

AMHERST TOWN COUNCIL
AGENDA – WEDNESDAY, APRIL 11, 2018
Meeting at 7:00 p.m.
Town Hall, 174 S. Main Street, Amherst, VA 24521

- A. Call to Order – 7:00 p.m. - Mayor Tuggle**
- B. Pledge of Allegiance** - *I pledge allegiance to the Flag of the United States of America, and to the Republic for which it stands, one Nation under God, indivisible, with liberty and justice for all.*
- C. Invocation** - *Any invocation that may be offered before the official start of the Amherst Town Council meeting shall be the voluntary offering to, and for, the benefit of the Council. The views or beliefs expressed by the invocation speaker have not been previously reviewed or approved by Council and do not necessarily represent the religious beliefs or views of the Council in part or as a whole. No member of the audience is required to attend or participate in the invocation, and such decision will have no impact on their right to participate actively in the business of the Council. Copies of the policy governing invocations and setting forth the procedure by which a volunteer may deliver an invocation are available upon request at the Town Hall.*
- D. Citizen Comments** - *Per the Town Council's policy, any individual desiring to speak before the Council who has not met the agenda deadline requirement will be allowed a maximum of three minutes to speak before the Town Council. Any individual representing a bona fide group will be allowed a maximum of five minutes to speak before the Town Council. Placement on the agenda is at the Mayor's discretion.*
- E. Public Hearings and Presentations**
- 1. Presentation by the Berkley Group (Pgs. 1-33)**- *The Berkley Group will come to present their findings from the Organizational Strategic Assessment. The full report is attached.*
- F. Consent Agenda** – *Items on the consent agenda can be voted on as a block if all are in agreement with the recommended actions or discussed individually.*
- 1. Town Council Minutes (Pgs. 34-37)**– *Draft of the March 14, 2018 meeting is **attached**. Please let Vicki Hunt know of any concerns by Wednesday morning such that any needed corrections can be presented at the meeting.*
- G. Correspondence and Reports**
- 1. Staff Reports (Pgs. 38-50)**
- a. Town Manager Monthly Report – **attached**
 - b. Police Chief Monthly Report - **attached**
 - c. Office Manager Monthly Report - **attached**
 - d. Clerk of Council Monthly Report- **attached**
 - e. Public Works Monthly Reports- **attached**
 - f. Town Attorney Monthly Report – **attached**
- 2. Council Committee Reports –**
- a. Finance Committee – (Pg. 51) *Mrs. Carton, minutes of meeting attached*
 - b. Community Relations – *Mr. Higginbotham*
 - c. Utilities Committee – *Mr. Watts*

H. Discussion Items

- 1. Change requests for Sewer Sliplining Project (Pgs. 52-54)** – *Sara Carter- Staff is recommending a reconfiguring of the expenditures for the Sewer Sliplining project to include a rebuild of the 60 West Pump Station. Staff is also recommending full time construction inspection as a portion of the engineering contract.*
- 2. Update on the Town website-** *Mattie Nicholson – Staff will present an update on the direction for redoing the Town website.*
- 3. Appointment to the Planning Commission-** *Sara Carter– There has been a resignation from the Planning Commission by Mr. Mozingo. Staff will be advertising for this vacancy, per the Town Code requirements in 2-58.*
- 4. Set public hearing for FY 2019 Budget public hearing and tax rate ordinance–** *Sara Carter- The Finance Committee has been meeting to discuss the budget, and a completed budget packet will be presented in the next two weeks to the Council. Staff recommends setting a public hearing on the budget for May 9, 2018, with planned adoption on June 13. Staff also recommends holding a public hearing to consider increasing the meals tax from 4% to 6% on May 9, 2018, with a recommended implementation of July 1, 2018.*

I. Matters from Staff

J. Matters from Town Council

K. Anticipated Town Council Agenda Items for Next Month

L. Citizen Comments

M. Closed Session- *Pursuant to §2.2-3711A.3 of the Code of Virginia, relating to the acquisition of real property for a public purpose.*

N. Adjournment



Organizational Strategic Assessment

Town of Amherst, Virginia



Submitted to: Amherst Town Council
March 29, 2018



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EXECUTIVE SUMMARY



In January 2018, the Town of Amherst tasked The Berkley Group with conducting an Organizational Strategic Assessment (OSA). The purpose of this effort was to evaluate current organizational structure, staffing levels versus workload, policies and procedures, and then make recommendations to improve organizational efficiency along with internal and external customer service. The assessment included staff surveys, interviews with the town manager, department heads and staff. In total 12 interviews were conducted. The OSA follows a five-step guiding process – review, map, identify, evaluate and improve. The assessment team reviewed and analyzed staffing and workload analysis, including reviewing documents and policies provided by town staff such as budgets, financial data, adopted plans, the town charter and operational information gathered from the departments was compiled and reviewed.



This assessment focused on the following major functional departments/areas in the organization:

- Administration (Administration & Finance)
- Water and Sewer Divisions (Utilities Department)
- Maintenance Department (Public Works)
- Public Safety (Police Department)

In performing this analysis, it is evident that the Town of Amherst is a well-managed and efficient operation and staff works hard to serve residents in a professional and responsive manner. Staff works together and is efficient in workload and processes. The community is well-served and should be proud of their government.

Organizations develop traditions of work flow and culture that can provide stability and consistency. It is essential that these processes be examined and reviewed periodically to ensure that goals and objectives are being met. In an era where doing “more with less” is a necessity, it is imperative to ensure that job responsibilities and expectations align with both manager and employee. Departments that function in “silos,” where communication between and amongst departments and fellow employees is hampered, inhibits operational efficiency. This can be common in larger organizations, but smaller ones are not immune. The Town has previously had department communication and decision-making funnel through the manager position, which doesn’t allow departments to share resources and solve problems collaboratively in a team environment. While the manager ultimately retains decision-making authority, this restrictive process can place an undue burden on the manager and inhibit communication across departmental/operational lines.

The Deputy Town Manager position was programmed to perform supervision of many of the town’s operational functions. Given the high level of competence of staff, this assessment recommends that funds from this position can be better utilized with additional staffing resources using the budgeted amount from that vacant position. The Town should also include contract services as needed such as with project management. In conjunction with expanding operational resources, capital investments need to be made at both the Water Treatment Plant (WTP) and Wastewater Treatment Plant (WWTP) that should be programmed as part of the Town’s Capital Improvement Plan/Program (CIP). The police department also has capital needs in terms of space improvements (or a new space), equipment and vehicles.

