



Chesterfield County, Virginia

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TO: The Honorable Members of the Board of Supervisors

FROM: Joseph P. Casey, County Administrator 

DATE: August 6, 2021

SUBJECT: FY21 Priorities Status and FY22 Priorities

It is my goal to annually present the prior fiscal year County Administrator priorities and their status, for which each of the 60 priorities and statuses are summarized in this letter. As noted last year, it was the overarching priority related to COVID-19 that literally covered every facet of our Blueprint Chesterfield in how our team devoted its time and talents in responding, pivoting, and innovating. If COVID-19 were broken down into distinct priorities, there would have been many more additional priorities added to FY21.

In formulating the FY22 priorities, efforts were made to review feedback from employees, citizens, businesses, and Board of Supervisors. Developing these 79 distinct priorities helps me, with Blueprint Chesterfield and its six categories as a beacon (see Appendix I), dedicate my time and related staff resources to specific focus areas and ensuing accomplishments. Some of these priorities actually contain multiple goals (e.g., multiple construction projects).

In addition, I have included in my priorities three specific references made by the incoming Board Chair from his January 2021 remarks for the county to focus upon and they are noted with the reference of “2021 Board Chair Goal.” There invariably are topics that arise during a fiscal year that warrant my attention, including any 2022 Board Chair goal remarks or other relevant issues raised by Board members, and those will become the focus when needed.

There are other numerous day-to-day operational and recurring tasks or new tasks that arise occupying my time and staff’s time that are not referenced in this letter (e.g., Jefferson Davis Highway renaming to Route 1, extraordinary federal funding programs, Southside Speedway acquisition); however, that does not mean such tasks are not important, as they are foundational in the county’s success and core services and are generally covered in departmental updates and reports.

FY21 Priorities and Accomplishments

Everyday Excellence

1. **Overarching Priority – COVID-19** – To continue to focus all energies on COVID-19 and related health, fiscal, economic, and operating impacts as they affect citizens, businesses, schools, and our employees, while recognizing a post-COVID-19 environment may warrant a FY21 mid-year review for additional priorities.

- Status: Unfortunately for FY21, the pandemic did not create a “post-COVID-19 environment,” so in FY22 you will see such post-COVID-19 priorities. Numerous activities and initiatives were done in proactive and timely manners, and while there were many constraints from state and federal rules and regulations, the following illustrate our local role:
 - i. Support Roles: Extensive community testing and then vaccination programs with resource support better maximized with unique MOU agreement with VDH; ability of IST to provide notices to those who registered with state, and deployment of Fire-EMS to vaccinate businesses, daycares, private schools, and citizens unable to get to vaccination clinics in a logistical manner that became state model for efficiency.
 - ii. Federal-State Funding: Numerous programs, many with strict compliance regulations, were recognized and best positioned to help our ability to serve and direct programs to citizens and businesses; with additional local and federal reserves created, as appropriate, until the best uses can be identified with most recent U.S. Treasury guidelines.
 - iii. Businesses: Back in Business grant program, local business chamber roles in helping provide PPE, sanitizer and signage, proactive ABC-VHTA coordination to maximize outdoor dining and Richmond Regional Tourism roles in helping promote local attractions open and having occupancy rates high, sports tourism events maximized under health regulations, restaurant promotions (Chesterfield Eats), and general awareness of local economy metrics that appeared to have benefited from teleworkers staying and consuming within Chesterfield.
 - iv. Citizen Needs: Coordination of mortgage, rent and utility bill assistance programs; feeding programs, including Chesterfield Foodbank and Schools curbside pick-up; employment assistance programs through Social Services with only constraints being the collective challenge of VEC responsiveness; mental health services transitioned to virtual, and isolated adults without support networks served with in-person visitation and assistance.
 - v. Libraries: Innovative curbside program, telework and student reservation system for connectivity, virtual programs (e.g., children’s story time, book clubs), and registration assistance for vaccinations. As restrictions eased, libraries were able to quickly adapt back to more traditional citizen services.
 - vi. Parks and Recreation: Efforts made to promote and keep open our great parks system for many to enjoy and be spatial and safe with many of our park sites having internet connectivity, and virtual programs for those wanting to stay engaged and remote. As restrictions eased, parks were able to quickly adapt back to more traditional citizen services.
 - vii. Schools: Partnership with YMCA for Student Success Centers for virtual pods within high schools for elementary students, defined safety measures for users of schools (e.g., churches), and providing technical and risk management support to best position schools to be open and serve students and parents.

