



Chesterfield County, Virginia

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TO: The Honorable Members of the Board of Supervisors

FROM: Joseph P. Casey, Ph.D., County Administrator 

DATE: July 22, 2020

SUBJECT: FY20 Accomplishments and Status Update

For past three years I have provided an annual update on County Administrator priorities and their status, reflecting on the culmination of accomplishments from the prior fiscal year and identifying the next phase of or new priorities for the upcoming year. However, our world has changed dramatically since the onset of the global COVID-19 pandemic and the associated economic slowdown. As a result, progress on a number of the previously identified priorities has been delayed. That said, while we may have not yet accomplished all we set out to do, as a reflection of the County's resiliency and innovation, we have effectively pivoted to continue responding to the community's needs by swiftly adjusting how we operate – and much, if not all, of that effort is not reflected here.

Regardless, a status update for each of the FY20 priority items (72 in total) is provided below. This document does not include a slate of FY21 priorities other than prior year items which will have a continued presence in the new year. It is my intention to utilize the outcomes from the Board of Supervisors August 10 retreat and subsequent discussions with staff and the Board of Supervisors as a basis for our FY21 priorities.

FY20 Priorities and Accomplishments

EVERYDAY EXCELLENCE

1. **Job Description “Why” Factor:** Every County employee will have an updated job description to best illustrate “why” they perform their job to create an innovative customer-centric culture that empowers employees
 - a. Each of the County’s 3,600 job descriptions have a “why” component that has been widely accepted in helping employees feel empowered to better perform their public servant job. As an example, our largest employee position is police officer with the why statement as follows: *“My job exists to provide for the safety and security of our community by providing first responder services that preserve human life, protect the vulnerable, prevent crime, and ultimately make Chesterfield County a safer place to live, sleep, work and go to school.”*
2. **Bond Referendum Planning:** Finalize debt and operating capacity models for needed capital projects worthy of a successful 2020 bond referendum that will include strategies for citizen engagement, while ensuring no adverse impact on the County’s existing tax rate structure
 - a. Deferred to November 2021 as a result of pandemic and related economic crisis. However, with existing debt capacity, historically low interest rates, refunding opportunities and critical timely capital projects in-progress (e.g., Rt 360 area elementary school and school capital maintenance projects), specifically targeted and limited debt issuances have and will continue to occur.
3. **Procurement Enhancements:** Issue first annual report on local buying and SWAM initiatives and further position local vendors for the goods and services that can be procured locally first and regionally second, while working with all vendors for final system phase to include e-bid-signatures to streamline vendor experience
 - a. In December 2019, the first annual report on local buying and SWAM initiatives was issued. Further briefings have been held with various business organizations to help position them to provide goods and services to the County. In addition, our local vendor lists were made more accessible so that local businesses can also find other local businesses for goods and services and were used to solicit participation in the Back in Business grant program. Finally, Phase II of the e-procurement system is scheduled to be implemented prior by December 2020, while the Docu-sign module implementation will be implemented in the near future.
4. **Regional Partnership Model:** For all entities for which Chesterfield’s representation is part of non-profit or other governmental authority or commission and especially for those services where Chesterfield serves as fiscal agent or service provider, clearly illustrate proportionate and actual organizational control and cost recovery models to ensure fair and equitable practices exist or are otherwise pursued

- a. This is an ongoing item in need of regular review. FY20 highlights include: 1) standardization of Colonial Heights shared services reimbursement model; 2) Social Services Board pivoting from 5-4 Chesterfield-Colonial Heights representation to 6-3 upon expiration of current terms in 2021; and 3) deciding to exit regional groups (Gateway and PART) where there was redundancy in our local time and resources that can be better invested in other opportunities.
5. **Additional Regional Partnerships:** Through collaborative discussions, pursue City of Richmond participation in Henricus in return for Chesterfield replicating its 1988 fiscal role in support of a baseball stadium together with new partners (e.g. VCU, Flying Squirrels) while continuing to look for other opportunities for regional investment in Chesterfield
 - a. The County will continue to pursue broader participation at Henricus and other Chesterfield entities as economic conditions normalize.
6. **State Compensation Board Advocacy:** Continue to work with all constitutional officers in making their case to State Compensation Board regarding the level of funding provided to Chesterfield when compared to other localities throughout Virginia to position the County to receive future state budget allocations
 - a. County efforts helped contribute to continued advancements in Compensation Board funding for Commonwealth Attorney offices. Phase two of a multi-year plan to close the state funding gaps for those offices was included in the Governor's budget, which would have included additional dollars for Chesterfield. However, that item along with many, many others were removed due to COVID-19. The County will continue to push the state to resuscitate that plan when economic conditions improve and continue to be a leader in illustrating shortfalls amongst all constitutional offices.
7. **Election Process Improvements:** Define what the County can do to promote a positive voter experience on election day, early voting, and absentee voting (e.g., line brevity, precinct awareness, signage, facility access, high customer service with full complement of trained poll workers) and how such roles are constrained if collaboration not desired from independently appointed Registrar
 - a. For November 2019 election, significant improvements were realized with more pollbooks, scanners, precincts and poll workers thanks to collaborative discussions with Electoral Board and registrar. Additional improvements being discussed for November 2020, including resources for at least one satellite early voting location.
8. **Newly Elected Officials Orientation-Retreat:** For all newly elected board members, school board members and constitutional officers, as applicable, have orientation materials developed for timely and productive orientation meetings with consideration of board or board-school board retreat in the beginning of the new term
 - a. November and December 2019 were devoted to orienting all newly elected officials. In addition, a joint meeting with the School Board was held in February

to discuss capital planning. A Board of Supervisors retreat has been scheduled for August 2020.

