

MOTION: CADDIGAN

**January 22, 2013
Regular Meeting
Res. No. 13-52**

SECOND: PRINCIPI

RE: ADOPT THE 2013-2016 STRATEGIC PLAN

ACTION: APPROVED

WHEREAS, the Prince William Board of County Supervisors adopted the Financial and Program Planning Ordinance in 1994 that calls for the adoption of a Prince William County Strategic Plan; and

WHEREAS, the Board appointed a 20-member Strategic Plan Team to recommend a 2013-2016 Strategic Plan; and

WHEREAS, the Board held a public hearing and adopted a Strategic Vision Statement on June 19, 2012: *Prince William County is a community of choice, with a strong, diverse economic base, where individuals and families choose to live and businesses choose to locate*; and

WHEREAS, at that same public hearing the Board adopted five Goal Area Statements:

Economic Development – The County will provide a robust, diverse economy with more quality jobs and an expanded commercial tax base; and

Education – The County will provide an educational environment rich in opportunities to increase educational attainment for workforce readiness, post-secondary education and lifelong learning; and

Human Services – The County will provide human services to individuals and families most at risk, through innovative and effective leveraging of state and federal funds and community partnerships; and

Public Safety – The County will maintain safe neighborhoods and business areas and provide prompt response to emergencies; and

Transportation – The County will provide a multi-modal transportation network that supports County and regional connectivity; and

WHEREAS, the Team invested over 680 hours to develop this Strategic Plan and presented their recommendation to the Board on November 27, 2012; and

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WHEREAS, the 2013-2016 Strategic Plan will provide important strategic direction for the community and will guide resource allocation decisions for the FY2014 – FY2017 budgets; and

WHEREAS, a public hearing has been duly advertised for this purpose and was conducted on January 22, 2013, and all interested citizens were heard;

NOW, THEREFORE, BE IT RESOLVED that the Prince William Board of County Supervisors does hereby adopt the 2013-2016 Strategic Plan.

ATTACHMENT: 2013-2016 Strategic Plan

Votes:

Ayes: Caddigan, Candland, Covington, Jenkins, May, Nohe, Principi, Stewart

Nays: None

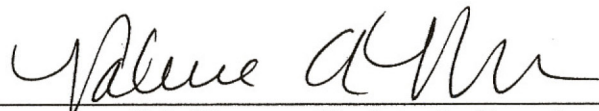
Absent from Vote: None

Absent from Meeting: None

For Information:

Pat Thomas, Strategic Plan Coordinator

ATTEST: _____



Chief Deputy Clerk to the Board



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BOARD OF COUNTY SUPERVISORS

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Martin E. Nohe, Vice Chairman
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Melissa S. Peacor
County Executive

January 7, 2013

TO: Board of County Supervisors

FROM: Michelle A. Casciato
Management and Budget Director

THRU: Melissa S. Peacor
County Executive

RE: Adoption of 2013-2016 Strategic Plan

I. Background in chronological order is as follows:

- A. Prince William County Financial and Program Planning Ordinance – The Financial and Program Planning Ordinance requires the adoption of a Strategic Plan (Plan) to provide policy guidance for the County’s budget and operating decisions.
- B. 2013-2016 Strategic Plan Process – On June 20, 2011, the Board of County Supervisors endorsed an approach to the sixth Strategic Plan process that included a 20-member Strategic Plan Team (Team). Appointments were completed in February 2012 and the Team began meeting in March 2012.
- C. Public Hearing – On June 19, 2012 the Board held a public hearing on the proposed vision statement, goals and goal statements. The Board’s adopted vision statement reads as follows: “Prince William County is a community of choice with a strong, diverse economic base, where individuals and families choose to live and businesses choose to locate.” Five goal areas and goal statements were also adopted:
 1. Economic Development – The County will provide a robust, diverse economy with more quality jobs and an expanded commercial tax base.

2. Education – The County will provide an educational environment rich in opportunities to increase educational attainment for workforce readiness, post-secondary education and lifelong learning.
3. Human Services – The County will provide human services to individuals and families most at risk, through innovative and effective leveraging of state and federal funds and community partnerships.
4. Public Safety – The County will maintain safe neighborhoods and business areas and provide prompt response to emergencies.
5. Transportation – The County will provide a multi-modal transportation network that supports County and regional connectivity.

