

Dear Council,

6 MAY 23

It is hard to believe it has only been since last Friday that I have been here. As I mentioned in the executive discussion, these will be longer as I want to share what I am learning real time. So, I apologize up front. **The week in review as outlined from the Interim Town Manager Goals:**

1) Budget: I read / studied the budget and issues within the city. I have an understanding on most and will continue to develop a better understanding on all of them. Some takeaways:

- With the Property Tax rate was set at the end of March, the cuts to COLA and PfP produce extra reserves in the General Fund balance.
- A concept discussed by the Council is using some of the meal tax to pay down a little of the wastewater debt. The brief Monday night implied using funds outside the enterprise could demonstrate that the enterprise is not stable and have a negative effect on our bond rating.
 - o Meal Tax Policy: Liz was at a conference and I truly need her leading this. We believe we should have input from Davenport, part of the team that briefed us Monday night.
 - o From my short time here, I have a few personal reservations. Even though I understand we are just trying to protect the entire system from the debt.
 - o We have a few entities that do not pay property taxes into our General Fund and are high water/sewerage users (Schools and County Facilities), the utility rate is the best way for them to fairly assist in paying the debt down as they are a primary reason for the sizing of the sewerage plant not the citizens.
- **Utility impact to the average residential household:** are extremely modest after applying the proposed budget changes.

FY24 Budget Impact per average residential household BEFORE Council changes

Total impact per average residential household= increase of \$16.90 month or \$202.80 annually.

- o Taxpayer = \$7.25/month \$87.00/annually
- o Utility payer = \$9.65/month \$115.80/annually

FY24 Budget Impact per average residential household AFTER Council changes AND with new Stantec FY24 rate modeling of 3.8% water and 7.25% wastewater rate increases

Total impact per average residential household= increase of \$14.40 month or \$172.80 annually.

- o Taxpayer = \$7.25/month \$87.00/annually
- o Utility payer = \$7.15/month \$85.80/annually

The Net Result in household savings after further reducing proposed budget and utility rates is \$2.50 month or \$30.00 annually.

Utility Rate setting:

The Town owns a significant debt for the wastewater plant that has been deferred for many years looking for options that never materialized instead of raising user rates. The debt can no longer be pushed out and the cash reserves are inadequate to sustain the operations and debt service at current rates beyond a few short years. Additionally, there are critical needs in the water plant and other town

utility infrastructure that require fund planning for the near future. *The Town needs to start building the reserve necessary to pay the existing debt service coming onboard as well as funding upcoming future needs. Making it someone else's problem tomorrow like previous councils is not a solution demonstrating responsible leadership or good governance.*

- I met with John Cafferky and discussed his legal support, but I asked for background on why the Town has him here on Tuesdays as I didn't see the workload. He agreed there is a requirement for him to be here for regularly scheduled Town Council meetings but the rest of the work could be done from his office at a lower cost to the Town overall. I believe we will see a significant savings if we use him as a true consultant Town Lawyer than having him here all the amount of time we are asking now. More to follow as I look at his workload.
- We already discussed and the Council supported using the Job Order Contracts (JOC) to support grant writing and to eliminate my contingency fund and provide it to Engineering to conduct the Engineering Survey of the Water Plant to meet the requirements to successfully compete for future water grants coming next FY.

2 & 3) Accountability and Teamwork integrated completely with Transparency and Trust:

Council Relations: I have met with every Town Council Member individually and incorporated everything I learned into the two documents that we discussed in the executive session. I am committed to executing those as we agreed. Many of you should have received calendar invites as requested and we'll work more individual meetings as well. This and future weekly documents are part of the agreement. I need to say I am professionally and personally being stretched, you will see why as you continue to read. I am committed to my role as an Interim Town Manager and my intent to be the Town Manager. I turned down interviewing on May 15th, as one of 2 finalists for the City Manager of Texarkana, AR, a city of 30,000 encompassing 42.5 square miles. I say this to demonstrate my commitment and ask that you consider this as your read the hard truths coming.

Staff Relationships: I conducted initial meetings with all Directors except for Administration. My assessment is that the Directors and Staff are pretty worn out, morale is not very high, though they are proud of their support to the citizens and council. I believe comments made over the budget cycle have worn on them. I will say that John Anzivino was correct we have a strong staff and they make an excellent team, but we do not have a bench. The decision to add some personnel will help in creating the bench, but we have a lot of critical positions that are one deep. Our key leaders truly have not recovered from events starting in 2017, through the pandemic, and recent transitions. I believe my discussions have made them feel comfortable with me and how I lead, but all indicators the internal friction of the council does not create a stable environment, nor do they believe the Council understands how Pay for Performance works in either method: a one time pay or additive to the pay. It is not 4% to every member of the staff it is based on the annual evaluation which is done on their employment anniversary, not the start of the new fiscal year. I talked to John Anzivino for a long time Friday afternoon/evening and his concerns on morale match my own.

I know my own personal risks in paraphrasing what I have received from across the staff, but I feel it relevant here as to exactly what we are dealing with: ***In General, the Council seems to believe it is the responsibility of staff to sacrifice for the community it serves without realizing the abilities, knowledge, experience, which provides the backbone of a strong, thriving, and desirable community.***

They seem to believe “kicking the can” on raising utility rates another year is in the best interest of the citizens. This is a short-sighted decision-making philosophy that obscures the truth to the citizens and jeopardizes the financial health and well-being of the community they serve. They feel that the extremely modest savings in the utility rate doesn’t matched against all the hours spent going through the budget and appears significantly less after applying the proposed budget changes to the 3,000 households. They feel the savings came on the backs of 85 staff member’s compensation & inevitably defers to another year much higher rates to utility users without providing any additional financial flexibility.

