



Strategic Plan

2025-2028

Final May 21, 2025



MISSION

Create recreational and cultural experiences for a more vibrant community.

VISION

Be a lead collaborator in delivering solutions for holistic community transformation.



CAPRA ACCREDITED

Goal:

Positive guest experiences through service delivery and innovation

Goal Statement

Seek to continually improve customer experience from initial interaction through the delivery of service to ensure DPR grows its base of raving fans.

Key Objectives:

- Implement the right technology and policies to help guests find and utilize parks and services with ease [*PWC Goal 3, Key Objective 4*]
- Provide modern conveniences at facilities and efficient customer service practices [*PWC Goal 5, Key Objective 3*]

Strategies:

- Promote the implementation of and use of apps to provide real-time park construction information. [4.3.3]
- Add minimum convenience amenities.
- Keep pace with current and emerging technology.
- Cultivate consistent and cohesive customer experience across all sites.
- Increase self-directed recreation where appropriate.

Performance Measures:

- Improve Net Promoter Score at least 6 points by the end of FY27.
- Document use of participant survey results in seasonal program planning in at least six instances each fiscal year.
- Increase community survey satisfaction ratings by at least 1 point by the end of FY27.

Goal:

Community Engagement

Goal Statement:

Enhance opportunities for engagement and communication between the public and DPR, fostering dialog, feedback, and follow-up.

Key Objectives:

- Establish branding efforts that tell our story to grow grass roots advocates [*HWES Path 8*]
- Maximize participation and advocacy of advisory bodies and stakeholders such as partners and volunteers [*HWES Path 8*]
- Build the participation of underrepresented populations in engagement efforts [*PWC Goal 7, Key Objective 4*]
- Enhance opportunities for engagement and communication between the public and the county government, fostering dialogue, feedback, and follow-up and promoting shared goals of trust, understanding, and transparency. [*PWC Goal 7, Objective 4*]

Strategies:

- Provide engagement and communication methods to deliver timely, clear, and accessible information, to foster transparency and trust. [7.4.1]
- Communicate via real-time feedback pathways and processes to gain consistent feedback from the community. [7.4.2]
- Formalize response time and metrics (service level agreements) to ensure prompt responses to community feedback, requests, and needs. [7.4.3]
- Provide targeted messaging and hold listening sessions in areas that are directly impacted by park development and programming.
- Implement new digital tools to engage in real-time conversations with the community.
- Engage with youth.
- Partner with other PWC Departments for community engagement events.
- Increase visibility of the Park Commission and participation of the community in Commission meeting.

Performance Measures:

- Use feedback collected to inform decisions for at least four ideas/concerns by the end of each fiscal year.

Goal:

Employee Engagement / Leadership at All Levels

Goal Statement:

Innovate and sustain a collaborative organizational culture that is high-performing, data-driven, customer-centric, and values employees.

Key Objectives:

- Provide professional development and leadership training opportunities [*PWC Goal 3, Key Objective 2*]
- Maximize employee performance and wellbeing
- Regularly assess work culture and organizational health [*PWC Goal 2, Key Objective 2*]
- Encourage engagement of intra-department, inter-division, and cross-county collaboration and cross functional teams [*PWC Goal 3, Key Objective 5*]

Strategies:

- Hold professional development discussions with all employees.
- Develop and schedule job swaps and/or job share/shadowing opportunities to develop workforce in different roles and growth opportunities.
- Facilitate supervisory training to ensure future leaders have the knowledge base to perform at their highest potential and assist in future advancement.
- Implement mentorship program internally.
- Involve employees in shaping the future of the DPR and PWC.

Performance Measures:

- Increase Glint Survey scores from 2024 to 2026:
 - Overall Score from 73 (even with County) to 74 or better
 - Belonging from 64 (-2) to 66 or better
 - Larger Purpose from 67 (-3) to 69 or better
 - Transparency from 59 (-1) to 61 or better
- Conduct at least two job shadowing opportunities during FY26.
- Increase the % of employee initiated ideas that were implemented in FY26 to FY27.

Goal:

Operational, Planning, and Business Excellence

Goal Statement:

Advance high-quality, intentional service delivery through data-informed decision-making and targeted resource investment.

Key Objectives:

- Maximize new and existing tools to enhance internal and external service delivery [*PWC Goal 3, Key Objective 4*]
- Provide lifelong learning opportunities for residents of all ages [*PWC Goal 1, Key Objective 1*]
- Strengthen working relationships with other County, State, and Federal departments [*partnerships are threaded throughout PWC Goals*]
- Embrace data-informed decision-making [*HWES Path 6*]
- Leverage partnerships to maximize resources [*partnerships are threaded throughout PWC Goals*]
- Promote high-quality architectural design, thoughtful placemaking, and appealing public spaces to create vibrant and attractive environments for living, working, and recreation. [*PWC Goal 8, Key Objective 1*]
- Elevate public awareness of and access to educational and career opportunities in the field of Parks and Recreation [*PWC Goal 1, Key Objective 3*]
- Promote place-making through art (tactic will be public art policy, which is on track for development)

Strategies:

- Develop and deliver localized programs and services to youth with the tools they need to become successful citizens [1.1.2]
- Identify and promote internship opportunities in Parks and Recreation to open educational pathways for residents [1.3.1]
- Innovate and localize how we communicate, deliver, and engage the community with arts, festivals, and entertainment. [5.3.1]
- Seek development partnerships that bring quality amenities to all areas of the County. [5.3.3]
- Develop localized and mobile programs to bring services to the community. [5.4.3]
- Partner with nonprofit organizations for training sessions in our facilities to develop the community for quality of life. Current and future.
- Expand partnership with PWCS to leverage publicly owned assets for public use.
- Identify technology advancements that would support best practices for Maintenance and Operations.
- Identify partnership opportunities within our Health, Wellbeing, and Environmental Sustainability quadrant.
- Explore RecTrac features for additional opportunities to drive data driven decision making or enhance guest experiences.

