

VIRGINIA:

At a recessed meeting of the Board of Supervisors of the County of Northampton, Virginia, held at the Board Room of the County Administration Building, 16404 Courthouse Road, Eastville, Virginia, on the 27th day of August, 2012, at 5:00 p.m.

Present:

Oliver H. Bennett, Chairman

Willie C. Randall, Vice Chairman

Laurence J. Trala

Larry LeMond

Richard L. Hubbard

The meeting was called to order by the Chairman.

2. Presentation from Comprehensive Plan Advisory Committee – survey results

Mr. Bill Parr, Chairman of the County's Comprehensive Plan Advisory Committee, introduced the members of the Committee as well as Mr. Joe Goode, Senior Vice President of American Strategies, who conducted the citizen survey (Mr. Goode was present via web-ex). He noted that the survey was paid for by a grant from the National Association of Realtors at the request of the Eastern Shore Association of Realtors under the Smart Growth/Energy Efficiency/Sustainable Community polling program to assist in determining the opinions of residents of local communities in development local land use policies. The primary charge issued to the Committee by the Board was the creation of an economic development plan; a secondary charge was to serve in a review function for the entire Comprehensive Plan.

Mr. Goode discussed with the Board a powerpoint presentation which detailed the results of the survey and answered questions from the Board. Said presentation is set forth below:

# Northampton County, Virginia

An independent survey conducted on behalf of The Northampton County Comprehensive Plan Advisory Committee, an Ad-Hoc advisory committee of the Northampton County Board of Supervisors.

Paid for by a grant from the National Association of REALTORS® at the request of the Eastern Shore Association of REALTORS® under the Smart Growth/Energy Efficiency/Sustainable Community polling program to assist in determining the opinions of residents of local communities in developing local land use policies. The REALTOR® Associations did not influence or participate in the content or outcome of this survey.

The Northampton County Comprehensive Plan Advisory Committee:	
William C. "Bill" Parr, Chairman	Bill Payne, Vice Chair
Peter Stith, Northampton Co. Long Range Planner Committee staff support & recording secretary	Sandra Benson, Director, Northampton Co. Planning & Zoning office Committee oversight & liaison to Planning Commission and Board of Supervisors Committee Members
Mayor Billy Moore, Exmore	Mr. Roland P. "Butch" Bailey
Mr. Charles Bell	Mr. Patrick Coady
Dr. Richard L. "Dick" Drury	Mr. David L. Long
Mr. Peter Lawrence	Ms. Ava Gabrielle-Wise, Committee Advisor



## Survey Methodology

American Strategies, Inc. and Myers Research | Strategic Services, LLC designed and administered this telephone survey conducted by professional interviewers. The survey reached 350 adults, 18 years or older from a random sample of phone numbers in Northampton County. The sample included both land lines and cell phones. The survey was conducted July 9 - July 15, 2012. The margin of error associated with these data at a 95 percent confidence level is +/- 5.2 percentage points.

Telephone numbers were generated by a random selection of both individuals with and without phone numbers to determine population distribution. Regional quotas were assigned to reflect the contribution of each area to the total adult population.

In interpreting survey results, all sample surveys are subject to possible sampling error: that is, the results of a survey may differ from those which would be obtained if the entire population were interviewed. The size of the sampling error depends upon both the total number of respondents in the survey and the percentage distribution of responses to a particular question. For example, if a response to a given question to which all respondents answered was 50%, we could be 95% confident that the true percentage would fall within plus or minus 5.2 percentage points of this percentage or between 44.8% and 55.2%. The margin of error for subgroups is higher and varies.

A copy of the filled in questionnaire, including exact question wording and order, can be found at <http://www.co.northampton.va.us/departments/planning.html>. This site also includes a longer version of this report, all verbatim responses to open ended questions and demographic cross tabulations.



Slide 2



## Executive Summary

- **County off on wrong track.** A majority (56 percent) say Northampton County is pretty seriously off on the wrong track. Just 24 percent say things are going in the right direction (Slide 7).
- **Jobs and economic growth biggest issue facing Northampton County.** When asked to identify, in their own words, the biggest issue facing Northampton County, citizens overwhelmingly talk about jobs, the economy and economic growth (Slide 8).
- **Economy, education and access to emergency care top list of concerns.** When asked to rate their concern on individual issues on a scale of one to ten, the economy and jobs (8.8 mean score), public schools and education (8.7) and access to emergency medical facilities (8.1) registered the highest level of concern (Slide 9).
- **Most say county taxes and fees are too high.** Nearly six-in-ten (58 percent) think county taxes and fees are too high for the services they receive from the Northampton County government. Just over half (52 percent) feel the same way about state taxes and fees (Slide 10 & 11).



Slide 3



## Executive Summary

- **Business and commercial growth is too slow.** A strong majority (76 percent) say the pace of business and commercial growth and development is happening too slowly. Only 16 percent see it as happening at about the right pace (Slide 12).
- **Current efforts perceived as ineffective in attracting industry and jobs.** Only 35 percent say the effort by county government to encourage business development through agriculture, aquaculture and tourism has been either very (5 percent) or somewhat (30 percent) effective. Most say these efforts have been not very effective (31 percent) or not effective at all (27 percent) (Slide 13).
- **No clear direction on which industry will encourage the most job growth.** No one industry is seen as being significantly more effective in promoting future job growth. About one-quarter say that Route 13 development (28 percent), tourism (25 percent), environmentally responsible industry (25 percent) or agriculture (22 percent) would be a “very effective” way to bring more jobs to Northampton County (Slide 14).
- **County needs more than tourism and agriculture to improve economy.** When forced to choose, 61 percent say the county needs to develop other businesses and industry besides tourism to improve the local economy. Just 20 percent agree more that the environment and natural resources are the county’s most important job creator. When thinking about tourism, three-in-four (78 percent) agree that the County needs additional attractions and amenities to attract more tourists to the area (Slide 15 & 16)



Slide 4



## Executive Summary

- **Regulations and restrictions are stopping business opportunities.** Three quarters (75 percent) agree that there are too many regulations and restrictions that are stopping the development of new business opportunities along Route 13 (Slide 16).
- **When pushed, majority say county needs to loosen regulations rather than maintain controls on growth and development.** Residents are conflicted on the need to protect open space and land for agriculture and tourism and the need for economic growth. But when forced to choose, 55 percent agree more that regulations and restrictions on economic growth need to be loosened to improve the economy. One-quarter (24 percent) agree more that the County needs to maintain controls on local growth and development. One-in-five volunteer that they would like to see both (11 percent) or would not answer the question (9 percent) (Slide 17).
- **Split on where development should occur.** Nearly as many agree (45 percent) that new business construction should be encouraged only in already developed areas as disagree (49 percent) (Slide 18).