9. **Develop First Choice Living Guide:** Develop a Chesterfield living guide, perhaps in collaboration with partners (e.g. Chesterfield Observer), for all prospective and existing employees to use in helping make Chesterfield their first choice for living with the guide adaptable to our citizens and private sector employers for use for their employees
 - a. The living guide concept has pivoted to a more dynamic web product. The site has been designed and is ready for launch later in 2020. It will be embedded on the ChooseChesterfield.com page.
10. **Succession Planning and New Leader Development:** Identify senior leadership and other key positions for which incumbents are nearing retirement and for each position determine timing, positioning of possible successor(s), their personal advancement goals, and 360 reviews that can best position the incumbent to structure themselves for future success
 - a. Talent management process has been retooled to focus on succession planning at the senior and mid-tier levels to help the organization gain a more complete understanding of overall bench strength.
11. **Engagement Strategy:** Further promote social media and other tools to get the best messages to the widest of Chesterfield audiences by increasing subscribers that can also cross-promote County and school e-news; and develop overall database to track meetings by type and attendees (e.g., community meetings, speaker series) with metrics developed to evaluate most effective engagement manners
 - a. The County has 73 social media accounts, two e-newsletters and one YouTube page that are available for the public and have a total of more than 186,000 followers/subscribers. On Facebook, collectively, there was a 14 percent increase in followers from 2019 to July 2020. Twitter experienced a 5 percent increase and Instagram had the biggest increase of 31 percent. Happening in Chesterfield, the County's weekly e-newsletter, experienced an open rate of 36 percent for FY20. This is up 4 percent from FY19 and 14 percent over the industry average. We have more than 8,400 subscribers to the newsletter, an increase of 25 percent in FY20. Our welcome to Chesterfield letter to all new households encourages everyone to get subscribed to our social media and e-news products to help them be locally engaged.
12. **Diversity:** Recognize and promote the diversity of the citizens and continue to position cultures, ethnicities and religious groups to succeed in the development of communities that can become economically viable destinations which are valued for their differences, while also continuing to strive to have a workforce that is reflective of its citizens
 - a. The following events and activities illustrate the manners in which diversity was recognized: 1) My Chesterfield Academy started first class in central Virginia and graduated 17 students representing 13 countries and won a NACo award; 2) Inaugural Community Cup drawing over 200 players from the region, also won a NACo award; and 3) Asian Latino Solidarity Alliance (ALSA) held their opening

ceremony in Chesterfield and we serve as an advisory member. In addition, we recently redeployed a current employee to further the county's existing relationships with the African-American community in many manners. Finally, "For Richmond" that has various faith-based leaders in the region, including many from Chesterfield, has become fully engaged during this pandemic in helping with feeding and senior programs.

13. **Regional Leaders Orientation:** With many new regional leaders being hired in FY20 (e.g. ChamberRVA, GRTC, RIC, GRP, ARWA, SCWA, Crater PDC, Riverside Regional Jail), develop relationships and orientation meetings to best illustrate Chesterfield's role in regional efforts and discuss ways for their entity to best serve Chesterfield
 - a. For all regional leaders hired, County Administrator, staff and Board members have had the appropriate orientation meetings with such new leaders.
14. **One-Stop Customer Service:** Identify all customer service interactions where the customer must go to multiple offices to complete one task for which their expectation is that they should be able to do it in one-stop (e.g., building permit fees require additional trip to budget for cash proffers, treasurer's office should be able to accept public utility bill payments).
 - a. The Learning and Performance Center has cataloged customer service points throughout the County. In addition, the emerging senior leader group is also evaluating customer service interactions in the COVID environment. Collectively, both efforts will result in process improvement suggestions to be discussed with leadership and be considered in the FY22 budget process.
15. **Budget:** Continued development of five-year financial and capital plans that provide continuum of services that recognizes opportunities for reductions in tax burdens to citizens and businesses (on-going priority)
 - a. In April 2020, five-year financial and operating plans were adopted.
16. **Deputy County Administrator:** Position new Deputy County Administrator for success in serving the public and community development process
 - a. Jesse Smith started October 1, 2019; new Directors have been hired in Transportation and Building Inspections. Quarterly Developer's meetings were changed from County-hosted to being held with the development community, at their offices, and regular check-ins have been scheduled with organizations such as HBAR.

SAFE AND SECURE COMMUNITY

1. **Overall Recruitment and Retention Strategy:** Address the hardest to recruit and retain positions in public safety via innovative approaches, timely deployment of compensation and benefit methodologies, career development programs and other strategies for Police, Fire-EMS and Sheriff's Office
 - a. Police: Retention plan implemented in beginning of FY20 has staved off retirements, shrinking overall separation rate from 4 per month to 2 per month.

