

AT A REGULAR MEETING OF THE BOARD OF SUPERVISORS OF THE COUNTY OF JAMES CITY, VIRGINIA, HELD ON THE 23RD DAY OF JANUARY, NINETEEN HUNDRED NINETY-FIVE, AT 5:00 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  
David L. Sisk, Vice Chairman, Roberts District

Jack D. Edwards, Berkeley District  
Robert A. Magoon, Jr., Jamestown District  
Stewart U. Taylor, Stonehouse District  
David B. Norman, County Administrator  
Frank M. Morton, III, County Attorney

**B. WORK SESSION**

**1. Economic Incentives**

Mr. David B. Norman, County Administrator, introduced Mr. John E. McDonald, Manager, Financial and Management Services, who presented the Economic Incentives Policy Statement, which in part stated that occasional investments of public funds to encourage and foster commercial (non-retail) and industrial developments would be flexible and might include utility extensions, road improvements, land buy-downs, permit fee waivers, and almost any other proposal designed to facilitate commercial/industrial investment.

Discussion ensued by the Board, staff and Industrial Development Authority members in the audience. The Board asked that the item be brought forward on the Board of Supervisors' agenda at a future meeting.

Mr. DePue declared a break at 6:13 p.m.

Mr. DePue convened the regular meeting at 7:03 p.m.

**C. PRESENTATION**

**1. Certificate of Appreciation, A.G. Bradshaw**

Mr. DePue, assisted by Mr. Taylor, read and presented a Certificate of Appreciation to Mr. A. G. Bradshaw. Mr. DePue and Mr. Taylor praised Mr. Bradshaw and his family for their community service over a period of many years.

Mr. Bradshaw thanked the Board for the Certificate and stated that he had enjoyed "every mile and minute of the long journey."

Individual Board members expressed gratitude to Mr. Bradshaw for his many years of service and wished him well.

**CERTIFICATE OF APPRECIATION**

WHEREAS, A. G. Bradshaw served the citizens of James City County on the Planning Commission and its various subcommittees continuously from July 1, 1956, to January 7, 1995; and

WHEREAS, his high qualifications were invaluable to the successful betterment of the County's land use policies by his participation in the development of the County's first Land Use Plan, Zoning and Subdivision Ordinances, the Comprehensive Plan, and the subsequent changes; and

WHEREAS, A. G.'s many voluntary hours of participation during the development of the 1991 Comprehensive Plan and the updating of the Zoning Ordinance contributed significantly to the success of these projects and influenced State and National recognition; and

WHEREAS, as a member of the Citizens Strategy Team, his role, optimism, and encouragement were instrumental in creating A Strategy for Development for the Richmond Road-Barhamsville Road Corridor Study, which received an award from the Virginia Citizens Planning Association; and

WHEREAS, A. G.'s just manner, amicable personality and experience were a tribute to his ability in the deliverance of Planning Commission decisions.

NOW, THEREFORE, BE IT RESOLVED by the Board of Supervisors of James City County, Virginia, that the Board wishes to extend its sincere appreciation and every good wish for his enjoyment of good health, happiness, and continued success.

BE IT FURTHER RESOLVED that this Resolution be entered into the Minutes of the Board of Supervisors and that a copy of the Resolution be presented to

A. G. Bradshaw

**D. MINUTES - January 9, 1995**

Mr. DePue asked if there were additions or corrections to the minutes.

Mr. Sisk made a motion to approve the minutes.

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

**E. HIGHWAY MATTERS**

Mr. Quintin Elliott, Williamsburg Resident Engineer, Virginia Department of Transportation, was available for questions.

The Board had no requests.

Mr. DePue commended Virginia Department of Transportation for the work being done on Centerville Road.

Mr. Taylor asked whether those persons in the audience who were in attendance regarding Centerville sidewalk projects would prefer to speak while Mr. Elliott was present.

Without Board objection, Mr. DePue asked if a spokesperson wished to speak.

1. Mr. Albert Letchworth, 4441 Centerville Road, read a statement of approval from persons supporting the Centerville sidewalk project and presented a signed petition which stated: "The residents of Centerville Road want to have a sidewalk installed from James River Baptist Church to Brickbat Road. There is a sidewalk on the upper end of Centerville Road and it should be continued for County residents to enjoy. The following residents support the sidewalk."

Mr. DePue explained to the audience that staff will recommend funding on its priority list during the budget process. He emphasized that cooperation by residents on rights-of-way issues was critical.

## F. PUBLIC HEARINGS

### 1. Case No. SUP-35-94. Virginia Peninsula Regional Jail

Mr. Mark J. Bittner, Planner, stated that the Virginia Peninsula Regional Jail Authority had applied for a special use permit to construct a jail facility to serve the Counties of James City and York, and the Cities of Williamsburg and Poquoson, on 55 acres, zoned R-8, Rural Residential, located at 9316 Merrimac Trail and further identified as Parcel No. (1-1) on James City County Real Estate Tax Map No. (60-1).

He further stated that the proposed building would be approximately 170,000 square feet, with 116,000 square feet of housing and remainder containing support facilities, and the proposal was consistent with the Comprehensive Plan, surrounding development and zoning.

In concurrence with staff, the Planning Commission unanimously recommended approval with conditions listed in the resolution.

Mr. DePue opened the public hearing.

1. Mr. Sanford B. Wanner, spokesman for the Virginia Peninsula Regional Jail Authority, explained the recommended two entrances were for safety reasons and that the Authority did not object to pressurized sodium vapor lighting.

The Board discussed whether adjoining property owners had been notified, justification for and distance between two entrances, buffer area and height of building.

Mr. DePue closed the public hearing.

Mr. Sisk made a motion to approve the resolution.

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

## **RESOLUTION**

### **CASE NO. SUP-35-94. VIRGINIA PENINSULA REGIONAL JAIL**

WHEREAS, the Board of Supervisors of James City County has adopted by ordinance specific land uses that shall be subjected to a special use permit process; and

WHEREAS, the Planning Commission of James City County, following its public hearing on January 10, 1995 unanimously recommended approval of Case No. SUP-35-94 to permit the construction

of a regional jail facility to serve the Cities of Williamsburg and Poquoson, and the Counties of James City and York at 9316 Merrimac Trail, further identified as Parcel No. (1-1) on James City County Real Estate Tax Map No. (60-1).

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of James City County, Virginia, does hereby approve the issuance of Special Use Permit No. SUP-35-94 as described herein with the following conditions:

1. If construction on the project has not commenced within 24 months from the date of issuance of the special use permit, it shall become void. Commencement of construction shall be defined as the excavation, approved inspection of footings, and pouring of footings for any public buildings allowed under this permit.
2. Public water service shall be provided to the site by extending a main from the Newport News Waterworks system that serves the Roberts District. The water system shall be designed in accordance with the Standards and Specifications of the Newport News Waterworks and the James City County Fire Department.
3. Public sewer service shall be provided to the site and shall be designed and constructed in accordance with the Standards and Specifications of the James City Service Authority.
4. There shall be 50-foot landscape buffers along the Merrimac Trail and Interstate 64 frontages of the property. Any existing open areas shall be planted to ensure a 50-foot wooded buffer. These buffers shall remain undisturbed and in their natural state except that approved utilities, easements, signs, stormwater management facilities, and the entrances to the site shall be permitted within these buffers. All buffer crossings shall be subject to approval by the Planning Director prior to final site plan approval.
5. All necessary agreements and easements shall be obtained for the use and long-term maintenance of any off-site Best Management Practices prior to final site plan approval.
6. There shall be no more than 2 entrances to the site from Merrimac Trail.
7. There shall be right and left turn lanes serving both entrances to the property on Merrimac Trail, built to VDOT specifications, if required by VDOT.

2. Mooretown Neighborhood Property Acquisition

Mr. Richard B. Hanson, Housing and Community Development Administrator, stated that authorization was given at the September 6, 1994, Board of Supervisors' meeting to acquire portions of 19 parcels of property, as well as easements to enable the construction of 4,300 linear feet of roads and associated drainage facilities. Mr. Hanson further stated that revision was necessary to acreage acquired and amount of compensation paid for three properties, as determined by the attorney and surveyor that the property boundaries were not correctly identified on the original acquisition plat.

Mr. DePue opened the public hearing, and as no one wished to speak, he closed the public hearing.

Mr. DePue made a motion to approve the resolution.

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

RESOLUTION

TO AUTHORIZE THE ACQUISITION OF CERTAIN REAL PROPERTY IN  
JAMES CITY COUNTY, VIRGINIA, FOR PUBLIC PURPOSES AND FOR CONSTRUCTING A  
ROADWAY, DRAINAGE EASEMENTS, AND DRAINAGE BASINS IN

JAMES CITY COUNTY, VIRGINIA

WHEREAS, the Board of Supervisors of James City County, Virginia, has determined by Resolution dated September 6, 1994, that a public necessity exists for the acquisition of certain real property hereafter more particularly described in James City County, Virginia, for the construction of a roadway, drainage easements, and drainage basins in James City County, Virginia, for public purposes and the preservation of the health, safety, peace, good order, comfort, convenience, morals, and welfare of James City County, Virginia; and

WHEREAS, public hearings were held pursuant to Section 15.1-238 E of the Code of Virginia, 1950, as amended, on the proposed acquisition.

NOW, THEREFORE, BE IT RESOLVED by the Board of Supervisors of James City County, Virginia, that the Board declares it desirable to acquire the property and hereby declares that a public necessity therefore exists and the Board further finds as follows:

1. The County Attorney and/or the law firm of Phillips, Bartlett, and Bland, P.C., be, and they are hereby authorized and directed to acquire in the manner provided by Section 15.1-236 et. seq. of the 1950 Code of Virginia, as amended, and by Section 33.1-89 et. seq. of the 1950 Code of Virginia, as amended, certain real property in James City County, Virginia, together with all rights and appurtenances thereto, for public purposes and for construction of a roadway, drainage easements, and drainage basins in the County of James City.
2. The County Administrator is authorized and directed to act for, and on behalf of, the County in agreeing or disagreeing with the owners of the properties upon the compensation and damages, if any, to be paid.
3. The names of the present owners of the properties to be acquired as provided in Section 1 of the Resolution together with limited descriptions of the parcels and compensation therefore, are identified in "Attachment A" which is attached hereto and made a part hereof.
4. The County Attorney and/or the law firm of Phillips, Bartlett, and Bland, P.C., shall notify the property owners of the compensation and damages by the County forthwith on or before March 1, 1995.
5. That in the event of the property described in Section 3 of this Resolution has been conveyed, the County Attorney and/or the law firm of Phillips, Bartlett, and Bland, P.C., are authorized and directed to institute proceedings against successors in title.
6. That this Resolution shall be in effect from the date of its passage.

3. Ordinance Amendment, Chapter 2, Administration of Code, Article II, Berkeley Election District Boundary

Mr. Frank M. Morton, III, County Attorney, stated that Ordinance No. 55A-16 which amended only the legal description of Powhatan Election District was adopted by the Board of Supervisors on July 18, 1994. He further stated that amendment of Berkeley Election District legal description was also required because Powhatan and Berkeley Districts share a common boundary.

Mr. DePue opened the public hearing, and as no one wished to speak, he closed the public hearing.

Mr. Edwards made a motion to approve the ordinance amendment.

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

**G. BOARD CONSIDERATIONS**

1. Regional Bikeways Contract with Virginia Department of Transportation

Mr. O. Marvin Sowers, Jr., Director of Planning, stated that the localities of City of Williamsburg, James City and York Counties have worked with Virginia Department of Transportation to prepare a draft agreement for design and construction of bikeway facilities in the three jurisdictions, projects approved and funded by the 1994 Transportation Enhancement Program and FY94 and 95 Congestion Mitigation and Air Quality Improvement Program.

Staff recommended approval of the contract.

Board discussion ensued regarding State funding of these programs and projected cutbacks of other State funds; appropriated funds can be used only for bikeways; and, staff time spent on program of 1 to 2 days monthly.

Mr. Edwards made a motion to approve the resolution.

