



TOWN OF HAYMARKET TOWN COUNCIL

WORK SESSION ~ AGENDA ~

Kimberly Henry, Clerk of the Council
<http://www.townofhaymarket.org/>

15000 Washington St
Haymarket, VA 20169

Monday, August 23, 2021

7:00 PM

Council Chambers

I. Call To Order

II. Agenda Items

1. Strategic Initiative: Mayor Luersen, Lead - 60 Minutes
2. Organizational Structure with Job Descriptions: Mayor Luersen, Lead - 45 Minutes
3. Core Values Discussion: Councilman Pasanello, Lead - 15 Minutes
4. Break/Stretch - 15 Minutes
5. Town Projects Q&A: Town Engineer McDaniels, Lead - 20 Minutes
6. CIP Priorities/American Rescue Plan: Town Treasurer Gonzalez, Lead - 60 Minutes
7. Discuss Communication and Timetable for Community Input - 10 Minutes
8. Timeline to Final Product and Next Steps: Mayor Luersen, Lead - 10 Minutes

III. Adjournment



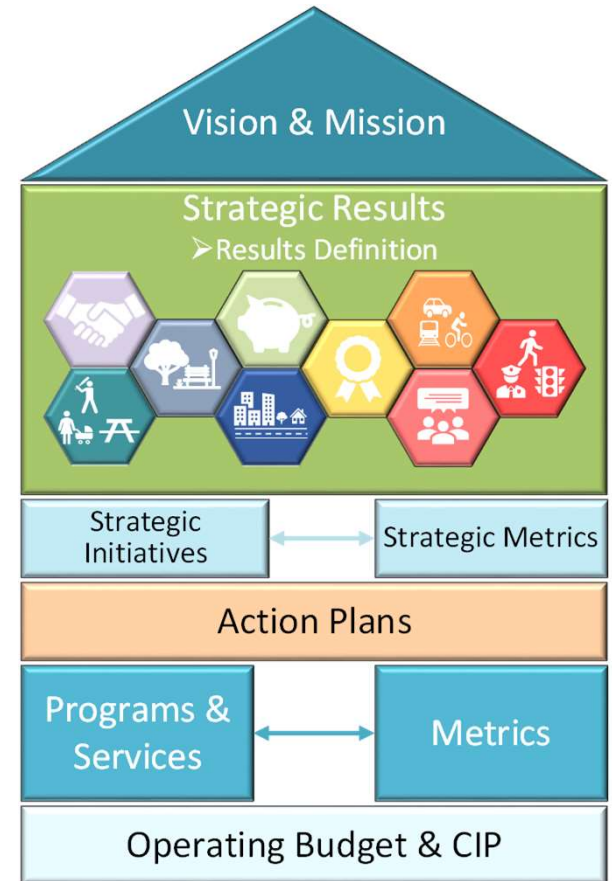
Town of Haymarket Strategic Plan 2021 - 2022

Setting a Course for Action

Each winter, Town Council and Staff begin the process of reviewing and updating the Town’s strategic plan. Throughout winter and spring, meetings and workshops are held to review each of the strategic objectives in the plan, and the initiatives and work plans that support them. This keeps the strategic plan up-to-date, allows for new initiatives to be introduced, and helps to ensure that Staff is working toward objectives that meet the goals Town Council has set for the community. Once the strategic plan is updated each year, the budget is developed to ensure that initiatives prioritized in the strategic plan are funded and resourced.



Strategic Plan 2021 - 2022



Attachment: Haymarket Strategic Plan 2021-07-28 Ramirez comments (5171 : Strategic Initiative: Mayor

Vision & Mission

Vision: *Haymarket is a distinctive rural-esque community committed to preserving its unique character and history and vibrant small town feel.*

Mission: *We provide exceptional municipal services that add value to residents' lives and businesses while assuring a long term, sustainable community.*



Strategic Plan 2021 - 2022

Strategic Objective

Haymarket’s strategic plan contains nine strategic results, which represent the outcomes Haymarket aims to achieve.

Each strategic result and its definition is listed on the following pages.



Strategic Plan 2021 - 2022



Fiscal Responsibility

Strategic Result

Prepare and manage budget; maintain fiduciary responsibility.

- Good stewards of tax dollars and good asset management.
- Town's financial sustainability and the costs associated with Haymarket's quality of life balanced to show value to residents and businesses.
- Projects and investments reviewed and cost-justified.
- Competitive staffing levels, pay and benefits for all categories of employment.
- Transparency promoted; budget and accounting practices published and available.
- Taxes and user fees kept reasonable and in-line with surrounding communities.



Strategic Plan 2021 - 2022



Organizational Excellence

Strategic Result

Organizational governance; internal support and services.

