



Office of Executive Management

Strategic Plan Team

Prince William County Strategic Plan

2017-2020

Accelerating the Quality of Life.



A Community of Choice



Office of Executive Management

Christopher E. Martino, County Executive
Michelle A. Casciato, Deputy County Executive
Elijah T. Johnson, Deputy County Executive
Christopher M. Price, Deputy County Executive

Office of Management & Budget

Michelle Casciato, Acting Director

Strategic Plan Team

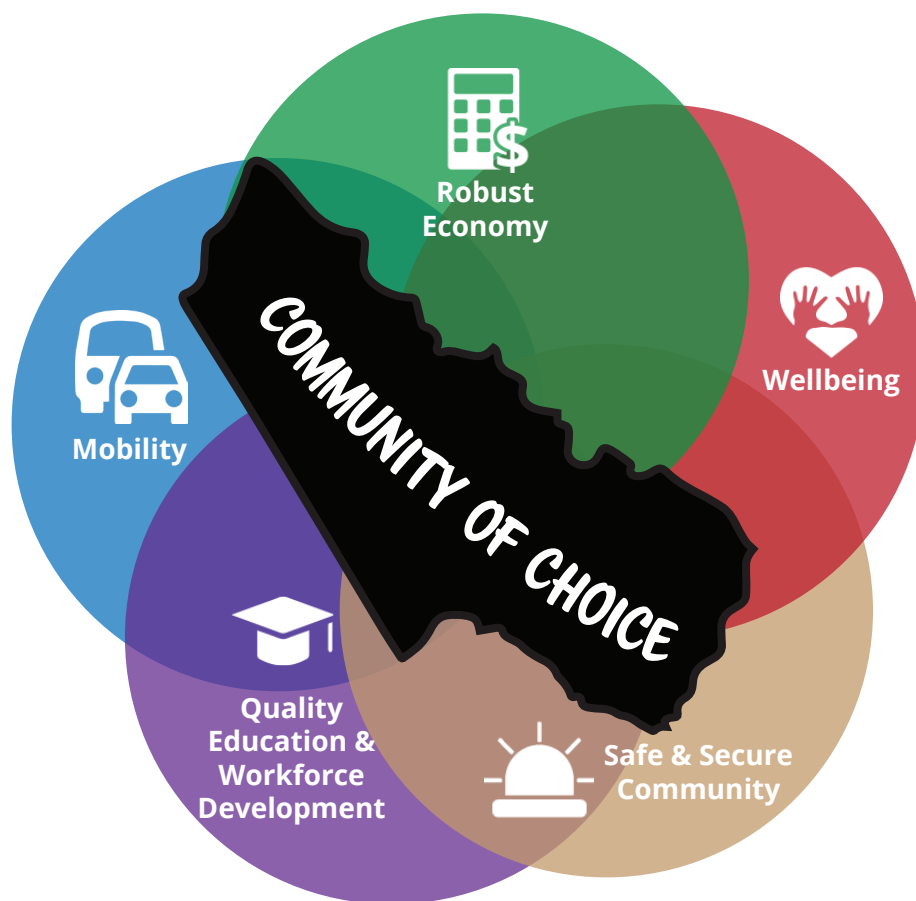
Bryanna Altman	Kristina Nohe
Merle "Skip" Brown	Paul O'Meara
Kelly Easterly	David Potter
Jason Grant	William Reeder
Mac Haddow	Naresh Santram
Ernestine Jenkins	Timothy Singstock
Elijah Johnson	Jacqueline Smith
Timothy Keen	Jonathan Smith
Amelia May	Daniel Varroney

Facilitators

Tracey Hormuth, Organizational Developer
Pat Thomas, Strategic Plan Coordinator



PRINCE WILLIAM COUNTY IS A
COMMUNITY OF CHOICE WITH A STRONG,
DIVERSE ECONOMIC BASE, WHERE
INDIVIDUALS AND FAMILIES CHOOSE TO
LIVE AND **BUSINESSES** CHOOSE TO LOCATE





The Board's adopted vision acknowledges that individuals, families and businesses make a calculated decision to locate to Prince William County. However, the reasons they come, and the expectations they bring with them for how Prince William County should evolve, are wide-ranging.