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

**RESOLUTION**

**REGIONAL BIKEWAYS AGREEMENT**

WHEREAS, James City County, together with York County and the City of Williamsburg, applied for and received funding for a regional bikeway system under the Transportation Enhancements and Congestion Mitigation and Air Quality Improvement (CMAQ) programs; and

WHEREAS, an agreement between James City County, York County, and the City of Williamsburg, and the Virginia Department of Transportation is necessary to allow these projects to proceed to implementation; and

WHEREAS, the bikeways to be constructed under the agreement are in accordance with the Regional Bikeways Plan adopted by the Board and are in conformity with the James City County Comprehensive Plan.

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of James City County, Virginia, authorizes the County Administrator to execute an agreement between James City County, York County and the City of Williamsburg, and the Virginia Department of Transportation on behalf of the County for the development, administration and construction of a regional bikeway system.

2. James City County Action Plan (formerly Strategic Plan)

Mr. Wanner stated that the Strategic Plan adopted by the Board of Supervisors had been revised as an Action Plan to guide staff during the upcoming budget process with the same critical issues of economic development, housing, resource management and persons with special needs. He further stated that a work session will be scheduled during Fall 1995 for Board input into a new Action Plan.

Mr. Edwards made a motion to approve the resolution.

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

## RESOLUTION

### ACTION PLAN

WHEREAS, the Board of Supervisors has adopted the Strategic Plan to address the critical issues of housing, resource management, economic development, and people with special needs; and

WHEREAS, that Plan has been revised to be an Action Plan.

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of James City County, Virginia, hereby adopts the Action Plan.

## **H. PUBLIC COMMENT**

1. Mr. Ed Oyer, 139 Indian Circle, spoke regarding an increase of citizen comments during this General Assembly session in Richmond.

## **I. REPORTS OF THE COUNTY ADMINISTRATOR**

Mr. Norman introduced new employee Rona Vrooman, Training and Quality Performance Coordinator.

Mr. Norman recommended that the Board go into executive session pursuant to Section 2.1-344(A)(3) of the Code of Virginia to consider acquisition of a parcel of property for public use; Section 2.1-344(A)(7) of the Code of Virginia to consult with legal and staff members on a specific legal matter; and, Section 2.1-344(A)(1) of the Code of Virginia to consider a personnel matter, appointment of individuals to County boards and/or commissions.

## **J. BOARD REQUESTS AND DIRECTIVES**

Mr. DePue brought forward for the Board's consideration the governor's recommendation of abolishment of the Business, Professional and Occupancy License Tax. Mr. DePue asked that the recommendation not be supported by the Board of Supervisors.

Mr. DePue read the resolution and made a motion to approve that resolution.

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

## **RESOLUTION**

### **BUSINESS, PROFESSIONAL AND OCCUPANCY LICENSE TAX**

WHEREAS, the Governor's proposed amendments to the current biennial budget for the Commonwealth includes a recommendation that the Business, Professional and Occupancy License Tax be repealed; and

WHEREAS, this tax represents the third or fourth largest source of revenue for most localities and yields 300 million in revenues for all cities and towns in Virginia; and

WHEREAS, the BPOL Tax is currently under study by a select Committee of the General Assembly in partnership with the Virginia Municipal League and the Virginia Association of Counties and those efforts already yielding encouraging results aimed at reform and compromise; and

WHEREAS, the Governor's recommendation would provide for a State "Offset" of lost revenues in the amount of 30 million dollars to localities in the first year of enactment, but makes no provision for offsets in ensuing years; and

WHEREAS, the abolition of this tax without any offsetting reduction in State-mandated services is contradictory to the Governor's stated policy of ending unfunded mandates at both the State and Federal level; and

WHEREAS, the abolition of this tax would cost James City County 2.2 million dollars in revenues.

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of James City County, Virginia, hereby requests that our representatives to the General Assembly not support the abolition of the BPOL Tax until such time as another locally generated source of revenue is identified and enacted by the General Assembly.

Mr. DePue recessed the Board for a James City Service Authority meeting, at 8:17 p.m.

Mr. DePue reconvened the Board at 8:45 p.m. and made a motion to convene into executive session as recommended by the County Administrator.

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

Mr. DePue reconvened the Board into open session at 9:35 p.m. and made a motion to approve the executive session resolution.

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

Mr. DePue made a motion to approve the Contract of Purchase with C.C. Casey Limited Company to purchase a 10 acre parcel for a Courthouse site and the resolution authorizing execution of that Contract.

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



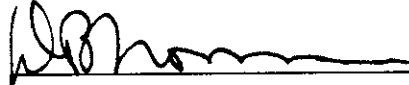
Mr. DePue made a motion to appoint Rachel L. James to the Social Services Advisory Board for a 4-year term, term expiring January 23, 1999, and recommended nomination of reappointment of Darline Layer to the Board of Equalization.

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

Mr. DePue made a motion to recess until 5:00 p.m., Monday, February 6, 1995, for a work session with the Lighting Task Force.

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

The Board recessed at 9:36 p.m.

  
David B. Norman  
Clerk to the Board

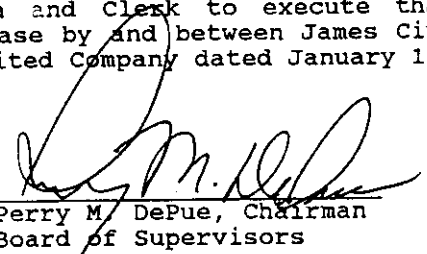
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RESOLUTION

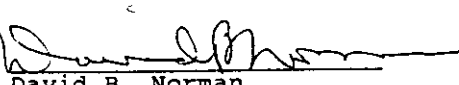
Contract of Purchase - Casey Property for Courthouse Site

WHEREAS, the Board of Supervisors is desirous of entering into a Contract of Purchase with C.C. Casey Limited Company to purchase a 10 acre parcel of property located at the northwest corner of Ironbound Road and Monticello Avenue Extended.

NOW, THEREFORE, BE IT RESOLVED, by the Board of Supervisors of James City County, Virginia, that it hereby authorizes and directs its Chairman and Clerk to execute that certain Contract of Purchase by and between James City County and C.C. Casey Limited Company dated January 17, 1995.

  
Perry M. DePue, Chairman  
Board of Supervisors

ATTEST:

  
David B. Norman  
Clerk to the Board

SUPERVISOR	VOTE
SISK	AYE
EDWARDS	AYE
MAGOON	AYE
TAYLOR	AYE
DEPUE	AYE

Adopted by the Board of Supervisors of James City County, Virginia, this 23rd day of January, 1995.

## ATTACHMENT "A"

## MOORETOWN ROAD ACQUISITIONS

<u>PROPERTY OWNER</u>	<u>PROPERTY ADDRESS</u>	<u>TAX MAP #</u>	<u>PROPERTY ACQUISITION</u>	<u>Acquisition Compensation</u>
Brown, Roy	(32-2) (1-55)	32-2 1-55	0.001	\$ 25.00
Davis, Christine	6251 Mooretown Road	32-2 1-26	1.2	\$3500.00
Hill, Wilbert	159 Clark Lane	32-2 1-50	0.786	\$1889.00
Moore, William H. Estate	100 Clark Lane	33-1 1-4	1.171	\$8244.00
Nedd, Virginia Estate	167 Clark Lane	32-2 1-48		\$2500.00
Ratcliffe, Vernon Estate	163 Clark Lane	32-2 1-49		\$4100.00
Smith, Sarah	133 Clark Lane	32-2 1-56	0.01	\$ 100.00

AGREEMENT FOR DEVELOPMENT AND ADMINISTRATION  
OF A REGIONAL BIKE TRAIL  
BY JAMES CITY COUNTY, YORK COUNTY  
AND THE CITY OF WILLIAMSBURG

THIS AGREEMENT, made and executed in quadruplicate this 14<sup>th</sup> day of March, 1995, by and among the COMMONWEALTH OF VIRGINIA, DEPARTMENT OF TRANSPORTATION, hereinafter called the "Department"; the CITY OF WILLIAMSBURG, a municipal corporation of the Commonwealth of Virginia, hereinafter called the "City"; JAMES CITY COUNTY, a political subdivision of the Commonwealth of Virginia; and YORK COUNTY, a political subdivision of the Commonwealth of Virginia (hereinafter the City, James City County and York County are sometimes collectively referred to as the "Localities").

**W I T N E S S E T H**

WHEREAS, the Department has adopted a Six Year Improvement Program for Fiscal Year 1993-1994 through Fiscal Year 1998-1999 and Fiscal Year 1994-1995 through 1999-2000 for streets and highways, which includes an allocation of funds for a bike trail (see attachment for location: Exhibit 1), Project BW00-965-F01, PE101, C501 as identified in the Congestion Mitigation and Air Quality Improvement Program portion (a copy of which is attached as Exhibit 2) of the Six Year Improvement Program;

WHEREAS, the estimated cost is \$253,000 for preliminary engineering, and \$1,436,000 for construction, for a total of \$1,689,000; and

WHEREAS, the Department has adopted a Six Year Improvement Program for Fiscal Year 1993-1994 through Fiscal Year 1998-1999 for streets and highways, which includes an allocation of funds for a bike trail (see attachment for location; Exhibit 1), Project EN93-137-V11, PE101, RW201, C501, as identified in the Transportation Enhancement Program portion (a copy of this is attached as Exhibit 3) of the Six Year Improvement Program; and

WHEREAS, the estimated cost of \$291,000 for preliminary engineering, \$423,000 for right-of-way acquisition and \$1,636,000 for construction, for a total of \$2,350,000; of which the Localities are responsible for securing 20% of actual costs (or as outlined in Exhibit 4) plus any cost as outlined in Section 3; and

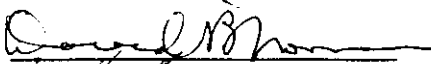
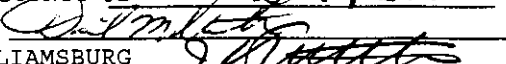
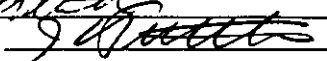
WHEREAS, of the local share required, \$33,000 of Interstate Matching Funds and \$18,200 of Primary Matching Funds will be allocated in the Fiscal Year 1996-2001 Six Year Improvement Program; and

WHEREAS, James City County and York County have made, or will make allocations to the Secondary Roads System or Revenue Sharing Program to cover their share of Project costs; and

WHEREAS, both of these programs collectively are referred to hereinafter as the "Projects"; and

WHEREAS, all financial transactions and records shall be kept separate for each program; and

THE ABOVE CHANGES IN THE THIRD PARAGRAPH HAVE BEEN  
REVIEWED AND AGREED TO:

JAMES CITY COUNTY   
YORK COUNTY   
CITY OF WILLIAMSBURG 

WHEREAS, the Department and the Localities desire to construct portions of these Projects which have received funding as expeditiously as possible.

NOW, THEREFORE, for and in consideration of the premises and mutual covenants and agreements contained herein, the parties hereto agree as follows:

1. Project responsibilities shall be as follows:

Project Manager

O. Marvin Sowers, Planning Director of James City County, shall serve as the Project Manager for the Localities. The Project Manager shall work with the Department and any engineers, consultants or other professionals necessary to complete the Localities' responsibilities.

Purchasing Agent

The James City County Purchasing Office shall provide advice and assistance to the Project Manager and shall procure any services needed to fulfill the Localities' responsibilities under this Agreement. All procurement shall be made in accordance with the Virginia Public Procurement Act and the James City County Purchasing Manual.

Fiscal Agent

The James City County Financial Management Department shall serve as Fiscal Agent for the Localities. The Fiscal Agent shall pay amounts incurred due to completion of the Localities' responsibilities under this Agreement. Expenses and reimbursements for preliminary engineering shall be allocated among the Localities' bikeway mileage within each locality using the following percentages: 59% for James City County, 10% for York County and 31% for the City of Williamsburg for the Congestion Mitigation and Air Quality Improvement Program (CMAQ); and 44% for James City County, 49% for York County and 7% for the City of Williamsburg for the Enhancement Program.

