

**Date:** May 9, 2025

**RE:** Strategic Plan Prioritization (FY2026-2027)

**Background:** The Town Council adopted its 2024-2029 Strategic Plan on March 26, 2024 and includes a Vision Statement, Values, and five Strategic Focus Areas: (1) Strong Financial Stewardship, (2) Secure and Interconnected Community, (3) Environmental and Economic Sustainability, (4) Good Governance, and (5) Thriving Community. Since the adoption, status reports were presented and discussed with Town Council during their April 30, 2024, September 17, 2024, and December 3, 2024 meetings. Those reports are available on the town’s website at [hwww.herndon-va.gov/strategic-plan](http://hwww.herndon-va.gov/strategic-plan).

During their Retreat on January 24 and 25, 2025, Town Council reviewed the five-year Strategic Plan and identified and prioritized activities for the next two years (FY 2026 and FY 2027). These are priorities considered above and beyond the activities that are currently in progress, are considered established best practices, or are ongoing activities that are necessary in the delivery of programs and services to the community. Unprioritized items will continue to be included in the Plan, but progress on these items will be delayed to later in the five-year plan.

Progress on the Strategic Plan is contingent on resourcing and funding allocation by the Town Council as part of the annual budget and capital planning process. Town Council will continue to receive updates on the Strategic Plan as part of its work sessions, with a more comprehensive discussion planned to occur in the fall ahead of the FY 2027 budget process.

**Plan Summary Information:**

<b>Vision Statement:</b>	Herndon is an integrated, sustainable, safe, and equitable town built on accessible development and an engaged community.
<b>Town Council Values:</b>	<ul style="list-style-type: none"> <li>• Innovative and Adaptive</li> <li>• Ethically Accountable</li> <li>• Sustainable</li> <li>• Collaborative with Aligned Engagement</li> <li>• Responsive</li> <li>• Equitable, Equal, and Just</li> </ul>
<b>Strategic Focus Areas (SFA):</b>	<ol style="list-style-type: none"> <li>1. Strong Fiscal Stewardship</li> <li>2. Safe and Interconnected Community</li> <li>3. Environmental and Economic Sustainability</li> <li>4. Good Governance</li> <li>5. Thriving Community</li> </ol>



**PRIORITIZED**

The below Strategic Plan activities were prioritized by the Town Council during the January 2025 retreat.

SFA 3: Economic and Environmental Sustainability			
Goal	Objective	Activity/About	Timing
<p><b>Goal 1</b>            Implement policies, practices, and regulations that encourage or incentivize energy efficiency and the use of renewable energy in public and private investments.</p>	<p><b>Objective 1.1</b>            Set example through exemplary efficiency, energy, and climate-awareness practices in town policies, practices, and facilities.</p>	<p>Energy Efficiency            [Utilize Energy Services Companies (ESCOs) contracts to achieve energy efficiency in town owned buildings]</p>	<p>Resourcing request as part of FY 2026 budget; construction in FY 2026/2027</p> <p>Town Buildings – Project to upgrade systems in town buildings with modern energy efficient systems to reduce town’s carbon footprint and energy consumption</p> <p>Electric Vehicle Charging Stations on Public Property (included in ESCO project)</p>
<p><b>Goal 3</b>            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.”</p>	<p><b>Objective 3.3</b>            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.</p>	<p>Business Improvement District Opportunities Review</p> <p>Review opportunities to implement a BID within the town in an effort to create a designated commercial area where local businesses collectively fund and manage improvements to their environment, aiming to enhance foot traffic, business activity, and overall appeal within that area through initiatives like beautification, marketing and security measures.</p>	<p>No staff action required at this time - Council members will approach the business community</p>

