



TOWN OF
Herndon
VIRGINIA

2024-2029 Strategic Plan



TOWN OF HERNDON 2024-2029 STRATEGIC PLAN

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Introduction

The Town of Herndon's 2024-2029 Strategic Plan is a direct reflection of the Town Council's Vision for Herndon's future. The plan provides a benchmark of where we are, where we would like to be, and how we plan to get there. It is designed to:

- provide guidance in future policy development and leadership decision-making;
- facilitate stability in the administration and community;
- inform decisions on capital investments and operational initiatives; and
- provide staff with direction in the implementation of the town's goals.

The plan is divided into five focus areas directly correlated to the Town Council's Vision, and each area delineates goals, objectives, strategies, and success measurements. Combined, these areas of focus provide a framework for action by the town's governing body, administration, and community partners over the next five years.

The 2024-2029 Strategic Plan serves as an organic, adaptable roadmap that furthers the Town Council's Vision, celebrates Herndon's vibrant community and positions the town for a thriving, successful and inclusive future.

Vision Statement

Herndon is an integrated, sustainable, safe, and equitable town built on accessible development and an engaged community.

Town Council Core Values

The core values guide and inform the Strategic Plan. Town Council has established a Vision for Herndon as a community that is:

- Innovative and Adaptive
- Ethically Accountable
- Sustainable
- Collaborative with Aligned Engagement
- Responsive
- Equitable, Equal, and Just

Strategic Focus Areas

- **Strong Fiscal Stewardship**
Herndon is a fiscally responsible community.
- **Secure and Interconnected Community**
Herndon is a secure and interconnected community.
- **Environmental and Economic Sustainability**
Herndon is a sustainable environmental and economic regional leader.
- **Good Governance**
Herndon is a well governed community.
- **Thriving Community**
Herndon cultivates and celebrates the diversity and vitality of our community.

Strategic Focus Areas – Guiding Principles

1. Strong Fiscal Stewardship

Herndon is a reliable and responsible steward of public funds, committed to ensuring financial sustainability through sound long term planning and budget practices, and maintaining a strong capital reserve. The Town maintains and promotes high standards as well as a strong, well-managed financial position.



2. Secure and Interconnected Community

Residents, businesses, and visitors feel safe at all hours, and if they require help, the response from well-trained staff is timely, courteous, and professional. People feel included, welcomed, and safe. Herndon boasts a well-maintained, secure, and interconnected, multi-modal transportation network connecting the Town to the region through the use of innovative technology and initiatives. Town government takes a proactive and regional view of planning for safety, and emergency response and recovery.



3. Environmental and Economic Sustainability

Herndon is a business destination that promotes a balanced, integrated, and sustainable environmental and economic ecosystem that embraces and encourages entrepreneurship, innovation, and growth with a commitment to climate management and responsiveness. Herndon's business community is diverse, inclusive, and robust. There is a sustainable and vigorous mix of residential and commercial uses strategically located within the community. Small businesses are supported and flourish, and the distinctive character of the historic district and the historic downtown distinguish Herndon from surrounding communities and attract visitors that contribute to the tax base.



4. Good Governance

Herndon's government provides effective and efficient community-centered services and programs that are focused on improving quality of life and are responsive to community and environmental evolution. Major policy decisions are considered by Town Council and are reflective of community engagement and informed by kinetically engaged information gathering. The community trusts that their government responsibly manages resources, is responsive to their needs, provides exceptional services, and equitably represents them.



5. Thriving Community

Herndon is a Town that celebrates and promotes the diversity of our community and active engagement of all. Inclusivity is at the forefront, where Town services and programs are accessible by all, and thoughtful and meaningful engagement is welcomed across the community. The arts and cultural expression are promoted, and programs enriching the lives of our community are supported. Herndon is a resilient community that embraces its diverse fabric woven by many colors and textures of threads, each having the opportunity for its voice to be heard and embraced.



Focus Area 1: Strong Fiscal Stewardship

Herndon is a fiscally responsible community.

Goal 1

Maintain strong financial health to ensure advantageous borrowing opportunities as needed.

Objectives

- 1.1 Maintain AAA or equivalent rating with all three credit rating agencies.
- 1.2 Continue Budget and Comprehensive Financial Reporting consistent with GFOA best practices.
- 1.3 Maintain unmodified annual audit opinions.

Strategies

1. Proactively implement new Governmental Accounting Standards Board (GASB) pronouncements timely, and reviewed by Certified Public Accountant (CPA) partner.
2. Calculate and monitor key performance indicators used by rating agencies.
3. Implement and maintain documented set of internal controls.

