

York County Board of Supervisors' 2019 Retreat



Retreat Agenda

8:30 – 9:30

Overview of Day (Neil)

- a) Group Dynamic Refresher
- b) Qualities of Place
 - New Localism
 - Our Towns
- c) Confirm Strategic Priorities

9:30 – 10:30

Infrastructure (Mark)

- a) Sewer System History

10:30 – 10:45

BREAK

10:45 – 12:00

Financial Planning Focused on the Future (Vivian)

- a) CIP Funding
- b) Activity – Exploring of Financing Options



Retreat Agenda

12:00 – 1:00

LUNCH

1:00 – 2:45

Comprehensive Plan Activity (Neil & Vivian)

- a) Youth Commission Civic Engagement
- b) Board Game

2:45 – 3:00

BREAK

3:00 – 3:30

Budget Preview (Theresa)

- a) FY2020 Update
- b) Challenges for Next Fiscal Year

3:30 – 4:15

Discussion



Group Dynamic Refresher

No Retreat is Complete without a Myers Briggs Activity



ESTJ



ESFJ



ESFP



ENFJ



ENTJ

No Retreat is Complete without a Myers Briggs Activity



ISFP



ESTP



ENTJ



ISTP



ENFJ

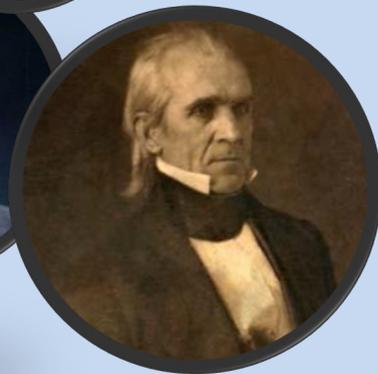


ISFP



ESTJ

Have You Ever Wondered about our Presidents' Myers Briggs Types?



Let's Play

Presidents' Myers Briggs Activity

- 10 Presidents
- Guess which president said each quote
 - There are two choices for each quote
- Reveal each president's Myers Briggs type

1. Presidents' Myers Briggs

Who Said?

When you can't make them see the light,
make them feel the heat.



40. Ronald Reagan



34. Dwight Eisenhower

1.



**Ronald
Reagan**

ESFP/ENFJ

2. Presidents' Myers Briggs

Who Said?

The best way to destroy an enemy is to make him a friend.

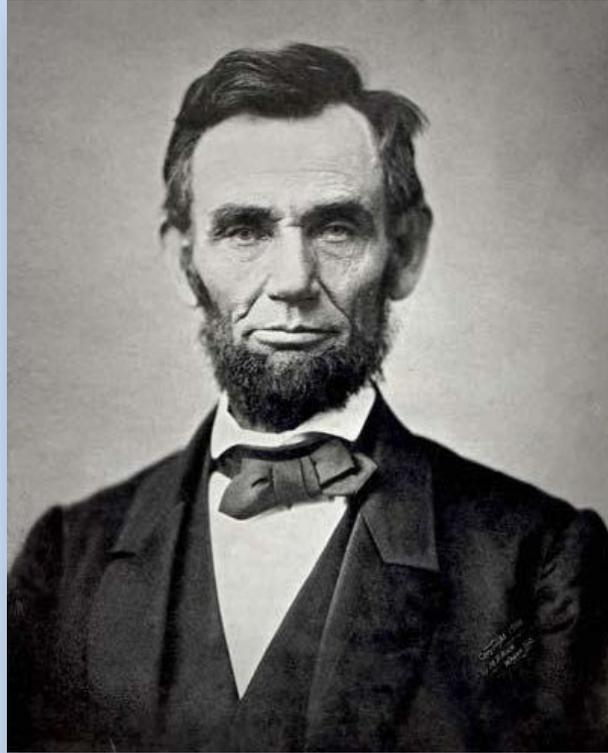


16. Abraham Lincoln



11. James K. Polk

2.



**Abraham
Lincoln**

INTP

3. Presidents' Myers Briggs

Who Said?

Yesterday is not ours to recover, but tomorrow is ours to win or lose.



14. Franklin Pierce



36. Lyndon B. Johnson

3.



**Lyndon B.
Johnson**

ESTP

4. Presidents' Myers Briggs

Who Said?

Forgive your enemies, but never forget their names.



12. Zachary Taylor



4. James Madison

4.



**James
Madison**

INTP

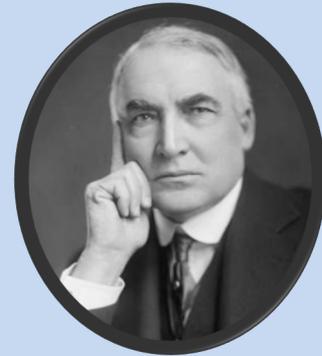
5. Presidents' Myers Briggs

Who Said?

If the freedom of speech is taken away, then dumb and silent we may be led, like sheep to the slaughter.



1. George Washington



29. Warren G. Harding

5.



**George
Washington**

ISTJ

6. Presidents' Myers Briggs

Who Said?

Politics makes me sick.

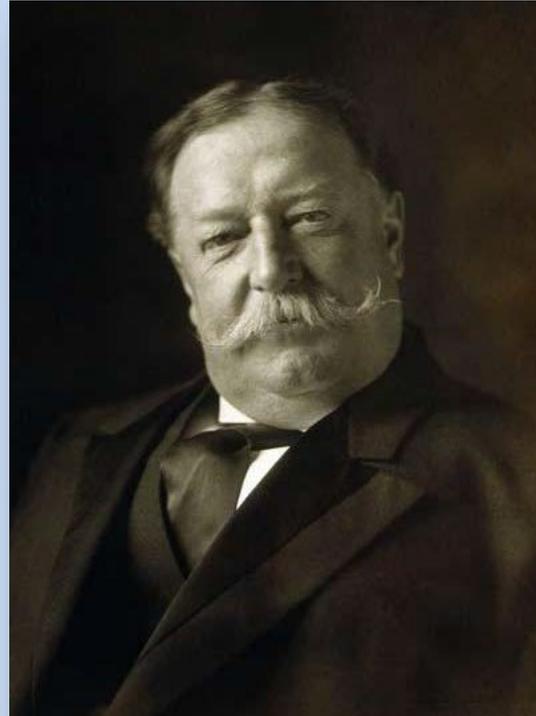


27. William Howard Taft



31. Herbert Hoover

6.



**William
Howard Taft**

ISFJ

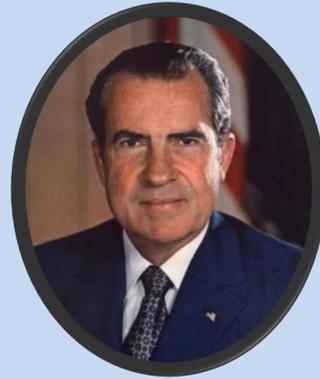
7. Presidents' Myers Briggs

Who Said?

Honesty is the first chapter in the book of wisdom.

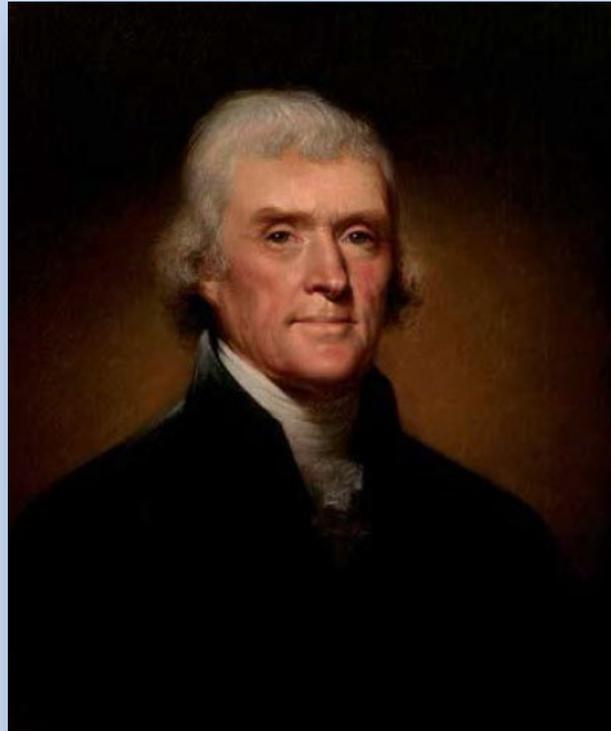


3. Thomas Jefferson



37. Richard Nixon

7.



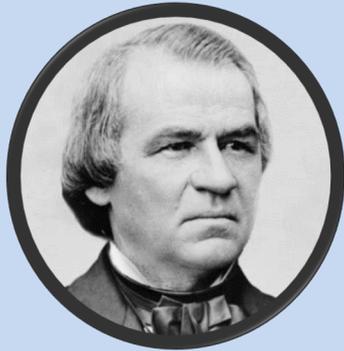
**Thomas
Jefferson**

INTJ/INFJ

8. Presidents' Myers Briggs

Who Said?

Frequently the more trifling the subject, the more animated and protracted the discussion.

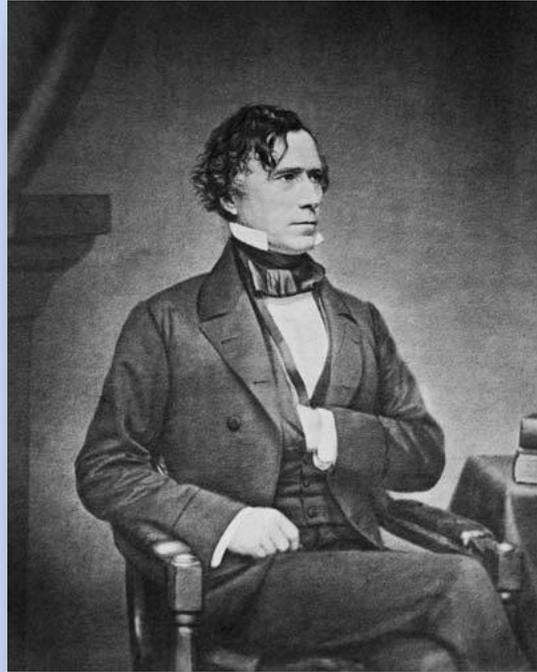


17. Andrew Johnson



14. Franklin Pierce

8.



**Franklin
Pierce**

ESTP

9. Presidents' Myers Briggs

Who Said?

I not only use all the brains that I have, but all that I can borrow.

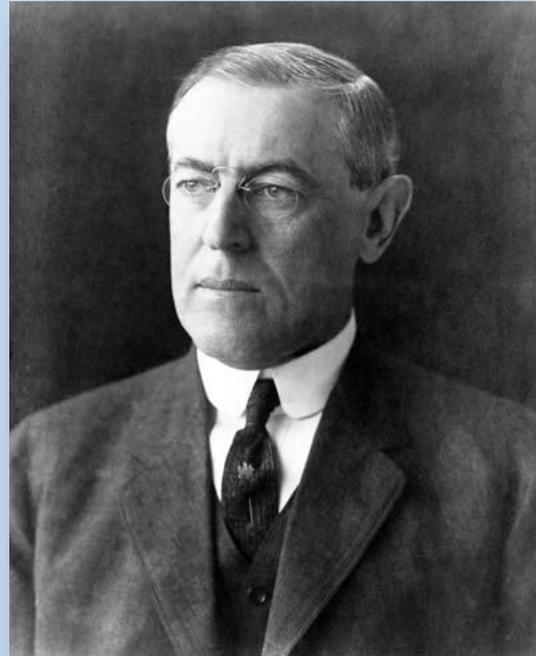


28. Woodrow Wilson



26. Theodore Roosevelt

9.



**Woodrow
Wilson**

INTJ

10. Presidents' Myers Briggs

Who Said?

I have opinions of my own, strong opinions,
but I don't always agree with them.



39. Jimmy Carter



41. George H. W. Bush

10.



**George H. W.
Bush**

ISTJ

Adopted Priorities

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

DO WE CONTINUE WITH THESE?

