



— 2025-2028 —
**STRATEGIC
PLAN**
— A Community of Choice —

“The 2025-2028 Strategic Plan serves to guide Prince William County’s policymaking, resource allocation, and service delivery over the planning horizon.”



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PRINCE WILLIAM BOARD OF COUNTY SUPERVISORS



Front Row (Left to Right)

Andrea O. Bailey, *Vice Chair, Potomac District Supervisor*; Yesli Vega, *Coles District Supervisor*; Deshundra L. Jefferson, *Chair-At-Large*; Margaret Angela Franklin, *Woodbridge District Supervisor*

Back Row (Left to Right)

Tom Gordy, *Brentsville District Supervisor*; Robert B. Weir, *Chair Pro-Tem, Gainesville District Supervisor*; Kenny A. Boddye, *Occoquan District Supervisor*; Victor S. Angry, *Neabsco District Supervisor*

Prince William County (PWC) Government exercises local governing powers granted by the Virginia General Assembly in 1730. Since 1972, PWC has operated under the County Executive form of government. Under this form of government, an eight-member Board of County Supervisors (BOCS) has full power to determine the policies covering the financial and business affairs of the County government. The BOCS appoints a County Executive to act as the County government's chief administrative officer to execute the BOCS policies and oversee the County government on a day-to-day basis. The BOCS also appoints a County Attorney and several separate Boards and Authorities to administer the operations of certain services.



Office of Executive Management

Christopher Shorter
County Executive

Daniel Alexander
Deputy County Executive

Dave Sinclair
Acting Deputy County Executive

Wade Hugh
Deputy County Executive

Elijah Johnson
Deputy County Executive

Nikki Brown
Director of Communications & Engagement

Maria Burgos
Director of Equity & Inclusion

Lisa Madron
Chief Transformation Officer

ACKNOWLEDGMENTS

With a special thank you to:

PWC's Community Advisory Committee

Ruth Balton, *At-Large*

Rachel Ellis, *Gainesville District*

Jessica Grove, *Gainesville District*

Ashley McWilliams, *Coles District*

Dexter Montgomery, *Woodbridge District*

Thomas Murray, *Brentsville District*

Robe'rt Palmer, *Potomac District*

Maurice Pettiford, *Neabsco District*

Carmen Rodriguez, *Occoquan District*

Ross Snare, IV, *Neabsco District*

Patrice Summers, *Potomac District*

Matthew Vanecho, *Coles District*

Graydon Vann, Jr, *Occoquan District*

Justin Wilk, *At-Large*

James Yankey, *Brentsville District*

Performance Breakthroughs, Inc. for innovative strategic planning consultation services

PWC's Transformation Management Office for invaluable support with the Strategic Plan implementation process

Project Manager

Kaye Wallace-Sharp, J.D.
Strategic Plan Coordinator

STRATEGIC PLAN TEAM



BOARD OF COUNTY SUPERVISORS (BOCS)

- Elected Officials
- 8 Members
- 4-year Term
- 1 Chair and 1 Vice Chair
- 7 Districts



EXECUTIVE CABINET

The Office of Executive Management accomplishes the goals, initiatives, and policies set forth by the Board of County Supervisors (BOCS). The Executive Cabinet developed the Objectives for the Strategic Plan Goals set by the BOCS.

- 4 Deputy County Executives
- Communications Director
- Chief Financial Officer
- Equity & Inclusion Officer
- Chief Transformation Management Officer



COUNTY AGENCY DIRECTORS

Prince William County has thirty-four agencies that deliver services to the community. County agency directors selected the Action Strategies to accomplish the Strategic Plan Goals and Objectives set forth by leadership.

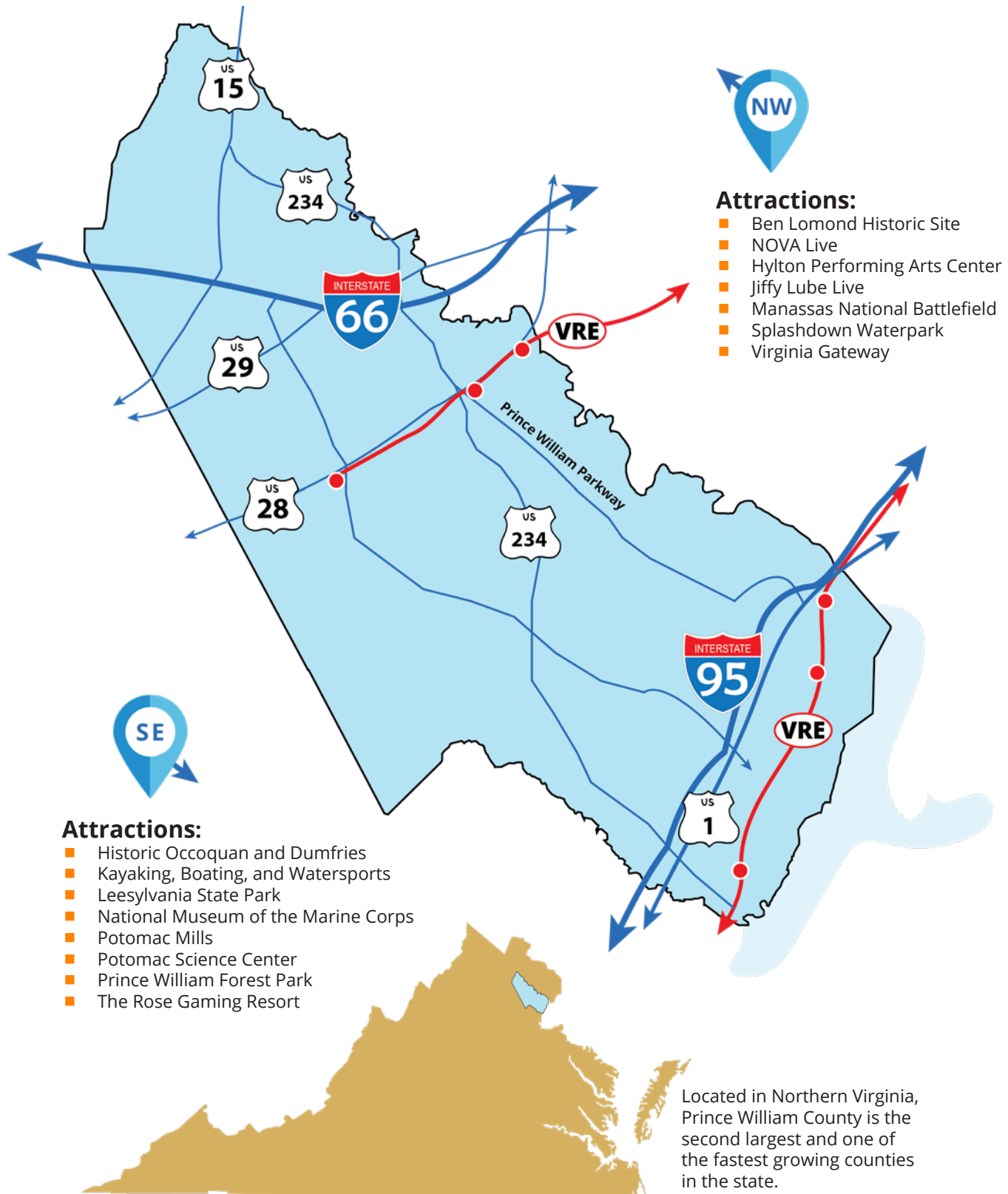
- 34 Agency Directors
- 4 Government Quadrants
 - Government Operations, Performance & Innovation
 - Health, Wellbeing & Environmental Sustainability
 - Mobility, Economic Growth & Resiliency
 - Safe & Secure Community

