Management while a private project is under development or construction in the County. Construction and maintenance of County projects and infrastructure will remain the responsibility of General Services. Duties for dam safety inspections and floodplain and watershed management studies become the responsibilities of the Division of Engineering and Site Development. While no positions are being transferred, the Code Compliance Division has been renamed as the Division for Building Safety and Permits.

**Health insurance** renewals have resulted in an average 4.3 percent increase for the three plans now offered County employees. Health insurance costs are, and will continue to be, shared between the County and the employees. Other employer costs for employees, such as **worker's compensation** and **unemployment**, have actually declined.

Compensation for temporary positions is the only compensation area showing an increase in FY 2012 and directly relates to election officers. The County's population increase as reported by the 2010 Federal Census will require the redistricting of local, State and Congressional voting districts. Primaries originally scheduled this fiscal year will be pushed into the next – four general and primary elections are projected in FY 2012 – and additional precincts will be added for a growing number of registered voters.

As previously stated in this message – there are no new positions and budgeted salaries increase by 1 percent in FY 2012. All changes and reallocations have been made with little impact on the total personnel budget for County operations. There are 8.09 full-time General Fund positions per 1,000 residents in the FY 2012 budget, a significant reduction from the 9.96 positions per 1,000 in FY 2008.

## County Administrator's Budget Message



\*Population data obtained from Population Estimates provided by Weldon Cooper Center for Public Service as updated on February 14, 2011 for 2008-2009, 2010 Census, and the James City County Planning Division for 2011-2012.

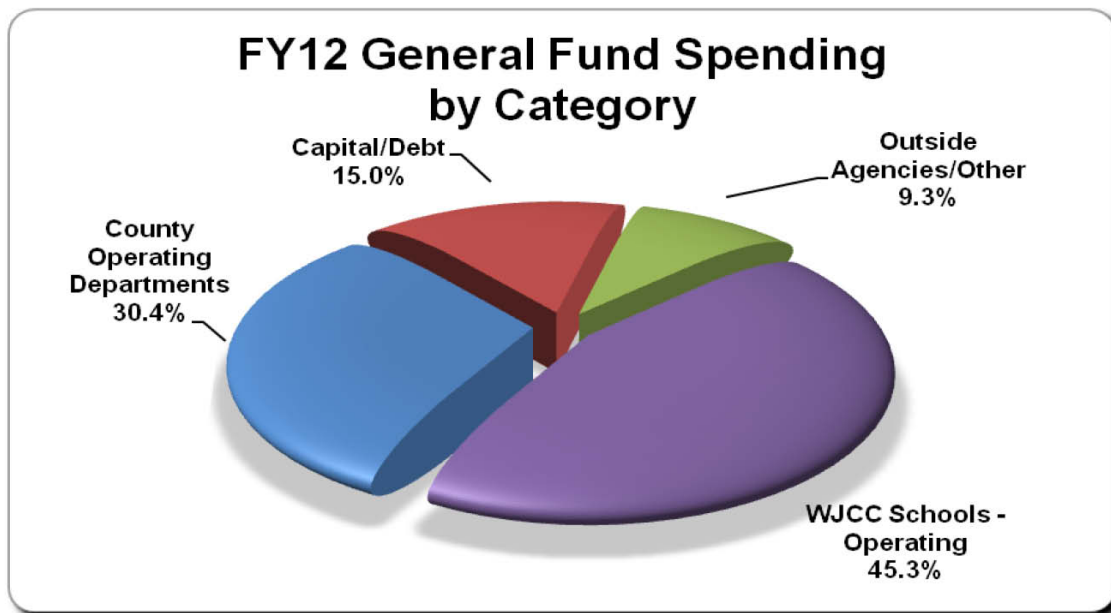
### Non Personnel-Related County Operating Expenditures

The County has been aggressively pursuing energy savings – retrofits to doors and windows, replacing HVAC elements, creating more user awareness of costs, modernizing servers, printers and appliances and is investing in alternative energies such as geo-thermal and/or alternative-fueled automobiles. Projected increases in fuel costs and Dominion Virginia Power rate increases certainly justify the County’s past initiatives in saving energy but they result in reduced savings, and in some cases increased costs, in basic utility operations.

Increased costs for leases and maintenance of emergency communications systems and the County’s fiber network are included in the FY 2012 budget, as are the costs of opening three new public facilities – the new police building, the Freedom Park interpretive center, and a new Fire Administration and Training facility (an expansion and renovation of the current Law Enforcement Center) – although all are being opened with no increase in current staff. Postage costs increase due to the timing of several large mailings to County residents, including new voter registration cards in the summer of 2011 and changes in property reassessment notices in March 2012.

## County Administrator's Budget Message

	<b>FY 2011 Adopted</b>	<b>FY 2012 Proposed</b>	<b>Share of FY12 Budget</b>	<b>% Change from FY11</b>
County Operating Departments	\$ 48,630,199	\$ 49,935,562	30.4%	2.7%
Capital/Debt	\$ 23,800,000	\$ 24,643,000	15.0%	3.5%
Outside Agencies/Other	\$ 14,487,022	\$ 15,171,438	9.3%	4.7%
WJCC Schools - Operating	\$ 73,800,000	\$ 74,250,000	45.3%	0.6%
	<b>\$160,717,221</b>	<b>\$164,000,000</b>	<b>100.0%</b>	<b>2.0%</b>



### Education

This budget includes an additional \$450,000 contribution of County funds to the operations of the Williamsburg-James City County Schools, an increase from both FY 2011 and from what had been planned for the Schools in FY 2012. This recommendation does not fully fund the Schools Board's request, however, it falls \$525,000 short of that figure. The County's investment focuses on a "budget of need" for school operations, even if it does not fully fund a proposed contingency, represented by a request for a number of budgeted positions that are held in "reserve". If circumstances and enrollment changes in FY 2012 reach the point that additional teaching positions are needed and cannot be funded any other way, I will recommend a supplemental appropriation in mid-year.

State revenue reductions and the end of Federal stimulus money has created a challenging budget environment for WJCC and has resulted in increases in the School Board's funding requests to

## County Administrator's Budget Message

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both the City of Williamsburg and the County. The County's funding does not quite fully fund the School Board's funding request for the operating budget but does provide \$74,250,000 or 99.3% of what was requested. Both the County and the School Board must look ahead to the next biennium and the reduction in property tax revenues resulting from a general reassessment of real property in the County.

### **Outside Agencies**

Funding requests from outside agencies are always critically reviewed by a variety of staff and community groups and while the FY 2012 budget recommends funding at the level identified in the adopted fiscal plan for most of the agencies, a few will see reduced levels of funding and a few will receive no funding at all.

**Community Service Agencies** like Avalon and the Community Action Agency that provide safety net services for the County's neediest citizens are funded in accordance with the fiscal plan. One exception is the Historic Triangle Senior Center (HTSC), whose funding would be re-designated in some form to refocus services on low-income seniors or those at-risk. The funding was originally approved with that target group in mind but the population served by the Center has shifted. Funding to the HTSC for its programmed activities has been eliminated. The current funding recommendation is focused exclusively on the RIDES program offering transportation for seniors to medical appointments.

Funding has also been eliminated for the Peninsula YMCA where contributions to a capital campaign have been made to allow use of the pool on Mooretown Road by WJCC high school swim teams. The pool has not been used by the teams for practice or competition so the final installment of \$50,000 in FY 2012 has been eliminated.

A contribution to Big Brothers/Big Sisters (BB/BS) has been eliminated but the Department of Social Services has added funds to contract with BB/BS for mentoring services to children at-risk.

**Business and Regional Associations** are important partners in a variety of ways but in evaluating what the citizens of James City County actually receive in services, these funding levels have been adjusted. Funding allocations to the Crossroads Group, the Peninsula Chamber of Commerce, the Regional Air Service Enhancement Fund (the County's Economic Development Authority funds this as well) and to those advocating for Virginia High Speed Rail have been eliminated. Reductions have been made in the funding requested by the Military and Federal Facilities Alliance and the Hampton Roads Partnership. One new funding allocation has been allotted to the NASA Aeronautics Support Team for their green aviation lobbying initiatives.

**Educational and Environmental** agency requests have not been fully funded, including a request for site improvements at the Hampton campus of Thomas Nelson Community College. The request of the Colonial Soil and Water Conservation District (CSWCD) is not funded through a general contribution of County funds. Departmental funding, however, is in place to



## County Administrator's Budget Message

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contract with the CSWCD for specific services relating to services connected with the County's water quality initiatives.

**Public Safety Agency** budget requests continue to be funded. With the County assuming responsibility for motor fuels and vehicle and equipment maintenance and with the recent approval of a new mechanic in the County's Fleet Maintenance function, the James City-Bruton Volunteer Fire Department (JCBVFD) budget request is fully funded, as is a requested contribution to the JCBVFD capital campaign.

The **Health Services and Regional Entities** category includes agencies that receive relatively significant levels of County funding, such as Olde Towne Medical Center, Williamsburg Regional Library (WRL), Virginia Peninsula Regional Jail, Merrimac Center, Colonial Behavioral Health and the Peninsula Public Health Department. As a group these agencies are essentially flat funded, with reductions in funding to WRL offset by modest increases to agencies such as the Virginia Peninsula Regional Jail and the Group Home Commission.

One exception is the County's contribution to the Public Health Department where the General Assembly reduced fees for State Health Department inspections of restaurants and passed a portion of the funding on to the localities. This resulted in a 10.5 percent increase in County funding of \$34,492.

**Tourism Agency Funding** comes from two sources, 60% of the revenues collected by the County's 5% lodging tax (estimated at \$1,080,000) and 100% of a special assessment of \$2 per lodging night (estimated at \$700,000 and directed by law to the Williamsburg Area Destination Marketing Committee). The lodging tax proceeds have usually been split between a marketing contribution to the Greater Williamsburg Chamber and Tourism Alliance (Alliance) and venues or events such as Jamestown-Yorktown Foundation and Historic Jamestowne.

As the locality with the fewest hotel rooms in the Historic Triangle, James City County is making the largest contribution to the Alliance for tourism marketing. In FY 2012 the contribution to the Alliance is being reduced to provide a similar contribution as the City. The reduction in funding from the current \$875,000 to a level that matches the City contribution of \$650,000 may be the first year of a multi-year program to equalize contributions to the Alliance on a "per hotel room" basis. The County contribution, even at this reduced level in FY 2012, is still larger than York's, and James City County has fewer hotel rooms. Funding is not recommended for a request for funds received from the Hotel/Motel Association.

In FY 2012 a portion of the lodging tax proceeds (\$280,000) will be invested in a **Tourism Investment Fund** for County-specific projects, venues, and special events.

Funds in the amount of \$500,000 will be transferred from the County General Fund to the **Special Projects Fund** - \$200,000 to be administered by the Engineering and Site Development Division for a watershed study of the York River tributaries, \$250,000 for neighborhood storm drainage and stream restoration projects, and \$50,000 for a pilot program to invest in property improvements that minimize the impacts of localized flooding. These projects might include

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raising heat pump units or landscaping improvements to divert flood waters from entering into homes.

### CAPITAL PROJECTS FUND

The Capital Projects Fund includes both a one-year FY 2012 **Capital Budget** and a six-year **Capital Improvement Plan**. The Capital Budget for FY 2012 totals \$8,698,000 with a majority of the spending on three projects – a rebuilt and expanded Fire Station #4 on Olde Towne Road, improvements and replacements for facilities (including Kidsburg) at Mid County Park, and the renovation and reallocation of space at Building D in the Government Center. The Mid County Park project would also light baseball fields at Jamestown High School which will replace fields that will be eliminated in the master plan changes at Mid County. The rest of the Capital Budget consists of smaller capital maintenance projects requested by either the Schools or General Services. A replacement ambulance is also included.

The FY 2012 Capital Budget does not have many school projects. Funds that already exist, in the form of residual appropriations for the construction of Hornsby Middle and Blayton Elementary Schools, will be used for a variety of projects over the next year. These projects include an expansion of Jamestown High School with a multi-use gymnasium facility, structural repairs to Lafayette High School, a refurbishment, both interior and exterior, for DJ Montague Elementary School, including a new geo-thermal HVAC system, and temporary mobile classroom additions at Hornsby and Berkeley Middle Schools.

The **Capital Improvement Plan** focuses on maintenance projects over the next six years. The only significant new capital investments are projected in FY 2017 when a new school administration building is planned for construction and James Blair converts back into a middle school. There are a number of potential new investments that the Board has previously adopted through master plans - including future phases of the Warhill Sports Complex, a community gymnasium, and Shaping our Shores investments at Chickahominy Riverfront Park, Jamestown Campground and the Jamestown Marina. There is no significant investment over the next six years to implement these plans. Very little is included for water quality projects to meet new Federal and State stormwater requirements, including those recently announced for the Chesapeake Bay. When additional information is available and the County develops a formal strategic approach to these investments, the Capital Improvement Plan will need to be amended.

### OTHER FUNDS

The County operates separate funds for those public services that do not depend on local tax money – the major revenue sources are Federal and State or user fees for specific services, like water and wastewater.

The **Department of Social Services** (DSS) continues to provide a safety net for basic community services to County residents and with the recent economic conditions, the number of clients has expanded significantly. Non-local funding has been used to convert one part-time position to full-time with an accompanying reduction in temporary hours. The County's contribution to DSS increases in FY 2012 by 1.1 percent to fund an increase in the County share

## County Administrator's Budget Message

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of increased costs for child care and child mentoring under a contract with Big Brothers and Big Sisters (BB/BS). This increase is partially offset by a reallocation of monies previously contributed to BB/BS.

**Special Projects** is the fund used to account for one-time non-capital projects, grant-funded projects or major program spending like the Comprehensive Services Act (CSA). Grant matches for the CSA and the Virginia Department of Transportation revenue sharing program are shown in Special Projects, as is the investment in the York tributaries watershed master plan.

**Housing and Community Development** is actively involved in Community Development Block Grant programs in low-income areas and provides housing assistance under Federal programs such as Section 8. The County's contribution towards housing programs declines by 1.1 percent.

**Colonial Community Corrections** operates community-based probation and pre-trial services for six localities. The County's contribution in FY 2012 is the same as the amount contributed in FY 2011.

A **Tourism Investment Fund** is being created in FY 2012 with an initial \$280,000 in room tax proceeds. The purpose of the fund is to make investments in venues, sponsor special events, and develop beautification projects, regional marketing initiatives, and other programs and projects that would work to attract visitors to the County.

### JAMES CITY SERVICE AUTHORITY

The James City Service Authority (JCSA) acts as the County's water and sewer utility and provides these services in parts of the County. The JCSA is financed entirely by user fees and receives no tax money from James City County. Beyond the normal operations of a utility, the JCSA capital budget targets additional engineering and construction costs related to requirements of the Federal Environmental Protection Agency and State Department of Environmental Quality for mandated sewer system improvements. These mandated services, under a consent order, cover all of Hampton Roads and impact every community.

The FY 2012 Operating Budget for the JCSA increases 1.6 percent from the adopted FY 2011 budget, an increase funded by new customers, both water and sewer. Spending is primarily focused on maintenance, although two of the three full-time positions proposed are to develop and support a Fats, Oils and Grease (FOG) program to allow for inspections and education of those operating commercial kitchens to reduce the incidence of clogged sewer pipes and, as a result, reduce the incidence of spills and breakage. The FOG program is one initiative that is in response to the consent order, yet another unfunded mandate, created by the Federal Environmental Protection Agency and the State Department of Environmental Quality.

In the FY 2012 JCSA Capital Budget, funded by facility charges provided by new connections, a replacement service vehicle and \$100,000 in match money for the improvement of Tewning Road are the only Capital Budget items that do not target the sewer system improvements mandated by the consent order.

# County Administrator's Budget Message

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## DEBT SERVICE AND YEAR END BALANCES

The contribution to Debt Service in FY 2012 has increased by \$1,065,000; however, this is not because the County has incurred additional indebtedness. In FY 2011 and FY 2012, the County will have retired \$29 million in outstanding debt and is planning to issue only \$1 million to partially fund the Jamestown High School multi-use space. The increase is intended to add funds to the Debt Service Reserve and bank the funds for the upcoming two-year budget cycle, FY 2013 and FY 2014.

A similar proposal will be made for the expected FY 2011 revenue surplus of approximately \$1.6 million. When that figure is finalized, as part of the FY 2011 audit, I will recommend that it be contributed to the debt service reserve for use in addressing the budget challenges in the coming two years.

## SUMMARY

The FY 2012 budget, as submitted, is a maintenance budget – it attempts to maintain the extraordinary quality of life in James City County; maintain programs and services; maintain community facilities and regional partnerships and maintain the current taxes and fees that County residents pay for these services. There are some modifications designed to improve a number of County services and programs, but most have been proposed by re-directing currently existing funds and staff. Education is and has been a high priority and increased funding to the Williamsburg-James City County Schools is included in this budget.

The following fiscal year, FY 2013, will continue a period of challenging fiscal environments for the County.

- The County will see a general reassessment of real property values and both residential and commercial values may drop by an estimated 3 to 5 percent.
- Efforts by the Federal government to reduce the annual spending deficit are expected to reduce funding for many County programs, among them Schools, Social Services and Community Development.
- Higher gasoline prices will both raise the costs of services like Police and Fire and could negatively impact consumer spending (including local sales tax revenues) by both residents and visitors.
- Another round of mandated and unfunded, local service initiatives focusing on water quality and stormwater is expected as the legislative efforts of the Federal and State government solidify and are written and enforced as regulations.
- The 2010 Census count identified over 67,000 County residents, a 39.3% increase from the year 2000 count of 48,100, and workloads in County Departments have shown a commensurate growth rate even as both spending and the number of employees have declined over the past four years.
- Inflationary pressures on commodities such as food, gasoline, energy and clothing are creating additional pressure on people in the community, including County employees, and pay increases cannot be deferred beyond FY 2012.

## **County Administrator's Budget Message**

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Despite, or perhaps as a result of, the challenges, James City County will continue to pursue excellence in incremental steps. The County's public infrastructure is well-maintained and its programs are well-designed and mature. Employees are dedicated, professional and experienced and County residents enjoy a superior local government as the costs per resident decline.

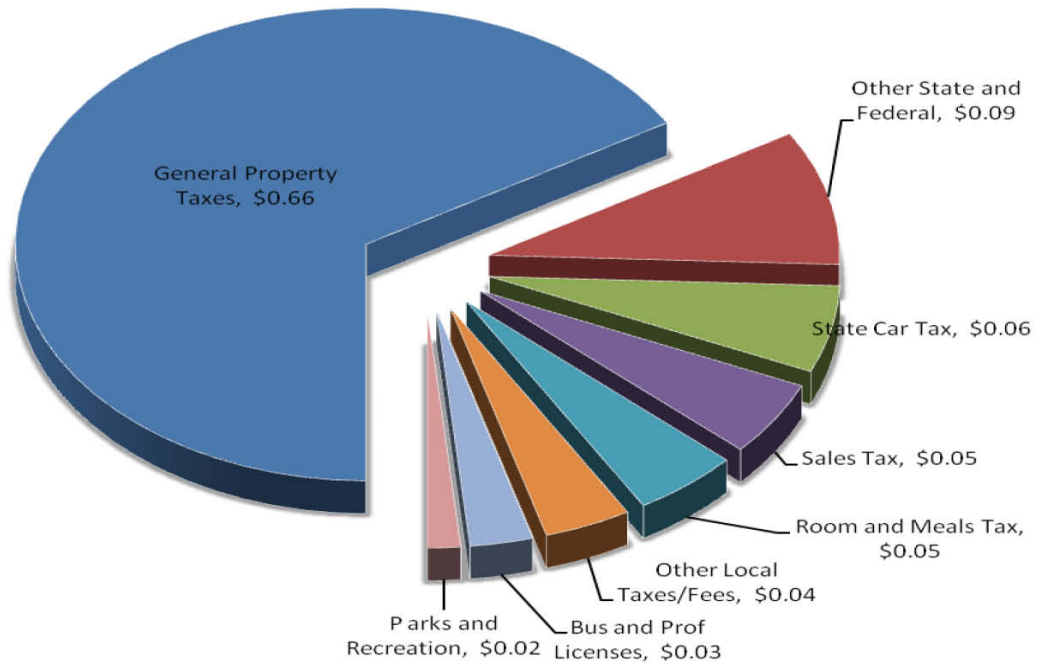
In my short tenure, it has been possible to identify a number of initiatives that will begin in FY 2011 and extend into FY 2012. A refocused and expanded economic development effort is being launched. Opportunities for the community to be involved in County Government and to communicate with County Government have started and will expand. The County will also undertake a redrafting of its Strategic Plan and a system and process to assure that the Board's and community's expectations are identified and prioritized in each future fiscal year. My staff and I look forward to working with the Board of Supervisors to address these and other opportunities to make this County the best County in which to live, work or visit.

Respectively submitted,

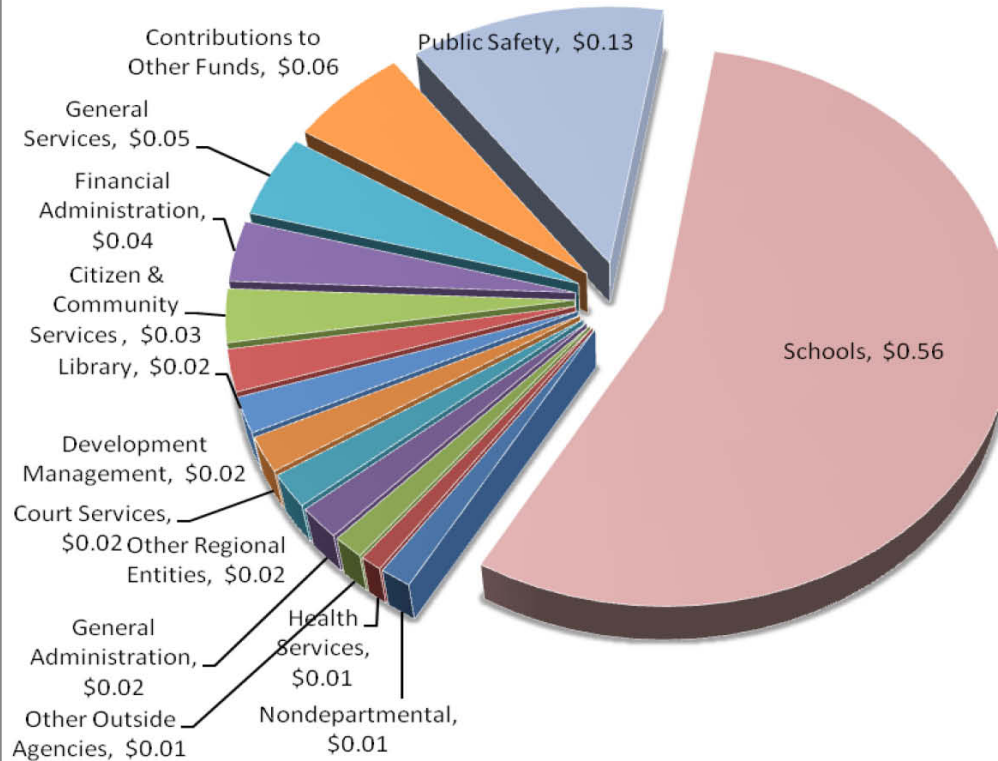
Robert C. Middaugh  
County Administrator

## County Administrator's Budget Message

### FY2012 - Where each dollar in the County comes from



### FY2012 - How each dollar in the County will be spent



## Detailed Summary Revenues

		<b>FY 2011 Adopted</b>	<b>FY 2011 Projected</b>	<b>FY 2012 Plan</b>	<b>FY 2012 Proposed</b>
<b>B-2</b>	<b>General Property Taxes</b>	\$106,205,434	\$107,648,575	\$107,049,244	\$108,915,620
<b>B-4</b>	<b>Other Local Taxes</b>	18,215,000	18,450,000	18,370,000	18,400,000
<b>B-5</b>	<b>License, Permits and Fees</b>	6,241,250	6,357,500	6,396,250	6,377,000
<b>B-6</b>	<b>Fines and Forfeitures</b>	300,000	300,000	325,000	300,000
<b>B-7</b>	<b>Revenues from Use of Money and Property</b>	280,000	265,000	280,000	270,000
<b>B-8</b>	<b>Revenue from the Commonwealth</b>	24,290,237	24,473,342	23,302,804	24,866,592
<b>B-10</b>	<b>Revenue from the Federal Government</b>	7,000	5,766	7,000	6,500
<b>B-11</b>	<b>Charges for Current Services</b>	5,006,721	4,676,602	5,050,221	4,738,588
<b>B-12</b>	<b>Miscellaneous Revenues</b>	171,579	123,779	153,700	125,700
	<b>TOTAL REVENUES</b>	<b>\$160,717,221</b>	<b>\$162,300,564</b>	<b>\$160,934,219</b>	<b>\$164,000,000</b>

**BUDGET SUMMARY**

	FY 11 Adopted	FY 11 Projected	FY 12 Plan	FY 12 Proposed
Real Estate	\$ 83,302,075	\$ 84,168,241	\$ 83,421,030	\$ 84,786,304
Personal Property	14,590,859	14,706,372	15,310,714	15,331,816
Mobile Homes	80,000	65,000	85,000	65,000
Machinery and Tools	4,900,000	5,400,000	4,900,000	5,400,000
Public Service	1,500,000	1,626,462	1,500,000	1,650,000
Delinquent Real Estate Taxes	900,000	800,000	900,000	800,000
Delinquent Personal Property	300,000	275,000	300,000	275,000
Delinquent Mobile Homes	7,500	7,500	7,500	7,500
Penalties and Interest	625,000	600,000	625,000	600,000
Total	\$ <u>106,205,434</u>	\$ <u>107,648,575</u>	\$ <u>107,049,244</u>	\$ <u>108,915,620</u>

**BUDGET COMMENTS**

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

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

The proposed FY 2012 revenue, when compared to the adopted FY 2011 figure represents an increase of 1.8 percent. This increase is attributed solely to new development as there was not a general reassessment or an increase in the tax rate.

**Personal Property Taxes** are assessed by the Commissioner of the Revenue on four major property categories - individual personal property, business personal property, mobile homes, and machinery and tools. The tax rate is \$4.00 per \$100 of assessed value. Individual and business vehicles are assessed at 100 percent of loan value as determined by the National Automobile Dealers Association. Business equipment, machinery, and tools are assessed at 25 percent of capitalized cost. Mobile homes are assessed at current market value and are billed at the real estate tax rate. The State currently subsidizes localities with a total amount for taxes on some vehicles used for personal use and, as a result, the collection of personal property taxes has partially shifted from local taxpayers to the State under the State's "Car Tax" initiative. The chart on page B-3 illustrates the impact.



**BUDGET COMMENTS, Continued**

	FY 11 <u>Adopted</u>	FY 12 <u>Plan</u>	FY 12 <u>Proposed</u>
<u>"Car Tax" Impacts</u>			
Local Collections	\$ 14,590,859	\$ 15,310,714	\$ 15,331,816
From the Commonwealth	<u>9,770,137</u>	<u>9,770,137</u>	<u>9,770,137</u>
	<u>\$ 24,360,996</u>	<u>\$ 25,080,851</u>	<u>\$ 25,101,953</u>

In 2005 the General Assembly permanently capped the State's share of the "Car Tax" beginning in 2006. The State is projected to pay approximately 58 percent of the "Car Tax" for an eligible personal use vehicle in FY 2011.

Unaffected by the State's "Car Tax" initiative are County personal property assessments on boats, airplanes, trucks, trailers, and business personal property.

Overall, local personal property collections are expected to increase in FY 2012 by 5.1 percent when compared to FY 2011 budget.

**Public Service Assessments** are performed by the State Corporation Commission on property owned by regulated public utilities, which include railroads, electric, telephone, gas, and telecommunications companies. The assessments are based on value and the effective true tax rate. This rate is calculated by multiplying the nominal tax rate of \$0.77 by the median sales assessment ratio. The most recent information available is for 2010 when the ratio was 96.5 percent. This ratio has increased slightly making the effective true tax rate \$0.74305 per hundred. Public Service Assessments are projected to increase slightly as the assessment ratio is expected to rise.

**Machinery and Tools** are those items of business personal property that are used in a manufacturing application and the assessment of machinery and tools is based on costs. FY 2012 collections are expected to increase when compared to the FY 2011 budget due to expansions amongst local manufacturers.

