

STRATEGY/ACTION STEP	TARGET DATE	LEAD RESPONSIBILITY	AUGUST 2020 STATUS REPORT	COUNCIL NOTES/UPDATE	COMPLETED?
<b>Vienna as a fiscally responsible community</b> The Town of Vienna will be a reliable and responsible steward of public funds, committed to ensuring financial sustainability and maintaining and promoting high standards as well as a strong, well-managed financial position.					
<b>Maintain the Town's AAA bond rating</b>					
Implement quarterly budget reporting	2019	Finance	<i>Informal and monthly due to COVID.</i>		
Develop a five-year operating budget forecast	2020	Finance	<i>Will implement in fall 2021 in conjunction with 2022 budget.</i>		
Develop departmental performance measures, focusing on outcomes and relationship to budget	2021	Finance, Town Manager, All Departments	<i>Implemented new graphical representation of measures into the FY2020-21 budget presentation. Additional work in 2020-21 delayed due to pandemic response.</i>		
Develop a facilities reserve fund for needed physical asset replacements (e.g., roofs, boilers, HVAC, etc.)	2021	Finance, Public Works	<i>Reviewed amounts necessary and found it fits into current capital budget. Will review amounts necessary annually and determine the need for a formal reserve.</i>		
Create a revenue stabilization fund (2% of budgeted general fund revenue) to hedge against potential economic downturns	2023	Finance			
<b>Ensure that Town policies and practices meet current finance and local government best standards</b>					
Review and update as necessary the Town's financial policies (debt limit, investment guidelines, rainy day fund and guidelines, etc.)	2021	Finance	<i>Prior to the pandemic, rating agencies, debt service counsel had recommended that Town increase its reserve fund goal. Will review, but policy change may be a year or two out.</i>		
Consider raising the purchase order limit	2023	Finance, Town Council	<i>Last increase approved in 2020.</i>		
<b>Explore strategies to decrease costs and increase revenues</b>					

Annually review departmental fee structures to ensure that they are aligned with other localities	Ongoing	Finance, Parks and Recreation, Planning and Zoning, Public Works	<i>Done each year as part of budget process. Increased street cut fees and water and sewer fees for FY21. Parks &amp; Recreation reviewed departmental fee structures in 2019 so that Town is aligned with other localities; another review will be in 2021. DPZ reviewed and revised several fees. DPW compared fees to other jurisdictions and raised Town fees for right-of-way permits, erosion and sedimentation inspection, right-of-way vacation requests, and water meters and sewer drainage fixture units.</i>		
Expand efforts to identify and apply for additional grant opportunities	Ongoing	Finance, Public Works	<i>Staff has pursued additional opportunities with MWCOG and Virginia Department of Rail &amp; Transportation.</i>		
Periodically audit revenue streams, using temporary, part-time staff	2020	Finance	<i>Temp staff hired in Sept. 2019. Uncovered more than \$80K in previously unreported revenue. Derailed due to pandemic. Will plan to do again in 4-5 years.</i>		YES
Develop cross-functional Town teams to develop cost-saving plans	2021	Finance, Cross-Functional Teams			
Explore possibility of outsourcing certain functions as a cost-saving strategy	2021	Finance			
<b>Diversify the Town's tax base</b>					
Create a website page or section that provides information related to economic development data and opportunities	2021	Economic Development, Town Manager, Communications	<i>Throughout the coronavirus pandemic, the economic development manager has provided and managed a business resources page.</i>		
Partner with Town Business Liaison Committee and Vienna Business Association to develop economic development strategies	2021	Economic Development, Town Manager, Finance, Planning and Zoning	<i>EDM, DPZ, and Town Attorney drafted emergency ordinance to provide for temporary outdoor commercial activities during the pandemic; adopted by Council June 2020.</i>		
<b>Vienna as a safe community</b> Vienna will ensure a safe community by improving traffic and pedestrian/bicycle safety as well as reducing crime through community engagement and					

