

Community Development Strategic Goal

Prince William County will develop and maintain a well-planned, attractive and sustainable community where citizens enjoy a high quality of life and positive reward for their investment. We are a community where residents, businesses and visitors appreciate the County's historic, cultural, natural and recreational resources.

Community Outcomes:

- Increase citizen satisfaction with their Quality of Life, as measured by the Citizen Survey.
- The value of Building Rehabilitation Permits issued will be greater than the value the previous year.
- The percent increase in the Assessed Value in Potomac Communities will be greater than the percent increase in the rest of the County.
- Increase satisfaction with the job the County is doing in preventing neighborhoods from deteriorating and making sure the community is well kept up.
- Increase Satisfaction with the County's efforts with Planning and Land Use.
- Increase new owner occupied residential units that are affordable to County citizens as defined by 30% of median family income.
- Average litter rating for designated County roads will be 1.5 or better (with 0 = no visible trash and 5 = trash dumping site).
- Increase citizen satisfaction with County efforts in historic preservation.
- Increase transient occupancy tax revenue over the prior year.

Strategy 1: Increase Public and Private Investment in Potomac Communities.

Objectives:

1. Develop a façade maintenance loan program.
2. Evaluate redevelopment overlays as an incentive to encourage private investment.
3. Develop and implement the Potomac Communities Design Guidelines.
4. Develop and implement the Urban Mixed Use Master Zoning Plan in North Woodbridge.
5. Develop and implement the Streetscape and Utility Plan along the Route 1 corridor.
6. Develop and implement the Village Mixed Use Zoning District.
7. Develop and implement a distinct approach to signage on the Route 1 Corridor.
8. Explore other incentives for investment in older communities including tax incentives.

Strategy 2: Encourage development of community-based organizations, representing both residential and business perspectives, to promote the Potomac Communities' vision.

Objectives:

1. Investigate financial reinvestment opportunities such as Community Development Authorities, Business Improvement Districts or Service Districts.
2. Encourage partnerships with PWC Schools, the County and businesses to develop job training and job opportunities.

Strategy 3: New residential development will provide necessary community facilities and pay for infrastructure impacts - “growth pays for growth”.

Objectives:

1. New re-zonings will provide proffers consistent with Board proffer guidelines for Transportation, Libraries, Schools, Parks and Recreation and Fire and Rescue.
2. Utilize the Capital Improvement Plan to construct capital facilities as needed to support development, with identified proffers included to support the cost.

3. Consider adding a Police chapter to the Comprehensive Plan, which would address Police facility needs resulting from new development.

Strategy 4: Balance the provision of infrastructure with the community's willingness to pay.

Objectives:

1. Encourage economic development that generates tax revenue to meet infrastructure needs.
2. Continue to utilize bond referenda as a mechanism to finance projects within the Capital Improvement Program (CIP).

Strategy 5: Encourage developers to build more affordable owner-occupied housing.

Objectives:

1. Explore an Affordable Dwelling Unit Ordinance (ADU) as allowed under state law.
2. Encourage developers to contribute to the voluntary Housing Preservation and Development fund as part of the proffer process.
3. Evaluate and implement recommendations of the Workforce/Affordable Housing Task Force.
4. Amend the Comprehensive Plan to include a strategy to encourage developers to provide affordable housing as a percentage of their project.

Strategy 6: Increase public awareness and educational efforts regarding community maintenance and litter control.

Objectives:

1. Target neighborhoods for community education, outreach and enforcement.
2. Advertise regulations, code violations and enforcement initiatives,
3. Expand advertisement of community sweeps.
4. Ensure multilingual outreach and education for all written, audio and visual material.
5. Utilize the Internet, Channel 23 and other resources available to the County to achieve these objectives.

Strategy 7: Develop and strengthen neighborhood organizations, community and commercial partnerships to alleviate property code violations.

Objectives:

1. Ensure County collaboration with Homeowners' Associations on community maintenance efforts.
2. Provide education and resources to civic organizations (such as Neighborhood Watch, Adopt-a-Neighborhood, Scouts, 4-H, etc.) to strengthen and improve their communities.
3. Encourage commercial interests including fast food establishments, automotive and convenience stores to promote public education regarding litter (e.g. - signs, litter bags, including multilingual).

Strategy 8: Strengthen multi-agency approach to community maintenance and litter control problem solving and enforcement.

Objectives:

1. Concentrate code enforcement efforts in targeted neighborhoods.
2. Address the negative effects of overcrowding.
3. Apply a multi-agency approach to address overcrowding issues.
4. Continue to identify and pursue remedies for spot-blight abatement.
5. Aggressively enforce inoperable vehicle cases.
6. Strengthen enforcement of popsicle sign violations.
7. Develop a rating scale for community maintenance in targeted neighborhoods similar to the litter rating.
8. Explore and enact community maintenance statutes, regulations and ordinances to ensure that they provide necessary tools for enforcement.
9. Develop expanded penalties that address repeat offenders.

Strategy 9: Pursue the beautification and clean-up of targeted communities, roadways and gateways.

Objectives:

1. Implement the County illustrative Gateway Corridor policies in the Comprehensive Plan.
2. Explore a partnership with the Adult Detention Center in the County's beautification projects.
3. Expand the use of neighborhood sweeps.
4. Require aesthetic enhancements for new developments as part of special use permits and rezonings.

Strategy 10: Identify and protect cultural/historical resources that are important for documenting or demonstrating the pre-history or history of the County.

Objectives:

1. Explore the identification of additional historic overlay districts.
2. Conduct oral histories and keep the stories in a database for public access.
3. Create and maintain a database of prehistoric and historic features including cemeteries, archeological sites and historically significant architecture.
4. Publish books, distribute literature and educate the public on the history of the County.
5. Erect highway historical markers at significant historic sites in the County.
6. Explore the establishment of additional National Register districts or properties.

