Prince William County's 2021 - 2024 Community Strategic Plan

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

VALUES:

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

Communication & Engagement: to inform and engage residents to encourage collaboration on projects, policies, and progress in a timely manner

Equity & Inclusion: to eliminate barriers to fair treatment, access, opportunity, and advancement for all residents

Innovation: to strive for excellence by exploring new and creative ways to solve problems and serve the community

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

Strategic Plan Focus/Goal Areas (7):

Goal 1: Health, Wellbeing & Human Services

Goal 2: Safe & Secure Community

Goal 3: Resilient Economy

Goal 4: Quality Education & Workforce Development

Goal 5: Environmental Conservation

Goal 6: Sustainable Growth

Goal 7: Transportation & Mobility

Components of the Strategic Plan

- 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 – meaningful indicators that assess progress towards goal

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GOAL 1: HEALTH, WELLBEING, AND 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 residents.***

Goal Description:

Individuals' health and wellbeing are determined by their opportunities and their environment. Access to services for all residents using a holistic model that connects residents searching for services that meet their needs when they are at their most vulnerable or at risk of vulnerability is essential for health and wellbeing. Behavioral, mental, and physical health are interrelated and require person-centered responses due to the uniqueness of each individual's situation. Living in the community versus institutional living, reducing stigma around seeking services, supports and treatment, increasing access to insurance and public benefits due to low income, having food security, and navigating toward stable housing are all keys to community wellbeing. None of these actions should be done in a vacuum but rather with full engagement of the community across generations.

Objective 1: Improve awareness and access to quality, affordable services that address physical, developmental, mental health and substance abuse needs

Action Strategies:

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

B. – Expand or enhance continuum of community-based care and treatment services that address human service needs on a pathway to self-sufficiency and stability.

C. – Support community campaigns and partnerships on social determinants of health that work to increase prevention, provide education, and reduce stigma towards obtaining treatment and services.

D. – Support and increase access to foods and food assistance programs that support healthy eating and reduces food insecurity.

E. – Reduce waiting lists for human services.

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F. – Increase percentage of persons with medical insurance in the county by increasing information about insurance and benefit programs.

G. – Increase timely processing of benefit applications.

H. – Support programs that foster mental and physical development of youth.

Objective 2: Prevent and reduce homelessness

Action Strategies:

A. – Increase ability to respond to emergent needs of people experiencing homelessness.

B. – Open homeless navigation centers in eastern and western PWC.

C. – Support permanent supportive housing for persons with disabilities.

D. – Support community partnership efforts to increase range of diverse, affordable housing options.

Objective 3: Enhance multi-generational community enrichment and community engagement that contribute to a healthy community

Action Strategies:

A. – Partner with Prince William Arts Council and Hylton Center to create outreach programs for seniors/elderly community.

B. – Incentivize intergenerational programming at libraries, recreation centers, and senior centers.

C. – Reduce geographical barriers to accessing supports and treatment services by developing stronger transportation connectivity through the county.

Key Performance Indicators (KPIs)

1. Establishment of an information & referral call center
2. Establishment of a homeless navigation center in eastern PWC
3. Establishment of a homeless navigation center in western PWC
4. Increase number of persons who obtain permanent housing
5. Reduce opioid and other substance abuse related deaths
6. Meet state target for processing applications for Medicaid, SNAP, TANF, and VIEW
7. Reduce numbers of days on mental health, substance abuse & developmental disabilities waiting list
8. Track SNAP and WIC enrollment

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GOAL 2: SAFE & SECURE COMMUNITY

Goal Statement: ***Provide a safe and secure community through prevention, readiness, and service excellence.***

Goal Description:

Prince William County residents desire to live in a safe community where they feel secure in knowing they will be protected from harm, treated equitably, and provided resources that will assist them in continuing to thrive. Prince William County considers the safety and security of its residents a top priority and is forward thinking in meeting the challenges of this goal. Ensuring a safe and secure community entails regular community engagement with law enforcement and criminal justice services agencies; great collaboration between law enforcement and a cross section of multiple stakeholders in order to enhance prevention, treatment and services; actively recruiting, hiring and retaining diverse public safety personnel reflective of the community they serve: ensuring public safety personnel are equipped with the most up to date and cutting edge tools and technology; and making certain emergency operations planning is regularly updated and communicated to the public. Building a positive rapport, establishing an environment where everyone feels heard, strengthening relationships and collaboration between public safety agencies, county stakeholders and county residents are the building blocks to a safer community.

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

Action Strategies:

A. – Continue to provide appropriate staffing, equipment, and resources to public safety departments to ensure the highest quality of service.

B. – Increase the use of diversion from the legal/court system.

C. – Expand and support the Mental Health Co-Responder Program provided by Community Services and the Police Department.

D. – Establish a Child Advocacy Center to investigate and prosecute child abuse and child sexual abuse cases.

E. – Reduce recidivism by ensuring all criminal justice processes and decisions are data driven.

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

Action Strategies:

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A. – Provide ongoing training in conflict resolution and de-escalation for public safety personnel.

B. – Support the Community Engagement Unit within the Police Department.

C. – Provide public education programs to help prevent emergencies or to initiate pre-arrival actions such as CPR.

D. – Expand trainings and collaborations of public safety departments and criminal justice agencies with other county departments, the Schools, and the health district to enhance connections to appropriate prevention, treatment, and services.

E. – Increase the percentage of PWC Police and Fire/first responders living in the county.

Objective 3: Improve equity and fair treatment of marginalized populations and increase workforce diversity

Action Strategies:

A. – Identify and address the disparities that affect historically marginalized groups in PWC.

B. – Prioritize the active recruitment, hiring, and retention of persons from underrepresented groups.

C. – Continue the Evidence-Based Decision Making (EBDM) model for adults in the criminal justice system and begin the process for juveniles.

D. – Actively involve county public safety agencies in communicating and collaborating with the Racial and Social Justice Commission.

E. – Increase legal literacy and access to justice in the underserved community by creating partnerships to facilitate legal knowledge and access to the courts/legal system.

Objective 4: Continued and enhanced preparation for and response to public health emergencies

Action Strategies:

A. – Develop and test comprehensive action plans to ensure adequate coordination between human service agencies, emergency management agencies and other agencies that provide assistance.

Key Performance Indicators (KPIs)

1. Establishment of a Child Advocacy Center in PWC
2. Track number of calls for Co-Responder Team engagement
3. Reduce number of ECOs (emergency custody orders) and TDOs (temporary custody orders)

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4. Increase number of Police Officers who receive crisis intervention training (CIT)
5. Increase percentage of residents who subscribe to PWC emergency notifications
6. Increase percentage of PWC Police and Fire/first responders who live in PWC
7. Increase percentage of Police Officers and Fire/first responders who are from diverse ethnic or racial backgrounds (track breakdown of race, gender, ethnicity)
8. Increase percentage of residents who feel the Police Department treats everyone fairly regardless of race, gender, ethnicity or national origin (data source: biennial survey)



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.***

Goal Description:

A resilient economy for Prince William County improves the economic well-being of the community, creates and maintains jobs, expands the commercial tax base, and enhances the quality of life for residents. The County encourages business development, redevelopment, business retention, expansion, investment, and workforce development. Further, the County attracts business investment by focusing on its targeted industries while aligning with its Comprehensive Plan. Through investment and promotion in tourism/hospitality, historic preservation, sports, fitness, parks, and trails, the County will continue to increase visitors, enhance the quality of life for residents, and attract economic and workforce development. In a post-Covid world, refining the County's position in the marketplace while remaining flexible, innovative, and building the County brand will be paramount to attracting, retaining, and developing business 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

Action Strategies:

A. – Provide programs and economic incentives that support, attract, and increase opportunities for entrepreneurs and for women, minority, and veteran owned small businesses.

B. – Develop opportunities for self-contained lifestyle, recreation, residential, entertainment and town center developments with an emphasis on creating accessible, walkable live/work/play destinations that include parks, trails, and green spaces.

C. – Expand transportation options that make it easier to travel into, out of and around PWC.

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D. – Redevelop existing sites and buildings to attract new business investment.

E. – Develop regional partnerships, internships, mentorships, and workforce development programs with schools and institutions of higher learning in targeted industries.

F. – Create a variety of housing options to attract and sustain a diverse workforce.

G. – Encourage business development and infrastructure investments that attract a workforce that can work and play where they live.

H. – Work with regional partners to develop and implement a talent attraction and retention strategy.

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

Action Strategies:

A. – Explore opportunities and incentives for real estate product development that addresses the need for additional manufacturing zoned land, office development in mixed use centers, and space for entrepreneurs with scalable businesses.

B. – Create agribusiness/agritourism development strategy for Prince William County that will encourage preservation and investment in the rural area.

C. – Develop a long-range Economic Development & Tourism Master Plan that establishes the vision, strategy, and actions for the County's development.

D. – Establish a plan for development of the County's waterfront.

E. – Create strategies to incentivize the consolidation of smaller land parcels to promote redevelopment.

F. – Consult with public and private sector to provide industry research, indicators, guidance, and insights.

G. – Create partnerships and collaborative opportunities with Manassas, Manassas Park, and other regional groups to meet economic development goals.

H. – Support and build upon post pandemic recovery efforts that support and drive traffic to County businesses.

Objective 3: Create a positive brand/image of Prince William County that reflects the diversity of the community including its history, places, and people

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Action Strategies:

A. – Harness the synergies created through internal and external collaborations and partnerships to build a positive brand/image for PWC.

B. – Invest in economic development, parks, recreation and tourism programs, projects and infrastructure that drive business and creates a sought-after quality of life attractive to residents, visitors, and business investors.

C. – Create and invest in diverse, equitable and inclusive cultural, arts, and historic preservation initiatives that preserve and enrich the culture/history/heritage of PWC.