education, investing in public safety technology and facilities, and emphasizing cybersecurity and emergency management.					
<b>Maintain low crime rates and reduce crime rates where possible, specifically focusing on property crimes and crimes targeting the elderly</b>					
Increase officer visibility through full staffing and directed patrols	Ongoing	Police	<i>Ongoing challenge. Full staffing was achieved in spring 2020, but then dropped by two officers.</i>		
Utilize communication tools, community outreach programs, and officer training to promote crime prevention efforts, including to middle and high school students	Ongoing	Police, Communications	<i>DARE program offered in a few schools. Officers support Legal Day at high school.</i>		
Develop and implement an "Eyes on Vienna" staff-based crime watch/ambassador program	2020	Police, Staff Safety Team, Human Resources	<i>Delayed due to coronavirus pandemic response. Will be part of emergency management function.</i>		
<b>Improve traffic and pedestrian/bicycle safety, reduce crashes</b>					
Implement targeted traffic enforcement strategies, focusing on DUI enforcement and high-risk areas as indicated by crash data analysis and traffic safety violations	Ongoing	Police	<i>Utilizing VDOT grant money, targeted speeding and DUI enforcement is taking place.</i>		
Host prevention and education programs and messaging	Ongoing	Police, Communications	<i>Community Services Officer has presented several programs to local churches.</i>		
Review safety violations and enforcement behaviors	Ongoing	Police	<i>Utilizing grant funding, department is replacing all speed enforcement equipment; approved by Council July 2020.</i>		
<b>Strengthen community partnerships and promote positive citizen-police engagement opportunities</b>					
Support community events	Ongoing	Police, Parks and Recreation, Public Works, Communications	<i>On hold due to coronavirus pandemic response.</i>		
Utilize social media	Ongoing	Police, Communications	<i>Police PIO added Next Door to social media tool kit in 2019.</i>		

In partnership with the Vienna Volunteer Fire Department, establish a Town-wide "Adopt a Hydrant" program through which homeowners clear snow and trim grass from around hydrants	2023+	Police, Public Works, Parks and Recreation, Communications			
<b>Invest in public safety technology and facilities as well as cybersecurity tools</b>					
Identify and utilize next wave of technology and ensure that facilities can adapt	Ongoing	IT, Police	<i>E-summons system to go operational in FY2021.</i>		
Provide ongoing training to staff regarding safe network environment and strategies	Ongoing	IT, Police	<i>IT "tests" staff regularly with fake emails and is working on a plan for additional training with HR.</i>		
Review and update IT policies to better protect the network and staff and to reflect changes in technology	Ongoing	IT, Police	<i>Review scheduled for August.</i>		
Ensure that community, especially neighbors, are well informed about progress and impacts of construction of the new police headquarters	Ongoing-2022	Police, Communications	<i>Some community engagement was curtailed due to social distancing limitations of the coronavirus pandemic. However, neighbors to the new police station have received multiple communications from PD - and changes were made to site plan based on feedback. Other information/engagement strategies have included virtual video tour of current station and addressing issue of policing and use of force at August On Deck with Mercury.</i>		
Deliver on budget and on time a new police station that effectively and efficiently serves police and community needs	2019-22	Police, Finance, Public Works, IT	<i>Currently this project is on budget and on schedule. RFP is scheduled to be released this summer, and construction expected to begin by the end of the year. Professional project management from start of project is making this a reality.</i>		
Implement security improvements to IT infrastructure to ward against threats	2020	IT	<i>Firewall and security appliances purchased.</i>		YES