The recommendations outlined in this report are implementation-focused and prioritized by fiscal year (FY) to improve organizational efficiency within fiscal constraints.

APPROACH & SUMMARY OF FINDINGS

The Town of Amherst has dedicated staff that works well together and places a high value on their performance as public servants. There are a few new employees including the Police Chief and Town Manager which provides an opportunity to look at structure and processes from a fresh perspective. The overall stability of the organization is a strong point and the new employees have been well received. As part of our analysis, surveys were given to all staff and elected officials. Follow-up interviews were then conducted with twelve staff members. The interviews helped determine:

- (A) how each department is performing by function;
- (B) procedures that are currently in place;
- (C) operational flow;
- (D) strengths and weaknesses;
- (E) overall performance.

A Work Flow Analysis is presented herein to depict the current state of staffing and responsibilities, as well as recommendations for adjustments to improve those work functions.

Overall, Town staff know their job responsibilities and work as a strong team relying on one another and cross-training in as many duties as possible. There are positions that require more training and professional credentials. This professional development takes significant time and effort and should be rewarded financially as the employee's success is to the Town's benefit. Some examples include:

- The need for one additional certified operator at both the WTP and WWTP;
- Website development and cross-training
- Minutes taking, indexing, filing protocols (e.g., save files to shared server, etc.)

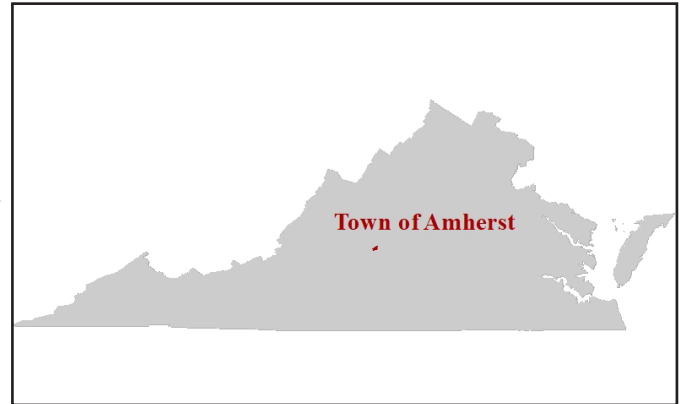
A contributing factor in having an efficient operation is emphasis on the Town Manager as the conduit through which elected/appointed officials should communicate and direct staff. Recognition and respect for the Manager in supervising, directing, and prioritizing the work of staff is a key to operational stability in serving the Town's citizens.

This report will explore the Town's strengths and challenges in more detail, but in summary, consistency, equality, follow-through and positive attitude are key components to having an effective and efficient staff that provides excellent customer service.



TOWN OVERVIEW

The Town of Amherst is located in central Virginia at the base of the Blue Ridge Mountains approximately 18 miles north of Lynchburg on U.S. Route 29. The town has a population of 2,205 residents and is 4.92 square miles. The town government operates under a charter granted by the Virginia General Assembly and is governed by a Mayor and five (5) council members. The town manager acts as the chief executive officer for municipal operations. A Town Attorney is appointed by and reports directly to the Town Council. The Town operates a water and wastewater utility which serves approximately 1,150 customers. VDOT is responsible for street maintenance and related activities based on the town's population of less than 3,500 residents.



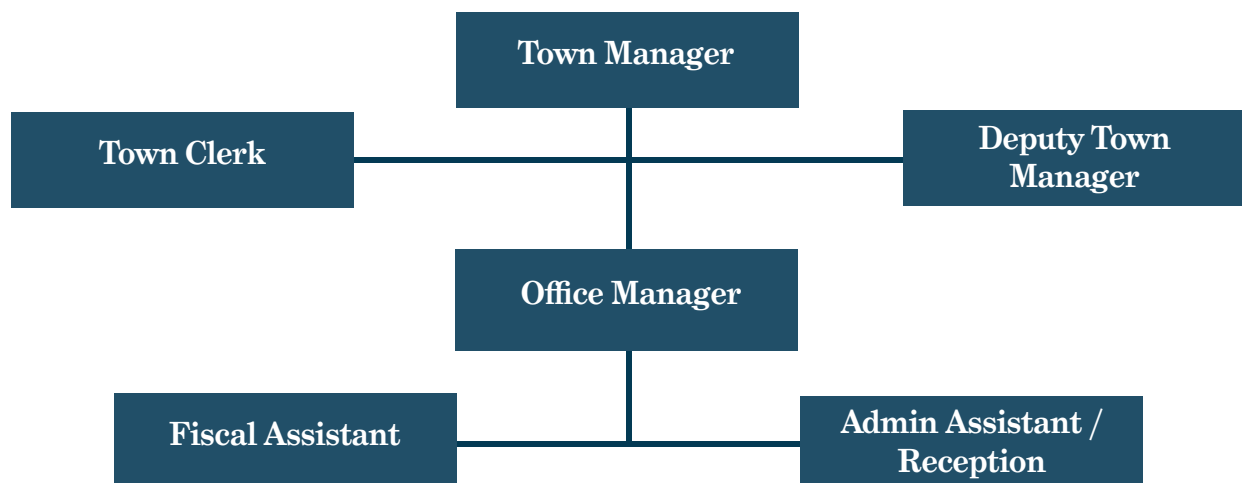
Organizational Structure

The Town has a total of 31 employees (19 full-time equivalent (FTE) and 12 part-time (PT) positions. The Town Manager acts as the chief executive officer of the Town and supports boards and commissions. The Manager oversees all town operations. A Deputy Town Manager position reports to the Town Manager and is directly responsible for the Police, Water, Wastewater, and Maintenance operations. The Deputy Town Manager position was created early in 2017 and, while filled for a short period, has been vacant since summer of 2017.

Administration (Administration & Finance)

The Town Manager is tasked with executing the vision of Town Council and manages the organizational operations. Administration is the town's financial and administrative arm of the organization. This department houses policy, financial, and administrative functions to include Office Manager, Clerk, Fiscal Assistant, and administrative staff. Specifically, the Town Charter empowers the Town Manager in Section 22(b) "to direct and supervise administration of all departments, offices, and agencies of the Town", among a list of other duties. Aside from acting as the chief executive officer of the Town, the Manager also serves as the Town Planner and Zoning Administrator, which is common in smaller jurisdictions.