Qualities of Place

Contemporary Commentary about American Local Government Effectiveness

Neil's Lecture Opportunity



Making Local Government Work at a Challenging Time

Trend:

Bill Bolling, 2005-2009 Republican Lieutenant Governor (November 2018 VACO Conference: National Political Dysfunction)

- Inability to compromise & seeing the “other” as enemy
- Increasingly threatens state and even local government effectiveness

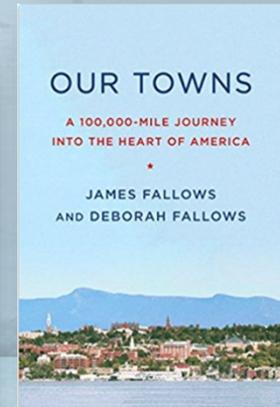
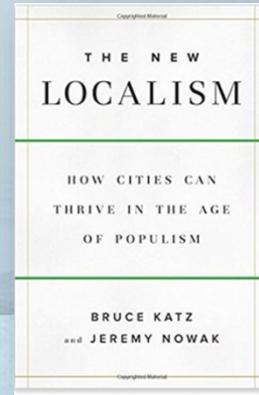
Counter Trends

New Localism: Regions and
Localities Finding Ways to
Succeed with Minimal State and
Federal Help

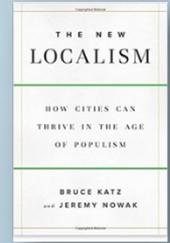
Qualities of Place

Current Themes in Literature:

- The New Localism - 2017
- Our Towns - 2018

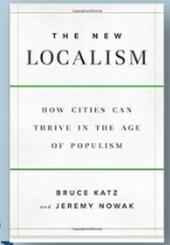


“The New Localism”



- As national politics has become dysfunctional, problems are increasingly being solved at the local level
- A growing belief that leaders at the local levels of government and within regions are better positioned to solve problems than their state and federal counterparts

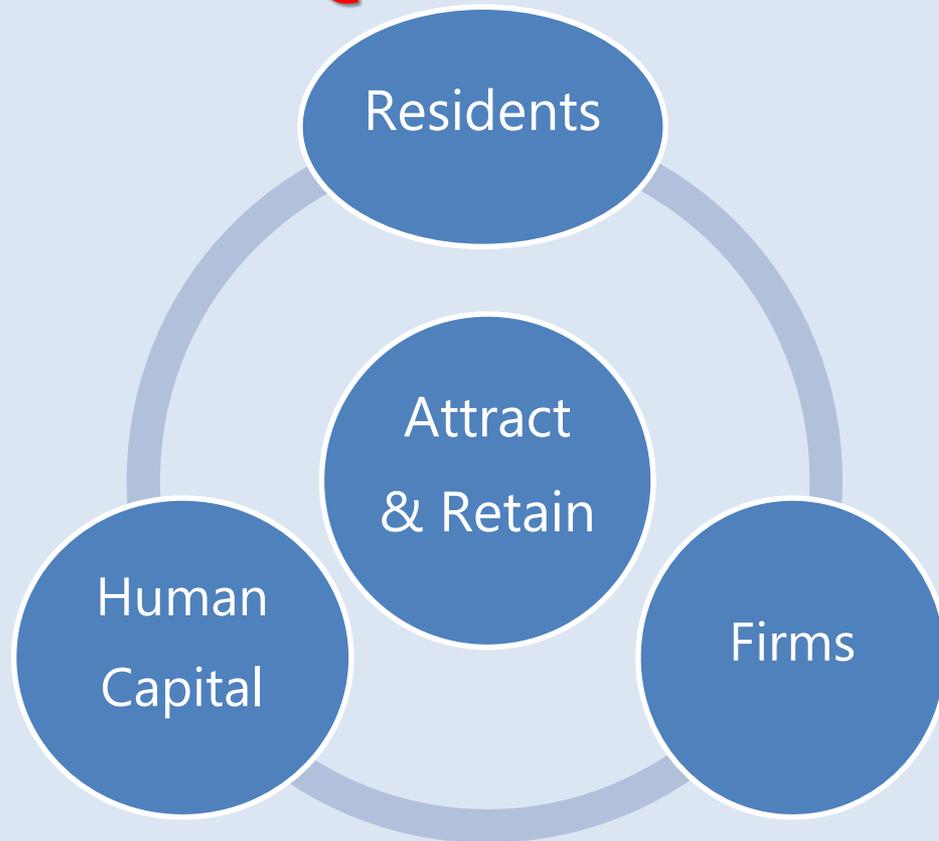
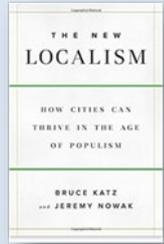
The New Localism



- U.S. local needs cannot be left to federal & state governments that are increasingly removed from the reality of how the world actually works.
- How many of our local and regional legislative priorities are enacted?

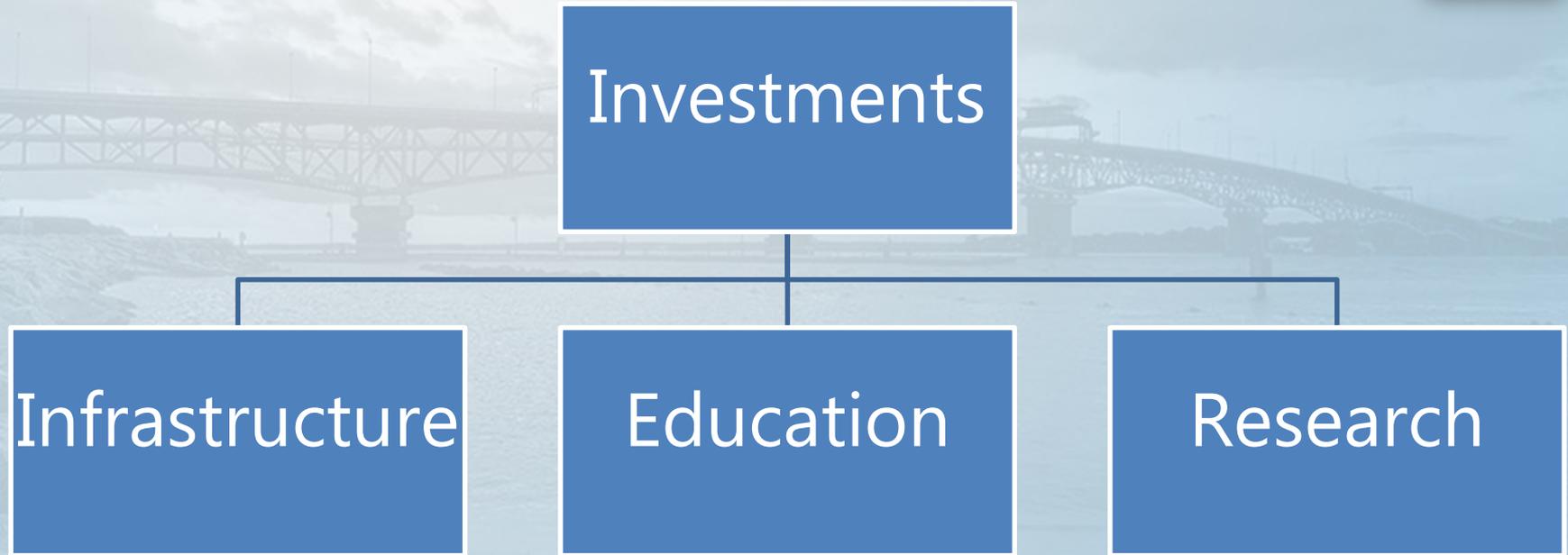
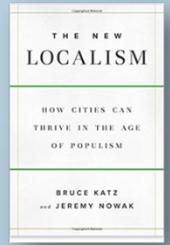
Globally Dynamic Economy

Qualities of Place



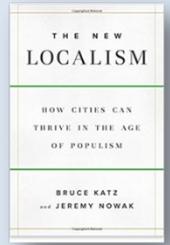
Localities
that want to
thrive must
invest in the
qualities of
place

Common Factors for Local and Regional Success

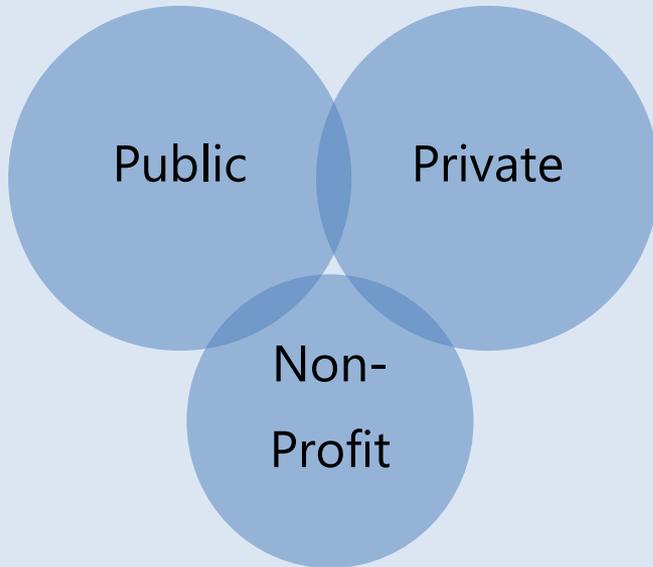


Local Capacity to Drive Effective Change

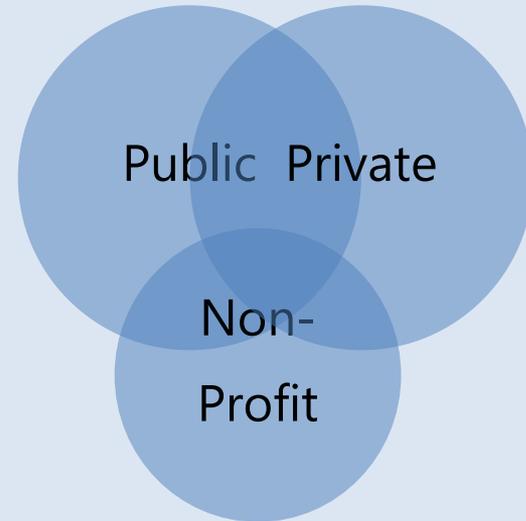
Future
Model

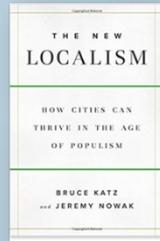


Current
Model



Public, Private and Non-profit
Sectors Working Together

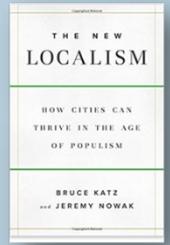




Shift in Exercise of Power

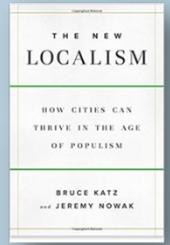
- From top-down, command-and-control political systems to more horizontal relationships involving multiple sectors (civic, public, and private within communities) – **Goal Directed Network**
- In the York County context, what can we do as a locality, and how do we work better as a region?

Power will Belong to the Problem Solvers



The Hierarchy Ain't What it Used to Be!

Metro Finance



- New instruments and intermediaries that stretch the canvas from market viability to public purpose
- Tight public budgets and private capital that is plentiful but less connected to place than in the past

What are Some Examples of Regional Financing in Hampton Roads?

HRTAC

SB942

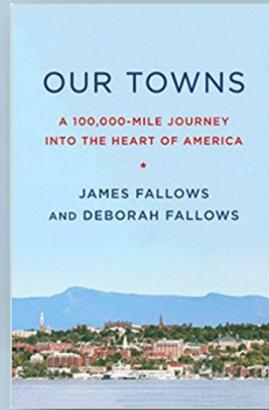
**Radio
System**

**Correction
Facilities**

**Olde
Towne
Medical**

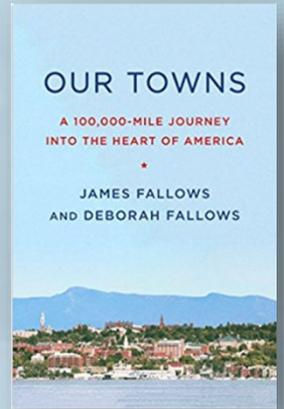
Common Features of Communities Working Best

1. People work together on practical local possibilities, rather than allowing bitter disagreements about national politics to keep them apart.
2. You can pick out the local patriots.
3. The phrase “public-private partnership” refers to something real.

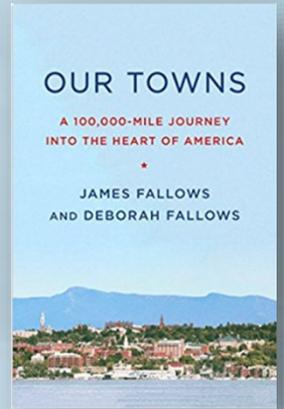


Common Features of Communities Working Best

4. People know the civic story
5. They have downtowns
6. They are near a research university
7. They have, and care about, a community college
8. They have distinctive, innovative schools



Common Features of Communities Working Best



9. They make themselves open (Welcoming)
10. They have big plans.

What Does York Have in Common with the Successful Communities?

What Can We Do to Position York to be Even More Successful for the Future?

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Infrastructure (Mark)

- a) Sewer System History

10:45 – 11:00

BREAK

11:00 – 12:00

Financial Planning Focused on the Future (Vivian)

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Infrastructure

County Infrastructure



- History
- HRSD past and present
- Where are we now

“The problem created by sewage pollution is a general problem and its solution depends upon the cooperation of all the communities which contribute to the creation of the problem.”

**– The Norfolk Ledger-Dispatch Editorial
December 13, 1939**

“In addition to the injury to the seafood industry, it is the sense of this commission that the continued pollution of the said tidal waters constitute a menace to public health, and will seriously affect the future of the bathing resorts and watering places in this area.”

– The Calrow Report, 1934

1934

- Hampton Roads Sewage Disposal Commission established by the General Assembly
- 25 million gallons of raw sewage per day were pouring into our waterways [estimated by the mid-1920s]
- 10,000 acres of Oyster beds were condemned

1934

- The U.S. Public Health Service studied the cause and effect of sewage pollution in Hampton Roads
- Recommendations included:
 - One regional sanitary district
 - Six sewage disposal plants

WHY NOT PUT EVERYTHING WE WANT TO GET
RID OF IN THE RIVER? — By Doug Darling



1950s



- First sewer projects in the County were installed to support military housing
- In 1958 facilities built
 - Cheatham Annex
 - Camp Peary

1950s



- Other sites included
 - Lodge Road
 - Rolling Hills
 - Bypass Road

Joint Venture with JCC



- Sewer Treatment Plant Built on Lodge Road

Enter the EPA

- December 2, 1970,
Environmental Protection
Agency established
- Roughly 2 years later Congress
enacted amendments to the
Federal Water Pollution Control
Act known as the Clean Water Act



The 1970s-EPA projects

- 17 Pump Stations constructed with Federal Infrastructure Grants
- Mostly Lower County and east of Route 17

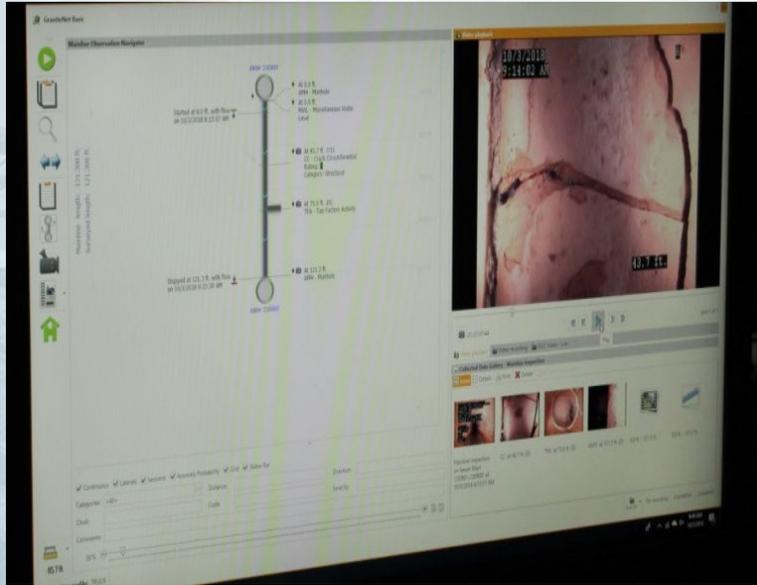


Pump Stations



- Are often named after the streets they reside on ...
- “Lakes of Dare” Pump Station on Water Fowl Road is not because of the potential play on words

