

MOTION: CADDIGAN

**March 3, 2009
Regular Meeting
Res. No. 09-149**

SECOND: JENKINS

RE: ADOPTION OF THE 2012 STRATEGIC PLAN

ACTION: APPROVED

WHEREAS, the Prince William Board of County Supervisors adopted a Financial Planning and Program Ordinance that calls for the adoption of a Prince William County Strategic Plan; and

WHEREAS, the Prince William Board of County Supervisors considers this to be a community-based document and solicits many forms of citizen input into the Strategic Planning process; and

WHEREAS, the 2012 Strategic Planning process began in July 2006 with the appointment of the Future Commission 2030 members followed by the Citizen Survey and Community Meetings allowing over 2,300 citizens to provide input; and

WHEREAS, the Prince William Board of County Supervisors adopted four Goal Statements on September 16, 2008:

- Economic Development and Transportation
- Education
- Human Services
- Public Safety

WHEREAS, citizen and staff Task Forces have recommended community outcomes and strategies to the Prince William Board of County Supervisors to best achieve and measure the achievement of the community's strategic goals; and

WHEREAS, the Prince William Board of County Supervisors has reviewed the work of the citizen/staff groups and has developed a draft 2012 Strategic Plan; and

WHEREAS, the objectives (action steps) necessary to achieve the identified community outcomes and strategies will be written by staff upon the adoption of the plan. Objectives will be set within the confines of the strategy costs previously presented to the Board; and

WHEREAS, a public hearing to consider the adoption of the 2012 Strategic Plan and was duly advertised in the newspaper of general circulation within the County; and

WHEREAS, the 2012 Strategic Plan spells out the goals, community outcomes and strategies that Prince William will be striving towards for the next four years, and provides policy, budget, and operational guidance for the FY2010-FY2013 budgets;

March 3, 2009
Regular Meeting
Res. No. 09-149
Page Two

NOW, THEREFORE, BE IT RESOLVED that the Prince William Board of County Supervisors does hereby adopt the 2012 Strategic Plan found in Attachment A.

Votes:

Ayes: Caddigan, Covington, Jenkins, May, Nohe, Principi, Stewart, Stirrup

Nays: None

Absent from Vote: None

Absent from Meeting: None

For Information:

Assistant County Executive - MP

CERTIFIED COPY



Clerk to the Board

ECONOMIC DEVELOPMENT AND TRANSPORTATION

Economic Development and Transportation Goal

The County will create a community that will attract quality businesses that bring high-paying jobs and investment by maintaining a strong economic development climate and creating necessary multi-modal transportation infrastructure that supports our citizens and our business community. Over the next four years we will focus on in order:

- Completing road bond construction projects that are currently underway
- Attracting targeted businesses
- Multi-modal transportation that supports economic development and alleviates congestion

Community Outcomes

- Increase economic development capital investment by \$420 million from the attraction of new business (non-retail) and the expansion of existing businesses (non-retail)
- Add and expand 80 targeted businesses to Prince William County.
- Add 4,440 new jobs from the attraction of new and expansion of existing businesses (non-retail).
- Increase the average wage of jobs (non-retail) by 12% at the end of four years adjusted for inflation.
- Prioritize road bond projects in order to serve economic development needs.
- Achieve 9.16 million passenger trips by bus, rail, and ridesharing (i.e., carpools [including slugging] and vanpools) assuming prevailing service levels. This is broken down as follows: bus – 2.39 million; rail – 1.43 million; and ridesharing – 5.34 million.
- Achieve a rate of 55% of citizens satisfied with their ease of getting around Prince William County, as measured by the annual citizen satisfaction survey.

ECONOMIC DEVELOPMENT AND TRANSPORTATION

Strategies

Strategy 1: Support and promote County businesses efforts to develop, sustain and expand operations.

Strategy 2: Attract businesses that reflect Prince William County as a community that embraces technology, quality jobs and capital investment.

Strategy 3: Promote new mixed use development projects that will increase the opportunity to bring high wage jobs and investment to revitalization areas.