Administration is currently structured as follows:



TOWN OVERVIEW

The Town Clerk is currently a part-time position that is primarily responsible for staffing public meetings and taking the minutes, particularly for Town Council, the Planning Commission, Industrial Development Authority, and Board of Zoning Appeals. Other duties include working on the recodification of the Town Code, website improvements, temporary (30-day) permits, and other duties as assigned. The Town Clerk is hired by and reports to the Town Manager but is also asked to support the Mayor with official correspondence.

The Deputy Town Manager position was created in FY17 with a focus on public works-related functions. The Water/Sewer and Maintenance departments directly reported to the Town Manager and this position was created to supervise and manage daily operations and project management, allowing the Town Manager to focus on other town initiatives. The utility and maintenance functions need to work cooperatively and share resources to achieve their work programs and having them supervised by a single manager makes organizational sense. The position became vacant in the summer of 2017 and has remained vacant since.

The Office Manager acts as the finance director and is responsible for serving as the Town Treasurer; managing all accounts payable and receivable; financial management including the general ledger and budget management; and monthly water/sewer billing. The budget management component is a new responsibility for the Office Manager position in FY18. This responsibility enables the Office Manager to better understand the correlation between daily and monthly activities and the overall budget.

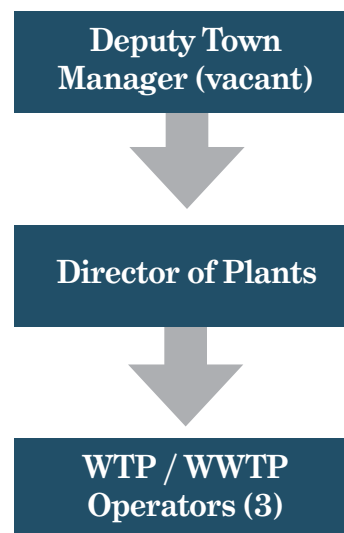
The Fiscal Assistant and Administrative Assistant positions assist the Office Manager with fielding citizen/customer inquiries; water/sewer billing. The Fiscal Assistant serves as the direct assistant to the Office Manager. The position processes tax bills, business licenses, manages delinquent accounts, and manages the water and sewer billing process, including processing any credits, new accounts, closed accounts, and reviewing meter readings to identify any usage irregularities. Bills are made at Town Hall and mailed to

customers monthly. There are 1,150 customers for water and sewer services.

Administration also fields customer inquiries, requests, and complaints. These calls or walk-ins are directed to the appropriate department for attention if front line staff cannot respond. For tasks that require maintenance staff attention, the Fiscal Assistant develops work orders which are physically picked up at Town Hall by the maintenance crew.

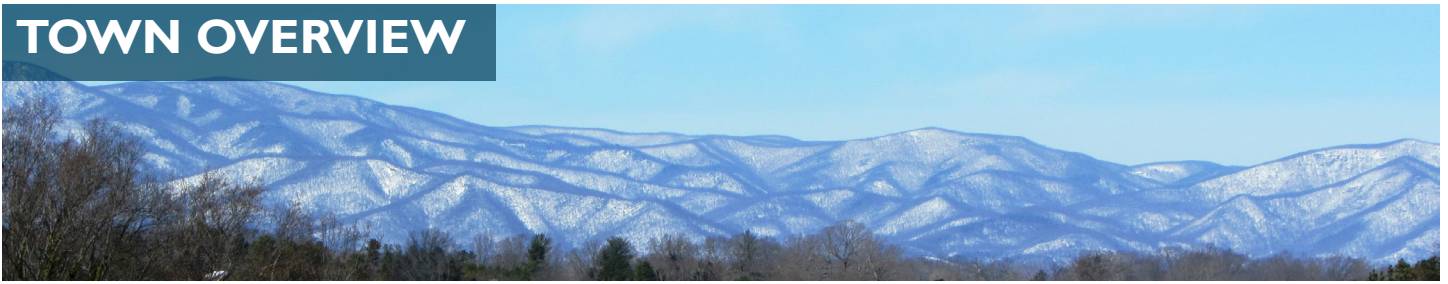
Water and Sewer (Utilities)

The Town's water and sewer staff is currently structured as follows:



The wastewater treatment plant (WWTP) and water treatment plant (WTP) operate with four (4) full time equivalents with the Director of Plants serving as a scheduled operator. The Director also provides planning, budget management, support to staff, and advises the Town Manager on utility issues and operations. On Wednesdays, weekly staff meetings are held since that is the only day that all departments are fully staffed. The Director provides operator coverage on Thursday through Saturday. As a result of managing these duties,

TOWN OVERVIEW



along with regular plant operations, the Director works a significant number of hours each week.



The WTP has a lead operator tasked with ensuring the facility remains in compliance and meets daily water demands. Aside from the WTP facility, staff is responsible for the river intake and three storage tanks (one supplies water to Sweet Briar College). Lab work and operations take up most of the available staff time. Staff works to schedule routine maintenance activities of the WWTP and WTP facilities during unscheduled operation time. Both plants operate on ten-hour shifts and have only one scheduled operator except for Wednesdays.

The Town utilizes a SCADA system to maintain communications for each plant. These systems are separate and do not interface.

Water System

The Town provides municipal water services to residents and businesses within and just outside of the Town's corporate limits. The goal of the water system is to provide residents and business operators with a safe, dependable supply of drinking water. An adequate and reliable water system is necessary for community vitality and economic growth potential.

The Buffalo River serves as the Town's primary water source through the water intake, a 1,000,000-gallon

per day treatment plant, two 1,000,000-gallon storage tanks, a 500,000-gallon tank at Sweet Briar College, and approximately 40 miles of transmission and distribution piping. Collectively, the system provides quality drinking water and fire protection services to the entire Town and some limited areas of Amherst County.

