



Chesterfield County, Virginia

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TO: The Honorable Members of the Board of Supervisors

FROM: Joseph P. Casey, County Administrator 

DATE: August 2, 2022

SUBJECT: County Administrator's FY22 Priorities Update and FY23 Priorities

This letter updates the prior fiscal year and outlines the current fiscal year priorities for the additional time and attention of my position that help frame the annual performance review and priority setting process as part of your July Board meeting with this letter finalized soon thereafter. This does not reflect recurring time-intensive or long-term matters (e.g., budget process-approval, environmental stewardship, cybersecurity), new topics arising (e.g., pandemic response, major economic prospects, implementation of new state-federal regulations-laws) or reflect continuous monitoring and improvement of departmental core operations.

In formulating priorities, feedback is sought from many and each priority is placed under one of the Blueprint Chesterfield six focus areas (see Appendix I) to ensure attention given to each area, although some priorities invariably cover multiple areas. Some priorities reflect a singular action while others may be many separate priorities grouped together (e.g., construction projects). For FY23 priorities, Board action items are grouped together first under each focus area with preface "Approve" although many will be part of Board meeting work sessions.

FY22 Priorities Update

Everyday Excellence

- **Regional Cooperation** – Illustrate the many manners of regional collaboration amongst localities identifying opportunities for enhancement, including the many regional assets with varying partnerships to support roles provided (finance, HR, internal audit)
 - Chesterfield continues to play a leadership role in virtually every regional organization, and for those organizations needing our additional assistance or collaborative board actions, Chesterfield took the appropriate measures. Some examples: HR role in hiring leaders for CVTA and Crater PDC; CVTA regional project funding for Fall Line Trail and I64 widening; GRTC governance and bylaw amendments; RRJA leadership roles for improved relations, fiscal resources and accountability; loaning of Police employee to serve as Hopewell's interim Police Chief who was subsequently appointed their Chief; offered first right of refusal to Petersburg for purchase of surplus fire trucks; fiscal analysis for GRCCA role in convention center hotel; coordinated COVID funding for regional homelessness issues; enhancements of Board reports portion of agenda reflecting regional activities.

- **Redistricting** – Utilizing census data, perform 10-year update for our magisterial districts in compliance with all federal and state regulations
 - County redistricting process completed December 2021 after several other public and board meetings resulting in “Certification of No Objection” from the Attorney General’s Office approving the Board’s redistricting plan April 2022. From our initiative and in response to citizen comments, Board Chair Winslow is chairing a VACO Workgroup in addressing how best to keep neighborhoods together for potential State legislative changes in 2023 for future redistricting efforts.
- **Federal and State Funding** – COVID-19 and related economic funding provided to county, together with any year-end surplus funds, to be best deployed and leveraged to best position county for long-term success
 - Many Board meeting updates provided information and approvals for the \$68.5M in American Rescue Plan Act (ARPA) funds appropriated during FY22 or other funds from FY21 carried forward. Identified projects, some multi-year, that meet federal eligibility standards while prioritizing the impact on quality of life (e.g., parks development and improvements, public safety initiatives, and school facilities).
- **Real Property Tax Rate** – Develop FY23 Budget with premise to reduce real property tax rate burden through reduction in the 2022 real property tax rate
 - After an initial proposal in December 2021 to reduce the real property tax rate 2 cents, the budget process enabled an additional 1 cent reduction totaling 3 cents to \$0.92; the personal property relief state percentage was increased to 55% in the first statewide proactive measure in providing a local relief percentage (2021 state relief rate was 46% and would have been lowered to 40% using traditional methodology, but instead with local relief component added, total relief became 55%); and the vehicle registration fee was reduced 50%.
- **2022 Bond Referendum** – Develop a November 2022 Bond Referendum supported by StratIS to best leverage the county’s debt capacity for public safety, schools, parks, libraries, and roads, and if there is an additional goal to reduce the real property tax rate, then formulate plan through a singular referendum question incorporating bond projects and the potential for a meals tax funding source
 - Based upon many technical, citizen, departmental and board input resources, a \$540M bond referendum package was developed within fiscal policy constraints and tax rate maintenance, without the need for a meals tax, that will cover the organization’s needs for the next decade. The question was approved in June 2022, and a comprehensive team has been formed to educate the community on the initiative prior to the early voting process start for the November ballot measure.
- **Cybersecurity** – Further ensure that cybersecurity threats are best mitigated through proactive system controls, modernization efforts, alignment to national standards, data exchange governance controls, employee training and testing as well as other best practices
 - Many activities and focus on this topic: IST Cyber Symposium for employees; all annual information security training completed; Federal DHS \$100,000 grant election security implemented with National Cybersecurity Risk assessment completed; application

security audit positive results with action items being implemented; four-year Microsoft advanced proactive cybersecurity software implementation.

- **Virtual and Online Tools** – From lessons learned during the pandemic, continue to utilize and perfect online and virtual tools to best serve citizens and businesses as alternative manners to in-person gatherings or when logistical constraints may arise (e.g., Emergency Operations Center), while also supporting in-person community meetings and other gatherings to best re-engage with one another
 - For virtual tools, the options for enabling our customers and partners utilizing “Teams” grew while also recognizing our ability for in-person meetings. Continued technology upgrades of video-audio continues to enable more high-quality site options (e.g., airport, fire stations). For online tools, nearly all county systems and processes enable online manners for customer engagement and to do business 24-7.
- **Citizen Survey** – Receive results of the Citizen Survey and through careful reviews, determine what additional measures are needed to ensure the county thrives on all matters of relevance
 - Results of the 2021 Citizen Satisfaction Survey were presented to county leadership and publicly disclosed in October 2021 acknowledging areas of strength and opportunities for enhancements. These post-pandemic results while positive, remain aligned with previous survey responses with department leadership tasked to use results to improve service delivery or improve our messaging of our service delivery, as appropriate. Key results indicated 92% viewed Chesterfield a desirable place to live, 90% desirable for raising children, and 89% favorably rating the quality of life.
- **Early Voting** – Position five libraries for the additional scope of early voting to allow all eligible citizens the opportunity to vote early and further review post-election any additional scope of libraries or other venues for 2022 elections
 - All five libraries served as early voting locations with 29,552 citizens voting early at the libraries, 23,525 at the Registrar’s Office and an additional 16,327 citizens voting absentee which totaled 69,568 or 44% of the total 156,780 votes in November 2021. The county is planning on using the same five libraries for 2022.
- **One-Stop Service Center** – With the future transition of Virginia Credit Union building with its drive-thru services back to 100% county owned and operated, perform an analysis of options to best bring a one-stop customer service experience
 - Virginia Credit Union plans to vacate September 2023 and future potential for county mobile service center still exists. Current focus is on enhancing multiple service deliveries via online or first floor of the administration building.
- **Podcasts** – Increase communicative manners with a recurring podcast production through many streaming services and a new county blog that will better tell the county’s stories
 - Chesterfield Behind the Mic launched in September 2021 and is distributed across all major platforms as a major part of the county’s overall communications strategy. Chesterfield On Point’s blog debut was October 2021 with weekly publishing schedule, additional articles as needed, and board meeting updates as a valuable fact-based asset for disseminating complex topics not otherwise reported in detail.
- **Special Recognition Website** – Develop one website resource for fellow employees, citizens, and other interested parties to review county, departmental, and employee special

recognitions (e.g., awards, accreditation, employee certifications, professional association recognition) and identify pathways, if not already existing, to have all departments achieve applicable accreditations if offered by their profession

