



AGENDA

Glasgow Virginia Town Council Meeting



7:00pm Tuesday February 11th, 2020
Meeting called by Mayor Malcolm “Shane” Watts

1. FY 2021 Council Budget Work Session – Non-Profit Presentations at 6:00pm
 - A. Glasgow Ruritan Club
 - B. Glasgow Concerned Citizens
 - C. Rockbridge Area Recreation Organization (RARO)
2. Call to Order – called by Mayor Malcolm “Shane” Watts for Regular Called Meeting at 7:00 PM
3. Appointment of New Town Attorney
4. Presentations
 - A. P.O.W. Flag
 - B. Fire Department
 - C. Rescue Squad
5. Public Hearing
 - A. Waiving Town’s Right of First Refusal for Purchasing 730 McCulloch St.
6. Review of Minutes
 - A. Regular Council Meeting January 14th, 2020, pages 10-14
 - B. Annual Council Retreat January 18th, 2020, pages 15-26
 - C. Special Council Meeting January 30th, 2020, pages 27-29

Reports and Updates

7. Committee/ Commission/ Staff Reports
 - A. Police Report
 - B. Parks and Recreation Committee
 - i. RARO Sign Up Forms and Information
 - C. Farmer’s Market
 - D. Public Works & Utilities
 - E. Treasurer Report
 - i. Bills over \$500
 - ii. Council Contingency Report, page 30
 - F. Planning Commission
 - i. Capital Improvement Plan Recommendation, pages 31-44
 - ii. Draft Minutes January 22, 2020, pages 45-46
 - iii. Next Steps
 - G. Town Manager Report
 - i. Council Retreat
 - ii. Budget Calendar Reminders, pages 47-48
8. Old Business Updates



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Glasgow Virginia Town Council Meeting



7:00pm Tuesday February 11th, 2020
Meeting called by Mayor Malcolm “Shane” Watts

- A. Community Development Block Grant Planning Grant Update, pages 49-54
- B. VDOT Multi-Purpose Trail, pages 55-57

- 9. Public Comment Period. Comments limited to no longer than 3 minutes per person up to 30 minutes total for the period.

All Speakers are asked to identify themselves for the record prior to speaking, and are asked to address their comments to Council. This portion of the meeting is for the public to make comments, raise concerns, or address items to Council about specific items on the agenda for Council consideration. Council uses this time to hear from the public, but typically will not respond, but rather take the matter under advisement for later in the meeting, or future meetings.

Actions Items

- 10. Old Business
 - A. Organizational Restructuring: Committee Creation & Appointments, pages 58-65
 - i. Planning Commission
 - ii. Community Development
 - iii. Public Works & Utilities
 - iv. Public Safety
 - v. Ad-Hoc Glasgow Town Hall Advisory Committee
- 11. New Business
 - A. Financial Policies, pages 66-109
 - B. Waiving Town’s Right of First Refusal for Purchasing 730 McCulloch St.
- 12. Public Hearing
 - A. Continuation of VDOT Multi-Purpose Trail Project
- 13. Adjournment



TOWN OF GLASGOW VIRGINIA



Public Comment Guidelines

How and What -A sign-in sheet will be placed near the Council Room door for citizens who wish to speak during Public Comment. Comments may only be on items specifically on the agenda. Other issues or concerns should be addressed with the appropriate Town Staff during Town Hall business hours. Citizens should list their name, address, and topic to be addressed. After all speakers who signed up have spoken, anyone else interested in speaking will be given the opportunity to speak on items specifically on the agenda before ending the public comment period.

Amount of Time -Speakers are limited to three minutes and a maximum of two (2) items and or topics. The second topic must be addressed after all other speakers have finished. There is a maximum time limit of 30 minutes allocated to Public Comment in any one meeting. If the number of individuals on the sign-up sheet would exceed the allotted 30-minute time-frame, the Mayor or Town Manager has the latitude to place a shorter limit on individuals. The Mayor or Town Manager has the latitude to ask Council to extend the public comment period another 15 minutes by roll call vote. This can be done up to a maximum of two (2) times, capping the public comment period to one (1) hour.

Conduct -Speakers shall be recognized by the Mayor and or Town Manager and shall direct all comments and or questions to the Council as a whole (not individual members or employees of the Council). In maintaining decorum, debate and dialogue with the Council, Mayor, and or Town Manager is not allowed during public comment. Members in the audience who speak out of turn or are acting in a disruptive manor in the meeting shall receive one (1) warning before being asked (escorted) to leave. If necessary the Mayor, Council, or Town Manager, may bring formal charges for disruption of a public meeting and or the like.

Language -Profane or vulgar language, partisan political statements, or comments related to the conduct or performance of Council members or staff are not appropriate in this setting. Members in the audience who speak in this manor shall receive one (1) warning before being asked (escorted) to leave. If necessary the Mayor, Council, or Town Manager, may bring formal charges for disruption of a public meeting and or the like.

Council -Members are not expected to respond to questions or comments unless the Mayor or Town Manager deems such response appropriate. Council members may seek clarification or additional information from speakers through the Mayor or Town Manager.

Record -Speakers are to provide a copy of remarks to the Administrative Assistant (Deputy Clerk), if in writing.



TOWN OF GLASGOW VIRGINIA



Executive Session Procedures

Executive Session

Executive Session Section 2.2-3711 A.1, A.3,A.5, A.6, A.7& A.19of the Code of Virginia, 1950, as amended, for the purpose of discussing Personnel, Real Estate, Prospective Industry, Investment of Funds, Litigation and Public Safety

Motion by _____ and **Seconded** by _____

Going into Closed Session

Whereas, the Town of Glasgow Town Council has convened an executive meeting on this date pursuant to an affirmative recorded vote and in accordance with the provisioins of the Virginia Freedom of Information Act; and

Whereas Section 2.2-3711 of the Code of Virginia requires a certification by the Town of Glasgow Town Council that such executive meeting was conducted in conformity with Virginia law;

Leaving Closed Session

Now, therefore be it resolved that the Town of Glasgow Town Council hereby certifies that to the best of each member’s knowledge (i) only public business matters lawfully exempted from open meeting requirement by Virginia were discussed in the executive meeting to which this certification resolution applies and (ii) only such public business matters as were identified in the motion convening the executive meeting were heard, discussed, or considered by the Town of Glasgow Town Council.

Motion by _____ and **Seconded** by _____ that to the best of my knowledge (i) only public business matters lawfully exempted from open meeting requirements under Section 2.2-3711 (A) of the Code of Virginia, 1950, as amended, and (ii) only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the meeting.

[REDACTED]

[REDACTED]

[REDACTED]

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Minutes of Town Council Meeting
January 14, 2020
 Glasgow Rescue Squad Building

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, Town Attorney Tom Simons, Police Chief Angel Poole

Guests Present: The Honorable Michelle M. Trout, Rockbridge County Circuit Court Clerk of Court; Spencer Suter, Rockbridge County Administrator; Lexington Mayor Frank Freidman; many members of the Rockbridge local governments.

The Pledge of Allegiance was led by Miss Caroline Watts and a brief prayer was led by Mayor Shane Watts.

Mayor Shane Watts called the meeting to order at 7:05 PM.

Swearing In of Council Members/Mayor by Rockbridge County Clerk of Court

Mrs. Trout swore in Malcolm “Shane” Watts as Mayor of the Town of Glasgow.

Michelle Trout, Rockbridge County Clerk of Court swore in Andrea Bradley and Barret McFaddin as Glasgow Town Council members.

Public Proclamation/Presentation for Outgoing Mayor Ruby Ogden Clark:

Mayor Shane Watts read a proclamation and the inscription on a plaque for Mayor Ruby Ogden Clark, thanking her for her many years of service to the Town of Glasgow. Ms. Clark was not in attendance.

Review of Minutes:

Motion by Andy Ryan and **Seconded** by Andrea Bradley to approve the minutes for Regular Council Meeting December 10, 2019.

Carried unanimous voice vote.

Reports and Updates:

Committee/Commission/Staff Reports:

- A. Police Report. Chief Angel Poole stated she had 42 calls for service; 12 citizen assists; served three (3) warrants/arrests/juvenile petitions for other departments; served five (5) civil papers for Rockbridge County Sheriff Office; had two (2) traffic summons/parking tickets; gave out four (4) warnings; did nine (9) business checks. Chief Poole stated she gave out toys from Toys for Tots for 350 plus children (3 toys per child). Chief Poole stated she received several calls in December about BB guns and 4-wheelers.

- B. Parks and Recreation Committee. Town Manager Eric Pollitt stated there was a great attendance for the Christmas parade in December, and the tree lighting/bonfire had around 50 people in attendance.
- C. Farmers Market. N/A
- D. Treasurers Report.
1. Bills over \$500. Town Manager Eric Pollitt stated the Town had been told by Lowe's that they would help with some of Glasgow's community projects, giving 50% off supplies for these projects. Town Manager Pollitt stated the Town turned in three (3) projects to work on for 2020, but when Town employees went to pick up the supplies for the first project, they were told they could only get 5% off. Town Manager Pollitt stated work has already begun on the old concession stand at the new Event Venue and the cost of the supplies is \$1,500. Town Manager Pollitt stated Lowe's will reimburse the Town the 5% after the project is completed. Town Manager Pollitt asked Council for \$1,500 for the supplies to finish rehabbing the old concession stand.
- Motion** by Aaron Britton and **Seconded** by Andy Ryan to authorize the Town Manager to purchase the supplies in the amount of \$1,500 to finish rehabbing the old concession stand at the new Event Venue.
- Carried** unanimous voice vote.
2. Council Contingency Report. Town Manager Eric Pollitt told Council they have a summary of the year-to-date expenses out of the Council Contingency line item for FY 2020 in their packet.
 3. Revenue Projections FY 21 Budget. Town Manager Pollitt stated the first five (5) periods of the year's monthly average (July – November) are used to make a projection over a 12-month period. Town Manager Pollitt told Council to email him or schedule an appointment if they have questions about this.
- E. Planning Commission. Town Manager Eric Pollitt told Council they have a copy of the December 18, 2019 minutes in their packet. Town Manager Pollitt stated Council has a copy of the CIP requests that were discussed at this meeting. Town Manager Pollitt stated the Planning Commission has a preliminary CIP recommendation ready for the retreat if Council wants to discuss it then. Town Manager Pollitt stated the CIP will be discussed throughout the budget process.
- F. Town Managers Report.
1. Council Retreat. Town Manager Pollitt stated the Council Retreat, scheduled for Saturday, January 18th from 9:00 AM – 5:00 PM, was originally scheduled to be held at the Robert E Lee Hotel in Lexington, but will now be held at the 911 Dispatch Center in Buena Vista. Town Manager Pollitt stated breakfast and lunch will be provided.

Old Business

- A. QS1 Tax Bills. Town Manager Eric Pollitt stated he reached out to QS/1 to correct the mailing of new year's tax bills. QS1's sales rep. didn't know each ticket was mailed individually until I brought it to their attention. The rep. said

- they would look into this and next year would cut down on the number of individual envelopes used for mailings. Town Manager Pollitt stated QS/1 did give a 50% discount on mailing for the 2019 tax bills.
- B. CDBG-BDR. Town Manager Pollitt stated the Town can be awarded \$3,000 for the completion of initial activities and a maximum of \$35,000 in planning expertise over the next 12 months. Town Manager Pollitt stated he has provided Council with a graph in their packet to help visualize what the CDBG process entails. Town Manager Pollitt stated the physical inventory survey will be a survey of the commercial district. Town Manager Pollitt stated Rockbridge County Administrator Spencer Suter indicated the County's willingness to provide staff support for this inventory survey. Town Manager Pollitt stated the next Project Management Team meeting will be January 23, 2020 @ 6:30 PM at Scotto's Restaurant. Town Manager Pollitt stated once the initial activities are completed and the state notifies us of the next steps, a set schedule for meeting days and times will be determined.

Public Comment

Mayor Shane Watts stated the Council will not interact or make comments on any public comments made.

There were no public comments.

Old Business

- A. Sec. 12-35 Alcohol Sales on Sundays. Town Manager Eric Pollitt stated he had been approached by three (3) Council members about changing the ordinance on alcohol sales on Sundays. Town Manager Pollitt stated the wine and beer sales have been changed in Rockbridge County to 6:00 AM, except in the Glasgow town limits. Town Manager Pollitt stated Town Attorney Tom Simons conducted the legal advertising requirements for the ordinance change and there was a Public Hearing at the December 10, 2019 Town Council meeting. Councilor Aaron Britton asked if the change would be made in Sec. 12-34 or 12-35. Town Attorney Tom Simons stated it would cover both Sections.

Motion by Aaron Britton and **Seconded** by Barrett McFaddin to adopt the change of Alcohol Sales Ordinance Sec. 12-34 and Sec. 12-35 on Sunday's to mirror Rockbridge County, with sales beginning at 6:00 AM.

Voice Vote as follows:

S. Williams – No

A. Ryan – No

A. Britton – Yes

A. Bradley – Yes

B. McFaddin – Yes

Motion Carried by majority affirmative vote of 3-2.

New Business

- A. Committee Appointments by Council. Town Manager Eric Pollitt stated as January is the first month a newly elected body can meet after an election, and

this is when localities make their vacancy appointments to Committees, create new Committees, and conduct strategic planning and goal setting, he would like to recommend that this be tabled until after the Council Retreat. Town Manager Pollitt stated this will give the new Council time to discuss as a team the current Committee structure and the possibility of new Committees. Councilor Aaron Britton stated he is on the Jail Commission and it meets tomorrow, so the Jail Commission appointment needs to be made tonight. Rockbridge County Administrator Spencer Suter stated Glasgow and Goshen rotate years, and since Glasgow had a representative for 2019, it will be Goshen's turn for a representative on the Jail Commission for 2020.

Motion by Andy Ryan and **Seconded** by Sonny Williams to table Committee Appointments by Council until after the Council Retreat.
Carried unanimous voice vote.

Motion by Aaron Britton and **Seconded** by Andy Ryan for Glasgow Town Council to convene in executive session at 7:20 PM under the Virginia Freedom of Information Act, Sec. 2.2-3711 (A) (1) in order to discuss personnel matters.

Voice Vote as follows:

S. Williams – Yes	A. Ryan – Yes	A. Britton - Yes
A. Bradley – Yes	B, McFaddin – Yes	

Motion Carried with unanimous voice vote.

Motion by Andy Ryan and **Seconded** by Sonny Williams for the Glasgow Town Council reconvene in open session at 7:30 PM.

*Whereas, the Town of Glasgow Town Council has convened an executive meeting on this date pursuant to an affirmative recorded vote and in accordance with the provisions of the Virginia Freedom of Information Act;
and*

Whereas Section 2.2-3711 of the Code of Virginia requires a certification by the Town of Glasgow Town Council that such executive meeting was conducted in conformity with Virginia law;

Now, therefore be it resolved that the Town of Glasgow Town Council hereby certifies that to the best of each member's knowledge (i) only public business matters lawfully exempted from open meeting requirement by Virginia were discussed in the executive meeting to which this certification resolution applies and (ii) only such public business matters as were identified in the motion convening the executive meeting were heard, discussed, or considered by the Town of Glasgow Town Council.

Motion by Andy Ryan and **Seconded** by Sonny Williams that to the best of my knowledge (i) only public business matters lawfully exempted from open meeting requirements under Section 2.2-3711 (A) of the Code of Virginia, 1950, as amended, and (ii) only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the meeting.

Voice Vote as follows:

S. Williams – Yes	A. Ryan – Yes	A. Britton - Yes
A. Bradley – Yes	B. McFaddin – Yes	

Motion Carried with unanimous voice vote.

Motion by Sonny Williams and **Seconded** by Aaron Britton to adjourn.

With no further business, Mayor Shane Watts adjourned the meeting at 7:40 PM.

Mayor

Clerk

**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. 1st 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 1st – high grass ordinance enforcement – needs to be reworded so can be enforceable; review and amend the Town Charter and Code

2nd – public buildings improvement – new town hall

3rd – water and sewer fund sustainability

4th – 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.



TOWN OF GLASGOW, VIRGINIA



MEMORANDUM SPECIAL COUNCIL MEETING MINUTES

Malcolm “Shane” Watts
Mayor

Town Council:

Andrea Bradley

Aaron Britton

Barrett McFaddin

Andy Ryan

Sonny Williams

Eric Pollitt
Town Manager
epollitt@glasgowvirginia.org

Jane Higginbotham
Sr. Administrative Assistant
jhigginbotham@glasgowvirginia.org

Angel Poole
Chief of Police
apoole@glasgowvirginia.org

Jeff Rankin
Wastewater Operations
jrankin@glasgowvirginia.org

Chris Flint
Public Works
cflint@glasgowvirginia.org

Date: January 30th, 2020

From: Eric Pollitt – Town Manager

To: Mayor & Council

Subject: January 30th, Special Council Meeting Minutes

CC: Jane Higginbotham

Below is a summary of the January 30th, Special Council Meeting Minutes:

1. Call to Order – called by Mayor Malcolm “Shane” Watts at 6:00 PM.

Workshop Items

2. Old Business

Notes: The following committees were discussed as a follow up and continuation of the Council Retreat in January. Council discussed the mission, composition, and whom to appoint on these committees at the February Council meeting. The names nominated for the committees are the ideal candidates who indicated interest in such committees. Official appointments won’t take place until the February Council Meeting.

