

Town of Lovettsville

Town Council Minutes of the January 30, 2016 Special Meeting

Council Members Present

- Mayor Robert Zoldos II
- Vice Mayor Michael Senate
- Council Member Kimberly Allar
- Council Member Tiffaney Carder
- Council Member Rodney Gray
- Council Member Jennifer Jones
- Council Member James McIntyre

Staff Present

- Town Manager Laszlo Palko
- Facilitator Sam Finz

Opening Remarks

The meeting began at 8:45 a.m. Facilitator Sam Finz stated the objective was to develop a list priorities which can be used to develop an implementation plan and give staff guidance. The Town Manager's Action Plan needs to reflect the Council's goals. Mr. Finz discussed the rules and reviewed the agenda.

Mr. Finz asked each of the Council Members to take a few minutes to write down their top three priorities that the Town needs to address in the future.

Review of FY 2016 Town Priorities and Status

Manager Palko reviewed his 2015/2016 Action Plan developed from the 2015 Retreat and his activity report (Attachment 1).

Town Services Portfolio and LoveStat

Manager Palko presented information on LoveStat, a performance management strategy he developed for Lovettsville based on the Town's programs and activities (Attachment 2). He noted that this system gives him the ability to track staff time by activity and the completion of assigned tasks. Manager Palko responded to questions from the Council and Mr. Finz regarding perceptions from staff, the ability to make adjustments based on current and future staffing levels, and staff time required to provide the information. Manager Palko explained this approach is based on similar performance management systems used in other jurisdictions, the federal government, and the military. He noted that this information will eventually be made available on the Town's website.

Mr. Finz asked the Council Members to review their list of priorities and to make any changes based on the information presented by the Town Manager.

Briefing on Key Challenges

Manager Palko reviewed the key challenges facing the Town including capital program management, financial and budget management, economic and residential growth, marketing and public relations, and Town government operations and performance (Attachment 3). The Mayor and Council discussed the timeframe and funding sources for capital projects. Manager Palko stressed that his priorities should include policy, performance, and serving as the Town's Chief Financial Officer.

Mr. Finz asked the Council if they had any challenges to add. There were none.

The Council took a break at 10:15 a.m. and resumed the meeting at 10:29 a.m.

Proposed Priorities to Consider

Mr. Finz reviewed the priorities submitted by the Council Members:

1. Economic Development, - completing existing projects, commercial development, small business development, Main Street, and revenue.
2. Budget & Finance - cutting costs, building reserves, and identifying new sources of income/revenue.
3. Infrastructure Improvements – project management, funding and completion of existing projects.
4. Sidewalks - creating a pedestrian friendly environment.
5. Events – continue focusing on events.
6. Community Services – things that service the community, such as teen programs.

Mr. Finz discussed the Town's financial issues and noted this will impact the Council's ability to move forward with new programs; hence, they should consider tradeoffs. He encourage them to think about what is really important; if programs are not successful, they may want to think about postponing or eliminating them in order to fund the things they really want. He emphasized that finance is the underlying issue for everything else and noted that the Town Manager has done a lot to begin to build up the Town's reserves.

Manager Palko discussed his priorities which include Financial and Budget Management; Economic and Residential Development; General Fund Capital Program Management; Events, Marketing, and Public Engagement; and Town Government Operations and Performance (Attachment 4). He stated that finance is his number one priority.

Manager Palko discussed the process for creating an Economic Development Authority (EDA) and provided several examples including the Newport News, Fairfax County, Loudoun County, and Front Royal/Warren County EDA. He explained how an EDA could benefit the Town and discussed the Town's role in overseeing the organization. He also presented several examples of EDAs in small towns. He said the EDA would be an extension of the Town's current economic development strategy and would legally allow the Town to do more to attract businesses. If approved, he and the Economic Development Coordinator would work on establishing the EDA.