Expenses and reimbursements for right-of-way and construction shall be based on actual costs involved in the Locality in which the improvement is located. The Fiscal Agent shall then seek reimbursement from the Department. The Localities agree to reimburse the Fiscal Agent based upon the above categories and percentages for any sums not reimbursed by the Department in accordance with provisions of this contract.

2. James City County shall consult with, and act as the agent of the Department in performing the preliminary engineering phase of the Projects, specifically including the following:
  - a. Performing or contracting with a consultant to perform the preliminary engineering design and plan development necessary for the Department to award a contract for construction.
  - b. If deemed appropriate by the Department, submitting to the Department for review and approval all work performed during each phase, allowing the Department to inspect all phases of the Projects at all times.
  - c. Preparing plans for the Projects, including such items as general notes, references to specifications and standards, typical sections, drainage plans, stormwater management, erosion and sediment control methods, profiles, cross sections, summaries and the like. Plans shall be prepared in accordance with the standards and format required by the Locality in which the work will be performed, provided the standards meet or exceed Department standards or are approved by the Department.

- d. With the assistance of the Department, coordinating the Projects through the State Environmental Review Process, preparing the appropriate environmental document as established by Federal Highway Administration policy and procedures, and carrying out the functions necessary to clear the Projects environmentally.
- e. Locating potential contaminated or hazardous waste sites during the survey or early plan development stage and discussing the presence of these sites and design alternatives with the Department. If contamination is determined to exist, whether obvious or established through testing, the Project Manager shall notify the appropriate regulatory agency and shall conduct detailed studies, such as site characterization, to determine the length of time required for cleanup and any potential financial liability for the Department. If the purchase of property is anticipated, the Department shall first pursue remediation with the property owner(s) through the appropriate agencies.
- f. If required, posting a "notice of willingness to hold a public hearing" on the Projects, and conducting such a hearing, if necessary, in



- accordance with Department and Federal Highway Administration requirements, and coordinating the Projects with property owners in the Project area.
- g. Obtaining all necessary permits for the Projects.
  - h. If required, preparing right-of-way or property acquisition plans for the Department's use in acquiring such right-of-way or property. Right-of-way surveys shall not be required along rights-of-way where no work outside the existing right-of-way will be performed. Such surveys shall be performed for any area where property or easements are to be acquired, or where utility or drainage structure relocation is necessary.
  - i. Maintaining accurate records of its portion of the Projects and documenting all expenditures by the Localities, identifying federally participating (allowable charges), federally non-participating (charges not allowed under federal criteria), and in-kind contributions, on which reimbursement will be based. The Project Manager shall make Project documentation available for inspection and audit by the Department or the federal government at any time.

j. Submitting to the Department's Resident Engineer, no more frequently than monthly, a statement requesting reimbursement to the Localities for the federal share of the preliminary engineering portion of the Projects' cost and for any other expenditures required to be undertaken herein by the Localities. The statement must identify and document Project expenditures to date and include a summary in the following categories:

- (1) Participating expenditures - those expenditures in which the Federal Highway Administration is willing to participate.
- (2) Non-participating expenditures - those expenditures in which the Federal Highway administration is not willing to participate.

Participating expenditures versus non-participating expenditures will be determined by the Federal Highway Administration.

All preliminary engineering charges shall cease on the date the construction contract is awarded. The final billing shall be made on the basis of final actual cost, reconciling any difference with previously billed amounts.

3. Each Locality agrees to reimburse the Department its proportionate share, based on its portion of the Projects, of 100% of all expenses incurred by the Department in the event that:
  - a. The Projects are cancelled during any phase of work, except by mutual written agreement of the Department and Localities.
  - b. Expenditures incurred are not reimbursed by the Federal Highway Administration due to a Locality's failure to follow proper federal guidelines or the expenditures are found to be federally non-participating items; or
  - c. Expenditures incurred exceed the total amount allocated in the Six Year Improvement Program.
4. The Department shall coordinate with, cooperate with and assist the Project Manager in implementing the Projects, and specifically agrees to:
  - a. Review each phase of the Projects' plan development and respond in an expeditious manner to requests from the Project Manager.
  - b. Provide the necessary coordination with the Federal Highway Administration and other appropriate federal and state agencies; provide assistance and guidance to the Project Manager relative to

environmental documentation and coordination as is appropriate, and provide the Localities a copy of all relevant federal guidelines and regulations.

- c. Acquire in the name of the Department, by purchase or by eminent domain, any and all rights-of-way in either County, effect any utility relocations necessary for the construction of the Projects, in accordance with state law and to assist the City in acquisition of any rights-of-way necessary to the Project in the City.
- d. Procure a contractor to construct the Projects, in conformance with all applicable provisions of the Virginia Public Procurement Act, and administer, supervise and inspect construction of the Projects through final acceptance, in accordance with Department procedures and policies, including settlement of any claims and disputes arising from the Projects.
- e. Provide reimbursement for Project expenditures for the previous month or for the final billing, within thirty (30) days of receiving an acceptable statement from James City County for the portion of the Projects to be performed by the Localities.
- f. Audit all Project costs and records as required by the Federal Highway Administration.

- g. Provide funding for the Projects pursuant to the Congestion Mitigation and Air Quality Improvement Program in the Department's Six Year Improvement Program.
- 5. All applicable federal, state and local regulations shall apply to all work performed on the Projects, including consultant services contracts and construction contracts.
- 6. Nothing herein shall be construed as creating any personal liability on the part of any officer, employee, or agent of the parties, nor shall it be construed as giving any rights or benefits to anyone other than the parties hereto.
- 7. This Agreement shall be binding upon the parties hereto, and their respective successors and assigns.
- 8. Upon the execution of this Agreement by the parties, the Localities are hereby authorized to commence with the Projects.
- 9. This Agreement may be modified with the mutual consent of the Department and the Localities.

In WITNESSETH WHEREOF, the parties hereto have caused this Agreement to be executed by their duly authorized officers.

Attest:

CITY OF WILLIAMSBURG

Shelia G. Crist  
CITY CLERK *Exc. Assistant*

  
CITY MANAGER

Approved as to form:

*[Signature]*  
CITY ATTORNEY

ATTEST:

JAMES CITY COUNTY

Masi Lou Smith  
~~CLERK~~ Adm. Sec.

  
COUNTY ADMINISTRATOR

Approved as to form:

  
COUNTY ATTORNEY


ATTEST:

YORK COUNTY

Margaret Richardson  
CLERK- Administrative Assistant

  
COUNTY ADMINISTRATOR

Approved as to form:

  
COUNTY ATTORNEY

WITNESS:

COMMONWEALTH OF VIRGINIA,  
DEPARTMENT OF TRANSPORTATION

Denise J. Simms

By: David R. Gehr  
COMMISSIONER

## **EXHIBITS**

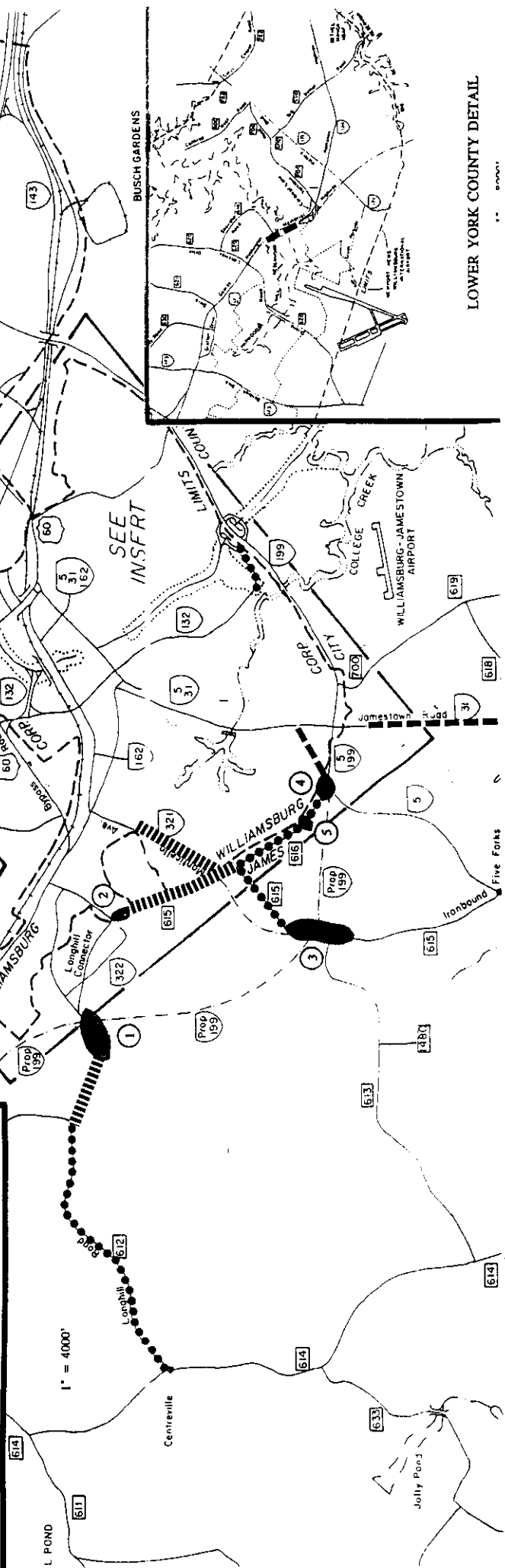
# WILLIAMSBURG/JAMES CITY/YORK REGIONAL BIKEWAYS

||||| FY 94 CMAQ

..... FY 94 ENHANCEMENT PROGRAM

--- FY 95 CMAQ

- ① Approximately 0.4 miles of Class II bikeway to be constructed by VDOT in conjunction with construction of the Route 199/Loughitt Road interchange
- ② Approximately 0.2 miles of Class II bikeway to be constructed by VDOT in conjunction with construction of the Twining Road left turn lane project
- ③ Approximately 0.8 miles of Class II bikeway to be constructed by VDOT in conjunction with construction of the Route 199/Ironbound Road interchange
- ④ Approximately 0.1 miles of Class II bikeway on Strawberry Plains Road, and 0.2 miles of Class II bikeway on John Tyler Highway to be constructed by VDOT in conjunction with construction of the Route 199/Route 5 interchange
- ⑤ Approximately 0.1 miles of Class II bikeway on Strawberry Plains Road to be constructed by VDOT in conjunction with construction of the Strawberry Plains/Midlands Road turn lane improvements



LOWER YORK COUNTY DETAIL

BUSCH GARDENS

SEE INSERT

1" = 4000'

L POND

Centerville

Jolly Pond

Ironbound

Fire Forks

WILLIAMSBURG-JAMESTOWN AIRPORT

COLLEGE CREEK

James City

YORK

WILLIAMSBURG

Longhill Connector

Prop 199

Prop 199

Prop 199

Prop 199

Prop 199

Prop 199

Prop 199

Prop 199

Prop 199

Prop 199

Prop 199

Prop 199

Prop 199

Prop 199

Prop 199

Prop 199

Prop 199

Prop 199

Prop 199

Prop 199

Prop 199



## EXHIBIT 2

CONGESTION MITIGATION AND AIR QUALITY IMPROVEMENT PROGRAM (In Thousands of Dollars) FY 94 thru FY 99												HAMPTON ROADS REGION	
Contingent upon inclusion in TIP by MPO and specific project eligibility determination by FHWA/FIA.													
ROUTE COUNTY/CITY TYPE LENGTH	DESCRIPTION	ESTIMATED COST		PREVIOUS FUNDING	ADD'L FUNDING REQUIRED /FUND SOURCE	ACTUAL ALLOCATION 1993-94	PROJECTED ALLOCATIONS					BALANCE TO COMPLETE	
		PLANNING	ENGINEER				1994-95	1995-96	1996-97	1997-98	1998-99		
Hampton Penland Bus Parking	Provide Satellite Parking near North King Street & West Pembroke Ave.	PE 53 RW 297 CM 350 TO 280 CM			280	280	U000-114-V19, PE101, M501						
James City County, York County, City of Williamsburg	Regional Bikeway Network	PE 253 RW 1,436 CM 1,689 TO 1,351 CM			1,351	280							1,071
		13500			CM	8400-965-F01, PE101, C501							
Newport News	Citywide Signal System Re-time and Update	PE 27 RW 153 CM 180 TO 180 CM		180									
		12968			CM	U000-121-V13, PE101, M501							
Newport News Bike Trail	J. Clyde Morris Boulevard Corridor Int Route 64 - Jefferson Avenue	PE 14 RW 171 CM 185 TO 148 CM		148									
		12969			CM	U000-121-V14, PE101, M501							
Newport News Bike Trail	J. Clyde Morris Boulevard Corridor Jefferson Avenue - Mariners Museum	PE 14 RW 171 CM 185 TO 148 CM			148	148							
		13478			CM	U000-121-V14, PE102, M502							
60 - Newport News Left and Right Turn Lanes	Oyster Point Road Intersection	PE 189 RW 1,311 CM 1,500 TO 1,200 CM		1,008	192								192
		12970			CM	0060-121-F13, PE101, C501							