- Sufficient investment in organization's infrastructure to maximize productivity, enhance performance and develop technical and leadership skills. (Councilwoman Ramirez - need better support for staff to achieve goals through social media and events communications)
- Overall costs of Town government managed to enable a sustainable future.
- Employees valued and invested in the achievement of strategic and operational results through engagement, communication, a team environment, and a culture of continuous improvement.
- Town facilities and buildings maintained to allow for a safe, functional working environment.
- A professional, highly-motivated Town workforce that receives competitive compensation and benefits based on employee achievement.
- Town services delivered in a way that is valued by residents and businesses, cost-effective, efficient, and with a high degree of customer service.
- Skilled leadership and workforce that is sustainable for the long-term.
- A workforce and culture that is responsive and adaptive to new concepts and changing environments.



Strategic Plan 2021 - 2022



Strong Local Economy

Strategic
Result

Support local businesses, create a business-friendly environment.

- Economic growth promoted to achieve a diversity of businesses.
- **Small business growth encouraged**, and “Buy Local/Shop Local” supported.
- Consideration for large businesses with the right fit for the community.
- Partnerships with business associations and participation in business events.
- Business, tax, and small business incentives and assistance provided.
- Eco and heritage tourism promoted through special events.



Strategic Plan 2021 - 2022



Town Communication

Strategic Result

Support and enhance open, two-way communication between the Town and its residents and businesses.

- Upfront and honest communication that is fair, open, and timely.
- Citizen and community inputs captured and responded to in a timely manner.
- Continuous improvement of mass communication methods (web, email, notices, flyers, TV, newsletters, social media). (Councilwoman Ramirez - emphasized the importance of an event/communication position)
- Transparency of government and council maximized.
- Residents and businesses impacted by potential development and redevelopment areas engaged and informed. (Councilwoman Ramirez - How can we encourage and support small businesses/ensure and attract developers to bring in the businesses)
- Increased use of citizen and community input from a variety of sources to capture balanced and effective representation of community views.

Greater citizen involvement and additional outreach, including under-represented areas.

Improved communication between and within the Town, the public, and the Council.



Strategic Plan 2021 - 2022



Mobility

Strategic Result

Improved mobility for all modes of transit.

- Traffic flow improved through light timing, speed limit control, traffic calming and other methods to achieve levels of service identified in comprehensive plan.
- Traffic mitigation plan implemented for roadways not meeting the Town's level of service standards.
- Parking managed effectively without requiring any additional parking areas in the Town.
(Councilwoma Ramizez would like to see how parking fits into the Comp Plan)
- Traffic laws enforced, including speeding, red-light running, and parking violations.
- Bike paths improved and increased. Bike lanes and bike parking managed to provide more protected and safer bike paths, especially in high-hazard areas.
- Growth and commerce encouraged that helps to manage traffic flow (encourage industries with off-peak trips).
- Enhanced public safety (pedestrian, vehicle crossings, bridge) and quiet zones along rail corridor.
- Pedestrian-friendly community with effective system of sidewalks and bike paths.



Strategic Plan 2021 - 2022



Manage Growth

Strategic Result

Plan for and manage growth, development and redevelopment to maintain Haymarket's **small town feel and its integrity** as a distinctive, vibrant rural-esque community.

- Impacts of development decisions occurring outside the town evaluated and addressed.
- Comprehensive plan updated as needed to support long-term planning, sustainability and quality of life.
- Development that is in harmony with the natural environment, considering green space, beautification, and impacts on habitats and wildlife.
- Low-scale development with sufficient setbacks and open spaces.
- **Incentives for development and re-development created where needed.** (Councilwoman Ramirez - What options do we have as a municipality)



Strategic Plan 2021 - 2022



Safety

Strategic Result

Keep citizens and businesses safe.

- Safety enhanced for all modes of traffic (motor vehicles, bicycles and pedestrians) in order to reduce accidents in roadways and parking lots.
- The Haymarket Police Department leverages community partnerships, technology and environmental design to create awareness, identify and prevent criminal activity.
- The capabilities (training, personnel, equipment, technology) of the Police Department align with the growth and needs of the community.
- The Town plans and prepares for natural and man-made disasters to maintain the safety of the community.
- Parks, bike paths, pedestrian walkways, are well-maintained, safe and clean.
- Neighborhoods and commercial areas are safe, and crime rates are lower than similar communities.
- Opportunities exist in the community to keep school-aged children engaged and safe. **(Councilwoman Ramirez: best way to ensure is through sidewalks, traffic control and community events)**
- Cost-effectiveness for public safety services continuously monitored and improved.



Strategic Plan 2021 - 2022



Small Town Feel

Strategic Result

Maintain and enhance our vibrant small town feel by leveraging the unique combination of community, cultural and recreational assets that make Haymarket a special place to live and work.

- The Town creates, maintains, promotes and enables access to special, open spaces, parks, and bike and walking paths where residents can pursue an active, outdoor lifestyle.
- The essence of “uniquely Haymarket” is seen in the aesthetics and physical attributes of the community.
- Historical sites and landmarks supported and preserved in harmony with surrounding development.
- Residents are engaged in volunteer efforts that create a sense of community, civic pride and neighborliness to support what is uniquely Haymarket.
- Entertainment, cultural, community and recreational activities and organizations for residents of all ages are offered by the Town or supported through partnerships with community organizations.