- A new website contains all “Everyday Excellence” recognition of our employees back to 2020. For certain county recognition, stand-alone websites are being created to help our customers, employees and prospective employees (e.g., various top workplace awards). Additional sites being created in a continuing citizen, business and employee source for county, departmental, volunteer and employee special recognition. An inventory of remaining accreditations that could be earned by our departments or operations is being developed with strategic and relevant pursuit.
- **Employee Recognition Events** – Determine the best manner for the Board of Supervisors and others to recognize the many employees and recent retirees whose efforts and accomplishments over the past year could not be recognized in-person
 - In May 2022, all county employees were recognized during Public Service Recognition Week with a personalized card from the Board of Supervisors and the County Administrator, along with a nominal “thank you” gift. A cross-departmental team is planning a September 2022 homecoming for recent retirees at the fairgrounds and additional manners to thank employees publicly are also being considered.
- **Transitioning Employee Work Programs** – Similar to established veterans to work program for those leaving the military, develop program for many public safety and related positions who may be leaving other jurisdictions for a new career opportunity for which their skills and ethics are possibly well-suited for many other positions
 - A workforce development work group was formed which includes partners from schools, economic development, technical colleges, and county departments to develop a program that helps with transitions and help host focused job fairs.
- **Other Employees Pay Study** – Implementation of county-schools pay study for all positions, not included in prior county and school pay studies with goals to align and adjust positions to market-based salaries, decompression for applicable positions, monitor voluntary turnover ratios in position classifications and departments, and have more uniform policies for 12-month employees of both organizations
 - One consultant with one scope was contracted in FY21 to perform a compensation study for all employees not included in prior pay studies. While many goals were initially sought in having a joint study and path for alignment of policies and practices between county and schools, school-driven issues in having a different methodology have delayed the final report to July 2022. However, with county portion of project finalized during FY23 budget process, two phases of employee position compensation increases were defined by position effective May 2022. Schools have begun to also award their increases and both entities will be accountable to proper implementation via Internal Audit review. Remaining variances in how compensation, benefits and days worked will continue to be defined to determine what alignment can occur.

- **Other Construction Projects** – Initiate or continue key construction projects to enable services to be provided in a better manner (e.g., Assessor’s Office, Fleet Facility, Beulah Rec Center/Parks and Rec Headquarters) that are not otherwise identified in other priorities
 - Key construction projects not referenced elsewhere include Assessor’s Office construction started July 2022 and completion March 2023; Fleet Facility construction started August 2021 and completion November 2022; Beulah Rec Center/P&R HQ construction started August 2021 and completion January 2023; and Tomahawk Trunk Sewer construction started September 2021 and completion June 2023.
- **Solar Energy** – Complete contracting/leases with solar company for Stonebridge installation and planning for other county and school installations while recognizing the net benefit of power as part of revised annual energy management report
 - Leases completed in August 2021 and vendor has initiated preliminary project tasks (e.g., Planning/zoning approvals, permits, federal regulation compliance) with seven county or school buildings planned to start October 2022; subject to supply chain constraints, regulatory compliance, or covenant-lease compliance (Stonebridge).
- **Space Utilization Model** – Develop space planning/utilization analysis in conjunction with remote work policies to best position employees to serve citizens and recognize opportunities to do so with less office space, greater flexibility for hours to serve, and remote places from which service can be performed
 - Space planning/utilization analysis complete in February 2022 and telework policies established in January 2022. ARPA-funded projects are planned for office reconfigurations/safety improvements (e.g., former Cooperative Extension space being renovated to create flexible space for various uses). In addition, in enabling the public safety fitness facility to be 100% utilized by public safety, a new employee fitness area will be completed August 2022 in the Community Development building.
- **State Compensation Board Advocacy** – Recurring priority in continued efforts and collaboration with all constitutional officers to best illustrate to state delegation and other state officials the deficiencies and inequitable funding levels provided to Chesterfield’s constitutional offices, while also recognizing essential services needing local funding advancement in lieu of state funding needed
 - While some improvements were made for FY23 budget from State Compensation Board and helping to fund local positions advanced, there is still much work to be done in order for the state to equitably recognize their roles in the performance of these offices. For FY22, Chesterfield’s local subsidy of constitutional office salaries is 60% (ranging – Commonwealth Attorney office 41% to Treasurer’s Office 66%). In terms of authorized department positions, the county subsidized 47% of authorized positions (ranging - Circuit Court Clerk 26% to Sheriff’s office 55%).

Safe and Secure Community

- **Public Safety Communication Strategies** – Review overall public safety communication strategies to ensure that we are positioning all these agencies for success with the community
 - Police continues to communicate regularly with residents through social media channels. Several information campaigns executed (e.g., Drive Safely in Memory of..,

- Chesterfield Unsolved). There is a continuing focus on being available to media partners to address significant, newsworthy situations. In addition, Fire-EMS partnered with Communications and Media to create year-long communications to push out fire safety and prevention messages (e.g., fire escape plan, smoke alarms) and Chesterfield Alert allows users to receive time-sensitive emergency/warning messages. IPAWS allows public safety to send messages to mobile phones in specific geographical boundaries during emergencies. Pulse Point allows users to receive notification of nearby cardiac emergencies in public places where CPR may be needed.
- **Public Safety Step Increases** – Ensure existing public safety sworn employee prior pay studies implementation continues via established reserve policies and with first budget funding sources targeted to meeting step increases, while being cognizant of starting salary market pressures and ensuring that compression is negated with any changes
 - The FY23 budget was built with funding to maintain the step system that was implemented FY22, and surplus reserves started to be utilized in future years when no revenues available to continue increases to negate compression. In May 2022, starting salaries were increased based on market adjustments, with the decompression between steps adjusted to 2.25%.
 - **Public Safety Communications System** – Continue to meet timeline goal of system implementation by June 2023 with FY22 interim goals of tower construction completed by Dec 2021 and full system coverage testing slated to begin June 2022
 - Project remains on target timelines as noted in the priority statement.
 - **Police Construction Projects** – Completion of Police Firing Range improvements, program/design two Animal Services buildings and begin construction of intake facility in complex and define 2022 Bond Referendum project scopes for Falling Creek (eastern Midlothian), Swift Creek (western Hull Street), and Appomattox (Chester) police precinct replacements and a new James River (western Midlothian) precinct
 - There was progress amongst many projects: Firing Range improvements completed May 2022; Animal Services Buildings in design phase and conditional use for site approved while the Pet Adoption Center is under further evaluation as continued trend of low adoptable animals; Falling Creek Precinct site acquired and under design; and future police precincts are part of FY23 Five-Year CIP and bond referendum.
 - **Marijuana and Other Criminal Justice Reform Measures** – Assess the various criminal justice reform measures and how they impact citizens, victims, employee training and deployment while ensuring that the new marijuana laws are fully enforced with the local option for marijuana sales determination via referendum 2022 is exercised
 - Referendum no longer required for 2022 as state is maintaining current laws regarding prohibition of sales. County is awaiting Department of Corrections guidance regarding inmates who may be granted early release under revised state standards. Other criminal justice reform measures are still being determined for net impact to county as some measures result in less chargeable offenses and therefore less court processes, but same measures require additional workload constraints (e.g., more jury trials, probationary roles increased).