COMMUNITY ADVISORY COMMITTEE

The Community Advisory Committee, comprised of residents appointed by each Board Supervisor, was formed to provide guidance and feedback throughout the development process, ensuring representation across diverse community interests.

- 15 Members
- Residents from Each Magisterial District
- Board Supervisor Appointment (Ad-hoc)

PRINCE WILLIAM COUNTY



Quick **STAT**



30 Miles
Washington, DC



499,809
Population



107,123
Median Household
Income



89,991
Registered Students
K-12 Grade



Graduates
86% High School
41% Bachelors or higher

REGIONAL PERSPECTIVE

Prince William County (PWC) is located in Northern Virginia, approximately 30 miles southwest of Washington, D.C. The County encompasses an area of 348 square miles, 18.8% of which is federally owned land.

Prince William's location in the Metropolitan Washington, D.C. area and the availability of excellent transportation options in the region is a catalyst for growth in the County which continues to provide numerous economic advantages. Interstate 95 and U.S. Highway 1 connect the County with Washington, D.C. to the north and Richmond, Virginia to the south. Interstate 66 connects the western portion of the County with Washington, D.C. to the east and Interstate 81 to the west. Route 234/Prince William Parkway links Interstate 66 in the west with 7,000 acres designated for industrial and commercial growth. Prince William Parkway provides easy access to Interstate 95 and prime development locations through the eastern portion of the County.

The County has several freight and passenger rail service alternatives available to its residents and businesses. CSX and Norfolk Southern Railway provide freight service to the County. Amtrak passenger trains provide inter-city service to points up and down the eastern seaboard from stations in the Town of Quantico and the City of Manassas. The Virginia Railway Express provides passenger service to and from the District of Columbia from four stations within the County.

Dulles International Airport, Reagan National Airport, and Manassas Regional Airport provide air transportation within easy access of PWC.

UNDERSTANDING THE STRATEGIC PLAN



EXECUTIVE SUMMARY

Prince William County's 2025-2028 Strategic Plan serves as a roadmap for the County's continued growth, prosperity, and commitment to delivering high-quality services that meet the evolving needs of its residents. The County conducted a comprehensive and inclusive process to develop its new Four-Year Plan, ensuring broad-based community engagement and alignment with resident priorities. This extensive outreach included resident town halls convened by each member of the Board of County Supervisors, resident focus groups within each magisterial district,

structured dialogues with members of the business community and leadership from the County's cities and towns, employee focus groups, and online surveys. These efforts provided critical input to inform the County's strategic direction.

The formulation of the Strategic Plan was guided by a tiered, collaborative approach. The Board of County Supervisors established the overarching strategic goals, executive leadership developed the corresponding objectives, and department directors identified



Gainesville District Strategic Plan Town Hall



Neabsco District Strategic Plan Town Hall

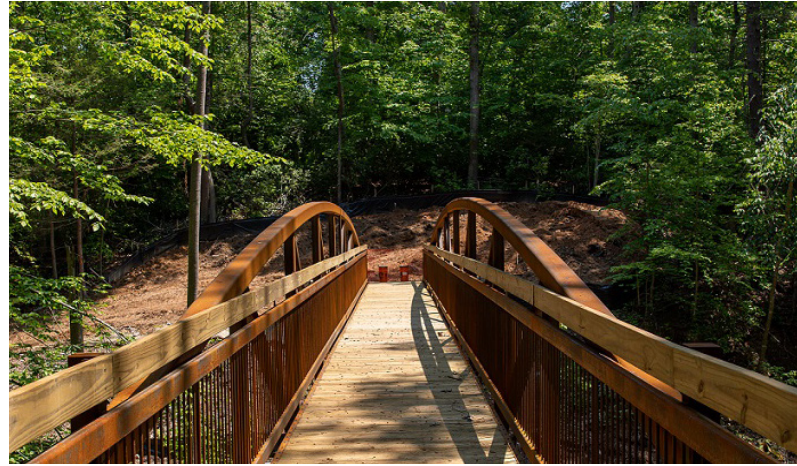


actionable strategies to achieve the desired outcomes. This structured process ensured clarity of purpose and a unified commitment across all levels of County government.

The 2025-2028 Strategic Plan encompasses eight focus or goal areas—Education, Environment, Government, Mobility, Quality of Life, Safe and Secure Community, Service Delivery, and Smart Growth—that reflect the County's long-term vision and the expressed priorities of its constituents.



BOCS Work Session



The new Plan delineates a comprehensive framework to address key priorities and enhance PWC's overall quality of life. Key objectives in the Plan include:

- Safeguarding the County's air, water, and other natural resources to ensure long-term environmental sustainability.
- Expanding access to public parks, trails, and recreational amenities.
- Expanding affordable housing opportunities to meet the needs of County residents.
- Supporting residents' aspirations to "age-in-place."





