

AT A REGULAR MEETING OF THE BOARD OF SUPERVISORS OF THE COUNTY OF JAMES CITY, VIRGINIA, HELD ON THE TWENTY-EIGHTH DAY OF NOVEMBER, NINETEEN HUNDRED EIGHTY-THREE AT 3:00 P.M. IN THE COUNTY GOVERNMENT CENTER BOARD ROOM, 101 MOUNTS BAY ROAD, JAMES CITY COUNTY, VIRGINIA.

**A. ROLL CALL**

Perry M. DePue, Chairman, Powhatan District  
 Abram Frink, Jr., Vice-Chairman, Roberts District  
 Jack D. Edwards, Berkeley District  
 Thomas D. Mahone, Jamestown District  
 Stewart U. Taylor, Stonehouse District

James B. Oliver, Jr., County Administrator  
 Darlene L. Burcham, Assistant County Administrator  
 Frank M. Morton, III, County Attorney

**B. MINUTES - November 16, 1983 (2 sets)**

Mr. Frink made the motion to approve the Worksession and Regular meeting Minutes of November 16, 1983.

On a roll call, the vote was AYE: DePue, Frink, Edwards, Mahone, Taylor (5). NAY: (0)

**C. HIGHWAY MATTERS**

Mr. Frank N. Hall, Resident Engineer from the Virginia Department of Highways & Transportation reported that as far as the petition regarding Route 5 that was brought before the Board at its October 31, 1983 meeting, the traffic engineer felt that the area should not have double center lines because of violations that will occur and that enforcement of the subsequent violations would almost be impossible. He also noted that once a motorist reached the crown of the hill, there is almost unlimited sight distance. He stated that the Department would erect a School Bus Stop sign 500' from the stop, one-way going west. He then stated that the Department would provide the Board with a written report later with the results of the study conducted.

Mr. Mahone stated that he counted two significant accidents occurring near the construction area on Route 199 and College Creek Thanksgiving eve. He suggested the contractors be encouraged to move off the highway by nightfall or at dusk.

Mr. DePue requested that a large piece of shrubbery located on the highway easement near the 7/11 store entrance at Nina Lane be trimmed.

Mr. DePue commented on the Route 5 matter, stating that he was disappointed with the findings of the study conducted. He stated that staff and two members of the Board have looked at the area and investigated the possibility of prohibiting truck traffic on Route 5 which appears to be beyond the County's capability. He stated that Police enforcement of that area has been increased.

**D. CONSENT CALENDAR**

1. Case No. CUP-24-83. Chartersowne Professional Center

Mr. Frink made the motion to approve the item on the Consent Calendar.

On a roll call, the vote was AYE: DePue, Frink, Edwards, Mahone, Taylor (5). NAY: (0).

RESOLUTIONCONDITIONAL USE PERMIT  
CASE NO. CUP-24-83

WHEREAS, it is understood that all conditions for the consideration of an application for a Conditional Use Permit have been met;

THEREFORE, BE IT RESOLVED by the Board of Supervisors of James City County that a Conditional Use Permit be granted for the placement of a temporary mobile home on property owned and developed by the applicant as described below and on the attached site location map.

Applicant:	Chartertowne Professional Center
Real Estate Tax Map ID:	(50-2)
Parcel No.	(9-53A)
District:	Roberts
Zoning:	M-1, Limited Industrial
Permit Term:	The permit term shall expire at the end of six months from November 28, 1983 or the completion date of construction of the project, whichever is first. However, this permit may be renewed one time for an additional period not to exceed six months if an application for renewal is submitted to the Zoning Administrator at least thirty days prior to the expiration date.
Further Conditions:	All setbacks must be adhered to for the construction office trailer on this project.

**E. BOARD CONSIDERATIONS****1. Grove Area Streets & Drainage Project, Phase II and III**

Mr. Frink stated that he and staff met with the property owners last week and it was the consensus of the group that they wanted the new road. He stated that Mr. James Wagner did have some problems with the alignment of the road. He urged the adoption of the Resolution but asked staff to look at values offered on individual parcels.

