



Preamble:

Beginning in October and continuing through November 27, 2018, the Purcellville Town Council engaged in a structured goal setting process wherein the Town Council affirmed the Purcellville Vision Statement and updated the Council's Mission, Core Values, and Strategic Initiatives. In addition, the Council crafted an Action Agenda for the 2018-2020 timeframe.

A change management plan will support this update. The plan will guide how we prepare, equip and support change in order to drive success at the individual, organizational and community levels. The change management plan will primarily focus on implementing the tier one actions aligned with the four Strategic Initiatives the Purcellville Town Council embraced for the 2019-2020 time frame.

With recognition of the need to provide innovative leadership while also working within the available means of the Town in the present, the items below are recorded to recognize their importance. Tier 1 action items respond to the Town's greatest strategic challenges requiring the Town Council's full energy, focus, collaboration and resources. Tier 2 action items are less strategically challenging but may be elevated when in support of Tier 1 activities.

The Town Council and all others involved in this planning would like to share their strategy for the future of Purcellville with you, its stakeholders and citizens.

Below you will find four Strategic Initiatives that have been identified and the actions that will be taken in order to achieve them:

- 1 **Promote Community & Economic Well-Being**
- 2 **Practice Good Governance**
- 3 **Strengthen Community Partnerships**
- 4 **Fund the Future**

Mayor & Town Council

Mayor Kwasi Fraser
Vice Mayor Mary Jane Williams
Council member Christopher Bertaut
Council member Joel Grewe
Council member Ted Greenly
Council member Stan Milan
Council member Tip Stinnette

VISION

"Purcellville - your small Town, where history and progress intersect and people prosper."

MISSION

To provide leadership, stewardship, and policies that produce a vibrant community where residents delight in living, participating and welcoming visitors.

CORE VALUES

The following Core Values guide our behavior and help govern how we will work as a Town Council in addressing our mission and discharging our duties:

1. **Accountable Always.** We acknowledge ownership of the decisions we make and the actions we take and we accept responsibility for the resulting outcomes without exceptions or excuses.
2. **Integrity First.** We will conduct ourselves at all times in a manner that is ethical, legal, and professional with an unwavering commitment to honesty, fairness and respectfulness.
3. **Innovative Stewardship.** We will challenge the status quo with regard to the way public services are designed, financed, and delivered to the citizens of Purcellville and we will manage our community resources with the present and future generations in mind.
4. **Teamwork with Purpose.** We function as a team and in partnership with the Town's administrative staff are committed to creating a superior work environment for our town employees who, in turn, are committed to delivering exceptional services to the citizens and residents of Purcellville.
5. **Transparency in All Decisions.** The process by which deliberations are initiated, decisions are made and actions are taken will always be done with a commitment to full transparency.

Town of Purcellville

2020-2022 Strategic Initiatives

With recognition of the need to provide innovative leadership while also working within the available means of the Town in the present, the items below are recorded to recognize their importance. Tier 1 action items respond to the Town's greatest strategic challenges requiring the Town Council's full energy, focus, collaboration and resources. Tier 2 action items are less strategically challenging but may be elevated when in support of Tier 1 activities.

Promote Community & Economic Well-Being

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

Action Agenda: Tier One:

11. Prepare a resource management plan that will address current and future Purcellville water and wastewater needs, including a plan on how to build a bridge to the future.
12. Prepare a plan, while engaging Loudoun County, which will address the long-range transportation and communication needs of Purcellville and western Loudoun inclusive of the plan's estimated cost to Purcellville.

Action Agenda: Tier Two:

1. Adopt the revised Purcellville Comprehensive Plan and initiate its implementation with full community engagement.
2. Prepare a Purcellville economic development plan/strategy focused on business retention, targeted business expansion, entrepreneurship and tourism.
3. Develop a strategy that will provide Purcellville citizens and businesses alike with fiber optic and wireless broadband telecommunication connectivity.
4. Perform an analysis of police staffing and facility needs taking into account the desire for enhanced community policing.
5. Preserve, restore, and enhance Purcellville's historic assets.
6. Identify strategies and actions Purcellville can take to be a model of sustainability.

Practice Good Governance

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

Action Agenda: Tier One:

1. Develop an implementation plan for organizational enhancements, including professional development opportunities for town staff and new facilities for the Police Department, in response to the organizational assessment studies conducted by third parties in 2018.
2. Update the Town's ordinances, policies and charter to reflect organizational enhancements and policies.

