



## TOWN COUNCIL SPECIAL MEETING

Warrenton Police Department, Community Room: 333 Carriage House  
Ln, Warrenton, VA 20186  
Saturday, February 25, 2023 at 9:00 AM

### AGENDA

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Possible additions to the agenda and related materials are not set forth herein.

#### **I. TOWN OF WARRENTON TOWN COUNCIL SPECIAL MEETING: BUDGET RETREAT 9:00AM**

A. 9:00 AM - Welcome

B. 9:30 AM - Fiscal Trends and Analysis

C. 10:30 AM Break

D. 10:45 AM - Human Capital

E. 12:00 PM - Lunch

F. 12:30 PM - CIP & CARP

G. 2:00 PM - Break

H. 2:15 PM - Summarize 6- Year CIP & 5 Year Budget

I. 3:00 PM - Biannual Goal

**B. ADJOURNMENT.**



Office of the Town Manager

Christopher E. Martino

# STAFF REPORT

## Warrenton Town Council

Carter Nevill, Mayor  
Heather Sutphin, Ward 1  
William Semple, Ward 2  
Brett Hamby, Ward 3  
James Hartman, Ward 4 Vice Mayor  
Jay Heroux, Ward 5  
Paul Mooney, At Large  
David McGuire, At Large

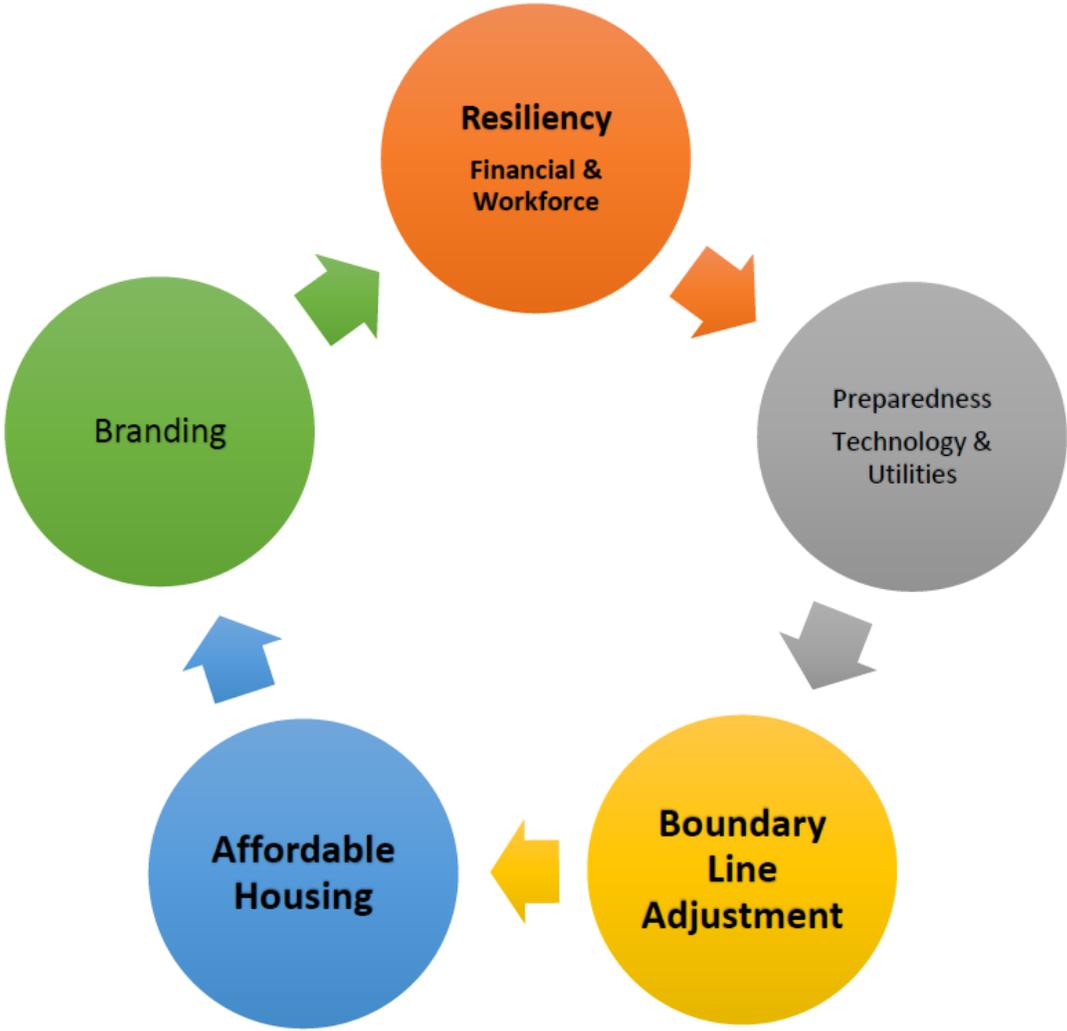
Item A.

<b>Council Meeting Date:</b>	February 25, 2023
<b>Agenda Title:</b>	Welcome
<b>Requested Action:</b>	View the Videos during the course of the Fiscal Retreat and use the posters as reference.
<b>Department / Agency Lead:</b>	Town Manager’s Office
<b>Staff Lead:</b>	Christopher E. Martino, Interim Town Manager

**First video:** (Simon Sinek, Know Your Why)  
[https://www.ted.com/talks/simon\\_sinek\\_how\\_great\\_leaders\\_inspire\\_action/c](https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action/c)

**Second video:** (Michael Jr., Know Your Why)  
<https://www.youtube.com/watch?v=1ytFB8TrkTo>

**Third video:** (Patrick Lencioni, 4 Disciplines of Organizational Health) <https://www.tablegroup.com/topics-and-resources/organizational-health/>





# MISSION, VISION & VALUES STATEMENT

## **Mission Statement**

### **In Cooperation With And For Our Citizens...**

...The Mayor, Town Council and the Staff of Warrenton are dedicated to providing public safety, economic opportunity, and quality public services in an attractive, well-planned community with historic character for the benefit, enjoyment and accessibility of all.

## **Vision & Value Statement**

### **To Achieve Our Mission, We Strive To...**

Provide high level services in a cost-effective manner; display honesty, respectfulness, and fairness in all relationships; support the health and economic well-being of our citizens and businesses; preserve our historic small-town character; encourage opportunities, services and infrastructure that allow people of all means to live, work and visit here; and address public concerns and opportunities promptly and effectively.

We recognize our Mission can be achieved only by the exchange of information and that through teamwork we can maintain an environment in which we can maximize our potential.



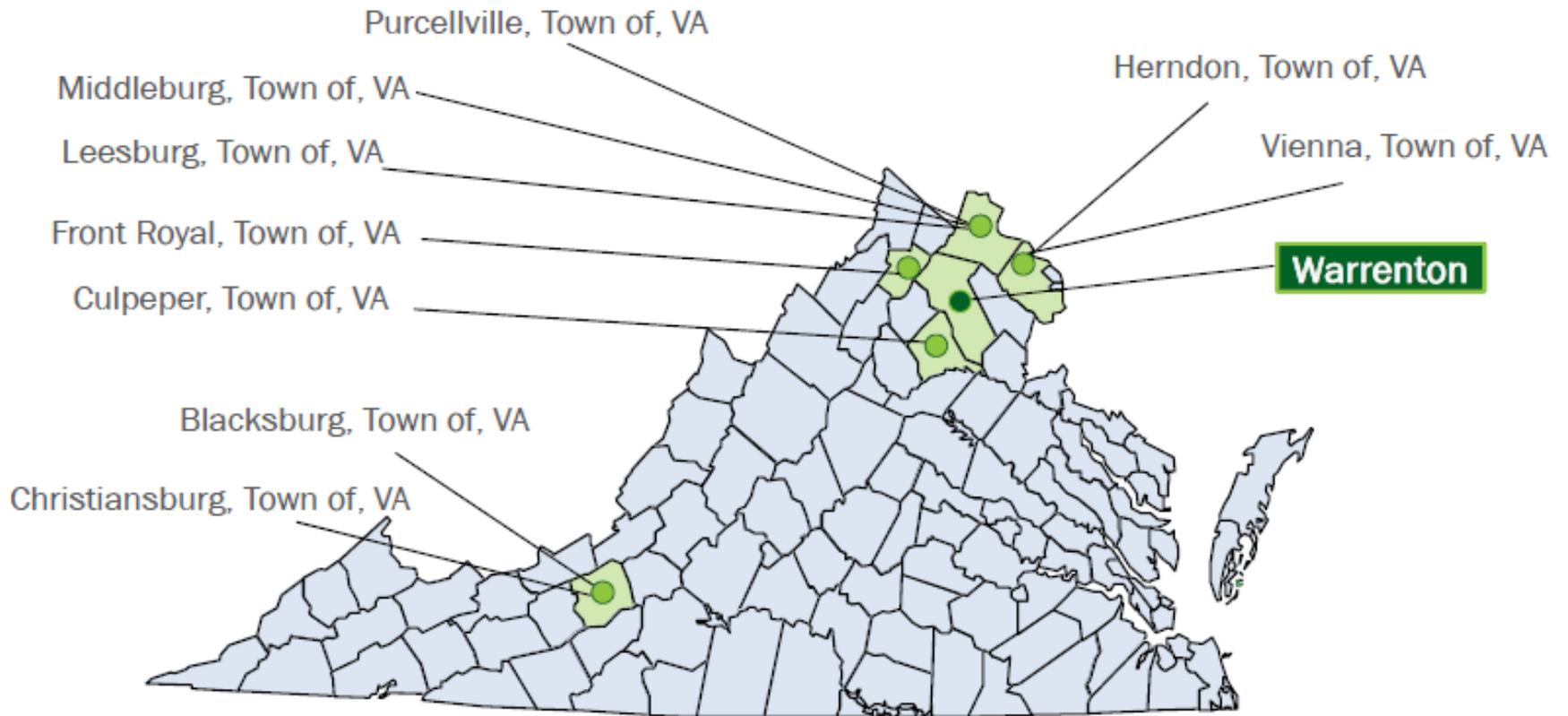
**Fiscal Review and Analysis**  
**Town Council Annual Fiscal Retreat**  
**February 25, 2023**

# Agenda

- General Fund Overview
  - Peer Comparisons
  - Fund Balance History and Trends
  - Review Historical Revenue and Expenditure Trends
  - Debt Management and Capacity
- Enterprise Fund Overview
  - Water and Sewer
  - Stormwater Management
- Human Capital Overview
- Capital Improvements & Capital Asset Replacement
- 5-Year Financial Projection

# Peer Comparisons



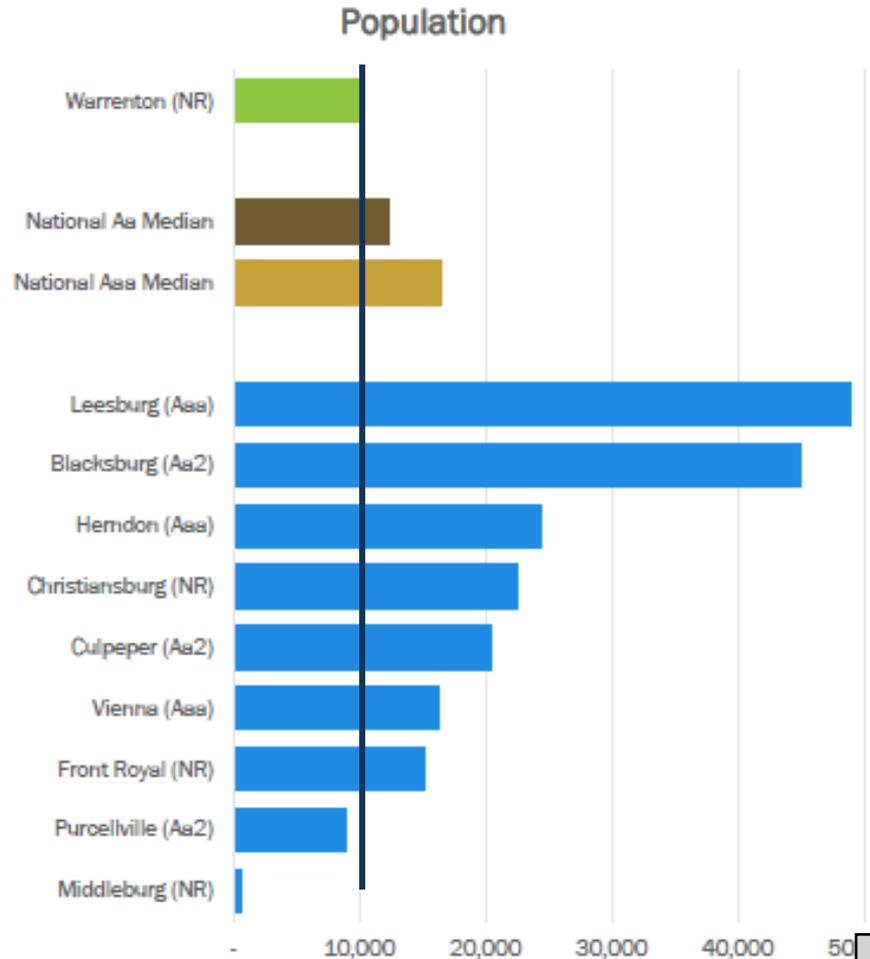


# Population Comparison

Locality	Population
<b>Warrenton (NR)</b>	<b>10,109</b>
National Aa Median <sup>(1)</sup>	12,364
National Aaa Median <sup>(1)</sup>	16,534
Leesburg (Aaa)	48,908
Blacksburg (Aa2)	44,949
Herndon (Aaa)	24,339
Christiansburg (NR)	22,615
Culpeper (Aa2)	20,493
Vienna (Aaa)	16,329
Front Royal (NR)	15,155
Purcellville (Aa2)	9,040
Middleburg (NR)	669

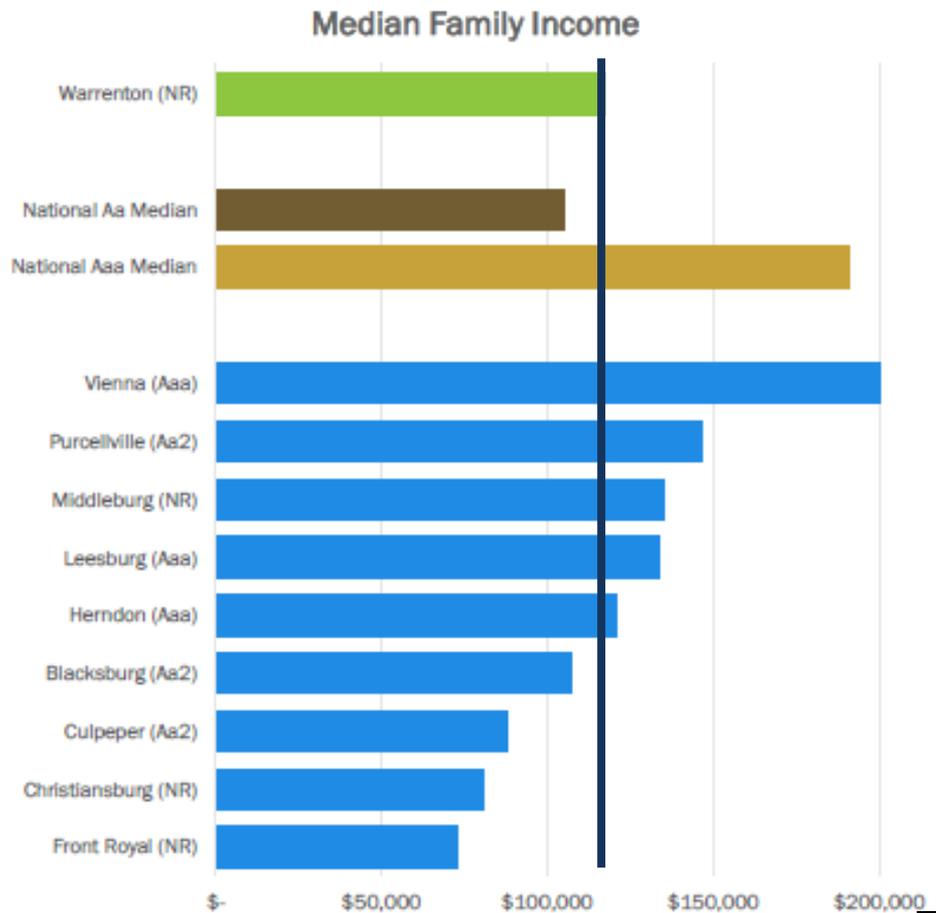


Note: NR = Not Rated



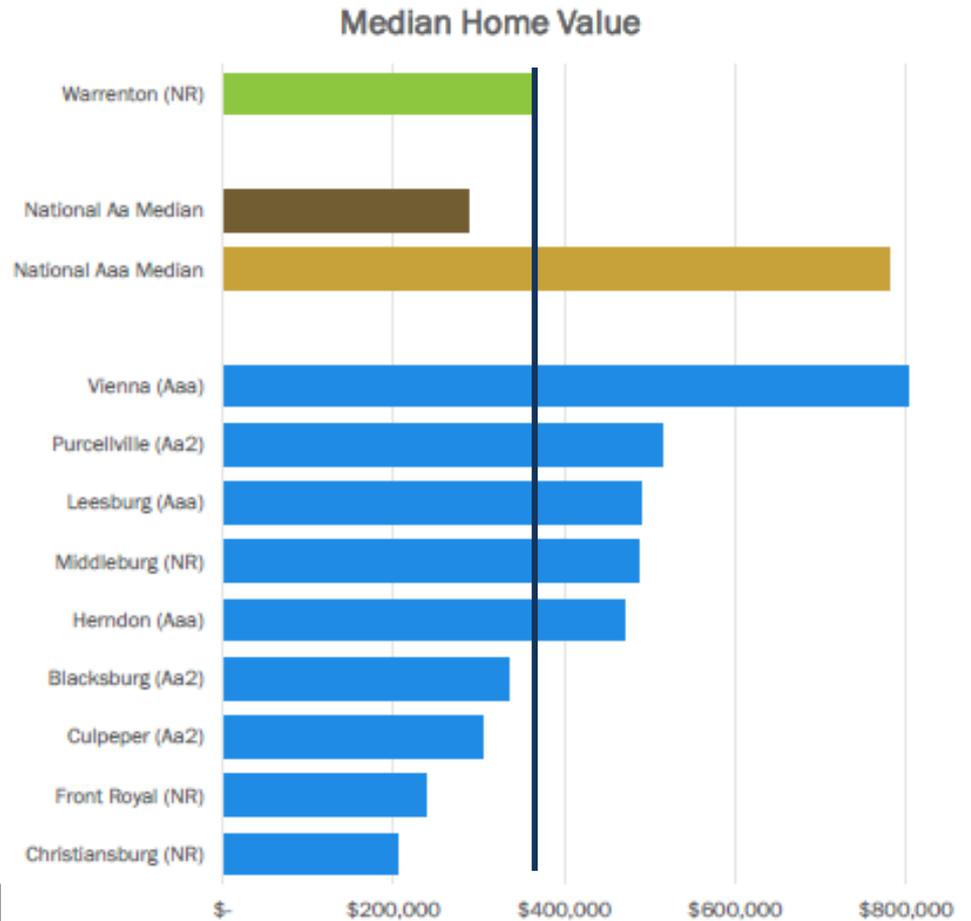
# Median Family Income Comparison

Locality	Median Family Income
<b>Warrenton (NR)</b>	<b>\$117,162</b>
National Aa Median <sup>(1)</sup>	105,315
National Aaa Median <sup>(1)</sup>	190,806
Vienna (Aaa)	233,355
Purcellville (Aa2)	146,464
Middleburg (NR)	135,250
Leesburg (Aaa)	133,660
Herndon (Aaa)	120,786
Blacksburg (Aa2)	107,279
Culpeper (Aa2)	87,572
Christiansburg (NR)	80,855
Front Royal (NR)	72,982



# Median Home Value Comparison

Locality	Median Home Value
<b>Warrenton (NR)</b>	<b>\$363,000</b>
National Aa Median <sup>(1)</sup>	288,500
National Aaa Median <sup>(1)</sup>	779,350
Vienna (Aaa)	827,800
Purcellville (Aa2)	514,900
Leesburg (Aaa)	490,500
Middleburg (NR)	488,200
Herndon (Aaa)	470,200
Blacksburg (Aa2)	335,200
Culpeper (Aa2)	304,100
Front Royal (NR)	237,800
Christiansburg (NR)	205,000



Median Home Value	Tax Rate	Tax Bill	Median Family Income	Tax Burden
\$363,000	0.0401	\$145.56	\$117,162	0.124%



# General Fund Balance



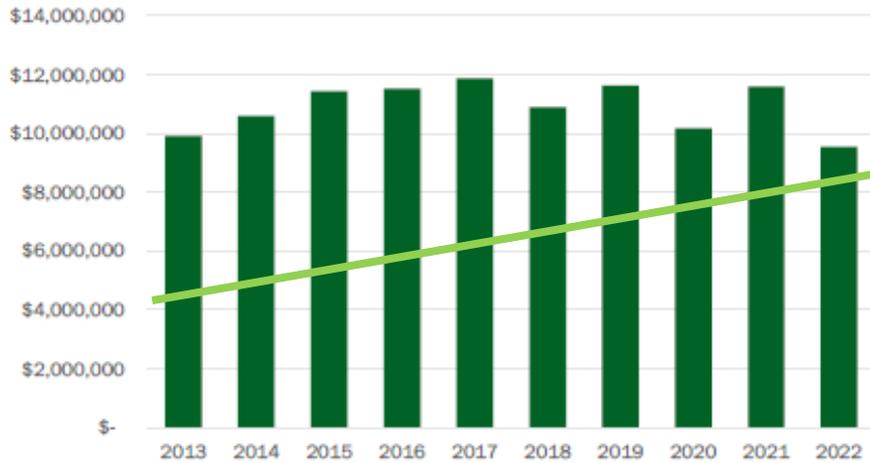
# Points to Consider

Item B.

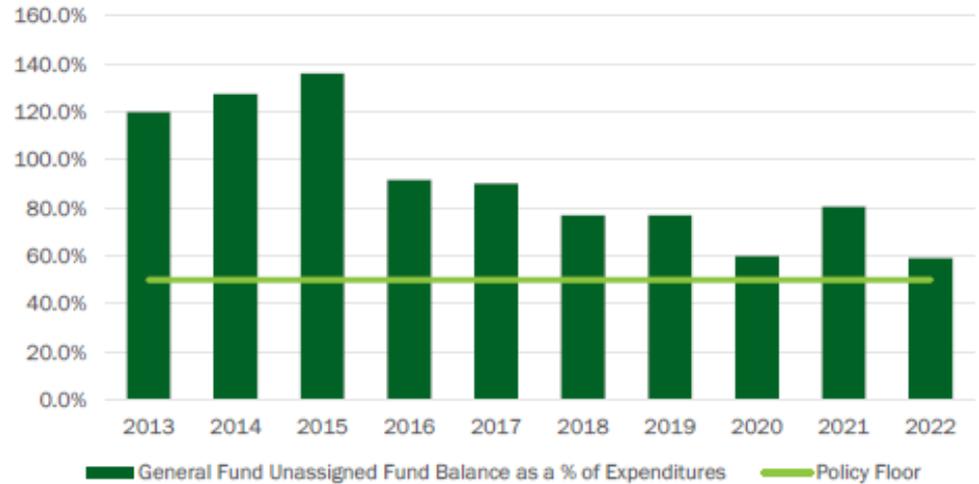
- The Town is in a very strong and stable financial position.
- The Town compares favorably to our benchmarks and highly rated national medians with respect to key demographic and economic indicators.
- Cash funding over the last 5 years for:
  - capital projects totals \$5.2 million.
  - asset replacements totals \$7.1 million.
- The Town is heavily reliant on business and consumer related taxes that can be more volatile in an economic downturn or slowdown.
- The Town has a healthy unassigned fund balance and a conservative fund balance policy.
  - Provides a buffer against revenue volatility, economic downturns.
- The Town has very low General Fund debt levels relative to best practices.

