

York County Board of Supervisors' 2018 Retreat



Retreat Agenda

8:30 – 9:15

Overview of Day (Neil)

- a) Resilient/Continuously Improving Organizations
- b) Leadership Triad and Organizational Trust
- c) Group Exercise 1 – How Well Do We Know Each Other

9:15 – 10:30

Current and Future Private Development and Public Infrastructure Projects (Mark C.)

10:30 – 10:45

BREAK

10:45 – 12:00

Long-Term Financial Planning (Vivian)

- a) Financial Sustainability Case Study
- b) Financial System Efficiency Exercise

Retreat Agenda

12:00 – 1:00

LUNCH

1:00 – 2:30

Strategic Priorities Review (Mark B.)

2:30 – 2:45

Group Exercise 2 & Celebrate Winners

2:45 – 3:00

BREAK

3:00 – 3:30

Budget Preview (Theresa)

a. FY2019 Update

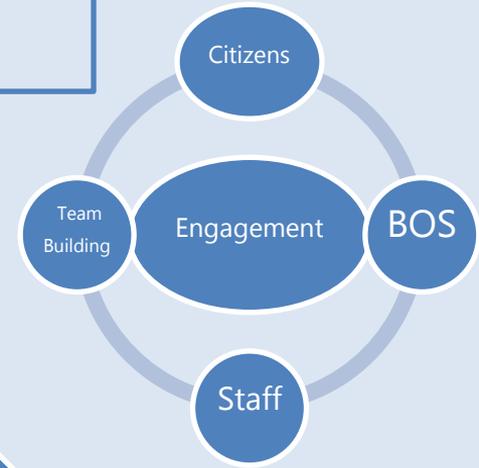
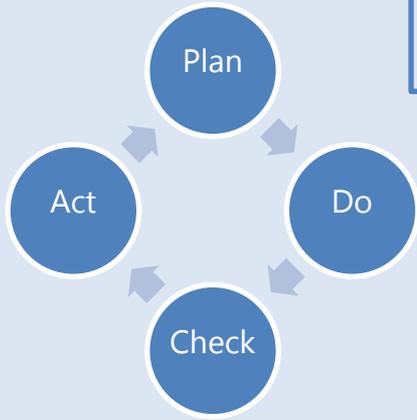
b. Challenges for Next Fiscal Year

3:30 – 4:15

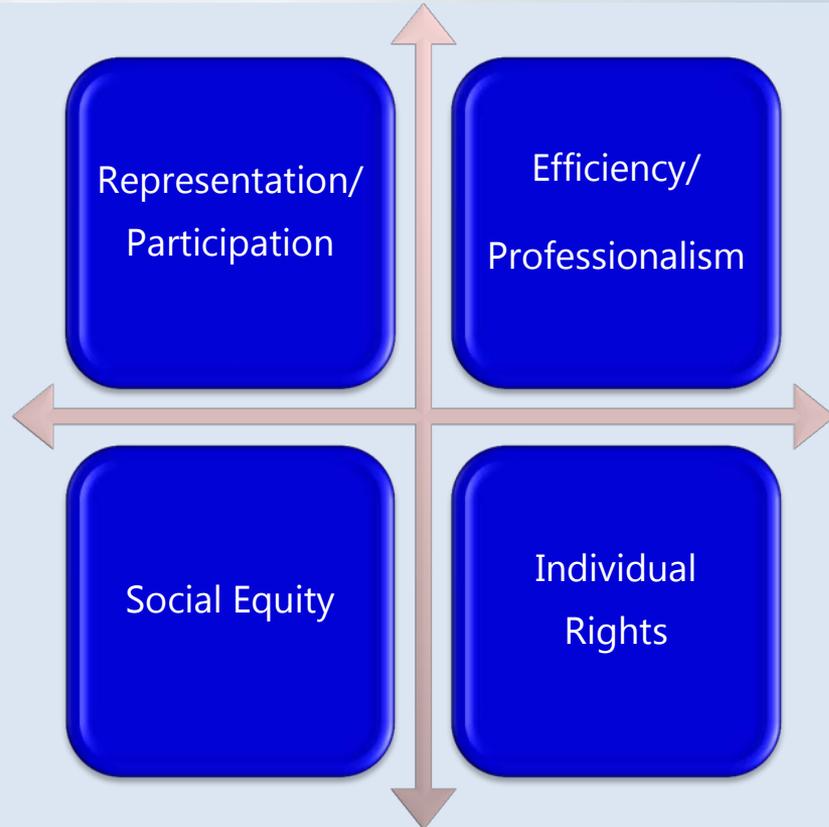
Discussion

Adjournment

The Resilient/Continuously Improving Organization

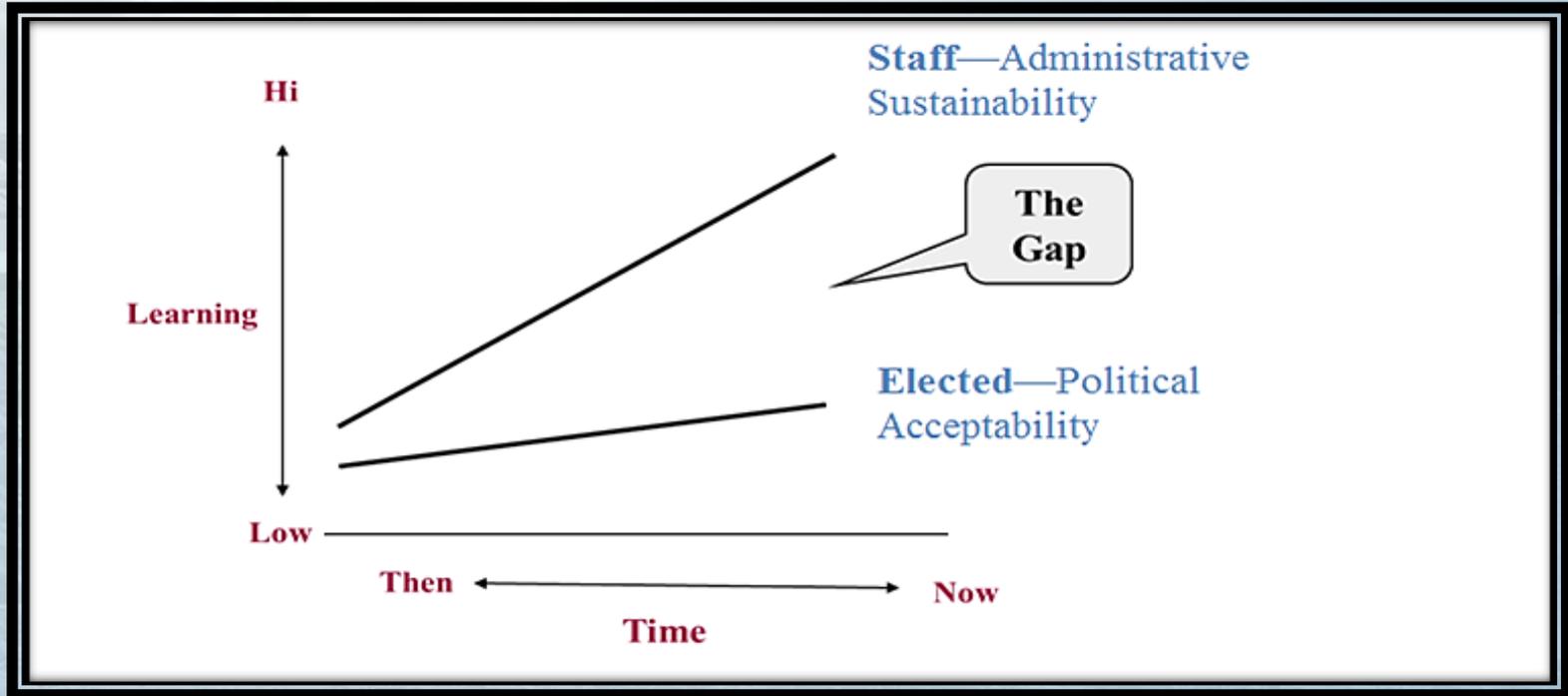


Political Decision-Making

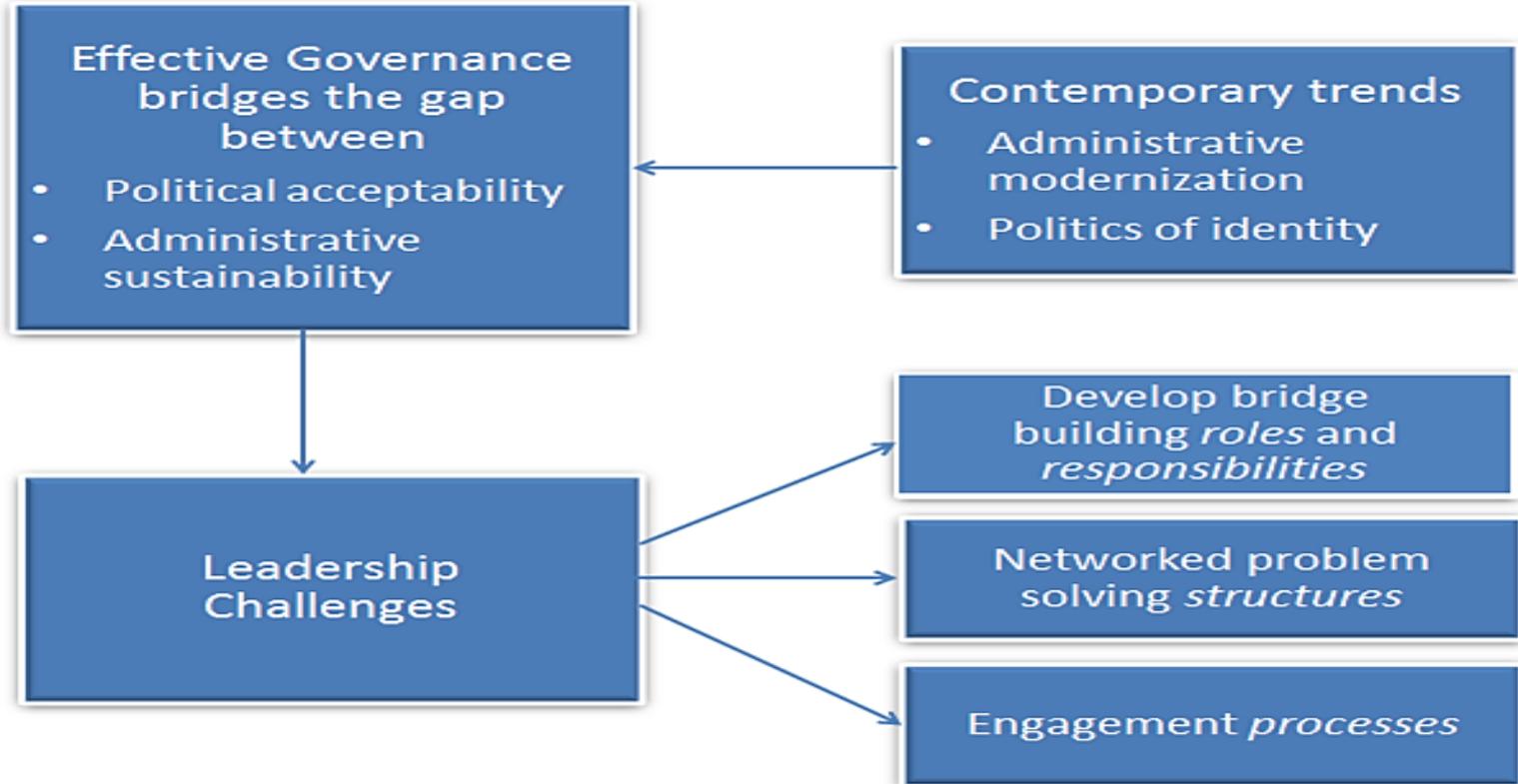


1 + 1
doesn't
always
= 2

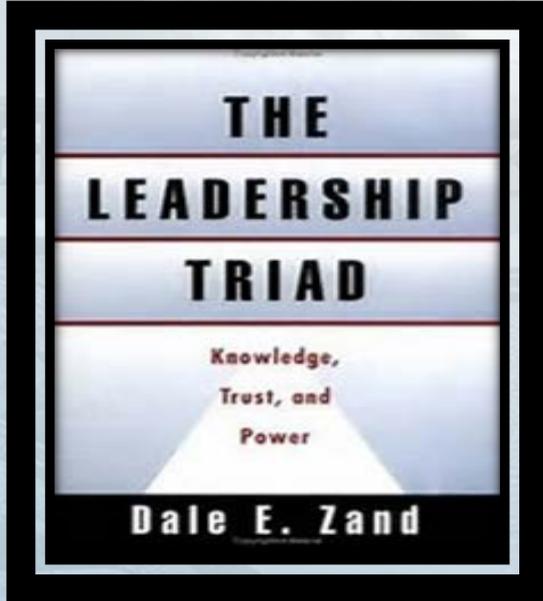
Gap between Political Acceptability and Administrative Sustainability



Bridging the Gap



Leadership Triad



- ❖ High-performance leaders must have three elements: knowledge, trust, and power.
- ❖ That means having knowledge, knowing where to look for more, and knowing how to use it.
- ❖ It means creating the trust that fosters open communication in the workplace.
- ❖ Act as a consultant in an knowledge-driven company

Dimensions of Trust

When I have **CONFIDENCE** in the
Leadership Environment

Then I have less **FEAR** of
consequences

**TRUST
TRIAD**

And I am willing to **RISK** more by offering
suggestions & making harder decisions.

Myers Briggs

Myers-Briggs Type Indicators Retreat Participants' Results

Board of Supervisors

Sheila S. Noll	ESFJ
Thomas G. Shepperd	ESFP
Jeffrey D. Wassmer	ENTJ
Walter C. Zaremba	ESTJ
W. Chad Green	ENFJ

Staff

Neil A. Morgan	ENTJ
J. Mark Carter	ISTP
Vivian A. McGettigan	ENFJ
James E. Barnett	ISTP
Ellen Simmons	ISFP
Dave Gorwitz	ESTJ
Mark Bellamy	ESTP
Theresa Owens	ISFP

ESFJ

Shelia Noll

ESFJs are people persons – they are warmly interested in others.

They are extremely good at reading others, and understanding their point of view.



“CONSUL”

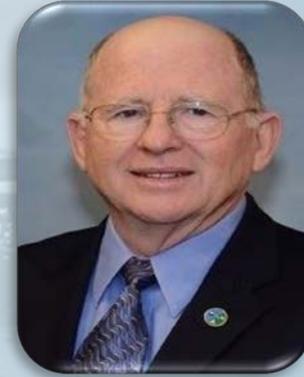
ESFJ (-A/-T)

Extraordinarily caring, social and popular people, always eager to help.

ESFP

Tom Shepperd

ESFPs have strong inter-personal skills, and may find themselves in the role of the peacemaker frequently. Since they make decisions by using their personal values, they are usually very sympathetic and concerned for other people's well-being.



“ENTERTAINER”

ESFP (-A/-T)

Spontaneous, energetic and enthusiastic people – life is never boring around them.

ENTJ

Jeffrey Wassmer
Neil Morgan

ENTJs live in a world of possibilities where they see all sorts of challenges to be surmounted and they want to be the ones responsible for surmounting them.



“COMMANDER”

ENTJ (-A/-T)

Bold, imaginative and strong-willed leaders, always finding a way – or making one.

ENFJ

Chad Green
Vivian McGettigan

ENFJs are people-focused individuals. They live in a world of people possibilities. They understand and care about people, and have a special talent for bringing out the best in others.



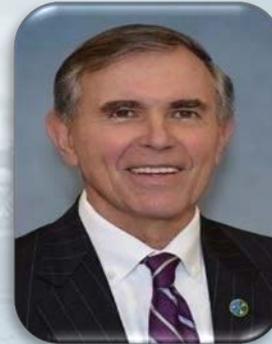
“PROTAGONIST”

ENFJ (-A/-T)

Charismatic and inspiring leaders, able to mesmerize their listeners.

ESTJ

Walt Zaremba
Dave Gorwitz



ESTJs live in a world of facts and concrete needs. They honor traditions and laws, and have a clear set of standards and beliefs.

They value competence and efficiency, and like to see quick results for their efforts.

“EXECUTIVE”

ESTJ (-A/-T)

Excellent administrators, unsurpassed at managing things – or people.

ESTP

Mark Bellamy

ESTPs are outgoing, straight-shooting types. Enthusiastic and excitable, ESTPs are "doers" who live in the world of action. They look at the facts of a situation, quickly decide what should be done, execute the action, and move on to the next thing.



"ENTREPRENEUR"

ESTP (-A/-T)

Smart, energetic and very perceptive people, who truly enjoy living on the edge.

ISTP

Mark Carter
Jim Barnett

ISTPs have a compelling drive to understand the way things work. They're good at logical analysis, and like to use it on practical concerns. They typically have strong powers of reasoning, although they're not interested in theories or concepts unless they can see a practical application.



"VIRTUOSO"

ISTP (-A/-T)

Bold and practical experimenters, masters of all kinds of tools.

ISFP

Ellen Simmons

Theresa Owens

ISFPs live in the world of sensation possibilities. They have a strong set of values, which they strive to consistently meet in their lives. They're likely to choose jobs and careers which allow them the freedom of working towards the realization of their value-oriented personal goals.



“ADVENTURER”

ISFP (-A/-T)

Flexible and charming artists, always ready to explore and experience something new.

Explanation of Team Exercise

- ❖ Log-in to Kahoot.it
- ❖ Enter passcode number
- ❖ Enter name or nickname
- ❖ Questions on screen
- ❖ Answer on phone
- ❖ 2 Exercises – Winner cumulative score

Did You Know This About Your County Staff?



In What Year Did Neil Morgan become York's County Administrator?

1. 2013
2. 1999
3. 2008
4. 2015



QUESTION 1

Who Has Worked for the County the Longest?

1. Mark Carter
2. Ellen Simmons
3. Jim Barnett



QUESTION 2

Who Currently has Sons Attending Virginia Universities?

1. Neil, Mark C., and Vivian
2. **Vivian, Theresa, and Mark C.**
3. Dave, Vivian, and Jim
4. Mark B., Neil, and Theresa



QUESTION 3

Neil, Ellen, Both Mark's, Vivian, Dave & Jim Have Been Married to Their Spouses for Over 30 Years?

1. Yes
2. No

**Average = 37
Years**



QUESTION 4

Who Won A Cross-Stitch Competition?

1. Vivian
2. Jim
3. Ellen
4. Mark B.



QUESTION 5

Who Has Never Been Out of the United States?

1. Theresa
2. Ellen
3. Mark C.
4. Vivian



QUESTION 6

Who Has 2 Grandchildren Born 2 Months Apart?

1. Ellen
2. Mark B. and Vivian
3. Neil and Jim
4. Mark B.



QUESTION 7

Whose First Job Was At Busch Gardens?

1. Jim and Neil
2. Mark C. and Ellen
3. Dave and Neil
4. Neil and Mark B.



QUESTION 8

Who Has Rappelled from the Most Helicopters?

1. Dave
2. Vivian
3. Theresa
4. Neil



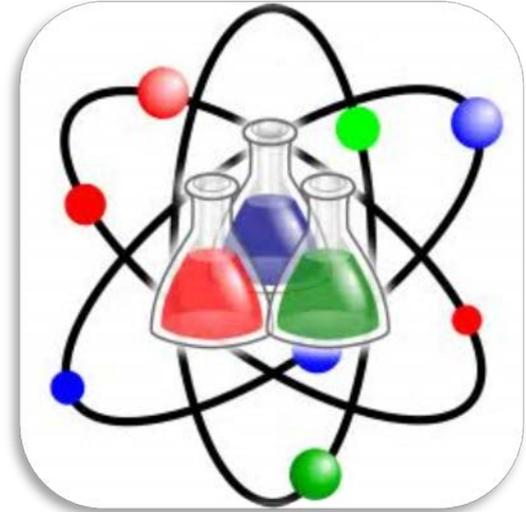
QUESTION 9

Did You Know This About Your Fellow Board Members?



Who Has An Undergraduate Degree in Science?

1. Jeff
2. Chad
3. Sheila
4. Tom



QUESTION 10

Who, at One Time, Planned on Becoming a Marine Officer?

1. Walt
2. Sheila
3. Chad
4. Tom



QUESTION 11

Who Grew Up in the Garden State?

1. **Walt**
2. Tom
3. Chad
4. Jeff



QUESTION 12

Who Has the Most Facebook Followers?

1. Sheila
2. Jeff
3. Walt
4. Chad



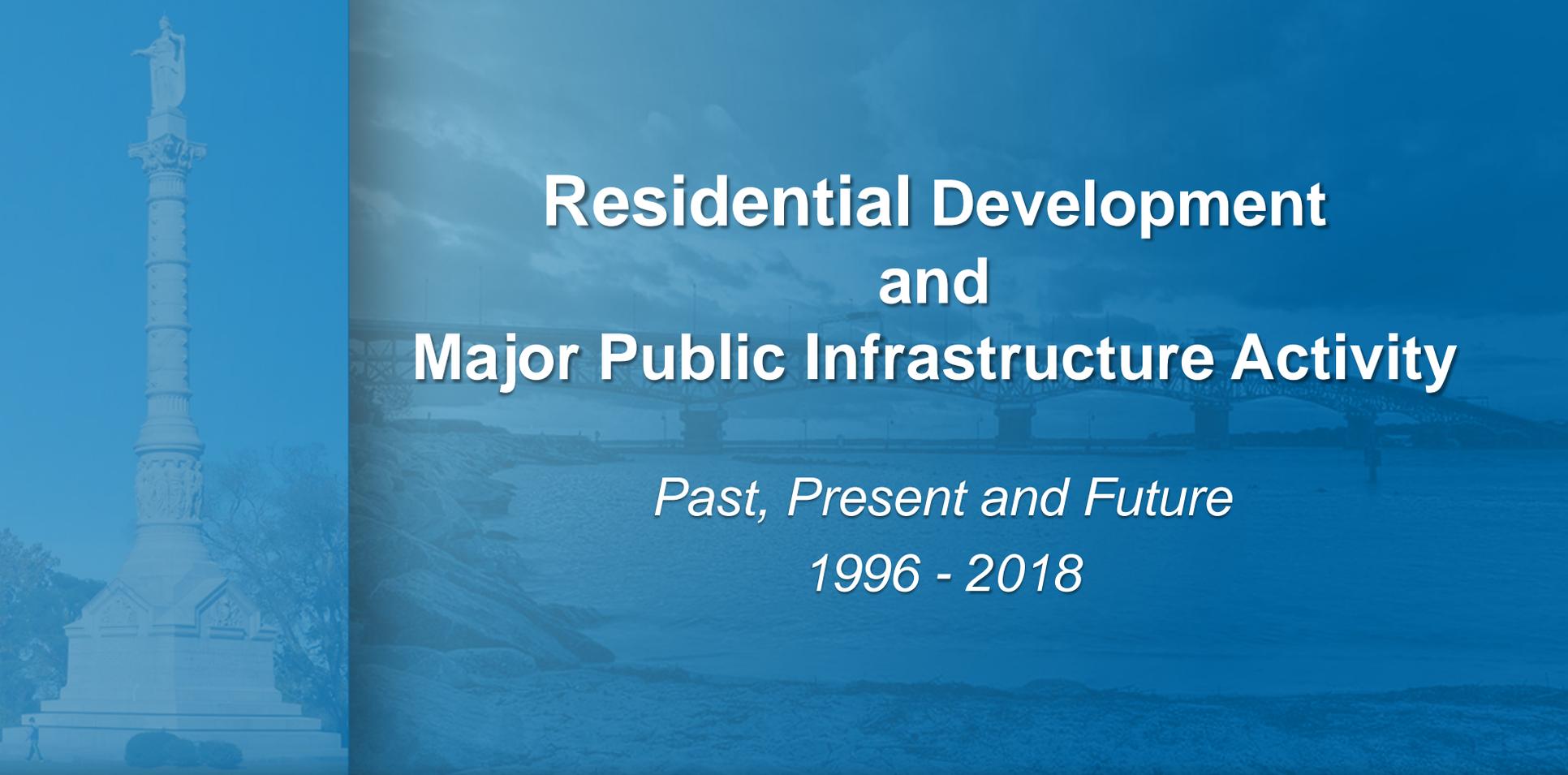
QUESTION 13

Who Graduated from High School in Utah?

1. Chad
2. Jeff
3. Sheila
4. Tom



QUESTION 14

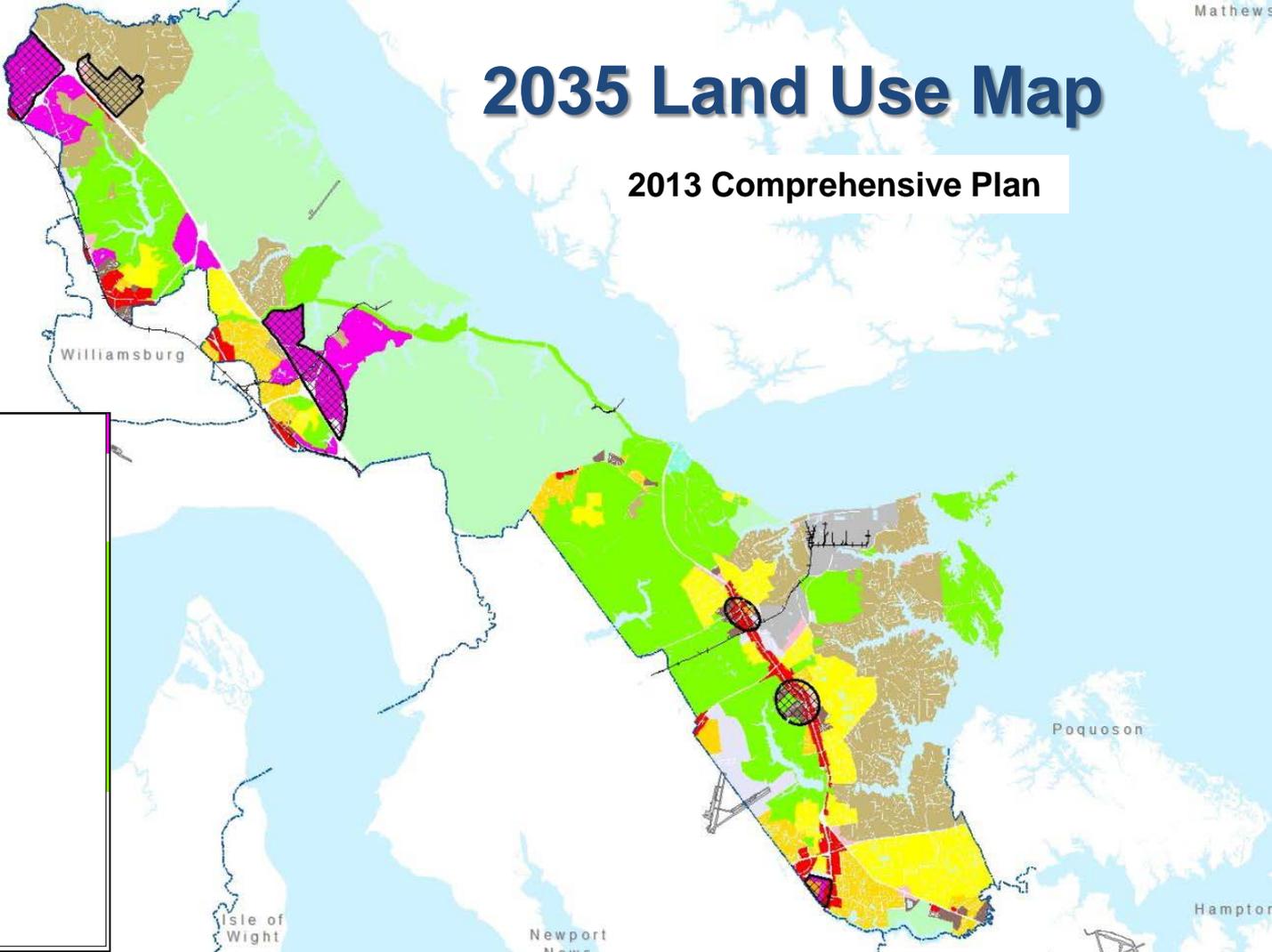


Residential Development and Major Public Infrastructure Activity

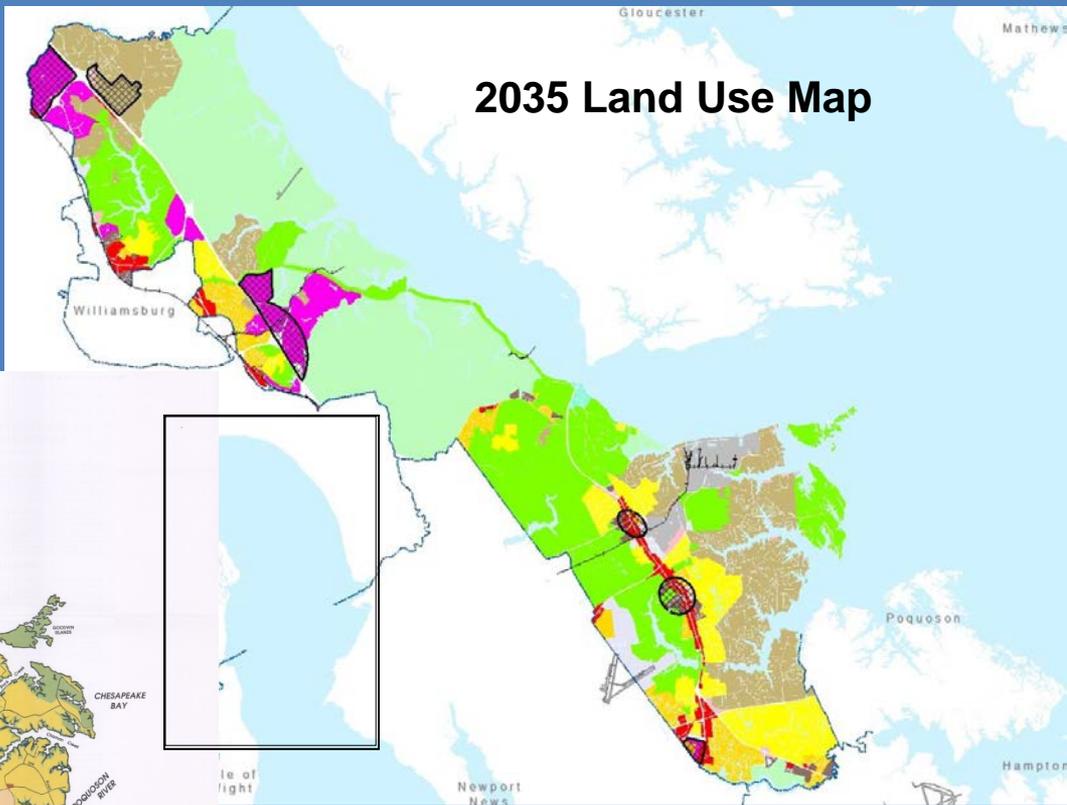
Past, Present and Future
1996 - 2018

2035 Land Use Map

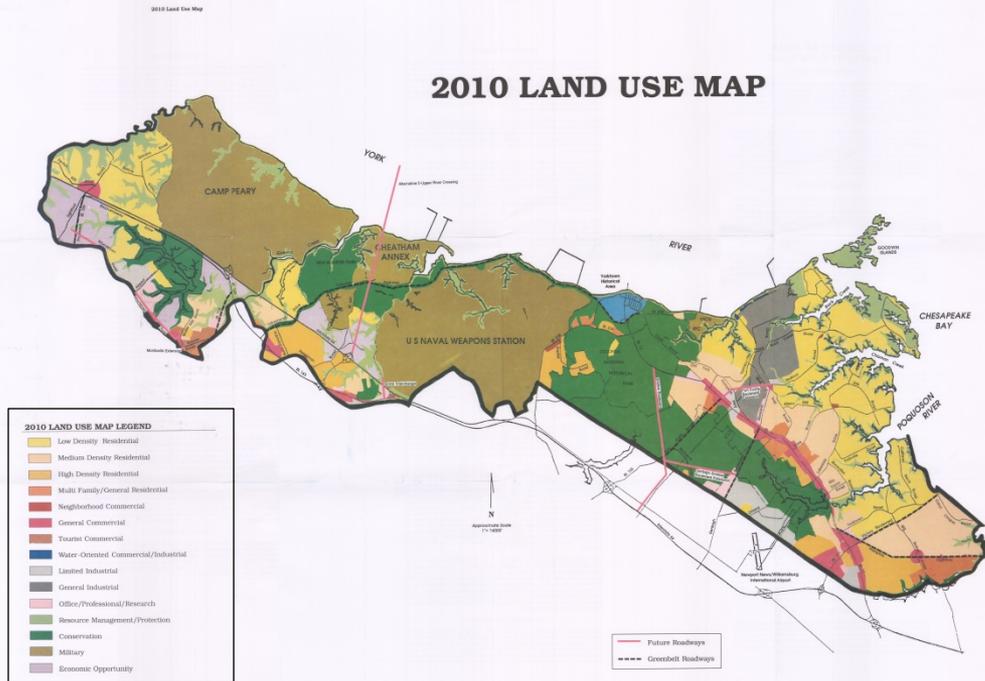
2013 Comprehensive Plan



2035 Land Use Map



2010 LAND USE MAP



Residential Development and Major Public Infrastructure Activity

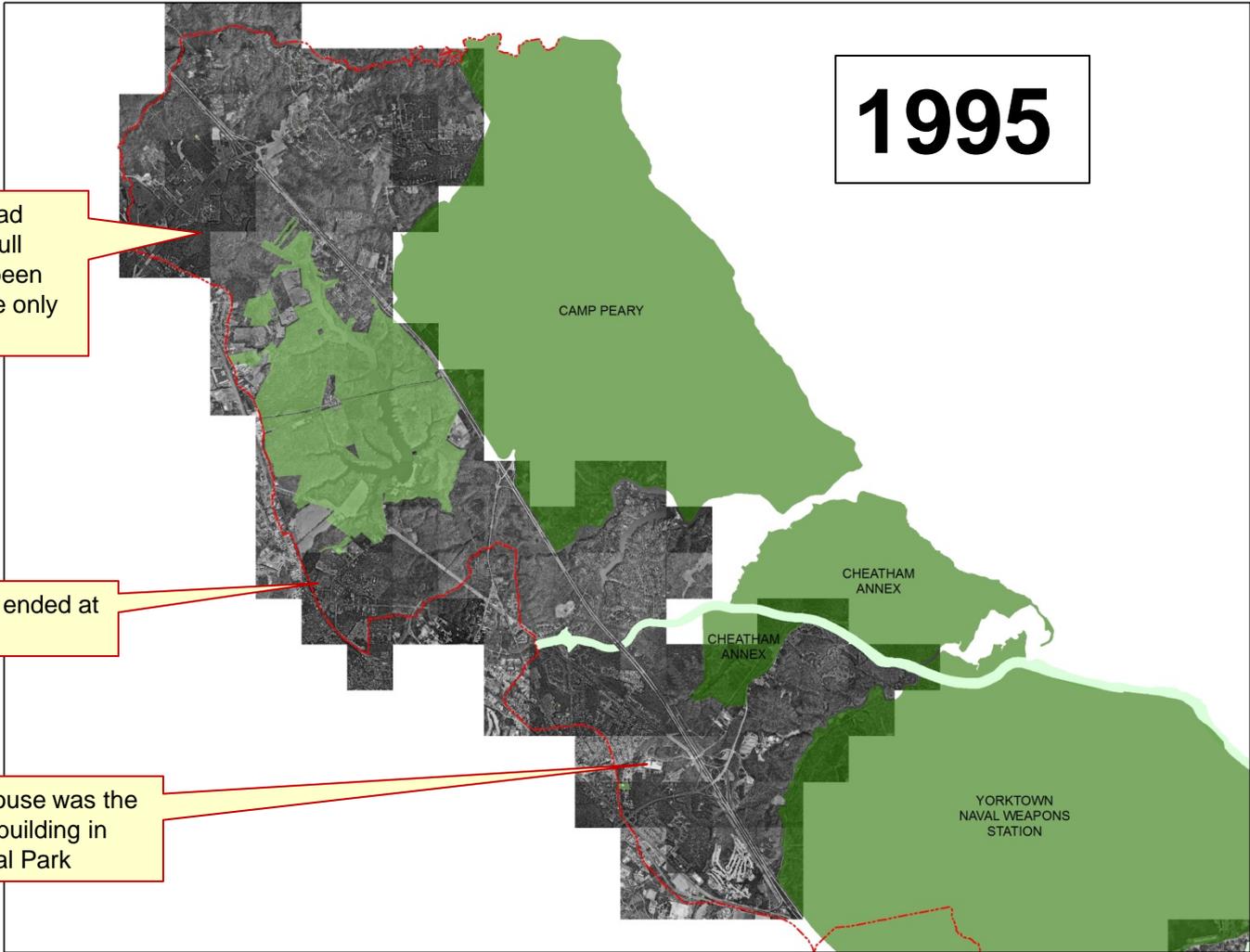
Past, Present and Future
1996 - 2018

1995

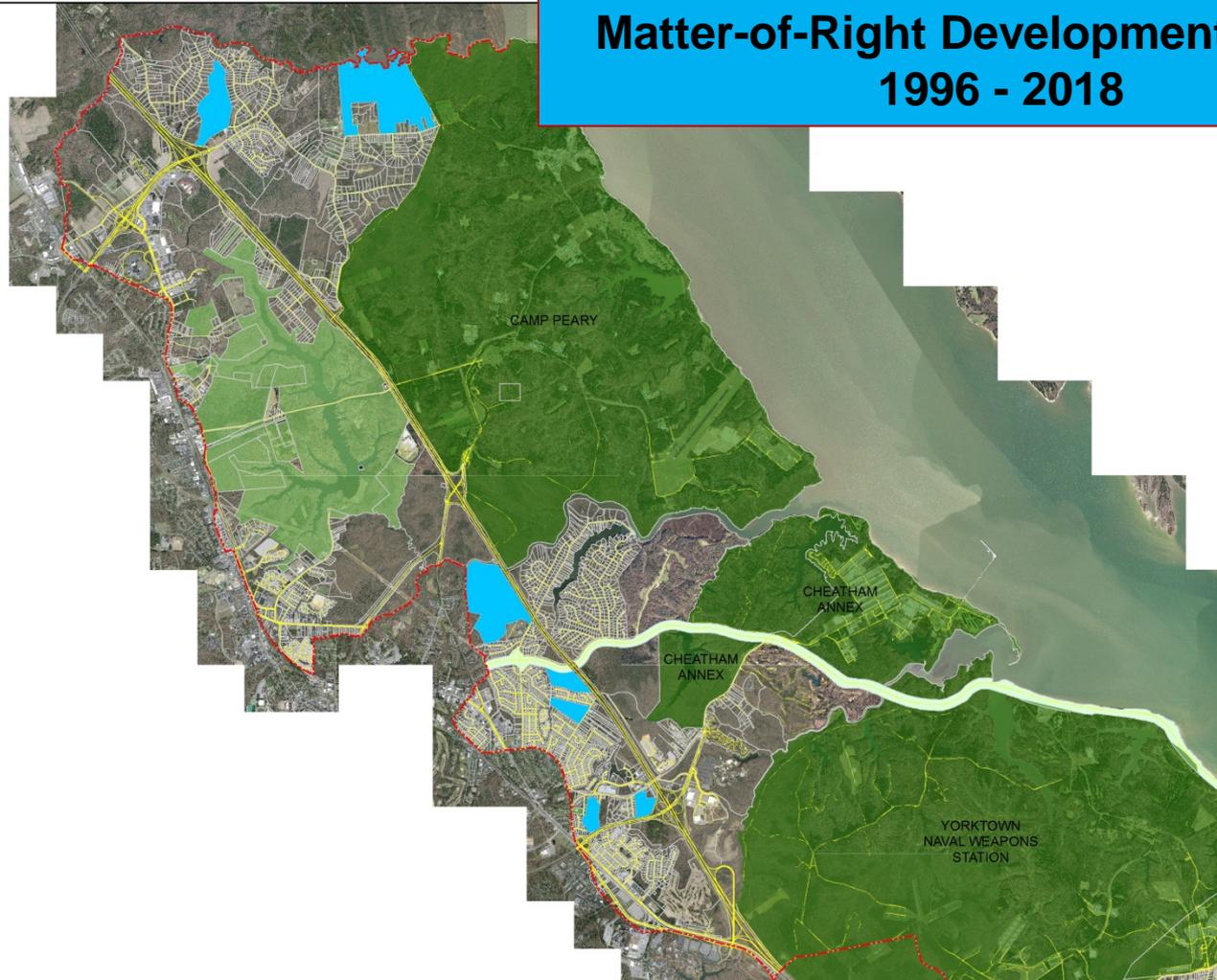
New Mooretown Road didn't exist and the full interchange hadn't been built; Lowe's was the only commercial building