Strategy 4: Accelerate collaboration with George Mason University, Northern Virginia Community College, other area universities and colleges and the public schools to enhance current outreach marketing efforts and existing business expansion.

Strategy 5: Unify the County's various communications messages to support economic development outcomes.

Strategy 6: Pursue Federal, State and private funding to complete the 2006 Road Bond Programs

Strategy 7: Work with VRE and its other member governments on the prospective adoption of a station access policy that encourages carpooling and other shared ride modes of access to VRE to lessen the dependency on single occupant vehicles(SOVs) as a means of access and the demand for parking.

Strategy 8: Work with VRE on planning for transit-oriented development (TOD) in the vicinity of existing and planned VRE stations to promote greater VRE usage and more particularly more walk-on usage.

Strategy 9: Work with VDOT and their consultants to address safety and functionality concerns about HOT Lanes to ideally situate additional commuter parking and a proposed in-line station as adjuncts to the project.

Strategy 10: Collaborate with PRTC/VRE on funding pursuits to enable service expansion as envisioned by the adopted PRTC and VRE plans.

Strategy 11: Work with VDOT to make sure all possible signals are timed properly.

EDUCATION

Education Goal

The County will provide a quality educational environment and opportunities, in partnership with the School Board, the education community, and businesses to provide our citizens with job readiness skills and/or the academic qualifications for post-secondary education and the pursuit of life-long learning. Over the next four years we will focus on in the following order:

- K-12 Education
- Post-Secondary Education particularly George Mason University and Northern Virginia Community College
- Vocational Training and Skills

Community Outcomes

- K-12 Strategic Plan as adopted by Prince William County School Board
- Each year, identify at least one K-16 (public school through university) business/education partnership that develops a workforce pipeline for PWC employers
- Within the next four years the number of dual-enrollment Fall Term registrations of Prince William County Public Schools students will triple from ~250 registrations to ~750 registrations
- In the next four years have one functioning example of a shared facility involving the educational entities of PWC and/or the County
- Increase existing and new community activities and programs at facilities to include Freedom Center, Hylton Performing Arts Center, Mary Louise Jackson Amphitheater, Mason Enterprise Center, Kelly Leadership Center
- Identify a coordinated curricular track of various pathways including Prince William County Schools, Northern Virginia Community College and George Mason University to Prince William County employment sectors
- The Consortium of Regional Educators and Employers (CORE²) will facilitate the development of a integrated database consisting of existing and new business partnerships. This database will be accessible to both education institutions and employers.

EDUCATION

Strategies (In Priority Order)

Strategy 1: K-12 Strategic Plan as adopted by Prince William County School Board

Strategy 2: Collaborate effort between Prince William County Schools, Northern Virginia Community College (NOVA), and George Mason University Prince William County campus to establish and communicate career pathways for all career and technical educational programs

Strategy 3: Implementation of regional Governor's School AYGS #19 and build advisory and business counsels to support the regional Governor's School

Strategy 4: CORE² will share existing partnerships database for enhancement of work force development

Strategy 5: CORE² and Prince William County government will review the use of facilities to gain maximum use of existing facilities and identify gaps and share plans for new facilities

Strategy 6: Coordination of schedules and market space to the community at large at identified facilities

HUMAN SERVICES

Human Services Goal

The County will provide human services that protect the community from risk and help families in crisis. These services will maximize state and federal funding and effective public/private partnerships. Over the next four years we will focus on in order:

- Those human services designed to protect the community as a whole
- Those human services designed to protect individual clients
- Those human services designed to generate individual convenience or quality of life
- The County should consider a means-tested fee system or qualifications for service
- Maximize effective public/private partnerships
- State or federal mandates should be analyzed to establish whether or not the County is providing service beyond that which is mandated and if so look to the risk matrix to determine County investment

