

York County Board of Supervisors' 2020 Retreat



Retreat Agenda

8:30 – 8:45

Overview of Day (Neil)

8:45 – 9:15

**Strategic Priorities' Accomplishments
& Introduction of Retreat Theme
(Mark & Vivian)**

9:15 – 9:30

Overview of *Jeopardy*

Jeopardy – Round 1

9:30 – 9:45

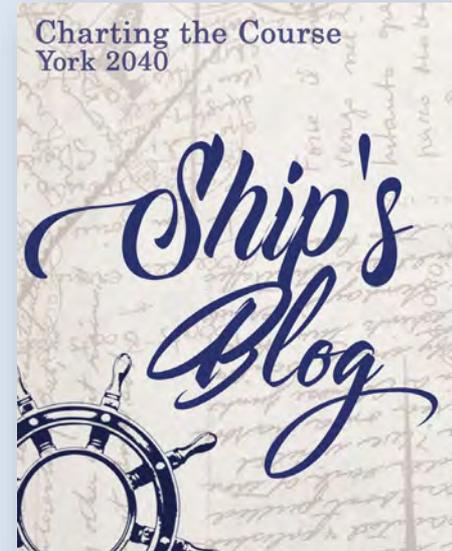
BREAK



Retreat Agenda

A Fresh Look at Strategic Priorities Focused on the Comprehensive Plan Update

- 9:45 – 10:15 a) **Climate Change – Sea Level Rise**
(Claiborn Phillips & Kent Henkel)
- 10:15 - 10:45 b) **Technology – High Speed Fiber**
(Tim Wyatt & Melissa Davidson)
- 10:45 – 11:00 **BREAK**
- 11:15 – 11:30 ***Jeopardy – Round 2***
- 11:30 – 12:00 c) **Bridging the Gap - The Citizen Survey and The Future**
(Earl Anderson with Susan Kassel)



Retreat Agenda

12:00 – 1:00

LUNCH

1:00 – 1:45

New Trolley & Tourism Building (Kristi Olsen)

1:45 – 2:45

Board's Review of Strategic Priorities (Neil)

Jeopardy – Round 3 & Winner

2:45 – 3:00

BREAK

3:00 – 3:30

Budget Preview (Vivian McGettigan)

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

3:30 – 4:00

Discussion

Adjournment





**Strategic Priorities'
Accomplishments
&
Introduction of Retreat
Theme**

Agenda

- Board's Current Priorities
- Major Accomplishments
- Significant Future Trends Coming Down the Road
- Tying Our Staff Experts into Identifying our Courses of Action

We Always Start with the Board's Strategic 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



We are Proud of these Accomplishments

✓ Major Strides in Technology Enhancements:

- Munis – Financial System
- Vision – Real Estate
- E911 & Radio System
- Hansen – Public Works & Development Review



We are Proud of these Accomplishments

- ✓ Investments in Public Safety Personnel and Equipment
- ✓ Investments in Buildings and Infrastructure



We are Proud of these Accomplishments

- ✓ Expanded Tourism and Events
- ✓ Investments in Staff Training and Development
- ✓ Enhanced Collaboration:
 - CIP & Budget Committees
 - Manager & Supervisor Training
 - Tiger Teams



We are Proud of these Accomplishments

✓ Environmental Stewardship

- Continuation of the County's Recycling Program
- Green Springs Stream Restoration
- Cook / Falcon BMP Stream Restoration and Edgehill Drainage
- Victory Industrial Park



Public Affairs

Social Media



@yorkcountyva



9,380

Likes



2,339

Photos posted



129

Videos posted



1,482 followers

@YorkCountyVAGov

Each
Quarterly
issue of
**CITIZEN
NEWS**

is sent to

28,000 +

mailboxes in York County



WEBSITES

York County
VIRGINIA

www.yorkcounty.gov

VISIT *Yorktown*
VIRGINIA

visityorktown.org

York County
VIRGINIA

Economic Development
yesyorkcounty.com

York County
PUBLIC LIBRARY

49% Connect
via mobile

Video Services

has produced

150  programs

since 2017 about our

community

Plus More Than

150 Meeting Broadcasts



Find us on Youtube
[/YorkCountyVirginiaUS](https://www.youtube.com/YorkCountyVirginiaUS)

Staff Perspective Continued Focus Areas

- Technology Efficiencies
- Succession Planning – Continued Investment in Staff Training and Development
- Continued Efforts on Facilities
- Continuation of Teams:
 - Sea Level Rise and Flooding
 - High Speed Fiber





Looking to the Future

**Approach to Using Our
Internal Staff Experts to
Inform Board Decisions**

Significant Future Trends Coming Down the Road



How the Next Big Things Exercise Is Being Used In York

✓ York's Interactive Board Retreat Exercise

Successful Outcomes:

- ❖ Complete Engagement
- ❖ Outstanding Feedback on Cards Selected
- ❖ Tie to Long-term Strategic Goals
 - Overlap in Trends Selected by Teams



Great Team Building Exercise

Simply Fun

York County ₂

America's Future Since 1781



Board's Highest Priorities

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

A Focus of this Year's Retreat

York County ₃

America's Future Since 1781

Challenges Are Closer Now



4. Climate Change



- Affects our oceans, fresh water, arable land, food sources, and animals
- Events like rainstorms, **hurricanes**, and tornadoes are growing more intense and damage costs are increasing significantly

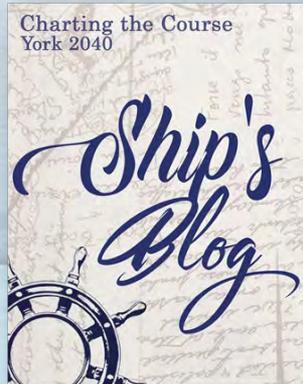
Most important resource issue facing local governments

York County ₇

America's Future Since 1781

Retreat Topics Focus On Comprehensive Plan Update

- Sea Level Rise
- Technology – High Speed Fiber
- Bridging the Gap - The Citizen Survey and The Future



Fresh Faces, Emerging Themes

Climate Change – Sea Level Rise (Geographic Information System & Environment Impacts)

Claiborn Phillips, GIS Manager, Information Technology Department

Kent Henkel, Engineering Specialist II, Public Work Department

Technology – High Speed Fiber (Information Technology & Economic Development)

Tim Wyatt, Deputy Director of Information Technology

Melissa Davidson, Assistant Director of Economic Development

Bridging the Gap - The Citizen Survey and The Future

Earl Anderson, Senior Planner, Planning and Development Services Department

Susan Kassel, Director of Planning and Development Services

New Trolley (Parks & Recreation and Tourism)

Kristi Olsen, Tourism Development Manager, Community Services Department

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Overview of Jeopardy

Jeopardy – Round 1

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BREAK



Overview of Jeopardy Activity



With Your Host Neil Morgan

Today's Theme is

The Board's Strategic Priorities - Present and Future

With Emphasis on:

- High Speed Fiber
- Climate Change – Sea Level Rise

And Help from the Next Big Things and Star Wars

GAME INSTRUCTIONS

- 6 Categories, 5 Questions Per Category
(30 Questions)
- Each Player will Select 1 Question Per Round
- Only the Player Selecting a Question will Receive Points for a Correct Answer

Tools to Assist You

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



YORK COUNTY

SWOT ANALYSIS (COMMUNITY)

Meeting Group: For January 2020 Retreat Discussion

Source Grid:

Neil's December 2015 Memo Youth Commission Senior Staff

Internal

STRENGTHS

1. **Excellent Quality of Life**
2. **Strong Civic Infrastructure**
3. **Relatively Wealthy Community:**
(Stable Employers, High Property Values)
4. **Colonial Williamsburg, Parkway**
5. **Inviting Atmosphere for Families**
6. **Historic Identity - Name Recognition**
7. **Safe Community (Low Crime Rate & Professional Public Safety Responders)**
8. **Excellent Relationship between County Organization and Community**
9. **Efficient Government**
10. **Outstanding Schools**

WEAKNESSES

1. **Uneven Age Demographics**
(Older residents combined with school aged children families)
2. **Infrastructure** is aging faster than renovation or replacement
3. **Regional Road and Transportation** network near crisis
4. **Over Half County's Real Estate is Non-Taxable**
5. **Ongoing Loss of Tax Base** (refinery & power plant)
6. **Limited Commercial and Industrial land**
7. **Lack of Bike Lanes/Sidewalks**
8. **Dependence on Federal Government for Jobs**
9. **Outdated Schools/Class Sizes**
10. **Increasing Fiscal Impact of Regional Partnerships per contracts and Formulas**
11. **Empty Retail Space**

OPPORTUNITIES

1. **Quality of Life Strengths**
(Promote more aggressively to attract businesses & residents)
2. **County Civic Engagement Infrastructure** further strengthened if we found more ways to engage a higher percentage of our talented citizens
3. **Potential to Strengthen our Economy**
(Redevelopment of commerical coordinators, secure one or more sites)
4. **Water - Research, Fishing, Entertainment**
5. **WiFi Access in Public Areas**
6. **Economic Opportunities with European Sister City Connections**
7. **Educate Citizens on Value of Economic Development & Redevelopment to Combat Fear of Change**

TREATS

1. In our desire to protect the County's excellent quality of life, our **Fear of Change** may limit our ability to position the County for the future.
2. **Long-term Excellent Quality of Life is Endangered** if we don't address our weaknesses and further leverage our strengths
3. **Rising Sea Levels/Increase in Hurricanes/Climate Change**
4. **Gun Safety**
5. **Dependence on Federal Government for Economic Growth**
6. **Reduction in Budget Funding Due to the Loss of Large Contributors**
7. **Brain Drain of Young Professionals who Leave Area**

Positive

Negative

External

Dark Fiber

Next Big Things

Sea Level Rise



Smart Citizens



Open Innovation



Digital Citizens



Infrastructure Overhaul



Carless Communities



Unmanning

**Long-term Financial
Planning**

Next Big Things

Climate Change



Fiscal Uncertainty



Climate Change



Food Insecurity



Water Shortages & Access



Desalination



Water Recycling

Star Wars – York’s Strategic Priorities and the Next Big Things



Darth Vader



Yoda



Princess Leia



Rey



CP30



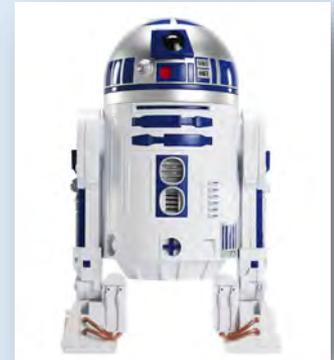
Han Solo



Luke Skywalker

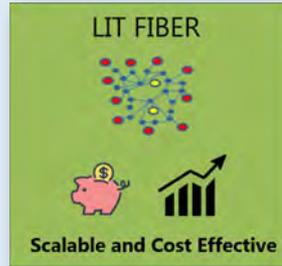
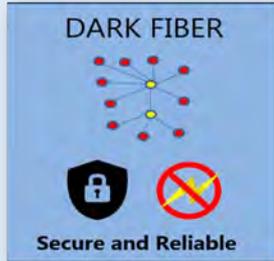


Chewbacca



R2D2

High Speed Fiber & Sea Level Rise



Rain Gardens



Living Shorelines





Round 1

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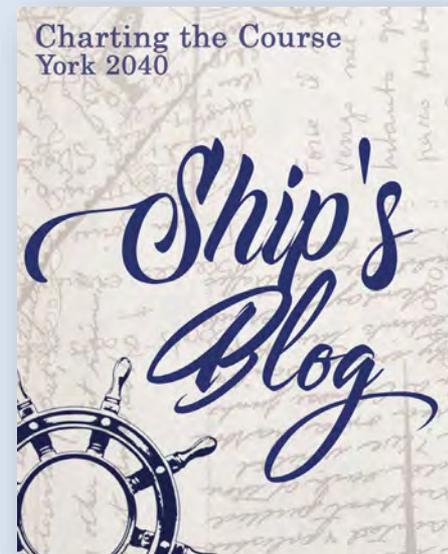
11:15 – 11:30

Jeopardy – Round 2

11:30 – 12:00

c) **Bridging the Gap - The Citizen Survey and The Future**

(Earl Anderson with Susan Kassel)



Sea Level Rise

**Claiborn Phillips, GIS Manager,
Information Technology Department**

**Kent Henkel, Engineering Specialist II,
Public Works Department**

Agenda

- Definition of Sea Level Rise
- Anticipated Impacts on York
 - Sea Level Rise Maps
 - Residual Property/Loss of Real Estate Revenues
 - Roads
- Studies and Actions of Other Governments
- Flood Insurance

What is Sea Level Rise?

“Relative Sea Level Rise” =
+ “Global Sea Level Rise”
+ “Land Subsidence”
+ rise from “Ocean Circulation”

Sea Level Rise

- Global Sea Level Rise
 - increases in density and quantity of water
 - estimated 6" in 20th century
- Land Subsidence
 - Sinking Land
 - sediment compaction or extraction of subsurface liquids like water or oil.
- [rise from changes in] Ocean Circulation
 - Gulf Stream slowing down, allowing more ocean water to remain in the Mid Atlantic.



Anticipated Impacts on York

Current HRPDC Recommendations

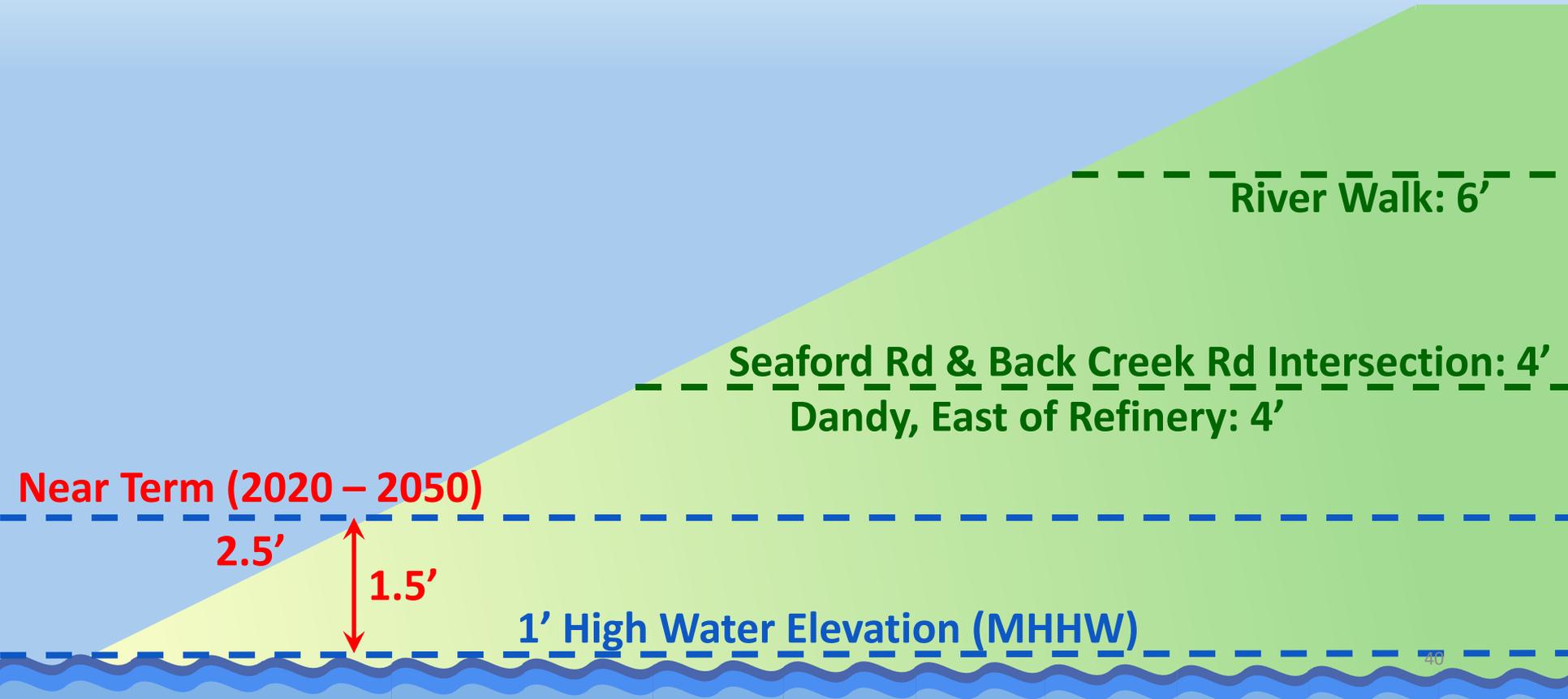
1.5 feet	2020-2050	Height above High Tide (MHHW)
3.0 feet	2050-2080	
4.5 feet	2080-2100	
6 feet	Severe Storm Surge	

- **15%** multi-year risk of at least one flood exceeding **6 feet** from 2016 to 2030,
- **50%** risk from 2030 to 2050, and
- **100%** risk by 2100.

