



State of the Town Address

Mayor Kwasi A. Fraser
February 12, 2018

Purcellville's Vision, Mission, and Core Values

VISION – “Purcellville - our 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 ★ Transparency ★ Innovation
Accountability ★ Stewardship

Welcome

Thank you for the opportunity to present this 2018 State of the Town Address.

Over the last four years, I have conveyed to the citizens of Purcellville the accomplishments, challenges, and visions for our community.

In 2017, we witnessed critical debt reduction, created new opportunities for our town's assets, and provided a business-friendly community that continues to enhance the quality of life in Purcellville for everyone.

Our accomplishments in 2017 will not be overshadowed by the ongoing investigations nor the misrepresentation of facts surrounding these investigations. These accomplishments were just samplings of the dedication of town staff, committees, commissions, board members, and our Town Council.

They also reflect our ability to deliver on what we promise, to create and preserve value, and to manage our assets. We are **economically strong, operationally resilient, and strategically determined.**

A Year of Accomplishments

The Town's accomplishments comprise the work of staff, council, committees, commissions, and boards. What we offer the community involves teamwork, and our citizens also play significant roles. During 2017, our accomplishments were spread across the following areas:

- Financial Position
- Business Friendly Community
- Community Planning
- Service Delivery
- Parks and Recreation
- Youth and Community Engagement
- Public Safety and Emergence Response Engagement
- Infrastructure Improvements

Financial Position

Our financial achievements in 2017 were significant for the year and established a firm foundation for future years.

- Restructured the debt to obtain **\$12.5 million** in debt payment savings over 10 years, significantly reducing future balloon payments
- Reduced projected double digit water and sewer rate increases by **50%**
- Reduced the proposed **\$1.2 million** Utility Fund chargebacks for FY 18 by **\$324,558**
- Generated **\$344,718** in non-tax revenue through our forestry management selective cut program
- Sale of an underperforming Town-owned asset, resulting in **\$300,000** revenue to the Wastewater Fund
- Positioned to obtain **\$107,000** in projected revenue during 2018 from investing cash reserves in the Virginia Investment Pool

Financial Position *(continued)*

- Paid down portions of existing debt with reserves
- Increased lease revenue by **4 times** with the Tabernacle and Fireman's Field public/private partnership
- General fund revenues exceeded budget projections by **\$697,559**
- Expenditures were **\$685,936** less than budget
- Retained Stellar Credit Ratings
 - **AAA** credit rating from Standard and Poors
 - **AA** credit rating from Fitch
 - **Aa2** credit rating from Moody's

Business-Friendly Community

Purcellville has a distinctive blend of family-owned businesses, boutique and unique retail and services, and familiar identities. These businesses continue to provide goods and services to our community and all of Western Loudoun. Purcellville will continue to be an inviting community for economic advancement, innovation, and entrepreneurship:

- 43 new businesses
- 3 businesses expanded
- 7 businesses relocated
- 2 businesses completely rebuilt
 - McDonald's
 - Southern States
- 50% reduction in the projected double digit water and sewer rate increases for our businesses and citizens
- Western Loudoun's MakerSpace Buildout – Innovative Workshop and Business Incubator

Community Planning

The Commonwealth of Virginia requires every local government to have a Planning Commission in order to promote orderly development within the municipality. The Purcellville Planning Commission consists of seven members, appointed by the Town Council, who recommend the vision for the Town's future.

- Planning Commission facilitated 6 public input sessions
- Adjudicated over 500 comments on the draft plan
- Invested over 800 commission hours in the rewrite of the Town's Comprehensive Plan in 2017
- Updated stream and buffer and tree and buffer requirements to enhance the preservation of our natural resources
- Updated ordinance of duplex housing density
- Enacted building height limits for Purcellville Historic downtown

Service Delivery

In the past, managing the town's finances was cumbersome and outdated. The new financial system provides flexibility in processing, reporting, and transparency.

- Implementation of Tyler Technologies' Munis software as the new financial system
- Improved collection of taxes and utility accounts
- Finance Department restructured to provide more operational management support for accounting and revenue teams
- Cross-training of revenue team to assist during busy collections period
- Advanced financial reporting and analysis

Our Utility operations experienced another great year of meeting the needs of our citizens and business community.

- Treated and delivered 198 million gallons of potable water to Purcellville water customers
- Won the Water Treatment Plant Excellence in Granular Filter Media Performance Award for the tenth (10th) consecutive year

Parks and Recreation

The Parks and Recreation Advisory Board continues to coordinate the recreational activities in Purcellville. The five board members, two co-chairmen, and council liaison have been working to fulfill the Bike and Pedestrian Mobility Plan, which will connect sidewalks throughout the town. In addition to this ongoing project, the Advisory Board has:

- Reviewed applications and awarded youth sports grants to 501(c)3 organizations
- Installed a new picnic pavilion honoring Wendy Smith at Fireman's Field
- Secured a public/private partnership for Fireman's Field/Bush Tabernacle to quadruple revenue
(NOTE: Open House is Feb. 17 from 12:30 p.m. to 2:00 p.m.)
- New Scoreboard installed
- Holiday Lights and Trolley Tour
- Purcellville Music and Arts Festival

Youth and Community Engagement

If we consider that one third of Purcellville's population is our youth, we can't help but think they have a great impact on our community.