Manager Palko reviewed his recommendations for the Town's infrastructure priorities including Phase 2A of Broad Way Streetscape (Park Place to Light Street), downtown parking lots, Phase 2B of Broad Way Streetscape (Light Street to Town Square), the creation and backing of the economic development investments (Engle tract and grocery store), S. Loudoun Streetscape, and Town Square improvements based on a Town Square Master Plan (to be developed). Manager Palko presented several examples of Town Squares across the country. He noted that six out of the ten examples have gas stations adjacent to the Town Square and four have the Town Hall within or adjacent to the Town Square. He encouraged the Council to think about controlling the destiny for the Town Square by developing a Master Plan for the area. He then discussed other improvements including N. Berlin Turnpike Shared Use Path and New Town Hall. He recommended that the following items be pushed back – Town Green Improvements, Quarter Branch Park Improvements, S. Church Streetscape (Belin Pike to East Broad Way), E. Broad Way Phase 1 (installation of conduits), and Road Improvements (Light Street, N. Church Street, and Frye Court). Manager Palko then reviewed support/transition projects and his recommendations for Events, Marketing, and Public Engagement and Town Government Operations and Performance.

Mr. Finz noted that the Town Manager's top priorities are finance, development, infrastructure, performance, and community, which is consistent with the Council's priorities for the most part. Mr. Finz stated the afternoon discussion would include having the Council further prioritize the programs they have been discussing. The Council took a break for lunch at 11:50 a.m. and the meeting resumed at 12:18 p.m. Following discussion, Mr. Finz recapped the Town Manager priorities to be initiated in FY 2017:

Economic Development

1. Phase 1 Town Center and Engle Tract
2. Economic Development Program/Marketing
3. Grocery Store
4. EDA

5. Town Center Master Plan
6. Completion of Residential Infill Development

Budget and Finance

1. Building Reserves
2. Infrastructure Improvements
3. Internal Financial Management

Infrastructure

1. Economic Development Investments
2. Phase 2A of East Broad Way
3. Phase 2B of East Broad Way
4. Town Square Improvements (including interim projects such as the clock faces)
5. Downtown Parking
6. N. Berlin Pike
7. S. Loudoun Streetscape
8. Town Hall
9. Park Improvements

Manager Palko noted that there is no funding currently available in FY 2017 for any of these projects but he hopes to re-organize the budget this year to begin putting money towards them. Mr. Palko said he recommends holding off on these projects for a few years to build up cash reserves so the Town can get the lowest interest rates possible.

Events

Mr. Finz noted that this is an area that has been identified as a priority for the Town and asked if there were any changes to the list provided by the Town Manager. Mayor Zoldos said the Council recently held an events workshop so this area has already been addressed. Manager Palko explained the events have already been budgeted for and recommended that the focus should also include marketing and tourism. The Council and Manager Palko discussed the allocation of hours for the Events & Tourism Coordinator and her role in marketing the events to bring people to Town. Manager Palko explained that 540 hours have been budgeted for this position, including 300 hours for events support and 240 hours for marketing/promotion, general events management, supporting We're In, and writing grants. The Council and Town Manager continued to discuss the role of the Events & Tourism Coordinator and her ability to accomplish everything with the hours available. Mr. Finz asked the Council to clarify what they want the Town Manager to do with regard to budgeting for events in FY 2017. Manager Palko said he did not recommend shifting hours from other priority areas or staff functions to increase the hours for the Events & Tourism Coordinator. He noted that this position was originally created to provide events management; however, once they saw Ms. Ahalt's abilities, the role expanded to include tourism. Following further discussion, the Council agreed not to modify the hours for the Events & Tourism Coordinator position at this time.

Councilman McIntyre raised the possibility of coordinating and integrating other community activities with Town events, such as teen programs conducted by the Community Center and Library. The Council discussed creating a community calendar that other organizations could update.

