



State of the Town Address

Mayor Kwasi A. Fraser
January 5, 2016

Purcellville's Vision, Mission, and Core Values

VISION – “Purcellville.... Where history and progress intersect and people prosper.”

MISSION - As stewards worthy of community trust, we work to discern, define, and implement an agenda to nurture and preserve our residents' quality of life. Through Town Council policies and leadership, we foster an open, cooperative, and admired model government that encourages full public participation and ensures the level of services our citizens expect and deserve.

CORE VALUES – Integrity ★ Trust ★ Transparent ★ Innovativeness
Accountability ★ Stewardship

First Things First

Thank you for the opportunity to present this 2016 State of the Town Address.

As I stand before you, I am pleased to announce that the state of our town is strong and ready to face the challenges before us

We are at a crossroad and a defining moment to implement strategies to further reduce our debt burden and not compromise the character of our town.

Over the past 12 months, we have faced many challenges and have made significant accomplishments. In my view we were measured in the following 3 areas:

Key Measures and Highlights 2015

- 1) Listen to the Voices of the Citizens to determine and act on their needs and expectations
 - ✓ First Citizen Survey in 3 years
 - ✓ Mayor Stage Side Chats and Open Town Hall Meeting
 - ✓ Public Hearings on zoning use changes, annexation, and text amendments
 - ✓ Natural gas pipeline viability study



Key Measures and Highlights 2015

2) Maintaining the gains of the past to preserve value for our citizens

- ✓ Increased transparency to town financials – Revenue and expense statements and check registry online
- ✓ No new debt
- ✓ Consistent quality of service delivery – water, snow removal, trash pick-up, police, first responders
- ✓ Maintain AA/AAA Credit Rating



Key Measures and Highlights 2015

3) Map and implement strategies to create sustainable value for current and future generations

- ✓ Inventory of all town owned assets
- ✓ Pursue monetization (lease or sale) of underperforming assets
- ✓ Comprehensive Plan Review and Revision Project
- ✓ Requirements development and contract for new website



2015 Key Accomplishments

COMMUNITY ENGAGEMENT

- Hired new police chief
- Maintained Police Department Statewide Accreditation
- Implemented police bike patrolling unit
- 9/11 Remembrance Ceremony honoring our first responders
- Police Department hosted information forum on heroin addiction
- Voted second Safest Town in Virginia
- Enhanced fire fighting capability with new tower ladder
- Served on the Vision 20/20 Steering Committee for Loudoun County Public Schools



2015 Key Accomplishments

COMMUNITY ENGAGEMENT - *continued*

- Partnership with the Boy Scouts to distribute Citizen Survey
- Hosted
 - ✓ 4th Annual Purcellville Wine and Food Festival
 - ✓ 2nd Annual Purcellville Music and Arts Festival
 - ✓ 5th Annual Loudoun Grown Expo
 - ✓ American Legion's Mid-Atlantic Regional Baseball Tournament
- Outreach meetings with Homeowners Associations (HOAs)



2015 Key Accomplishments

COMMUNITY ENGAGEMENT - *continued*

- First Citizens Feedback Session
- Mayor's Stage Side Chats
- Developed and launched the town's Facebook page
- Established requirements for new town website and contracted for its development
- Interviewed and appointed 34 volunteers to serve on town committees, commissions and boards
- Town hosted first Appreciation Banquet for town committee commission and board members



2015 Key Accomplishments

INFRASTRUCTURE DEVELOPMENT & SERVICE DELIVERY

- Completed
 - ✓ Downtown Streetscape Phase II Project with sidewalks, curb & gutter, storm sewer, street and landscaping
 - ✓ E. Main Street Sidewalk Project linking North Maple Avenue to Pickwick Drive
 - ✓ Preventative maintenance on 160 fire hydrants
 - ✓ Completed 16,133 feet of Closed Circuit Television (CCTV) sewer line inspection
- Initiated
 - ✓ Forestry Management Program to provide selective cut plan for the Spring 2016
 - ✓ Pilot bulk water sale program



2015 Key Accomplishments

INFRASTRUCTURE DEVELOPMENT & SERVICE DELIVERY - *continued*

- Achieved and maintained 100% compliance on all water quality parameters
- Received Virginia Department of Health's Excellence in Waterworks Operations Performance
- Upgraded the chemical delivery system at the raw water building
- 1753 work orders processed



