

**Minutes of Town Council Retreat/Workshop  
January 18, 2020**

9-1-1 Dispatch Center in Buena Vista, VA

“Glasgow – Governing for the Future of the Community”

Council Members Present: Barrett McFaddin, Andrea Bradley, Sonny Williams, Andy Ryan, Aaron Britton

Also Present: Mayor Shane Watts, Town Manager Eric Pollitt, Sr. Admin. Asst. Jane Higginbotham, Chief Angel Poole

Guests Present: Bob Stripling, Guest Speaker; Katie Doar with the News-Gazette.

Mayor Shane Watts called the meeting to order at 9:04 AM.

9:00 AM – 12:00 NOON: Introductions and Overview

Governing – the job of government is to solve public problems by balancing competing values.

**Mayor Role – Charter/Code**

**Formal**

1. Preside at all meetings. (Charter Section 2)
2. Appoint standing committees. (Code Section 2-18, 2-26 – first meeting of year, 2 Council members on each.
  - a. Finance
  - b. Streets and Lights
  - c. Water, Sewer and Public Works
  - d. Ordinances
3. Appoint other committees approved by Council and as directed by Council.
4. Call special meetings.
5. Deputize citizens to assist the Police Chief. (Code Section 2-26)

**Informal**

1. Represent Town before international, federal, state, regional and local entities and functions.
2. Represent Council in communications with Town Manager.
3. Provide leadership by consulting with individual Council members and citizens in developing support for projects and issues effecting the Town.
4. Negotiating (with ultimate approval by Council)
  - a. with partners
  - b. purchase of land
  - c. other localities

\*Charter can only be changed by General Assembly and supercedes anything else

- Code can be changed by Council and supercedes the personnel manual

\*need to have the Code reviewed and discussed with attorney

## **Town Manager Role – Charter/Code**

### **Formal**

1. Manage town (treasurer, clerk, zoning)

### **Informal**

1. Hiring and firing ???
2. Supervising
3. Signing contracts/agreements
4. Negotiating
5. Researching and recommending
6. Information
7. Resolving complaints
8. Budget recommendations
9. Providing staff to committees
10. More visual presence at regional organizations/participation
11. Highly visible in the Town

### **Town Charter & Code**

1. The Town Charter and Code have a few inconsistencies and some issues the Council may want to address (hiring, firing)
2. If the Code is interpreted to require that any Council vacancy await the next regular election which could lead to a vacancy up to a year, Council may want to consider an amendment that would allow appointment of an interim as is allowed in the Code.
3. The Glasgow Code established the Council as the appointing and firing body for all employees. However, Council adopted a Personnel Manual in 2015 that specifies that the Town Manager is authorized to hire and fire all employees. Code Section 2-2 – the Mayor and Council shall in addition to the appropriate officers enumerated in the Charter, have the power to appoint, by ordinance or resolution duly adopted by the Council, such additional officers and employees which the Mayor and Council deem necessary....The Mayor and Council shall annually determine and fix the compensation of all officers and employees of the Town, either elected or appointed...during the month of December.  
Code Section 2-7 – any employee at the time appointed by the Mayor and Council shall be a resident of the Town (there is another section that says this does not apply to the Town Manager)  
Code Section 2-8 – The Mayor and Council may at the pleasure of the Council terminate the employment of any employee of the Town upon an ordinance or resolution duly adopted by the Council.

### **Personnel Manual**

Section 2.1 Employment (A) – authorization from the Town Manager is required prior to initiating any recruitment or appointment. Persons seeking to apply for employment with the Town shall be referred to the Town Manager.

1. After the Town Manager has completed final interviews and given full consideration to the group of qualified candidates, the Town Manager shall make the selection.

2. The offer of employment and discussion of beginning salary, benefits and starting date shall be done by the Town Manager.
3. Dismissal – an employee may be dismissed from Town service by the Town Manager. Before any employee may be dismissed, the Town Manager shall provide the employee with an explanation of the reason for the Town’s action and an opportunity to present his/her side of the story. If the employee is dismissed, such dismissal shall take effect immediately.

Code vs personnel manual

LIABILITY!

