

ACCOMACK COUNTY STRATEGIC PLAN #2: 2008 - 2011

Accomack County Board of Supervisors

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INTRODUCTION

In May 2005 the Accomack County Board of Supervisors adopted a strategic plan to guide important policy and investment decisions over the following three years. Discussion focused on patterns and trends, strengths and weaknesses, and needs and opportunities in the county. The Board also identified elements of a long-term vision for Accomack County. That vision and initial plan was used to develop staff and budget priorities during the three-year period it covered.

The Board agreed to review and update the goals and actions of the strategic plan in early 2008. As was the case in 2004, the County will continue to provide a wide range of ongoing services not specifically addressed in this plan. The purpose of this plan is to:

- identify high priority goals and necessary actions for Accomack County over the next three years (2008 – 2011);
- focus Board and staff time and County resources on achieving the goals set forth in the plan;
- communicate clearly to the public key goals and actions, and promote accountability to the public for those goals and actions.

Long-term Vision for Accomack County

- The rural character, natural resources and beauty of the County will be conserved.
- Growth and development in the County will be well managed.
- The County will promote meaningful employment growth in sustainable agriculture, forestry, aquaculture and seafood as well as through business and industrial park development.
- The County will support education, including public libraries, as the foundation of economic development.
- Affordable housing, cultural, and recreational opportunities will meet the needs of families, youth and young professionals.
- Route 13 will be an attractive travel corridor that serves the needs of residents, businesses and tourists.
- The County will use public resources wisely and efficiently to support service needs.

The Board identified the following goals to address during the next three years:

Continued Goals:

1. Adopt the County Comprehensive Plan and ordinances needed to support the Plan.
2. Establish strategically located solid waste convenience centers to improve the efficiency and effectiveness of solid waste collection in the County.
3. Develop centralized wastewater treatment capacity in key locations to address economic development and environmental quality concerns.
4. Expand the Capital Improvement Program (CIP) for the County to include education, and update it annually.
5. Develop an annual real estate assessment schedule to be conducted by staff.

6. Continue to integrate the goals and actions of the strategic plan into budgeting, staffing, performance review, and other planning and decision-making as appropriate.

New Goals

1. Improve surface and ground water quality on the Seaside.
2. Provide comprehensive, equitable fire and emergency management services throughout the County.
3. Increase the availability of quality affordable housing.
4. Promote concern for a sense of place and quality of life.

Three-Year Goals, Actions and Benchmarks: 2008-2011

The following section of this plan outlines the strategy the Board has agreed to pursue over the next three years. It includes specific goals and actions as well as benchmarks that indicate successful completion of the actions. In developing and adopting this plan, the Board is committing itself to work together with staff to see that these benchmarks will be met during the next three years. The plan will be reviewed annually to assess progress and revised as needed to reflect new circumstances and conditions.

The plan is in two parts: part one contains elements begun in 2005 but still needing attention. Part Two contains four new goals that the Board has identified as deserving of attention and resources during the next three years.

Part One: Goals Continued from the 2005 Plan

Continued Goal #1: Adopt the County Comprehensive Plan and ordinances needed to support the Plan.

Intent: The Comprehensive Plan and supporting ordinances lay out plans and guidelines for meeting the parts of the vision related to land use, the environment, and other quality of life issues.

Actions	Timeframe
1. Complete the over-lay district for Route 13 corridor as recommended in the Route 13/Wallops Island Access Management Study.	December 2008
2. Monitor legislative action affecting impact fees and take action when appropriate.	December 2008
3. Finalize and add the transportation element to comprehensive plan.	Complete
4. Complete revision of the land use plan to reflect desired growth patterns.	Complete
5. Continue revision of zoning ordinance to implement the plan and	June 2010

address growth management, economic development, affordable housing and other concerns.	
Rural Residential District	December 31, 2008
Village Development District	December 31, 2008
Agricultural District	June 30, 2009
Planned Unit Development	June 30, 2009
General Business District	December 31, 2009
Industrial District	December 31, 2009
Residential District	June 30, 2010
6. Adopt Prioritized work plan for Item #5, upon Planning Commission's input.	July 2008
7. EDA committee formed to consider business/industrial zoning needs	July 2008
8. Consider Economic Opportunity Overlay District	March 2009
9. Develop a countywide drainage element to add to comprehensive plan.	June 2009
10. Adopt the comprehensive plan.	Complete

