

**TOWN OF HERNDON, VIRGINIA
WORK SESSION AGENDA
HERNDON MUNICIPAL CENTER LOBBY
777 LYNN STREET
September 21, 2021
7:00 PM**

CALL TO ORDER

1. Roll Call & Determination of Quorum
2. Comments from the Town Manager

PUBLIC HEARINGS

3. Ordinance 21-O-10, to amend Chapter 46 (OFFENSES), Article II (Firearms, Crossbows, and Pneumatic Guns), to amend definitions and to create a new Section 46-60 (Possession of Firearms on Town Property), to prohibit the possession, carrying, or transportation of any firearms, ammunition, or components or combination thereof on Town property, in Town buildings or on certain other areas owned by the Town

GENERAL

4. Resolution, to accept the State of the Town Report, Fiscal Year 2021

CONSENT

5. Resolution, to establish the Herndon Town Council meeting schedule for January 1, 2022 to December 31, 2022

ROUNDTABLE

STAFF REPORT

Town Council
September 7, 2021

Title:

Ordinance, to amend Chapter 46 (OFFENSES), Article II (Firearms, Crossbows, and Pneumatic Guns), to amend definitions and to create a new Section 46-60 (Possession of Firearms on Town Property), to prohibit the possession, carrying, or transportation of any firearms, ammunition, or components or combination thereof on Town property, in Town buildings or on certain other areas owned by the Town.

Staff Contact:

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Description:

The 2020 Virginia General Assembly adopted legislation which took effect on July 1, 2020 authorizing localities to adopt ordinances prohibiting firearms in certain circumstances.

The topic of adopting an ordinance prohibiting firearms has come before Town Council several times:

- **September 15, 2020 work session:** A presentation was made wherein the Town Attorney detailed the provisions of the legislation and answered Councilmembers' questions.
- **April 6, 2021 work session:** A draft firearms ordinance was brought
- **April 13, 2021 public hearing:** The ordinance was deferred indefinitely to allow consideration of the fiscal impacts of adoption.
- **May 6, 2021 Strategic Planning Meeting:** Initiative #35 regarding the Gun Ordinance was presented by Scott Robinson, DPW Director (copy attached).

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September 7, 2021
Chapter 46 (OFFENSES) Firearms
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- **June 1, 2021 work session:** There was a general discussion which resulted in consensus to move forward in September to hold up to two public hearings on a draft ordinance.

§15.2-915 of the Code of Virginia authorizes any locality to prohibit the possession, carrying or transportation of firearms, ammunition, or components or any combination thereof in (i) any building, or part thereof, owned or used by the locality, or by any authority or local governmental entity created or controlled by the locality, for governmental purposes; (ii) in any public park owned or operated by the locality, or by any authority or local governmental entity created or controlled by the locality; (iii) in any recreation or community center facility operated by the locality, or by any authority or local governmental entity created or controlled by the locality; or (iv) in any public street, road, alley, or sidewalk or public right-of-way or any other place of whatever nature that is open to the public and is being used by or is adjacent to a permitted event or an event that would otherwise require a permit.

The enabling legislation also allows for increased security measures, such as security guards or metal detectors, to prevent unauthorized access to those areas. The legislation further mandates that notice of the ordinance be posted at entrances to the areas where the prohibition is in effect, including at all building and park entrances, as well as appropriate places of ingress and egress to official town-sponsored events.

The proposed ordinance utilizes the enabling authority based upon guidance provided by Town Council. Firearms, ammunition, components or combination thereof would be prohibited in buildings, parks, recreation and community centers owned or used by the Town, or authorities and entities created or controlled by the Town. The prohibition would also be in effect at “official town sponsored events”, which take place on a public street, road, alley, sidewalk or public right-of-way, or any other place that is open to the public. For the purposes of the ordinance “official town-sponsored events” means an event designated by the Town Manager. Appropriate signage must be posted in order to enforce the prohibition.

Exemptions are provided for

- *Sworn law enforcement personnel.*
- *Security personnel hired as employees or contracted by the town*
- *Active duty military personnel acting within the scope of their official duties.*

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- *Individuals who are authorized to carry a concealed firearm pursuant to the Law Enforcement Officers Safety Act, 18 U.S.C. §§ 926B and 926C, as amended.*
- *Private security officers licensed by the Virginia Department of Criminal Justice Services providing security for an official town-sponsored event.*
- *The possession and carrying of weapons in a town building operating as a courthouse which is governed by the provisions of Va. Code § 18.2-283.1, as amended.*
- *Lawfully possessed firearm, ammunition, components or combination thereof that is stored out of sight in a locked private motor vehicle that is lawfully parked on town property or a public street.*
- *Training and other activities of certain identified groups including Senior Reserve Officers' Training Corps program and intercollegiate programs.*
- *Activities of educational programs and events, including static displays and historical reenactments otherwise permitted.*
- *Private security officers licensed by the Virginia Department of Criminal Justice Services providing security for an official town-sponsored event.*
- *The lawful possession of a concealed handgun pursuant to a valid concealed handgun permit.*

A violation is punishable as a class one misdemeanor.

Fiscal Impact:

See attached **Impact Assessment**.

Costs include those associated with installation, hardware, and expenses related to posting and removal of both permanent and temporary signage required under the ordinance.

Enhancements to physical security, including, but not limited to, security guards and metal detectors, may also be made based on threat assessments and staff recommendations to the Town Manager. If necessary, budgetary adjustments may be recommended.

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Town Council Alternatives:

1. Adopt the proposed ordinance, as presented.
2. Continue the public hearing to September 28, 2021 to allow more public input.
3. Other direction

Attachments:

Draft Ordinance
Impact Assessment

Prepared and Approved by:



Lesa J. Yeatts, Town Attorney

Maggie DeBoard

Maggie DeBoard, Chief of Police

1 **TOWN OF HERNDON, VIRGINIA**

2 **ORDINANCE**

3 **SEPTEMBER 14, 2021**

4
5 **Ordinance– to amend Chapter 46 (OFFENSES), Article II (Firearms,**
6 **Crossbows, and Pneumatic Guns), to amend definitions and to**
7 **create a new Section 46-60 (Possession of Firearms on Town**
8 **Property), to prohibit the possession, carrying, or**
9 **transportation of any firearms, ammunition, or components or**
10 **combination thereof on Town property, in Town buildings or**
11 **on certain other areas owned by the Town.**

12
13 **BE IT ORDAINED** by the Town Council for the Town of Herndon, Virginia that:

- 14 1. Chapter 46 (OFFENSES), Herndon Town Code (2000), is amended as follows:

15 **CHAPTER 46 – OFFENSES**

16 **ARTICLE II. – FIREARMS, CROSSBOWS, AND PNEUMATIC GUNS**

17 ***

18 Sec. 46-56. Definitions

19 ***

20 ***Ammunition** means a cartridge, pellet, ball, missile or projectile adapted for use in a*
21 *firearm.*

22 ***

23 ***Sec. 46-60. Possession of Firearms on Town Property***

24 ***(a) Firearms, ammunition, or components or combination thereof prohibited in***
25 ***certain areas:***

26
27 ***(1) The possession, carrying, or transportation of any firearms, ammunition,***
28 ***or components or combination thereof is prohibited in the following areas:***

29
30 ***a. In any building, or part thereof, owned or used by the town, or by***
31 ***any authority or local government entity created or controlled by***
32 ***the town, for governmental purposes.***

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34 ***b. In any public park owned or operated by the town, or any authority***
35 ***or local government entity created or controlled by the town.***

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- c. *In any recreation or community center facility operated by the town, or any authority or local government entity created or controlled by the town.*
 - d. *In any public street, road, alley, or sidewalk or public right-of-way or any other place of whatever nature that is open to the public and is being used for an official town-sponsored event [For purposes of this Section, official town-sponsored event means an event as designated by the Town Manager]*
 - e. *In buildings not owned by the town, or any authority or local government entity created or controlled by the town, this Section shall apply only to the part of the building used for a governmental purpose and when such building, or part thereof, is being used for a governmental purpose.*
 - f. *In parks located in the town that are owned or operated by or in conjunction with one or more other localities, provided that all participating localities enact an ordinance containing a prohibition substantially similar to that imposed by Paragraph (1)b. above and the governing body passes a resolution or other measure agreeing to the application of each such ordinance within the parks located in each such locality.*

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(2) *Pursuant to this Section, the Town Manager is authorized to implement security measures that are designed to reasonably prevent the unauthorized access of such buildings, parks, recreation or community center facilities, or public streets, roads, alleys, or sidewalks or public rights-of-way or any other place of whatever nature that is open to the public and is being used for an official town-sponsored event, by a person with any firearms, ammunition, or components or combination thereof, such as the use of metal detectors and increased use of security personnel.*

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(3) *The provisions of this Section shall not apply to the following:*

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- a. *The activities of (i) a Senior Reserve Officers' Training Corps program operated at a public or private institution of higher education in accordance with the provisions of 10 U.S.C. § 2101 et seq., or (ii) any intercollegiate athletics program operated by a public or private institution of higher education and governed by the National Collegiate Athletic Association or any club sports team recognized by a public or private institution of higher education where the sport engaged in by such program or team involves the*

80 use of a firearm. Such activities shall follow strict guidelines
81 developed by such institutions for these activities and shall be
82 conducted under the supervision of staff officials of such
83 institutions.

84
85 b. Sworn law enforcement personnel.

86
87 c. Security personnel hired as employees or contracted by the town,
88 or other local government entity created or controlled by the town
89 in whole or in part, when such personnel are present and working
90 in any building or other location set forth in Paragraph (1) and who
91 are authorized to carry firearms as part of their duties.

92
93 d. The activities of educational programs and events, including static
94 displays and historical reenactments, conducted or permitted by
95 the town or local government entity created or controlled by the
96 town, when such educational programs and events involve the use
97 or display of firearms that are not loaded with projectiles.

98
99 e. Individuals who are authorized to carry a concealed firearm
100 pursuant to the Law Enforcement Officers Safety Act, 18 U.S.C. §§
101 926B and 926C, as amended.

102
103 f. Active duty military personnel acting within the scope of their
104 official duties.

105
106 g. The possession and carrying of weapons in a town building
107 operating as a courthouse shall be governed by the provisions of Va.
108 Code § 18.2-283.1, as amended.

109
110 h. An otherwise lawfully possessed firearm, ammunition, components
111 or combination thereof that is stored out of sight in a locked private
112 motor vehicle that is lawfully parked on town property or a public
113 street.

114
115 i. Private security officers licensed by the Virginia Department of
116 Criminal Justice Services providing security for an official town -
117 sponsored event.

118
119 j. The lawful possession of a concealed handgun pursuant to a valid
120 concealed handgun permit.

121
122 (4) Notice of ordinance.
123

124 a. *Notice of this ordinance shall be posted (i) at all entrances of any*
125 *building, or part thereof, owned or used by the town, or any*
126 *authority or local governmental entity created or controlled by the*
127 *town, for governmental purposes; (ii) at all entrances of any public*
128 *park owned or operated by the town, or any authority or local*
129 *governmental entity created or controlled by the town; (iii) at all*
130 *entrances of any recreation or community center facilities operated*
131 *by the town, or any authority or local governmental entity created*
132 *or controlled by the town; and (iv) at all entrances or other*
133 *appropriate places of ingress and egress to any public street, road,*
134 *alley, or sidewalk or public right-of-way or any other place of*
135 *whatever nature that is open to the public and is being used for an*
136 *official town-sponsored event.*

137
138 b. *Notice of this ordinance shall be posted at all entrances of any public*
139 *park owned or operated by a park authority that was created or is*
140 *controlled by the town in conjunction with one or more other*
141 *localities, provided that all participating localities have enacted an*
142 *ordinance containing a prohibition substantially similar to that*
143 *imposed by Paragraph (1)b. above and the governing body has*
144 *passed a resolution or other measure agreeing to the application of*
145 *each such ordinance within the parks located in each such locality.*

146
147 *(5) Violation of this section (46-60) shall constitute a class 1 misdemeanor.*
148

149 ***

150 2. This ordinance shall be effective on and after the date of its adoption.

IMPACT ASSESSMENT - Herndon Town Council Initiatives

CATEGORY		NUMBER	35
INITIATIVE NAME	Gun Ordinance	DATE CREATED	4/23/2021
LEAD DEPARTMENT	DPW	DATE REVISED	

STATE OF EVENT / ACTION / JURISDICTIONAL COMPARISON	
DESCRIPTION – NOTES from STRATEGY SESSION	Article II (Firearms, Crossbows, and Pneumatic Guns), to amend definitions and to create a new Section 46-60 (Possession of Firearms on Town Property), to prohibit the possession, carrying, or transportation of any firearms, ammunition, or components or combination thereof on Town property, in Town buildings or on certain other areas owned by the Town. To make this change to the Code raises questions regarding enforcement, and Council and staff security. This form and the accompanying spreadsheets focus solely on potential costs to implement the prohibition and to address security and enforcement concerns that may arise from it.
CURRENT STATE	Currently there are no prohibitions against carrying firearms on town property. During non-Covid-19 times, the Herndon Municipal Center, Herndon Community Center, and Police lobby and community room are open to the public. During meetings, the Herndon Council Chambers is also open to the public. The public may enter these buildings without going through any security check point.
RESULTING STATE POST-CHANGE	The public would be restricted from carrying firearms on town property. This analysis and the attached cost spreadsheets look at what is required to secure Council and staff from the discharge of firearms; provide them security to perform their jobs if firearms are produced; and provide a means by which HPD can enforce the Code change.
KEY RISKS	• Individuals “testing” ordinance and attempting to bring weapons into town buildings or to town events. • Not being able to enforce the ordinance until after the firearm is produced and used. • Council, staff, and public being placed in harms way.
JURISDICTIONAL COMPARISON	Still being conducted.

IMPACT OVERVIEW

OPERATIONAL IMPACT STATEMENT

If the goal of the firearms prohibition is to protect Council, staff, and the public from a firearms discharge on town property, then steps would be required to ensure security:

- 1) Signage will be required at all ingress points into town buildings and parks.

- 2) Magnetometer may be required at several locations. Two employees or contract employees would be needed at each magnetometer. 2 FT at HMC. 2 evenings PT at Council Chambers, 4FT and 4PT at HCC. Public entry restricted to 1 entrance/ building. There may be a need to reduce visitor hours to reduce personnel costs.
- 3) Additional facility hardening may be required to protect Council, staff and the public.

ADDITIONAL PERSONNEL REQUIRED

Position	FTE/PT	Total Cost (Salary/Benefit)
2 contract security employees at each magnetometer/ Xray station	10FT	
	12PT	
	Total Cost	\$744,600

CAPITAL / TECHNOLOGY REVIEW

Description of Purchase	Estimated Purchase Cost	Annual Cost of Ownership
Security Modifications to Town Buildings (detailed estimate attached)	\$2,795,000	
Install Signs at Town Parks and Trails	\$6,000	
Install Magnetometers	\$157,700	
Staff Magnetometers		\$744,600
Total Cost	\$2,958,000	\$744,600

COMMENTS / DESCRIPTION OF ITEMS LISTED ABOVE: The costs reflected on this sheet demonstrate total cost to implement and harden public facilities and place the appropriate signage at all facilities. The costs reflected about are a not to exceed. See attached spreadsheets for a detailed breakdown. The sheets are broken out by facility and measure creating an option for an ala carte selection.

FISCAL IMPACT

	YEAR 1	ANNUAL
PERSONNEL (contract)		\$744,600
CAPITAL	\$2,795,000	
OPERATIONS AND MAINTENANCE	163,700	TBD
TOTAL	\$2,958,700	\$744,600

COMMENTS / DESCRIPTION OF ITEMS LISTED ABOVE: The costs reflected on this sheet demonstrate total cost to implement and harden public facilities and place the appropriate signage at all facilities. The costs reflected about are a not to exceed. See attached spreadsheets for a detailed breakdown. The sheets are broken out by facility and measure creating an option for an ala carte selection.

LEGAL REVIEW

Legal review to be handled separately.

RISK / UNINTENDED CONSEQUENCES REVIEW

Signage and the ordinance is ignored and is not easily enforced leading to an incident that places Council, staff, and the public at risk.

RISK MITIGATION ALTERNATIVES

This form and the accompanying spreadsheets outline steps to mitigate the risk.

TIMEFRAME TO IMPLEMENT

Modifications to town buildings will require design and then construction. Estimate 18 months from funds available.

Installation of signs requires ordering custom signs and installing. Estimate 3-6 months to install all signs.

