



TOWN COUNCIL WORK SESSION

February 1, 2016 @ 7:00pm
Front Royal Administration Building

1. Solid Waste Evaluation from MSW Consultants

Summary: The Town retained MSW Consultants to conduct a study and evaluation of the Town's solid waste collection operations. The evaluation has been completed and is presented to Council for discussion.

Council is requested to review the evaluation and its conclusions and provide input and direction to staff.

Staff Evaluation: The evaluation identifies a number of recommendations. Staff will evaluate the costs associated with the recommendations for fleet replacement and standardization. Staff are also investigating the single stream recycling recommendation.

Staff Recommendations: Staff recommend Council review the evaluation and provide direction for staff to pursue.

Council Discussion:

Andrew Heacock, Solid Waste Supervisor for the Town, noted that he had been working with MSW Consultants for the last six months regarding the Town's refuse operations. Mr. Walt Davenport noted that the Town crews were well intentioned and hardworking and some improvements could assist the operations.

Mr. Davenport explained the following to Council based on the Town's operations:

- He noted that with information and education the recycling numbers could increase
- There was 28% percentage rate for recycling for this community
- The Town has two employees on most recycling routes, while there really is no need to have two, but rather just one
- The crew can most likely can do away with the Wednesday route
- There are 5 stops, with 8 containers – for the commercial front loads, and with that few containers, other options could be looked into
- Commercial rear load containers were spread throughout the Town and it cost the Town extensively, and both crews had two employees on the truck, when one employee was really all that was needed; they are using two employees instead of one to pick up 8 containers and they could be working to pick up dozens of containers every day
- Front load trucks are scheduled for maintenance once a month and the vehicle maintenance is not easily tracked, as they are not monitored efficiently in this Town
- The recycling consolidation center for the Town is ingenious and he commended the Town for that system
- The Town's yard waste facility is also very well run

- The “pay as you throw” is an issue to be addressed; this system is typically used for those that want to structure the rates for those that pay on the amount that they throw away; those that throw more away – should pay more
- Single stream recycling is easier, as it allows them to throw all of their recycling in one container and it is dumped into a compactor trailer; and then it is separated at a MRF, the closest site is in Manassas, one downside is the distance for the Town, and everyone will need a recycling cart, which is another downside – most families can go two weeks with a recycling collection costs, which cuts collection costs in half to some respect; half the Town gets their recycling picked up one week, the other part of the Town gets picked up for recycling the following week; and most communities did not seem to have a push back from the citizens, and most embraced the change in the collection schedule
- Current system revenues, residential rate payers are paying matters accurately, though the commercial accounts are not. He noted that the solid waste budget was thoroughly reviewed down to each truck and each worker. He stated that the numbers were reviewed in full with Mrs. Breeden in the Finance Department and the Town is losing money in the commercial accounts annually.

Councilman Tewalt suggested that someone review the routes so they are covered without the trucks duplicating the streets and changing the time every other week. Mr. Davenport stated that he would be happy to return to review the routes should the Town choose to have him return to do so. Councilman Tewalt asked about whether the employees were flipped from recycling and refuse, and the consultant noted that there were reasons for that, as they were issues with absenteeism and other matters to address.

Mayor Darr stated that Council and Staff were appreciative that they had this information and they planned to review the survey in great detail.

2. FY2017 Capital Improvement Program (CIP) – Sidewalk Improvements – Director of Planning

Summary: The following table includes a list of short-term sidewalk improvement projects that Town Staff recommends for the FY 2017 CIP.

Project	Description	Distance	Estimate
Westminster Drive	Add 5' sidewalk on west side. 4 Crosswalks and ADA ramps. VDOT TAP Grant Approved.	2,375'	\$125,000
E. Criser Road	Add 6' sidewalk/trail on south side. 5 Crosswalks.	3,425'	\$193,000
E. Stonewall Drive	Add 5' sidewalk on one side to complete link to Town. 4 Crosswalks.	2,360'	\$123,000
Happy Creek Road, Phase 2.	Add 5' sidewalks on both sides of the street. Bike lanes. Coordinate with Road Improvement Project. Links Happy Creek, P1 with LRP Projects.	2,200' (x2)	\$229,000
Kendrick Lane	Add 5' sidewalk on one side of Kendrick Lane from existing sidewalk to Future Police Station. Crosswalks. Links Town with Avtex. Links Viscose City with Town.	4,460'	\$232,000

West Main Street	Add 5' sidewalk on one side of W. Main Street from current sidewalk to connection with Future W. Main Extended. Links Downtown with W. Main Extension/Avtex.	2,240'	\$117,000
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Attached with the coversheet was a map of existing sidewalks and trails in the Town. Major pedestrian “destinations” have been labeled for reference purposes. Also attached is a map showing the above short-term projects.

