



**Rappahannock County Board of Supervisors  
Economic Revitalization Advisory Committee  
Report of Findings and Recommendations**

**June 7, 2010**

## **Acknowledgements**

On behalf of the Rappahannock County Economic Revitalization Advisory Committee, I would like to thank the Board of Supervisors for allowing us to spend the past year studying the needs of the county and prepare this report. I would also like to thank County Administrator John McCarthy and County Supervisor Roger Welch for their invaluable support and input over the past twelve months.

Everyone on the committee has come away with a greater understanding of the inner workings of the county and relationships between residents and businesses. It is through the efforts of dedicated and concerned individuals that changes occur. Hopefully the recommendations contained in this report will lead to positive changes in our county, which would benefit both residents and businesses.

Bradley Schneider  
Chairman

Committee Members: Barbara Adolphi, John Genho, Ben Jones, Nick Lapham, Ron Makela, Kevin McCrohan, Cliff Miller, Chris Moyles, Doug Schiffman, Bradley Schneider, Gail Swift

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## Mission Statement

The Rappahannock County Economic Revitalization Advisory Committee was given the task to determine what measures the County could take, consistent with the Rappahannock County Comprehensive Plan, to increase suitable local employment, to improve competitiveness of local businesses and to promote the location of new businesses to the county. As part of that task, the committee has adopted the following mission statement.

The mission of the Rappahannock County Economic Revitalization Advisory Committee is to:

- A. Examine the economic state of the county
- B. Understand the conditions affecting local economic growth and their impact on county residents
- C. Prepare recommendations to improve employment opportunities, stimulate economic growth and secure or sustain existing businesses and jobs.

## Background

The Rappahannock County Board of Supervisors in April 2009 approved the formation of an Economic Development Committee to examine the state of the county's economy and make recommendations for improving it.

In response to initial commentary and to better reflect its mandate, the committee changed its name to the Economic Revitalization Advisory Committee (ERAC).

To facilitate its work, the committee sought to understand the Rappahannock business climate, how the county derives operating revenues, where county residents work and what county resources exist. The committee invited presentations from county officials, business leaders, ERAC counterparts in neighboring counties, visitor and tourism officials, the Superintendent of Shenandoah National Park, select business owners and other residents. Individual committee members offered insight and sought comment relative to their own sub-committee focus. At each meeting, the committee provided the opportunity for the public to provide additional comment.

Four subcommittees were established to look at specific areas deemed to be of greatest importance to the county's economic future, list and members as follows:

- Agriculture and Forestry – John Genho, Nick Lapham, Cliff Miller
- Retail, Tourism and Culture – Barbara Adolphi, Ben Jones, Doug Schiffman, Gail Swift
- Non-Professional Services – Ron Makela, Chris Moyles
- High Tech and Professional Services – Kevin McCrohan, Bradley Schneider

*Agriculture and Forestry* considered key agricultural sectors (livestock, fruits and vegetables and vineyards) as well as timber management on private land and the potential of utilizing the county's wood basket in new ways.

*Retail, Tourism and Culture* reviewed retail businesses with a focus on tourism, which has become a major portion of the county's business activity. Culture, including arts and crafts as well as artistic performances, is a growing aspect of county life with the potential to draw visitors and benefit other economic sectors.

*Non-Professional Services* looked at those businesses and activities that are based in Rappahannock and often provide services outside the county. These two areas are vitally important to growth and maintenance of a healthy and diverse local community.

*High Technology and Professional Services* assessed the opportunity to develop technology-related businesses and services needed for a modern, economically healthy community. It also examined the technology and infrastructure necessary to support such businesses and services.

## Guiding Principles

Each subcommittee made recommendations related to their area of review. There are however, three overarching principles we believe will stimulate local businesses and improve the economic climate of the county.

1. County-based businesses should be supported and assisted by county programs and policies.
2. County residents and visitors should be encouraged to patronize and utilize these businesses.
3. The county needs new businesses to locate in the county, and existing businesses to expand within the county. These businesses should be complimentary to a desirable Rappahannock business climate, which is described in the County's Comprehensive Plan.

## Key Findings

Through presentations made to the committee, a number of key findings emerged that helped shape our thinking. We want to briefly summarize those here.

- Demographics and the Comprehensive Plan protect the county from large business development
- Opportunities for growth and business development within these factors need to be given special consideration in order for them to come to fruition.
- The majority of county revenue comes from property taxes. Reassessment to support a new business could potentially increase tax revenue, and new business could employ county residents
- There is little employment opportunity for young people who wish to remain in the county or return after college.
- Cellular and internet connectivity throughout the county is critical to attracting the appropriate new businesses, to allow every student to access the internet to adequately complete school assignments, and to be attractive to our young people to remain.
- Substantive data gathering needs to be accomplished in order to assess the needs of professionals working and living in the county.
- Office space and facilities with necessary previously mentioned high technology services are needed to support small entrepreneurial businesses, doctors and lawyers.
- There is a need to work with surrounding counties to develop regional programs for agriculture and non-professional services.
- Agricultural businesses in the county are struggling, and agriculture as a sector would greatly benefit from innovative thinking and coordinated support.

## Recommendations to the Board of Supervisors

The committee has developed a series of recommendations. They are presented below grouped by subcommittee. Additional information supporting the recommendation may be found within the subcommittee report on the following pages. In preparing the recommendations it was found that needs, concerns, and or actions recommended by one subcommittee had value or impact on another.