MAJOR SECURITY CONSULTING DESIGN
Critical Physical Security Item Summary

FACILITY	RISK ITEM	ACTION	COST	
HMC	Finance Counter	Modifications to counter to include ballistic protection	\$100,000	
HMC	Water Counter	Close in counter and reconfigure space	\$50,000	
HMC	2nd Floor Counter	Modify and add ballistic protection	\$100,000	
HMC	Parking Garage	Add cameras, license plate readers, gate	\$150,000	
HMC	Parking Garage Lighting	Paint garage walls to enhance lighting coverage	\$50,000	
HMC	Exterior Windows	Add ballistic film to windows	\$100,000	
HMC	Elevator	Install access controls to upper floors	\$25,000	
HMC	Un-monitored entrances	Install CCTV and electronic access controls	\$50,000	
HMC	Access Controls	Install "lock down" capability	\$25,000	
HMC	Exterior Doors	Install door position indicator devices	\$25,000	
HMC	No way to detect unauthorized after hours entry	Install motion detection alarms connected to access controls	\$50,000	
HMC	Exterior door handles can be blocked closed preventing ingress/egress	Replace door handles	\$10,000	
			\$735,000	:TOTAL
Town Hall	Lack of CCTV	Install cameras at each entrance and building corner	\$50,000	
Town Hall	Exterior doors provide inadequate security	Replace and add door position switches	\$55,000	
Town Hall	Exterior windows easily broken	Replace with more robust windows with one way viewing	\$150,000	
Town Hall	Basement fire escape inadequate with no handicap egress capability	Repair and/or replace fire escape	\$25,000	
Town Hall	Access Controls	Install "lock down" capability	\$25,000	
Town Hall	Exterior doors	Install door position indicator devices	\$25,000	
Town Hall	No way to detect unauthorized after hours entry	Install motion detection alarms connected to access controls	\$15,000	
			\$345,000	:TOTAL

MAJOR SECURITY CONSULTING DESIGN

Critical Physical Security Item Summary

HCC	Cash on hand from payments patrons to enter facility	Install CCTV and signage stating CCTV coverage and Active Security Alarms present	\$25,000	
HCC	Lobby allows access to without registration	Install new doors in central hallway restricting access to paid visitors	\$50,000	
HCC	Front counters	Install bullet resistant material under counter	\$50,000	
HCC	Front counters	Install 2 duress alarm	\$15,000	
HCC	Exterior Doors	Install electronic access granted to visitors from front counter	\$25,000	
HCC	No way to secure facility in and emergency	Install "lock down" capability	\$25,000	
HCC	Exterior doors provide inadequate security	Install door position indicator devices	\$25,000	
HCC	No way to detect unauthorized after hours entry	Install motion detection alarms connected to access controls	\$25,000	
HCC	Exterior door handles can be blocked closed preventing ingress/egress	Replace door handles	\$10,000	
HCC	Emergency notification in fitness areas, pools & tennis bubble	Install duress alarms	\$25,000	
			\$275,000	:TOTAL
Shop	Gates	Replace and include CCTV and intercoms for delivery access and public access	\$350,000	
Shop	Fencing	Repair and bury bottom of fences or install tension wire	\$25,000	
Shop	Yard	Install additional CCTV to increase viewing coverage	\$150,000	
Shop	Interior	Install CCTV throughout building	\$50,000	
Shop	Exterior windows	Install ballistic film with outbound viewing only	\$100,000	
Shop	Yard	Install gunshot detection equipment	\$50,000	
Shop	No way to secure facility in and emergency	Install "lock down" capability	\$25,000	
Shop	Exterior doors	Install door position indicator devices	\$25,000	
Shop	Exterior door handles can be blocked closed preventing ingress/egress	Replace door handles	\$15,000	

MAJOR SECURITY CONSULTING DESIGN
Critical Physical Security Item Summary

Shop	No way to detect unauthorized after hours entry	Install motion detection alarms connected to access controls	\$25,000	
			\$815,000	:TOTAL
1481	Exterior Doors	Install CCTV and electronic access controls	\$25,000	
1481	Exterior Doors	Install door position indicator devices	\$15,000	
1481	Exterior Windows	Install ballistic film with outbound viewing only	\$50,000	
1481	Counter Area	Secure or remove counter area at entrance	\$50,000	
			\$140,000	:TOTAL
HPD	Ballistic entrance door to interior spaces	Add bullet resistant material to sheet rock walls adjacent to door	\$50,000	
HPD	Communications Area	Add bullet resistant material to sheet rock walls	\$50,000	
HPD	Exterior Doors	Install door position indicator devices	\$25,000	
HPD	Exterior Doors	Install peep holes on solid exterior doors	\$10,000	
HPD	Exterior Lobby Doors	Install CCTV inside and outside doors	\$25,000	
HPD	Exterior Glass	Install appropriate bullet resistant materials, masonry material in mission critical areas, and one	\$250,000	
HPD	Interior Doors	Install peep holes or one way ballistic film on doors with glass	\$50,000	
HPD	Parking Lot	Install gunshot detection with lockdown capability	\$25,000	
			\$485,000	:TOTAL
	Grand Total:		\$2,795,000	

Magnetometer Costs

Herndon Municipal Center

Item	Initial Cost	Annual Cost	Notes
Magnetometer	\$5,500		1 Magnetometer
Hand Held Devices	\$300		2 hand held devices
Staffing		\$102,492	2 personnel, 9 hours/ day 5 days/ week. Contract cost \$21.90/ hour
Xray Scanner	\$35,000		
Total:	\$40,800	\$102,492	

Council Chambers

Item	Initial Cost	Annual Cost	Notes
Magnetometer			Assume use of existing magnetometer
Hand Held Devices	\$300		2 hand held devices
Staffing		\$19,272	2 personnel, 110 meetings/ year. 4 hrs/ meeting, contract cost \$21.90
Xray Scanner	\$35,000		
Total:	\$35,300	\$19,272	

Herndon Community Center

Item	Initial Cost	Annual Cost	Notes
Magnetometer	\$5,500		1 Magnetometer
Hand Held Devices	\$300		2 hand held devices
Staffing		\$239,148	2 personnel, 105 hours/ week. Contract cost \$21.90/ hour
Xray Scanner	\$35,000		
Total:	\$40,800	\$239,148	

Bldg 397 Herndon Police Department

Item	Initial Cost	Annual Cost	Notes
Magnetometer	\$5,500		1 Magnetometer
Hand Held Devices	\$300		2 hand held devices
Staffing		\$383,688	2 personnel, 24 hours/ day 7 days/ week. Contract cost \$21.90/ hour
Xray Scanner	\$35,000		
Total:	\$40,800	\$383,688	

Grand Total: **\$157,700** **\$744,600**



FY 2021 Annual Report

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COMMUNITY DEVELOPMENT

Community Planning and Zoning

Objective 1 Create and enhance a healthy, sustainable community comprised of attractive, safe and distinctive residential, mixed-use and commercial neighborhoods and public spaces.

Strategy 1 Apply adopted policies, ordinances and guideline consistently.

Measure Despite losing two senior level planners to retirement during FY 2021, Community Development (CD) staff ensured that thorough review of development plans and other submissions continued. Several legislative land use applications, zoning text amendments, a comprehensive plan amendment, numerous by-right site plans and various other applications were submitted during FY 2021; all were reviewed to determine if and how they met town policies, ordinances, and guidelines.

During the first half of FY 2021, as the Planning Commission resumed public hearings under revised COVID-19 pandemic operations, two highly impactful development proposals, Fairbrook and Park Place, were determined by the commission and staff to achieve the goals and policies of the town's adopted comprehensive plan, zoning ordinance, and other applicable regulations and guidelines. Following public hearings, the Town Council approved both projects.

Located adjacent to the Herndon Transit-Orient Core (HTOC), the Fairfax County Parkway and Dulles Toll Road, and within walking distance of the Herndon Metrorail Station, the approved Fairbrook plan provides a maximum of 900 multifamily units, up to 600,000 square feet of office and not less than 5,000 square feet of retail. The approved plan provides the town with an extensive list of amenities, school funding and transportation improvements. The developer also agreed to provide green building practices, pedestrian and cycling facilities, an enhanced stream valley park with public access, and a significant portion of the future Fairbrook Drive public roadway. Within the retail portion of the development, 2,000 square feet of retail space is to be provided to the town rent free for 10 years and at reduced rent for 10 additional years, for a nature center or similar public community use.

The Park Place development, by Stanley Martin, replaces the aging Herndon Corporate Office Center with 85 residential townhouses and 56 residential condominiums in a 2-over-2 style. The site is located on Herndon Parkway adjacent to the Herndon Marketplace Shopping Center. The plan benefits from several green spaces distributed throughout the 8.81-acre site. A 9,000 square foot park, open to the public, will extend along the development's Herndon Parkway frontage. The developer will also widen the sidewalk and install a cycle track along the property's Herndon Parkway frontage. Other commitments by the developer include school funding, green building practices and improved pedestrian connectivity. The development is the first redevelopment within the comprehensive plan's South Elden Area Plan.

Strategy 2 Facilitate the development of attractive, stimulating and comfortable public spaces

Measure As noted above, public spaces played a key role in legislative actions during FY 2021, with both the Fairbrook and Spring Park plans incorporating active and passive public spaces and recreational facilities. Staff also focused on the design and use of public spaces for all town residents, businesses, and visitors as part of its review of public improvement plans, and reviewed several town transportation projects to ensure that pedestrian and cycling facilities as well as landscaping met town adopted policies.

Strategy 3 Create a variety of transportation options for residents and visitors within Herndon and connecting Herndon with the region.

Measure In FY 2021, CD worked closely with the Department of Public Works (DPW) to re-invent how the bicycle, pedestrian, and transit improvements in town are planned and programmed. An inter-department team was established and Capital Improvement Plan (CIP) sheets, with alternative transportation modes, were consolidated and re-programmed based on input from the team. Staff also worked to further apply the objectives and implement the action items of the adopted bicycle and pedestrian plans.

During FY 2021, CD coordinated with Fairfax Connector staff as they updated the bus routes for Herndon, resulting in a new route that directly connects downtown Herndon with the Herndon Transit-oriented Core and the future Metro station.

In FY 2021, CD was awarded a grant to conduct a consultant-driven feasibility study for micro-mobility in town. The completed study recommends best practices for Herndon regarding public-funded micro-mobility and private vehicle-sharing programs.

Working closely with DPW, CD staff ensured that several public improvement plans in the design phase were thoughtfully designed with equitable access, convenience, safety and security for all users of the local transportation system.

During FY 2021 the department's transportation programming staff participated in 16 workshops and training sessions provided by regional, state and national entities. The sessions covered numerous topics concerning safety, equity and state of the art transportation design solutions.

Planning for the wayfinding program did not occur during FY 2021 and has been put on hold due to the pandemic.

Strategy 4 Reinvigorate existing residential neighborhoods.

Measure The neighborhood improvement coordinator successfully facilitated improvements for 18 households. In some instances, multiple projects occurred at the same household, improving safety and resolving potential violations. This position, funded in part by Fairfax County, focuses on safety, regulatory compliance, aging-in place and maintenance of the value and appearance of the town's housing stock. Due to the pandemic, staff was unable to meet with homeowners associations (HOA), but kept lines of communication open with individual HOA representatives.

During the second half of FY 2021, the Planning Commission delved into current best practices surrounding accessory dwelling units, resulting in the initiation of a zoning text amendment by the Town Council to update current town rules and regulations for accessory units. Drafting of the new regulations continues in FY 2022.

Collaboration between the community forester and zoning enforcement staff remedied a landscape buffer situation between two older townhome developments, leading to the replacement of 62 evergreen, ornamental and deciduous trees that had either died or been removed. This ensured that the developments remained in compliance with the approved site plan and significantly increased the amount of landscaping benefitting the community.

Strategy 5 Preserve and celebrate the town's architectural history and unique sense of place.

Measure In FY 2021, CD shepherded the review and adoption of new Historic District Overlay Guidelines and continued improvements to the town's preservation program. Additional updates include the development of a resource guide for district property owners and a zoning text amendment to allow administrative review and approval of many exterior changes to district properties. Many of the projects that had required a public hearing before the Historic District Review Board (HDRB, formerly HPRB) can now be reviewed and approved by CD staff or are exempt from any town review. In concert with those changes, new application forms were developed, an electronic submission and review process was established, and new reference and process guides were created to help district property owners understand the process updates.

Staff also worked with the Architectural Review Board (ARB) to ensure that the architecture proposed during rezonings incorporated design components intended to reinforce the town's identity and history, and that the design of new commercial structures was appropriate for the town environment and scale.

Strategy 6 Coordinate with neighboring jurisdictions and state agencies to obtain transportation funding to progress the CIP.

Measure In FY 2021 the town adopted the FY 2022-FY 2027 Capital Improvement Program with \$89,235,000 of General Government projects, of which \$48,383,000 is for multimodal transportation projects. A full 96.7 percent of multimodal project funding is provided by grants or Northern Virginia Transportation Authority (NVTa) local revenue funding sources.

During FY 2021, staff attended the following monthly coordination meetings: the Regional Jurisdiction and Agency Coordinating Committee, the Planning Coordination Advisory Committee and the Planning and Programming Committee. In addition, staff volunteered for and participated in the NVTa Planning and Programming Committee, which provides recommendations and endorsements to the NVTa on broad policy issues related to the NVTa's Long Range Transportation Plan.

CD staff coordinated with Fairfax County staff to process NVTa Local Revenue allocations to the town for access to Herndon Metrorail and downtown transportation capital improvement projects. As of the end of FY 2021, the town had accumulated \$5.8 million in state House Bill 2313 Local Revenue, which is currently being directed towards the Vehicular and Pedestrian Access to Metrorail project, Van Buren Street Improvements project, Trails to Herndon Metrorail project, Herndon Parkway/Van Buren Intersection Improvements project, Elden Street/Center Street Intersection Improvements project and

Elden Street/Monroe Street Intersection Improvements project. Other significant federal, state and regional funding sources have been used to implement these projects as well.

CD staff secured \$114,000 under the federal FY 2027 Regional Surface Transportation Program for the preparation of survey, traffic analysis and engineering design associated with the Sterling Road Multimodal Improvements project and \$625,000 under the federal FY 2027 Congestion Mitigation & Air Quality (CMAQ) program to be directed towards the right-of-way and construction phase of new intersection signalization improvements at Herndon Parkway with Worldgate Drive Extension. Staff previously received \$1,180,000 of CMAQ funding, for an accumulated total of \$1,805,000.

In addition, during FY 2021 staff secured \$1,988,086 for the Herndon Parkway/East Spring Street Intersection Improvement project and \$1,948,126 for the East Elden Street Widening and Improvement project, under VDOT's FY 25-FY26 Revenue Sharing funding program.

During FY 2021, the Washington Council of Governments initiated a Regional Safety Program (RSP). The RSP funds are to be used for concept design planning for safer multimodal projects associated with transit-oriented development. At the end of FY 2021, the town was awarded \$60,000 for consultant services to prepare a multimodal pedestrian and bicyclist friendly concept design, with applicable safety measures, for the section of Herndon Parkway between Van Buren Street and Spring Street, with a transition to the W&OD Trail. The intent is to continue previous concept planning efforts in establishing a "Complete Street" design that promotes safer and equitable access between the Herndon Metrorail Station and the housing, office and retail uses anticipated along this corridor. The plan will also provide safer multi-modal access to the Herndon Metro area for residents and visitors outside the immediate vicinity of the Metro.

Strategy 7 Coordinate with neighboring jurisdictions and state agencies to mitigate external impacts to the town's transportation system.

Measure Planning and engineering of the East Elden Street and East Spring Street projects continued in FY 2021. These major roadway improvement projects are collaborative efforts between town staff and Virginia Department of Transportation (VDOT) staff.

During FY 2021, CD received several jurisdictional notices from Fairfax and Loudoun counties regarding development or comprehensive plan amendments occurring close to the town's borders. Each communication was responded to in an appropriate and timely manner. The most significant proposal involved the Rivana application in eastern Loudoun County; located south of Innovation Avenue and extending from Rt.28 to the Fairfax County line, this proposed mixed-use development of approximately 4,000,000 square feet of office and residential with retail, a hotel and performing arts venues, has been fast-tracked by Loudoun County. Town staff and Fairfax County staff collaborated to engage Loudoun County staff, in discussion of traffic impacts and to ensure that the town championed incorporating Davis Drive Toll Road Overpass into the proposed development. Loudoun County was continuing its review of the application at the end of FY 2021.

Strategy 8 Ensure all residents have adequate access to green space and the natural environment.

Measure The Fairbrook and Park Place proposals, approved by the Town Council in FY 2021 provide several open spaces designed for a variety of different recreational activities.

During FY 2021 Herndon was designated a Tree City USA community for the 32nd consecutive year, and received the Tree City USA Growth Award for demonstrating environmental improvement and a higher level of tree care.

While the volunteers, who usually assist in the care of the town's pollinator gardens were unavailable during FY 2021 due to the pandemic, crews from DPW and the Herndon Centennial Golf Course worked with the community forester to maintain the gardens.

During FY 2021, CD staff with DPW assistance completed a tree planting project, using funds from the Virginia Department of Forestry's Urban and Community Forestry Assistance grant. The grant paid for 15 trees, which were planted at three town parks.

Mindful of the pandemic, a small Arbor Day ceremony was held at Town Hall Square in FY 2021. During the ceremony, a Yoshino Cherry tree donated by Heaven and Earth Aikido and flowers donated by Girl Scout Troop 2421 were planted.

The Herndon farmers' market operated successfully within pandemic protocols. Almost 8,000 customers visited the market during FY 2021.

Objective 2 Increase public involvement and transparency in the planning process.

Strategy 1 Optimize use of website and social media options.

Measure Department operations and front-end customer service relied with increased regularity on the use of the town's website. The department employed a more centralized approach to content management with the planning operations manager serving as the primary content manager. A more proactive program of reviewing webpages weekly was established, and the frequency of website updates ranged between 3-5 times a week on average. Notable improvements to the CD webpages include the creation of a housing page, the creation of an active case page with imbedded case materials, a refined and updated interactive historic district map, and the availability of electronically submitted application forms. Additionally, the department worked with the Town Clerk's Office to regularly update the Agendas and Minutes page, to ensure public access to hearings and work sessions.

The department also sought assistance from the Communications Office in FY 2021 for social media and other local media postings and publications for event and news announcements.

Strategy 2 Create opportunities for public outreach and involvement.

Measure The town continued to employ WebEx electronic meeting format to allow the town's boards and commissions to hold work sessions and public hearings during the pandemic. Specific protocols were continued to ensure public involvement at hearings. The town's Information Technology (IT) staff and CD staff provided extensive support to

the board members, applicants, and members of the public in preparation for and during meetings to ensure that board and commission members, members of the public and applicants could fully participate.

Public outreach was a challenge in FY 2021, due to the pandemic. During the update of the Historic District Guidelines, a special electronic presentation was provided prior to the meeting, letters were sent to all addresses and property owners within the historic district. More than 50 participants logged on to the meeting.

Objective 3 Enhance Herndon's competitive edge within the region through a diverse real estate tax base and efficient processing of plans and permits.

Strategy 1 Ensure appropriate balance of uses in the town's mixed-use hubs.

Measure Staff fielded development inquiries with increased regularity due to redevelopment interest related to the Metro Station opening, aging commercial properties, and general regional growth trends.

All legislative land use cases reviewed in FY 2021 were evaluated against the town's adopted policies and guidelines regarding use mix, with some proposed land uses modified to better achieve the town's stated land use policies. Major land use cases under review in FY 2021, in which land use balance was a primary topic of review, include the Parkview Development Plan, Park Place Zoning Map Amendment, Fairbrook Special Exception, and Spring Park Place Zoning Map Amendment. Staff also worked closely with other pending case submissions in which land use mix will be a major variable or assessment to include 555 Herndon Parkway, 315 Elden Street, and several projects within the Transit-related Growth Area.

Strategy 2 Ensure new development reflects current and foreseeable business and residential markets and trends for living and working in modern ways.

Measure While in-person training and seminars were limited due to the pandemic, CD planning staff was able to regularly attend and participate in discussions and webinars associated with emerging trends and markets.

FY 2021 included an added challenge of trying to understand what development trends may require adjustment due to how people live, play, shop, work, and move in a post-pandemic environment. The Fairbrook mixed-use development, approved in the 2nd quarter of FY 2021, incorporates some of the anticipated post pandemic trends, such as a heightened desire and awareness of green spaces for apartment residents and office workers. Throughout FY 2021 and into FY 2022, the Planning Commission and staff continued to consider possible changes to the town's planning documents to ensure that new development addresses the technical, land use and urban design needs of the future.

Equitable housing became a notable topic for the department in FY 2021, with staff performing research and development of proposed updates to the comprehensive plan and the zoning ordinance to infuse more flexibility for accessory dwelling units and provide an avenue by which price-regulated housing may be employed in town.

Strategy 3 Facilitate private investment by providing timely zoning verification letters and review of applications.

Measure During FY 2021 the zoning administrator completed all zoning verification research and responses within the three-week timeline.