Strategy 11: Preserve, rehabilitate and program County owned historic sites for public use.

Objectives:

1. Complete the restoration and public facility improvements at County owned historic sites, including but not limited to:
 - Rippon Lodge
 - Brentsville Courthouse
 - Ben Lomond
 - Bushy Park
 - Barnes House
 - Bennett School
2. Implement special events, interpretive programs and encourage rentals at County historic sites; program one annual special event at Rippon Lodge Historic Site, Brentsville Courthouse Historic Centre, Ben Lomond Historic Site and Bristow Battlefield Historic Site.
3. Generate revenue through admissions, event fees, rentals and merchandise sales to defray the cost of routine maintenance and operations of the County historic sites.
4. Develop and support volunteer programs and citizen support organizations at historic sites.
5. Explore acquisition and all alternative means to preserve significant threatened County historic sites.
6. Facilitate activities of the Historic Preservation Foundation.

Strategy 12: Link historic properties with tourism, new development and re-development.

Objectives:

1. Develop a consistent policy for directional signs to historic and tourist sites and information markers near historic facilities.
2. Develop appropriate historic themes and integrate them into County sponsored projects.

Strategy 13: Strengthen environmental education, information and community programs.

Objectives:

1. Increase public awareness of nutrient reduction practices and the use of native and drought resistant species.
2. Explore a program to recognize and reward for the use of best environmental practices.
3. Partner with the schools on environmental awareness programs.
4. Encourage more participation in “adopt a stream” and “adopt a spot” programs.
5. Expand partnerships with community groups, homeowners associations and volunteers for riparian restoration.

Strategy 14: Enhance County environmental protection efforts.

Objectives:

1. Develop a stream protection policy.
2. Encourage new developments to have water quality Best Management Practices in excess of minimum standards.
3. Explore proactive identification and monitoring of Resource Protection Areas.
4. Identify and consider requiring low impact development in appropriate areas to minimize water quantity runoff.
5. Broaden County inspections of site development to include Stormwater Pollution Preservation Plan (SWPPP) monitoring to supplement the efforts of the Department of Environmental Quality (DEQ).
6. Consider alternatives for a systematic approach to ensure commercial properties adhere to approved landscaping and storm water management plans.
7. Develop Watershed Management Plans for key watersheds.

Strategy 15: Optimize the use of existing recreational and cultural resources.

Objectives:

1. Prioritize the maintenance and safety of existing recreational facilities prior to constructing new facilities.
2. Encourage greater usage of County schools and facilities for community recreational use.
3. Recognize and support local arts programs.

Strategy 16: Create the opportunity for citizens to experience art, culture and recreation in their daily lives.

Objectives:

1. Encourage a partnership with Manassas City and George Mason University to open a Performing Arts Center.
2. Facilitate public-private partnerships to provide after-school activities.
3. Inventory existing private and public recreational facilities to determine adequacy and future needs based on population, demographics and usage trends.
4. Identify venues for performing and visual arts usage.
5. Advance the McCoart Plaza as a venue for community events.
6. Explore a Comprehensive Plan amendment to require new development to provide a community gathering place such as open space, park land or picnic areas.
7. Develop an open space plan for the County.

Strategy 17: Increase the exposure of PWC as a business and tourist destination.

Objectives:

1. Market County historic sites, recreational and cultural resources to increase visitation and use through cooperative advertising with the Prince William County Convention and Visitors Bureau, Park Authority, local, state and federal historic sites and the Manassas Museum System.
2. Actively market the County as a destination for major events, such as the President's Cup.

3. Work with the private sector to explore bringing a conference center to PWC.
4. Maximize the use of County facilities to encourage tourism.
5. Partner with the Heritage Center, the Belmont Bay Science Museum and the National Museum of Americans at War.
6. Develop a plan to establish visitor/tourist facilities at County operated destinations.

Economic Development

The County will maintain an economic development climate that will attract and foster the expansion of environmentally sound industries to create quality jobs, diversify the non-residential tax base, and allow people to live in, work in and visit Prince William County.

Community Outcomes:

- Increase economic development capital investment by \$100 million from the expansion of existing businesses (non-retail).
- Add or expand 80 targeted businesses to Prince William County.
- Increase economic development capital investment by \$320 million from the attraction of new businesses (non-retail).
- Add 4,440 new jobs from the attraction of new and expansion of existing businesses (non-retail).
- Increase the average wage per employee by 12% at the end of four years as measured in constant dollars.

Strategy 1: Existing Business - Support and promote County businesses in developing, sustaining and expanding operations.

Objectives:

1. Continue to build knowledge of and foster communication with targeted businesses/ industries to identify plans for expansion, identify and respond to business climate issues, and link businesses with business resources and services.
2. Maintain, update and continually improve on-line searchable existing business data base and directory to enhance companies' ability to find local suppliers and potential business partners.
3. Enhance promotion and communication of economic development news and information to increase County businesses' awareness of new businesses locating to the County and County business expansions.
4. Continuously improve web-based information of business resources and services that support business development and expansion.
5. Highlight County business technology innovations and successes and continue initiatives that demonstrate the County's appreciation of the value companies contribute to our growing and vibrant community.
6. Continue support for County Economic Development Council initiatives to enhance the County's business environment through special studies in collaboration with business stakeholders and local chambers of commerce.
7. Review and improve development permitting process.
8. Examine measures to enhance/preserve agriculture activities.

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

Objectives:

1. Continuously improve web-based marketing program to maximize use of on-line access to County information including news, location advantages, services and options.
2. Maintain and enhance network alliances with real estate brokers, professional firms, state and regional economic development organizations, and other companies engaged in prospect identification and development activities.
3. Maintain and review the County's Targeted Industry Program to ensure it includes new and emerging technologies appropriate to the area.
4. Participate with leading trade associations relevant to prospect development and monitor both general and specific publications, news, financial reporting and other similar data for lead generation and market intelligence.
5. Review, monitor and influence local, regional and state infrastructure, taxation and regulatory policies and programs to ensure product remains competitive.
6. Maintain a robust interagency economic development team approach to meet client needs and ensure time-to-market requirements are addressed in all facets of project management including: clarifying and responding to client site review and permitting process requirements; conducting financial analysis of return-on-investment when public funds are included in a proposal package; clarifying and advising on legal requirements.