## EXHIBIT 2

CONGESTION MITIGATION AND AIR QUALITY IMPROVEMENT PROGRAM (In Thousands of Dollars) FY 95 thru FY 2000												
Contingent upon inclusion in TIP by MPO and specific project eligibility determination by FHWA/FTA.												
ROUTE COUNTY/CITY TYPE MANAGER	DESCRIPTION	ESTIMATED COST		PREVIOUS FUNDING	ADD'L FUNDING REQUIRED /FUND SOURCE	ACTUAL ALLOCATION	PROJECTED ALLOCATIONS				BALANCE CONF	
		PLANNING	ENGINEER				1995-96	1996-97	1997-98	1998-99		1999-00
City of Chesapeake Re-time Interconnect System (VDOT)	Re-time Interconnect Signal System on Greenbrier Parkway & Western Branch Boulevard	PE 5 RW - CN 35 TO 40 40 CH 13535		0K 40 120	Spent 4300 - CM	4300 - U000-131-V17 PE101, M501						
104 - Dominion Boulevard City of Chesapeake (VDOT)	Improve Great Bridge Boulevard Intersection Geometric and Signal Improvements	PE 76 RW 60 CN 464 TO 600 480 CH 12965		480								
168 - Battlefield Boulevard City of Chesapeake (VDOT)	Improve Great Bridge Boulevard Intersection	PE 11 RW - CN 62 TO 73 58 CH 12966		58	CM	0104-131-V05 PE101, C501						
City of Hampton (VDOT)	Upgrade Signal Equipment at 70 Intersections	PE 98 RW - CN 1,264 TO 1,362 1,362 CH 12967		1,287	75 CM	75 U000-114-F18 PE101, C501						
City of Hampton Penitran Satellite Parking (VDOT)	Provide Satellite Parking near North King Street & West Penbrooke Ave.	PE 53 RW - CN 297 TO 350 280 CH 13477		280								
James City County, York County, City of Williamsburg (VDOT)	Regional Bikeway Network	PE 253 RW - CN 1,436 TO 1,689 1,351 CH 13500		280	1,071 CM	500 8400-965-F01 PE101, C501						

## EXHIBIT 3

TRANSPORTATION ENHANCEMENTS FEDERAL FUND ALLOCATION (In Thousands of Dollars) FY 94 thru FY 99										
LOCATION/ APPLICANT/ PROPOSED IMPROVEMENT	DESCRIPTION	TOTAL COST	PREVIOUS FUNDING	ADD'L FUNDING REQUIRED FUND SOURCE	ACTUAL ALLOCATION (Federal Share) 1993-94	PROJECTED ALLOCATIONS				BALANCE TO COMPLETE
						1994-95	1995-96	1996-97	1997-98	1998-99
Town of Greve Mottoway County	2,640 foot long 6 foot wide path through and around Hagberg Park.	PE - RW 13 CN 13 TO 10 EN			10					
Crew- Burkeville Chamber of Commerce Hagberg Park Walking Path										
City of Williamsburg James City County and York County	Phase I financing for 10.0 miles of bikeways which are both separate facilities or paved shoulder lanes.	PE 291 RW 423 CN 1,636 TO 2,350 EN 960			960					
Bikeways and Bike Lockers										
City of Virginia Beach	6.2 mile long 10 foot wide asphalt surfaced pedestrian/ bicycle trail on abandoned Norfolk/ Southern Railroad right of way. Trail to include two rest stops, appropriate landscaping, interpretive signage and a bridge over West Neck Creek.	PE 59 RW - CN 586 TO 645 EN 516			516					
Pungo - Park Connector Trail Facility										

## EXHIBIT 3

TRANSPORTATION ENHANCEMENTS  
FEDERAL FUND ALLOCATION  
(In Thousands of Dollars)  
FY95 thru FY00

ROUTE COUNTY/CITY TYPE LENGTH	DESCRIPTION	TOTAL COST	PREVIOUS FUNDING	ADD'L FUNDING REQUIRED SOURCE	ACTUAL ALLOCATION (Federal Share) 1994-95	PROJECTED ALLOCATIONS			
						1995-96	1996-97	1997-98	1998-99
City of Williamsburg, James City County and York County  Bikeways and Bike Lockers	Phase I financing for 10.0 miles of bikeways which are both separate facilities or paved shoulder lanes.	PE 291 RW 423 CN 1,636 TO 2,350 960 EN	960						
City of Virginia Beach  Pungo - Park Connector Trail facility	6.2 mile long 10-foot wide asphalt surfaced pedestrian/ bicycle trail on abandoned Norfolk/ Southern Railroad right of way. Trail to include two rest stops, appropriate landscaping, interpretive signage and a bridge over West Neck Creek.	PE 59 RW - CN 586 TO 645 516 EN	516						
City of Richmond  James River & Kanawha Canal	Partial funding for the Richmond Riverfront Development Program and the James River and Kanawha Canal/ Triple Cross Connector project which will link two major sections of canal and urban greenway.	PE 500 RW 750 CN 4,350 TO 5,600 1,000 EN	1,000						

## EXHIBIT 4

WILLIAMSBURG/JAMES CITY/YORK  
REGIONAL BIKEWAYS  
(EN93-137-V11, PE101, RW201, C501)

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FY 94 ENHANCEMENT PROGRAM -- \$1,200,000 TOTAL, \$960,000 FEDERAL

CLASS II BIKEWAYS

1. Longhill Road (Olde Towne Road to Centerville Road - 2.3 miles). Located in James City County -- 20% local match from James City County and VDOT Revenue Sharing Funds.
2. Strawberry Plains Road (Ironbound Road to proposed Route 199/Route 5 interchange - 0.9 mile). Approximately 0.1 mile of Class II bikeway to be constructed by VDOT in conjunction with construction of the Strawberry Plains/Midlands Road turn lane improvements if the roadway project is advertised prior to the bikeway project advertisement. Approximately 0.1 mile of Class II bikeway to be constructed by VDOT in conjunction with construction of the Route 199/Route 5 interchange if the roadway project is advertised prior to the bikeway project advertisement. Located in James City County -- 20% local match from James City County and VDOT Revenue Sharing Funds for 0.9 mile section.
3. Ironbound Road (Strawberry Plains Road to proposed Route 199/Ironbound Road interchange - 0.5 mile). Approximately 0.8 mile of Class II bikeway to be constructed by VDOT in conjunction with construction of the Route 199/Ironbound Road interchange if the roadway project is advertised prior to the bikeway project advertisement. Located in James City County -- 20% local match from James City County and VDOT Revenue Sharing Funds for 0.5 mile section.
4. Rochambeau Drive (Merrimac Trail to Barlow Road - 2.0 miles). Located in York County -- 20% local match from Interstate Matching Funds.
5. Waller Mill Trail (Rails-to-Trails and discontinued right-of-way of Airport Road - 2.0 miles). Located in York County -- 20% local match from York Secondary Road Fund.
6. South Henry Street (Papermill Creek to Route 199 - 0.6 mile). Located in City of Williamsburg -- 20% local match from Williamsburg.

## EXHIBIT 4

WILLIAMSBURG/JAMES CITY/YORK  
REGIONAL BIKEWAYS  
(BW00-965-F01, PE101, C501)

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FY 94 CMAQ FUNDING -- \$350,000 TOTAL, \$280,000 FEDERAL

**CLASS II BIKEWAYS**

1. Longhill Road (Olde Towne Road to proposed Route 199 interchange - 1.3 miles). Approximately 0.4 mile of Class II bikeway to be constructed by VDOT in conjunction with construction of the Route 199/Longhill Road interchange if the roadway project is advertised prior to the bikeway project advertisement. Located in James City County -- 20% local match from James City County Secondary Road Fund for 1.3 miles section.
2. Ironbound Road (Longhill Connector to Tewning Road left turn lane project - 0.2 mile; Tewning Road left turn lane project to Berkeley School - 0.9 mile; total = 1.1 miles). Approximately 0.2 mile of Class II bikeway to be constructed by VDOT in conjunction with construction of the Tewning Road left turn lane project if the roadway project is advertised prior to the bikeway project advertisement. 0.9 mile segment located in James City County -- 20% local match from James City County Secondary Road Fund.
3. Monticello Avenue (Ironbound Road to Compton Drive - 1.4 miles). Located in City of Williamsburg -- 20% local match from State Primary System.

**INTERMODAL TRANSFER STATION**

Bike lockers located at James City County/Williamsburg Recreation Center. Located in James City County -- 20% local match from James City County Capital Improvement Program, City will reimburse James City County for one-half of the match.

## EXHIBIT 4

WILLIAMSBURG/JAMES CITY/YORK  
REGIONAL BIKEWAYS  
(BW00-965-F01, PE101, C501)

<sup>95m</sup>  
FY ~~94~~ CMAQ FUNDING -- \$625,000 TOTAL, \$500,000 FEDERAL

## CLASS I BIKEWAY

1. Route 17 across Poquoson River at Harwoods Mill - 0.5 mile. Located in York County -- 20% local match from State Primary System.

## CLASS II BIKEWAYS

2. John Tyler Highway (Jamestown Road to Route 199/Route 5 interchange - 0.3 mile). Approximately 0.2 mile of Class II bikeway to be constructed by VDOT in conjunction with construction of the Route 199/Route 5 interchange if the roadway project is advertised prior to the bikeway project advertisement. Located in the City of Williamsburg -- 20% local match from Williamsburg Urban Allocation (19.6% state, 0.4% City) for 0.3 mile section. If road project is advertised prior to the bikeway project, then the bikeways will be constructed as a part of the roadway project.
3. Jamestown Road (Lake Powell to James Square - 1.0 mile). Located in James City County -- 20% local match from James City County and VDOT Revenue Sharing Funds.