Community Outcomes

- By CY 2010, 100% of programs that can charge fees do charge fees, pro-rated on the ability of the client to pay, with an increase annually over the previous year until 100% is met.
- By 2012, 83% of adult substance abusers undergoing County-funded treatment are substance free upon completion; the rate should increase annually throughout the planning period.
- By 2012, no more than 6% of all births in PWC will be low birth weight; the percentage will decrease annually over the planning period.
- By 2012, ensure that the rate of founded cases of child abuse, neglect or exploitation does not exceed 1.5 per 1,000 population under the age of 18; the rate should decrease annually throughout the planning period and that not more than 1.75% are repeat cases of founded abuse.
- By 2012, ensure that the rate of founded cases of adult abuse, neglect or exploitation does not exceed 0.25 per 1,000 population age 18 or older; the rate should decrease annually throughout the planning period.
- By 2012, 58% of children completing early intervention services do not require special education; the percentage should increase annually over the planning period.
- Ensure that 95% of PWC food establishments operate without founded complaint of food borne illness annually
- By 2012, reduce the percent of nursing home patient days per adult population to 0.65%; the rate should decrease annually throughout the planning period.

HUMAN SERVICES

- Ensure that the rate of admissions to State-funded psychiatric beds does not exceed 280/100,000 population annually.
- By 2012, provide day support or employment service to 33% of PWCS' special education graduates aged 18 to 22 classified as intellectually disabled within one year of their graduation; the rate should increase annually over the planning period.
- By 2012, no more than 25% of at risk youth who receive community based services are placed in residential care facilities; the percentage should decrease annually over the planning period.
- By 2012, ensure that the percentage of the nights when the number of homeless requesting shelter at county-funded shelters exceeds those shelters' capacity does not exceed 60%; the percentage should decrease annually over the planning period.

Strategies

Strategy 1: Review and update eligibility requirements

Strategy 2: Use mandates on an agency by agency basis as a filter to review level of services

Strategy 3: Maximize number of effective private/public partnerships and the use of non-county resources

Strategy 4: Provide increased housing accessibility options for the homeless, people with disabilities, the elderly and low income residents

Strategy 5: To the extent permitted by law, increase employment opportunities (including contractual services) for people with disabilities within the county agencies where it doesn't increase cost

Strategy 6: Promote reporting of abuse/neglect/exploitation

Strategy 7: While current economic conditions prevail, agency budget recommendations should reflect the risk matrix approved by the Board - focusing first on intervention and treatment for people in crisis, second on prevention and third on quality of life programs.

PUBLIC SAFETY

Public Safety Goal

The County will continue to be a safe community, reduce criminal activity and prevent personal injury and loss of life and property. Over the next four years, we will focus on in this order:

- Emergency response/Loss of Life and Limb
- Keeping safe those who keep us safe
- Reducing and preventing illegal activity
- Neighborhood Services that impact the public health and safety
- Optional/discretionary activities

Community Outcomes

- Achieve a rate of residential fire- related deaths that is less than 2 per year
- Achieve a rate of fire injuries at 8 or fewer per 100,000 population per year
- Attain a witnessed cardiac arrest survival rate of 15% or greater
- Reach 70% of the population 90% of the time annually by attaining:
 - Fire and Rescue turnout time of ≤ 1 minute (Current 100%)
 - Emergency incident response ≤ 4 minutes (Current 49%)
 - First engine on scene-suppressions ≤ 4 minutes (Current 49%)
 - Full first-alarm assignment on scene - suppression ≤ 8 minutes (Current 31%)
 - Advance Life Support (ALS) Response ≤ 8 minutes (Current 79%)
- Maintain a Police Emergency response time of 7 minutes or less annually
- Decrease OSHA recordable incident per 100 Public Safety employees by 20% by 2012
- By 2012, decrease County Public Safety vehicle preventable collision frequency by 10%
- Decrease Public Safety DART (Days Away Restricted or Transferred) cases by 15% by 2012
- Public Safety will retain uniform and sworn staff at a rate of 93% over the four year period
- Decrease rate of adult and juvenile reconviction rate by 5% by 2012
- Prince William will rank in the lowest third of the Council of Governments (COG) Region Crime Rate Index with Part 1 crime rate of less than 24 per 1,000 population.
- Prince William County will attain a closure rate of 60% for Part 1 violent crimes