**BUDGET SUMMARY**

	FY 11 Adopted	FY 11 Projected	FY 12 Plan	FY 12 Proposed
Local Sales Tax	\$ 8,400,000	\$ 8,500,000	\$ 8,550,000	\$ 8,400,000
Transient Occupancy Tax	1,800,000	1,800,000	1,800,000	1,800,000
\$2 Per Night Room Tax	675,000	700,000	675,000	700,000
Meals Tax	5,500,000	5,500,000	5,500,000	5,500,000
Delinquent Taxes	25,000	25,000	30,000	25,000
Deeds of Conveyance	275,000	300,000	275,000	300,000
Bank Franchise Tax	340,000	450,000	340,000	475,000
Recordation Tax	1,200,000	1,175,000	1,200,000	1,200,000
Total	\$ 18,215,000	\$ 18,450,000	\$ 18,370,000	\$ 18,400,000

**BUDGET COMMENTS**

Other Local Taxes include the budget for the 1 percent **Local Sales Tax**. This tax is collected with the 4.0 percent State sales tax at the time of sale, and remitted to the County. The FY 2012 budget is projected to be slightly less than FY 2011 projected collections due to some one-time nonrecurring collections that were received in FY 2011.

**Transient Occupancy Room Tax** revenues are those received from the 5 percent tax imposed on hotel, motel room sales, and rental condominium units. Sixty percent of this tax revenue is targeted toward tourism in compliance with State law. Receipts are expected to remain flat when compared to FY 2011 collections.

The **\$2 Per Night Room Tax** revenue is passed through to the Williamsburg Area Chamber and Tourism Alliance for marketing by the Williamsburg Area Destination Marketing Committee (WADMC).

The **Meals Tax** represents a tax on prepared food and beverages. The County levies a 4 percent tax. Because of the impact on tourism in the County, it is estimated that 70 percent of the revenue is generated by nonresidents of the County. These projections are expected to remain flat.

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

**Bank Franchise Tax** represents revenue received from the tax imposed on bank deposits in County bank branches, less certain allowable deductions. This revenue stream has shown an increase and the FY 2012 has been adjusted accordingly.

The **Recordation Taxes** are fees levied for documents recorded at the Clerk of Circuit Court's Office. Fees vary based on the type of document and the value of real estate. These taxes are projected to remain flat with the FY 2011 budget with a slight increase over the projected amount collected for FY 2011.

**BUDGET SUMMARY**

	FY 11 Adopted	FY 11 Projected	FY 12 Plan	FY 12 Proposed
Bus. and Prof. Licenses	\$ 4,750,000	\$ 4,750,000	\$ 4,850,000	\$ 4,750,000
Motor Vehicle Licenses	130,000	130,000	130,000	130,000
Business License Penalty	135,000	100,000	135,000	100,000
Business License Interest	30,000	25,000	30,000	25,000
Utility Consumption Fee	310,000	310,000	315,000	315,000
Building Permits	625,000	775,000	675,000	800,000
Planning and Zoning Fees	100,000	100,000	100,000	100,000
Dog Licenses	40,000	35,000	40,000	35,000
Septic Tank Permit Fees	2,000	2,500	2,000	2,000
Stormwater Inspection Fees	19,250	30,000	19,250	20,000
Erosion Control Fees	100,000	100,000	100,000	100,000
Total	\$ <u>6,241,250</u>	\$ <u>6,357,500</u>	\$ <u>6,396,250</u>	\$ <u>6,377,000</u>

**BUDGET COMMENTS**

This budget provides for revenues received from various permit and privilege fees required by the County.

**Business and Professional License Fees** are collected in May of each year and are based on the previous calendar year's business gross receipts. The FY 2012 budget is expected to remain level with FY 2011.

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

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

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

**Planning, Zoning, Erosion Control Fees, and Building Permits** are based on the volume of development and are used to offset costs from the Development Management Department and cost allocations from internal service departments.

**Building Permit** revenue is expected to increase slightly over expected FY 2011 projections but by 28% over budgeted FY 2011 revenues.

**Planning and Zoning Fees and Erosion Control Fees** are expected to remain level with FY 2011 projections.

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

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

***BUDGET SUMMARY***

		FY 11 <u>Adopted</u>	FY 11 <u>Projected</u>	FY 12 <u>Plan</u>	FY 12 <u>Proposed</u>
Fines and Forfeitures	\$	<u>300,000</u>	\$ <u>300,000</u>	\$ <u>325,000</u>	\$ <u>300,000</u>

***BUDGET COMMENTS***

This category of revenue reflects monies received as a result of the imposition of fines on persons charged with violations of County ordinances. FY 2012 is expected to be flat with FY 2011 projections.

**BUDGET SUMMARY**

		FY 11 <u>Adopted</u>	FY 11 <u>Projected</u>	FY 12 <u>Plan</u>	FY 12 <u>Proposed</u>
Rent	\$	<u>280,000</u>	\$ <u>265,000</u>	\$ <u>280,000</u>	\$ <u>270,000</u>

**BUDGET COMMENTS**

Rent payments from the leasing of radio towers space, Legacy Hall, and the Jamestown Marina are shown here and are expected to remain level.

# Revenue from the Commonwealth

# General Operating Fund

## BUDGET SUMMARY

	FY 11 Adopted	FY 11 Projected	FY 12 Plan	FY 12 Proposed
<u>Non-Categorical Aid:</u>				
Recordation Tax Distribution	\$ 321,485	\$ 321,485	\$ 321,485	\$ 321,485
HB 599 Payments	1,368,428	1,368,533	1,229,699	1,320,487
State Car Tax Reimbursement	9,770,137	9,770,137	9,770,137	9,770,137
Communication Sales and Use Tax	1,600,000	1,800,000	1,520,000	1,800,000
Car Rental Sales Tax	70,000	50,000	70,000	70,000
Mobile Home Tax Com.	40,000	40,000	40,000	40,000
Rolling Stock Tax	51,000	51,000	51,000	51,000
DMV Satellite Office	42,000	45,000	42,000	45,000
	<u>13,263,050</u>	<u>13,446,155</u>	<u>13,044,321</u>	<u>13,418,109</u>
<u>Shared Expenses (Categorical):</u>				
Sales Tax for Education	8,900,000	8,900,000	8,160,000	9,350,000
Share of Expenses for:				
Treasurer	156,297	156,297	156,297	156,297
Commissioner of the Revenue	158,019	158,019	158,019	158,019
General Registrar	48,214	48,214	48,214	48,214
Sheriff	672,788	672,788	654,084	654,084
Commonwealth's Attorney	491,415	491,415	491,415	491,415
Clerk of the Circuit Court	445,019	445,019	445,019	445,019
Medical Examiner	300	300	300	300
	<u>10,872,052</u>	<u>10,872,052</u>	<u>10,113,348</u>	<u>11,303,348</u>
<u>Categorical Aid:</u>				
Commission for the Arts	5,000	5,000	5,000	5,000
Wireless Board	150,135	150,135	140,135	140,135
	<u>155,135</u>	<u>155,135</u>	<u>145,135</u>	<u>145,135</u>
Total	\$ <u>24,290,237</u>	\$ <u>24,473,342</u>	\$ <u>23,302,804</u>	\$ <u>24,866,592</u>

**BUDGET COMMENTS**Description

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

Change

State revenues estimates for FY 2012 are 2.3 percent higher than the FY 2011 budget. HB599 funds are slightly increased over the FY 2012 plan amount as the General Assembly had restored some of the reduced funding. Sales Tax for Education accounts for the largest increase in State funding. This is based on a formula where the County receives a portion of overall State Sales Tax revenues. Communication Sales & Use Taxes have been adjusted based on expected FY 2011 collections.

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

	FY 11 <u>Adopted</u>	FY 12 <u>Plan</u>	FY 12 <u>Proposed</u>
Local Collections	\$ 14,590,859	\$ 15,310,714	\$ 15,331,816
From the Commonwealth	<u>9,770,137</u>	<u>9,770,137</u>	<u>9,770,137</u>
	<u>\$ 24,360,996</u>	<u>\$ 25,080,851</u>	<u>\$ 25,101,953</u>

The FY 2011 projection reflects the permanent cap on the State's current share of the "Car Tax" that began in 2006. The State is projected to pay approximately 58 percent of the "Car Tax" for an eligible personal use vehicle.

**BUDGET SUMMARY**

	FY 11 <u>Adopted</u>	FY 11 <u>Projected</u>	FY 12 <u>Plan</u>	FY 12 <u>Proposed</u>
Payments in Lieu of Taxes	\$ <u>7,000</u>	\$ <u>5,766</u>	\$ <u>7,000</u>	\$ <u>6,500</u>

**BUDGET COMMENTS**

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

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



**BUDGET SUMMARY**

	FY 11 Adopted	FY 11 Projected	FY 12 Plan	FY 12 Proposed
Excess Fees - Clerk	\$ 165,000	\$ 165,000	\$ 165,000	\$ 165,000
Sheriff, Deputies, and Jail Fees	160,000	140,000	165,000	140,000
Other Fees for Service	110,500	76,800	109,000	77,500
Parks and Recreation Revenues	2,901,221	2,494,802	2,901,221	2,496,088
ALS/BLS Fees	1,670,000	1,800,000	1,710,000	1,860,000
Total	\$ 5,006,721	\$ 4,676,602	\$ 5,050,221	\$ 4,738,588

**BUDGET COMMENTS**

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

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

Overall Parks and Recreation revenues are projected to decrease by approximately \$400,000 from the FY 2011 budget but are essentially flat with FY 2011 projections. Additional revenues will be generated through the sale of advertising banners at the stadium, special event sponsorship, and the sale of advertising space in the activity brochure. Revenues are anticipated to increase in the Rec Connect program due to these increased marketing efforts. These increases offset decreases expected in Community Center memberships due to increased competition in FY 2012.

Estimates for ALS/BLS (Advanced Life Support/Basic Life Support) fees show modest growth and an increase in the per mileage fee from \$8.00 to \$8.50 per mile which is consistent with surrounding locality per mile fees.

**BUDGET SUMMARY**

		FY 11 Adopted		FY 11 Projected		FY 12 Plan		FY 12 Proposed
Insurance Recovery	\$	17,879	\$	17,879	\$	0	\$	0
Sale of County Vehicles or Equipment		50,000		30,000		50,000		50,000
Xerox Machines		5,000		3,200		5,000		3,000
Streetlights and Signs		2,500		2,500		2,500		2,500
Code Books and Ordinances		200		200		200		200
Court Appointed Attorneys		15,000		10,000		15,000		10,000
Miscellaneous		65,000		50,000		65,000		50,000
Parking Tickets		16,000		10,000		16,000		10,000
Total	\$	<u>171,579</u>	\$	<u>123,779</u>	\$	<u>153,700</u>	\$	<u>125,700</u>

**BUDGET COMMENTS**

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

## Detailed Summary Expenditure

		FY 2011 ADOPTED	FY 2012 PLAN	FY 2012 PROPOSED	DIFF FROM FY11 \$	%
	<b>GENERAL ADMINISTRATION</b>					
C-3	Board of Supervisors	\$187,925	\$190,120	\$195,376	\$7,451	4.0%
C-4	County Administration	402,901	403,931	412,910	10,009	2.5%
C-5	County Attorney	449,869	453,957	494,525	44,656	9.9%
C-6	Communications	533,741	536,073	563,767	30,026	5.6%
C-7	Economic Development	380,587	367,421	449,009	68,422	18.0%
C-8	Human Resources	621,635	634,026	626,744	5,109	.8%
C-9	Elections	295,655	414,575	403,340	107,685	36.4%
		<u>\$2,872,313</u>	<u>\$3,000,103</u>	<u>\$3,145,671</u>	<u>\$273,358</u>	<u>9.5%</u>
	<b>COURT SERVICES</b>					
C-10	Courthouse	\$439,567	\$441,122	\$451,544	\$11,977	2.7%
C-11	Clerk of the Circuit Court	699,408	703,945	704,705	5,297	.8%
C-12	Commonwealth's Attorney	792,877	797,914	796,590	3,713	.5%
C-13	Sheriff	1,191,979	1,180,661	1,172,729	(19,250)	(1.6)%
C-14	Courts/Judicial	294,342	291,835	307,323	12,981	4.4%
		<u>\$3,418,173</u>	<u>\$3,415,477</u>	<u>\$3,432,891</u>	<u>\$14,718</u>	<u>.4%</u>
	<b>PUBLIC SAFETY</b>					
C-15	Police Department	\$8,126,039	\$8,251,494	\$8,424,336	\$298,297	3.7%
C-17	Animal Control	170,846	172,227	176,173	5,327	3.1%
C-18	Fire/EMS	9,287,903	9,511,309	9,528,960	241,057	2.6%
C-20	Office of Emergency Management	249,622	247,807	322,628	73,006	29.2%
C-21	Emergency Communications	2,420,154	2,462,473	2,486,055	65,901	2.7%
		<u>\$20,254,564</u>	<u>\$20,645,310</u>	<u>\$20,938,152</u>	<u>\$683,588</u>	<u>3.4%</u>
	<b>FINANCIAL ADMINISTRATION</b>					
C-22	Treasurer	\$1,055,735	\$1,065,605	\$1,028,339	(\$27,396)	(2.6)%
C-23	Commissioner of the Revenue	693,072	700,031	696,680	3,608	.5%
C-24	Financial and Management Services	965,942	871,856	811,983	(153,959)	(15.9)%
C-25	Accounting	150,326	159,040	124,794	(25,532)	(17.0)%
C-26	Purchasing	266,893	268,519	346,234	79,341	29.7%
C-27	Real Estate Assessments	749,423	762,099	667,674	(81,749)	(10.9)%
C-28	Information Resources Management	2,013,650	2,109,269	2,194,314	180,664	9.0%
		<u>\$5,895,041</u>	<u>\$5,936,419</u>	<u>\$5,870,018</u>	<u>(\$25,023)</u>	<u>(0.4)%</u>
	<b>DEVELOPMENT MANAGEMENT</b>					
C-29	Development Management	\$237,006	\$239,722	\$252,001	\$14,995	6.3%
C-30	Planning	1,030,948	1,260,744	958,584	(72,364)	(7.0)%
C-31	Zoning Enforcement	290,718	-	302,835	12,117	4.2%
C-32	Engineering and Site Development	883,980	893,339	979,176	95,196	10.8%
C-33	Building Safety and Permits	944,382	952,470	983,517	39,135	4.1%
		<u>\$3,387,034</u>	<u>\$3,346,275</u>	<u>\$3,476,113</u>	<u>\$89,079</u>	<u>2.6%</u>

## Detailed Summary Expenditure

		FY 2011 ADOPTED	FY 2012 PLAN	FY 2012 PROPOSED	DIFF FROM FY11	
					\$	%
	<b>GENERAL SERVICES</b>					
C-34	General and Capital Services	\$1,018,955	\$1,027,190	\$1,203,103	\$184,148	18.1%
C-35	Facilities Maintenance	2,186,317	2,428,082	2,713,647	527,330	24.1%
C-36	Grounds Maintenance	1,211,654	1,167,640	1,218,941	7,287	.6%
C-37	Fleet and Equipment	805,077	778,146	854,514	49,437	6.1%
C-38	Stormwater	642,822	659,849	476,691	(166,131)	(25.8)%
C-39	Solid Waste Management	1,396,742	1,413,712	1,455,221	58,479	4.2%
		<u>\$7,261,567</u>	<u>\$7,474,619</u>	<u>\$7,922,117</u>	<u>\$660,550</u>	<u>9.1%</u>
	<b>CITIZEN AND COMMUNITY SERVICES</b>					
C-40	Satellite Services Office	\$192,160	\$194,313	\$194,832	\$2,672	1.4%
C-41	Cooperative Extension Service	48,861	48,861	49,076	215	.4%
C-42	Parks and Recreation	5,300,486	5,314,301	4,906,692	(393,794)	(7.4)%
		<u>\$5,541,507</u>	<u>\$5,557,475</u>	<u>\$5,150,600</u>	<u>(\$390,907)</u>	<u>(7.1)%</u>
	<b>COUNTY OPERATIONS</b>	<u>\$48,630,199</u>	<u>\$49,375,678</u>	<u>\$49,935,562</u>	<u>\$1,305,363</u>	<u>2.7%</u>
C-44	Contributions - Other Outside Agencies	\$2,575,978	\$2,575,978	\$2,257,881	(\$318,097)	(12.3)%
C-46	Nondepartmental	571,002	562,886	646,335	75,333	13.2%
C-47	Contribution to Williamsburg-James City County Schools	92,220,815	92,530,815	92,280,815	60,000	.1%
C-49	Williamsburg Regional Library System and Arts Center	4,102,823	4,102,823	4,067,456	(35,367)	(.9)%
C-50	Other Regional Entities	3,102,404	3,246,792	3,288,804	186,400	6.0%
C-51	Health Services	1,552,118	1,552,118	1,586,610	34,492	2.2%
C-52	Contributions to Other Funds	7,961,882	6,987,129	9,936,537	1,974,655	24.8%
	<b>OTHER OPERATIONS</b>	<u>\$112,087,022</u>	<u>\$111,558,541</u>	<u>\$114,064,438</u>	<u>\$1,977,416</u>	<u>1.8%</u>
	<b>TOTAL</b>	<u><u>\$160,717,221</u></u>	<u><u>\$160,934,219</u></u>	<u><u>\$164,000,000</u></u>	<u><u>\$3,282,779</u></u>	<u><u>2.0%</u></u>

**KEY WORKPLAN ITEMS**

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

**BUDGET SUMMARY**

		FY 11 Adopted		FY 12 Plan		FY 12 Proposed
Personnel	\$	111,928	\$	114,123	\$	117,476
Operating		75,997		75,997		77,900
Total	\$	<u>187,925</u>	\$	<u>190,120</u>	\$	<u>195,376</u>

**PERSONNEL**

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

	FY 09 Actual	FY 10 Actual	FY 11 Adopted	FY 12 Proposed
# Appointments made to boards and commissions	58	58	New	33

**BUDGET COMMENTS**

This budget reflects an elimination of certain memberships and adjustments made for the Board expense policy.

**KEY WORKPLAN ITEMS**

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

**BUDGET SUMMARY**

		FY 11 Adopted		FY 12 Plan		FY 12 Proposed
Personnel	\$	385,914	\$	386,944	\$	392,310
Operating		16,987		16,987		15,600
Capital		-		-		5,000
Total	\$	<u>402,901</u>	\$	<u>403,931</u>	\$	<u>412,910</u>

**PERSONNEL**

Full-time Personnel	2.5	2.5	2.5
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**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Actual	FY 11 Adopted	FY 12 Projected
# of citizens participating in community outreach events/feedback opportunities			New measure	150

**BUDGET COMMENTS**

This budget includes funding for a continuation of the current level of service with reductions in some operational line items and funding for small office equipment purchases.

**KEY WORKPLAN ITEMS**

1. Represent County in court cases and administrative hearings such as child and adult protective services
2. Provide counsel to the Board of Supervisors, County Administrator and Department Managers on County related topics and assist with matters such as property acquisition and disposal, tax collection, code enforcement, community development, insurance, and personnel matters
3. Prepare and review legal documents such as contracts and sureties
4. Ensure County Code and Ordinances are current and update as needed
5. Ensure compliance with federal, state and local laws including open meetings law and Conflict of Interest Act
6. Prepare County's legislative program and serve as legislative liaison

**BUDGET SUMMARY**

	FY 11 Adopted	FY 12 Plan	FY 12 Proposed
Personnel	\$ 495,002	\$ 499,090	\$ 511,325
Operating	17,892	17,892	18,300
Legal Services	8,975	8,975	36,900
Received from Other Organizations	(72,000)	(72,000)	(72,000)
Total	\$ <u>449,869</u>	\$ <u>453,957</u>	\$ <u>494,525</u>

**PERSONNEL**

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

	FY 09 Actual	FY 10 Actual	FY 11 Adopted	FY 12 Proposed
# Documents reviewed/drafted	5,377	3,345	5,421	5,972
# Court appearances	289	265	288	296
Hours developing/tracking legislation	593	559	555	598

**BUDGET COMMENTS**

This budget includes funding for outside legal services to represent the County on a pending case in federal bankruptcy court which has specialized processes and procedures. The County Attorney's Office serves as legal counsel for the Williamsburg Regional Library, Economic Development Authority, James City Service Authority and the Williamsburg Area Transit Authority and fees for those services reimburse 12 percent of the operations of the office.

**KEY WORKPLAN ITEMS**

1. Produce and distribute County information on services, news, civic engagement opportunities, budget items and County departments using web, video, social media and print
2. Broadcast 380 hours of live government meetings and produced video on County news for television and on line viewing for 4 public, educational and government channels including Channel 48 (James City County), Channel 48 (City of Williamsburg), Channel 46 (Community Access) and Channel 47 (WJCC Schools)
3. Coordinate civic engagement opportunities including citizen education, community building through neighborhood networks and public participation through community meetings
4. Provide consistent and accurate public information through press releases, responding to media inquiries, graphic design and print/web-based materials
5. Support regional and county tourism efforts through destination marketing, sports tourism initiatives and local Virginia Sesquicentennial Civil War activities

**BUDGET SUMMARY**

		<u>FY 11 Adopted</u>	<u>FY 12 Plan</u>	<u>FY 12 Proposed</u>
Personnel	\$	544,257	\$ 548,589	\$ 544,962
Operating		50,764	48,764	44,700
Reimbursements		(61,280)	(61,280)	(25,895)
Total	\$	<u>533,741</u>	<u>\$ 536,073</u>	<u>\$ 563,767</u>

**PERSONNEL**

Full-time Personnel	7.5	7.5	7.5
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**PERFORMANCE MEASURES**

	<u>FY 09 Actual</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Proposed</u>
# Citizens informed about County issues (electronic)	6,277	5,948	1,320	1,450
# of times public meetings viewed online	12,213	40,302	30,000	30,500

**BUDGET COMMENTS**

This budget supports the video operations of the Community Video Center and the Building F Board Room, in addition to public information, media relations and civic engagement. The City of Williamsburg has reduced its request of video services by the County while the WJCC schools have requested new services and this budget has been adjusted to reflect these changes. Cox Communications public, educational, government access channels (PEG) funding support has been eliminated.



**KEY WORKPLAN ITEMS**

1. Serve as the point of contact for economic development opportunities for both existing and new businesses within James City County, including identifying and communicating available opportunities and resources to the local business community
2. Attract businesses in high-growth market segments, including technology, medical and government-related industries
3. Expand current incentive programs for both new and existing companies to support business creation and expansion
4. Increase local awareness of existing local businesses, encouraging consumers to “think locally” for their business and personal needs/services
5. Expand the County’s Sports Marketing Program to take advantage of the County’s existing facilities and assist in generating revenue for local businesses
6. Provide support to the Economic Development Authority of James City County in their efforts to sustain and expand the County’s commercial and industrial revenue base and enhance the quality of life for the County’s citizens

**BUDGET SUMMARY**

		FY 11 Adopted		FY 12 Plan		FY 12 Proposed
Personnel	\$	253,861	\$	255,495	\$	333,909
Operating		126,726		111,926		115,100
Total	\$	<u>380,587</u>	\$	<u>367,421</u>	\$	<u>449,009</u>

**PERSONNEL**

Full-time Personnel	3	3	4
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**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Actual	FY 11 Adopted	FY 12 Proposed
% Increase in dollar value of new and add-on commercial and industrial permits	-28.77%	-45%	+2%	+2%
# New general business announced for County	1	3	2	2
# New significant business announced for County	2	2	2	2

**BUDGET COMMENTS**

This budget includes the costs associated with the transfer of a Planner position from the Planning Division of a new Business Development and Retention Coordinator. This will allow the office to become more proactive in developing strong relationships with the existing business community and also provide the primary point of contact for that community.

**KEY WORKPLAN ITEMS**

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

**BUDGET SUMMARY**

		FY 11 Adopted		FY 12 Plan		FY 12 Proposed
Personnel	\$	606,571	\$	612,160	\$	614,022
Operating		96,911		103,713		106,300
Credits/Other		(81,847)		(81,847)		(93,578)
Total	\$	<u>621,635</u>	\$	<u>634,026</u>	\$	<u>626,744</u>

**PERSONNEL**

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

	FY 09 Actual	FY 10 Actual	FY 11 Adopted	FY 12 Proposed
Average # of applicants per job vacancy	36	31	70	75
% Turnover rate	7.26%	7.1%	5.0%	5.5%
\$ Value of volunteer hours	\$1,026,879	\$1,624,334	\$1,400,250	\$1,500,000
% Reporting improved skill/knowledge level after training	90%	87%	90%	90%
Grade JCC received from citizens receiving services from County buildings	A-	A	A-	A-

**BUDGET COMMENTS**

The division of Training and Quality Performance has been combined into the Human Resource department and FY 2011 has been restated for comparative purposes. Funding in FY 2012 has been provided for increases for physical exams for new hires and a per participant cost increase for the Employee Assistance Program.

**KEY WORKPLAN ITEMS**

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

**BUDGET SUMMARY**

		FY 11 Adopted	FY 12 Plan	FY 12 Proposed
Personnel	\$	182,170	\$ 185,194	\$ 185,140
Operating		101,197	164,728	206,100
Local Aid to State Government		2,872	2,872	2,900
Capital		9,416	61,781	9,200
Total	\$	<u>295,655</u>	<u>\$ 414,575</u>	<u>\$ 403,340</u>

**PERSONNEL**

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

**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Actual	FY 11 Adopted	FY 12 Proposed
# Total registered voters	48,914	48,614	50,000	52,000
# Absentee votes	7,872	2,178	2,500	5,000
Hours Electoral Board support	2,330	2,100	2,850	3,350
# Voting precincts	16	16	16	19
# Volunteer poll workers	403	437	440	440
# General election votes cast	38,712	27,618	25,000	40,000

**BUDGET COMMENTS**

The General Registrar and Electoral Board budgets have been combined into the Elections budget and FY 2011 has been restated for comparative purposes. Funding has been added for a fourth election as the General Assembly has moved the spring primary from June to August 2011.

**DESCRIPTION OF SERVICES**

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

**BUDGET SUMMARY**

		FY 11 Adopted	FY 12 Plan	FY 12 Proposed
Personnel	\$	129,473	\$ 131,363	\$ 130,463
Operating		404,630	404,630	416,200
Received from Williamsburg		(94,536)	(94,871)	(95,119)
Total	\$	<u>439,567</u>	<u>\$ 441,122</u>	<u>\$ 451,544</u>

**PERSONNEL**

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

**BUDGET COMMENTS**

The County is the fiscal agent for the Courthouse and the City will pay for 17.4 percent of the operating costs under the terms of the contract. This budget reflects an increase for the custodial services contract and reflects a decrease in utility costs as a result of the purchase of a new chiller unit which is much more energy efficient.

**KEY WORKPLAN ITEMS**

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

**BUDGET SUMMARY**

		FY 10 Adopted		FY 12 Plan		FY 12 Proposed
Personnel	\$	651,668	\$	657,180	\$	654,151
Operating		49,880		49,880		49,900
Local Aid to State Government		20,594		20,594		20,600
Received from Williamsburg		(22,734)		(23,709)		(19,946)
Total	\$	<u>699,408</u>	\$	<u>703,945</u>	\$	<u>704,705</u>

**PERSONNEL**

Full-time Personnel	12	12	12
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Actual	FY 11 Adopted	FY 12 Projected
# Deed book recordings	35,672	31,814	35,000	35,000
# Civil cases	787	946	875	875
# Criminal cases	1,425	1,494	1,500	1,500

**BUDGET COMMENTS**

The City shares 17.4 percent of the cost of this office. Funding is provided for a continuation in the level of service.

**NET COUNTY FUNDING**

	FY 11 Budget		FY 12 Plan		FY 12 Proposed
Total Budget	\$ 699,408	\$	703,945	\$	704,705
State/Other Revenue	(610,019)		(610,019)		(610,019)
Net County Funding	<u>\$ 89,389</u>	\$	<u>93,926</u>	\$	<u>94,686</u>

**KEY WORKPLAN ITEMS**

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

**BUDGET SUMMARY**

	FY 11 Adopted	FY 12 Plan	FY 12 Proposed
Personnel	\$ 768,096	\$ 774,217	\$ 771,276
Operating	31,423	31,423	31,400
Local Aid to State Government	25,652	25,652	25,700
Other	32,540	32,540	32,500
Received from Williamsburg	(64,834)	(65,918)	(64,286)
Total	\$ <u>792,877</u>	\$ <u>797,914</u>	\$ <u>796,590</u>

**PERSONNEL**

Full-time Personnel	9	9	9
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**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Actual	FY 11 Adopted	FY 12 Proposed
# Cases handled by prosecutors	4,054	3,986	4,340	2,900
# Victims served by Victim Assistance	857	728	700	1,120
Hours of education provided	133	35	60	100

**BUDGET COMMENTS**

There are no locally funded positions in this State Constitutional office and the State provides for nine employees. The City of Williamsburg will pay 17.4 percent of the local cost of this Operating Budget based on the Courthouse agreement, and the FY 2012 budget has level funding.

