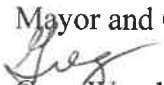




**Town of Orange
Town Manager's Office**

119 Bellevue Avenue, Orange, Virginia 22960 - 1401
Phone: (540) 672-5505 Fax: (540) 672-4435
Email –townmanager@townoforangeva.gov

MEMORANDUM

TO: Mayor and Council Members
FROM:  Greg Woods, Town Manager
DATE: August 22, 2025
SUBJECT: Resignation

After reviewing the evaluation comments, I am submitting my resignation with an effective date of September 26, 2025. This allows a month for my replacement. It is apparent that trying to continue to work with the two Council Members would not be productive. For reference I am enclosing the evaluation that I was given, but I wish to address a few issues in it as well.

The two Council Members with the negative comments, in my view, do not have any organizational management or administrative skills nor have they demonstrated any such expertise. They have created problems thru interference specifically in relation to Town Code Sections 2-83 (b and d). These Council Members do not have any idea of the duties of the Manager's position, much less their own responsibilities. They continue to bring up issues from the past such as the ODA (I'll address later). Even though they are elected they have never bothered to learn what they were elected to do.

- 1) They have never attended the new council member training offered annually by VML.
- 2) One member, even though both have been on council over 2 1/2 years, has attended only one of his committee meetings. The other has attended committee meetings for committees that were never committees in the past, but are one he wishes to be involved in for that benefit.
- 3) They have avoided FOIA and COIA training and when asked responded – "Can I just pay a fine". These items need to be understood to protect the citizens of the Town.
- 4) The only ideas brought forth by these Council Members are issues that have been reviewed in the past (i.e., Quiet Zone, Transient & Occupancy Tax (Tourism Requirements), etc.).
- 5) It is a rarity to see these Council Members at any Town events unless it is an ODA event.

It is stated in my evaluation that I do not work well with non-profit organizations (ODA) or the County. It is the duty of the Manager to ensure that contracts are followed. In the case of ODA – they were not living up to the obligations of their contract for the funding provided. In renegotiation, (ODA was represented by one of these council members) and ODA was asked what they were willing to do for the funding and the contract was written as such. ODA still did not live up to its obligations. ODA got better with a change of leadership but then decided not to continue as the Town's Main Street Organization. Regarding the County, Town and County staff get along well. There were issues related to Section 2-83 (f) with county officials but that was prior to the time these Council Members were elected. The current Council members were not party to these issues and can only go on hearsay without understanding what the issues were.

Also stated in my evaluation was that I do not recognize all Council members oversight, opinions and desires in the management vision and leadership of the Town. In the Town's Manager form of government, Council does not have oversight authority for the operation of the Town. The Manager has that responsibility and while I am open to opinion, I do not delegate authority for things I am responsible for unless I have confidence in the ability of that individual. In the case of these two council members, they have tried to influence personnel decisions in which they have only created interference. Their opinion on personnel is once again on hearsay and I do not value hearsay opinion. I have confidence in some of their abilities (such as website design) – but not personnel or operations.

Project management deficiencies are a direct result of the council members not understanding the limitations or capabilities of the Town. Priority is given first to safety, second in compliance with regulations and then to the long-term needs of the citizens as whole – not pet projects. These goals are set out in the budget – which has not had any comment from these members. The budget is the mechanism for council to set direction.

Regarding the comments on economic development's mission and vision (attached), this has been presented to Council twice – during a regular Council meeting and during the retreat – with no comments from Council. Council was asked if they have any questions or thoughts (none was given), therefore, I view this as completed.

While I disagree with the evaluation comments on many points, I do believe every Council member is entitled to his/her opinion. Attached are my evaluation forms, the goals presented, and the Economic Development Vision and Mission statements presented for reference as this is in my evaluation. I am waiving any privacy issues for transparency. Given the average score from the five evaluations, it is apparent that fairly consistently three of the scores were good while two were consistently bad.

Regarding the comments on my age (retirement), these comments show the inability of these members to understand organizational management.