**Role of Town Council**

Formal

1. Consider and act on all resolutions and ordinances (contracts, budget, grants, land purchases( (Charter Section 11 and 12, Code Sections 2-27)
2. Every member must vote unless excused by Council
3. Appoint the Police Chief, Clerk and Treasurer (Charter Section 5)
4. Appoint a Town Manager (Code Section 2-17\_
5. Appoint, set compensation and terminate all employees (Code Section 2-2. 2-8. 2-17)
6. Issue bonds (2/3 vote) ( Code Section 2-33)

Informal

1. Represent their constituents by consulting with them and suggesting action on projects and issues
2. Take complaints and notify the appropriate official regarding investigation and resolution
3. Provide a formal, professional evaluation of the Town Manager according to his/her contract
4. Appoint Town Attorney

**Local Government and Governing is about Relationships**

1. The success of a local government in delivering quality services to its citizens is the ability of the key players to get along with each other and cooperatively work together.
  - a. Citizens and elected officials
  - b. Elected officials and the Town Manager
  - c. Town Manager and the staff
  - d. Staff and the citizens
  - e. Mayor and the Council
2. Some key behaviors to promote cooperative work:
  - a. Do not surprise each other.
    1. for public meetings, stick to the agenda
    2. have a plan for how someone gets something on the agenda
      - a. some things just need to be there at a certain time (budget, grant approval, zoning case, etc.)
      - b. some things are on there because the Town Manager needs direction

- c. some things are on there because an elected official wants to discuss them
- 3. keep the citizens informed of what the government is doing and why (social media, town information meetings, talking with community leaders, civic organizations, churches)
- 4. involve as many citizens as possible in the work of the government (working committees)
- 5. Town Manager provides elected officials with updates on major issues and projects
- 6. the Town Manager tries to make sure all elected officials get the same information at the same time
- b. Don't believe everything you hear, but don't completely dismiss it either. Most rumors have some basis in fact but sometimes the truth can get so twisted as to be barely recognizable. Check with who should know what really happened before reacting.
- c. The Town Manager works for the Mayor and Council as a body, not for individual members. The Council and Mayor need to give clear direction as to what the majority want from the Town Manager. The Town Manager gets pulled in many directions on multiple tasks during the day (and night). He can't do well on the really important stuff if he is constantly asked to change directions and address a new item by individual elected officials.
- d. The Town Manager, other staff and elected officials need to treat all citizens with respect and address their concerns in a timely manner with a friendly, helping attitude. Sometimes you have to say no but you can do it nicely.
- e. Employees are smart. They know who is really in charge. If the Town Manager is not given authority and responsibility for supervising the employees and it is clear to the employees that he is in charge, the work of the Town will not get done well.
- f. It is all about TRUST. If everyone deals honestly with each other placing the greater good of the community first, they build trust with each other.

#### **What does Council want the Mayor's role to be?**

- 1. Want to see you at public events.
- 2. Want you at regional meetings representing Glasgow.
- 3. Accessible to the public.
- 4. Mayor the messenger from Council to the Town Manager.
- 5. Not just a figure head, helping Council/leadership/keep Council on track.
- 6. Mayor back the Council with the public regarding votes.
- 7. When Mayor does have a vote, vote for what the people want, not vote by personal issues.
- 8. Back the employees to the public that they might not "see" them working but they are working.

#### **Citizen Involvement**

- 1. The Mayor communicates to the public and to the citizens.
- 2. Website

3. Regular Council meetings
4. Facebook
5. Water Bills
6. Media
7. Weekly Town Manager reports online
8. Committees

Town Council Standards (unwritten)

1. Closed meetings – remains confidential
2. Attendance – required except emergencies, work, sick
3. Committees – go to meetings, be active
4. Respect at meetings
5. Do not direct employees

3 things to remember – communication, transparency, chain of command.