A. Community Development Committee

- Mayor Watts began to discuss the community development committee. The mission of the committee is to promote pride and community spirit among residents, enhance the Town’s image and attract new residents, businesses and visitors. The Committee plans, sponsors, encourages and promotes various events that will improve the social and economic well-being of residents of Glasgow.
- Members are appointed by Town Council and will serve two (2) year terms. The initial terms of the Committee shall be one member for a one (1) year term, two members for (2) year terms and two members for three (3) year terms.
- The Mayor, Police Chief, and staff-at-large will serve as ex-officio members. Council – Andrea; Debora; Tonya; Brandi F.; FM Manager.



TOWN OF GLASGOW, VIRGINIA



B. Public Works & Utilities Committee

- Mayor Watts stated this committee reviews and makes recommendations to the Town Manager and Town Council on public works matters, including; street maintenance, street signs, parks, drainage, street lights, water and sewer, use and maintenance of public buildings & grounds, prioritization of public works improvements, service extensions, engineering services and solid waste.
- The Committee shall consist of three (3) members of which: Two (2) Councilmembers; One (1) Citizen-At-Large.
- Sonny; Andy; At large.

C. Public Safety Committee

- Is to act as an advisory body to the Leadership of the Department of fire, rescue, and emergency services. Responsibility for the leadership, management and delivery of fire, rescue, and emergency services rests with the Chief and Captains of the Departments. Toward that end, there is a desire to establish a Public Safety and Emergency Services Committee of knowledgeable persons to advise the Council and Town Manager as to what is in the best overall interest of the community.
- Two from Town Council, preferably with public safety experience; One Staff, being the Town Manager or their designee if approved by Council; Two appointed by, and drawn from the following groups, by the Council: (1) Town Fire Department(s), preferably President or Chief; (1) Town Rescue Squad, preferably President or Captain.
- Barrett; Aaron; Angel; Fire – Presidents (Patrick stump) / Chief (John Hill); Rescue – Presidents (Larry Mayo) / Captain (Jollette Williams).

D. Ad-Hoc Glasgow Town Hall Advisory Committee

- The Town of Glasgow – acting through the Mayor & Council – has authorized the creation of a new ad hoc (temporary) committee to begin exploring relocation options for a new Town Hall. Toward that end, there is a desire to establish an Advisory Committee of knowledgeable persons to help the Mayor and ultimately Council as to what is in the best overall interest of the Town.
- The Advisory Committee is to be comprised of five (5) representatives who are from - or knowledgeable in - the following groups: Two from the following: Council and Planning Commission; One appointed by Council, and drawn from the following groups: Citizen At Large.
- The intent is to review of all options and prepare a recommendation to Town Council, no later than December 8th, 2020.
- Barrett, Sonny, Aaron Reese, and Boyd Walker.

Executive Session

Executive Session Section 2.2-3711 A.1, A.3,A.5, A.6, A.7& A.19of the Code of Virginia, 1950, as amended, for the purpose of discussing Personnel, Real Estate, Prospective Industry, Investment of Funds, Litigation and Public Safety

Motion by Sonny Williams and **Seconded** by Barrett McFaddin
Votes was unanimous 5-0.



TOWN OF GLASGOW, VIRGINIA



Going into Closed Session

Whereas, the Town of Glasgow Town Council has convened an executive meeting on this date pursuant to an affirmative recorded vote and in accordance with the provisions of the Virginia Freedom of Information Act; and

Whereas Section 2.2-3711 of the Code of Virginia requires a certification by the Town of Glasgow Town Council that such executive meeting was conducted in conformity with Virginia law;

Leaving Closed Session

Now, therefore be it resolved that the Town of Glasgow Town Council hereby certifies that to the best of each member's knowledge (i) only public business matters lawfully exempted from open meeting requirement by Virginia were discussed in the executive meeting to which this certification resolution applies and (ii) only such public business matters as were identified in the motion convening the executive meeting were heard, discussed, or considered by the Town of Glasgow Town Council.

Motion by Andy Ryan and **Seconded** by Sonny Williams that to the best of my knowledge (i) only public business matters lawfully exempted from open meeting requirements under Section 2.2-3711 (A) of the Code of Virginia, 1950, as amended, and (ii) only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the meeting.

Votes was unanimous 5-0.

Mr. Britton – **Motion to adjourn the meeting.**

Mr. Ryan – **Second.**

Votes was unanimous 5-0.



TOWN OF GLASGOW, VIRGINIA



MEMORANDUM COUNCIL CONTINGENCY

Malcolm "Shane" Watts
Mayor

Date: February 11th, 2020

From: Eric Pollitt – Town Manager

To: Mayor & Council

Subject: Council Contingency

CC: Jane Higginbotham

Town Council:

Andrea Bradley, 2022

Barrett McFaddin, 2022

Aaron Britton, 2021

Andy Ryan, 2021

Sonny Williams, 2021

Below is a summary of the year-to-date expenses out of your Council Contingency line item for Fiscal Year 2020.

Eric Pollitt
Town Manager
epollitt@glasgowvirginia.org

Jane Higginbotham
Sr. Administrative Assistant
jhigginbotham@glasgowvirginia.org

Starting Balance	\$26,744
Council 6.11.2019 - Mosquito Authority	\$5,000
Council 9.10.2019 - Lowe's Trailer	\$2,120
Council 9.10.2019 - Town Manager One-Time Moving Expenses	\$640
Council 10.8.2019 - Council Retreat	\$1,000
Council 1.14.20200 - Red Concession Stand	\$1,500
Remaining Balance	\$16,484

Angel Poole
Chief of Police
apoole@glasgowvirginia.org

Jeff Rankin
Wastewater Operations
jrankin@glasgowvirginia.org

Chris Flint
Public Works
cflint@glasgowvirginia.org



TOWN OF GLASGOW, VIRGINIA



MEMORANDUM PLANNING COMMISSION MINUTES

Ruby Ogden Clark
Mayor

Date: January 22nd, 2020

From: Planning Commission

To: Eric Pollitt – Town Manager

Subject: January 22nd, 2020 Planning Commission CIP Memo

CC: Mayor, Council, Jane Higginbotham

Town Council:

Andrea Bradley

Aaron Britton

Greg Hartbarger

Barrett McFaddin

Andy Ryan

Sonny Williams

Below is a summary of the Planning Commission CIP Memo:

1. FY21-25 CIP Workshop Ranking Discussion

A. Administrative Vehicle – Dodge Journey

- Versatile vehicle that can be shared with the water and sewer operator
- Is AWD and v6 engine
- Cut down maintenance and repair costs on old explorer

B. Zero Turn Mower – John Deere

- Cuts down on annual maintenance and repair costs which was close to \$2,000 last year
- Can get a trade in value of \$3,500 on Farris mower

C. Dumpsters

- Would cut costs on renting dumpsters
- Landfill has gone up on tipping fees this year which the Town pays for taking trash and brush

D. Well 4 Equipment

- Could be purchased through a grant
- Helps meet VDH requirements

E. Oxidation Ditch & Bar Screen Studies

- Grant reimbursable
- Both studies could be implemented the following year through grant or debt
- Projects would extend useful life of system

Eric Pollitt
Town Manager
epollitt@glasgowvirginia.org

Jane Higginbotham
Sr. Administrative Assistant
jhigginbotham@glasgowvirginia.org

Thomas Simons
Town Attorney

Angel Poole
Chief of Police
apoole@glasgowvirginia.org

Jeff Rankin
Wastewater Operations
jrankin@glasgowvirginia.org

Chris Flint
Public Works
cflint@glasgowvirginia.org

Aaron Britton - 2021
Council Representative

Bob Hinkle - 2023
Chairman

Tom Camden -2022
Vice Chairman

Eric Pollitt
Town Manager | Committee Clerk

Marty Diamond - 2020
Resident

Reese McClanahan - 2019
Resident

	A		B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q		
1	CAPITAL IMPROVEMENTS PLAN			FY2021-25	FY2021	FY2021 PROPOSED			FY2021	FY2022 Plan		FY2023 Plan		FY2024 Plan		FY2025 Plan		FY21-25 Total		
2	PLANNING COMMISSION RECOMMENDATION 1/22/2020			CIP TOTAL BY YEAR		\$113,500				\$300,750		\$75,000		\$1,250,000		\$272,000		\$2,011,250		
3	FUNDING SOURCE			PC \$	Cash Tax Rate	Fund Balance or Net Position	Other	COUNCIL \$	Fund Balance or Net Position	Other	Fund Balance or Net Position	Other	Fund Balance or Net Position	Other	Fund Balance or Net Position	Other	Fund Balance or Net Position	Other		
4	CAPITAL PROJECTS			Dept Rank	PC Rank	\$ 108,750	\$ -	\$ 78,500	\$ 35,000	\$ -	\$ 34,250	\$ 266,500	\$ 75,000	\$ -	\$ 1,250,000	\$ -	\$ 272,000	\$ -	\$ 2,011,250	
5	ADMINISTRATION																			
6	Administration Vehicle	1	3			11,250		22,500											22,500	
7	PARKS & RECREATION																			
8	Playground Equipment	1	4										10,000						10,000	
9	PUBLIC WORKS																			
10	Landscape Zeroturn Mower	1	1			11,500		11,500											11,500	
11	Dumpsters (2) Brush & Trash	2	2			9,500		9,500											9,500	
12	Bush Hog	3	5							4,500									4,500	
13	Service Truck	4											65,000						65,000	
14	Town Hall	5												1,250,000					1,250,000	
15	Public Works Shop Addition	6															250,000		250,000	
16	STREETS																			
17	N/A	1																	-	
18	PUBLIC SAFETY																			
19	N/A	1																	-	
20	WATER FUND																			
21	Well 4 Building	1								25,000									25,000	
22	Well 4 Equipment	2	1			4,750				4,750									4,750	
23	Public Utility Vehicle	3	3			11,250		35,000											35,000	
24	SEWER FUND																			
25	Oxidation Ditch	4	2			17,500			17,500										134,000	
26	Influent Bar Screen	5	2			17,500			17,500										167,500	
27	Laboratory Testing Equipment	6																22,000	22,000	
28	CRMF List for planning purposes only. CRMF projects will be considered by the Town Council on an individual basis, and approved projects will be funded from approved Capital Reserve Maintenance Funds.																			
29	CAPITAL RESERVE MAINTENANCE PLAN			FY 2021-25		FY2021 PROPOSED				FY2022 Plan		FY2023 Plan		FY2024 Plan		FY2025 Plan		FY21-25 Total		
30	GENERAL FUND			Dept Rank	PC Rank		20,500	-	-		7,500	-	7,500	-	7,500	-	7,500	-	50,500	
31	CRMF CONTRIBUTION					7,500	7,500				7,500		7,500		7,500		7,500		37,500	
32	Red Building Rehab	1	1			5,000	5,000												5,000	
33	Farmer's Market Bathrooms	2	3			3,000	3,000												3,000	
34	Hiker's Shelter Bathrooms	3	2			2,500	2,500												2,500	
35	Park Water Fountain	4	4				2,500												2,500	
36	PUBLIC UTILITIES FUNDS					7,500	-	-		7,500	-	7,500	-	7,500	-	7,500	-	7,500	-	37,500
37	CRMF CONTRIBUTION					7,500	7,500				7,500		7,500		7,500		7,500		37,500	

Capital Request	Administrative Vehicle - Dodge Journey
Department	Administration
Cost	\$22,500.00

Master Plan		Score 5
1	3	5
The project is not part of any Master Plan	The project is included in a Master Plan, but may not be a high priority or appropriate citizen engagement on the specific proposal has not yet transpired	The project is included in a Master Plan, is a high priority, and has been well-vetted

Regulation		Score
1	3	5
The project does not address a regulatory compliance issue	The project provides a short-term fix for an existing regulatory compliance issue or for one anticipated in the near future	The project resolves a pressing or longterm regulatory compliance issue

Infrastructure / Public Safety		Score
1	3	5
The safety or infrastructure need for the project is low; or it addresses new or existing infrastructure	it address a serious safety issues that has a limited impact or address a less-serious issues that serves the broader community	it addresses a serious health/public safety issues that has a widespread impact; it addresses existing infrastructure; and the ancillary benefits are well-defined

Seasonal Use		Score 5
1	3	5
1 – Five or fewer months per year	3 – Six to Eleven months per year	5 – Year Round

Quality of Life / Health & Wellness**3****Score**

1	3	5
The project does not affect the Quality of Life / Health & Wellness for Glasgow community members	The project has a moderate impact on the Quality of Life / Health & Wellness for Glasgow community members	The project greatly impacts the Quality of Life / Health & Wellness for a wide range of Glasgow community members

Impact on Operational Budget**Score 5**

1	3	5
The project will have a negative effect on the budget It will require additional money to operate	The project will not affect the operating budget as it is cost/ revenue neutral	The project will have a positive effect on the budget It will have significant savings in time, materials and/or maintenance or be revenue generating to more than offset costs

External Funding 1**Score**

1	3	5
0 - 33% Grant	34 - 66% Grant	67 - 100% Grant
100 - 67% Debt Service	34 - 66% Debt Service	0 - 33% Debt Service

Timing**Score 5**

1	3	5
The project does not have a critical timing/location component		The project does have a critical timing/location component

Max Score 40**Total Score 30**

Note: Funding split 50 / 25 / 25 between 3 funds
General, Water, and Sewer

Capital Request	Zero Turn Mower
Department	Public Works
Cost	\$11,500.00

Master Plan		Score 5
1	3	5
The project is not part of any Master Plan	The project is included in a Master Plan, but may not be a high priority or appropriate citizen engagement on the specific proposal has not yet transpired	The project is included in a Master Plan, is a high priority, and has been well-vetted

Regulation		Score 5
1	3	5
The project does not address a regulatory compliance issue	The project provides a short-term fix for an existing regulatory compliance issue or for one anticipated in the near future	The project resolves a pressing or longterm regulatory compliance issue

Infrastructure / Public Safety		Score
1	3	5
The safety or infrastructure need for the project is low; or it addresses new or existing infrastructure	it address a serious safety issues that has a limited impact or address a less-serious issues that serves the broader community	it addresses a serious health/public safety issues that has a widespread impact; it addresses existing infrastructure; and the ancillary benefits are well-defined

Seasonal Use		Score
1	3	5
1 – Five or fewer months per year	3 – Six to Eleven months per year	5 – Year Round

Quality of Life / Health & Wellness

Score 5

1	3	5
The project does not affect the Quality of Life / Health & Wellness for Glasgow community members	The project has a moderate impact on the Quality of Life / Health & Wellness for Glasgow community members	The project greatly impacts the Quality of Life / Health & Wellness for a wide range of Glasgow community members

Impact on Operational Budget

Score 5

1	3	5
The project will have a negative effect on the budget It will require additional money to operate	The project will not affect the operating budget as it is cost/ revenue neutral	The project will have a positive effect on the budget It will have significant savings in time, materials and/or maintenance or be revenue generating to more than offset costs

External Funding 1

Score

1	3	5
0 - 33% Grant	34 - 66% Grant	67 - 100% Grant
100 - 67% Debt Service	34 - 66% Debt Service	0 - 33% Debt Service

Timing 1

Score

1	3	5
The project does not have a critical timing/location component		The project does have a critical timing/location component

Max Score 40

Total Score 28

Capital Request	Dumpsters
Department	Public Works
Cost	\$9,500.00

Master Plan		3	Score
1	3	5	
The project is not part of any Master Plan	The project is included in a Master Plan, but may not be a high priority or appropriate citizen engagement on the specific proposal has not yet transpired	The project is included in a Master Plan, is a high priority, and has been well-vetted	

Regulation		3	Score
1	3	5	
The project does not address a regulatory compliance issue	The project provides a short-term fix for an existing regulatory compliance issue or for one anticipated in the near future	The project resolves a pressing or longterm regulatory compliance issue	

Infrastructure / Public Safety		3	Score
1	3	5	
The safety or infrastructure need for the project is low; or it addresses new or existing infrastructure	it address a serious safety issues that has a limited impact or address a less-serious issues that serves the broader community	it addresses a serious health/public safety issues that has a widespread impact; it addresses existing infrastructure; and the ancillary benefits are well-defined	

Seasonal Use		Score 5
1	3	5
1 – Five or fewer months per year	3 – Six to Eleven months per year	5 – Year Round

