

**AG E N D A**  
**JAMES CITY COUNTY BOARD OF SUPERVISORS**  
**WORK SESSION**  
**County Government Center Board Room**  
**101 Mounts Bay Road, Williamsburg, VA 23185**  
**September 27, 2016**  
**4:00 PM**

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**A. CALL TO ORDER**

**B. ROLL CALL**

**C. BOARD DISCUSSIONS**

1. Strategic Plan Discussion with Clarion
2. Joint Work Session with Economic Development Authority

**D. CLOSED SESSION**

**E. ADJOURNMENT**

1. Adjourn until Regular Meeting at 6:30 pm

**ITEM SUMMARY**

DATE: 9/27/2016  
TO: The Board of Supervisors  
FROM: Bryan J. Hill, County Administrator  
SUBJECT: Strategic Plan Discussion with Clarion

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**ATTACHMENTS:**

	Description	Type
☐	Memorandum	Cover Memo
☐	Attachment 1	Exhibit
☐	Attachment 2	Exhibit

**REVIEWERS:**

Department	Reviewer	Action	Date
Board Secretary	Fellows, Teresa	Approved	9/20/2016 - 10:28 AM
Board Secretary	Purse, Jason	Approved	9/20/2016 - 10:37 AM
Board Secretary	Fellows, Teresa	Approved	9/20/2016 - 10:40 AM
Publication Management	Burcham, Nan	Approved	9/20/2016 - 10:43 AM
Legal Review	Kinsman, Adam	Approved	9/20/2016 - 11:29 AM
Board Secretary	Fellows, Teresa	Approved	9/20/2016 - 11:41 AM
Board Secretary	Purse, Jason	Approved	9/20/2016 - 11:43 AM
Board Secretary	Fellows, Teresa	Approved	9/20/2016 - 11:56 AM

## MEMORANDUM

DATE: September 27, 2016

TO: The Board of Supervisors

FROM: Leigh Anne King, Clarion Associates

SUBJECT: Materials for September 27, 2016, Board of Supervisors Meeting

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This memorandum transmits the information to be included in the September 27, 2016, Board of Supervisors meeting packet. The purpose of these materials and this meeting is to provide an update on development of the Plan and seek endorsement to move forward on final tasks to complete the Plan.

### **Packet Contents**

#### **Goal Descriptions and Projects and Initiatives:**

This six-page handout presents the seven Strategic Plan goals accompanied by their full description. This handout also identifies “*What Are We Trying to Achieve*” with each goal. Beneath the “*What Are We Trying to Achieve*” sections are tables showing the respective capital projects and operational initiatives intended to accomplish each goal. Projects are split into “strategic” and “recurring” operational initiatives and capital projects. The term ‘recurring’ describes actions that are implemented on an ongoing or annual basis. Strategic actions are those that emerged from the Strategic Planning process, are included in other plans and studies and are not yet incorporated into the James City County budget and Capital Improvements Program (CIP).

A separate capital projects and operational initiatives handout, included in the appendix to this memorandum, shows the results of the prioritization exercises conducted by SPAG and the Board of Supervisors and the general fiscal/economic analysis results. These can help with future decision making that may occur as part of the budget and CIP processes to implement the Strategic Plan.

LAK/nb  
ClarionAssoc-mem

Attachment

## Strategic Plan Goal Descriptions and Projects and Initiatives



### Goal #1: Sustainable Long-Term Water Supply

James City County will provide an adequate, potable, long-term water supply that is financially sustainable for the County's current and future residents and businesses.

#### What Are We Trying To Achieve

- Meet our long-term water supply needs in a sustainable manner

#### STRATEGIC OPERATIONAL INITIATIVES AND CAPITAL PROJECTS

Strategic Operational Initiative #	Description
1.1.1	Update JCSA Asset Management Plan (Capital Replacement Plan)
1.1.2	Update JCSA Regulations
1.1.3	Develop Water Conservation Plan for Residences and Businesses

#### RECURRING OPERATIONAL INITIATIVES

Recurring Operational Initiative #	Description
1.3.1	Evaluate Alternatives for Long-Term Water Supply



## Goal #2: Modern Infrastructure, Facilities, and Technology Systems

The County will undertake strategic investments to modernize infrastructure, community facilities, public education, and technology to enhance the quality of life provided to its residents, address the changing needs of its aging population, and improve the prospects for growing and new businesses. These investments will be funded using sustainable approaches that will maintain the fiscal health of the County.