**NET COUNTY FUNDING**

	FY 11 Budget	FY 12 Plan	FY 12 Proposed
Total Budget	\$ 792,877	\$ 797,914	\$ 796,590
State/Other Revenue	(491,415)	(491,415)	(491,415)
Net County Funding	\$ <u>301,462</u>	\$ <u>306,499</u>	\$ <u>305,175</u>

**KEY WORKPLAN ITEMS**

1. Serve civil processes such as court orders, subpoenas and writs of possession in accordance with legal procedures and requirements
2. Transport juveniles and adults safely to and from Court
3. Ensure courthouse and courtroom security

**BUDGET SUMMARY**

		<u>FY 11 Adopted</u>	<u>FY 12 Plan</u>	<u>FY 12 Proposed</u>
Personnel	\$	1,083,140	\$ 1,093,051	\$ 1,074,860
Operating		130,121	131,678	143,932
Capital		22,273	-	-
Local Aid to State Government		33,695	33,695	33,700
Received from Williamsburg		(77,250)	(77,763)	(79,763)
Total	\$	<u>1,191,979</u>	<u>\$ 1,180,661</u>	<u>\$ 1,172,729</u>

**PERSONNEL**

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

	<u>FY 09 Actual</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Proposed</u>
# Civil processes	26,811	26,946	26,500	26,500
# Staff days - Court days	1,274/666	1,273/759	1,300/675	1,300/675
# Inmate holdings Court - Adult and Juvenile	2,101	2,134	2,200	2,200

**BUDGET COMMENTS**

The City of Williamsburg pays for 17.4 percent of the local cost of this Office. The Sheriff also generates other court-related fees to help reduce overall local funding. This budget is reduced by a replacement vehicle that was funded in FY 2011. The Sheriff had requested some capital improvements that may be funded from the Courthouse Maintenance fund which is managed by the City of Williamsburg.

**NET COUNTY FUNDING**

		<u>FY 11 Budget</u>	<u>FY 12 Plan</u>	<u>FY 12 Proposed</u>
Total Budget	\$	1,191,979	\$ 1,180,661	\$ 1,172,729
State/Other Revenue		(832,788)	(819,084)	(794,084)
Net County Funding	\$	<u>359,191</u>	<u>\$ 361,577</u>	<u>\$ 378,645</u>

**DESCRIPTION OF SERVICES**

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

	FY 11 Adopted	FY 12 Plan	FY 12 Proposed
City/County Court Services Unit	\$ 91,770	\$ 91,770	\$ 95,350
Circuit Court	121,523	122,527	126,297
General District Court	46,500	42,714	46,752
Juvenile and Domestic Court	23,505	23,505	23,624
9th Judicial District Court Services	9,044	9,319	9,300
Magistrates	2,000	2,000	6,000
Total	\$ 294,342	\$ 291,835	\$ 307,323

**PERSONNEL**

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

The City of Williamsburg contributes 17.4 percent per the Courthouse agreement to the Juvenile and Domestic Relations Court; the General District Court; the Circuit Court with two locally funded positions included in the budget; and a 50/50 split for the Magistrates and the Court Services Unit. The 9th Judicial District Court Services office expenses are shared equally by eleven jurisdictions.

The Court Services Building was privately constructed adjacent to the new Courthouse in FY 2002. The County has entered into a lease agreement and the building houses the 9th Judicial District Court Services, City/County Court Services Unit, Mediation Services, and Colonial Community Corrections. Spending increases are attributable to increased lease costs and increased funding is provided for the Magistrates office to add an additional video conferencing station to help lessen the waiting time for Police officers.



**KEY WORKPLAN ITEMS**

1. Lead divisions to work collaboratively to achieve the County's mission, vision, values and priorities, oversee long and short term planning and ensure services are provided efficiently and effectively
2. Ensure a safe community for all citizens and visitors by providing a full range of police service provided by Uniform Patrol Division, Investigation Division, Community Service/Administration Division, Traffic Unit, Forensic/Property Evidence Unit, and SWAT Team
3. Patrol and respond to a projected 26,000 calls for service by providing coverage with 3 overlapping 9.5 hour shifts within 5 zones 24-hours a day and 7-days a week
4. Respond to and investigate a projected 1,800 traffic crashes
5. Provide school resource officers in high schools and middle schools
6. Utilize bike and marine patrols to supplement services provided to citizens and visitors
7. Participate in regional narcotic and federal violent crime/gang task forces
8. Provide all State-mandated police in-service training at County facilities as a satellite academy for the Hampton Roads Criminal Justice Training Academy and provide an average of 72 hours of job related training per officer, including 40 hours of state mandated categories
9. Deploy specialized teams for crimes against persons and property, child victim cases, narcotics offenses, economic and computer crimes, and sex offenses
10. Employ community policing efforts to work in partnership with the community to solve problems
11. Educate citizens about crime prevention and provide resources for citizens, civic groups, schools, businesses and neighborhood organizations to reduce crime and fear of crime in the community
12. Obtain at least \$200,000 in grant funding

**BUDGET SUMMARY**

		FY 11 Adopted		FY 12 Plan		FY 12 Proposed
Personnel	\$	7,095,535	\$	7,234,198	\$	7,298,717
Operating		662,925		662,346		754,400
Capital		367,579		354,950		381,000
Other		-		-		(9,781)
Total	\$	<u>8,126,039</u>	\$	<u>8,251,494</u>	\$	<u>8,424,336</u>

**PERSONNEL**

Full-time Personnel	98	98	98
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**PERFORMANCE MEASURES**

	<u>FY 09 Actual</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Proposed</u>
Average response time to high priority calls (min/sec)	6:36	7:10	<8:00	<8:00
% Crimes against persons cleared	71.8%	70%	>51%	>51%
% Property crimes cleared	29.9%	34%	>17%	>17%

**BUDGET COMMENTS**

The personnel budget reflects scheduled career ladder advancements and increased funding per the changed overtime policy for public safety and funding for the State provided Line of Duty Act benefit that the State passed the costs to the localities. Fuel expenses have been increased based on an increased per gallon rate. This budget also includes funding for 13 replacement vehicles in FY 2012 per the replacement schedule. Equipment maintenance expenses will increase in FY 2012 to provide funds for annual maintenance of the new electronic summons module and software licenses. Lease expenses currently being paid for office space in Norge, off-site storage near the Prime Outlets office and on-site storage at the LEC will decrease in FY 2012 after the opening of the new police building.

**KEY WORKPLAN ITEMS**

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

**BUDGET SUMMARY**

		<u>FY 11 Adopted</u>	<u>FY 12 Plan</u>	<u>FY 12 Proposed</u>
Personnel	\$	136,165	\$ 136,995	\$ 136,573
Operating		52,331	52,882	57,200
Capital		350	350	400
Billing to Users		(18,000)	(18,000)	(18,000)
Total	\$	<u>170,846</u>	<u>172,227</u>	<u>176,173</u>

**PERSONNEL**

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

	<u>FY 09 Actual</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Projected</u>
# Requests for service	3,162	2,970	3,000	3,050
# Animals impounded	558	570	560	565
% Dog license compliance	100%	75%	>75%	>75%

**BUDGET COMMENTS**

This budget provides for increased funding for an estimated share of expenses for the Heritage Humane Society, based on the County's contract for shared space and funding for the DEA license renewal fee.

**KEY WORKPLAN ITEMS**

1. Lead the divisions of Emergency Management and Emergency Communications to work collaboratively to achieve the County's mission, vision, values and priorities, oversee long and short term planning and ensure services are provided efficiently and effectively
2. Provide fire protection, prevention, emergency medical, and other emergency services from five stations strategically located throughout the County
3. Respond to a projected 8,950 calls for emergency response
4. Provide basic and advanced pre-hospital life support care to a projected 5,950 patients and hospital transportation for a projected 4,800 of those patients
5. Enforce the Fire Prevention Code through the Fire Marshal's Office, including conducting a projected 2,000 inspections
6. Investigate a projected 140 fire incidents, potential code violations, and firefighter candidate backgrounds
7. Complete a projected 24,000 hours of training to maintain and enhance emergency medical and firefighting skills at the Fire Training Center, fire stations, Tidewater Regional Fire Academy, and other facilities

**BUDGET SUMMARY**

		FY 11 Adopted		FY 12 Plan		FY 12 Proposed
Personnel	\$	8,621,159	\$	8,706,150	\$	8,634,660
Operating		568,065		554,524		648,900
Capital		103,679		255,635		258,200
other		(5,000)		(5,000)		(12,800)
Total	\$	<u>9,287,903</u>	\$	<u>9,511,309</u>	\$	<u>9,528,960</u>

**PERSONNEL**

Full-time Personnel	111	111	110
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**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Actual	FY 11 Adopted	FY 12 Proposed
# Calls for emergency medical services	5,276	5,456	5,450	6,100
Average response time for first arriving unit (all incidents) (new measure)	N/A	N/A	5:40	5:40
# Calls for fires and other emergencies (new measure)	2,969	3,029	2,800	2,850
# Training hours for career staff (new measure)	25,235	22,334	22,000	24,000
# Inspections for Fire Code enforcement (new measure)	1,155	2,037	2,000	2,000

***BUDGET COMMENTS***

The Fire and EMS budgets have been combined and FY 2011 has been restated for comparative purposes. Funding is provided for scheduled career ladder advancements, increases in overtime for the changed overtime policy, and for the State provided Line of Duty Act benefit where the State has passed the cost of this benefit to localities as an unfunded mandate. The decrease in full time salaries is accounted for by retirements that occurred in FY 2011 and the transfer of the Fire Safety Instructor from this budget to Emergency Management. Increased funding is provided for fuel costs associated with the volunteer equipment that was added to County maintenance. Capital expenses include replacement firefighting equipment, two replacement vehicles and replacement equipment for the rescue boat.

**KEY WORKPLAN ITEMS**

1. Coordinate the County's emergency preparedness, response, and recovery responsibilities
2. Review and update County emergency plans and assist in updating regional plans such as the Peninsula Hazardous Materials Plan and the Peninsula Hazard Mitigation Plan
3. Educate citizens about hazards, risks, and ways to prepare for and recover from emergencies
4. Provide comprehensive Community Emergency Response Team (CERT) courses for a projected 50 citizens
5. Maintain the Emergency Operations Center, mobile command center, and dedicated equipment and appropriate technologies to ensure response capabilities
6. Conduct and participate in local, regional, State and federal emergency training and exercises
7. Educate citizens about fire safety through programs and materials targeted at elementary school children, adults, persons with disabilities, and seniors
8. Use JCC Alert (jccalert.org) to deliver emergency alerts, notifications, and updates to citizens through devices including e-mail, text message, pager, and telephone

**BUDGET SUMMARY**

		FY 11 Adopted		FY 12 Plan		FY 12 Proposed
Personnel	\$	149,253	\$	150,472	\$	225,328
Operating		100,094		97,335		97,300
Capital		275		0		0
Total	\$	<u>249,622</u>	\$	<u>247,807</u>	\$	<u>322,628</u>

**PERSONNEL**

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

	FY 09 Actual	FY 10 Actual	FY 11 Adopted	FY 12 Proposed
# Test of emergency operations system	36	56	36	36
# Public educational presentations on emergency preparedness/fire safety	34	30	15	20
# Citizens trained in comprehensive CERT course (new measure)	50	44	60	60
# Fire safety programs conducted in WJCC schools (new measure)	46	161	125	125

**BUDGET COMMENTS**

This budget reflects a position transferred from the Fire Department so that the entire Public Education Program budget is now reflected in this budget.

**KEY WORKPLAN ITEMS**

1. Provide 911 emergency contact services
2. Answer a projected 147,100 emergency and non-emergency calls for service and dispatch a projected 73,175 calls for service for Police and Fire/EMS
3. Coordinate the response of County and regional emergency responders throughout incidents
4. Provide emergency medical direction such as CPR and childbirth assistance
5. Jointly operate regional radio system with York and Gloucester counties supporting area localities, public safety departments, schools, service authorities, transportation agencies, and the regional jail
6. Update national database with information about a projected 3,800 wanted or missing people and missing or stolen property
7. Prepare for emergencies by participating in National Weather Service and Surry Power Plant exercises
8. Educate citizens by providing tours and lectures

**BUDGET SUMMARY**

		FY 11 Adopted		FY 12 Plan		FY 12 Proposed
Personnel	\$	1,643,641	\$	1,661,023	\$	1,652,282
Operating		1,171,415		1,199,352		1,272,100
Capital		9,155		6,155		6,200
Credits/Other		(404,057)		(404,057)		(444,527)
Total	\$	<u>2,420,154</u>	\$	<u>2,462,473</u>	\$	<u>2,486,055</u>

**PERSONNEL**

Full-time Personnel	26	26	26
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**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Actual	FY 11 Adopted	FY 12 Proposed
# E-911 land line calls received	13,962	12,397	14,250	11,750
# Wireless 911 calls received	15,014	16,701	15,900	17,350
# Other dispatch calls received (new measure)	123,961	121,553	120,000	118,000
# Emergency calls dispatched - Fire/EMS (new measure)	8,747	9,059	9,400	9,600
# Emergency calls dispatched - Police (new measure)	63,084	61,103	62,325	63,575

**BUDGET COMMENTS**

This budget includes increased costs associated with the contract for maintenance for the regional radio system.

**KEY WORKPLAN ITEMS**

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

**BUDGET SUMMARY**

		FY 11 Adopted		FY 12 Plan		FY 12 Proposed
Personnel	\$	771,378	\$	778,948	\$	743,912
Operating		292,200		294,500		294,300
Local Aid to State Government		9,517		9,517		9,600
Credits/Other		(17,360)		(17,360)		(19,473)
Total	\$	<u>1,055,735</u>	\$	<u>1,065,605</u>	\$	<u>1,028,339</u>

**PERSONNEL**

Full-time Personnel	12	12	11
Part-time Personnel	0	0	1

**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Actual	FY 11 Adopted	FY 12 Proposed
# Real Estate tax payments processed	66,264	70,040	67,535	69,561
# Personal Property payments processed	146,684	143,487	153,189	157,785
# Business licenses payments processed	6,183	5,454	6,386	6,578

**BUDGET COMMENTS**

This budget reflects the change in a position from full-time status to part-time status. Some additional temporary hours have been added for assistance during peak payment times in June and December.

**NET COUNTY FUNDING**

		FY 11 Budget		FY 12 Plan		FY 12 Proposed
Total Budget	\$	1,055,735	\$	1,065,605	\$	1,028,339
State/Other Revenue		(156,297)		(156,297)		(156,297)
Net County Funding	\$	<u>899,438</u>	\$	<u>909,308</u>	\$	<u>872,042</u>



**KEY WORKPLAN ITEMS**

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

**BUDGET SUMMARY**

		FY 11 Adopted		FY 12 Plan		FY 12 Proposed
Personnel	\$	646,212	\$	653,171	\$	649,680
Operating		37,810		37,810		37,900
Local Aid to State Government		9,050		9,050		9,100
Total	\$	<u>693,072</u>	\$	<u>700,031</u>	\$	<u>696,680</u>

**PERSONNEL**

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

	FY 09 Actual	FY 10 Actual	FY 11 Adopted	FY 12 Proposed
# Income tax returns processed	7,247	6,061	7,000	6,061
# Business licenses processed	6,446	6,091	6,200	6,200
# Personal property assessments	86,963	89,029	90,000	95,000

**BUDGET COMMENTS**

Level funding is reflected in this budget.

**NET COUNTY FUNDING**

		FY 11 Budget		FY 12 Plan		FY 12 Proposed
Total Budget	\$	693,072	\$	700,031	\$	696,680
State/Other Revenue		(158,019)		(158,019)		(158,019)
Net County Funding	\$	<u>535,053</u>	\$	<u>542,012</u>	\$	<u>538,661</u>

**KEY WORKPLAN ITEMS**

1. Lead the divisions of Accounting, Purchasing, Real Estate Assessments and Information Resources Management to work collaboratively to achieve the County's mission, vision, values and priorities, oversee long and short term planning and ensure services are provided efficiently and effectively
2. Provide financial planning and capital financing advice to the County Administrator and the Board and manage financial policies and procedures to maintain highest bond rating available
3. Prepare annual operating budget for the County's general fund, special revenue funds and multi-year capital improvement program
4. Evaluate capital financing options and provide those alternatives to the County Administrator with recommendations
5. Review County insurance coverage and limits to manage risk
6. Respond to initial insurance claims within 24 hours of receipt
7. Reduce risk through onsite evaluation, safety procedure review and training
8. Provide in-house mail and courier services

**BUDGET SUMMARY**

	FY 11 Adopted	FY 12 Plan	FY 12 Proposed
Personnel	\$ 612,096	\$ 617,510	\$ 556,599
Operating	436,462	336,962	338,000
Other	(82,616)	(82,616)	(82,616)
Total	\$ <u>965,942</u>	\$ <u>871,856</u>	\$ <u>811,983</u>

**PERSONNEL**

Full-time Personnel	7	7	6
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**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Actual	FY 11 Adopted	FY 12 Proposed
Worker's Compensation experience modifier	.66	.72	.63	.65
Total cost of risk as a % of total budget	.16	.15	.15	.14
Rating issued by Standard and Poor's	AA+	AA+	AA+	AAA

**BUDGET COMMENTS**

This budget provides for the County's property and liability insurance coverages and annual audit services of financial statements. This budget includes the reallocation of a position to the Purchasing office to handle the increased workload associated with the provision of procurement services to the School Division as part of a shared services agreement.

**KEY WORKPLAN ITEMS**

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

**BUDGET SUMMARY**

		FY 11 Adopted		FY 12 Plan		FY 12 Proposed
Personnel	\$	487,087	\$	492,801	\$	472,825
Operating		21,268		24,268		24,400
Received from JCSA, etc.		(358,029)		(358,029)		(372,431)
Total	\$	<u>150,326</u>	\$	<u>159,040</u>		<u>124,794</u>

**PERSONNEL**

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

	FY 09 Actual	FY 10 Actual	FY 11 Adopted	FY 12 Proposed
# Invoices processed	27,375	24,949	25,500	25,500
# Payroll checks issued	31,305	30,608	31,000	31,000
# Purchasing card transactions	16,876	15,294	15,000	15,500

**BUDGET COMMENTS**

This Division charges for its services to the Service Authority, Regional Jail, Williamsburg Area Transit Authority, Colonial Community Corrections and Regional Juvenile Detention facility. This Division also provides fiscal agent services to the Olde Towne Medical Center and the County's Economic Development Authority. Staff turnover accounts for overall reduced funding.

**KEY WORKPLAN ITEMS**

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

**BUDGET SUMMARY**

		FY 11 Adopted	FY 12 Plan	FY 12 Proposed
Personnel	\$	257,193	\$ 258,819	\$ 333,634
Operating		9,700	9,700	12,600
Total	\$	<u>266,893</u>	<u>\$ 268,519</u>	<u>\$ 346,234</u>

**PERSONNEL**

Full-time Personnel	3	3	4
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**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Actual	FY 11 Adopted	FY 12 Proposed
Solicitations processed (new measure)				134
% Total spent via Purchasing Card (new measure)				18%

**BUDGET COMMENTS**

This Division provides procurement services to the School Division as part of a shared services agreement and a position has been reallocated from the Financial and Management Services department to address the increased workload.

**KEY WORKPLAN ITEMS**

1. Assess new and current property at market value to determine real estate tax revenue
2. Provide property information such as sales, maps and values
3. Review and respond to property assessment inquiries
4. Assign addresses and property identification numbers and update records
5. Update property information to reflect transfers, name changes, wills, subdivisions, declarations, and other legal documents recorded at the County Clerk's Office
6. Update data layers for the County's geographic information system
7. Implement system that captures three dimensional aerial images
8. Provide administrative support to the James City County Board of Equalization

**BUDGET SUMMARY**

		FY 11 Adopted		FY 12 Plan		FY 12 Proposed
Personnel	\$	669,790	\$	675,266	\$	575,074
Operating		79,633		86,833		92,600
Total	\$	<u>749,423</u>	\$	<u>762,099</u>	\$	<u>667,674</u>

**PERSONNEL**

Full-time Personnel	10	10	9
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**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Actual	FY 11 Adopted	FY 12 Proposed
# Parcels assessed	31,172	31,718	32,000	32,200
# Property transfers updated	2,336	2,397	3,000	2,900
% Appeals versus notices sent	5%	10%	5%	5%

**BUDGET COMMENTS**

This budget reflects the reallocation of a position during FY 2011 to the Information Resources Management division based on resource need. The increase in expenses from FY 2011 to FY 2012 corresponds to reassessment notices that will go out that year.

**KEY WORKPLAN ITEMS**

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

**BUDGET SUMMARY**

		FY 11 Adopted		FY 12 Plan		FY 12 Proposed
Personnel	\$	1,575,776	\$	1,587,125	\$	1,662,561
Operating		577,192		622,462		577,300
Capital		125,000		164,000		214,000
Billings to Users		(264,318)		(264,318)		(259,547)
Total	\$	<u>2,013,650</u>	\$	<u>2,109,269</u>	\$	<u>2,194,314</u>

**PERSONNEL**

Full-time Personnel	20	20	21
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**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Actual	FY 11 Adopted	FY 12 Proposed
# Documents managed (Publications Management)	5,908	7,001	6,550	6,550
# Documents scanned/inspected/filmed (Records Management)	373,010	221,030	300,000	220,000
# Requests/programming completed (Telecommunications)	504	599	500	500
# Help desk requests (IT)	3,053	3,984	4,000	4,000

**BUDGET COMMENTS**

This budget includes reallocation of a position in FY 2011 from Real Estate Assessments to a Programmer/Analyst position to assist in the growing need for information systems programming assistance. Funding is also provided for a rolling file system for Records retention storage.

**KEY WORKPLAN ITEMS**

1. Lead the divisions of Planning, Building Safety and Permits, Engineering and Site Development, and Zoning Enforcement in achieving the County's mission, vision, values and priorities, coordinate long and short term planning, and ensure services are provided efficiently and effectively
2. Perform Development Management Report Card and Customer Service Survey
3. Pursue any funding and grant opportunities available for transportation projects to include studies, design, construction and maintenance

**BUDGET SUMMARY**

		FY 11 Adopted		FY 12 Plan		FY 12 Proposed
Personnel	\$	224,202	\$	226,918	\$	225,001
Operating		12,804		12,804		27,000
Total	\$	<u>237,006</u>	\$	<u>239,722</u>	\$	<u>252,001</u>

**PERSONNEL**

Full-time Personnel	2.5	2.5	2.5
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**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Actual	FY 11 Adopted	FY 12 Proposed
Maintain overall customer service satisfaction grade B	B	B	new	B

**BUDGET COMMENTS**

This budget includes funding for consultant services to perform various intersection analyses to identify the scope of work that will include: traffic data, lane length, intersection alignment, and cost. This will help the County establish priorities for congestion management and is needed to seek Federal Congestion, Mitigation and Air Quality (CMAQ) funds from the Transportation Planning Organization (TPO) for improvements.

**KEY WORKPLAN ITEMS**

1. Improve the community's quality of life by recommending sound land use strategies, encouraging development that preserves the County's character, and ensuring community growth through balanced development practices
2. Review and provide comment to applicants on site plan and subdivision applications within 30 days of submission to ensure that the proposed applications meet the Subdivision and Zoning Ordinances
3. Provide yearly progress updates on the Goals, Strategies, and Actions as guided by the Comprehensive Plan's implementation schedule, in coordination with the specified stakeholders
4. Research and make recommendations associated with the Zoning Ordinance and Subdivision Ordinance update for Board of Supervisors review and adoption in accordance with the approved methodology and the Comprehensive Plan
5. Review applications for Rezoning and Special Use Permits in accordance with the Comprehensive Plan and make recommendations for projects that require approvals from County Boards and Commissions
6. Prepare for regional update of Comprehensive Plans by participating in three public input forums and jointly studying transportation and other issues with regional impact
7. Educate citizens about current development cases and long-range planning topics through civic group presentations, public input forums, and community outreach events

**BUDGET SUMMARY**

		FY 11 Adopted		FY 12 Plan		FY 12 Proposed
Personnel	\$	835,654	\$	1,134,910	\$	780,984
Operating		195,294		125,834		177,600
Total	\$	<u>1,030,948</u>	\$	<u>1,260,744</u>	\$	<u>958,584</u>

**PERSONNEL**

Full-time Personnel	12.5	15.5	10.5
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Actual	FY 11 Adopted	FY 12 Proposed
% Site plan & subdivision applications responded to within 30 days	100%	100%	100%	95%

**BUDGET COMMENTS**

This budget includes funding for consultants for the Zoning Ordinance Update and reflects the transfer in FY 2011 of a position to the Office of Economic Development and a position to Zoning Enforcement. Zoning Enforcement activities had previously been included in this division and have now been separated and FY 2011 figures have been split for comparative purposes.



**KEY WORKPLAN ITEMS**

1. Review rezoning cases, special use permits, site plan and subdivisions for development activities according to the Zoning Ordinance and relevant proffers and conditions within 10 business days
2. Ensure enforcement of relevant sections of the County Code and Zoning Ordinance
3. Maintain tracking of completion of special use permit's conditions and rezoning proffers
4. Respond with inspection and follow-up contact to zoning and code violations
5. Review and comment on applications for variances, building and sign permits
6. Assist Board of Zoning Appeals with research and compilation of case information in preparation for hearing

**BUDGET SUMMARY**

	FY 11 Adopted	FY 12 Plan	FY 12 Proposed
Personnel	\$ 282,788	\$ -	\$ 287,535
Operating	7,930	-	15,300
Total	<u>\$ 290,718</u>	<u>\$ -</u>	<u>\$ 302,835</u>

**PERSONNEL**

Full-time Personnel	3	-	4
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**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Actual	FY 11 Adopted	FY 12 Proposed
% Zoning and proffer violations resolved within six months of initial violation	75%	84%	95%	90%
% Building permits returned to Code Compliance within 5 days of receipt	100%	100%	100%	100%

**BUDGET COMMENTS**

This budget had previously been included within the Planning division; however, FY 2011 amounts have been extracted to provide comparative figures. It also reflects the transfer of a position assigned to Planning functions to an additional Zoning Officer. In FY 2012, the division will become more proactive in addressing issues before they become problems.

**KEY WORKPLAN ITEMS**

1. Protect air, land, riparian, soil, waterway and wetland resources as required by established ordinances, programs and policies such as the Chesapeake Bay Preservation Ordinance
2. Review and comment within 45 days on erosion and sediment control, drainage, and stormwater management plans to ensure compliance with established local and state minimum design standards
3. Monitor active project and single-family construction sites to ensure that erosion and sedimentation is being managed
4. Educate citizens about protecting the health of our environment including the purpose of the Bay Act program and watershed planning
5. Review and respond to applications for land disturbing and clearing permits within 7 days
6. Investigate reports of unauthorized erosion and sediment control and Chesapeake Bay activities within 2 days
7. Review and respond to requests for perennial stream and Resource Protection Areas determinations within 7 days

**BUDGET SUMMARY**

	FY 11 Adopted	FY 12 Plan	FY 12 Proposed
Personnel	\$ 852,693	\$ 862,477	\$ 946,476
Operating	31,287	30,862	32,700
Total	\$ <u>883,980</u>	\$ <u>893,339</u>	\$ <u>979,176</u>

**PERSONNEL**

Full-time Personnel	12	12	13
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**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Actual	FY 11 Adopted	FY 12 Proposed
% of Erosion & Sediment, Drainage and Stormwater Plans reviewed within 30 days of receipt	96.3%	97.6%	98%	90%
% of Erosion & Sediment, Drainage and Stormwater Plans reviewed within 21 days of receipt	82.5%	88%	80%	80%

**BUDGET COMMENTS**

This budget reflects the transfer in FY 2011 of an engineer from the stormwater division and the consolidation of all watershed planning, new floodplain studies, private development inspections, dam safety, sidewalks and private street certification under this division.