### **Agriculture & Forestry**

- Consistent with the letter and intent of the Comprehensive Plan, consider options (tax incentives, permit streamlining, etc.) to allow farmers increased flexibility to diversify on-farm income.
- Establish a committee to (A) explore incentives (e.g., tax rebates) that encourage landowners to lease their property for new and legitimate agricultural enterprises and (B) pursue options to facilitate connections between landowners and qualified farmers.
- Support and perhaps co-sponsor application for grant funding allowing interested Rappahannock farmers to learn and implement holistic management tools and techniques to improve the health, productivity and profitability of their operations and share these results with other interested farmers.
- Establish an exchange (perhaps through a website) that would link farmers and other county residents with excess capacity with those seeking services.
- Take actions to increase local awareness about the full range of current agricultural assistance programs (e.g., organize a series of forums featuring relevant federal, state and local officials).

### **Tourism / Retail / Culture**

- Establish a committee to investigate substantial funding to market the county effectively through the Office of Tourism.
- 
- Publicize and support our cultural resources via media outreach, county website and e-mail newsletter..
- Form a steering committee to research business in the community that have remained viable to understand how these businesses have succeeded.

- Develop a strategic plan for tourism, consistent with the available resources, with semi annual review by the BOS.
- Establish a minimal fee business licensing system so the County has current data on the number of businesses, employees and business location. These funds could be sufficient to support the cost of the database. If computerized the process would have a nominal cost.
- Promote current commercial business sites, focusing on empty storefronts and commercial buildings consistent with the comprehensive plan.

### **Non-Professional Services**

- Create a committee of experienced and successful businesspersons to encourage and mentor new businesses.
- Explore application of high technology to allow supplemental home based business and employment and telecommuting opportunities.
- Encourage county government and non-government organizations to utilize county based contractors and subcontractors
- As County attracts new commercial businesses, provide incentives where feasible and appropriate to those companies to hire in-county residents.
- Undertake the effort to identify and solicit input from small businesses outside of the county what kinds of facilities, potential workforce, and other needs might be desirable to them in order to attract such a business to the county.

### **High Technology and Professional Services**

- Prepare to make an investment in some of the infrastructure necessary to expand Internet access within the county. This investment may be beyond the expansion or coverage proposed by private companies or in partnership with a provider to further their program of coverage, or to provide supplemental or alternative technology infrastructure needed.
- Solicit each of the major cellular carriers to provide an update as to the opportunities and obstacles to expanding cellular coverage in the county. This may be accomplished through forming some type of collaborative effort between the county and cellular carriers.

- Press the State Corporation Commission to enforce phone service providers obligation to maintain their right-of-way, and to respond to service requests within the regulated time allowance to improve service, this improvement would provide additional DSL coverage as well as improved dial-up for those with limited connectivity.
- Form a partnership with a nearby college or university to access the knowledge and resources of that institution to make them available to county businesses and residents. This partnership would bring educators and students in contact with us for the purpose of educating and assisting a rural community such as Rappahannock County.

## Subcommittee Reports

### **Rappahannock County Economic Revitalization Advisory Committee Subcommittee on Agriculture & Forestry**

Context of Agriculture (including forestlands) in Rappahannock County

Agriculture is essential to Rappahannock's history, culture and economy. Maintaining a viable agricultural base is fundamental to retaining the county's character, including its open space and scenic beauty.

Unfortunately Rappahannock farmers are struggling mightily. Data presented to the Committee suggests that few Rappahannock farms are currently profitable – despite favorable land use tax treatment – and underscores the challenges facing local producers. This circumstance is hardly unique to the county and seems consistent with the difficulties confronting small and medium sized farms across many parts of the nation.

While silver bullet solutions are elusive, we believe the following recommendations offer the Board of Supervisors a menu of options to improve opportunities for agriculture to endure in Rappahannock over the long term.

#### **Statements and Recommendations:**

##### **A. Statement:**

*Promote appropriate opportunities to diversify on-farm income sources. Many Rappahannock farmers earn their entire revenue from a single agricultural product (cattle, apples, etc.), leaving them highly vulnerable to market fluctuations. At the same time, new opportunities are arising that offer farmers (particularly those with large land holdings) a variety of options for diversifying their income sources.*

There is growing demand for paying "agritourism" driven by the burgeoning interest in local food systems and consumers' desire for a more tangible connection to the land and the people that produce what they eat.

With increasing sprawl in surrounding counties, less private land is available for recreational use. This presents an opportunity for Rappahannock farmers to manage for biodiversity and benefit by attracting paying customers to hunt, fish, bird watch, etc.

New markets are likely to develop in the near future – such as for biofuels derived from native warm season grasses and carbon sequestration achieved through careful forest management – for which Rappahannock farmers can position themselves to benefit.

***Recommendation to the Board of Supervisors:***

*Consistent with the letter and intent of the Comprehensive Plan, consider options to allow farmers increased flexibility to develop such activities (tax incentives, permit streamlining, etc.)*

**B. Statement**

*Take measures to attract new farmers to the county.*

Rappahannock’s agricultural survival requires that a younger generation of farmers establish businesses here. The cost of land is perhaps the most significant barrier to entry. At the same time, many Rappahannock landowners are struggling to effectively steward their properties while also searching for new opportunities to generate steady income. Matching these constituencies – willing landowners and aspiring farmers – seems a promising way to bring new agricultural businesses and talent to the county.