The Strategic Plan Team posits that "quality of life" is an essential and consistent factor that families, individuals and businesses rely upon when choosing where to locate. Therefore, the guiding principle in the development of this plan is that the Board of County Supervisors should make every effort to accelerate the continuous enhancement of the quality of life here in Prince William County.

The team agreed that individuals, families and businesses prefer communities with a robust economy; easy access to jobs, services and activities; that support even the most vulnerable in the community; are safe and secure; and provide a quality education that assures lifelong learning and steady employment. From this analysis, the Strategic Plan Team developed five strategic goal areas to guide Board actions: "Robust Economy," "Mobility," "Wellbeing," "Safe and Secure Community," and "Quality Education and Workforce Development."

It is important to note that no single area is viewed as more critical than another. Rather, each are interrelated and have direct impact on each other. Collectively, these goal areas impact the quality of life in all facets of the community.

Within each strategic goal area, the Strategic Plan Team wrestled over which outcomes the Board should pursue in order to have the greatest impact on reaching the stated strategic goal. Even more strongly debated was whether the Strategic Plan document should weigh in on Board policy decisions, such as land use and development, tax policies, and privatization of government functions.

In the end, the team determined that the Strategic Plan is most useful to the Board and County staff when presented as a tool that guides their actions and decisions in all aspects of government. That is, every land use decision, every tax decision, every staff activity should be implemented with consideration to how it helps achieve the stated outcomes within the Strategic Plan.

The Team also considered whether the Strategic Plan should establish specific tactics that would bind the Board to action in an effort to achieve the stated outcomes. Although it has been the practice to identify and to articulate such tactical decisions, there are significant limitations in predicting the issues that will present themselves over the course of the next four years. Therefore, it is imperative that the Board be provided the latitude and flexibility necessary to address the growing needs of the community.

Tactical decisions and strategic actions are best made in open, robust dialogue with the Board of County Supervisors, professional County staff and the citizens of Prince William County with all the data and information necessary to make informed decisions presented clearly on each of those issues as they arise.

Lastly, the Strategic Plan Team encourages the Board to consider expanding opportunities for dialogue among citizens, county staff, private sector businesses and non-profit partners in future Strategic Plan initiatives. It was that aspect of this process that proved most useful in identifying the needs of the community and the possibilities for continued improvement throughout Prince William County.



Robust Economy

“THE COMMUNITY FOSTERS A DIVERSE LOCAL ECONOMY THAT CREATES A CULTURE OF INNOVATION AND ACHIEVES MORE QUALITY JOBS, ECONOMIC OPPORTUNITIES AND AN EXPANDED COMMERCIAL TAX BASE.”

In all actions of the Board, strong consideration should be given to make certain they foster a diverse local economy that creates a culture of innovation and achieves more quality jobs, economic opportunities and an expanded commercial tax base.

Northern Virginia is an economic engine that drives prosperity throughout the region. This prosperity led to an influx of individuals and families seeking to locate near the jobs and employment centers of the National Capital Region. Prince William County was one of the most sought-after housing markets, and it quickly grew to become the second-largest county in the Commonwealth. We are now home to a highly educated and highly skilled workforce that is seeking greater opportunities for jobs closer to home.

The people of Prince William County are looking to local government to enhance the quality of life in the community. These enhancements require significant investment from the local government. However, there is little appetite to increase revenues through residential tax revenues. Because the Commonwealth prohibits a bifurcated real estate tax rate, it is imperative that the County focus on expanding the commercial tax base, to increase revenues to meet the investment needs of the community.

The Strategic Plan team feels that a goal of 35% of the total tax base coming from the commercial sector would best provide consistent and sustainable revenue streams by limiting impacts from fluctuations in any one area of the economy. However, with current commercial tax revenues accounting for only 14% of the total revenues, it will require innovative approaches and tactics to accomplish this desired outcome.