# Unassigned Fund Balance Policy

General Fund Unassigned Fund Balance



Unassigned Fund Balance as a % of Expenditures



Fiscal Year	General Fund Unassigned Fund Balance	General Fund Expenditures	General Fund Unassigned Fund Balance as a % of Expenditures	Policy Floor
2013	\$ 9,909,063	\$ 8,264,710	119.9%	50.0%
2014	10,593,545	8,311,001	127.5%	50.0%
2015	11,431,690	8,405,083	136.0%	50.0%
2016	11,521,316	12,572,684	91.6%	50.0%
2017	11,871,309	13,177,504	90.1%	50.0%
2018	10,894,756	14,174,381	76.9%	50.0%
2019	11,611,907	15,104,029	76.9%	50.0%
2020	10,178,740	16,968,273	60.0%	50.0%
2021	11,575,773	14,387,844	80.5%	50.0%
2022	9,542,190	16,129,651	59.2%	50.0%

*Current Policy: "The Town of Warrenton will maintain a minimum unassigned fund balance in the General Fund equal to 50% of the current annual operating expenditure budget."*

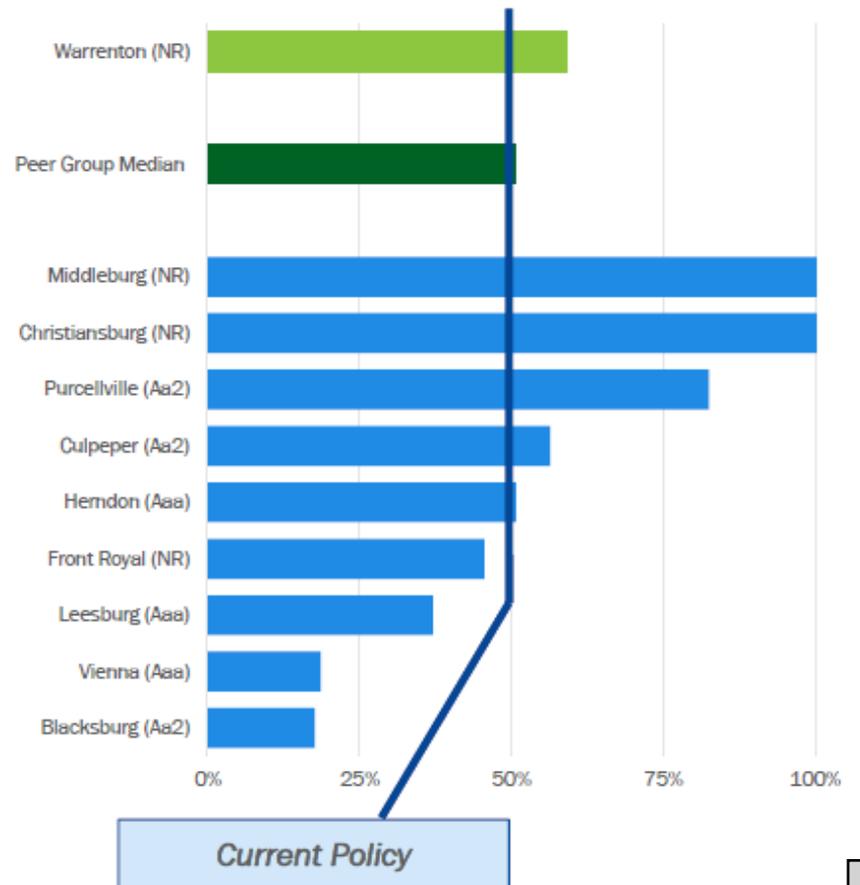
# Peer Comparison – UFB as % of expenditures

**Unassigned Fund Balance compared to Expenditure (General Fund)**

Locality	%	\$
Warrenton (NR)	59.2%	\$ 9,542,190
Peer Group Median	50.8%	\$ 8,863,651
Middleburg (NR)	236.7%	\$ 27,265,079
Christiansburg (NR)	110.3%	\$ 22,336,003
Purcellville (Aa2)	82.6%	\$ 16,999,208
Culpeper (Aa2)	56.4%	\$ 12,466,186
Herndon (Aaa)	50.8%	\$ 8,863,651
Front Royal (NR)	45.6%	\$ 6,662,229
Leesburg (Aaa)	37.1%	\$ 5,867,423
Vienna (Aaa)	18.6%	\$ 5,039,513
Blacksburg (Aa2)	17.6%	\$ 4,778,490



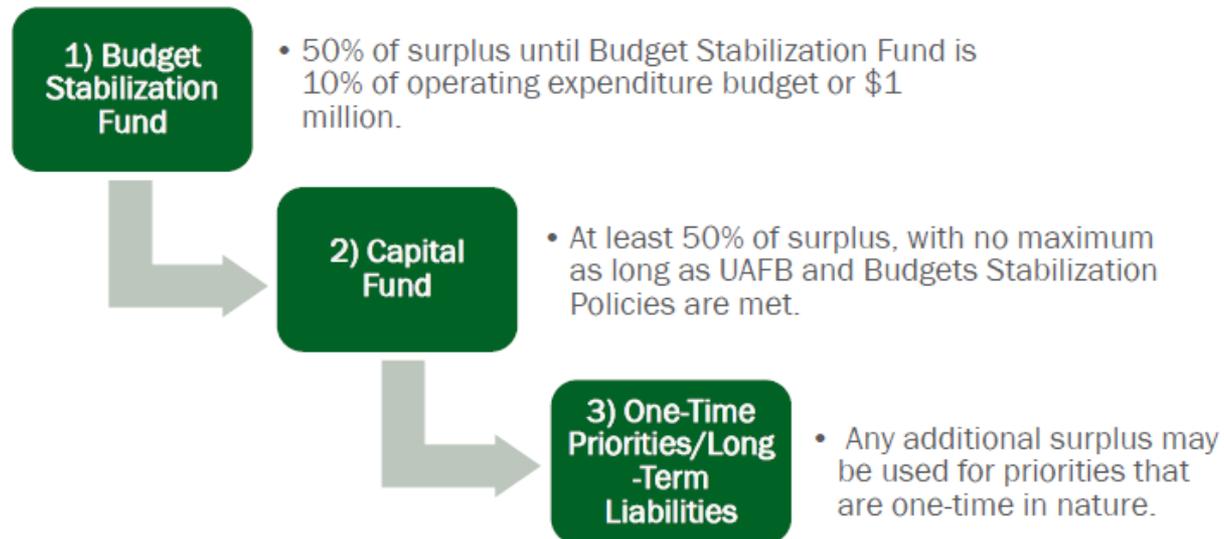
**Unassigned Fund Balance as % of Expenditures (General Fund)**



# General Fund Balance – Waterfall Provision

## Maintenance of Minimum Unassigned General Fund Balance Level/Use of Year-end Operating Surplus:

- a. Annual surplus revenues will be allocated to the Unassigned Fund Balance (“UAFB”) until the 50% minimum policy target is met;
- b. If the 50% Unassigned Fund Balance minimum policy is met, the remaining annual surplus funds will be allocated as follows:



Recommendation: consider allocating any existing balance over the 50% under this provision rather than just the net change for a given fiscal year.

### Current Unassigned Fund Balance



60% 9,542,190

50%	8,206,542	Policy level
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Balance above policy = 1,335,648

50%

Budget Stabilization

249,909 current balance

667,824

917,733

50%

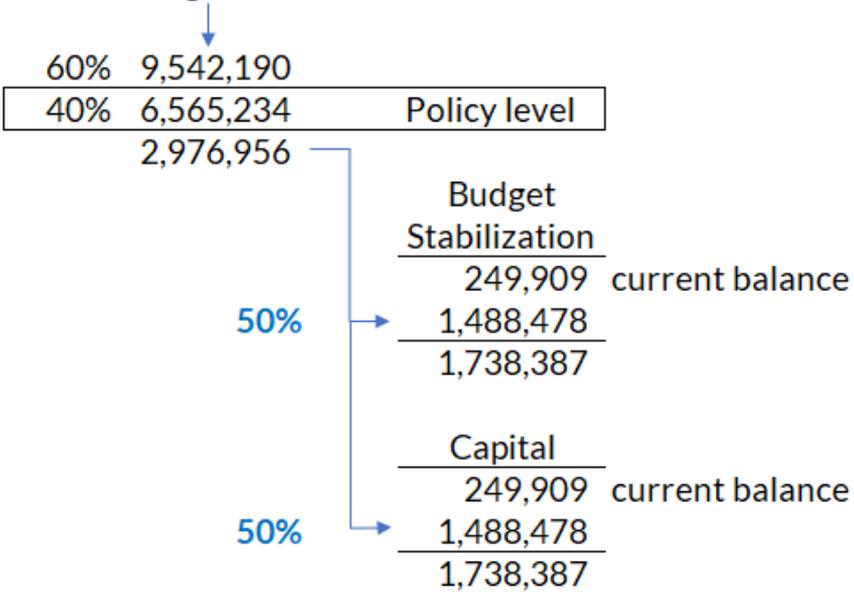
Capital

249,909 current balance

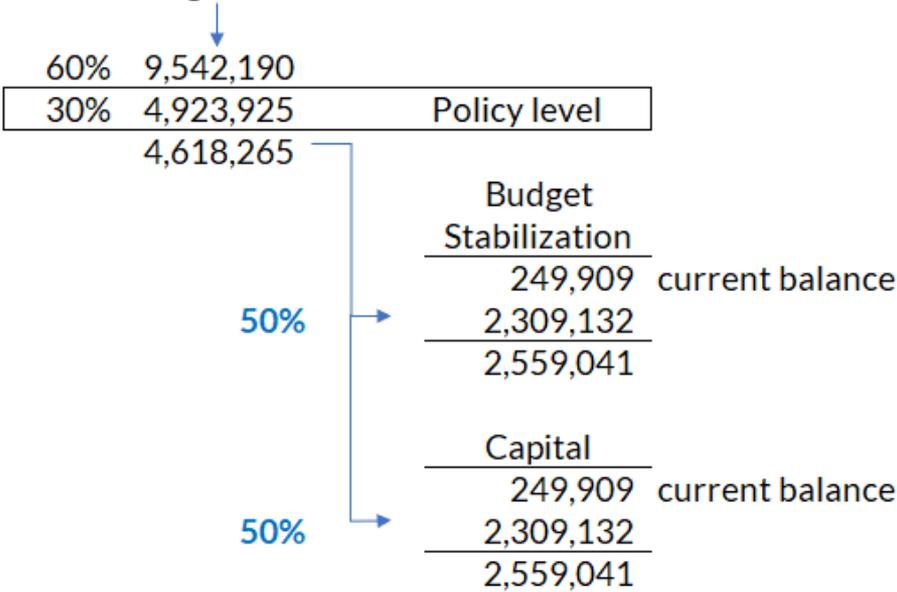
667,824

917,733

**Current Unassigned Fund Balance**



**Current Unassigned Fund Balance**



# Fund Balance Policy Recommendations

- As of Fiscal Year 2022, the Town’s Unassigned Fund Balance levels remain above its policy floor at roughly 60% of Expenditures.
- As shown below, Moody’s Criteria for General Obligation Credits defines categories for Unassigned Fund Balance as a Percentage of Revenues. Moody’s defines the “Very Strong” threshold for Aaa credits as those with fund balance levels exceeding 30%.
- It would be prudent for the Town to continue to maintain its Fund Balance Policy at such a strong level given the magnitude of capital projects it is contemplating and the potential for economic uncertainty.

– Very Strong (Aaa):	> 30%	← Targeted minimum threshold range
– Strong (Aa):	30% - 15%	
– Moderate (A):	15% - 5%	
– Weak/Very Poor (Baa & below):	5% - 0%	



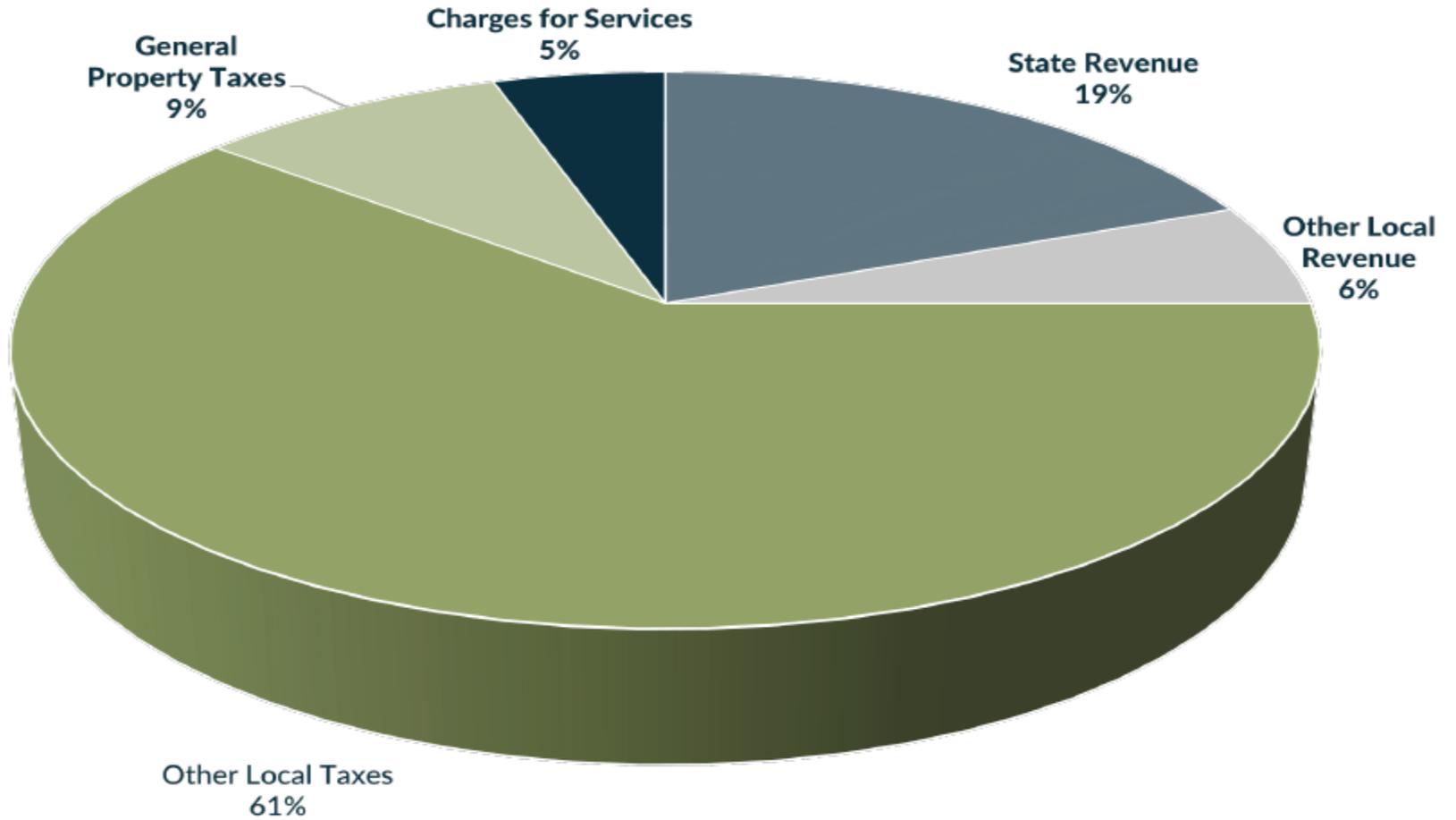
# Historical General Fund Financials



# Highlights

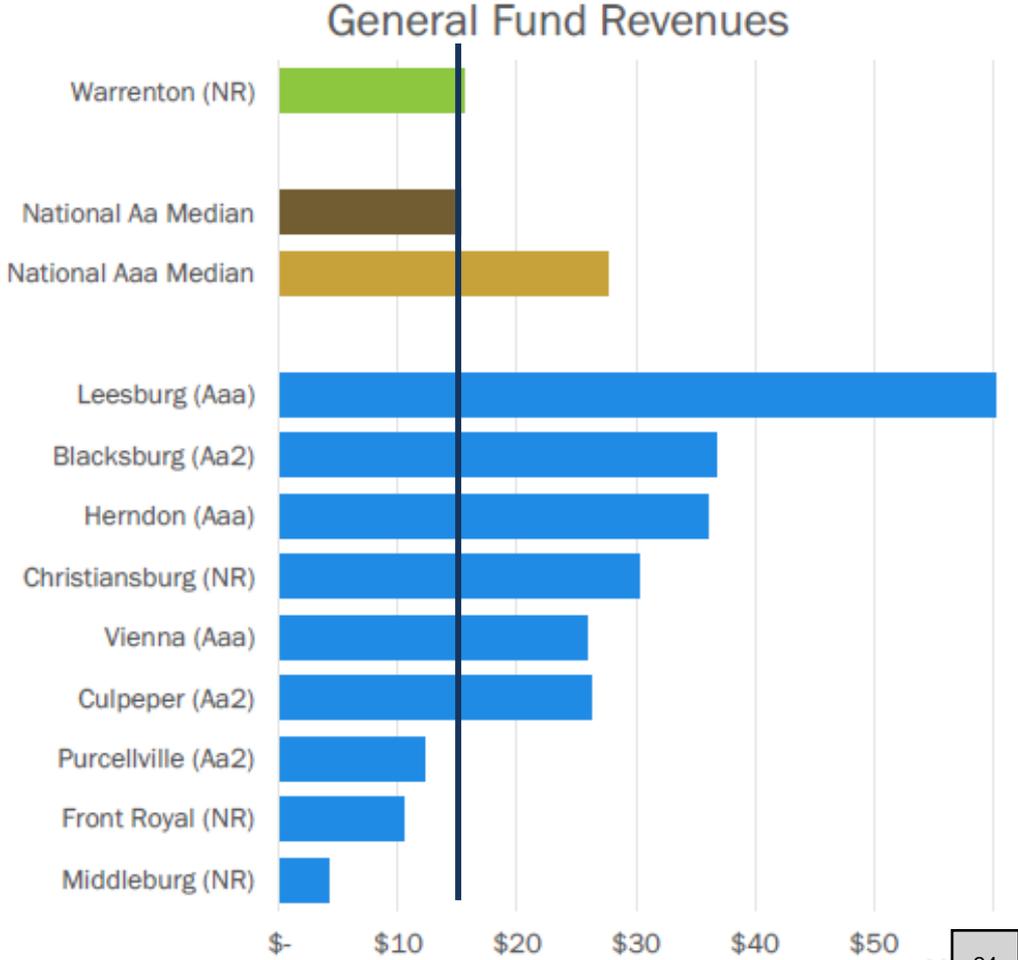
- General Fund **expenditures have exceeded revenues** in 3 of the past 5 years.
- General Property Taxes (real estate and personal property) per capita **have not kept pace with inflation.**
- **Other local taxes comprise over 50%** of General Fund revenues.
- While our revenue streams are diverse, the Town is heavily weighted towards **economically sensitive business and consumption related taxes.**
- **Significant increase in Assessed Value** of Taxable Property due to real estate reassessment in 2022.

# FY23 REVENUE BY SOURCE



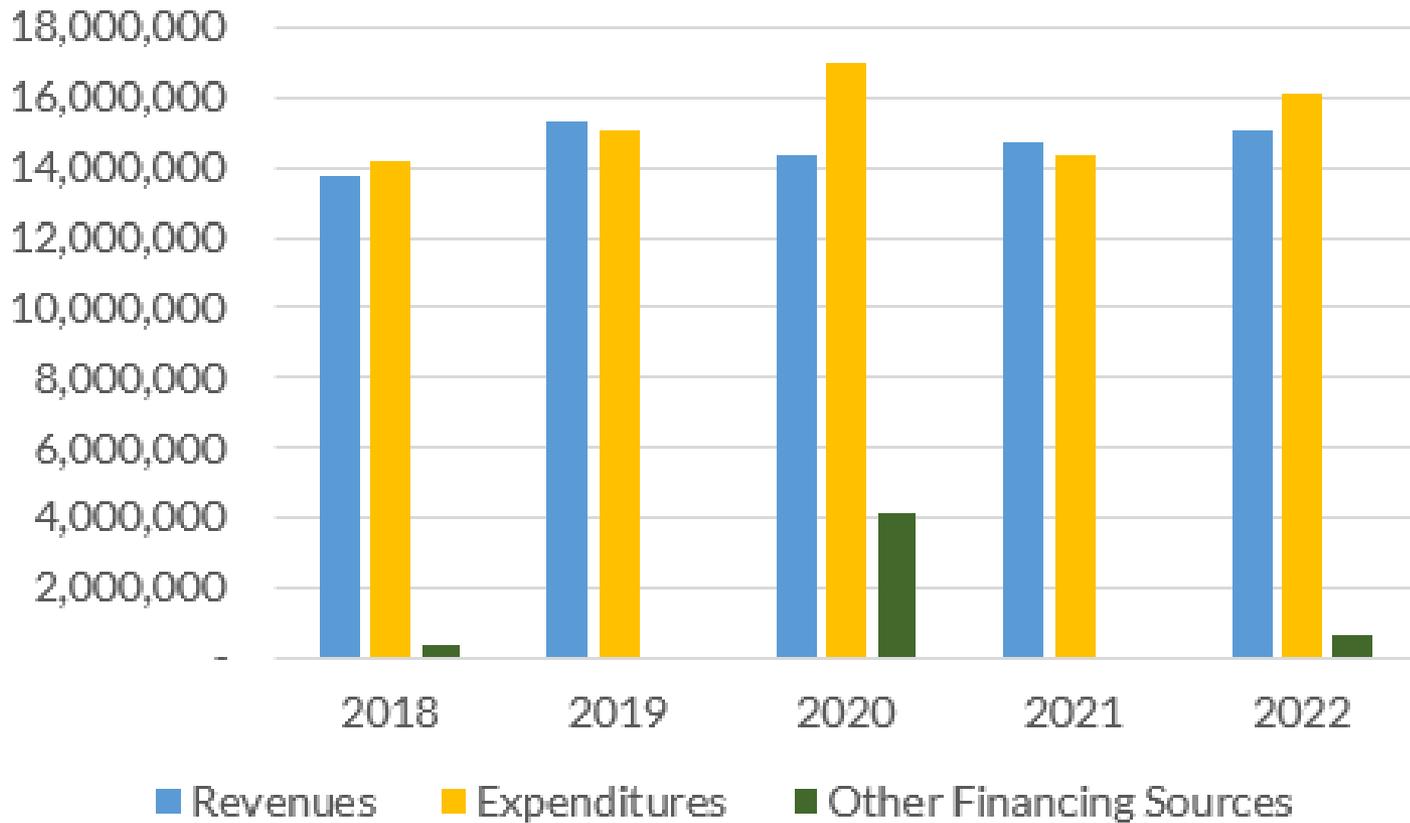
# General Fund Revenues Comparison

Locality	General Fund Revenues
<b>Warrenton (NR)</b>	<b>\$15,588,490</b>
National Aa Median <sup>(1)</sup>	15,172,000
National Aaa Median <sup>(1)</sup>	27,600,500
Leesburg (Aaa)	65,727,940
Blacksburg (Aa2)	36,765,400
Herndon (Aaa)	36,100,427
Christiansburg (NR)	30,201,297
Vienna (Aaa)	25,798,375
Culpeper (Aa2)	26,239,828
Purcellville (Aa2)	12,258,071
Front Royal (NR)	10,479,885
Middleburg (NR)	4,199,729



# Revenues and Expenditures

Item B.



Fiscal Year	2018	2019	2020	2021	2022
Revenues	13,731,060	15,358,784	14,351,864	14,713,735	15,107,471
Expenditures	14,174,381	15,104,029	16,968,273	14,387,844	16,129,651
Other Financing Sources	326,709	-	4,100,000	-	659,171
Net change in fund balance	(116,612)	254,755	1,483,591	325,891	(363,009)

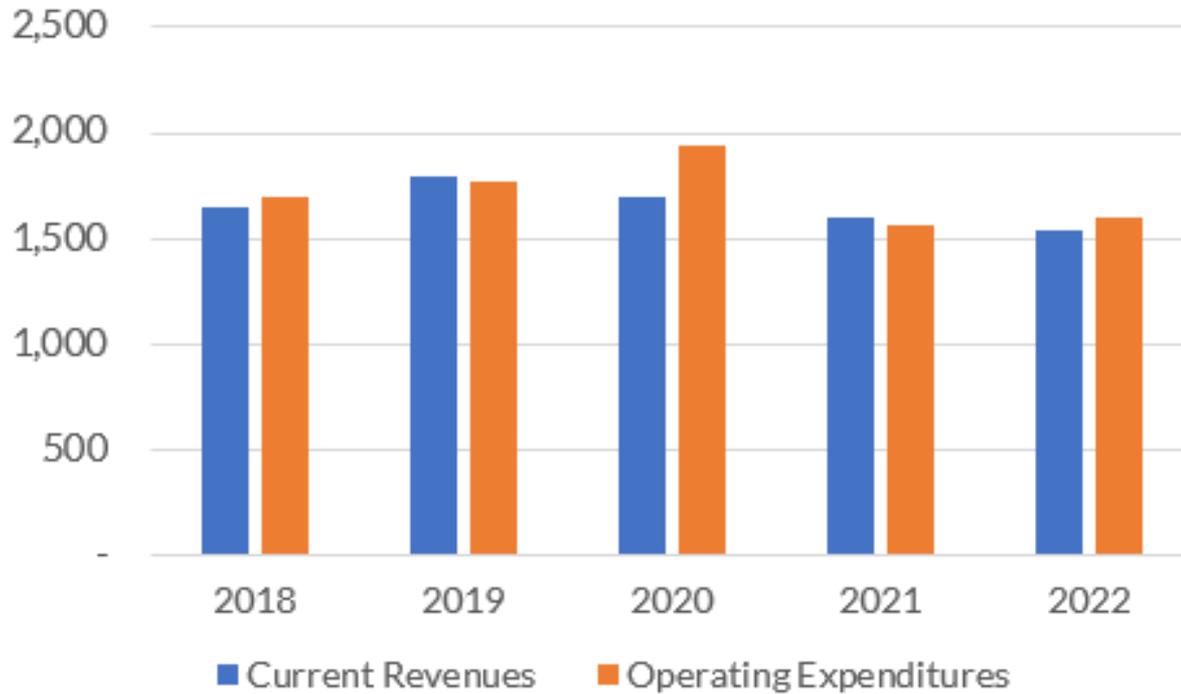
Average increase in revenues 2.62%  
 Average increase in expenditures 3.95%

Notes:

CRF funding used for public safety salaries removed.



