

TOWN OF VIENNA  
TOWN COUNCIL WORKSESSION MEETING  
Monday, October 15, 2012  
6:00 PM  
James Madison High School-Workforce Development Center

 Print

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1. **Strategic Planning**

TOWN OF VIENNA  
TOWN COUNCIL WORKSESSION ITEM  
October 15, 2012  
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ITEM NO.

Strategic Planning

**BACKGROUND SUMMARY:**

The Town is developing a Strategic Plan, a first for the Town, that will provide a course of action for its future and be used to *prioritize* resources and funding.

**OVERVIEW:**

During the April 9, 2012 work session, staff presented information to the Town Council on a Strategic Planning process that included an anticipated time line and identified specific goals and objectives. Since then, the Town Manager appointed a Strategic Planning Committee to guide the Town through the process. The facilitated off-site work session will allow the Town Council to identify the Town's vision and articulate key performance areas. The information garnered from this off-site work session will then be used by the Town's Strategic Planning Committee and Leadership Group to develop the Town's mission, values and objectives to accomplish the Vision and key priorities identified by the Council during the work session. Based on the projected time line, a draft Strategic Plan will be presented to the Town Council in January 2012.

**SUMMARY/STAFF IMPRESSIONS:**

N/A

**DOCUMENTS ATTACHED:**

No Attachments Available

**RECOMMENDATION:**

1. Identify Vision
2. Identify Key Priorities

## **Welcome/Introductions**

- Welcome and Introductions
- Agenda Review
- Norms and Expectations for the retreat

Agenda Item Outcome: Create a safe environment for honest exchange of ideas.

## **"This I Believe..."**

- Each Councilmember will be given an opportunity to share their "belief" about the future of the Town of Vienna.

Agenda Item Outcome: Develop an understanding of the various perspectives of individual members of the governing body.

## **SWOT (Strengths/Weaknesses/Opportunities/Threats)**

- Review and discuss the Town's Strengths/Weaknesses/Opportunities and Threats
- What's Missing

Agenda Item Outcome: Develop a shared view of "where we are"

## **Develop Vision Statement**

- Articulate and share individual vision statements for the Town
- Develop a shared vision

Agenda Item Outcome: A vision statement that will provide guidance for future policy decisions.

## **Articulate Key Performance Areas**

- Identify those things that "must go well" (Key Performance Areas) in order to move towards the shared vision
- What are the key ingredients to success in the "industry" of town government

Agenda Item Outcome: Identify and agree on the key those "things that must go well" to secure a positive future for Vienna.

## **The Council's Priorities**

- Given the Key Performance Areas that have been identified – what priority action items will ensure the Town moves in the right direction
- Generate and Agree on what this Council would like to accomplish in the next 2 years

Agenda Item Outcome: Identify the Town Council's priority work plan for 2012 - 2014

## **Closing/Next Steps**

- Staff workshop on November 13: refine plan, develop/refine mission and core values, begin to develop workplan for goals and strategic plan document

Agenda Item Outcome: Agree on how the strategic plan will be finalized and adopted as well as monitored in the coming year.

What opportunities does the community have?	What are the threats facing the community?
Making Maple Avenue vision a reality	Development surrounding us (Tysons redevelopment) – don't want to be a suburb of Tysons
Continuing to implement Church Street vision	Traffic management
Bedroom community vs. mixed use	Bedroom community vs. mixed use
Make town more walkable	Funding key initiatives in Maple Avenue vision and other capital needs
Have strategic plan guide council and staff's work, including CIP for future	Retaining small town feel with changes in town and around us
Working more closely to support businesses (zoning, permitting practices, sign ordinance)	Engaging non-English speaking residents
New parking garage	Not making progress on implementing Maple Avenue vision
Partnering more with universities (GMU) for innovative solutions	Being decisive about the direction we want to go
When disagree, sometimes postpone decisions – need to move ahead and address fundamental issues	Maintaining our strong community identity, small town feel

**OFF-SITE WORK SESSION**  
*Strategic Planning Session*

**Monday, October 15, 2012**

6:00 p.m. – 10:00 p.m.

Dinner available 5:30 p.m.

James Madison High School Workforce Development Center  
2500 James Madison Drive, 22181

**DIRECTIONS**

- Enter through main entrance (door number 1)
- Turn left at end of hall, room will be on the left

Dinner will be available at 5:30 p.m. with the meeting to commence at 6 p.m.

**MEETING PREPARATION**

The below information was sent for Council's review and consideration by the facilitator and will be used to start the session:

**THIS I BELIEVE**

Each Councilmember will be given 5 to 7 minutes to share "what they believe" about the future of the Town. This exercise is loosely based on the "This I Believe" Essay format initiated by Edward R. Morrow on National Public Radio in the 1950's. Today there is an international organization that engages people in writing and sharing essays describing their core values that guide their daily lives. You are invited to share what you personally believe to be true about the future of the Town.