- viii. Employees: Mindful and fiscally prudent furlough process for 585 employees, most in part-time positions, who otherwise couldn't be redeployed or otherwise productive with restricted services with return to service of 342 employees as restrictions eased, vaccination rates of 71% of community goal (community vaccination goal 75%) with no employee COVID deaths (only 3 currently quarantined), and safety protocols (e.g., secured elevators and stairwells) established to best keep the workplace safe for employees and customers.
 - ix. Continuity of Government: Telework and hybrid options expedited to ensure productivity and service continuity with many telework options now defined by revised policies, virtual community meetings held value and will continue to help supplement in-person meetings in the future for citizen engagement, no Board meetings were cancelled and only one meeting held virtually, and benefit of digital meeting portal to enable citizen comments to give citizens choice in attending any meeting has now become a permanent citizen option going forward.
 - x. COVID-19 applicable references are also noted in the following specific FY21 priorities: Bond Referendum 2021, Support for Employees, Election Process, One-Stop Customer Service, and Libraries
2. **Revenue Plans** – From review of other sources of revenue, seek manners to reduce real and personal property tax burdens, especially elderly and disabled, while also best targeting any new sources to focused priorities (e.g., public safety-teacher pay studies, bond referendum projects, school capital maintenance).
 - The aggressive yet targeted tax relief program included in the FY22 budget provides adjustments to tax relief thresholds for the elderly and disabled to reflect inflationary and social security changes, an enactment of a State constitutional amendment that exempts personal property tax for one vehicle owned by a qualifying disabled veteran, and an increase in the minimum value at which a vehicle is exempt from personal property tax, from \$1,000, to \$1,500, and an adjustment to the business license exemption threshold to better assist small businesses. The county was also the first in region to advertise the maintenance of the real property tax rate as well as laid the framework to monitor housing market conditions for a potential future real estate tax rate adjustments.
3. **Bond Referendum 2021** – Implement student forecasting modeling and Demand Indicators Report as part of redefined overall bond referendum and long-term revenue funding source(s) for debt and operational impacts.
 - With COVID-related impacts on the ability to hold community meetings and continued refinement of debt capacity for highest priority projects, the 2021 referendum was delayed to 2022. However, efforts are continuing and progress is being made on many debt referendum related projects to not adversely affect timelines; especially as it pertains to middle schools. StratIS, and its associated Demand Indicators Report, have greatly improved data related for student forecasting and other county service demands.

4. **Support for Employees** – Further define best manner to recognize all employees, provide them the flexible work environment to succeed at work and home, enhanced workplace safety (to protect customers also), and competitive compensation and benefits.
 - All full-time employees received a \$500 bonus in December 2020 (part-time benefited \$250) and a 2% merit increase for all employees in January 2021. The number of Career Development Plans (CDP) available has increased to 173 representing nearly 2,600 full-time and part-time employees (FY20 had 147 plans) as less than 21% of non-supervisory employees (18% of full-time employees) do not have access to a CDP. As a recruitment and retention initiative, all full-time new hires are now granted 40 hours of PTO leave with all remaining existing full-time employees receiving the equivalent one-time leave grant of 40 hours of additional annual or PTO leave.
5. **Communications Plan** – Develop overall social media and communication tools to engage our community towards issues of relevance and facts regarding Chesterfield, while recognizing challenges of social media issues that arise from state and national issues.
6. Board update in March 2021 illustrated the various strategies developed and deployed, which are being shared with business associations, including many social media analytic tools that are being used to monitor to ensure the greatest penetration of messaging while helping maintain an awareness of incorrect stories so the county can quickly correct and share accurate information directly to the digital source. **Appointments** – Promote broader citizen participation in board appointed entities, including at-large appointments, to ensure inclusive representative bodies that best represent the Board’s interests with individuals serving whose backgrounds best position entities for success.
 - Website enhancements and awareness, together with Board member efforts, have tried to align many more citizens to appointed roles in helping our entities better succeed. There are also greater efforts for at-large appointments to try and represent all districts, where applicable, with more at-large appointment relationship meetings with designated Board members. There are a total of 63 district appointments and 124 at-large appointments to 31 entities. Annual appointee district meetings were deferred due to COVID-19 but are expected to resume.
7. **Election Process** – Ensure enhanced absentee voting processes and demands upon an expected high voter turnout are properly planned and addressed.
 - With the establishment of four libraries as early voting precincts, which others in the region did not do, 145,152 or 71% (100,922 in-person and 44,230 mail-in) voters were able to take advantage of this convenience and helped ensure a smoother election day for the remaining 59,428 or 29% voters.
8. **One-stop Customer Service** – From initial FY20 reviews, formally define plans and costs specific to areas with services where customers travel between departments physically, online, or virtually to pivot to “one-stop”.
 - Many facets to this initiative, which benefited from Emerging Senior Leaders group that summarized some of their results as part of June 2021 Board meeting: 1) FOIA requests and responsiveness for information; 2) Community Development ELM system; 3) Enhancing in-person customer service experiences (i.e., freestanding

