

2025-2028 STRATEGIC PLAN: GOAL KEY PERFORMANCE INDICATORS AND OUTCOME MEASURES

GOAL #1: EDUCATION

Goal Statement: Advance high-quality learning opportunities that enrich residents and build and strengthen an educated and skilled workforce.

MEASURE	BASELINE	TARGET (Annual)	SP SUCCESS AREA	DATA SOURCE
Number of participants in County-sponsored lifelong learning classes/activities	231,387 (FY24)	238,650 (FY26)	Lifelong learning opportunities for all ages (objective 1)	PWC Libraries; Parks & Recreation; Area Agency on Aging; Cooperative Extension

Description: Lifelong learning is the ongoing, voluntary, and self-motivated pursuit of learning for either personal or professional reasons. It encompasses learning across all ages, in various settings, and through diverse methods. This measure tracks the number of participants in lifelong learning classes and activities offered through Prince William Area Agency on Aging, Libraries, Department of Parks & Recreation, and Virginia Cooperative Extension.

Impact Statement: The benefits of lifelong learning include personal growth and enrichment, gaining life skills, improved cognitive function and mental well-being, and greater social interaction and inclusion. Tracking attendance allows PWC to assess community interest, identify gaps in outreach, and continuously improve event planning to maximize impact for the participants.

MEASURE	BASELINE	TARGET (Annual)	SP SUCCESS AREA	DATA SOURCE
Number of PWC residents enrolled in training courses at the Northern Virginia Workforce Center	700 (FY24)	740 (FY26)	Educated & skilled workforce (objective 2 and objective 3)	NVCC Workforce Division

Description: NOVA Workforce Center offers education and professional development courses and programs to help individuals train for jobs or advance their careers. The Center offers programs in business and management, IT and computer skills, and various healthcare fields. This measure tracks the number of PWC residents participating in those courses and programs per fiscal year.

Impact Statement: Continuing education and professional development courses and programs help individuals gain in-demand skills and contributes to an educated and skilled workforce.

MEASURE	BASELINE	TARGET (Annual)	SP SUCCESS AREA	DATA SOURCE
Number of meetings held annually between PWC Gov't Leadership and PWC Schools Leadership	2 (CY24)	4 (CY26)	Collaborative relationship between PWC Government and Schools (objective 4)	County Executive's Office

Description: This metric tracks the number of meetings held annually between the Prince William Board of County Supervisors and the PWC School Board as well as meetings between the County's Executive Leadership and the Schools' Leadership.

Impact Statement: A strong collaborative relationship between County government and the Schools in PWC is crucial for ensuring efficient resource utilization, effective service delivery, and improved educational outcomes. The collaboration allows for shared goals, cost efficiencies, and joint planning to address current and future needs.

MEASURE	BASELINE	TARGET (Annual)	SP SUCCESS AREA	DATA SOURCE
Number of individuals attending job/career fairs in PWC	1,383 (FY24)	1,500 (FY26)	Elevate public awareness of career opportunities (objective 3 and objective 5)	Economic Development & Tourism and Dept of Human Resources

Description: PWC's Department of Economic Development and Tourism hosts job and career fairs with partners such as the Northern Virginia Economic Development Authority (EDA), Marine Corp Base – Quantico (MCBQ), and Virginia Career Works. Additionally, PWC's Office of Human Resources periodically hosts countywide career expos. This measure tracks the annual number of attendees at these events.

Impact Statement: Job/career fairs serve as critical touchpoints between job seekers and employers by helping residents explore career pathways and connect with local employment opportunities. For employers, these events create a pipeline to a diverse and qualified talent pool. Tracking attendance allows PWC to assess community interest, identify gaps in outreach, and continuously improve event planning to maximize impact for both constituents and employees.

MEASURE	BASELINE	TARGET (Annual)	SP SUCCESS AREA	DATA SOURCE
Number of individuals who obtain employment with PWC Government through the job/career fairs	45 (FY24)	50 (FY26)	Elevate access to career opportunities (objective 3 and objective 5)	Economic Development & Tourism and Human Resources

Description: PWC's Department of Economic Development and Tourism hosts job and career fairs with partners such as the Northern Virginia Economic Development Authority (EDA), Marine Corp Base – Quantico (MCBQ), and Virginia Career Works. Also, Prince William County Government hosts biannual career expos at the Hylton Performing Arts Center. This measure tracks the number of individuals who obtain employment with PWC Government through these events.