**Recommendation:**

*Establish a committee to (A.) explore incentives (e.g., tax rebates) that encourage landowners to lease their property for new and legitimate agricultural enterprises and (B.) pursue options to facilitate connections between landowners and qualified farmers.*

**C. Statement**

*Support the introduction of holistic management as a decision-making framework to assist farmers and landowners in improving the health, productivity and profitability of their operations.*

Farm families and large non-farming landowners face complex, multi-faceted decisions. Providing on-going training in holistic management tools and techniques should help them achieve financial, environmental and social benefits now and in the future so that our broader community benefits and regional ecosystems are managed effectively.

**Recommendation:**

*Support and perhaps co-sponsor an application for grant funding that would allow interested Rappahannock farmers to learn and implement holistic management tools and techniques and share results with other interested farmers.*

**D. Statement**

*Create a system among local farmers for taking advantage of efficiencies.*  
Many Rappahannock farmers, though engaged in the production of different products, share the need for certain assets, such as coolers/freezers, refrigerated trucks, equipment, certified kitchens, high-quality pasture, etc. Often these assets are beyond their reach. At the same time, farmers with such resources are not always able to utilize them fully and could benefit from sharing or leasing arrangements. Efficient deployment of such assets could serve to distribute costs, reduce the need for capital investments and generally promote useful collaboration for mutual benefit.

**Recommendation:**

Establish an exchange (perhaps through a website) that would link farmers with excess capacity with those seeking services.

**E. Statement**

*Capitalize on new financing opportunities.*  
A wide array of federal, state and local programs offering financial assistance to farmers is available through the Farm Bill and other mechanisms. Often these programs are not utilized either because farmers are unaware that they exist or because they lack clarity on how to access them.

**Recommendation:**

*Take actions to increase local awareness about the full range of current agricultural assistance programs (e.g., organize a series of forums featuring relevant federal, state and local officials).*

**Rappahannock County Economic Revitalization Advisory Committee  
Subcommittee on Tourism/Retail/Cultural**

In 2002, in an era of national and local prosperity, the Virginia Employment Commission reported that 220 establishments in Rappahannock County employed 1351 persons and average weekly wage was \$574. In June of 2009, the VEC reported that 1390 persons were employed with an average weekly wage of \$761. This does not reflect continued declines in the last half of '09 or those who are unemployed but not receiving unemployment insurance. The largest employer is the RCPS and The Inn at Little Washington is second. The recommendations for business, tourism and culture are intended to support an increase in the number of persons employed within the County.

The current \$17,680,361 RC budget includes categories that are fixed from grant or reimbursement sources and are earmarked for specific services. Primary sources of income include fixed tax fees and reflect income that varies from employment, lifestyle choices (dining out, purchase new cars, etc) and tourism dollars. Some of these categories are:

• Personal property tax	\$1,729,503
• Personal Property Tax state reimbursement	\$945,167
• Real estate tax	\$9,205,650 +\$67,448
• Consumer's utility tax	\$538,559
• Motor vehicle tags	\$158,640
• Building permits	\$157,757
• Food beverage and lodging tax	\$119,311
• State refund from sales tax	\$430,074

Under the current tax structure, without imposing a new local tax, a modest increase in revenue can be achieved by increasing expendable income (jobs) of residents who can then spend money to improve homes, buy new vehicles and equipment, shop at local farms and businesses and dine out. Similarly, encouraging tourism will bring in increases in food, beverage and lodging and sales tax refund. It will encourage visitors to stay for a few days, spend their money and then return home. There appears to be no magic bullet, but the multiplier effect of employment for jobs and increased tourism will potentially increase employment, in-county spending and result in a modest rise in sales tax revenue. Income to the county from sales tax has increased from \$309,459 in year

2000 to \$430,074 in 2009 (attachment 1). New hires by industry were greatest in accommodation and food services in 2008 (Attachment 2). Local government remains the largest employer in the county, but accommodations and food services are second and construction third, as of June 2009 (attachment 3)

Support for cultural resources within the County (e.g., Chateaufville Foundation, The Theatre, RAAC) not only improves the quality of life of residents, but also creates the opportunity to draw visitors to discover the beauty and treasures of Rappahannock County.

We recommend that investors be sought to support the development of specific businesses that, in turn, support our agricultural base. This might include, for example, a regional commercial kitchen that would benefit an existing business but also encourage the development of new and similar enterprises that would promote Rappahannock County's modest, but significant rise in niche farming and related products (attachment 4).

Finally, our recommendations include technology infrastructure that again has the potential to bring in clean jobs for county residents. The committee acknowledges the grassroots investment and effort of people in the community to develop cultural resources, businesses and tourism that have sustained the growth of jobs and tourism, even in an economic recession. The recommendations below are intended to support, coordinate and move these private initiatives forward.

**Recommendation:**

*(1) Support local business: The County needs basic infrastructure to continue to develop as a business and tourism destination. This includes, but is not limited to, the following:*

- Develop a County Visitor Center - Must be visible, accessible, have adequate parking, have public bathroom facilities, be handicapped accessible and be coordinated with the County Office of Tourism (plans developed since this subcommittee was formed meet and exceed these recommendations)
- Provide adequate and consistent funding to market the County effectively through the Office of Tourism
- Develop a strategic plan for tourism, consistent with resources available, with semi-annual review by the BOS
- Research and apply for grants to promote tourism goals

- Establish a business license requirement with a one-time registration fee and nominal bi-annual renewal fee in order to track economic activity in the County. Funds raised would be earmarked to support County marketing and business development efforts.
- Take a lead role in facilitating or promoting programs that encourage local residents to support local businesses (attachment 5).

