

Town of Vienna 2019 Strategic Plan

Honing Excellence in an Exceptional Hometown

A vision of and commitment to excellence

Frequently included at the top of “best places to live in Virginia” lists and rated by 98% of its residents as an excellent/good place to raise children (2018 National Citizen Survey), the Town of Vienna is clearly a desirable place to call “home.” Vienna residents generally are extremely proud of their hometown and deeply invested in the community and its overall wellbeing.

It’s clear that Vienna in 2019 is a safe, vibrant, inclusive community with neighborly charm, hometown pride – and some challenges. It’s also clear that in the future Vienna can do, can *be*, even better. To that end, Town Council and staff members undertook efforts in 2018 to develop this strategic plan as a roadmap to continued excellence and a commitment to establishing and undertaking priorities that get the Town traveling toward the community it envisions itself to be almost a quarter-century down the road.

Town Council has established a vision for Vienna as a community that is:

- fiscally responsible
- safe
- efficiently mobile
- economically prosperous
- influential and well-governed
- engaged
- environmentally sustainable
- complete

Creating a roadmap to the future

It’s no secret that local governments rely on planning documents as tools to better manage growth or traffic, for example, or to determine future land uses. A strategic plan is a little bit different in that it goes to the heart of what defines a community – using a broad brush, it outlines, at least in the Town of Vienna’s case, the services and priorities that will shape and distinguish the community in the decade or two ahead. A living management tool, this strategic plan defines the kind of community that Town Council aspires Vienna to be and lays out the roadmap or steps identified by the Town to arrive at that lofty destination. While this strategic plan describes a community of the future – and ensures that all Town of Vienna parties, in this case, are driving toward this commonly agreed upon destination – it also provides day-to-day direction for employees, a playbook that helps shape the services they provide and initiatives they undertake.

Vienna’s strategic plan will help guide the Town’s budget process. It provides an opportunity to prioritize fund allocation in ways that support achieving the Town’s strategic goals. The budget is the tool that will help make Vienna’s strategic plan a reality.

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The strategic plan itself is a critical tool and an important end-product. But much of the value of strategic planning is in the process and byproducts of that process. In creating this strategic plan, the Town not only engaged Councilmembers regularly, but also, for the first time, allowed employees a significant role in the development process. Vienna's process included some thoughtful conversations, a few late nights, and even a couple of stumbling blocks. But it resulted in a common vision as well as opportunities to team-build, work across departmental lines and envision organization-wide, and engender for employees a heightened sense of value.

Vienna's strategic plan timeline

- In late 2017, the Town contracted with Craig Gerhart, a University of Virginia adjunct faculty member serving the Virginia Institute of Government and former Prince William County executive, to lead its strategic planning process.
- Town Council met January 16, 2018 to create a strategic vision for Vienna.
- On February 21, Craig Gerhart provided training to Town directors on establishing focus-area, staff-based teams to develop strategic goal recommendations to achieve Council's vision. Teams were tasked with researching topic areas and current conditions; assessing strengths, weaknesses, opportunities and challenges; and drafting proposed goals and strategies for Council's consideration.
- Strategic plan themes discerned from the January work session were presented to Council March 5.
- With focus areas confirmed, staff policy teams met March through May.
- Staff teams presented "white papers," providing data, ideas, and recommendations related to focus areas to Town Council at a May 29 work session.
- Town Council began to draft strategic goals at a June 11 work session.
- Town Council reviewed and arrived at consensus on strategic plan goals at a September 4 work session.
- The process turned back to staff teams to develop potential strategies for Council's consideration.
- An all-employee Brunch & Brainstorming event was held December 17 to share proposed strategies and obtain employee feedback and additional ideas.
- Team leaders presented proposed strategies and action steps to Town Council at a January 15, 2019 work session. Incorporating feedback from Council, staff continued to work on refining strategies and action steps.
- A draft of the strategic plan was presented at an April 3 work session.
- The strategic plan was adopted at the April 29, 2019 Town Council meeting.

Terms and timelines

Vision – Looking 10-20 years out, what kind of community does the Town of Vienna strive to shape? What defines the Vienna community in 2030 and beyond?

Goals – Planned, broad, achievable targets in a 4+ -year timeframe that will support the Town's vision.

Strategies and action steps – Specific projects, programs, or actions that Town staff will utilize over a 2-4 year period, and sometimes longer, to achieve goals and the Town's vision.