Slide 5



## Executive Summary

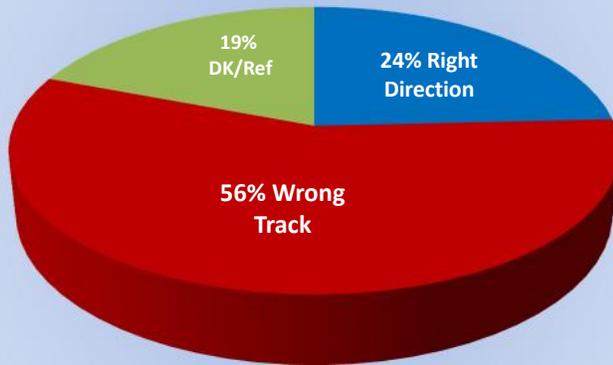
- **Protecting land and coastal areas still important.** Residents are conflicted between the need to preserve land and the need for economic growth. Two-thirds (64 percent) agree that the County needs to protect additional land and coastal areas from development in order to attract more tourists and help industries that depend on natural resources (Slide 16).
- **Better schools, friendlier business environment, emergency medical facility and holding the line on taxes top priority list for local officials to consider.** Looking forward, county residents place the highest priority on improving public schools (61 percent rate a "10" on a ten point scale), creating a business friendly environment that attracts new companies and jobs (55 percent), establishing an emergency medical facility in southern Northampton County (45 percent) and holding the line on county taxes and fees (45 percent). Residents place a high priority on most items tested (Slide 19).



Slide 6



### Majority Say County Is Off On the Wrong Track



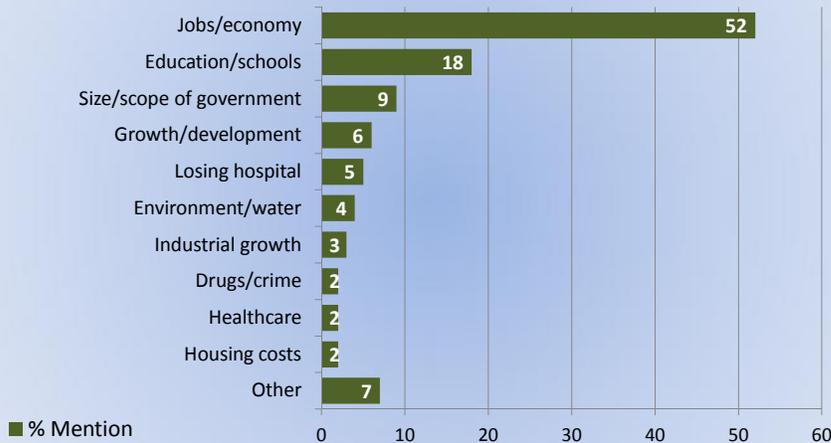
Q.3 Generally speaking, do you think that things in Northampton County are going in the right direction, or do you feel things have gotten pretty seriously off on the wrong track?



Slide 7



### Biggest Issue Facing Northampton County: Jobs and the Economy



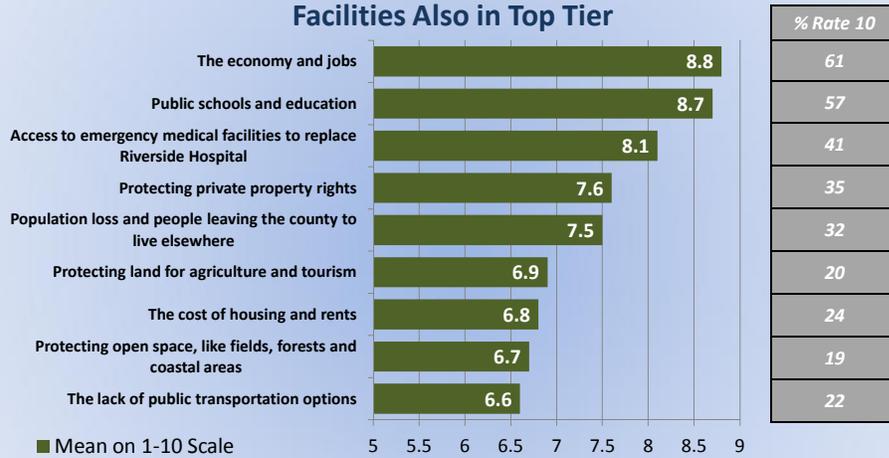
Q.4 And what would you say is the biggest issue facing Northampton County that local elected officials should focus on?



Slide 8



## Economy and Jobs Tops List of Concerns; Schools and Medical Facilities Also in Top Tier



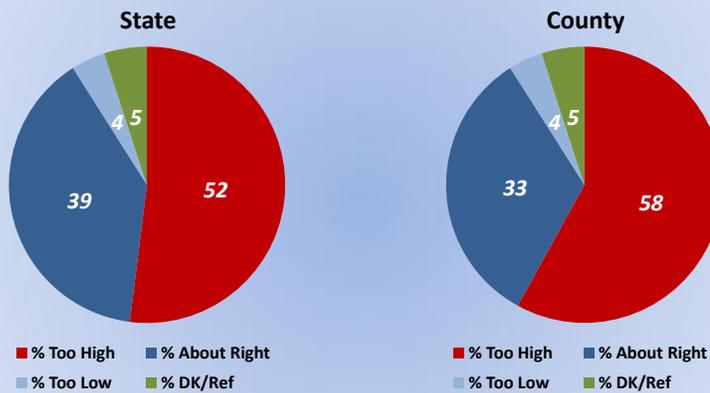
Q.5 Now I would like to read a list of issues facing Northampton County. Using a scale of 1 to 10, where a 1 means that issue does not concern you at all at this time, and 10 means that issue concerns you the most at this time, please rate each of the following. Of course, you can use any number between 1 and 10, the higher the number the higher your concern.