I do want to express my gratitude to the citizens of the Town and Town staff. Town staff is exceptional (though undervalued) and they really take the interests of the Town to heart. I would also like to thank the past Council Members that I have served. These Members, through some difficult times, always took the position of the citizens' best interests.

Lastly, I wish the Town Citizens the best and by extension the County residents. It has been an honor to serve you. I believe that I have left the Town in better shape than when I came. God Speed.

TOWN MANAGER EVALUATION COMMENTS – AUGUST 18, 2025

Strengths, Weaknesses, Failures and Accomplishments:

- Unabashedly pro Town of Orange.
- A true financial and budgetary whiz.
- Door is always open for conversation.
- Communicates weekly through Town Manager's report.
- Knows what works and sticks to it (would possibly improve on the systems and practices that do work by exploring and implementing new technologies and methods for even greater efficiency).
- Bristles a bit over a few topics.
- Needs to share and communicate a bit more with Council on critical, high-level hires.
- Greg does a great job!
- Increasing the frequency and clarity of communication with both staff and residents would help build trust and ensure alignment on key initiatives.
- More proactive updates on town projects and decisions can foster greater community engagement.
- Reviewing internal processes for potential improvements in efficiency and cost-effectiveness could help optimize town operations.
- Leveraging technology and data-driven decision-making may support this effort.
- Overall, the Town is in great shape!
- Greg has consistently demonstrated financial integrity and responsibility in his management of the town's finances.
- Greg has conducted good work on preparing and planning the town budget.
- Greg has put together an effective and fiscally conservative budget that has allowed the town to grow in its fiscally conservative goals.
- Greg has done well in aligning the town's goals of future growth in infrastructure with the town's finances in both a well-planned and well-financed manner to keep the town on a trajectory of responsible growth and improvement.
- Greg has consistently sought to make himself available for questions or concerns to the council.
- Greg needs improvement in respecting all council members' oversight, opinions, and desires in the management, vision, and leadership of the town. Greg needs to recognize the diverse contribution of the various council members and seek input where needed to utilize the skills and experience of the various council members so as to give the town the best possible.

- Needs improvement in not allowing personal offenses, opinions or assumptions to hinder current and future working relationships as we seek to handle complex problems and provide the best solutions for the town.
- Needs to improve drastically in welcoming differing opinions from town business leaders and town citizens in order to foster greater communication, and wholistic approach to the different issues the town faces.
- Needs to improve project management at all levels. Needs to improve in setting expectations, timelines, and projections on the various projects in the town. (Contractors need to be held to greater accountability and expectations so as to ensure the town's projects are a priority).
- Needs to improve in informing the town council of goals and expectations that are not being met (e.g. There have been multiple years when the allocated budget for sidewalks was not used. There have also been multiple projects that have been taken off the "to-do" list (Weekly report) without informing the Council of reason.
- Needs to improve in allowing council to have discussions without needlessly involving himself in conversations that primarily pertain to council. Greg needs to allow council to discuss "Council" matters without interjecting his assumptions and opinions, especially when they are not asked for. (e.g. when council was discussing Council Goals).
- Needs to improve in executing and accomplishing goals of the council, as well as improving on a greater knowledge and being guided by the town's comprehensive plan.
- Greg has done an overall decent job for his tenure, especially in the areas of financial management, which is where he began and is most qualified. He is beyond retirement age, obviously tired, and holding the town back at a crucial time in its development. I would like to see him retire on his own volition and be released from his responsibilities with honors.

Most significant organizational failures in the last twelve months:

- Continual loss of offices from the police department.
- None.
- At this time, I do not have any data or facts that I could speak on.
- Greg has failed to execute and implement a mission and vision statement on economic development. Greg was given this task to complete upon the hiring of an economic development manager. This was made clear by the council that this was to be a "first importance" goal. Greg has not taken seriously the desires and

instruction of the council on this matter. Failure to put forth a mission and vision statement that both reflects the town's goals and the councils' goals continue to lead to missed opportunities and ineffective management of the economic development for the town.