- Expand online feedback strategies to support data driven decision making.
- Develop facility design standards that focus on product quality and longevity while creating an identity for DPR.
- Prepare the next person to sit in our chairs.
- Incorporate public art into public spaces to enhance their beauty and uniqueness [8.1.2]

Performance Measures:

- Increase number of internships in Parks and Recreation successfully completed annually to 8 by FY28.
- Increase availability of publicly owned resources for public use (measured in asset use hours) by the end of FY27.
- Document collaboration with two new HWES quadrant partners by the end of FY27.
- Identify and deploy two new RecTrac-based features/reports that can inform decisions made regarding programs and services by the end of FY26.
- Complete reaccreditation in 2026 successfully.

Goal:

Safety and Security

Goal Statement:

Cultivate a safe and secure environment at our sites that advances stakeholder engagement, collaboration, and evidence-based results.

Key Objectives:

- Increase employee ownership of mitigation of risk
- Increase workplace security
- Increase safety of public in parks and facilities
- Foster and improve collaboration between local and state government agencies, stakeholders, businesses, and residents to increase preventative and inclusive evidence-based programming among youth and families to reduce harm. [*PWC Goal 6, Key Objective 4*]

Strategies:

- Work with other agencies and partners to identify comprehensive approaches to prevention and intervention to communicate with the public. [6.1.1]
- Create clear communication channels and protocols for interagency coordination, including regular meetings, shared databases, and dedicated liaisons. [6.1.2]
- Facilitate partnerships to provide programming and services for youth that reduce harm and build resilience in the County. [6.4.1]
- Promote programs and services with other County agencies directed to engage with the community and reinforce safety in our community.
- Encourage staff to own a safety mindset.

Performance Measures:

- Decrease incidence of criminal events in parks and facilities by 5% by FY27.
- Increase Glint Survey score on Physical Safety by 2 points by 2027.
- Increase staff reporting of hazardous conditions from FY25 to FY26 through the work order system.

Goal:

Cultural and Environmental Resources

Goal Statement:

In partnership with the community, preserve and protect the County's natural and cultural resources so that open spaces are created and maintained, and historic sites are made ready for public use.

Key Objectives:

- Accelerate environmental sustainability and cultural stewardship initiatives
- Provide opportunities to increase the community's awareness of environmental and cultural resources
- Safeguard the quality of the County's air, water, and other natural and cultural resources [*PWC Goal 2, Key Objective 1*]
- Utilize the Community Energy & Sustainability Master Plan to guide decision-making to help achieve climate mitigation and resiliency goals [*PWC Goal 2, Key Objective 3 and 4*]
- Attract residents and visitors with the natural beauty of County parks, trails, and green spaces [*PWC Goal 5, Key Objective 5*]

Strategies:

- Cultivate strategic partnerships with local educational and cultural institutions to enrich educational programming.
- Monitor and invest in preserving and expanding green spaces and tree canopies. [2.1.3]
- Align DPR's policies and practices with Community Energy and Sustainability Master Plan objectives as actions become feasible. [per 2.3 above]
- Incorporate green technology into park and facility projects [2.4.3]
- Fund and resource maintenance and programs to showcase the County's natural beauty. [5.5.1]
- Support Tourism and enhance economic development in Prince William County.
- Develop a formal divisional structure to effectively manage and advance natural and cultural program initiatives.

Performance Measures:

- Plant at least 50 new trees in areas identified for canopy expansion or reforestation annually.
- Grow the park system's acreage by 250 acres by the end of FY27.
- Complete one new green technology initiative by the end of FY27.

Goal:

Diversity and Inclusion

Goal Statement:

Adapt internal practices and service delivery to promote diversity, inclusion, and equitable outcomes for all communities.

Key Objectives:

- Demonstrate an embrace of different viewpoints and backgrounds, seeking to understand others. [PWC Goal 3, Key Objective 1]
- Develop parks that increase universal accessibility. [PWC Goal 7, Key Objective 3]
- Grow opportunities for inclusive and adaptive programs [PWC Goal 7, Key Objective 3]
- Develop and implement initiatives that foster an inclusive environment that is welcoming to everyone.
- Reduce barrier to access across all spaces and activities.

Strategies:

- Utilize pop-up programs and events to bring entertainment to reach all areas of the County. [5.3.2]
- Engage residents, businesses, and partners to understand barriers to services to mitigate them and expand usage. [7.1.1]
- Establish a prioritization plan for improving and filling current gaps in service needs. [7.1.2]
- Implement initiatives that improve employees' sense of belonging and opportunities.
- Develop partnerships with community organizations to create or support inclusive programs and services that reflect diverse community needs.
- Increase low cost or scholarship/subsidized programming to include all communities.

Performance Measures:

- Increase the number of resolved access requests and requests for accommodation by 25% from FY26 to FY28.

Increase access to low cost or scholarship/subsidized programming by 10% by FY28.

- Improve Glint Survey's Diversity Commitment Score from 67 (-3) to 69 or better.