- Tell a story: Be specific. Take your belief from the events of your life that have shaped how you look at and experience "community".
- Name your belief: Focus on a core belief - and talk about why it is true.
- Be positive: This is what you DO believe, not what you DON'T believe - avoid speaking in the editorial "we" and make sure this is about what you believe - speak in the first person.

LC

- rich with resources
- provide these opportunities
- CS.
- Safe links - create links
- ~~dev~~ multimodal transportation
- more connections
- encourage governmental/recreational hub-link
- enterprise/marketplace encouragement

Independence

Safe community

Invest in infrastructure

→ Open communication w/residents (transparency)

Active & engaged residents

Civil & respectful discourse

Professional town staff

Economic development

Financially sound Town Gov't

Parks & open space

Land use planning

## Visioning HS

- vibrant community
- mix of businesses
- historic
- proud to raise a family
- reinforce why residents want to live here

## JS

- history/background
- build on what we have
- safe/easy to get around
- 5-10 years → traffic, wealth in area
- pleasant experience
- all are welcome
- keeping Vienna a "true town"

## LD

- thriving, diverse
- ample transportation
- strong government
- green initiatives

## EK

- walkable neighborhoods
- great community events
- vibrant community
- accessible services/responsible govt

## MP

- vibrant/viable
- economic hub (near)
- walkable; easy access to public transportation
- mix of housing opportunities

SP WORK SESSION

10/15

- <sup>Senicki</sup> nurturing, hard work, evolving - ~~Senicki~~  
positive environment  
proactive & measured approach  
great premise  
embraces past simultaneously w/ the future  
Maple Ave vision  
green & walkable - model for smart growth
- <sup>DiRocco</sup> people, efficient financially sound & service oriented, trust  
very involved, educated, community involved, respect  
important - earn trust (officials & staff)  
we are in a good position - cultivate & grow  
our positive image - why do we have  
a town in FFX City? → advertise the good.  
SURVEY!
- <sup>Mayor</sup> continue to support and direct growth  
keep what Vienna really is - a "towntown"  
near urban, but we're still urban
- <sup>Zelner</sup> things change, manage the change
- <sup>Cole</sup> details matter - getting things right matters;  
works w/in our limits matters  
↳ budget, legal, philosophical limits  
↳ what should the town be doing?  
Freedom in our community - balance against  
collective responsibility
- <sup>Polychronis</sup> looking beyond the individual  
prepare for older generation lives here when  
they retire - remain part of the community



**Council Work Session**  
**October 15, 2012**  
**6:00 p.m.**

Present: Mayor M. Jane Seeman  
Council Member Laurie Geneviro Cole  
Council Member Laurie DiRocco  
Council Member Edythe Frankel Kelleher  
Council Member Michael J. Polychrones  
Council Member Carey J. Sienicki  
Council Member Howard J. Springsteen

Also present: Mercury T. Payton, Town Manager  
Kirstyn Barr, Public Information Officer  
Melanie J. Clark, Town Clerk  
Leon S. Evans, Community Center Manager  
Dennis Johnson, Director of Public Works  
Carol S. Waters, Deputy Town Clerk

**( 1 ) Strategic Planning Workshop**

Town Officials are proceeding to develop a "Strategic Plan," which will establish a course of action to make the best use of resources and funding, set priorities in the short term and the long term, and guide the Town towards its ultimate goals. It was said that the best communities take the time to consider and develop such strategic plans. Catherine Tuck Parrish and Julia Novak of the Novak Consulting Group facilitated the Strategic Planning Workshop in the Career Development Center at James Madison High School.

Town of Vienna staff members of the Strategic Planning Committee also attended the workshop in order to gain a clear understanding of Council's goals and objectives.


The Mayor and Council Members participated in exercises for expressing their individual visions, ideas, and goals for Vienna in the short term and over the next twenty years. Discussions went into detail on the Town's strengths and weaknesses, threats facing the community, opportunities for improvement, and current quality of life for Town residents. Each Council Member wrote a personal vision statement, and these were shared and discussed. The group worked on blending the vision statements together into one comprehensive statement.

Overall objectives were examined and then broken down into specific steps necessary to attain those positive results. Discussions targeted steps for Town staff to take and priorities on which to focus.

Novak Consulting Group will conduct a Strategic Planning Session for Town Staff members on Tuesday, November 13, 2012 at the Vienna Town Hall. A proposed strategic plan will be considered at a future Council meeting, and the final strategic plan will be ready for Council adoption no later than February, 2013.

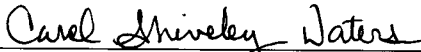
**Recommendation:** Conduct a Staff Strategic Planning Session on November 13, 2012 and continue working to develop a Strategic Plan by February, 2013 or earlier.

The Town Council Work Session Meeting of October 15, 2012 adjourned at approximately 9:45 p.m.

  
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Mayor M. Jane Seeman

Signed / Dated: 10-16-2012

Attest:

  
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Deputy Town Clerk