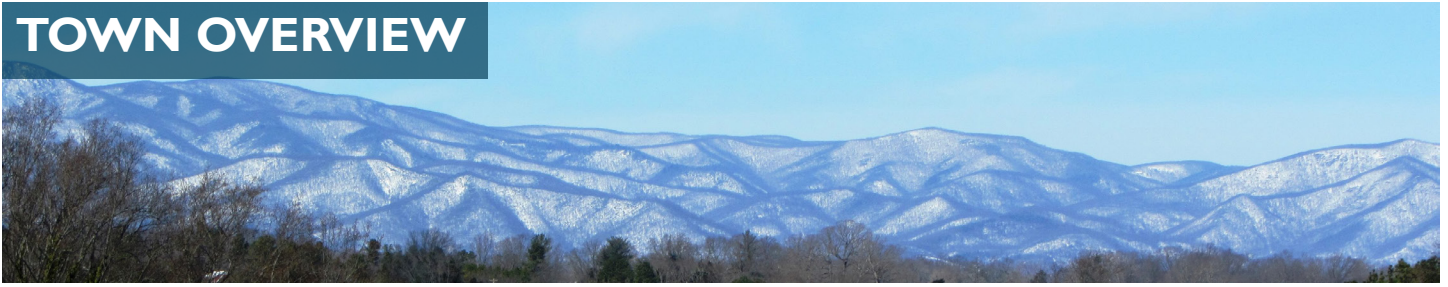
Sewer System

Municipal sanitary sewer service is provided to most residences and businesses within town and to several areas outside the corporate limits. The sanitary sewer infrastructure consists of approximately 20 miles of sewer pipes, three small sewer pump stations, and the Rutledge Creek Wastewater Treatment Plant, a 600,000 gallon-per-day facility located in the Zane Sneed Industrial Park. The plant, expanded in 2005, holds a Virginia Pollution Discharge Elimination System discharge permit (VPDES Permit #VA0031321) with the Virginia Department of Environmental Quality (VDEQ) through November 2019.

While the WWTP is permitted at 600,000 gallons per day, usage is currently approximately 250,000 gallons per day. A challenge at all treatment facilities is infiltration/inflow (I&I) which can result in increased flows at the WWTP. The Town is currently in the process of slip-lining approximately half of the sewer system, which should result in reduced I&I impacts at the WWTP.



TOWN OVERVIEW



Plant Facilities

The Water Treatment Plant (WTP) and Wastewater Treatment Plant (WWTP) are separate facilities supported by cross-trained staff to support daily operations. The WTP is a two-story 1950s-era facility. The building's age requires numerous building maintenance functions as part of daily operations, as well as inhibiting treatment process technological advances, relying further on manual labor. The WWTP control building and lab are in pristine condition, well-organized and well-managed. The WWTP was updated approximately twelve years ago and incorporates the older plant into the expanded facility.

Rates

The Town's water and sewer rates are some of the highest in the state. The town's avoidance of a real estate tax rate (\$0.00 per \$100 assessment), forces reliance on utility and user fees. The Town is in the process of renegotiating a revised contract with Sweet Briar College for water and sewer provision. Past agreements with the College resulted in discounted rates – approximately a fifth of other customers. It is recommended that the college be treated like any other customer where they pay based on usage.



Town of Amherst Water Treatment Plant

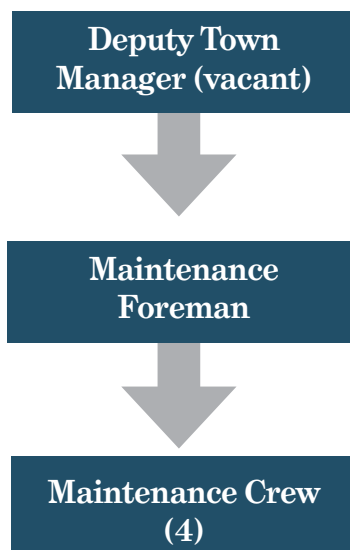
TOWN OVERVIEW



Maintenance (Public Works)

The water and sewer collection and distribution system rely on one foreman and a four (4) full time-employee team for system maintenance functions which include exercising valves, testing fire hydrants, making field repairs, responding to emergency events, maintaining easements and rights-of-way by clearing debris and mowing. Staff is supplemented by one part-time employee during summer months. Town vehicle maintenance (except for police vehicles) is performed at the central garage facility. Historically, the maintenance department has performed larger water/sewer construction capital projects in-house and manages outsourced projects. The Maintenance staff also assists organizations such as the Garden Club and other groups in maintaining plantings and addressing other community needs.

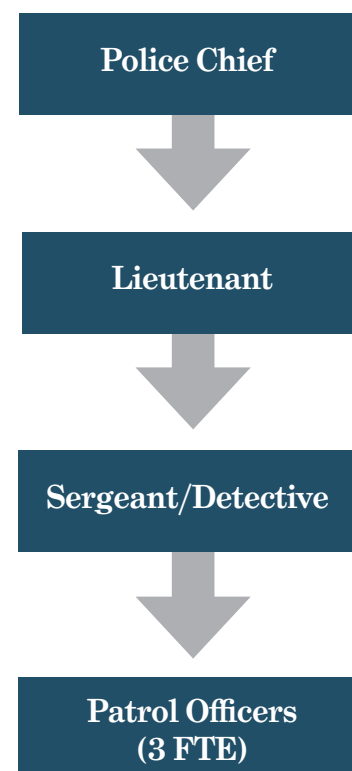
The maintenance department is currently structured as follows:



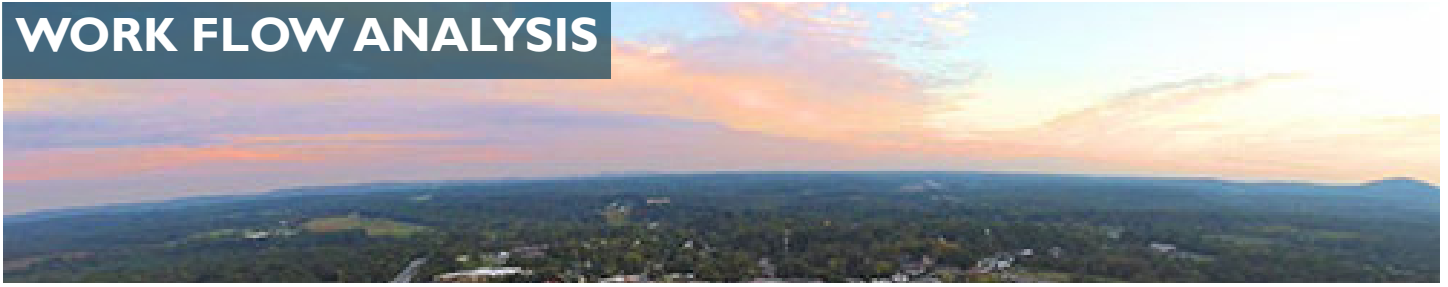
Public Safety (Police)

The Police Department serves as the Town's coordinating agency for all Town emergency services and public safety emergencies. As such, it coordinates with multiple local, county, and state agencies and routinely participates in emergency exercises to ensure agency coordination and effective emergency services readiness.