Strategy 3: Revitalization of Older Commercial Areas - Enhance product development and marketing of one or more targeted revitalization areas in an effort to promote new mixed use development projects that will increase the opportunity to bring high wage jobs and investment.

Objectives:

1. Dedicate economic development staff to serve on the County's interagency Potomac Communities team focused on specific targeted redevelopment projects where economic development jobs and investment returns will most likely be successful.
 - a. Participate in creating a development plan and "great place" strategy in order to encourage developer interest and property assemblage in a targeted mixed use project that may include the opportunity for quality retail and a privately developed hotel and conference center.
 - b. Work with the private sector to promote their participation and feedback on the development plan and "great place" strategy.
2. Bolster the existing marketing campaign to support the targeted areas resulting from the Potomac Community project and great place strategy.
 - a. Initiate target branding and development of new web based materials; Target recruitment of U.S. Department of Defense (DOD) contractors.
 - b. Foster ongoing communication with U.S. General Services Administration (GSA) and select federal agencies.
 - c. Market the potential for significant office presence in a national defense campus setting in new developments which can accommodate the new GSA security standards.
 - d. Market the speculative office/targeted industry program to prospective developers and end-users.
 - e. Assess the viability of opening an eastern based economic development marketing office in the Potomac communities' corridor.
3. Examine the creation of other targeted redevelopment 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.

Objectives:

1. Support current and expanding technology-based academic programs and initiatives through advisory board participation.
2. Work with educational institutions to increase businesses' awareness of English as a Second Language (ESOL) programs available for non-English speaking employees.
3. Promote the availability of ESOL services by linking to available resources through the economic development web site, and dedicating a section of the new Directory of Business Resources to these resources.
4. Promote the availability of services to businesses that enhance the skills and life-long learning of workers.

Education

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.

On June 25, the Prince William County School Board adopted their Strategic Plan for FY 04 – FY 09, proposed by Edward L. Kelly, Ph.D., Superintendent of Schools. It is presented here for consideration by the Board of County Supervisors for adoption as their Education Strategic Goal.

PWCS STRATEGIC PLAN for FY 2004 – FY 2009

MISSION

To meet the educational needs of a diverse student population through a high quality system

GOALS – OBJECTIVES -- MEASURES

Measures marked with an asterisk () are mandated by federal or state legislation or regulation.*

To achieve the mission, we must ensure that

GOAL 1: ALL STUDENTS MEET HIGH STANDARDS OF PERFORMANCE

Objective 1.1: Increase the percent of students who meet or exceed achievement performance levels.

1.1.1 *By SY 2006-2007, all schools will be fully accredited, based on the spring 2006 SOL test results.

By June 2009,

1.1.2 *80% of all students will pass Virginia SOL tests in reading and math.

1.1.3 25% of the students taking the Virginia SOL tests will score at the advanced level.

1.1.4 90% of 3rd grade students will read at grade level as measured by the Stanford 9.

1.1.5 90% of all 11th grade students will pass the English research paper on first submission.

Objective 1.2: Reduce the achievement gap for students from all backgrounds.

1.2.1 *Students who are low-income, a racial/ethnic minority, or have educational disabilities or are limited English proficient will attain proficiency or better on the Virginia SOL tests as all students and all groups in reading, math, according to the following targets:

Percent Passing SOL Test by June of Each Year						
	2004	2005	2006	2007	2008	2009
Math	59	70	70	70	80	80
Reading	61	70	70	70	80	80

- 1.2.2 Each year, the percent of low-income and minority students participating in advanced placement, specialty, and gifted and talented programs will be greater than the previous year.

Objective 1.3: Increase the percent of graduates who plan to continue their education after high school.

By June 2009, at least

- 1.3.1 90% of graduates will pursue continuing education, e.g. two- or four-year college, training programs, military service.
1.3.2 60% of graduates will earn an Advanced Studies Diploma

Each year,

- 1.3.3 The percent of graduates who receive a Governor's Seal, a Career & Technical Education Seal, or an Advanced Mathematics and Technology Seal will increase.
1.3.4 The percent of students enrolled in Advanced Placement, International Baccalaureate, and Cambridge courses will be maintained or increased.
1.3.5 The percent of tests receiving a 3 or higher on an Advanced Placement exam, a four or higher on an International Baccalaureate exam, or an A or B on a Cambridge exam will meet or exceed world averages.
1.3.6 30% of graduates will take an externally moderated examination including certification or licensing in a recognized industry, trade or profession.

Objective 1.4: Increase the percent of students who attend school regularly and graduate from high school in a timely manner.

- 1.4.1 By June 2009, the Average Daily Attendance (ADA) for schools and the school system will be 95%.
1.4.2 *By June 2009, the graduation rate will be 80%.

Objective 1.5: Increase the percent of students and stakeholders who have a high degree of satisfaction with the quality of instructional programs, services and opportunities provided by the school system.

- 1.5.1 An annual survey of students and stakeholders will evaluate progress and identify opportunities for improvement in the quality of instructional programs, services and opportunities with a goal of achieving an 80% satisfaction rate.

GOAL 2: THE TEACHING, LEARNING AND WORKING ENVIRONMENT IS CARING, SAFE AND HEALTHY AND VALUES HUMAN DIVERSITY.

Objective 2.1: Promote a climate that supports equity, diversity and collaborative behaviors among students and stakeholders.