The Council discussed the Town Manager's recommendations for Operations and Performance. Options for Organizational Design for the Future include evaluating hiring financial management contractor, minutes or HR contract support, additional DPW support, IT contractor support, and police. Following discussion, the Council agreed to include evaluating the hiring of police. The Council also discussed options for additional minutes support including hiring a separate clerk for the Planning Commission or recording the meetings and posting the video on the Town's website. The Council agreed to have the Town Manager revisit the option of using a free video option like Google. The Council also discussed looking into a larger trailer.

Mr. Finz wrapped up by saying the Council has identified five major priorities that the Town Manager will use to update his Action Plan.

Closed Session

Pursuant to Virginia Code section 2.2-3711A, the Mayor and Council went into closed session at 2:07 p.m. to discuss human resources.

Motion By: Vice Mayor Senate
Second: Council Member Jones
Aye: Council Members Allar, Carder, Jones, Gray, McIntyre, and Senate
Nay: None
Abstain: None
Absent: None

The Mayor and Council came out of closed session at 2:44 p.m. All Council Members present certified that only public business matters lawfully exempt from the open meeting requirements under the Virginia Freedom of Information Act were discussed and that only such public business matters as were identified in the motion were heard, discussed, or considered in the meeting by the Lovettsville Town Council.

Mayor Zoldos asked if there were any further items to come before the Council. Hearing none, he thanked Mr. Finz for facilitating the meeting and Mr. Palko for preparing everything.

Adjournment

There being no further action before the Council the meeting was adjourned at 2:45 p.m.

Respectfully submitted,



Harriet West, Town Clerk

Date Approved: December 8, 2016

Attachments:

1. Town Manager 2015/2016 Focus Areas and Action Plan
2. Town Service Portfolio
3. Key Challenges Facing Town
4. Town Manager List of Priorities

Town Manager Action Plan- for Calendar Year 15 and FY 16

Legend

Completed

Partially Completed

Have Not Started

Cancelled

Ongoing

Quarter 1- 2015

January

Orientation

Retreat

February

Weekly Activity Reports

Events Budget, Purpose, and Description Template

Loudoun vs Internal Utility Ops Report

March

Update Water & Sewer Rates

New Treasury Report Format

List of SOP's (begin updating)

Utility Report

Comp. Plan- How

Ongoing- ID Grant Funding; Staying up to Date with regulatory Requirements; Oversee Town Center Development; Improve speed of Minutes processing; Posting TC/PC items on website.

Quarter 2- 2015

April-June

Evaluate new GF Revenues

Evaluate GF Spending Reductions

Forecast new Construction Revenue

Complete CIP

April-June

Begin Comp. Plan Process

Evaluate Organizational Design Changes

Evaluate Hiring Secretary

Evaluate Hiring Events Coord.

April-June

Evaluate Hiring Asset Mgt. Cont.

Evaluate Hiring Finance Cont.

Evaluate full-time DPW

Evaluate Hiring IT Cont.

Ongoing- ID Grant Funding; Staying up to Date with regulatory Requirements; Oversee Town Center Development; Improve speed of Minutes processing; Posting TC/PC items on website.

Quarter 3- 2015

July

Resolving English Issue

Develop Budget Amendment

Begin Economic Development Planning

Hire Part-Time Customer Service Rep.

Organize Bank Accounts

August

Tracking Hours by activities and programs

Tracking Performance by activities and programs

Draft Updated Employee Manual

Develop Pay for Performance Program

Finish Town Sign

September

Adopt Budget Execution

Examine University & Consulting support for development of economic plan

Re-design Town Website

Hire Part-time Economic Development Coordinator

Ongoing- ID Grant Funding; Staying up to Date with regulatory Requirements; Oversee Town Center Development; Improve speed of Minutes processing; Posting TC/PC items on website.

