

# Berryville / Clarke County Joint [aka MOU] Committee on Economic Development and Tourism



## May 1, 2020, Regular Meeting Packet



## **Berryville / Clarke County Joint [aka MOU] Committee on Economic Development and Tourism**

*Jay Arnold, Chris Boies, Keith Dalton, Doug Lawrence,  
Kara Rodriguez, David Weiss*

### **Agenda**

**10:00 am, Friday, May 1, 2020**

Meeting Room AB Berryville / Clarke County Government Center  
101 Chalmers Court, 2<sup>nd</sup> Floor, Berryville, Virginia

#### *Item*

1. Call to Order
2. Adoption of Agenda
3. Approval of Minutes from February 12, 2020
4. Establish Policy for Selection of Chair / Vice Chair
5. Review and Set 2020 Meeting Schedule
6. Discussion and Review Memorandum of Understanding for Joint Economic Development and Tourism
7. Discussion and Review Proposed Economic Development and Tourism Director Job Description
8. Adjourn

#### Reports in Packet:

- Follow-up Items Status Report

Berryville-Clarke County Government Center  
101 Chalmers Court  
Berryville, VA 22611

# Call to Order

## Adoption of Agenda

*Proposed motion: Move to adopt agenda as [presented] or [as amended - title of agenda item[s] not listed on the published agenda provided to the public.]*

## Approval of Minutes:

### February 12, 2020, Regular Meeting

*Proposed Motion: I move to approve the minutes of February 12, 2020, as [presented] or [as amended citing specific amendment].*

Berryville / Clarke County Joint Committee for Economic Development and Tourism  
February 12, 2020, Minutes

A meeting of the Berryville/Clarke County Joint Committee for Economic Development and Tourism [Joint MOU] Committee held in the Berryville-Clarke County Government Center, Berryville, Virginia, on Wednesday, February, 12, 2020, at 10:00 am.

Board: Jay Arnold, Berryville Town Council – Recorder; Chris Boies, Clarke County – County Administrator; Keith Dalton, Town of Berryville – Town Manager; David Weiss, Clarke County Board of Supervisors - Chair

Absent: None

Staff: Christy Dunkle, Cathy Kuehner, Lora B. Walburn

Press Present: None

Also Present: Diane Harrison - Ward Two Berryville Town Council Member; Kara Rodriguez – Ward Four Berryville Town Council Member; Bill Waite – Secretary / Treasurer Industrial Development Authority of the Clarke County Virginia; Robina Rich Bouffault – Planning Commissioner – White Post District

1. Call to Order

At 10:01 am, David Weiss called the meeting to order.

2. Adoption of Agenda

- Add Discussion of Organization and Committee Structure

**Jay Arnold, seconded by Chris Boies, moved to approve the agenda as modified. The motion carried by the following vote:**

Jay Arnold	-	Aye
Chris Boies	-	Aye
Keith Dalton	-	Aye
David Weiss	-	Aye

3. Approval of Minutes

**Jay Arnold, seconded by Keith Dalton, moved to approve the July 1, 2019, minutes as presented. The motion carried by the following vote:**

Jay Arnold	-	Aye
Chris Boies	-	Abstain
Keith Dalton	-	Aye
David Weiss	-	Aye

#### 4. Discussion of Organization and Committee Structure

Highlights of discussion include:

- Membership:
  - o Berryville Town Council selected Kara Rodriguez as its second representative on the Joint Committee. Councilor Rodriguez heads the Community Development Committee.
  - o The Board of Supervisors has agreed to appoint an additional member, and the appointee should be named before the next Committee meeting.
  - o Jay Arnold and David Weiss concurred that they wished to adhere to the original intent of the Committee to include the Town Manager and the County Administrator in discussions.
  - o By consensus, the Committee agreed that the two new members from the elected bodies would be in addition to the existing members.
  - o Keith Dalton affirmed that it would be Town Manager or designee, specifically Christy Dunkle.
    - David Weiss raised the question of “lateral” staff in oversight of the proposed Economic Development and Tourism Director position; however, while it was a concern, he agreed to leave in the “or designee” phrase.
    - Keith Dalton opined that the County Administrator would be responsible for the direct supervision of the position; however, if the Town and County end up sharing the position, the agreement would address any input the Town Manager would have and membership on the MOU Committee does not necessarily represent supervision.
  - o Additional members will join the Committee at its next regularly scheduled meeting.
- Meeting date / time:
  - o Jay Arnold noted that staff would need time to accomplish the tasks set forth at meetings.
  - o David Weiss suggested that, once established, the Committee could meet quarterly.
  - o By consensus, the Committee agreed to meet every other month initially.
  - o Staff will draft a meeting schedule for Committee review.
  - o By consensus, the Committee agreed morning meetings.
- Chair / Vice Chair:

- By consensus, the Committee agreed to finalize the selection and process for establishing the position of chair and vice chair at the next meeting.

5. Follow-up Items from July 19, 2019, Meeting

Highlight of discussion include:

- Committee determined that it had made progress, but still had things to accomplish.
- The Committee had discussed expanding its membership to include one additional person from each of the elected bodies.
- Memorandum of Understanding [MOU]:
  - Jay Arnold noted that much of the MOU was timeline tasks.
  - The Town would like to update the MOU to look at partnerships with the County and participation of each group.
  - Jay Arnold suggested that staff draft the MOU and take to committee before bringing back to the Committee opining that it would be difficult to hash it out in this type of meeting.
  - David Weiss concurred and requested to add review of an updated job description in the process.
- Hotel in Town of Berryville:
  - Jay Arnold noted that it was one of the primary items for the Town discussed at the last meeting.
  - The Town had a survey done about five to eight years ago with nothing done. A survey was conducted in 2019, and The Town does not wish to see the idea "die on the shelf" and before the survey has to be updated.
  - Town hopes that with the Economic Development Director a hotel in Berryville will be a priority.
  - David Weiss stated that the Supervisors support the hotel, understand all the issues involved, and the pros and cons. He opined that he did not believe the issue in the county was too many rooms, regardless of where they are for the more rooms you have the more likely you will have people to fill them.
  - David Weiss also noted that the Industrial Development Authority [IDA] supports a hotel in Berryville.
- Position Funding:
  - Town of Berryville is discussing funding; and, with budget season coming up, it is looking at budget items.
  - Keith Dalton suggested that he and Chris Boies discuss this further.
  - Full-time or part-time:



- Keith Dalton opined that a full-time position would produce the most positive effect; however, it comes down to whether the Town and County are organized and have something for the individual to market.
  - David Weiss put forth that one of the benefits of a more defined and robust partnership would be the ability to generate a full-time workload.
  - David Weiss opined that it might be difficult to hire part-time, noting that there were only two respondents to the Board's last solicitation.
  - Jay Arnold opined that there were many tasks noting that there was a lot of interest in promoting the downtown, business buildings, and the First Street area.
  - David Weiss put forth exploration of the Camp 7 property at Double Tollgate, amongst other properties within the County.
  - Keith Dalton stated that to take the position full-time Town Council would be looking at something after the beginning of the next fiscal year.
- Economic Development Advisory Committee [EDAC] / Industrial Development Authority [IDA]
    - o The Supervisors are desirous of more actively engaging the EDAC and the IDA with the hiring, job description, and the whole concept of the economic development office.
    - o David Weiss has spoken to the Chairs of both public bodies, and they are interested in participating and being more active.
    - o David Weiss would like to utilize both Chairs in the selection process.

