TO: Budget Contacts and Staff Liaisons to Boards, Committees, and Commissions

FROM: SusanSablinski, Strategic Plan Coordinator
for: Melissa S. Peacor
Assistant County Executive

RE: 2004 – 2008 Strategic Plan Development – Citizen Input to Task Forces

I. **Background** is as follows:

A. **2004-2008 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 2006 - FY 2009 budgets.

B. **Strategic Planning Process** – The following process and timetable is being used to develop the 2004-2008 Strategic Plan:

- **Strategic Issue Identification** Aug.-Oct. 2003
- **BOCS Selects Strategic Issues** October 14, 2003
- **Strategic Issue Analyses** Nov. 2003-Jan. 2004
- **BOCS Writes Strategic Goals** February 2004
- **Goal Task Forces Develop Outcomes & Strategies** June-July 2004
- **Staff Develops Objectives** August 2004
- **BOCS Develops Draft Strategic Plan** Early September 2004
- **BOCS Adopts 2004-2008 Strategic Plan** Late September 2004

C. **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 planning process, citizens can contribute in a number of ways. These various mechanisms provide

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some choice to citizens on the amount of time they want to give to the process. The citizen input methods include:

- Strategic Issue Focus Groups
- Strategic Goal Task Forces
- Public Meetings and Public Hearings

D. Strategic Plan Vision Statement – The Strategic Plan Vision Statement was adopted by the Board of County Supervisors on February 25th and guides the development of the County’s Strategic Plan and the development of goal statements. It reads as follows:

*Prince William County is a premiere 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 businesses grow and succeed together. We are a global business and technology leader for the 21st century.*

E. Strategic Goal Adoption – According to the strategic plan definitions, a strategic goal is a statement of where the County wants to be four years in the future. The Board’s adopted Strategic Goals work towards achieving the vision and mission of the community and are the service delivery areas in which Prince William County will place its policy and budget emphasis over the next four years.

At its February 25th meeting, the Board of County Supervisors developed their 2004-2008 Strategic Goals. The Board also developed a list of potential strategies for each goal area to pass on to the Task Forces charged with recommending outcomes, strategies, and objectives. The adopted Strategic Goals with potential strategies include:

- **Community Development** - 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.
  
  - Planning and managing residential growth
  - Community maintenance
  - Historic preservation
  - Parks and recreation
  - Culture and arts
  - Environmental protection
  - Litter control
  - Redevelopment/neighborhoods
  - Affordable housing
• **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.

  • Tourism
  • Attractive place for high end retail
  • Conference facility
  • Existing business expansion
  • New business investment
  • Targeted industry
  • Revitalization of older commercial areas
  • rural economic development- agricultural industries, economic impact of sustaining the area
  • Permitting process

• **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.

• **Human Services** – 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 public-private partnerships.

  • Prevent homelessness
  • New and expanding communities - immigrants
  • Encouraging/expanding faith-based initiatives ex: ACTS, SERVE
  • Mental health
  • Substance abuse services
  • Child and adult abuse
  • Domestic violence
  • Primary health care
  • Elderly issues
  • Disabled
• **Public Safety** – The County will continue to be a safe community, reduce criminal activity and prevent personal injury and loss of life and property.
  
  • Police/gangs  
  • Fire/response time  
  • ALS  
  • Judicial administration  
  • Jails  
  • Cost effective and cutting edge technology  
  • Homeland security  
  • Regional cooperation  
  • Community policing  
  • Youth delinquency prevention  
  • DARE  

• **Transportation** – 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.  
  
  • Roads  
  • Link land use and transportation  
  • Transit  
  • Pedestrian/biking  
  • Cross-County transit connection  
  • Telecommuting  

F. **Strategic Goal Task Forces** – Task Forces were formed for each Strategic Goal area, with the exception of two; the Economic Development Council will serve as the Economic Development Strategic Goal Task Force and County staff will work with PW Schools staff to develop the Education Strategic Goal. These Task Forces are made up of eight citizens appointed by the Board (one in each magisterial district and one at-large appointment) and four staff appointed by the County Executive.  

The Strategic Goal Task Forces are in the process of developing recommended community outcome measures, strategies and objectives to achieve the goals. The process recommended to the Board last June included:

1. **Community Outcome Measures** - Key outcomes with targets that demonstrate how the community will benefit or change based on achieving the Strategic Goal. Examples: Add new jobs from the attraction of new and expansion of existing businesses (non-retail). The Task Forces will be responsible for developing and recommending these outcome measures.
2. **Strategy** – 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?* Example: Attract new businesses that reflect Prince William County as a community that embraces state-of-the-art technology. The task Force will be responsible for developing and recommending these strategies.

3. **Objectives** – Objectives are specific projects or processes that will be necessary to achieve the strategy. Objectives answer the question – *How will we achieve the strategies.* Example: Create an economic development marketing plan, develop economic development incentives, hire staff, and purchase equipment. Once the Task Forces have developed the Outcomes and Strategies, a subcommittee of staff will develop the more-detailed, task-oriented objectives. The staff subcommittee will present its objectives to the Task Force for final approval and inclusion in the recommendation to the Board of Supervisors.

II. **Current Situation** is as follows:

A. **Citizen Input** – The County is seeking citizen input to provide the Strategic Goal Task Forces with suggested community outcomes, strategies and objectives.

B. **Community Meeting** – A Community Meeting has been scheduled to receive citizen suggestions. All suggestions will be passed along verbatim to the Strategic Goal Task Forces. The Community Meeting is scheduled for:

   Date: Monday, July 26, 2004  
   Time: 7:00 p.m.  
   Place: McCoart Administration Building; Occoquan Conference Room

For those that can not attend the meeting, written suggestions can be submitted to:

   Susan Sablinski  
   Office of Executive Management  
   One County Complex Court  
   Suite 200 (Internal Zip – MC 435)  
   Prince William, Virginia 22192

For further information on this community meeting or the Prince William County Strategic Planning Process, please call Susan Sablinski or Sandy Blanks at 703-792-6739.