



Chester County Commissioners' Priorities and Goals

September 26, 2013

Health, Human Services & Environment

Protect vulnerable people and valuable resources in the community while promoting healthy, environmentally sound, choices

<p>Improve Community Health</p>	<p>By 2016, 75% of the goals identified by the <i>RoadMAPP to Health</i> county-wide community health assessment will be supported by being incorporated into County departmental strategic plans.</p> <p>Citizen Benefit: The RoadMAPP community health survey was a comprehensive study which brought to light many health challenges facing the county. Supporting the goals that came from the study will lead to improved health for county communities.</p> <p>Metrics: RoadMAPP Final Report, Department Strategic Plans</p>
<p>Maintain Healthiest County Status</p>	<p>By 2019, Chester County will maintain the rank of #1 Healthiest County in Pennsylvania.</p> <p>Citizen Benefit: Having your home County ranked as the healthiest in PA is a point of pride for the community. This award brings attention to the importance the County and its citizenry places on striving for a healthy community and the efforts made towards reaching that number one rank.</p> <p>Metrics: Robert Wood Johnson annual rankings</p>
<p>Promote Physical Health</p>	<p>By 2018, the County will demonstrate its promotion of each person maintaining his or her physical health by:</p> <ul style="list-style-type: none"> • Reduce by 1% the proportion of adults reporting “No Leisure Time Physical Activity in Past Month” • Increase by 3% the regular physical activity among Chester County residents • Reduce by 1% the proportion of children and youth who are overweight or obese <p>Citizen Benefit: Citizens will ultimately benefit by experiencing overall better health, including the: reduced risk of coronary heart disease, high blood pressure, colon cancer and diabetes; maintenance of healthy bones, muscles and joints; reduced symptoms of anxiety and depression along with improvements in mood and feelings of well-being; control of weight, development of lean muscle and reduced body fat.</p> <p>Metrics: US CDC’s Behavioral Risk Factor Surveillance Survey, US Centers for Disease Control and Prevention (CDC) data (Source: U.S. CDC)</p>
<p>Health and Human Services Outreach</p>	<p>By 2016, there will be a 20% increase in County health and human service oriented community events promoting awareness of available County services.</p> <p>Citizen Benefit: The County offers a myriad of services that many do not know</p>

	<p>about, or even look for, until they need them. By coordinating the outreach efforts of the County's health and human services related departments and agencies more citizens will receive a wider variety of information on County services so that they may become informed before a crisis situation occurs.</p> <p>Metrics: Count of DHS and DPH community events</p>
<p style="text-align: center;">Support the System of Care</p>	<p>By 2016, there will be a 20% increase in the percentage of families graduating from the System of Care Youth and Family Teams.</p> <p>Citizen Benefit: The system of care brings together the individual, family, providers and interim caregivers. This coordinated effort to care for an individual leads to better, more targeted care, reduced costs and has been shown to bring about successful outcomes.</p> <p>Metrics: Count of those participating in DHS System of Care Teams</p>
<p style="text-align: center;">Manage Stormwater & Flooding</p>	<p>By 2019, 100% of county municipalities will have implemented the County-wide Stormwater Management Plan ordinance provisions.</p> <p>Citizen Benefit: Managing stormwater reduces the impacts of runoff and flooding, avoiding or lessening damage to infrastructure, harm to the environment and threat to public safety.</p> <p>Metrics: Percentage of municipalities implementing plan</p>
<p style="text-align: center;">Improve Water Quality</p>	<p>By 2019, at least 0.3% (2 miles) of county impaired streams will qualify for re-evaluation by the PA Department of Environmental Protection for de-listing of at least one pollution impairment.</p> <p>Citizen Benefit: Improving and protecting the quality of streams in the county provides clean water, preserves natural habitats and reduces flood issues. The improvement of local streams leads to an improvement in the health of the regional watershed ultimately impacting the Chesapeake and Delaware Bays.</p> <p>Metrics: CCWRA data</p>
<p style="text-align: center;">Preserve Soil Quality</p>	<p>By 2019, an additional 2.8% (9,000 acres) of Chester County's unique Prime Agricultural (class 1, 2, and/or 3) soils will be preserved.</p> <p>Citizen Benefit: Proper management and preservation of the County's Prime Agricultural soils will protect their agricultural productivity for current and future agricultural operators.</p> <p>Metrics: Open Space Preservation data, Results of Conservation District's RUSLE calculations</p>
<p style="text-align: center;">Air Quality Outreach</p>	<p>By 2016, Chester County's metric tons of carbon dioxide equivalent (CDE) values will remain constant or be reduced (includes kWh usage at County facilities, fuel usage in County vehicles and recycling efforts).</p> <p>Citizen Benefit: The County has taken great strides to reduce its energy usage.</p>

Since 2010, electricity usage has been decreased by over 30% due to many conservation efforts at our various facilities. The County will continue to monitor the carbon footprint of its facilities and maintain energy conservation methods. Outreach programs will be put in place to inform the public and businesses of air quality issues, energy conservation programs and improvement options.