SFA 3: Economic and Environmental Sustainability			
Goal	Objective	Activity/About	Timing
<p><b>Goal 4</b>            Improve and streamline Town processes required of new and existing businesses.</p>	<p><b>Objective 4.1 and 4.2</b>            4.1 Institute policies and practices that improve the permitting process for new businesses; and             4.2 Enhance businesses' access to Town services and processes.</p>	<p>Business Development/Permitting Process Improvement</p> <p>Perform process improvement analysis on town business development and processes in order to streamline, increase efficiencies, and access to town services and programs in support of business retention, expansion and attraction efforts.</p>	<p>In process; cross-departmental team identified to lead process improvement effort with report out requested by summer 2025</p>
<p><b>Goal 6</b>            Implement policies, practices, and regulations that protect and enhance the Town's natural resources and preserve the environment.</p> <p>[Ref: Good Governance Goal 1, maintain and enhance public facilities to effectively support municipal operations and services.]</p>	<p><b>Objective 6.1</b>            Attain stormwater resiliency.</p>	<p>Stormwater Utility Study</p> <p>Stormwater Fund established in FY 2025 budget; partially funded by shared revenue and General Fund revenues. Perform a financial analysis on opportunity to establish a Stormwater Utility in order to reduce reliance on General Fund tax revenues and to ensure compliance with maintenance requirements associated with the town's MS4 permit.</p>	<p>Perform analysis in preparation for discussion as part of the FY 2027 budget process</p>

<b>SFA 4: Good Governance</b>			
<b>Goal</b>	<b>Objective</b>	<b>Activity/About</b>	<b>Timing</b>
<p><b>Goal 1</b>            Maintain and enhance public facilities to effectively support municipal operations and services.</p>	<p><b>Objective 1.1</b>            Establish, implement, and manage prioritized capital and operational investment plans for Town facilities and equipment through deliberate and proactive evaluation of systems.</p>	<p>Solid Waste Program</p> <p>Perform a fee structure analysis on the town's solid waste program with the intent to move toward a use-based model and reduce reliance on General Fund tax revenue.</p>	<p>FY 2025 – update Town Code to change recycling fee to solid waste fee; perform fee structure analysis in preparation for discussion as part of the FY 2027 budget process</p>
<p><b>Goal 3</b>            Foster a positive town organizational culture that prioritizes employee development, professional growth, and wellness; and sets the standard in high performance leadership.</p>	<p><b>Objective 3.1</b>            Attract, develop, and retain highly professional staff.</p>	<p>Establish a total compensation philosophy and practices to continue competitive pay and benefits relative to comparative peers, is fiscally responsible, and sustainable.</p> <p><a href="#">Established a Total Compensation Philosophy</a>; perform an analysis of the town's police compensation structure.</p>	<p>Employee compensation will be discussed as part of FY 2026 budget process</p> <p>Undergoing a comprehensive analysis of sworn staff compensation</p>

SFA 5: Thriving Community			
Goal	Objective	Activity/About	Timing
<b>Goal 1</b> Prioritize accessible government services, programs, and infrastructure.	<b>Objective 1.1</b> Minimize barriers that limit access, including physical, socio-economic, and cultural barriers	Safe Streets Plan  Develop a Safe Streets Plan with input from Public Right of Way Accessibility Guidelines (PROWAG) and Safety Action Plan	Several Asset Management plans are currently underway; Safety Action Plan under development with completion expected in FY 2026; funding allocation for PROWAG assessment part of FY 2026 budget process – these plans will inform a multi-year Safe Streets Plan (2027).
<b>Goal 3</b> Honor the diversity of the Town.	<b>Objective 3.2</b> Leverage Town resources to provide programs and amenities that serve the Town’s diverse cultural and demographic populations.	Non-Profit Support Policy  Request to review procedures and policies associated with leasing town-owned property to non-profit and other governmental entities	Requested process briefing to occur during 3 <sup>rd</sup> Quarter CY 2025

**OTHER STRATEGIC PLAN ACTIVITIES - STATUS**

The following activities were included in the Action Plan as delivered to the Town Council in the December 3, 2024 Report, but were not prioritized during the January 2025 Town Council Retreat. These activities are defined as:

**Reviewed, Unprioritized Activities:** Activities that were reviewed, but not prioritized. Activities will be delayed to later in the five-year plan cycle.

**Activities In Progress:** Activities that were not considered as part of the prioritization process as they are currently in progress. Continued progress on these activities will be dependent on resourcing and funding availability.

**Standard Operating Activities, Ongoing:** Generally, these Goals/Objectives are considered established best practices and are ongoing activities that are necessary in the conduct of town business. The town will continue to undertake these activities in the normal delivery of services and programs to the community.

