

BOARD OF SUPERVISORS
STAFFORD, VIRGINIA
MINUTES
STRATEGIC PLAN RETREAT
SEPTEMBER 17, 2022

CALL TO ORDER – A Strategic Plan Retreat of the Stafford County Board of Supervisors was called to order by Crystal Vanuch, Chairman, at 8:35 a.m. on Saturday, September 17, 2022, at Stafford Regional Airport, 95 Aviation Way, Fredericksburg, VA 22406.

ROLL CALL – The following members were present: Crystal Vanuch, Chairman; Pamela Yeung, Vice Chairman; Tinesha Allen (arrived at 10:30 a.m.); Meg Bohmke; Thomas Coen (arrived at 8:38 a.m.); Darrell English; and Monica Gary.

Also in attendance were Randal E. Vosburg, County Administrator; Donna Krauss, Deputy County Administrator; Michael Morris, Deputy County Administrator; Andrew Spence, Community Engagement Director; and Cheryl Giles, Deputy Clerk.

Mr. Vosburg stated that the purpose of the retreat was to get the Board's direction and to finalize the Strategic Plan priorities. He stated that Ms. Krauss and Mr. Spence would facilitate the meeting.

Mr. Spence provided an overview of the agenda and stated staff did not want the Board to make a decision about what's most important, but to provide guidance to staff as steps are taken to build out work plans for the initiatives because we have limited resources. He stated that in the past, three year strategic plan initiatives have been done, but staff recommends that a five year initiative process be done. Mr. Spence began facilitation of the Strategic Plan and highlighted the Stafford County Board Strategic Plan Process (Attachment 1). He then presented an overview of the Boards Strategic Priorities with Definitions (Attachment 2) and led the Board of Supervisors in an engagement activity that focused on identifying additional initiatives.

At the completion of the activity, the Board identified the following initiatives:

- Excellence in Governance with Transformational Leadership
 - BOS staffing to improve community outreach and education
 - Increase BOS Communication to community that is educational and informational
 - Compensation Study Update
 - Stafford Cares and Values (Employee Survey, Just Serve, Org Leaders, Picnics, Stafford Academy, Learning Development)
 - Customer Service Training

- Opportunities for the BOS to value the staff
- Evaluate Telework policy
- Policy Enhancements (Telework, Leave)
- Talent Management System/Third Succession Module Implementation
- Evaluate Performance Management Tool for Organization
- Increase scientific surveys related to issues/districts/ to connect to the community
- Economic Diversification
 - Planning Investments (USA, TGA, Small Area Plans)
 - Focus on Restaurants (Sit downs)
 - Bolster History & Tourism Efforts
 - Economic Development Strategic Plan
 - Economic Development zones for incentives
 - District focus small area plan
 - Data Center Zones
 - Improvement of Gateway Entries
 - Development Services Process Audit
 - Solar Farm Plan
 - Affordable Housing Program
 - Destination Stafford
 - Define area to develop Falmouth
- Engage in Partnerships to Provide Quality Educational Opportunities
 - Mutual understanding between boards on school capacity
 - Workforce Development Opportunities (Germann Nursing, Internships, School Programming for Firefighters and Utilities, YES Program Expansion)
 - Enhance interaction between BOS and School Board and staff related specific challenges and issues
 - Community and Organizational Events
 - Mental Health Outreach and Engagement
 - Career Works, Stafford Historic Assets Promotion
 - Pre Sheriff interest class in High school curriculum
 - STAR program - RRJ (Addition of Narcotic) Adults and Juveniles
 - Stafford Cares (Mental Health, RACSB programming)
 - Mary Washington for High School 6 for special programs
 - November Project (Free work-out in Park or other)
 - Walk the Park with BOS
- Develop a Multimodal Infrastructure and Transportation System
 - Impact Fee Study
 - Bond Projects

- Establish subcommittees to focus on three areas Transportation, River Crossing, and Destination Stafford
- River Crossing
- Transportation Master Plan (Multimodal, FRED Bus, Entire Community)
- Garrisonville District and Butler Road Studies
- Studies for regularly flooding roads
- Round about @Kellogg Mill and Mountain View Road
- Safe passing for commuters around Mine and Garrisonville Road
- Community Survey
- Truslow Road with New High School
- Resources for transportation planner
- Stafford Heritage Trail System
- Garrisonville Road Bridge after Joshua Road
- Centerport Parkway Road Improvements @ 4 way stop
- Additional Lanes on Centerport Parkway
- Improve Safety for pedestrians at Coal Landing and Route 1
- Primmer House Crosswalk
- Butler Road Crosswalk by Brooks Park
- Connect Government Island with Downtown area via trails
- Extend sidewalks on Courthouse to VRE
- Growth Management for Sustainability
 - Proffer Fee Structure
 - Impact Fee Structure
 - School Land
 - Policy for growth management
 - Expand PDR
 - Healthy Growth (Stormwater grants, PDF, TDR)
 - Telecommunications Study (Broadband)
 - Inclusive Housing
 - Cultural Resources Planner
 - Consideration of Housing Authority
 - Reevaluate cluster development placement
 - NVCT Programming
 - Revitalize downtown Garrisonville
- Vibrant Community through the Arts, Recreation, Culture, History, and Tourism
 - Review/Enhance Parks Master Plan
 - Multipurpose Fieldhouse
 - Entertainment complex
 - Stafford Museum
 - Walkability of community

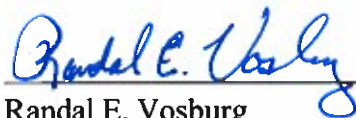
- Destination Stafford
- Volleyball Facility
- Gateway Efforts
- Pickleball Facility
- Dedicated and Responsive Public Safety
 - Public Safety Salary Step Plan
 - Traffic Safety Awareness program and resources
 - Support speeding enforcement efforts
 - Sheriff and Fire and Rescue Community-Based Programs and Awareness Events (National Night Out)
 - Fire and Rescue Standards of Cover and Sheriff Updated Staffing Plan
 - Joint Training Center
 - Sheriff SPOs Plan/Active Shooter Training
 - Equality in Public Safety Pay /Addressing issues proactively

The Board thanked Mr. Spence and Ms. Krauss for a job well done facilitating the meeting.

Mr. Spence thanked the Board for their efforts and for their participation in the meeting. Mr. Vosburg thanked the Board and remarked that staff would take the Board's directions and bring those initiatives that could be done sooner to committee meetings. He said the plans are to bring back a finalization of the initiatives at the Board's annual retreat in February. He stated the next steps are for staff to consolidate the comments and develop a work plan of the priorities.

ADJOURNMENT

At 11:25 a.m., Chairman Vanuch adjourned the September 17, 2022 Stafford County Board of Supervisors Strategic Plan Retreat.



Randal E. Vosburg
County Administrator


Crystal L. Vanuch
Chairman