### What Are We Trying To Achieve

- Modernize infrastructure and enhance technology to support targeted economic development efforts and enhance quality of life for the citizens of James City County

### STRATEGIC OPERATIONAL INITIATIVES AND CAPITAL PROJECTS

Strategic Operational Initiative #	Description
2.1.1	Develop a Plan for a Multi-Use Venue for Arts, Sports, Education
2.1.2	Develop Long Range Facilities Plan in Coordination with WJCC Schools*
2.1.3	Conduct a Study of County Office Space Needs
2.1.4	Develop Enterprise Architecture Plan (Technology Plan)
2.1.5	Develop a Plan to Reclaim Hospital Area at the JCCRC for Program Space for Users

Strategic Capital Project #	Description
2.2.1	Purchase Land (future schools and JCC facilities)*
2.2.2	Construct Skiffes Creek Connector
2.2.3	Widen Croaker Road– Phase 1
2.2.4	Implement Stormwater CIP Projects
2.2.5	WJCC Schools CIP FY22-FY26 (New facilities construction)

\*Projects and initiatives marked with an asterisk indicate those that also relate to Goal #6: High Quality Education.

### RECURRING OPERATIONAL INITIATIVES AND CAPITAL PROJECTS

Recurring Operational Initiative #	Description
2.3.1	Plan for Land Needs (future schools & JCC facilities)
2.3.2	Update Master Transportation Plan & Prioritization of Road Projects
2.3.3	Continue to Develop Watershed Management Plans for the Remaining County Watersheds
Capital Project Maintenance #	Description
2.4.1	Replace JCSA Meters at Residences (ongoing)



### Goal #3: Expanding and Diversifying Local Economy

James City County will support the expansion and diversification of the local economy by providing the regulatory framework to support business development, by undertaking economic development marketing and recruitment efforts, and by fostering the development and expansion of businesses.

#### What Are We Trying To Achieve

- Create a diverse and sustainable local economy that upholds JCC’s commitment to protect community character, and supports regional economic development targets

#### STRATEGIC OPERATIONAL INITIATIVES AND CAPITAL PROJECTS

Strategic Operational Initiative #	Description
3.1.1	Review JCC Ordinances, Fees and Procedures to Remove Barriers for Business. Provide Incentives for Small Business, Home-Based Businesses and Entrepreneurs
3.1.2	Identify Opportunities to Prepare Shovel Ready Sites for Industrial and Business Development, with Preference for Locations within the PSA
3.1.3	Update of Business Climate Taskforce Report
3.1.4	Implement Target Industries Study Strategies
3.1.5	Conduct Scenario Planning (Land Use and Fiscal Evaluation of Proposed Large Land Use Changes)

#### RECURRING OPERATIONAL INITIATIVES

Recurring Operational Initiative #	Description
3.3.1	Coordinate with Regional Partnerships (Tourism and Economic Department Initiatives)



## Goal #4: Protected Community Character and an Enhanced Built Environment

James City County’s unique historic assets, natural environment, rural character, hometown feel, and attractive developments will be protected and maintained over time. Community corridors and older developed centers and neighborhoods will be enhanced and revitalized.

### What Are We Trying To Achieve

- Protect community character, including natural and historic assets
- Improve visual character of the built environment

### STRATEGIC OPERATIONAL INITIATIVES AND CAPITAL PROJECTS

Strategic Operational Initiative #	Description
4.1.1	Implement Initiative to Improve Visual Character of Major Road Corridors
4.1.2	Develop Strategies to Promote Private Redevelopment of Underutilized Properties
4.1.3	Complete a Comprehensive Rewrite of the Zoning Ordinance to a Community Based Code
4.1.4	Develop Strategies for Open Space Preservation
4.1.5	Update Community Appearance Guide
4.1.6	Develop Local Green Infrastructure Map with HRPDC
4.1.7	Update Mandatory Tree Protection Standards

### RECURRING OPERATIONAL INITIATIVES

Recurring Operational Initiative #	Description
4.3.1	Update County Comprehensive Plan



## Goal #5: Exceptional Public Services

James City County will provide an exceptional quality of life to its residents by focusing on the provision of public services that meet the need of a changing population. The County will do this by maintaining a safe environment for its residents, improving services to the County's aging population, enhancing parks and recreational offerings, supporting strategies to facilitate the development of affordable workforce housing, and providing effective assistance to the County's underserved populations.