Quarter 4- 2015

October

Hire Part-time Events Coordinator

Draft Fiscal Policy

Implement Auditor's Recommendations

Leave Forecast Sheet

November

Evaluate Selling Water

Eliminate Wasteful/ Inefficient Programs

Events Section on Website

Contract Economic Development Consultant Company

December

Annexation Policy

Develop IT Architecture and Strategy

Contract Asset Management Consultant

Develop Services Tracking Sheet

Ongoing- ID Grant Funding; Staying up to Date with regulatory Requirements; Oversee Town Center Development; Improve speed of Minutes processing; Posting TC/PC items on website.

Quarter 1- 2016

January

**START BUDGET
PROCESS!**

Develop Capital
Financing Plan

Council Retreat

New Town Website
Goes Online

February

Evaluate Lovettsville
Police Force for
Budget

Prepare Program
Budget

**Examine IT
Investments for
improving financial
management**

Adopt Basic Asset
Management Program

March

**PREPARE AND BRIEF
FY 17 BUDGET TO TC!**

Economic
Development Strategy
Completed

Implement Fiscal
Impact Analysis

Develop Social Media
policy/strategy

Ongoing- ID Grant Funding; Staying up to Date with regulatory Requirements; Oversee Town Center Development; Improve speed of Minutes processing; Posting TC/PC items on website.

Quarter 2- 2016

April

Budget Working Sessions

Examine County Resources for Economic Development

Include Economic Development Plan in Comprehensive Plan

May

Budget Working Sessions Completed

Develop Marketing Packages

Evaluate incorporating Architectural Design in Zoning Ordinance

June

Look at Maximizing Digital Payments

Complete 50% of SOPs

Begin Designing and Implementing LoveStat (Performance Management Strategy)

Ongoing- ID Grant Funding; Staying up to Date with regulatory Requirements; Oversee Town Center Development; Improve speed of Minutes processing; Posting TC/PC items on website.

TOWN SERVICE PORTFOLIO- PROGRAMS AND ACTIVITIES

1. Administration & Overhead Support

- a. Human Resources
- b. Clerk Functions
- c. Policy Development
- d. Operations and Performance Management
- e. Budget Execution and Accounting
- f. Budget Development and Financial Analysis
- g. Financial/Debt Management
- h. IT Management
- i. Supply Management
- j. Legal Services
- k. Facility Maintenance
- l. Public Affairs
- m. Support to Council
- n. Customer Service

2. Utilities

- a. Operations
- b. Regulatory Requirements and WWTP Fixes
- c. Maintenance
- d. Inspections
- e. Meter Reading
- f. Support to Town Staff and Council
- g. Customer Service

3. Capital Program and Engineering

- a. Capital Planning
- b. Capital Budgeting
- c. Capital Maintenance
- d. Project Management
- e. Town Engineer Support to Town Staff and Council
- f. Customer Service

4. Public Works

- a. Parks Planning
- b. Parks Operations & Maintenance (including landscaping oversight)
- c. Street Lights and Street Signs
- d. Street Plowing and Street Sweeping
- e. Non-Park Landscaping oversight
- f. Liaison Activities (e.g. VDOT, Dominion, etc.)
- g. Customer Service

5. Planning and Zoning

- a. Planning & Analysis
- b. Zoning Administration
- c. Subdivision Ordinance Administration
- d. Tree Program
- e. Support to Town Council, Planning Commission, and Staff
- f. Customer Service

6. Economic Development

- a. Economic Development Strategy and Analysis
- b. Town Center Commercial
- c. Coordination with external Government and Private Development Entities
- d. Non-Residential Space Development
- e. Business Attraction
- f. Business Retention
- g. Support to Town Council, We're In, and Staff
- h. Customer Service

7. Events & Tourism

- a. General Events Management Work
- b. Marketing and Tourism Strategy and Implementation
- c. We're In Events
- d. We're In Concert Series
- e. Oktoberfest
- f. MayFest
- g. Movies on the Green
- h. Veteran's and Memorial Day Work
- i. VolunteerFest
- j. Arbor Day

- k. 4th of July
- l. Wild on the Green
- m. Halloween
- n. WintertainmentFest
- o. Other Events
- p. Pavilion Rentals
- q. Customer Service

