



State of the Town Address

Mayor Kwasi A. Fraser
January 12, 2015

How Purcellville will be Measured?

- 1) How well we listen to the Voices of the Citizens to determine and act on their needs and expectations
- 2) How successful we are in maintaining the gains of the past to preserve value for our citizens
- 3) Our ability to map and to implement strategies to create sustainable value for current and future generations



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

2014 Key Accomplishments

COMMUNITY ENGAGEMENT

- Police Department hosted Saving Our Children in Loudoun to provide area families with information about resources available to help our young people
- Garnered interest and commitment from Patrick Henry College student body to work on key future community projects in a volunteer or paid internship capacity
- Created Purcellville Arts Council



2014 Key Accomplishments

COMMUNITY ENGAGEMENT - continued

- Held the 4th Annual Loudoun Grown Expo in February 2014 at the historic Bush Tabernacle that showcased local growers and producers.
- Worked with FOX News Channel 5 to broadcast live in front of the Train Station to promote the 3rd Annual Wine and Food Festival and showcase local businesses and musicians
- Secured new Christmas Tree and planted it at Town Hall



2014 Key Accomplishments

INFRASTRUCTURE DEVELOPMENT & ENHANCEMENT

- Achieved and maintained 100% compliance on all water quality parameters
- Installed two new well pipelines at the Nature Park facility
- Inspected over 10,000 linear feet of sewer lines
- Replaced water main and reconstructed on 33rd Street and Country Club Drive
- Completed East Main Street sidewalk and A Street pathway and pedestrian improvements
- Painted over 9,000 linear feet of yellow curbs town wide



2014 Key Accomplishments

FISCAL RESPONSIBILITY & MANAGEMENT

- No debt increase over the past 12 months
- Settled litigated cases and reached a contingent settlement agreement on a litigated case
 - Hirst Farm Development – bond litigation against developers surety and Hartford Surety with settlement agreements
 - Webb Constructions – concluded litigation with a settlement agreement
 - Roy C. Kline Contractors – litigation with a settlement agreement
 - Crooked Run Orchard – tentative settlement of a long-standing condemnation dispute with the Browns



2014 Key Accomplishments

FISCAL RESPONSIBILITY & MANAGEMENT - continued

- Maintained AAA credit rating
- Completed initial Meals Tax study and analysis
- Identified over 15 potential projects to increase cost savings, operation efficiencies, and non-tax revenue
- Reset of Virginia Resources Authority (VRA) bond rate to save \$465,000 over the life of the loan



2014 Key Accomplishments

STRATEGIC PLANNING & OPERATIONAL MANAGEMENT

- Completed two-day Town Council Strategic Planning Session which resulted in the adoption of a new vision, mission statement, core values, and strategic initiatives
- Interviewed citizens publicly and made 24 appointments to committees, commissions, and boards
- Inventoried strategic assets (land and buildings) owned by the town to evaluate current and potential economic values



2014 Key Accomplishments

STRATEGIC PLANNING & OPERATIONAL MANAGEMENT - continued

- Processed
 - 213 zoning permits
 - 112 occupancy permits
 - 173 sign permits
- Maintained Virginia State Accreditation - Met all associated standards as required by the Professional Standards Commission

2014 Key Accomplishments

BUSINESS & ECONOMIC ADVANCEMENT

- Aided in the creation of
 - 175 new jobs
 - 31 new businesses
 - 14 home-based occupations
- Renewed concessionaire agreement for the operation and management of the Bush Tabernacle/Skating Rink
- Completed the Purcellville Tourism Plan



Town of Purcellville Strategic Initiatives

FOSTER COMMUNITY & ECONOMIC WELL-BEING

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

CHAMPIONS: Council Members Lehr & McCollum



Town of Purcellville Strategic Initiatives

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



Town of Purcellville Strategic Initiatives

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



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Town of Purcellville Strategic Initiatives

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



Current State Analysis

Current State Analysis

STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS

As this new Town Council moves forward to serve the citizens of Purcellville, we will be 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 2014

S	<ul style="list-style-type: none"> • Highly employable citizen base • High median household incomes • Low unemployment • AAA credit rating
W	<ul style="list-style-type: none"> • Net addition in new businesses • Experienced and supportive management team • \$128 million in Town-owned assets • Current character very appealing to future homeowners and visitors
O	<ul style="list-style-type: none"> • Comprehensive Plan not current • \$60 Million debt • High water and sewer rates • Highest Meals Tax in Loudoun County • Over reliance on tax revenues to fund parks and recreation • Utility Enterprise not self supporting • Lack of an adopted annexation or Boundary Line Adjustment (BLA) policy and procedure
T	<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 • Revitalize agricultural base to support farm to fork and markets • 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 • Increasing gas tax • 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

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 Savings Efforts

BOTTOM-LINE UPFRONT \$



Revenue Generating and Cost Saving Projects

What

- Identify and document areas for improvement
- Formulate and pursue cost saving, revenue generating, and operational efficiency opportunities
- Align each opportunity with strategic imperative for transformation to a self-supporting utility enterprise

Who

- Public Works and other staff members
- Citizens and neighbors
- Industry experts

How

- Implement a program to encourage brainstorming and idea generation
- Establish prioritization framework to select the most value-added opportunities
- Develop projects with clear objects leveraging the DMAIC (Define, Measure, Analyze, Improve, Control) framework