PUBLIC SAFETY

- All inmates committed to the jail are checked for foreign born status. Of those foreign born, 100% are screened by the 287(g) program to determine immigration status.
- Maintain the satisfaction rate of 67.8% with the Job the County is doing in preventing neighborhoods from deteriorating and being kept safe.
- Maintain rate of 93% founded Property Code Enforcement cases resolved or moved to court action within 100 days

Strategies

Emergency Response/Loss of Life and Limb (Strategies in Priority Order):

Strategy 1: Maintain staffing plans to reflect population growth and demand for service

Strategy 2: Incorporate supervision of Department of Fire and Rescue career personnel during nights and weekends into Fire and Rescue staffing plans.

Strategy 3: Implement a flexible approach to staffing that ensures qualified personnel are available on all shifts.

Strategy 4: Develop standards for apparatus and equipment.

Strategy 5: Ensure Prince William is providing comprehensive and coordinated disaster preparedness, response to emergencies and Homeland Security in the county and the National Capital Region.

Strategy 6: Support the Fire and Rescue Association (volunteers) and Department of Fire and Rescue (paid staff) partnership to deliver quality emergency response service that meets the demands of increased citizen requests.

Strategy 7: Enhance the quality of life by educating the community on public and personal safety, injury prevention, crime prevention and fire prevention.

Strategy 8: Implement a county wide facility and employee safety and security program.

Keeping those safe who keep us safe (Strategies in Priority Order):

Strategy 1: Reduce risk to Public Safety employees and volunteers by promoting and maintaining healthy lifestyles.

Strategy 2: Identify and implement innovative technologies and methods for the delivery of public safety services.

PUBLIC SAFETY

Reducing and preventing illegal activity (Strategies in Priority Order):

Strategy 1: Law Enforcement Agencies will use all technologies and resources to arrest and prosecute those who commit crimes and continue to apply the illegal immigration resolution.

Strategy 2: Reduce incidence of repeat offending.

Strategy 3: Dedicate sufficient resources to public safety to address gang formation and violence.

Neighborhood Services (Strategies in Priority Order):

Strategy 1: Use enforcement and education to protect the community health, safety and welfare.

APPENDIX

The information in the Appendix is to be re-visited by the Board of County Supervisors during the FY10 Strategic Plan Update.

Economic Development and Transportation Strategic Goal

Strategy: Work with PRTC to examine additional OnmiLink service needs

Human Services Strategic Goal

Strategy: Provide support for care givers and volunteers

Public Safety Strategic Goal

Strategy: Develop a recruitment and retention incentive program for sworn public safety employees.

Strategy: Public Safety training center will be maintained at a level that provides required training/re-training for Public Safety employees.



Craig S. Gerhart
County Executive

COUNTY OF PRINCE WILLIAM

OFFICE OF EXECUTIVE MANAGEMENT
1 County Complex Court, Prince William, Virginia 22192-9201
(703) 792-6600 Metro 631-1703 FAX: (703) 792-7484

BOARD OF COUNTY SUPERVISORS
Corey A. Stewart, Chairman
W.S. Wally Covington, III, Vice Chairman
Maureen S. Caddigan
John D. Jenkins
Michael C. May
Martin E. Nohe
Frank J. Principi
John T. Stirrup

February 23, 2009

TO: Board of County Supervisors

FROM: Melissa S. Peacor
Assistant County Executive *Melissa S. Peacor*

THRU: Craig S. Gerhart
County Executive

RE: Adoption of the 2012 Strategic Plan

I. Background in chronological order is as follows:

- A. Prince William County Financial and Program Planning Ordinance - This ordinance, adopted by the Board of County Supervisors, requires the adoption of a Prince William County Strategic Plan to provide policy guidance for the County's budget and operating decisions.
- B. Strategic Plan Community Input - One of the reasons the strategic planning process has been so successful is the Board's encouragement of community input. Throughout the year-long process, over 2,300 citizens contributed in a number of ways. These various avenues provided some choice to citizens on the amount of time they wanted to give to the process. Some of the avenues included:
- **Future Commission:** In July 2006, the Board of County Supervisors appointed 16 members of the community to the Future Commission. They were charged with collecting data from County stakeholders on their desired future for Prince William County in 2030.
 - **Citizen Survey:** During the summer of 2007, a random sample of citizens totaling slightly less than 1,300 were called and surveyed about their views on the county's services and quality of life issues. The survey revealed the following key areas of citizen concern (top 10; rank ordered):
 - County safe from crime
 - Improve county's road network
 - Improve quality of public education