To successfully support a robust economy in Prince William County, the Board must consider how decisions will impact job growth opportunities for all businesses, regardless of size or industry sector. That said, particular attention should be given to encouraging the establishment and growth of targeted industry businesses, which are those industries whereby Prince William County offers strategic advantages that support the growth and retention of those businesses in the community.



STRATEGIC OUTCOMES

Increase commercial tax base

- Increase commercial tax base as a percentage of overall tax revenue to 35%.
- Increase capital investment associated with the Department of Economic Development's efforts with new and expanding businesses in Prince William County from \$92 million per year.

Expand commercial tax base in redevelopment areas

- Increase the annual commercial investment in redevelopment areas generated by the Community Development program from \$3 million per year.

Increase number of jobs in existing small businesses

- Increase annual growth of jobs in small businesses (1-99 employees) from 1,000 jobs per year.

Increase existing businesses retention rate

- Increase outreach to existing businesses by contacting existing businesses more than 3,450 times per year

Increase at-place employment

- Increase growth in at-place employment by more than 3,300 jobs per year.

Increase number of targeted jobs

- Increase growth in targeted jobs as a result of the Department of Economic Development's efforts with new and expanding businesses to more than 544 jobs per year.

Decrease average county review time for nonresidential development

- Decrease average days (County's time) to approve new commercial structures to less than 83 days.
- Decrease average days (County's time) to approve tenant layouts to less than 19 days.
- Decrease average days (County's time) to approve nonresidential site plans to less than 57 days.
- Maintain 99% of inspections (residential and nonresidential) conducted on the day requested.



Mobility

“THE COMMUNITY WILL HAVE AN ACCESSIBLE, COMPREHENSIVE, MULTI-MODAL NETWORK OF TRANSPORTATION INFRASTRUCTURE THAT SUPPORTS LOCAL AND REGIONAL MOBILITY.”

In all actions of the Board, strong consideration and attention should be given to how those actions will provide an accessible, comprehensive, multi-modal network of transportation infrastructure that supports local and regional mobility.

As part of the Washington, DC Metropolitan Area, Prince William County residents and business owners place a high value on mobility. Businesses locating to Prince William County have greater access to the Northern Virginia labor force due to travel time saved by employees living outside of the County enjoying the reverse commute patterns. An open local road network is pivotal to maintaining this competitive advantage.

Another key factor for commercial interests in Prince William County is the access to market. Goods and services must be easily accessible for our commercial enterprises. This requires careful consideration from the Board of County Supervisors to maintain competitive access to air, rail and highway options. Although regional efforts combining federal, state and local dollars are necessary to address many of the transportation issues faced by Prince William residents, the Board must always consider how to continue improving transportation within the County to maintain the quality of life residents and businesses seek.

Lastly, although efforts to build a robust economy and to provide more job opportunities within Prince William County will help reduce commute times and congestion issues, there will always be individuals who choose to live in Prince William County and work outside of the County. For those, we must focus on increasing the availability and use of mass transit, car/van pool and other alternatives to single occupancy vehicle commuting in order to improve our local and regional road networks and to reduce commute times for our residents.



STRATEGIC OUTCOMES

Decrease percentage of residents commuting out of the County

- Decrease percentage of the Prince William County workforce commuting to other localities for employment from 69%.

Decrease congestion and travel time

- Improve I-66 Corridor (Rt. 234 to Sycamore Street) position on the INRIX Traffic Scorecard from 47/356.
- Improve I-95 Corridor (Opitz Blvd. to Rt. 123) position on the INRIX Traffic Scorecard from 194/356.
- Decrease average travel time to work for County residents from 39.3 minutes.

Increase use of trains, buses, van pools, slugging, telecommuting and other single occupancy vehicle alternatives to get to work

- Increase percentage of County commuter trips using public transit or carpools from 19.2%.
- Increase number of County commuter trips on Virginia Rail Express (VRE) from 1.54 million commuter trips.
- Increase number of County commuter trips on OmniRide and OmniLink from 2.48 million commuter trips.
- Increase number of County commuter trips on van pools from 374,492 commuter trips.
- Increase number of commuters using park & ride lots from 11.83 million commuters.