Mr. Samuel T. Powell, attorney for Mr. and Mrs. Wagner, spoke on their behalf requesting that the engineer be given authorization to adjust the alignment of the road so that it will come between the property lines of Mr. Wagner and the adjacent property.

Mr. Morton stated that staff would report back to the Board on this request.

On a roll call, the vote was AYE: DePue, Frink, Edwards, Mahone, Taylor (5). NAY: (0).

RESOLUTIONGROVE AREA STREETS AND DRAINAGE PROJECT  
PHASE II AND PHASE III  
REFERENCE: (Drawings)

WHEREAS, the Board of Supervisors of the County of James City, Virginia, after public hearing held on November 16, 1983, prescribed by 15.1-237 in the exercise of the power of eminent domain, provided by Section 25-232, of the Code of Virginia, as amended, for the purpose of opening, constructing, repairing and maintaining a system of

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roadways in the Grove Community of James City County, Virginia, pursuant to Section 15.1-238 (a), of the Code of Virginia, as amended, is authorized upon adoption of an appropriate resolution, to enter upon and take possession of such property and rights of way for the purpose of laying out, constructing, altering, improving and lightening streets and alleys, and of acquiring necessary land for the construction of drainage facilities, roads and facilities relating thereto.

NOW, THEREFORE, BE IT RESOLVED by the Board of Supervisors of James City County as follows:

1. A public necessity is hereby declared to exist to provide for the health, welfare and safety of citizens of this County, and accordingly the following real property shall be taken for public purposes as provided hereinabove, the compensation and damages offered by the County to the property owners so listed is further stated below.
2. The property owners shall be provided Notice of this Ordinance by registered mail on or before December 2, 1983. The property owners affected shall have thirty (30) days within which to contest the taking in this fashion pursuant to Section 15.1-238 (c), of the Code of Virginia, as amended.
3. If the County and Owners of such land are unable to agree on the amount provided herein for compensation and damages, if any, caused thereby, the County shall institute and conduct condemnation proceedings, as provided by 15.1-236, of the Code of Virginia, as amended, in the name of the Board of Supervisors of James City County, Virginia, in the manner and the procedure prescribed by Article 7, Chapter 1, of Title 33.1 for condemnation proceeding by the State Highway and Transportation Commission.
4. The properties and owners are listed as follows:

Name Of Landowner	Parcel Subject To take	Total Of Compensation And Damages, If Any
Ernest Wallace & Elsie Mae Wallace 106 Jackson Street	Lot 15, Wynne Sub. 0.10 acres Fee Simple	\$1,000.00
Heirs At Law Of Lewis Palmer, deceased c/o Joshua C. Palmer	Part Effie Wynne 0.22 acre Fee Simple	\$2,200.00
Frank W. Holt & Anna Holt	Part Lot 44, Harwood 0.004 acre Fee Simple	\$ 32.00
Waverly Sam White, Jr. 60 Trinity Turn Drive Willingboro, NY 08046	Part Lot 45, Harwood 0.02 acre Fee Simple	\$ 157.00
Heirs At Law James C. Williams c/o Virgie Webb Williams 404 Harriet Tubman Drive Williamsburg, VA 23185	Part Lot 31, Harwood 0.04 acre, Fee Simple Slope Easement Drainage Easement Construction Easement	\$ 361.00
Carl Leroy Scales & Mary Alice Scales	Part Lot 29, Harwood 0.06 acre, Fee Simple Slope Easement	\$ 111.60
James H. Jackson & divorced	Part Lot 30, Harwood 0.06 acre, Fee Simple Slope Easement Drainage Easement Construction Easement	\$ 164.00