Mooretown Road ended at K-Mart

Liberty Warehouse was the only industrial building in Busch Industrial Park



Matter-of-Right Development Activity 1996 - 2018



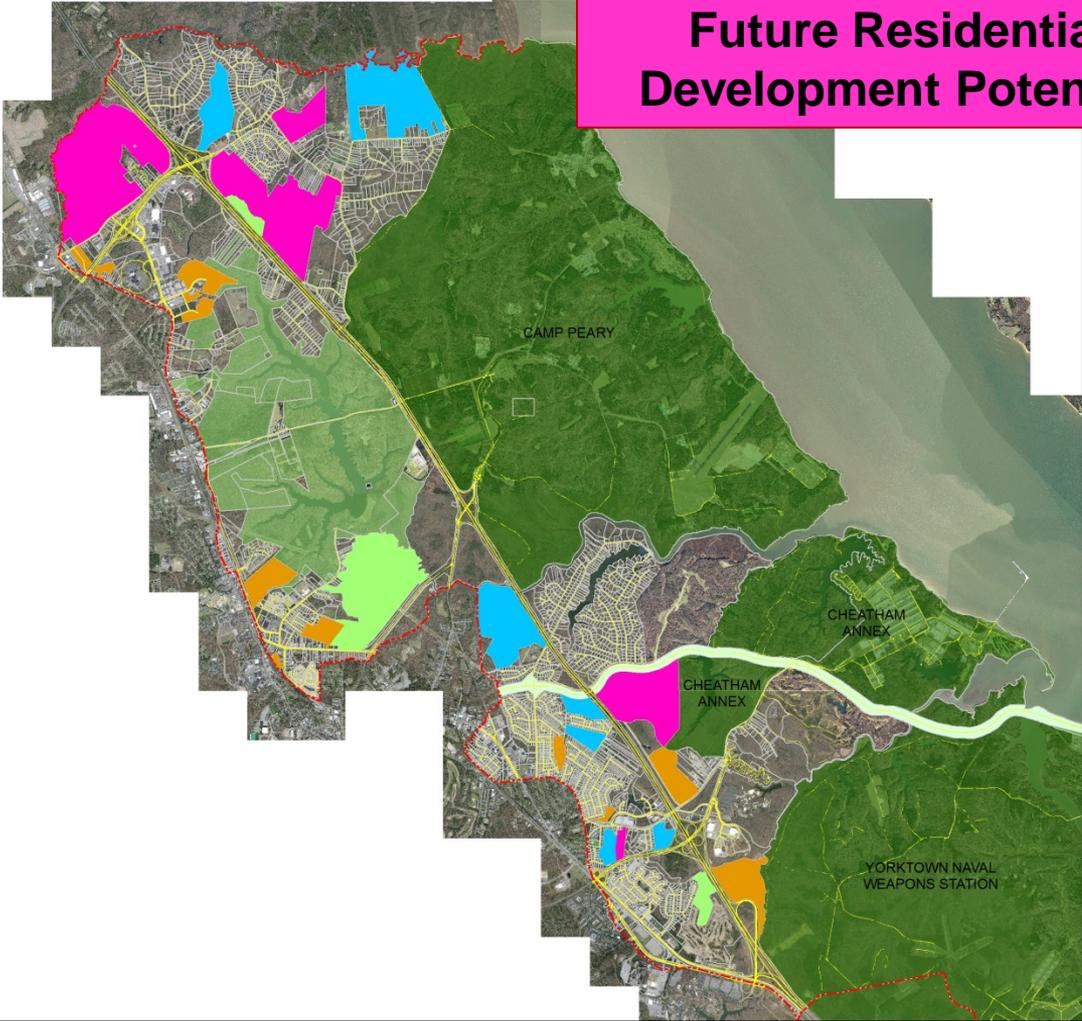
Rezoning / Special Use Permit Activity 1996 - 2018



Plans Under Review - 2018

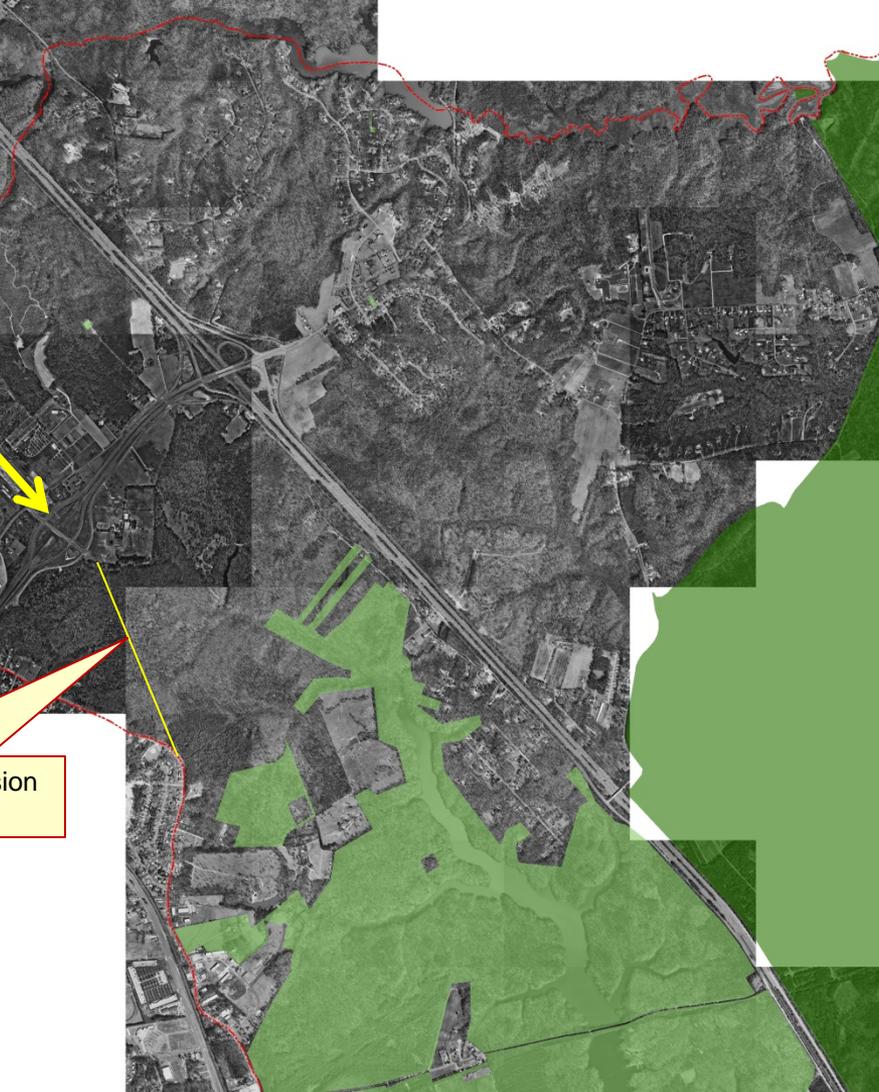


Future Residential Development Potential



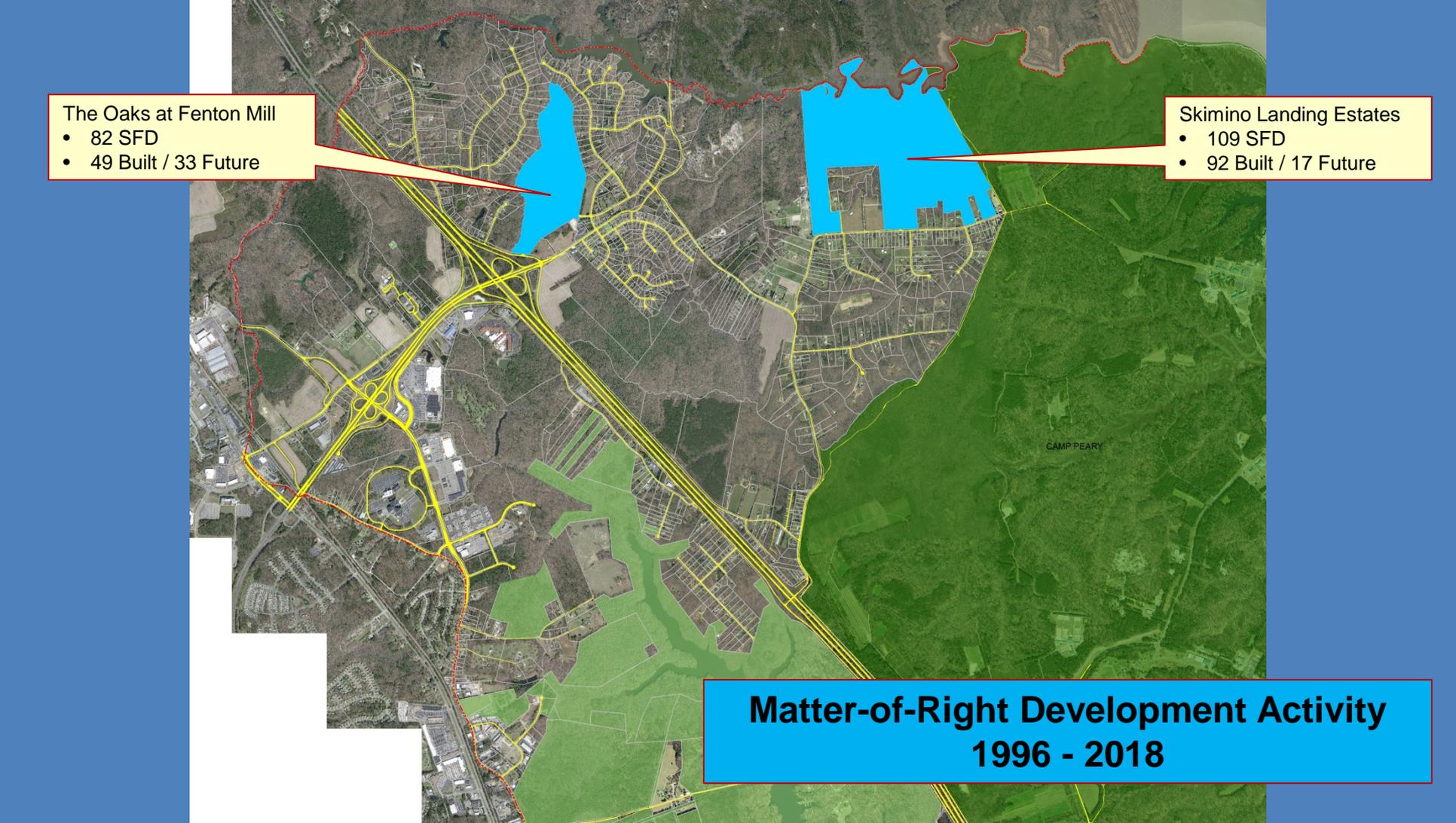


Future Mooretown Road Extension
in planning stages



1995

CAMP PEARY



The Oaks at Fenton Mill

- 82 SFD
- 49 Built / 33 Future

Skimino Landing Estates

- 109 SFD
- 92 Built / 17 Future

**Matter-of-Right Development Activity
1996 - 2018**

Lightfoot Development – EO to PDMU (w/Proffers)

- 204 Apartments
- 32 Townhouses
- 12 Live-Above Apts.

Arbordale – EO to PDR (w/Proffers)

- 122 SFD
- 83 Townhouses
- 288 Apartments

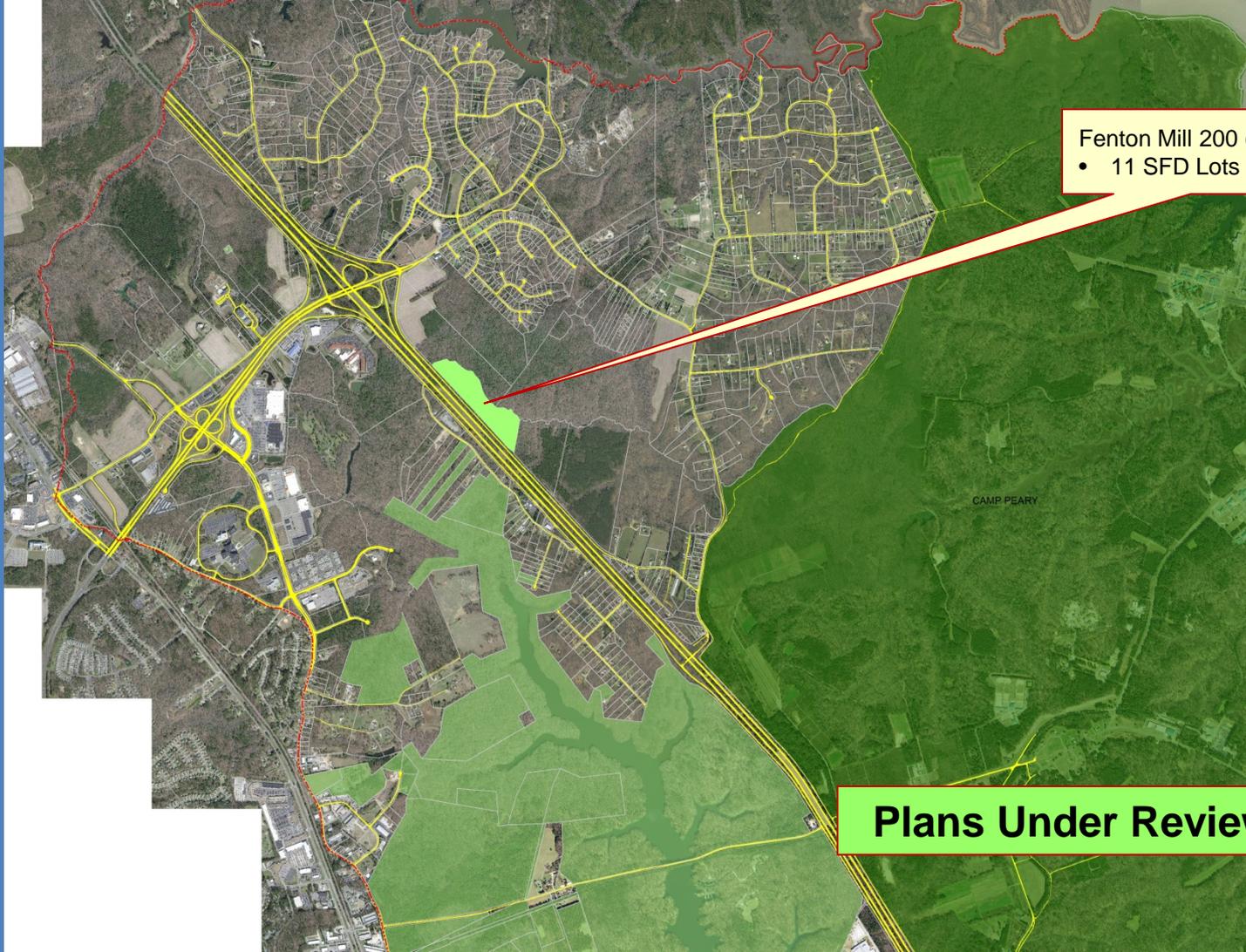
Grande Oak - SUP

- 148 Senior Apartments

York Senior Apartments – EO to PDR

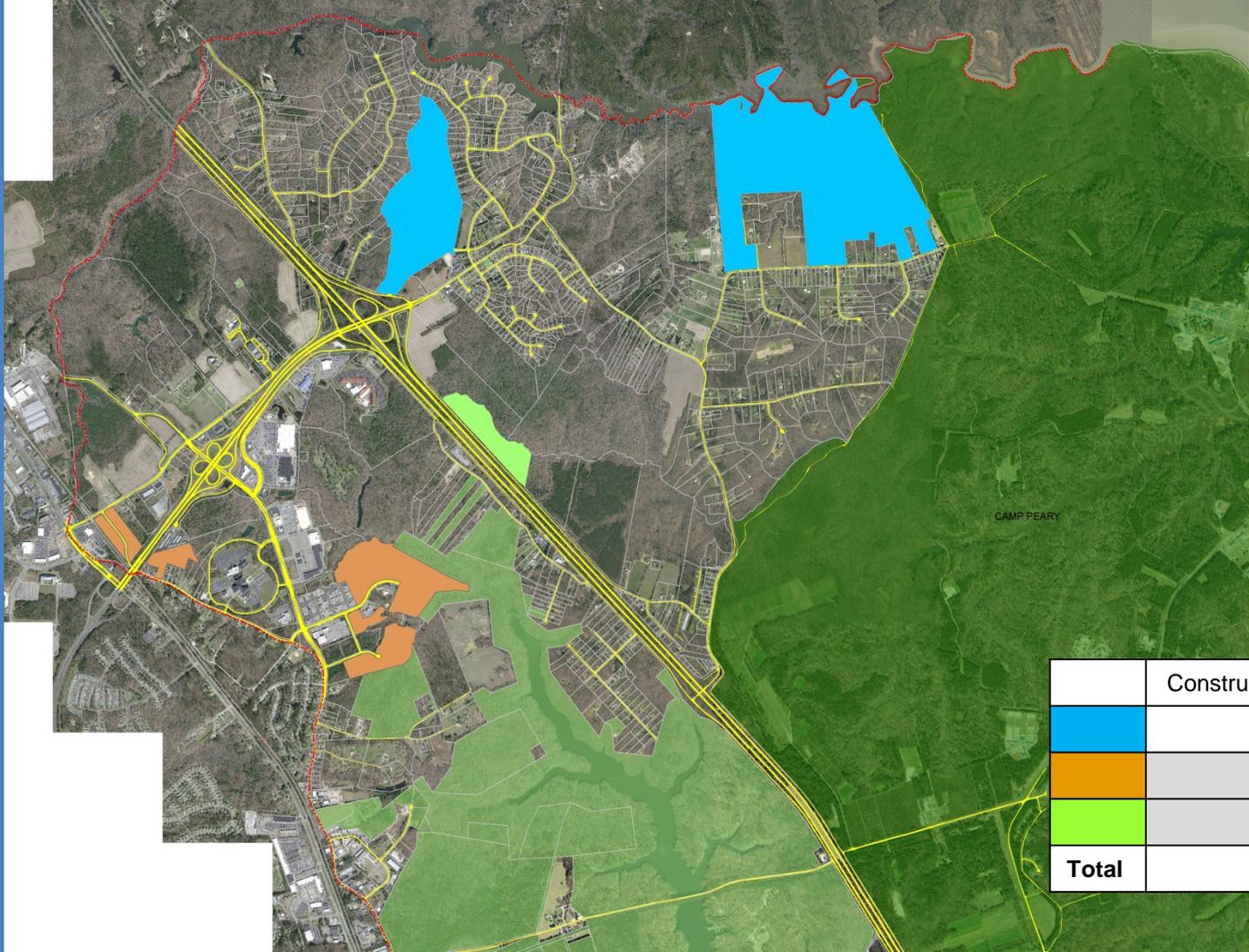
- 130 Senior Apartments

**Rezoning / Special Use Permit Activity
1996 - 2018**



Fenton Mill 200 (RR)
• 11 SFD Lots Proposed

Plans Under Review - 2018



	Constructed	Future
 	141	50
 		1,019
 		11
Total	141	1,080

Williamsburg Pottery Parcels

- Zoned EO w/ Mixed Use Overlay
- 750 acres

- Zoned RR
- 64 acres

Williamsburg Pottery / Cross Parcels

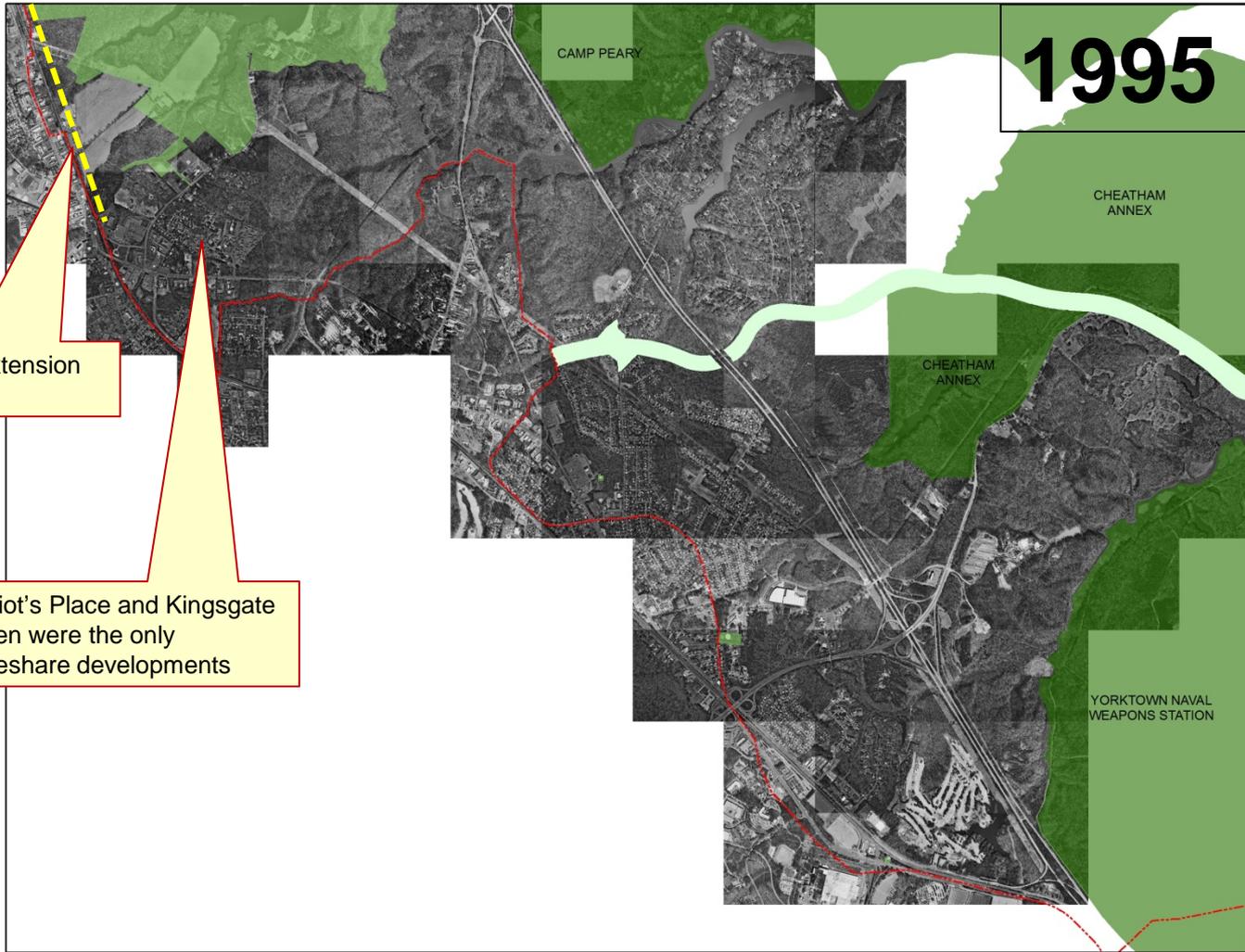
- Zoned EO and RR w/ Mixed Use Overlay
- 400 acres

Potential Mooretown Road Extension

Future Residential Development Potential

# Units	Constructed	Future
	141	50
		1,019
		11
Total	141	1,080
Potential RR		373
Potential PDMU		??

1995



Mooretown Road extension
in planning stages

Patriot's Place and Kingsgate
Green were the only
Timeshare developments

Matter-of-Right Development Activity 1996 - 2018

Creekside Landing**
• 285 Single-family Detached

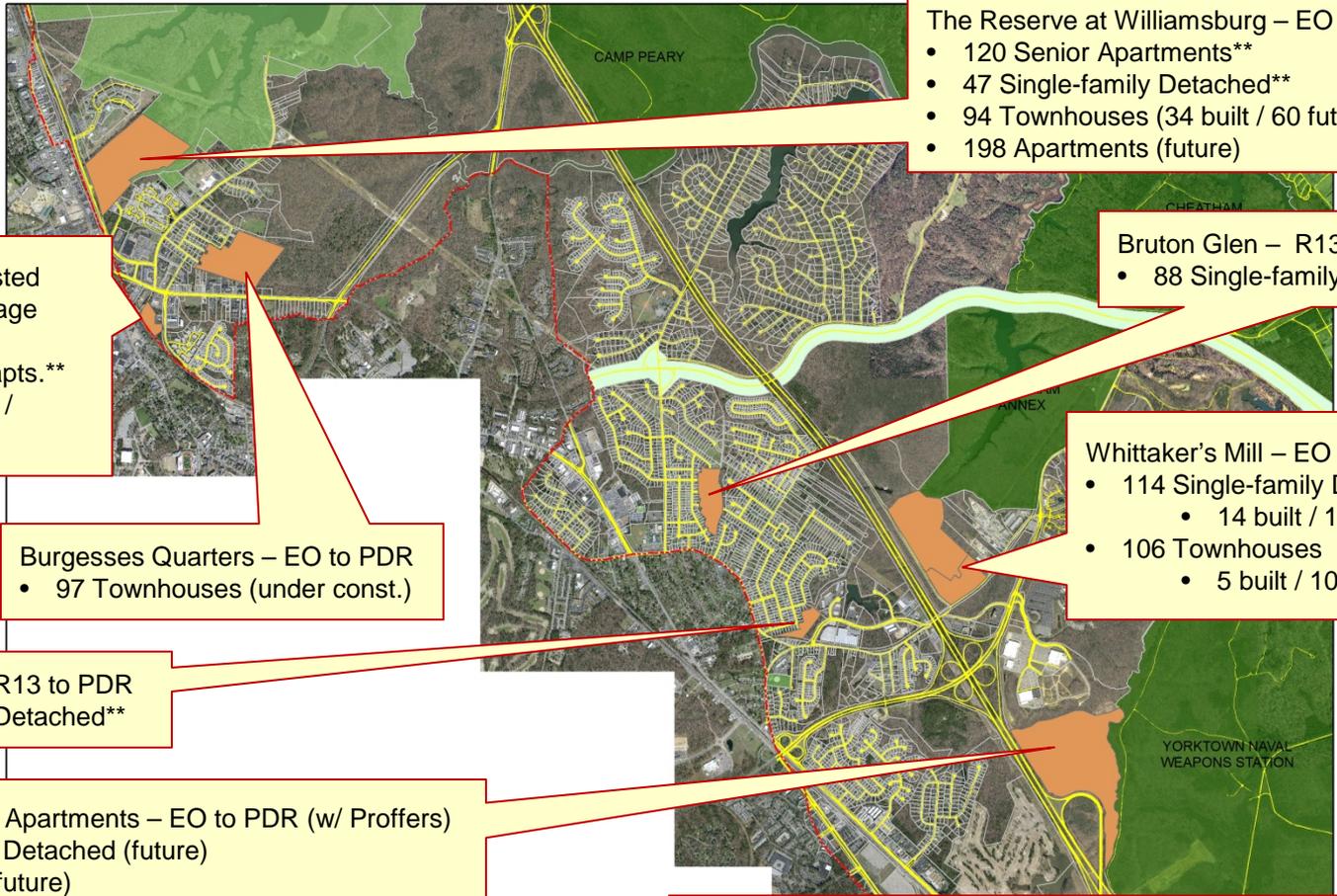
Felgates Woods**
• 92 Single-family Detached

Vineyard Heights**
• 99 Single-family Detached

Highgrove**
• 67 Single-family Detached

Penniman East**
• 72 Single-family Detached

** Project Completed / All Lots Developed



The Reserve at Williamsburg – EO to PDR (w/ Proffers)

- 120 Senior Apartments**
- 47 Single-family Detached**
- 94 Townhouses (34 built / 60 future)
- 198 Apartments (future)

Bruton Glen – R13 to PDR (w/ Proffers)

- 88 Single-family Detached**

Whittaker's Mill – EO to PDR (w/ Proffers)

- 114 Single-family Detached
 - 14 built / 100 future
- 106 Townhouses
 - 5 built / 101 future

Burgesses Quarters – EO to PDR

- 97 Townhouses (under const.)

