

# BLUEPRINT CHESTERFIELD PRESENTS: FY21 PRIORITIES

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## **Chesterfield County Strategic Goals**

### **Everyday Excellence**

Demonstrate excellence in public service with a commitment to fiscal stewardship and efficient use of resources.

### **Safe and Secure Community**

Partner with the community to provide safe and secure surroundings through prevention, readiness, and professional response

### **Robust Economy**

Foster a vibrant economy that provides quality jobs, enhances economic opportunities and ensures business diversity

### **Healthy Living & Well-being**

Promote healthy, active lifestyles while fostering self-sufficiency and quality of life

### **Thriving Communities**

Enrich quality of life, enhance community attractiveness, and preserve natural resources

### **Learning for a Lifetime**

Support a range of learning opportunities that sustains quality of life, employment and well-being

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## Introduction

Annually, Chesterfield’s County Administrator, Dr. Joe Casey, presents priorities for the upcoming year. In formulating the next fiscal year priorities, efforts were made to review feedback from employees, citizens, businesses and the Board of Supervisors. Developing the sixty priorities, along with Blueprint Chesterfield as a beacon, offers focus to dedicate time and appropriate resources towards accomplishing these priorities. There invariably are topics that arise during a fiscal year that warrant special attention, and those will also be addressed as they arise. Most notable, is the overarching priority related to COVID-19 that literally covers every facet of Blueprint Chesterfield in how the team devotes its time and talents in responding, pivoting, and innovating. If COVID-19 were broken down into distinct priorities, there would be over ten additional priorities added to FY21.

Additionally, there are many other numerous day-to-day operational tasks that also occupy time, energy and effort of all staff; however, that does not mean that such day-to-day activities are not important, as they are foundational in the County’s success and core services. Such departmental operational tasks are generally covered in departmental updates and reports.

Presented over the next several pages are all sixty priorities and their associated descriptions, organized by Blueprint Chesterfield’s six strategic goals.



**CHESTERFIELD COUNTY  
BOARD OF SUPERVISORS**

**Chair Leslie Haley**  
(Midlothian District)

**Vice-Chair Kevin Carroll**  
(Matoaca District)

**Jim Ingle**  
(Bermuda District)

**Chris Winslow**  
(Clover Hill District)

**Jim Holland**  
(Dale District)

**COUNTY ADMINISTRATION**

**Dr. Joseph P. Casey**  
County Administrator

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# Everyday Excellence

1. **Overarching Priority – COVID-19** – To continue to focus all energies on COVID-19 and related health, fiscal, economic and operating impacts as they affect citizens, businesses, schools and our employees; while recognizing a post-COVID-19 environment may warrant a FY21 mid-year review for additional priorities.
2. **Revenue Plans** – From review of other sources of revenue, seek manners to reduce real and personal property tax burdens, especially elderly and disabled, while also best targeting any new sources to focused priorities (e.g., public safety-teacher pay studies, bond referendum projects, school capital maintenance)
3. **Bond Referendum 2021** – Implement student forecasting modeling and Demand Indicators Report as part of redefined overall bond referendum and long-term revenue funding source(s) for debt and operational impacts
4. **Support for Employees** – Further define best manner to recognize all employees, provide them the flexible work environment to succeed at work and home, enhanced workplace safety (to protect customers also), and competitive compensation and benefits
5. **Communications Plan** – Develop overall social media and communication tools to engage our community towards issues of relevance and facts regarding Chesterfield while recognizing challenges of social media issues that arise from state and national issues
6. **Appointments** – Promote broader citizen participation in board appointed entities, including at-large appointments, to ensure inclusive representative bodies best represent the Board's interests and that individuals serving have the backgrounds to best position entities for success
7. **Election Process** – Ensure enhanced absentee voting processes and demands upon an expected high voter turnout are properly planned and addressed
8. **One-stop Customer Service** – From initial FY20 reviews, formally define plans and costs specific to areas in regard to those services where customers travel between departments physically, on-line or virtually and pivot to "one-stop"
9. **Citizen Satisfaction Survey** – Reinstate 3-year survey (delayed in FY20) with standard questions to identify trends and customized questions on topics worthy of current citizen, business and Board of Supervisors' interest and analysis
10. **Sales Tax** – Work with State and local officials in gaining better insight into areas of sale tax in order to best understand trends and sources of trends and sources to help make relevant decisions and provide business analytics to help support our businesses' decision-making ability
11. **Deputy County Administrator** – Position new Deputy County Administrator for success in serving the human services and its related functions via orientation and onboarding
12. **Public Portal for Citizen Concerns and Assistance** – Develop one portal and promotional campaign to provide a citizen-friendly engaging access to report to county officials to then investigate: 1) Fraud, waste and abuse via Internal Audit hotline; 2) Fraud in Social Services benefit recipients; 3) Complaints in Police other employee interactions; 4) Crime stoppers tip line; 5) Adult and child protective services tip line; 6) Vulnerable or isolated older and disabled adults; and 7) Other concerns and assistance
13. **County Administrator Enhanced Presence** – Define roles to further engage with the citizens and businesses (new and existing) via video briefing, social media posts and other activities to support county personnel and related county, community and business activities
14. **State Compensation Board Advocacy** – Continue to illustrate to the state the deficiencies and inequitable funding levels provided to Chesterfield's constitutional offices while working with all constitutional officers to recognize the local office roles that greatly assist team Chesterfield in serving our citizens and businesses