Strategic Plan 2021 - 2022



Open Spaces

Strategic Result

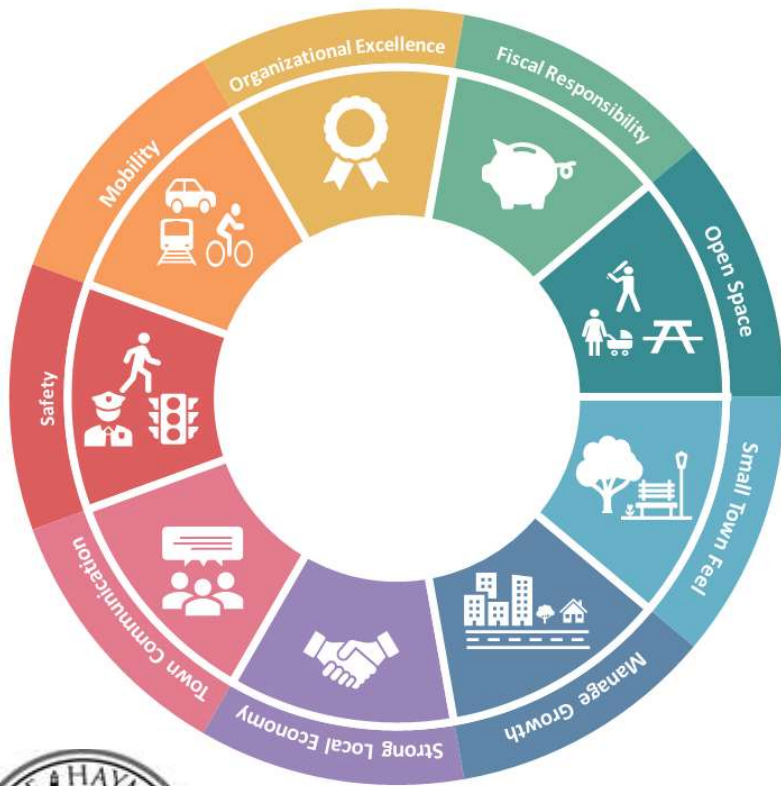
Continue beautification and natural areas; green spaces, parks and landscaping. Maintain Haymarket as a distinctive community with open and natural environments.

- Green Space promoted. Natural vegetation and trees preserved.
- Parks that are clean and safe, with shade, trees, drinking fountains, and bathrooms.
- Dog-friendly Parks maintained with pedestrian-friendly and easy access.
- Landscaping public areas with sustainable, native plants.
- Balanced process for tree removal and replacement.
- Access and use of green space increased. More open spaces and natural areas for protection of the environment.
- Councilwoman Ramirez feels this should be a focus in every effort we put forth open accessible space for our community is what makes us a Hometown to everyone - Stay & Play



Strategic Plan 2021 - 2022

Strategic Initiatives



Each year, each of the 9 strategic results may have specific strategic initiatives (or objectives) supporting it.

These become the “to-do” list for Town Staff and drive how resources are used.

Strategic initiatives vary from year to year. In some years, a particular strategic result may have many initiatives supporting it, while some may have none.

The following pages list the strategic initiatives and their action plans, organized by strategic result.

Strategic Plan 2021 - 2022



Fiscal Responsibility

Strategic Initiatives

FR 1: Target projects to be funded by CARES and ARP act moneys.

FR 1A: Use the effort put forth by this document and the program it promotes to identify and lay actions to projects that can use this money. Create a prioritized list for Town Council to review of projects where this money can be spent, and if the project needs to be sustained, what funding stream it will use afterwards.

FR 2: Create an Asset Management Plan.

FR 2A: Develop a Town Asset list with processes and procedures to update the list. This list should identify all town assets, its yearly maintenance cost, its replacement cost, its life expectancy, where it sits within its life cycle, how much of town reserves have been set aside for it and what of the yearly budget is allocated for its maintenance and adjusted replacement. Link this with CIP assessment and budget development.



Strategic Plan 2021 - 2022



Organizational Excellence

Strategic Initiatives

OE 1: Commence planning stages for a new Town Hall facility

OE 1A: Secure the appropriate consulting services to complete and present an updated conceptual master plan for the campus, along with internal space planning for a new Town Hall, and an associated estimated construction timeline, cost estimates and financing.

OE 2: Review Organizational Structure and Staffing needs

OE 2A: Adopt an Org Chart. Determine Staffing Size necessary for Town Services Offered.

OE 3: Review and recommend as appropriate customer service response processes

OE 3A: Conduct a procedural review for various customer service response programs and make recommendations as appropriate for improving implementation of services.