Impact Statement: Tracking the number of individuals hired by the County through County-sponsored job fairs provides a clear measure of the effectiveness of the County's recruitment strategies and community engagement efforts. It also helps evaluate the success of targeted outreach and informs data-driven improvements to the County's recruitment efforts. Employment obtained through job and career fairs increases the employment rate for PWC. A high employment rate signifies a healthy and growing economy.

GOAL #2: ENVIRONMENT

Goal Statement: Preserve the County's natural beauty and resources so that open spaces are created and maintained, and residents can enjoy nature.

MEASURE	BASELINE	TARGET (Annual)	SP SUCCESS AREA	DATA SOURCE
Pollutant reductions achieved through water quality improvement projects (Nitrogen, Phosphorous, Sediment)	Nitrogen: 785 lbs/yr Phosphorous: 172 lbs/yr Sediment: 87 tons/yr (FY25)	Nitrogen: reduce by 2,000 lbs/yr Phosphorous: reduce by 300 lbs/yr Sediment: reduce by 500 tons/yr (FY26)	Maintain natural resources (objective 1)	Dept of Public Works (MS4 Annual Report)

Description: Under the Federal Clean Water Act, Municipal Separate Storm Sewer System (MS4) Permit, administered by the Environmental Protection Agency and managed by the Virginian Department of Environmental Quality, regulates the quality of stormwater discharges and sets numeric reduction requirements to nitrogen, phosphorous, and sediments to keep the health of streams, rivers, and the Chesapeake Bay. This measure tracks the amount of pollutant reductions per year.

Impact Statement: Compliance with the County's MS4 Permit and programs commits the County and its resources to protect water quality and incentivizes the County to manage its multi-disciplinary programs to better serve its residents. Ongoing compliance helps the County in protecting its streams and restoring degraded streams with sustainable stream stabilization measures.

MEASURE	BASELINE	TARGET (Annual)	SP SUCCESS AREA	DATA SOURCE
Number of miles of recreational trails in PWC	62 (FY24)	71 (FY26)	Expand parks and trails (objective 2)	Dept of Parks & Recreation

Description: This metric shows the number of miles of recreational trails in PWC.

Impact Statement: In addition to providing a safe place for people to enjoy recreational activities, trails and greenways often function as viable transportation corridors. Trails can be a crucial element in a regional multi-modal transportation system.

MEASURE	BASELINE	TARGET (Annual)	SP SUCCESS AREA	DATA SOURCE
Number of acres retained and acquired for County-owned parks	5,087 (FY24)	5,437 (FY26)	Expand parks and trails (objective 2)	Dept of Parks & Recreation

Description: This measure tracks the number of acres retained and acquired for County owned parks.

Impact Statement: The County’s goal to retain and acquire approximately 10,000 acres for County-owned parks and historic preservation sites, including natural/cultural areas used for the protection of resources, environmental corridors, and the county’s trails and blueways is an objective set forth in Parks Policy 1 of the 2040 Comprehensive Plan. The acreage goal represents a significant, long-term investment in quality of life, environmental stewardship, and equitable access to open space.

MEASURE	BASELINE	TARGET (Annual)	SP SUCCESS AREA	DATA SOURCE
Reduce PWC government operations scope 1 and scope 2 greenhouse gas (GHG) emissions by 10% from CY2024	TBD*	TBD**	Reduce greenhouse gas emissions (objective 3 and objective 4)	Office of Sustainability

Description: This metric is the key quantitative result of the PWC government operations greenhouse gas (GHG) emissions inventory, which is a priority implementation step recommended by the Community Energy & Sustainability Master Plan (CESMP). It is calculated following standardized GHG accounting methods.

*The County is currently in the process of developing 2024 PWC government operations GHG emissions inventory as the baseline (expected to be available by April 2026).

**Annual reductions are not expected in the first year or two. Reductions will require large energy efficiency projects, renewable projects, and purchases of electric vehicles. The County will likely see reductions in years 3 and 4 of the Strategic Plan period.