### What Are We Trying To Achieve

- Improve County services that meet the demands of our growing and changing population
- Improve quality of life for the aging community and special needs populations
- Achieve greater awareness and understanding of County efforts and actions

### STRATEGIC OPERATIONAL INITIATIVES AND CAPITAL PROJECTS

Strategic Operational Initiative #	Description
5.1.1	Develop Plan to Address the Health, Housing and Job Placement Needs of Homeless, Lower Income, and Special Needs Populations
5.1.2	Develop a Strategic Plan for Seniors (Health, Housing, Transportation)
5.1.3	Continue to Expand Parks and Recreation Services to Low Income Neighborhoods through Partnerships
5.1.4	Establish Workforce Housing Task Force
5.1.5	Develop Strategies to Address Findings in Housing Conditions Study
5.1.6	Update Greenways Master Plan
5.1.7	Develop Mobile Integrated Healthcare / Community Paramedicine Program

Strategic Capital Project #	Description
5.2.1	Implement Warhill Sports Complex Improvements (field hockey, lacrosse complex, traffic analysis/easement & new entrance road, multi-purpose field practice complex/restrooms, parking, community gym)
5.2.2	Implement Safety/Fire Station Improvements (major renovation at Station 3, new fire training facility)
5.2.3	Implement Jamestown Beach Event Park Improvements (Vermillion House/Gardens, Event Area)
5.2.4	Implement James City County Marina Improvements (Phase 1 – Bulkhead, Floating/Covered Docks Fuel)
5.2.5	Implement Abram Frink Community Center Park Improvements (Splash pad/shelter)
5.2.6	Implement Recreation Center Park Improvements (Parking Expansion, Outdoor Restrooms/Concession)
5.2.7	Supplement Fire Safety Vehicles and Equipment (add 2 ambulances, add 1 pumper)
5.2.8	Implement ADA Required Parks and Recreation Facility Improvements

### RECURRING OPERATIONAL INITIATIVES

Recurring Operational Initiative #	Description
5.3.1	Complete Fire and Emergency Service Accreditation (Fire and Emergency Service Self-Assessment, Community Risk Assessment - Standards of Cover)
5.3.2	Complete Master Plan Revisions for All Individual Parks
5.3.3	Complete Parks and Recreation National Accreditation
5.3.4	Develop Plans to Enhance Emergency Preparedness
5.3.5	Expand Opportunities for Public Participation In JCC Government





## Goal #6: High Quality Education

James City County will support high quality education by focusing primarily on its core fiscal responsibility of funding high quality public schools through joint facility planning efforts with WJCC, and by collaborating on opportunities to support other education efforts in the County.

### What Are We Trying To Achieve

- Advancement of Williamsburg-James City County Public Schools through capital investment and strategic partnerships
- Expand educational offerings for all JCC citizens through partnership effort

### STRATEGIC OPERATIONAL INITIATIVES AND CAPITAL PROJECTS

Though there are strategic short-term capital projects and operational initiatives that relate to this Goal and its associated Planning Themes, they have already been included in this report under Goal #2 and were excluded here to avoid duplication. Strategic capital projects with an asterisk under Goal #2 delineate those that also relate to Goal #6.

### RECURRING OPERATIONAL INITIATIVES

Recurring Operational Initiative #	Description
6.3.1	Collaborate with WJCC Schools to Implement WJCC Strategic Plan
6.3.2	Collaborate with Regional Entities on Workforce Development & Training Initiatives
6.3.3	Collaborate with Child Development Resources to Implement Smart Beginnings Program



## Goal #7: Fiscally Efficient Government

The County will manage government finances using sound fiscal management practices to ensure short-term and long-term funding strategies for future investments. These investments will be funded using sustainable approaches that will maintain the fiscal health of the County.