OE 4: Review and Update all Governance Documentation

OE 4A: Present Town Council a list of all Town Governance documentation, their state, and a plan to bring them to date and available to the community.



Strategic Plan 2021 - 2022



Strong Local Economy

Strategic Initiatives

SLE 1: Create an Economic Development and Public Relations Department

SLE 1A: Develop and present to the Town Council expected roles and responsibilities, expected staffing, deliverables and funding for this department

SLE 1B: Develop a TOT program as part of the department.

SLE 1C: Shift event planning and execution responsibility to this department.

SLE 2: Seek feedback from the business community

SLE 2A: Continue the Business round table and seek feedback about items of interest to the business community. Produce a wish list to present to Town Council.



Strategic Plan 2021 - 2022



Town Communication

Strategic Initiatives

TC 1: Seek feedback from the residential community

TC 1A: Develop a communications plan that identifies information categories, when to use, media channels to use, responsible communicator, and targeted Stakeholder group.

Councilwoman Ramirez feels a community liaison would be an excellent way to achieve this



Strategic Plan 2021 - 2022



Mobility

Strategic Initiatives

M 1: Enhance and update the Town’s traffic mitigation plans for roadways not meeting the Town’s level of service standards

M 1A: Prepare and provide a presentation for Town Council consideration illustrating likely traffic forecasts for all collector and arterial roadways not meeting the Town's level of service standards.

M 2: Pursue opportunities to advance sidewalk safety at the park

M 2A: Initiate design work simultaneously with pursuit of a crosswalk on Washington street with lighted markings

M 3: Pursue opportunities to advance turn lanes on Jefferson Street

M 3A: Collaborate with PWC Transportation and VDOT to fund and assist with the design/build of these turn lanes.

M 4: Employ strategies to reduce the number of vehicle/pedestrian/cyclist conflicts (expand options, ensure flow and safety for all modes of travel using technology and traditional approaches)

M 4A: Continue to pursue implementation of mitigation solutions for all unfinished walkways and connectors along Jefferson Street.



Strategic Plan 2021 - 2022



Manage Growth

Strategic Initiatives

MG 1: Review building height standards for appropriateness of scale in the community

MG 1A: Prepare a report for the Town Council so that the building heights in the various zoning districts can be reviewed and modified as the Town Council may see appropriate.

MG 2: Review the Town's Stormwaterplans

MG 2A: Prepare and present a presentation for the Town Council to review and consider current problem areas, as well as short and long-term planning for the Town's Stormwater Utility.

MG 3: Update the Town's Land Planning policies, procedures and documentation

MG 3A: Prepare and present a presentation for the Town Council to review a schedule when to expect updates to the Town Comp Plan, Text amendments to Ordinances, updates to board/Commission/Administration Guidelines and bylaws, etc...

MG 3B: Prepare a flowchart capturing an easy to read/understand representation of our land planning process to include decision points and timelines.



Strategic Plan 2021 - 2022



Safety

Strategic Initiatives

S 1: Complete the Streetscape as planned 20 years ago and as revise since then

S 1A: Complete the installation of lights, benches, walkways, and flower boxes along Washington Street as planned. Create a timeline and expense for completion to present to the Town Council.



Strategic Plan 2021 - 2022



Small Town Feel

Strategic Initiatives

STF 1: Review the issue of legalized distribution of marijuana in Haymarket

STF 1A: Prepare a report for the Town Council to include a discussion and review of State legislation and local zoning regulations and take direction from a majority of the Town Council.

STF 2: Prepare a passport program for the notable destinations in the community so that residents and visitors have access to a more guided experience to all Haymarket has to offer

STF 2A: Prepare some options and destination list and present to the Town Council for their review and consideration.

STF 3: Review the Town's Historic Preservation program

STF 3A: Request ARB to discuss and review all elements of the Town's Historic Preservation Ordinance and grant program.

STF4: Document Town services (trash pickup, street sweeping, snow removal, ...), programs (Light Pole Banners, park flowerboxes, ...) and events (Family night out, Haymarket Day, Winter Festival, ...) that are regularly scheduled.

STF4A: Create separate documentation for each to include a description of its function, its planning details, typical dates of performance, and costs to map back to the asset plan.



Strategic Plan 2021 - 2022



Open Spaces

Strategic Initiatives

OS 1: Prepare a use and sustainability plan for the Park building and its operations

OS 1A: Present it to the Town Council for review and consideration.