This agenda item is scheduled for a work session review on February 1, 2016, and is in coordination with the FY2017 CIP.

Council Discussion:

Mr. Camp noted that the priorities could be adjusted and grants could be pursued for any of these projects. Mr. Burke stated that Kendrick/W. Main had not been looked into whether we would work with RMA. Mr. Camp stated that the right of way would be looked at and then the Town could see if RMA would be willing to participate if needed.

3. Finance Department Reorganization – Town Manager

Summary: Based upon the retirement of our Finance Director, staff has developed a plan to reorganize the Finance Department. Currently the Finance Department is comprised by a Finance Director, a Purchasing Agent, a Finance Manager, two Financial Analysts, and six Accounting Technicians. The Risk Manager also currently performs a number of the fiscal related human resource projects such as payroll and processing salary adjustments.

Many local governments have established a dedicated position to continually evaluate the communities budget, internal and external impacts on both revenue and spending, and oversight of major capital projects. Establishing this position should allow the Town to identify and respond timely to future fiscal challenges.

Staff proposes to eliminate the Finance Director position, delegate oversight of the daily operations of the Finance Department to the “Finance Manager” and establish a part-time “Budget Manager” position that would be dedicated to budget as described above. Staff anticipates advertising the Risk & Personnel Manager internally and anticipates eliminating a Financial Analyst position. In addition, the Accounting Technician positions would become Customer Service Specialist positions. Staff also proposes to establish a Senior Customer Service Specialist position to provide front-line oversight over customer service staff. In addition, two Account Technician positions would be created that, in addition to the Customer Service Specialist positions, would process vendor check payments, resolve complicated account problems, create utility payment agreements, monitor payment transactions, assist the Purchasing Agent and Risk & Personnel Manager as necessary, and coordinate appropriate training of specialist.

The Risk Manager would be renamed the Risk & Personnel Manager to reflect the finance related duties that are currently performed by the position.

Budget: The following pay ranges are proposed for the positions:

Customer Service Specialists (3) - \$26,686 to \$50,000
Senior Customer Service Specialist (1) - \$29,452 to \$55,000
Account Technician (2) - \$34,174 to \$65,000
Financial Analyst (1) - \$43,721 to \$75,000
Manager (3) - \$50,000 to \$90,000
Reorganization Budget Impact
Finance Director Elimination (Salary & Benefits) -\$133,000
Budget Manager (New PT Salary) \$ 90,000
Finance & Risk/Personnel Mgr (Add'l Salary) \$ 12,000
Financial Analyst (Position Elimination) -\$ 50,000
Account Technician (Additional Salary) \$ 10,000
Senior Customer Service Specialist (Add'l Salary) \$ 3,000
TOTAL -\$ 68,000

Council Discussion:

Councilman Meza asked if it would remove a position and one half, and save \$70,000. He asked if any front line positions would be lost. Council asked about the \$90,000 part time position as the Town's Budget Manager. Mr. Burke spoke about the Finance Director part-time position being temporary and eventually it being a full-time position again permanently, it should transfer in 3-5 years. Mayor Darr noted that if the Budget Manager could be there as part-time position for a short time period it could be helpful and all matters would be fully reviewed.

Councilman Tewalt asked the number of hours for the Budget Manager. Mr. Burke stated that it would be 30 hours per week, 4 days per week, with \$90,000 salary/no benefits/exempt position.

Councilman Hrbek asked about Mr. Burke's request this evening. Mayor Darr noted that it would return to a further worksession.

4. Happy Creek Road Phase II Update – *Town Manager*

Summary: The Town has been notified by Steve Damron with VDOT that recent policy changes within VDOT have resulted in further delay towards the Happy Creek Road Phase II project. VDOT will not allow projects to advance to any stage of the design or construction process until the project is fully funded throughout the construction phase. VDOT has confirmed that \$1,316,594 in Urban Funds have been allocated towards the project, but these funds cannot be used until the project estimated between \$3,000,000 and \$4,000,000 is fully funded. VDOT recommends that the Town pursue HB2 or Revenue Sharing funding for the project.

