



TOWN COUNCIL SPECIAL MEETING STRATEGIC PLANNING

Herndon Police Department – Community Room
397 Herndon Parkway, Herndon, VA 20170

Thursday, July 13, 2023 | 6:00 p.m.

- 1. Call to Order**
- 2. Town Council Strategic Planning Meeting** - moderated by Kristi Dooley, Executive Coach and Consultant, *True Purpose Leadership* and Juliette Rouge, *George Mason University Jimmy and Rosalynn Carter School for Peace and Conflict Resolution*
- 3. Adjournment**



**Herndon Town Council
Strategic Planning Retreat
July 13, 2023**

Purpose: To refine our core values, confirm our key strategic focus areas, and identify the key outcomes that will enable us to work toward attaining our 10-year vision for the town.

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|---------------------|---|
| 6:00 – 6:15 | 1. Welcome, Overview, Check in, Agreements |
| 6:15 – 7:30 | 2. Drilling Down on our Core Values – what do we mean |
| 7:30 – 7:45 | Break |
| 7:45 – 8:15 | 3. Confirming the Strategic Focus Areas |
| 8:15–9:10 | 4. Identifying 10 year Strategic Outcomes – break into groups/ draft/propose/share |
| 9:10 – 9:30 | 5. Check in on Our Operating Agreements |
| 9:30 – 9:50 | 6. Review of Council Initiatives Process and Previous Council Initiatives |
| 9:55 – 10:00 | 7. Wrapping up today |



Herndon Town Council Retreat

March 10 & 11, 2023

Our Ideal Experience (What do we want to get out of this experience as a council member)

- Getting to participate in long range strategy/planning
- Debate and refine ideas
- Support each other in building what matters most
- Build on our strengths
- Work and collaborate as one body
- Respect each other and town staff expertise
- Kinetic energy --bottom line our discussions, be action/result focused
- Revise comp plan

Our Agreements (how we commit to working with each other to make our ideal experience happen)

- Acknowledge each other's strengths
- Bring each other in; collaborate together
- Find/strive for places of agreement
- Be Transparent
- Work to build consensus
- Have each others' back – support one another
- Assume positive intent
- Debate the issue, not the person
- Bring in safe listening spaces

Process Agreements: How do we want to get things done (create a document to share as a resource with next council)

- Council members won't add a discussion or action item to Regular Meeting agenda as the first time we see it
- Take roll call votes in work and strategic sessions
- Additional items can be added to work session agenda after Town Clerk seeks objections from council in advance of meeting
 - Encourage talking to council colleagues ahead of time
 - One objection pushes the item to the next work session
- Closed session agenda items go to Town Attorney for review for addition to closed session agenda (closed session requires a majority vote to start the closed session)
- Regular agenda items to Town Manager / Clerk by COB Wed (early is better), working deadline Monday
- Majority vote in work session for staff to draft legislation on a particular issue

- 2nd vote possible if didn't get a majority if the request is to get it to a public vote (councilmembers may vote to move it to a public meeting vote even if not planning to vote affirmatively for the legislation)
- Mayor and Vice Mayor will sit next to each other in work sessions
 - Everyone else sits where they wish

Vision: Initial Brainstorm drafts in small groups

- 1) Herndon is a town that represents a crossroads. We represent a crossroad of the best of small town American and internationality, large innovative companies and entrepreneurial community business.

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

- 2) Out of many communities: we became one
- 3) Welcome to Herndon: Unity in Diversity

Vision Statement Draft Council Agreed to:

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

Herndon's tag line: *Out of many communities, One*

Brainstormed list of Possible Core Values:

- Collaborative
- Accountable
- Equality
- Sustainable
- Aligned Engagement
- Innovative/adaptive
- Responsive
- Courageous ownership
- Trustworthy
- Deliberate

After discussion, our Core Value “ecosystem” (final draft of Core Value / word strings)

- 1) Innovative & adaptive / courageous ownership
- 2) Ethical accountability- integrity / trustworthy
- 3) Sustainable / deliberate
- 4) Collaborative / aligned engagement

- 5) Responsive
- 6) Equity/equality/just

Our Aspirations for the Town 15 years out (Herndon 2.0)

- Resilience
- Interconnectedness (people, transportation)
- Environment
- Setting the pattern
- Inclusive
- Sustainable
- Futuristic- preparing for multiple scenarios
- Agile/adaptable
- Community oriented
- Common spaces (accessible, truly usable by all)
- Trust in each other (public, social)
- Contributions from all based on strengths
- Harness/manage external forces
- Safe space for everyone
- Differences celebrated & reflected
- Social equity

Strategic Focus Areas (5):

Key questions/considerations we would ask for each policy / goal

- Budget
- Robust inclusion
- Communication
- Marketing
- Modernization & innovation
- Legal/policy