Measure FY 2021 was an important year for the department's on-going operational audits and efforts to streamline processes, enhance customer service, and remain informed and responsive to continually evolving land use needs, challenges, and opportunities. Catalyzed by the pandemic, the department moved to electronic application submission and review for most case types. In addition, several application forms were simplified and many case types were transferred from legislative review/approval to administrative review/approval. These changes have led to substantial reductions in review times, easier submission procedures, and clearer expectations for applicants.

Community Inspections

Objective 1 Protect and enhance the community's quality of life, safety and tax base through enforcement of the town's adopted Zoning Ordinance in a professional, fair and expedient manner.

Strategy 1 Ensure residential neighborhoods are protected from the adverse impacts of illegal boarding houses, overcrowding, and illegal home-based businesses.

Measure Zoning enforcement staff investigated a total of 389 potential violations in FY 2021, a decrease of 30 from FY 2020. Of the cases, 59 percent were vehicle related: 86 cases of inoperable vehicles, 84 cases of parking on an unpaved surface, and 61 cases of commercial vehicles parked on residential property. Twenty-nine of the cases involved complaints of overcrowding. Cases are generated based on a combination of routine inspection rounds and complaints submitted to the town. Of the cases that resulted in a violation, nine resulted in the issuance of fines. The remaining cases were abated by the property owner and staff working towards a successful resolution.

Strategy 2 Ensure the appearance of the community exhibits a successful level of municipal and private custodianship for residents and visitors.

Measure In addition to the actions noted above, community inspectors removed more than 530 illegal signs from the right-of-way during FY 2021.

Strategy 3 Ensure that the staff is knowledgeable and professional in all customer interactions.

Measure Community inspectors and the zoning administrator staff maintained their respective certifications with the Virginia Association of Zoning Officials (VAZO) and American Planning Association (APA).

Strategy 4 Ensure that complainants are updated, to the extent legally allowable, through preferred communication and in a timely manner.

Measure During FY 2021, staff updated complainants in a timely manner 100 percent of the time when contact information was provided.

Strategy 5 Monitor and respond to community parking concerns.

Measure Street parking complaints were forwarded to the parking enforcement officer within one business day. No formal requests for neighborhood permit parking were received during FY 2021. As stated above, 61 cases of commercial vehicles parked on residential property were investigated by the inspectors during FY 2021.

Objective 2 Initiate community engagement to educate and establish partnerships to enhance understanding of and adherence to zoning regulations.

Strategy 1 Ensure that inspectors meet with residential homeowners and condominium associations to educate members of the community and ascertain concerns.

Measure Although offers were extended to virtually attend association meetings, staff did not meet with any associations during the pandemic.

Strategy 2 Ensure that inspectors meet with business owners, commercial leasing and management companies regarding community issues and zoning regulations.

Measure Inspectors took over primary review of zoning appropriateness permits and became a point of contact for new business operators within town, establishing positive relationships and the sharing of information early in the process.

PUBLIC WORKS

Administrative

Objective 1 Manage and provide support to all departmental operations.

Strategy 1 Provide timely response to Town Council, town manager and citizen inquiries.

Measure Initial responses are provided within 24 hours of inquiry. All inquiries were resolved and closed in FY 2021.

Strategy 2 Support the town's street cut program and fiber optic broadband and wireless communication franchise leases.

Measure Work is conducted in accordance with approved plans, the provisions of the permits and the rules and regulations of the town. Two franchise renewals were presented to Town Council for approval in FY 2021.

Strategy 3 Maintain accurate lane mileage records for Virginia Department of Transportation (VDOT) reimbursement.

Measure VDOT provides reimbursements of expenditures for maintenance of streets, sidewalks, shoulders, vegetation control and storm drainage in the town's right-of-way. Accurate records were kept in accordance with requirements, ensuring timely submissions for reimbursement.

Strategy 4 Prepare and execute the departmental operating budget.

Measure Funding requirements are clearly defined and limited to what is required.

Strategy 5 Provide customer support to contractors and citizens seeking building improvements and development.

Measure Staff supported 2,225 inspections performed by the town's building inspectors and assisted in issuing 919 permits in FY 2021.

Web pages, application acceptance, and permit issuance processes were redesigned during COVID-19 pandemic to accommodate online services for permitting activities.

Strategy 6 Maintain web pages for all activity centers within the department.

Measure Accurate and timely information about town services, road closures, emergencies and town projects were provided on the website.

Objective 2 Provide opportunity for community participation and response.

Strategy 1 Promote recycling through public outreach by engaging homeowners' associations (HOA) and community.

Measure Staff communicated refuse guidelines and schedule changes to residents through public outreach materials, the town's website, and through the town's Communications office. Notifications were posted on Facebook and within the town's official newsletter.

Strategy 2 Maintain accurate information on refuse/recycling regulations.

Measure Staff maintained brochures, forms, and web pages to latest requirements.

Strategy 3 Administer the Traffic Engineering Improvement Committee (TEIC) to evaluate specific traffic management concerns in the town.

Measure TEIC meetings were held to address town-wide traffic safety issues and suggestions for traffic flow improvements. Transcribed minutes and responses to citizens were handled in a timely manner. TEIC deliberated 23 new traffic and road safety issues in FY 2021; five items were deferred for engineering study.

Objective 3 Provide professional administrative support for construction contract procurement and town projects.

Strategy 1 Provide construction management and professional services support for the town's Capital Improvement Program (CIP).

Measure Two construction contract awards were presented to the Town Council for approval in FY 2021.

Strategy 2 Manage professional service consultants to support town programs and projects.

Measure As per the town's procurement process, qualified consultants were selected to support town programs and projects.

Building Inspections

Objective 1 Enforce codes to promote and maintain a safe residential haven, encourage economic development, and preserve existing housing.

Strategy 1 Review building permit applications and plans in accordance with the Virginia Uniform Statewide Building Code and Town Code in a highly professional and timely matter.

Measure The average time in which permits were issued was three days in FY 2021.

Strategy 2 Perform inspections of new construction in accordance with the Virginia Uniform Statewide Building Code and Town Code in a highly professional and timely matter.

Measure Inspections are performed the next business day from the request date. Staff performed 2,225 inspections in FY 2021. The average daily inspections per inspector for new construction were eight inspections, slightly below the Insurance Service Office standard of ten inspections per inspector.

Strategy 3 Respond to and inspect complaints regarding existing structures and properties.

Measure A total of 130 complaints were received in FY 2021, with most initial inspections conducted within two business days.

Objective 2 Provide a proactive code enforcement program.

Strategy 1 Work collaboratively with homeowners' associations, landlords, property managers, the Community Development Department, and the Herndon Police Department to identify neighborhoods for inclusion in the Neighborhood Inspection Program.

Measure Due to the effects of the COVID-19 pandemic and the State of Emergency Declaration, staff suspended proactive code enforcement, apart from assisting with solid waste regulations.

Objective 3 Provide a Rental Inspection Program to promote and maintain a safe residential haven and preserve existing housing.

Strategy 1 Work collaboratively with homeowners' associations, landlords, property managers, and community development to enforce the Rental Inspection Program.

Measure During FY 2021, the Rental Inspection Program was suspended due to the pandemic and following the Town Emergency Declaration. Staff continues to pursue compliance.

Objective 4 Provide staff support to the community inspections division to assist in code enforcement in overcrowding cases.

Strategy 1 Provide a certified professional in the position of residential building inspector to assist and provide technical assistance to the community inspections division.

Measure The residential building inspector participated in inspections and acted on international property maintenance code, building code and Town Code violations. Joint interior inspections conducted in person with Zoning Enforcement were suspended due to the Town Emergency Declaration and were conducted virtually.

Objective 5 Manage the wastewater pretreatment program as mandated by the Commonwealth of Virginia and the Environmental Protection Agency (EPA).

Strategy 1 Monitor existing businesses and new businesses for compliance with the Town Code and Virginia EPA regulations. Monitor the existing wastewater discharge permit regulations.

Measure One town business required a wastewater discharge permit per regulations. The business was in compliance for the year. Two additional businesses were reviewed; it was determined that a wastewater discharge permit was not required.

Objective 6 Provide professional, concise, and comprehensive overall code enforcement effort throughout the town with all agencies involved.

Strategy 1 Provide staff support to the community inspections division and other town agencies. Serve as liaison with the Fairfax County Fire and Rescue Department and Fairfax County Health Department.

Measure Contacts are maintained with the county departments; staff has participated in joint inspections and has received and sent referrals to both agencies. Staff met virtually with county departments to review plan review and permitting processes, to implemented changes required by the pandemic. Staff has established a line of

communication with the Fire Marshal's Office to provide updates on new tenants within the town.

Building Maintenance

Objective 1 Protect the town's investment in its facilities.

Strategy 1 Review, update and implement Standard Operating Procedures (SOP) Manual for facilities maintenance operations. Incorporate upcoming new properties into the town's systematic maintenance program.

Measure In FY 2021, the Building Maintenance activity center itemized the critical components of preventive maintenance, integrated new equipment, and streamlined operational functions.

Strategy 2 Ensure all town facilities, including equipment and systems, are inspected, and serviced as required by the SOP. The building maintenance staff reviews all new regulations from the federal, state, and local jurisdictions for compliance.

Measure The Building Maintenance division, in keeping up with local, state, and federal requirements, continues to replace deficient building system devices, such as water valves, duct detectors, sprinkler heads, electrical distribution panels, fire alarm panels, HVAC equipment, and various additional components to ensure compliance and better efficiency. The division plans and schedules all regulated mandates issued by the various governmental agencies on systems and equipment.

Strategy 3 Develop a training program to ensure all staff can perform assigned tasks in a safe and efficient manner.

Measure In FY 2021, staff attended training classes to include electrical training for emergency power generation, boiler maintenance, and facility management training. A video training program reinforcing cleaning procedures was provided for custodial staff. The division has implemented a cross-training program for existing maintenance mechanics staff to enhance response time on environmental issues that may arise.

Objective 2 Complete assigned maintenance projects.

Strategy 1 Prepare project scope cost estimates and schedules for assigned projects within the first 30 days of fiscal year.

Measure Working with Program and Project Management, all projects scheduled for the division as outlined in the FY 2021 budget were completed on time and within the guidelines. The Herndon Community Center's summer projects (pool lighting, plumbing replacement fixtures, and routine preventive maintenance projects) were completed on time.

Strategy 2 Update project status reports and participate in monthly project review meetings.

Measure Staff met with the deputy director of Public Works and the general services administrator regularly to discuss outstanding projects.

Objective 3 Provide citizens and town staff safe, comfortable, and well-maintained facilities for activities, events, and town business.

Strategy 1 Respond expeditiously to customer complaints. Find ways to become more efficient in the completion of assigned tasks.

Measure Through the Customer Relationship Management (CRM) automated work order system, staff maintained a consistent level of service, which helped to minimize downtime for equipment and systems. The division assisted Information Technology with efficiency upgrades to the CRM program by implementing a detailed identification platform to add to the geo-location platform. Staff responded to 508 work orders and requests in FY 2021.

Strategy 2 Visit facilities bi-monthly to solicit feedback from town staff regarding facility conditions.

Measure Feedback is solicited regularly. Preventive maintenance, service requests, and weekly inspections are conducted to ensure that all facilities stay in compliance with local, state, and federal regulations. The Building Maintenance division meets with all divisions to discuss procedures on how to best implement upcoming projects.

Due to the COVID-19 pandemic, additional cleaning and sanitizing of town facilities was undertaken as well as installation of stanchion barriers and directional signage.

Engineering

Objective 1 Manage town's engineering and environmental programs.

Strategy 1 Manage civil and environmental engineering projects through all phases, to ensure compliance with state and local standards and sound engineering practices.

Measure Engineering staff managed 33 ongoing private development projects in construction and 19 CIP projects in design and construction phases. Staff conducted multiple inspections for 23 separate applications requesting bond reduction or release and conducted daily field visits and site inspections for all active development projects.

Staff conducted inspections of 182 stormwater facilities within the town to document current conditions and create a plan to remediate any that need maintenance. This effort also satisfies a requirement from the Virginia Department of Environmental Quality to perform these inspections once every five years.

Strategy 2 Administer and enforce the town's erosion and sediment control program and the environmental and stormwater management program in accordance with state and federal regulations.

Measure Engineering staff continued enforcement of the town's erosion control ordinance and state regulations with field inspections of ongoing construction projects. Twenty noncompliance notices were issued in FY 2021.

In support of the town's stormwater management program, staff conducted various activities in compliance with the town's Virginia Pollutant Discharge Elimination System (VPDES) stormwater permit five-year plan. Staff also prepared various Department of

Environmental Quality compliance tasks to include a Municipal Separate Storm System plan (MS4) annual report and employee training to conform to the town's approved MS4 program plan.

Strategy 3 Manage trail and sidewalk program.

Measure Plans and specifications were completed for the Trail to Metro project in FY 2021. This project is ready for advertisement pending final Right-of-Way (ROW) negotiations. ROW negotiations for the Downtown Streetscapes Phase III, Center/Elden Intersection Improvements, Elden/Monroe Intersection, Van Buren Complete Streets, Herndon Parkway/Van Buren Intersection, and Metro Bus Bays projects were completed in FY 2021. Each of these projects include improvements to the town's trails and sidewalks. Studies commenced for pedestrian improvements along Locust Street and Elden Street, and a study is also being conducted to address concerns identified by the Pedestrian & Bicycle Advisory Committee in FY 2021.

Strategy 4 Manage bridge/culvert inspection program.

Measure At the Virginia Department of Transportation's (VDOT) request, staff manages the inspection program for bridges and box culverts in town in conformance with the State and Federal Highway Administration's National Bridge Inspection Standards. A biennial inspection of the town's culverts was completed in FY 2021.

Strategy 5 Provide engineering support to the sanitary sewer and water programs.

Measure Staff responded to citizen, developer, and engineer inquiries for information on various civil and environmental engineering issues in existing town utilities. Additionally, engineering staff provided continuous support to the town's sanitary sewer and water programs to ensure safety and reliability of the town's water supply and sanitary sewer conveyance facilities.

Engineering staff also provided support to the town's sanitary sewer and water programs in the ongoing planning and engineering design efforts for major revisions to the town's systems to accommodate the HTOC areas within the town, which are expected to significantly increase water and sewer demands. These efforts are ongoing.

Strategy 6 Respond to citizen complaints and requests for information related to civil and environmental engineering projects.

Measure Staff investigated various drainage and environmental complaints in addition to the technical assistance provided to town residents. All inquiries were initially responded to within 24 hours.

Objective 2 Implement town's CIP for utility and infrastructure projects.

Strategy 1 Manage design and construction contracts for ongoing road improvement and other CIP projects.

Measure Land acquisition is in progress for the dry utility undergrounding project. Land acquisition was completed for the Downtown Streetscapes Phase III, Herndon Pkwy/Van Buren Intersection, Van Buren Complete Streets, Elden/Monroe intersection, Metro Bus Bays, and the Center/Elden intersection projects in FY 2021.

Strategy 2 Administer professional service engineering contracts in support of civil engineering tasks for design of capital improvement projects, surveying, and engineering studies.

Measure Staff managed 23 civil engineering task orders and five design contracts with eight engineering consultants. Task orders included engineering design and construction support, contract documentation preparation for street and traffic improvement projects, utility undergrounding, surveying, and plat preparation. Staff managed four construction contracts, which are ongoing. Staff continues to manage design efforts for the downtown Herndon dry utility undergrounding as well as various water main improvement projects.

Strategy 3 Complete engineering design, analysis, and construction in support of town's small- and medium-scale projects.

Measure Staff provided engineering expertise and surveying services in support of small- and medium-scale projects in FY 2021. Engineering staff actively participated in the TEIC, providing technical input on traffic and road safety issues initiated by staff and/or citizens and interested groups.

Strategy 4 Manage land acquisition, including easements and right-of-way dedications, for ongoing and future CIP projects.

Measure Staff worked toward land acquisition, including easements and right-of-way dedications, for the Trails to Metro project and the downtown dry utility undergrounding project. Staff completed land acquisitions for the Center/Elden Intersection, Downtown Streetscapes Phase III, Elden/Monroe Intersection, Herndon Parkway/Van Buren Intersection, Van Buren Complete Streets, and the Metro Bus Bays projects in FY 2021.

Strategy 5 Provide engineering support for planning activities.

Measure Staff prepared cost estimates, grant applications, preliminary project concepts and feasibility studies for new capital improvement projects. Staff supported the preliminary planning efforts for the South Elden Street improvements and the Central Elden Walkability projects, as well as the South Elden Street Comprehensive Plan Amendment effort.

Objective 3 Administer town's site plan review program.

Strategy 1 Review developer site plans, revisions, plats, and engineering studies for compliance with town policies.

Measure Staff reviewed pre-application request packages for all applications and attended pre-application meetings to provide feedback for potential projects. Staff reviewed 31 site plan submissions, two site plan revision submissions, five plat submissions, four as-built site plans, fourteen ROW permits, and 50 building permits for compliance with adopted regulations and sound engineering practices. Sixteen requests for comments from Community Development were also processed for conditional use permits, traffic impact studies and other zoning matters.

General Services and Vehicle Equipment Maintenance

Objective 1 Ensure vehicles and equipment are in safe operating condition.

Strategy 1 Perform routine maintenance service and safety inspections on all town fleet vehicles and equipment.

Measure In FY 2021, 169 state inspections and 57 emission inspections were completed.

Strategy 2 Evaluate requests for repairs and prioritize work to be completed.

Measure A total of 1,264 work orders were completed in FY 2021.

Strategy 3 Service seasonal equipment in a timely manner.

Measure Preventive maintenance on all seasonal equipment before the start of each season was completed and equipment was maintained throughout seasonal use.

Objective 2 Procure the goods and services required to run the activity centers within the Department of Public Works.

Strategy 1 Obtain quality products at competitive prices.

Measure All requisitions were processed on time, with multiple quotes received to assure best price.

Strategy 2 Determine the appropriate method of procurement based on federal, state, local laws, and internal policies.

Measure Request for quotes or invitation for bids and contracts for materials and services were processed to maintain operation schedules.

Strategy 3 Ensure compliance with federal, state, and local laws and internal policies that affect the procuring of goods and services. Set the terms of a contract.

Measure Procurement practices followed guidelines established by the Department of Finance.

Strategy 4 Ensure purchase requisitions are within budget guidelines and signed by the appropriate department head.

Measure Requisitions received appropriate approvals before purchases were made.

Strategy 5 Select and manage supplies by designing a set of criteria.

Measure Supplies were selected based on recommendations by manufacturers and supplies that have been proven effective.

Strategy 6 Collaborate with the activity centers and foster teamwork. Understand the needs and requirements of each unit within the Department of Public Works.

Measure Ongoing meetings were held with supervisors and team members to facilitate collaboration.

Objective 3 Coordinate the joint activities of the Town Shop in support of citizen requests, special events, emergency operations and town departments.

Strategy 1 Participate in special event planning task forces.

Measure A total of four events were supported in FY 2021. Events were curtailed due to the COVID-19 pandemic.