- 2.1.1 By June 2009, all faculty and staff will have completed the school system's Diversity Training Program.
2.1.2 Each year, the school system will provide quality management training opportunities for all employees

Objective 2.2: Increase safe, responsible and healthy student behavior.

- 2.2.1 By June 2009, the percent of students who repeatedly violate the Code of Behavior will decrease.

Each year.

2.2.2 *No school will be identified as “persistently dangerous” as calculated by the Virginia Department of Education.

2.2.3 85% of students will pass the physical education requirements as measured by the Virginia Wellness Tests.

Objective 2.3: Enhance the appearance, condition and capacity of physical plants, facilities and equipment.

Each year,

2.3.1 All buildings will pass quality control audits and will be in compliance with building code regulations.

2.3.2 All schools will pass the school safety audit (physical safety and building security).

2.3.3 Renovations and repairs will be funded at 3 to 3 ½% of replacement value.

2.3.4 At least 95% of students will be housed in permanent facilities.

Objective 2.4: Increase the percent of students and stakeholders who have a high degree of satisfaction with the quality of the teaching, learning and working environment provided by the school system.

2.4.1 An annual survey of students and stakeholders will evaluate progress and identify opportunities for improvement in the quality of the teaching, learning and working environments with a goal of achieving an 80% satisfaction rate.

GOAL 3: FAMILY AND COMMUNITY ENGAGEMENT ARE FOCUSED UPON IMPROVED STUDENT ACHIEVEMENT

Objective 3.1: Develop and maintain strong school-home partnerships tied to improved student achievement.

3.1.1 An annual survey of school-home partnership participants will evaluate progress and identify opportunities for improvement in the quality of the partnerships with a goal of achieving an 80% satisfaction rate.

Objective 3.2: Develop and maintain strong school-community partnerships tied to improved student achievement and work readiness.

Each year,

3.2.1 All schools will have or will maintain at least one formal school-community partnership.

3.2.2 An annual survey of school-community partnership participants will evaluate progress and identify opportunities for improvement in the quality of the partnerships with a goal of achieving an 80% satisfaction rate.

Objective 3.3: Provide meaningful volunteer involvement.

Each year,

3.3.1 The number of volunteer hours will meet a service level equal to one hour per student enrolled.

3.3.2 The number of volunteers involved will meet or exceed the previous year’s number.

3.3.3 An annual survey of school volunteers will evaluate progress and identify opportunities for improvement in the quality of the volunteer activities with a goal of achieving an 80% satisfaction rate.

Objective 3.4: Increase the ways in which families and the community are engaged in decision-making.

Each year,

- 3.4.1 The membership of school advisory councils will reflect equity and diversity among staff and stakeholders.
- 3.4.2 An annual survey of stakeholders will evaluate progress and identify opportunities for improvement in the quality of the opportunities for involvement in decision-making with a goal of achieving an 80% satisfaction rate.

GOAL 4: FACULTY, STAFF AND LEADERS ARE QUALIFIED, HIGH PERFORMING, DIVERSE, AND MOTIVATED

Objective 4.1: Recruit and hire highly qualified instructional personnel.

- 4.1.1 *By SY 2005-2006, all students will be taught by fully certified and endorsed teachers.
- 4.1.2 By June 2009, the number of National Board Certified Teachers will be 1 per 1000 students.
- 4.1.3 An annual survey of parents will evaluate progress and identify opportunities for improvement in the quality of their children's teachers with a goal of achieving an 80% satisfaction rate.

Objective 4.2: Provide ongoing professional development support for employees.

Each year,

- 4.2.1 All employees will complete and implement a professional development and growth plan.
- 4.2.2 The school system will sustain the practice of providing mentors for new teachers.

Objective 4.3: Increase the diversity of employees.

- 4.3.1 Each year, the rate of change in employee demographics will exceed the rate of change in student demographics.

Objective 4.4: Reward and retain employees.

Each year,

- 4.4.1 The school system will sustain the practice of providing stipends to National Board Certified teachers.
- 4.4.2 The school system will maintain a 93% retention rate.

Objective 4.5: Provide effective work systems that meet the needs of faculty, staff and employees.

- 4.5.1 By June 2004, a process to gather and analyze student and stakeholder complaints will be defined and deployed.

Objective 4.6: Increase the percent of employees who have a high degree of satisfaction with the quality of recruitment, training, recognition and reward opportunities and benefits provided by the school system.

Each year,

- 4.6.1 90% of exiting employees will indicate satisfaction with their work experience in an exit survey or interview.

- 4.6.2 An annual survey of employees will evaluate progress and identify opportunities for improvement in the quality of recruitment, training, recognition and reward opportunities, and work systems with a goal of achieving an 80% satisfaction rate.

GOAL 5: THE ORGANIZATIONAL SYSTEM IS ALIGNED, INTEGRATED AND EQUITABLE.

Objective 5.1: Align school and central department plans with school system goals and school needs.

Each year,

- 5.1.1 All school and central department plans will be aligned with the goals and objectives in the Strategic Plan.
- 5.1.2 All school and central department plans will be aligned with school needs.

Objective 5.2: Maintain an equitable and effective use of available funds.

Each year,

- 5.2.1 Schools and central departments will meet or exceed State and School Board staffing ratios.
- 5.2.2 Funding for annual renewal and repair will be at least 3% of the current replacement value of all facilities.
- 5.2.3 Funding ratios for schools and central departments will be reviewed to ensure current needs are met.

Objective 5.3: Maintain the fiscal integrity of the school system.

Each year, the school system

- 5.3.1 Will receive an unqualified opinion on the Appropriated Fund Audit.
- 5.3.2 Will maintain an end-of-year positive fund balance.

Objective 5.4: Increase the percent of students and stakeholders who have a high degree of satisfaction with the overall quality of the educational system.