*All activities are subject to resourcing and funding allocation as directed by the Town Council during the annual budget and capital planning process.*

Town of Herndon Strategic Plan  
 Status Report – May 9, 2025

<b>SFA 1: Strong Fiscal Stewardship</b>			
<b>Goal</b>	<b>Reviewed, Unprioritized No Action</b>	<b>Activities In Progress</b>	<b>Standard Operating Activities, Ongoing</b>
<b>Goal 1</b>			All Goals and Objectives in this strategic focus area are considered best practices and necessary in the operation of town government.
<b>Goal 2</b>	Evaluate Grant tracking process	Develop and update key asset management plans	
<b>Goal 3</b>			

<b>SFA 2: Secure and Interconnected Community</b>			
<b>Goal</b>	<b>Reviewed, Unprioritized No Action</b>	<b>Activities In Progress</b>	<b>Standard Operating Activities, Ongoing</b>
<b>Goal 1</b>			All Goals and Objectives in this strategic focus area are considered best practices and necessary in the operation of town government.
<b>Goal 2</b>		Develop a Transportation Safety Action Plan	
<b>Goal 3</b>			

SFA 3: Environmental and Economic Sustainability			
Goal	Reviewed, Unprioritized No Action	Activities In Progress	Standard Operating Activities, Ongoing
<b>Goal 1</b>	<p>Review opportunity to update Town Code and Comprehensive Plan to require nationally recognized independent green building certification for new construction</p> <p>Research incentives to encourage EVs on private property</p>		
<b>Goal 2</b>	<p>Research and draft policy to enable a tax rebate program for conservation and renovation of contributing structures within the historic district</p> <p>Perform historic district survey every five years</p> <p>Evaluate process improvements for HDRB administrative and board review process</p>		<p>Goal 2, All Objectives considered best practices and necessary in the operation of town government.</p>
<b>Goal 3</b>	<p>Historic district signage and education</p>	<p>Develop and implement a market study and economic development strategy</p>	
<b>Goal 4</b>			
<b>Goal 5</b>		<p>Partner with Fairfax County on affordable housing</p>	
<b>Goal 6</b>	<p>Develop a standardized program to facilitate the reuse of sawn trees from private and public property</p> <p>Develop and implement a program to combat native species on public property</p>	<p>Develop stormwater master plan</p> <p>Develop an Urban Forestry Plan</p>	<p>Objective 6.1 considered best practices and necessary in the operation of town government.</p>

<b>SFA 4: Good Governance</b>			
<b>Goal</b>	<b>Reviewed, Unprioritized No Action</b>	<b>Activities In Progress</b>	<b>Standard Operating Activities, Ongoing</b>
<b>Goal 1</b>		Develop and update asset management plans  Perform Information Technology Assessment	Goal 1, All Objectives considered best practices and necessary in the operation of town government.
<b>Goal 2</b>		Develop communications plan  Establish community picnic program (community outreach and engagement)	
<b>Goal 3</b>		Conduct organizational assessment  Develop Herndon- focused leadership program for town employees	Goal 3, All Objectives considered best practices and necessary in the operation of town government.

<b>SFA 5: Thriving Community</b>			
<b>Goal</b>	<b>Reviewed, Unprioritized No Action</b>	<b>Activities In Progress</b>	<b>Standard Operating Activities, Ongoing</b>
<b>Goal 1</b>		<p>Complete road and sidewalk audit to meet PROWAG (associated with Safe Street Plan priority)</p> <p>Update building accessibility plan</p> <p>Implement partnership with outreach groups to increase parks and recreation services participation by all Town residents, including underserved populations.</p>	
<b>Goal 2</b>		<p>Develop and implement a rebranding initiative in the development of a clear brand and message for the Town of Herndon.</p>	<p>Objective 2.2 considered best practices and necessary in the operation of town government.</p>
<b>Goal 3</b>	<p>Evaluate existing and proposed events for local cultural impact, neighbor connection, and resource needs, which will contribute to the initiation, revision, or conclusion of each event</p>		
<b>Goal 4</b>		<p>Develop a capital and stewardship plan for parks, infrastructure within them, and equipment.</p> <p>Maintain park standards at a level that provides for the safety and engagement of the community.</p>	<p>Goal 4, All Objectives considered best practices and necessary in the operation of town government.</p>