**KEY WORKPLAN ITEMS**

1. Administer and enforce the Virginia Uniform Statewide Building Codes to protect health, safety and welfare of citizens
2. Review residential and commercial building permit applications and associated plans to ensure compliance with building codes
3. Conduct required building inspections and issue Certificate of Occupancy
4. Respond by conducting a field investigation and preparing a formal notice of violation for to building code violations within 3 business days
5. Assist customers in answering questions related to building code issues in an efficient manner, providing appropriate code research quickly in order to support the citizen's project goals
6. Educate citizens and provide prompt responses to unique and newly adopted building code requirements, through in office staff support for walk-in customers, email and phone inquiries, and daily e-subscribe mailings

**BUDGET SUMMARY**

	FY 11 Adopted	FY 12 Plan	FY 12 Proposed
Personnel	\$ 887,524	\$ 894,892	\$ 926,917
Operating	56,858	57,578	56,100
Capital	-	-	500
Total	\$ <u>944,382</u>	\$ <u>952,470</u>	\$ <u>983,517</u>

**PERSONNEL**

Full-time Personnel	13	13	13
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Actual	FY 11 Adopted	FY 12 Proposed
# Inspections performed	27,122	27,192	20,116	28,000
# Building permits issued	6,453	5,911	4,789	6,400
% Residential plans returned within 5 working days	95%	99%	98%	95%

**BUDGET COMMENTS**

This division has been renamed from Code Compliance to be more descriptive of its role and the benefits to the community. The services to the community remain the same. Temporary hours have been added for plan review purposes.

**KEY WORKPLAN ITEMS**

1. Lead the divisions of Facilities Maintenance, Grounds Maintenance, Fleet and Equipment, Stormwater and Solid Waste Management in achieving the County's mission, vision, values and priorities, coordinate long and short term planning, and ensure services are provided efficiently and effectively
2. Develop work plans, schedules, budgets and status reports to ensure projects are on budget and on time
3. Oversee value engineering review and incorporate cost savings
4. Manage project construction contracts to meet specifications

**BUDGET SUMMARY**

		FY 11 Adopted		FY 12 Plan		FY 12 Proposed
Personnel	\$	580,305	\$	584,540	\$	709,463
Operating		438,650		442,650		493,640
Total	\$	<u>1,018,955</u>	\$	<u>1,027,190</u>	\$	<u>1,203,103</u>

**PERSONNEL**

Full-time Personnel	5.5	5.5	7.0
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**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Actual	FY 11 Adopted	FY 12 Proposed
% Capital Projects on budget on time	100%	89%	90%	90%

**BUDGET COMMENTS**

This budget reflects the transfer in FY 2011 from the Stormwater Division of one half of a full-time engineer position and one inspector position to show the consolidation of all construction and inspections, including erosion and sediment control, of County projects and infrastructure, including stormwater projects, the responsibility of General and Capital Services. Funding is also provided for an anticipated increase in utility costs and the replacement of streetlights along Ironbound Road.

**KEY WORKPLAN ITEMS**

1. Maintain facilities, totaling 479,608 square feet, to ensure cleanliness and safety
2. Reduce County electricity and natural gas energy usage in County buildings
3. Repair and perform scheduled preventative maintenance to extend the life of facility HVAC, electrical, and building components
4. Provide staff with training in building automation, sustainability and energy reduction

**BUDGET SUMMARY**

		FY 11 Adopted		FY 12 Plan		FY 12 Proposed
Personnel	\$	1,011,043	\$	1,023,753	\$	1,002,212
Operating		1,229,489		1,460,394		1,767,500
Capital		131,150		129,300		129,300
Billing of Joint Activities		(185,365)		(185,365)		(185,365)
Total	\$	<u>2,186,317</u>	\$	<u>2,428,082</u>	\$	<u>2,713,647</u>

**PERSONNEL**

Full-time Personnel	17	17	17
Part-time Personnel	6	6	6

**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Actual	FY 11 Adopted	FY 12 Proposed
% of Facilities maintenance job orders completed by date customer requested	75%	81%	80%	80%

**BUDGET COMMENTS**

Utilities from Parks and Recreation facilities have been moved to this budget. Most increases in operational line items are due to costs associated with the opening of the new Police building and the Norge Depot, including utility increases, supplies and a new floor scrubber.

**KEY WORKPLAN ITEMS**

1. Maintain 454 acres of public grounds including schools, facilities and roadways to provide a safe, pleasant environment, including the new facilities at the Police Headquarters, 2 new schools, Norge Depot, and expanded Greensprings trail
2. Maintain 100 acres of athletic facilities to provide a safe, pleasant environment for outdoor activities
3. Maintain 45 County owned stormwater maintenance facilities under enhanced procedures, in compliance with the Municipalities with Separate Storm Sewer Systems (MS4) permit

**BUDGET SUMMARY**

		FY 11 Adopted		FY 12 Plan		FY 12 Proposed
Personnel	\$	972,448	\$	945,434	\$	971,264
Operating		288,923		288,923		317,000
Capital		90,000		73,000		73,000
Billing of Joint Activities		(139,717)		(139,717)		(142,323)
Total	\$	<u>1,211,654</u>	\$	<u>1,167,640</u>	\$	<u>1,218,941</u>

**PERSONNEL**

Full-time Personnel	22	21	22
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Actual	FY 11 Adopted	FY 12 Proposed
% of Grounds Maintenance job orders completed by date customer requested	91%	90%	90%	85%

**BUDGET COMMENTS**

This budget includes funding for field maintenance associated with top dressing needs at the seven synthetic fields at the Warhill Sports Complex. Motor fuel costs have also been increased based on anticipated per gallon cost increases.

**KEY WORKPLAN ITEMS**

1. Maintain about 900 vehicles and pieces of equipment, including 6 additional vehicles from Fire Station 1
2. Perform preventative maintenance on vehicles and equipment to extend longevity
3. Track equipment downtime to establish equipment availability goals for public safety and emergency response
4. Adopt methods to reduce petroleum consumption in County Fleet

**BUDGET SUMMARY**

		<u>FY 11 Adopted</u>	<u>FY 12 Plan</u>	<u>FY 12 Proposed</u>
Personnel	\$	489,754	\$ 480,343	\$ 527,214
Operating		81,753	81,453	87,300
Other		233,570	216,350	240,000
Total	\$	<u>805,077</u>	<u>\$ 778,146</u>	<u>\$ 854,514</u>

**PERSONNEL**

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

	<u>FY 09 Actual</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Projected</u>
# Work orders completed	2,957	3,025	2,850	3,400
% of Work orders completed within 72 hours	62%	67%	60%	70%

**BUDGET COMMENTS**

This budget reflects a full year of costs associated with the repair and maintenance of the Volunteer Fire and EMS equipment from Fire Station 1 in Toano.

**KEY WORKPLAN ITEMS**

1. Manage the County's state stormwater permit activities
2. Ensure that at least 90% of publically and privately owned stormwater management facilities are adequately maintained and structurally sound in accordance with approved plans
3. Educate citizens about stormwater management and related water quality, health and safety issues
4. Work with volunteers to protect and improve County waterways
5. Collect and evaluate water quality data and publish an annual report to citizens
6. Respond to a projected 120 citizen requests within two business days and resolve appropriately
7. Develop annual stormwater capital improvement and maintenance program including an inventory of needed improvements

**BUDGET SUMMARY**

	FY 11 Adopted	FY 12 Plan	FY 12 Proposed
Personnel	\$ 481,225	\$ 486,467	\$ 317,291
Operating	161,597	173,382	159,400
Total	<u>\$ 642,822</u>	<u>\$ 659,849</u>	<u>\$ 476,691</u>

**PERSONNEL**

Full-time Personnel	6.5	6.5	4.0
Part-time Personnel	0	0	1

**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Actual	FY 11 Adopted	FY 12 Proposed
% Stormwater management facilities maintained			New	90%
# Citizens served through programs			New	1,000
% Citizen requests responded to within 48 hours			New	85%

**BUDGET COMMENTS**

This budget reflects the changes made in FY 2011 which include the consolidation of public outreach activities related to water quality and flooding including the reallocation of a part time position. The division will continue to manage all stormwater permit activities, stormwater management facilities and stormwater capital improvement and maintenance programs. Inspections of public stormwater construction projects and stormwater construction activities have been moved to the General and Capital Services Department with one inspection position and a .5 engineer position. An additional engineer has been moved to the Division of Engineering and Site Development for consolidation of all watershed planning, new floodplain studies and dam safety duties.



**KEY WORKPLAN ITEMS**

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

**BUDGET SUMMARY**

		FY 11 Adopted		FY 12 Plan		FY 12 Proposed
Personnel	\$	367,937	\$	372,539	\$	344,046
Operating		1,237,130		1,249,498		1,299,500
User Fees		(208,325)		(208,325)		(188,325)
Total	\$	<u>1,396,742</u>	\$	<u>1,413,712</u>	\$	<u>1,455,221</u>

**PERSONNEL**

Full-time Personnel	6	6	6
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Actual	FY 11 Adopted	FY 12 Proposed
Tons of white goods and scrap metal recycled	257	193	250	275
% of Households in curbside recycling	91%	88%	90%	90%
Tons of Household recycling	6,408	6,204	6,200	6,250

**BUDGET COMMENTS**

This budget includes funding for one curbside leaf collection program service and costs associated with adding all currently unserved neighborhoods to the curbside recycling program.

**KEY WORKPLAN ITEMS**

1. Serve as second location for services such as collecting taxes and fees for the Treasurer's office, registering and collecting fees for parks and recreation classes and programs, registering vehicles/businesses and collecting fees for the Commissioner of the Revenue, Issuing building/accessory permits and collecting fees for Building Safety and Permits, collecting water/sewer payments and setting up new accounts, and registering new citizens as voters
2. Operate as DMV Select Site to provide vehicle services such as vehicle titles and registrations, renewals, issuing license plates, and issuing handicapped parking placards

**BUDGET SUMMARY**

		FY 11 Adopted		FY 12 Plan		FY 12 Proposed
Personnel	\$	183,432	\$	185,340	\$	184,332
Operating		8,728		8,973		7,800
Capital		-		-		2,700
Total	\$	<u>192,160</u>	\$	<u>194,313</u>	\$	<u>194,832</u>

**PERSONNEL**

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

**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Actual	FY 11 Adopted	FY 12 Proposed
Parks & Recreation transactions completed correctly	83%	95%	90%	90%
% Customer satisfaction	87%	90%	95%	95%
% Release of DMV stops/liens/set-off debt	90%	95%	95%	95%

**BUDGET COMMENTS**

The County receives a portion of the DMV revenues collected at the Satellite Office that offsets 23% of the operating costs. Funding is provided for the purchase of receipt printers and other operational equipment need to allow all windows at the Satellite Office to complete both County and DMV transactions. Cost savings were achieved with a new armored car service.

**KEY WORKPLAN ITEMS**

1. Educate citizens about healthy behaviors among youth and families utilizing a minimum of two research-based curricula and a minimum of 200 participants
2. Engage youth in 4-H science, engineering, and technology programming for a minimum of six hours in at least one community club, two specialty camps, and two school enrichment programs with a minimum of 400 participants
3. Recruit and retain volunteers through a volunteer events/activities, annual training workshop, and volunteer recognition program
4. Increase knowledge, skills, and adoption of sound water quality practices based on research-based curricula with a minimum of 400 participants

**BUDGET SUMMARY**

	FY 11 Adopted	FY 12 Plan	FY 12 Proposed
Personnel	\$ 40,861	\$ 40,861	\$ 41,076
Operating	8,000	8,000	8,000
Total	<u>\$ 48,861</u>	<u>\$ 48,861</u>	<u>\$ 49,076</u>

**PERSONNEL**

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

	FY 09 Actual	FY 10 Actual	FY 11 Adopted	FY 12 Proposed
# Youth provided with education programs that increase citizenship, leadership and life skills	4,642	1,628	1,800	2,000
# Citizens receiving financial instruction	64	93	115	115
# Green industry professionals trained in environmental horticulture practices	26	3	65	65

**BUDGET COMMENTS**

This budget reflects level funding and personnel expense adjustments based on reimbursements made to the State.

**KEY WORKPLAN ITEMS**

1. Operate 18 parks and 5 swimming pools at 3 locations to provide diverse recreational opportunities
2. Operate 39 miles of walking/ biking trails that support active lifestyles and alternative transportation methods
3. Provide more than 2,000 leisure programs for all ages to include sports, before and after school, swimming, creative arts, and fitness
4. Manage two community centers that house programs, fitness opportunities, and community meeting space
5. Ensure facilities and programs are accessible and affordable to the public through a scholarship program, free times, and affordable fees
6. Preserve and interpret the County's rich history found at Freedom Park
7. Increase neighborhood and school connectivity through the completion of the Powhatan Creek Trail

**BUDGET SUMMARY**

		FY 11 Adopted		FY 12 Plan		FY 12 Proposed
Personnel	\$	4,217,686	\$	4,249,459	\$	4,157,292
Operating		1,003,115		1,000,757		681,200
Capital		79,685		64,085		68,200
Total	\$	<u>5,300,486</u>	\$	<u>5,314,301</u>	\$	<u>4,906,692</u>

**PERSONNEL**

Full-time Personnel	48	48	49
Part-time Personnel	16	16	14

**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Actual	FY 11 Adopted	FY 12 Proposed
# Programs offered	2,679	2,589	New	2,400
# Households receiving financial aid	148	112	New	140
Total attendance	2,144,333	2,128,957	New	2,150,000

**BUDGET COMMENTS**

Utility costs have been moved to the Facilities Maintenance division. One full-time position has been reallocated to this division for the special needs population, while part-time and temporary hours have been eliminated. Hours have also been reallocated within the division for Senior Programming needs.

**NET COUNTY FUNDING**

	FY 11 Adopted	FY 12 Plan	FY 12 Proposed
Total Budget	\$ 5,300,486	\$ 5,314,301	\$ 4,906,692
Recreation User Fees	<u>(2,901,221)</u>	<u>(2,901,221)</u>	<u>(2,496,088)</u>
Net County Funding	\$ <u>2,399,265</u>	\$ <u>2,413,080</u>	\$ <u>2,410,604</u>

**DESCRIPTION OF SERVICES**

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

**BUDGET SUMMARY**

	FY 11 Adopted	FY 12 Plan	FY 12 Proposed
<b><u>From Room Tax Proceeds:</u></b>			
Williamsburg Convention/Visitors Bureau - \$2 tax	\$ 675,000	\$ 675,000	\$ 700,000
Williamsburg Area Chamber and Tourism Alliance	875,000	875,000	650,000
Historic Triangle Regional Collaborative	7,000	7,000	6,650
Jamestown-Yorktown Foundation	100,000	100,000	71,000
Historic Jamestowne	75,000	75,000	62,350
Regional Air Service Enhancement Fund	13,000	13,000	0
Virginia Arts Festival	10,000	10,000	10,000
	<u>\$ 1,755,000</u>	<u>\$ 1,755,000</u>	<u>\$ 1,500,000</u>
<b><u>Community Services Agencies:</u></b>			
Community Action Agency (CAA)	\$ 62,720	\$ 62,720	\$ 62,720
AVALON Task Force for Battered Women	49,500	49,500	49,500
Housing Partnership, Inc.	60,000	60,000	60,000
Historic Triangle Senior Center	34,450	34,450	13,500
Child Development Resources (CDR)	6,500	6,500	6,500
Hospice of Williamsburg	9,000	9,000	9,000
United Way of Greater Williamsburg	19,000	19,000	19,000
Court-Appointed Special Advocates (CASA)	17,100	17,100	17,100
Big Brothers/Big Sisters	6,979	6,979	0
Peninsula Agency on Aging	8,511	8,511	8,511
Peninsula Center – Independent Living	4,500	4,500	4,500
Williamsburg AIDS Network	3,000	3,000	0
Williamsburg Meals on Wheels	7,350	7,350	7,350
Historic Triangle Community Services Center	15,000	15,000	15,000
Rita Welsh Adult Skills Program	3,600	3,600	3,600
Williamsburg Faith in Action	17,500	17,500	17,500
	<u>\$ 324,710</u>	<u>\$ 324,710</u>	<u>\$ 293,781</u>
<b><u>Business and Regional Associations:</u></b>			
Hampton Roads Military & Fed Facilities Alliance	\$ 27,672	\$ 27,672	\$ 24,905
Peninsula Council for Workforce Development	28,306	28,306	28,306
Crossroads Group	3,000	3,000	0
Hampton Roads Partnership (HRP)	5,120	5,120	5,120
Virginia High Speed Rail Development	500	500	0
Peninsula Chamber of Commerce	1,000	1,000	0
Commission on Homelessness	13,961	13,961	13,961
NASA Aeronautics Support Team	0	0	1,000
	<u>\$ 79,559</u>	<u>\$ 79,559</u>	<u>\$ 73,292</u>

**BUDGET SUMMARY, Continued**

	FY 11 Adopted	FY 12 Plan	FY 12 Proposed
<b><u>Educational/Environmental:</u></b>			
Thomas Nelson Community College	\$ 97,368	\$ 97,368	\$ 97,368
Hampton Roads Planning District Commission	98,606	98,606	96,311
Williamsburg Arts Commission	55,000	55,000	55,000
Colonial Soil & Water Conservation District	8,820	8,820	0
Jamestown 4-H Center	3,000	3,000	3,000
Williamsburg Land Conservancy	500	500	1,000
	<u>\$ 263,294</u>	<u>\$ 263,294</u>	<u>\$ 252,679</u>
<b><u>Public Safety:</u></b>			
JCC Volunteer Rescue Squad	\$ 25,000	\$ 50,000	\$ 25,000
James City - Bruton Volunteer Fire Department	92,750	92,750	81,000
JCB Volunteer Fire Capital Campaign	25,000	0	20,000
Peninsula Emergency Medical Council	4,810	4,810	6,374
State Forestry Service	4,855	4,855	4,855
High School After Prom Events	900	900	600
Med Flight Program	100	100	300
	<u>\$ 153,415</u>	<u>\$ 153,415</u>	<u>\$ 138,129</u>
Total	<u>\$ 2,575,978</u>	<u>\$ 2,575,978</u>	<u>\$ 2,257,881</u>

**BUDGET COMMENTS**

**Room tax proceeds** include 60 percent of the expected room tax receipts, specifically allocated to tourism. In FY2012 the contribution to the Alliance is being reduced to provide the same contribution as the City of Williamsburg. In addition to the funding allocations listed in this section, a portion of the lodging tax proceeds (\$280,000) will be invested in a separate Tourism Investment Fund shown on page F-10 for County-specific projects, venues and events.

Within **Community Services Agencies**, proposed funding has been eliminated to the Williamsburg AIDS Network, who is no longer in business and Big Brothers/Big Sisters. Funding has been provided within the Social Services budget for child mentoring on a contractual basis, for which Big Brothers/Big Sisters is a potential service provider. Full funding for the RIDES program through the Historic Triangle Senior Center (HTSC) has been provided, however, the funding for Senior Activities has been eliminated. The HTSC was judged not to be providing the specified services as required. Within **Business and Regional Associations**, the Hampton Roads Military & Federal Facilities Alliance has been lowered and after critical review, funding for the Crossroads Group, Virginia High Speed Rail Development and the Peninsula Chamber of Commerce has been eliminated. Modest funding is provided for the NASA Aeronautics Support Team for their green aviation lobbying initiatives. Within **Educational/Environmental**, funding is not provided for the Colonial Soil & Water Conservation District, however, departmental contractual funding has been provided for specific services with the District relating to services connected with the County's water quality initiatives. Within **Public Safety**, full funding is provided for the James City-Bruton Volunteer Fire Department request and additional funds are allocated for their capital campaign for Station 1 facility improvements.

**PURPOSE**

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

**BUDGET SUMMARY**

	FY 11 Adopted	FY 12 Plan	FY 12 Proposed
Contingency	\$ 708,944	\$ 914,638	\$ 898,135
Personnel Contingency	(600,000)	(700,000)	(600,000)
Economic Development Incentives	105,000	50,000	50,000
Matching Funds - Grants	200,000	200,000	200,000
Archaeological Studies	8,810	-	-
Local Aid to State Government	98,248	98,248	98,200
Peninsula Metropolitan YMCA	50,000	-	-
Other Expenses	-	-	-
Total	\$ <u>571,002</u>	\$ <u>562,886</u>	\$ <u>646,335</u>

**BUDGET COMMENTS**

Contingency is continued to be budgeted at a much higher level than normal, in order to guard against the uncertainties of the present economy. Personnel contingency is budgeted at an amount equal to FY 2011 as turnover has decreased. Economic Development Incentives are funded for commitments for Enterprise Zone Grants. Also included is the amount that will be returned to the State of Virginia that is not allocated specifically to a department.



***DESCRIPTION OF SERVICES***

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

***BUDGET SUMMARY***

<b><u>Breakdown</u></b>	<b>FY 11 Adopted</b>	<b>FY 12 Plan</b>	<b>Percent Change</b>	<b>FY 12 Proposed</b>	<b>Percent Change</b>
Local Contribution	\$ 73,800,000	\$ 73,960,000	0.2%	\$ 74,250,000	0.6%
Debt Service	18,390,000	18,540,000	0.8%	18,000,000	(2.1%)
Salary/Fringes-Board	30,815	30,815	-	30,815	-
	<u>\$ 92,220,815</u>	<u>\$ 92,530,815</u>	<u>0.3%</u>	<u>\$ 92,280,815</u>	<u>0.6%</u>

***BUDGET COMMENTS***

The local contribution increases by \$450,000. The contribution to debt service declines from both the FY 2011 budget and the FY 2012 plan. Bonded indebtedness for several school projects, as adopted in FY 2011 in the Capital Budget, has proven unnecessary and the additional debt service spending is not required.

This budget recommendation does not fully fund the budget request in the adopted FY 2012 budget received from the School Board. That budget included a local funding request of \$74,775,000 or \$525,000 more than what is funded.

**Contribution to Williamsburg-James City  
County Schools**

**General Operating Fund**

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

<b><u>Breakdown</u></b>	<b>FY 11 Budget</b>	<b>FY 12 Plan</b>	<b>Percent Change</b>	<b>FY 12 Budget</b>	<b>Percent Change</b>
County	\$ 73,800,000	\$ 73,960,000	0.2%	\$ 74,250,000	0.6%
City	6,979,332	6,914,795	(0.9%)	7,343,407	6.2%
	80,779,332	80,874,795	0.1%	81,593,407	0.9%
Other	28,750,118	29,192,700	1.5%	28,981,596	0.1%
	\$ 109,529,450	\$ 110,067,495	0.5%	\$ 110,575,003	0.5%
Enrollment	10,549	10,720	1.6%	10,640	0.9%
Spending Per Pupil	\$10,383	\$10,267	-1.1%	\$10,392	0.1%

***BUDGET COMMENTS***

Revenues and expenditures for FY2012 increase by 0.5%. Projected enrollment increases over the actual FY 2011 enrollment but is less than initial estimates.

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

FY 2010	8.57%
FY 2011	8.64%
FY 2012	9.00%

The City share increases in FY 2012 due to an unusual increase in City enrollment. In addition to the funding for the operating budget and for debt service, there are also proposed capital investments for school facilities. Those are shown in Section D of this budget.

**DESCRIPTION OF SERVICES**

The Williamsburg Regional Library consists of two Mobile Library Services vehicles and two buildings - the James City County Library on Croaker Road and the Williamsburg Library on Scotland Street. The Library offers a wide range of materials for adults and children. In addition to books, the Library provides audio books on CD, feature and non-feature videos and DVDs, music CDs, and several specialty collections. The Library also provides access to numerous online computer resources. Librarians are available to assist users at our buildings and remotely via phone, E-mail, or instant messaging. The Mobile Library Services vehicles bring Library resources to community members who cannot access the Library buildings. The Library also provides a homebound service, delivering materials to those unable to take advantage of the Mobile Library Services vehicles. The Library offers an assortment of programs for children and adults, including story times, Library tours, computer classes, and book discussions. The Library hosts the acclaimed Dewey Decibel Concert Series, regular films, exhibits, and other events. The Williamsburg Library has three meeting rooms and a 268-seat theater; the James City County Library has two meeting rooms, a computer lab, and the 90-seat Kitzinger Community Room. Through formal partnerships with 26 local organizations, the Library extends its reach into the community, attracting new users and expanding access to Library services.

**BUDGET SUMMARY**

		<u>FY 11 Adopted</u>	<u>FY 12 Plan</u>	<u>FY 12 Proposed</u>
Regional Library System & Arts Center	\$	<u>5,813,163</u>	\$ <u>5,813,163</u>	\$ <u>5,802,163</u>

Total Regional Library System Budget:

		<u>FY 11 Adopted</u>	<u>FY 12 Plan</u>	<u>FY 12 Proposed</u>
County	\$	4,102,823	\$ 4,102,823	\$ 4,067,456
City		750,291	750,291	779,369
Other		960,049	960,049	955,338
Total	\$	<u>5,813,163</u>	\$ <u>5,813,163</u>	\$ <u>5,802,163</u>

**BUDGET COMMENTS**

The City of Williamsburg and the County have a contractual agreement for the operations of the system. The contract provides for Library employees to be covered under the County's personnel and pay plans. This budget provides for reduced County funding as per the contractual agreement as a result of a statistical increase in circulation by the City of Williamsburg users.

**DESCRIPTION OF SERVICES**

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

**BUDGET SUMMARY**

	FY 11 Adopted	FY 12 Plan	FY 12 Proposed
Regional Jail	\$ 1,935,192	\$ 2,079,580	\$ 2,090,500
Regional Juvenile Detention Center	352,500	352,500	365,200
Williamsburg Area Transit Authority	481,158	481,158	481,158
Colonial Group Home Commission	333,554	333,554	351,946
	<u>\$ 3,102,404</u>	<u>\$ 3,246,792</u>	<u>\$ 3,288,804</u>

**BUDGET COMMENTS**

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

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

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

The Williamsburg Area Transit Authority has requested level funding from the County.

**DESCRIPTION OF SERVICES**

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

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

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

**BUDGET SUMMARY**

	FY 11 Adopted	FY 12 Plan	FY 12 Proposed
Colonial Behavioral Health	\$ 854,795	\$ 854,795	\$ 854,795
Olde Towne Medical Center	315,000	315,000	315,000
Public Health Contribution	327,653	327,653	362,145
Comp Health Invest Program	51,070	51,070	51,070
Local Effort	3,600	3,600	3,600
Total Health Services	\$ 1,552,118	\$ 1,552,118	\$ 1,586,610

**BUDGET COMMENTS**

The funding for public health generally reflects the County's utilization of the regional Public Health Department and Williamsburg Area Medical Assistance Corporation (WAMAC). The General Assembly Conference Report on Amendments to House Bill 1500, as adopted by the House and Senate on February 27, 2011, included an amendment that reduces the fees that the Virginia Department of Health (VDH) collects from permitted establishments (food establishments, hotels, campgrounds and summer camps) and provides \$4.3 million from the general fund to offset the loss of revenue in FY2012. A local match is required for State funds and the County local match has increased by \$34,492 to reflect this change.

**PURPOSE**

This budget records the County's contribution from the General Fund to the Community Development Fund, Special Projects Fund and the Social Services Fund.