DRAFT

**Demographics**

	<u>Rockbridge Co.</u>	<u>Glasgow</u>	<u>Lexington</u>
Population	22,752	1,111	7,136
Income			
Median household	\$ 36,035	\$ 28,819	\$ 28,982
Median family	\$ 41,324	\$ 37,292	\$ 58,529
Per Capita	\$ 18,356	\$ 14,093	\$ 16,497
% Below Poverty			
Families	6.6%	8.9%	8.4%
Persons	9.6%	14.5%	21.6%
Race			
White	95%	80%	86%
African American	3%	16%	10%
Other	2%	4%	4%
Population by Age			
Under 18	22%	24%	11%
Over 65	16%	18%	16%

12: NOON – 4:00 PM: Town Finance, Priorities

**Glasgow General Fund Budget**

5-Year Revenue Trends

	<u>FY2020</u>	<u>FY2016</u>	<u>Increase</u>
*Real Property	\$113,000	\$100,789	\$12,211
*Sales	84,000	82,941	1,059
*Personal Property	76,475	72,698	3,777
*Meals	30,000	25,814	4,186
Trash Fees	25,500	17,637	7,863
Business License	15,200	15,136	64
State Aid	86,241		
Other	90,175		
Fund Balance	<u>4,364</u>		
TOTAL	\$524,955		

General Fund Expenditure

FY2020 Budget

Administrative and Finance	\$203,777
Building and Grounds	118,114
Police	54,071
Council/Legal	43,046
Fire/Rescue	35,000
Trash	32,000
Parks and Recreation	15,550
Community Donations	9,461
Library	8,900
Farmers Market	<u>5,076</u>
TOTAL	\$524,955
Employee Salaries and Benefits	\$259,205 – 50%

### **Real Property Tax Delinquency**

1. The average percentage over the past five (5) years of current real property tax levied that has been collected is 86%. The percentage has declined for the past three (3) years to 84%.
2. The average collected by City of Staunton for the same period was 95%.
3. What does that mean?
  - a. some people are receiving local government services for free and those who pay on time are subsidizing them.
  - b. this encourages people to ignore their bill.
  - c. government has to raise other revenue or reduce services to everyone.

Example: in FY 2018, the following occurred:

Total Levy	\$200,427	100%
Amount Collected	\$167,536	84%
Not Collected	\$ 32,891	16%
Collected from Prior Years	\$ 12,845	
Net Loss FY 2018	\$ 20,046	

Glasgow is working with the Virginia Department of Taxation to do the debt set-off program for real estate taxes and the Virginia Department of Motor Vehicles to do the DMV Stop program for personal property taxes.

### **Budget Observations**

1. State law requires that the Council adopt a Balanced Budget.
2. Projected FY 2020 General Fund budget is balanced but it uses one time Fund Balance from previous years (\$4,364) to balance
3. General Fund balance (carryover from previous years) was \$416,818 at the end of FY 2018 (about 80% of total annual budget). This is a very good Fund Balance. The Staunton General Fund Balance at end of FY 2019 was about 25%.
4. You should avoid using the Fund Balance for reoccurring expenses as is proposed for this year.
5. The Fund Balance should be reserved for emergencies, to cover cash flow needs (while waiting for taxes to be collected) and for limited one-time expenses (capital projects or matching grants).
6. Major General Fund revenues are not increasing significantly and thus new revenue without raising tax rates, adopting new taxes or experiencing considerable new growth makes covering expense needs difficult.
7. As of FY 2018, the Utility Funds ran a deficit and required a transfer of \$33,091 from the General Fund. The general taxpayers should not subsidize the utility customers. Utility rates need to cover expenses.
8. No General Fund debt – very good!



Utility Funds FY 2018

	<u>Sewer</u>	<u>Water</u>
Charges for Services	\$232,492	\$252,289
<u>Expenses</u>		
Personnel	\$ 27,414	\$ 96,680
Fringe benefits	\$ 6,729	\$ 14,726
Other Charges	\$ 32,266	\$ 65,929
Contractual Services	\$ 13,865	\$ 370
Depreciation	<u>\$ 87,370</u>	<u>\$ 79,735</u>
TOTAL	\$177,744	\$257,440
Interest	\$ 81,046	\$ 1,873
Loss	(\$ 26,298)	(\$ 7,024)
Transfer from Gen.Fund		\$ 33,091
NET	(\$ 26,298)	\$ 26,067