I am working all of these issues, but will tell you that the discussions are hard, and full impacts won’t be realized until the budget is finally adopted. In truth, they (the staff) are holding out hope that the COLA will be set at 5% and the 2% PFP will be additive not just a onetime payment.

We have a 12.05% turnover rate in the town. My personal experience is a 3-5% is normal for a top performing organization. Understanding that it costs 25-45% of the annual salary to replace people and more if they are senior this is already a considerable expense. The morale is such that I am truly concerned that if we don’t rebuild relationships and trust, key leaders will depart.

County Relationships: I will continue to work them, I have a meeting right now with Tim Hemstreet the County Administrator, I will let you all know if we are successful in conducting any more. Please feel free to reach out yourself to mend fences as well. Because at this point I am told nobody will meet with me if there is an elected official with me. I was further informed that the county is officially changing policies that they will no longer support cities within city boundaries and will place future facilities in the county areas. This will likely have a significant impact on our Capital Improvement Plans, as they have been extremely generous to date, and I am not sure of the impact on what we are programming right now. I will tell you that this policy is the norm everywhere I have lived.

Bush Tabernacle: Prepared the Staff sheet for the Bush Tabernacle discussion for the scheduled Council Meeting on the 9th. I believe you should have that already, but I recommend that the Town of Purcellville move forward with the Emergency Procurement, of Concession Services with the Purcellville Teen Center, Inc. (the subcontractor that operates the Bush Tabernacle for Shaun Alexander Enterprises, Inc.) through the end of March 2024. Per the timeline established by the Bush Tabernacle work group, it is anticipated that the new contract should be awarded in November 2023 with a transition period lasting through the end of March 2024.

Attended the Music and Arts Festival last weekend and participated in the Economic Development Advisory Council (EDAC).

Pullen House Sale: Kathy will pull information next week so we can place this on the May 23rd Agenda.

- Government entities are required to get fair market price, and they intend to demonstrate the process to procure a realtor with implications (fees/timing etc.)
- Will also provide the information on the last time we conducted an RFP with results

Next week:

I have a meeting with Casey Chapman to understand his 21st project. This project was discussed by several Councilmembers and the EDAC, therefore I wanted to hear his concept directly from him. I will be taking Dale with me.

Conduct the final director meeting and start my weekly Directors Meetings to create an atmosphere in which we can resolve issues before and after meetings and share an understanding what our departments are doing. Creates a shared knowledge of town activities and allows shared expertise.

I'll be developing products to share with them about how I conduct Counseling and will follow up with a schedule to counsel all direct reports.

I plan on attending the Purcellville Arts Council and the Train Station Advisory Board meetings as well as The Town Council Meeting.

Please respond to me individually and do not reply all as that could be a violation of the Open Meetings Act.

V/R

Glen

From: [Rayner, Erin](#)
To: [Adams, Glen](#)
Subject: Re: Weekly Update
Date: Sunday, May 7, 2023 2:51:32 PM
Attachments: [Town Council Weekly Update.docx](#)

Great update and insights. Thank you so much for all you have done this far. I know how much information overload it has been.

Erin

On May 6, 2023, at 11:14 AM, Adams, Glen <gadams@purcellvilleva.gov> wrote:

Council, I truly intended to get this out last night. When you read it you will see why I have wrestled so hard with how to compose it. I am a principle based leader and am obligated to share with you what I have learned. It has not been an easy week, but I believe I have set a solid foundation for achieving what you all charged me with.

As a reminder, please do not reply all to this email as it could be a violation of the open meetings act.

V/R
Glen

Glen T. Adams
Interim Town Manager

From: [Milan, Stanley](#)
To: [Adams, Glen](#)
Subject: Re: Weekly Update
Date: Monday, May 8, 2023 9:35:14 AM
Attachments: [OutlookEmoji-1683075338751280fbfe3-4f25-49db-80ba-930f39b87310.png](#)

Good evening Glen,

Thank you for your weekly update. I find it unfortunate that the County Executive found it necessary to limit his engagement with the elected officials of the Town of Purcellville. To me that is poor governance and leadership on their part. The town and its officials worked in good faith with the county throughout the application review process, which was itself, delayed when the staff member responsible for informing the Town Council of the existence of the County applications delayed doing so for an entire year.

It would be a good idea for you, if you have the time, to review the PC and TC meeting videos to get a better grasp on what actually occurred over the 8 plus months of discussions with the county on all the projects presented by them (Fields Farm/Athletic fields/Park and Ride and 7/690).

The Meals Tax discussion is a continuation from previous/former TC meetings which presented an option brought forth by staff that in the event there ever was a need to use a portion of the meals tax, there needed to be a policy in place to allow that to occur. The use of the meals tax is not to be used unless there was a dire need for it. By having a policy in place that would allow its use, there would not be any hinderance in executing that policy option.

The Staff has continually stated that they are short-handed. The savings we are making allows them the funding and opportunity to hire those "bench" personnel they say they desperately need. The presumed sacrifice is to get the help they need with a modest increase in their pay. Everyone gets a little and I look at the glass as being "half full."

I appreciate your comments on the Utility impact on the citizens, unfortunately it falls short of what I was asking of Stantec and staff. Specifically, at the current water rate the revenue is 4 times the debt and with the current sewer rate the revenue is 2.5 times the debt. What is that revenue ratio to debt if the water rate were increased by 5% and sewer rate was increased by 7%? Where is this additional revenue above the debt being applied? I don't know where the 3.8% and 7.5% came from.