OS 2: Investigate adding a water refilling station at the park building

OS 2A: Include with the use plan mentioned above

OS 3: Review QBE Proffered Fields as a possible recreational amenity for the Town of Haymarket

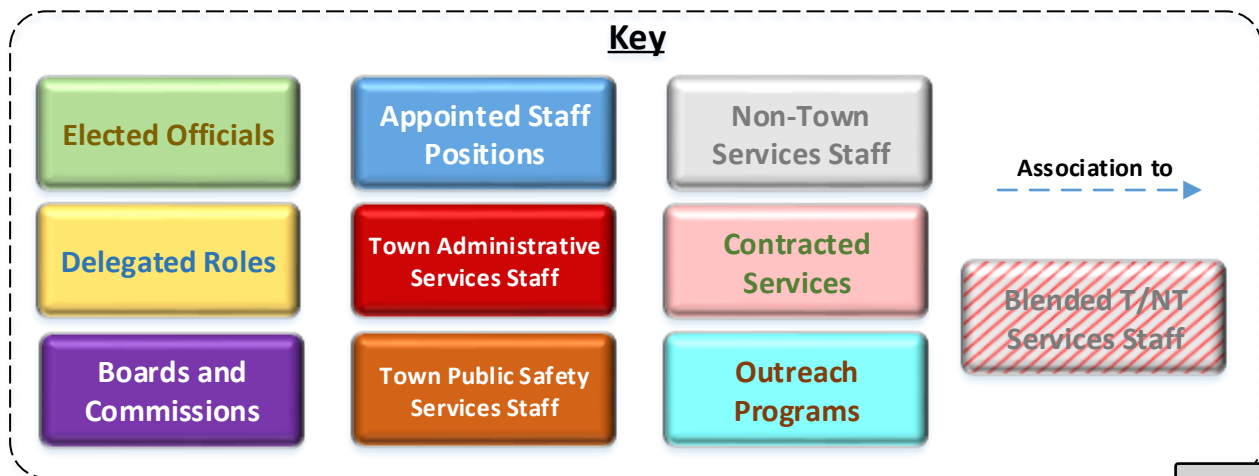
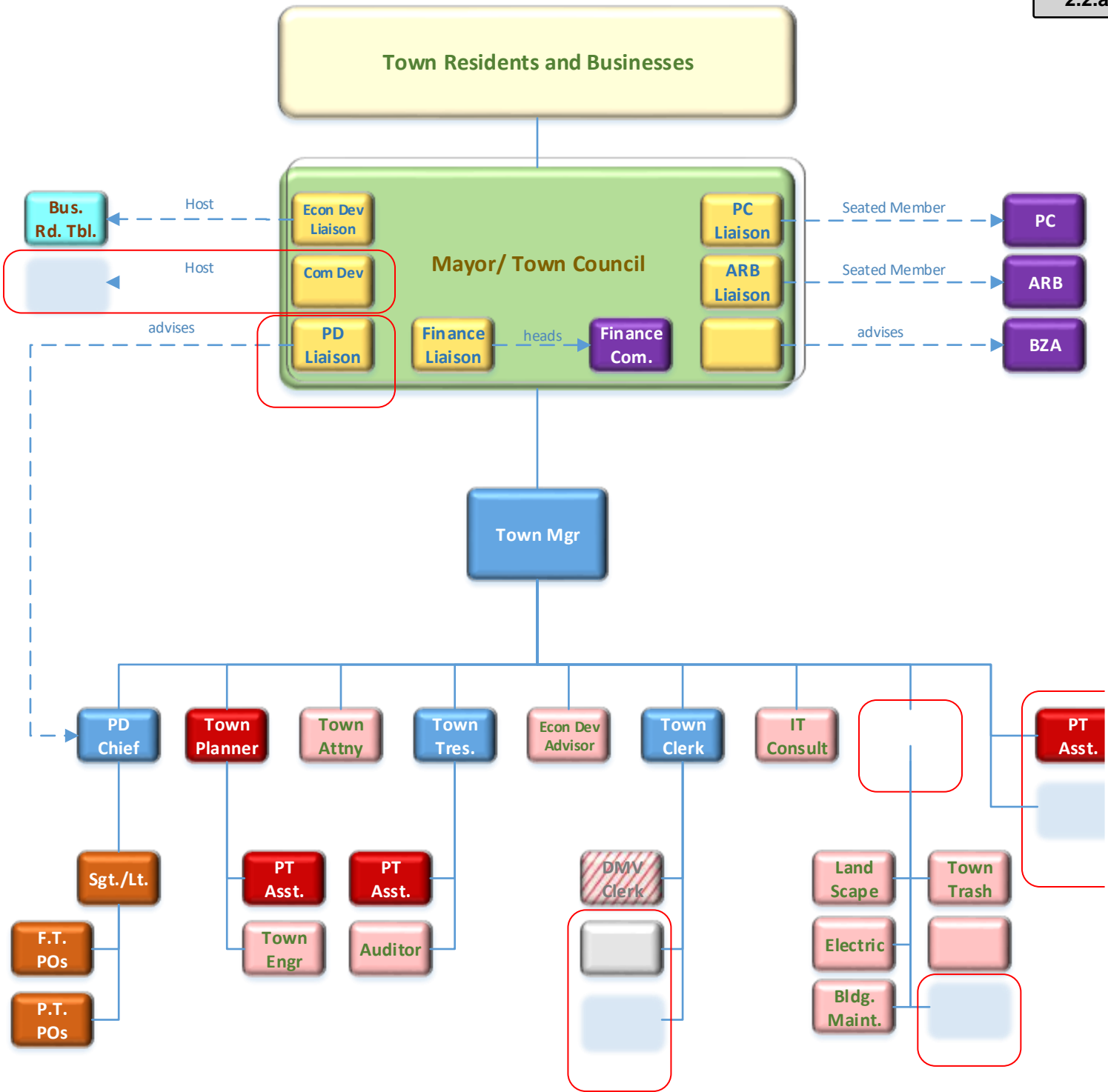
OS 3A: Prepare a report for the Town Council outlining potential partnering attempts, structural and other implications that may influence the use and benefits of the property, as well as some opportunities for public use and benefit with associated costs.