## 6. Discussion about Economic Development Position

Highlight of discussion include:

- Job Description:
  - o Chris Boies stated that getting input from the Committee was the first step in the process.
  - o David Weiss added that the County was looking at an interim placement, which would be a source but may not be available.
  - o Town Council should give direction to Keith Dalton on the job description, and he can work with Chris Boies.
  - o Keith Dalton would like to discuss the job descriptions and characteristics with Christy Dunkle before discussing with the County Administrator.
  - o Jay Arnold added that the Community Development Committee has been discussing the position and whether it will be doing both economic development and tourism. He told the Committee that he was informed that these positions take two different types of persons.
  - o Chris Boies responded that in many smaller, rural localities the position ends up doing both economic development and tourism. He opined that it was all about making connections, working with persons that wish to locate somewhere or visit somewhere.

- Jay Arnold opined that at some point a person with a real estate background might be needed.
- Business Retention:
  - Jay Arnold opined that the position should focus on business retention.
  - Jay Arnold noted that, often, the Town does not find out about a business until it is going out of business. This position might be able to help identify and assist struggling businesses.
- Chamber of Commerce:
  - Chris Boies noted that Berryville and Clarke do not have their own Chamber of Commerce. He provided an example of how a chamber was used in another locality to identify local business needs; and, subsequently, it conducted a job fair from which local businesses were able to hire needed employees. He observed that local businesses are not going to contact competitors and work together to host a job fair. He put forth that it is about creating connections; and, while the Top of Virginia Regional Chamber is doing what it can, there is not a lot of membership in this locality that would allow the regional chamber to focus a lot of time and resources. He opined that the proposed position could help coordinate efforts.
  - Keith Dalton concurred that the Town of Berryville recognized this as an issue. He noted that Len Capelli worked with the Lord Fairfax Community College Small Business Development Center. He stated that work force development was a challenge everywhere.
  - Jay Arnold suggested that the position could help with more utilization of Berryville Main Street [BMS], which has access to grants, resources, architects, tax credits, architects, etc. Some businesses take advantage of BMS as a resource while others do not know it is available.
- Holiday Business Tour:
  - Chris Boies observed that one of Len Capelli's most effective efforts was the annual Holiday Business Tour. He opined that it was helpful to him to meet the owners and employees, hear what their challenges were, and to understand the community.
  - The tour is a retention tool.
  - The tour is good for the EDAC and IDA.
- Direct Supervision:
  - Chris Boies noted that the position had plenty to do, but must be provided the structure, direction, metrics to succeed.
  - Keith Dalton responded to David Weiss' query that it was his belief that the Town was comfortable in the partnership allowing the County to be the direct supervisor.
  - Keith put forth that he recognized that an individual cannot have multiple bosses, so, the question is how does the Town have input?

- David Weiss stated that it makes sense for the County to oversee since it covers the larger share of cost.
- Chris Boies added that the County would need to have a clear understanding of what the Town expects in return for whatever investment it is making.
- Keith Dalton concurred with Mr. Boies stating that clear expectations were critical.
- Jay Arnold put forth that the MOU would spell out some of the expectations.
- Review:
  - David Weiss stated that the position would have annual reviews.
  - David Weiss remarked that if the Committee meets quarterly it should be able to communicate issues.
- Potential Town Projects for Position:
  - Christy Dunkle provided the following:
    - Southeast Collector Project:
      - Brandon Stidham and she should soon be wrapping up with the consultant.
      - Look at business park zoning district.
      - Identify what is still relevant.
      - Identify things that need to be modified.
    - Branding
      - Community Development Committee will be issuing an RFP at the end of the month.
      - Branding is in this FY2020 budget.
- Specific Staff Action for March Meeting:
  - Develop MOU and job descriptions as a separate documents.
  - Review memorandum of understanding
  - Review job description
    - Provide reference to industry pay scales
  - Develop funding agreement
  - Draft 2020 meeting schedule
  - Involve as many partners as you can in the initial stage including IDA, EDAC, and other partners.

Kara Rodriguez commented that after the July 2019 MOU Committee meeting the Community Development Committee started chipping away at the MOU reviewing it for areas that needed tweaked. It was at the point that it was going to start sorting all of its recommendations that the Community Development Committee, with two changes at the top of County leadership, it opted to

stay a holding pattern. She stated that if it would be helpful for the next meeting she could compile those recommendations and provide them to the Committee.