Rueben S. Hill & LaVerne Hill	Part Effie Wynne 1.31 acre, Fee Simple Slope Easement Drainage Easement Construction Easement	\$2,546.20
James Henry Wagner & Martha Lee Wagner	Part Lot 27, Harwood 0.41 acre, Fee Simple Slope Easement Drainage Easement Construction Easement	\$ 790.00
Trustees of the Mount Calvary Baptist Church	Part Lot 22C, Harwood 0.01 acre, Fee Simple Slope Easement Drainage Easement	\$ 99.00
Dorothy O. Capehart	Part Lot 22C, Harwood 0.01 acre, Fee Simple	\$ 72.00
Irvin I. Johnson & Annetona Fox Johnson	Part Lot 22B, Harwood 0.009 acre, Fee Simple	\$ 73.00
	Portion 100 Foot VEPCO Right of Way parallel to Whiting Avenue  0.14 acre, Fee Simple Slope Easement Drainage Easement Construction Easement	\$ 172.00
Charles E. Johnson, et al. 241 Bay Street New Haven, CT 06511	Part Lot 28, Harwood 0.06 acre, Fee Simple Slope Easement Drainage Easement Construction Easement	\$ 172.40
Marion E. Roberts	Adjacent Lot 46, Harwood	
Successors in interest to Ashton Dovell, Trustee, deceased	Adjacent Church Street	
Heirs at law of James C. Williams	Adjacent Lot 31, Harwood	
James H. Jackson, divorced	Adjacent Lot 30, Harwood	
Carl Leroy Scales and Mary Alice Scales	Adjacent Lot 29, Harwood	
Heirs, devisees or successors in interest of William H. Wallace or Iverson Gary, Jr. or Edward J. Connors	Adjacent Lot 28A, Harwood Adjacent Lot 28, Harwood	
Mary W. Palmer, widow	Part Lot 21, Harwood	
James Matthew Roberts and Alease Roberts, their heirs, devisees, or successors in interest	Adjacent Lot 22C, Harwood	
Charles E. Johnson, et al. 241 Bay Street New Haven, CT 06511	Adjacent Lot 28, Harwood	

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2. Proposed Amendment-Discharging Weapons In Or Near Recorded Subdivisions

Mr. DePue distributed copies of a letter he wrote to Mrs. George V. Hitchens. He stated that he has become convinced that the county-wide application of such an ordinance would not be in the public interest and is not necessary at this point. He said that his critics on this issue have been extremely constructive and helpful. He stated that the Board might want to take a hard look in the future at prohibiting highpowered rifles in the County. He then requested that this item be withdrawn.

By consensus of the Board, the item was withdrawn.

3. Upper County District Park Grant

Mrs. Burcham presented this matter to the Board stating that the County secured a "waiver of retroactivity" from COR which allows the County to seek 50% reimbursement of the \$340,000 purchase price as well as 50% match on initial improvements. She stated that there is the possibility that the difference in the appraised value and the purchase price (\$110,000) may also be considered as local match, thereby increasing the cash dollars returned to the County for future recreation projects. She recommended approval of the Resolution.

Mr. Taylor made the motion to approve the Resolution.

On a roll call, the vote was AYE: DePue, Frink, Edwards, Taylor  
(4). NAY: Mahone (1). The motion passed by a 4-1 vote.

RESOLUTION

TWIN OAKS ACQUISITION AND DEVELOPMENT GRANT PROJECT

WHEREAS, the Virginia Commission of Outdoor Recreation provides funds to assist political subdivisions of the State of Virginia in acquiring and developing open space and park lands; and

WHEREAS, there are urgent needs within the County of James City to develop park land; and

WHEREAS, this area is deemed of high development priority by said James City County Board of Supervisors and shall be referred to as The Twin Oaks Park Project.

WHEREAS, in order to attain funding assistance from the Virginia Commission of Outdoor Recreation, it is necessary that the County of James City guarantee a proportionate share of the cost thereof; and

WHEREAS, the proportionate project share is funded fifty percent (50%) by the Virginia Commission of Outdoor Recreation and fifty percent (50%) by the County of James City.

