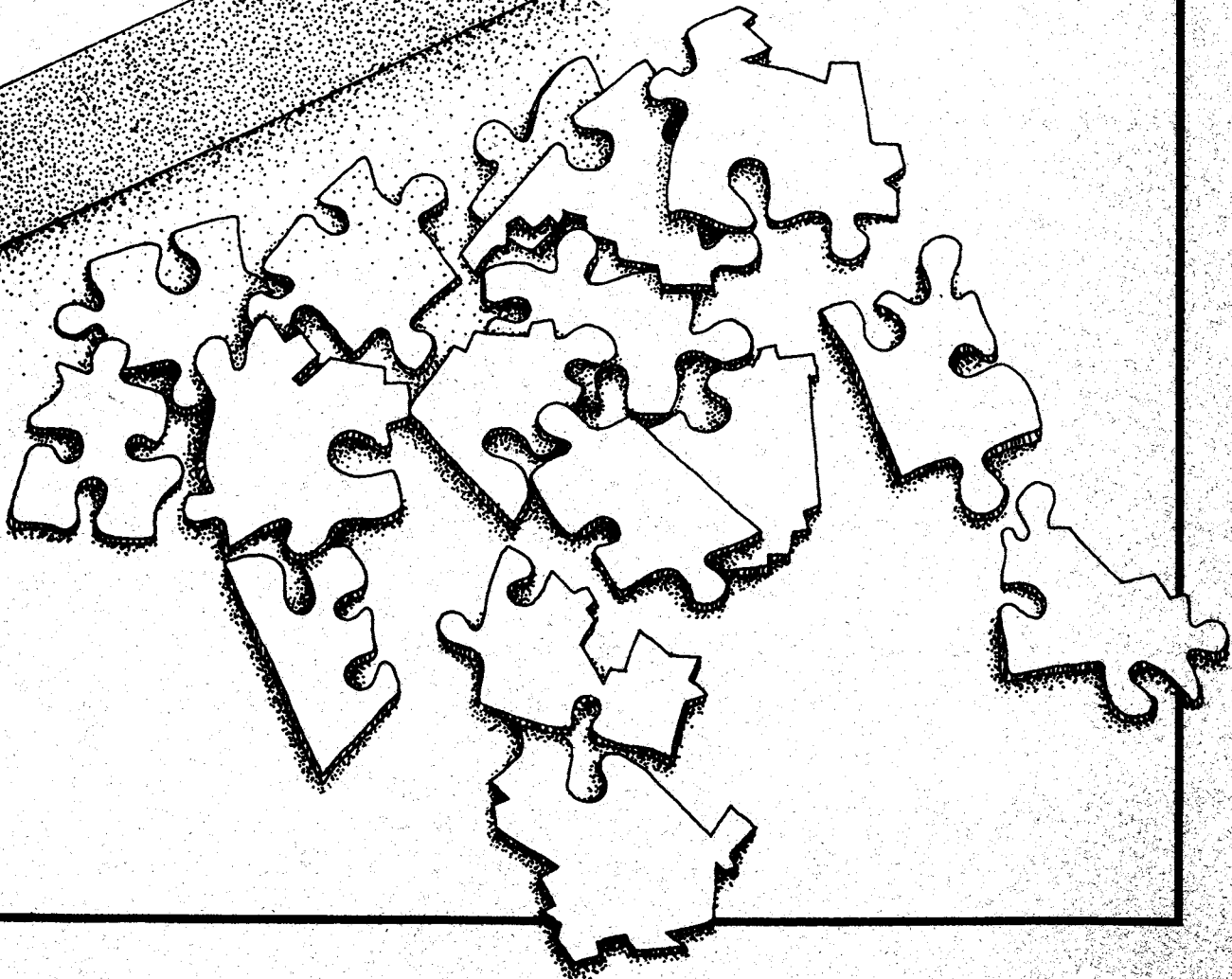


Commission on the Future

Final Report

PRINCE
WILLIAM
COUNTY
2010



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Lynne Y. Asmuth
Commission Coordinator

December 1990
1 County Complex Court
Prince William, Virginia 22192
Phone: (703) 335-6600

MOTION: JENKINS

**October 11, 1988
Regular Meeting
Res. No. 88-761**

SECOND: KING

RE: ESTABLISHING A COMMISSION ON THE FUTURE

WHEREAS, daily decisions facing the Prince William County government are most likely to yield the long-term results this community desires if those decisions stem from a collective vision of the future that County citizens affirm; and

WHEREAS, a commission on the future comprised of interested County citizens can focus a community effort to envision the physical and aesthetic characteristics of life, as well as the amenities and opportunities that should exist, in Prince William County in the 21st century; and

WHEREAS, the membership of such a commission should represent the community at large, yet reflect the geographic distribution of residents throughout the County, the population mix, and the wide variety of interests and concerns that characterize this community; and

WHEREAS, such a commission can assist the Board of Supervisors in its decision-making process by presenting its findings and recommendations in a report that paints a picture of the Prince William County the community hopes to create; and

WHEREAS, the Board has budgeted \$50,000 for such a commission to commence its work in FY 1989 and will provide second stage funding in FY 1990;

NOW, THEREFORE, BE IT RESOLVED that the Prince William Board of County Supervisors does hereby establish a citizen Commission on the Future consisting of 14 members and a chairperson appointed by the Board of Supervisors to represent the community at large and carry out the charge referenced above which is attached to this resolution in greater detail;

BE IT FURTHER RESOLVED that the Board will solicit applications for membership on the Commission from interested citizens via an open applications process and will appoint qualified members from among those who apply;

FURTHER BE IT RESOLVED that the Commission on the Future will conduct this study during the 18-month period from January 1989 to June 1990 and will present its final report of findings and recommendations to the Board of Supervisors in June of 1990.

VOTE:

Ayes: Barg, Becker, Cole, Jenkins, King, Seefeldt, Spellane

Nays: None

Absent from Vote: None

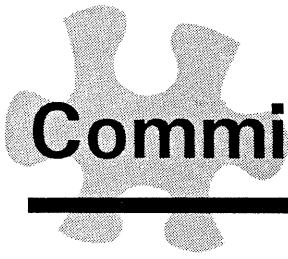
Absent from Meeting: None

For information:

Director of Office of Management Systems

CERTIFIED COPY

Catherine Clemen Rollins
Clerk to the Board



Commission on the Future

The Commission on the Future is proud to present this vision of Prince William County in the year 2010. The vision was developed by talking with and compiling written information from more than 3,000 members of the Prince William community. It includes the specific qualities, characteristics and opportunities that community members said they would like to see in their County in the year 2010.

The following areas were studied by the Commission and the community to develop this vision:

- Economic Development
- Housing
- Government
- Finance
- Education
- Health
- Environment
- History
- Library Services
- Culture
- Recreation
- Safety
- Waste Treatment
- Transportation
- Community Life
- People

In 2010, it is projected that 342,826 people will live in Prince William County

The descriptions of these areas are not projections or predictions, they are the wishes of the people.

This report begins with a discussion of the task that the Board of County Supervisors assigned to the Commission on the Future, follows with the community vision of the 16 areas listed above and concludes with the challenge that each citizen make this vision a reality.

Parts of the vision will require a high degree of expertise, the work of a large

number of people and considerable money in order to accomplish the goals. Other parts will come about only through direct decisions of the Board of County Supervisors and will require more than 20 years to be completed. Some sections of the vision can be initiated by volunteer citizen effort and achieved before the year 2010 at little monetary cost.

Prince William County has grown and changed in the last 20 years. It has evolved from a rural community of 111,000 people in 1970 to a residential suburb of 216,000 in 1990. The population change in the next 20 years may be as great.

Change is inevitable. People approach this change in two ways: They allow it to "just happen" or they become involved in directing how it will happen. The Board of County Supervisors, realizing the value of shaping the future of Prince William County as it moves into the 21st century, established the Commission on the Future in 1988.

The Supervisors believed that their decisions would most likely produce the long-



Ashlee Mills
John F. Pattie Elementary

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term results this community desires if those decisions stemmed from a vision of the future formulated by County citizens. To develop this vision, the Board of County Supervisors appointed 15 citizens to "focus a community effort to envision the physical and aesthetic characteristics of life, as well as the amenities and opportunities, that should exist in Prince William County in the 21st century."

The Commission on the Future was asked to work with other citizens to develop a vision of Prince William County in the year 2010. The task was not to develop the goals and objectives necessary to reach the destination, but to describe the community in which citizens would like to live, work and play in the year 2010. Many people interested in the future of their community and its effect on their lives, as well as the lives of future generations, met with the Commission to share their concerns and desires. A description of the process used to develop this vision is provided as Appendix A to this report.

The People's Vision of Prince William County in 20 years is described in the following pages. Fourteen of the vision areas which were listed on the first page are presented as separate topics in this report.

People and community life are discussed within the 14 areas. For example, the housing needs of individuals with disabilities or limited incomes are presented in the housing section. Elder and child care are a factor in the employment vision. Suggestions on how family life may change are woven throughout the other areas. This vision describes each area and its relationship to the others and how each topic blends with the others to become the whole vision.

