



TOWN OF HAYMARKET TOWN COUNCIL

WORK SESSION ~ AGENDA ~

David Leake, Mayor
<http://www.townofhaymarket.org/>

15000 Washington St
Haymarket, VA 20169

Thursday, July 21, 2016

6:00 PM

Greenhill Crossing Club House

1. Call to Order

2. Discussion Items

- A. Retreat Discussion Items
- B. 2014-2016 Adopted Strategic Plan Update
- C. 2016-2018 Council Survey

3. Adjournment



TO: Town of Haymarket Town Council
SUBJECT: Retreat Discussion Items
DATE: 07/21/16

ATTACHMENTS:

- 2016 Haymarket Council Retreat Points to Ponder (PDF)

**Governance in the 21st Century:
Points to Ponder and Choices to Make**

**2016 Haymarket Town Council
Strategic Retreat/Advance**

**Town of Haymarket
July 21, 2016**

**Michael Chandler
President, Chandler Planning
Director of Education, LUEP**

Session Agenda

- I. Taking a Measure of Governance**

- II. Determining Town Council's Governance Role**

- III. Balancing your Governance Role with your Rights as a Citizen**

- IV. Attributes/Characteristics of an Effective Governing Body**

- V. The Critical Art of Managing Relationships in Groups**

- VI. Identifying Town Council's Principles of Governance**

The Meaning of Govern

“Govern” according to Merriam-Webster Dictionary

Function: verb

1 a : to exercise continuous sovereign authority over; *especially*: to control and direct and administration of policy in b : to rule without sovereign power and usually without having the authority to determine basic policy

2 a : *archaic*: MANIPULATE b : to control the speed of (as a machine) especially by automatic means

3 a: to control, direct, or strongly influence the actions and conduct of b : to exert a determining or guiding influence in or over <income must *govern* expenditure> c : to hold in check :

RESTRAIN

4 : to require (a word) to be in a certain case

5 : to serve as a precedent or deciding principle for <customs that *govern* human decisions>

intransitive senses

1 : to prevail or have decisive influence : CONTROL

2 : to exercise authority

Govern means:

1. To make and administer the public policy and affairs of; exercise sovereign authority in.
2. To control the speed or magnitude of; regulate: *a valve that governs fuel intake.*
3. To control the actions or behavior of: *Govern yourselves like civilized people.*
4. To keep under control; restrain: *a student who could not govern his impulses.*
5. To exercise a deciding or determining influence on: *Chance usually governs the outcome of the game.*

Ten Habits of Highly Effective Councils

1. Think and act strategically.
2. Understand and demonstrate teamwork
3. Master small group decision making.
4. Clearly define roles and relationships.
5. Partner with staff.

Council's Governance Role

1. Defined by the Commonwealth; thus powers are conferred rather than expressed, self-evident or sovereign.

2. John F. Dillon: The architect of local government in America.

3. The government of the town of Haymarket shall be vested in the Council.

4. Council shall have the power to do the following:
 - Enact Ordinances

 - Enforce ordinances

 - Determine all matters of policy

 - Ensure all matters of policy are implemented by the town administrator

- Suspend or remove elected town officers for misconduct or neglect of duty in office

- Appoint a town clerk

- Provide an independent annual audit of all town accounts

- Meet regularly at least once a month

- Determine its own rules and order of business

- Provide for the keeping of a journal of its proceedings

- Appoint an attorney who will serve as chief legal advisor to the Council and may serve as legal advisor to the town administrator

- Appoint the members, prescribe compensation, if any, of boards and commissions

- Appoint a town manager who shall serve at the pleasure of Council

The Town Manager's Role

1. The town manager shall be the chief administrative officer (CAO) of the town.
2. He shall appoint employees and administrative employees pursuant to the charter.
3. He shall direct and supervise the administration of all departments, offices and agencies of the town.
4. He shall attend all Council meetings and shall have the right to take part in discussion but may not vote.
5. He shall see that all laws, charter provisions and acts of the Council are faithfully executed.
6. He shall prepare and submit the annual budget and capital program to the Council and shall be responsible for the execution of the budget.