- Developing a highly skilled workforce that aligns with the County's targeted industry sectors.
- Supporting the growth and resilience of local businesses.
- Growing the commercial tax base to support fiscal stability and economic growth.
- Advancing mobility infrastructure to broaden transportation choices and enhance safety.
- Strengthening coordinated community responses to reduce crime and enhance constituent access to programs and services.
- Enhancing collaboration and strengthening relationships between County leadership and the PWC School system.

The 2025-2028 Strategic Plan serves as a foundational document to guide Prince William County's policymaking, resource allocation, and service delivery over the planning horizon, reinforcing the County's commitment to effective governance, fiscal responsibility, and the well-being of its residents.

*The 2025-2028
Strategic Plan...
reinforcing
the County's
commitment
to effective
governance.*

THE PURPOSE OF STRATEGIC PLANNING

A strategic plan is a long-term, usually multi-year, roadmap comprised of goals and objectives that helps a community successfully move forward from where the community is now to where it wants to be. If done correctly, it has the power to transform today's visions into tomorrow's realities. In local government, strategic planning ensures the community, elected officials, management, and staff are aligned and on the same path.

Prince William County has developed four-year strategic plans since 1992, and in 1994, the County codified strategic planning by adding it in Chapter 2 (Administration), Section 2.1 (Government services, planning, budgeting, and accountability) of the Prince William County Code. Often referred to as the Financial and Program Planning Ordinance, this section of the County Code provides a framework for the planning and allocation of County resources through the annual budget and capital improvement planning.

Prince William County's Strategic Plan along with the County's [2030 Future Report](#) are vision documents which consider the ideal future state of Prince William County both as a program/service provider and as a community. Each four-year iteration of the Strategic Plan builds upon the goals of the County's Future Report and the [Comprehensive Plan](#), both of which provide perspectives on where the community should be in year 2030 and beyond. The 2025 – 2028 Strategic Plan reflects the community's current desired outcomes and focuses on how PWC can transform to meet the needs of a growing and diverse community. This plan will serve as the guiding vision and action plan for PWC over the next four years. As such, it provides key policy guidance for service delivery and resource allocation decisions during the Board of County Supervisors' term in office.



THE DEVELOPMENT PROCESS

PWC's 2025-2028 Strategic Plan development process emphasized collaboration, inclusivity, and alignment with the community's values and expectations. The development process spanned a period of 13 months from January 2024 – February 2025, and was divided into five phases:

PHASES

PHASE 1 – PLANNING AND LAUNCH

- The process was launched under the direction of the Board of County Supervisors and the County Executive who set the vision and scope.
- A **Community Advisory Committee**, comprised of residents appointed by each Board Supervisor, was formed to provide guidance and feedback throughout the development process, ensuring representation across diverse community interests.

PHASE 2 – GAINING INSIGHTS

PWC conducted an extensive, multi-faceted engagement campaign to gather input from a broad range of stakeholders, including:

- **Town Halls:** The BOCS hosted eight community town halls across the county to directly hear residents' priorities, concerns, and ideas.

- **Resident Focus Groups:** Facilitated discussions with residents in each magisterial district provided in-depth perspectives on quality of life, service needs, and opportunities for improvement.
- **Community Conversations:** Targeted sessions with **business community members** and **leaders of the County's cities and towns** fostered dialogue on local economic development and intergovernmental collaboration.
- **Employee Focus Groups:** County employees contributed internal insights on operational challenges and service delivery improvements.
- **Online Surveys:** Online surveys were used to capture input from members of the County's Boards, Commissions, and Committees.
- **Biennial Resident/Community Survey:** Residents and community members also provided insights via PWC's 2024 biennial resident survey.



PHASE 3 – STRATEGIC PLAN DEVELOPMENT

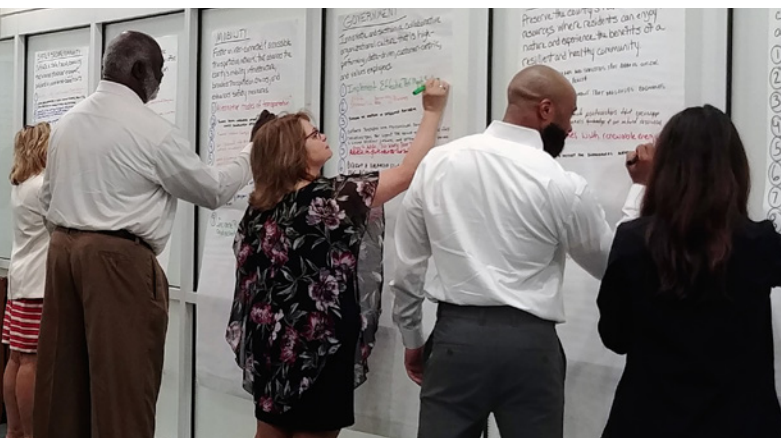
- Input from community engagement was synthesized to identify key themes and priorities for the Four-Year Strategic Plan.
- A tiered, collaborative approach was used to develop the Strategic Plan as the BOCS established the overarching strategic goals, executive leadership developed the corresponding objectives for each goal area, and County department directors identified action strategies to accomplish the objectives and goals.
- County staff drafted the Strategic Plan document, incorporating:
 - A Vision Statement and Core Values
 - Strategic Goals and Objectives with Strategies
 - Key Performance Measures and Indicators
- The draft Strategic Plan was posted online for a two-week period in January 2025 and reviewed by residents, stakeholders, and the Board. The draft was refined based on the feedback.

PHASE 4 – STRATEGIC PLAN ADOPTION

The finalized Strategic Plan was unanimously adopted by the BOCS on February 25, 2025.

PHASE 5 – STRATEGIC PLAN IMPLEMENTATION

Implementation involves breaking down the high-level Strategic Plan into actionable steps. To ensure successful implementation, the County has formed Strategic Goal Teams that will develop action plans with specific projects, activities, and timelines.



BOCS and Executive Cabinet Work Sessions

STRUCTURE OF THE 2025-2028 STRATEGIC PLAN

Goals and priorities were structured around improving outcomes in eight focus areas.

The focus areas outlined in the Strategic Plan are interrelated and not mutually exclusive. Each area impacts the others, are equally important, and carry the same level of priority. All eight Strategic Plan focus areas include a goal statement accompanied by objectives, strategies, and key performance indicators.