It has been close to 6 years since the 2017 incident and I was not a part of it and I would suspect people should be have recovered from it by now. The council and Staff relationship has been an issue from as far back as I can remember, 8 years or more, and it will not be corrected until people decide enough is enough! Staff recognizes there is tension between council members and it affects their morale as they adamantly expressed this to me during the April 12 impromptu meeting I was invited to. As Sharon mentioned she performs exit interviews with departing

employees and none have stated that they are leaving because of pay. The 2 departing senior staff members left on their own with one being offered the opportunity to resign but instead elected to be terminated. Try not to believe all that you read and hear. Anzivino left because he wanted to! There is more to that story than what is said.

My philosophy on "Good Governance" is based on these 5 principles and not exclusive of other qualities: Accountability; Leadership; Integrity; Stewardship; and Transparency. There are those on council who attack me for those very things and create the conflict and tension experienced during our meetings. It is up to them to change as well as myself to make this a thing of the past. To think and express the notion that "Good Governance" is missing on this council is a gross misjudgment of character!

As I read through your report I get the impression that it is advocating for an increase in pay for the staff with the threat of disgruntled employees departing if they don't get what they want. That is an unfortunate tone to present when everyone is experiencing financial stress. I am empathetic to their concerns as well as those of the citizens I represent, even those who disagree with me. As the elected leader I have to make hard and unpopular decisions on occasion. As I told staff and the citizens "some people will be happy and some will not as we go through this budget cycle."

Casey Chapman has held this town hostage for over 10 years and I told you I wanted to have a meeting with him, the businesses on 21st St., TC and certain members of staff. He continues to have meetings outside the view of the public and it has to stop. I am asked continuously about the status of this project and I can't give them a definitive answer. It has to come from the source and he is the source. So your meeting with him should be him presenting his "vision" to all concerned in an open and transparent meeting soon after we complete the budget sessions and before we go into recess in August.

Stanley J. Milan, Sr.
Mayor- Purcellville, Virginia
571-420-3504



From: Adams, Glen

Sent: Saturday, May 6, 2023 11:14 AM

To: Only Town Council

Subject: Weekly Update

Council, I truly intended to get this out last night. When you read it you will see why I have wrestled so hard with how to compose it. I am a principle based leader and am obligated to share with you what I have learned. It has not been an easy week, but I believe I have set a solid foundation for achieving what you all charged me with.

As a reminder, please do not reply all to this email as it could be a violation of the open meetings act.

V/R

Glen

Glen T. Adams

Interim Town Manager



From: [Bennett, Mary](#)
To: [Adams, Glen](#); [Only Town Council](#)
Cc: [Hays, Diana](#)
Subject: Re: TM Weekly Update 13 MAY 23
Date: Sunday, May 14, 2023 9:14:31 AM

Sir, may I request a copy of this in my box?

I can pick up later tomorrow (Monday.)

Thank you, Boo Bennett

Get [Outlook for iOS](#)

From: Adams, Glen <gadams@purcellvilleva.gov>
Sent: Saturday, May 13, 2023 8:59:02 AM
To: Only Town Council <purcellvilletc@purcellvilleva.gov>
Cc: Hays, Diana <dhays@purcellvilleva.gov>
Subject: TM Weekly Update 13 MAY 23

Council, Attached is probably the largest document I have sent a Council. In conversations with the Mayor, I felt I wanted to create current picture of things going on. This is what I have gathered from the departments. In the future I'll send them in more digestible amounts, but I believe we needed to baseline things, so we are all on the same sheet of music.

I have integrated into the Staff Leadership and will start conducting individual professional counseling next week. I think I'll be complete by the end of the month as I planned. I am truly looking forward to my wife, Bridget, visiting this week and look forward to showing her this amazing town.

I hope you all have an amazing weakened.

Happy Mother's Day!

V/R
Glen

Glen T. Adams
Interim Town Manager



From: [Bennett, Mary](#)
To: [Adams, Glen](#)
Subject: Re: Meeting
Date: Wednesday, May 17, 2023 6:54:24 AM

No questions, thank you.

Your update/report is very clear.

Best, Boo Bennett

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From: Adams, Glen <gadams@purcellvilleva.gov>
Sent: Tuesday, May 16, 2023 9:46:02 AM
To: Bennett, Mary <mbennett@purcellvilleva.gov>
Subject: Meeting

Ma'am, Would you like to meet and go over anything on my Weekly and or an email I'm drafting to send to the Council tomorrow after I talk with my Directors. We can meet this afternoon or Wednesday afternoon pretty easy.

V/R
Glen

Glen T. Adams
Interim Town Manager



Hays, Diana

From: Adams, Glen
Sent: Sunday, May 21, 2023 1:29 PM
To: Only Town Council
Subject: Weekly Update 21 MAY 23
Attachments: attachment 3 Goals for the Town Council and Manager Team.docx; attachment 1 Town Council Strategic Initiatives - Landscape - REVISED 10.01.22 with Accomplishments_202304270927139097.pdf; attachment 2 Interim Town Manager Goals.docx

Dear Council, I am writing this with so many mixed emotions right now! When we met in executive session and went over the Interim Town Manager Goals as well as Goals for the Town Council and Manager Team, I had certain assumptions in mind... I even stated that I realize this was an opportunity for you all to interview me for the long term, but I too would evaluate the Council as I am interviewing you all as well and the following is my assessment:

1) The Town Council is not attempting to follow their own published priorities (attachment 1) and nor is Council trying to accomplish what we agreed, not to mention what we should be doing as a Leadership Team (attachments 2 & 3). In retrospect, the Council is moving the opposite direction in most of the items. We only have to look at the most recent Agenda and the intent by not following the timeline to introduce new agenda items, but the expectations delivered in the email requesting they be added.