Wellbeing

“THE COMMUNITY WILL SUPPORT VULNERABLE INDIVIDUALS AND FAMILIES TO ENSURE THE WELLBEING OF THE ENTIRE COMMUNITY.”

In all actions of the Board, strong consideration should be given to make certain the community supports vulnerable individuals and families to ensure the wellbeing of the entire community.

The Strategic Plan team identified two areas that are most concerning and require additional focus if we are to make an impact on the lives of vulnerable individuals and families – addressing homelessness and improving services to our population suffering from mental health and substance abuse issues, some of whom are also homeless.

As the cost of providing education and counseling services to at-risk youth continues to increase, preventive measures are necessary to head off future problems. Truancy is identified as a precursor to delinquency, and as such, deserves strategic attention.

The Commonwealth’s decision to close facilities that served our intellectually and developmentally disabled populations, and replace them with community-based care, has created a demand for Medicaid waivers that exceeds the current supply. Support for disabled individuals falls entirely to the families until the waivers are available. This issue is exacerbated by the fact that many of the family caregivers are elderly. So, without additional waivers, families cannot adequately support their family members in need of the required community-based care.

It is important to note that supporting our vulnerable community members is not solely a government function. Rather, it is the responsibility of the entire community. There are many community organizations with diverse missions, but the community would benefit from a County-wide coalition of non-profit and faith-based groups to help maximize the community’s resources and attract outside resources.



STRATEGIC OUTCOMES

Reverse the growing epidemic of opiate abuse

- Decrease emergency room visits documented as opiate overdoses from 48 per 100,000 residents.
- Decrease fatalities attributable to opiate overdoses from 0.9 per 100,000 residents.

Decrease truancy as it is recognized as a precursor to delinquency

- Decrease percentage of students who are chronically absent (10+ days per year) from 26%.

Increase success rate of the DIVERT program

- Increase percentage of cases successfully diverted from the court system through the DIVERT Program from 12%.

Decrease time spent on wait list for services for mentally ill people

- Decrease average time spent on the wait list for adult mental health services from 167 days.
- Decrease average time spent on the wait list for youth mental health services from 180 days.

Increase community support for disabled people on the Commonwealth's wait list for Disability Waivers

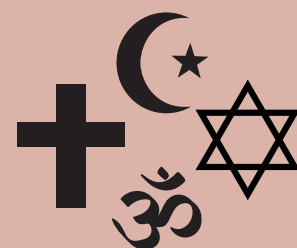
- Increase number of individuals receiving services from the County who are on the Commonwealth's wait list for disability waivers from 368.

Decrease number of homeless people living in the County

- Decrease the number of homeless people identified through the point-in-time count from 400.

Increase cooperation and coordination between faith-based, not-for-profit and private sector partnerships to address human service needs, to include a county-wide faith-based community coalition

- Establish a county-wide faith based community coalition to meet identified needs for human services.





Safe & Secure Community

“PRINCE WILLIAM COUNTY IS A COMMUNITY WHERE PEOPLE ARE SAFE AND SECURE.”

In all actions of the Board, strong consideration should be given to make certain Prince William County is a community where people are safe and secure.

The primary focus of the Safe & Secure Community goal area is reducing the occurrence of illegal activities and minimizing the impact on victims from those activities. Clearly, the Board of County Supervisors should always seek out opportunities to reduce crime. Particular attention should be given to reducing violent crimes and criminal activities that result in multiple victims as those types of crimes have the most significant impact on the public perception of a safe and secure community.

In all emergency situations, the public must have the confidence that appropriate response will be provided in a timely manner. They need to know that emergency responders will arrive to provide the service and assistance needed. To that end, the Board must consider how to improve response times, provide appropriate staffing levels, and provide necessary capital infrastructure to allow first-responders to accomplish the goals and outcomes of the Strategic Plan.

It is also important to provide opportunities for those who commit crime to address issues in their lives so they do not re-offend. This includes providing appropriate treatment, particularly for those suffering with mental illness and substance abuse. The Board must consider tactics to reduce the likelihood of individuals becoming incarcerated. They also must consider how to reduce the likelihood of recidivism for those who end up in the jail population.