7. He shall submit to Council a complete report of finances and administrative activities at the end of each fiscal year.
8. He shall make other reports as the Council may require.
9. He shall keep the Council fully advised as to the financial condition and future needs of the town.
10. He shall ensure personnel records are maintained on all employees of the town.
11. He shall provide a system for handling complaints from citizens.
12. He shall perform other duties as specified in the town charter or as required by the Council.

Role Comparison

Council

- ❖ Establishes town policy
- ❖ Establishes a direction;
defines the pathway
- ❖ Hires the manager, clerk
 - ❖ Adopts the budget
 - ❖ Sets tax rates
- ❖ Represents town citizens
- ❖ Serves at pleasure of the
citizens
- ❖ Functions much like a
Board of Directors
 - ❖ Leadership
 - ❖ Leader
 - ❖ To move

Manager

- ❖ Implements town policy
- ❖ Moves the staff along
the pathway
- ❖ Hires administrative and
department personnel
- ❖ Recommends the budget
- ❖ Recommends revenue
stream
- ❖ Represents town staff
- ❖ Serves at pleasure of the
Council
- ❖ Functions as a
CAO/CEO
 - ❖ Management
 - ❖ Manager
 - ❖ To handle

Governance and Citizenship

1. You are no longer just a citizen.
2. People will look at you differently now that you are on Council.
3. You have not, however, lost your rights as a citizen.
4. You are not entitled to additional rights because you are a Council member
5. You function as a Council during Council meetings. Your mindset should be different in this capacity.
6. Despite the above, some citizens will view you as a Council member first, and a citizen second.
7. Do not abuse or take liberties with your Council role.

Attributes/Values/Habits of an Effective Council

1. What attributes/characteristics define the current Council?
2. What mix of values/principles does the Haymarket Council reflect?
3. What set of habits/practices should the Haymarket Council set for itself?

The Art of Managing Relationships in Groups

1. Recognize and celebrate your differences
2. Who do you call, how often and what are you seeking?
3. Competence and Arrogance: The Lawrence Summers Saga and the benefit of the doubt.
4. The importance of trust, active listening, keeping your ego in check and witnessing genuine interest in others.

Principles of Good Governance

1. Good governance means focusing on the organization's purpose and on outcomes for citizens and service users.
2. Good governance means performing effectively in clearly defined functions and roles.
3. Good governance means promoting values for the whole organization and demonstrating the values of good governance through behavior.
4. Good governance means making informed, transparent decisions and managing risk positively.
5. Good governance means developing the capacity and capability of the governing body to be effective.
6. Good governance means engaging stakeholders and making accountability real.



TO: Town of Haymarket Town Council
SUBJECT: 2014-2016 Adopted Strategic Plan Update
DATE: 07/21/16

ATTACHMENTS:

- Chandler 2014-2016 Council's Adopted Strategic Plan with notes (PDF)



HAYMARKET VISION STATEMENT

Haymarket...Where a historic past and a positive future flourish.

HAYMARKET MISSION STATEMENT

It is the mission of Haymarket to provide residents, businesses and visitors with public services in a fiscally prudent and socially responsible way.

HAYMARKET CORE VALUES

TRANSPARENT
INTEGRITY
ACCOUNTABLE

INNOVATIVE
RESPECTFUL
INCLUSIVE

HAYMARKET TAGLINE

"Haymarket...everyone's hometown"

HAYMARKET STRATEGIC DIRECTION/ACTION AGENDA 2014-2016

STRATEGIC INITIATIVE ONE: FOSTER ECONOMIC WELL-BEING
STRATEGIC INITIATIVE TWO: PRACTICE GOOD GOVERNANCE
STRATEGIC INITIATIVE THREE: STRENGTHEN COMMUNITY/CIVIC PARTNERSHIPS
STRATEGIC INITIATIVE FOUR: FUND THE FUTURE

INITIATIVE ONE

FOSTER ECONOMIC WELL-BEING

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

➤ ACTION AGENDA:

1. Appoint a Haymarket business relations advisory committee to assist in fostering a positive town/business relationship. (2015)
2. Support local businesses and entrepreneurs by establishing a focused business appreciation and expansion program. (2015)
3. Finalize the Town Center master plan.
4. Select a development plan for the Harrover property and commence development.
5. Draft and adopt an economic development strategy for Haymarket inclusive of an implementation schedule.
6. Complete the Main Street streetscape program.

INITIATIVE TWO PRACTICE GOOD GOVERNANCE.

