Prince William County
Draft 2021-2024 Strategic Plan

Presentation by the Strategic Plan Development Team

May 11, 2021
Presentation Overview

I. Describe format of the 2021-2024 Strategic Plan
II. Share highlights of the draft Plan
III. Explain next steps
IV. Answer questions
The 2021 – 2024 Strategic Plan has seven focus areas:

- Health, Wellbeing & Human Services
- Safe & Secure Community
- Resilient Economy
- Quality Education & Workforce Development
- Environmental Conservation
- Sustainable Growth
- Transportation & Mobility

Draft 2021 – 2024 Strategic Plan Presentation
Each focus area has the following components:

- **Goal Statement** – states what the focus/goal area expects to accomplish
- **Objectives** – state what we must do well to be successful
- **Action Strategies** – state action steps we can take to achieve the goal
- **Key Performance Indicators/Measures (KPIs)** – meaningful indicators that assess progress towards the goal
GOAL 1: HEALTH, WELLBEING, & HUMAN SERVICES

GOAL STATEMENT: Promote physical, mental, emotional, and social wellbeing through timely and equitable access to services and resources to enhance the quality of life for all residents

- **Objective 1**: Improve awareness and access to quality, affordable services that address physical, developmental, mental health and substance abuse needs
- **Objective 2**: Prevent and reduce homelessness
- **Objective 3**: Enhance multi-generational community enrichment and community engagement that contribute to a healthy community
**Objective 1:** Improve awareness and access to quality, affordable services that address physical, developmental, mental health and substance abuse needs

**Action Strategy:**
A. Implement recommendations of the “No Wrong Door” Human Services Solutions Study that will:
   * establish and sustain a Human Services Information & Referral Call Center to improve interconnectedness of services
   * make human service agency information readily available and accessible to residents through a central information hub or portal
GOAL 2: SAFE & SECURE COMMUNITY

GOAL STATEMENT: Provide a safe and secure community through prevention, readiness, and service excellence

- **Objective 1**: Prevent and reduce crime by meeting demands for service
- **Objective 2**: Enhance relations and engagement among public safety departments and the communities they serve
- **Objective 3**: Improve equity and fair treatment of marginalized populations and increase workforce diversity
- **Objective 4**: Continue and enhance preparation for and response to public health emergencies
**GOAL 2: SAFE & SECURE COMMUNITY**

Examples of Action Strategies

**Objective 1:** Prevent and reduce crime by meeting demands for service

**Action Strategy:**
A. Continue to provide appropriate staffing, equipment, and resources to public safety depts to ensure the highest quality of service

**Objective 2:** Enhance relations and engagement among public safety depts and the communities they serve

**Action Strategy:**
D. Expand trainings and collaborations of public safety depts and criminal justice agencies with other county depts, Schools, and the health district to enhance connections to appropriate prevention, treatment, and services
GOAL 3: RESILIENT ECONOMY

GOAL STATEMENT: Diversify, support, and expand the local economy to ensure equitable economic growth through innovative business/talent attraction, promotion, and investment

- **Objective 1:** Create and support programs, policies, and strategies that encourage profit-generating business expansion, new business development, and redevelopment that enhances or complements targeted industries
- **Objective 2:** Continue efforts to preserve and expand the commercial tax base
- **Objective 3:** Create a positive brand/image of PWC that reflects the diversity of the community including its history, places, and people
**GOAL 3: RESILIENT ECONOMY**

Examples of Action Strategies

**Objective 1:** Create and support programs, policies, and strategies that encourage profit-generating business expansion, new business development, and redevelopment that enhances or complements targeted industries

**Action Strategy:**
A. Provide programs and economic incentives that support, attract, and increase opportunities for entrepreneurs, women, minority, and veteran-owned small businesses

**Objective 2:** Continue efforts to preserve and expand the commercial tax revenue base

**Action Strategy:**
D. Establish a plan for development of the County’s waterfront
GOAL STATEMENT: Provide quality and equitable education for all learners and develop and attract a well-trained talented workforce