OS 4: Enhance access and use of green space by providing more open and natural areas for protection

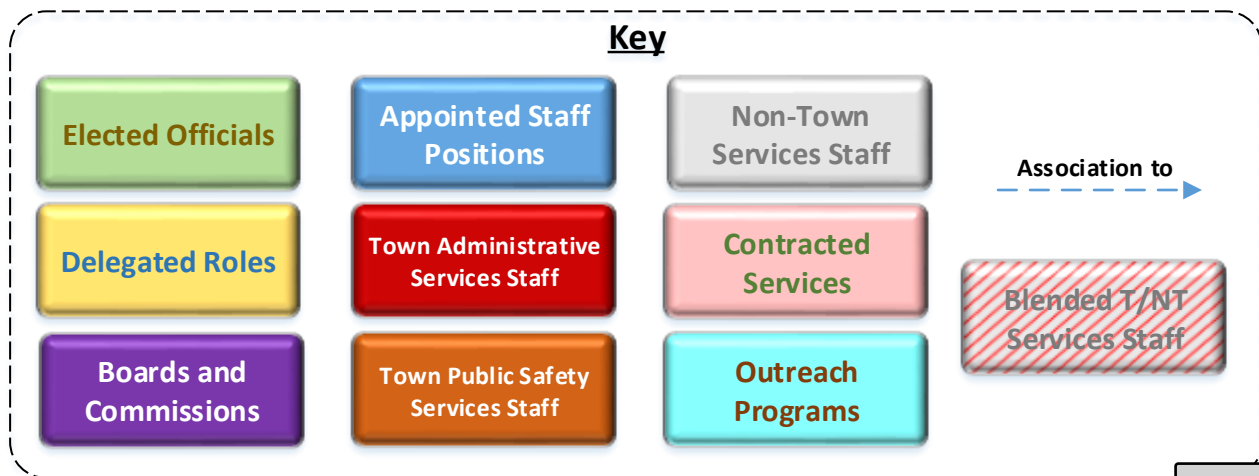
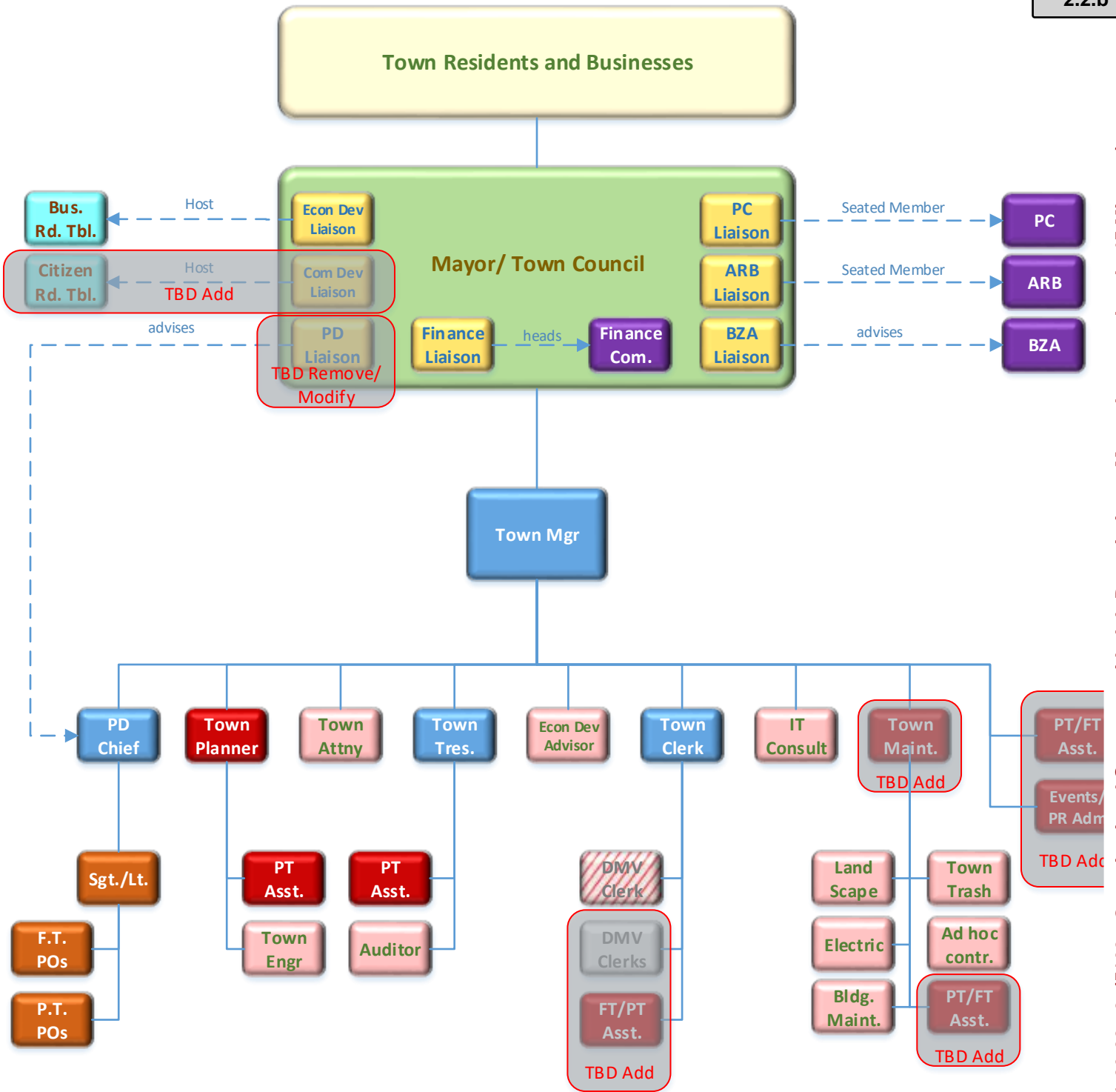
OS 4A: Pursue open space acquisition opportunities when and where they arise and are deemed to add value to the Town.