Lastly, our first responders must be provided the resources necessary to maintain their safety when responding to emergency situations. This includes appropriate training, adequate staffing, and proper equipment to meet the growing demands placed on our emergency personnel.



STRATEGIC OUTCOMES

Decrease crime rate

- Decrease county-wide crime rate from 14.7 per 1,000 residents

Decrease number of crime victims

- Decrease number of crime victims from 16,380 victims per year.

Improve closure rate for violent crime

- Increase closure rate for murders from 80%.
- Increase closure rate for all violent crime (murder, rape, robbery) from 49%.

Decrease recidivism

- Decrease juvenile recidivism from 24.9%.
- Decrease percentage of inmates released and later incarcerated at County jail because of rearrest from 50%.
- Decrease percentage of adult probationers reconvicted on a new offense within two years of completing probation from 20%.

Improve emergency response times

- Decrease average police emergency response time from 6.5 minutes.
- Increase percentage of fire responses within four minutes from 41%.
- Increase percentage of Basic Life Support (BLS) response within four minutes from 50%.
- Increase percentage of Advanced Life Support (ALS) responses within eight minutes from 83%.

Reduce incarceration of mentally ill people

- Decrease percentage of jail population identified as mentally ill from 25%.

Improve safety of first responders

- Decrease line of duty (LOD) deaths to 0 per year
- Decrease line of duty (LOD) injuries to less than 7.7 per 100 public safety employees.
- Decrease days lost to line of duty (LOD) injuries to less than 174.9 per 100 public safety employees.



Quality Education & Workforce Development

“THE COMMUNITY FOSTERS A RICH, LIFELONG LEARNING ENVIRONMENT TO INCREASE EDUCATIONAL OPPORTUNITIES AND WORKFORCE READINESS TO MEET EVOLVING MARKET DEMANDS.”

In all actions of the Board, strong consideration should be given to make certain the community fosters a rich, lifelong learning environment to increase educational opportunities and workforce readiness to meet evolving market demands.

This goal area differs from other goal areas in that progress toward the desired community outcomes are most directly related to the actions of Prince William County Schools (PWCS) and the Northern Virginia Community College (NVCC) system. PWCS is governed by a separately elected School Board, and NVCC is a state entity, so there is limited influence over the desired outcomes.

Of utmost importance to accomplishing the strategic goals of this plan are broadening the skills and training for the Prince William County workforce, and making certain students from the public education system are adequately prepared to become productive members of the workforce. This Strategic Plan highlights those strategic priorities outlined in the PWCS Strategic Plan that have the greatest impact on accomplishing the goals of the community.

The Strategic Plan Team discussed a variety of issues facing the community such as class size, teacher pay, early childhood education, and lifelong learning opportunities. The Prince William Board of County Supervisors provides funding to PWCS within the requirements and constraints dictated by the Commonwealth. However, the Board does not have control over how the School Board elects to spend those revenues.

Strategically, how Prince William County Schools uses the revenues provided by the Board of County Supervisors will have the greatest impact on providing quality education. However, the Board of County Supervisors must consider how it provides funds to Schools. The Strategic Plan Team raised concerns about the current process of providing guaranteed revenues through the Revenue Sharing Agreement and whether it provides sufficient accountability for how schools prioritize expenditures.

Regardless of the process that the Board of County Supervisors chooses to fund schools, for Prince William County to accomplish the goals set forth here, a strong working relationship between the Board of County Supervisors and the Prince William County School Board must be forged. Collaboratively, these two bodies must determine strategies and funding necessary to meet the needs of the community.



STRATEGIC OUTCOMES

Increase graduation rate

- Increase graduation rate for Prince William Public Schools from 91%.

Increase percentage of students scoring “Pass Advanced” on SOL

- Increase percentage of students scoring “pass advanced” in Reading from 18%.
- Increase percentage of students scoring “pass advanced” in Math from 17%.
- Increase percentage of students scoring “pass advanced” in Science from 15%.
- Increase percentage of students scoring “pass advanced” in Social Studies from 26%.

