

**BOARD RETREAT AGENDA - BOARD OF SUPERVISORS**  
**AIRLIE, 6809 Airlie Road, Warrenton, VA 20187**  
**February 19 & 20, 2018**

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**Friday – January 19**  
**1:00 - 5:30 p.m.**

CALL TO ORDER – ROLL CALL OF MEMBERS

**1. Five-Year Financial Plan**

- i. Brief Overview/Review of Outlook
- ii. Discussion of primary challenges/drivers
- iii. Discussion of strategies/changes/issues for further review

**2. Discuss Development of Board Strategic Action Plan**

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**Saturday – January 20**  
**8:30 a.m. - Noon**

**3. Closed Session: – Sec. 2.2-3711 (A)**

**4. Growth Management Strategies (Growth outside the Urban Service Area (USA))**

**5. Overview by Individual Board Members on Items for Discussion/Consideration (as time permits):**

- i. Youth Driver Task Force
  - ii. Long term solid waste solutions
  - iii. Transparency
  - iv. Recreational Use of Reservoirs
  - v. Water Rates/Tiered Rate Structure
  - vi. Regional Human Services Service Delivery and Funding
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ADJOURNMENT

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This agenda may be amended on the day of the meeting.

# Five Year Financial Outlook FY2019-2023 Board Retreat Work Session

January 19, 2018

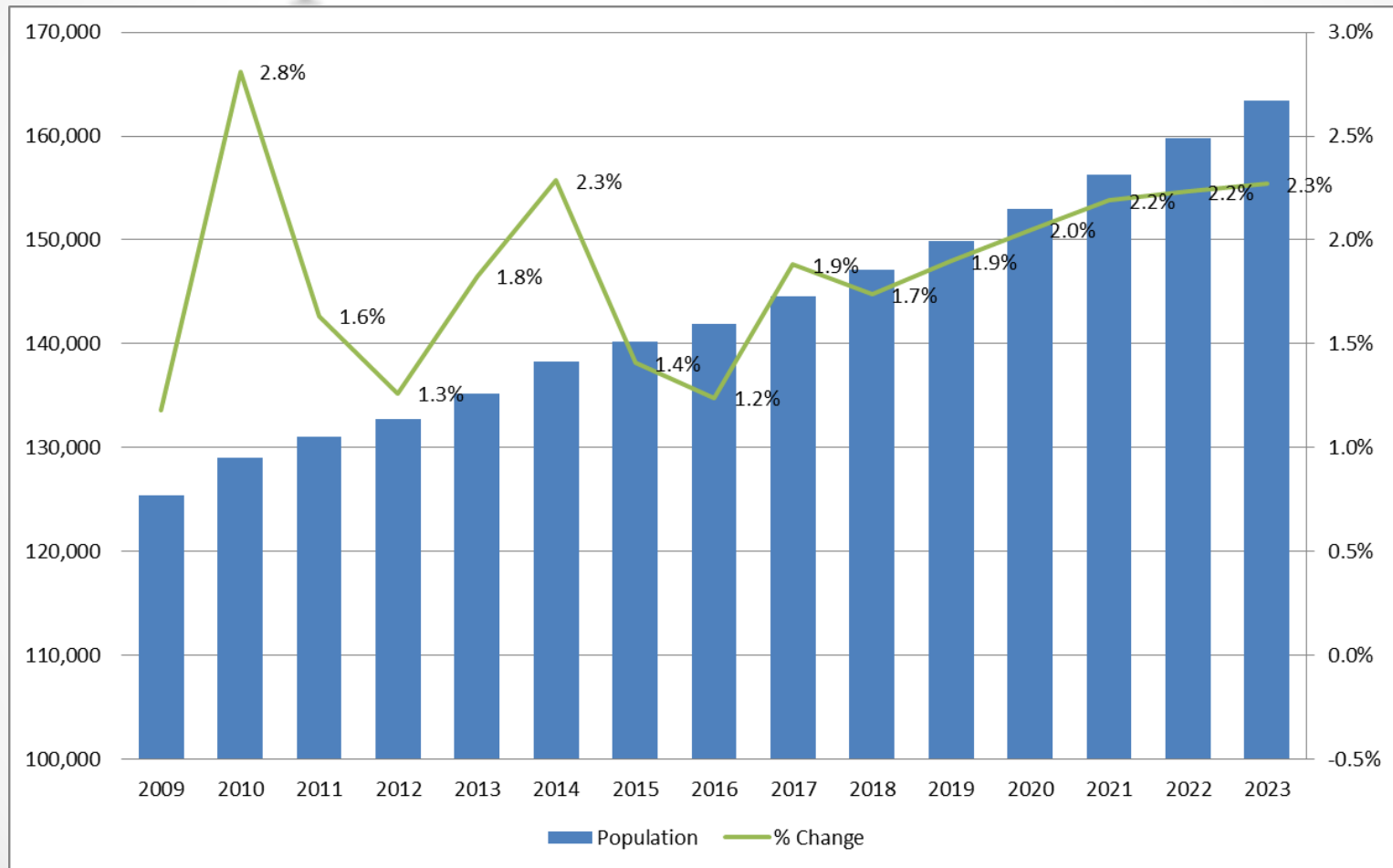
# Five-Year Financial Outlook?

- Multi-year look at impact of existing and future priorities and challenges
- Promotes policy and long term focus
- Provides vehicle for clear direction from the Board to staff
- Creates alignment between Board Goals and the Annual Budget Process
- Not the annual budget or an adopted five year budget
- Developed with input from staff and reflects the Leadership Team's agreement on recommended priorities

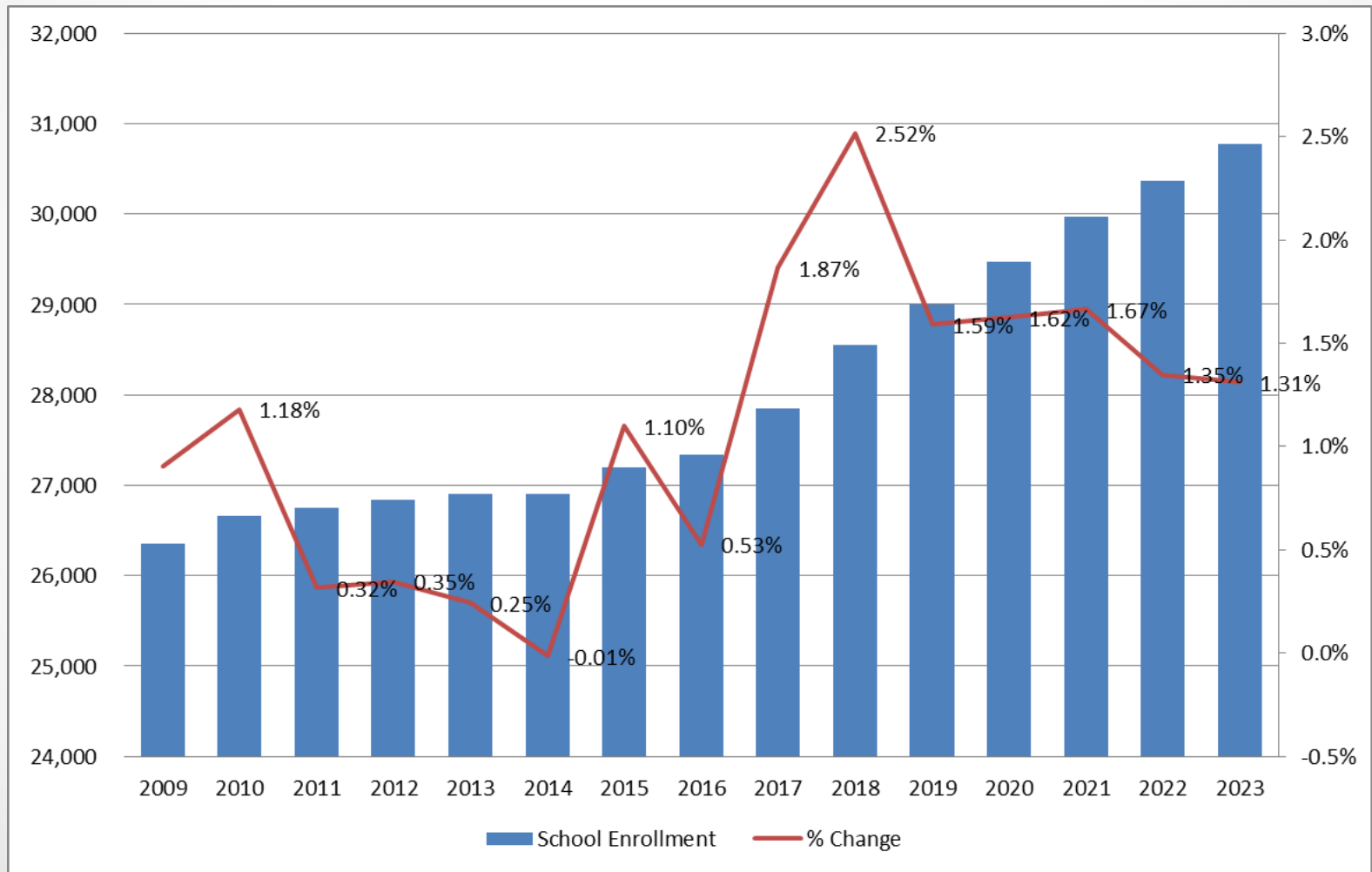
# Overview

- Challenging environment assuming current revenue growth and modest expenditure assumptions
- Challenge driven by impact of increasing population and student enrollment.... with slow revenue growth
- Outlook leaves many reasonable needs unmet and likely not reflective of emerging Board & citizen priorities
- Capital program is particularly challenged
- County is currently in a “Catch up – Keep up” mode after years of recession and increased demands and expectations
- While adjustments will be needed, continued investment in economic development essential for future and is reflected in the plan

# Population Growth



# School Enrollment Growth



# Agenda

- **Purpose:**
  - Board discussion on strategies to address the imbalance in the Five-Year Financial Outlook
- **Agenda:**
  - Brief overview of the existing outlook and its assumptions
  - Review of primary drivers and challenges reflected in the outlook
  - Board discussion and direction
    - Strategies/changes/issues for further review
- **Drivers/Challenges**
  - Maintaining current level of service as population/enrollment grows
  - Maintaining competitive pay to reduce turnover and ensure quality services
  - Addressing the County's Growing Capital Needs

# Five-Year Financial Outlook Overview



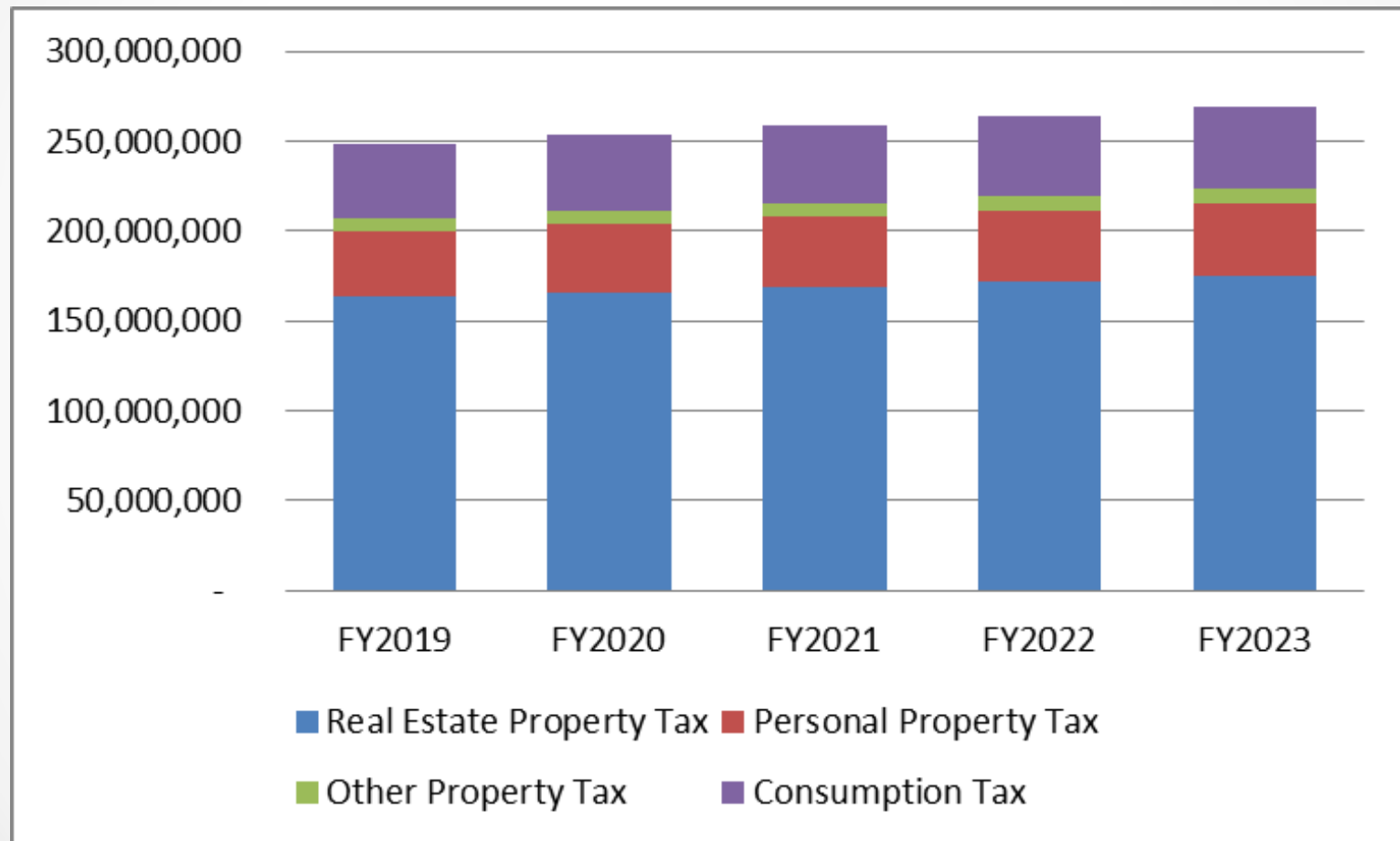
# Revenue Assumptions

- Real Estate:
  - Assumes 2% new construction growth every year and 5% reassessment every other year;
    - Scenario 1 – Assumes equalized tax rate;
    - Scenario 2 – Assumes 1% change in rate in reassessment years; and,
    - Scenario 3 – Assumes a constant rate of \$0.99 throughout the plan.
- Other Property Tax revenue projected based with historical trends.
- Consumption taxes projected on historical trends.
- State and Federal revenues are expected to remain relatively flat.

# Real Estate Rates Assumed

	Real Estate Tax Rate				
	FY2019	FY2020	FY2021	FY2022	FY2023
<b>Scenario 1</b>	\$ 0.941	\$ 0.893	\$ 0.893	\$ 0.846	\$ 0.846
<b>Scenario 2</b>	\$ 0.960	\$ 0.902	\$ 0.902	\$ 0.860	\$ 0.860
<b>Scenario 3</b>	\$ 0.990	\$ 0.990	\$ 0.990	\$ 0.990	\$ 0.990
<b>Balanced</b>	\$ 0.965	\$ 0.940	\$ 0.940	\$ 0.956	\$ 0.956

# Major Revenue Sources



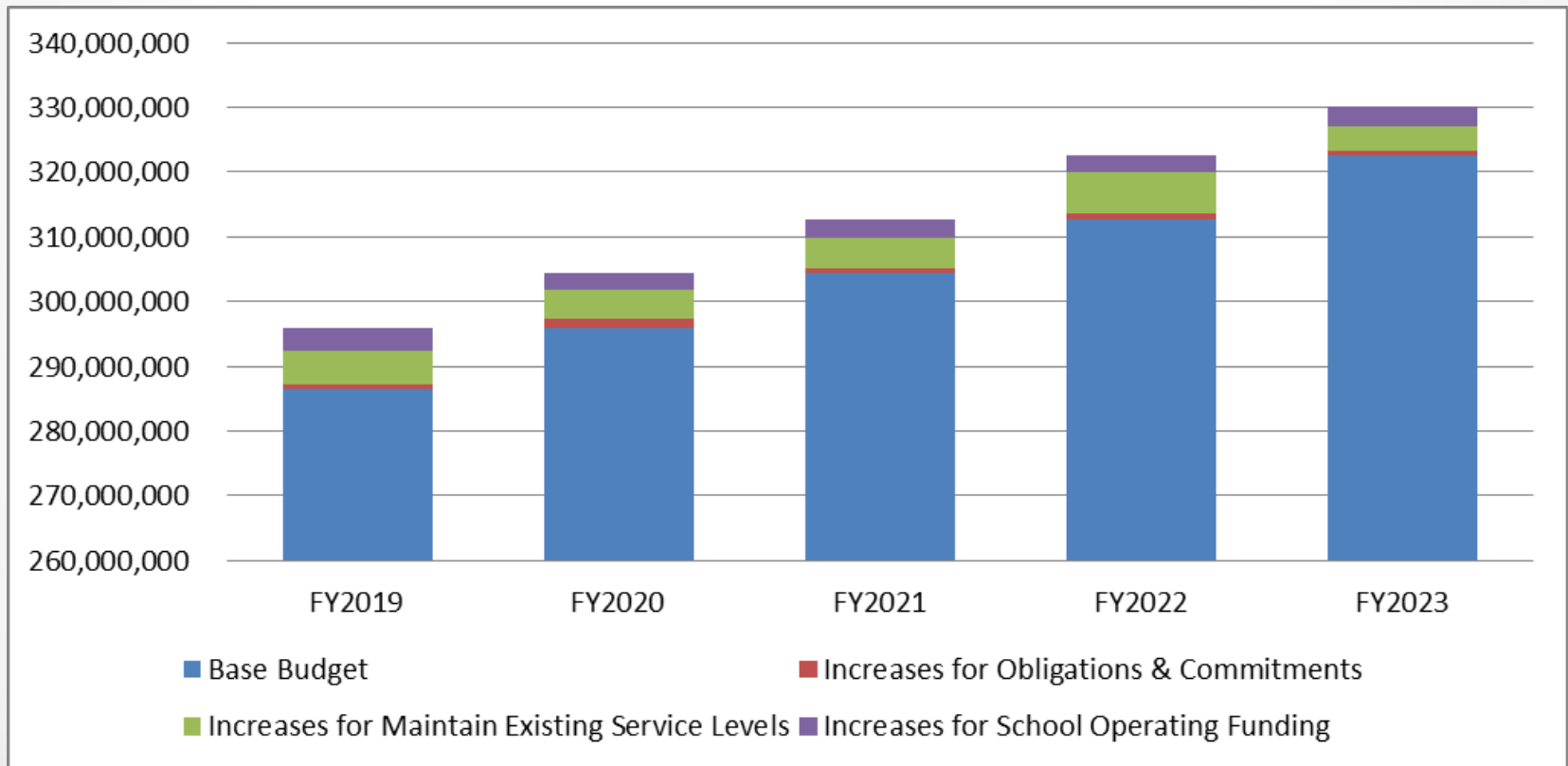
# Expenditures

- Projected population and enrollment growth along with normal inflation are elemental factors underlying the needs in the outlook.
- There are several major expenditure drivers:
  - Schools Operational Funding
  - Public Safety Staffing
  - Social Services Staffing and Compensation
  - Achieving Market Pay for Staff
  - Mandated Treatment Services for Children (CSA)
  - Capital Improvement Projects
- All expenditure assumptions can be categorized as either keep up “or” catch up.
- Outlook does not include new services and leaves many needs unmet.

