



**MIDDLEBURG TOWN COUNCIL
REGULAR WORK SESSION MINUTES
Thursday, May 25, 2017**



PRESENT: Mayor Betsy A. Davis
Vice Mayor Darlene Kirk (left early)
Councilmember J. Kevin Daly
Councilmember Kevin Hazard
Councilmember Peter Leonard-Morgan
Councilmember Trowbridge "Bridge" Littleton
Councilmember Philip Miller
Councilmember Mark T. Snyder

STAFF: Rhonda S. North, MMC, Town Clerk
William M. Moore, Town Planner
Ashley M. Bott, Town Treasurer

The Town Council of the Town of Middleburg, Virginia held their regular monthly work session on Thursday, May 25, 2017 in the Town Hall Council Chambers, located at 10 W. Marshall Street. Mayor Davis called the meeting to order at 6:00 p.m.

Public Hearing – Setting of Real Property Tax Rate

No one spoke and the public hearing was closed.

Public Hearing – Increase in Utility Rates

Arla Lewis, of Washington Street, noted the notice that was contained within the water bill about the increased rates and opined that the math did not add up. She further noted that the notice said the increase would be approximately four percent and questioned whether anyone had proofed this figure. Ms. Lewis suggested that when the Council proposed a rate increase, it would be to the public's advantage to also have the existing rates on the same page. She opined that the proposed sewer rates would be \$24.16 per 1,000 gallons and noted that they were currently \$15.94, which was not a four percent increase. Ms. Lewis advised that she would like to see corrected information posted before any action was taken on the rates.

Town Clerk North explained that the four percent increase that was included in the newsletter was a summary of the average increase for a customer using seven thousand gallons of water. She further explained that the legal public hearing notice, which was advertised in the Loudoun Times Mirror and on the Town's website, included the current rates, the proposed rates and the percentage of increase for each rate that was changing.

Ms. Lewis advised that she received the Friday Email Blast and did not see the notice in it. She suggested the public hearing notice be included with the Town newsletter and water bill. Ms. Lewis opined that the newsletter was very clear on what the proposed rates were and opined that the rate increase on the sewer portion would be greater than a fifty percent increase if enacted.

No one else spoke and the public hearing was closed.

Public Hearing – FY '18 Proposed Budget

No one spoke and the public hearing was closed.

Council Approval – Setting of Real Property Tax Rate

Councilmember Snyder moved, seconded by Councilmember Miller, that Council direct the staff to present a FY '18 budget for their approval during the June 8th meeting that is based upon a real property tax rate of \$.165 per \$100 assessed value.

Vote: Yes – Councilmembers Kirk, Daly, Hazard, Leonard-Morgan, Littleton, Miller and Snyder

No – N/A

Abstain: N/A

Absent: N/A

(Mayor Davis only votes in the case of a tie)

Council Approval – Increase in Utility Rates

Councilmember Snyder moved, seconded by Councilmember Hazard, that the Council adopt an ordinance to amend the “Schedule of Water and Wastewater Charges and Availability Fees” as advertised.

Councilmember Littleton expressed appreciation for the resident’s comment on the question of the newsletter article. He suggested the need to check it to make sure it was correct. Mr. Littleton further suggested that in the future, more information be given in the newsletter. He advised that in looking at the public notice, the math related to the increases was correct and accurate. Mr. Littleton cited the example of a customer using two thousand gallons of water, with the rate going from \$15.84 to \$16.60, which was a two percent increase. He suggested the newsletter article may have confused the water and sewer numbers. Mr. Littleton reiterated that based on his calculations, the public notice was correct.

Councilmember Daly suggested that in the future, the public hearing notice be included in the newsletter and opined that people did not usually go to the Town’s website as their go-to place.

Mayor Davis noted that the public hearing notice may not be ready in time for inclusion with the newsletter. Councilmember Miller suggested the notice be ready. Councilmember Snyder opined that the information was usually ready; therefore, the Town should be able to provide it in time for inclusion in the newsletter in the future.

Councilmember Littleton noted the inclusion in the newsletter was not legally required; however, he suggested that for big things such as rates and taxes, it would be a great idea to include the entire notice in the newsletter.