# SAFE & SECURE COMMUNITY

**15. Public Safety Pay Study** – Receive final study and determine plan to achieve recommendations within constraints of current revenue base or identification of new revenue sources

**16. Public Safety Communications System** – Complete tower construction March 2021 and continued project on timeline toward 2023 completion

**17. Public Safety Computer Aided Dispatch (CAD)** – Scheduled to go live December 2021 with records and jail management systems to go live July 2021

**18. Riverside Regional Jail (RRJ)**– To define intentions of RRJ in properly addressing probationary status and related standards of professionally managed jails while also determining short and long-term options to mitigate any risk of Chesterfield inmates assigned to RRJ

**19. Fire Stations** – Open Magnolia Green and begin construction of Midlothian Fire Stations

**20. Fire-EMS Deployment and Staffing** – Receive results of consultant studies and develop implementation plan for improvements where needed

**21. River Deployment** – Identify any potential deployment site, in conjunction with Falling Creek boat ramp project, for timely Fire-EMS emergency response river deployment

**22. Police Recruitment, Retention, and Development** – In addition to any pay study recommendations, design the best recruitment, retention, and development programs to ensure we continue to have top-tier talent throughout the department

**23. Police Deployment** – Using the latest technology tools to strategically deploy our police officers to serve our citizens while ensuring the safety of the officer

**24. Courts Improvements** – Fully implement the audio-virtual upgrades in all Chesterfield courts while also reviewing courts facilities study's recommendations and implementation strategies





# ROBUST ECONOMY

**25. Teleworking** – Promote our quality of life traits needed by employers, local and from afar, to enable them to best position for a telework mode operation for their employees to live and work from Chesterfield

**26. High Tech Destination** – Define how best to gauge being a destination for high tech businesses, life sciences pharma and data center-related businesses and deploy strategies as applicable

**27. Prospects** – Bring to fruition the variety of announced and unannounced prospects that have continued to show interest in the county

**28. Potential Business Sites** – Recognizing the availability of new prospect sites is becoming more limited, identify future sites and work to ensure infrastructure and other amenities exist to best position them for desired business prospects

# HEALTHY LIVING & WELL-BEING

**29. Inclusion, Diversity and Multi-culturalism**– Continue to engage all communities, ethnicities and religions to recognize the value we place upon our good relations with them and related partners to position all for pathways to engage and live, work, play and learn successes while also continuing to strive to have a workforce that is reflective of its citizens

**30. Welcome Package** – Work with Richmond Association of Realtors, Chesterfield Chamber of Commerce and others to further welcome all new citizens and employers with an array of relevant information about Chesterfield and welcome messages from county officials

**31. Dutch Gap-Henricus** – Collaborate with Dominion Energy on next phase of MOU in allocating capital funding to enable access to Henricus and Dutch Gap, and new boat ramp access that will position Dominion Energy the best opportunity to comply with State requirements to remove the coal ash

**32. Re-purposing School Buildings** – Complete transition of Perrymont and identify future short and long-term utilization options for the old Matoaca Elementary School

**33. Perkinson Arts Center** – Closely monitor construction progress and work with Arts Foundation to ensure a 2020-21 program can commence, post COVID-19 restrictions, that can be heavily promoted by Chesterfield and region to citizens, businesses and visitors

**34. Financial Independence** – Develop and collaborate with community partners to support service needs, including workforce development-employment opportunities with established metrics for able-bodied individuals

**35. C-Fit Community** – New organized group of individuals and community groups for the betterment and overall well-being of citizens via culture of positive change that enhances their health, well-being and quality of life