# Expenditure Assumptions

KEEP UP	CATCH UP
2% Salary increases	Public Safety Staffing
Hazardous Duty Pay	Court Facilities
2% Inflationary Increases for Department Budgets (non-personal)	Social Services Staffing and Compensation
2% Increases for Partner Agencies	Achieving Market Pay for Staff
Maintaining Financial Policy Reserves	Repair, Replacement and Rehabilitation Projects
Mandated Treatment Services for Children (CSA)	Fire Fighters
Capital Projects	
Schools Operational Funding	

# Expenditure Graph



# Bottom Line

## Five Year Financial Outlook FY2019-23

	FY2019	FY2020	FY2021	FY2022	FY2023
<b>Revenue</b>					
Scenario 1	294,675,341	300,230,087	306,158,587	311,680,937	317,863,716
Scenario 2	296,133,397	302,710,786	309,563,142	316,633,268	323,922,037
Scenario 3	301,967,622	312,784,857	323,529,576	334,881,236	346,588,409
<b>Expenditures</b>					
Base Budget	286,415,159	295,992,780	304,446,961	312,679,707	322,537,592
Obligations & Commitments	684,199	1,330,197	697,314	907,894	635,774
Maintain Existing Service Levels	5,376,659	4,383,986	4,684,182	6,340,066	3,824,940
<b>School Transfer (50% New Tax Revenue)</b>					
Scenario 1	3,516,764	2,739,998	2,851,250	2,609,925	3,028,515
Scenario 2	4,364,792	3,195,320	3,315,678	3,433,813	3,537,510
Scenario 3	7,756,904	5,108,243	5,266,860	5,605,580	5,752,712
<b>Five Year Outlook</b>					
Scenario 1	(1,317,441)	(4,216,874)	(6,521,120)	(10,856,655)	(12,163,105)
Scenario 2	(707,413)	(2,191,497)	(3,580,993)	(6,728,212)	(6,613,779)
Scenario 3	1,734,702	5,969,651	8,434,259	9,347,989	13,837,391

# Major Budget Drivers

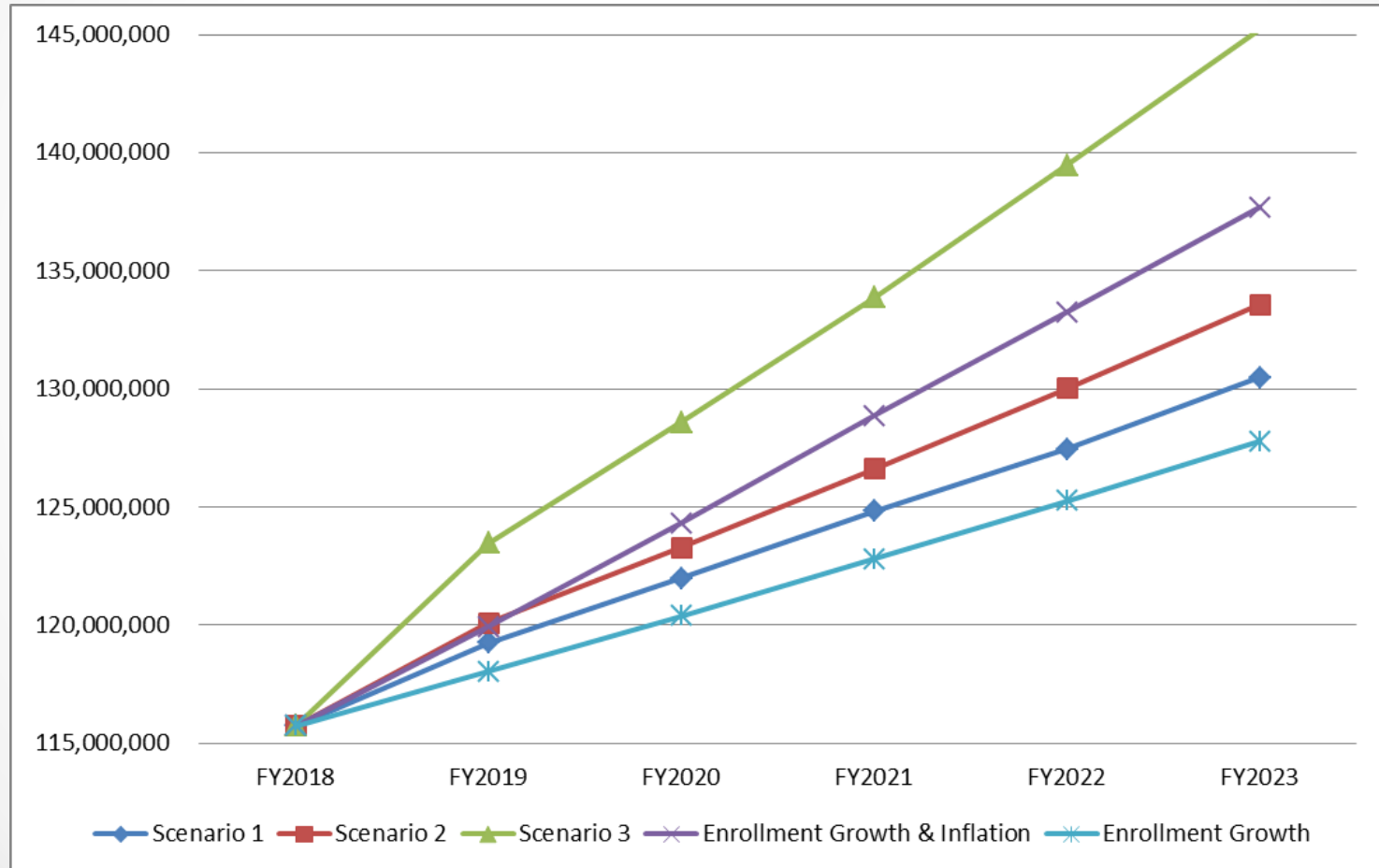
Schools Operational Funding  
Public Safety Staffing  
Social Services Staffing and Compensation  
Achieving Market Pay for Staff  
Mandated Treatment Services for Children (CSA)  
Utilities Fund  
Capital Improvement Projects



# School's Operational Funding

- Challenges/Drivers
  - Enrollment growth projected throughout
  - Stafford has among the highest enrollment per capita in the state
  - Early Childhood Special Education
  - Achieving Market Pay
- In the Five Year Outlook
  - Model based on 50% allocation of all property and consumption taxes.
  - Staff analyzed additional potential formulas approaches:
    - Growth – maintaining local per pupil funding as enrollment grows
    - Growth and Inflation – maintaining local per pupil funding as enrollment grows plus inflation

# School's Operating Transfer Comparison



# School's Operational Funding Discussion and Direction

- Considerations
  - A funding formula can provide a basis for budget planning, but may also create an expectation that won't always be met
  - Prior transfers have been needs based
  - An established funding formula, without an analysis of need, can over or underfund the school division and effect funding for other critical non-school requirements or priorities
- Direction
  - Does the Board support a funding formula or a needs-based approach?

# Public Safety Staffing

- Challenges/Drivers
  - Population growth resulting in increased calls for service
  - Sheriff's Department experiencing changes in the nature of calls responded to and the resources needed
  - Demand for fire and rescue services increasing, while volunteer participation is declining
- In the Five Year Outlook
  - Sheriff's Department
    - Adds 4 new deputies annually and is in line with FY2018 Adopted Budget
    - Each deputy is projected at \$125,000 in the first year –which includes salaries and equipment
  - Fire and Rescue Department
    - Adds a new engine crew in FY2019 – 12 new fire fighters
    - No additional staff throughout the remaining years pending additional review and consideration

# Public Safety Staffing

## Consideration and Direction

- Considerations
  - Increasing population and changing types and numbers of crimes
  - Staffing study used Community Policing model as basis for projecting needs in the Sheriff's Office
  - Declining response times to Fire and Rescue calls
  - Recruitment and retention of Fire and Rescue volunteers.
  - Additional requests from Volunteer Companies for career staffing
- Direction
  - Does the Board support the community policing model?
  - What strategies should staff pursue for Fire and Rescue staffing and to fortify Volunteer Fire and Rescue participation?

# Social Services Staffing

- Challenges/Drivers
  - Significant turnover (28.5% overall; 17.2% for voluntary, mid career separations)
  - Higher caseload per employee than comparative localities ~ 24.6% higher than Spotsylvania County
  - Benefit Specialist can earn \$5K more in Spotsylvania and Fredericksburg and up to \$11k more in Prince William County.
- Five Year Outlook includes:
  - 10 new positions in the next five years ~ \$529k over that period
  - Increase to Benefit Specialist and to Family Services Specialist pay to combat compression ~ \$150,000 (part of Market Pay incentive in FY2019)
  - Reduce compression from new hires by providing current staff market increases ~ \$90,000 (part of Market Pay incentive in FY2019)

# Social Services Staffing

## Discussion and Direction

- Considerations
  - Continual increases in caseloads with relatively little change in FTE's
  - Pay for key positions significantly behind market
  - Changing State and Federal requirements drive operational needs
- Direction
  - Does the Board support the proposed staffing additions and market adjustments?

# Employee Compensation

- Challenges
  - High turnover rate, particularly in certain departments
  - Challenging market impacted by Northern Virginia
  - Have fallen behind City of Fredericksburg market in certain positions
- Five Year Outlook includes:
  - Assumes a 2% annual salary increase ~ \$1.2M in FY2019
  - Assumes continued support for moving towards the Board's philosophy of meeting 75% of the market
  - Adds 1% of payroll annually



# Employee Compensation

## Discussion and Direction

- Considerations

- Understanding where we are in the market is important to guiding a holistic employee compensation and benefit strategy. An updated market study, with a plan to conduct these studies at regular intervals would provide the data necessary to develop and maintain this strategy.
- Maintaining excellent service levels relies heavily on recruiting and retaining qualified staff.
- Employee turnover has implicit costs of training new personnel, recruitment and lost opportunities.

- Direction

- Does the Board support the development of a comprehensive employee compensation and benefits strategy supported by regular market studies and analysis?
- Does the Board support the pay philosophy of 75% of the market?

# Mandated Treatment Services for Children (CSA)

- Challenges
  - Population requiring private day educational services has steadily increased
  - Continued increases in costs associated with private day educational services
  - Resource availability to meet the increased level of complexity of special needs youth
- Five Year Outlook includes:
  - \$1.1M increase in FY2019 with 2% increases in fiscal years 2020-23; however, more recent analysis of expenditures increase the FY2019 need to be \$1.8M.

# Mandated Treatment Services for Children (CSA)



# Mandated Treatment Services for Children (CSA)

## Discussion and Direction

- Considerations
  - Budgeting a reserve to mitigate the continued increase in costs with private day school placements at mid-year
- Proposed Initiatives
  - Proposed Shared Position with SCPS and Human Services (CSA):
    - Focus on transparency of process of identifying students requiring private day programming; focus on outcome measurements/progress of private day school placements.
  - Expansion of Public Day Programming:
    - 1 classrooms/6 additional students- Capacity
    - Increase of MOA \$285,000; EBS Teacher and 9 Behavioral Support Aides
  - Continue to pursue State support through legislative action regarding the restructuring of alternative day programming.
  - Develop strategy on cost sharing local share of private day school placements with SCPS (Local Match Rate for private day school placements is 44.39%)

### Direction

- Does the Board generally support the initiatives proposed to control CSA costs?

# Utilities Fund

- Challenges
  - Growth is outpacing the ability to maintain systems
  - Adequate proactive programs not currently in place (FOG pretreatment, water system flushing, pump station rehabilitation)
- Five Year Outlook includes:
  - Revenue Assumptions ~ 9% rate increase in FY2019; 1.5% in out years
  - Expenditure Assumptions
    - 2% market pay
    - 2% inflationary increases
    - Additional of 18 new personnel over the 10 year period
  - Capital Program
    - \$169M in next 10 years

# Utilities Fund

## Discussion and Direction

- Consideration
  - The Five Year Financial Outlook outlined proactive strategies and a maintenance schedule for long term solutions which need additional staffing to fully support.
- Direction
  - Does the Board support the staffing increases and other investments to support long term maintenance and prevention needs?

# Capital Improvement Program

- Challenges/Drivers
  - Population increases and projected enrollment growth
  - There are three major projects driving the CIP development:
    - Elementary School #18
    - High School #6
    - Courthouse Facility
- Five Year Outlook includes
  - “Ramp up” for the Courthouse
  - Debt service and operating costs included in FY2022
  - School projects impacts are outside the five years

# New Courthouse

- Challenges/Drivers
  - Increasing caseload driven by increasing population
  - Court security
- Five Year Outlook includes:
  - Projected annual cost increase equivalent to approximately \$0.05 on real estate tax rate
    - Annual Debt Service Increase \$5.5M
    - Annual Operating/Personnel Increase \$2.5M



# The Courthouse Project: A Long and Winding Road

**2017**  
CIP Oversight Committee Recommends Moseley Option A1 for CIP Priority



**2010**  
BOS Supports Courthouse Addition and Renovation Recommendation of CCPC in 2011 CIP

**2006**  
HVC-Chenault completes Courthouse Expansion Feasibility Study

**2016**  
County Hires Moseley to conduct Space Needs Assessment and Master Plan for Court Facilities. Report Presented in February 2017

**2006**

**2009**

**2009**  
BOS appoints Court Complex Planning Committee-Report Completed Nov 2009

**2004**

**2004**  
County Hires HVC-Chenault to conduct Space Needs Analysis

**2017**

**2010**

# Courthouse Space Needs

Court Type	Current Courts	Case Capacity	Average Cases Stafford 2005-2015	Actual Court Rooms Needed 2016	Projected Court Rooms Needed 2026	Projected Court Rooms Needed 2036
Circuit	3	5,640	5,746	4	6	7
General District	2	43,706	35,951	2	3	3
J & DR	2	7,296	9,928	3	4	5

Proposed Courthouse Plan	Master Plan Includes Phasing	Long Term Space and Parking Needs Met	Costs	Other Considerations
June 2006 (J&DR Boat Center)	Yes	Space needs met, not future parking needs	\$42 million	Operating Costs would be higher due to need for multiple security stations
July 2008	Yes	Yes	\$57 million	Could impact Downtown Stafford Development
FY 2010 CIP (Nov 2006 plan)	Yes	No	\$32 million	Would be beyond capacity by 2019
Moseley 2017	Yes (with A2)	Yes	\$71 million	Could impact Downtown Stafford Development

# What Would This Mean To Downtown Stafford?

- 1 COURTHOUSE ROAD (NEW FOUR LANES)
- 2 US 1 IMPROVEMENTS
- 3 'PARK' STREET (NEW STREET)
- 4 EXISTING SIGNALIZED INTERSECTION
- 5 PROPOSED 3 WAY STOP INTERSECTION
- 6 PROPOSED 4 WAY STOP INTERSECTION
- 7 RELOCATED HOPE ROAD SIGNALIZED INTERSECTION
- 8 STAFFORD CITY GATEWAY
- 9 CITY PARK
- 10 EXISTING COURTHOUSE
- 11 VILLAGE GREEN
- 12 NEW COURTHOUSE EXPANSION
- 13 JDR COURT BUILDING (50,000 SF - 3 FLOORS)
- 14 PLAZA
- 15 CREEK SIDE PROMENADE
- 16 LINEAR PARK
- 17 PUBLIC SAFETY FACILITY
- 18 COUNTY ADMINISTRATION BUILDING
- 19 FUTURE HEALTH & SOCIAL SERVICES BUILDING
- 20 CHICHESTER / COMMONWEALTH ATTORNEY BUILDING
- 21 PROPOSED JOINT USE BUILDING
- 22 RIDE SHARE PARKING
- 23 FIREHOUSE
- 24 PROPOSED PARKING
- 25 CAMPUS GREEN
- 26 PROPOSED ROUND-ABOUT

-  EXISTING BUILDING
-  PARKING STRUCTURE
-  PROPOSED INSTITUTIONAL BUILDING
-  CIVIC BUILDING
-  MIXED USE GROUND FLOOR / MULTI-FAMILY ABOVE
-  MIXED USE - PUBLIC / PRIVATE OPPORTUNITIES
-  MIXED USE WITH RETAIL ON 1ST FLOOR



# New Courthouse Discussion and Direction

- Considerations
  - Population growth is driving case loads
  - Security issues and an older facility create the need for investments into the current facility.
- Direction
  - Is there additional research the Board would like staff to begin?