Slide 9



## Both State and County Tax Load Seen as Too High Nearly 6-in-10 Say County Taxes Too High



Q.14/15 Now, thinking about taxes and the services you receive from your state government/the Northampton County government, would you say the taxes and fees you pay in Virginia/the county are too high, too low, or about right?



Slide 10

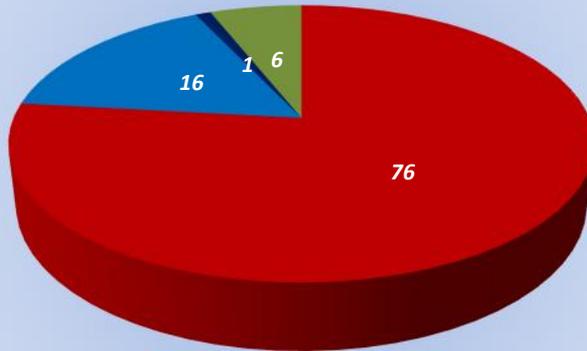


## Perceptions of Tax Load Driven by Education

County Taxes	Total	Non-college graduates	College graduates
% Too High	58	67	47
% About Right	33	31	36
% Too Low	4	1	8
State Taxes	Total	Non-college graduates	College graduates
% Too High	52	65	36
% About Right	39	32	48
% Too Low	4	1	7

Q.14/15 Now, thinking about taxes and the services you receive from your state government/the Northampton County government, would you say the taxes and fees you pay in Virginia/the county are too high, too low, or about right?

## Virtually Unanimous Agreement that Business and Commercial Development is Happening Too Slowly



■ % Too slow ■ % About the right pace ■ % Too fast ■ % DK/Ref

Q.22 Would you say the pace of BUSINESS AND COMMERCIAL growth and development is happening too fast, too slow, - or is it happening at about the right pace?

## Current Business Development Approach Seen As Not Very Effective



**Q.16** As you may know, in the past few years the Northampton County government has tried to encourage business development in the county by promoting and providing incentives to the agriculture, aquaculture and tourism industries. How effective do you think those efforts have been in attracting industry and promoting job growth in Northampton County - very effective, somewhat effective, not very effective or not effective at all?



Slide 13



## Most Opportunities For Business Development Categorized as Only Somewhat Effective

*Little Intensity On Any Option*



**Q.17** Now I am going to read a list of industries and business opportunities that may contribute to FUTURE job growth and business development in Northampton County. For each, please tell me whether you think that industry is a very effective, somewhat effective, not very effective or not at all effective way to bring more jobs to Northampton County.

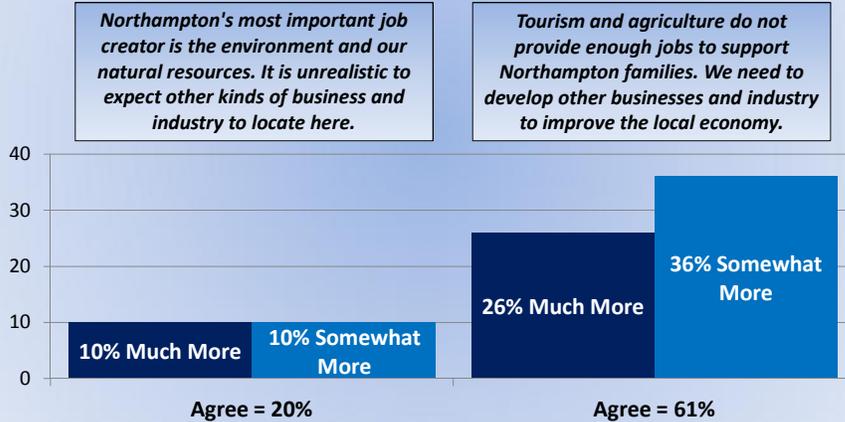


Slide 14



## Most Agree With Need to Develop Other Industries Beyond Tourism

Q.28 Still thinking about this issue, I am going to read you some pairs of statements, and I want you to tell me whether you agree more with the first statement or more with the second statement, even if neither is exactly right.



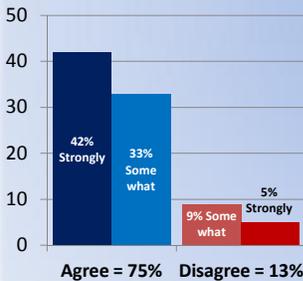
Slide 15



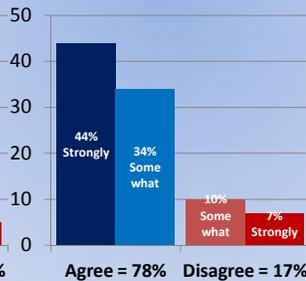
## Residents Agree on Need to Loosen Regulations and Add Attractions, but Also Want to Protect Land

Q.23 Many people have different opinions about growth and development. I am going to read you some statements about growth and development and after I read each one, please tell me whether you agree or disagree with the statement.

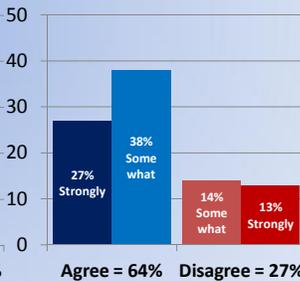
Q.24 There are too many regulations and restrictions that are stopping the development of new business opportunities along Route 13.



Q.25 Northampton County needs additional attractions and amenities, like restaurants and hotels, to attract more tourists to the area.



