



Stafford County Board of Supervisors  
Strategic Action Planning Session  
June 27-28, 2018  
Stafford Regional Airport Conference Room

### PURPOSE

To assist the Stafford County Board in developing a Strategic Action Plan to direct the future of the County, to include a clear vision and accompanying priorities that provide the framework for follow up staff efforts and accountability

### GOALS

1. Complete an opening exercise to prepare the Board 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 clear direction for Stafford County, to include a core vision and desired future states that provide guidance to staff members, citizens, and partners
4. Identify 3 Year Priorities to achieve the vision/desired future, forming the framework for a comprehensive Strategic Action Plan
5. Identify operating guidelines that will enable successful Board/Board and Board/staff relationships, thus maximizing performance on the Strategic Action Plan
6. Develop a communications strategy to share the Strategic Action Plan with stakeholders
7. Identify a follow up strategy for completion of the Strategic Action Plan, to include staff strategic work planning along with the Board's opportunity to endorse the Plan
8. Identify next steps and evaluate the session

### AGENDA

Wednesday, June 27, 2018

- |               |  |
|---------------|--|
| 8:30 a.m.     | Arrive at Site/Continental Breakfast Available               |
| 8:30 to 8:45  | Welcome and Overview: Session Purpose, Goals, and Roles      |
| 8:45 to 10:00 | Preparing the Board for Collective Strategic Action Planning |

**Stafford County Board of Supervisors Strategic Action Planning Session, page 2**

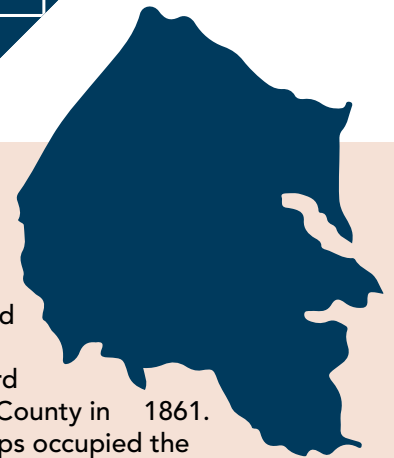
- 10:00 to 10:30      **Review Framework for Governance and Strategic Action Planning**
- Local Elected Leadership Model
  - Strategic Action Planning Model
  - Preparation for the Process
- 10:30 to 12:15      **Strategic Action Planning Brainstorm: Assess Strengths, Issues, and Desired Changes**
- 12:15 to 1:00        **Lunch with the Board**
- 1:00 to 2:00        **Identify Core Vision Components and Strategic Target Areas**
- 2:00 to 4:00        **Develop Core Vision/Desired Future States to Form Strategic Action Plan Framework (County macro-direction/identity/differentiators)**
- 4:00 to 4:30        **Review Progress/Prepare for Priority Development**
- 4:30 p.m.            **Session Adjourns for the Day (May have evening assignment)**

Thursday, June 28, 2018

- 8:30 a.m.            **Arrive at Site/Continental Breakfast Available**
- 8:30 to 8:45        **Overview Day's Goals/Agenda**
- 8:45 to 9:30        **Finalize Vision/Desired Future**
- 9:30 to 12:15      **Identify 3 Year Priorities for Each Vision/Direction Component**
- 12:15 to 1:00      **Lunch with the Board**
- 1:00 to 3:00        **Identify Roles and Operating Guidelines to Support Governance and the Strategic Action Plan**
- 3:00 to 4:00        **Develop Communication and Alignment Strategy for the Board's Strategic Action Plan**
- Identify stakeholders and communication strategy
  - Identify steps for staff to complete plan and bring back for Board endorsement
- 4:00 to 4:30        **Identify Next Steps and Evaluate**
- 4:30 p.m.            **Adjourn**