Councilmember Snyder opined that the mistake was in providing information on a summarized typical bill. He suggested that in the future, only the rates be provided and that the customers determine for themselves how they affected them.

Vote: Yes – Councilmembers Kirk, Daly, Hazard, Leonard-Morgan, Littleton, Miller and Snyder
No – N/A
Abstain: N/A
Absent: N/A
(Mayor Davis only votes in the case of a tie)

Continuation – Visioning Session

Mike Chandler, the facilitator, reminded Council that the exercise they received allowed them to give thought to the accuracy of the information provided and identify their priorities. He noted that he provided a summary of the results from that exercise. Mr. Chandler suggested the Council could prioritize the action agenda or could look at the vision statement and the core values to see if they were reflective of the conversation the Council had during their vision session and whether they were comfortable moving forward with it.

The Council reviewed the proposed vision statement, mission statement, core values and strategic initiative and offered their comments to the draft. The Council agreed to adopt them as amended (see attached) in a future meeting once in final form and to share them with the community.

(Vice Mayor Kirk left the meeting at 6:36 p.m.)

The Council also reviewed the identified priorities. It was requested that the staff place the top ten items on the Council’s action tracker, with no information. The Council agreed to discuss the top ten items, five items at a time over two work sessions, so they could identify the time frames for each, assign responsibilities and identify who needed to be involved in their implementation. It was noted that some of the items would be able to be completed more quickly than others and may involve more people than others. The Council agreed to complete a quad sheet to identify the resources needed for each item and to send those to the Town Clerk in advance of the meeting so she could compile them into one document for discussion by the Council. It was noted that the staff would also need to offer their input into each as they would be responsible for doing the majority of the work.

It was noted that there were no photographs of the Mayor, Council or staff on the Town’s website so the citizens could recognize the members. The Council agreed it would like photographs to be added. It was noted that the committee lists also needed to be updated.

The Council requested that the tag line they previously identified (Preserving our heritage through purposeful change.) also be included in the document for their adoption.

Town Council Reports

Councilmember Littleton reported that there had been a resignation on the HDRC. He further reported that the Town had received one letter of interest and heard of another possible candidate.

Town Planner Moore advised that Jane Covington had resigned from the Committee. He reported that this position was being advertised, with a deadline of June 30th.

Councilmember Daly announced that Officer Putnam had returned to work on light duty.

Councilmember Snyder advised that he anticipated the need to advertise a vacancy(s) on the Wellhead Protection Committee. He reminded Council that this was not a State mandated committee; therefore, there was no hard number of members required. Mr. Snyder opined that the Council was free to decide the number of members it desired; however, he believed there would be a vacancy the Council would want to fill.

Councilmember Miller announced that a potential candidate for the Business & Economic Development Director's position was coming to visit Middleburg on June 5-6th. He noted that he previously lived in the area.

Mayor Davis advised Council that she attended the State of the County address; and, noted that it was very healthy. She opined that the Chairman did a good job and noted that the event was well attended. Ms. Davis reported that the County still had its AAA bond rating. She advised that the Chairman was trying to get higher pay for their fire and rescue personnel in order to be competitive with other counties as they were losing their employees.

Councilmember Littleton inquired as to Loudoun County's annual budget. He opined that it was approximately \$2.5 billion.

Mayor Davis reminded Council of the Open Late event to be held at the National Sporting Library on May 26th.

There being no further business, Mayor Davis declared the meeting adjourned at 8:03 p.m.

APPROVED:

Betsy A. Davis, MAYOR

ATTEST:

Rhonda S. North, MMC, Town Clerk

Town of Middleburg Vision Statement

Middleburg, founded in 1787, remains the authentic, quaint, vibrant, living and working community located in the heart of Virginia’s pastoral piedmont countryside. Middleburg sustains its strong sense of place through stewardship that honors the town’s rich history while embracing purposeful change in order that Middleburg’s heritage and cultural traditions will be enjoyed by future generations.