Good governance means focusing on the town's mission, performing defined roles and government functions effectively and being accountable to the citizens of Haymarket.

➤ ACTION AGENDA:

This was done three times

Code of Ethics & Standards
of Conduct

1. Place a Mayor's message on the town's website and in the local newspaper on a quarterly basis. (2014)
2. Develop and adopt annually a Town Council Code of Performance that documents the council's commitment to witnessing the values inherent with good governance. (2014)
3. Conduct an efficiency/effectiveness audit of town sponsored programs and services with particular focus on need and cost.
4. Review and update the Haymarket comprehensive plan as well as the Haymarket zoning and subdivision ordinances.
5. Review the town charter to determine if amending is needed.
6. Develop an annual town report inclusive of a citizen's guide to town government and share it with town residents and town businesses.
7. Develop a Haymarket boards and commission policy guide inclusive of appointment procedures and membership performance expectations and required training.
8. Develop a financial/fiscal policy protocol for Haymarket.
9. Establish baseline performance measures for services and programs offered by the town of Haymarket.

INITIATIVE THREE STRENGTHEN COMMUNITY/CIVIC PARTNERSHIPS

To be effective, the town of Haymarket must have a positive and interactive relationship with town residents and must be committed to assisting citizens gain a greater understanding of their town government.

➤ ACTION AGENDA:

1. Develop fact sheets for major town issues/projects and share them with the public and the media. (2015)
2. Develop and distribute a quarterly Haymarket newsletter.
3. Sponsor a Haymarket open house annually.
4. Sponsor annually a training seminar for all town appointed and elected boards and commission chairpersons.
5. Establish a Haymarket bank of volunteers and involve them in town matters.
6. Sponsor a Haymarket business appreciation day or week by way of a town council proclamation.
7. Create a local business recognition program honoring town businesses celebrating their 1st, 5th, 10th, 20th and 25th anniversary in the town.
8. Sponsor a Haymarket Local Government Academy to help citizens learn about their town government.
9. Sponsor a Haymarket Community Planning academy to help citizens learn about town planning and zoning issues and practices.
10. Sponsor a "Welcome to Haymarket" program to be used when new businesses and new residents move into town.
11. Sponsor a Haymarket future forum to gain citizen input about the kind of future citizen's want for Haymarket.
12. Develop a "We are Haymarket" video message to be shared with town residents and businesses as well as with local economic development initiatives.

Museum has a bank of volunteers

INITIATIVE FOUR FUND THE FUTURE

To make the future happen in Haymarket will require a commitment to identifying and utilizing the range of revenue options authorized by the Commonwealth of Virginia.

➤ ACTION AGENDA:

1. Draft and adopt a fiscal policy for Haymarket.(2014)
2. In partnership with the county public service authority determine the capacity and condition of Haymarket's water and sewer infrastructure.
3. Identify all sources of revenue the town can use to finance local government programs and services and determine which sources Haymarket should utilize.(2015-2016)
4. Add a capital maintenance component, inclusive of life cycle costs, to the Haymarket Capital Improvement Program (CIP).
5. Develop a five-year revenue and expenditure forecast for programs and services offered by the town of Haymarket.
6. Develop a 10 year Haymarket CIP forecast inclusive of revenue and financing options.

This has partially been accomplished. VML/VACO performed an analysis and provided immediate financing options.

Adopted this 1st Day of December 2014.

ATTEST:



Jennifer Preli, Town Clerk



TO: Town of Haymarket Town Council
SUBJECT: 2016-2018 Council Survey
DATE: 07/21/16

NAME: _____

**DELIVERING ON HAYMARKET'S VISION, MISSION
AND STRATEGIC AGENDA:
A TOWN COUNCIL ASSESSMENT EXERCISE**

1. AS YOU REFLECT ON HAYMARKET'S 2014 ADOPTED VISION, MISSION AND STRATEGIC AGENDA, PLEASE IDENTIFY THE TOP 3 ACTIONS HAYMARKET HAS TAKEN OR IMPLEMENTED. PLEASE BE SPECIFIC WITH YOUR RESPONSE.