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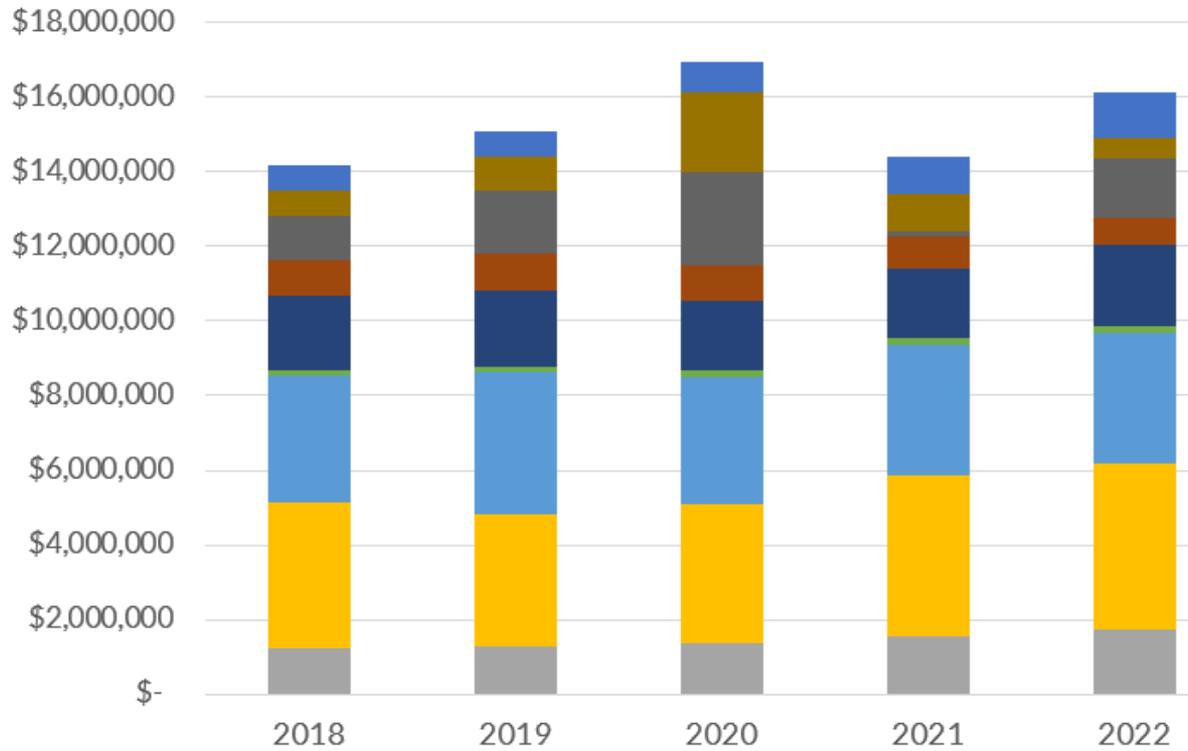


### Revenues and Expenditures Per Capita and Inflation Adjusted

Fiscal Year	2018	2019	2020	2021	2022
Population	9,875	9,937	10,065	10,057	10,109
Inflation Multiplier	1.18x	1.16x	1.15x	1.09x	1.00x
Current Revenues	1,641	1,793	1,698	1,601	1,542
Operating Expenditures	1,694	1,763	1,939	1,559	1,596
Surplus/(Deficit)	(53)	30	(241)	42	(54)

# Expenditures by Function

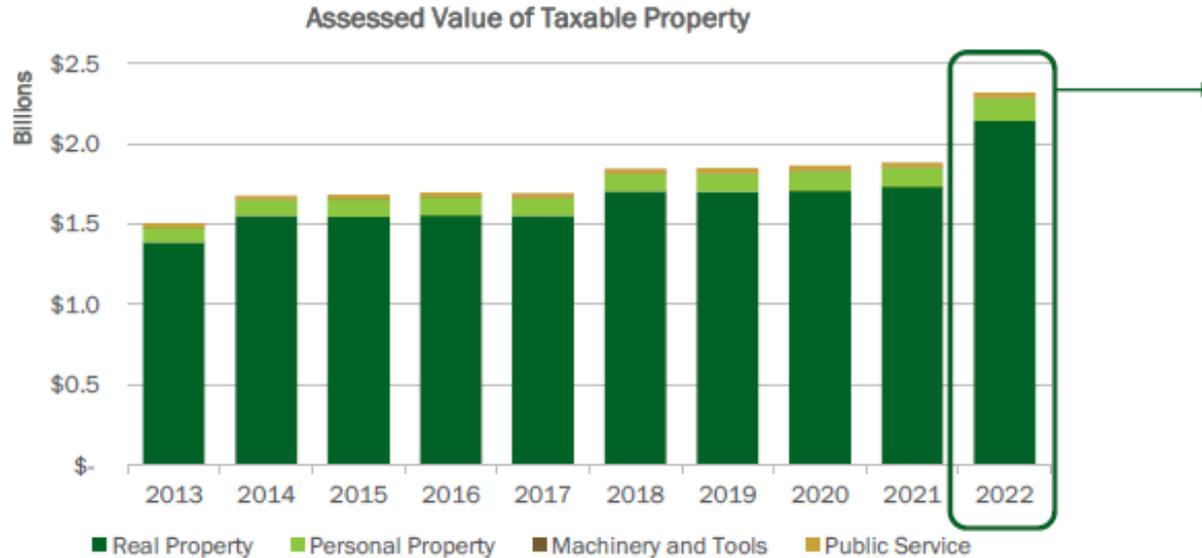
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**Expenditures by Function**

	Fiscal Year	2018	2019	2020	2021	2022
General Government Administration	\$	1,242,131	\$ 1,292,870	\$ 1,346,561	\$ 1,543,266	\$ 1,716,121
Public Safety		3,912,693	3,536,374	3,731,363	4,316,166	4,488,739
Public Works		3,370,708	3,796,095	3,443,271	3,498,257	3,466,980
Health and Welfare		133,891	161,934	177,910	183,554	173,361
Parks, Recreation and Cultural		2,042,098	2,040,281	1,855,164	1,851,122	2,216,458
Community Development		941,537	998,655	956,701	893,149	714,724
Capital Outlay		1,185,992	1,689,813	2,469,442	141,058	1,595,088
Capital Projects		676,987	870,375	2,170,295	993,676	529,010
Debt Service		668,344	717,632	817,566	967,596	1,227,000
<b>Total</b>	<b>\$</b>	<b>14,174,381</b>	<b>\$ 15,104,029</b>	<b>\$ 16,968,273</b>	<b>\$ 14,387,844</b>	<b>\$ 16,127,001</b>

# Assessed Value

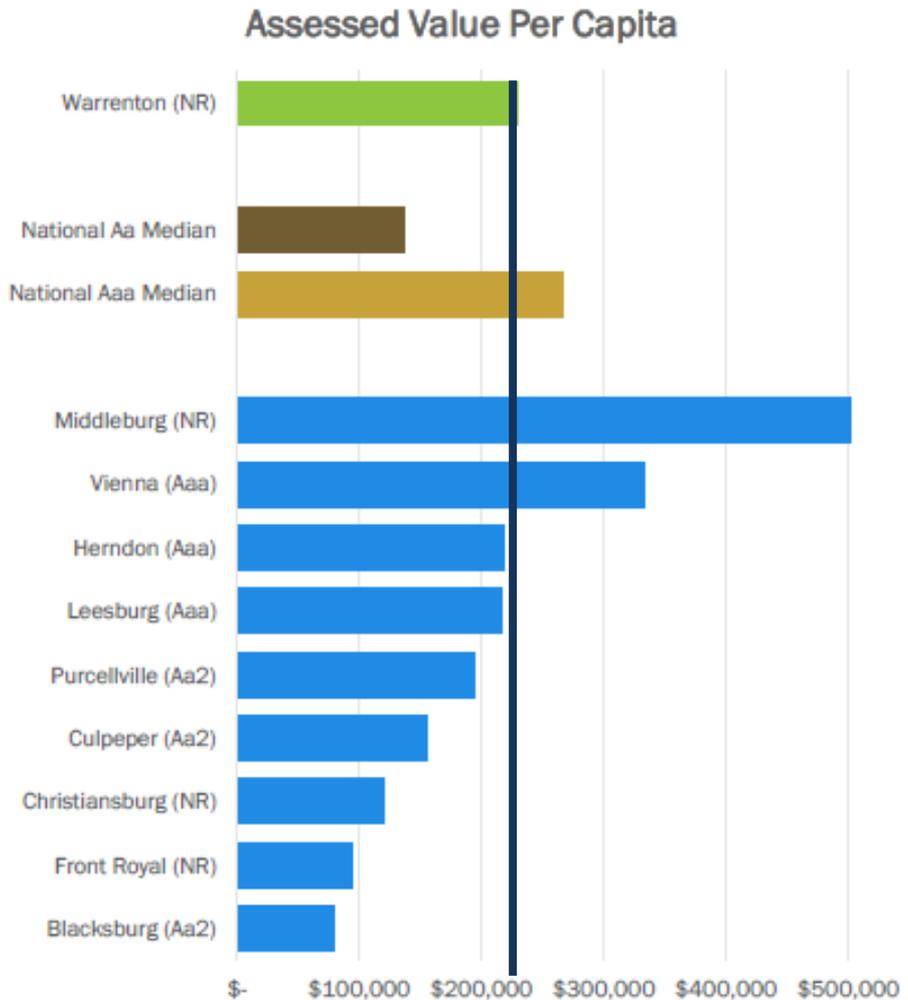


## Assessed Value of Taxable Property

Fiscal Year	Real Property		Personal Property		Machinery and Tools		Public Service		Total Taxable Assessed Value	
	Value	%	Value	%	Value	%	Value	%	Value	%
2013	1,388,763,400	N/A	93,279,002	N/A	366,978	N/A	26,002,462	N/A	1,508,411,842	N/A
2014	1,554,110,600	12%	99,076,256	6%	362,438	-1%	26,004,347	0%	1,679,553,641	11%
2015	1,548,458,500	0%	110,060,306	11%	379,240	5%	26,169,523	1%	1,685,067,569	0%
2016	1,559,784,700	1%	110,382,101	0%	362,252	-4%	26,233,712	0%	1,696,762,765	1%
2017	1,555,378,500	0%	111,836,351	1%	350,166	-3%	26,222,252	0%	1,693,787,269	0%
2018	1,707,497,200	10%	111,426,844	0%	381,478	9%	26,933,972	3%	1,846,239,494	9%
2019	1,704,181,500	0%	112,782,292	1%	358,690	-6%	30,080,458	12%	1,847,402,940	0%
2020	1,711,588,500	0%	121,035,613	7%	314,281	-12%	32,388,996	8%	1,865,327,390	1%
2021	1,735,031,400	1%	119,184,134	-2%	511,075	63%	30,341,699	-6%	1,885,068,308	1%
2022	2,146,350,500	24%	141,771,009	19%	452,805	-11%	30,915,674	2%	2,319,489,988	23%

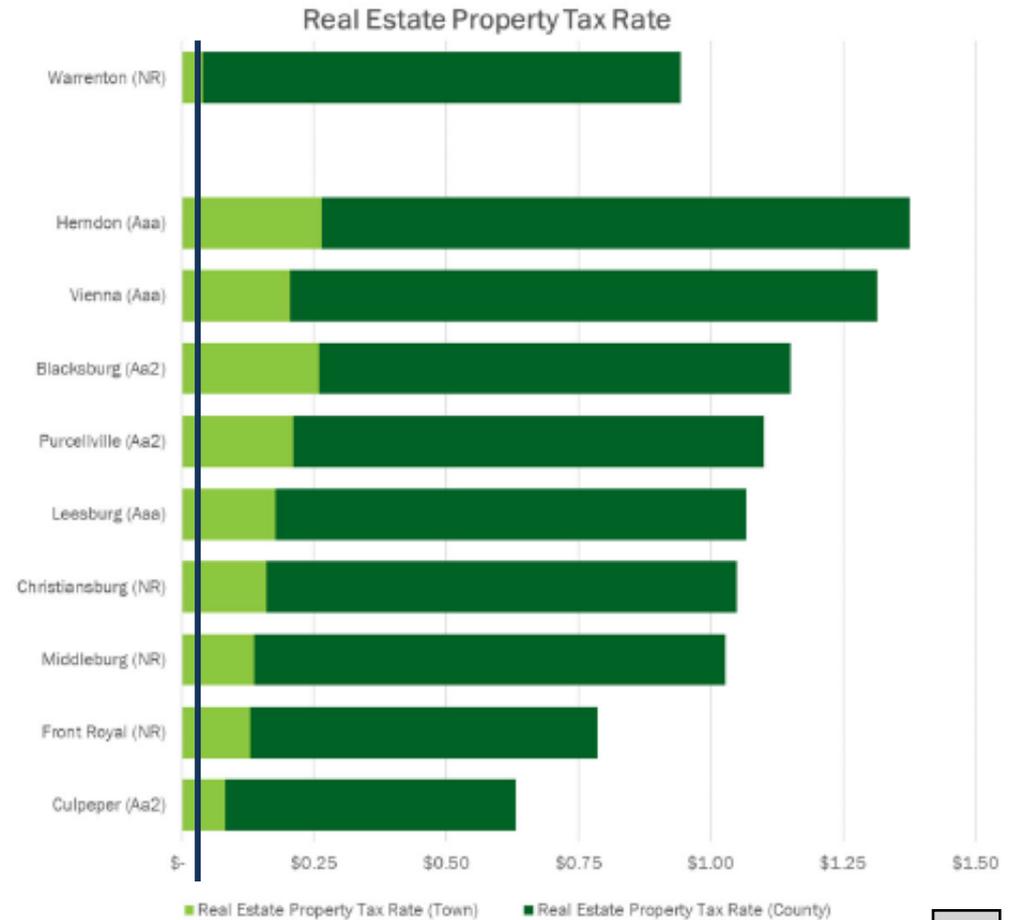
# Assessed Value Per Capita

Locality	Assessed Value Per Capita
<b>Warrenton (NR)</b>	<b>\$229,448</b>
National Aa Median <sup>(1)</sup>	136,881
National Aaa Median <sup>(1)</sup>	267,080
Middleburg (NR)	528,187
Vienna (Aaa)	333,802
Herndon (Aaa)	217,560
Leesburg (Aaa)	216,051
Purcellville (Aa2)	193,667
Culpeper (Aa2)	154,800
Christiansburg (NR)	120,633
Front Royal (NR)	94,506
Blacksburg (Aa2)	79,567

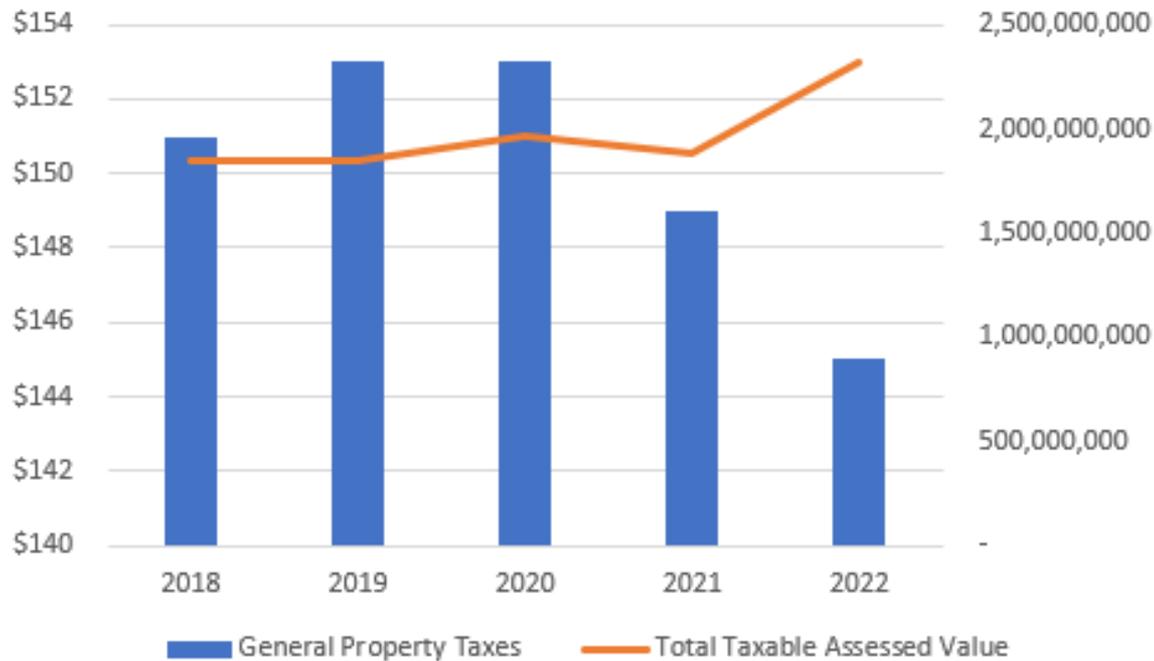


# Real Estate Tax Rate Comparison

Locality	Real Estate Property Tax Rate (Town)	Real Estate Property Tax Rate (County)
<b>Warrenton (NR)</b>	<b>\$0.0401</b>	<b>\$0.903</b>
Herndon (Aaa)	0.265	1.110
Vienna (Aaa)	0.205	1.110
Blacksburg (Aa2)	0.260	0.890
Purcellville (Aa2)	0.210	0.890
Leesburg (Aaa)	0.1774	0.890
Christiansburg (NR)	0.160	0.890
Middleburg (NR)	0.1369	0.890
Front Royal (NR)	0.130	0.655
Culpeper (Aa2)	0.082	0.550



# General Property Taxes Per Capita



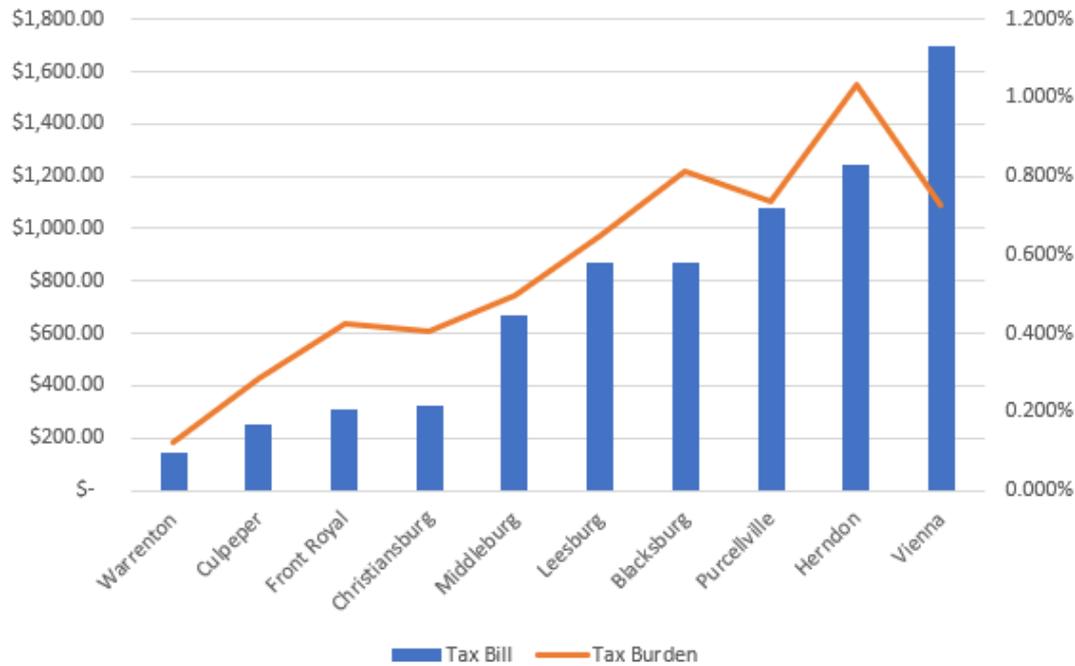
### Property Taxes Per Capita & Inflation Adjusted

Fiscal Year	2018	2019	2020	2021	2022
Population	9,875	9,937	10,065	10,057	10,109
Inflation Multiplier	1.18x	1.16x	1.15x	1.09x	1.00x
General Property Taxes	\$ 151	\$ 153	\$ 153	\$ 149	\$ 145
Total Taxable Assessed Value	\$ 1,846,239,494	\$ 1,847,402,940	\$ 1,965,327,390	\$ 1,885,068,308	\$ 2,319,489,988

This chart shows that property taxes per capita adjusted for inflation have not kept pace with the taxable assessed value.



# Tax Burden Comparison



Item B.

Locality	Median Home Value	Tax Rate	Tax Bill	Median Family Income	Tax Burden
Warrenton	\$ 363,000	\$ 0.0401	\$ 145.56	\$ 117,162	0.124%
Culpeper	\$ 304,100	\$ 0.0820	\$ 249.36	\$ 87,572	0.285%
Christiansburg	\$ 205,000	\$ 0.1600	\$ 328.00	\$ 80,855	0.406%
Front Royal	\$ 237,800	\$ 0.1300	\$ 309.14	\$ 72,982	0.424%
Middleburg	\$ 488,200	\$ 0.1369	\$ 668.35	\$ 135,250	0.494%
Leesburg	\$ 490,500	\$ 0.1774	\$ 870.15	\$ 133,660	0.651%
Vienna	\$ 827,800	\$ 0.2050	\$ 1,696.99	\$ 233,355	0.727%
Purcellville	\$ 514,900	\$ 0.2100	\$ 1,081.29	\$ 146,464	0.738%
Blacksburg	\$ 335,200	\$ 0.2600	\$ 871.52	\$ 107,279	0.812%
Herndon	\$ 470,200	\$ 0.2650	\$ 1,246.03	\$ 120,786	1.032%

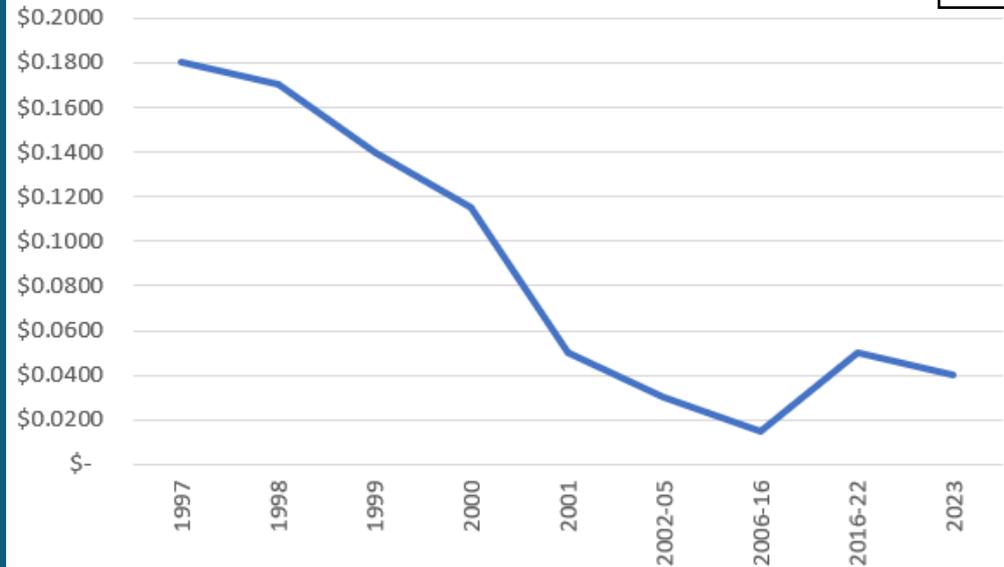


# Tax Rate History

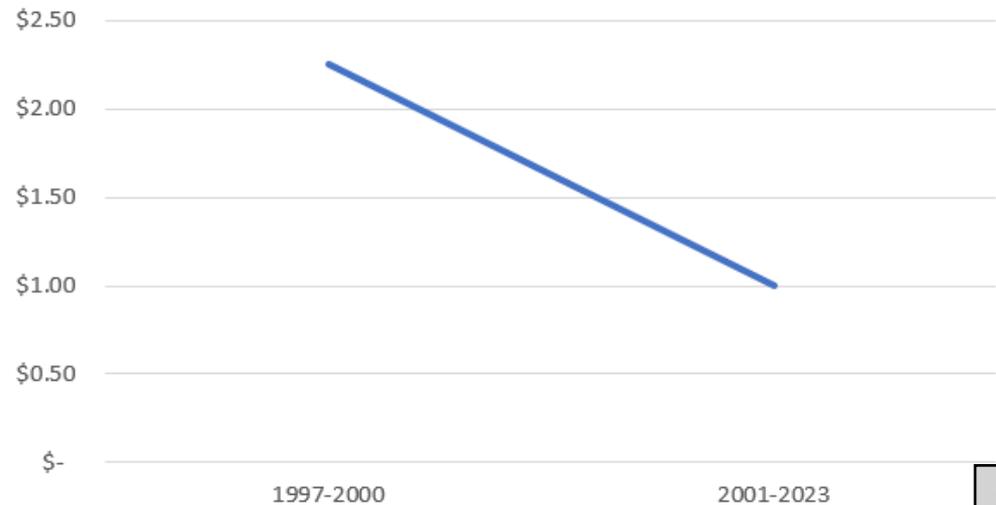
Fiscal Year(s)	Real Estate	Personal Property
1997	\$0.1800	\$ 2.25
1998	\$0.1700	\$ 2.25
1999	\$0.1400	\$ 2.25
2000	\$0.1150	\$ 2.25
2001	\$0.0500	\$ 1.00
2002-05	\$0.0300	\$ 1.00
2006-16	\$0.0150	\$ 1.00
2016-22	\$0.0500	\$ 1.00
2023	\$0.0401	\$ 1.00

Real Estate Tax Rate History

Item B.

