

A G E N D A

JAMES CITY COUNTY BOARD OF SUPERVISORS

Budget Retreat

County Government Center Work Session Room

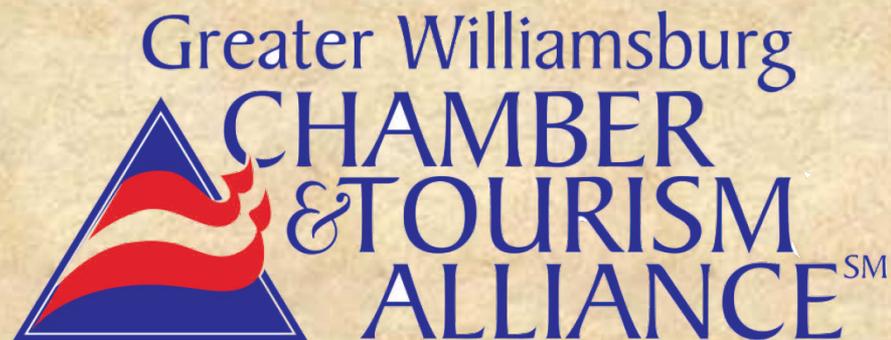
January 23, 2010

8:00 A.M.

-
- A. CALL TO ORDER**
 - B. ROLL CALL**
 - C. COMMUNITY PRESENTATIONS**
 - 1. Greater Williamsburg Area Chamber and Tourism Alliance – Richard Schreiber, President and Chief Executive Officer
 - 2. Real Estate Industry – Kathy Chambers, President, Williamsburg Area Association of Realtors Board of Directors
 - 3. Banking Industry – Marshall Warner, President, Chesapeake Bank
 - 4. Economists – Donald Messmer and Roy Pearson, Mason School of Business, College of William and Mary
 - D. REPORT ON INDIVIDUAL MEETINGS WITH BOARD MEMBERS, THE PRE BUDGET PUBLIC HEARING AND COMMUNITY MEETINGS**
 - E. FINANCIAL UPDATE**
 - F. EMPLOYEE COMPENSATION AND BENEFITS**
 - G. FY 10 WORKLOAD AND IMPLICATIONS FOR FY 11-12**
 - H. UPDATE ON CURBSIDE SOLID WASTE AND RECYCLING COLLECTION**
 - I. OUTSOURCING OF PARKS AND RECREATION FACILITIES**
 - J. ZONING ORDINANCE PROCESS AND COST**
 - K. BOARD GUIDANCE FOR THE FY 11-12 BUDGET**
 - L. ADJOURNMENT to 4 p.m. on January 26, 2010**

Member Survey

January 2010



Member Survey

QUESTION 1

Many important public policy issues continue to face our region, state and nation. Please rank the top three issues in the space provided which you think will have the greatest consequences on the future economic vitality and quality of life of our region.

TOP RANKED (1)	PERCENTAGE
Economic Growth	31%
Tourism	16%
Transportation	12.8%
Attraction of New Businesses	4.9%
Taxes (Federal and VA Income)	4.4%
Health Care	3.9%
Retention of Existing Businesses	3.9%
Housing Cost/Availability	3%
Education	3%
Access to Credit	2.9%
Other	2.9%
Local Taxes	2.4%
Availability of a Trained/Skilled Workforce	1.9%
Water Supply	1.4%
Poverty	1.4%

Member Survey

QUESTION 2

Expansion Plans – This year I expect our business will (please check best response)

RESPONSE	PERCENTAGE
Expand within our region	29.5%
Expand outside our region	5.4%
Expand outside Virginia	4.4%
Not expand	56.1%
Merge with another business in order to stay in business	2.4%
Go out of business	1.9%

Member Survey

QUESTION 3

Relocation Plans – This year I expect our business will (please check best response)

RESPONSE	PERCENTAGE
Relocate within the region	5.9%
Relocate outside the region	1.4%
Relocate outside Virginia	0.9%
Not relocate	91.6%

Member Survey

QUESTION 4

Employment – In the coming year I anticipate our business' total level will (please check best response)

RESPONSE	PERCENTAGE
Increase by 1 – 5 jobs	22.6%
Increase by 6 – 10 jobs	5.9%
Increase by 11 or more jobs	3.4%
Remain at current level of employees	49.2%
Decrease by 1 – 5 jobs	13.7%
Decrease by 6 – 10 jobs	3.4%
Decrease by 11 or more jobs	1.4%

Member Survey

QUESTION 5

Revenues – This year I expect our business revenues will (please check best answer)

RESPONSE	PERCENTAGE
Increase	42.8%
No Change	23.6%
Decrease	23.1%
Don't know	10.3%

Member Survey

QUESTION 6

Expenditures (Operating) – This year I anticipate our business expenditures will (please check best answer)

RESPONSE	PERCENTAGE
Increase	44.8%
No Change	25.1%
Decrease	25.1%
Don't know	4.9%

Member Survey

QUESTION 7

Capital Expenditures – This year I anticipate the following amount of capital projects in our business (please check best answer)

RESPONSE	PERCENTAGE
None	36.4%
\$1 - \$9,999 total value	21.1%
\$10,000 - \$99,999 total value	19.7%
\$100,000 - \$249,999 total value	7.3%
\$250,000 - \$499,999 total value	3.4%
\$500,000 - \$999,999 total value	4.4%
More than \$1 million	7.3%

Member Survey

QUESTION 8

Profits – This year I expect our business profits will (please check best response)

RESPONSE	PERCENTAGE
Increase	40.8%
No Change	22.1%
Decrease	22.6%
Don't know or doesn't apply	14.2%

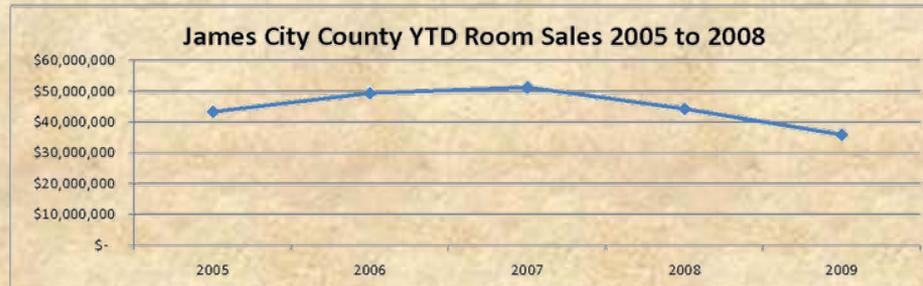
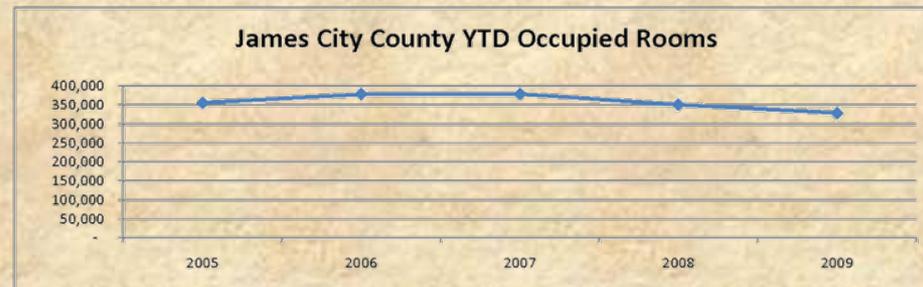
Tourism Trends

Tourism Trends – James City County YTD, November 2009

	2005	2006	2007	2008	2009
Room Nights¹	355,987	378,290	378,993	350,864	329,009
% Change from Previous Year		6.3%	0.2%	-7.4%	-6.2%
Room Sales	\$ 43,339,735	\$ 49,354,407	\$ 51,299,803	\$ 44,300,371	\$ 35,887,745
% Change from Previous Year		13.9%	3.9%	-13.6%	-19.0%
Meal Sales	\$ 88,054,983	\$ 97,637,344	\$ 110,944,669	\$ 109,088,544	\$ 103,947,764
% Change from Previous Year		10.9%	13.6%	-1.7%	-4.7%
Sales Taxes	\$ 6,501,055	\$ 7,065,733	\$ 7,516,822	\$ 7,564,576	\$ 7,025,163
% Change from Previous Year		8.7%	6.4%	0.6%	-7.1%

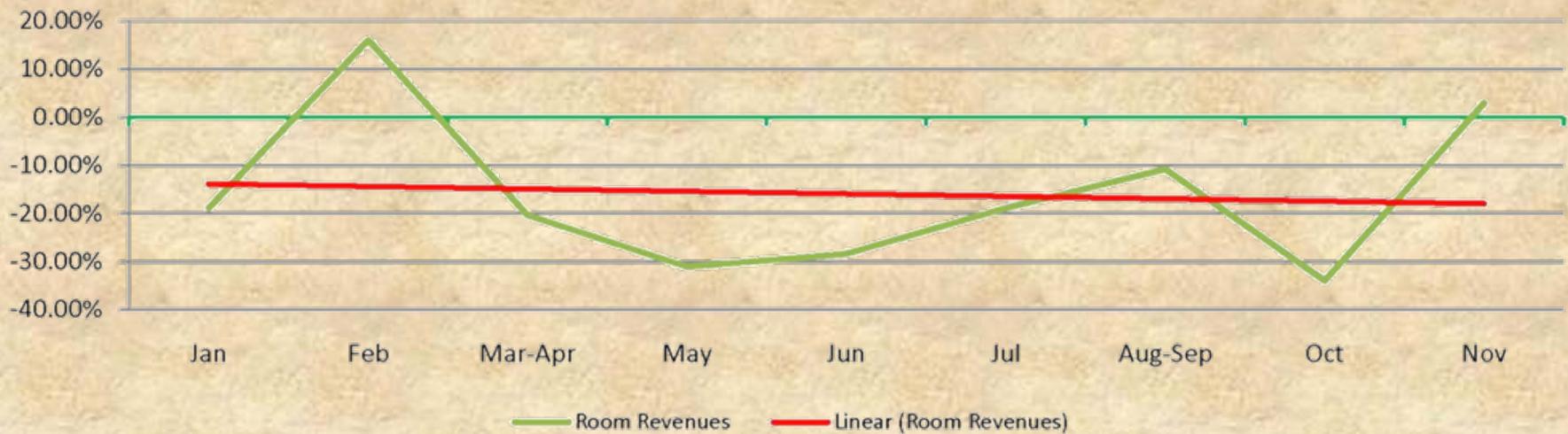
¹Room Nights include all transient tax collected rooms including hotels, timeshares and other lodging options.

²Sales taxes are through September 2009.



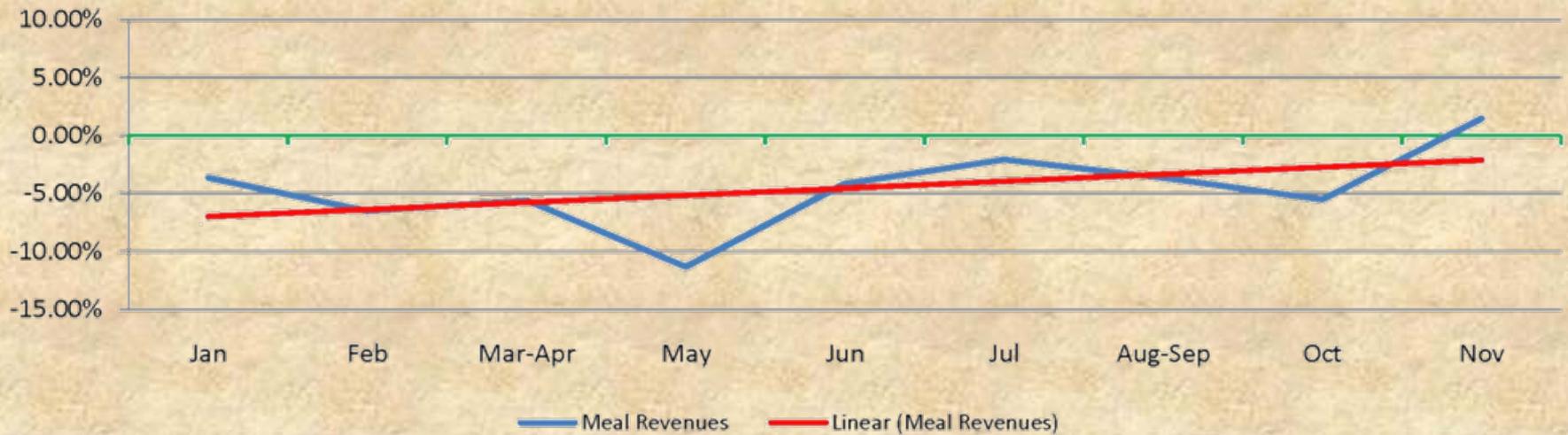
Tourism Trends – James City County

James City County County Total
Room Revenues % Change 2009 vs 2008 with Trendline



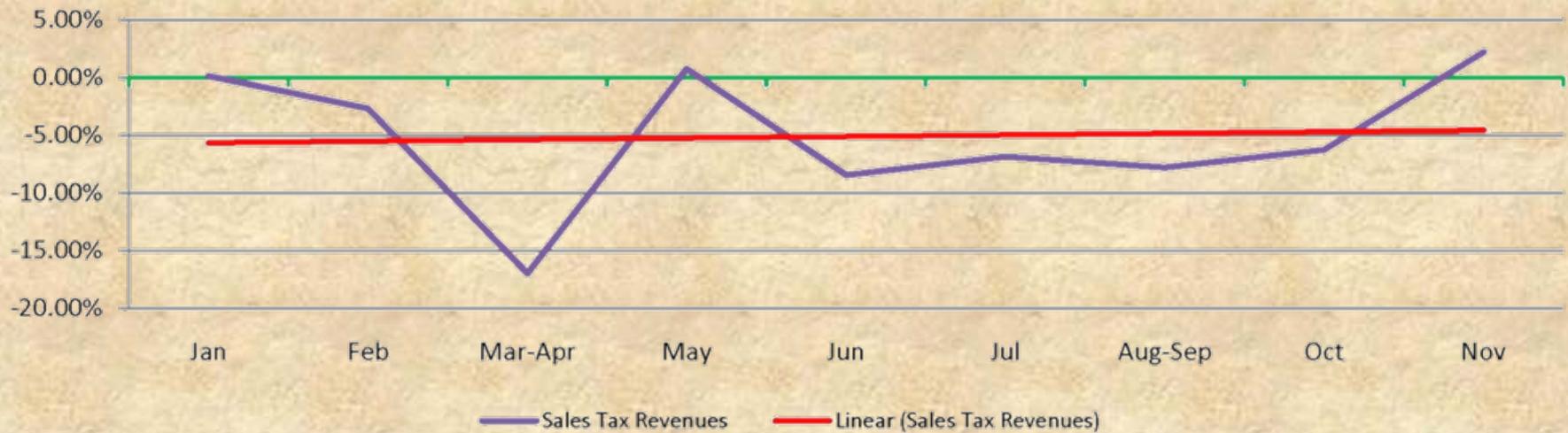
Tourism Trends – James City County

James City County County Total
Meal Revenues % Change 2009 vs 2008 with Trendline



Tourism Trends – James City County

James City County County Total
Sales Tax Collections % Change 2009 vs 2008 with Trendline





James City County
Home Sales Statistics
2007 - 2009

James City County Quarterly Home Sales Statistics - 2009 vs. 2008

	2009		2008
First Qtr:	118		166
SOLD:	\$312,550 Avg \$272,450 Median	-29%	\$334,543 Avg \$297,500 Median
PENDINGS:	159	-24.6%	211
Second Qtr:	226		287
SOLD:	\$311,440 Avg \$275,000 Median	-21.3%	\$358,154 Avg \$322,425 Median
PENDINGS:	273	+16.2%	235
Third Qtr:	236		219
SOLD:	\$289,373 Avg \$266,725 Median	+7.8%	\$327,526 Avg \$294,625 Median
PENDINGS:	218	+18.5%	184
Fourth Quarter:	198		115
SOLD:	\$288,747 Avg \$248,933 Median	+72.2%	\$322,878 Avg \$299,475 Median
PENDINGS:	139	+35%	103

JCC Units Sold, Average Sold Price & DOM

	2007	2008	%Difference 2007 vs. 2008	2009	%Difference 2008 vs. 2009
Single Family Units Sold:	814	571	-29.85%	575	+7%
Condo/TH Units Sold:	287	216	-24.74%	209	-3.2%
Total Units Sold:	1,101	787	-28.52%	784	-.38%
Single Family Sold Price:	\$412,524	\$403,365	-2.22%	\$365,597	-9.4%
Condo/TH Sold Price:	\$255,665	\$273,811	+7.1%	\$232,796	-15%
Total Avg. Sold Price:	\$371,636	\$367,779	-1%	\$330,196	-10.2%
Single Family Avg. DOM:	102	136	+33%	122	-10.3%
Condo/TH Avg. DOM:	74	128	+73%	183	+43%
Total Avg. DOM:	88	132	+50%	152	+15.1%

JCC New Listings and Average Price of New Listings
2007 - 2009 Comparison

	2007	2008	%Difference 2007 vs. 2008	2009	%Difference 2008 vs. 2009
Single Family Units New Listings:	1,675	1,386	-17.25%	1,304	-5.9%
Condo/TH Units New Listings:	521	447	-14.2%	425	-4.9%
Total New Listings:	2,196	1,833	-16.53%	1,729	-5.7%
Single Family New Listings Avg. Price:	\$491,523	\$482,642	-1.8%	\$466,502	-3.3%
Condo/TH New Listings Avg. Price:	\$278,912	\$289,211	+3.7%	\$266,051	-8%
Total New Listings Avg. Price:	\$441,059	\$435,153	-1.3%	\$417,231	-4.1%

JCC Units Sold, Average Price & DOM
Fourth Quarter Comparison

2008 vs. 2009

	Fourth Qtr 2008	Fourth Qtr 2009	%Difference 2008 vs. 2009
Single Family Units Sold:	87	144	+65.5%
Condo/TH Units Sold:	28	54	+93.0%
Total Units Sold:	115	198	+72.2%
Single Family Average Sold Price:	\$379,680	\$347,810	-8.4%
Condo/TH Average Sold Price:	\$266,075	\$229,683	-13.7%
Total Avg. Sold Price:	\$352,020	\$315,594	-10.3%
Single Family Average DOM:	150	100	-33.3%
Condo/TH Average DOM:	163	185	+13.5%
Total Average DOM:	156	142	-9%

JCC New Listings and Average List Price
Fourth Quarter Comparison

	Fourth Qtr 2008	Fourth Qtr 2009	%Difference 2008 vs. 2009
Single Family Units New Listings:	203	242	+19.2%
Condo/TH Units New Listings:	75	70	-6.6%
Total New Listings:	278	312	+12.2%
Single Family New Listings Avg. Price:	\$507,017	\$479,892	-5.3%
Condo/TH New Listings Avg. Price:	\$293,734	\$268,642	-8.5%
Total New Listings Avg. Price:	\$449,477	\$432,497	-3.8%

Single Family "Detached"
Price Range Statistics - 2009

Price Range	Active Listings*	Sold Listings	Avg. DOM
\$0 - \$199,999	22	57	63
\$200,000 - \$299,999	105	179	104
\$300,000 - \$399,999	107	164	70
\$400,000 - \$499,999	84	76	171
\$500,000 - \$599,999	56	52	147
\$600,000 - \$699,999	38	24	174
\$700,000 - \$799,999	21	11	213
\$800,000 - \$899,999	15	5	158
\$900,000 - \$999,999	11	2	198
\$1,000,000+	43	5	60

*Represents Active Listings between 1.1.2009 & 12.31.2009 only

Single Family "Attached"
Price Range Statistics - 2009

Price Range	Active Listings*	Sold Listings	Avg. DOM
\$0 - \$199,999	64	85	112
\$200,000 - \$299,999	69	91	200
\$300,000 - \$399,999	31	23	309
\$400,000 - \$499,999	24	6	558
\$500,000 - \$599,999	4	2	91
\$600,000 - \$699,999	3	0	0
\$700,000 - \$799,999	0	1	270
\$800,000 - \$899,999	0	1	211
\$900,000 - \$999,999	1	0	0
\$1,000,000+	2	0	0