- Prevent fire and medical emergencies
 - Maintain/Improve county's environment quality
 - More higher-paying jobs to county
 - Expand services for elderly
 - Make sure tax rates don't go up
 - Better public transportation
 - Affordable housing
 - Community Meetings: During the fall of 2007, citizens were invited to participate in community meeting to identify key strategic areas of concern. Those concerns were in rank order:
 - Transportation
 - Schools and Education
 - Environment
 - Parks and Recreation
 - Immigration
 - Public Safety
 - Economic Development
 - Community Development
 - Taxation
 - Human Services
 - Public Meetings and Public Hearings: At all steps of the process, public meetings and public hearings were open for all residents to provide their input.
 - September 9 and 16, 2008: A public hearing to adopt the Goals
 - October 8 through December 10, 2008: Task Force meeting on every Wednesday and Thursday open to the public
 - November 17, 2008: Citizen input into outcomes and strategies
- C. Prince William County Strategic Vision - The County's Strategic Plan is the mechanism used to answer the question - "What do citizens want from their community and how do we get there?" The current Strategic Vision adopted by the Board of County Supervisors states that:

Prince William County is a premier community where we treasure the richness of our past and the promise of our future. We are diverse and dynamic with a thriving economy where citizens and business grow and succeed together. We are a global technology and business leader for the 21st century.

- D. Prince William County Organizational Vision - The County's organizational vision states that County employees are committed to achieving this premier community by:

Prince William County is an organization where elected leaders, staff and citizens work together to make our community the best.

We as employees pledge to do the right thing for our customers and the community every time.

As a learning organization, commit to provide the necessary support and opportunities for each employee to honor this pledge.

- E. Goal Adoption - On September 16, 2008 the Board adopted four goal statements for the 2012 Strategic Plan. Those four Goals are Economic Development and Transportation, Education, Human Services and Public Safety. The Board of County Supervisors reaffirmed its commitment to its priorities of Education, Public Safety, and Economic Development and Transportation.
- F. Goal Task Forces - On September 9, 2008, the Board authorized the creation of three task forces (Economic Development and Transportation, Human Services, and Public Safety) made up of eight citizens appointed by the Board (one per each magisterial district and one at-large) and four staff appointed by the County Executive. These task forces worked through December 12, 2008 to create the community outcomes and strategies using the Board adopted Goals as guidelines. Their work was presented to the Board during the months of January and February 2009.
- G. 2012 Strategic Plan - The current strategic planning process and the new Strategic Plan will provide policy guidance for the County's budget and operating decisions for the FY 10-FY 13 budgets. The 2012 Strategic Plan will be the 5th Strategic Plan adopted by the Board of County Supervisors.

II. Current Situation is as follows:

- A. Role of Task Force - The Strategic Plan Task Forces were charged with composing the community outcomes and strategies for each 2012 Strategic Plan Goal statement.

- Community Outcome Measures - Key outcomes with targets that demonstrate how the community will benefit or change based on achieving the Strategic Goal. Task Forces recommend four year targets for these outcome measures.
- Strategies - Strategies are alternatives that a community pursues in order to achieve the Strategic Goal. Strategies answer the question: What should we do to achieve our community outcomes?

B. Task Force Recommendations - The outcome and strategy recommendations from the Goal Task Forces were transmitted to the Board as received over multiple work sessions:

- January 6, 2009: Human Services and Economic Development/ Transportation
- February 3, 2009: Public Safety

During these work sessions, the Board modified the Task Force recommendations to produce a draft 2012 Strategic Plan. Those modifications were sent to the Board on February 5, 2009.