Council is requested to receive the updated project status and project input about proceeding with the project.

Staff Evaluation: VDOT will not be awarding new HB2 or Revenue Sharing funding until July 2017.

Staff will attempt to identify Town funding to develop a Preliminary Engineering Report for the project in the FY16-17 Budget. Staff will also pursue other funding opportunities as they are identified.

Staff Recommendations: Staff recommend Town Council receive the update on the project's status.

Council Discussion:

Mr. Burke noted that originally the funding was much higher and their estimates were overblown. He stated that VDOT's plans at this point are unknown. He stated that the Town hoped to obtain alternative funding sources were being looked into and they hoped to report those sources back to Council at a later time.

5. Request from FRIBA to Host *New Year's Eve Front Royal Event* – Town Manager

Summary: The Town has received a request from the Front Royal Independent Business Alliance to host the 2016 New Year's Eve Front Royal event. Staff have requested that representatives of FRIBA attend the Work Session to discuss their vision of the event for Council's consideration to transition oversight.

Council is requested to discuss the request to transition oversight of the 2016 New Year's Eve Front Royal event to the Front Royal Independent Business Alliance.

Staff Recommendations: Staff recommend Town Council discuss transition of the 2016 New Year's Eve Front Royal event to FRIBA.

Council Discussion:

Mr. Craig Laird noted that they had promoted many downtown events, including Taste of the Town and partnered with the Chamber, Small Business Saturday, etc. and they see the Town's New Year's Eve event as something that they can partner with regarding the Town and use the next ten months to plan. He noted that they plan to look at the First Night's Official Rules to see if they qualify to be one of those events. Mayor Darr stated that perhaps the Town could respond to FRIBA by March about the event.

6. Continued Discussion of Urban Archery Ordinance – Town Manager

Summary: At the January 19th Work Session, Council requested staff investigate 1) if a minimum lot size could be required; 2) if school property should be excluded; 3) if Town can regulate who hunts. Council is requested to continue discussion of the Code Amendment for Urban Archery so that the Town can continue deer management in 2016

Staff have discussed Council's inquiries with staff from the Department of Game and Inland Fisheries; DGIF staff have been invited to attend the Work Session if they are available. 1) The Town can include a minimum lot size in the Code. Staff would recommend modifying 167-6. B. to "Any person discharging archery equipment shall, at all times while engaged in such activity, have in their possession written permission from the landowner(s) to discharge such weapon on the private property. *Approval from landowner(s) of a total aggregate, contiguous area of one (1) acre at minimum is required to conduct archery hunting.*" 2) Discussion indicates that hunting of school property should be left to the director/administrator of the school. Staff would recommend modifying 167-6. F. to "*Hunting on school property will require written approval of the director/administrator/superintendent of the school,*

and shall be subject to all requirements of this Chapter. Discharge of archery equipment is not permitted within one hundred (100) feet of any school property line.” 3.) DGIF believes that the requirements of the standard hunting permit should suffice. Any further restrictions create further regulations that will have to be administered, tracked, and confirmed by the Town.

Staff Recommendations: Staff recommend Town Council to continue discussion on the Code Amendment for Urban Archery.

Council Discussion:

Mr. Burke reviewed the proposed changes as requested by Council. Councilman Egger noted that if the matters were limited too much, she suggested that the ordinance remain as much as possible. Mayor Darr voiced support as presented for the changes. Sgt. Ryman noted that they had no recommendations for the size of the lots, he added that an acre for aggregate lots were still good sized and safe, and he added that even a half-acre lot could be safe. Mayor Darr stated that he wanted to ensure that the Police Department was comfortable with the size from the safety perspective.

Council chose to move the matter onto a public hearing.

7. Discussion to Set Tax Rate – Town Manager

Summary: The Town Property Tax Rates are currently as follows:

Real Estate Property Tax \$0.13 per \$100 Assessed Value
Personal Property Tax \$0.64 per \$100 Assessed Value
Machinery & Tools Tax \$0.64 per \$100 Assessed Value
Emergency Services Property Tax \$0.32 per \$100 Assessed Value
Mobile Home Property Tax \$0.13 per \$100 Assessed Value
Leach Run Parkway Dedicated Funding - \$ 0.0167 of RE Tax (\$187,500)
Police Department Headquarter - \$ 0.0167 of RE Tax (\$187,500)
Main Street Extension - \$ 0.0067 of RE Tax (\$75,000)