**BUDGET SUMMARY**

	FY 11 Adopted	FY 12 Plan	FY 12 Proposed
Special Projects	\$ 317,426	\$ 317,426	\$ 867,426
Capital Projects	1,650,000	750,000	1,818,000
Housing Development	200,000	100,000	100,000
Colonial Community Corrections	34,470	34,470	34,470
Debt Service	3,760,000	3,760,000	4,825,000
Social Services	1,561,991	1,580,835	\$ 1,578,400
Housing and Community Development	437,995	444,398	433,241
Tourism Investment Fund	-	-	280,000
Total	\$ <u>7,961,882</u>	\$ <u>6,987,129</u>	\$ <u>9,936,537</u>

**BUDGET COMMENTS**

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

# COUNTY OPERATING DEPARTMENTS BY ACCOUNT

	FY11 ADOPTED	FY12 PLAN	FY12 PROPOSED	DIFF FROM FY11	
				\$	%
0100 SALARIES, BOARD	\$63,024	\$63,024	\$63,024	-	-
0110 SALARIES, FULL-TIME	25,710,078	25,734,394	25,726,041	15,963	.1%
0120 SALARIES, OVERTIME	814,621	1,004,621	894,621	80,000	9.8%
0123 SALARIES, HOLIDAY PAY	190,000	-	190,000	-	-
0130 SALARIES, PART-TIME	462,784	462,784	504,343	41,559	9.0%
0140 SALARIES, TEMPORARY	1,416,098	1,419,068	1,354,431	(61,667)	(4.4%)
0150 FRINGE BENEFITS	10,694,024	11,060,857	11,010,588	316,564	3.0%
0155 UNIFORM CARE	73,096	73,096	73,096	(0)	-
0156 TOOL ALLOWANCE	3,750	3,750	4,500	750	20.0%
<b>TOTAL PERSONNEL EXPENSES</b>	<b>\$39,427,475</b>	<b>\$39,821,594</b>	<b>\$39,820,644</b>	<b>\$393,169</b>	<b>1.0%</b>
0200 ADVERTISING	\$67,697	\$69,187	\$75,100	\$7,403	10.9%
0202 TEMPORARY HELP	46,740	80,916	111,600	64,860	138.8%
0203 CONTRACTUAL SERVICES	1,272,992	1,261,299	1,205,000	(67,992)	(5.3%)
0205 PROMOTION	21,000	22,050	25,000	4,000	19.0%
0206 DUES/MEMB/SUBSCRIPT	128,583	129,233	128,000	(583)	(.5%)
0207 UTILITIES	1,472,810	1,586,167	1,575,640	102,830	7.0%
0208 GENERATOR MAINTENANCE	20,860	23,085	23,100	2,240	10.7%
0210 INSURANCE	320,000	220,000	220,000	(100,000)	(31.3%)
0214 DUPLICATING	45,239	46,002	46,500	1,261	2.8%
0215 EQUIPMENT MAINTENANCE	1,003,560	1,115,489	1,182,900	179,340	17.9%
0216 BUILDING MAINTENANCE	290,865	305,026	302,600	11,735	4.0%
0217 FIELD MAINTENANCE	-	-	20,000	20,000	-
0218 POSTAGE	145,606	169,311	172,700	27,094	18.6%
0219 TELEPHONE	493,106	503,663	494,800	1,694	.3%
0220 TRAVEL AND TRAINING	167,224	167,772	178,600	11,376	6.8%
0222 LOCAL TRAVEL	19,266	18,581	19,600	334	1.7%
0223 TRAIN LAW ENFORCEMENT	25,000	25,000	25,000	-	-
0225 SAFETY	6,500	6,500	6,500	-	-
0226 CODE ENFORCEMENT	3,880	3,880	3,900	20	.5%
0227 DUMPSTER COLLECTIONS	71,474	73,274	78,000	6,526	9.1%
0230 DISPOSAL FEES	120,000	120,000	122,800	2,800	2.3%
0235 ANNUAL AUDIT	54,400	54,400	54,400	-	-
0236 LEAF COLLECTION PROGRAM	29,000	-	30,000	1,000	3.4%
0240 RADIO MAINTENANCE CHARGES	856,603	856,603	961,632	105,029	12.3%
0241 HOUSEHOLD CHEMICAL PROGRAM	61,000	61,000	70,000	9,000	14.8%
0245 TRIPS AND SPECIAL EVENTS	50,771	50,771	50,800	29	.1%
0250 GARAGE SERVICES	49,000	49,000	49,000	-	-
0265 WORKING TOWARDS WELLNESS	30,000	30,000	30,000	-	-
0284 HISTORIC COMMISSION	1,000	1,000	1,500	500	50.0%
0289 CABLE - SPECIAL PROGRAMMING	14,810	14,810	12,000	(2,810)	(19.0%)
0301 MERCHANDISE FOR RESALE	39,825	39,580	34,500	(5,325)	(13.4%)
0306 HOUSEKEEPING SUPPLIES	66,559	73,846	69,900	3,341	5.0%
0307 STREET MAINTENANCE	14,100	14,100	14,100	-	-
0310 FOOD SUPPLIES	62,149	62,349	56,100	(6,049)	(9.7%)
0311 RECOGNITION	10,255	10,625	10,650	395	3.9%
0312 MOTOR FUELS	622,297	614,297	815,000	192,703	31.0%
0316 MEDICAL SUPPLIES	20,365	20,643	21,200	835	4.1%
0318 OPERATING SUPPLIES/MATERIALS	553,961	554,991	572,100	18,139	3.3%
0319 OFFICE SUPPLIES	160,318	160,568	163,200	2,882	1.8%
0320 LEASES/RENTALS	675,504	666,434	674,150	(1,354)	(.2%)
0321 RECORDS MANAGEMENT	500	500	500	-	-
0323 PRINTING/PUBLICATIONS	54,407	50,760	70,500	16,093	29.6%

# COUNTY OPERATING DEPARTMENTS BY ACCOUNT

0325 CLOTHING PURCHASES	142,465	143,640	147,100	4,635	3.3%
0326 CLOTHING RENTAL	30,340	31,783	28,400	(1,940)	(6.4%)
0327 SOFTWARE	69,354	71,926	76,800	7,446	10.7%
0330 JUROR PAYMENTS	14,000	14,000	14,000	-	-
0331 STREET SIGNS	6,790	6,790	6,800	10	.1%
0332 STREET LIGHTS	4,460	4,460	41,500	37,040	830.5%
0389 MAGISTRATES OFFICE	2,000	2,000	6,000	4,000	200.0%
0394 RECYCLING COSTS	810,552	850,370	850,500	39,948	4.9%
0395 TRI RIVERS DRUG TASK FORCE	2,200	2,200	2,200	-	-
0396 EMPLOYEE ASSISTANCE PROGRAM	7,500	7,500	9,000	1,500	20.0%
0397 TRAINING PROGRAM	3,882	2,932	2,900	(982)	(25.3%)
0398 PLANNING COMMISSION	1,000	1,000	-	(1,000)	(100.0%)
<b>TOTAL OPERATING EXPENSES</b>	<b>\$10,263,769</b>	<b>\$10,471,313</b>	<b>\$10,963,772</b>	<b>\$700,003</b>	<b>6.8%</b>
<b>TOTAL CAPITAL EXPENSES</b>	<b>\$943,162</b>	<b>\$1,109,256</b>	<b>\$1,155,700</b>	<b>\$212,538</b>	<b>22.5%</b>
<b>TOTAL CREDITS</b>	<b>(\$2,147,102)</b>	<b>(\$2,169,380)</b>	<b>(\$2,175,554)</b>	<b>(\$28,452)</b>	<b>1.3%</b>
<b>TOTAL OTHER</b>	<b>\$142,895</b>	<b>\$142,895</b>	<b>\$171,000</b>	<b>\$28,105</b>	<b>19.7%</b>
<b>TOTAL COUNTY DEPT EXPENSES</b>	<b>\$48,630,199</b>	<b>\$49,375,678</b>	<b>\$49,935,562</b>	<b>\$1,305,363</b>	<b>2.7%</b>
<b>LIBRARY</b>	<b>\$4,102,823</b>	<b>\$4,102,823</b>	<b>\$4,067,456</b>	<b>(\$35,367)</b>	<b>(.9%)</b>
<b>OUTSIDE AGENCIES</b>	<b>\$7,230,500</b>	<b>\$7,374,888</b>	<b>\$7,133,295</b>	<b>(\$97,205)</b>	<b>(1.3%)</b>
<b>CONTRIBUTIONS TO OTHER FUNDS</b>	<b>\$7,961,882</b>	<b>\$6,987,129</b>	<b>\$9,936,537</b>	<b>\$1,974,655</b>	<b>24.8%</b>
<b>WJCC SCHOOLS</b>	<b>\$92,220,815</b>	<b>\$92,530,815</b>	<b>\$92,280,815</b>	<b>\$60,000</b>	<b>.1%</b>
<b>NONDEPARTMENTAL</b>	<b>\$571,002</b>	<b>\$562,886</b>	<b>\$646,335</b>	<b>\$75,333</b>	<b>13.2%</b>
<b>OTHER OPERATIONS</b>	<b>\$112,087,022</b>	<b>\$111,558,541</b>	<b>\$114,064,438</b>	<b>\$1,977,416</b>	<b>1.8%</b>
<b>TOTAL GENERAL FUND BUDGET</b>	<b>\$160,717,221</b>	<b>\$160,934,219</b>	<b>\$164,000,000</b>	<b>\$3,282,779</b>	<b>2.0%</b>



## Capital Improvement Program FY 2012 – FY 2017

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

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

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

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

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

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

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

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

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

## Capital Improvement Program FY 2012 – FY 2017

**STRATEGIC PLAN.** Each year County departments and agencies review and revise the Strategic Plan that inspire their annual goals, objectives, and work program initiatives for the coming year. Most of the budget impacts of an adopted Strategic Plan are in the Operating Budget, but a few items may end up in the CIP.

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

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

**DEBT FINANCING.** Debt financing is an option that the Board of Supervisors may also consider as a financing option. There are essentially only two options for debt financing. The first is some form of owner financing or lease purchase, an installment sale, or any other financing instrument that must be reviewed and funds appropriated each year. The second type of debt financing is known as general obligation financing, where future Boards of Supervisors are required to set the tax rates at a level to pay off the debt. Except for specific exceptions, such as schools, general obligation debt can only be issued after a successful voter referendum authorizes the borrowing. Debt financing payments are then paid mostly from General Fund contributions. Past trends have been to “stair step” increasing contributions from the operating budget. The change from annual reassessments to reassessments every other year puts most of the funding pressure on the first year of the two-year budget process. For a further discussion of debt financing, please see page F-10.

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

**SUMMARY.** The Capital Improvement Program represents the mutual efforts of County departments and agencies to meet the infrastructure needs of County residents, businesses, and visitors. It usually cannot fully fund all the Capital Budget requests and the projects are closely scrutinized and prioritized to provide for the maximum benefit. Citizen input, the County's adopted Comprehensive and Strategic Management Plans, the recommendations of the County's Planning Commission, and the total funding available all play a role in allocating limited resources. The FY 2012-FY 2017 Capital Improvement Program is very lean compared to previous years as capital investments compete with ongoing operations for adequate funding.

## CAPITAL PROJECT DETAIL

### FUNDING SUMMARY

(Thousands of Dollars)

<b>FUNDING</b>	<b>FY 2011 Budget</b>	<b>FY 2012 Planned</b>	<b>FY 2012 Proposed</b>
General Fund	\$ 1,650	\$ 750	\$ 1,818
Investment Income	250	400	399
Reallocation of Capital Balances/Other	3,604		315
County Project Indebtedness		6,300	6,166
School Project Indebtedness	3,500		
	<u>\$ 9,004</u>	<u>\$ 7,450</u>	<u>\$ 8,698</u>

### CAPITAL INVESTMENTS

DJ Montague Elem School HVAC/Refurbishment	\$ 3,900		
Jamestown High School Multi-use Space	2,489		
James Blair Middle School Office Refurbishment	1,100		
James River Elem School Sprinkler System	585		
Berkeley Middle School HVAC/Field Improvements	583		
Fire Station #4 (Olde Towne Rd) Rebuild		\$ 3,300	\$ 3,400
Mid County Park/Kidsburg Rebuild		1,800	1,565
Government Center Bldg D HVAC/Renov		1,200	1,655
Jamestown High School Field Lights			362
Warhill Trail Dam Improvements			250
New Centerville Road Tributaries BMP			200
Lafayette High School Exterior Painting		175	175
Clara Byrd Baker Elem Sch BMP			150
Fueling Sites Upgrade			66
Cable Fee - Video Equipment			65
Non-School Capital Maintenance	384	412	210
Fire/EMS Equipment Replacement	350	204	204
Other School Capital	291	408	437
School Spending Paid by City	(678)	(49)	(41)
	<u>\$ 9,004</u>	<u>\$ 7,450</u>	<u>\$ 8,698</u>

## CAPITAL PROJECT DETAIL

### FUNDING SUMMARY

	(Thousands of Dollars)						
	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>TOTAL</u>
<b>REVENUES</b>							
County General Fund	\$ 1,818	\$ 2,425	\$ 3,340	\$ 4,787	\$ 5,004	\$ 5,897	\$ 23,271
Investment Income	399	450	500	550	600	650	3,149
Reallocation of Capital Balances/Other	315	525	665	745		350	2,600
County Project Indebtedness	6,166						6,166
School Bond Proceeds - Geo-Thermal		19,127					19,127
School Bond Proceeds - Central Office						19,800	19,800
<b>TOTAL</b>	<u>\$ 8,698</u>	<u>\$ 22,527</u>	<u>\$ 4,505</u>	<u>\$ 6,082</u>	<u>\$ 5,604</u>	<u>\$ 26,697</u>	<u>\$ 74,113</u>

The major sources of recurring funding for capital spending comes in the form of contributions from the County's General Fund and investment income earned by the County. Over the next five years, expectations are that the contribution from the General Fund will continue to grow as the County seeks to expand "pay go" funding for capital spending.

Reallocations of capital balances from closed projects, dedicated fee revenue and proffer contributions also contribute to capital funding, in FY 2012 \$315,000 in reallocated capital balances are included.

The County borrowing in FY 2012 is for renovation projects for Building D at the Government Center, Mid County Park and Fire Station #4 (Olde Towne Road). Borrowing in FY 2013 for schools focuses on four "green" HVAC replacement projects.

### CAPITAL INVESTMENT SUMMARY

#### Page

#### SCHOOLS

Capital Maintenance Projects	D-5	\$ 415	\$ 19,300	\$ 1,606	\$ 2,846	\$ 3,264	\$ 4,780	\$ 32,211
New Capital Projects	D-7	518	232	384	931	565	19,892	22,522
		<u>\$ 933</u>	<u>\$ 19,532</u>	<u>\$ 1,990</u>	<u>\$ 3,777</u>	<u>\$ 3,829</u>	<u>\$ 24,672</u>	<u>\$ 54,733</u>

#### OTHER COUNTY

Capital Maintenance Projects	D-9	\$ 7,565	\$ 1,605	\$ 1,415	\$ 1,535	\$ 1,775	\$ 2,025	\$ 15,920
New Capital Projects	D-11	200	1,390	1,100	770	-	-	3,460
		<u>\$ 7,765</u>	<u>\$ 2,995</u>	<u>\$ 2,515</u>	<u>\$ 2,305</u>	<u>\$ 1,775</u>	<u>\$ 2,025</u>	<u>\$ 19,380</u>
<b>TOTAL</b>		<u>\$ 8,698</u>	<u>\$ 22,527</u>	<u>\$ 4,505</u>	<u>\$ 6,082</u>	<u>\$ 5,604</u>	<u>\$ 26,697</u>	<u>\$ 74,113</u>

## SCHOOLS

### CAPITAL MAINTENANCE

The Williamsburg James City County School system has an active preventive maintenance program, scheduled building system replacements (roofs, HVAC, etc.) and scheduled refurbishments to existing schools. These schedules and the projects included are dependent on local funds are dependent on local funds (from James City County and the City of Williamsburg) since neither the State nor Federal government offer funding for school capital maintenance.

The FY 2012 projects proposed for funding below represent only a small portion of the FY 2012 capital improvement program adopted by the School Board. Significant new capital projects (Hornsby Middle School and Blayton Elementary School) and maintenance investments (including the renovation work needed to turn James Blair Middle School into central office space and a geo-thermal HVAC replacement and renovation at DJ Montague Elementary School) have focused most of the capital funding over the past two years on schools.

The FY 2013 budget also includes significant new investments in school capital maintenance projects, but limited County funds will be targeting non-school projects in FY 2012. There are a few exceptions and those projects focus, for the most part, on investments that will create operating savings such as energy management systems and replacement gymnasium lighting. The backflow prevention devices are proposed to be funded as a maintenance program focusing on all of the school buildings. The final FY 2012 project is a preservation and maintenance project to paint the exterior of Lafayette High School.

FY 2013 funding targets four major HVAC replacement/rehabilitation projects, using borrowed funds, for Lafayette High School, Toano Middle School, James River Elementary School and the School Operations Center. The three schools include significant new investments in geo-thermal systems while the operations center is a more traditional replacement. Staff will attempt to do a detailed "return on investment" analysis to determine if geo-thermal is cost effective. More traditional energy efficient HVAC replacements cost much less than geo-thermal and may offer an option.

Continuing targeted capital maintenance - roofs, HVAC, exterior space and interior renovations - characterizes the projects proposed in years beyond FY 2013.

The City contributes a share of the costs of school capital, it varies by type of project and is primarily based on the City share of the system enrollment, based on a school contract negotiated between the City and the County.

**CAPITAL PROJECT DETAIL**

<b>SCHOOLS</b> <b>CAPITAL MAINTENANCE</b>	<b>School</b>	<b>(Thousands of Dollars)</b>						<b>TOTAL</b>
	<b>Rank</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	
Lafayette High School Structural Repair **	I	\$ 480						\$ 480
Division Back Flow Preventers	I	50	\$ 50					100
Toano Middle School HVAC	II		5,225					5,225
Lafayette High School Exterior Painting	II	175						175
Lafayette High School Refurbishment	II			\$ 1,458	\$ 1,500			2,958
Toano Middle School Roof	II				888			888
Division HVAC Energy Management Systems	II	88						88
Division Operations Center HVAC	II		876					876
Division Gym/Garage Lighting	II	50	50	50				150
James River Elem School HVAC	II		5,029					5,029
James River Elem School Roof	II				579			579
Jamestown High School Refurbishment	II					\$ 3,052		3,052
Division Ops Center Fuel Pumps & Canopy	II				70			70
Lafayette High School HVAC	II		9,889					9,889
Lafayette High School Refurbish Practice Fld	II			167				167
James River Elem School Refurbishment	II						\$ 1,408	1,408
Toano Middle School Parking Lot	II					322		322
Stonehouse Elem School Refurbishment	II						1,580	1,580
Clara Byrd Baker Elem School Roof	II					74		74
Toano Middle School Refurbishment	II						1,615	1,615
Stonehouse Elem School Bus Loop Canopy	II						250	250
Mathew Whaley Elem School Chiller	II						200	200
Rawls Byrd Elem School Gym HVAC	II						200	200
Division Resurface Parking Lots	III	93	90	90	90	139		502
** Funded from FY 2011 capital balances		(480)						(480)
Funded by City		(41)	(1,909)	(159)	(281)	(323)	(473)	(3,186)
		\$ 415	\$ 19,300	\$ 1,606	\$ 2,846	\$ 3,264	\$ 4,780	\$ 32,211

## SCHOOLS

### NEW CAPITAL PROJECTS

New capital projects are presented separately from capital maintenance projects - in part because they focus on new initiatives and in part because the James City County Planning Commission evaluates each new capital project submittal against the standards created in the most recent Comprehensive Plan. The Planning Commission does not evaluate capital maintenance projects.

A multi-year project is proposed to increase the number and range of cameras on school buses to reduce on-board incidences by students and to assist in identifying vehicles that pass buses while they are loading or unloading. Electronic key pad locks are also proposed to be installed as part of a multi-year program to upgrade security at each school.

Increasing middle school enrollment is creating a need for additional classroom space and mobile classrooms are proposed to be installed at Berkeley and Hornsby Middle Schools until enrollment increases create the need for another middle school.

Field lights are proposed for some of the fields at Jamestown High School to replace baseball fields planned to be eliminated at Mid County Park to enhance the school-day and after-school use of the fields by high school athletic programs. A capital investment is proposed, the 4th of a 5-year commitment, for the New Horizons regional facility. New Horizons is owned by several school districts and the WJCC School investment in New Horizons represents an equity interest.

FY 2017 is the current target year to borrow money for the construction of a new school administrative building and to convert James Blair back into a middle school. The timing could end up being different.

	Costs (thousands)
Demolish temporary partitions/doors, realign electric, HVAC and computer wiring,	\$ 831
Create classrooms sized/equipped to address equity with Hornsby	1,766
Kitchen, cafeteria and auditorium modernization	957
Interior refurbishments - rest rooms, sanitary line replacement, lighting, ceilings	2,775
Parking and playing field improvements	355
	<u>\$ 6,684</u>

The new central office, if a new building is built rather than an existing one purchased or leased, may be sited near the Police Building on Opportunity Way near Warhill High School.

**CAPITAL PROJECT DETAIL**

<b>SCHOOLS</b> <b>NEW CAPITAL PROJECTS</b>	<b>School</b>	<b>(Thousands of Dollars)</b>						
	<b>Rank</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>TOTAL</b>
School Bus Safety Equipment	I	\$ 53	\$ 53	\$ 53	\$ 53	\$ 51		\$ 263
Security Card Access Systems	I	70	120	70	70	70		400
Middle School Mobile Classrooms ***	II	700						700
New Horizons Capital Contribution	III	83	82					165
Jamestown High School Field Lights	IV	363		299	200			862
Jolly Pond/Centerville Intersection ***	III	250						250
Stonehouse Elem School Sports Field Lights	IV				350			350
Toano Middle School Field Lights	IV				350			350
James Blair Reconversion	III						\$ 6,684	6,684
New Central Office Building	III					500	14,037	14,537
*** Funded from residual bond proceeds		(950)						(950)
Funded by City		(51)	(23)	(38)	(92)	(56)	(829)	(1,089)
		\$ 518	\$ 232	\$ 384	\$ 931	\$ 565	\$ 19,892	\$ 22,522



**OTHER COUNTY  
CAPITAL MAINTENANCE**

Three capital maintenance projects are proposed for funding in FY 2012:

**Renovating and expanding Fire Station #4 on Olde Towne Road**

Space needs for Fire Station #4 include equipment bays, bunk rooms and exterior equipment storage - all of which are proposed to be addressed by the addition of a new bay and overall renovations to the existing building.

**Mid County Park Renovation and Replacing Kidsburg Equipment**

The plan includes replacing and modernizing the equipment used in the Kidsburg playground area, replacing the park office and rest rooms, expanding a picnic shelter and parking capabilities and a proposed re-use of the existing baseball fields. A complementary capital project for the Schools would light baseball fields at Jamestown High School as substitutes for the lighted baseball fields that will be eliminated at Mid County Park.

**Renovating and refurbishing Building D at the Government Center**

Building D has long been occupied by the School Board Central Office and with the School relocation to James Blair the building will be redesigned and reallocated. The offices of County Administration, the County Attorney, Communications and the Economic Development and expected to occupy the space, which will include community meeting rooms as well. Building C is expected to be razed as part of this project. In addition, there will be some interior rearrangement of work space in Building E.

Ongoing capital maintenance items include the gradual replace of HVAC units and chillers and the James City/Williamsburg Community Center as well as planned replacements for fire and emergency medical units now in service. Upgraded pumps and both hardware and software replacements are proposed for the County's seven fueling sites for vehicles.

Two projects are proposed in FY 2012 that are funded with dedicated funds or reallocated capital balances. These are cable franchise fee funding for video equipment improvements and a reallocation of existing park project funds for the Warhill Trail dam improvements. Warhill Trail is the main entrance road to the Warhill Sports Complex.

Renovating a school stormwater facility (Clara Byrd Baker Elementary School BMP) is shown as a County maintenance project since the BMP is owned and maintained by the County on property adjoining the James City Service Authority Groundwater Treatment Facility.

**CAPITAL PROJECT DETAIL**

<b>OTHER COUNTY</b>	(Thousands of Dollars)						<b>TOTAL</b>
	<b><u>FY 2012</u></b>	<b><u>FY 2013</u></b>	<b><u>FY 2014</u></b>	<b><u>FY 2015</u></b>	<b><u>FY 2016</u></b>	<b><u>FY 2017</u></b>	
<b>CAPITAL MAINTENANCE</b>							
Fire Station #4 (Olde Towne Road)							
Renovation/Expansion	\$ 3,400						\$ 3,400
Mid County Park (Kidsburg)							
Renovation	1,565						1,565
Government Center Building D							
Renovation/Demolish Building C	1,655						1,655
Fire Pumper Replacements		\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	3,000
Warhill Trail Dam Improvements	250						250
Ambulance Replacements	204	240	240	245		245	1,174
Clara Byrd Baker Elem Sch BMP	150						150
James City Williamsburg Community							
Center Renovation	145	200	190	120	290		945
Fueling Sites Upgrade	66						66
Cable Video Equipment	65	65	65	65	65	65	390
Government Center Exteriors	65						65
Chickahominy Riverfront Park							
Well and Waterlines		500					500
Parking Lot Overlays			160	180	200	205	745
Parking Lot Overlays			160	325	205		690
Fleet/Emergency Operations Center Roofs					150		150
Video Center HVAC					130		130
Human Services Building Rehabilitation					135	910	1,045
	<b><u>\$ 7,565</u></b>	<b><u>\$ 1,605</u></b>	<b><u>\$ 1,415</u></b>	<b><u>\$ 1,535</u></b>	<b><u>\$ 1,775</u></b>	<b><u>\$ 2,025</u></b>	<b><u>\$ 15,920</u></b>

## CAPITAL PROJECT DETAIL

### OTHER COUNTY NEW CAPITAL PROJECTS

	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>TOTAL</u>
New Centerville Road Tributaries BMP	\$ 200						\$ 200
Freedom Park Trail		\$ 760					760
James City Williamsburg Community Center Parking, closing Asbury Rd		630					630
Warhill Sports Complex - Baseball			\$ 1,100	\$ 580			1,680
Warhill Sports Complex - Basketball Courts				190			190
	<u>\$ 200</u>	<u>\$ 1,390</u>	<u>\$ 1,100</u>	<u>\$ 770</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 3,460</u>

### Budget Comments:

With the uncertainty relating to future operating budget increases, the number and the extent of new capital projects are both fairly lean. The focus of the capital effort is maintenance - at least until the County reaches a better understanding of the new requirements for stormwater water quality and the related mandates under changing Chesapeake Bay requirements.

However, a new regional stormwater basin is proposed in FY 2012 for certain Powhatan Creek tributaries along Centerville Road and a new trail is proposed to be constructed in FY 2013 through Freedom Park to the current Hornsby Middle School and Blayton Elementary School sites on Jolly Pond Road. Partial clearing has already been done for the extension of wastewater lines to the new schools.

Master planned improvements at both the James City/Williamsburg Community Center and the Warhill Sports Complex are proposed in FY 2013 through FY 2015.

## *Introduction*

The operations of the JCSA are the responsibility of a General Manager, assisted by an Assistant General Manager, Chief Engineer for Water, Chief Engineer for Sewer, Utility Operations Administrator, and a Utility Account Supervisor. Support services in legal, planning, finance, payroll, and general administrative areas are provided by various County departments on a reimbursable basis. The Authority's operations are coordinated through five separate funds:

**Administration Fund** - The Administration Fund contains expenses such as salaries, building maintenance, utilities, and other overhead expenses that are not directly attributable to one of the other funds.

**Water Fund** - The Water Fund contains revenues and expenses for operation of the JCSA groundwater supply and distribution system.

**Sewer Fund** - The Sewer Fund contains revenues and expenses for operation of the JCSA sewer collection and transmission system.

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

**Debt Service Fund** - Identify spending and sources of funding to pay principal and interest on outstanding Authority debt.

These budgets reflect assessment of key service rates and charges for FY 2012, as follows:

1.	Water Service Retail Rate	Residential: (Per Billing Period)	1st Block	< 15,000 gallons	\$2.85 per 1,000 gallons
			2nd Block	> 15,000 to < 30,000 gallons	\$3.45 per 1,000 gallons
			3rd Block	> 30,000 gallons	\$9.80 per 1,000 gallons
			Commercial:	Flat Rate	\$3.45 per 1,000 gallons
2.	Sewer Service Retail Rate	Flat Rate			\$2.80 per 1,000 gallons
3.	Water System Facility Charge	5/8-inch meter			\$500 per bathroom fixture
4.	Sewer System Facility Charge	5/8-inch meter			\$400 per bathroom fixture

**PURPOSE**

The James City Service Authority finances, constructs, operates, and maintains public water and sewer systems within the Primary Service Area. Operational and maintenance responsibilities include wells, water distribution lines, sewage pumping stations, and sewage collection lines. Expenses are charged directly to a particular project or are allocated to the different operating areas as indirect costs. The Administration Fund allocation formula is based on the number of customers, system work orders, number of facilities, miles of water/sewer lines, and capital assets value. The current allocation provides for a ratio of 42 percent from Water Fund and 58 percent from Sewer Fund.