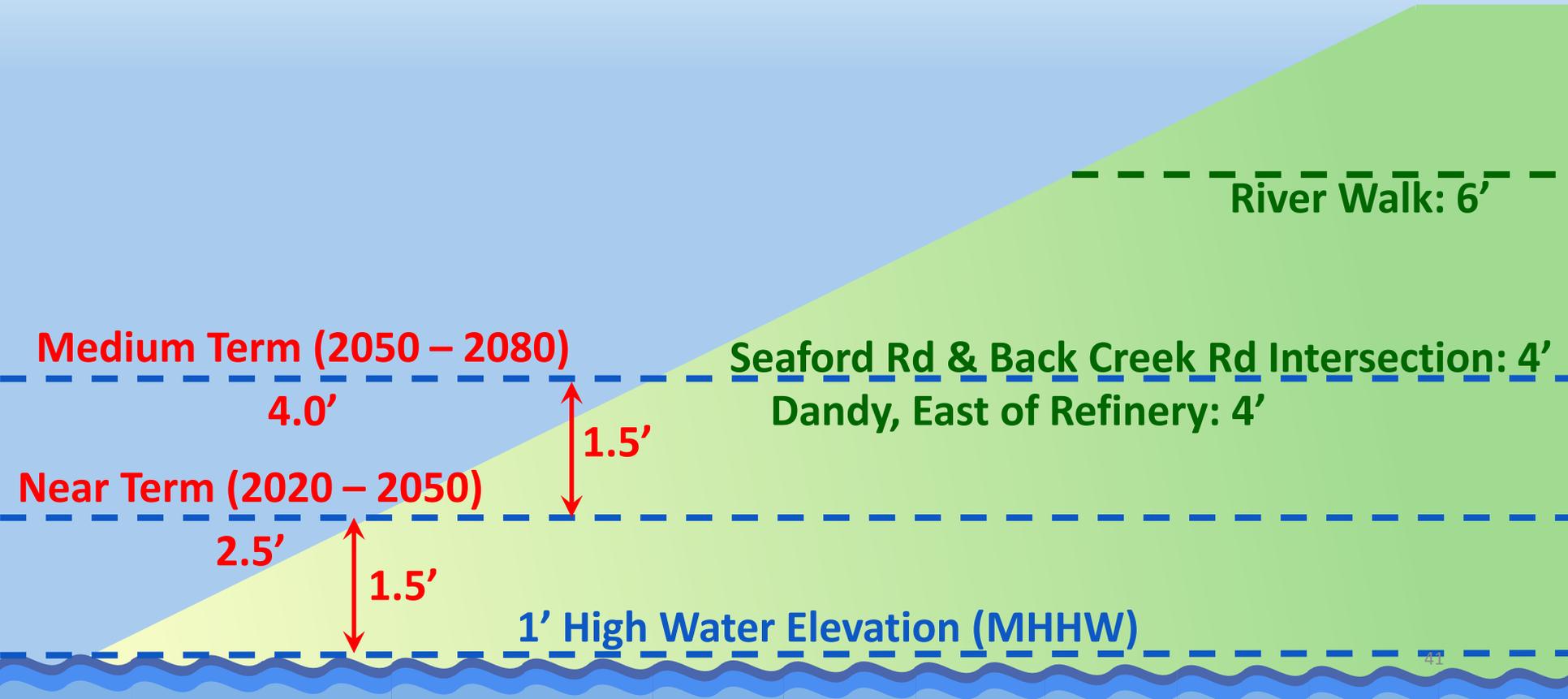
Predicted Sea Level Rises



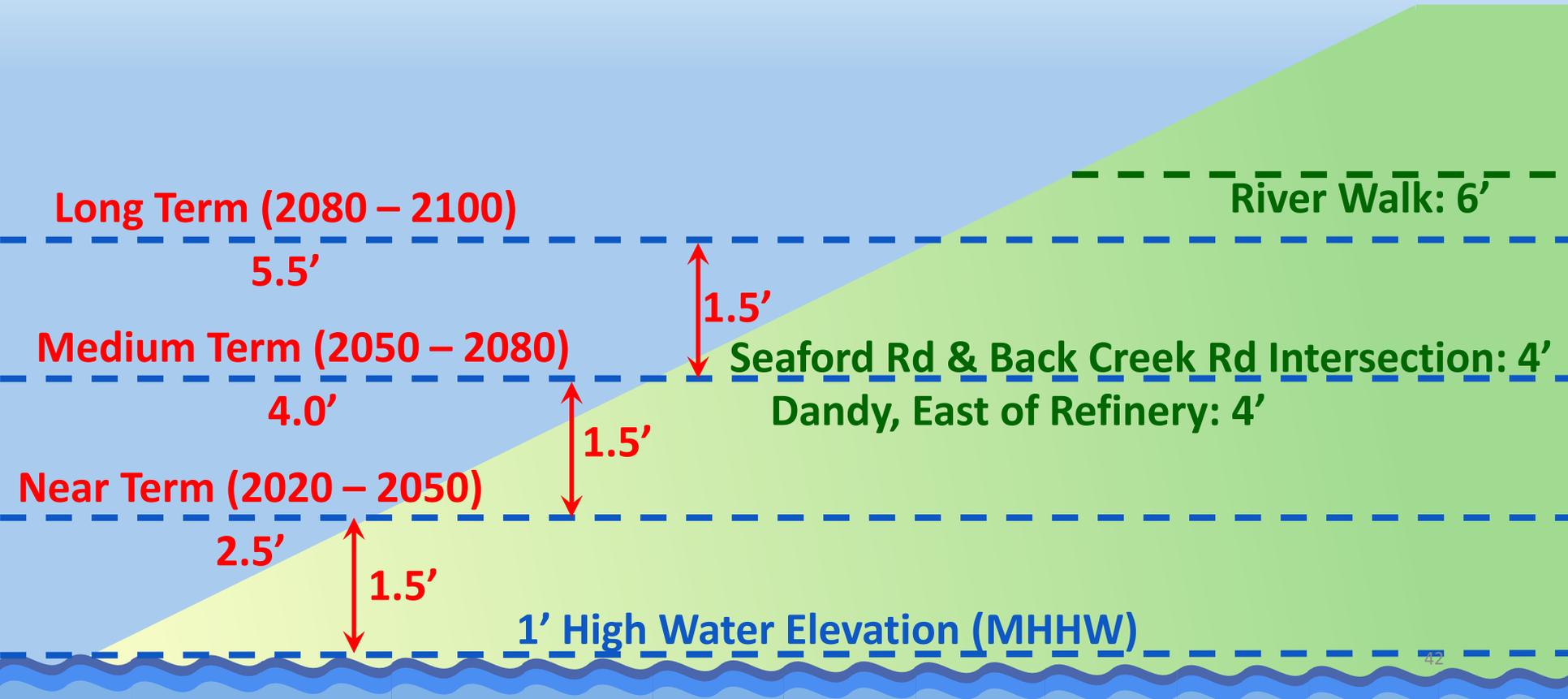
Predicted Sea Level Rises



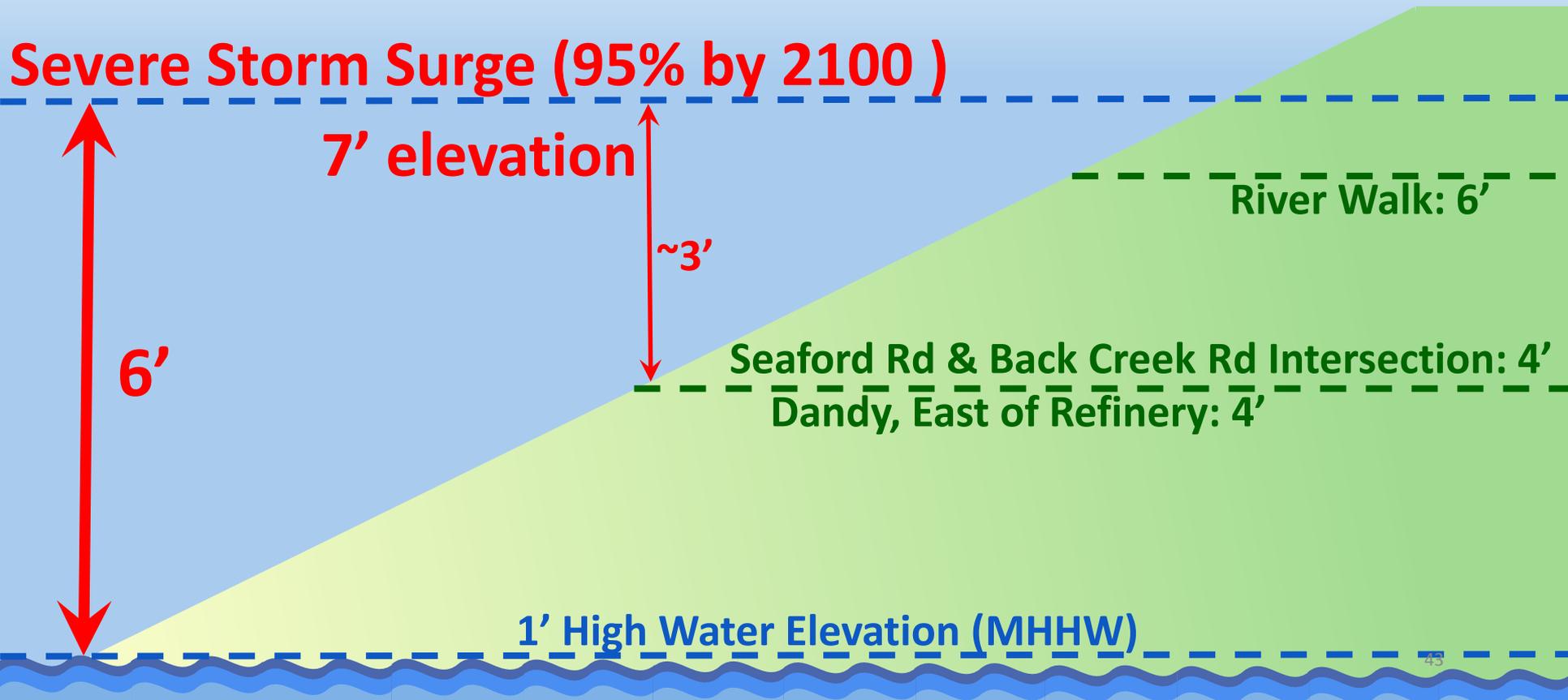
Predicted Sea Level Rises



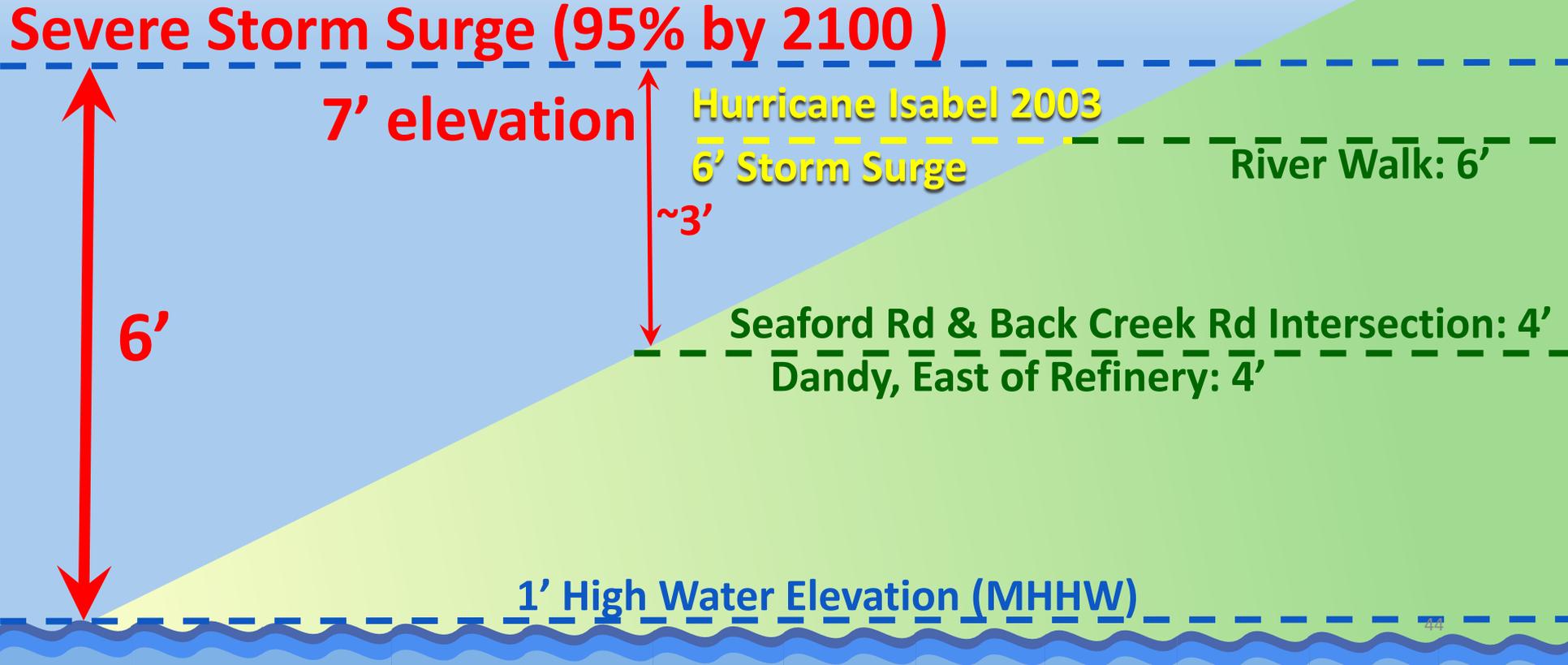
Predicted Sea Level Rises



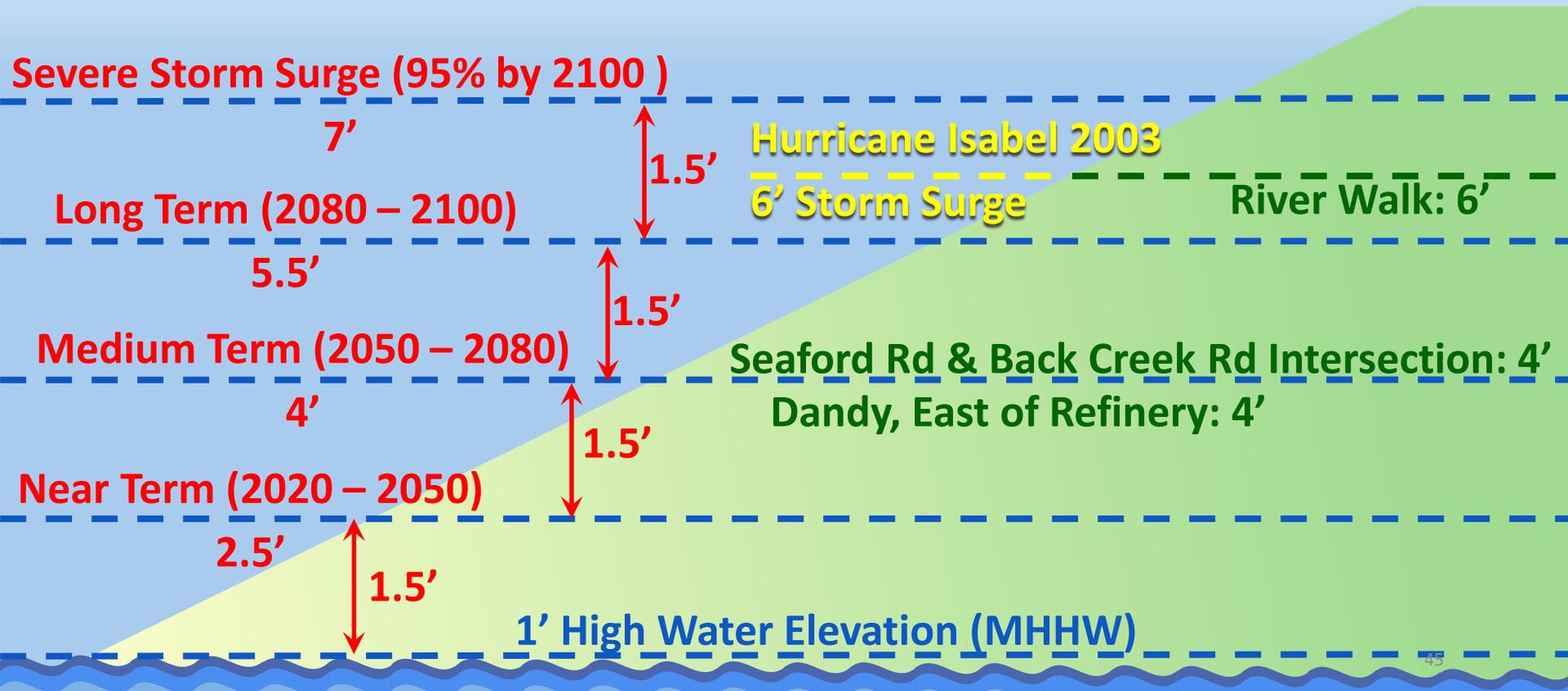
Predicted Storm Surge and Extreme Scenario