D. – Continue to explore opportunities to create vertical mixed-use town centers with a distinct sense of place.

Key Performance Indicators (KPIs)

1. Increase commercial tax base
2. Increase percentage of minority, veteran, and women owned businesses and the number of employees at those businesses
3. Increase positive brand awareness for PWC
4. Increase economic impact and taxes collected from tourism economy
5. Increase/sustain agritourism and agribusiness investment in the rural area
6. Decrease percentage of the County's workforce that are employed and travel outside the county for work



GOAL 4: QUALITY EDUCATION & WORKFORCE DEVELOPMENT

Goal Statement: ***Provide quality and equitable education for all learners and develop and attract a well-trained talented workforce*****.**

Goal Description:

Prince William County values a world class education for all, from our youngest students in the PWC schools on through to all ages. While learning and education enrich the individuals, they also enrich the community attracting families seeking to provide their children with world class education, by creating skilled workers, and informed citizens that form a talent pool that can draw businesses to our area. The Board of County Supervisors, through collaboration with the school system, institutions of higher education, and local businesses can enhance the educational and training experiences throughout the county for all residents. This is achieved by expanding

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information about and access to existing programming, identifying, and removing barriers to participation, and developing new opportunities for job training. Building on experiences and successes of the past, we are preparing for the future to address challenges and create equitable educational opportunities for a rapidly growing and diverse community.

Objective 1: Increase collaboration between Prince William County Schools (PWCS) and the Board of County Supervisors (BOCS) by holding periodic meetings to review the successes and challenges that impact the quality of education for PWC students

Action Strategies:

A. – Evaluate and report on topics such as the schools' Capital Improvement Program, portable classroom status, minority achievement, Special Education Advisory Committee, and students transitioning out of school.

B. – Jointly advocate for state support to increase the number of special needs students who attend public school versus tuition placement.

C. – Ensure that special needs students are included in disaster planning.

D. – Encourage the county and PWCS to strengthen connections for post high school options, services, and supports for general and special education students.

Objective 2: Support PWCS strategic goal areas that support a quality education

Action Strategies:

A. – Evaluate and report on existing grant programs such as the annual $1 million local grant from the Board of County Supervisors to address portable classrooms.

B. – Increase internet and technology accessibility in classrooms and at home to enhance learning.

C. – Develop and test pre-plans for emergencies and disasters that may affect students' ability to attend school.

Objective 3: Develop partnerships and cooperative efforts to reduce barriers to equitable education

Action Strategies:

A. – Evaluate the infrastructure of the schools for long-range planning to address both new and replacement schools that are inclusive and accessible for quality learning for all.

B. – Explore partnering with county facilities close to schools to enhance school programming.

C. – Explore opportunities for attracting and retaining qualified, experienced teachers and funding opportunities for technology.

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D. – Increase enrollment in pre-kindergarten programs.

Objective 4: Support lifelong learning opportunities in the community

Action Strategies:

A. – Support public awareness campaigns including television, radio, and digital modes.

B. – Leverage public-private partnerships as well as community assets such as faith-based organizations, performing and visual arts community and other academic programs.

C. – Identify and work to eliminate barriers to participating in learning opportunities.

D. – Develop and provide educational programs that increase legal literacy for all PWC residents.

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

Action Strategies:

A. – Explore opportunities for job shadowing, paid internships, and mentorships based on need.

B. – Assess workforce development needs, including licensure, in PWC.

C. – Encourage community colleges and other academic institutions to provide certification to persons involved in workforce development.

D. – Support job training within county government for persons with relevant lived experience for employment.

E. – Educate local businesses about grants and other opportunities for workforce development.

F. – Explore stipends for county staff who accept students in local higher learning institutions seeking help in academic areas supporting public service.

Key Performance Indicators (KPIs)

1. Increase percentage of enrollment in pre-kindergarten programs
2. Track number of partnerships established focused on enhancing school programming
3. Increase percentage of internet access and technology accessibility
4. Increase number of special needs students returned to public school
5. Increase number of special needs students that have job or program placement after transitioning out of school
6. Increase percentage of enrollment in adult education programs
7. Track number of persons receiving county government job shadowing, internships, and mentorships

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GOAL 5: ENVIRONMENTAL CONSERVATION

Goal Statement: ***Promote and expand the preservation and protection of natural resources and processes, and promote environmental justice.***

Goal Description:

Our natural environment is the foundation for public health, welfare and quality of life. It is fundamental for creating more complete social, psychological, and spiritual human beings and a healthy, prosperous, and vibrant county. The strategies in this focus area offer reasonable, viable actions that protect and increase the quality of our ecosystems, and expand and increase access to parkland and open space that offer opportunities to enjoy all the benefits of nature. The strategies also promote actions to ensure that no population is disproportionately affected by unhealthy, unsafe environmental conditions and consequences.

Objective 1: Encourage the preservation and expansion of protected tree cover for carbon uptake and for general human welfare benefits

Action Strategies:

A. – Prioritize minimizing land disturbance during construction and leaving natural terrain in a natural state. When not feasible, evaluate alternatives such as tree-banking programs.

B. – Evaluate initiating tree-save rules in the Zoning Ordinance/Design & Construction Standards Manual (DCSM).

C. – Promote reforestation and meadow development with native plants on county land and on private land.

D. – Incentivize and promote partnerships to reforest publicly and privately owned land.

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

Action Strategies:

A. – Consider enhanced DCSM requirements to mitigate impacts from construction and infrastructure projects on water quality.

B. – Preserve and replace vegetated stream buffers on perennial and intermittent streams.

C. – Strive to improve all county streams and reservoirs designated as “impaired” waters in the Virginia Water Quality Assessment Integrated Report with the goal to remove them from the list.

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D. – Institute a community awareness program for Resource Protection Areas (RPA) as recommended by the county RPA Advisory Committee.

E. – Consider a groundwater study by either ground-truthing or ground-penetrating radar.

Objective 3: Ensure equitable access to environmental resources and environmental protections for all Prince William County residents

Action Strategies:

A. – Identify areas of environmental discrimination to reduce negative impacts to underserved communities.

B. – Work to mitigate and restore impacts in communities previously negatively impacted by industry, infrastructure, or environmental degradation.

C. – Ensure that community outreach efforts are accessible to all potentially impacted residents.

D. – Extend priority to underserved communities for open space acquisition and tree saving/replanting efforts.

Objective 4: Reinforce and expand the Comprehensive Plan strategy for the acquisition and protection of green open space and parkland

Action Strategies:

A. – Encourage the use of Conservation Easements held by third-party trusts.

B. – Develop a funding source for acquisition of park space and green open space that is independent of the development process.

C. – Limit the conversion of parkland into school sites.

D.- Prioritize the funding of existing suitable county-owned parcels into public parks.

E. – Implement a funded Purchase of Development Rights program.

F. – Maintain, protect, and expand wildlife corridors and map existing corridors.

G. – Consider creating a Natural Resources Manager position within the Office of Sustainability.

Objective 5: Reduce and mitigate the impacts of flooding in communities

Action Strategies:

A. – Consider establishing a “flooding bond” to address post-development flooding issues.

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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 agencies to create and implement flood risk education programs.

Key Performance Indicators (KPIs)

1. Increase number of safe road crossing areas for wildlife
2. Map and measure the percentage of tree cover in PWC
3. Increase number of "impaired" waters designated streams that are removed from the Virginia Water Quality Assessment Report
4. Increase overall acreage of protected open space and parkland
5. Increase linear feet of streams restored
6. Increase number of acres protected by a third-party Conservation Easement
7. Decrease the number of communities impacted by repeated flooding



GOAL 6: SUSTAINABLE GROWTH

Goal Statement: ***Establish Prince William County as a leader in promoting sustainable growth that ensures the social, economic, and environmental health of the County.***

Goal Description:

Prince William County stands out in the region as having access to an abundance of natural resources, diverse housing, and employment opportunities. Located between the Piedmont and the Potomac, the County is both geographically and socially diverse. These unique factors have led to exponential growth which is forecast to continue as the County rises in prominence in the region. Therefore, it is crucial that future growth be planned in a sustainable manner which focuses on ensuring the social, economic, and environmental health of the county and its residents. The objectives outlined in this focus area are aimed at establishing Prince William County as a leader in sustainability through expansion of agriculture and agritourism, land conservation and preservation, promotion of clean and renewable energy consumption, increased focus on recycling and reuse of materials, and finally preservation of the county's rich and diverse cultural history.

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:

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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 areas designated for future growth.

C. – Explore the impacts of expansion of accessory dwelling unit ordinance.

D. – Encourage and increase opportunities to improve access to affordable housing throughout the county.

E. – Prioritize identifying and eliminating barriers to home ownership for residents of median to low-income levels.

F. – Prioritize the development of new 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. – Ensure PWC leads by example by implementing energy-conserving building design standards for future county infrastructure and facilities.

B. – Establish energy-conserving building design standards and incentivize 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 vehicles, such as hybrid and/or electric vehicles, into the county's fleet, and encourage the installation of vehicle recharge stations.

E. – Implement MWCOG targets to reduce greenhouse gas emissions from all sources within the county to 50% of 2005 level by 2030, and to be carbon-neutral by 2050.

F. – Streamline 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. – 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.

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B. – Identify and eliminate barriers to encourage efficient and economically viable farm practices and agritourism.

C. – Partner with local and regional organizations to establish initiatives to maintain and improve regional farmland.

D. – Market and promote the County's farming and agritourism 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 research plan to expand understanding of historic Prince William communities through an equitable lens.

B. – Investigate and protect historic sites in jeopardy of destruction.

C. – Prioritize adaptive reuse of historic sites or County Registered Historic Sites (CRHS) to promote the preservation of historically significant sites.

D. – Encourage on-site preservation, delineation, and maintenance of cemeteries.

E. – Explore preservation programs such as the Resident Curator 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. – Education the community on the PWC composting process.