Strategy 2 Review and update Emergency Preparation Plan.

Measure All planned events were well executed in FY 2021. Staff held multiple pre- and post-event meetings to discuss new challenges and possible solutions.

Strategy 3 Participate in at least one table-top planning exercise per year.

Measure Due to the pandemic, no table-top exercises were held in FY 2021.

Strategy 4 Coordinate safety planning and training.

Measure Staff participated in 16 safety meetings and relevant staff participated in four specialized trainings in FY 2021.

Objective 4 Manage and maintain VDOT reimbursement program.

Strategy 1 Monitor VDOT reimbursement and other similar programs.

Measure All VDOT quarterly requirements and submissions for reimbursements were timely and accurate.

Grounds Maintenance

Objective 1 Meet the National Playground Safety Institute (NPSI) standards along with the Parks and Recreation accreditation requirements in town-owned parks where playgrounds exist.

Strategy 1 Train staff to obtain NPSI certificates.

Measure Quarterly inspections were conducted and reports generated for all playgrounds in FY 2021. One grounds crew employee obtained NPSI Certification. Newly engineered wood fiber chips were added to all playgrounds.

Objective 2 Provide well-maintained grounds at town facilities and within town rights-of-way.

Strategy 1 Administer grounds maintenance contracts to ensure compliance with maintenance requirements.

Measure The following tasks were completed in FY 2021: re-mulched the flower beds at the Fortnightly property; planted flowers and re-mulched the beds at 397 Herndon Parkway, including lease side; mulched the bio-pond at Runnymede Park; re-mulched flower beds at 1479 and 1481 Sterling Road; re-mulched flower beds in downtown area; trimmed and mulched junipers at Elden Street and Herndon Parkway; maintained synthetic turf field and Bready Park; renovated all softball, and baseball fields to correct league dimensions, placing sod in areas where needed to correct dimensions; removed snow on all sidewalks maintained by the town; removed collected leaves in all town-maintained parks; performed irrigation system shut down and start up; planted 600 citizen donated annual flowers; decorated downtown area for Christmas; provided forklift training to all eligible employees; provided in-house pesticide training to qualified

employees; and provided in-house irrigation system maintenance training to qualified employees.

Daily, weekly, and monthly inspections were conducted to assure contractors complied with contracts.

Strategy 2 Manage in-house workforce to keep turf maintenance on schedule.

Measure Weekly and monthly inspections were conducted to assure the quality of work and on-time delivery. Weekly inspections of all town-maintained property were performed. All pesticide applicators maintained their licenses.

Program and Project Management

Objective 1 Execute the Capital Improvement Program (CIP) for facilities, Parks and Recreation, maintenance, and other assigned projects by providing timely, high quality delivery of planned projects within established budgets.

Strategy 1 Provide planned improvements to facilities infrastructure as scheduled in the CIP.

Measure Staff completed close-out of the Chandon Park Trail project, which involved installation of a connector trail between the Worldgate and Dulles Glen apartment complexes for future metro rider usage.

Staff completed the one-year final inspection of the Third Street water tank painting and rehabilitation project. The project involved routine structural repairs and repainting of the one-million-gallon tank.

Strategy 2 Provide staff resources to furnish enterprise funds with quality and timely improvements to their facilities and infrastructure.

Measure A site plan design proposal was solicited for the future expansion of the Chestnut Grove Cemetery per the existing master plan.

Sneeze guards were obtained for the Herndon Centennial Golf Course to facilitate re-opening during the COVID-19 pandemic.

Strategy 3 Manage design and construction projects for ongoing and future CIP projects with emphasis on quality and fiscal responsibility.

Measure Staff coordinated replacement and installation of a damaged gateway sign on Van Buren Street.

Design was completed for the Herndon Police Department gate replacement project. Installation is pending completion of a minor site to increase secure parking areas at the facility.

Staff managed installation of a mini-split HVAC unit for the police department's server room.

Design is underway for replacement of the gates at the town shop facility, as part of the town-wide security initiative.

Strategy 4 Manage professional architectural and engineering service contracts in support of study and design efforts for CIP projects.

Measure The contract for architecture and engineering (A&E) on-call services was used by multiple sections and managed by the Program and Project Management staff for major maintenance projects in the CIP, as well as other projects as needed.

Strategy 5 Manage entire project process from inception through land acquisition, studies, design, public hearing, construction, close-out, and warranty period.

Measure Staff coordinated installation of sneeze guards at the Herndon Municipal Center and the Herndon Community Center as part of reopening efforts in response to the pandemic; assisted Fairfax County Schools in permitting and installation of an exterior electrical service at 397 Herndon Parkway; coordinated replacement of a corroded interior water service main at 397 Herndon Parkway; completed close-out for construction of the Smart City program, which involved installation of smart poles throughout the downtown and installation of an electric vehicle charging station at the Herndon Municipal Center; coordinated installation of electronic locks and card readers at Town Hall; managed mold remediation efforts at various locations in the Herndon Community Center; and coordinated warranty repairs for the roof at 397 Herndon Parkway.

Strategy 6 Complete engineering design and analysis in support of small and medium scale projects.

Measure Staff completed in-house analysis and design of floorplan modifications to create required social distancing for workstations at Herndon Municipal Center, town shop and 397 Herndon Parkway.

Strategy 7 Manage geotechnical engineering and construction inspection contracts to ensure support for all CIP and other projects.

Measure The contract for geotechnical engineering and construction material testing and inspection on-call services was used for building major maintenance projects in the CIP as well as other projects as needed.

Strategy 8 Provide cost estimating for project evaluation and CIP planning.

Measure Cost estimates were provided for all assigned projects, using the most recent editions of cost estimating data available.

Strategy 9 Use value engineering measures from the design phase through completion of construction.

Measure Staff used cost saving methods and concepts of value engineering to ensure that budgets were maintained from design through construction for all assigned projects.

Objective 2 Manage the town's major maintenance replacement program to schedule replacement of aging facility equipment and materials.

Strategy 1 Track age and condition of major facility items to create a replacement schedule.

Measure Staff compiled information regarding the age and condition of major facility items such as HVAC equipment, roofs, and lighting. A matrix has been developed to assist with replacement planning and future CIP budgeting to support these projects.

Refuse/Recycling

Objective 1 Provide a safe, pleasing, and healthful physical environment for town residents in the areas of residential and commercial refuse collection.

Strategy 1 Collect illegally dumped debris and refuse promptly.

Measure One hundred percent of scheduled daily curbside collection service was completed. Staff collected and properly disposed of illegally dumped items throughout the town; if possible, staff identified sources and informed, educated and/or charged a fee to the responsible person(s). Staff completed 783 special trash collections, a high volume due to waived fee collections provided in early FY 2021 in response to the pandemic. Staff also completed 84 special cardboard collections.

Strategy 2 Continue current programs that monitor code compliance by performing inspections of neighborhoods prior to pick-up.

Measure Staff performed inspections and collected information in FY 2021; findings were recorded, and warnings were issued as needed. Approximately 500 notices were left at residences that identified the type of violation as defined by Town Code. In addition to monitoring residential collection throughout the town, a concentrated focus continued in the Potomac Fairways, Cavalier Park, Park Avenue, Four Seasons and Courts of Chandon neighborhoods to eliminate/reduce bulk trash.

Strategy 3 Coordinate with building official to identify problem neighborhoods, so litter clean-up is completed in a timely fashion.

Measure Staff worked with the building official's office to identify where bulk items randomly left in the right-of-way originated; monitored commercial areas that had overflowing containers and informed the building official for appropriate action; and worked with homeowners' associations (HOAs) to reduce litter and anonymous disposal of bulk items.

Objective 2 Continue the recycling program with emphasis on the preservation of the natural environment.

Strategy 1 Provide curbside collection of recyclables and collect recyclables from town buildings.

Measure FY 2021 tonnage of each waste stream collected

Household refuse – 5942 tons

Brush and yard waste – 764 tons

Single Stream Recycling – 1622 tons

Metal – 90 tons

Tires – Five tons

Measure The town's recycling rate for calendar year 2020 was 27.5 percent, which exceeds the required 25 percent.

Strategy 2 Promote recycling.

Measure Outreach via mailers was completed to educate on acceptable and unacceptable materials for single stream collection.

Strategy 3 Improve the program by providing a means for residents and patrons to dispose of recyclable material for proper processing.

Measure Though sanctioned events were cancelled due the pandemic, staff continued to service/maintain public recycling containers.

Objective 3 Offer citizens exceptional service and the opportunity to remove unwanted materials not regularly collected in daily refuse collection efforts.

Strategy 1 Conduct town-wide clean-up programs, one week in the spring and one week in the fall.

Measure Staff completed two town-wide clean-up programs collecting 336 tons of bulk/MSW material in fall 2020 and 315 tons in spring 2021. During the fall event staff collect 33 tons of metal; and during the spring event, staff collected 21 tons of metal.

Strategy 2 Provide fast and efficient service in the collection of clean-up programs in conjunction with HOAs and civic events.

Measure Residents were able to participate in two clean-up events in FY 2021. In addition to the town sanctioned clean-up events, staff has been working with volunteer groups that organized pop-up stream and public space clean-ups throughout the town.

Strategy 3 Continue to distribute door hangers informing citizens when they are violating ordinances or established codes.

Measure Staff issued approximately 500 notices that identified items not acceptable for curbside collection.

Objective 4 Improve the level of litter control in public places.

Strategy 1 Attend to public waste and recycling receptacles located in public places.

Measure Public waste and recycling in 73 street cans and 60 park cans were collected daily from April through October, with weekday collection (only) between November and March. Twice-weekly collections at 25 dog waste stations were also conducted.

Strategy 2 Provide roadside litter control daily.

Measure Staff conducted litter pick up in the right-of-way almost daily at locations throughout the town. Litter was collected daily in the downtown area from April through October, with weekday collection (only) from November through March.

Strategy 3 Continue the seasonal weekend parks and downtown litter collection program from April through November or as needed.

Measure Staff attended to park cans, town-maintained street cans, recycling cans, bus shelters and the downtown area on weekends from April through November.

Strategy 4 Provide a means for citizens to recycle in public outdoor spaces.

Measure Staff continued to maintain recycling receptacles in the downtown.

Right-of-Way Inspections

Objective 1 Monitor and inspect all utility companies and their subcontractors working in the town rights-of-way.

Strategy 1 Ensure that contractors comply with federal, state, and local standards relative to installation, restoration, and work zone safety procedures.

Measure Inspections were performed on 145 new right-of-way street cut permits, and town standards were enforced. All citizens' complaints were responded to within one business day. The field inspector and utility marking section managed telecommunication permits for 19 franchises and reviewed and approved all new right-of-way/street cut permits. The section also provided inspection services to ensure that construction, traffic control and restoration were accomplished to meet federal, state and town standards in a timely manner.

Strategy 2 Document with detailed reports and pictures.

Measure Inspections were documented and filed, and pictures were taken as needed.

Objective 2 Process all Miss Utility requests in a timely and accurate manner.

Strategy 1 Mark all town utilities located in the rights-of-way and easements.

Measure In FY 2021, 3,747 utility tickets were received and marked; 166 were emergency location tickets.

Strategy 2 Respond to after-hours emergency requests.

Measure All after-hours requests were responded to in a timely manner.

Objective 3 Keep all required Virginia Department of Transportation (VDOT) certifications for inspector's current.

Strategy 1 Provide ongoing education and training of the latest requirements and codes.

Measure Inspectors kept certifications up to date.

Objective 4 Review and inspect all right-of-way permit applications and plans.

Strategy 1 Ensure all applications are reviewed in a timely manner.

Measure Applications were processed in the required timeframe 100 percent of the time, with 145 permits reviewed and issued in FY 2021.

Strategy 2 Ensure the town has no complaints regarding a backlog of permit approvals.

Measure No backlogs existed in FY 2021.

Street Maintenance

Objective 1 Provide a safe, high quality vehicular and pedestrian transportation system.

Strategy 1 Maintain a planned program of in-house and contractor repairs on the town's sidewalks, streets, trails, and connections to mass transit.

Measure A planned program of in-house and contractor repairs was maintained in FY 2021 for asphalt and concrete work.

Strategy 2 Annually inspect roadways, sidewalks, and gutter systems to determine the amount of work that needs to be completed for the coming year.

Measure Inspections were completed for designated streets.

Strategy 3 Implement a five-year repaving and concrete replacement program.

Measure In FY 2021, the town's concrete contractor installed 1,344 linear feet of sidewalk; 1,074 linear feet of curb and gutter; 22.5 linear feet of gutter pan; 531.5 square feet of concrete in driveway aprons; 123 square feet of storm sewer tops; 123 linear feet of inlet gutter; and four handicap ramps.

Strategy 4 Complete asphalt pothole and crack filling repairs.

Measure Staff completed 731 tons of repairs in FY 2021.

Objective 2 Provide a high-quality storm drainage service to the town.

Strategy 1 Conduct annual inspections of drainage systems and detention pond areas to determine the amount of work that needs to be completed for the coming year.

Measure Inspections were conducted throughout the year and completed work was verified.

Strategy 2 Conduct annual inspections of all drainage manholes, structures and drainage systems with documentation and pictures.

Measure All deficiencies in the drainage system and detention ponds that were inspected were corrected or considered for later Capital Improvement Program projects.

Objective 3 Improve the town's physical roadside appearance.

Strategy 1 Provide sweeping monthly throughout the town's roadways.

Measure Staff conducted sweepings throughout FY 2021, with 130.17 tons of debris collected.

Strategy 2 Provide leaf collection throughout the town during the collection season.

Measure During FY 2021, 2,920 yards (73 loads) of leaves were collected.

Traffic Engineering

Objective 1 Provide uncomplicated and readable directions for motorists to maneuver through town by the means of proper signage.

Strategy 1 Continue replacement of all engineering grade signs to increase reflectivity of signs.

Measure Staff replaced 440 signs from engineer grade to high intensity grade in FY 2021, as required by the Federal Highway Administration.

Strategy 2 Replace signs that are damaged or faded throughout the year.

Measure A total of 45 signs were replaced due to damage or poor condition in FY 2021, and 257 signs were repaired. A total of 440 signposts were upgraded, and five new signs were installed.

Objective 2 Maintain traffic signal equipment so it is continually operating at top efficiency to allow safe movement of motor vehicles and pedestrians throughout the town.

Strategy 1 Perform routine maintenance inspections of all traffic control devices.

Measure Staff performed 87 repairs in FY 2021. A total of 22 signal heads lamps and/or LEDs were replaced.

Strategy 2 Maintain semi-annual safety certification testing of signal conflict monitors and cabinet wiring.

Measure Staff dedicated 15 hours in FY 2021 to testing of all spare conflict monitors.

Strategy 3 Maintain a safety inspection program for signal pole and mast arm structures.

Measure Annual checks of 110 poles were conducted in FY 2021.

Strategy 4 Maintain tracking system to record all inspections of traffic signals.

Measure All logbooks in the control cabinets at traffic signals were maintained and kept up to date.

Objective 3 Provide high quality roadway markings that allow pedestrians and motorists good visibility and direction as they travel safely through the town.

Strategy 1 Manage annual in-house installation of street striping and pavement markings.

Measure All striping and markings were inspected to ensure installation according to specifications. Thirty-two work hours were dedicated to inspections of pavement marking installations by the town's contractor; no work hours were dedicated to installation of markings in parking lots due to the pandemic.

Strategy 2 Install thermoplastic markings instead of paint markings on all streets that are repaved annually.

Measure The town's contractor installed thermoplastic marking per Virginia Department of Transportation requirements as well as to the town's specifications. Due to the pandemic, no markings were applied.

Strategy 3 Inspect roadways to ensure crosswalks, arrows and stop bar markings are visible for safe passage.

Measure No crosswalks, directional arrows or stop bars were applied, due to the pandemic.

Water Supply and Maintenance

Objective 1 Implement efficient and cost-effective improvements of the water supply system. Maintain the water supply system with the highest standards.

Strategy 1 Enhance staff knowledge and skills through formal classroom training and on the job training.

Measure Staff completed 88 hours of training in water systems operations and maintenance.

Strategy 2 Provide for maintenance-focused design within compliance of state and federal codes and mandates.

Measure Design, operation and maintenance were conducted with continued focus on high quality processes that meet or exceed regulatory codes and industry standards. In FY 2021, staff continued system evaluation to assist with meeting storage capacity and to provide recommendations for system operation, in line with future development downtown, and near the future metro station.

Strategy 3 Record all data from projects, maintenance work and repair work via the CRM system.

Measure A total of 673 work orders and 35 service requests were recorded through the CRM system.

Objective 2 Reduce water system main losses.

Strategy 1 Conduct system-wide leak detection surveys.

Measure One hundred percent of the system was surveyed; 17 leaks were discovered and repaired.

Strategy 2 Repair water breaks and leaks.

Measure Staff repaired four system valves, nine service lines and seven water mains. Staff supported/completed 35 customer service complaints/requests, such as leak investigations/continuous usage, odor complaints, low water pressure, and highwater pressure.

Strategy 3 Factor age and condition in replacement.

Measure Water main replacement design projects identified in the Capital Improvement Program commenced in FY 2021.

Objective 3 Maintain compliance with state and federal safe drinking water standards.

Strategy 1 Keep staff updated on current regulations and proposed changes.

Measure All mandated programs remained in compliance in FY 2021.

Strategy 2 Audit current programs to ensure accuracy and efficiency of effort.

Measure Staff continued to review programs such as asset management, O&M, water quality testing, etc. Action was taken or recommendations were recorded as needed.

Objective 4 Improve maintenance of water system.

Strategy 1 Conduct preventive maintenance programs and prioritize activities with revised factors.

Measure In FY 2021, staff serviced 95 valves and 762 fire hydrants by American Water Works Association recommended procedures and repaired or replaced four system valves and 14 fire hydrants.

Strategy 2 Continue to monitor preventive maintenance programs to eliminate redundancy and improve efficiency and quality of work.

Measure Staff continued to review standard operating procedures and public works practices in FY 2021.

Strategy 3 Ensure budget meets increased efforts.

Measure Staff monitored program spending regularly to ensure that expenditures were within budget.

Strategy 4 Provide enhanced training to staff, particularly new employees, to ensure meeting the town's water system requirements.

Measure Staff completed 88 hours of training in water systems operations and maintenance.

Strategy 5 Assist with maintaining requirements, or development of future requirements, for the water utility system.

Measure Staff enforced the town's water main design and construction standards for all new construction and replacement projects. Staff reviewed proposed plans for all construction to ensure standards were met and worked to ensure the Utility Master Plan is in line with projected development in the downtown and Metro area.

Sewer Service and Maintenance

Objective 1 Ensure a healthy and safe conveyance of sanitary sewer effluent with zero sanitary sewer overflows (SSOs) in the best possible cost-effective manner.

Strategy 1 Monitor all sewer flows via the town's eight master monitoring stations.