II. Current Situation is as follows:

- A. Final Team Presentation – In preparation for the public hearing to adopt a Strategic Plan, the Team presented their recommendation to the Board on November 27, 2012. The recommendation included the previously adopted vision and goal area statements, the Team’s proposed community outcomes and proposed strategies to achieve those outcomes.
- B. Staff Recommendation – Staff recommends adoption of the 2013-2016 Strategic Plan as proposed by the Team. The proposed strategies are separated into two categories – those that can be accomplished with the resources proposed in the adopted FY 13-17 five year plan, and those that would require additional resources.
- C. Public Hearing – A public hearing on the 2013-2016 Strategic Plan has been duly advertised for January 22, 2013.
- D. Action Requested of the Board – This item requests that the Board adopt the 2013-2016 Strategic Plan as proposed to provide policy and budgetary guidance for the upcoming four years.

III. Issues in order of importance are as follows:

- A. Service Level/Policy Impacts – What are the service level and policy impacts associated with adoption of the 2013-2016 Strategic Plan?

- B. Fiscal Impacts – What are the fiscal impacts associated with the adoption of the 2013-2016 Strategic Plan?
- C. Legal Impacts – What are the legal impacts associated with the adoption of the 2013-2016 Strategic Plan?
- D. Timing – What timing issues are associated with the adoption of the 2013-2016 Strategic Plan?

IV. Alternatives in order of feasibility are as follows:

- A. Adopt the 2013-2016 Strategic Plan as proposed:
 - 1. Service Level/Policy Impacts – In each goal area, the 2013-2016 Strategic Plan identifies desired community outcomes that translate into service levels:
 - a) Economic Development:
 - i. By 2016 the total at-place employment will increase from 111,000 to 118,000.
 - ii. By 2016 the cumulative number of new targeted jobs associated with new County businesses will be 1,200.
 - iii. By 2016 the cumulative number of new targeted jobs associated with existing County businesses will be 480.
 - iv. By 2016 the cumulative value of capital investment associated with new and expansion projects will be \$800,000,000.
 - v. By 2016 the cumulative value of capital investment in targeted redevelopment areas will be \$8,000,000.
 - b) Education:
 - i. By 2016 the high school graduation rate will increase from 88% to 90%.
 - ii. By 2016 the percentage of students scoring at an advanced Standards of Learning (SOL) level in each subject area will increase from 25% to 50%.
 - iii. By 2016 the percentage of graduates passing one or more advanced exam (Advanced Placement, International Baccalaureate, or Cambridge) will increase from 31% to 40%.

- iv. By 2016 the percentage of graduates with a Governors, Career and Technical Education, Advanced Mathematics and Technology, or Civic Seal will increase from 46% to 65%.
 - v. By 2016 the number of dual enrollment Prince William County Schools/Northern Virginia Community College (PWCS/NVCC) students will increase to more than the baseline of 301.
 - vi. By 2016 the ratio of National Board Certified Teachers to students will increase from 1:701 to 1:500.
 - vii. By 2016 the percentage of accredited schools will be 100%, even with changes in the accreditation standards.
 - viii. By 2016 the average elementary school classroom size will decrease to less than the baseline of 23.2 students per classroom.
 - ix. By 2016 the average middle school classroom size will decrease to less than the baseline of 30.7 students per classroom.
 - x. By 2016 the average high school classroom size will decrease to less than the baseline of 29.7 students per classroom.
 - xi. By 2016 George Mason University (GMU) will improve its ranking in the National Science Foundation Annual Research and Development Survey from 153, on its way to a goal of being in the top 125 schools.
 - xii. By 2016 the number of County residents/employees taking workforce development classes at the Manassas and Woodbridge NVCC campuses will increase from 3,617 to 4,340.
- c) Human Services:
- i. By 2016 the number of people hospitalized in state-funded psychiatric beds will not exceed the baseline of 175 per 100,000 population.
 - ii. By 2016 the percentage of foster children finding permanent placements will increase from 34% to 38%.
 - iii. By 2016 the percentage of Temporary Assistance for Needy Families (TANF) participants engaged in work activities will increase from 49% to 51%.