Council is requested to discuss the major Capital Improvement Projects requiring funding for FY16-17

Staff Evaluation: The following Major CIP General Fund projects with estimated construction costs and annual debt service are provided for consideration:

<u>Project</u>	<u>Est. (Town Share)</u>	<u>Est. Annual Debt Service</u>
Police Headquarters	\$5,550,000	\$500,000
Leach Run Parkway	\$17,000,000 (\$3,400,000)	\$400,000
Happy Creek Road Phase II	\$4,000,000 (\$2,683,406)	\$225,000
Sidewalk/Trail Program	\$750,000	\$100,000
Main Street Extension	\$1,750,000 (\$250,000)	n/a

Staff Recommendations: Staff are pursuing additional funding opportunities for the capital projects.

Town Manager Recommendation: The Town Manager recommends no further adjustment of the tax rates at this time to evaluate alternative funding opportunities. Construction of the Police Headquarters and Happy Creek Phase II are anticipated for FY17-18.

Council Discussion:

Vice Mayor Tharpe noted that he would like to see the Police Department move forward. Councilman Tewalt asked what would be advertised. Mayor Darr noted that it was a just an informational matter at this point, and Council would discuss the matter at a later time.

8. Grace Fellowship Church Sign – *Councilman Hrbek*

Summary: The Town has received complaints about a new sign in a residential neighborhood. The sign is associated with a religious institution is permitted to be located within a residential neighborhood. A copy of the pertinent Town Sign Ordinance is included for discussion by Town Council.

Council is requested to discuss sign regulations for institutions in residential neighborhoods.

Staff Evaluation: The sign is currently in compliance with Town Code and has an approved permit from the Planning Department.

Staff Recommendations: Staff recommends Town Council discuss sign regulations in residential neighborhoods.

Council Discussion:

Councilman Hrbek noted that the church sign was turned off at this time. Mr. Burke noted that the lower portion of the sign is only permissible if it remains still, rather than moving. Mayor Darr asked about the brightness of the lower portion of the sign. Mr. Camp stated that there was no code matters that address the brightness of the sign. Neighbors of the area, the Carters, noted that the sign is super bright and they asked if the church could consider dulling the brightness of the signage at the bottom. Councilman Tewalt asked if the lumens could be dimmed to some degree. Mr. Burke noted that the sign was legal under code and Mr. Hrbek suggested that perhaps the church could be approached to tone down the lights.

Mr. Camp noted that he would contact the church and work with the property owners to perhaps suggest that they tone down the lighting.

9. Continued Discussion of NSVRC Elected Representative Vacancy

Summary: Former Councilman Funk, current Clerk of the Court, was appointed as the Town's Northern Shenandoah Valley Regional Commission's (NSVRC) Elected Representative on July 9, 2012, said term to expire June 30, 2016. Council is requested to discuss filling the unexpired term until December 31, 2016, the length of former Councilman Funk's term. Councilman Connolly is the Town's Alternate Representative (term expires 12/31/18) and Jeremy Camp is the Town's Non-Elected Representative (term expires 6/30/17). Council discussed this issue on November 16, 2015 and agreed to continue the discussion once a new councilmember was appointed.

Council Discussion:

Councilman Hrbek noted that he would take this Committee appointment over.

10. Planning Commission Vacancies

Summary: Due to the recent resignation, effective January 20, 2016, of Robert B. Ballentine and the appointment of Planning Commission member Jacob Meza as Town Councilman, the Front Royal Planning Commission has two vacancies. Mr. Ballentine and Mr. Meza were both re-appointed by Council on August 10, 2015 to 4-year terms, said terms to expire August 31, 2019.

Council is requested to direct Staff on their desired action to fill these unexpired terms on the Front Royal Planning Commission.

Council Discussion:

Mr. Napier noted that while it is legal to be on the Planning Commission and Council it is without voting power.

11. Council Discussion/Goals

Council and Mr. Burke commented that the Community Development interviews will be Thursday evening and Saturday, at 10 a.m. the Council Retreat would be held here at the Town Administration building.

Present: Mayor Darr, Vice Mayor Tharpe, Councilman Connolly, Councilman Egger, Councilman Meza, Councilman Hrbek, Councilman Tewalt, Finance Director Breeden, Town Attorney Napier, Clerk of Council Berry, Chief of Police Shiflett, Planning & Zoning Director Camp, Financial Analyst Wilson, members of the media and members of the public.