*Represents Active Listings between 1.1.2009
& 12.31.2009 only

James City County Price Range Statistics
Sold & Pending Listings- "Detached"
First Quarter 2008 vs. First Quarter 2009

Price Range	2008 Sold	2009 Sold	2008 Pending	2009 Pending
\$0 - \$199,999	8	9	4	2
\$200,000 - \$299,999	25	22	16	13
\$300,000 - \$399,999	32	25	27	15
\$400,000 - \$499,999	17	9	12	10
\$500,000 - \$599,999	12	10	6	8
\$600,000 - \$699,999	10	4	7	5
\$700,000 - \$799,999	3	4	4	0
\$800,000 - \$899,999	3	1	0	1
\$900,000 - \$999,999	0	0	3	0
\$1,000,000+	2	1	2	0

James City County Price Range Statistics
Sold & Pending Listings- "Attached"
[First Quarter 2008 vs. First Quarter 2009](#)

Price Range	2008 Sold	2009 Sold	2008 Pending	2009 Pending
\$0 - \$199,999	21	12	6	5
\$200,000 - \$299,999	20	17	14	12
\$300,000 - \$399,999	10	2	6	2
\$400,000 - \$499,999	2	2	3	1
\$500,000 - \$599,999	1	0	0	1
\$600,000 - \$699,999	1	0	2	0
\$700,000 - \$799,999	0	0	0	0
\$800,000 - \$899,999	0	0	0	1
\$900,000 - \$999,999	0	0	0	0
\$1,000,000+	0	0	0	0

James City County Price Range Statistics
Sold & Pending Listings- "Detached"
Second Quarter 2008 vs. Second Quarter 2009

Price Range	2008 Sold	2009 Sold	2008 Pending	2009 Pending
\$0 - \$199,999	8	15	3	11
\$200,000 - \$299,999	44	51	12	21
\$300,000 - \$399,999	75	49	20	31
\$400,000 - \$499,999	32	31	11	12
\$500,000 - \$599,999	21	15	2	7
\$600,000 - \$699,999	9	10	6	1
\$700,000 - \$799,999	5	0	3	2
\$800,000 - \$899,999	1	2	2	1
\$900,000 - \$999,999	4	1	1	0
\$1,000,000+	5	1	0	0

James City County Price Range Statistics
Sold & Pending Listings- "Attached"
Second Quarter 2008 vs. Second Quarter 2009

Price Range	2008 Sold	2009 Sold	2008 Pending	2009 Pending
\$0 - \$199,999	23	23	3	9
\$200,000 - \$299,999	27	22	10	15
\$300,000 - \$399,999	24	5	4	4
\$400,000 - \$499,999	7	2	1	0
\$500,000 - \$599,999	0	1	0	1
\$600,000 - \$699,999	4	0	1	0
\$700,000 - \$799,999	0	1	0	0
\$800,000 - \$899,999	0	1	0	0
\$900,000 - \$999,999	0	0	1	0
\$1,000,000+	0	0	0	0

James City County Price Range Statistics
Sold & Pending Listings- "Detached"
Third Quarter 2008 vs. Third Quarter 2009

Price Range	2008 Sold	2009 Sold	2008 Pending	2009 Pending
\$0 - \$199,999	11	20	1	6
\$200,000 - \$299,999	52	41	9	31
\$300,000 - \$399,999	45	58	5	20
\$400,000 - \$499,999	30	24	5	5
\$500,000 - \$599,999	13	18	8	3
\$600,000 - \$699,999	13	4	1	1
\$700,000 - \$799,999	2	4	2	2
\$800,000 - \$899,999	2	1	0	0
\$900,000 - \$999,999	2	0	0	1
\$1,000,000+	0	1	0	2

James City County Price Range Statistics
Sold & Pending Listings- "Attached"
[Third Quarter 2008 vs. Third Quarter 2009](#)

Price Range	2008 Sold	2009 Sold	2008 Pending	2009 Pending
\$0 - \$199,999	14	29	2	5
\$200,000 - \$299,999	24	29	4	7
\$300,000 - \$399,999	6	7	4	3
\$400,000 - \$499,999	4	1	0	1
\$500,000 - \$599,999	0	1	1	0
\$600,000 - \$699,999	1	0	0	0
\$700,000 - \$799,999	0	0	0	0
\$800,000 - \$899,999	0	0	0	0
\$900,000 - \$999,999	1	0	0	0
\$1,000,000+	0	0	0	0

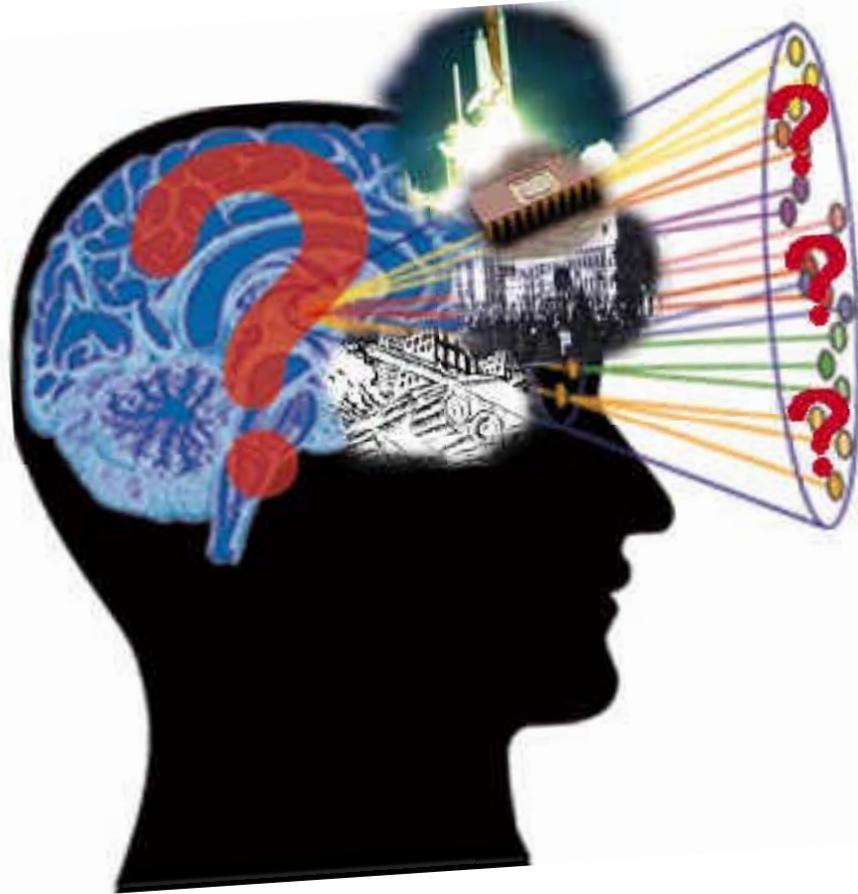
James City County Price Range Statistics
Sold & Pending Listings- "Detached"
Fourth Quarter 2008 vs. Fourth Quarter 2009

Price Range	2008 Sold	2009 Sold	2008 Pending	2009 Pending
\$0 - \$199,999	7	13	3	2
\$200,000 - \$299,999	28	65	6	6
\$300,000 - \$399,999	19	34	7	9
\$400,000 - \$499,999	17	13	1	2
\$500,000 - \$599,999	7	9	6	5
\$600,000 - \$699,999	5	6	3	0
\$700,000 - \$799,999	3	4	1	1
\$800,000 - \$899,999	0	1	0	0
\$900,000 - \$999,999	1	1	0	1
\$1,000,000+	0	2	0	1

James City County Price Range Statistics
Sold & Pending Listings- "Attached"
Fourth Quarter 2008 vs. Fourth Quarter 2009

Price Range	2008 Sold	2009 Sold	2008 Pending	2009 Pending
\$0 - \$199,999	6	21	4	1
\$200,000 - \$299,999	13	23	4	6
\$300,000 - \$399,999	7	9	1	1
\$400,000 - \$499,999	1	1	1	0
\$500,000 - \$599,999	1	0	0	0
\$600,000 - \$699,999	0	0	0	0
\$700,000 - \$799,999	0	0	0	0
\$800,000 - \$899,999	0	0	0	0
\$900,000 - \$999,999	0	0	0	0
\$1,000,000+	0	0	0	0

A Probable Path Through FY2012

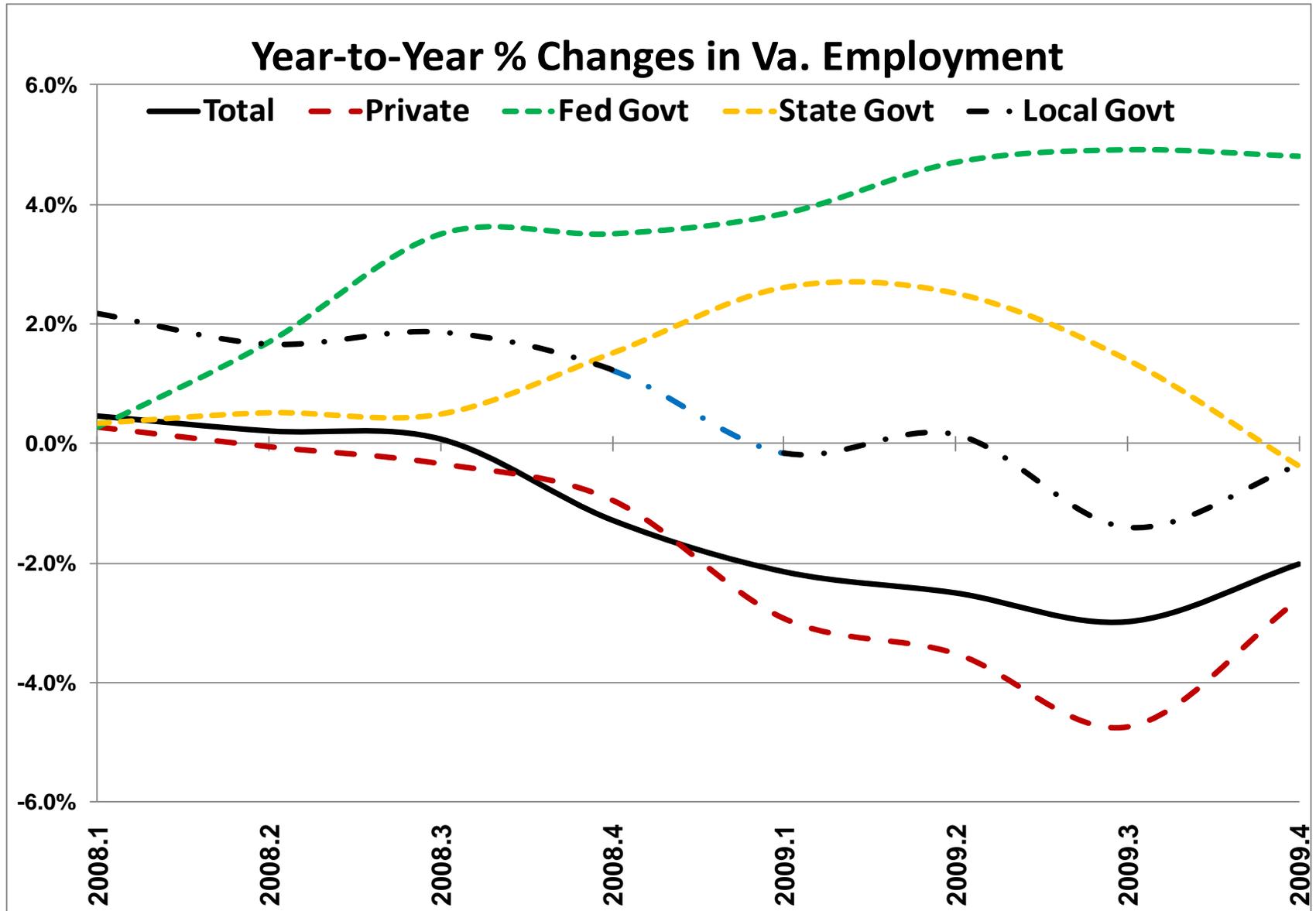


**Roy L. Pearson, Professor Emeritus
Mason School of Business, College of William & Mary
roy.pearson@mason.wm.edu**

Seemingly good news next few months. But,

- ❖ Jan. 30: 4th quarter real GDP growth likely > 5%
 - *But then will fall back to < 3% on April 29*
- ❖ Some U.S. job improvement in the first half
 - *But from adding almost 1 million temp census takers*
- ❖ For FY2010 and FY2011, still a slow recovery
 - *For U.S. and Virginia, with high unempl. rates*
- ❖ The other side of budget shortfalls: Va. now has year-to-year declines in state and local govt. jobs, added to the decline in private sector jobs. Only federal govt. jobs still are increasing.

Va. govt. jobs now falling too, more to come

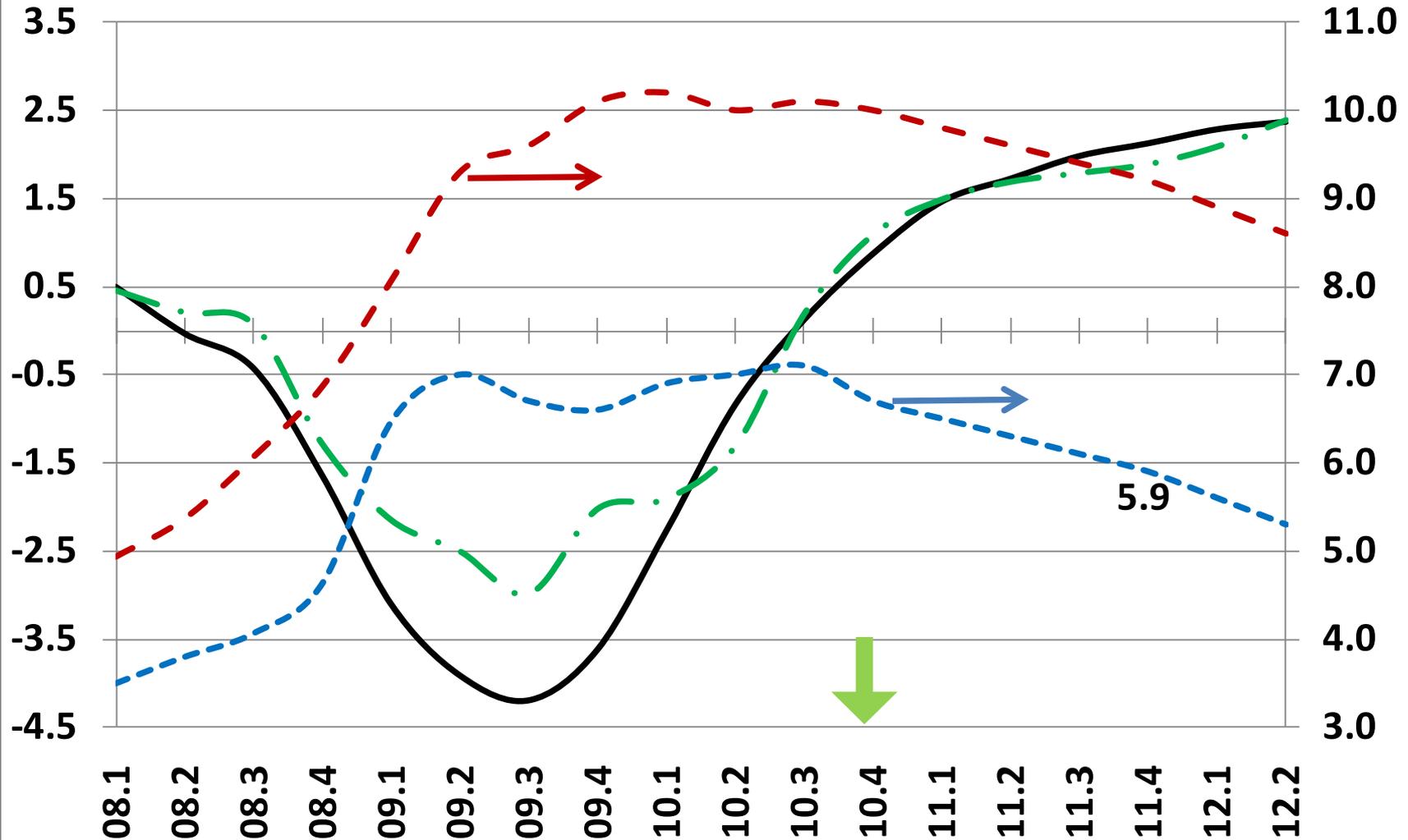


Roy Pearson for January 23, 2010

Job growth too low to drop unempl. rates

Y-to-Y % Job Changes (left) & Levels of Unempl. Rates (right)

— U.S. Jobs — Va. Jobs - - U.S. Unempl. Rate - - Va. Unempl. Rate



Consumer situation FY2010 and FY2011

- ❖ Continuing high unemployment, jobs not back to pre-recession levels.
- ❖ Personal income growing, but little more than inflation.
- ❖ Credit tight, savings rate still rising in FY2010 before edging down in FY2011.
- ❖ Net worth rising 4+% each fiscal year.
- ❖ Consumer sentiment rising, but still below normal: consumer uncertain and risk-averse.
- ❖ Local retail barely up for FY2010, then clear gains in FY2011 and FY2012. But...

