



[STAFFORD COUNTY 2040]

Strategic Plan Update

STAFFORD
Virginia 

Board of Supervisors



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Stafford County 2040 Vision - Board of Supervisors Strategic Plan Update

Stafford County is a flourishing community that continues to achieve all that our residents, businesses and visitors have come to imagine. From its early beginnings that are deep-rooted in our nation's history to the evolution into a progressive and well-designed locality, Stafford is a great place to call home. It places its citizens first, ensuring that our heart never changes, our home is always welcoming and our businesses continue to prosper.

Stafford's smart growth strategy leads with a comprehensive transportation system resulting in safe and efficient travel for residents, businesses and visitors. This approach also includes efforts to preserve and provide access to the county's vast inventory of natural and historic resources including distinctive historic sites, forests and wetlands along the Potomac River, Potomac Creek, Aquia Creek and the Rappahannock River. These efforts protect thousands of acres of public parklands for the enjoyment of current and future generations.

Stafford County Public Schools represent the highest-quality education in the Commonwealth, preparing our children for the future. Stafford expands continuing learning options for our residents and businesses by partnering with institutions like University of Mary Washington and Germanna Community College, assuring local access to first-rate post-secondary education.

Stafford's ideal location between Washington, D.C., and Richmond, VA, along with its business-friendly environment and impeccable reputation, attracts and retains world-class businesses and the region's most highly educated and skilled workforce.

Stafford is one of the region's safest and most desired locations in which to live, work, play and raise a family. Unique and inviting neighborhoods are the centerpieces of development and feature walkable urban experiences, anchored by arts and cultural amenities. Downtown Stafford is a nationally recognized district, providing a variety of authentic shopping, service and dining opportunities, along with the best recreational and entertainment venues in the community and the region.

Local government and elected leaders are invested and engaged with a governance philosophy that is fiscally efficient in delivering core services responsive to the ever-changing needs of this multi-dimensional community.

1. Healthy Growth

Stafford County, VA



Mission Statement

Stafford County is a well-planned community. Healthy growth is channeled into Targeted Growth Areas, allowing the County to focus infrastructure improvements to efficiently serve the citizens of Stafford with levels of service that enhance their quality of life.

Additionally, Stafford's approach protects the County's natural and historic resources, open space, and farmland, preserving the rural nature of the County and allowing it to prosper.



Priorities	Priority Status
1.1 Identify and execute growth management strategies that align our Comprehensive Plan and infrastructure (i.e. roads, broadband, schools, water and sewer) without negatively impacting taxation.	Complete.
1.2 Complete an analysis of comparative localities and develop a plan of action to address the County's stormwater challenges.	The Department of Development Services will be presenting the results of the Stormwater Ad-Hoc Committee's findings to the Board of Supervisors at its regularly scheduled meeting on October 5, 2021. The presentation will include a brief summary of the Ad-Hoc Committee's research and recommendations. The goal of the presentation is to introduce the County's new Stormwater Infrastructure Grant pilot program initiative.
1.3 Develop a sustained education program and communication plan to encourage voluntary land conservation.	In April, the Board supported the staffs' recommendation to work toward formalizing a partnership with Northern Virginia Conservation Trust (NVCT) to assist with this effort. NVCT is drafting a Memorandum of Understanding (MOU) to establish this partnership, which would include the development of an education and outreach program to the public. In addition, the MOU would include finalizing a voluntary land/easement donation process and make recommendations for assisting landowners with up-front costs. By the end of 2021, NVCT will have a draft MOU, along with a job description for a potential staff person to accomplish this. The Agricultural/PDR Committee is also discussing the recommendations from the Board's retreat during its regular meetings.
1.4 Identify funding source options and stewardship opportunities to assist with the Purchase of Development Rights.	An MOU with NVCT would also address this item. Additional County fund sources would be recommended. The County has recently added a Federal matching funds source to the PDR program, through the US Department of Agriculture.
1.5 Evaluate additional opportunities for the protection of open space.	This effort is ongoing. The Agricultural/PDR Committee is re-evaluating the PDR program, with a goal of opening a new application round in 2022. Also, staff continues to network with NVCT and DCR to evaluate potential open space projects. In July, NVCT and DCR jointly acquired an additional 70 acres of land adjacent to Crow's Nest.