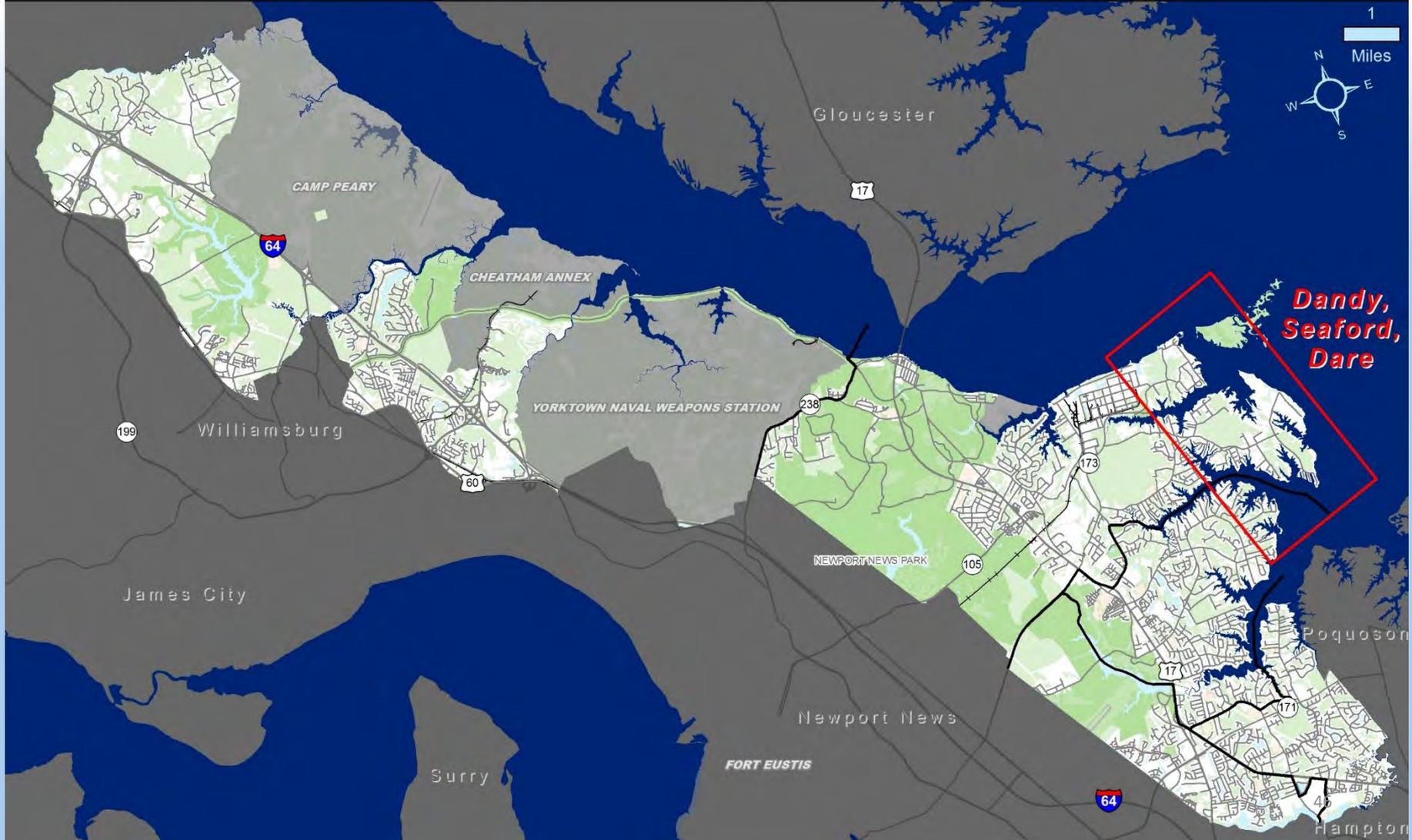


Predicted Storm Surge and Extreme Scenario



Predicted Sea Level Rises & 6' Storm Surge





CAMP PEARY

Gloucester

*Dandy,
Seaford,
Dare*

CHEATHAM ANNEX

Williamsburg

YORKTOWN NAVAL WEAPONS STATION

James City

NEWPORT NEWS PARK

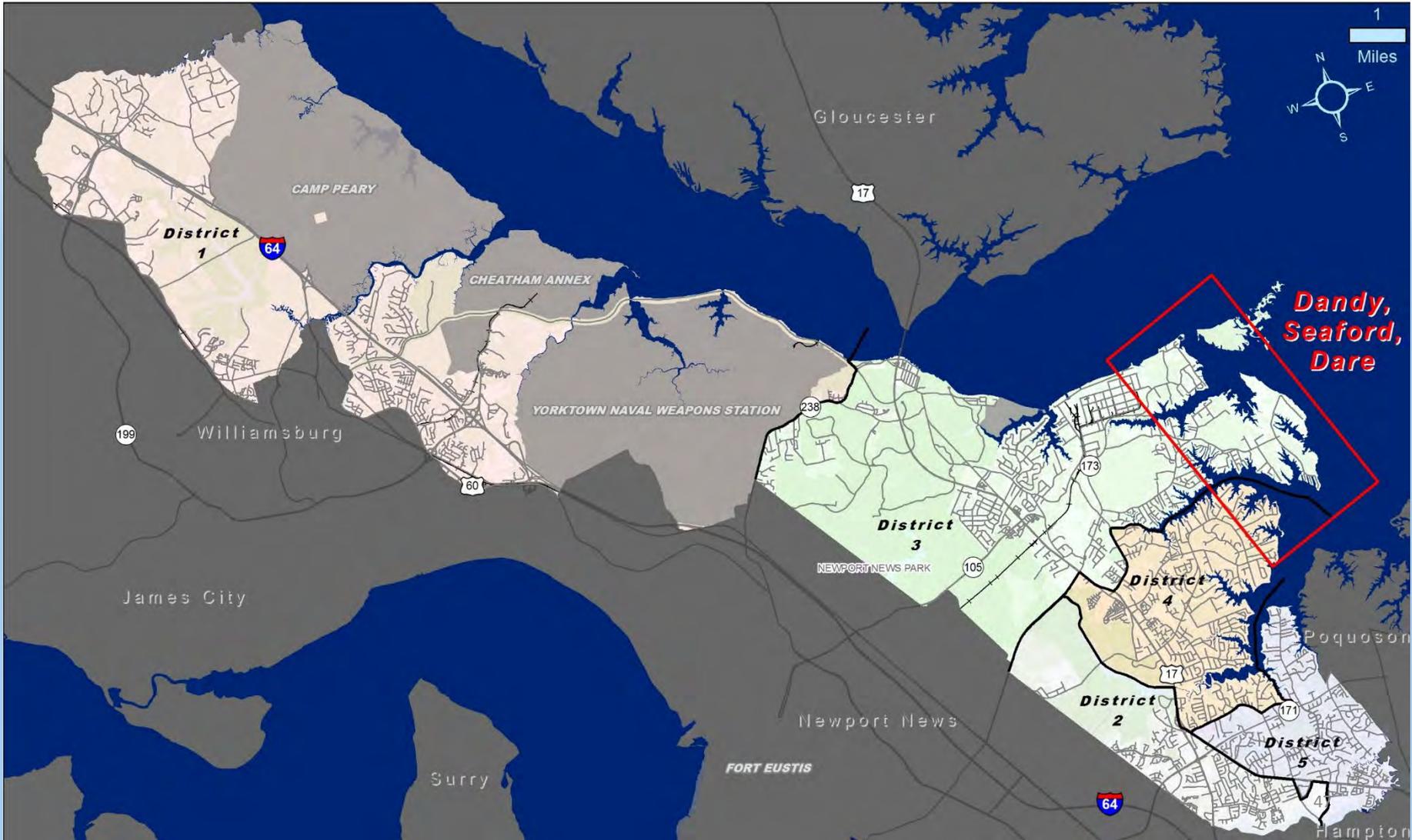
Surry

Newport News

Poquoson

FORT EUSTIS

Hampton



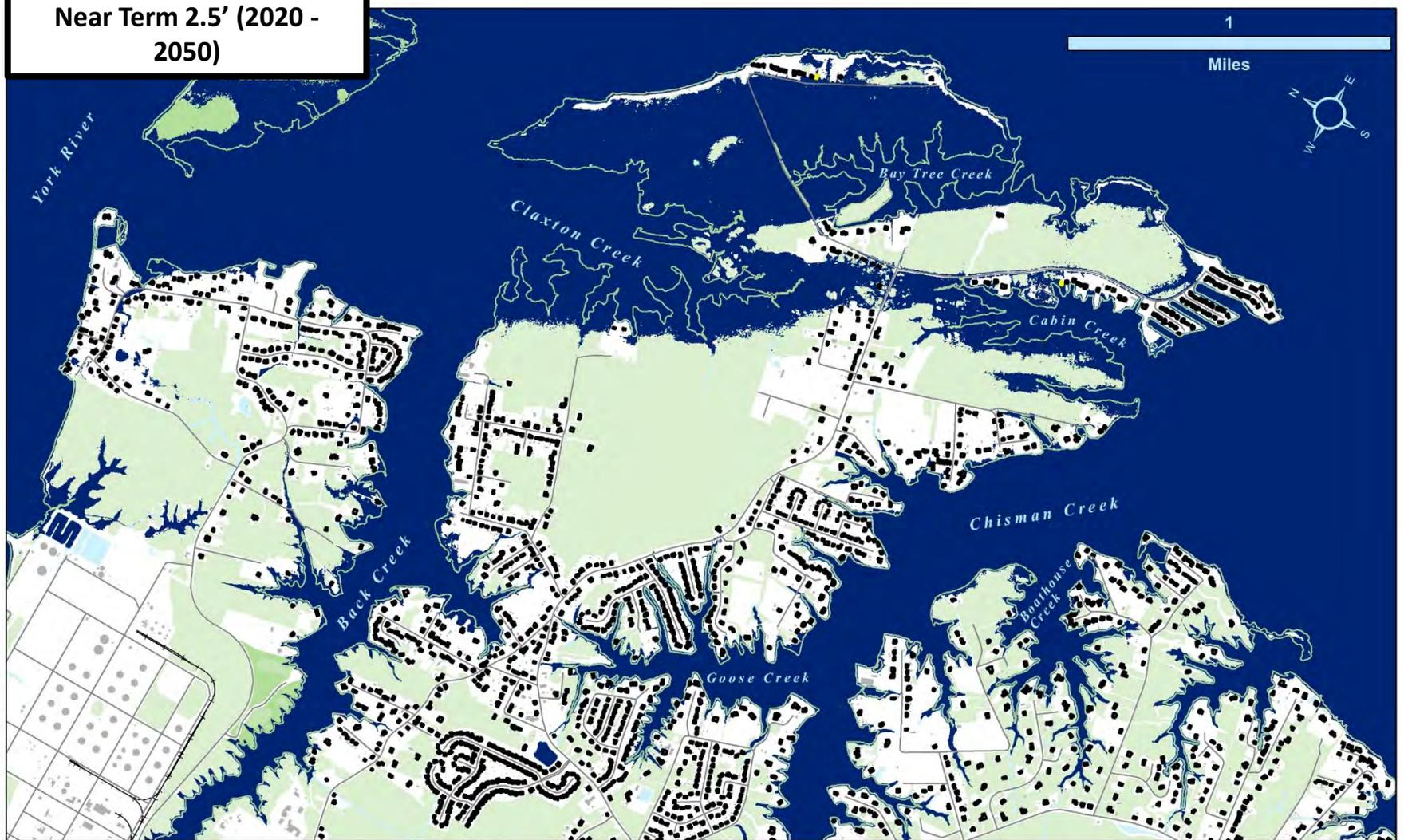
Current Shoreline (2019)



Near Term 2.5' (2020 - 2050)

1

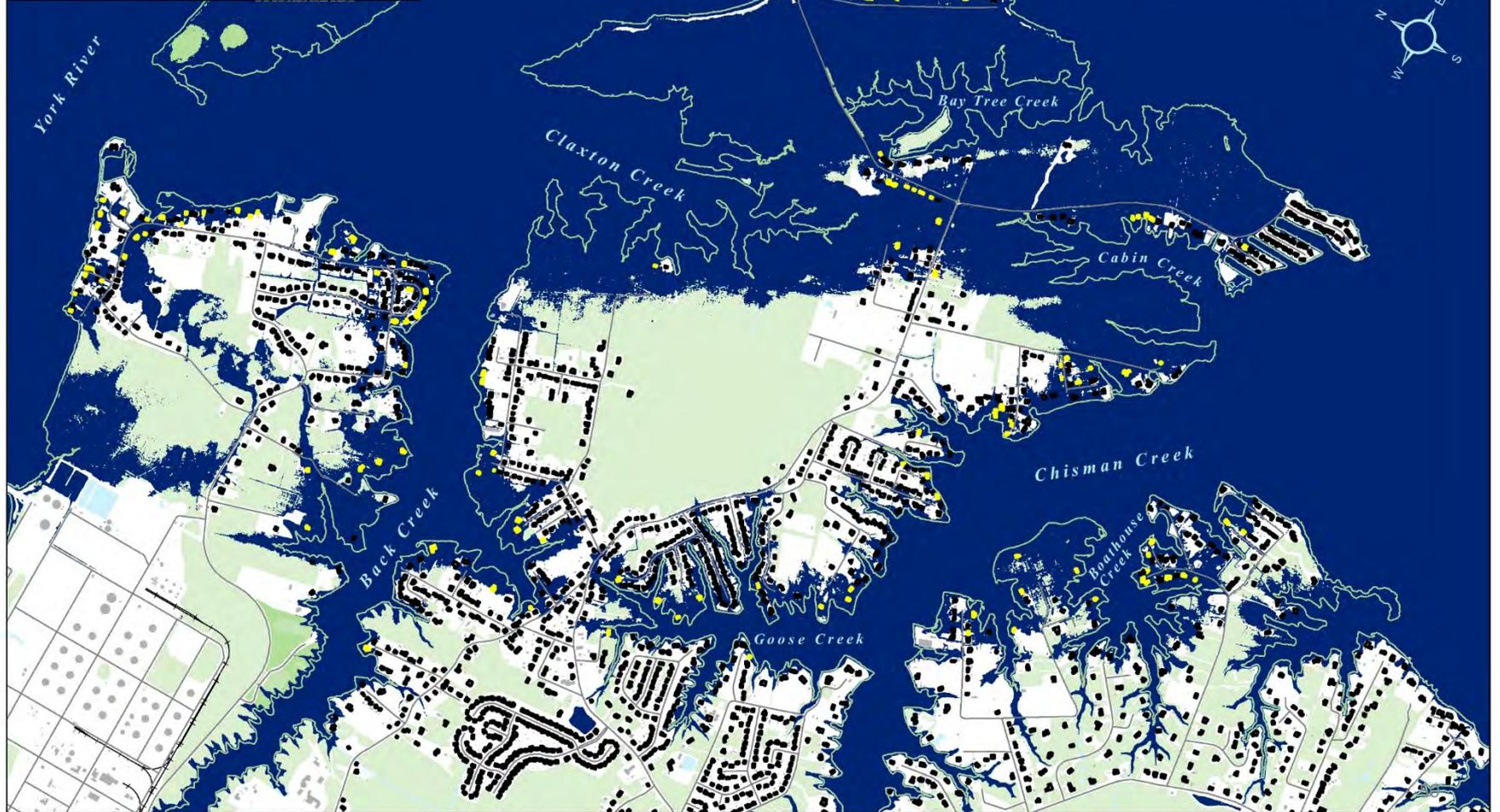
Miles



Medium Term 4' (2050 - 2080)

