



Prince William County Government  
Board of County Supervisors



# 2013-2016 Strategic Plan Year Three Update

*Pat Thomas*  
*Office of Management & Budget*  
*October 13, 2015*

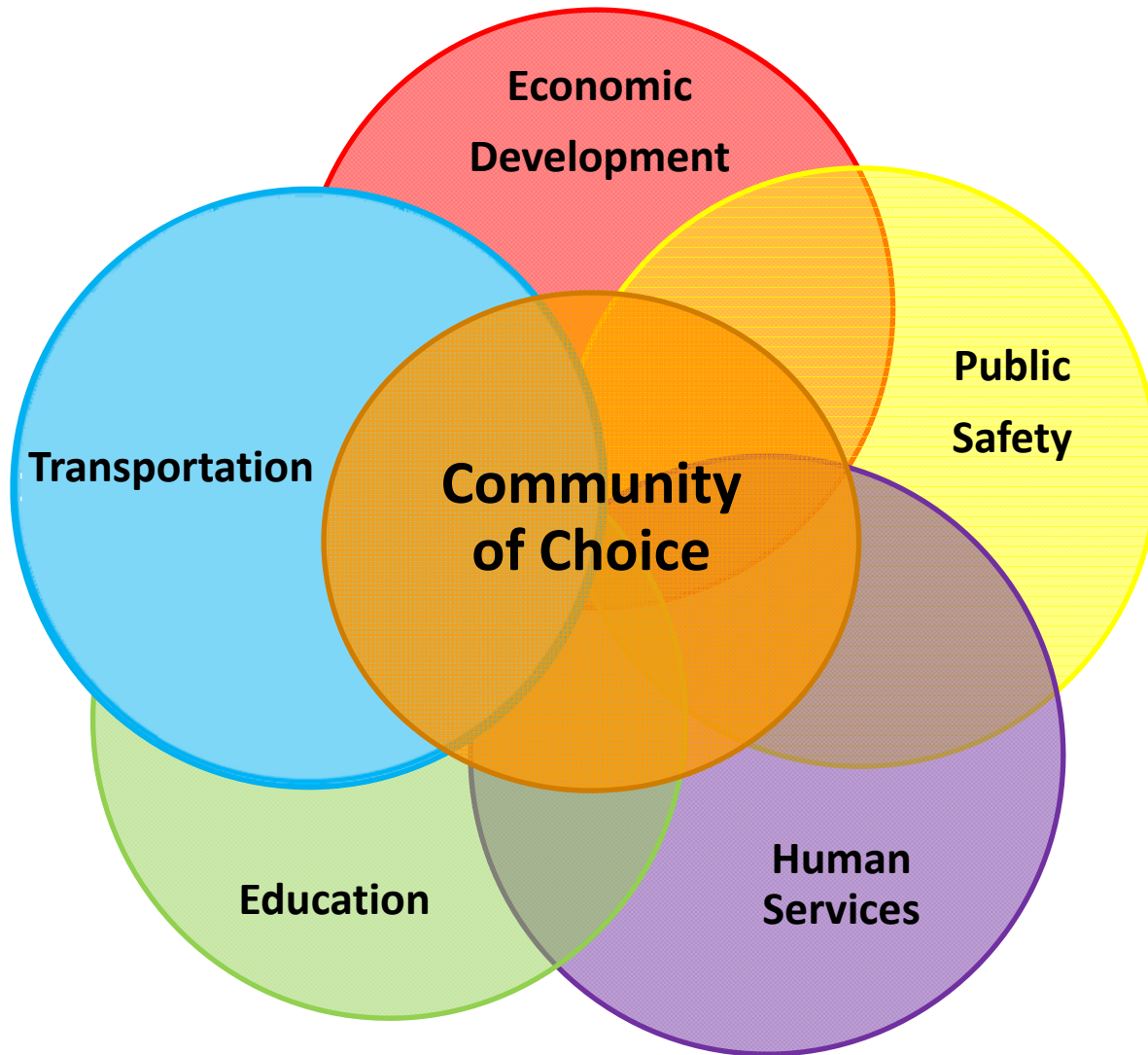
# Strategic Vision Statement



Prince William County is a community of choice with a strong, diverse economic base, where individuals and families choose to live and work and businesses choose to locate.