- Celebrated and recognized our High School Athletes for local, state, and national accomplishments
- Honored 20 Eagle Scout recipients
- Sports grant funds in the amount of \$5,200 were awarded to 6 youth organizations
- Expansion of Bush Tabernacle activities
- Fireman's Field Improvements
- Christmas in Purcellville
- Hail to the Trail
- Quilt Display in Council Chambers
- Loudoun County Artisan Trail

Public Safety and Emergency Response Engagement

Engagement of our law enforcement and first responders in our community is essential to our safety and welfare. They are community guardians for all of us. During 2017, we

- Obtained a \$6,000 grant for Law Enforcement Operations
- Purchased Narcan kits which Block the effects of opioid overdose
- 11th year of a successful Homework Club with the assistance of high school volunteers
- “Coffee with a Cop” programs were held throughout the year for citizen engagement
- “Books and Badges” a youth library program, to engage Purcellville preschoolers
- “Shop with a Cop” program resulted in sponsoring 14 needy Purcellville youth to a shopping spree and breakfast for their families
- “Public Safety Day” built partnerships with the Fire/EMS community
- Purcellville Volunteer Fire Company (PVFC) successfully completed the County-sponsored financial risk audit and was found to be in compliance with best practices
- PVFC completed seven “Ride the Fire Truck to School” events for young children as part of the public education program

Infrastructure Improvements

Improving services to our citizens is our first priority.

- Alder School Road Water Main Replacement
- Fireman's Field Picnic Shelter Rebuilt
- North Maple Avenue Water Main Replacement
- Secured \$875,000 grant for design and construction of sidewalk extension along A Street from the Blue Ridge Middle School entrance to Maple Avenue
- Public Wi-Fi network at Fireman's Field
- Rough Order of Magnitude pricing for fiber based broadband expansion
- Mobile connectivity to increase staff productivity while working in the field

Investigations Update and Path Forward

Although the media has continued to posit erroneous claims involving several of our town staff, Purcellville remains open for business and is still delivering excellent services to our community. Of course, we take all accusations seriously. But until we receive the results of the present ongoing investigations, media speculation about what may or may not have occurred is not only pointless but also misleading.

I have complete confidence in the team of professionals we have engaged to review and to complete the investigations, in our interim Town Manager, and also in our town staff who continue to provide quality services for our citizens and businesses.

The Future is Bright – Parks & Rec and Economy

Our town sparks positive impressions with citizens, businesses and visitors. We will continue to provide opportunities for our youth and to attract visitors through our signature events and unique businesses.

- Parks and Recreation
 - Fireman’s Field and Tabernacle existing and new programs advancements
 - Connected Trail System
 - Bike and Skate Park Public Private Partnership

- Economic Advancement
 - Water reclamation – 100,000 Gallons Per Day Revenue Opportunity
 - Broadband expansion and coverage – 25 Mega Bits per Second
 - Agricultural and technological innovation at Aberdeen property

The Future is Bright –The Arts and The Environment

- The Arts
 - Town murals in partnership with local businesses
 - Film festival in partnership with Franklin Park
- The Environment
 - Managed Hunt at Watershed and Aberdeen
 - Tree Canopy Improvement
 - Carbon footprint mapping

The Future is Bright – The Infrastructure

- The Infrastructure
 - Route 690/Route 7 Interchange – Top Priority Traffic Congestion Solution
 - Investment in water source, treatment, distribution, and storage infrastructure
 - Risk management dashboard view of critical utility infrastructure
 - Inventory of 47 miles of pipeline, 35 miles of sewer line, aging water plant, storage facility, wells, and easements

Risk Assessment Matrix
 Matrix below provides leaders a process to assess risk based on severity and probability of each hazard. The point where the severity row and probability column intersect defines the level of risk of a hazard. See reverse for "Risk Acceptance Authority Levels". Taking unnecessary risk is unacceptable.

Severity \ Probability		Frequent	Likely	Occasional	Seldom	Unlikely
		A	B	C	D	E
Catastrophic	I	E	E	H	H	M
Critical	II	E	H	H	M	L
Moderate	III	H	M	M	L	L
Negligible	IV	M	L	L	L	L

*Purcellville is **economically strong**, **operationally resilient**, and **strategically determined** to continue being a prosperous business-friendly environment in which our citizens remain the focus of our mission.*

Thank You

Thank you again for the opportunity to serve you and to present the 2018 State of the Town Address. It has been my pleasure to listen to your ideas and concerns and to work with the staff, volunteers, and council to make Purcellville an exemplary community rooted in economic strength, operational resiliency, and strategic determination.

I thank our entire staff for their professionalism, dedicated service, and patience throughout the past year and look forward to their continued support.

To my wife, Angela, and my children Darius, Naomi, and Jeremy, I greatly appreciate your patience, prayers, love, and support as I continue my public service to the community.

To those of you who have sat through meetings, have volunteered at events, and have given tireless hours to accomplish the mission for the citizens of this great town, thank you for your generosity.