David Weiss asked Ms. Rodriguez to provide the information to Keith Dalton and Chris Boies in advance of the meeting, if possible, so they could utilize those thoughts in the review process.

7. Next Meeting

The next meeting date is tentatively set for Friday, March 20, 2020, at 10:00 am in Meeting Room AB.

8. Adjournment

At 10:38 am, David Weiss adjourned the meeting.

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Minutes recorded and transcribed by Lora B. Walburn

## Establish Policy for Selection of Chair / Vice Chair



# Berryville-Clarke County Government Center

*101 Chalmers Court  
Berryville, Virginia 22611*

## Berryville / Clarke County Joint Committee for Economic Development and Tourism [aka MOU Committee]

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### 2020 Meeting Schedule *[04-28-2020 Draft]*

Third Friday, 10 am, Meeting Room AB

July 17

September 18

November 20

**Memorandum of Understanding (MOU)  
Between the Town of Berryville and Clarke County  
Regarding Economic Development and Tourism**

**WHEREAS**, the Town of Berryville and Clarke County have previously entered into a MOU regarding economic development and tourism and now wish to update that document; and

**WHEREAS**, the Town of Berryville and Clarke County over the past four decades have worked cooperatively to promote a unique and highly successful land use philosophy that focuses growth and development within the Town while preserving the County’s natural, historical, and agricultural resources; and

**WHEREAS**, the County’s small land area, close proximity to four surrounding urban growth areas, and limited access to public water and sewer capacity make the sharing of Economic Development resources a necessity; and

**WHEREAS**, the future of economic development – including business, retail, industry, agriculture, and Tourism – in Clarke County is dependent upon effective collaboration and cooperation between the Town and County;

**AND WHEREAS**, the Town and the County recognize that combining resources and creating unified points of contact for Economic Development and Tourism will enable our communities to more efficiently address the needs of new and existing businesses, streamline regulations and regulatory processes, and more effectively market our unique assets.

**NOW THEREFORE, BE IT RESOLVED THAT** the Town of Berryville and Clarke County agree to work cooperatively to implement the following action items:

- 1. Continue Joint Management of Economic Development and Tourism.** The Town and County shall continue to jointly manage the Economic Development and Tourism efforts in Clarke County and the Town of Berryville on an ongoing basis. TOWN HAS REQUESTED MORE SPECIFICITY FOR THIS SECTION.
- 2. Continue Single Points of Contact for Economic Development and Tourism.** Both the Town and County agree that it would be best if the business community dealt with single points of contact for Economic Development and Tourism. The County point of contact is the Economic Development Director and the Town point of contact is the Assistant Town Manager/Planner. The points of contact should meet as they determine necessary to coordinate efforts.
- 3. Continue a Joint Committee for Economic Development and Tourism.** The Town and County have created a four member Committee (“Joint Committee”) to steer Economic Development and Tourism efforts but now wish to expand that committee to include an additional elected official for the Town and County. The Committee shall now consist of





## **Director of Economic Development & Tourism**

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### **GENERAL DEFINITION OF WORK:**

Performs complex professional and administrative work developing and directing a broad range of tourism, marketing and business development programs, services, and activities for the County and the Town of Berryville; does related work as required. Work is performed under the general supervision of the County Administrator. Supervision is exercised over all department and contract personnel.

### **ESSENTIAL FUNCTIONS/TYPICAL TASKS:**

Planning, directing, and supervising economic development and tourism activities; supporting existing business and industry; recruiting new business and industry including traditional agriculture, agri-business, agri-tourism, eco-tourism, recreational tourism, and cultural and historic tourism; conducting market research and analysis; serving as liaison between business, industry, local, regional, state, and federal regulatory agencies; preparing and maintaining files and records.

(The following are intended only as illustrations of the various types of work performed. The omission of specific duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.)