2015 Key Accomplishments

FISCAL RESPONSIBILITY & MANAGEMENT

- Maintained Purcellville's strong investment grade ratings of AA/AAA
- No new debt over the past 12 months
- Net financial position increased by \$809,000
- Fund balance of \$6.7 million with \$5.0 million unassigned
- Check registry and revenue and expense statements available online
- Settled long-standing condemnation dispute with the Brown family substantially reducing the town's financial risk exposure



2015 Key Accomplishments

FISCAL RESPONSIBILITY & MANAGEMENT - *continued*

- Maintained Excellent Collection Rates on Receivables
 - ✓ Utility accounts is 99.8% (days out)
 - ✓ Real estate tax is 99% (365 days out)
 - ✓ Personal property tax is 98% (365 days out)
- Government Finance Officers Association Recognition
 - ✓ Certificate of Achievement for Excellence in Financial Reporting for FY 14
 - ✓ Distinguished Budget Presentation Award



2015 Key Accomplishments

STRATEGIC PLANNING & OPERATIONAL MANAGEMENT

- Initiated
 - ✓ 2016 Comprehensive Plan Review and Revision Project
 - ✓ Forestry management program to provide selective cut plan for Spring 2016
- Zoning District Use Changes Text Amendment Adopted
- Formulated and adopted
 - ✓ Annexation Policy and Process
 - ✓ Events Ordinance
- Citizen led natural gas pipeline study with Washington Gas



2015 Key Accomplishments

BUSINESS & ECONOMIC ADVANCEMENT

- Aided in the creation of
 - ✓ 50 new businesses
 - ✓ 260 new jobs
- Renewed concessionaire agreement for the operation and management of the Bush Tabernacle/Skating Rink
- Negotiate sale of underperforming asset for ~\$300,000
- Adopted the Purcellville Tourism Plan
- Fully staffed Economic Development Advisory Committee

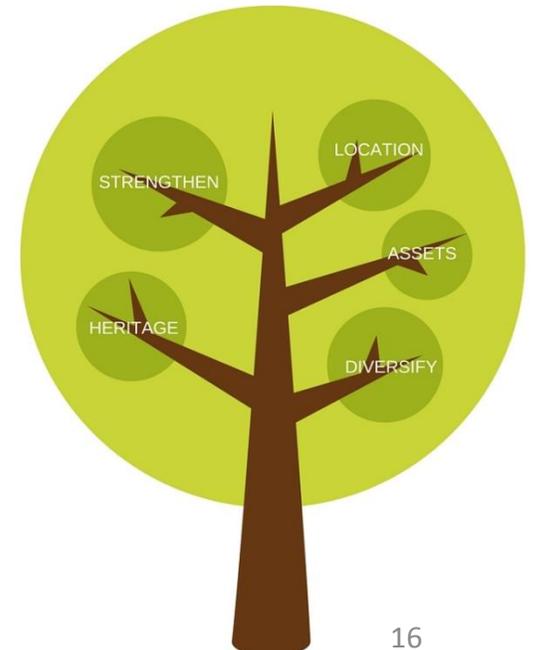


Strategic Initiative Updates

FOSTER COMMUNITY & ECONOMIC WELL-BEING

Capitalize on Purcellville's healthy mix of assets, location, and heritage and grow, diversify, and strengthen the community and economic well-being of citizens and businesses alike.