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Town of Vienna 2019 Strategic Plan goals



Vienna as a fiscally responsible community

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.



Vienna as a safe community

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.

Vienna as an efficiently mobile community

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.



Vienna as an economically prosperous community

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.



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TOWN OF
VIENNA
since 1890

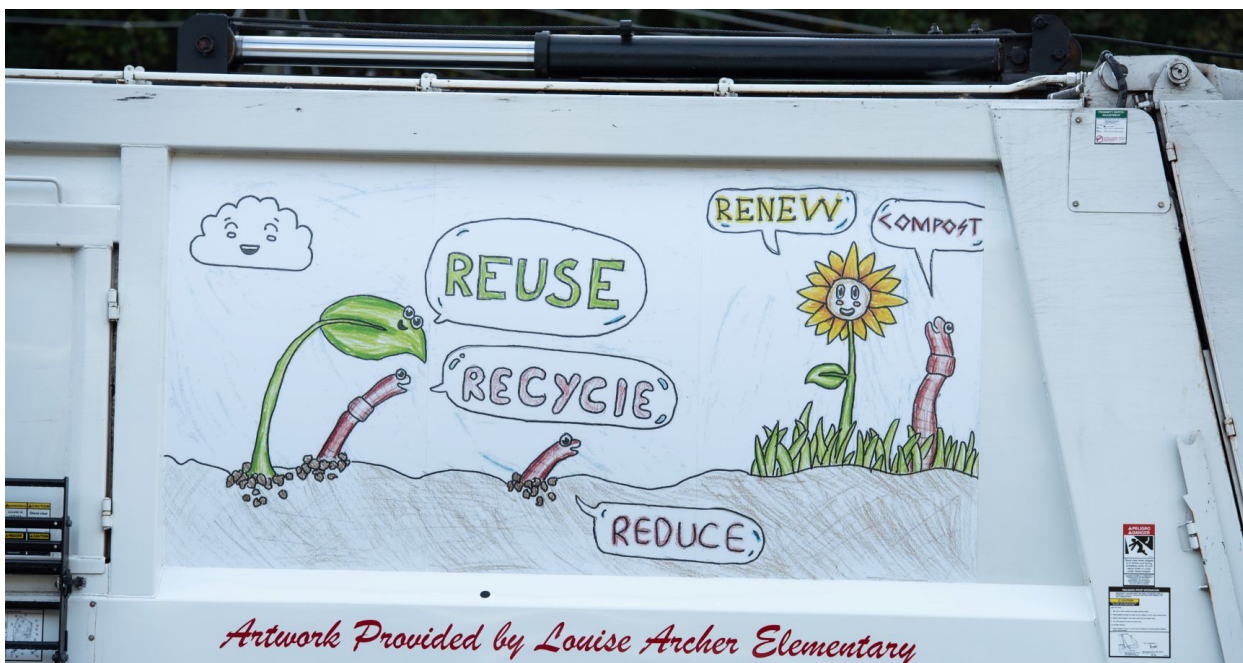
Vienna as an influential and well-governed community

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.

Vienna as an engaged community

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.





Vienna as an environmentally sustainable community

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.

Vienna as a complete community

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.



Strategies and action items

Vienna as a fiscally responsible community

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.

Strategy (Objective)	Action Steps	Target Date	Lead Responsibility
Maintain the Town's AAA bond rating.	Formalize budget tracking and reporting	2019	Finance
	Develop a five-year operating budget forecast.	2020	Finance
	Develop departmental performance measures, focusing on outcomes and relationship to the budget.	2020	Finance, Town Manager, All Departments
	Start a revenue stabilization fund to hedge against potential economic downturns.	2020	Finance
	Develop a facilities reserve fund for needed physical asset replacements (e.g., roofs, boilers, HVAC, etc.)	2020	Finance, Public Works
Ensure that Town policies and practices meet current finance and local government best standards.	Review and update as necessary the Town's financial policies (debt limit, investment guidelines, rainy day fund and guidelines, etc.).	2021	Finance
	Consider raising the purchase order limit.	2023	Finance, Town Council

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Strategy (Objective)	Action Steps	Target Date	Lead Responsibility
Explore strategies to decrease costs and increase revenues.	Annually review departmental fee structures to ensure that they are keeping pace with other localities.	Ongoing	Finance, Parks and Recreation, Planning and Zoning, Public Works
	Periodically audit business license revenue reports, using temporary, part-time staff.	2020	Finance
	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
	Devote more staffing resources to research possible grants.	2023	Finance, Public Works
Diversify the Town's tax base.	Create a website page or section that provides information related to economic development data and opportunities.	2020	Economic Development, Town Manager, Communications,
	Partner with Town Business Liaison Committee and Vienna Business Association to develop economic development strategies.	2021	Economic Development, Town Manager, Finance, Planning and Zoning

Vienna as a safe community

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.