- Departmental:
  - Directs and administers the Economic Development office; develops and administers annual department budget; monitors expenditures and maintains budget records; coordinates the procurement of goods and services related to the department in compliance with applicable procurement regulations.
  - Coordinates work activities; organizes, prioritizes, and assigns work; monitors status of work and inspects completed work; assists with complex/problem situations, provides technical expertise.
  - Applies for and manages grants for economic development and tourism activities.
- Public Bodies / External Agencies:
  - Provides professional, technical support and serves as the primary point person for:
    - Economic Development Advisory Committee [EDAC]
    - Industrial Development Authority [IDA]
      - Manages the IDA's bonding process including receiving and processing applications, presenting applications to the IDA, ensuring compliance with state code requirements, and managing ongoing records of approved bonds in conjunction with the IDA Clerk.

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- Develops and manages economic development incentive programs including the Waterloo Fee Subsidy Program.
- Serves as liaison on behalf of the County and Town and coordinates program with:
  - Appropriate local, state, and federal agencies;
  - The general public on economic development and tourism matters as appropriate;
  - Establishes and maintains effective and functional professional relationships with economic development and tourism agencies and associations including but not limited to Berryville Main Street, Top of Virginia Chamber of Commerce, Go Virginia, Virginia Economic Development Partnership, Lord Fairfax Small Business Development Center, Shenandoah Valley Travel Partnership, and Northern Shenandoah Valley Regional Commission in order to facilitate business outreach efforts.
- Attends meetings and events, serves on committees, and makes speeches or presentations as needed. Responds to questions from citizens and provides information to the public.
- Economic Development:
  - Develops and implements long- and short-term plans, goals, and objectives for the County and Town consistent with the Clarke County Economic Development Strategic Plan and other plans subsequently developed.
  - Researches, compiles, and/or monitors various statistical, demographic, or administrative data; makes applicable calculations; analyzes data and identifies trends; prepares/generates reports and charts; maintains records.
  - Develops and implements business development/retention initiatives. Provides technical assistance to existing businesses that are interested in expansion.
  - Serves as primary point of contact for any new potential business prospects seeking to locate in the County or Town. Responsible for coordinating prospect site visits and meetings with County and Town staff and leaders.
  - Serves as a facilitator for business owners to aid in navigating the County and/or Town's land use regulatory process. Responsible for understanding and conveying information on the County's and Town's zoning and permitting processes to potential new businesses and to businesses seeking to expand.
  - Identify, and advocate for, needed infrastructure improvements (water, sewer, roads, broadband internet) to promote economic development activities in areas identified in the County and Town Comprehensive plans.

## **Director of Economic Development & Tourism**

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- Property Listing:
  - o In conjunction with Town and County officials and local realtors, helps identify and maintains a current list of properties and structures available for sale or lease within the County and Town.
  - o In conjunction with the Director of Public Information, ensures that this information is published online and kept up to date.
  - o In conjunction with the County and Town zoning administrators, provides guidance on these properties and structures in coordination with the property owners, listing agents, etc.
- Tourism: Coordinates the overall County and Town tourism programs including the marketing of travel and tourism destinations, events, hospitality facilities, and services to tourists and travel media.
- Websites and social media:
  - In conjunction with the Director of Public Information, is responsible for developing content for various websites and social media related to the County and Town economic development and tourism efforts.
  - In conjunction with the Director of Public Information, ensures that all web and social media content is kept up to date.
- Performs related tasks as required.

### **KNOWLEDGE, SKILLS, AND ABILITIES:**

Comprehensive knowledge of modern principles and practices related to the management of economic development, small business development and tourism programs; comprehensive knowledge of the principles and practices of public and business administration; ability to attract industry and business to the County and Town; ability to plan, assign and coordinate the work programs of office and technical staff; ability to prepare clear and comprehensive financial, administrative, and analytical reports; ability to communicate ideas clearly and concisely, both orally and in writing; ability to establish and maintain effective working relationships and to foster collaboration among County and Town officials, staff, businesses, and general public.