Quality of Life / Health & Wellness**3****Score**

1	3	5
The project does not affect the Quality of Life / Health & Wellness for Glasgow community members	The project has a moderate impact on the Quality of Life / Health & Wellness for Glasgow community members	The project greatly impacts the Quality of Life / Health & Wellness for a wide range of Glasgow community members

Impact on Operational Budget**Score 5**

1	3	5
The project will have a negative effect on the budget It will require additional money to operate	The project will not affect the operating budget as it is cost/ revenue neutral	The project will have a positive effect on the budget It will have significant savings in time, materials and/or maintenance or be revenue generating to more than offset costs

External Funding 1**Score**

1	3	5
0 - 33% Grant	34 - 66% Grant	67 - 100% Grant
100 - 67% Debt Service	34 - 66% Debt Service	0 - 33% Debt Service

Timing 1**Score**

1		5
The project does not have a critical timing/location component		The project does have a critical timing/location component

Max Score 40**Total Score 24**

Capital Request	Well 4 Equipment
Department	Water
Cost	\$4,750.00

Master Plan		Score 5
1	3	5
The project is not part of any Master Plan	The project is included in a Master Plan, but may not be a high priority or appropriate citizen engagement on the specific proposal has not yet transpired	The project is included in a Master Plan, is a high priority, and has been well-vetted

Regulation		Score 5
1	3	5
The project does not address a regulatory compliance issue	The project provides a short-term fix for an existing regulatory compliance issue or for one anticipated in the near future	The project resolves a pressing or longterm regulatory compliance issue

Infrastructure / Public Safety		Score 5
1	3	5
The safety or infrastructure need for the project is low; or it addresses new or existing infrastructure	it address a serious safety issues that has a limited impact or address a less-serious issues that serves the broader community	it addresses a serious health/public safety issues that has a widespread impact; it addresses existing infrastructure; and the ancillary benefits are well-defined

Seasonal Use		Score 5
1	3	5
1 – Five or fewer months per year	3 – Six to Eleven months per year	5 – Year Round

Quality of Life / Health & Wellness**Score 5**

1	3	5
The project does not affect the Quality of Life / Health & Wellness for Glasgow community members	The project has a moderate impact on the Quality of Life / Health & Wellness for Glasgow community members	The project greatly impacts the Quality of Life / Health & Wellness for a wide range of Glasgow community members

Impact on Operational Budget**3****Score**

1	3	5
The project will have a negative effect on the budget It will require additional money to operate	The project will not affect the operating budget as it is cost/ revenue neutral	The project will have a positive effect on the budget It will have significant savings in time, materials and/or maintenance or be revenue generating to more than offset costs

External Funding**Score 5**

1	3	5
0 - 33% Grant	34 - 66% Grant	67 - 100% Grant
100 - 67% Debt Service	34 - 66% Debt Service	0 - 33% Debt Service

Timing 1**Score**

1	3	5
The project does not have a critical timing/location component		The project does have a critical timing/location component

Max Score 40**Total Score 34**

Capital Request	Oxidation Ditch Study
Department	Sewer
Cost	\$17,500.00

Master Plan		Score 5
1	3	5
The project is not part of any Master Plan	The project is included in a Master Plan, but may not be a high priority or appropriate citizen engagement on the specific proposal has not yet transpired	The project is included in a Master Plan, is a high priority, and has been well-vetted

Regulation		Score
1	3	5
The project does not address a regulatory compliance issue	The project provides a short-term fix for an existing regulatory compliance issue or for one anticipated in the near future	The project resolves a pressing or longterm regulatory compliance issue

Infrastructure / Public Safety		Score 5
1	3	5
The safety or infrastructure need for the project is low; or it addresses new or existing infrastructure	it address a serious safety issues that has a limited impact or address a less-serious issues that serves the broader community	it addresses a serious health/public safety issues that has a widespread impact; it addresses existing infrastructure; and the ancillary benefits are well-defined

Seasonal Use		Score 5
1	3	5
1 – Five or fewer months per year	3 – Six to Eleven months per year	5 – Year Round

Quality of Life / Health & Wellness

Score 5

1	3	5
The project does not affect the Quality of Life / Health & Wellness for Glasgow community members	The project has a moderate impact on the Quality of Life / Health & Wellness for Glasgow community members	The project greatly impacts the Quality of Life / Health & Wellness for a wide range of Glasgow community members

Impact on Operational Budget

3

Score

1	3	5
The project will have a negative effect on the budget It will require additional money to operate	The project will not affect the operating budget as it is cost/ revenue neutral	The project will have a positive effect on the budget It will have significant savings in time, materials and/or maintenance or be revenue generating to more than offset costs

External Funding

3

Score

1	3	5
0 - 33% Grant	34 - 66% Grant	67 - 100% Grant
100 - 67% Debt Service	34 - 66% Debt Service	0 - 33% Debt Service

Timing 1

Score

1	3	5
The project does not have a critical timing/location component		The project does have a critical timing/location component

Max Score 40

Total Score 30

Capital Request	Bar Screen Study
Department	Sewer
Cost	\$17,500.00

Master Plan		Score 5
1	3	5
The project is not part of any Master Plan	The project is included in a Master Plan, but may not be a high priority or appropriate citizen engagement on the specific proposal has not yet transpired	The project is included in a Master Plan, is a high priority, and has been well-vetted

Regulation		Score
1	3	5
The project does not address a regulatory compliance issue	The project provides a short-term fix for an existing regulatory compliance issue or for one anticipated in the near future	The project resolves a pressing or longterm regulatory compliance issue

Infrastructure / Public Safety		Score 5
1	3	5
The safety or infrastructure need for the project is low; or it addresses new or existing infrastructure	it address a serious safety issues that has a limited impact or address a less-serious issues that serves the broader community	it addresses a serious health/public safety issues that has a widespread impact; it addresses existing infrastructure; and the ancillary benefits are well-defined

Seasonal Use		Score 5
1	3	5
1 – Five or fewer months per year	3 – Six to Eleven months per year	5 – Year Round

Quality of Life / Health & Wellness

Score 5

1	3	5
The project does not affect the Quality of Life / Health & Wellness for Glasgow community members	The project has a moderate impact on the Quality of Life / Health & Wellness for Glasgow community members	The project greatly impacts the Quality of Life / Health & Wellness for a wide range of Glasgow community members

Impact on Operational Budget

Score 5

1	3	5
The project will have a negative effect on the budget It will require additional money to operate	The project will not affect the operating budget as it is cost/ revenue neutral	The project will have a positive effect on the budget It will have significant savings in time, materials and/or maintenance or be revenue generating to more than offset costs

External Funding

3

Score

1	3	5
0 - 33% Grant	34 - 66% Grant	67 - 100% Grant
100 - 67% Debt Service	34 - 66% Debt Service	0 - 33% Debt Service

Timing 1

Score

1	3	5
The project does not have a critical timing/location component		The project does have a critical timing/location component

Max Score 40

Total Score 32



TOWN OF GLASGOW, VIRGINIA



MEMORANDUM PLANNING COMMISSION MINUTES

Ruby Ogden Clark
Mayor

Date: January 22nd, 2020

From: Eric Pollitt – Town Manager

To: Planning Commission

Subject: January 22nd, 2020 Planning Commission Committee Minutes

CC: Mayor, Council, Jane Higginbotham

Town Council:

Andrea Bradley

Aaron Britton

Greg Hartbarger

Barrett McFaddin

Andy Ryan

Sonny Williams

Below is a summary of the January Planning Commission Committee:

1. Call to Order – called by Chairman Bob Hinkle at 6:00 PM.

2. January 8th, 2020 Minutes

Mr. Camden motioned to adopt the January 8th 2020 Meeting Minutes as presented, and Mrs. McClanahan seconded.

Vote was unanimous 3-0.

Eric Pollitt

Town Manager

epollitt@glasgowvirginia.org

Reports and Updates

Jane Higginbotham

Sr. Administrative Assistant

jhigginbotham@glasgowvirginia.org

3. **Workshop Discussion**

A. Horse Shoe Pits.

Thomas Simons

Town Attorney

- Mr. Hinkle commented on the need for us to have an open space that would make the possible for the Town to have a youth soccer team.
- Tom liked the idea of attracting Rockbridge Area Recreation Organization to Town to form a team.
- Mrs. McClanahan raised concerns about parking. Mr. Camden and Hinkle discussed having the parking on the corner of the property allowing 2 entry and exit ways to the facility.
- The group consensus was to leave as many of the trees up as we can to add shade and character to the landscape, but remove dead trees and trees that would inhibit a full field or encroach on boundaries.

Angel Poole

Chief of Police

apoole@glasgowvirginia.org

Jeff Rankin

Wastewater Operations

jrankin@glasgowvirginia.org

4. **FY21-25 CIP Public Hearing**

Chris Flint

Public Works

cflint@glasgowvirginia.org

Aaron Britton - 2021
Council Representative

Bob Hinkle - 2023
Chairman

Tom Camden -2022
Vice Chairman

Eric Pollitt
Town Manager | Committee Clerk

Marty Diamond - 2020
Resident

Reese McClanahan - 2019
Resident



TOWN OF GLASGOW, VIRGINIA



-
- Seeing no one present **Mr. Camden made a motion** to adopt the Planning Commission recommendation for FY21-25 CIP as presented. **Mr. Hinkle Seconded.**

Next Meeting: TBD

DRAFT

Aaron Britton - 2021
Council Representative


Bob Hinkle - 2023
Chairman

Tom Camden -2022
Vice Chairman

Eric Pollitt
Town Manager | Committee Clerk

Marty Diamond - 2020
Resident

Reese McClanahan - 2019
Resident

COMMUNITY DEVP.			2020 Meeting CALENDAR				HOLIDAY						
PLANN COMM			COUNCIL MEETING										
QUARTERLY			TEMPORARY										
FINANCE			CDBG TEAM										
PUBLIC SAFETY			NEW TOWN HALL										
PUB. WRKS & UTI													
DAY	DATE	DESCRIPTION	TIME/LOCATION	Su	M	T	W	Th	F	Sa			
Jan-2020													
Mon	Jan 6	FY21 Operating Budget Kick-Off	Budget Packet Email				1	2	3	4			
Tues	Jan 14	Council Budget Work Session - Revenue Projections	6:00 pm; Library	5	6	7	8	9	10	11			
Wed	Jan 22	Planning Commission Work Session/Meeting	6:00 pm; Town Hall	12	13	14	15	16	17	18			
		CIP Public Hearing/ Recommendation to Council		19	20	21	22	23	24	25			
Thur	Jan 23	2nd CDBG Project Management Team Meeting	6:30pm; Scotto's	26	27	28	29	30	31				
Tue	Jan 28	Finance Committee; Quarterly Meeting	6:00 pm; Town Hall										
Feb-2020													
Wed	Feb 10-21	Council 2 by 2s Budget Preview with Town Manager	TBD; TM Office							1			
Mon	Feb 3	Community Development Committee Meeting	6:00pm; TBD	2	3	4	5	6	7	8			
Thur	Feb 6	Public Education Seminar on Local Government Budgeting	6:00 pm; Library	9	10	11	12	13	14	15			
Tues	Feb 11	Council Regular Meeting - Non-Profit Presentations	6:00 pm; Library	16	17	18	19	20	21	22			
Tues	Feb 11	Council Regular Meeting	7:00 pm; Library	23	24	25	26	27	28	29			
Tues	Feb 25	Town Manager's FY21 Budget Proposal and Revenue/Expenditure Brief	6:00 pm; Library										
Mar-2020													
Mon	Mar 2	Community Development Committee Meeting	6:00pm; TBD										
Tues	Mar 10	Council Budget Work Session	6:00 pm; Library	1	2	3	4	5	6	7			
Tues	Mar 10	Council Regular Meeting	7:00 pm; Library	8	9	10	11	12	13	14			
Wed	Mar 11	Council Regular Meeting - Set Proposed FY21 Budget & CY20 Tax Rates for Advertising (Submission Deadline News Gazette Monday 9th)		15	16	17	18	19	20	21			
Wed	Mar 18	Planning Commission Work Session/Meeting	6:00 pm; Town Hall	22	23	24	25	26	27	28			
Tues	Mar 24	Council Budget Work Session	6:00 pm; Library	29	30	31							
Mon	Mar 30	Council Budget Work Session	6:00 pm; Library										
Mon	Mar 23	Public Works & Utilities Committee Meeting	6:00 pm; Town Hall										
Thur	Mar 26	CDBG Project Management Team Meeting	6:30pm; Scotto's										
Apr-2020													
Mon	Apr 6	Community Development Committee Meeting	6:00pm; TBD				1	2	3	4			
Tues	Apr 14	Council Budget Work Session	6:00 pm; Library	5	6	7	8	9	10	11			
	Apr 14	Council Regular Meeting - Budget Adoption	7:00 pm; Library	12	13	14	15	16	17	18			
Wed	Apr 15	Planning Commission Work Session/Meeting	6:00 pm; Town Hall	19	20	21	22	23	24	25			
Mon	Apr 2	New Town Hall Advisory Committee Meeting	6:00 pm; Town Hall	26	27	28	29	30					
Wed	Apr 22	Public Safety Committee Meeting	6:00 pm; Town Hall										
Thur	Apr 23	CDBG Project Management Team Meeting	6:30pm; Scotto's										
May-2020													
Mon	May 4	Community Development Committee Meeting	6:00pm; TBD						1	2			
Tues	May 12	Council Regular Meeting	7:00 pm; Library	3	4	5	6	7	8	9			
Wed	May 20	Planning Commission Work Session/Meeting	6:00 pm; Town Hall	10	11	12	13	14	15	16			
Mon	May 7	New Town Hall Advisory Committee Meeting	6:00 pm; Town Hall	17	18	19	20	21	22	23			
Wed	May 27	Finance Committee; Quarterly Meeting	6:00 pm; Town Hall	24	25	26	27	28	29	30			
Thur	May 28	CDBG Project Management Team Meeting	6:30pm; Scotto's	31									
Jun-2020													
Mon	Jun 1	Community Development Committee Meeting	6:00pm; TBD		1	2	3	4	5	6			
Tues	Jun 9	Council Regular Meeting	7:00 pm; Library	7	8	9	10	11	12	13			
Wed	Jun 17	Planning Commission Work Session/Meeting	6:00 pm; Town Hall	14	15	16	17	18	19	20			
Mon	Jun 4	New Town Hall Advisory Committee Meeting	6:00 pm; Town Hall	21	22	23	24	25	26	27			
Wed	Jun 24	Public Works & Utilities; Quarterly Meeting	6:00 pm; Town Hall	28	29	30							
Thur	Jun 25	CDBG Project Management Team Meeting	6:30pm; Scotto's										