Strategic Plan 2021 - 2022



Attachment: Org Chart 2021-06-03 v1 (5163 : Organizational Structure with Job Descriptions: Mayor Luersen, Lead - 45 Minutes)



Attachment: Org Chart 2021-06-03 v2 (5163 : Organizational Structure with Job Descriptions: Mayor Luerssen, Lead - 45 Minutes)

Published on *Town of Haymarket Virginia* (<https://www.townofhaymarket.org>)

Town Council

The current Haymarket Town Council took office July 1, 2020 and will sit through January 1, 2023*.

**With the passage of Senate Bill 1157 ⁽¹⁾, town council elections will be held in November 2022, with terms to commence on January 1, 2023.*

Mission

Provide residents, businesses, and visitors with public services in a fiscally prudent and socially responsible way.

Vision

Where a historic past and a positive future flourish.

Core Values

TRANSPARENT	INNOVATIVE
INTEGRITY	RESPECTFUL
ACCOUNTABLE	INCLUSIVE
LOYALTY	TEAMWORK
LEADERSHIP	

STRATEGIC INITIATIVE ONE: FOSTER COMMUNITY AND ECONOMIC WELL-BEING

STRATEGIC INITIATIVE TWO: PRACTICE GOOD GOVERNANCE

STRATEGIC INITIATIVE THREE: FOSTER COMMUNITY ENGAGEMENT

STRATEGIC INITIATIVE FOUR: FUND THE FUTURE

INITIATIVE ONE: FOSTER COMMUNITY AND ECONOMIC WELL-BEING.

Capitalize on Haymarket's location, heritage, and diversity of assets, to strengthen the community and economic well-being of its citizens and businesses.

ACTION AGENDA

1. Complete the Town Hall renovation project.

2. Appoint a Business Roundtable Committee to facilitate a positive and interactive relationship between the Town of Haymarket and its local businesses.
3. Update the Haymarket Comprehensive Plan.
4. Develop a Haymarket sidewalk master plan.
5. Review and update the Haymarket Zoning Ordinance.
6. Develop a policy for how land will be developed along Haymarket's major gateways.
7. Institute a wayfinding signage program for Haymarket.
8. Formulate a traffic management plan for Haymarket.

INITIATIVE TWO: PRACTICE GOOD GOVERNANCE.

Perform government functions and defined duties efficiently and effectively while being accountable to the citizens of Haymarket.

ACTION AGENDA:

1. Develop and adopt annually a Town Council Code of Performance/Statement of Ethics that demonstrates the council's commitment to witnessing the values inherent with good governance.
2. Place a Mayor/Council message on the town's website once a month.
3. Develop an annual town report inclusive of a citizen's guide to town government and share it with town residents and town businesses.
4. Place the Haymarket vision, mission statement, core values and 2018-2020 strategic initiatives summary on the towns' website once it is adopted.
5. Host an annual reception/dinner for all persons who serve on council appointed boards and commissions as an expression of Council's appreciation.