Impact Statement: The metric tracks the County’s progress towards the BOCS adopted Climate Mitigation and Resiliency Goals in achieving 100% carbon neutrality in County government operations by 2050, while leveraging the transition to using 100% renewable electricity in County government operations by 2030 and the reduction of countywide GHG emissions. It also provides insights to help identify the emissions sources and areas for improvement.

MEASURE	BASELINE	TARGET (Biennial)	SP SUCCESS AREA	DATA SOURCE
% of residents who respond satisfied with “the County’s environmental and sustainability efforts”	62% (CY24)	65% (CY26)	Resident satisfaction (outcome measure)	PWC’s Biennial Community Survey; baseline is from 2024 survey

Description: This outcome measure shows the percentage of respondents who rated “very satisfied” or “somewhat satisfied” with the County’s environmental and sustainability efforts. The baseline data comes from PWC’s 2024 Biennial Community Survey. The survey captures responses from voluntary participants and the results were weighted to reflect the demographic profile of all residents in PWC.

Impact Statement: Measuring resident satisfaction provides valuable insights into how well the County is meeting the community’s needs and expectations, leading to improvements in quality of life, resident retention rates, and overall reputation.

GOAL #3: GOVERNMENT

Goal Statement: Innovate and sustain a collaborative organizational culture that is high-performing, data-driven, customer-centric, and values employees.

MEASURE	BASELINE	TARGET (Annual)	SP SUCCESS AREA	DATA SOURCE
PWC Government Employee Engagement Score	73 (FY24)	74 (FY26)	PWC Gov't values employees (objective 1)	Organizational Engagement Survey administered by Communications; baseline is from 2024

Description: An employee engagement score is a numerical metric, typically ranging from 0 to 100, that gauges the level of an employee's commitment, motivation, and dedication to their work and the organization. PWC Government administers an organizational engagement survey annually to its employees.

Impact Statement: High scores (70 and above) suggest strong employee engagement, and a committed, enthusiastic workforce.

MEASURE	BASELINE	TARGET (Annual)	SP SUCCESS AREA	DATA SOURCE
Retention rate of full-time County employees with more than 5 years of continuous service	TBD*	80% (FY26)	PWC Gov't as an employer of choice (objective 1)	Dept of Human Resources

Description: An employee retention rate is the percentage of employees who stayed on staff from the beginning of a specific period to the end of that same period. This does not include new employees who were hired during that time.

*The baseline data for this new metric will be established by Human Resources in FY26.

Impact Statement: A high employee retention rate signifies a positive work environment and culture. It indicates employee satisfaction, engagement, and commitment to the organization.

MEASURE	BASELINE	TARGET (Annual)	SP SUCCESS AREA	DATA SOURCE
Countywide variance in actual and projected expenditures	3% (FY24)	3% (FY26)	Maintain fiscal responsibility and accountability (objective 3)	Office of Management & Budget

Description: This measure shows the percentage difference (variance) between the County's projected general fund (Fund 1001) expenditure and actual expenditure at year-end. The measure serves as a critical indicator of the accuracy of financial forecasting and the effectiveness of fiscal management across County departments. A low variance reflects prudent budgeting, disciplined spending, and robust monitoring practices. This KPI is typically calculated annually and is evaluated against a target variance threshold.

Impact Statement: Accurate forecasting and responsible spending ensure that County resources are used as intended to support essential services such as public safety, education, human services, and infrastructure maintenance. This measure reinforces public trust in the County's financial stewardship and demonstrates a commitment to maximizing the value of taxpayer dollars.

MEASURE	BASELINE	TARGET (Annual)	SP SUCCESS AREA	DATA SOURCE
First year accuracy of the 5-year General Revenue Estimate	105% (FY24)	95-105% (FY26)	Maintain fiscal responsibility and accountability (objective 3)	Finance Dept

Description: This metric is a comparison of the audited actual general revenue amount to the first year of the five-year general revenue estimate for the corresponding fiscal year.

Impact Statement: Accurate forecasting of general revenue ensures the County can reliably fund critical public services without overestimating or underestimating available resources. The accuracy of the Estimate of General County Revenue is vital to fiscal planning for the Board of County Supervisors and County officials to properly prepare future budgets and manage County affairs. The annual Adopted Budget is primarily funded by General County Revenues projected by the Finance Department's Division of Treasury Management in collaboration with numerous County agencies and industry experts.