Success Measures

1. Annual recognition by Government Finance Officers Association (GFOA) for high quality budget and financial reporting programs through receipt of the Distinguished Budget Presentation Award; and Certificate of Achievement for Excellence in Financial Reporting for the Annual Comprehensive Financial Report (AFCR).
2. Proposed budgets submitted for adoption by statutory deadline, and required reporting, filings, and certifications completed by deadlines.
3. No comments by auditors on year-end reports, with reasonable audit fees and no remediation work.



Focus Area 1: Strong Fiscal Stewardship

Herndon is a fiscally responsible community.

Goal 2

Conduct forward-looking and multi-year planning and analysis.

Objectives

- 2.1** Proactively develop, maintain, and update capital and life cycle replacement plans with realistic funding and reserve targets.
- 2.2** Ensure enterprise funds are operating with adequate fee structures and net positions.
- 2.3** Ensure annual budgets align with existing and updated multi-year strategic plans.

Strategies

- 1.** Establish infrastructure capital replacement plans for town buildings, water, sewer, stormwater, roads, and sidewalks.
- 2.** Update Fleet Replacement Program.
- 3.** Develop and update rate models annually with timely submission of proposed rate changes.

Success Measures

- 1.** Improved reliability of town infrastructure and fleet vehicles.
- 2.** Optimize overall life-cycle maintenance costs for town-owned infrastructure.



Focus Area 1: Strong Fiscal Stewardship

Herndon is a fiscally responsible community.

Goal 3

Utilize best practices as they relate to fiscal controls and risk management.

Objectives

- 3.1** Ensure town purchased and procured services are conducted in compliance with State Code.
- 3.2** Ensure adequate cash handling and other internal controls.
- 3.3** Ensure town transactions and investments are reviewed and approved per established policies and Council approval per Town Code.
- 3.4** Ensure the town is properly insured, and risks are routinely identified and mitigated.
- 3.5** Establish protocols for ensuring grant application process is appropriately administered, and grant fund expenditures are centrally tracked and managed.

Strategies

- 1.** Annual review and maintenance of procurement and purchasing card policies, and contract templates; annual training for town employees.
- 2.** Consistent reporting and review meetings with internal departments on spending and reimbursement status; record final funding by General Fund of Capital Projects.
- 3.** Timely follow-up and collection of intergovernmental receivables.
- 4.** Collaborative grant management process, ensuring town match commitments are adequately funded.

Success Measures

- 1.** Implement procurement software to improve procurement processing and efficiencies.
- 2.** Aging of intergovernmental receivables less than 120 days.
- 3.** Establishment and maintenance of processes and adherence to approval protocols.



Focus Area 2: Secure and Interconnected Community

Herndon is a secure and interconnected community.

Goal 1

Provide safe and secure community interactions through professional, respectful, and equitable responsiveness.

Objectives

- 1.1** Expand effective collaboration between town departments to provide responsive, appropriate services.
- 1.2** Maintain progressive practices in response to mental health emergencies and compassionate interactions with residents with special needs.
- 1.3** Engage and connect with communities to create a sense of safety, security, and belonging.

Strategies

- 1.** Implement issue-specific cross-departmental teams focused on service and program delivery improvements.
- 2.** Work with the General Assembly to develop legislation that will provide more community-based mental health services to decrease the need for law enforcement intervention.
- 3.** Continue participation in Crisis Intervention Team Programs (CIT) training for sworn officers.

Success Measures

- 1.** Establishment of cross-departmental teams to aid in the organizational decision-making process.
- 2.** High levels of satisfaction with Herndon Police professionalism, as measured in biennial survey.
- 3.** Low instances of injuries occurring during interactions due to continued collaborative training to improve public safety responses and outcomes for individuals with mental health disorders (MHDs) or co-occurring mental health and substance use disorders (MHSUDs).



Focus Area 2: Secure and Interconnected Community

Herndon is a secure and interconnected community.

Goal 2

Provide a convenient and safe interconnected multimodal network.

Objectives

- 2.1** Develop and implement policies and plans that provide parity of modes and support safe conveyance of pedestrians, cyclists, and drivers.
- 2.2** Promote public transportation options to include metro and bus service.
- 2.3** Educate and enforce local and state laws and regulations.

Strategies

- 1.** Continue developing the transportation infrastructure network for safe conveyance of pedestrians, cyclists, and other active transportation throughout the town.
- 2.** Support and/or lead public education campaigns focused on multimodal transportation safety.
- 3.** Continue intergovernmental coordination and partnerships with regional public transportation agencies, and support of state legislation that enhances pedestrian/bicycle safety.
- 4.** Develop and implement a plan to upgrade sidewalk accessibility to meet current and emerging right-of-way accessibility standards.