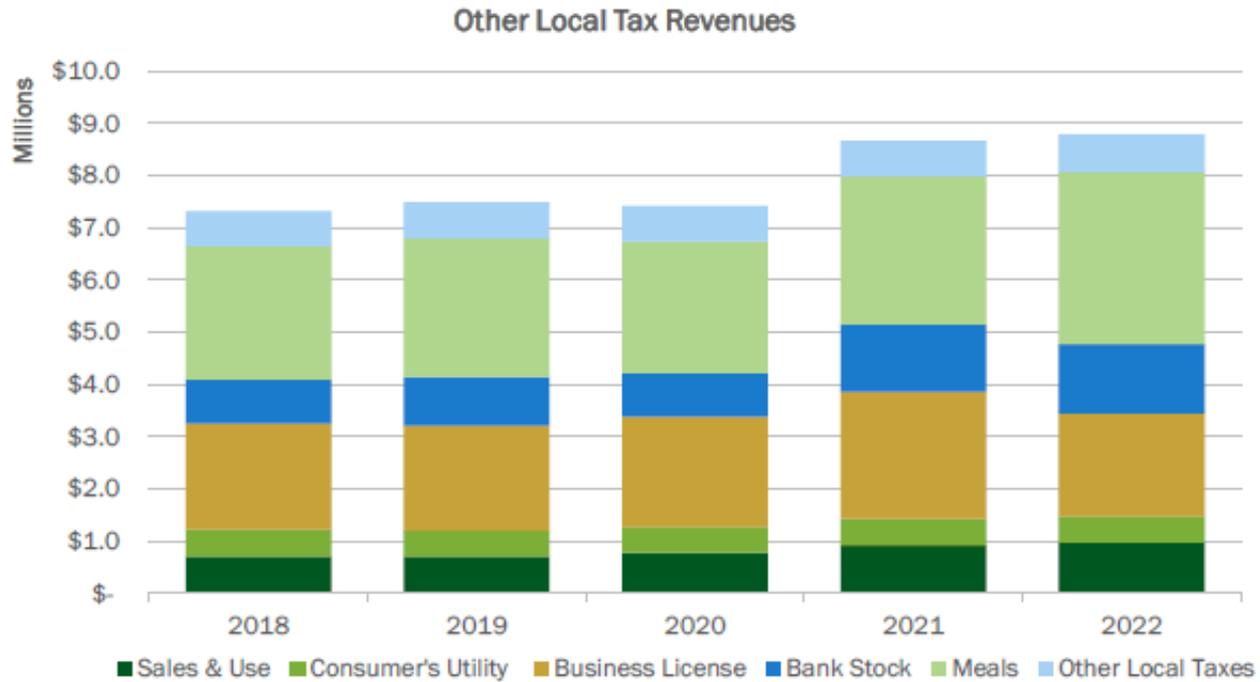


Personal Property Tax Rate History



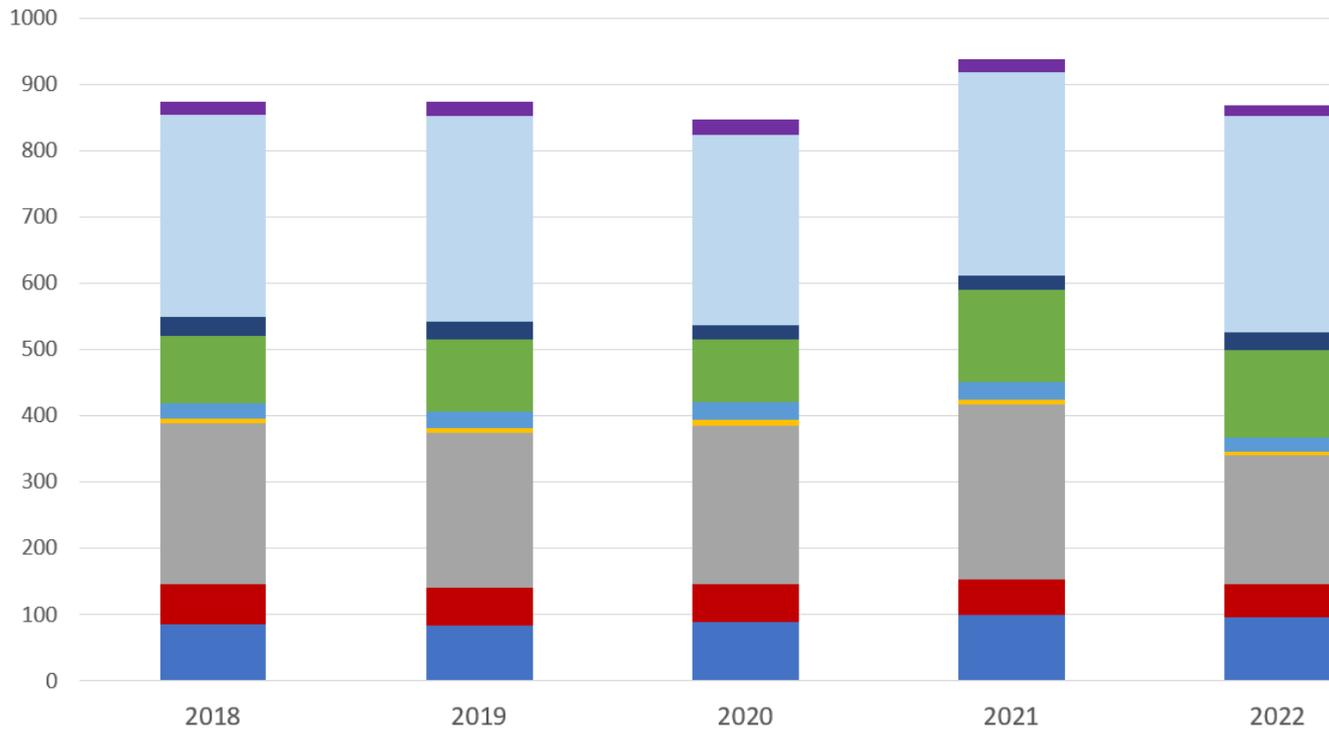
# Other Local Tax Revenues

Item B.



Summary of Other Local Tax Revenues					
Other Local Taxes	2018	2019	2020	2021	2022
Sales & Use	\$ 709,036	\$ 709,173	\$ 781,649	\$ 925,159	\$ 978,837
Consumer's Utility	510,053	498,267	501,059	495,402	499,103
Business License	2,026,990	1,998,815	2,103,568	2,438,043	1,964,786
Consumption	64,166	70,212	68,131	61,994	60,354
Motor Vehicle	195,750	216,600	237,353	239,788	219,887
Bank Stock	849,887	932,498	830,298	1,292,086	1,330,962
Hotel and Motel	236,175	220,994	182,606	197,050	261,215
Meals	2,550,799	2,659,254	2,515,018	2,828,431	3,296,859
Cigarette	171,699	184,943	202,138	180,436	173,866
<b>Total</b>	<b>\$ 7,314,555</b>	<b>\$ 7,490,756</b>	<b>\$ 7,421,820</b>	<b>\$ 8,658,389</b>	<b>\$ 8,785,866</b>

# Other Local Taxes Per Capita



Item B.

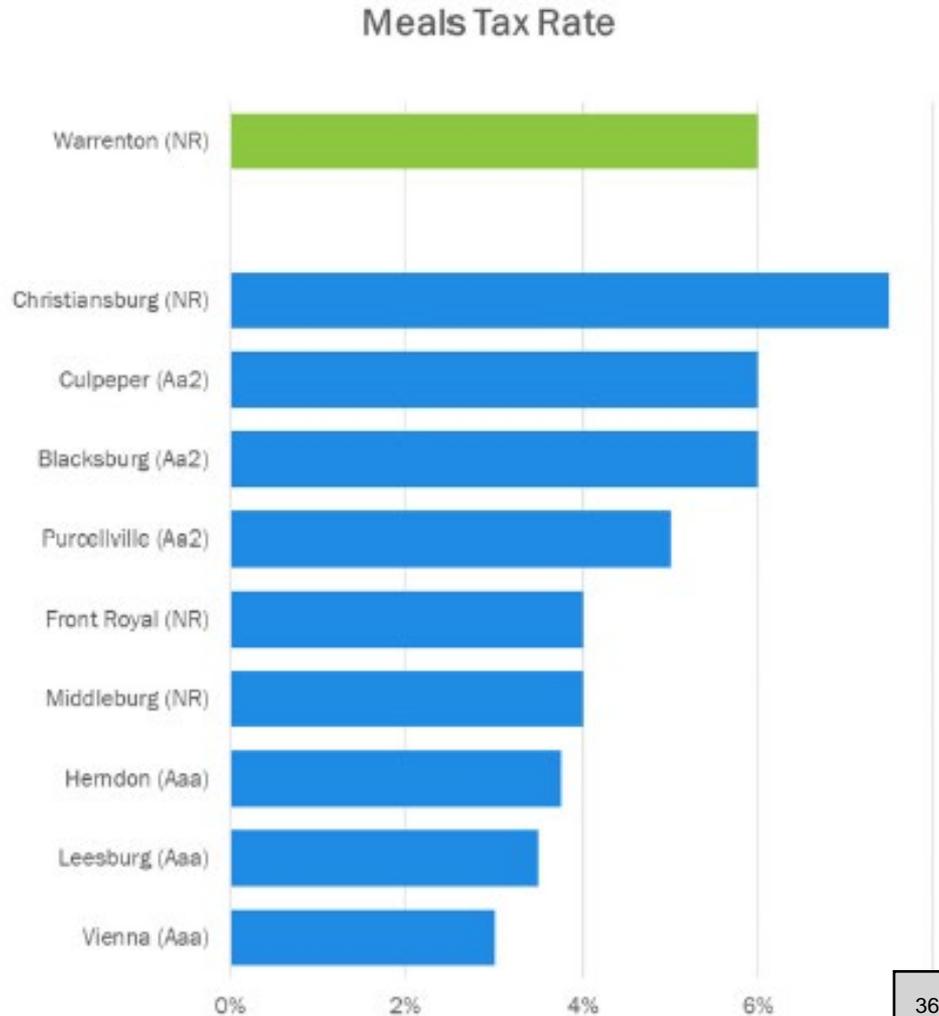
**Other Local Tax Revenues Per Capita and Inflation Adjusted**

Fiscal Year	2018	2019	2020	2021	2022
Population	9,875	9,937	10,065	10,057	10,109
Inflation Multiplier	1.18x	1.16x	1.15x	1.09x	1.00x
Sales & Use	\$ 85	\$ 83	\$ 89	\$ 100	\$ 97
Consumer's Utility	61	58	57	54	49
Business License	242	233	240	264	194
Consumption	8	8	8	7	6
Motor Vehicle	23	25	27	26	22
Bank Stock	102	109	95	140	132
Lodging	28	26	21	21	26
Meals	305	310	287	307	326
Cigarette	21	22	23	20	17
<b>Total</b>	<b>\$ 875</b>	<b>\$ 874</b>	<b>\$ 847</b>	<b>\$ 939</b>	<b>\$ 869</b>

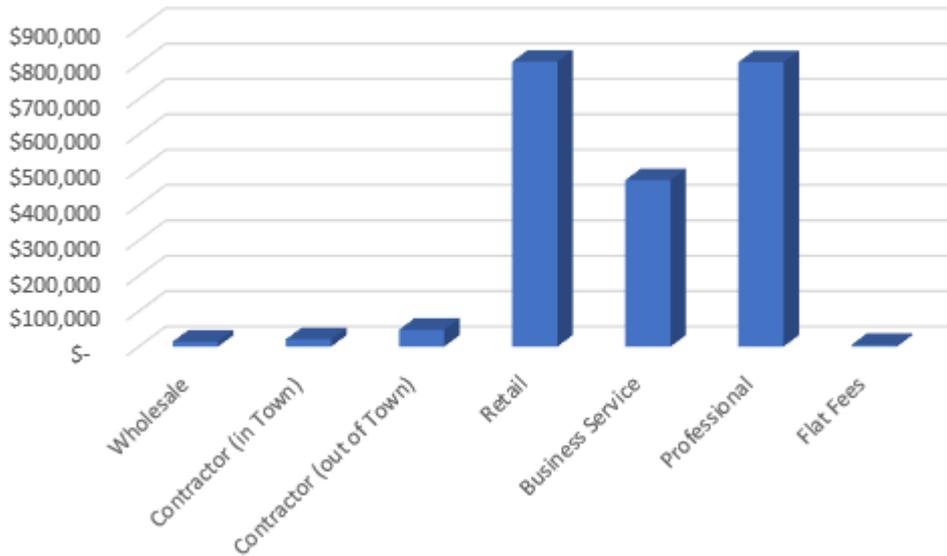


# Meals Tax Rate Comparison

Locality	Meals Tax Rate (Town)
<b>Warrenton (NR)</b>	<b>6.00%</b>
Christiansburg (NR)	7.50%
Culpeper (Aa2)	6.00%
Blacksburg (Aa2)	6.00%
Purcellville (Aa2)	5.00%
Front Royal (NR)	4.00%
Middleburg (NR)	4.00%
Herndon (Aaa)	3.75%
Leesburg (Aaa)	3.50%
Vienna (Aaa)	3.00%



# Business License (BPOL)



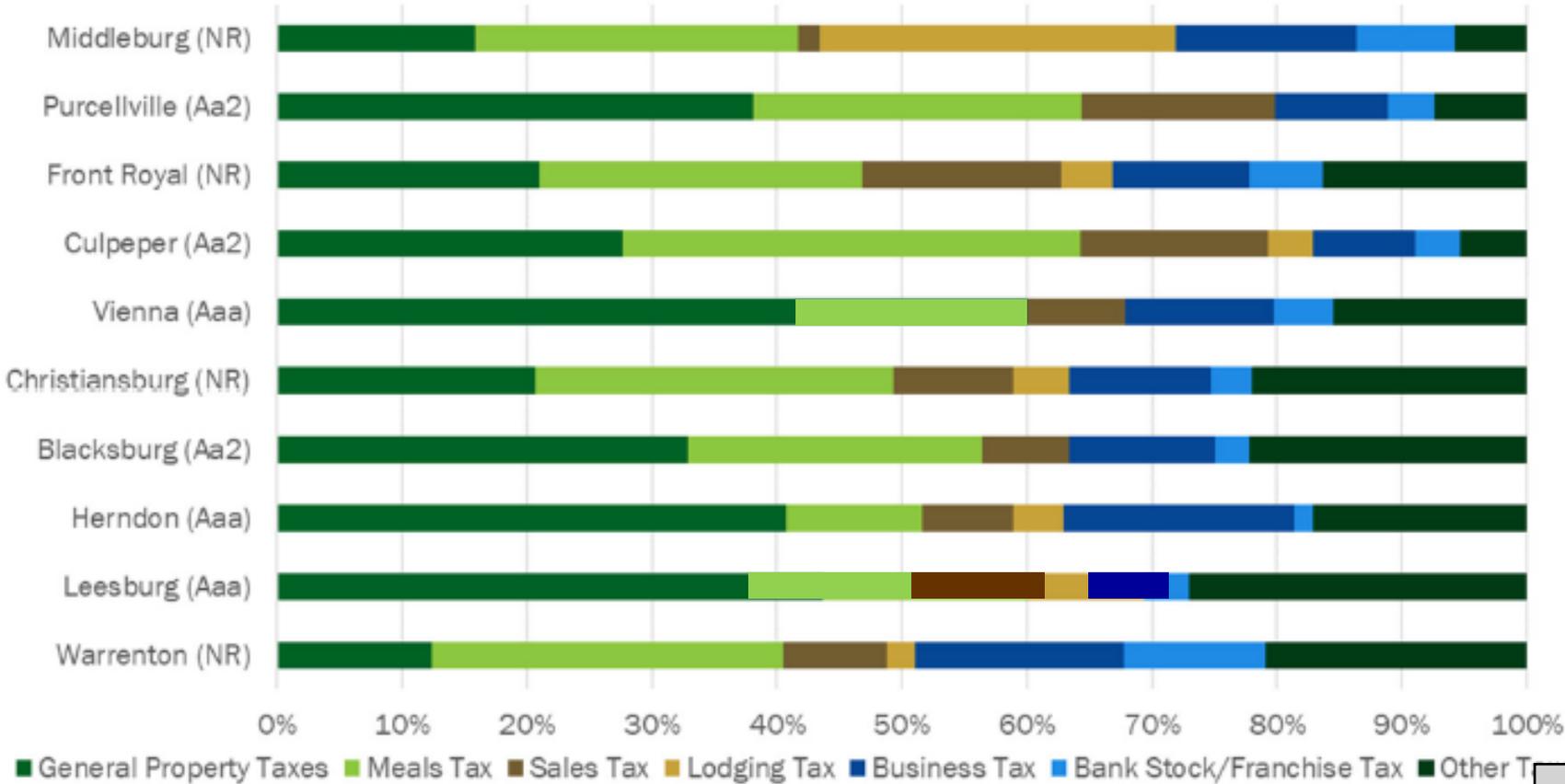
- Various rate categories depending on nature of business
- Data shown in table and chart is for license year 2023
- Top 3 categories are retail, business/personal services, and professional services

## Business License Year 2023

Category	Tax Amount	Percentage
Wholesale	\$ 14,193	0.7%
Contractor (in Town)	20,588	0.9%
Contractor (out of Town)	47,804	2.2%
Retail	805,627	37.2%
Business Service	470,579	21.7%
Professional Services	804,222	37.1%
Flat Fees	5,330	0.2%
<b>Total</b>	<b>\$ 2,168,343</b>	

# Other Local Taxes Comparison

Total Local Revenue Sources Composition



# Suggested Modification

Item B.

- Consider elimination of motor vehicle license fee to be offset by slight increase in personal property tax rate
- Annual license fee revenue = \$225,000

# Debt Management and Capacity



# Existing Debt

## Summary of Outstanding Tax-Supported Debt

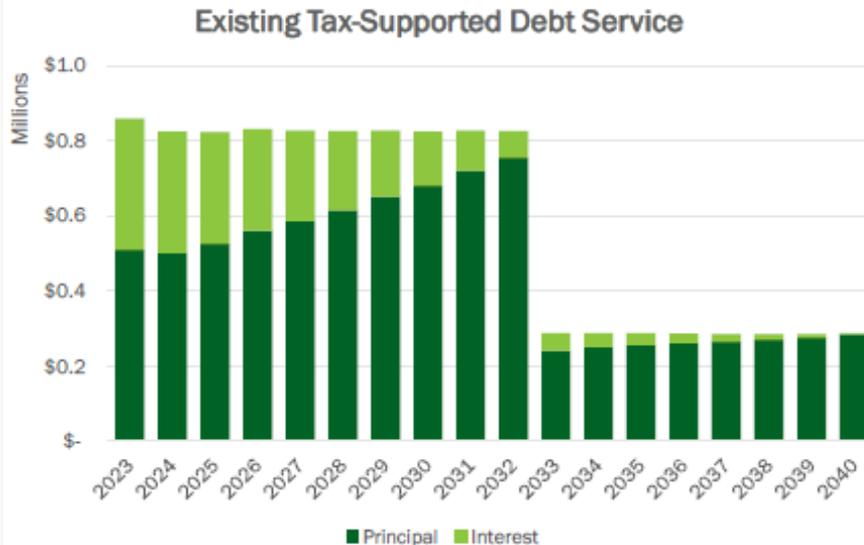
Series	Original Par	Par Outstanding		Interest Rate	Final Maturity (FY)
			6/30/22		
2017 Equipment Lease	\$330,209		\$34,545	2.040%	7/28/2022
G.O. Refunding Bond, Series 2021B	\$8,720,000		8,165,000	5.125% - 2.125%	10/1/2039
		<b>Total</b>	<b>\$8,199,545</b>		

## Summary of Outstanding Utility-Supported Debt

Series	Original Par	Par Outstanding		Interest Rate	Final Maturity (FY)
			6/30/22		
G.O. Refunding Bond, Series 2021A	\$6,935,000		6,728,000	2.750%	1/15/2038
G.O. Refunding Bond, Series 2021B	\$3,975,000		3,855,000	5.125% - 2.125%	10/1/2039
G.O. Bond - Water & Sewer Financing 2022	\$5,150,000		5,150,000	2.900%	10/1/2039
		<b>Total</b>	<b>\$15,733,000</b>		

Debt refinanced in 2022 to achieve net present value savings of \$1.7 million

# Existing Tax-Supported Debt Service



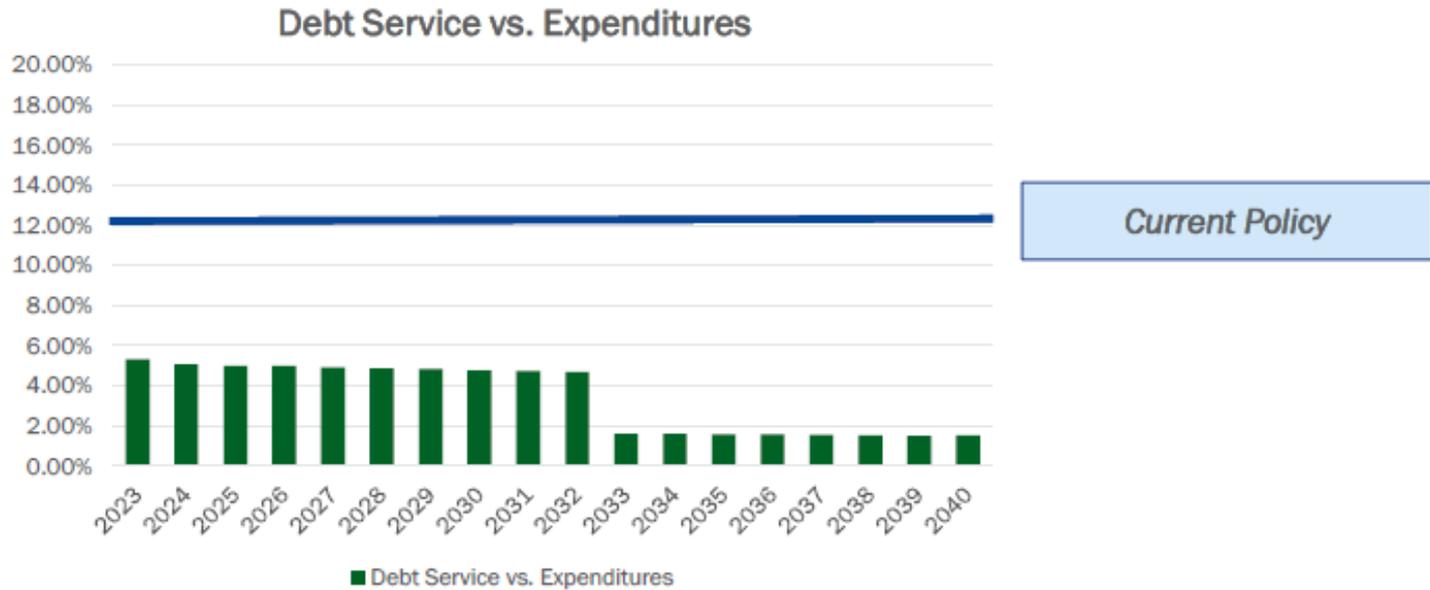
Existing Tax-Supported Debt Service				
Fiscal Year	Principal	Interest	Total	Payout Ratio
2023	509,545	349,573	859,119	6.2%
2024	500,000	324,238	824,238	12.3%
2025	525,000	297,972	822,972	18.7%
2026	560,000	270,169	830,169	25.5%
2027	585,000	240,828	825,828	32.7%
2028	615,000	210,078	825,078	40.2%
2029	650,000	177,663	827,663	48.1%
2030	680,000	143,581	823,581	56.4%
2031	720,000	107,706	827,706	65.2%
2032	755,000	69,909	824,909	74.4%
2033	240,000	46,063	286,063	77.3%
2034	250,000	37,656	287,656	80.4%
2035	255,000	31,041	286,041	83.5%
2036	260,000	25,569	285,569	86.6%
2037	265,000	20,106	285,106	89.9%
2038	270,000	14,653	284,653	93.2%
2039	275,000	8,978	283,978	96.5%
2040	285,000	3,028	288,028	100.0%
<b>Total</b>	<b>\$8,199,545</b>	<b>\$2,378,811</b>	<b>\$ 10,578,356</b>	

# Debt Management Policies

- The Town **will not fund current operations from the proceeds of borrowed funds** and will confine long-term borrowing and capital leases to capital improvements, projects, or equipment that cannot be financed from current financial resources.
- The Town will, when financing capital improvements or other projects or equipment by issuing bonds or entering into capital leases, **repay the debt within a period not to exceed the expected useful life of the project or equipment**. Debt related to equipment ancillary to a construction project may be amortized over a period less than that of the primary project.
- The Town will **annually calculate target debt ratios for direct, non-revenue based debt (“Tax Supported Debt”)** that is dependent on the general fund for the payment of debt service. So long as payments from the general fund to the enterprise fund are not necessary to make up shortfalls in the enterprise fund, enterprise fund debt will not be included in the calculation of the debt ratios. The debt ratios are outlined on the following slides.
- **Suggested policy addition: Rates for Water and Sewer services and Stormwater Management shall be set to ensure all enterprise fund debt service is paid by the respective enterprise fund.**

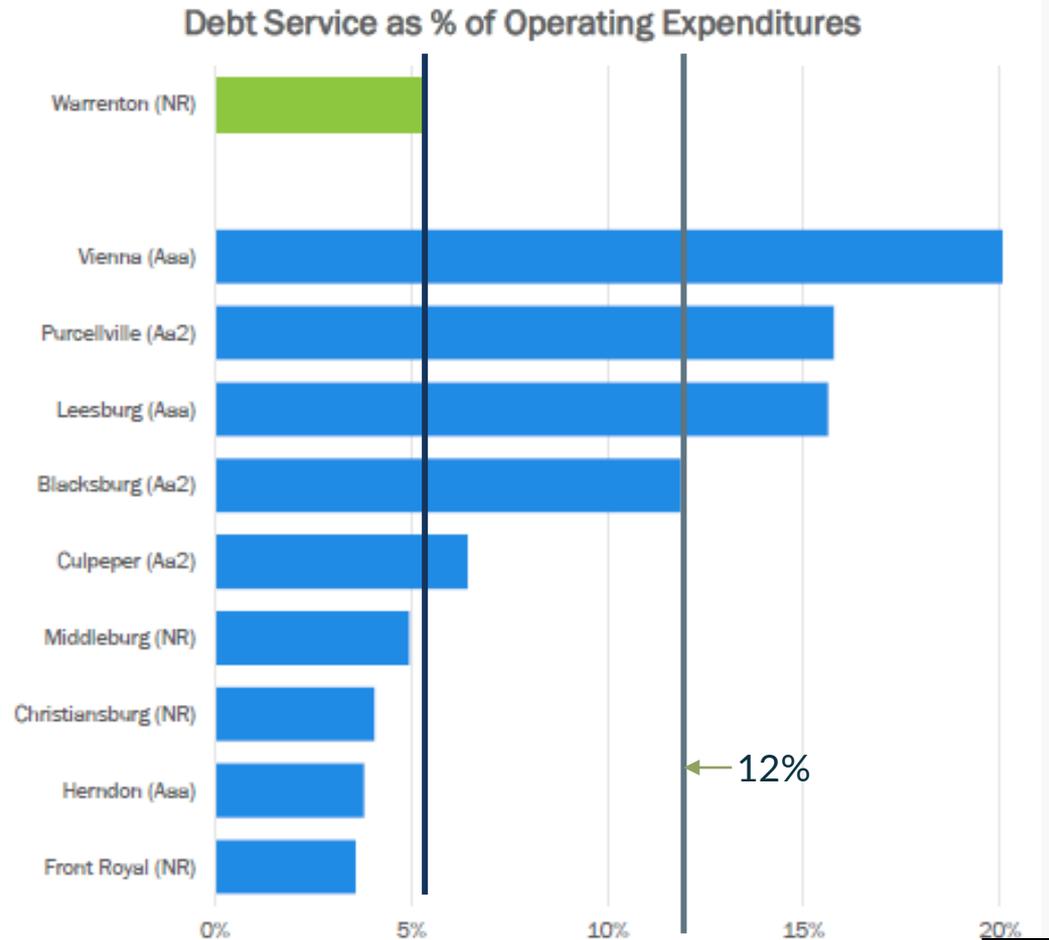
# Debt Service vs. Expenditures

Tax Supported debt service expenditures as a percentage of general fund expenditures should not exceed 12%.