1

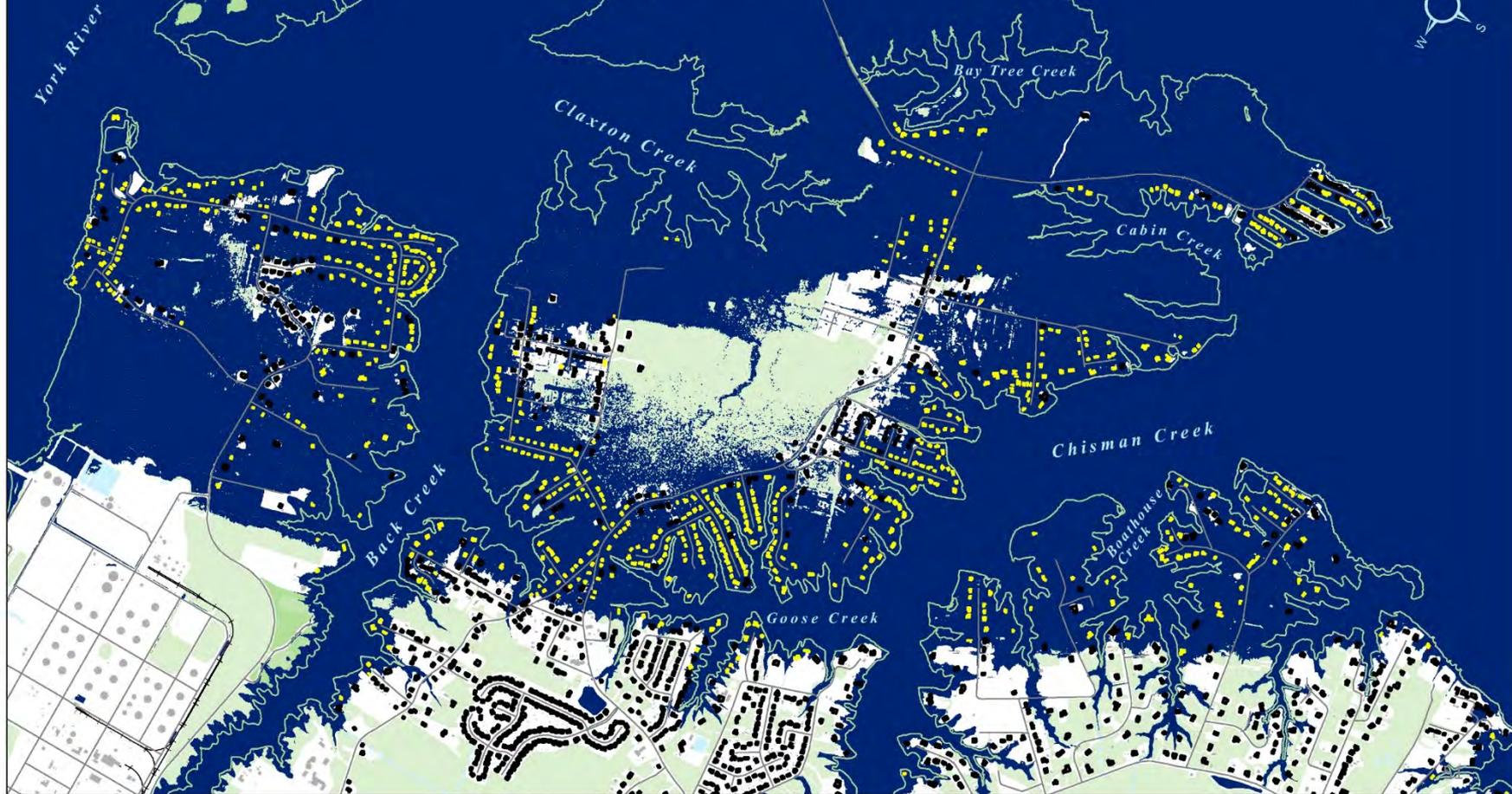
Miles



Long Term 5.5' (2080 - 2100)

1

Miles



6' Storm Surge up to 7' (95% Chance by 2100)

1

Miles

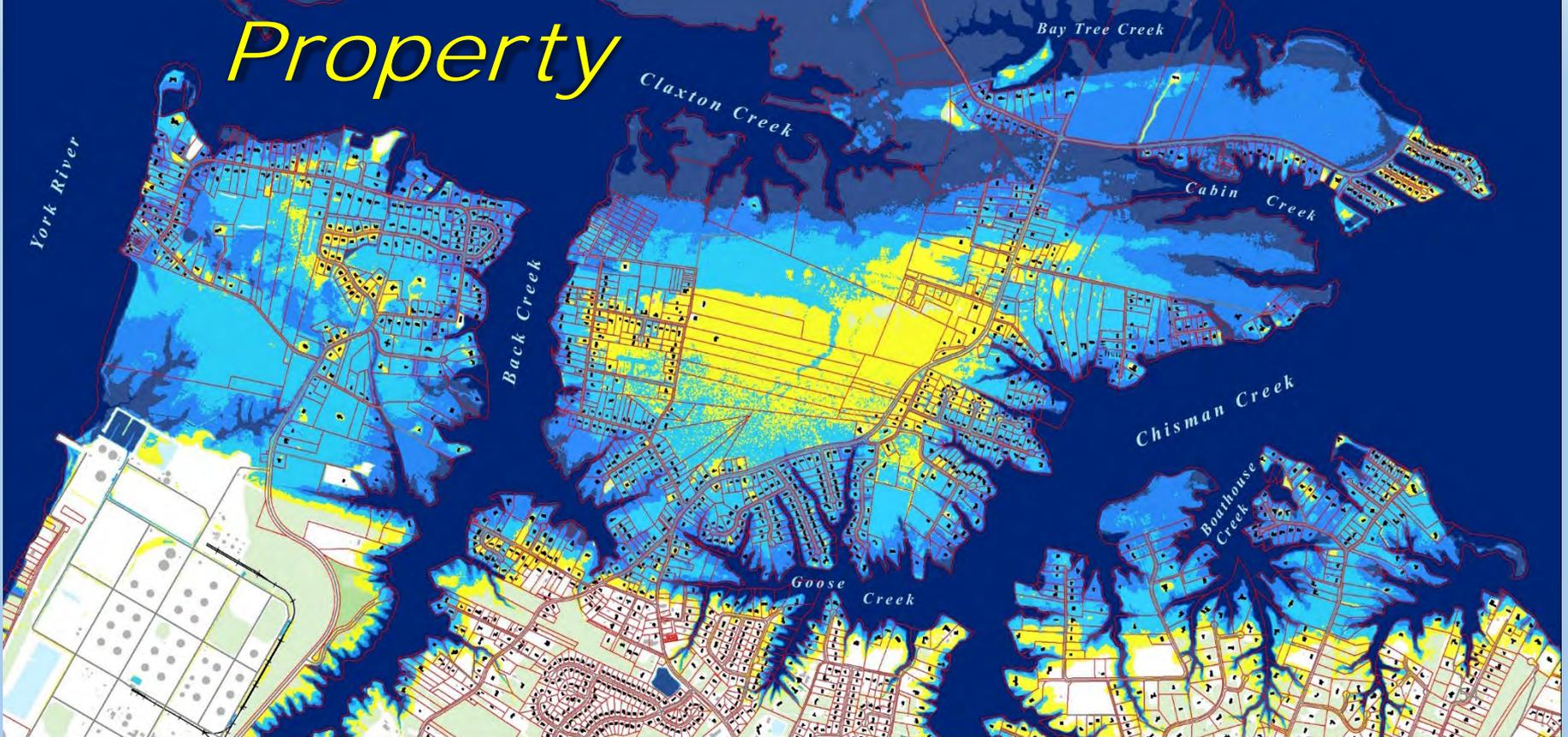




SRL Zone	Homes	Estimated Total	Estimated Tax Impact	Acres Affected
Near Term (1.5')	32	\$16,649,000	\$132,360	1,000
Medium Term (3')	394	\$176,232,600	\$1,400,000	2,000
Long Term (4.5')	1,174	\$504,471,700	\$4,010,550	3,000
6' Storm Surge	1,783	\$780,088,500	\$6,201,700	4,000

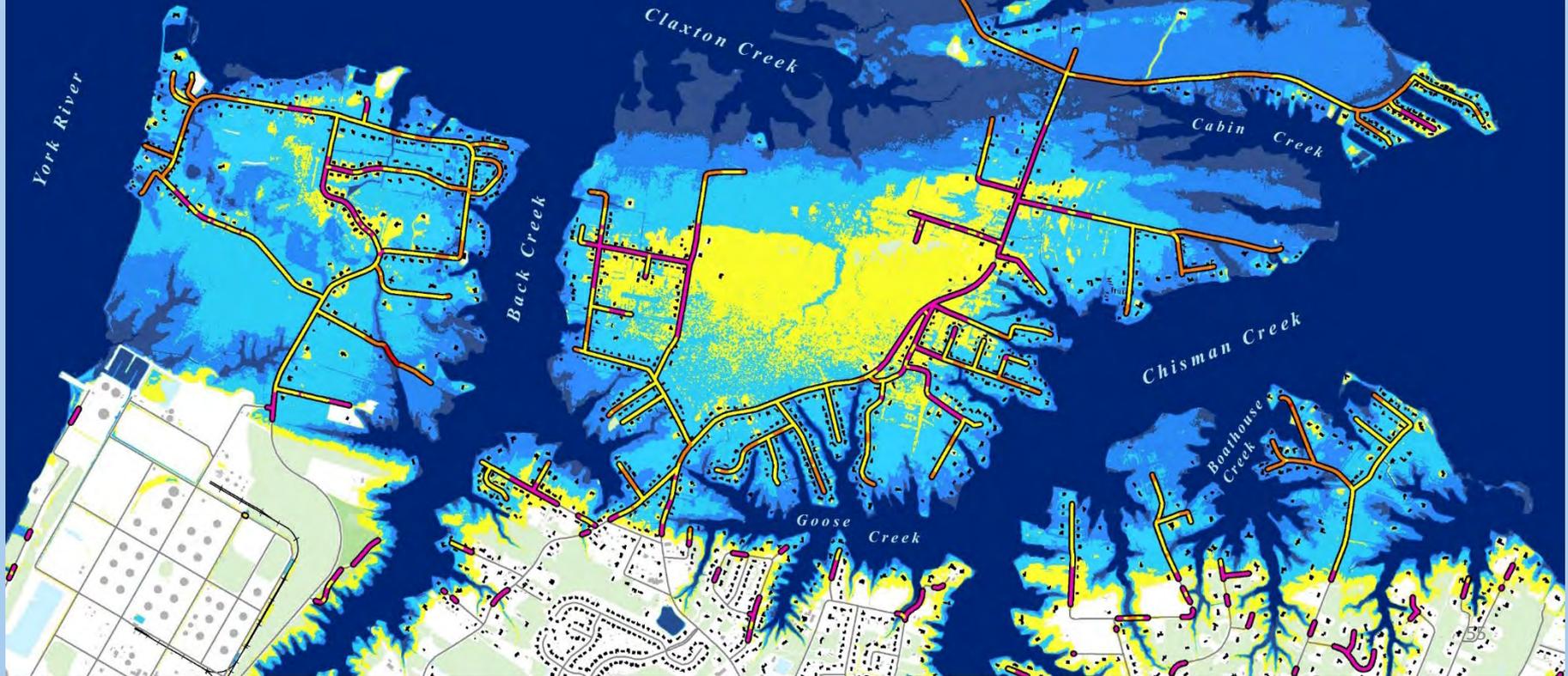


Property



SRL Zone	Miles
Near Term (2.5')	0.63
Medium Term (4.')	5.80
Long Term (5.5')	18.29
6' Storm Surge (7')	31.91

Roads



Studies and Actions of Other Governments, and Flood Insurance

State Government Actions

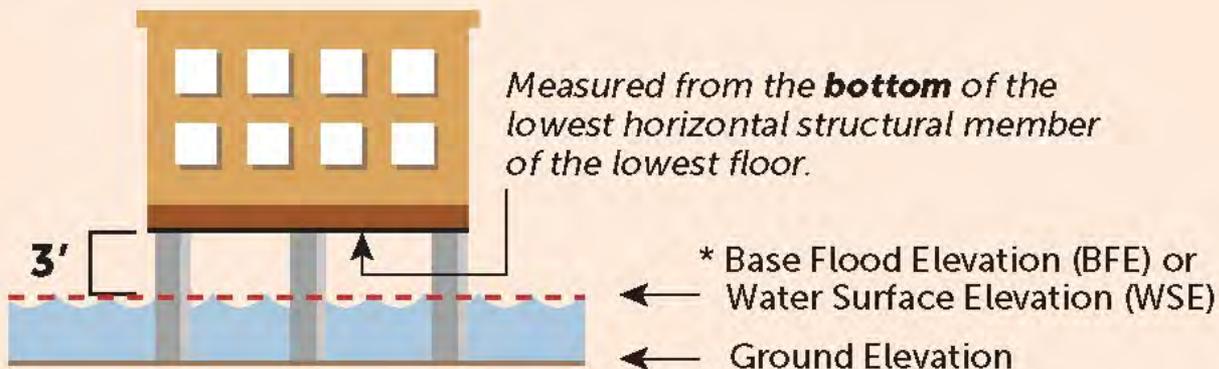
- Executive Order 24 – Increasing Virginia’s Resilience to Sea Level Rise and Natural Hazards – November, 2018
 - Designated the Secretary of Natural Resources as the Chief Resilience Officer
 - Requires research of the vulnerability of Commonwealth owned buildings

State Government Actions

- Executive Order 45 – Virginia Flood Risk Management Standard – November, 2019
 - Country’s strongest flood protection for state owned property.
 - Creates standards for development of state owned property in flood prone areas

Freeboard Standards

Coastal Special Flood Hazard Area or Shaded X Zone



Partial Exemption from Real Property Taxes for Flood Mitigation Efforts

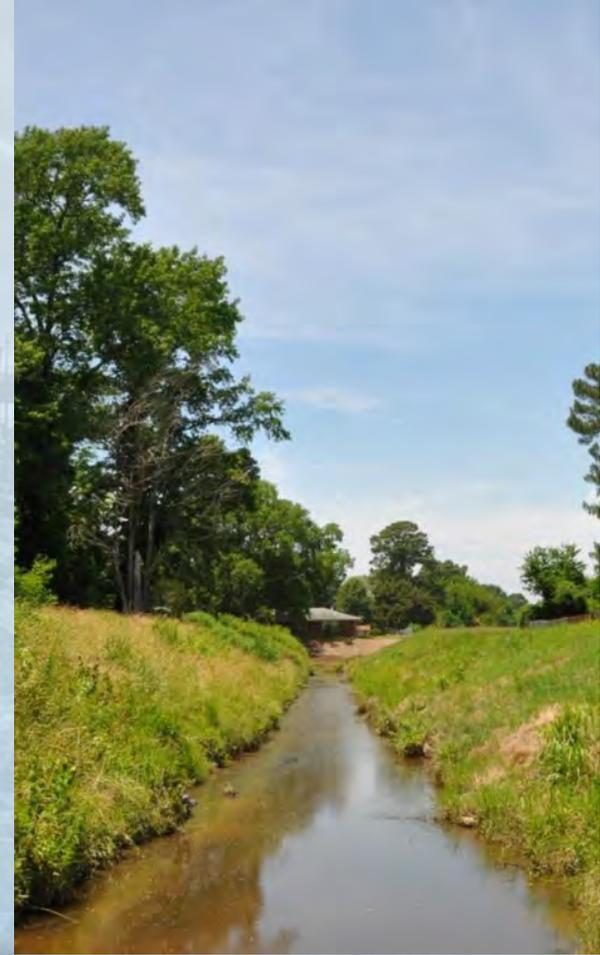
- In 2019 the General Assembly amended the Code to allow partial exemptions.
- The enabling legislation allows the localities to set the parameters in the ordinance for the requirements for the exemption.