payment kiosk); and 4) COVID implemented virtual practices have provided another option for citizen service and engagement.

9. **Citizen Satisfaction Survey** – Reinstate 3-year survey (delayed in FY20) with standard questions to identify trends and customized questions on topics worthy of current citizen, business and Board of Supervisors' interest and analysis.
 - Survey process re-instated in February 2021 with results expected by August 2021 which will be reviewed for potential action plans as part of FY22 Priorities.
10. **Sales Tax** – Work with State and local officials in gaining better insight into areas of sales tax in order to best understand trends and their sources to help make relevant decisions and provide business analytics to help support our businesses' decision-making ability.
 - Through good working relationships with the State Department of Taxation, data shared with us and the Commissioner of the Revenue (COR), has enabled a timelier and more analytical product to be developed. However, data sharing constraints from COR (data sharing agreement not signed) inhibit additional analytical models or details that are otherwise afforded to many peer localities.
11. **Deputy County Administrator** – Position new Deputy County Administrator for success in serving the human services and its related functions via orientation and onboarding.
 - Onboarding and orientation processes were conducted.
12. **Public Portal for Citizen Concerns and Assistance** – Develop one portal and promotional campaign to provide a citizen-friendly engaging access to report to county officials to then investigate: 1) Fraud, waste and abuse via Internal Audit Hotline; 2) Fraud in Social Services benefit recipients; 3) Complaints in Police and other employee interactions; 4) Crime stoppers tip line; 5) Adult and child protective services tip line; 6) Vulnerable or isolated older and disabled adults; and 7) Other concerns and assistance.
 - One public portal created and available to the public in June 2021 with continual reviews and citizen feedback used to further enhance portal.
13. **County Administrator Enhanced Presence** — Define roles to further engage with the citizens and businesses (new and existing) via video briefings, social media posts and other activities to support county personnel and related county, community, and business activities.
 - Continued to develop a more personal relationship with all employees through recurring email updates that were appreciated in light of pandemic mitigated in-person interactions. Also, a daily COVID-Econ email update to many employees, citizens, and business leaders that became weekly recently as pandemic issues fade. Many videos and related social media posts were also created highlighting county pandemic efforts and promoting county attractions (e.g., Perkinson Arts Center). As more interactions are recently easier to engage with employees and citizens, many events and activities are being booked on calendar.
14. **State Compensation Board Advocacy** – Continue to illustrate to the state the deficiencies and inequitable funding levels provided to Chesterfield's constitutional offices while working with all constitutional officers to recognize the local office roles that greatly assist team Chesterfield in serving our citizens and businesses.

- Improvements made in the past year include advocacy with the county's state delegation and various minor advancements at the state level for additional funding, although budgetary constraints of the state still solidify the deficiencies and inequities in funding. Additional efforts will continue in FY22 and each year thereafter until Chesterfield gets its rightful share of funding for these offices. Locally, the county developed a new policy in July 2021 to more clearly define the benefits Constitutional Officers provide at the local level and to authorize cash awards in recognition of these duties they perform for specific local benefit.

Safe and Secure Community

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

- Plan finalized in November 2020 and Board implementation action in December 2020 for two phased implementation in January 2021 and April 2021 with financial policies to best position for step increases annually (average 2.8%/step) thereafter that provided for a market-based plan while negating compression at every step.

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

- Tower construction scheduled to be completed by December 2021 with 2023 project timeline still on target and within budget.

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

- CAD go-live was May 2021 and Records Management System should be by September 2021.