C. Recommendation of Outcome Removal - On January 6, 2009 the Board eliminated the following two Economic Development and Transportation strategies:

- Where possible construct infrastructure that connects existing non-motorized infrastructure, and
- Develop a strategy to inform and encourage the public to use non-vehicular means of mobility.

These two strategies were directly linked to the following outcome:

- Increase lane miles by 12% of non-motorized infrastructure (i.e. sidewalks/trails) to increase transit and land use connectivity

It is the recommendation of staff to eliminate this outcome from the Strategic Plan because there will be no strategies to contribute towards the success of this outcome.

D. Education Goal Outcomes and Strategies - The Board historically adopted the Prince William County Public School's Strategic Plan; however, the 2012 Education Goal added additional elements regarding post-secondary and vocational opportunities.

An existing consortium was identified to help with developing the needed community outcomes and strategies. The Consortium of Regional Educators and

Employers (CORE²) mission is to enhance the workforce pipeline and opportunities for the county's residents through a consortium of Prince William County business, educational and economic development leaders. CORE² includes representatives from:

- George Mason University
- North Virginia Community College
- Prince William County Public Schools
- Prince William County Government
- Local Business Members

On January 16, 2009, facilitated by county staff, members of CORE²'s met to compose the community outcomes and strategies for the Education Goal pertaining to post-secondary and vocational opportunities. Their focus was on partnerships amongst the business community, educational institutes, and the County. The outcome and strategies can be found in the Resolution Appendix. Total identified Prince William County cost was \$2,500 to development a functional database.

- E. Objectives - The objectives (action steps) necessary to achieve the identified community outcomes and strategies will be written by staff upon the adoption of the plan. Objectives will be set within the confines of the strategy costs previously presented to the Board.
- F. Public Hearing - A public hearing is scheduled for March 3, 2009 and was duly advertised in the newspaper to solicit public comment on the draft 2012 Strategic Plan.
- G. Strategic Plan Adoption - The Board of County Supervisors is now asked to adopt the 2012 Strategic Plan as set forth in the Resolution's Appendix.

III. Issues are as follows:

- A. Policy Issues - What are the policy issues associated with adopting the plan?
- B. Fiscal Issues - What are the fiscal issues associated with authorizing the public hearing and adopting the plan?
- C. Timing Issues - What are the timing issues associated adopting the plan?
- D. Legal Issues - What are the legal issues associated adopting the plan?

IV. Alternatives in order of feasibility are:

- A. Adopt the 2012 Strategic Plan for March 3, 2009.
1. Policy Issues - Adopting the Strategic Plan is a requirement of the Board's Financial and Program Planning Ordinance. The Strategic Plan provides policy and fiscal guidance for staff.
 2. Fiscal Issues - The fiscal impact of the 2012 Strategic Plan will be analyzed and discussed as part of the FY 10 - FY 13 budget processes to stay within the parameters identified during January.
 3. Timing Issues - Adopting the 2012 Strategic Plan on March 3, 2009 will allow for the Plan element to be included in the FY 10 Fiscal Plan.
 4. Legal Issues - None.
- B. Do Not Adopt the 2012 Strategic Plan on March 3, 2009.
1. Policy Issues - Not adopting the 2012 Strategic Plan in February will delay providing strategic direction to the Board and staff during the adoption phase and implementation of the FY 10 Fiscal Plan.
 2. Fiscal Issues - The fiscal impact of the 2012 Strategic Plan will be analyzed and discussed as part of the FY 10-FY 13 budget processes and will stay within the confines of the strategy costs previously presented to the Board.
 3. Timing Issues - Not adopting the Strategic Plan will limit strategic guidance during the adoption of the FY 10 Fiscal Plan.
 4. Legal Issues - None.
- V. Recommendation - Concur with Alternative A and adopt the 2012 Strategic Plan as provided herein.

Staff Contact – Melissa S. Peacor, x6720