City of Hampton

- Living with Water Hampton: A Holistic Approach to Addressing Sea Level Rise and Resiliency
- The Report represents the first phase of analysis and recommendations







SWIFT – Sustainable Water Initiative for Tomorrow, HRSD Water Treatment Initiative

- Benefits of SWIFT
 - Slow the rate of land subsidence, slow the rate of sea level rise
 - Restore the water supply in the aquifers
 - Help the Chesapeake Bay by reducing the amount of nutrients

ODU Public Awareness Event

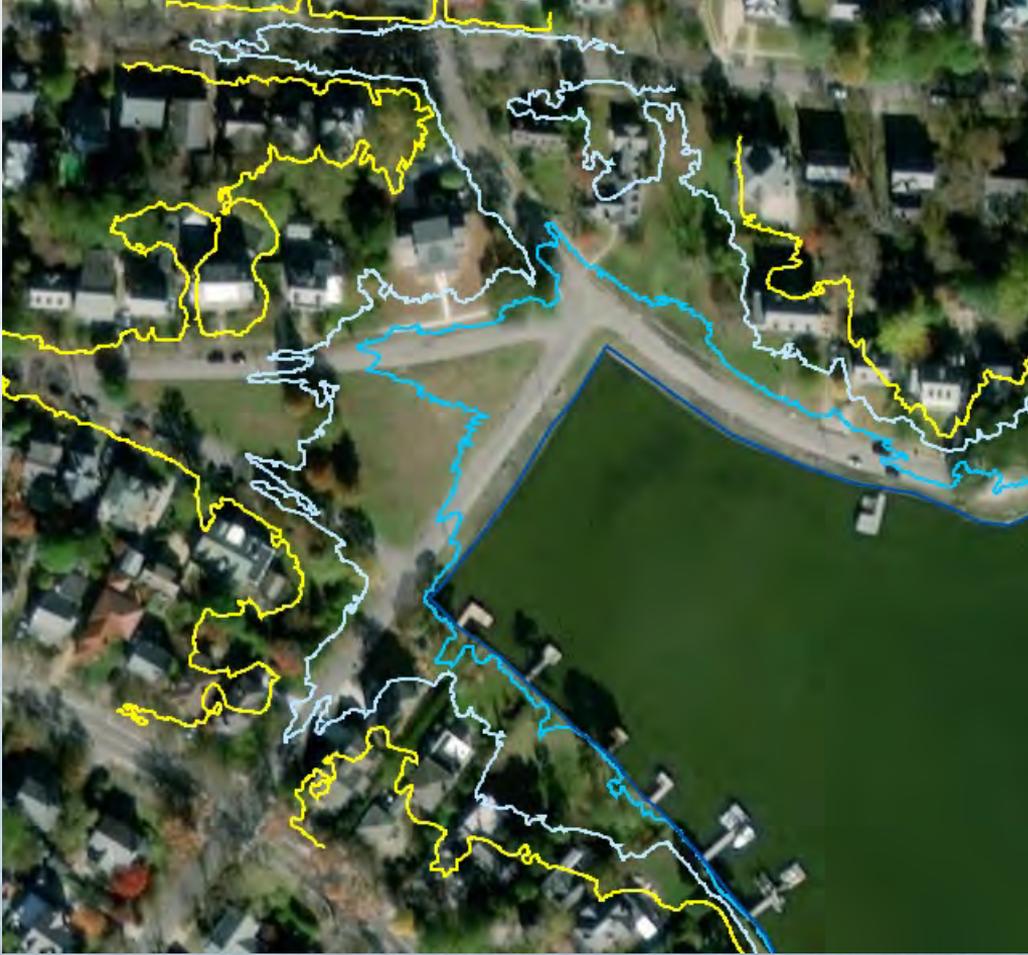
- ODU Blue Line Project
 - ODU faculty, students and the City of Norfolk
 - Used paint, flags, and chalk to show projected high tides
 - Effort to prompt community conversation about resilience and adaptation

— 2100

— 2080

— 2050

— 2020



Flood Insurance

- Biggert-Waters Flood Insurance Reform Act of 2012
- Homeowner Flood Insurance Affordability Act of 2014
- National Flood Insurance Program Risk Rating 2.0

Community Rating System

- Class 7
- 15% discount



FEMA

Charting the Course
York 2040

Ship's Blog



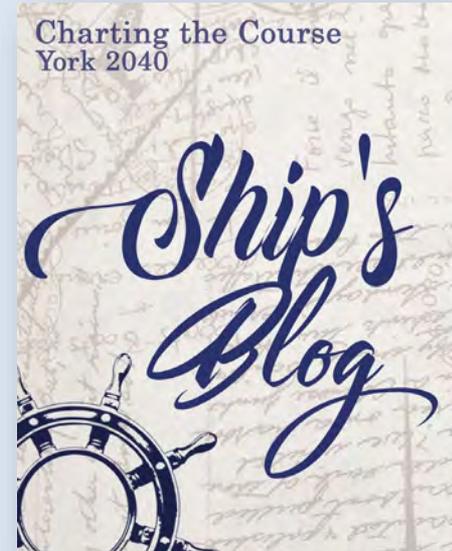
Questions?



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High Speed Fiber

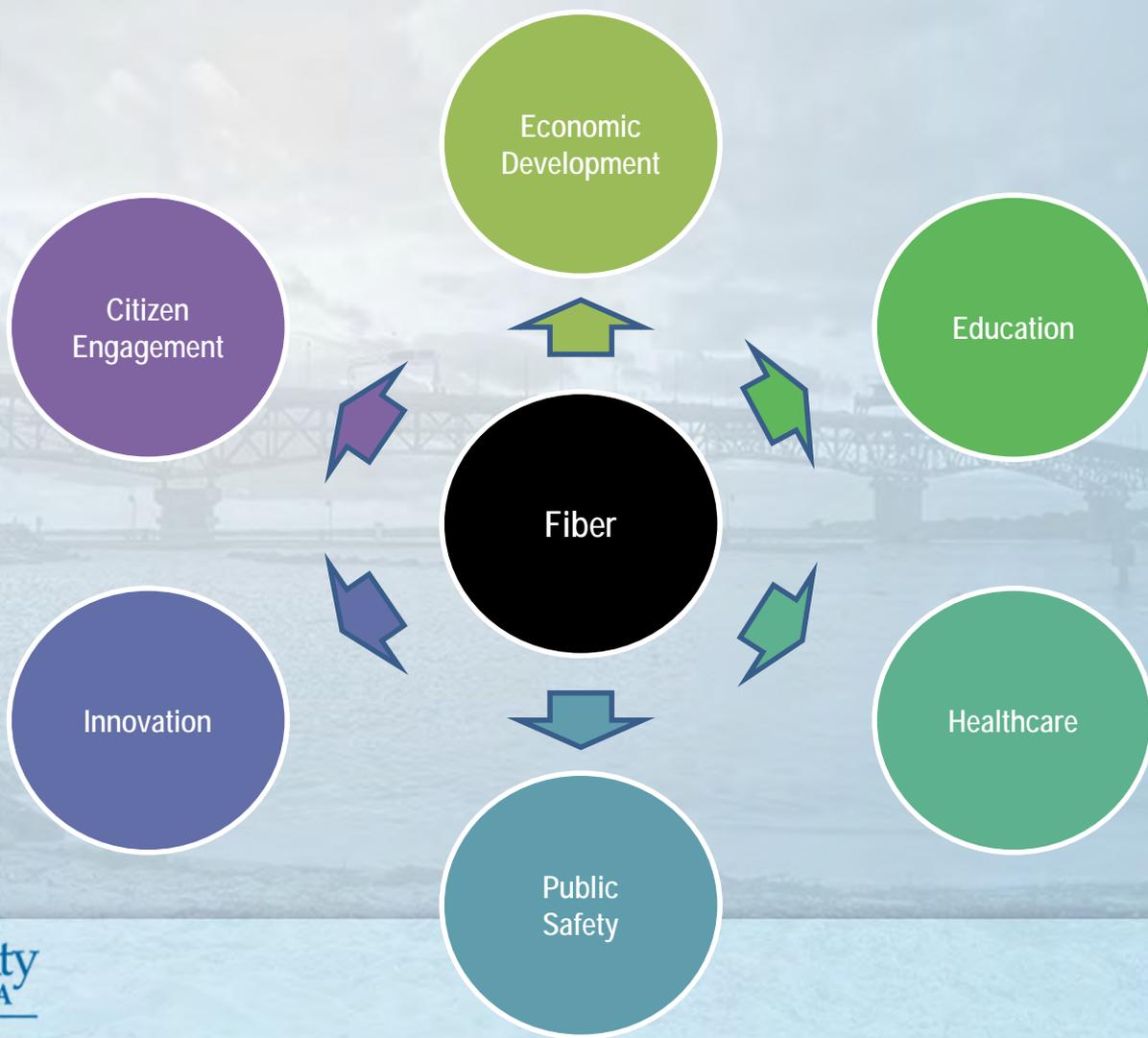
Tim Wyatt

Deputy Director, Information Technology

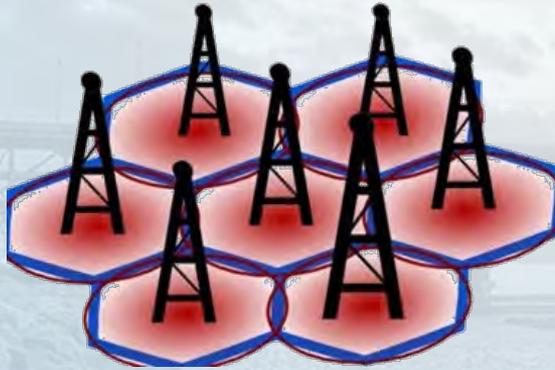
Melissa Davidson

Assistant Director, Economic Development





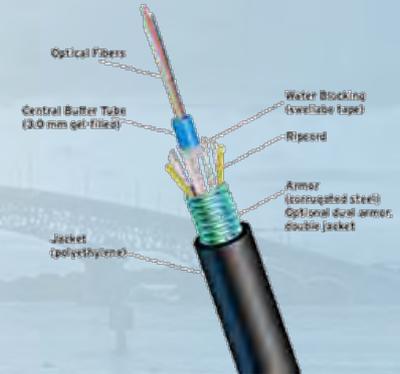
Wireless Technology



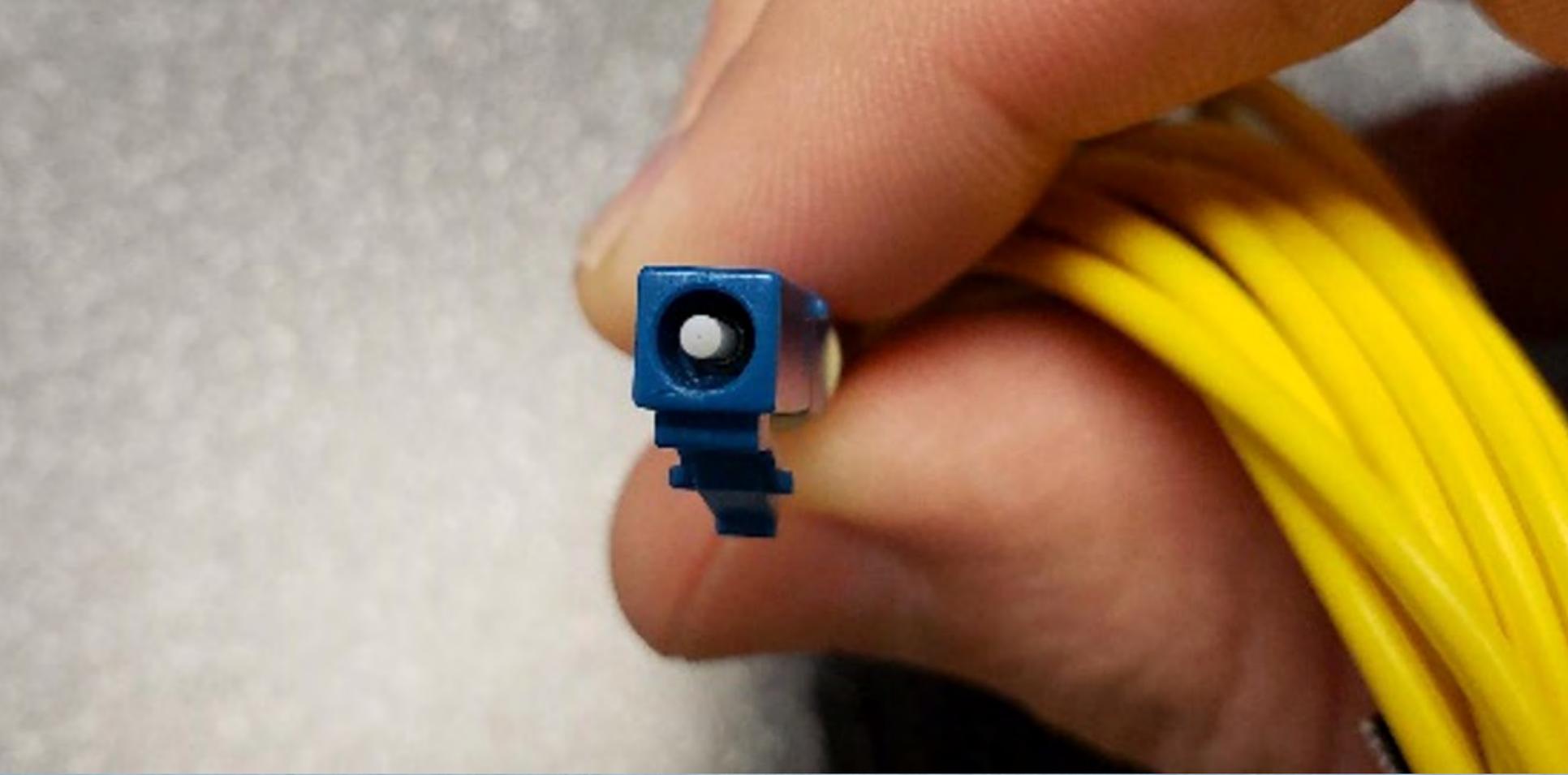
5G Cellular
Theoretical 1.5 Gbps
.01 - 2 km