- iv. By 2016 the percentage of reoccurring cases of child abuse and neglect will decrease from 1.15% to 1.00%.
 - v. By 2016 the percentage of reoccurring cases of adult abuse and neglect will decrease from 7.3% to 5.0%.
 - vi. By 2016 the point-in-time homeless count will decrease from 467 to 327.
 - vii. By 2016 the percentage of Area Agency on Aging clients reporting that services allowed them to remain in their homes, based on an expanded client base, will be maintained at or above the baseline of 98%.
 - viii. By 2016 the percentage of special education secondary students no longer in school who are employed within one year of leaving school will increase to more than the baseline of 45.5%.
 - ix. By 2016 the percentage of mentally ill and/or substance abusing youth placed in residential placements, returning to the community within 9 months, will increase from 57% to 66%.
 - x. By 2016 day support and training placements for individuals with autism will increase from 79 to 175.
 - xi. By 2016 the number of clients served by community partners and contractual agreements will increase from 52,645 to 55,328.
 - xii. By 2016 the number of volunteer hours provided to support the activities of human services agencies will increase from 25,150 to 28,279.
- d) Public Safety:
- i. Through 2016 the Part 1 crime rate will remain within the lowest third of the communities in the COG region.
 - ii. Through 2016 the Part 1 crime closure rates will remain higher than the national averages for suburban communities.
 - iii. Through 2016 the juvenile reconviction rate will remain at or below the baseline of 23.3%.
 - iv. Through 2016 the adult reconviction rate will remain at or below the baseline of 28.2%.

- v. Through 2016 the percentage of positive responses to the statement, "I feel safe in my neighborhood," will remain at or above the baseline of 93%.
 - vi. Through 2016 the percentage of positive responses to the statement, "I feel safe when I visit commercial areas," will remain at or above the baseline of 93%.
 - vii. Through 2016 the percentage of positive responses to the statement, "Firefighting services are prompt and reliable," will remain at or above the baseline of 98%.
 - viii. Through 2016 the percentage of positive responses to the statement, "Emergency Medical Services' staff is skilled and reliable," will remain at or above the baseline of 97%.
 - ix. Through 2016 the average Police emergency response time will remain at or below the baseline of 7 minutes.
 - x. By 2016 the percentage of emergency incident responses to all fire and rescue emergencies in 4 minutes or less will increase from 48% to 49%.
 - xi. By 2016 the percentage of fire suppression units on-scene for fire emergencies in 4 minutes or less will increase from 39% to 40%.
 - xii. By 2016 the percentage of Basic Life Support (BLS) responses to all fire and rescue emergencies in 4 minutes or less will increase from 48% to 49%.
 - xiii. By 2016 the percentage of Advanced Life Support (ALS) responses to all ALS emergencies in 8 minutes or less will increase from 84% to 86%.
 - xiv. By 2016 the number of fire-related injuries per 100,000 population will decrease from 10 to 9.
 - xv. Through 2016 the number of civilian fire-related deaths will remain at or below the baseline of 1.
- e) Transportation:
- i. By 2016 the number of multi-modal rider trips, to include OmniRide, VRE, slugging, carpooling and vanpooling, will increase from 8.72 million to 9.16 million.
 - ii. Through 2016 the percentage of positive response to the statement, "I can easily get around Prince

William County by car,” will remain at or above the baseline of 84%.

- iii. By 2016 the percentage of 2006 Road Bond projects either completed or under construction will increase from 54% to 92%.
- iv. By 2016, 15 cumulative miles of pedestrian trails and sidewalks will be constructed and added to the County’s Comprehensive Plan roads.
- v. By 2016, the percentage of County residents telecommuting will increase from 22% to 23%, as defined and reported by the Metropolitan Washington Council of Government State of the Commute Survey.