Town of Middleburg Mission Statement

It is the mission of the Middleburg Town Council to provide its citizens, businesses and visitors with superior public services in a fiscally prudent and socially responsible manner while sustaining Middleburg’s historic character, natural beauty and small town charm.

Middleburg Core Values

Transparency	Accountability
Engagement	Trust
Teamwork	Leadership
Respect	Integrity
Stewardship	Approachability

Middleburg Tagline

Preserving our heritage through purposeful change.

Town of Middleburg Strategic Initiatives 2017-2020

Strategic Initiative A: Promote Community and Economic Well-Being.
Strategic Initiative B: Strengthen Community Engagement.
Strategic Initiative C: Practice Good Governance.
Strategic Initiative D: Fund the Future.

INITIATIVE A: PROMOTE COMMUNITY AND ECONOMIC WELL-BEING.

Capitalize on Middleburg's location, heritage, mix of assets and natural environment to strengthen the community and economic well-being of citizens and businesses.

ACTION AGENDA:

1. Craft and adopt a Business and Economic Development strategy for Middleburg with a specific focus on attracting new businesses, sustaining existing businesses, and enhancing the role tourism plays in Middleburg.
2. Develop a Middleburg "brand" that is distinctive, authentic and conveys a positive image/message for the town.
3. Conduct a study to determine parking needs in downtown Middleburg.
4. Implement the wayfinding signage program for Middleburg.
5. Support local businesses and entrepreneurs by establishing a Middleburg business appreciation and expansion program.
6. Create a strategy/policy that will address land development practices along Middleburg's gateways.
7. Develop strategies that will assist in attracting new residents to Middleburg.

INITIATIVE B: STRENGTHEN COMMUNITY ENGAGEMENT AND PARTNERSHIPS.

Promote a positive and interactive relationship with town residents and stakeholders that will result in a greater understanding of and connection with Middleburg's town government, the Middleburg community, and neighboring localities.

ACTION AGENDA:

1. Sponsor an annual Middleburg local government open house so citizens can meet town staff and learn about what they do.
2. Sponsor a Middleburg Local Government Academy to help citizens gain insight and understanding about their local government.
3. Develop fact sheets for major Middleburg policy issues and community projects and share them with the public and the media.
4. Create a partnership with the Loudoun County Planning Commission to collaboratively plan for land use at the shared county/town political border.
5. Sponsor an annual training seminar for all council appointed boards and commission chairpersons focused on meeting management practices, freedom of information practices and conflict of interest protocol.

INITIATIVE C: PRACTICE GOOD GOVERNANCE.

Promote a positive and interactive relationship with Middleburg citizens and stakeholders that will result in a greater understanding of and connection with the town government.

ACTION AGENDA:

1. Encourage greater citizen involvement in town government by holding regularly scheduled open town hall meetings and by sponsoring periodic surveys to secure public input and opinion on key issues facing Middleburg.
2. Place a Mayor's memo/message on the town's website and in the local newspaper on a quarterly basis.
3. Place the adopted Middleburg vision, mission, core values and strategic initiatives statement on the town's website.
4. Host an annual reception to recognize and thank all persons who serve on council appointed boards and commissions.
5. Develop a policy for town council appointed boards and commissions inclusive of appointment procedures, membership performance expectations, suggested training and annual reporting requirements.
6. Conduct a public facility needs assessment to determine the optimal office space needed by the town staff.

INITIATIVE D: FUND THE FUTURE.

Commit to fulfill our current and future obligations by identifying and managing Middleburg's revenue options, resources and opportunities.

ACTION AGENDA:

1. Adopt an updated Middleburg Capital Improvement Program (CIP) and include a capital maintenance component inclusive of utilities, infrastructure, property maintenance, and future operational needs.
2. Consider adopting a property maintenance code in Middleburg.
3. Update budget practices to enhance transparent communication including forecasting revenues and expenditures in future tense.
4. Capitalize on future growth and development generated by the Salamander Inn.