HRSD in the 1970s



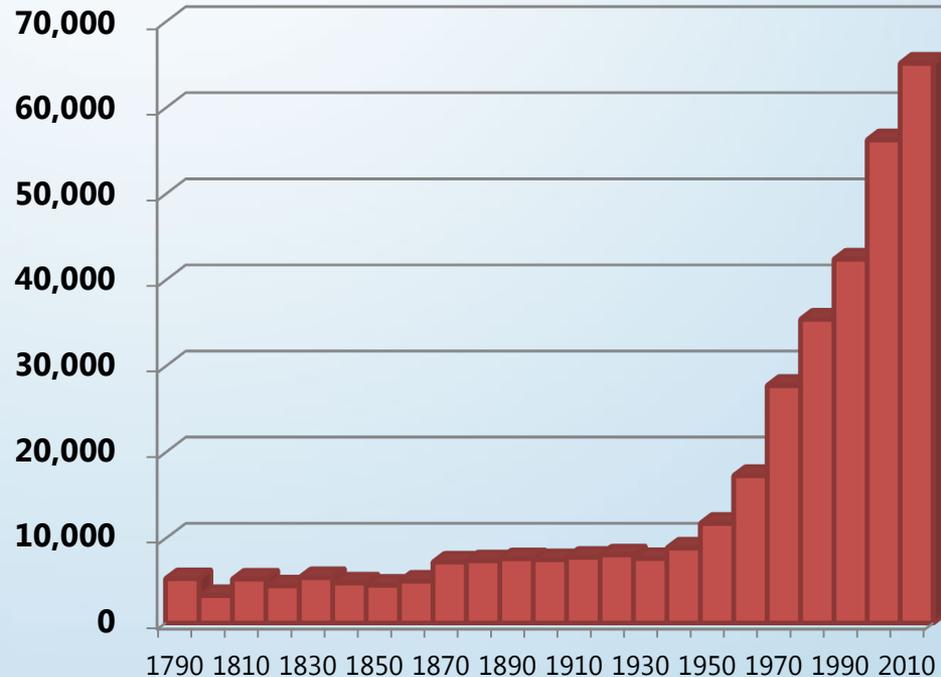
- Awarded \$48 million toward construction of 3 new plants
- Includes York County's Seaford plant

HRSD in the 1970s



- 9 Treatment plants
- 13 Municipalities
- 180,000 Accounts
- Serving 750,000 Citizens

York County Infrastructure Expands to Meet County Population Growth



Source: U.S. Census Bureau, Decennial Census

The 1980s

- HRSD – York River Plant
- Development explosion
- Expand county services
- \$.04 Meals Tax Referendum



Referendum



- \$.04 meals tax
 - 1/2 to schools
 - 1/2 to utilities
- Initially water hook-up was mandated, but sewer was optional

The EPA ... Again

- **Water Quality Act of 1987**
 - Requires numerical criteria to measure pollutants
 - Nitrogen and phosphorous removal
 - Can you say TMDL?

1990s

- Force Main installed under the York River
- Pumps wastewater from Gloucester to the York Treatment Plant



1990s



- Sewer Extended to Lackey
- CIP “Target 2000”
- Establish criteria for ranking sewer projects

CIP “Target” Plans

- Target 2000 submitted in 1993
- Target 2002 (1995) and Target 2004 (1997)
- Changed to Strategic Plan for Water, Wastewater and Stormwater in 2001
- Updated in 2010



Order by Consent

- Clean Water Act, overflows are a violation
- EPA targeted large metropolitan areas
- Standards based on gallons per day of sewage
- HRSD produces 249 million gallons a day system-wide



2007 Order by Consent



- Prompted by Feds failure to regulate overflows
- Changed focus from expansion to rehabilitation

Criteria for Sewer Projects since 2000s

- **Based on Points**

- Impact on water wells (5pts)
- Impact on ground water or surface water (5pts)
- Threat to the Chesapeake Bay/tributaries (5pts)
- Growth factor (3pts)

2000s



- 2010 Chesapeake Bay TMDL
- 2011 Mathews Treatment plant is demolished—flows conveyed to York River Plant
- All localities are responsible for their own collection systems

2013

- **HRSD attempts to take over all collection systems**



- Results in hybrid regionalization approach
- HRSD is responsible for wet weather and major rehabilitation projects
- Localities retain control of customer service and maintenance

Maintaining Collection Systems

- 6600 manhole covers
- 320 miles of sewer piping, ranging in size from 4 to 24 inches in diameter
- 85 pump and vacuum stations
- 42 miles of force main
- Funded by fees, meals tax and connection fees
- 59 Public Works staff to oversee

Maintaining Collection Systems Fund Structure

- Accounting for projects in the Sewer Fund (Fund 1600 formerly known as Fund 25)
 - Operates as an Enterprise Fund
 - Fees cover the expenses of the enterprise
 - Generally no transfers from or to the General Fund

Where We Are Today

- **RATES**

- Last rate increase was March 2015
- Increase of \$4 to \$52, billed every other month
- FY2020 no increase planned
 - Assuming no changes in the FY2020 budget

Where We Are Today

- **DEVELOPMENT**

- Commercial and residential development are more intertwined
- Commercial development often benefits from residential development, such as mixed use
- Priorities for sewer projects are changing

Do We Need a New Criteria for Sewer Projects?

- More households on NN Waterworks
- Less well-contamination and health issues
- More & more need for projects with economic development impact
- Should more emphasis (more points) be placed for growth opportunity

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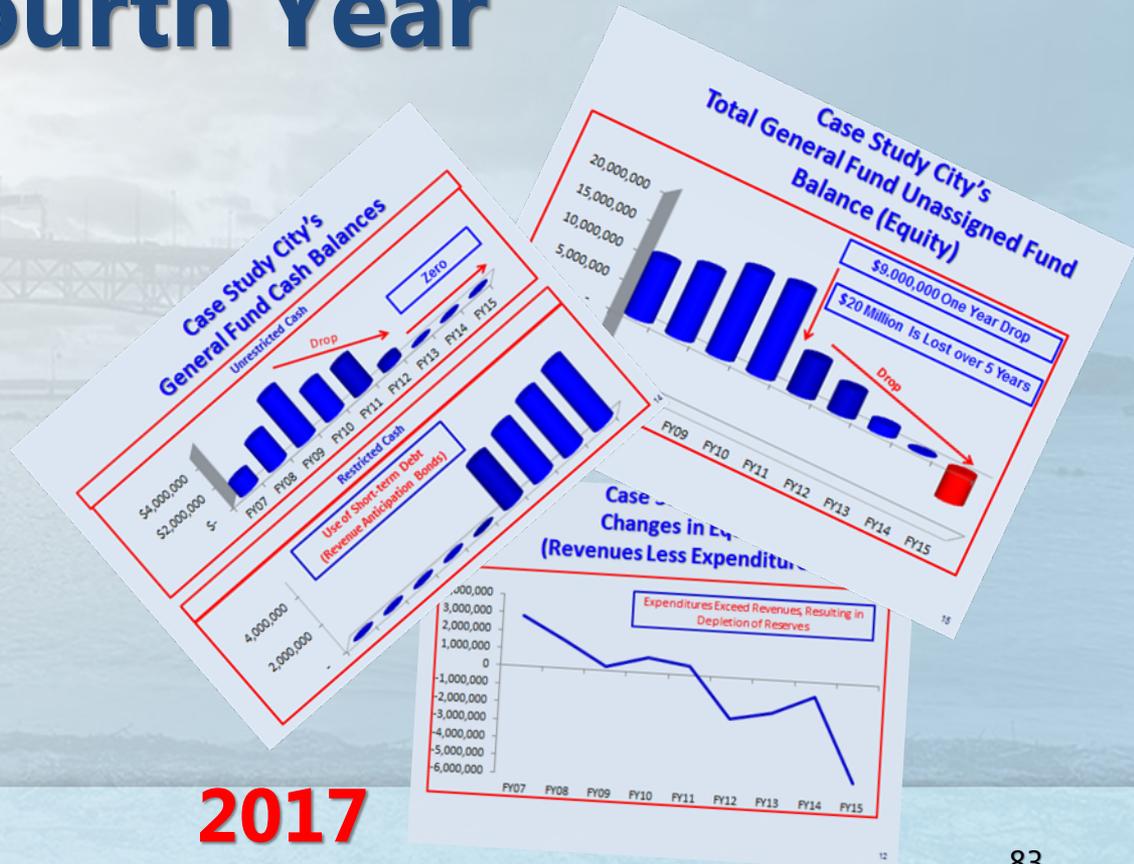
Financial Planning Focused on the Future



Our Story Continues into Our Fourth Year



2016

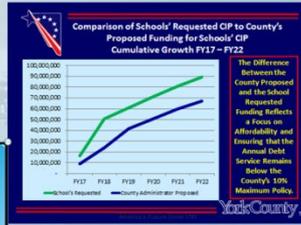
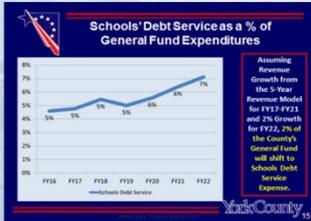


2017

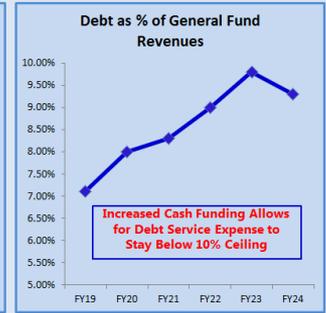
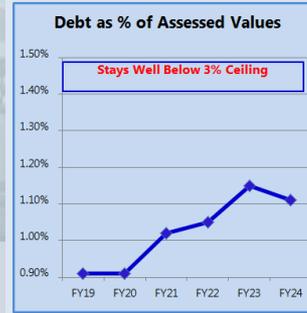
York Case Study

Developing a Sustainable CIP

An Unsustainable Path...



Enhanced Planning Leads to Better Results



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



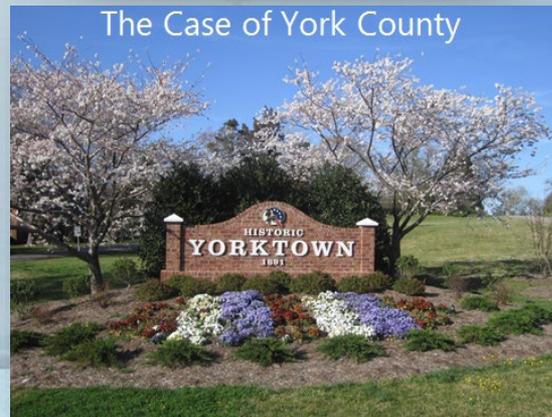
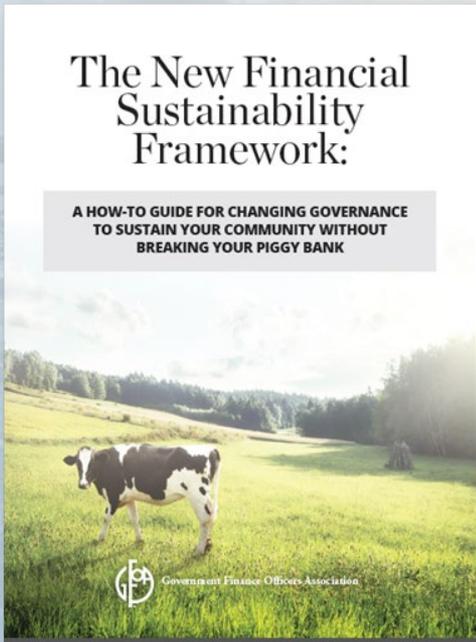
CA considers input from advisors, applies knowledge from experience and prepares to advise Board



Board decides

2018

Our Story Recognized Nationally



Our Story Continues

Financial Planning for the Future:

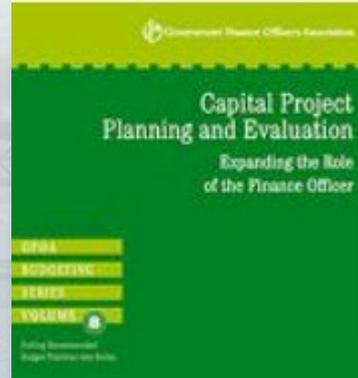
- **Management of CIP & Debt**
- **Anticipating a Recession**

Professional Guidance for Debt Management for Capital Improvements

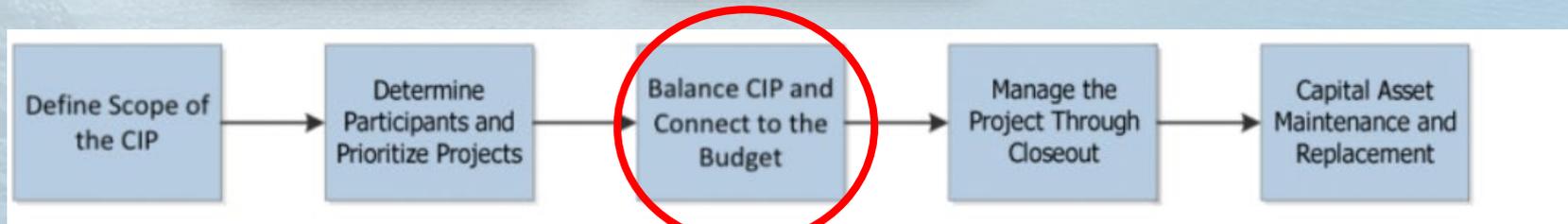


Government Finance Officers Association

Publications and Best Practices



- [Cost of Issuance in a Publicly Offered Debt Transaction \(2013\)](#)
- [Debt Management Policy \(2012\)](#)
- [Expenses Charged by Underwriters in Negotiated Sales \(2012\)](#)
- [Maintaining an Investor Relations Program \(2010\)](#)
- [Pricing Bonds in a Negotiated Sale \(2010\)](#)
- [Understanding Your Continuing Disclosure Responsibilities \(2010\)](#)
- [Using Your Web Site for Disclosure \(2010\)](#)
- [Selecting and Managing the Engagement of Municipal Advisors \(2014\)](#)
- [Selecting Bond Counsel \(2008\)](#)
- [Selecting and Managing the Engagement of Underwriters for Negotiated Bond Sales \(2014\)](#)
- [Investment of Bond Proceeds \(2013\)](#)
- [Selecting and Managing the Method of Sale of State and Local Government Bonds \(2014\)](#)



Most Risky Step



Debt Management Best Practices

- Is the type of debt most appropriate for the project being financed?
- Does the maturity structure and estimated debt service match the anticipated flow of revenues available for debt service?
- Will the life of the asset match or exceed the payback schedule?