### **EDUCATION AND EXPERIENCE:**

Minimum Requirements: Any combination of education and experience equivalent to graduation from an accredited college or university with major course work in marketing,

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business, agricultural science, or related fields and experience in tourism, economic development, and/or marketing.

Preferred Requirements: Prefer minimum of ten (10) years of experience working in economic development for a municipality or a state or quasi-governmental agency associated with economic development, or in a progressively-responsible role with a private-sector economic development firm. Extensive experience with rural economic development issues, agriculture/agribusiness, tourism, and broadband internet access is desirable.

### **PHYSICAL REQUIREMENTS:**

This work requires the occasional exertion of up to 10 pounds of force; work frequently standing, walking, sitting, pushing or pulling and repetitive motions and requires speaking or hearing, occasionally climbing or balancing, stooping, kneeling, crouching or crawling and lifting; work requires close vision, distance vision, depth perception and color perception; vocal communication is required for expressing or exchanging ideas by means of the spoken word; hearing is required to perceive information at normal spoken word levels; work requires preparing and analyzing written or computer data, visual acuity is required for preparing and analyzing written or computer data, operation of motor vehicles or equipment, determining the accuracy and thoroughness of work, and observing general surroundings and activities; work occasionally requires exposure to outdoor weather conditions; work is generally in a moderately noisy location (e.g. business office, light traffic).

### **SPECIAL REQUIREMENTS:**

Conflict of Interest Disclosure  
Possession of an appropriate driver's license valid in the Commonwealth of Virginia.

## Economic Development Director Salary Information

### Provided for Berryville/Clarke County Joint MOU Committee on Economic Development and Tourism

The current job description falls into the County's pay scale as a Grade Level 25. The existing salary range for Grade Level 25 is \$65,742 to \$105,187 with the midpoint being \$85,465.

The salaries below were collected from surrounding localities for similar positions:

<u>Current</u>	<u>Locality</u>
\$52,500	Page County, Economic Development & Tourism Coordinator
\$75,552	Shenandoah County, Director of Tourism & Economic Development
\$99,000	Warren County, Economic Development Authority, Executive Director
\$115,585	Winchester, Development Services Director
\$117,000	Frederick County, Economic Development Authority, Executive Director

# Berryville / Clarke County Joint [aka MOU] Committee on Economic Development and Tourism

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## Adjourn

## Reports in Packet:

- Follow-up Items Status Report

Berryville / Clarke County Joint [MOU] Committee on Economic Development and Tourism  
Follow Up Items Status Report

<i>Meeting Date</i>	<i>Item</i>	<i>Description</i>	<i>Follow Up</i>	<i>Status</i>	<i>Date Complete</i>
2/12/2020	1	Review memorandum of understanding	Chris Boies / Keith Dalton	2/27 preliminary discussion	
2/12/2020	2	Develop Economic Development and Tourism Director job description involving as many partners as possible in the initial stage	Chris Boies	2/27 review with Keith Dalton; 2/24 review with IDA Chair & Treasurer, 2/21 review with EDAC chair	
2/12/2020	3	Provide industry pay scales for position.	Chris Boies	3/12 added to 3/20 packet	3/12/2020
2/12/2020	4	Develop funding agreement.	Chris Boies / Keith Dalton	2/27 preliminary discussion	2/27/2020
2/12/2020	5	Draft 2020 meeting schedule	Chris Boies	Complete - initial stage proposing bi-monthly	2/26/2020
2/12/2020	6	Add to March 20 agenda review of committee structure, meeting schedule, mou, job description.	Chris Boies	Complete	2/26/2020
2/12/2020	7	David Weiss to appoint a second BoS member to serve on the Committee.	David Weiss	Russell District Supervisor Doug Lawrence agreed to serve.	2/18/2020
2/12/2020	8	Community Development Committee recommendations and provide them to Keith Dalton & Chris Boies in advance of the meeting, if possible, so they could utilize those thoughts in the review process.	Kara Rodriguez	Information was provided by Mr. Dalton to Mr. Boies	03/13/2020