Success Measures

- 1.** Demonstrated progress toward completion of the bicycle network.
- 2.** Increased number of ADA compliant pedestrian walkways.
- 3.** Increased usage of Fairfax Connector bus and the Herndon Metro stops.
- 4.** Increased public understanding of public safety regulations.



Focus Area 2: Secure and Interconnected Community

Herndon is a secure and interconnected community.

Goal 3

Actively collaborate with regional jurisdictions and state and federal agencies to leverage resources.

Objectives

- 3.1** Participate on interjurisdictional committees at all levels including elected officials, senior town management, and staff.
- 3.2** Actively seek applicable grants and funding agreements to assist the town in meeting its strategic goals.
- 3.3** Continue to build and utilize mutual agreements and build partnerships to effectively leverage regional resources and address regional concerns, as needed.

Strategies

- 1.** Continue to participate in and support the town’s elected official’s participation at state and regional transportation committees and boards.
- 2.** Seek grant funding opportunities and support private partnerships.
- 3.** Continue to participate with regional partners in discussions and planning of traffic projections and potential regional traffic improvements.

Success Measures

- 1.** Number of grant applications in program areas other than traditional Virginia Department of Transportation (VDOT) funding programs.
- 2.** Number of grant awards in support of town programs, services, infrastructure, and equipment funded through local, state, and federal sources.



Focus Area 3: Environmental and Economic Sustainability

Herndon is a sustainable environmental and economic regional leader.

Goal 1

Implement policies, practices, and regulations that encourage or incentivize energy efficiency and the use of renewable energy in public and private investments.

Objectives

1.1 Set example through exemplary efficiency, energy, and climate-awareness practices in town policies, practices, and facilities.

1.2 Develop processes and policies that require energy efficiency and water conservation in new development and redevelopment, and encourage sustainable practices for existing residential and commercial properties.

Strategies

1. Enhance energy efficiency in town-owned buildings.

2. Increase opportunities for electric vehicle (EV) charging station installations within the town.

3. Encourage sustainable building practices and energy efficiency among town residents and businesses.

Success Measures

1. Energy Star ratings in major town-owned facilities.

2. Measurable growth in the number of EV charging stations located within the town.

3. Measurable increase of sustainable development practices in new development.

4. Increase in building permits issued to support improved environmental sustainability practices on private property.



Focus Area 3: Environmental and Economic Sustainability

Herndon is a sustainable environmental and economic regional leader.

Goal 2

Implement policies and practices that encourage preservation of historic resources, while ensuring public spaces reflect the stories and culture of the current community.

Objectives

2.1 Establish and support policies and programs that incentivize property owners to maintain their historic properties.

2.2 Engage the public, particularly historically disadvantaged neighborhoods, when developing open space design, design guidelines, and amenities in proximity to their homes.

Strategies

1. Support and encourage State legislation that enables localities to provide incentives in support of maintaining historic properties.

2. Update the Historic Resource Survey every five years, per preservation best practice.

3. Evaluate and revise the Historic District Review Board (HDRB) application process to improve efficiencies and access.

4. Engage the public in the 2050 Comprehensive Plan update.

Success Measures

1. Increased customer satisfaction with HDRB application process, as measured in survey specific to Historic District property owners.

2. Policies and procedures developed for owners of historic structures to receive tax credits for restoration and sustainment of contributing structures.

3. Increased knowledge and interest in the Historic District.

4. The 2050 Comprehensive Plan will categorize the use and characteristics of public and private open spaces within Historic District neighborhoods.



Focus Area 3: Environmental and Economic Sustainability

Herndon is a sustainable environmental and economic regional leader.

Goal 3

Foster an environment in which businesses of all types grow and flourish, from entrepreneurially-owned to corporate high-tech to home-based and more, while establishing a commercial identity and reputation that is uniquely “Herndon.”

Objectives

- 3.1** Review existing and implement new policies and practices that support small and large businesses and that recognize and reward bold, creative, and innovative development in the town’s commercial sector.
- 3.2** Review existing and implement new policies and practices that establish a distinctive town brand and atmosphere.
- 3.3** Enhance economic development strategies that capitalize on resources available to town businesses and promote Herndon as an optimal place in which to locate, in alignment with the town’s brand.