Can we afford it?

Will future or current tax payers benefit?

Will we still be paying the debt after the asset is gone?

American Society of Civil Engineers Report Card for America's Infrastructure

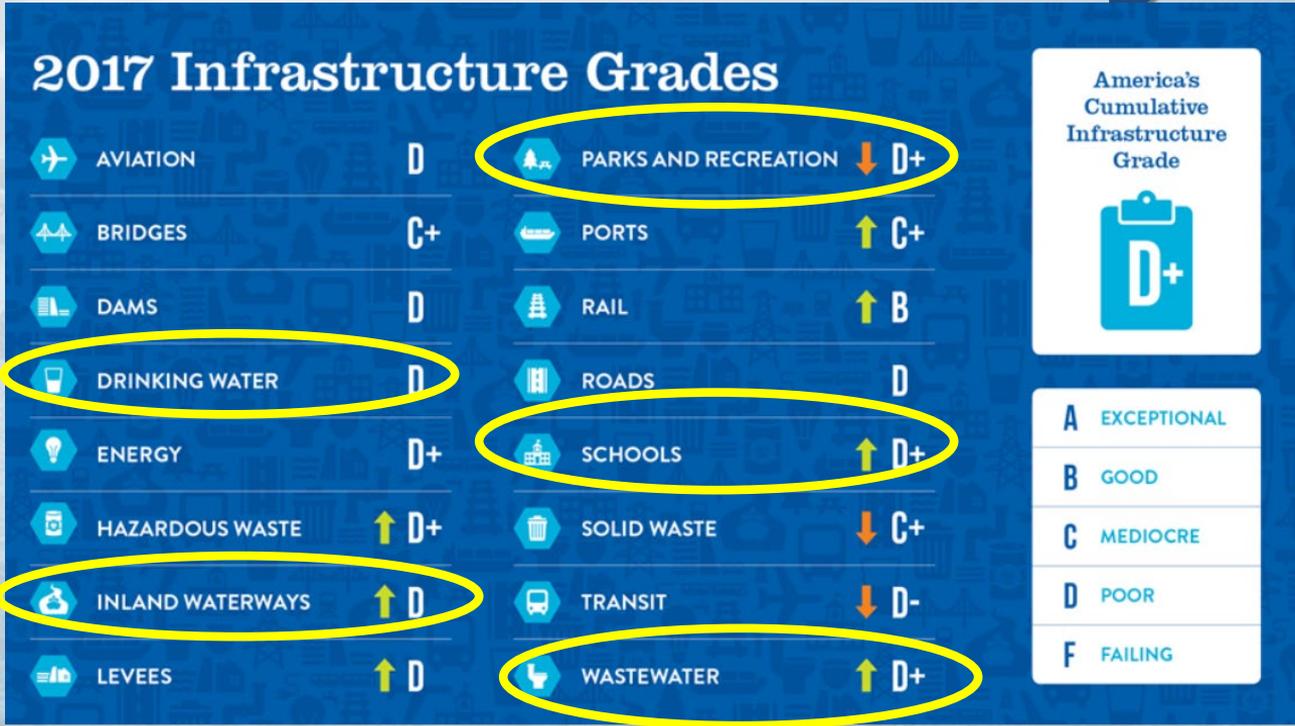


U.S. = D+



Virginia = C-

Infrastructure Impacting on Our CIP or Local Funding



S&P's Top 10 Management Characteristics of Highly Rated Credits

1. Focus on structural balance
2. Strong liquidity management
3. Regular economic and revenue updates to identify shortfalls early
4. An established rainy day/budget stabilization reserve
5. Prioritized spending plans and established contingency plans for operating and capital budgets

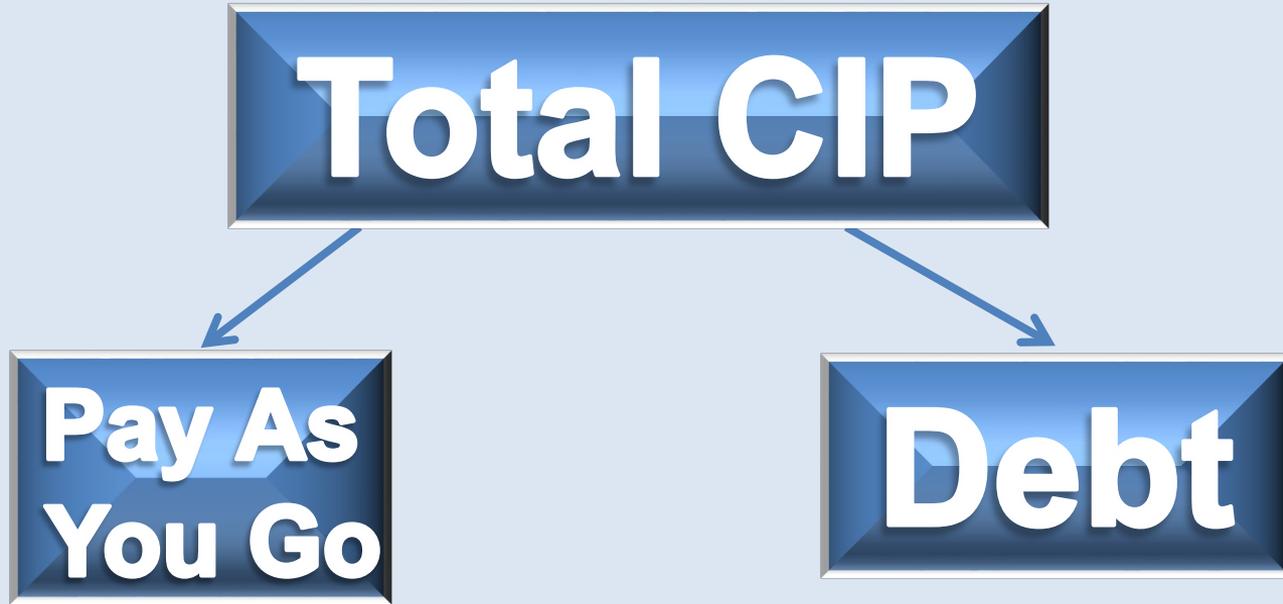
S&P's Top 10 Management Characteristics of Highly Rated Credits

6. Strong long-term and contingent liability management
7. A multi-year financial plan in place that considers the affordability of actions or plans before they are part of the annual budget
8. A formal debt management policy in place to evaluate future debt profile
9. A pay-as-you-go financing strategy as part of the operating and capital budget
10. A well-defined and coordinated economic development strategy

Management of CIP & Debt

Focus on: Can we Afford It and How Will We Pay for It?

Paying for CIP



What will the Annual Impact of CIP Decisions We Make Today be on Future General Fund Budgets?

Impacts of Funding CIP

Current Low Interest Rates

\$3,000,000 Pay-As-You-Go Funding Each Year

		FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Year Debt is Not Issued:							
	2019	210,000	210,000	210,000	210,000	210,000	210,000
	2020		210,000	210,000	210,000	210,000	210,000
	2021			210,000	210,000	210,000	210,000
	2022				210,000	210,000	210,000
	2023					210,000	210,000
	2024						210,000
	We Would Lower Debt Service	<u>210,000</u>	<u>420,000</u>	<u>630,000</u>	<u>840,000</u>	<u>1,050,000</u>	<u>1,260,000</u>

Impacts of Funding CIP

Higher Interest Rates Version

\$3,000,000 Pay-As-You-Go Funding Each Year

		FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Year Debt is Not Issued:							
	2019	300,000	300,000	300,000	300,000	300,000	300,000
	2020		300,000	300,000	300,000	300,000	300,000
	2021			300,000	300,000	300,000	300,000
	2022				300,000	300,000	300,000
	2023					300,000	300,000
	2024						300,000
	We Would Lower Debt Service	<u>300,000</u>	<u>600,000</u>	<u>900,000</u>	<u>1,200,000</u>	<u>1,500,000</u>	<u>1,800,000</u>

Interactive Activity

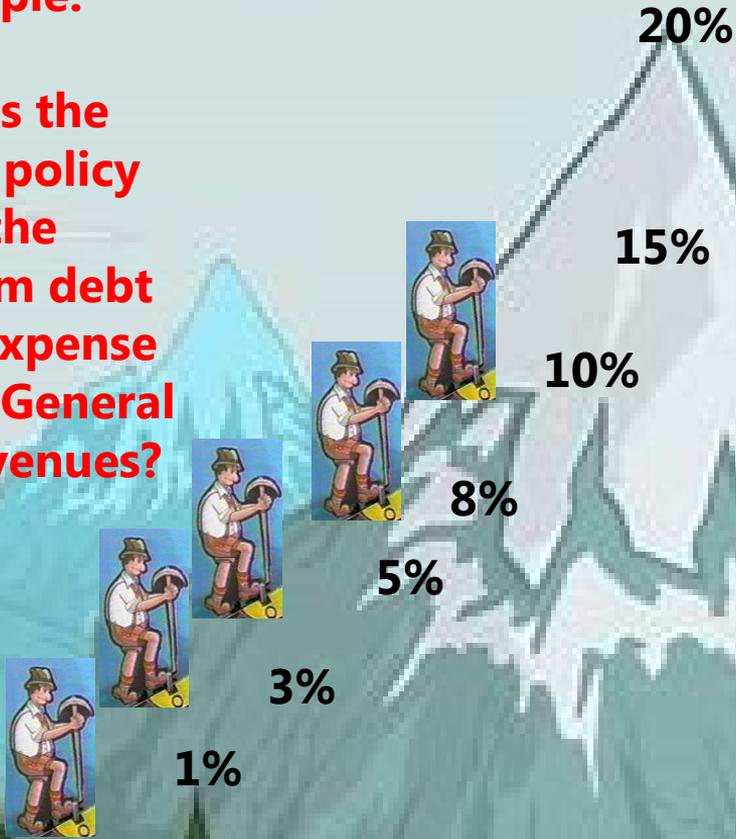
Exploring the Impacts of Debt Financing Versus Pay-As-You-Go Funding on York's Long-Term Finances



1. **Example:**

What is the Board's policy for the maximum debt service expense as a % of General Fund Revenues?

Answer = 10%



Debt Policy

Tax Supported Debt

Board Policy 14-26:

- Prohibits use of long-term debt or tax revenue anticipation notes (TRANS) to fund current operations
- Emphasizes **pay-as-you-go** capital funding
- Term of debt will not exceed useful life of assets financed
- Annual debt service expenditures for all General Fund supported debt should not exceed **10% of the total General Fund** expenditure budget
- Outstanding principal of General Fund supported debt will not exceed **3.0% of assessed valuation of taxable property**

Hints for Activity:

- Current Debt Service Expense = **\$11 million**
- Current Debt Service as % of General Fund Revenues = **7.7%**
- Current General Fund Revenues = **\$162 million**
- 1% increase in debt service ratio = **\$1.6 million in general fund expense.**

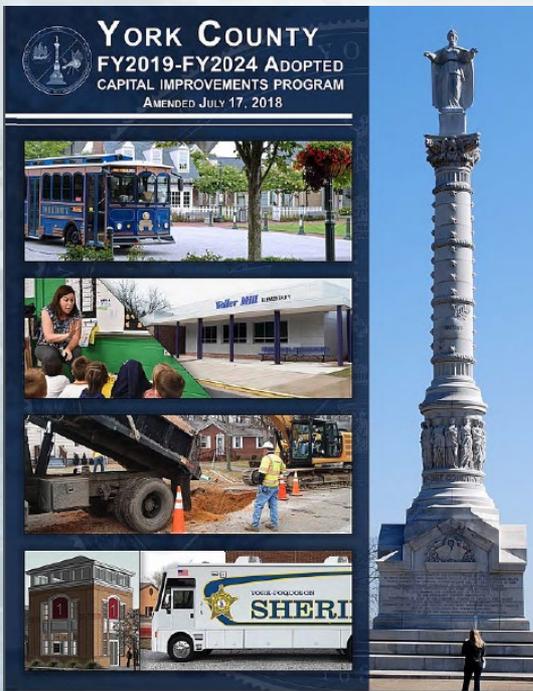
- Additional Sales Tax Revenues from SB942 = **\$3,800,000 per Year. (\$23 million over 6 years)**
- Revenue Assumption = **2% growth**

- Committed Debt Issuance for FY18 & FY 19 Projects = **\$20 million**
- Debt Payoff = **\$2 million**



Current CIP

100% of SB942 is Provides for County Cash Capital



Plan to Pay for 6 Year CIP: (millions)

County Cash Capital	\$ 27
County Debt Financing	38
School Debt	<u>62</u>
County General Fund	<u>\$128</u>
County Grants/Proffers/Other	\$ 1
School Cash Capital	<u>6</u>
Other Funding Sources	<u>\$ 7</u>
County General Fund and Schools	<u>\$ 135</u>

Plan = 75% Debt Financing

Current CIP

No SB942 Funding

Drop
Increase



Plan to Pay for 6 Year CIP: (millions)

County Cash Capital	\$ 4
County Debt Financing	62
School Debt	62
County General Fund	<u>\$128</u>
County Grants/Proffers/Other	\$ 1
School Cash Capital	6
Other Funding Sources	<u>\$ 7</u>
County General Fund and Schools	<u>\$ 135</u>

2. **If the County had not received the additional revenue for CIP, what would the annual debt service payment be 6 years out?**



Answer = \$15.3 million

Hints:

FY19 Debt Service expense & Commitments = \$11 million.