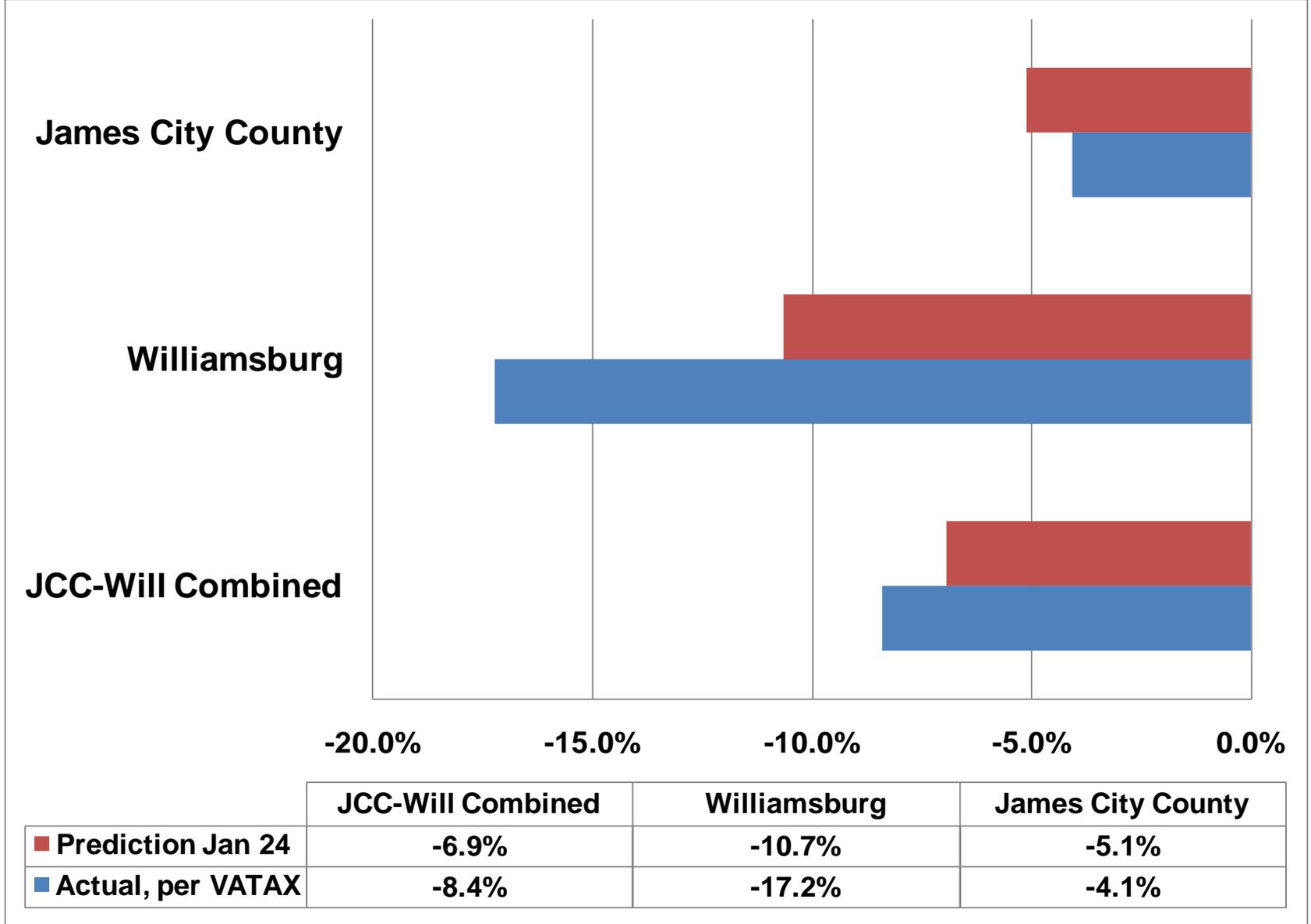
Retail sales forecast (with food, excl. autos)

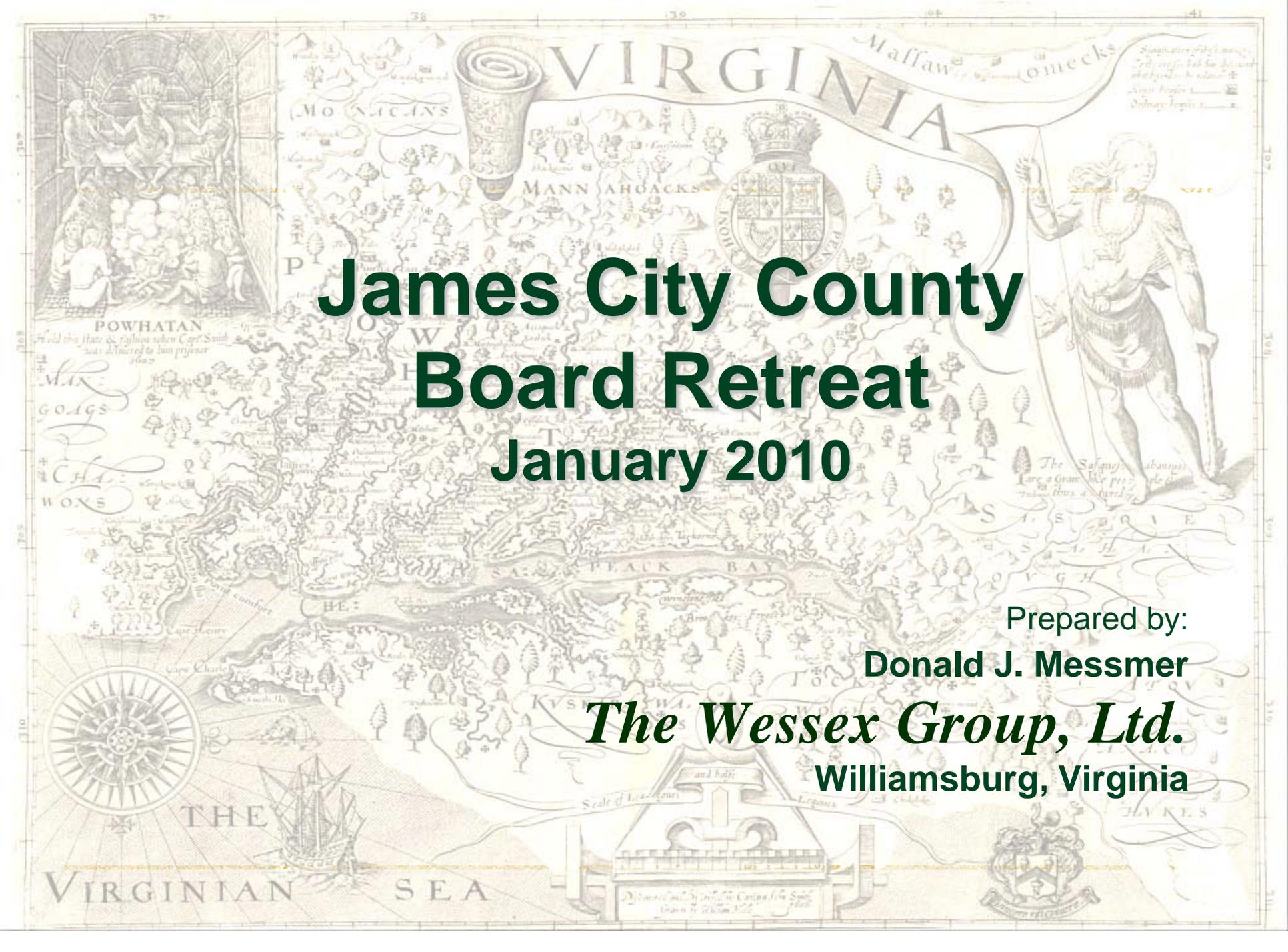
	<u>JCC Retail Sales</u>	<u>Will Retail Sales</u>	<u>JCCWill Retail Sales</u>
FY2008	\$832,001,317	\$404,398,328	\$1,236,399,646
FY2009	\$797,975,631	\$335,203,143	\$1,133,178,774
FY2010	\$804,060,379	\$335,885,672	\$1,139,946,051
FY2011	\$835,791,257	\$373,170,403	\$1,208,961,660
FY2012	\$868,829,642	\$395,448,736	\$1,264,278,378

	<u>% Change</u>	<u>% Change</u>	<u>% Change</u>
FY2009	-4.1	-17.1	-8.3
FY2010	0.8	0.2	0.6
FY2011	3.9	11.1	6.1
FY2012	4.0	6.0	4.6

For JCC, hopefully as close as in Jan. 2009

Roy Pearson for January 23, 2010

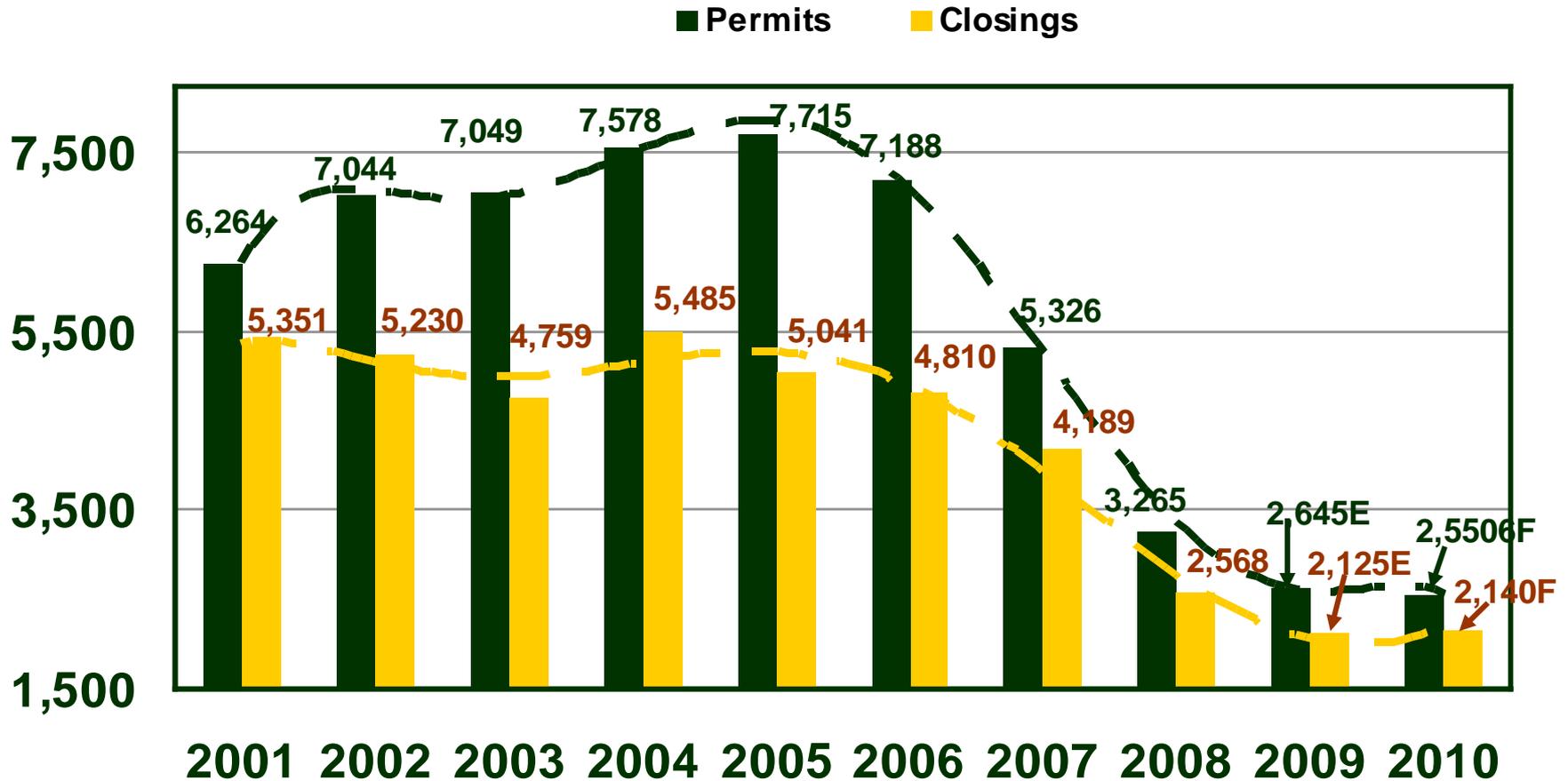


A detailed historical map of Virginia, likely from the 17th century, featuring a grid of latitude and longitude. The map includes various geographical features, a compass rose, and several vignettes. A large banner across the top reads 'VIRGINIA'. In the center, there is a coat of arms. On the right, a Native American figure stands holding a bow and arrow. In the bottom left, a sailing ship is depicted. The text 'THE VIRGINIAN SEA' is visible at the bottom left. The main title is overlaid in large, bold, green letters.

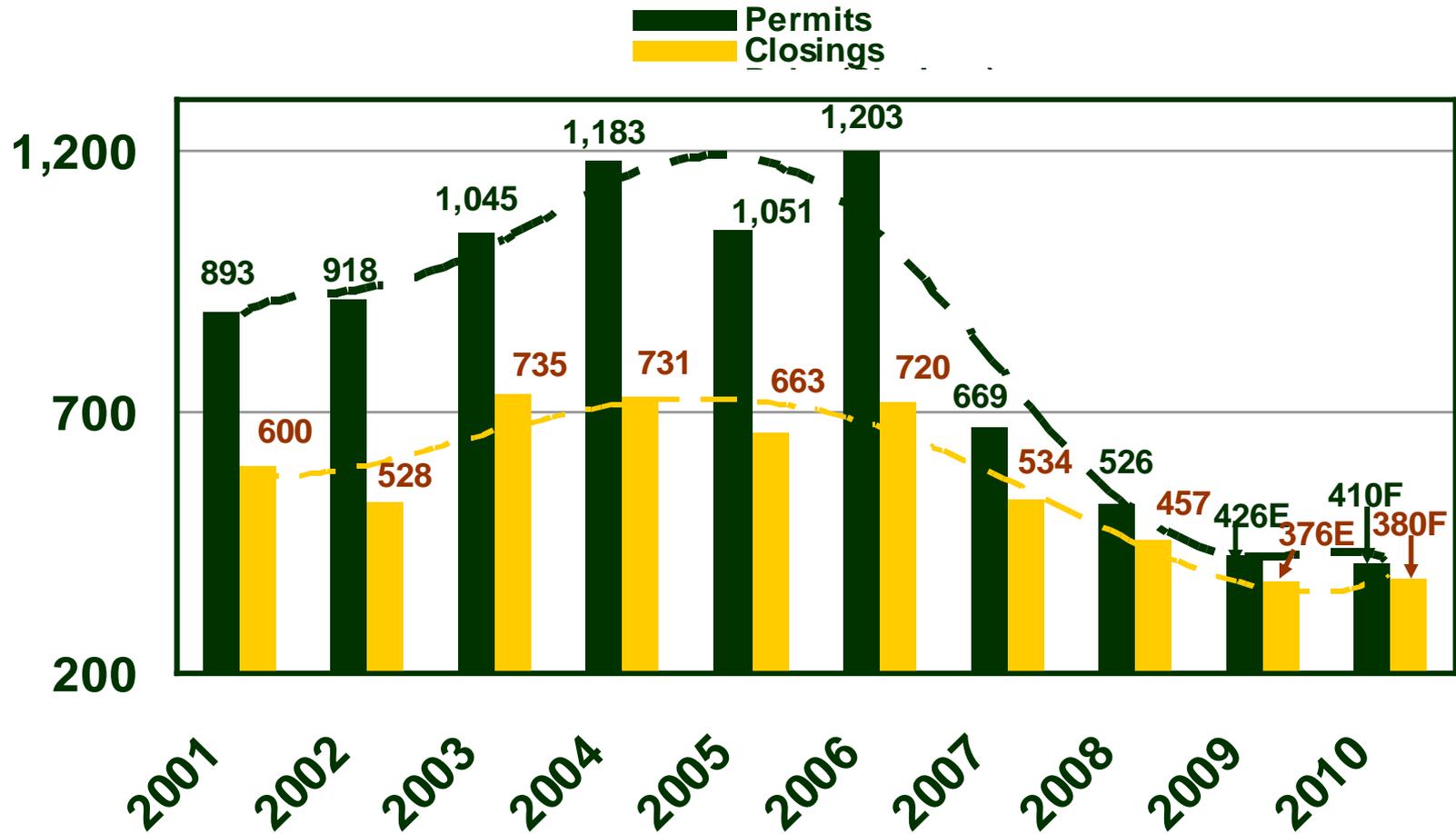
James City County Board Retreat January 2010