**BUDGET SUMMARY**

	<u>FY 11 Adopted</u>	<u>FY 12 Plan</u>	<u>FY 12 Proposed</u>
<u>Expenses:</u>			
Personnel Expenses	\$ 4,060,947	\$ 4,117,093	\$ 4,212,590
Operating Expenses	1,508,311	1,513,786	1,552,742
Capital Outlay	<u>27,000</u>	<u>79,500</u>	<u>129,500</u>
Total	\$ <u>5,596,258</u>	\$ <u>5,710,379</u>	\$ <u>5,894,832</u>
<u>Allocation of Expenses:</u>			
Water Fund	\$ 2,350,428	\$ 2,398,359	\$ 2,475,829
Sewer Fund	<u>3,245,830</u>	<u>3,312,020</u>	<u>3,419,003</u>
Total	\$ <u>5,596,258</u>	\$ <u>5,710,379</u>	\$ <u>5,894,832</u>

**PERSONNEL**

Full-Time Personnel	60	60	63
Part-Time Personnel	2	2	2

**BUDGET COMMENTS**

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

The FY 2012 Administrative Budget increases 3.2 percent from the FY 2012 planned budget. This increase is due to the addition of two Full-Time Regular positions, the transfer of a Maintenance Mechanic position from the Sewer Fund, an increase for health insurance premiums, an increase to new Operations Center Custodial Contract, one vehicle replacement and an increase to capital equipment outlay. The two new Full-Time Regular positions are required to develop and support a DEQ Consent Order Fats, Oil and Grease (FOG) program.

**PURPOSE**

This Water Fund Operating Budget contains revenues and expenses for operation of the JCSA groundwater supply and distribution system. Indirect operating and maintenance costs are reimbursed to the Administrative Fund. Revenue is provided from service charges, interest income, and other miscellaneous items.

**KEY WORKPLAN ITEMS**

1. Provide and maintain safe drinking water for residential and commercial customers within Primary Service Area and six independent water systems, in accordance with Commonwealth of Virginia, Department of Health, permits, standards and regulations
2. Provide drinking water supply in accordance with Commonwealth of Virginia, Department Environmental Quality groundwater withdrawal permit requirements
3. Operate and maintain 22 water production facilities and a 5-million-gallon per day brackish groundwater reverse osmosis water treatment facility
4. Collect required number of water samples for testing to ensure drinking water quality is in compliance with Virginia Department of Health Standards and Regulations
5. Educate citizens about water conservation
6. Maintain backflow and cross-connection program that meets Virginia Department of Health Standards and Regulations to prevent contamination of the water system
7. Respond to and repair interruptions to the water production and distribution system 24-hours a day and 7-days a week

**BUDGET SUMMARY**

	FY 11 Adopted	FY 12 Plan	FY 12 Proposed
<b>Revenues:</b>			
Service Charges	\$ 5,849,493	\$ 5,936,373	\$ 5,936,373
Interest	371,000	398,000	398,000
Miscellaneous	388,983	388,983	388,983
<b>Total</b>	<b>\$ 6,609,476</b>	<b>\$ 6,723,356</b>	<b>\$ 6,723,356</b>
<b>Expenses:</b>			
Admin Fund Allocation	\$ 2,350,428	\$ 2,398,359	\$ 2,475,829
Direct Expenses	2,749,416	2,790,553	2,835,083
Capital Equipment Outlay	10,000	36,000	23,000
Debt Service Fund	1,384,632	1,383,444	1,383,444
PDA Operating Costs	115,000	115,000	6,000
<b>Total</b>	<b>\$ 6,609,476</b>	<b>\$ 6,723,356</b>	<b>\$ 6,723,356</b>

**PERSONNEL**

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

	<u>FY 09 Actual</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Proposed</u>
Drinking water produced (millions of gallons)	2,350M	1,844M	1,052M	2,117M
Drinking water customers served	19,137	19,408	19,544	19,979
Miles of water pipe maintained	386	391	393	399
% Water (MGD) withdrawal versus DEQ Permit	56%	57%	65%	65%
% Water quality samples in compliance	99.4%	100%	98.8%	100%
% Water service interruptions repaired in 8 hours or less	93.8%	92.5%	88.9%	90%

**BUDGET COMMENTS**

This Water Fund Operating Budget continues to reflect customer service enhancement by placing emphasis on Water System Preventive Maintenance and Rehabilitative Programs. Existing systems are aging and require rehabilitative measures to meet the demands of increased usage and protect the public investment. These measures will improve both water quality and reliability

The FY 2012 proposed Water Fund revenues and expenses will remain unchanged from FY 2012 planned revenues and expenses. There is a decrease in the expenses for the Newport News Project Development Agreement (PDA) operating cost which is offset by an increase in the Administrative Allocation and Operating Reserve.

**PURPOSE**

This Sewer Fund Operating Budget contains revenues and expenses for operation of the sanitary sewer collection and transmission system. Indirect operating and maintenance costs are reimbursed to the Administrative Fund. Revenues are received from service charges, interest, and miscellaneous items.

**KEY WORKPLAN ITEMS**

1. Provide and maintain wastewater collection services for residential and commercial customers within Primary Service Area in accordance with the Commonwealth of Virginia, Department of Environmental Quality
2. Operate and maintain 77 sanitary sewer lift stations to transmit wastewater to Hampton Roads Sanitation District wastewater treatment facilities
3. Provide preventative sanitary sewer main maintenance to minimize sanitary sewer overflows
4. Educate citizens about safe ways to dispose of fats, oils and grease
5. Respond to and repair interruptions to the sanitary sewer service collection, lift stations, and transmission system 24-hours a day and 7-days a week

**BUDGET SUMMARY**

	FY 11 Adopted	FY 12 Plan	FY 12 Proposed
<u>Revenues:</u>			
Sewer Service Charges	\$ 5,119,738	\$ 5,186,938	\$ 5,186,938
Interest	329,000	352,000	352,000
Grinder Pump Charges	209,100	209,100	209,100
Miscellaneous	142,000	142,000	142,000
Total	\$ <u>5,799,838</u>	\$ <u>5,890,038</u>	\$ <u>5,890,038</u>
<u>Expenses:</u>			
Admin. Fund Allocation	\$ 3,245,830	\$ 3,312,020	\$ 3,419,003
Direct Expenses	2,200,008	2,225,018	2,087,535
Grinder Pump Expenses	309,000	309,000	309,000
Capital Equipment Outlay	45,000	44,000	74,500
Total	\$ <u>5,799,838</u>	\$ <u>5,890,038</u>	\$ <u>5,890,038</u>

**PERSONNEL**

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

	<u>FY 09 Actual</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Proposed</u>
Wastewater collected (gallons in millions)	1,765M	1,833M	707M	1,852M
Wastewater customers served	20,769	21,040	21,176	21,476
Miles of sewer pipe maintained	413	416	418	424
# Grinder pumps maintained	878	886	888	895
# Sewer system spills per 100 miles of sewer pipe	2.42	3.85	0.48	1.0
% of Sewer service interruptions repaired in 8 hours or less	75%	100%	100%	90%

**BUDGET COMMENTS**

The Sewer Fund Operating Budget continues to reflect customer service enhancement by placing emphasis on Sewer System Preventive Maintenance and Rehabilitative Programs. Existing systems are aging and require rehabilitative measures to meet the demands of increased usage and protect the public investment. These measures will improve wastewater collection and movement reliability.

The FY 2012 proposed Sewer Fund revenues and expenses will remain unchanged from FY 2012 planned revenues and expenses. There is a decrease in the expenses for equipment and infrastructure maintenance which is offset by an increase in the Administrative Allocation and pump station communication costs. Additionally, there are two personnel action requests for the Sewer Fund. The first request is for a new Utility Operations Technician for the Wastewater Maintenance Section to replace a position that was not filled in FY 2011, and the second request is to transfer a Maintenance Mechanic position to the Administrative Fund.

**PURPOSE**

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

**BUDGET SUMMARY**

	FY 11 Adopted	FY 12 Plan	FY 12 Proposed
<u>Revenues:</u>			
Water Facility Charges	\$ 1,843,000	\$ 1,885,000	\$ 1,927,000
Sewer Facility Charges	<u>1,276,800</u>	<u>1,310,400</u>	<u>1,344,000</u>
Total Revenue	\$ <u>3,119,800</u>	\$ <u>3,195,400</u>	\$ <u>3,271,000</u>
<u>Expenditures:</u>			
Water Supply	\$ 1,646,000	\$ 1,645,000	\$ 1,645,000
Sewer System Improvements	983,800	1,550,400	1,466,000
Other Projects	<u>490,000</u>	<u>0</u>	<u>160,000</u>
Total Expenditures	\$ <u>3,119,800</u>	\$ <u>3,195,400</u>	<u>3,271,000</u>

**BUDGET COMMENTS**

This budget proposes to continue our practice of directing facility charges (the initial connection fees when a new house or business connects to the system) towards financing CIP projects. The FY 2012 CIP revenues and expenses will not change from the FY 2012 planned revenues and expenses.

The FY 2011-2015 CIP consists of six separate, but interrelated, segments of the utility program, all of which are important in keeping pace with County development. The proposed five-year plan defines an integrated program for the development of each of the six segments along parallel time frames, designed for adequate service to be provided in step with the County Comprehensive Plan and Strategic Management Plan. A brief description of the essential features of the six segments follows with a Summary on page E-12.

**1. WATER SUPPLY (105-100)**

Desalination Plant Membrane Replacement (1155) – This is a capital maintenance project request. The project consists of replacing reverse osmosis membranes at the Five Forks Water Treatment Plant (FFWTP). In order to maintain water quality and an appropriate output from FFWTP, membranes must be replaced before failure. There are 720 membranes at approximately \$600 each. The existing fund balance of \$451,293 is requested to be carried forward in FY 2012 CIP. A total of \$430,000 is requested in FY 2013 and FY 2014 to complete this project.

Project Development Agreement Debt Service (2008) – Debt Service Payments for the Project Development Agreement (PDA) with the City of Newport News are financed from connection fees collected in the Capital Improvement Fund. The funding level is \$1,645,000 annually.

**2. SEWER SYSTEM IMPROVEMENTS (105-150)**

Sewer System Overflow Report Preparation (2300) - This is a modified project request. State Department of Environmental Quality (DEQ) has placed localities in the Hampton Roads area under a Consent Order which was effective 9/26/07. The order requires modeling, flow monitoring, sewer system evaluations and other reports. Engineering services are required to supplement in-house efforts in responding to the consent order. The existing fund balance of \$977,474 is requested to be carried forward in the FY 2012 CIP with an additional \$590,000 requested over the next two years to initiate projects as they are identified. This is a rehabilitation project.

DEQ Consent Order Sewer System Improvements (2475) - This is a modified project request. The results of the Sewer System Overflow Report Preparation project will provide location of sanitary sewer system weaknesses and what construction improvements will be required to rehabilitate the system. These improvements would include rehabilitation of numerous manholes and gravity sewer pipe replacement and/or slip lining throughout 48 of 76 Sanitary Sewer Evaluation Survey (SSES) Basins. These 48 basins include approximately 76% of the system gravity sewer pipe. It is envisioned that these projects will require a significant investment and will take approximately 15 years to complete. The existing fund balance of \$1,058,495 is requested to be carried forward in the FY 2012 CIP with an additional \$7,028,400 requested over the next five years to initiate projects as they are identified. This is a rehabilitation project.

**3. OTHER PROJECTS (105-160)**

Tewning Road Revenue Sharing Funds (new account) – This is a dollar-for-dollar match of local fund with Virginia Department of Transportation (VDOT) for improvements of Tewning Road. Improvements will include shore up of existing roadway and improve drainage. This project will require \$100,000 in FY 2012.

Heavy Equipment/Trucks (3085) – This project consists of replacing a Ford F250 ¾-Ton Truck with a F450 1-Ton Truck. Field experience has shown that a heavy duty F450 type truck is required to better support the efforts of excavation crews when deploying with either the dump trailer or small excavator. The ¾-Ton Truck has proven to be inadequate as evidenced by the premature failures of its breaks, suspension, and transmission components. The drive train and suspension units of a ¾-Ton Truck cannot hold up to the present towing demands. The existing fund balance of \$85,576 is requested to be carried forward in the FY 2012 CIP with an additional \$60,000 requested to complete this project. This is a replacement project.

**Capital Project Detail**

		<b>PREVIOUSLY FUNDED BALANCE</b>						
<b>DESCRIPTION</b>		<b>(MEMO ONLY)</b>	<b>FY 12</b>	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>TOTAL</b>
<b>Water Supply (105-100)</b>								
1155	Desalination Plant Membrane Replacement	\$518,167	\$0	\$215,000	\$215,000	\$0	\$0	\$430,000
2003	PDA Debt Service	1,648,000	1,645,000	1,648,000	1,645,000	1,646,000	1,647,000	8,231,000
	<b>Subtotal</b>	<b>\$2,166,167</b>	<b>\$1,645,000</b>	<b>\$1,863,000</b>	<b>\$1,860,000</b>	<b>\$1,646,000</b>	<b>\$1,647,000</b>	<b>\$8,661,000</b>
<b>Sewer System Improvements (105-150)</b>								
2300	Sewer Systems Overflow Report Preparation	\$977,474	\$460,600	\$45,000	\$0	\$0	\$0	\$505,600
2475	DEQ Consent Order Sewer System Imp	1,058,495	1,005,400	1,363,000	1,411,000	1,625,000	1,624,000	7,028,400
	<b>Subtotal</b>	<b>\$2,035,969</b>	<b>\$1,466,000</b>	<b>\$1,408,000</b>	<b>\$1,411,000</b>	<b>\$1,625,000</b>	<b>\$1,624,000</b>	<b>\$7,534,000</b>
<b>Other Projects (106-160)</b>								
XXXX	Tewning Road Revenue Sharing Funds	\$0	\$100,000	\$0	\$0	\$0	\$0	\$100,000
3085	Heavy Equipment/Trucks	\$85,576	\$60,000	\$0	\$0	\$0	\$0	\$60,000
	<b>Subtotal</b>	<b>\$85,576</b>	<b>\$160,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$160,000</b>
<b>GRAND TOTAL</b>		<b>\$4,287,712</b>	<b>\$3,271,000</b>	<b>\$3,271,000</b>	<b>\$3,271,000</b>	<b>\$3,271,000</b>	<b>\$3,271,000</b>	<b>\$16,355,000</b>

**PURPOSE**

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

**Five Forks Groundwater Treatment Facility.** Revenue Bonds, Series 2003, were issued in 2004 to finance the construction of the FFWTF. In June 2005 the JCSA completed the construction of the 5.0 million gallons per day (mgd) groundwater treatment facility which has reverse osmosis technology to treat water from the Potomac Aquifer. Debt Service for the revenue bonds is for a 15-year period.

**Revenues** - Contributions from the JCSA's Water Fund are the basic source of revenue.

**Expenses** - Debt Service spending includes both the principal payments on bonds sold to investors and the interest payments on those bonds. Bond payments began in FY 2004 and covered approximately nine months of interest, with the first payment made January 15, 2004, in the amount of approximately \$862,675. Future payments are projected to be \$1.4 million annually with the final payment to be made in 2018.

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

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

**Expenses** – Debt Service spending includes both the principal payments on bonds sold to investors and the interest payments on those bonds. Financing for the first \$25 million is being made over 30 years through issuance of revenue bonds. Bond principal and interest payments are estimated to total \$1,648,000 for FY 2010. Future payments are projected to be \$1.7 million annually with the final payment to be made in 2040.

**BUDGET SUMMARY**

	FY 11 <u>Adopted</u>	FY 12 <u>Plan</u>	FY 12 <u>Proposed</u>
<b><u>Revenues:</u></b>			
Water Fund Contribution	\$1,384,632	\$1,383,444	\$1,383,444
Capital Improvements Program	<u>1,646,000</u>	<u>1,645,000</u>	<u>1,645,000</u>
Total	<u>\$3,030,632</u>	<u>\$3,028,444</u>	<u>\$3,028,444</u>
<b><u>Expenses:</u></b>			
Revenue Bonds, Series 2003	\$1,384,632	\$1,383,444	\$1,383,444
Revenue Bonds, Series 2008	<u>1,646,000</u>	<u>1,645,000</u>	<u>1,645,000</u>
Total	<u>\$3,030,632</u>	<u>\$3,028,444</u>	<u>\$3,028,444</u>

## Virginia Public Assistance Fund

### KEY WORKPLAN ITEMS

1. Provide services to children and adults to protect them from abuse and neglect
2. Provide stable homes for children through foster care and adoption services
3. Assist eligible residents in receiving state sponsored assistance with food, medical coverage and temporary financial assistance
4. Provide job readiness services to promote self-sufficiency to eligible residents by supporting them with assistance for day care, transportation and car repairs, purchase of work related equipment and clothing, dental assistance, emergency needs, and counseling regarding barriers to employment and future goals

### BUDGET SUMMARY

	FY 11 Adopted	FY 12 Plan	FY 12 Proposed
<u>Revenues:</u>			
From Federal/State	\$ 4,427,806	\$ 4,433,371	\$ 4,438,170
General Fund	1,561,991	1,580,835	1,578,400
Fund Balance	384,500	384,500	384,500
Grant	<u>34,203</u>	<u>34,203</u>	<u>34,203</u>
Total	<u>\$ 6,408,500</u>	<u>\$ 6,432,909</u>	<u>\$ 6,435,273</u>
<u>Expenditures:</u>			
<u>General</u>			
Administration	\$ 3,832,201	\$ 3,856,610	\$ 3,698,158
Public Assistance	1,158,280	1,158,280	1,323,327
Purchased Services	1,259,511	1,259,511	1,258,280
Local Non-Reimbursable	97,000	97,000	104,000
Grant Programs	<u>61,508</u>	<u>61,508</u>	<u>51,508</u>
Total Expenditures	<u>\$ 6,408,500</u>	<u>\$ 6,432,909</u>	<u>\$ 6,435,273</u>
Total Local Funding	<u>\$ 1,946,491</u>	<u>\$ 1,965,335</u>	<u>\$ 1,962,900</u>

### PERSONNEL

Full-time Personnel	52.5	52.5	53.5
Part-time Personnel	3	3	2

## Virginia Public Assistance Fund

### PERFORMANCE MEASURES

	<u>FY 09 Actual</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Proposed</u>
Timeliness of Food Stamp Applications processed	98%	98%	98%	98%
Food Stamp participation rate	66%	74%	72%	73%
% VIEW participants employed	62%	65%	60%	62%
Timeliness of TANF applications processed	97%	98%	99%	99%
Timeliness of Medicaid applications processed	92%	95%	93%	93%
Timeliness of Medicaid reviews	99%	99%	99%	99%
% Founded cases without recurrence of maltreatment	100%	97%	95%	95%
% Foster children discharged to permanent home prior to 18th birthday	100%	100%	100%	100%

### BUDGET COMMENTS

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

Funding is included to continue the Supplemental Nutrition Assistance Program (SNAP, formally Food Stamps) funded position using one time dollars from the Department of Defense SNAP program.

There is an increase in the Adoption Subsidy and Special Needs Adoption programs based on expenditure trends, and the impact of recent child welfare policy changes. Adoption Subsidy is 100% federal/state funded while Special Needs Adoption is 100% state funded. While neither requires a local match they do contribute considerably to the increase in the federal/state portion of the budget.

This budget does not contain the estimated more than \$25 million dollars of Federal and State funds that are direct payments and/or services to residents that is spent in our community. The eligibility determination is completed by our staff, and the programs include SNAP, Medicaid, Refugee Assistance, FAMIS, Energy Assistance, and Temporary Assistance to Needy Families (TANF).

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

## Community Development Fund

### KEY WORKPLAN ITEMS

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

### BUDGET SUMMARY

	FY 11 Adopted	FY 12 Plan	FY 12 Proposed
<u>Revenues:</u>			
County Contribution			
Administration	\$ 437,995	\$ 444,398	\$ 433,241
Housing Fund	200,000	100,000	100,000
Federal, State & Other Grants			
Section 8 Housing			
Choice Voucher	1,330,000	1,370,000	1,370,000
Homeless Intervention	149,231	-	149,231
Indoor Plumbing/Rehab.	160,000	160,000	160,000
Emergency Home Repair	12,236	12,236	12,236
Forest Heights CDBG	1,400,000		*
Energy Efficiency and			
Conservation Block Grant	498,625		**
Climate Showcase			
Communities			***
Program Income	50,000	50,000	300,000
Fund Balance	300,000	70,000	200,000
Total Revenues	\$ 4,538,087	\$ 2,206,634	\$ 2,724,708
<u>Expenditures:</u>			
Personnel Expenses	\$ 679,128	\$ 627,898	\$ 674,544
Operating Expenses	45,500	45,500	45,500
Housing & Comm. Dev.			
Programs	3,813,459	1,533,236	2,004,664
Total Expenditures	\$ 4,538,087	\$ 2,206,634	\$ 2,724,708

\* Multi-year grant funds carry forward through January 12, 2013. \*\* Multi-year grant funds carry forward through December 31, 2012.  
 \*\*\*Multi-year grant funds carry forward through April, 2012.



## Community Development Fund

### **PERSONNEL**

Full-time Personnel	9.5	8.5	9.5
Part-time Personnel	1	1	1

### **PERFORMANCE MEASURES**

	<u>FY 09 Actual</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Proposed</u>
# Households assisted	156	106	170	265
# Homes rehabilitated or replaced	3	1	8	6
# New affordable housing completed	83	25	30	30

### **BUDGET COMMENTS**

The FY 2012 Community Development Fund Budget makes available funds for continued operation of County-wide low- and moderate-income housing programs and neighborhood revitalization projects. The FY2012 Housing Fund appropriation as well as most of the program income and fund balance appropriation will be used to match Community Development Block Grant funds committed to the Forest Heights Neighborhood Improvement Project. Not included in these budgets are Federal and State loan and grant funds that are provided to first-time homebuyers through the County's participation in the VHDA SPARC Loan Program and the Hampton Roads Regional Loan Fund Partnership.

## Colonial Community Corrections

### KEY WORKPLAN ITEMS

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

### BUDGET SUMMARY

	FY 11 Adopted	FY 12 Plan	FY 12 Proposed
<u>Revenues:</u>			
From Federal/State	\$ 747,157	\$ 755,054	\$ 744,514
General Fund	34,470	34,470	34,470
Supervision Fees	35,000	35,000	48,099
Williamsburg Community Health Foundation	40,000	40,000	40,000
York County Grant	59,153	59,153	70,821
Other Locality Contributions	<u>70,234</u>	<u>70,234</u>	<u>70,234</u>
Total	\$ <u>986,014</u>	\$ <u>993,911</u>	\$ <u>1,008,138</u>
<u>Expenditures:</u>			
<u>General</u>			
Administration	\$ 910,217	\$ 918,114	\$ 932,341
Direct Services	35,797	35,797	35,797
Grants	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>
Total Expenditures	\$ <u>986,014</u>	\$ <u>993,911</u>	\$ <u>1,008,138</u>

### PERSONNEL

Full-time Personnel	12	12	12
Part-time Personnel	3	3	3

## Colonial Community Corrections

### PERFORMANCE MEASURES

	FY 09 Actual	FY 10 Actual	FY 11 Adopted	FY 12 Proposed
# Pretrial placements	524	384	511	420
% Probation cases successfully closed	68%	69%	72%	72%
% Pretrial cases successfully closed	93%	88%	90%	90%
# Probation placements	1,304	1,409	1,300	1,300

### BUDGET COMMENTS

Local community-based probation agencies were created in 1995 by the Comprehensive Community Corrections Act. They were created to provide an alternative to incarceration for persons convicted of certain misdemeanors or non-violent felonies for which sentences would be 12 months or less in a local or regional jail. Local probation programs give courts the option of assuring that these types of offenders are held accountable without resorting to the use of institutional custody.

Pretrial services programs provide information and investigative services to judicial officers (judges and magistrates) to help them decide whether persons charged with certain offenses and awaiting trial need to be held in jail or can be released to their communities subject to supervision. In the latter case, the programs provide supervision and services to defendants as ordered by judicial officers. The Virginia Community Criminal Justice Association says that pretrial services cost about \$4.50 a day per person, as compared to \$66 to keep a person in jail per day.

Programs and services are designed and delivered using Evidence Based Practices which are researched principles and practices for the adult offender population targeting crime-producing attributes such as antisocial behavior, values, and beliefs and uses pro-social modeling to help the offenders become productive citizens in the community. Services provided in the community are cost effective as they serve as an alternative to incarceration.

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

The Criminal Justice Action Plan for FY 2010-2013 was approved by the CCCJB in December 2009 and submitted to the Department of Criminal Justice Services. The plan details the activities of the Board and CCC.

CCC under the guidance of the CCCJB seeks grants to provide services not supported with state and local funding. Grant funding has provided for services targeting domestic violence, community training, assessment, initiatives for youth and services to inmates preparing for release to the community. Substance abuse services are provided to clients living in the community through a grant from the Williamsburg Community Health Foundation that provides group and individual counseling.

## Special Projects/Grants Fund

### **PURPOSE**

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

### **BUDGET SUMMARY**

	FY 11 Adopted	FY 12 Plan	FY 12 Proposed
<u>Revenues:</u>			
General Fund Non Departmental	\$	\$	\$ 500,000
Road Match - Developer Contribution			500,000
Road Match - James City Service Authority			100,000
Comprehensive Services Act (CSA)	275,850	275,850	319,300
CSA Local Match-General Fund	317,426	317,426	367,426
CSA School Share	112,000	112,000	112,000
	<hr/>	<hr/>	<hr/>
Total	\$ 705,276	\$ 705,276	\$ 1,898,726
	<hr/>	<hr/>	<hr/>
<u>Expenditures:</u>			
Comprehensive Services Act	\$ 705,276	\$ 705,276	\$ 798,726
VDOT Revenue Sharing Road Match			
Centerville/Richmond Road Intersection			500,000
Tewning Road			100,000
York River Watershed Management Plan			200,000
Mill Creek Stream Restoration			150,000
Drainage Improvements - James Terrace			100,000
Grants - Flood Mitigation			50,000
	<hr/>	<hr/>	<hr/>
Total Expenditures	\$ 705,276	\$ 705,276	\$ 1,898,726
	<hr/>	<hr/>	<hr/>

### **BUDGET COMMENTS**

The General Assembly is increasing access to Comprehensive Services Act (CSA) funding for children with special needs. This expanded eligibility shifts costs from State programs to CSA programs which have a mandated local match. This budget includes an estimated \$50,000 increase in the local match for CSA funding.

The Virginia Department of Transportation (VDOT) offers localities the opportunity to participate in a revenue sharing match program for road improvements. Two projects are proposed for this program in FY 2012 using developer contributions and a contribution from the James City Service Authority as the local match.

## **Special Projects/Grants Fund**

The Department of Development Management, through the Engineering and Site Development Division, will administer a watershed management study for the tributaries in the County that flow to the York River. General Services and its Stormwater Division will begin work on a stream restoration project in Mill Creek and on drainage improvements in the James Terrace subdivision.

A pilot program is being proposed that creates a small grant program for homeowners and businesses that would allow them to install landscaping features to redirect stormwater or to raise outdoor heat pump units. The program is directed at property owners with improvements that have experienced repeated damage due to flooding during storms.

This fund also includes one part-time position with benefits for the Commonwealth Attorney's office. Renewal of this grant is expected and the actual grant appropriations are submitted when the grants are awarded.

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## Tourism Investment Fund

### **PURPOSE**

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

### **BUDGET SUMMARY**

	FY 12 Proposed
<u>Revenues:</u>	
General Fund - from Room Tax Revenues	\$ <u>280,000</u>
Total	\$ <u>280,000</u>
<u>Expenditures:</u>	
Tourism Activities	\$ <u>280,000</u>
Total Expenditures	\$ <u><u>280,000</u></u>

### **BUDGET COMMENTS**

As a regional tourism partner, the County will explore long-term, sustainable investments in tourism that will benefit the County and the Historic Triangle. A spending plan has yet to be developed. Should the Board approve the creation of this fund, and the initial funding, a spending plan will be created after consultation with representatives of the County's major tourist attractions.

## Debt Service Fund

### **PURPOSE**

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

### **BUDGET COMMENTS**

**Fund Balance** – Money has previously been set aside to act as a shock absorber when new debt and new debt service spending is incurred. What would normally be a sharp increase in funds from recurring revenues, with a possible impact on tax rates, will actually be managed as a gradual incline using the fund balance. Over the period FY 2012 to FY 2015 the existing fund balance is expected to diminish but is not expected to disappear. There is some flexibility in the fund balance to consider additional indebtedness, including, as an example, General Obligation bonds for Greenspace and Property Development Rights, as approved in a voter referendum.

Page F-9 identifies revenue and expenditure projections for six years, including the current year, but only FY 2012 will actually be budgeted and appropriated.

The Capital Improvement Program (Section D of this budget document) identifies projected new debt financings and projected debt service costs for these new facilities are shown in this budget.