## EXHIBIT 5

INTERSTATE SYSTEM IMPROVEMENT PROGRAM (In Thousands of Dollars) FY95 thru FY00												SUFFOLK DISTRICT			
ROUTE COUNTY/CITY TYPE LENGTH	DESCRIPTION	ESTIMATED COST		PREVIOUS FUNDING	ADD'L FUNDING REQUIRED FUND SOURCE	ACTUAL ALLOCATION 1994-95	PROJECTED ALLOCATIONS					BALANCE TO COMPLETE			
		PLANNING	ENGINEER				1995-96	1996-97	1997-98	1998-99	1999-00				
Districtwide	Beautification Improvements				195	65	26	26	26	26	26	26	-		
Districtwide	Interstate Matching Funds Required for Federal Enhancement Program (Rochambeau)		14666		123	123	-	-	-	-	-	-	-		
	DISTRICT SUMMARY														
	IM					7,020	23,492	22,315	20,809	21,968	24,300	-	-		
	NHS					59,415	18,647	18,325	18,604	20,362	23,385	-	-		
	TOTAL					86,310	42,139	40,640	39,413	42,330	47,685	-	-		
	FEDERAL INTERSTATE 4-R DEMONSTRATION FUNDS					2,230	2,230	2,230	-	-	-	-	-		
	FEDERAL INTERSTATE DEMONSTRATION FUNDS					1,358	1,358	1,358	-	-	-	-	-		



## EXHIBIT 5

PRIMARY SYSTEM IMPROVEMENT PROGRAM (In Thousands of Dollars) FY95 thru FY00											SUFFOLK DISTRICT	
ROUTE COUNTY/CITY TYPE LENGTH	DESCRIPTION	ESTIMATED COST		PREVIOUS FUNDING	ADD'L FUNDING REQUIRED /FUND SOURCE	ACTUAL ALLOCATION 1994-95	PROJECTED ALLOCATIONS					BALANCE TO COMPLETE
		PLANNING	ENGINEER				1995-96	1996-97	1997-98	1998-99	1999-00	
Districtwide	Advance Funding for Preliminary Engineering				500	500	-	-	-	-	-	-
	Primary Matching Funds Required for Safety Program					-	-	-	-	-	-	-
	Primary Matching Funds Required for Enhancement Program				8	8	-	-	-	-	-	-
	Primary Matching Funds Required for Federal CMAQ Program	12877										
	Future STP Regional Fund Distribution to be Determined by Local WPO					-	(1) 8,923	(1) 11,341	(1) 11,965	(1) 11,965	(1) 11,965	-
	DISTRICT SUMMARY STP STATEWIDE ALLOCATIONS NATIONAL HIGHWAY SYSTEM ALLOCATIONS FEDERAL DEMONSTRATION PROJECT APPORTIONMENTS STP REGIONAL ALLOCATIONS					16,840 2,158 2,500 1,086 3,024	15,059 9,100 6,110 1,086 8,923	15,294 11,200 10,820 1,086 11,341	15,592 1,000 12,932 - 11,965	15,991 1,000 12,932 - 11,965	16,675 - 12,932 - 11,965	13,000

(T) STP Regional Allocations

## EXHIBIT 5

URBAN SYSTEM IMPROVEMENT PROGRAM (In Thousands of Dollars) FY 95 THRU FY 00										SUFFOLK DISTRICT URBAN SYSTEM			
MUNICIPALITY /STREET TYPE IMPROVE LENGTH	DESCRIPTION PROJECT NUMBER	ESTIMATED COST		PREVIOUS FUNDING	ADD'L FUNDING REQUIRED /FUND SOURCE	ACTUAL ALLOCATION 1994-95	PROJECTED ALLOCATIONS					BALANCE TO COMPLETE	
		PLANNING	ENGINEER				1995-96	1996-97	1997-98	1998-99	1999-00		
Williamsburg Richmond Rd.	Monticello Ave. to Dillard St.	PE RW CN TO	169 280 1,346 1,795	1,266	529 S	105	124	100	100	0	0	0	
4 Lane 0.4 Mile	0060-137-105, PE101 RW201, C501	9939					Schedule pending outcome of PDC study						
Williamsburg Richmond Rd.	Monticello Ave. to New Hope Road	PE RW CN TO	50 150 870 1,070	0	1,070 S	300	200	370	0	0	0	0	
4 Lane 0.3 Mile	0060-137-106, PE101, RW201, C501	14750					Plans and Contract Administration by City						
Williamsburg Monticello Ave. Extension	Richmond Rd. to NCL at Rt. 60	PE RW CN TO	651 2,761 2,604 6,016	4,655	1,361 M/STP	139	198	270	113	495	146	0	
4 Lane 0.3 Mile	U000-137-103, PE101, RW201, C501, B603	2042					Schedule pending outcome of PDC study						
Williamsburg Ironbound Road	Tewning Road (Incl. Bikeways)	PE RW CN TO	25 35 84 144	0	*	36	36	0	0	0	0	0	
left Turn Lane	U000-137-105, PE101, RW201, C501	14673			S	* 72 to be Provided from James City County Secondary Project							
Williamsburg	Urban Matching Funds Required for Federal CMAQ Program in Williamsburg	PE RW CN TO				42							
SUFFOLK DISTRICT TOTALS		APPORTIONMENTS NOT ALLOCATED TOTAL		0		69,712 69,712	0 62,263 62,263	155 63,479 63,634	504 64,504 65,008	8,341 58,550 66,891	16,055 54,080 70,135		
		STP STATEWIDE ALLOCATION STP REGIONAL ALLOCATION NATIONAL HIGHWAY SYSTEM ALLOCATION		8,795 500		1,000 5,853	1,000 3,353	1,000	1,000	1,000	10,890		

JAN 23 1995

ORDINANCE NO. 55A-18BOARD OF SUPERVISORS  
JAMES CITY COUNTY  
VIRGINIA

AN ORDINANCE TO AMEND AND REORDAIN CHAPTER 2, ADMINISTRATION, OF THE CODE OF THE COUNTY OF JAMES CITY, VIRGINIA, BY AMENDING ARTICLE II, MAGISTERIAL DISTRICT, ELECTION DISTRICTS AND ELECTION PRECINCTS, SECTION 2-5, ELECTION DISTRICT BOUNDARIES.

BE IT ORDAINED by the Board of Supervisors of the County of James City, Virginia, that Chapter 2, Administration, is hereby amended and reordained by amending Section 2-5, Election district boundaries.

## Chapter 2. Administration

### Article II. Magisterial District, Election Districts

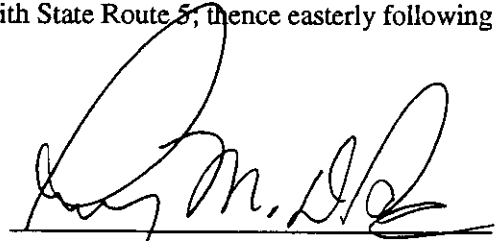
#### and Election Precincts.

#### Section 2-5. Election district boundaries.

Berkeley Election District. Beginning at a point where State Route 5 intersects the Williamsburg city limits; thence northerly following the Williamsburg city limits to the point at which they intersect the York County line; thence northerly following the York County line to a point on State Route 603 1,400 feet north of State Route 645; thence westerly along the southern property line of Parcel (33-3)(1-10); thence projecting the southern property line of Parcel (33-3)(1-10) across the CSXT Railroad main line; and U.S. Route 60 where the projected line intersects State Route 658; thence following the centerline of State Route 658 to State Route 612; *thence southerly following the centerline of State Route 612 to the northeast property corner of Parcel (32-4)(1-31); thence westerly following the northern property line of Parcel (32-4)(1-31) for approximately 900 feet to the northwest property corner of Parcel (32-4)(1-31) for approximately 300 feet to the southwest*

Ordinance to Amend and Reordain  
Chapter 2. Administration  
Page 2

corner of Parcel (32-4)(1-31); thence southwesterly following the centerline of the ravine dividing Williamsburg West subdivision on the south from Windsor Forest subdivision on the north for approximately 2,750 feet to a point where the ravine intersects with Chisel Run; thence westerly following the centerline of Chisel Run for approximately 2,500 feet to a point where Chisel Run intersects Longhill Swamp/Powhatan Creek; thence westerly following the centerline of Powhatan Creek to its intersection with State Route 613; thence following the centerline of Powhatan Creek to its intersection with State Route 613; thence westerly along the centerline of State Route 613 to its intersection with State Route 614; thence southerly along State Route 614 to a point 6,000 feet north of State Route 5; thence westerly to Shell Bank Creek; thence following the centerline of Shell Bank Creek to the point where it intersects State Route 5; thence easterly following the centerline of State Route 5 to a point where it intersects State Route 614; thence southerly following the centerline of State Route 614 to the point where it intersects State Route 31; thence easterly following the centerline of State Route 31 to its intersection with State Route 681; thence northerly along the centerline of State Route 681 to its intersection with State Route 615; thence northerly along State Route 615 to its intersection with State Route 629; thence easterly along the centerline of State Route 629 to its intersection with State Route 5; thence easterly following the centerline of State Route 5 to the point of beginning.



Perry M. DePue, Chairman  
Board of Supervisors

ATTEST:

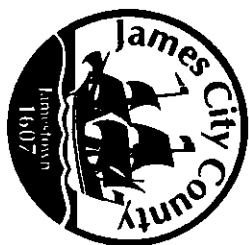


David B. Norman  
Clerk to the Board

<u>SUPERVISOR</u>	<u>VOTE</u>
SISK	AYE
EDWARDS	AYE
MAGOON	AYE
TAYLOR	AYE
DEPUE	AYE

Adopted by the Board of Supervisors of James City County, Virginia, this 23rd day of January, 1995.

Chp2-5el.ord



# JAMES CITY COUNTY ACTION PLAN



Adopted by the Board of Supervisors  
JULY 20, 1992  
Proposed Revision—January 23, 1995

# Table of Contents

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County Mission and Goals	1
Planning Process	2
Summary of Tactical Plans:	
■ Housing	3
■ People with Special Needs	9
■ Resource Management	14
■ Economic Development	20
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Implementation	30

## COUNTY MISSION

The mission of the James City County Government is to provide a safe pleasant environment with a high quality of life in a responsible and cost-effective manner.

## COUNTY GOALS

1. Human Services - To ensure that services provided meet basic human needs and encourage self-sufficiency. To provide a wide range of Human Services to citizens that are coordinated, integrated and cost effective.
2. Education - To ensure that our public education system provides services to all students/clients that provides marketable skills, prepares them for citizenship, promotes self-sufficiency, and enhances their quality of life. To provide information about public programs, services and issues in order to promote an informed, involved and knowledgeable citizenry.
3. Public Resource Management - To develop, manage, maintain and enhance current and future public facilities and financial resources in response to Community requirements.
4. Public Safety - To protect life and property by providing efficient and effective public safety services. To reduce the risk of life and property loss through prevention and education.
5. Human Resources - To attract, develop and retain productive, well-qualified employees committed to service. To promote Equal Employment Opportunity.
6. Environment - To provide a safe, pleasant environment through the protection of natural and historic resources and through the provision of public utilities and public safety services.
7. Economic Development - To diversify the tax base through commercial and industrial investment.
8. Regional Cooperation - To seek opportunities to cooperate with neighboring communities to provide cost-effective enhanced services.
9. Organizational Development - To improve the capacity of the organization to respond to internal and external conditions which affect its ability to achieve its mission.
10. Growth - To take initiative to ensure that growth maintains or enhances the quality of life. To maintain quality services under the demands of growth.

## **PLANNING PROCESS**

Teams were established to envision a preferred future and establish a plan that would enable the community to reach that future. The teams then progressed through the following phases to formulate each plan:

### **Phase I - Where Are We Now?**

The first phase consisted of team decisions as to what was being done currently regarding each issue. The needs of the community were also established by recognizing that there were various constituencies as it applied to each issue. The teams evaluated how well the organization was responding to these needs.

### **Phase II - Where Do We Want To Be?**

This phase challenged each team to develop a vision of the future profile of the community. Potential opportunities had to be recognized which would help the community reach its "vision." In addition, any negative impacts needed to be analyzed to see how they may be mitigated. In visualizing what the future should look like, the teams conducted surveys and interviews with County staff, as well as a variety of citizens who had an interest or would be impacted by the successful realization of the vision that was established.

### **Phase III - How Do We Get There?**

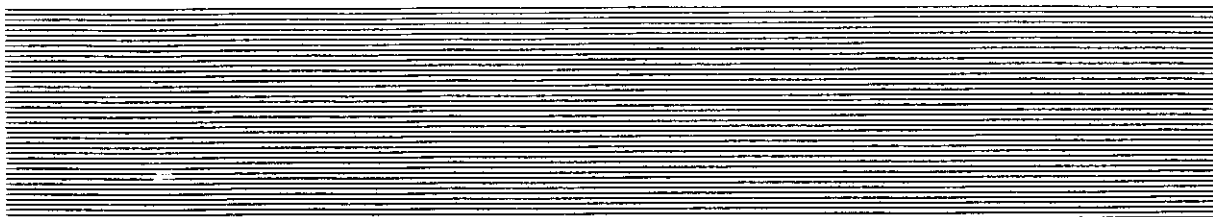
Each team developed a list of "critical success factors" that needed to be established if the vision was to become a reality. Each success factor was analyzed in order to ascertain the gap between our current position and the future vision. Strategies and specific recommendations were formulated which would reduce the gap between "where we are now" and "where do we want to be."