We anticipate the Colonel's initiative to hire experienced officers will really be able to thrive in this new environment. They will be compensated not only for commensurate years of service, but for the varying levels of experience as well (very similar to the credit for achievements given to our incumbents via the career development program). As for the sworn career development, members are still progressing through their steps though funds are frozen. Recruit team continues to innovate and adapt, seeking non-traditional avenues to marketing and promote efforts. The Recruit Readiness Program (RRP) has been implemented to lower turnover rates amongst recruits – keeping applicants engaged during the lull that takes place during the background investigation process.

- b. Fire & EMS: Increased presence on-line and social media platforms; and opened greater flexibility in candidate registration and testing process. During FY20 CFEMS successfully hired, trained, and retained 51 new firefighter-recruits, including the 20 positions needed to operate the new Magnolia Green Fire and EMS station beginning September 2020.
- a. Sheriff: With the full support and attention of County Administration and the Board of Supervisors, the Sheriff's Office has made great progress over the last three years to address our top priority of recruiting and retaining excellent employees to the point where we were fully staffed at the end of FY20, a position the Sheriff's Office has not enjoyed for decades. In support of that effort, in April 2019 the Sheriff was able to hire a dedicated Talent Acquisition Specialist who could focus on recruitment and applicant sourcing initiatives; implementing new ideas and engaging with potential recruits through different outlets, such as LinkedIn and the Recruiter platform to target veterans nationwide seeking opportunities outside of the military.

Our focus, or top priority in the near future, is transitioning more to keeping up and maintaining our operational tempo as the demand for services increase. Our infrastructure, staffing and associated resources have to complement the increases of our public safety partners if we hope to remain proficient, efficient and capable of meeting the demands of tomorrow. In addition, the public safety personnel study started in FY20 is due to be completed September 2020.

- 2. **Communications System Replacement:** While continuing to hold the vendor accountable for this regional project, begin tower construction in Chesterfield Jan20 and complete by Dec20 with ultimate project completion by Dec21 and utilization of new system prior to such date, if possible
 - a. With a regional effort in contract amendments due to a variety of factors has led to a more defined, accountable and budgeted regional project. Existing retrofit and modernization of all existing tower sites is underway, and ground has been broken on two of the new sites. All additional new sites will be underway this summer and all tower construction will be complete March 2021. Equipment installations will occur over the Spring and Summer of 2021. Coverage testing in 2022 and cutover in early 2023.
- 3. **Courts Improvements:** Work towards completing audio-visual upgrades in all Chesterfield courts (two-year project); including a maintenance program to ensure technology

standards are kept current; and complete courts facilities analysis in time for the FY22-26 CIP process

- a. Project scope is 60% complete with 8 courtrooms completed. Remainder will be completed by end of October 2020. Jury assembly room and 4 external video conferencing rooms also complete. Maintenance and support funding has been estimated and included in future operating budgets for the courts.
4. **Workplace Safety Assessment:** With General Services oversight and the contributing talents of public safety, risk management, human resources and mental health professionals, determine what overall policies and practices warrant updating; including any upgrades to facilities, while also recognizing the value of citizen customer service in workplace design and the training needed for such service and safety to coincide
 - a. The revamped Workplace Safety and Security Committee (General Services Security Management, Human Resources, Risk Management, Emergency Operations, Police, Sheriff) has been formed and is meeting regularly. Initial focus has been on organizing the team and establishing a multi-year prioritized workplan. Objectives for FY20-21 include increased safety and security training for employees, an update to the Workplace Violence and Prevention Policy, completion of consultant-led facility security assessments, key management program enhancement, updating of COOP plans and the 4-year update to the County's Emergency Operations Plan.
5. **Police Predictive Analysis and Deployment:** Use historic data and predictive analysis to reconfigure deployment parameters (zones, beats, districts) to ensure the most efficient allocation of resources
 - a. Deployment parameters have been established and awaiting some additional budget resources that were deferred due to recent economic disruption.
6. **National Center for Missing and Exploited Children (NCMEC) Accreditation:** Utilize best practices to focus efforts, together with regional partners, on combating human trafficking via accreditation standards
 - a. Met all training and policy requirements for NCMEC on June 30, 2020. Wrapping up final policy review and anticipate formal recognition in coming weeks. Chesterfield is one of the largest localities and one out of 302 law enforcement agencies (out of 18,000) nationwide to hold this distinction.
7. **Riverside Regional Jail Authority Operating Improvements:** Work with new Superintendent to position authority for sustainable fiscal and operational model consistent with the Chesterfield Jail (e.g., inmate care, State standard compliance) while also evaluating a maximum utilization model for the Chesterfield Jail
 - a. With only 14% voting strength, our ability to pivot is challenged with other localities operating with higher tolerance for poorer service at low price. The arrival of yet another new superintendent does create opportunity for improvements. In the interim, the FY21 budget does maximize the County's own jail facility in order to house as many inmates locally in the best conditions possible.

