



State of the Town Address

Mayor Kwasi A. Fraser
January 4, 2017

Purcellville's Vision, Mission, and Core Values

VISION – “Purcellville - your small Town, 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 ★ Innovation
Accountability ★ Stewardship

First Things First

Thank you for the opportunity to present this 2017 State of the Town Address.

As I stand before you, I am pleased to announce that the state of our town is vibrant and adding value every day.

We are energized and committed to implementing strategies to further reduce our debt burden, increase none tax revenue, and not compromise the character of our town.

Over the past 12 months, we have been strategic and tactical in our approach to adding value and increasing the quality of life in Purcellville. Our accomplishments in 2016 reflect our ability to deliver on what we promise, to create and to preserve value, and to manage our assets.



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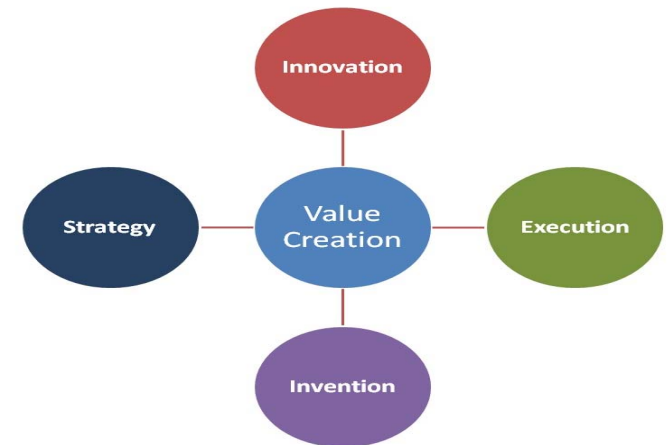
Delivering on Key Promises

- ✓ Evaluating ways to lower sewer and water rates
- ✓ Advance our Comprehensive Plan Initiative
- ✓ Adopted Real Parties In Interest Legislation
- ✓ Launch financial transparency and accountability online portal
- ✓ Collaborating with County to accelerate the 690 and 7 Interchange
- ✓ Deployment of enhanced website and social media channels
- ✓ Launch of Newsletter – Purcellville Post
- ✓ Local Business Directory Online
- ✓ Promoting our town and business community via marketing videos
- ✓ Forward planning to realize broadband throughout Purcellville



Creating and Preserving Value

- ✓ Realizing value from underperforming assets
- ✓ Increase non tax revenue
- ✓ Promote a great season of baseball and football at Fireman's Field
- ✓ No new debt while increasing economic value
- ✓ Maintain AA/AAA Credit Rating
- ✓ Consistent quality of service delivery – water, snow removal, trash pick-up, police, first responders