<b>Continue to develop emergency management facilities and best-practices strategies</b>					
Meet regularly with and provide training to Town's emergency management responders, including Town Councilmembers	Ongoing	Police, Town Manager, Public Works, Communications	<i>Tabletop active shooter training exercises and "Run, Hide, Fight" video shared with staff. Key entry implemented for second-floor administrative suite. Regional information, SOPs shared with Council in work session.</i>		
Establish an emergency management division within the Town's budget	2020	Police, Finance	<i>This division has been added as part of the FY2021 budget. Chief coordinated Town's coronavirus reopening team, strategies.</i>		YES
Create an emergency management operations center in new police facility	2022	Police, IT, Communications	<i>New facility includes an EOC in plans.</i>		
Share emergency preparedness plans, demos with community	2023	Police, Communications	<i>Possible future On Deck with Mercury topic?</i>		
<b>Vienna as an efficiently mobile community</b> A strategically located community, the Town of Vienna will ensure safe, efficient, accessible, and reliable multimodal transportation networks within the Town and linking Vienna to the region through use of innovative technology and initiatives.					
<b>Identify and promote multimodal transportation options that include transit, pedestrian, and bicycle opportunities</b>					
Implement and promote strategies identified in the Pedestrian Master Plan	Ongoing	Public Works, Staff Leadership Team	<i>With Maude Robinson Trust grant, Town is working with residents to identify streets where sidewalks are wanted/acceptable and has begun sidewalk design on initial streets.</i>		
Implement and promote safety improvements	Ongoing	Public Works, Communications	<i>No update.</i>		
Pursue grant sources for pedestrian and bicycle projects	Ongoing	Public Works	<i>Grant applications for ride share and sidewalk projects submitted to VDOT; awaiting notification.</i>		
Prioritize sidewalk projects, especially those that enhance safety or create jurisdictional connections	Ongoing	Public Works	<i>Thanks to Maud Robinson bequest, PW has added management of additional sidewalks to its 5-year work plan. First three projects have been approved, and staff continues to work with neighbors on other identified streets to garner approval. Some slowdown due to coronavirus and lack of in-house resources.</i>		

Incorporate wider sidewalks in areas of high pedestrian use	2019	Planning and Zoning, Town Council	<i>No update.</i>		
Investigate use and impact of e-bikes and scooters	2020	Public Works	<i>Pilot program was developed and shared with public. No applications from interested vendors were received.</i>		<i>YES - for now</i>
Budget for and begin implementing recommendations from the Multimodal Transportation and Land Use Study	2020-2023+	Town Council, Public Works, Planning and Zoning	<i>Project priority list developed based on feedback from Council and public. Final report has been accepted.</i>		
Utilize technologies to enhance traffic signal timing in order to improve pedestrian crossing of Maple Avenue	2021	Public Works	<i>Town has begun implementing hardware and software to achieve this goal.</i>		
Prepare and adopt Bicycle Master Plan and implement strategies identified	2021-2023+	Public Works, Parks and Recreation, Communications			
Identify locations for new traffic signals and pedestrian-controlled crossings, especially along Maple Avenue	2021-2023	Public Works			
Investigate transit and ridesharing options between localities, to local Metro stations, and to key locations in Town	2023+	Public Works			
<b><i>In order to enhance economic vitality and placemaking, support and improve active transportation (pedestrian and bicycle facilities, wayfinding strategies)</i></b>					
Identify locations for bicycle parking and bike-sharing stations	2019	Public Works, Parks and Recreation, Planning and Zoning	<i>VDOT grant applications submitted as noted above.</i>		
Partner with Vienna Public Arts Commission to paint entertaining images on sidewalks, crosswalks, storm drains, and along W&OD Trail to make walking more fun	2021+	Parks and Recreation, Public Works, Planning and Zoning	<i>VPAC has worked with students to paint five storm drains on Church, Park, and Locust.</i>		

Use public art, lighting, crosswalks, and other unique strategies to make the commercial corridor more walkable and create better connections	2022	Public Works, Parks and Recreation, Planning and Zoning			
Identify funding opportunities for a planned, phased approach to underground all overhead utility lines	2023	Town Manager, Public Works, Finance, Planning and Zoning	<i>Kick-off meeting for Maple Avenue undergrounding study held 1/23/20.</i>		
Implement wayfinding signage and other gateway strategies to identify key interest points	2023+	Planning and Zoning			
<b>Encourage safe walking and bicycling for fun, health, fitness, and transportation</b>					
Utilize GIS mapping to provide information about infrastructures in and around Town	Ongoing	Public Works	<i>Public works has completed for storm drain system. Currently working on mapping water and sewer system.</i>		
Encourage further implementation of Safe Routes to Schools goals, coordinating with Fairfax County Schools and local PTAs	Ongoing	Public Works	<i>TSC would typically work with Safe Routes program, but members have not been meeting due to coronavirus restrictions.</i>		
Create educational materials, programs, and events	2021+	Public Works, Police, Communications			
<b>Identify and promote options that enhance the vehicular travel experience within Vienna</b>					
Identify and implement traffic-calming options	Ongoing	Public Works	<i>Five speed cushions installed on Kingsley and Tapawingo this summer; funded through VDOT as mitigation to increased traffic due to Cedar Lane bridge closing.</i>		
Incorporate alternative methods of transportation within street redesigns	Ongoing	Public Works	<i>Staff recommends establishing street redesign guidelines before proceeding with this activity.</i>		
Identify strategies to reduce neighborhood cut-throughs	Ongoing	Public Works, Planning and Zoning, Police	<i>Speed cushions installed this summer on Tapawingo and Kingsley. Working with VDOT to determine most appropriate detour routes as related to I-66 project and ensure proper signage of detour.</i>		