Metrics: kWh usage data, fuel usage data, recycling amounts, EPA GHG Equivalencies Calculations

Public Safety

Ensure safe and secure communities

<p>Maintain Rapid 9-1-1 Response</p>	<p>By 2017, 90% or more of 9-1-1 calls received will be dispatched within 2 minutes</p> <p>Citizen Benefit: Rapid response and dispatching insures first responders go into action and arrive on the scene faster which improves the overall safety of the community.</p> <p>Metrics: DES data</p>
<p>Ensure a Safe Community</p>	<p>By 2019, the rate of crime in Chester County will remain constant or be reduced.</p> <p>Citizen Benefit: Though day-to-day policing is under the jurisdiction of local municipal law enforcement, the County provides support, training and forensic services to our local law enforcement partners influencing the overall rate of crime. Lower crime rates indicate a safer community, making the county more able to attract and retain businesses, draw new residents and maintain good property values.</p> <p>Metrics: PA Uniform Crime Statistics annual reporting of Part I and Part II offenses</p>
<p>Advance Technology Use</p>	<p>By 2017, the County will advance technology use such that:</p> <ul style="list-style-type: none"> • Access 9-1-1 via text messaging will be available to 100% of Chester County citizens • 100% of the emergency responders in Chester County will have access to a modern voice radio system that will provide industry standard 3.4 Delivered Audio Quality (DAQ) throughout at least 97% of the county. <p>Citizen Benefit: Using state of the art technology helps us to maintain the rapid response time citizens have come to expect, while offering citizens an additional way to interact with 9-1-1.</p> <p>Metrics: CADS project completion percentages; Dispatch console project completion percentages; VRP project completion percentages</p>
<p>Enhance Capability of Public Safety Professionals</p>	<p>By 2019, the County will attract, train, and/or retain quality personnel and volunteers, in sufficient numbers, to ensure the public safety of Chester County residents, as evidenced by:</p> <ul style="list-style-type: none"> • 100% of the law enforcement officers in Chester County will have access to a modern indoor firing range at the Public Safety Training Campus • 100% of Chester County's law enforcement Emergency Response Teams will have developed coordinated response tactics and training • 100% of County prosecutors will receive ethics and specialized training • 100% of County detectives will receive forensic training to better investigate technological crime and enable prosecution • Improve by 25% the retention of volunteer emergency responders • Increase by 25% the coordinated county-wide recruiting efforts for volunteer emergency responders

	<p>Citizen Benefit: Citizen safety is insured when the county has well trained law enforcement and emergency service providers in sufficient numbers.</p> <p>Metrics: Range construction project completion percentages (pending funding); Qualitative reporting on progress to develop coordinated tactics and training; Count of trained volunteers remaining in service in Chester County; Count of County sponsored recruiting efforts; Count of prosecutors and detectives who complete training</p>
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Economy

Support the growth and development of a strong and vibrant economy for all residents

<p>Business Financing</p>	<p>By 2016, \$1 million from a new revolving loan fund/loan guarantee program will be available to invest in 10-20 start up/early stage Chester County companies and Chester County will have a county wide network of venture capitalists/angel investors with \$1 million to invest in 10-20 start-up/early stage Chester County companies.</p> <p>Citizen Benefit: Fostering entrepreneurship and supporting the growth of new businesses in Chester County will help to build a robust local economy.</p> <p>Metrics: Count of companies using CCEDC angel funding; Count of companies using CCEDC loan guarantee program</p>
<p>Generate Employment</p>	<p>By 2015, customized workforce advisory services in Chester County, targeted at the full range of current and future job seekers, will see an increase of 25% in the number of companies engaged with county workforce programs designed to connect those looking for jobs with employment opportunities.</p> <p>Citizen Benefit: Connecting county job seekers with local companies will lead to higher rates of employment.</p> <p>Metrics: Percentage of companies involved with county workforce programs, County unemployment rate</p>
<p>Promote Tourism</p>	<p>By 2019, annual visitors to Chester County tourism venues and events will increase total hotel room occupancy by 5%.</p> <p>Citizen Benefit: Tourism is valuable to the Chester County economy in bringing people here to lodge, dine, shop and visit our scenic and historic locations.</p> <p>Metrics: Rate of increase in tax collected per CCCVB</p>
<p>Grow Agriculture</p>	<p>By 2019, agriculture will continue to provide Chester County the unique opportunity to enhance quality of life while contributing significantly to business growth by achieving a 10% increase in the market value of agricultural production in the county.</p> <p>Citizen Benefit: Agriculture is the largest industry in Chester County and is an important economic sector offering jobs and products to county communities.</p> <p>Metrics: Per CCEDC, PA Department of Agriculture and US Department of Agriculture data</p>