8. Miscellaneous

Lovettsville Mayor and Town Council Retreat

Town of Lovettsville, VA

January 30, 2016

Key Challenges Facing Town

1. CAPITAL PROGRAM MANAGEMENT:

- a. Scarce Funding requires the need to allocate resources (money, time, labor) for only the highest priority projects
- b. Grant opportunities (including County funding)
- c. Reorganizing Town Budget to ensure revenues for Capital Program
- d. Restructure Project Management Concept

2. FINANCIAL AND BUDGET MANAGMENT:

- a. Unable to secure new debt in the next few years until our assets (cash or economic development) increase
- b. Residential Growth will end by 2030- what then?
- c. Upgrade to Harris System and Town Manager Oversight
- d. Utilize outside financial resources to develop quarterly financial statements and CAFR

3. ECONOMIC AND RESIDENTIAL GROWTH:

- a. Filling Town Center Phase 1
- b. Engle Tract
- c. What do we want Downtown (Town Square, Town Center Commercial, and Western Half of E. Broadway) and Uptown (Welcome Sign area and South of Town) to look like?
- d. What investments/incentives is the town ready to make?
- e. Future of Growth

4. MARKETING AND PUBLIC RELATIONS:

- a. The need for a Marketing and PR Strategy for the town
- b. Widen area of distribution of PR information within Loudoun, Fairfax, Arlington, Prince William and Fauquier Counties
- c. The use of Social Media
- d. New Website

5. TOWN GOVERNMENT OPERATIONS AND PERFORMANCE:

- a. Staffing: should we focus on increasing Quality of existing Services- IT Support, HR Support or Minutes Contract, Financial Support, DPW Employees (i.e. more Henry's for Park's maintenance, general maintenance, and events support)?
- b. Staffing: should we focus on Expansion of services- Police, DPW (road and sidewalk maintenance), Parks and Recreation (takes ownership of Park programs, Capital planning for Parks, Parks Maintenance, and Town Events- potential partnership for County Park)?
- c. Managing Regulatory Challenges for Utilities
- d. Continued Management Reforms

Lovettsville Mayor and Town Council Retreat

Town of Lovettsville, VA

January 30, 2016

LIST OF PRIORITIES (FOCUS AREAS) FOR THE TOWN MANAGER

***“FINANCES, DEVELOPMENT, INFRASTRUCTURE,
COMMUNITY, & PERFORMANCE”***

1. **FINANCES-** Financial and Budget Management

- ✦ Evaluate GF Revenue Structure
- ✦ GF CIP (including funding plan)
- ✦ Forecast Construction Revenue (Real Estate Property Taxes and Availability Fees)
- ✦ Forecast Economic Development Revenues
- ✦ Water and Sewer Rates Update
- ✦ Develop Program Budget Model
- ✦ Develop FY 17 Budget and Hold Budget Working Sessions
- ✦ Update Fiscal Policy
- ✦ Organize Bank Accounts by Funds and Link Investments to Accounts
- ✦ Continue Budget Execution Meetings
- ✦ Evaluate Selling Water
- ✦ Apply for Grants
- ✦ Reform Business License Program
- ✦ Collection of Accounts Receivables
- ✦ Update Harris System (and/or research other platforms that would consolidate all of the Town’s existing systems (revenues and expenditures, utility billing, real estate, decals, and business licenses into

one system) and Cross-Train Town Manager, Assistant to the Town Manager, and Customer Service and Administrative Specialist