- **Crime Analytics** – With changing dynamics nationally, and within our state and region, best define the crime analytics (e.g., Real-Time Crime Center) to ensure that our pro-active measures, information availability, resources, and deployment position Chesterfield and our citizens for the safest and most secure environment
 - Police uses their Analytics Section and the planned Real-Time Crime Center, which is currently in development, as a tool to help rapidly respond and solve crimes that occur both in real-time and shortly thereafter. These two sections combine to form the Intelligence Unit which will leverage data analysis and technology to identify criminals while reducing the direct impact of law enforcement operations on our community. Implementation of initial phases of some technological deployments have resulted in the predicted outcomes of criminal identification and improved community safety.
- **Hospital Diversions** – Formulate plans with help from hospital systems and state officials to better mitigate diversions of ambulances occurring in order for a patient to be transported and treated in the most expedited and professional manner
 - Hospital diversions issues were largely overcome by January 2022 through collaborative work with hospital administrators to streamline patient turnover processes and avoid long wait times. In addition, Fire-EMS procedures were implemented to allow patient offloading for lower acuity patients when wait times exceed 45 minutes.
- **Fire-EMS Deployment** – Study completion and long-term staffing goals defined to mitigate mandatory overtime and provide for timely and fully-staffed emergency responses and service provision initiatives (e.g., continued evolution of mobile integrated health, peak demand ambulance deployment)
 - Draft report under review by Fire-EMS with completion September 2022 and presentation to Board as part of annual Fire-EMS update October 2022.
- **Fire Boat River Deployment** – With two new river access points identified (Falling Creek boat ramp and recent Adeline Acres property acquisition), define best manner for Fire Boat storage and deployment for timely emergency responses
 - Fire-EMS and Police Department working with Parks and Recreation and General Services on concept of public safety boat launch and storage facility in the Rivers Bend area and will continue to be refined for inclusion in future capital plan.
- **Traumatic Incident Support for Employees** – Determine additional resources needed by front-line responders exposed to traumatic situations, and other employees also exposed to similar situations, for which professional and targeted counseling can best serve for peer recovery and support
 - Fire-EMS continues to define scope of embedded practitioner with their peer support teams with an interim provider being utilized currently; similar to Police. For all Public Safety frontline employees, HR, with participation from public safety representatives, is partnering with the EAP network to add providers specializing in public safety and first responders. In addition, a Human Services departmental team was formed in September 2021 to develop a comprehensive approach to employee mental health support. This comprehensive cross-departmental approach includes enhanced

management practices, training for staff, and resources that promote a culture of self-care for staff working in high trauma areas.

- **New and Renovated Fire Stations** – Complete the construction of the Midlothian Fire Station and hire, train and equip the personnel for new medic and ladder truck service in Midlothian; begin construction of the Matoaca Fire station; begin site acquisition for the Chester Fire Station; and define 2022 Bond Referendum project scopes for Chester and Ettrick replacement fire stations and Dutch Gap and Clover Hill fire station renovations
 - The Midlothian Station will open August 2022; Matoaca Station construction contract awarded June 2022; Chester site acquisition efforts continue; and the bond referendum projects have been defined (Chester, Ettrick, Dutch Gap and Clover Hill Stations) and included in the Five-Year CIP and bond referendum.
- **Riverside Regional Jail (RRJ)** – Continue focus upon RRJ and related state oversight reviews and consultant’s report with depopulation plans implemented (e.g., timely removal of state out-of-complaint inmates and local fiscal burden) until Riverside is otherwise accredited again
 - The Riverside per diem was increased twice to \$56 to support key staffing and medical initiatives. In May-June 2022, over 160 out-of-compliance Chesterfield inmates have been transferred to state prisons by DOC with continued monitoring by our Sheriff’s Office to prompt DOC. The State Board of Local and Regional Jails (BLRJ) issued a consent decree to enable the continued operation without the need for local inmate relocations to continue; however, we are dependent upon the State’s enforcement of the consent decree and the actions of RRJA and its Superintendent, although we are closely monitoring to ensure a path of compliance and inmate safety.
- **Juvenile Detention** – Review juvenile detention service best practices models to determine what, if any, change to our current detention practices are warranted
 - In order to best evaluate in state’s transitioning environment of juvenile inmate services and detention practices, consulting services are being solicited in August 2022 to study the future needs of the juvenile detention facility.
- **Court Facility Study** – Completion of Court Facility Study with implementation strategies developed
 - The study was completed February 2021 with three priority projects identified (vehicle sallyport/holding area addition, Community Corrections lobby/waiting area renovation, 6th Circuit Courtroom). Sallyport and Community Corrections projects in design and staff working with stakeholders to define location for 6th Courtroom in preparation for request as part of the FY24 Five-Year CIP process.

Robust Economy

- **Prospects** – While this is always a “recurring task,” it will be featured annually as a priority because of the importance in bringing to fruition the variety of announced and unannounced prospects that have continued to show interest in the county.
 - New business development in the county includes Lego, Carvana, Starplast USA, ICON Fitness, Southeast Connections, Verdex Technologies, Schlatterer Esband, and Bon Secours. In addition, the prospect of being Intel’s national finalist for a site illustrated

- the potential for other advanced manufacturing industries with onshoring of jobs and product. Economic Development saw a record number of projects in both terms of volume and scale which contributed to record highs for number of businesses and weekly average wage, and total jobs are close to record highs.
- **Branding** – Review results and recommendations to best brand Chesterfield and its ability to house people and their jobs in creating a more thriving and diverse local economy
 - This priority is ongoing as post-COVID manners of our operations and local economy are being further defined, and other regional initiatives for branding are also occurring amongst regional organizations (e.g., Richmond Regional Tourism, GRP, PlanRVA) and amongst the localities themselves. Economic Development initiated a major research and rebranding effort to more competitively position and market Chesterfield in attracting and retaining companies and providing the qualified workforce they need.
 - **Zoning Ordinance** – Finalization of key zoning ordinance amendments to recognize the current advanced manufacturing companies existing in the county and prospects for many other similar companies to come to the county
 - Zoning Ordinance Modernization Project (ZoMod) is scheduled for completion in June 2023. The project includes modernization of the industrial zoning categories to reflect modern advanced manufacturing uses. Instead of using I-1, I-2, and I-3, proposed uses would be: 1) Employment Center (EC) for most light and advanced manufacturing uses; 2) Employment General (EG) for more traditional industrial uses – with many of the environmentally challenged uses requiring a Conditional Use; and 3) Warehouse and Distribution (WD) for trucking and warehouse related land uses.
 - **Genito Focus Area Plan** – With Southside Speedway acquisition and the Lake zoning complete, review and public input on this area for destination and compatible uses will hopefully yield an array of high quality of life for residential, commercial and recreational activities and designing 288 access for improved transportation network
 - Public input is complete and recommendations for the Genito Special Focus Area Plan has been framed for a community meeting in July 2022, and with any edits, finalized as part of Planning Commission approval in August 2022 and Board of Supervisors adoption in September 2022.
 - **Special Area and Focus Area Plans** – Annual review to the Board of Supervisors of all existing plans and related goals, and identification of what plans may need more formal updates or new plan considerations
 - The Comprehensive Plan Modernization project, which updated several outdated special area plans, was approved April 2022. The remaining Special Area Plans are part of the Comprehensive Plan, which is required to be updated every five years.
 - **Chesterfield Airport** – Ensure that the Chesterfield Airport is best positioned for two fixed-based operators to succeed with the byproduct being well-served customers, destination-based transient landings and additional economic development prospects arising
 - Second FBO ultimately unable to sustain required service levels, leading to contract termination, but efforts underway for future uses of those hangars. Airport improvements include the conference room audio-visual capabilities upgraded; state

and federal grants for SE ramp design in process; and federal processes to complete authorization for leasing of designated economic development area to provide additional long-term revenues.