Key Performance Indicators (KPIs)

1. Increase percentage of active farmland in PWC
2. Increase percentage of renewable energy utilized by the county
3. Increase number of affordable housing units
4. Track the number of new dwelling units and nonresidential gross floor area proposed and/or built inside and outside of activity centers

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5. Increase number of electric/hybrid and decrease number of fossil fuel vehicles in the County's fleet
6. Increase County facilities that implement energy conservation standards
7. Increase number of vehicle charging stations in the county
8. Increase number of tons of recycled materials each year



GOAL 7: TRANSPORTATION & MOBILITY

Goal Statement: ***Provide an accessible, comprehensive, multi-modal network of transportation infrastructure that improves local and regional mobility.***

Goal Description:

Prince William County residents and business owners place a high value on mobility and transportation in the County by desiring an accessible, safe, multi-modal transportation network. In response, Prince William County government will seek to prioritize providing equitable access to multimodal transportation options in the community. The strategies in this section identify ways to adapt to changing mobility trends, emerging transportation technologies, and responding to major impacts to the system such as the COVID-19 pandemic. Enhancing local, state, regional, and federal partnerships must continue to allow the County to leverage and identify project funding. The strategies also seek to improve access to mobility services by removing barriers of physical ability, geographic location, financial constraints, and digital literacy. This also includes improving multimodal options by improving connectivity of sidewalks and trails. The strategies also identify ways to explore additional transit services and increase public transportation utilization. Finally, there are strategies that focus on reducing congestion by supporting telework options to reduce the dependency of vehicles. Congestion will be further reduced by prioritizing critical infrastructure projects that expand capacity that support both local and regional mobility and sustainable growth.

Objective 1: Adapt to changing mobility trends

Action Strategies:

A. – Evaluate and monitor short-term and long-term mobility trends impacted by the pandemic.

B. – Create policies that allow the county to anticipate and respond to emerging technologies.

C. – Enhance local, state, regional, and federal partnerships to identify resources and leverage funding for mobility projects and initiatives.

Objective 2: Improve multi-modal options

Action Strategies:

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A. – Improve connectivity of sidewalks and trails (paved and unpaved) for pedestrians and cyclists.

B. – Improve intra-county bus system connecting activity centers.

C. – Explore adding bus service to metro on weekends.

D. – Implement strategies and plans to reduce mobility related fatalities and injuries.

E. – Increase access to mobility services by removing barriers of physical ability, geographic location, financial constraints, and digital literacy.

Objective 3: Increase public transportation utilization

Action Strategies:

A. – Increase access to public transportation by providing subsidies to residents in need of financial assistance.

B. – Initiate a public information campaign to increase awareness of transportation options.

C. – Identify and prioritize infrastructure projects that improve accessibility and connection to transit.

Objective 4: Decrease congestion and improve travel time reliability

Action Strategies:

A. – Continue and expand telework options for County employees.

B. – Provide infrastructure to encourage telework options in the county for all residents.

C. – Explore ways to incentivize remote work centers, including secure facilities.

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.

E. – Focus on cost effective and innovative transportation designs that improve traffic flow and reduce congestion.

Key Performance Indicators (KPIs)

1. Track percentage of all County mobility project funding that utilize non-local funding sources (state, regional or federal funds)
2. Track number of innovative initiatives or programs (such as autonomous vehicles, electric vehicles, EV charging stations, e-scooters) incorporated in the county plans that would respond to emerging technologies

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3. Increase percentage of commuters using non-auto travel mode options (transit, bike, walk)
4. Increase number of lane miles for non-motorized transportation
5. Reduce the number of traffic-related fatalities and injuries by mode per capita
6. Increase percentage of residents who rate that the transportation network supports County growth (data source: biennial survey)
7. Increase percentage of residents who rate that the transportation network supports the needs of commuters (date source: biennial survey)
8. Increase percentage of residents who rate the amount of congestion in PWC as good or improving (data source: biennial survey)

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Appendix A

Terms and Definitions

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.

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.

Conservation Easements: A voluntary agreement between a landowner and a qualified conservation organization or public entity to prevent the development of a property while allowing continued private ownership and rural use such as farming or forestry.

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.

Marginalized Community: As defined by Merriam-Webster, marginalize is "to put or keep (someone) in a powerless or unimportant position within a society or group." Examples of marginalized populations include, but are not limited to, groups excluded due to race, economic status, gender identity, sexual orientation, age, physical ability, language, and/or immigration status.

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.

Purchase of Development Rights (PDR) Program: A PDR program creates the ability for a local government to limit or prevent development of land in accord with community growth management goals such as protection of wildlife habitat and farmland.

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.

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 Growth: Incorporation of the principles of sustainability into the plans, practices, policies, and partnerships of the County to ensure the harmonious growth of present and 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.

Underserved Community: Underserved is defined by Merriam-Webster as "provided with inadequate service." An underserved community is a group or community that encounters barriers or limitations in access to services and resources such as healthcare, healthy foods, and other resources.

MOTION: **BODDYE** **June 16, 2020**
Regular Meeting

SECOND: **BAILEY** **Res. No. 20-494**

RE: **DEVELOP AN EQUITY AND INCLUSION FRAMEWORK AND POLICY AND INCLUDE THE CONSIDERATION OF EQUITY IN COVID-19 RECOVERY PLANNING AND THE DEVELOPMENT OF THE 2021-2024 STRATEGIC PLAN**

ACTION: **APPROVED**

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

WHEREAS, our community is racially, ethnically, economically, and socially diverse and, over time, has become a minority-majority community demographically; and

WHEREAS, community conditions that affect individual opportunity and well-being on income distribution, health, economic opportunities, mobility, education, community engagement, and housing exist among minorities within the Washington Metropolitan Area, including among Prince William's population; and

WHEREAS, the County's goal is not only to treat all its residents equally, but to reduce any disparities and to proactively give all our residents opportunities to participate fully in the benefits, programs, and services that the County offers; and

WHEREAS, inclusion requires not only equal treatment but equitable tools in policies and practices to assess how we deliver our services, who benefits from them, who are affected by them, and who participates in their planning; and

WHEREAS, for this resolution, equitable tools are defined as information and processes used to identify social and racial disparities that will guide recommendations that encourage positive impacts and/or mitigate adverse effects; and

WHEREAS, equity is defined as all populations having access to community conditions and opportunities needed to reach their full potential and to experience optimal well-being; and

WHEREAS, the Board of County Supervisors issued a directive on June 2, 2020, for staff to include an equity lens in all planning and service delivery;

NOW, THEREFORE, BE IT RESOLVED that the Prince William Board of County Supervisors hereby directs staff to develop a framework for becoming a more inclusive and equitable Prince William County that includes the development of equitable lenses or tools to assess our programs, planning, and processes, which will reflect the importance of equity and inclusiveness for Prince William County;

BE IT FURTHER RESOLVED that the Prince William Board of County Supervisors hereby directs that equity be considered in the development of the COVID-19 pandemic recovery plan and 2021-2024 strategic planning process, and in all future reviews of County planning processes.

Votes:
Ayes: Angry, Bailey, Boddye, Franklin, Lawson, Vega, Wheeler
Nays: None
Absent from Vote: None
Absent from Meeting: Candland

For Information:
Human Rights Director

ATTEST: Andrea P. Madden
Clerk to the Board

5-A

PRINCE WILLIAM COUNTY

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

Prince William County STRATEGIC PLAN
A Community of Choice

Format of the Strategic Plan

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



Format of the Strategic Plan

Each focus area has the following components:

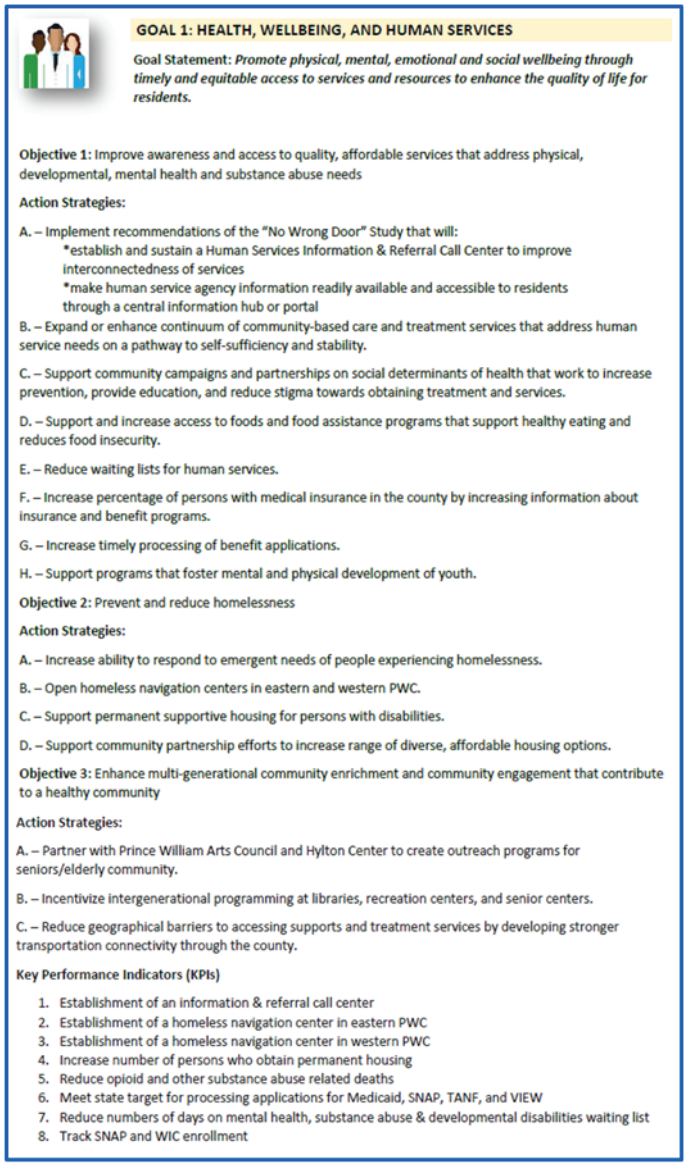
- **Goal Statement** – states what the focus/goal area expects to accomplish
- **Objectives** – state what we must do well to be successful
- **Action Strategies** – state action steps we can take to achieve the goal
- **Key Performance Indicators/Measures (KPIs)** – meaningful indicators that assess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

Prince William County
STRATEGIC PLAN
A Community of Choice

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



GOAL 1: HEALTH, WELLBEING, AND 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 residents.*

Objective 1: Improve awareness and access to quality, affordable services that address physical, developmental, mental health and substance abuse needs

Action Strategies:

A. – Implement recommendations of the "No Wrong Door" 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

B. – Expand or enhance continuum of community-based care and treatment services that address human service needs on a pathway to self-sufficiency and stability.