MEASURE	BASELINE	TARGET (Annual)	SP SUCCESS AREA	DATA SOURCE
Number of Strategic Plan Goal key performance indicators (KPIs) that are meeting or exceeding targets	0 (FY25)	37 (FY26)	High-performing organization (objective 3)	Strategic Plan Coordinator

Description: This new metric tracks the number of key performance indicators in the 2025-2028 Strategic Plan that are meeting or exceeding the established yearly or biennial targets. The total number of KPIs (not including this metric) is 35. The 2025-2028 Strategic Plan was adopted by the Prince William Board of County Supervisors on February 25, 2025. The Plan is adopted by calendar year. However, strategic plan execution and performance measure tracking will be by fiscal year and will begin on July 1, 2025.

Impact Statement: KPIs that are meeting or exceeding established targets indicate strong performance in specific areas of the County's Strategic Plan and demonstrate the effective use of resources to achieve goals.

GOAL #4: MOBILITY

Goal Statement: Foster an inter-connected and accessible transportation network that advances the County's mobility infrastructure, broadens transportation choices, and enhances safety.

MEASURE	BASELINE	TARGET (Annual)	SP SUCCESS AREA	DATA SOURCE
Average daily ridership on OmniRide	10,697 (March 2025)	10,900 (FY26)	Broaden transportation choices (objective 2)	PRTC/OmniRide Based on PRTC Monthly Ridership Dashboard

Description: OmniRide/OmniLink provides local bus service within PWC neighborhoods and to/from other transit options. This measure tracks the average daily number of people who use OmniRide bus service in PWC.

Impact Statement: Bus services help those without cars by providing a low-cost and accessible alternative for transportation, connecting riders to work, education, healthcare, and other essential services. Using public transportation can also reduce stress associated with driving.

MEASURE	BASELINE	TARGET (Annual)	SP SUCCESS AREA	DATA SOURCE
Average daily number of cars that use commuter garages and park & ride lots	8,437 (March 2025)	8,700 (FY26)	Increase use of vehicle alternatives to get to work (objective 2)	OmniRide Based on an OmniRide weekday field survey in March 2025 of all commuter lots in PWC served by OmniRide.

Description: This measure uses a point-in-time count to track the average daily number of cars that use commuter garages and park & ride lots in PWC. OmniRide only conducts weekday field survey counts once per month.

Impact Statement: Use of public transportation helps to alleviate traffic congestion on roadways and improves air quality by reducing air pollution compared to cars.

MEASURE	BASELINE	TARGET (Annual)	SP SUCCESS AREA	DATA SOURCE
Number of transportation safety improvements completed	11 (FY24)	20 (FY26)	Enhances safety (objective 5)	PWC Dept of Transportation

Description: Traffic safety improvements include but are not limited to design, approval and/or construction of sidewalks, traffic calming measures, pedestrian/bicycle improvements, implementing parking restrictions, school and work zone improvements, traffic signal improvements and modifications, intersection improvements, signing and striping modifications, road diets, neighborhood studies, intersection and roadway audits and studies, and other safety related studies, initiatives, or projects. These improvements are implemented by the Traffic Safety Engineering Section

Impact Statement: Expanding and growing the number of Traffic Safety Improvements indicates that the County continues to prioritize improving safety and mobility across the transportation network within the County.

MEASURE	BASELINE	TARGET (Annual)	SP SUCCESS AREA	DATA SOURCE
Vehicle compliance percentile at photo enforced school zones	58.8% (FY25)	60% (FY26)	Enhances safety (objective 5)	PWC Dept of Transportation

Description: Weighted average percentage of vehicles traveling at or below the posted speed limit in active photo enforced school zones. Information is obtained by sampling school zones during a typical school day at photo enforced school zones.

Impact Statement: Photo-enforced zones deter speeding and reduce crashes and injuries. Tracking the benefits of the County's Photo Enforcement Program and expanding the program indicates that the County continues to prioritize improving safety and mobility across the transportation network within the County.

MEASURE	BASELINE	TARGET (Biennial)	SP SUCCESS AREA	DATA SOURCE
Percent of residents rating satisfied to “the transportation network supports the needs of commuters”	61% (CY24)	64% (CY26)	Accessible transportation network; Resident satisfaction (outcome measure)	PWC’s Biennial Community Survey; baseline is from 2024 survey

Description: This outcome measure shows the percentage of respondents who rated “very satisfied” or “somewhat satisfied” to the statement “the transportation network supports the needs of commuters.” The baseline data comes from PWC’s 2024 Biennial Community Survey. The survey captures responses from voluntary participants and the results were weighted to reflect the demographic profile of all residents in PWC.