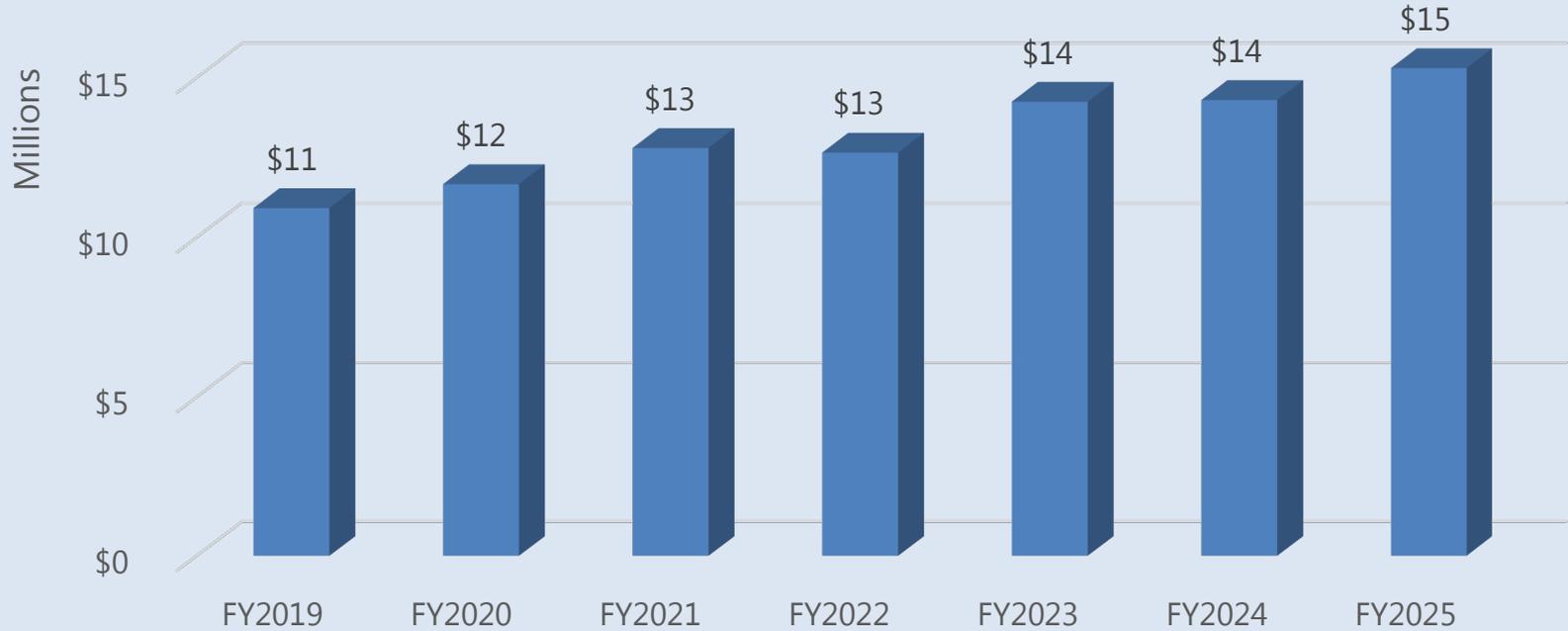
\$20 million Commitments FY18 & FY19

\$23 million – debt offset from sales taxes

\$2 million debt payoff

Projected Debt Service Expense

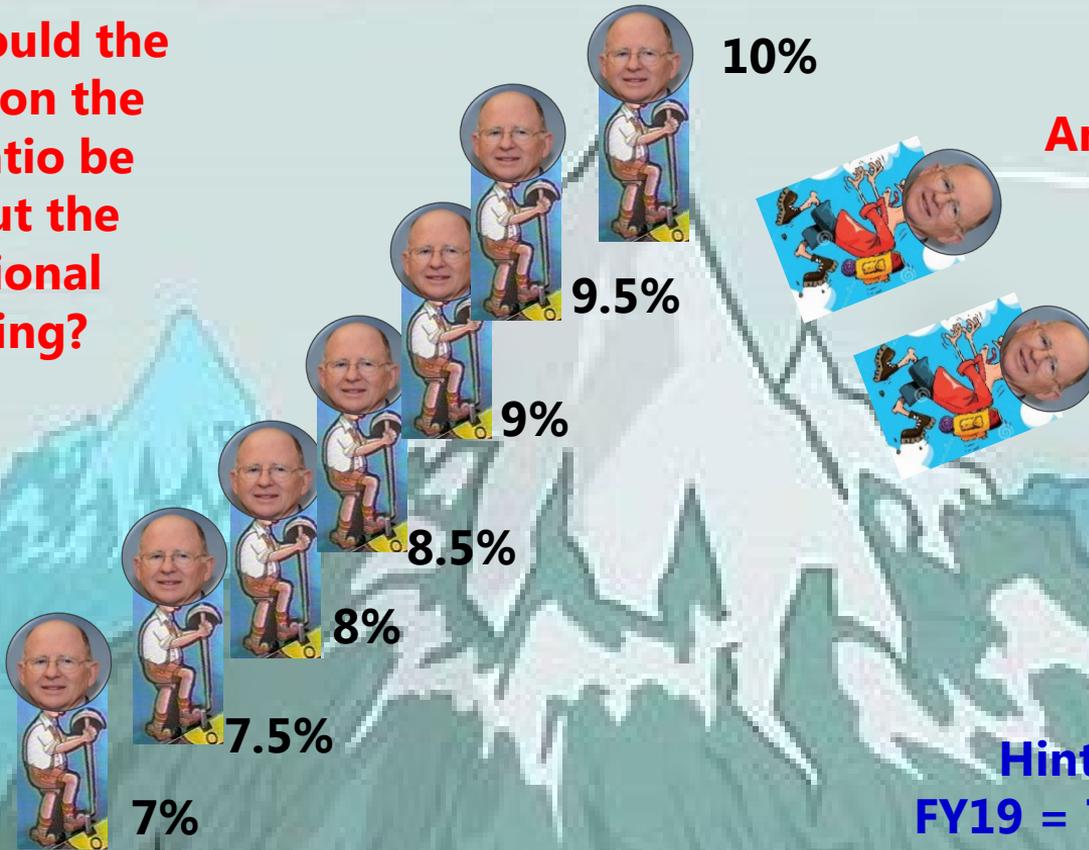
Without Additional Sales Tax Revenue



High Risk without Additional Funding

- Can we afford it?
 - Additional \$4,300,000: 20 year commitment to general fund in good years and recession years

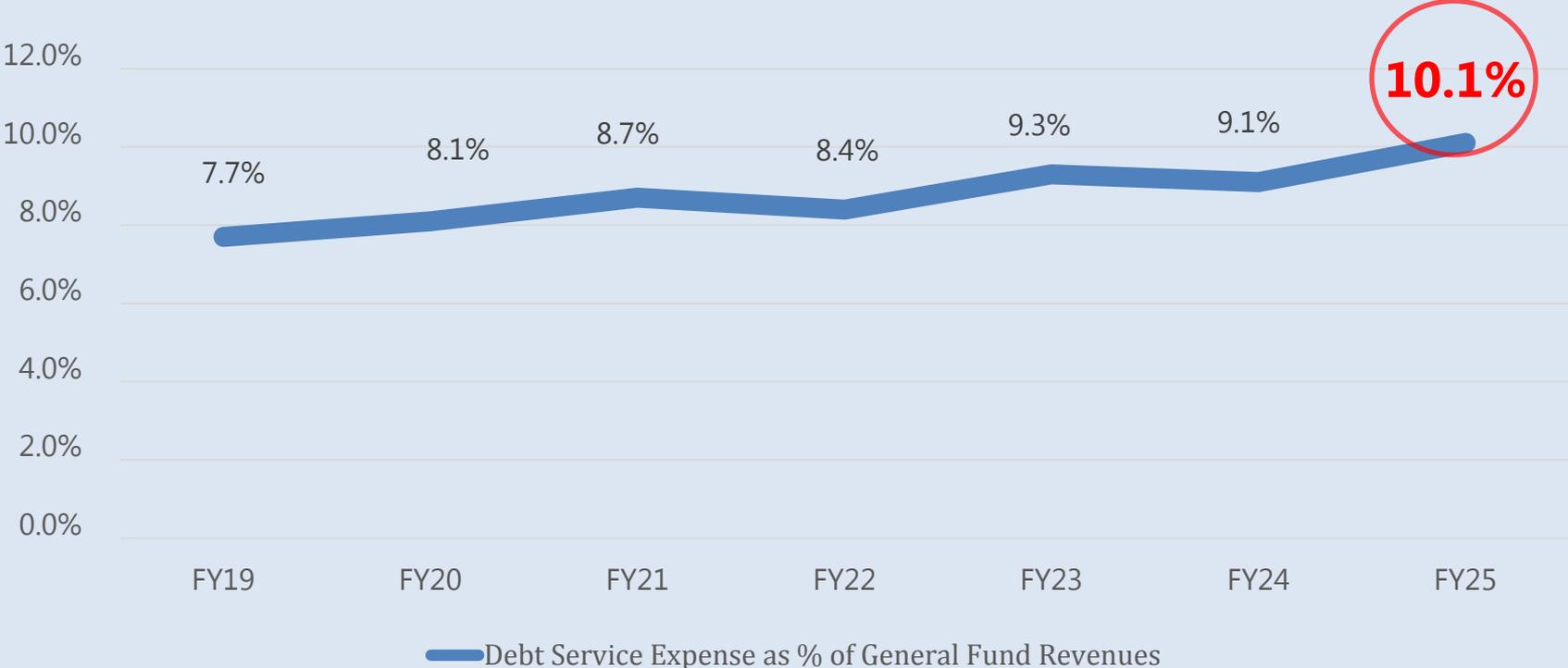
3. What would the impact on the debt ratio be without the additional funding?



Answer >10%

Hint:
FY19 = 7.7%

Planned Debt Service Expenses as % of General Revenues



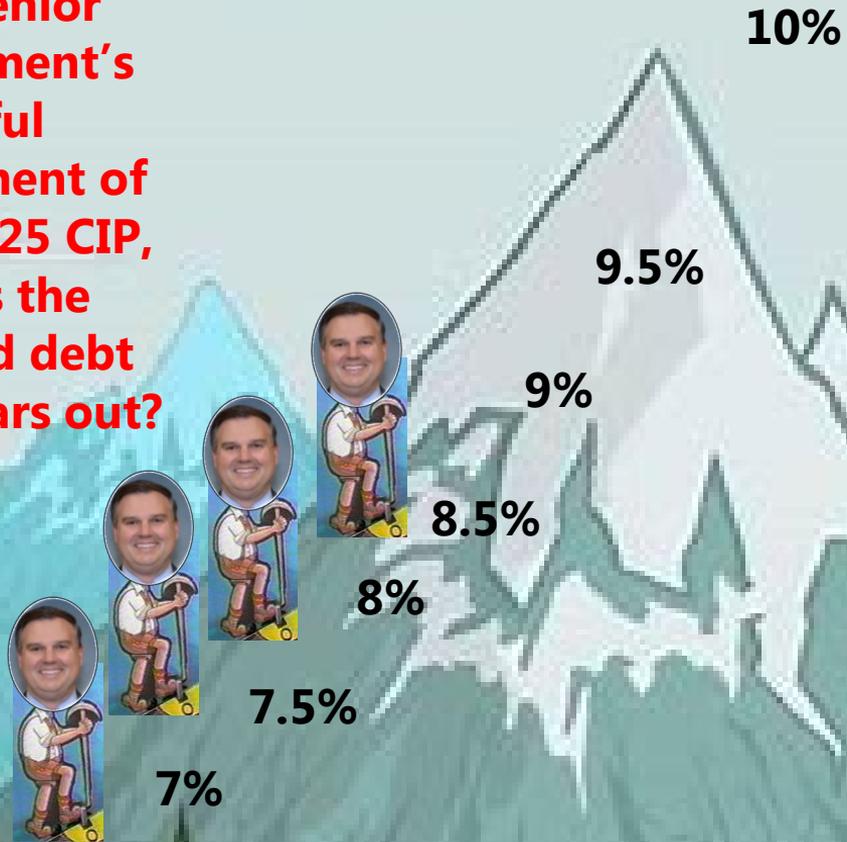
Preliminary FY2020-2025 CIP

Plan to Pay for 6-Year CIP: (millions)

County Cash Capital	\$ 23
Year-End Surplus & Reserves	11
County Debt Financing	38
School Debt	<u>62*</u>
County General Fund	<u>\$ 134</u>
County Grants/Proffers/Other	\$ 4
School Cash Capital	<u>6</u>
Other Funding Sources	<u>\$ 10</u>
County General Fund and Schools	<u>\$ 144</u>