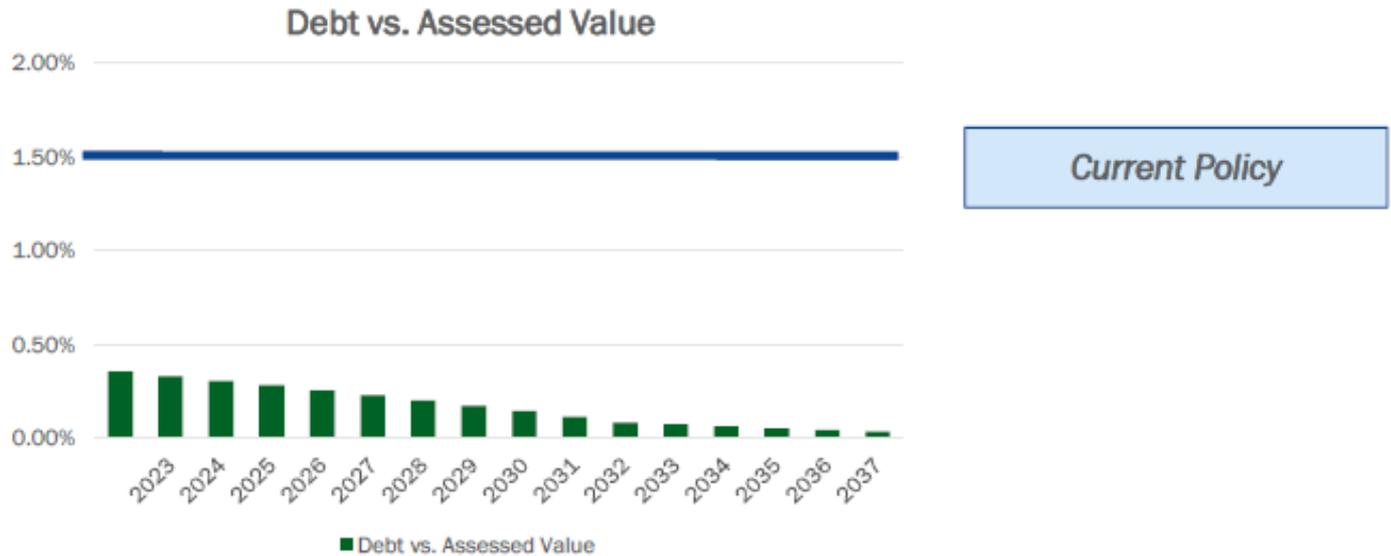
# Debt Service vs. Expenditure Comparison

Locality	Debt Service as % of Operating Expenditures
Warrenton (NR)	5.3%
Vienna (Aaa)	20.9%
Purcellville (Aa2)	15.8%
Leesburg (Aaa)	15.6%
Blacksburg (Aa2)	11.9%
Culpeper (Aa2)	6.4%
Middleburg (NR)	5.0%
Christiansburg (NR)	4.1%
Herndon (Aaa)	3.8%
Front Royal (NR)	3.6%



# Debt vs. Assessed Value

Tax Supported debt of the town shall not exceed 1.5% of the total assessed value of taxable property in the Town.

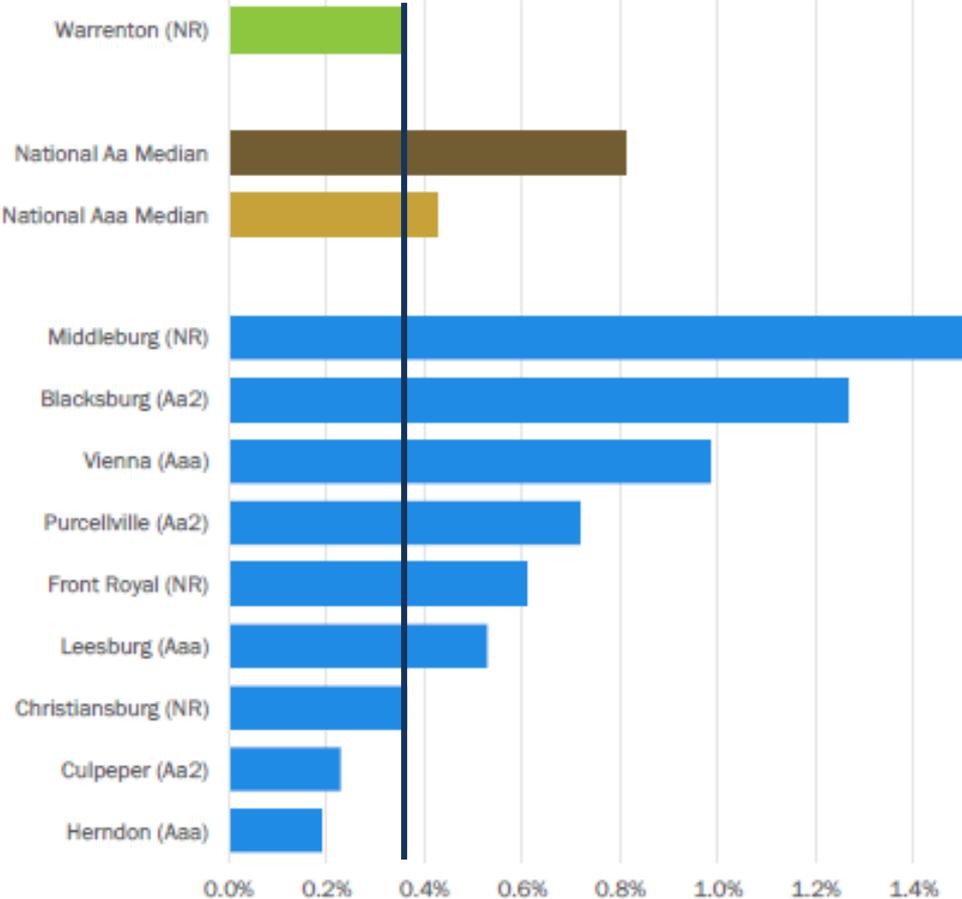


# Debt vs. Assessed Value Comparison

Locality	Outstanding Debt as % of Assessed Value
<b>Warrenton (NR)</b>	<b>0.4%</b>
National Aa Median <sup>(1)</sup>	0.8%
National Aaa Median <sup>(1)</sup>	0.4%
Middleburg (NR)	2.3%
Blacksburg (Aa2)	1.3%
Vienna (Aaa)	1.0%
Purcellville (Aa2)	0.7%
Front Royal (NR)	0.6%
Leesburg (Aaa)	0.5%
Christiansburg (NR)	0.4%
Culpeper (Aa2)	0.2%
Herndon (Aaa)	0.2%



Outstanding Debt as % of Assessed Value





# Enterprise Funds



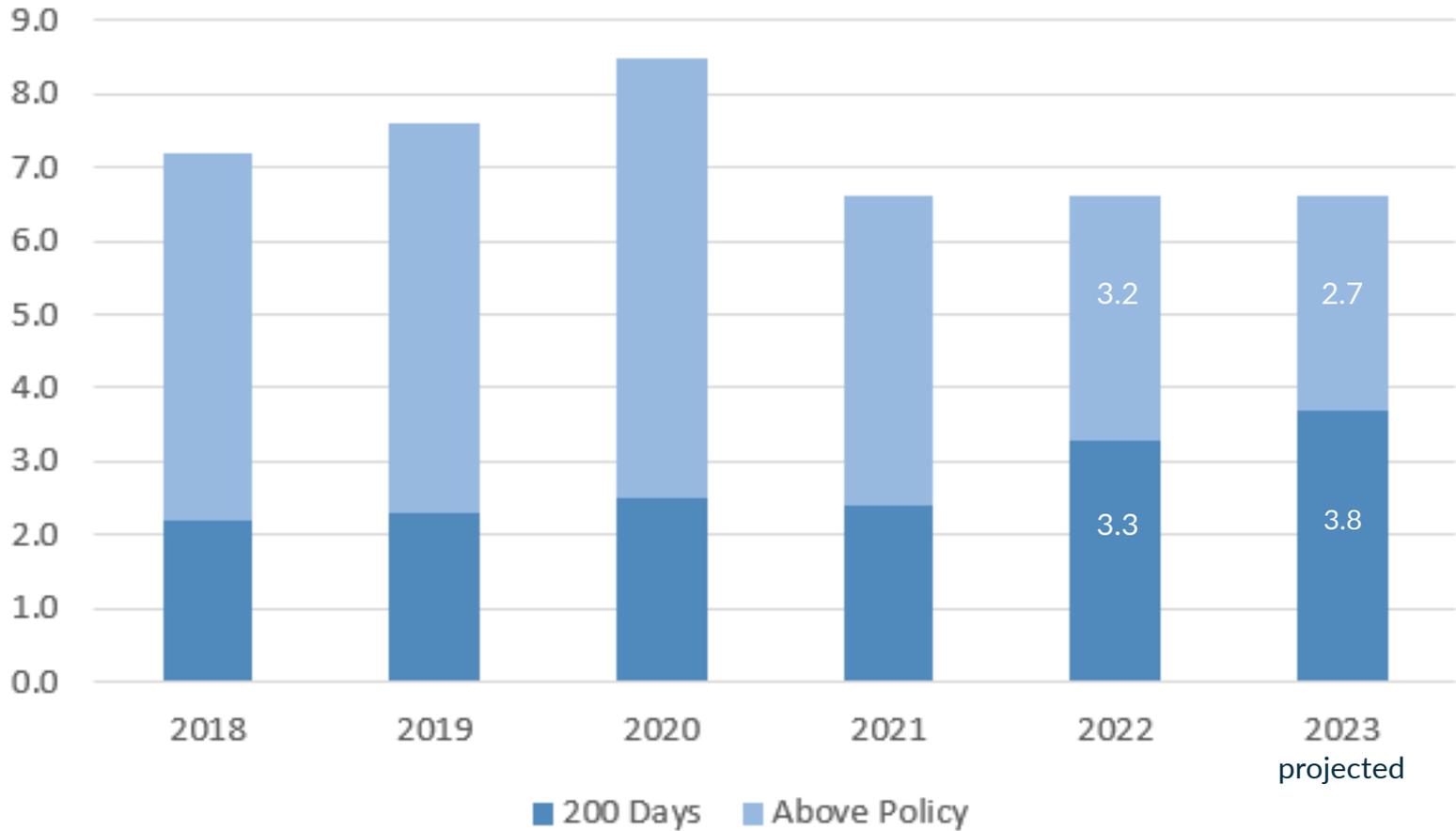
- Separate fund, supported by the fee structure – *not tax-supported*
- “Mini” Water and Sewer Rate study underway
  - Will have separate work session to review results
    - New factors:
      - Realignment/update of Capital Improvement Program
      - Earlier issuance of debt
      - ARPA funded positions to transition
      - Classification and compensation adjustments
      - Contingency payment for WWTP

# Water and Sewer Fund

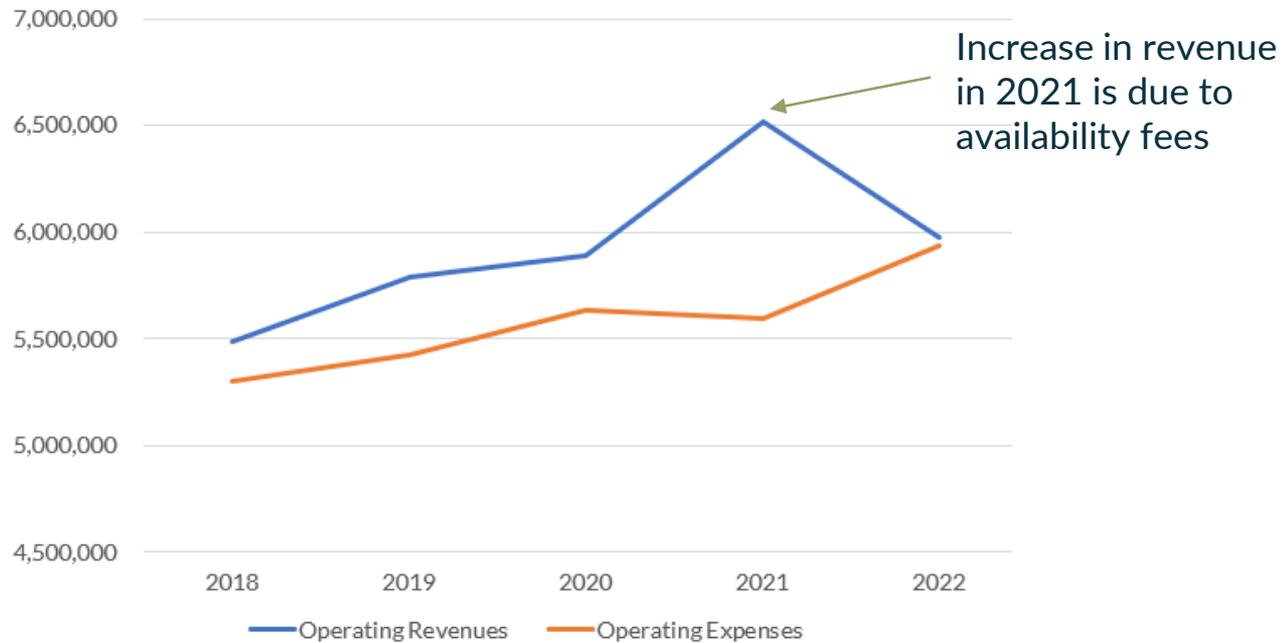
# Cash Balance Policy

Provides that the Town maintain a minimum unrestricted cash balance equal to 200 days of operating expenses.

Item B.



# Historical Financials



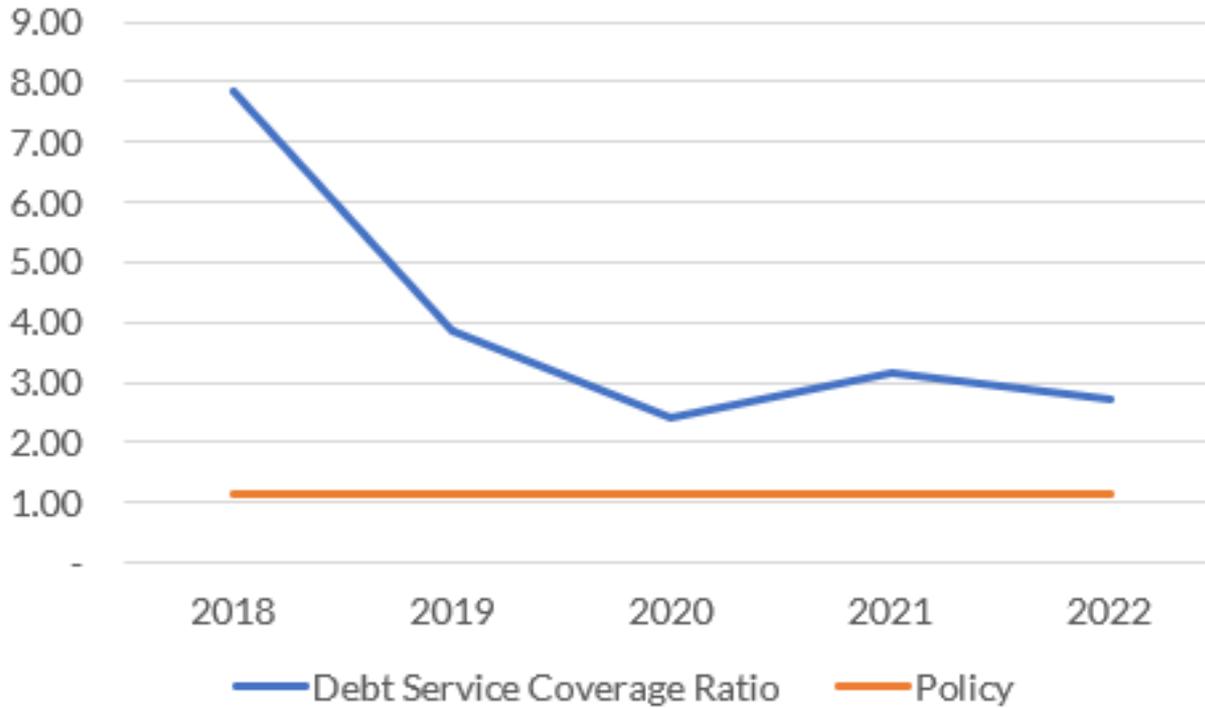
Fiscal Year	2018	2019	2020	2021	2022
Operating Revenues	5,485,203	5,785,979	5,887,602	6,512,552	5,970,588
Operating Expenses	5,302,082	5,426,353	5,634,644	5,597,855	5,931,527
Non-operating revenues(expenses)	(19,700)	92,370	(45,983)	(148,747)	(159,169)
Change in net position	163,421	451,996	206,975	765,950	(120,108)

### Net position

Beginning	24,012,637	24,176,058	24,628,054	24,835,029	25,600,979
Ending	24,176,058	24,628,054	24,835,029	25,600,979	25,480,871
Net investment in capital assets	17,336,839	18,259,451	17,364,417	19,595,398	19,194,441

# Debt Service Coverage

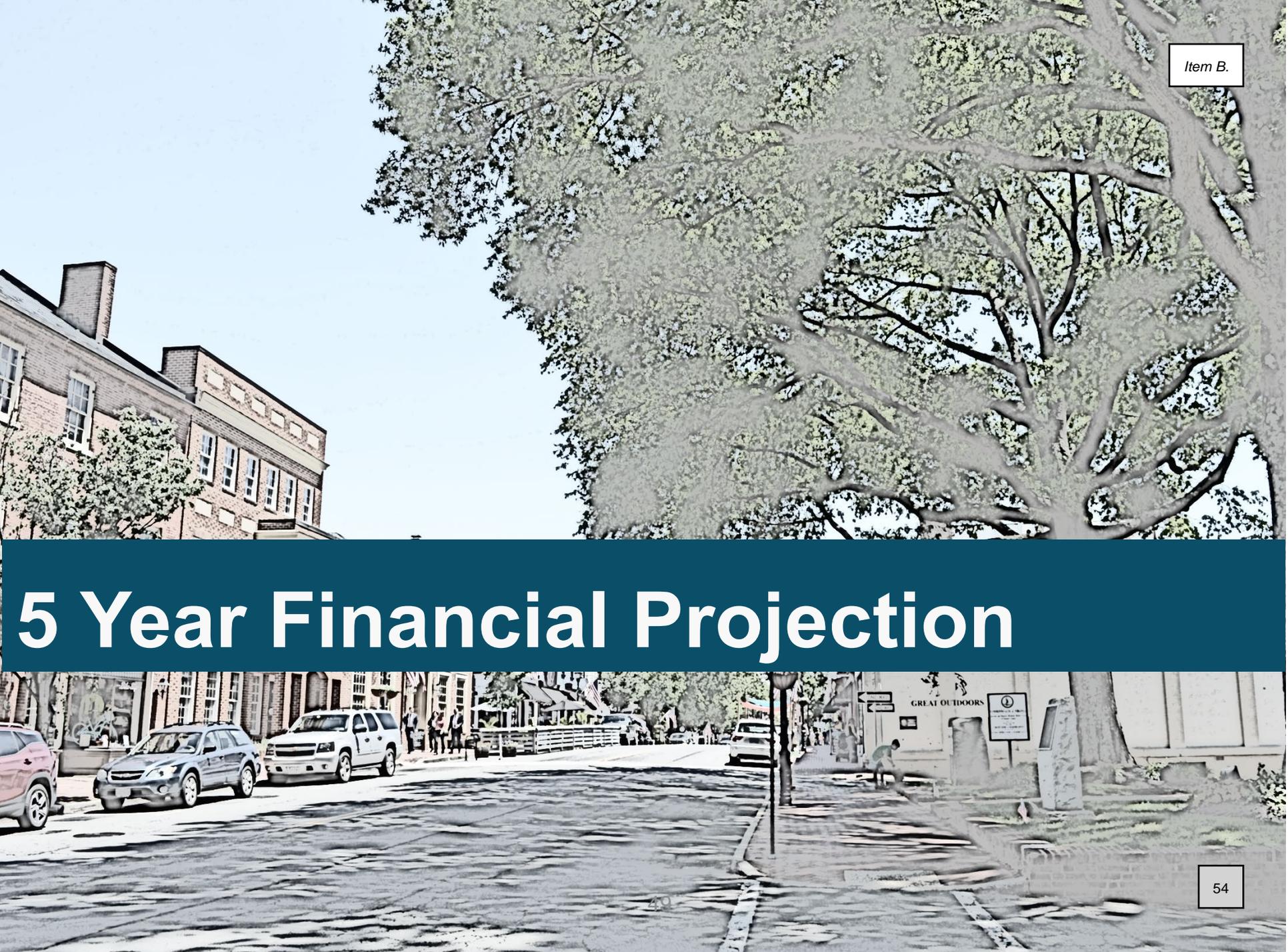
Item B.