**Recommendation:**

*(2) Encourage new Business Creation: promote commercial business sites, focusing on empty storefronts and commercial buildings.*

- Create a volunteer committee of experienced and successful businesspersons to find and encourage businesses to locate in Rappahannock County and mentor them during startup and early development phases.
- Develop and publicize a list of types of desirable retail, wholesale and technology businesses
- Support a consortium of realtors to work with the volunteer committee suggested above to focus on business recruitment
- Create a business development marketing plan to promote Rappahannock County as a desirable location for specific types of businesses
- Expand broadband accessibility and cell coverage throughout the county, particularly in the county's business centers.
- Support expansion and marketing of visitor accommodations to increase sales tax base.

**Recommendation:**

*(3) Create and Expand Employment of Residents*

- Support and assessment of the employment needs and skills of County residents to support and guide public and private efforts
- As County attracts new commercial businesses, develop a plan to provide incentives to those companies to hire local.

- Contact employers outside the County to stage job fairs and other events to link residents to employment within the region

**Recommendation:**

**(4)**

**Culture – art, music, theatre:** Rappahannock County has several organizations such as Castleton Farms, The Theatre, RAAC that fund an amazing diversity of world class cultural events. Rappahannock artists are known nationally and internationally.

- Each organization promotes and markets events. County will publicize and support our cultural resources via the Office of Tourism media outreach, County website and email newsletter.

**Community Input:**

The following were mentioned by members of the county and are included to demonstrate citizen ideas:

- Develop a Countywide bicycling route map with clear indication of public restroom facilities
- Develop trail rides, such as the fundraiser for Flint Hill Fire Department
- Develop a large flea market/farmer's market/ craft fair site with site rental to offset site maintenance
- Support the development of a medical center
- Study the impact of non-uniform hours by our retail establishments on visitor needs and expectations
- Support a "Family Y" type center that includes a swimming pool, meeting rooms, cultural events, and sports for teens, etc. This is like the LINK concept, but significantly expanded.
- Actively recruit "green" businesses if there is truly an employee base in need of work

## **Rappahannock County Economic Revitalization Advisory Committee Non-Professional Services Sector**

Background: The non-professional services sector has traditionally been an area of significant employment and employment opportunity for many Rappahannock County workers. Owing largely to the construction boom in the mid 2000's and the success of the County's tourism attractions, jobs for wait-staff, cooks, maids, drywall hangers, masons and excavators were plentiful. However, that opportunity has dried up as in county and outside of the county construction has ebbed, and local restaurants have closed.

There are ways to improve the "employability" of persons in the non-professional services sector. County consumers can have better awareness of and access to their services. Medium and large-scale construction projects can be encouraged to use County-based subcontractors. Training and continuing education can improve or extend the skills and knowledge base. And new opportunities, such as small-scale farming, entrepreneurship and supplemental employment (such as internet and telephone sales) can be explored.

There is an abundance of fallow land available for lease for agriculture in the County Rappahannock has access to one of the largest urban markets in the country. Currently, on-site housing is a barrier for most aspiring small-scale farmers. Specialized zoning and easement option models may exist in other rural areas that allow for smaller farming enterprises with less initial land acquisition and housing cost barriers, as well as providing an additional income stream to the current population of farmers which have an average age of 61 years.

### **Recommendation:**

*(1) Establish a minimal fee business licensing system so the County has current data on the number of businesses, employees, and business locations, including home-based and handy man type businesses. These funds could be earmarked to support county health and safety and consumer protection.*

### **Recommendation:**

*(2) Establish a current database of available commercial properties with an emphasis on mixed-use zoned properties that allow for start-up entrepreneurs to live where they start businesses*

**Recommendation:**

*(3) Promote the low cost of business related expenses- business licenses and taxes to potential employers*

**Recommendation:**

*(4) Form a committee that researches businesses in the community that have remained viable to understand how these businesses have designed functional models of business through the concept of regional, and in some cases national and international sales models*

**Recommendation:**

*(5) Research innovative models that promote small scale sustainable farming enterprises*

**Recommendation:**

*(6) Research federal funding sources that promote bike lanes and river access point infrastructure to promote Tourism opportunities that span all economic levels*

**Recommendation:**

*(7) Explore application of high technology to allow supplemental home based business and employment and telecommuting opportunities.*

**Recommendation:**

*(8) Encourage government and non-government organizations to utilize county-based subcontractors.*

## **Rappahannock County Economic Revitalization Advisory Committee Subcommittee on High Technology & Professional Services**

Thirty years ago having good telephone service was sufficient for business and residential service. As little as 15 years ago it was still an adequate medium, and if you weren't by the phone you accepted an answering machine's pickup of the call. All of that has changed with the advent of cellular communication and the need and desire to be reached at any time anywhere. The topography and population of the county presents challenges and limits of business opportunity for service providers. Possibly with the advent of newer technologies some of these issues can be addressed.

Cellular providers have in some areas co-located equipment on common towers. With emerging technologies the advances may make this idea easier to implement or simply allow different carriers to offer service in Rappahannock County.

### **Recommendation:**

*(1) The county should solicit each of the major cellular carriers to provide an update as to the opportunities and obstacles to expanding cellular coverage in the county. This may be accomplished through forming some type of collaborative effort between the county and cellular carriers.*

If increasing coverage means adding additional towers the board of supervisors should work with the planning commission to identify and secure sites for these towers.