Measure Automated monitoring of the sanitary sewer system resulted in faster response time to address system problems, thereby reducing the potential for public health issues. A total of eight system alarm calls were handled in FY 2021. Monthly reports were generated for monitoring system conveyance.

Strategy 2 Inspect and assess developer constructed sewer system additions. Complete new line and manhole inspections prior to bond release.

Measure Staff supported engineering inspections as new development was occurring in the downtown, near metro and at other locations throughout the town. This included

identifying existing infrastructure and completing demo permit inspections and pre-inspections for system additions.

Strategy 3 Inspect and flush sanitary sewer mains on a regular basis.

Measure During FY 2021, the sewer system experienced zero SSOs. Approximately 65,000 linear feet of sewer mains were flushed in FY 2021.

Strategy 4 Provide enhanced training to staff, particularly new employees, to ensure division is meeting the town's sewer system operation and maintenance requirements.

Measure Staff completed required training in FY 2021.

Strategy 5 Record all data from projects, maintenance work and repair work via the CRM system.

Measure A total of three service requests and 159 work orders were administered through the CRM system.

Objective 2 Reduce system risk by optimizing the best practices of risk management.

Strategy 1 Conduct preventive maintenance programs.

Measure Staff performed inspections and completed routine maintenance for key operational systems of the sewer system, meter stations and pump stations. Staff reviewed and revised standard operating procedures to ensure they met system needs.

Strategy 2 Perform comprehensive maintenance of pump stations.

Measure Daily pump checks were performed and repairs performed as needed. The procedures for after-hour emergencies were assessed and staff was trained on the basics of these emergencies.

Strategy 3 Complete sewer system wide inspection with the closed-circuit television (CCTV) unit every three to five years.

Measure More than 16,300 linear feet of the town's sanitary system were inspected by the pipeline TV camera in FY 2021.

Strategy 4 Assist Right-of-Way division with "Miss Utility" locates.

Measure Staff provided marking support as needed. The CCTV crew inspected sewer mains to assist with locating sewer service lateral lines.

Objective 3 Maintain and improve integrity of the sanitary sewer system throughout the town.

Strategy 1 Manage the sewer main relining and sewer manhole rehabilitation programs.

Measure In FY 2021, contactor lining of areas identified by the CCTV inspections was completed in the following areas: Elden Street behind Dulles Shopping Center; Florida Ave section that serves Park Ridge Gardens; Center Street between Locust Street and Florida Avenue; and Locust Street between Grace and Center streets.

Strategy 2 Maintain the Sewer Lateral Repair and Replacement Program (SLRRP).

Measure In FY 2021, staff investigated three potential SLRRP candidates; one qualified for the program.

Strategy 3 Assist with maintaining requirements or development of future requirements for the sewer utility system.

Measure Staff reviewed plans for future development and made recommendations. Staff worked to ensure the Utility Master Plan is in line with projected development in the downtown and Metro area.

Objective 4 Minimize the infusion of extraneous flows into the treatment process and collect and analyze data for Inflow and Infiltration (I&I) capacity studies.

Strategy 1 Continue the I&I reduction program (CCTV, rain event surveys, comparing data, system rehabilitation, etc.).

Measure Staff compiled monthly sewer flow reports and reviewed data against rainfall measurements. Staff performed visual inspections of the system during rain events.

Strategy 2 Use data collected via Supervisory Control and Data Acquisition to support flow monitoring.

Measure Staff compiled monthly sewer flow reports for sewer invoices.

Strategy 3 Conduct a comprehensive system inspection of mains, manholes and laterals to include clean outs where applicable.

Measure In addition to the flow monitoring, staff performed daily inspections of the sewer system to ensure flow was maintained. This included visual inspections and CCTV inspections. Staff conducted inspections in commercial locations for proper clean-out caps.

PARKS AND RECREATION

Administration Division

Objective 1 Lead and manage the department for continuous improvement.

Strategy 1 Compile department information as required to meet reaccreditation in 2021.

Measure The department's agency accreditation was suspended in FY 2021.

Strategy 3 Maintain the department's parks and facilities.

Measure Herndon Community Center (HCC) annual shutdown activities included significant cleaning, inspections and repairs, and minor maintenance tasks were completed throughout the year. The Parks and Recreation and Public Works staff carried out the maintenance of the town's parks as the use of volunteers was suspended during FY 2021.

Objective 2 Provide financial management and oversight of department revenues and expenditures.

Strategy 1 Handle financial accounting including daily cash reconciliation and monthly and annual revenue summaries.

Measure All daily deposits were reconciled in a time sensitive manner and according to audit specifications.

Strategy 2 Provide purchasing processing support.

Measure Use of the purchasing card program has facilitated the small item purchasing process and reduced the number of purchase orders issued.

Objective 3 Provide administrative support for the department.

Strategy 1 Coordinate and support registration process with software and online registration.

Measure Program registrations and facility reservations continue to be processed primarily online.

Strategy 2 Manage internal personnel records for employees.

Measure The status of part-time flex and temporary employees was maintained electronically as employment statuses changed throughout the fiscal year.

Strategy 3 Provide administrative support, equipment and technology to promote insourcing of services and standardization of processes.

Measure With limits on spending and few programs or services offered, administrative staff provided in-house printing, mailing, and RecTrac functionality as needed. High capacity printers provided in-house printing of materials and signs.

Objective 4 Increase staff proficiency with computer hardware and software.

Strategy 1 Provide opportunities for employee development.

Measure Staff transitioned to telework in the third quarter of FY 2020 and many remained remote workers well into FY 2021, which led to on-going electronic meetings and participation in online training and webinars. Information was researched and distributed as *Forward Virginia* and other guidance documents were routinely changed and updated as the pandemic progressed. Staff participated in online state and national industry annual conferences as associations pivoted to a new mode of delivery in FY 2021.

Strategy 2 New employees receive applicable training in website content management, procurement, electronic payroll submission, performance evaluations, and registration software programs.

Measure One new regular full-time employee, the head lifeguard, was on-boarded and received training in applicable specialized software programs. In anticipation of summer camp programs, part-time flex staff were trained in the electronic timesheet software.

Recreation Division

Objective 1 Enrich the lives of residents through recreation programs, activities and events that meet the social, physical, intellectual and cultural interests of the town's citizens.

Strategy 1 Plan, coordinate, implement and evaluate a diverse array of recreation programs and activities for participants from preschool through senior adult.

Strategy 2 Offer more than 50 adult instructional programs per quarter in performing arts, environmental education, sports, and arts and crafts, complementing offerings by the county parks and recreation agencies.

Strategy 3 Use marketing tools to educate and inform the community of available opportunities and services.

Strategy 4 Aggressively seek avenues to attract and obtain instructors to lead new program offerings.

Measure Even when in-person programming and activities were not possible, the department reached out to citizens to connect and share recorded activities and links to leisure, wellness and recreation online opportunities. Citizens and patrons received frequent updates regarding activities via email and social media as the status of facility and program options changed throughout the year. Recreational offerings were adapted to circumstances and lack of instructional staff, including Storybook & Crafts activity bags, household-member only tennis classes, programs taught by regular staff, and Design a Class for family and friend groups to participate in classes together. Over 17 sections of group lessons and 45 household or Design a Class tennis sessions were held.

Objective 2 Introduce youth ages two to 17 to lifetime leisure skills and activities.

Strategy Offer 340 youth instructional programs in performing arts, environmental education, sports, arts and crafts and special interests.

Measure In addition to tennis, youth offerings included Storybook Bags to complete at home, youth pottery, and outdoor soccer.

Objective 3 Foster healthy lifestyles

Strategy 1 Offer wellness programs quarterly, combined with promotion of active and healthy lifestyles via social media, events and community outreach.

Measure The department encouraged healthy activities throughout the year through social media posts. The March into Parks campaign during the month of March encouraged people to explore and discover town parks. Special activities included whimsical discoveries like surprise shamrocks in the parks, decorated egg signs for photo opportunities, make-your-own natural bird feeder, and finding hidden painted rocks with encouraging messages.

Objective 4 Embody and promote Kids at Hope philosophy: *All people are capable of success, no exceptions.*

Strategy 1 Provide training to regular and part-time staff.

Strategy 2 Infuse customer service and teach philosophies and culture with Kids at Hope as a linchpin of delivery.

Measure Summer camp staff training included the philosophy and supportive actions of Kids at Hope.

Objective 5 Foster a sense of community through celebrations with citizens, businesses and community organizations.

Strategy 1 Offer cultural, entertaining, social, sporting and business activities.

Strategy 2 Promote Herndon and its downtown by attracting citizens to the area through community events.

Strategy 3 Foster the spirit of community involvement in Herndon Festival events through a planning and implementation committee comprised of civic, public and business organizations.

Strategy 4 Seek new community partners to add quality programs and services to our citizens.

Measure Once restrictions for public gatherings were lifted, a community BINGO game and a Hobby Exchange were in-person events designed to foster a sense of community and provide safe opportunities for gathering. Both activities were met with positive response. The Herndon Festival was canceled for FY 2021 and no other events were held.

Objective 6 Anticipate the needs of the changing community and structure programs accordingly.

Strategy 1 Use participant and community feedback to keep programs and activities fresh and appealing.

Strategy 2 Evaluate and retool programs not achieving minimum enrollment requirements.

Measure Every program registrant and facility reservation visitor were invited to provide feedback through a program and facilities evaluation. The evaluation was adapted for the conditions and rules in place. The majority of facility users and class participants were satisfied or very satisfied with safety guidelines in place.

George Mason University conducted a study with the department to gauge community program interests, including program size and scheduling.

Community Center Operations Division

Objective 1 Provide quality services to all patrons of the Community Center.

Strategy 1 Provide friendly service and accurate information to patrons in-person, on the telephone and on the website.

Measure After the Herndon Community Center reopened, the front desk was staffed 57 hours per week in FY 2021. This was down from the previous year, during which the center was open 102 hours per week.

Strategy 2 Process daily admissions, annual and multi-visit pass sales.

Measure Daily admissions totaled 2240. A total of 276 thirty-day passes, 200 twenty-five-visit passes, and 153 ten-visit passes were sold. The daily admission and pass sales numbers were down significantly from previous years, due to the pandemic.

Strategy 3 Process program registrations and inquiries.

Measure Staff processed approximately 30 percent of 1214 class and program registrations and facilitated many participant changes during FY 2021.

Strategy 4 Hold staff accountable to meet all customer service standards.

Measure Full time staff members were held accountable on their performance evaluations. Several staff were nominated for and received customer service awards.

Objective 2 Maintain a safe and clean facility.

Strategy 1 Perform routine maintenance and cleaning standards as outlined by The Facilities Operations Maintenance and Preventive Maintenance Standards and Plan.

Measure The cleaning standards were based on the center being open 102 hours per week. Additional cleaning protocols were executed as a result of the recommendations by the Center for Disease Control and *Forward Virginia* as a result of the pandemic. Since the center was only open 57 hours per week the building was kept clean by department custodians and contracted cleaners who performed the evening cleaning afterhours, the first time a cleaning company was contracted to help meet cleaning standards.

Strategy 2 Provide daily set-ups for all programs and events as well as evening rentals, and supervision for all center activities.

Measure There were no events or rentals at the Herndon Community Center in FY 2021. All classes and programs were setup and ready on time.

Objective 3 Increase daily use of the Herndon Community Center.

Strategy 1 Provide the opportunity for patrons to visit the center on a daily basis.

Measure More than 10,000 people used the Herndon Community Center by paying daily admission or scanning a pass in FY 2021, down 76 percent from FY 2020. More than 1200 people attended more than 2500 class sessions.

Strategy 2 Provide a variety of pass options for patrons to visit the center, including standard and punch pass options.

Measure The Herndon Community Center offered day passes as well as three different types of multi visit passes in FY 2021; 2240 day passes and 629 multi visit passes were sold. Annual and six-month passes were not sold in FY 2021.

Strategy 3 Provide time and space for facility rentals and birthday parties.

Measure There were no room rentals or birthday parties at the Herndon Community Center in FY 2021. Picnic Shelter rentals were consistent with previous years; shelters rented 51 times in spring 2021.

Objective 4 Provide a quality comprehensive fitness program.

Strategy 1 Offer quality personal training and small group fitness classes led by certified personal trainers.

Measure Personal training and small group fitness revenues were consistent with FY 2020 revenues. The fitness staff offered outdoor and indoor personal training options as well as several class options to encourage enrollment. Indoor classes were limited to the gymnasium to comply with physical distancing requirements.

Strategy 2 Offer a variety of quality drop-in exercise classes at different times throughout the week.

Measure Drop-in exercise classes were not offered at the Herndon Community Center during FY 2021. Some fitness programs such as Zumba and Hot Hula were transitioned to registration-based classes.

Aquatics Division

Objective 1 The aquatic center will provide instructional classes to accommodate all ages and abilities.

Strategy 1 Offer 90 classes quarterly for all ages, from infants to senior adults. Ninety percent of the classes will be taught by Virginia SWIMS instructors. Class offerings will include infant through advanced skill levels.

Measure The Aquatics Division offered 19 classes for the winter session and 22 classes in the spring session of the fiscal year. The summer, fall and part of the winter sessions were canceled. Of the participants responding to the end-of-session class

evaluations, 95 per cent reported an improvement in swimming skills. One hundred per cent of classes were taught by Virginia SWIMS instructors.

Objective 2 Foster youth physical development, physical conditioning and competitive swimming progression.

Strategy 1 Provide developmental swim programs for youth to enhance stroke development and encourage competitive swimming.

Measure The developmental swim programs for the youth were canceled in FY 2021.

Strategy 2 Offer up to 120 swimmers, ages six to 18 years, the opportunity to participate in a Herndon summer swim team, the Herndon Halibuts.

Measure The Halibuts program was cancelled in FY 2021.

Strategy 3 Offer year-round coaching for up to 265 children ages six to 18 years through the Herndon Commanders, a United States Swimming–sanctioned team that incorporates correct stroke techniques, correct training and a healthy attitude toward competitive swimming. Provide a competitive program that will develop beginning to elite competitive swimmers.

Measure The Commanders program was canceled in FY 2021.

Objective 3 Encourage families, youth and adults to incorporate aquatics into a healthier lifestyle.

Strategy 1 Offer more than 50 water exercise classes including water walking, water aerobics, deep water exercise, therapeutic water exercise and senior water exercise.

Measure Water exercise classes were canceled in FY 2021.

Parks Division

Objective 1 Operate the Bready Park Indoor Tennis Facility as a sustaining enterprise operation.

Strategy 1 Market the indoor tennis facility through the town’s website, quarterly brochure and other print and online materials.

Strategy 2 Provide diverse opportunities for use of the tennis facility to all ages and levels of players.

Strategy 3 Revenue offsets all operating costs of the facility with revenue.

Measure The Indoor Tennis Facility modified its seven days/week operations with a reduced season and shorter reservation lead time, and without leagues or full-season contracts. Revenues totaled approximately \$77,000, down significantly from prior seasons.

Hours of operation and reservation time slots were adapted based on customer use and demand. During the three peak winter months, 81 percent of court time was sold. Court time for the entire season averaged 69 percent, despite opening six weeks later than previous years and without seasonal contract offerings.

Objective 2 Coordinate scheduling of sports fields and picnic shelters.

Strategy Schedule town park facilities at Bready, Haley Smith, Trailside and Runnymede parks for community use.

Measure Baseball, softball and turf soccer fields were reserved for use, serving local leagues after working with organizations to adhere to town and state guidelines ensuring safe return to play. Revenues were \$9,834, which was 83 percent of FY2019, the last full year of field use.

Picnic shelter reservations (all booked in spring 2021) totaled 51, just two shy of the previous fiscal year.

Objective 3 Provide enhanced and diversified recreational opportunities for town residents.

Strategy Renew picnic experience at Haley Smith Park.

Measure All capital projects were suspended during FY 2021.

Objective 4 Maintain and preserve town parks.

Strategy 1 Coordinate three youth or corporate community service activities.

Strategy 2 Invasive plant removal occurs through a combination of volunteer efforts, by youth and adults.

Strategy 3 Partner with Friends of Runnymede Park for annual stream clean-up and seasonal care of native plant garden and monarch waystations, and NatureFest.

Measure Parks and Recreation staff provided additional hours of trash pickup, weed removal and beautification of parks and the Herndon Community Center entrance while the center was closed. The use of volunteers and conduct of community events were suspended during FY 2021.

CHESTNUT GROVE CEMETERY

Objective 1 Promote Chestnut Grove Cemetery as cemetery of choice for Northern Virginia residents and Western Fairfax and Eastern Loudoun Counties.

Strategy 1 Increase awareness of Chestnut Grove Cemetery.

Measure Marketing efforts in FY 2021 included promotional inserts within the town calendar, advertising distribution in local churches, brochures in community locations and local funeral homes, and use of online resources and the town's website.

As a result of COVID-19 protocols, Wreaths Across America – Herndon Woman's Club was a closed event. Herndon/Reston American Legion Post 184 displayed the Avenue of Flags program for Veterans Day and Memorial Day.

Objective 2 Provide sale of cemetery services and products to maintain enterprise operations of the cemetery.

Strategy 1 Provide pre-need and at-need sale of 158 rights of interment for cemetery sites, mausoleum and columbaria products to the public.

Measure A total of 199 interment rights for sites were sold in FY 2021. The total site revenue was \$668,596, a \$176,481 increase over line-item budget projection. Overall revenue for cemetery operations for FY 2021 was \$1,194,385 which was above budget projections.

Strategy 2 Provide accommodations for 149 interments.

Measure In FY 2021, 175 interments were sold, generating \$271,430, which performed better than line-item budget projection by \$36,425. This is an increase from FY 2020 revenue generation of \$229,160.

Strategy 3 Enhance sales of cemetery products, including memorials, vaults, memorial inscriptions and repairs, with monument sales.

Measure Ninety memorials were sold for a total revenue of \$190,525. Additional revenue from memorial plaques, vases, inscriptions, memorial repairs, installations and permits accounted for \$63,834, resulting in combined revenue of \$254,359. This amount reflects an increase in total memorial and product sales from FY 2020 of \$184,222 and exceeds budget projections by \$40,209.

Strategy 4 Promote diverse cremation interment options by highlighting the two new 64 niche unit columbaria and presenting the Park Cremation Garden area with additional cremation estate product options.

Measure Forty-four cremation interments were performed in FY 2021, accounting for 25 percent of the total interments for the year.

Objective 3 Improve customer service and overall operation of the cemetery.

Strategy 1 Increase responsiveness to the community with onsite administration, sales and updated field equipment for improved use of maintenance staff services.

Measure Staff's onsite presence, continued throughout the pandemic resulted in increased communication with patrons, responsiveness to problem resolution, and walk-in sales. Staff maintenance and a contracted turf management program improved the cemetery lawns in FY 2021.

Strategy 2 Provide informational materials on request.