Strategies

- 1.** Identify strategies to ensure creative architectural and landscape design solutions, with emphasis on ground floor designs that attract retail.
- 2.** Reestablish and refresh Historic District branding effort to promote awareness of the Historic District, in alignment with the town brand.
- 3.** Develop and implement an Economic Development Strategic Plan to support business attraction, retention, and expansion within the town’s diverse economic sectors.

Success Measures

- 1.** Built and successfully leased retail spaces of varying sizes with a range of retail, entertainment, and restaurant experiences.
- 2.** Signage is installed that identifies the Historic District and additional historic markers are designed when topics of historical significance are recognized.



Focus Area 3: Environmental and Economic Sustainability

Herndon is a sustainable environmental and economic regional leader.

Goal 4

Improve and streamline town processes required of new and existing businesses.

Objectives

- 4.1 Institute policies and practices that improve the permitting process for new businesses.
- 4.2 Enhance businesses' access to town services and processes.

Strategies

- 1. Leverage technology to promote efficient and timely processing of business licenses and permits.
- 2. Develop and implement a streamlined cross-departmental business licensing and permitting process to support business retention, expansion, and recruitment.

Success Measures

- 1. Improved customer service satisfaction when starting a new business within the town, as measured in biennial survey.
- 2. Increased business retention and expansion within the Town of Herndon.



Focus Area 3: Environmental and Economic Sustainability

Herndon is a sustainable environmental and economic regional leader.

Goal 5

Foster and expand policies and partnerships with Fairfax County to ensure diversification of housing stock.

Objectives

5.1 Partner with Fairfax County Housing Authority to seek out opportunities to establish affordable housing investments in the town.

Strategies

1. Develop plan with Fairfax County to increase dedicated affordable housing stock within the town.

Success Measures

1. Successful establishment and rental of affordable housing units in Herndon.



Focus Area 3: Environmental and Economic Sustainability

Herndon is a sustainable environmental and economic regional leader.

Goal 6

Implement policies, practices, and regulations that protect and enhance the town's natural resources and preserve the environment.

Objectives

- 6.1 Attain stormwater resiliency.
- 6.2 Develop carbon sensitive policies that encourage the repurposing of materials such as sawn trees, and the remodeling and expansion of buildings in lieu of demolition.
- 6.3 Institute policies that retain and expand tree canopy cover and green space, particularly in historically disadvantaged communities.

Strategies

- 1. Develop master maintenance plan for stormwater Best Management Practices (BMPs) within the town.
- 2. Develop a standardized program to facilitate the reuse of sawn trees from private and public property.
- 3. Develop and implement a program to combat invasive species on public property.
- 4. Develop a program to ensure additional tree canopy, particularly in historically disadvantaged neighborhoods, utilizing Tree Equity Score and the Town Tree Survey.

Success Measures

- 1. Improved Tree Equity Scores for neighborhoods designated as historically disadvantaged communities.
- 2. Increased tree canopy percentage.
- 3. Reduced invasive species on town-owned property; increased native plants, supporting local wildlife habitats.



Focus Area 4: Good Governance

Herndon is a well governed community.

Goal 1

Maintain and enhance public facilities to effectively support municipal operations and services.

Objectives

1.1 Establish, implement, and manage prioritized capital and operational investment plans for town facilities and equipment through deliberate and proactive evaluation of systems.

Strategies

1. Establish capital asset plans; develop and implement replacement schedules for major equipment/systems in town-owned buildings.

Success Measures

1. Reduced life cycle maintenance costs.
2. Capital Improvement Plan (CIP) projects identified and completed on schedule.



Focus Area 4: Good Governance

Herndon is a well governed community.

Goal 2

Actively engage community input that informs the Town's policies, programs, and services.

Objectives

- 2.1 Collaboratively identify and engage the appropriate methodology based on the project, stakeholders, and other relevant factors.
- 2.2 Prioritize a culture of collaboration with the community.

Strategies

- 1. Develop, implement, and maintain a communications plan that aligns with the brand and informs communications strategies for town initiatives and programs.
- 2. Develop a template/kit for elected officials' community meetings/outreach events/activities.
- 3. Ensure robust public input in the development of the 2050 Comprehensive Plan through intense outreach to all sectors of the community, particularly historically disadvantage neighborhoods.

Success Measures

- 1. Increased citizen participation, measured by attendance/testimony at town meetings and the number of individuals volunteering for roles on boards and commissions.
- 2. Increased citizen satisfaction with access to government information, as measured in biennial survey.



Focus Area 4: Good Governance

Herndon is a well governed community.

Goal 3

Foster a positive town organizational culture that prioritizes employee development, professional growth, and wellness; and sets the standard in high performance leadership.