In areas with the greatest number of residents and the least amount of coverage the county should consider erecting a tower and leasing space to carriers.

While cellular communications may be important to individuals and businesses with a mobile workforce, high speed or what is commonly referred to as broadband Internet communications is a necessity for business, government, and education, and highly desirable for residential installations. The county has several pockets where broadband Internet service is available, generally along the corridor of US 211 through the county. Once you leave the 211 corridor and move into the hollows and other side roads in the county, broadband service is no longer available.

There are several proposals to expand Internet service within the county, with a target of 70% coverage with high-speed access. The difficulty is the cost of expansion versus the number of subscribers the service would include and the return on that investment. Wireless technology appears to be the best approach in providing the greatest coverage at the least cost. Most proposals are currently awaiting the decision from the federal

government regarding federal funds for this purpose. In order to move the expansion of Internet service in the county it may be necessary to make an investment by the county for some of the necessary infrastructure.

**Recommendation:**

*(2) The county should prepare to make an investment in some of the infrastructure necessary to expand Internet access within the county. This investment may be beyond the expansion or coverage proposed by private companies, or in partnership with a provider to further their program of coverage, or to provide supplemental or alternative technology infrastructure needed.*

The committee found that accounting for all of the professionals in the county was difficult. There are those individuals that have business offices in the county such as lawyers, and doctors; but the subcommittee was not able to determine just how many residents are professionals that are actually employed or practice outside of the county. Therefore, it was difficult to determine the needs of that sector and what its potential impact could be for the county.

However, related to the professional sector is the identified need for office space and facilities to support such individuals as lawyers, doctors, financial businesses, and other entrepreneurial enterprises. The county has a limited amount of such space that includes some of the needed services like broadband Internet.

It was discussed that if such space could be built or made available, professional residents that are currently commuting to offices outside of the county may choose to establish an office or workspace locally and telecommute. Quality commercial space with the necessary services might provide the incentive for companies to establish small offices to perform data processing, or a phone support center. These are low impact businesses, but could provide desirable jobs within the county. These might be suitable for some of the country residents finding it difficult to locate work elsewhere.

**Recommendation:**

*(3) The county should undertake the effort to identify and solicit input from small businesses outside of the county what kinds of facilities, potential workforce, and other needs might be desirable to them in order to attract such a business to the county.*

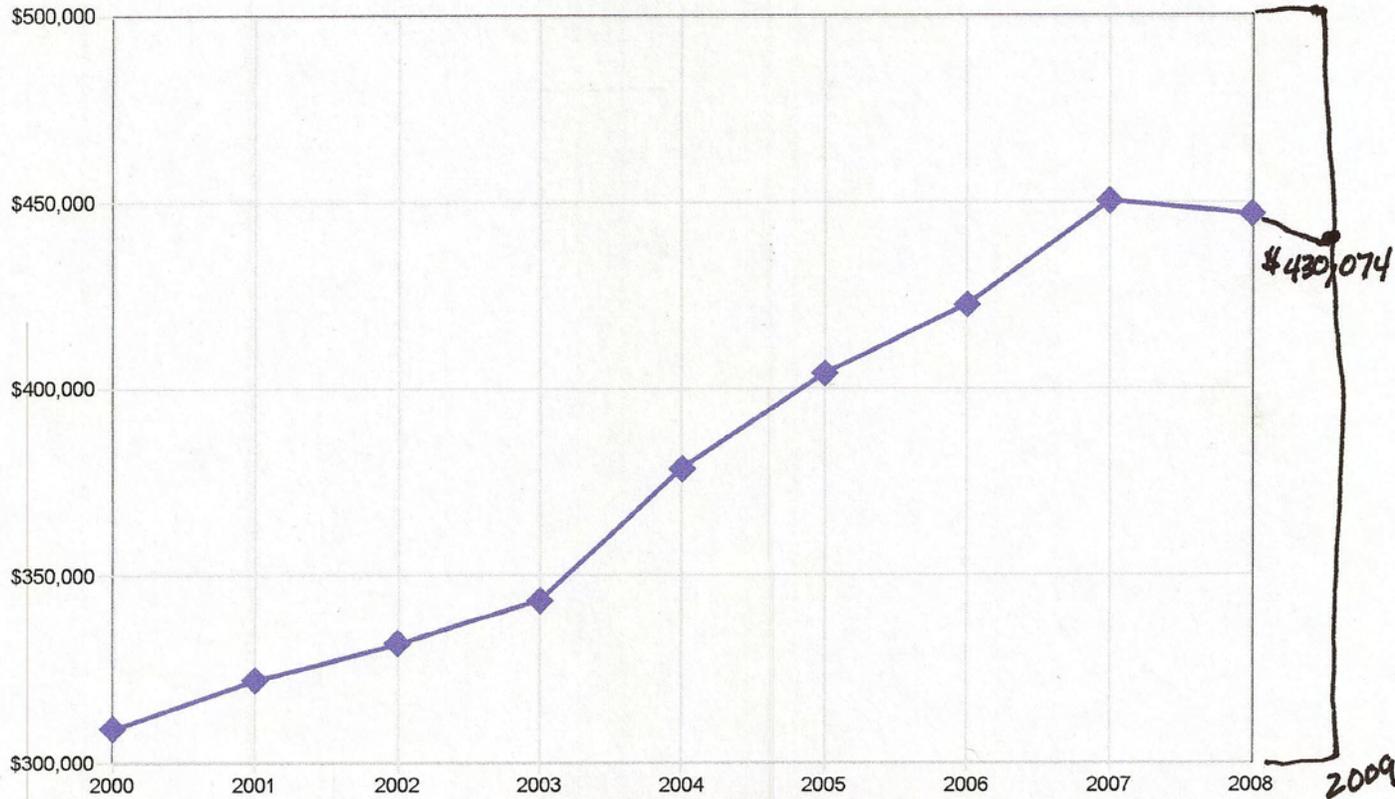
Rappahannock County has limited resources for performing studies of various issues within the county and offering assistance to county businesses and residents on a range of topics. At the same time Virginia has a number of recognized colleges and universities