CHAMPIONS: Council Members Lehr & McCollum



Strategic Initiative Updates

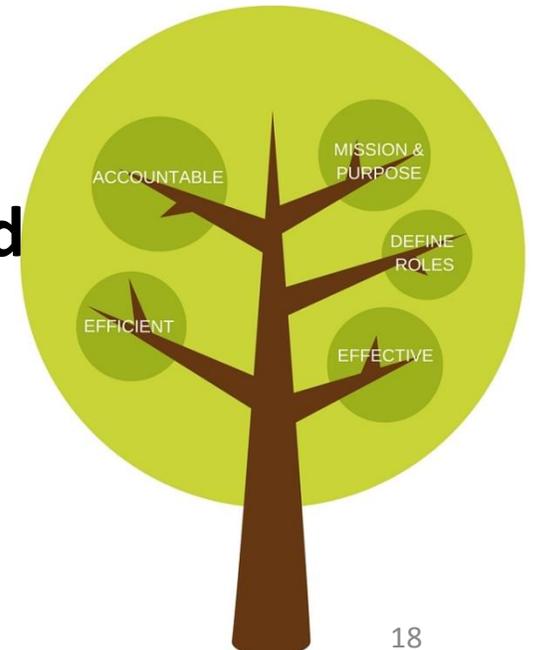
<u>Strategic Initiative</u>	<u>Took Action?</u>	<u>Status?</u>	<u>Do in 2016</u>	<u>No in 2016</u>
<i>Foster Community and Economic Well-Being</i>				
<ul style="list-style-type: none"> Initiate the review and update of the Purcellville Comprehensive Plan inclusive of build-out analysis 	✓	Underway	✓	
<ul style="list-style-type: none"> Develop a Land Use Plan for the unincorporated areas adjacent to Purcellville (<i>through the Comprehensive Plan Update</i>) 	✓	Look at as part of comp plan	✓	
<ul style="list-style-type: none"> Craft an Economic Development Plan for Purcellville <i>that supports local businesses and entrepreneurs through a business retention and expansion plan and to develop and implement a tourism strategy for Purcellville</i> 		Go to EDAC for further discussion	✓	
<ul style="list-style-type: none"> Foster a partnership with Loudoun County <i>and neighboring towns</i> 		Continuous	✓	
<ul style="list-style-type: none"> Support local businesses and entrepreneurs through a business retention and expansion program 		Combine with ED Plan		
<ul style="list-style-type: none"> Develop and implement a tourism strategy for Purcellville 		Combine with ED Plan		

Strategic Initiative Updates

PRACTICE GOOD GOVERNANCE

Good governance means focusing on the Town's mission and purpose, performing defined roles and government functions effectively and efficiently, and being accountable to the citizens of Purcellville.

CHAMPIONS: Council Members Jimmerson & Packard



Strategic Initiative Updates

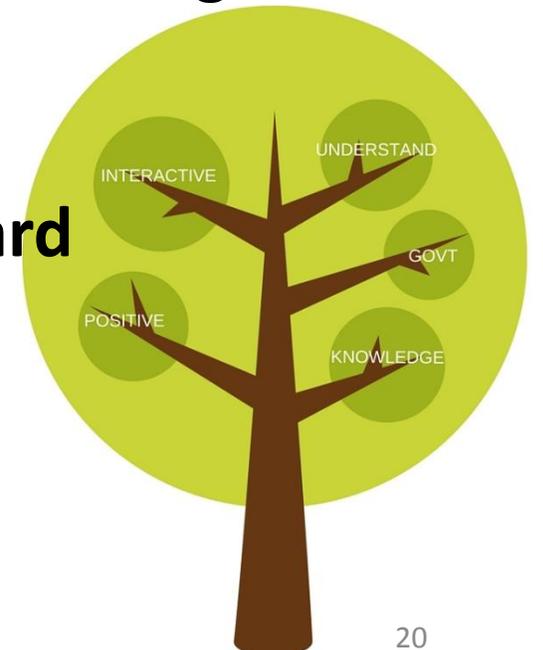
<u>Strategic Initiative</u>	<u>Took Action?</u>	<u>Status?</u>	<u>Do in 2016</u>	<u>No in 2016</u>
<i>Practice Good Governance</i>				
<ul style="list-style-type: none"> Have each Town department identify their top three (3) needs 	✓	Ongoing (budget discussions)	✓	
<ul style="list-style-type: none"> Create a debt management strategy for the Town 		Similar to "Fund the Future"		✓
<ul style="list-style-type: none"> Develop a staffing pattern/plan for needed FTEs and part-time employees 	✓	Included in Top 3 needs		
<ul style="list-style-type: none"> Conduct an efficiency and effectiveness audit of Town services and programs 		Waiting to begin; phased approach	✓	
<ul style="list-style-type: none"> <i>Incorporate cost of services strategies in order to save money across Town departments</i> 	✓	Was successful; keep doing	✓	
<ul style="list-style-type: none"> Explore alternative high-speed, high-capacity telecommunication/internet capabilities for Town residents and businesses 	✓	Multiple forums and discussions		

Strategic Initiative Updates

STRENGTHEN COMMUNITY PARTNERSHIPS

To be successful, the Purcellville Town Council must have a positive and interactive relationship with town citizens and must be committed to helping citizens gain a greater understanding of and connection with their town government.