2. **DEVELOPMENT-** Economic and Residential Development

- ✚ Finalize and Begin Implementation of Comprehensive Economic Development Strategy
- ✚ Fill Phase 1 Town Center Commercial (once filled, begin engaging about Phase 2)
- ✚ Master Plan Engle Tract and begin soliciting Developers
- ✚ Develop Economic Development Corporation Concept
- ✚ Begin planning Attraction Strategy for a Grocery Store
- ✚ Support Regional Economic Growth Initiatives
- ✚ Utilize University Support for Planning
- ✚ Support We're In Marketing Strategy for Business Attraction
- ✚ Finalize Comprehensive Plan
- ✚ Evaluate Architectural Design Standards in Zoning Ordinance and for Town Square
- ✚ Master Plan Town Square
- ✚ Update Zoning Ordinance per Comprehensive Plan Changes
- ✚ Update Subdivision Ordinance per Comprehensive Plan Changes

3. **INFRASTRUCTURE-** General Fund Capital Program Management

- ✚ Project Priorities
 1. Phase 2A of Broadway Streetscape (Park Place to Light St.)
 2. Downtown Parking Lot(s)
 3. Phase 2B of Broadway Streetscape (Light St. to Town Square)
 4. Economic Development Investments (creation of and backing of Econ. Dev. Corporation in its strategy for: Engle Tract, Grocery

Store, Town Square, "Main Street" Program, and "Uptown" Development {i.e. Welcome Sign Area on S. Berlin}}

5. S. Loudoun Streetscape
6. Town Square Improvements based on Town Square Master Plan (includes Clock-Tower, Christmas Tree, Water Feature, purchasing land from VDOT, Pavers, Lights, and other items based on master plan)
7. N. Berlin Turnpike Shared Use Path
8. New Town Hall
9. Town Green Improvements
10. QBP Improvements
11. S. Church Streetscape (Berlin Turnpike to E. Broadway)
12. E. Broadway Phase 1- Installation of Conduits
13. Road Improvements (Light Street, N. Church, and Frye Court)

✦ Support/Transition Projects:

- Town Hall Trailer Annex (Purchase?)
- Engle Tract Master Plan
- Town Square Master Plan
- Asset Management Plan
 - UF
 - GF
- Transportation Master Plan
- Storm Water Management Plan
- Water and Sewer Master Plan (UF)

✦ External Projects:

- Community Center
- County Park

- Fire Department Building
- ✚ Lessons Learned Document

4. **COMMUNITY-** Events, Marketing, and Public Engagement

- ✚ Develop Marketing and Tourism Strategy
- ✚ Develop Public Relations SOP
- ✚ Support We're In Marketing Strategy for Tourism Attraction
- ✚ Support We're In Events Strategy
- ✚ Support Regional Marketing and Tourism Initiatives
- ✚ Professionalize Events Management
- ✚ Improve Speed of Minutes Processing
- ✚ Post TC/PC Agenda Items on the Town Website
- ✚ Redesign Town Website and Market Town via new Website
- ✚ Develop Social Media Policy/Strategy

5. **PERFORMANCE-** Town Government Operations and Performance

- ✚ Evaluate Organizational Design for Future
 - Evaluate Hiring Financial Management Contractor
 - Evaluate Minutes or HR Contract Support
 - Evaluate Hiring more DPW Support (including temporary construction manager's for large-scale capital project)
 - Evaluate Hiring additional IT Contractor Support
 - Evaluate Hiring of Police
- ✚ Implement LoveStat
 - Tracking Hours worked by Activities and Programs

- Tracking Performance worked by Activities and Programs per Staff/Program Action Plans
- Pay for Performance Program
- ✦ Implement Leave Forecasting Spreadsheet
- ✦ Implement Services Tracking Spreadsheet
- ✦ Develop IT Architecture and Strategy
- ✦ Adopt Asset Management Program
- ✦ Complete SOPs
- ✦ Develop Staff Training Program
- ✦ Managing General Operations
- ✦ Utilities Operations/Capital Management
 - Oversee English Improvements and Test WWTP
 - Manage Consent Order
 - Ensure Town is meeting VDH and DEQ Regulatory Requirements
 - Evaluate how to manage Inspections now that Loudoun Water is removing its service support to the Town
 - Develop Miss Utility Program
 - Adopt Asset Management Program