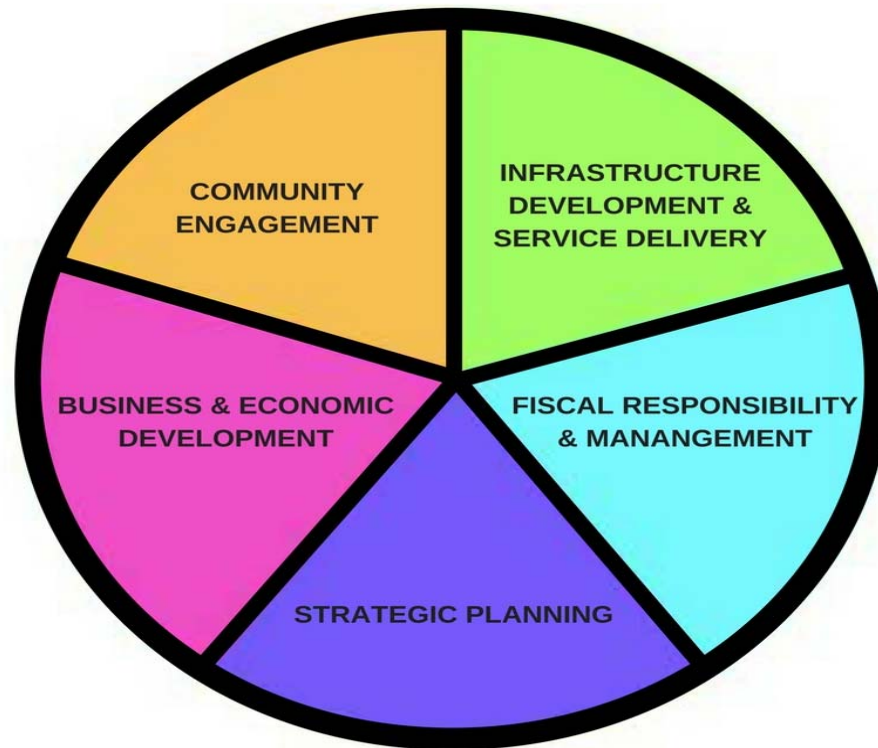


Strategic Asset Management

- ✓ Contract negotiations for a Makerspace in Purcellville
- ✓ Extracting value (lease or sale) from underperforming assets
- ✓ Water reclamation assessment for increased plant revenue
- ✓ Request For Information (RFI) to generate sustainable revenue streams from key assets
- ✓ Selective cutting for increased revenue from the watershed property



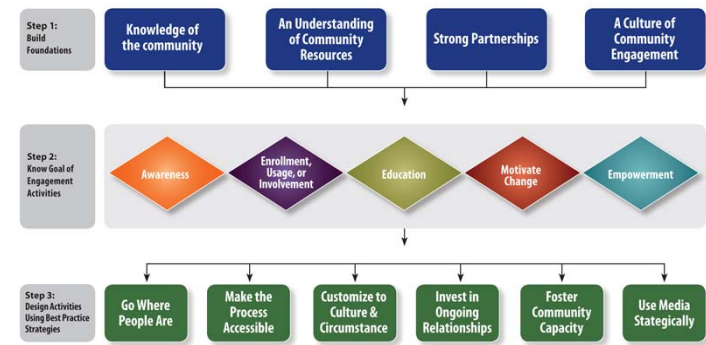
2016 Key Accomplishments



2016 Key Accomplishments

COMMUNITY ENGAGEMENT

- Outreach meetings with Homeowners Associations (HOAs)
- Launch of Citizen Engagement through Community Voice and Polco
- Continued Homework Club during the school year
- Kicked-off Coffee with a Cop community engagement program
- Rated as third safest town in Virginia by SafeWise
- Purchased and installed In-car videos for all patrol cars
- Maintained Police Department Statewide Accreditation
- Formalized an Internal Affairs process for all complaints against Police Department
- Purcellville Volunteer Fire Company and Purcellville Volunteer Rescue Squad Annual Purcellville Safety Center Open House
 - ✓ Promoting safety and leading region with service excellence
- 9/11 Remembrance Ceremony honoring our first responders



2016 Key Accomplishments

COMMUNITY ENGAGEMENT - *continued*

- Volleyball tournament Town versus Loudoun Valley and Woodgroove High Schools
- Provided support for another successful season for the Community Garden
- Hosted
 - ✓ 2nd Annual Appreciation Banquet for Town Committee, Commission and Board members.
 - ✓ 5th Annual Purcellville Wine and Food Festival
 - ✓ 3rd Annual Purcellville Music and Arts Festival - Collaboration with Purcellville Arts Council to include a juried art show
 - ✓ Art displays at Town Hall
 - ✓ 6th Annual Loudoun Grown Expo
 - ✓ 2nd Annual Hail to the Trail event with The Nature Generation - Annual Arbor Day celebration
 - ✓ Purcellville Cannons Baseball
 - ✓ American Legion's Mid-Atlantic Regional Baseball Tournament
 - ✓ Worked with Loudoun County to ensure another youth football season at Fireman's Field
 - ✓ Welcomed ABA Virginia Storm Basketball