- The town manager has hurt the town through extremely poor interpersonal skills with the county (for which we are the county seat), non-profit groups that potentially benefit the town, etc. His stated goal in the face of his retirement age is being loyal to his staff, which shows a problematic bureaucratic mindset that is keeping the town from advancing economically at a crucial time in its history.

Most significant organizational accomplishments in the last twelve months:

- Completion of standpipe replacement.
- Hiring new Economic Development Manager.
- Greg's financial management skills are top notch, and we are lucky to have him!
- Getting the water tank replaced and getting the funding for it.
- The Water and Sewer plants are still the top performing small plants in the state.
- The town is in great financial shape and that is from Greg's leadership.
- Greg has done a good job in ensuring all the ARPA funds were utilized in a responsive and effective way. Greg ensured these funds primarily went to highly important infrastructure needs for both current and in thinking toward the future.
- Completion of the standpipe project.

11103125

**TOWN OF ORANGE
TOWN COUNCIL
TOWN MANAGER PERFORMANCE EVALUATION**

PERIOD BEING EVALUATED: FROM July 1, 2024 TO June 30, 2025

This performance evaluation form is designed to assist in the evaluation of the Town Manager's performance, to provide the necessary feedback to identify areas in need of improvement, and to recognize positive contributions and achievements.

Carefully consider each characteristic to be evaluated. Each characteristic will receive one of six different ratings determined by the level of performance. In the event that "unacceptable" is circled, comments should be included in order to make the evaluation process constructive. For all other categories, specific comments will improve communication.

Please use the following ratings and circle the appropriate number corresponding to your evaluation of the Town Manager's performance in the space provided after each question. Any additional comments may be written in the comments section.

- 5: Outstanding – this rating reflects a thorough, efficient, and exceptional effort**
- 4: Exceeds Expectations – above average performance, performance in excess of expected results**
- 3: Meets Expectations – satisfactory performance, all expectations met**
- 2: Needs Improvement – performance is inconsistent and often ineffective**
- 1: Unacceptable – performance consistently fails to meet the minimum requirements of the job**
- N/A: Not Applicable – Unable to rate; no opportunity to observe**

After completing the evaluation form it should be returned to the Mayor or Council Designee who will tabulate the evaluations for Town Council's review and discussions with the Town Manager.

The form has nine general categories for rating evaluations: (1) Relationship with Town Council; (2) Management; (3) Planning; (4) Accomplishments; (5) Leadership; (6) Interpersonal Relations; (7) Communications; (8) Decision-Making, Problem Solving, and Judgment; and (9) Personal and Professional. Additional comments may be attached.

A tenth category is for written comments on Strengths, Weaknesses, Failures and Accomplishments. Specific facts, examples and citations are very much appreciated. The final tenth category is an overall evaluation using the five-point scale.

Rating Key: 5-Outstanding; 4-Exceeds Expectations; 3-Meets Expectations; 2-Needs Improvement; 1- Unacceptable; N/A-Unable to Rate

1. RELATIONSHIP WITH COUNCIL

3.325

Maintains effective communication, both verbal and written	n/a	1	2	3	4	5	3.6
Maintains availability to Council either personally or through designated subordinate.	n/a	1	2	3	4	5	4.0
Plans and organizes materials for presentations to the council either verbally or orally, in the most concise, clear, and comprehensive manner possible	n/a	1	2	3	4	5	3.0
Provides Council with sufficient alternatives to avoid being forced into a decision.	n/a	1	2	3	4	5	3.2
Responds in a positive way to suggestions and guidance from Council.	n/a	1	2	3	4	5	2.8
Responds to Council's assignment with enthusiasm and zest.	n/a	1	2	3	4	5	2.8
Meets time estimates	n/a	1	2	3	4	5	3.8
Maintains a system of reporting to Council current plans and activities of the staff.	n/a	1	2	3	4	5	3.4

2. MANAGEMENT

3.6

Service Delivery Management: How well is the Town Manager managing the various departments?
How well are those departments performing?