The economic structure of Prince William County has influenced all areas of life. The change in the economic focus of the County -- from a bedroom community in

which 60 percent of the residents commute to jobs outside the County to a community in which most of the residents can walk, bike or use mass transit to reach their place of employment -- affects every aspect of people's lives.

In 2010, the federal government and major metropolitan and national employers have located satellite offices and employment centers in the County. These satellite business centers are electronically linked to

business centers in the Washington metropolitan area and throughout the world. A variety of positions in these firms, from entry level to professional, part-time to full-time, have provided

career opportunities for Prince William residents and brought reverse commuters from Fairfax, Loudoun and Fauquier counties.

A significant number of residents are working at home. High technology in telecommunications and digital information transfer provides opportunities for people to work at satellite centers and at home with computer terminal links to their employers' central offices. Prince William County has many electronic cottage industries which supply information services to local businesses.

Technology gives workers the ability to accomplish their routine work and their research wherever they can use their computers. Trips are made to the main office to plan future work, assess training needs, meet with clients and report to superiors for evaluation and guidance. This has advanced the evolution of the "electronic worker" who meets with colleagues, makes and receives assignments and sends reports electronically.

**I head off to work,
For two hours a day,
All jobs are enjoyable,
Most people say.**

- Jenna Manoni
Woodbridge Senior High School



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Even paychecks are banked and spent electronically.

"Electronic commuters" log on their computers and connect to their employers on the other side of the country. Some employees in Prince William County work for international firms and connect with their offices in Paris, Tokyo, or Moscow. Seven days a week, 24 hours a day, global communication enables workers to have the freedom to set their work hours to satisfy customer and personal needs.

There has been an evolution of jobs within the County. Workers change careers many times before retiring. Sometimes these changes have been within the same field, but often employees move into new fields which didn't exist when they began working. Career changes have been facilitated by training partnerships among local schools, colleges, businesses and industries.

New workers are resourceful, innovative, educated, individualistic and very well-equipped to manage themselves. New organizational forms have developed. In addition to private and government enterprises, we find "electronic co-ops," religious and familial production teams and nonprofit work networks.

"Enterprise Incubators" assist local entrepreneurs in developing their own businesses. These tax-free, nonprofit institutions are sanctioned by Prince William County to assist businesses in adopting the most efficient and financially sound methods of management.

A typical incubator is a group of experts representing specialized fields -- personal service, retailing, or manufacturing -- who give classes, workshops, networking support and individual counseling at a nominal cost to new local businesses. They are often individuals who have retired but are interested in sharing their knowledge and

skills with others trying to start their own businesses. They seek examples of the most effective methods to share with the community's business people through meetings, workshops and newsletters.

The incubator also helps students at all levels apply classroom lessons to real-world situations. Public education incorporates practical training such as apprenticeships and internships into the curriculum. Secondary and college students as well as adults contemplating a career change are encouraged to enter long-term and short-term internships to gain experience in a new career field.

The availability of local employment has a major impact in many areas of residents' lives. As workers break "social ties" with the office or work place, they return to their respective communities, creating much closer ties with their families and local organizations.

Commuting time has been greatly reduced for many workers, leading to an increase of free time and greater interest in their community. Prince William County is experiencing a revival of volunteerism and activism. The marriage of citizen activity with professional employment promotes a progressive community which, in turn, encourages more local employment.

Housing has improved for all residents in the community with the increase in local employment. In 2010, Prince William County contains a mixture of housing that varies in size and price to provide shelter for a wide diversity of people. Everyone who works in Prince William County can afford to live in Prince William County. Each community is home to different size families at different stages of life.

Older adults live near families with young children. Some houses contain three generations. People with disabilities find

About 126,000 households will exist in Prince William County in 2010. Currently, there are 74,000.

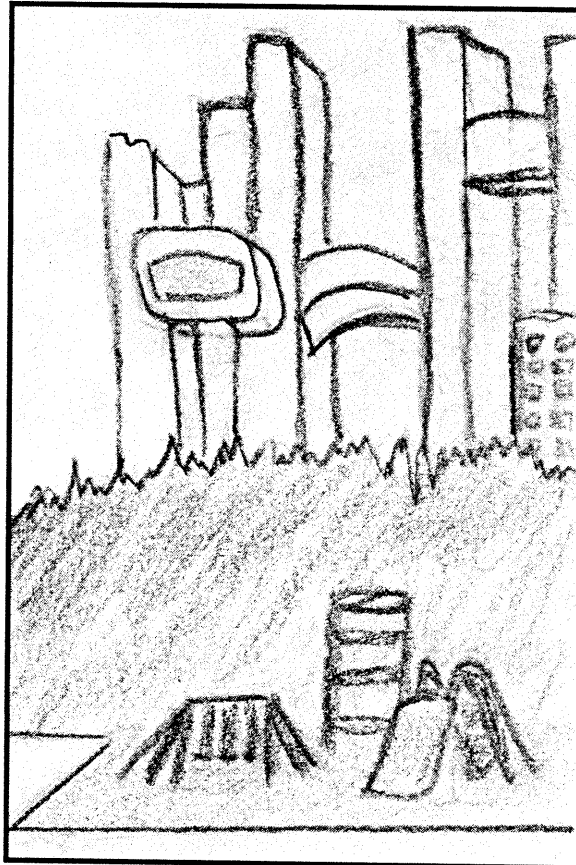
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homes built to promote a full and active life. Individuals can live in the same neighborhood from their early years as singles, through years as parents, back to the empty-nest phase and then retirement. They may change homes from an apartment or condominium to larger houses as their family's size changes and back to a small house or condominium as their children leave. Single residents live in the same community with roommates or alone.

This village concept facilitates locating group homes within each community. Individuals who live best in group homes with varying degrees of assistance become a part of their neighborhood. Apartment buildings are sited in the community. Historic sites and buildings are incorporated into the neighborhoods as passive green space or gardens for walking and picnicking. The neighborhood's needs are met by local stores and public facilities. Public transportation moves people from home to work to recreation and cultural facilities.

The stability of this type of community provides a welcome to newcomers, such as the military or government employee, who reside here for a few years and then move to another part of the world. Both they and the long-term residents are drawn to the community by the employment opportunities and community amenities that are located within our County.

The green space which surrounds each community and the walking and biking pathways which connect each neighborhood encourage individuals to use people-power to travel about the County. The varied-size homes bring stability and commitment to each community. This commitment, in turn, encourages residents to become involved in the governing of their community.

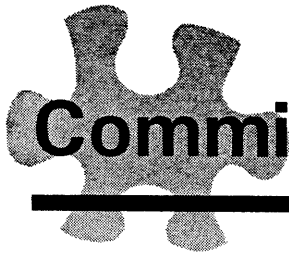


"House and Play-ground in 2010"

- Carlos Menendez
Gar-Field High

Local government has profited from the shorter commute to work. The residents of Prince William County have become more involved in their community and their local government. They are willing to share their expertise and ideas with elected officials and staff members and actively promote individual projects to fellow citizens. The government, in turn, regularly seeks and incorporates citizen input into all facets of governing -- a government by the people and for the people.

To ensure such responsiveness, small communities actively govern themselves on matters that affect only their community and do not require County-level support. Communities make decisions on various issues



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that impact them directly and pass these decisions to the County government.

Government accountability is enhanced further as increasingly civic-minded citizens fill more commonplace advisory roles in their government. Citizens' advisory committees and appointed commissions, whose ranks swelled in the 1990s, form the core of citizen participation in the year 2010. The proliferation of citizens' committees and commissions eases the decision-making process for County leaders and managers. Difficult and sometimes unpopular, yet necessary, decisions are made after coordinating with citizen groups.

Through citizen input and advisory groups, local officials in 2010 have struck an ideal balance between community interests and development. Our leaders have provided the necessary basic public facilities for

each community. This balance fosters a positive, productive relationship among the government, citizens, business and industry. This cooperation effectively promotes

In 2010, there will be almost one job per household within the County. Today, we have 0.81 jobs per household.

Prince William County as a forward-looking community and attracts additional revenue-generating businesses and industries.

By 2010, strategic planning is firmly in place as the method to guide decisions and actions. The government has established the necessary linkage between its goals -- as mandated by the people -- and its daily operations. To succeed with its plans, the County government is armed with the same explicit and implicit rights and authorities as cities and other municipalities, enabling it to properly address local and regional issues.

Prince William County has emerged as a leader in intergovernmental cooperation on such intractable issues as the environment and transportation. Citizen representatives

provide strong leadership on existing regional commissions and act as the catalysts for new ones. They present ideas and work for their completion. Community members are willing to devote time and energy to develop citizen support for a project and to bring it to reality.

The County government keeps abreast of and uses the latest technologies not only to support its own operations, but also to increase citizen access and input to government. Computers and other information systems facilitate storage, retrieval and analysis of vast amounts of information by County employees, raising their effectiveness and minimizing delays. Citizens access County databases, vote and voice their concerns via home or regionally-based computers. Citizens watch County meetings on television and computers facilitate real-time interaction between the government leaders and their constituents.

Finally, in 2010, Prince William County has a streamlined, consolidated County government with highly qualified and well-compensated staff supported by modern, state-of-the-art facilities and equipment.

