



# Town of Vienna

Charles A. Robinson Jr. Town  
Hall  
127 Center Street South  
Vienna VA, 22180

## Meeting Minutes Town Council Work Session

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Monday, February 13, 2017

7:30 PM

Charles A. Robinson, Jr. Town Hall, 127  
Center Street, South

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### Work Session

#### 1. Regular Business

*Present: Mayor Laurie A. DiRocco  
Council Member Linda J. Colbert  
Council Member Pasha M. Majdi  
Council Member Douglas Noble  
Council Member Carey J. Sienicki  
Council Member Howard J. Springsteen  
Council Member Tara Voigt*

*Staff present: Mercury T. Payton, Town Manager  
Steven Briglia, Town Attorney  
Marion Serfass, Director of Finance  
Patrick Mulhern, Planning and Zoning, Director  
Tony Mull, Director of Information Technology  
Hyojung Garland, Planning and Zoning, Deputy Director  
Lynne DeWilde, Public Information, Communications and Marketing  
Carol S. Waters, Legislative, Deputy Town Clerk*

#### Tyler Munis Work Order Update and Discussion

*Mr. Tony Mull, Director of Information Technology, updated the Mayor and Council on the Tyler Munis work order system. The new software application is now interfacing with the public, but not fully utilizing the automated processes yet. In these beginning phases when a service request comes in, a live person will look at the request, convert it to a work order, and make sure it goes to the correct department. Mr. Mull said he wants employees to get used to seeing the service requests and knowing how to respond to them, then when things become more routine, the work order processing will be more automated. He further explained that he wants to be very mindful of what we do and how we respond, and then get input from Council on how to define the policy.*

*With the new Tyler Munis software, citizen complaints or requests for service may be made via the web site, cell phone, land-line, e-mail or by verbal request. The request data will be entered and tracked within the system itself. When the automated system is fully engaged, requests will automatically generate a number and be put in the system, but someone will still verify that that service request came in and then push it forward if necessary. Verbal requests can still be entered manually.*

*Mr. Mull discussed similar work order systems in other parts of the country and answered Council's questions. He plans to provide samples to Council as he gains more information from other localities who are using this system. There will be a design phase where Mr. Mull will design a sub-service portal for the systems utilized,*

then have Council decide how they want it to look. Tickets for service could be given a time limit, in order to alert someone if the request sat in the que too long. A Council Member asked that an employee answer the phone for service requests made during regular business hours.

Mr. Mull shared examples from various localities which have apps to which citizens can submit service requests. The apps were driven by category. Discussion followed about category types and how they should be defined and broken down.

Recommendations: Mr. Mull will move forward with the work order system. Lynne DeWilde will put an article in the April Newsletter and something on the website about implementing the new phone system. Another work session will be set to see how things are going and to offer feedback.

### Strategic Plan

The Communications and Marketing Manager for Public Information, Ms. Lynne DeWilde, reviewed the value of strategic plans in "creating roadmaps," setting goals, and providing ways to measure progress. She said that they also help ensure that everyone is on the same page. Ms. DeWilde advised that strategic plans may change over time, evolving and allowing the Town to be proactive.

At this point in time, Ms. DeWilde noted, staff was primarily looking for direction from Council with regard to what type of Strategic Plan was desired, who would provide input (citizens, staff, or Council), whether to hire a consultant, and other details. She and Mr. Payton had done some research on other communities which had been recognized for their recent strategic plans. They shared their findings from research of strategic plans in Chesterfield County, Prince William County, and the City of Suwanee, Georgia.