Sunset Meadows – R13 to PDR

- 22 Single-family Detached**

Marquis Estates and Apartments – EO to PDR (w/ Proffers)

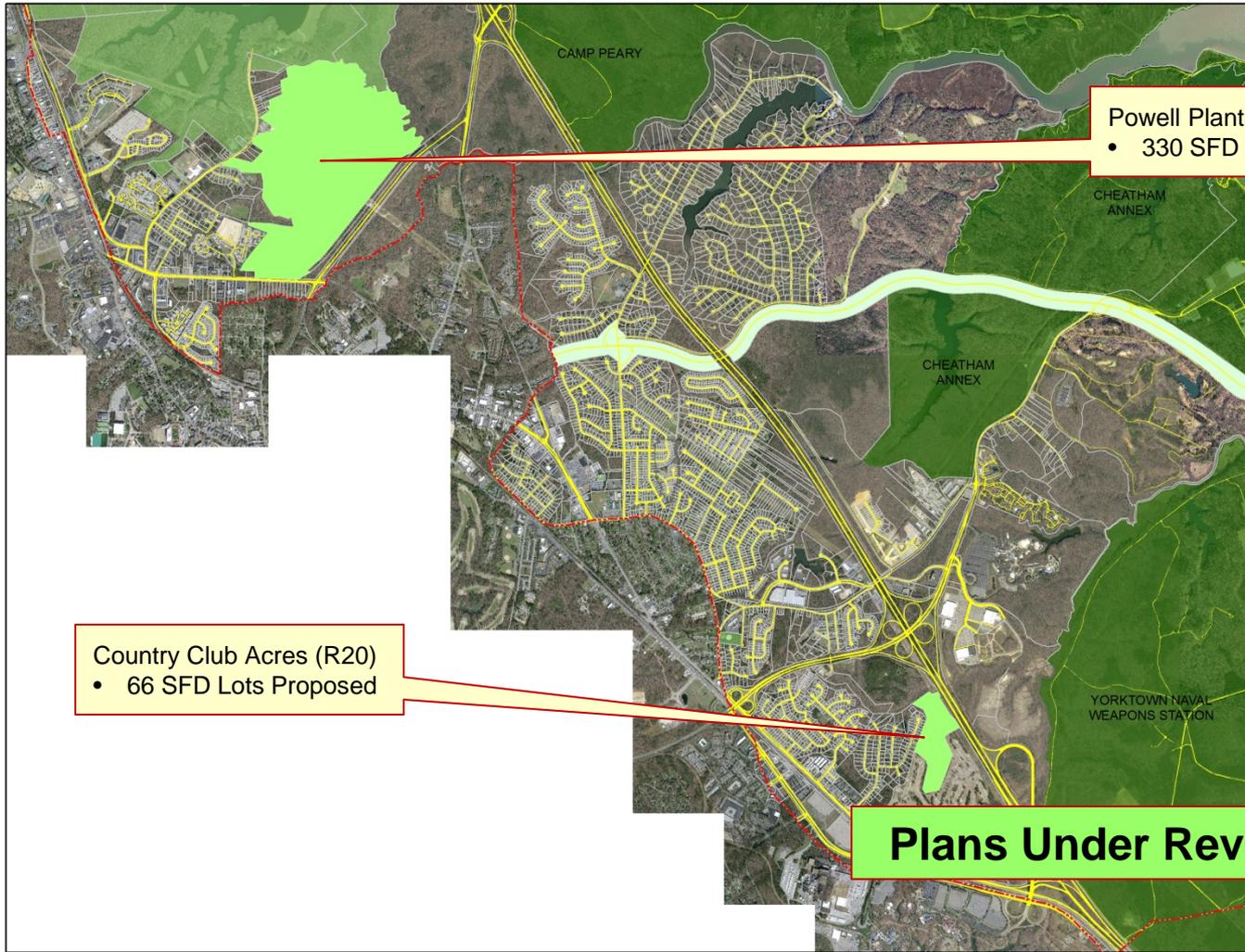
- 182 Single-family Detached (future)
- 418 Apartments (future)

Commonwealth Assisted Living (formerly Heritage Commons) – SUP

- 100 independent apts.**
- 40 Assisted Living / Memory-care**

** Project Completed / All Lots or Units Developed

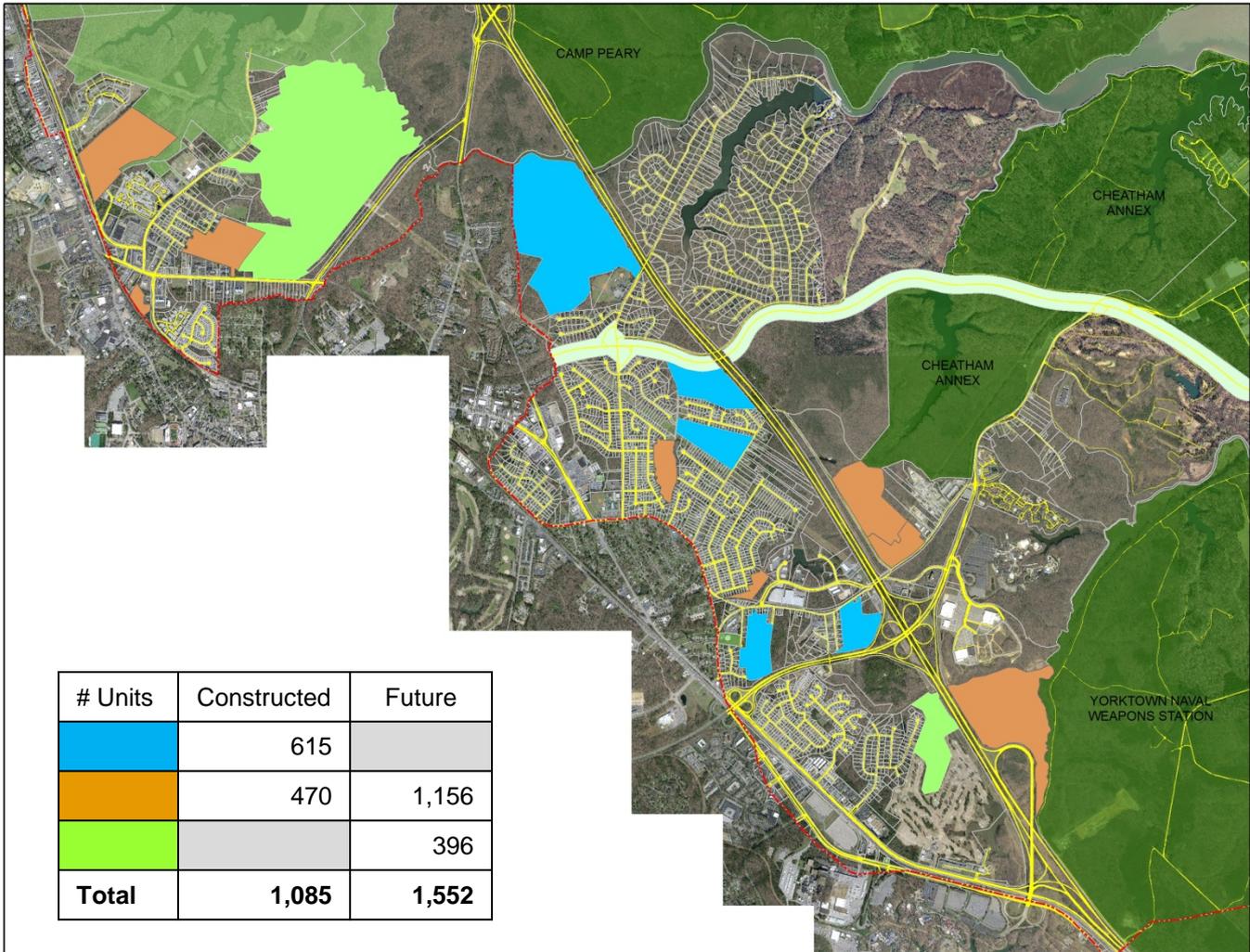
Rezoning / Special Use Permit Activity 1996 - 2018



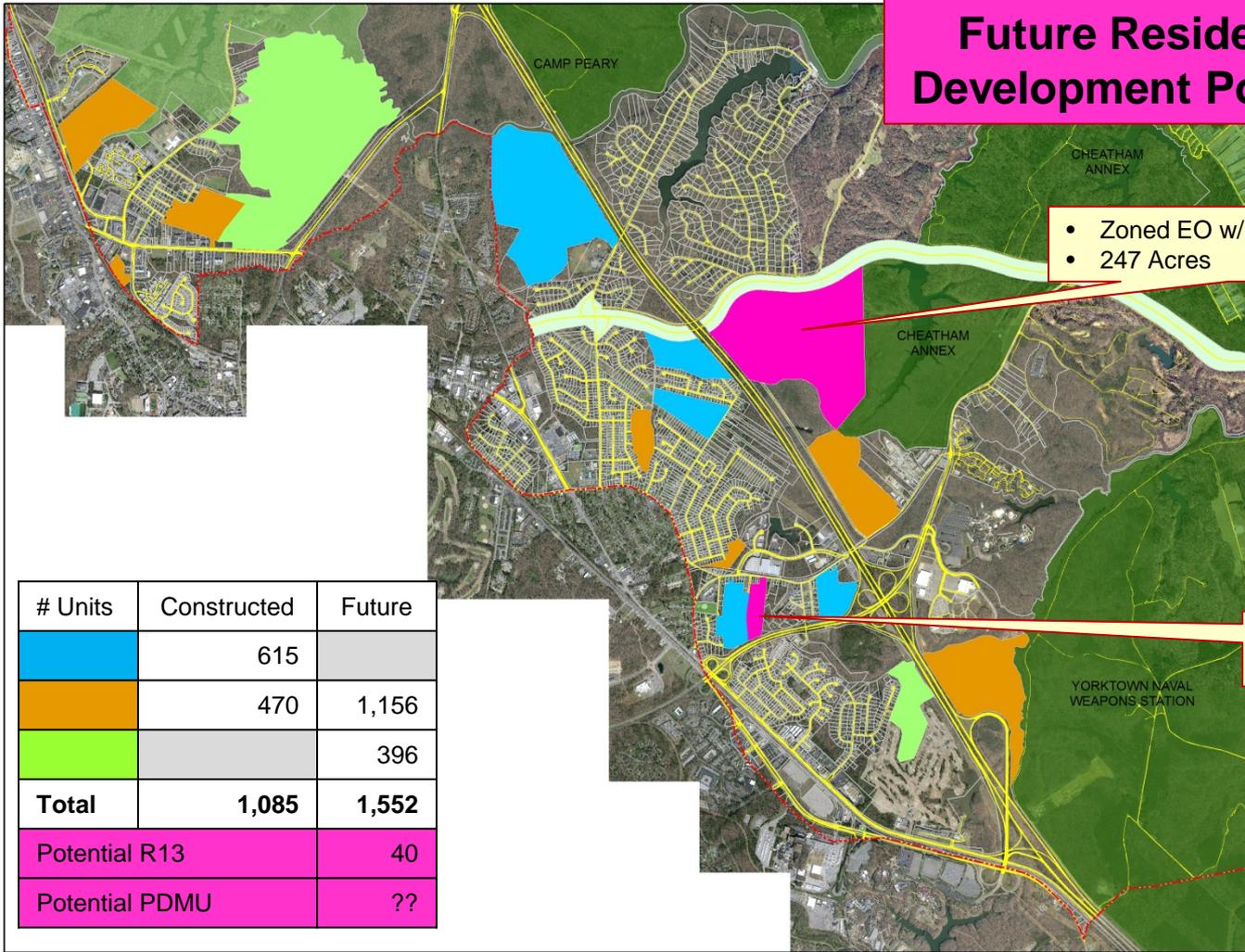
Powell Plantation (R20)
• 330 SFD Lots Proposed

Country Club Acres (R20)
• 66 SFD Lots Proposed

Plans Under Review - 2018



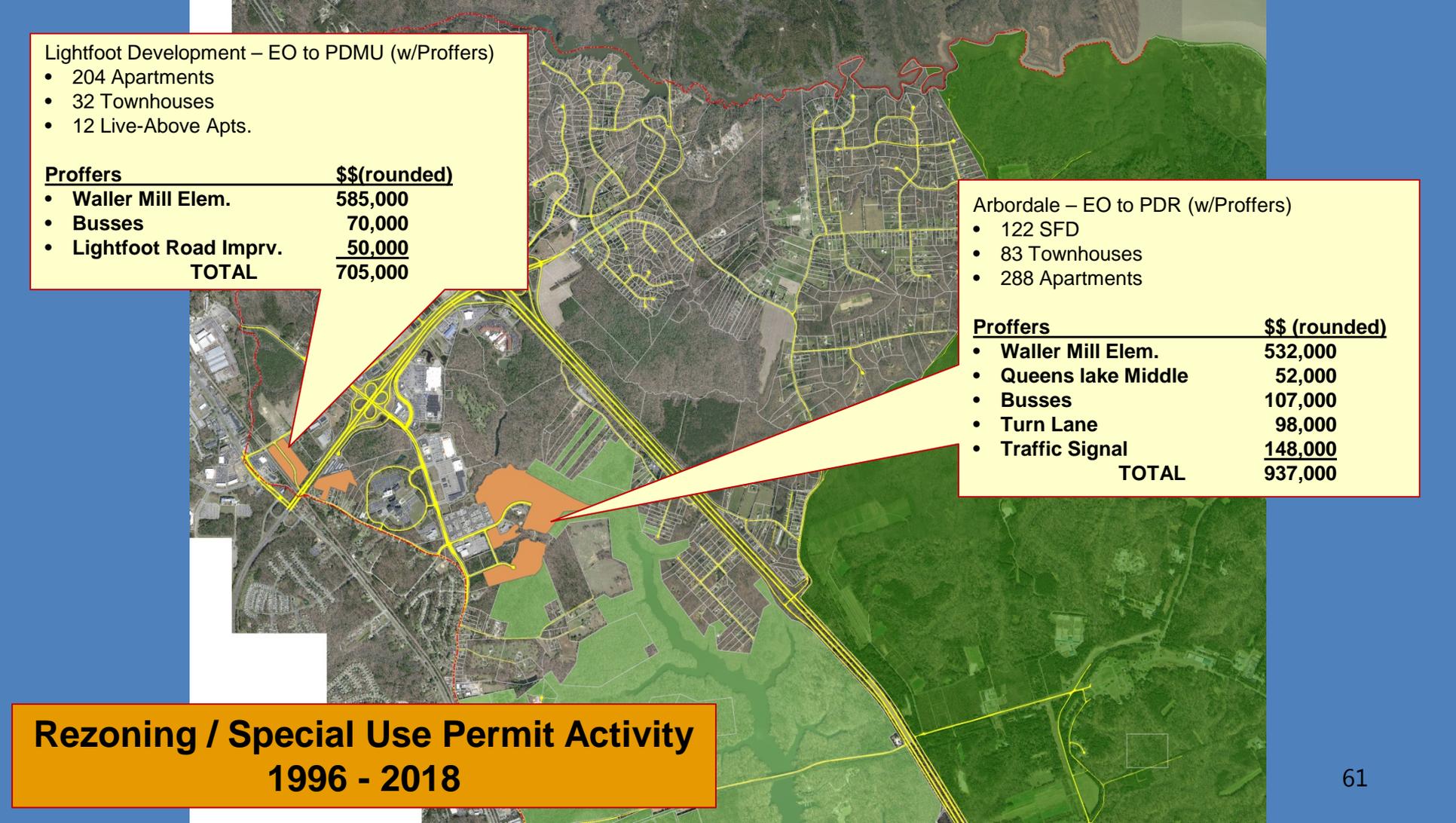
Future Residential Development Potential



- Zoned EO w/ Mixed Use Overlay
- 247 Acres

- Zoned R13
- 15+ Acres

# Units	Constructed	Future
	615	
	470	1,156
		396
Total	1,085	1,552
Potential R13		40
Potential PDMU		??



Lightfoot Development – EO to PDMU (w/Proffers)

- 204 Apartments
- 32 Townhouses
- 12 Live-Above Apts.

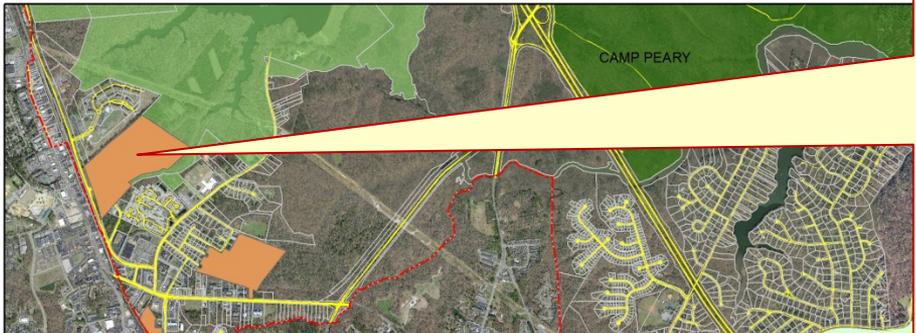
<u>Proffers</u>	<u>\$\$(rounded)</u>
• Waller Mill Elem.	585,000
• Busses	70,000
• Lightfoot Road Imprv.	50,000
TOTAL	705,000

Arbordale – EO to PDR (w/Proffers)

- 122 SFD
- 83 Townhouses
- 288 Apartments

<u>Proffers</u>	<u>\$\$ (rounded)</u>
• Waller Mill Elem.	532,000
• Queens lake Middle	52,000
• Busses	107,000
• Turn Lane	98,000
• Traffic Signal	148,000
TOTAL	937,000

**Rezoning / Special Use Permit Activity
1996 - 2018**



The Reserve at Williamsburg – EO to PDR (w/ Proffers)

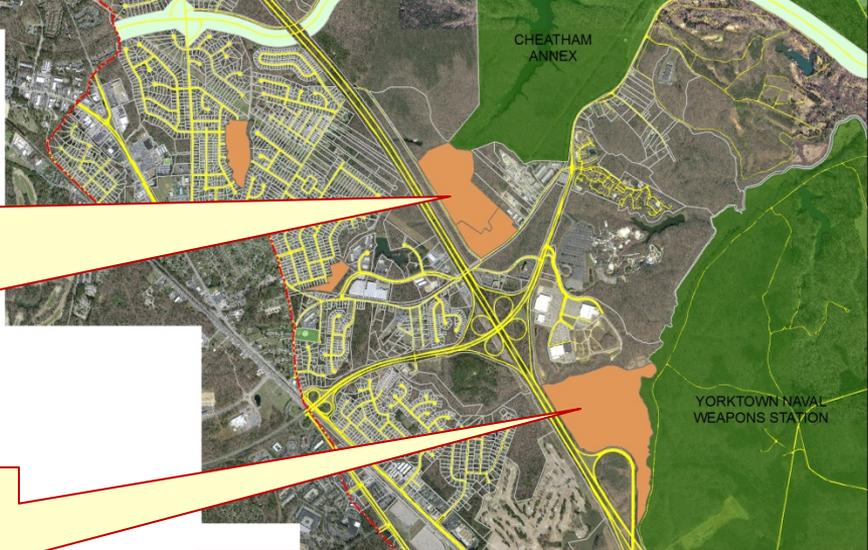
- 120 Senior Apartments**
- 47 Single-family Detached**
- 94 Townhouses (34 built / 60 future)
- 198 Apartments (future)

<u>Proffers</u>	<u>\$\$ (rounded)</u>
• School Capacity	590,000

Whittaker’s Mill – EO to PDR (w/ Proffers)

- 114 Single-family Detached
 - 14 built / 100 future
- 106 Townhouses
 - 5 built / 101 future

<u>Proffers</u>	<u>\$\$ (rounded)</u>
• School Capacity	596,000
• Water Country Pkwy	350,000
• Commercial Access Imprv.	150,000
TOTAL	1,096,000



Marquis Estates and Apartments – EO to PDR (w/ Proffers)

- 182 Single-family Detached (future)
- 418 Apartments (future)

<u>Proffers</u>
• 14-acre Elementary School Site

**Rezoning / Special Use Permit Activity
1996 - 2018**

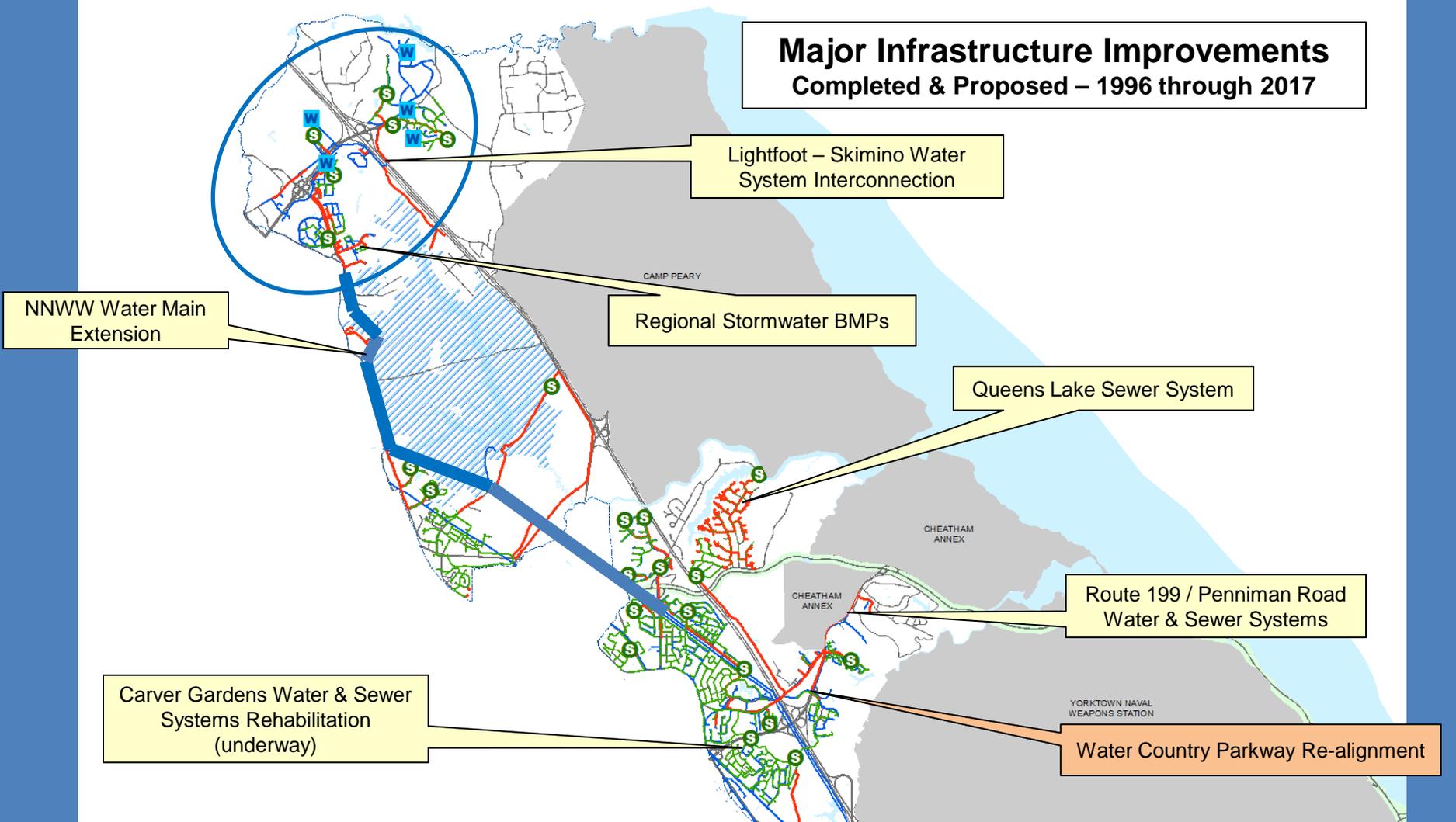
Cash Proffers* Help Fund Capital Improvements

	Amount Pledged**	Collected To Date
School Capacity	1,186,800	7,200
Waller Mill Elementary	1,117,573	129,700
Queens Lake Middle	52,246	
Buses	176,376	
Sub-total (Schools)	2,532,995	136,900
Transportation Improvements	1,095,926	300,000
GRAND TOTAL	3,628,921	436,900

* South Park, The Reserve, Whittaker's Mill, Arbordale, Lightfoot PDMU

** Does not include value of The Marquis school site, the Reserve at Williamsburg fire station site, the Water Country Parkway right-of-way, or the Yorktown Road intersection improvements at Routes 134 and 171.

Major Infrastructure Improvements Completed & Proposed – 1996 through 2017



Lightfoot – Skimino Water
System Interconnection

NNWW Water Main
Extension

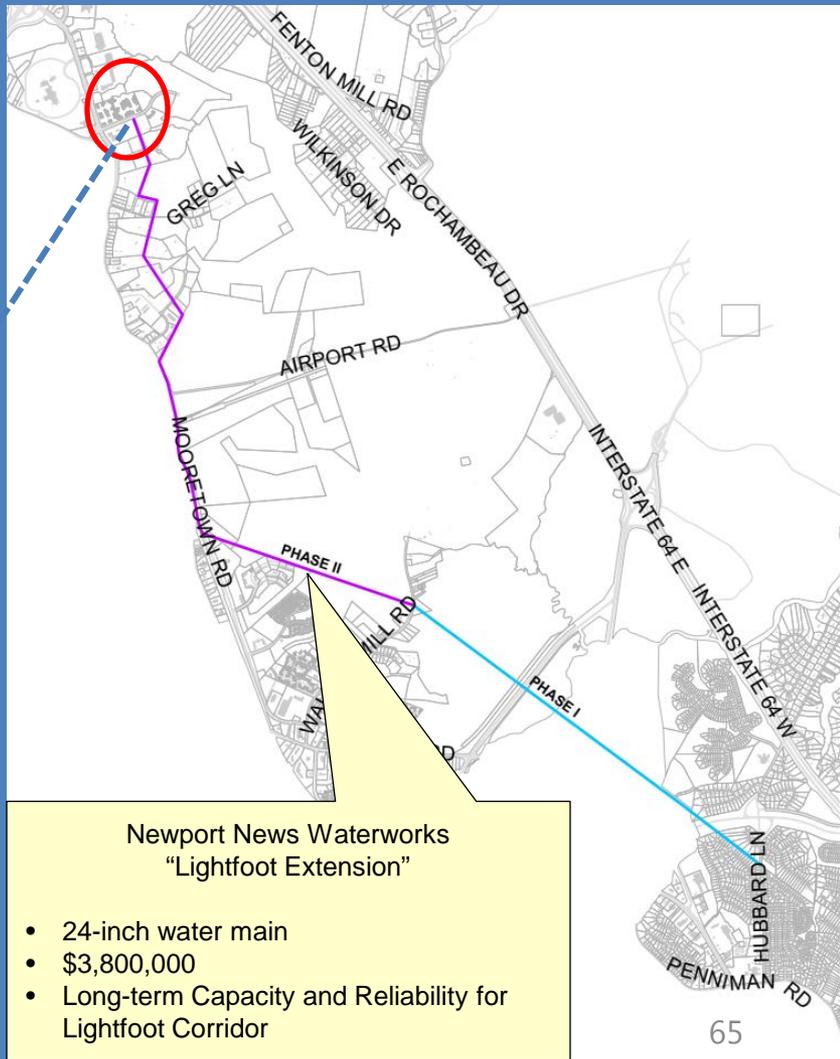
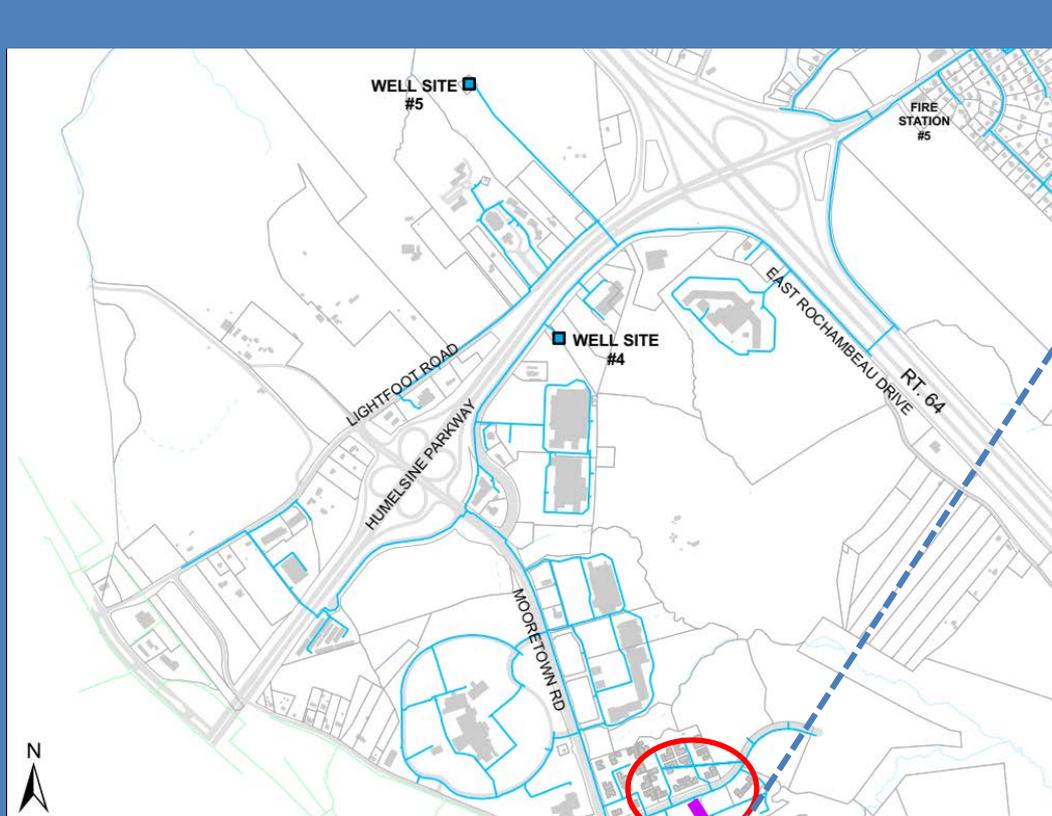
Regional Stormwater BMPs

Queens Lake Sewer System

Route 199 / Penniman Road
Water & Sewer Systems

Carver Gardens Water & Sewer
Systems Rehabilitation
(underway)

Water Country Parkway Re-alignment



Newport News Waterworks
"Lightfoot Extension"

- 24-inch water main
- \$3,800,000
- Long-term Capacity and Reliability for Lightfoot Corridor



Schools

Waller Mill Elementary
(10 classrooms added 2016)

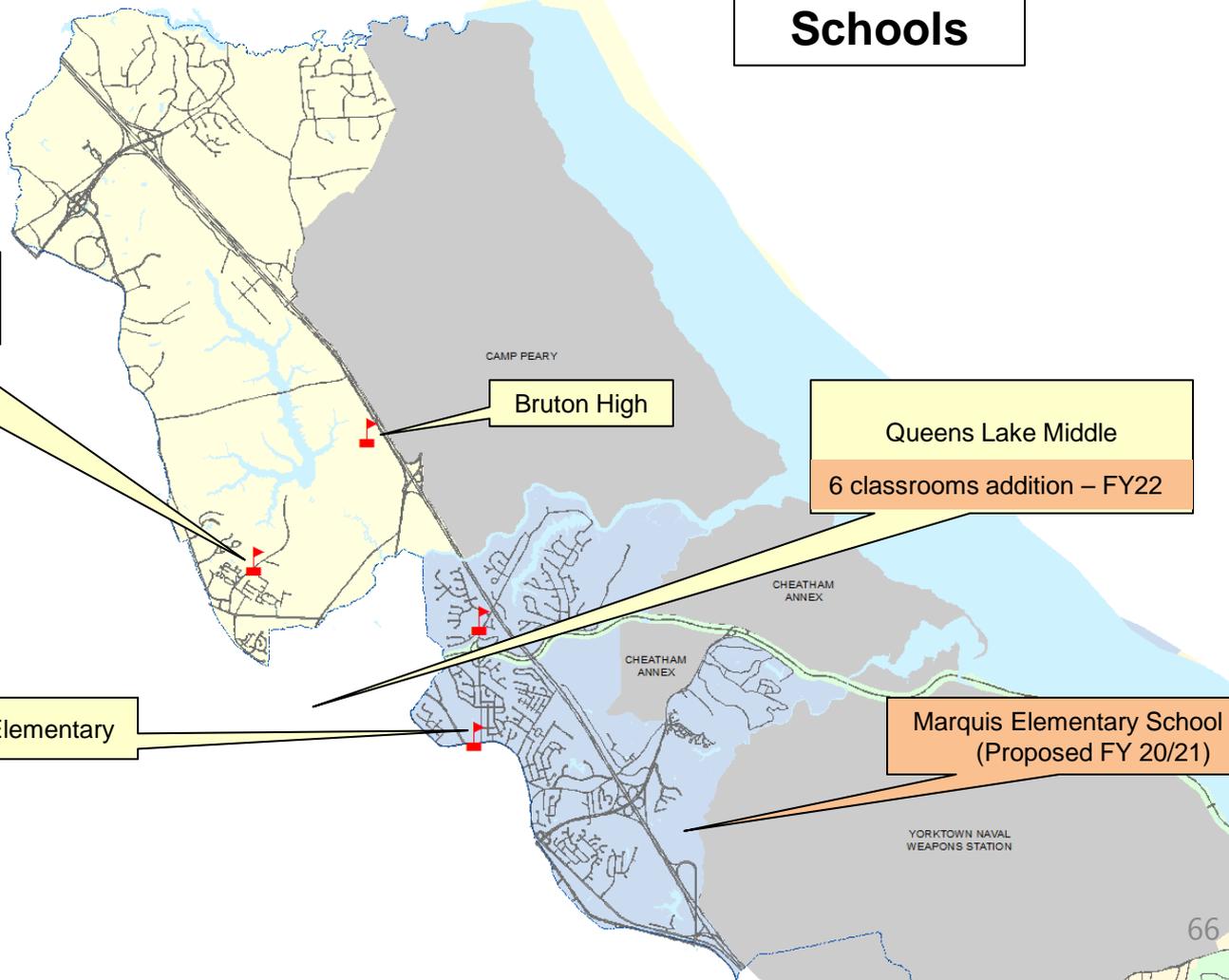
Bruton High

Queens Lake Middle

6 classrooms addition – FY22

Magruder Elementary

Marquis Elementary School Site
(Proposed FY 20/21)



Residential Development and Major Public Infrastructure Activity

Past, Present and Future
1996 - 2018

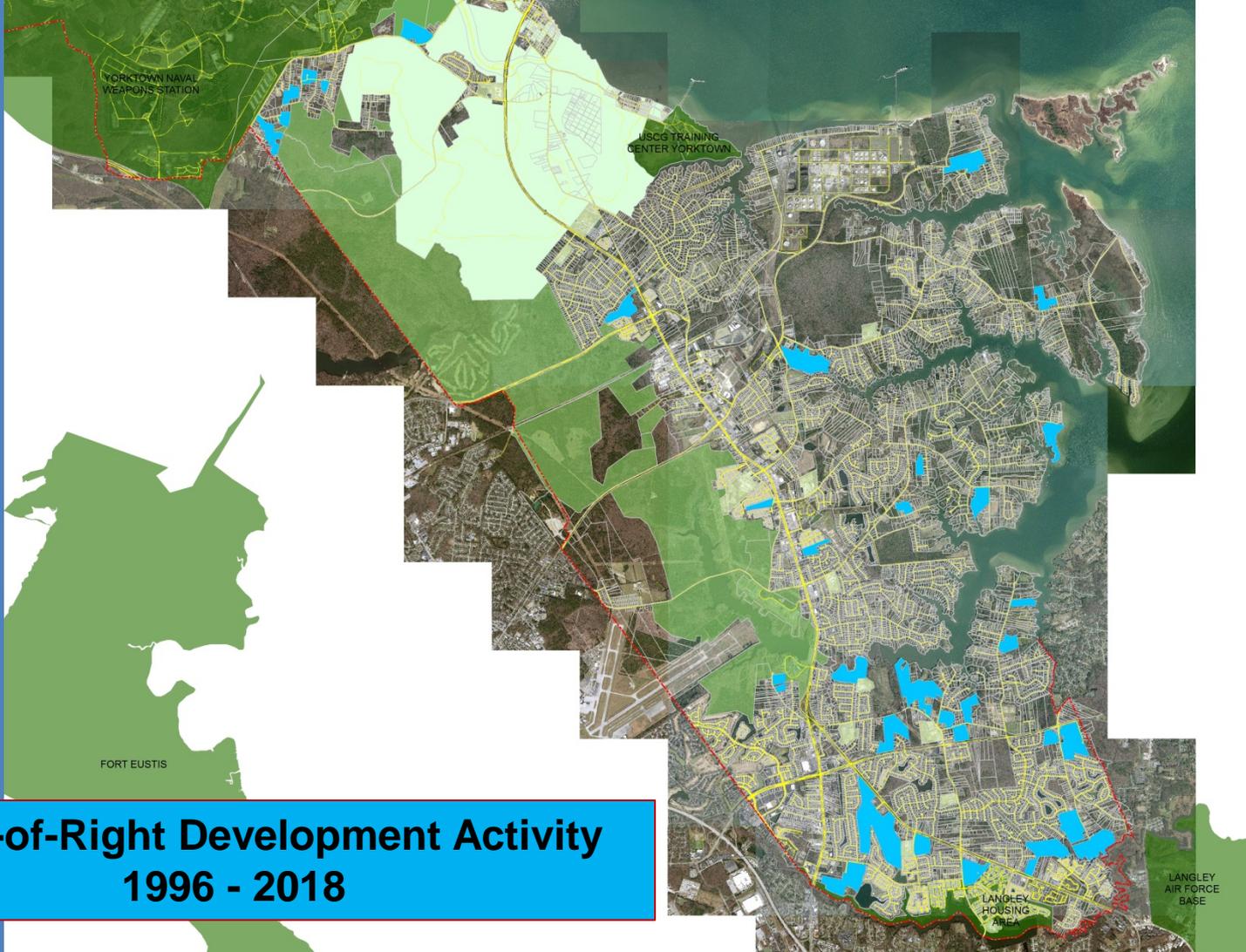
1995

Riverwalk Landing was still a concept plan

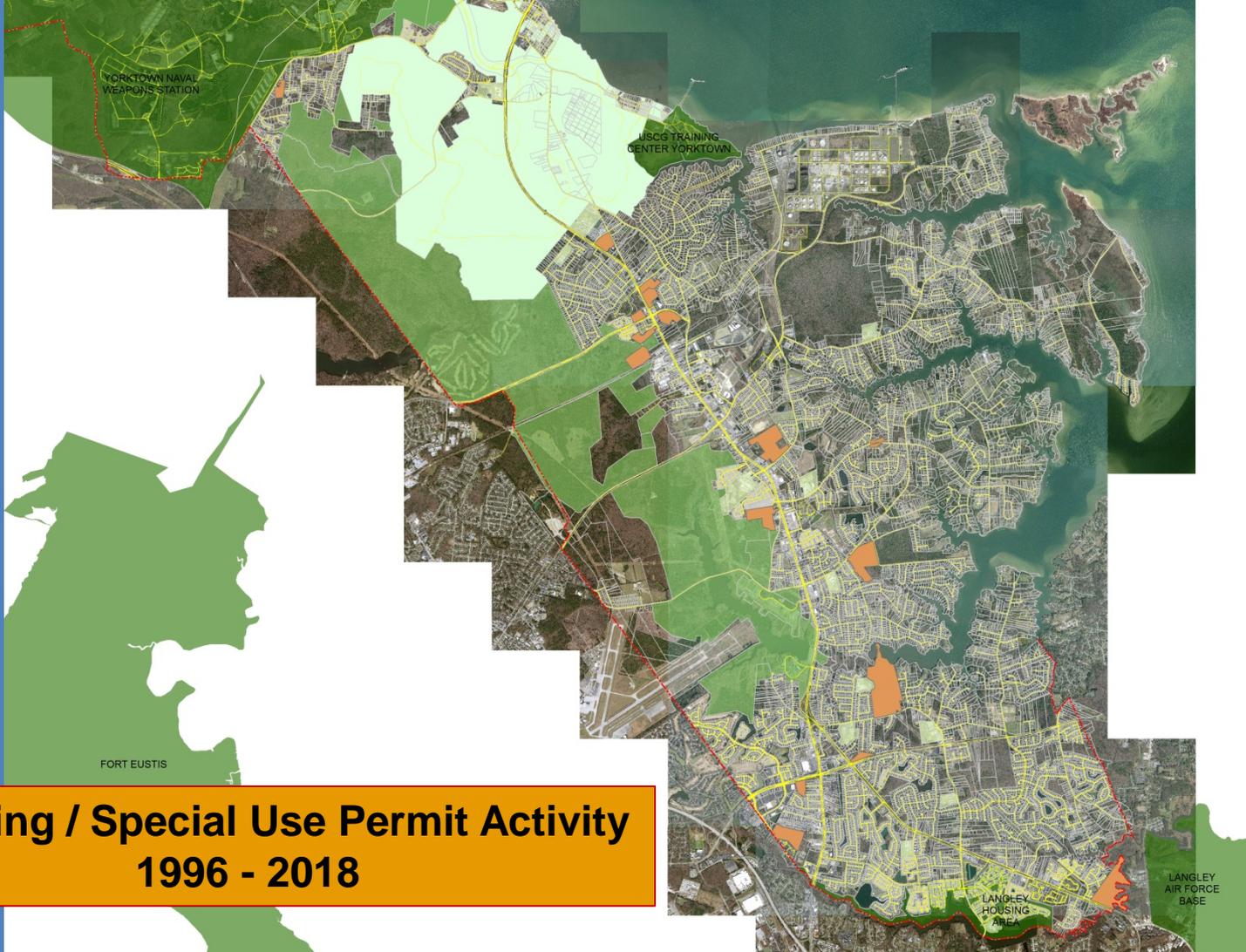
Grafton High / Middle School had just opened