# Transportation

- Challenges/Drivers
  - Operating revenues, including Fuels Tax Revenues, are outpaced by operating expenditures such as VRE and PRTC subsidies
- Five Year Outlook Includes:
  - Gasoline Sales Tax revenue projections provided by PRTC prepared for the FY2018 budget process.
  - Enon Road Improvements to intersection at Route 1

# Transportation Discussion and Direction

- Considerations
  - 2008 Bond referendum has projects with no work done; projects are removed from previous CIP's due to lack of funding along with other projects proposed for Smart Scale or referred by Board Members
  - Operating revenues continue to decline, while operating expenditures are projected to increase creating additional pressures on available funding.
- Direction
  - Does the Board have suggested alternatives for staff to pursue?

# Elementary and High School Projects

- Challenges
  - Enrollment growth and increased participation in Early Childhood Special Education are driving the need for a new elementary and high school
- In the Five Year Outlook
  - The Five Year Outlook did not account for changes in School CIP – other than bond funded Repair, Replacement and Rehabilitation projects
  - A new elementary school falls just outside of the Five Year Outlook



# Elementary and High School Discussion and Direction

- Consideration
  - School staff is presenting updated enrollment projections based upon program capacity basis to the School Board
  - Fredericksburg Christian Academy provides the potential to remove pre-k from elementary schools. More work to understand how that impacts program capacity may be necessary.
  - The School Board's policy/practice on redistricting can be a determinate as to when to include new school facilities.
  - A "ramp up" for new facilities can be considered to help alleviate reliance on debt and build debt service costs into the budget gradually.
  - The mandated Pre-K program is seeing growing enrollment.
- Direction
  - More data is forthcoming.

# Unmet Needs

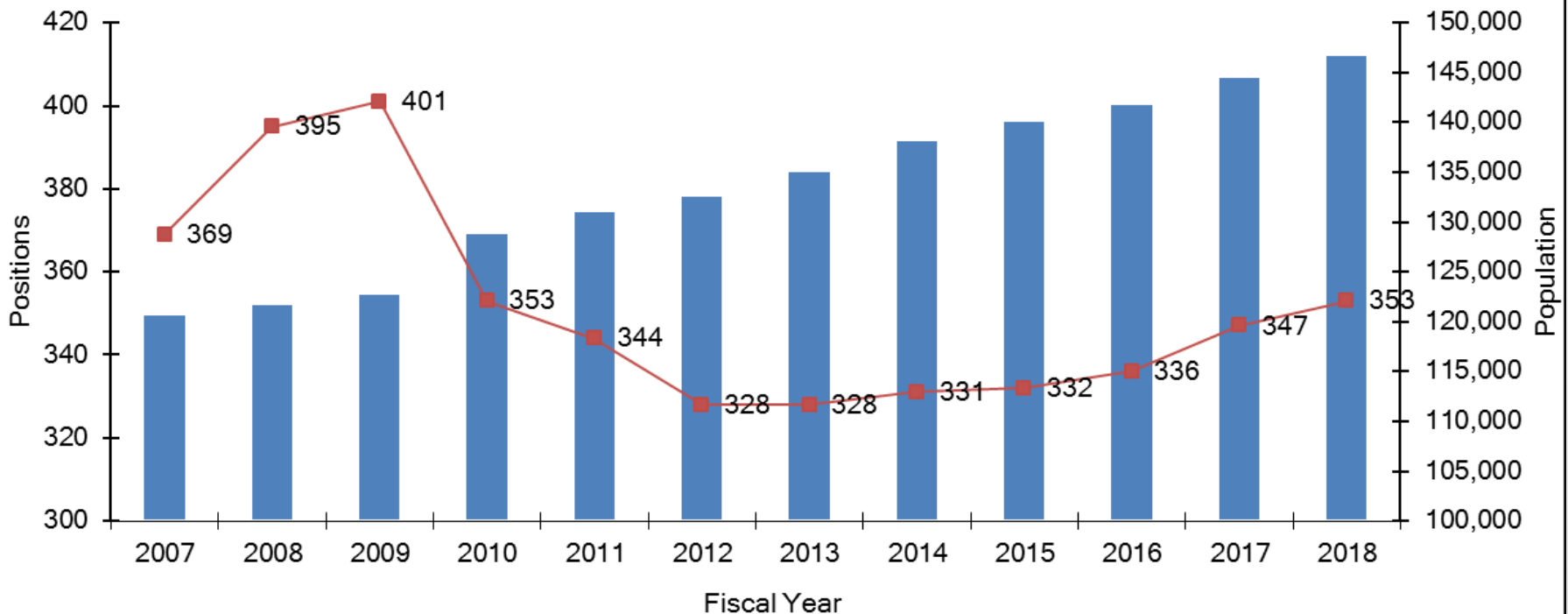
- Challenges
  - The Five Year Financial Outlook doesn't have sufficient resources to address the needs identified by the Departments and supported by the Leadership Team.
  - Population growth continues to drive work loads, but addressing operational capacity is not included within the Outlook.
  - Several proposed CIP projects have no funding source.
  - Station 14 had originally included a Battalion Chief and a Ladder Truck crew, but were not funded in the five years.

# Unmet Needs General Fund Staffing

## General Fund Non-Public Safety Full-Time Position History

Staffing levels for FY 2018 are below FY 2007 staffing levels

There has been a 12% decrease in full-time staffing for Non-Public Safety from FY 2009 to FY 2018



# Conclusion/Discussion

# Developing a Strategic Action Plan

## Why develop a Strategic Action Plan?

- Develops consensus among Board members on the County's top priorities and what outcomes we're trying to achieve
- Provides clarity to staff on what's most important
- Establishes accountability
- Improves results
- Improves communication to the public

## What's Involved?

### Where Are We Now? - "Situational Analysis"

- Environmental Scan - changing County demographics, other data on trends and emerging issues, etc.
- SWOT Analysis - Strengths & Weaknesses, Opportunities & Threats
- Individual Board member assessment/interviews

### Where Do We Want To Go?

- Mission & Vision
- Goals & Objectives

### How Are We Going To Get There?

- Strategies
- Action Plans

### How Will We Know We Have Arrived?

- Track Progress
- Measure Programs & Initiatives
- Monitor Financial Results
- Develop and monitor metrics

## How would we proceed?

- Board retreat in June (?) after budget and to allow time for staff and facilitator to prepare
- Board Chair/Vice-Chair would work with facilitator and staff to develop agenda
- Would include individual interviews with Board members in preparation for meeting
- After initial Board session, staff work and additional research based on Board identified priority areas and direction
- Follow up session in the fall to clarify actions based on broad direction - approve action plan
- New strategic action plan would drive Five-Year Financial Plan and Annual Budget
- Check in on progress at annual planning session and identification of emerging issues that may require adjustments to the plan

## Attachments/Resources

- *Example goals and agenda for session (pages 2-3)*
- *Example - Fredericksburg agenda for similar session (pages 4-5)*
- *Stafford Existing Mission-Board Goals (page 6)*
- *Strategic Plan examples (pages 7-16)*



## **Strategic Action Planning Session**

**Dates TBD, Location TBD**

### **PURPOSE**

To assist the Board in developing a strategic action plan to direct the future of the County, to include a compelling vision and priorities that will provide the framework for follow up staff efforts and accountability

### **GOALS**

1. Complete a team building experience to unify the Board and prepare Members for the development of a collective strategic action plan
2. Review a governance model and strategic action planning approach that will enable the Board and staff to work together to move the County forward
3. Develop a clear Vision for the County, to include a core vision and desired future states that provide clear guidance to staff members, citizens, and partners
4. Identify clear Priorities to achieve the Vision, forming the framework for a strategic action plan
5. Clarify roles and expectations related to Vision and Priorities achievement
6. Develop communications strategy to share the Vision with stakeholders
7. Identify follow up work that will be needed to complete the strategic action plan, to include staff strategic work planning
8. Identify specific next steps and evaluate the session

### **AGENDA**

#### **Evening Session**

4:00 p.m.	<b>Arrive at Site</b>
4:00 to 4:15	<b>Welcome and Overview: Session Purpose, Goals, and Roles</b>
4:15 to 6:30	<b>Unifying the Board for Strategic Action Planning (Part 1)</b>
6:30 to 7:00	<b>Dinner with the Board</b>
7:00 to 9:30	<b>Unifying the Board for Strategic Action Planning (Part 2)</b>
9:30 p.m.	<b>Session Adjourns for Evening</b>

## **Board of Supervisors Strategic Action Planning Session, page 2**

### **Full Day**

<b>8:30 a.m.</b>	<b>Arrive at Site/Continental Breakfast Available</b>
<b>8:30 to 9:00</b>	<b>Review Framework for Governance and Strategic Action Planning</b>
<b>9:00 to 11:15</b>	<b>Vision Brainstorm: Assess Needs, Assets, Issues and Needed Changes</b>
<b>11:15 to 12:15</b>	<b>Vision Synthesis: Identify Core Vision and Strategic Target Areas</b>
<b>12:15 to 1:00</b>	<b>Lunch with the Board</b>
<b>1:00 to 4:30</b>	<b>Develop Vision/Desired Future States</b>
<b>4:30 to 5:00</b>	<b>Review Progress/Prepare for Priority Development</b>
<b>5:00 p.m.</b>	<b>Session Adjourns for the Day</b>

### **Partial Day**

<b>8:30 a.m.</b>	<b>Arrive at Site/Continental Breakfast Available</b>
<b>8:30 to 11:00</b>	<b>Identify [Three] Year Priorities to Achieve the Vision</b>
<b>11:00 to 12:15</b>	<b>Clarify Roles/Expectations, including Staff Strategic Work Planning</b>
<b>12:15 to 1:00</b>	<b>Lunch with the Board</b>
<b>1:00 to 2:00</b>	<b>Develop Communication Strategy for Vision</b>
<b>2:00 to 2:30</b>	<b>Identify Next Steps and Evaluate</b>
<b>2:30 p.m.</b>	<b>Adjourn</b>

### **Notes:**

- The Board would develop the Vision and Priorities at this session, thus providing a framework for the strategic action plan and clear direction to staff members.
- The facilitator would facilitate a follow up session with staff to develop the full strategic action plan to include detailed action steps, timetable, and accountability.
- The strategic action plan would be returned to the Board for endorsement so that there is clear alignment between Board and staff.
- The facilitator has found that team building results in a better quality strategic action plan. Team building unifies the Board and increases the quality of the plan framework.
- Experience has shown that this planning session agenda produces the highest quality product. The days need to be consecutive, but adjustments can be made in the schedule provided.



**Fredericksburg City Council Planning Retreat  
October 14-15, 2016  
Kenmore Fleming Smith Room**

**PURPOSE**

Assist the Fredericksburg City Council in enhancing its working relationship and governance by developing a comprehensive vision for the City and setting short-term priorities that can be addressed by the staff in a strategic work plan

**GOALS**

1. Increase the understanding and appreciation of fellow Council Members in order to enhance the ability of the Council to provide effective governance for the City
2. Enhance Council's long term policy direction for the City through a clear vision that includes target areas and comprehensive desired future states
3. Hear a brief overview of the City's financial condition and operational capacity
4. Identify 3-Year priorities to achieve each desired future state in order to enable staff members to create a Work Plan
5. Discuss timetable and the implications of resourcing Council's Vision and Priorities, including how to address operational needs over the long term
6. Identify a specific plan to communicate Council's long and short-term policy direction to stakeholders and to further efforts through a staff work plan
7. Identify next steps to provide clear accountability

**AGENDA**

Friday, October 14, 2016

- |                       |   |
|-----------------------|---|
| <b>8:15 to 8:30</b>   | <b>Arrive at Kenmore/Continental Breakfast Available</b>  |
| <b>8:30 to 10:15</b>  | <b>Session Convenes with Welcome, Overview, and Team Building</b> <ul style="list-style-type: none"><li>• Purpose, Goals, Agenda Review</li><li>• Climate Setting/Team Building</li></ul> |
| <b>10:15 to 10:30</b> | <b>Overview Local Elected Leadership Model</b><br>Review a model that can assist the Council in providing effective governance for the City   |
| <b>10:30 to 12:15</b> | <b>Vision Brainstorm</b><br>Identify/discuss individual perspectives on important leadership issues, assets, needs, and desired change initiatives for the City                           |



## **FREDERICKSBURG CITY COUNCIL RETREAT AGENDA, page 2**

- 12:15 to 1:00      **Lunch with the Group**
- 1:00 to 1:30      **Tour of Kenmore**
- 1:30 to 2:15      **Identify Core Vision Characteristics and Strategic Target Areas**  
Synthesize the work to find areas of collective agreement and areas of focus that are important to the City's future
- 2:15 to 4:45      **Develop Comprehensive Council Vision**
  - Develop desired future states, including change/policy guidance
  - Review and revision
- 4:45 to 5:00      **Review/Prepare for Day Two**
- 5:00 p.m.      **Session Adjourns for the Day**  
(An evening assignment may be provided)

### **Saturday, October 15, 2016**

- 8:15 to 8:30      **Arrive at Kenmore/Continental Breakfast Available**
- 8:30 to 8:45      **Session Convenes with Overview of the Day**
- 9:00 to 10:00      **Finalize Council Vision**
- 10:00 to 10:30      **Preparation for Priority Setting**
  - Brief Overview of City Financial Condition
  - Overview of Operational Capacity and Structure
- 10:30 to 12:15      **Initiate Development of Council Priorities to Achieve Vision**  
Identify 3-Year Council Priorities through consensus
- 12:15 to 1:00      **Lunch with the Group**
- 1:00 to 2:30      **Finalize Priorities and Discuss Implications for Staff Follow Up**
  - Highlight modifications in current direction, if any
  - Discuss resources and timetable as required
- 2:30 to 3:30      **Develop Communication Plan for Council Vision and Priorities**
  - Identify stakeholders and champion roles
  - Identify a strategy and responsibilities for communication
- 3:30 to 4:00      **Identify Follow Up Actions and Evaluate Session**
- 4:00 p.m.      **Session Adjourns**

# Board Of Supervisors' Priorities

## **Mission**

Stafford County Board of Supervisors will provide excellent and efficient government services that promote a safe, healthy and prosperous community through responsible and accountable government and by working to meet its priorities for the community which include:

Fiscal Responsibility

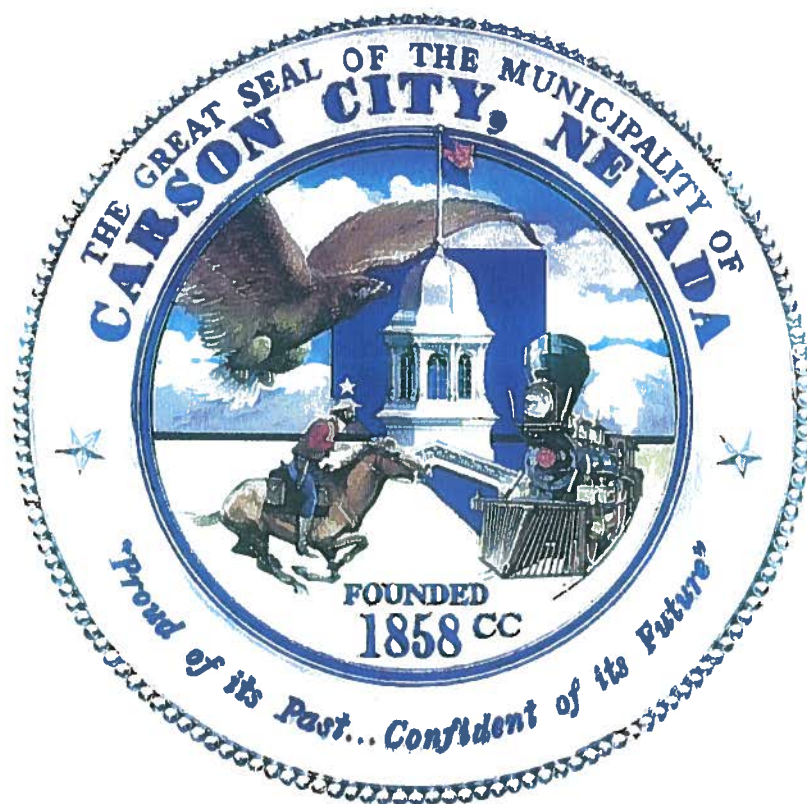
Education

Public Safety

Infrastructure

Economic Development and

Service Excellence



## Strategic Plan

---

2016-2020

## Strategic Goals

---

### Economic Development

---

*Cultivate a vibrant, diverse, and dynamic economy that attracts and retains businesses and a skilled workforce.*

### Efficient Government

---

*Provide our community with efficient services in a transparent and financially responsible manner.*

### Organizational Culture

---

*Foster innovation, productivity, and professional growth through a cohesive, ethical, and positive work environment.*

### Quality of Life and Community

---

*Promote educational, cultural, and recreational opportunities that contribute to the health and well-being of our community.*

### Safety

---

*Ensure a safe community through proactive and responsive protection of life and property.*

### Sustainable Infrastructure

---

*Develop and maintain a sustainable public infrastructure to meet the current and future needs of our community.*

## STRATEGIC DIRECTION

# Economic Development

*Cultivate a vibrant, diverse, and dynamic economy that attracts and retains businesses and a skilled workforce.*

## OBJECTIVES & STRATEGIES

### Cultivate Regional Partnerships

- Work closely and strengthen connections with partners at various organizations, such as NNDA, WNDD, GOED, Western Nevada College, neighboring counties, Carson City Chamber of Commerce, and Carson High School, to cultivate local and regional economic development projects.