Each year,

- 5.4.1 An annual survey of customers and stakeholders will evaluate progress and identify opportunities for improvement in the quality of central department (supplier) services with a goal of achieving an 80% satisfaction rate.
- 5.4.2 An annual survey of stakeholders will evaluate progress and identify opportunities for improvement in the overall quality of the school system with a goal of achieving an 80% satisfaction rate.
- 5.4.3 The school system will be recognized for its accomplishments by various awards programs.
- 5.4.4 Internal and external performance reviews and evaluations (School Review, SACS, Central Office) will be conducted on a regular schedule.

Human Services Goal

The County will provide efficient, effective, integrated, and accessible human services that support individual and family efforts to achieve independence and self-sufficiency. The County shall focus on leveraging state and federal funding and maximizing community partnerships.

Community Outcomes:

- Prevent homelessness from exceeding 1.60 per 1,000 population.
- Prevent the suicide rate from exceeding 7.50 per 100,000 population.
- Prevent juvenile drug and alcohol arrests from exceeding 1.60 and 1.42, respectively, per 1,000 youth population.
- Prevent adult drug and alcohol arrests from exceeding 5.35 and 14.97, respectively, per 1,000 adult population.
- Prevent the number of substantiated cases of abuse, neglect, and exploitation of children from exceeding 2.0 per 1,000 youth population.
- Prevent the number of substantiated cases of abuse, neglect, and exploitation of adults from exceeding 0.50 per 1,000 adult population.
- Prevent the average length of State hospital stays from exceeding 52 days for mentally ill clients.
- Serve in the community no less than 92% of youth at-risk of out-of-home placement.
- Prevent the two year re-offense rate of juvenile offenders from exceeding 44%.
- Promote child health by preventing low birth weight from exceeding 6.5% of all births.

Strategy 1: Provide increased housing options for the homeless, people with disabilities, the elderly and low-income residents.

Objectives:

1. Work with homeless providers and the non-profit community to establish transitional housing targets for specialized populations to ascertain need and develop an implementation plan based on targets.
2. Encourage non-profit organizations to pursue federal/state funding sources to meet transitional housing needs and collaborate with these organizations in their efforts.
3. Increase the availability of supportive services such as financial counseling, home buying seminars and life skills classes to give people/families tools to attain self-sufficiency.

Strategy 2: Expand substance abuse prevention, reduction and treatment programs.

Objectives:

1. Explore and collaborate with Northern Virginia jurisdictions to develop a regional crisis/detoxification facility.
2. Explore, identify and implement evidence-based prevention programs.
3. Maximize external funding to expand on-site substance abuse prevention and/or treatment services at homeless shelters, detention centers and group homes.

Strategy 3: Prevent abuse, neglect and exploitation of County residents of all ages.

Objectives:

1. Strengthen prevention programs that encourage parenting skills for parents of children at high risk of abuse and/or neglect.
2. Expand public/private partnerships with providers of domestic violence education, prevention and intervention services to prevent duplication of effort and facilitate delivery of services.
3. Actively support public/private partnerships about public education regarding abuse and neglect of children, senior adults and other vulnerable populations.

Strategy 4: Assist elderly residents, low-income residents and persons with disabilities to remain in the Community as independently and productively as possible.

Objectives:

1. Reduce wait lists for in-home services by providing more hours of service.
2. Increase support for Family Economic Success efforts including financial literacy, employment training and the use of tax credits.
3. Educate developers, builders and consumers on the benefits of universal design for accessibility.
4. Expand access to daycare and day-support services for families with developmentally disabled children and the elderly.

Strategy 5: Improve the continuum of appropriate community-based services that ensures timely access for persons with chronic or serious mental illness.

Objectives:

1. Identify State funding to implement evidence-based programs to minimize psychiatric hospitalization.
2. Develop partnerships to implement non-hospital programs that will address the needs of mentally ill who are in crisis.
3. Expand psychiatric medical services to address underserved clients and wait lists.

Strategy 6: Develop, implement and fund a continuum of community-based services for at-risk youth, juvenile offenders and their families.

Objectives:

1. Explore post-dispositional detention services for females.
2. Collaborate with juvenile justice, Department of Social Services (DSS), Virginia Employment Commission (VEC), Northern Virginia Workforce Investment Board and public/private partnerships to provide meaningful job placement and mentoring to court-involved youth.
3. Explore partnerships with neighboring jurisdictions to provide a regional facility to treat at-risk youth locally as opposed to sending them out-of-region.

4. Develop a community effort involving schools, police, juvenile justice, At-Risk Youth and Family Services (ARYFS), community organizations and churches to provide early intervention for juvenile offenders involved in gangs.

Strategy 7: Improve customer service to non-English speaking persons.

Objectives:

1. Expand partnerships with faith-based and other multi-cultural organizations to provide programs including interpretive services, classes to learn English and education on available government programs and how to access them, for non-English speaking persons.
2. Support training for staff on cross-cultural communication and multi-lingual competency.
3. Explore County compensation incentives to actively recruit employees with targeted language skills.
4. Expand recruiting efforts to target geographic areas, conferences, institutions and organizations that have applicants with desirable language skills.
5. Increase the availability of written materials and signage in targeted languages.

Strategy 8: Identify successful community pre-natal education programs and services and develop a Prince William County model for such a program.

Objectives:

1. Support a public/private collaboration in developing a local pre-natal care delivery system, to include serving women experiencing at-risk pregnancies.
2. Explore inter-jurisdictional alternatives to ensure service to women with high-risk pregnancies.
3. Explore alternatives and make recommendations to increase the capacity of pre-natal care to medically indigent women so that all unborn children and women have access.

APPENDIX TO HUMAN SERVICES STRATEGIC GOAL

**To be re-visited by Board of County Supervisors
during 2005 Strategic Plan Update**

Strategy 4: Assist elderly residents, low-income residents and persons with disabilities to remain in the Community as independently and productively as possible.