# STAFFORD COUNTY

## 2018 County Profile



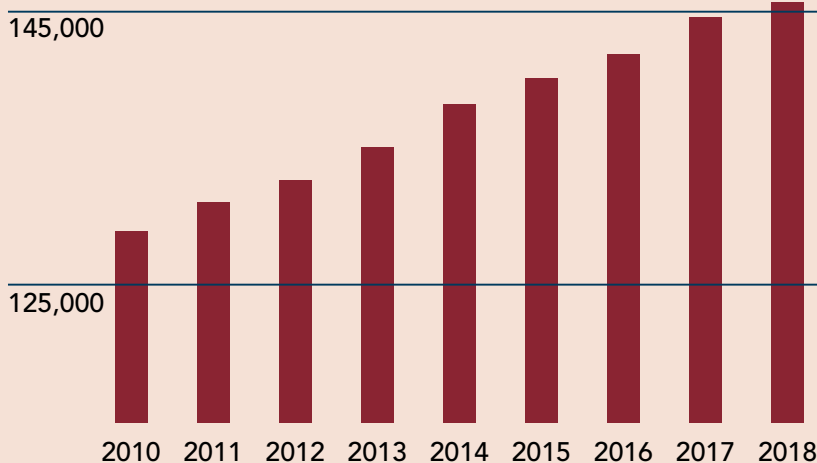
### COUNTY OVERVIEW

From pre-colonial America to modern-day, Stafford County has a rich history associated with significant events and people in our nation's history. Established in 1664, Stafford is perhaps most famously known as the boyhood home of George Washington. Stafford was particularly affected by the Civil War, The Battle of Aquia Creek took place in the County in 1861. During the duration of the conflict, some 100,000 United States and Confederate troops occupied the County.

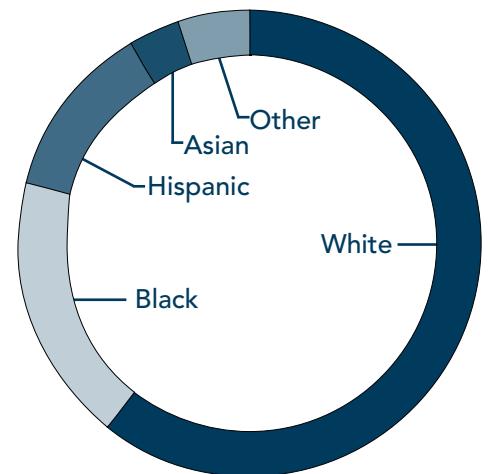
The conclusion of the Civil War represented a time of reconstruction. Stafford remained mostly a rural community until the construction of Interstate 95 in the late 1960s. Since that time, Stafford has experienced a population boom. With a 2017 population of 145,699, Stafford is ranked as the 7th most populous County in the Commonwealth of Virginia. Stafford is located between the major commuting centers of Washington, D.C. and Richmond, Virginia. According to a 2018 study by Weldon Cooper, an estimated 38,000 County residents commute out of County for employment, compared to an estimated 22,000 who commute in. Approximately 10,000 people live and work within Stafford County.

### POPULATION

#### Resident Population



Source: Weldon Cooper Center, University of Virginia, 2018



#### 2018 Population Demographics

Source: Weldon Cooper Center, University of Virginia, 2018



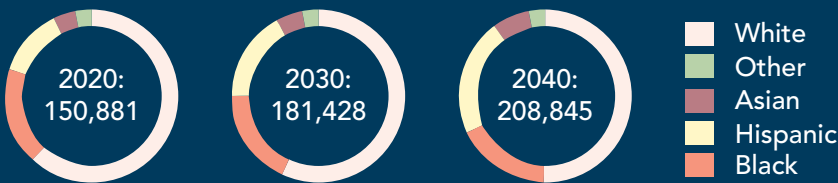
# 2018 County Profile

## Population and Demographic Data

County	2017 Population	Median Age	Median Household Income	Median Home Market Price	Avg. Work Travel Time	Unemployment Rate	FY19 Adopted Tax Rate
Albemarle	107,697	38.9	\$71,975	\$331,700	22.3 mins.	2.8%	\$0.839
Fauquier	69,098	41.6	\$93,347	\$373,200	39.6 mins.	2.8%	\$0.987
Hanover	106,375	42.4	\$83,135	\$266,500	26.2 mins.	3.0%	\$0.81
Loudoun	396,068	35.5	\$134,464	\$482,700	33.7 mins.	2.7%	\$1.085
Prince William	455,990	34.4	\$97,986	\$366,000	39.3 mins.	3.0%	\$1.125
Spotsylvania	131,549	37.3	\$81,146	\$275,400	38.3 mins.	3.4%	\$0.83
Stafford	145,699	35	\$97,484	\$337,500	41 mins.	3.6%	\$0.99

Source: US Census, US Bureau of Labor Statistics, 2018

### Future Population



Source: Weldon Cooper Center, University of Virginia, 2018

## 58,000

Stafford's projected population growth by 2040.

According to the University of Virginia's Weldon Cooper Center, Stafford's population will continue to increase at one of the fastest rates in Virginia between 2018 and 2040.