DRAFT Project Portfolio

Chart 1 of 2

Opportunity Name	Problem Statement	Goal Statement	Scope	Cost of Solution	Financial Benefit	Schedule Start: Finish:
Real Estate Asset Optimization	The town currently owns and maintain several properties that are not providing any revenue or service to the town but have monthly carrying costs for maintenance and upkeep at the expense of the taxpayers	Increase revenue to the town in the amount of \$X and reduce operational expense by \$X	Land and buildings owned by the town of Purcellville that are not providing revenue or service to the town	TBD	TBD	Start: TBD Finish: TBD
Vendor and sourcing optimization	We have multiple vendors providing the same service which may result in the town paying more for the service and staff expending more time to manage multiple relationships.	Take advantage of opportunities to have a selected few vendors with best pricing for key products and services.	Vendors providing strategic services and products to the town: Mowing Contracts, Power Equipment, chemical, uniform, and other vendors.	TBD	TBD	Start: TBB Finish: TBD
Combined Spend Leverage	The town spend over \$260,000 for Dominion electricity last year across all town occupied facilities, without realizing any substantial discount for this combined spend amount.	Leverage the combined spend for services, and products to obtain substantial discounts or reduced rates from vendors.	Dominion power and other service providers where the town has high combined spend.	TBD	TBD	Start: TBD Finish: TBD
IT Infrastructure	The town currently owns, maintain, and manages physical servers in house that may be better served by a cloud and virtualization strategy to free up IT resources to work on other strategic efforts	Reduction of IT Infrastructure Cost by X% via deploying cloud and virtualization solutions	Physical Servers and Hosting solutions	TBD	TBD	Start: TBD Finish: TBD
Auto Maintenance	The town has experienced high cost for maintenance and repairs of vehicles as a result of poor maintenance scheduling on some of it's vehicles.	Reduction of vehicle maintenance costs by x%	All Vehicles Own and leased by the Town	TBD	TBD	Start: TBD Finish: TBD
Water Revenue	Failure to realize water revenue from county owned facilities in and at the borders of the town that are currently purchasing and trucking in water from far off municipalities.	Obtain revenue of \$X over the next 12 months from sale of excess water capacity	Sale of water to schools and county owned facilities	TBD	TBD	Start: TBD Finish: TBD



DRAFT Project Portfolio

Chart 2 of 2

Opportunity Name	Problem Statement	Goal Statement	Scope	Cost of Solution	Financial Benefit	Schedule Start: Finish:
Critical Asset Maintenance and Management	The town continues to experience high maintenance cost on its critical assets that are at or near end of life and end of maintenance support.	Develop and implement an asset maintenance and management system to identify the critical assets, their in service date, their end of life date, maintenance schedule, their operational impact if fail to perform, their recovery time objective, spare strategy, and cost to maintain versus purchasing or leasing a new asset.	All assets that are crucial to ongoing operations and management of the town.	TBD	TBD	Start: TBD Finish: TBD
Power Consumption and Energy Savings	The town does not have visibility into what areas of operations can benefit for energy saving initiatives such as solar, LED lighting, Demand response strategy, smart metering, etc.	Conduct an energy audit to identify areas for reduction in power consumption and implement initiatives to realize measurable savings and gains.	All town infrastructure and assets connected to the utility grid.	TBD	TBD	Start: TBD Finish: TBD
Clog Reduction	Clogs in the sewer lines resulting from grease or wipes may result in \$X in operational cost per year to fix, and a serious clog can have major impacts to the town.	Implement a campaign to increase citizen and business awareness of clog risks and prevention strategies. Have a measurement system to determine effectiveness of the campaign. Partner with Greenlight Biofuels to convert grease to fuel	Clogs caused by grease and wipes being introduced into the sewer system by citizens and businesses	TBD	TBD	Start: TBD Finish: TBD
Encourage Revenue Generating and Cost Cutting Efforts	There is opportunity to encourage staff to recommend and implement revenue generating and cost cutting initiatives that will have measurable impact on the town's financials.	Establish a reward program for ideas recommended and implemented that have resulted in measurable financial impacts to the town.	All town employees with measurable revenue generating and cost saving efforts.	TBD	TBD	Start: TBD Finish: TBD
Financial Strategy	There is the opportunity to utilize future availability revenues to pay down some debt principle and pay for CIP projects using cash instead of previous model of using loans	Establish and update a financial model that allows the water & sewer fund to be less dependent on GO bonds and loans.		TBD	TBD	Start: TBD Finish: TBD
Wireless Tower Leasing	The water tower is becoming crowded with wireless service provider equipment, which will make it difficult to upkeep and maintain without temporary relocation of the equipment.	Identify alternative solutions for placement of wireless antennas on other town owned facilities or lands and potentially increase the more than \$150k revenue stream.	Town owned and maintain lands for wireless tower placement.	TBD	\$150K+ per year.	Start: TBD Finish: TBD



Conclusion

Thank you again for the opportunity to present this 2015 State of the Town Address.

I would like to recognize the Town Council members, our Town Manager, and his staff who are here with us at this moment. I am confident that over the next 12 months these individuals will work in your interest to realize Purcellville's great future.

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



Conclusion

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