### Develop Downtown

- Create a readily identifiable downtown core, in part by completing the Downtown Carson Street and 3rd Street Plaza projects, which is unique and vibrant with a mixture of entertainment, housing, specialty retail, offices, and other commercial uses creating a model that can be extended to other business corridors.
- Plan and operate City utilities to meet the needs of future development.
- Develop and implement a Commercial Area Vitalization District (CAVD).

*In five years, "I would like to see the building of a strong community with parks and outdoor recreational opportunities, a walkable downtown with an outdoor presence when weather allows, and a strong, varied economy of both local business and larger national or international companies."*

### Market Community Assets

- Maintain an events calendar to promote tourism and local participation in special events.
- Host special events and tournaments on or in parks and recreation facilities.
- Market City assets to support events.
- Leverage arts and cultural organizations as drivers of community and economic development.

*In five years, I see "a world class and contemporary capital city while honoring the past and heritage."*

### Support Businesses

- Use available Redevelopment and grant funds to establish programs to retain existing businesses and stimulate new investments.
- Support local businesses by addressing needs and opportunities for growth among new and existing businesses.

## STRATEGIC DIRECTION

# Economic Development

---

### Support Development

- Provide infrastructure that supports community needs.
- Streamline plan review and business licensing processes and integrate the use of technology.

## PERFORMANCE MEASURES

- > Total jobs created
- > Percentage increase in business tax base
- > Percentage of occupied downtown commercial space
- > New commercial and residential permit dollar volume per capita

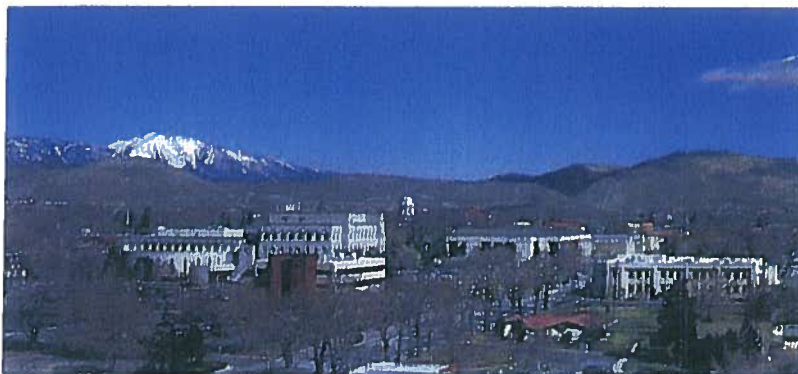


Photo Credit: Cathleen Allison

## STRATEGIC DIRECTION

# Efficient Government

*Provide our community with efficient services in a transparent and financially responsible manner.*

## OBJECTIVES & STRATEGIES

### Implement Best Practices

- Coordinate training across departments and provide professional development.
- Implement best practices identified by departments and reflecting industry practices and/or standards.
- Strive to achieve no reportable financial audit findings and achieve the GFOA award for Excellence in Financial Reporting.

*In five years, I see "A community where the voices of the residents are heard and where information is widely shared so that citizens can make informed decisions."*

### Leverage Technology

- Reduce reliance on paper by increasing electronic capabilities.
- Provide the necessary tools, within budget, to support job efficiency and productivity.
- Provide reliable technology infrastructure for the organization.
- Improve and expand the use of technology by employees.
- Improve access to City information for residents and visitors.

### Maximize Communication and Transparency

- Develop and implement a long-term financial plan that reflects service levels desired by the public.
- Prepare effective budgets, including accurately forecasting revenues and expenditures.
- Provide consistent, timely financial reports to the Board of Supervisors and Public, including budget to actual comparisons for major funds and grants.
- Enhance community awareness and input to City activities and operations.

*"Rational, considered allocation of scarce resources is critical to our City's health and future."*

### Streamline Processes

- Reduce staff time required for repetitive tasks.
- Analyze internal processes for efficiency and implement technology solutions where feasible.

## STRATEGIC DIRECTION

# Efficient Government

---

## PERFORMANCE MEASURES

- > Balanced budget with reserve funds meeting or exceeding target levels
- > Number of business processes improved through reengineering, workflow process improvement, or technology automation
- > Internal service department operating expenditures per City FTE
- > City department customer satisfaction ratings, external and internal



Photo Credit: TK





# 2035 STRATEGIC PLAN

A Guidebook for Investing in  
the County's Future

James  
City  
County  
VIRGINIA

James  
160

[jamescitycountyva.gov](http://jamescitycountyva.gov)

James City County, Virginia  
Adopted November 22, 2016



# Our Plan Goals and Future Actions

At the start of this planning process, project leaders continually asked...  
"What are we trying to achieve?" For months, the SPAG, TAG and Board of Supervisors diligently worked to develop a set of seven goals that will set us on a path to realizing our community vision:

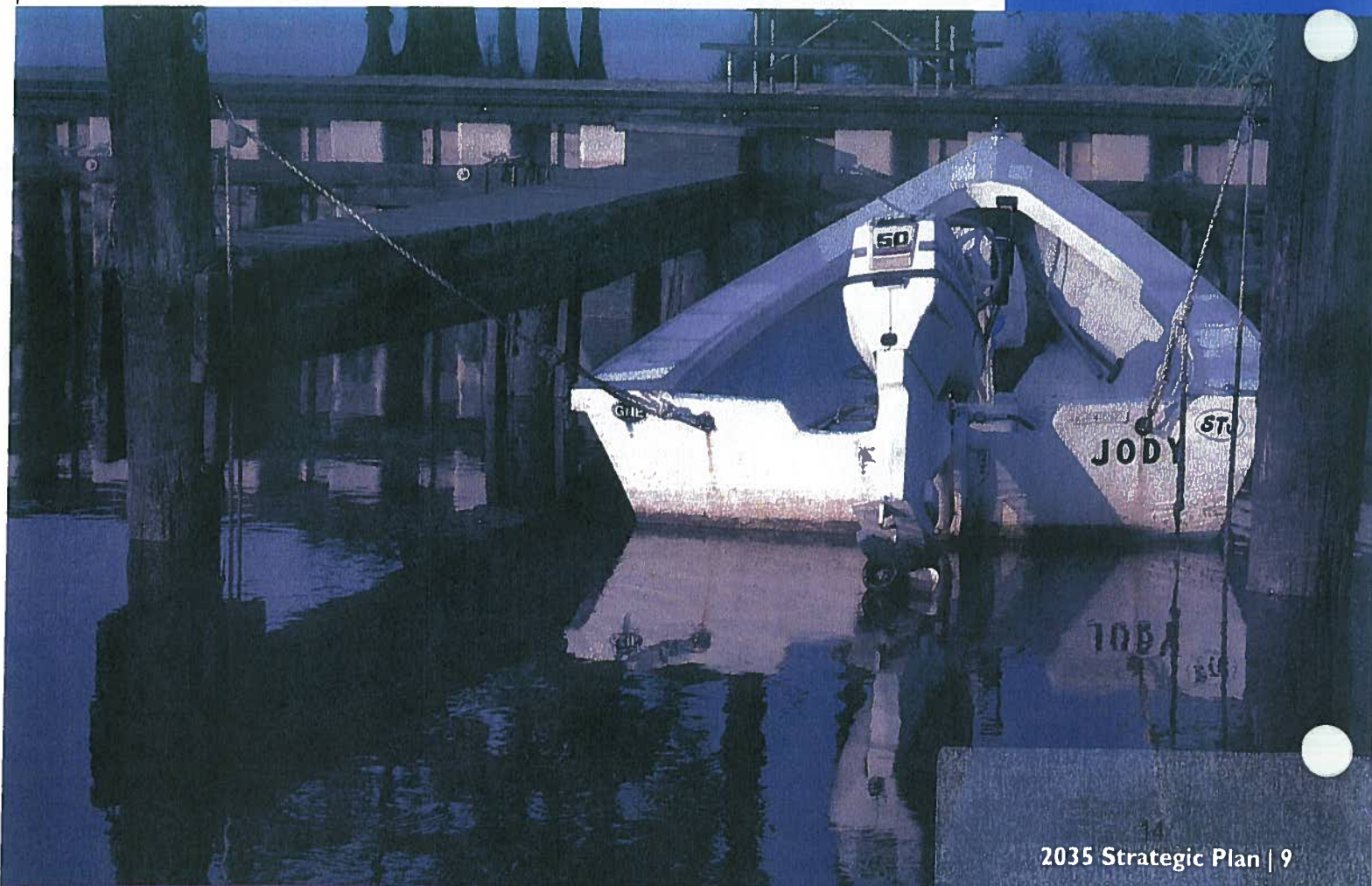
- Sustainable Long-Term Water Supply
- Modern Infrastructure, Facilities and Technology Systems
- Expanding and Diversifying Local Economy
- Protected Community Character and an Enhanced Built Environment
- Exceptional Public Services
- High Quality Education
- Fiscally Efficient Government

Future actions to achieve these goals are organized as either capital projects or operational initiatives. For each project and initiative, a mid-year 2016 cost estimate is provided in Appendix 3 to give some sense of the expected revenues needed to undertake each action. Moving forward, costs are expected to change, and will ultimately be finalized as part of the annual budget and CIP process.

## What we learned...

At the March 2016 public open houses, citizens:

1. Supported the seven goals.
2. Supported investments in public education and library programming.
3. Were reluctant to support the County taking a direct role in "lifelong learning" opportunities.





INVEST

SERVE

COLLABORATE

MANAGE

## What Are We Trying to Achieve?

Modernize infrastructure and enhance technology to support targeted economic development efforts and enhance quality of life for the citizens of James City County.



## Goal 2: Modern Infrastructure, Facilities, and Technology Systems

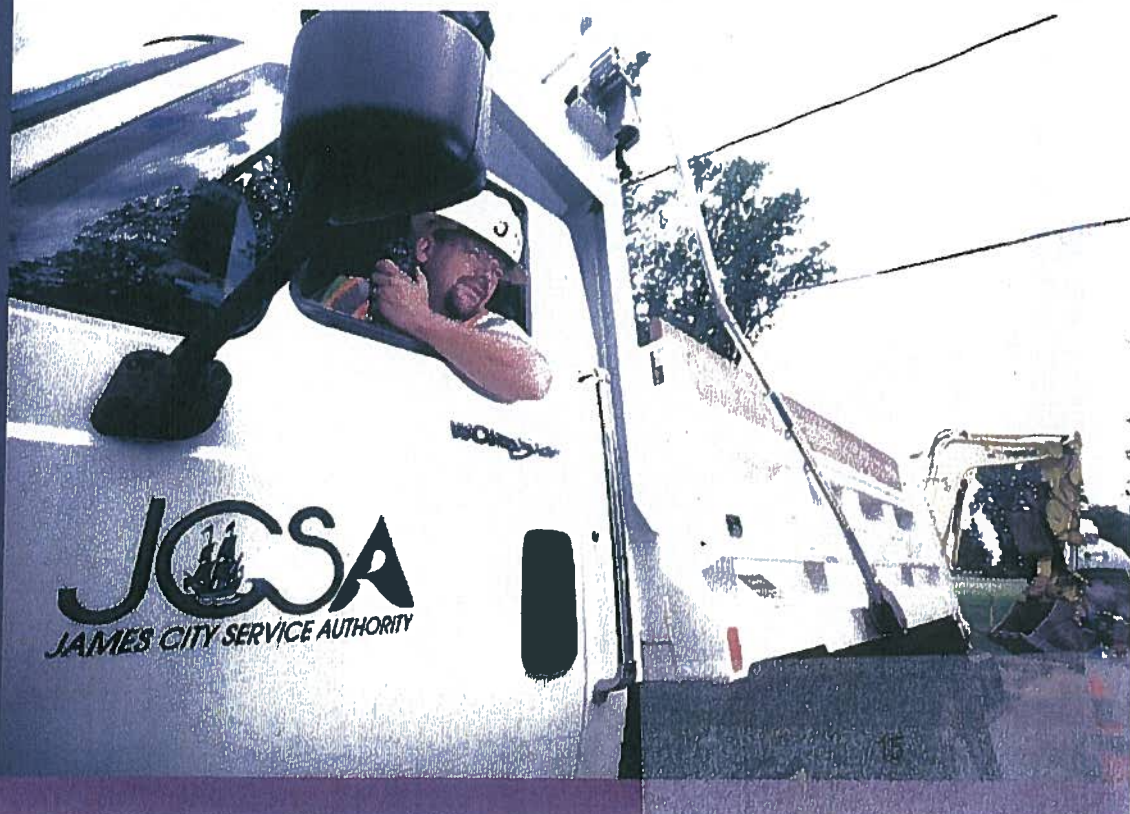
The County will undertake strategic investments to modernize infrastructure, community facilities, public education and technology to enhance the quality of life provided to its residents, address the changing needs of its aging population and improve the prospects for growing and new businesses. These investments will be funded using sustainable approaches that will maintain the fiscal health of the County.

### Capital Projects

- Construct Skiffes Creek Connector.
- Widen Croaker Road— Phase I.
- Implement Stormwater CIP Projects.
- Replace JCSA Meters at Residences (ongoing).

### Operational Initiatives

- Develop a Plan for a Multi-Use Venue for Arts, Sports, Education.
- Develop a Long Range Facilities Plan in Coordination with WJCC Schools.
- Conduct a Study of County Office Space Needs.
- Develop Enterprise Architecture Plan (Technology Plan).
- Develop a Plan to Reclaim Hospital Area at the JCCRC for Program Space for Users.
- Plan for Land Needs (future schools and JCC facilities).
- Update Master Transportation Plan and Prioritization of Road Projects.
- Continue to Develop Watershed Management Plans for the Remaining County Watersheds.





### Goal 3: Expanding and Diversifying Local Economy

James City County will support the expansion and diversification of the local economy by providing the regulatory framework to support business development, by undertaking economic development marketing and recruitment efforts, by fostering the development and expansion of businesses, and by supporting strategies to facilitate the development of affordable workforce housing.



INVEST

COLLABORATE

MANAGE

#### Operational Initiatives

- Review JCC Ordinances, Fees and Procedures to Remove Barriers for Business. Provide Incentives for Small Business, Home-Based Businesses and Entrepreneurs.
- Identify Opportunities to Prepare Shovel Ready Sites for Industrial and Business Development, with Preference for Locations within the Primary Services Area (PSA).
- Update Business Climate Taskforce Report.
- Implement Target Industries Study Strategies.
- Conduct Scenario Planning (Land Use and Fiscal Evaluation of Proposed Large Land Use Changes).
- Coordinate with Regional Partnerships (Tourism and Economic Department Initiatives).
- Establish Workforce Housing Task Force.

#### What Are We Trying to Achieve?

Create a diverse and sustainable local economy that upholds JCC's commitment to protect community character, and supports regional economic development targets.



BOARD OF SUPERVISORS  
COUNTY OF STAFFORD  
STAFFORD, VIRGINIA

AGENDA

CLOSED MEETING  
January 20, 2018

Airlie Conference Center  
6809 Airlie Road, Warrenton, Virginia 20187

- 
- |    |                                      |   |
|----|--------------------------------------|---|
| 1. | Disposition<br>of Public<br>Property | <p>Discussion of the disposition of public property where discussion in open meeting would adversely affect the bargaining position of the Board.</p> <p>Jack Cavalier, Supervisor<br/>Mike Smith, Deputy County Administrator<br/>Virginia Code § 2.2-3711(A)(3)</p> |
| 2. | Legal<br>Advice                      | <p>Consultation with legal counsel employed by the Board regarding a specific legal matter requiring the provision of legal advice by such counsel.</p> <p>Rysheda McClendon, Deputy County Attorney<br/>Virginia Code § 2.2-3711(A)(8)</p>                           |
| 3. | Personnel                            | <p>Discussion and consideration of Board appointments.</p> <p>Board of Supervisors<br/>Tom Foley, County Administrator<br/>Virginia Code § 2.2-3711(A)(1)</p>   |
| 4. | Personnel                            | <p>Discussion regarding the County Attorney's retirement and vacancy.</p> <p>Board of Supervisors<br/>Virginia Code § 2.2-3711(A)(1)</p>  |



BOARD OF SUPERVISORS  
COUNTY OF STAFFORD  
STAFFORD, VIRGINIA

RESOLUTION OF CERTIFICATION

At the annual planning meeting of the Stafford County Board of Supervisors (the Board) held at Airlie Conference Center, 6809 Airlie Road, Warrenton, Virginia 20187, on the 20<sup>th</sup> day of January, 2018:

MEMBERS:

Meg Bohmke, Chairman  
Gary F. Snellings, Vice Chairman  
Jack R. Cavalier  
L. Mark Dudenhefer  
Wendy E. Maurer  
Cindy C. Shelton  
George Washington District

VOTE:

VACANT

On motion of , seconded by , which carried by a vote of to , the following was adopted:

A RESOLUTION TO CERTIFY THE ACTIONS OF THE STAFFORD  
COUNTY BOARD OF SUPERVISORS IN A CLOSED MEETING ON  
JANUARY 20, 2018

WHEREAS, the Board has, on this the 20<sup>th</sup> day of January, 2018, adjourned into a Closed Meeting in accordance with a formal vote of the Board and in accordance with the provisions of the Virginia Freedom of Information Act; and

WHEREAS, the Virginia Freedom of Information Act, as it became effective July 1, 1989, provides for certification that such Closed Meeting was conducted in conformity with law;

NOW, THEREFORE, BE IT RESOLVED that the Stafford County Board of Supervisors does hereby certify, on this the 20<sup>th</sup> day of January, 2018, that to the best of each member's knowledge: (1) only public business matters lawfully exempted from open meeting requirements under the Virginia Freedom of Information Act were discussed in the Closed Meeting to which this certification applies; and (2) only such public business matters as were identified in the Motion by which the said Closed Meeting was convened, were heard, discussed, or considered by the Board.