2. Fiscal Impacts – The 2013-2016 Strategic Plan includes strategies to achieve the desired community outcomes. These strategies are divided into two lists – those that can be accomplished with the resources provided in the adopted FY 13-17 five year plan, and those that require additional resources. The Plan is proposed such that all the strategies can be adopted, but those that cannot be accomplished with planned resources will only be implemented if and when the necessary resources are appropriated. The financial impacts of the second list, by goal area, are as follows:

- a) Economic Development – Of the 11 strategies recommended to achieve the desired community outcomes, only one cannot be accommodated within the resources identified in the adopted five year plan. That strategy, developing initiatives to grow small businesses and encourage entrepreneurship, is estimated to cost \$20,000.
- b) Education – No County strategies are proposed for the Education goal. The three primary educational entities – Prince William County Schools, George Mason University, and Northern Virginia Community College – are responsible for the strategies to achieve the desired community outcomes within their individual budgets. There are no fiscal impacts beyond the County/Schools revenue sharing agreement commitments in the adopted five year plan.

- c) Human Services – Of the 16 strategies recommended to achieve the desired community outcomes, six require resources that are not within the adopted five year plan. The additional resources required are estimated as follows:
 - i. Child Advocacy Center - \$500,000
 - ii. Adult Foster Care program - \$75,000
 - iii. Service slots for intellectually disabled youth aging out of the school system - \$35,000 per client
 - iv. Additional intensive case management and discharge planning for mentally ill/substance abusing youth in residential placement - \$200,000
 - v. Increased local funding for partners and contractual services – no estimate
 - vi. Partner with local and regional providers to seek additional funds for day support and training for autistic individuals – no estimate

 - d) Public Safety – Of the 15 strategies recommended to achieve the desired community outcomes, four require resources that are not within the adopted five year plan. The additional resources required are estimated as follows:
 - i. Full public safety staffing plans - \$5.81 million
 - ii. Public Safety Training Center expansion - \$9 million
 - iii. Innovation Fire and Rescue Station - \$15 million
 - iv. Animal Shelter replacement - \$15 million

 - e) Transportation – Of the ten strategies recommended to achieve the desired community outcomes, only one requires resources that are not within the adopted five year plan. That strategy, expanding OmniLink services, is estimated to cost \$1.7 million.
3. Legal Impacts – Adoption of the 2013-2016 Strategic Plan maintains the Board’s compliance with the Financial and Program Planning Ordinance that codifies the Principles of Sound Financial Management.
4. Timing – Adoption of the 2013-2016 Strategic Plan at this time recognizes that the 2009-2012 Strategic Plan no longer provides policy and budgetary guidance.

- B. Take no action on the 2013-2016 Strategic Plan:
1. Service Level/Policy Impacts – Taking no action on the 2013-2016 Strategic Plan leaves the County with less than ideal policy guidance unless action is taken to extend the 2009-2012 Strategic Plan. In that instance, service levels would be guided by community outcomes identified over four years ago and may not reflect the community’s current service level demands.
 2. Fiscal Impacts – Taking no action on the 2013-2016 Strategic Plan leaves the County with less than ideal budgetary guidance unless action is taken to extend the 2009-2012 Strategic Plan. In that instance, budgetary decisions would be guided by community outcomes identified over four years ago and may not reflect the community’s current fiscal environment. Even without adoption of the 2013-2016 Strategic Plan, the County may choose to undertake any or all of the strategies identified in the Plan as long as the adopted agency budgets accommodate such actions.
 3. Legal Impacts – Taking no action on the 2013-2016 Strategic Plan puts the Board out of compliance with the Financial and Program Planning Ordinance that codifies the Principles of Sound Financial Management. The Board can avoid this by taking a separate action to extend the 2009-2012 Strategic Plan.
 4. Timing – Taking no action on the 2013-2016 Strategic Plan leaves the County with less than ideal policy and budgetary guidance unless separate action is taken to extend the 2009-2012 Strategic Plan.

V. **Recommendation** is that the Board of County Supervisors concur with Alternative A and approve the attached Resolution.

Staff Contact – Pat Thomas, x7058

Attachments:

- A. Proposed 2013-2016 Strategic Plan
- B. 2013-2016 Strategic Plan Presentation