Q.27 Northampton County needs to protect additional land and coastal areas from development in order to attract more tourists and help industries that depend on our natural resources.



Slide 16

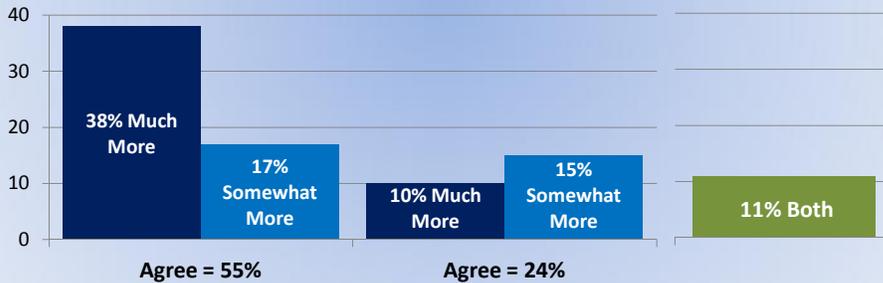


## Majority Say County Needs to Loosen Regulations and Restrictions

Q.28 Still thinking about this issue, I am going to read you some pairs of statements, and I want you to tell me whether you agree more with the first statement or more with the second statement, even if neither is exactly right.

*We need to loosen regulations and restrictions on local growth and development in order to improve the local economy, expand the tax base and bring more jobs to our area.*

*We need to maintain controls on local growth and development in order to protect the environment, keep our highways safe and preserve the local quality of life.*

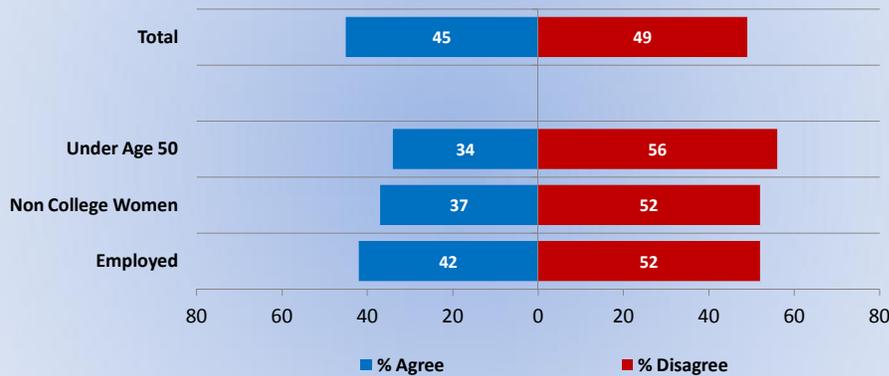


Slide 17



## County Divided on Need to Restrict Development to Already Developed Areas

*Younger Residents, Women and the Employed Most Likely to Disagree*



Q.23 New business construction should be encouraged only in already developed areas.

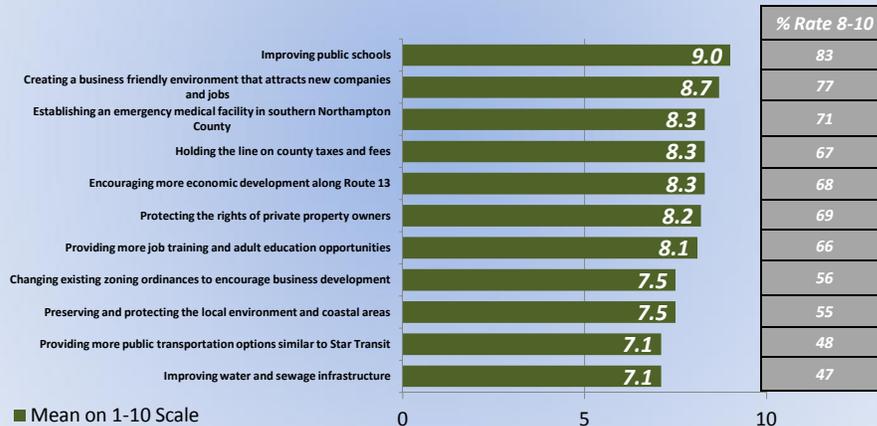


Slide 18



## Schools & Business Friendly Environment Top Priority List Medical Facility, Taxes and Private Property Rights Strong Second Tier

Q.30 Switching gears a bit, I am going to read some issues that people say should be a priority for our local government and elected officials in Northampton County. Please rate each of the following using a scale of one to ten, where one means that issue is not a priority for you at this time, and ten means that issue is a top priority for you at this time...



Slide 19



**Joe Goode, Senior Vice President at American Strategies**, was the lead researcher on this project. Goode has worked for and advised political campaigns, non-profit organization and corporations for twenty-five years. Goode is the lead pollster for the National Association of REALTORS® Campaign Services program. Goode has conducted polls and focus groups for more than 100 state and local REALTOR® associations across the country. Previous to his tenure at American Strategies, Goode was a Chief Operating Officer, Vice President and Senior Analyst at leading Washington, DC polling firms including Greenberg Quinlan Rosner Research and Lake Research Partners. For more information, visit <http://amstrat.com>.

**Myers Research | Strategic Services, LLC.** Myers has two decades of experience in public opinion research and politics, working on numerous elections from the local level to Presidential campaigns, as well as assisting in message development for a broad array of institutional and corporate clients. For more information, visit <http://www.myersresearch.com>



Slide 20



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Following the presentation, Mr. LeMond observed that three of the Board's four strategic goals were presented in the survey findings. Mr. Randall commented that the Board is not doing enough to get the job market going and that apparently, agriculture, aquaculture and tourism "are not getting the job done."

Mr. Parr noted that he hoped to bring additional recommendations back to the Board at its September 2012 meeting.

3. County Administrator's Report:

- (4) Five-Year Strategic Plan
- (5) Commercial/Industrial Usage Maps
- (6) Potential Subdivision Ordinance Amendment
- (7) Building Collaborative Communities – Grant Application

The County Administrator's report was distributed to the Board as follows:

**TO:** Board of Supervisors  
**FROM:** Katie H. Nunez, County Administrator  
**DATE:** August 22, 2012  
**RE:** Bi-Monthly Update

Enclosed in your packets is material associated with the following items that require Board discussion and direction.