Strategy (Objective)	Action Steps	Target Date	Lead Responsibility
Maintain low crime rates and reduce crime rates where possible, specifically focusing on property crimes and crimes targeting the elderly.	Increase officer visibility through full staffing and directed patrols.	Ongoing	Police
	Utilize communication tools, community outreach programs, and officer training to promote crime prevention efforts, including to middle and high school students.	Ongoing	Police, Communications
	Develop and implement an “Eyes on Vienna” staff-based crime watch/ambassador program.	2020	Police, Staff Safety Team, Human Resources
	Consider implementing employee “see something, say something” training program and Neighborhood Watch programs.	2021	Police, Human Resources
Improve traffic and pedestrian/bicycle safety, reduce crashes.	Implement targeted traffic enforcement strategies, focusing on high-risk areas, and DUI enforcement.	Ongoing	Police
	Host prevention and education programs and messaging.	Ongoing	Police, Communications
	Review safety violations and enforcement behaviors.	Ongoing	Police

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Strategy (Objective)	Action Steps	Target Date	Lead Responsibility
Strengthen community partnerships and promote positive citizen-police engagement opportunities.	Support community events.	Ongoing	Police, Parks and Recreation, Public Works, Communications
	Utilize social media.	Ongoing	Police, Communications
	Work with fire department to establish a Town-wide “Adopt a Hydrant” program, through which homeowners clear snow & trim grass from around hydrants.	2023+	Police, Public Works, Parks and Recreation, Communications
Invest in public safety technology and facilities as well as cybersecurity tools.	Ensure that community, especially neighbors, are well informed about progress and impacts of construction of the new police headquarters.	Ongoing	Police, Communications
	Identify and utilize next wave of technology and ensure that facilities can adapt.	Ongoing	IT, Police
	Provide ongoing training to staff regarding safe network environment and strategies.	Ongoing	IT, Police
	Review and update IT policies to better protect the network and staff and to reflect changes in technology.	Ongoing	IT, Police
	Deliver on budget and on time a new police station that effectively and efficiently serves police and community needs.	2019-2022	Police, Finance, Public Works, IT
	Implement security improvements to IT infrastructure to ward against threats.	2020	IT

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Strategy (Objective)	Action Steps	Target Date	Lead Responsibility
Continue to develop emergency management facilities and best-practices strategies.	Meet regularly with and provide training to Town's emergency management responders.	Ongoing	Police, Town Manager, Public Works, Communications
	Create an emergency management operations center in new police facility.	2022	Police, IT, Communications
	Share emergency preparedness plans, demos with community.	2023	Police, Communications

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Vienna as an efficiently mobile community

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.

Strategy (Objective)	Action Steps	Target Date	Lead Responsibility
Identify and promote alternative transportation (pedestrian and bicycle) options.	Implement and promote strategies identified in the Pedestrian Master Plan.	Ongoing	Public Works, Staff Leadership Team,
	Implement and promote safety improvements.	Ongoing	Public Works, Communications
	Pursue grant sources for pedestrian and bicycle projects.	Ongoing	Public Works
	Prioritize sidewalk projects, especially those that create jurisdictional connections.	Ongoing	Public Works
	Incorporate wider sidewalks as part of MAC code amendments.	2019	Planning and Zoning, Town Council
	Investigate use of e-bikes and scooters.	2020	Public Works
	Utilize new technologies to enhance traffic signal timing in order to improve pedestrian crossing of Maple Avenue.	2021	Public Works
	Identify locations for new traffic signals and pedestrian-controlled crossings, especially along Maple Avenue.	2021-2023	Public Works
	Investigate ridesharing options between localities, to local Metro stations, and to key locations in Town.	2023+	Public Works