Prepared by:
Donald J. Messmer
The Wessex Group, Ltd.
Williamsburg, Virginia

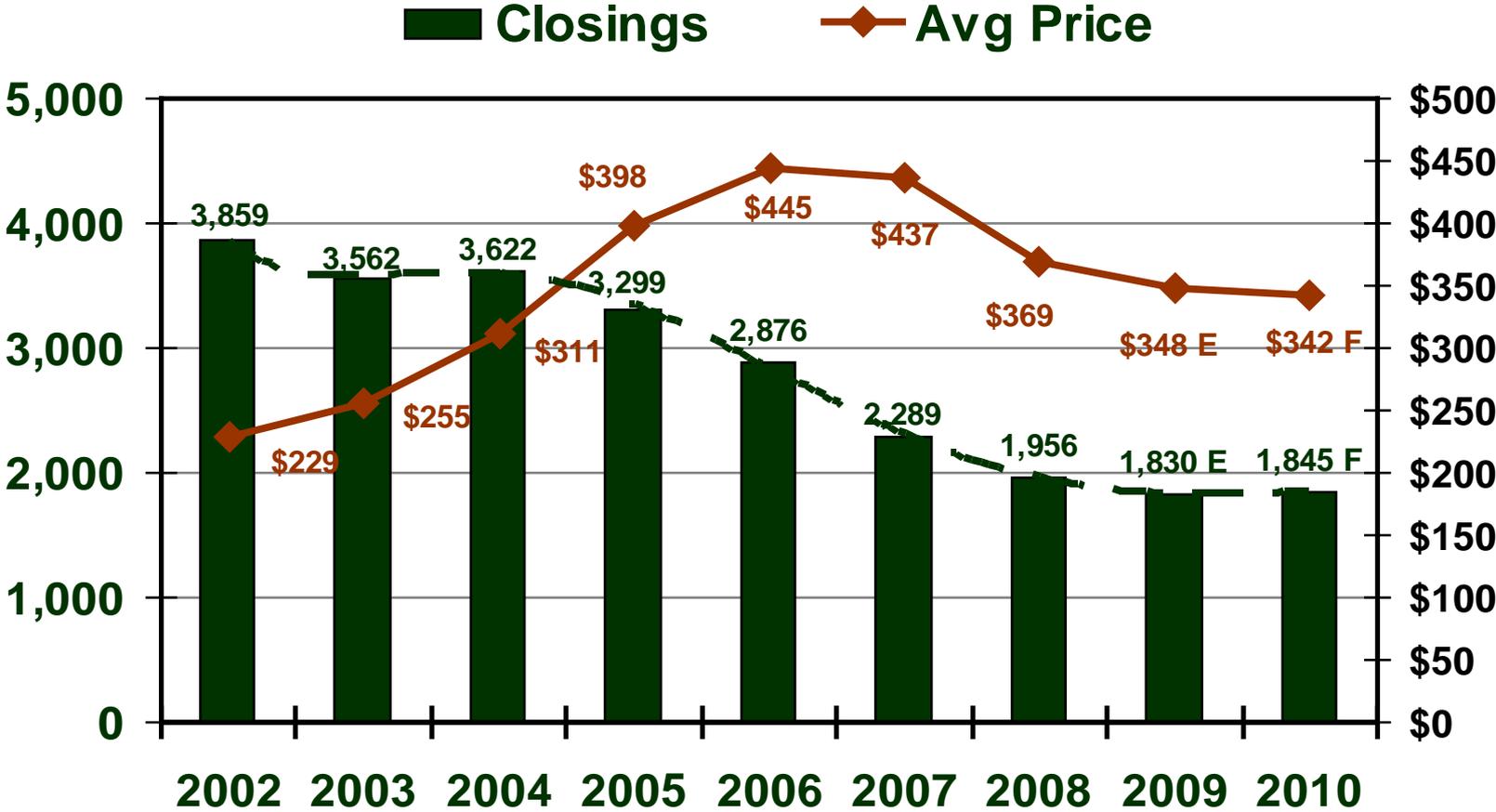
New Housing (all types) – Hampton Roads



New Housing (all types) - Historic Triangle

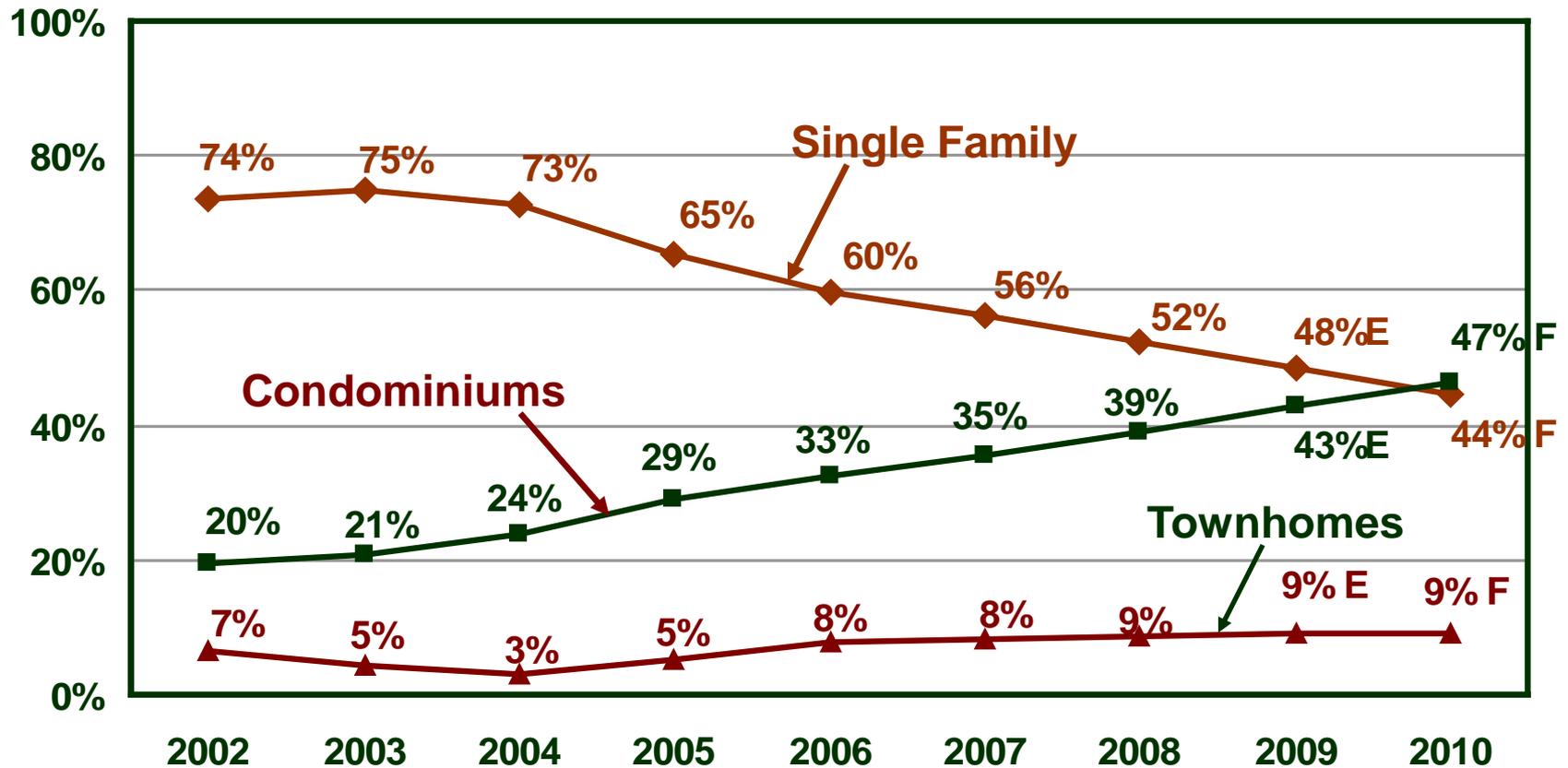


New Single Family Housing – Hampton Roads



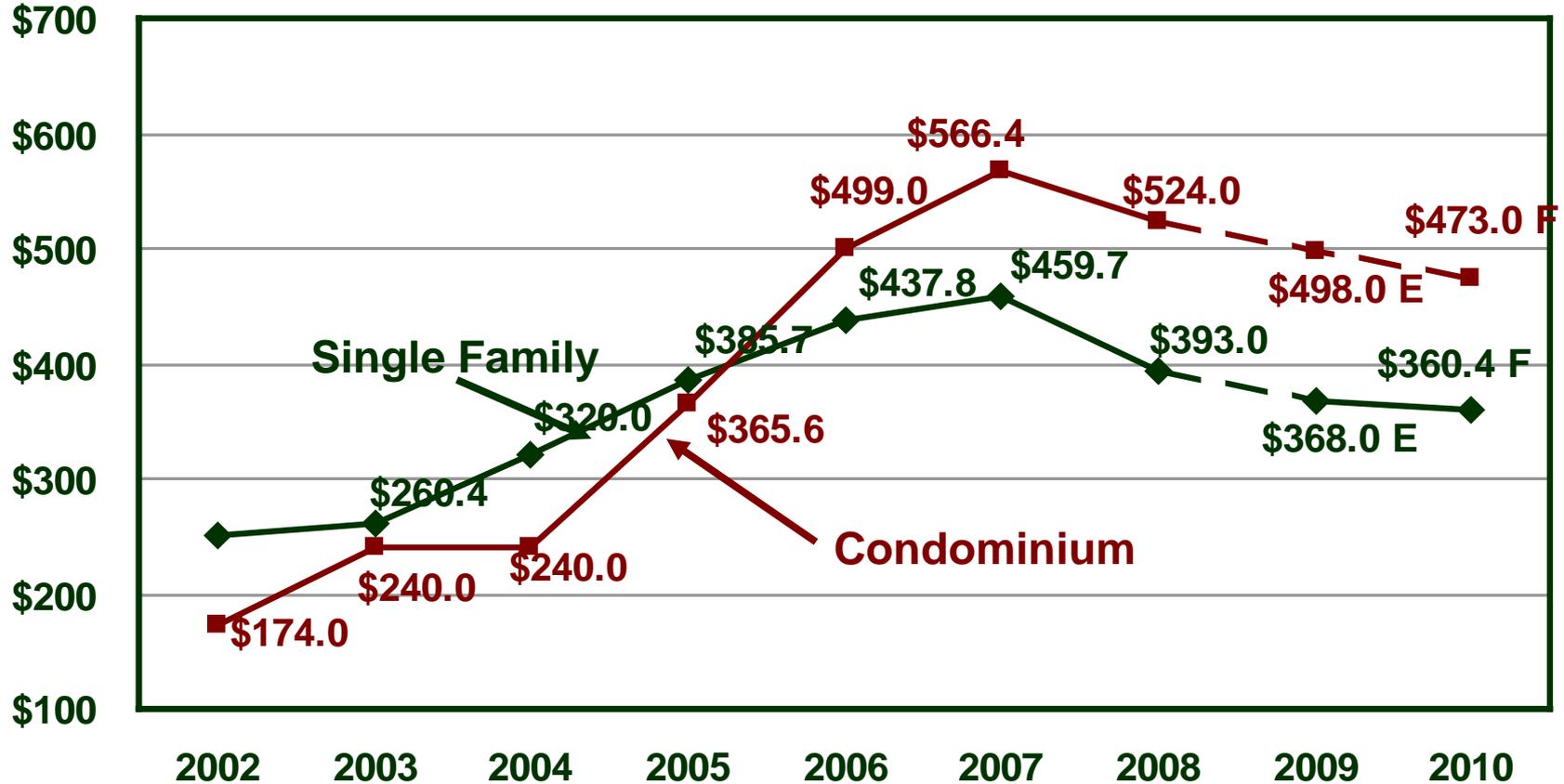
Share of Closings (by Type)

- Hampton Roads



Average Prices (by Type)

- James City County



Conclusions – James City County Real Estate Market

- **New Housing** – very soft but bottoming out - closings down to 525 in '08 and 425 in '09 (compare to '06 at 1,200)
 - New Single Family – Prices to ~\$360 K in '10 (compare to \$460 in '07)
 - Condominiums on the rise – expect share equal to Single Family by 2010 – prices down to \$473K.
- **While Housing market is and will be soft...**
 - JCC relative to Hampton Roads, not quite as sensitive to national economy
 - In '10 expect volume and prices flat with '09.

The Historic Triangle

An Emerging Upscale Retirement Community

- **Two segments...**
 - **Williamsburg Landing, Patriots Colony, etc. – independent and assisted living communities.**
 - Currently 9 Assisted Living Facilities
 - **Kingsmill, Ford's Colony, Governor's Land, et. al. – traditional up-scale residential developments.**

The Maturing of James City County

Population Attribute (2008)	% JCC	% VA
Population 62 years +	38.8%	26.9%
Households w/ Income \$75,000 +	47.8%	40.3%

JCC Revenues – Another look...

- **Sales Tax** – (Pearson forecast)

<u>Year</u>	<u>Amount (\$M)</u>	<u>Annual % Chg</u>	<u>% Chg vs. FY '08</u>
● FY'09	\$798.0	-4%	-4%
● FY'10	\$804.0	+1%	-3%
● FY'11	\$835.0	+4%	0%
● FY'12	\$868.8	+4%	+4%

- **Meals Tax** – driven both by local (retiree??) and visitor spending – modestly sensitive to national economic and market forces.

- **Room Tax** – driven by visitors and sensitive to both state and national economy but... Williamsburg a drive-in market and sensitive to price of gas as well as economy. If gas price stays down – then less of a “hit.” But, if gas up in summer 2010 – then bigger “hit” in 2010.

Conclusions – James City County (cont'd)

- **Visitation** - losing share to Southside - local visitor market flat in CY10 .
 - **Meals Tax** – recession somewhat greater impact than on Sales Tax – expect \$5.3 in FY '10 and slight improvement (+4%) in FY'11 (but only back to even with FY'08).
 - **Room Tax** – flat in FY'10 to \$2.0 mil. (but!!...depends on price of gas)
 - **Local economy**
 - Becoming somewhat more diversified- less visitor dependent.
 - But, also increasingly dominated by residential base
 - Are older/upscale residents (w/no kids) the equivalent of an emerging economic base?
-

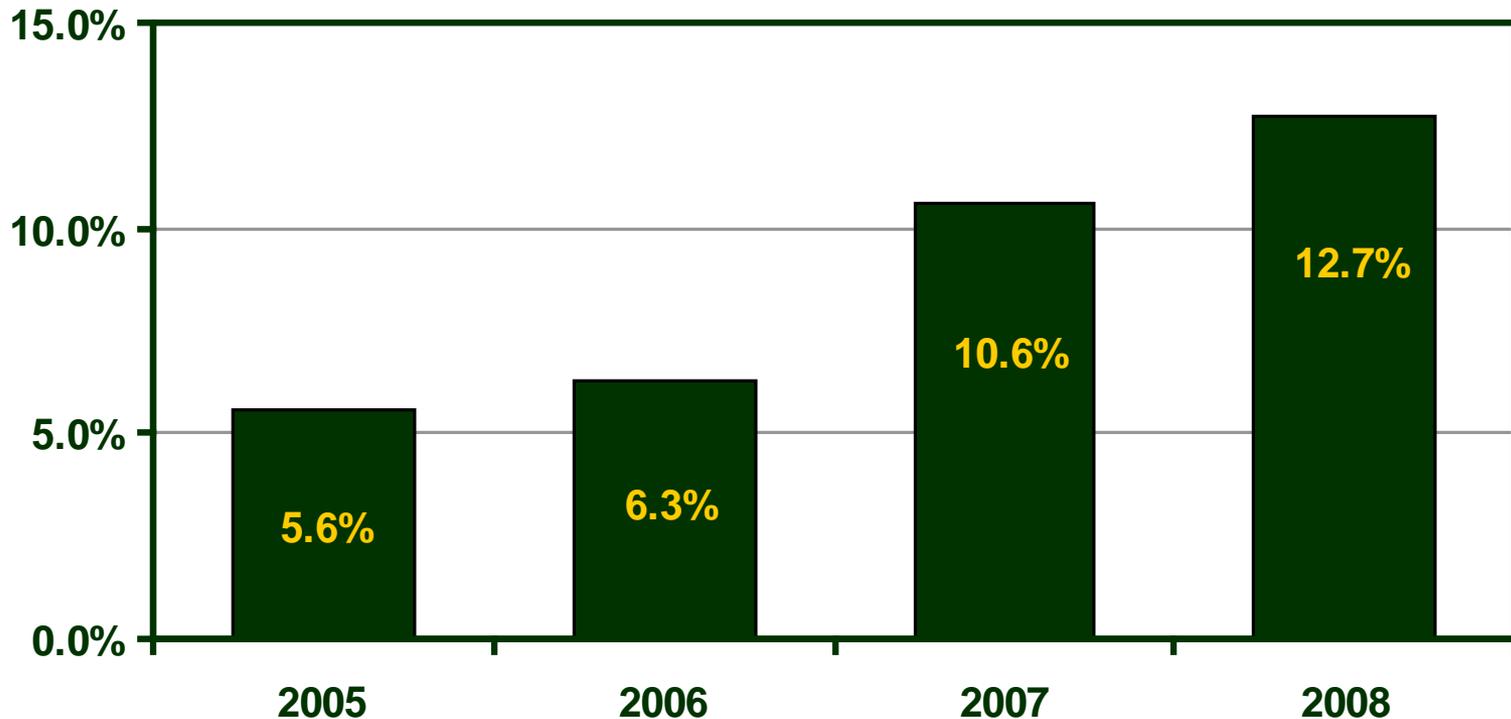
Thank You!

Donald J. Messmer
The Wessex Group, Ltd.

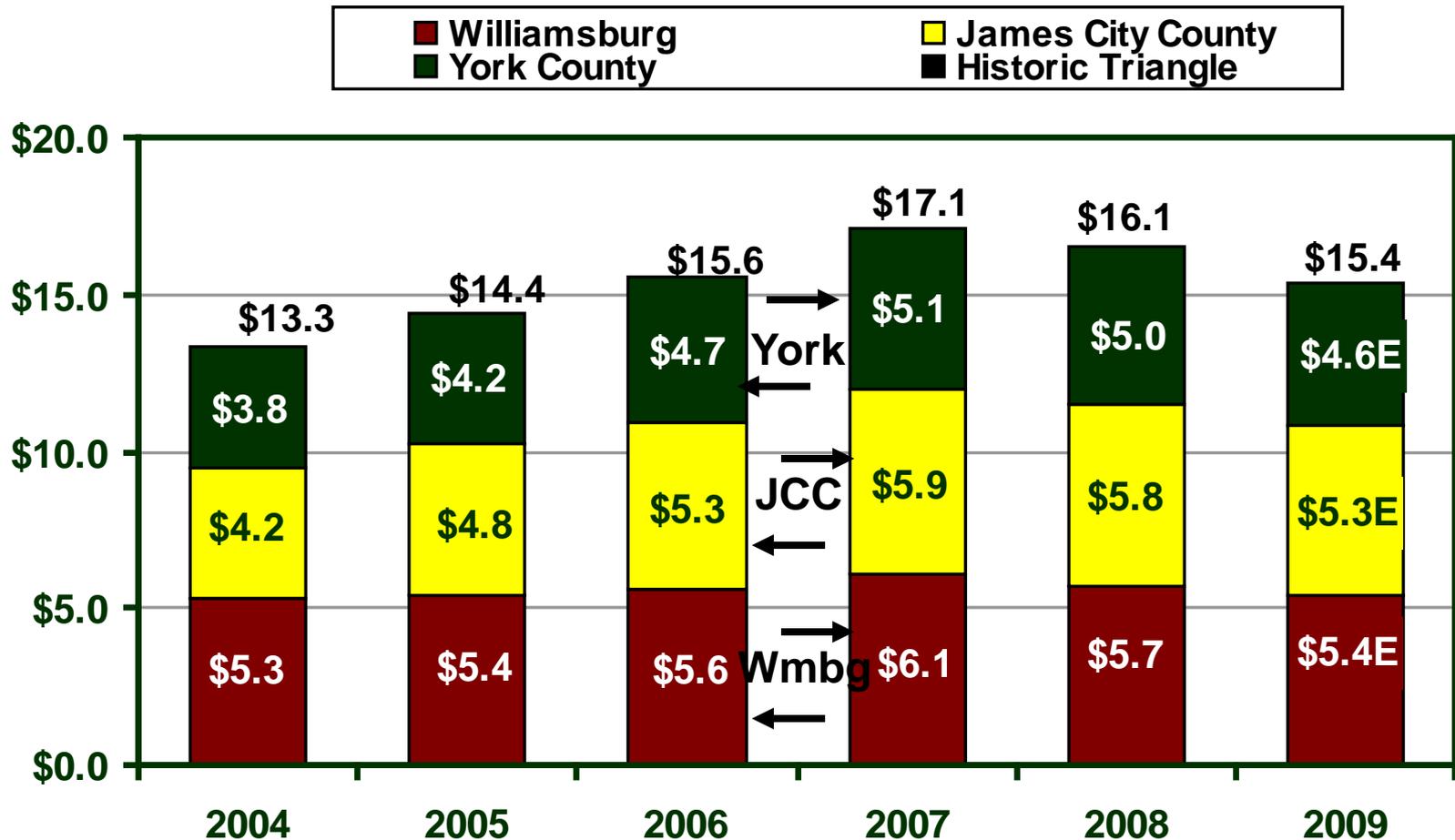
!!UpDate!!!

Time Share - Transient Room Nights

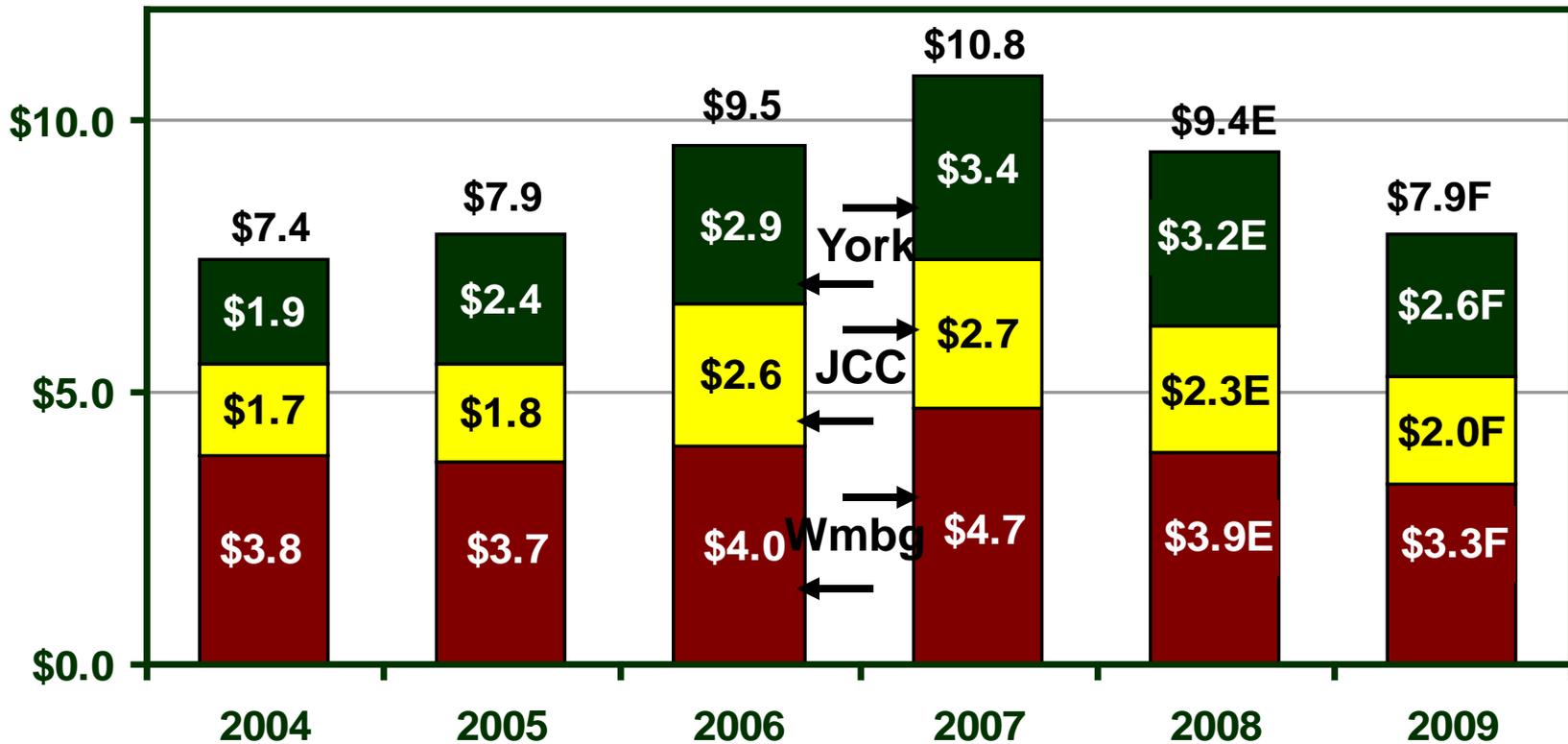
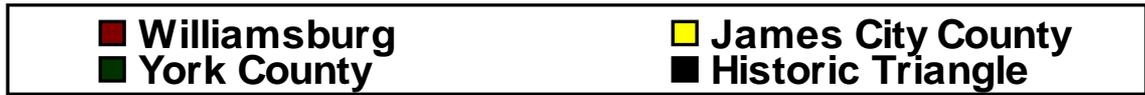
**Time Share Rooms as
Percent All Transient Room Nights (%)**



Meals Tax Revenues (\$ mil)



Room Tax Revenues (\$ mil)



MEMORANDUM

DATE: January 23, 2010
TO: The Board of Supervisors
FROM: John E. McDonald, Manager, Financial and Management Services
SUBJECT: Comments Heard in Individual Meetings with Board Members FY 2011-FY 2012 Budget

REVENUES

Board members commented that the County should live within its means although certain revenue targets were identified as possible:

- (1) A “revenue neutral” real estate tax rate – increase by 2-3 cents to offset decline in assessments. Average taxpayer sees neither an increase nor decrease in real property taxes.
- (2) Local vehicle registration fee to cover the State revenue reductions for Commissioner and Treasurer.
- (3) Fee increases for parks and recreation programs, such as before and after school, if needed and justified, in order to continue to offer the program.