Prince William County students will exceed state average for “Pass Advanced” on SOL in each subject area

- Percentage of Prince William County students with “pass advanced” score will continue to exceed the Commonwealth’s average for “pass advanced” in Reading,
- Percentage of Prince William County students with “pass advanced” score will improve to exceed Commonwealth’s average for “pass advanced” in Math.
- Percentage of Prince William County students with “pass advanced” score will improve to exceed Commonwealth’s average for “pass advanced” in Science.
- Percentage of Prince William County students with “pass advanced” score will continue to exceed Commonwealth’s average for “pass advanced” in Social Studies,

Increase percentage of graduates receiving dual enrollment credit

- Increase percentage of high school graduates receiving dual enrollment credit in one or more classes from 6.68%.

Increase workforce development activities

- Increase number of persons receiving training through Northern Virginia Community College Workforce Development Center from 165.
- Increase number of county businesses provided workforce development assistance through the Workforce Development Center from 38.

Increase vocational education training

- Increase percentage of high school graduates receiving vocational education certification from 42.9%.



Connectivity

“PRINCE WILLIAM COUNTY IS COMMITTED TO THE IMPLEMENTATION AND UTILIZATION OF TECHNOLOGY AND INFRASTRUCTURE REQUIRED FOR A CONNECTED COMMUNITY.”

Connectivity touches all areas of the Strategic Plan and is integral to accomplishing the strategic outcomes. Instead of offering connectivity as an independent strategic goal area, it should be considered a strategic priority because it directly impacts all areas of the Strategic Plan. In all actions of the Board, strong consideration should be given to demonstrate that Prince William County is committed to the implementation and utilization of technology and infrastructure required for a connected community.

The proliferation of web-based technology solutions requires communities to support the implementation of infrastructure and technologies necessary to remain competitive in the new economy. The primary focus should be on implementing technology and infrastructure that provides sufficient bandwidth for both the commercial and residential areas of the community.

Better connectivity will facilitate a robust economy by allowing businesses to take advantage of modern technologies and cloud-based services to maintain their competitive advantage. It will directly benefit the mobility within the community by providing viable telework options, which will reduce the need for individuals to have to commute out of the County to work. It will help students to achieve greater success by providing on-line education opportunities and workforce development training. It will allow more effective and efficient case management and service provided for those in need within the community. It will ensure our public safety agencies can take advantage of technologies that maintain open lines of communication and store and access essential data and information.