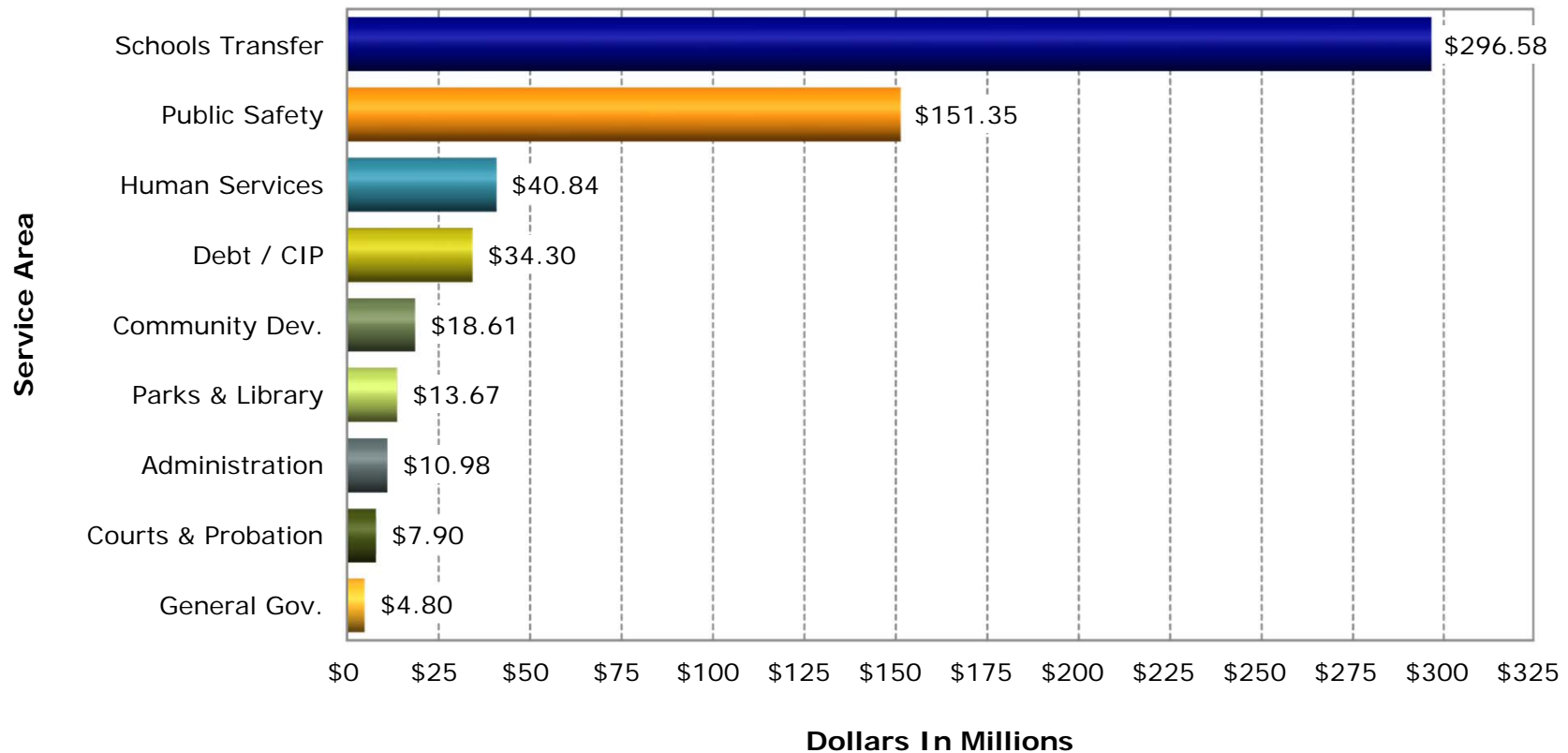
# Strategic Goal Areas



# BOCS Has Consistently Funded Strategic Plan Priorities (Current Dollars)



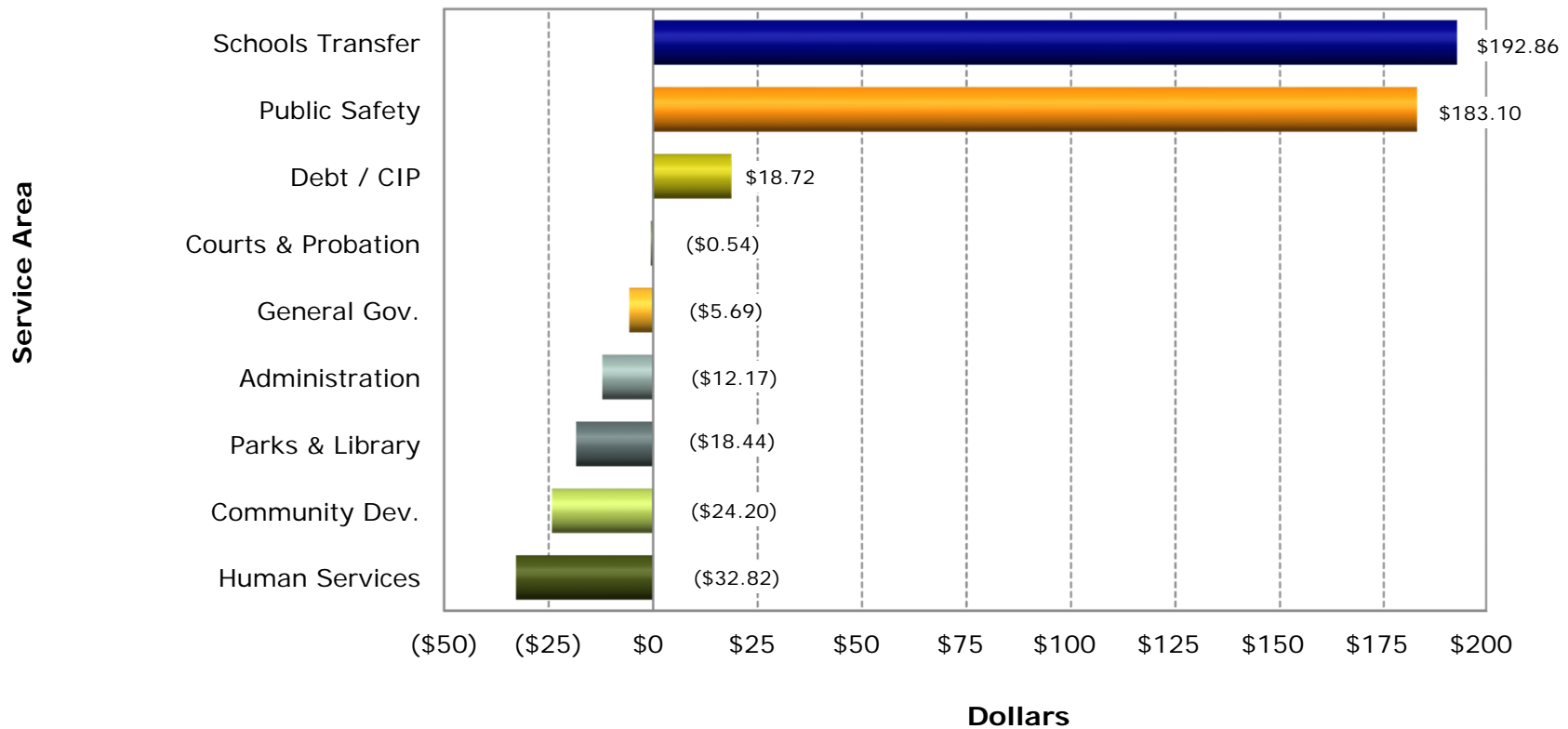
FY 00 to FY 15  
Dollar Change by Service Area  
(Not Adjusted For Inflation)



# Areas other than Education & Public Safety fall behind once funds are adjusted for inflation



**FY 00 to FY 15 Dollar Change  
In Cost Per Capita by Service Area  
(Adjusted for Inflation)**



# County Resident Perceptions Reflect Widespread Satisfaction



- 91% say PWC quality of life meets/exceeds their expectations
- 86% believe they receive good value for their tax dollars
- 91% believe County provides efficient and effective service
- 90% say that County employees are courteous and helpful





# Economic Development



- *The County will provide a robust, diverse economy with more quality jobs and an expanded commercial tax base.*
- Significant Accomplishments
  - ◆ Best economic development year ever
  - ◆ Over \$2B in capital investment announced over last 3 years, better than the 2016 target of \$800M
    - \$1.23B is already on the ground
    - \$21.5M in revenue from data centers
  - ◆ Over 119K jobs in PWC, better than the 2016 target of 118K
  - ◆ Annual median household income of \$98,071
  - ◆ Established science accelerator and gaming institute at INNOVATION, with two computer game spinoffs anticipated in FY16



# Economic Development - Continued



	Current	2016 Target
<b>Economic Development</b>		
Prince William County at-place employment	119,297	118,000
New targeted jobs associated with new County businesses	690	1,200
New targeted jobs associated with existing County businesses	579	800
Value of capital investment associated with announced deals	\$2,170M	\$800M
Value of capital investment in targeted redevelopment areas	\$5M	\$8M





# Education



- *The County will provide an educational environment rich in opportunities to increase educational attainment for workforce readiness, post-secondary education and lifelong learning.*
- Significant Accomplishments
  - ◆ 91% high school graduation rate, better than the 2016 target of 90%
  - ◆ 388 dual enrollment (PWCS/NVCC) students, better than the 2016 target of 302
  - ◆ GMU's national ranking in research funding is 148<sup>th</sup> , better the 2016 target of 152<sup>nd</sup>
  - ◆ BOCS initiated \$1M grant to address classroom size



# Education – Continued



	Current	2016 Target
<b>Education</b>		
High school graduation rate	91%	90%
Percentage of students scoring at an advanced SOL level in each subject area		
Reading	17%	50%
Math	18%	50%
Science	16%	50%
History	31%	50%
Percentage of graduates passing one or more advanced exam (AP, IB, Cambridge)	33%	40%
Percentage of graduates with a Governors, Career & Technical Education, Advanced Mathematics & Technology, or Civic Seal	59%	65%
Number of dual enrollment (PWCS/NVCC) students	388	>301
Ratio of National Board Certified Teachers to students	1:552	1:500



# Education – Continued



	Current	2016 Target
<b>Education – <i>Continued</i></b>		
Percentage of accredited schools (with changes in accreditation standards)	86%	100%
Average classroom size		
Elementary	23.3	<23.2
Middle	30.8	<30.7
High	30.3	<29.7
GMU's rank in the NSF Annual Research and Development Survey	148	<153
County residents/employees taking workforce development classes at Manassas and Woodbridge campuses	Not yet available	4,340



# 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.*
- Significant Accomplishments
  - ◆ 0.73% repeat cases of child abuse/neglect, better than the 2016 target of 1%
  - ◆ 0.05% repeat cases of adult abuse/neglect, better than the 2016 target of 5%
  - ◆ Volunteer hours toward human services have bested the 2016 target by 40%



# Human Services - continued



## ■ Significant Accomplishments, cont.

### ◆ Social Services

- Transitioned from Administrative to Advisory Board
- Strengthened outreach between CPS staff and Police Department
- Celebrated Juvenile Detention Center (JDC), Molinari Shelter and Pre-Trial staff with an event at JDC that allowed clients to participate in an adult work function
- Received new State funding to address Homeless Services and Child Protective Services (CPS) staffing needs noted in recent audits
- Addressing homelessness through transportation between shelters, adding a shelter and distributing sleeping bags for those who do not seek shelter
- Working with Continuum of Care to address needs of unsheltered adults



# Human Services - continued



## ■ Significant Accomplishments, cont.

### ◆ Community Services

- Centralized entry and assessment unit, Access, set the standard for initial (non-emergency) appointments to 10 days or less; some same day appointments for urgent requests are now possible.
- Awarded a total of \$1,956,038 of ongoing state funding in FY15 and FY16 to expand outpatient mental health and substance abuse treatment, crisis assessment, and jail diversion services to residents with serious mental illness and co-occurring disorders
- Adult Mental Health Outpatient Services averages 100 persons per month who are receiving medication management and/or another service but are on an assignment list for an outpatient service, such as individual or group therapy; the average wait time has decreased from 12 months to 5.5 months.
- Adult Substance Abuse Outpatient Services averages 60 persons per month on an assignment list; an average wait time of 25 days.
- Youth Mental Health and Substance Abuse Treatment Services maintain an assignment list which varies monthly; as of September 2015 there were 22 youth with an average wait of 2 months.