The financial structure is influenced by citizen interest in local government. The County is operating from a sound financial base; making disciplined, sensible and fair financial decisions; and gaining citizen approval and acceptance of the tax base, which is balanced, equitable and stable.

The County has attracted many high-tech, research and development firms, corporate offices and other compatible types of commercial and industrial development. They were drawn to this community by the quality of life and the quality of employees who live and work in Prince William County. These businesses and corporations provide more tax dollars while requiring fewer services. Although they do not directly use the more

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expensive public services such as schools, recreation, social services and cultural facilities, the quality and number of these facilities in Prince William County were important factors in deciding to locate here.

The County's industrial and commercial development has grown beyond 25 percent of the tax base. Revenues from the other major local taxes -- sales, utility and Business Professional Occupation Licenses -- have increased considerably due to the larger population and greater number of businesses in the County.

The increase in commercial and industrial taxpayers and increased local revenues have provided relief in two ways. Property and real estate tax rates have been reduced and money is available to increase services to citizens.

The role and responsibilities of the Industrial Development Authority have been broadened beyond its original focus on industrial development bonds. It has been a key financial/funding entity in the purchase of land for economic development purposes and for loaning money to assist small business expansion. Prince William County is home to many small entrepreneurs. Many people have taken advantage of state and local seed money and the electronic revolution to begin small businesses in their homes. As their customers have increased, they have expanded, hired additional staff and moved to office parks.

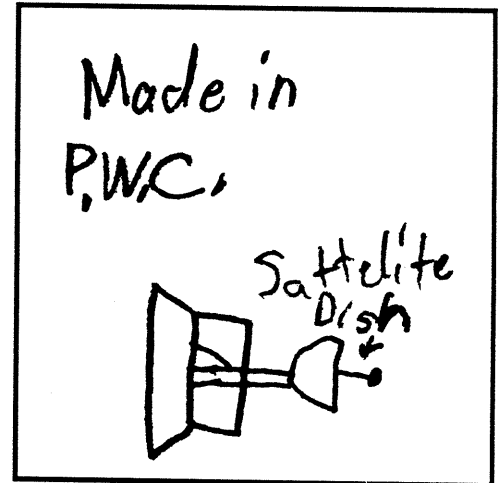
The County has been successful in obtaining authority to raise revenues from a more diversified revenue base and, therefore, has a more reliable, balanced and fair source to fund needed services. The option for small increases in the meals tax, local cigarette and alcohol tax, local option sales tax, impact fees on developers and recordation fees coupled with the prudent increase of user fees (toll roads, service fees, permit fees, etc.) have contributed to a more equitable tax structure.

Financing of major capital improvements has been continuous, logical and long-term. The improved and more comprehensive capital improvements planning process has increased community participation in project planning and financing. Citizens who live and work in the County have more time and energy to devote to community activities and are willing to share their expertise and interest as members of citizen advisory committees. This planning process has encouraged economic growth consistent with the comprehensive plan and has assisted in maintaining the County's excellent bond rating.

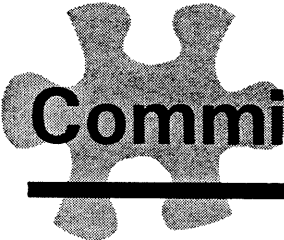
Long-term debt financing for major capital improvements is well-planned, -controlled and -managed. The County is well within its debt capacity. County citizens, because of their increased participation in the planning process and their understanding of the benefits of long-term debt financing, are supporting and approving bond referenda to finance major projects.

Since the County's debt burden could jeopardize the bond rating, it is part of official County policy that, through good management practices, nothing is done to endanger the bond rating of the County. Not only does a good bond rating mean the County pays lower interest rates on bonds, but it also reflects confidence in the County's management practices that help attract and sustain corporate and other economic investment in the County.

There are tough, but fair, County ordinances with respected enforcement to minimize abuse of tax laws. Developers pay



Mike Reid
John F. Pattie Elementary



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their share of the infrastructure (roads, water, schools, fire and rescue, library, social services, etc.) that is needed to support the added people that their development has generated. Every citizen is assured that all citizens are paying their fair share.

The tax structure does not inhibit economic development and business activity. As a result, Prince William County is effectively encouraging and drawing the right types of new businesses and development and is convincing business executives to move here (personally and with their businesses).

The mix of local/County and state taxes is not regressive, (for example, low sales taxes, progressive personal income taxes and reasonable real estate and personal property taxes). Business taxes are competitive with other nearby counties, areas and states. These not only produce tax relief for businesses, but are critically important to individuals since these businesses help increase personal income, reduce unemployment and drive down real estate and personal property taxes.

This financial structure has encouraged a diversity of economic growth that facilitated the change from bedroom community of 1990 to an economically diverse County where citizens can work, play and live. Education is one service that enhances how community members work, play and live.

In the 21st century, kids will no longer have to go to school. School will be replaced by steel bowls that fit over your head and the day's lesson will sink in.

- Brett Broderick
John F. Pattie Elementary

Education is important to Prince William County residents. Children have many new opportunities to learn different things in different ways using new technologies. Adults continue learning throughout their lives at many different learning facilities within the County.

Learning, a continuing activity for each individual, occurs in a multitude of different situations at all age levels. A multi-purpose campus with library, cultural center, university and vocational technology facility and "think tank" offers a full range of educational opportunities, conveniently located within the County. This facility offers career training and learning for individuals at different stages of life.

The learning process has a significant impact on the skills and abilities of those entering the job market. Business participates in the process and helps develop curricula for prospective employees. Hands-on training is also provided for those considering different trades or vocations. Students may temporarily "stop-out" of school to work in different fields to help them decide if they want to train for those occupations when they return to the formal education system. Adults prepare for new technology in their present occupations and retrain for one of the five career changes they face in their work life.

A modern aquatic education and research facility is situated on the banks of the Potomac River, drawing ecologists, marine scientists, students and community volunteers to develop and share knowledge about this ecosystem. Elementary students learn about their river from field trips to the center. Secondary students develop independent projects, which they carry out under the guidance of their biology teachers at the aquatic center. Adults use the center to satisfy their curiosity and to become more knowledgeable about the Potomac ecosystem.

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Our learning institutions reach out and use all available resources to provide the teaching infrastructure required to motivate and equip the individual with the skills needed for advancement in our day-to-day world. Businesses offer extensive training to their own employees and assist secondary schools in developing and teaching relevant curricula ensuring graduates are competitive in the job market, able to work with state-of-the-art equipment and handle current challenges.

Public school students have many learning opportunities in 2010. The concept that each child can learn is accepted and a wide variety of tools are used to facilitate each child's learning style. Technology enables learning to occur at home at hours which suit the individual's schedule. Round-the-clock and year-round learning programs are widespread. Students participate in learning sessions via computer and video in the classroom and at home. A small group of students can sit in a classroom or at home to study a highly specialized subject such as advanced computer design or sixth-year Greek with students throughout the Commonwealth and interact with a teacher in Richmond or Blacksburg.

Meanwhile, large school buildings become obsolete as smaller classes and individualized instruction become the norm and keep the "human touch" in teaching.

Families are able to select the school that best facilitates their children's learning or offers special classes of interest, such as foreign language immersion or science. Neighborhood school facilities are fully used in each community as citizens hold meetings and take classes during the evenings and on weekends. Children learn in the community using outdoor resources such as parks, a working farm and the aquatic study center. Religious education, conducted by religious organizations, is also available to those who desire it.

Students not only learn in a wide variety of places but also from a wide variety of people. Senior citizens and business professionals share their skills with students as active participants in the learning process. They mentor students planning to enter their profession and offer

**The future desk of 2010
Will be better than it's ever been
There's a computer and there's a TV
There are no teachers
As you can see
You don't go to school
You buy the desk
It sits in your room
But you still have tests.**

- Mrs. Todd's 5th Grade class
John F. Pattie Elementary

"shadowing" opportunities to those who want to experience a prospective career firsthand. They share their knowledge and specific skills with students in classrooms and on field trips. Some firms "second" their employees to a school to teach a technical course at a high school or college. Tax credits are available to businesses that work with the schools and local colleges.

Parents also participate in school activities, policy planning and decision making. They are involved in the day-to-day academic and social progress of their children, particularly in the early years when the foundation for academic stability is developed. Employment within the community encourages parents to take time off to attend school conferences and programs and to share their experience with their child's classmates.

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Each student has a wide choice of courses to pursue and a variety of places in which to learn. Attitudes toward learning are positive. Learning has become the well-spring from which everyone -- young and old -- experiences a fruitful and fulfilling life. It plays a vital role in the life of each individual and is afforded high esteem as institutions excel at discharging their mandate. Citizens value lifelong learning as a way to enhance their personal and work life.

Children walk to school with friends and look forward to a day of exciting learning. The opportunities for each age are varied and interesting as learning occurs throughout the life stages of residents of Prince William County.

Health quality is improved through learning experiences in 2010. Children learn about maintaining wellness, beginning in pre-school and continuing throughout their lives in formal classrooms, in seminars scheduled by their employers, from books and magazines and on television. The focus

for health care has changed from curing illness to promoting wellness. People are aware of the many potential problems in their early stages and act to correct them before they become acute. Citizens also participate in a variety of wellness activities, such as exercise, stress reduction activities and nutrition classes, which are fully supported and encouraged by their employers and insurance companies.