Measure Staff supplied informational materials to patrons, including product/price sheets, cemetery maps and memorial brochures, and rules and regulations. Staff routinely assisted patrons with information regarding specific lot/sites at the cemetery, including interment rights, remaining sites, interment history, merchandise and memorial repair, and change of property ownership.

Objective 4 Improve the overall appearance of the cemetery.

Strategy 1 Continue to develop and enhance the Park Cremation Garden area.

Measure Two columbaria and new and diverse cremation products were placed in the park area to expose clients and families to options. Pavers replaced gravel walkways.

Strategy 2 Engage outside vendor to continue turf management with consistent soil preparation, seeding, fertilization and weed control program.

Measure Enhanced facility turf management program included regular application of weed control and fertilization of the entire cemetery grounds. Each interment was followed by complete site restoration. Special attention was given to the park area and its surroundings with application of mulch.

Strategy 3 Continue the memorial restoration program to help protect the cultural heritage of Chestnut Grove.

Measure Addressed the maintenance requirements of 10 historic memorials and repaired/reset in accordance with the contemporary facility standards.

Objective 5 Improve cemetery records.

Strategy 1 Perform field audits of burial sites and in-house audit of historical records of property owner records and files.

Measure Office and field audits were completed on all interments and 100 percent of transfers of interment rights were conducted in FY 2021.

GOLF COURSE

Clubhouse Division

Objective 1 Maintain and enhance economic sustainability.

Strategy 1 Implement fee study recommendations, recognizing the cost of providing services.

Measure The fee study was not authorized to be completed by an outside contractor, due to the pandemic.

Strategy 2 Use third party resellers to drive incremental business during off peak times.

Measure Staffs worked with partner GolfNow and their on-line platform to allow the golf course to operate efficiently and safely during the pandemic, as outdoor recreation was in extremely high demand. On-line prepaid sales of greens and cart fees rose from \$149,170 in FY2020 to \$936,506 in FY2021. Overall revenue rose from \$1,208,735 in FY2020 to \$2,279,479 in FY2021; FY2021 revenues increased 52 percent from the FY2021 projected budget.

Strategy 3 Use patron feedback to keep programs and services fresh.

Measure Staff continually engaged customers through personal interaction, social media and email to respond to comments and concerns.

Strategy 4 Pursue opportunities to operate more cost-effectively and efficiently.

Measure Seven club house services were outsourced during FY 2021: custodial service, USGA handicap program, point-of-sale management system, trash pick-up, food & beverage operations, soil testing and aeration.

Objective 2 Promote Herndon Centennial to help establish the town as a destination.

Strategy 1 Generate communication and targeted marketing campaigns.

Measure Staff used the GolfNow platform to reach new golfers eager for outdoor recreation opportunities. As gathering restrictions eased, email blasts and fliers at the clubhouse promoted course tournaments.

Strategy 2 Market opportunities for group events (outings).

Measure Group outings were limited early in FY2021 due to the pandemic. Once restrictions eased several channels were used to promote services and events to include "On the Tee" e-newsletters, golf course web pages, social media, Google calendar, brochures and fliers.

Strategy 3 Publicize the availability of association and league play.

Measure Tournament play was limited during the early part of FY2021. Seven weekday evening leagues played in FY 2021, including TAG, The Breeze Sports Bar & Restaurant, Department of Transportation, Telnet, The Spark League (new), Executive Women's Golf Association and Herndon Centennial Thursday Night League.

Strategy 4 Support Virginia High School League (VHSL) events.

Measure With the high school golf season postponed until spring due to the pandemic, staff worked with multiple area high schools to provide a venue for tryouts, matches and tournaments. Herndon Centennial hosted the Virginia High School League Liberty District tournament.

Strategy 5 Offer a variety of apparel utilizing logos or slogans specific to the golf course.

Measure During the pandemic, the supply chain for many golf shop merchandise items was interrupted. As the golf shop was accessed by the public through a service window only for much of FY2021, staff worked to display essential items such as balls, gloves, tees and a few accessory items.

Objective 3 Provide programs and services of exceptional quality.

Strategy 1 Implement a training program that assures internal control and provide back-up capabilities for critical functions.

Measure New part-time hires were trained to do several of the task normally done by full time staff in FY 2021. This included opening the building, golf shop merchandise inventory processes, tournament/outing preparation and day-to-day golf shop operation.

Strategy 2 Offer and administer the World Handicap System (WHS).

Measure A total of 265 participants were registered into the handicap program.

Strategy 3 Coordinate and implement a year-round schedule of events with focus on popular and unique formats.

Measure Staff conducted 14 events offering different formats: scramble, stroke play, match play, best ball, blind partner, shamble, two-person scramble, modified scramble, six-six-six, par three, alternate shot and three-two-one. The weekday senior tournament series used formats that participants helped to select. A total of 613 participants registered for course sponsored events.

Maintenance Division

Objective 1 Provide well maintained playing conditions in an attractive setting.

Strategy 1 Maintain course conditions within desired standards.

Measure Mowing heights were maintained within the parameters of the Virginia Golf Course Superintendents' Association (VGCSA) best management practices. Greens were mowed or rolled seven times per week during peak season. Based on a five-star scale (poor, fair, average, good and excellent), the average rating for playing conditions on *Golf Advisor* was good (4.1).

Strategy 2 Use modern technology to improve efficiency, playability and turf grass performance.

Measure A Field Scout TDR 350 moisture meter was used to conduct root zone moisture audits during the summer months. Staff conducted 90 root zone moisture audits and adjusted irrigation cycles according to meter reads in the field. Fifteen new irrigation heads were installed to improve irrigation coverage.

Strategy 3 Implement aeration and cultural programs.

Measure Greens were aerated three times; tees and fairways were aerated four times. Cultural programs included six light topdressing applications and verti-cuttings.

Strategy 4 Implement equipment preventative maintenance program.

Measure Staff implemented a preventive maintenance program to ensure safety and prolong the life expectancy of golf carts and maintenance equipment.

Objective 2 Implement environmental management practices to responsibly care for the land, water, wildlife and natural resources on which the course is sustained.

Strategy 1 Implement an integrated pest management program.

Measure Pest management approaches included a combination of biological, cultural, mechanical and chemical controls.

Strategy 2 Implement nutrient management program.

Measure A nutrient management plan was reviewed and approved by the Virginia Department of Conservation and Recreation. Staff conducted 24 soil tests (six each of greens, tees, fairways and roughs). The saturated paste data on the greens was excellent and the standard soil data reinforced the paste data. Applications of potassium, manganese and lime were applied at recommended rates.

Strategy 3 Utilize organic fertility sources.

Measure Staff continued to partner with Organic Material Review Institute (OMRI) to support and promote organic practices. Five OMRI approved products were applied: Earthworks 3-3-3 with Mycorrhiza, Allganic 0-0-52, Civitas, Micro-Bac and Vermaplex.

Strategy 4 Implement Stormwater Pollution Prevention Plan (SWPPP).

Measure Staff conducted SWPPP site inspections on a quarterly basis; inspections complied with Municipal Separate Storm Sewer Systems (MS4) permit process.

Strategy 5 Partner with community organizations to enhance environmental sustainability.

Measure The Virginia Bluebird Society hosted bluebird boxes throughout the property. Due to the pandemic, partnering with community organizations was suspended.

HERNDON POLICE DEPARTMENT

Field Operations Division

Objective 1 Deter and detect crime to maintain public safety.

Strategy 1 Promptly respond to calls for service.

Strategy 2 Conduct proactive patrols.

Strategy 3 Apprehend offenders and resolve active cases.

Measure The department responded to 22,332 calls for service in FY 2021. Calls are prioritized by urgency and segregated into Priority 1 (in progress), Priority 2 (just occurred) and Priority 3 and 4 (past occurred). In FY 2021, there were 179 calls designated as Priority 1 and 1,774 designated as Priority 2.

Measure Officers initiated 11,724 calls in response to suspicious circumstances, persons, or vehicles through proactive patrol, traffic stops, and foot and bicycle patrol.

Measure In FY 2021, officers conducted over 394 hours of foot patrol and 4.5 hours of bicycle patrol.

Measure The department conducts monthly reviews to ensure cases are effectively investigated and active cases are updated appropriately for status of resolution.

Measure The Patrol Section promptly referred 130 criminal cases to Criminal Investigations for follow-up after preliminary investigations were completed.

Objective 2 Preserve and strengthen community partnerships to promote police/citizen involvement.

Strategy 1 Promote community engagement and outreach opportunities.

Strategy 2 Utilize the Herndon Police Citizens Support Team (HPCST) to provide authorized services in support of police operations.

Measure For most of FY 2021, police interactions in the community were impeded largely due to social distancing, masking, and general operations restricted by the pandemic. The department depended heavily on social media to maintain healthy interaction with the community. Businesses and citizens were offered crime prevention strategies and resources and were directed to the department's website or social media for information or current posts, notifications, or events. Although official reports cannot be taken through social media, reports/complaints were directed to the appropriate section for handling.

Measure In FY 2021, although officers were not able to attend community meetings in person, efforts were made to connect virtually or electronically, as requested, to understand specific concerns or issues and strengthen open communication between police and residents.

Measure The department continued its partnership with schools and with Project Hope at the elementary school throughout the pandemic.

Measure Public activities such as National Night Out, Coffee with a Cop, and the citizens/youth police academies were suspended due to the pandemic.

Measure In FY 2021, the Herndon Police Citizens Support Team's (HPCST) opportunities to volunteer and serve were greatly hampered due to pandemic operations.

Objective 3 Enforce traffic laws and promote roadway safety.

Strategy 1 Promote roadway safety as a priority.

Strategy 2 Plan targeted traffic enforcement efforts to deter unsafe driving.

Strategy 3 Promote traffic safety campaigns.

Measure Quarantines and "stay at home" mandates resulted in a lower volume of traffic for most of FY 2021, which affected routine enforcement activity. However, in FY 2021, 143 special traffic details, to include 144 special patrols, were conducted to combat speed, distracted drivers, and impaired driving. Monthly selective enforcement efforts were directed at identified locations for increased enforcement to address traffic safety violations, citizen complaints, and accidents.

Measure An annual traffic enforcement analysis was conducted to examine traffic violations, crashes, and overall enforcement activity. Factors such as weather, time of day, type of violation, and predominant day and month of highest crashes were analyzed to determine effectiveness of current efforts and whether additional enforcement efforts are warranted.

Measure In FY 2021, the department conducted 61 proactive DUI patrols and participated in "Drive Sober or Get Pulled Over" campaign in December and January.

Measure The department continued to successfully use social media to provide urgent alerts and advisories that keep the public informed on road closures, accidents, and other active issues in real time.

Measure Due to the pandemic, the annual "Distracted Driving Month," which highlights the dangers of distractions while driving, was not scheduled. Selective enforcement efforts were used to monitor speeding and other traffic violations at identified locations.

Measure The annual "Law Enforcement Challenge" to highlight the department's enforcement and traffic safety efforts was cancelled due to the pandemic.

Measure The department continues to work with the town's Traffic and Engineering Improvement Committee (TEIC), as appropriate, to resolve or address specific traffic and roadway issues through needed engineering solutions.

Measure Annual pedestrian and bicycle safety programs to promote safety and awareness did not occur.

Support Services Division

Objective 1 Promote social media presence.

Strategy 1 Promote interaction and exchange of information through social media platforms.

Measure The department used social media to highlight crime prevention efforts, such as the “9PM Routine” to lock doors and vehicles each night to prevent vehicle theft and break-ins, impaired driving campaigns and highway safety advisories, scams, weather news and tips, and pandemic guidelines. The department also used social media to advance safety messages and public orders relating to the pandemic and to educate the public regarding policies, operations, and police reform issues or new laws.

Measure Followers of social media and others with interest have access to timely alerts and weekly crime reports along with crime prevention tips, events, and services that are posted on the website or on social media.

Measure The department promotes daily interactive discussions through social media, and has active followers: Twitter – 3,294, Facebook – 6,223, and Instagram – 1,591, as of June 2021. The department also maintains social media partnerships with local law enforcement to provide information exchange and topics of shared interest.

Objective 2 Investigate criminal activity and apprehend suspected criminals.

Strategy 1 Ensure effective criminal investigations.

Strategy 2 Maintain liaison with specialized law enforcement units and outside partnerships.

Strategy 3 Augment computer forensic investigation capabilities.

Measure The Criminal Investigations Section has three criminal detectives and three specialized detectives assigned to task forces. In FY 2021, criminal detectives were assigned 259 new cases and successfully closed 41 of those with an arrest; 175 were closed by administrative means that did not require an arrest. Two cases are still active from FY 2020.

Measure The Criminal Investigations Section continues to investigate criminal incidents that involve violence as a top priority. The department experienced four homicides, several robberies and assaults in FY 2021 that required intensive investigations, coordination with local and federal resources, and forensic technology to identify violent offenders and pursue apprehensions.

Measure The Criminal Investigations Section has specialized detectives assigned to the Northern Virginia Gang Task Force, the Fairfax County Vice/Narcotics Unit, and the Internet Crimes Against Children Task Force.

The gang task force detective, along with task force members, continued to take a proactive approach in combating gang activity in the town and the region. In FY 2021, the detective investigated 29 regional cases and seven federal cases.

Operations were greatly curtailed in vice/narcotics investigations with the Fairfax County Vice/Narcotics Unit due to the pandemic.

The digital forensics detective is a member of the Internet Crimes Against Children task force and was involved in 113 multi-jurisdictional investigations and assisted in 38

investigations within the town that included criminal intelligence, forensic examinations, juvenile runaways, etc.

Measure The Criminal Investigations Section participates in state, regional, and national information sharing with law enforcement and criminal intelligence centers. These efforts are accomplished through conference calls, regional meetings, shared databases and other applicable sources. The section maintains liaison with investigative units by meeting quarterly with the supervisors of task forces and special investigations. The department maintains regular communication and exchanges information with the Northern Virginia Regional Intelligence Center (NVRIC), which provides relevant timely intelligence information to area agencies.

Measure In addition to the digital forensics' detective, the department has one supplemental investigator qualified to conduct digital forensics investigations. This supplemental position enhances the department's ability to conduct complex technological investigations. The department provides advanced training in cyber-investigations for these specialized positions.

Objective 3 Maintain readiness through emergency management.

Strategy 1 Provide training in national emergency management protocols.

Strategy 2 Participate in regional workgroups and planning sessions to identify security threats to the community.

Measure Annual emergency protocol training was conducted for department personnel, and National Incident Management System (NIMS) and Incident Command System (ICS) training is made available online for officers and dispatchers. Emergency protocols are included in special operations plans and distributed to all police staff for major events.

Measure Emergency protocols were initiated and practiced throughout FY 2021 to manage COVID-19 operations and ordered restrictions. The pandemic provided an unanticipated, large-scale exercise in established emergency protocols that included coordination with local, state, and federal resources to ensure the safety of citizens and employees.

Measure Department members attended meetings and participated in conference calls for special events and emergency preparedness with the Northern Virginia Emergency Management Group, Fairfax County Office of Emergency Management, and the Governor's office.

Measure Workplace violence training for town employees was cancelled due to the pandemic.

Objective 4 Provide advanced training opportunities for department personnel.

Strategy 1 Provide advanced leadership training for supervisors.

Strategy 2 Provide specialized training opportunities for police personnel.

Measure There were 11 promotions (one captain, one lieutenant, three sergeants, and six corporals) in FY 2021. Additionally, two new lieutenants and one sergeant were

hired from the outside. Newly promoted supervisors completed practical job-related training to bolster skills in supervision and leadership responsibilities. Additional leadership training was completed by department supervisors to include:

Leadership training courses designed for first line and new supervisors, command-level, and executive leadership in law enforcement

Other local supervisory programs offered for law enforcement personnel through the Fairfax County Criminal Justice Academy

Virginia Chief's training on leadership foundations and principles

Police Internal Affairs Investigations training courses to include legal aspects, conducting investigations and interviews, and other pertinent guidance

De-escalation Training and Techniques

Law Enforcement Wellness and Peer Support

Measure The department has 17 specialized positions that require different training or certifications to perform their responsibilities. All positions maintained applicable training and certifications, most of which was conducted virtually.

The Criminal Investigations Section detectives received training to maintain or enhance their investigative responsibilities. Digital forensics detectives maintained their certifications with specific software programs to remain current with new technologies.

The K-9 officers attended bi-monthly training and recertified with their canines in FY 2021.

The Personnel/Training and Property section personnel attended a property management course.

Measure Officers received mandatory active shooter training with scenario-based exercises in FY 2021.

Measure Crisis Intervention Training for officers was scheduled but subsequently cancelled, with intent to re-enroll officers as normal operations resume.

Measure Certified training is provided to officers to qualify as mentors; however, due to public school closures, additional training was suspended in FY 2021.

Objective 5 Expand the use of technology to increase and enhance efficiency and effectiveness.

Strategy 1 Identify, implement, or upgrade technological alternatives to enhance operational support and physical security.

Measure The department, in conjunction with the town, made significant upgrades in security improvements to include access doors, alarms, and camera monitors, and integrated the systems for operational efficiency.

Measure Patrol officers used electronic summons technology to issue traffic violations; the parking enforcement official is also equipped with an electronic device to issue parking violations. Summonses and parking violations are automatically captured in

the department's records management system and are linked to the automated citation management system at the courts.

Measure The department's need for technology support in its daily operations continues to increase as operations, equipment, and interactions become increasingly dependent on changing technology. The department employed and expanded technology capability for administrative staff to work from home and conduct meetings virtually during the pandemic.

Measure All field operations officers are issued and utilize body worn cameras and in-car cameras to capture actual police/citizen interactions and document evidence.

FINANCE

Administrative Division

Objective 1 Enhance the town's financial management and credit rating.

Strategy 1 Maintain the town's current AAA municipal credit ratings by abiding by updated financial policies, monitoring all major revenues and expenditures so possible corrective actions can be promptly taken, and reporting on actuals versus budgets.

Measure The town complied with its financial policies during FY 2021, in line with best practices and rating agencies' expectations. Reporting was sent to key stakeholders with decision making capabilities to monitor FY2021 revenues and expenditures for all funds and to monitor the effects to the economic fallout from the COVID-19 pandemic. Despite economic issues surrounding the pandemic, the town remains financially healthy and debt services are well under the required legal limits.

Objective 2 Ensure town assets are adequately safeguarded.

Strategy 1 Secure commercial, property and general liability insurance coverage at adequate levels to protect the town government.

Measure All town officials, employees and assets were insured to the levels appropriate and adequate for use and exposure, after taking into account deductibles and premiums. Total FY 2021 premium costs for all commercial, property and general liability coverage was \$512,840, representing a 9.3 percent increase over the FY 2020 premium totals.

Objective 3 Provide oversight and guidance concerning the town's financial management and transactions.

Strategy 1 Ensure town and department goals, objectives and priorities are incorporated into the department's annual work plan.