A Copy, teste:

---

Thomas C. Foley  
County Administrator

BOARD OF SUPERVISORS  
COUNTY OF STAFFORD  
STAFFORD, VIRGINIA

RESOLUTION OF CLOSED MEETING

At the annual planning meeting of the Stafford County Board of Supervisors (the Board) held at Airlie Conference Center, 6809 Airlie Road, Warrenton, Virginia 20187, on the 20<sup>th</sup> day of January, 2018:

-----  
MEMBERS:

Meg Bohmke, Chairman  
Gary F. Snellings, Vice Chairman  
Jack R. Cavalier  
L. Mark Dudenhefer  
Wendy E. Maurer  
Cindy C. Shelton  
George Washington District

VOTE:

VACANT  
-----

On motion of , seconded by , which carried by a vote of to , the following was adopted:

A RESOLUTION TO AUTHORIZE CLOSED MEETING

WHEREAS, the Board desires to hold a Closed Meeting for (1) discussion of the disposition of public property where discussion in open meeting would adversely affect the bargaining position of the Board; (2) consultation with legal counsel employed by the Board regarding a specific legal matter requiring the provision of legal advice by such counsel; (3) discussion and consideration of Board appointments; and (4) discussion regarding the County Attorney's retirement and vacancy; and

WHEREAS, pursuant to Virginia Code § 2.2-3711(A)(1), (A)(3), and (A)(8) such discussions may occur in Closed Meeting;

NOW, THEREFORE, BE IT RESOLVED that the Stafford County Board of Supervisors on this the 20<sup>th</sup> day of January, 2018, does hereby authorize discussion of the above matters in Closed Meeting.

A Copy, teste:

\_\_\_\_\_  
Thomas C. Foley  
County Administrator

PROPOSED

BOARD OF SUPERVISORS  
COUNTY OF STAFFORD  
STAFFORD, VIRGINIA

RESOLUTION

At the annual planning meeting of the Stafford County Board of Supervisors (the Board) held at Airlie Conference Center, 6809 Airlie Road, Warrenton, Virginia 20187 on the 20<sup>th</sup> day of January, 2018:

-----  
MEMBERS:

Meg Bohmke, Chairman  
Gary F. Snellings, Vice Chairman  
Jack R. Cavalier  
L. Mark Dudenhefer  
Wendy E. Maurer  
Cindy C. Shelton  
George Washington District

VOTE:

VACANT

-----  
On motion of , seconded by , which carried by a vote of , the following was adopted:

A RESOLUTION TO AUTHORIZE THE COUNTY ATTORNEY TO  
FILE A PETITION FOR A WRIT OF SPECIAL ELECTION

WHEREAS, Robert “Bob” Thomas, Jr., George Washington Election District Supervisor, has been elected to the Virginia House of Delegates; and

WHEREAS, Supervisor Thomas resigned his office as a member of the Board representing the George Washington Election District as of January 10, 2018, upon taking his Delegate oath; and

WHEREAS, Supervisor Thomas’s election to the House and subsequent resignation from the Board leaves a vacancy on the Board for the George Washington Election District; and

WHEREAS, the Board desires to fill the vacancy on the Board for the George Washington Election District; and

WHEREAS, pursuant to Virginia Code § 24.2-226, the Board must authorize the County Attorney to petition the Stafford County Circuit Court for a Writ of Special Election to fill this vacancy; and

WHEREAS, pursuant to Virginia Code § 24.2-226, the County Attorney must file a Petition for a Writ of Special Election within fifteen (15) days of the occurrence of the vacancy;



NOW, THEREFORE, BE IT RESOLVED by the Stafford County Board of Supervisors on this the 20<sup>th</sup> day of January, 2018, that it be and hereby does authorize the County Attorney to file a Petition for a Writ of Special Election to fill the vacant George Washington Election District office; and

BE IT FURTHER RESOLVED that the special election shall be held on Tuesday, **DATE**, in accordance with Virginia Code § 24.2-682 and Stafford County Code Sec. 9-34, for the purpose of electing a qualified voter from the George Washington Election District in Stafford County, Virginia to fill the vacancy on the Board for the George Washington Election District for a term commencing on the date that the person elected has qualified for the office and ending on December 31, 2019.

TCF:CLS:RMM

# Stafford County Growth Management Strategies

# Comprehensive Plan Objectives

- **Goal 1. Manage growth and development in a sustainable manner.**
- Objective 1.1. Make development, land use, transportation, utility and other public facility decisions consistent with the Comprehensive Plan.
- Objective 1.2. Direct growth into the Urban Services Area.
- Objective 1.3. The County will promote infill development and redevelopment within the Urban Services Area, including Targeted Growth Areas. Infill development includes the process of development on vacant, bypassed and underutilized land within built up areas of existing communities where infrastructure is already in place, and redevelopment of sites in these areas.
- Objective 1.4. Discourage growth in the Rural areas outside the Urban Services Area.
- Objective 1.5. The County may from time to time establish water and sewer service areas in locations outside of the designated Urban Services Area where a documented need exists for the protection of public health, safety, and welfare relative to existing uses and developments, and not to promote new development.

# Comprehensive Plan Objectives

- **Goal 1. Manage growth and development in a sustainable manner.**
- Objective 1.6. Preserve rural and agricultural areas of Stafford County and establish mechanisms for ensuring their continued protection from development.
- Objective 1.7. Phase growth to coincide with the establishment of necessary public infrastructure and services.
- Objective 1.8. Integrate land use and transportation decisions.



# Selected Growth Management Strategies

- Policy 1.1.1. Review of all development proposals should include an analysis on consistency with the Comprehensive Plan. Proposals that are inconsistent with the Comprehensive Plan should be denied.
- Policy 1.1.7. This Plan should be implemented with respect to and in consideration of private property rights.
- Policy 1.2.1. Establish a clear Urban Services Area boundary in a location that is suitable to accommodate residential and commercial development characterized by the presence of public facilities, utilities, and government services.
- Policy 1.2.2. The County will establish measures to encourage new development within the Urban Services Area in order to reduce the growth pressure in the rural parts of the County.
- Policy 1.2.4. The County shall designate Targeted Growth Areas in locations appropriate to accommodate higher density development, in proximity to adequate transportation facilities, and within the current Urban Services Area. The Targeted Growth Areas should be sufficient to accommodate half of the projected residential and commercial growth for the 20 year planning period.

# Selected Growth Management Strategies

- Policy 1.2.5. The County shall establish mixed-use districts and design standards for development in the Targeted Growth Areas. These districts should have a residential density of at least four dwelling units per acre, and minimum commercial floor area ratio of 0.40. The design standards should incorporate principles of new urbanism and traditional neighborhood development.
- Policy 1.2.6. The County shall encourage within the Targeted Growth Areas pedestrian-oriented neighborhoods and town centers composed of a variety of housing types and densities, incorporating shopping and work place opportunities, and public facilities.
- Policy 1.2.8. To the extent possible, feasible and consistent with other goals of the Comprehensive Plan, the County may adopt financial and other incentives to direct development into the Targeted Growth Areas.
- Policy 1.2.9. Residential density “bonuses” in the Urban Services Area, and within Targeted Growth Areas, should be tied to reductions in residential density outside the Urban Services Area.



# Selected Growth Management Strategies

- Policy 1.2.11. At least 80 percent of the future cumulative residential growth should be located inside the Urban Services Area. The progress toward this policy should be evaluated on an annual basis through the tracking of building permit activity
- Policy 1.3.3. In-fill and redevelopment efforts will be encouraged in appropriate areas in the Urban Services Area, and the County's promotion will focus on Boswell's Corner, the Courthouse Area, Falmouth, and the Southern Gateway Area, as shown as Redevelopment Areas on the Land Use Plan map. Special Area plans should be adopted as elements of this Comprehensive Plan for these areas for the purpose of establishing future land use patterns, types, and intensities, and circulation and building design.
- Policy 1.3.4. The County shall, where appropriate, consider alternatives to conventional zoning regulations to support a development pattern consistent with the goals and objectives of the Redevelopment Areas and allow infill development that minimizes impact on adjacent uses. Examples include performance and incentive zoning, sometimes referred to as form based codes.

# Selected Growth Management Strategies

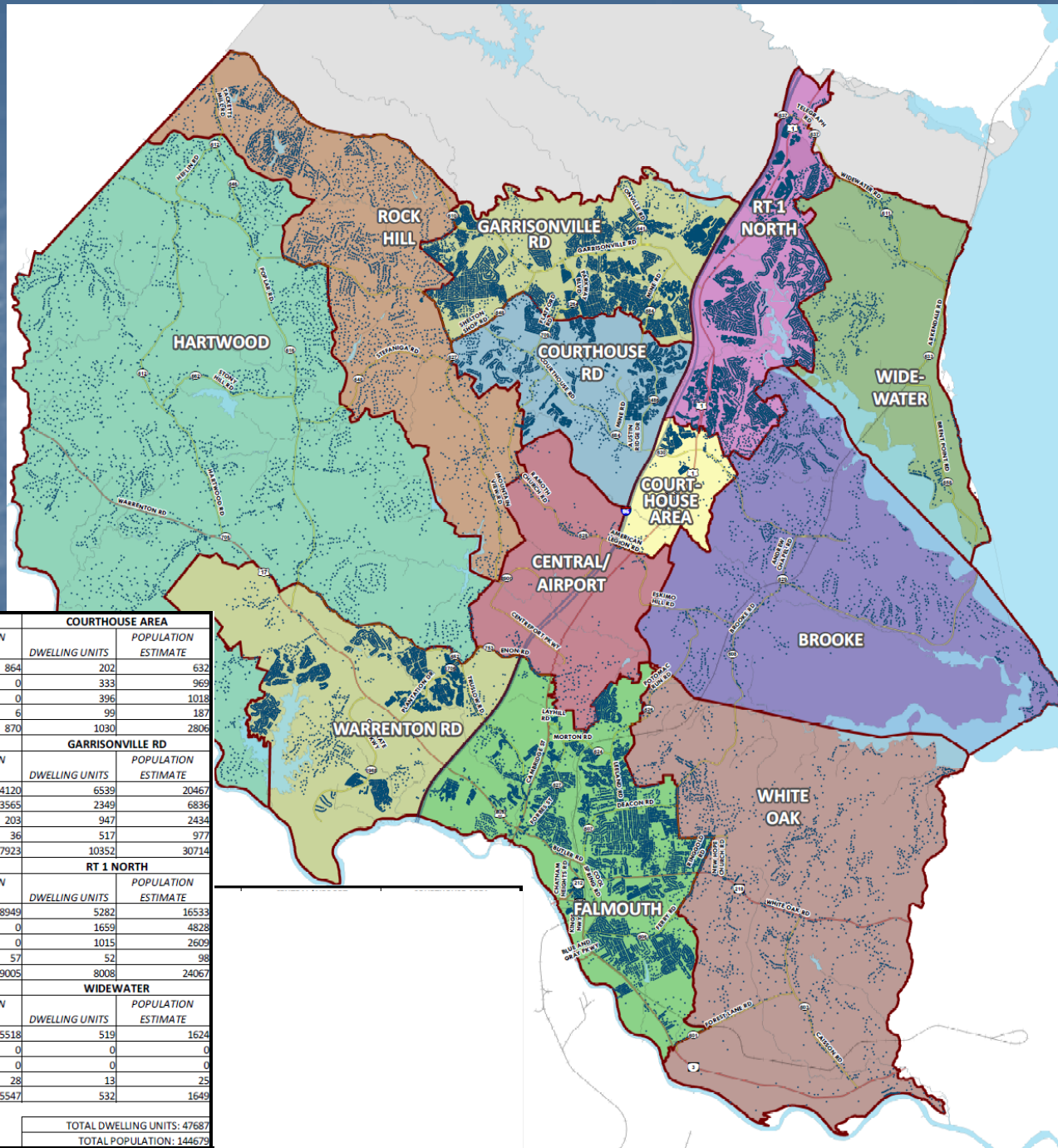
- Policy 1.4.5. The County should educate residents and developers that public facilities and access to public services may be limited outside the Urban Services Area.
- Policy 1.6.1. The County should promote the recently adopted Transfer of Development Rights (TDR) Program.
- Policy 1.6.2. The County should continue support of the Purchase of Development Rights program, and other land conservation programs.
- Policy 1.6.3. The County should encourage private landowner dedication of conservation easements, and provide educational opportunities regarding land conservation.
- Policy 1.6.4. Calculations to establish the number of development rights for a parcel should exclude areas located on slopes of 25% or greater, hydric soils, and 5 % of the gross tract size for right of way dedication.
- Policy 1.6.5. The County supports the preservation of rural character through the clustering of residential development. Cluster development would permit smaller lot sizes in exchange for preservation of open space, farmland, sensitive resources, and forested areas.



# Selected Growth Management Strategies

- Policy 1.7.1. Implementation of Targeted Growth Areas should be phased based on the availability of public services and adequate infrastructure, projected population growth and projected residential and commercial growth.
- Policy 1.7.2. New development proposals for projects that require a zoning reclassification and are located within the Urban Services Area boundary that are dependent upon the future infrastructure and services should not develop until the projected infrastructure and services have been implemented, or scheduled to be phased concurrently with the demand. Scheduling of future improvements can be achieved through proffered contributions and/or phased improvements by the developer, scheduling improvements in the County's Capital Improvement Program, or establishing other funding mechanisms such as a Community Development Authority or Tax District.

- 1 dot = 1 Dwelling



	BROOKE		CENTRAL/AIRPORT		COURTHOUSE AREA	
	DWELLING UNITS	POPULATION ESTIMATE	DWELLING UNITS	POPULATION ESTIMATE	DWELLING UNITS	POPULATION ESTIMATE
SINGLE FAMILY	1592	4983	276	864	202	632
TOWNHOUSE	0	0	0	0	333	969
MULTI-FAMILY	0	0	0	0	396	1018
MOBILE HOME	23	43	3	6	99	187
TOTAL	1615	5026	279	870	1030	2806
	COURTHOUSE RD		FALMOUTH		GARRISONVILLE RD	
	DWELLING UNITS	POPULATION ESTIMATE	DWELLING UNITS	POPULATION ESTIMATE	DWELLING UNITS	POPULATION ESTIMATE
SINGLE FAMILY	2660	8326	7706	24120	6539	20467
TOWNHOUSE	421	1225	1225	3565	2349	6836
MULTI-FAMILY	30	77	79	203	947	2434
MOBILE HOME	0	0	19	36	517	977
TOTAL	3111	9628	9029	27923	10352	30714
	HARTWOOD		ROCK HILL		RT 1 NORTH	
	DWELLING UNITS	POPULATION ESTIMATE	DWELLING UNITS	POPULATION ESTIMATE	DWELLING UNITS	POPULATION ESTIMATE
SINGLE FAMILY	3340	10454	2859	8949	5282	16533
TOWNHOUSE	0	0	0	0	1659	4828
MULTI-FAMILY	0	0	0	0	1015	2609
MOBILE HOME	0	0	30	57	52	98
TOTAL	3340	10454	2889	9005	8008	24067
	WARRENTON RD		WHITE OAK		WIDEWATER	
	DWELLING UNITS	POPULATION ESTIMATE	DWELLING UNITS	POPULATION ESTIMATE	DWELLING UNITS	POPULATION ESTIMATE
SINGLE FAMILY	3510	10986	1763	5518	519	1624
TOWNHOUSE	922	2683	0	0	0	0
MULTI-FAMILY	1292	3320	0	0	0	0
MOBILE HOME	0	0	15	28	13	25
TOTAL	5724	16990	1778	5547	532	1649
					TOTAL DWELLING UNITS: 47687	
					TOTAL POPULATION: 144679	

# Growth Summary

## Dwelling Unit Summary

Time-frame	Total Dwelling Units	Dwelling Unit Type			
		Single-family	Townhouse	Multi-family	Mobile-home
<b>Current</b>	<b>47,687</b>	36,248	6,909	3,759	771
<b>Future</b>	<b>19,750</b>	11,831	2,605	5,314	
Near-term (5 yrs / 2018 - 2022)	5,450	3,814	867	769	
Long-term (6-19 yrs. / 2023 -2036)	14,300	8,017	1,738	4,545	
<b>Total</b>	<b>67,437</b>	48,079	9,514	9,073	771

