

# Issue Analysis Form

**Date:** 10/26/2021  
**Item:** Strategic Plan Award of Contract  
**Lead Department(s):** CDCC, County Administration, Finance  
**Contact Person(s):** Julie Walton; Betsy Drewry



## Description and Current Status

County Administration recommend completion of a Strategic Plan during FY2022, and the cost of completion is included in the adopted FY2022 Economic Development budget.

Preparation of a Strategic Plan would allow for long range in the County for:

- Setting Direction (Vision and Alignment)
- Focusing Efforts (Goals, Priorities and Performance Measures)
- Implementation (Countywide/Department Plans)
- Reporting (Progress)

The final product should be a plan with 1, 5, 10 and 20 year horizons to address:

- Helping the County identify what makes Prince George County unique and special, and how the County can position itself to be prepared for the future while still retaining those qualities.
- Transform the conceptual goals of the visioning process into realistic, achievable targets (performance measures).
- Encourage engagement and spark the interest and excitement of active/passive residents, business & property owners, County officials/administration and staff, and others in the future potential of the County.
- Provide a process that allows general alignment and focus of the Board of Supervisors, County administration, and staff in addition to citizens, business interest, community groups, etc. to foster a sense of cohesion as to the County's strategic direction.
- Evaluate existing and future public facilities and service, priorities, phasing; help identify how County resources should be allocated and how to maintain customer service levels.
- Generate new ideas and discussion about the built environment sustainability, sense of place, and the County's overall identity.
- Chart an effective, considered, and innovative course of action for the County's future, setting priorities and maximizing innovative opportunities.
- Serve as a way to organize and prioritize County initiatives and resources to achieve specific goals within a specific period of time, e.g., 1 to 5-year timeframe in the short term, and 10 to 20-year timeframe in the long term, with specific performance measures and lead entities.

- Recognize economic development potential and ways to diversify the local economy.
- Identify and analyze potential partnerships with other entities such as public/public, public/private.
- Plan for fiscal sustainability.

The County currently annually applies to the Government Finance Officers Association (GFOA) for the Excellence Award in Budget Preparation. GFOA is now mandating that budget documents be tied to strategic plans and resources (budget dollars) be tied to goals and performance measures. Without strategic plan preparation, we will not be allowed to apply for the award for the FY2023 and future budgets.

Staff prepared and issued RFP #21-16-0000 on June 11, 2021. The full RFP can be viewed by a link on the County's webpage at:

<https://mvendor.cgieva.com/Vendor/public/AllOpportunities?agencyname=Prince%20George%20County>

We received 12 proposals and interviewed the 3 of the top 4 firms (one firm declined an interview after submitting a proposal). The top selection was **Managing Results, LLC**. A scoring summary is shown below:

Firm	RFP Proposal Score	RFP Proposal Rank	Interview Score	Interview Rank
Arnett Muldrow & Associates LTD	91	1	Declined	Declined
Berry Dunn McNeil & Parker LLC	90.75	2	26.375	2
<b>Managing Results, LLC</b>	<b>90.5</b>	<b>3</b>	<b>33.5</b>	<b>1</b>
Management Partners	88	4	21.875	3
Planning Next	84.5	5		
Faftelis Financial Consultants , Inc	84	6		
FMP Consulting	83	7		
Better City	79.25	8		
Orion Development Group	77.5	9		
Public Works LLC	71.75	10		
RKG Associates, Inc	69.75	11		
Thomas P. Miller & Associates, LLC	67.5	12		

The staff panel included Julie Walton, Deputy County Administrator / Director of Community Development & Code Compliance (Lead); Jeff Stoke, Deputy County Administrator / Director of Economic Development; Frank Haltom, Director of Utilities and Engineering; and Betsy Drewry, Deputy County Administrator / Finance Director.

Managing Results, LLC provided a pricing proposal and after negotiation, a proposal totaling **\$86,437** is recommended for approval. A copy of their proposal is attached for board review.

There is no appropriation of funds required, as this was budgeted within the adopted FY2022 Economic Development budget.

Staff is requesting the board to authorize:

- Authorization for the County Administrator to execute a contract with Managing Results, LLC not to exceed \$86,437

A resolution draft for board consideration and possible approval is included in the board packet.

### Government Path

- |  |   |  |
|--|---|--|
| Does this require IDA action?                  | <input type="checkbox"/> Yes            | <input checked="" type="checkbox"/> No |
| Does this require BZA action?                  | <input type="checkbox"/> Yes            | <input checked="" type="checkbox"/> No |
| Does This require Planning Commission Action?  | <input type="checkbox"/> Yes            | <input checked="" type="checkbox"/> No |
| Does this require Board of Supervisors action? | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No            |
| Does this require a public hearing?            | <input type="checkbox"/> Yes            | <input checked="" type="checkbox"/> No |
| If so, before what date?                       | <input type="checkbox"/> Yes            | <input type="checkbox"/> No            |

### Fiscal Impact Statement

Preparation of a strategic plan is included in the adopted FY2022 Budget (Economic Development Fund).