Tabb Library and the YMCA had not been built

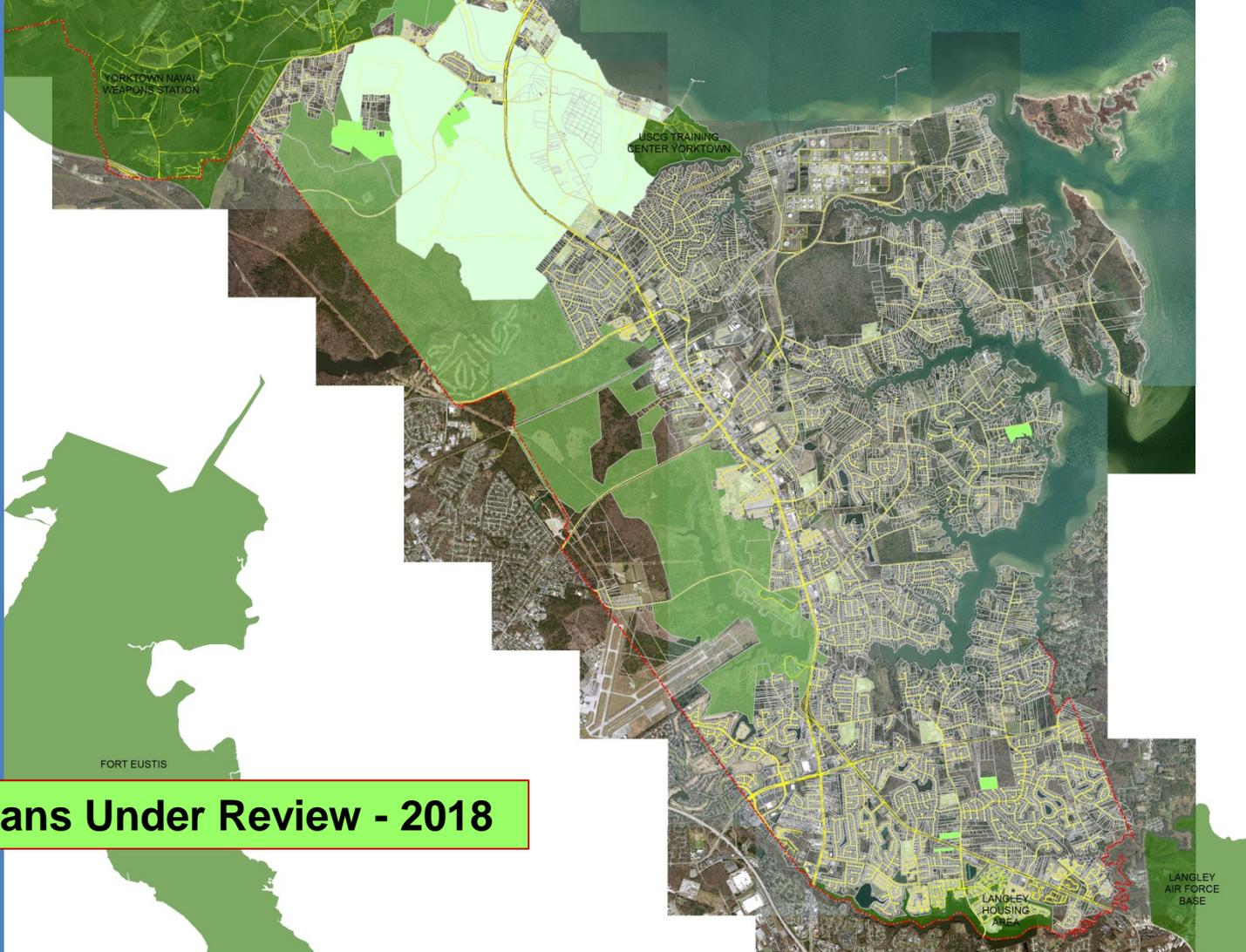




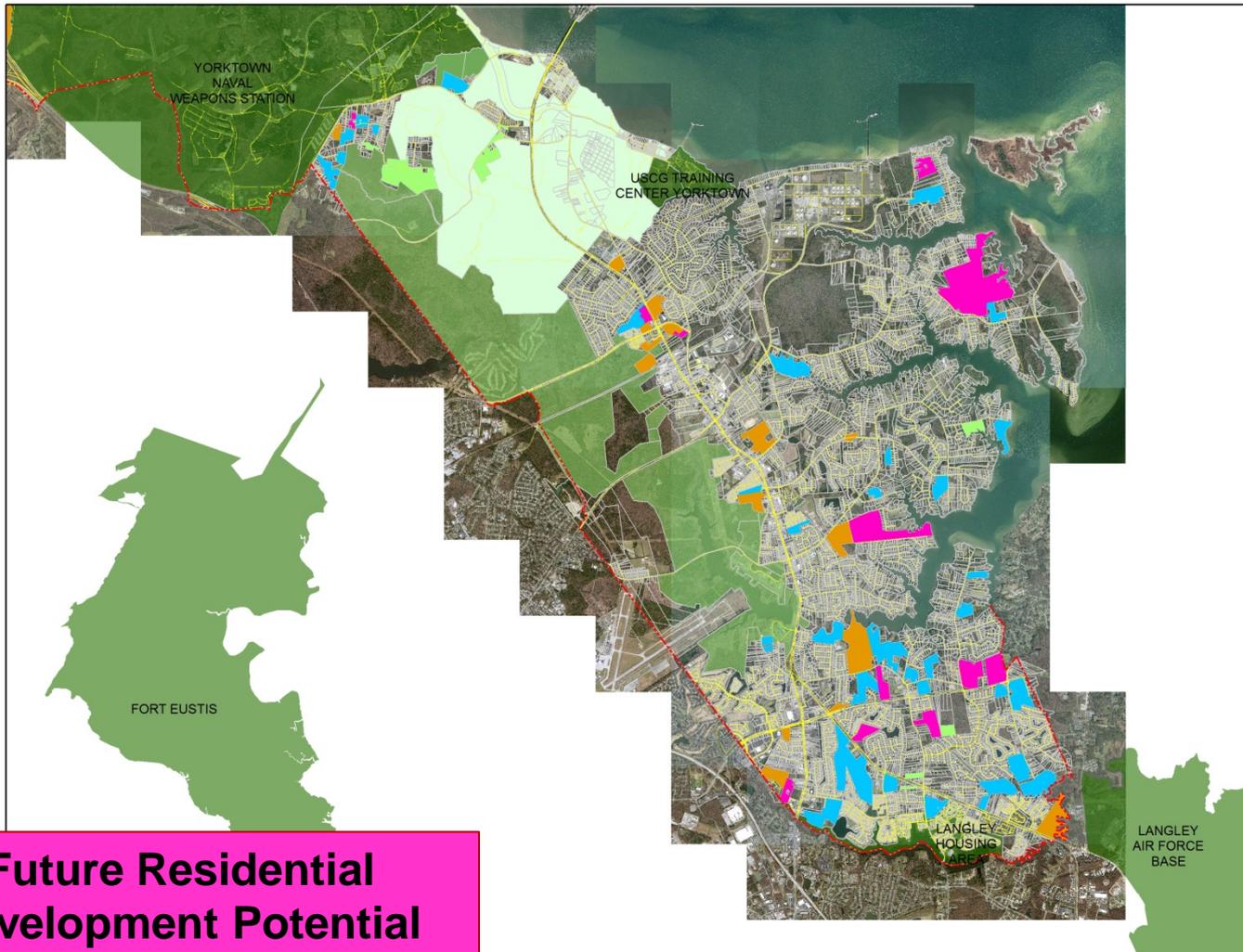
**Matter-of-Right Development Activity
1996 - 2018**



**Rezoning / Special Use Permit Activity
1996 - 2018**



Plans Under Review - 2018



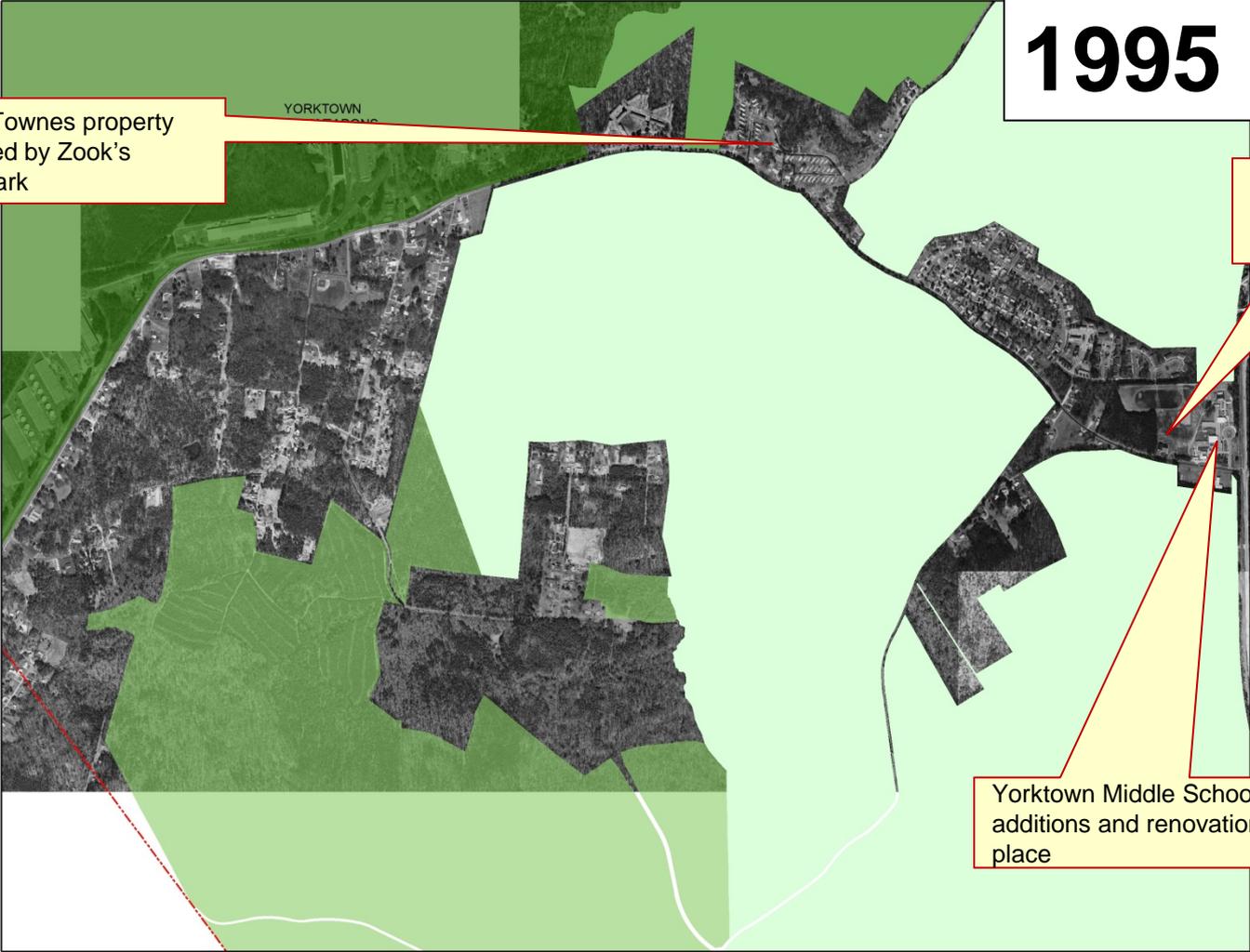
**Future Residential
Development Potential**

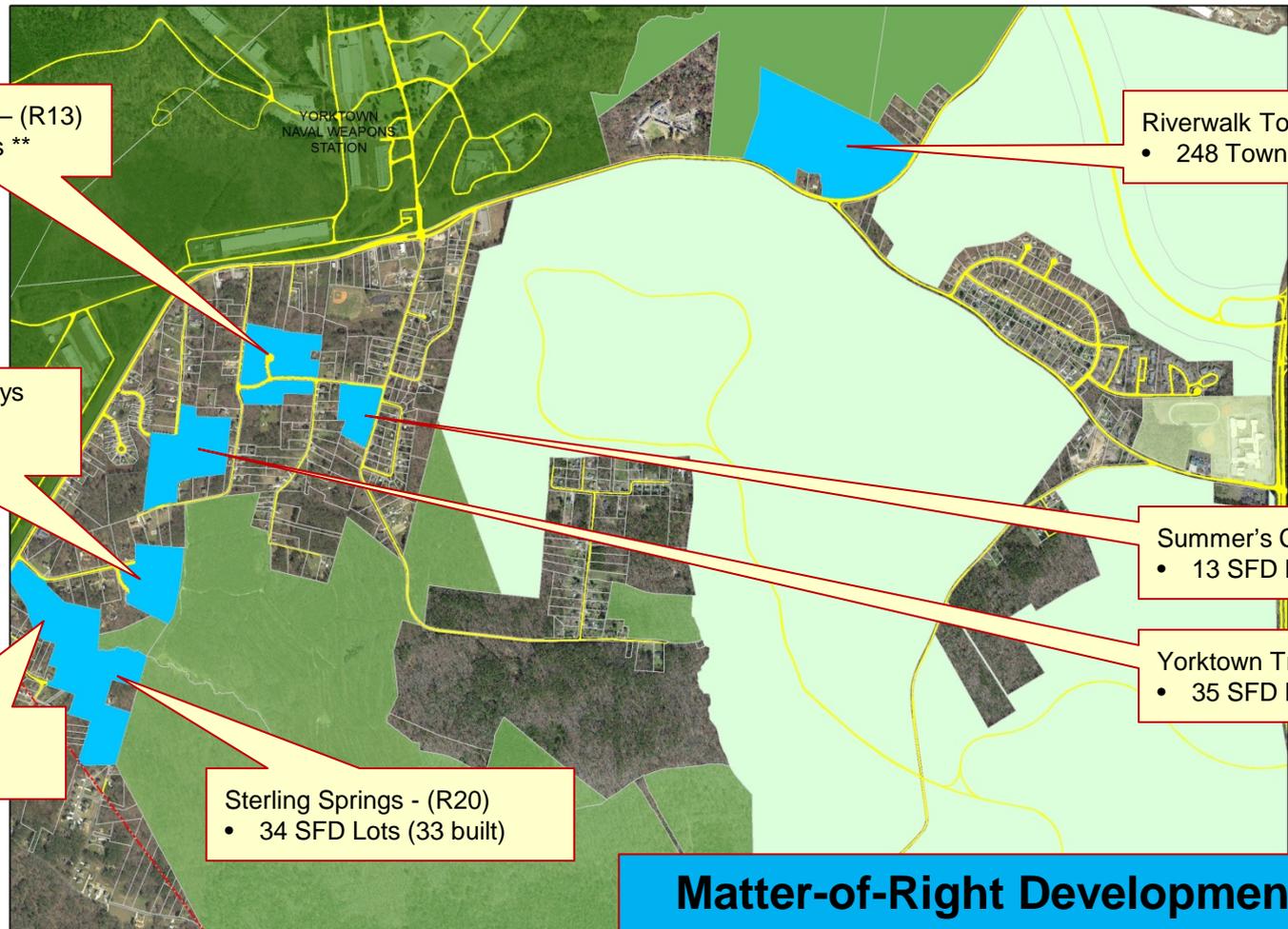
1995

The Riverwalk Townes property was still occupied by Zook's Mobile Home Park

The Yorktown Fire Station was only 5 years old

Yorktown Middle School classroom additions and renovations had not taken place





Magnolia Park – (R13)
 • 33 SFD Lots **

Riverwalk Townes - (RMF)
 • 248 Townhouses **

Cheyenne Hills & Mays Hollow - (R13)
 • 21 SFD Lots **

Summer's Crossing - (R13)
 • 13 SFD Lots **

Grand Oaks - (R13)
 • 27 SFD Lots **

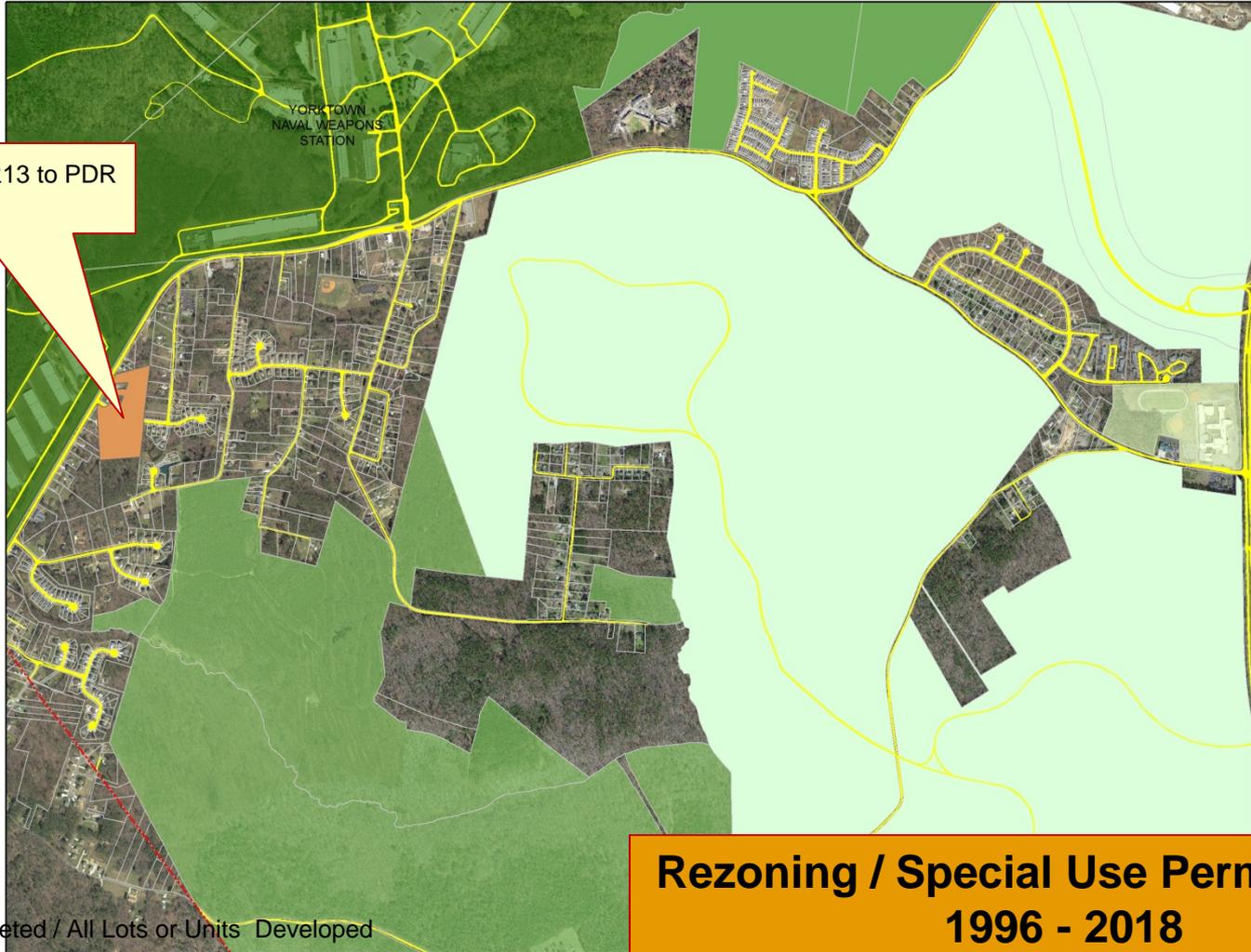
Yorktown Trace - (R13)
 • 35 SFD Lots **

Sterling Springs - (R20)
 • 34 SFD Lots (33 built)

** Project Completed / All Lots or Units Developed

**Matter-of-Right Development Activity
 1996 - 2018**

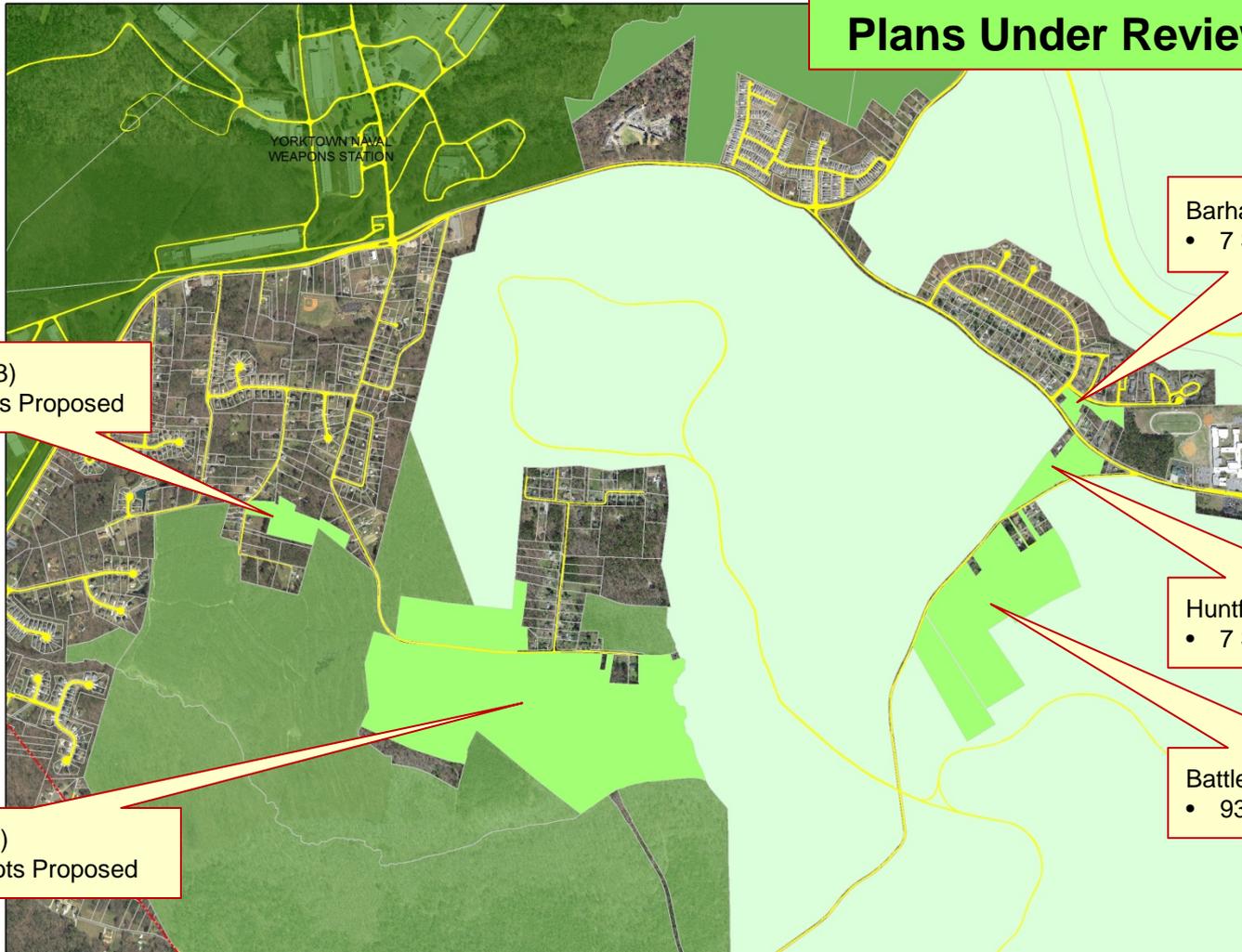
Endview Woods – R13 to PDR
• 33 SFD Lots **

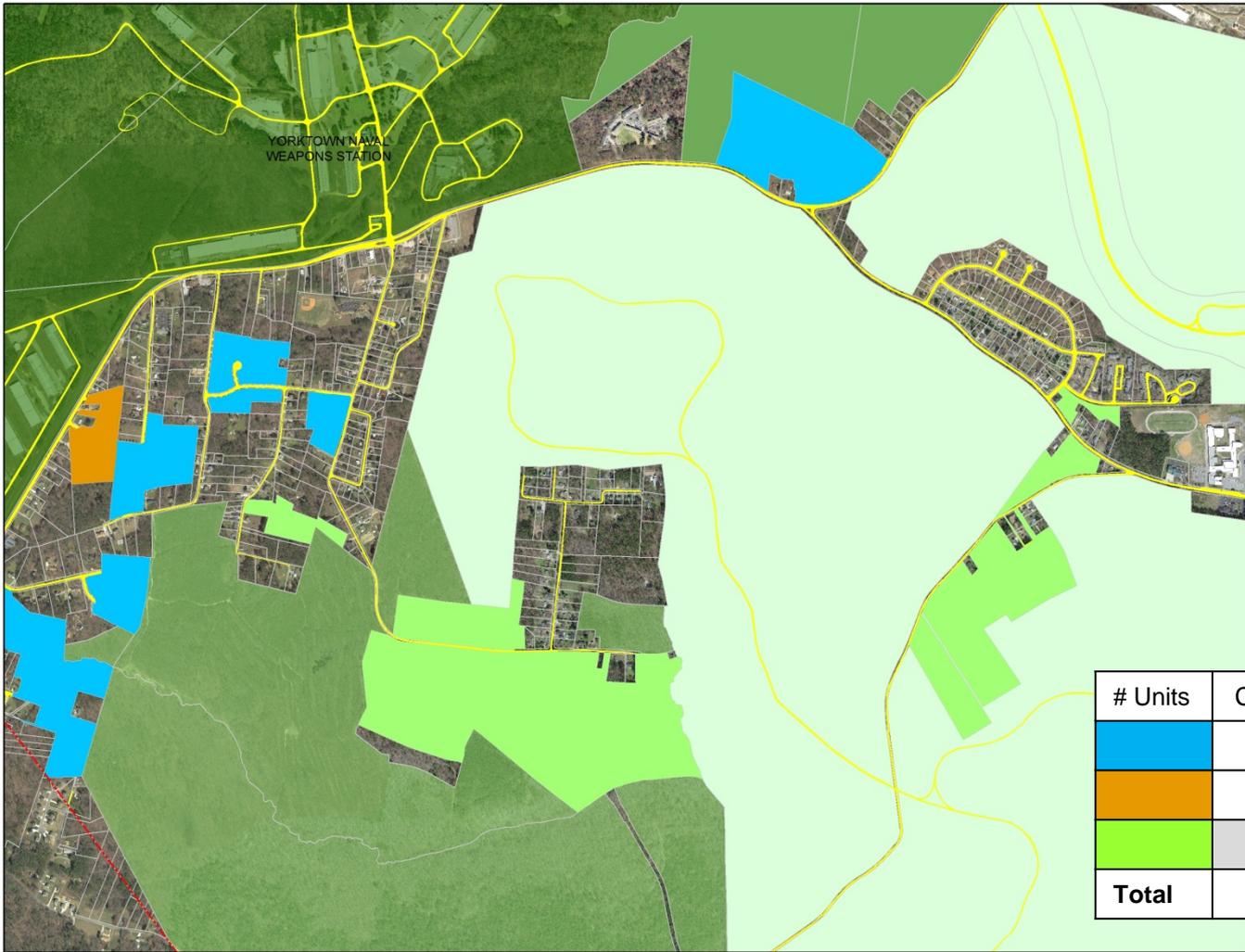


** Project Completed / All Lots or Units Developed

**Rezoning / Special Use Permit Activity
1996 - 2018**

Plans Under Review - 2018

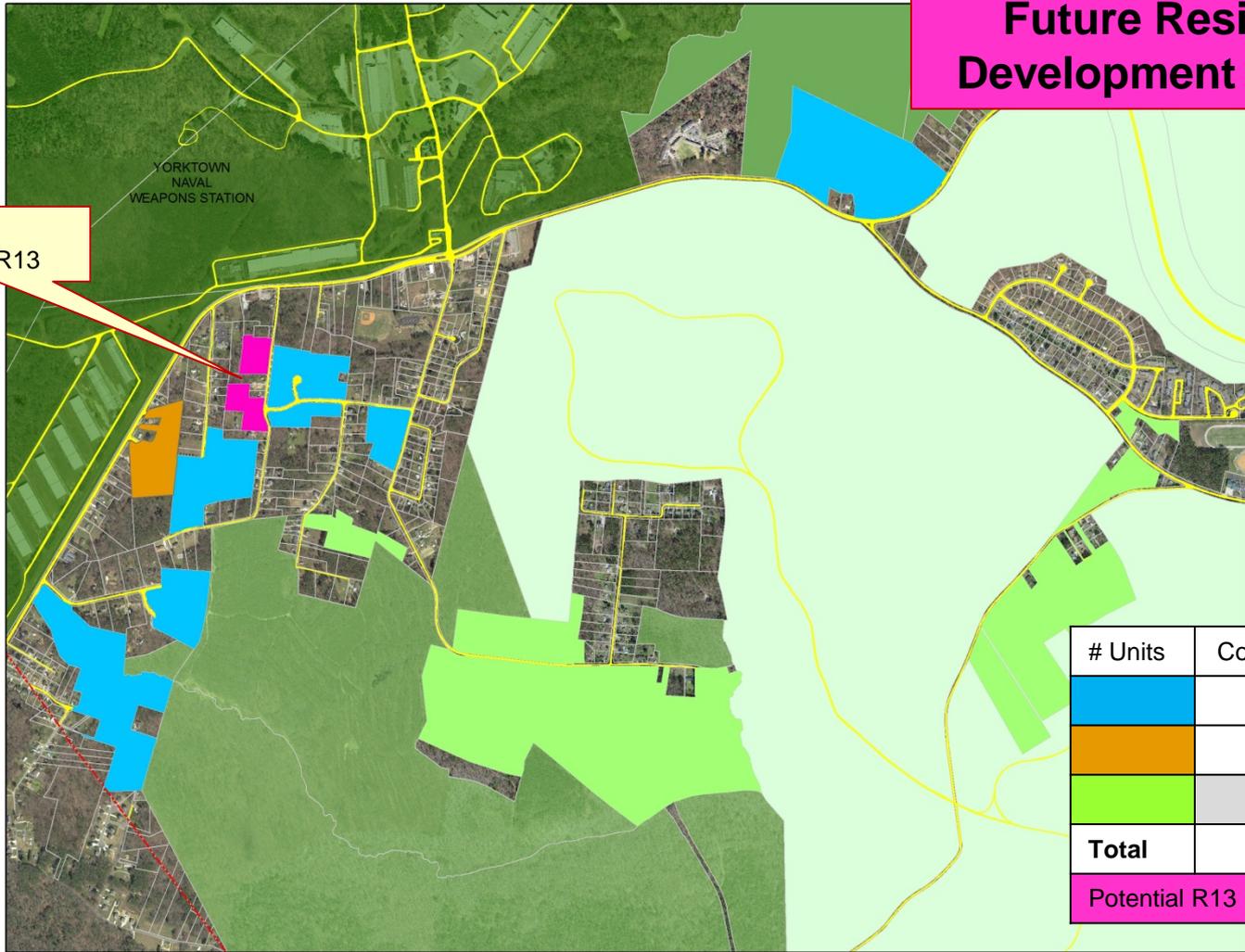




# Units	Constructed	Future
	410	1
	33	
		361
Total	443	362

Future Residential Development Potential

- 7 acres
- Zoned R13



# Units	Constructed	Future
Blue	410	1
Orange	33	
Green		361
Total	443	362
Potential R13		18

1995



Fort Eustis Blvd. not yet extended to Old York-Hampton Highway

Fort Eustis Blvd. only two lanes wide between Rt. 17 and Jefferson Blvd.