				Jul-2020						
Mon	Jul 2	New Town Hall Advisory Committee Meeting	6:00 pm; Town Hall				1	2	3	4
Mon	Jul 6	Community Development Committee Meeting	6:00pm; TBD	5	6	7	8	9	10	11
Tues	Jul 14	Council Regular Meeting	7:00 pm; Library	12	13	14	15	16	17	18
Wed	Jul 15	Planning Commission Work Session/Meeting	6:00 pm; Town Hall	19	20	21	22	23	24	25
Wed	Jul 22	Public Safety Committee Meeting	6:00 pm; Town Hall	26	27	28	29	30	31	
Thur	Jul 23	CDBG Project Management Team Meeting	6:30pm; Scotto's							
				Aug-2020						
Mon	Aug 3	Community Development Committee Meeting	6:00pm; TBD							1
Mon	Aug 6	New Town Hall Advisory Committee Meeting	6:00 pm; Town Hall	2	3	4	5	6	7	8
Tues	Aug 11	Council Regular Meeting	7:00 pm; Library	9	10	11	12	13	14	15
Wed	Aug 19	Planning Commission Work Session/Meeting	6:00 pm; Town Hall	16	17	18	19	20	21	22
Wed	Aug 26	Finance Committee; Quarterly Meeting	6:00 pm; Town Hall	23	24	25	26	27	28	29
Thur	Aug 27	CDBG Project Management Team Meeting	6:30pm; Scotto's	30	31					
				Sep-2020						
Mon	Sep 1	Community Development Committee Meeting	6:00pm; TBD			1	2	3	4	5
Mon	Sep 3	New Town Hall Advisory Committee Meeting	6:00 pm; Town Hall	6	7	8	9	10	11	12
Tues	Sep 8	Council Regular Meeting	7:00 pm; Library	13	14	15	16	17	18	19
Mon	Sep 14	Town Manager sends out CIP Requests to Staff and Council Members	8:30 am; Town Hall	20	21	22	23	24	25	26
Wed	Sep 16	Planning Commission Work Session/Meeting - CIP Review	6:00 pm; Town Hall	27	28	29	30			
Wed	Sep 23	Public Works & Utilities; Quarterly Meeting	6:00 pm; Town Hall							
Thur	Sep 24	CDBG Project Management Team Meeting	6:30pm; Scotto's							
				Oct-2020						
Mon	Oct 1	New Town Hall Advisory Committee Meeting	6:00 pm; Town Hall					1	2	3
Mon	Oct 5	Community Development Committee Meeting	6:00pm; TBD	4	5	6	7	8	9	10
Tues	Oct 13	Council Regular Meeting	7:00 pm; Library	11	12	13	14	15	16	17
Wed	Oct 21	Planning Commission Work Session/Meeting - Capital Asset List Update	6:00 pm; Town Hall	18	19	20	21	22	23	24
Wed	Oct 28	Public Safety Committee Meeting	6:00 pm; Town Hall	25	26	27	28	29	30	31
Thur	Oct 22	CDBG Project Management Team Meeting	6:30pm; Scotto's							
				Nov-2020						
Mon	Nov 2	Community Development Committee Meeting	6:00pm; TBD	1	2	3	4	5	6	7
Mon	Nov 5	New Town Hall Advisory Committee Meeting	6:00 pm; Town Hall	8	9	10	11	12	13	14
Tues	Nov 10	Council Regular Meeting	7:00 pm; Library	15	16	17	18	19	20	21
Wed	Nov 18	Planning Commission Work Session/Meeting - CIP Requests Submitted & Presented	6:00 pm; Town Hall	22	23	24	25	26	27	28
Mon	Nov 23	Public Works & Utilities; Quarterly Meeting	6:00 pm; Town Hall	29	30					
Tue	Nov 24	CDBG Project Management Team Meeting	6:30pm; Scotto's							
				Dec-2020						
Mon	Dec 3	New Town Hall Advisory Committee Meeting	6:00 pm; Town Hall			1	2	3	4	5
Mon	Dec 7	Community Development Committee Meeting	6:00pm; TBD	6	7	8	9	10	11	12
Tues	Dec 8	Council Regular Meeting	7:00 pm; Library	13	14	15	16	17	18	19
Wed	Dec 16	Planning Commission Work Session/Meeting - CIP Requests Presented	6:00 pm; Town Hall	20	21	22	23	24	25	26
Wed	Dec 23	Finance Committee; Quarterly Meeting	6:00 pm; Town Hall	27	28	29	30	31		
Tue	Dec 22	CDBG Project Management Team Meeting	6:30pm; Scotto's							



TOWN OF GLASGOW VIRGINIA



2020 Community Development Block Grant – Business District Revitalization

Glasgow Business Inventory Survey

Methodology

The following sources were used to gather data for this inventory:

- Field visits observing the outside of buildings with Rockbridge County certified Building Officials
- Rockbridge County GIS mapping data identifying addresses and tax numbers
- Rockbridge County’s Commissioner of Revenue’s Office providing square footage and assessed value data

Condition Assessment Criteria

Excellent

Structure was made in the last 10-15 years with no visible deficiencies. Little to no visible cosmetic flaws.

Good

Building is mostly sound with minor deficiencies such as minimal paint chipping or peeling, moderate weathering of roof, very small cracks if any, and other small signs of wear and tear.

Fair

These structures have visible signs wear and tear such as eroding paint, major signs of roof weathering, walls with cracks longer than 3 feet, and general negligence to address obvious cosmetic issues with the building.

Poor

Major structural degradation, unsafe for entry, would need major renovations externally and probably internally before occupancy, and complete negligence on the upkeep of the structure.

Business District Overview

The business district is less than a quarter of a square miles and 55% is in the 100-year flood zone.

Condition Assessment Summary

Excellent	4	9%
Good	34	74%
Fair	5	11%



TOWN OF GLASGOW VIRGINIA



Poor	3	7%
Total	46	100%

Use Type Summary

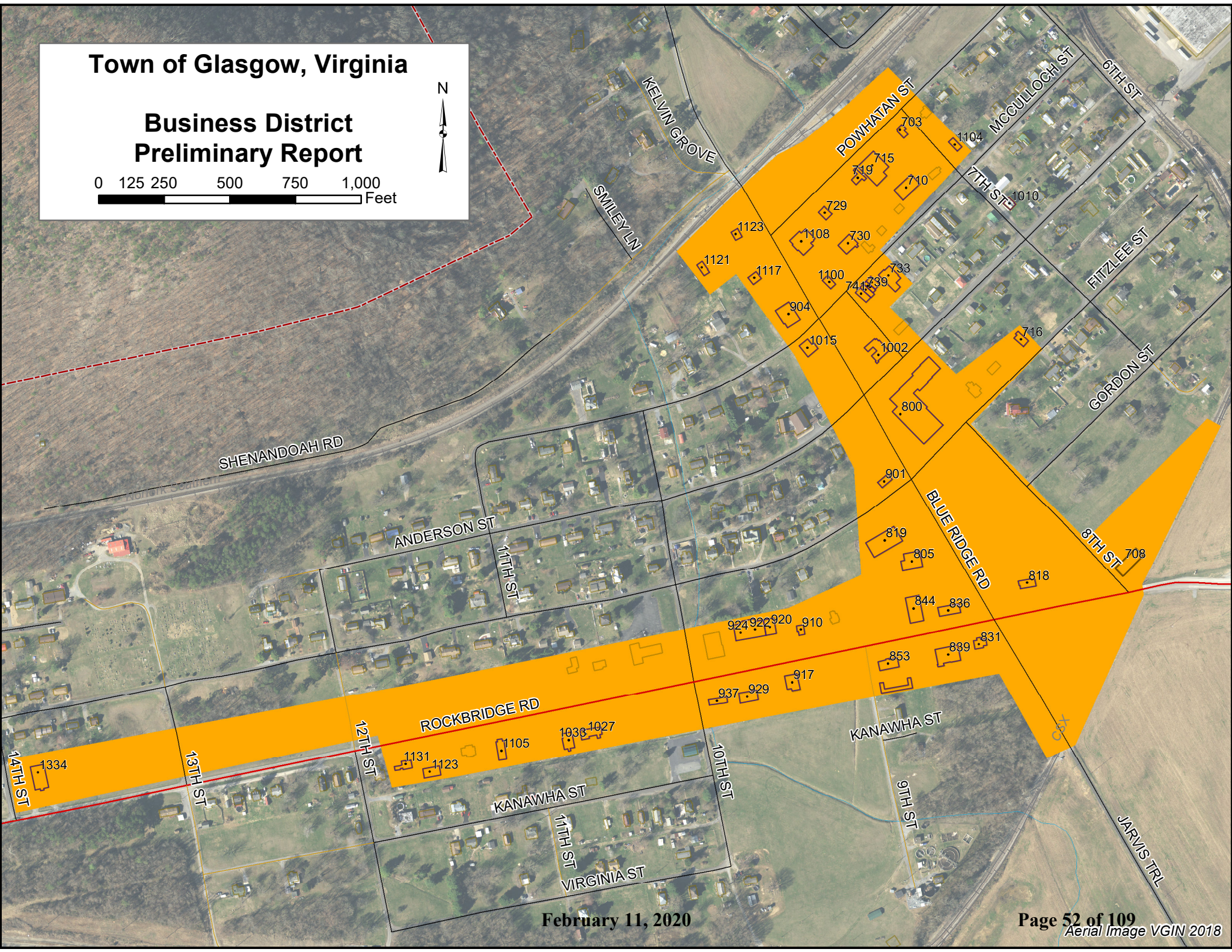
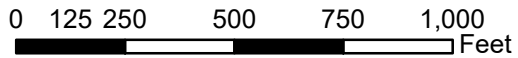
Commercial	28	61%
Single Family	15	33%
Church	2	4%
Medical	1	2%
Total	46	100%

Glasgow Community Development Block Grant Businesses

MAP ID	ADDRESS	NOTES	STRUCTURE TYPE	CONDITION
818	818 ROCKBRIDGE RD	Petros Gas Station	commercial	FAIR
708	708 8th STREET		commercial	POOR
819	819 BLUE RIDGE RD	DOLLAR GENERAL STORE	commercial	EXCELLENT
910	910 ROCKBRIDGE RD		commercial	GOOD
920	920 ROCKBRIDGE RD		commercial	FAIR
924	924 ROCKBRIDGE RD		commercial	GOOD
901	901 BLUE RIDGE RD		single family	GOOD
1121	1121 BLUE RIDGE RD		single family	GOOD
716	716 FITZLEE ST		single family	GOOD
741	741 MCCULLOCH ST		commercial	GOOD
739	739 MCCULLOCH ST		commercial	GOOD
737	737 MCCULLOCH ST		commercial	GOOD
735	735 MCCULLOCH ST		commercial	GOOD
730	730 MCCULLOCH ST		Medical Building	EXCELLENT
1010	1010 7 TH ST		single family	GOOD
1100	1100 BLUE RIDGE RD	Town Hall	commercial	GOOD
710	710 MCCULLOCH ST	Glasgow First Aid	commercial	EXCELLENT
729	729 POWHATAN ST		single family	GOOD
719	719 POWHATAN ST		single family	GOOD
715	715 POWHATAN ST	Glasgow Public Works	commercial	POOR
703	703 POWHATAN ST		single family	FAIR
1104	1104 7 TH ST		single family	GOOD
844	844 ROCKBRIDGE RD	BU Grocery	commercial	GOOD
1015	1015 BLUE RIDGE RD	Glasgow Public Library	commercial	GOOD
1108	1108 BLUERIDGE RD	Glasgow Public Library	commercial	EXCELLENT
1117	1117 BLUE RIDGE RD		single family	GOOD
1123	1123 BLUE RIDGE RD		single family	GOOD
904	904 MCCULLOCH ST		commercial	FAIR
805	805 BLUE RIDGE RD	BU US Post Office	commercial	GOOD
836	836 ROCKBRIDGE RD	BU Bank BB&T	commercial	GOOD
1002	1002 BLUE RIDGE RD	St Johns Episcopal	church	GOOD
733	733 MCCULLOCH ST	Union Baptist	church	GOOD
800	800 FITZLEE ST	Glasgow Ltm Partnership	commercial	GOOD
1334	1334 ROCKBRIDGE RD		single family	GOOD
917	917 ROCKBRIDGE RD		commercial	FAIR
937	937 ROCKBRIDGE RD		commercial	GOOD
929	929 ROCKBRIDGE RD		commercial	GOOD
1131	1131 ROCKBRIDGE RD		single family	GOOD
1123	1123 ROCKBRIDGE RD		commercial	GOOD
1105	1105 ROCKBRIDGE RD		single family	POOR
1033	1033 ROCKBRIDGE RD		single family	GOOD
1027	1027 ROCKBRIDGE RD		commercial	GOOD
853	853 ROCKBRIDGE RD		commercial	GOOD
853	853 ROCKBRIDGE RD		commercial	GOOD
839	839 ROCKBRIDGE RD		single family	GOOD
831	831 ROCKBRIDGE RD		commercial	GOOD

Town of Glasgow, Virginia

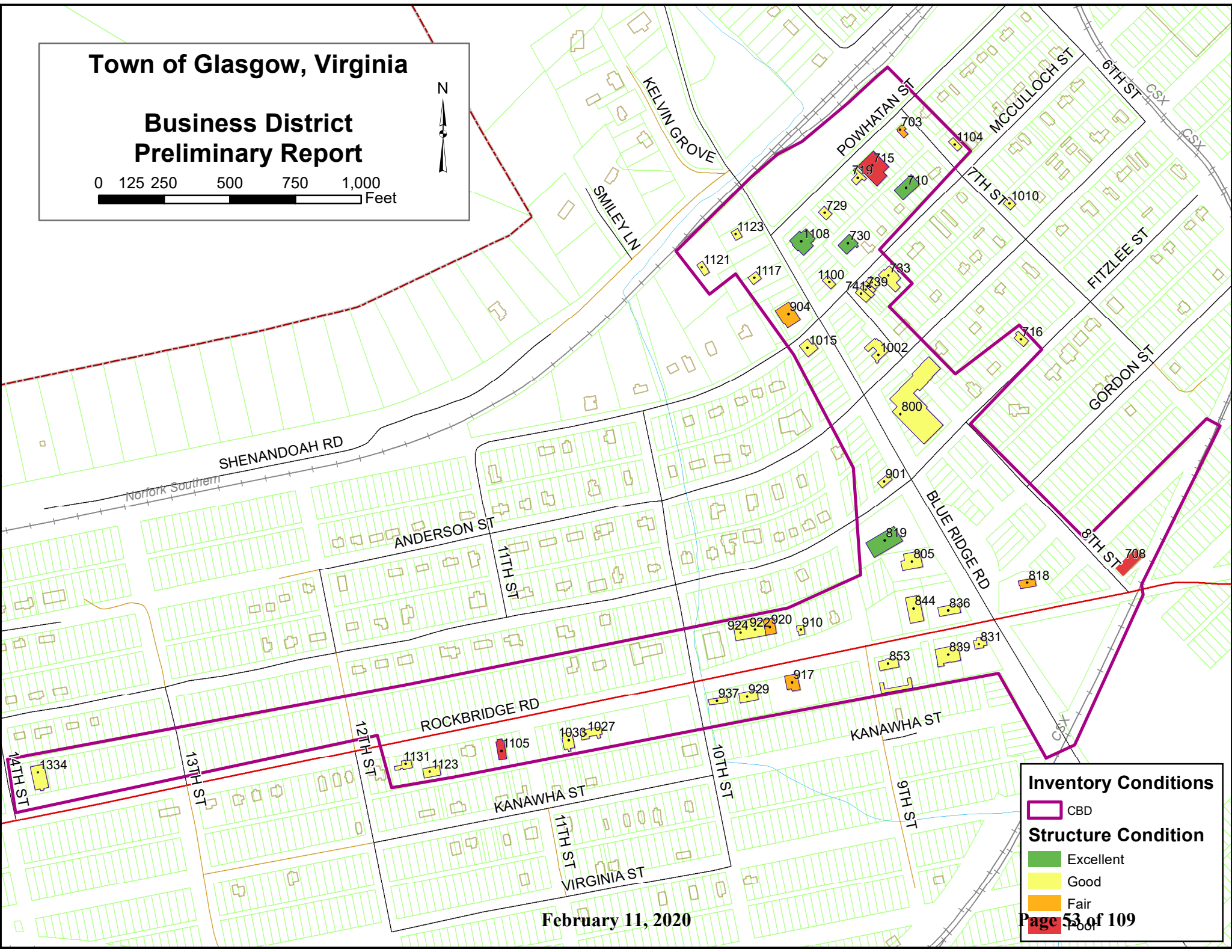
Business District Preliminary Report



Town of Glasgow, Virginia

Business District Preliminary Report

0 125 250 500 750 1,000 Feet



Inventory Conditions

- CBD

Structure Condition

- Excellent
- Good
- Fair
- Poor

February 11, 2020

Town of Glasgow, Virginia

Business District Preliminary Report

0 125 250 500 750 1,000 Feet



Inventory Conditions

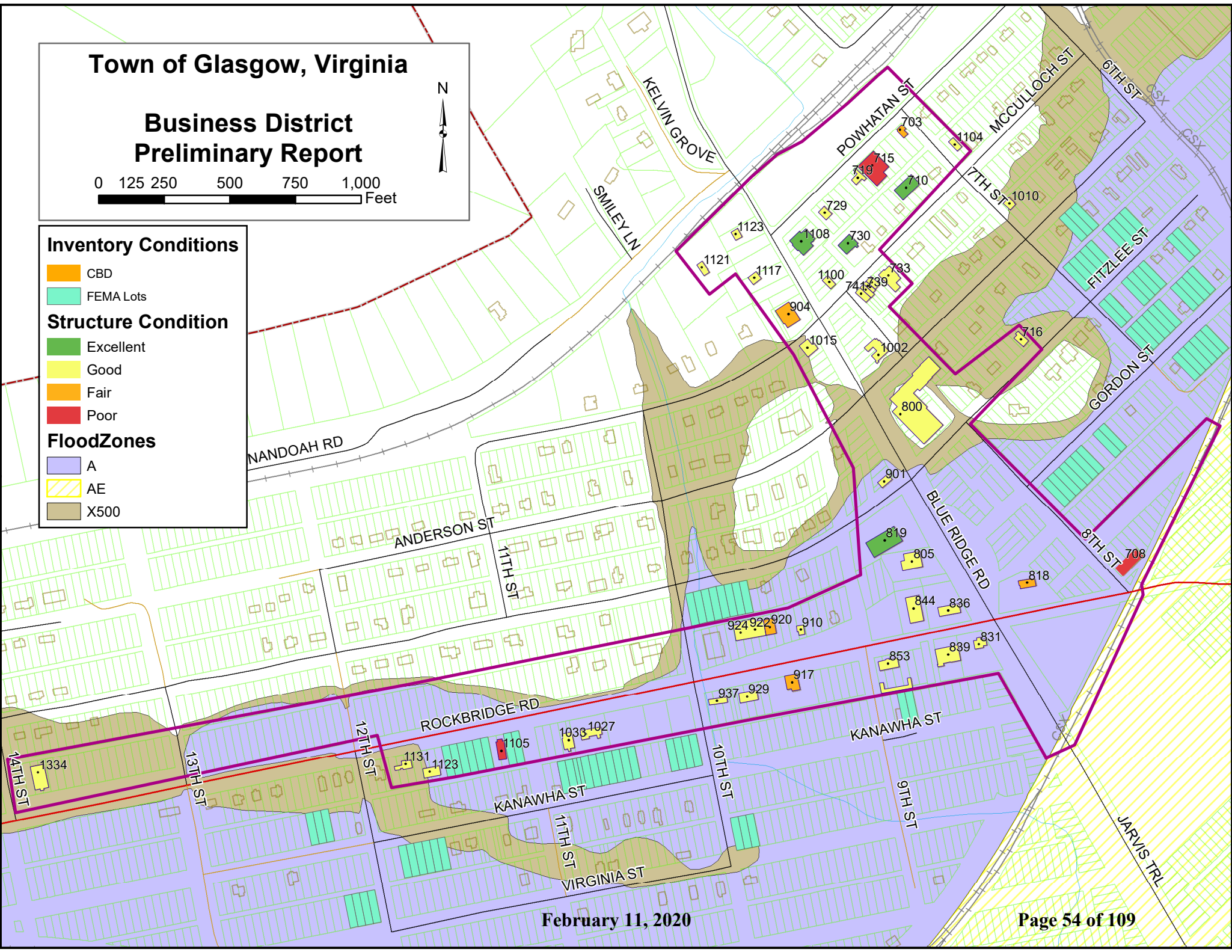
- CBD
- FEMA Lots

Structure Condition

- Excellent
- Good
- Fair
- Poor

FloodZones

- A
- AE
- X500



Eric Pollitt

From: Fulcher, Michael <michael.fulcher@vdot.virginia.gov>
Sent: Thursday, February 6, 2020 11:29 AM
To: Eric Pollitt
Subject: Re: Glasgow Project Phase 1 - UPC 109026

The 64,919 is the total match. It includes the 16,560. So you would only have an additional \$48,359 of match moving forward based on current allocations. Section 2b, UPC 113333 is HSIP funded so has no local match. In regards to this conversation, I'm only referring to UPC 109026, the TA project.