### What Are We Trying To Achieve




- County decision-making informed by the true costs and benefits of implementation
- Update financing and service provision tools to increase efficiency of government services

### STRATEGIC OPERATIONAL INITIATIVES AND CAPITAL PROJECTS

Strategic Operational Initiative #	Description
7.1.1	Conduct a Cumulative Fiscal, Infrastructure, Community Character, Environmental Impact Analysis of Expanding PSA
7.1.2	Update and Coordinate CIP Process & Timeline (Expand Timeline, Coordinate Process with Strategic Plan, and Role of WJCC Schools)
7.1.3	Refine Fiscal Impact Model to Assess Development Impacts on Fiscal Health
Capital Project Maintenance #	Description
7.4.1	Implement County Operations Improvements (real estate management software replacement, accounting and purchasing software replacement, land development software replacement)

# Projects and Initiatives

The BOS and SPAG participated in a prioritization exercise to identify short-term capital projects and operational initiatives they felt were higher priorities. The following symbols are used to indicate high, medium, and low priority projects and initiatives identified by the BOS and SPAG. A fiscal analysis was also conducted to identify the relative fiscal/economic benefit of each project/initiative.

-  = High Priority/Benefit
-  = Medium Priority/Benefit
-  = Low Priority/Benefit
- NR- = Not Ranked\*\*

## Short-Term Capital Projects By Goal (FY 2017-2026)
























Goal #2



		Fiscal	BOS	SPAG
1	Purchase Land (future schools and JCC facilities)^			
2	Construct Skiffes Creek Connector			
3	Widen Croaker Road- Phase 1			
4	Implement Stormwater CIP Projects			-NR-
5	WJCC Schools CIP FY22-FY26 (New facilities construction)	-NR-	-NR-	-NR-
6	Replace JCSA Meters at Residences (ongoing)*			

Goal #5



7	Implement Warhill Sports Complex Improvements (field hockey, lacrosse complex, traffic analysis/easement & new entrance road, multi-purpose field practice complex/restrooms, parking, community gym)			
8	Implement Safety/Fire Station Improvements (major renovation at Station 3, new fire training facility)			
9	Implement Jamestown Beach Event Park Improvements (Ambler House/Gardens, Event Area)			
10	Implement James City County Marina Improvements (Phase 1 – Bulkhead, Floating/Covered Docks Fuel)			
11	Implement Abram Frink Community Center Park Improvements (Splash pad/shelter)			
12	Implement Recreation Center Park Improvements (Parking Expansion, Outdoor Restrooms/Concession)			
13	Supplement Fire Safety Vehicles and Equipment (add 2 ambulances, add 1 pumper)			
14	Implement ADA Required Parks and Recreation Facility Improvements			-NR-

Goal #7



15	Implement County Operations Improvements (real estate management software replacement, accounting and purchasing software replacement, land development software replacement)*			
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^ Indicates projects or initiatives that also relate to Goal #6: High Quality Education.  
 \* Indicates maintenance projects or recurring initiatives.  
 \*\* “Not Ranked” refers to projects or initiatives added after the prioritization exercises.