Measure Department employee initial performance agreements for FY 2021 included objectives that supported the overall goals of the town.

Strategy 2 Foster clear and consistent interpretation of town accounting policies and procedures among department members.

Measure Throughout FY 2021, staff discussed town and department values, goals, challenges, and projects. Included in these discussions were process and procedure updates, customer service, professionalism, and pandemic impacts.

Strategy 3 Prepare and publish the proposed and adopted budgets on time.

Measure The FY 2022 budget was delivered on time, despite having significant employee turnover at the budget manager and director of Finance positions during the middle of the budget preparation process.

Accounting Division

Objective 1 Provide accurate and timely financial performance information to town departments, and satisfy federal, state, and local financial reporting requirements.

Strategy 1 Maintain accounting records in conformity with generally accepted accounting principles (GAAP).

Measure During the year, the Government Accounting Standards Board (GASB) issued new statements; as in past fiscal years, staff worked with the town's independent auditors to ensure compliance with these statements for the town's FY 2021 audited financial statements.

Strategy 2 Issue timely and relevant monthly financial performance information to departments.

Measure Through the use of the town's ERP system, departments had online access to account information that was automatically updated on a daily basis. In addition, the division assisted individual department requests concerning transaction activities for specific accounts.

Strategy 3 Issue the Comprehensive Financial Report (CFR) and achieve an unmodified opinion from the town's independent certified public accounting firm and recognition for quality performance by receiving the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting.

Measure The town's FY 2020 annual independent financial audit was successfully managed by timely production of the required reports, schedules, spreadsheets and exhibits as requested by the independent auditors. This information further supports the town's financial data in terms of its accuracy and validity. The report and other supplementary information were distributed to the Town Council in December 2020.

The town's FY 2020 CFR along with information for the Comparative Report of Local Government Revenues and Expenditures was submitted to the Virginia Auditor of Public Accounts by the deadline of December 15, 2020. The town received the prestigious GFOA Certificate of Achievement for Excellence in Financial Reporting for the 46th consecutive year for the FY 2020 CFR.

Objective 2 Promote efficiency in processing town financial transactions to maintain the highest level of accountability.

Strategy 1 Process accurate on-time expenditure transactions in accordance with established policies and contractual terms.

Measure During FY 2021, accounts payable staff processed 7,112 invoices and issued 2,885 disbursement checks and 694 ACH electronic fund transfers through 54 accounts payable sessions. More than 90 percent of these disbursements were made within 45 days of receipt of vendor invoice as allowed by the Virginia Public Procurement Act, or as allowed by contract.

Strategy 2 Process accurate, on-time bi-weekly payroll in accordance with town policies and applicable state and federal regulations.

Measure During FY 2021, staff issued approximately 7,360 payroll ACH direct deposits and 350 paper paychecks and processed all 26 bi-weekly payrolls and related tax filings on time.

Strategy 3 Promptly update town's financial software.

Measure During FY 2021, staff tested a major ERP software upgrade required by the vendor. The upgrade will change processes within the system for better efficiency and user friendly capabilities and is expected to finalize during FY 2022.

Strategy 4 Maintain and update the town's comprehensive financial policy and procedure manual.

Measure During FY 2021, staff continued to update processing procedures and manuals to reflect changes to applications and to strengthen internal controls.

Revenue Division

Objective 1 Assess and collect taxes, fees, and other miscellaneous invoiced amounts.

Strategy 1 Provide billing and collections for town revenue in a timely manner in accordance with state and local requirements.

Measure During FY 2021, the following were assessed and billed by revenue staff:

Semi-annual real estate tax notices were generated and disseminated on time. The total real estate tax levy was approximately \$12,537,000 (net of tax relief for qualified taxpayers).

A total of 1,484 annual business license applications were processed, and licenses issued. Total BPOL revenue collected was approximately \$6,787,000.

Monthly meals tax collections from 138 establishments garnered approximately \$2,580,000 in meals tax receipts for FY 2021.

Monthly transient lodging taxes collected and remitted by nine hotels generated approximately \$745,000 for FY 2021.

The division maintained all revenue files and application programs in functional order. Property assessment information was promptly updated after receipt from the Fairfax County Department of Tax Administration/Division of Real Estate Assessment.

Strategy 2 Collect and process all revenues for the town.

Measure The division collected revenues and receipts legally due the town and maintained a 99 percent average collection rate. In addition to collection of town tax and fee assessments, other typical daily transactions included:

Receiving and processing quarterly and final utility bill payments. Approximately 24,500 utility payments were processed during FY 2021.

The vehicle registration fee collected by Fairfax County and remitted to the town generated revenues of approximately \$432,000.

Objective 2 Invest town receipts in a prudent, safe and timely manner while maximizing interest income.

Strategy 1 Maximize town investment income by investing all reserve and idle funds.

Measure The town processes all receipts in a timely manner. All deposits and investments are placed in safe and liquid avenues in accordance with the Virginia Public Depository Act. Total approximate interest on investments (all funds) for FY 2021 was approximately \$128,000.

Objective 3 Promote efficiency in processing town financial transactions to maintain the highest level of accountability.

Strategy 1 Continue to develop a comprehensive revenue policies and procedures manual.

Measure The revenue and cash receipts policies and procedures sections of the manual are updated on an on-going basis due to a constantly changing environment and to strengthen internal controls.

Measure Staff reviewed and updated processes to streamline and create more efficiencies by using the Town's ERP system and treasury services.

Objective 4 Actively collect delinquent town accounts based on established policies and practices.

Strategy 1 Initiate effective collection activities on delinquent accounts.

Measure The town actively sends out delinquent notices and pursues past due accounts through collection methods allowed by Virginia State Laws, maintaining a 99 percent average collection rate.

Objective 5 Provide citizens various ways for payments due to the giving climate of the COVID-19 pandemic

Strategy 1 Facilitate online payment processing on the website as a convenient, alternative method for payment of utility bills and real estate taxes.

Measure The town continued to accept online credit and debit card payments and electronic funds transfers from customers' accounts for real estate and utility bills. During FY 2021, the town began offering e-check as a convenient, online payment option for water bills, real estate tax bills, meals tax, business licenses and permits.

Procurement Division

Objective 1 Provide an effective, efficient, and user-friendly procurement management system for town departments based on purchasing practices consistent with local, state and federal procurement laws.

Strategy 1 Procure goods and services for town departments in a timely and efficient manner.

Measure Staff managed the town-wide automated purchasing module and processed 1,004 purchase orders during FY 2021, compared to 1,129 the prior year. Purchase requisitions of \$5,000 or less were processed within one day of receipt. Purchase requisition amounts in excess of \$5,000 were processed within one to three days after receiving all necessary purchasing documentation from the requesting department.

Measure Staff advertised town procurement opportunities through eVA (the State's automated version of the Virginia Buyer Opportunity), public bulletin board, and the town website.

Strategy 2 Train town staff on the town's purchasing procedures and policies.

Measure Staff provided guidance to individual users concerning specific procurement questions, issues and regulations.

Strategy 3 Manage the town's Purchase Card (P-Card) program for small dollar purchases.

Measure The P-Card program continues to be used by select staff within the town's departments for purchasing small dollar items online or to facilitate buying from vendors who do not accept town purchase orders. Total credit card charges averaged \$33,783 per month in FY 2021, compared to \$52,663 per month in FY 2020. P-Card spend was down due to a spending freeze necessitated by the pandemic. During the year, individual training sessions were conducted for new P-Card users and Munis P-Card input and processing. A users' guide was also provided.

Objective 2 Maximize rent potential for town-owned rental properties.

Strategy 1 Work with other town departments and outside commercial property broker (where applicable) to manage the rental of town-owned properties.

Measure Staff managed rental of the commercial side of the town-owned building at 397 Herndon Parkway through continued coordination with the town's outside commercial property broker. For the entire fiscal year, all but one office in the town-owned rentable square footage was fully leased. Total rental income received during FY 2021 from all real property leasing activities (at 397 Herndon Parkway; 750 Center Street; two town-owned residences and the Pro Shop snack bar) was approximately \$435,680.

Objective 3 Manage a surplus property program for the disposal of property in a responsible and timely manner.

Strategy 1 Work with town departments to ensure surplus assets are promptly cataloged and efficiently disposed and, to the extent possible, provide a profit to the town.

Measure Surplus property sold at auction totaled approximately \$83,184 in FY 2021. In conjunction with the Department of Public Works, Finance implemented online surplus auctions through GovDeals.

Utility Customer Service Division

Objective 1 Provide consistent and timely service for Customers.

Strategy 1 Accurately read all residential and commercial water meters on a quarterly basis.

Measure Using a mobile reading device and the ORION Mobile Reading System as part of the town's automated meter reading (AMR) process, staff recorded consumption for approximately 6,000 water customers on a quarterly basis within the first business days of each month. Staff confirmed and verified reads were imported correctly on to our data software to reflect accurate consumption on utility bills.

Strategy 2 Analyze the consumption patterns established by customers.

Measure Staff analyzed consumption patterns of all water accounts. Any customer account that registered high consumption resulted in further investigation to prevent overbilling. Customers with high consumption received a notice of possible leakage within the property.

Objective 2 Utility billing and customer service.

Strategy 1 Generate and distribute quarterly and final billings for utility customer accounts.

Measure Utility bills for customer accounts were prepared, posted, and disseminated on a consistent quarterly basis, no later than the last day of the month throughout FY 2021.

Strategy 2 Manage delinquent accounts.

Measure Staff used all tools available to collect on delinquent accounts and reduce the number of annual write-offs within compliance of the state regulations related to the pandemic.

Objective 3 Information reporting.

Strategy 1 Maintain proper documentation and prepare various reports, reconciliation spreadsheets and schedules in connection with the town's annual financial audit and generally accepted governmental accounting standards.

Measure All applicable documentation was provided in a timely manner for the town's annual financial audit.

INFORMATION TECHNOLOGY

Objective 1 Implement technologies that assist departments in providing exceptional service.

Strategy 1 Continue to replace the town's enterprise resource planning (ERP) system.

Measure Due to the COVID-19 pandemic, delivery of paper documents, site plans and in-person visitation was suspended. IT deployed BlueBeam Revu solutions, empowering town staff with smart digital tools that allowed for digital submission and reviews.

In FY 2021, staff also continued to work with departments in re-energizing Tyler technologies EnerGov project, service request mobile application, citizen self-service, geographic information, and systems integration.

Strategy 2 Continue implementation of a virtualization infrastructure to support modernization of the town's desktop computers.

Measure FY2021 priorities were adjusted to focus on immediate needs caused by the pandemic such as remote workplace resilience and support of cloud technologies.

In FY 2021 staff embraced the virtual meeting platform Cisco WebEx, conducting more than 2340 virtual meetings with more than 12,000 participants.

Objective 2 Protect the town's technology assets and electronic information.

Strategy 1 In FY 2021, staff enabled a new cyber-security system that created a modern, holistic approach to security operations. This new solution created 360-degree protection from external threats, a comprehensive security risk methodology that safeguards environment and critical business data.

Measure In FY 2021, staff also deployed an additional layer of end-point protection that detects and investigates suspicious activity. In addition, all email traffic scanning was performed using cloud security analytics.

In FY 2021, more than two million emails were processed, and more than 25,000 spoofed domains were rejected by the town's protection policies. More than 265k SPAM emails were detected and rejected, and more than one thousand hacking attempts were successfully stopped.

Strategy 3 Migrate the town's electronic mail data to a new cloud.

Measure In FY2021 the town temporarily paused preparation for EnerGov deployment, due to the pandemic.

Strategy 4 Migrate the Herndon Police Department (HPD) enterprise software system to latest versions and place them on virtual platforms.

Measure In FY 2021, HPD continued enhancement of its enterprise software system availability, functionality and mobility. Additionally, as a part of the "smart city" pilot program, new cameras were added and a push blue police button was activated.

Strategy 5 Upgrade the UPS battery capacity in the HMC data center.

Measure The role of a UPS system is to eliminate the risk of unpredictable interruptions to mission-critical infrastructures. In order to maintain the maximum uptime, IT maintained UPS battery replacement at regular intervals in FY 2021.

Strategy 6 Continue enhancements to the Parks and Recreation enterprise software system, RecTrac. Enhance connectivity at the Herndon Community Center.

Measure RecTrac has been upgraded with a fully integrated parks and recreation management module that is more efficient and provides extensive reporting and statistical data. Additionally, the upload speed on the Herndon Community Center wi-fi was increased, supporting streaming of fitness classes remotely during the pandemic.

Strategy 7 Renew annual maintenance contracts for all infrastructure equipment and town enterprise applications.

Measure In FY 2021, IT used federal CARES funding to procure necessary software for conducting virtual meetings and enhancing telepresence and transparency. IT also structured the town's Cisco SmartNet contract to cover preventive maintenance on all networking and infrastructure equipment.

Strategy 8 Remove from service and replace critical core network infrastructure components that have reached end-of-life and are no longer supported under existing support contracts.

Measure In FY 2021, IT began replacing end-of-life Cisco call manager with a new unified communication manager system. The new system is an enterprise call control and session management platform that provides reliable, secure, scalable, and manageable call control and session management.

Another major upgrade initiated in FY 2021 was replacement of the town's firewall, which is designed to block unauthorized access while permitting outward communication. The vendor selected by the town in FY 2021 will provide SSL inspection, application control, intrusion prevention, and advanced visibility.

Strategy 9 Re-evaluate and augment the town's information security posture.

Measure In FY2021, IT strengthened its cybersecurity policy through a holistic approach that quantifies risk and considers the interaction of physical, virtual, and human factors on remote workstations, accounts and managed end-point devices. The new policy resulted in successful blocking of more than one million unauthorized web violations and redirection attempts per month.

Online security measures were implemented to reduce risk factors associated with telework and IT has also rolled out mobile device protection tools with centrally managed mobile devices security.

Objective 3 Improve internal customer satisfaction with IT services.

Strategy 1 Focus on systems modernization.

Measure With increased telework requirements in FY 2021, IT focused on mobile workspace enablement by changing standard workstation configuration to comparable laptop replacements. IT also continued its PC refresh cycle to mitigate the risks of

equipment failure and benefit from the latest technologies, with emphasis on “green computing” power efficient workstations.

Strategy 2 Provide staff with greater flexibility with the town’s technology by creating a predictable user interface, regardless of the system used for access.

Measure In FY 2021, the town continued to leverage full capabilities of Microsoft cloud services for collaboration, communication, legal compliance, security and inter-departmental knowledge sharing.

COMMUNICATIONS AND ECONOMIC DEVELOPMENT

Objective 1 Enhance information flow to town citizens and other constituencies about programs, policies, services and accomplishments by expanding uses of traditional and new communications conduits.

Strategy 1 Execute a proactive, comprehensive media relations program.

Measure Traditional media outlets are an increasingly marginal channel through which the town communicates to citizens, as community newspapers have diminished in numbers and readership. The Communications & Economic Development Office (C&ED) issued 32 news releases and media advisories in FY 2021 on topics ranging from Town Council actions to special events, initiatives and awards received by the town. All news releases were posted on the “news release” page of the town website. The office also handled all media relations for town departments, with the exception of the Herndon Police Department, which has its own public information officer, and Parks & Recreation, which handles its own media relations. In FY 2021, the office developed and executed multi-channel strategies to communicate COVID-impacts to town operations, to include news releases, e-newsletters (targeting citizens and businesses), social media, electronic and static signage, limited advertising, the town’s website and more.

Strategy 2 Enhance utilization of the website as an interactive communications tool.

Measure C&ED staff continued to project manage the maintenance and enhancement of the town’s website. Interactive elements on the site include real-time access to town council meetings, online payments, online job application functionality, “report a problem” functionality and more. Visitors to the site may also sign up to receive the town’s resident and business e-newsletters and to download the town’s mobile app, Herndon ON the Go.

Particularly as the pandemic necessitated significantly increased communications to citizens and businesses, the town’s online channels were the primary “go-to” communications resources. Staff issued 24 “News You Can Use” e-bulletins during FY 2021, to more than 2,100 subscribers. Additionally, eight issues of *ON Board*, the town’s e-newsletter for businesses, were issued in FY 2021 to more than 1,000 subscribers; this newsletter, typically issued quarterly, was instrumental in informing town businesses about COVID-related federal, state and local resources available to assist them. The town also worked with HCTV to produce five “Herndon is Open for Business” videos, which were posted on town channels and viewed more than 7,000 times.

The town’s social media sites were also significantly effective in communicating town news to citizens; virtual Town Council meetings were also streamed live via Facebook. The town’s Facebook page had more than 4,100 “likes”, or Facebook users who receive town posts on their newsfeeds, at the end of FY 2021.

Objective 2 Follow through on recommendations presented to the Herndon Town Council by the town’s Economic Development Task Force.

Strategy 1 Work with relevant departments to facilitate downtown redevelopment.

Measure In FY 2021, staff worked with the Town Manager and Community Development Department to further the project; to include coordination leading to closing on the land transfer to Comstock Herndon Venture LC in December 2020 as well as subsequent regular project meetings between the town and Comstock.

Strategy 2 Work with economic development advisory body in follow-through of economic development plan, advisory role to Town Council.

Measure Meetings of the Economic Development Advisory Committee were suspended in FY 2021, due to the pandemic. Staff produced and published a step-by-step guide for businesses launching in Herndon in FY 2021 and developed a location map of downtown businesses on the town's website.

Strategy 3 Continue business retention program meetings.

Measure Staff coordinated 10 meetings with the Mayor and/or Fairfax County's Economic Development Authority to visit town businesses; additionally staff visited 44 businesses in the video filming process for "Herndon is Open for Business" video series.

Strategy 4 Execute signature events such as new business breakfast and National Small Business Week.

Measure Signature events were suspended in FY 2021 due to the pandemic.

Strategy 5 Continue monthly welcome packet mailings to new businesses.

Measure All new businesses in the town received welcome mailings from the Mayor.

Strategy 6 Continue publication and promotion of events guide, seasonal promotion and other tourism initiatives.

Measure Publication of the events guide and seasonal promotional materials was suspended in FY 2021 due to the pandemic.

HUMAN RESOURCES

Objective 1 Attract, retain and develop highly qualified and motivated employees.

Strategy 1 Actively recruit and select top quality motivated applicants to fill staff vacancies in a timely manner.

Measure Specific and niche hiring continued during FY2021, to target skilled candidates more efficiently. Thirty-three regular status positions were filled, down from forty-one in the year prior, largely due to a partial hiring freeze during the pandemic as well as a competitive post-pandemic employment market. Fifty temporary/part-time flexible positions were filled, down from 70 the year before, due to the pandemic and the temporary closure of the community center and golf course. Overall, 83 employees were hired, down 20 percent from FY2020. Notable positions filled in FY 2021 include director of Finance and budget manager.

HR reviewed 1,736 employment applications in FY 2021, an increase of 63 percent over FY 2020. During the pandemic, some town positions remained unapproved for filling, aside from essential positions.