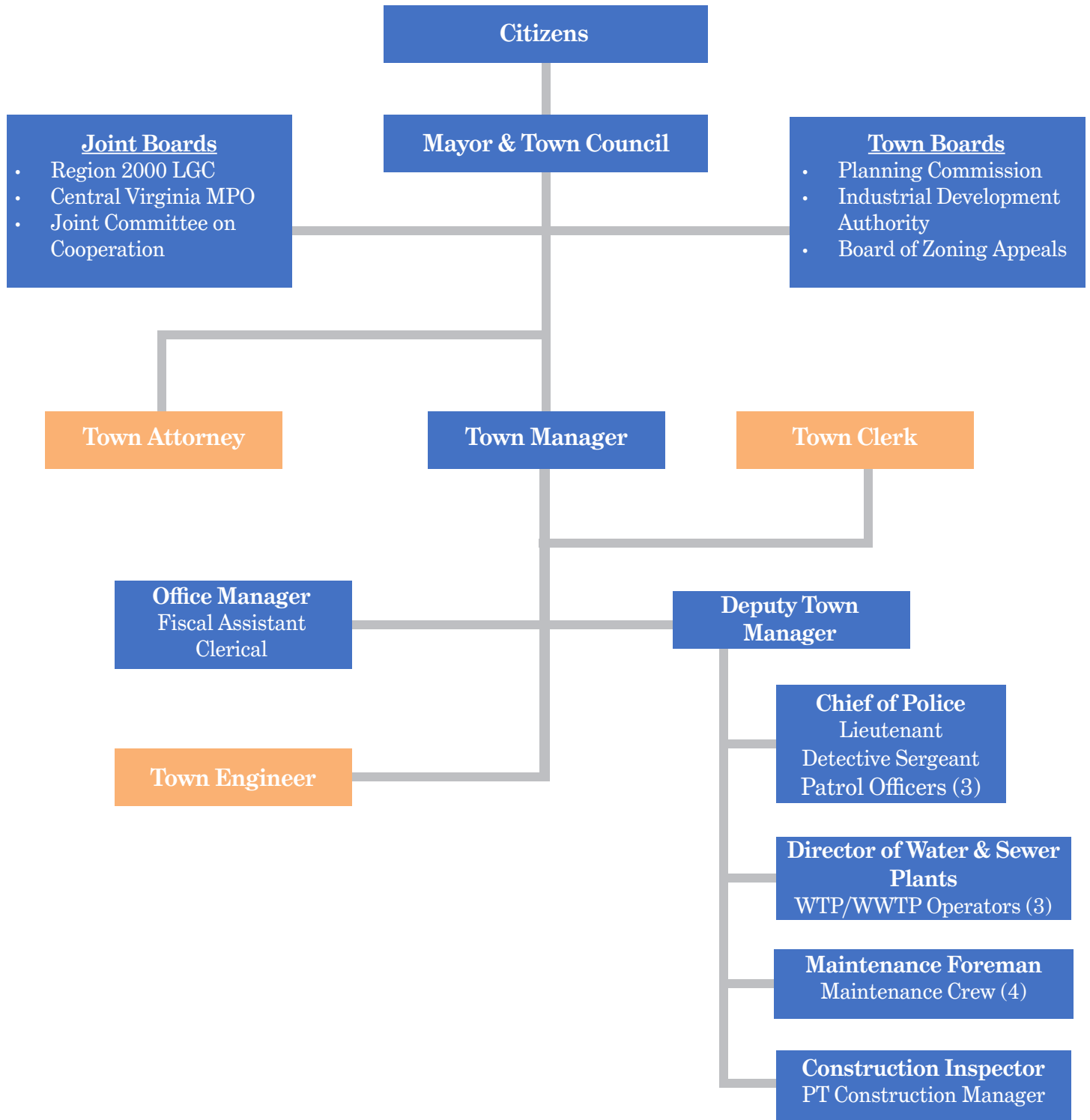
The Police Chief leads a six-member agency with a lieutenant, a detective/sergeant, and three patrol officers. All members of the department also conduct routine patrols.



WORK FLOW ANALYSIS



This Organizational Chart, as presented by the Town, shows the existing workflow process by position.



ORGANIZATIONAL ANALYSIS

In addition to the Town department's workflow, its organizational structure and tools are a vital component of analyzing existing conditions. For this portion of the existing conditions analysis, interviews were conducted with Town personnel during the week of February 12, 2018 with follow-up questions and additional written materials supplied by staff upon request. The same questions were asked to all survey groups and the responses were very consistent and mutually reinforcing among the groups.

Strengths

In assessing and interviewing Town staff, the number of positive impressions and observations was notable. Many operational procedures utilize best practices, the staff is well trained and functions well as a team. Key observations are documented below.

Experience

Based on in-person interviews, staff has a clear understanding of their role in the Town's operations. Overall, they demonstrate professional experience with detailed knowledge of their subject matter, a high level of professionalism, and are generally credentialed [either certified or in the process of getting a relevant certification in their area of expertise (i.e., planning, permitting, utilities, etc.)].

Team

Sense of team and reliance on one another are evident strengths in the Town. Employees seem to like one another, and they depend on each other for assistance. This is an important trait that is not as common as it should be in professional organizations.

Operations

Staff performs their functions with minimal oversight. They know their roles and they perform them with minimal or no prompting. They are polite, professional, and mindful public servants.

Town police are adequately staffed and equipped, well trained, and paid competitively. Current staffing appears stable although there has been turnover with patrol officers and the Chief position. The lieutenant

position has been stable for over a decade which helps with the continuity of department operations as well as institutional knowledge.

The Town's shooting range is a valued asset to the police force and an opportunity for collaborative instruction and training.

Professionalism

Anecdotal observation indicates a professional culture exists within the Town as staff receives positive feedback from citizens routinely. A formal citizen's survey or customer satisfaction survey would more definitively document this positive feedback.

Focus Areas

As with any agency, along with strengths come challenging areas that need to be focused on to improve. Town staff has received many positive comments regarding its performance. The following are primary focus areas to elevate each department, individual staff, and overall performance.

Administration (Administration & Finance)

Administrative staff raised several issues that would enhance their work environment or improve their performance. Items such as a revamped Capital Improvement Program (CIP), unified accounting system, document tracking system, website update, and other matters are discussed below in the Organization-wide section. Items of specific importance to administration are discussed here.