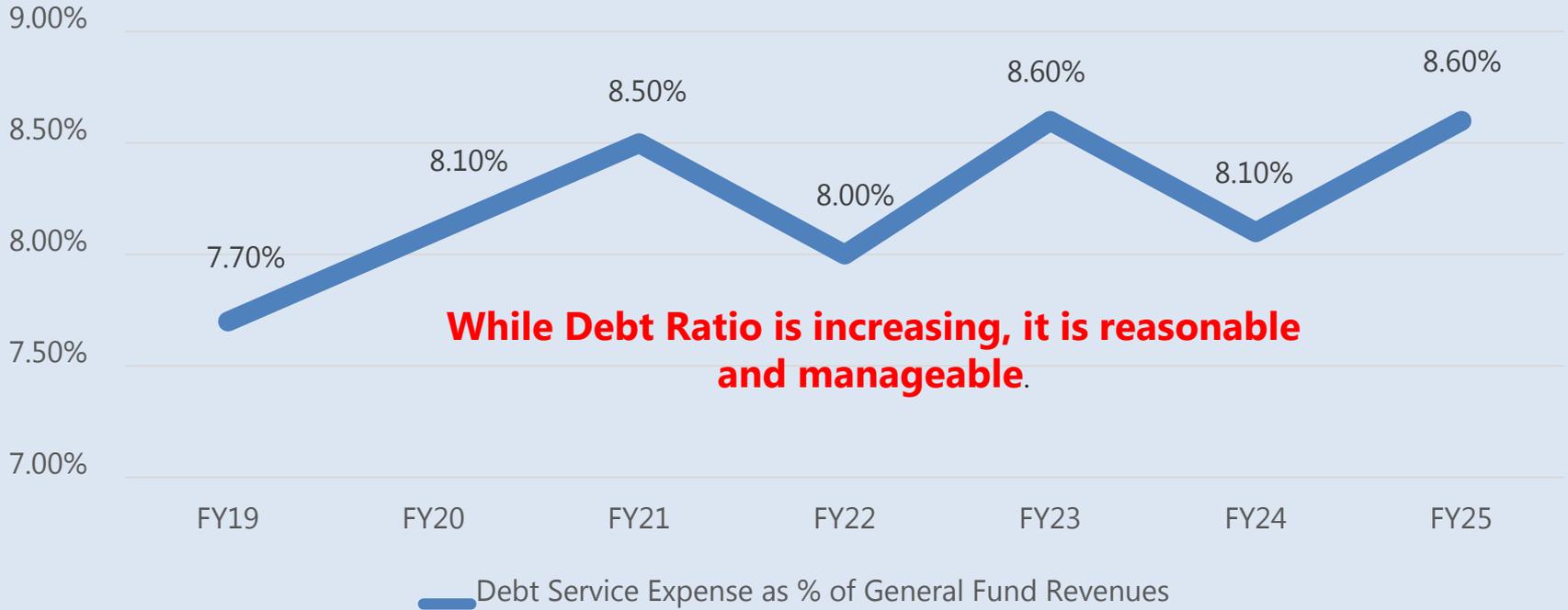
* Open Item - Assumes school debt financing at level of current year budget.

4. After senior management's careful development of the FY20-25 CIP, what is the projected debt ratio 6 years out?



Answer > 8.6%

Planned Debt Service Expenses as % of General Revenues



Policy: Debt Service Expense Should Not Exceed 10% of General Fund Revenues ¹¹²

5. Affordability: (2 questions)

How much additional general fund funding would be needed for debt service 6 years out?

- 1. Without Additional Funding**
- 2. Preliminary Budget**

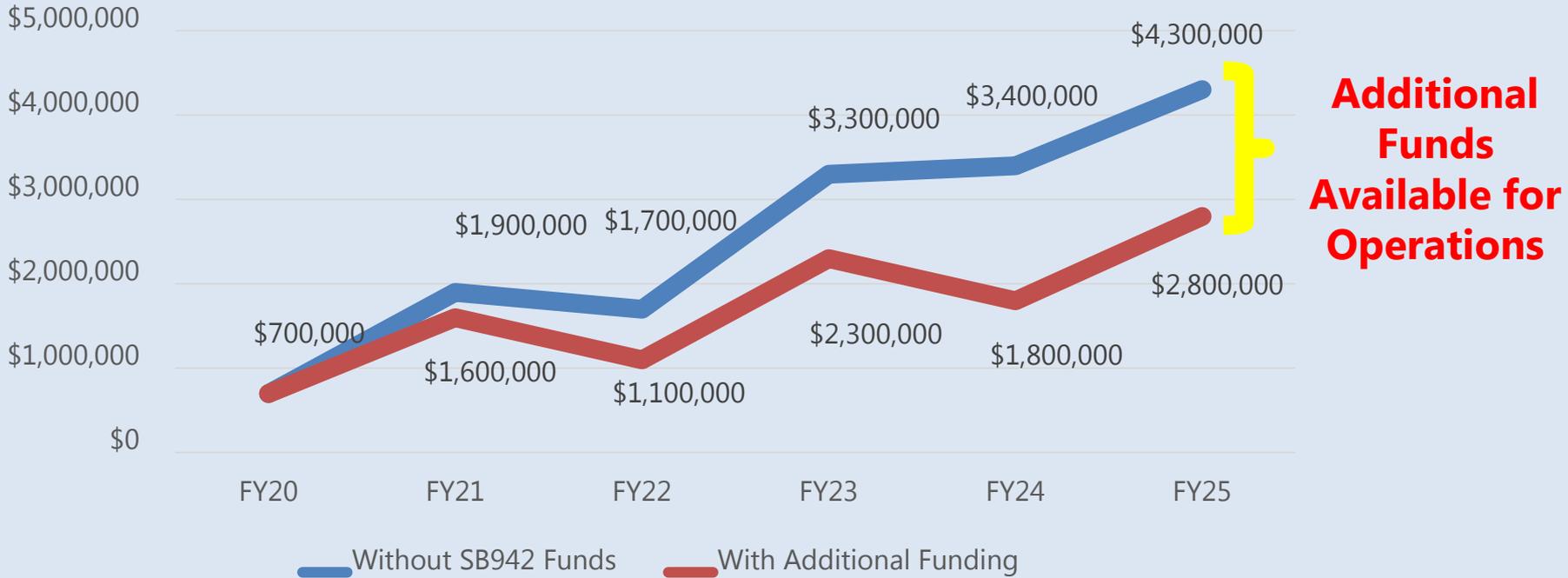


Answer \$4.3 million

Answer \$2.8 million

**Hint:
FY19 = \$11 million**

Planned Debt Service Expenses



Preparing for the Next Recession



Preparing for a Recession

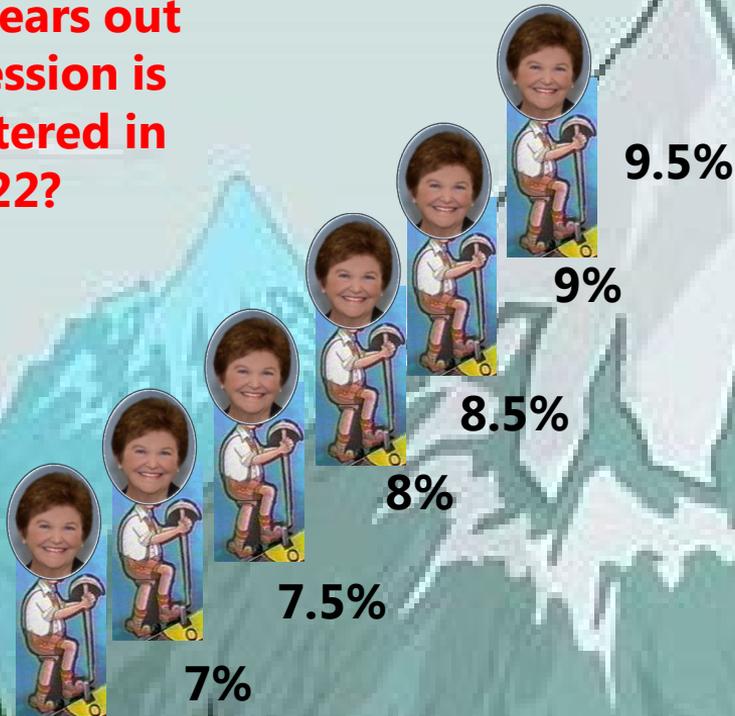
- Once we commit to debt the obligation exists for 20 years.
- Pay-as-you-go funding creates flexibility

Anticipating a Recession

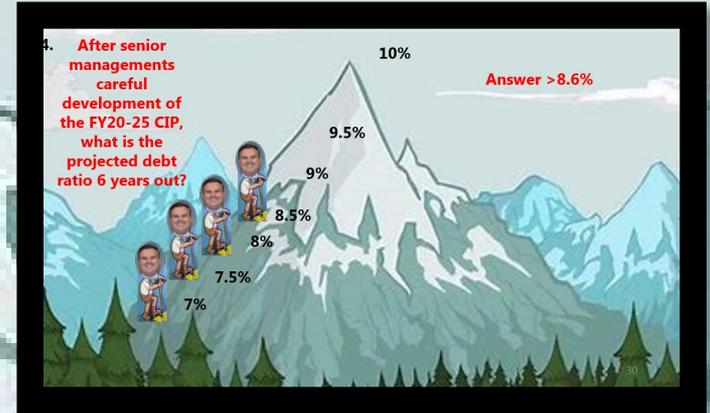
How would the Funding Model Change for:

- 5% General Fund Revenue Drop In FY2022
- Interest Rate Increase

6. What is the projected debt ratio 6 years out if a recession is encountered in FY22?



Answer >9.4%
FY22 has 5% decline,
FY23 is flat
Hint: >8.6%

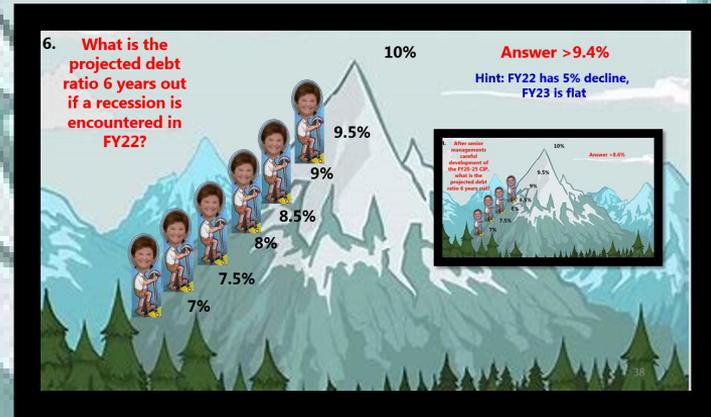


7. What is the projected debt ratio 6 years out if interest rates increase by 2% and revenues have decreased?



Answer > 10%

Hint: > 9.4%

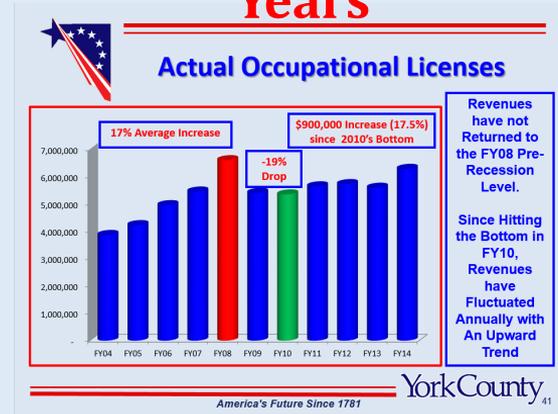
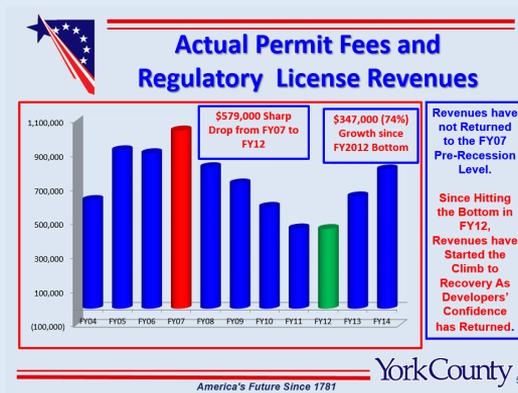
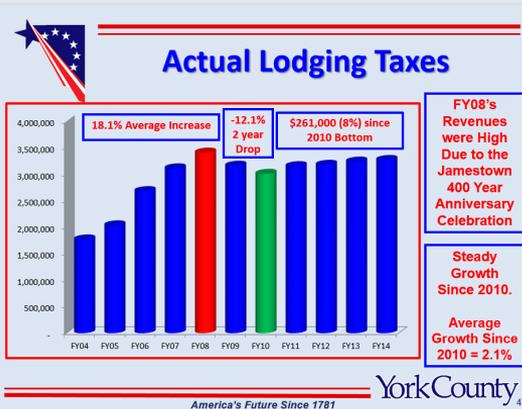
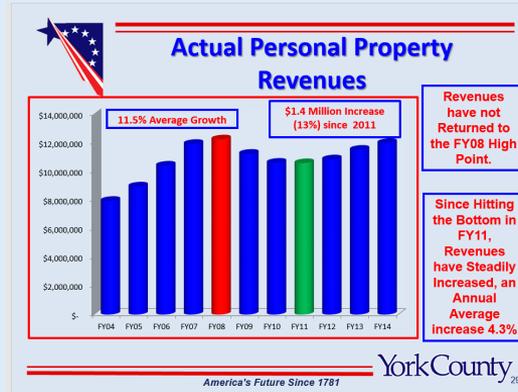
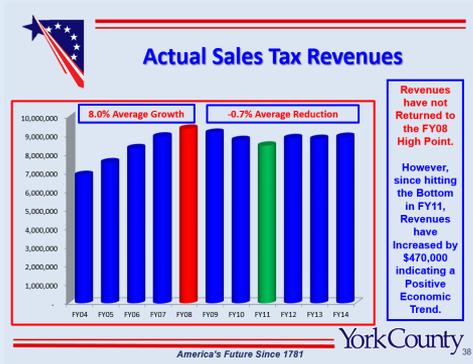