NOW, THEREFORE, BE IT RESOLVED BY THE James City County Board of Supervisors that the County Administrator is hereby authorized to cause such information or materials as may be necessary to be provided to the appropriate State agency and to enter into such agreements as may be necessary to permit the formulation, approval and funding of the Twin Oaks Park Project.

AND BE IT FURTHER RESOLVED, the James City County Board of Supervisors gives its assurance that the funds needed as the proportionate share of the cost of the approved program will be provided, up to \$228,250.

AND BE IT FURTHER RESOLVED, that the James City County Board of Supervisors gives its assurance that the General Provisions of the Land and Water Conservation Fund and the Virginia Outdoors Fund Fiscal Procedures will be complied with in the administration of this project;

AND BE IT FURTHER RESOLVED, that the James City County Board of Supervisors gives its assurance that all other applicable State and

Federal regulations governing such expenditure of funds provided by Virginia Commission of Outdoor Recreation will be complied with in the administration of this project;

AND, ALSO, BE IT FURTHER RESOLVED, that the National Park Service, U.S. Department of the Interior, and the Virginia Commission of Outdoor Recreation is respectfully requested to assist in the prompt approval and funding of the Twin Oaks Park Project in order to enhance the standard of recreational enjoyment for all our citizenry.

4. Board Compensation

Mr. Oliver urged the Board to adopt the Resolution that would complete the Board's unfinished business of two years ago on salaries for Board members.

Mr. DePue made the motion to approve the Resolution.

Mr. Edwards stated that he felt that the Board compensation should be accomplished in phases, and therefore made a substitute motion to increase the Board's salaries to \$2,800 in 1984, \$3,200 in 1985, \$3,600 in 1986, and \$4,000 in 1987.

On a roll call vote on Mr. Edwards' substitute motion, the vote was AYE: Edwards, Mahone (2). NAY: DePue, Frink, Taylor (3). The motion failed by a 2-3 vote.

Mr. Frink stated that he supported the motion because he felt it was time to increase the Board's salary, in that the last increase was in 1970.

Mr. Mahone stated that he wanted to give the taxpayers the most for their money. He stated that he was there to serve the people of the Jamestown District, a very conservative district.

Mr. Edwards stated that compensating the Board is a very subjective business in that an arbitrary judgment must be made and that Board members cannot really be paid for what they are worth.

On a roll call vote on Mr. DePue's motion, the vote was AYE: DePue, Frink, Taylor (3). NAY: Edwards, Mahone (2). The motion passed by a 3-2 vote.

RESOLUTION

BOARD OF SUPERVISORS' COMPENSATION

WHEREAS, comparisons show that salaries of members of the Board of Supervisors of James City County are less than those of comparable communities; and

WHEREAS, as of January 1, 1984, the compensation of the members from Powhatan and Jamestown Districts has been set at \$4,000.

NOW, THEREFORE, BE IT RESOLVED by the Board of Supervisors of James city County, Virginia that the Board of Supervisors' salaries be adjusted as follows:

1. That as of January 1, 1984, the compensation of the members from Berkeley, Roberts and Stonehouse Districts be set at \$4,000.

5. 1984 Legislative Program

Mr. Allen A. Turnbull, Administrative Analyst, presented this matter to the Board by reviewing the one item for introduction to the General Assembly and the six items for support as follows:

JAMES CITY COUNTY

PROPOSED 1984 LEGISLATIVE PROGRAM

ITEMS FOR INTRODUCTION

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1. Food and Beverage Tax.

#### ITEMS FOR SUPPORT

1. Highway Construction.
2. Equal Taxing Authority.
3. Distribution of ABC Profits.
4. Public Force Non-highway Construction Projects.
5. Education Funding.
6. Water Supply and Waste Water Treatment Facility Funding

Mr. Turnbull requested approval of the legislative program.

Mr. Mahone stated that while he would vote in favor of the right of James City County to impose a local tax on food and beverages, he would oppose imposition of the tax.