Nothing was said about other revenue options – personal property, consumer utility taxes, or reinstating the stormwater fee. A specific comment suggested that development fees not be increased.

COUNTY EMPLOYEES/COMPENSATION

General agreement that reducing salaries and benefits over the next two years would be necessary and the following were mentioned:

- (1) Layoffs may be necessary but should be a last resort. Looking for creative ways to eliminate positions without layoffs – would agree to consider termination or retirement incentives (cautiously); transfers of personnel; furloughs; reduced hours; job sharing; flex time – reduced hours of some facilities (convenience centers, libraries); pay reduction.
- (2) Although the efficiency study indicated that County staffing was “lean” there are areas where workload has dropped significantly. Development Management and General Services deserve some attention. Neighborhood Connections and Communications were also mentioned.
- (3) Critical areas, such as health, welfare, and public safety, should be preserved as much as possible, although the reductions in State funding under HB 199 may result in reduced spending in the Police Department.
- (4) Compensation reduction programs, however designed, should avoid employees providing direct services to citizens and focus on middle management and staff areas where workload has fallen.
- (5) Benefit programs may have to be suspended or reduced – housing allowance, deferred compensation match, travel, vehicles (including but not limited to take-home), and any other benefit programs that might be pared to preserve jobs.
- (6) Looking for staff to propose program changes to minimize the impact of any new costs in health insurance and VRS.

COUNTY PROGRAMS

General agreement that costs of General Fund programs will have to be trimmed.

- (1) Programs that serve the neediest of County residents should be preserved as much as possible – including programs like Before and After School.
- (2) Household recycling funded by general tax dollars appears to be a program where savings can be realized. Much discussion of a user-pay system to keep it in place for those who want it or to combine with trash collections. Willing to discuss retaining at least one leaf pickup. Putting solid waste under the James City Service Authority (JCSA), using the JCSA billing system for services within the primary service area (PSA) is also a consideration.
- (3) Board willing to consider proposals to privatize, outsource or close parks and recreation facilities. The possibility of privatizing programs, such as before and after school, also came up. Consolidation also an option (Stormwater and Environmental as an example).
- (4) Would like to continue to see investments in energy efficiencies to save operating costs.
- (5) Health and welfare programs focusing on the neediest County residents should not be reduced, in scope, since the need has increased. Public safety may see some selective reductions but is still a core service.
- (6) County should not make up State funding reductions focusing on judicial or constitutional officers – offices should be combined where possible.
- (7) Offices that are now in leased space should be relocated and consolidated in County-owned space. Stormwater and Economic Development most frequently identified. Zoning ordinance revisions recommended by the Comprehensive Plan are a budget challenge, but necessary.
- (8) Consolidation also an option (ex. Stormwater and Environmental) as a structural change.

SCHOOLS

While public education is a basic service of the County and is its largest investment, there does appear to be some potential for savings in school spending. The most prevalent opinion was to maintain funding if possible, given the large reductions in State funds, but not to make up, even partially, the reduction in State funding. Increasing the funding to accommodate the new elementary school or delaying the opening of the new elementary school were also mentioned. Every effort should continue to expand joint services with the schools and both County and School staffs should continue to look for cost efficiencies – separately or jointly.

CAPITAL PROJECTS

With very little money – focus only on capital maintenance projects. No new facilities or initiatives, other than those already planned and funded, are anticipated over the next two years. Stormwater investments may be an exception – given Federal and State regulations and citizen interest. Board would like to discuss how to deal with Capital Improvements Plan (CIP) backlog created by the significantly reduced level of funding.

GREENSPACE

Reluctance was expressed relating to reduced investments in quality of life infrastructure items such as greenspace, Purchase of Development Rights (PDRs), and undergrounding utility wires. Funding does exist, as does bond authority, and County property owners could benefit from a more active campaign to invite the sale of property or development rights in this economic climate. Does not pay to defer these investments until a time when development activity increases.

NONDEPARTMENTAL

Mentioned were a possible reduction in economic development incentives and the contribution to the YMCA. Also mentioned, since the worst may not be over, doubling the County's operating contingency to \$2 million.

OUTSIDE AGENCIES

Focus funding on those agencies that provide direct services to the neediest residents of the County or provide services the County would have to provide if the agency did not exist. If regional – that the funding is equitable among all participating jurisdictions – given the benefits derived by each of those jurisdictions, specifically for the County. Look for program redundancy – and alternative service delivery systems. Potential funding reductions also exist for arts programs.

OTHER

Board looking for data as part of the budget submission – trended staffing per 1,000 residents, per capita spending over the past five to ten years, trends in workload in specific areas such as Development Management, to use in evaluating spending and staffing proposals.

John E. McDonald

JMD/nb
MeetingComm_mem

MEMORANDUM

DATE: January 23, 2010
TO: The Board of Supervisors
FROM: Suzanne R. Mellen, Assistant Manager of Financial and Management Services
SUBJECT: Citizens Comments

During the month of December, the County Administrator held a citizen meeting in each of the voting districts to give a preview of the upcoming budget process. Citizens were invited to comment and attend the Pre Budget hearing held on January 12, 2010. The County received written comments from 87 citizens via email, comment cards from the December meetings and online responses made to newspaper articles. Many citizens had comments on more than one issue.

The feedback received covered a wide range of opinions regarding ways to deal with the upcoming budget. Programs that were important to some were not as important to others. Some examples included the leaf collection program where some citizens favored eliminating it, whereas others did not. Some citizens favored raising real estate taxes to maintain the County's quality of life where others opposed tax increases of any kind. Multiple comments were received opposing the elimination of the Before and After School programs whereas there were also comments suggesting privatizing a wide variety of services. Attached is a complete listing of citizen comments received as a result of the December meetings.

There were 12 speakers at the Pre Budget public hearing on January 12, 2010. Most speakers supported funding for specific nonprofit organizations.

Overall, the amount of feedback received from citizens at this point in the budget process is higher than the County has received in the past. Citizens attending the meetings in December were generally very appreciative of the opportunity to hear the difficult budget situation that the County faces and to give their opinions. The opinions received reflect the diverse population that the County serves and will be taken under advisement as the budget process continues.

Suzanne R. Mellen

SRM/nb
CitizenComm_mem

Attachment

Resident Feedback on Budget Issues

Feedback Received

- Total of 87 written responses received from citizens regarding budget issues
- Source of feedback
 - 25 emails
 - 47 comment cards
 - 15 online newspaper comments
- The following slides illustrate the opinions expressed by citizens



Summary of 49 Comments from Citizens Favoring Specific Expense Reductions

- 6 citizens favor eliminating leaf collection program
- 5 citizens favor reducing the curbside recycling program
- 5 citizens favor reducing school funding
- 4 citizens favor delaying the opening/building of new schools
- 4 citizens favor reducing hours for pool, community center, etc.
- 4 citizens favor staff cuts in correlation to program elimination or reduced scope of work
- 3 citizens favor consolidating County & School System functions
- 3 citizens favor increasing employee cost share of benefits
- 3 citizens favor reducing contributions to capital investments
- 2 citizens favor closing the Norge library
- 2 citizens favor not allowing employees to take County vehicles home
- 2 citizens favor eliminating curbside recycling program
- 2 citizens favor reducing energy costs
- 2 citizens favor reducing or cutting outside agency funding
- 2 citizens favor repurposing Jamestown Marina & Campground

Summary of 29 Comments from Citizens **Opposing** Specific Expense Reductions

- 9 citizens oppose eliminating Before and After school programs
- 6 citizens oppose closing pools, community centers, etc.
- 4 citizens oppose staff cuts
- 3 citizens oppose reducing school funding
- 2 citizens oppose reducing library funding
- 1 citizen opposes reducing or cutting outside agency funding
- 1 citizen opposes reducing pool, community center hours, etc.
- 1 citizen opposes closing the satellite office
- 1 citizen opposes staff pay reductions
- 1 citizen opposes eliminating the leaf collection program

Additional Stand Alone Comments Relating to Expense Reductions

- Reduce convenience center hours
- Zero based budgeting to justify every dollar
- Work with outside agencies to help sustain programs
- Use volunteers to maintain services
- Use more fuel efficient cars than Dodge Chargers and use them for more than one shift
- Suspend park improvements
- County HOAs asked that efforts be made to preserve Neighborhood Connections
- Renegotiate contracts
- Reduce school administration costs
- Reduce landscaping/maintenance
- Recommend not cutting back on stormwater programs
- Provide HR assistance so teachers/employees can move to private sector
- Privatize Little Creek Park
- Privatization of services such as: fleet maintenance, building inspections & plan review, environmental inspections and plan review, JCSA maintenance and repairs, Park Operations, Landscape/Maintenance, Transfer Station

Additional Stand Alone Comments Relating to Expense Reductions

- Offer financial assistance to charitable organizations that the County cannot maintain (Avalon, CAA)
- Level or cut library funding
- Citizen thinks that it is great the County is holding the line on salary increases, but that doing so for at least 3 years and at the same time having staff reductions is un motivating
- County and Schools should have same medical/dental plan
- Have all non-essential county services on a pay-as-you basis
- Eliminate all but essential travel and training costs
- Employees should not be cut off from pay raises if possible
- Allow free disposal of leaves if you get rid of leaf collection program
- Dispose of unnecessary assets
- Cut paid holidays to 5 or 6 a year
- Eliminate employee benefits
- Reevaluate pay tables - resident feels managers and supervisors are overpaid
- Control residential growth since new households add to school and service costs
- Close buildings
- Citizen did not understand why new schools, JCSA building, & police building are being built right now
- Citizen feels storm water maintenance could be funded through JCSA attaching stormwater fee to water bills
- Two specific requests not to cut CAA funding

Verbal comments expressed related to expenses

- Working parents need help – not just retirees – and trimming programs/facilities for kids doesn't make sense – need to encourage alternatives for kids and facilitate working parents – the alternatives (unemployment, social services, probation officers, additional police) are much more expensive
- Eliminate salaries/staff in stormwater – already hiring consultants and engineers for most projects anyway
- Save money by reducing employee benefits to only the level that is required – provide assistance to employees to find other employment
- Outsource operations of the community center to eliminate taxpayer subsidy
- Compete for new business by continuing to invest in quality of life infrastructure
- Need a development plan for the marina – sell it to a private company who will make the needed improvements
- If JCC wouldn't spend the money in this climate to do what an outside agency does – reduce or eliminate funding
- Need to keep pools open – a healthy lifestyle for those without alternatives and a recreational option for the entire family
- Maintain recreation/libraries as quality of life investments – also very helpful in attracting and retaining businesses
- Libraries critical to education and socialization for kids, adults and seniors – particularly the computers – need them more in an economic downturn than in healthier times

Summary of 54 Responses Favoring Revenue Increases

- 17 citizens favor a real estate tax increase
- 9 citizens favor increasing user fees rather than eliminating programs
- 5 citizens favor reinstating the stormwater fee
- 5 citizens favor tax increases in general
- 4 citizens favor implementing the decal fee
- 3 citizens favor personal property tax increase on vehicles
- 2 citizens favor increasing business growth by providing business incentives
- 1 citizen favors renting towers for cell phones
- 1 citizen favors evaluating if any County property can be sold
- 1 citizen favors selling the campground
- 1 citizen favors utility taxes
- 1 citizen favors a cigarette tax
- 1 citizen favors increasing fees for non-residents
- 1 citizen favors instituting low voltage permits
- 1 citizen favors looking for ways to generate revenue from visitors and tourists
- 1 citizen favors adding an optional contribution line to personal property tax bills

Summary of 11 Responses **Opposing** Revenue Increases

- 5 citizens oppose tax increases in general
- 4 citizens oppose utility taxes
- 2 citizens oppose a real estate tax increase

Verbal comments expressed related to revenues

- NO increases in taxes and fees – need spending discipline – seniors particularly are on fixed incomes
- Will pay more in real estate taxes if the other option is to reduce the area's quality of life
- Would pay for more household recycling
- Another alternative is to pay more for trash pickup

General Comments

- Two residents mentioned wanting to be able to see more budget line item detail
- One resident suggested putting together a survey of budget line items or major subject areas up for increases/reductions so citizens can voice their preferences via email
- One resident suggested showing a comparison of County taxes/salaries/benefit distributions relative to other localities so citizens can see where we stand
- One resident suggested commissioning a panel of citizens to identify and eliminate inefficiencies and activities not essential to the health & welfare of citizens

Financial Update

January 2010

Total General Fund Revenues

FY10 Budget	FY10 Estimate	FY11	FY12
\$163.3M	\$161.9M	\$158.7M	\$159.2M

- Total Revenues in FY10 are running about \$1.4M lower than budgeted
 - Reduced spending on same pace

General Property Taxes

FY10 Budget	FY10 Estimate	FY11	FY12
\$106.8M	\$106.9M	\$105.1M	\$105.5M

- FY11 Real Estate down about 1.8%
Includes estimated commercial appeals

Local Taxes

FY10 Budget	FY10 Estimate	FY11	FY12
\$18.5M	\$18.2M	\$18.0M	\$18.1M

- Sales tax running about \$100K short through Nov
- Room Tax down \$350,000
- Meals Tax meeting budget

Licenses, Permits and Fees

FY10 Budget	FY10 Estimate	FY11	FY12
\$7.4M	\$6.8M	\$6.6M	\$6.5M

- Overall 10% reduction in FY11
 - BPOL
 - Building Permits
 - Other Development Fees

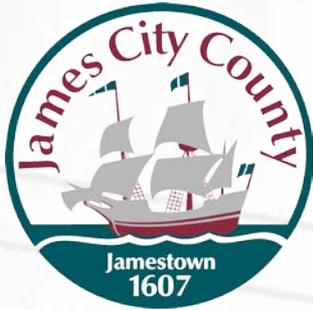
State Revenues

FY10 Budget	FY10 Estimate	FY11	FY12
\$24.6M	\$24.4M	\$23.3M	\$23.3M

- Current FY11 estimate is \$1.3 less than FY10 budget
 - Reductions in:
 - HB599
 - Constitutional Offices
 - Sales Tax for Education

Recap

- Current Revenue Estimate \$4.6 lower than FY10
- Anticipating further declines in State revenue



Employee Compensation and Benefits FY 2011 & 2012 Budget

**Presented by Carol M. Luckam, Human Resource Manager
January 23, 2010**



Compensation

- No performance increases funded

FY 10	\$0
FY 11	\$0
FY 12	\$0



Benefits

Virginia Retirement System

FY10	FY 11	FY 12
0% increase	< 1% increase	0% increase

- Currently JCC required to pay
- Current State Budget Proposal – localities may elect to have employees pay a portion
- Awaiting General Assembly outcome



Benefits Health Care Costs

FY10	FY11
Increase	
Actual = 6.1%	Anticipated = 10%
Mitigation	
<ul style="list-style-type: none">• Changed plan design• Eliminated Long Term Disability	<ul style="list-style-type: none">• Change plan design• Consider self funding• Review other benefits for potential savings



Staff Per 1,000 Population (GF)



Population	61,495	65,717	67,000
GF Staff	548.5	563	530



If Further 2011 Reductions Needed

Attrition Incentives	Cash payments or other advantages to those who voluntarily leave organization by a date selected by the employer
Layoff (RIF)	Separate employees involuntarily
Furlough	Require unpaid time off usually in increments of a day
Reduced Hours	Adjust regular work hours and pay downward; full-time benefits continue
Reduced Pay	Cut by a percentage; hours stay the same



First Step: Considering an Attrition Incentive

- Not limited to retirement eligible
- 10% of salary – similar to WJC Schools
- If resign/retire by Feb 28, Federal stimulus money will pay 65% of health insurance for COBRA eligible
- Employees apply; accepted only if County will eliminate their job or will otherwise reduce at least 1/2 position



Need BOS Guidance

• Attrition Incentive*	OK to proceed?
• Furlough	Consider policy change for flexibility?
• Other Strategies	Consider in County Administrator's proposed budget?

* Time Sensitive



MEMORANDUM

DATE: January 23, 2010
 TO: The Board of Supervisors
 FROM: Sanford B. Wanner, County Administrator
 SUBJECT: FY 2010 Workload and Implications for FY 2011 – FY 2012

The workload of the County organization continues to decline. It is being impacted by the national, State, and local economies. The FY 2009 and FY 2010 adopted budgets reduced County staff through the elimination of 35.5 positions. During FY 2010, we have held positions open and unfilled and have identified 18.5 positions for elimination in the upcoming FY 2011 budget. To address the shrinking workload in various divisions and departments, and to assist divisions and departments that are experiencing increased workload, we have reassigned a number of staff. The following workload chart illustrates the situation.

WORKLOAD MEASURES

<u>Department</u>	<u>Measure</u>	FY 09 Actual Mid <u>Year</u>	FY 10 Actual Mid <u>Year</u>	<u>% Change</u>
Accounting	# of Invoices Processed	14,186	12,907	-9%
Animal Control	# of Animals Impounded	283	341	20.50%
Emergency Communications	# Emergency Calls Dispatched	23,277	21,511	-7.60%
Emergency Communications	E 911 and 911 Wireless Calls Received	14,488	15,503	7.00%
Emergency Medical Services	# Patients Treated	2,560	2,656	3.80%
Fire	# Calls for Emergency Service	4,159	4,394	5.70%
Records Management	# Documents Scanned/Inspected/Filmed	218,082	149,747	-31.30%
Satellite Office	Citizens Assisted	13,517	14,780	9.30%
Social Services	TANF Clients	295	414	40.30%
Social Services	Food Stamp Clients	3,119	3,851	23.50%
Social Services	Medicaid Enrollees	3,440	4,075	18.50%
Facilities and Grounds	Job Orders	3,596	3,757	4.50%
Fleet Maintenance	Work Orders Completed	1,449	1,425	-1.70%
Solid Waste	# of Convenience Center Customers	21,132	22,044	4.30%
Human Resources	Average # of Applicants per Job Vacancy	33	64	93.90%

FY 2010 Workload and Implications for FY 2011 – FY 2012

January 23, 2010

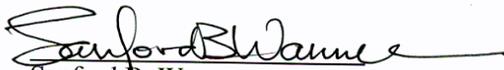
Page 2

<u>Department</u>	<u>Measure</u>	<u>FY 08 Actual</u>	<u>FY 09 Actual</u>	<u>% Change</u>
Code Compliance	# of Inspections	37,921	27,122	-28.50%
Environmental	# of Residential Plan Reviews	254	195	-23.20%
Planning and Zoning	# of Development Plan Reviews	945	583	-38.30%
Parks and Recreation	Total Participants in Programs	410,899	422,119	2.70%
Parks and Recreation	Total Park Attendance	1,485,427	1,574,460	6.00%
Police	# Traffic Citations	8,633	7,473	-13.40%
Police	# Calls for Service	21,559	21,910	1.60%

The data indicates that revenues are declining and that workload will continue to decline in FY 2010 and FY 2011. One example is the workload in Development Management which has been on a steady decline due to the slowdown in development. As a result of reduced workload in Development Management we have been reallocating or reducing staff wherever possible. The attached report from Development Management clearly illustrates reduced workload in that department. We will continue to reallocate the assets to meet demand, but I cannot guarantee that we will not, in FY 2011, be required to further reduce positions in Development Management.