Town Manager/Town Clerk's Office	n/a	1	2	3	4	5	4.0
Finance Department	n/a	1	2	3	4	5	4.6
Police Department	n/a	1	2	3	4	5	3.3
Public Works Department	n/a	1	2	3	4	5	3.4
Community Development	n/a	1	2	3	4	5	2.8
Wastewater Plant	n/a	1	2	3	4	5	4.0
Water Plant	n/a	1	2	3	4	5	3.8

Rating Key: 5-Outstanding; 4-Exceeds Expectations; 3-Meets Expectations; 2-Needs Improvement; 1- Unacceptable; N/A-Unable to Rate

Human Resource Management

How effective are Town employees overall?	n/a	1	2	3	4	5	3.6
How responsive are Town employees to citizens and businesses, what is the service orientation, and how is the follow-through?	n/a	1	2	3	4	5	3.6
What is the level of overall morale within the organization?	n/a	1	2	3	4	5	3.4
How much are employees improving their work skills, and what is employee retention like?	n/a	1	2	3	4	5	3.3
How well are employee evaluations done, and is discipline, when necessary, applied appropriately, fairly, and even-handedly?	n/a	1	2	3	4	5	2.7
How well have recruitments been conducted, and have good employees been selected and hired?	n/a	1	2	3	4	5	2.9

Risk Management

How well has general liability been managed?	n/a	1	2	3	4	5	4.25
How well have workplace and employee safety been addressed?	n/a	1	2	3	4	5	3.8

Financial Management

How efficiently does the organization use its limited financial resources?	n/a	1	2	3	4	5	3.8
How good, and appropriate, is the budget process, presentation, and implementation?	n/a	1	2	3	4	5	3.6
How well is financial planning and management undertaken, and given relative economic conditions and factors outside the control of the Town, is the financial condition of the Town government improving?	n/a	1	2	3	4	5	3.8

Rating Key: 5-Outstanding; 4-Exceeds Expectations; 3-Meets Expectations; 2-Needs Improvement; 1- Unacceptable; N/A-Unable to Rate

3. PLANNING

3.3

Maintains a knowledge of new technologies, systems and methods in relation to town services.	n/a	1	2	3	4	5	2.8
Keeps Council advised of new and impending legislation and developments in the area of public policy.	n/a	1	2	3	4	5	3.6
Plans and organizes a process of program planning in anticipation of future needs and problems.	n/a	1	2	3	4	5	3.8
Establishes and maintains an awareness of developments occurring within other cities or jurisdictions that may have an impact on city activities.	n/a	1	2	3	4	5	3.6
Overall degree of confidence that Council will be setting policy with Town Manager's help in a proactive manner rather than a reactive manner.	n/a	1	2	3	4	5	2.7

4. ACCOMPLISHMENTS

3.1

Have established goals and objectives been met?	n/a	1	2	3	4	5	2.9
How well have Town programs and projects been implemented?	n/a	1	2	3	4	5	3.2
How well have Council policy directives been carried out?	n/a	1	2	3	4	5	3.2

5. LEADERSHIP

2.95

Has the Town Manager been an effective leader and advocate for Orange in the regional community?	n/a	1	2	3	4	5	2.8
Has the Town Manager led the organization by creating a good example?	n/a	1	2	3	4	5	3.4
Does the Town Manager display foresight, imagination, and vision, and demonstrate reasonable risk-taking where rewards may be great?	n/a	1	2	3	4	5	2.7
Does the Town Manager display strategic thinking?	n/a	1	2	3	4	5	2.9

Rating Key: 5-Outstanding; 4-Exceeds Expectations; 3-Meets Expectations; 2-Needs Improvement; 1- Unacceptable; N/A-Unable to Rate

6. **INTERPERSONAL RELATIONS:** What is the status of the Town Manager's relationship with:

2.96

Town Council	n/a	1	2	3	4	5	3.0
Citizens and Community Groups	n/a	1	2	3	4	5	2.6
Local and State Government	n/a	1	2	3	4	5	3.0
The Press	n/a	1	2	3	4	5	3.95