C. – Support community campaigns and partnerships on social determinants of health that work to increase prevention, provide education, and reduce stigma towards obtaining treatment and services.

D. – Support and increase access to foods and food assistance programs that support healthy eating and reduces food insecurity.

E. – Reduce waiting lists for human services.

F. – Increase percentage of persons with medical insurance in the county by increasing information about insurance and benefit programs.

G. – Increase timely processing of benefit applications.

H. – Support programs that foster mental and physical development of youth.

Objective 2: Prevent and reduce homelessness

Action Strategies:

A. – Increase ability to respond to emergent needs of people experiencing homelessness.

B. – Open homeless navigation centers in eastern and western PWC.

C. – Support permanent supportive housing for persons with disabilities.

D. – Support community partnership efforts to increase range of diverse, affordable housing options.

Objective 3: Enhance multi-generational community enrichment and community engagement that contribute to a healthy community

Action Strategies:

A. – Partner with Prince William Arts Council and Hylton Center to create outreach programs for seniors/elderly community.

B. – Incentivize intergenerational programming at libraries, recreation centers, and senior centers.

C. – Reduce geographical barriers to accessing supports and treatment services by developing stronger transportation connectivity through the county.

Key Performance Indicators (KPIs)

1. Establishment of an information & referral call center
2. Establishment of a homeless navigation center in eastern PWC
3. Establishment of a homeless navigation center in western PWC
4. Increase number of persons who obtain permanent housing
5. Reduce opioid and other substance abuse related deaths
6. Meet state target for processing applications for Medicaid, SNAP, TANF, and VIEW
7. Reduce numbers of days on mental health, substance abuse & developmental disabilities waiting list
8. Track SNAP and WIC enrollment

GOAL 1: HEALTH, WELLBEING, & HUMAN SERVICES
Examples of Action Strategies

PRINCE WILLIAM COUNTY

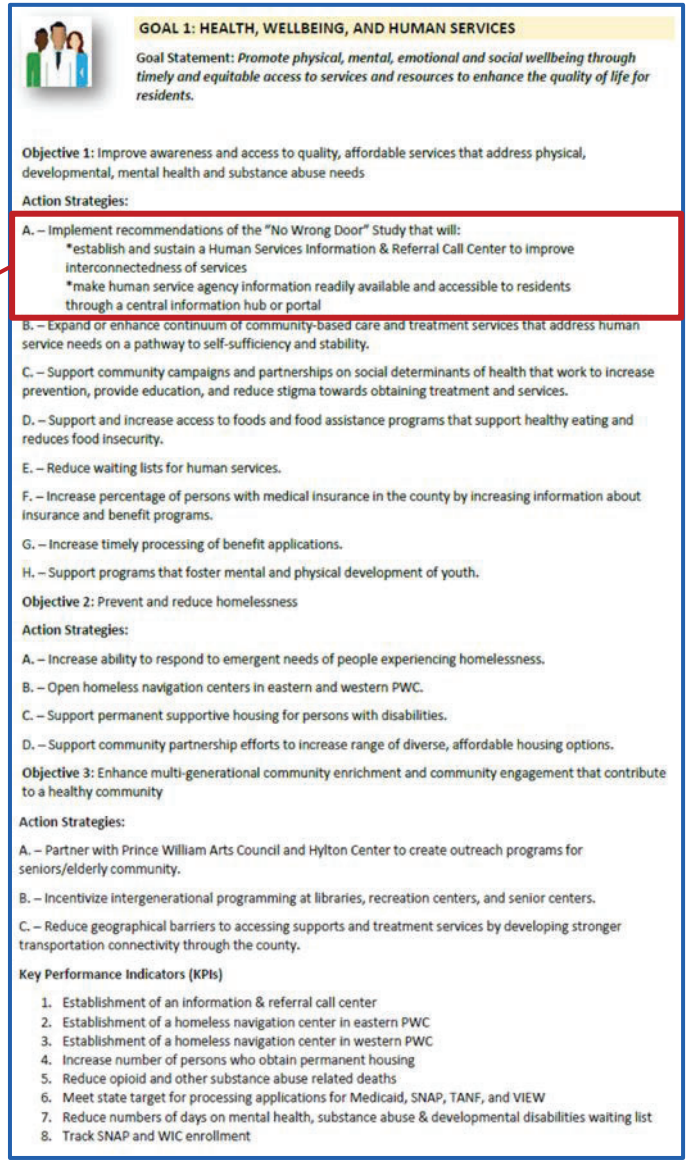
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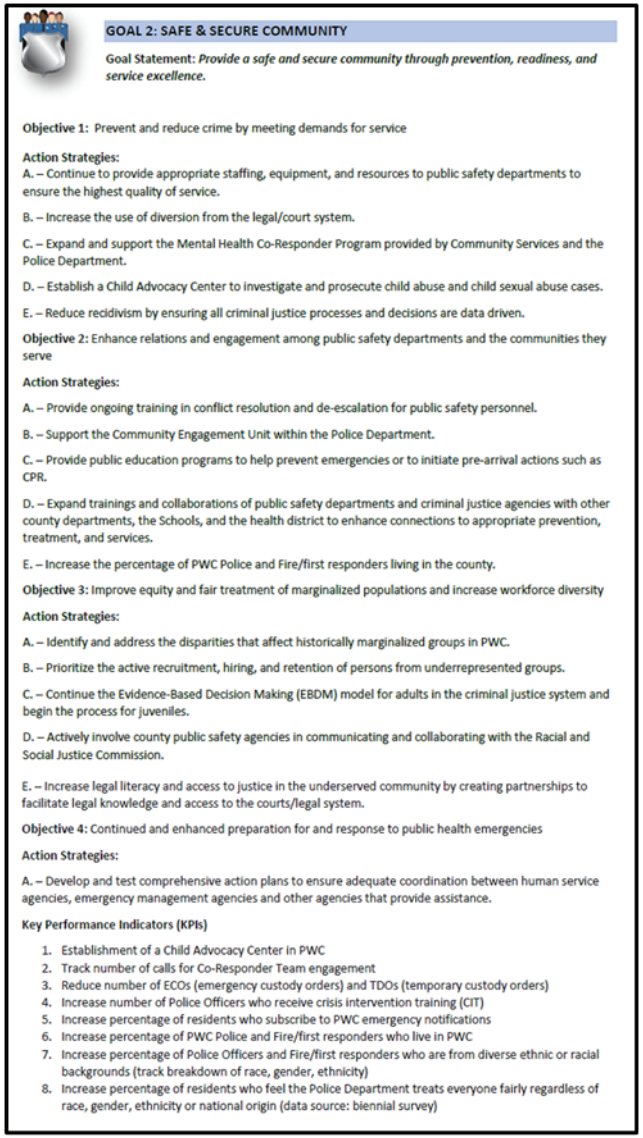
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GOAL 2: SAFE & SECURE COMMUNITY

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

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

Action Strategies:

A. – Continue to provide appropriate staffing, equipment, and resources to public safety departments to ensure the highest quality of service.

B. – Increase the use of diversion from the legal/court system.

C. – Expand and support the Mental Health Co-Responder Program provided by Community Services and the Police Department.

D. – Establish a Child Advocacy Center to investigate and prosecute child abuse and child sexual abuse cases.

E. – Reduce recidivism by ensuring all criminal justice processes and decisions are data driven.

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

Action Strategies:

A. – Provide ongoing training in conflict resolution and de-escalation for public safety personnel.

B. – Support the Community Engagement Unit within the Police Department.

C. – Provide public education programs to help prevent emergencies or to initiate pre-arrival actions such as CPR.

D. – Expand trainings and collaborations of public safety departments and criminal justice agencies with other county departments, the Schools, and the health district to enhance connections to appropriate prevention, treatment, and services.

E. – Increase the percentage of PWC Police and Fire/first responders living in the county.

Objective 3: Improve equity and fair treatment of marginalized populations and increase workforce diversity

Action Strategies:

A. – Identify and address the disparities that affect historically marginalized groups in PWC.

B. – Prioritize the active recruitment, hiring, and retention of persons from underrepresented groups.

C. – Continue the Evidence-Based Decision Making (EBDM) model for adults in the criminal justice system and begin the process for juveniles.

D. – Actively involve county public safety agencies in communicating and collaborating with the Racial and Social Justice Commission.

E. – Increase legal literacy and access to justice in the underserved community by creating partnerships to facilitate legal knowledge and access to the courts/legal system.

Objective 4: Continued and enhanced preparation for and response to public health emergencies

Action Strategies:

A. – Develop and test comprehensive action plans to ensure adequate coordination between human service agencies, emergency management agencies and other agencies that provide assistance.

