

# TLG and LMC 2016 Case Study Application

## Future Ready Communities

Case Study Title

**Blueprint Chesterfield...Building a Better Community – Chapter 2**

Case Study Category

**Planning for Your Future**

Jurisdiction Name

**Chesterfield County, Virginia**

Population

**332,000**

County Administrator

**Jay Stegmaier**

Would you like the application to be considered for an Innovation Award?

**Yes!**

Would you like the application to be considered for our Rapid Fire Session?

**Yes!**

### **Project Leader**

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**blueprint**  
**CHESTERFIELD**



**List additional presenters contact information below:**

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**1. Presentation title and description of the innovation. 100 word maximum.**

- **Title:** “Blueprint Chesterfield, Building a Better Community – Chapter 2”
- **Description of Innovation:** Blueprint Chesterfield is a framework that helps to better organize longstanding county practices related to budget and strategic planning into a more coordinated and understandable system. To that end, Blueprint also serves as a communications tool to more effectively discuss the County’s strategic mission both internally and with the community and facilitate more meaningful dialogue. Through the system of Blueprint Chesterfield, we can easily define why we do what we do.

The system of Blueprint Chesterfield focuses on three main areas:



**2. When and how the program, policy, or initiative was originally conceived in your jurisdiction?**

- Blueprint Chesterfield was first implemented in FY2015, following the rollout of a newly updated strategic plan. Building upon the initial framework, other parts have organically emerged and evolved, now becoming part of the overall system. As we move into the third year, these various tools are providing us the opportunity to better plan for the future.

**3. How exactly is the program or policy innovative? How has your innovation changed previous processes, products or services?**

- Prior to Blueprint Chesterfield, planning and budgeting were two separate parts, surrounded by complex processes that were difficult to communicate and comprehend. Through Blueprint, planning and budgeting are now part of the same conversation, under a uniform branding, delivered through a simpler and easier to understand system. As Blueprint has evolved, a third component – the Five Year Plan – has emerged which is enabling further strategic and long-range planning.

**4. Explain how the program or initiative substantially stretched or improved the boundaries of ordinary governmental operations. 200 word max.**

- FY2015 proved to be a vivacious year for budgeting. By harnessing the capabilities of Blueprint Chesterfield, the Five Year Plan emerged. Like a phoenix rising from the ashes, the

Five Year Plan provides a renewed sense of understanding and forward thinking as we plan for the future. Through the Five Year Plan, Chesterfield is pushing itself to identify and recognize real organizational needs. Knowing that all needs often cannot be met in a single fiscal year, the Five Year Plan seeks to align departmental priorities with advancing the strategic plan, while also providing clearly documented, data-driven analytics on why additional resource allocation is warranted.

**5. What individuals or groups are considered the primary initiators of your program? How does the innovation engage stakeholders or demonstrate high performance teaming? Were strategic partnerships and/or community networks developed as a result of the innovation?**

- Leadership Team: Executive leadership team
  - Creating vision, articulating desired results, providing input and pushing organizational awareness and involvement
- Core Team: Small, cross-functional team
  - Serving as architects of Blueprint Chesterfield, coordinating ongoing efforts and oversight of system, identifying areas of future implementation and next steps
- Board of Supervisors
  - Supporting the organization through Blueprint Chesterfield, specifically the Five Year Plan

**6. If a private consultant was used please describe their involvement, identify the consultant and/or firm and provide contact information.**

- No consultants were used to develop Blueprint Chesterfield. We relied on the ingenuity and abilities of our staff to build a product that would work for Chesterfield.

**7. To what extent do you believe your program or policy initiative is potentially replicable within other jurisdictions and why? To your knowledge, have any other jurisdictions or organizations established programs or implemented policies modeled specifically on this project? Please provide verification of the replication.**

- Blueprint Chesterfield is fundamentally grounded in the principle of 'not reinventing the wheel' but rather reorganizing and establishing a framework to utilize our existing strengths. Pulling from a variety of resources, we have developed a system that works for us. Functionally speaking, our systems and processes are very similar to most other localities, we have just worked to reduced complexities through reorganizing and building a framework to simplify and ultimately plan for the future.

We believe the foundational elements of Blueprint Chesterfield can be adapted by any organization, recognizing what they need and where they want to go. Simple step-by-step guidance materials are available; documenting the processes used for strategic planning, development of division and department priorities, program definitions and budget processes.

To our knowledge, no other jurisdiction has developed a framework that has coordinated planning and budgeting to the degree of Blueprint Chesterfield; nor incorporated an element such as our Five Year Plan.

**8. What were the costs? What were the savings?**

- The Blueprint Chesterfield framework, including system additions (The Five Year Plan), was developed in-house at no cost. Total investment in the technology for a web-based data collection and reporting solution was less than \$10,000. Based on the results associated with the technology, the county may make further investments. Chesterfield County relied on our innovative, service minded, results driven workforce to build what we could not buy: an exceptional framework that delivers the goods and holds true for the future.