Impact Statement: Measuring resident satisfaction provides valuable insights into how well the County is meeting the community’s needs and expectations, leading to improvements in quality of life, resident retention rates, and overall reputation.

MEASURE	BASELINE	TARGET (Biennial)	SP SUCCESS AREA	DATA SOURCE
Percent of residents rating satisfied to “the transportation network supports County growth and safety”	57% (CY24)	60% (CY26)	Resident satisfaction (outcome measure)	PWC’s Biennial Community Survey; baseline is from 2024 survey

Description: This outcome measure shows the percentage of respondents who rated “very satisfied” or “somewhat satisfied” to the statement “the transportation network supports County growth and safety.” The baseline data comes from PWC’s 2024 Biennial Community Survey. The survey captures responses from voluntary participants and the results were weighted to reflect the demographic profile of all residents in PWC.

Impact Statement: Measuring resident satisfaction provides valuable insights into how well the County is meeting the community's needs and expectations, leading to improvements in quality of life, resident retention rates, and overall reputation.

GOAL #5: QUALITY OF LIFE

Goal Statement: Enhance quality of life and increase retention by creating a healthy and resilient community where residents can afford to live, work, play, and retire.

MEASURE	BASELINE	TARGET (Annual)	SP SUCCESS AREA	DATA SOURCE
Number of families assisted to become first-time homebuyers (including federal & state funds)	32 families (3-year average)	35 families (FY26)	Affordable housing (objective 1)	Office of Housing & Community Development

Description: The Office of Housing & Community Development (OHCD) administers federally funded programs to address affordable housing options promoting economic opportunities within the Prince William area. The First-Time Homebuyer Program aids low to moderate income first-time homebuyers based on eligibility requirements. Within the data for households served, the data in this metric represents tracking both the federal funding for the First-Time Homebuyer Program and the state funding for the Sponsoring Partnerships and Revitalizing Communities (SPARC).

Impact Statement: First-time home buyer programs are designed to make homeownership more accessible and affordable for individuals and families who are purchasing their first home.

MEASURE	BASELINE	TARGET (Annual)	SP SUCCESS AREA	DATA SOURCE
Number of individuals who exit emergency shelters or street outreach programs that move into permanent housing	74 (3-year average)	80 (FY26)	Prevent and reduce homelessness (objective 1)	Social Services – Homeless Management Information System

Description: This measure tracks data for individuals who transition into permanent housing upon discharge from emergency shelter and street outreach programs operated by the County. Permanent housing is defined as a stable living arrangement that includes subsidized options such as Rapid Re-housing, individuals moving into their own rental units, or reuniting with family or friends in a permanent setting.

Impact Statement: Moving into permanent housing after experiencing homelessness offers numerous benefits, including housing stability, improved health, and enhanced quality of life. Permanent housing can also lead to cost savings for public systems.

MEASURE	BASELINE	TARGET (Annual)	SP SUCCESS AREA	DATA SOURCE
At-place Employment	143,300 (March 2025)	146,800 (March 2026)	Workplace options in PWC (objective 2)	Economic Development & Tourism

Description: At-place employment is defined as the number of people employed in a specific area regardless of where they live. This metric tracks the number of individuals employed within PWC.

Impact Statement: Increasing at-place employment in PWC directly supports the County’s goal of enhancing residents’ quality of life. Growing the number of jobs available within the County reduces the need for long commutes, allowing residents to spend more time with family, engage in their community, and contribute to local economic activity. Additionally, attracting non-resident workers into PWC increases daytime population and drives greater spending at local businesses, thereby strengthening the County’s commercial tax base and supporting broader economic vitality.

MEASURE	BASELINE	TARGET (Biennial)	SP SUCCESS AREA	DATA SOURCE
Percent of residents that rated “overall quality of life as good or excellent”	78% (CY24)	81% (CY26)	Resident satisfaction (outcome measure)	PWC’s Biennial Community Survey; baseline is from 2024 survey

Description: This outcome measure shows the percentage of respondents who rated overall quality of life in PWC as “good” or “excellent.” The baseline data comes from PWC’s 2024 Biennial Community Survey. The survey captures responses from voluntary participants and the results were weighted to reflect the demographic profile of all residents in PWC.