It is my desire to retain wherever possible the knowledge, skills, and abilities of staff that deal with development and citizen needs. However, I cannot at this time foresee when the economy will rebound.

I would be happy to receive any input or direction from the Board regarding how to address the workload reduction while maintain a staff capable of quickly responding to the eventual economic turnaround.



Sanford B. Wanner

SBW/nb
Workload_mem

Attachment

FY10 MID-YEAR REPORT AND PROJECTIONS

devman@james-city.va.us



www.jccEgov.com

OVERVIEW *from Steven W. Hicks, Development Manager*

FY10 Highlights and Projections

Code Compliance

- Expanded webpage (www.jccEgov.com/codes/inspection-updates.php).
- Established one-stop shop for processing residential projects.
- Projected to perform 1,402 plan reviews compared to 1,526 in FY09.
- Projected to issue 5,094 permits compared to 6,453 in FY09.
- Partnered with development community to streamline the plan review process.
- Expanded electronic plan review services.

Environmental

- Projected to perform 303 plan reviews compared to 384 in FY09.
- Projected to perform 3,009 inspections compared to 3,918 in FY09.
- Processed 125 administrative Chesapeake Bay Exceptions in FY09. In FY10, currently 64.
- Presented 34 cases to Wetlands and Chesapeake Bay Boards in FY09. In FY10, currently 18.
- Applied Special Stormwater Criteria to 14 projects in Powhatan and Yarmouth watersheds in FY09. In FY10, currently 5.

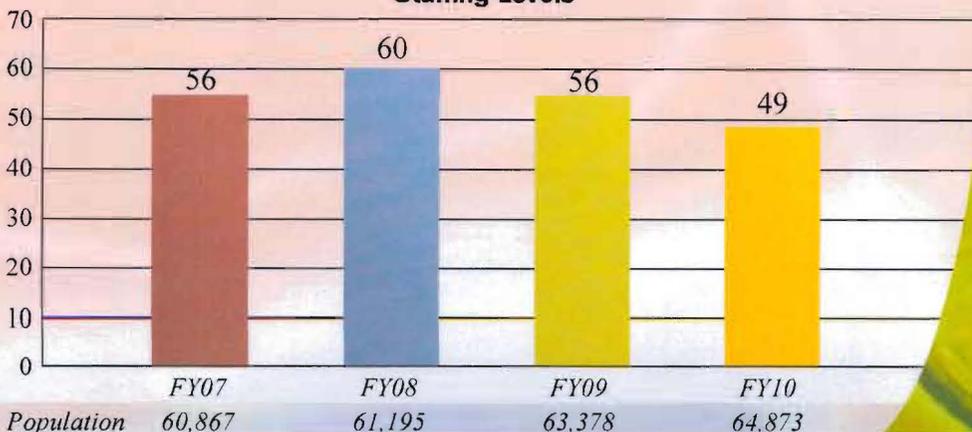
Planning

- Posted link to approved Comprehensive Plan at www.jccplans.org.
- Projected to perform 441 development reviews in FY10 compared to 737 in FY09.
- Responded to 3,400 information requests.
- Processed 20 cases requiring legislative approvals.

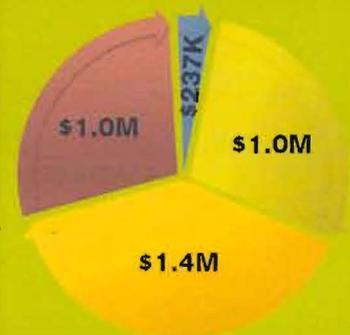
Zoning

- Issued approximately 150 sign permits in FY09. In FY10, currently 64.
- Pursued two court actions.
- Responded to over 30 zoning inquiries.

Staffing Levels



FY10 Development Management Total Budget – \$3.6M

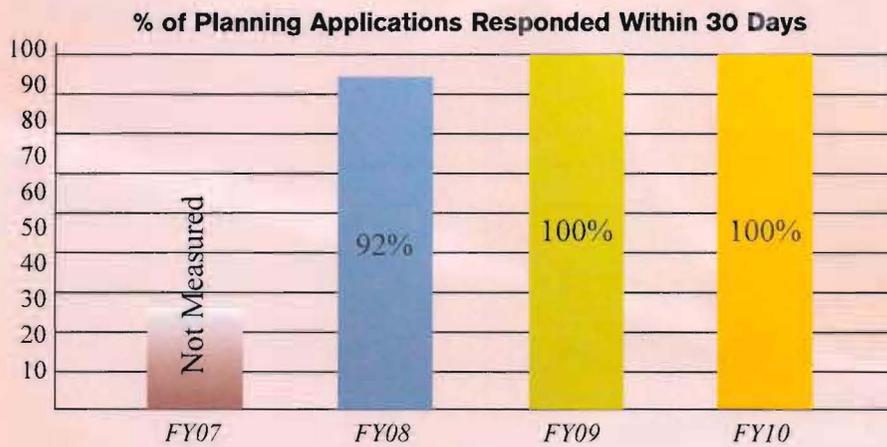
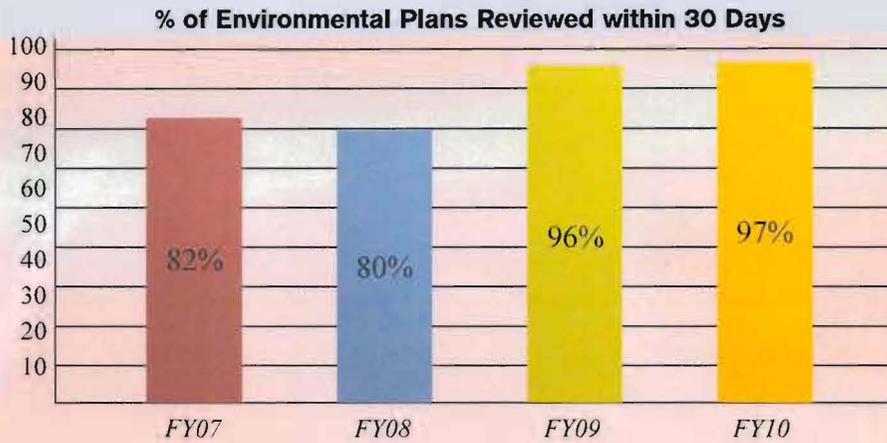


- Code Compliance
- Development Management
- Environmental
- Planning and Zoning

FY10 Midyear Development Cases

- Nick's Lawn Care
- JCC Police Headquarters
- Zaxby's Chicken
- Stonehouse Tract 12
- St. Bede Catholic Church expansion
- School Operations Center
- Cell Towers
- Treasure Island Road
- Ingram Road
- Hospice House

HOW WE MEASURED UP



Historic Past.

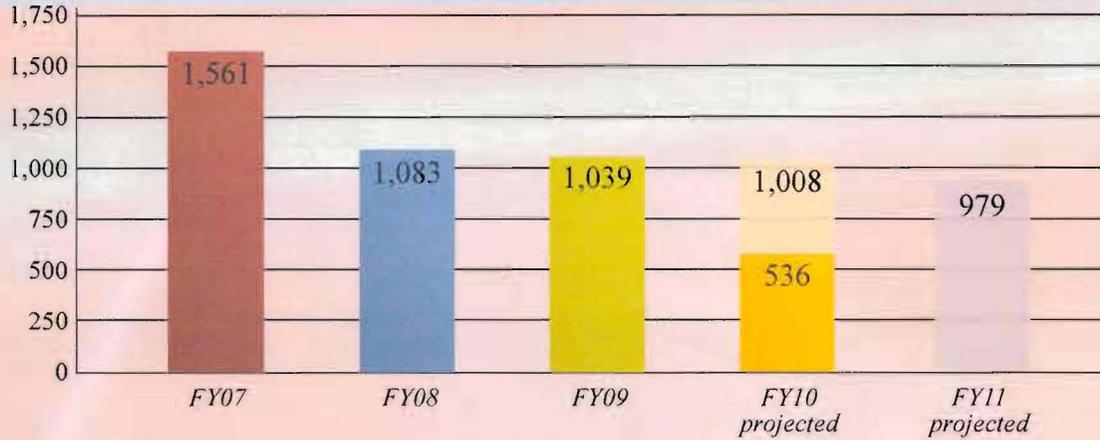


Sustainable Future

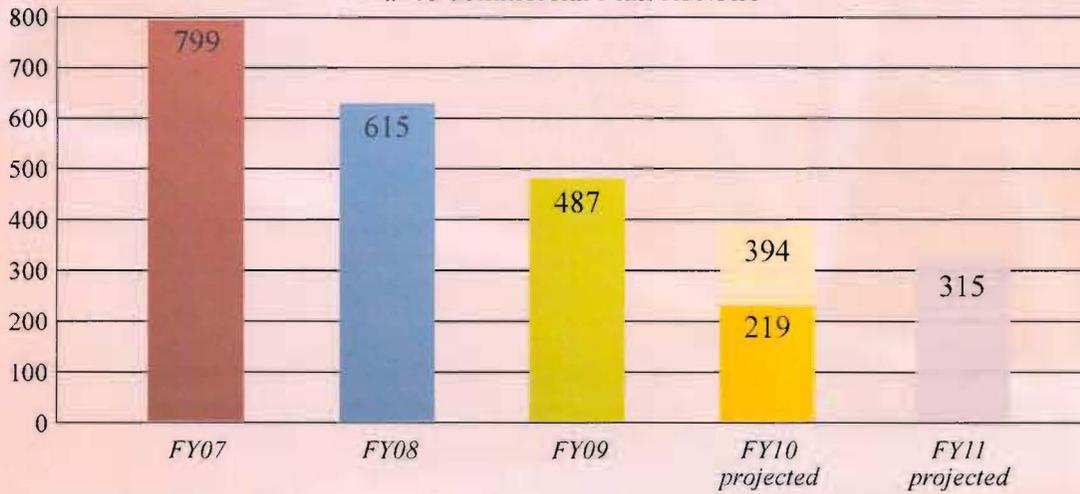
HOW WE MEASURED UP

Code Compliance

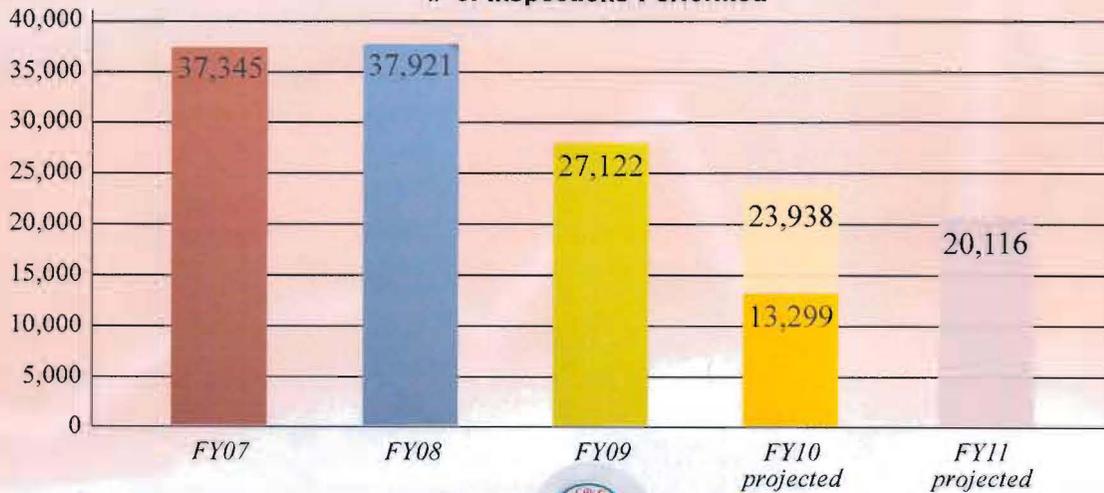
of Residential Plan Reviews



of Commercial Plan Reviews



of Inspections Performed



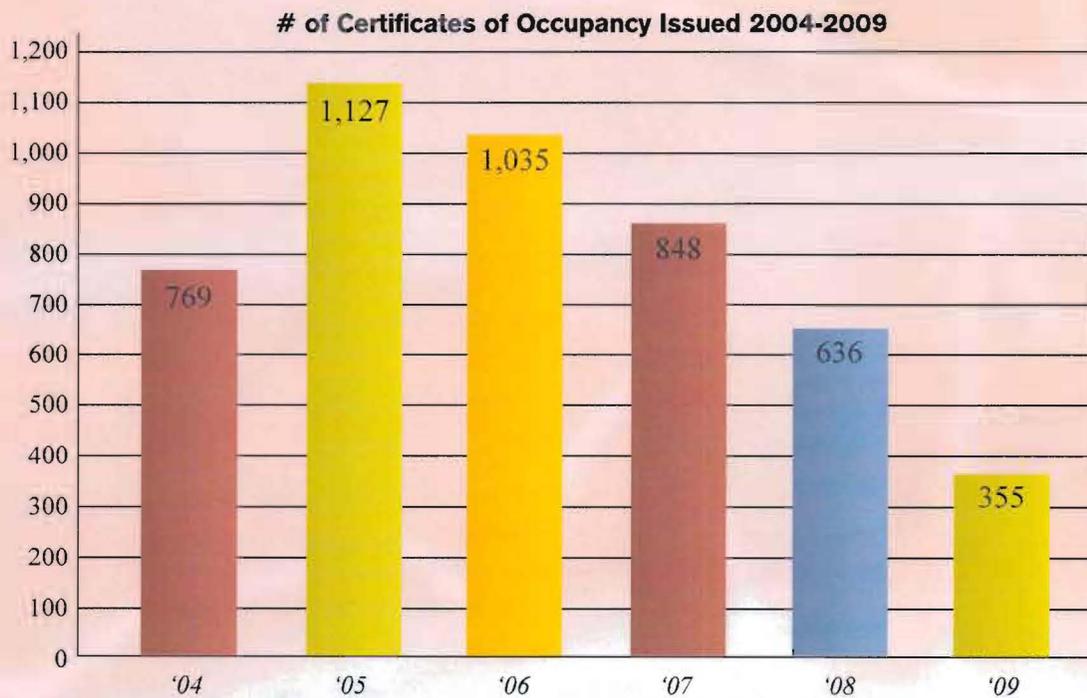
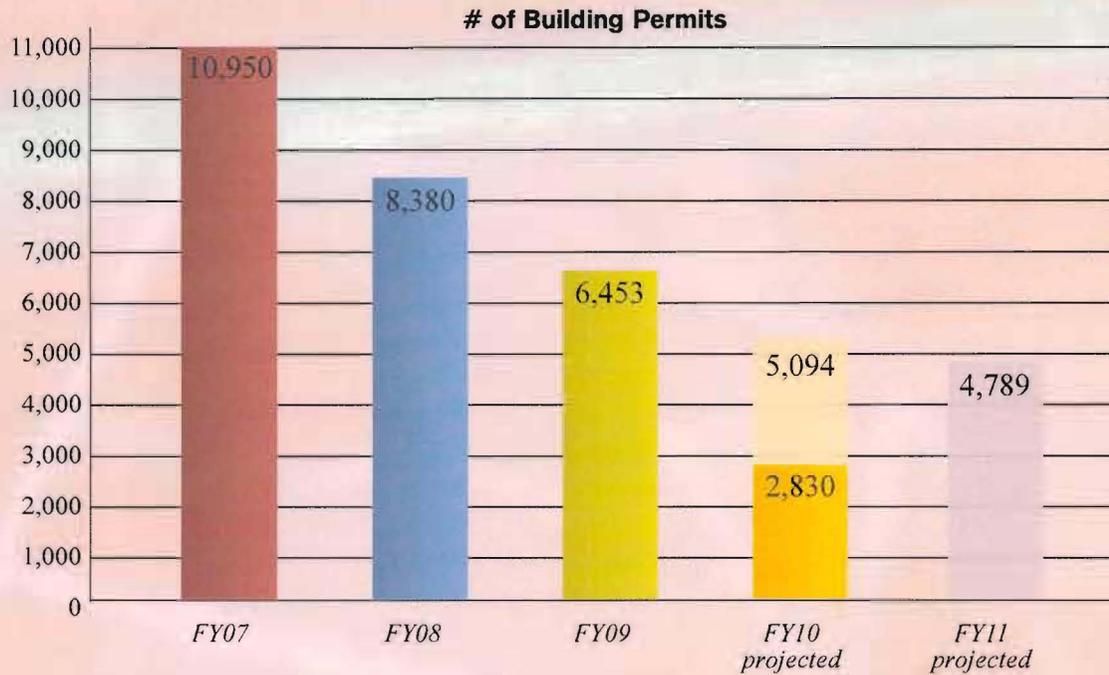
Historic Past.



Sustainable Future

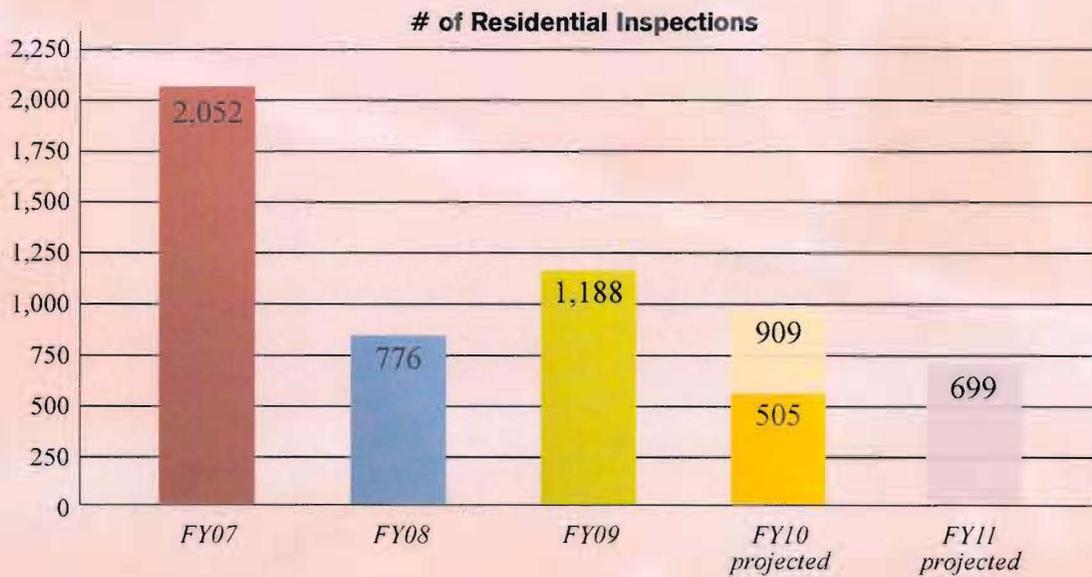
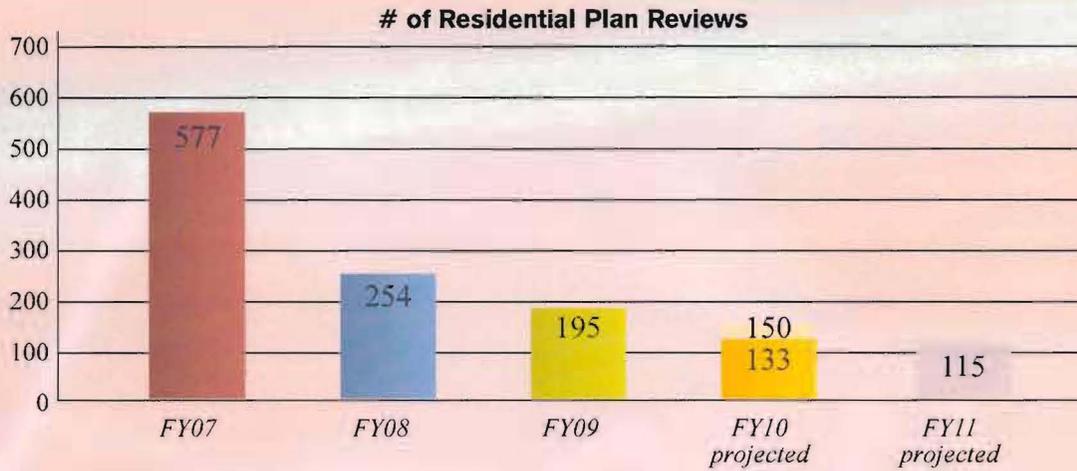
HOW WE MEASURED UP