Fiscal Year	2018	2019	2020	2021	2022
Operating Revenues	5,788,574	6,278,422	6,234,707	6,746,686	6,249,509
Operating Expenses	4,107,213	4,266,934	4,504,090	4,467,687	4,798,238
Net operating income	1,681,361	2,011,488	1,730,617	2,278,999	1,451,271
Debt Service	213,995	519,516	718,683	720,657	528,978
Debt Service Coverage Ratio	7.86	3.87	2.41	3.16	2.74

# Stormwater Fund

- Discharges from municipal separate storm sewer systems (MS4) are regulated under
  - **Virginia Stormwater Management Act**
  - **Virginia Stormwater Management Program** permit regulations
  - **Clean Water Act** as point source discharges
- Separate fund established in FY22
- Self-supporting, fee-based program
- Billed twice a year on the real estate tax bill
- Operating costs covered, generates surplus to partially cash fund some of the necessary projects to meet the permit requirements

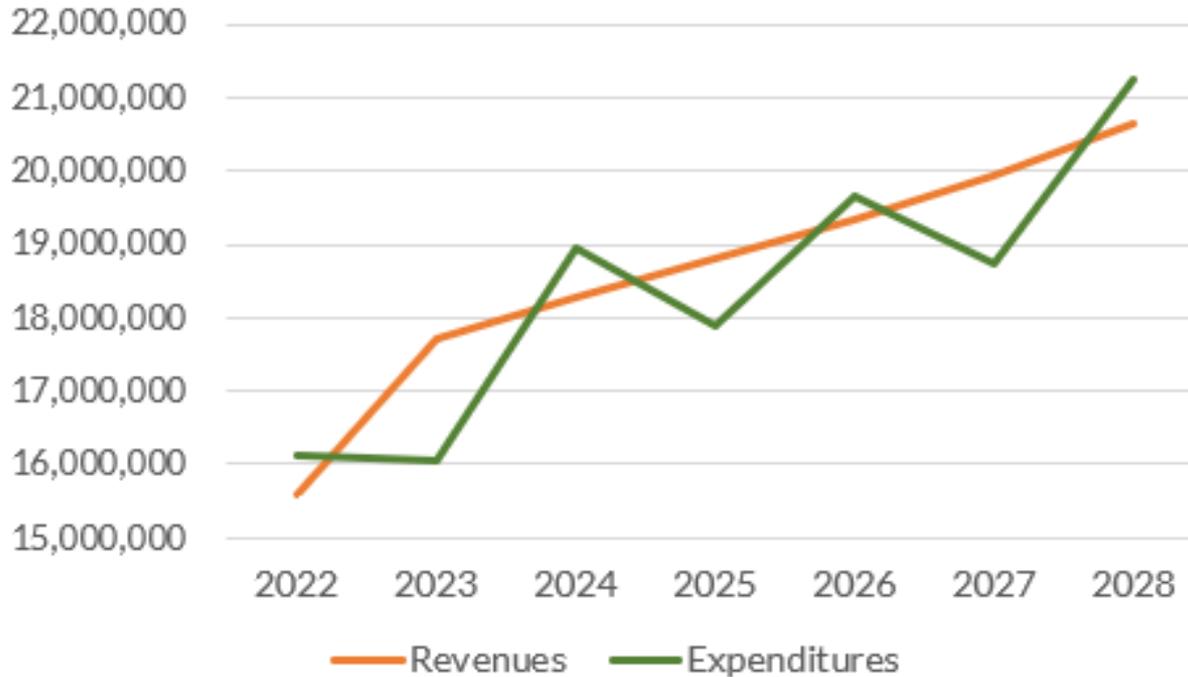


# 5 Year Financial Projection

# Assumptions

- Annual revenue and expenditure growth averaging 3%
  - Historical review showed average of 2.6% for revenue and 4.0% for expenditures
- Implementation of Capital Improvement Program and commitment to asset replacement schedule (cash-funded)
- Debt issued to fund major transportation projects to manage cash flow needs
  - Transportation projects are generational projects that will benefit residents of the Town long-term
  - Borrowing for those projects will ease the cash-flow burden on the General Fund
  - Would maintain compliance with debt-related policies

# 5-Year Projection (including capital and debt service)



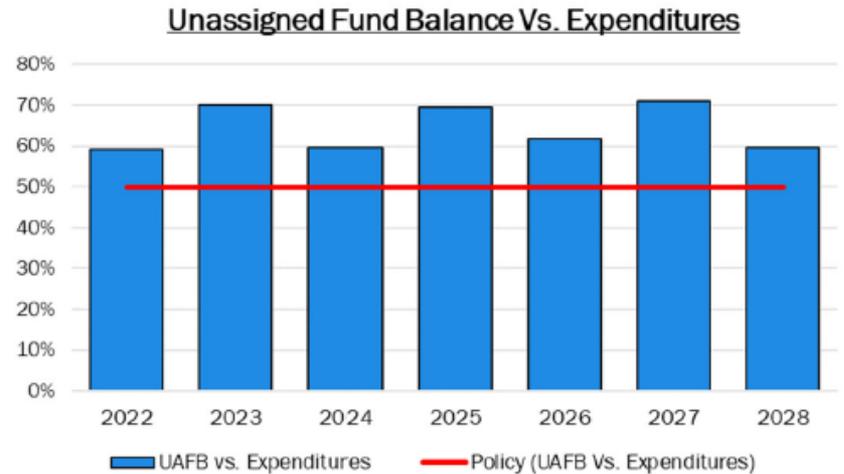
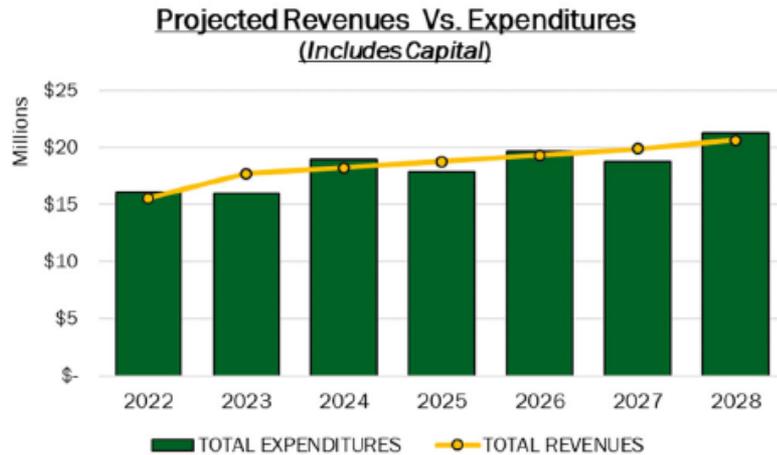
### All expenditures

Fiscal Year	2022	2023	2024	2025	2026	2027	2028
Revenues	15,588,490	17,727,497	18,278,254	18,790,166	19,351,162	19,923,130	20,655,295
Expenditure	16,129,651	16,036,206	18,945,035	17,876,569	19,656,813	18,742,422	21,253,789
Net change	(541,161)	1,691,291	(666,781)	913,597	(305,651)	1,180,708	(598,494)

# Strategic Debt Issuance to Support Cash Flow

Item B.

- Strategically issuing debt provides the Town with additional cash-flow which maintains reserve levels above the Policy Level.



	2022	2023	2024	2025	2026	2027	2028	
	Audited	Projected	Projected	Projected	Projected	Projected	Projected	
<b>A</b>	Total Revenues	\$ 15,588,490	\$ 17,727,497	\$ 18,278,254	\$ 18,790,166	\$ 19,351,162	\$ 19,923,130	\$ 20,655,295
<b>B</b>	Total Expenditures	16,129,651	16,036,206	18,945,035	17,876,569	19,656,813	18,742,422	21,253,789
<b>C = A - B</b>	Net Operating Result	(541,161)	1,691,291	(666,781)	913,597	(305,651)	1,180,708	(598,494)
<b>D</b>	Unassigned Fund Balance	9,542,190	11,233,481	11,273,721	12,402,590	12,119,887	13,300,594	12,702,100
<b>E = D / B</b>	Unassigned Fund Balance vs. Expenditures	59%	70%	60%	69%	62%	71%	60%

### Debt Service vs. Expenditures



### Debt vs. Assessed Value



	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected
<b>Existing Debt</b>						
Principal	\$ 509,545	\$ 500,000	\$ 525,000	\$ 560,000	\$ 585,000	\$ 615,000
Interest	349,573	324,238	297,972	270,169	240,828	210,078
<b>Proposed Debt</b>						
Principal	-	-	17,288	21,343	57,971	197,948
Interest	-	-	28,582	32,993	90,717	314,451
<b>Total</b>	<b>\$ 859,119</b>	<b>\$ 824,238</b>	<b>\$ 868,842</b>	<b>\$ 884,506</b>	<b>\$ 974,516</b>	<b>\$ 1,337,476</b>
Debt Service vs. Expenditures <sup>(1)</sup>	5.22%	4.91%	5.08%	5.07%	5.47%	7.36%
Debt vs. Assessed Value <sup>(2)</sup>	0.33%	0.33%	0.31%	0.33%	0.49%	0.57%

Note: Preliminary results are estimates, and subject to change. Actual results may vary substantially from these estimates.

(1) For planning/conservative purposes, Expenditures are based upon FY 2022 Actuals (\$16,129,651) and projected to grow 1% annually.

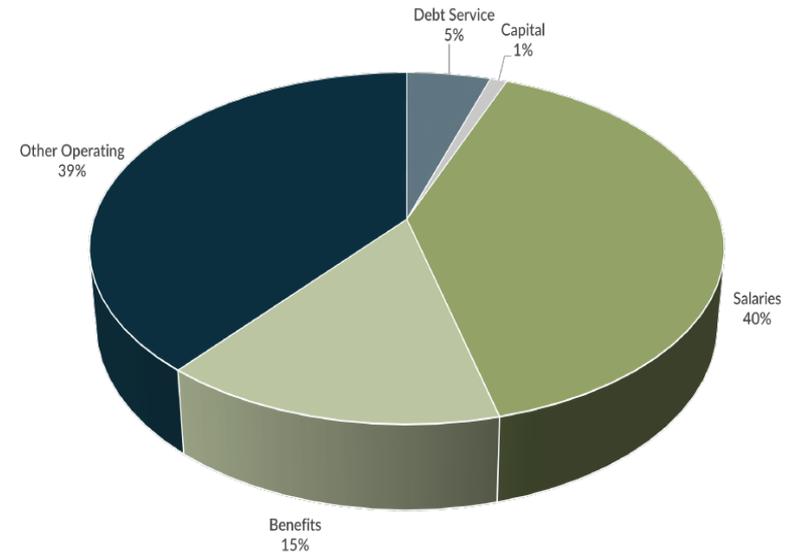
(2) Assessed Values are based upon FY 2022 Actual Assessed Value (\$2,319,489,988) and projected to grow 1% annually.



# General Fund Summary

- The general fund has the capacity to provide some cash funding for CIP and CARP
  - Recommend capital investment policy of 10% of annual revenues to maintain a balance of some cash funding
- Sufficient funding available to address Human Capital needs
  - The Town provides services, requires investment in personnel
  - Personnel expenses made up 55% of the total FY23 budget
    - Typical split 80/20 between General Fund and Water and Sewer
  - Classification and compensation adjustments have not been made since 2015
- The Town's main challenge will be increasing revenues to match inflationary growth in recurring operating expenditures.

FY23 EXPENDITURES BY CATEGORY







Office of the Town Manager

Christopher E. Martino

# STAFF REPORT

Warrenton Town Council

Carter Nevill, Mayor

Heather Sutphin, Ward 1

William Semple, Ward 2

Brett Hamby, Ward 3

James Hartman, Ward 4 Vice Mayor

Jay Heroux, Ward 5

Paul Mooney, At Large

David McGuire, At Large

Item D.

<b>Council Meeting Date:</b>	February 25, 2023
<b>Agenda Title:</b>	Classification & Compensation Study
<b>Requested Action:</b>	Approval of FY24 Pay Plan & Internal Adjustment
<b>Department / Agency Lead:</b>	Human Capital Department
<b>Staff Lead:</b>	Kasey Braun, Human Capital Manager

## EXECUTIVE SUMMARY

*Resiliency of the workforce* has been a Town Council strategic goal since the 2019 and 2022 strategic retreats. In an effort for Town leadership and staff to achieve this goal, it needed to develop a plan that identifies the key actions and initiatives that are in alignment with the overall goal of identifying workforce resources that are key factors in the protection and promotion of building a successful future for the Town. This objective initiated the internal review of the Town’s competitive landscape (compensation, pay plans, etc. of our surrounding areas) as well as identifying the necessary resources needed to increase efficiencies across Town operations. This staff report defines for Town Council an overview of the classification and compensation study, the proposed FY24 pay plan, and internal pay equity adjustments. The Town Manager intends to include the results of the Classification and Compensation study and new pay plan in the proposed FY24 budget.

## BACKGROUND

Over the last year, Town leadership conducted an internal review of the Town’s recruitment program, and it was identified that this program initiative is needing to be redefined and realigned to better meet the Town Council’s *resiliency of the workforce* strategic initiative. Therefore, the first step identified to meet the strategic objective was through the Town Council approved Classification & Compensation study. This study will provide the Town the data needed in identifying the necessary means to develop the best operational practices that will assist in achieving the set strategic objective.

Classification and Compensation Study: This study was approved by Town Council in Spring of 2022 with a program kick off with Paypoint HR in June 2022. The purpose of this study was to identify the competitive landscape of the Town from a compensation assessment. Paypoint HR’s goals for this study was to be objective and transparent on the classification and compensation structure of the Town through the following initiatives:

- Developing a credible classification system that ensures positions performing similar work with like levels of complexity, responsibility, knowledge, skills, and abilities are classified together.
- Developing a comprehensive compensation plan for all employees based upon analysis and evaluation of job content is competitive in the external market.

It is also important to note that the last classification and compensation study was completed in 2015, which resulted in a revision of the pay plan structure but did not address internal equity. Prior to 2015, the Town’s pay plan structure had not been updated since 2003.

## Service Level/Policy Impact

**Classification and Compensation Study:** The study's objectives were to analyze the current salary grade levels and structure, update class specifications and ensure internal equity using job analysis and job evaluation, to identify needed market adjustments and ensure external competitiveness (to include a cost-of-living analysis). Therefore, a proposed pay plan redesign was suggested that will better align the Town's pay plan to market trends in an effort to remain competitive.

Paypoint HR 25 Comparators			
Alexandria	Berryville	Blacksburg	Charlottesville
Christiansburg	Clarke County	Culpeper	Culpeper County
Fauquier County	Front Royal	Herndon	Leesburg
Loudoun County	Luray	Madison County	Manassas
Orange County	Prince William County	Rappahannock County	Spotsylvania County
Stafford	Staunton	Virginia Department of Transportation	Winchester
Woodstock			

The new pay plan is designed using the benchmarks of the comparators in relation to our current position requirements and was calculated at the 50<sup>th</sup> percentile of the market competitiveness. To ensure the validity of the position and salary comparable factors within the benchmarked data, employees were provided a Position Vantage Point

(PVP) questionnaire to complete that provides insight into the actual job duties, skills required, environment factors (physical conditions, working conditions, interaction with others), and authority structure. This provided the necessary data points for Paypoint HR to align our current positions within the benchmarked comparators positions and thereby better determine the salary market trends. The proposed July 1, 2023 pay plan is referenced in *Attachment 1: Proposed FY24 Pay plan*.

The need to redesign the pay plan also identified that maintaining a fair wage structure going forward is important for the Town. Many organizations choose to adjust pay plans by making cost of living adjustments and by moving employees within salary ranges according to 1) acquisition of

Paypoint HR Requested Adjustment	Paypoint HR Adjustment	Current Structure
<b>Pay plan Grade Levels</b>	20	33
<b>% Between Each Grade Level</b>	Average of 7.5%	Average of 5%
<b>Min Grade to Max Grade % Difference</b>	60%	60%
<b>Minimum Hourly Rate</b>	\$15.00	\$13.44
<b>FLSA Review</b>	6 proposed updates	
<b>Proposed External Market Percentile</b>	50 <sup>th</sup> Percentile	

beneficial skills for the organization/education; 2) excellent and/or above average performance; and 3) years of service. Ultimately, this proposed pay plan adjustment provides the Town with the ability to align closer to the competitive market landscape, promote internal equity, and address the lack of our internal pay plan adjustments meeting market demands over the last 20+ years as referenced in *Attachment 2: Historical Data*.

### Important Notes:

- External Market data was acquired in September and October of 2022. The FY23 pay scales were used throughout the study. Note: comparators are conducting salary studies and are in the process of adjusting their pay plans by as much as 17.5% to account for current market standards. *Reference Attachment 3: Jurisdictions Proposed FY24 Compensation Adjustments*.
- Adjusting the compensation of job titles to the 50<sup>th</sup> percentile of the market helps to make the town competitive with respect to wages at other municipalities. In addition, aligning compensation of individual employees to eliminate compression reduces the fiscal impact of salary adjustments and appropriately compensates employees based on the knowledge, skills, and abilities they have developed while working for the town.

**Compensation Philosophy:** The Town does not currently have a compensation philosophy as it operates solely on budgeting approval. However, we are proposing the Town Council adopt a compensation philosophy to ensure all Town positions fall within scope of the Towns Compensation Philosophy as directed by Town Council as well as to ensure the Town delivers market competitive pay to its workforce through a continuous monitoring. Below is the proposed Compensation Philosophy:

- ★ The Town Council seeks to deliver market competitive pay to the Town’s workforce. The compensation philosophy is intended to serve as general guidance to the Town Manager on the target market position for the Town’s compensation plan.
  - The official comparator market represents a group of the local government employers that is comprised of the surrounding Towns and Counties as defined in the most recent Classification and Compensation study.
  - Town Council’s compensation philosophy sets a target market position for the Town’s compensation plan at a minimum of 50<sup>th</sup> percentile of the comparator market. This policy is subject to budget appropriation.

**Fiscal Impact**

**Classification and Compensation:** The adjustment of the proposed pay plan primarily positively impacts our recruitment efforts. It is important to note that historically the Town has not matched the CPI market adjustments which impacts the external competitiveness with the market and the internal equity of our employees as shown in *Table 1: CPI versus COLA*.

The primary reason pay plan adjustments are made in the effort to keep up with the competitive landscape through adjusting of the pay plan by aligning it to the cost-of-living measures help to ensure that the town remains competitive to its comparators.

Based on the classification study a pay plan adjustment of 10%, effective July 1, 2023, will properly align the Town’s current employee salary structure to the current market conditions. The 10% pay plan adjustment would result in an approximate \$925,000 fiscal impact to the FY24 budget.

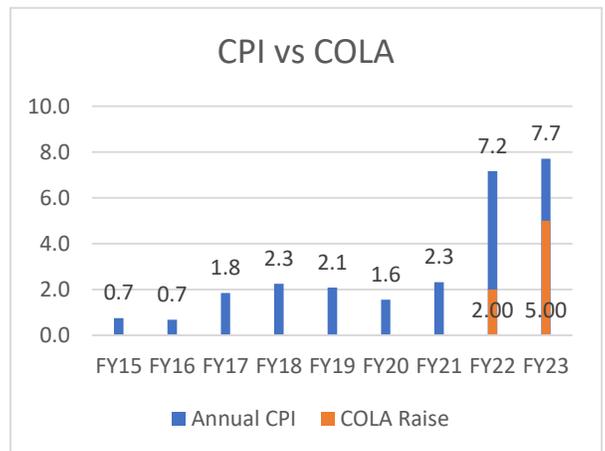


Table 1: CPI versus COLA

**Legal Impact**

There are no legal impact at this time. The Town Council has the authority to increase the pay plan consistent with the market trends in the FY24 adopted budget.

**ATTACHMENTS**

1. Proposed FY24 Pay Plan
2. Historical Data
3. Jurisdictions Proposed FY24 Compensation Adjustments

**Attachment 1: Proposed FY 24 Pay Plan**

<b>Grade</b>	<b>Salary Min</b>	<b>Salary Mid</b>	<b>Salary Max</b>	<b>Hourly Min</b>	<b>Hourly Mid</b>	<b>Hourly Max</b>
<b>1</b>	\$31,200.00	\$40,560.00	\$49,920.00	\$15.00	\$19.50	\$24.00
<b>2</b>	\$33,540.00	\$43,602.00	\$53,664.00	\$16.13	\$20.96	\$25.80
<b>3</b>	\$36,055.50	\$46,872.15	\$57,688.80	\$17.33	\$22.53	\$27.74
<b>4</b>	\$38,759.66	\$50,387.56	\$62,015.46	\$18.63	\$24.22	\$29.82
<b>5</b>	\$41,666.64	\$54,166.63	\$66,666.62	\$20.03	\$26.04	\$32.05
<b>6</b>	\$44,791.63	\$58,229.13	\$71,666.62	\$21.53	\$27.99	\$34.46
<b>7</b>	\$48,151.01	\$62,596.31	\$77,041.61	\$23.15	\$30.09	\$37.04
<b>8</b>	\$51,762.33	\$67,291.03	\$82,819.73	\$24.89	\$32.35	\$39.82
<b>9</b>	\$55,644.51	\$72,337.86	\$89,031.21	\$26.75	\$34.78	\$42.80
<b>10</b>	\$59,817.85	\$77,763.20	\$95,708.55	\$28.76	\$37.39	\$46.01
<b>11</b>	\$64,304.18	\$83,595.44	\$102,886.70	\$30.92	\$40.19	\$49.46
<b>12</b>	\$69,127.00	\$89,865.10	\$110,603.20	\$33.23	\$43.20	\$53.17
<b>13</b>	\$74,311.52	\$96,604.98	\$118,898.44	\$35.73	\$46.44	\$57.16
<b>14</b>	\$79,884.89	\$103,850.35	\$127,815.82	\$38.41	\$49.93	\$61.45
<b>15</b>	\$85,876.25	\$111,639.13	\$137,402.01	\$41.29	\$53.67	\$66.06
<b>16</b>	\$92,316.97	\$120,012.07	\$147,707.16	\$44.38	\$57.70	\$71.01
<b>17</b>	\$99,240.75	\$129,012.97	\$158,785.19	\$47.71	\$62.03	\$76.34
<b>18</b>	\$106,683.80	\$138,688.94	\$170,694.08	\$51.29	\$66.68	\$82.06
<b>19</b>	\$114,685.09	\$149,090.61	\$183,496.14	\$55.14	\$71.68	\$88.22
<b>20</b>	\$123,286.47	\$160,272.41	\$197,258.35	\$59.27	\$77.05	\$94.84

## Attachment 2: Historical Data

Historical Data: Since 2001, the Town has had 3 COLA adjustments and only 4 pay scale adjustments as noted below.

	COLA	Pay Plan Adjustment	NOTES
2001	X		Noted average of 2% COLA adjustments
2003		X	Noted pay plan adjustment, but no average was identified
2015		X	Noted pay plan adjustment effective 7/1/15 based on class & comp study, but no average was identified
2022	X	X	2% COLA with pay plan adjustment of 2% (employees received a total of 2% increase)
2023	X	X	5% COLA with pay plan adjustment of 5% (employees received a total of 5% COLA increase)

### Additional Information:

- **2015:** Springstead conducted a Town-wide classification and compensation study. This study resulted in the increase to the pay plan; however, this study did not address the compression within the Town.
- **2018:** Previous Town Manager, proposed the Town conduct an updated classification and compensation study. Town Council approved this study; however, during review of the submitted proposed RFP's, the pandemic hit, and the continuation of this study was cancelled by Town Council until further notice.
- **2021:** Town Council approved a 2% pay plan adjustment. This was the first pay plan adjustment since 2015.
- **2022:** Town Council approved a 5% COLA. Town Council also approved the Classification and Compensation study that was on hold due to the pandemic.

### Attachment 3: Jurisdictions Proposed FY24 Compensation Adjustments

Jurisdiction	Proposed FY24 Salary Adjustment	Average FY22 & FY23 Salary Adjustments
Alexandria	up to 7%	up to 9.5%
Arlington	up to 10%	up to 8.5%
City of Fairfax	up to 8%	11.60%
Dumfries	5%	up to 8%
Fairfax County	up to 6%	up to 9%
Falls Church	4.5% <i>updating compensation philosophy to meet a 70th percentile of the comparator market</i>	9%
Herndon	up to 8.75%	9%
Leesburg	up to 17%	9%
Loudoun	up to 9%	up to 12%
Manassas	up to 12%	up to 10%
Manassas Park	4.40%	10.00%
Purcellville	5%	up to 11%
Prince William	up to 11.75%	7%
Vienna	8%	8%



# **HUMAN CAPITAL CLASSIFICATION & COMPENSATION REVIEW**

Town Council Budget Retreat Meeting  
February 25, 2023

- Classification & Compensation Purpose
  
- Classification & Compensation Study
  - Purpose
  - Background
  - About Paypoint HR
  - Project Goals
  - Relevant Definitions
  - Project Approach
  - Position Vantage Point (PVP) Questionnaire
  - Comparator Benchmarks
  - Proposed Pay Plan
  - Fiscal Impact
  
- Compensation Philosophy

## Purpose

Classification and compensation studies review **external competitiveness** (pay relationships with labor market competitors) and **internal equity** (pay relationships between positions). Classification and compensation studies should be conducted every three years to remain competitive.

The classification and compensation study helps public sector organizations achieve Town Council and human capital objectives such as employee recruitment, retention, pay satisfaction, and containing labor costs.

**Pay Plan** adjustments are made for external competitiveness. Therefore, a pay plan adjustment can be made by:

- Providing a cost-of-living adjustment to meet the market demands
- Providing a random pay plan adjustment to meet external competitiveness
- Providing an adjustment that the budget can afford to meet external competitiveness

**Merit for Performance** moves an employee through the competitive pay plan based on the employee meeting the performance management program objectives.

## Background

- **2001:** COLA adjustment
- **2003:** Noted pay plan adjustment
- **2015:** Springstead conducted a Town-wide classification and compensation study.
- **2018/2019:** Previous Town Manager, proposed the Town conduct an updated classification and compensation study. Town Council approved this study; however, during review of the submitted proposed RFP's, the pandemic hit, and the continuation of this study was cancelled by Town Council until further notice.
- **2022:** Town Council approved current Classification and Compensation study.