Impact Statement: Measuring resident satisfaction provides valuable insights into how well the County is meeting the community’s needs and expectations, leading to improvements in quality of life, resident retention rates, and overall reputation.

GOAL #6: SAFE AND SECURE COMMUNITY

Goal Statement: Cultivate a safe and secure community that advances stakeholder engagement, collaboration, and evidence-based results.

MEASURE	BASELINE	TARGET (Annual)	SP SUCCESS AREA	DATA SOURCE
PWC Community Services Outreach Referrals	640 (FY24)	N/A	Improve constituent access to services (objective 1)	Community Services

Description: Community Services Outreach is a program funded through the state that takes referrals from first responders and other agencies to follow up with someone who is not in mental health crisis but may need some assistance connecting with resources. This measure shows the number of individuals who received assistance with connecting to additional resources. There is no target, but the referral capacity is 625 with the program's current staff of three.

Impact Statement: This measure shows the County's efforts to prevent those who need behavioral health assistance from "falling through the cracks" and being overlooked. Tracking the number of referrals will inform the County about future resource needs.

MEASURE	BASELINE	TARGET (Annual)	SP SUCCESS AREA	DATA SOURCE
PWC Police Emergency Response time (minutes)	5.5 minutes (FY24)	5.5 minutes (FY26)	Immediate response to calls for service requiring police presence	Police Dept

Description: Police emergency response time is the measurement of time beginning from the point of dispatch by the Public Safety Communications Center to the first officer marking on scene. It is captured in the Computer Aided Dispatch (CAD) system for all police calls for service. This metric refers to the average response time for all Signal 1/emergency calls for service countywide.

Impact Statement: Rapid response times are crucial for various reasons, including potentially preventing injuries or deaths, apprehending suspects, and providing timely assistance to victims.

MEASURE	BASELINE	TARGET (Annual)	SP SUCCESS AREA	DATA SOURCE
PWC Fire & Rescue Emergency incident response 90th percentile (min:sec)	8:22 (FY24)	8:15 (FY26)	Immediate response to emergency calls for service	Fire & Rescue

Description: This measure tracks the time it takes from dispatch to the arrival of the first Fire & Rescue unit on the scene of an emergency. It includes responses to all emergency incident types where Fire & Rescue apparatus respond emergently (lights and sirens) but does not include service calls, transfers, or special assignments where such a response is not appropriate. The 90th percentile response time means that 90% of emergency calls have a response time that is equal to or less than the 90th percentile value (8 minutes, 22 seconds for FY24) while 10% of calls take longer than that time.

Impact Statement: Faster response times can lead to better patient outcomes in medical emergencies and can reduce property damage in fire incidents.

MEASURE	BASELINE	TARGET (Annual)	SP SUCCESS AREA	DATA SOURCE
Adult Local Probation Reconviction Rate	17% (FY24)	18% (FY26)	Accountability and community safety (objective 3)	Criminal Justice Services

Description: The adult local probation reconviction rate measures the percentage of individuals—both misdemeanor and felony—who are reconvicted of a new criminal offense after completing their court-ordered supervision. This data is reported through the Criminal Justice Services' annual three-year recidivism study, which uses a randomized sample of probation cases closed three years prior. The measure reflects long-term outcomes for individuals' post-supervision and serves as an indicator of both client success and the effectiveness of the agency's supervision strategies in reducing reoffending.

Impact Statement: Tracking the adult probation reconviction rate is crucial for assessing the long-term effects of community supervision on individual behavior and public safety. A lower reconviction rate suggests that individuals remain law-abiding, continue rehabilitation, and successfully reintegrate into the community. For the public, this measure demonstrates accountability, responsible use of local justice resources, and the value of non-custodial interventions. For the agency, it provides key insight into the effectiveness of supervision practices, helps identify system-level gaps, and supports data-informed decision-making and continuous improvement.

