



ADOPTED PLAN – This Strategic Plan is submitted to the Town Council of Dumfries Virginia for consideration and possible adoption on October 17, 2023. It is the product of two Council extended work sessions held in 2023, review of all significant Town documents and reports, and numerous interviews and meetings with individual Council members and Professional Staff. Please note: Goal Statements are not ranked in order of importance.

VISION STATEMENT:

We envision a vibrant main street community with active citizens and a well-managed government.

MISSION STATEMENT:

Our mission is to transform Dumfries into an inviting, diverse and inclusive community for those who reside and visit.

GOAL STATEMENT: Enhancing Public Safety in Dumfries

Dumfries will provide the highest quality of public safety through police visibility and fostering a community where residents and officers work collaboratively to prevent crime and ensure the safety and wellbeing of all.

Objective: Increase Community Policing and Police Involvement: Expand community policing initiatives to strengthen officers' involvement and visibility within neighborhoods including bike and foot patrols.

- Organize regular community engagement events to enhance police-community interactions.
- Continue innovative Police outreach strategies to foster positive relationships and trust.

Objective: Continue Annual Crisis Intervention and De-Escalation Training

- Provide specialized training to all officers in crisis intervention and de-escalation techniques.
- Develop response protocols specifically tailored to address situations involving individuals with disabilities and mental health issues, emphasizing empathy and understanding.

Objective: Strengthen Relationships with Prince William County Policing Efforts

- Collaborate closely with Prince William County policing agencies to improve coordination and resource sharing.

Objective: Secure Modern Equipment for the Police Force

- Identify and secure funding opportunities to equip the police force with modern and efficient tools and technology that enhance safety, response times, and effectiveness in their duties.

Objective: Recruit and Retain a Professional Police Department

- Enhance strategies and implement a recruitment effort that is focused on attracting a diverse pool of candidates to the police force.
- Develop strategies to increase retention.

Objective: Launch Public Safety Education Initiatives:

- Enhance marketing efforts to increase attention or attendance for public safety education campaigns. Target residents, schools, and community organizations to raise awareness about crime prevention, safety measures and emergency preparedness.
- Promote community involvement in crime prevention efforts.

GOAL STATEMENT: Well Managed Government

Foster a well-managed government that is accountable, transparent, and efficient to serve the best interests of Dumfries residents.

Objective: Implement policies that promote high service levels and accountability measures

- Clearly define the standards of procedure (SOP) for each service provided.
- Develop policies to enhance the quality and accessibility of services.
- Establish performance metrics and key performance indicators (KPIs) to measure the effectiveness of each function.
- Initiate reporting on performance and regularly evaluate effectiveness to make adjustments. Review progress with Town Council.
- Annually refresh, update tactics and other details in the 2024-2027 Strategic Plan.

Objective: Hire and retain a fully staffed Town government of qualified professionals

- Develop a workforce plan to prepare for growth.
- Conduct comprehensive recruitment efforts to attract skilled and dedicated individuals to Town government positions.
- Provide ongoing professional development opportunities to staff members.
- Implement retention strategies to ensure that qualified employees stay with the Town long-term.

Objective: Promote cooperation and collaboration among governing teams (Council and Staff)

- Foster an environment of open communication and mutual respect between Council and Staff.
- Encourage team-building activities and recognition programs to foster a positive workplace culture.
- Address workplace conflicts promptly and constructively.

Objective: Maintain a balanced budget

- Ensure the annual budget aligns with the Town's priorities and revenue sources.
- Monitor expenses and revenues regularly to ensure fiscal responsibility.
- Seek cost-saving opportunities while preserving essential services.

Objective: Keep ordinances up-to-date

- Conduct periodic reviews of Town ordinances and regulations.
- Propose necessary updates and revisions to reflect changing community needs and legal requirements.
- Ensure that residents are informed about any changes to ordinances.

Objective: Be known for integrity in the work of Professional Staff and Town Council

- Uphold the highest ethical standards in all government activities.
- Promote accountability, transparency, and honesty in decision-making processes.
- Establish a reputation for trustworthiness and ethical conduct.

Goal Statement: Economic Development and Infrastructure

Foster a vibrant and resilient community that attracts businesses, supports job creation, improves quality of life, and ensures the long-term well-being of our residents.

Objective: Focus Town Plans and Processes on Economic Development

- Review and revise the Comprehensive Plan to prioritize economic development initiatives.
- Develop a Town-wide Master Plan focused on economic development.
- Ensure the plans include strategies for attracting new businesses, fostering job growth, and enhancing the local economy.
- Streamline permitting processes and other business friendly policies to make it easier for businesses to establish and operate in Dumfries.
- Encourage adaptive reuse projects that align with the Town's economic and community development goals.

Objective: Develop a Vibrant Mainstreet

- Revitalize the main commercial district to create a vibrant and pedestrian-friendly environment.
- Implement beautification efforts, support local businesses, and encourage community engagement in the Main Street area.