Healthy Living and Well-being

- **Partnerships** – Determine how to best capture all the services and related partnerships, including faith-based community, targeted to three distinct populations: Youth, older adults, and families
 - There are many varied manners and focus for each of these distinct populations and some services intersect. For youth, the youth, workforce development and Communities in Schools (CIS) teams joined for a job shadow project pilot in FY23 to hopefully position youth for full-time employment; volunteer and diversity efforts for Unity Day; and mental health youth projects (top NACO award). For older adults, Aging and Disability Services, Council on Aging and Senior Connections continue to focus on post-COVID isolation issues and return of annual events (e.g., TRIAD) and in-person return (e.g., LLI). Our faith-based partners continue to work with CIR, Police and others in further coordinating partnership efforts for events and programs (e.g., Three Kings, refugee resettlement, volunteer resources).
- **Greater Richmond Transit Corporation (GRTC)** – With regional coordination and Central Virginia Transportation Authority’s (CVTA) Governance Report, define future of GRTC governance structure and applicable roles of regional localities
 - In following options defined in the CVTA Governance Report, regional agreements were made in changing by-laws and related GRTC governance plans to expand the GRTC Board to 9 members, with equal representation to now include Henrico.
- **Transit and Mobility Services** – With a dedicated funding source from the Central Virginia Transportation Authority (CVTA) and their role with GRTC, position Chesterfield for the best array of transit and mobility services in serving targeted populations without transportation (e.g., elderly, disabled, low income, drug recovery-rehab clients, court attendees), including governance structure of GRTC and their ensuing role
 - With Chesterfield’s and region’s support, GRTC is undertaking a regional micro-transit mobility study. The study will help determine the path forward for micro-transit, and the recommendations that are produced from the study will be incorporated in the FY23 Regional Public Transportation Plan.
- **Human Service Technology** – Modernize Human Services line of business and enterprise systems to remove lagging technology and provide a secure environment with a modern interface and flexible use of data, as permissible by state authorities
 - Several Human Services modernization projects in-process with CSA System to be completed August 2022, and MHMR Medical Records project recently started. The MOU between Social Services and VEC for data sharing is a fresh start to long-standing state constraints, but the best manners to interface and utilize data in provision of timely services is an ongoing priority.

- **Community Health Assessment** – Inventory the array of health local, state, and national surveys and available metrics tracked to assess the overall community’s health in Chesterfield with any improvement plans defined to also define partnerships to accomplish goals
 - The Community Health Survey, developed by an inter-departmental, multi-disciplined workgroup to be responsive to national survey that examined the following: Insurance coverage and barriers; access to healthcare; methods of primary care accessed; effects of the COVID-19 pandemic on mental health; vaccination rates; and emergency preparedness. Survey results were very positive for most residents for access to insurance and regular healthcare, and wellbeing during an emergency. Most barriers to access were associated with demographics (e.g., communities of color, non-English as a first language, gender identity or sexual orientation, and income).
- **Non-Profit Partnership for Targeted Healthcare** – From efforts made with non-profits in Route 1 corridor for potential use of a prior school (Perrymont) for which location was not suitable, re-start efforts in best finding facility and service to achieve prior objectives
 - Healthy Hearts, a VCU-related non-profit, couldn’t find suitable property and stopped providing service in Chesterfield, but made sure each client was in the portfolio of another vendor to be provided healthcare. In addition, existing providers have expanded services (e.g., Lucy Corr expanded dental services, St. Augustine providing healthcare). The YMCA’s Welcome Center and related partners will hold a Welcome Week in September 2022 to focus on underserved populations to receive monitoring for chronic illness and resources of where and how to get further medical help.
- **State Partnerships** – Evaluate post-COVID-19 measures needed between local, state, and federal resources based upon lessons learned in order to position in perpetuity key health and public safety measures (e.g., MOU with Virginia Department of Health)
 - In addition to MOU with VDH, Social Services was able to establish MOU with VEC for data sharing of VEC clients in order for county services to be provided timely. The DHS cybersecurity grant program will include 45 localities regarding reporting guidelines and provide additional cybersecurity measures to interfaced systems to protect data.
- **Marcus Alert** – Determine compliance and protocols with state-mandated “Marcus Alert”
 - The timeline for Marcus Alert implementation has been modified by the General Assembly. All localities >40,000 population must establish a program or mobile teams by July 2028, and the voluntary database has been delayed until 2023. Chesterfield is currently waiting on the Regional Call Center and RBHA to develop initial protocols with DBHDS prior to developing the Chesterfield protocols.
- **Opioid Settlement** – As opioid litigation and state panel roles are defined to best leverage funds towards those who have been or are most correlated to impacts from opioids, ensure that county needs are best addressed and fairly funded
 - The settlement from the cases against the 3 major opioid distributors and Janssen (J&J parent corporation) became effective April 2022, and the national settlement administrator is currently finalizing the logistics of fund disbursements. We expect to receive first payments directly 2022 through 2038. In addition, Chesterfield is well

represented on State Opioid Panel via Board member Holland and county will hopefully benefit from regional distributions of funds.

- **Temporary Detention Orders** – Define and determine how best to overcome perpetual state constraints regarding the excessive time, distance and duress placed upon citizens and those county employees and partners responsible for their care until placed in a suitable facility
 - The Commissioner of DBHDS is working with VACSB to solicit feedback from CSBs on how to improve the bed census and the ECO/TDO process. In addition, the crisis transformation initiative is being implemented via Regional Crisis Call Center and Regional Mobile Crisis Teams, which should help with reducing hospital admissions.
- **Perkinson Center for the Arts and Education** – Position the first full season for success, including assistance in the recruitment and hiring of Executive Director
 - Arts Center working with community contacts and others to fill performance calendar. Libraries assisting via providing suggestions for programs that can help fill calendar and benefit community. Assistance provided, as needed, for Executive Director hiring and County support functions fully in place pursuant to terms of operating agreement.
- **Homelessness** - Define the county's role for local services availed and for any regional homelessness discussion and what programs, facilities and sustaining operating models warrant the county's investment
 - Richmond, Henrico and Chesterfield partnered to jointly plan how each locality will combine their portion of the HOME-ARP funding. A regional RFP was issued and a consultant contract for a regional approach to supportive housing has started with consultant's report expected November 2022.
- **Parks Construction Projects** – Define 2022 Bond Referendum project scopes and federal fund utilization needed for Cogbill Park, River City Improvements, and park development at Falling Creek, Horner Park, further water access and other eligible park construction projects
 - All projects noted have been scoped, budgeted and defined for bond referendum and Five-Year CIP.
- **Census Analytics** – Utilizing census data, compile analytical tool to illustrate the county's strengths and opportunities to best position citizens and businesses for success
 - As detailed census data was late from federal government, additional time needed to further drill-down data in determining trends and roles the county can play to help citizens and businesses in targeted areas.