Wi-Fi 6 (AX)
Theoretical 3.5 Gbps
.075 km

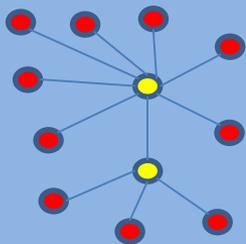


Fiber
100 Gbps
40 km



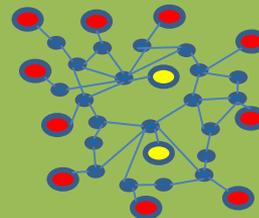
Dark vs Lit

DARK FIBER



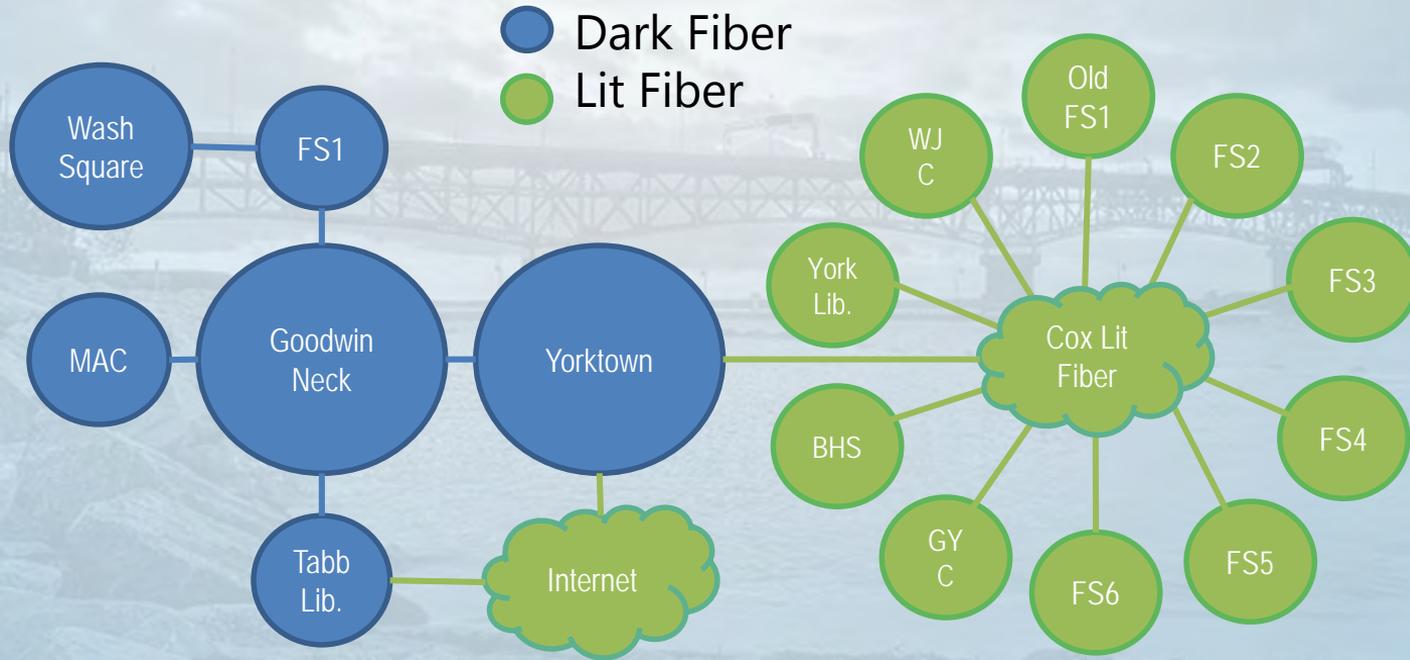
Secure and Reliable

LIT FIBER



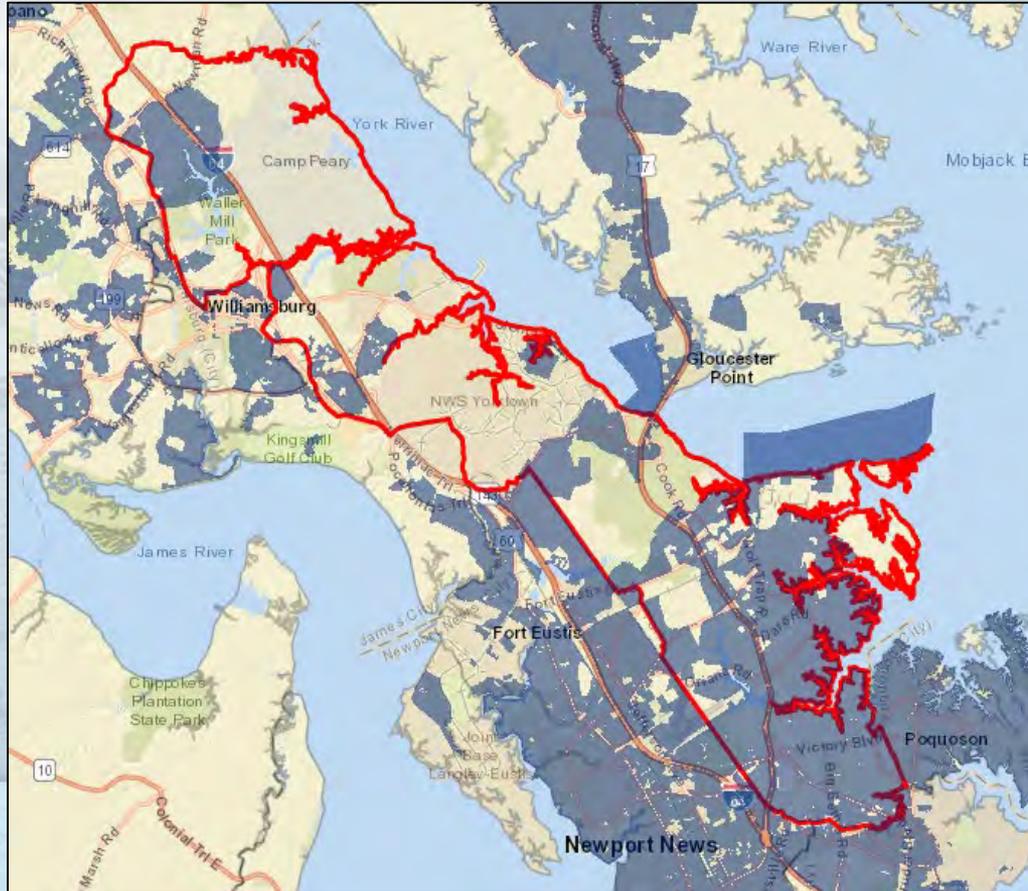
Scalable and Cost Effective

County Potential Expansion



- Fire Stations
- Parks
- Schools
- Residential/Commercial

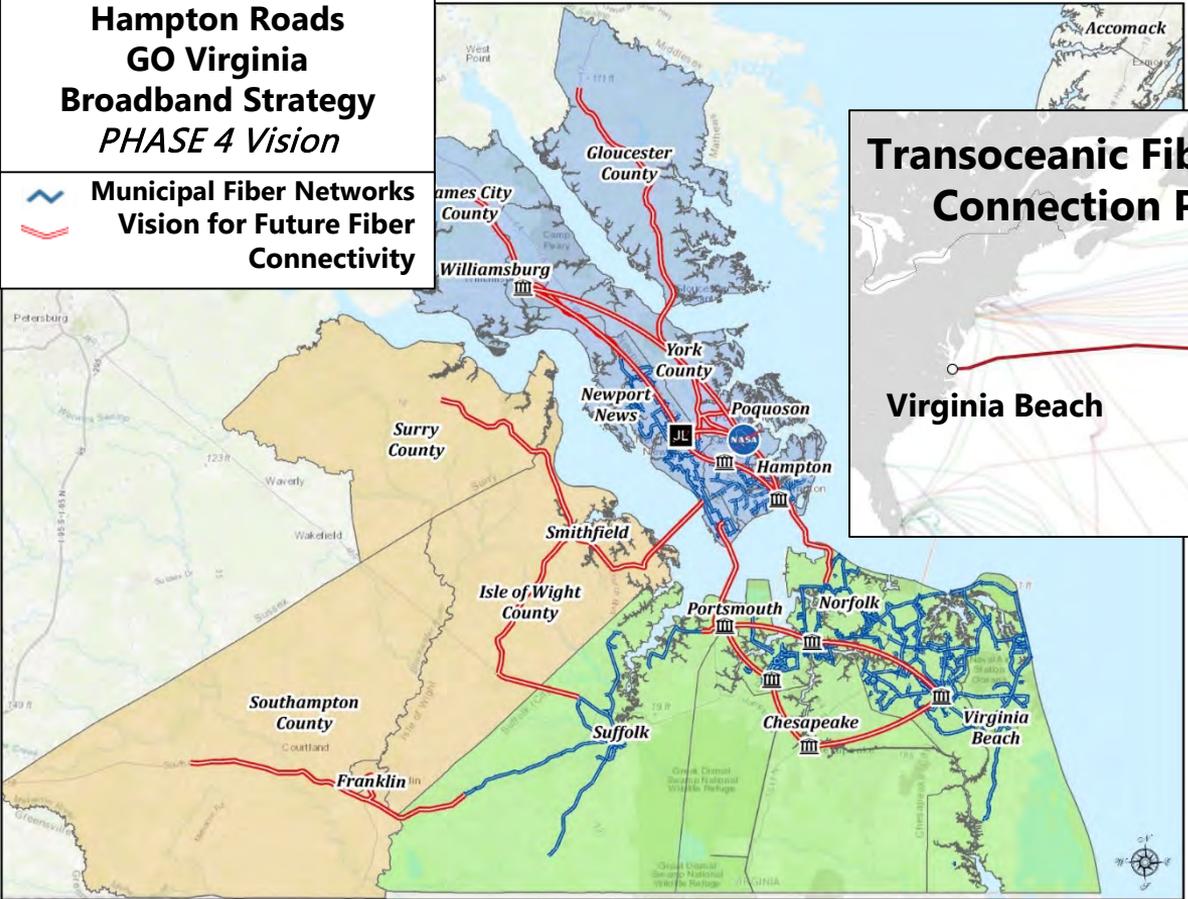
Fiber Coverage



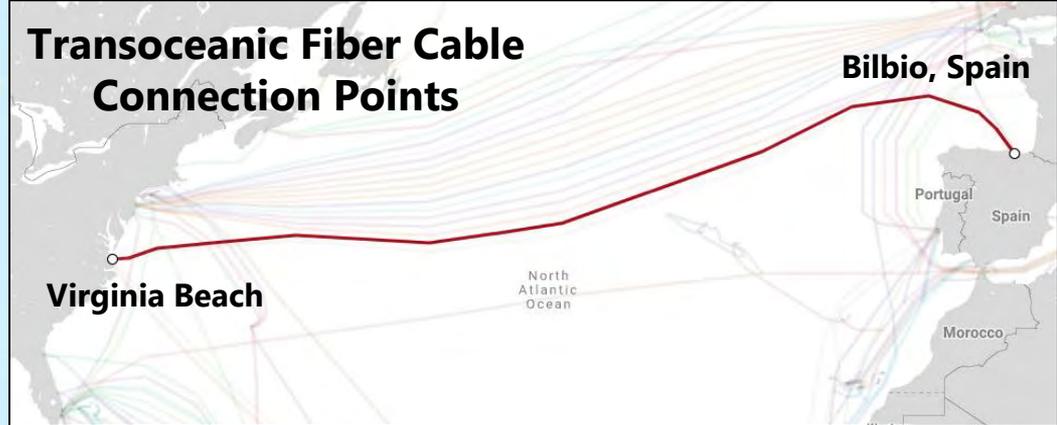
Regional Connectivity

Hampton Roads GO Virginia Broadband Strategy PHASE 4 Vision

 Municipal Fiber Networks
 Vision for Future Fiber Connectivity



Transoceanic Fiber Cable Connection Points



Making the Business Case

Is Fiber the New Sewer?

- Commercial-Based Businesses
 - Growth of Existing Brick & Mortar Businesses
 - Attraction of Tech Businesses & Data Centers
 - Amazon Effect – Retail Reuse
 - Tourists & Visitors

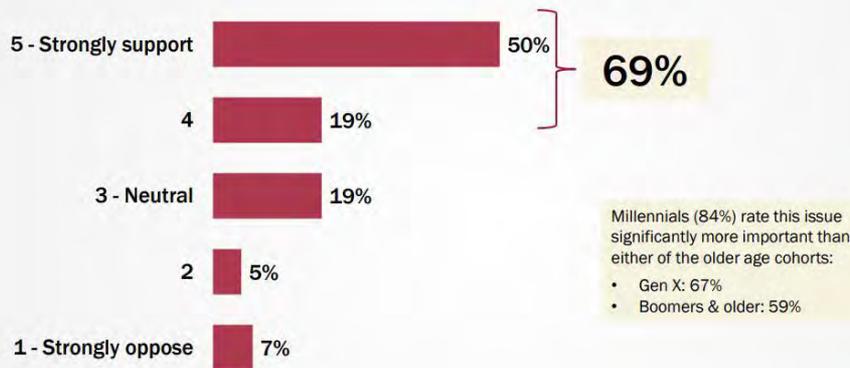


Making the Business Case

The Forgotten, yet Growing Sector

- Home-based Businesses & Teleworkers

More than two thirds of residents support the growth of home-based businesses in York County



“Home-based businesses could be a great opportunity for York County. People support it and it is in line with the growing trend of freelancing, especially among younger populations. If it financially works for the County to provide ways to support further growth in this area, it could make great sense for the community.”

Making the Business Case

Build it & they will come!

- Workforce Development
 - Millennials and The Gig Economy
 - Remote Worker Programs
 - Location, Location, Location
 - Perception is Reality

The GIG Economy by the numbers

56.7
million
US workers
are 1099

?
million
projected
by 2025

14.7
million
Full-time US workers
freelance on the side

42%
of those under 35
freelance

<https://www.urwco.com/f/freelance/>

Why Should We Care?

Broadband Access Can:

Increase home values by an average of 3.1%

Reduce hospital admissions by 25% and length of stay by 59%

Give households an economic benefit of \$1,850 per year

Assist K-12 students who are unable to complete homework due to lack of a home connection

Retain and attract businesses, especially in the technology industry

Attract younger workers to an area, building the available workforce

The Big Picture & Bottom Line

- County Facilities & Schools
- Business Attraction & Retention
- Retail Reuse
- Workforce Development
- Citizen Satisfaction

Better Connectivity = Happier Citizens & Businesses

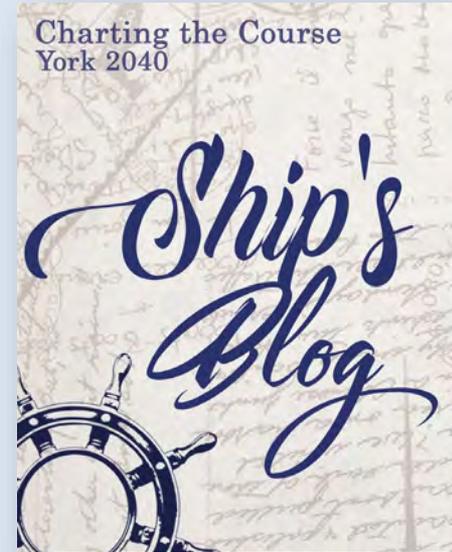
Takeaways

- Should York County be proactive or reactive in regards to broadband?
- Should it be reflected in a Strategic Priority for the County and/or Economic Development Authority?

Retreat Agenda

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- 10:15 - 10:45 b) **Technology – High Speed Fiber**
(Tim Wyatt & Melissa Davidson)
- 10:45 – 11:00 **BREAK**
- 11:15 – 11:30 ***Jeopardy – Round 2***
- 11:30 – 12:00 c) **Bridging the Gap - The Citizen Survey and The Future**
(Earl Anderson with Susan Kassel)



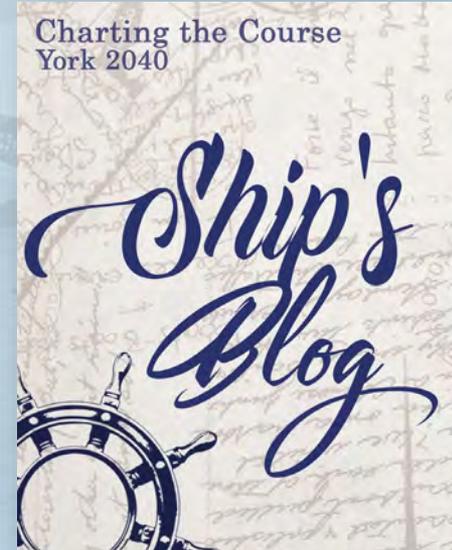


Round 2

Retreat Agenda

A Fresh Look at Strategic Priorities Focused on the Comprehensive Plan Update

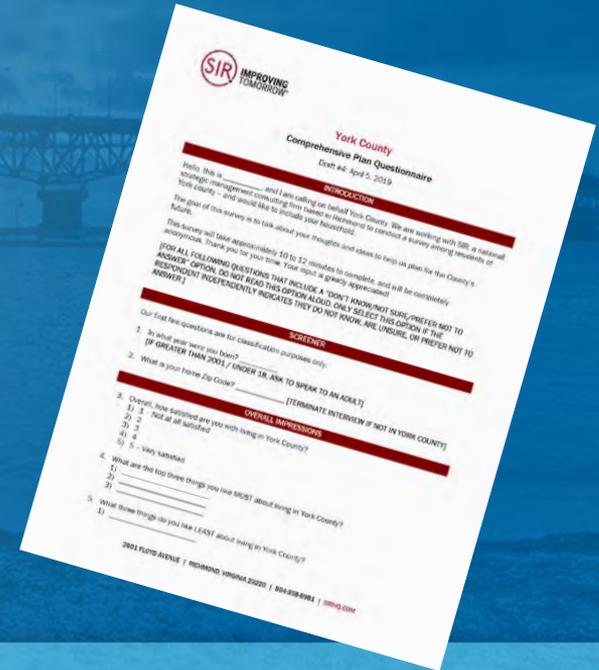
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(Earl Anderson with Susan Kassel)



Bridging the Gap

The Citizen Survey and The Future

Earl W. Anderson, Senior Planner
Susan Kassel, Director



Who said?

**IN OUR DESIRE TO PROTECT THE
COUNTY'S EXCELLENT QUALITY OF
LIFE, OUR FEAR OF CHANGE MAY
LIMIT OUR ABILITY TO POSITION
THE COUNTY FOR THE FUTURE.**

Neil's 2015 SWOT

- In our desire to protect the County's excellent quality of life, our fear of change may limit our ability to position the County for the future.
- Long-term Excellent Quality of Life is endangered if we don't address our weaknesses and further leverage our strengths.

What did our citizens say?

**WHICH GENERATION DO YOU
BELIEVE WOULD FAVOR
WALKABILITY?**

There are some significant differences in the importance ratings for sidewalks between selected groups

FACILITY OR INFRASTRUCTURE	GROUP	IMPORTANT ("4" & "5")
SIDEWALKS	Male	54%
	Female	65%
	Millennials or younger	72%
	Gen X	64%
	Boomers +	46%
	White	57%
	Minority	72%

Walkable Community Trends



Taylor Farms



Whittakers Mill

Top desires for “ideal” neighborhood

Having access to stores, restaurants, and services close to my home (within about 15 minutes).