CHAMPIONS: Mayor Fraser & Council Member Packard



Strategic Initiative Updates

Strategic Initiative	Took Action?	Status?	Do in 2016	No in 2016
Strengthen Community Partnerships				
<ul style="list-style-type: none"> Enhance the Town's website 	✓	Website Steering Cmte; item to 10/27 Council meeting	✓	
<ul style="list-style-type: none"> Establish a Town Message and place on the Town website 		Roll into bullet 4 below		
<ul style="list-style-type: none"> Continue sponsorship of community surveys 	✓	Done; keep doing it	✓	
<ul style="list-style-type: none"> Create a Purcellville Post via social media, Facebook, and Town Newsletter 		Renew idea of regular newsletter and focus on TC's priorities	✓	
<ul style="list-style-type: none"> <i>Sponsor Open Houses and Informational Sessions on Town Services to allow citizens to learn about areas important to them</i> 	✓	Do annually; continue to refine program	✓	
<ul style="list-style-type: none"> Create a Committee, Commissions, and Boards Policy Guide inclusive of mission and purpose statements 	✓	Substantial progress on ethics and disclosure; working on rest	✓	
<ul style="list-style-type: none"> Revise and update the BAR Guidelines 		On hold; need budget	✓	
<ul style="list-style-type: none"> Sponsor a Purcellville Local Government Academy to help citizens learn about their Town government 		Roll into Open Houses above		
<ul style="list-style-type: none"> Sponsor an Annual Committees, Commissions, and Boards Appreciation Dinner 	✓	Very well received	✓	
<ul style="list-style-type: none"> Sponsor a Purcellville Citizens Planning Academy to help citizens learn about Town land use and zoning practices 		Roll into Open House idea above		

Strategic Initiative Updates

FUND THE FUTURE

To make the future happen in Purcellville will require a commitment to identifying and discussing revenue options and opportunities.

**CHAMPIONS: Vice Mayor Nave &
Council Member McConville**



Strategic Initiative Updates

<u>Strategic Initiative</u>	<u>Took Action?</u>	<u>Status?</u>	<u>Do in 2016</u>	<u>No in 2016</u>
<i>Fund the Future</i>				
<ul style="list-style-type: none"> Review and revise a Financial/Fiscal Policy for Purcellville 	✓	Minor tweaks; done		
<ul style="list-style-type: none"> Review and revise a Capital Maintenance Program for Town assets 	✓	No issues		
<ul style="list-style-type: none"> Explore new ways to put Town utilities on a path of self-sufficiency 		Looking at options; constrained by IRS rules	✓	
<ul style="list-style-type: none"> Increase non-tax revenue as a percent of Town revenue 		Looking at options; constrained by IRS rules	✓	
<ul style="list-style-type: none"> Expand to a 10-year CIP forecast inclusive of revenue and financing options 	✓	Not worth it; hard to do		
<ul style="list-style-type: none"> Explore next level for GFOA Award 		Awards are not as important as credit rating		✓
<ul style="list-style-type: none"> <i>Maintain and Enhance Credit Rating</i> 		Focus on activities and policies to improve	✓	
<ul style="list-style-type: none"> Explore Capital Facilities for Police Department 		Exploring options	✓	

Current State Analysis

STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS

As this Town Council advances to serve the citizens of Purcellville, we are faced with multiple challenges.

However, I am encouraged that we can fully leverage our strengths to minimize or eliminate the weaknesses and threats to ultimately realize all the opportunities before us.