Clairmont Apartments – (RMF)
• 216 apartments **

Winterfield – (RR)
• 35 SFD Lots (35 built)

Osborne Landing – (RR)
• 16 SFD Lots (1 built / 15 future)

Port Myers – (RR)
• 47 SFD Lots (45 built / 2 future)

** Project Completed / All Lots or Units Developed

Matter-of-Right Development Activity 1996 - 2018

Villas at Yorktown – LB to PDR (w/ Proffers)
• 76 4-Plex Units (Senior Housing)**

Virginia Health Services – (SUP)
• 40 Assisted Living Units (Senior Housing)

Nelson's Grant – R20 & GB to PDMU (w/ Proffers)
• 69 Townhouses / Duplexes (60 built / 9 future)
• 36 Condos (11 built / 25 future)

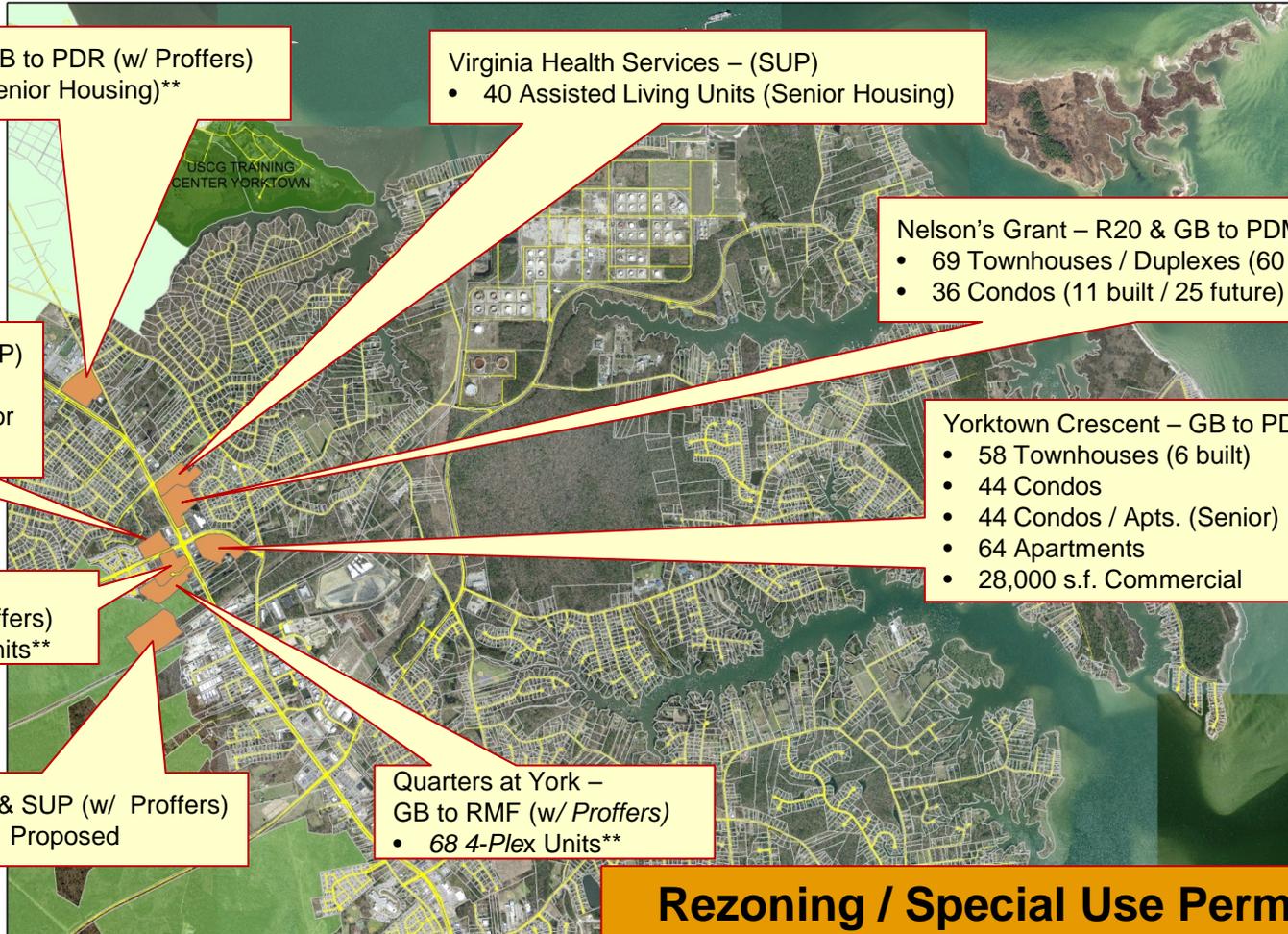
Colonial Harbor (SUP)
• 118 Congregate Care Units (Senior Housing)**

Yorktown Crescent – GB to PDMU (w/ Proffers)
• 58 Townhouses (6 built)
• 44 Condos
• 44 Condos / Apts. (Senior)
• 64 Apartments
• 28,000 s.f. Commercial

Yorktown Arch – GB to RMF (w/ Proffers)
• 92 Apartment Units**

Pickett – IL to RMF & SUP (w/ Proffers)
• 300 Senior Apts. Proposed

Quarters at York – GB to RMF (w/ Proffers)
• 68 4-Plex Units**

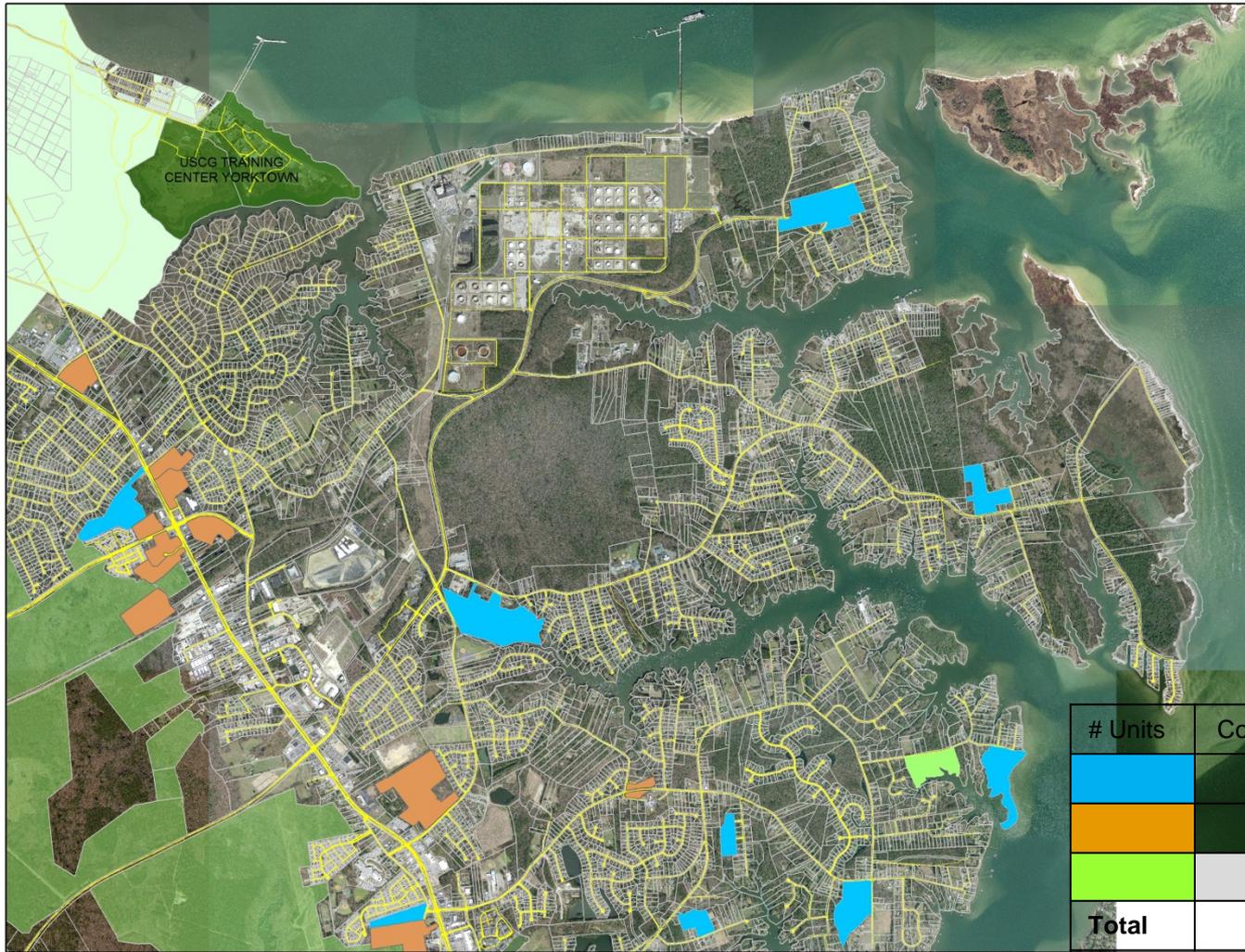


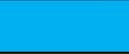
** Project Completed / All Lots or Units Developed

Rezoning / Special Use Permit Activity 1996 - 2018



Plans Under Review - 2018



# Units	Constructed	Future
	297	17
	431	578
		-
Total	728	595

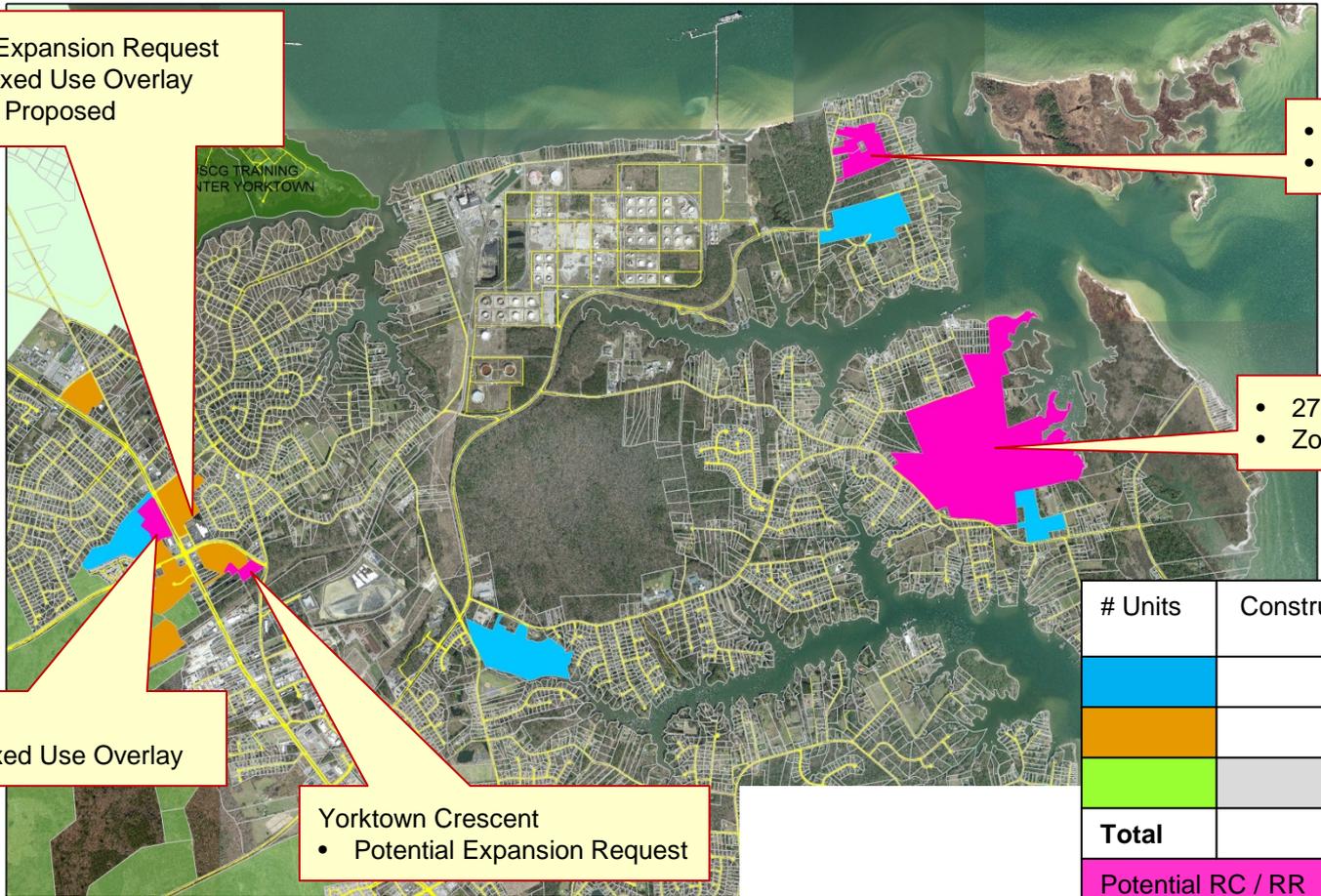
- Nelson's Grant Expansion Request
- Zoned GB w/ Mixed Use Overlay
- 19 Townhouses Proposed

- 28 acres
- Zoned RR

- 270 acres (+/-)
- Zoned RC & RR

- 13 acres
- Zoned GB w/ Mixed Use Overlay

- Yorktown Crescent
- Potential Expansion Request



# Units	Constructed	Future
	297	17
	431	578
Total	728	595
Potential RC / RR		150 +/-
Potential PDMU		??

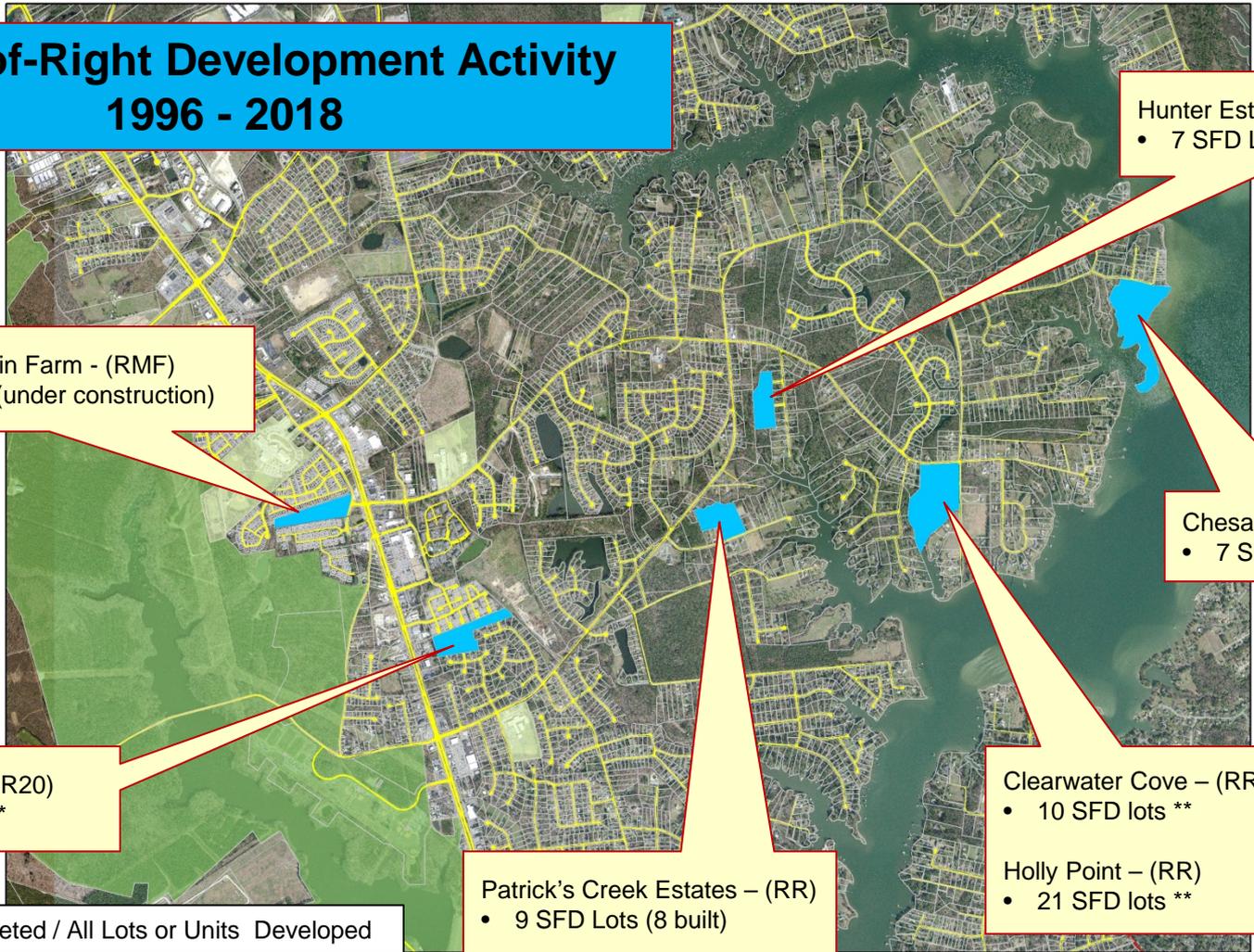
1995

Rainbrook Villas, the first
“targeted” senior housing,
had not been developed

The “MAC” had not been
developed

The Route 17 Widening
Project had not been
funded

Matter-of-Right Development Activity 1996 - 2018



Hunter Estates - (RR)
• 7 SFD Lots **

Townhomes at Martin Farm - (RMF)
• 78 Townhouses (under construction)

Chesapeake Watch (RR)
• 7 SFD Lots (5 built)

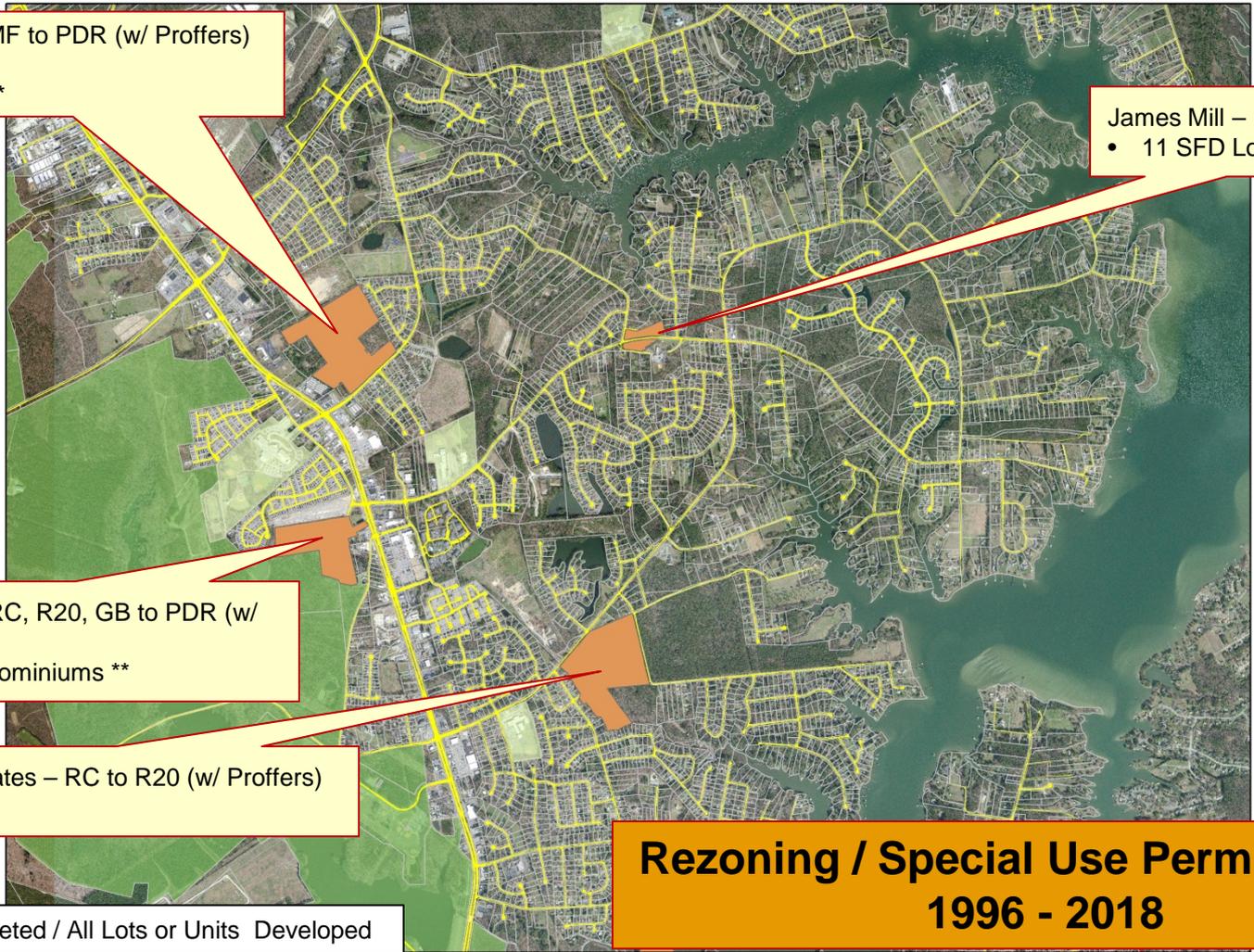
Prospect Park – (R20)
• 20 SFD Lots **

Clearwater Cove – (RR)
• 10 SFD lots **

Patrick's Creek Estates – (RR)
• 9 SFD Lots (8 built)

Holly Point – (RR)
• 21 SFD lots **

** Project Completed / All Lots or Units Developed



Willow Lakes – RMF to PDR (w/ Proffers)

- 96 SFD Lots **
- 152 Duplexes **

James Mill – (RR to R20)

- 11 SFD Lots **

Rainbrook Villas – RC, R20, GB to PDR (w/ Proffers)

- 166 4-Plex Condominiums **

Quartermarsh Estates – RC to R20 (w/ Proffers)

- 25 SFD Lots **

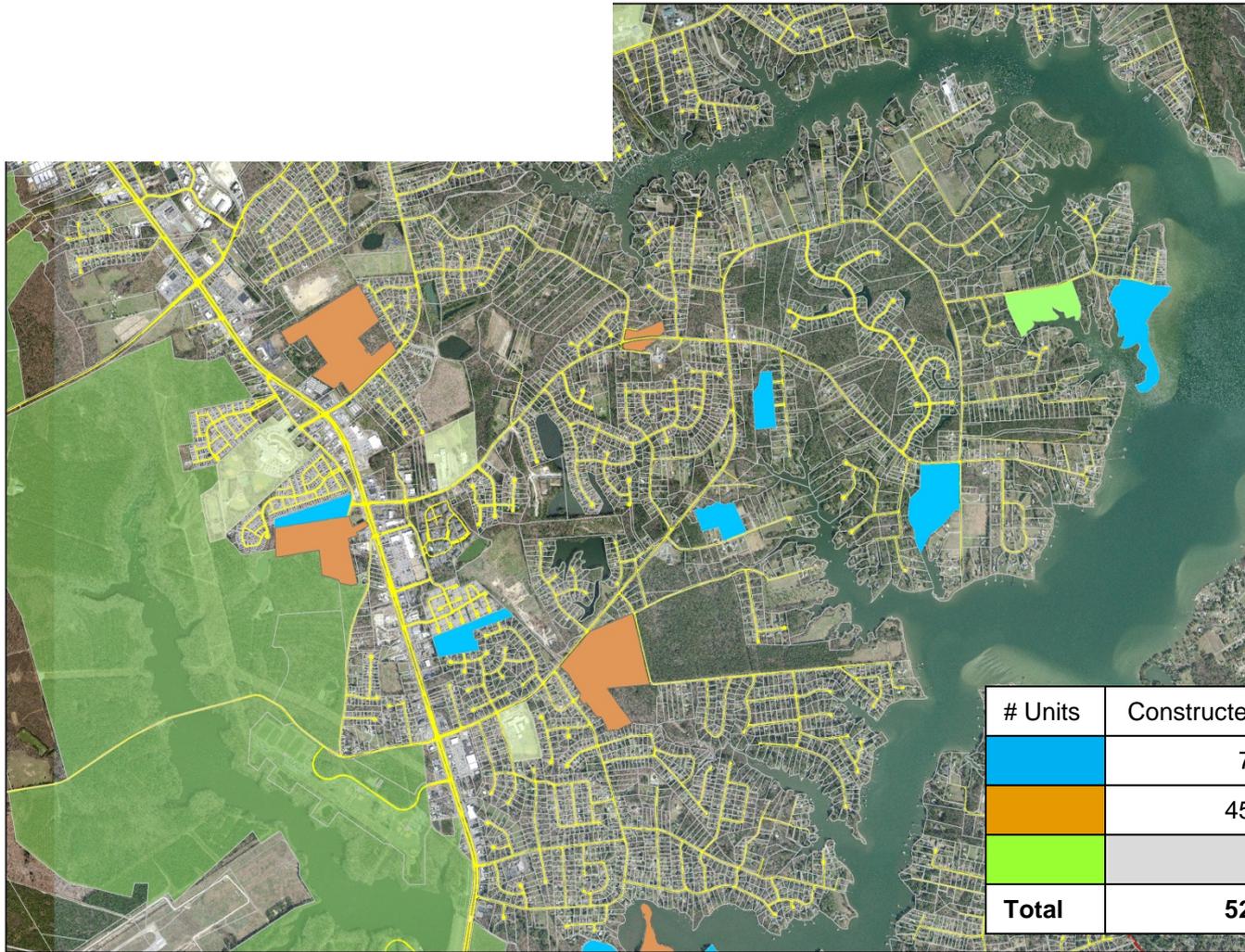
** Project Completed / All Lots or Units Developed

**Rezoning / Special Use Permit Activity
1996 - 2018**

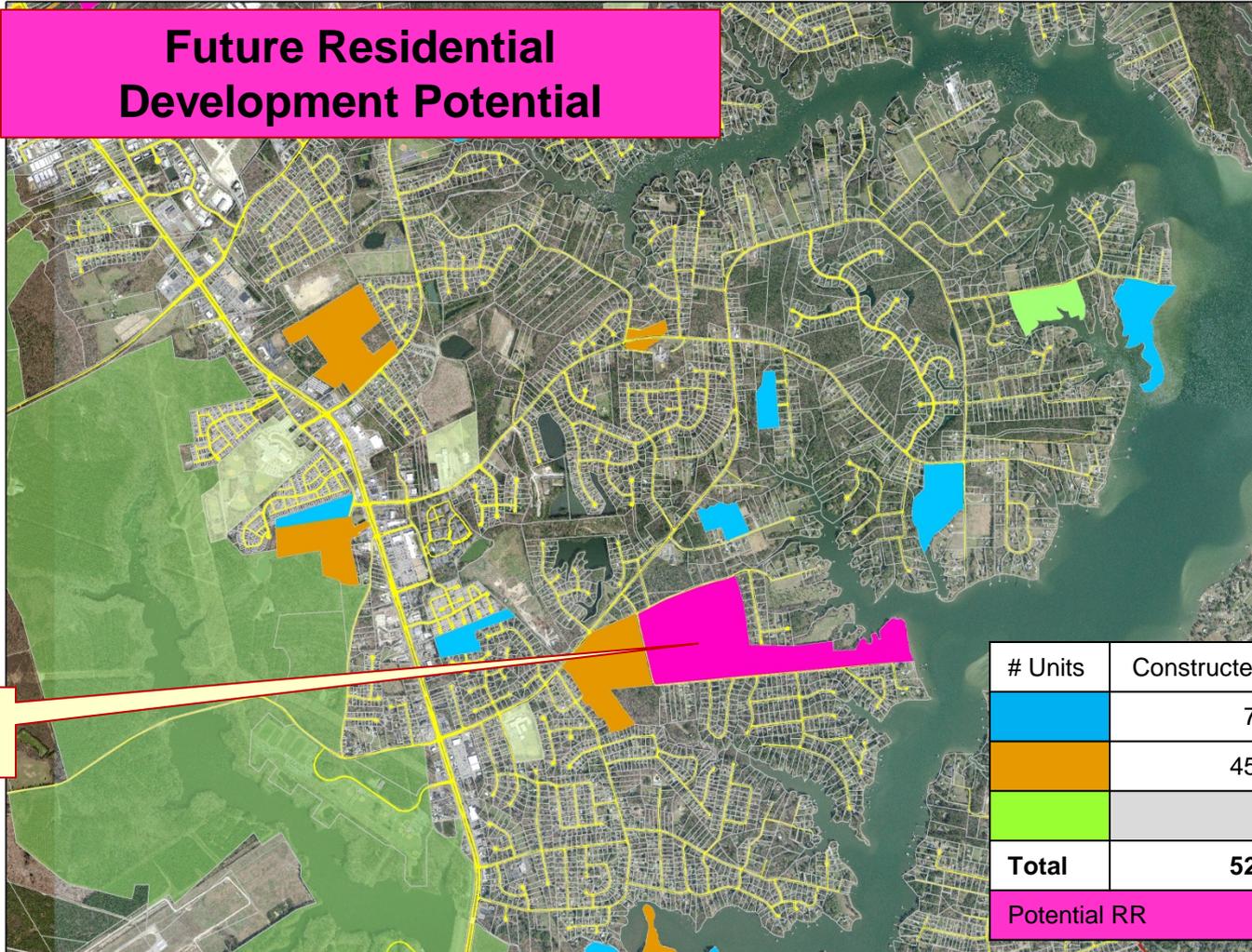


Little Harbor – (RR)
• 10 SFD Lots Proposed

Plans Under Review - 2018



Future Residential Development Potential



- 124 Acres
- Zoned RR

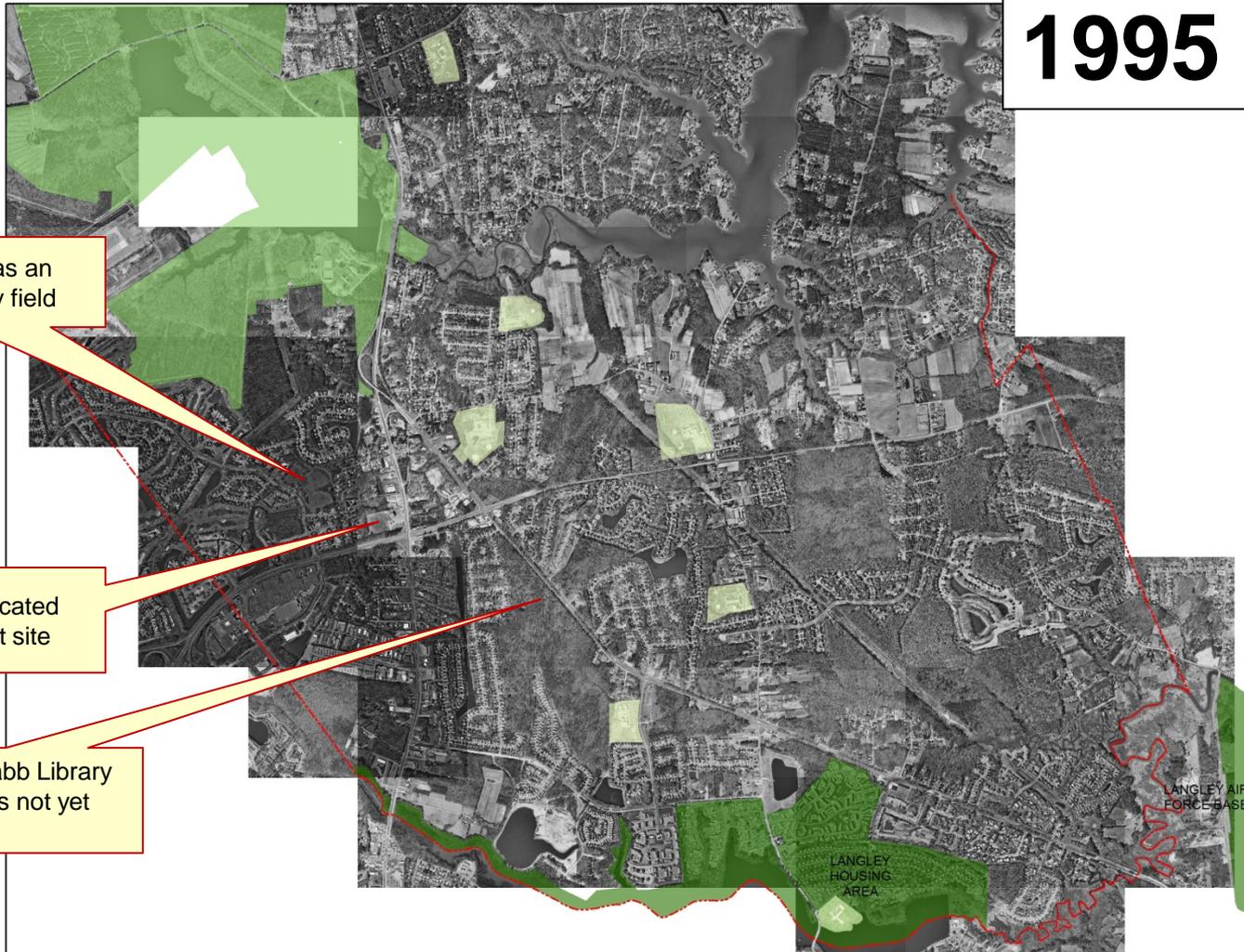
# Units	Constructed	Future
	71	81
	450	
		10
Total	521	91
Potential RR		100

1995

Kiln Creek Park was an unimproved grassy field

Drive-in Theatre located on current Walmart site

Greenlands, Tabb Library and YMCA sites not yet developed



Matter-of-Right Development Activity 1996 - 2018

McDonald Bluff's – (R20)
• 35 SFD Lots **

Darby Estates – (R20)
• 16 SFD Lots **

Taylor Farms – (RR)
• 54 SFD Lots (51 built / 3 future)

Victory Estates – (RR)
• 29 SFD Lots **

Greenlands – (R13)
• 273 SFD Lots **

York Meadows – (R13)
• 124 SFD Lots **

Hawk's Landing & Villas at Coventry – (PDR / R13)
• 31 SFD Lots **
• 96 Apartments **

Shallow Marsh – (RR)
• 7 SFD Lots (3 built / 4 future)

Bunting Point – (RR)
• 16 SFD Lots **

Heron's Walk / Ambrits Point / Lotz
Acres Estates – (RR)
• 42 SFD Lots (37 built / 5 future)

Robert's Trace / York Colony /
Victory Meadows – (R20)
• 96 SFD Lots **

Woods on Mansion Road – (R20)
• 48 SFD Lots **

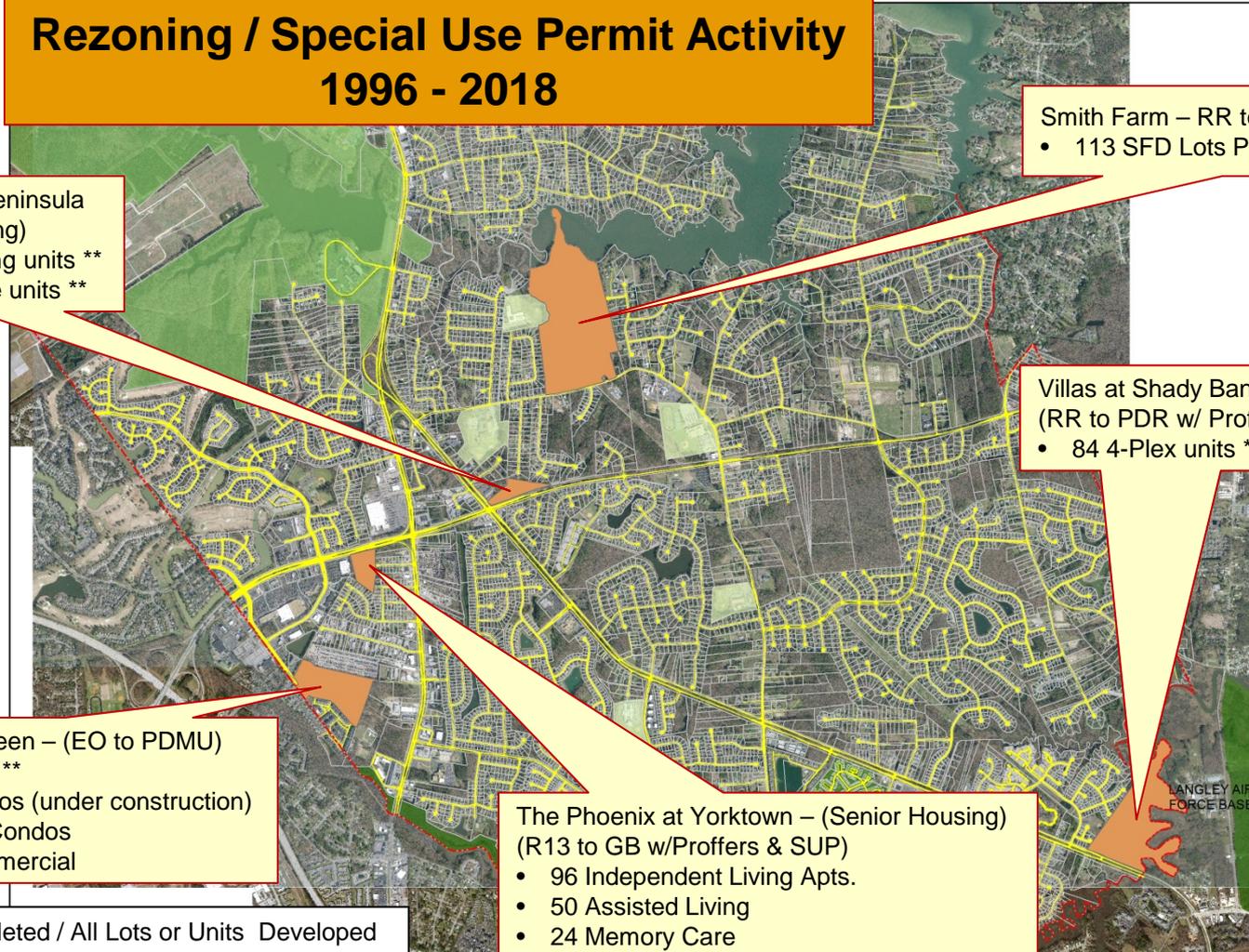
Overlook Point – (R20)
• 50 SFD Lots **

Sherwood Forest – (R20)
• 69 SFD Lots **

Belmont Apartments – (RMF)
• 300 Apartments **

** Project Completed / All Lots or Units Developed

Rezoning / Special Use Permit Activity 1996 - 2018



Crossings on the Peninsula SUP (Senior Housing)