**9. Please describe the most significant obstacle(s) encountered thus far by your program. How have they been dealt with? Which ones remain?**

- **Most significant obstacles:** Chesterfield, like many jurisdictions, still faces ongoing budget challenges. More specifically, how do we address the rising cost for services against addressing the needs as we plan for the future? While developing a plan, a blueprint, as we forecast those needs is a challenge in and of itself; the deliberate steps we've taken have proven beneficial providing both internal organizational direction as well community and political support.
- **How dealt with:** With the framework of Blueprint Chesterfield in place and now tested, we pushed for a multi-year focus to better examine real organizational needs. This was a philosophical shift as departments tapped in their technical skills to build a 'business case approach'. Through this exercise, departments embarked to clearly articulate two main areas of focus (1) how does my request align and further advance the goals and objectives of the strategic plan and (2) what documentation or data can be provided to provide value and evidence to support my request. Ultimately, departments were able to distinctly identify why they needed additional funding to support the current and future needs of the organization and/or community. Thus, through the budget process of FY2015, Chesterfield established the Five Year Plan. Moving forward, this rolling Five Year Plan will continue to evolve as other future needs are identified.

**10. What outcomes did this program or policy have? What baseline data did you collect? How did you measure the change based on the intervention, and why do you believe in the credibility of this assessment?**

- **Blueprint Chesterfield Framework:** Close to 100% participation from all divisions and departments on priorities, strategic measures, program measures, and program and service inventory. Through a branded marketing campaign, along with individual division and department meetings held in the summer of 2015, all county leadership has been updated on the status and future outlook of Blueprint Chesterfield. In preparation for FY2017, all

divisions and departments will review, validate, or refresh their division or department priorities.

- **The Five Year Plan:** Initially established through the FY2015 budget process, the Board of Supervisors has committed to a rolling Five Year Plan. With a focus on multi-year projections, the Five Year Plan is compartmentalized into three main areas of focus: revenues, baseline expenditures and program/service enhancements. Through this Plan, our elected officials can better understand how projected revenues match up with community needs, including any potential resource deficits. Not only does this Plan provide better guidance on future needs, but also supports an expanded community calendar. New to FY2016, Board members held pre-budget meetings; delivering a message showcasing the proposed enhancements as had been approved in the previous fiscal year. Utilizing the Plan affords additional time for citizens and Board members to review, discuss, and validate the approach to addressing the needs of our community.

**11. Has the program received any press or other media coverage to date? If yes, please list the sources and briefly describe relevant coverage.**

- After presenting at TLG2015, Chesterfield was asked to present on the topic of Blueprint Chesterfield at the annual Virginia Government Finance Officers Association conference. In addition, other localities have reached out for assistance, from presentations on Blueprint to aid on branding.
- Chesterfield's Triple AAA Bond Rating was reaffirmed this summer, with significant recognition of the Five Year Plan from the major rating agencies (Fitch, Moody's and Standards and Pools).

**12. Please provide web links where the innovation can be seen/tested (in the case of something that is web-based).**

- <http://www.chesterfield.gov/budget/>
  - FY2016 Budget-in-Brief, includes the Five Year Plan
  - FY2016 The Blue Book – Department Program Measures
- <http://www.chesterfield.gov/strategicplan/>
  - Chesterfield County Strategic Plan

**13. Please provide any key references and their contact information who can be interviewed/called to discuss the innovation and its impact.**

- Jay Stegmaier, County Administrator
  - [Stegmaierj@chesterfield.gov](mailto:Stegmaierj@chesterfield.gov)
  - 804-748-1220
- Allan Carmody, Director of Budget and Management
  - [Carmodya@chesterfield.gov](mailto:Carmodya@chesterfield.gov)
  - 804-748-1600
- Kevin Bruny, Director of Learning and Performance Center

- [brunyk@chesterfield.gov](mailto:brunyk@chesterfield.gov)
- 804-751-4920

**14. You've been to a lot of conferences. TLG should be a unique experience for everyone. Describe how your case study presentation will be different than other conference presentations.**

- How will you make the session creative and unique?
  - Keeping things high energy, fast paced and engaging
  - Require audience participation
  - Maximize the use of visuals and examples to tell our story
- How do you plan to be both entertaining and educational?
  - Presentation will be fast paced and energizing, involving various types learning experiences
  - Attendees will participate to enhance their learning experience
  - Materials provided are branded and *still* amazing
- Include a description of how your session will facilitate group activities and/or interaction.
  - Short introduction / background of Blueprint Chesterfield (how we got here, what we've experienced, where we are and where we're going)
  - Blueprint group activity focusing on creativity, innovation and problem solving

**15. Anything else you would like to add?**

Last year, Chesterfield presented a case study based on the category of organizational design and provided a comprehensive overview of the framework and creation of the Blueprint Chesterfield system. This year we're back with Chapter 2 and we have real outcomes. We want to share what we've learned, what's working and how this can work for others. While we believe that we have created a unique system, we also strongly believe that others can do this too and we're excited to continue to share our story.