Code Compliance



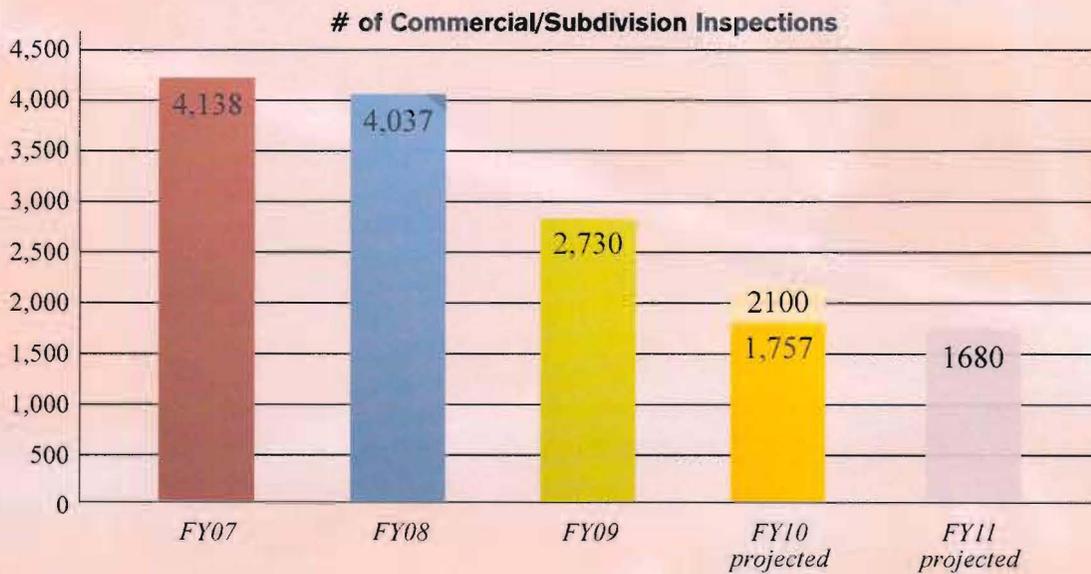
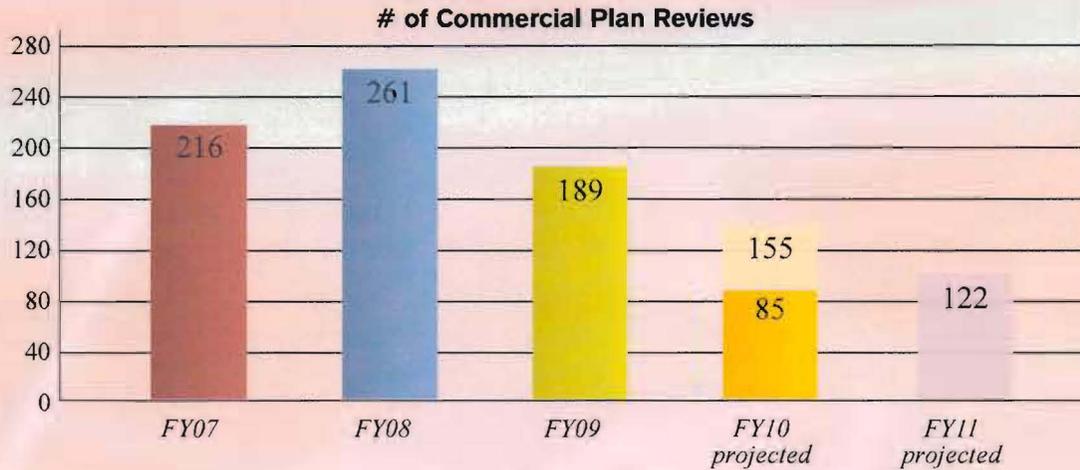
HOW WE MEASURED UP

Environmental



HOW WE MEASURED UP

Environmental



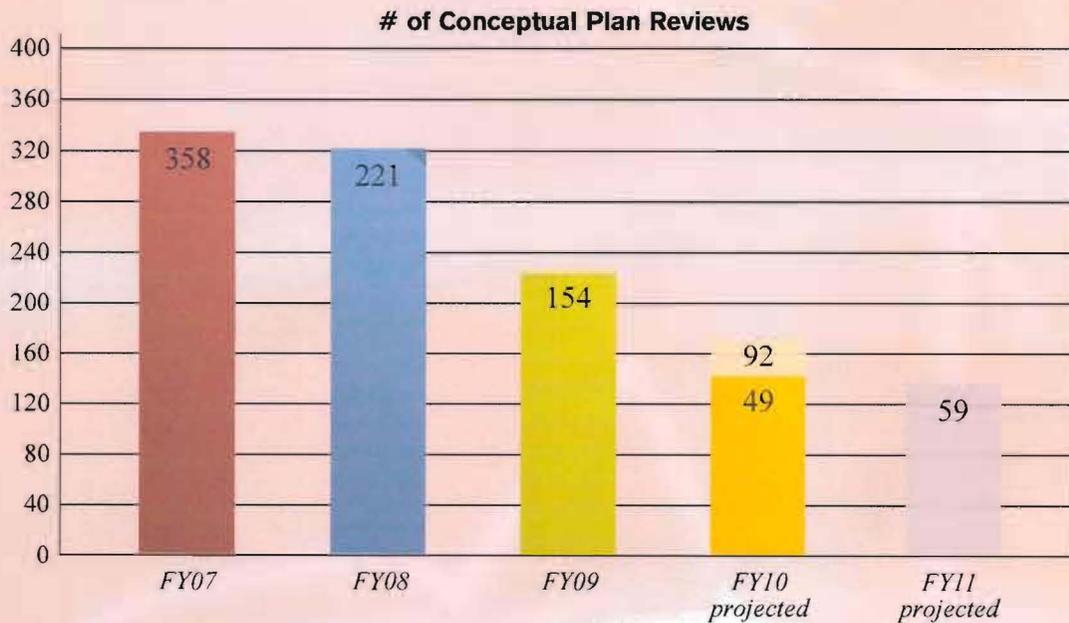
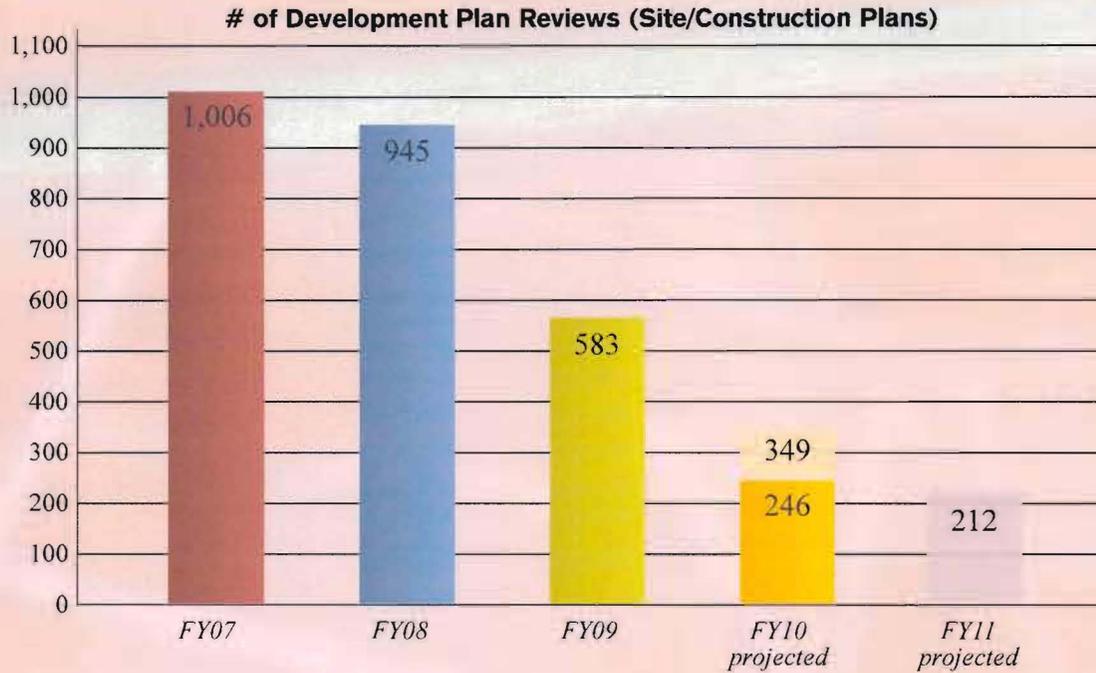
Historic Past.



Sustainable Future

HOW WE MEASURED UP

Planning and Zoning



MEMORANDUM

DATE: January 23, 2010
TO: The Board of Supervisors
FROM: John T. P. Horne, General Services Manager
SUBJECT: Update on Curbside Solid Waste and Recycling Collection

The purpose of this memorandum is to update the Board on current developments related to curbside collection of solid waste and recycling. The Board last discussed these matters in depth in September 2008 at a work session to consider a program to establish a County-wide voluntary curbside trash collection service. The Board decided not to establish such a program and to continue with the current private system of curbside trash collection in the County. Curbside recycling collection is provided in the County through a contract negotiated by the Virginia Peninsulas Public Service Authority (VPPSA), with service provided by Tidewater Fiber Corporation (TFC). I will discuss each issue below in more detail.

Curbside Solid Waste Collection

Attached is a memorandum and slide presentation presented to the Board in September 2008. Based on the guidance provided by the Board, staff has not pursued this issue further. In 2008, staff solicited proposals from private vendors to investigate costs and services as described in the attached memorandum. To truly understand the current industry interest in providing this service, another Request for Proposals (RFP) process would be necessary. Staff has, however, informally discussed with the most responsive 2008 bidder their continued interest and industry trends. They indicated that no substantial changes have taken place since their 2008 proposal. The Board should note that a curbside solid waste collection program could be used to incorporate costs for curbside recycling, if the Board so chooses. The attachments describe this process.

Staff has started one new service in this area. In November 2009, staff started a prepaid bulk pickup service using County staff and equipment. That service is advertised on the County website and we have used press releases and various other outlets. Use has been light to date but staff will continue to look for avenues to make citizens aware of the service.

Curbside Recycling Collection

Curbside recycling collection is provided weekly to approximately 22,000 eligible households in the County. Costs are paid by the general fund through a payment to VPPSA which administers the regional contract. Weekly set out rates are approximately 55 percent. Since not all households set out material on all weeks, industry research would indicate that this translates to a participation rate of approximately 80-85 percent of eligible households. Geographically the entire County is eligible for service. The County must authorize the vendor to provide service to specific neighborhoods or roads. Once a neighborhood is added to the service, the County pays the vendor for all houses in the neighborhood, regardless of the actual number of houses that set out material. As stated above, approximately 22,000 households are in authorized service areas. **The program was budgeted for \$766,170 in FY 2010, with actual costs estimated to be \$738,587. The FY 2011 program budget is \$781,067.** This amount will continue to grow as new homes are added to the system in neighborhoods already in the service area. The contract with TFC is a multiyear contract through June 30, 2014. If the County decides to terminate the contract before that time, we are prohibited from contracting for similar services with another vendor during this contract period.

The Board should note that there are a number of neighborhoods that have not been placed in service. In order to control costs, no new neighborhoods have been added for service since FY 2009. Staff estimates that there are approximately 600 occupied units in these unserved neighborhoods. At build out, these neighborhoods would have approximately 3,400 units. As inquiries come in about new service areas, staff explains the budgetary constraints, provides information on private services, and places the neighborhood on a waiting list.

Staff has been investigating some options to reduce costs, such as collection every two weeks. To date, TFC has indicated that little cost reduction could be achieved with such a change. Factors that they have cited include the anticipation of much higher tonnage per route on a two week schedule and the need to accommodate established routes in Williamsburg and York County. Further discussions are ongoing on this matter. We are also looking at operating procedures used by TFC to see if we can cooperatively identify methods to lower both our costs.

Many other localities pay for this service with fees. **Our FY 2011 total costs paid to VPPSA equate to approximately \$3/month per eligible household.** If a fee were to be considered by the Board, a significant issue would be the billing mechanism. The only County-wide billing mechanism now in place is the property tax billing process and many residents were uncomfortable with additional fees being shown on those bills.

Summary

Staff will continue to look for ways to minimize County expenditures under the curbside recycling collection program. The current multiyear contract limits our ability to make alterations in the program without cancelling the contract. Two methods have been identified in the memorandum to reduce the general fund costs of the program. These methods are a voluntary trash collection service with fees that could help finance the recycling program costs, and a fee-based curbside recycling program. Staff will be prepared to discuss this matter with the Board and receive Board direction.


John T.P. Horne

JTPH/nb
RecycSolWst_mem

Attachments

James City County Board of Supervisors Retreat January 23, 2010



PRESENTATION: James City County Parks and Recreation

Outsourcing of Parks & Recreation Facilities



James City County Parks & Recreation

Potential Outsourcing

- Little Creek Reservoir Park
- 2007 Legacy Hall
- James City/Williamsburg
Community Center

Facility/Park Outsourcing

- Usage Statistics
- FY09 Operational Expenses and Revenue
- Issues to Consider Before Finalizing RFP

Benchmarking with other Localities

Process and Timeline for Completing the RFP and Award Contract

Little Creek Reservoir Park

FY09 Usage Statistics

Annual Passes
38

Traffic Count
19,009

Little Creek Reservoir Park

FY09 Operational Expenses & Revenues

Operating Cost: Parks and Recreation	\$93,400
Operating Cost: General Services	<u>\$ 1,900</u>
Total Expenditures	\$95,300
Total Revenues	\$31,000
Net Gain (Loss)	(\$64,300)

Little Creek Reservoir Park

Issues to Consider

- Operator must honor Newport News Waterworks Agreement
- Must define County access for programs and special events
- Must determine who will maintain and replace capital infrastructure

2007 Legacy Hall Usage Statistics

Rentals

Private Events	37
Business Meetings/Seminars	7
Non-Profits	24
<u>County/Other Gov't Agencies</u>	<u>15</u>
Total Rentals	83

2007 Legacy Hall

FY09 Operational Expenses & Revenue

Operating Cost: Parks and Recreation	\$10,600
Operating Cost: General Services	<u>\$28,000</u>
Total Expenditures	\$38,500
Total Revenues	\$49,500
Net Gain (Loss)	\$11,000

2007 Legacy Hall

Issues to Consider

- Contractor must honor New Town Agreement
- Must define County access for programs and events
- Usage fees and non-profit rates

James City/Williamsburg Community Center FY09 Usage Statistics

Center Attendance	345,490
Swim Class Attendance	23,823
Fitness Class Attendance	20,825
Additional Classes	19,274
Total	409,412

James City/Williamsburg Community Center

FY09 Operational Expenses & Revenue

Operating Cost: Parks and Recreation	\$1,600,000
Operating Cost: General Services	<u>\$ 579,000</u>
Total Expenditures	\$2,179,000
Total Revenue	\$ 888,600
Net Gain (Loss)	(\$1,290,400)

James City/Williamsburg Community Center

Issues to Consider

County must pay off hospital lease or contractor must honor terms

JCWCC serves as the County's primary emergency shelter

Historic Triangle Senior Center must relocate or contractor must honor free lease

James City/Williamsburg Community Center Issues to Consider, con't

Any requirement for Contractor to
keep staff

Employee Working Towards Wellness
Program, benefits of membership
would cease

James City/Williamsburg Community Center

Issues to Consider, con't.

Community Groups Affected

- Williamsburg Aquatic Club
- Neighborhood Basketball League
- WJCC Schools – swim teams,
4th Grade Learn to Swim program

James City/Williamsburg Community Center

Issues to Consider, con't.

Community Groups Affected

- Arthritis Foundation classes
- Special Needs programs
- Nonprofit free meeting space
- Free Use Time

Benchmarking with other Localities

City of Williamsburg

- pool operations

Virginia State Parks

- power boat rentals

Parks & Recreation

- statewide survey results

Process & Timeline for Completing the RFP and Award Contract

- 2-3 weeks to prepare RFPs after special considerations are resolved
- RFPs on the street for one month to allow for advertising & pre-proposal conferences
(advertise from Virginia Beach to Richmond)
- RFP reviews

Process & Timeline for Completing the RFP and Award Contract

- Contracts for BOS review
by end of May
- Contracts take effect July 1, 2010

James City County Parks & Recreation

Questions



MEMORANDUM

DATE: January 23, 2010
TO: The Board of Supervisors
FROM: Steven W. Hicks, Manager, Development Management
SUBJECT: Zoning Ordinance Process and Cost

Since the adoption of the Comprehensive Plan, staff has been preparing for the process of updating all or portions of the Zoning Ordinance. Due to the multitude of Comprehensive Plan, fiscal, and other considerations, it has become critical for the Board of Supervisors to provide guidance on expectations and priorities prior to staff's developing a more detailed methodology. You will find attached a set of three options (spreadsheets) for administrative and Board consideration. Each of these options pairs a possible update scope with a process, which is further explained below. Any particular option could be modified and customized to fit the specific expectations and priorities of the Board; recognizing, those modifications could affect projected timeframes or costs.

The options spreadsheets contain a number of possible "pre-cursor items" (drawn primarily from Comprehensive Plan actions) that would occur prior to drafting of certain ordinance revisions. This includes only major projects that would result in significant change to the ordinances. More routine items would be evaluated during the process, but are not specifically listed on the attached sheets. Also considered are consultant assistance which included costs for those items. These figures are preliminary estimates and would need to be finalized should the task move forward. All three options include staff estimated hours.

At this time we identified a set of five goals for enhancing the updated ordinance, which are as follows:

1. Reflect the Comprehensive Plan and community input (for example, address actions listed in the Plan's goals, strategies and actions); and
2. Well organized (for example, consider consolidating all process language in one section, rather than in each district); and
3. Clear standards (for example, adding graphics if possible); and
4. Using best practices (for example, looking at a form based code for Toano); and
5. Linkage with other relevant codes and ordinances (for example, referencing the building permit process where relevant).

Explanation of Options A, B and C

Option A (*Consultant Cost — \$248,459*)(*17,650 staff hours = 9F/T*)

Scope

Option A is the most comprehensive updating of the Zoning Ordinance to achieve a variety of high and moderate Comprehensive Plan actions. This option includes the most consultant assistance, allowing for the widest range of topics to be investigated and incorporated, but still remains a mixture of staff and consultant work. A brief explanation of each of the pre-cursor items is included as Attachment 1.

Process

Option A is the process that includes the most stakeholder and public input. It includes the formation of four five-member stakeholder committees that would meet and formulate recommendations on the ordinance. The stakeholder committees are envisioned to include up to two Planning Commission members, and up to four members of the community. It also includes two public workshops during the Committee work portion of the process to discuss possible options prior to drafting of the technical ordinances. This option, along with Options B and C, would include some tie-in communications efforts on the internet, and there would also be advertisements and potentially notification via mailings. (Funds for legal advertisement and notification would be necessary, but have not been included in the spreadsheets; these funds could cost up to \$20,000). Given this scope and process, this option is projected to take a minimum of 20 months.