Action Agenda: Tier Two:

1. Implement physical and cyber security systems and policies to secure the Town's critical infrastructure assets and to ensure operational continuity.
2. Develop an integrated and data-driven performance management system to be used by all Town departments and service providers for enhanced accountability.
3. Establish a protocol for processing Town Council member ideas and initiatives.
4. Adopt procedures to increase accessibility to and the efficiency and effectiveness of Town Council meetings.

Strengthen Community Partnerships

Establish an interactive relationship with Town residents and commit to helping citizens gain a greater understanding of and connection with their Town government.

Action Agenda: Tier One:

1. Develop the necessary protocols and a strategic approach to broadening Purcellville's communication link and engagement with town citizen's and community stakeholders.
2. Broaden and sponsor training opportunities for all boards, commissions and committees appointed by the Town Council.

Fund the Future

To sustain Purcellville's quality of life will require prudent fiscal stewardship as well as a commitment to identifying and discussing future revenue options and opportunities.

Action Agenda: Tier One:

1. Design and implement a strategy that will permit Purcellville's Utilities Program to function as a self-supporting enterprise account.
2. Incorporate a Capital Maintenance Program (CMP) within the Purcellville Capital Improvement Program (CIP).

Action Agenda: Tier Two:

1. Continue to search for innovative ways to utilize Purcellville's assets to generate revenue that will help fund needed programs and services without compromising the Town's character.
2. Pursue cost savings and cost reduction strategies that will not compromise the quality of services generated by the Town staff for the benefit of Town residents.

Town of Purcellville Strategic Initiatives

Accomplishments *(as of April 12, 2021)*

Promote Community & Economic Well-Being

1. Two new wells invested in and are online
2. Alignment and engagement with Loudoun County on Rt. 690/7 Interchange and the Rt. 287/7 Intersection Improvements project
3. Comprehensive Plan complete and initiating zoning revisions
4. RFP for second cell tower completed, and selected Wireless Edge for negotiations
5. Segra fiber installed to all schools and County buildings in Purcellville; town receives \$30k per year in right-of-way fees from Segra
6. Initiative underway to preserve Purcellville's historic assets by discouraging demolition of structures
7. Identified and pursuing nutrient credits and carbon sequestration for environmental sustainability and green revenue generation
8. Requested and obtained funding from County for major trail development and building infrastructure for enhancements at the Bush Tabernacle

Practice Good Governance

1. Organizational realignment
2. Initiate updating of ordinances
3. Evaluation of long and short term plan for Police Dept. facility
4. Conducted physical and cyber security assessment of town critical infrastructure assets
5. Invested in new SCADA alert systems for water and sewer infrastructure
6. Installation of new residential and business water meters to improve accuracy and efficiency
7. Implemented voice recognition meeting recording system, live stream and adopted Robert's Rules of Order format for all meeting minutes
8. Engagement and advocacy with National League of Cities and Virginia Risk Sharing Association for state and federal funding for COVID-19 relief and infrastructure investment

Strengthen Community Partnerships

1. Increased social media and web engagement and interaction
2. Updating online videos about our community
3. Planning Commission and Town Council training for Certified Planner designation
4. Allocation of almost \$1M to local businesses and non-profits for economic relief during COVID-19
5. Implemented testing and wastewater epidemiology surveillance to measure the health of community during COVID-19
6. Alignment and engagement with Village Case HOA on strategic plans for the Community Garden and old buildings
7. Partnership with Discover Purcellville to launch the town's first mural

Fund the Future

1. Researched, assessed and pursuing \$750K to \$1.2M of non-tax and non-fee based revenue from nutrient credits and carbon sequestration
2. Obtained \$344K in select cut forestry management revenue from the watershed property
3. Executed agreement for \$30K per year for fiber optics in town right-of-way from Segra
4. Alignment with the preservation easement holder at the watershed property to seek financial assistance in maintaining the property
5. Negotiations for a second cellular tower to drive revenue to the Utility Fund
6. Refinanced utility debt to realize \$2M in savings
7. Restructured debt to reduce debt service payment to our businesses and residents as we recover from the pandemic
8. Evaluated and applying for low interest 40-year loan from the USDA to fund major water/sewer infrastructure projects. Half of the \$25M of projected projects can be financed at 2.125% over 40 years at a debt service payment of \$13.32 per account per month.