- Apply to the Virginia Department of Housing and Community Development to be designated as a Virginia Main Street Community.

Objective: Ensure Beautiful Outdoor Spaces

- Enhance the aesthetics and functionality of the Town’s public spaces.
- Promote activities, amenities, and attractions that draw residents and tourists to the Town’s community and commercial spaces.
- Implement landscaping, public art, and infrastructure improvements to create attractive and enjoyable spaces for residents and visitors.
- Develop a comprehensive gateway and wayfinding standards for Dumfries.
- Develop a small area plan for waterfront development, balancing economic opportunities with environmental preservation.
- Seek funding sources and collaborate with utility companies to develop a plan for burying powerlines to enhance the Town's aesthetics and increase resiliency during severe weather events.

Objective: Ensure Residents Have Equitable Access

- Help connect income-based residents to programs and services that address their needs and concerns.
- Create mixed income housing initiatives and services that improve the quality of life for all residents.
- Improve digital connectivity and affordability to enhance education, communication and facilitate remote work opportunities.

Objective: Identify Funding Sources

- Conduct a thorough assessment of potential funding sources, including grants, partnerships, local revenue streams and cost sharing opportunities.
- Identify diversified funding to support economic development and infrastructure projects.
- Develop strong relationships with other government partners to identify and successfully secure grants and other funding streams that require multi-jurisdictional applications.
- Explore establishing an Economic Development Authority (EDA) or partner with Prince William County’s EDA to attract investment and drive economic growth.

Objective: Quarterly Updates on Projects

- Provide regular and transparent updates on economic development and infrastructure projects to the Town Council.
- Keep residents and businesses informed about progress, challenges, and milestones.

Goal Statement: Civic Engagement

Create a stronger sense of community by fostering meaningful resident engagement, encouraging participation and collaboration in decision-making processes and community activities.

Objective: Encourage residents and businesses to collaborate on communication pathways and event programming

- Implement the GoGov app.

Objective: Celebrate and showcase community achievements

- Establish events and platforms that celebrate and highlight the accomplishments and talents of community members to foster community pride and unity.
- Build new and enhance existing relationships between the community and Town government through outreach programs and engagement opportunities.
- Make sure plans are presented with clear budgets and available resources for successful implementation.

Objective: Measure and track resident response to communication outreach and attendance at Town meetings and events

- Implement data-driven measurement tools to assess the effectiveness of communication outreach efforts.
- Track resident attendance and participation at Town meetings and events to gauge community engagement levels.
- Establish a reporting system to provide the Town Council with regular updates on the status and progress of approved projects.

Objective: Utilize digital and social media platforms

- Increase program content to better utilize the public access channel.
- Leverage digital and social media platforms to disseminate information, engage residents, and promote community events and initiatives.
- Maintain an active online presence to reach a broader and more diverse audience.
- Enhance relationships with traditional media to promote coverage of Town meetings and activities.

Objective: Partner with non-governmental organizations (NGOs) to leverage more program impact:

- Collaborate with NGOs and other community groups to pool resources and expertise in support of programs and services.
- Maximize the reach and effectiveness of support programs through strategic partnerships and shared goals.

Goal Statement: Affordability and Livability

Create an inclusive and financially sustainable environment where residents of all ages and backgrounds have access to quality housing, essential services, employment, and recreational opportunities.

Objective: Create more transportation options for residents to increase access to Dumfries recreation opportunities and Town events

- Evaluate and expand public transportation services and alternative mobility options to connect residents with recreational facilities and Town events by collaborating with Potomac Rappahannock Transportation Commission (PRTC).
- Develop transportation initiatives that address the needs of diverse age groups and abilities within the Town.

Objective: Maintain a clean environment and well-kept public spaces

- Ensure regular maintenance schedules and environmental conservation efforts to ensure clean and well-maintained public spaces. Explore increasing maintenance activities especially in areas that need special attention due to higher usage (e.g., Ginn Park).
- Promote community engagement to help preserve Dumfries natural beauty.

Objective: Support workforce development for Town residents

- Establish workforce training programs and facilities within the Town to provide residents with access to skill development and job placement services at the regional one stop and other training centers.
- Collaborate with local businesses and educational institutions to create work-study opportunities and training partnerships.

Objective: Develop more affordable housing and senior living options

- Address the housing needs of the community by developing mixed income and affordable housing initiatives that cater to various income levels.
- Promote the development of senior living options to support the aging population and enable seniors to age in place comfortably.
- Engage in discussions with Prince William County to explore the potential benefits and implications of boundary line expansion. Evaluate the impact of expansion on services, resources, and future growth opportunities.

Objective: Develop summer programs for youth and seniors:

- Create engaging and enriching summer programs tailored to the needs and interests of both youth and seniors in the community of various physical and intellectual backgrounds.
- Promote intergenerational activities and events to foster connections within the community.
- Explore a greater focus on parks and recreation through the creation of a department with a special focus on the youth of Dumfries.
- Ensure the disability community has access to Town facilities and recreation opportunities.