MEASURE	BASELINE	TARGET (Biennial)	SP SUCCESS AREA	DATA SOURCE
Percent of residents that rated satisfied with “safety in your neighborhood”	76% (CY24)	79% (CY26)	Resident satisfaction (outcome measure)	PWC’s Biennial Community Survey; baseline is from 2024 survey

Description: This outcome measure shows the percentage of respondents who rated “very satisfied” or “somewhat satisfied” with “safety in your neighborhood.” The baseline data comes from PWC’s 2024 Biennial Community Survey. The survey captures responses from voluntary participants and the results were weighted to reflect the demographic profile of all residents in PWC.

Impact Statement: Measuring resident satisfaction provides valuable insights into how well the County is meeting the community’s needs and expectations, leading to improvements in quality of life, resident retention rates, and overall reputation.

GOAL #7: SERVICE DELIVERY

Goal Statement: Provide transparent, exceptional, and accessible County services to residents, businesses, and partners.

MEASURE	BASELINE	TARGET (Annual)	SP SUCCESS AREA	DATA SOURCE
Service Requests closed within allotted Service Level Agreement by Agency	0 (FY25)	75% (FY26)	Timely, efficient, accessible services (objective 1)	Dept of Information Technology

Description: PWC311 is a new centralized platform that enables residents, businesses, and visitors to request services, report issues, and access government support through a user's preferred mode of communication (phone, mobile app, web portal, and an AI-powered chatbot). This metric tracks the number of Service Requests closed within the designated Service Level Agreement (SLA) timeframe for each agency, as defined in the 311 system. Each agency's SLA was designed in collaboration with agency leads, reflecting the expected delivery standard for specific request types. The SLA timeframes will be communicated to residents as part of the acknowledgment email they receive upon submission of a Service Request, ensuring transparency about expected resolution timelines. This new metric will allow the County to monitor performance across agencies, identify process bottlenecks, and ensure that services are delivered consistently, reliably, and in line with constituent expectations.

Impact Statement: Measuring and reporting on the timeliness of Service Request closures builds trust and accountability between the County and its constituents. By providing visibility into the SLAs and tracking adherence to these timelines, the County demonstrates its commitment to responsive, resident-centered service delivery. This transparency empowers constituents with clear expectations, reduces frustration, and promotes a culture of continuous improvement within County agencies. Ultimately, this approach enhances the County's ability to deliver services that are not only accessible but also timely, equitable, and aligned with the needs of constituents.

MEASURE	BASELINE	TARGET (Annual)	SP SUCCESS AREA	DATA SOURCE
Capital Project phases completed on schedule	21% (FY24)	50% (FY26)	Timely completion of projects (objective 1)	OMB – Capital Projects division

Description: The measure shows the percentage of scheduled capital project phases completed within their originally planned timelines. Phases include planning/design, procurement, construction, and occupancy. It reflects the organization's ability to effectively manage resources, coordinate stakeholders, and deliver capital improvements (roads, facilities, and parks) efficiently and as intended. This indicator supports project accountability, financial stewardship, and long-term infrastructure planning. Performance will be tracked by comparing planned versus actual milestone completion dates across active capital projects within a fiscal year.

Impact Statement: Timely completion of capital project phases ensures that vital infrastructure (roads, facilities, and recreational spaces) is delivered when the community needs it most. Delays can increase costs, disrupt services, and reduce public confidence in government. Meeting scheduled timelines helps minimize disruptions to residents and businesses, supports economic development, and improves overall quality of life by ensuring timely access to improved facilities and infrastructure.

MEASURE	BASELINE	TARGET (Biennial)	SP SUCCESS AREA	DATA SOURCE
Percent of residents that rate “quality of services provided by the County” as good or excellent	71% (CY24)	74% (CY26)	High-performing organization; Resident satisfaction (outcome measure)	PWC’s Biennial Community Survey; baseline is from 2024 survey

Description: This outcome measure shows the percentage of respondents who rated the “quality of services provided by the County” as “good” or “excellent.” The baseline data comes from PWC’s 2024 Biennial Community Survey. The survey captures responses from voluntary participants and the results were weighted to reflect the demographic profile of all residents in PWC.

Impact Statement: Measuring resident satisfaction provides valuable insights into how well the County is meeting the community’s needs and expectations, leading to improvements in quality of life, resident retention rates, and overall reputation.

GOAL #8: SMART GROWTH

Goal Statement: Advance strategic and intentional community-oriented growth that strengthens and enhances the diversity and sustainability of the economy and the County.