a. What is the real intent behind adding the 7/690 Interchange Deed of Conveyance – Hold Harmless Clause. To be able to say I told you it was there? The staff agreed and it was in my update last week showing it was also on the current Deed. Was it poke at the County that it was there? They agreed too, but more over they are no longer building that ramp, which the staff believed the Council should support. But the Council held back their concern over the “Hold Harmless” so they could delay a decision. The staff was blamed for not having that info, though it was resolved years ago as standard protocol. I believe there are three parties in the subdivision that are worse off now than if the off-ramp was built, as the three box culverts which could sustain the waterflow won’t be installed.

b. Meals Tax Policy. Your paid experts recommended against this. I have recommended against this, and I advised this not be addressed until after the budget cycle to help protect our bond rating. As mentioned earlier, there are very large users that don’t pay property taxes into the General Fund; we are planning to take money from the Meals Tax revenue, which goes into our General Fund, to pay an enterprise debt. This is a “No-No”, a bond rating killer, and a tool of last resort. But we intend to pay that enterprise debt instead of doing what every other community around us is doing... raise the water and sewerage rates to a point that stabilizes the enterprises.

c. Will of the Majority. Look, you all aren’t working as a team. There is only one person directly asking the staff to do things, while the rest are talking to staff and getting an assessment of where the staff is emotionally. Which, if you all don’t know, I have talked them off the ledge repeatedly over the last 3 weeks. Just to have the council put them back on the ledge the next time they meet or when they create a last-minute agenda amendment.

2) Trust. In the municipal context: “ethical behavior” generally means the conduct of public business in a manner that will preserve or restore the public’s trust in government. In many instances, local government officials are unaware of the rules and guidelines governing their official behavior.

a. The way this Council has conducted business the last 4.5 months is, in my opinion, embarrassing; and if you aren’t as embarrassed as your citizens are, then something is really wrong! Talk to them – they are! I define the Council’s behavior as toxic and deliberately setting the conditions for a negative outcome. I have seen how the Council has created chaos and confusion, not to mention the toxic behavior to deliberately side track agenda items so the decisions are pushed down the road. The intent is to paint the staff as less than competent so that it appears you all are fighting

hard, against poor staff work, to make the right decisions. You all own this. If there is one question you have and don't share it with the Town Manager and lead Staff Director on the issue, you own it! Your job is to govern, and that takes asking the tough questions in a timely manner so that the staff can provide the information for the Council to deliberate and make the best decision for the community. Each of you needs to know the information in detail, asking me or a director for clarity so that you can comfortably decide on the merits and not just give up your vote to individuals because this is tough! It is tough! The Town Manager and Staff are always putting the town first. If you are going against their recommendation, you should have a valid argument that was shared with the staff as to why. My belief is, if you did, they would have been recommending the other direction themselves. At this point the County's elected leaders are so tainted on our governance that we are affecting all the towns in this County, as they will no longer execute projects that require a Town's support. They have \$146 million and we made them our enemy. In addition, I was chastised for attempting to make them my friend. *Please read what I have referenced in your own document: Promote Community and Economic Well-Being, Practice Good Governance, Strengthen Community Partnerships, and Fund the Future! Why do I feel that I am the only one adhering to these?*

b. Your Core Values are:

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

c. You have lost Trust. You only need to talk to citizens and they know. Talk to the volunteers on your Boards, Committees, and Commissions. Talk to businesses. Talk to your staff! You went line by line through the entire budget and still you say the operations cost too much in a Council meeting, but you weren't able to suggest any efficiencies! You all authorized 3 more employees so we can train people to be on the bench and step in as most positions are one deep. You know we are to lean!

3) The Council. There are 2 Council Members clearly in charge, but I do not know what their goals are as they don't match anything published. There are 3 Council Members that are clearly reading and asking tough questions and using that information to make informed decisions. Then there are 2 Council Members that are following the 2 Council Members in charge, but aren't asking tough questions and using that information to make informed decisions. My biggest concern is with these two Council Members. If the Council was following the Core Values, we wouldn't have a toxic environment filled with chaos and distrust leading the Town in a very bad direction. I am willing to sit down and discuss everything in detail with Council any time they ask. If all Council Members made independent choices then the Council will be leading within the Town's Core Values.

4) I honestly don't know why I am here! I was clear that I am a principle-based leader and that I will always do the hard right. I never have an issue with looking people in the eye and telling them exactly why I made the decision I made. You all selected me in an interview to be the interim. I have lived up to my end of the bargain. I came here immediately, immersed myself in this Town, and have put the Town first in every action I have made to date. The Directors didn't want me to be confrontational with the Council as they knew I would not be selected, but I cannot lead in this environment, and you all need to know that.

I will not take this position permanently as the Council is running now. I can only trust that the two Council Members that are not actively involved with things to make the change. Because without their efforts to change, nothing will change. The agenda belongs in the Town Manager and Clerk's hands. The Council can recommend the additions, I can assure you they will be introduced on their merits in a way the Council can properly govern. The Town of Purcellville can be the shining star in a shining star county, but right now we are the punchline. I have never been in a

county so vested in helping its communities and we have made the county our enemy, and I can't figure out why. You all want grants, but you told me we are the richest county in the U.S. That means in most cases we need congressional support to get a grant, but we made them enemies too.

5. I will Interview, but it is a two-way interview. I will be your interim, because I won't go back on my word. But I recognize that this email will likely change my direction in life, I am good with that, as I know I am doing the only thing that will allow me to work here, by writing this. I honestly hope you all have read this and actually absorbed the moral courage it took to write it.

I truly do thank you for this opportunity. Purcellville is a beautiful Town with truly wonderful citizens. We have an amazing staff that has endured way more than they should have had to, and still deliver every day for the citizens. It would be an honor and a privilege to be a part of this amazing community and be the Town Manager, but not at the expense of my health. I've been through that too many times before, but this time I have a choice.