Compensation

The Employee Classification and Compensation Plan was developed by a consulting firm and is a top Manager priority that should be implemented in Fiscal Year (FY) 2018 with the funds allocated in that operational budget. This plan's implementation should be a top FY19 priority if it is not feasible in FY18. Implementation of the compensation plan by giving current staff merit increases as appropriate, will also provide financial recognition of experienced employees and prevent the problem of new employees being hired at a rate nearly at the same salary as existing employees who

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have been working for the Town for a number of years. Proper position classifications and pay increases will make the Town more competitive in recruiting, reward existing staff for their dedication and hard work, boosts staff morale, and aids in staff retention.

Culture

One of the main challenges for a new manager is understanding the culture of the organization. That is, what are the “unwritten rules” that need to be adhered to, respected, and possibly documented or altered, if possible. It is important that Council members communicate with the Manager honestly and openly so that Council’s agenda can be implemented as effectively as possible without unnecessary complications (e.g., miscommunications, politics, project history, etc.).

Council communications with staff should be directed to and through the Town Manager as much as possible.

Communication Protocols

Several administrative staff mentioned the need for improved meeting protocols. This may be applied to the Town Council, Planning Commission, Industrial Development Authority, and Board of Zoning Appeals. Meetings should be structured with a set of established rules followed (e.g., Robert’s Rules of Order or some other adopted rules of procedure as Council determines appropriate. Robert’s Rules can be challenging for small bodies. The appointed or elected members should not interact with speakers during public hearings unless it is for clarification of a comment. Public hearings are for the public to speak on the record, not for a “back-and-forth” discussion or debate. Speakers should be held accountable for speaking only to the public hearing topic, being respectful, and minding any time limits established by the Chair/Mayor. Applicants should also be limited to their comments so that their presentation does not dominate the agenda item.

Extended presentations and discussions with the appointed/elected body will exacerbate any emotions in the audience that may already be present. The recently revised set of public hearing procedures should effectively address these protocols.

Recusal procedures also should be clear and adhered to by all appointed and elected officials. If there is a conflict as established by State Code and determined by the Town Attorney, then any public officials with a conflict should remove themselves from discussion of the matter at hand, voting on the matter and, preferably will remove themselves from the room during that portion of the meeting. Typically, a conflict will only exist if there is a direct financial benefit from the discussion item/project to a member or members of the voting body. Absent a direct fiscal impact, it is very difficult to establish a bonafide conflict. However, if a voting member feels that they have a conflict, they should adhere to the established recusal procedures as if they have a direct financial conflict, or as otherwise directed by the Town Attorney. It should be noted that even if the Council member doesn’t feel the need to recuse, he may still have an obligation to disclose. The perception of a conflict can be as damaging to the Town’s relationship with its citizens as an actual conflict. The Virginia Municipal League (VML) provides guidance on this, and any process should be vetted by the Town’s legal counsel.

Staff also mentioned the issue of direct communications with Council members. This direct approach, while not prohibited by the Town charter, puts staff in an uncomfortable position. The Town Charter clearly sets forth that the Town Manager is the chief executive officer for the Town and thus, all staff (other than the Town Attorney) report directly to the manager. As such, Council communications with staff should be directed to and through the Town Manager as much as possible.

While not a major issue at this time, it is worth noting the Town Charter in section 23:

Except for the purpose of inquiry, the council and its members shall deal with the administration solely

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through the town manager, and neither the council nor any member thereof shall give orders to any subordinates of the town manager, either publicly or privately.

Direct communications with staff places them in an awkward situation and places the burden on the employee to notify the Manager that such communication has occurred. While this is typical in a Council-Manager form of government, it is also not uncommon for some level of communication to occur between Council members and staff.

Water and Sewer (Utilities)

Facility Upgrades

Portions of the Water Treatment Plant (WTP) are over fifty years in age in a two-story building that doesn't lend itself easily to upgrades or retrofits. The site has numerous limitations based on adjacent development and road configuration that limits further expansion.

The WTP and Wastewater Treatment Plant (WWTP) are heavily impacted by older "sludge handling processes" in place at both facilities. Both plants use older-style drying beds for sludge storage which are labor

intensive, and during winter months, tend to backup. Due to space constraints, sludge generated at the WTP is physically relocated to the WWTP for drying/processing which challenges available capacity at the WWTP and is labor-intensive. The process for sludge drying typically takes twice as long in winter as in summer months due to ambient air temperatures, resulting in significant backup at the WWTP. While yet to occur, should the sludge storage areas reach capacity at the WWTP, operations will have to be suspended until the sludge can be dried and removed. The landfill will not accept sludge in excess of a specific liquid content level. To remove sludge, one staff member spends time each week removing wastewater sludge with pitchforks since motorized equipment is restricted only to the concrete tracks located in the center of the facility. Leaving the established tracks would compact and damage drain fields. A sludge management plan should be conducted to compare options available to the town that could result in process/contractor removal or capital upgrades.

The Buffalo River is the Town's only water supply source with an intake which operates through an electric pumping station. While both the WTP and WWTP have standby generators, there is no backup power source at the raw water intake.

The Town has drilled two wells, but they remain to be developed. The Town should consider utilizing these facilities to expand the town's water supply. The Town should consider diversifying options in the event there are power interruptions, or environmental or operational emergency events at the WTP by using the undeveloped wells, and providing alternate power generating capabilities.

Work Orders

Work order systems and processes need to be linked across division/departamental lines into a unified system. There are currently different processes utilized by Maintenance, Water and Sewer, and Administration to monitor and view work orders, track customer inquiries, requests and purchase orders.



ORGANIZATIONAL ANALYSIS



Rates

Conducting a rate study will assist the Town in understanding what utility rates and fees should cover related to enterprise fund activities and determine if the rates are appropriately structured. A rate study can also anticipate required system upgrades or expansion projects and associated costs at community build-out

Public Relations

Both utility divisions (water and sewer) should develop public relations initiatives to promote the work they do daily. There is an effort to conduct public tours of the facilities which should be encouraged to better educate decision-makers about the complexities of operating and maintaining a 21st century utility system, especially given regulatory expectations. Orientation tours should also be conducted for new and returning Council members and other appointed officials.