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

- Many efforts were made starting with RRJ Superintendent appearance before the Board in September 2020 and followed by November 2020 Board Chair letter back with correction action prompts clearly defined by March 2021. In April 2021, when RRJ was notified by the state that they are at-risk of being decertified; the county immediately sent a subsequent letter to the RRJ Superintendent communicating intent to find alternate arrangements for inmates currently housed at RRJ. In May 2021, the Board held a special meeting to consider wide-ranging options with input provided by many vested parties which included a framework of a depopulation plan for the 548 inmates in RRJ as of May 7th, of which 135 were state out-of-compliance inmates. Current inmate count is 444 inmates in RRJ, of which 77 are state out-of-compliance with initial bed rental agreements being utilized by other facilities.

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

- Magnolia Green opened in December 2020 and Midlothian construction started in December 2020 with anticipated completion by June 2022.

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

- Deployment study draft results being reviewed and based upon feedback from Fire-EMS leadership, additional work from consultant is needed to have closure and report in manner that can best be relevant, presented and continue to achieve deployment objectives. In the interim, continued efforts are being made to best position staffing to include a 1.3 relief factor to reduce the reliance on overtime pay for minimum staffing coverage and minimize the occurrences of mandatory overtime.

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

- FY22 Priority to consider all options availed, from initially planned Falling Creek ramp to other potential future access points further east to be best responsive to service calls.

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

- Many programs were developed, all in helping to recruit, retain and develop our Police Department into one of the premier departments in the country. Examples include: National billboard campaign ('Thank you, Officers!'); recruitment video targeting pre-certified officers; numerous virtual career fairs and informational sessions; LinkedIn platforms created; and weekly info podcast for applicants. Additionally, the Recruit Readiness Program enabled applicants to voluntarily enhance their physical fitness by participating in exercise with the department wellness coordinator helped minimize recruit turnover.

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

- After careful research of data-driven models, the need for an additional division (Falling Creek) was determined to be an effective strategy and proactive hiring practices enabled mid-year implementation with results are already being recognized (crime rate decline 18.8% from most recent trend analysis).

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

- Completed AV upgrade in 17 courtrooms and additional ancillary spaces for all courts plus four remote spaces and with remaining project funds, analyzing a digital evidence management solution. Urgent needs that were identified in the facility study were funded in FY22 (e.g., Sheriff vehicle sallyport). Long-term recommendations for facilities are slated for further review in FY22 to determine next steps for FY23.

Robust Economy

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

- EDA contracted with SIR and West Cary Group to study the telecommuting patterns and demographics of Chesterfield's remote workers. Study will include marketing and branding to get recognition for Chesterfield as the live, work and play community and attract more of those workers. For county employees, models created to help 2,100 employees who pivoted to telework to gauge what portion can continue to do so permanently or intermittently if it first meets customer needs and secondarily, employee work-life balance goals. LinkedIn ranked the Richmond region in 2021 as the 9th best area in US to seek a job.
26. **High Tech Destination** – Define how best to gauge being a destination for high tech businesses, life sciences pharma and data center-related businesses and deploy strategies as applicable.
- Economic Development is leveraging the Greater Richmond Partnership's marketing efforts for targeted tech industries focusing on opportunities in pharma, data centers and micro-electronics as a result of regional research and COVID impacts on those tech sectors.
27. **Prospects** – Bring to fruition the variety of announced and unannounced prospects that have continued to show interest in the county.
- Economic Development continues to see strong prospect interest in the county. COVID resulted in more companies considering reshoring some of their manufacturing and supply chain models are changing to decentralize some of the distribution of products. Many prospects are well into their due diligence and we are working with them to close the deal. However, due to a business climate of fierce competition, many companies are not publicizing location or expansion decisions.
28. **Potential Business Sites** – Recognizing the availability of new prospect sites is becoming more limited, identify future sites and work to ensure infrastructure and other amenities exist to best position them for desired business prospects.
- In December 2020, the Board appropriated \$13 million to the EDA for the subsequent acquisition of upper Magnolia Green's 2,000 plus acres for long-term consideration and land use planning to lower burden of traditional suburban residential homes. In June 2021, the Board appropriated \$4.5 million for the acquisition of 47 acres which included Southside Speedway for future plans to be developed. In July 2021, the Board approved a public hearing in August 2021 for \$20M to the EDA for purchase of additional sites of Spring Rock Green and Adeline Acres with respective long-term plans for both.