V/R
Glen

Please do not reply all to this email, it could cause a violation of VFOIA or become a rolling meeting.

Glen T. Adams
Interim Town Manager





Preamble:

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

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

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

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

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

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

Mayor & Town Council

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

VISION

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

MISSION

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

CORE VALUES

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

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

Town of Purcellville

2022-2024 Strategic Initiatives

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

Promote Community & Economic Well-Being

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

Action Agenda: Tier One:

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

Action Agenda: Tier Two:

1. Prepare a Purcellville economic development plan/strategy focused on business retention, targeted business expansion, entrepreneurship and tourism.
2. Develop a strategy that will provide Purcellville citizens and businesses alike a telecommunications choice.
3. Perform an analysis of police staffing and facility needs taking into account the desire for enhanced community policing.
4. Preserve, restore, and enhance Purcellville's historic assets.
5. Identify strategies and actions Purcellville can take to be a model of sustainability.

Practice Good Governance

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

Action Agenda: Tier One:

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

Action Agenda: Tier Two:

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

Strengthen Community Partnerships

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

Action Agenda: Tier One:

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

Fund the Future

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

Action Agenda: Tier One:

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

Action Agenda: Tier Two:

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

Town of Purcellville Strategic Initiatives Accomplishments

(as of October 1, 2022)

Promote Community & Economic Well-Being

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

Practice Good Governance

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

Strengthen Community Partnerships

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

Fund the Future

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

Interim Town Manager Goals

Follow the Town's Vision, Mission, and Core Values!

Purcellville needs to grow in a deliberate fashion that keeps in line the Vision, Mission, and Core Values.

Focus:

1) Budget: this is an immediate necessity, with less than 1 month to get to the final version.

Success is defined as: meeting the timeline, having all stakeholders satisfied, and with useful solutions to issues.

Excellence is defined as: the above items with: the caveat that during the Interim Term, through a networked effort we develop ways to grow the Town's revenue without additional taxes. Develop measured and responsible growth to reduce the utility rates.

2) Accountability and Teamwork: this is always a requirement and critical to government transparency and the citizens trust.

Success is defined as: Integrating into the Town Council's Leadership and developing trust and acceptance across the team; integrating into the Town's Staff and doing the same. Recognizing and addressing any issues, friction points, and providing positive stewardship in all matters. All Directors are provided initial counseling, setting the expectations of both the Town Council and Interim Town Manager.

Excellence is defined as: the above items with: Councilmembers addressing issues and each other in a positive light, community perception of the Council is one of trust and positive though addressing tough issues. The staff actively share thoughts and ideas in a positive manner, solving issues internally before they become problems. Staff and Council relationships are positive and understanding of the roles and difficulties faced by the roles. You can feel a "positive air" within the Town's offices. The Directors develop a trust that issues they bring forward are heard, addressed, and resolved without negative connotations.

3) Transparency and Trust: Conduct all Town matters in a way that "60 Minutes" could follow any of the Town's leaders for a month and come away with nothing but pride in governance.

Success is defined as: Elimination of activities that exclude involvement. The concept of "who else needs to know or be involved" should be the default position for all projects within the Town. The Town's Committees, Commissions, and Board's all feel informed.

Excellence is defined as: the above items with: The County, sister cities, local organizations, committees, commissions, and Boards are openly asked to be involved in meetings, discussions, and issues relevant to their respective organizations. That networks are re-established / established across all levels of these organizations and there is a genuine feeling of involvement and trust across them.

4) Mayor Meetings:

Mondays at 8 AM of weeks with Regular Council Meetings.

Thursdays weekly with the Mayor and 1 Councilmember rotated.

5) Provide Weekly Updates with Assessments to the Town Council

Interim Town Manager goals for the Town Council and Manager Team:

1. Decide to always put each other in a positive light. Actively discussing the merits of issues without it undermining each other individually.

2. A Town Manager and Staff can make more happen for a unified Council working together than any other form. In layman's terms, we can probably get 70% of each Councilmember's goals accomplished over time if the Council is working together and around 50% if they aren't.

Understanding that each Councilmember should be allowed to have their wins, and deciding to get behind and supporting each other's ideas creates efficiency and trust at all levels.

Non-cohesive Council's cause friction which is felt by the staff and community. That friction causes more issues just from the atmosphere and inefficiencies. The Interim Town Manager can assist in any issues you are comfortable discussing and can mediate issues if requested.

3. Rebuilding Trust: It appears that there is trust lost between the County and the Town, the Council, the Council and Staff, and the Council and Citizens. Just from the outside looking in, you all know more.

Discussions on agenda items, the way you ask questions and the number of questions create an impression on our citizens. By asking questions in the wrong tone and too many questions create a sense of distrust on an issue. It may be important to ask a question to show you have done your due diligence, but, understand you could be making citizens believe it is a bad thing to support. Then supporting that item can make us look bad. Just asking for awareness from previous lessons learned.

We need to create the appearance of a unified team, I'd prefer we were one, but in this case, we can fake it until we make it.

- We should be seen supporting each other and reaffirming each other.
- The Mayor, Vice-Mayor, and I need to visit with the County and see what we can do to repair relationships, they provide a huge portion of CIP funding, I understand around \$6M. They also are a critical point in our water tower installation with ARPA funding. We must get that fixed soon. Long lead times for materials could make us fail the timeline from the Federal Government (end of 2024) to finish this project.

4. My leadership style. You hired me to lead the Town and specifically the Town's staff. For me to be successful you should discuss things you want to achieve with me so that I can develop them, provide direction to the staff, and then get back with either the Councilmember or the entire Council to discuss.

Our staff have a workload and I'll be holding them to it. I'll be directing them to contact me on any requests for additional work.