many with campuses within a reasonable distance of Rappahannock County. These schools represent a resource the county should make use of for a number of things. With schools of agriculture, engineering, technology, government studies, their students and faculty could work with local businesses to help improve their operations. They might provide insight to totally new business opportunities. These schools are always seeking ways to improve their stature; a partnership with a county might be a means to accomplish this.

**Recommendation:**

*(4) The county should undertake to form some type of relationship with one or more college or university for the purpose of accessing the knowledge and resources of that institution and making them available to businesses and residents of the county. This relationship would require an active effort to bring students and educators in contact with Rappahannock County businesses and residents.*

**Local Option Sales Tax**  
*Trends*

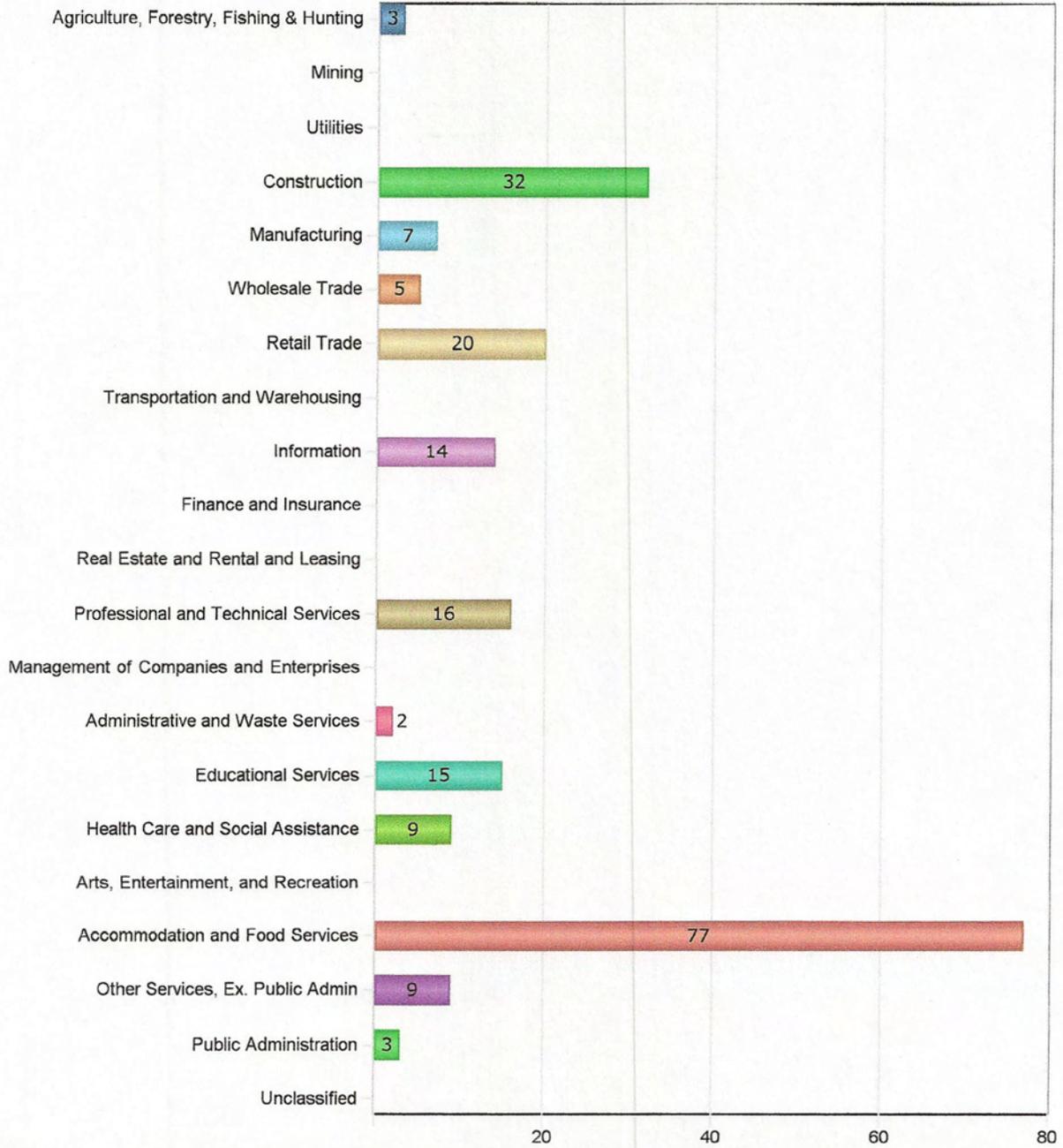


	Rappahannock County	Virginia
<b>2000</b>	\$309,459	\$777,850,960
<b>2001</b>	\$322,234	\$777,241,737
<b>2002</b>	\$332,035	\$789,905,170
<b>2003</b>	\$343,437	\$838,275,059
<b>2004</b>	\$378,753	\$914,499,686
<b>2005</b>	\$403,968	\$976,923,577
<b>2006</b>	\$422,891	\$1,028,544,074
<b>2007</b>	\$450,562	\$1,056,766,678
<b>2008</b>	\$447,108	\$1,032,815,078

Note: This data is based on Virginia sales tax revenues deposited, rather than the actual taxable sales figures as reported on a dealer's return.