Thriving Communities

- **Affordable Housing** – Perform analytical review of housing and jobs within the county to best determine the alignment of affordable housing to jobs, the county's role in incentivizing alignment and projection models to position housing in closer proximity to relative jobs
 - With many transitions of workers, the alignment of jobs to housing trends needs further time to best develop appropriate model. However, incentive-based models deployed in many manners (e.g., Route 1 Incentive Policy, Virginia Housing, LIHTC). In addition, efforts are being made by the Planning Commission to further study this topic and report to the Board when completed.

- **Housing Lot Inventory** – Working with partner organizations, best define inventory variety of housing products in-process, approved to be built and other lots approved that have constraints (e.g., infrastructure, patient investor holding property) to best align with the demand of those seeking housing options.
 - The approved housing pipeline was updated and maintained as part of our current data-driven analytical tool StratIS. Continued efforts will be made to keep information current and to categorize it in manners that best illustrate to citizens, developers and employees where and what types of housing supply is available.
- **Upper Magnolia Plans** – Through careful analysis and community input, best define plans for the 2,000 acre “Upper Magnolia” Economic Development Authority (EDA) acquisition; including opportunities for school, fire station and park sites; best alignment for Powhite Parkway; and areas best buffered and positioned for business prospects
 - Rezoning of the Upper Magnolia property was completed in May 2022 and included restricted I-2 uses, noted by state officials as #1 economic opportunity in state, and public project sites for elementary, middle and high school, and a fire station and library. In addition, the road networks were defined to best serve the area with the major project being the Powhite extension through this site.
- **Recycling** – With a regional macro-contract executed by CVWMA, determine how best to position Chesterfield citizens with recycling opportunities, services and options
 - Developing communications plan for September 2022 to best position customers, neighborhoods and vendors, including current contracted vendor, with the array of options for the customer to consider prior to and up to the July 2023 transition date for a direct relationship between citizens and their private sector hauler of choice. Additional efforts will continue in ensuring that the county’s high rate of recycling continues, customers have service providers, and even new customer potential can arise from underserved areas (e.g., multifamily units and businesses).
- **Idle County Property Analysis** – Continue to position all idle county-owned property with structures (e.g., Perrymont, old Matoaca Elementary School) and without for subsequent use for the community to benefit
 - Private sector option agreement, subject to Board approval, for Perrymont transition into commercial use. Old Matoaca Elementary School options to be shared with community in August 2022 to best define options. From a review of the county’s ownership of idle land without structures, there are very few parcels meeting that definition and consideration for next steps for utilization or surplus will be done, as needed. Digital inventory of county-owned sites update to Board in December 2022.
- **Broadband** – Continue broadband initiatives with specific focus areas of underserved areas further vetted and extended coverage implemented where applicable (e.g., co-op partnerships with internet providers)
 - Although not recipient of 2021 VATI grant award, exploring vendor proposal to bring fiber-based internet service to unserved areas of County in partnership with Dominion Energy via potential 2022 VATI grant. In addition, collaboration with VSU, Network Technology Solutions and other vendors to further broadband projects in the county.

- **Dominion Energy MOU Compliance** – Ensure the beginnings of the Dominion Energy Coal Ash Project follow all local requirements (e.g., MOU and that access to county sites is not impeded as alternative access and related project development occurs over the next few years (e.g., Falling Creek Boat Ramp, Henricus and Dutch Gap bridge access, and Coyote Drive Dutch Gap Conservation Area access)
 - Construction of the new bridge to Henricus is scheduled for 2024, Falling Creek boat ramp and Coyote Drive Dutch Gap Conservation Area access complete in 2025.
- **Public Utilities Fourth Water Source** – Continue next steps for Public Utilities fourth water source, specifically the permitting process in conjunction with pertinent regulatory agencies
 - The permitting process for this project continues with draft permit expected to be received from DEQ in 2022.
- **CVTA Projects** – Leverage the regional share of CVTA funds to high-ranking county projects (e.g., Fall Line Trail) and together with local discretionary share of funds, accomplish significant transportation improvements
 - Chesterfield secured \$80M for 5 regional projects as part of the CVTA regional projects share for FY23 with Board approval in July 2022. During FY22, the Fall Line Trail received \$31M for Chesterfield’s 8.5 miles of the total 43 mile trail. Additional Fall Line Trail funding sources are being provided by the state and VDOT is managing the project with any additional funds needed to meet project scope to be determined.
- **Key Transportation Projects** – Progress on key transportation initiatives in-progress from FY21 or starting in FY22 (e.g., Otterdale Rd, Woolridge Rd connection, Rt 10 weave mitigation, Powwhite extension to Woolridge, Nash Rd, Harrowgate Rd, Brad McNeer Parkway)
 - Otterdale Rd drainage projects under construction and completed in 2024. Woolridge Rd extension to begin in 2023. Route 10 weave mitigation study completed December 2022. Preliminary engineering is underway to extend Powwhite Parkway to Woolridge Rd. Nash Rd extension to be advertised for construction by December 2022. Harrowgate Rd sidewalk is complete. The Bailey Bridge Connector Rd to McNeer Parkway under construction by December 2023.
- **Pedestrian Connectivity** – Pedestrian connectivity programs to continue via sidewalks with further identification of manners to get citizens easier access to parks, schools and libraries
 - Connectivity study ~65% complete for access to park and school sites from adjacent neighborhoods. The results of the study will help determine and prioritize which projects should be funded as part of the FY24 Five-Year CIP.
- **Unique Quality of Life Traits Marketing** – Define unique high quality of life attributes that make Chesterfield a special place and promote these unique attributes (e.g., dog-friendly place, telework shared space opportunities)
 - Initiated a major research effort to define unique high quality of life attributes that make Chesterfield a special place to help frame marketing efforts.
- **Development Departmental Services** — Continue to best frame manner of how development process from application to rezoning, from site plan to building inspection and related departmental efforts needed at each step can ensure quality products, timeliness, accountability of both applicant and staff, citizen-friendly information and input

opportunities, and that staff resources are sufficient throughout with regular updates provided to respective Board and Planning Commission member districts

- Enterprise Land Management (ELM) system was implemented to improve the efficiency and quality of the overall development process. An audit of the subdivision process will be in FY23. Staff has regular meetings with Planning Commissioners and Board members to ensure they are current on projects and issues arising.
- **Spring Rock Green Revitalization** – With expected acquisition of the Spring Rock Green property, continue to work with private sector partners in zoning of property and related sale to partners and related agreements needed to begin phase one of project
 - The acquisition of the site was followed by April 2022 zoning. Plans continue to be developed with partners and infrastructure projects for site success.