FY 2011	1,000,000	Jamestown HS Multi-Use Subsidized Interest Bonds
FY 2012	6,166,000	County Public Facilities - Fire Sta #4 and Mid County Park
FY 2013	19,127,000	School HVAC Projects

County debt outstanding (in \$1,000s of dollars):

	<u>Beginning</u>	<u>Projected Borrowing</u>	<u>Retired</u>	<u>Ending</u>
FY 2011	\$221,860	\$ 1,000	\$13,926	\$208,934
FY 2012	208,934	6,166	13,755	201,345
FY 2013	201,345	19,127	13,788	206,684
FY 2014	206,684		14,006	192,678
FY 2015	192,678		14,357	178,321

Funding for debt service spending comes primarily from on-going revenues contributed by the County's General Fund and interest earned on bond proceeds before they are spent. The "Buy America Bonds" funding comes from a special Federal program that subsidizes the interest on debt issued to build certain local facilities. For the County these credits are directed at the interest costs of the borrowing for the County's police building.

## Debt Service Fund

	(Thousands)					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
<b>BEGINNING FUND BALANCE</b>	\$ 11,008	\$ 8,605	\$ 7,102	\$ 4,122	\$ 1,684	\$ 646
<b>REVENUES</b>						
General Fund	\$ 22,150	\$ 22,825	\$ 21,825	\$ 22,825	\$ 23,825	\$ 24,825
Build America Bonds	231	228	225	222	219	216
Investment Income	75	50	50	50	50	50
	\$ 22,456	\$ 23,103	\$ 22,100	\$ 23,097	\$ 24,094	\$ 25,091
<b>EXPENDITURES</b>						
<b>Schools</b>						
Opns Center/Baker (1991)	\$ 150					
Lit Fund - Toano (1992)	141	\$ 135	\$ 129	\$ 124		
VPSA Refunding (1994)	542	248				
VPSA - Schools (1997)	1,558	1,555	1,559	1,562	\$ 1,558	\$ 1,559
VPSA - Schools (1999)	1,500	1,502	1,505	1,509	1,503	1,501
VPSA - Schools (1999)	94	91	88	84	80	77
Refunding (2002)	723	696	669	652	616	2,954
Refunding (2003)	2,654	2,666	2,648	2,631	2,681	
High School (2005)	2,733	2,731	2,729	2,728	2,731	2,728
Lease Revenue (2006)	8,621	8,382	8,142	7,903	7,663	7,424
School VPSA (2012)		68	68	68	68	68
School HVAC (2013)			780	1,560	1,560	1,560
	\$ 18,716	\$ 18,074	\$ 18,317	\$ 18,821	\$ 18,460	\$ 17,871
<b>Non-Schools</b>						
Bank/Fiscal Agent Fees	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75
Radio System (2003)	1,375	1,531	1,531	1,531	1,540	1,540
TNCC/Stadium (2005)	1,686	1,683	1,681	1,679	1,678	1,703
General Obligation (2006)	1,787	1,745	1,703	1,661	1,619	1,577
Police Building (2009)	1,220	1,218	1,213	1,208	1,200	1,194
Public Facilities (2012)		280	560	560	560	560
	\$ 6,143	\$ 6,532	\$ 6,763	\$ 6,714	\$ 6,672	\$ 6,649
Total expenditures	\$ 24,859	\$ 24,606	\$ 25,080	\$ 25,535	\$ 25,132	\$ 24,520
<b>ENDING FUND BALANCE</b>	\$ 8,605	\$ 7,102	\$ 4,122	\$ 1,684	\$ 646	\$ 1,217



## Projected Five-Year Operating Budgets

REVENUE	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
General Property Taxes	\$ 108,916	\$ 106,416	\$109,608	\$116,185	\$119,671	\$ 126,851
Other Local Taxes	18,400	19,044	19,711	20,400	21,114	21,853
Licenses, Permits and Fees	6,377	6,600	6,831	7,070	7,318	7,574
From the Commonwealth	24,867	25,364	25,872	26,389	26,917	27,455
Charges for Current Services	4,739	4,905	5,077	5,254	5,438	5,628
Other Revenue	701	726	751	777	804	833
	\$ 164,000	\$ 163,055	\$167,849	\$176,076	\$181,262	\$ 190,194
<b>EXPENDITURES</b>						
Contribution to Schools	\$ 74,250	\$ 76,478	\$ 78,772	\$ 81,135	\$ 83,569	\$ 86,076
Operating Departments	49,376	50,857	52,383	53,954	55,573	57,240
Other Outside Agencies	15,168	15,623	16,092	16,574	17,072	17,584
Capital Projects	1,818	2,424	3,340	4,787	5,004	5,897
Debt Service	22,825	21,825	22,825	23,825	24,825	25,825
Other Spending	563	580	597	615	634	653
	\$ 164,000	\$ 167,787	\$174,009	\$180,891	\$186,677	\$ 193,275
Necessary Reductions and/or Additional Revenue Needed		\$ 4,732	\$ 6,160	\$ 4,815	\$ 5,414	\$ 3,081

### ASSUMPTIONS

Real Property - projected landbook drop by 4% in FY 2013 with reassessment, 3% increase in even years, 6% in odd years.

Other revenue - 3% a year except for Revenue from the Commonwealth which is projected at 2% annually.

Spending increases 3% a year, except for debt service and capital projects which are based on the multi-year funding shown in Section D for Capital and Section F for Debt Service.

Budgeted Employment Data	All Funds										(Seasonal Workers Excluded)
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<u>DEPARTMENT</u>		<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
Accounting	F/T	8	8	8	8	9	9	9	8	8	8
	P/T	0	0	0	0	0	0	0	0	0	0
Animal Control	F/T	3	3	3	3	3	3	3	2	2	2
	P/T	0	0	0	0	0	0	0	1	0	0
Board of Supervisors	F/T	1	1	1	1	1	1	1	1	1	1
	P/T	0	0	0	0	0	0	0	0	0	0
Building Safety and Permits	F/T	15	16	17	18	20	21	19	15	13	13
	P/T	3	2	2	1	1	0	0	0	1	1
Clerk of the Circuit Court	F/T	12	12	12	12	12	12	12	12	12	12
	P/T	2	2	2	2	2	2	2	2	1	1
Commissioner of the Revenue	F/T	11	11	11	11	13	13	13	12	11	11
	P/T	0	0	0	0	0	0	0	0	0	0
Commonwealth's Attorney	F/T	8	8	8	8	9	9	9	9	9	9
	P/T	1	1	1	1	0	0	0	0	0	0
Communications	F/T	4.5	5	5	6	7.5	7.5	6.5	6.5	7.5	7.5
	P/T	0	0	0	0	0	0	0	0	0	0
Community Services	F/T	8	5	5	5	4	4	3	3	0	0
	P/T	0	1	1	1	1	1	1	1	0	0
Cooperative Extension Service	F/T	3	2	2	2	2	2	2	2	2	2
	P/T	0	1	1	1	1	1	1	0	0	0
County Administration	F/T	3.5	3.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
	P/T	0	0	0	0	0	0	0	0	0	0
County Attorney	F/T	4.5	4.5	4.5	4.5	5	5	5	5	5	5
	P/T	0	0	0	0	0	0	0	0	0	0
Courthouse	F/T	2	2	2	2	2	2	2	2	2	2
	P/T	1	1	1	1	1	1	1	1	1	1
Courts/Judicial	F/T	2	2	2	2	2	2	2	2	2	2
	P/T	0	0	0	0	0	0	0	0	0	0
Development Management	F/T	4.5	4.5	4.5	4.5	3.5	4.5	2.5	2.5	2.5	2.5
	P/T	0	0	0	0	0	0	0	0	0	0
Economic Development	F/T	3	3	3	3	3	3	3	3	3	4
	P/T	0	0	0	0	0	0	0	0	0	0
Elections	F/T	3	3	3	3	3	3	3	3	3	3
	P/T	1	1	1	1	1	1	1	1	1	1
Emergency Communications	F/T	23	25	25	25	27	27	27	27	26	26
	P/T	2	2	2	2	0	0	0	0	0	0
Emergency Management	F/T	1	1	1	1	1	2	2	2	2	3
	P/T	1	1	1	1	1	0	0	0	0	0
Engineering and Site Development	F/T	9	10	11	13	15	15	15	14	12	13
	P/T	0	0	0	0	0	0	0	0	0	0
Facilities Maintenance	F/T	20	20	20	19	18	19	19	18	17	17
	P/T	11	11	11	11	6	6	6	6	6	6
Financial and Management Services	F/T	7	7	7	7	7	7	7	7	7	6
	P/T	0	0	0	0	0	0	0	0	0	0

Budgeted Employment Data	All Funds										(Seasonal Workers Excluded)
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<u>DEPARTMENT</u>		<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
Fire/Emergency Medical Services	F/T	89	92	95	101	104	108	111	111	111	110
	P/T	0	0	0	0	0	0	0	0	0	0
Fleet and Equipment	F/T	6	6	6	8	8	8	8	7	8	8
	P/T	0	0	0	0	0	0	0	0	0	0
General and Capital Services	F/T			2.5	4.5	6.5	6.5	6.5	6.5	5.5	7
	P/T			0	0	0	0	0	0	0	0
Grounds Maintenance	F/T	11	11	15	13	16	21	21	20	22	22
	P/T	0	1	1	1	1	1	1	1	1	1
Human Resources	F/T	7	7	7	8	8	8	8	7	7	7
	P/T	2	2	2	1	1	1	1	2	0	0
Information Resources Management	F/T	19	19	19	20	20	21	21	21	20	21
	P/T	1	1	1	1	1	1	1	0	0	0
Mosquito Control	F/T	1	1	1	1	1	1	1	0	0	0
	P/T	0	0	0	0	0	0	0	0	0	0
Neighborhood Connections	F/T	3.5	3	3	3	4	4	4	2	0	0
	P/T	0	1	1	1	1	1	1	1	0	0
Parks and Recreation	F/T	42	43	43	45	52	56	54	53	48	49
	P/T	35	35	36	37	29	29	29	23	16	14
Planning	F/T	14.5	15.5	16.5	17.5	17.5	19.5	19.5	17.5	12.5	10.5
	P/T	1	1	1	2	2	0	0	1	1	1
Police	F/T	72	73	74	78	87	94	97	98	98	98
	P/T	0	0	0	0	0	0	0	0	0	0
Purchasing	F/T	3	3	3	3	3	3	3	3	3	4
	P/T	0	0	0	0	0	0	0	0	0	0
Real Estate Assessments	F/T	11	11	11	11	12	13	13	11	10	9
	P/T	0	0	0	0	0	0	0	0	0	0
Satellite Services Office	F/T	2	2	2	2	2	3	3	3	3	3
	P/T	2	2	2	2	2	2	2	1	1	1
Sheriff	F/T	18	18	18	18	18	18	18	18	16	16
	P/T	0	0	0	0	0	0	0	0	0	0
Solid Waste Management	F/T	6	6	6	6	7	7	7	7	6	6
	P/T	2	2	3	3	2	2	2	2	1	1
Stormwater	F/T	0	0	0	0	0	9	8.5	6.5	6.5	4
	P/T	0	0	0	0	0	0	0	0	0	1
Treasurer	F/T	13	13	13	13	13	13	13	13	12	11
	P/T	0	0	0	0	0	0	0	0	0	1
Zoning Enforcement	F/T	0	0	0	0	0	0	0	0	3	4
	P/T	0	0	0	0	0	0	0	0	0	0
Total General Fund	F/T	474.0	480.0	492.5	512.5	548.5	586.5	584.0	563.0	541.0	541.0
	P/T	65	68	70	70	53	49	49	43	30	30

<u>DEPARTMENT</u>		<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
Colonial Community Correction:	F/T	11	12	13	13	13	13	11	11	12	12
	P/T	3	5	5	5	5	5	4	4	3	3
Community Development	F/T	8.5	8.5	8.5	8.5	9.5	9.5	9.5	8.5	9.5	9.5
	P/T	0	1	1	1	0	0	0	1	1	1
JCSA	F/T	76	78	81	85	87	88	90	90	86	89
	P/T	0	0	1	1	2	2	2	2	2	2
Social Services	F/T	50.5	52.5	52.5	53.5	53.5	57.5	57.5	52.5	52.5	53.5
	P/T	1	1	1	1	1	1	1	1	3	2
Special Projects/Grants	F/T	0	0	3	3	1	2	3	2	0	0
	P/T	0	0	0	0	0	0	1	1	1	1
Grand Total All Funds	F/T	620.0	631.0	650.5	675.5	712.5	756.5	755.0	727.0	701.0	705.0
	P/T	69.0	75.0	78.0	78.0	61.0	57.0	57.0	52.0	40.0	39.0

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

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

**Authorized Positions Per Department**

		<u><b>FY09</b></u>	<u><b>FY10</b></u>	<u><b>FY11</b></u>	<u><b>FY12</b></u>
<u><b>General Fund</b></u>					
Accounting	<u>Full-Time Regular</u>				
	Accounting Director	1	1	1	1
	Accountant I	2	2	1	1
	Accountant II	1	1	2	2
	Payroll Coordinator	1	1	1	1
	Accounts Payable Specialist	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
		7	7	7	7
	<u>Full-Time Limited-Term</u>				
	Senior Accountant (Payroll Supervisor)	1	1	1	1
	Payroll Clerk	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
		2	1	1	1
	<u>Part-Time Temporary</u>				
	Intern	1,000 hrs	1,000 hrs	600 hrs	600 hrs
Animal Control	<u>Full-Time Regular</u>				
	Animal Control Supervisor	1	1	1	1
	Animal Control Officer	<u>2</u>	<u>1</u>	<u>1</u>	<u>1</u>
		3	2	2	2
	<u>Part-Time Regular</u>				
	Animal Control Officer (1,040 hours)	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>
		0	1	0	0
	<u>On-Call</u>				
	Animal Control Officer	0 hrs	0 hrs	376 hrs	376 hrs
Board of Supervisors	<u>Full-Time Regular</u>				
	Secretary to the Board	1	1	1	1
Building Safety and Permits	<u>Full-Time Regular</u>				
	Building and Safety Permits Director	1	1	1	1
	Chief Building Inspector	1	1	1	1
	Commercial/Senior Building Inspector	1	1	1	1
	Inspector I/II/III	6	4	4	4
	Senior Inspector	3	3	2	2
	Chief Plans Examiner	1	1	1	1
	Plans Examiner I/II	2	1	1	1
	Permit Technician I/II	2	1	1	1
	Senior Permit Technician	1	1	0	0
	Administrative Services Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		19	15	13	13
	<u>Part-Time Regular</u>				
	Inspector I/II/III (1,040 hrs)	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>
		0	0	1	1
	<u>On-Call</u>				
	Inspector I	1,040 hrs	1,040 hrs	0 hrs	0 hrs
	Plans Examiner I	0 hrs	0 hrs	0 hrs	1,040 hrs
Clerk of the Circuit Court	<u>Constitutional Officer</u>				
	Clerk of the Circuit Court	1	1	1	1
	<u>Full-Time Other</u>				
	Assistant Chief Deputy	1	1	1	1
	Deputy Clerk IV	1	1	1	1
	Deputy Clerk III	1	1	1	1
	Deputy Clerk II	2	2	2	2
	Deputy Clerk I	<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>
		11	11	11	11
	<u>Part-Time Other</u>				
	General Office Clerk (1,456 hrs)	2	2	1	1

**Authorized Positions Per Department**

		<u><b>FY09</b></u>	<u><b>FY10</b></u>	<u><b>FY11</b></u>	<u><b>FY12</b></u>
Commissioner of the Revenue	<u>Constitutional Officer</u> Commissioner of the Revenue	1	1	1	1
	<u>Full-Time Regular</u>				
	Chief Deputy Commissioner	1	1	1	1
	Business License Inspector	1	1	1	1
	Deputy IV	1	1	1	1
	Deputy III	3	3	3	3
	Deputy I/II	3	3	2	2
	Senior Auditor	1	1	1	1
	Business Tax Specialist	1	1	1	1
	Business Tax Field Representative	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
		12	11	10	10
	<u>On-Call</u>				
	Deputy I/II	0 hrs	0 hrs	1,040 hrs	1,040 hrs
Commonwealth's Attorney	<u>Constitutional Officer</u> Commonwealth Attorney	1	1	1	1
	<u>Full-Time Other</u>				
	Deputy Commonwealth Attorney	1	1	1	1
	Attorney III	1	1	1	1
	Attorney I	2	2	2	2
	Paralegal	1	1	1	1
	Paralegal Assistant	1	1	1	1
	Secretary	1	1	1	1
	Administrative Assistant II	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		8	8	8	8
Communications	<u>Full-Time Regular</u>				
	Chief Video Engineer	1	1	1	1
	Video Technician	1	1	1	1
	Communications Director	1	1	1	1
	Communications Specialist I/II	2	2	2	2
	Graphic Designer	1	1	1	1
	Civic Engagement Coordinator	0	0	1	1
	Administrative Services Coordinator*	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
		6.5	6.5	7.5	7.5
* Position shared between County Administration and Communications.					
Community Services	<u>Full-Time Regular</u>				
	Community Services Manager	1	1	0	0
	Community Services Assistant Manager	1	1	0	0
	Administrative Services Coordinator	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>
		3	3	0	0
	<u>Part-Time Regular</u>				
	PDR Administrator (1,040 hrs)	1	1	0	0
Cooperative Extension Service	<u>Full-Time Other</u>				
	Unit Administrator	1	1	1	1
	Extension Agent	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		2	2	2	2
	<u>Part-Time Other</u>				
	Extension Agent	1	0	0	0
	<u>Part-Time Temporary</u>				
	Secretary	600 hrs	600 hrs	0 hrs	0 hrs

**Authorized Positions Per Department**

		<u><b>FY09</b></u>	<u><b>FY10</b></u>	<u><b>FY11</b></u>	<u><b>FY12</b></u>
County Administration	<u>Full-Time Regular</u>				
	County Administrator	1	1	1	1
	Assistant County Administrator	1	1	1	1
	Administrative Services Coordinator*	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
		2.5	2.5	2.5	2.5
	<u>Part-Time Temporary</u>				
	Intern	300 hrs	0 hrs	0 hrs	0 hrs
	<u>On-Call</u>				
	Development Rights Administrator	0 hrs	0 hrs	624 hrs	624 hrs
* Position shared between County Administration and Communications.					
County Attorney	<u>Full-Time Regular</u>				
	County Attorney	1	1	1	1
	Deputy County Attorney	1	1	1	1
	Assistant County Attorney I/II	1	1	1	1
	Legal Technician	1	1	1	1
	Legal Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		5	5	5	5
	<u>Part-Time Temporary</u>				
	Law Clerk	520 hrs	520 hrs	520 hrs	520 hrs
Courthouse	<u>Full-Time Regular</u>				
	Courthouse Facilities Superintendent	1	1	1	1
	Facilities Specialist I	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		2	2	2	2
	<u>Part-Time Regular</u>				
	Custodian (1,040 hrs)	1	1	1	1
Courts/Judicial	<u>Full-Time Regular</u>				
	Court Administrator	2	2	2	2
Development Management	<u>Full-Time Regular</u>				
	Development Manager	1	1	1	1
	Development Management Assistant*	<u>1.5</u>	<u>1.5</u>	<u>1.5</u>	<u>1.5</u>
		2.5	2.5	2.5	2.5
* One position shared between Development Management and Planning.					
Economic Development	<u>Full-Time Regular</u>				
	Economic Development Director	1	1	1	1
	Economic Development Assistant Director	1	1	1	1
	Economic Development Assistant	1	1	1	1
	Business Development and Retention Coordinator	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>
		3	3	3	4
Elections	<u>Full-Time Other</u>				
	General Registrar	1	1	1	1
	<u>Full-Time Regular</u>				
	Assistant General Registrar II	2	2	2	2
	<u>Part-Time Regular</u>				
	Assistant General Registrar I (1,352 hrs)	1	1	1	1
	<u>On-Call</u>				
	Assistant General Registrar	1,280 hrs	1,000 hrs	1,000 hrs	1,000 hrs
	Lead Election Equipment Technician	52 hrs	52 hrs	52 hrs	52 hrs
	Assistant Election Equipment Technician	168 hrs	168 hrs	168 hrs	168 hrs

**Authorized Positions Per Department**

		<u><b>FY09</b></u>	<u><b>FY10</b></u>	<u><b>FY11</b></u>	<u><b>FY12</b></u>
Emergency Communications	<u>Full-Time Regular</u>				
	Emergency Communications Director	1	1	1	1
	Emergency Communications Deputy Director	1	1	1	1
	Emergency Communications Officer I/II/Senior/Master	20	20	20	20
	Emergency Communications Shift Supervisor	4	4	4	3
	Computer Aided Dispatch Administrator	0	0	0	1
	Warehouse/Electronics Specialist	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>
		27	27	26	26
	<u>Full-Time Regular</u>				
	Administrative Services Coordinator	1	1	1	1
Emergency Management	Emergency Services Director	1	1	1	1
	Fire Safety Public Educator	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>
		2	2	2	3
Engineering and Site Development	<u>Full-Time Regular</u>				
	Engineering and Site Development Director	1	1	1	1
	Engineering and Site Development Inspector Supervisor	1	1	1	1
	Engineering and Site Development Inspector I/II/Senior	6	5	5	5
	Engineering and Site Development Specialist	1	1	0	0
	Planner I/II/Senior	1	1	1	1
	Civil Engineer I/II/Senior	2	2	1	2
	Chief Civil Engineer	1	1	1	1
	Engineering Assistant	1	1	1	1
	Senior Engineering Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		15	14	12	13
Facilities Maintenance	<u>Full-Time Regular</u>				
	Custodial Services Coordinator	1	1	1	1
	Custodian	5	5	5	5
	Custodian Lead	2	2	1	1
	Facilities Superintendent	1	1	1	1
	Facilities Specialist I/II	3	2	3	3
	Senior Facilities Specialist	1	1	0	0
	Facilities Technician I/II	4	4	4	4
	Senior Facilities Technician	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
		19	18	17	17
	<u>Part-Time Regular</u>				
	Custodian (6,760 hrs)	6	6	6	6
	<u>On-Call</u>				
	Custodian	2,102 hrs	2,102 hrs	2,102 hrs	2,102 hrs
	Facilities Specialist I	1,040 hrs	1,040 hrs	1,040 hrs	1,040 hrs
Financial and Management Services (FMS)	<u>Full-Time Regular</u>				
	FMS Manager	1	1	1	1
	FMS Assistant Manager	1	1	1	1
	Senior Administrative Services Coordinator	1	1	1	0
	Senior Budget Analyst	1	1	1	1
	Secretary	1	1	1	1
	Risk Management Director	1	1	1	1
	Mail Courier	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		7	7	7	6
	<u>On-Call</u>				
	Mail Courier	300 hrs	300 hrs	300 hrs	300 hrs



**Authorized Positions Per Department**

		<u><b>FY09</b></u>	<u><b>FY10</b></u>	<u><b>FY11</b></u>	<u><b>FY12</b></u>
Fire/Emergency Medical Services	<u>Full-Time Regular</u>				
	Fire Chief	1	1	1	1
	Deputy Fire Chief	1	1	1	1
	Fire/Rescue District Chief	5	4	4	4
	Fire/Rescue Captain	18	18	18	18
	Fire/Rescue Lieutenant	4	4	4	4
	Fire Rescue Technician I/II/Senior/Master	79	79	79	79
	Senior Administrative Services Coordinator	1	1	1	1
	Budget Management Specialist	0	1	1	1
	Fire Safety Instructor	1	1	1	0
	Secretary	1	1	1	1
		<u>111</u>	<u>111</u>	<u>111</u>	<u>110</u>
		111	111	111	110
	<u>On-Call</u>				
	Firefighter	2,916 hrs	2,916 hrs	2,916 hrs	2,916 hrs
Fleet and Equipment	<u>Full-Time Regular</u>				
	Automotive Technician I/II/III	4	2	3	3
	Automotive Inventory Specialist	1	1	1	1
	Fleet and Equipment Administrator	1	1	1	1
	Automotive Service Coordinator	0	1	1	1
	Lead Automotive Technician	0	1	1	1
	Shop Foreman	1	0	0	0
	Small Engine Mechanic	1	1	1	1
		<u>8</u>	<u>7</u>	<u>8</u>	<u>8</u>
		8	7	8	8
General and Capital Services	<u>Full-Time Regular</u>				
	General Services Manager	1	1	1	1
	General Services Operations Administrator	1	1	1	1
	Transportation Administrator	1	0	0	0
	Environmental Specialist	0	1	0	0
	Capital Projects Coordinator	2	2	2	2
	Chief Civil Engineer	0.5	0.5	0.5	1
	Inspector I/II/Senior	0	0	0	1
	Administrative Services Coordinator	1	1	1	1
		<u>6.5</u>	<u>6.5</u>	<u>5.5</u>	<u>7.0</u>
		6.5	6.5	5.5	7.0
	<u>Part-Time Temporary</u>				
	General Services Assistant	2,080 hrs	2,080 hrs	1,040 hrs	1,040 hrs
Grounds Maintenance	<u>Full-Time Regular</u>				
	Parks and Grounds Administrator	1	1	1	1
	Senior Groundskeeper	4	4	4	4
	Groundskeeper I/II	16	15	17	17
		<u>21</u>	<u>20</u>	<u>22</u>	<u>22</u>
		21	20	22	22
	<u>Part-Time Regular</u>				
	Senior Office Assistant (1,040 hrs)	1	1	1	1
	<u>Part-Time Temporary</u>				
	Groundskeeper I/II	500 hrs	500 hrs	500 hrs	500 hrs

**Authorized Positions Per Department**

		<u><b>FY09</b></u>	<u><b>FY10</b></u>	<u><b>FY11</b></u>	<u><b>FY12</b></u>
Human Resources	<u><b>Full-Time Regular</b></u>				
	Human Resource Manager	1	1	1	1
	Human Resource Coordinator	2	1	2	2
	Human Resource Assistant	1	2	1	1
	Senior Human Resource Specialist	1	1	1	1
	Human Resource Specialist I/II	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
		7	7	7	7
	<u><b>Full-Time Limited-Term</b></u>				
	Human Resource Assistant	1	0	0	0
	<u><b>Part-Time Limited-Term</b></u>				
	Human Resource Assistant	0	1	0	0
	Senior Human Resource Specialist (1,560 hrs)	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>
		1	2	0	0
	<u><b>On-Call</b></u>				
	Senior Office Assistant	300 hrs	300 hrs	120 hrs	120 hrs
Information Resources Management	<u><b>Full-Time Regular</b></u>				
	Director of IRM	1	1	1	1
	Programmer Analyst	2	2	2	3
	Information Technology Administrator	1	1	1	1
	Systems Programmer Analyst	1	1	1	1
	Information Center Specialist	1	1	1	1
	Technology Support Technician	2	2	2	2
	Information Technology Specialist	1	1	1	1
	Network Security Engineer	1	1	1	1
	Network System Engineer	1	1	1	1
	Web Developer	1	1	1	1
	Publications Management Supervisor	1	1	1	1
	Publications Specialist	1	1	1	1
	Senior Publications Specialist	1	1	1	1
	Telecommunications Network Specialist	1	1	1	1
	Web Interaction Designer	1	1	1	1
	Records and Imaging Administrator	1	1	1	1
	Senior Records and Imaging Technician	1	1	1	1
	Records and Imaging Technician	<u>2</u>	<u>2</u>	<u>1</u>	<u>1</u>
		21	21	20	21
	<u><b>Part-Time Regular</b></u>				
	(Publications Management)				
	Publications Specialist (1,300 hrs)	1	0	0	0
Mosquito Control	<u><b>Full-Time Regular</b></u>				
	Environmental Specialist	1	0	0	0
	<u><b>Seasonal Positions</b></u>				
	Mosquito Control Operator	830 hrs	0 hrs	0 hrs	0 hrs
Neighborhood Connections	<u><b>Full-Time Regular</b></u>				
	Neighborhood Director	1	1	0	0
	Secretary	1	0	0	0
	Neighborhood Coordinator	1	1	0	0
	Neighborhood Specialist	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
		4	2	0	0
	<u><b>Part-Time Regular</b></u>				
	Neighborhood Specialist (1,040 hrs)	1	1	0	0