# Short-Term Operational Initiatives By Goal (FY 2017-2022)

			Fiscal	BOS	SPAG	
Goal #1		1	Update JCSA Asset Management Plan (Capital Replacement Plan)			
		2	Update JCSA Regulations			
		3	Develop Water Conservation Plan for Residences and Businesses		-NR-	-NR-
		4	Evaluate Alternatives for Long-Term Water Supply*			
Goal #2		5	Develop a Plan for a Multi-Use Venue for Arts, Sports, Education			
		6	Develop Long Range Facilities Plan in Coordination with WJCC Schools^			
		7	Conduct a Study of County Office Space Needs			
		8	Develop Enterprise Architecture Plan (Technology Plan)			
		9	Develop a Plan to Reclaim Hospital Area at the JCCRC for Program Space for Users			
		10	Plan for Land Needs (future schools & JCC facilities)*			
		11	Update Master Transportation Plan & Prioritization of Road Projects*			
		12	Continue to Develop Watershed Management Plans for the Remaining County Watersheds*			-NR-
Goal #3		13	Review JCC Ordinances, Fees and Procedures to Remove Barriers for Business. Provide Incentives for Small Business, Home-Based Businesses and Entrepreneurs			
		14	Identify Opportunities to Prepare Shovel Ready Sites for Industrial and Business Development, with Preference for Locations within the PSA			
		15	Update of Business Climate Taskforce Report			
		16	Implement Target Industries Study Strategies			
		17	Conduct Scenario Planning (Land Use and Fiscal Evaluation of Proposed Large Land Use Changes)			
		18	Coordinate with Regional Partnerships (Tourism and Economic Department Initiatives)*			
		19	Establish Workforce Housing Task Force			
Goal #4		20	Implement Initiative to Improve Visual Character of Major Road Corridors			
		21	Develop Strategies to Promote Private Redevelopment of Underutilized Properties			
		22	Complete a Comprehensive Rewrite of the Zoning Ordinance to a Community Based Code			
		23	Develop Strategies for Open Space Preservation			
		24	Update Community Appearance Guide			
		25	Develop Local Green Infrastructure Map with HRPDC			
		26	Update Mandatory Tree Protection Standards			
		27	Update County Comprehensive Plan*			
Goal #5		28	Develop Plan to Address the Health, Housing and Job Placement Needs of Homeless, Lower Income, and Special Needs Populations			
		29	Develop a Strategic Plan for Seniors (Health, Housing, Transportation)			
		30	Continue to Expand Parks and Recreation Services to Low Income Neighborhoods through Partnerships			
		31	Develop Strategies to Address Findings in Housing Conditions Study			
		32	Update Greenways Master Plan			
		33	Develop Mobile Integrated Healthcare / Community Paramedicine Program			
		34	Complete Fire and Emergency Service Accreditation (Fire and Emergency Service Self-Assessment, Community Risk Assessment - Standards of Cover)*			
		35	Complete Master Plan Revisions for All Individual Parks*			
		36	Complete Parks and Recreation National Accreditation*			
		37	Develop Plans to Enhance Emergency Preparedness*		-NR-	-NR-
		38	Expand Opportunities for Public Participation In JCC Government*		-NR-	-NR-
Goal #6		39	Collaborate with WJCC Schools to Implement WJCC Strategic Plan*			
		40	Collaborate with Regional Entities on Workforce Development & Training Initiatives*			
		41	Collaborate with Child Development Resources to Implement Smart Beginnings Program*			
Goal #7		42	Conduct a Cumulative Fiscal, Infrastructure, Community Character, Environmental Impact Analysis of Expanding PSA			
		43	Update and Coordinate CIP Process & Timeline (Expand Timeline, Coordinate Process with Strategic Plan, and Role of WJCC Schools)			
		44	Refine Fiscal Impact Model to Assess Development Impacts on Fiscal Health			

**ITEM SUMMARY**

DATE: 9/27/2016

TO: The Board of Supervisors

FROM: Russell C. Seymour, OED Director and EDA Secretary

SUBJECT: Joint Work Session with Economic Development Authority

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**ATTACHMENTS:**

	Description	Type
☐	memorandum	Cover Memo
☐	Presentation	Presentation

**REVIEWERS:**

Department	Reviewer	Action	Date
Economic Development	Seymour, Russell	Approved	9/15/2016 - 8:54 AM
Publication Management	Burcham, Nan	Approved	9/15/2016 - 9:06 AM
Legal Review	Kinsman, Adam	Approved	9/15/2016 - 9:12 AM
Board Secretary	Fellows, Teresa	Approved	9/15/2016 - 9:46 AM
Board Secretary	Purse, Jason	Approved	9/19/2016 - 8:36 AM
Board Secretary	Fellows, Teresa	Approved	9/19/2016 - 8:39 AM

## MEMORANDUM

DATE: September 27, 2016

TO: The Board of Supervisors

FROM: Russell C. Seymour, Office of Economic Development Director and Economic Development Authority Secretary

SUBJECT: Joint Work Session with the Economic Development Authority

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The Economic Development Authority of James City County is pleased to provide an update on major economic development activities during FY 2016. As illustrated in the presentation, business growth within the County remains strong. The numbers associated with Business Expansions and Locations represent projects worked directly by the Office of Economic Development (OED); new capital investment figures are very conservative. Among others, these numbers do not include recent announcements by BRI and H&H Medical nor the renovation and expansion work currently underway for the Holiday Inn and Fort Magruder hotels.