# Human Services – Continued



	Current	2016 Target
<b>Human Services</b>		
Number of people hospitalized in state-funded psychiatric beds per 100,000	200	175
Percentage of foster children finding permanent placements	32%	38%
Percentage of TANF (Temporary Assistance for Needy Families) participants engaged in work activities	44%	51%
Percentage of repeat child abuse and neglect cases	0.73%	1%
Percentage of repeat adult abuse and neglect cases	0.05%	5%
Point-in-time homeless count	409	327
Percentage of Area Agency on Aging clients reporting that services allowed them to remain in their homes (based on an expanded client base)	97%	98%
Percentage of special education secondary students no longer in school who are employed within one year of leaving school	Not yet available	>45.5%
Percentage of mentally ill and/or substance abusing youth placed in residential placements, returning to the community within 9 months	64.2%	66%
Day support and training placements for individuals with autism	34	175
Number of clients served by community partners and contractual agreements	50,983	55,328
Number of volunteer hours provided to support the activities of human services agencies	39,667	28,279





# Public Safety



■ *The County will maintain safe neighborhoods and business areas and provide prompt response to emergencies.*

■ Significant Accomplishments

- ◆ Crime rate (14.5 per 1,000 population) is lowest ever achieved
- ◆ Police emergency response of 6.5 minutes, faster than the 2016 target of 7 minutes
- ◆ 87% ALS response within 8 minutes, better than the 2016 target of 86%
- ◆ 23.1 % juvenile reconviction rate, better the 2016 target of 23.2%
- ◆ 17.5% adult reconviction rate, better the 2016 target of 28.2%
- ◆ Only 4 civilian fire-related injuries, better than the 2016 target of 9
- ◆ Zero civilian fire-related deaths, better than the 2016 target of 1
- ◆ 98% satisfaction with EMS, better than the 2016 target of 97%



# Public Safety - continued



## ■ Significant Accomplishments, cont.

### ◆ Capital projects funded/underway

- Central District Police Station
- Fire and Rescue Station #26 (formerly Bacon Race)
- Coles Fire and Rescue Station Reconstruction
- Nokesville Fire and Rescue Station Reconstruction
- Gainesville Fire and Rescue Station Renovation
- Adult Detention Center Phase II
- Public Safety Training Center Rifle Range

### ◆ Police body camera program funded

### ◆ Reinstated full Police and partial Fire & Rescue staffing plans

### ◆ Evidence Based Decision Making in Local Criminal Justice Systems Initiative is underway with PWC/Manassas/Manassas Park – framework for measurable reductions in pretrial misconduct and post-conviction reoffending



# Public Safety – Continued



	Current	2016 Target
<b>Public Safety</b>		
Prince William County Part 1 crimes per 1,000 population	14.50	Within the lowest third
Top of lowest third of COG region Part 1 crimes per 1,000	17.08	
Prince William County Part 1 violent crime closure rate	71%	Higher than the national average
National Part 1 violent crime closure rate	Not yet available	
Prince William County Part 1 property crime closure rate	23.5%	Higher than the national average
National Part 1 property crime closure rate	Not yet available	
Juvenile reconviction rate	23.1%	≤23.2%
Adult reconviction rate	17.5%	≤28.2%
Percentage of positive responses to the statement: "I feel safe in my neighborhood"	93%	≥93%
Percentage of positive responses to the statement: "I feel safe when I visit commercial areas"	93%	≥93%



# Public Safety – Continued



	Current	2016 Target
<b>Public Safety – Continued</b>		
Percentage of positive responses to the statement: "Firefighting services are prompt and reliable"	98%	≥98%
Percentage of positive responses to the statement: "Emergency Medical Services' staff are skilled and reliable"	98%	≥97%
Average Police emergency response time (minutes)	6.5	≤7.0
Percentage of fire and emergency responses that meet the County's adopted levels of service:		
Emergency incident response (all emergencies) in 4 minutes or less	46%	49%
Fire suppression unit on-scene (fire only) in 4 minutes or less	38%	40%
Basic Life Support (BLS) responses in 4 minutes or less	46%	49%
Advances Life Support (ALS) responses to all ALS emergencies in 8 minutes or less	87%	86%
Number of civilian fire-related injuries per 100,000 population	4	9
Number of civilian residential fire-related deaths	0	≤1



# Transportation



- *The County will provide a multi-modal transportation network that supports County and regional connectivity.*

- Significant Accomplishments

- ◆ 2006 Road Bond Projects

Completed	Underway
Route 1 – Joplin to Bradys Hill	Route 1 – Neabsco Mills to Featherstone
Heathcote – Route 15 to Old Carolina	Route 28 – Route 234 to Vint Hill
Prince William Parkway – Hoadly to Minnieville	Route 28 – Vint Hill to Fitzwater
University – Sudley Manor to Hornbaker	Minnieville – Route 234 to Spriggs
Rollins Ford – Vint Hill to Songsparrow	
Old Carolina – I66 to Piedmont Vista	



# Transportation - continued



## ◆ Other Road Projects

Completed	Underway
Hornbaker – Route 28 to University	Route 1 – Mary’s Way to Featherstone

- ◆ VRE’s Gainesville/Haymarket extension study funded through the NVTA and State
- ◆ \$75.49M in new NVTA 70% and State revenue sharing funds for Route 1 and Route 28



# Transportation – Continued



	Current	2016 Target
<b>Transportation</b>		
Number of multi-modal rider trips (mass transit – OmniRide and VRE, slugging, carpooling, etc.) (millions)	8.888	9.160
Percentage of positive responses to the statement: "I can easily get around Prince William County by car"	80%	≥84%
Percentage of 2006 Road Bond projects either completed or under construction	84%	92%
Miles of pedestrian trails and sidewalks constructed and added to the County's Comprehensive Plan roads	9.39	15.00
Percentage of County residents telecommuting	22%	23%





# Next Steps



- No amendments to the Strategic Plan are recommended – no action required by BOCS
- Need to begin planning for the 2017-2020 Strategic Plan



# Proposed Process for 2017-2020 Strategic Plan



## ■ Build on the 2013-2016 Strategic Plan

- ◆ “This planning effort benefitted from the fact that PWC recently went through a community based update to the Comprehensive Plan and a community based process for PWC 2030 (the 2<sup>nd</sup> Future Report), both of which provide perspectives on what the community should be in 2030...these recently adopted policy documents read the pulse of the community – where we are now and where we should go – and it was decided that they would ground the 2013-2016 Strategic Plan...one of six plans that will build upon each other to achieve those long term goals.” [2013-2016 Strategic Plan]



# Proposed Process for 2017-2020 Strategic Plan - continued



- Keep the existing vision statement –
  - ◆ *Prince William County is a community of choice with a strong, diverse economic base, where families and individuals choose to live and work and business choose to locate*
  
- Keep the five goals areas that have been consistent throughout our 24-year strategic planning timeframe
  - ◆ Economic Development
  - ◆ Education
  - ◆ Human Services
  - ◆ Public Safety
  - ◆ Transportation



# Proposed Process for 2017-2020 Strategic Plan - continued



- Create a 20 member team in January 2016
  - ◆ 2 appointees from each BOCS member
  - ◆ 4 appointees from CXO
  - ◆ Meet twice a month to develop recommendations for BOCS approval by December 2016
  
- Establishing the goal areas early on, instead of mid-year, allows the team more time to focus on community measures of success and the appropriate strategies to achieve those measures



# Tentative Project Schedule - 2016



- **January** – SP team convenes
- **March** – BOCS acts on any recommended edits to goal area statements
- **April through November** – SP team develops recommendations for community outcomes, 2020 targets, and strategies for each goal area
- **December** – SP team presents 2017-2020 Strategic Plan for BOCS action





Melissa S. Peacor  
County Executive

# COUNTY OF PRINCE WILLIAM

OFFICE OF EXECUTIVE MANAGEMENT

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October 5, 2015

**TO:** Board of County Supervisors

**FROM:** Pat Thomas  
Strategic Plan Coordinator

**THRU:** Michelle A. Casciato  
Management and Budget Director

**THRU:** Melissa S. Peacor  
County Executive

**RE:** Year Three Update on the Community Outcomes and Strategies Contained in the  
2013 – 2016 Strategic Plan – **All Magisterial Districts**

**I. Background:**

- A. 2013 – 2016 Strategic Plan – The Board of County Supervisors adopted the 2013 – 2016 Strategic Plan in January 2013. This Strategic Plan includes goal statements, community outcomes and strategies in five major areas:
1. Economic Development;
  2. Education;
  3. Human Services;
  4. Public Safety; and
  5. Transportation.
- B. Annual Updates – Each year County agencies report their progress on the community outcomes after the close of the fiscal year. The Year One Update and Year Two Updates were provided in 2013 and 2014, respectively.