Those components are defined as follows:

- **Goal Statement** – states what the focus/ goal area expects to accomplish
- **Objectives** – state what the county/ community must do well to be successful
- **Strategies** – state action steps or activities to achieve the goal
- **Key Performance Indicators (KPIs)** – meaningful indicators or measures that assess progress towards the goal

Focus AREAS



Education



Environment



Government



Mobility



Quality of Life



Safe & Secure
Community



Service Delivery



Smart Growth

TIMELINE FOR EXECUTION OF THE 2025-2028 STRATEGIC PLAN

Year	Calendar (Adoption)	Fiscal (Execution)
1	Jan. 1 – Dec. 31, 2025 (CY25)	July 1, 2025 – June 30, 2026
2	Jan. 1 – Dec. 31, 2026 (CY26)	July 1, 2026 – June 30, 2027
3	Jan. 1 – Dec. 31, 2027 (CY27)	July 1, 2027 – June 30, 2028
4	Jan. 1 – Dec. 31, 2028 (CY28)	July 1, 2028 – June 30, 2029

Although the County's Four-Year Strategic Plan is adopted by calendar year, the CY2025-2028 Strategic Plan's operational/execution timeline will be July 1, 2025 (FY26) through June 30, 2029 (FY29).

Note: the new Board's term begins on January 1, 2028, when the Board will begin to develop the 2029 – 2032 Strategic Plan.

IMPLEMENTATION, ACCOUNTABILITY, AND REPORTING

Strategic plan implementation is the process of turning a strategic plan into actionable steps to achieve desired outcomes. To ensure effective implementation of PWC's 2025-2028 Strategic Plan, dedicated Strategic Goal Teams have been formed. Comprised of department directors, managers, and staff, these teams reflect the County's commitment to leadership and collaboration across all levels of the organization. Their primary role is to operationalize the Strategic Plan by developing detailed action plans that outline specific projects, activities, and initiatives with clear timelines. Progress and accountability will be maintained through regular reporting to County leadership during the Strategic Teams Accountability and Reporting (STAR) meetings as well as through work sessions with the Board of County Supervisors. A County Strategic Plan dashboard will also provide public access to KPI data and project updates to report progress towards the Plan's goals and objectives.



STRATEGIC PLAN VISION & VALUES

Prince William County is a diverse community striving to be healthy, safe, and caring with a thriving economy and a protected natural environment.

These principles are paramount to every goal, objective, and strategy.



Accountability & Transparency

To strive to achieve outcomes that align with the community vision and goals, and to evaluate and publicly share progress on a periodic basis.



Equity & Inclusion

To eliminate barriers to fair treatment, access, opportunity, and advancement for all residents.



Integrity & Trust

To behave at all times in a manner that is ethical and professional with the highest degree of honesty, respect, and fairness.



Communication & Engagement

To inform and engage residents to encourage collaboration on projects, policies, and progress in a timely manner.



Innovation, Efficiency & Effectiveness

To strive for excellence by exploring new and creative ways to solve problems and serve the community.

STRATEGIC GOALS





STRATEGIC GOAL EDUCATION

Advance high-quality learning opportunities that enrich residents and build and strengthen an educated and skilled workforce.

KEY OBJECTIVES:

1. Provide lifelong learning opportunities for residents of all ages.

STRATEGIES:

- A. Cultivate countywide partners (including volunteers) to collaborate in providing educational opportunities for all ages, languages, interests, and locations.
- B. Develop and deliver localized programs and services to provide youth with the tools they need to become successful residents.
- C. Innovate how the County delivers education and workforce development to engage a broader audience of all ages and backgrounds.

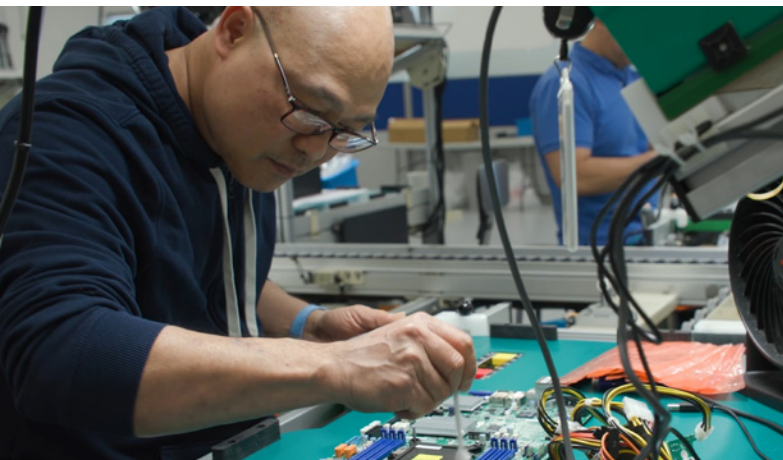
- D. Support the older adult community to expand their knowledge and skill development to keep them engaged and thriving.

2. Partner with educational providers to deliver targeted workforce training programs that address current gaps and future needs.

STRATEGIES:

- A. Expand and nurture business and educational partnerships to innovate how knowledge is shared and acquired.
- B. Consistently share workforce gaps and align workforce development programs to create a viable talent pipeline.
- C. Proactively develop workforce development and training programs that support the County's targeted industries.

3. Elevate public awareness and access to educational and career opportunities in existing and emerging industry sectors.





STRATEGIES:

- A. Promote public-private funding opportunities for training and identify internships in targeted sectors to open educational pathways for residents.
 - B. Promote communication platforms for County businesses to broadcast current and future talent and skill needs.
 - C. Partner with local businesses to create industry-sponsored community events and workshops to raise awareness and prepare residents for future job demands.
4. Foster a more collaborative relationship where County government policies and priorities and County education systems' infrastructure, programs, and services align with each other.

STRATEGIES:

- A. Execute recurring quarterly meetings with public school officials to strengthen relationships and enhance collaboration.
- B. Collaborate with school leaders on planning and development to ensure continuous alignment and reduce overcrowding.
- C. Identify and develop programs and services that align with school

infrastructure to support youth when school is not in session.

- D. Collaborate with PWC Schools on planning and development to address overcrowding in schools.
5. Engage with existing and new county businesses to expand workforce options that attract and retain residents and help businesses be successful.

STRATEGIES:

- A. Organize educational programs and mentor opportunities for new business owners.
- B. Provide support to assist existing businesses in scaling and sustaining to expand the workforce options available to residents.
- C. Engage the local Chamber of Commerce and the Northern Virginia Economic Development Alliance to develop robust new business cohort training and networking programs.