Town of Middleburg 2017-2020 Prioritized Strategic Initiatives Actions Embraced by the Middleburg Town Council – May 26, 2017

It must be recognized the ultimate value of any plan lies in its implementation. The Middleburg vision-mission-strategic initiatives summary is no different. If the Middleburg Town Council intends to address the four strategic initiatives the council identified and embraced on April 8, the council must commit to prioritizing and implementing the actions they assigned to the four strategic initiatives. To initiate this process, I am asking each member of the town council to review the 22 actions featured on the Middleburg 2017-2020 strategic initiatives statement dated May 18 and to rank/rate each by priority.

To assist the Middleburg Town Council with this task, a 4 tier priority schedule has been developed. The 4 tiers are defined as follows:

Priority A. By assigning this letter you are stating the identified action should be addressed/completed by the end of calendar 2017 (December 31, 2017).

Priority B. Assigning this letter means you feel the identified action should be addressed/completed during FY 18 (July 1, 2017-June 30, 2018).

Priority C. Assigning this letter means you feel the identified action should be addressed/completed during FY 19 (July 1, 2018-June 30, 2019).

Priority D. Assigning this letter means you feel the identified action should be addressed/completed during FY 20 (July 1, 2019-June 30, 2020).

To complete this exercise, all council members are to assign a priority to each action listed below. In doing so, each council member is reminded that each letter corresponds to a specific timeline. For example, the actions you feel the Board MUST address before the end of calendar 2017 would merit an A. The actions that ought to be completed within FY 18 would be given a B. The actions you view as important but not needing immediate attention (FY 19) would warrant a C followed by actions to be addressed in FY 20 garnering a D.

TOWN OF MIDDLEBURG PRIORITIZED ACTIONS: A TOWN COUNCIL SUMMARY

Community and Economic Well-Being

3.71 1. Craft and adopt a Business and Economic Development strategy for Middleburg with a specific focus on attracting new businesses, sustaining existing businesses, and enhancing the role tourism plays in Middleburg. **(A,A,A,A,B,B,A)**

3.14 2. Develop a Middleburg “brand” that is distinctive, authentic and conveys a positive message/image for the town. **(B,A,B,A,A,B,D)**

3.14 3. Perform a study to determine the adequacy of public parking currently available in downtown Middleburg. **(B,A,C,B,B,B,A)**

3.59 4. Implement the Middleburg wayfinding signage program. **(B,A,B,B,A,A,A)**

2.71 5. Support local businesses and entrepreneurs by establishing a Middleburg appreciation and expansion program. **(A,B,A,C,D,D,A)**

2.59 6. Create a strategy/policy that will address land development practices and issues along Middleburg's gateway entries into town. **(C,C,A,C,C,C,A)**

2.14 7. Develop strategies that will help attract new residents to Middleburg. **(C,C,C,B,D,D,A)**

Strengthen Community Engagement

3.00 1. Sponsor a Middleburg local government open house so citizens can meet key town staff and learn about their duties and responsibilities. **(A,B,B,C,A,C,B)**

2.00 2. Sponsor a Middleburg Local Government Academy to help citizens gain insight and a greater understanding about their local government. **(B,C,C,D,C,C,C)**

3.00 3. Develop fact sheets for major Middleburg policy issues and community projects and share them with the public and the media. **(B,B,A,C,B,C,A)**

3.57 4. Create a planning partnership, through the Middleburg Planning Commission, with the Loudoun County Planning Commission to collaboratively plan for land use at the shared town/county political border. **(C,A,A,A,B,A,A)**

3.00 5. Sponsor an annual training seminar for all council-appointed boards and commission chairpersons focused on meeting management practices, parliamentary procedure, freedom of information practices and conflict of interest protocols. **(B,B,A,B,B,B,,C)**

Practice Good Governance

3.00 1. Encourage greater citizen involvement in town government by holding regularly scheduled open town hall meetings and by sponsoring periodic surveys to garner public input and opinion about key issues facing Middleburg. **(B,B,A,C,B,C,A)**

3.28 2. Place a Mayor's Memo/Mayor's Message on the town's website and in the local newspaper on a quarterly basis. **(B,B,B,B,A,B,A)**

4.00 3. Place the adopted Middleburg vision-mission-strategic initiatives summary on the town's website. **(A,A,A,A,A,A,A)**