- 66 Assisted Living units **
- 36 Memory Care units **

Smith Farm – RR to R20 (w/ Proffers)

- 113 SFD Lots Proposed

Villas at Shady Banks – Senior Housing (RR to PDR w/ Proffers)

- 84 4-Plex units **

Commonwealth Green – (EO to PDMU)

- 324 Apartments **
- 94 Duplex Condos (under construction)
- 12 Live-Above Condos
- 40,000 s.f. Commercial

The Phoenix at Yorktown – (Senior Housing) (R13 to GB w/Proffers & SUP)

- 96 Independent Living Apts.
- 50 Assisted Living
- 24 Memory Care

** Project Completed / All Lots or Units Developed

Plans Under Review - 2018

Tabb Trace – (R20)

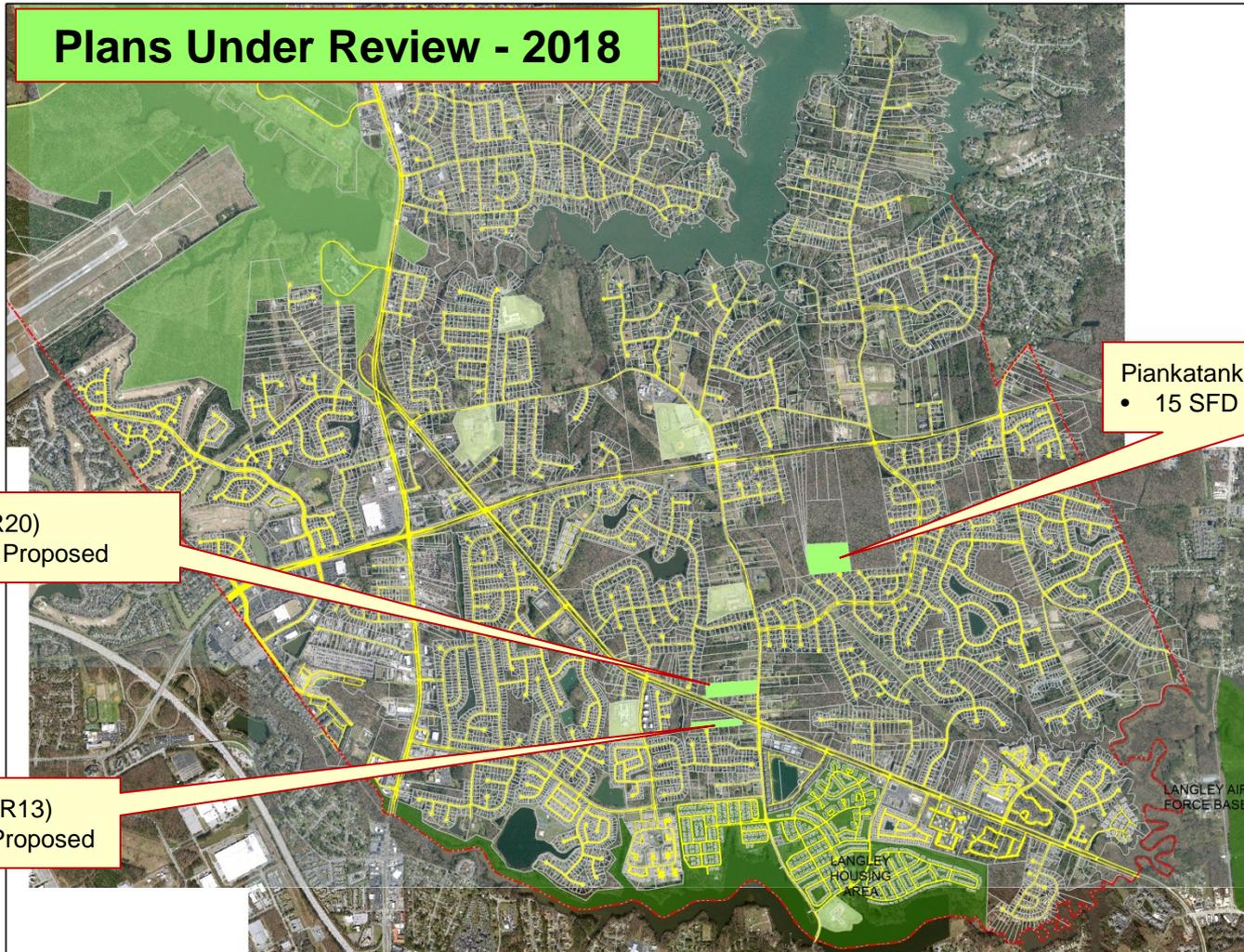
- 11 SFD Lots Proposed

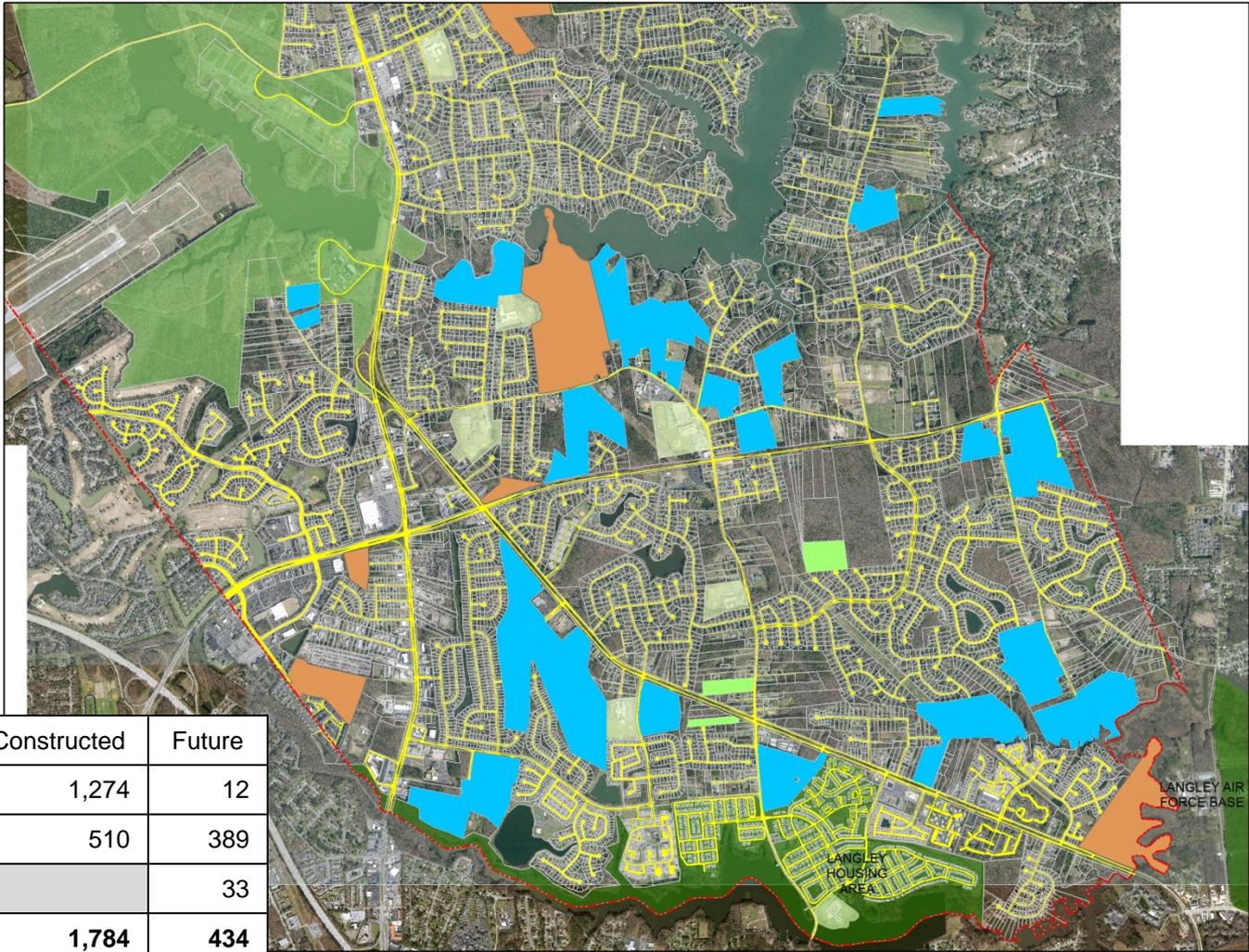
Pleasantville – (R13)

- 7 SFD Lots Proposed

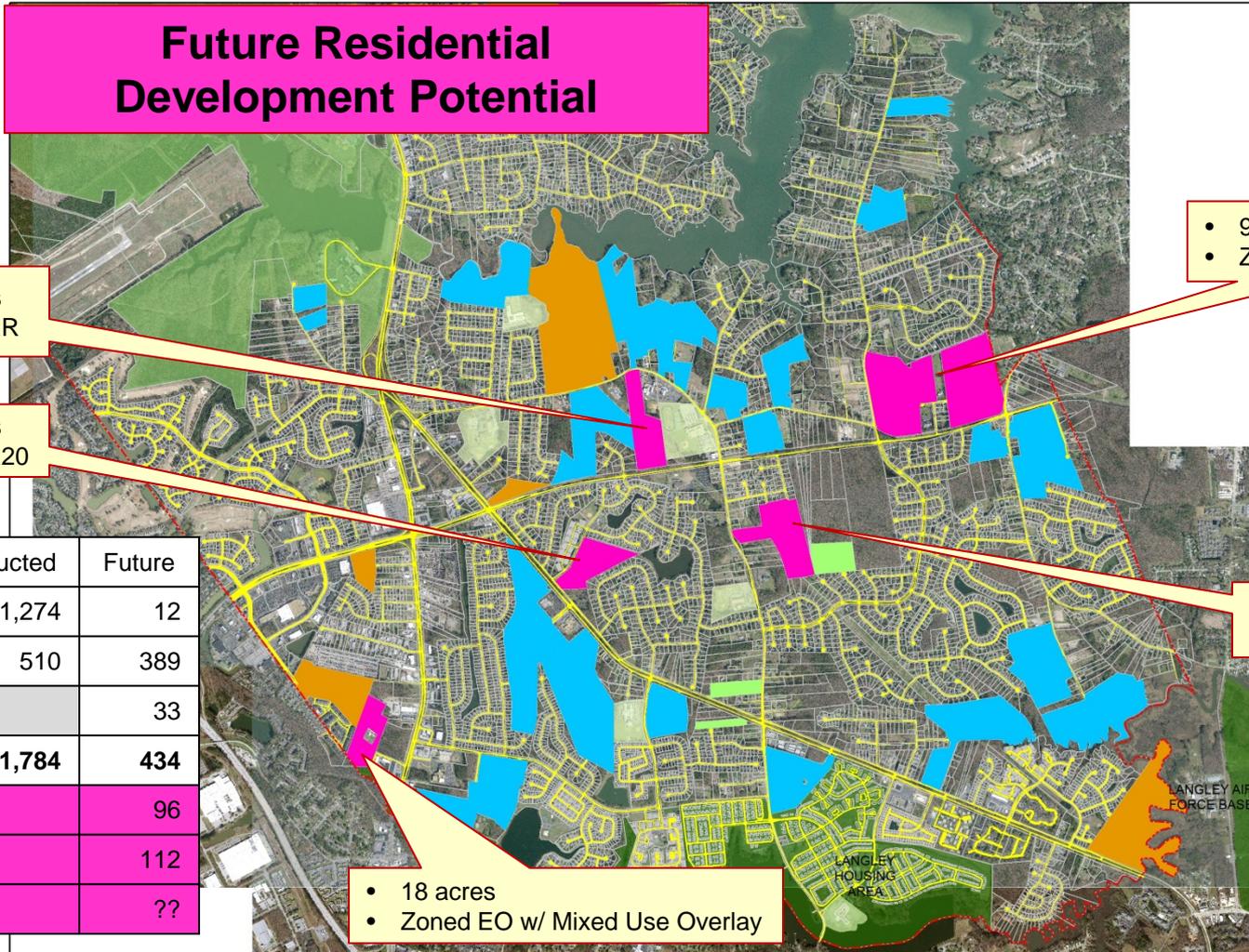
Piankatank Village – (R20)

- 15 SFD Lots Proposed





Future Residential Development Potential



- 26 acres
- Zoned RR

- 23 acres
- Zoned R20

- 95 acres (combined)
- Zoned RR

- 35 acres
- Zoned R20

- 18 acres
- Zoned EO w/ Mixed Use Overlay

# Units	Constructed	Future
	1,274	12
	510	389
		33
Total	1,784	434
Potential RR		96
Potential R20		112
Potential PDMU		??

Major Infrastructure and Public Facilities Completed and Proposed - 1996 through 2017

Yorktown Library Expansion
(proposed)

Sheriff's Office Firing Range

Route 17 Widening – Ph. 2
(proposed)

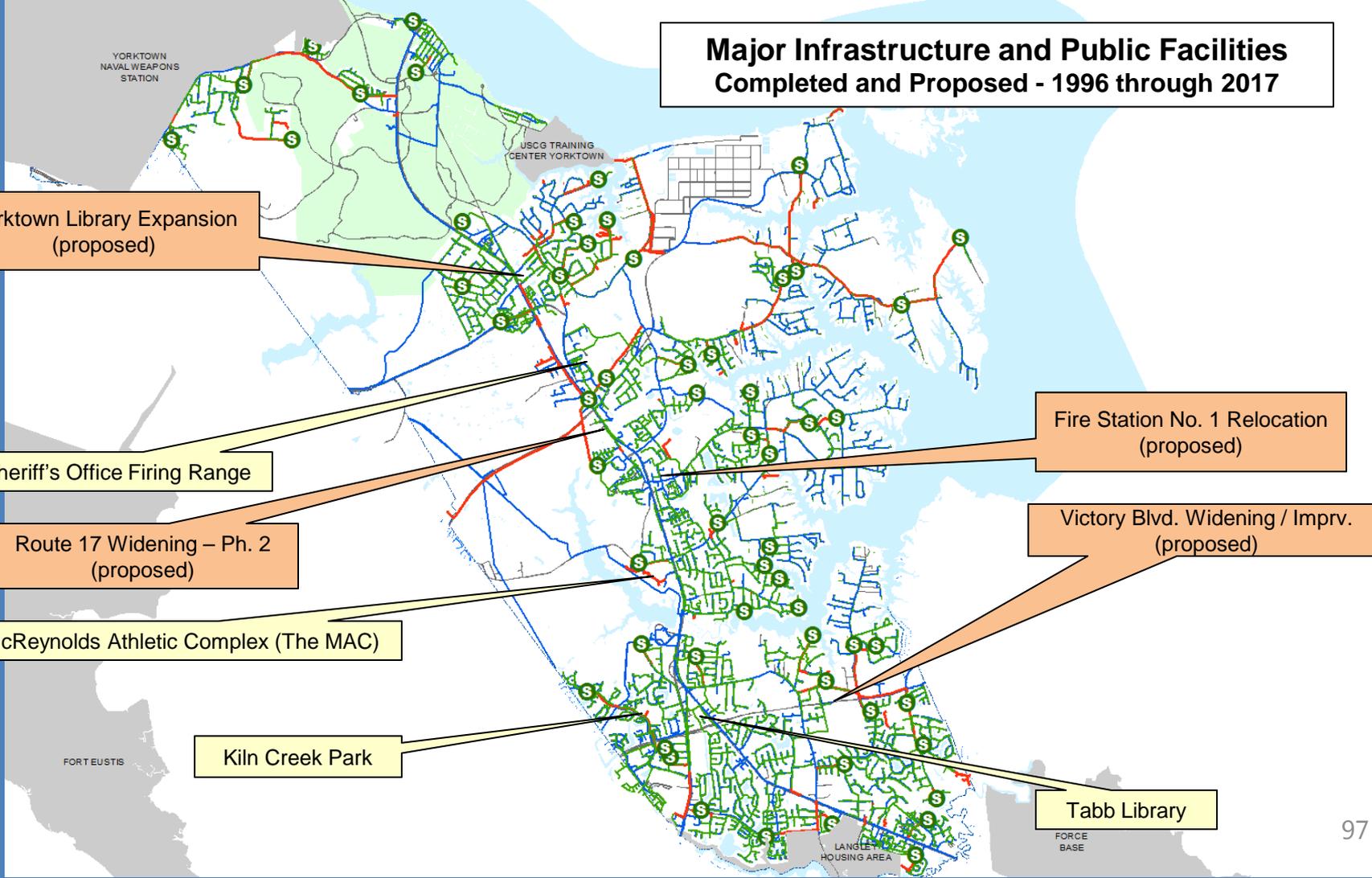
McReynolds Athletic Complex (The MAC)

Kiln Creek Park

Fire Station No. 1 Relocation
(proposed)

Victory Blvd. Widening / Imprv.
(proposed)

Tabb Library



Schools

Yorktown Middle
Expanded 2008

York High
Renovated 2008

Yorktown Elementary
Expanded 2009
Renovated 2017

Mount Vernon Elementary
Expanded 2010

Tabb Middle School
Expanded 2001

Coventry Elementary
Expanded 1997

Seaford Elementary
Expanded 2014
Expansion Proposed FY 21

Dare Elementary
Expanded 2008

Grafton Bethel Elementary
Expanded 1996

Tabb Elementary
Expanded 2012

YORKTOWN NAVAL
WEAPONS STATION

USCG TRAINING
CENTER YORKTOWN

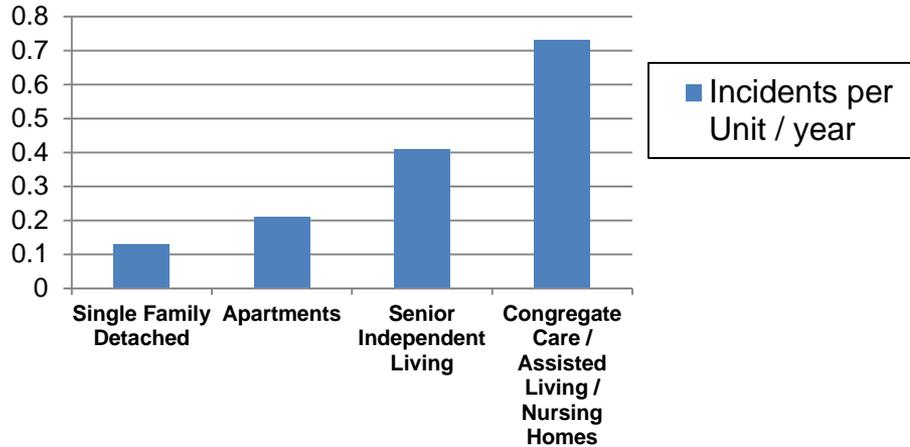
FORT EUSTIS

LANGLEY
HOUSING
AREA

LANGLEY AIR
FORCE
BASE

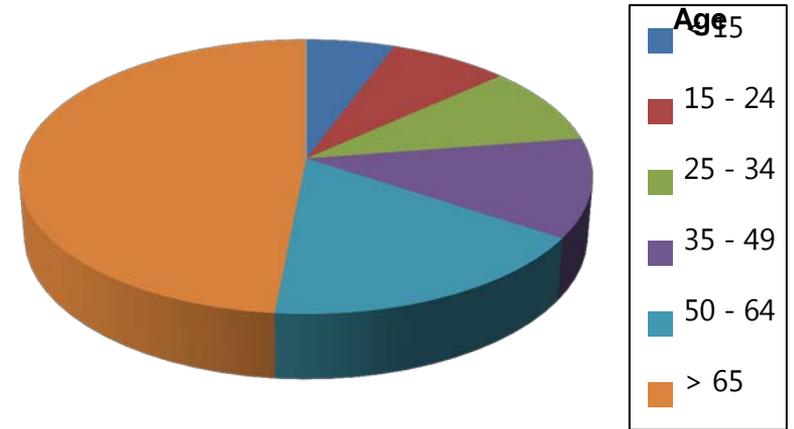
Fire and Life Safety Incidents and Responses

Fire & Life Safety Incidents per Unit / year*



* Limited sample of randomly selected developments

Distribution of EMS Responses by Age Group

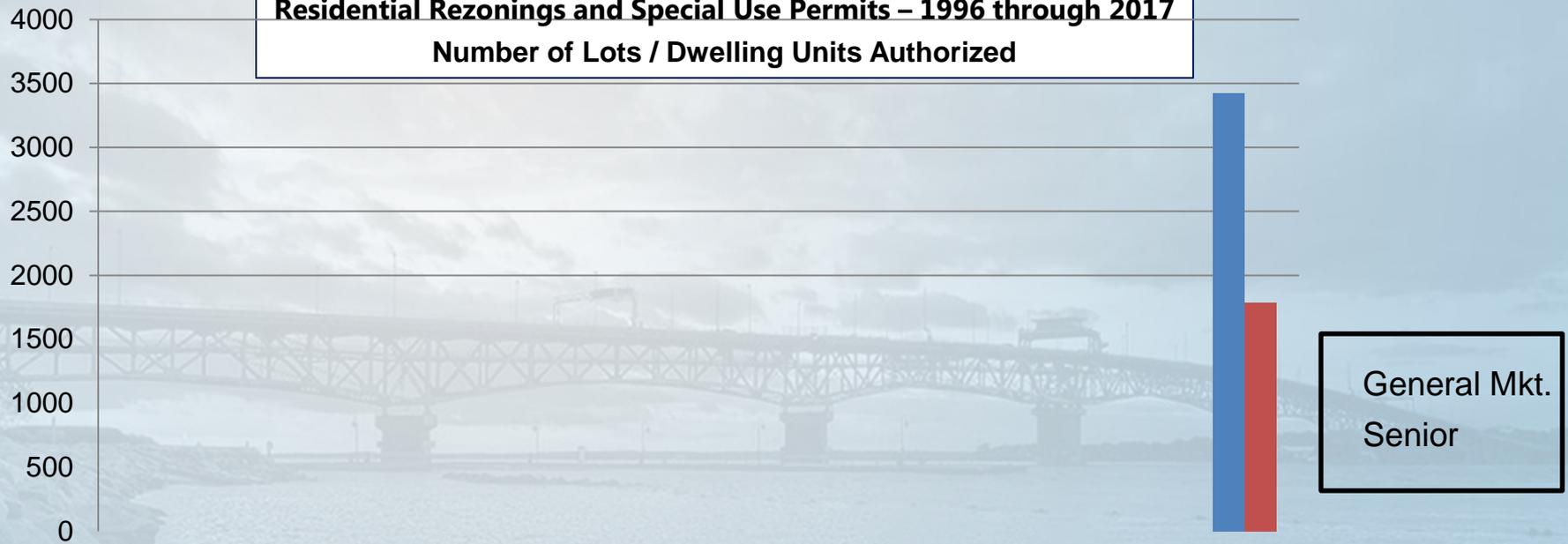


Residential Development and Major Public Infrastructure Activity

*Past, Present and Future
1996 - 2018*

Residential Rezoning and Special Use Permits – 1996 through 2017

Number of Lots / Dwelling Units Authorized



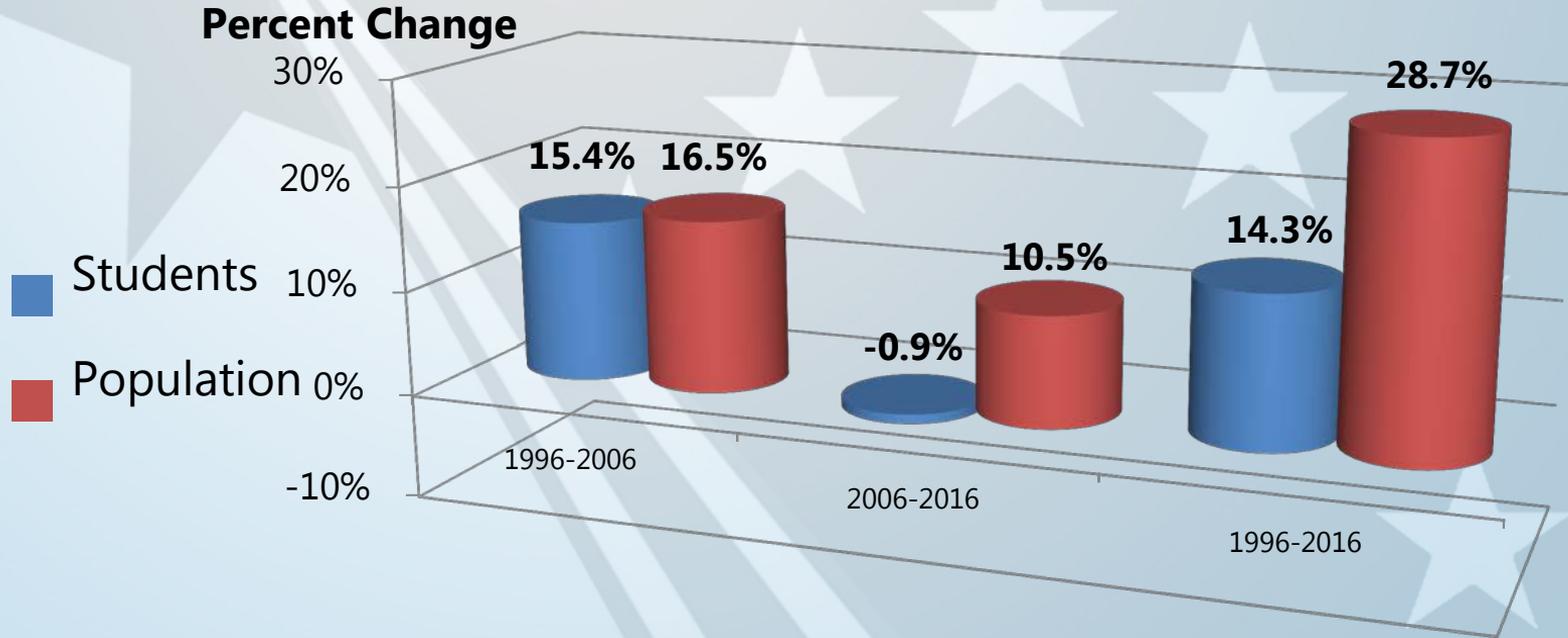
General Mkt.
Senior

Residential Rezoning and Special Use Permits – 1996 through 2017
Number of Lots / Dwelling Units Authorized

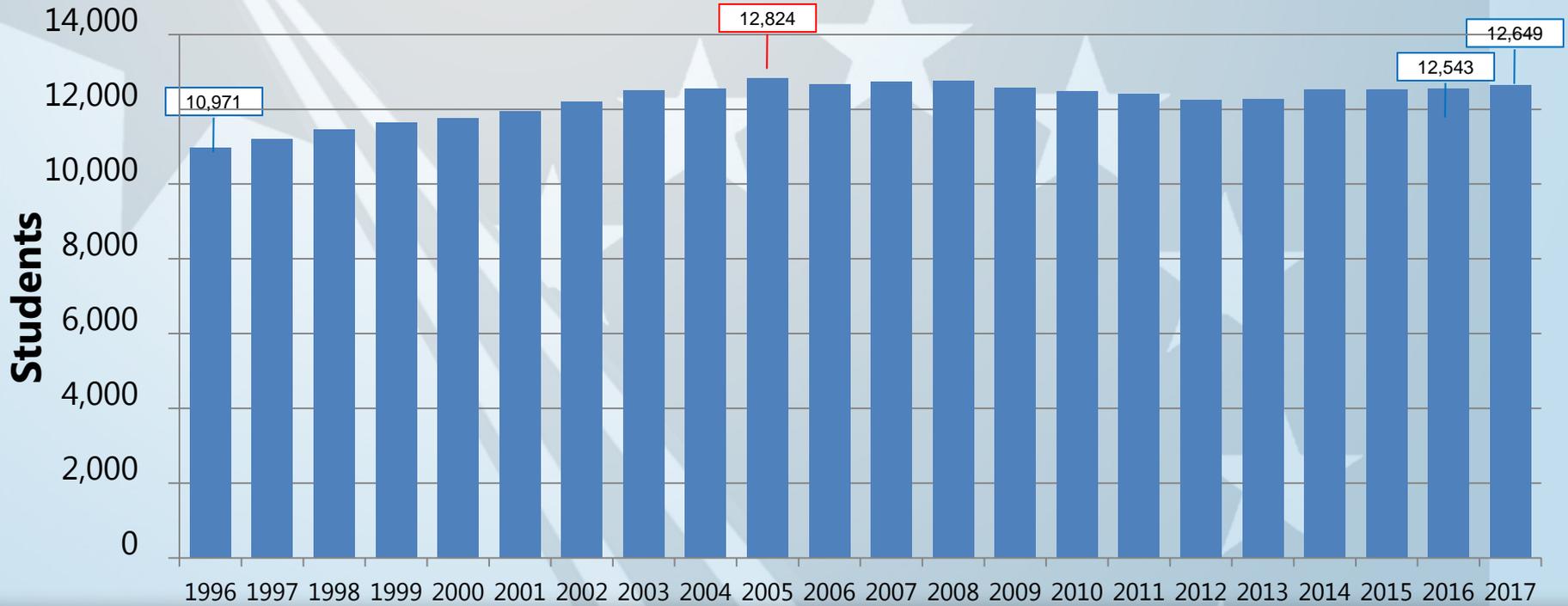


General Mkt.
Mixed-Use
Senior

Population & School Enrollment 1996-2016



Average Daily Membership York County Schools

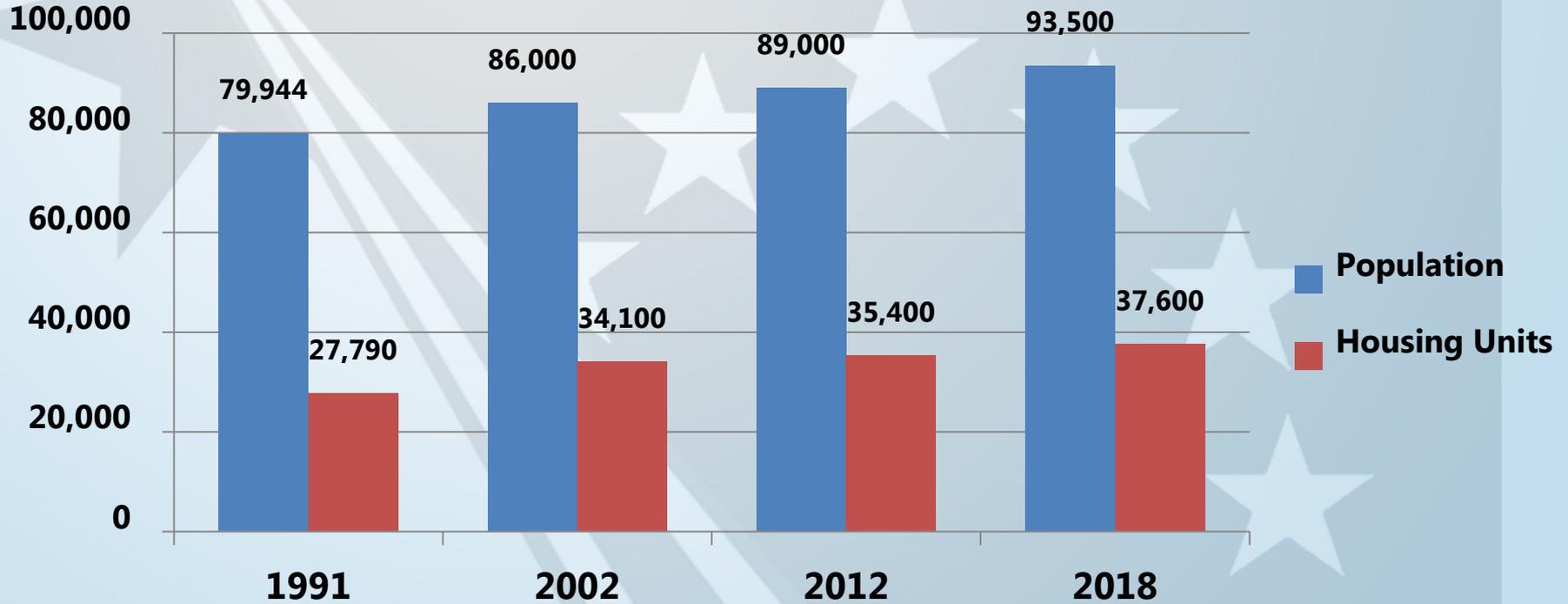


	Grade Level	School	Instructional Capacity	Avg. Daily Membership (12/17)	Projected Future Students	Surplus/Deficit
Upper County	Elementary	Magruder	608	608	400	-319
		Waller Mill	473	392		
	Middle	Queens Lake	681	465	215	-1
	High	Bruton	1039	600	268	171
Lower County	Elementary	Bethel Manor	608	614	190	48
		Coventry	630	582		
		Dare	450	425		
		Grafton Bethel	630	634		
		Mt. Vernon	630	591		
		Seaford	540	454		
		Tabb	720	626		
		Yorktown	630	674		
	Middle	Grafton	1215	897	109	757
		Tabb	1178	859		
		Yorktown	982	753		
	High	Grafton	1397	1168	144	501
		Tabb	1288	1119		
York		1214	1111	105		

Development Activity / Rezoning Activity – 1996 through 2017

	Dwelling Units Constructed			Future Lots / Dwelling Units		
	Upper	Lower	Total	Upper	Lower	Total
Matter of Right Developments	756	2,052	2,808	50	111	161
Development Allowed by Rezoning	330	1,204	1,534	2,027	797	2,824
Development Allowed by Special Use Permit	140	220	360	148	170	318
Development in Plan Review Pipeline				407	404	811
Total	1,226	3,476	4,702	2,632	1,482	4,114
Potential Development Yield of Acreage Tracts						
RC – Resource Conservation (5-acre Minimum Lot Size)						10
RR – Rural Residential (1 acre)				373	336	709
R20 – Single-Family Residential (20,000 s.f.)					112	112
R13 – Single-Family Residential (13,000 s.f.)				40	18	58
Potential						889
Potential PDMU – Planned Development Mixed Use				??	??	????