2. Responsive Transportation System

Stafford County, VA



Mission Statement

Stafford County's tenacious and innovative approach to transportation ensures that its citizens, visitors and businesses have a positive transit experience. Our comprehensive transportation plan provides a variety of alternatives and fluid access throughout the community. Our network of roads is complimented by multi-modal paths to ensure the safe and efficient movement of both vehicles and pedestrian traffic.

Our transportation systems enhance economic development along Garrisonville Road, the Courthouse area, Route 1, Route 17, and other heavy service areas. Through creative funding strategies, strong regional partnerships, and effective growth management, we are successful in managing our transportation needs to ensure that Stafford is a great place to live and travel.



Priorities	Priority Status
2.1 Establish clear transportation priorities that improve safety and reduce congestion.	<p>Staff is executing the FY22-31 Transportation CIP which addresses critical transportation safety and congestion priorities. Staff continues to work with VDOT to identify any further safety and congestion concerns.</p> <p>Staff has engaged with the National Capital Region Transportation Planning Board (TPB) to develop a preliminary scope of work for developing a Transportation Master Plan (TMP) for Stafford County which would align future transportation projects with the County's Comprehensive Plan. This would enable staff to evaluate proposed land use developments, assess their impact, and prepare corresponding transportation planning and capital improvements. The County is also seeking a travel demand model and impact fee analysis/update to support efforts to inform TMP development, plan future transportation improvements, and assess impacts of proposed developments.</p>
2.2 Develop a comprehensive funding strategy that establishes a dependable revenue source to maximize transportation improvements.	<p>The Board has approved substantial funding for the FY22-31 Transportation CIP. Staff continues to work with VDOT and other entities to acquire matching funds as needed.</p> <p>Staff submitted project pre-applications for FY27-28 Revenue Sharing and FY23-24 Transportation Alternatives funding, and is working on the final project applications with applications due to VDOT by October 1st to be considered for funding. The Board approved the Revenue Sharing application for Garrisonville Road Widening and Route 1 & Layhill Road Intersection Improvements at the September 7th Board meeting, and for Salisbury Drive and Foreston Woods sidewalks for the Transportation Alternative program. Final applications are due October 1st.</p>
2.3 Research and identify other transportation alternatives to reduce congestion.	<p>Staff is working to complete final project applications for FY23-24 Transportation Alternatives funding for various sidewalk projects across the County which will improve pedestrian mobility.</p> <p>Staff is also engaged in a multi-modal (bicycle & pedestrian) study along with the Warrenton Road Planning Area with VDOT's Office of Intermodal Planning and Investment (OIP) to identify gaps in existing infrastructure and opportunities to provide additional bicycle and pedestrian accommodations and connections. The study should be completed in Summer 2022.</p> <p>Staff is working with VDOT to begin a study of the Centreport Parkway corridor to identify possible improvements as well as a portion of Route 1 between Woodstock Lane and Corporate Drive for possible intersection improvements to reduce congestion and improve safety. It is anticipated that these studies will be completed in Spring/Summer 2022.</p>

3. The Heartbeat of Recreation, History, and Culture

Stafford County, VA



Mission Statement

Stafford enjoys a wealth of recreational, historical and cultural assets which enhance the community's quality of life. There is an abundance of recreational facilities that attract individuals throughout the east coast. Facilities like the Jeff Rouse Swim and Sport Center and the multipurpose field house host regional, state and national sporting events, making Stafford a premier location for sports tourism.

The many miles of waterfront in Stafford along the Potomac and the Rappahannock rivers, offer additional opportunities for picnicking, swimming, and other forms of Other amenities, such as Widewater State Park and Crow's Nest, one of the Mid-Atlantic's last untouched, pristine natural areas, are hallmarks of our preservation efforts, assuring diverse passive recreation opportunities for future generations.

Culturally, the County is blessed with many historic sites that highlight Stafford's rich history and legacy. Sites such as Ferry Farm, Government Island, Chatham Manor, Belmont, the Civil War Park and the White Oak Museum, are just a few of the County's significant historic assets. The Stafford Museum and Cultural Center hosts lectures and films that depict our history since 1664, beginning with the Patowomeck Indians and continuing through the Civil War, the establishment of the military base at Quantico and beyond.