Home computers make it possible for individuals to monitor their health at home where much of the necessary care is provided. Doctors are able to read the test results sent to them by computer and advise treatment

or changes which will heal or promote greater wellness for "patients."

The environment and its effects on personal health have received constant attention during the past several years. This includes the effect of air and water pollution on plant products as well as antibiotics and hormones in meat products. Eating well is easy due to the number of nutritious prepackaged foods available in grocery stores and the community support of local farmers' markets.

On the medical front, there is a cure for AIDS, while in 1990, AIDS was a dreaded disease.

- Mrs. Todd's 5th Grade Class
John F. Pattie Elementary

People with various disabilities are more mobile, independent and integrated into our communities as a result of advances in medical technology. Most older community members live in their own homes or with their families, but high-quality, subsidized nursing homes are available for those who need that service.

Medical facilities are available when an illness or injury occurs. Hospitals, including a trauma center, are available within the County to help sustain life. Hospices support community members as they face death.

Prince William County is working toward a clean bill of mental health. Those who need emotional support are able to work with therapists in the community. Medication and new technology help others deal with their diseases. A drug-free community is a reality because law enforcement, businesses, the school system, community organizations and government officials work together. Education and other preventive methods as well as vigorous enforcement by the police department help maintain the drug-free status.



Jimmy Carson
Westridge Elementary

Final Report

The clean environment of Prince William County has enhanced the health of its residents. Neighborhoods are connected by a multi-use park system which features biking/jogging/walking paths and green space. Bull Run Mountain, Manassas Battlefield, Quantico and some of the farmland has been retained as it was in 1990. The parks contain large open areas for family picnics and games and feature gardens, fountains and flowers as well as sports fields. These parks provide recreational opportunities for residents and provide environmental safety nets for the community.

Universal use of electronic mail has eliminated the need for mailboxes. This allows more open green space along the roadsides and space for people to walk. Volunteers have developed wildlife refuges within the County, contributing to the abundance of natural wildlife.

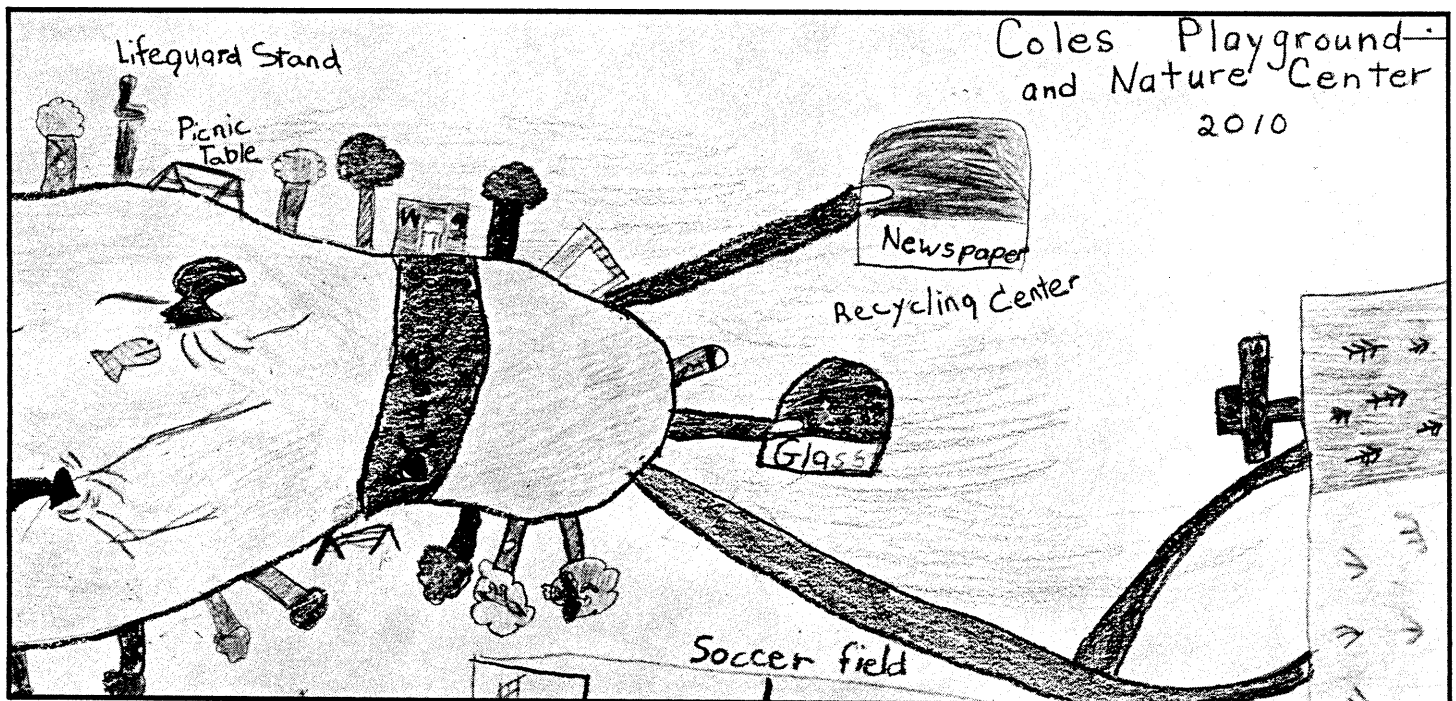
Technology coexists with nature. The

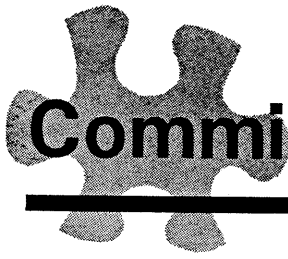
land, water and air are nurtured carefully by private businesses, community organizations, local governments and citizens to maintain their quality. These resources are no longer viewed as being constantly renewable, but as resources which must be protected for the present and the future. Buildings and roads are constructed with as little disturbance to the environment as necessary. "Greenways" protect stream channels from erosion, the Occoquan Reservoir from sedimentation and function as passive parks. All properties are connected to a sewer system or have multiple septic systems in place in the event that the primary system fails. While professionals still feel the need for additional water supplies, new technologies and education help citizens conserve water in the home and work place.

Citizens are working actively to conserve the environment of their community. They recognize the wetlands as a valuable

*"Coles Playground
and Nature Center
in 2010"*

- Mrs. Agnew's Class
Coles Elementary





Commission on the Future

resource and participate in improved management of them. This results in better water quality and improved habitats for fish and wildlife. The reduction in flood and storm damage and shoreline erosion which follows careful tending of the wetlands has helped to develop research sites for Prince

25 million cubic yards of additional landfill capability will be needed for disposal purposes between now and 2010.

William County science students. The interrelationship of one wetland to another is understood and decisions about wetlands are carefully considered and supported by an informed electorate.

Air quality has been improved through individual and governmental action. Catalytic converters scrub the smoke from wood burning stoves and fireplaces and automobile exhaust systems emit few pollutants. Walking and bicycling for errands has reduced the number of short automobile trips, which decreases the amount of pollutants released into the air.

Citizens and the government are conscious of their environment. They realize that what they do in Prince William County impacts on regional and global environmental issues and they participate with neighboring governments and organizations to develop a regional approach to deal with these issues.

The history of Prince William County is a major interest for members of the community. Residents have a clear view of Prince William County's past because of the meticulous cataloging of archival materials and the preservation of existing land and structures of historic value.

This work has been accomplished through the teamwork of many interested volunteers and the Prince William County government archaeologist, architectural historian and zoning specialist in the Plan-

ning Office. It is their job to ensure that all significant data and structures providing links to the past are preserved and made available to the public. Through a central database, citizens are able to access records on land ownership and use, cemetery locations and other important historical data. Accompanying this data base is an archive of photographs and videotapes that provide a visual record of the County's physical appearance over time. County libraries house collections of writings, artistic renderings and artifacts about Prince William County's past which travel in displays from library to library.

Developing an oral history of the County is an ongoing project to record the political life of the County. Business owners, land owners, developers, political figures and ordinary citizens have participated in the interviews. This has been carried out by interested high school students and older adults who have interviewed residents of Prince William County about life in the 1950s and 1960s. The students are also interviewing their classmates to gather firsthand material about life in the early 21st century.

Each library houses a collection of biographies of local people dating from the early days of Prince William County's history and continuing to the present. The lives of these individuals are celebrated annually through events such as Black History Month, Women's History Month and colonial and Civil War reenactments.

Historic districts in Prince William County ensure a strong regional focus on the significance of individual communities' links to the past as well as preservation of the historic areas themselves. By 2010, the County has purchased numerous historic properties, using a combination of public and private funding, ensuring that historic sites are preserved in spite of current development. Innovative methods, such as tax incentives for preservation of historic easements, protect

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individual properties. Residents and visitors can easily visit historic sites and learn about them from pamphlets and guides. Schools place a strong emphasis on regional history and encourage students and their families to visit local historic sites.