MEASURE	BASELINE	TARGET (Annual)	SP SUCCESS AREA	DATA SOURCE
Adopted Capital Improvement projects implementing needs/goals identified in the 2040 Comprehensive Plan	90% (FY24)	90% (FY26)	Prioritize investment in activity centers and small area plans (objective 1 and objective 2)	Planning Office

Description: The County's investments in public facilities and infrastructure, through capital improvement projects, are important ways to implement the County's 2040 Comprehensive Plan.

Impact Statement: The County's 2040 Comprehensive Plan, based on smart growth principles, provides guidance and levels of service to meet the community's needs for public amenities and services. It prioritizes investment in activity centers and small area plans.

MEASURE	BASELINE	TARGET (Annual)	SP SUCCESS AREA	DATA SOURCE
Private & public investment in redevelopment corridors, small area plans, and activity centers	\$1.4 billion (FY24)	\$1.0 billion (FY26)	Redevelopment on underutilized sites which preserves natural areas (objective 2 and objective 3)	Planning Office

Description: The County's 2040 Comprehensive Plan is a roadmap to guide future growth and identifies certain areas of the County as appropriate places for greater levels of future growth, such as redevelopment corridors, activity centers, and areas with targeted small area plans. This metric tracks the amount of investment in those areas.

Impact Statement: Tracking public and private investments in redevelopment areas and activity centers helps the County measure its success in directing smart growth to those areas.

MEASURE	BASELINE	TARGET (Annual)	SP SUCCESS AREA	DATA SOURCE
Commercial tax base	14.9% (10-year median) 16.8% (10-year mean/average)	15% - annual business investment (FY26)	Diversify tax base (objective 4)	Finance – Real Estate Annual Report Table #7

Description: This metric tracks the growth of business investment of the commercial tax base throughout the County. Measured by data taken from the Real Estate Annual Report Table #7 (commercial assessed value available each October) added together with the cost of business tangible property investment reported within the tax system. Revenue One's business tangible property (BTP) Tax Roll Summary Report for each tax year is the source.

Impact Statement: New businesses contribute to economic growth, job creation, and generate revenue that translates into taxes that increase the commercial tax base. Policy XI Economic Development, Section 11.01 of the Board's Principles of Sound Financial Management (PSFM) mandates the expansion and diversification of its economic base by attracting industrial and commercial businesses, with special emphasis on targeted industries and industrial and commercial enterprises that will employ the local labor force. This is a key metric in maintaining the County's Triple-AAA rating and the bedrock of its financial health.

MEASURE	BASELINE	TARGET (Annual)	SP SUCCESS AREA	DATA SOURCE
PWC businesses designated as agribusiness or agritourism	TBD*	TBD*	Expand agribusiness and agritourism (objective 5)	Finance Dept; and Economic Development & Tourism (EDT)

Description: Agribusiness involves the commercial aspects of agriculture, including production, processing, and distribution of farm products. Agritourism is a form of tourism centered around farms and agricultural experiences such as farm tours, festivals, and educational workshops. This new metric will track the number of businesses designated as agribusiness or agritourism in PWC.

*The BOCS directed Economic Development & Tourism to conduct a study to determine if it is feasible to measure the impact that agribusiness and/or agritourism will have on the County. Study results will be available in 2026, and baseline data and targets will be established at that time.

Impact Statement: Agribusiness contributes to food security, supports agricultural research and development, and enables efficient distribution of food products. Agritourism provides additional income for farmers, boosts rural economies, and fosters a deeper connection between consumers and food systems.

MEASURE	BASELINE	TARGET (Annual)	SP SUCCESS AREA	DATA SOURCE
Number of net new business license accounts annually in PWC	460.5 (10-year median) 411.1 (10-year mean/average)	450 (FY26)	Healthy local entrepreneurial ecosystem (objective 6)	Finance – Revenue One tax system

Description: This metric tracks the number of net (open-closed) new business license (BPOL) accounts opened annually in PWC based on the Tax Summary report, summary of account activity section from the Revenue One tax system.

Impact Statement: New businesses contribute to economic growth, job creation, and generate revenue that translates into taxes that increase the commercial tax base, when at or above the Board's \$500K gross receipts threshold.