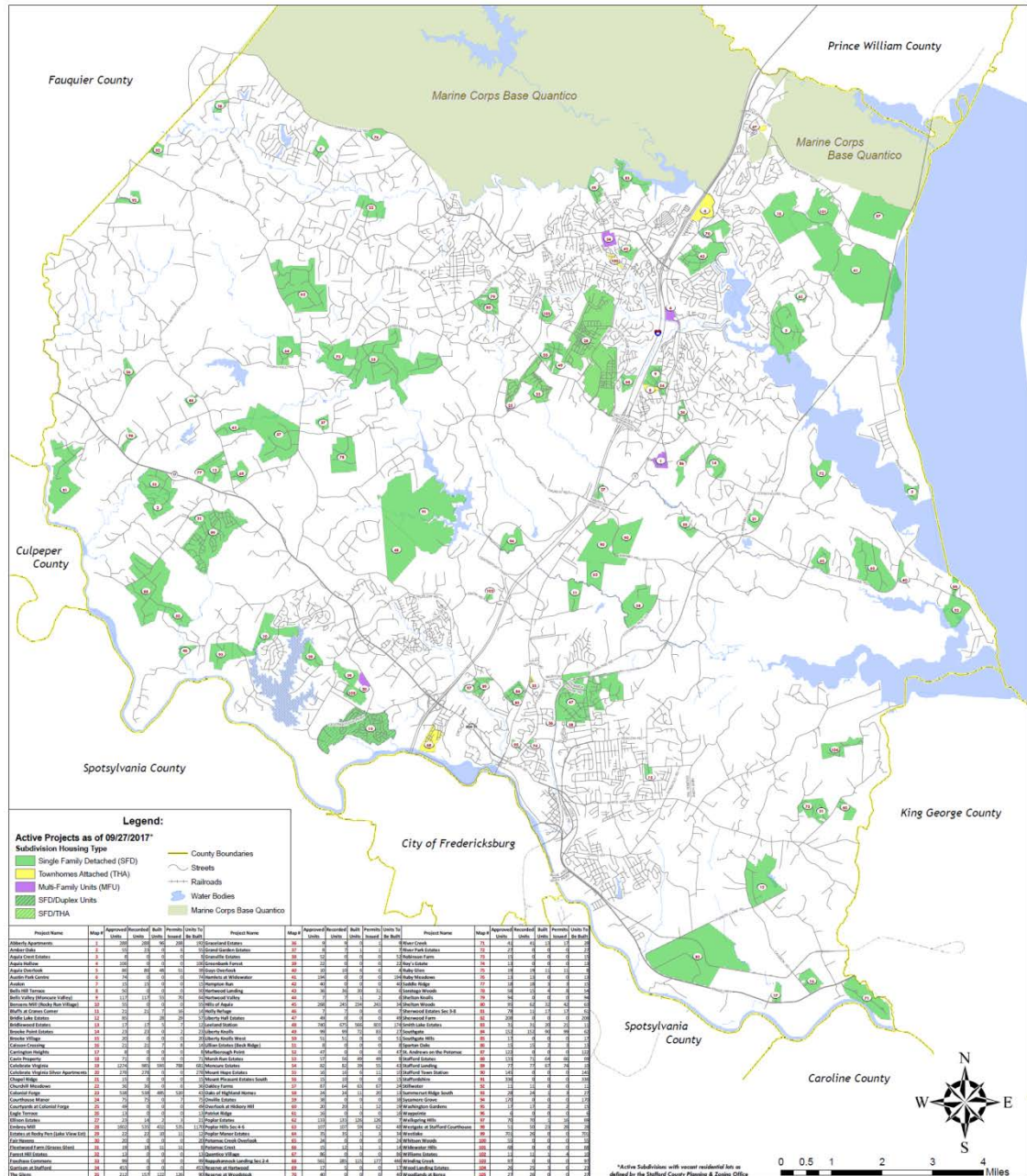
## Population Summary

Time-frame	Total Population	Population by Dwelling Unit Type			
		Single-family	Townhouse	Multi-family	Mobile-home
<b>Current</b>	<b>144,679</b>	113,456	20,105	9,661	1,457
<b>Future</b>	<b>55,323</b>	34,085	7,582	13,657	
Near-term (5 yrs / 2018 - 2022)	16,439	11,939	2,524	1,976	
Long-term (6-19 yrs. / 2023 -2036)	38,884	22,146	5,058	11,681	
<b>Total</b>	<b>200,002</b>	147,541	27,687	23,318	1,457

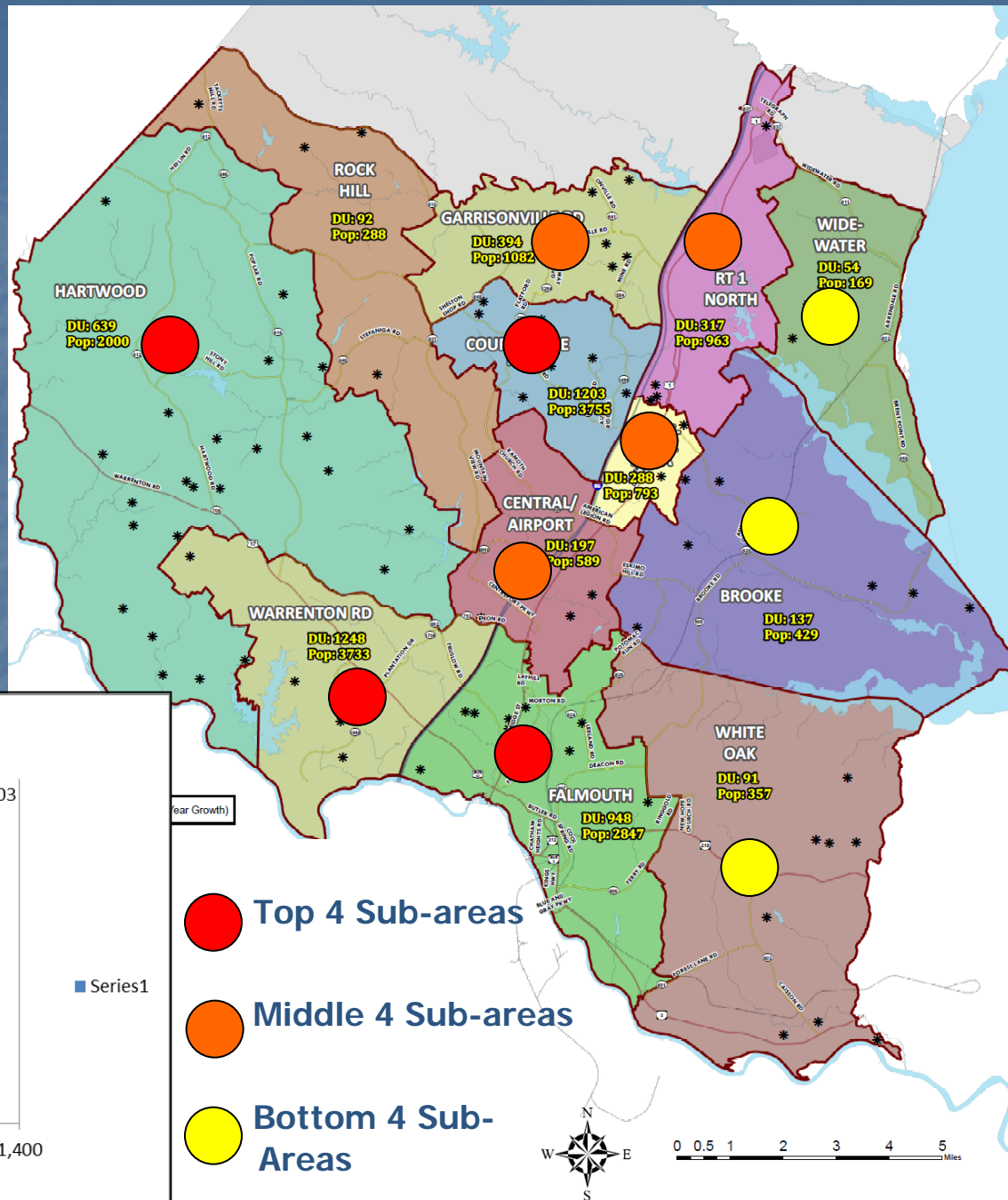


- 1 – 5 Years
  - 2018 - 2022

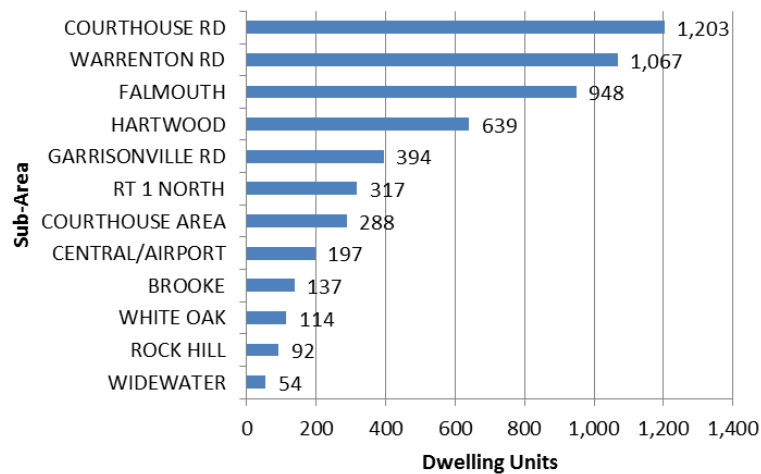
	PROJECT	5-YEAR UNITS TO BE BUILT
1	Embrey Mill	800
2	Rappahannock Landing Sec 2-4	446
3	Celebrate Virginia Del Webb	500
4	Celebrate Virginia Silver Apts.	278
5	Garrison at Stafford Apts.	250
6	Westlake	250
7	Staffordshire	200
8	Abberly Apts.	192
9	Leeland Station	174
10	Sycamore Grove	100



# Near-Term Growth

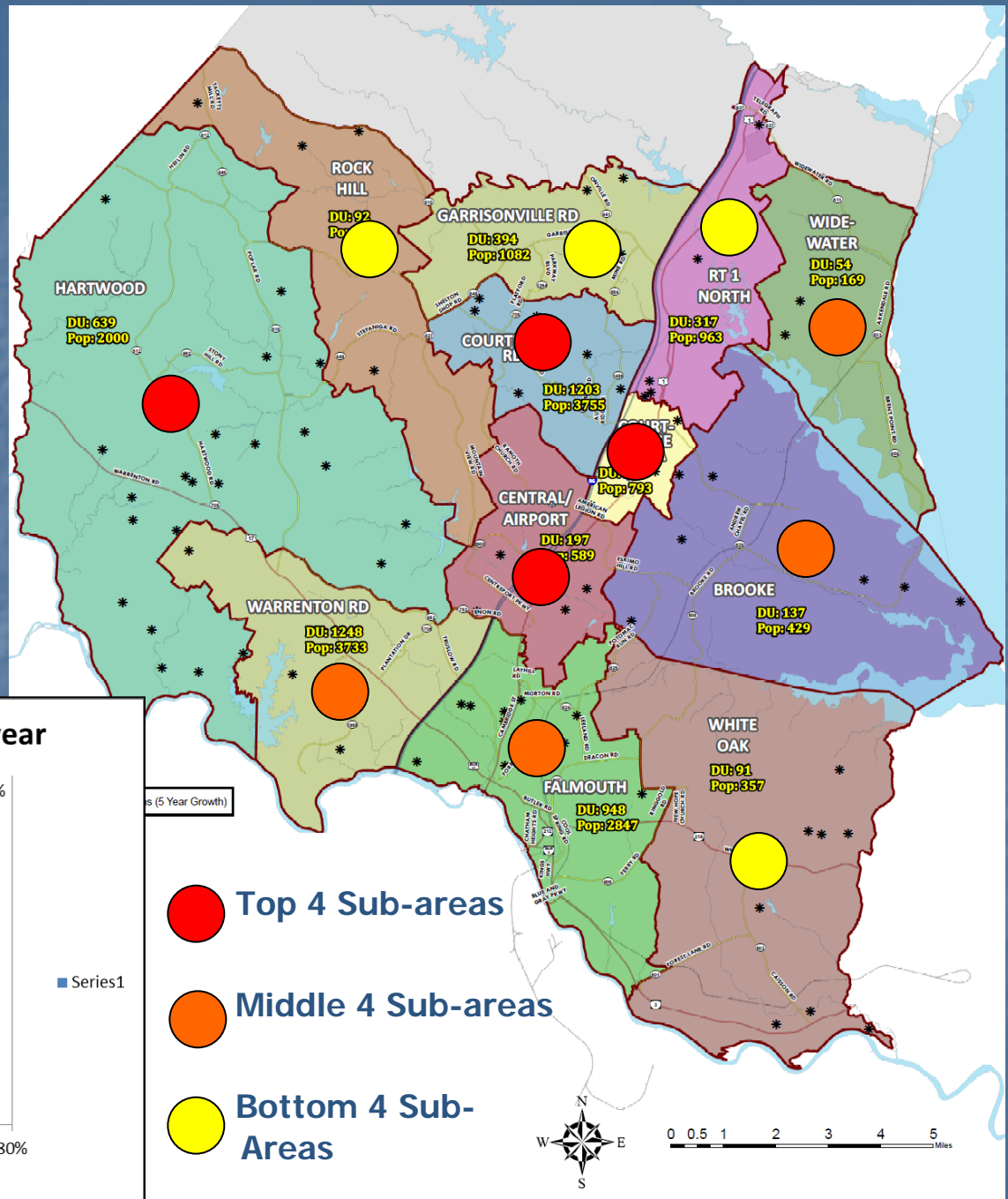


**Dwelling Unit Increase - 5 year**

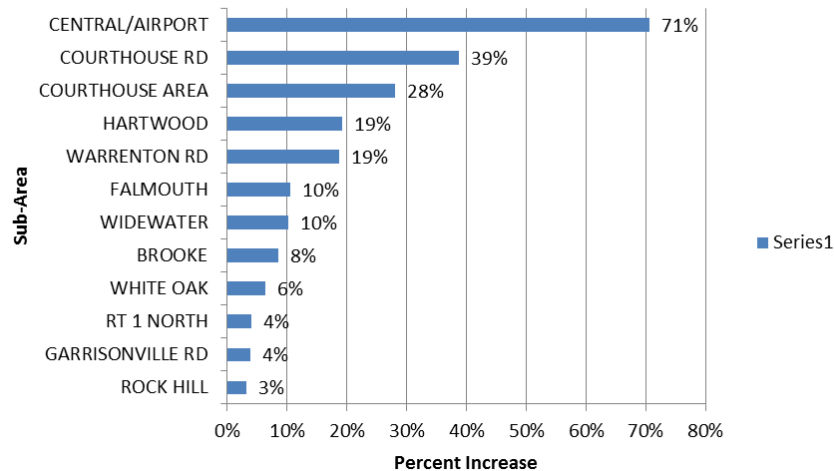




# Near-Term Growth



**Dwelling Unit Percentage Increase - 5 year**



# Long-Term Growth

- Years 6 to 19
  - 2023 to 2036
- 14,300 Dwellings



**FIGURE 3.6**  
**Future Land Use**  
 Stafford County Comprehensive Plan  
 Stafford County, Virginia  
 April 27, 2016

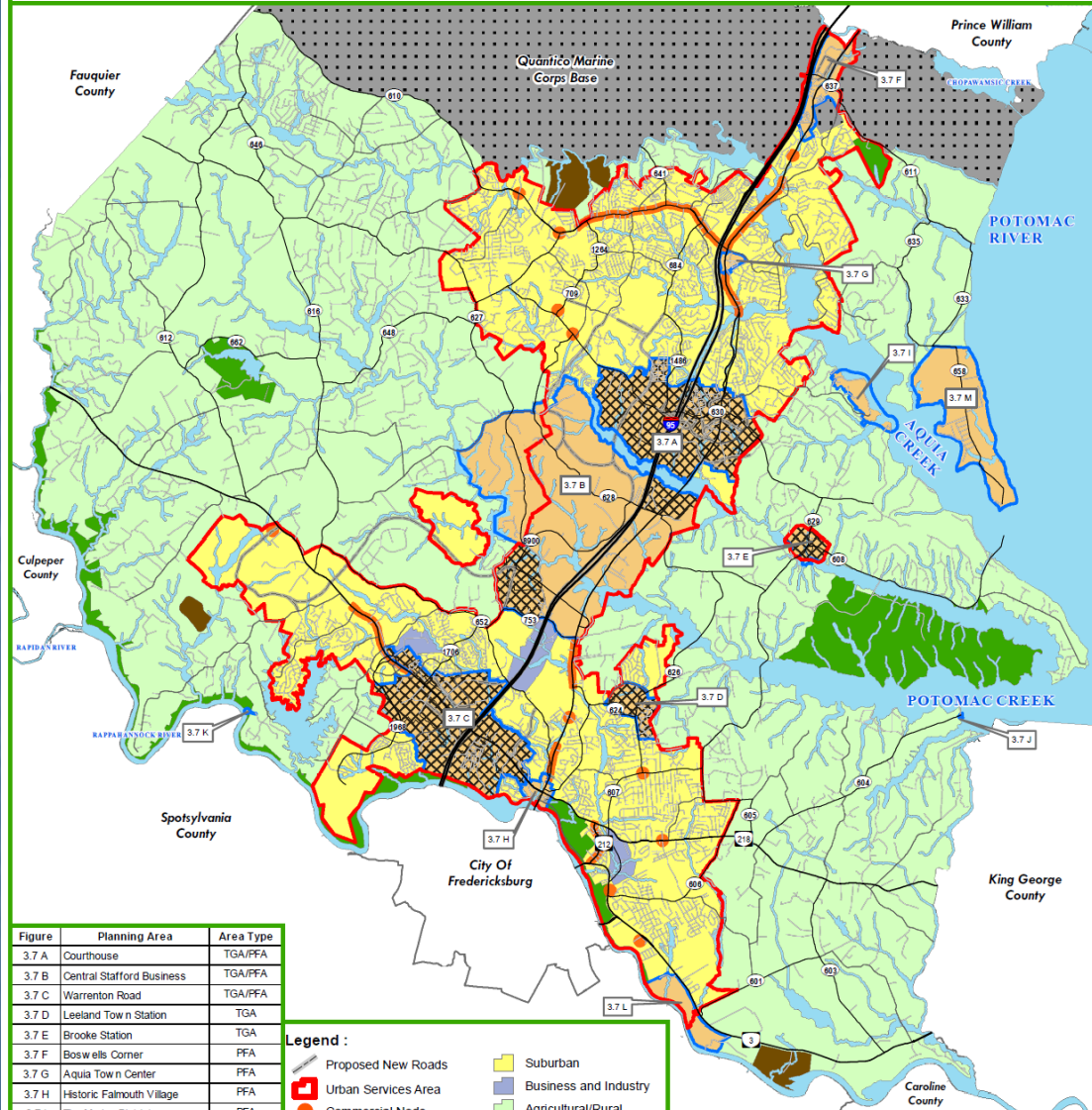
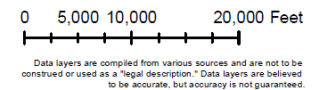