Healthy Living and Well-being

29. **Inclusion, Diversity and Multiculturalism** – Continue to engage all communities, ethnicities, and religions to recognize the value the county places on good relations with all and to position all for pathways to engage and live, work, play and learn successes while also continuing to strive to have a workforce that is reflective of its citizens.
- Strengthened partnerships with various organizations to provide needed resources and services to diverse communities (e.g., community testing events, Chesterfield Foodbank, Community Conversations, additional Police engagement and

communications, etc.). The county also maintained and updated the newly established Know Your Rights website, established a Diversity and Inclusion “Think Tank” employee workgroup, expanded diversity of library programming, broadened citizen opportunities to celebrate the legacy of Dr. Martin Luther King Jr. in partnership with Virginia State University (VSU) and Hands-on Greater Richmond, and transitioned the 32nd Black History Month Celebration programming to a virtual format in partnership with VSU and county and school staff. A planned SPICE festival is scheduled in August 2021 celebrating the diversity and cultures of the county’s citizens.

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

- A welcome letter from the county and the respective Board of Supervisors member was created for all new residents and was expanded to include highlights of different resources. This resource is ideal for inclusion in a packet that the Chamber of Commerce can use during business recruitment. Additionally, improvements were made to the county’s “At-a-glance” website to best position the site for new citizens, as well as existing citizens, to easily access relevant and engaging information.

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

- December 2020 Board meeting amended the MOU with Dominion Energy for \$68 million reimbursement to fund the projects with Board appropriation occurring June 2021, enabling all projects to proceed.

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

- Perrymont’s efforts for human services non-profit are best positioned for another location, therefore Perrymont is continuing to go through various interested parties that can bring a quality investment to the site. Community Enhancement and Parks & Recreation are collaborating to determine the future of old Matoaca Elementary School once it is turned over to the county in September 2021.

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

- Arts Center completed in November 2020, but with COVID restrictions, only virtual and small gatherings have occurred until its grand opening in June 2021 with the announcement of a full 2021-22 season. In addition to various support agreements with the county (e.g., custodial), our HR resources are being used for the hiring of their next Executive Director. The county is partnering with the Arts Center to hold the SPICE Festival in August.

34. **Financial Independence** — Develop and collaborate with community partners to support service needs, including workforce development-employment opportunities with established metrics for able-bodied individuals.
- Social Services established both a presence at the VA Career Works location in March 2021 as well as six new collaborative initiatives with community partners to include Economic Development. Examples of metrics for able-bodied adults include the number of citizens whose need for assistance is reduced and the salary earned by those obtaining employment.
35. **C-Fit Community** – New organized group of individuals and community groups for the betterment and overall well-being of citizens via culture of positive change that enhances their health, well-being, and quality of life.
- C-Fit Community was established as a 501c-3 nonprofit to which the county provides staff support. Board establishment and sponsorship roles were defined (e.g., OrthoVirginia multi-year commitment, Tommy West Foundation grant). The Executive Committee began holding Board Meetings in the first quarter of 2021.
36. **Parks and Recreation Center and Headquarters** – Start transition from old elementary school into a Parks and Recreation Center and headquarters.
- Project started in April 2021 and is expected to be completed by November 2022. Expected completion for park enhancements at that location is Fall 2023.

Thriving Communities

37. **Enterprise Land Management (ELM)** – Fully implement new community development system which will serve as a base for a more efficient and effective development review that greatly assists applicants, citizens, businesses, and other interested parties.
- System initially went live December 2020; and after additional training of employees, applicants and other interested parties, full utilization of the system occurred in February 2021. Continued training and quality control enhancements are helping employees and applicants to fully utilize system resources.
38. **Planning Department Leadership** — Hire new Assistant Director to be coordinating agent for developers, citizens, and other key stakeholders to identify and rectify any constraints in process while ensuring quality control.
- New Assistant Director hired February 2021. The organizational structure of planning and its initiatives have positioned the department well for success with a retirement and an additional Assistant Director hired recently. Together with key vacancy staff recruitments occurring, the department should be positioned strong organizationally going forward.
39. **Development Constraints** — Identify all regulatory constraints for initial timely updates of ordinances and policies prior to complete zoning ordinance revision.
- Major projects in FY21, in addition to the overall Zoning Ordinance Modernization project, include updates in-process with Planning Commission work program for Industrial Districts, Townhouse/Multi-Family District, creation of a Small Lot Zoning District, Mixed Use Zoning District, and an analysis of Special Exceptions.