8. **CAD System Replacement:** Continue with vendor for timely implementation of new CAD system by December 2020
 - a. Computer aided dispatch system is scheduled to go live by November 2020. Records management system and Jail management system will go live in February 2021. Major challenge has been scheduling training for hundreds of officers while ensuring social distancing.

ROBUST ECONOMY

1. **Economic Development Announced Prospects:** For active and announced prospects (e.g., Torch, Carvana, and Shamin Hotels) position applicants and agreements, as applicable, for timely development and track financial returns to initial forecasts; while also having focus on small business development
 - a. All applicants have been positioned for timely development and will have financial returns tracked.
2. **Economic Development Unannounced Prospects:** Continue to market and leverage zoned properties to their fullest potential with high quality entities that offer good jobs, high taxes or both and position other properties to be zoned in conjunction with Comprehensive Plan and Special Area Plan guidelines
 - a. Working continually with Landowners, Real Estate Community, CoStar, VA Scan and the Virginia Economic Development Partnership, Greater Richmond Partnership and other allies to match zoned land and buildings with businesses creating quality investment and jobs.
3. **Local Jobs Growth:** Continue to improve ratio of jobs in the County to residents who work, ranging from traditional strategies of getting more employers to create more jobs to innovative strategies such as quantifying citizens whose job is non-local that telecommute fostering an environment where telecommuters can be tracked and even deployed by non-local and local companies to mitigate rush hour traffic congestion
 - a. Studying the impacts on the commuting patterns and consumer spending of County residents as a result of stay at home orders caused by the COVID 19 pandemic.
4. **Airport Improvements:** Continue to position the airport as an attractive amenity for prospective and existing business with new fuel farm, three new hangars (including additional FBO), and other amenities such as a possible future hangar sites on the SE ramp, while developing an annual report of operations and manners to improve operational relationship and oversight
 - a. New fuel farm in operation. REA hangars (pad sites 1 &2) are under construction with anticipated completion in October 2020. Former Blueprint Automation hangar (pad site 4) lease officially transferred to 5G Air with construction estimated to begin in 2021. DAS in early stages of design and permitting process for their hangar on pad site 3. Completion of environmental assessment for SE Ramp area anticipated by fall of CY20. Grant application submitted for design of SE Ramp with funding available in October 2020. Inaugural annual airport report

to Board conducted in 2019. RFP being drafted for development of Marsh property for aeronautical uses.

5. **Return on Investment-Reinvestment Strategies:** Continue to identify opportunities where certain and relevant projects have a portion of their incremental tax revenues informally tracked and re-invested to further economic development or quality of life opportunities (e.g., Summit of Magnolia Green to Woolridge Rd extended, Westchester Commons to Tomahawk sewer, or new incentive models (Jeff Davis Special Area Plan))
 - a. All existing incremental arrangements are being tracked and reserved appropriately. At the same time, staff has had conversations with board members about working toward a model that puts needed improvements in place sooner via prioritization in a CIP/referendum process, recognizing the timing challenges associated with the incremental model.
6. **Unique Project Development:** Provide appropriate resources and customer service to unique projects that will further establish Chesterfield as a destination for visitors that can also be a quality of life amenity for existing citizens (e.g., Waterpark)
 - a. Waterpark has received all necessary County approvals and can break ground when they are ready.
7. **Top Employer – Taxpayer Relations:** Develop continuum of relationships between senior staff, elected officials, and private sector leaders with County's top 10 employers and taxpayers via recurring meetings, exchange of information, and volunteer resources
 - a. Through Economic Development's formal outreach program, senior staff works to maintain strong relationships with our top employers and taxpayers through face-to-face meetings. The Department accomplishes these outreach opportunities with many partners including the Virginia Economic Development Partnership, our numerous workforce partners, and other state and federal partners. Staff calls on the County's other key employers, as well, to assist in resolving issues and offering support to help our businesses continue to make new capital investment and add new jobs in the County. In the past fiscal year, Economic Development staff called on more than 30 key companies.

HEALTHY LIVING AND WELL-BEING

1. **Citizen Satisfaction Survey:** Continue 3-year survey with standard questions to identify trends and customized questions on topics worthy of current citizen, business and Board of Supervisors' interest and analysis
 - a. The survey has been developed though distribution was delayed due to the pandemic. Staff is now targeting the winter of 2021 to mail the survey.
2. **Opioid Epidemic Continued Strategies:** Continue combatting opioid epidemic through collaboration of steering committee, individuals, and cross departmental initiatives; also continue regional awareness campaigns to stabilize and reduce overdoses back to pre-epidemic levels while better gauging impacts of Narcan and pivots to other less lethal drugs (e.g., meth)
 - a. The steering committee has worked diligently by increasing training and education in the community and County agencies, increasing use of and awareness of

treatment options. The Opioid Outreach Coordinator has distributed over 500 Narcan boxes from January to June 2020, directly into the hands of community citizens affected by the opioid epidemic. Overall, Narcan administrations (by EMS, Police, third party, etc) from Jan - June 30, 2020 totals 104; representing a 32% increase in all Narcan administrations for 2020. The first half of 2020 has seen an increase in total number of heroin overdoses and fatal overdoses as well, up 39% compared to the same time period in 2019. The increase in number of overdoses and fatal overdoses is likely a product of the COVID culture, job loss, stimulus funding and other environmental challenges affected by the Stay at Home orders.