Learning for a Lifetime

- **School Warehouse** – Transition school warehouse needs temporarily from old Fulghum Center to Airport’s Marsh Hangar to then demolish old Fulghum Center for permanent warehouse and/or school bus parking solution, if deemed feasible
 - Temporary warehouse for schools (Marsh Hangar renovation) complete, along with their transition out of existing Fulghum warehouse, which will soon be demolished. Future use of Fulghum site will be a park and ride lot and potential site for new warehouse and/or school bus parking.
- **Joint Legislative Agenda and Schools FY23 Budget** – Collaborate with Superintendent in needs-based and state mandated compliant FY23 budget by October 2021 for which local target-setting capacities are initially leveraged with any gaps the result of state shortfalls and related unfunded mandates that can be jointly presented to state delegation and state officials with Superintendent’s Proposed FY23 Budget adjusted to funding resources available and state gaps appropriately noted
 - 2022 Legislative Program coordinated with schools through November 2021 School Liaison Committee addressing state funding formula and staffing standards. The state’s FY23-24 Biennium Budget updated SOQ staffing standards, increasing the number of SOQ funded positions from 17.75 to 21 students per 1,000 in FY24; however, the progress on SOQ standards has been somewhat negated as additional staff required initiatives were mandated by the state.
- **Teacher Step Increases** – Ensure existing teacher plus prior pay studies implementation continues via established reserve policies and with first budget funding sources targeted to meeting step increases, while being cognizant of starting salary market pressures and ensuring that compression is negated with any changes
 - FY21 and proposed FY22 year-end reserves include allocations for future compensation and reserve needs, similar to public safety reserve methodology. The FY23 budget and Five-Year plan has transition from one-time sources to ongoing school funding. The teacher scale competitiveness goal has the schools close to the highest starting salary in the region, but more importantly with our decompressed scales, now has our scales the highest within the first few years of a teacher’s career, enabling best recruitment potential for those seeking lateral moves to our schools.

- **Education Space Maximization** – Maximize space at all high schools, especially technical centers, to ensure all students the opportunities to learn and get technical and trade center skills, as applicable with further transition plan established of a joint school HQ to further free up space for additional students at CTC Hull
 - Planning and collaborative efforts to consolidate school administrative functions at Spring Rock Green upon space availability to maximize technical offerings at CTC Hull as part of larger school utilization and maximization goals that are ongoing.
- **School Construction Projects** – As middle school capacities and facilities are next primary focus area, develop plans to site, design, and construct at least two new middle schools while also being aware of the need for additional elementary schools with consideration to best array of projects to be part of Referendum 2022
 - Two new middle school projects were approved in FY22 (Tomahawk reliever opening August 2024 and a replacement Falling Creek opening August 2023) that was possible via county's additional investment to reduce school SRP plan liability. The additional \$375M of school CIP needs, including elementary, middle and high school projects, were defined and incorporated into the referendum and Five-Year CIP.
- **Citizen-School Engagement** – For non-parent households of a Chesterfield school student, collaborate on e-news, welcome letter, social media and other engagement practices to enable all citizens to be aware of school activities and manners they can further engage with the public school system (e.g., awareness of local school events and volunteer roles)
 - Communications and Media is provided school events for county weekly newsletter. Citizen Information and Resources also promotes on their websites school programs and awareness for all citizens (e.g., ESL programs, classes). Continued efforts will be pursued to ensure citizens are aware of local school events and volunteer roles.
- **County-School Shared Services** – Best illustrate the shared services of county-schools to ensure that the efficiencies of a primary provider of service are still providing positive results
 - A comprehensive presentation on the array of shared services was presented to the School Liaison Committee in October 2021 including performance goals from the professionally-recognized departments that serve the schools.
- **High School Turf Field Plan** – Define plan and shared services use agreement for turfing all high school fields for increased use by schools and parks and recreation leagues and tournaments, and also for better citizen free play access
 - County-School executed MOU for construction, use, maintenance and operational oversight for all future turf fields. The first two turf field conversions (Bird HS, Monacan HS) were in the most need of improvement and funded with FY21 year-end surpluses. Challenge with supply chain resources and engineer resources adjusted the timeline for the two fields to be completed August 2023. Consideration of remaining conversions will be based upon progress of existing conversions and the development of the FY24 Five-Year CIP or year-end surplus allocations.
- **Early Childhood Development** – Continued focus on early childhood development and reading preparedness; and with the newly dedicated Chester Early Learning Academy, review to see if focused environment yields results to be deployed elsewhere in the county

- The 3rd grade reading levels decreased from 79% in 2019 to 61% in 2021, mirroring state declines that warranted the 2022 Virginia Literacy Act. This Act mandates a school-adopted literacy plan and the county, and its partners, will coordinate with schools on how best to further assist (e.g., Libraries outreach and reading events, Three Kings books donations from the Children’s Museum, youth organization roles, preschool development groups).
- **Library Construction Projects** – Begin construction of Midlothian Library and for Referendum 2022 define scope of Enon Library replacement, LaPrade and Matoaca-Ettrick Libraries renovations and define how best to meet additional demand for services around western Hull Street
 - Midlothian Library construction to begin July 2022 with anticipated completion September 2023. The bond referendum projects were defined and scoped (Enon replacement, new Western 360 facility, Matoaca-Ettrick expansion) and included in the FY23 Five-Year CIP.
- **Library Service Hours** – Identify library opportunities in helping citizens, students, employees, and others to flourish with operating hours aligned with demand and with efforts to further pivot workforce to higher full-time ratio that is retained longer to best serve
 - Libraries are working to fully re-establish partnerships with schools, county agencies and private organizations to increase programming, offer expanded facility use and compete for donations/grants. They are engaged with the Library of Virginia and Cameron Foundation to place outdoor book lockers and expand automation tools for businesses, citizens and students. The FY22 and FY23 Budgets transitioned 44 PT positions into 25 FT positions and additional conversions being considered.
- **Higher Education-Workforce Development Coordinated Plan** – Coordinate amongst all higher education institutions serving the county the best manner to refer citizens and business to get job-ready training, certifications, and other counseling to be positioned to work amongst the many businesses in the county and if additional job training facilities needed for certain trades or capacity constraints, then how best to provide space
 - A part-time position was reallocated to CIR from Social Services to support the creation of a dedicated focus on workforce development. A work plan is being developed to encompass the future work that will include higher education coordination and best positions citizens for job ready skills and certifications. Economic Development also created a full-time position for the attraction, retention, and training of a high-quality workforce.