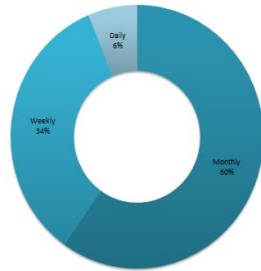
Stafford County is also proud of the selfless service its citizens have provided to our Country over the years and continues to commemorate those individuals and their families through the Stafford Armed Services Memorial.



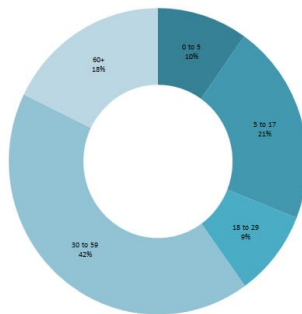
Priorities	Priority Status
3.1 Identify a location and funding stream for the Stafford County Museum and Cultural Center.	This is currently on hold due to COVID.
3.2 Promote the County's recreational, historical and cultural programs and facilities and obtain feedback on future improvements.	In 2019, PRCF developed a survey focused on gathering feedback and input on their programming and how to improve services. The survey was provided to current and past customers and has since been collected and analyzed. Please see the results from the survey below. The next survey is scheduled for 2022.
3.3 Evaluate the current process for connecting sports tourism to our other County amenities and engage the business community in developing recommendations for future improvements.	<p>PRCF and Tourism partnered to host two additional soccer tournaments during COVID. Emails are sent to all attendees prior to attending the events to market Stafford County's businesses and virtual savings pass. Tourism continues to market the virtual savings pass to all visitors in attendance at the event.</p> <p>Stafford County also became a destination travel sponsor for the Marine Corps race series. This sponsorship allows for links to all of Stafford's hotels and the link to the Economic Development and Tourism website to drive business to Stafford's businesses.</p>
3.4 Evaluate and/or update the Parks and Recreation Plan to focus on providing a wider range of recreational opportunities, including inclusive programming.	Funding has been received for the Master Plan at Patawomeck Park. Staff is currently working with the Procurement Department on an RFP for the provision of Architectural and Engineering Services to perform the Master Plan.
3.5 Initiate the construction of a multipurpose field house through a public/private partnership to serve local programs and to attract regional sports tourism.	Staff continues to search for a partner to construct a field house to hold our gymnastics program and offer additional space for a private business to offer field space for a variety of sports programs.

Parks and Recreation Customer Survey Results

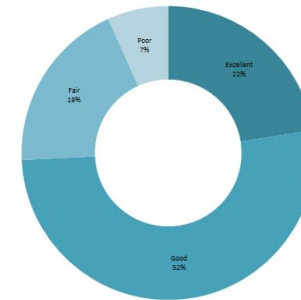
Within the last 12 months, how often have you or members of your household visited a Stafford Park?



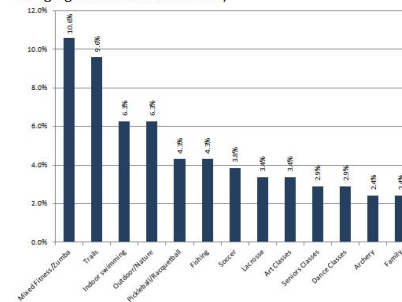
Please select your age range and the age(s) of the members in your household.



What is your level of overall satisfaction with our Parks and Facilities?



What additional recreational programs, sports, or classes would you identify as important to you or members of your household?
(Top 13 Responses Below - there were 57 additional responses ranging from .5% to 1.9% each)



4. Quality Educational Opportunities

Stafford County, VA



Mission Statement

Stafford County provides unparalleled educational opportunities for all citizens, offering a wide spectrum of programs and experiences that support lifelong learning. Stafford's public schools exceed similar state and national systems and offer a variety of academic programs that enable our students to have successful careers and to contribute to society.

Stafford also provides workforce preparation through our local libraries, the public education system, and community colleges and universities in strong partnership with the business community to promote local employment. The County's high performing public education system maximizes the use of technology to promote success.