3. **Financial Independence Action Plan:** Full implementation of the Committee on the Future's Financial Independence with Impact Team (FIIT) continuing to develop specific initiatives and action plans with measures identified
 - a. During FY20, 4 workgroups were launched and met monthly to develop recommendations while providing quarterly status reports to the FIIT Steering Committee. Short term recommendations were developed as way to make positive gains in the following areas: Social Capital (4 recommendations); Financial Empowerment (3 recommendations); High Opportunity Communities (4 recommendations) and Human Capital and Jobs (6 recommendations). The team provided a presentation to the Board of Supervisors February 2020 and to the Chesterfield Chamber Non-Profit Committee September 2019. Next steps include developing a long-term sustainability model; finalizing outcome measures and benchmarking final recommendations.
4. **Perkinson Arts Center:** Closely monitor construction progress and work with Arts Foundation to ensure a 2020-21 program can commence that can be heavily promoted by Chesterfield and region to citizens, businesses and visitors
 - a. Opening planned October 2020. Programming may be delayed due to COVID-19. Parks and Recreation and Libraries in conversations to hold programming there.
5. **Harrowgate Park Replacement:** Improvements made to middle school fields by Apr20 and lighting by Nov19 with balance of project by Oct20 for new park passive recreation facilities and improvements to existing park
 - a. Lighting and irrigation of two rectangular fields complete. New entrance, parking, restrooms and concessions opening Spring 2021.
6. **Linear Parks, Bikeways and Trails:** Deployment of bike and trail routes where appropriate to further create walkable communities or quality of life attributes through ongoing route definition for zoning cases, VDOT study for Ashland-Petersburg Trail (with more marketable name considered) and specific major projects (e.g., Stratton Park/Ridgedale Parkway and Courthouse Rd extended)
 - a. Neighborhood connector with exercise equipment completed between North Courthouse Library and adjacent subdivision. Ongoing route definition and specific alignments during zoning and site plan cases. CDOT projects for Stratton Park/Ridgedale Parkway and Courthouse Road Extended /Salem Church Elementary School and Middle School. VDOT study completed for Ashland to

Petersburg Trail Vision and a regional naming study was completed by Sports Backers.

7. **Mobility Services:** Overall strategies that fully implement an array of services: a) GRTC Demonstration Project operational by Jun20 with grant-funded operation of GRTC transit service on Route 1 with metrics of ridership to gauge post- grant continuation; b) Access on Demand with goals of 90% positive reviews, 96% on-time to destination, and >44,000 trips/yr; c) Monitor and evaluate on-demand impact to Access Chesterfield with goal of >23,000 trips/yr; d) E-car pilot of 6 cars for Crystal Lakes; e) Ettrick train station masterplan and transition plan from CSX station with community partners (e.g., VSU); and f) Park and Ride lot promotions for new lots at CTC Hull and plans for Fulghum Center lot
 - a. GRTC Route 111 – Route 1/Falling Creek/Tyler started March 2020. In the first month, the average weekday ridership was 119 and the average Saturday ridership was 114. This almost met the weekday ridership goal of 140 and far exceeded the Saturday goal of 70;
 - b. Access On Demand provided 31,959 trips over the FY at \$24/trip with an over 40% ridership decline due to COVID-19;
 - c. Access Chesterfield provided 32,272 paid trips over the FY (excludes June 2020 data from new vendor) at \$28/trip with an over 40% decline die to COVID-19. With vendor transition, passenger survey results not available, however, positive feedback was received from passengers, especially about the ability for seniors to participate in family events during the holiday;
 - d. Crystal Lakes’ 7 cars began in March 2020, but with utilization rates of <10/month and utilization <4%, we have been notified that July 2020 will be Envoy’s last month;
 - e. Engineering underway for Ettrick Train Station to improve train station site and Bessie Lane entrance.
 - f. Park and Ride lot at CTC Hull is scheduled for construction in FY22.
8. **Perrymont:** Finalize long-term plans and partnerships with non-profit organizations to position former school to be a human services outlet for an array of NPO services not currently or easily available in the surrounding community
 - a. RFP completed to solicit potential interest in site, but only one response from the original non-profit group received. Next steps being discussed.
9. **Volunteerism:** Strive to be the leader by example in having the employees serve in volunteer roles while working with all businesses, citizen groups, older adults and non-profit organizations to recruit and align volunteer resources to community (feasibility and methods for tracking data to be developed)
 - a. In CY19, 379 employees logged 3,125.7 volunteer hours.
10. **Citizen Academies:** Engage Academy alumni for volunteer roles, committee assignments, media contacts and host annual alumni event to further such engagement and listening to alumni