Our internet and phones are down right now.

Fulcher

On Thu, Feb 6, 2020 at 10:23 AM Eric Pollitt <epollitt@glasgowvirginia.org> wrote:

Hi Michael,

Thank you for the detailed explanation below. Just for clarification, in the 2nd paragraph the \$64,919 would be in addition to the \$16,560 we have already spent so far correct? The \$64,919 would be for the construction of the 2 sections? Just want to clarify that before forwarding to my Council.

Best Wishes,

Eric Pollitt

Town Manager

540-258-2246

1100 Blueridge Rd.

Glasgow, Virginia 24555

<https://glasgowvirginia.org/>



From: Michael Fulcher <michael.fulcher@vdot.virginia.gov>
Sent: Wednesday, February 5, 2020 4:33 PM
To: Eric Pollitt <epollitt@glasgowvirginia.org>
Cc: Matthew Dana <matt.dana@vdot.virginia.gov>
Subject: Glasgow Project Phase 1 - UPC 109026

Eric,

Per our conversation, see the numbers below.

Current participating expenditures that we have processed are \$82,802.42 (100% number) which means FHWA has reimbursed \$66,241.94 (80%) and your match for that is \$16,560.48(20%). There is an additional \$821.10 of VDOT oversight where 80% of it is included in the \$66,241.94 above, but the 20% amount (\$164.22) has not been recouped from you yet. So, in total, if the town wanted to stop proceeding with the project and cancel it, the town would be responsible for payback of \$66,406.16 (\$66,241.94 + \$164.22). Ultimately, the town would have paid for the entire \$82,802.42 plus any other outstanding bills that have not been paid to date or that have not been reimbursed by the Department.

For comparison, the total allocations for the project are \$324,597 with 80% federal grant making up \$259,678 and a 20% local match of \$64,919. So, if we could deliver the project for the allocations, the total amount the Town would be responsible for is \$64,919. For arguments sake, if we were to be able to get additional TA funding to bring the allocations up from \$324,597 to \$400,000, the local match would still only be \$80,000 -- below the amount the Town would pay to cancel the project.

As I shared with you on the phone, I would be happy to come to the town and discuss possible options.

Thanks,

Michael S. Fulcher

Senior Programming Specialist
Planning and Investment Management (PIM)

Virginia Department of Transportation -- Staunton District
(540) 332-2243

Michael.Fulcher@VDOT.Virginia.gov

GLASGOW COMMUNITY DEVELOPMENT COMMITTEE

Charge and Composition

1.) Mission Statement:

The Glasgow Community Development Committee is to promote pride and community spirit among residents, enhance the Town's image and attract new residents, businesses and visitors. The Committee plans, sponsors, encourages and promotes various events that will improve the social and economic well-being of residents of Glasgow. These events include the annual Labor Day Weekend Events, a seasonal Farmers' Market, movies, concerts, and Christmas festivities.

The Committee strives to create a fun atmosphere suitable for all ages with a variety of entertainment options and regularly changed events to advance and preserve community interest. All events are community-wide, open to all residents and are usually free to attend or have a minimal charge associated to help minimize the cost of food or entertainment purchased.

2.) Charge to the Committee

The key elements of the Committee's mission include:

- Assuring that events and festivities are coordinated in effective manner;
- Coordinate with other entities within the Town Government, local service organizations, and event organizers;
- To promote community involvement and foster community spirit;
- To serve as an arm of the town to drive community volunteers to areas where needed;
- To identify economic development opportunities related to community development and tourism;
- To encourage the use of public park facilities and identify opportunities for park and recreation facility expansion and upkeep;
- Collaborating with local recreational organizations to promote outdoorsmanship and youth sports;
- Establish a year-long events calendar each year;
- The dedication of public funds intended to help local sponsoring organizations start and establish an event, but the long term goal is for the event to become self-sustaining.

The Community Events Committee may place restrictions or conditions on event assistance awards, or award funds in amounts less than applied for.

Every member of the Committee shall comply with existing state law and the policies and procedures of the Town including but not limited to the conduct and notice of meetings, the

Town's Ethics and Guidelines Policy, conflict of interest laws, and the Town Personnel & Financial Policies.

3.) Composition:

Members are appointed by Town Council and will serve two (2) year terms. The initial terms of the Committee shall be one member for a one (1) year term, two members for (2) year terms and two members for three (3) year terms.

The Committee shall consist of five (5) members of which:

- Three (3) Citizens-at-Large;
- One (1) of either the Farmer's Market Manager or Assistant Manager;
- One (1) Council Member.

The Mayor, Police Chief, and one staff-at-large will serve as ex-officio members.

4.) Meeting Frequency:

The Committee shall hold regular public meetings at least once a month, be responsible for the creation and posting of all agendas and public record of each meeting in accordance with the prevailing state law. Such records shall be forwarded to the Town Council and Manager.

Issued this ____ day of February, 2020.

_____ Mayor _____ Clerk

GLASGOW PUBLIC WORKS & UTILITIES COMMITTEE

Charge and Composition

1.) Mission Statement:

This committee reviews and makes recommendations to the Town Manager and Town Council on public works matters, including; street maintenance, street signs, parks, drainage, street lights, water and sewer, use and maintenance of public buildings & grounds, prioritization of public works improvements, service extensions, engineering services and solid waste.

To protect the safety, health, welfare, and the infrastructure investment of the Town residents, businesses, and visitors by providing quality service recommendations, within available resources and budgets, to the Town Council in a timely and efficient manner, and advise the Town Council on the quality of work being performed by chosen contractors/employees.

2.) Charge to the Committee

To serve in an advisory capacity to the Town Manager and Town Council on any and all Public Works / Water & Sewer / Engineering projects, which the Town is involved in, and to review and oversee the status of these projects as referred by the Town Council or the Town Manager.

The key elements of the Committee's mission include

Public Works

- To evaluate the Town's road, sidewalk, drainage, and park systems, then recommend priorities for their maintenance, repair, extension, and reconstruction;
- To recommend a plan for mowing services and equipment, weed control, invasive species eradication, water drainage issues, or any other needs identified as pertains to roads, easements, ditches, culverts, and right of ways;
- To recommend technical advisory for major projects;
- To identify and recommend potential maintenance needs for streets by inspecting each and every street at least twice annually, specifically in the spring and fall;

Public Utilities

- To assist and advise the Town Council in the establishment and maintenance of water, sewer, and other future public utility objectives;
- To institute criteria for distribution systems, water quality, water quantity, infrastructure needs, and funding;
- Areas of responsibility shall include developing and advocating policy recommendations to the Town Council and educating Council about the water and sewer programs.

Long-Term Infrastructure Planning

- To make recommendations to Town Council for projects requesting Capital Reserve Maintenance Fund dollars;
- To annually develop and recommend a street surface management plan to the Planning Commission for the Capital Improvement Plan process;
- To annually review the Town of Glasgow's Comprehensive Plan with the Planning Commission and recommend to the Commission changes and updates, as needed, on matters pertaining to Public Works and Utilities;

3.) Composition:

Members are appointed by Town Council and will serve two (2) year terms. The initial terms of the Committee shall be one member for a one (1) year term, one members for (2) year terms.

The Committee shall consist of three (3) members of which:

- Two (2) Councilmembers;
- One (1) Citizen-At-Large.

Public Works and Public Utilities Staff will serve as ex-officio members including the Mayor.

4.) Meeting Frequency:

The Committee shall hold regular public meetings at least every other month, be responsible for the creation and posting of all agendas and public record of each meeting in accordance with the prevailing state law. Such records shall be forwarded to the Town Council and Manager.

Issued this ____ day of February, 2020.

_____ Mayor

_____ Clerk

DRAFT

Glasgow Public Safety and Emergency Services Committee

Charge and Composition

1.) Purpose:

Is to act as an advisory body to the Leadership of the Department of fire, rescue, and emergency services. Responsibility for the leadership, management and delivery of fire, rescue, and emergency services rests with the Chief and Captains of the Departments.

These objectives will be achieved through partnership and teamwork of a combination volunteer and career/paid Department, as endorsed and supported by the Council and this Committee.

The Committee is responsible for supporting the fire and rescue service delivery model as the primary means of providing high quality and cost-effective service to the citizens of Glasgow.

Toward that end, there is a desire to establish a Public Safety and Emergency Services Committee of knowledgeable persons to advise the Council and Town Manager as to what is in the best overall interest of the community.

2.) Charge to the Committee

Designee for oversight of Glasgow's fire, rescue, and emergency services. The committee will make recommendations to the Council, Fire Department, and Rescue Squad on matters including but not limited to:

- Cost effective service provisions
- Recognition and promotion of the welfare of the general public
- Accountability for service levels and resources in a manner required for all public programs
- Meeting administrative reporting deadlines and requirements
- Fair representation and communication of all views regarding these services

3.) Composition:

The Committee is to be comprised of at a minimum of five (5) voting members. These representatives are members from the departments or knowledgeable in the following groups. The members will be appointed by Council on a biennial basis each January, after new Council members are sworn in. A Representative from Council is to Chair the Committee and the Town Manager shall be the Clerk to the Committee:

Two from Town Council, preferably with public safety experience

One Staff, being the Town Manager or their designee if approved by Council

Two appointed by, and drawn from the following groups, by the Council:

- (1) Town Fire Department(s), preferably President or Chief
- (1) Town Rescue Squad, preferably President or Captain

One citizen at large

4.) Meeting Frequency:

The Glasgow Public Safety and Emergency Services Committee shall meet at a minimum four times a year and once every quarter to ensure effective delivery of services.

Issued this ____ day of February, 2020.

_____ Mayor

_____ Clerk

DRAFT

Ad Hoc Glasgow Town Hall Advisory Committee

Composition and Charge

1.) Purpose:

The Town of Glasgow – acting through the Mayor & Council – has authorized the creation of a new ad hoc (temporary) committee to begin exploring relocation options for a new Town Hall.

Toward that end, there is a desire to establish an Advisory Committee of knowledgeable persons to help the Mayor and ultimately Council as to what is in the best overall interest of the Town.

2.) Composition:

The Advisory Committee is to be comprised of five (5) representatives who are from - or knowledgeable in - the following groups:

Two from the following:

- Council
- Planning Commission

One appointed by Council, and drawn from the following groups:

- Citizen At Large

3.) Charge to the Committee

1. Review the needs, objectives, and goals including square footage, location, and financial feasibility.
2. Review the Zoning By-law to determine permitted uses and development standards.
3. Review and determine Architectural Standards and deed restrictions – if any – to be a part of the criteria.
4. Consider adjacent Town owned land(s) to determine if any portion, or its entirety, should be included with building addition or potential land purchases.
5. Determine a scoring system to give reasonable weight to issues not only of price but of the beneficial value to the community of any proposed relocation.

4.) Time for Completion:

The intent is to review of all options and prepare a recommendation to Town Council, no later than **December 8th, 2020**.

5.) Staff Support:

The Advisory Committee shall receive staff support from the Town Manager and other staff.

Issued this ____ day of February, 2020.

GLASGOW TOWN COUNCIL

_____ Council	_____ Council
_____ Council	_____ Council
_____ Council	_____ Council
_____ Mayor	_____ Clerk

DRAFT



FINANCIAL POLICIES

Town of Glasgow

Updated January 29, 2020

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Chapter 1

BUDGET

1-1. Purpose

The Commonwealth of Virginia requires all localities to follow certain budget guidelines, as outlined in Sections 15.2-2500 to 15.2-2513 of the Code of Virginia.

- a. All localities within Virginia must have a fiscal year beginning on July 1 and ending on June 30.
- b. Approved fiscal year budgets must be balanced
- c. The Town Council must approve the operating budget and set the tax rate by July 1 of each year. The adoption of the operating budget and the tax rate requires the Council to hold a public hearing and to advertise this hearing no less than 7 days in advance.
- d. Although these are the minimum state requirements, the Town traditionally shall adopt its budget by May 30. The official appropriation of funds takes place prior to July 1 of each year.

1-2. Scope

This Budget Policy addresses the process by which the Town's operational and capital budgets are formulated, beginning with the departmental and staff requests through adoption by the Town Council. This Policy also addresses all other aspects of the budget, including the authorization levels for the approval of budget adjustments and amendments as well as review of the budget during the fiscal year.

1-3. Budget Guidelines

- a. The overall objective of the budget is to provide a balanced financial plan in total and by fund that adheres to the Town's mission statement, long range strategic plans and/or current initiatives from which the budgets shall be initially formulated.
- b. A balanced budget is a budget that has total expenditures equal to total revenues, including use of fund balance.
- c. Initiatives that are presented to the Town Council should also comply with the mission statement.
- d. Annual budget guidelines shall be focused in certain areas, with additional guidelines and/or objectives formulated, if applicable, by the Town Manager in the formulation of the proposed budget.

1-4. Budget Form.

The Town's operating budget will be developed on an annual basis, incorporating the Capital Improvements Program (CIP) budget, consistent with Generally Accepted Accounting Principles (GAAP) and guidelines set forth by the Governmental Accounting Standards Board.

1-5. Basis of Budgeting.

The basis of budgeting is the method used to determine when revenues and expenditures are recognized for budgetary purposes. In governmental funds, GAAP requires recognition of transactions or events on a modified accrual basis of accounting. This basis of accounting recognizes increases and decreases in financial resources only to the extent that they reflect near-term inflows or outflows of cash. The Town's basis of accounting differs from GAAP used for preparing the Town's comprehensive annual financial reports.

- a. Encumbrances are considered the equivalent of expenditures rather than the GAAP required reservation of fund balance.
- b. Grant revenues are not budgeted and are accounted for on a modified cash basis rather than an accrual basis.

1-6. Budget Calendar.

The Town annually prepares a calendar which outlines all dates pertaining to the operational budget and capital improvements plan. No later than Sept. 30th, a date specific budget calendar is established for the subsequent fiscal year and submitted to the Town Council for approval.

1-7. Budget Preparation.

All staff will submit their requested budget to the Town Manager by a date and format established by the Town Manager, with the requested budget providing detail as to operating and capital requests, including five-year capital improvement program requests.

- a. Town Community and Other Organizations
 - 1. Community Organization shall submit requests by Dec 31st and present no later than Feb. 28th.
 - 2. Presentations are not contingent upon funding.
- b. The Town Manager will present to the Town Council no later than Feb. 28th, a proposed budget, which includes proposed expenditures and capital outlay, and a means of financing the expenditures, for the fiscal year commencing July 1, contingent upon adequate knowledge of anticipated state and federal funding levels.
- c. A series of budget work sessions will be scheduled with the Town Council to provide detailed information on budgetary issues.