Ms. DeWilde asked Council what they saw as their role in the process, how much they wanted to involve citizens of the Town and Town employees, and generally what they thought about strategic plans. Commentary was received from each Council Member and the Town Manager. The following list represents commentary and recommendations offered:

- The Town already has the branding effort getting underway and may also have a transportation study and a charrette, all of which include citizen interaction. Consequently, this strategic plan could be more Council and Staff driven, then more citizen input could be incorporated on the next strategic plan.
- A good vision statement was developed with the last strategic plan.
- How helpful is a strategic plan? Is it necessary to have a written plan?
- This is not a good time to add more work to the Town's Planning and Zoning Department.
- There should be community representation in developing the strategic plan.
- Council should be the ones to provide the initial, high level vision statement or general direction, then get feedback.
- Over the next year the Town will be doing a transportation study, a charrette, and branding. Pull all of that together into a strategic plan, letting it overlap.
- It should be more than a 2 year plan. It should be at least 4, 5, or even 6 years.
- Just enhance the plan we did a couple years ago. There are enough other things going on.
- See what Fairfax City, Falls Church, and Herndon are doing.
- Don't spend \$50,000 for a consultant; scale that back.
- Go to the public for their feedback instead of starting from square one.

- Staff could update and refresh it, and then go out to the public.
- Get public engagement from a broader group, a larger cross section of the community, such as at Viva Vienna, Chilling on Church Street, or Tai Chi.
- Also engage the business community for input.
- Because we are doing a lot in transportation and planning right now, a strategic plan will help balance out those other things that we need to be talking about, such as Parks and Recreation, public safety, and the environment.
- If we map out the meetings, milestones, projects and events over about the next 2 years, that becomes a very powerful process for the entire community.
- We have to do these other things in an interrelated manner.
- A strategic plan guides the budget.

Mayor DiRocco summed up her responses to the commentary as follows: Going through the exercise of developing a strategic plan and writing it down helps to refocus on what we really want to accomplish or to maintain. Sometimes local governments become bogged down in the present, but as leaders we have to look into the future and consider what we see in 5 years. This would include our challenges and opportunities. Writing it down makes a positive impact, and she agrees that the branding, the MAC visuals, etc. do all flow together and are a part of our objectives of our strategic plan. She also hesitates with the \$50,000 price tag and would like to scale that back. She also thinks that having an objective facilitator is key. Lastly, she agrees that it needs to start with Council then be sent out for feedback from everyone.

A Council Member suggested that one of the colleges may offer one of their professors involved in public affairs to fill the role of a facilitator. Mayor DiRocco noted that a facilitator can “keep us out of the weeds;” guide the process; actually save a lot of time and effort. She also recommended having another work session to discuss the scope and what is wanted out of the strategic plan.

*Recommendations: Plan to continue discussions of the strategic plan at another work session.*

## Performance Measures

The Director of Finance, Mrs. Marion Serfass, addressed the Mayor and Council. She cited a goal of developing a set of measures that would help to identify performance and let citizens know that the Town is spending their money wisely. In her research, she reported finding that the Government Finance Officers' Association (GFOA) and IMCA had identified performance measures, indicated that what gets measured gets done, and conveyed that measurement can determine success from failure. GFOA had further touted that demonstrating results can help increase public support, help an organization to make better decisions, budget for outcomes, and tell a story about the departments. Mrs. Serfass outlined the goal of measuring things that are important to the Mayor and Town Council, to our community as a whole, and to the citizens of the Town. She recounted that all Town departments had developed their own mission statements several years ago and that those statements were in the budget. However, Mrs. Serfass suggested that it was probably time to take another look at those and make sure they still fit into the Town's over-all mission statement.

Mrs. Serfass identified various measurement types used by other jurisdictions such as inputs, outputs, outcomes (meaning results or benefits), benchmarking, efficiency ratios, how many dollars spent per capita, revenue per capita, etc. and measurements per FTEs (any one or combination of employees working a total of 40

hours per week). Council offered suggestions for relevant things to measure, like the number of times the Town sweeps the streets, or the number of successful log-ins to the new work order system, or the number of days for staff to complete a work order.