- a. Chesterfield 101, which focuses on high school aged students to learn about the role of local government, had 27 students attended three in-person sessions and 75 attended three virtual sessions using Microsoft Teams. The in-person sessions allowed for significantly more interaction with the participants and hands-on learning while the virtual sessions were much more lecture style.
11. **Housing Authority Relations:** Further define the best manners Chesterfield can position VHDA, RRHA and other housing authorities with ownership of housing choice vouchers in Chesterfield to define the roles Chesterfield can assume (e.g., RRHA inspections) and HUD spectrum of permissible practices that are favorable to Chesterfield (e.g., market area adjustment, workforce initiative)
 - a. As part of a regional effort, the Analysis to Impediments Fair Housing project started in June 2020 through partnership with PlanRVA. Through this project we expect to receive data on vouchers, inspections, and cooperative agreements with other agencies, such as RRHA. Findings will help inform the path forward to addressing these topics.
 12. **Older Adult Services:** Define in easy to understand format all the services and information relative to older adult living in Chesterfield, including lifelong learning, transportation, volunteerism, healthcare services, and special programs offered by the County (e.g., public safety departments visitation programs to older adult households) for on-going and temporary (e.g., visitation program to help relieve caretaker role when not available)
 - a. Aging & Disability Services (ADS) information is accessible via the [ADS homepage](#) and the [ADS facebook page](#). New materials include [Chesterfield Council on Aging Biannual Resource Directory, translated in Spanish](#), and [meeting recordings](#) from Chesterfield Council on Aging. Marketing efforts continue to push information and resources via print, online, social platforms.
 13. **Able-Bodied Adults:** Develop annual report to update efforts related to able-bodied clients of Social Services and associated strategies to mitigate their duration as a client via workforce initiatives
 - a. Social Services has developed a method to track able bodied outcomes and identify areas of impact like attainment of certifications, drivers' licenses, and wage increases. Partnerships continue to be developed with employers and employment services providers to increase capacity building and service delivery.

THRIVING COMMUNITY

1. **Local Facility Projects:** Through improved coordination, Community Facilities Plan compliance and improvement of site acquisition process (Real Property Division) and project management (General Services) with departmental input provided as applicable, continue to develop key assets (e.g., Fire Stations in Magnolia Green (complete), Midlothian (beginning construction), Matoaca (begin design), Midlothian Library (begin design), Fire Apparatus-School Bus Garage (complete design), Beulah Community Center (complete design), and new Real Estate Assessment Offices (complete design))

- a. Magnolia Green Fire Station delayed due to social distancing requirements with anticipated completion in August 2020.
 - b. Midlothian Fire Station design complete and bidding planned for August 2020.
 - c. Matoaca Fire Station land acquisition complete but project on hold.
 - d. Midlothian Library schematic design complete but project on hold.
 - e. Fire apparatus/school bus garage design development nearly complete. Anticipate receiving bids by end of November and completion of construction by Fall of 2021.
 - f. Beulah Community Center cost projections were far over budget, so programming is being revisited with new design complete by Fall of 2020.
 - g. Real Estate Assessors Office design is nearly complete.
2. **Road Projects:** Continue aggressive pace of all forms of transportation infrastructure construction with signature project milestones: Route 10 Superstreet (begin construction with completion FY23), Otterdale Road Widening from Hull St to Woolridge Rd (advertise project for construction); and extension of roads with public hearings on location and design (Woolridge Rd, Bailey Bridge Connector Rd and Nash Rd)
- a. Route 10 Superstreet is well underway. Public meetings were held for Otterdale Road Widening, Nash Road Extension, Woolridge Road Extension, and Bailey Bridge Connector. All projects are continuing to move towards completion.
3. **Development Function Technology:** Implement recommendation of third party to restart the Enterprise Land Management (ELM) project to position development community and citizens option for 24-7 e-gov services, on-line payments, data uploads (reduce time and cost for printed materials) and status updates
- a. eReview went live June 2020, months ahead of schedule, due to a desire to serve the development community on-line and at a distance. 81 applications submitted in first two weeks. Entire project is on budget and on time for December 2020 go live.
4. **Public Utilities Projects:** Continued due diligence steps for the 4th water supply project on the lower Appomattox River in working through state regulatory process and construction of Tomahawk Creek Sewer Trunk extension to provide residential and commercial opportunities for areas south of Rt. 60
- a. Land has been acquired for 4th water supply and permitting process is underway. Responding to final design comments from DPU, EE and VDOT for the Tomahawk Creek Sewer Trunk extension. Preparing to acquire the easements. Preparing documents in anticipation for bidding in 1st quarter of FY21.
5. **Special Area Plan/Job Node Strategies:** Midlothian Special Area Plan approval and implementation with annual update of all special area plans and beginning of Comprehensive Plan's job center "nodes" with strategies to track metrics (e.g., investment, demographics, local incentives)
- a. Midlothian Special Area Plan was approved, and the Implementation Committee has met several times. The Planning Commission's work program has been defined

and includes “nodes” at Courthouse/Hull (Rockwood) and a proposed project in Dale.