- C. Annual Amendments – As part of the annual update, agencies may propose amendments to the community outcome targets and the strategies used to achieve those targets. The Year One Update included four amendments to the 2013 – 2016 Strategic Plan that were adopted by the Board; no amendments were adopted as part of the Year Two Update. All amendments are incorporated into this Year Three Update.

## II. Current Situation:

- A. Year Three Update – The following summarizes the progress toward achieving the community outcomes identified in the five strategic goal areas. Detail on each outcome can be found in Attachments 1 and 2; details on strategies can be found in Attachment 1.

- 1. Economic Development:

- a. Outcomes – When comparing Year Three actuals to the pre-plan baseline, all five community outcomes are trending positively. Additionally, the Year Three cumulative actual for “capital investment associated with announcements” already exceeds the 2016 target.
- b. Strategies – Of the 11 strategies identified, the County has completed the competitive market assessment and targeted industry list and has decided not to pursue the brand identification effort. All other strategies are underway.

- 2. Education:

- a. Outcomes – When comparing Year Three actuals to the pre-plan baselines, seven of the 15 community outcomes are trending positively toward the 2016 targets, seven are declining, and one is not yet available. Additionally, the 2016 targets for graduation rate and dual enrollments with Northern Virginia Community College have been exceeded.
- b. Strategies – Education strategies were not included in the adopted Strategic Plan.



3. Human Services:

- a. Outcomes – When comparing Year Three actuals to the pre-plan baselines, five of the 12 community outcomes are trending positively toward the 2016 targets, five are declining, one is not yet available and one cannot be compared due to a change in calculation method. Additionally, the 2016 targets for repeat cases of child and adult abuse, and volunteer hours have been exceeded.
- b. Strategies – Of the 16 strategies identified, 13 are underway. The County has not yet begun work on the Child Advocacy Center, reinstating funding for service slots for intellectually disabled youth aging out of the school system, or increasing funding for day support and training for individuals with autism.

4. Public Safety:

- a. Outcomes – When comparing Year Three actuals to the pre-plan baselines, six of the 11 community outcomes are trending positively, five are stable, three are declining, and two are currently not reported because the national data is not yet available. Additionally, the 2016 targets for juvenile and adult reconvictions, average police response times, advanced life support response rates, civilian fire-related injuries and deaths, and positive responses to “emergency medical services staff are skilled and reliable” have been exceeded. The 2016 targets for Part 1 crimes per 1,000 population, positive responses to “I feel safe in my neighborhood,” “I feel safe when I visit commercial areas,” and “firefighting services are prompt and reliable” have been met.
- b. Strategies – Of the 15 strategies identified, 12 are underway. The County has not yet begun work on the Training Center expansion, the Innovation Fire and Rescue Station, or the Animal Shelter replacement.

5. Transportation:

- a. Outcomes – When comparing Year Three actuals to the pre-plan baselines, three of the five community outcomes are trending positively toward the 2016 targets, one is stable and one is declining.

- b. Strategies – Of the ten strategies identified, the County has not yet begun the expansion of Omni-Link service. All other strategies are underway.

- B. Board Action Requested – No Board action is requested because no amendments to the Strategic Plan are proposed; this update is provided for informational purposes only.

Staff Contact – Pat Thomas, x7058

Attachments:

- 1. Community Outcome and Strategy Tables
- 2. Community Outcome Scorecard

Economic Development		Baseline	Year 1	Year 2	Year 3	2016 Target	Notes
		CY11	CY12	CY13	CY14	CY15	(3) revised from 114,942 during Year 2 update
<b>ED1</b>	Prince William County at-place employment	111,000	115,994 (3)	116,626 (4)	119,297	118,000	(4) revised from 117,546 during Year 3 update
		FY12	FY13	FY14	FY15	FY13-16	
<b>ED2</b>	New targeted jobs associated with new County businesses (cumulative)	303	110	239	341	1,200	
		FY12	FY13	FY14	FY15	FY13-16	
<b>ED3</b>	New targeted jobs associated with existing County businesses (cumulative)	118	484	32 (6)	63	800 (1)	(1) target changed from 480 to 800 during Year 1 update (6) revised from 39 to 32 during Year 3 update
		FY12	FY13	FY14	FY15	FY13-16	
<b>ED4</b>	Value of capital investment associated with announced deals (cumulative millions)	\$445	\$423	\$1,071 (5)	\$676	\$800	(5) revised from \$1,074 during Year 3 update
		FY12	FY13	FY14	FY15	FY 13-16	
<b>ED5</b>	Value of capital investment in targeted redevelopment areas (cumulative millions)	NA	0	\$3	\$2	\$8	

Strategies	Not Yet Begun	Underway	Completed	Comments
Assess the competitive market position and affirm the targeted industry list			X	<ul style="list-style-type: none"> <li>Study of Economic Competitiveness Analysis completed.</li> <li>Targeted industry list amended by Board Resolution No.14-95</li> </ul>

Strategies	Not Yet Begun	Underway	Completed	Comments
Advance PWC as a life sciences center		X		<ul style="list-style-type: none"> <li>• Launched Prince William Science Accelerator - a wet lab facility designed to meet the needs of early-stage life sciences companies.</li> <li>• Recruited 3 tenants to the Science Accelerator</li> <li>• Two existing tenants have expanded at the Science Accelerator</li> <li>• Continue to collaborate with GMU with regard to providing talent and equipment to Science Accelerator tenants</li> </ul>
Develop and implement, in coordination with GMU, the next generation strategies for INNOVATION Science and Technology Park		X		<ul style="list-style-type: none"> <li>• The Virginia Serious Games Institute has doubled in size and now hosts 7 companies, 2 of which are ready to move into commercial space in 2016</li> <li>• Working on establishment of a larger space to accommodate companies spinning out of the VSIG</li> <li>• New signage and upgraded landscaping in place at Innovation</li> <li>• Preparing for a potential RFQ to advance land use and design options at Innovation along with programmatic opportunities</li> <li>• Sale of 26 acres of County owned land in Innovation for data center use</li> <li>• Sale of 6 acres of County owned land in Innovation for a destination brewery and bistro including renovation of the historic Thomasson Barn</li> <li>• GMU has formally designated the Prince William Campus as its Science &amp; Technology Campus and opened the new Institute for Advanced Biomedical Research</li> </ul>
Strengthen relationships with key development partners		X		<ul style="list-style-type: none"> <li>• Continuing to partner in a variety of ways with: Prince William Chamber of Commerce; Prince William County Economic Advisors Group; Northern Virginia Technology Council; Virginia Biotechnology Association; Northern Virginia Community College; Greater Washington Board of Trade; Virginia Economic Development Partnership and NAIOP</li> </ul>

Strategies	Not Yet Begun	Underway	Completed	Comments
Increase the proactive aspects of the business retention program		X		<ul style="list-style-type: none"> <li>• Conduct regular courtesy visits to existing companies</li> <li>• Information dissemination on topics of interest/relevance</li> <li>• Provide consultation services</li> <li>• Initiated business snapshots as part of industry appreciation month</li> <li>• Spoke to five local and regional organizations on available resources</li> <li>• Increased the number of interactions to local businesses by 33.4 percent from FY14-FY15 (includes multiple interaction with same firm)</li> <li>• Increased the consultations with local businesses by 40 percent from FY14-FY15. (includes multiple interactions with same firm)</li> <li>• Produced a small business resource guide</li> </ul>
Enhance the marketing program to maximize the County's competitive position		X		<ul style="list-style-type: none"> <li>• In process of launching new mobile website</li> <li>• Generated enhanced marketing collateral</li> <li>• Expanded communications outreach and media engagement</li> </ul>
Conduct and implement a brand identification initiative	X			<ul style="list-style-type: none"> <li>• The BOCS has determined not to pursue this effort</li> </ul>
Operationalize an international marketing/outreach program		X		<ul style="list-style-type: none"> <li>• Hosted a Chinese business investment delegation as a result of our 2012 China mission</li> <li>• Referred a number of businesses to Virginia Economic Development Partnership's (VEDP's) export assistance programs</li> <li>• Hosted a number of international business and government groups on educational missions</li> </ul>
Foster community based redevelopment initiatives that include marketing and potential incentives, and the review of land use policies				<ul style="list-style-type: none"> <li>• Completing Dale City design plan</li> <li>• Preparing index of existing and potential incentives</li> <li>• Initiated review of land use policies</li> </ul>
Update the Economic Development Chapter of the Comprehensive Plan				<ul style="list-style-type: none"> <li>• BOCS initiated update</li> <li>• Conducting work sessions with industry representatives and business owners</li> </ul>