The Finance Director presented examples of software platforms used for performance measurement in other jurisdictions. She detailed their various capabilities, how they could be applied, how they could link up to other software, their costs, and so on. Software platforms discussed included Sharepoint, Opengov, and Socrata. Mrs. Serfass disclosed her plan to start an interdepartmental group process and to try to identify a software platform by the fall of 2017, and then start sample measures internally focused in order to try them out on staff and see if they look alright before they try them externally on the public. Mrs. Serfass said they hoped to incorporate those measures about a year from now into the 2018-19 budget and then put them on the website by that summer of 2018. She then requested input from Council.

Some Council Members commented that most of the information described was in the Town budget, which can be seen on the Town website, and questioned the usefulness of spending money on things that can already be found in the budget. However, Council remarked that some aspects of it were very informative. Some Council Members indicated that residents might be more concerned about trash pick-up, snow plowing, and the "everyday" type questions than in the purely financial details of Town contracts, etc.

Council asked about performance management procedures currently being practiced. Mr. Payton discussed those. A Member of Council then opined that it was premature to discuss software platforms and talk to software companies at this stage. He maintained that the first steps should be to figure out what our processes are, what objectives we want to achieve, how to measure the objectives in the easiest possible manner to add the least amount of excess work for staff, then figure out how that feeds into our performance management program. Additionally noted was the need for feedback both from the community, in terms of what their expectations are, and from Council in terms of their expectations.

It was requested that any software used for performance measures should be user friendly, and that some of the measures not be solely financial in nature. A Council Member suggested that, as part of the new processes, staff not be burdened with the creation of new information that is outside of or additional to an existing process.

*Recommendations: Finance Staff will move forward with the performance measurement process, and at this point in time they will not go out for another software vendor.*

#### Discussion about Partnership Options for Public Parking Facilities.

The Town Attorney, Mr. Steven Briglia, spoke generally on public / private partnership (PPEA) projects and how communities can use them. He reviewed that the Town is hoping to partner with someone who has land or is considering consolidating lots for development and has enough capacity on those sites to add a public parking component. The idea is that if the Town is willing to partnership in sharing construction or other development costs with them, they may be willing to add additional parking capacity to their structures to benefit Church Street and Maple Avenue businesses. At this evening's work session, staff was seeking guidance from Council regarding their goals and ideas for a parking structure.

Whether to aim for one parking mega-structure or two smaller structures was hashed over. The Mayor and most Council Members voiced a preference for two smaller structures on or very near Church Street. There was a lot of discussion about how far people would walk to get to a restaurant or shop.

Council Members indicated that the Planning Commission's 2008 Church Street parking study should be updated. Council asked Planning and Zoning Staff to check on Michael D'Orazio's parking study. It had been done within the past three years and included an inventory of parking places and occupancy counts in the Church Street area. Council expressed hope that the two parking studies melded together would provide a sufficient account of parking availability.

The sharing of parking places between Church Street businesses was mentioned. A couple members of Council reported hearing that not all businesses were in agreement with that.

One Council Member tossed out the idea to issue an RFP for 500 spaces and see what responses came in. Another member of Council recommended being careful about the size scale of a garage structure. A third Council Member advised being mindful of residents near the business district, careful about the scale next to residences, and confining any parking structure to industrial and commercial zones. A fourth Council Member requested consideration for the site lines of residential and commercial buildings, and asked that the arts be incorporated into any new structures. It was also suggested that any proposed parking structures follow vision design guidelines and be environmentally friendly.

Mr. Briglia said that staff would produce a first draft RFP (Request for Proposal) and bring it back to Council for their input. Council suggested putting some flexibility into the RFP, and even noting that they were looking for creative ideas.

Recommendations: Staff will make a first draft RFP for a parking structure in the Church Street vicinity and bring the draft back to Council for their input. Zoning Staff will also check the more recent parking study of that area.

**2. Meeting Adjournment**

The Town Council Work Session of February 13, 2017 adjourned at approximately 10:31 p.m.

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Mayor Laurie A. DiRocco

Signed / Dated: \_\_\_\_\_

Attest: \_\_\_\_\_  
Deputy Town Clerk

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