- d. Not later than Jan 31st of each year, the Planning Commission shall review the Proposed Five-Year Capital Improvements Program (CIP) and provide a recommendation on the subsequent year's CIP to the Town Council.
- e. A consolidated public hearing on the budget, tax rates, public utility rates, and CIP shall be held no later than seven days prior to budget adoption, unless the Town Council chooses to select an alternate date or timeline.
 1. In compliance with Virginia Code 15.2-2506 public hearing notices shall be advertised at least seven days prior to the public hearing date.
 2. If significant issues arise in which greater time is needed for the formulation of proposed budgets by the Town Council and Town Manager, the budget preparation calendar can be extended upon approval of the C subject to Virginia State Code 15.2-2503. "The governing body shall approve the budget and fix a tax rate for the budget year no later than the date on which the fiscal year begins."

1-8. Budget Adoption

- a. Not less than one week following the public hearing, the Town Council shall adopt a balanced budget, tax rates, public utility rates, and five-year capital improvements program.
- b. The budget is legally enacted through adoption of an appropriations resolution for all governmental and proprietary fund types with the resolutions appropriating budget balances by fund.
- c. Although legal restrictions on expenditures are established at the fund level, effective administrative control over expenditures is maintained through the establishment of more detailed line-item budgets.
- d. At all times the Town will maintain compliance with the Code of Virginia in appropriating, advertising public notices, ordinance changes, requests for bond referenda and any other legal restrictions imposed upon localities.

1-9. Budget Adjustments.

Departments and enterprise funds are required to operate their budgets within the total dollars appropriated. Departments shall not overspend the bottom line total. It is understood that occasionally in the management of their departmental budget, staff will need to transfer funds within the respective department; stipulations for the transfers are noted below. Budget authorization levels are classified in three tiers for all non- education funds and are also described below.

- a. The Town Manager or designee is authorized to:
 1. Transfer within departmental budget categories of personnel, operating and capital.
 2. Transfer up to \$10,000 per month between departmental budget categories and/or

departments and related capital projects.

3. Transfer contingencies to departmental and/or capital budgets up to \$500 per topic or issue involving need for such reserve funding, with the exception of Town Council and Grant Contingencies, both of which require council action and approval.
- b. The Town Council approval is needed for:
 1. All transfers not otherwise addressed in this Policy.
 2. Any supplements that increase the total adopted budget.
 3. Transfer of unexpected appropriated personnel dollars for operational expenses.
 4. Per the Code of Virginia 15.2-2507, any additional appropriation(s) which increases the total budget by more than 1% of the total expenditure budget for that fiscal year is required to be advertised for a public hearing at least seven days prior to the Town Council' approval of such appropriation; with such advertisements authorized by the Town Manager, unless the Town Manager deems such request for advertisement should require Town Council approval.

1-10. Re-appropriation of Balances (Carryovers)

- a. Appropriations lapse on June 30, for all unencumbered budget items other than capital projects and grants.
- b. All outstanding encumbrances, both operating and capital, as of fiscal year-end shall be automatically re-appropriated to the subsequent fiscal year to the same department and account for which they were encumbered in the previous fiscal year.
- c. All capital reserve appropriations shall be automatically re-appropriated to the subsequent fiscal year to the same department and account for which they were originally appropriated.
- d. All unencumbered balances for capital projects shall remain appropriations until the completion of the capital project or until the Town Council, by appropriate resolution, changes or eliminates the appropriation.
- e. All supplemental appropriations approved within a fiscal year for a specific purpose or project shall be automatically re-appropriated to the subsequent fiscal year and utilized to complete original purpose or project as identified in the Council meeting minute's motion.
- f. Those amounts necessary for the continuation of unencumbered operating projects or services may be requested by departments, amended by the Town Manager and adopted, with any changes, by the Town Council to be re-appropriated to the budget of the next fiscal year. Such requests for re-appropriation shall be for specifically defined projects that could not reasonably be started prior to June 30.

Chapter 2

ACCOUNTING & FINANCIAL REPORTING

2-1. Purpose

- a. The Town of Glasgow and its governing body, the Town Council, is responsible to the Town's citizens to carefully account for all public funds, to manage Town finances wisely and to plan for the adequate funding of services desired by the public, including the provisions and maintenance of facilities.
- b. This policy will establish clear and consistent guidelines to ensure financial stability, enhance short-term and long-term financial creditability to achieve high credit and bond ratings, and address the accounting methods utilized in the different fund types for revenues, expenditures, assets, liabilities and net assets (fund equity).

2-2. Standards

The Town will adhere to and maintain a high standard of accounting practices in conformance with:

- Generally Accepted Accounting Principles (GAAP)
- Government Accounting Standards Council (GASB)
- Financial Accounting Standards Council (FASB)
- Code of Virginia

2-3. Reporting

- a. The Town will engage an independent firm of Certified Public Accountants (CPA) to perform an annual financial and compliance audit according to Generally Accepted Auditing Standards (GAAS).
- b. All activities for which the Town exercises oversight responsibility are incorporated into the financial statements to form the reporting entity.
- c. Year-end financial statements shall be formulated based upon accrual basis of accounting standards.

2-4. Fund Accounting

- a. Accounts are organized on the basis of funds, each of which is considered to be a Town of Glasgow Financial Policies Manual separate accounting entity.

A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations. (National Council on Governmental Accounting, Statement 1)

- b. Governmental funds use the modified accrual basis of accounting. Modified accrual basis of accounting and current financial resources measurement focus defines when revenues and expenditure are recognized in the financial statements.
 1. Revenues are recognized in the accounting period in which they become both measurable and available to finance expenditures of the current period. The criteria to identify availability is collectible within the current period or soon enough thereafter (usually 60 days after fiscal year ends) to pay liabilities.
 2. Expenditures are recognized for goods and services when the liability is incurred.
 3. In applying this general principal, there are several important distinctions for governmental funds:
 - i. Depreciation and amortization are not recorded as expenditures, nor are long- term liabilities.
 - ii. Accrued interest expense is not recorded on debt service up to the date of the fiscal year-end.
 - iii. Inventory including materials and supplies are expenditure at the time of purchase.
 - iv. Expenditures extending over more than fiscal year are expense in the period during which they were acquired. They do not have to be allocated between the fiscal years to which they relate.

- c. Accrual basis of accounting will be followed by the Proprietary Fund types (Enterprise Funds). Revenues recognized when earned and expenses recognized when incurred.
- d. Fund types and accounts groups are used by the Town
 - 1. General Fund – The general fund is the primary operating fund of the Town. This fund is used to account for all financial transactions and resources except those required to be accounted for in another fund. Revenues are derived primarily from property and other taxes, state and federal distributions, licenses, permits, charges for services and other income. A significant part of the General Fund’s revenues is used principally to finance the operations of the Town such as the Farmer’s Market, Trash Pick-Up, Parks & Recreation, Public Safety, and Administration.
 - 2. Capital Fund – Capital improvement fund are used to account for financial resources to be used for the acquisition or construction of major capital facilities and equipment, other than those financed by Proprietary (Enterprise) Funds. Capital improvement fund consist of the General Government projects.
 - 3. Enterprise Fund – Proprietary funds are used to account for operations that are financed and operated in a manner similar to private business enterprises. The measurement focus is upon the determination of net income. The Town’s proprietary fund type includes the Enterprise Funds, which are used to account for the acquisition, operation, and maintenance of governmental facilities and services which are primarily supported by user charges. The Water & Sewer Funds (public utilities), and are accounted for and reported as Enterprise Funds.

2.5. General Ledger Entries

- a. Journal Entries
 - 1. Journal entries (JE) are designated in the Town’s Accounting software as source type JE.
 - 2. JEs are manual entries into the system with Town Manager written approval.
 - 3. They are entered throughout the fiscal year for reclassifying revenue, correcting an automatic posting for revenue or expenditures, or entering financial information not posted through payroll, accounts payable, tax, or utilities modules for example

proceeds for indebtedness or stop payment fee.

4. All JEs are posted or reviewed by the Town Manager. JEs may be posted by staff to correct or reclassify an item. Documentation generated and kept for record of the JE is required by staff. The Town's current financial system and supporting documentation for the creation of the entry and explanation for entry is maintained by month and fiscal year. A list of JEs is printed by query on a monthly basis as documentation.

b. Adjusting Entries

1. Adjusting Entries (AE) are designated as source type AE.
2. AEs are manual entries into the financial system.
3. They are entered after the general ledger has been closed for the fiscal year. An example of AEs would be auditor's adjusting entries. An AE will be manually entered for closed fiscal year; the system will recognize the entry and apply it into current fiscal year, if there's an impact.
4. All AEs are posted by the Town Manager. Any AE proposed by the auditors must be reviewed and approved by the Town Manager before entry.

2.6. Disbursements

a. Void Checks

1. Checks are voided with Town Manager approval in order to maintain control and processing.
2. If it is determined that a check needs to be voided, it is sent directly to an Administrative Assistant on staff with an explanation.
3. The Administrative Assistant assigned accounts payable will void checks in the Town's Financial System.
4. Void checks are forward to the Town Manager each month around the 28th.

b. Stop Payments

1. The Administrative Assistant (AP) Notify the Town Manager to place a stop payment on check. Verification will be made that the check has not cleared the bank.
2. Town Manager is responsible for placing stop payments on checks with the bank.
3. A stop payment fee or budget transfer will be charged to the department placing the stop payment order by journal entry.

c. Wire Transfers

1. Electronic fund transfers (EFT) will be the preferred method of payment for debt service to ensure timely payment by due date in order for the Town to retain use of their funds until that date. The use of electronic fund transfers standardizes payment streams, reduces credit and liquidity risk, provides a complete audit trail, improves efficiency, and reduces loss of the use of funds.
2. Wire transfers will be initiated by a Wire Transfer form and signed by the Town Manager and Mayor.
3. Town Manager is responsible for issuing the wire transfer with the bank. A signed copy of the Wire Transfer form is presented at the next Finance Committee meeting.
4. Administrative Assistant enters the disbursement into Accounts Payable as a JE.

d. Vendor Refunds

1. Cash refunded from a vendor because of returned goods; services paid for, but not used; or for overpayments for goods or services.
2. Departments should request cash refund via check, if they do not expect any further business with a vendor.
3. Cash refunds are recorded in:
 - General Fund – Local Revenue - Miscellaneous Revenue – Misc. Income

- Using the code of RFD for Expenditure Refunds.

**Cash refunds should be recorded as revenue regardless when the expenditure was made.

e. Credit Memos

1. Credit memo will be applied to current invoice due to the vendor.
2. If no invoice is currently due to the vendor, the credit memo will remain in the department until a future invoice is paid to the vendor.
3. Credit memos should be properly documented and attached to invoice for payment.

Wire Request Form



Date of Wire:

Vendor:

Amount of Wire: \$

Wire Instructions: Bank

ABA#

Credit A/C

Ref:

Acct#

Internal Accounting Coding:

Signed:

_____ Town Manager

Date: _____

TOWN OF GLASGOW

Chapter 3

ACCOUNTS PAYABLE

3-1. Purpose.

This policy describes the responsibilities and guidelines for processing expenditures incurred and disbursed for Glasgow. Accounts payable are invoices for goods and services rendered to the Town for payment. The term, *invoice*, refers to the original vendor prepared bill that must be submitted for payment. By paying invoices in a timely and accurate manner, the Town maintains good relationships with the business community. The accounts payable process ensures that expenditures by the Town are for the intended purposes as authorized in the budget by the Town Council and accurately posted to the general ledger.

3-2. Responsibilities

a. Purchasing Staff

1. Approving invoices for payment.
2. Coding invoices to the appropriate budget line item that corresponds to the expenditures.
3. Submitting invoices to the appropriate staff in a timely and accurate manner along with any supporting documentation.
4. Requesting new expenditure categories as needed for proper coding.

b. Processing Staff

1. Receiving invoices from purchasing staff.
2. Reviewing invoices for proper coding and compliance with budget.
3. Processing invoices for payment.
4. Assigning expenditure codes to newly requested line items.
5. Disbursing payments to vendors.

b. Town Manager. Responsible for authorizing payment of the accounts payable registers.

c. Mayor. Responsible for providing a 2nd signature on authorized checks.

3-3. Prompt Payment Act

- a. The prompt payment act through the Virginia Public Procurement Act (§ 2.2-4347 through § 2.2-4356) requires that payments be remitted to vendors within 30 days of the receipt of the:
 - 1. Vendor's invoice, or
 - 2. Purchased goods or services, whichever is later.
- b. Most payments to outside vendors are covered by the Act. However, some vendor payments including subscriptions, honorariums, memberships, and postal supplies are not covered by the Act. Departments should allow 5 working days (one week) before the payment due date for the Finance Department to process transactions.
 - 1. For vendor payments made by check, the postmark date shall be deemed the payment date.
 - 2. For vendor payments made using electronic wire, the bank settlement date is deemed the payment date. This is the date the funds are deposited in the vendor's bank account.
- c. The State Corporation Commission (SCC) rules for utility payments supersede the prompt payment guidelines. The SCC rules require payment of utility invoices within 20 days from the date the invoice is prepared. This rule conflicts with the prompt pay rule for making payments 30 days after the receipt of the invoice. In some cases, the SCC rule reduces the time available for making payment by as many as 18 days. If payments are not received by the due dates, the utility company automatically adds the late charges to the account.
 - 1. When paying a utility invoice, code and approve the bill immediately upon receipt of invoice and submit to Finance Department.
- d. Sometimes disputes occur concerning the purchase of goods and services. When a dispute occurs, the 30-day time period does not start until the dispute is resolved. The disputes can be either:
 - 1. A disagreement concerning the quality or appropriateness of the received goods or services; or
 - 2. Damaged or inoperative goods.
- e. When a dispute occurs, the actions should be documented on the invoice or supporting documentation for audit review.

3-4. Internal Control.

The policy and procedures should be adhered to in order to ensure the segregation of duties between the preparation and entry of accounts payable transactions and the

approval and release of payments.

3-5. Records Retention.

- a. Original expenditure documents are to be maintained on file for 7 years.

3-6. Receipt of Invoices

- a. Invoices are received by purchasing staff that initiated the transaction for coding. If the invoice is received by the processing staff, the invoice is forwarded to the purchaser.
- b. Payments are made only from original invoices.
- c. *A department receiving an invoice that does not have an invoice number must generate an invoice number identifying the date of purchase, in order to maintain a tracking system to avoid submitting duplicate invoices for payment.*
- d. Statements are listings of outstanding invoices and are never used to process payments. Statements are a tool to determine if there are discrepancies between our records and the vendor's records.

3-7. Department Responsibilities for Invoices

- a. Each department is responsible for verifying the calculations and accuracy of invoices for payment.
 1. Comparison of quantities billed on the invoice with quantities listed on the purchase order or price quote form and shown on packing slips (receiving documents).
 2. Comparison of prices, discounts, and terms with those specified on the purchase order or price quote form.
 3. Proof of clerical accuracy of the invoice with respect to extensions, footings, and deductions of discounts.
- b. Submission of Invoices
 1. Purchasing staff must code all invoices to before submission.
 - Manually code the account line item to be charged with the Fund #, Major #, Object #, and amount for data entry.
 - Sign and date.

- c. If the initiating department is purchasing services or goods of a vendor not previously paid, the initiating department must have vendor/contractor complete and submit an IRS form W-9, Request for Taxpayer Identification Number to the processing staff with the invoice. The IRS form W-9 obtains the vendor's correct taxpayer identification number, name, and address, and certify the type of business entity. Departments who fail to obtain or vendors who fail to provide a W-9 will delay payment pending receipt of form. Federal and State statutes require the Town to obtain vendors taxpayer identification number, Code of Virginia, Section 2.2-4354 and IRS Code, Section 3406(a).
- d. Reimbursement requests for travel expenses should be submitted on a Travel Expense Form to the Finance Department no later than five (5) working days after returning from a job-related trip.
 1. Staff and Council are allowed up to \$50 per day for meal & travel reimbursement for, professional development meetings, conferences, and other related activities when breakfast and lunch are not provided. \$50 could be used for dinner as well when staying for overnight conferences where dinner is not provided.

3-8. Processing Staff Responsibilities for Accounts Payable

- a. Reviews the package, including invoice or voucher supporting documentation, coding, and compliance with budget lines and Town policies, for completeness.
- b. Checks for vendor number. If the vendor is new, a vendor account will be set up per the W-9 and number assigned as appropriate.
- c. Verifies that the required approvals have been obtained
- d. If the package is deemed not complete in accordance with this policy, the Finance Department will take the following steps.
 1. Communicate by telephone or email to resolve the problem in the case of a minor problem such as an incomplete or misspelled name, incomplete address, invoice number, purchase order number or account number discrepancy.
 2. If required approvals have not been obtained, return the package to the Department with an explanation of the problem and proposed corrective action.
 3. If budget funds are not available or the budget has not been completed, return the package to the Department with an explanation of the problem.
 4. If funds have not been encumbered by purchase order, budget transfer has not been issued to cover expenditure, or problem cannot be resolved by telephone or email in time of deadline to process payment, return package to Department.