40. **Development Service Metrics** — Develop metric for all planning cases from submittal to site plan approval to best illustrate the status of such case with developer, citizens and others surveyed to best evaluate process and remedy any development constraints, as applicable (see prior priorities).
 - Reporting is being developed as part of the ELM project to determine timeliness of review processes, including assignment of time to the county and development side.
41. **Housing Markets** – Review array of existing and planned housing products (e.g., single family, multi-family, townhomes, mobile homes) and their rental or owner-occupied status to best position future housing products and their developers in appropriate areas for success.
 - Updates to the Townhouse and Multi-Family Zoning Districts are underway; tenets of successful multi-family developments are being developed. For first-time, a joint Board presentation was held in June 2021 to include Better Housing Coalition, Home Builders Association of Richmond, and Richmond Association of Realtors.
42. **Connectivity** — Through strategic transportation projects, connect neighborhoods with each other, businesses, and local assets (e.g., parks, schools, libraries) via roads, trails, and sidewalks.
 - Staff has successfully implemented Community Connectivity funds to develop successful projects including N. Courthouse Library Trail and other similar efforts countywide. Staff has developed a “Sidewalk Prioritization Tool” to assist with defining and prioritizing such projects. FY22 Budget allocated \$3M for connectivity and leveraging TAP program.
43. **Road Closure Mitigation** — Formalize plans to mitigate road closures, especially in communities that become stranded during heavy rain events.
 - The highest priority and most closed heavily traveled road is Otterdale Rd. A November 2020 Board action approved a project to raise the bridge height for one of three bridges; future plans are in-place for two bridges at other crossings along this road to mitigate and hopefully negate future road closures during high volume rainfall. This is helped further with Representative Spanberger’s \$1 million community impact grant proposal.
44. **Central Virginia Transportation Authority (CVTA)** — With the newly established CVTA and its additional CVTA funding sources, determine best manner to achieve relevant transportation priorities sooner.
 - In December 2020, the Board appropriated \$20.7 million for the local 50% share of new CVTA revenues due to Chesterfield. This funding will support projects that include Woolridge Rd. extension, Nash Rd. extension, Willis Rd. interchange planning and Powhite extension to Woolridge Rd.
45. **Unique Transportation Assets** – Further plans for both the regional bike trail connecting Ashland to Chesterfield and the revitalization of the Ettrick Train Station.
 - Fall Line Trail ground-breaking held October 2020. Chesterfield has obtained \$12.7M in funding for five projects along the proposed trail route. The Bessie Lane Revitalization Project to enhance entry to the Ettrick Train Station is currently

underway with completion anticipated by Spring 2024 and helped further with Representative McEachin's \$1 million community impact grant proposal.

46. **Public Utilities Water Short-Term** – Initiate project to best protect Addison-Evans water treatment plant, work with City of Richmond in regard to Huguenot pump station-storage and Jahnke pump station to mitigate future downtime.
 - County is working to obtain funding for a redesigned flood wall at Addison-Evans and upgrade pumps from the City in anticipation of future needs.
47. **Public Utilities Water Long-Term** — Further next steps in securing the fourth water supply in lower Appomattox River.
 - Preliminary permitting work on the fourth water supply continues.
48. **Recycling** – Working with Central Virginia Waste Management Authority (CVWMA), develop a request for proposal that will best preserve the services enjoyed by all CVWMA customers for the long-term and provide opportunities for other non-CVWMA eligible citizens and businesses to access such service.
 - Request for proposals issued in March 2021 with notice to award in June 2021 to best position all localities with options that work for their desired service and funding models. The county will begin reviewing all the manners under the contract to design the best program for the citizens, which is currently working well as an opt-in program for all users covering 100% of the contracted fees.