2016 Key Accomplishments

COMMUNITY ENGAGEMENT - *continued*

- Interviewed 22 volunteers to serve on our committees, commissions, and boards
 - ✓ 16 Appointed
- The Town recognized 49 individuals
 - ✓ Eagle Scouts, citizens, students, and athletes
- Honored 10 organizations with awards/presentations
- Continued Mayor's Monthly Newsletter

2016 Key Accomplishments

INFRASTRUCTURE DEVELOPMENT & SERVICE DELIVERY



- Completed
 - ✓ Snow removal and storm management during major weather events – led the region
 - ✓ 7,800 linear feet of paving projects throughout the Town
 - ✓ J Street Drainage Improvements (between Nursery Avenue and 26th Street) to address resident’s concerns regarding drainage and lack of roadside conveyance system
 - ✓ 12 St. Drainage Study provided a comprehensive review of conditions and proposed solutions
 - ✓ Waste Water Treatment Plant pump station SCADA (Supervisory Control And Data Acquisition)
 - ✓ Upgraded camera video system to improve preventative maintenance with Town storm water and sewer line system
 - ✓ 1753 work orders processed

2016 Key Accomplishments

INFRASTRUCTURE DEVELOPMENT & SERVICE DELIVERY - *continued*

- Advanced
 - ✓ Pilot bulk water sale program
 - ✓ Forestry Management Program to provide selective cut plan for the Spring 2016
- Awarded and Achieved
 - ✓ Water Treatment Plant Excellence - eighth consecutive year
 - ✓ Water Fluoridation Quality Award
 - ✓ Virginia Department of Health's Excellence in Waterworks Operations Performance
 - ✓ 100% compliance on all water quality parameters

2016 Key Accomplishments



FISCAL RESPONSIBILITY & MANAGEMENT

- Total net position increased by \$696,709
- Total general fund balance of \$6.9 million with \$5.7 million unassigned and available for future spending
 - ✓ Exceeds the Town's fund balance policy target of \$3 million or 30% of total revenues.
- Water fund's ending net position was \$6,538,744 with \$3,585,986 unrestricted.
- Sewer fund's ending net position was \$12,314,578 with \$2,939,071 unrestricted.
- No new debt over the past 12 months
 - ✓ While reducing existing debt and adding value
- Launch of OpenGov Financial Transparency Online Portal

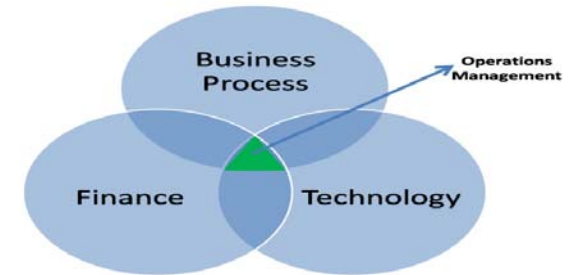
2016 Key Accomplishments

FISCAL RESPONSIBILITY & MANAGEMENT - *continued*

- Maintained the AAA Standard and Poor's rating and Aa2 Moody's rating.
- Fitch affirmed the Town's AA credit rating and upgraded the outlook to "positive" in Oct. 2016
- Finalized purchase and implementation contract on the Munis Software Upgrade
- 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)
- Awarded
 - ✓ ICMA Performance Management Award
 - ✓ GFOA Budget Award for FY17 Budget
 - ✓ GFOA CAFR Award for fiscal year ending June 30, 2015

2016 Key Accomplishments

STRATEGIC PLANNING & OPERATIONAL MANAGEMENT



- **Operational Efficiency and Cost Savings**

- ✓ Virtualization of 55% of Town's servers significantly reducing power consumption
- ✓ IT Director has plans to have over 75% of the servers virtualized by spring 2017, reducing power consumption by 50%
- ✓ Proactive monitoring and management of IT infrastructure with alert automation