*It is also important to note:*

- *the last classification and compensation study was completed in 2015 resulted in a revision of the pay plan structure but did not address internal equity.*
- *Prior to 2015, the Town's pay plan structure had not been updated since 2003.*



## Service Ability

- **100%** of what they do is centered around Classification and Compensation Studies.
- **95%** of their clients are in the public sector.
- They have worked with a variety of organizations ranging in size from 7 to 5,000 employees.
- A typical client has 100 to 500 employees, similar to the 234 employees at Warrenton.

## Experience

- Their team members each have several decades of experience.
- Each member has their own specialty area within Human Capital.

## Project Goals

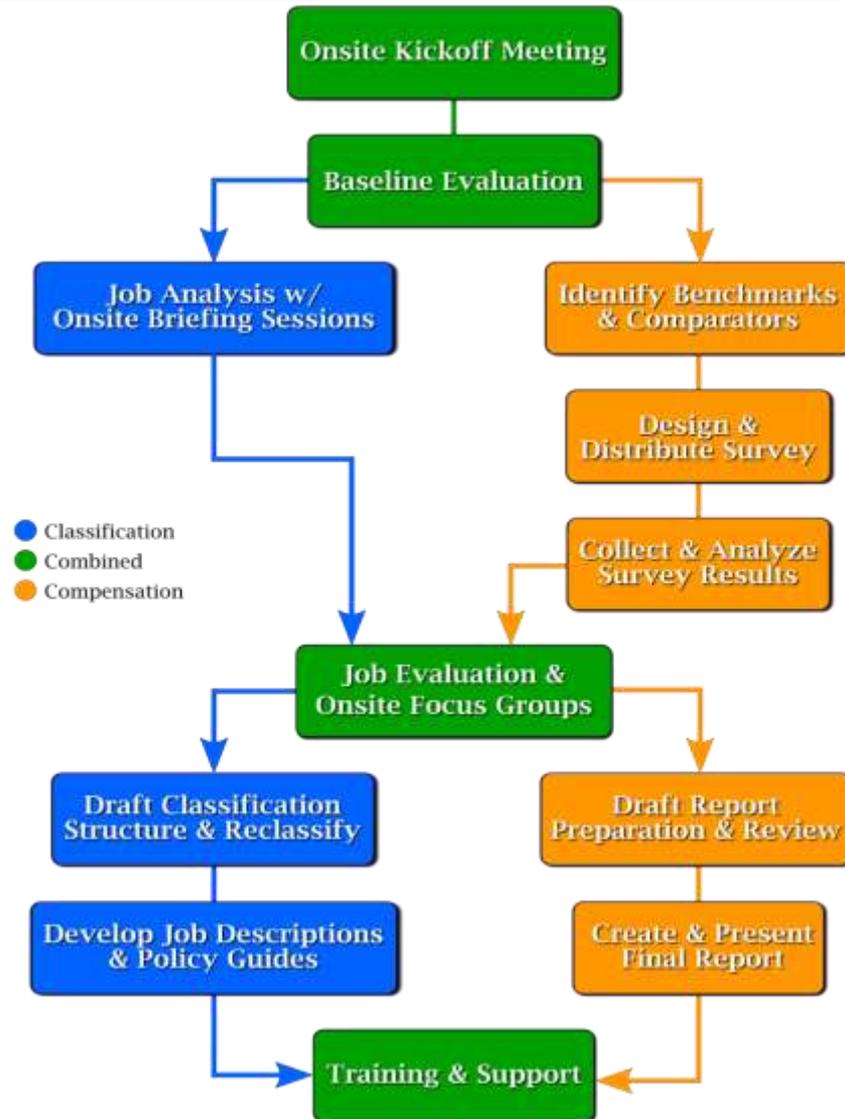
Paypoint HR's objectives were to:

- Develop a **credible classification system** that ensures positions performing similar work with like levels of complexity, responsibility, knowledge, skills, and abilities are classified together.
- Develop a **comprehensive compensation plan** for all employees based upon analysis and evaluation of job content is competitive in the external market.

## Relevant Definitions

- **Internal Equity:** Jobs that are comparable in responsibility, accountability, decision making authority and impact to the organization should be paid similarly to ensure fair pay.
- **External Competitiveness:** Refers to the competitiveness of the organization's compensation package (salary or total compensation) versus the defined labor market. The defined labor market is usually composed of organizations in the same industry, as well as geographic and economic areas.
- **Pay Equity:** Refers to Federal Equal Pay Act (EPA) of 1963, as well as Title VII of the Civil Rights Act of 1964, which forbids wage discrimination on the basis of gender, age, race/ethnicity, years of service, and other protected classes. Employees that perform equal work in the same establishment, or perform jobs requiring equal skill, effort under similar working conditions should be paid equally.
- **Pay Compression:** Pay compression occurs when there is little or no difference in pay between employees regardless of their experience, skills, level or seniority.
- **Consumer Price Index (CPI):** CPI is a measure of the average change over time in the prices paid by urban consumers for a market basket of consumer goods and services. The CPI is often used to adjust consumers' income payments (for example, Social Security), to adjust income eligibility levels for government assistance, and to automatically provide cost-of-living wage adjustments (COLA) to millions of American workers.

## Project Approach



# Position Vantage Point (PVP)

Item D.

## PVP Overview

There are four main sections to the PVP. Each section covers key job factors that assist in analyzing the internal data to external data to assist in the analysis of the Town's competitive pay plan.

1. **Background** – education, certifications, work duties, work experience
2. **Skill** – complexity, independence, impact
3. **Environment** – physical requirements, working conditions, interaction with others
4. **Authority** – financial and supervisory

**Position Vantage Point** Paypoint HR

First Name  Last Name  Job Location   
Department  Job Title  Full-time / Part-time

**Job Summary**  
Please provide a summary for the purpose of the position in one or two sentences.

**Where Position Fits**  
Complete the structure using job titles to show where your job fits. Use official classification titles only, not working titles.

Supervisor's Title

Job Titles of Peers / CO-WORKERS (Reporting directly to same supervisor)

<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>

Jobs Reporting Direct to Position (# applicable)

<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>

1/11

## Comparator Benchmarks

Paypoint HR 25 Comparators			
Alexandria	Berryville	Blacksburg	Charlottesville
Christiansburg	Clarke County	Culpeper	Culpeper County
Fauquier County	Front Royal	Herndon	Leesburg
Loudoun County	Luray	Madison County	Manassas
Orange County	Prince William County	Rappahannock County	Spotsylvania County
Stafford	Staunton	Virginia Department of Transportation	Winchester
Woodstock			

## Proposed Pay Plan

The revised pay plan adjustment included the following data points:

<b>Paypoint HR Requested Adjustment</b>	<b>Paypoint HR Adjustment</b>	<b>Current Structure</b>
<b>Pay plan Grade Levels</b>	20	33
<b>% Between Each Grade Level</b>	Average of 7.5%	Average of 5%
<b>Min Grade to Max Grade % Difference</b>	60%	60%
<b>Minimum Hourly Rate</b>	\$15.00	\$13.44
<b><i>FLSA Review</i></b>	<i>6 proposed updates</i>	
<b><i>Proposed External Market Percentile</i></b>	<i>50<sup>th</sup> Percentile</i>	

## Proposed Pay Plan

- External Market data was acquired in September and October of 2022. The FY23 pay scales were used throughout the study.
- Adjusting the compensation of job titles to the midpoint of the market helps to make the town competitive with respect to wages at other municipalities.

## Proposed Pay Plan

Grade	Salary Min	Salary Mid	Salary Max	Hourly Min	Hourly Mid	Hourly Max
1	\$31,200.00	\$40,560.00	\$49,920.00	\$15.00	\$19.50	\$24.00
2	\$33,540.00	\$43,602.00	\$53,664.00	\$16.13	\$20.96	\$25.80
3	\$36,055.50	\$46,872.15	\$57,688.80	\$17.33	\$22.53	\$27.74
4	\$38,759.66	\$50,387.56	\$62,015.46	\$18.63	\$24.22	\$29.82
5	\$41,666.64	\$54,166.63	\$66,666.62	\$20.03	\$26.04	\$32.05
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14	\$79,884.89	\$103,850.35	\$127,815.82	\$38.41	\$49.93	\$61.45
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19	\$114,685.09	\$149,090.61	\$183,496.14	\$55.14	\$71.68	\$88.22
20	\$123,286.47	\$160,272.41	\$197,258.35	\$59.27	\$77.05	\$94.84

Proposed to be effective on  
**July 1, 2023.**

The pay plan was designed by:

- Using the **comparator benchmarks** in relation to our current position requirements.
- Using the **50<sup>th</sup> percentile** of the market competitiveness.



## Fiscal Impact

Based on the classification study a pay plan adjustment of **10%, effective July 1, 2023**, will properly align the Town's current employee salary structure to the current market conditions. The 10% pay plan adjustment would result in an **approximate \$925,000 fiscal impact to the FY24 budget.**

This fiscal impact is broken up into the following funds:

Fund	Share of Cost Increase (%)
General Fund	75%
Water & Sewer Operating Fund	19%
Stormwater Management Fund	6%

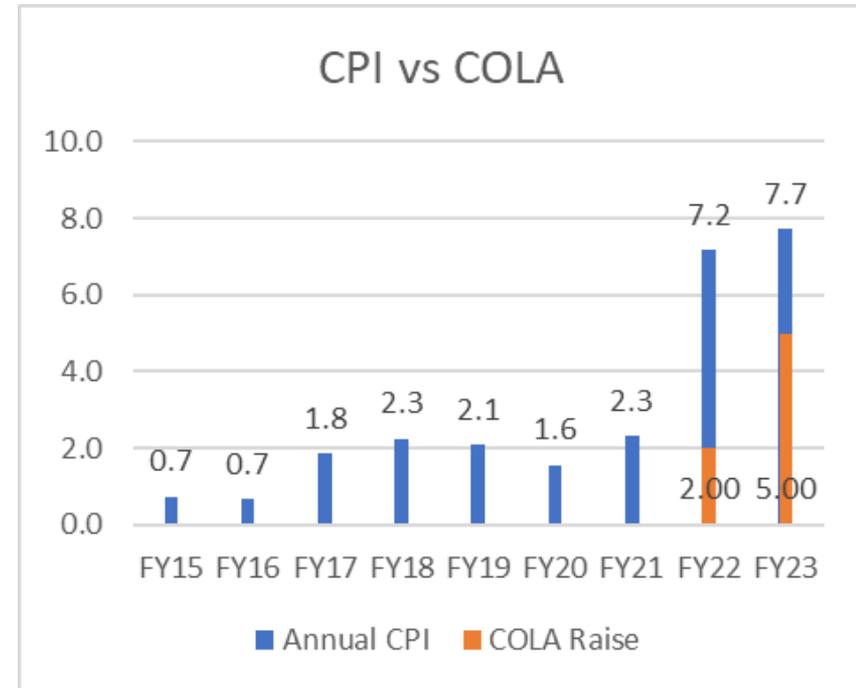
## Fiscal Impact

Pay plan adjustments are made in the effort to keep up with the competitive landscape.

This is done by aligning the pay plan to the cost-of-living measures which help to ensure the town remains competitive to its comparators.

**Pay Plan** adjustments are made for external competitiveness.

**Merit for Performance** moves an employee through the competitive pay plan based on the employee meeting the performance management program objectives.



# Compensation Philosophy

The Town Council seeks to deliver market competitive pay to the Town's workforce. The compensation philosophy is intended to serve as general guidance to the Town Manager on the target market position for the Town's compensation plan.

- The official comparator market represents a group of the local government employers that is comprised of the surrounding Towns and Counties as defined in the most recent Classification and Compensation study.
- Town Council's compensation philosophy sets a target market position for the Town's compensation plan at a minimum of the 50<sup>th</sup> percentile of the official comparator market. This target is purely an aspirational goal and achievement of this goal is subject to Town funding.

# QUESTIONS?



**Town Council  
Transportation Project Updates  
February 14, 2023**

# What Are We Going to Cover Today?

## Current Projects

- Speed Studies
- E. Lee/Meetze Study
- Shirley Avenue Study
- Broadview
- Waterloo Street
- Public Facilities Manual
- Circuit Rider/Ongoing

## In the Hopper

- Revenue Sharing Main Street
- Revenue Sharing Walker Drive/E. Lee Roundabout
- Smart Scale  
Winchester/Lee/Broadview Roundabout
- Smart Scale Blackwell/Lee Roundabout

# PLAN WARRENTON 2040

# TRANSPORTATION & CIRCULATION GOALS

Item H.



- T-1: Improve multi-modal capacity and safety that encourages trips by walking, bicycling, and transit.
- T-2: Enhance the traveling experience by creating great streets.
- T-3: Promote livability in the Town by creating great places where residents and visitors feel welcome and safe.
- T-4: Provide an equitable and connected Multi-Modal Network.

Near-Term Recommendations
Lee Hwy between Broadview Ave and U.S. 15/17/29 Interchange
Broadview Avenue and Roebling Street
Broadview Ave and Lee Hwy
Bear Wallow Rd and Roebling St
Main Street Improvements
Walker Street and East Lee
Shirley Ave between Culpeper St and Falmouth St
Shirley Ave between Broadview Ave and Culpeper St
Shirley Ave and Culpeper St
U.S. 211 and Van Roijen St
Blackwell Rd and Lee Hwy

PLAN WARRENTON 2040

	Proposed Projects	Type	Existing Capacity	Future Capacity	Crash History	Economic Development
1	Shirley Ave and Culpeper St	Intersection	HIGH	HIGH	POOR	SIGNIFICANT BENEFIT
2	Shirley Ave between Culpeper St and Falmouth St	Segment	HIGH	HIGH	POOR	SIGNIFICANT BENEFIT
3	Lee Hwy between Broadview Ave and U.S. 15/17/29 Interchange	Segment	HIGH	HIGH	POOR	SIGNIFICANT BENEFIT
4	Blackwell Rd and Lee Hwy	Intersection	HIGH	HIGH	POOR	SIGNIFICANT BENEFIT
5	Falmouth St between Shirley Ave and Old Meetze	Segment	MODERATE	HIGH	GOOD	POTENTIAL BENEFIT
6	Broadview Ave and Lee Hwy	Intersection	MODERATE	HIGH	POOR	SIGNIFICANT BENEFIT
7	James Madison between Falmouth St and Alwington Blvd	Segment	MODERATE	HIGH	POOR	SIGNIFICANT BENEFIT
8	Shirley Ave between Broadview Ave and Culpeper St	Segment	MODERATE	HIGH	POOR	SIGNIFICANT BENEFIT
9	Bear Wallow Rd and Roebling St	Intersection	MODERATE	MODERATE	POOR	SIGNIFICANT BENEFIT
10	U.S. 211 and Van Roijen St	Intersection	LOW	MODERATE	POOR	SIGNIFICANT BENEFIT
11	Roebling St and Broadview Ave	Intersection	MODERATE	HIGH	OBSERVE	SIGNIFICANT BENEFIT
12	Main Street Improvements	Segment	MODERATE	MODERATE	POOR	POTENTIAL BENEFIT
13	Blackwell Rd between Walker Dr and Lee Hwy	Segment	LOW	MODERATE	OBSERVE	SIGNIFICANT BENEFIT
14	Broadview Ave between Roebling St and U.S. 17	Segment	LOW	MODERATE	OBSERVE	SIGNIFICANT BENEFIT
15	Broadview Ave between Roebling St and Lee Hwy	Segment	LOW	MODERATE	OBSERVE	SIGNIFICANT BENEFIT
16	Falmouth St and Lee St	Intersection	MODERATE	MODERATE	OBSERVE	POTENTIAL BENEFIT
17	Walker Dr and Blackwell Rd	Intersection	LOW	MODERATE	GOOD	SIGNIFICANT BENEFIT
18	Blackwell Rd/ Alexandria Pike between Walker Dr and Main St	Segment	LOW	LOW	GOOD	SIGNIFICANT BENEFIT
19	Walker Dr between Blackwell Rd and Lee St	Segment	LOW	LOW	GOOD	SIGNIFICANT BENEFIT
20	Timber Fence Bypass	Segment	LOW	LOW	GOOD	SIGNIFICANT BENEFIT
21	Southern Bypass	Segment	LOW	LOW	GOOD	SIGNIFICANT BENEFIT
22	North Hill Dr Connection to Winchester St	Segment	LOW	LOW	GOOD	SIGNIFICANT BENEFIT
23	Alexandria Pk between Blackwell Rd and Berm at Walker Dr	Segment	LOW	LOW	GOOD	SIGNIFICANT BENEFIT
24	Moser Rd to Frazier Rd	Segment	LOW	LOW	GOOD	SIGNIFICANT BENEFIT
25	Waterloo St between Broadview Ave and Main St	Segment	LOW	LOW	OBSERVE	POTENTIAL BENEFIT
26	Old Waterloo Rd and Van Roijen St	Intersection	LOW	LOW	POOR	MINIMAL BENEFIT
27	Old Waterloo Rd between Broadview and Waterloo Rd	Segment	LOW	LOW	POOR	MINIMAL BENEFIT
28	Winchester St between Rappahannock St and Town Limits	Segment	LOW	LOW	GOOD	POTENTIAL BENEFIT
29	Walker Dr and East Lee St	Intersection	LOW	MODERATE	GOOD	MINIMAL BENEFIT
30	Missing Links (Roebling St, etc.)	Segment	LOW	LOW	GOOD	MINIMAL BENEFIT
31	Connector road between East Lee and Falmouth St	Segment	N/A	N/A	N/A	POTENTIAL BENEFIT
32	Walkability Audit Recommendations	Townwide	N/A	N/A	N/A	SIGNIFICANT BENEFIT

# ONGOING STUDIES

# Speed Studies



- November 2022 – Council Directed PD to Conduct 14 Speed Studies
  - Foxcroft Rd.
  - Piedmont St.
  - Sycamore St.
  - Blue Ridge St.
  - Rappahannock St.
  - Norfolk Dr.
  - Dover Rd.
  - Plain Rd.
  - Gay Rd.
  - Beacon Rd.
  - Short St.
  - Gold Cup Dr.
  - Meadowview Ln.
  - Fauquier Rd.
- Analysis to Include Roadway Characteristics, Crash History, Speed Data, Summary of Findings/Recommendations
- Preliminary Results to PD mid February

# E. Lee/Meetze Road VDOT Study

- 2002 Comprehensive Plan Calls for Roundabouts in lieu of lights when possible
- 2017 Walker Drive Rezoning Proffer
- 2018 HSIP Application
- 2019 VDOT Revenue Sharing cycle for \$1.4 million – Prorated
- Not Full 50/50 Match  $\Delta$  \$92,117
- The new L&D estimate, with a new concept not requested by the Town, is now \$6,757,059 million (2021 uninflated)
- Portal Inflation \$9,307,453 (Project Completion 2031)
- November 2021 – Council Pulls Second Revenue Sharing Grant and Requests VDOT Study the Corridor
- Spring 2023 – VDOT Launching In House Study



# VDOT Project Pipeline – Lee Highway

- Identify VTRANS mid-term needs using Performance Based Approach
- Lee Highway Identified for Culpeper District as part of Statewide Initiative
- Overall corridor safety and congestion performance analysis
- Study Five Intersections
  - Broadview
  - Branch Dr
  - Village Center
  - Fletcher
  - Blackwell Road
- Town Council Provided Updates Throughout Project
- March 8, 2022/July 12, 2022 – Town Council Directed Staff to Apply for Smart Scale Funding Based on Pipeline Report



VDOT Managed Project

Project Website: <https://vapipeline.org/studies/culpeper/cu01-us-211.asp>

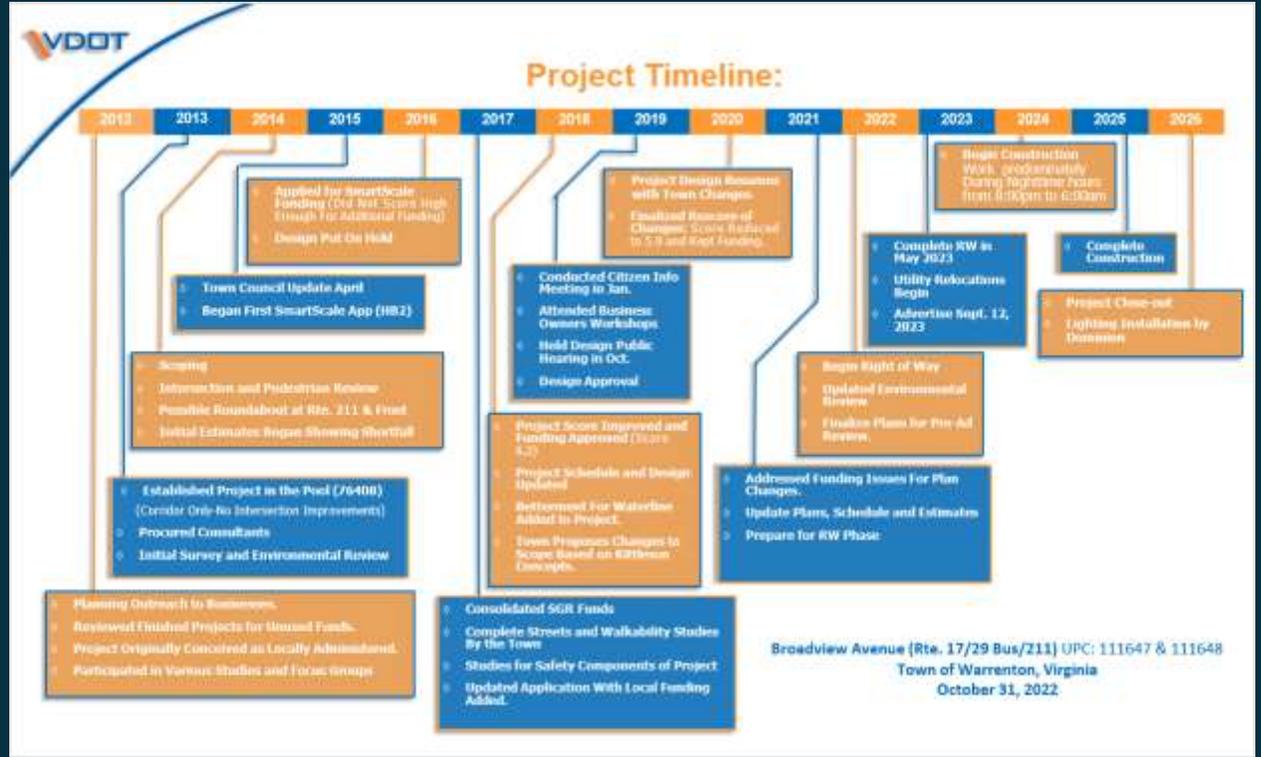
# VDOT Shirley Avenue Study - Frost to Falmouth

- Meets VTRANS Priority 2 Need (Prioritized 1-4)
- OIPI Location Identified Corridor Needs to be Studied: safety, congestion, bike/ped needs – Not studied before by VDOT
- Fall 2022 – VDOT District Applied Central Office Planning Division to STARS (Strategically Targeted Affordable Roadway Solutions ) *Not Successful*
- Spring 2023 – VDOT District Apply to OIPI Pipeline Program and/or STARS Next Round
- Pipeline Kick off this Spring
- STARS kick off Early Summer
- Does Town Concur with Location of Study?

# ONGOING FUNDED PROJECTS

# Smart Scale Broadview Safety Improvement Project

- November 9, 2022 - Town Council Update from VDOT
- ROW Phase Nearing Completion
- Pre-Bid Meeting Upcoming
- September, 2023 – Bid
- January, 2024 - Award Project
- Spring 2024 – Anticipated Construction begins



VDOT Managed Project

Project Website: <https://www.virginiadot.org/projects/culpeper/broadview.asp>

# Waterloo Street

- November 9, 2022 – Town Council Update
- FY2023 Budget/CIP Adoption – ARPA
  - \$70,000 Survey and begin engineering
  - FY2024 CIP Placeholder \$250,000
- FY2023 ARPA Funding Open RFP Issued
- February 1, 2023 – Transportation Consultant Award for ARPA Projects
- Spring 2023 – Survey and Begin Design Engineering
- **FY24 – Determine if Project Should Continue to be Funded**



# Public Facilities Manual Update

- What is the PFM?
  - Last Update February 14, 2006
  - Section 700 Street Design and Construction - General Street Design, Preliminary Street Planning, Profiles, Sidewalks, Utilities, Etc...
- Plan Warrenton 2040
  - Complete Streets
  - Multi-Modal
  - Walkability Audits
- Update PFM to match Plan Warrenton 2040, Federal, and State Standards
  - Originally Funded 2017, paused until completion of Comp Plan
  - Staff Resources to Complete
- Performance based and Context Sensitive Design for Subdivisions, Entrance and Access Standards, Bicycle/Pedestrian Facilities
- Why Important?
  - Stormwater, Multi-Modal, Alternative Materials, Livability



# ONGOING

# Circuit Rider

- Virginia Regional Transit provides Two Buses in Warrenton
  - On Demand
  - Fixed Routes
  - Bus Tracker
- Town Partnered to Install 5<sup>th</sup> Street Bus Shelter
- December 2022 – Staff Toured Routes with VRT
- VRT – Incorporated Town Branding into Signage and Brochures
- VRT Would Like to Present to Council at Upcoming Meeting



Meets Plan  
 Warrenton  
 Goal

Item H.