- f. The data is entered into the computer system for generation of the checks, after review and correction or clarification of any information.
- g. Town Manager reviews edit reports and invoices for accounts payable prior to posting to the general ledger and printing of checks.

3-9. Manual Checks.

When absolutely necessary, a manual check may be written. A request must be made in writing with the reason for a manual check to the Town Manager for approval.

3-10. Check Writing Schedule.

Invoices are generally paid every Friday, except on weeks with holidays.

3-11. Reclassification of Accounts Payable after Payment.

If a Department determines that a paid invoice has been incorrectly coded and/or posted to a budget line item, the Department must prepare a *Cost Transfer* form to reclassify the cost and submit it to the Town Manager for approval. After approval, they will submit it to the appropriate processing staff within two (2) months of the date posted in the general ledger.

Chapter 3 Form

Cost Transfer Form

Chapter 4 PROCUREMENT

4-1. Purpose

This section covers the purchase of supplies, materials, equipment and/or services costing \$3,500.00 and over. All other purchases for less than \$3,500.00 require no documentation, but departments are urged to be as cost conscience as possible and try to always obtain the best price for items purchased, without sacrificing value.

4-2. Methods of Procurement

The two standard methods of procurement used are:

a. **Purchases equal to \$3,500.00, but less than \$25,000.00**

1. For purchases of this type, a description of the item/service to be purchased shall be faxed or e-mailed to at least three (3) possible vendors. Staff must make a recommendation to be presented and approved by Council.

b. **Purchases equal to \$25,000.00 and over**

1. Purchases of this type shall be accomplished by the use of formal sealed bids/proposals either Requests for Proposal or Invitation for Bids, unless Council approved the purchase of a capital item with a corresponding state contract.
2. The Town Manager shall complete the bid process: add general terms and conditions, advertise in the local newspaper(s), prepare and mail the bid packages, receive bids, open bids. The Town Manager, shall thoroughly review all bids/proposals in order to make the bid award to the best responsive and responsible bidder.

4-3. Purchase Order

The purpose of this policy is to establish:

- A chronological numbering system for tracking purposes;
 - Define when P.O.s are to be used; and
 - Establish a documentation procedure for P.Os.
- a. P.O.s are to be numbered as:
- TOG – Indicating Town of Glasgow
 - 000 – Chronologically numbering the P.O. for that fiscal year
 - PO## - Indicating its Fiscal Year

Example: TOG001PO20

Chapter 5 CHECK SIGNING

5-1. Procedures

- a. Checks are processed by the Town staff and forwarded to the Town Manager for signature. All checks must have 2 signatures.
- b. Checks are required to have all the proper documentation attached to the checks to be signed, including a sheet showing the check number, payee and dollar amount. The sheet that shows the batch and the amounts that will affect the general ledger must also be attached.
- c. The Town Manager will total the checks to be sure that the total on the warrant control sheet and the checks issued are the same.
- d. Town Manager's signature must be included on the documentation indicating approval of the checks.
 1. Checks presented with changes/corrections to the name or amount will not be signed.
- e. The Town Manager has the authority to refuse to sign checks without the proper signatures or documentation.
- f. All voided checks must be delivered to the Town Manager to be properly identified in the general ledger as a voided check. It is important that this procedure is followed in the same month the checks are voided. Town staff will process these voided checks.
- g. The Town Manager is responsible for placing all stop payments on checks through the bank.
- i. Payment for vouchers/bills will not be remitted by phone, giving the Town's account number or check number. ALL VOUCHERS/BILLS MUST BE PAID BY A TOWN CHECK WITH PROPER SIGNATURES. NO ONE EXCEPT THE TOWN MANAGER HAS THE AUTHORITY TO GIVE OUT THE TOWN BANK ACCOUNT NUMBER TO A VENDOR OR APPROVE A VOUCHER/BILL BY PHONE OR WIRE.
- j. The Mayor only has the authority to be the primary check signer if there is no Town Manager or Interim Town Manager presently employed with the Town, unless the Town Manager or Interim Town Manager provides written authorization identifying the Mayor as the designee, in which case Council must be notified immediately. The Mayor must also have a 2nd signature on the check from a Councilmember who is appointed to the Finance Committee.
- k. Checks signed by the Mayor without the Town Manager's approval will have a stop order placed on the payment, and will notify Council and be removed as an authorized signer for the account effective immediately.

Chapter 6 FUND BALANCE

6-1. Purpose.

The purpose of this policy is to establish:

- The components of General Fund Balance;
- A minimum for unreserved-undesignated fund balance;
- The fund balance of other funds and the impact on the General Fund; and
- Compliance with this policy.

6-2. Background

- a. Town of Glasgow desires to maintain the financial operations of the Town in a manner consistent with sound financial management principles which require that sufficient funds be retained by the Town to provide a stable financial base at all times.
- b. An adequate fund balance level is an essential element in both short-term and long-term financial planning, and serves to mitigate current and future risks (revenue shortfalls and unanticipated expenditures), sustain operations during economic downturns, and enhance creditworthiness.
- c. Through the maintenance of sufficient levels of fund balance, the Town can help stabilize funding for operations, stabilize taxes and, and realize cost savings in issuing debt.

6-3. Fund Balance Components

- a. General Fund – This fund is the Town’s general operating fund, which accounts for all governmental activities unless required to be accounted for in another fund.
- b. Fund Balance – The difference between assets and liabilities reported in governmental funds. It serves as a measure of financial resources available for current operations. It is divided into two elements:
 1. Reserved Fund Balance – This is the portion of financial resources that have been restricted for specific uses such as legal or grants. Reservations are often set by those outside the government such as State and federal agencies and can only be spent for those established purposes.
 2. Unreserved Fund Balance – This is the portion of the fund balance that is available for spending. Unreserved fund balance is divided into two components: designated and undesignated.
 - Unreserved-Designated Fund Balance – These funds represent intended uses of financial resources including those specifically reserved by the Town Council for a future need, revenues recognized in advance of matching expenditure, funding of subsequent budget, and re-appropriation of prior year balances. Designations are tentative and the Town Council can change the designation of these funds for other uses.

- Unreserved-Undesignated Fund Balance – These funds represent the remainder of the Town’s equity in the General Fund. This is the portion of fund balance that has not been reserved or designated for other uses; therefore, it is available to spend in future periods. This is also known as unassigned fund balance or free cash.
- c. Enterprise Funds – These funds (Water & Sewer) operate the Town’s public utility systems based on charges for services, operating independently in their own fund(s), separate from the general fund whose revenue is collected through taxing authority.
- d. Net Position – This is the enterprise equivalent to operational difference from its revenue generated through charges for service and expenditures made in a fiscal year. ***These same principals of Reserved Fund Balance and Unreserved Fund Balance can be applied to Net Position.***

6-4. Fund Balance Requirements – General Fund

a. Unreserved-Undesignated

1. The unreserved-undesignated fund balance shall be at least 55% of Governmental General Fund Revenues or less than \$300K, whichever is lower of the two at the end of each fiscal year.
2. Fifty-five percent (55%) is identified as the minimum amount needed to safeguard the Town’s financial stability, and as one component in maintaining a high bond rating.
3. This would be the minimum fund balance to meet ongoing expenditure obligations for Town services for 6 months.

b. Contingency

1. The Town will maintain a Council contingency line in the general fund to pay for needs caused by unforeseen emergencies, including unanticipated expenditures of a nonrecurring nature, or to meet unexpected small increases in service delivery cost.
2. Contingency lines shall be budgeted at least 1% of governmental general fund revenues.

6-5. Fund Balances – Other Funds

- a. In the event of a surplus at the end of the fiscal year not accounted for in the Council adopted revenue budget for the General Fund, the surplus will automatically be transfer to the General Fund’s Capital or Capital Reserve Maintenance Fund.

i.e. If the General Fund was projected to have a \$5,000 surplus in the adopted budget, but the end of the year’s actual surplus was \$12,000, the difference (\$7,000) in revenue between the Council adopted and actual will automatically be transferred.

b. Capital Projects Fund

1. Designation shall be made for projects made with issuance of bond proceeds.
2. Any balances for unreserved-designated capital projects are held in the General Fund until funds are used, unless they are enterprise fund projects which will use net position. Cash transfers are made from the supporting operating fund for projects when funds are expended.

c. Enterprise Funds

1. The Town currently has two Enterprise Funds:
 - Sanitary Distribution System (Water)
 - Waste Water Treatment (Sewer)
2. These operations are intended to be self-supporting. As such, the charges for services should be adjusted to cover any deficits.
3. In the event of deficits, the Town Council may approve a loan or gift to cover the deficit from the General Fund. The preferred method for providing supplemental funding shall be that of a loan accompanied by an appropriate repayment schedule. However, particular circumstances may warrant supplemental funding in the manner of a gift from the General Fund. The unreserved-undesignated fund balance requirement established for the General Fund takes this liability into account.
4. In the event of a surplus at the end of the fiscal year not accounted for in the Council adopted revenue budget for that fund, the surplus will automatically be transfer to the enterprise fund's capital or capital reserve maintenance fund.

i.e. If the Sewer Fund was projected to have a \$5,000 surplus in the adopted budget, but the end of the year's actual surplus was \$12,000, the difference (\$7,000) in revenue between the Council adopted and actual will automatically be transferred.

6-6. Policy Compliance

- a. Fund balances shall be evaluated during the annual budget process. It shall be the goal of the Town Council to adopt a budget that maintains the requirements established herein.
- b. Fund balance policy will be reviewed and reported to Town Council at least annually in conjunction with the development of the operating budget and upon any significant amendments made to the budget throughout the fiscal year.
- c. No appropriation from Unreserved-Undesignated Fund Balance for recurring operational expenditures of more than 1.5% shall be made unless a plan for permanent funding of such expenditures is also approved at the time of appropriation.
- d. In the event Unreserved-Undesignated Fund Balance is required to be drawn below the parameters outlined in 6-4.a due to an emergency, such as natural disaster or due to severe

economic circumstances, the Town Manager will present to the Town Council a plan and timeline to restore the Unreserved-Undesignated Fund Balance to its minimum level established herein.

- e. All fund balances shall be invested in such instruments as deemed appropriate by the Town Manager, Finance Committee (if applicable), and unless otherwise specified, investment revenue shall accrue to the General Fund.

Chapter 7 INVESTMENT PROGRAM

7-1. Purpose.

To define the parameters and guidelines for investment of Town of Glasgow funds that typically reside in one or more of the primary accounts for Town of Glasgow. The objectives for these three accounts and the manner in which funds in them are invested shall at all times be in compliance with the Code of Virginia, specifically Title 2.2, Chapter 45 – Investment of Public Funds Act.

7-2. General Fund Investments

- a. Purpose. The funds held in the General Fund are used for the regular operations of the Town. Funds held in the General Fund shall be invested in a manner to provide for the daily liquidity required to manage these operations.
- b. Objectives. The investment of funds in the General Fund shall be executed in order to achieve the following objectives:
 - Preserve capital.
 - Maintain sufficient liquidity to ensure daily cash availability for withdrawals.
 - Maximize return on investment while maintaining an acceptable level of investment risk.
- c. Investment Guidelines. All investments made in the General Fund shall adhere to the following permissible investments and constraints:
 1. All investments must be permissible under the Code of Virginia, Chapter 45 - Investment of Public Funds Act.
 2. To achieve the objectives of this policy the list of investments permissible under the Code of Virginia are further constrained by the following:
 - No mortgage related assets. This includes asset-backed securities that are collateralized by mortgages.
 - All securities must have an average life of less than 5 years.
 - The minimum credit rating on any security must be Aa3 by Moody's or AA- by S&P. Split ratings where either Moody's or S&P is less than Aa3 or AA- are not permitted.
 - No equity investments of any kind.

7-3. Capital Projects Fund Investments

- a. Purpose. The purpose of the Capital Projects Fund is to segregate funds that are designated for specific capital projects. Funds for capital projects may also be held in the General Fund. Funds held in the Capital Projects Fund may have different liquidity requirements than the funds held in the General Fund, and therefore may be invested in a different manner.
- b. Objectives. The investment of funds in the Capital Projects Fund shall be executed in order to achieve the following objectives:
 - Preserve capital.
 - Cash flows of investments shall be optimized to match the cash flow needs of designated capital projects.
 - Maximize return on investment while maintaining an acceptable level of investment risk.
- c. Investment Guidelines. All investments made in the Capital Projects Fund shall adhere to the following permissible investments and constraints:
 1. All investments must be permissible under the Code of Virginia, Chapter 45 Investment of Public Funds Act.
 2. To achieve the objectives of this policy the list of investments permissible under the Code of Virginia are further constrained by the following:
 - No mortgage related assets. This includes asset-backed securities that are collateralized by mortgages.
 - The minimum credit rating on any security must be Aa3 by Moody's or AA- by S&P. Split ratings where either Moody's or S&P is less than Aa3 or AA- are not permitted.
 - No equity investments of any kind.

7-4 Reporting

- a. To monitor the investments and investment managers of the Town, the following information will be provided to the Finance committee on a quarterly basis:

- b. Detailed list of holdings, broken down by each investment, which includes the following pieces of information for each security held (if applicable):
- Amount made on investments last quarter
 - APR %
 - Security Description
 - Par Amount
 - Market Value
 - Percent of Total Portfolio Market Value
 - Price
 - Coupon

Chapter 8

DEBT MANAGEMENT

8-1 Purpose

To establish parameters and provide guidance governing the issuance, management, continuing evaluation of, and reporting on all debt obligations issued by the Town of Glasgow, and to provide for the preparation and implementation necessary to assure compliance and conformity with this policy.

8-2. Objectives

A debt policy addresses the level of indebtedness the Town can reasonably expect to incur without jeopardizing its existing financial position and to ensure the efficient and effective operations of the Town and to address capital infrastructure requirements to meet the increasing needs of its citizens. The costs of these requirements will be met through the issuance of various types of debt instruments.

8-3. Delegation of Duties

The Town Manager will be responsible for policy implementation and oversight. This individual will monitor and enforce Town of Glasgow's compliance with this policy.

8-4. Purposes and Uses of Debt

Bond proceeds should be limited to financing the costs of planning, design, land acquisition, buildings, permanent structures, attached fixtures or equipment, and movable pieces of equipment, or other costs as permitted by law.

8-5. Types of Debt

The laws of the Commonwealth of Virginia authorize the issuance of debt by the Town. Identified below are various types of debt instruments the Town may issue.

a. Bond Anticipation Notes

The Town may issue Bond Anticipation Notes (BANs) in expectation of General Obligation Bonds or Revenue Bonds when cash is required in order for the financed capital project to be initiated or continue or when long-term markets do not appear appropriate on a given date, but have a clear potential for improvement within 12 months.

1. The Town will issue BANs for a period not to exceed three years.
2. BANs should not be rolled over more than 1 additional two-year period.

b. Revenue Anticipation Notes

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1. The Town's Fund Balance is designed to provide adequate cash flow to avoid the need for Revenue Anticipation Notes (RANs) through the establishment of designated and undesignated fund balances sufficient to maintain required cash flows and provide reserves for unanticipated expenditures, revenue shortfalls and other specific uses.
2. The Town may issue RANs in an extreme emergency beyond the Town's control or ability to forecast when the revenue source will be received subsequent to the timing of funds needed.
3. The Town will issue RANs for a period not to exceed the one-year period permitted under the Constitution of Virginia, Article VII Section 10.

c. General Obligation Bonds

1. The Constitution of Virginia, Article VII Section 10, and the Public Finance Act provide the authority for a Town to issue General Obligation (GO) Debt with no limit on the amount of GO Debt that a Town may issue.
2. The Town may issue GO Debt for capital projects or other properly approved projects.
3. All debt secured by the general obligation of the Town must be approved by the Town Council and a public referendum.

d. Revenue Bonds

1. The Town may issue Revenue Bonds to fund enterprise activities, such as water and sewer utilities, or for general government including capital projects which will generate a revenue stream.
2. The bonds will include written covenants which will require that the revenue sources are sufficient to fund the debt service requirements.
3. Costs of issuance, debt service reserve funds and capitalized interest may be included in the capital project costs and thus are fully eligible for reimbursement from bond proceeds.

e. Capital Acquisition Notes and Leases

1. The Town may issue short-term notes or capital leases to purchase buildings, machinery, equipment, furniture and fixtures.
2. The applicability of capital leases, as opposed to operating leases, for assets planned to be acquired will initially be determined during the budget process with further reviews performed during the bid process and awarding of contract.
3. For purposes of establishing a threshold for Town Council approval, the final maturity of the capital lease should not exceed the estimated useful life for capital assets in the Capital Improvements Program.

f. Moral Obligation Debt

1. The Town may accept a moral obligation for the payment of debt incurred by other agencies and agree to pay debt service when revenues of agencies may prove insufficient to cover debt service.
2. Payment of moral obligation debt service will be done when the best interest of the Town is clearly demonstrated.
3. While such moral obligation support does not affect the debt limit of the Town, the amount of bonds issued with the Town's moral obligation should be controlled in order to limit potential demands on the Town.
4. There is no legal obligation, but the Town is placing its good name and reputation on the line and there is every expectation that the Town would make good any deficiencies when a default exists.