### **Phase IV - Review**

Since it is important that both the County Administrator's Office and the Managers become familiar with and "buy in" to the specifics of the Action Plan, an intensive review process was held. Some specifics were changed by the review process. However, the thrust and direction of the plan established by the teams were essentially unchanged by the review process.

**Note:** This Action Plan addresses the four critical issues of Housing, People with Special Needs, Resource Management, and Economic Development which were determined to be important for the County's immediate future. This Plan is not intended to address all County goal areas as listed on Page 1.





# HOUSING



## **HOUSING STRATEGIC TEAM VISION OF SUCCESS**

The County has an integrated set of policies and programs which promote affordable home ownership or rental opportunities for all County residents and workers and which foster quality neighborhoods that offer decent and safe living conditions.

The County develops policies that encourage creative land planning/building arrangements, as well as various building technologies. Further the County's policies promote diversity of housing types within new and existing neighborhoods and accommodate the housing needs of "persons with special needs."

The County is committed to a systematic review of existing and proposed regulations and fees to ensure that unnecessary barriers are not imposed on developers of affordable housing.

The County continues and expands innovative partnerships with the private sector to develop, market and finance affordable "starter" homes. These initiatives build on the County's tradition of home ownership by low- and moderate-income families and allow the County to target existing County residents and workers.

Public financing of infrastructure (i.e., water, sewer, roads, drainage) and/or development requirements (i.e., open space, buffers) is considered in order to promote quality affordable "starter" housing developments. These developments include homes affordable to households whose income is equivalent to the salary of a firefighter, nurse, etc.

The County develops mechanisms to preserve affordability of homes built through various public/private partnerships.

The County provides coordinated programs, outreach, and referrals among local organizations providing housing services and financing.

James City County implements a model employer-assisted housing program for County and School Board employees.

The County supports a variety of educational and counseling programs including financial counseling, home buyer counseling, housing upkeep and maintenance training, and information regarding existing housing programs.

Homeowners and residents of rental units should be provided assistance to assure that rental homes meet basic health and safety standards.

All neighborhoods have adequate and safe water supply, sewage disposal system, fire hydrants, and other necessary public facilities.

The County actively pursues partnerships with neighborhood residents and/or property management to address safety, social and environmental problems.

**JAMES CITY COUNTY  
ACTION PLAN**

CRITICAL ISSUE 1: Housing \_\_\_\_\_

STRATEGY	RESPONSIBILITY	RECOMMENDED ACTION
1. Provide an adequate supply of both new and existing affordable housing which meets safe and sanitary standards.	Office of Housing and Community Development (OHCD)/Planning/Real Estate Assessments/Code Compliance/Community Services	1. Establish an interdepartmental team to track availability of affordable housing, condition of existing housing, and impact of James City County housing programs and land use policies, and ordinance revisions. Departments should also continue and expand circulation of proposed new ordinances and programs to appropriate departments/divisions, as well as to housing industry for comments prior to Board consideration.  <b>PURPOSE:</b> Needed to ensure effectiveness of programs, monitor supply and condition of affordable housing and document housing needs.
	Planning/County Attorney	2. Pursue enabling legislation and adoption of Affordable Housing Ordinance and adopt Land Use Policies which encourage affordable housing in all residential neighborhoods.  <b>PURPOSE:</b> This will provide a legal basis to encourage or mandate the construction of affordable housing units.
	OHCD/County Attorney	3. Develop mechanisms to extend affordability of homes subsidized through government funding.
	OHCD	4. Secure State and Federal funds to make housing improvements to the homes of low- and moderate-income households and to construct homes affordable to low- and moderate-income households.  <b>PURPOSE:</b> Needed to preserve the affordability of those homes built for low- and moderate-income persons so they will remain affordable when resold.

**JAMES CITY COUNTY  
ACTION PLAN**

**CRITICAL ISSUE 1: Housing**

STRATEGY	RESPONSIBILITY	RECOMMENDED ACTION
<p>2. Aggressively pursue alternative and innovative financing for housing initiatives which address needs of low- and moderate-income County residents.</p>	<p>OHCD/County Attorney/Financial and Management Services (FMS)</p> <p>OHCD</p>	<p>1. Evaluate alternative arrangements such as a County-sponsored nonprofit development corporation to enable the County to acquire, own, develop and buy back property for the benefit of low- and moderate-income housing.</p> <p>2. Pursue partnerships and financing opportunities with private developers, nonprofits, lenders, other County departments, neighboring localities, and Federal and State agencies.</p> <p><b>PURPOSE:</b> Need to devote more time to seeking alternative funding sources and ensure that current data is available to expedite funding applications.</p>
<p>3. Continue to plan and implement comprehensive neighborhood revitalization projects.</p>	<p>OHCD/Planning/Community Services/Public Safety/James City Service Authority (JCSA)</p>	<p>1. Identify and prioritize neighborhoods needing comprehensive revitalization projects.</p> <p><b>PURPOSE:</b> It is necessary to assess needs of County neighborhoods in a comprehensive manner in order to provide appropriate housing services, resources and education/counseling programs.</p> <p>2. Use teams in conjunction with neighborhood residents to develop neighborhood revitalization strategies that address housing, public safety, public facilities, social, economic, environmental, etc., concerns.</p> <p><b>PURPOSE:</b> Housing rehab and infill development of affordable housing is often dependent on other neighborhood improvements.</p>

**JAMES CITY COUNTY  
ACTION PLAN**

**CRITICAL ISSUE 1: Housing**

STRATEGY	RESPONSIBILITY	RECOMMENDED ACTION
<p>4. Develop a strategy for investment of local dollars to promote new affordable housing and expand the capacity of the County to provide housing rehab assistance.</p> <p>5. Develop a comprehensive housing counseling program.</p>	<p>OHCD/Planning</p> <p>OHCD</p>	<p>1. CIP Housing Fund should be maintained in order to provide matching financing to support public/private partnerships to provide new affordable housing and housing rehabilitation. <b>PURPOSE:</b> County needs to have flexibility to make investment to leverage Federal, State and private funds.</p> <p>2. Consider expansion of staff in order to implement housing programs when it is demonstrated that additional Federal, State and/or private funding can be obtained to address priority housing needs. <b>PURPOSE:</b> Due to the County's well regarded track record, opportunities are available to leverage loan and grant funds provided adequate staffing is assured.</p> <p>1. Sponsor and coordinate home buyer seminars offered by private lending institutions. <b>PURPOSE:</b> To meet Federal Community Reinvestment Act mandates, a number of lenders have developed home buyer seminar programs. This is a valuable resource which can be coordinated with OHCD programs.</p>

**JAMES CITY COUNTY  
ACTION PLAN**

**CRITICAL ISSUE 1: Housing**

STRATEGY	RESPONSIBILITY	RECOMMENDED ACTION
6. Develop a comprehensive public information program regarding James City County affordable housing initiatives and housing assistance available to James City County residents.	OHCD	2. Provide enhanced capability through training of housing counselors.  <b>PURPOSE:</b> Training in home maintenance is essential to prevent substandard housing.
	Extension/Community Services/ FMS/County Attorney	3. Enhance existing financial counseling programs for home purchasers and homeowners.  <b>PURPOSE:</b> Dependence on financial counseling program has grown as housing programs have expanded. There is a need to serve those requesting assistance in a timely manner.
	OHCD/Communications/Graphics	1. Develop public information materials regarding County housing strategy and implementation as well as available housing programs and resources.
	OHCD	2. Develop and update a list of housing resources, services and programs available to County residents. Provide periodic targeted presentations, training sessions and materials for County personnel on housing programs and resources.  <b>PURPOSE:</b> Public survey and team discussions revealed a need for more information on available housing programs.

**JAMES CITY COUNTY  
ACTION PLAN**

**CRITICAL ISSUE 1: Housing**

STRATEGY	RESPONSIBILITY	RECOMMENDED ACTION
7. Develop a James City County model for employer-assisted housing program.	OHCD/Human Resources	<p>1. Develop James City County program.</p> <p>2. Encourage and assist other employers to develop and coordinate employer assisted housing program.</p> <p><b>PURPOSE:</b> There is a need to address employees' housing needs while serving as a model for other County employers.</p>



# PEOPLE WITH SPECIAL NEEDS





## **PEOPLE WITH SPECIAL NEEDS VISION OF SUCCESS**

James City County promotes self-reliance and protection for all citizens through community-based services.

- \* Effective human service activities can promote the maximum independence of individuals and strengthen families, avoid or minimize physical or mental dysfunction, reduce the likelihood of dependency on governmental and private sector support, and encourage future cost savings through early intervention or treatment.
- \* It is the policy of the County to promote the strength and well-being of individuals and families, and to increase the self-reliance of all citizens.
- \* In practice, the County operates in cooperation with individuals, communities, groups, other public and private organizations, and other governments to develop, initiate, implement, improve and coordinate local human service programs.

Toward that end, the County supports strategic planning for human services which promotes the values of:

1. Strong, safe families
2. Self-reliance
3. Community partnerships

Challenges currently facing the County include:

1. Dramatically reduced Federal and State funding
2. Increased citizen demand for services
3. Increase in numbers of citizens needing basic food and shelter services
4. Lack of coordinated transportation services
5. Lack of coordinated services to senior citizens
6. Increased need for technical skills training and job placement services
7. Increased family violence
8. Lack of clearly identifiable efforts to prevent family break-ups, delinquency, abuse, and other problems
9. Continued increase of State mandates without accompanying funding

Accordingly, the County's plan is focused on six goal areas:

### **1. Healthy Life-styles -**

To promote mentally and physically healthy life-styles for all residents by providing accessible, affordable, quality community-based programs which encourage individuals to set goals and make decisions that result in good health and well-being.

2. Positive Youth Development -

To promote policies, condition, and practices that enable youth to pursue healthy and productive lives, experience socially desirable roles, develop positive self concepts, and increase their sense of personal responsibility and independence.

3. Positive Family Life -

To promote the stability and strength of families by the development of programs within communities which enhance positive family relationships, economic stability and community involvement.

4. Gainful Employment and Literacy -

To provide appropriate educational and employment training programs for individuals throughout their lifetimes which promote literacy and productive employment, so that all citizens may be contributing members of their community.

5. Independent Living -

To promote the availability and accessibility of community services and environments which increase the ability of individuals to achieve and maintain independence and self-sufficiency.

6. Safe Environment -

To promote policies, conditions and practices that recognize the need to create a safe and healthful environment for all County residents.