In addition to the preservation of sites such as the reconstructed Dumfries Courthouse and jail, the preserved Brentsville Courthouse, church, jail and school (now a museum), the Weems-Botts Museum, the Ben Lomond Civil War Visitation Center, the Old Courthouse in Manassas (now an arts center), the Rosa Peters grave site, Neabsco Mills and Belmont Parks and numerous historic properties (Rockledge, Rippon Lodge, Moorgreen, Bel Air, Beverly Mill, Mt. Atlas and Stagecoach Inn), many of the towns have developed reconstructed historic areas.

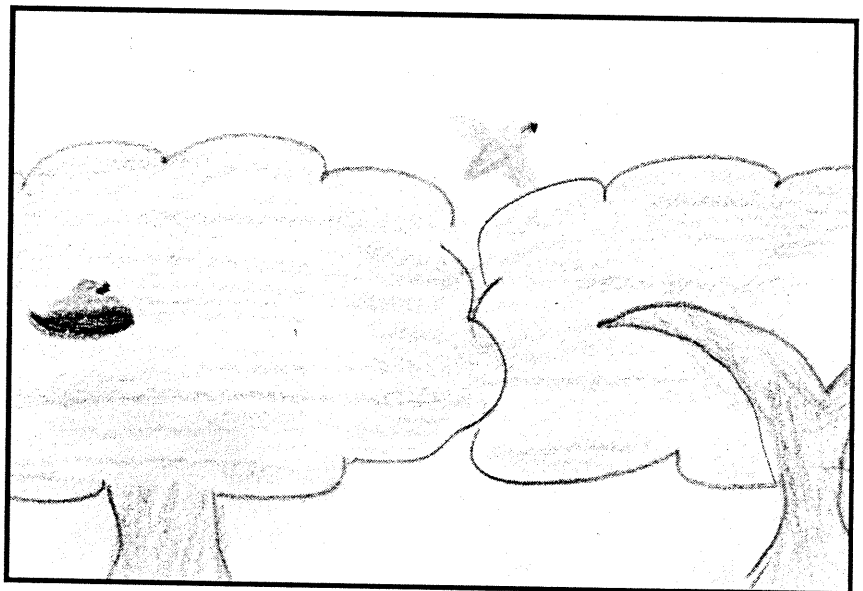
In Dumfries, dredging of Quantico Creek has recreated the original deep-water port and wharf area to partially replicate the downtown of colonial times. Occoquan continues to draw travellers as well as local people to shops and historic sites and a reproduction of one of the old Ellicot flour mills is an additional point of interest.

Leesylvania State Park continues to serve area residents as a recreation area and also houses a large outdoor amphitheater where a summer "living history" pageant takes place. The amphitheater is also used for local music and theater productions held during warm weather. On the park grounds, a performing arts center also houses a permanent museum collection of artworks depicting Prince William County's history and the history of the Lee family.

In Manassas, a museum and monument to Jennie Dean are tangible reminders of the contributions of African-American citizens to our past. Prince William County's critical link with the nation's rail system is emphasized by a rail museum in Manassas which attracts many visitors annually. In the far

west, working farms have been preserved as a reminder of Prince William County's agricultural past and local produce can still be purchased at farmers' markets. Manassas Battlefield Park is used for educational purposes and draws large numbers of visitors to tour the park and enjoy its facilities. Civil War battle reenactments are still popular and occur annually.

In addition to the preservation of buildings, park land, forests and wildlife, Prince William County's scenic and historic waterways are untouched by the effects of development and remain as pristine reminders of the beauty of early times. Patriotism and community pride are important components of life in Prince William County in 2010, with history providing the bridge between past, present and future.



- Jennifer Nowak
John F. Pattie Elementary

Libraries offer residents and visitors additional opportunities to learn about the past of Prince William County. They continue their study in community libraries which people reach by walking or biking. Where neighborhood mini-libraries are not



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economically feasible, mobile libraries provide limited services to a community.

Library services are also available from outside locations. Card holders use their computers to search catalog holdings, reserve material and review databases of community services at any hour of the day. They arrange for books and magazines to be sent to their local mini-library for home reading.

Communications links with school libraries make these services available to students and teachers and provide public library patrons with access to school re-

sources. Library resources support learning activities in the schools and post-secondary facilities with supplemental multimedia programs and electronic research material.

This connection

allows students to conduct research at their school library or home. National databases can be searched with a computer, library ``card'' and the necessary skills. Library materials come in a variety of formats such as videotapes, disks, printed material, film and audio cassettes.

A new role for the library is as an information referral unit for human services in the County. Therapists are able to research state-of-the-art techniques and therapies for their clients.

Automation also eases the administrative burden for the library staff, but more expertise is required to assist patrons in locating the material they seek and to retain the ``human touch.'' While school and college librarians have become specialists in certain areas of interest, public librarians, with a few exceptions, remain generalists in

order to meet the varying needs of patrons. Library staff and volunteers receive regular training to keep them updated on the latest advances in technology and resources. Volunteers broaden the scope of services provided to patrons.

With commercial and business growth in the County has come a greater corporate and business demand for information. Library computer database capacity has kept pace with this demand and provides for business access and coordination of additional information needs.

The library serves the wide diversity of Prince William County residents. With the variety of cultures and ethnic backgrounds now resident in the County, the library provides an increased quantity of material in languages other than English and provides opportunities for investigating a variety of cultures and foreign heritages.

Cultural opportunities which exist in the community provide many outlets for citizens. In 2010, Prince William County residents have only a short journey to attend cultural activities. The main cultural arts center is accessible from all areas of the County. It houses a variety of performing and visual arts with facilities for lectures, plays, concerts, workshops, seminars, exhibits, displays, demonstrations and rehearsals.

Cultural activities also occur in parks, public schools, recreation centers and privately owned galleries and theaters throughout the County. An amphitheater which hosts outdoor productions and cultural functions is located along the riverfront at Leesylvania State Park. It provides a summer opportunity for community members to see professional and community productions in an outdoor environment. Residents may attend a concert of their choice -- be it classical, contemporary or country -- or participate in a discussion,

I hope when I'm 29 years old, there will be a lot more exercise workouts, libraries, a theater, craft outlets, football or baseball stadiums, parks and better prices.

- Jenny Cahill
Westrige Elementary

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workshop or theatrical production.

Performance opportunities are open to professionals and amateurs of all ages. Nationally acclaimed performers can now be seen and heard on stage in Prince William County. Local amateur theater and music groups flourish, many catering to school-age children by providing scripts with roles for children of all ethnic groups.

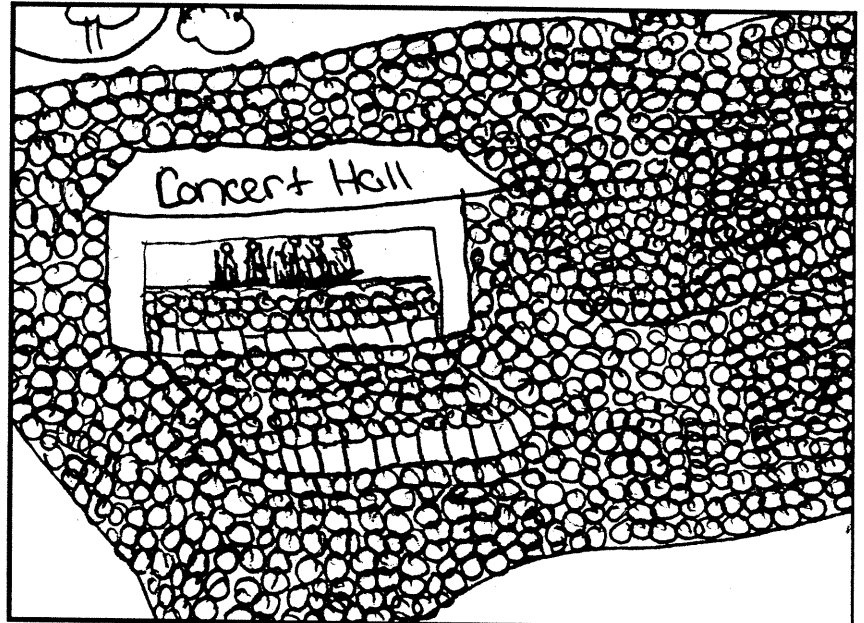
School children engage in fine arts courses and extracurricular activities which are given the same emphasis as athletic activities. Older adults actively preserve traditional arts and crafts and share these skills with the younger generation. Foreign language study begins early in the students' academic lives and the multiple contributions of the many ethnic groups residing in Prince William County are highlighted in the schools.

Television stations cooperate with the community cultural effort by listing the current schedule on their bulletin boards. Local productions are also prepared for presentation to local viewers.

These cultural activities have developed through a joint effort of community organizations, local businesses and local government. The availability of these cultural opportunities for all plays an important part in making Prince William County a very desirable place to live.

Recreation facilities offer additional leisure activities for residents. High schools serve as centers for recreational and cultural activities, enhancing the concept of community in recreation, the arts and education. Libraries serve a similar function. Community centers complement schools and libraries and offer various activities or resources to the community.

The importance of recreation to the balance and well-being of life in Prince William County is recognized by all. Recog-



"2010-Prince William Concert Hall"

- Ashlee Mills

John F. Pattie Elementary

nizing inevitable budget and land use constraints, there is more effective use of existing and planned multipurpose facilities, such as schools and libraries. Wooded leisure areas with small ponds exist throughout the County to the satisfaction of environmentalists and residents.