Key Performance Indicators (KPIs)

1. Establishment of a Child Advocacy Center in PWC
2. Track number of calls for Co-Responder Team engagement
3. Reduce number of ECOs (emergency custody orders) and TDOs (temporary custody orders)
4. Increase number of Police Officers who receive crisis intervention training (CIT)
5. Increase percentage of residents who subscribe to PWC emergency notifications
6. Increase percentage of PWC Police and Fire/first responders who live in PWC
7. Increase percentage of Police Officers and Fire/first responders who are from diverse ethnic or racial backgrounds (track breakdown of race, gender, ethnicity)
8. Increase percentage of residents who feel the Police Department treats everyone fairly regardless of race, gender, ethnicity or national origin (data source: biennial survey)

GOAL 2: SAFE & SECURE COMMUNITY
Examples of Action Strategies

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

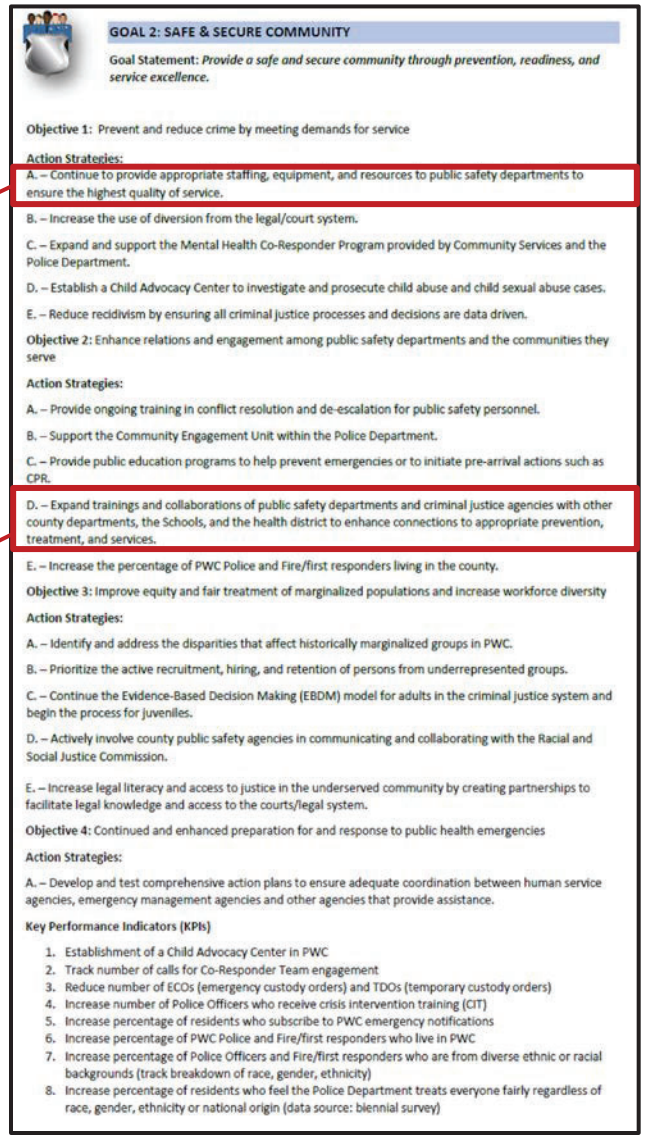
Action Strategy:

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 2: SAFE & SECURE COMMUNITY

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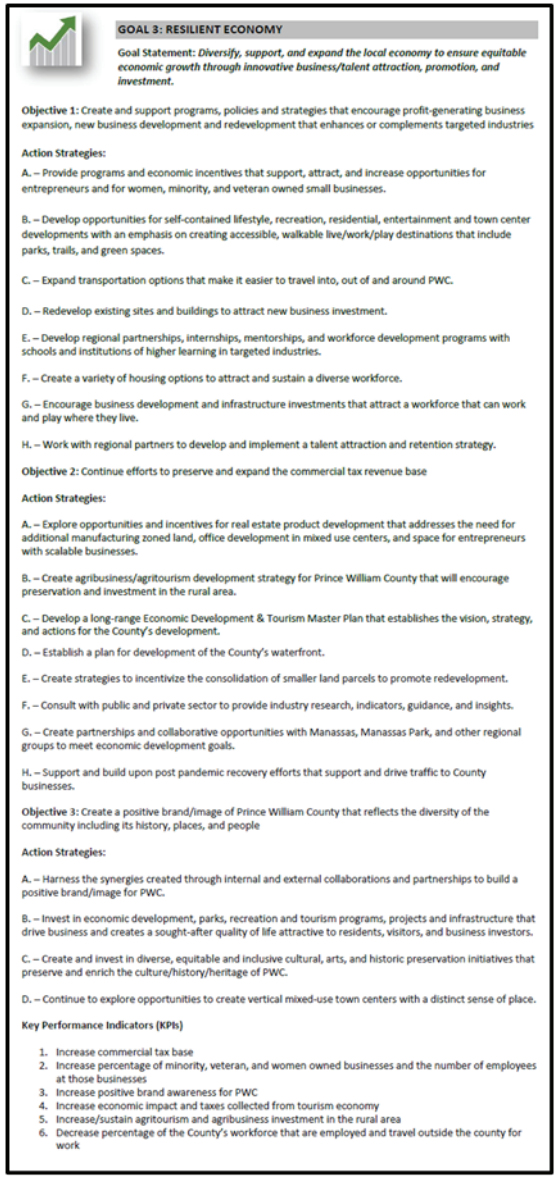
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GOAL 3: RESILIENT ECONOMY

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

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

Action Strategies:

A. – Provide programs and economic incentives that support, attract, and increase opportunities for entrepreneurs and for women, minority, and veteran owned small businesses.

B. – Develop opportunities for self-contained lifestyle, recreation, residential, entertainment and town center developments with an emphasis on creating accessible, walkable live/work/play destinations that include parks, trails, and green spaces.

C. – Expand transportation options that make it easier to travel into, out of and around PWC.

D. – Redevelop existing sites and buildings to attract new business investment.

E. – Develop regional partnerships, internships, mentorships, and workforce development programs with schools and institutions of higher learning in targeted industries.

F. – Create a variety of housing options to attract and sustain a diverse workforce.

G. – Encourage business development and infrastructure investments that attract a workforce that can work and play where they live.

H. – Work with regional partners to develop and implement a talent attraction and retention strategy.

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

Action Strategies:

A. – Explore opportunities and incentives for real estate product development that addresses the need for additional manufacturing zoned land, office development in mixed use centers, and space for entrepreneurs with scalable businesses.

B. – Create agribusiness/agritourism development strategy for Prince William County that will encourage preservation and investment in the rural area.

C. – Develop a long-range Economic Development & Tourism Master Plan that establishes the vision, strategy, and actions for the County's development.

D. – Establish a plan for development of the County's waterfront.

E. – Create strategies to incentivize the consolidation of smaller land parcels to promote redevelopment.

F. – Consult with public and private sector to provide industry research, indicators, guidance, and insights.

G. – Create partnerships and collaborative opportunities with Manassas, Manassas Park, and other regional groups to meet economic development goals.

H. – Support and build upon post pandemic recovery efforts that support and drive traffic to County businesses.

Objective 3: Create a positive brand/image of Prince William County that reflects the diversity of the community including its history, places, and people

Action Strategies:

A. – Harness the synergies created through internal and external collaborations and partnerships to build a positive brand/image for PWC.

B. – Invest in economic development, parks, recreation and tourism programs, projects and infrastructure that drive business and creates a sought-after quality of life attractive to residents, visitors, and business investors.

C. – Create and invest in diverse, equitable and inclusive cultural, arts, and historic preservation initiatives that preserve and enrich the culture/history/heritage of PWC.

D. – Continue to explore opportunities to create vertical mixed-use town centers with a distinct sense of place.

Key Performance Indicators (KPIs)

1. Increase commercial tax base
2. Increase percentage of minority, veteran, and women owned businesses and the number of employees at those businesses
3. Increase positive brand awareness for PWC
4. Increase economic impact and taxes collected from tourism economy
5. Increase/sustain agritourism and agribusiness investment in the rural area
6. Decrease percentage of the County's workforce that are employed and travel outside the county for work

GOAL 3: RESILIENT ECONOMY
Examples of Action Strategies

PRINCE WILLIAM COUNTY

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

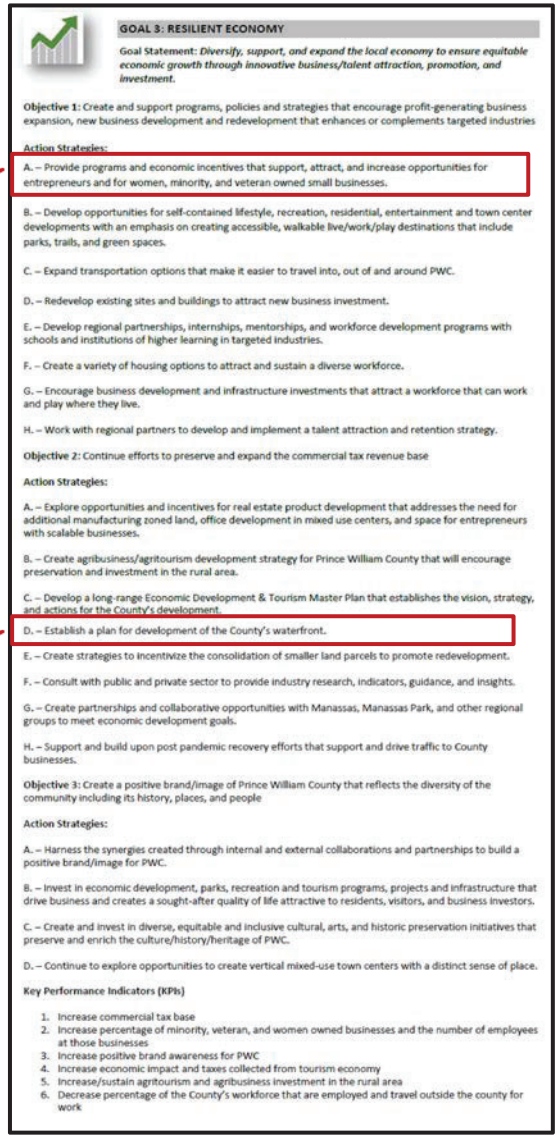
Action Strategy:

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



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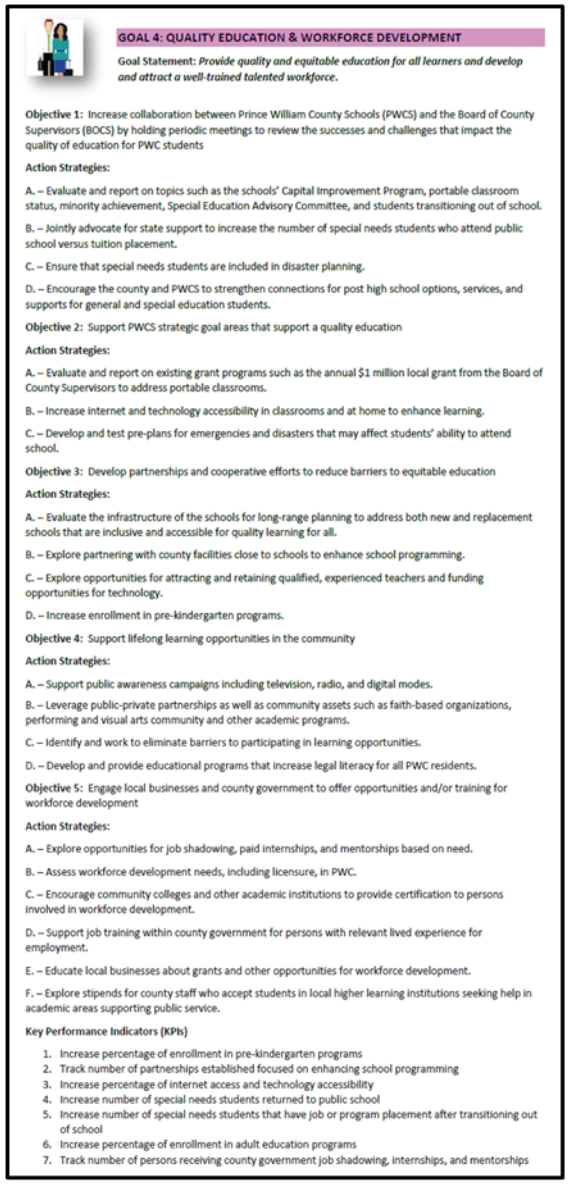
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GOAL 4: QUALITY EDUCATION & WORKFORCE DEVELOPMENT

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

Goal Statement: *Provide quality and equitable education for all learners and develop and attract a well-trained talented workforce.*

Objective 1: Increase collaboration between Prince William County Schools (PWCS) and the Board of County Supervisors (BOCS) by holding periodic meetings to review the successes and challenges that impact the quality of education for PWC students

Action Strategies:

A. – Evaluate and report on topics such as the schools' Capital Improvement Program, portable classroom status, minority achievement, Special Education Advisory Committee, and students transitioning out of school.

B. – Jointly advocate for state support to increase the number of special needs students who attend public school versus tuition placement.

C. – Ensure that special needs students are included in disaster planning.

D. – Encourage the county and PWCS to strengthen connections for post high school options, services, and supports for general and special education students.

Objective 2: Support PWCS strategic goal areas that support a quality education

Action Strategies:

A. – Evaluate and report on existing grant programs such as the annual $1 million local grant from the Board of County Supervisors to address portable classrooms.

B. – Increase internet and technology accessibility in classrooms and at home to enhance learning.

C. – Develop and test pre-plans for emergencies and disasters that may affect students' ability to attend school.

Objective 3: Develop partnerships and cooperative efforts to reduce barriers to equitable education

Action Strategies:

A. – Evaluate the infrastructure of the schools for long-range planning to address both new and replacement schools that are inclusive and accessible for quality learning for all.

B. – Explore partnering with county facilities close to schools to enhance school programming.

C. – Explore opportunities for attracting and retaining qualified, experienced teachers and funding opportunities for technology.

D. – Increase enrollment in pre-kindergarten programs.

Objective 4: Support lifelong learning opportunities in the community

Action Strategies:

A. – Support public awareness campaigns including television, radio, and digital modes.

B. – Leverage public-private partnerships as well as community assets such as faith-based organizations, performing and visual arts community and other academic programs.

C. – Identify and work to eliminate barriers to participating in learning opportunities.

D. – Develop and provide educational programs that increase legal literacy for all PWC residents.

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

Action Strategies:

A. – Explore opportunities for job shadowing, paid internships, and mentorships based on need.

B. – Assess workforce development needs, including licensure, in PWC.

C. – Encourage community colleges and other academic institutions to provide certification to persons involved in workforce development.

D. – Support job training within county government for persons with relevant lived experience for employment.

E. – Educate local businesses about grants and other opportunities for workforce development.

F. – Explore stipends for county staff who accept students in local higher learning institutions seeking help in academic areas supporting public service.

Key Performance Indicators (KPIs)

1. Increase percentage of enrollment in pre-kindergarten programs
2. Track number of partnerships established focused on enhancing school programming
3. Increase percentage of internet access and technology accessibility
4. Increase number of special needs students returned to public school
5. Increase number of special needs students that have job or program placement after transitioning out of school
6. Increase percentage of enrollment in adult education programs
7. Track number of persons receiving county government job shadowing, internships, and mentorships

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:

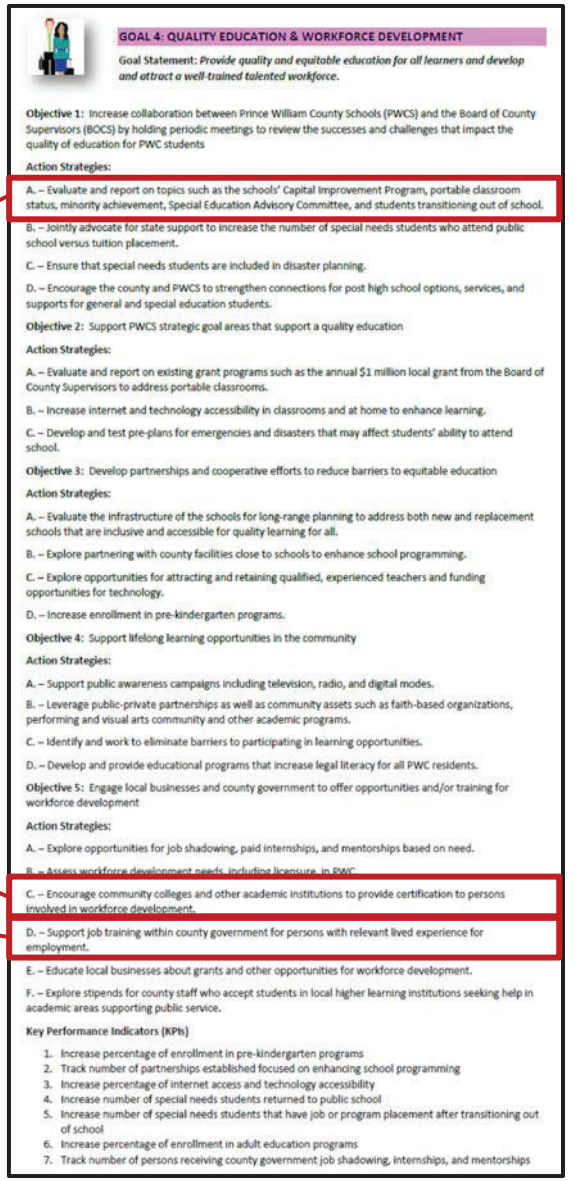
A. Evaluate and report on topics such as the schools' CIP, portable classroom status, minority achievement, Special Education Advisory Committee, and students transitioning out of school

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 4: QUALITY EDUCATION & WORKFORCE DEVELOPMENT

Goal Statement: *Provide quality and equitable education for all learners and develop and attract a well-trained talented workforce.*

Objective 1: Increase collaboration between Prince William County Schools (PWCS) and the Board of County Supervisors (BOCS) by holding periodic meetings to review the successes and challenges that impact the quality of education for PWC students

Action Strategies:

A. – Evaluate and report on topics such as the schools' Capital Improvement Program, portable classroom status, minority achievement, Special Education Advisory Committee, and students transitioning out of school.

B. – Jointly advocate for state support to increase the number of special needs students who attend public school versus tuition placement.

C. – Ensure that special needs students are included in disaster planning.

D. – Encourage the county and PWCS to strengthen connections for post high school options, services, and supports for general and special education students.

Objective 2: Support PWCS strategic goal areas that support a quality education

Action Strategies:

A. – Evaluate and report on existing grant programs such as the annual $1 million local grant from the Board of County Supervisors to address portable classrooms.

B. – Increase internet and technology accessibility in classrooms and at home to enhance learning.

C. – Develop and test pre-plans for emergencies and disasters that may affect students' ability to attend school.

Objective 3: Develop partnerships and cooperative efforts to reduce barriers to equitable education

Action Strategies:

A. – Evaluate the infrastructure of the schools for long-range planning to address both new and replacement schools that are inclusive and accessible for quality learning for all.

B. – Explore partnering with county facilities close to schools to enhance school programming.

C. – Explore opportunities for attracting and retaining qualified, experienced teachers and funding opportunities for technology.

D. – Increase enrollment in pre-kindergarten programs.

Objective 4: Support lifelong learning opportunities in the community

Action Strategies:

A. – Support public awareness campaigns including television, radio, and digital modes.

B. – Leverage public-private partnerships as well as community assets such as faith-based organizations, performing and visual arts community and other academic programs.

C. – Identify and work to eliminate barriers to participating in learning opportunities.

D. – Develop and provide educational programs that increase legal literacy for all PWC residents.

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

Action Strategies:

A. – Explore opportunities for job shadowing, paid internships, and mentorships based on need.

B. – Assess workforce development needs, including licensure, in PWC.

C. – Encourage community colleges and other academic institutions to provide certification to persons involved in workforce development.