Maximum Build-Out Estimates



“In this world you're either growing or you're dying”

— [Lou Holtz](#)

Thoughtful and well-managed growth and development can be achieved and realized using the systematically reviewed and updated tools that York County has in place:

- Comprehensive Plan
- Strategic Priorities
- Capital Improvements Plan
- Zoning and Subdivision Ordinances

Financial Sustainability

Our Story Continues – Third Year



Outline

- Government Financial Officers Association's (GFOA) Financial Sustainability Framework
- Tragedy of the Commons
 - Global Level
 - Government
- York's Case Study
- Benefits of New Financial System Exercise

The New Financial Sustainability Framework:

A HOW-TO GUIDE FOR CHANGING GOVERNANCE TO SUSTAIN YOUR COMMUNITY WITHOUT BREAKING YOUR PIGGY BANK



Financial Sustainability Framework

- GFOA
- National Civic League
- University of Southern California
- University of San Francisco
- Lincoln Institute of Land Policy



Results of GFOA Survey

10 Years After the Great Recession

Overwhelming Top Concern is Financial Sustainability

1. Pension and Health Care
2. Infrastructure Maintenance and Renewal
3. Aging Population
4. Impact of Technology
5. State and Federal Financial Uncertainty

Similar to York's Focus

GFOA	York's Strategic Priorities
Pension and Health Care	Operating Budget
Infrastructure maintenance and renewal	CIP Funding Model
Aging Population	Next Big Things Exercise
Impact of Technology	Next Big Things Exercise
State and Federal Financial Uncertainty	Next Big Things Exercise

“Local Governments face financial headwinds that increase the probability of rough Budgetary waters ahead”

Popular Answer – “Run it Like a Business”

	Private Sector	Government
Decision-making	Unilateral or senior management	Assent of multiple people, social groups
Use of Resources	Unilateral or senior management	Negotiated
Goal	Profit	Often more ambiguous
Influence of Individual	Very little influence	Simply by being a citizen exerts influence

James C. Collins “Look I don’t really know where we should take this bus. But I know this much: If we get the right people on the bus, the right people in the right seats, and the wrong people off the bus, then we’ll figure out how to take it someplace great.”



Promising New Approach

Roots in 19th Century England

Victorian Economist William Forster Lloyd

“Tragedy of the Commons”



Tragedy of the Commons

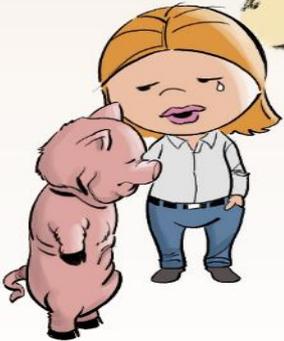
BEFORE



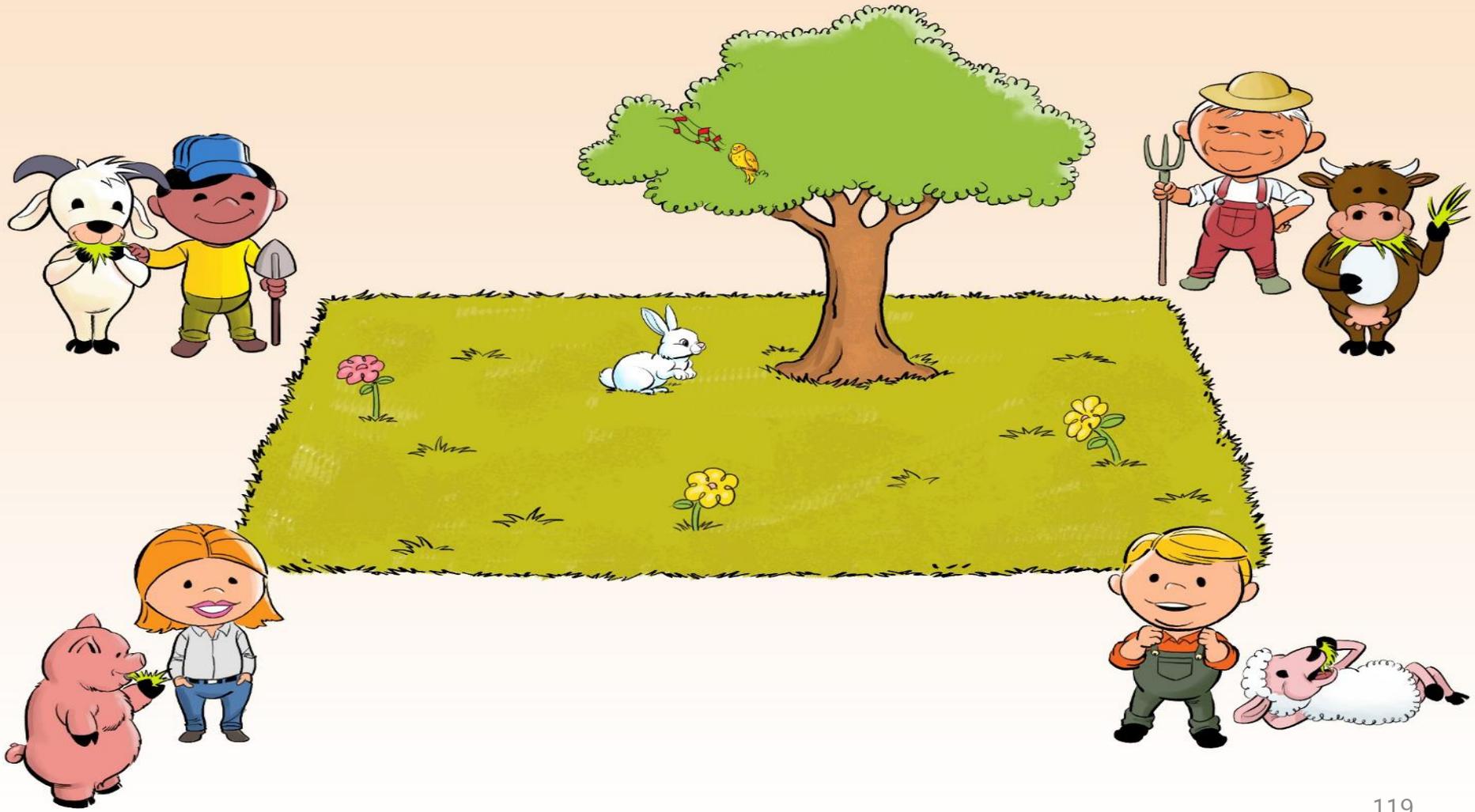
AFTER



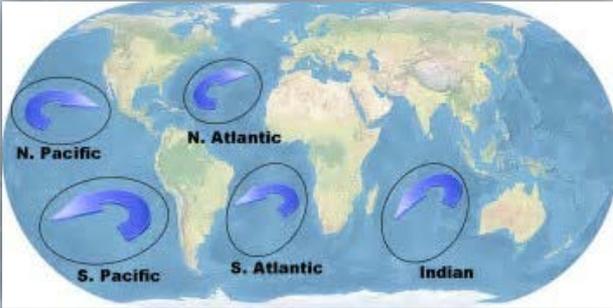
The tragedy of the commons is a situation within a shared resource system where individual users acting independently, according to their own self-interest behave contrary to the common good of all users, thereby depleting that resource through their individual actions.



Tragedy of “The Commons”



... Many Examples of Tragedy of Commons



Ocean Garbage Gyres



Gulf of Mexico Dead Zone



Earth's Atmosphere

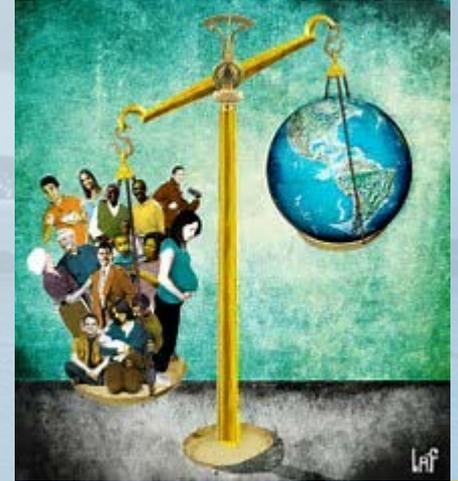
More Examples



Traffic Congestion



Groundwater Contamination



Population Growth

Tragedy of the Commons Government

Resources Commonly Owned by Citizens



Stakeholders often find themselves in “competition” with others to get resources; therefore, they try to get as much as possible lest they lose the resources to others.

Examples from Employees

- County Versus School Funding
- Each Department Competing for Resources
- CIP Priorities (public safety, schools, quality of life)
- Employee Compensation Versus Capital Requirements

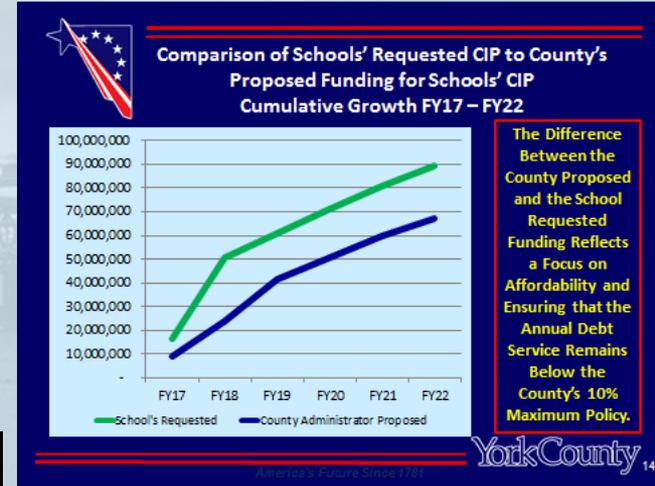
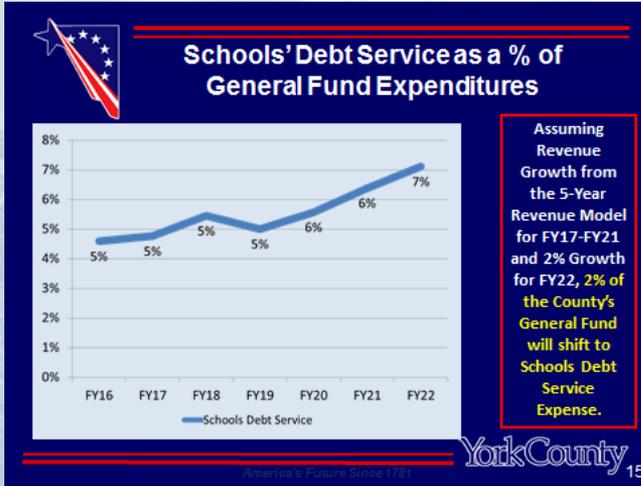


The Case of York County



An Unsustainable Path...

CIP



... Our Journey

- Third Year of CIP Committee
- Process Evolved:
 - Series of meetings with presentations
 - Opportunity to ask questions and learn more about each project
 - Allocation of limited financial resources

A New Path ...

Formation of CIP Advisory Committee

- **Holistic Perspective**
 - Determine realistic affordability
 - Establishment of priority factors
- **Forward-Looking**
 - Considered how each project fit in the long-term Strategic Plan

A New Path ...

- **Makes Finance Everyone's Business**
 - Opportunity to learn more about other projects throughout County
 - Prioritizes projects within affordability parameters
- **It Works!**
 - York selected by GFOA to share success story!

Financial Sustainability Framework

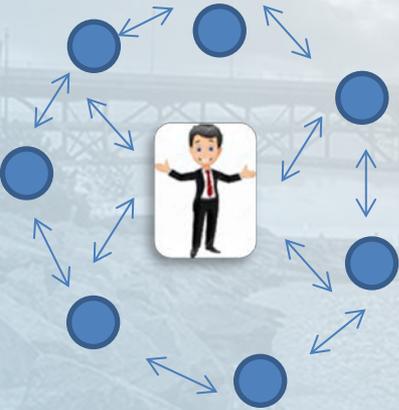
Leadership Strategies:

1. Create open communication between all participants
2. Help stakeholders build trustworthy reputations
3. Convince participants there can be benefits from collective efforts
4. Ensure key stakeholders remain engaged
5. Build long-time horizons into fiscal planning
6. Maintain capabilities to enforce cooperative behavior



Our Evolving Culture

Increased Information Sharing



CA and managers share information and advise each other and CA



Teams collaboratively work toward solutions to various issues



Senior management team reviews information and advises CA



CA considers input from advisors, applies knowledge from experience and prepares to advise Board



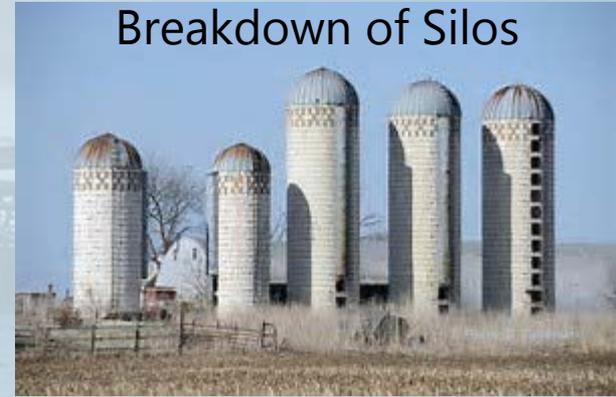
Board decides

... Cultural Changes

Culture of Information Sharing

- Many opportunities to share
- Reduction silos
- Cross-departmental teams
- Tie actions to Strategic Priorities
- Opportunities to learn from each other

Breakdown of Silos



BOARD OF SUPERVISORS

STRATEGIC PRIORITIES

February 7, 2017

135

Better Decision-Systems CIP

- Lessened tug of war – winners versus losers
- Boosted understanding of all CIP projects
- Anonymous voting – reduced territorialism
- More than just buy-in – built feelings of group loyalty



Better Results

- Increased cash funding for CIP, rather than reliance on year-end surplus
- More realistic 6-Year CIP plan



Enhanced Planning Leads to Better Results

Debt as % of Assessed Values



Debt as % of General Fund Revenues



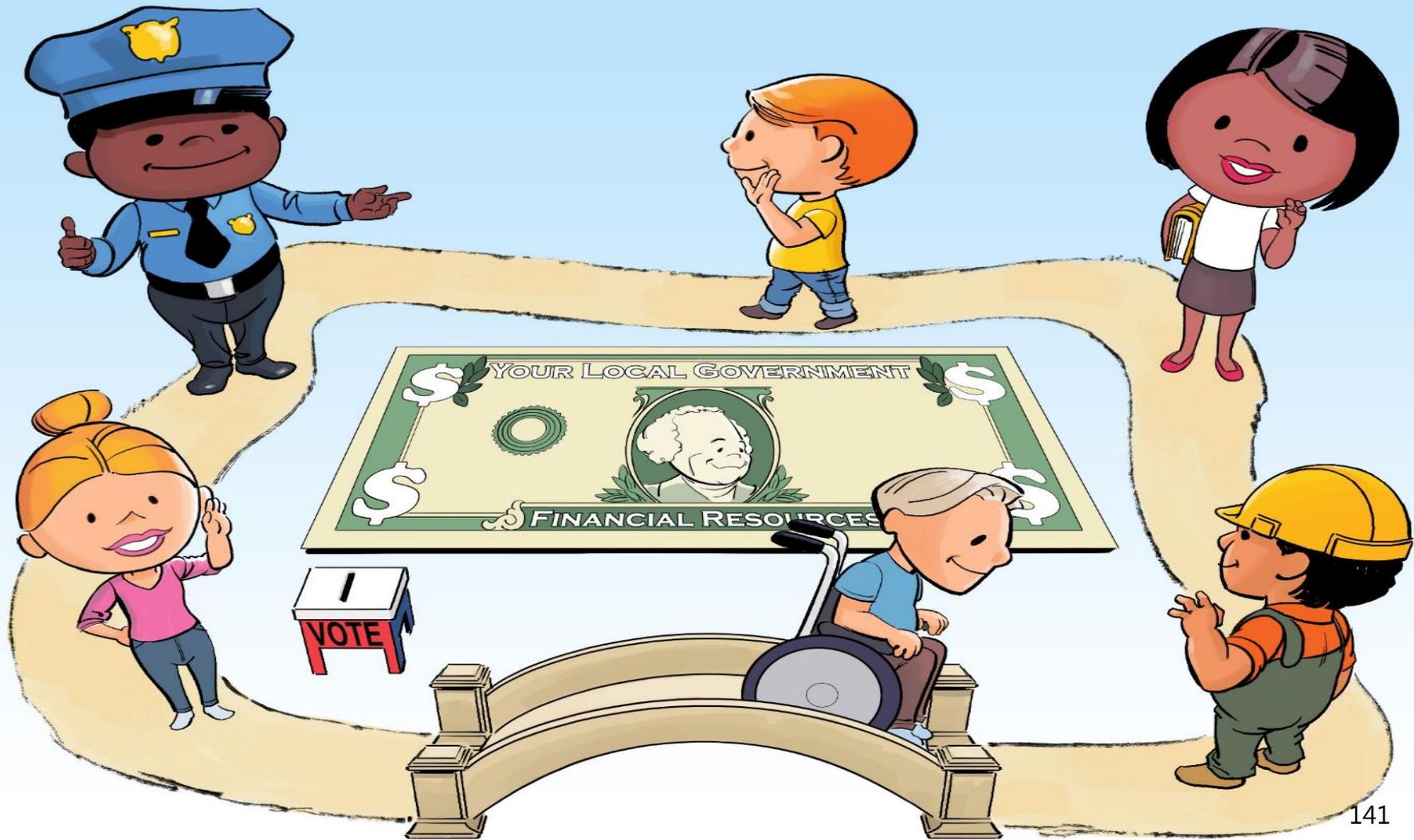
Applying GFOA's Financial Sustainability Framework

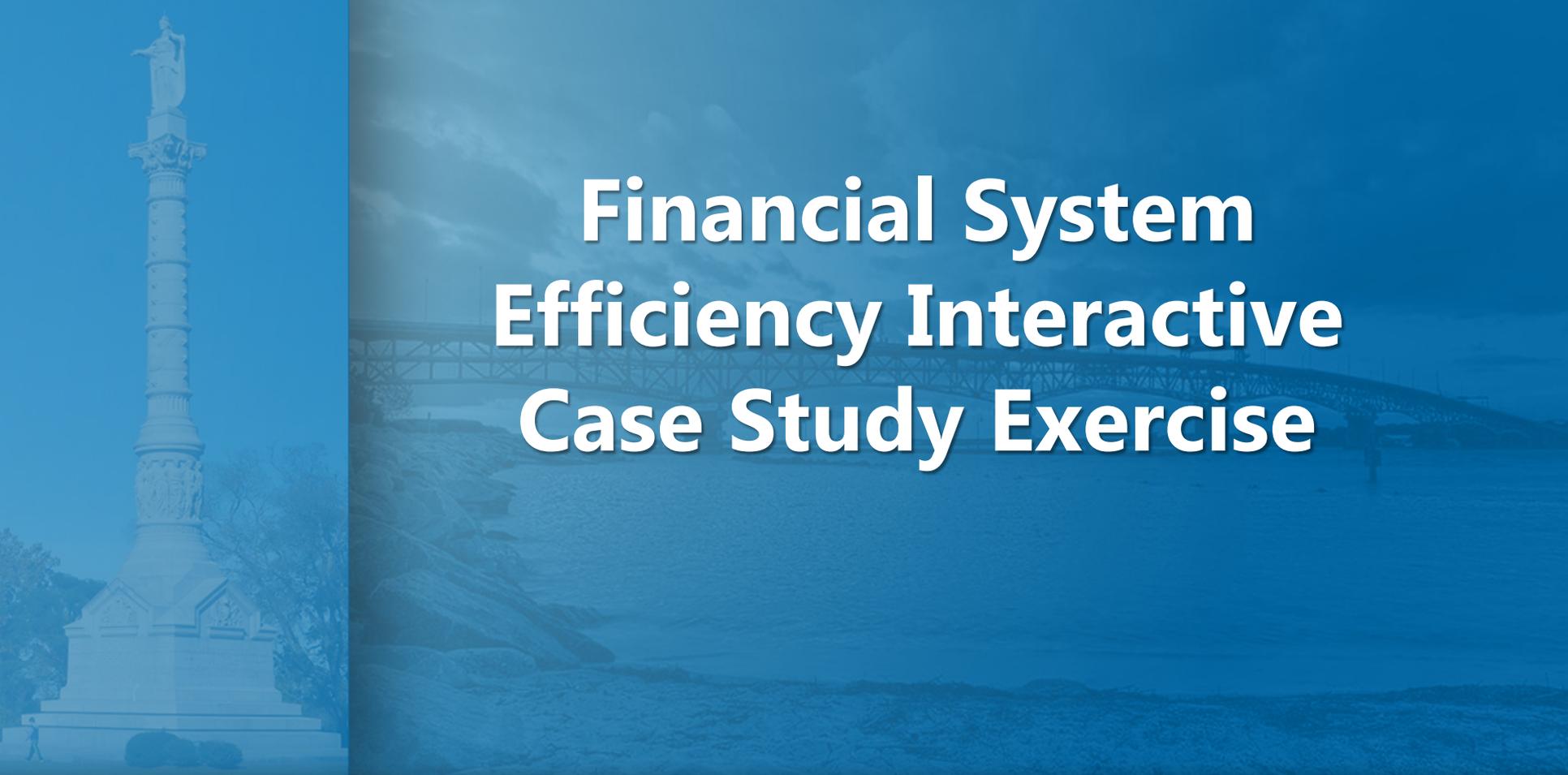
Framework helps to organize approach to financial sustainability

- Integrated
- Comprehensive
- Consistently applied over time

Develop strong long-term perspectives for decision-making

- 5-year revenue forecast in conjunction with 6-year CIP illuminates financial condition
- Help decision-makers deal with uncertainty



The background of the slide is a blue-tinted photograph of a river scene. On the left, a tall, ornate stone monument stands on a tiered base. In the center, a large steel truss bridge spans across the river. The sky is overcast with soft, diffused light. The overall mood is serene and historical.

Financial System Efficiency Interactive Case Study Exercise

Board's Strategic Priority

Board Provides Resources to Fast Track Project:

- **October Board Meeting** – Comprehensive overview of numerous tasks and work sessions
- **Today** – Demonstrate efficiency savings with a hands-on exercise



Substantial Progress on Phase 1



Financial Phase – Goes Live July 1

Why We Are Replacing Our Current System

Challenges with Our Current System:

Lack of:

- ❖ Web-based technology
- ❖ Electronic workflow

Limited:

- ❖ Automation (manual/paper processes)
- ❖ Query and reporting capabilities
- ❖ Integration with existing applications

Requires duplication of work

Group Exercise

Current Vendor Payment Approval Process

Focus on manual processes that are being eliminated with a modern financial system implementation

CURRENT VENDOR PAYMENT PROCESS

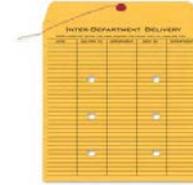
Start of Process



Invoice
delivered to
A.P. Office



A.P. staff
send invoice
to dept for
approval



Mail is
picked up

A red arrow pointing from the text down and to the right.

CURRENT VENDOR PAYMENT PROCESS

Process Continues



Manager approves and returns to Admin.



Manager approves invoice for payment



Admin. walks invoice to manager for approval



Departmental Admin. determines who should approve



Envelope is delivered to department

CURRENT VENDOR PAYMENT PROCESS

There is More



Admin prepares check request form



Admin places check request check form in envelope



Envelope delivered back to A.P. Office



Invoice keyed for payment and scanned



CURRENT VENDOR PAYMENT PROCESS



Invoice delivered to A.P. Office



A.P. staff send invoice to dept for approval



Mail is picked up



Envelope is delivered to department



Admin prepares check request form



Manager approves and returns to Admin.



Manager approves invoice for payment



Admin. walks invoice to manager for approval



Departmental Admin. determines who should approve



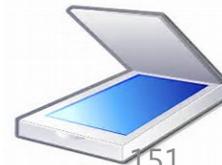
Admin places check request check form in envelope



Envelope delivered back to A.P. Office



Invoice keyed for payment and scanned



Group Exercise – Part 1

Exercise has 3 Parts

First, as a group remove the steps that you think will be eliminated in a modern financial system and discuss why

Group Exercise – Part 2

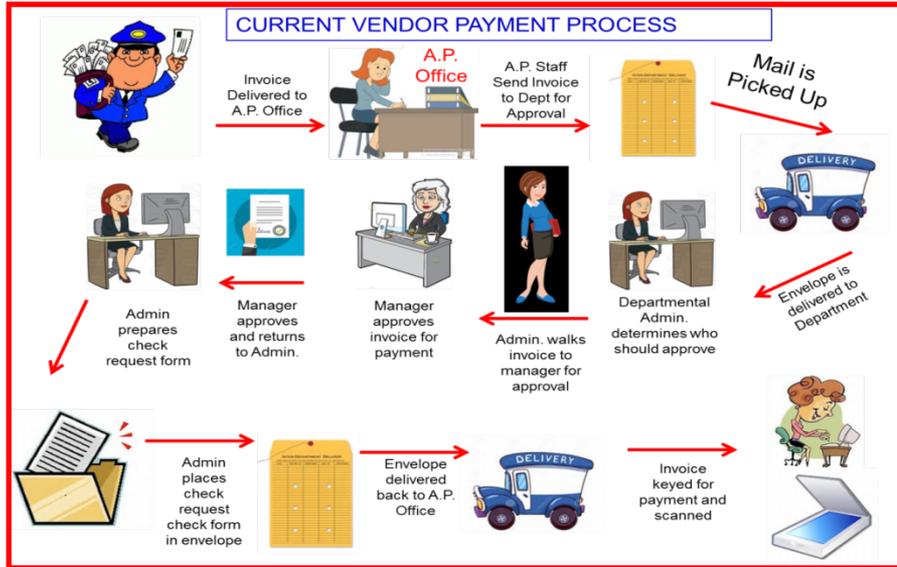
As a group, determine what steps should be substituted into the process

Primary Savings & Benefits – Part 3

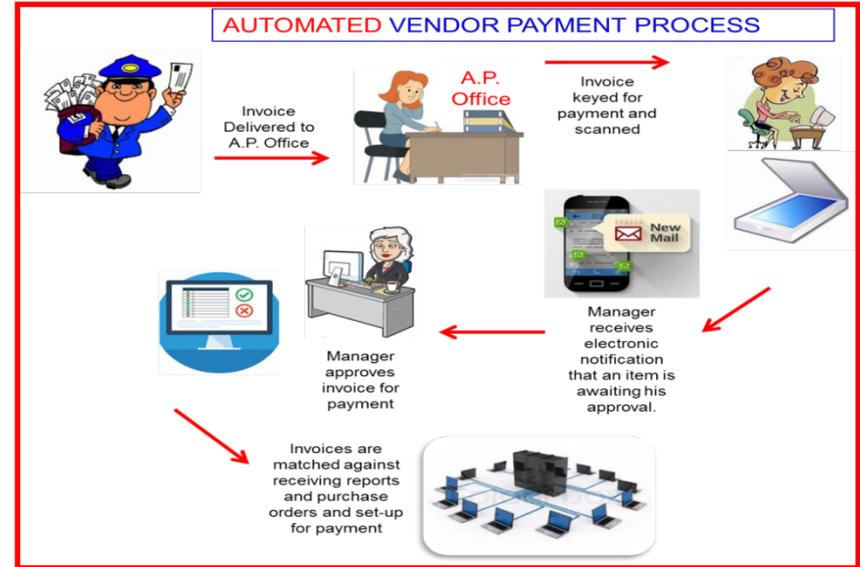
Identify the primary savings and reductions of risks from the automated process

Enhanced Efficiencies

BEFORE



AFTER



Benefits



Reduction in paper

Substantial reduction in physical movement of documents



Reduction in processing time

Reduced risk of lost paperwork resulting in vendors not being paid



Electronic access to data that was once in file cabinets



37,000 County invoices in FY17.
150 less invoices per day manually sent to departments.

Productivity Efficiencies



More time for
enhanced customer
service



More time for
staff data
analysis

Productivity Efficiencies

Another Example

Project Management Enhancements from Multi-Year Reporting

Adam is asked to provide financial status of a multi-year Munis Capital Improvement Project

Project Has Activities in FY17 and FY18

1. Set-up spreadsheet

Look up FY17 activities:

2. Locate file

3. Find balances on page 249

4. Add to spreadsheet

Look up FY18 activities:

5. Locate file

6. Find balances on page 235

7. Add to spreadsheet

8. Finalize spreadsheet

Access Multi-Year Report On-Line



Access Multi-Year
Report On-line



Email Report

Conclusion

Staff is looking forward to implementing numerous process improvements with Munis



Strategic Priorities Update

January 26, 2018

Strategic Priority Management





Adopted Priorities

1. Quality Economic Development
2. Effective Outstanding Communications and Civic Engagement
3. Excellent Customer Service
4. Quality Educational Opportunities
5. Exemplary Public Safety
6. Environmental Stewardship

Do We Continue With These?

Closer Look

Strategic Priority #2

Strategic Priority #6

Tiger Team 2.0

What's Next?

#2 Outstanding Communications & Civic Engagement

- Open Gov - Financial Transparency Portal
- Website – Relaunch and Posts of Board Materials
- York Alert, Apps, Notification Tools
- Social Media by the Numbers
- 311 Pilot

Strategic Priorities	Action Goals	Baseline Initiatives/Metrics	Key Initiatives/Projects
Institutionalize EFFORTIVE and OUT-REACHING COMMUNICATIONS and CIVIC ENGAGEMENT opportunities amongst and between the Board of Supervisors, Citizens, Boards and Commissions, and County Staff.	1) Enhance communications and information opportunities amongst and between the Board of Supervisors, Citizens, Boards and Commissions, and County Staff.	a) Conduct a communications audit to assess current communication methods and media channels. Identify key areas for improvement including branding and design of County communications & media (print, electronic, video, etc.) to ensure effectiveness and consistency of messaging approach, etc.	<p>1. Charge the Public Affairs Manager with responsibility to prepare, by the spring of 2017, a communications audit for review by the County Board of Supervisors. Specific areas for review are limited:</p> <ul style="list-style-type: none"> • A review of newsletters and other distributed information to ensure consistency in branding and design of County communications materials to ensure consistency and share production and creative resources across departments to support increases in communications. • An assessment of the need for additional staffing or other resources to fulfill a commitment to more and frequent social media coverage. • Community engagement and media production. <p>2. Encourage and facilitate more sharing and collaboration on social media posts using best practices for optimum engagement (tagging, pictures, sites, hashtags, etc.) (\$)</p> <p>The Division of Public Affairs (Public Information, Video Services, and Website) has been established and the Public Affairs Manager began work in September 2016.</p> <ul style="list-style-type: none"> • Public Information Officer (PIO) has established relationships with media representatives. • External Communications Committee established-representing many departments. • Press releases are issued throughout the year on a variety of topics and linked to social media.

Transparency and Civic Engagement

The digital age has ushered in technology that innovates the way people work and make decisions. People expect to be able to engage with businesses, clients, schools, and social groups, when and where they want online or in-person. They expect a seamless experience that easily blends online and in-person interactions.

Most citizens consider this fluidity a normal way of life, and this will only increase.

How Localities Engage...

- 79% Social Media
- 40% Open Data Portals
- 31% Virtual Meetings and Agendas
- 31% Community Policing
- 23% Crowdsourcing
- 11% Doing Nothing
- 4% Web Portals and Other

York County's Engagement

- Social Media and Apps
- WYCG- TV
- Website Access to Information
- Open Data and Transparency
- 311 Pilot

Social Media and Apps



Facebook by the Numbers

(as of 1/19/2018)

County, Sheriff, Fire & Life Safety, VisitYorktown,
Economic Development, Libraries

Total followers across 6 sites - 34,718!

- County page followers increased 80% over last 12 months
- VisitYorktown launched just 6 months ago already approaching 4,000 followers

**York 411 has 15,000+ followers*

More Real Time Information

- 84 facilities listed
- 4,000 updates since launch Aug. 2017

York County Parks,
Recreation & Tourism



Rainout Line



Download **FREE** apps to
check real-time status

Be the first to know
757-890-3501 or receive alerts via text or email.
[Location and extension information here...](#)

Home > Government > Community Services > Parks, Recreation & Tourism > RainoutLine

Be the first to know about cancellations, scheduled maintenance, and field conditions!
[View Online Real-Time Updates](#)
Follow the key code to quickly identify important announcements and changes.

RED ALERTS: CLOSED | **YELLOW ALERTS: DELAYED/QUESTIONABLE** | **GREEN ALERTS: FIELD OPEN**

Download the **FREE Rainout Line App Today!**
Compare Text Alerts vs Free App

Text Alerts	Free Mobile App
You receive an alert everytime the status is changed, even when you are not interested in it.	You check the status only when you need to know, or quickly enable/disable push notifications.
Text alerts are limited to 140 characters so you may not get all the details and have to check via another method.	App shows all info.
Text alerts can not play the audio of any status detail messages recorded over the phone.	The app can play audio.
We can not guarantee delivery of text messages. Many carriers filter messages and/or delay delivery.	The app updates in real-time.
Text can work for any phone that has text capabilities.	The app works for anyone that has an Android or Apple mobile device.



If you would still like to set up email or text alerts, click the appropriate tab above.

Home | Log In / Register

York Alert



York Alert

When an emergency strikes, will you know what to do, where to go or where to get more information?

[Sign up here...](#)

York Alert

When an emergency strikes, will you know what to do, where to go or where to get more information? You may, if you sign up for free emergency alerts from York Alert. In less than 5 minutes, you can register to receive emergency alerts which may be sent to your cell phone or email, so you have instant access to information to help you protect yourself and loved ones.



Emergency Notification System (ENS)

York Alert is an Emergency Notification System (ENS) that allows the County to provide you with alerts before, during and/or following an emergency/disaster by calling your telephone, cell phone and/or sending text messages to you.

- BlackBerry
- Cell phone
- Email account (work, home, other)
- Smartphone
- Text pager

When An Emergency Strikes

When an emergency/disaster threatens, occurs and/or may be imminent, York County may notify you with updates, instructions on where to go, what to do, or what not to do, who to contact and/or other important information.

York Alert registration is offered at no charge. However, your carrier may charge you a fee to receive messages on wireless device(s). This service does not replace existing public safety warning methods also used by the County and is only as reliable as the wireless carriers service. York Alert is a "Whole Community" notification system that is open to all York County citizens, employees, businesses, visitors and/or commuters.

The York Alert ENS sign-up page allows you to add other means of communication to the York Alert ENS, in addition to your current home phone "land line" if you have one.

- Significant increases in promotion and usage during weather events
- More than 3,700 subscribers

Open Data and Transparency

- Financial Transparency Portal
- Correspondence Package
- Presentations to the Board
- Development Report
- BOS Meetings Available Immediately on Demand
- Budget Presentations

Open Data and Transparency

Home » Government » Finance » Accounting & Financial Reporting » Financial Transparency

Financial Transparency Portal

York County is committed to financial transparency. In this spirit, we have developed a Financial Transparency Portal giving citizens the ability to view how dollars are invested in the delivery of outstanding programs and services. From here, you can access budget documents, financial reports, as well as interact and create your own charts and reports.