FY23 Priorities

Everyday Excellence

- Approve interim Midlothian Board member within 100% decision-making authority of the Board, only using county resources as support for defined application process, and upon appointment, provide timely orientation with key county and school leaders
- Approve any additional rational and appropriate 2022 personal property tax relief measures while considering 2023 valuation impacts to best mitigate any adverse impacts from 2022 higher tax burdens of rare vehicle assessment increases
- Approve 2023 real property tax rate while mindful of tax burden, with property tax rate reduction if increased assessments above targeted budget thresholds, and continued efforts in adjusting tax relief for elderly and disabled tables to align with social security benefit changes to not adversely impact current recipients
- Approve, if bond referendum passes, all planned site acquisitions, designs and construction contracts and prior to referendum, carryout an engaged bond referendum plan with citizens and diverse interest groups with any future new facilities researched for potentially relevant names worthy of consideration (e.g., Wyatt T. Walker Building at Enon Library)
- Approve continued implementation of compensation and step plans with annual methodologies deployed and step reserve balances further defined for a competitive and non-compressed scale as part of annual budget and year-end surplus reviews
- Approve, as applicable, new or amended State agency agreements (e.g., VDH, VEC, VRS, DEQ) for data sharing and defined collaborative efforts to best serve same customers while continuing to best leverage existing agreements
- Approve legislative agenda that considers best manner to redeploy VRS-retired employees into full-time positions, equitable State Compensation Board funding, removes salary constraints for subordinates of constitutional officers, and school-related unfunded mandates and revenue sources
- Approve any continued leases as essential to county operations after ensuring owner-occupied space options not available or feasible
- Provide support for leadership hiring processes for the regional organizations of Crater PDC, GRTC, CVTA and any additional regional organization vacancies that may arise
- Fully implement the Treasurer and Commissioner of the Revenue customer service portals for citizens and businesses to access relative information and conduct transactions 24-7
- Focus on the mental wellness of front-line employees across many departments exposed to traumatic events with trained contracted professionals, staff training and MHSS support deployed 24-7
- Help onboard new Registrar and provide resources to ensure early voting, new precincts, and related customer service and information are timely and compliant with all local, state and federal regulations and security protocols
- Ensure our emergency planning preparedness provides pathways for alternative facilities to be established timely for county, school and court operations when existing facilities can't function for continuation of services beyond minor interruptions (e.g., weather events)

- Complete County Complex office in March 2023, fleet and fitness center transitions and plans to best position employees and customers for productivity and employees for wellness
- Establish and promote recruitment strategies for high school and college students, young adults, and those transitioning their careers (e.g., retiring military personnel) to increase interest in county careers via internships, externships, fellowships and part-time positions
- Position all underlying factors for highest Environmental, Social and Governance (ESG) scoring potential from bond-rating agencies that is becoming widely used by citizens and businesses in defining quality of life of a locality for location and investment
- Recognize employee, departmental and county achievements in dedicated website with focus on various accreditations and recognitions from state and national organizations to ensure all facets of organization are properly accredited

Safe and Secure Community

- Approve, as part of FY24 Budget, Five-Year fiscal plans to implement recommendations of the Fire-EMS Staffing Study, ideally with federal SAFR grant funding available, to mitigate mandatory overtime and provide for timely and fully staffed service standards
- Approve site acquisition for new Chester Fire Station and develop design conducive to site
- Approve construction contracts and site acquisitions, as applicable, for police precinct prototype models designed and embedded in the bond referendum
- Approve construction contract for new Animal Services Building
- Approve construction contract for Courthouse sallyport to be completed in March 2024 and Community Corrections lobby to be completed September 2023
- Approve, as part of FY24 CIP, the construction of the 6th courtroom within the footprint of the existing courthouse
- Transition to the new public safety communications system and complete long-term major regional project with culminating regional event and recognition of collaborative team
- Establish a unique and innovative Real-Time Crime Center to best position law enforcement with the best technology to mitigate and ideally negate criminal activity from occurring
- Focus county and school resources to determine what initiatives and support needed to mitigate youth violence and ideally negate youth deaths from violence
- Open Midlothian Fire Station August 2022 and monitor Matoaca Fire Station construction project to be completed August 2023
- Determine if any best practices and future service changes for juvenile detention using the consultant's study should be planned and incorporated into future budgets
- Prepare for local, regional and state early inmate release per state requirements
- Monitor Riverside Regional Jail's consent order provisions from the State's Board of Local and Regional Jails (BLRJ) to ensure continued progression in remedying all noted concerns

Robust Economy

- Approve road design changes and construction projects to best meet all established timelines and goals for a successful Lego site and construction project, initial packaging and training facility, workforce recruitment and community partnerships
- Approve performance grants, lease arrangements, and site improvements to best position the Spring Rock Green Development Plan for success, rebranding, and relocate existing businesses (perhaps temporarily) as the demolition proceeds for the construction of residential, commercial, and entertainment venues
- Approve road and site improvement contracts for Upper Magnolia for new middle school opening August 2024, define scope of residential section, and position the site for the most desirable commercial prospects that also leverage state and federal resources, for transportation and site development improvements (e.g., Powhite extension)
- Approve airport construction projects, leveraging federal and state funding, potential new fixed-based operator (FBO) agreement or related hanger agreement, and finalize FAA land release process for economic development area
- Approve necessary zoning, performance grants and other agreements, as applicable, for current unannounced and future economic development prospects
- Approve Zoning Ordinance Modernization (ZoMod) to recognize the current manners and terminology in which citizens and business live, work and play and address potentially adverse commercial businesses that may warrant further compliance processes (e.g., vaping-related and skilled games stores)
- Approve a Tourism Improvement District serving the region with required support from majority of large hotel owners with district administered by Richmond Region Tourism
- Closely monitor economic conditions across all private and public sector indicators (e.g., sales tax collections, assessed valuations, new home and business investment) for any recessionary preparedness strategies to be deployed timely to mitigate impacts to citizens, businesses, employees and county services provided
- Compete successfully in the VEDP Business Ready Site Program for Upper Magnolia
- From federal funds provided to region for tourism, work with Richmond Region Tourism to establish a branding campaign that best leverages the funds for entire region correlated to any Chesterfield-centric branding campaign
- Perform feasibility analysis of convention center hotel partnership to best leverage lodging tax capacity and related expiring debt obligations to Greater Richmond Convention Center for maximum convention space utilization and return on investment
- Through Central Virginia Transportation Authority (CVTA) and partners (e.g., VDOT, Hampton Roads Transportation Authority, RVA757), define the scope and timing of I-64 widening

Healthy Living and Well-being

- Approve construction contracts and budget appropriations for park improvement projects and proceed with continued riverfront projects throughout the county
- Approve local Opioid Settlement Fund allocations and leverage State Opioid Panel allocations to mitigate substance abuse aligned with county's Substance Abuse Committee strategies

- Approve resolution as regional support for the replacement of the South Central Wastewater Plant as part South Central Wastewater Authority (SCWA) and state partnership for significantly improved treatment facility
- Complete the Beulah Rec Center/Parks and Rec Headquarters in January 2023 to better serve the community and provide for more productive employee space
- Evaluate GRTC Micro-transit Studies Report to determine best manner and partnerships with county programs to help those with transportation constraints while also ensuring GRTC's transit plans best recognize the most productive routes to serve customers equitably
- Develop recognition strategies (e.g., video story archive, thank you events) for citizen or organization achievements and volunteerism roles for those directly serving the county, through non-profit partnerships or through their own initiative and life experiences
- Develop cross-promotional campaign between Pocahontas State Park and county attractions for local tourism economic impact with volunteer roles for attractions (e.g., trails)
- Perform detailed analytics with census data to best foster positive trends to reduce at-risk areas of the county (e.g., CDBG districts, Title I school districts)
- Review and implement, as applicable, the regional consultant's Homelessness Report on best options and impacts in utilizing federal funding to help resolve supportive housing challenges
- Coordinate mental health and public safety resources, under state regulations, in defining newly state-established mental health 988 hotline and related "Marcus Alert" roles in ensuring traditional 911 responsiveness needs are deployed properly and timely
- Assist regionally in the planning for a Teen Summit that will start meaningful dialogue on key issues (e.g., mental health) that are impacting area youth