Moved forward on the town center master plan.
 Adopted a town council code of performance.
 Adopted a fiscal policy.
 Approved plan for the Harrover property.
 Change of command and a new location for the police department.
 Blight ordinance.
 Saving the Lewis house.
 Finalizing the Park Plan.
 Unknown.
 The tone and tenor of town meetings/town efforts have improved and have become more professional and business-like.
 We advanced major capital and planning efforts, invested in staff and the PD and provided funding upgrades for physical assets.
 Adopted new policies and updated policies, procedures and ordinances. We realigned the business development position.

2. IN LIKE FASHION, WHAT COMPONENTS FEATURED IN THE 2014 VISION, MISSION AND STRATEGIC AGENDA HAVE NOT BEEN ACTED UPON OR HAVE NOT WORKED? PLEASE BE SPECIFIC WITH YOUR RESPONSE.

We need to finalize a comprehensive economic development strategy for the town.
 We need to update the comp plan.
 We need to review and update Haymarket's town charter.
 We need to offer additional opportunities for citizens to become involved in town matters/town programs.
 We need to develop a capital maintenance and investment plan for Haymarket.

We need to identify the full range of revenue sources Haymarket can use to finance town programs and services. Only then will we be able to move forward on updating the town comp plan and the Harrover property.
 We need to sponsor a community planning academy to help citizens learn about planning and zoning issues as well as help citizens understand how planning and zoning matters are addressed and managed in Haymarket.
 We need to conduct an efficiency/effectiveness audit of town sponsored programs and services to determine program costs and program outputs.
 We need to examine how our subcommittee system is working.
 We need to redo the building façade on the town hall.
 We need to implement the streetscape plan with particular emphasis on crosswalks, street lights and sidewalks.
 Unknown.

3. THINKING ABOUT 2016, WHAT ISSUES OR TOPICS, IN YOUR OPINION, HAVE BEEN THE MOST CHALLENGING FOR THE COUNCIL? PLEASE BE SPECIFIC WITH YOUR RESPONSE.

As a newcomer I would say the budget and the anticipated shortfall in funds for services as we go forward.
 Public engagement per the Dominion Power lines running through town.
 Advancing our park planning initiative by removing the food pantry currently on the property.
 Reconciling our rising expenditures with our available revenue. We need a sharp focus on the budget.
 Encouraging town residents to get involved in town projects including voting during elections.
 Having to replace the town manager.
 We need to lower our attorney fees.
 We expend a lot of time before we take action. A good example would be the Harrover property.

4. WHAT UNEXPECTED ISSUES OR TOPICS HAVE COME BEFORE THE COUNCIL OVER THE PAST YEAR? PLEASE BE SPECIFIC WITH YOUR RESPONSE.

Resignation of the town manager.
 Legal issues per conducting town issues.
 Personnel issues involving the staff and having to referee staff disputes.
 Severing our ties with the town manager.
 Confidential issues related to office dynamics and personal relationships.
 I am assuming issues discussed in closed session.

5. ON A SCALE OF ONE TO FIVE, WHERE ONE EQUALS LOUSY AND FIVE EXCELLENT, HOW WOULD YOU RATE THE TOWN COUNCIL'S PERFORMANCE DURING COUNCIL MEETINGS? PLEASE PROVIDE AN EXPLANATION FOR YOUR RESPONSE.

Compared to past councils a 6. No ugly words, shouting, or personal attacks. I say the council has performed at a 4 as meetings are more open, transparent and inviting. With respect to council's performance per the budget development process I would rate us at 2.5.

A 4 as we work well with each other. We all, myself included, can do better in preparing for meetings.

5.5.

4.5. I think we do a good job preparing for our meetings and we have good discussions. Lately however we seem to be having a lot of closed sessions.

6. USING THE SAME SCALE WHERE ONE EQUALS LOUSY AND FIVE EXCELLENT, HOW WOULD YOU RATE THE MAYOR'S PERFORMANCE DURING COUNCIL MEETINGS? ONCE AGAIN PROVIDE AN EXPLANATION FOR YOUR RESPONSE.

.5

I feel he does a good job and works to keep us on task.

4. He manages the meetings well but sometimes allows speakers too much leeway which can bog-down the process.

4.5. He is engaged and he seeks council input on all issues.

I give him a 5. He allows each member time to address issues on the agenda.