Mr. DePue stated that Board members should be well informed on what responsibilities are associated with equal taxing authority and suggested that research be done to provide the Board members with the appropriate information.

He mentioned that Mr. Oliver and Mr. James Byrd, Chairman of the School Board, and himself will be attending a breakfast meeting with legislative officials to discuss school funding on December 15, 1983.

He then asked the other Board members to consider the possibility of sending a resolution to Senator Fears, Delegate Ragsdale and Mrs. Cooper, in appreciation of their support and efforts to get the rooms tax approved.

Mr. Edwards made the motion to approve the 1984 Legislative Program and the three resolutions.

On a roll call, the vote was AYE: DePue, Frink, Edwards, Mahone, Taylor (5). NAY: (0).

#### RESOLUTION

##### INTRODUCTION OF MEALS AND BEVERAGE TAX BILL

WHEREAS, the goal of James City County is to provide for the health, safety, and welfare of its citizens, and

WHEREAS, legislation enacted by both the state and local government can facilitate the obtainment of this goal.

NOW, THEREFORE, BE IT RESOLVED by the James City County Board of Supervisors that the Board respectfully requests the honorable members representing James City County in the General Assembly to use their good offices to introduce legislation giving James City County the authority to levy a tax on meals and beverages.

FURTHERMORE, BE IT RESOLVED that a copy of this resolution shall be forwarded to each member of the General Assembly representing James City County.

#### RESOLUTION

##### SUPPORT OF 1984 COUNTY LEGISLATION PROGRAM

WHEREAS, the goal of James City County is to provide for the health, safety, and welfare of its citizens, and

WHEREAS, legislation enacted by both the state and local government can facilitate the obtainment of this goal.

NOW, THEREFORE, BE IT RESOLVED by the James City County Board of Supervisors that the Board respectfully requests the honorable members representing James City County in the General Assembly to use their good offices to support the legislative items contained in the County's 1984 Legislative Program.

FURTHERMORE, BE IT RESOLVED that a copy of this resolution shall be forwarded to each member of the General Assembly representing James City County.

R E S O L U T I O N

EQUAL TAXING AUTHORITY

WHEREAS, the Board of Supervisors of James City County has adopted as part of its 1984 legislation package a request for support of equal taxing authority for counties and cities, and

WHEREAS, the JLARC study of Local Mandates and Financial Resources recommended that the taxing authority between counties and cities be equalized,

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of James City County solicits the support of all jurisdictions in the Hampton Roads area in obtaining equal taxing authority for Virginia's counties and cities.

6. Fort Magruder Motel Industrial Revenue Bond Approval

Mr. Henry H. Stephens, Chief Planner, recommended approval of the resolution for the following reasons: the project is part of a previously approved application for industrial revenue bonds, and the project has been shown to have a positive affect on the tax base and employment opportunities available in the County; and the property is zoned and planned for commercial development. He also stated that the Chairman of the County's Industrial Development Authority has been made aware of this matter and has no objections to the Board's approval.

Mr. Edwards stated that he would have problems supporting future bond request if taken to the Ports Authority for a public hearing there instead of in the County.

Mr. Stephens replied that any bond request application would come to the County first whether or not the public hearing is held by the Ports Authority or the County Industrial Development Authority.

Mr. Frink made the motion to approve the Resolution.

On a roll call, the vote was AYE: DePue, Frink, Edwards, Mahone, Taylor (5). NAY: (0).