- **Objective 1:** Increase collaboration between PWC Schools and the BOCS by holding periodic meetings to review the successes and challenges that impact the quality of education for students
- **Objective 2:** Support PWC Schools strategic goal areas that support a quality education
- **Objective 3:** Develop partnerships and cooperative efforts to reduce barriers to equitable education
- **Objective 4:** Support lifelong learning opportunities in the community
- **Objective 5:** Engage local businesses and county government to offer opportunities and/or training workforce development
GOAL 4: QUALITY EDUCATION & WORKFORCE DEVELOPMENT
Examples of Action Strategies

**Objective 1:** Increase collaboration between PWC Schools and the BOCS by holding periodic meetings to review the successes and challenges that impact the quality of education for PWC students

**Action Strategy:**
A. Evaluate and report on topics such as the schools’ CIP, portable classroom status, minority achievement, Special Education Advisory Committee, and students transitioning out of school

**Objective 5:** Engage local businesses and the county to offer opportunities and/or training for workforce development

**Action Strategy:**
C. Encourage community colleges and other institutions to provide certification to persons involved in workforce development
D. Support job training within county govt for persons with relevant lived experience for employment
GOAL 5: ENVIRONMENTAL CONSERVATION

GOAL STATEMENT: Promote and expand the preservation and protection of natural resources and processes, and promote environmental justice

- **Objective 1:** Encourage the preservation and expansion of protected tree cover for carbon uptake and for general human welfare benefits
- **Objective 2:** Improve protections for streams, for other water bodies, and for drinking water quality
- **Objective 3:** Ensure equitable access to environmental resources and environmental protections for all PWC residents
- **Objective 4:** Reinforce and expand the Comprehensive Plan strategy for the acquisition and protection of green open space and parkland
- **Objective 5:** Reduce and mitigate the impacts of flooding in communities
GOAL 5: ENVIRONMENTAL CONSERVATION
Examples of Action Strategies

**Objective 2:** Improve protections for streams, for other water bodies, and for drinking water quality

**Action Strategy:**
B. Preserve and replace vegetated stream buffers on perennial and intermittent streams

**Objective 3:** Ensure equitable access to environmental resources and environmental protections for all PWC residents

**Action Strategy:**
B. Work to mitigate and restore impacts in communities previously negatively impacted by industry, infrastructure, or environmental degradation
GOAL 6: SUSTAINABLE GROWTH

GOAL STATEMENT: Establish PWC as a leader in promoting sustainable growth that ensures the social, economic, and environmental health of the County

- **Objective 1:** Promote a sustainable community with a variety of housing types, densities, and affordability to ensure a safe and livable environment for all residents
  
  Action Strategies:
  a. Focus future growth into activity centers with a variety of housing types and access to transit.
  b. Prioritize school infrastructure to alleviate current over capacity issues and to assure designated for future growth.
  c. Develop the impacts of separation of accessory dwelling unit ordinance.
  d. Encourage and increase opportunities to improve access to affordable housing throughout the county.
  e. Promote identifying and eliminating barriers to home ownership for residents of median to low income levels.
  f. Prioritize the development of near community oriented public facilities to incentivize the development of high quality walkable communities.

- **Objective 2:** Promote the sustainable consumption of energy and natural resources to ensure the health of current and future generations
  
  Action Strategies:
  a. Reduce PWC bench by example by implementing energy conserving building design standards for future county infrastructure and facilities.
  b. Establish energy-conserving building design standards and incentives and encourage implementation in public and private buildings.
  c. Increase and incentivize the usage and implementation of alternative and renewable energy sources throughout the county.
  d. Implement incorporation of environmentally sustainable strategies, such as rooftop and solar electric arrays, into the county’s fleet, and encourage the installation of vehicle recharging stations.
  e. Implement IMDOCs target to reduce greenhouse gas emissions from all sources within the county to 20% of 2005 level by 2025 and to be carbon neutral by 2050.
  f. Encourage county approval of solar panels being installed at private homes and businesses.

- **Objective 3:** Encourage the preservation, expansion, and protection of agribusiness and agritourism and protect rural areas
  
  Action Strategies:
  a. Encourage the continued preservation of the county’s rural areas (land conservation policies) and explore new policies/programs to increase the sustainability and viability of the County.
  b. Identify and eliminate barriers to encourage efficient and economically viable farm practices and agribusiness.
  c. Partner with local and regional organizations to establish initiatives to maintain and improve regional Sandmills.
  d. Market and promote the County’s farming and agribusiness economy.