**We have looked at a mild recession, now
lets consider a more severe recession**



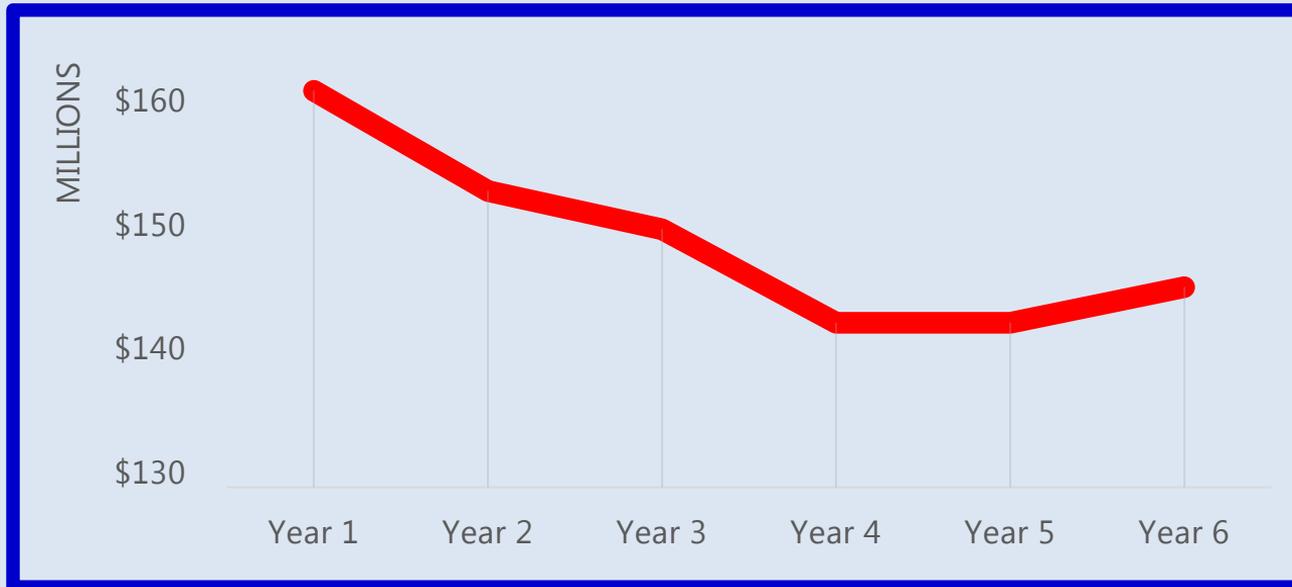
Learning From our Past

Three Years of Decreased Revenues Until Recovery Started FY10-FY12
 Recession Felt in York for Over Six Years



Board Discussion

We have looked at the impacts of a mild recession, what options are available we if we encounter a major recession?



Management's List

- Hiring Freeze/Furloughs
- Reduce/eliminate equipment purchases
- Delay Construction
- Reduce Funding to Schools (May need to increase)
- Reduce Regional Partnership Funding

Learning from the Past

Impacts of the Last Recession

- Revenue Drops
- School State Funding Diminishes – Offset by County
- Employee Pay Frozen for Four Years
- Overtime expenditures increased
- Higher Health Insurance Costs Passed on to Employees Effectively Reducing Employees Pay
- Hiring Freeze – Increased Workload
- Reduction in Technology Spending & Professional Development
- CIP needs build up, debt financing delayed
- Less Funds Available for County Services as Budget Shifts to Provide for Schools Lost State Revenues

Next Year – A Deeper Dive into Planning for the Next Recession

Retreat Agenda

12:00 – 1:00

LUNCH

1:00 – 2:45

Comprehensive Plan Activity (Neil & Vivian)

- a) Youth Commission Civic Engagement
- b) Board Game

2:45 – 3:00

BREAK

3:00 – 3:30

Budget Preview (Theresa)

- a) FY2020 Update
- b) Challenges for Next Fiscal Year

3:30 – 4:15

Discussion



Comprehensive Plan Activity

York2040.com

York County's Comprehensive Plan is the long-range plan for the County's physical development. Required by the Code of Virginia, the Plan must be reviewed every five years. It also sets forth the County's future plans for transportation, community facilities, the environment, housing, economic development, and historic resources.

Citizen input is a crucial component of this review process

Home > Government > Planning and Development Services > Planning > Comprehensive Plan > York 2040 - Charting the Course

York 2040 - Charting the Course

Planning for the Future

By Neil A. Morgan, County Administrator

"Prediction is very difficult, especially if it's about the future." That is a quote attributed to Nils Bohr, a Nobel Laureate in Physics during the 20th century. Although humorous, the wisdom of this remark is to remind us to be humble about our ability to anticipate change over time. [Read more...](#)



Comp Plan Process



Meet the Committee



Be a part of the process!

Sign up [here](#) to find out about meeting schedules and notifications.

Related Articles

[Building the coastal community of the future through zoning and visioning](#)

Contact

Timothy C. Cross
Deputy Director of Planning & Development Services
[Email](#)
Phone: 757-890-3404



Youth Commission Learning about the Comprehensive Plan

York's Comprehensive Plan Game

Goal: A Learning Tool and an Opportunity to Obtain Input



Employee Groups Engaged in Testing the Comprehensive Plan Game



Group's Vision Statement

1. Clean Community
2. Diverse Employment
3. Quality Education
4. Safe
5. Quiet



Design and Feedback



Group Specific Recommendations:

1. Improved Parking in Yorktown
2. Reinvesting in Neighborhoods – Empty Strip Malls
3. Less Demand for Single Family Homes
4. Walkable communities with restaurants and activities.
5. Redeveloping “junk yards”



Discussion & Feedback

- Did you learn anything that makes the long-term planning process challenging?
- If you could change only one aspect of the community what would it be?
- As you look forward into your future and make plans to possibly leave for college, what community attributes would bring you back to York?



Youth Commission Learning About the Comprehensive Plan

Started by Sharing Knowledge Through Presentations & Conversations



**Neil Morgan, Vic Shandor,
Tim Cross, & Vivian
McGettigan**

Continued to Share Knowledge and Enjoy Pizza



Each Team Developed Their Community's Vision Statement

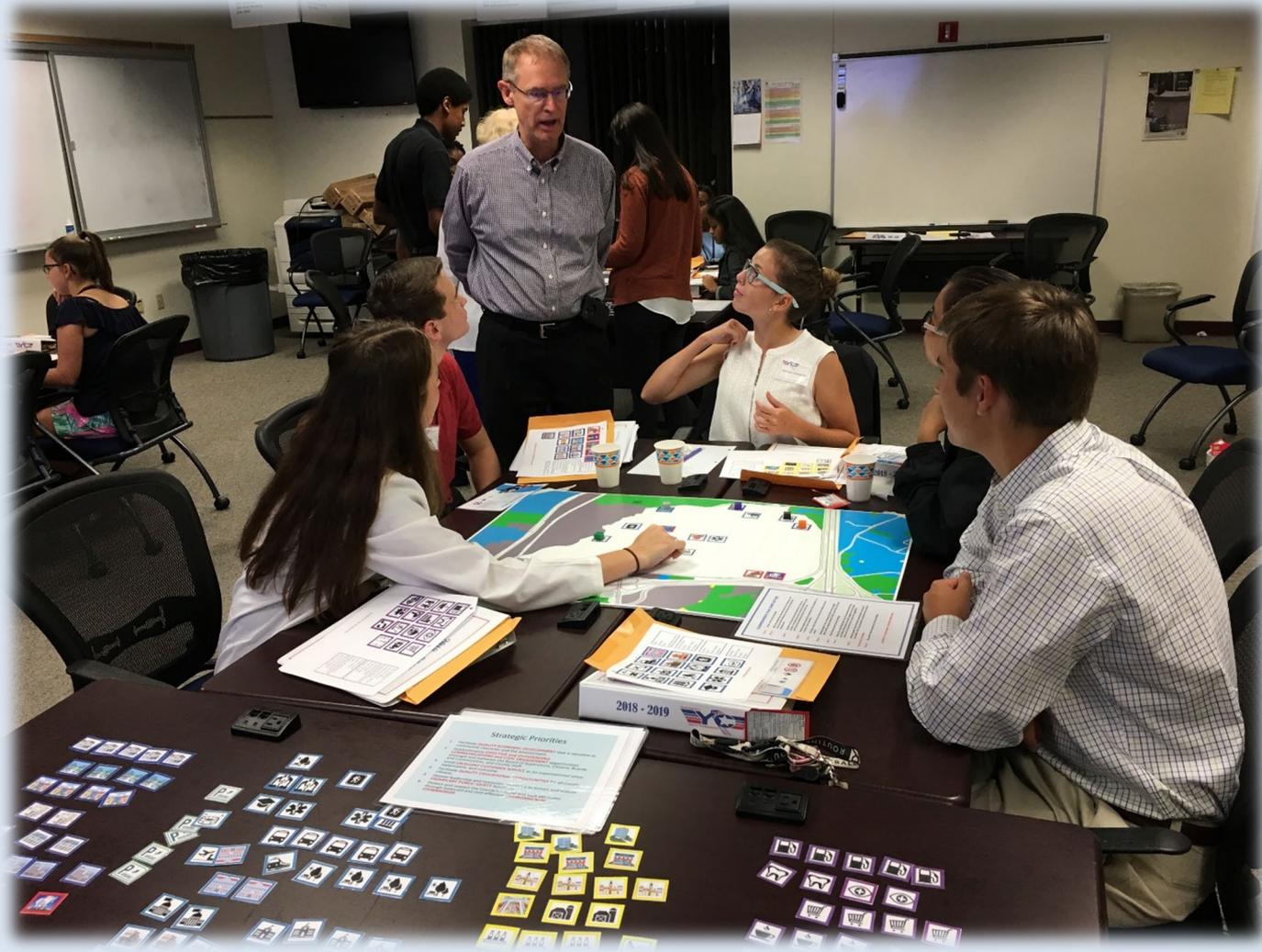
1. A City that Offers a Variety of Leisure Activities and Establishments
2. Low Maintenance Entertainment Offerings that are Quiet
3. Variety of Housing that Fits Various Needs and Desires
4. Environmentally Friendly with Some Scenic Outdoor Areas
5. Dynamic Events such as Air Shows, Farmers Markets

1. Urbanization
2. Safety
3. Recreational & Environmental Opportunities
4. Job Opportunities
5. Community Engagement

1. Diverse Residential Areas
2. Dining and Entertainment Opportunities
3. Quality Green Space
4. Workplace Opportunities
5. Easy to Access Public Transportation

Tremendous Engagement, Learning, and Fun!



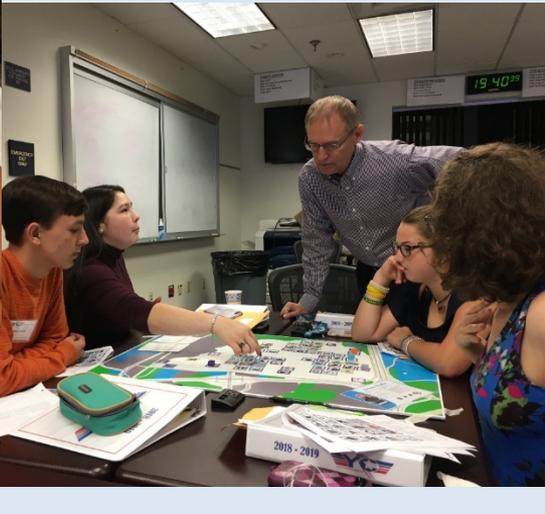


**Students
Enjoyed
Interacting
with Neil
and Hearing
His Insights**

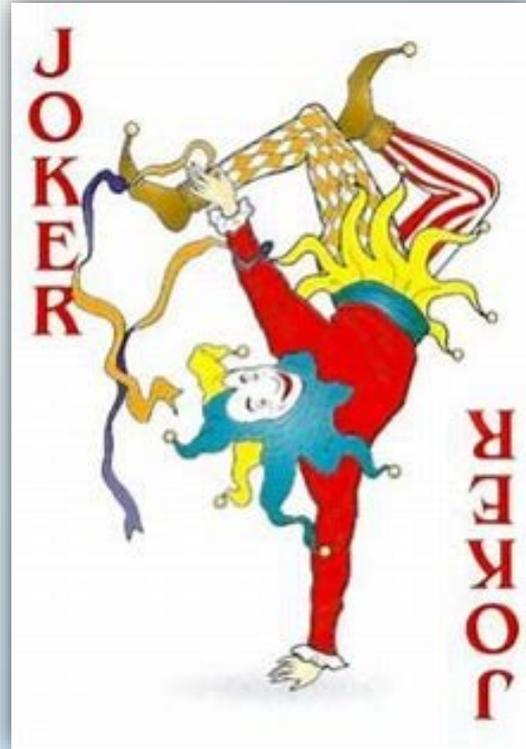


**Respect was
Shown for All
Ideas as the
Teams
Collaborated
and
Compromised
to Develop
Their
Communities**





Beware of the Wild Card



Just when the citizens were celebrating their collaboration and community design . . .



. . . Neil would arrive with the Wild Cards

Our Youth Commission Proudly Displaying Their Communities and Sharing Insights Related to York



Proudly Displaying Their Communities and Sharing Insights Related to York



Things That Would Attract You Back to York County

- Night Life
- To be more involved:
 - Better access to roads and parks for historical Yorktown
 - Bike paths and sidewalks would also help
- The County does a good job with schools; parents feel good about their children going to school here, but more challenging for single adults.
- At the age of 30 or 40, will probably appreciate the quieter area and will feel better about her children and their independence in York compared to other communities with higher crime.