R E S O L U T I O N

RESOLUTION OF THE BOARD OF SUPERVISORS OF  
JAMES CITY COUNTY, VIRGINIA

WHEREAS, a public hearing was held by the Peninsula Ports Authority of Virginia (the Authority) on November 16, 1983, in accordance with the provisions of Section 103(k) of the Internal Revenue Code of 1954, and Section 15.1-1378.1 of the Code of Virginia (1950), as amended, to consider the application of Motel Associates, Inc. (the Applicant) requesting that the Authority adopt an Inducement Resolution (the Inducement Resolution) evidencing its willingness to issue up to \$2,000,000 of its Industrial Development Revenue Bonds to assist the Applicant in constructing and equipping an approximately 60-room addition and related facilities to the Fort Magruder Inn and Conference Center, 1660 Pocahontas Trail, Route 60, East, Williamsburg, Virginia in James City County, Virginia (the Project); and

WHEREAS, after such public hearing, the Authority filed (i) its report with the Board of Supervisors recommending the approval of the bonds and

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finding that the Project would be consistent with the Authority's enabling legislation and (ii) a Fiscal Impact Statement, as required by Section 15.1-1378.2 of the Code of Virginia (1950), as amended; and

WHEREAS, the Board of Supervisors concurs with the report of the Authority,

NOW, THEREFORE, BE IT RESOLVED that the issue of bonds described above is hereby approved by the Board of Supervisors of James City County, Virginia, to the extent required by Section 103(k) of the Internal Revenue Code and Section 15.1-1378.1 of the Code of Virginia (1950), as amended, to permit the Authority to assist in the financing of the Project.

BE IT FURTHER RESOLVED that the Board of Supervisors of James City County, Virginia concurs with the Inducement Resolution adopted by the Authority on behalf of the Applicant.

The approval of the issuance of the bonds, does not constitute an endorsement of the bonds, the financial viability of the facilities or the creditworthiness of Motel Associates, Inc. but, as required by Chapter 46 of the Acts of Assembly of Virginia of 1952, as amended, the bonds shall provide that neither the Commonwealth of Virginia, the Cities of Newport News and Hampton, Virginia, James City County, Virginia nor the Authority shall be obligated to pay the bonds or the interest thereon or other costs incident thereto except from the revenues and monies pledged therefor and neither the faith, credit nor taxing power of the Commonwealth of Virginia, the Cities of Newport News and Hampton, Virginia, James City County, Virginia or the Authority shall be pledged thereto.

This Resolution shall take effect immediately.

**F. MATTERS OF SPECIAL PRIVILEGE**

Mr. William Brown suggested that the one cent sales tax for school funding and a change in the law as to shift hours for persons working at the polling places be considered in the future as possible additions to the legislative program.

Mr. Jack Scruggs stated that he had some concerns with the State Water Control Board and the Health Department and the manner in which they exercised their jurisdiction and request that the County consider looking into the issue at some point.

**G. REPORTS OF THE COUNTY ADMINISTRATOR**

Mr. Oliver suggested that the Board convene into Executive Session at the appropriate time to discuss a real estate matter.

He also requested the Board to concur in the setting of a public hearing on December 5 for the Proposed Reservoir Protection Overlay District Ordinance. He provided the Board members with copies of the proposed ordinance.

Mr. Taylor suggested that a meeting be held in Toano so that staff can present this item to the citizens in that area.

Mr. Oliver suggested Friday night at 7:00 P.M. at the EOC Building in Toano.

**H. BOARD REQUESTS AND DIRECTIVES**

Mr. Taylor stated that Mr. Chandler has requested a permit from Mr. Eggleston, the Game Warden, to allow the hunting of doe on his property. He stated that Mr. Chandler was denied a permit.

Mr. Morton stated that staff would have an informal conversation with Mr. Eggleston regarding the issuance of a permit to Mr. Chandler.

Mr. Taylor requested that Board appointments also be discussed in Executive Session.

Mr. Frink requested a report from the Chief of Police on an incident that occurred at the Mount Gilead Baptist Church on Saturday, November 26, 1983.

Mr. Mahone expressed his appreciation for the two reports provided to him as he requested. He asked that he continue to be kept informed on the Wetlands violation.

Mr. Mahone questioned whether the County had closed on the Twin Oaks Property yet.

Mr. Morton stated that the property acquisition has been completed.