COUNTY OF YORK TRANSPARENCY PLATFORM

EDUCATION 	GENERAL FUND EXPENSES 	PUBLIC SAFETY 
CAPITAL PROJECTS 	GENERAL FUND REVENUE 	TOURISM 

FAQs

- [What revenue sources contribute to the county's general fund?](#)
- [How are general fund resources spent?](#)
- [How much does the county spend to keep the community safe?](#)
- [How much is the County's transfer to schools?](#)
- [How much does the County spend on Capital Projects?](#)
- [What are the revenue sources for the Tourism Fund?](#)

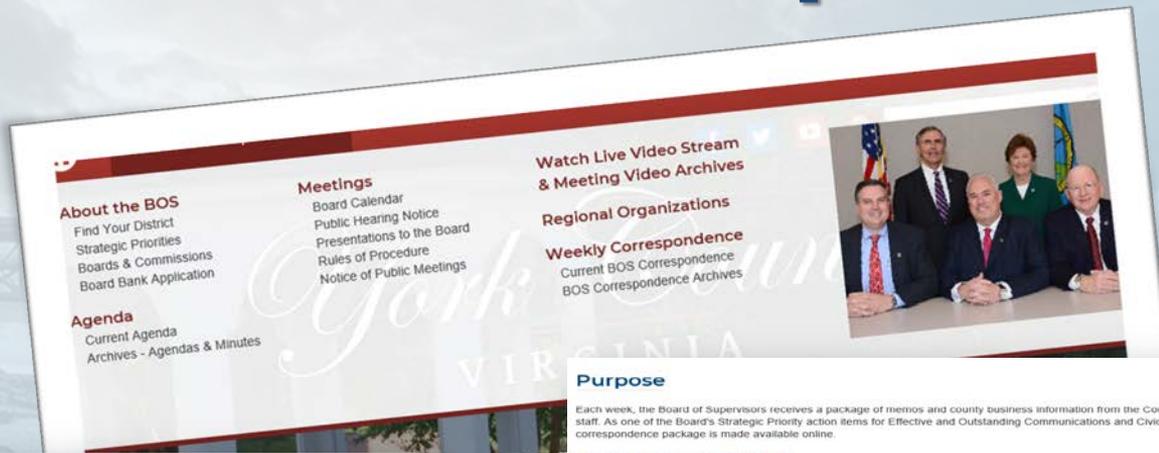
[View All](#)

Comprehensive Annual Financial Report

For the Fiscal Year Ended June 30, 2017



More Transparency



Home » Board of Supervisors » Meetings » Presentations to the Board

Presentations to the Board

December 20, 2017 Meeting

- [Virginia Cooperative Extension Presentation](#)

December 5, 2017 County & Schools Joint Retreat

- [County & Schools Joint Retreat Presentation](#)

November 21, 2017 Meeting

- [Holidays 2017 - Tourism Presentation](#)
- [Youth Commission Report to the Board](#)

October 17, 2017 Meeting

- [HRB Resource Fair](#)

October 3, 2017 Meeting

- [GO VA Grant Proposal USystems Presentation](#)
- [Information Technology \(IT, Munis, Library\) Presentation](#)

September 19, 2017 Meeting

- [HRPDC Economic Update Presentation](#)

Board Calendar
Public Hearing Notice
Presentations to the Board
Rules of Procedure
Notice of Public Meetings

Purpose

Each week, the Board of Supervisors receives a package of memos and county business information from the County Administrator and staff. As one of the Board's Strategic Priority action items for Effective and Outstanding Communications and Civic Engagement this weekly correspondence package is made available online.

Week of December 18, 2017

- [Boards and Commissions Minutes](#)
- [County Administrator Correspondence](#)
- [General Correspondence](#)
- [Regional Correspondence](#)

Week of December 11, 2017

- [Boards and Commissions Minutes](#)
- [Board Correspondence](#)
- [County Administrator Correspondence](#)
- [General Correspondence](#)
- [Regional Correspondence](#)

Week of December 4, 2017

- [County Administrator Correspondence](#)
- [General Correspondence](#)
- [Regional Correspondence](#)

Week of November 27, 2017

New on WYCG-TV



September 2017 Start 311 Pilot

Emergency Communications handles after hours calls for DPW

Sewer Emergencies
Waste Management



Averaging 125 after hours citizen contacts per month for each of the first three months!

Transparency and Civic Engagement

The digital age has ushered in technology that innovates the way people work and make decisions. People expect to be able to engage with businesses, clients, schools, and social groups, when and where they want online or in-person. They expect a seamless experience that easily blends online and in person interactions.

Most citizens consider this fluidity a normal way of life, and this will only increase.

Closer Look

#6 Environmental Stewardship

- Energy Star Awards
- LEED
- Electric Vehicles

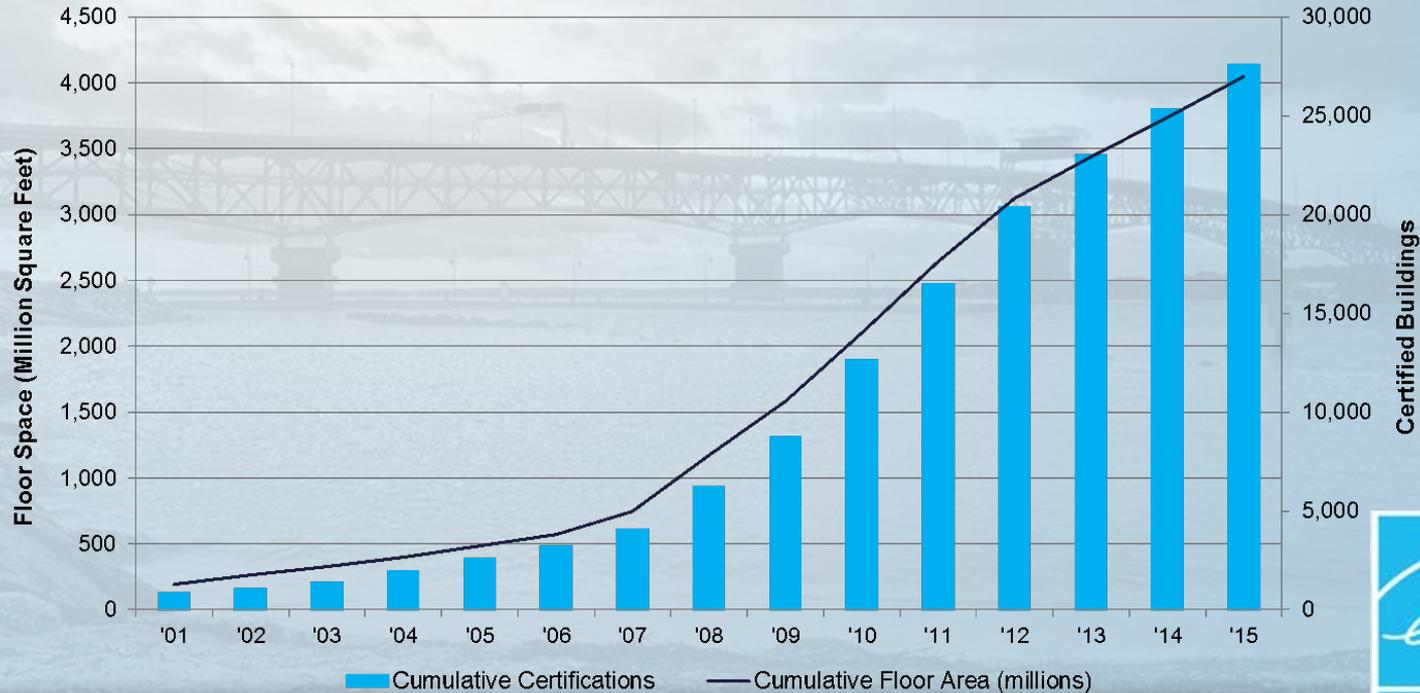
Strategic Goals	Baseline Initiatives and	Measurable Outcomes	Progress & Accomplishments
Protect and respect the County's natural and built attributes through balanced and cost-effective ENVIRONMENTAL STEWARDSHIP.	1) Deploy economically viable green and energy saving technologies. a) Participate in Green (Virginia Association of Counties) and Green Government Challenge (Virginia Municipal League) initiatives when determined to be feasible and cost-effective. b) Evaluate the energy efficiency of additional County facilities.	1. Establish a program to go Green. Develop initiatives in cooperation with business-owners with near-term deadlines, the next being October 2016. (S) 2. Establish a program for the Beautification Committee to present Green Business awards to County businesses. (S) 3. Monitor and repeat compliance audits and recertification for currently designated buildings. (S)	County has achieved designation as a Green Government Challenge participant. (S) Buildings currently Energy Star compliant are: <ul style="list-style-type: none">• Public Safety• Finance• Administration• Public Works (imminent). The Fire Station design is underway
	c) Acquire fuel efficient and clean energy vehicles.	2. Design the new Grafton Fire Station to be Energy Star Compliant. (S) 3. Reinvest money saved through the program back into the program. (M) 1. Establish a goal for 15% of the County fleet to be alternative fuel vehicles by 2025. (L) 2. Consider adding alternative fuel options (i.e., propane) at County fueling stations. (L)	Annual energy cost savings for designated buildings is 5% <ul style="list-style-type: none">• Public Works Department is analyzing the cost-benefit of alternative fuel vehicle acquisitions.• Currently, propane fuel packages are being specified for new, large-truck purchases.

Energy Star Facts

- Created in 1992
- Nearly 26,000 buildings in the U.S. are certified
- Cumulative cost savings \$3.4 billion



Popularity of Energy Star





Eligible Property Types

- ❖ Bank
- ❖ Barracks
- ❖ Courthouse
- ❖ Data Center
- ❖ Distribution Center
- ❖ Financial Office
- ❖ Hospital
- ❖ K-12 Schools
- ❖ Hotels
- ❖ Medical Office
- ❖ Multifamily Housing
- ❖ Non-refrigerated Warehouse
- ❖ Office
- ❖ Refrigerated Warehouse



Energy Star Certification

- Receive an ENERGY STAR score 75 or higher on energy use
- Indoor environmental quality meets industry standards for air quality, thermal comfort, and illumination
- Professional Engineer must sign off





Success!

- County Administration Building
- Finance Building
- Public Safety Building
- Public Works Administration Building
- And maybe more in the works...

Finance Building Certification

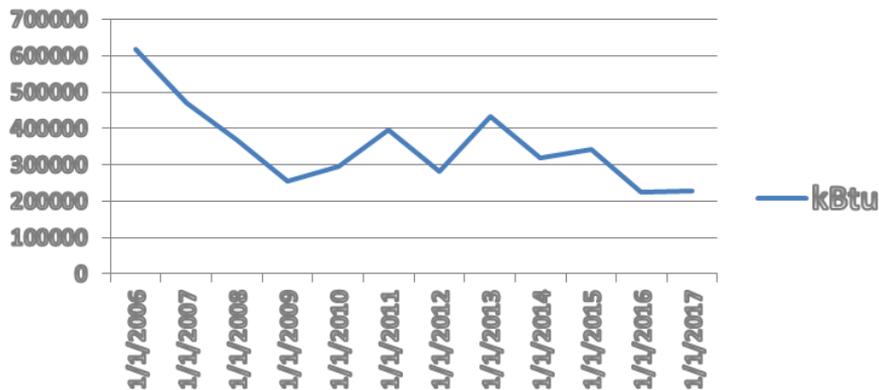
- Windows – Double Paned and Tinted
- Roofing and Insulation
- LED Lighting
- Building Automation
- Building Design



Energy Savings

Finance Building

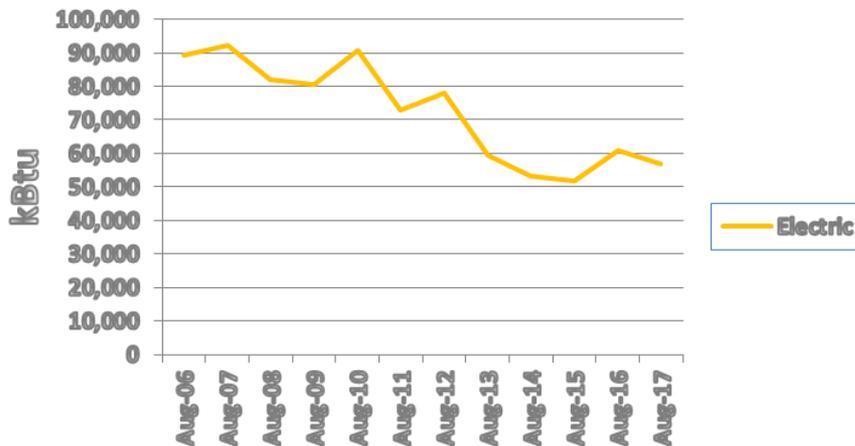
Natural Gas Site Energy Use



Since 2006 Over 60%
Reduction

County Administration

Electric



Since 2006 Over 35%
Reduction

LEED Designation

Leadership in Energy and Environmental Design

- Points System/Requirements
- New Construction vs Retrofit
- Fire Station
- Yorktown Library
- Facilities Going Forward



Opportunities for LEED Certifications

- Fire Station 1 Replacement
- Yorktown Library Addition and Renovations



★ New Construction vs Retrofit

- New construction - LEED Certification adds approximately 4% to the build cost
- Retrofit certifications more costly

Could be as much as 10% - WHY ??

Facilities Going Forward

- Space Study
- Identify Short-Term and Long-Term Facility Needs
- Resiliency in Infrastructure and Operations
 - Generator Placement

Electric Vehicles

- National Trends
- Charging Stations





Demographics of An EV Owner

- 55% Age 36 to 55
- 21% Household Income \$175,000+
- Average Credit Score of 750
- 70% Have 4-Year Degree or Higher



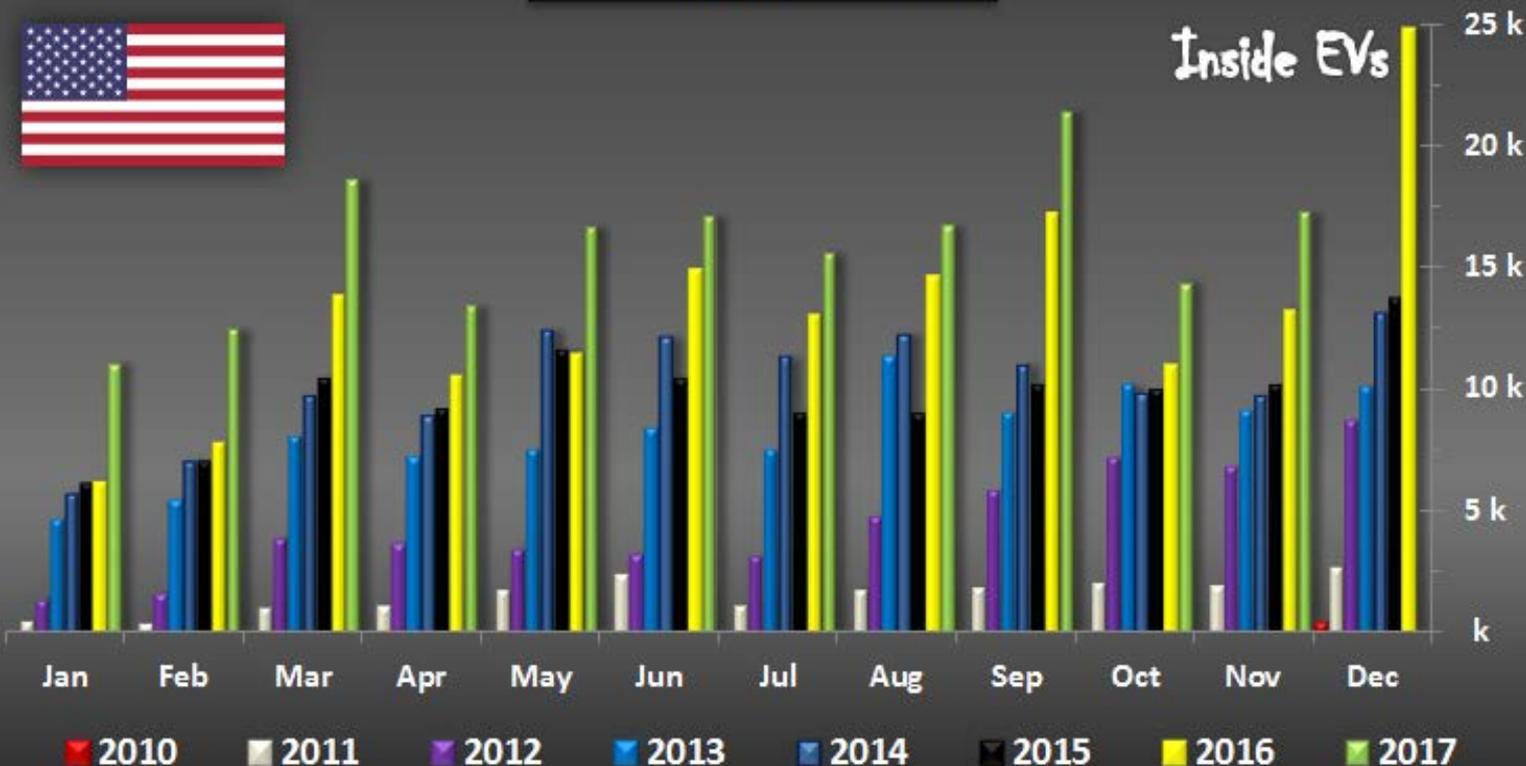
In York County...

- 33.3% Age 36 to 55
- 33.3% Household Income \$150k+
- 43.3% Have 4-Year Degree or Higher

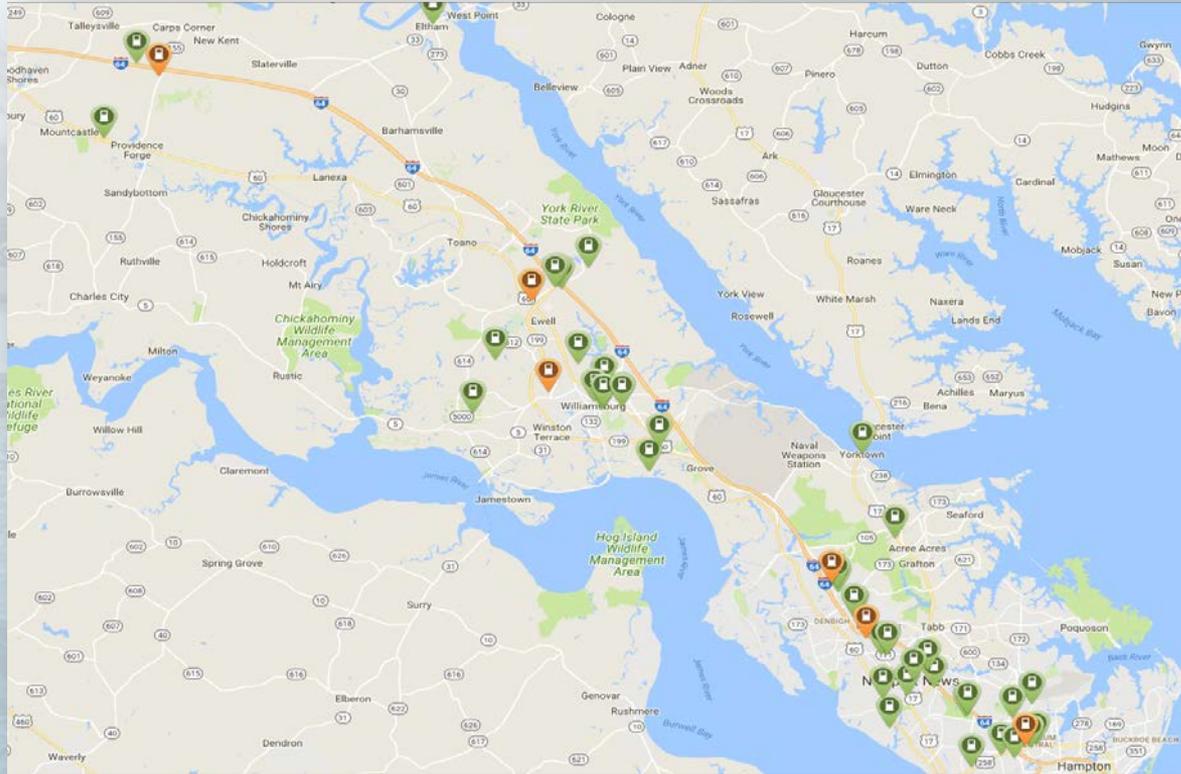
U.S. Plug-In Car Sales



Inside EVs



Charging Stations



Online Community

Checkins ×

 ✓ HeloCaptain Jun 18, 2017
Tesla Model S
EV Plug 208 Volts 30 Amps

 ✓ HeloCaptain Jun 17, 2017
Tesla Model S
EV Plug 208 Volts 30 Amps

"Inside garage (lower level) charging station.

Easy to find: Enter parking garage and you'll find the charger on the end wall furthest from vehicle entrance.

Thank you Yorktown. This service is appreciated🙏"

 ✓ HeloCaptain Jun 11, 2017
Tesla Model S
EV Plug 208 Volts 30 Amps

Now Charging at Yorktown Library



Now Charging at York/Poquoson Courthouse



Tesla Partnership

- Tesla offering 29 chargers at no cost
- 18 Tesla proprietary chargers – Level 2
- 11 Universal chargers- Level 2
- Installation underwriting
- \$1,500 per connector



VDOT -SMART SCALE Applications

Include York County Commitments to
Install EV chargers



Strategic Priorities 2.0

- Tiger Team Updates
- Adding or Changing Action Goals
- New Matrix
 - What's removed
 - What can't be done
 - What's being considered for addition



Inclusion

- The Tiger Team is working on the connection of Strategic Priorities and the annual budget.
- Will be exploring ways to address the Priorities in the 2019 Comprehensive Plan update.



What did you Learn from the
Presentations from Mark, Vivian,
and Mark?



Which is **NOT** a Board Strategic Priority?

1. Quality Economic Development
2. Excellent Customer Service
3. Quality of Life
4. Exemplary Public Safety



QUESTION 1

Where is this Economic Development Site?

1. Mooretown Road
2. Route 17
3. Bypass Road
4. Merrimac Trail

QUESTION 2



What is **NOT** an Example of the "Tragedy of Commons"?

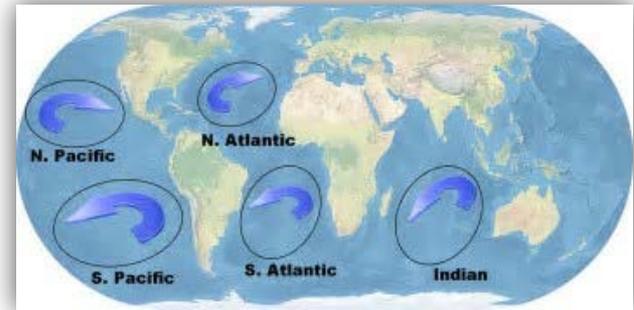
1. Over grazing common areas
2. Over playing ballfields
3. Providing bus drop offs for July 4 fireworks
4. Expanding access to library services



QUESTION 3

What Has Resulted from the Ocean Garbage Gyres?

1. Uninhabitable islands
2. Rougher wave action
3. More diverse ocean life
4. **Trash islands**



Ocean Garbage Gyres

QUESTION 4

What Energy Star Property Type Applies to York?

1. Finance Office
2. Barracks
3. Non-refrigerated warehouse
4. Distribution center



QUESTION 5

LEED Certification Adds What % to New Construction Costs?

1. 10%
2. 2%
3. 5%
4. 4%

QUESTION 6



Which ***IS NOT*** a Demographic of An Electric Vehicle Owner?

1. 55% were 36 to 55 years old
2. 21% have household income above \$175k
3. Average credit score is 750
4. **No children living at home**



QUESTION 7

Which of the Following Development Projects **IS NOT** A PDMU – Planned Development Mixed Use project?

1. Commonwealth Green
2. **Yorktown Arch**
3. Nelson's Grant
4. Yorktown Crescent



QUESTION 8

Which “Villas” Developments are “Age-Restricted” to Seniors vs. Merely “Age-Targeted”?

1. Villas on Shady Banks
2. Villas at Yorktown
3. Rainbrook Villas
4. All of the above



QUESTION 9

Which of the Following Developments **DID NOT** Include a Rezoning Application Proffer of a School Site?

1. Coventry
2. The Marquis
3. **Glen Laurel/Grafton Woods**
4. Kiln Creek



QUESTION 10



Budget Preview

2018 Local Revenue Preliminary Outlook Compared to FY 2017 Actuals

Projected FY 2018 greater than FY 2017 Actual



- Real Estate Taxes
- Public Service Corps
- Sales Tax
- Lodging Tax
- Meals Tax
- Recordation Tax
- Deeds of Conveyance
- Permits, Fees & Regulatory Licenses
- Use of Money & Property

Projected FY 2018 less than FY 2017 Actual



- Personal Property Taxes
- Communications Tax
- Charges for Services

Early Estimate of Revenues for FY2019's Budget

Financial Simplification

FY2018's Adopted Budget \$141,889,500

Less Revenues Budgeted in Other Funds:

Meals (50% Sewer Funds) (3,100,000)

Lodging (60% Tourism) (2,220,000)

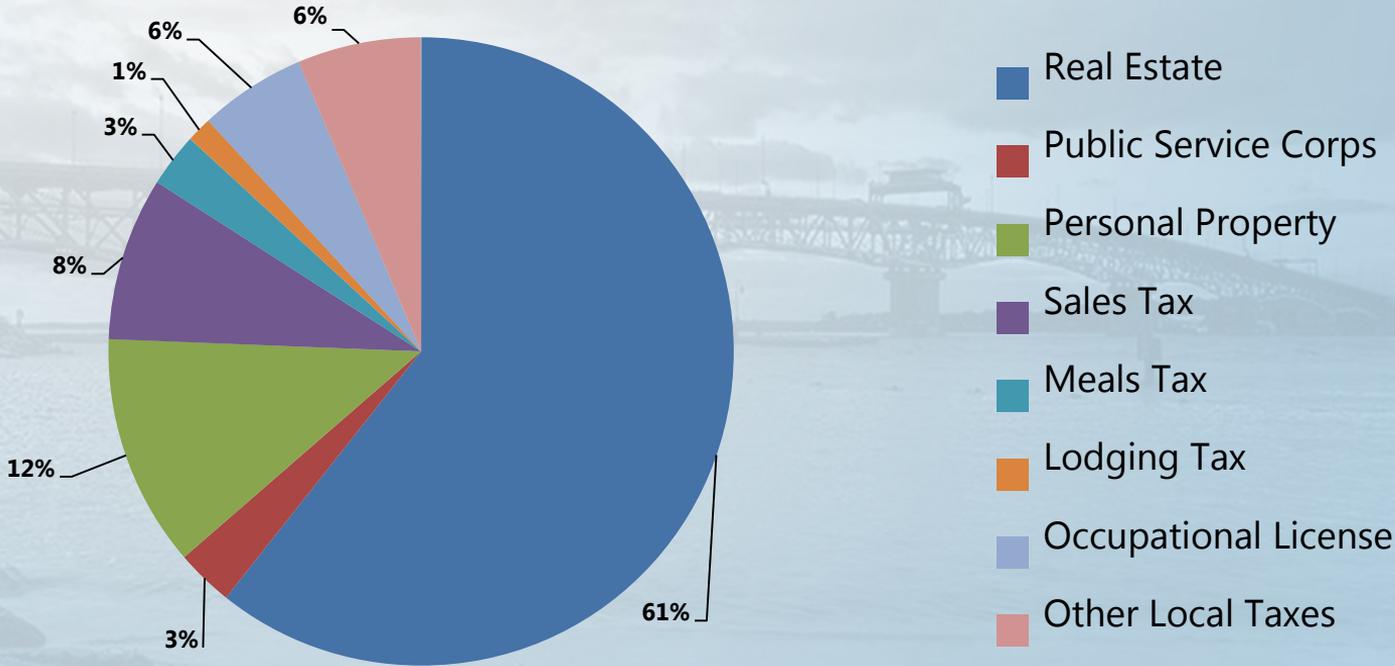
FY2018's Budget for Comparisons \$136,569,500

As we start FY19's budget process, we start with a base 3.7% lower.

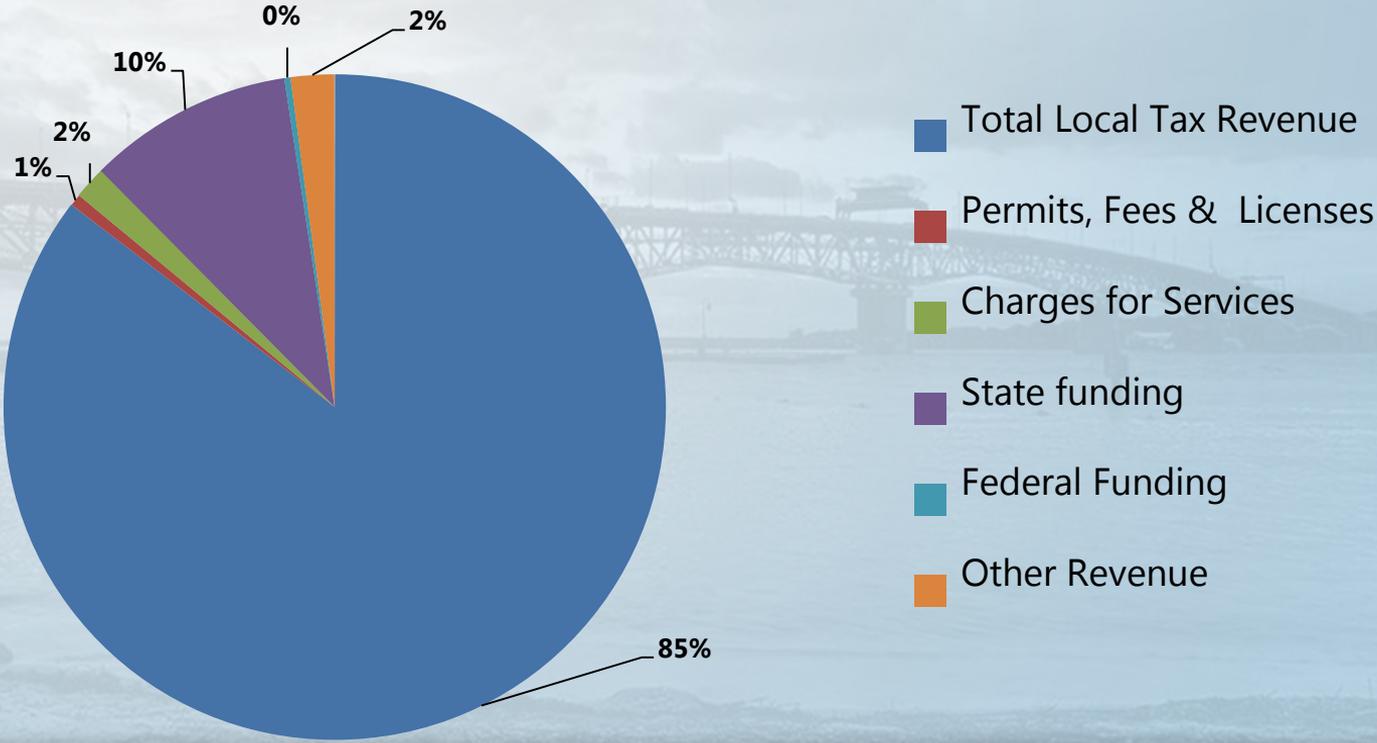
Very Preliminary General Fund Revenue Increase

FY2018's Budget (restated)	\$136,569,500
FY2019's Revenues	<u>139,282,000</u>
Estimated Increase in Revenues	<u>\$ 2,712,500</u>
Estimated Percentage Increase	2.0%

Projected FY 2019 Local Tax Revenue



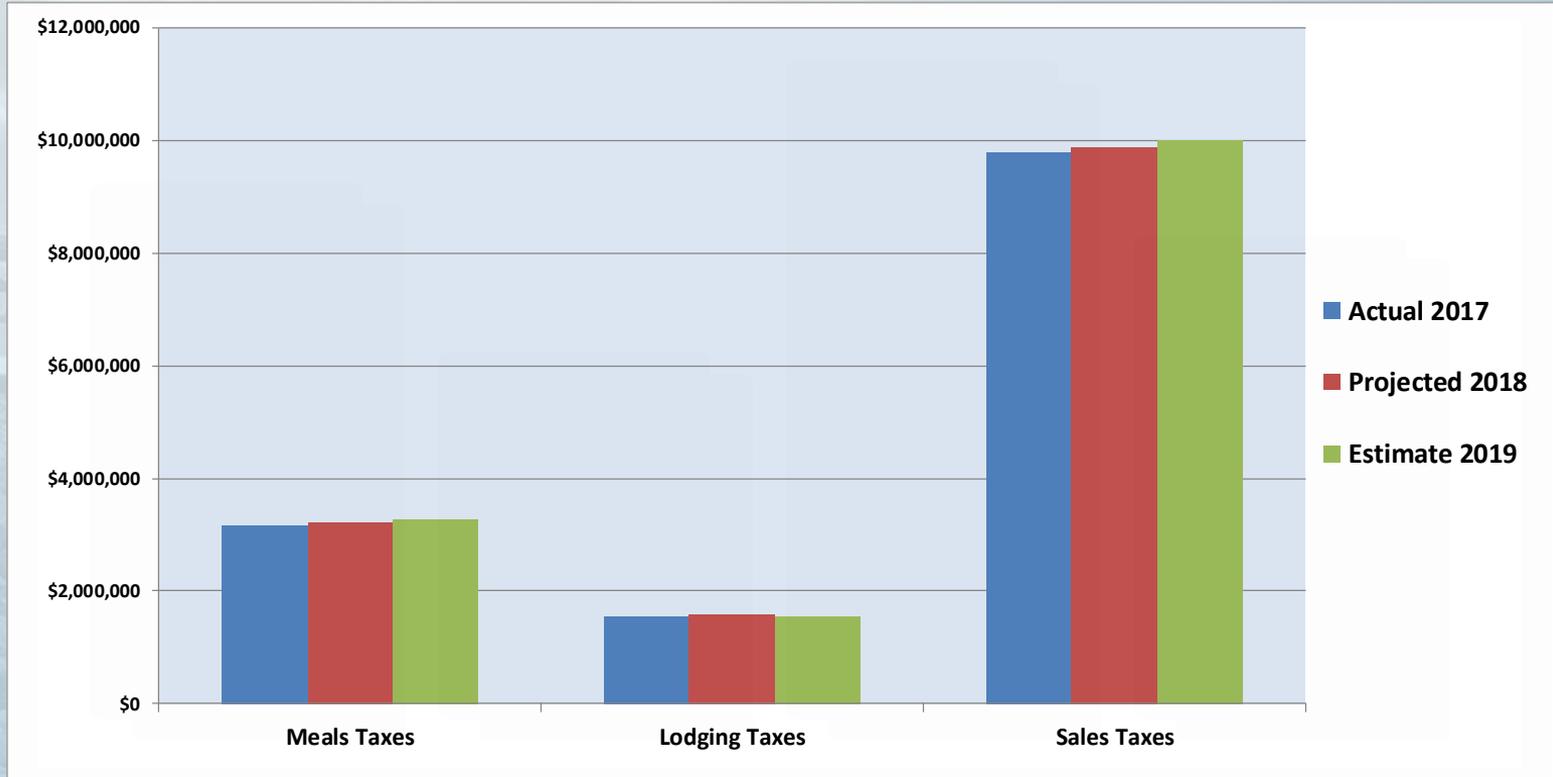
Total General Fund FY 2019 Revenue



Real Estate & Personal Property Taxes



General Fund Consumer Taxes



FY 2019 Budget Planning Information

Priorities:

- Base Budget for Both County and Schools
- Increase School Funding
- Total Employee Compensation
- Capture Funding for Capital Projects with Ongoing Revenue
- Public Safety Positions

Positive Trends

- Regional Economic Growth
- VRS Rate Reduction
- State School Funding
- Power Plant Closing Reprieve
- Health Insurance
- Stable Debt

5 Year Plan Overview

Objectives:

- Maintain financial stability over the long-term
- Identify current trends and future challenges
- Provide Board and senior management with information:
 - For multi-year planning to reduce risk of being reactive (identify future risks and prepare to respond)
 - To demonstrate how decisions made today impact on the future
- Encourage consistency and financial integrity
- Demonstrate strong fiscal and operational management
- Long-term plan and policy are one key to bond ratings

Beyond FY 2019 Outlook

- Power Plant closure
- Facility needs in future years
- Continued growth of Public Safety positions
- Debt service constraints

Suggested Items for FY 2019 Budget Work Sessions

- CIP Projects
 - Debt Financing
 - Timing of borrowing/impact on budgets
 - Operating impacts
- Revenue Forecast
- Compensation/Health Insurance
- Outside Agency Funding
- Additional Topics?

York County Board of Supervisors' 2018 Retreat