Figure	Planning Area	Area Type
3.7 A	Courthouse	TGA/PFA
3.7 B	Central Stafford Business	TGA/PFA
3.7 C	Warrenton Road	TGA/PFA
3.7 D	Leeland Town Station	TGA
3.7 E	Brooke Station	TGA
3.7 F	Boswells Corner	PFA
3.7 G	Aquia Town Center	PFA
3.7 H	Historic Falmouth Village	PFA
3.7 I	The Marina District	PFA
3.7 J	Potomac Landing	PFA
3.7 K	Old Banks Recreation	PFA
3.7 L	Rappahannock Recreation	PFA
3.7 M	Widewater	PFA

TGA: Targeted Growth Area  
 PFA: Priority Focus Area

**Legend :**

- Proposed New Roads
- Urban Services Area
- Commercial Node
- Commercial Corridors
- Future Land Use :
  - Targeted Residential Growth in Planning Areas
- Suburban
- Business and Industry
- Agricultural/Rural
- Mining
- Federal
- Resource Protection
- Parks



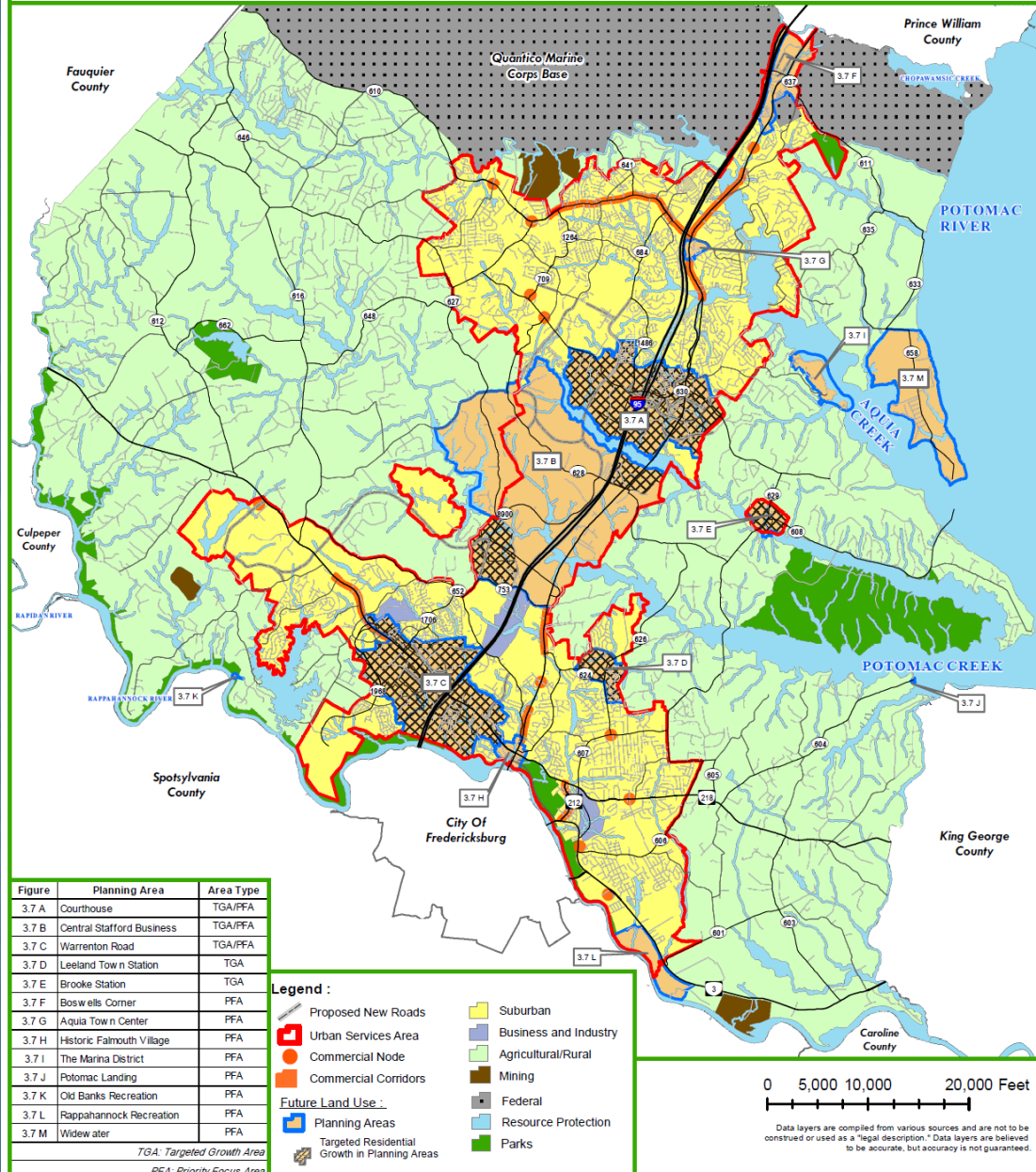


# Projected Growth

- Inside USA = 16,372 D/U (80%)
- Outside USA = 4,168 D/U (20%)



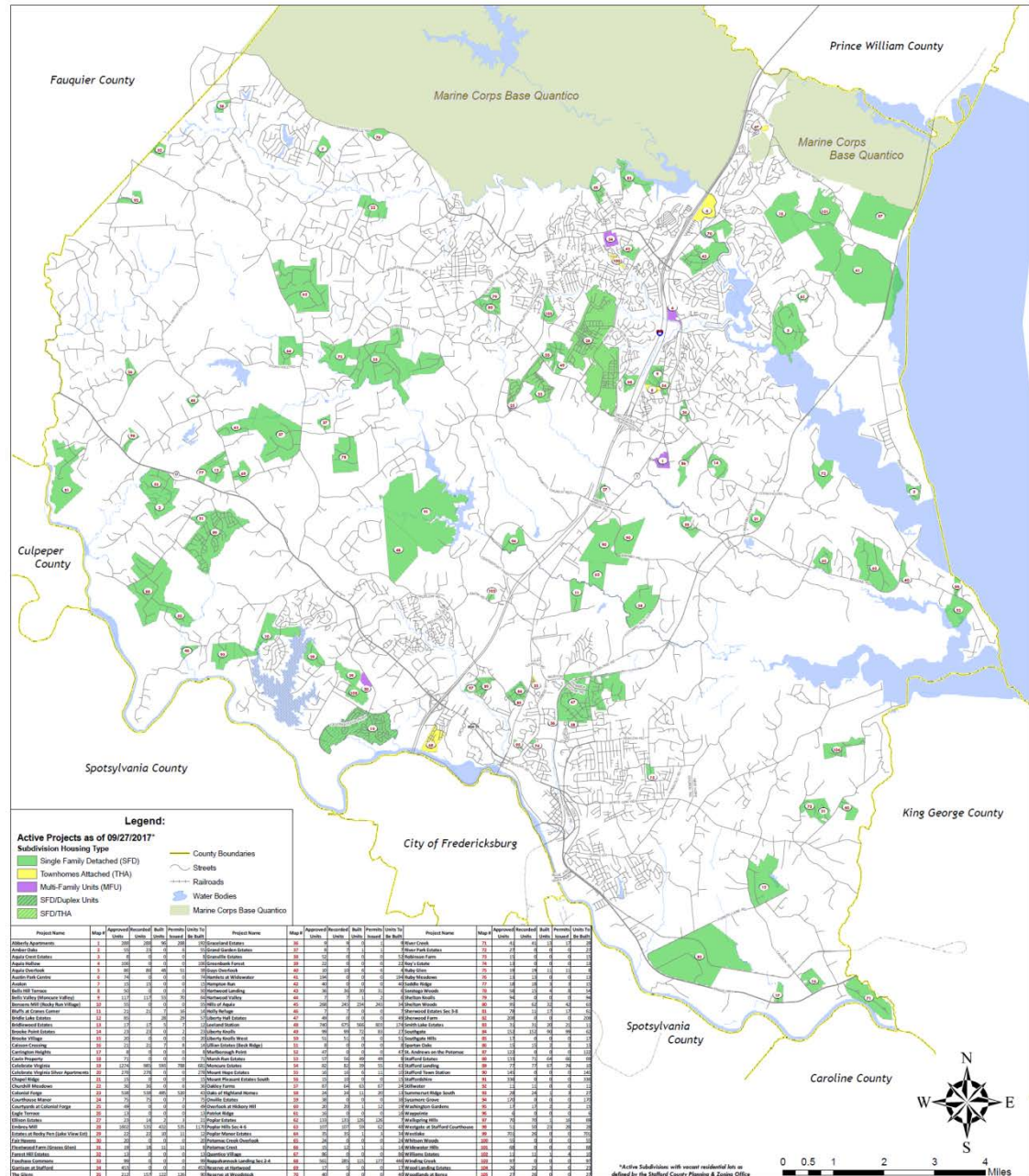
**FIGURE 3.6**  
**Future Land Use**  
**Stafford County Comprehensive Plan**  
**Stafford County, Virginia**  
 April 27, 2016



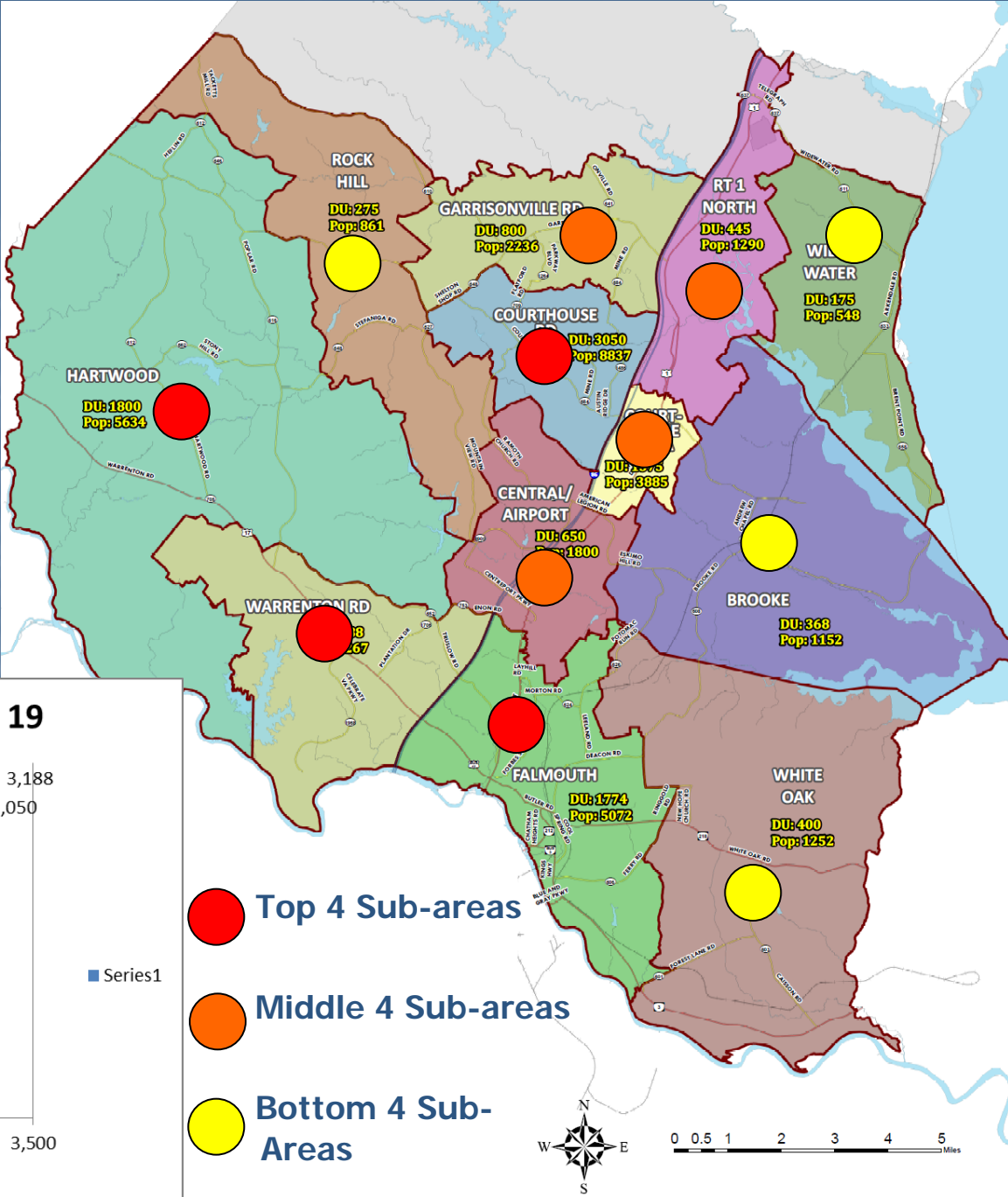


- Approved projects supports 8 years of projected growth
- Rural Areas growing faster than projected

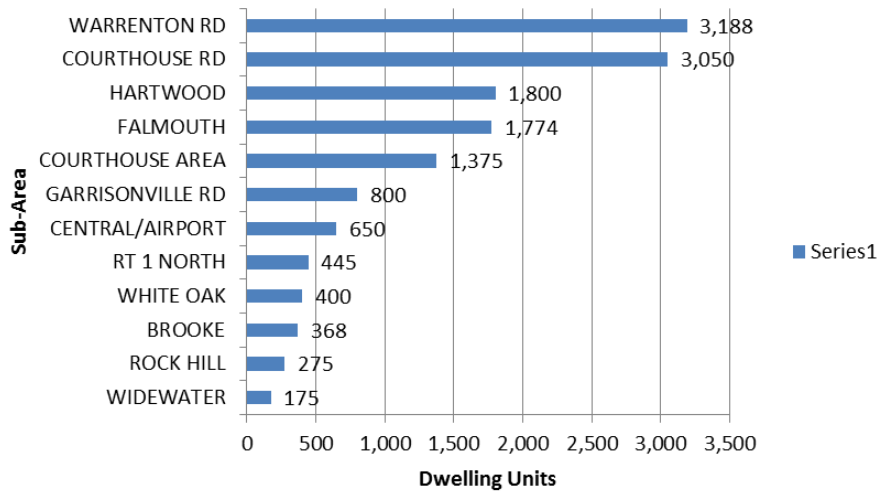
*Produced by the Stafford County GIS Office*