Source: Virginia Department of Taxation, Revenue Forecasting.

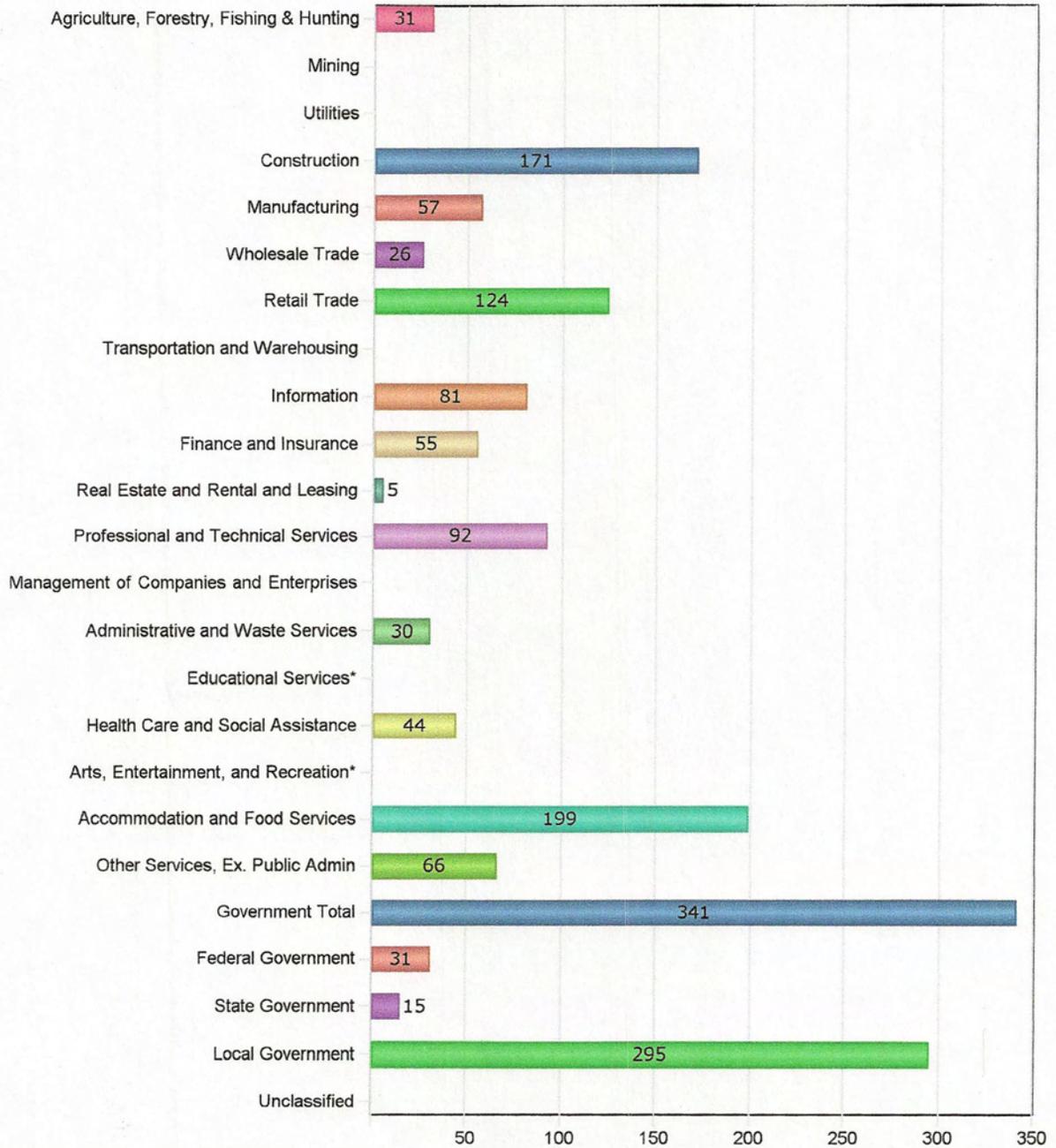
New Hires by Industry



Total: 216

Source: U.S. Census Bureau, Local Employment Dynamics (LED) Program, 2nd Quarter (April, May, June) 2008, all ownerships.

### Employment by Industry



**Total: 1,390**

Note: Asterisk (\*) indicates non-disclosable data.

Source: Virginia Employment Commission, Quarterly Census of Employment and Wages (QCEW), 2nd Quarter (April, May, June) 2009.