Staffing

One dedicated operator is assigned to both the WTP and WWTP per shift. Staff is professionally trained and go above and beyond to serve the town's needs. Wednesdays are the only days with overlap where both plants schedule maintenance activities and management meets with staff. Operators at the WTP must leave the plant to perform certain tasks such as checking the raw water intake pumping station,

emergency response, etc. VDH requires that water plants cannot remain in operation when unattended. When job tasks require off-site response, the water plant must be shut down, and due to job expectations, this occurs on nearly a daily basis. Taking the plant offline and resuming operations are time consuming and due to the age of the facility, shutdowns are labor-intensive as many functions are not automated through technology.

Maintenance (Public Works)

Responsibilities/Duties

The Maintenance Department is headquartered at the Town Shop facility and crew staff support fleet management activities or responding to needs in the field. Staff attempts to dedicate each Friday for performing routine maintenance activities. Historically, the Maintenance Department also doubled as a construction crew for water/sewer projects. Scope and scale of these types of projects have increased over time, along with workplace regulations (e.g., workzone requirements). Staff struggled to focus on construction projects or maintenance activities. There are not enough resources to do both and do them well. As a result, routine maintenance programs were overlooked due to lack of available staffing resources. The contracting community should be relied upon for construction and larger maintenance projects in order to allow Town staff to focus on maintenance-related activities. Aside from contracting specific projects, an on-call contractor program would assist augmenting staff resources when needed and allow the Town to have a resource available for emergency events.

The Department does not have a comprehensive maintenance program/schedule for the water/sewer system. This should be developed in conjunction with the Director of Plants and lead operators at the Water Treatment Plant and Wastewater Treatment Plant to allow thought-sharing to transcend departmental "silos," enable divisions to understand what activities are prioritized, when they are programmed, and the manner and methodology used to perform them.

ORGANIZATIONAL ANALYSIS

Staffing

In the recent pay progression study, Public Works staff was absent from the study. It appears they are expected to obtain and perform responsibilities as if they were water or wastewater operators. The roles they serve are not transferable to system maintenance operations. Job descriptions/classifications should be established for the Public Works (Maintenance) Department to better align with their responsibilities (e.g., field response, fleet maintenance, etc.). Job descriptions should be created for public works staff with a programmed career development path and integrated with the Employee Classification and Compensation Plan. Once in place, staff should be evaluated against their public works related job descriptions on an annual basis.

Work Order System

The Town currently utilizes a work order system to process customer requests, and daily work activities. Field crews have recently been provided access to a remote work order system, however, rely on obtaining work orders from Town Hall or from the Maintenance Foreman. Once work is performed, they fill out the form by hand and return to either Town Hall or to the Foreman depending on the nature of the assignment. Crew staff should utilize the work order system between all departments/divisions, to better indicate location and track type of work performed. Continuous access to internet is not available in the field and an air-card or cellphone hotspot could provide this capability.

Additionally, crew staff should have system wide maps either in hard copy or through a digital system in crew vehicles. In many cases, they are relying on memory to respond to field responses. Ideally, a GIS record could be kept of repairs to provide guidance for where water and sewer lines need to be replaced

Public Safety (Police Department)

One of the top priorities for the Police Department is the establishment of an overtime budget. This is discussed in more detail below in the Organization-wide section since it correlates with other Town department needs.

Space

The Police Department is currently located in a semi-confined area in the middle of Town Hall with inadequate and insecure storage space, uncontrolled access to police offices and files, no adequate training room, no interview room, and nowhere for any future staff expansion (e.g., support positions, auxiliary or part-time staff, etc.). The department's physical space arrangement and limitations are also a major impediment to any future desire for accreditation, which is recommended in this assessment and by the Police Chief.

Related to space is also the need for a controlled access impoundment yard. Currently the police share the Maintenance yard for vehicle impoundments. Cooperative sharing of an impound yard, training facilities and other needs with the Sheriff's Office could provide a short-term, low-cost alternative in meeting these needs. The Town should explore long-term, self-reliant solutions.

Vehicle Fleet

Police leadership has expressed the desire for one additional patrol car to be used as a spare vehicle for use during extended maintenance, emergency, or other operational need. Expanding the fleet by one vehicle can most efficiently be accomplished by retaining a vehicle in the police fleet when the next new patrol car is purchased. A routine vehicle purchase schedule should be established or maintained in the CIP based on usage statistics (i.e., mileage, wear/tear, etc.). It appears the current CIP budgets \$45,000 annually for police fleet vehicle replacement. This is a best practice.



ORGANIZATIONAL ANALYSIS

Policies & Procedures

The department's policy and procedures need to be well documented and kept up-to-date. The Chief is currently working on this operational need as a top priority. Current best practices are also a necessary step for the accreditation of the Town's police department. These policies are also important in establishing the appropriate division of labor, supervision, and other personnel issues. Accountability sheets are another important aspect to ensuring an accurate inventory of equipment, supplies, and evidence.

Organization-wide Focus Areas

Staffing

The desire for a Deputy Town Manager position has historically been driven by the need to implement various projects. This need could be served through contracting for specific projects with outside resources (e.g., private sector, Region 2000, retirees, etc.). For larger capital projects, funding for management services should be included in the project budget. This need ebbs and flows with the capital program and does not require full-time attention. Based on the current workload, the vacant Deputy Town Manager position does not appear to be necessary and those funds could be reallocated to existing personnel by adjusting the position responsibilities, titles and salaries of current employees to more accurately reflect their experience, capabilities and current duties.

Staffing levels at both the Wastewater Treatment Plant (WWTP) and Water Treatment Plant (WTP) are insufficient. Workload volume would require an additional full-time operator at each plant, which would result in two (2) FTE positions. These positions would allow for: Focus on accomplishing maintenance activities which are relegated to Wednesdays at this point;

- Enable the Director of Plants to focus on larger management issues, planning, communications with outside entities, etc. The Director currently covers shiftwork Thursday through Saturday each week.

- Increased coverage to ensure two operators are at each plant for every shift. This provides security for operations and ability to manage workload more effectively;
- Provide for adequate staff coverage when unanticipated sick leave or scheduled leave is programmed.

The recommended staffing plan would result in four departments – Administration & Finance, Utilities, Public Works, and Police – reporting to the Town Manager. This approach would recognize and reward current employees who are dedicated and well-trained, while not having a negative fiscal impact by using available resources from the vacant Deputy Manager position.