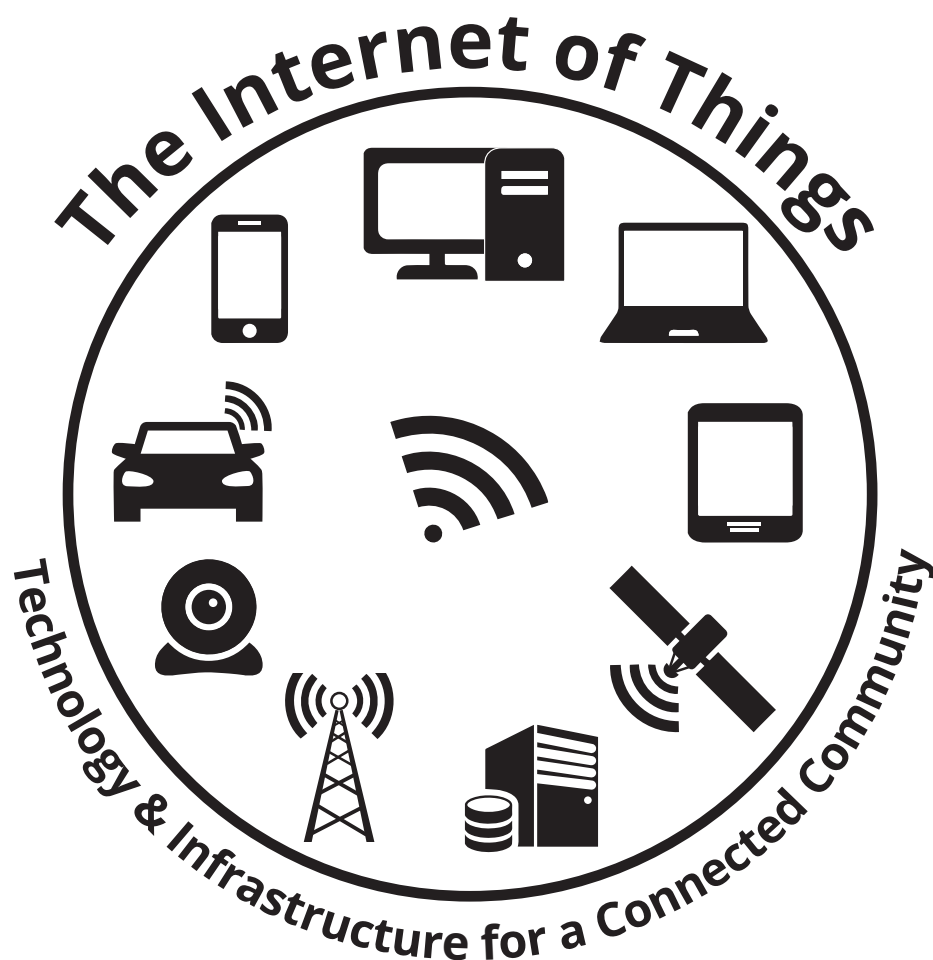
The future of Internet-based technologies is limitless. Communities must make certain they prepare now to take advantage of opportunities and provide strategic advantages to compete in the future technology-based economy. Thus, connectivity should be considered as a strategic priority of the Board of County Supervisors in all aspects of government.



Support the implementation of technologies and infrastructure that will allow uninterrupted connectivity for computers, phones, mobile devices and networked technologies.

Support the development of high-speed Internet access and connectivity.

Support the development of 5G infrastructure technologies throughout the County.





MOTION: JENKINS

**January 24, 2017
Regular Meeting
Res. No. 17-47**

SECOND: CADDIGAN

RE: ADOPT THE 2017-2020 STRATEGIC PLAN

ACTION: APPROVED

WHEREAS, the Prince William Board of County Supervisors adopted the Financial and Program Planning Ordinance in 1994 that calls for the adoption of a Prince William County Strategic Plan; and

WHEREAS, the Board of County Supervisors appointed a 20-member Strategic Plan Team (Team) to recommend a 2017-2020 Strategic Plan; and

WHEREAS, the Board endorsed a planning process whereby the Team would focus on the following five areas: Economic Development, Public Safety, Transportation, Human Services and Education – to develop goal statements and desired community outcomes; and

WHEREAS, the Team invested over 650 hours to develop the 2017-2020 Strategic Plan and present it to the Board at a duly advertised public hearing on January 24, 2017, where all interested citizens were heard; and

WHEREAS, the 2017-2020 Strategic Plan will provide strategic direction for the community and will guide resource allocation decisions for the Fiscal Year 2018 – Fiscal Year 2021 budgets;

NOW, THEREFORE, BE IT RESOLVED that the Prince William Board of County Supervisors does hereby adopt the 2017-2020 Strategic Plan with the following amendments:

- (1) The second community outcome in the Mobility section shall read “Increase use of trains, buses, van pools, slugging, telecommuting and other single occupancy vehicle alternatives to get to work”; and
- (2) The seventh community outcome in the Wellbeing section shall read “Increase cooperation and coordination between faith-based, not-for-profit and private sector partnerships to address human service needs, to include establish a county-wide faith based community coalition to address human service needs.”



January 24, 2017
Regular Meeting
Res. No. 17-47
Page Two

Votes:

Ayes: Anderson, Caddigan, Candland, Jenkins, Lawson, Nohe, Principi, Stewart

Nays: None

Absent from Vote: None

Absent from Meeting: None

For Information:

Strategic Plan Coordinator

ATTEST: _____

Phillip J. Campbell
Clerk to the Board