Promote public parking facility as a means to also support alternative transportation modes and encourage more walking between downtown destinations	2020-2022+	Public Works, Planing and Zoning, Town Manager	<i>Council has approved an agreement with Fairfax County for public parking spaces as part of library redevelopment project; construction to be completed in 2025.</i>		
Conduct parking studies at crucial locations and identify parking options in congested locations	2020-2024	Public Works, Planning and Zoning, Police	No update.		
Incorporate and promote a multimodal street network	2023+	Public Works, Planning and Zoning, Police, Communications			
<b>Vienna as an economically prosperous community</b> The Town of Vienna will be a distinctive, dynamic, and vibrant 21st century community and location of choice for unique, independent businesses that add to the Town's charm, attract visitors as well as residents, and, collectively, serve to establish the Town as a destination. We will strive to create a healthy balance of businesses in order to enhance citizens' quality of life and increase the Town's nonresidential tax base.					
<b>Update Town's zoning code</b>					
Encourage wide variety of housing options to attract diverse populations of all ages	Ongoing	Planning and Zoning, Town Council	<i>This topic will be addressed through the Zoning Code update.</i>		
Issue an RFP for consultant to lead zoning code update	2019	Planning and Zoning, Finance	<i>Consultant contract awarded to Calfee Zoning for July 6.</i>		Yes
Engage staff, Town Council, boards, and citizens in zoning code update process	2020-2022	Planning and Zoning	<i>Councilmembers provided input on scope of project prior to release of RFP.</i>		
Update signage policies	2020-2022	Planning and Zoning, Town Council	<i>Changes to temporary sign provisions currently under review. Entire sign code to be addressed through Zoning Code update.</i>		
Adopt an updated code	2022	Town Council			
<b>Promote independent, locally owned businesses. Create an environment that encourages a healthy balance of businesses</b>					
Hire an economic development manager	2019	Staff Leadership Team	<i>Natalie Monkou is here!</i>		Yes
Undertake an economic development strategy and market study	2019-2020	Town Manager, Economic Development, Finance, Planning and Zoning	<i>Town received up to \$50,000 for funding of this project from Fairfax County Economic Development support fund. RFP to be released in FY21. This effort delayed due to coronavirus pandemic.</i>		

Expand and promote business meet-and-greets	2020	Economic Development	<i>On hold due to coronavirus pandemic response.</i>		
Based on market study, create an economic development plan	2021	Economic Development, Staff Leadership Team			
In conjunction with mobility-related goals, install wayfinding signage to identify public parking, public restrooms, Town services, points of interest	2022	Public Works, Planning and Zoning, Economic Development, Communications			
<b>Reduce commercial vacancies and increase commercial footprint</b>					
Consider and implement link on Town website to available commercial properties	2021	Finance, Economic Development, Communications, IT			
Explore vacancy options with property owners for short-term rentals and other uses (such as pop-up retail or art displays)	2021	Economic Development			
Promote work-sharing spaces, micro-businesses, and office incubators	2022+	Economic Development			
Consider targeted tax incentives (for small businesses, renovations, art district, etc.)	2023+	Finance, Economic Development, Town Council			
<b>Implement strategies that encourage residents to shop locally and regional citizens to visit-shop-dine in Vienna</b>					
Partner with other organizations to provide centralized public parking facility, especially those that can support mixed uses, additional business opportunities	2020	Town Manager, Economic Development, Planning and Zoning, Finance	<i>Council has approved an agreement with Fairfax County for public parking spaces as part of library redevelopment project; construction to be completed in 2025. Staff pursuing various grants in addition to \$2.3M NVTA grant that must be used by 2023. Other locations under consideration, but delayed due to pandemic.</i>		