Priorities	Priority Status
4.1 Evaluate and secure the purchase of land to ensure school capacity to meet the growing needs of the community.	Staff continues to work with the School Site Selection team on the acquisition of property for High School #6. The Board has been updated on the process and the School Board is now considering further actions.
4.2 Develop education and community partnerships to enhance education-to-employment opportunities that fill the identified gaps in our business and government employers.	<p>The Career and Technical Education Advisory Committee presented an end-of-year report at the Stafford County School Board meeting on June 8, 2021. Students can earn up to 18 college credits with the Teachers for Tomorrow Pathway utilizing Germanna Community College and the University of Washington. Through the partnership with James Madison University, a student can earn up to six college credits in Geographic Science through Geospatial Technology classes. There is also a partnership with Stafford County Fire and Rescue for students to earn Firefighting certifications.</p> <p>Stafford County Schools recently applied for and received a CTE grant to create a 4-5 year program for students. They will be able to complete industry certifications in cyber security and an Associates at the end of the program. In addition, internships will be identified for the students throughout the program to build skills acquired during the program.</p>

5. A Vibrant and Exciting Business Community

Stafford County, VA



Mission Statement

Stafford's central location between Washington, D.C., and Richmond makes it a premier economic engine for the Mid-Atlantic. Its business-friendly policies create a diverse economic base, ranging from agribusiness to professional services and technology. Stafford's strong educational system, combined with high-quality technical training, prepare the workforce for the mid-21st century, thus assuring that employers have access to highly skilled, job-ready talent.

Downtown Stafford, a vibrant cultural and commercial district with diverse restaurants, retail and a myriad of housing types, is a focus of community life. Downtown Stafford features state of the art amenities with a hometown feel, providing urban life at its best. Combined with the commercial corridors at the north and south ends of the County, Stafford is the desired location for companies who wish to come to this region. In addition, the Regional Airport serves as a core hub for business travel and as a stimulus for economic development.



Priorities	Priority Status
5.1 Begin construction of the first phase of Downtown Stafford through a public-private partnership to enhance Stafford's identity and promote economic development.	<p>Stafford is the proud home of the Virginia Smart Community Testbed, developing smart technology for the Commonwealth.</p> <p>Stafford has established its very own "smart" building where entrepreneurs can test their devices, products, and services for the nation.</p> <p>The Testbed is the first in the nation built around an IoT platform and fully integrating 5G and other new and emerging technologies for Smart Cities. The Testbed will accelerate smart technology growth in the Commonwealth. It also provides a living laboratory for new innovations and foster business investments in the Downtown Stafford area.</p> <p>The Virginia Smart Community Testbed is a public-private partnership involving industry partners who focus on relevant and practical use cases to produce innovative solutions using emerging and smart technologies. The Testbed provides an approachable place in the region to educate and introduce Smart technology and Smart capabilities used for the development of the public.</p>
5.2 Update our ordinances, streamline our permitting processes and improve coordination with other regulatory agencies to be more supportive of our business community, and to promote business expansions and new investment opportunities.	<p>During October 2019, the Board of Supervisors approved staff's recommendation to seek the assistance (via RFP) of a qualified and experienced consultant to review the County's processes relative to plan review and permitting. Unfortunately, the COVID-19 crisis halted any advancement of this initiative in 2020. However, staff has confirmed that solicitation of the RFP will begin in October/November, 2021. In addition, the Board has requested staff to provide updates on the progress of the RFP, and to make changes to the County's website that offers opportunities to obtain feedback from customers and constituents.</p>
5.3 Implement the Economic Development Strategic Plan in partnership with the EDA.	<p>Economic Development in partnership with the EDA established new goals to build and maintain messaging through department newsletters, public relations efforts, website engagement, and business and networking events. This was particularly challenging during a pandemic, when travel was limited and business events were all virtual.</p> <p>At the same time, Economic Development brought marketing in-house in January, and are near the re-launch of our primary economic development and tourism websites. There has been significant time and energy "behind the scenes" over this past quarter on the re-design and launch. Throughout this rebuilding time a number of specific brands were launched including Smart Stafford, that encompasses our partnership with the Testbed, entrepreneurship, and expansion of broadband.</p>
5.4 Evaluate agribusiness opportunities including the potential for a farm-to-table program with grant funding.	<p>The Virginia Department of Agriculture and Consumer Services' (VDACS) Office of Farmland Preservation, which administers the Virginia Farmland Preservation Fund, has allocated this year's funding to Stafford County. Stafford County Public Schools also has an Agriculture Education program.</p>
5.5 Promote and support workforce development programs and initiatives to serve the business community.	<p>The Stafford County Schools recently applied for and received a CTE grant to create a 4-5 year program that will provide students the opportunity to complete industry certifications in cyber security and an Associates at the end of the program. In addition, the Schools will seek internship opportunities for the students throughout the program to build those soft skills.</p>