6. **District Strategies:** Recognize the initial residential expectations of Centerpointe District duration and develop scenario to bring closure to such obligations; and define, and expand as desired by those in larger district, the Rt. 60 Medians District, with a rate commensurate to the improvements planned and maintained
 - a. The incremental Centerpointe rate was reduced to \$0.05, bringing the obligation more in line with the original financial model particularly for residential properties. Also, the median district for western Midlothian Turnpike was renewed and staff is studying expansion possibilities for that district.
7. **Community Enhancement Strategy Implementation:** Finalize strategies for Community Enhancement initiatives (e.g., Jeff Davis Master Plan, Revolving Loan Fund, By-right Multi-Family zoning, Commercial Code Enforcement, retail shopping center strategy) to best position communities for improvement
 - a. Northern Jeff Davis Special Area Plan adopted by the Board of Supervisors April 2018. Shortly thereafter, the ordinance was amended to permit R-MF development on qualifying commercially zoned properties. Several “Catalytic Properties” were identified in key locations along the corridor, along with potential associated uses. Revolving loan fund (\$300,000 max) was established and is being managed by LISC. Commercial indicators project, including a review of commercial shopping centers and identification of redevelopment opportunities, was completed January 2020.
8. **Stormwater Mitigation Plan:** To ensure continued quality traits of Swift Creek Watershed, enact tree canopy preservation ordinance and related projects in the Upper Swift Creek Watershed
 - a. Tree canopy ordinance adopted January 2020.
9. **Planning Strategies:** Develop public reports on case management to ensure quality service, timeliness and staff suggestions for improvement are clearly communicated, while developing better relationships with applicants and their liaisons to timely address any concerns that may arise and overcome local regulatory constraints to such service (e.g. revise zoning ordinance, add advanced manufacturing classification, implement sign ordinance)
 - a. Zoning Ordinance Modernization project was delayed due to financial constraints; however, the Planning Commission’s work program includes updates to several outdated sections of the ordinance.
10. **Pet Adoption Center:** Substantially complete design (Oct19) and issue appropriate solicitations for construction of the pet adoption center and its operation (Sep19, award contract Feb20), while also ensuring the facility needs of animal services and its personnel are generally met with plans developed for existing Animal Shelter’s intake operation
 - a. While no RFP response, staff sees advantage of operating the facility for several years to gain additional knowledge on what we seek in a third-party operator. First round of programming complete, but project on hold due to budget

constraints. Will use this opportunity to revisit design concept and refine program to align project with funding target.

11. **Major Maintenance:** Develop an overall public reporting plan for school and County facilities maintenance that illustrates 2.5% goal of assets reinvestment annually, and associated funding
 - a. Both County staff and CCPS staff have conducted several major maintenance briefings for Board of Supervisors and sub-committees and 2.5% goal is regularly included in budget work sessions.
12. **Recycling:** With markets for recyclable goods appearing to have become long-term issues, determine best, adaptable and innovative long-term strategies (public, private, hybrid) with CVWMA consultant's help for Chesterfield's current program for just single-family homes and convenience centers to ensure pathways to recycle exist for all citizens and businesses while also fostering ideas to achieve CVWMA goals to reduce, reuse, recycle
 - a. Fee = cost model w/ auto-updates to fee to equal costs and pivot to opt-in (prior default was opt-in). Revenue data from first half billing will be available late July and will allow for determination of need for a rate update. RFP development for next contract is underway with regional partners. Anticipated completion and advertising March 2021.
13. **Environmental Stewardship Information Resources:** Develop one combined website and annual reporting of all applicable environmental practices that the County follows (e.g., water, sewer, stormwater, land disturbance, solid waste, recycling, energy management), with state partnership for environmental-related services provided by their agencies within the County (e.g., VDOT, DEQ) and their responsibilities better defined and apparent (e.g., DEQ's landfill odor oversight)
 - a. www.chesterfield.gov/environmentalstewardship was officially unveiled at the Board of Supervisors work session January 2020 and is promoted when and where applicable going forward.
14. **Foundations:** Inventory all regional foundation investment into the County, determine methodology for County's appropriate proportionate share, and further leverage partnerships to achieve such goals
 - a. A partnership has been established with Community Foundation and their funds and expertise leveraged during COVID-19. The completion of inventory and methodology will continue into FY 21.
15. **Dominion Energy MOU:** Adopt a MOU that provides for alternative access to Henricus, Dutch Gap Conservation Area and boat launch funded by Dominion Energy because of coal ash legislation that created site access constraints to public facilities
 - a. MOU was approved by the Board of Supervisors August 2019. The County has completed all its work on the transportation and facilities plan and has been reimbursed by Dominion. Dominion has requested additional time to finalize the plan September 2020.
16. **Historical-Cultural Event Plans:** Prepare and partner as applicable for the following community events: Establish committee for Chesterfield County's 275th Anniversary,

begin planning for commemoration of the Revolutionary War, and be cognizant and proactive in identifying other opportunities for community events (e.g., dedications, historical anniversaries, ground breakings)

- a. Due to COVID-19 the 275th Anniversary for the Revolutionary War was paused; the Committee will continue to adapt to new ways to commemorate historical events. A Veterans Wall Committee has been tasked to more fully represent all veterans who have died in foreign wars and is expected to unveil the new wall with names this Veterans Day.
17. **Potential Land Acquisition:** Review all County-owned land on constrained sites (schools, parks, libraries) to determine what adjoining properties should be considered and notify such property owners that the County may be an interested buyer when the property is ready to be sold
- a. Pro-active land purchases have been put on hold due to current economic disruption.