Thriving Communities

- Approve the elimination of the annual recycling fee as part of the July 2023 CVWMA contract transition from county middleman to direct contractor-customer relations model with focused informational campaign to best inform existing customers of process and all potential customers, including multi-family and businesses, of many new options for curbside recycling services to further grow total recycling tonnage collected
- Approve Community Enhancement Funding Methodology to best direct funds to revitalization, safety, aging and related infrastructure issues that arise in each district
- Approve the acquisition of a new Midlothian Middle School site and sale of existing site to initiate new middle school construction, and define local funding roles in implementing plans from stormwater and Rt 60 corridor studies to best position Midlothian Village for success
- Approve Genito Special Focus Area Plan, performance grants (e.g., The Lake), partnership agreements and site acquisitions to successfully implement multi-use destination area for sports and entertainment uses, including possibility of continued racetrack feature
- Approve all state and federal grant agreements, regional allocations, design and construction contracts, right-of-way acquisitions, and partnership agreements, as applicable, for any Powhite Parkway extension plans to initially Woolridge Road, but ultimately to Hull Street
- Approve all CVTA regional allocation budgets and related construction contracts while positioning the county annually to best position itself for future CVTA regional allocations, including those that may be within the debt capacity and feasibility of CVTA

- Approve all budgets, construction contracts, grant agreements and right-of-way acquisition for the many transportation projects planned with additional focus on large-scale projects (e.g., Fall Line Trail, Otterdale Rd, Woolridge Rd connection, Rt 10 weave mitigation, Nash Rd, Harrowgate Rd, Brad McNeer Parkway, Winterpock Rd, Henricus Access Rd)
- Approve a Diversity, Equity and Inclusion (DEI) Strategic Plan with defined initiatives recognizing community needs, experiences, strengths, and opportunities for county to educate, advocate, and celebrate a growing multicultural community
- Approve acceptance, if state approved, of county-initiated VATI grant application for broadband expansion together with county funds reserved to work with partners to address defined underserved areas
- Approve Route 1 policy incentives for worthy projects as various incentives and targeted campaigns will be further promoted for residential and commercial enhancements to corridor
- Approve any construction contracts, plans, grant agreements or partnerships needed to further revitalize the Ettrick area from train station to VSU campus
- Approve any zoning and sale agreements for county-owned properties in transition to private or non-profit sector to best utilize property and serve community, as applicable (e.g., Perryumont and old Matoaca elementary schools)
- Approve any transfer agreements from private sector to county to best serve the community from our oversight and maintenance (e.g., Midlothian Mines Park)
- Approve solar siting agreement with established fees as part of first qualifying solar venture as part of new state permissibility to recognize partnership and related efforts needed
- Approve, as appropriate, Planning Commission's housing study report recommendations that will be issued (e.g., accessory dwelling units) that further help align housing supply and jobs
- Receive DEQ, VMRC and Army Corp of Engineer permits under the Joint Permit Application for next phase for Public Utilities fourth water source
- Develop dedicated plans for water-related recreational uses for all county and publicly accessible rivers and lakes in the county to promote current activities and development plans for trails, fishing areas, boat ramps and other recreational water accessible activities
- Facilitate privately-owned properties already properly zoned, but with constraining issues, to desired development (e.g., Roseland) with county-initiated projects, as needed (e.g., Tomahawk sewer by June 2023, Woolridge Rd extended)

Learning for a Lifetime

- Approve all right-of-way, grant agreements and construction contracts for increased pedestrian and transportation connectivity of all county properties with neighboring communities, with focus upon School Safety Committee's additional access road recommendations
- Approve any site development plans and budgets for school construction projects, and all applicable county support services provided, with immediate focus upon two new middle schools (Tomahawk reliever, Falling Creek)
- Approve implementation of state grant for MHSS resources for state-defined pilot Recovery High School with annual State report update provided to Board and any related approvals

needed for future site location to maximize educational space for mission of CTC Hull as part of overall CTC Hull space utilization and maximization goal

- Position the Schools Liaison Committee for productive topics to address over the fiscal year and timely act upon recommendations of the committee
- Construct Midlothian Library and engage community for focused displays (e.g., mining history)
- Implement and align School Compensation Study phase 1 and 2 increases with county timelines and confirm both county and schools' implementation via Internal Audit review
- Define further alignment of compensation and benefit practices, position classifications and policies with uniformity between county and schools where practical and possible
- Ensure all county-owned school space is best utilized during school day to mitigate capacity constraints and trailers, and off-hours utilization maximized to best serve community needs
- Provide school readiness support to prepare for next school year, especially for at-risk positions (e.g., teachers, bus drivers, food service workers, custodians)
- Collaborate in joint efforts of in catching-up at-risk children post-pandemic to educational goals, new Literacy Act compliance, and focused early childhood development with data sharing and partners deployed, as needed and with accountability measures
- Feasibility of Lifelong Learning VSU Campus to best provide resource to older adults in that area comparable to VCU's Lifelong Learning Institute in Midlothian

Appendix I – Blueprint Chesterfield

CHESTERFIELD COUNTY STRATEGIC PLAN FY2020-2024

MISSION

Providing a FIRST CHOICE community through excellence in public service

VISION

To be an extraordinary and innovative community in which to live, learn, work, and play.

VALUES

RESULTS

We focus on outcomes that add value

INNOVATION

We look for new ways to solve problems and new approaches to service delivery

SERVICE

We seek to understand and respond appropriately to customers' key needs

ETHICS

We are honest, transparent, and contribute to the county's reputation

EVERYDAY EXCELLENCE



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

- 1.1 Promote trust and transparency that strengthens community engagement
- 1.2 Continuously improve our service-centric culture
- 1.3 Model financial integrity, considering regional and private partnerships as appropriate
- 1.4 Invest in employee engagement

ROBUST ECONOMY



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

- 3.1 Attract and retain a variety of business sectors to match the talents of existing and future citizens
- 3.2 Expand available jobs so more residents can work in the county
- 3.3 Provide services and venues that encourage residents to stay and visitors to return

THRIVING COMMUNITIES



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

- 5.1 Foster long-lasting communities with unique identities
- 5.2 Enhance, restore, and maintain neighborhoods and communities using public and private efforts
- 5.3 Continuously improve public infrastructure and facilities
- 5.4 Responsibly attend to the environment

SAFE AND SECURE COMMUNITY



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

- 2.1 Increase safety and preparedness through prevention
- 2.2 Foster positive and respectful community relationships
- 2.3 Reduce repetitive incidents that negatively impact resources
- 2.4 Respond promptly, professionally, and efficiently to service calls

HEALTHY LIVING AND WELL-BEING



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

- 4.1 Provide critical and easily accessible resources to help individuals flourish
- 4.2 Inspire neighbor-to-neighbor relationships
- 4.3 Encourage healthy lifestyles
- 4.4 Demonstrate readiness for shifting demographics

LEARNING FOR A LIFETIME



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

- 6.1 Collaborate with Chesterfield County Public Schools to position students for lifelong success
- 6.2 Provide access to learning and enrichment opportunities for citizens of all demographics
- 6.3 Equip the workforce with skills to meet changing business needs