6. Dedicated and Responsive Public Safety Team

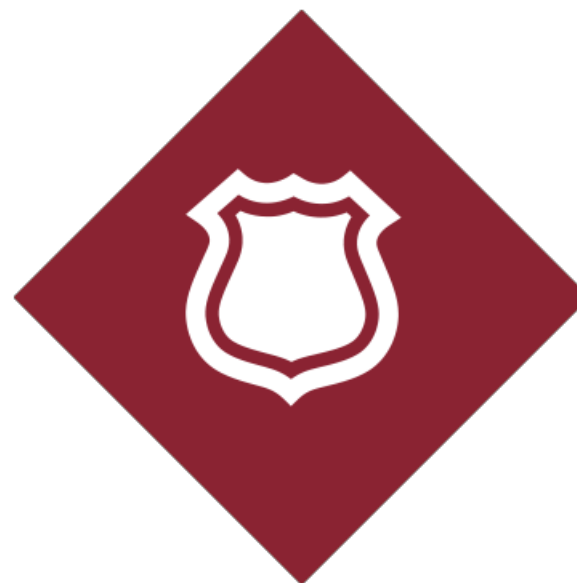
Stafford County, VA



Mission Statement

Stafford County is a safe community which is responsive to the needs of its citizens with highly trained, dedicated, and well-equipped emergency personnel. Whether career or volunteer, our responders are integral members of the community, partnering with community groups, associations, and citizens to provide a safe and secure community. The County has one of the lowest per capita crime rates in Virginia and its fire and rescue system meets the highest standards for emergency response.

Stafford's Public Safety training facility is one of the best in the nation and has won awards for innovative design. This facility has allowed us to train our volunteer and professional staff to the highest standards in the region, ensuring our citizens receive the best possible care.



Priorities	Priority Status
6.1 Assess public safety facilities and develop a plan of action to address both current and future needs.	Public Safety completed a thorough analysis of future facilities' needs, which has been incorporated into the FY2022-2031 Capital Improvement Plan. F&R look to rebuild Stations 7, 8 and 9, along with plans for a Public Safety Joint Training Center. Fire Station 9 is currently undergoing a site feasibility study. A completed lease agreement is in place for Fire Station 8, Rockhill Fire Station. The Sheriff has identified Public Safety building security upgrades and the need for a new firing range facility.
6.2 Complete a needs analysis and develop a plan of action for the establishment of a state of the art Joint Public Safety Training Facility.	On June 29, we received the final report from Matrix Consulting Group that covers a needs assessment of fixed facilities, station locations, and Fire/Rescue Standards of Cover. Staff has reviewed the report and provided a copy to the County Administrator. A presentation will be given to the Public Safety Committee at the October 5th meeting.
6.3 Develop and implement policies aimed at reducing public safety turnover.	The Board has long made Public Safety a priority and recently implemented a Public Safety Salary Pay Scale to reduce turnover and meet market competitiveness. In February, for Fire and Rescue 22 recruits completed their basic training and transitioned into field operations. The department officially took possession of our first peer support dog, Larry. Technician Jeff Stocker is Larry's handler, and they will make regular station visits, attend community events, and be active participants at emergency scenes to help decrease anxiety and deescalate stress. Fire and Rescue had promotion of four Lieutenants.
6.4 Approve a staffing model that addresses existing shortfalls in staffing and keeps up with the pace of growth and a funding approach for implementation.	The Board has always been committed to investing in our public safety, demonstrated by meeting population growth staffing targets. This effort includes new firefighter engine crews and deputies in every budget, even through COVID.
6.5 Complete and implement the Fire and Rescue Strategic Plan.	Although the Strategic Plan implementation progress has been hindered by COVID, significant strides have been made. Task assignments have been given, and functional group meetings have been underway since last fall. Staff continues to compile data and information related to groups, goals, and objectives. At the end of the first quarter of 2021, the major objectives and critical tasks are more than 25% complete. We are on track for 50% completion by the end of FY22. We will outline specific progress at the October 5th Public Safety Committee meeting.
6.6 Implement the recommendations of the School Safety Task Force.	On September 22, 2020 at the Stafford County School Board meeting, School Superintendent Dr. Scott Kizner stated that the memorandum of understanding (MOU) for the School Resource Officer (SRO) program was created through a collaborative effort between the school division and the Sheriff's office. The superintendent and the school division attorney are reviewing the current MOU which was approved in late 2018, and they will soon be presenting their notes to the Board members for review. Chief Academic Officer for High Schools and School Safety Dr. Tom Nichols will then meet with representatives from the sheriff's office to obtain their input. Sheriff Decatur assured the Board that he and his staff are more than willing to work with the school division on updating the agreement.