This does not have an effect on Council asking questions to clarify agenda items, or explaining processes and procedures. This is strictly additional tasks that didn't come from me.

You hold me to a budget and any work done outside my direction could impact the budget. I have to be aware and discuss how to accomplish things with staff and within our budget. Otherwise I am required to bring it to Council to receive direction/authority to execute. I cannot commit funds without that authority.

From: [Williams, Mary Jane](#)
To: [Adams, Glen](#)
Subject: Re: Weekly Update 21 MAY 23
Date: Sunday, May 21, 2023 5:08:51 PM

thank you for your honesty - it is truly appreciated. I hope your wife enjoyed the visit. See you Tuesday.

Mary Jane Williams
Purcellville Town Council Member

From: Adams, Glen
Sent: Sunday, May 21, 2023 1:29:23 PM
To: Only Town Council
Subject: Weekly Update 21 MAY 23

Dear Council, I am writing this with so many mixed emotions right now! When we met in executive session and went over the Interim Town Manager Goals as well as Goals for the Town Council and Manager Team, I had certain assumptions in mind... I even stated that I realize this was an opportunity for you all to interview me for the long term, but I too would evaluate the Council as I am interviewing you all as well and the following is my assessment:

1) The Town Council is not attempting to follow their own published priorities (attachment 1) and nor is Council trying to accomplish what we agreed, not to mention what we should be doing as a Leadership Team (attachments 2 & 3). In retrospect, the Council is moving the opposite direction in most of the items. We only have to look at the most recent Agenda and the intent by not following the timeline to introduce new agenda items, but the expectations delivered in the email requesting they be added.

a. What is the real intent behind adding the 7/690 Interchange Deed of Conveyance – Hold Harmless Clause. To be able to say I told you it was there? The staff agreed and it was in my update last week showing it was also on the current Deed. Was it poke at the County that it was there? They agreed too, but more over they are no longer building that ramp, which the staff believed the Council should support. But the Council held back their concern over the “Hold Harmless” so they could delay a decision. The staff was blamed for not having that info, though it was resolved years ago as standard protocol. I believe there are three parties in the subdivision that are worse off now than if the off-ramp was built, as the three box culverts which could sustain the waterflow won’t be installed.

b. Meals Tax Policy. Your paid experts recommended against this. I have recommended against this, and I advised this not be addressed until after the budget cycle to help protect our bond rating. As mentioned earlier, there are very large users that don’t pay property taxes into the General Fund; we are planning to take money from the Meals Tax revenue, which goes into our General Fund, to pay an enterprise debt. This is a “No-No”, a bond rating killer, and a tool of last resort. But we intend to pay that enterprise debt instead of doing what every other community around us is doing... raise the water and sewerage rates to a point that stabilizes the enterprises.

c. Will of the Majority. Look, you all aren't working as a team. There is only one person directly asking the staff to do things, while the rest are talking to staff and getting an assessment of where the staff is emotionally. Which, if you all don't know, I have talked them off the ledge repeatedly over the last 3 weeks. Just to have the council put them back on the ledge the next time they meet or when they create a last-minute agenda amendment.

2) Trust. In the municipal context: "ethical behavior" generally means the conduct of public business in a manner that will preserve or restore the public's trust in government. In many instances, local government officials are unaware of the rules and guidelines governing their official behavior.

a. The way this Council has conducted business the last 4.5 months is, in my opinion, embarrassing; and if you aren't as embarrassed as your citizens are, then something is really wrong! Talk to them – they are! I define the Council's behavior as toxic and deliberately setting the conditions for a negative outcome. I have seen how the Council has created chaos and confusion, not to mention the toxic behavior to deliberately side track agenda items so the decisions are pushed down the road. The intent is to paint the staff as less than competent so that it appears you all are fighting hard, against poor staff work, to make the right decisions. You all own this. If there is one question you have and don't share it with the Town Manager and lead Staff Director on the issue, you own it! Your job is to govern, and that takes asking the tough questions in a timely manner so that the staff can provide the information for the Council to deliberate and make the best decision for the community. Each of you needs to know the information in detail, asking me or a director for clarity so that you can comfortably decided on the merits and not just give up your vote to individuals because this is tough! It is tough! The Town Manager and Staff are always putting the town first. If you are going against their recommendation, you should have a valid argument that was shared with the staff as to why. My belief is, if you did, they would have been recommending the other direction themselves. At this point the County's elected leaders are so tainted on our governance that we are affecting all the towns in this County, as they will no longer execute projects that require a Town's support. They have \$146 million and we made them our enemy. In addition, I was chastised for attempting to make them my friend. *Please read what I have referenced in your own document: Promote Community and Economic Well-Being, Practice Good Governance, Strengthen Community Partnerships, and Fund the Future! Why do I feel that I am the only one adhering to these?*

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

and actions are taken will always be done with a commitment to full transparency.

c. You have lost Trust. You only need to talk to citizens and they know. Talk to the volunteers on your Boards, Committees, and Commissions. Talk to businesses. Talk to your staff! You went line by line through the entire budget and still you say the operations cost too much in a Council meeting, but you weren't able to suggest any efficiencies! You all authorized 3 more employees so we can train people to be on the bench and step in as most positions are one deep. You know we are to lean!

3) The Council. There are 2 Council Members clearly in charge, but I do not know what their goals are as they don't match anything published. There are 3 Council Members that are clearly reading and asking tough questions and using that information to make informed decisions. Then there are 2 Council Members that are following the 2 Council Members in charge, but aren't asking tough questions and using that information to make informed decisions. My biggest concern is with these two Council Members. If the Council was following the Core Values, we wouldn't have a toxic environment filled with chaos and distrust leading the Town in a very bad direction. I am willing to sit down and discuss everything in detail with Council any time they ask. If all Council Members made independent choices then the Council will be leading within the Town's Core Values.