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Strategy (Objective)	Action Steps	Target Date	Lead Responsibility
Support and improve active transportation (pedestrian, bicycle facilities, wayfinding) to enhance economic vitality and placemaking.	Identify locations for bicycle parking and bike-sharing stations.	2019	Public Works, Parks and Recreation, Planning and Zoning
	Identify funding opportunities for a planned, phased approach to underground all overhead utility lines.	2021	Town Manager, Public Works, Finance, Planning and Zoning
	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
	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
	Implement wayfinding signage and other gateway strategies, such as arches and monuments, to identify key entry points to the Maple Avenue commercial corridor.	2023+	Planning and Zoning
Encourage safe walking and bicycling for fun, health, fitness, and transportation.	Utilize GPS mapping to provide information about infrastructures in and around Town.	Ongoing	Public Works
	Create educational materials, programs, and events.	2021+	Public Works, Police, Communications

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Strategy (Objective)	Action Steps	Target Date	Lead Responsibility
Identify and promote options that enhance the vehicular travel experience within Vienna.	Identify and implement traffic-calming options.	Ongoing	Public Works
	Incorporate alternative methods of transportation within street redesigns.	Ongoing	Public Works
	Identify strategies to reduce neighborhood cut-throughs.	Ongoing	Public Works, Planning and Zoning, Police
	Promote public parking facility as a means to also support alternative transportation modes and encourage more walking between downtown destinations.	2020-2022+	Public Works, Town Manager, Communications
	Conduct parking studies at crucial locations and identify parking options in congested locations.	2020-2024	Public Works, Planning and Zoning, Police
	Create a street maintenance plan to manage improvements and repairs.	2021	Public Works
	Incorporate and promote a “complete streets” policy.	2023+	Public Works, Planning and Zoning, Police, Communications

Vienna as an economically prosperous community

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.

Strategy (Objective)	Action Steps	Target Date	Lead Responsibility
Update Town's zoning code.	Encourage more diverse housing stock to attract diverse populations and allow residents to age in place.	Ongoing	Planning and Zoning, Town Council
	Issue an RFP for consultant to lead this process.	2019	Planning and Zoning, Finance
	Engage staff, Council, boards, and citizens in update process.	2020-2022	Planning and Zoning
	Update signage policies.	2020-2022	Planning and Zoning, Town Council
	Adopt an updated code.	2022	Town Council
Create an environment that encourages a healthy balance of businesses. Promote independent, locally owned businesses.	Hire an economic development manager.	2019	Staff Leadership Team
	Undertake an economic development strategy and market study.	2019-2020	Town Manager, Econ. Dev., Finance, Planning and Zoning
	Promote business meet-and-greets.	2020	Economic Development
	Based on market study, create an economic development plan.	2021	Economic Development, Staff Leadership Team
	Create a Restaurant Week and other theme weeks to help promote businesses.	2021	Economic Development
	Install wayfinding signage to identify public parking, public restrooms, Town services, points of interest.	2022	Public Works, Planning and Zoning, Economic Development, Communications

Strategy (Objective)	Action Steps	Target Date	Lead Responsibility
Reduce commercial vacancies and increase commercial footprint.	Consider and implement link on Town website to available commercial properties.	2021	Finance, Communications, IT
	Explore with property owners options for short-term rental, 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
Implement strategies that encourage residents to shop locally and regional citizens to visit-shop-dine in Vienna.	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
	Expand Small Business Saturday shopping program.	2020	Economic Development
	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
	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
	Host additional events (such as a Chocolate Escape) that feature businesses.	2023+	Parks and Recreation, Economic Development

Vienna as an influential and well-governed community

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.

Strategy (Objective)	Action Steps	Target Date	Lead Responsibility
Assess business processes to determine which need improvement and implement recommended improvements.	Identify 2-3 core business processes for analysis and improvement	2020	Staff Leadership Team
	Identify, train, and launch cross-functional teams to assess identified processes and offer recommendations for improvements.	2020	Town Manager, Human Resources, Cross-Functional Teams
	Implement improvements	2021	Impacted Department(s)
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.	Establish cross-departmental “knowledge” team(s).	2020	Staff Leadership Team, Human Resources
	Identify knowledge base and gaps.	2020	Knowledge Teams, Staff Leadership Team, Human Resources
	Identify training required to fill gaps.	2021	Knowledge Teams, Human Resources
	Implement training plan.	2021	Human Resources, Staff Leadership Team, Knowledge Teams
Implement strategies to extend Vienna’s presence, reputation, and contributions on a regional, state, and national level.	Establish committee and bylaws and 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 and identify funding to implement a public relations plan to enhance Vienna’s reputation on a regional, state, and national level.	2021- 2022	Communications, Town Manager, Staff Leadership Team

Vienna as an engaged community

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.