### County Impact

Completion of a strategic plan will allow for methodical long-range planning of County stakeholder strategic priorities, and will provide a roadmap for allocating resources, and for measuring progress toward completion of strategies and goals.

### Notes

Board of Supervisors  
County of Prince George, Virginia

Resolution

At a regular meeting of the Board of Supervisors of the County of Prince George held in the Boardroom, Third Floor, County Administration Building, 6602 Courts Drive, Prince George, Virginia this 26<sup>th</sup> day of October, 2021:

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Present:

Floyd M. Brown, Jr., Chairman  
Marlene J. Waymack, Vice-Chair  
Alan R. Carmichael  
Donald R. Hunter  
T. J. Webb

Vote:

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A-1

On motion of \_\_\_\_\_, seconded by \_\_\_\_\_, which carried unanimously, the following Resolution was adopted:

**RESOLUTION; AWARD OF CONTRACT (\$86,437 STRATEGIC PLAN – MANAGING RESULTS, LLC)**

WHEREAS, the County issued RFP #21-16-0000 requesting proposals for the development of a County Strategic Plan; and

WHEREAS, Twelve (12) proposals were received and evaluated by an employee panel with the selection of Managing Results, LLC as the most qualified respondent; and

WHEREAS, Managing Results, LLC proposes and staff recommends a price not to exceed \$86,437 for plan completion and this project is currently budgeted as part of the adopted FY2022 budget.

NOW, THEREFORE, BE IT RESOLVED That the Board of the Supervisors of the County of Prince George this 26<sup>th</sup> day of October, 2021, hereby authorizes the County Administrator to execute a contract with Managing Results, LLC not to exceed \$86,437.

A Copy Teste:

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Percy C. Ashcraft  
County Administrator

**RFP #21-16-0000 Strategic Plan**  
**Best and Final Offer Detailed Price Proposal from Managing Results, LLC**

**Introduction**

The following price proposal is a mirror image of the tasks included in MR’s RFP Proposal submitted to the County on 7/21/2021. The budget includes tasks for creating a customer-focused and results-based County Strategic Plan as well as an aligned Implementation Plan that ensures successful execution of the County Strategic Plan. MR looks forward to using this proposed budget as a beginning point in its conversations with Prince George County.

**Proposed Fee Structure**

Prices include all costs associated with completing each task.

<b>A. Setting Direction</b>	<b>\$</b>
<p>➤ <u>Project Plan</u>            Includes working with County Leadership and the County’s Project Manager to confirm the County Strategic Planning process and establish detailed schedule and timeline of events.</p> <ul style="list-style-type: none"> <li>• Includes 1½ days (12 hours) of working with County Leadership and the County’s Project Manager, 1 consultant at a cost of \$3,300.</li> </ul>	\$3,300
<p>➤ <u>Document Review</u>            Includes review of existing County materials and documents.</p> <ul style="list-style-type: none"> <li>• Includes 2 days (16 hours) of review, 1 consultant at a cost of \$4,400.</li> </ul>	\$4,400
<p>➤ <u>Interviews with the County Commissioners, County Administrator and Designated Elected and Appointed Officials</u>            Includes individual interviews with County Commissioners, County Administrator and Designated Elected and Appointed Officials to address emerging issues facing the community and results most important to achieve over the next 2-5 years.</p> <ul style="list-style-type: none"> <li>• Includes 2 days (16 hours) of interviews, 1 day (8 hours) of compiling the information, 1 consultant at a cost of \$6,600. Associated travel costs will be \$0 as the Interviews will be scheduled while onsite for the Focus Group Sessions and Public Input Forums.</li> </ul> <p><i>*The proposed budget for Interviews can be expanded or contracted as needed based upon the number of Elected and Appointed Officials that need to be interviewed.</i></p>	\$6,600
<p>➤ <u>Facilitated Focus Group Sessions</u>            Includes (2) Focus Group Sessions with County Department Directors and Select Staff and (1) Business Roundtable Focus Group to gather information, insight, and recommendations related to the County Strategic Plan.</p> <ul style="list-style-type: none"> <li>• Includes 1.5 days (12 hours) of Focus Groups, 1 day (8 hours) of compiling the information, 1 consultant at a cost of \$5,500.</li> </ul>	\$5,500