INITIATIVE THREE: FOSTER COMMUNITY ENGAGEMENT

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

ACTION AGENDA:

1. Develop fact sheets for major town issues/projects and share them with the public and the media.
2. Partner with local businesses to develop a "Welcome to Haymarket" basket to be shared with new residents and new business alike upon arriving in Haymarket.
3. Create and distribute a quarterly Haymarket newsletter.
4. Sponsor a Haymarket town government open house annually.
5. Sponsor a Haymarket Local Government Academy to help citizens learn about their town government.
6. Strengthen Haymarket's identity by enhancing the town's website.

INITIATIVE FOUR: FUND THE FUTURE

Commit to fulfill our current and future obligations by identifying and managing Haymarket's resources, revenues and future development opportunities.

ACTION AGENDA:

1. Develop a five-year revenue and expenditure forecast focused on services and programs sponsored by the town of Haymarket inclusive of personnel, support costs and capital costs.
2. Adopt a Capital Improvement Program (CIP) for Haymarket that includes a capital maintenance component.

3. Inventory and craft a policy for town owned property.
4. Inventory and craft a policy focused on addressing Haymarket's blighted property.
5. Develop a staffing and salary plan for key town personnel which will be competitive with other similarly sized local governments in northern Virginia.

Source URL: https://www.townofhaymarket.org/bc_towncouncil

Links

[1] <https://lis.virginia.gov/cgi-bin/legp604.exe?212+ful+CHAP0103+hil>



Town of Haymarket
15000 Washington Street, #100
Haymarket, VA 20169
703-753-2600

Town Council Priority List

The Tier System is as follows:

- Tier 1: (3 Items) Items that must be completed as soon as possible.
- Tier 2: (3 Items) Items that are important but can wait a couple months.
- Tier 3: (5-10 Items) Items to be completed within a year.
- Tier 4: (5-10 Items) Items to be completed during the 2020-2022 term.
- Tier 5: Items not needing a timeline at this time.

Tier Rank 1-5	Task	Description
Tier 3	Establish 5-year Capital Asset Maintenance Program	Program for maintenance of all Assets (Vehicles, Buildings, etc.)
Tier 5	Participate in TANV Meeting	Town Manager to attend Meetings
Tier 4	Start Meeting with PWC Towns	Town Manager to start meetings with Prince William County Towns
Tier 1	Policies and Procedures	Update Policies and Procedures as adopted by Town Council
Tier 4	File/Document Library on Website	Put Town Documents online
Tier 4	Develop Plan for Grant Applications	Apply for grants for infrastructure
Tier 4	New Resident/Business Packet	Create a packet for new residents and businesses full of information for the Town
Tier 3	Jefferson Turn Lane and Sidewalk	Installation of Turn Lanes N and S on Jefferson Street and sidewalk next to Town Property
Tier 2	Plan, Advertise, Sponsor, and Hold/Staff Town Events	Farmers Market, Haymarket Day, Concerts, Cultural Day
Tier 1	Comprehensive Plan Update	Update the Comprehensive Plan draft from 2015
Tier 5	Update Museum Displays	Change Displays in Museum to share information
Tier 3	Communication Plan	Developing a communication plan for outreach to our citizens

Tier 5	DEQ Recommendations	(Required by State) Processes, Forms, Comprehensive Plan and Zoning Ordinance need to be changed
Tier 4	Park Building Repairs	Repair the park building to a rentable standard
Tier 2	VDOT Paving Issues	Contractor Damaged Curb/Gutters, Sidewalks, and Crosswalks (Should resolve in Spring 2022)
Tier 3	Town Hall Parking Lot Improvements and Repairs	Develop an action plan for repairing the parking lot and completing the improvements
Tier 1	Disburse final CARES ACT Funds	Complete 2 nd Voucher Program
Tier 4	Franchise Agreements (Electric & Cable/Internet)	Town's franchise agreements with electric and cable internet providers
Tier 3	Zoning Ordinance Update	Update Ordinance
Tier 3	Sidewalk Maintenance Plan	Update the draft sidewalk maintenance plan
Tier 2	Park Sidewalk	Develop an action plan for the park sidewalk
Tier 3	Develop Plan for ARPA Funds	Town will receive ~\$750,000 guidance is not out yet
Tier 4	ARB Guidelines Update	Update the ARB Guidelines
Tier 4	Establish Economic Development Plan	Contract with Economic Development Team
Tier 3	Track Tenants/Buildings	Track Revenues vs. Expenses
Tier 4	Disburse Fire Program funds	Need to donate funds received by State to a PWC Fire Department
Tier 4	Develop Weekly/Monthly/Quarterly Maintenance Schedule	Develop schedule for Town Buildings and Town Property
Tier 5	GFOA Distinguished Budget Award	Apply for FY 2022 Distinguished Budget Award
Tier 5	Transition Plan	Establish a Plan to transition between Town Councils

Updated on 6/11/2021