Continued Goal #2: Establish strategically located solid waste convenience centers to improve the efficiency and effectiveness of solid waste collection in the County.

Actions	Timeframe
1. Continue to identify potential sites for additional convenience centers within the general areas identified by the criteria, including but not limited to former school sites and other county-owned property.	Ongoing
2. Purchase, lease or take other steps to secure appropriate sites as they become available.	Ongoing
3. Promote increased recycling in the County.	Ongoing

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Benchmarks:

- ✓ Additional convenience centers established by December 2010
- ✓ Recycling rate meets state average of 36.75% by 2012

Continued Goal #3: Develop centralized wastewater treatment capacity in key locations to address economic development and environmental quality concerns.

Actions	Timeframe
1. Review, revise as appropriate, and adopt recommendations of Blue Ribbon Committee.	August 2008
2. Work with NASA and other partners to identify the most appropriate way to govern and manage wastewater treatment capacity.	PSA
3. Use the information in the feasibility studies to pursue funding to support engineering and construction of the proposed new facilities.	PSA
4. Based on the results of the feasibility studies, identify service area boundaries	December 2008
5. Initiate preliminary engineering for the new facilities	PSA
6. Adopt local laws and procedures related to hook-up and use of the new facilities.	PSA
7. Complete implementation of the plan to make utilities available where desired.	PSA

Continued Goal #4: Expand the Capital Improvement Program (CIP) for the County to include education, and update it annually.

Actions	Timeframe
1. Incorporate educational capital improvements into the CIP.	09-10 FY Budget
2. Incorporate library services capital improvements into the CIP.	09-10 FY Budget
3. Use the “wish list” to guide any potential proffers.	Ongoing
4. Use the CIP to guide capital spending decisions in Spring 2008 budget deliberations.	Complete

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Benchmarks:

Continued Goal #5: Develop an annual real estate assessment schedule to be conducted by staff.

Actions	Timeframe
1. Incorporate public comments into recommended changes in how the assessment is conducted.	Fall 2008
2. Complete the Hillman staffing study.	August 2008
3. Complete the Hillman service/cost options study.	December 2008
4. Implement the assessment plan.	2010

Benchmarks:

- ✓ Changes made to reassessment policy by December 2008
- ✓ Revised property reassessment successfully conducted in 2010
- ✓ Annual re-assessments begun by 2010.

Continued Goal #6: Continue to integrate the goals and actions of the strategic plan into budgeting, staffing, performance review, and other planning and decision-making as appropriate.

Intent: The intention is to clarify expectations and to offer improved accountability for accomplishing goals and actions throughout the County.

Actions	Timeframe
1. Integrate the goals and actions of the strategy into budget priorities and determine budget implications of actions.	Ongoing
2. Set staff performance standards based on the Board's strategic priorities and use these in conducting annual performance reviews.	Summer 2009

3. Communicate performance goals to those boards and commissions whose activities are tied to the budget.	July 2008
4. Document service levels and benchmark measures for Agencies, Constitutional Officers and Departments for budget purposes	December 2008
5. Conduct an annual review of progress towards implementing the strategic plan that incorporates Board and staff performance assessments;	January 2009
6. Make changes to the plan needed.	Ongoing

Benchmarks:

- ✓ Goals and actions integrated into budget priorities;
- ✓ Annual staff performance reviews that include evaluation of progress on the strategic plan conducted annually;
- ✓ Relevant boards and commissions notified of performance goals;
- ✓ Reviews of progress completed on the strategic plan and Board and staff performance conducted annually.
- ✓ Plan updated as necessary.