1. Increase supportive services and educational opportunities for families who provide care in the home for family members with developmental disabilities and the elderly.
2. Collaborate with community organizations such as hospitals, non-profit agencies and faith-based organizations to expand escort transportation.
3. Develop an analysis and plan addressing the public facility needs of the elderly (senior centers, adult day care), mentally ill, mentally retarded and victims of domestic violence (transitional housing from shelters).

Strategy 5: Improve the continuum of appropriate community-based services that ensures timely access for persons with chronic or serious mental illness.

1. Develop partnerships that will provide supervised residential services.
2. Expand suicide prevention and intervention programs and services.

Strategy 6: Develop, implement and fund a continuum of community-based services for at-risk youth, juvenile offenders and their families.

1. Work with PWC Schools to explore increasing vocational training opportunities.
2. Provide mental health services to juveniles in secure detention to extend beyond crisis services.
3. Expand parent education program outreach and marketing to probation officers, juvenile court staff, social service providers, mental health workers and school personnel to increase referrals to the Juvenile Justice Parenting Program.
4. Ensure life skills training for all court-involved juveniles.
5. Implement and evaluate the family group decision-making program for children at-risk of being placed out-of-home.

Public Safety

The County will continue to be a safe community, reduce criminal activity and prevent personal injury and loss of life and property.

Community Outcomes:

- Achieve a rate of residential fire-related deaths that is less than 2 per 100,000 population per year.
- Achieve a rate of fire injuries at 11 or fewer per 100,000 population per year.
- Attain a witnessed cardiac arrest survival rate of 10% or greater.
- The County will experience the following improvements in ALS, BLS and fire suppression response times (equates to a 4 percentage point increase over FY04):

	High density areas* (within 8 minutes)	Medium density areas* (within 10 minutes)	Low density areas* (within 11 minutes)
ALS	73%	75%	69%
BLS	80%	83%	90%
Fire suppression	74%	77%	82%

- Prince William will rank in the lowest third of the Council of Governments (COG) Region Crime Rate Index with a Part 1 crime rate of less than 24 per 1,000 population.
- Maintain a police emergency (in-progress) average response time of 7 minutes or less.
- Attain a juvenile arrest rate of 15.0 per 1,000 youth population per year.
- Prince William County will attain a closure rate of 23% for Part 1 crimes.
- The vehicle crash rate per vehicle miles traveled will be no more than 5 percentage points over the previous year.
- Increase the percent of citizens who report they are prepared to be self-sufficient in the event of a disaster.

* Per FRA Policy No. 5.1.4:

High density area (suburban residential) - Density range of 1-4 dwellings per acre. Provided housing types include single family detached, single family attached (townhouses), apartments, use of planned unit development is cluster housing

Medium density area (semi-rural residential) - Density range is 2-1 dwelling units per gross acre for 1-5 acre lots. This diversification is to provide areas of the County with wide-range lot residential development. Cluster housing and use of the planned unit development concepts are permitted.

Low density area (rural residential) - The density range is 2-1 dwelling units per gross acre (5-10 acre lots). Cluster housing and use of planned unit development are permitted forms of development with primary uses to include forestry, agricultural, residential, and compatible community facilities.

Strategy 1: Reduce juvenile crime.

Objectives:

1. Expand the Police Department School Resource Officer Program to all new high schools and middle schools.
2. Strengthen partnerships between non-profit agencies, private sector, schools, the faith-based community and public safety agencies with regard to juvenile crime prevention.
3. Expand DARE or similar programs to reach all 5th graders in the public school system.

Strategy 2: Enhance the quality of life by educating the community on public and personal safety, injury prevention, crime prevention and fire prevention.

Objectives:

1. Seek State funds to support and expand victim assistance.
2. Encourage the installation of residential fire suppression systems in new and existing homes.
3. Enhance public/private partnerships about public education regarding abuse and neglect of children, senior adults and other vulnerable populations.

Strategy 3: Enhance roadway safety and education.

Objectives:

1. Promote education of all traffic regulations.
2. Conduct truck safety and inspection programs, speed enforcement and DUI enforcement and adjust initiatives as necessary based on safety concerns and trends.
3. Improve pedestrian safety in the County.
4. Seek legislation to implement photo red light technology to enforce traffic safety regulations.
5. Monitor and adjust Roadway Incident Management Program (RIMP) on a quarterly basis.

Strategy 4: Identify and implement innovative technologies and methods for the delivery of public safety services.

Objectives:

1. Enhance the Computer Aided Dispatch (CAD) system and E-911 system to include modifications as they become available.
2. Include Mobile Data Computers (MDCs) in staffing plans and provide enhancements for maximum capability.
3. Plan for the maintenance, support and replacement of public safety information technology systems.
4. Incorporate a regional focus to Homeland Security and disaster preparedness communications (voice and data), especially concerning interoperability.
5. Pursue new technologies to maintain and enhance report writing/data collection and analysis capabilities.
6. Formalize partnerships between public and private organizations and the County related to safety initiatives.
7. Implement as feasible information systems that coordinate, collect and analyze data that support decision making in public safety, including juvenile justice and at-risk youth.

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.

Objectives:

1. The County will employ an all-hazards approach to ensure that the County is prepared to mitigate, prepare, respond and recover from manmade and natural disasters.
2. Expand joint training between and among public safety, other County agencies and other organizations.
3. Review and update the County disaster preparedness and homeland security plans.
4. Coordinate with regional emergency management agencies regarding emergency preparedness and homeland security.
5. Exercise the Emergency Operations Center utilizing frequent tests and drills.
6. Communicate the local color-coded emergency warning system with the public.

7. Continue to explore and pursue back up County public safety communications and information technology systems, including facility needs.
8. Educate the County population on disaster/emergency preparedness and efforts to achieve 72-hour self sufficiency.
9. Collaborate with civic and community organizations in conducting local area drills in accordance with the law.
10. Plan for the security of County infrastructure against compromise from disasters and emergencies.
11. Ensure interoperability of County and regional equipment.
12. Research and apply for grants to support homeland security and emergency preparedness initiatives.
13. Research systems to provide 24-hour public alert capability in the event of disasters and emergencies.