Please visit www.pwcva.gov/strategic-plan to view key performance indicators (KPIs) for the Education goal area.





STRATEGIC GOAL

ENVIRONMENT

Preserve the County's natural beauty and resources so that open spaces are created and maintained, and residents can enjoy nature.

KEY OBJECTIVES

1. Safeguard the quality of the County's air, water, and other natural resources to ensure they are not compromised for the current and future generations.

STRATEGIES:

- A. Propose and adopt green zoning regulations to preserve air and water.
- B. Establish guidelines for stormwater management, agricultural and industrial pollution, desalination, and forever chemical management.
- C. Monitor and invest in preserving and expanding green spaces and tree canopies.

- D. Establish education and guidelines that inform agricultural and industrial business owners, homeowners, and visitors about preserving land and other natural resources

2. Enhance and expand public parks, trails, and green spaces to improve accessibility.

STRATEGIES:

- A. Prioritize land acquisition across the County to expand park access for all residents.
- B. Ensure that all County parks meet a defined level of quality, appearance, and accessibility and prioritize maintenance and expansion where parks are not easily accessible.
- C. Improve walkability and bikeability around public amenities and parks.

3. Utilize the Community Energy & Sustainability Master Plan (CESMP) and Comprehensive Plan to guide decision-making and encourage leadership, businesses, and residents to help the Board achieve the County's climate mitigation and resiliency goals.



STRATEGIES:

- A. Incorporate the CESMP into the 2040 Comprehensive Plan and the comprehensive Zoning Ordinance update to facilitate sustainable and resilient future development.
 - B. Facilitate industry-specific events for businesses to learn about their potential impacts on the environment and sustainable practices.
 - C. Inform and educate residents about the CESMP and the Comprehensive Plan and how the County uses the Plans to support sustainability and resilience
4. Support and incentivize the development and use of renewable energy sources to reduce impacts on air quality and the environment.

STRATEGIES:

- A. Propose Design & Construction Standards Manual (DCSM) and green zoning regulations to encourage water and energy-efficient buildings, multifamily and mixed-use areas, and transit-oriented developments.
- B. Foster collaboration on environmental sustainability solutions between the County and Schools.
- C. Transition the County's fleet to electric or hybrid vehicles, install EV charging stations at County facilities, design new facilities to LEED Gold standards, and install solar arrays on County buildings to transition to net zero County facilities.
- D. Promote existing renewable energy efficiency programs and incentives to assist residents and businesses with the transition.

5. Reduce and mitigate the impacts of flooding in communities.

STRATEGIES:

- A. Consider establishing a "flooding bond" to address post-development flooding issues.
- B. Continue to update maps and monitor flood prone locations in the County.
- C. Work with local, state, and federal agencies to identify funding for projects that would reduce or eliminate the risk of repetitive flooding.
- D. Work with Emergency Management to identify and implement mitigation actions.

Please visit www.pwcva.gov/strategic-plan to view key performance indicators (KPIs) for the Environment goal area.





STRATEGIC GOAL

GOVERNMENT

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

KEY OBJECTIVES

1. Position the County as an employer of choice by cultivating a safe, diverse, and inclusive workplace where employees are treated fairly, compensated competitively, and recognized for their contributions.

STRATEGIES:

- A. Reinforce equitable hiring and retention policies, processes, and practices to minimize grievances and maximize employee experience.
- B. Annually benchmark compensation with competitors to remain competitive in the job market and retain quality talent.
- C. Modernize the County government's mission-critical communications, smart building technology, and cyber security to keep employees safe.

- D. Implement practices and policies that ensure a work environment free from discrimination.

2. Enhance training and professional development opportunities for employees and leadership.

STRATEGIES:

- A. Develop training programs that enhance tactical, leadership, and technology skills to create a pipeline of skilled leaders for the future.
- B. Utilize feedback from the annual organizational survey to implement a curriculum that develops leadership's strategic thinking and management skills.
- C. Develop change management and transformational management skills across all government levels to be agile and continuously improve organizational performance.

3. Maintain persistent dedication to fiscal responsibility, accountability, and transparency to foster trust with residents, businesses, and community.





STRATEGIES:

- A. Assess and monitor agency budgets to ensure adherence to allocated resources.
 - B. Modernize the community's visibility of County metrics and targets to increase transparency.
 - C. Keep the community apprised of County accomplishments.
 - D. Establish processes to prioritize or sunset projects and funding for currently approved projects before adopting new projects.
 - E. Engage with the leadership of Cities and Towns within Prince William County to improve dialogue and collaboration.
4. Utilize technology to enhance data analytics, automation, and standardization of processes to improve the County's delivery of services.

STRATEGIES:

- A. Clearly define processes, systems, metrics, and targets for all agencies to measure and share results internally and externally.
- B. Make software and dashboards available for agency automation and decision-making.

- C. Stay abreast of new technology to be proactive in establishing pertinent policies and procedures to manage the resources effectively.
 - D. Innovate enterprise-wide automation technologies and systems to enhance organizational capacity and be more efficient.
5. Develop cross-collaboration processes to enhance employees' understanding of County operations to deliver tailored solutions to residents.

STRATEGIES:

- A. Create training and other opportunities for employees that maximize cross-collaboration and broaden perspective.
- B. Coordinate cross-functional teams that contribute to specific projects through all layers of the organization.
- C. Develop clear standard operating procedures and integrated systems so employees can engage and direct residents in identifying and utilizing County services.

Please visit www.pwcva.gov/strategic-plan to view key performance indicators (KPIs) for the Government goal area.





STRATEGIC GOAL MOBILITY

Foster an inter-connected and accessible transportation network that advances the County's mobility infrastructure, broadens transportation choices, and enhances safety.

KEY OBJECTIVES

1. Enhance connectivity through transit-oriented development and improved pedestrian and bicycle infrastructure.

STRATEGIES:

- A. Integrate technology and transit networks in designing and planning communities to ensure seamless connections between various transit modes.
- B. Design streets around transit hubs that equally accommodate pedestrians, cyclists, and public transit vehicles, with features like wide sidewalks, bike lanes, and accessible crosswalks.
- C. Provide a secure biking infrastructure and implement traffic calming measures to prioritize pedestrians

and cyclists and to reduce reliance on vehicles.