- A. Five Year Strategic Plan: The Board needs to discuss the draft 5 Year Strategic Plan and offer comments, additions, or deletions to the plan. I am seeking a full adoption of a plan by the Board following this discussion.

*Mr. Randall asked the County Administrator to provide either quarterly or semi-annual updates, i.e., "score cards", indicating goal accomplishments. Ms. Nunez agreed. Motion was then made by Mr. Randall, seconded by Mr. Trala, that the Five-Year Strategic Plan be adopted as presented. All members were present and voted "yes." The motion was unanimously passed. Said Plan as adopted is set forth below:*

# ***NORTHAMPTON COUNTY***



## **5 YEAR STRATEGIC PLAN 2012 - 2016**

**Adopted by the Board of Supervisors on Aug. 27, 2012.**

## **BACKGROUND:**

Strategic planning in local government involves a structured, analytical approach to setting goals, defining objectives and strategically pursuing actions in furtherance of a shared community vision. Strategic planning extends beyond arbitrary administrative boundaries and traditional thinking. Strategic planning is often defined as “a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does and why it does it.” The intent of a strategic retreat composed of the elected leadership of the community and the appointed department heads was to establish long-range goals, annual objectives and detailed strategies to address issues relating to performance, productivity and general improvement of the well-being of the community and work force.

## **PROCESS:**

The Northampton County Board of Supervisors conducted a strategic retreat at the County’s Emergency Operations Center on Saturday, March 10, 2012, facilitated by Eddie Swain, Dean of Workforce Development at the Eastern Shore Community College. The session focused on the following:

- Review of the existing Vision and Mission Statement
- Identify the Strengths, Weaknesses, Opportunities & Threats of the County
- Development of 4 Major Strategic Goals to achieve the vision and mission statement of the County.

The department heads and constitutional officers participated with the Board in the review of the Vision and Mission Statement and the Strengths, Weaknesses, Opportunities & Threats Assessment.

With the establishment of the 4 major strategic goals, the Board directed the County Administrator to develop 3 to 4 major objectives to bring the strategic goal to fruition and to develop specific strategies & tasks for each major objective that are Specific, Measurable, Attainable, Reach (just out of), and Time bound (SMART) to serve as the plan to move the goal into reality.

### **I. SWOT REVIEW**

The group identified the Strengths, Weaknesses, Opportunities and Threats of the County. These are defined within the following parameters:

STRENGTHS: Items/Things that are steady/paced, focused, enduring, smart.

WEAKNESSES: Slow, Always Behind

OPPORTUNITIES: Outside perception is vulnerable; patience/time to develop these items

THREATS: Predators; perception

**GROUP 1**

<p><b><u>STRENGTHS</u></b></p> <p>Rural Appeal          Small Size          High Level of education of retirees          Strong Government Presence          Route 13 Pass Thru-Traffic          Parks &amp; Campgrounds/Golf Courses          Entrepreneurs          Hunting &amp; Fishing Opportunities          Large # of undeveloped lots          Seafood industry</p>	<p><b><u>WEAKNESSES</u></b></p> <p>Limited Health Care – Impending move of hospital          CBBT – barrier          Lack of skilled workforce          Lack of public beach access          Retiree increase = no kids          Lack of opportunity for local high school or college graduates          Lack of retail          Need destination programs/events for hotels          High unemployment/need livable wage jobs          Affordable housing is lacking          School System          Lack of infrastructure (water &amp; sewer)          High poverty rate          # of town governments impediment to unified plan for growth</p>
<p><b><u>OPPORTUNITIES</u></b></p> <p>Eastern Shore is not the Outer Banks (over-developed/over-crowded) – also absence of hurricanes that tend to impact the Outer Banks.          Route 13 – business opportunities          Green Energy opportunities          Small &amp; Medium Size Business opportunities          Richmond has discovered the Shore and is providing assistance          Deep water harbor in Cape Charles          Ocean Boat Access (Oyster)          Proximity to large cities (Norfolk, Baltimore, DC)          Improvement by and within Cape Charles          Broadband          Golf Courses/Bay Creek/Future Recreation Center          Rail Traffic increase          Wallops Development Spin-Off</p>	<p><b><u>THREATS</u></b></p> <p>Loss of Hospital (largest County employer)          Weather – bridge can close at any time; snow shuts down the Eastern Shore          CBBT’s own marketing campaign does not align with our need for visitors to stop and explore the Eastern Shore (Bridge markets Rte. 13 as short cut and fastest route to Outer Banks).          Geographic location          Lack of Regional Partnerships          Drawing down on Federal &amp; State Funding          Need for reasonable zoning – need to eliminate the “fear of.....” for zoning rationale.</p>

**GROUP 2**

<p><b><u>STRENGTHS</u></b></p> <p>Transportation is varied (Route 13; water access; railroad availability)          Location          Recreational opportunities – boating, fishing, golf          Beautiful, scenic area          Family oriented lifestyle – very laid back          Low crime rate          Ecotourism – strong established industry          Aquaculture and Agricultural Industries          Viewed as retirement area</p>	<p><b><u>WEAKNESSES</u></b></p> <p>Job Opportunities – loss of skilled workforce; low paying jobs          Location – very isolated          Infrastructure is lacking – water, wastewater, public transportation          Lack of educational opportunities          Medical services          No Economic Growth – not business friendly (regulations)          Affordable housing is limited – lacking standard amenities for all houses          No indoor recreational services          Limited to non-existent shopping</p>
<p><b><u>OPPORTUNITIES</u></b></p> <p>Board’s Strategic Retreat Meeting with input and discussion with Department Heads          Public Service Authority          Regional Partnerships – Accomack County Board of Supervisors          Route 13          Bayshore Concrete          Riverside Hospital Emergency Care Facility</p>	<p><b><u>THREATS</u></b></p> <p>Weather – Location – Isolation          Accomack County – more business friendly; problems in past with regional partnerships          Route 13 is corridor – bypass          Chesapeake Bay – clean = more regulations          “No Growth Crowd” – perception of the county; few landowners for the majority of the land          Medical Services – lack of facility          State funding – budget cuts; mandates</p>