7. **COMMUNICATIONS:** How well does the Town Manager:

3.2

Communicate orally?	n/a	1	2	3	4	5	8.4
Communicate in written form?	n/a	1	2	3	4	5	3.4
Project a positive image of the Town?	n/a	1	2	3	4	5	3.0
Respond to citizen complaints and inquiries?	n/a	1	2	3	4	5	3.0

8. **DECISION MAKING, PROBLEM SOLVING, AND JUDGMENT**

3.2

Does the Town Manager display integrity, honesty, and ethical behavior?	n/a	1	2	3	4	5	3.6
Is the Town Manager fair, impartial and objective?	n/a	1	2	3	4	5	3.0
Are the Town Manager's analyses and reports logical, clear, and concise?	n/a	1	2	3	4	5	3.2
How successful are outcomes of various negotiations the Town Manager has been part of?	n/a	1	2	3	4	5	3.3
Does the Town Manager display a good sense of timing?	n/a	1	2	3	4	5	3.0
Does the Town Manager exercise good judgment?	n/a	1	2	3	4	5	3.1

Rating Key: 5-Outstanding; 4-Exceeds Expectations; 3-Meets Expectations; 2-Needs Improvement; 1- Unacceptable; N/A-Unable to Rate

9. PERSONAL AND PROFESSIONAL

2.89

Does the Town Manager approach the job with enthusiasm, energy, and a positive attitude?

n/a	1	2	3	4	5	2.9
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Is the Town Manager good at self-assessment and improvement?

n/a	1	2	3	4	5	2.7
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How good is the Town Manager's personal and professional reputation?

n/a	1	2	3	4	5	3.0
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How good are the Town Manager's listening skills?

n/a	1	2	3	4	5	2.0
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Is the Town Manager fully engaged in the job, and fully dedicated and committed to the city organization and the community?

n/a	1	2	3	4	5	3.0
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How well does the Town Manager handle stressful situations?

n/a	1	2	3	4	5	2.6
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How much job knowledge does the Town Manager possess, and does the Town Manager diligently pursue professional development opportunities?

n/a	1	2	3	4	5	3.0
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10. STRENGTHS, WEAKNESSES, FAILURES AND ACCOMPLISHMENTS

Areas for Town Manager to seek to improve his/her performance, and constructive ideas for improvement.

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There is no handwriting or other markings on the paper.

Most significant organizational failures in the last twelve months.

Most significant organizational accomplishments in the last twelve months.

11. OVERALL EVALUATION OF TOWN MANAGER'S PERFORMANCE.

Overall evaluation on scale of 1 to 5

n/a 1 2 3 4 5

3.0

Short term goals

FY 2025-2026

The goals for this coming fiscal year should primarily mirror those of the budgetary allocations.

1. Strengthen communication with townspeople through design and implementation of a newsletter.
2. Completing the engineering study for the Phase 2 of the Main Street streetscape project.
3. Adopting an economic development and vision statement for the town.
4. Improving sidewalks and walkability throughout town by funding and completing new and repair projects
5. Establishing plans to positively impact tourism/economic growth using our unique historical and rural assets.

We can use the newsletter as the method of communicating our goals



**Town of Orange
Economic Development Manager**

119 Belleview Avenue, Orange, Virginia 22960 - 1401

Phone: (540) 672-5505 Fax: (540) 672-4435

Email – aschienschang@townoforangeva.org

2025 Economic Vision Statement

Economic Mission Statement

The economic development mission for the Town of Orange, Virginia is to foster sustainable growth, improve resident's quality of life, and to strengthen the local economy. This will be accomplished through improved economic mobility for residents, enhanced business infrastructure, and the development of a vibrant community that attracts new residents and businesses while retaining existing ones, measured by publicly available data. When implementing the Town's economic mission, special attention and consideration should always be paid to Orange's place in history and its impact as the Crossroads of the Constitution.