81%

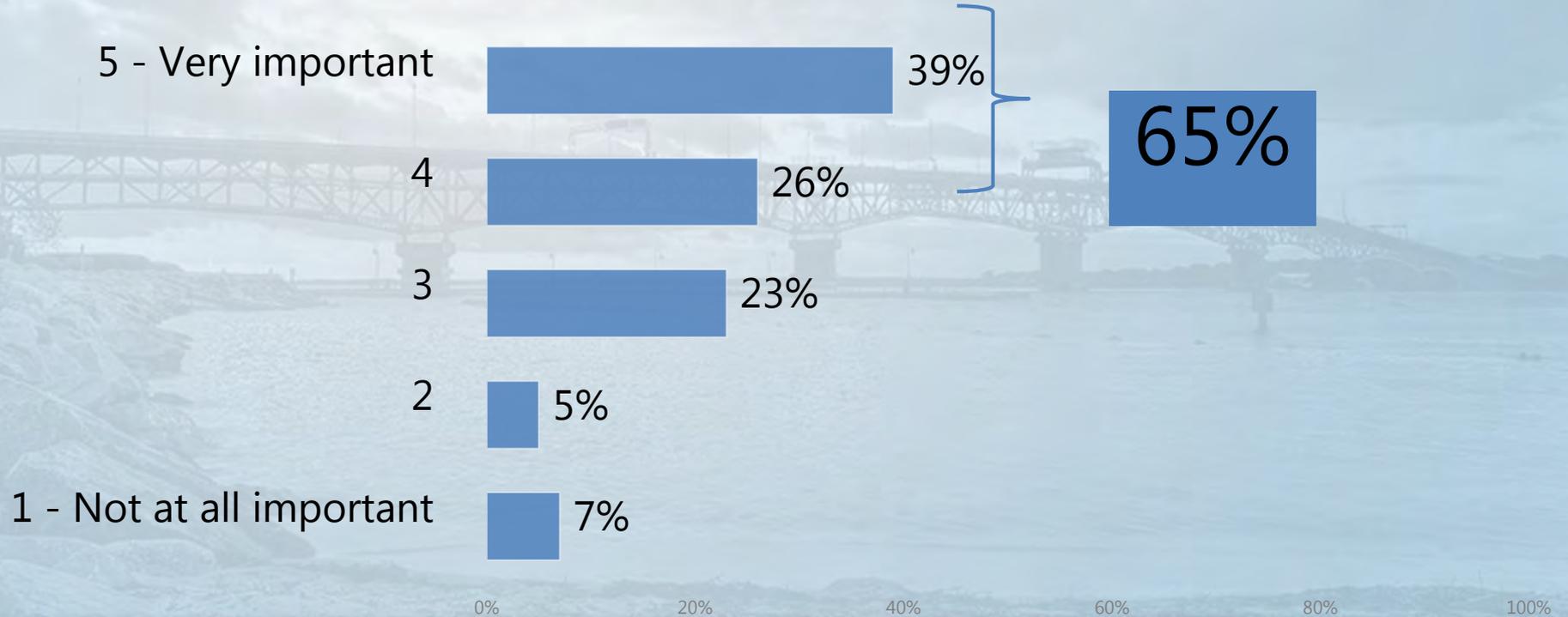
I would love to live within 15 minutes commute of my work and/or my school.

64%

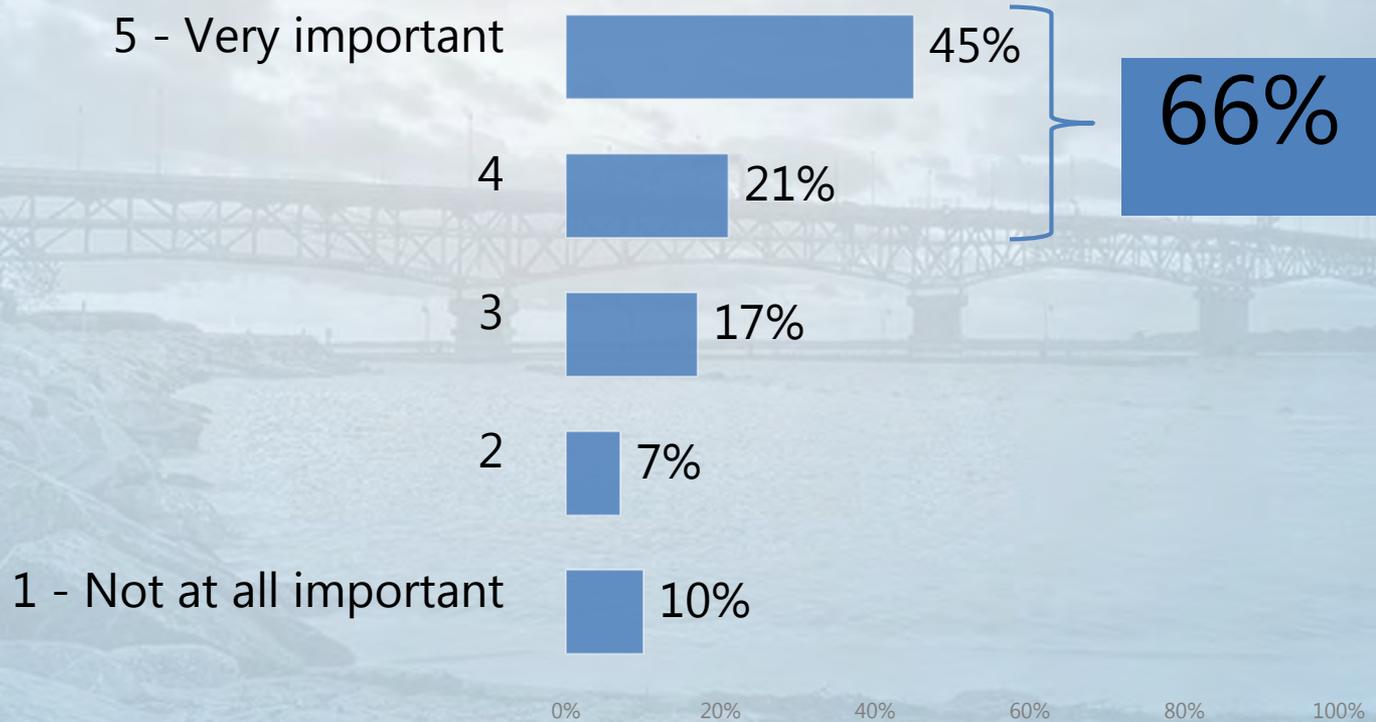
What did our citizens say?

**HOW MANY RESIDENTS FELT IT
WAS IMPORTANT TO FOCUS ON
ENCOURAGING AND ATTRACTING
A BALANCED POPULATION
GROWTH?**

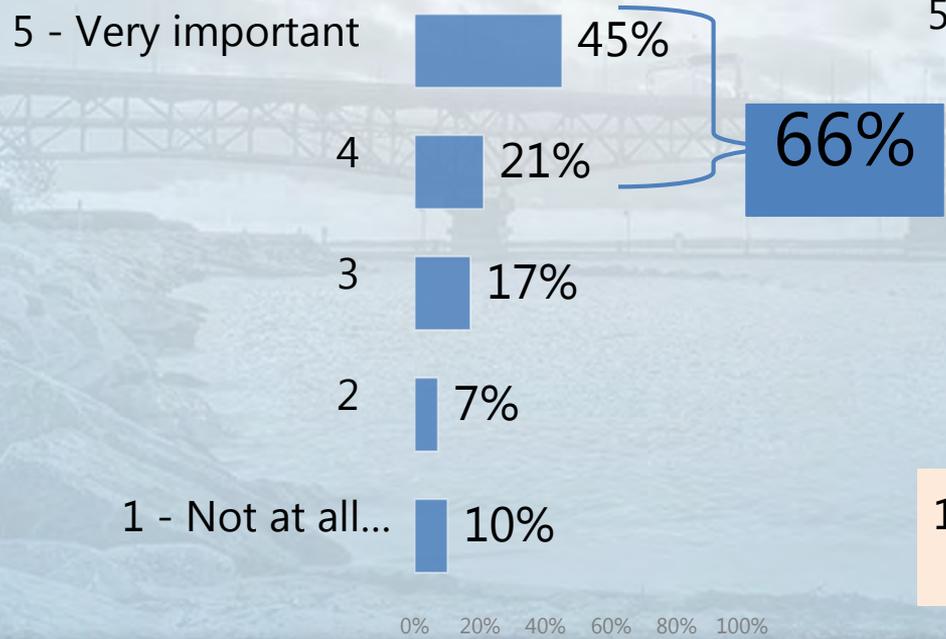
Two thirds of residents feel it is important to focus on encouraging and attracting a balanced population growth



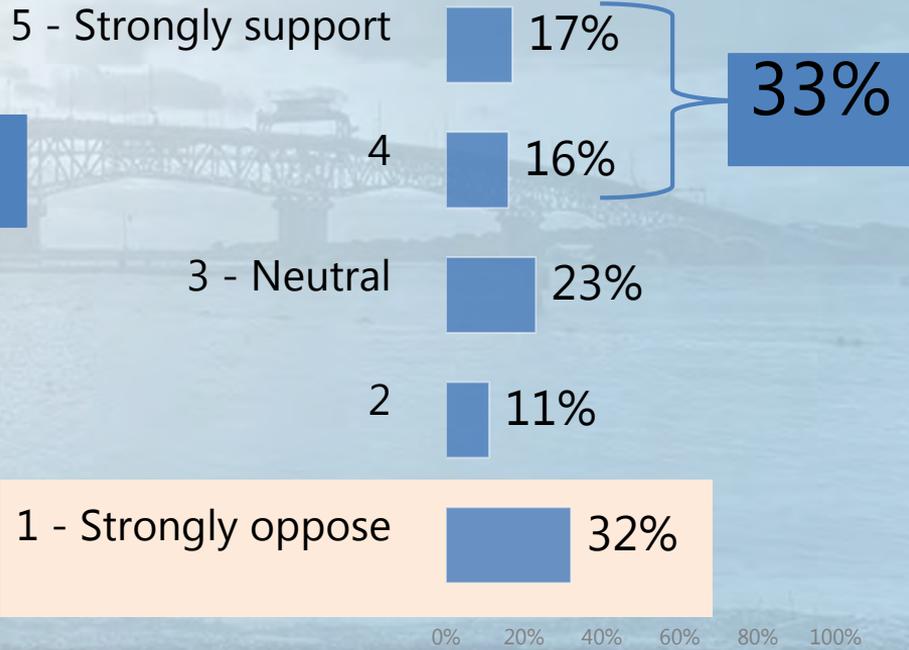
Two thirds of residents feel it is important to focus on encouraging the development of moderately-priced housing



Q13. How important do you feel it is for York County to focus on encouraging the development of moderately-priced housing in the next 20 years?



Q14. One way to encourage the development of moderately-priced housing in York County would be to increase the permitted number of homes per acre in some areas.



National Trend Examples

- Whittakers Mill
- Arbordale
- Martin Farm
- Reserve at Williamsburg

What did our citizens say?

**HOW MANY RESIDENTS SUPPORT
THE GROWTH OF HOME-BASED
BUSINESSES IN YORK COUNTY?**

More than two thirds of residents support the growth of home-based businesses in York County

5 - Strongly support



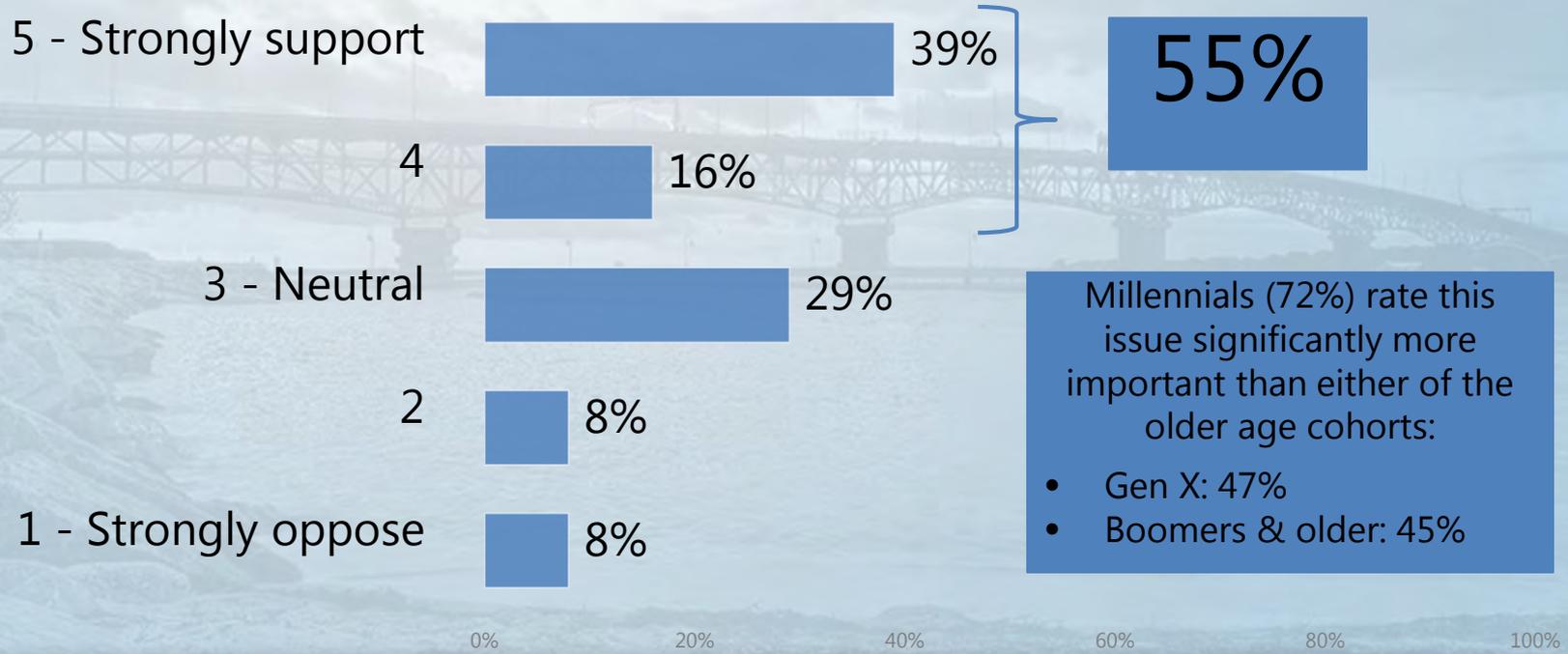
69%

Millennials (84%) rate this issue significantly more important than either of the older age cohorts:

- Gen X: 67%
- Boomers & older: 59%

0% 20% 40% 60% 80% 100%

Among those who support home-based business growth, half also support allowing those home-based businesses to have clients come to their home



The GIG Economy by the numbers

56.7
million

US workers are
independent contractors

14.7
million

Full-time US workers
freelance on the side

?
million

projected by 2025

42%

of those under
35 freelance



**Work is no
longer TIED
TO PLACE**

61%

of full-time freelancers would consider **moving** to a different city for a tax break of less than \$5,000.

Questions

A young child in a light blue shirt and dark shorts is walking away from the camera down a paved path that curves through a dense forest. The path is covered with fallen leaves, and the trees are lush and green. The word "Questions" is overlaid in large white text in the upper center of the image.

Retreat Agenda

12:00 – 1:00

LUNCH

1:00 – 1:45

New Trolley & Tourism Building (Kristi Olsen)

1:45 – 2:45

Board's Review of Strategic Priorities (Neil)

Jeopardy – Round 3 & Winner

2:45 – 3:00

BREAK

3:00 – 3:30

Budget Preview (Vivian McGettigan)

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

3:30 – 4:00

Discussion

Adjournment&





Board's Review of Strategic Priorities

Agenda

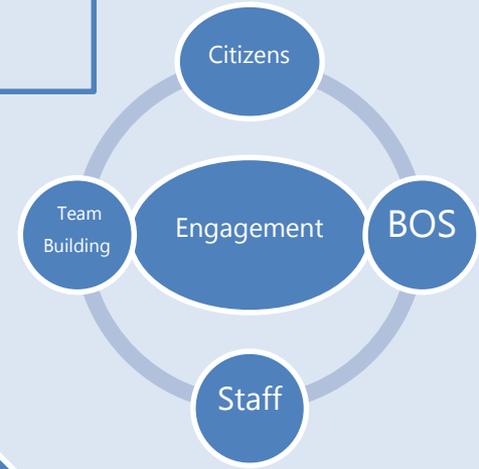
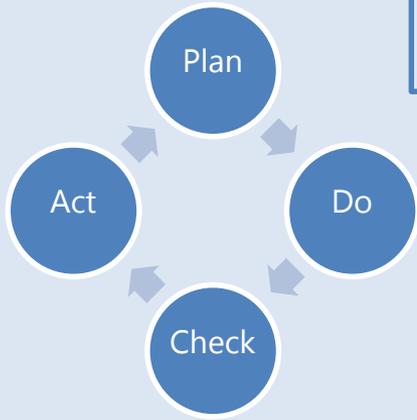
Annual Strategic Priorities' Review

- Consider Staff Presentation Information
- Review SWOT Analysis
 - Initial Assessment – 2015
 - Recent Updates
 - Staff Input
 - Youth Commission Input
- Board's Updates

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

The Resilient/Continuously Improving Organization





Considering the Impact of Staff Experts' Presentations on Strategic Priorities

- Sea Level Rise
- Technology – High Speed Fiber
- Bridging the Gap - The Citizen Survey and The Future

Sea Level Rise & Flooding

Goal – Develop a plan to help our community cope with severe storms and protect citizen property values.