### 50 Largest Employers

- |  |                                    |
|--|------------------------------------|
| 1. Rappahannock County School Board      | 26. Baldwin's Grocery              |
| 2. The Inn At Little Washington          | 27. Burgers N Things               |
| 3. County of Rappahannock                | 28. Mayhughs                       |
| 4. Level 3 Communications LLC            | 29. Mountainside Medicine          |
| 5. Wakefield Country Day School          | 30. The Country Cafe               |
| 6. The Rappahannock National Bank        | 31. Kinetic Electrical Service Inc |
| 7. Griffin Tavern                        | 32. Layton Corporation             |
| 8. Sperryville Corner Store              | 33. Postal Service                 |
| 9. M T Puskar Construction               | 34. White Oak Veterinary Services  |
| 10. Aramark Sports LLC                   | 35. Antique Tables Made Daily      |
| 11. Metametrics                          | 36. Belmont Partners LLC           |
| 12. U.S. National Park Service           | 37. Lane Agrico, Inc.              |
| 13. Kreyling Construction Llc            | 38. Rappahannock Animal Welfare    |
| 14. Jim's Drywall                        | 39. B&b Service Center LLC         |
| 15. Augusta Lumber LLC                   | 40. Cresta Gadino Winery, LLC      |
| 16. The Settle Company                   | 41. Fourth Thyme Out LLC           |
| 17. Rappahannock Cellars                 | 42. Geryl Pearl                    |
| 18. Quarles Petroleum Inc.               | 43. Hampton & Massie Construction  |
| 19. Rose Hill Veterinary Prac PC         | 44. Pullens Electric & Plumbing    |
| 20. The Child Care Learning Center       | 45. Shaws Services Inc             |
| 21. Culpeper Farmer's Co-operative, Inc. | 46. Table Roc Estates Inc          |
| 22. Blueridge Technologies               | 47. The Middleton Inn              |
| 23. Early's Carpet                       | 48. Williams Tree Service          |
| 24. Castleton Farms LLC                  | 49. Allan F Clark Constructio Inc  |
| 25. Rose Hill Veterinary Practice        | 50. Anderson & Sons Builders Inc   |

Source: Virginia Employment Commission, Quarterly Census of Employment and Wages (QCEW), 2nd Quarter (April, May, June) 2009.

### Did you know...

you can search over 300,000 employer listings on our website provided by infoUSA? This easy-to-use feature lets you search for employers by keyword, industry, sales volume, size range, and more!



For this data and more, visit us on the web at:

<http://www.VaWorkConnect.com>

## Community Kitchen Concept in Rappahannock Co.

We have been asked by various committee members to summarize the Virginia Chutney Company's (VCC) position regarding making chutney in Rappahannock and what sort of facility we would need.

VCC is a manufacturing and marketing company. Last year we made and sold approximately 75,000 jars and hope to get sales up to 120,000 - 150,000 jars in 2010/2011. We use a co-packer in Lancaster PA because there is no co-packer in Northern VA.

A Co-Packer is a company/facility that manufactures other companies' food products. Large Co-Packers manufacture specialty food products for 100's of brands in a modern industrial facility with expensive line equipment (bottlers, 250 gallon kettles, labelers etc).

VCC's plan is to build/renovate its own production facility in Rappahannock or else participate in a shared, community operation. In the long term, we are considering building a larger, high capacity facility similar to the Co-Packer we currently use, if and when our sales justify the capital costs.

A Small Facility/Commercial Kitchen would require:

1. 25ft x 60ft = 1500 sq ft. minimum.
2. 15' ceilings minimum.
3. 10' x 10' walk in Freezer
4. 10' x 10' walk in Cooler
5. 10' x 20' Office
6. Dry Goods Storage
7. Rack Storage
8. Concrete floor with wash down drainage
9. Loading dock/Forklift
10. Steam Generator
11. 240 volt electric supply
12. 40-75 gallon steam-jacketed food quality kettle with blade mixer
13. Stainless steel tables
14. Bottler? (Can be done manually)
15. Labeling Machine
16. Parking/truck access

17. Visibility from 211 would be nice
18. Water and Sewer system (preferably a municipal system)
19. Meet Health Dept. Regulations for a commercial kitchen eg. Bathrooms, multiple sinks etc.

We believe that this could be built for around \$80-100 K.

This type of small facility would use the "hot fill" method and would produce shelf-stable preserves, jams, dressings, sauces and chutneys. County groups like the Lions Club, farms, vineyards, restaurants, and B&Bs could brand these foodstuffs in order to help market their existing businesses. A company like VCC, whose core business is in selling these types of food stuffs, would use the facility to help develop new products and to produce small batch runs that use local fruits.

We feel that it is important to note that to compete nationally in the specialty food business, a low production cost is crucial in order to sell through distributor/broker networks; a difficult task for small scale operations.

Some issues/questions to consider:

Ownership? Private, Public or Private/Public

Funding?

Users?

Profitability? Breakeven point.

Segmentation? Different products require different bottling heads etc.

Seasonality and production schedules?

We suggest that someone or a very small committee needs to do the research and draw up an outline Business Plan to see if such a Community Kitchen project in Rappahannock is viable.

Save your local economy...  
*three stores at a time.*

## the 3/50 project

SAVING THE BRICK AND MORTARS OUR NATION IS BUILT ON

3

Think about which three independently owned businesses you'd miss most if they were gone. Stop in and say hello. Pick up a little something that will make someone smile. Your contribution is what keeps those businesses around.

50

If just half the employed U.S. population spent \$50 each month in independently owned businesses, their purchases would generate more than \$42.6 billion in revenue.\* Imagine the positive impact if 3/4 of the employed population did that.

68

For every \$100 spent in independently owned stores, \$68 returns to the community through taxes, payroll, and other expenditures. If you spend that in a national chain, only \$43 stays here. Spend it online and *nothing comes home.*

1

The number of people it takes to start the trend...you.

*Pick 3. Spend 50. Save your local economy.*

*Visit [the350project.net](http://the350project.net)*