Taking advantage of the County's natural resources, water resources are developed more fully for water sports and leisure activities. Such County facilities are linked with state and federal park lands, thus offering the citizens almost continuous recreational resources throughout the County.

The bike paths have been extended and linked with those of neighboring counties. These same paths link urban villages and serve as walking paths, connectors to core recreational facilities and wildlife refuges.

Some of the recreational centers are open 24 hours a day to provide facilities for individuals who have different work sched-



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ules. They offer varying activities for people of all ages and abilities. Recreational facilities that are not within walking distance are integrated into the County's public transportation network.

I wish that a big bridge was right in the middle of Prince William because I could go fishing there.

**- Jimmy Carson
Westridge Elementary**

Since community interests change, the planners for the future anticipate acquiring resources that may be adapted

to needs not presently identified. This may include landfill areas now in the domain of the waste management services. It may also involve reforestation of some areas or the development of a water-access area.

Public safety services, like many of the other services, are represented in each community. The streets of Prince William County are drug free and safe for all to use at any time of the day or night. This freedom of citizens to use the community at any time helps to maintain the safe community. The "state-of-the-art" police department uses the latest techniques to quell crime at all levels. An increased influx of "civilians" into administrative police positions has increased the number of uniformed officers available to actively prevent and solve crimes. A penalty assessment supplements County funding for public safety. A stated percent of the fine imposed on each person convicted of an offense is earmarked for police, fire and emergency services.

Uniformed officers out in the community has drawn the community and police department into a closer partnership, resulting in more citizen involvement and responsibility for helping to make communities safe and comfortable. Neighborhood-oriented policing has enabled community members to

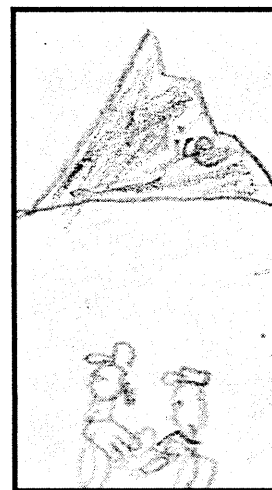
know their police officers and conversely, the officers to know the members of their community. Children know "their" police officers and feel comfortable talking with them and discussing concerns. Neighborhood Watch teams encourage citizen involvement and develop community responsibility for keeping their community safe and comfortable. The Watch involves many members of the community in many different activities. Those with limited mobility work at base stations while the more active patrol the neighborhoods.

Property crimes have decreased because computer chips are attached to personal property, identifying the owners of stolen possessions. The emphasis in police training has changed to prepare officers to solve the "white collar" and civil disobedience types of crime which have increased in the County.

Fire and emergency medical services are provided by a well-trained, well-equipped professional career staff, supplemented by an equally well-trained corps of volunteers. An increase in volunteers is directly related to the increase in residents working in Prince William County. County-owned and operated fire houses are located throughout the County

to insure rapid response times to emergency calls.

Building codes and new construction materials have decreased the chance of fire. They also require accessibility so that those with disabilities are able to independently exit a burning building. The service equipment and building priorities and the tax levy are determined for the entire



**- Sylvia Sherer
Westridge Elementary**

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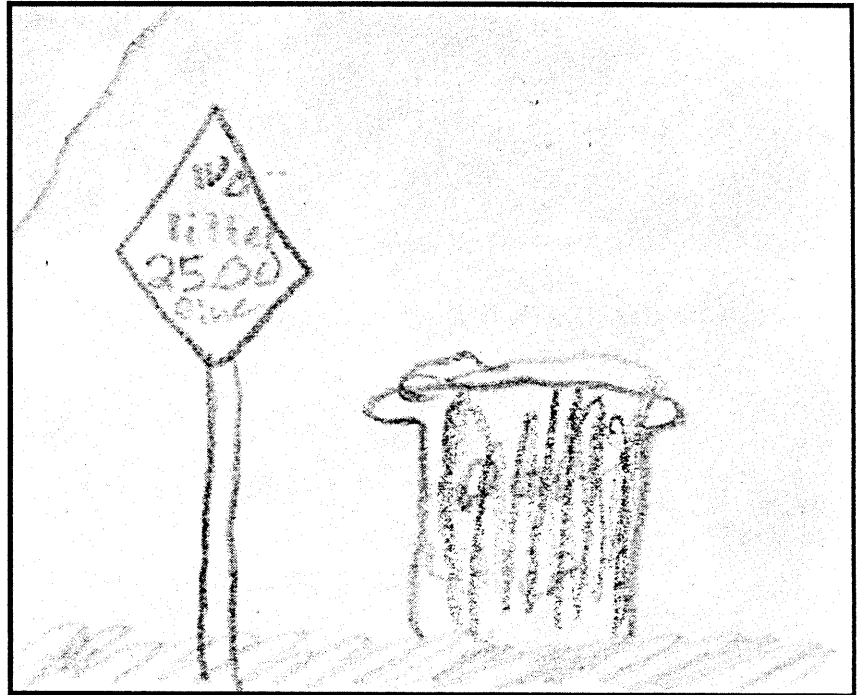
County. Rapid response has been enhanced by all residential and commercial buildings having fire alarms that are connected by computers to the fire dispatch systems.

The preventative policing and active community have combined with research to reduce the number of crimes. Those convicted of criminal offenses are sentenced with the goal of being rehabilitated and educated. Some offenders who have committed minor offenses perform community service. Small, financially self-sufficient working farms house those convicted of more serious infractions of the law. Serious crimes result in the individual entering a local correctional system which is very effective in taking criminals and, through tough training centers, rehabilitating them into productive members of society worthy of resuming the rights granted to all of us.

Solid waste is dealt with in three ways in 2010. Citizens actively work to decrease the production of waste, have increased the amount of material they recycle and are more efficient in the disposal of the remaining trash. Less waste is generated from each home and business as individuals make informed shopping decisions and patronize manufacturers who limit package wrappings. Many use cloth shopping bags and feel safe mixing apples and oranges after they have been weighed and no longer put each group of produce in its separate plastic bag.

The recycling of paper, glass, metals and plastic is more convenient because manufacturers plan each product to be a part of the use - recycle - use loop. This production loop is supported by collection facilities, recycling plants and informed customers who opt for products made from recycled materials. Local consumers recycle most of their waste efficiently from home.

The items that cannot be recycled are economically and cleanly used to produce



- Sylvia Sherer
Westridge Elementary

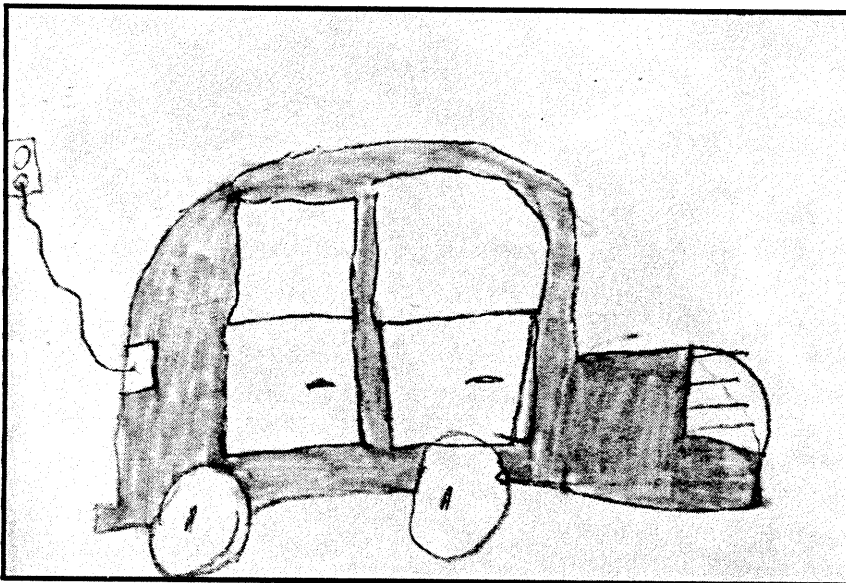
energy for the community at waste-to-energy plants. This results in some landfill mining to gather old trash for burning. Most plants are small due to community and government support for the more environmentally acceptable methods of recycling and composting. The ash that is left from the incineration process is safely disposed of in landfills which have been planned to be "recycled" as recreation sites when they are filled or treated for rapid decomposition so that the land can be reused as a landfill many times.

Biodegradable substances are efficiently composted to renew the soil. Present composting technology enables many items to degrade more quickly and more evenly to renew the soil and save resources. Although most composting is done on a large scale by the government, with the compost distributed back to members of the community, some individuals still work with their own backyard compost piles.

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Waste disposal is a shared responsibility of citizens and the government. Students study ecology and the stewardship of the earth. They learn how to produce less waste, how to properly dispose of unavoidable waste and how to safely dispose of hazardous waste. Adults learn about these issues from pamphlets, newspaper articles and television. Waste disposal has become a municipal service in order to standardize waste handling. The government also legislates more effective waste disposal as new methods are developed. Citizens take the stewardship of their community seriously and take the steps they can to deal effectively with the task.