Strategies	Not Yet Begun	Underway	Completed	Comments
Develop and implement strategies that grow small businesses and encourage entrepreneurship in the County		X		<ul style="list-style-type: none"> <li>• Launched Prince William Science Accelerator – 3 resident companies</li> <li>• Launched Virginia Serious Game Institute</li> <li>• Hosted Business Services Luncheon in November 2014</li> <li>• Business resource publication – “Guide to Establishing a Business”</li> </ul>

	<b>Education</b>	<b>Baseline</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>2016 Target</b>	<i>Notes</i>
		<i>SY 11</i>	<i>SY 12</i>	<i>SY13</i>	<i>SY14</i>	<i>SY15</i>	
<b>E1</b>	High school graduation rate	88%	89%	90%	91%	90%	
		<i>SY 11</i>	<i>SY 12</i>	<i>SY13</i>	<i>SY14</i>	<i>SY15</i>	
<b>E2</b>	Percentage of students scoring at an advanced SOL level in each subject area						
	Reading	34% (2)	33%	17%	17%	50%	<i>(2) baseline changed from 25% during Year 1 update</i>
	Math	38% (2)	10%	15%	18%	50%	
	Science	27% (2)	29%	16%	16%	50%	
	History	26% (2)	27%	28%	31%	50%	
		<i>SY 11</i>	<i>SY 12</i>	<i>SY13</i>	<i>SY14</i>	<i>SY15</i>	
<b>E3</b>	Percentage of graduates passing one or more advanced exam (AP, IB, Cambridge)	31%	32%	31%	33%	40%	
		<i>SY 11</i>	<i>SY 12</i>	<i>SY13</i>	<i>SY14</i>	<i>SY15</i>	
<b>E4</b>	Percentage of graduates with a Governors, Career & Technical Education, Advanced Mathematics & Technology, or Civic Seal	46%	56%	56%	59%	65%	
		<i>SY 11</i>	<i>SY 12</i>	<i>SY13</i>	<i>SY14</i>	<i>SY15</i>	
<b>E5</b>	Number of dual enrollment (PWCS/NVCC) students	301	386	344	388	>301	
		<i>SY 11</i>	<i>SY 12</i>	<i>SY13</i>	<i>SY14</i>	<i>SY15</i>	
<b>E7</b>	Ratio of National Board Certified Teachers to students	1:701	1:633	1:542	1:552	1:500	
		<i>SY 11</i>	<i>SY 12</i>	<i>SY13</i>	<i>SY14</i>	<i>SY15</i>	
<b>E8</b>	Percentage of accredited schools (with changes in accreditation standards)	100%	99%	97%	86%	100%	



	<b>Education</b>	<b>Baseline</b> <i>SY 11</i>	<b>Year 1</b> <i>SY 12</i>	<b>Year 2</b> <i>SY13</i>	<b>Year 3</b> <i>SY14</i>	<b>2016</b> <b>Target</b> <i>SY15</i>
	Average classroom size:					
<b>E9</b>	Elementary	23.2	22.5	22.8	23.3	<23.2
<b>E10</b>	Middle	30.7	28.3	28.8	30.8	<30.7
<b>E11</b>	High	29.7	28.8	29.2	30.3	<29.7
		<i>FY10 \$</i>	<i>FY11 \$</i>	<i>FY12 \$</i>	<i>FY13 \$</i>	<i>FY14 \$</i>
<b>E12</b>	GMU's rank in the NSF Annual Research and Development Survey	153	156	154	148	<153
<b>E13</b>	County residents/employees taking workforce development classes at Manassas and Woodbridge campuses	3,617	3,361	Not Reported	Not yet available	4,340

Education strategies are the responsibility of Prince William County Schools, George Mason University and NVCC and are not included in the County's Strategic Plan.

<b>Human Services</b>		<b>Baseline</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>2016 Target</b>
		<i>FY12</i>	<i>FY13</i>	<i>FY14</i>	<i>FY15</i>	<i>FY16</i>
<b>HS1</b>	Number of people hospitalized in state-funded psychiatric beds per 100,000	175	178	165	200	175
		<i>FY12</i>	<i>FY13</i>	<i>FY14</i>	<i>FY15</i>	<i>FY16</i>
<b>HS2</b>	Percentage of foster children finding permanent placements	34%	32%	41%	32%	38%
		<i>FY12</i>	<i>FY13</i>	<i>FY14</i>	<i>FY15</i>	<i>FY16</i>
<b>HS3</b>	Percentage of TANF (Temporary Assistance for Needy Families) participants engaged in work activities	49.00%	50.77%	51.60%	44.00%	51.00%
		<i>FY12</i>	<i>FY13</i>	<i>FY14</i>	<i>FY15</i>	<i>FY16</i>
<b>HS4</b>	Percentage of recidivism in child abuse and neglect cases	1.15%	0.72%	0.70%	0.73%	1.00%
		<i>FY12</i>	<i>FY13</i>	<i>FY14</i>	<i>FY15</i>	<i>FY16</i>
<b>HS5</b>	Percentage of recidivism in adult abuse and neglect cases	7.30%	0.00%	0.74%	0.05%	5.00%
		<i>CY12</i>	<i>CY13</i>	<i>CY14</i>	<i>CY15</i>	<i>CY16</i>
<b>HS6</b>	Point-in-time homeless count	467	447	445	409	327
		<i>FY12</i>	<i>FY13</i>	<i>FY14</i>	<i>FY15</i>	<i>FY16</i>
<b>HS7</b>	Percentage of Area Agency on Aging clients reporting that services allowed them to remain in their homes (based on an expanded client base)	98.00%	96.48%	100.00%	97.00%	98.00%
		<i>SY11</i>	<i>SY12</i>	<i>SY13</i>	<i>SY14</i>	<i>SY15</i>
<b>HS8</b>	Percentage of special education secondary students no longer in school who are employed within one year of leaving school	45.50%	37.00%	31.00%	25.56%	>45.5%

<b>Human Services</b>		<b>Baseline</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>2016 Target</b>
		<i>FY12</i>	<i>FY13</i>	<i>FY14</i>	<i>FY15</i>	<i>FY16</i>
<b>HS9</b>	Percentage of mentally ill and/or substance abusing youth placed in residential placements, returning to the community within 9 months	57.00%	60.00%	63.64%	64.20%	66.00%
		<i>FY12</i>	<i>FY13</i>	<i>FY14</i>	<i>FY15</i>	<i>FY16</i>
<b>HS10</b>	Day support and training placements for individuals with autism	79	111	165	34	175
		<i>FY12</i>	<i>FY13</i>	<i>FY14</i>	<i>FY15</i>	<i>FY16</i>
<b>HS11</b>	Number of clients served by community partners and contractual agreements	52,645	73,317	76,017	50,983*	55,328
		<i>FY12</i>	<i>FY13</i>	<i>FY14</i>	<i>FY15</i>	<i>FY16</i>
<b>HS9</b>	Number of volunteer hours provided to support the activities of human services agencies	25,150	28,256	37,164	39,667	28,279