Mr. DePue made the motion to convene into Executive Session to discuss a real estate and a personnel matter pursuant to Section 2.1-344(a)(1) and (2) of the Code of Virginia, 1950 as amended.

On a roll call, the vote was AYE: DePue, Frink, Edwards, Mahone, Taylor (5). NAY: (0).

The Board of Supervisors convened into Executive Session at 4:30 P.M. and reconvened into Public Session at 4:50 P.M. at which time Mr. Taylor nominated Mr. Joe E. Brown to serve a three-year term on the Cable Television Advisory Committee.

On a roll call, the vote was AYE: DePue, Frink, Edwards, Mahone, Taylor (5). NAY: (0).

At this point the Board went into a worksession on the Fiscal Policy.

Mr. John McDonald made the presentation on a proposed fiscal policy for James City County that included the following items:

#### General

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

#### Accounting

6. James City County will use accounting procedures and principles in accordance with those established by the Virginia Auditor of Public Accounts and Generally Accepted Accounting Principles (GAAP). The County shall annually apply to the Municipal Finance Officer's Association for its Certificate of Conformance in the Financial Reporting Program.
7. Full disclosure shall be provided in the annual financial statements and bond representations.

#### Capital Improvements

8. Capital improvements must be considered as public investments. As investments, they must be designed to effectively provide a large amount of benefits for the expected costs. Projects with the highest local net present value (both financially and in the determination of service needs) should be most highly rated.
9. The County shall seek to maximize the amount of expenditures that

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support capital investments in the provision of direct services to meet existing service needs. Maintenance of existing facilities in recognition of increasing service needs shall be the highest priority and construction of capital investments for services clearly above the County's minimum standards of quality shall be lowest priority.

10. The County shall annually inventory all of its capital facilities, estimate their actual value, and estimate their remaining useful life and replacement cost.
11. The County shall require that all project costs and revenues be submitted with capital project requests. An annual capital budget based upon the Capital Improvement Plan shall be enacted and "life cycle" costs including operating and maintenance shall be coordinated with the operating budget. Returns on investments from infrastructure improvements shall be calculated and submitted.
12. The James City County Planning Commission shall develop recommendations for a multi-year Capital Improvement Plan for public facility and infrastructure needs to include roads, water, sewer, land and land improvements, and building and building improvements. The recommendations shall be considered based upon need and be consistent with the adopted Comprehensive Plan. The Board of Supervisors shall adopt a multi-year Capital Improvement Plan, considering the Planning Commission's recommendations, and update it annually.
13. Capital facility or infrastructure investments outside of the Comprehensive Plan's Primary Service areas for residential growth should be of low priority in the Capital Improvement Program.
14. The County shall develop financing plans for the multi-year improvement program based upon a five-year forecast of revenues and expenditures. Advice and counsel on proposed capital financing needs should be coordinated with a citizen capital financing advisory committee composed of local financial professionals.

#### Debt

15. Although County prefers financing on a pay-as-you-go basis, debt financing (pay-as-you-use) may have to be used to provide needed services in a timely manner.
16. County should not incur general obligation debt of more than 1½% of assessed valuation of property and debt service costs should not exceed 15% of net operating revenues.
17. Where possible, the County shall use revenue or other self-supporting bonds instead of general obligation bonds.
18. The County shall not use long-term debt to finance current operations and should not incur short-term debt except for bond anticipation notes.
19. The County should, to the extent feasible, create a debt service escrow fund that accumulates one year's principal and interest on all outstanding debt.
20. No debt financing shall be undertaken if the term of the indebtedness exceeds the expected useful life of the asset.

#### Investments

21. James City County shall make a cash-flow analysis of all funds on a regular basis. Disbursement, collection, and deposit of all funds will be scheduled to ensure maximum cash availability. The accounting system will provide monthly information concerning cash position and investment performance. Investment performance shall be reviewed periodically by a citizen investment committee composed of local financial professionals.