Learning for a Lifetime

49. **Libraries** — Maximize libraries' space to safely serve employers, parents, students, and citizens to work safely and provide an array of new services (e.g., self-check-out, Registrar's office assistance, student virtual learning sites).
 - Four libraries served as early voting precincts. Libraries opened early on a reservation system for virtual learners/teleworkers and curbside services provided safe transfer of books and materials to citizens. Self-checkout kiosks have been delivered and will be configured and installed in Summer 2021.
50. **Midlothian Library** – Have project defined to the extent when economic issues return, it is initiated to bring closure to past bond referendum.
 - Design development phase underway. Estimated project completion Spring 2023.
51. **School Capacities** — Implement capacity planning model to define the capacities and constraints with strategies defined for additional space, new schools, and redistricting.
 - StratIS system, a shared information database, produced the first student demand forecasts in February 2021 aligned with CIP model to address capacity issues, that are also prompted via the model for other capacity reduction strategies (redistricting, , CTC Hull Maximization, old Harrowgate ES pre-K, new private school impacts, larger capacity rebuilds and new schools).
52. **Teacher Pay Study** – Receive final study and determine plan to achieve recommendations within constraints of current revenue base or identification of new revenue sources.

- Received study findings in November 2020 and implemented funding strategies to also include an additional step increase to best align with current fiscal year for total cost of \$28.7 million and part of FY22 operating base budget.
53. **School Capital Maintenance** – Define plans and reporting to ensure all schools are maintained to certain levels, including HVAC.
- Facilities policy completed and signed in January 2021.
54. **School Accessibility** — Define county role and resources required, as applicable, to provide oversight and promotion of school assets when not in use as a school (e.g., church activities) or otherwise partner with schools to ensure a united goal of accessibility.
- School policies changed to prioritize county government usage of facilities, grant physical access to Parks and Recreation staff and others, and increase county decision-making on cancellations and inclement weather closures on evenings and weekends.
55. **School Partnerships** – Continue our partnerships with the consolidation of our print shops, centralized warehouse plan, and construction of new fleet facility and CTC Hull fuel site.
- Print Shop consolidation complete January 2021.
 - Centralized warehouse plan – Environmental assessment of Fulghum Center completed May 2021. Scope of work for Marsh hangar restoration is complete; procurement document being developed and programming and design beginning July 2021.
 - Fleet – Bidding complete in June 2021 with estimated construction duration of 12 months (occupy building summer 2022).
 - CTC Hull Fuel Site – Substantial completion of site work by September 2021 with remaining work to be completed late 2021 due to materials lead time.
56. **Old Harrowgate Elementary School** – Develop short-term and long-term plans, and county and school roles, that best utilize the old school to serve students, parents, and citizens.
- A Pre-K dedicated school will enable focused instructional efforts in a unique and pre-K friendly manner while also removing the capacity constraints that arise from 350-500 pre-K students and the space they need at traditional elementary schools.
 - Drone park site design completed. Expected to be open late Fall 2021.
57. **3rd Grade Reading Level** – Refocus energies and plans, even when virtual, to recognize the vital importance of attaining 3rd grade reading level scores to best position 3rd graders for lifelong success and provide pathways to further educate those with low reading levels, regardless of their age.
- Because COVID-19 disproportionality affected young children, county efforts included both a more intensive focus on childcare as well as a partnership with school officials to continue to look for best practices to measure success for 3rd grade reading level obtainment. Opportunities for reading enhancement were explored by a county workgroup that included representation from a variety of county departments, schools, and outside partners such as Smart Beginnings. Additionally, the Chester Early Childhood Learning Academy opened during FY21 and is anticipated to have a positive impact on reading at an earlier age.

58. Local Government Education — Develop a weeklong program that more formally enables Board members and employees to reach as many students as possible about local government and civics, including constraints imposed by state and federal government.

- Building off the Future Community Leader Certificate’s curriculum of high school students learning about local government and interacting with elected officials, Youth Services worked to implement a new initiative for Local Government Awareness month in April. Citizen Information and Resources is partnering with Communication and Media and Curriculum Guides from schools to create an engaging video highlighting the civic process of local government and showcase different careers in government.

59. Academy Alumni – Further coordinate amongst all of our academies a structure to best inform all graduates of activities of the county and their role to help volunteer and engage in such activities, and to help share stories of interest on social media.

- Academy alumni of both the Government Citizens Academy and My Chesterfield Academy were engaged through regular emails to highlight information and community learning opportunities. Annual State of the County highlights were shared with the group and meetings set up to ask further questions and be engaged.

60. Broadband and Wireless Report – Issue first annual report with constraints and strategies to overcome underserved areas and populations in accessing high speed internet.

- Board of Supervisors was briefed in June 2021 and presentation to be delivered at the August 2021 Board meeting.