Part Two: New Goals

New Goal #1: Improve surface and ground water quality on the Seaside.

Intent: Sufficient water quality and quantity is essential for drinking water supplies, aquaculture, and other economic activity. Improved protection also may lead to additional opportunities for cost-sharing funding.

Actions	Timeframe
1. Review the Chesapeake Bay Act for elements of water protection appropriate for Seaside areas.	August 2008
2. Adopt elements of the Act and other water quality improvement measures that support this goal.	December 2008

Benchmarks:

- ✓ Chesapeake Bay Act reviewed.
- ✓ Appropriate water quality protections adopted.

New Goal #2: Provide comprehensive, equitable fire and emergency management services throughout the County.

Intent: Providing for public safety is a primary County function. There needs to be equity in coverage as well as in payment for coverage. The County values the services of volunteers as well as that of paid staff and needs to recognize and reward their contributions.

Actions	Timeframe
1. Establish dialogue and facilitate Appreciative Inquiry process with volunteers and others with goal of developing a merged Fire and EMS system.	August 2008
2. Convene a citizen-based task force including volunteers to review the Report and examine the following issues: <ul style="list-style-type: none"> ○ 24-hour paid coverage; ○ compensation and recognition for volunteers; ○ costs of and payment for service, including arguments for and against a flat tax; ○ provisions for paying for Fire and EMS services in comprehensive and equitable manner. 	Hold
3. Consider LEOS and other benefits and incentives for paid and volunteer members.	Summer 2009
4. Secure a repeater at the North end	December 2008

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Benchmarks:

- ✓ Appreciative Inquiry convened by summer 2008;

New Goal #3: Increase the availability of quality affordable housing.

Intent: County housing costs are rising, which means that citizens providing many desired services cannot afford to live within the County. This harms business recruitment as well as recruitment and retention of public servants.

Actions	Timeframe
1. Explore means within County authority to increase quality affordable housing, including the following: <ul style="list-style-type: none"> ▪ mixed use and multi-family zoning; ▪ conversion of existing structures and use of delinquent properties; ▪ tax credits; ▪ innovative financing; ▪ ideas being used by other rural counties to increase quality affordable housing. ▪ use of county tax and zoning policies to lower housing costs through market-based incentives 	Fall 2008
2. Engage the Housing Authority, Habitat for Humanity, and other relevant organizations concerning ways of increasing quality affordable housing.	Spring 2009

Benchmarks:

- ✓ Report to the Board of Supervisors by December 2009

New Goal #4: Promote concern for a sense of place and quality of life.

Intent: The natural beauty of the County is threatened by increasing amounts of litter as well as abandoned properties. This has an impact on residents’ quality of life and detracts from tourism as well.

Actions	Timeframe
1. Review ordinances and enforcement for effectiveness in controlling abandoned or illegal use of vehicles, houses and travel trailers;	October 2008
2. Develop a program for reducing litter and trash including the following potential elements: <ul style="list-style-type: none"> ▪ Offer two clean-up days per year with waived tipping fees; ▪ Promote the Adopt-a-Highway program; ▪ Promote voluntary school-based education; ▪ Consider a citizen incentive program to reward clean-up efforts; ▪ Enhance the roadside pick-up program for probationers. 	December 2008
3. Consider an ordinance for new construction including signage, landscaping/buffers, and lighting.	July 2009
4. Consider “Garden Market” area between Melfa and Accomac for enhanced placemaking zoning, increased housing densities and economic opportunities.	December 2009

Benchmarks:

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Conclusion

The Accomack County Board of Supervisors is committed to completing the activities and achieving the goals outlined in this plan over the next three years. We believe that making these strategic priorities a reality will improve the services provided to county residents and businesses and will prepare the county to manage future growth and development in ways that will preserve and enhance the quality of life in the County.