<p>➤ <u>Public Involvement- Public Input Forums</u> Includes (2) Public Input Forums to gather information and insight in preparation for the County Strategic Plan.</p> <ul style="list-style-type: none"> <li>Includes 2 days (16 hours) for preparation and the actual Public Input Forums and 1 day (8 hours) of compiling the information gathered, 1 consultant at a cost of \$6,600.</li> </ul> <p><i>The proposal assumes that travel for the Interviews, Focus Group Sessions and Public Input Forums will include 1 onsite visit that take place across one work week (5 days) for 1 consultant at a cost of \$2,650 or less. NOTE: MR is willing to work with the County to determine if additional time is needed due to scheduling etc.</i></p>	\$9,250
<p>➤ <u>Online Survey</u> Includes working with the County's Project Manager and/or Communications Manager/PIO to develop Online Survey questions. Also includes analysis of the results and incorporating the information from the survey into the Strategic Planning presentation to be delivered at the Facilitated Strategic Planning Retreat.</p> <ul style="list-style-type: none"> <li>Includes 2 days (16 hours) for survey development assistance, analysis, and compilation, 1 consultant at a cost of \$4,400.</li> </ul>	\$4,400.
<p><u>Subtotal</u></p>	\$33,450

<b>B. Focusing Efforts</b>	<b>\$</b>
<p>➤ <u>Facilitated Strategic Planning Retreat</u> Includes Assessment of the Future Discussion and Review, Strategic Priorities, measurable Strategic Goals, Mission, and a Vision that communicates purpose and values.</p> <ul style="list-style-type: none"> <li>Includes 1 day of preparation (8 hours), 2 days for the onsite Strategic Planning Retreat, 2 consultants (32 hours) at a cost of \$11,000 with associated travel costs of \$3,000 or less.</li> </ul>	\$14,000
<p>➤ <u>Preparation of Draft Strategic Plan Document</u> Includes compiling and delivery of draft County Strategic Plan</p> <ul style="list-style-type: none"> <li>Includes 1 day (8 hours) of compiling the information and work product from the Strategic Planning Retreat, 1 consultant at a cost of \$2,200</li> </ul>	\$2,200
<p><u>Subtotal</u></p>	\$16,200

<b>C. Implementation</b>	<b>\$</b>
<p>➤ <u>Facilitated Implementation Plan Work Sessions</u> Includes working with Department Leaders and Key Staff to ensure operational alignment and the creation of individual and cross-cutting Strategies, Action Items,</p>	\$28,087

<p>Milestones and Performance Measures for each Strategic Goal in the County Strategic Plan.</p> <ul style="list-style-type: none"> <li>• Prior to the work sessions, includes ½ day (4 hours) to help identify which Departments will contribute directly to the achievement of each Strategic Goal so they can be included in the appropriate Implementation Planning Work Session, 1 consultant at a cost of \$1,100.</li> <li>• Includes 2 consultants over a 5-consultant day period* (80 hours) at a cost of \$22,000 with associated travel costs of \$4,987 or less.</li> </ul> <p><i>*The budget for Implementation Plan Work Sessions is 5 days. If the time required is less than 5 days, only those days utilized will be invoiced.</i></p>	
<p>➤ <u>Preparation of Draft Implementation Plan Document</u> Includes compiling and delivery of draft Implementation Plan document.</p> <ul style="list-style-type: none"> <li>• Includes 1½ days (12 hours) for compiling the information and work product from the Implementation Plan Work Sessions, 1 consultant at a cost of \$3,300</li> </ul>	\$3,300
<b><u>Subtotal</u></b>	<b>\$31,387</b>

<b>D. Reporting - Progress</b>	<b>\$</b>
<p>➤ <u>Implementation Plan Progress Report Template</u> Includes recommendations for how quarterly Implementation Planning Progress Report meetings should be structured as well as a copy and instructions for how to utilize MR's Implementation Plan Progress Report Template.</p>	No Cost
<p>➤ <u>Presentation of County Strategic Plan to Board of Supervisors</u> Following the completion of the County Strategic Plan and accompanying Implementation Plan, MR alongside County Leadership Team will present the Strategic Plan to the Board of Supervisors.</p> <ul style="list-style-type: none"> <li>• 1 day (8 hours) offsite to develop PowerPoint Presentation and work with County Leadership on the details of the Presentation and 1 day (8 hours) onsite for preparation and co-presentation of the County Strategic Plan, 1 consultant at a cost of \$4,400 with associated travel costs of \$1,000 or less.</li> </ul>	\$5,400
<b><u>Subtotal</u></b>	<b>\$5,400</b>

<b>Summary Pricing Table</b>	<b>\$</b>
<i>TOTAL LABOR</i>	\$74,800
<i>TOTAL ESTIMATED TRAVEL</i>	\$11,637
<b><u>TOTAL PRICE</u></b>	<b><u>\$86,437</u></b>

*Note: Travel costs are estimated using present market prices and the per diem lodging and food rates as set by the U.S. General Services Administration. Only actual travel costs will be submitted for reimbursement.*