- **Advancing and Planning**

- ✓ 2016 Comprehensive Plan Review and Revision Project
- ✓ Forestry management program to provide selective cut plan for Spring 2017
- ✓ Broadband strategy 25 Mbps to Gbps

- **Resolution and Settlement**

- ✓ Reached and drafted agreement regarding correction of defective installation of storm sewer system on 21st street
- ✓ Reached favorable settlement terms with United States Surety Company on Town Hall HVAC litigation
- ✓ Long-standing Code violation property brought into compliance through Court action

2016 Key Accomplishments

BUSINESS & ECONOMIC ADVANCEMENT

- Operational Support and Oversight
 - ✓ McDonalds & Southern States rebuilds
 - ✓ Mayfair subdivision buildout – residential and industrial
 - ✓ Catoctin Corner development – commercial
- Town Council participated in 12 ribbon cuttings and business dedications
- Aided in the creation of the following in FY 2016
 - ✓ 56 new businesses and 243 new jobs
- Approve and develop CGI Videos - Marketing Town and business community
- Partnered with Delegate Dave LaRock to bring DMV back to Purcellville
- Painted Wine Barrels project promoted our art and business community and raised over \$34,000 for future art projects
- Assisted in relocating and consolidating the Farmer's Market to the Shoppes at Main and Maple.



Strategic Initiative Updates

PROMOTE COMMUNITY & ECONOMIC WELL-BEING

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

CHAMPIONS: Council Members Bledsoe and Grim

Strategic Initiative Updates

PRACTICE GOOD GOVERNANCE

Perform government functions effectively and efficiently while being accountable to the citizens of Purcellville

CHAMPIONS: Vice Mayor Jimmerson & Council Member Ogelman

Strategic Initiative Updates

STRENGTHEN COMMUNITY PARTNERSHIPS

Implement a positive and interactive relationship with Purcellville's citizens and be committed to helping them gain greater understanding of and connection with their Town government.

CHAMPIONS: Council Members Ogelman and McCollum, and Mayor Fraser

Strategic Initiative Updates

FUND THE FUTURE

Purcellville will require a commitment to identify and
To discuss revenue options and opportunities.

CHAMPIONS: Council Member Cool and Mayor Fraser

Purcellville SWOT Analysis 2016

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 • \$125 million in Town-owned assets • Town character very appealing to future homeowners and businesses
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
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
	<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 and taxes, and competitive pressures • Reduced State funding

Key Near Term Opportunities

Filling our Commercial Vacancies

What

- Work with commercial landlords and commercial real estate brokers to determine root causes of commercial vacancies
- Identify ways to target and to attract businesses to fill existing commercial vacancies

Who

- Economic Development Advisory Committee (EDAC)
- Commercial landlords
- National, Local, and Regional Businesses
- Purcellville Business Association
- Chamber of Commerce
- Loudoun County Economic Development

How

- Collaboration with landlords, EDAC, the business community, and our high schools marketing teams to determine root causes of commercial vacancies and corrective action
- Define and implement strategy to attract and to secure businesses to fill vacancies

Aberdeen Property Value Creation

What

- Identify and implement ways to generate revenue at the 189 acre Aberdeen property

Who

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

How

- Evaluate the feasibility of locating ventures such as the following on the Aberdeen property:
 - Precision Agriculture Academic site
 - Recreational UAV Site
 - Solar Partnership Site
 - Others

Recap

- Purcellville's Vision, Mission, and Core Values
- The state of our town is vibrant and adding value every day
- Key Success Measures and Highlights
- 2016 Key Accomplishments
- Purcellville Strategic Initiatives – Positioned to Lead
- Current State Analysis – Where We Stand
- Key Near Term Opportunities
 - ✓ Filling our Commercial Vacancies
 - ✓ Aberdeen Property Value Creation

Acknowledgement

I wish 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 twelve months.

With your support and engagement, we will continue to ensure success and prosperity through our strategic initiatives to:

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



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