Transportation

Enhance access to and use of transportation systems to reduce traffic congestion

<p>Improve Transportation Infrastructure</p>	<p>By 2019, there will be improved transportation infrastructure achieved by the County advocating for an increase in transportation funding in Chester County of 25%.</p> <p>Citizen Benefit: Maintaining and improving the County’s bridges will insure safe conditions for county drivers.</p> <p>Metrics: TIP funding, Chester County funding (direct spending on bridges, funding support to entities such as SEPTA and TMACC)</p>
<p>Address Traffic Congestion</p>	<p>By 2019, there will be a 10% decrease in time spent to travel 15 miles on Major Highways within the County.</p> <p>Citizen Benefit: Decreasing travel times on major highways means shorter commutes for county drivers, offers businesses faster transport time for products and helps the environment by lessening the use of fuel.</p> <p>Metrics: Distance travelled in 30 minutes by Major Highways within the County, others related to land use, population distribution, and transit distribution</p>
<p>Create Transportation Choices</p>	<p>By 2019, there will be improved transportation choices as expressed by a 15% increase of residents using means other than a single occupant vehicle (such as walking, biking, carpooling, or transit) for transportation to work</p> <p>Citizen Benefit: Increasing transportation choices will lead to decreased congestion and help those without a single occupant vehicle to achieve mobility. County efforts to link sidewalks and trails in a broader network, support improved transit facilities, promote carpooling, and promote mixed-use development and other land use patterns that support reduced trips and trip length can all improve transportation choices for residents.</p> <p>Metrics: American Community Survey (ACS) measure of commute method; also track transit ridership</p>

Growth

Manage growth and land use to preserve and optimize the quality of life in the community

<p>Protect Open Space</p>	<p>By 2019, 30% of Chester County will be protected in an interconnected network of open space that includes farms, parks, and preserves, consistent with <i>Landscapes2</i>.</p> <p>Citizen Benefit: Open space in the form of farms, parks, and preserves is a critical part of the character of Chester County and adds to the quality of life for residents. Ensuring that open lands are preserved in perpetuity, and that those lands form an interconnected network, benefits residents, water quality, and wildlife habitat.</p> <p>Metrics: Preserved Open Space Tracking (POST) system, GIS measure of adjacency</p>
<p>Support Growth, Revitalization & Workforce Housing Opportunities</p>	<p>By 2019, the urban centers consisting of the City and 15 boroughs will have additional tax ratables and a 7% increase in the value of property assessments through improved planning, significant investments in public infrastructure, and the addition of workforce housing, consistent with <i>Landscapes2</i>.</p> <p>Citizen Benefit: Chester County's support of growth and revitalization in county urban centers helps in the preservation of farmland and open space while revitalizing blighted areas and rejuvenating town centers. Investments in public infrastructure such as sewer, water, sidewalks, lighting, streets and transit, improves property values while enhancing public safety and the overall quality of life. The addition of workforce housing brings new tax ratables while offering needed affordable housing options.</p> <p>Metrics: Assessment data, DCD funding, municipal comprehensive plan and ordinance amendment consistency with <i>Landscapes2</i></p>
<p>Enhance Community Facilities</p>	<p>By 2019, increase access to facilities such as community centers, libraries, public parks, and recreational assets in proportion to the growing population and changing demographics.</p> <p>Citizen Benefit: Facilities such as libraries, public parks, and trails are the face of the County of Chester to many and form the core of neighborhoods and communities. These facilities provide critical services and add to the quality of life of residents.</p> <p>Metrics: This goal requires establishment of a baseline, and then growth in facilities/access to facilities in proportion to population growth and demographic changes. Items that could be measured include visits to facilities, participants in programs, website visits, number and square footage of libraries, number and acres of parks (active and passive), and mileage of trails. Additional measures may be possible and should be developed in coordination with relevant County departments</p>

Smart Financial Management (To be reviewed in 2014)

Continue to exercise smart financial management and maintain the County's financial strength while minimizing the property tax burden

<p>Capital Improvement Plan</p>	<p>By 2014, the County will develop, and annually approve, a comprehensive 5-year capital improvement plan which identifies and balances both the sources (where the money comes from) and uses (where the money goes) to support strategic objectives. [Attained in 2011]</p>
<p>NACSLB Practices</p>	<p>By 2014, the County shall adopt and implement best financial practices of the National Advisory Council on State and Local Budgeting (NACSLB) as published in Recommended Budget Practices: A Framework for Improved State and Local Government Budgeting.[60% Complete]</p>
<p>Financial Operations</p>	<p>The County shall maintain strong financial operations supported by strong, responsible fiscal policy as evidenced by achievement of the following benchmarks:</p> <ul style="list-style-type: none"> • Highest bond rating (Aaa) from Moody's Investors Service in order to achieve the lowest cost • Maintain 10% of budgeted general fund expenditures as working capital reserve in accord with best practice, to meet cash flow requirements, and to eliminate the need to borrow temporary funds • Maintain a general fund balance greater than or equal to the median of comparable Aaa rated governmental organizations to preserve the financial flexibility of the County • Maintain a debt ratio (direct net debt as a percentage of full market value) less than or equal to the median of comparable Aaa rated governmental organizations
<p>Accountability and Transparency</p>	<p>By 2012, Chester County will publish annual performance reports to the public on progress toward meeting the goals of the strategic plan in a manner that facilitates greater accountability and transparency to taxpayers. [Attained in 2010]</p>