In addition to supporting public parking facility initiatives, pursue short-and mid-term parking recommendations put forward by the business community through Town Business Liaison Committee outreach efforts	2020+	Planning and Zoning, Economic Development, IT, Public Works, Police	<i>QR code signs installed on Church Street and promoted via social media.</i>		Yes
Expand Small Business Saturday shopping program	2020	Economic Development	<i>Pilot program expected to launch in the fall.</i>		
Create a mobile app or other device that offers interactive business/parking map	2022	IT, Economic Development, Finance, Communications			
Create a Vienna dining and restaurant guide to encourage take out, support local businesses	2022	Economic Development, Communications, Finance			
Investigate hosting themed events (such as Restaurant Week or a Chocolate Escape) that feature businesses	2022-2023+	Parks and Receration, Economic Development			
Encourage more utilization, visibility of Town Green by considering an interactive water feature, installing furniture, and other unique opportunities	2023	Parks and Recreation, Public Works, Economic Development	<i>With added passive usage due to coronavirus, six additional picnic tables were added at Town Green. Town Green spray pad and site improvements have been added to CIP for 2022.</i>		
<b>Vienna as an influential and well-governed community</b> The Town of Vienna will be a high-performing organization that follows quality management principles, utilizes local government best practices, and enables and empowers employees. Vienna will serve as a regional role model for effective governance and strong partnerships.					
<b>Assess business processes to determine which need improvement and implement recommended improvements</b>					
Identify 2-3 core business processes for analysis and improvement	2020	Staff Leadership Team	<i>On hold due to coronavirus pandemic response. Teleworking successfully and quickly implemented in COVID emergency.</i>		

Identify, train, and launch cross-functional teams to assess identified processes, including customer service levels, and offer recommendations for improvements	2020	Town Manager, Human Resources, Cross-Functional Teams	<i>Multi-department team has developed a Townwide communications plan for all employees; awaiting final review.</i>		
Implement improvements	2021	Impacted Department(s)			
<b>Assess organizational training gaps - including need for training staff in process examination and analysis to make cross-functional teams more effective - and develop a plan to address these gaps</b>					
Establish cross-departmental "knowledge" team(s)	2020	Staff Leadership Team, Human Resources	<i>On hold due to coronavirus pandemic response.</i>		
Identify knowledge base gaps	2020	Knowledge Teams, Staff Leadership Team, Human Resources	<i>On hold due to coronavirus pandemic response.</i>		
Identify training required to fill gaps	2021	Knowledge Teams, Human Resources	<i>Identified lack of computer skills in field operations. Obtained laptops and received pricing for training. Paused due to coronavirus response.</i>		
Implement training plan	2021	Human Resources, Staff Leadership Team, Knowledge Teams			
<b>Implement strategies to extend Vienna's presence, reputation, and contributions on a regional, state, and national level</b>					
Actively participate in leadership positions in regional and statewide organizations	Ongoing	Town Council, Town Manager	<i>Town Manager is current chair of regional chief operating administrators group. Finance director is on VGFOA board through 2022.</i>		

Establish committee and bylaws, appoint members to a Town Legislative Committee to monitor state legislative issues, and make recommendations related to Town's annual legislative agenda	2021	Town Council			
Develop an engagement plan to enhance and promote Vienna's presence and contributions on regional, state, and national levels	2021-2022	Communications, Town Manager, Staff Leadership Team			
<b>Vienna as an engaged community</b> The Town of Vienna welcomes effective citizen engagement that leads to bold, collaborative decision-making. In providing multiple avenues for interaction, Vienna will enhance its strong tradition of community involvement, reaching out in thoughtful ways to a broad range of stakeholders.					
<b>Develop a proactive, thoughtful, "take it to them where they are" process for community engagement on land-use decisions, large public works projects, and other issues that may be controversial or have significant impact on citizens</b>					
Research how other communities engage with residents	2019	Staff Leadership Team, Communications, Economic Development, Public Works, Planning and Zoning	<i>Arlington County seems to have a viable model. Other communities still need to be explored.</i>		
Form a cross-departmental committee to draft criteria for determining engagement strategies and to develop engagement training activities	2020-2021	Communications, Planning and Zoning, Public Works, Economic Development	<i>On hold due to coronavirus pandemic response.</i>		
Implement community engagement process	2021	Communications, Planning and Zoning, Public Works, Economic Development			
<b>Explore and create programming that provides additional engagement opportunities to citizens</b>					