**JAMES CITY COUNTY  
ACTION PLAN**

**CRITICAL ISSUE 2: People with Special Needs** \_\_\_\_\_

STRATEGY	RESPONSIBILITY	RECOMMENDED ACTION
1. Ensure continuation of specialized services needed to enhance the self-sufficiency of low-income residents.	Community Services/ Self-Sufficiency	<ol style="list-style-type: none"> <li>1. Conduct an annual effectiveness review, and develop an annual plan to meet changing needs.</li> <li>2. Establish partnership with a major employer to provide employment opportunities.</li> <li>3. Implement educational programs to address financial needs of program participants.</li> <li>4. Increase job development, placement, and follow-up components of self-sufficiency project.</li> </ol> <p><b>PURPOSE:</b> To address the problems of dependency on public assistance and barriers to self-reliance confronting many citizens.</p>
2. Expand Youth Development activities to provide integrated, community-based human service programs.	Community Services/ Recreation/Extension/Self-Sufficiency/Social Services	<ol style="list-style-type: none"> <li>1. Identify programs to be delivered through the input of the Youth Commission.</li> <li>2. Develop a plan to identify the most appropriate school and community sites or facilities for program delivery.</li> <li>3. Establish a Youth Commission.</li> <li>4. Establish a neighborhood program for youth in at-risk neighborhoods.</li> <li>5. Implement a program that provides employment, education enhancement and training services for at-risk youth.</li> <li>6. Expand youth and family services offered through the Comprehensive Services Act Program.</li> </ol>

**JAMES CITY COUNTY  
ACTION PLAN**

**CRITICAL ISSUE 2: People with Special Needs**\_\_\_\_\_

STRATEGY	RESPONSIBILITY	RECOMMENDED ACTION
3. Improve the coordination of the community transportation system.	Community Services/Transit	<p>1. Implement changes which would link funding to coordination.</p> <p><b>PURPOSE:</b> To address the problem of lack of coordinated and clearly identifiable, cost-effective prevention services to youth and their families.</p> <p><b>PURPOSE:</b> To address the problem of lack of access to existing community services by many JCC residents.</p>
4. Expand health services to meet primary needs of low-income residents.	Community Services	<p>1. Establish an ongoing funding stream for WAMAC.</p> <p>2. Coordinate services with other human services agencies.</p> <p>3. Monitor and respond to national health care policy.</p>
5. Establish a Senior Citizens Council responsible for coordination of health protective, and other services to vulnerable and needy elderly citizens.	Community Services/Social Services	<p><b>PURPOSE:</b> To address the problem of lack of basic health care services for many JCC residents.</p> <p>1. Assume leadership role in Coordinating Council for Senior Citizens.</p> <p>2. Provide case management services to eligible recipients of WAMAC services.</p> <p>3. Increase number of volunteers trained to work with the elderly and disabled.</p> <p>4. Increase number of citizens receiving home health or companion services.</p> <p>5. Increase social work staff time available for working with community residents.</p>

**JAMES CITY COUNTY  
ACTION PLAN**

**CRITICAL ISSUE 2: People with Special Needs**

STRATEGY	RESPONSIBILITY	RECOMMENDED ACTION
<p>6. Develop a neighborhood planning scheme to promote partnerships between James City County and community residents and to obtain funds to address targeted neighborhood needs in a comprehensive manner.</p>	<p>Community Services/Self-Sufficiency/Social Services/OHCD/Extension/Police/Recreation/Development Management/Neighborhood Connections</p>	<p><b>PURPOSE:</b> To address the problem of lack of coordination of services to the elderly and lack of citizen representation of their needs.</p> <ol style="list-style-type: none"> <li>1. Identify target neighborhoods.</li> <li>2. Annually establish a list by neighborhood identifying planning and educational activities, as well as public facility and housing improvements to be undertaken by the County and County-supported agencies.</li> <li>3. Prioritize desired plan elements.</li> <li>4. Identify and prioritize neighborhoods needing comprehensive neighborhood plans.</li> <li>5. Use team approval in conjunction with neighborhood residents to draft neighborhood plans that address social, economic, environmental, etc., concerns.</li> <li>6. Develop a Community Leadership training program to identify and develop resident volunteer program leaders. Also, to provide for ongoing actions after the County programs have ended.</li> <li>7. Develop mechanism to update plans and evaluate effectiveness of recommended strategies.</li> </ol>



# RESOURCE MANAGEMENT



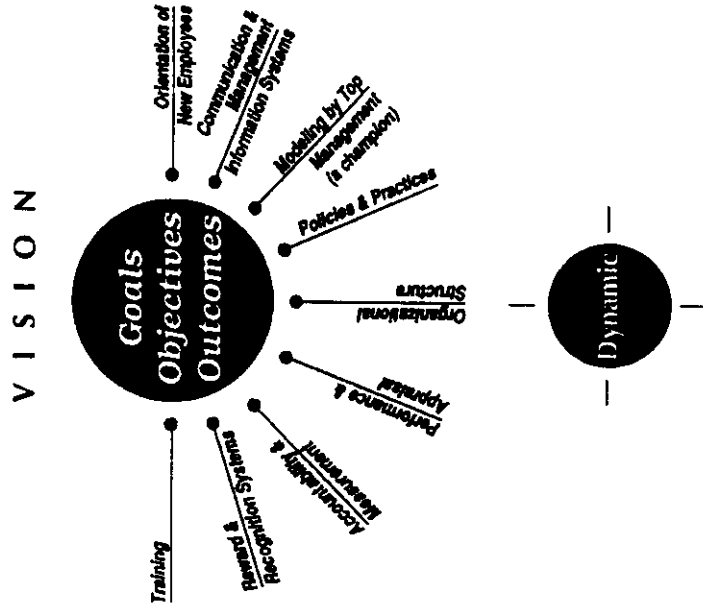
## **RESOURCE MANAGEMENT VISION OF SUCCESS**

James City County will face **increased service requirements and limited resources**. The County will meet these demands for services by developing a Comprehensive Resource Management System. The Resource Management System will use resources effectively to respond to the needs of the citizenry. The Resource Management System will provide for efficient application of resources and result in real cost savings. Technically competent employees will institute sound management procedures. The System will provide for an equitable allocation of resources; prioritization process with a "win-win" perception; require individual and group performance be measured and evaluated based on established standards, and create an environment for support and commitment from the community and County employees. It is envisioned that this Resource Management System will be institutionalized and become a part of County managers' and employees' operative way of conducting business on a day-to-day basis.

Several action plans will be developed to make the Resource Management Vision a reality:

1. An Alternative Revenue Source Plan will provide for the identification and evaluation of all revenue sources and relate them to the various service programs. This plan will consider, but not be limited to, areas such as maximizing use of Federal and State Grants, seeking legislation for stronger developer proffers, increasing various local taxes, seeking legislation to impose impact fees, and maximizing user fees to sustain selected County services.
2. A Regionalization Plan will provide the framework for identifying opportunities to join with other municipalities to provide services economically to all citizens. Areas for consideration are future Water Supply, Economic Development, Planning, Recreation Programs, Transit Services, Recycling/Refuse Collection Programs, and Public Safety programs and/or operations.
3. A Citizen Support Plan will inform the citizens in order to gain support and understanding of the County's Resource Management System.
4. An Information Technology Management Plan will determine information technology requirements and ways to integrate and manage information. It would include, but not be limited to, the establishment of an Information Steering Committee to serve as the management group for future technology planning.
5. A High Performance Work Culture will provide for continuous development, review and evaluation of management practices. It will include, but not be limited to, fiscal accountability, performance measurement, training, reward and recognition systems, employee performance appraisal, organizational structure, policies and procedures, modeling by top management down throughout the organization, communication and management information.

# High Performance Work Systems

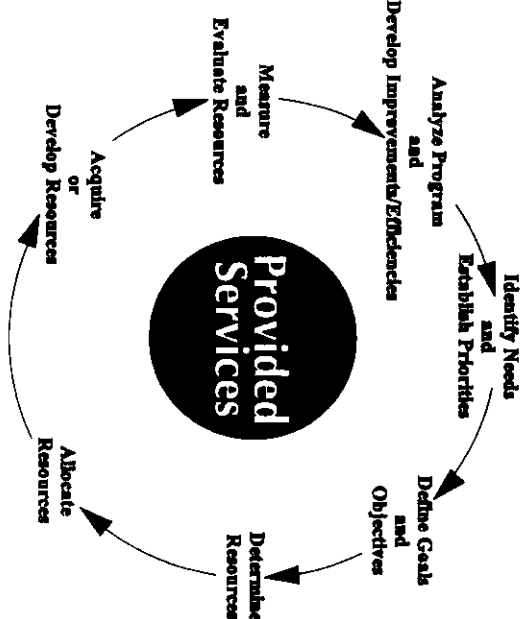


These factors affect management and organizational systems which will effect a change in the culture of an organization.



6. A Resource Management Process Plan will provide essential and interactive elements to support the Resource Management System. This plan will generally follow the Resource Management Process Model as presented below. The model lends itself to a cyclic type process which can be altered as requirements dictate.

# Resource Management Process Model



Resource Management is a dynamic and evolutionary process. The County's Resource Management goal seeks the efficient and effective use of resources through appropriate management systems and procedures. The County will develop an appreciation for available resources and a commitment for efficient and effective utilization.

**JAMES CITY COUNTY  
ACTION PLAN**

**CRITICAL ISSUE 3: Resource Management**

STRATEGY	RESPONSIBILITY	RECOMMENDED ACTION
<p>1. Establish a High Performance Work Culture that will enhance the organization's effectiveness as applied to managing its process.</p>	<p>Assistant County Administrator/ Human Resources/Training and Quality Performance (TQP)</p>	<p>1. Evaluate potential improvements to the organizational structure and culture.</p> <p><b>PURPOSE:</b> Through interviews and surveys, there appears to be interest in taking a look at the County's Organizational Structure and Culture. Recommended changes should enhance customer service, internal and external.</p>
<p>2. Evaluate an Alternative Revenue Source System to identify and evaluate all revenue sources.</p>	<p>FMS</p>	<p>1. Evaluate the feasibility and cost/benefit of real estate taxes being paid twice per year, Equal Taxing Authority, and other potential revenue sources.</p> <p><b>PURPOSE:</b> Future demands for service and capital projects will require more revenue. Every revenue source should be considered to satisfy this demand. This review should provide the mechanisms necessary to project the source and amount of revenue for the various needs of the County.</p>
	<p>FMS</p>	<p>2. Develop a plan to periodically evaluate user fees, permit fees, and to research Federal/State funding options.</p> <p><b>PURPOSE:</b> There is a need to review all nontax fees and grants. Where fees are currently established a review should be made to see if costs are adequately covered. New fees might be recommended based on a policy decision as to the best course of action to deal with resource shortfalls.</p>
	<p>Assistant County Administrator/ FMS/County Attorney</p>	<p>3. Promote various forms of communications with State to provide counties with additional revenue options.</p>

**JAMES CITY COUNTY  
ACTION PLAN**

**CRITICAL ISSUE 3: Resource Management**

STRATEGY	RESPONSIBILITY	RECOMMENDED ACTION
3. Establish an Information Technology Management System to identify information requirements and ways to integrate and manage information.	Information Steering Committee	1. Develop an Information Technology Management Plan.  <b>PURPOSE:</b> There is a need for an Information Technology Master Plan that would be used as the road map to the future. This plan should be developed by managers. The results should provide for the orderly requirement identification, programming, implementation and training for new technology of the future.
4. Establish a Regionalization System to identify opportunities to join other jurisdictions in providing economical services to all citizens.	Assistant County Administrator/FMS	1. Explore the possibilities of regional approaches to citizens' needs.  <b>PURPOSE:</b> There is no cohesive effort to identify opportunities to join other municipalities in regionalization initiatives. This effort should provide the framework for all initiatives to be developed.
	JCSA	2. Evaluate the feasibility of Water Supply Regionalization.  <b>PURPOSE:</b> Self-explanatory.
	Police/Fire	3. Evaluate the feasibility of increased Public Safety Regionalization.  <b>PURPOSE:</b> Self-explanatory.
	JCSA	4. Evaluate the feasibility of increased Recycling and Refuse Collection Regionalization.  <b>PURPOSE:</b> Self-explanatory.

**JAMES CITY COUNTY  
ACTION PLAN**

**CRITICAL ISSUE 3: Resource Management**

STRATEGY	RESPONSIBILITY	RECOMMENDED ACTION
<p>5. Establish a Privatization System to identify opportunities to join with the private sector in providing economical services to the County citizens.</p>	<p>Assistant County Administrator/FMS</p>	<ol style="list-style-type: none"> <li>1. Identify and evaluate possible areas for privatization.</li> <li>2. Evaluate areas where the County and Schools can effectively share in the provision of services.</li> </ol> <p><b>PURPOSE:</b> Currently there is no effort to identify privatization opportunities. This action considers use of donated funds from the private sector, public/private partnerships and multiuse facilities and the use of the private sector to provide local governmental services.</p>

# ECONOMIC DEVELOPMENT



## ECONOMIC DEVELOPMENT VISION OF SUCCESS

During the last several years, the commercial-industrial to residential revenue ratio in James City County has become significantly imbalanced toward spiraling residential growth. At the same time, the major components of our existing commercial-industrial base -- beer and tourism -- have either remained static or eroded. That trend must be halted and reversed toward increased commercial-industrial capital investment.