D. – Support job training within county government for persons with relevant lived experience for employment.

E. – Educate local businesses about grants and other opportunities for workforce development.

F. – Explore stipends for county staff who accept students in local higher learning institutions seeking help in academic areas supporting public service.

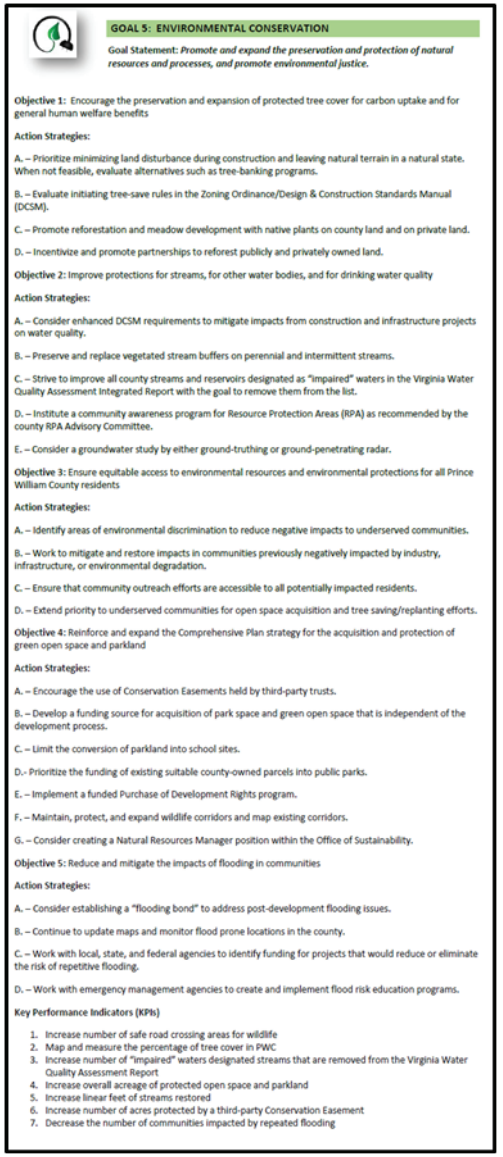
Key Performance Indicators (KPIs)

1. Increase percentage of enrollment in pre-kindergarten programs
2. Track number of partnerships established focused on enhancing school programming
3. Increase percentage of internet access and technology accessibility
4. Increase number of special needs students returned to public school
5. Increase number of special needs students that have job or program placement after transitioning out of school
6. Increase percentage of enrollment in adult education programs
7. Track number of persons receiving county government job shadowing, internships, and mentorships

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

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

Action Strategies:

A. – Prioritize minimizing land disturbance during construction and leaving natural terrain in a natural state. When not feasible, evaluate alternatives such as tree-banking programs.

B. – Evaluate initiating tree-save rules in the Zoning Ordinance/Design & Construction Standards Manual (DCSM).

C. – Promote reforestation and meadow development with native plants on county land and on private land.

D. – Incentivize and promote partnerships to reforest publicly and privately owned land.

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

Action Strategies:

A. – Consider enhanced DCSM requirements to mitigate impacts from construction and infrastructure projects on water quality.

B. – Preserve and replace vegetated stream buffers on perennial and intermittent streams.

C. – Strive to improve all county streams and reservoirs designated as "impaired" waters in the Virginia Water Quality Assessment Integrated Report with the goal to remove them from the list.

D. – Institute a community awareness program for Resource Protection Areas (RPA) as recommended by the county RPA Advisory Committee.

E. – Consider a groundwater study by either ground-truthing or ground-penetrating radar.

Objective 3: Ensure equitable access to environmental resources and environmental protections for all Prince William County residents

Action Strategies:

A. – Identify areas of environmental discrimination to reduce negative impacts to underserved communities.

B. – Work to mitigate and restore impacts in communities previously negatively impacted by industry, infrastructure, or environmental degradation.

C. – Ensure that community outreach efforts are accessible to all potentially impacted residents.

D. – Extend priority to underserved communities for open space acquisition and tree saving/replanting efforts.

Objective 4: Reinforce and expand the Comprehensive Plan strategy for the acquisition and protection of green open space and parkland

Action Strategies:

A. – Encourage the use of Conservation Easements held by third-party trusts.

B. – Develop a funding source for acquisition of park space and green open space that is independent of the development process.

C. – Limit the conversion of parkland into school sites.

D. - Prioritize the funding of existing suitable county-owned parcels into public parks.

E. – Implement a funded Purchase of Development Rights program.

F. – Maintain, protect, and expand wildlife corridors and map existing corridors.

G. – Consider creating a Natural Resources Manager position within the Office of Sustainability.

Objective 5: Reduce and mitigate the impacts of flooding in communities

Action 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 agencies to create and implement flood risk education programs.

Key Performance Indicators (KPIs)

1. Increase number of safe road crossing areas for wildlife
2. Map and measure the percentage of tree cover in PWC
3. Increase number of "impaired" waters designated streams that are removed from the Virginia Water Quality Assessment Report
4. Increase overall acreage of protected open space and parkland
5. Increase linear feet of streams restored
6. Increase number of acres protected by a third-party Conservation Easement
7. Decrease the number of communities impacted by repeated flooding

GOAL 5: ENVIRONMENTAL CONSERVATION
Examples of Action Strategies

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

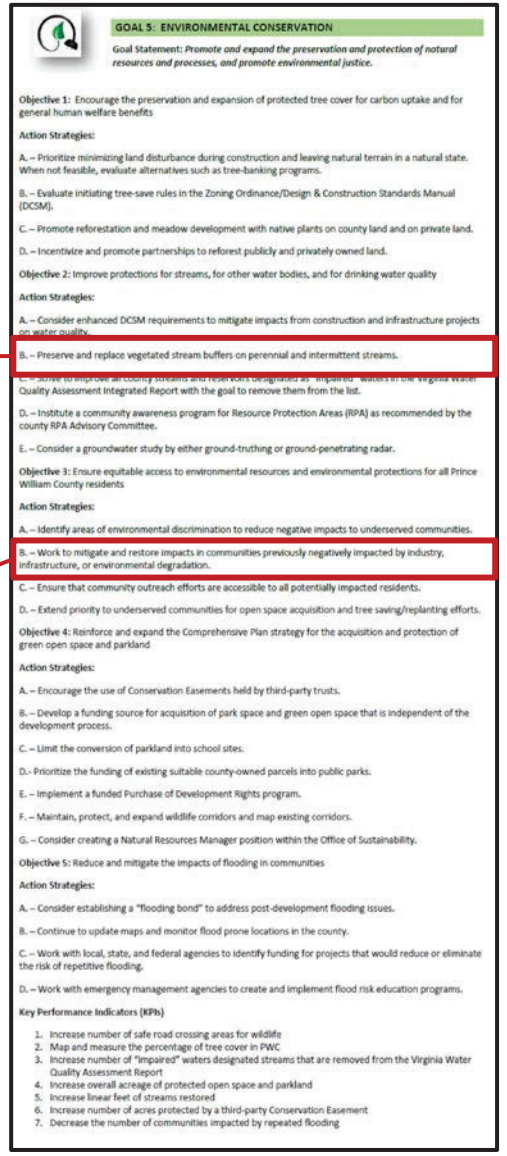
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Action Strategy:

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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
- **Objective 2:** Promote the sustainable consumption of energy and natural resources to ensure the health of current and future generations
- **Objective 3:** Encourage the preservation, expansion, and protection of agribusiness and agritourism and protect rural areas
- **Objective 4:** Prioritize the continued preservation of historic buildings, sites, and districts to preserve the cultural history of the County
- **Objective 5:** Increase recycling and reduce litter



GOAL 6: SUSTAINABLE GROWTH

Goal Statement: ***Establish Prince William County 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 areas designated for future growth.

C. – Explore the impacts of expansion of accessory dwelling unit ordinance.

D. – Encourage and increase opportunities to improve access to affordable housing throughout the county.

E. – Prioritize identifying and eliminating barriers to home ownership for residents of median to low income levels.

F. – Prioritize the development of new 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. – Ensure PWC leads by example by implementing energy-conserving building design standards for future county infrastructure and facilities.

B. – Establish energy-conserving building design standards and incentivize 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 vehicles, such as hybrid and/or electric vehicles, into the county's fleet, and encourage the installation of vehicle recharge stations.

E. – Implement MWCOG targets to reduce greenhouse gas emissions from all sources within the county to 50% of 2005 level by 2030, and to be carbon-neutral by 2050.

F. – Streamline 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. – 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.

B. – Identify and eliminate barriers to encourage efficient and economically viable farm practices and agritourism.

C. – Partner with local and regional organizations to establish initiatives to maintain and improve regional farmland.

D. – Market and promote the County's farming and agritourism 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 research plan to expand understanding of historic Prince William communities through an equitable lens.

B. – Investigate and protect historic sites in jeopardy of destruction.

C. – Prioritize adaptive reuse of historic sites or County Registered Historic Sites (CRHS) to promote the preservation of historically significant sites.

D. – Encourage on-site preservation, delineation, and maintenance of cemeteries.

E. – Explore preservation programs such as the Resident Curator 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. – Education the community on the PWC composting process.