Create a cross-functional team to develop a series of programs that bring Town Hall representatives into the community on a monthly basis	2020	Town Manager, Town Council, Staff Leadership Team, Cross-Functional Team	<i>Town Manager has initiated On Deck with Mercury monthly program.</i>		
Develop and offer a Vienna 101 citizens academy, to include police and finance modules at a minimum	Launch 2022	Town Manager, Human Resources, Communications, All Departments			
Provide staff training so that all frontline personnel can answer residents' most frequently asked questions	2021	Human Resources, Communications, Cross-Functional Team, All Departments	<i>Departments to draft FAQs this summer for use by all frontline staff.</i>		
Establish a study committee to consider how to increase voter participation	2022	Town Council, Staff Leadership Team			
<b>Maintain and enhance communication tools currently utilized and explore engagement opportunities/effectiveness offered by Internet-based and other engagement tools</b>					
Host regular community meetings with developers and contractors that encourage them to be "good neighbors" and considerate of residents' concerns	Ongoing	Planning and Zoning, Public Works, Police, Communications	<i>Town staff strongly encourages developers to engage with neighbors pre-construction.</i>		
Utilize Facebook Live and post short videos on Facebook	2019	Communications, IT	<i>Town has utilized Vienna View episodes as well as video shorts produced by contracted consultant on social media. Vienna View consultant has been let go for 2021 due to budget constraints related to coronavirus pandemic. Organic videos of Town events or meetings are sometimes shared on Instagram.</i>		

Resdesign the Town's website, making it more user-friendly and easier to navigate	2019	Communications, IT	<i>Design is complete. Consultant recently hired to provide content development as staff time for this effort has been redirected to coronavirus response. Hopeful for launch of new site by end of 2020.</i>		
Consider implementation of online community engagement tools such as Bang the Table, POLCO, and Public Input	2020	Communications, IT	<i>A "free" opportunity to utilize POLCO was nixed due to procurement process concerns. Not included in FY2020-21 budget.</i>		
<b>Vienna as an environmentally sustainable community</b> The Town of Vienna values and protects its natural and manmade resources. We embrace our obligation to current and future generations to foster a healthy, safe, and attractive community.					
<b>Reduce energy usage in Town facilities and operations</b>					
Purchase/lease additional alternative fuel vehicles for Town fleet	Ongoing	Public Works	<i>Through VRP, one patrol vehicle to be purchased this year is a hybrid; anticipate purchasing 2-4 additional hybrid patrol vehicles next year. Over next 4 years, plan to add two electric vehicles to Town fleet.</i>		
Continue to promote good environmental practices within Town government operations	Ongoing	Public Works, All Departments	<i>Parks horticulture team has implemented used of chemical-free weedkiller.</i>		
Convert Town facility lights to LED	Ongoing	Public Works	<i>Approx. 30% of this task has been completed. If funding holds out, Town Hall will be completed by end of FY21.</i>		
Explore establishing a sustainability coordinator position or absorbing associated tasks within existing staff	2019-2020	Town Council, Public Works	<i>Christine Horner has taken on additional responsibility (6 hours/week on average) to address/support sustainability issues/efforts.</i>		
Establish a vehicle idling reduction policy for Town fleet	2020	Public Works	<i>Gathering statistics and analyzing idling data. Policy targeted for completion by end of 2020.</i>		
Utilize equipment, technology, and strategies to more efficiently manage ballfield lights	2020	Parks and Recereation	<i>Hired field monitors to monitor use of fields and turn off lights when evening play is complete.</i>		