Strategy 6: Dedicate sufficient resources to public safety to address gang formation and violence.

Objectives:

1. Strengthen local and regional efforts in gang intelligence, enforcement and prevention.
2. Focus specialized training for public safety officials and solicit feedback on state law regarding gangs.
3. Analyze the effectiveness of two-year pilot gang-abatement sweeps targeting youth on probation or parole.
4. Review and enhance information technology and database sharing with other jurisdictions.
5. Create a full-time Intelligence Unit, as staff becomes available, to deal with terrorism and gang issues on a local and regional basis.

Strategy 7: Implement alternatives to incarceration.

Objectives:

1. Research and evaluate innovative sanctions for adult and juvenile offenders of drug and alcohol violations.
2. Explore usage and trends for greater utilization of electronic monitoring.

3. Promote increased work release opportunities as the jail population grows.
4. Enhance the Restorative Justice program.

Strategy 8: Develop a recruitment and retention incentive program for public safety employees, to include enhanced training and facilities.

Objectives:

1. Research and implement incentives/practices that enhance recruitment into hard-to-recruit targeted public safety positions; this may include signing bonuses, targeted skill payments and bonus recruitment pay.
2. Explore and implement incentives/practices that retain the most qualified employees in targeted positions and contribute to their training and development, including tuition reimbursement.
3. Develop and implement an aggressive public relations campaign showcasing PWC as a premier place to work.
4. Expand the police take-home-car program.
5. Continue staffing plans that support future police, fire and rescue and communications. Provide adequate staffing for new facilities for adult and juvenile corrections program/facility enhancements.
6. Research and implement a volunteer Fire and Rescue recruitment and retention program including incentives.
7. Continue to prioritize public safety personnel in housing programs to encourage and allow public safety personnel to live in the County.
8. Continue training for public safety providers on how to recognize and communicate with special populations.

Strategy 9: Improve safety at the County courthouse.

Objectives:

1. Conduct a threat assessment of the County courthouse and develop a plan to address findings.
2. Pursue facility hardening measures for security purposes.
3. Explore conducting practical training and drills to include all emergency response agencies, courthouse staff and judges.

4. Enhance security awareness training for employees and judges.
5. Study communication system options within the Courthouse to advise occupants of emergencies.
6. Analyze Sheriff's Office staffing including hallway security (Courthouse), additional security in criminal court and prisoner processing to ascertain adequacy and need and make recommendations based on findings.

Strategy 10: Support the Fire and Rescue Association (FRA) and Department of Fire and Rescue (DFR) partnership to deliver quality emergency response service that meets the demands of increased citizen requests.

Objectives:

1. Ensure adequate Fire and Rescue staffing and supervision for system-wide 24-hour coverage.
2. Prepare standardized specifications for the purchase of each type of Fire and Emergency Medical Service apparatus and equipment.
3. Prepare standardized fire and rescue station designs to meet the needs of the community and the workforce.
4. Develop a plan for the optimum placement of fire and EMS apparatus throughout the County.
5. Explore capabilities to ensure new Fire and Rescue Stations have the ability to provide services on their projected opening date (e.g. temporary facilities).
6. Ensure balanced emphasis on existing commercial occupancy fire inspections to that of new construction inspections.
7. Maximize efforts to improve the County's Insurance Service Office's (ISO) classification.
8. Further the development and implementation of public safety wellness and safety initiatives.

APPENDIX TO PUBLIC SAFETY STRATEGIC GOAL

**To be re-visited by Board of County Supervisors
during 2005 Strategic Plan Update**

Strategy 1: Reduce juvenile crime.

Objectives:

1. Implement a corrective program for juvenile fire setters.
2. Work with community organizations in crime prevention activities (e.g. Neighborhood Watch).
3. Encourage and publicize juvenile crime prevention programs (e.g. recreational and educational).
4. Expand parent education program outreach and marketing to probation officers, juvenile court staff, social service providers, mental health workers and school personnel to increase referrals to the Juvenile Justice Parenting Program.

Strategy 2: Enhance the quality of life by educating the community on public and personal safety, injury prevention, crime prevention and fire prevention.

Objectives:

1. Increase emphasis on programs and consequences of domestic, substance and child abuse.
2. Promote awareness and use of all dispute resolution services.
3. Expand automatic electronic defibrillators (AEDs) in high risk areas throughout the County and provide education through available public service areas.
4. Provide County support for public safety outreach programs such as Public Safety Explorer Posts, Teen Academy, CAPP (Community and Police Partnership), Fire/EMS Citizen's Academy, Citizen Emergency Response Team (CERT), or similar programs.
5. Expand educational efforts on the proper use of E-911.
6. Extend all public safety prevention and educational programs to multi-cultural groups.

Transportation Goal

The County will encourage and facilitate multi-modal transportation that gets people to jobs, improves safety, alleviates congestion, reduces travel time, supports and encourages economic development and is environmentally sensitive and pedestrian-friendly.

Community Outcomes:

- Reduce the number of total reportable crashes relative to Vehicle Miles Traveled (VMT).
- Achieve 11.2 million passenger trips through multi-modal means.
- Meet the transportation-related pollution reduction goal specified by the U.S. Environmental Protection Agency (EPA) for the Region.
- Increase the percentage of County citizens who telecommute to 20%, as measured by the Citizen Survey.
- Achieve a rate of 55% of citizens satisfied with their ease of getting around Prince William County, as measured by the Citizen Survey.
- Reduce the number of reported pedestrian incidents from the current average of 44 per year.

Strategy 1: Evaluate and mitigate the causes of crashes county-wide.