The County should diversify and expand its nonresidential, non-retail economic base. Emphasis should be on the attraction of a variety of compatible, high-quality non-retail commercial and industrial investments offering semiskilled, skilled and professional job opportunities; industry types that contribute towards the continued viability of agricultural and forestal uses in the County might also be useful to target. Compatible high-quality commercial and industrial development in James City County is development that meets the goals outlined in the Comprehensive Plan and is capital intensive, environmentally aware and low polluting, aesthetically responsible, and either has a low impact on existing infrastructure or is willing to participate in the upgrading of the infrastructure it would affect. Such development would also provide skilled job opportunities of a year-round, full-time nature which would assist in raising the standard of living for our citizens. Support for retaining and expanding our existing industry should, of course, continue to be a primary goal.

To aspire to this vision of success, a superior community assets and resources package must be in place. An improved surface and air transportation system both within the County and the region will encourage the development of high-quality capital-intensive industry. Enhanced water, sewer and power support systems are also essential.

The Williamsburg area has a widely recognized address nationally and internationally. It should be a goal of the County to become a premiere business address, as well.

James City County should be committed to development of a public education system that is second to none -- one that is responsive both to the needs of our business and industries and to the high quality of life standards in our community. The County should also involve itself in the development and promotion of our local and regional institutions of higher education.

James City County must project the image of an area conducive to and supportive of high-quality, compatible commercial and industrial development with a consistent, reasonable and positive attitude during both the search and development review processes and throughout the industries' stay in the County. This positive, projected image must start at the very top of our government structure with our elected officials and extend through all levels of government staff.

Finally, James City County must realize that the economic development arena is a highly competitive one. We must be willing to commit the energy and resources required to achieve the proper commercial/industrial development mix necessary to maximize the County's return on its investment in a solid, progressive economic development program. This commitment must be ongoing and supported at every level of government within the County.

## CRITICAL ISSUE 4: Economic Development

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**JAMES CITY COUNTY  
ACTION PLAN**

**CRITICAL ISSUE 4: Economic Development**

STRATEGY	RESPONSIBILITY	RECOMMENDED ACTION
<p>2. Ensure the adequate availability of a selection of marketable "ready-to-go" industrial and office properties.</p>	<p>County Administration</p> <p>Development Management/County Attorney</p> <p>Office of Economic Development/FMS</p> <p>County Attorney</p>	<p>4. Establish a BOS/IDA/staff committee to investigate the creation of local incentives to encourage industry retention, expansion and attraction.</p> <p><b>PURPOSE:</b> With the national and international economic stagnation that has occurred over the last several years, a growing number of municipalities are competing for fewer and fewer capital investment dollars. In short, it is a "buyer's market." We must do what we rationally can if we are to be able to compete for the "plum" investments in the market.</p> <p>1. Evaluate the feasibility of pre-zoning selected potential industrial and office properties.</p> <p><b>PURPOSE:</b> In many industrial opportunities, time is of the essence. Many prospects cannot accept a lengthy zoning process in their schedules.</p> <p>2. Evaluate the feasibility of establishing revolving loan and public/private partnership programs.</p> <p><b>PURPOSE:</b> Loan programs and public/private partnerships reduce start-up costs and can make it possible for private landowners to make developed sites available for economic development opportunities.</p> <p>3. Explore the most effective way by which the IDA can participate more actively in the economic development process, within the legal framework.</p> <p><b>PURPOSE:</b> As a quasi-private arm of the County and the State, the IDA enjoys a broader latitude as to what it can do and how it can do it to retain and attract business and industry. Such potential new roles for the IDA should be identified and reviewed for applicability.</p>



**JAMES CITY COUNTY  
ACTION PLAN**

**CRITICAL ISSUE 4: Economic Development**

STRATEGY	RESPONSIBILITY	RECOMMENDED ACTION
3. Develop a streamlined, responsive development review process for qualifying commercial and industrial projects.	JCSA  Development Management	<p>4. Develop local programs to extend water and sewer service to planned and/or zoned economic development areas.</p> <p><b>PURPOSE:</b> In order to be competitive, JCC needs more "ready-to-go" industrial site alternatives.</p> <p>1. Develop a way to significantly reduce the Virginia Department of Transportation's review time for qualifying commercial and industrial projects.</p> <p><b>PURPOSE:</b> When development projects impact a public roadway, the plans are required to be reviewed and approved by VDOT. Review time can range from one week to several months depending on the magnitude of the proposal and the current workload of the department. The same rationale in Strategy 3, Action 2, also applies to this recommended action.</p> <p>2. Publish a simple "how to" booklet for free distribution to prospects.</p> <p><b>PURPOSE:</b> The prospect industry could face many complicated procedures when he chooses to develop in JCC. Developing a simple and concise booklet summarizing the different development procedures may help attract future prospects.</p>
	Development Management/TOP/ Communications	

## CRITICAL ISSUE 4: Economic Development

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## CRITICAL ISSUE 4: Economic Development

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**JAMES CITY COUNTY  
ACTION PLAN**

**CRITICAL ISSUE 4: Economic Development**

STRATEGY	RESPONSIBILITY	RECOMMENDED ACTION
<p>6. To support and encourage an educational system that will have a positive effect on economic development.</p>	<p>Office of Economic Development/ Planning Office/REA/ Communications/Commissioner of the Revenue</p> <p>School Board</p> <p>Communications/County Administration</p>	<p>3. Provide more and improved demographic and market research assistance to local businesses. <b>PURPOSE:</b> At the present time, information is available within various County departments concerning economic development. This information needs to be enhanced, coordinated and made more readily accessible.</p> <p>1. Maintain and enhance both academic and skills training programs to ensure their relevance to the Region's present and future employment needs. <b>PURPOSE:</b> A healthy economic base requires a multiskilled work force that has been trained in a variety of disciplines.</p> <p>2. Capitalize on the region's wealth of institutions of higher education (colleges and universities) as a community asset. <b>PURPOSE:</b> This resource contributes to the higher quality of life in the area. Research facilities are an excellent resource to new businesses.</p> <p>1. Identify and implement the best method of utilizing County resources to meet both the existing and growing needs of the Office of Economic Development.</p>
<p>7. Provide the personnel, information, and financial resources necessary to support a solid, progressive, ongoing economic development program.</p>	<p>Office of Economic Development/TOP/Human Resources</p>	

## ACTION PLAN

### **CRITICAL ISSUE 4: Economic Development**

STRATEGY	RESPONSIBILITY	RECOMMENDED ACTION
	Office of Economic Development	<p>2. Develop a significantly enhanced outreach program to be incrementally implemented over the next three fiscal years.</p> <p><b>PURPOSE:</b> The need for a more proactive program will require a significant increase in resources that can most realistically be satisfied by incremental implementation over several years. Such an approach would also allow for "fine tuning" along the way.</p>
	IDA	<p>3. Evaluate the feasibility of establishing a privately funded foundation in JCC for the support of economic development.</p> <p><b>PURPOSE:</b> The reality exists that the County government may not be able to provide all of the resources and special needs necessary for a first class, successful economic development program. A privately funded foundation of local businesses and concerned citizens may make the difference.</p>

**JAMES CITY COUNTY  
ACTION PLAN**

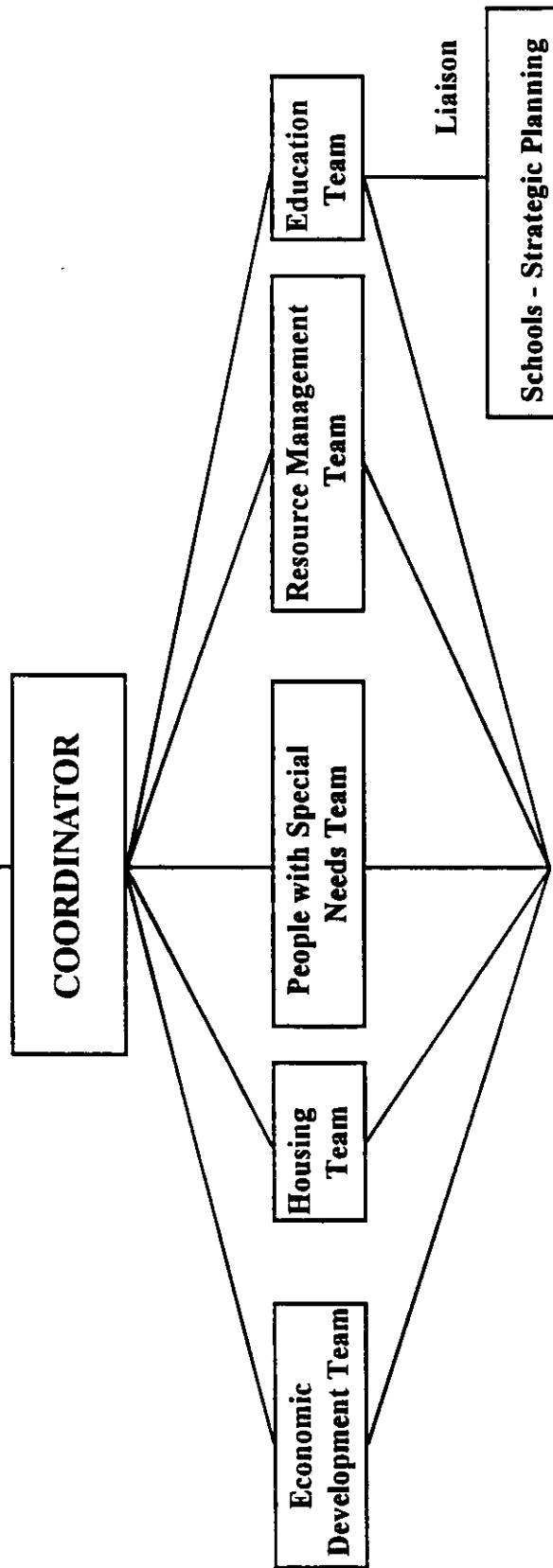
**CRITICAL ISSUE 4: Economic Development**

STRATEGY	RESPONSIBILITY	RECOMMENDED ACTION
	Development Management/ Planning	<p>4. Establish a more simplified system within Development Management to provide "one stop" procedural directions and guidance on all relevant aspects of the development review process to qualifying industrial project representatives, existing businesses and small businesses.</p> <p><b>PURPOSE:</b> The development review process is often viewed by the business community as a time-consuming and complicated process. It is imperative that the business community be able to turn to County staff personnel that possess both the right "bedside manner" when it comes to dealing with people as well as the proper depth of technical knowledge of the County's overall development review, permitting, and licensing processes. This would also serve Strategy Numbers 1, 3, and 4.</p>

# **FLOWCHART OF PROCESS**

**James City County  
Strategic Planning  
Strategic Planning Announcement  
Strategy Teams**

**Selection/Process Review/Training  
CRITICAL ISSUES**



**Where are we now?**

**Where do we want to be? How do we get there?**

**Strategy Review Completion of Plan Plan Implementation Plan Update**

## IMPLEMENTATION

The full implementation of the Action Plan is to occur over a three to five year period. Methodology will link to the departmental objective setting process. The James City County Action Plan document has been prepared to assist departments in the preparation of upcoming Operating Budgets.

Strategies have been developed for each critical issue that will deal with a stated issue and the "*Vision of Success*" that each team developed. The "*Vision of Success*" expresses where the County "*should be*" in the near future. The strategies that are indicated are in priority order. Each strategy has several recommendations that when fully implemented should effectively deal with the strategy. The recommendations indicated are also in priority order.

Lead departments that are suggested to deal with a given strategy and its accompanying recommendations have been indicated. Those departments need to develop objectives within the Budget that will be the mechanism to implement the stated recommendations. In some cases a given recommendation may only be partially implemented. An overview committee will review the implementation effort and report the successful progress to the County Administrator.

In reality, the Action Plan as currently structured, will never be fully implemented. Conditions will change, opportunities will arise that will impact the current actions and will necessitate that the organization deal with additional issues. In order to deal effectively with a future that will certainly change the Action Plan will need to be updated as follows:

### ■ Fall of 1995