LEARNING FOR A LIFETIME

1. **Committee on the Future's Next Report:** Continue to support committee and position them to define the next topic for which they can begin to collect data and develop a report framework
 - a. Current topic area will be 'Adapting Chesterfield County to Rapid Disruptions Caused by Technology' (note, working to tweak the focus based on COVID-19 impact).
2. **3rd Grade Reading Level:** With national acceptance of the life-long importance of a child's ability to read at a 3rd grade reading level when in 3rd grade, begin extensive reviews of data and programs, together with non-profit partners, to best position all children to learn to read at such reading level and improve the school's current 3rd grade reading test scores to a defined goal
 - a. Leaders of Smart Beginnings of Greater Richmond, RVA Basics, and Chesterfield School Readiness have all identified initiatives that focus on this goal. Will continue to track data and further develop and focus on tools for parents and children with ready barriers.
3. **School Space Needs:** Identify and assist, as applicable, solutions to school space utilization topics, including school administrative facility consolidation, reductions in CTC Hull Tech Center and other tech center waitlists to desired metric, leverage Tyler Community College classroom capacity, and additional in-building classroom construction at select existing high schools to increase in-school capacity
 - a. Test fit analysis, cost estimate, and renovation timeline completed for potential consolidated CCPS headquarters. Second option being evaluated with anticipated completion September 2020. In addition, the school division has had advanced conversations with John Tyler regarding high school instruction space, and the locker bay conversion project has been funded and the work is nearly complete.

4. **County and School Relations:** Development and deployment of County and schools joint HR and financial reporting, alignment of applicable policies and practices, and continue to seek manners where effective and efficient processes can occur (e.g., land and bus acquisition (parking), buffering and neighborhood access, centralized print shop operations, centralized joint warehouse at Fulghum Center, coordinated FOIA customer reporting and tracking system, and school readiness measures for grounds and buses)
 - a. Consolidation of print shop operations scheduled for January 2021. County-wide space assessment, including evaluation of need for consolidated warehouse and school bus parking underway with anticipated completion November 2020.
5. **Student Safety and Health:** Through a Memorandum of Understanding just between the Police Chief and Superintendent, define roles and responsibilities; and determine what safety standards are needed in schools for FY21 budget while also recognizing the role of the County's 24-7-365 Mental Health Support Services and Social Services Departments for students and their families in crisis
 - a. Police Chief and Superintendent signed a revised MOU. Mental Health and Social Services continue to work closely with school personnel in crisis situations.
6. **Demographics Data Analysis Project:** Analyze school enrollment projection models and School-County demographer resources to ensure that all projection-capacity models utilize accurate, consistent, area-specific assumptions (including housing type data) to facilitate basis for CIP development (e.g., continued inclusion of Magnolia Green ES) and zoning case staff reports while also recognizing the impact of program changes and classroom utilization
 - a. June 2020, the County published the Historic School Enrollment trends dashboard on the new Community Facilities and Infrastructure website. Forecasting model work is underway to project student enrollment. Components of the model will be used in various reports, such as the Zoning Staff Report and Demand Indicators Report, while implementation of the forecasting model is planned for late September 2020.
7. **Broadband Strategies:** Develop annual report that illustrates the underserved areas of the County with goals and partnerships needed to overcome such issues to best position all households, students and businesses the opportunities available with high speed internet
 - a. Progress has been made to make internet access available to residents during the pandemic via a new interactive web map, discussions with CCPS on making internet available to the 1,800 households that lack it and discussions with Open Broadband, Inc., on partnerships with Charles City County. Harvesting of County-address specific broadband data is underway. Annual broadband report will be available October 2020.
8. **Higher Education Institutions Coordinated Strategies:** Through existing and positive relationships with Tyler Community College and Virginia State University, continue to become versed and an advocate for their respective successes while also mapping out all the other institutions that serve Chesterfield (e.g., Bryant and Stratton, Strayer, ECPI,

Career Works, Goodwill) to ensure that no gaps in workforce development exists relative to the jobs needed by existing and future Chesterfield businesses

- a. Working with all workforce training and education providers to ensure no gaps in needs exist. Will be an ongoing effort as the workforce needs of the County businesses change over time.
9. **School Initiatives Awareness:** Work with the Superintendent on the 54 initiatives developed this past fiscal year and new initiatives to be developed to determine what, if any roles, County staff resources and financial planning is needed to accomplish such initiative
 - a. Staff has been actively working with the deputy superintendent and the new schools' CFO to refine and standardize financial practices between the two organizations such as major maintenance investment targets and student growth funding models.
 10. **School Facilities Condition:** Continued detailed plans, budgets, and project status reports of Facility Condition Assessment to ensure funds are prioritized correctly and spent timely; including the assurance that operational and preventive maintenance programs are followed (e.g. HVAC cooling tower equipment and chemical feeds to mitigate bacteria from arising)
 - a. Staff is working closely with new schools' COO to support a renewed focus on schools' major maintenance. A work session with the Board of Supervisors is being scheduled for late summer 2020.
 11. **New Schools:** Avail County resources (e.g. building inspections) to ensure all new schools are opened on time
 - a. Appropriate resources have been assigned to new school construction and schools planned for fall 2019 opened on-time.