Strategy (Objective)	Action Steps	Target Date	Lead Responsibility
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.	Research how other communities engage with residents.	2019	Staff Leadership Team, Communications, Economic Development, Public Works, Planning and Zoning
	Form a cross-departmental committee to draft criteria to be considered when determining engagement strategies, a range of engagement training activities, and staff.	2020- 2021	Communications, Planning and Zoning, Public Works, Economic Development
	Implement community engagement process.	2021	Communications, Planning and Zoning, Public Works, Economic Development
Explore and create programming that provides additional engagement opportunities to citizens.	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
	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
	Establish a study committee to consider how to increase voter participation.	2022	Town Council, Staff Leadership Team

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Strategy (Objective)	Action Steps	Target Date	Lead Responsibility
Maintain and enhance communication tools currently utilized and explore engagement opportunities/effectiveness offered by Internet-based and other engagement tools.	Utilize Facebook Live and post short videos on Facebook.	2019	Communications, IT
	Redesign the Town's website, making it more user friendly and easier to navigate.	Launch 2020	Communications, IT, All Departments
	Consider implementation of online community engagement tools such as Bang the Table.	2020	Communications, IT

Vienna as an environmentally sustainable community

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.

Strategy (Objective)	Action Steps	Target Date	Lead Responsibility
Reduce energy usage in Town facilities and operations.	Purchase/lease additional alternative fuel vehicles for Town fleet.	Ongoing	Public Works
	Convert Town facility lights to LED.	Ongoing	Public Works
	Explore establishing a sustainability coordinator position or absorbing associated tasks within existing staff.	2019-2020	Town Council, Public Works
	Establish a vehicle idling reduction program for Town fleet.	2020	Public Works
	Utilize equipment, technology, and strategies to more efficiently manage ballfield lights.	2020	Parks and Recreation
	Coordinate with Fairfax County and Dominion Energy to convert streetlights to LED.	2020	Public Works
Increase the number of and improve green spaces.	Identify surplus Town properties for potential use as pocket parks.	2020	Parks and Recreation, Planning and Zoning
	Evaluate feasibility of vegetative roof systems.	2021	Public Works, Parks and Recreation
	Develop a Parks Master Plan.	2022	Parks and Recreation, Planning and Zoning
	Identify and utilize funding streams for greenspace.	2023+	Parks and Recreation, Finance, Town Manager

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Strategy (Objective)	Action Steps	Target Date	Lead Responsibility
Reduce volume of solid waste collected.	Encourage food/leaf composting at home.	2020	Public Works
	Consider piloting a food waste compost program.	2020/ Launch 2021	Public Works
	Promote recycling. Investigate alternatives for glass recycling.	2021	Public Works
Work to preserve and restore environmental features to more natural states.	Continue stream restorations and best-practices projects, such as rain gardens, to improve runoff water quality and quantity.	Ongoing	Public Works
	Promote native plants in restoration projects.	Ongoing	Parks and Recreation
	Partner with Northern Virginia Soil Conservation Board and other organizations to leverage resources and support projects.	Ongoing	Parks and Recreation, Public Works

Vienna as a complete community

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.

Strategy (Objective)	Action Steps	Target Date	Lead Responsibility
Encourage unique placemaking through high-quality development, public art, and enhanced public spaces.	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
	Pursue feasibility of interactive water feature at Town Green.	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.	2024+	Parks and Recreation
Increase the quality and quantity of event programming.	Enhance event sponsorship opportunities for local businesses.	Ongoing	Parks and Recreation, Economic Development
	Explore and develop new events and locations.	2020-2023	Parks and Recreation
	Formalize Town's 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

Moving forward

Town of Vienna staff members are energized and excited about the goals that have been shaped and strategies developed as well as the sense of ownership and teamwork forged through the strategic planning process. We look forward to the opportunity to take on new strategies and report back to Council and the community on progress made. As implementers of Town Council's vision, we are grateful for the direction and support provided by Town Council.

Vienna's 2019 Strategic Plan was adopted by Town Council April 29, 2019.

Vienna Town Council

Laurie DiRocco, Mayor

Tara Bloch

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