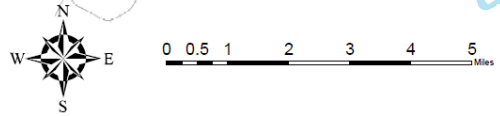
# Long-Term Growth



Dwelling Unit Increase - Years 6 - 19

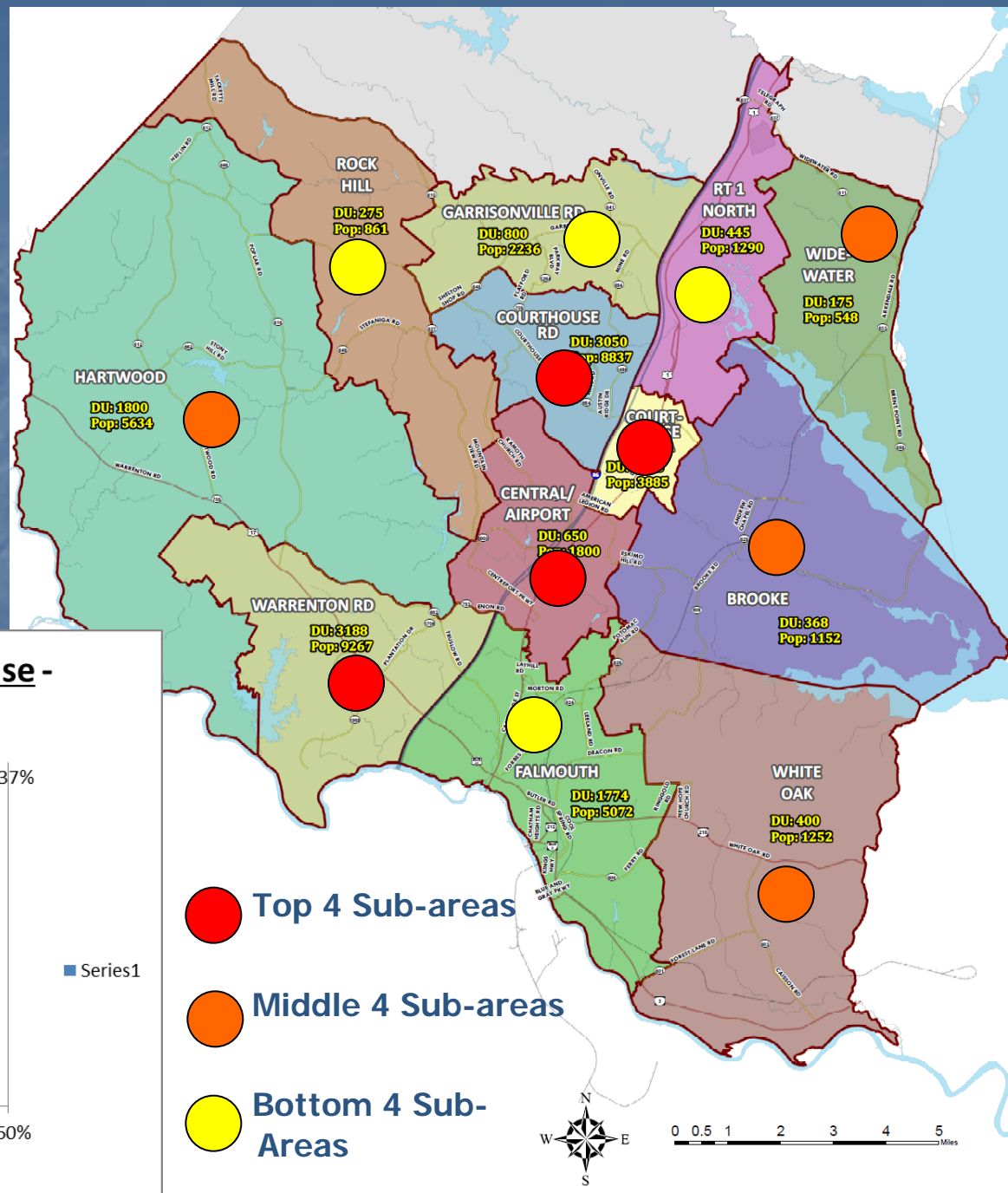


- Top 4 Sub-areas
- Middle 4 Sub-areas
- Bottom 4 Sub-Areas

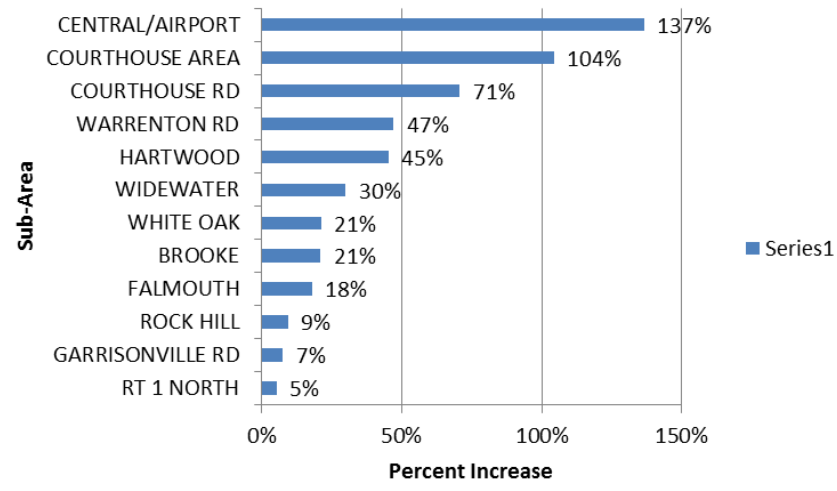




# Long-Term Growth



**Dwelling Unit Percentage Increase - Years 6 - 19**

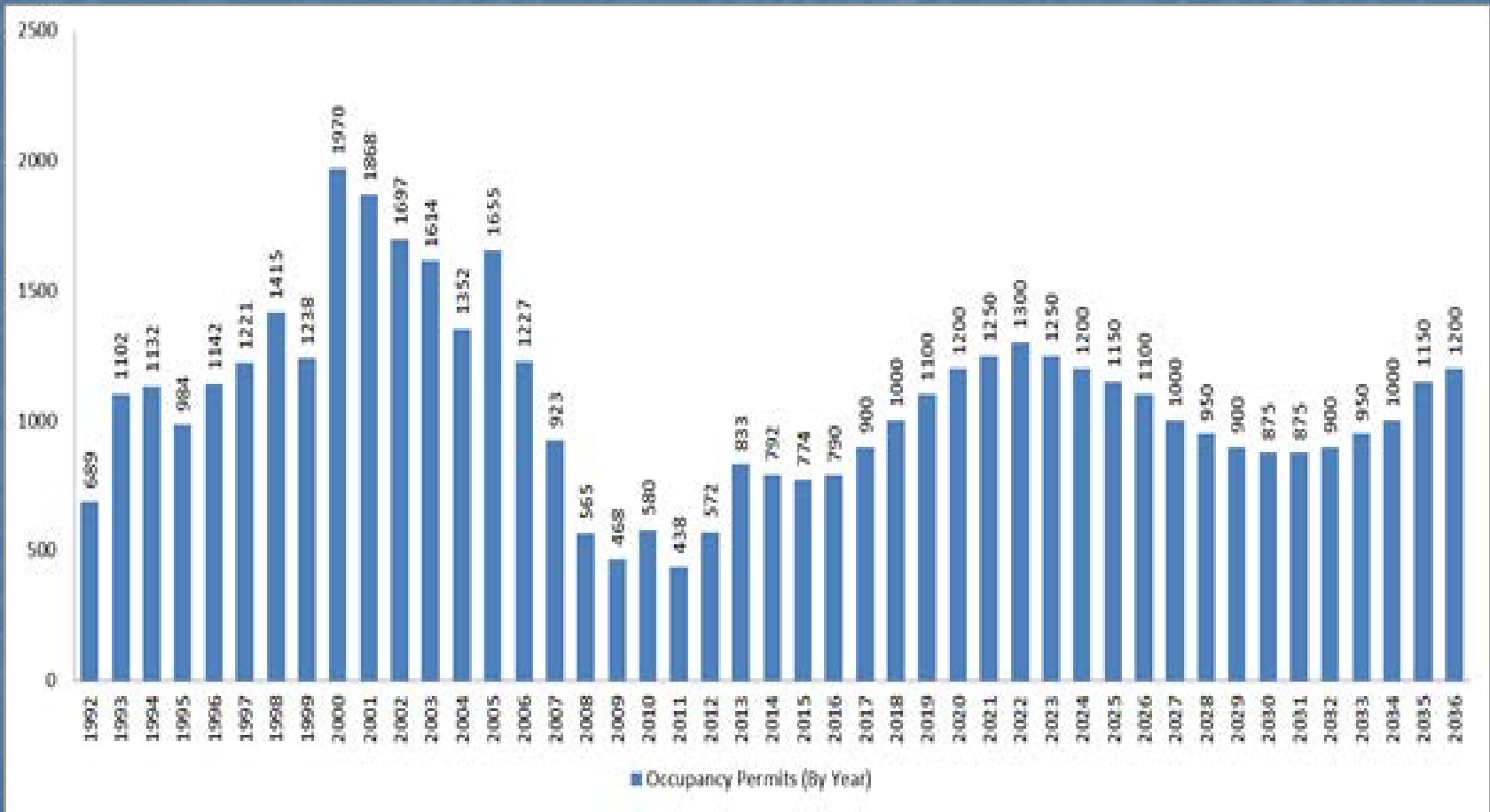


- Top 4 Sub-areas
- Middle 4 Sub-areas
- Bottom 4 Sub-Areas

# Growth Projections

	US Census Bureau	Weldon Cooper Center	Stafford County Planning and Zoning	
Year	(Decennial Census)	(July 1 Population Estimates)	(July 1 Population Projections) - As of March 2016	New Residential Units
2010	128,961			
2011		131,067		
2012		132,719		
2013		135,141		
2014		138,230		
2015		140,176		
2016			142,380	790
2017			144,584	900
2018			147,095	1,000
2019			149,885	1,100
2020			152,954	1,200
2021			156,302	1,250
2022			159,790	1,300
2023			163,417	1,250
2024			166,904	1,200
2025			170,252	1,150
2026			173,461	1,100
2027			176,530	1,000
2028			179,320	950
2029			181,970	900
2030			184,481	875
2031			186,922	875
2032			189,364	900
2033			191,875	950
2034			194,525	1,000
2035			197,315	1,150
2036			200,524	
			Total	20,840

# Growth Projections





# Key Questions

- How well do the growth management strategies fit into the Board's strategic plan for the County?
- Is the growth that we are experiencing desirable?
  - Residential/Commercial/Industrial?
  - Right locations?
  - Right scale?
  - Right pace?
- Are the current growth management strategies adequate? If not,
  - Is the 80/20 split still desirable?
  - Is voluntary land preservation an adequate strategy for the Ag/Rural Areas?
  - Do we want to incentivize new development to locate in the right places?
  - Does the Board want to take a more active role in rezoning properties (in the TGAs, USA and/or Out of the USA)?

PREVIOUS GROWTH MANAGEMENT STUDIES/INITIATIVES IN STAFFORD COUNTY  
December 2017

- 1989      Staff generated proposal for clustering in A-1 Zoning Districts – This issue was dropped at the Planning Commission level due to concerns regarding maintenance and loss of tax revenue of common open space.
- 1995      Life in Stafford in the Year 2020, The Citizens' Vision – A citizen advisory group generated the report. The report makes one of its primary goals to preserve the rural character of the County. It recommends that maintaining the rural character should be a guiding principal in all land use decisions. This study was not formally adopted as a policy of the Board of Supervisors. Several of the recommendations in the report were implemented.
- 1997, 1998      The County hired Milton Herd and Associates to conduct a Countywide Land Use Study - The Study included three technical memoranda. Technical memo number 3 had suggested implementation tools. The recommendations included: cluster development options for rural development; sliding scale zoning for 3, 10 and 15 acre lots, Agricultural/ Preservation Overlay Districts; 25 acre agricultural subdivisions; Purchase of Development Rights (PDR); Lease of Development Rights (LDR); and performance standards for rural development. A Committee of the Board of Supervisors considered the recommendations of the study and recommended adoption of a number of the performance standards, including cluster options. The Committee did not recommend modification to the density or lot sizes in the A-1 district. Some of the recommendations were later adopted dealing with requirements of preliminary subdivisions and increased side yard setbacks.
- 2000      Proposed Ordinance O00-24 – Proposed a sliding scale for A-1 zoning districts where the number of lots yielded on a given tract would reduce as the size increased. This alternative was not adopted. A part of the proposal was to limit when a property could be further subdivided. The County Attorney indicated that the State Code would not allow such a provision. [not adopted]
- 2000      Ordinance O00-22 – Reduced the density in residential zoning districts by 50%. Density is calculated on net acreage rather than gross acreage for all zoning districts except for A-1 and A-2 (those districts do not have an allocated density but do have a minimum lot size). Original density requirements could be reinstated if cluster development practices were used to provide for open space and recreational amenities.
- 2000      Proposed Ordinance O00-33 – Proposed allowing cluster development in A-1 and A-2 districts. That part of the Ordinance was not adopted. Changing the provisions for net density was included in Ordinance O00-22. [not adopted]
- 2000      Proposed Ordinance O00-44 – Create a new 3-acre Rural Residential Zoning District. It recommended renaming the A-2 District to and RR-1 district and proposed a limitation on the number of lots that could be subdivided over a ten year period in the A-1 district. The County Attorney indicated that the State Code would not allow such a provision. [not adopted]
- 2001      Proposed rezoning of the Hillside Terrace Subdivision – The Board of Supervisors initiated rezoning of 49 vacant townhouse lots created in the 1970s. The Board proposed rezoning the property to B-2. The property owners objected. [not adopted]

- 2001      Proposed rezoning of the Boswells Corner Area – The Board of Supervisors initiated rezoning of 358 acres in the Boswell Corner Area in the County. The Board proposed rezoning properties B-2 and M-1 that were currently zoned A-1, R-1, R-2 and R-4. Residents and owners of mobile home parks opposed the change. [Not adopted]
- 2001/2002      Agricultural Commission study of A-1 Cluster and PDR – The Agricultural Commission recommended a PDR Program to the Board of Supervisors. The A-1 Cluster proposal was under consideration awaiting a recommendation regarding the change in density for the A-1 zoning district and sources of funding for the program. [Not adopted to date]
- 2002      Proposed Ordinance O02-36 – Reduced the density in the A-1 zoning district to one dwelling per ten (10) acres. Renamed the A-2 district to RR-1. Created a RR-2 district that would allow 2- acre lots upon rezoning. The RR zones would not allow agriculture as a permitted use. Significant citizen and landowner opposition. [Not adopted]
- 2003      Voluntary Downzoning – The Board of Supervisors proposed a voluntary downzoning where tax credits could be given following standards of the Land Use Tax program except the roll-back or penalty for coming out of the zoning district would diminish over time. Public input was solicited. Significant Landowner concerns with eliminating the Land Use Tax program. [Not adopted]
- 2003      Transportation Impact Fees Ordinance O03-32 - The Board established a transportation impact fee program establishing two service areas where new residential development contributed funds towards anticipated road improvements.
- 2003/2004      Proposed Ordinance O04-12 – Established performance standards in A-1 and A-2 zoning districts. Areas containing steep slopes greater than 25%, wetlands, floodplains and RPAs were considered as non-buildable areas and would not count toward the minimum lot size. Perimeter setbacks of 200 feet and 100 foot setback from any road would be established. Migration corridors would be retained beyond RPA areas. [Not adopted]
- 2004/2005      Proposed Ordinance O05-15 – Reduced the density in A-1 zoning districts to one dwelling per six (6) acres. Cluster subdivisions would be allowed at a gross density of one dwelling per three (3) acres with a minimum lot size of one acre and 40 percent required open space. Open space could be in common ownership or on an open space lot of at least 11 acres. The open space lot can have a residence and be restricted to agricultural activities. [Not adopted]
- 2007      Purchase of Development Rights Ordinance O07-02 – The Board adopted an ordinance authorizing the purchase of development rights from eligible properties. The purpose is to preserve farmland and forests from residential development. This voluntary program is on-going.
- 2007      Mandatory Sewer and Water Connections Ordinance O07-44 – Required developments within the Urban Services Area to connect to public utilities rather than using private wells and septic systems.
- 2008      Drainfield Ordinance Standards – The Board adopted 3 ordinances that specified minimum sizes for drainfields. Significant portions of the ordinances were modified in 2017 due to changes in state laws and complaints from home builders.
- 2008      Potomac River Resource Protection Area Zoning District Ordinance O08-27 – Created an overlay zoning district that required additional critical resource protection buffer restrictions along intermittent streams and protections for steep slopes. The ordinance was later repealed due to litigation.



- 2008 Reduced the extent of the Urban Services Area R08-387 – Eliminated the Widewater Area from Urban Services and made other amendments to reduce the extent of planned areas where higher density development could occur.
- 2008 Repealed the Widewater Area Plan R08-389 - Eliminated this plan element which accommodated approximately 5,400 dwelling units and commercial areas within the Widewater Area of the County.
- 2009 Proposed Lot Yield Ordinance – The Planning Commission studied options to restrict the number of lots that could be subdivided from A-1 zoned properties. The number of lots that could be yielded was a function of the size of the parent parcel. The number of lots that could be yielded decreased as a percentage of the size of the parent tract. The amendment did not pass.
- 2009 Proposed Ordinance O09-27 – The Board established a committee to work with the Planning Commission to create cluster regulations for the A-1 and A-2 zoning districts. There would be a minimum lot size of 2 acres for A-1 and one-half acre for A-2 zoned cluster developments. Density calculations would be based on net density when subtracting out wetlands and steep slopes. The amendment did not pass.
- 2009 Proposed Ordinance O09-39 - The proposed Reservoir Protection Overlay District would have restricted some uses from being located in the watershed of a County reservoir. The amendment would also establish 200 feet wide buffers along the shoreline of any reservoir and require a 100 foot wide buffer along any intermittent stream draining to a reservoir. The ordinance was not passed due to citizen opposition.
- 2012 Cluster Development Ordinances – The Board of Supervisors repealed the cluster subdivision regulations and issued not cluster development standards. Cluster subdivisions would no longer be permitted in R-2 and R-3 zoning districts. Cluster regulations would apply to A-1, A-2 and R-1 zoning districts. The regulations were changed a number of times due to litigation and change in Board policy.
- 2012/2013 County-Wide Transportation Impact Fees – Ordinances O12-10 and O13-15 – The Board of Supervisors repealed previous impact fee code requirements and established a county-wide impact fee. This fee applied to all development with the County paying the portion of fees attributed to commercial and industrial development.
- 2013 Transfer of Development Rights (TDR) – The Board amended the Comprehensive Plan and Zoning Ordinance to establish a TDR program for the Aquia District. The sending areas is generally the Crows Nest and Marlborough Point peninsulas and the receiving area is the Courthouse Area. It is a voluntary growth management program. The ordinance was further amended in 2013 and 2015. The program is currently active.