## Priority Setting – Current and Potential Projects/Issues

### Current

1. Community Development Block Grant for Business District Revitalization
  - a. Help to revitalize the business district. 1<sup>st</sup> step of 4 for the grant is for \$3,000
2. Comprehensive Plan Update
  - a. Planning Commission working on CIP recommendations, working on land use and long-range planning, then start on updating Comprehensive Plan. This will be a 12-18 month process and will cost \$10K-\$15K to get assistance from CSPDC.
3. Virginia Department of Transportation Multi-Use Trail Grant
  - a. Working on for several years, was totally funded, then lost some funding – meet with Delegate Campbell.
4. Collection of delinquent taxes
  - a. Debt set-off through VA Dept of Taxation – take money out of refunds owed to Town of Glasgow for real estate taxes
  - b. DMV Stop will not allow to register vehicles until personal property taxes are paid

### Potential

1. Grass and Nuisance Ordinance enforcement
2. Farmers Market
3. Fire and Emergency medical Services
4. Rehab red building - \$7,500
5. Build restrooms and water fountain
  - a. Farmers Market - \$5,000
  - b. Hiker Shelter - \$3,000
  - c. Water fountain - \$2,500
6. Acquire more park land
7. Improve existing parks for recreation (baseball, soccer, basketball, softball, football)
8. Trash collection (review services and fees)
9. Water and Sewer Fund sustainability
10. Review and amend Town Charter and Code
11. Create more community events (music, yard sales, family gatherings)
12. Public buildings improvement

Council ranked the following as the top four (4) priorities:

Tied for 1<sup>st</sup> – high grass ordinance enforcement – needs to be reworded so can be enforceable; review and amend the Town Charter and Code

2<sup>nd</sup> – public buildings improvement – new town hall

3<sup>rd</sup> – water and sewer fund sustainability

4<sup>th</sup> – acquire more park land

Music Events for 2020 – “Rocking the Gorge”

1. Want to have one (1) music event every month from May through October, except July, with a band and vendors. Would like to try having a beer/wine festival in July. The last event in October will be called the Monster Mash.

Glasgow has the following current/potential partners

1. Federal assistance
2. State assistance
3. Mohawk Industries
4. CornerStone Bank
5. Natural Bridge State Park
6. Rockbridge County
7. AT Trail Conservancy and the hikers
8. Upper James River Water Trail
9. Rockbridge Area Outdoor Partnership (RAOP)
10. Chamber of Commerce
11. Tourism Office
12. Ruritans
13. Garden Club
14. Local churches
15. Fire and Rescue
16. Rockbridge Area Recreation Organization (RARO)
17. Citizens
18. Buena Vista
19. Lexington
20. Buchanan
21. Lowe’s
22. Wal-Mart
23. Central Shenandoah Planning District Commission (CSDPC)
24. Local businesses

Committees

1. To establish a committee, Council votes on who will be on it, what the goals are, who Council member(s) are, other members are.
2. The committee is given a timeframe for recommendation and what Council wants to know.

Restructuring the Parks and Recreation Committee

1. Change the name to Community Development Committee
2. Have one (1) Council representative, the Town Manager (ex-officio), one (1) Town Staff, the Farmers Market Manager, the Mayor (ex-officio), three (3) citizens at large – total of eight (8) members.

Public Works/Utility Committee

1. Want to add a Public Works briefing to monthly Council meetings.
2. Have one (1) Council representative, the Town Manager (ex-officio), two (2) Public Works Staff, the Mayor (ex-officio), one (1) citizen at large
3. Get the committee to prioritize streets re: paving, fixing pot holes, etc.

Ad Hoc Committee

1. Temporary committee to discuss Town transition from old town hall to new town hall.
2. Have two (2) members of Planning Commission, two (2) Council representatives, the Town Manager and the Mayor (ex-officio), one (1) citizen at large

Planning Commission

1. There is currently one (1) reappointment that term expired 12/31/2019 and needs to be appointed/reappointed.

Public Safety Committee

1. Have Rockbridge County Fire & Rescue Chief, two (2) Council representatives, the Town Manager and the Mayor (ex-officio), Glasgow Chief of Police, one (1) member of Glasgow Rescue Squad, one (1) member of Glasgow Fire Department.
2. Minimum of five (5) members, meet once per quarter.

Finance Committee

1. There is currently one (1) reappointment that term expired 12/31/2019 and needs to be appointed/reappointed.

Mayor Shane Watts adjourned the workshop at 4:30 PM.