**36. Parks and Recreation Center and Headquarters** – Start transition from old elementary school into Parks and Recreation Center and headquarters





# THRIVING COMMUNITIES

37. **Enterprise Land Management (ELM)** – Fully implement new community development system which will serve as a base for a more efficient and effective development review that greatly assist applicants, citizens, businesses and other interested parties
38. **Planning Department Leadership** – Hire new Assistant Director to be coordinating agent for developers, citizens and other key stakeholders to identify and rectify any constraints in process while ensuring quality control
39. **Development Constraints** – Identify all regulatory constraints for initial timely updates of ordinances and policies prior to complete zoning ordinance revision
40. **Development Service Metrics** – Develop metric for all planning cases from submittal to site plan approval to best illustrate the status of such case with developer, citizens and others surveyed to best evaluate process and remedy any development constraints, as applicable (see prior priorities)
41. **Housing Markets** – Review array of existing and planned housing products (e.g., single family, multi-family, townhomes, mobile homes) and their rental or owner-occupied status to best position future housing products in appropriate areas for success
42. **Connectivity** – Through strategic transportation projects, connect neighborhoods with each other, businesses and local assets (e.g., parks, schools, libraries) via roads, trails and sidewalks
43. **Road Closure Mitigation** – Formalize plans to mitigate road closures, especially in communities that become stranded during heavy rain events
44. **Central Virginia Transportation Authority (CVTA)** – With the newly established CVTA funding sources, determine best manner to achieve transportation priorities sooner
45. **Unique Transportation Assets** – Further plans for both the regional bike trail connecting Ashland to Chesterfield and the revitalization of the Ettrick Train Station
46. **Public Utilities Water Short-Term** – Initiate project to best protect Addison-Evans water treatment plant, work with City of Richmond in regard to Huguenot pump station-storage and Jahnke pump station to mitigate future downtime
47. **Public Utilities Water Long-Term** – Further next steps in securing the fourth water supply in lower Appomattox River
48. **Recycling** – Working with Central Virginia Waste Management Authority (CVWMA), develop a request for proposal that will best preserve the services enjoyed by all CVWMA customers for the long-term and provide opportunities for other non-CVWMA eligible citizens and businesses to access such service

# LEARNING FOR A LIFETIME

- 49. Libraries** – Maximize the library’s space to safely serve employers, parents, students and citizens to work safely and provide an array of new services (e.g., self-check-out, Registrar’s office assistance, student virtual learning sites)
- 50. Midlothian Library** – Have project defined to the extent when economic issues return, it is initiated to bring closure to past bond referendum
- 51. School Capacities** – Implement capacity planning model to define the capacities and constraints with strategies defined for additional space, new schools and redistricting
- 52. Teacher Pay Study** – Receive final study and determine plan to achieve recommendations within constraints of current revenue base or identification of new revenue sources
- 53. School Capital Maintenance** – Define plans and reporting to ensure that all schools are maintained to certain levels; including HVAC
- 54. School Accessibility** – Define county role and resources required, as applicable, to provide oversight and promotion of school assets when not in use as a school (e.g., church activities) or otherwise partner with schools to ensure a united goal of accessibility
- 55. School Partnerships** – Continue our partnerships with the consolidation of our print shops, centralized warehouse plan and construction of new fleet facility and CTC Hull fuel site
- 56. Old Harrowgate Elementary School** – Develop short-term and long-term plans, and county and school roles, that best utilize the old school to serve students, parents, and citizens
- 57. 3rd Grade Reading Level** – Refocus energies and plans, even when virtual, to recognize the vital importance of attaining 3rd grade reading level scores to best position 3rd graders for lifelong success and provide pathways to further educate those with low reading levels, regardless of their age
- 58. Local Government Education** – Develop a weeklong program that more formally enables Board members and employees to reach as many students as possible about local government and civics, including constraints imposed by state and federal government
- 59. Academy Alumni** – Further coordinate amongst all of our academies a structure to best inform all graduates of activities of the county and their role to help volunteer and engage in such activities
- 60. Broadband and Wireless Report** – Issue first annual report with constraints and strategies to overcome underserved areas and populations in accessing high speed internet



# BLUEPRINT CHESTERFIELD



Providing a FIRST CHOICE community through excellence in public service

RESULTS  
INNOVATION  
SERVICE  
ETHICS

THIS DOCUMENT IS A PUBLICATION OF CHESTERFIELD COUNTY GOVERNMENT.  
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