7. USING THE SAME SCALE WHERE ONE EQUALS LOUSY AND FIVE EXCELLENT, HOW WOULD YOU RATE THE TOWN COUNCIL'S WORK RELATIONSHIP WITH THE FORMERTOWN MANAGER? PLEASE PROVIDE AN EXPLANATION FOR YOUR RESPONSE.

It seemed good to me but there were problems I obviously knew nothing about.

3.5. It was mostly supportive and generally hands-off. There were times, however, when the manager seemed trapped or frozen relative to taking action. For the most part we gave him the opportunity to do the job but we did question some of his actions. This led to a lack of confidence on his part as well as our part and is now apparent given the dysfunction among staff.

I would say a 4 as I got along well with him but a 3 because not all council members had a positive relationship with him. He was trapped trying to please 7 bosses which will never work.

2.5.

I think he thought we worked for him. He tended to let council objectives and desired actions he disagreed with slide down his to-do list. This led to an adversarial and dysfunctional relationship.

8. USING THE SAME ONE TO FIVE SCALE, HOW WOULD YOU RATE THE TOWN COUNCIL'S RELATIONSHIP WITH TOWN EMPLOYEES? ONCE AGAIN, PROVIDE AN EXPLANATION FOR YOUR RESPONSE.

I feel most employees think we work for them. Some feel they are tenured and are not "at will" employees. I do not feel they believe they are accountable. This does not apply to all just a few long time employees.

A 4.

4. All things considered I think we get along very well. There are instances of miscommunication but we tend to resolve them without major difficulty.

I would say a 4 but given the dysfunction that is present there may be some underlying issues.

I going to say a 5 as council allows the staff to do their jobs without butting in.

9. USING THE SAME ONE TO FIVE SCALE, HOW WOULD YOU RATE THE COUNCIL'S RELATIONSHIP WITH THE PUBLIC? PLEASE PROVIDE AN EXPLANATION FOR YOUR RESPONSE.

Here again a 5. Some town residents disagree with the council but this seems to be with every council not just the current council.

3.5 as we get good supportive feedback from citizens. We can to do better however.

A four because I think we are doing well. We need to identify ways we can reach out to citizens who do not seem to care about what we are doing on their behalf.

4.

A 4 as we are open and very approachable.

10. USING THE SAME ONE TO FIVE SCALE, HOW WOULD YOU RATE THE TOWN COUNCIL'S PERFORMANCE THUS FAR IN CALENDAR 2016? PLEASE PROVIDE AN EXPLANATION FOR YOUR RESPONSE.

4. We need to remain focused so we can complete the projects we have committed to doing.

4.

4, but we have a lot on our plate (Harrover property, town center master plan, dominion power lines, hiring a new town manage). We need to set priorities and move forward.

This is a new council as of July 1 so we need to formulate a strategy for how we intend to conduct our business going forward.

I would say a 4 but some council members have commented they wish the council could have acted quicker on some projects.

11. PLEASE IDENTIFY THE TOP 5 ATTRIBUTES HAYMARKET'S NEXT TOWN MANAGER MUST POSSESS.

Knowledge of state and local government.
Strong time management skills and attention to detail.
Strong communication skills and interpersonal skills.

COMMUNICATION SKILLS-speaking, writing, critical thinking.
A basic understanding of finances.
The ability to manage resources and staff to achieve performance.
The ability to evaluate, assess and be accountable for witnessed performance.
The ability to MBWA showing an interest in the town, its residents and businesses. The ability to be creative as well as attentive to details.

Financial management.
Communication skills.
Experience with community planning.
Experience with personnel management.
A willingness to be visible in the town by visiting with people and businesses.

Needs great communication skills. Needs ability to manage staff.
The ability to follow through on assignments and to complete tasks.
Being proactive in recognizing and recognizing council wishes.

Good communication skills. Good manager of employees. The ability to multi-task. An ability to bring people together and achieve the town's vision.

12. PLEASE ADD ANY ADDITIONAL THOUGHTS OR TOPICS YOU WISH TO DISCUSS ON JULY 21, 2016.

We have some tough decisions to make with respect to revenues and services as the budget is very tight. We need to decide how we intend to address the challenge.

We need help relative to how teams can work effectively.

**PLEASE RETURN TO MIKE CHANDLER NO LATER THAN
TUESDAY JULY 19, 2016. THANK YOU.**

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