\*Count is lower due to a recalculation of clients served by the PW Free Clinic

<b>Strategies</b>	<b>Not Yet Begun</b>	<b>Underway</b>	<b>Completed</b>	<b>Comments</b>
Continue to collaborate between human service agencies to serve PWC residents and request that the state and federal governments remove barriers to further collaboration		X		<ul style="list-style-type: none"> <li>Weekly meetings with representatives of DSS, CS, CSU, PWCS and variety of private providers to determine and finalize service plans for at-risk youth and families.</li> <li>Completed bi-monthly meetings of state and local public provider agencies to review programs and services that create barriers to accessing services.</li> <li>Human Services Boards, Commissions and Councils met for the first time to coordinate a legislative platform to remove state and federal government barriers to collaboration and services. These</li> </ul>

				recommendations were brought forth and prioritized on the PWC Legislative Platform.
<b>Strategies</b>	<b>Not Yet Begun</b>	<b>Underway</b>	<b>Completed</b>	<b>Comments</b>
Increase efforts to divert seriously mentally ill individuals from in-patient hospitalization through the development of additional training, crisis management, community resources, and regional partnerships		X		<ul style="list-style-type: none"> <li>• Prince William CSB continues to administer \$1.6 million in state funding for regional crisis stabilization services.</li> <li>• Prince William CSB received a new grant for a Crisis Intervention Team Assessment Center that serves as an alternative to custodial arrest.</li> <li>• Other new state funds, such as PACT and Get on Track, increase intensive community-based resources and may prevent the need for in-patient hospitalization in the future.</li> <li>• The state has continued to revise in-patient hospitalization processes.</li> </ul>
Increase placement of foster children by increasing foster parent and adoptive parent recruitment efforts and strengthening the use of technology to find relatives		X		<ul style="list-style-type: none"> <li>• Child &amp; Family Services Division has increased the number of licensed Accurint users; Accurint is an information system that is utilized to find relatives of children to include them as participants in permanency planning and developing alternative living arrangements for children. Also the Division is collaborating with local churches to recruit more foster/adoptive parents. This collaboration includes families who may contract with former foster care clients who are turning 18 and still in need of family support and guidance.</li> </ul>
Fully implement the Family Partnership program for foster care, child abuse and neglect, and adult abuse and neglect by increasing the frequency of family meetings		X		<ul style="list-style-type: none"> <li>• Child &amp; Family Services Division conducts Family Partnership programs on a regular basis for Foster Care and child abuse and neglect cases. Family Partnerships meeting are being conducted for adult abuse and neglect cases.</li> </ul>
Increase the use of the VEC's Skill Source Center and Community Work Employment placements to increase permanent employment and self-sufficiency		X		<ul style="list-style-type: none"> <li>• Developing additional CWEP work sites and continue the grant with Skill Source for job development and placement for TANF individuals.</li> </ul>

Strategies	Not Yet Begun	Underway	Completed	Comments
Reduce reoccurring cases of child and adult abuse by advocating for statewide definitions of repeat abuse, educating the community on the issue of abuse and strengthening the use of the reoccurring abuse panel		X		<ul style="list-style-type: none"> <li>Protective Service Division conducts trainings with mandated reporters on an annual basis and at the request of a community partners. Multiple Referral and Recidivism Panel is fully active and has a representative from each program area. The panel meets twice a month for a half day.</li> </ul>
Start preparing for the loss of Housing Choice Vouchers and other housing programs by exploring alternative sources of funding		X		
Accommodate special diets in Meals on Wheels and Congregate Meals program		X		<ul style="list-style-type: none"> <li>Program is underway</li> </ul>
Partner with local hospitals to reduce readmission rates for clients with chronic diseases		X		<ul style="list-style-type: none"> <li>Evidenced-based model called Care Transitions Interventions is being used to reduce hospital readmissions.</li> </ul>
Seek out students and interns as volunteers, and work closely with Human Resources and Volunteer PW to expand efforts to recruit, train and retain volunteers		X		<ul style="list-style-type: none"> <li>Volunteers continued to assist in Intellectual Disability programs.</li> <li>George Mason University students recently began providing primary health care services to CSB clients twice a week at no cost to Prince William County.</li> <li>Annual Healthy Community Healthy Youth Expo of programs offered for and by youth. Completed second annual expo and had over 4,000 participants</li> <li>DSS worked closely with local universities to increase the number of student interns to six.</li> </ul>
Build a Child Advocacy Center that provides a one-stop facility for abused children, staffed by public safety, heal and human services, and hospital staff	X			<ul style="list-style-type: none"> <li>On hold</li> </ul>
Create an adult foster care program		X		<ul style="list-style-type: none"> <li>This program is being highlighted as an effective model for supporting foster care clients with disabilities who turn 18. The term “adult foster care” is misleading because the adults are not in custody but rather are supported by Auxiliary Grant funds to live with needed supports in the community.</li> </ul>

Strategies	Not Yet Begun	Underway	Completed	Comments
Increase local funding for community partners and contractual services		X		<ul style="list-style-type: none"> <li>• Good Shepherd Housing received a one-time award of \$60,000 from the Board of County Supervisors.</li> <li>• Prince William CSB increased funding for vendors provided services following new state funding awards, such as Get on Track.</li> </ul>
Reinstate the funding to provide a service slot for each intellectually disabled youth aging out of the school system	X			
Increase intensive case management and discharge planning for mentally ill and/or substance abusing youth in residential placements		X		<ul style="list-style-type: none"> <li>• The new Get on Track program, which targets youth experiencing their first psychiatric episode, may be able to prevent youth from entering residential placements.</li> </ul>
Partner with local and regional providers to increase federal, state and local funding of day support and training programs for individuals with autism	X			<ul style="list-style-type: none"> <li>• The state continues to work on developing draft standards regarding services to individuals with autism.</li> </ul>

	<b>Public Safety</b>	<b>Baseline</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>2016 Target</b>
		<i>CY11</i>	<i>CY12</i>	<i>CY13</i>	<i>CY14</i>	<i>CY15</i>
<b>PS1</b>	Prince William County Part 1 crimes per 1,000 population	17.46	17.04	15.90	14.50	Within the lowest third
	Top of lowest third of COG region Part 1 crimes per 1,000	17.46	18.13	17.20	17.08	
		<i>CY11</i>	<i>CY12</i>	<i>CY13</i>	<i>CY14</i>	<i>CY15</i>
<b>PS2</b>	Prince William County Part 1 violent crime closure rate	69.0%	63.2%	54.0%	71.0%	Higher than the national average
	National Part 1 violent crime closure rate	53.9%	54.1%	48.1%	NYA	
						Higher than the national average
	Prince William County Part 1 property crime closure rate	24.0%	22.5%	23.4%	23.5%	Higher than the national average
	National Part 1 property crime closure rate	20.1%	20.9%	19.7%	NYA	
		<i>FY11</i>	<i>FY12</i>	<i>FY13</i>	<i>FY14</i>	<i>FY15</i>
<b>PS3</b>	Juvenile reconviction rate	23.2%	18.0%	23.8%	23.1%	23.2%
		<i>FY12</i>	<i>FY13</i>	<i>FY14</i>	<i>FY15</i>	<i>FY16</i>
<b>PS4</b>	Adult reconviction rate	28.2%	23.6%	14.0%	17.5%	28.2%
		<i>FY12</i>	<i>FY13</i>	<i>FY14</i>	<i>FY15</i>	<i>FY16</i>
<b>PS5</b>	Percentage of positive responses to the statement: "I feel safe in my neighborhood"	93%	93%	93%	93%	93%
		<i>FY12</i>	<i>FY13</i>	<i>FY14</i>	<i>FY15</i>	<i>FY16</i>
<b>PS6</b>	Percentage of positive responses to the statement: "I feel safe when I visit commercial areas"	93%	93%	93%	93%	93%

<b>Public Safety</b>		<b>Baseline</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>2016 Target</b>
		<i>FY12</i>	<i>FY13</i>	<i>FY14</i>	<i>FY15</i>	<i>FY16</i>
<b>PS7</b>	Percentage of positive responses to the statement: "Firefighting services are prompt and reliable"	98%	98%	98%	98%	98%
		<i>FY12</i>	<i>FY13</i>	<i>FY14</i>	<i>FY15</i>	<i>FY16</i>
<b>PS8</b>	Percentage of positive responses to the statement: "Emergency Medical Services' staff are skilled and reliable"	97%	97%	98%	98%	97%
		<i>CY11</i>	<i>CY12</i>	<i>CY13</i>	<i>CY14</i>	<i>CY15</i>
<b>PS9</b>	Average Police emergency response time (minutes)	6.5	6.5	6.5	6.5	7.0
		<i>FY12</i>	<i>FY13</i>	<i>FY14</i>	<i>FY15</i>	<i>FY16</i>
Percentage of fire and emergency responses that meet the County's adopted levels of service:						
<b>PS10</b>	Emergency incident response (all emergencies) in 4 minutes or less	48%	46%	47%	46%	49%
<b>PS11</b>	Fire suppression unit on-scene (fire only) in 4 minutes or less	39%	40%	37%	38%	40%
<b>PS12</b>	Basic Life Support (BLS) responses in 4 minutes or less	48%	46%	45%	46%	49%
<b>PS13</b>	Advances Life Support (ALS) responses to all ALS emergencies in 8 minutes or less	84%	84%	85%	87%	86%
		<i>FY12</i>	<i>FY13</i>	<i>FY14</i>	<i>FY15</i>	<i>FY16</i>
<b>PS 14</b>	Number of civilian fire-related injuries per 100,000 population	10	5.5	13	4	9
		<i>FY12</i>	<i>FY13</i>	<i>FY14</i>	<i>FY15</i>	<i>FY16</i>
<b>PS 15</b>	Number of civilian residential fire-related deaths	1	0	5	0	1