8-6. Project Life

Debt financing will be used for major, non-recurring items with an economic value lasting at a minimum of five years.

8-7. Refunding and Refinancing Bonds

- a. Refunding is a procedure whereby an issuer refinances an outstanding bond issue by issuing new bonds. The advantages to refunding are 1) to reduce the issuer's interest costs, or 2) to remove a burdensome or restrictive covenant imposed by the terms of the bonds being refinanced.
- b. Annually, and more frequent, if market conditions dictate, a review of all outstanding debt issuances will be performed by the Town and financial advisor to determine possible refunding opportunities available.
- c. As a general guideline, the issuance of refunding bonds shall occur if the present value of debt service savings (net of all issuance costs and any cash contribution to the refunding) exceeds three (3) percent of the debt service amount of the refunded bonds and/or the net present value of future savings warrants such refunding.
- d. If there is not a net present value savings, bonds can be refunded to remove burdensome bond covenants or restructure the stream of debt service payments.

8-8. Restrictions on Debt Issuance

- a. Prohibited Uses. The Town will not fund current operations from proceeds of borrowed funds. The Town will confine long-term borrowing and capital leases to capital improvements, projects, or equipment that cannot be financed from current financial

resources.

- b. Limitations on Maturity. The maximum maturity of any debt will not exceed the expected useful life of the project for which the debt is issued.
- c. Statutory Limitations. All debt/obligations require approval and appropriation of the proceeds by the Town Council.

8-9. Debt Service Limitations - General Fund Revenue

- a. The ratio of governmental fund debt service expenditures as a percent of total governmental fund operating revenues should not exceed 1%.
- b. This ratio shall include debt and capital lease obligations of the general government, and other debt for which the primary source of payment is revenue of the general fund.
- c. This ratio will be measured annually.

8-10. Outstanding Debt Limitations - Assessed Value

- a. Debt as a percentage of assessed value will not exceed 3.5 percentage.
- b. This ratio measures the relationship between Town's tax-supported debt to the taxable value of property in the Town.
- c. It is an important indicator of the Town's ability to repay debt, because property taxes are the source of the Town's revenue used to repay debt.
- d. The smaller the ratio indicates that the Town is better able to withstand possible future economic downturns and continue to meet its debt obligations.

8-11. Characteristics of Debt Structure

- a. Repayment Provisions. To the extent possible, the Town will design the repayment of its overall debt so as to recapture rapidly its credit capacity for future use. The Town will strive to structure a financing schedule and repayment of debt on a level payment plan after initial wrap up and/or construction period.
- b. Maturity Guidelines. Bond maturities shall not exceed the useful life of assets purchased with the proceeds.
- c. Debt Service Fund. Debt service reserves funds and other funds as required by bond covenants shall be established and monitored annually to ensure continued compliance with bond covenants, Town policies, and Federal and State regulations.
- d. Investment of Bond Proceeds. Investment of bond proceeds shall at all times be in compliance with Town's Deposits and Investment Policy and meet all requirements of bond proceed covenants. All issuances subject to arbitrage constraints shall be monitored by the Director of Finance and have arbitrage

liability calculations performed in a timely manner.

8-12. Debt Issuance Process

- a. Sale Process. The Town will generally conduct financings on a competitive basis. However, negotiated financings may be used due to market volatility or the use of an unusual or complex financing or security structure.
- b. Professional Services. The Town employs outside financial specialists to assist it in developing a bond issuance strategy, preparing bond documents, and marketing bonds to investors. The key players in the Town's financing transactions include its financial advisor and bond counsel, the underwriter (on a negotiated sale), and Town representatives (the Director of Finance and the Town Manager, among others). Other outside firms, such as those providing paying agent/registrar, trustee, auditing, or printing services, are retained as required. The financing team meets at least annually to review the overall financing strategy of the Town and make recommendations to the Town Council.
 1. Financial Advisors. The Town shall procure the services of a financial advisor through a request for proposal (RFP) every five years. These services shall be utilized throughout the year to monitor existing debt for refunding opportunities, assist in selection of underwriting services, monitoring compliance with debt policy, providing oversight during a debt issuance process, and providing other financial advisory services, as needed.
 2. Underwriting Services. The Town shall procure underwriting services either through a competitive or negotiated sales method, based upon the nature of the bond sale and input of the financial advisor.
 3. Bond Counsel. The Town shall procure bond counsel either through a competitive or negotiated sales method, based upon the nature of the bond sale and input of the financial advisor.
- c. Bond Rating Goals. The Town will strive to obtain a bond rating in the future in order to minimize borrowing costs and preserve access to credit. A bond rating will influence the cost of debt issuance and reduce interest costs to the Town's taxpayers.
- d. Disclosure. The Town shall adhere to a policy of full disclosure in every annual financial report and financing official statement/offering document.
 1. The Town will disclose an estimate of the subsequent five fiscal year's debt ratios in the Adopted Budget with an analysis of the impact.
 2. The Town will annually prepare and adopt a multi-year Capital Improvements Program to identify and establish an orderly plan to meet the Town's infrastructure needs with all debt-related projects and the corresponding debt service impact upon the General Funds of the Town identified.

8-13. Debt Service Payment Settlement Procedures

- a. Principal and interest for the fiscal year according to the financing schedule will be budgeted separately like a department, within that debt service respective fund. The general fund will transfer revenue to cover the debt service expenditures, unless debt is for enterprise fund purposes. Principal and interest will be paid in a timely manner in accordance to due date and posted to the general ledger.
- b. Whenever possible, the trustees/fiscal agents/paying agents invoice the Town for debt service payments a minimum of 30 days prior to the due date.
 - Electronic fund transfers (EFT) or Wire will be the preferred method of payment to ensure timely payment on payment due dates in order for the Town to retain use of their funds until that date. The use of electronic fund transfers standardizes payment streams, reduces credit and liquidity risk, provides a complete audit trail, improves efficiency, and reduces loss of the use of funds. Maturity
 - Yield to Maturity (or Average Life if no maturity)
 - Effective Duration
 - Credit Rating (both Moody's and S&P ratings)

Chapter 9

FIXED ASSETS

9-1. Capital Assets

- a. Classification Criteria. Capital assets shall be capitalized for cost greater than \$5,000 and a useful life of five years or more.
- b. Capital Asset Expenditures
 - Land or rights to land;
 - Buildings;
 - Additions to or renovations of buildings that add value to the building, improve it, or extend its useful life;
 - Improvements to land other than buildings that add value to the land or improve its utility;
 - Equipment, vehicles, and furnishings, as well as additions to or refurbishing of capital equipment;
 - Intangibles;
 - Construction in progress; and
 - Infrastructure.
- c. Capital Asset Valuation
 1. Actual cost of the item itself and any ancillary costs incurred that are necessary to place the asset in its intended location and condition ready for use.
 2. Examples of ancillary costs are freight and transportation charges, site preparation, professional fees, and legal claims.

9-2. Non-Capitalized Assets

- a. Items of small value may have a relatively long life such as shovels, tool boxes, scissors, etc. should be classified as supplies.
- b. Routine maintenance or repair, anything normal or necessary, does not add value to capital asset or materially extend the life of the capital asset should be charged to departmental budget maintenance or supply line item.

9-3. Approval Requirements.

Capital assets are subject to the Town's CIP policy and guidelines except for purchases of technology or related equipment.

9-4. Depreciation

- a. Capital assets shall be depreciated over the estimated useful life of the asset using the straight-line method as follows:

<u>Assets</u>	<u>Years</u>
Buildings and infrastructure	40 to 50
Building improvements	30 to 40
Water and Sewer system	20 to 50
Large Public works equipment, trucks and vehicles	10 to 15
Vehicles, office and computer equipment	5 to 10

- b. Capital assets acquired during the fiscal year will be depreciated in the fiscal year of acquisition.
- c. Capitalization of interest costs, in the enterprise funds, will be performed when the interest costs are material in relation to total enterprise fund expenses and fixed assets.

Chapter 10 CAPITAL IMPROVEMENTS PROGRAM (CIP)

10-1. Purpose

The Capital Improvements Program (CIP) is a five-year plan that prioritizes and provides a funding mechanism for large-scale capital infrastructure improvements for Town of Glasgow. The CIP is an integral part of the Town’s overall budget. See Virginia Code Sec. 15.2-2239.

10-2. Policy

- a. Capital Projects. A capital project is one that requires a minimum expenditure of \$3,500 (see Fleet Vehicle exception in 12-2b below), has a useful life span of ten years or more, and meets one or more of the following criteria:
 1. Provides for the acquisition or construction of any physical facility, including both real and personal property, for the community, to include consultant or professional services related to acquisition or construction;
 2. Provides for the acquisition of equipment for any physical facility when first constructed or acquired;
 3. Provides for the ongoing acquisition of major capital equipment or systems, e.g., computer technology, radio systems;
 4. Provides for the acquisition of land or an interest in land;
 5. Provides for the acquisition of facilities for town-owned public utilities.;
 6. Funds expenditures, including additions to existing facilities, that increase the square footage or value of a facility; or
 7. Fund expenditures for major maintenance or replacement projects on existing facilities.

- b. Fleet Vehicles. Funding for individual fleet vehicle replacements below the normal \$3,500 threshold shall also be included in the CIP.

- c. Other Capital Outlays
 1. Individual maintenance, repair and replacement (MRR) projects not meeting the Capital Projects criteria above are not presented as separate CIP projects. Such MRR projects are approved and funded individually through the Capital Reserve Maintenance Fund (CRMF) program.

2. Overall funding for the Town CRMF programs is provided through the annual CIP process.

10-3. Benefits of Capital Improvement Programming.

- a. The CIP is a means of implementing the recommendations of the Town's Comprehensive Plan and Comprehensive Capital Asset List, but proposed projects are not limited to those listed in the plan. Projects pertaining to the renovation, maintenance and/or construction of public facilities, equipment purchases and land acquisition for public use are included in the capital improvement program. All projects included in the CIP are classified in five categories: General Government Administration, Public Works, Public Safety, Water Services, and Sewer Services. Administration, Public Works, and Public Safety are paid out of the general fund CIP and water and sewer services are paid out of their respective CIP.
- b. The current budget year of the Capital Improvements Program is called the Capital Budget, and funds are appropriated on an annual basis for projects in the CIP in the same manner as funds are appropriated in the Town's annual operating budget. Those projects scheduled in the CIP for subsequent years are approved for planning purposes only and do not receive expenditure authority until they become part of the capital budget.
- c. The CIP serves as a planning and implementation tool for the acquisition, development, construction, maintenance, and renovation of public facilities, infrastructure, capital equipment, and vehicles. Benefits of Capital Improvement Programming include:
 - Fostering a sound and stable financial program over a five-year period given a set of revenue and expenditure assumptions based on current economic trends;
 - Coordinating various Town improvements so that informed decisions can be made and joint programs initiated among Town departments in an effort to avoid duplication;
 - Enabling private businesses and citizens to know when certain public improvements will be undertaken so they can plan more efficiently and effectively;
 - Focusing on the goals and needs of the community through the provision of new facilities and infrastructure improvements;
 - Evaluating annually the infrastructure needs of the Town to provide for the public health and safety of the citizens of the Town; and
 - Providing a logical process for assigning priorities to the various projects based on their overall importance to the Town.

Chapter 11

CAPITAL RESERVE MAINTENANCE FUND

11-1. Purpose.

To provide funding support for ongoing, special, and unexpected maintenance and repair of Town of Glasgow government and buildings, supporting infrastructure, and equipment.

11-2. Policy.

Funds accumulated in the capital reserves are designated for planned and unplanned maintenance, repair, and renovation (MRR) projects. In addition, capital reserve expenses are for projects:

- a. Costing between \$500 - \$3,500; higher cost projects meeting other CRM funding criteria may also be submitted for Council consideration;
- b. Not funded in the adopted Capital Improvements Program (CIP) or in the requesting department's current operating budget; and
- c. That meet one or more of the following criteria:
 - Ongoing facility or equipment maintenance requirements
 - Repairs required due to weather-related events
 - Unexpected facility repairs or replacements
 - Failure of equipment after warranty expiration but before expected lifecycle
 - Non-recurring projects
 - Projects that require initiation prior to the completion of the annual budget cycle
 - Insurance deductible costs for a capital asset that has been damaged
 - Other one-time, minor capital projects

11-3. Procedure

- a. CRM funding requests will be submitted using the "Capital Reserve Maintenance Fund Request" form to the Town Manager.
- b. The Town Manager will review requests and make recommendations to council for approval/disapproval based on this policy.
- c. The Town Manager shall forward CRM requests, with his recommendations, to the Town Council for their review and action at an appropriate business meeting.

Chapter 11
Capital Reserve Maintenance Fund Request Form

Capital Reserve Maintenance Fund Request

Chapter 12 PETTY CASH

12-1 Petty Cash Procedures

The goal of this section is to provide the governance framework for a standard and consistent process for establishing, maintaining, and closing petty cash and transfer of cash across funds.

12-2 Scope

This policy applies to all Glasgow employees, elected officials, volunteers, and other related personnel responsible for the initiation, execution, and authorization of petty cash including the processing of all associated adjusting journal entries to the General Ledger.

12-3 Definitions

Change Fund – An amount of cash (cash register) held by a department or office and used to give change to customers when they are paying for goods or services. *No purchases can be made from these funds.*

1. Change Fund shall always consist of \$150 in varying bills.

Custodian – The financial unit requesting a petty cash or change fund must appoint a custodian or designee who is responsible for safeguarding and maintaining the petty cash fund. Maintaining the fund consists of disbursing funds, obtaining receipts, reconciling, and replenishing the fund. When the petty cash or change fund is no longer necessary, the Custodian or designee is responsible for ensuring that it is reconciled and closed. The Custodian for the Town is the Town Manager and the designee is the Senior Administrative Assistant.

Petty Cash – A petty cash fund is cash loaned for the purpose of making small purchases where it is not sensible to make a disbursement by check and purchases are impractical or unavailable through Procurement and Disbursements (One Card or expense reimbursement). Glasgow establishes petty cash funds for a fixed amount.

12-4 Policy

- a. Establishing petty cash/change fund
 - Request for a Petty Cash / Change Fund must be completed via a completed Petty Cash/Change Fund Application Form (Appendix A).
 - The application fund must be signed by the Custodian accepting responsibility for the fund as well as the Town Manager indicating their approval for the requested Petty Cash/Change Fund.

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- The Town Manager must approve all Petty Cash Fund requests unless they have assigned a designee in their place.
- b. Responsibilities of Custodian
- Safeguarding the funds - The fund should be the responsibility of one person, the Custodian, and secured in a locked location at all times. At no time should the Custodian keep the fund in their personal possession, deposit in their personal bank account, or take to their home for safekeeping. In case of theft, please notify either the Town Manager or Police Chief immediately.
 - Accounting for transactions – Custodians must support all disbursements with proper documentation, i.e. an original invoice or register receipt, with a written notation clearly indicating the business purpose of the purchase. Petty cash expenditures are subject to all Town policies and procedures related to proper expenses, authorization, accounting, and documentation.
 - Reconciling the funds – The Custodian must reconcile the petty cash or change fund utilizing the Reconciliation Worksheet (Appendix B) before replenishing, changing the Custodian or amount, and closing the fund.
 - Replenishing the funds - When cash in the fund is low, the Custodian shall request to replenish the fund via another completed respective application.
- c. Revision of existing fund or change in custodian –Revise the existing Petty Cash/Change Drawer Fund (Appendix A) to the Town Manager for review and approval. *Funds must be completely reconciled and accounted for before the Town Manager will approve any changes. A violation of this policy may cause suspension without pay, termination, expulsion, and other disciplinary methods in the personnel policy. Violations may lead to legal action as well.*
- d. Review of Petty cash or Change Funds
- Revocation of Funds - Misuse or improper accounting of the fund will, at a minimum, result in closing the fund.
- e. Closing the Petty Cash or Change Fund
- If it no longer requires a petty cash or change fund, funds must be deposited at the bank after reconciliation. A completed Reconciliation Worksheet must be submitted by the Custodian, and needs approval by the Town Manager before making a deposit at the bank. A copy of the external cash spreadsheet reflecting accounting for the deposit of funds is required to be attached with the completed Reconciliation Worksheet once the deposit is made.