1)Fiscal Stewardship

- Contingency Planning
- Economically scaled service delivery
- Measured budget execution
- Value investments
- Long term planning

2) Infrastructure, Safety & Security

- Proactive safety (preventative)
- Interconnected transportation nodes
- Inclusive infrastructure plans/requirements (ADA)
- Distinctive, intentional placemaking

- Green space: eco diversification
- Housing-intentional diversification of housing stock

3) Economic and Environmental Sustainability

- Promoting a balanced, integrated, sustainable economic and environmental ecosystem that encourages entrepreneurship, innovation, and growth with a commitment to climate management and responsiveness; providing regional leadership and stewardship through citizen, research business collaboration; cultivating a sustainable and vigorous mix of residential and commerciality
 - Entrepreneurial ecosystem
 - Climate commitment
 - Managed growth-balanced large and small
 - Integrated economic and environment
 - Leading way among regional municipalities

4) Good Governance

- Community-centered, kinetically-engaged information gathering, data informed policy and organizational development, responsive to community and environmental (context not stress) evolution

5) Thriving Community

- Easy access to all services
- Investment continually made in all areas of the community (age, ethnicity, cultural)
- Taking action! Needs are identified and met
- Responsive, integrated support of schools/children and families (ad hoc committee?)
- Public investment in art/beautification/creative activities
- No tokenizing: listening, engaging, including
- Indirect support of economic self sufficiency, growth
- Celebrating the components of the whole community: valuing all

Town of Herndon Strategic Plan Strategic Focus Areas (SFA) - DRAFT

*This is a **draft document** based on the Town Council's work during the March 2023 Council Retreat.*

Vision

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

Tag Line

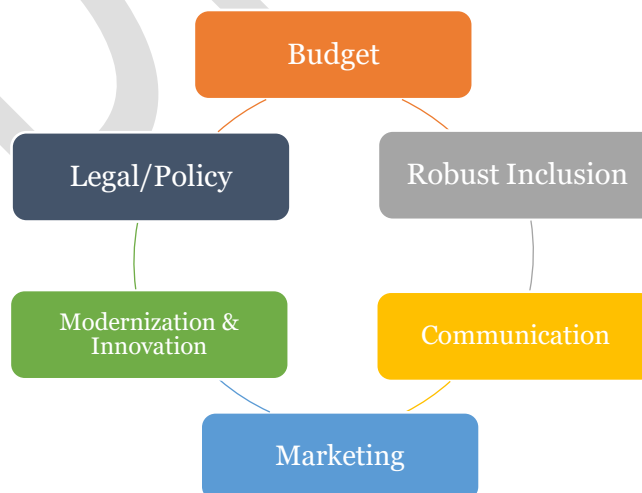
Out of many communities, One

Values



Key Considerations for Strategic Focus Areas

These five key considerations were used as lenses in developing the guiding principles for each Strategic Focus Area.



Strategic Focus Areas

Strong Fiscal Stewardship

Herndon as a fiscally responsible community.

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

Safe & Inclusive Community [Original Title: Infrastructure, Safety & Security]

Herndon as a safe and inclusive community.

Guiding Principle: Herndon boasts a well-maintained, safe, and interconnected, multi-modal transportation network connecting the Town to the region through use of innovative technology and initiatives. Distinctive placemaking incorporating accessible green and open community spaces, and intentional diversification of housing options, while protecting our historic small-town feel, are primary features. Residents, businesses, and visitors feel safe at all hours, and if they require help, the response from well-trained staff is timely, courteous, and professional. Preventable problems are avoided, and Town government takes a regional view of planning for safety, and emergency response and recovery.

Economic and Environmental Sustainability

Herndon as a sustainable economic and environmental regional leader.

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

Good Governance

Herndon as a well governed community.

Guiding Principle: Herndon's government provides effective and efficient community-centered services and programs that are focused on improving quality of life, and is responsive to community and environmental evolution. Major policy decisions are considered by Town Council and are reflective of community engagement and informed by kinetically-engaged information gathering. Town government is accountable, transparent, and backed by quality and responsive staff. Public facilities are maintained in a state of good repair so they can effectively support municipal operations and services.

Thriving Community

Herndon as a thriving community.

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

TOWN OF HERNDON, VIRGINIA

RESOLUTION

APRIL 11, 2023

Resolution- to adopt the Town Council Operating Agreement.