Two studies undertaken in 2016 will provide significant insight and guidance to ongoing economic development efforts. The Greater Williamsburg Partnership completed a target sector analysis in August which identified primary target markets best suited for the local region. Additionally, OED is working with the Timmons Group on an Economic Development Corridor and Site Assessment Study, which will be completed late Fall. This study focuses on assessing specific sites and corridors within the County for economic expansion and will identify what is needed to better prepare the sites for development. Information provided by the studies will provide specific industrial target markets best suited for our region and will have a breakdown of what is needed to better prepare existing sites to compete for these projects.

This information will also be used to direct Economic Development's new marketing program aimed specifically at these target sectors.

RCS/nb  
JWorkSessEDA-mem

Attachments:

1. PowerPoint Presentation



# BOS & EDA Joint Work Session

September 27, 2016

Economic Development Authority

# EDA Directors



## Thomas Tingle, Chair

Chairman, James River Commerce Architectural Review Board; Liaison, Regional Air Service Enhancement Fund (RAISE); Chairman, Greater Williamsburg Partnership

## Robin Carson, Vice Chair

Vice Chairman, JCC Strategic Planning Advisory Group; Liaison, Greater Williamsburg Partnership

## Paul Gerhardt

Liaison, Board of Supervisors

## Tim Harris

Liaison, Planning Commission; Liaison, LaunchPad



# EDA Directors



## Stephen Montgomery

Liaison, Greater Williamsburg Chamber and  
Tourism Alliance

## Marshall Warner

Liaison, JCC Strategic Planning Advisory Group; EDA  
Finance

## Chris Odle

EDA Real Estate Holdings



# EDA Priorities for FY16

1. Success of regional efforts
2. Identify & evaluate sites for future development
3. Develop new incentives
4. Continue to promote meaningful changes to regulations applicable to target industries
5. EDA participation in the Strategic Planning process



# Accomplishments & Updates

## 1. Success of regional efforts

### Greater Williamsburg Partnership:

- Created a separate 501c(6) entity
- Established a Board of Directors
- Launched a regional website
- Completed a Target Sector Analysis
- Developing Strategic Plan

### LaunchPad:

- Creating a separate LLC entity under GWP
- Reorganizing the Board of Directors

**Both will require on-going efforts**

# Accomplishments & Updates



## 2. Identify & evaluate industrial sites for future development

- Completed Target Sector Analysis
- Completing Economic Development Corridor and Site Assessment Study
- Virginia Business Ready Site Program - 2017

## 3. Develop new incentive programs

- Replacing Enterprise Zone
- Aligning with Target Sector Analysis & Corridor and Site Assessment Study



# Accomplishments & Updates

## 4. Continue to promote meaningful changes to regulations applicable to target industries

- PUD-C, Food Processing
- Food Trucks
- Based Upon Target Sector Analysis

## 5. EDA participation in Strategic Planning Process

- Robin Carson and Marshall Warner – SPAG Committee

# Additional Accomplishments

- **Business Expansions/Locations**

- 2015 - 9 Firms - \$12+ million capital investment (through OED)
- 5-Year Business Tax Increases (FY2012-FY2016)  
M&T +2%   Local Sales +21%   Meals +22%   BPOL +16%
- Growth in Number of Businesses between 2014 and 2015  
JCC +9%   HRPDC +5%   VA +7%

- **Jamestown Marina development**

- Billsburg Brewery – opening Summer 2017
- Additional uses

- **Workforce Development/School Collaboration**

- Manufacturing Day
- Career Fairs
- Developing Culinary Pilot with TNCC and WJCC



# Questions?

September 27, 2016

Economic Development Authority

**ITEM SUMMARY**

DATE: 9/27/2016  
TO: The Board of Supervisors  
FROM: Teresa J. Fellows, Administrative Coordinator  
SUBJECT: Adjourn until Regular Meeting at 6:30 pm

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**REVIEWERS:**

Department	Reviewer	Action	Date
Board Secretary	Fellows, Teresa	Approved	9/15/2016 - 8:31 AM