The transportation system supports the County's economic development. The focus is on intra-county movement with a secondary need to move employees toward the District of Columbia in the morning and away from the District in the afternoon.



"2010 Electric Car"
Eleanor Sprinkle
Gainesville Elementary

Travel toward the District has been eased by commuters spreading their work schedules over the entire week and around the clock. This has reduced the infamous ``rush hour'' of the 1980s since commuters depart for and leave from their places of work at a wide assortment of days and times.

Self-sufficient communities encourage people to do their normal day-to-day business without using their automobiles. If they prefer to shop in person rather than by phone, they walk to the local grocery. The clustered, self-sufficient communities encourage families to live an active life with only one automobile, used mostly for vacations or other unique travel requirements. Most individual movement is done on foot, by bike, or convenient, quick mass transit. The people of Prince William County welcome people-powered transportation (e.g., walking, running, biking, etc.) as part of a healthy lifestyle and highly acceptable mode of getting from one point to another. Biking and walking trails form a network throughout the County, providing residents with the opportunity to travel from one end of the County to the other and to connect with trails in neighboring counties.

The Prince William County urban and rural areas have aesthetic transportation mediums that are attractive and blend with the environmentally clean lifestyle of 2010. These systems connect residential communities with major cultural centers, educational facilities and shopping centers. Most of the shopping centers in Prince William County are dense, closed to cars and designed expressly for pedestrians.

Mass transportation is subsidized to allow all residents access to the transportation system. Older adults and individuals with disabilities have full access to all forms of mass transit. This freedom to travel has increased their employment opportunities and

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ability to participate fully in the many available community activities. In 2010, the citizens have adopted mass transportation as the main mode of travel. The freedom to move about is unrestricted by virtue of an interconnected mass transit system.

Cross-county highways provide access for the intra-county bus system which connects the two transportation hubs at Woodbridge and Manassas. Buses pick up riders in the communities and carry them to work, school, cultural events and recreational activities. Citizens use buses to reach the large shopping malls and to get to their medical appointments. The new, safe highways also provide efficient, limited-access automobile travel from one side of the County to the other.

Mass transportation is the primary means for people to carry out their day-to-day routines. The systems include buses, trains, monorails, helicopters, ferries, aircraft and high-speed boats. These systems are rapid, safe, environmentally sound and are connected at centers which provide great flexibility to the people for getting from one point to another.

Two monorail systems move people out of the County to business, recreation and shopping via the center median of Interstates 95 and 66. The majority of commuter traffic between Prince William County and Washington, D.C. is on these monorail systems and the railroad.

The railroads within Prince William have offered train service for almost 20 years. They have been modernized as new technologies have become available and now offer high-speed service. They are easily accessed at both ends of the County via the other components of the mass transportation system and privately owned vehicles. Parking areas at these two hubs use automated vertical or multi-layered technology to conserve land use.

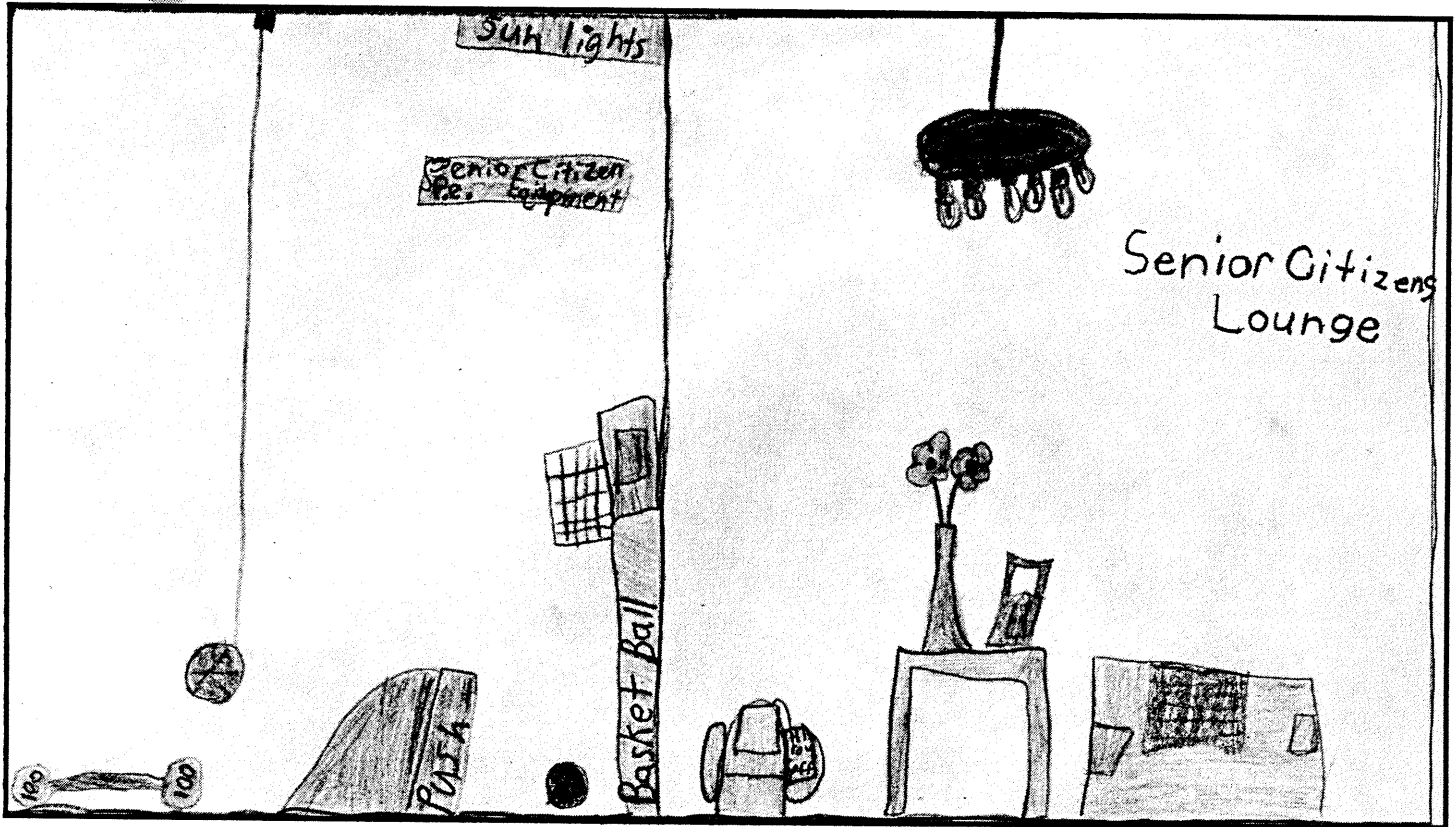
Modern machines offer new opportunities to residents. A high-speed boat/ferry transport service on the Potomac River provides commuters with an alternate method for transport to the Washington, D.C. area. A port authority provides Prince William County residents with access to ocean shipping and cruises, revisiting our role as a sea port in our early history. An affordable helicopter shuttle service is located at each end of the County to provide convenient, fast transportation to major points throughout the Washington, D.C. metropolitan area and particularly the three major airports.

The automobile, although using different technology and fuel systems, is still used in the year 2010. A majority of automobiles are electric and provide clean, safe and quiet transportation. Others are fueled by garbage products, solar energy, natural gas or other non-fossil fuels. Only antique automobiles use fossil fuels. The automobiles have computerized, automated systems which interface with traffic control systems, safety systems and mapping systems to afford the most expedient way to get from place to place. The automated technology has reduced the number of accidents and has resulted in reduced injuries, insurance costs and repair costs. Road systems are maintenance-free and have automated systems for traffic control, safety, lighting and weather emergencies. The new modern roads incorporate automatic heating to eliminate snow and ice hazards during winter months.

When in her car she drives down the top layer of Waterway Drive. The streets now consist of three layers going one way and three layers going the other way.

- Katie Sloan
John F. Pattie Elementary

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"2010 Senior Citizens Center"
- Mrs. Agnew's Class
Coles Elementary

The preferred future of Prince William County as described by its citizens is a comprehensive vision of the opportunities and amenities they desire in the year 2010. Business and industry have brought increased employment opportunities to the County. The impact of this change has been significant: shorter travel time to and from work has increased the number of hours citizens are able to spend with their families and devote to community activities; local employment has broadened the tax base; and increased revenues fund required community services. A sense of community is prevalent throughout Prince William County as the result of the high quality of life.

Education in 2010 provides opportunities for learners of all ages in public and private schools, local community colleges, the local state university, at libraries and in

cultural centers. Libraries are accessible 24 hours a day by computer from home, work and school. Databases and research files make these facilities invaluable. Cultural facilities are available throughout the County. A large, multi-use building is the central focus for many activities. Professional artists, community groups and students frequent the facilities.

Like cultural facilities, recreational areas are located throughout the County. Biking and hiking trails connect neighborhoods and are a means of transportation and exercise. Recreational centers provide activities 24 hours a day in order to serve all residents regardless of their work schedules.

Citizens work with the police to provide safe communities. The Neighborhood Watch Program is active in all neighborhoods. State-of-the-art equipment is available to

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police officers, firefighters and emergency medical technicians.