Strategies	Not Yet Begun	Underway	Completed	Comments
Maintain the public safety staffing increases in the adopted Five Year Plan		X		<ul style="list-style-type: none"> <li>Hiring for the January 2016 Police Recruit Session is underway. FY16 staffing plan included a staggered staffing beginning in January 2016. Police staffing has exceeded what was adopted in the FY12 5-year plan.</li> </ul>
Construct Fire and Rescue Station #26 (formerly Bacon Race)		X		<ul style="list-style-type: none"> <li>Architectural Contract awarded June 2014, will be put out for construction bids December 2015, anticipate breaking ground Feb-March 2016</li> </ul>
Construct the Central District Police Station		X		<ul style="list-style-type: none"> <li>PWC will receive bids for construction on September 18, 2015. Construction is anticipated to begin in October of 2015. Occupancy is anticipated by August 2017.</li> </ul>
Construct the Rifle Range		X		<ul style="list-style-type: none"> <li>RFP responses for architectural and engineering design services were received August 31, 2015. A contract is scheduled to be issued in late September/early October with construction is anticipated to begin December 2016. Occupancy/use is anticipated to begin August 2017.</li> </ul>
Complete the 800 MHz radio system upgrade		X		<ul style="list-style-type: none"> <li>Land for the 10<sup>th</sup> Radio Tower has been acquired and the archeological study is underway. Anticipated completion in late 2016</li> </ul>
Upgrade the Computer Aided Dispatch (CAD) system		X		<ul style="list-style-type: none"> <li>Core CAD capabilities implemented on June 23, 2015. Enhancements are being implemented in an incremental fashion.</li> </ul>
Upgrade the Police/DFR Records Management system		X		<ul style="list-style-type: none"> <li>Fire records core functionality implemented. Enhancements are being implemented in an incremental fashion. PD delayed until late 2015-early 2016.</li> </ul>

Strategies	Not Yet Begun	Underway	Completed	Comments
Maintain high quality of life by educating the community on public and personal safety, injury prevention, crime prevention and fire prevention		X		<ul style="list-style-type: none"> <li>• The Crime Prevention Unit conducted 312 training programs in FY15, which is an increase of 168 over the 144 conducted in FY14.</li> <li>• The total number of neighborhoods and businesses participating in watch programs increased by 20 from 471 in FY14 to 491 FY15.</li> <li>• Approximately 60,000 Public Education Program Participants</li> <li>• Approximately 1350 Child Safety Seat Inspections</li> <li>• 6257 students participated in 2<sup>nd</sup> Grade Program</li> <li>• Approx. 12,000 students participated in walk to school activities in October.</li> <li>• Social media outreach is reaching over 100,000 person per month on average</li> </ul>
Continue to provide comprehensive and coordinated disaster preparedness, responses to emergencies and Homeland Security in the County and the National Capital Region and be prepared to replace critical needs no longer funded through federal UASI funds		X		<ul style="list-style-type: none"> <li>• Conducted 28 Disaster Preparedness Presentations</li> <li>• Conducted 24 Exercises</li> <li>• 3018 Total Training hours conducted</li> </ul>
Maintain roadway safety and education		X		<ul style="list-style-type: none"> <li>• In Hours of speed control/monitoring high risk intersections increased slightly from 9062 in CY13 to 9071 in CY14.</li> <li>• The Police Department continues to participate in regional and national campaigns and DMV grant programs to reduce drunk/drugged driving, red light violations, seat belt use violations and school zone enforcement.</li> <li>• During the 2014-2015 school year, 84 crossings for 44 schools were staffed. A total of 28,724 safe crossings were conducted during the school year.</li> </ul>
Continue to implement alternatives to incarceration		X		

Strategies	Not Yet Begun	Underway	Completed	Comments
Implement full staffing plans for Police and DFR that were in place prior to the recession		X		<ul style="list-style-type: none"> <li>As part of the adopted FY16 budget and 5-year plan, the BOCS funded a staggered staffing plan for the Police Department and a partial staffing plan for the Fire and Rescue Department</li> </ul>
Construct the Training Center expansion	X			<ul style="list-style-type: none"> <li>Remains an unmet critical need contingent upon funding.</li> </ul>
Construct Innovation Fire and Rescue Station	X			<ul style="list-style-type: none"> <li>The FRA Fire Service Plan addresses deployment model and future station locations</li> </ul>
Construct the replacement Animal Shelter	X			<ul style="list-style-type: none"> <li>Staff is preparing proposals for a replacement shelter through the CIP based on direction from the 9/8/15 BOCS meeting, DIR 15-99.</li> </ul>















<b>Transportation</b>		<b>Baseline</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>2016 Target</b>
		<i>FY12</i>	<i>FY13</i>	<i>FY14</i>	<i>FY15</i>	<i>FY16</i>
<b>T1</b>	Number of multi-modal rider trips (mass transit -- OmniRide and VRE, slugging, carpooling, etc.) (in millions)	8.720	9.180	9.479	8.888	9.160
		<i>FY12</i>	<i>FY13</i>	<i>FY14</i>	<i>FY15</i>	<i>FY16</i>
<b>T2</b>	Percentage of positive responses to the statement: "I can easily get around Prince William County by car"	84%	84%	80%	80%	84%
		<i>FY12</i>	<i>FY13</i>	<i>FY14</i>	<i>FY15</i>	<i>FY16</i>
<b>T3</b>	Percentage of 2006 Road Bond projects either completed or under construction	54%	69%	77%	84%	92%
		<i>FY12</i>	<i>FY13</i>	<i>FY14</i>	<i>FY15</i>	<i>FY13-16</i>
<b>T4</b>	Miles of pedestrian trails and sidewalks constructed and added to the County's Comprehensive Plan roads (cumulative)	NA	4.81	2.83	1.75	15.00
		<i>FY12</i>	<i>FY13</i>	<i>FY14</i>	<i>FY15</i>	<i>FY16</i>
<b>T5</b>	Percentage of County residents telecommuting	22%	22%	22%	22%	23%

<b>Transportation</b>	<b>Not Yet Started</b>	<b>Underway</b>	<b>Completed</b>	<b>Comments</b>
Pursue Federal, State and private funding to complete the 2006 Road Bond program, specifically Minnieville Road, Route 1 and Route 28		X		<ul style="list-style-type: none"> <li>Minnieville has received FY15 Revenue Sharing funds and NVTA 70% Regional funding. Route 1 received FY15 Revenue Sharing funds. Route 28 received NVTA 70% Regional Funding. All three projects have been allocated proffer funding.</li> </ul>






















Transportation	Not Yet Started	Underway	Completed	Comments
Collaborate with Potomac Rappahannock Transportation Commission (PRTC) and the Virginia Railway Express (VRE) on funding pursuits to enable service expansion and additional infrastructure (parking, platforms, shelters) as envisioned by the adopted PRTC and VRE plans		X		<ul style="list-style-type: none"> <li>• PRTC received \$16.5M in NVTA 70% funds for FY15-16 for the Western Bus Maintenance &amp; Storage Facility. PRTC received FY14 NVTA funding to expand bus service from Manassas to Gainesville. Service expansion is contingent on the receipt of additional funds.</li> <li>• VRE's Gainesville/Haymarket Extension Study has been funded through the NVTA and State.</li> <li>• VRE's Rippon Station platforms are fully funded through NVTA and CMAQ funds.</li> </ul>
Work with VDOT to pursue funding and construct additional commuter parking lots, and parking structures that include pedestrian and transit accommodations		X		<ul style="list-style-type: none"> <li>• May be funded through construction of I-66 multimodal and express lanes project.</li> </ul>
Work with VRE and its other member governments on the prospective adoption of a station access policy that encourages carpooling and other shared-ride modes of access to VRE to lessen the dependency on single occupancy vehicles (SOVs) as a mean of improving access and decreasing the demand for parking		X		<ul style="list-style-type: none"> <li>• PRTC, Omni Match Program and MWCOG commuter connections program.</li> </ul>
Take the leadership role to build the Route 234 North Bypass (the "Road to Dulles"), a key connector road for the regional linking major economic development centers in Prince William County to Dulles International Airport		X		<ul style="list-style-type: none"> <li>• On hold by VDOT. The BOCS has requested a Comprehensive Plan Amendment to eliminate the facility.</li> </ul>