Purcellville SWOT Analysis 2015



<ul style="list-style-type: none"> • Highly employable citizen base • High median household incomes • Low unemployment • AAA credit rating 	<ul style="list-style-type: none"> • Net addition in new businesses • Experienced and supportive management team • \$125 million in Town-owned assets • Town character very appealing to future homeowners and businesses
<ul style="list-style-type: none"> • Comprehensive Plan not current • \$60+ Million debt • High water and sewer rates • Highest Meals Tax in Loudoun County 	<ul style="list-style-type: none"> • Over reliance on tax revenues to fund parks and recreation • Utility Enterprise not self supporting • Storm drainage issues older sections of town
<ul style="list-style-type: none"> • Attract businesses to fill existing vacancies • Increase operational efficiency and lower cost of doing business • Increase non-tax revenue • Further monetize assets owned by town 	<ul style="list-style-type: none"> • Revitalize agricultural base to support farm to fork and glass • Liberate financial and operational data to spur greater trust and innovation • Update current Comprehensive Plan to guide development efforts • Formalize strategy for identifying and attracting desired new businesses
<ul style="list-style-type: none"> • Development not in conformance with Comprehensive Plan • Restaurants have difficulty competing with other restaurants in Loudoun County • Ballooning Debt Payments starting 2020 	<ul style="list-style-type: none"> • Storm water issues and future mandates • Citizens leaving for lower cost communities • Business closures from high utility costs, construction, and taxes • Reduced State funding

Key Opportunities

Attracting and Sustaining a Strong Business Base

What

- Identify and attract businesses that will compliment our Comprehensive Plan and Strategic Goals
- Develop an environment that is attractive to new and existing businesses which will enable them to thrive

Who

- Economic Development Advisory Committee (EDAC)
- Town staff
- Local business owners
- Industry experts and researchers
- Purcellville Business Association
- Chamber of Commerce
- Loudoun County Economic Development

How

- EDAC led alignment with industry and local business community to identify, recommend, and actively pursue the best fit businesses for Purcellville
- Establish approach for communicating the Purcellville Value proposition to candidate businesses
- Methodology for identifying, vetting, and outreaching to new businesses for Purcellville
- Implement process for continuous feedback and engagement with the local business community to ensure the Town is meeting their needs
- Industry research and analysis to support business development

Revenue Generating and Cost Saving Projects

What

- Lease and sale of underperforming assets to enable economic and technology development
- Utilize internal resource at Public Works to reduce consulting costs
- Fill commercial and industrial vacancies

Who

- EDAC
- Town Council
- Public Works and other staff members
- Citizens and Businesses
- Industry experts

How

- Align with business community to attract leading trends and organizations to Purcellville (Maker Movement, Veterans Administration, etc.)
- Market and promote Purcellville's appeal



EDAC Proposal

Video Promotion of the Purcellville Brand and its Business Community

The Economic Development Advisory Committee is appointed by the Town Council to provide advice on matters relating to the promotion of a sound economy for the Town. The Committee makes recommendations on new policies and programs to strengthen the Town's commercial tax base by supporting the existing business community and encouraging new businesses to locate within the Town. The Committee supports its recommendations with research on the economic health of the Town and the business needs of the community. The Committee also provides assistance for Town events that enhance the economic vitality of Purcellville.

Promoting the Purcellville Brand

Local Business Advertisements



Town of Purcellville Virginia
COMMUNITY VIDEO TOUR

- Welcome
- Quality of Life
- Real Estate & Relocation
- Parks & Recreation
- Community Organizations



5 Promotional Videos

Welcome Video

Recap

- Purcellville's Vision, Mission and Core Values
- The state of our town is strong and ready to face the challenges before us
- Key Success Measures and Highlights
- 2015 Key Accomplishments
- Purcellville Strategic Initiatives Update
- Current State Analysis – Where We Are
- Attracting and Sustaining a Strong Business Base
- Revenue Generating and Cost Savings Efforts
- EDAC Marketing Video Proposal



Acknowledgement

I would like to recognize the Town Council members, our Town Manager, and his staff who are here with us at this moment. I thank them all for their hard work and commitment over the past 12 months.

With your support and engagement, we will seize the moment to ensure that great future through our strategic initiatives to:

- Foster Community & Economic Well-Being
- Practice Good Governance
- Strengthen Community Partnerships
- Fund the Future



Thank You

Thank you again for the opportunity to present this 2016 State of the Town Address.

Finally, I'd like to thank my wife Angela and my children Darius, Naomi, and Jeremy for their patience, love, prayers, and support for me in serving the citizens of Purcellville. I also thank the families of the Town Council members for enabling them to give of their time to the service of this great town.

Thank You All, and God Bless Purcellville

QUESTIONS AND ANSWERS