Community members recycle a large percentage of their waste after factoring waste reduction into shopping decisions. Recycling is in vogue.

Public transportation ties communities together. Mass transportation provides access to all County services. It permits old and young, students, workers and people with disabilities to travel to shopping centers, school, work, libraries and recreational areas. Cross-county roads and mass transit connect the ends of the County and bring residents closer together.

The Prince William County of 2010 is a community that focuses on self-sufficiency, balance and a high quality of life, while striving to build a better community for future generations.

The next task is to make this vision real.

This vision describes the citizens' preferred future for our County. It is not a picture of what Prince William County will become through natural evolution. To make this vision real will require specific actions by individuals and organizations with the power to make decisions and carry them out.

The Commission invites the Board of County Supervisors to use this vision as the first step in developing a strategic plan for Prince William County. In a time of rapid change and unpredictable future, strategic planning is the best method for making informed decisions today which shape the County's future. Strategic planning is an organized method to deal with change within a community. It can help the County progress toward its best possible future.

The strategic planning process is a multi-step process. It requires an analysis of Prince William County's strengths and weaknesses. Citizens and staff members are asked to

determine which issues are to be the focus of the effort and what resources are available in the County. Change and events occurring outside our boundaries also are factors to be considered. All of these aspects are important factors for the strategic planners to consider.

A broad range of staff and community members should participate in the

planning process. Citizens also must be partners in the strategic planning process. Ideas solicited at appropriate times from community members will provide additional information for the planners. Their contribution of time and energy is necessary to make this preferred future a reality.

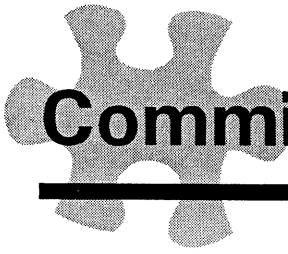
In the meantime, there are parts of this vision which can be worked toward now. Obviously, this vision cannot be accomplished by the County government alone. It is not the sole responsibility of the Board of County Supervisors, but requires that the government, private citizens, business owners and developers work together to bring each aspect to fruition.

The community envisions a population working together to enhance the quality of life of its members. The new economic structure of the County provides employees with the time to be involved in community activities. All citizens are encouraged to take the initial step today to work with their neighbors to make positive changes. Citizens working together can take the small steps today which will bring us to our preferred future in the year 2010. Citizen-government-business cooperation will enhance many projects.

For example, the community police officer concept can only be established by

I hope there will be people thinking of not only themselves but others, too.

- Elizabeth Rooney
Westridge Elementary



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the County police department, individuals within the community can work today to expand their Neighborhood Watch program to involve more of their neighbors and increase their community's security. The County government can fund a group home for those with disabilities within communities while neighbors welcome new residents, prepare the house for new occupants and help the individuals become active members of the community.

Our state and County governments and developers can fund the bike and walking trails described in the vision, but only the citizens can promote their use and encourage users to keep them clean. Biking and hiking clubs can sponsor volunteer patrols to maintain the trails.

The County has the authority to expand the intra-county bus service, but if the new mass transit service is to be effective, individuals must change their attitudes about driving their automobiles. Citizens must learn to plan their daily travel with bus schedules and to "leave the driving to us."

These examples are just a short sample of areas of government-citizen cooperation. There are other areas throughout this vision which can benefit from public and private cooperation. This vision is too important to leave to one individual or community group to carry out. On the contrary, it will benefit from the ideas and enthusiasm of many individuals and community groups. The responsibility for the future lies in the hands of each citizen of Prince William County. Everyone has a role to play.

Rap Up 2010

In Prince William County in 2010,
You'll see strange things if you live
here then.

Cars won't be around in those days.
Two-man choppers will be the craze.

Fueled with alcohol, there's no more gas.
The oil is gone; it was used too fast.

Trains that ride on a cushion of air --
True public transport, there is no fare.

People don't shop at malls anymore.
They sit at a terminal and order from the
store.

Don't worry, be happy, pollution is past.
You can breathe the air without a mask.

Trees in parks and fields will grow,
Along with grass you don't have to mow.

This class of kids will be Moms and Dads
Who live in Prince William and they'll
be glad.

2010 will be a happy time,
For all our knowledge has saved mankind.

Stuart Brooks
John F. Pattie Elementary

Appendix A: "Developing the Future Vision"

The task of envisioning the future of Prince William County began when the Board of County Supervisors appointed 14 citizens, two selected from each magisterial district but representing the County as a whole and a chairman to serve on the Commission on the Future. The commissioners were chosen from 536 interested residents to represent the many diversities in the County.

The Commission began its work with a list of community-generated topics that would be important to citizens in the year 2010. The commissioners then requested that the community select the most important topics for study. Twenty-three topics selected by the citizens were combined into the 16 subjects and addressed in this report -- community life, culture, economic development/employment, education, environment, finance, government, health care, historic preservation, housing, library services, people, public safety, recreation, transportation and waste treatment.

The commissioners divided these areas into four commission task forces: The Community Development Task Force studied topics related to housing, historical preservation, people, human services and community life. The Economic Development Task Force studied employment, economic development, finance, government, transportation and waste treatment. The Health and Safety Task Force studied parks, recreation, health care, public safety and the environment. The Learning Task Force studied culture, education and library services.

Augmented by County residents, the task forces studied futurist and professional predictions, national and international trends, technological advances in biotechnology, microelectronics, manufacturing, housing, medicine and health and other relevant materials. To develop an awareness of alternative individual and group views of the future, the commissioners used a community involvement program that included: a) holding three futurist workshops with citizens who had

applied to be Commission members; b) scheduling 13 public hearings throughout the County; and c) meeting with civic, cultural, public service, school and business groups.

A special effort was made to solicit the views of young people in the County, those who will most influence life in the 21st century. Students from Prince William County public and private schools responded to the Commission's request for their visions of the County in 2010. They wrote songs, drew pictures and murals, presented plays, drew maps, made videos and models and participated in two Commission workshops. Girl Scouts and Boy Scouts shared their ideas of the future along with the Youth Advisory Committee. The Woodbridge Senior High School Problem Solvers shared their SATELINK project for a local electronic office satellite center.

The Commission and Task Force members thoroughly reviewed and studied all of the information presented by participating individuals and organizations, futurists and professionals in specific areas. Themes and trends of thought from the public's ideas were developed as the Task Force reports were prepared. These ideas were combined and presented to the citizens of Prince William County in the Preliminary Report in April 1990.

The Preliminary Report was sent to the people who had helped to develop it by sharing their ideas with the Commission and Task Forces and to those who requested it or obtained it at libraries or other public buildings. Comments about the preliminary vision were gathered at public meetings held in each magisterial district and with community organizations. Many people returned the comment page at the end of the report.

Task Force members gathered all the citizen reactions to the Preliminary Report, researched trends in specific areas and developed the community's vision of what Prince William County should become in the year 2010. This report is the community's preferred future for our County.

ACKNOWLEDGEMENTS

The Prince William County Commission on the Future appreciates the contributions of the more than 3,000 citizens who participated in the many meetings addressed by Commission members and/or sent us their written comments.

We thank the students of Prince William County who sent us ideas of their preferred future in projects, drawings, video tapes, songs and themes during the 1989-1990 school year. The efforts of the teachers, parents and administrators who encouraged their students' participation also are appreciated.

We value the ideas the middle and high school students developed and shared at the three Visioning workshops and the SATELINK presentation from the Woodbridge Senior High School Problem Solvers.

We appreciate the support of the Board of County Supervisors, the County Executive, and the County staff members.

We thank the Prince William County School System for providing space for our public meetings and Bobette Burgess of the Safety and Security Office for arranging and coordinating our use of the schools.

The Commission was assisted in preparing this Future Vision by community volunteers who served on the four Task Forces. They met with citizens at meetings, studied futurists' projections, completed research in their respective areas of interest and analyzed the written material submitted to the Commission by community members. The members of each Task Force contributed many hours of reading, meeting, and writing to assist us in preparing the Preliminary and Final Reports. The four Task Forces and their members are listed below.

Community Development

Charles W. Gibson, Chair
Donna Blanton
David McGettigan
John O'Malley
Louise Robbins
William A. Scott
Justin H. Wickens
Ulysses S. Williams

Economic Development

Mark W. Majoros, Chair
Nancy Burchell
Daniel M. Carradice
Richard Crane
Ron Fisher
Janet Gorn
Randall Karalus
Dan Vance
Frank E. Varljen

Health & Public Safety

Richard J. Lloyd, Chair
John Agnew
Richard A. Glover
John T. Michel
Barbara Reese
Rosalind Thomas
David A. Spetrino

Learning

Fay Wallace, Chair
Dianne S. Flory
Scott Gibb
David Howe
Laura Newman
Robert C. Perry
Linda St. John

Our task would have been impossible to complete without the exceptional clerical support of James Agbayani who worked with us through the preparation of the Preliminary Report and Rachel Hague who took the baton and helped us finish the task and prepare this Final Report.

We especially express our gratitude to Lynne Asmuth, Commission Coordinator, for her outstanding management and support in all phases of the Commission on the Future's task.

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