- D. Design built environments that prioritize the mobility of people over vehicles.

2. Support improving, expanding, and using the County's transportation network.

STRATEGIES:

- A. Explore and leverage private development to support the improvement and expansion of the transportation network to relieve transportation impacts.
- B. Enhance transportation infrastructure to provide regional connectivity to and





from Prince William County and other critical areas of the DMV.

- C. Promote and incentivize environmentally sustainable transportation options to encourage people to use them more frequently.
3. Increase awareness and understanding of transportation options to support residents in finding the best mobility solution to fit their needs.

STRATEGIES:

- A. Promote mobility branding and communication to ensure residents can find their best transportation option.
- B. Promote the Commuter Connections Program in non-traditional locations.
- C. Promote the implementation and use of apps to provide real-time transportation, construction, and parking information.
4. Develop mobility projects across the County to ensure timely resident access to multiple transportation options.

STRATEGIES:

- A. Identify underserved and transit-poor areas through mapping and metrics to prioritize needs and allocate resources fairly.

- B. Expand the frequency and availability of public transportation options.
- C. Continue to promote the Transit Fare Buy Down Program and support reduced transit fares.
- D. Provide real-time transparency for bus and public transit options to expand use.
5. Work with the community and stakeholders to identify and implement multi-modal mobility solutions to improve access, safety, and connectivity.

STRATEGIES:

- A. Implement the Traffic Safety Action Plan through collaboration with all agencies and stakeholders that contribute to safe transportation.
- B. Implement traffic safety measures to increase automated enforcement of traffic laws.
- C. Use existing crowd-sourced data on barriers to pedestrian and bicyclist access to schools, parks, and libraries to identify priority improvement projects.

Please visit www.pwcva.gov/strategic-plan to view key performance indicators (KPIs) for the Mobility goal area.





STRATEGIC GOAL

QUALITY OF LIFE

Enhance quality of life and increase resident retention by creating a resilient and healthy community where residents can afford to live, work, play, and retire.

KEY OBJECTIVES

1. Develop affordable and diverse housing options in the County for residents and families of all sizes, ages, income levels, and needs.

STRATEGIES:

- A. Implement an Affordable Dwelling Unit Ordinance and Housing Trust Fund.
- B. Forecast the long-term need for housing across the County to identify and implement strategies to meet future growth.
- C. Innovate proactive ways to prevent residents from experiencing homelessness.



2. Advocate for diversity in existing and new County businesses to offer various workplace options that attract and retain residents.

STRATEGIES:

- A. Collaborate with communities, cities, and towns to identify desired businesses that can be supported by the local market.
- B. Reduce the need for residents to seek employment outside the County by targeting businesses that can utilize the skillsets of the County's workforce.
- C. Expand economic development partnerships to establish a small business center.

3. Proactively leverage development opportunities to create or expand high-quality amenities, entertainment, and recreational experiences for residents to enjoy.

STRATEGIES:

- A. Innovate and localize how the county communicates, delivers, and engages the community with arts, festivals, and entertainment.



- B. Utilize pop-up programs and events to entertain all areas of the County.
- C. Seek development opportunities that bring quality amenities to all areas of the County.
- D. Promote agribusiness and agritourism opportunities that increase amenities and entertainment in the County.

- 4. Design and develop intentional structures and services to support residents' aspirations to "age in place."

STRATEGIES:

- A. Provide regulatory guidance and best practice recommendations for future development to facilitate the design of building structures that support "aging in place."
- B. Expand senior center facilities and staff to provide programs that allow older adults to access safe and fun recreation.
- C. Develop localized and mobile programs to bring services to older adults or bring older adults to the services.

- 5. Attract residents and visitors with the natural beauty of County parks, trails, and green spaces.

STRATEGIES:

- A. Fund and resource maintenance and programs to showcase the County's natural beauty.
- B. Transform story trails and events to bring more people to the County's trails and parks systems.
- C. Optimize communication of activities, events, and locations to attract residents and visitors.

- 6. Highlight the County's cultural, historical, and natural uniqueness to strengthen the County's identity and reputation as a sought-after place to live and visit.

STRATEGIES:

- A. Dedicate resources to support historic preservation and documentation of the County's diverse cultural histories and expand cultural events and online resources to educate and celebrate those histories.
- B. Organize events and opportunities for residents to learn, understand, and explore the natural uniqueness of the County.
- C. Create a human library to innovate how the County recognizes and celebrates its history.

Please visit www.pwcva.gov/strategic-plan to view key performance indicators (KPIs) for the Quality of Life goal area.





STRATEGIC GOAL

SAFE AND SECURE COMMUNITY

Cultivate a safe and secure community that advances stakeholder engagement, collaboration, and evidence-based results.

KEY OBJECTIVES

1. Develop coordinated community responses that improve constituent access to programs and services, strengthen collaboration with residents, businesses, and stakeholders, and resolve safety concerns.

STRATEGIES:

- A. Work with other agencies and partners to identify comprehensive approaches to prevention and intervention to communicate with the public.
- B. Create clear communication channels and protocols for interagency coordination, including regular meetings, shared databases, and dedicated liaisons.

- C. Enhance trauma-informed care and services for the victims, families, and neighborhoods affected by harm.

2. Expand data capabilities to improve community awareness, problem identification, resource allocation, and evidence-based decision-making to inform prevention, intervention, enforcement, accountability, and restoration strategies.

STRATEGIES:

- A. Develop a secure, centralized, interoperable data platform for cross-agency data collection and management.
- B. Use advanced analytics tools to better forecast trends based on historical and emerging data.
- C. Create predictive models and prioritize resources by identifying areas most likely to need attention, ensuring that preventive measures are timely and well-targeted.
- D. Develop public-facing data platforms on community safety to enhance awareness.





3. Promote fair administration of the justice system.

STRATEGIES:

- A. Regularly collect, analyze, and publicly report data on critical justice metrics to inform data-driven adjustments to policies and practices.
 - B. Implement accountability measures across all agencies to promote fair treatment for all.
 - C. Establish consistent meetings that bring all system stakeholders together to communicate and collaborate.
4. Foster and improve collaboration between local and state government agencies, stakeholders, businesses, and residents to increase preventative evidence-based programming among youth and families to reduce harm.