Coordinate with Fairfax County and Dominion Energy to convert streetlights to LED	2020	Public Works	<i>Streetlights are owned by Fairfax County and operated by Dominion. Approx. 367 lights authorized by Fairfax County to be converted to LED. Installation of some recently completed.</i>		
Review and enhance Town practices related to resource usage, recycling, and recycling services	2022	Public Works	<i>DPW worked with county to get purple glass recycling container placed on 400 block of Mill Street in November 2019.</i>		
<b>Increase the number of and improve green spaces</b>					
Identify opportunities for pocket parks	2020	Parks and Recreation, Planning and Zoning	<i>This will be incorporated into parks master plan, which is part of 2020 CIP.</i>		
Evaluate feasibility of vegetative roof systems	2021	Public Works, Parks and Recreation			
Develop a Parks Master Plan	2022	Parks and Recreation, Planning and Zoning	<i>Included in Capital Improvement Plan for 2020.</i>		
Identify and utilize funding streams for greenspace	2023+	Parks and Recreation, Finance, Town Manager	<i>Included in Capital Improvement Plan for 2020.</i>		
<b>Reduce volume of solid waste collected</b>					
Promote recycling	Ongoing	Public Works, Communications	<i>Website pages have been updated, revised, and consolidated. Recycling has been featured in Vienna View episodes and social media campaign in winter 2020.</i>		
Encourage food/leaf composting at home	2020	Public Works, Communications			
Consider piloting a food waste compost program	2020/ Launch 2021	Parks and Recreation	<i>Continue to work with neighbors to find acceptable location for composting bin.</i>		
Investigate alternative and new strategies for recycling streams in consideration of evolving recycling realities	2021	Public Works			
<b>Work to preserve and restore environmental features to more natural states</b>					

Continue stream restorations and best-practices projects, such as rain gardens, to improve runoff water quality and quantity	Ongoing	Public Works	<i>Construction on Piney Branch restoration project is underway. Bear Branch restoration project is in design.</i>		
Promote native plants in restoration projects	Ongoing	Parks and Recreation	<i>Maud Robinson gift of \$50K will provide for native plantings along Church Street and W&amp;OD Trail adjacent to Town Green.</i>		
Partner with Northern Virginia Soil Conservation Board and other organizations to leverage resources and support projects	Ongoing	Parks and Recreation, Public Works	<i>Partnered with Spaperri Family Foundation to leverage resources to improve native plants and water quality near the community center.</i>		
<b>Vienna as a complete community</b> The Town of Vienna will embrace its independent, active, and welcoming character as a unique place to live-work-play-dine-shop in Northern Virginia. Our traditional events and year-round activities enrich the Town's vibrant, caring, and inclusive community identity and spirit.					
<b>Encourage unique placemaking through high-quality development, public art, and enhanced public spaces</b>					
In conjunction with Historic Vienna, Inc., preserve and restore historical sites where appropriate	Ongoing	Town Council, Parks and Recreation	<i>Completed photo documentation of old cabin on Cabin Road prior to its demolition. Saved some logs for future use. Installing fence along perimeter of West End Cemetery.</i>		
Promote historic buildings, cemeteries, and areas via a printed and online brochure	2021	Parks and Recreation			
Identify appropriate location for reinstallation of bocce ball court	2022	Parks and Recreation			
Develop a Public Art Master Plan	2023	Parks and Recreation, Planning and Zoning			
Create, obtain, and maintain a public art project that actively engages the community	2023+	Parks and Recreation, Staff Leadership Team			
Install a sensory playground for children with disabilities	2023+	Parks and Recreation			
<b>Increase the quality and quantity of event programming</b>					

Enhance event sponsorship opportunities for businesses	Ongoing	Parks and Recreation, Economic Development	<i>Event coordinator expanded marketing and sponsor opportunities in 2019, resulting in four additional sponsors and \$1,680.50 in additional revenue. Efforts for 2020 sidelined by coronavirus. However, event coordinator has raised for 2020 88% of 2019 total sponsorship revenue.</i>		
Evaluate existing events and explore new events and locations, including those that support businesses	Ongoing	Parks and Recreation	<i>New Bluez n Brewz event for June 2020 was canceled due to coronavirus.</i>		
Formalize Town alcohol policy for events and public spaces	2021	Parks and Recreation, Town Manager			
Expand concert series and other Town Green events	2021	Parks and Recreation			
Develop an annual arts and entertainment publication	2022	Parks and Recreation, Communications			
Explore increasing event funding and staffing on a net neutral basis	2022	Parks and Recreation			