3.71 4. Host an annual reception to recognize and thank all persons who serve on council appointed boards and commissions. **(B,B,A,A,A,A,A)**

2.71 5. Develop a policy for town council appointed boards and commissions inclusive of appointment procedures, member performance expectations, suggested training and annual reporting requirements. **(D,C,B,B,B,B,A)**

_3.28__6. Conduct a public facility needs assessment to determine the optimal office space the town staff needs to perform their duties efficiently and effectively. **(C,A,A,B,B,B,A)**

Fund the Future

_3.00__1. Adopt an updated Middleburg Capital Improvement Program (CIP) and include a capital maintenance component inclusive of life cycle costs. **(C,B,C,A,A,A,A)**

_2.85__2. Consider adopting a property maintenance code in Middleburg. **(D,B,A,B,B,B,B)**

_3.00__3. Review budget options Middleburg can use to enhance transparency and will permit the town to forecast revenue and expenditures in future tense. **(B,C,B,A,B,B,B)**

_2.28__4. Capitalize on future growth and development generated by the Salamander Inn. **(C,D,B,C,C,B,B)**

**THE TOP TEN PRIORITIZED ACTIONS AS
AFFIRMED BY THE
MIDDLEBURG TOWN COUNCIL ON MAY 25,
2017.**

- 1. #3Practice Good Governance: Post the vision-mission-initiatives on the website (4.0).**

- 2. #4Practice Good Governance: Host an annual reception for council appointed boards and commissions. (3.71) 5-A's.**

- 3. #1 Community/Economic Well-Being: Craft/Adopt a business/economic development strategy for Middleburg. (3.71) 5-A's.**

- 4. #4Community/Economic Well-Being: Implement the wayfinding program. (3.59) 4-A's.**

- 5. #4Community Engagement: Create a land use planning partnership with Loudoun County. (3.57) 5-A's.**

6. **#6Practice Good Governance: Conduct a town staff office needs assessment. (3.28) 3-A's.**

7. **#2Practice Good Government: Place a Mayor's memo/message on the town's website and in the local newspaper quarterly. (3.28) 2-A's.**

8. **#2Community/Economic Well-Being: Develop a Middleburg "brand". (3.14) 3-A's.**

9. **#3Community/Economic Well-Being: Perform a downtown parking study. (3.14) 2-A's.**

- 10.**#1Fund the Future: Adopt an updated CIP with a capital maintenance component. (3.00) 4-A's.**

**SECOND TIER PRIORITIZED ACTIONS AFFIRMED BY
COUNCIL MAY 25, 2017**

1. **#1Community Engagement: Sponsor a Middleburg local government open house. (3.00) 2-A's.**
2. **#3Community Engagement: Develop fact sheets for major issues and share with the public/media. (3.00) 2-A's.**
3. **#1Practice Good Governance: Sponsor scheduled open town hall meetings and periodic surveys to secure citizen input. (3.00) 2-A's.**
4. **#5Community Engagement: Sponsor annual training for council appointed board/commission chairpersons. (3.00) 1-A.**
5. **#3Fund the Future: Review budget options with an eye on enhanced transparency, communication and forecasting future revenues and service costs. (3.00) 1-A.**

- 6. #2Fund the Future: Consider adoption of a property maintenance code.(2.85) 1-A.**
- 7. #5Community/Economic Well-Being: Establish a Middleburg business appreciation and expansion program. (2.71) 3-A's.**
- 8. #5Practice Good Governance: Develop a policy protocol for all council appointed boards/commissions. (2.71) 1-A.**

**THIRD TIER PRIORITIZED ACTIONS AFFIRMED BY
COUNCIL MAY 25, 2017**

- 1. #6Community/Economic Well-Being: Create a strategy for Middleburg's gateways. (2.59) 2-A's.**
- 2. #4Fund the Future: Capitalize on Salamander Inn growth. (2.28) 3-B's.**
- 3. #7Community/Economic Well-Being: Develop strategies designed to attract new residents to Middleburg. (2.14) 1-A.**
- 4. #2Community Engagement: Sponsor a local government academy to help town citizens learn about town government. (2.00) 1-B.**