STRATEGIES:

- A. Identify capacity-building opportunities for community-based partners to provide programming and services for youth that reduce harm and build resilience in the County.
- B. Develop family resource centers with culturally relevant support services to

provide a supportive place for families to build community connections.

- C. Ensure each partner understands their role, responsibilities, and the value of their contribution to a unified response, reducing gaps in service and improving resource allocation.
5. Anticipate, plan, and use a government-wide approach to major disasters, critical incidents, and unforeseen health crises.

STRATEGIES:

- A. Continue to integrate emergency management coordination across all agencies and conduct regular joint training exercises to ensure each agency understands its role and responsibilities, enabling faster, more effective response and recovery efforts during a disaster.
- B. Work with local leaders, non-profits, and community groups to establish preparedness programs that educate residents on disaster readiness, evacuation plans, and emergency contacts, tailoring information to meet the needs of diverse populations.
- C. Create multilingual communication networks and accessible, real-time information channels that keep all residents informed before, during, and after a disaster or incident.

Please visit www.pwcva.gov/strategic-plan to view key performance indicators (KPIs) for the Safe and Secure Community goal area.





STRATEGIC GOAL

SERVICE DELIVERY

Provide transparent, exceptional, and accessible County services to residents, businesses, and partners.

KEY OBJECTIVES

1. Ensure timely, effective, and accessible County services to residents, businesses, and partners by improving coordination and collaboration amongst County agencies and using high-quality data to achieve positive outcomes.

STRATEGIES:

- A. Engage residents, businesses, and partners to understand and mitigate barriers to services and expand usage.

- B. Establish a prioritization plan for improving and filling current gaps in service needs.
- C. Instill multi-directional communication paths to ensure all employees understand how other agencies operate and contribute to service delivery.

2. Anticipate population growth and service needs to forecast and plan resource and staff capacity and capabilities to ensure readiness and maintain quality of service.

STRATEGIES:

- A. Utilize the U.S. Census Bureau, localized trends, the development pipeline, and other data to update forecasts of the future county population and demographics.
- B. Establish enterprise-wide processes for quarterly/annual forecasting on capacity and capabilities so agencies can centralize, synchronize, and reduce duplicative activities.
- C. Invest in continuous development of the County's talent pool and pipeline to meet capacity needs with capable resources.



3. Reduce barriers to access by providing County services beyond regular physical locations, with time flexibility and in multiple languages.

STRATEGIES:

- A. Modernize and innovate how the County delivers services to offer more virtual, mobile, and self-service options.
 - B. Adapt and expand service times and locations to accommodate residents, businesses, and partners.
 - C. Develop communication avenues and processes for non-English speaking residents to help them participate and thrive in the community.
4. Enhance opportunities for engagement and communication between the public and the County government, fostering dialogue, feedback, and follow-up to promote the shared goals of trust, understanding, and transparency.

STRATEGIES:

- A. Provide consistent engagement and communication to deliver timely, clear, and accessible information.
- B. Implement real-time communication pathways and processes to gain consistent feedback from the community.
- C. Formalize response time and metrics (service level agreements) to ensure prompt responses to community feedback, requests, and needs.

Please visit www.pwcva.gov/strategic-plan to view key performance indicators (KPIs) for the Service Delivery goal area.





STRATEGIC GOAL

SMART GROWTH

Advance strategic and intentional community-oriented growth that strengthens and enhances the diversity and sustainability of the local economy and the County.

KEY OBJECTIVES

1. Promote high-quality architectural design, thoughtful placemaking, and appealing public spaces to create vibrant and attractive environments for living, working, and recreation.

STRATEGIES:

- A. Provide design guidance in the Comprehensive Plan, small area plans, and regulatory tools to promote and facilitate high-quality design of development and public spaces.
 - B. Incorporate public art into public spaces to enhance beauty and uniqueness
2. Ensure the County's growth holistically addresses the impact on natural resources and infrastructure and enhances community and economic resilience.

STRATEGIES:

- A. Develop clear guidelines to mitigate development impeding natural resources.
- B. Redevelop and increase density on underutilized infill sites for housing, services, and other needed uses.

- C. Identify future economic development and growth areas by gaining community perspective and expectations for future development.

3. Preserve natural areas, parks, and cultural heritage sites while promoting sustainable development.

STRATEGIES:

- A. Establish minimum Natural Open Space (NOS) guidelines to encourage the appropriate preservation of NOS in new developments.
- B. Preserve natural areas in the rezoning process.
- C. Promote reforestation projects to preserve and expand green spaces for the future.
- D. Promote the awareness and use of sustainable materials and practices in all development through land use planning, regulatory tools, and collaboration with the development industry.

4. Identify strategic emerging sectors to diversify the commercial tax base, lessen reliance on any single industry, and create and retain quality jobs for residents.

STRATEGIES:

- A. Conduct a new emerging technology analysis to identify sectors that align with the County's strengths and expand the targeted industry list.
 - B. Establish a redevelopment incentive fund and toolkit to encourage land assemblage and revitalization to diversify jobs and industry or market sectors.
 - C. Target industry sectors and businesses that provide high-quality jobs with competitive compensation.
5. Support the expansion and preservation of agribusiness, agritourism, and maritime industries.

STRATEGIES:

- A. Identify the key industry sectors within the rural and maritime economies that align with the County's strengths and have the potential to drive job growth, capital investment, and economic development.

- B. Implement the arts and agritourism overlay district and develop an incentive program to encourage new business development and expansion.

- C. Develop a strategy that leverages the County's waterways, activates waterfronts, and uses this strength to encourage recreation and tourism.

6. Enhance small business support networks to strengthen local entrepreneurial ecosystems and empower underrepresented business owners.

STRATEGIES:

- A. Collaborate with partners in developing education, mentor programs, and services to support local entrepreneurs.
- B. Identify and remove barriers to business success to attract business owners and investors to the local economy.
- C. Develop opportunities for local entrepreneurs to network and engage with other entrepreneurs to learn about the County's support services for small businesses.

Please visit www.pwcva.gov/strategic-plan to view key performance indicators (KPIs) for the Smart Growth goal area.



TERMS & DEFINITIONS

Affordable Dwelling Unit Ordinance: This ordinance aims to increase affordable housing options for residents, particularly those with incomes at or below the area median income.