**GROUP 3**

<p><b><u>STRENGTHS</u></b></p> <p>Unique location – natural beauty          Mild climate          Relatively low tax rate          Relatively relaxed pace of life          Strong seafood industry – use of natural resources          Quality of natural resources, environment – water; open space          Historic resources          Abundant fertile farmland          Broadband          Strong artisan community, active volunteer &amp; civic groups          Deep water harbor, marina          Recreational opportunities          Relatively low crime rate</p>	<p><b><u>WEAKNESSES</u></b></p> <p>Location          Lack of qualified workforce          Lack of vision for community as a whole          Disproportionate influence of special interest groups          Public school system          Lack of critical infrastructure          Perception of “not business friendly”          High unemployment          Lack of diversified employment base</p>
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<p><b><u>OPPORTUNITIES</u></b></p> <p>Capitalize on Route 13 Traffic          Attract more retirees          Destination Resort (Bay Creek, camping)          Location in relation to larger population centers          Recruit additional health care          Railroad system          Synergistic opportunity for water-related research</p>	<p><b><u>THREATS</u></b></p> <p>Retirees/groups who don't want change          Well-organized special interest groups          Hospital move to Accomack County          Shrinking state funding/ state &amp; federal mandates          Impacts of belief that county is not business friendly; county has excessive regulations, etc.          Vulnerability of infrastructure/ access to major disaster          Lack of cooperation with major players (counties, towns)          Needs may exceed ability to pay</p>
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**GROUP 4**

<p><b><u>STRENGTHS</u></b></p> <p>Beautiful landscape          Infrastructure – County Complex          Citizens/History          Low Tax rate          Small Government/Ready access to Officials          Managed Growth          Surrounded by water          Weather – 4 seasons          Wind</p>	<p><b><u>WEAKNESSES</u></b></p> <p>Public perception          Sustainable Employment Opportunities          Isolated location          Public Transportation System          Lack of Affordable Housing          Lack of Medical Facilities          Absentee landowners          AFD Program</p>
<p><b><u>OPPORTUNITIES</u></b></p> <p>Route 13          Wind          Water          Potential businesses          Professional knowledge of residents          Potential destination point</p>	<p><b><u>THREATS</u></b></p> <p>Special Interest groups          No Major medical facility          Loss of younger population          State &amp; Federal Government Regulations &amp; Funding          Lack of Majority Representation          Accomack County</p>

## **VISION and MISSION STATEMENT**

The mission of the Northampton County Government is to provide the necessary services to protect the health, safety, welfare, environment and quality of life of our citizens consistent with the communities' values and priorities. This mission is accomplished by encouraging citizen involvement, by preserving the County's fiscal stability, traditional values and unity of our people through the implementation of effective and efficient government programs; consensus building; managing the County's natural, cultural, and historic resources; planning for the future; and representing citizen needs and desires to other levels of government.

### **STRATEGIC GOALS**

- I. EDUCATION – Facilitate the development of a quality educational environment that provides for high-quality educational and job readiness skills all County residents
- II. ECONOMIC DEVELOPMENT – Create an environment where businesses are welcome and services are available to help them be prosperous
- III. INFRASTRUCTURE – Develop an infrastructure system that improves our quality of life.
- IV. HEALTH CARE – Provide and support adequate health care facilities, services and coverage for all citizens of the County, to the extent possible.

## **GOAL #1 – EDUCATION**

**Facilitate the development of a quality educational environment that provides for high-quality educational and job readiness skills for all County residents**

**OBJECTIVE #1: Develop mutually agreeable goals with the School Board by June 30, 2014.**

<b>STRATEGIES</b>	<ul style="list-style-type: none"><li>A. Support prevention and early intervention programs for children and youth most at risk.</li><li>B. Implement universal pre-K program.</li><li>C. Increase graduation rates across demographic categories.</li><li>D. Obtain accreditation for each school within the School District.</li><li>E. Secure agreements between the School Board and the County to share costs and responsibilities where practical and when county cost savings can be realized. The range of programs and services amenable to possible collaboration include the purchase of supplies and equipment, vehicle procurement &amp; maintenance, maintenance of physical plant and building grounds, financial management, personnel systems, insurance, audit services, and information technology services.</li></ul>
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**OBJECTIVE #2: Develop a funding strategy for mutually-agreeable school capital improvement plan by June 30, 2013.**

<b>STRATEGIES</b>	<ul style="list-style-type: none"><li>A. Work with School Board in developing a feasibility study regarding the high school facility, including options for middle school location.</li><li>B. Develop a comprehensive cost estimate through the feasibility study for the high school and update the existing capital plan for the two elementary schools.</li><li>C. Utilize services of the county's financial advisor to provide funding options and timelines to achieve implementation of the school capital improvement plan.</li></ul>
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**OBJECTIVE #3: Continue funding at or above current per-student levels on an annual basis.**

<b>STRATEGIES</b>	<ul style="list-style-type: none"><li>A. Maintain funding at or above current per-student levels, using the Fiscal Year 2013 budget as base.</li><li>B. Examine the impact of the Composite Index re-calculation in spring 2013 for impact on Fiscal Year 2014 and Fiscal Year 2015 budgets.</li><li>C. Develop a memorandum of understanding with the School Board that stipulates the county's financial commitment to public education, on a fiscal year basis, that the School Board can rely upon when developing the school budget.</li></ul>
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## **GOAL #2 – ECONOMIC DEVELOPMENT**

**Create an environment where businesses are welcome and services are available to help them be prosperous.**

**OBJECTIVE #1: Review and revise the zoning ordinance to promote business development by June 30, 2013.**

<b>STRATEGIES</b>	<ul style="list-style-type: none"><li>A. Complete the Comprehensive Plan Update.</li><li>B. Review the zoning ordinance for consistency and compliance with the updated Comprehensive Plan.</li><li>C.</li></ul>
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**OBJECTIVE #2: Develop an Industrial Park by June 30, 2017**