7. Organizational Excellence

Stafford County, VA



Mission Statement

Stafford County excels in serving its citizens and is recognized as one of the best managed local governments in the nation. The organization is the recipient of state and national awards for service excellence. Our communications strategy ensures a well informed and engaged community. The County's integrated technology systems provide all stakeholders with immediate access to County information and make it easy for citizens to do business with the County. Our financial policies have long protected the financial well-being of our community, resulting in the highest credit rating a local government can attain.

Stafford County prides itself on being a good steward of our citizen's tax dollars and boasts one of the lowest tax rates in the region. Stafford County is recognized as a business-friendly community with a standard of excellence that many.



Priorities	Priority Status
7.1 Develop the County's organizational capacity to deliver all County projects effectively and efficiently.	The Board approved several positions for Utilities and Capital Construction project management with the FY22 budget. Staff is working on filling those positions to move projects forward. The organization has also undergone a reorganization with the departure of the Chief Public Works officer. This will allow a focus on the three primary functions previously housed in Public Works. Beginning on July 1, 2021, three new departments will exist; however, the departments will still work closely together to ensure efficient reviews, and planning for CIP projects. The departments include the following: Development Services will focus on incoming plan reviews, neighborhood transportation concerns and stormwater and erosion and sediment control. The Department of Utilities Operations will focus on the maintenance and upkeep of existing operational facilities as well as planning for future needs. The Capital Construction team will assist with the planning of future facilities for all aspects of the County and will take those projects through the design and construction phases once funding is identified and made available.
7.2 Develop a plan for financial oversight of school construction projects.	The Board has developed a policy that appropriates projects by phase. This allows the Board to ensure the funds are going towards the items intended. This priority is complete.
7.3 Develop and execute a comprehensive shared services strategy with the school system.	<p>In response to the rapid increase in school aged population within Stafford County, new schools have been included within the Capital Improvement Program (CIP). To support the CIP, staff has identified a need for the establishment of a team to identify prospective new school sites. This team would include personnel from both the school system and county government. The joint staff team will identify sites that meet the needs of the future school to include required acreage, utilities, transportation infrastructure, and topography and which will ensure that the site will work for the school system and can be developed at a reasonable price.</p> <p>The school site selection and acquisition team will be responsible for identifying possible sites, conducting studies and obtaining appraisals to ensure the site is suitable. Once all of the information is gathered the team will provide it to the County Administrator and Schools Superintendent for consideration and presentation to both boards. If a site is approved, the team will then proceed with negotiations for acquisition.</p>
7.4 Implement policies and programs aimed at enhancing employee recruitment and retention, including systems which address compensation competitiveness and talent management.	<p>Staff continues to monitor the market annually to keep the compensation systems up to date. A market analysis is underway to specifically look at compensation for Constitutional officers, elected officials, and the Registrar. Future focus will be on recruitment and hiring practices for the organization to include a review of the Salary Administration Policy.</p> <p>The implementation of the succession module within the performance management system is currently underway. Over the next several months a pilot group of departments will participate in the use of this module and provide vital information for moving forward as an organization.</p>
7.5 Implement a comprehensive communications system to keep the public informed and engaged.	Investments in Community Engagement and the execution of several multichannel communication strategies centered around social, web, media, content and video, county communications have transformed into a comprehensive communications system. Recently, Stafford County launched a new website in June 2021 that is designed to be more accessible and responsive across diverse platforms and a user-driven and information-focused redesign. The team also includes efforts to increase directional communication by implementing a color-coded wayfinding system in August 2021.
7.6 Secure a triple AAA bond rating	<p>There are three major credit rating agencies: Moody's, S&P, and Fitch Ratings. The County maintains a "AAA" rating from all three.</p> <p>Moody's recently completed its 'Annual Issuer Comment Report', a draft of which was provided to Stafford County staff for review. Stafford County staff members, in consultation with our financial advisors, recommended several changes to the report that would better convey the overall financial strength of the County. Moody's implemented many of the comments, and issued its final report on July 26th. Stafford County continues to maintain a AAA rating from Moody's, with a stable outlook.</p>