Affordable Housing: As defined in Prince William County's Comprehensive Plan, affordable housing is where the occupant is paying no more than thirty percent (30%) of gross income for gross housing costs, including utility costs.

Biennial Survey: An independent community survey conducted every two years to gauge residents' satisfaction with Prince William County services.

Capital Improvement Program (CIP): The CIP is the capital infrastructure component of the County's fiscal plan, an important part of the County's Five-Year Budget Plan, and an implementation tool for the Comprehensive Plan.

Community Energy & Sustainability Master Plan (CESMP): The CESMP outlines recommended actions that PWC government can take to meet the County's climate mitigation and resiliency goals.

Comprehensive Plan: A plan that determines community goals and aspirations in terms of community development. The plan expresses and regulates public policies on transportation, utilities, land use, recreation, and housing.

Design & Construction Standards Manual (DCSM): A regulatory document of standards which apply to land development in the County, specifically the requirements applicable to the production, review, and approval of site development plans and plats, and construction in accordance with those documents.

Environmental Justice: The fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income, with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies.

Equity: A commitment to action to promote justice and fairness when developing public policy, resource allocations, programs, regulations, enforcement of laws, and institutional cultures resulting in access and equitable opportunities for all residents, businesses, visitors, and employees.

Evidence Based Decision Making (EBDM): A framework whereby decisions and organizational practices are determined empirically based upon insights from the best available research and data in the field.

"Impaired" Waters: Those water bodies or water body segments that are not fully supporting or are partially supporting of the fishable and swimmable goals of the Clean Water Act.

LEED Gold Standards: LEED (Leadership in Energy and Environmental Design) is the world's most widely used green building rating and certification system. The Gold certification indicates that the building has successfully implemented various sustainability strategies, such as energy efficiency, water conservation, indoor environmental quality, and use of sustainable materials.

Metropolitan Washington Council of Governments (MWCOG): A regional organization that connects leaders across the Maryland, Virginia, and Washington D.C. borders to help shape strong communities and a better region by sharing information and developing solutions to the region's major challenges.

Northern Virginia Economic Development Alliance: The Northern Virginia Economic Development Alliance is a public/private partnership comprised of 10 Northern Virginia (NOVA) communities. The Alliance provides a coordinated regional approach to business development and lead generation, market the NOVA region as a top place for talent, and increase NOVA brand awareness as world class region.

Renewable Energy Sources: Renewable energy sources are naturally replenished, non-depleting sources of energy. They include solar, wind, and biomass. These sources are replenished at a faster rate than they are consumed, making them sustainable energy options.

Social Determinants of Health: The conditions in which people are born, grow, live, work, and age as well as the complex, interrelated social structures and economic systems that shape these conditions. Social determinants of health include aspects of the social environment, the physical environment, and health services.

Strategic Plan: The Prince William County Strategic Plan is a four-year document designed to help the County achieve its long-term vision. As such, it provides crucial policy guidance for service delivery and resource allocation decisions during the Board of County Supervisors' four-year term.

Smart Growth: Smart growth is a comprehensive approach to land use and development that supports the environment, economy, and social well-being of communities. It focuses on maximizing existing infrastructure, encouraging a mix of land uses, promoting diverse housing and transportation options, and preserving open spaces.

Sustainability: The principle to create and maintain conditions under which humans and nature can exist in productive harmony through the incorporation of the economic, social, and environmental needs of present and future generations.

Sustainable Development: An approach to economic development that does not compromise the quality of the environment for future generations.

Targeted Industries: Targeted industries are a list of industries that reflect the investment and employment goals of Prince William County's economic development program as adopted in Board resolution 99-195. The Department of Economic Development uses the list to develop specific marketing efforts. The list is updated periodically to reflect the changing economy of Northern Virginia and the Washington metropolitan area.

MOTION: GORDY

February 25, 2025

SECOND: BAILEY

Regular Meeting

Res. No. 25-103

**RE: ADOPT THE PRINCE WILLIAM COUNTY 2025 – 2028 STRATEGIC PLAN –
COUNTYWIDE**

ACTION: APPROVED

WHEREAS, the Prince William Board of County Supervisors (Board) codified the adoption of a four (4) year Strategic Plan in the Financial and Program Planning Ordinance (Article 1, Section 2.1(1) of the Prince William County Code) in 1994; and

WHEREAS, the Board appointed a 15-member *ad hoc* Strategic Plan Community Advisory Committee in April 2024 to serve as liaisons between the community and the Board until the 2025 - 2028 Strategic Plan is adopted; and

WHEREAS, the Board and County government conducted community town halls, resident focus groups, County staff focus groups, and online surveys to solicit input to develop the proposed 2025 – 2028 Strategic Plan; and

WHEREAS, a draft of the proposed 2025 – 2028 Strategic Plan was available for online public review and comment from January 13 until January 24, 2025; and

WHEREAS, the Board identified eight focus areas—Education, Environment, Government, Mobility, Quality of Life, Safe and Secure Community, Service Delivery, and Smart Growth – to develop goals for the County, objectives for performance, and action strategies to achieve desired community outcomes and goals; and

WHEREAS, County staff recommends that the Board adopt the 2025 – 2028 Strategic Plan; and

WHEREAS, the Board finds that adoption of the 2025 – 2028 Strategic Plan secures and promotes the health, safety, and general welfare of the County and its inhabitants; and

WHEREAS, the 2025 – 2028 Strategic Plan will provide strategic direction for the Board, County staff, and the community and will provide policy and resource allocation guidance for the FY2026 – FY2029 budgets;

NOW, THEREFORE, BE IT RESOLVED that the Prince William Board of County Supervisors hereby adopts the Prince William County 2025 – 2028 Strategic Plan.

February 25, 2025
Regular Meeting
Res. No. 25-103
Page Two

ATTACHMENT: Prince William County 2025-2028 Strategic Plan

Votes:

Ayes: Angry, Bailey, Boddye, Franklin, Gordy, Jefferson, Vega, Weir

Nays: None

Absent from Vote: None

Absent from Meeting: None

ATTEST: _____

A handwritten signature in blue ink that reads "Andrea P. Madden". The signature is written in a cursive style with a large initial 'A' and 'M'.

Clerk to the Board



PRINCE WILLIAM COUNTY

Office of Executive Management

1 County Complex Court

Prince William, VA 22192

www.pwcva.gov/strategic-plan