Sea Level Rise & Flooding

- Continue to develop mapping and financial models
- Develop Sea Level Rise Chapter of Comprehensive Plan
- Develop Communications' Document for Citizens

Technology – High Speed Fiber

Potential Action Items:

- Create a Technology Working Group
- Expanded Investment in Dark Fiber



Technology – High Speed Fiber

Potential Action Items to Consider:

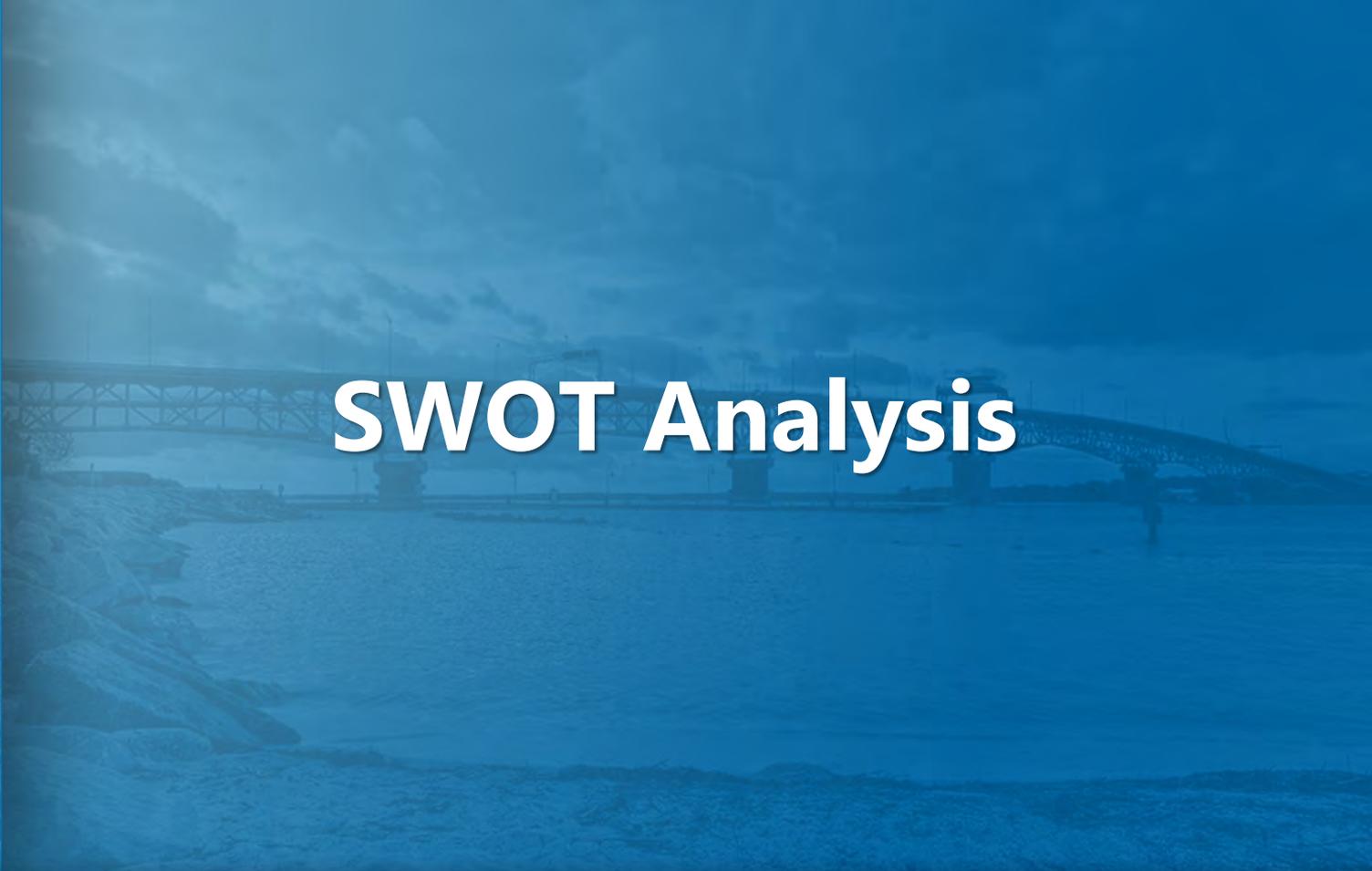
- Integrate dark fiber investments into CIP
- Develop 5G map through collaboration with service providers
- Encourage 5G technology in and around major facilities and population centers
- Protect critically sensitive view sheds

Bridging the Gap

The Citizen Survey and The Future

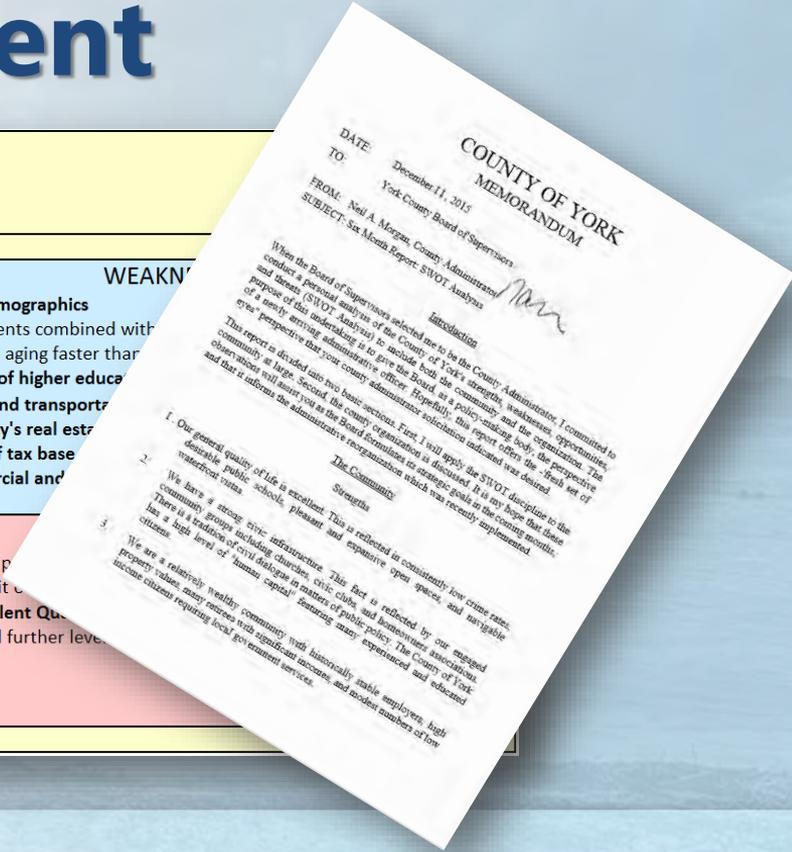
- New Chapters (Sea Level Rise/Technology Broadband)
- Walkable Communities
- Balanced Growth





Neil's Initial (6 Month) Assessment

YORK COUNTY	
Neil Morgan's December 2015 Memo	
Internal	
<p style="text-align: center;">STRENGTHS</p> <ol style="list-style-type: none"> 1. Excellent Quality of Life 2. Strong Civic Infrastructure 3. Relatively Wealthy Community: (Stable Employers, High Property Values) 	<p style="text-align: center;">WEAKNESSES</p> <ol style="list-style-type: none"> 1. Uneven Age Demographics (Older residents combined with younger) 2. Infrastructure is aging faster than replacement 3. No institutions of higher education 4. Regional road and transportation issues 5. Over half County's real estate is vacant 6. On-going loss of tax base 7. Limited commercial and industrial development
<p style="text-align: center;">OPPORTUNITIES</p> <ol style="list-style-type: none"> 1. Quality of Life Strengths (Promote more aggressively to attract businesses & residents) 2. County Civic Engagement Infrastructure further strengthened if we found more way to engage a higher percentage of our talented citizens 3. Potential to Strengthen our Economy (Redevelopment of commercial corridors, secure one or more sites) 	<p style="text-align: center;">THREATS</p> <ol style="list-style-type: none"> 1. In our desire to promote economic development, change may limit our ability to attract new businesses 2. Long-term Excellent Quality of Life may limit our ability to attract new businesses and further level the playing field
External	



2015 Initial SWOT

STRENGTHS

1. Excellent Quality of Life
2. Strong Civic Infrastructure
3. Relatively Wealthy Community
(Stable Employers, High Property Values)

2015 Initial SWOT

WEAKNESSES

1. **Uneven Age Demographics**
(Older residents combined with school aged children families)
2. **Infrastructure** is aging faster than renovation or replacement
3. **No institutions of higher education in County**
4. **Regional road and transportation** network near crisis
5. **Over half of County's real estate is non-taxable**
6. **Ongoing loss of tax base** (refinery & power plant)
7. **Limited commercial and industrial land**

2015 Initial SWOT

OPPORTUNITIES

- 1. Quality of Life Strengths**
(Promote more aggressively to attract businesses & residents)
- 2. County Civic Engagement Infrastructure** further strengthened if we found more ways to engage a higher percentage of our talented citizens
- 3. Potential to Strengthen our Economy**
(Redevelopment of commercial corridors, secure one or more sites)

2015 Initial SWOT

THREATS

1. In our desire to protect the County's excellent quality of life, our **fear of change** may limit our ability to position the County for the future.
2. **Long-term Excellent Quality of Life** is endangered if we don't address our weaknesses and further leverage our strengths



**A Fresh Look at
Our SWOT Analysis
Input from Staff & Others**

2020 SWOT Analysis



YORK COUNTY

SWOT ANALYSIS (COMMUNITY)
Meeting Group: For January 2020 Retreat Discussion

Source Grid:

Neil's December 2015 Memo Youth Commission Senior Staff

	Internal		
Positive	STRENGTHS	WEAKNESSES	
	<ol style="list-style-type: none"> 1. Excellent Quality of Life 2. Strong Civic Infrastructure 3. Relatively Wealthy Community: (Stable Employers, High Property Values) 4. Colonial Williamsburg, Parkway 5. Inviting Atmosphere for Families 6. Historic Identity - Name Recognition 7. Safe Community (Low Crime Rate & Professional Public Safety Responders) 8. Excellent Relationship between County Organization and Community 9. Efficient Government 10. Outstanding Schools 	<ol style="list-style-type: none"> 1. Uneven Age Demographics (Older residents combined with school aged children families) 2. Infrastructure is aging faster than renovation or replacement 3. Regional Road and Transportation network near crisis 4. Over Half County's Real Estate is Non-Taxable 5. Ongoing Loss of Tax Base (refinery & power plant) 6. Limited Commercial and Industrial land 7. Lack of Bike Lanes/Sidewalks 8. Dependence on Federal Government for Jobs 9. Outdated Schools/Class Sizes 10. Increasing Fiscal Impact of Regional Partnerships per contracts and Formulas 11. Empty Retail Space 	Negative
OPPORTUNITIES	THREATS		
	External		
	<ol style="list-style-type: none"> 1. Quality of Life Strengths (Promote more aggressively to attract businesses & residents) 2. County Civic Engagement Infrastructure further strengthened if we found more ways to engage a higher percentage of our talented citizens 3. Potential to Strengthen our Economy (Redevelopment of commercial coordinators, secure one or more sites) 4. Water - Research, Fishing, Entertainment 5. WiFi Access in Public Areas 6. Economic Opportunities with European Sister City Connections 7. Educate Citizens on Value of Economic Development & Redevelopment to Combat Fear of Change 	<ol style="list-style-type: none"> 1. In our desire to protect the County's excellent quality of life, our Fear of Change may limit our ability to position the County for the future. 2. Long-term Excellent Quality of Life is Endangered if we don't address our weaknesses and further leverage our strengths 3. Rising Sea Levels/Increase in Hurricanes/Climate Change 4. Gun Safety 5. Dependence on Federal Government for Economic Growth 6. Reduction in Budget Funding Due to the Loss of Large Contributors 7. Brain Drain of Young Professionals who Leave Area 	

Board Discussion – Update of Strategic Priorities

Retreat Agenda

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

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Round 3 & Winner

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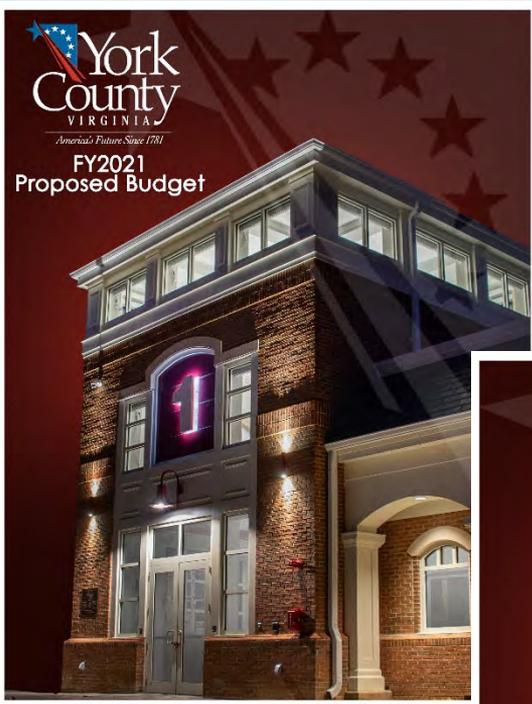
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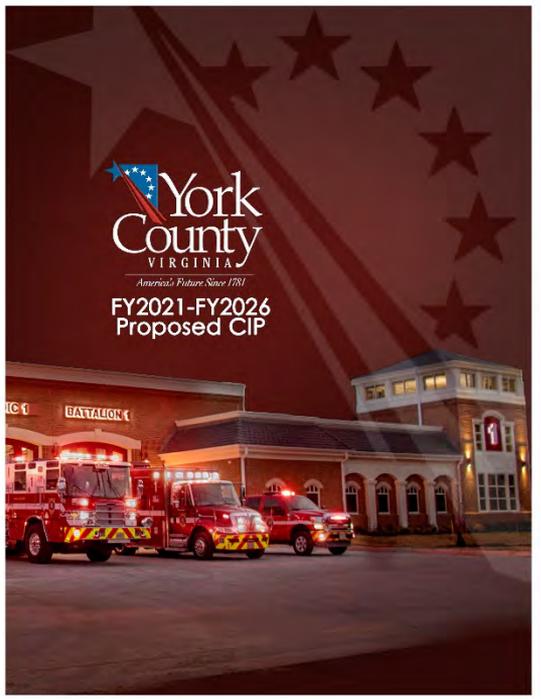
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Adjournment





Budget Preview



Agenda

- A Look at How FY19 Ended as our Baseline
- FY20's Projection at the Mid-Year Point
- FY21's Budget Preview

FY2019 Financial Results

FY2019 General Fund Carryover (rounded):

Revenue Surplus	\$ 3,720,000
Expenditure Savings	<u>970,000</u>
Total Surplus before Required Commitments	<u>\$ 4,690,000</u>

Less Required Commitments:

Grants and other restricted revenues	(12,000)
12% Reserve Requirement	(530,000)
FY2020's Budget Planned Use of Year-end Surplus (CIP)	<u>(3,110,000)</u>
Total Commitments	<u>\$ 3,652,000</u>

Year-end Funds Available for Departmental Requests and Senior Management Recommendations (.7% of Budget) **\$ 1,038,000**

FY17 = \$3,200,000 (2.0%)
FY18 = \$2,450,000 (1.7%)
FY19 = \$1,038,000 (0.7%)

FY20 General Fund Preliminary Revenue Projection

FY2020 Budget	\$ 146,422,000
Projected Revenue Surplus	\$ 1,400,000
FY21's CIP Funding from Year-End Surplus	\$ 1,375,000

* Expenditure Savings Provide Additional Cushion

Six Months Into FY2020

What We Know about Revenue Trends

Positive News:

\$800,000	Public Service Corporation - Closure Impact Budgeted for Dominion Energy won't occur in FY20
\$200,000	Personal Property
\$200,000	Occupational Licenses – I64 Widening (\$120,000 in FY19 & FY20 & \$60,000 in FY21)
\$200,000	Lodging and Meals
\$500,000	Other Revenue Categories

Unfavorable News & Trends we are Watching:

(\$400,000)	Real Estate Growth less than Budget Assumptions
(\$100,000)	Sales Taxes (includes One-Time 13 th Month)
	Permits Fees and Regulatory Licenses (FY20 is trending lower than FY19)

Early Estimate of Revenues for FY2021 Budget

Preliminary General Fund Revenue Increase

FY2020 Budget	\$ 146,422,000
Estimated Increase in Revenues	(\$2.0 - \$3.5 million)
Estimated Percentage Increase	(1.4% - 2.4%)

Revenue Outlook

- ↑ Stronger National and Local Economy
- ↑ Positive Consumer Confidence
- ↑ Strong State Revenue Outlook – Provides Opportunities to Restore Local Revenue
- ↑ Stable Tax Rates

Watch List:

- ↓ Power Plant Closure
- ↓ Following positive revenue growth years, encountering reductions in sales tax, permit revenues, real estate construction growth

FY 2021 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)
- On-going Technology Investments



Beyond FY 2021

- Facility needs
- Employee Compensation and Health Insurance
- Possible recession in the near term
- Increase in cost of borrowing

Suggested Topics for FY 2021 Budget Work Session Topics

- CIP Projects – Joint County & School Board Meeting
 - Debt Financing
 - Timing of borrowing/impact on budgets
 - Operating impacts
- Revenue Update/Health Insurance, as necessary
- Compensation
- Outside Agency Funding
- Additional Topics?



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