- **Objective 4:** Prioritize the continued preservation of historic buildings, sites, and districts to preserve the cultural history of the County
  
  Action Strategies:
  a. Create a cultural resource plan to expand understanding of historic Prince William communities through an equitable framework.
  b. Protect and maintain historic sites in proper condition of disuse.
  c. Encourage adaptive reuse of resources and the County’s Cultural Center (SCCHS) to promote the preservation of historically significant sites.
  d. Encourage on-street preservation, delineation, and maintenance of cemeteries.
  e. Foster preservation programs such as the residents’ historic preservation program which can promote continued preservation and maintenance of historic sites.

- **Objective 5:** Increase recycling and reduce litter
  
  Action Strategies:
  a. Provide a robust education program to the public on the benefits of recycling.
  b. Increase the amount of paper, plastic, metal, glass, and batteries recycled each year.
  c. Continue public education regarding the negative impacts littering has on the community and the environment.
  d. Encourage the public to purchase items that are truly recyclable and reusable.
  e. Increase the community’s role in the PWC composting process.

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Objective 1: Promote a sustainable community with a variety of housing types, densities, and affordability to ensure a safe and livable environment for all residents

Action Strategy:
A. Focus future growth into activity centers with a variety of housing types and access to transit

Objective 3: Encourage the preservation, expansion, and protection of agribusiness and agritourism and protect rural areas

Action Strategy:
A. Promote the continued preservation of the county’s rural areas (land conservation policies) and explore new policies/programs to increase the sustainability and vitality of the County
GOAL STATEMENT: Provide an accessible, comprehensive, multi-modal network of transportation infrastructure that improves local and regional mobility

• **Objective 1:** Adapt to changing mobility trends
• **Objective 2:** Improve multi-modal options
• **Objective 3:** Increase public transportation utilization
• **Objective 4:** Decrease congestion and improve travel time reliability
GOAL 7: TRANSPORTATION & MOBILITY
Examples of Action Strategies

Objective 2: Improve multi-modal options
Action Strategy:
A. Improve connectivity of sidewalks and trails (paved and unpaved) for pedestrians and cyclists

Objective 3: Increase public transportation utilization
Action Strategy:
C. Identify and prioritize infrastructure projects that improve accessibility and connection to transit

Objective 4: Decrease congestion and improve travel time reliability
Action Strategy:
D. Prioritize critical infrastructure projects that expand roadway capacity through the construction of new roadways or widenings, and new interchanges that support both local and regional mobility and sustainable growth
Next Steps

draft Strategic Plan Review & Comment Period
Online/written comment period ends
Public Hearing on draft Strategic Plan
SPDT finalizes draft based upon BOCS direction
BOCS adopts 2021-2024 Strategic Plan

11-31 May
31 May
June 2021
June 2021
July 2021
Next Steps: Plan Implementation

CREATE STRATEGIC PLAN ACCOUNTABILITY & REPORTING COMMITTEE (SPARC)

• SPARC will be formed after the 2021 – 2024 Strategic Plan is adopted
• Will be comprised primarily of staff who will be responsible for collecting data on key performance indicators/measurements (KPIs) and reporting on activities that support the Strategic Plan
• Evaluate Plan and refine strategies as needed
Review & Comment

- The draft Strategic Plan document is posted on the Strategic Plan webpage at https://www.pwcva.gov/department/management-and-budget/strategic-plan
- Send comments/feedback to: strategicplan@pwcgov.org
- Send comments to your respective Supervisor
- Leave comments on SpeakUp! Prince William
- Written comment period ends on May 31, 2021
- Speak at public hearing in June date TBD
Thank You!

*Entire year-long process was 100% virtual!*

- **Strategic Plan Development Team**
  Team Meetings + Community Conversations + Reviewing Input and Data + Drafting the Plan ~ 1,310 hours collectively

- **County Staff (facilitators, Dept Directors)**

- **4-H Youth**

- **Community**