**Authorized Positions Per Department**

	<u><b>FY09</b></u>	<u><b>FY10</b></u>	<u><b>FY11</b></u>	<u><b>FY12</b></u>
Parks and Recreation <u>Full-Time Regular</u>				
Community Centers Administrator	1	1	1	1
Customer Assistant	2	1	1	1
Senior Customer Assistant	5	5	4	4
Senior Fitness Trainer	1	1	1	1
Senior Lifeguard	2	2	2	2
Park Attendant II	1	1	1	1
Lead Park Ranger	1	1	1	1
Park Supervisor	1	1	1	1
Planner, Park and Greenway	1	0	0	0
Parks Administrator	1	1	1	1
Account Clerk	1	1	1	0
Senior Account Clerk	1	1	0	1
Senior Administrative Services Coordinator	1	1	1	1
Budget Management Specialist	1	1	1	1
Communications Specialist II	1	1	1	1
Information Systems Technician	1	1	1	1
Parks and Recreation Deputy Director	1	1	0	0
Parks and Recreation Director	1	1	1	1
Parks and Recreation Management and Resource Administrator	1	1	1	1
Human Services Coordinator	1	1	1	1
Senior Recreation Leader	10	9	10	10
Recreation Operations Coordinator	5	6	5	5
Recreation Program Coordinator	10	11	9	9
Recreation Program Coordinator (Inclusion)	0	0	0	1
Recreation Administrator	1	1	1	1
Secretary	2	2	2	2
	54	53	48	49
<u>Part-Time Regular</u>				
Customer Assistant (4,056 hrs)	11	8	6	4
Fitness Attendant/Fitness Trainer I/II (4,940 hrs)	6	5	4	4
Lifeguard I/II (3,120)	5	5	2	2
Park Attendant II (3,120)	2	2	2	2
Park Supervisor (1,560 hrs)	1	1	1	1
Senior Park Attendant (1,560 hrs)	1	0	0	0
Senior Office Assistant (1,560 hrs)	1	1	1	1
Senior Recreation Leader (1,600 hrs)	2	1	0	0
	29	23	16	14
<u>Part-Time Temporary</u>				
Bus Driver	1,331 hrs	1,331 hrs	1,331 hrs	1,162 hrs
Customer Assistant	1,348 hrs	0 hrs	1,040 hrs	1,943 hrs
Fitness Attendant	624 hrs	0 hrs	220 hrs	220 hrs
Instructor I/II/III	11,224 hrs	11,224 hrs	11,224 hrs	10,427 hrs
Lifeguard I/II	9,683 hrs	8,483 hrs	12,071 hrs	12,071 hrs
Park Attendant I/II	20,159 hrs	21,628 hrs	21,628 hrs	20,888 hrs
Park Supervisor	920 hrs	920 hrs	920 hrs	1,560 hrs
Park Ranger	1,040 hrs	1,040 hrs	1,040 hrs	1,040 hrs
Recreation Field Supervisor	200 hrs	200 hrs	0 hrs	0 hrs
Recreation Leader I	29,922 hrs	28,232 hrs	29,847 hrs	22,297 hrs
Recreation Leader II	13,576 hrs	13,576 hrs	13,576 hrs	11,434 hrs
Recreation Program Coordinator (Inclusion)	0 hrs	0 hrs	662 hrs	0 hrs
Senior Recreation Leader	1,654 hrs	1,654 hrs	1,654 hrs	472 hrs
Recreation Leader Therapeutic	8,745 hrs	8,745 hrs	8,745 hrs	10,266 hrs
	100,426 hrs	97,033 hrs	103,958 hrs	93,780 hrs

**Authorized Positions Per Department**

		<u><b>FY09</b></u>	<u><b>FY10</b></u>	<u><b>FY11</b></u>	<u><b>FY12</b></u>
Planning	<u>Full-Time Regular</u>				
	Planning Director	1	1	1	1
	Principal Planner/Zoning Administrator	1	0	0	0
	Principal Planner	1	1	1	1
	Planner/Senior Planner I/Senior Planner II	10	10	8	7
	Development Management Assistant*	1.5	1.5	1.5	0.5
	Administrative Services Coordinator	1	1	1	1
	Zoning Administrator	1	1	0	0
	Zoning Officer I/II	2	1	0	0
	Proffer Administrator	1	1	0	0
		<u>19.5</u>	<u>17.5</u>	<u>12.5</u>	<u>10.5</u>
	<u>Part-Time Regular</u>				
	Principal Planner (1,040 hrs)	0	1	1	1
		0	1	1	1
	<u>Part-Time Temporary</u>				
	Intern	2,080 hrs	2,080 hrs	0 hrs	0 hrs
* Position shared between Development Management and Planning.					
Police Department	<u>Full-Time Regular</u>				
	Police Chief	1	1	1	1
	Deputy Police Chief	1	1	1	1
	Police Major	2	2	2	2
	Senior Police Investigator	2	2	2	2
	Police Lieutenant	6	6	6	6
	Police Sergeant	7	7	7	7
	Property Control Officer	1	1	0	0
	Police Officer I/II/Senior/Master	73	73	74	74
	Grant Administrator	1	1	1	1
	Senior Administrative Services Coordinator	1	1	1	1
	Police Crime Analyst	0	1	1	1
	Police Records Clerk	2	2	2	2
		<u>97</u>	<u>98</u>	<u>98</u>	<u>98</u>
	<u>On-Call</u>				
	Police Officer	600 hrs	600 hrs	300 hrs	300 hrs
	Police Administrative Assistant	<u>1,040 hrs</u>	<u>1,040 hrs</u>	<u>2,340 hrs</u>	<u>2,340 hrs</u>
		1,640 hrs	1,640 hrs	2,640 hrs	2,640 hrs
Purchasing	<u>Full-Time Regular</u>				
	Purchasing/Management Services Director	1	1	1	1
	Buyer I/II/Senior	2	2	2	3
		<u>3</u>	<u>3</u>	<u>3</u>	<u>4</u>
Real Estate Assessments	<u>Full-Time Regular</u>				
	Real Estate Assessments Director	1	1	1	1
	Real Estate Assessments Deputy Director	1	0	0	0
	Real Estate Appraiser/Senior	4	4	4	4
	GIS Technician	1	0	0	0
	GIS Analyst	1	1	0	0
	GIS Supervisor	1	1	1	1
	Real Estate Information Specialist	1	1	1	1
	Real Estate Technical Assistant I/II	3	3	3	2
		<u>13</u>	<u>11</u>	<u>10</u>	<u>9</u>

**Authorized Positions Per Department**

		<u><b>FY09</b></u>	<u><b>FY10</b></u>	<u><b>FY11</b></u>	<u><b>FY12</b></u>
Satellite Services Office	<u><b>Full-Time Regular</b></u>				
	Satellite Services Administrator	1	1	1	1
	Senior Satellite Services Assistant	1	1	1	1
	Satellite Services Assistant I/II	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		3	3	3	3
	<u><b>Part-Time Regular</b></u>				
	Satellite Services Assistant I/II (1,560 hours)	2	1	1	1
	<u><b>Part-Time Temporary</b></u>				
	Satellite Services Assistant I/II	1,040 hrs	0 hrs	0 hrs	0 hrs
	<u><b>Constitutional Officer</b></u>				
Sheriff	Sheriff	1	1	1	1
	<u><b>Full-Time Other</b></u>				
	Deputy Sheriff	16	16	14	14
	Administrative Staff Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		17	17	15	15
	<u><b>On-Call</b></u>				
	Deputy Sheriff	3,120 hrs	3,120 hrs	4,160 hrs	4,160 hrs
	<u><b>Full-Time Regular</b></u>				
	Solid Waste Superintendent	1	1	1	1
	Solid Waste Assistant	1	1	1	1
Solid Waste Management	Energy Conservation Project Coordinator	1	1	1	1
	Convenience Center Attendant I	2	2	1	1
	Convenience Center Attendant II	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
		7	7	6	6
	<u><b>Part-Time Regular</b></u>				
	Senior Office Assistant (1,040 hrs)	1	1	0	0
	Convenience Center Attendant I (1,040 hrs)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		2	2	1	1
	<u><b>On-Call</b></u>				
	Convenience Center Attendant I	720 hrs	720 hrs	1,618 hrs	1,618 hrs
Stormwater	<u><b>Full-Time Regular</b></u>				
	Stormwater Director	1	1	1	1
	Civil Engineer/Senior	1.5	1.5	1.5	0
	Inspector I/II/Senior	4	3	2	1
	Stormwater Assistant	1	1	1	0
	Stormwater Specialist	0	0	1	1
	GIS Technician	0	0	0	1
	Secretary	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
		8.5	6.5	6.5	4
	<u><b>Part-Time Regular</b></u>				
	Water Monitoring Coordinator (1,040 hours)	0	0	0	1
	<u><b>Part-Time Temporary</b></u>				
	Intern	2,000 hrs	2,000 hrs	0 hrs	0 hrs

**Authorized Positions Per Department**

		<u><b>FY09</b></u>	<u><b>FY10</b></u>	<u><b>FY11</b></u>	<u><b>FY12</b></u>
Treasurer	<u><b>Constitutional Officer</b></u>				
	Treasurer	1	1	1	1
	<u><b>Full-Time Regular</b></u>				
	Senior Accounting Technician	1	1	1	1
	Accounting Technician	4	4	4	4
	Assistant Treasurer	1	1	1	1
	Business Tax Field Representative	1	1	1	0
	Business Tax Specialist	1	1	1	1
	Customer Service Representative I/II	3	3	2	2
	Senior Customer Service Representative	1	1	1	1
		<u>12</u>	<u>12</u>	<u>11</u>	<u>10</u>
	<u><b>Part-Time Regular</b></u>				
	Business Tax Field Representative (1,664 hours)	0	0	0	1
	<u><b>On-Call</b></u>				
	Customer Service Representative I/II	150 hrs	0 hrs	1,040 hrs	1,200 hrs
Zoning Enforcement	<u><b>Full-Time Regular</b></u>				
	Zoning Administrator	0	0	1	1
	Zoning Officer I/II	0	0	1	2
	Proffer Administrator	0	0	1	1
		<u>0</u>	<u>0</u>	<u>3</u>	<u>4</u>
<u><b>Colonial Community Corrections</b></u>					
	<u><b>Full-Time Other</b></u>				
	Probation Officer	5	5	6	6
	Program Director	1	1	1	1
	Administrative Services Coordinator	1	1	1	1
	Secretary	1	1	1	1
	Criminal Justice Planner	1	1	0	0
	Pretrial Officer	2	2	3	3
		<u>11</u>	<u>11</u>	<u>12</u>	<u>12</u>
	<u><b>Part-Time Other</b></u>				
	Probation Officer (1,248 hours)	1	1	1	1
	Probation Officer (1,040 hours)	1	1	0	0
	Pretrial Officer (1,040 hours)	1	1	0	0
	Case Coordinator (1,040 hours)	1	1	1	1
	Criminal Justice Planner (1,040 hours)	0	0	1	1
		<u>4</u>	<u>4</u>	<u>3</u>	<u>3</u>
	<u><b>Part-Time Temporary</b></u>				
	Drug Screen Technician	780 hrs	780 hrs	780 hrs	780 hrs
	Probation Officer	832 hrs	832 hrs	832 hrs	917 hrs
<u><b>Community Development</b></u>					
	<u><b>Full-Time Regular</b></u>				
	Administrator	1	1	1	1
	Community Development Project Manager	1	1	1	1
	Housing Program Coordinator	1	1	1	1
	Housing Specialist	1	1	1	1
	Community Development Planner	1	1	1	1
	Housing Inspector	1	0	0	0
		<u>6</u>	<u>5</u>	<u>5</u>	<u>5</u>
	<u><b>Full-Time Limited-Term</b></u>				
	Housing Assistant	2	2	2	2
	Housing Specialist	1	1	1	1
	Social Worker*	0.5	0.5	0.5	0.5
	Building and Conservation Coordinator	0	0	1	1
		<u>3.5</u>	<u>3.5</u>	<u>4.5</u>	<u>4.5</u>
* Position shared between Community Development and Social Services.					
	<u><b>Part-Time Regular</b></u>				
	Housing Inspector (1,040 hours)	0	1	1	1

**Authorized Positions Per Department**

	<u><b>FY09</b></u>	<u><b>FY10</b></u>	<u><b>FY11</b></u>	<u><b>FY12</b></u>
<b><u>James City Service Authority</u></b>				
<u>Full-Time Regular</u>				
General Manager	1	1	1	1
Assistant General Manager	1	1	1	1
Utility Analyst	1	1	1	1
Automotive Technician I/II/III	1	1	1	1
Buyer I/II/Senior	1	1	1	1
Utility Account Supervisor	1	1	1	1
Utility Account Representative Senior	1	1	1	1
Utility Account Representative I/II	5	5	6	6
Chief Civil Engineer	2	2	2	2
Civil Engineer I	2	2	2	2
Civil Engineer Senior	1	1	1	1
GIS Analyst	0	0	1	1
GIS Technician	2	2	1	1
Engineering Specialist	1	1	1	1
Construction Inspector II	5	5	3	2
Senior Utility Locator	1	1	1	1
Information Systems Technician	1	1	1	1
Secretary	1	1	1	2
Warehouse Supervisor	1	1	1	1
Warehouse Specialist	1	1	1	1
Utility Operations Administrator	1	1	1	1
Utility Systems Analyst	1	1	1	1
Utility Systems Inspection Coordinator	0	0	0	1
Utility Systems Inspector I/II	0	0	0	1
Utility Operations Superintendent	5	5	5	5
Utility Operations Foreman	5	5	5	5
Industrial Mechanic	4	4	4	4
Maintenance Mechanic	1	1	1	1
Utility Operations Technician	13	13	12	13
Utility Operations Crew Leader	4	4	4	4
Utility Operations Assistant/Specialist I/II	25	25	23	23
Plant Supervisor	1	1	1	1
	90	90	86	89
<u>Part-Time Regular</u>				
Utility Locator	2	2	2	2
<u>Part-Time Temporary</u>				
Utility Services Specialist	1,500 hrs	1,500 hrs	1,500 hrs	1,560 hrs
<b><u>Social Services</u></b>				
<u>Full-Time Regular</u>				
Manager Community Services/Social Services Director	1	1	1	1
Assistant Manager Community Services	0	0	1	1
Social Work Supervisor	5	4	3	3
Deputy Director	1	1	1	1
Chief of Eligibility	1	1	1	1
Eligibility Supervisor	2	2	2	2
Social Worker	2	2	2	2
Social Worker I/II	9	12	12	13
Senior Social Worker	3	3	3	2
Social Work Assistant	6	4	4	4
Administrative Services Coordinator	1	1	1	1
Senior Administrative Services Coordinator	1	1	1	1
Accounts Payable Specialist	1	1	1	1
Senior Office Assistant	3	3	3	4
Secretary	1	1	1	1
Senior Eligibility Worker	5	5	5	5
Eligibility Worker	6	6	6	6
Budget Management Specialist	1	1	1	1
Accounting Technician	1	1	1	1

**Authorized Positions Per Department**

	<u><b>FY09</b></u>	<u><b>FY10</b></u>	<u><b>FY11</b></u>	<u><b>FY12</b></u>
Information Systems Technician	1	1	1	1
Prevention Counselor	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>
	53	51	51	52
<u>Full-Time Limited-Term</u>				
Social Worker*	2.5	0.5	0.5	0.5
Prevention Counselor	2	0	0	0
Social Worker I/II	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
	4.5	1.5	1.5	1.5

\* Position shared between Community Development and Social Services.

<u>Part-Time Regular</u>				
Social Work Assistant (832 hours)	1	1	1	1
Senior Eligibility Worker (1,040 hours)	0	0	1	1
Senior Office Assistant (1,300 hours)	<u>0</u>	<u>0</u>	<u>1</u>	<u>0</u>
	1	1	3	2

<u>Part-Time Temporary</u>				
Senior Eligibility Worker	1,404 hrs	1,404 hrs	1,404 hrs	1,404 hrs

**Special Projects/Grants**

<u>Full-Time Limited-Term</u>				
Police Officer I	2	2	0	0
Police Crime Analyst	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
	3	2	0	0

<u>Part-Time Limited-Term</u>				
Attorney I	1	1	1	1



**Reconciliation of General Fund Appropriations for FY 11  
As Shown in FY 12 Budget**

	<u>Revenues</u>	<u>Expenditures</u>
FY 11 Appropriations, As Adopted, June 2010	\$159,799,342	\$159,799,342
Appropriation adjustments during the year:		
Insurance proceeds for police vehicle	17,879	17,879
Increase in Revenue and Expenditures	<u>900,000</u>	<u>900,000</u>
Total adjustments to date	\$917,879	\$917,879
FY 11 Appropriations, As Shown in FY 2012 Budget Document	<u><u>\$160,717,221</u></u>	<u><u>\$160,717,221</u></u>

## General Fund Revenues by Source (In Percent)

<u>Fiscal Year</u>	<u>General Property Taxes</u>	<u>Other Local Taxes</u>	<u>Licenses, Permits, Fees</u>	<u>Fines and Forfeitures</u>	<u>Use of Money and Property</u>	<u>Charges for Current Services</u>	<u>Inter- Government</u>	<u>Miscellaneous</u>	<u>Total</u>
2003	59.8	13.8	5.8	0.2	0.6	3.0	16.6	0.2	100.00
2004	60.3	13.4	6.3	0.3	0.3	3.1	16.2	0.1	100.00
2005	59.4	14.5	6.2	0.2	0.5	2.8	16.3	0.1	100.00
2006	60.1	14.4	6.3	0.2	0.7	2.6	15.5	0.2	100.00
2007	61.6	13.5	5.9	0.2	1.1	2.4	15.2	0.1	100.00
2008	63.1	12.2	5.0	0.2	1.1	3.1	15.0	0.3	100.00
2009	65.0	11.5	4.5	0.2	0.6	3.0	14.9	0.3	100.00
2010	65.9	11.2	4.1	0.2	0.3	3.0	15.1	0.2	100.00
2011 (Est.)	66.3	11.4	3.9	0.2	0.2	2.9	15.0	0.1	100.00
2012 (Est.)	66.4	11.2	3.9	0.2	0.2	2.9	15.1	0.1	100.00

## General Fund Revenue By Source

<u>Fiscal Year</u>	<u>General Property Taxes</u>	<u>Other Local Taxes</u>	<u>Licenses, Permits, Fees</u>	<u>Fines and Forfeitures</u>	<u>Money and Property</u>	<u>Charges for Services</u>	<u>Inter- Governmental</u>	<u>Misc.</u>	<u>Total</u>
2003	64,932,615	14,948,074	6,241,266	240,353	681,355	3,232,690	18,053,369	183,661	108,513,383
2004	68,743,915	15,297,039	7,233,545	288,221	288,567	3,486,006	18,503,545	116,844	113,957,682
2005	73,731,983	17,955,400	7,746,142	301,204	574,902	3,501,772	20,235,995	150,352	124,197,750
2006	85,279,502	20,366,681	8,877,130	290,714	1,037,588	3,741,033	21,959,975	374,014	141,926,637
2007	97,047,702	21,273,019	9,255,185	321,443	1,721,382	3,719,005	23,953,138	168,049	157,458,923
2008	105,668,625	20,486,124	8,288,580	366,606	1,789,264	5,106,213	25,173,523	575,175	167,454,110
2009	107,015,723	18,869,282	7,420,591	348,846	902,103	4,979,557	24,546,555	471,427	164,554,084
2010	107,695,813	18,355,067	6,672,136	296,866	479,461	4,857,836	24,712,096	250,675	163,319,950
2011 (Est)	107,648,575	18,450,000	6,357,500	300,000	265,000	4,676,602	24,479,108	123,779	162,300,564
2012 (Est)	108,915,620	18,400,000	6,377,000	300,000	270,000	4,738,588	24,873,092	125,700	164,000,000

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

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total Debt Service</u>	<u>Total General Expenditures*</u>	<u>Ratio of Debt Service to General Expenditures</u>
2003	5,442,903	4,243,177	9,686,080	133,771,807	.0724
2004	5,414,782	3,886,121	9,300,903	142,379,879	.0653
2005	6,411,051	4,275,082	10,686,133	154,634,945	.0691
2006	7,215,460	5,962,561	13,178,021	171,917,860	.0767
2007	14,488,702	9,857,524	24,346,226	199,622,475	.1220
2008	14,245,257	11,253,935	25,499,192	212,383,260	.1201
2009	14,363,935	10,625,010	24,988,945	208,510,363	.1198
2010	15,077,900	10,147,353	25,225,253	198,552,653	.1270
2011 (Est)	14,831,000	10,028,000	24,859,000	199,638,563	.1245
2012 (Est)	15,045,000	9,561,000	24,606,000	200,878,511	.1225

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

Source: Figures for FY 2003-2010 are obtained from Table 11-A in the James City County Comprehensive Annual Financial Report, June 30, 2010. FY 2011 and FY 2012 figures are estimates based on Debt Service Budget and estimated totals for General and Other Fund Expenditures and percentage of School Board Expenditures.

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

<u>Fiscal Year</u>	<u>Population</u>	<u>Assessed Valuation</u>	<u>Gross Bonded Debt</u>	<u>Debt Service Monies Available</u>	<u>Net Bonded Debt</u>	<u>Ratio of Net Bonded Debt to Assessed Valuation</u>	<u>Net Bonded Debt per Capita</u>
2003	52,303	6,225,817,244	80,537,541	9,686,080	70,851,461	.0114	1,355
2004	53,952	6,731,381,328	75,247,759	9,300,903	65,946,856	.0098	1,222
2005	56,463	7,489,353,710	109,465,708	10,686,133	98,779,575	.0132	1,749
2006	58,893	9,049,255,396	106,091,269	13,178,021	92,913,248	.0103	1,578
2007	60,867	10,704,264,557	126,590,560	24,346,226	102,244,334	.0096	1,680
2008	61,195	11,610,152,643	118,369,735	25,499,192	92,870,543	.0080	1,518
2009	63,135	11,941,060,226	109,974,105	24,988,945	84,985,160	.0071	1,346
2010	63,675	12,092,979,169	101,414,765	25,225,253	76,189,512	.0063	1,197
2011 (Est)	68,785	12,149,679,900	94,029,318	24,784,000	69,245,318	.0057	1,007
2012 (Est)	70,561	12,305,232,800	92,016,489	24,531,000	67,485,489	.0055	956

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

FY 2003-2010 information displayed as reported in Table 11 of the James City County Comprehensive Annual Financial Report, June 30, 2010. FY 2011 and FY 2012 estimates are based on estimated Total Assessed Valuation and estimated Gross Bonded Debt and Debt Service Monies Available in the Debt Service budget. FY 2011 and FY 2012 population estimates obtained from the James City County Planning Division

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

<u>Fiscal Year</u>	<u>Real Estate</u>	<u>Personal Property</u>
2003	0.87	4.00
2004	0.86	4.00
2005	0.825	4.00
2006	0.785	4.00
2007	0.77	4.00
2008	0.77	4.00
2009	0.77	4.00
2010	0.77	4.00
2011	0.77	4.00
2012	0.77	4.00

## Assessed and Estimated Actual Value of Taxable Property

Fiscal Year	Assessed Value				Real Property and Public Service Percentage of Estimated Actual Value	Personal Property Percentage of Estimated Actual Value
	Real Property	Personal Property	Public Service*	Total Assessed Value		
2003	5,457,560,000	602,841,268	165,415,976	6,225,817,244	100.00	**
2004	5,953,156,800	614,647,310	163,577,218	6,731,381,328	100.00	**
2005	6,695,142,900	639,376,935	154,833,875	7,489,353,710	100.00	**
2006	8,189,928,900	693,850,170	165,476,326	9,049,255,396	100.00	**
2007	9,821,638,100	730,150,755	152,475,702	10,704,264,557	100.00	**
2008	10,672,714,225	761,010,321	176,428,097	11,610,152,643	100.00	**
2009	11,005,655,000	750,654,235	184,750,991	11,941,060,226	100.00	**
2010	11,155,493,300	741,196,285	196,289,584	12,092,979,169	100.00	**
2011 (Est)	11,172,929,700	765,948,000	210,802,200	12,149,679,900	100.00	**
2012 (Est)	11,310,232,800	785,000,000	210,000,000	12,305,232,800	100.00	**

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

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

\*Public Service figure for 2011 is actual, all other figures for FY 2011 and FY 2012 are estimates.

## Property Tax Levies and Tax Collections

Fiscal Year	Total Tax Levy	(1) Collection of Current Taxes	% of Levy Collected	(2) (3) Collection of Back Taxes	Total Collections, Current and Back	% of Total Collections to Tax Levy
2003	72,770,254	71,037,857	97.62%	2,563,632	73,601,489	101.14%
2004	77,632,358	75,152,542	96.81%	2,403,245	77,555,787	99.90%
2005	82,556,220	79,820,882	96.69%	2,366,403	82,187,285	99.55%
2006	95,154,222	94,002,341	98.79%	2,356,361	96,358,702	101.27%
2007	106,752,648	110,001,687	103.04%	2,138,506	112,140,193	105.05%
2008	115,926,317	118,483,255	102.21%	2,719,656	121,202,911	104.55%
2009	116,213,618	120,710,632	103.87%	2,398,145	123,108,777	105.93%
2010	118,074,835	120,553,815	102.10%	2,438,595	122,992,410	104.16%
2011 (Est)	118,292,656	115,736,212	97.84%	1,082,500	116,818,712	98.75%
2012 (Est)	120,105,793	117,003,257	97.42%	1,082,500	118,085,757	98.32%

(1) Collections include PPTRA

(2) Exclusive of penalties and interest

(3) Does not include land redemptions

Source: Actual totals from James City County Comprehensive Annual Financial Report, June 30, 2010. Estimated totals based on estimated property tax levies and tax collections for FY 2011 and FY 2012.



## List of Principal Property Taxpayers

	<u>Name</u>	<u>FY 10 Property Taxes Assessed</u>	<u>Percent of County Total</u>
1.	Anheuser-Busch, Inc.	\$ 4,803,588	4.10%
2.	Wal-Mart, Inc.	1,117,135	1.01%
3.	Busch Entertainment Corp	1,079,476	0.92%
4.	Powhatan Plantation Owners Association	1,017,822	0.87%
5.	Busch Properties, Inc.	754,840	0.64%
6.	Virginia Electric & Power Company	747,107	0.64%
7.	Williamsburg Landing, Inc.	735,066	0.63%
8.	Ball Metal Container	666,737	0.57%
9.	Williamsburg Plantation Owner Association	654,407	0.56%
10.	Manor Houses Associates	596,756	0.51%
	Totals	<u>\$12,172,934</u>	<u>10.45%</u>

Source: James City County Comprehensive Annual Financial Report, June 30, 2010, Table 7.

## Households and Population

Fiscal <u>Year</u>	Total <u>Population</u> <sup>1</sup>	Institutional <u>Population</u> <sup>2</sup>	Total Household <u>Population</u> <sup>3</sup>	Number of <u>Households</u> <sup>4</sup>	Persons per <u>Household</u> <sup>5</sup>
2003	53,514	828	52,686	21,160	2.49
2004	55,760	826	54,934	22,095	2.49
2005	58,217	839	57,378	22,974	2.50
2006	60,468	902	59,566	23,478	2.54
2007	62,496	962	61,534	26,507	2.32
2008	63,793	900	62,893	27,217	2.31
2009	64,997	834	64,163	27,567	2.28
2010	67,009	806	66,203	26,860	2.46
2011 (Est)	68,785	862	67,923	27,611	2.46
2012 (Est)	70,561	862	69,699	28,333	2.46

<sup>1</sup> 2003-2009 Population Estimates are from the Weldon Cooper Center for Public Service at the University of Virginia, updated February 14, 2011. 2010 figure is from the US Census. Estimates for 2011-2012 are based on the 2009 JCC Comprehensive Plan demographics material provided by the JCC Planning Division.

<sup>2</sup> Institutional Population figures for 2003-2012 include Eastern State Hospital, Virginia Peninsula Regional Jail, and the Merrimac Juvenile Detention Center. 2003-2010 figures are reported from Calendar Year, Quarter 2, Population Estimates provided by the JCC Planning Division. 2011-2012 estimates are based on the average Institutional Population from 2003-2010.

<sup>3</sup> Total Household Population represents Total Population minus Institutional Population. 2010 Census figures have not been released for Total Household Population.

<sup>4</sup> Number of Households figures from 2003-2009 were provided by the JCC Planning Division utilizing Certificate of Occupancy data from JCC Code Compliance Division. The 2010 figure was provided by the US Census and represents *occupied* dwelling units (total units multiplied by vacancy rate of .0985, as determined by 2010 Census). 2011-2012 estimates are calculated by dividing Total Household Population by Persons per Household.

<sup>5</sup> 2003-2010 Persons per Household represents Total Household Population divided by Number of Households. 2011-2012 estimates are based on the 2010 household size carried forward.