Transportation	Not Yet Started	Underway	Completed	Comments
Work with VDOT, PRTC, VRE , the Department of Parks and Recreation, and the Trails and Blueways Council to pursue and identify funding for existing pedestrian needs around the County		X		<ul style="list-style-type: none"> <li>• Several projects have received Transportation Alternative Program (TAP) funding including Smoketown Road Sidewalk, Blackburn Road Sidewalk, and Powells Creek Pedestrian Improvements.</li> <li>• The Shared Use Path from Country Club Drive to Exeter Drive has been approved for Federal Land Access Program (FLAP) grant funding. Construction will be completed with proffer funds.</li> <li>• Numerous pedestrian projects are have been recently completed or are currently construction: <ul style="list-style-type: none"> <li>○ <u>Under Construction</u> - Broad Run Creek Trail, Lake Ridge Trail, Catharpin Trail, Potomac Heritage National Scenic Trail</li> <li>○ <u>Completed</u> - Old Bridget Road Trail, Gideon Drive Sidewalk, Hoadly Road Trail.</li> </ul> </li> <li>• All major road projects include pedestrian facilities.</li> </ul>
Coordinate the County's organizational initiatives on teleworking, flexible schedules, and other means of reducing commuter trips with the State legislative agenda		X		<ul style="list-style-type: none"> <li>• Continued coordination efforts with MWCOG and PRTC.</li> <li>• Coordination with County Legislative Director for possible legislation. Prince William Department of Transportation also utilizes flexible work schedules for staff.</li> </ul>
Support and endorse Federal, State, regional and local telecommuting efforts		X		<ul style="list-style-type: none"> <li>• COG Telework, PWC County telecommuting centers.</li> </ul>
Prioritize, plan and construct transportation improvements that support County economic development goals using Northern Virginia Transportation Authority (NVTA) funds and other funding sources.		X		<ul style="list-style-type: none"> <li>• The Route 1 (Featherstone to Mary's Way) Project received an additional \$49.4M in NVTA 70% and FY16 Revenue Sharing funds; the Route 28 (Route 234 Bypass to Linton Hall Road) received \$16.7M in NVTA 70% funds; the Route 28 Phase II project currently has \$28M in NVTA 70% funds; the Minnieville Road (Spriggs to 234) currently has \$21.7M in NVTA 30% Funds.</li> <li>• Outside funding leveraged for all PWC projects.</li> <li>• Route 28-Godwin Drive Extended Study will be completed with \$2.5M of NVTA funds.</li> </ul>
Expand OmniLink service	X			
Work with Metropolitan Washington Council of Governments to represent the County's priorities with regard to regional transportation improvements in the Region Forward report		X		<ul style="list-style-type: none"> <li>• Continual participation in all MWCOG committees and boards that develop the region forward report. Prince William County is represented at regional meetings by a Regional Planner.</li> </ul>






































<p><b>Economic Development:</b> The County will provide a robust, diverse economy with more quality jobs and an expanded commercial tax base.</p>			
Community Outcomes	Year 1 over Baseline	Year 2 over Baseline	Year 3 over Baseline
Prince William County at-place employment			
New targeted jobs associated with new County businesses			
New targeted jobs associated with existing County businesses			
Value of capital investment associated with announced deals			
Value of capital investment in targeted redevelopment areas	Not Reported		



























<p><b>Education:</b> The County will provide an educational environment rich in opportunities to increase educational attainment for workforce readiness, post-secondary education and lifelong learning.</p>			
Community outcomes	Year 1 over Baseline	Year 2 over Baseline	Year 3 over Baseline
High school graduation rate			
Percentage of students scoring at an advanced SOL level in reading			
Percentage of students scoring at an advanced SOL level in math			
Percentage of students scoring at an advanced SOL level in science			
Percentage of students scoring at an advanced SOL level in history			
Percentage of graduates passing one or more advanced exam (AP, IB or Cambridge)			
Percentage of graduates with a Governors, Career & Technical Education, Advanced Mathematics & Technology or Civic Seal			

	Year 1 over Baseline	Year 2 over Baseline	Year 3 over Baseline
Number of dual enrollment (Prince William County Schools/Northern Virginia Community College) students			
Ratio of National Board Certified teachers to students			
Percentage of accredited schools (with changes in accreditation standards)			
Average elementary school class size			
Average middle school class size			
Average high school class size			
George Mason University's rank in the NSF Annual Research & Development Survey			
County residents/employees taking workforce development classes at Woodbridge and Manassas Northern Virginia Community College campuses		Not Reported	Not Yet Available

<p><b>Human Services:</b> 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.</p>			
Community Outcomes	Year 1 over Baseline	Year 2 over Baseline	Year 3 over Baseline
Number of people per 1,000 population hospitalized in state-funded psychiatric beds			
Percentage of foster children finding permanent placements			
Percentage of TANF (Temporary Assistance for Needy Families) participants engaged in work activities			
Percentage of reoccurring child abuse and neglect cases			
Percentage of reoccurring adult abuse and neglect cases			
Point-in-time homelessness			




	Year 1 over Baseline	Year 2 over Baseline	Year 3 over Baseline
Percentage of Area Agency on Aging clients reporting that services allowed them to remain in their homes			
Percentage of special education secondary students no longer in school who are employed within one year of leaving school			
Percentage of mentally ill and/or substance abusing youth placed in residential placements who return to the community within 9 months			
Day support and training placements for individuals with autism			
Number of clients served by community partners and contractual agreements			Cannot be compared due to a change in calculation
Number of volunteer hours provided to support the activities of human service agencies			













<p><b>Public Safety:</b> The County will maintain safe neighborhoods and business areas and provide prompt response to emergencies.</p>			
Community Outcomes	Year 1 over Baseline	Year 2 over Baseline	Year 3 over Baseline
Prince William County Part 1 crimes per 1,000 population is in the lowest third of all COG localities			
Prince William County Part 1 violent crime closure rate is higher than national standards			Not Yet Available
Prince William County Part 1 property crime closure rate is higher than national standards			Not Yet Available
Juvenile reconviction rate			
Adult reconviction rate			
Percentage of positive responses to the statement "I feel safe in my neighborhood"			
Percentage of positive responses to the statement "I feel safe when I visit commercial areas"			

	Year 1 over Baseline	Year 2 over Baseline	Year 3 over Baseline
Percentage of positive responses to the statement "Firefighting services are prompt and reliable"			
Percentage of positive responses to the statement "Emergency Medical Services' staff are skilled and reliable"			
Average Police emergency response time			
Fire & Rescue emergency incident response in 4 minutes or less			
Fire & Rescue fire suppression unit on scene in 4 minutes or less			
Fire & Rescue basic life support responses in 4 minutes or less			
Fire & Rescue advanced life support responses in 8 minutes or less			
Number of civilian fire-related injuries per 100,000 population			

Results ( + : improving; - : worsening, = : stable )

Attachment 2

	Year 1 over Baseline	Year 2 over Baseline	Year 3 over Baseline
Number of civilian residential fire-related deaths			

<p><b>Transportation:</b> The County will provide a multi-modal transportation network that supports County and regional connectivity.</p>			
Community Outcomes	Year 1 over Baseline	Year 2 over Baseline	Year 3 over Baseline
Number of multi-modal rider trips			
Percentage of positive responses to the statement "I can easily get around Prince William County by car"			
Percentage of 2006 Road Bond projects either completed or under construction			
Miles of pedestrian trails and sidewalks constructed and added to the County's Comprehensive Plan roads			
Percentage of Prince William County residents telecommuting	