<b>STRATEGIES</b>	<ul style="list-style-type: none"><li>A. Develop list of available properties that meet the criteria developed by the Board of Supervisors for an industrial park.</li><li>B. Evaluate and refine the list by ranking properties that are most suitable for development into an industrial park.</li><li>C. Engage discussions with landowners for acquisition of property.</li><li>D. Seek and apply for federal and state funds to develop property for industrial park purposes.</li></ul>
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**OBJECTIVE #3: Hire an Economic Development Director by December 31, 2012**

<b>STRATEGIES</b>	<ul style="list-style-type: none"><li>A. Include funding in the Fiscal Year 2013 for an Economic Development Director and an operating budget to support said position.</li><li>B. Conduct personnel search for qualified candidates for Economic Development Director.</li><li>C. Select and engage an individual to serve in the position of Economic Development Director.</li></ul>
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**OBJECTIVE #4: Develop Business Incentives that can be provided by the County to stimulate business recruitment, selection, location and development by June 30, 2013.**

<b>STRATEGIES</b>	<ul style="list-style-type: none"><li><b>A. Develop and propose a Technology Zone for the County which would identify qualifying properties and provide incentives for the location of technology specific businesses within that zone.</b></li><li><b>B. Develop and propose a Tourism Zone for the County would identify qualifying properties and provide incentives for the location of tourism specific businesses within that zone.</b></li><li><b>C. Review and recommend additional incentives for the Enterprise Zone, relative to permit review and local taxation.</b></li><li><b>D. Annually review the County's tax structure and analyze its effectiveness and competitiveness with other similarly sized Virginia localities.</b></li></ul>
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### **GOAL #3 – INFRASTRUCTURE**

**Develop an infrastructure system that improves our quality of life.**

**OBJECTIVE #1: Promote broadband availability for business and residential use by June 30, 2017.**

<b>STRATEGIES</b>	<ul style="list-style-type: none"><li><b>A. Engage the Eastern Shore of Virginia Broadband Authority in developing marketing materials that detail the location of high-speed broadband and the pricing of service.</b></li><li><b>B. Partner with the Virginia Economic Development Partnership in marketing the availability of broadband in the County.</b></li><li><b>C. Work with local internet service providers in removing any barriers (zoning or otherwise) that may impede the offering of broadband to our businesses and residents.</b></li></ul>
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**OBJECTIVE #2: Provide water and sewer to Northern and Southern Nodes of the County in a financially responsible way by June 30, 2017.**

<b>STRATEGIES</b>	<ul style="list-style-type: none"><li><b>A. Support the Public Service Authority with staffing assistance.</b></li><li><b>B. Assist the Public Service Authority in seeking grant funding opportunities for water and sewer system development and construction.</b></li><li><b>C. Examine feasibility of special tax districts to assist in the development of water and sewer infrastructure.</b></li><li><b>D. Participate in outreach to the County residents, businesses and incorporated towns regarding the need, impact and cost of proposed water and sewer systems.</b></li></ul>
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## **GOAL #4 – HEALTH CARE**

**Provide and support adequate health care facilities, services and coverage for all citizens of the County, to the extent possible.**

### **MAJOR OBJECTIVES & Key Strategies/Tasks**

**OBJECTIVE # 1: Ensure the County has a 24/7 Emergency care facility located in the County by June 30, 2017.**

#### **STRATEGIES**

- A. Ascertain final plans from Riverside as to what remaining medical services and facilities will continue to be provided at the Nassawadox campus.**
- B. Partner with Eastern Shore Health District and the Accomack-Northampton Planning District to determine what health services need to be solicited to adequately service Northampton County for emergency care.**

**OBJECTIVE #2: Strongly support EMS services by June 30, 2017.**

#### **STRATEGIES**

- A. Review and implement the state Fire and EMS Study, commissioned in 2011, as it relates to EMS service.**
- B. Complete feasibility study for renovation of former Middle School property as new location for the Northampton EMS Department.**
- C. Review and evaluate the effectiveness of the County-operated ambulance in relation to the volunteer ambulance coverage.**

**OBJECTIVE #3: Partner with Riverside Shore Memorial Hospital for a redevelopment plan for its present facilities by June 30, 2014.**

#### **STRATEGIES**

- A. Engage the Riverside Shore Memorial Hospital Board of Directors and Executive Management of Riverside in discussions to determine the scope of the medical services and facilities that will remain in Nassawadox.**
- B. Work with the Riverside Shore Memorial Hospital Board of Directors, the Executive Management of Riverside and the Nassawadox Town Council in identifying re-use possibilities for the property and any facilities that will not have a continued purpose for delivery of medical services.**

## ATTACHMENT A

As part of the Board retreat, each department was requested to develop and submit 3 to five goals for their departmental functions. These goals were distributed to the Board and are now incorporated by reference as Attachment A to this plan.

\* \* \* \* \*

- B. About 5 months ago, you received copies of these maps outlining existing commercial & industrial zoned properties as well as potential locations for an industrial park for your review. At this time, I am seeking input from the Board relative to our existing zoning for commercial and industrial usages that can be shared with the Planning staff and the Planning Commission, specifically to expansion or reduction of a particular zoned area for this purpose as well as if there are any specific areas that should be examined for this type of zoning consideration.

In addition, one of the goals of the Board is to look at providing an industrial park. Therefore, we have provided potential locations for an industrial park that we are seeking the Board's response to those maps and provide direction to staff in order to keep working on this goal.

*Mr. Hubbard and Mr. LeMond both indicated that they would like to hear recommendations from the Economic Development Director once he/she is hired. The Board concurred. Mr. Randall mentioned that the input of the Planning Commission may be helpful.*

- C. Potential Subdivision Ordinance Amendment – Attorney Herman Walker submitted a proposal to the Planning Commission for them to take up a proposed revision to the subdivision ordinance; however, the Planning Commission declined to advance said revision under their authority. Therefore, I am providing you a copy of Attorney Walker's proposal for the Board's consideration if you wish to take this up as a proposed zoning text amendment and sponsor said amendment through the required public hearing process. Bruce Jones and I are prepared to discuss this in greater detail with the Board to determine if want to be the applicant for this amendment to the subdivision ordinance.