**WARRENTON**  
**CIRCUIT RIDER**  
**SATURDAY**

SCAN HERE for Routes and Times

NEED MORE INFORMATION? Call us at 503.338.5300

**ESCANEAR**  
 gaine ruten y horario

50¢ FARE EACH WAY

From	To	Time	Days
Warrenton	Warrenton	8:00 AM	Sat
Warrenton	Warrenton	10:00 AM	Sat
Warrenton	Warrenton	12:00 PM	Sat
Warrenton	Warrenton	2:00 PM	Sat
Warrenton	Warrenton	4:00 PM	Sat
Warrenton	Warrenton	6:00 PM	Sat

**WARRENTON**  
**CIRCUIT RIDER**

SCAN HERE for Routes and Times

NEED MORE INFORMATION? Call us at 503.338.5300

**ESCANEAR**  
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From	To	Time	Days
Warrenton	Warrenton	8:00 AM	Sat
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Warrenton	Warrenton	12:00 PM	Sat
Warrenton	Warrenton	2:00 PM	Sat
Warrenton	Warrenton	4:00 PM	Sat
Warrenton	Warrenton	6:00 PM	Sat

VRT Circuit Rider  
 Website: <https://vatransit.org/>

# Ongoing Work

- Crosswalks
- ADA Compliance
- Bicycle Racks
- State of Good Repair
- Signage
- Street Light Maintenance
- Signal Maintenance



Meets Plan  
 Item H.  
Warrenton  
Goal



# IN THE HOPPER

# Round 5 Smart Scale Project Broadview/Winchester/Lee Roundabout

- Round 4 & 5 Application – Town Council Resolution
- CoSS and UDA
- Included in Plan Warrenton 2040
- Included in FY23-28 CIP
- Pipeline Study
  - This alternative reconfigures the intersection to a multi-lane hybrid roundabout.
  - The roundabout can improve operations by 60%, reduce crashes up to 60%, and improve the safety of pedestrian crossings.

January 2023 - Recommended for Funding

\$14,890,760

Anticipated Engineering – FY25

Anticipated Construction – FY29



# Round 5 Smart Scale Project Lee Hwy/Blackwell Road Roundabout

- Included in Plan Warrenton 2040
- Included in FY23-28 CIP
- CoSS and UDA
- Pipeline Study
  - This alternative reconfigures the intersection to a multi-lane hybrid roundabout.
  - The roundabout can improve operations by 70%, reduce crashes up to 60%, and improve the safety of pedestrian crossings.

January 2023 - Recommended for Funding \$14,066,640  
Anticipated Engineering – FY25  
Anticipated Construction – FY29



# Smart Scale Round 5 – Culpeper District

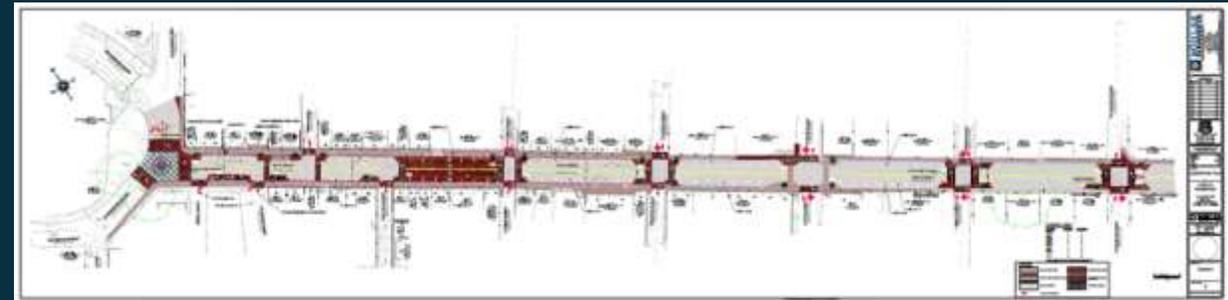
**\$28,957,400 Total Investment in Town Infrastructure**  
**Approximately 20% of Total for Culpeper District**  
**100% Federally Funded**

Application ID	Project	Organization	SMART SCALE Request	SMART SCALE Score	Step Funded
9137	Rt. 3, Rt. 669 Intersection Improvement (Partial R-Cut)	Culpeper County	\$4,686,393	11.63	1
9178	Avon Street Multimodal Improvements	Charlottesville-Albemarle MPO	\$15,807,317	8.46	2
9171	Route 230 & Route 687 Intersection Improvements	Madison County	\$11,320,633	7.89	1
8942	Orange Rd / Fredericksburg Rd Roundabout	Culpeper Town	\$12,796,616	7.66	1
9284	Old Brandy Road Sidewalk Extension	Culpeper Town	\$8,292,885	7.11	1
9272	Route 28 & Station Drive - Roundabout	Fauquier County	\$9,254,511	6.63	1
9289	Orange Road Sidewalk Extension	Culpeper Town	\$8,592,462	6.40	1
9331	US250/Peter Jeff. Pkwy Intersection Imprvmnts & Access Mngmnt	Thomas Jefferson PDC	\$20,546,717	6.02	2
9124	Rt. 229 and Rt. 621 Roundabout	Culpeper County	\$10,042,765	5.94	1
9158	W Lee/US17BusN/Winchester Intersection Improvement	Warrenton Town	\$14,890,760	5.44	1
9159	Pipeline Project Lee Hwy/Blackwell Road Safety Improvement	Warrenton Town	\$14,066,640	5.26	1
9144	Belvedere Boulevard and Rio Road Intersection Improvements	Albemarle County	\$4,890,328	4.58	1
9059	Route 3 / Route 20 Intersection Improvements	Orange County	\$16,980,924	4.25	1
<b>Total Staff Recommended - 13</b>		<b>Total</b>	<b>\$152,168,951</b>		

# Main Street Improvement Project

- 1992 Spreiregen Plan
- 2002/2013 Comprehensive Plan
- 2018 HSIP Grant
- 2019 VDOT Revenue Sharing cycle for \$1.47 million
- The new L&D estimate, the same concept with deeper cost analysis, \$4,163,746 (2021 uninflated)
- Portal Inflation \$5,698,974 (Project Completion 2031)
- Variables: Administration, Timing, PE Design Bid, materials, ROW, Scope, MOT, contingency percentage
- Estimate DOES NOT include sidewalk rebrick, administration costs, potential ROW
- November 2021 – Town Council Direction to Staff to Withdraw 2021 Application

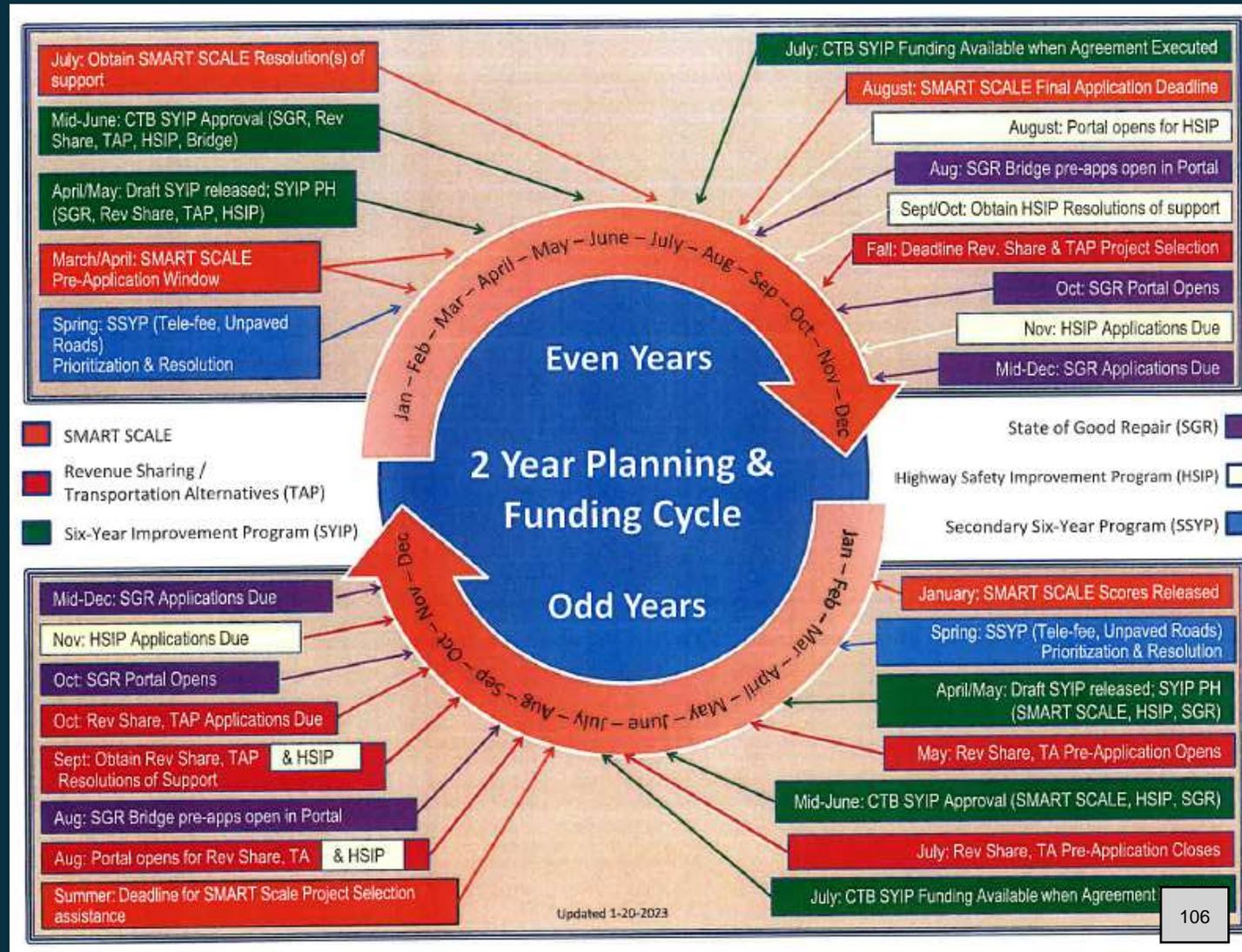
- Options for Consideration
  - Begin Project Now with Reduced Implementation
  - Wait until original FY25 to undertake the Project – Reduced Implementation
  - Open Conversations with County Regarding Funding Needs
  - Apply for Other VDOT Grants
  - Abandon Revenue Sharing Grant



# NEXT STEPS

# VDOT "Stable" of Projects from Town

- Identify and Prioritize "Stable" of Projects
- Comprehensive Plan, Pipeline Studies, STARS, CIP
- Ongoing Rotation of Grant Cycles



# TRANSPORTATION & CIRCULATION GOALS

Item H.



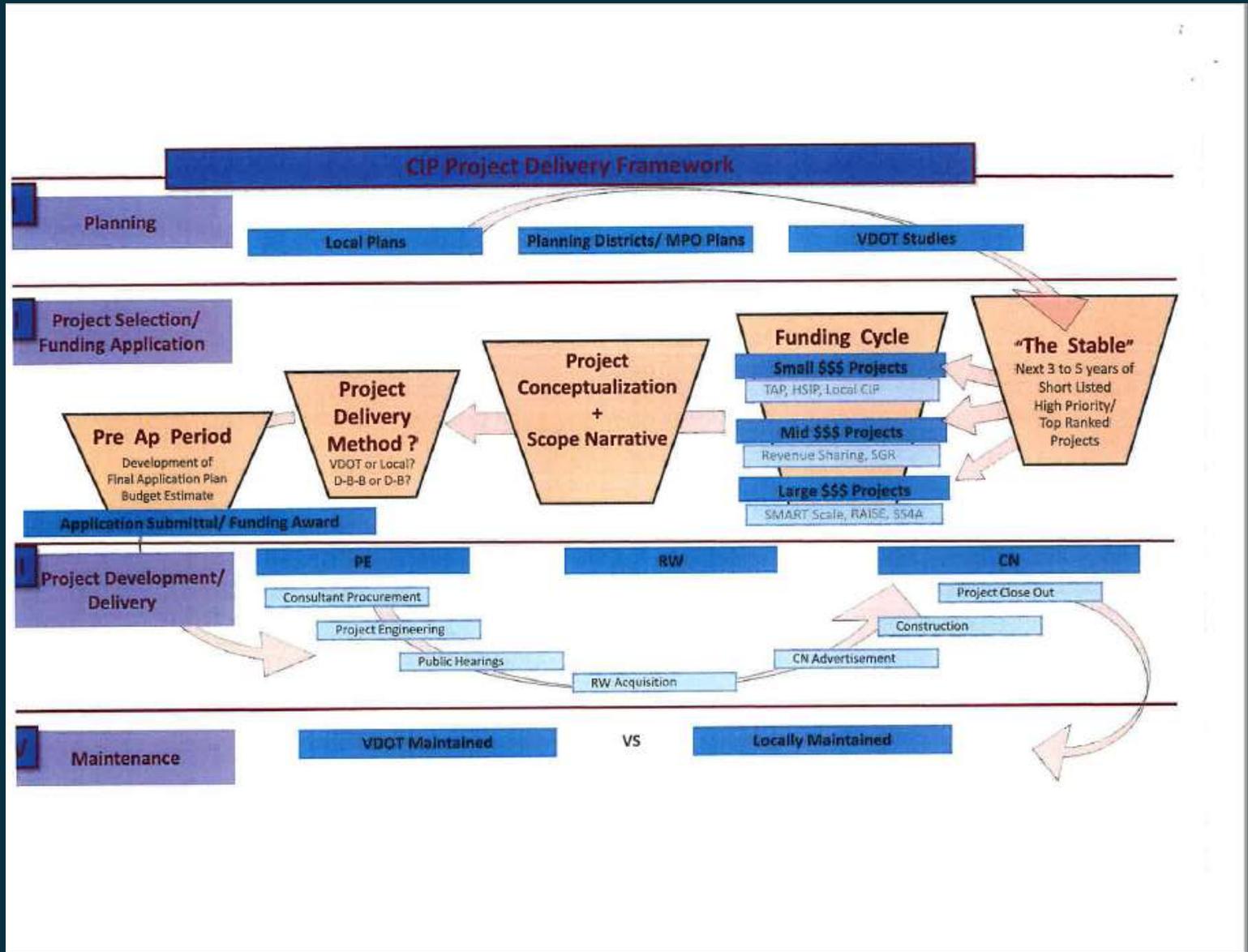
- T-1: Improve multi-modal capacity and safety that encourages trips by walking, bicycling, and transit.
- T-2: Enhance the traveling experience by creating great streets.
- T-3: Promote livability in the Town by creating great places where residents and visitors feel welcome and safe.
- T-4: Provide an equitable and connected Multi-Modal Network.

Near-Term Recommendations
Lee Hwy between Broadview Ave and U.S. 15/17/29 Interchange
Broadview Avenue and Roebling Street
Broadview Ave and Lee Hwy
Bear Wallow Rd and Roebling St
Main Street Improvements
Walker Street and East Lee
Shirley Ave between Culpeper St and Falmouth St
Shirley Ave between Broadview Ave and Culpeper St
Shirley Ave and Culpeper St
U.S. 211 and Van Roijen St
Blackwell Rd and Lee Hwy

PLAN WARRENTON 2040

	Proposed Projects	Type	Existing Capacity	Future Capacity	Crash History	Economic Development
1	Shirley Ave and Culpeper St	Intersection	HIGH	HIGH	POOR	SIGNIFICANT BENEFIT
2	Shirley Ave between Culpeper St and Falmouth St	Segment	HIGH	HIGH	POOR	SIGNIFICANT BENEFIT
3	Lee Hwy between Broadview Ave and U.S. 15/17/29 Interchange	Segment	HIGH	HIGH	POOR	SIGNIFICANT BENEFIT
4	Blackwell Rd and Lee Hwy	Intersection	HIGH	HIGH	POOR	SIGNIFICANT BENEFIT
5	Falmouth St between Shirley Ave and Old Meetze	Segment	MODERATE	HIGH	GOOD	POTENTIAL BENEFIT
6	Broadview Ave and Lee Hwy	Intersection	MODERATE	HIGH	POOR	SIGNIFICANT BENEFIT
7	James Madison between Falmouth St and Alwington Blvd	Segment	MODERATE	HIGH	POOR	SIGNIFICANT BENEFIT
8	Shirley Ave between Broadview Ave and Culpeper St	Segment	MODERATE	HIGH	POOR	SIGNIFICANT BENEFIT
9	Bear Wallow Rd and Roebling St	Intersection	MODERATE	MODERATE	POOR	SIGNIFICANT BENEFIT
10	U.S. 211 and Van Roijen St	Intersection	LOW	MODERATE	POOR	SIGNIFICANT BENEFIT
11	Roebling St and Broadview Ave	Intersection	MODERATE	HIGH	OBSERVE	SIGNIFICANT BENEFIT
12	Main Street Improvements	Segment	MODERATE	MODERATE	POOR	POTENTIAL BENEFIT
13	Blackwell Rd between Walker Dr and Lee Hwy	Segment	LOW	MODERATE	OBSERVE	SIGNIFICANT BENEFIT
14	Broadview Ave between Roebling St and U.S. 17	Segment	LOW	MODERATE	OBSERVE	SIGNIFICANT BENEFIT
15	Broadview Ave between Roebling St and Lee Hwy	Segment	LOW	MODERATE	OBSERVE	SIGNIFICANT BENEFIT
16	Falmouth St and Lee St	Intersection	MODERATE	MODERATE	OBSERVE	POTENTIAL BENEFIT
17	Walker Dr and Blackwell Rd	Intersection	LOW	MODERATE	GOOD	SIGNIFICANT BENEFIT
18	Blackwell Rd/ Alexandria Pike between Walker Dr and Main St	Segment	LOW	LOW	GOOD	SIGNIFICANT BENEFIT
19	Walker Dr between Blackwell Rd and Lee St	Segment	LOW	LOW	GOOD	SIGNIFICANT BENEFIT
20	Timber Fence Bypass	Segment	LOW	LOW	GOOD	SIGNIFICANT BENEFIT
21	Southern Bypass	Segment	LOW	LOW	GOOD	SIGNIFICANT BENEFIT
22	North Hill Dr Connection to Winchester St	Segment	LOW	LOW	GOOD	SIGNIFICANT BENEFIT
23	Alexandria Pk between Blackwell Rd and Berm at Walker Dr	Segment	LOW	LOW	GOOD	SIGNIFICANT BENEFIT
24	Moser Rd to Frazier Rd	Segment	LOW	LOW	GOOD	SIGNIFICANT BENEFIT
25	Waterloo St between Broadview Ave and Main St	Segment	LOW	LOW	OBSERVE	POTENTIAL BENEFIT
26	Old Waterloo Rd and Van Roijen St	Intersection	LOW	LOW	POOR	MINIMAL BENEFIT
27	Old Waterloo Rd between Broadview and Waterloo Rd	Segment	LOW	LOW	POOR	MINIMAL BENEFIT
28	Winchester St between Rappahannock St and Town Limits	Segment	LOW	LOW	GOOD	POTENTIAL BENEFIT
29	Walker Dr and East Lee St	Intersection	LOW	MODERATE	GOOD	MINIMAL BENEFIT
30	Missing Links (Roebling St, etc.)	Segment	LOW	LOW	GOOD	MINIMAL BENEFIT
31	Connector road between East Lee and Falmouth St	Segment	N/A	N/A	N/A	POTENTIAL BENEFIT
32	Walkability Audit Recommendations	Townwide	N/A	N/A	N/A	SIGNIFICANT BENEFIT

# VDOT Flow Chart



# Round 6 Smart Scale Potential US17/Broadview/Shopping Center Roundabout

- Previous Round 4 and Round 5 – Town Council Resolution
- CoSS and UDA
- Included in Plan Warrenton 2040
- Included in FY23-28 CIP
- Under the New Scoring System would have been funded in Round 4, Narrowly Missed Round 5



# Round 6 Smart Scale Potential Other Pipeline Study Recommendations Example: Fletcher Drive

- CoSS and UDA
- Included in Plan Warrenton 2040
- Pipeline Study
- Potential to Group with Round 5 Projects



Roundabout: reconfigures the intersection to a multi-lane hybrid roundabout. The roundabout can improve operations by 70%, reduce crashes up to 60%, and improve the safety of pedestrian crossings.

# Town Staffing Examples

Project	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30+
Broadview	X	X	X					
Waterloo Street	X	X	X	X				
Main Street	X	X	X	X				
Winchester/Lee/ Broadview Roundabout			X	X	X	X	X	X
Lee/Blackwell Roundabout			X	X	X	X	X	X
Round 6 Smart Scale	X	X					X	X
Ongoing Studies, Applications, and Maintenance	X	X	X	X	X	X	X	X

# Decision Points

- VDOT Shirley Avenue Study - Frost to Falmouth Concurrence
- Revenue Sharing/Smart Scale “Stable” of Projects for VDOT
- Revenue Sharing Grant for Main Street
- Smart Scale Round 6
- Budget Retreat – Determine Priorities and Available Resources
- Capital Improvement Plan – Ensure Available Resources for Projects
- VRT Would Like to Present to Council at Upcoming Meeting



**Town Council  
Transportation Project Updates  
February 14, 2023**

## HISTORIC RESOURCES GOALS



- HR-1: Conserve, reuse, and promote historic resources to enhance the Town’s sense of place and grow the economy.
- HR-2: Preserve the authenticity and tell the stories of historic resources for generations to come through documentation.
- HR-3: Educate the community on the value of historic resources.
- HR-4: Enhance the environment through preservation and sustainability best practices.
- HR-5: Protect the rich histories of existing neighborhoods.
- HR-6: Promote asset-based economic development through historic resources.

## COMMUNITY FACILITIES GOALS



- CF-1: Serve as the central inviting public service center for Town and County residents with a proportionate share of community services provided by other governments, including a fair and reasonable balance in funding sources for community facilities.
- CF-2: Public safety services and policies are viewed as amongst the best in similar Virginia towns for the responsiveness, community trust, and effectiveness.
- CF-3: Green infrastructure and sustainability are incorporated into community facilities to promote energy efficiency and environmental protections.
- CF-4: Ensure healthy, safe, adequate water and wastewater services.
- CF-5: To provide a fiscally responsible infrastructure that maintains a high quality of life for residents, supports current businesses, and attracts new employers with a stable tax structure.
- CF-6: Identify telecommunications facility locations to ensure a broad range of communications services that also respect the character and viewsheds of the Town.

## HOUSING GOALS



- H-1: Ensure equitable, attainable housing opportunities across residents of all ages, incomes, and abilities by catering to the needs of a diverse community, including young families, professionals early in their careers, essential workforce, and those entering retirement.
- H-2: Character Districts will accommodate a balance of available housing typologies that are compatible to existing neighborhoods in scale, character, and transition.
- H-3: Preserve existing neighborhoods and promote infill that supports the character and heritage of Warrenton.
- H-4: Create regional partnerships to address and enhance attainable housing supply.

## OPEN SPACE, PARKS, & ENVIRONMENT GOALS



- P-1: Preserve, enhance, and protect the environmental, scenic, and natural quality of the Town.
- P-2: The Town of Warrenton’s Parks, Open Space, and Environment serve as key elements to the Town’s public health infrastructure. All Town residents will have the opportunity to access its recreational assets and natural resources, including public spaces and recreational amenities.
- P-3: infrastructure. All Town residents will have the opportunity to access its recreational assets and natural resources, including public spaces and recreational amenities.
- P-4: Create a long-term approach to the development of parks, recreation, and open space in the Town of Warrenton.

## TRANSPORTATION & CIRCULATION GOALS



- T-1:** Improve multi-modal capacity and safety that encourages trips by walking, bicycling, and transit.
- T-2:** Enhance the traveling experience by creating great streets.
- T-3:** Promote livability in the Town by creating great places where residents and visitors feel welcome and safe.
- T-4:** Provide an equitable and connected Multi-Modal Network.

## ECONOMIC & FISCAL RESILIENCE GOALS



- E-1:** Grow a strong, diversified, and resilient economy that supports residents and businesses alike.
- E-2:** Increase the employment base to allow residents to live and work in Warrenton.
- E-3:** Promote Warrenton as a cultural, entertainment, and arts center.
- E-4:** Support Character Districts as unique mixed-use neighborhood centers.
- E-5:** Be proactive in the Town's Economic Development.

## LAND USE & CHARACTER DISTRICTS



- L-1:** Organize Land Use According to Character Districts in select areas and protect existing neighborhoods.
- L-2: Old Town Character District:** The Old Town Character District will include a mix of infill and new mixed-use development that is designed to maintain, preserve, reuse, and renovate Old Town's historic character.
- L-3: New Town Character District:** The New Town Character District will support the revitalization of the commercial shopping malls with a walkable development pattern that includes a mix of uses, green space and public amenities, as well as provide a location for a major employer.
- L-4: Health and Wellness Character District:** The Health and Wellness Character District will support and promote a mix of uses that are health related, such as workforce housing, medical and emergency services and aging in-place related uses.
- L-5: Greenway and Makers District Character District:** The Greenway and Makers District will be promoted as the southern gateway into the Town and maintain the critical linkages between education, civic uses, and the surrounding neighborhoods, as well as the remaining industrial uses located in the Town.
- L-6: Experience Broadview Character District:** The Experience Broadview Character District will maintain and enhance the existing commercial corridor with mixed use residential nodes to serve as transitions to adjacent neighborhoods.