Priorities	Priority Status
7.7 Implement a continuous feedback mechanism with stakeholders that identify potential areas of service improvement.	Staff worked diligently through the Healthy Growth process to engage and gather feedback on priority issues such as zoning changes, targeted growth areas and preservation efforts. Staff now looks forward to the beginning processes of developing a citizen survey to gather general feedback on county services and initiatives.

8. Other Priorities

Stafford County, VA

Mission Statement

Priorities and Status

Priorities	Priority Status
8.1 Courthouse Expansion Project	The Board has approved a project which will expand the Court services into the old Chichester House to provide additional storage and Court space. Staff has completed the contract negotiations with the vendor and the design services have begun.
8.2 Evaluate Reuse of Moncure Elementary.	Staff continues to market the property for appropriate uses. Staff hopes to bring additional information to the Board early next year.
8.3 2020 Census & Redistricting	<p>On August 12, the United States Census Bureau released redistricting data to states and localities. The data shows that Stafford's population is diversifying consistent with state and national trends. Release of redistricting data triggered the Virginia Redistricting Commission's deadline's to submit state and federal maps. The commission has a September 26 deadline to submit state maps to the General Assembly and an October 11 deadline to submit federal maps. If it fails to do so, it is granted an additional two weeks to submit each map by statute.</p> <p>The Board of Supervisors adopted changes its Redistricting Communications Plan on August 17. Staff presented Census Results to the Board on September 7 and also completed a call for stakeholder applications. A total of five organizations applied to serve as stakeholders - Stafford Democrats, Stafford Republicans, Stafford NAACP, Stafford County Electoral Board, and League of Women Voters of the Fredericksburg Area. Staff is in the process of organizing the initial stakeholder meeting and redistricting public information meeting. The stakeholder meeting will be held on Wednesday, October 6 from 6:30 p.m. to 7:30 p.m. in the Board Chambers. The public information meeting will be held in late October at a date to be determined.</p>
8.4 School Capacity Projection Methodology	County and Schools staff have been directed to discuss a possible process or methodology to account for program capacity as this was an issue raised by the School Board. Staff will continue to work with School Staff to develop a methodology and present that to the Joint Schools Working Group ahead of the next Budget process.

Priorities	Priority Status
8.5 High Performance Organizational Culture	<p>The Executive Leadership Team (ELT) continues to mitigate the current pandemic and the rapid changes as a result of the delta variant and is in conversations related to the Presidential order around vaccinations. These discussions include the safety of the workforce and the public.</p> <p>Recent focus has been on the integration and alignment of our values within the committee structure of the organization providing further opportunities to engage employees. As well, the ELT is exploring inclusion work around diversity within the organization. This will include engagement of the workforce and the development of an Inclusion Committee. In the coming months the ELT will also focus on reviewing any modifications or adjustments to organization processes and structures as we transition out of the COVID-19 pandemic. Future work of the ELT will include development of a policy council, ethos statement and leadership philosophy as well as continuing to develop division-level leadership teams.</p>
8.6 CSA Funding Strategy	<p>Staff continues to work with Budget and Finance to create strategies that will mitigate any future cost increases to the program. The adopted FY22 budget includes funding to continue to meet the current obligations under the MOA as well as for the expansion initiated last school year. The Public Day School initiative is recommended to be included in this years legislative program to continue advocating for state funds in support of the public day model here in the County. A previous JLARC report provided support and data that highlights the efforts of the public day school model.</p>