Economic Vision Statement

"To cultivate an economically resilient rural community that promotes measured and sustainable growth, provides economic mobility for our residents, and attracts investment with targeted industries and strategic partnerships while highlighting the Town's unique contributions to our Nation and the Commonwealth's history."

Primary Goals and Objectives

1. Economic Diversification and Job Creation
 - a. Promote the development of key industries such as small-scale manufacturing, communication and information technology, and agricultural technology.
 - b. Attract businesses that provide high-quality, well-paying jobs to reduce the outflow of Orange's workforce and increase economic mobility.
 - c. Develop a skilled workforce to meet local and regional business needs through training and education programs, incentives, and partnerships.
2. Business Infrastructure Enhancement
 - a. Invest in the Town's digital infrastructure to support remote workers, attract tech-based businesses, and to take advantage of existing infrastructure.
 - b. Continue to invest in public utility upgrades and maintenance to meet the expanding needs of modern businesses and industries.
 - c. Partner with the Virginia Department of Transportation, railways, and public transportation initiatives to modernize and improve transportation for the community and workforce in the Town of Orange.

3. Business and Opportunity Development

- a. Work to encourage property owners to fill vacant storefronts, especially in high-visibility areas on Main Street and Madison Road, by creating a business ecosystem that prioritizes entrepreneurship and mutual collaboration.
- b. Partner with local property owners and developers to encourage offerings of sustainable and affordable housing to meet the needs of young professionals, retirees, and a growing workforce.
- c. Foster a sense of shared responsibility and community through artistic, cultural, and historic installations, taking advantage of numerous parks and public spaces to tell the story of the Town and attract tourists.

Strategic Objectives

1. Promote Small Business and Entrepreneurship

- a. Establish an innovation hub or business incubator to provide resources and mentorship for local entrepreneurs and startups, either organically or in partnership with existing support structures.
- b. Provide targeted, meaningful, and appropriate tax incentives or grants to attract and retain small businesses, particularly in designated growth sectors.
- c. Offer support and training programs for small businesses on business development, digital marketing, and financial literacy.

2. Workforce Development

- a. Partner with Orange County Public Schools, local community colleges, and technical centers to foster workforce development to meet the needs of residents and businesses in the Town of Orange.
- b. Develop a robust system of support for people just entering the workforce using existing resources from the Commonwealth supplemented by local programs.
- c. Establish career pathway programs that offer local students a clear trajectory from education to employment within the local community.

3. Infrastructure and Sustainability

- a. Improve transportation and digital infrastructure to better connect the Town of Orange to the wider region for increased economic opportunity.
- b. Build a system to track, promote, and highlight business operations in the Town of Orange to better direct and plan for measured, sustainable growth.
- c. Work with the Town Attorney and Community Development Department as appropriate to ensure businesses have a smooth path forward with clearly defined regulatory and zoning requirements to meet to do business in the Town.

Economic Mobility Best Practices

The following best practices can positively impact economic mobility for lower-income households, which make up a disproportionate number of households in the Town of Orange:

- a. Focus on jobs which constitute “opportunity employment,” which do not require a college degree and that pay above the national median wage.
- b. Encourage home ownership and the building of generational wealth, especially among historically disadvantaged populations, through local home buyer tax rebates for the first year of home ownership and similar programs.
- c. Create a program, ideally in a public-private partnership, that reduces the impact of benefit cliffs – these are the reduction in public benefits that occur when a household increases its work income. This reduction is sometimes enough to prevent people on public assistance from seeking employment.
- d. Expand access to healthcare through free or reduced clinics, including family planning, and services for young children.

Measures of Success

The following can be used as indicators of the success of efforts by the Town of Orange to foster economic development:

- a. Increase in median household income over time
- b. Decrease in household poverty rate, especially in the child poverty rate
- c. Increase in home ownership rates
- d. Net positive population change over time
- e. Increases in wage levels for working adults
- f. Improved on time graduation rates
- g. Tracking numbers of participation with County, Town, IDA, and EDA incentive programs