4) I honestly don't know why I am here! I was clear that I am a principle-based leader and that I will always do the hard right. I never have an issue with looking people in the eye and telling them exactly why I made the decision I made. You all selected me in an interview to be the interim. I have lived up to my end of the bargain. I came here immediately, immersed myself in this Town, and have put the Town first in every action I have made to date. The Directors didn't want me to be confrontational with the Council as they knew I would not be selected, but I cannot lead in this environment, and you all need to know that.

I will not take this position permanently as the Council is running now. I can only trust that the two Council Members that are not actively involved with things to make the change. Because without their efforts to change, nothing will change. The agenda belongs in the Town Manager and Clerk's hands. The Council can recommend the additions, I can assure you they will be introduced on their merits in a way the Council can properly govern. The Town of Purcellville can be the shining star in a shining star county, but right now we are the punchline. I have never been in a county so vested in helping its communities and we have made the county our enemy, and I can't figure out why. You all want grants, but you told me we are the richest county in the U.S. That means in most cases we need congressional support to get a grant, but we made them enemies too.

5. I will interview, but it is a two-way interview. I will be your interim, because I won't go back on my word. But I recognize that this email will likely change my direction in life, I am good with that, as I know I am doing the only thing that will allow me to work here, by writing this. I honestly hope you all have read this and actually absorbed the moral courage it took to write it.

I truly do thank you for this opportunity. Purcellville is a beautiful Town with truly wonderful citizens. We have an amazing staff that has endured way more than they should have had to, and still deliver every day for the citizens. It would be an honor and a privilege to be a part of this amazing

community and be the Town Manager, but not at the expense of my health. I've been through that too many times before, but this time I have a choice.

V/R

Glen

Please do not reply all to this email, it could cause a violation of VFOIA or become a rolling meeting.

Glen T. Adams

Interim Town Manager



Hays, Diana

From: Bertaut, Christopher <cbertaut@purcellvilleva.gov>
Sent: Tuesday, May 23, 2023 5:09 PM
To: Milan, Stanley; Adams, Glen
Cc: Only Town Council; McCann, Hooper; Hays, Diana
Subject: Re: Agenda Control

The Council's rules of order are firmly based on both the Town Code and it's reference to Robert's Rules of Order. The Mayor is the presiding officer at Town Council meetings.

Please see:

- **Sec. 2-66. - Application of Robert's Rules of Order.**

[SHARE LINK TO SECTIONPRINT SECTIONDOWNLOAD \(DOCX\) OF SECTIONEMAIL SECTION](#)

The provisions of Robert's Rules of Order, Newly Revised, shall govern the council in its meetings, except insofar as such provisions are inconsistent with the rules of procedure of the council.
(Code 1977, § 2-24)

- **Sec. 2-3. - Election of mayor; term of office and vice mayor.**

[SHARE LINK TO SECTIONPRINT SECTIONDOWNLOAD \(DOCX\) OF SECTIONEMAIL SECTION](#)

.....
The mayor shall **preside** at all meetings of the council and he/she shall be a regular member of the council.
.....
(Acts 1971, ch. 82, § 1; Acts 1974, ch. 147, § 1; Ord. No. 99-12-1, 1-11-2000; Ord. No. 99-12-1, 1-11-2000)

Thank you,

Christopher Bertaut
Vice Mayor

Purcellville Town Council

571-420-7821

From: Milan, Stanley
Sent: Tuesday, May 23, 2023 4:57 PM
To: Adams, Glen
Cc: Only Town Council; McCann, Hooper; Hays, Diana
Subject: Re: Agenda Control

You are grossly misinterpreting the members of Town council as "that there is a concerted effort to make the Town's Staff and now myself look less than competent by adding things to the agenda last minute."

It has been common practice for several years that has allowed amendments to the agenda on the night of the meeting. It is a part of our agenda packet. You have not been in the meetings where I have expressed to the TM and staff that TC only meets with them at least twice a month and we rely on their recommendations and advice. However, when the advice goes 180 out of what the CCB's have determined and the research done by TC members we have a question and answer discussion to get to common ground. The previous TM used poetic license to persuade TC into his way of thinking and left the staff flopping in the breeze.

We can not continue to put fault on someone who is not present. However, all who were here understand the limitations placed upon their shoulders and the burden we are all faced with now. There are no enemies on council toward the staff. It is unfortunate I don't feel that way in my direction. I am not concerned if people like me or respect ME, however, I believe they must respect the office I hold.

You have been here for almost a month and your weekly reports have been way out of the norm I was expecting from a TM, but not a surprise since it is perceived that certain members of council are out of control, which is the farthest thing from the truth I know of.

You are not in your old environment and that is not how it has been done here and if you can not speak to the history here then you need to seek to understand how things work rather than take offense on how things are run.

Stanley J. Milan, Sr.
Mayor- Purcellville, Virginia
571-420-3504



From: Adams, Glen
Sent: Tuesday, May 23, 2023 4:25 PM
To: Milan, Stanley
Cc: Only Town Council; McCann, Hooper; Hays, Diana
Subject: RE: Agenda Control

Sir, I am sorry you misread my intention on that paragraph. I have re-attached the entire subsection below in italics and the paragraph referenced in yellow. In fact I wasn't trying to quote the charter. By stating what I said in the email I was referencing that... *I will not take this position permanently as the Council is running now.* And that I need the two council member that are standing by to start being actively involved to make changes, which, my assessment is that the root of the effort to make the staff look bad is the agenda. If the Council then changed the process to the Town Manager and Clerk with input from the council, we could all be the shining stars!