Key Performance Indicators (KPIs)

1. Increase percentage of active farmland in PWC
2. Increase percentage of renewable energy utilized by the county
3. Increase number of affordable housing units
4. Track the number of new dwelling units and nonresidential gross floor area proposed and/or built inside and outside of activity centers
5. Increase number of electric/hybrid and fossil fuel vehicles in the County's fleet
6. Increase County facilities that implement energy conservation standards
7. Increase number of vehicle charging stations in the county
8. Increase number of tons of recycled materials each year

GOAL 6: SUSTAINABLE GROWTH
Examples of Action Strategies

PRINCE WILLIAM 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

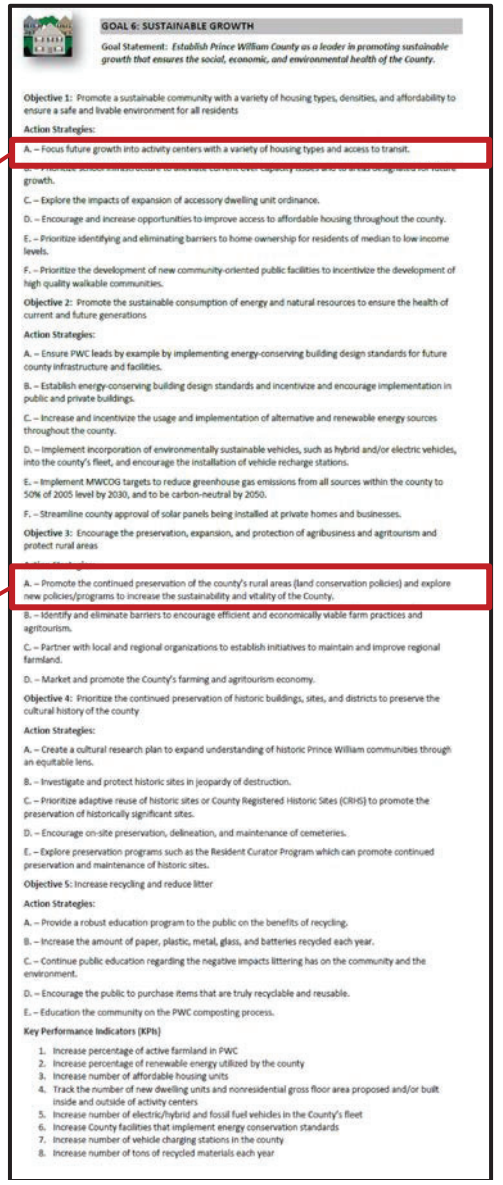
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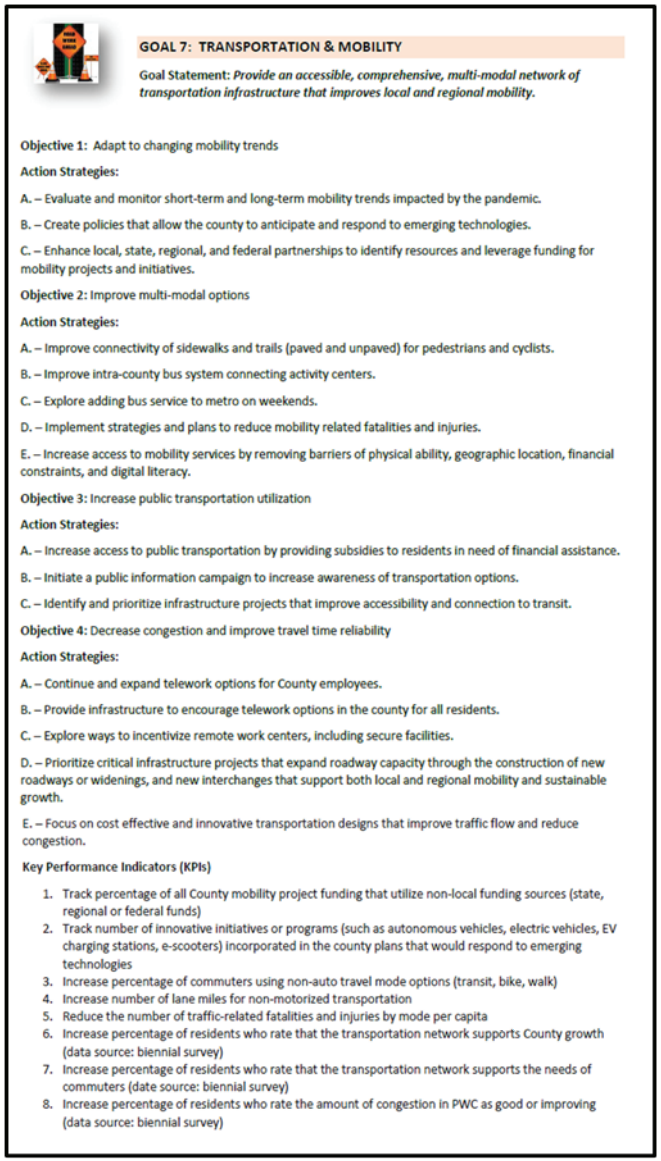
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7. Increase number of vehicle charging stations in the county
8. Increase number of tons of recycled materials each year

GOAL 7: TRANSPORTATION & MOBILITY

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

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

Action Strategies:

A. – Evaluate and monitor short-term and long-term mobility trends impacted by the pandemic.

B. – Create policies that allow the county to anticipate and respond to emerging technologies.

C. – Enhance local, state, regional, and federal partnerships to identify resources and leverage funding for mobility projects and initiatives.

Objective 2: Improve multi-modal options

Action Strategies:

A. – Improve connectivity of sidewalks and trails (paved and unpaved) for pedestrians and cyclists.

B. – Improve intra-county bus system connecting activity centers.

C. – Explore adding bus service to metro on weekends.

D. – Implement strategies and plans to reduce mobility related fatalities and injuries.

E. – Increase access to mobility services by removing barriers of physical ability, geographic location, financial constraints, and digital literacy.

Objective 3: Increase public transportation utilization

Action Strategies:

A. – Increase access to public transportation by providing subsidies to residents in need of financial assistance.

B. – Initiate a public information campaign to increase awareness of transportation options.

C. – Identify and prioritize infrastructure projects that improve accessibility and connection to transit.

Objective 4: Decrease congestion and improve travel time reliability

Action Strategies:

A. – Continue and expand telework options for County employees.

B. – Provide infrastructure to encourage telework options in the county for all residents.

C. – Explore ways to incentivize remote work centers, including secure facilities.

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.

E. – Focus on cost effective and innovative transportation designs that improve traffic flow and reduce congestion.

Key Performance Indicators (KPIs)

1. Track percentage of all County mobility project funding that utilize non-local funding sources (state, regional or federal funds)
2. Track number of innovative initiatives or programs (such as autonomous vehicles, electric vehicles, EV charging stations, e-scooters) incorporated in the county plans that would respond to emerging technologies
3. Increase percentage of commuters using non-auto travel mode options (transit, bike, walk)
4. Increase number of lane miles for non-motorized transportation
5. Reduce the number of traffic-related fatalities and injuries by mode per capita
6. Increase percentage of residents who rate that the transportation network supports County growth (data source: biennial survey)
7. Increase percentage of residents who rate that the transportation network supports the needs of commuters (date source: biennial survey)
8. Increase percentage of residents who rate the amount of congestion in PWC as good or improving (data source: biennial survey)

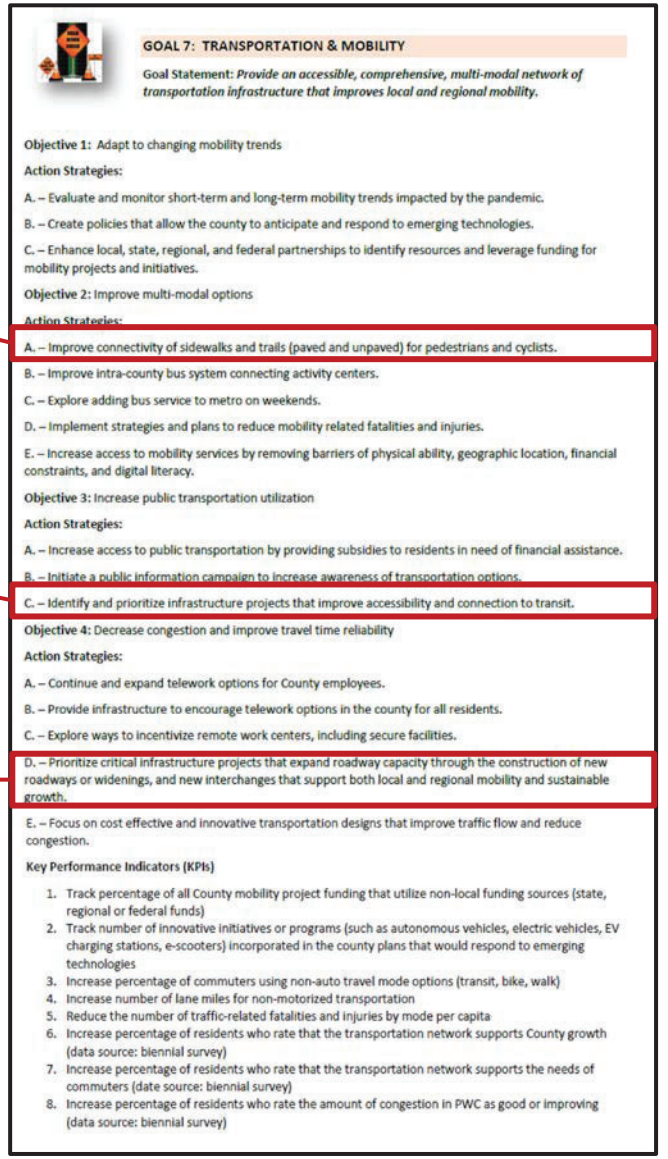
GOAL 7: TRANSPORTATION & MOBILITY
Examples of Action Strategies

PRINCE WILLIAM COUNTY

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Action Strategy:
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Next Steps


draft Strategic Plan Review & Comment Period
11-31 May
Online/written comment period ends
31 May
Public Hearing on draft Strategic Plan
June 2021
SPDT finalizes draft based upon BOCS direction
June 2021
BOCS adopts 2021-2024 Strategic Plan
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

Prince William County
STRATEGIC PLAN
A Community of Choice

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**