Objectives

- 3.1 Attract, develop, and retain highly professional staff.
- 3.2 Proactively engage smart practices, processes, and procedures for the delivery of high-quality services and programs.
- 3.3 Prioritize a culture of collaborative leadership at all levels of the organization.

Strategies

- 1. Monitor and adapt hiring and retention policies and practices, based on real time regional market data and employee feedback.
- 2. Continue enhancement and training on interview processes and techniques with leadership, ethical, and character focus.
- 3. Implement collaborative and cross-departmental technology solutions that improve processes, transparency, and increase organizational capacity.
- 4. Develop and implement an organizational leadership program based on “We Are Herndon” Core Values: Leadership, Teamwork, Accountability, Commitment to Serve, and Respect.

Success Measures

- 1. Number of cross-departmental technology solutions identified and implemented.
- 2. Percentage of employees hired through employee referral program.
- 3. Percentage of employees who successfully complete one-year probationary period.
- 4. Percentage of employees that would recommend the town as a place to work to a friend or family member.
- 5. Percentage of employees participating in career ladder, mentoring, or professional development programs.
- 6. Percentage of employees meeting or exceeding values-based performance measures.



Focus Area 5: Thriving Community

Herndon cultivates and celebrates the diversity and vitality of our community.

Goal 1

Prioritize accessible government services, programs, and infrastructure.

Objectives

1.1 Minimize barriers that limit access, including physical, socio-economic, and cultural barriers.

Strategies

1. Create a plan for roads and sidewalks that meets Public Right-of-Way Accessibility Guidelines (PROWAG) standards.
2. Update building accessibility plan.
3. Implement partnership with outreach groups to increase parks and recreation services participation by all town residents, with a focus on underserved and/or under resourced populations.

Success Measures

1. Completed accessibility plan for buildings and right-of-ways.
2. Percentage of eligible individuals participating in the Neighbors in Action (Vecinos en Accion) program at the Community Center.
3. Percentage of town employees who speak a second language.



Focus Area 5: Thriving Community

Herndon cultivates and celebrates the diversity and vitality of our community.

Goal 2

Encourage an engaged and informed community.

Objectives

- 2.1 Develop a clear brand and message.
- 2.2 Employ communication strategies and tactics that engage intended audiences.

Strategies

- 1. Develop and implement a rebranding initiative in the development of a clear brand and message for the Town of Herndon.
- 2. Prioritize resources that enable non-English speakers to connect and engage with town programs and services.

Success Measures

- 1. Reduced commercial space vacancies and increased excise tax revenues.
- 2. Increased website traffic and social media engagement.
- 3. Citizen satisfaction with government efforts to keep the community informed exceed national averages, as measured in biennial survey.
- 4. Percentage of town employees who speak a second language.



Focus Area 5: Thriving Community

Herndon cultivates and celebrates the diversity and vitality of our community.

Goal 3

Honor the diversity of the town.

Objectives

- 3.1** Offer and support opportunities for artistic and cultural expression.
- 3.2** Leverage town resources to provide programs and amenities that serve the town's diverse cultural and demographic populations.

Strategies

- 1.** Develop plan for initiation of new and/or revision of existing events, with a focus on local cultural impact, neighbor connection, and resource need.
- 2.** Establish policies and procedures for engaging local residents, with emphasis on the town's many diverse communities.

Success Measures

- 1.** Establishment and utilization of a Community Cultural Festivals Donation Program.
- 2.** Increased number and variety of Community Cultural Festivals representative of the Herndon community.
- 3.** Increased customer satisfaction of town events, as measured in biennial survey.



Focus Area 5: Thriving Community

Herndon cultivates and celebrates the diversity and vitality of our community.

Goal 4

Ensure a variety of green and open spaces with recreation options accessible to all.

Objectives

4.1 Shape public spaces for all, highlighting the character of the space while promoting community engagement.

Strategies

- 1.** Develop a capital and stewardship plan for parks, infrastructure, and equipment.
- 2.** Maintain town-owned parks at a standard level that provides for safety and enhances the engagement of the community.
- 3.** Strengthen partnership with regional agencies to maintain the quality and improve amenities in non-town owned parks located within Herndon.

Success Measures

- 1.** Increased customer satisfaction on the condition of town-owned parks, and variety of amenities available at town owned parks, as measured in biennial survey.



Strategic Plan Update and Tracking

The town will review and revise the Strategic Plan annually, with a full Strategic Plan update occurring every five years. The Plan will be monitored and tracked, with scheduled updates to the Town Council on the status of the plan's progress.

Proposed Schedule for Plan Review and Update