I recognize what the Town Charter states. I recognized that the Town has a process to prepare the Agenda in such a controlled manor to ensure the Council has all the information they need to discuss everything on the Agenda and make a decision (See Agenda Deadline Schedule attached). I also recognized that there is a concerted effort to make the Town's Staff and now myself look less than competent by adding things to the agenda last minute, as I mentioned in the Weekly Update you referenced. The Agenda process does not seem to be supported, to include this week's additions on Thursday afternoon (see your email from May 23rd attached). I tried to call you for clarification that same afternoon.

The last note I need to clarify is that where I have lived, the staff has provided the direct inputs to the agenda and the Mayor sat in concert with the Manager and decided if the staff can provide the clarity in the time available and possibly delay agenda items. I am unaware of anyone else's effort to make changes to this process, I am at week 3.5. I can't speak to the history you are talking about.

4) I honestly don't know why I am here! *I was clear that I am a principle-based leader and that I will always do the hard right. I never have an issue with looking people in the eye and telling them exactly why I made the decision I made. You all selected me in an interview to be the interim. I have lived up to my end of the bargain. I came here immediately, immersed myself in this Town, and have put the Town first in every action I have made to date. The Directors didn't want me to be confrontational with the Council as they knew I would not be selected, but I cannot lead in this environment, and you all need to know that.*

I will not take this position permanently as the Council is running now. I can only trust the that the two Council Members that are not actively involved with things to make the change. Because without their efforts to change, nothing will change. The agenda belongs in the Town Manager and Clerk's hands. The Council can recommend the additions, I can assure you they will be introduced on their merits in a way the Council can properly govern. The Town of Purcellville can be the shining star in a shining star county, but right now we are the punchline. I have never been in a county so vested in helping its communities and we have made the county our enemy, and I can't figure out why. You all want grants, but you told me we are the richest county in the U.S. That means in most cases we need congressional support to get a grant, but we made them enemies too.

V/R
Glen

Glen T. Adams
Interim Town Manager



From: Milan, Stanley <smilan@purcellvilleva.gov>
Sent: Tuesday, May 23, 2023 3:21 PM
To: Adams, Glen <gadams@purcellvilleva.gov>
Cc: Only Town Council <purcellvilletc@purcellvilleva.gov>
Subject: Agenda Control

Good Afternoon Glen,

As I reflect on your most recent TM Weekly Report regarding who controls the Towns agenda. I want to make it clear that you are mistaken in your assumption that "The agenda belongs in the Town Manager and Clerk's hands" is inaccurate and inappropriate. This is true after the agenda is set by the Mayor, it is in your hands to distribute it to the rest of council and publish it to the public. There have been attempts by certain members on council to change this in the past and it appears that they are still attempting this ploy now. So be mindful of who YOU council with as well.

Let me remind you of the duties of the Town Manager as stated in our, Town of Purcellville Charter:

- **Sec. 2-4. - Clerk of the council.**

The council may appoint a clerk of the council whose duties shall be prescribed by the council.

- **Sec. 2-6. - Vacancies in office of council member.**

Vacancies in the office of council member and mayor for whatever cause shall be filled for the unexpired portion of the term remaining before the next regular Town Council election by majority vote of the remaining members of the council. In the event that the vacancy occurs before the mid-point of the term, the appointee to the unexpired term shall be a candidate for election to the remaining term length at the next regular Town Council election. The term shall be two years initially with succeeding terms of four years. If the vacancy occurs after the mid-point of the term, the successful candidate at the next election shall serve a four-year term. If the council shall fail to fill a vacancy, such vacancy shall be filled by appointment of the judge of the Circuit Court of Loudoun County, upon notice to the court by petition filed by the mayor or any council member.

(Acts 2004, ch. 45, § 1)

- **Sec. 3-5. - Residency requirements.**

The town manager will be required to live within the corporate limits of or within fifteen miles of the corporate limits of the Town of Purcellville within ninety days after appointment to office and during the term of employment. (Acts 1976, ch. 417, § 1; Acts 1979, ch. 24, § 1; Ord. No. 01-11-5, 11-13-2001; H639, 2-19-2008)

State Law reference— Residence of officer or employee, Code of Virginia, §§ 15.1-29.23, 15.1-51 et seq.

- **CHAPTER 5. - TOWN MANAGER**

- **Sec. 5-1. - Appointment, qualifications, terms, removal.**

The administrative and executive powers of the municipality except where in conflict with other provisions of this charter, including the power of appointment of officers and employees, may be vested in a town manager. The town manager shall hold office during the pleasure of the council.
(Acts 1979, ch. 24, § 1)

- **Sec. 5-2. - General duties.**

The town manager shall:

(1)

See that within the municipality the laws, ordinances, resolutions and bylaws of the municipality are faithfully executed;

(2)

Attend all meetings of the council and recommend for adoption such measures as he shall deem expedient;

(3)

Make reports to the council from time to time upon the affairs of the municipality;

(4)

Keep the council fully advised of the municipality's financial condition and its future financial needs;

(5)

Prepare and submit to the council a tentative budget for the next fiscal year; and

(6)

Perform such other duties as may be prescribed by the council not in conflict with this charter.

- **Sec. 5-3. - Powers as to municipal officers, employees, etc.**

All officers and employees of the municipality, as the council shall determine are necessary for the proper administration of the municipality, shall be appointed and may be removed by the manager.
(Ord. No. 01-11-5, 11-13-2001; Ord. No. 01-11-5, 11-13-2001)

- The Town follows Roberts Rules of Order, which was also recommended to deviate from to adopt another process for conducting meeting, and it was defeated.

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Stanley J. Milan, Sr.
Mayor- Purcellville, Virginia
571-420-3504