FY22 Priorities

Everyday Excellence

1. **Regional Cooperation** – Illustrate the many manners of regional cooperation and collaboration amongst neighboring localities identifying any opportunities for enhancement (**2021 Board Chair Goal**), including the many regional assets with varying partnerships to support roles provided to regional organizations (finance, HR, internal audit).
2. **Redistricting** – Utilizing census data, perform 10-year update for our magisterial districts in compliance with all federal and state regulations.
3. **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.
4. **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.
5. **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.
6. **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
7. **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.
8. **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.
9. **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.
10. **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.
11. **Podcasts** – Increase communicative manners with a recurring Podcast production available through many streaming services as well as a new county blog that will better tell the county’s many stories.
12. **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.

13. **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.
14. **Transitioning Employee Work Programs** – Similar to established veterans to work programs for those leaving the military, develop program for many public safety and related positions who may be leaving other jurisdictions or retiring here for a new career opportunity for which their skills and ethics are possibly well-suited for many other positions.
15. **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.
16. **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.
17. **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 such power as part of revised annual energy management report.
18. **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.
19. **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.

Safe and Secure Community

20. **Public Safety Communication Strategies** – Review overall public safety communication strategies to ensure that we are positioning all these agencies for success with the community **(2021 Board Chair Goal)**.
21. **Public Safety Step Increases** – Ensure existing public safety sworn officer 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.
22. **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.

23. **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.
24. **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.
25. **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.
26. **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.
27. **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).
28. **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.
29. **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.
30. **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.
31. **Riverside Regional Jail (RRJ)** – Continue focus upon RRJ and related state oversight reviews and consultant’s report with depopulation plans implemented (including timely removal of state out-of-complaint inmates and their local fiscal burden) until Riverside is otherwise accredited again.
32. **Juvenile Detention**–Review juvenile detention service best practices models to determine what, if any, change to our current detention practices are warranted.
33. **Court Facility Study** – Completion of Court Facility Study with implementation strategies developed.

Robust Economy

34. **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.
35. **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.
36. **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.
37. **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.
38. **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.
39. **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.

Healthy Living and Well-being

40. **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 (**2021 Board Chair Goal**).
41. **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.
42. **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.
43. **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.
44. **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.
45. **Non-Profit Partnership for Targeted Healthcare** – From efforts made with non-profits previously in Route 1 corridor for potential use of a prior school (Perrymont) for which location was not suitable, re-start such efforts in best finding facility and service to achieve prior objectives.

46. **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).
47. **Marcus Alert** – Determine county’s compliance and protocols with new state-mandated “Marcus Alert.”
48. **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.
49. **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.
50. **Perkinson Center for the Arts and Education** – Position the first full season of the Perkinson Arts Center for success, including assistance in the recruitment and hiring of Executive Director.
51. **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.
52. **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.
53. **Census Analytics** – Utilizing census data, compile analytical tool to illustrate the county’s strengths and opportunities to best position citizens and businesses for success.

Thriving Communities

54. **Affordable Housing** – Perform analytical review of housing and jobs within the county to best determine the alignment of affordable housing to such jobs, the county’s role in incentivizing such alignment and projection models to try and position such housing in closer proximity to relative jobs.
55. **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 such housing options.
56. **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.
57. **Recycling** – With a regional macro-contract executed by Central Virginia Waste Management Authority (CVWMA), determine how best to position Chesterfield citizens with recycling opportunities, services and options.
58. **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.

59. **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).
60. **Dominion Energy MOU Compliance** – Ensure the beginnings of the Dominion Energy Coal Ash Project follow all local requirements (e.g., Memorandum of Understanding 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).
61. **Public Utilities Fourth Water Source** – Continue next steps for Public Utilities fourth water source, specifically the permitting process in conjunction with pertinent regulatory agencies.
62. **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.
63. **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, Powhite extension to Woolridge, Nash Rd, Harrowgate Rd, Brad McNeer Parkway).
64. **Pedestrian Connectivity** – Pedestrian connectivity programs to continue via sidewalks with further identification of manners to get citizens easier access to parks, schools and libraries.
65. **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).
66. **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.
67. **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 such partners and related agreements needed to begin phase one of project.

Learning for a Lifetime

68. **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.
69. **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 such state gaps appropriately noted.
70. **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.

71. **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.
72. **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.
73. **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).
74. **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.
75. **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.
76. **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 such focused environment yields results to be deployed elsewhere in the county.
77. **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.
78. **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.
79. **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 such space.

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