*Mr. Bruce D. Jones, Jr., the County Attorney, indicated that the General Assembly has now provided another option for citizens who wish to take advantage of a family subdivision through trust-owned property and that this option can be included in the County's Subdivision Ordinance if the Board so desires. Motion was made by Mr. Randall, seconded by Mr. Trala, that the County Administrator be instructed to proceed with filing an application, with the Board as applicant, for a subdivision ordinance amendment to accomplish this. All members were present and voted "yes." The motion was unanimously passed.*

D. Building Collaborative Communities – Grant Application: As referenced at your meeting earlier in the month, the Department of Housing and Community Development (DHCD) has released the Building Collaborative Communities Grant with an application deadline of September 17, 2012. This program is designed to assist regions in creating and sustaining new economic opportunities and to promote regional economic collaborations in economically-distressed areas to stimulate job creation, economic development and build community capacity and leadership.

Applicants must be broad-based partnerships comprised of leaders from relevant organizations and stakeholder groups. It is not necessary for a formal structure is in place at the time of an application and in fact, the organizational development of an entity can be proposed as an output of the project. This grant is intended to target areas that do not have existing, regionally focused organizations, or those that have newly formed, emerging regional entities. To be qualified, it must be a minimum of at least two counties.

I am meeting with Accomack County Administrator Steve Miner and ANPDC Economic Coordinator Barbara Schwenk on Monday, August 27, 2012 to discuss this grant opportunity further and will provide you that update at our meeting Monday evening.

*The County Administrator reported that she had met with the ANPDC staff as well as Mr. Steve Miner, Accomack County Administrator, this date, with regard to fleshing out a proposal for this grant program. The group is in agreement that this could be a two-year grant process with the goals of consensus building (through a third-party mediator); development of goals and objectives for the creation of a regional economic development entity; and development of the organizational structure for such an entity. She noted that the Accomack Board is supportive of this concept. Staff can commence with the grant application paperwork with final resolutions being adopted by both governing bodies in September. Ms. Nunez also informed the Board that there will be a cash contribution required. It was the consensus of the Board to proceed as outlined.*

#### Late-arriving Item

Ms. Nunez informed the Board that Cherrystone Campground was requesting a fireworks permit for September 2, 2012. Motion was made by Mr. Trala, seconded by Mr. Randall, that the Board approve the fireworks permit as requested. All members were present and voted “yes.” The motion was unanimously passed.

#### 8. Finance Director’s Report

Ms. Leslie Lewis, Finance Director, presented a memorandum to the Board detailing her

recommendation on financing for FY 2013 lease-purchase capital acquisitions, which stated in part, “Upon review, the Finance Department recommends that the County accepts the proposal received from the CFG Community Bank at 1.915% per annum for the 3-year term of the lease. The County has budgeted this debt in FY 2013 using a 3.00% per annum interest rate for the term of this lease. Per conversation with Ms. Brook Thomas, the School Board has accepted the CFG Community Bank proposal for their FY 2013 capital lease at the rate of 1.955% per annum for a 5-year term. The School has budgeted this debt in their FY 2013 budget using a 5% annum interest rate. CFG Community Bank proposal remains in effect until September 7, 2012.” Motion was made by Mr. Hubbard, seconded by Mr. LeMond that the Board award the FY 2013 lease-purchase contract to CFG Community Bank at 1.915% for the three-year term of the lease in accordance with its proposal; the CFG proposal also included a FY 2013 capital lease rate of 1.955% for a five-year term for the school board’s capital purchases. All members were present and voted “yes.” The motion was unanimously passed.

Ms. Lewis presented the following Budget Amendment & Appropriation request:

**MEMORANDUM**

**TO:** Board of Supervisors  
**FROM:** Leslie Lewis, Director of Finance  
**DATE:** August 23, 2012  
**RE:** Budget Amendments and Appropriations – FY 2013

Your approval is respectfully requested for the attached budget amendments and supplemental appropriations.

At the close of FY 2012, the Department of Social Services returned in excess of \$50,000 in local funds. The Department of Social Services is requesting that the County approve \$18,3371.03 from undesignated fund balance to the following administrative line items:

1. Personnel expenditure - \$10,137.03 of which \$5,345.26 is local funding. These funds will be used to reimburse benefit payout for an employee that retired June 30, 2012.

2. Office Maintenance - \$8,200.00 of which \$5,565.02 is local funding. These funds will be used for the cost of painting the DSS office space.

Thank you for your attention to this matter. Amendments and appropriations approved as noted on the attached pages.

\* \* \* \* \*

Motion was made by Mr. Randall, seconded by Mr. Trala, that the budget amendment and supplemental appropriation be approved as presented. All members were present and voted “yes.” The motion was unanimously passed.

Closed Session

Motion was made by Mr. Trala, seconded by Mr. Randall, that the Board enter Closed Session in accordance with Section 2.2-3711 of the Code of Virginia of 1950, as amended:

Paragraph 3: Discussion or consideration of the condition, acquisition, or use of real property for public purpose, or of the disposition of publicly held property.

*Oyster right-of-way*

All members were present and voted “yes.” The motion was unanimously passed.

After Closed Session, the Chairman reconvened the meeting and said that the Board had entered the closed session for that purpose as set out in paragraph 3 of Section 2.1-3711 of the Code of Virginia of 1950, as amended. Upon being polled individually, each Board member confirmed that this was the only matter of discussion during the closed session.

Motion was made by Mr. Randall, seconded by Mr. LeMond, that the meeting be adjourned. All members were present and voted “yes.” The motion was unanimously passed. The meeting was adjourned.

\_\_\_\_\_CHAIRMAN

\_\_\_\_\_COUNTY ADMINISTRATOR