What Do You Like About York County and Want to Keep

- Libraries for students
- Historical areas
- Design updates to the shopping centers
- Short drive away to get to most things
- Good quality of schools
 - Family moved to be in this area;
 - Dual credits for classes to transition into college
- Yorktown Beach
- Variety of housing

Comprehensive Plan Game

Receive a Role Card and Embody Your Character

- Receive Your Role Card and Packet
- Embody your Character
- Balance Your Community's Needs with Your Character's Individual Preferences
- Experience First Hand the Diversity of Citizen Interests as You Work with Other Players to Design Your Community

Step 1:
Review
Role
Card and
Packets

Features of the Role Cards



Citizen Profile

Occupation:	County Administrator
Age:	50+
Housing Preference:	Neighborhood
Work Preference:	York County
Leisure & Entertainment:	Sports, Outdoor Concerts
Dislikes:	Lack of walkable access to restaurants, shopping, recreation and entertainment



Step 2:

Locate Your Home on the Board and Place Your House Piece

While Personifying Your Character, Discuss Your Preferences and How the Group's Preferences May Shape Your Community's Development

Game Instructions Sheet

No Grid or Partial Grid May Have More than One Piece

Step 3: In Turn, Place 2 “Like” Cards

Step 4: Working Together Place 5 Mandatory Public Services (Landfill, Water Facility, Sewage Treatment Facility, Power Plant, Cell Tower). **Pieces cannot be placed in cells next to each other.**

Step 5: Taking Turns Each Player Places Remaining Pieces (Other players may make suggestions but the player whose turn it is does not have to accept their suggestions)

Review Your City Together

BEWARE OF THE WILDCARDS



Landfill
 Water Tower
 Sewage Treatment
 Power Plant
 Cell Tower



Single Home
 Single Family Neighborhood
 Town Homes
 Condos



Senior Independent Living
 Affordable Housing
 Low Rise Apartment
 High Rise Luxury Apartment



Residential Mixed Use

Mandatory Services and Residential Properties



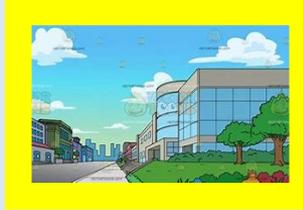
Bus
 Airport
 Rail
 Community Center

County Office
 School
 Sheriff's Office
 Fire Station

Library
 Park
 Public Garden
 Large Park

University
 Medical Center
 Museum
 Stadium

Government Services

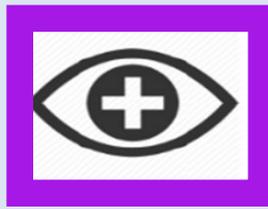


Office Building
 Single Store
 Shopping Center
 Mall

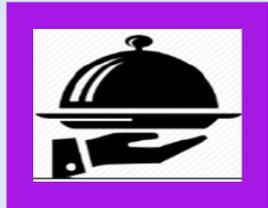
Agricultural
 Manufacturing
 Hotel
 Office Park

Mixed Use Commercial
 Amusement Park
 Corporate Head Quarters

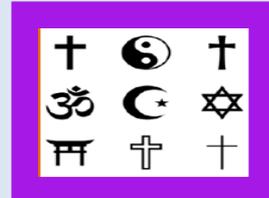
Commercial



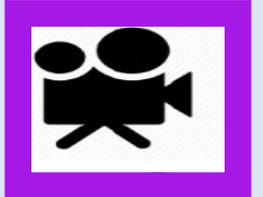
Gas Station
Dental Office
Optometrist Office
Grocery Store



Coffee Shop
Fast Food
Fine Dining
Food Truck



Child Care
Hair Salon
Gym
Place of Worship

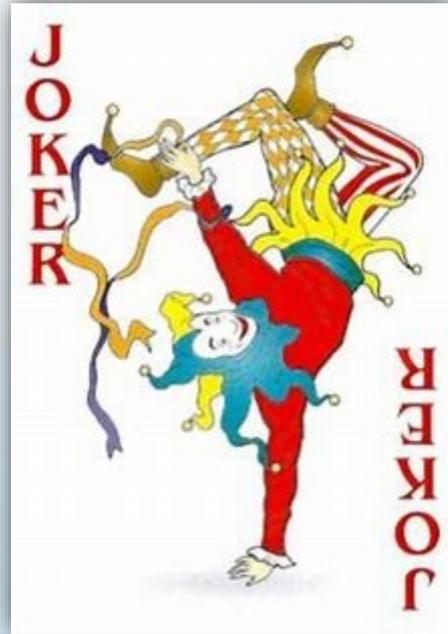


Performing Arts
Movie Theatre
Concert Hall

Quality of Life & Services

Beware of the Wild Card

Let's Play!



- **Economic Problem**
- **Technology Change**
- **Political**
- **Environmental Issue**
- **Impractical for Infrastructure**

Discussion and Feedback

Predicting the Future



“It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change”

- Charles Darwin

LeadershipQuote.org

Challenge of 20-Year Future Plan:

- Think back 20 Years
- What has changed that you couldn't have envisioned at that time?

A Few Examples Impacting on Community Design



Drone Deliveries



Ride Sharing



Unmanned Cars



Short-term Rentals



Streaming Video and Book Services



Electric & Hybrid Cars

Board's Highest Priorities

Results of "Next Big Things" Exercise

A. Highest Priorities (3 Votes)

1. **Energy Grid Disruption**
2. **Elder Expense**

B. Significant Priorities (2 Votes)

3. **Education Reform**
4. **Climate Change**
5. **Fiscal Uncertainty**



C. Other Priorities (No Votes in Final Exercise)

6. **Citizen Engagement**
7. **City-to-City Collaboration**
8. **Desalinization**

Changing Citizen Living Preferences Impact on Community Design



Mixed Use
Communities



Walkable
Communities

What do you think will be new for us
in the next 20 years?

New for this Comprehensive Plan Sea Level Rise

- 1.5 Feet 2018-2050
- 4.5 Feet by 2080



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3:30 – 4:15

Discussion

Adjournment

Budget Preview

York
County
VIRGINIA



FY2020
Proposed Budget

2019 Local Revenue Preliminary Outlook Compared to FY 2018 Actuals

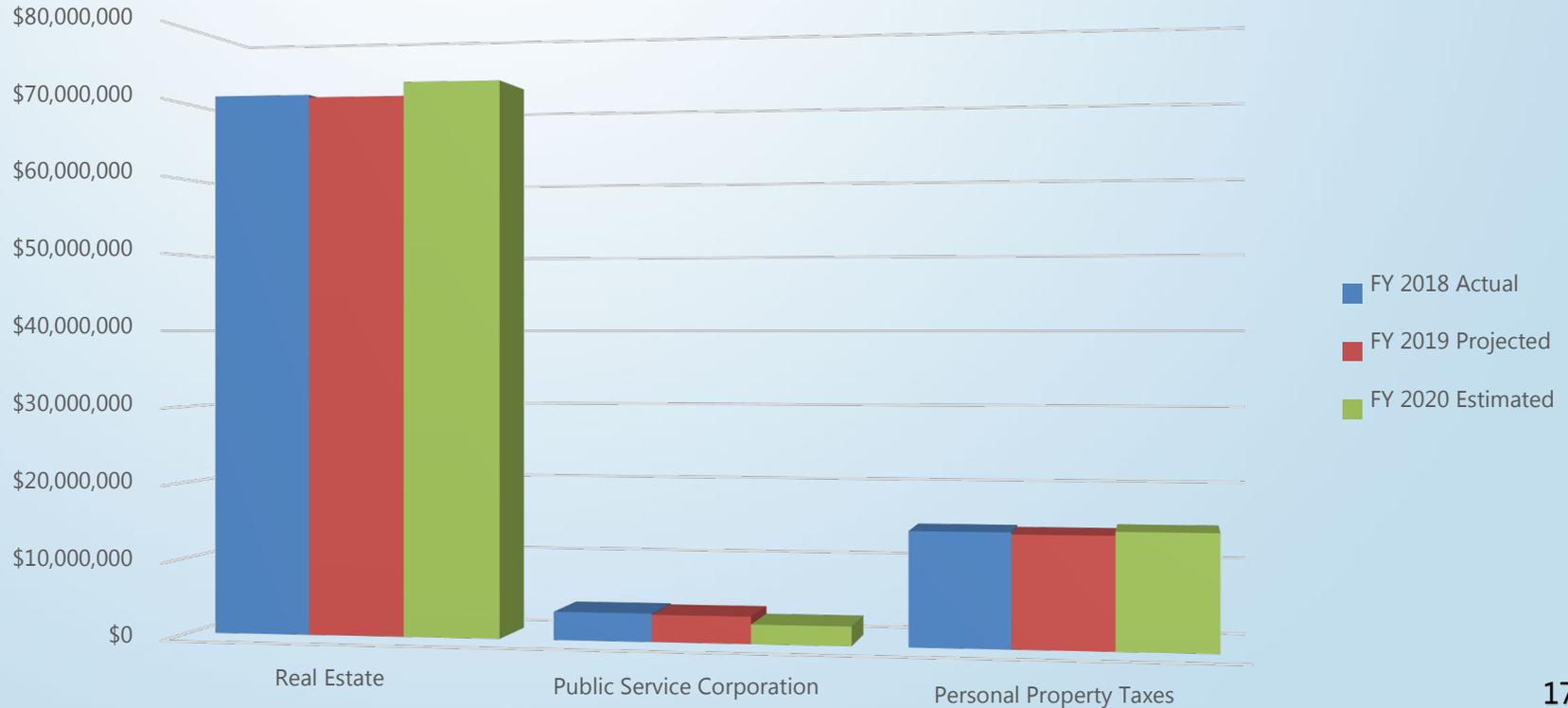
- Trending Higher than 2018 Actual
 - Sales Tax (exclusive of SB942)
 - Occupational Licenses
 - Permits Fees & Regulatory Licenses
- Trending Less than 2018 Actual
 - Real Estate Taxes
 - Communication Tax
- Trending even with 2018
 - Lodging Taxes
 - Meals Taxes
 - Personal Property

Early Estimate of Revenues for FY2020 Budget

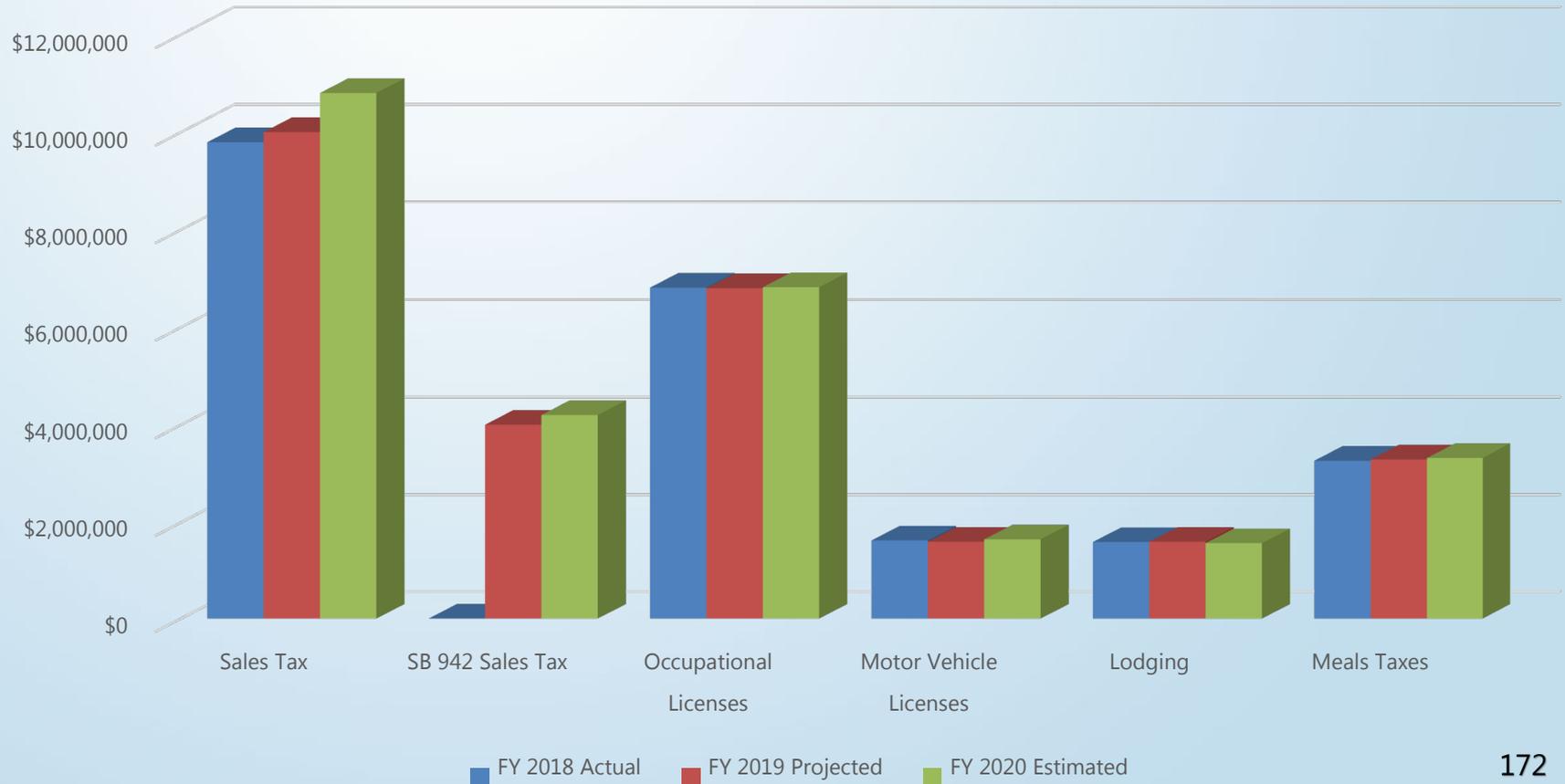
Preliminary General Fund Revenue Increase

FY2019 Amended Budget	\$ 142,002,000
FY2020 Revenues	<u>144,352,000</u>
Estimated Increase in Revenues	<u>\$ 2,350,000</u>
Estimated Percentage Increase	2.0%

General Property Taxes



Other Local Taxes



Revenue Outlook

- Improved Hampton Roads Economy
- Positive Consumer Confidence
- State Revenue outlook and General Assembly Actions
- Stable Tax rates

FY 2020 Budget Planning

Priorities:

- Sufficient Funding to Sustain Excellence
(base budget for Schools and County)
- Total Employee Compensation
- School Investment
- Realistic CIP Funding (achievable and affordable)
- Regional and Contractual Commitments



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 2020

- Power plant closure
- Facility needs
- Possible recession in the near term
- Increase in cost of borrowing

Suggested Items for FY 2020 Budget Work Session Topics

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



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