Option B (Consultant Cost— \$116,000)(16,510 staff hours = 8F/T)

Scope

Option B includes updating most of the same categories of the ordinance as Option A, but scales down the degree of consultant assistance, and consequently also scales down the range of topics to be investigated and incorporated. Specifically, Option B accomplishes and eliminates the following major items (see Attachment 1 for explanations of each item):

Accomplishes: Review of sustainability and green building best practices for overall ordinance; accommodation of new wireless technologies/section update; affordable housing provisions; cluster overlay update; infill housing provisions; review of rural lands narrative ordinance and update; investigation of transfer of development rights; form-based code analysis for Toano; amendment of mixed use district or creation of new district for Economic Opportunity designation; Business Climate Task Force items; sidewalk/trail inventory/ master plan/text update; development of new submittal requirements for traffic, environmental, and fiscal impact analyses; initial database work for cumulative impact modeling; and review of subdivision ordinance amendments required for alternative on-site sewage systems.

Eliminates: Residential and commercial density and intensity recommendations; the Wireless Communications Facility Master Plan (while retaining an update of the ordinance to accommodate new technologies); investigation of general improvements to the Mixed Use district standards (while retaining an investigation of form based code for Toano); Community Character Corridor overlay investigation; bikeway standards update; level of service standard review and analysis with regard to transportation (while retaining development of a more basic set of traffic study guidelines); and the development of a model to allow comparison of fiscal impact scenarios for new development (while retaining development of a more basic set of fiscal impact study guidelines).

Process

The Option B process does not include stakeholder committees, instead relying primarily on staff and consultant work, with Board/Planning Commission input at an initial work session, and two additional sets of Planning Commission work sessions throughout the process. This option does include public input in the form of two public workshops during the update preparation stage. Given this scope and process, this option is projected to take a minimum of 18 months.

Option C (Consultant Cost — \$40,000) (9,910 staff hours = 5F/7)

Scope

Option C includes the smallest range of topics to be investigated and incorporated. Consultant assistance would be limited to a small contingency role. Specifically, Option C accomplishes and eliminates the following major items (see Attachment 1 for explanations of each item):

Accomplishes: Review of green building standards for overall ordinance; affordable housing provisions; cluster overlay update; infill housing provisions; investigation of transfer of development rights; form-based code analysis for Toano; amendment of mixed use district or creation of new district for Economic Opportunity designation; Business Climate Task Force items; sidewalk/trail inventory/ master plan/text update; development of new submittal requirements for traffic and environmental analyses; and review of subdivision ordinance amendments required for alternative on-site sewage systems.

Eliminates: Sustainability audit for best practices in overall ordinance; accommodation of new wireless technologies/section update; review of rural lands narrative ordinance and update; development of new submittal requirements for fiscal impact analyses; initial database set-up for cumulative impact model; plus those items eliminated under Option B - residential and commercial density and intensity recommendations, the Wireless Communications Facility Master Plan; investigation of general improvements to the Mixed Use district standards (while retaining an investigation of form-based code for Toano); Community Character Corridor overlay investigation; bikeway standards update; level of service standard review and analysis with regard to transportation (while retaining development of a more basic set of traffic study guidelines); and the development of a model to allow comparison of fiscal impact scenarios for new development.

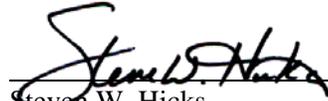
Process

As in Option B, the Option C process does not include stakeholder committees, instead relying primarily on staff work, with Board/Planning Commission input at an initial work session, and two additional sets of Planning Commission work sessions throughout the process. This option does not include public input other than at the adoption stage through the public hearing process. Given this scope and process, this option is projected to take a minimum of 14 months.

Recommendation

Given fiscal and other considerations, we recommend that the County Administrator and the Board consider **Option B**, which still addresses a number of key topics of the Comprehensive Plan actions while acknowledging the fiscal constraints that face the County over the next few years.

As noted above, we request the Board provide guidance to staff at this stage, prior to staff preparing a detailed methodology for Planning Commission and Board of Supervisors consideration. Should the Board be interested in additional information before providing this guidance, we are available for a work session with the Board and/or Planning Commission. Please note that the process spreadsheets for all of the options list a joint Board of Supervisors/Planning Commission work session as a "kick-off" meeting to start the update process. This is envisioned as separate from this guidance process, and would occur *after* the methodology has been adopted.



Steven W. Hicks

CONCUR:



Sanford B. Wanner

SWH/nb
ZOrdProCst_mem

Attachment

Attachment 2: Option A Scope

Zoning Ordinance Update Category	Potential Large Pre-cursor Item	Pre-Cursor Consultant Cost / Staff work hours*	Comp Plan Priority & Timeframe	Ordinance Text Drafting Consultant Cost / Staff work hours*	Total Consultant Cost / Staff work hours*
Miscellaneous Items	Sustainability Audit	Approx. \$8,000 / 200 hours	High/0-5 (LU 1.7.1)	(Staff work hours incorporated in time estimates below)	\$20,159 / 1120 hours
	Green Building Standards Investigation	na / 200 hours	High/0-5 (ENV 1.4.3, H 1.1.1)		
	Density/Intensity Recommendations for Residential and Commercial Districts	Approx. \$12,159 / 720 hours	n/a specific		
Wireless Communications Ordinance and Performance Standards Policy	Wireless Communications Master Plan	Approx. \$45,000 / 600 hours	Update Z.O. is High/0-5 (CC 1.7.1), while the Wireless MP is Moderate/6-10 (CC 1.7.2)	(The approx. \$45,000 cost also covers updating ordinances) / 1200 hours	\$45,000 / 1800 hours
Residential Districts (R-1, R-2, R-4, R-5, R-6), Cluster Overlay, and Manufactured Home Parks	Affordable Dwelling unit ordinance or affordable housing overlay district investigation	na / 450 hours	High/0-5 (H 1.3.7)	na / 1200 hours	na / 2700 hours
	Cluster Overlay update	na / 600 hours	n/a specific (Better Site Design)		
	Infill Residential Provisions Investigation	na / 450 hours	High/0-5 (H 1.1.6)		
Rural Lands Districts (R-8, A-1)	Staff/BOS meetings to discuss the 2007 draft ordinance (with preparation of an update memo as well as consultant assistance)	Approx. \$5,812 / 100 hours	High/0-5 (LU 1.6.2)	To take the narrative ordinance to final ordinance = Approx. \$12,368 / 1200 hours	\$57,000 / 1900 hours
	Transfer of Development Rights Investigation	Approx. \$38,822 / 600 hours	Moderate/0-5 (LU 1.6.1.2(d))		
Multiple Use Districts (Mixed use, R-4, PUD)	Investigate improvements to the Mixed Use District standards, and creation of Form Based Code	Approx. \$14,584 / 450 hours	For Form Based Code - Moderate/0-5 (LU 1.4.5.3)	na / 1000	\$14,584 / 2170 hours
	For Economic Opportunity, investigate possible amended mixed use district or creation of a new district. Also, Urban Development Area (UDA) investigation.	na / 720 hours	n/a specific		
Commercial Districts (LB, B-1, M-1, M-2)	BCTF items	na / 450 hours	High/0-5(ECON 1.1.6), High/On-going (ECON 1.1.5)	na / 1000	na / 1450 hours
Development Standards (Landscaping, Parking, Lighting, Signs, Streets, Sidewalks and Paths, Utilities, Outdoor Operations and Storage, and Timbering) & Overlay Districts (Cluster, Floodplain, Airport)	Community Character Overlay Investigation	na / 320 hours	Moderate/0-5 (CC 1.1.3)	na / 2290 hours	na / 2290 hours
	Sidewalk/Trail Inventory, Master Planning, and Text update	na / 450 hours	Moderate/0-5 (P&R 1.5.5), plus overall Sidewalk MP update not in Comp Plan		
	Bikeway Standards from Greenway Master Plan	na / 320 hours	Moderate/0-5 (P&R 1.2.2)		
Procedural Descriptions, Submittal Requirements, and Administrative Items (including definitions, fees, SUP and Rezoning submittal requirements and procedure, site plan requirements and procedure, enforcement, nonconformities, and BZA)	Submittal Requirement Guidelines - for Traffic Studies. Scope of work could include LOS criteria.	If this includes LOS criteria, would need consultant work - first step of the LOS review and analysis task (options for JCC) = \$11,716 / 450 hours	Moderate/0-5 (LU 1.5.2.1)	na / 1200 hours	Up to \$111,716 / 3020 hours
	Submittal Requirement Guidelines - for Environmental	na / 320 hours	Moderate/0-5 (LU 1.5.2.1)		
	Submittal Requirement Guidelines - Fiscal Impact Statement (Two scenarios - guidance or software model.)	Development of a model to allow comparison of scenarios/worst case fiscal picture - approx \$60,000. Development of impact statement data guidelines - approx \$2000 - \$5,000. / Staff hours - 450.	Moderate/0-5 (LU 1.5.2.1)		
	Cumulative Impact Modeling - Database Set-up Investigation (to allow tracking of approved units in relation to public facilities, traffic, etc.)	\$30,000 - 40,000 / 600 hours	High/0-5 (LU 1.5.1.1)		
Subdivision Ordinance	Alternative Onsite Sewage Systems Investigation	na / 200 hours	n/a specific (very recent state code issue)	na / 1000 hours	na / 1200 hours

* Staff work hours is an estimate only. The estimate includes Planning/Zoning staff, front desk staff support and supervisory review. The estimate does not include time spent by other divisions or agencies, such as the County Attorney's office, Environmental Division, etc.. These estimates may not be reflective of the total number of hours if an item proves to be controversial, has heavy public interest, or has a higher amount of time spent on it by the Planning Commission or Board. The staff work hours for the Zoning Ordinance review represent the following percentages of total staff hours: 34% for Option A, 36% for Option B, and 30% for Option C.

Up to \$248,459 / 17,650 hours

Attachment 2: Option B Scope

Zoning Ordinance Update Category	Potential Large Pre-cursor Item	Pre-Cursor Consultant Cost / Staff work hours*	Comp Plan Priority/Timeframe	Ordinance Text Drafting Consultant Cost / Staff work hours*	Total Consultant Cost / Staff Work Hours*
Miscellaneous Items	Sustainability Audit	Approx. \$8,000 / 200 hours	High/0-5 (LU 1.7.1)	(Staff work hours incorporated in time estimates below)	\$8,000 / 400 hours
	Green Building Standards Investigation	na / 200 hours	High/0-5 (ENV 1.4.3, H 1.1.1)		
Wireless Communications Ordinance and Performance Standards Policy	Determine options for the ordinance to be adjusted to accommodate new technologies	Approx.\$6,000 / 600 hours	High/0-5 (CC 1.7.1)	na / 1200 hours	\$6,000 / 1800 hours
Residential Districts (R-1, R-2, R-4, R-5, R-6), Cluster Overlay, and Manufactured Home Parks	Affordable Dwelling unit ordinance or affordable housing overlay district investigation	na / 450 hours	High/0-5 (H 1.3.7)	na / 1200 hours	na / 2,700 hours
	Cluster Overlay update	na / 600 hours	n/a specific (Better Site Design)		
	Infill Residential Provisions Investigation	na / 450 hours	High/0-5 (H 1.1.6)		
Rural Lands Districts (R-8, A-1)	Staff/BOS meetings to discuss the 2007 draft ordinance (with preparation of an update memo as well as consultant assistance)	\$5,812 / 100 hours	High/0-5 (LU 1.6.2)	To take the narrative ordinance to final ordinance= \$12,368 / 1200 hours	\$57,000 / 1900 hours
	Transfer of Development Rights Investigation	Approx. \$38,822 / 600 hours	Moderate/0-5 (LU 1.6.1.2(d))		
Multiple Use Districts (Mixed use, R-4, PUD)	Investigate Form Based Code for Toano	na / 600 hours	Moderate/0-5 (LU 1.4.5.3)	na / 1200 hours	na / 2520 hours
	For Economic Opportunity, investigate possible amended mixed use district or creation of a new district. Also, Urban Development Area (UDA) investigation.	na / 720 hours	n/a specific		
Commercial Districts (LB, B-1, M-1, M-2)	BCTF items	na / 450 hours	High/0-5(ECON 1.1.6), High/On-going (ECON 1.1.5)	na/ 1000 hours	na / 1450 hours
Development Standards (Landscaping, Parking, Lighting, Signs, Streets, Sidewalks and Paths, Utilities, Outdoor Operations and Storage, and Timbering) & Overlay Districts (Cluster, Floodplain, Airport)	Sidewalk/Trail Inventory, Master Planning, and Text update	na / 450 hours	Moderate/0-5 (P&R 1.5.5), overall Sidewalk MP update not in Comp Plan	na/ 1200 hours	na / 1650 hours
Procedural Descriptions, Submittal Requirements, and Administrative Items (including definitions, fees, SUP and Rezoning submittal requirements and procedure, site plan requirements and procedure, enforcement, nonconformities, and BZA)	Submittal Requirement Guidelines for Traffic Studies (LOS criteria not included in the scope of work)	na / 320 hours	Moderate/0-5 (LU 1.5.2.1)	na / 1200 hours	Up to approx. \$45,000 / 2890 hours
	Submittal Requirement Guidelines for Environmental	na / 320 hours	Moderate/0-5 (LU 1.5.2.1)		
	Submittal Requirement Guidelines - Fiscal Impact Statement	Development of impact statement data guidelines - approx \$2,000 - \$5,000 / 450 hours	Moderate/0-5 (LU 1.5.2.1)		
	Cumulative Impact Modeling - Database Set-up Investigation (to allow tracking of approved units in relation to public facilities, traffic, etc.)	\$30,000 - \$40,000 / 600 hours	High/0-5 (LU 1.5.1.1)		
Subdivision Ordinance	Alternative Onsite Sewage Systems Investigation	na / 200 hours	n/a specific (very recent state code issue)	na / 1000 hours	na / 1200 hours

* Staff work hours is an estimate only. The estimate includes Planning/Zoning staff, front desk staff support and supervisory review. The estimate does not include time spent by other divisions or agencies, such as the County Attorney's office, Environmental Division, etc.. These estimates may not be reflective of the total number of hours if an item proves to be controversial, has heavy public interest, or has a higher amount of time spent on it by the Planning Commission or Board. The staff work hours for the Zoning Ordinance review represent the following percentages of total staff hours: 34% for Option A, 36% for Option B, and 30% for Option C.

Up to \$116,000 / 16,510 hours

Attachment 2: Option C Scope

Zoning Ordinance Update Category	Potential Large Pre-cursor Item	Pre-Cursor Staff work hours*	Comp Plan Priority/Timeframe	Ordinance Text Drafting Consultant Cost / Staff work hours*	Total Consultant Cost / Staff Work hours*
Miscellaneous Items	Green Buildings Standards Investigation	200 hours	High/0-5 (ENV 1.4.3, H 1.1.1)	Staff work hours incorporated in estimates below)	na / 200 hours
Residential Districts (R-1, R-2, R-4, R-5, R-6), Cluster Overlay, and Manufactured Home Parks	Affordable Dwelling unit ordinance or affordable housing overlay district investigation	450 hours	High/0-5 (H 1.3.7)		
	Cluster Overlay update	600 hours	n/a specific (Better Site Design)		
	Infill Residential Provisions Investigation	450 hours	High/0-5 (H 1.1.6)	na / 1200 hours	na / 2700 hours
Multiple Use Districts (Mixed use, R-4, PUD)	Investigate Form Based Code for Toano	600 hours	Moderate/0-5 (LU 1.4.5.3)		
	For Economic Opportunity, investigate possible amended mixed use district or creation of a new district. Also, Urban Development Area (UDA) investigation.	720 hours	n/a specific	\$40,000 contingency / 1200 hours	\$40,000 contingency / 2520 hours
Commercial Districts (LB, B-1, M-1, M-2)	BCTF items	450 hours	High/0-5(ECON 1.1.6), High/On-going (ECON 1.1.5)	na / 1000 hours	na / 1450 hours
Procedure Descriptions, Submittal Requirements, and Administrative Items	Submittal Requirement Guidelines for Traffic Studies (LOS criteria not included in the scope of work)	320 hours	Moderate/0-5 (LU 1.5.2.1)		
	Submittal Requirement Guidelines for Environmental	320 hours	Moderate/0-5 (LU 1.5.2.1)	na / 1200 hours	na / 1840 hours
Subdivision Ordinance	Alternative Onsite Sewage Systems Investigation	200 hours	n/a specific (very recent state code issue)	na / 1000 hours	na / 1200 hours

* Staff work hours is an estimate only. The estimate includes Planning/Zoning staff, front desk staff support and supervisory review. The estimate does not include time spent by other divisions or agencies, such as the County Attorney's office, Environmental Division, etc.. These estimates may not be reflective of the total number of hours if an item proves to be controversial, has heavy public interest, or has a higher amount of time spent on it by the Planning Commission or Board. The staff work hours for the Zoning Ordinance review represent the following percentages of total staff hours: 34% for Option A, 36% for Option B, and 30% for Option C.

\$40,000 Contingency / 9,910 hours

Attachment 2: Option A Timeframe and Process

Option A		Month																			
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	15	17	18	19	20
Preparation	Joint Planning Commission/Board of Supervisors Work session**	■																			
	Staff review of the ordinance sections and ID of problems	■	■	■																	
	Staff work on reports and options for non-consultant items		■	■	■	■	■	■													
	Work to get consultants under contract for pre-cursor items	■	■																		
	Consultant work on pre-cursor items, preparation of reports and options		■	■	■	■	■	■													
Committee Work	Appointment of Committees							■													
	Committee work - 1. Residential, Rural Lands - res, Sub. Ordinance (5 members)								■	■	■	■									
	Committee work - 2. Commercial, Rural Lands - res, MU (5 members)								■	■	■	■									
	1 Public workshop (Committees 1 and 2)										■										
	1 joint meeting with representatives of all four committees										■										
	Committee work - 3. Development Standards (5 members)										■	■	■	■							
	Committee work - 4. Submittal Requirements, and process regs (5 members)										■	■	■	■							
1 Public workshop (Committees 3 and 4)												■									
Ord. Prep. &	Staff preparation of the technical ordinances based on committee work												■	■	■	■	■				
	Committee Final Meetings															■	■				
	Ordinance Finalization & Vetting of technical ordinances through zoning administrator and attorney's office															■	■	■			
Adoption	Advertisements & Written Notice - Prep and publication or mailing																		■	■	■
	Planning Commission consideration																		■	■	
	BOS consideration																			■	■

** This process timeline begins after the methodology is adopted

Attachment 2: Option B Timeframe and Process

Option B		Month																	
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	15	17	18
Preparation	Joint Planning Commission/Board of Supervisors Work Session**	█																	
	Staff review of the ordinance sections and ID of problems	█		█															
	Staff work on options for non-consultant items		█	█	█	█	█	█											
	Work to get consultants under contract for pre-cursor items	█	█																
	Consultant work on pre-cursor items, preparation of reports and options		█	█	█	█	█	█											
	2 Public Workshops							█											
	1 Planning Commission Work Session							█											
Ord. Prep & Rf	Preparation of the draft ordinances								█	█	█	█	█						
	3 Planning Commission Work Sessions												█	█					
	Ordinance Finalization & Vetting of draft ordinances through zoning administrator and attorney's office													█	█	█			
Adoption	Advertisements & Written Notice - Prep and publication or mailing																█	█	█
	Planning Commission consideration																	█	█
	BOS consideration																		█

** This process timeline begins after the methodology is adopted

Attachment 2: Option C Timeframe and Process

Option C		Month													
		1	2	3	4	5	6	7	8	9	10	11	12	13	14
Preparation	Joint Planning Commission & Board of Supervisors Work Session**														
	Staff review of the ordinance sections and ID of issues														
	Staff works on options														
	1 Planning Commission Work Session														
Ord. Prep. &	Preparation of the draft ordinances														
	3 Planning Commission Work Sessions														
	Ordinance Finalization & Vetting of technical ordinances through zoning administrator and attorney's office														
Adoption	Advertisements & Written Notice - Prep and publication or mailing														
	Planning Commission consideration														
	BOS consideration														

**** This process timeline begins after the methodology is adopted**