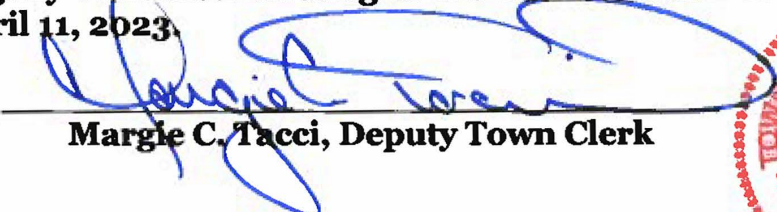
At the March 10 and 11, 2023 Town Council Retreat, the Town Council met and collectively agreed upon operating standards that reflected their expected experience as members of the Herndon Town Council and their commitment to working collectively toward that ideal experience.

As a result of these discussions, the Town Council Operating Agreement has been developed to operationalize these standards and process agreements.

THEREFORE, BE IT RESOLVED, by the Town Council for the Town of Herndon, Virginia that:

1. The Town Council adopts the Town Council Operating Agreement.

This is certified to be a true and accurate copy of Resolution 23-G-30 adopted at a legally convened meeting of the Town Council of the Town of Herndon on April 11, 2023.


Margie C. Tacci, Deputy Town Clerk



Attached for reference is the Town Council 2023-2024 Operating Agreement.

Town of Herndon Operating Agreement

Introduction

This Operating Agreement was designed and adopted for the benefit and convenience of the Herndon Town Council. Its purpose is to assist the Town Council to conduct its affairs in a timely and efficient manner. This Operating Agreement is complimentary to the adopted parliamentary procedures found in *Robert's Rules of Order Newly Revised in Brief, 3rd edition* (ROR) and applicable Virginia laws. This Operating Agreement does not supersede the provisions of the Town Charter, Town Code, or Code of Virginia.

Section 1 – Purpose and Basic Principles

Section 1-1. Purpose of Operating Agreement.

- A. To enable the Herndon Town Council to transact business, fully, expeditiously, respectfully, and efficiently, while affording every opportunity to citizens to witness the operations of government;
- B. To enable the Herndon Town Council to participate in long range strategic planning;
- C. To support respectful and productive debate, idea refinement, and result-focused discussions;
- D. To create a supportive environment that builds on the Council's strengths, and respects each member's expertise, as well as town staff's expertise;
- E. To preserve the spirit of cooperation and collaboration among Councilmembers; and
- F. To enable the Herndon Town Council to support each member in building what matters most.

Section 1-2. Basic Principles Underlying Operating Agreement.

- A. The business of the Town Council should proceed in the most efficient and effective manner possible, and the members commit to:
 - 1. Acknowledging each other's strengths and supporting each other;
 - 2. Collaboration, consensus building, and striving for places of agreement;
 - 3. Transparency;
 - 4. Assuming positive intent;
 - 5. Debating the issue, not the person; and
 - 6. Supporting safe listening.
- B. Town Council's Operating Agreement will be followed consistently;
- C. Only one subject may occupy the attention of Town Council at one time;
- D. Each item presented for consideration is entitled to full discussion;
- E. Every member has equal rights to participate and vote on all issues;
- F. Every member will have equal opportunity to participate in the decision making of the body; and
- G. The Council acknowledges that it acts as a body.

Section 2 – Process Agreement

In addition to the parliamentary procedures outlined in *Robert's Rules of Order Newly Revised in Brief, 3rd edition*, (ROR) the Town Council agrees to the following processes regarding agendas and meeting procedures:

Section 2-1. Adding Items to a Meeting Agenda.

Any member may make a request to add an item to a future agenda following the below procedures:

- A. Prior to making a request to add an item to an agenda, members are encouraged to speak one-on-one with the Mayor and their Council colleagues to discuss the proposed topic in advance.
- B. Members requesting to add an item to an agenda prior to publication must submit to the Town Manager: (1) the title, (2) brief description of the topic, and (3) any supporting documentation by close of business on the Wednesday (or earlier) before the work session meeting.
- C. Members may request to amend the meeting agenda to add an emergency (or emerging topic) item at the start of a meeting. The requesting Member will make a motion to amend the agenda and provide a brief description of the topic. The Members agree that an action or discussion item may only be added to the agenda with unanimous consent. The Mayor will seek any objections; if there are one or more objections to adding the item to the meeting agenda, the topic will be scheduled on the next appropriate meeting.
- D. Requests to add Closed Session items must be reviewed by the Town Attorney prior to scheduling to determine appropriateness and applicable State Code exception(s).

Section 2-2: Voting at Meetings

- A. Roll call votes are able to be taken in all meeting settings, including work sessions and special meetings. The voting process will follow ROR procedures.
- B. Council majority consent is required to direct the Town Manager on a particular topic or to draft legislation on an issue. If a majority vote is not obtained to direct the Town Manager on any particular issue or topic, a Member may make a motion and a vote may be taken to schedule the item for Council consideration and action on a regular meeting agenda.

Section 2-3: Seating

During work sessions, the Mayor and Vice Mayor will sit next to each other, and all other members may sit in any other available seat.