22. As permitted by law, James City County will pool cash from several different funds for investment purposes.
23. James City County will review arrangements with financial institutions on a continued basis for a specified period of time and with specified fees for each service.

#### Operating Budgets

24. The County shall annually forecast revenues and expenditures for the next five years.
25. The County shall utilize workload measurements and performance ratings for all funds it distributes.
26. The County shall maintain a budgeting control system that helps it adhere to the budget. The County will prepare monthly status reports comparing actual revenues and expenditures to budgeted amounts.
27. The County will provide for adequate maintenance of capital plant and equipment and develop from its fixed asset inventory records a capital asset replacement schedule.
28. The County shall establish a risk management program to safeguard public assets held in trust and to minimize the financial liability arising from accidental injury or death.
29. James City County does not have its own retirement system and, therefore, does not have any liabilities which may be part of a retirement system. The County shall remain current in its payments to the Virginia State Retirement System and shall pursue legislative options that reduce or eliminate unfunded pension liabilities.
30. Operating policies and procedures and facility master plans adopted by the Board of Supervisors should be reviewed in detail at least every three years. Proposed revisions should be accompanied by a financial impact analysis.
31. The County shall seek to annually increase the proportion of expenditures providing direct services to total budgeted expenditures and shall seek to annually decrease the proportion of expenditures supporting administration or other non-direct service activities.
32. The County shall finance recurring expenses from recurring revenue sources and shall not develop a dependency, within the operating budget, on non-recurring revenue sources.
33. The County shall maximize year-end carryforward balances through implementation of revenue enhancement and cost containment programs with the conditions that actual collections of property taxes, Federal and State revenue estimates should be within 5% of budgeted estimates and that unappropriated carryforward balances should be minimized.

#### Reserves

34. James City County shall establish a contingency reserve fund to pay for needs caused by unforeseen events. The Board shall determine the amount of funds to be held in contingency. The contingency shall be held to help with the following three events: (1) Catastrophic reserves, to provide limited emergency funds in the event of natural or man-made disasters; (2) Operational reserves, to provide additional funds for limited unexpected service needs; and (3) Revenue reserves, to provide limited funds to smooth fluctuations in revenues caused by changes in economic conditions. As an interim policy, three percent of the general fund operating budget should be established as a contingency.
35. The ratio of cash on hand and short-term investments, divided by current liabilities, shall be at least 1:1.

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36. The County shall establish and, to the extent feasible, fund on an annual basis a capital equipment replacement fund.

Revenues

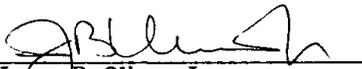
37. The County should attempt to establish a diversified revenue system with the maximum local legislative authority to set and change rates and fees.
38. State and federal funds shall be utilized in pursuit of County goals and objectives, whenever possible.
39. To the extent feasible, user fees which reflect the cost of service shall be utilized to support programs which may be characterized as special services to specific populations or users. The full costs, direct and indirect, of activities supported by user fees shall be recalculated at least every two years.
40. The County shall pursue an aggressive policy of collecting property taxes. The level of uncollected property taxes should not exceed 5% and the rate of delinquency should not rise more than one year in a row.
41. To the extent possible, the County shall attempt to decrease the dependency on real estate taxes to finance the County's operating budget.
42. All rates and fees shall be reviewed and updated at least every three years.
43. The County shall endeavor to maximize State and Federal entitlement revenues.

A discussion followed the presentation in which the Board desired additional information and time to consider the items presented. Staff was instructed to prepare for the Board's consideration on December 19th the Fiscal Policy.

Mr. DePue made the motion to recess until 5:00 P.M., December 5, 1983 for a worksession on the Rural Development report.

On a roll call, the vote was AYE: DePue, Frink, Edwards, Mahone, Taylor (5). NAY: (0).

The Board of Supervisors meeting **RECESSED** at 6:18 P.M.

  
James B. Oliver, Jr.  
Clerk to the Board

RS/bkh  
BOS2