The employee referral program implemented in FY2018 has resulted in quality candidates referred for employment. Town employees referred 74 applicants in FY 2021.

Seven employees retired in FY2021, on pace with recent years.

Staff administered six selection tests to 644 police officer applicants, consistent with recent years. The town has increased its recruiting energy to focus on hiring officers who are already certified, which results in a significantly faster and affordable solution to staffing shortages. Career development programs continued for eligible police officers and communications technicians.

One measure of success in recruiting is the percentage of new hires that successfully complete their initial probationary period. Of the regular status new hires in FY2020, 66 percent successfully completed their initial probationary period in FY2021. Much probationary period turnover was non-voluntary.

The town fully funds the George Mason University cohort Master of Public Administration program; one employee is currently enrolled. The tuition reimbursement program, frozen in FY 2020, was reinstated in November 2020. Nine employees actively participated in the town's tuition reimbursement program in FY2021.

HR hosted nine trainings throughout the year, covering a wide range of topics, including: harassment & discrimination/civility; drugs' impact on life/work; the Employee Assistance Program; managing employee performance; first time supervisor training; wellness; and Microsoft Excel. More than 450 employees participated in these trainings.

In FY 2021 the town started a Certification and Licensure program to assist with attracting, training and retaining skilled professionals.

Objective 2 Ensure compliance with all employment related federal and state legislation and provide timely investigation and resolution of employee grievances.

Strategy 1 Administer and communicate human resources policies and procedures that are fair and in compliance with employment laws.

Measure Human Resources assisted directors and supervisors in issues such as recruitment, performance management, discipline, investigations, terminations and other personnel related matters.

Legal updates affecting employment law impacted the town in FY 2021. The Affordable Care Act, CARES Act, American Recovery Act, Families First Coronavirus Response Act, Virginia Occupational Safety and Health COVID multiple new regulations, Virginia Wage Act and more required significant staff time and compliance. Staff continually updates policies and plan documents in accordance with legal changes.

In particular, staff continued to adjust operations to meet safety regulations, to include implementation of federal and state compliance and safety protocols related to the pandemic. Human Resources plays a central role in reporting pandemic related exposures, coordination of emergency related remote working, and associated issues. Twelve administrative regulations were updated. One grievance occurred, which was resolved.

The town was able to meet 100 percent compliance with Virginia Municipal League's Risk Management Guidelines for the 13th consecutive year, with risk management awareness continuing to be at the forefront.

Objective 3 Research, develop, administer and communicate a comprehensive program of employee benefits to assist in attracting and retaining the most qualified employees.

Strategy 1 Review benefit contracts to ensure the town is providing updated, effective, cost-efficient benefits.

Measure Throughout FY2021 and specifically before open enrollment season, staff reviewed benefits to ensure the town provides quality, competitive and cost-efficient benefits to employees. The Local Choice (TLC) continues to be the best resource for health insurance due to the coalition method it uses with Virginia municipalities, enabling high quality plans at reasonable prices. The town had a four percent decrease in premiums on the Key Advantage plans. The Employee Assistance Program (EAP) is actively communicated to employees; the town's employee and family usage statistics are higher than national reported employer averages, including employees using the Drive Safe program over the holidays. The EAP vendor provided two employee trainings in FY 2021 on mindfulness and EAP resources.

Staff provided one-on-one counseling to employees on a variety of employee benefits in FY 2021, such as health and dental insurance, disability, family and medical leave, flexible benefits, deferred compensation, workers' compensation and retirement.

Objective 4 Embrace new technology that will assist in providing exceptional service.

Strategy Complete implementation of new performance management and continue introduction of new employee service tools.

Measure HR continues to roll out numerous enhancements via the Munis system. Calendar year 2020 had several last-minute changes made by the IRS, many due to the pandemic, which required quick compliance, and implementation into the financial system. HR worked with several departments to improve competencies, evaluation processes and approval workflows, as well as refresher trainings with supervisors.

The personnel budget process and Virginia Retirement System both had technological improvements in FY 2021, resulting in more readily accessible information to supervisors and employees.

The Virginia Retirement System has also had a modernization effort, with more tools available to employees for information about their retirement options.

TOWN ATTORNEY

Objective 1 Implement and oversee measures that continue to present the town as a historic, yet modern community where you can live, work and have fun.

Strategy 1 Provide legal assistance to the town manager and departments with identified projects and measures in the downtown.

Measure In FY 2021, the Town Attorney's Office worked collaboratively with relevant departments on projects, including:

Negotiating and drafting a Comprehensive Agreement Amendment providing terms under which town and Comstock Herndon Venture LLC would proceed with the PPEA downtown redevelopment project.

Drafting and reviewing all necessary documents in coordination with Comstock Herndon for the real estate closing on the downtown redevelopment project.

Continuing to collaborate with Comstock to obtain necessary agreements, contracts, and licenses for the downtown development.

Drafting agreements with downtown businesses to permit outdoor dining and other events.

Processing 16 leases for town property.

Obtaining the necessary property interests for construction of the Downtown Streetscapes Phase III improvements and the Center and Elden streets intersection improvements.

Drafting and processing e-scooter vendor applications.

Drafting an amendment to Chapter 7 (Arts Districts) (Ordinance 20-O-60) and drafted an Arts District Application for incentives.

Strategy 2 Provide legal assistance and counsel to the Mayor, Town Council and Town Manager as well as various departments in response to the COVID-19 pandemic.

Measure In FY 2021, the Town Attorney's Office worked collaboratively with all departments managing the pandemic as follows:

Drafting amendments to and administering the Town's Continuity of Government ordinance.

Assisting town restaurants in re-opening by drafting the necessary applications and agreements to allow for temporary outdoor dining during pandemic restrictions and recovery.

Advising the Mayor, Town Council, and Town Clerk regarding transitioning from electronic meeting procedures for Town Council and all Boards and Commissions back to in-person meetings.

Interpreting various programs and regulations including VOSH standards for employees, CARES, various federal funding and Governor's Executive Orders to advise town officials and staff.

Strategy 3 Manage risk associated with the use of town owned property, making the town a safer place to live and work.

Measure In FY 2021, the town's risk manager worked with various departments to implement the following improvements to operations:

Reviewing, drafting and implementing an improved process for application and special events approval on town property.

Continuing to update the town's first hearing conservation program as necessary for OSHA compliance.

Creating and conducting two mandatory town-wide employee trainings regarding state VOSH requirements relating to the pandemic.

Updating of insurance coverage for all town property.

Verifying and maintaining all physical inventories.

Objective 2 Continue to implement and oversee legislative actions, contractual arrangements and initiatives that present the town as a forward moving and high-tech community.

Strategy 1 In consultation with the Mayor and Town Council, develop and implement legislative measures that improve connectivity and communication for the citizens and businesses within the town.

Measure In FY 2021, the Town Attorney's Office worked collaboratively with relevant departments on projects, including:

Processing two new water tank leases for telecommunication connectivity.

Strategy 2 In consultation with the Mayor and Town Council, process agreements, land acquisitions and easements to address the need for increased ease of transportation within the town.

Measure In FY 2021, the Town Attorney's Office worked collaboratively with the Department of Public Works and Community Development on various projects, including:

Finalizing the acquisition of necessary property interests, utility relocation and contracts for construction of the Herndon Metrorail Access improvements (Bus Bays).

Coordinating acquisition of the necessary property interests, utility relocation and contracts for construction of the Van Buren Complete Street improvements.

Coordinating acquisition of the necessary property interests, utility relocation and contracts for construction of the Van Buren Street and Herndon Parkway intersection improvements.

Coordinating acquisition of the necessary property interests, utility relocation and contracts for construction of the Elden/Monroe Intersection improvements.

Coordinating acquisition of the necessary property interests, utility relocation and contracts for construction of the Center/Elden Intersection improvements.

Coordinating acquisition of the necessary property interests, utility relocation and contracts for construction of the Streetscapes III project in downtown.

Coordinating acquisition of the necessary property interests, utility relocation and contracts for construction of the Trails to Metro project.

Coordinating with VDOT regarding the acquisition of the necessary property interests and associated issues for the East Elden Street widening project.

TOWN CLERK

Objective 1 Provide timely, accurate, and complete administrative support to the Herndon Mayor and Town Council.

Strategy 1 Manage and plan staff resources to meet daily priorities.

Strategy 2 Research and prepare correspondence for the Mayor, Town Council and town manager.

Strategy 3 Research and prepare staff reports, resolutions, proclamations and certificates of appreciation.

Strategy 4 Strive for error-free production.

Strategy 5 Provide support for additional town council meetings.

Measure All administrative responsibilities for elected officials were successfully managed. Citizen inquiries were researched and responses were written on behalf of elected officials and the town manager. Special assignments were completed.

The clerk's office successfully transitioned the incoming 2021-2022 council and outgoing 2019-2020 council.

In FY 2021, the clerk's office prepared seven mayoral proclamations, four letters of recommendation and 11 congratulatory and 16 appreciation letters on behalf of the office.

The clerk's office assisted other departments with staff reports, resolutions and ordinances for council consideration.

Objective 2 Produce detailed and accurate records of Town Council meetings.

Strategy 1 Record Town Council proceedings, actions, and votes for the public record.

Strategy 2 Prepare and distribute action minutes, certified actions, and adopted minutes.

Measure Staff supported Town Council public hearings, work sessions and additional meetings as scheduled.

The council continued to meet on a virtual platform during the pandemic. The clerk's office implemented processes to ensure all virtual meetings complied with legal requirements.

The clerk's office supported 18 public hearings, 19 work sessions and 11 additional meetings, which included two special meetings, three quarterly strategic planning meetings, three meetings to discuss housing needs, and three scout and school group virtual tours.

The clerk's office presented 27 resolutions for council approval, and the council considered and adopted a total of 106 resolutions and 41 ordinances during FY 21.

Objective 3 Image official and historical town records and make appropriate records including the approved council minutes, actions, resolutions, and ordinances available on the town's website.

Strategy 1 Continue to leverage the town's investment in the document imaging system and make pertinent records available on the website.

Strategy 2 Update and maintain all records in the Town Clerk's office.

Strategy 3 Maintain and index the town's contracts and agreements.

Measure Process and update Town Council minutes, action minutes, adopted policies, resolutions, and ordinances on the town's website.

In FY 2021, the Library of Virginia notified localities across the Commonwealth that the facility no longer had the capacity to store original records [minute books]. Localities now maintain records onsite [or offsite] and official records remain in the legal custody of the town as "permanent in agency." The clerk's office implemented processes to archive, maintain and index all original records.

Official proceedings - minutes and legislative actions of the governing body - were documented and made available on the town's website, as well as recordings of all virtual governmental meetings.

Staff maintained indexes of town's leases, contracts and agreements.

Objective 4 Update and maintain the Herndon Town Code.

Strategy 1 Process and distribute ordinance amendments to the Herndon Town Code following Town Council adoption.

Measure Eight ordinance amendments to the Herndon Town Code were certified following adoption and transferred quarterly to Municipal Code Corporation for codification.

Objective 5 Ensure proper advertising of government meetings in accordance with the Code of Virginia.

Strategy 1 Submit legal advertisements for publication in accordance with the Code of Virginia.

Strategy 2 Prepare special notices in accordance with requirements.

Measure Staff placed 98 legal advertisements in *The Fairfax County Times* for Town Council, Architectural Review Board, Heritage District Review Board, Board of Zoning Appeal and Planning Commission virtual public hearings.

In addition to legal advertisements, notices were required to meet state law requirements to meet in a virtual platform during the pandemic. The clerk's office issued 93 notices for Town Council, Architectural Review Board, Heritage District Review Board, Board of Zoning Appeals, Planning Commission, special meetings, additional closed meetings, quarterly strategic planning meetings and meetings to discuss housing needs.

During FY 21, the clerk's office prepared an Invitation for Bid for the town's legal advertisements, which the council awarded to *The Fairfax County Times*.

Objective 6 Track appointments and expiration dates for the town's boards and commissions and schedule Town Council action. Administer oaths of office to appointees and key staff.

Strategy 1 Track appointments and expiration dates for the town's boards and commissions.

Strategy 2 Advertise vacancies and schedule interviews as appropriate.

Strategy 3 Solicit applicants and transmit applications for Town Council review.

Strategy 4 Administer Oaths of Office as required.

Measure Twenty-four individuals were appointed and 10 individuals reappointed to the town's boards, commissions and advisory groups in FY 2021. The town clerk issued nine oaths of office to newly appointed members, which included town staff; citizen members to council boards, commissions and advisory groups; and the first specially trained facility K9 member of the Herndon Police Department - Police Dog K-9 Officer Bragg.

Objective 7 Maintain the Town Clerk, Town Council, and linked portions of the town's website, including the town's master community calendar and virtual bulletin board.

Strategy 1 Maintain the government portion of the website including Town Council, Town Clerk, Agendas/Minutes pages, and virtual bulletin board.

Strategy 2 Maintain the town's community calendar on the town's website, to include posting Town Council meetings on the homepage.

Measure Staff maintained the community calendar and designated portions of the town's website, and posted accurate information regarding meeting dates, minutes and biographies of elected officials.

Throughout the pandemic, the clerk's office maintained the Agendas/Minutes and virtual bulletin board with information and instructions for the public to participate in government meetings.



STAFF REPORT

**Town Council
September 21, 2021**

Title:

Resolution, to establish the Herndon Town Council meeting schedule for January 1, 2022 to December 31, 2022.

Staff Contact:

Viki Wellershaus, Town Clerk
(phone) 703.435.6804
(email) viki.wellershaus@herndon-va.gov

Background:

Chapter 2 (Administration), Section 2.1 (Meeting Schedule), of the Herndon Town Code, authorizes the town council to modify the meeting schedule by resolution.

With the development of the 2022 annual town calendar underway, there is an opportunity for the council to consider modifications to include in the annual calendar before it is printed. The council may, at any time throughout the year, modify the schedule by resolution.

Discussion:

Traditionally, the meeting schedule is modified to accommodate participation in National Night Out; federal, state and county elections; and Thanksgiving holiday travel.

Staff proposes three modifications for council consideration:

- Reschedule the town council work session on Tuesday, August 2 **TO** Wednesday, August 3, to allow council participation in National Night Out;

Meeting Schedule
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- Reschedule the town council public hearing on Tuesday, November 8 **TO** Tuesday, November 15, in recognition of the 2022 Herndon Town Council election; and
- Forgo a second town council work session and town council public hearing in November to accommodate Thanksgiving holiday travel.

Fiscal Impact

None

Staff Recommendation:

Staff recommends that the council consider the 2022 meeting schedule as proposed.

Attachments:

Draft resolution
2022 calendar

Prepared and Approved by:

Viki Wellershaus, Town Clerk

TOWN OF HERNDON, VIRGINIA

RESOLUTION

SEPTEMBER 28, 2021

Resolution- to establish the Herndon Town Council meeting schedule for January 1, 2022 to December 31, 2022.

BE IT RESOLVED that the Town Council of the Town of Herndon, Virginia, hereby:

1. Incorporates the meeting schedule set out in Section 2-1 of the Herndon Town Code (2000), as amended, and establishes the meeting schedule for January 1, 2022 to December 31, 2022, modified as follows:
 - Reschedule the town council work session on Tuesday, August 2 **TO** Wednesday, August 3, to allow council participation in National Night Out;
 - Reschedule the town council public hearing on Tuesday, November 8 **TO** Tuesday, November 15, in recognition of the 2022 Herndon Town Council election; and
 - Forgo a second town council work session and town council public hearing in November to accommodate Thanksgiving holiday travel.
2. Directs staff to reflect the modified meeting schedule in the 2022 annual town calendar.

January 2022						
◀ December						February ▶
Sun	Mon	Tue	Wed	Thu	Fri	Sat
					Town closed	1 New Year's Day
2	3	4 TCWS	5	6	7	8
9	10	11 TCPH	12	13	14	15
16	17 Martin Luther King Jr./ Town closed	18 TCWS	19	20	21	22
23	24	25 TCPH	26	27	28	29
30	31					

February 2022						
◀ January						March ▶
Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1 TCWS	2	3	4	5
6	7	8 TCPH	9	10	11	12
13	14	15 TCWS	16	17	18	19
20	21	22 TCPH	23	24	25	26
27	28					

March 2022						
◀ February						April ▶
Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1 TCWS	2	3	4	5
6	7	8 TCPH	9	10	11	12
13 _s	14	15 TCWS	16	17	18	19
20	21	22 TCPH	23	24	25	26
27	28	29	30	31		

April 2022						
◀ March						May ▶
Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	4	5 TCWS	6	7	8	9
10	11	12 TCPH	13	14	15	16
17	18	19 TCWS	20	21	22	23
24	25	26 TCPH	27	28	29	30

May 2022						
◀ April						June ▶
Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3 TCWS	4	5	6	7
8	9	10 TCPH	11	12	13	14
15	16	17 TCWS	18	19	20	21
22	23	24 TCPH	25	26	27	28
29	30 Memorial Day/ Town closed	31				

June 2022						
◀ May					July ▶	
Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1	2	3	4
5	6	7 TCWS	8	9	10	11
12	13	14 TCPH	15	16	17	18
19 Juneteenth	20 Town closed	21	22	23	24	25
26	27	28	29	30		

July 2022						
◀ June						August ▶
Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	4 Independence Day/ Town closed	5 TCWS	6	7	8	9
10	11	12 TCPH	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

August 2022						
◀ July						September ▶
Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2 National Night Out	3 TCWS	4	5	6
7	8	9 TCPH	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

Reschedule TCWS to Wednesday, August 3 to allow Council participation in National Night Out activities.

September 2022						
◀ August						October ▶
Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1	2	3
4	5 Labor Day/ Town closed	6 TCWS	7	8	9	10
11	12	13 TCPH	14	15	16	17
18	19	20 TCWS	21	22	23	24
25	26	27 TCPH	28	29	30	

October 2022						
◀ September					November ▶	
Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1
2	3	4 TCWS	5	6	7	8
9	10	11 TCPH	12	13	14	15
16	17	18 TCWS	19	20	21	22
23	24	25 TCPH	26	27	28	29
30	31					

November 2022						
◀ October						December ▶
Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1 TCWS	2	3	4	5
6	7	8 Election Day	9	10	11 Veterans Day/ Town closed	12
13	14	15 TCPH	16	17	18	19
20	21	22	23	24 Thanksgiving Day/ Town closed	25 Town closed	26
27	28	29	30			

Reschedule the TCPH on November 8 TO Tuesday, November 15 in recognition of the Herndon Town Council election. Forgo a second town council work session and town council public hearing in November to accommodate Thanksgiving holiday travel.

December 2022						
◀ November					January ▶	
Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1	2	3
4	5	6 TCWS	7	8	9	10
11	12	13 TCPH	14	15	16	17
18	19	20	21	22	23 1/2 Day Town closed	24
25 Christmas	26 Town closed	27	28	29	30	31