Objectives:

1. Consult with law enforcement to ascertain causal factors of accident types that are most prevalent.
2. Work with other government agencies to respond more quickly to opportunities for better design of transportation facilities and enforcement of traffic regulations.
3. Continue to highlight the most accident-prone locations for enforcement and evaluate the cause of accidents at these locations.
4. Define system-wide initiatives that could curtail accidents (e.g. specific forms of education) and assess implementation.
5. Identify demographics of drivers in accidents and work with the Police and other agencies to target safe driving educational programs to those groups.

Strategy 2: Increase total passenger trips by 20% from:

Bus:	1.9 Million
VRE:	3.2 Million
Carpool/ Vanpool:	4.2 million

Objectives:

1. In partnership with the Potomac and Rappahannock Transportation Commission (PRTC), consider amending the County's proffers policy to include transit.
2. Provide financial support toward implementation of the PRTC/Virginia Railway Express (VRE) Strategic Plans including advocating for increased state and federal funding for their respective capital funding needs.
3. Partner with PRTC on locating, planning, designing, and constructing a new bus maintenance facility in the westerly reaches of PRTC's service area.
4. Encourage VDOT to fund park and ride projects benefiting PWC.
5. Explore and implement practices that result in fewer cars on the roads such as vanpool subsidization, rail station accessibility, carpooling programs and commuter lot usage.
6. Evaluate the I-95 High Occupancy Travel (HOT) lane Public Private Transportation Act (PPTA) proposals to assess what is in Prince William County's self-interest and lobby for this outcome.
7. Continue to support and encourage VDOT's extension of High Occupancy Vehicle (HOV) lanes on I-66 to Haymarket (Route 15/ I-66).

Strategy 3: Continue to meet the EPA air quality standards as expressed in the mobile budget.

Objectives:

1. Continue participation in Metropolitan Washington Air Quality Committee, striving for a leadership position.
2. Consider the possibility of a property tax credit for property owners acquiring hybrid vehicles.
3. Advocate continued federal subsidies for public transportation on Code Red Days.
4. Promote air quality awareness through public service announcements on cable Channel 23 during Ozone season.

Strategy 4: Coordinate with Regional Telecommuting Programs (RTP) to increase awareness and support of telecommuting.

Objectives:

1. Promote the use of existing telecommuting centers.
2. Explore telecommuting centers or dark fiber infrastructure in new residential developments larger than a specified number of housing / dwelling units (e.g., 250 units).
3. Promote an analysis of federal workforce telecommuting and recommendations for greater usage.

Strategy 5: Enhance local and regional access to County activity centers (Innovation @ Prince William, Potomac Communities, County Government Center, and Western/I-66 Corridor) to support Economic Development.

Objectives:

1. Explore innovative financing strategies such as private sector HOT lanes and other toll initiatives as used as revolving funds, tax increment financing, “special district” taxing, etc. to implement needed transportation improvements.
2. Coordinate with VDOT to identify and improve access to and among the County’s activity centers (PWC Parkway, Route 28 and Route 234).
3. Examine the feasibility of road and transit projects serving the following locations:
 - A. Innovation
 - B. County Government Center
 - C. Potomac Communities Corridor
 - D. Western / I-66 Corridor

Strategy 6: Improve and construct transportation facilities that address congestion and safety.

Objectives:

1. Construct roads in the road bond program and develop a road bond recommendation to present to the Board periodically.
2. Utilize PPTA (Public-Private Transportation Act) opportunities as they arise.
3. Identify highway and transit corridors warranting improvement and expansion and preserve right of way for improvements in the future, including MetroRail extension.
4. Analyze the State's plans for access management and advocate outcomes in the County's best interest.
5. Advocate increased transportation funding by the state and federal government, with emphasis on efforts to alleviate congestion including support of legislative initiatives that modify transportation funding formulas within the Commonwealth, providing additional funding for Northern Virginia transportation initiatives, as well as modifying federal transportation funding formulas to change the Commonwealth's status as a "donor" state and increase the return on our tax dollars over 90.5 cents on the dollar.
6. Continue to seek State and Federal funds specifically related to safety (e.g. Hazard Elimination and Safety Funds).
7. Encourage VDOT to examine grade separated interchanges at major intersections.
8. Encourage the construction of bypasses and bridges to improve regional travel.
9. Explore the feasibility of bus rapid transit.

Strategy 7: Promote the development of an adequate non-motorized system of bike trails, sidewalks, trails, crosswalks and pedestrian overpasses.

Objectives:

1. Advocate for pedestrian facilities on all VDOT roadways and require pedestrian facilities on all County-built roadways.
2. Encourage pedestrian-friendly facilities within residential subdivisions.
3. Explore opportunities for connecting existing and future multi-use trails.
4. Continue partnership to advance the Northern Virginia Regional Commission (NVRC) Potomac Heritage Trail Plan.
5. Improve pedestrian safety in the County.

6. Encourage VDOT to re-examine its standards for pedestrian crossings.
7. Continue to work with Metropolitan Washington Council of Governments (MWCOG) on their bicycle/pedestrian efforts (e.g. ADC Bike Map, Regional Bicycle Facility Database, Bike to Work Day).

Strategy 8: Reduce vehicle trips by directly linking land use with transportation planning.

Objectives:

1. Encourage rezoning at the lower end of the planned density range when appropriate.
2. Encourage higher density developments around multimodal transportation nodes, with appropriate improvements.
3. Encourage the Federal government to locate work centers outside traffic congestion areas.
4. Plan and approve lower density developments in areas not targeted for transportation improvements.
5. Consider transportation impacts regarding the location of public facilities.

Strategy 9: Improve transportation opportunities for those in need because of income, disability or lack of support.

Objectives:

1. Support transportation programs operated by area non-profits and volunteers (e.g. PW Interfaith Caregivers).
2. Provide financial support towards implementation of bus service improvements appearing in PRTC's strategic plan.
3. Advocate Congressional delegation to support greater federal coordination in transportation services among federal human services programs.