## ECONOMY

### 43,555

Number of Jobs

### 3.6%

Unemployment Rate

### 14%

Job Growth 2011-2016

### 2,500

Number of Businesses

### \$0.99

FY19 Adopted Tax Rate

### \$0.50

FY19 Adopted Merchants Capital Tax Rate

### 51%

Stafford's at-place workers hold a two-year degree or higher

### Major Employers

Geico: 4000+

Dept. of Defense: 2000+

FBI: 1,500+

Stafford Hospital: 500+

McLane Mid Atlantic: 500+

Hilldrup Moving & Storage: 500+

Stafford County is comprised of 277 square miles. The County offers a business-friendly environment. Low business and real estate tax rates are designed to promote commercial growth and expand job opportunities for our citizens.

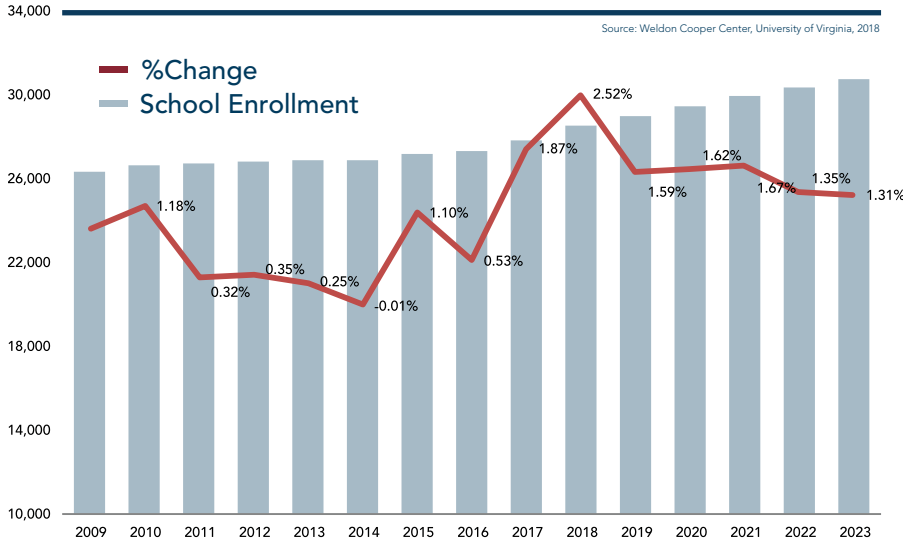
In addition to the existing VRE, Stafford Airport, and I-95 Express Lanes, approximately \$55M in transportation improvements are planned between FY2019-2028.

Source: VA Employment Commission, QCEW, 2017

# 2018 County Profile

## Student Enrollment

### School Growth Enrollment



Total enrollment in Stafford County Schools has steadily increased in recent years. The County concluded the 2016-2017 school year with a total student enrollment of 27,850 students; an increase of 1.87% over prior year. Stafford is projected to finish the 2017-2018 school year with a total enrollment of 28,551; an increase of 2.52%.

Five-year enrollment projections are expected to remain above 1% growth annually, consistent with the population projections.

**6th** Highest per capita enrollment in Virginia during the 2016-2017 school year.

## Permitting

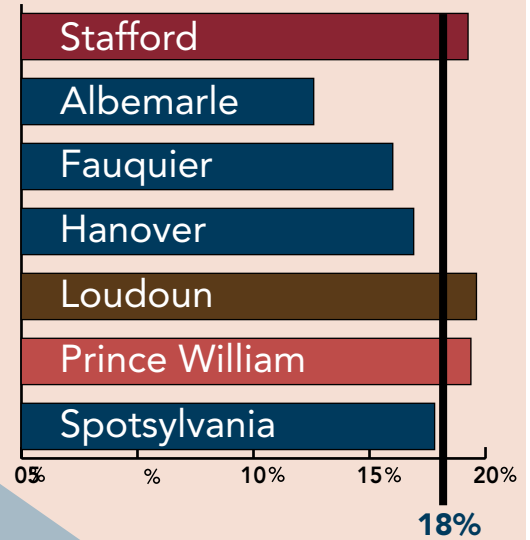
Stafford County has recently seen increases in occupancy permits over the last few years. As shown below, residential development is rising back to pre-recession numbers indicating stronger confidence in the economy.

Stafford County has the third highest per capita enrollment among peer localities as of the 2016-2017 school year.

The County consistently ranks in the top ten of all Counties statewide for per capita enrollment.

### 2017 Per Capita

Source: Weldon Cooper Center, University of Virginia, 2018



### 2006-2017 Occupancy Permits Issued