Overtime vs. Compensatory Time Policy

There was discussion about the need for a clear overtime pay policy, particularly as it relates to non-exempt positions. Any work activities that are required more than 40 hours per week for these positions qualify for overtime compensation in accordance with the Fair Labor Standards Act (FLSA). This should be calculated based on overall total hours worked in a week, not during any given workday. A town-wide policy would provide consistency amongst all departments

Budget & Finances

As part of the financial analysis, FY 2018 Budget documents were reviewed along with the FY 2016 and FY 2017 Comprehensive Annual Financial Report (CAFR). Overall, Town finances appear to be sound, however there may be a structural deficit in the budget that should be clarified and discussed.

The primary purpose in reviewing the CAFRs was to gain an understanding of the town's debt and assets. There is no General Fund debt; the total debt of approximately \$5 million is related to the water and sewer systems. The town's debt limit is approximately \$17 million, so there is no concern about the current debt load. The Town Manager is working with the town's financial advisor, Davenport, to explore the possibility of refinancing one of the debt issues to take advantage of lower interest rates.

ORGANIZATIONAL ANALYSIS

The town budget is not based on the uniform chart of accounts recommended by the state's Auditor of Public Accounts and is somewhat difficult to understand. Although it has a General Fund, a Water Fund, a Sewer Fund, and a Garbage Fund, there doesn't appear to be complete segregation between the four funds. Ideally, the enterprise funds, water, sewer, and garbage, would stand alone, separate from the General Fund. Instead, there appears to be some mixing across the funds, particularly where staff and other resources are shared between the funds. This is understandable given the small size of the staff and the overall budget, but it results in a somewhat unclear budget, may not accurately represent the bottom line (revenues compared to expenditures) in the individual funds, and may have an impact on future debt issuance.

The General Fund appears to have a structural deficit, where ongoing revenues will not be able to support ongoing expenditures over the course of several budget cycles unless adjustments are made. The ordinance adopted for the FY 2018 Budget shows \$3.6 million in total sources of funds. Of that amount only about \$1 million comes from General Fund revenues; meals tax, business license tax, sales tax, etc. The shortfall between revenues and expenditures is covered by utilizing cash assets carried over from the previous fiscal year and by transfers from the enterprise funds.

A significant source to the General Fund is a transfer of \$1.2 million from the Water and Sewer Funds, split almost equally between the two funds (the Garbage Fund only transfers about \$19,000 into the General Fund annually). The basis for the transfer is a Cost Allocation Study that assigns certain percentages of the costs of various General Fund activities between the four funds. That study has been generated by staff and it would be appropriate to review the principles, assumptions, and allocations for accuracy.

Due to the small size of the staff and the variety of tasks they work on (particularly the maintenance staff), all salaries are initially charged to the general fund. The Town Manager then estimates the percentage of staff time spent on various functions through the Cost

Allocation Study (such as water, sewer, maintenance, administration, etc.) and an administrative chargeback takes place for each of the various operational functions. While this system is functional, it leaves a significant question as to the accuracy of the chargeback for labor costs. As can be anticipated, the labor chargeback is a significant portion of the water and sewer budget. A cleaner approach would be for labor costs to be charged directly to the various town functions (water, sewer, maintenance, police, administration, etc.) with each payroll rather than after the fact. Charges within the maintenance budget would need to be split out based on ongoing adjustments by the departmental supervisor or Town Manager.

A deeper review may find that the allocations need to be adjusted. To some degree this depends on Town Council's philosophy and policy about the Water and Sewer Fund transfers and expenditures. While it is laudable that the Town Council has set the property tax rates at zero (\$0.00), there is concern about the utility rates. The water and sewer fees may be set at an appropriate level to cover operating costs, debt service, and fund pay-as-you-go capital projects. A rate study could help to determine that. If, however, utility system revenues are inadvertently supporting General Fund expenses, the rates could possibly be reduced if an alternative source of funding, such as property or real estate taxes, was found for the General Fund. This is a policy issue for the Town Council to deliberate and decide. If neither using utility fees or property taxes is desirable, another alternative would be to reduce General Fund expenditures. In any case, transfers between the General Fund and the enterprise funds should be clearly identified and their basis explained in the budget document.

Of greater concern is the \$1.4 million prior year carryover that, it could be argued, funds about half of the General Fund expenditures in FY 2018. The FY 2017 CAFR showed about \$1.3 million in cash assets in the General Fund on June 30, 2017. It appears that when the FY 2018 Budget was adopted those anticipated

ORGANIZATIONAL ANALYSIS

assets were identified as the “prior year carryover” and they were used, with General Fund revenues and transfers from the enterprise funds, to cover total uses of funds of about \$2.8 million.

If the FY 2018 Budget goes according to plan, it can be anticipated that the FY 2018 CAFR will show cash assets of a little over \$600,000, which will include the permanent fund reserve and an anticipated year end carryover. This would be a reduction of about \$800,000 from the previous year’s carryover. About half of the carryover will be needed to comply with the Fund Balance Policy in FY 2019, leaving only about \$300,000 to apply to the General Fund. If everything else - revenue, transfers in, and expenditures - remained the same, the General Fund in FY 2019 could have a deficit of as much as \$500,000. With the statutory requirement to adopt a balanced budget, Town Council will have to make adjustments to eliminate the deficit.

The financial policies included in the Town of Amherst budget document are limited to a Fund Balance Policy which sets requirements for the General Fund and the enterprise funds, including a General Fund contingency. The budget documentation makes it clear that the policy is adhered to on an annual basis. Council should consider amending the policy to address the use of any funds in excess of the minimum required amount. For example, there could be a restriction on using the funds for ongoing expenditures (see above) and limiting their use to capital projects or other one-time expenditures.

The Town should adopt a broader set of financial policies to guide the Town Council and staff. Additional policies should include a clearer description of the desired relationship between the General Fund and the enterprise funds, and guidance specific to budgeting, debt management and investments. There are numerous examples from other localities that the Town could review for relevance and the financial advisor would also have valuable input.

The FY 2019 budget will conform the Town’s chart of accounts with the standards promulgated by the Commonwealth’s Auditor of Public Accounts. This is a

good adjustment that should result in a budget easier to understand and compare to other Virginia localities.

Water and Sewer Rates

According to an independent annual utility rate study conducted by Anderson and Associates, the Town of Amherst has the second highest utility rate in the Commonwealth. While this may well be appropriate as the Town works toward upgrading its water and sewer system, it is important to understand the impact that a high rate has on the Town’s economic development efforts. While utility rates are not likely to be an issue of concern to certain firms that do not require water or sewer for process purposes, high utility rates can be a deterrent to firms using water in the manufacturing process. Given the limited access to water resources, it is entirely appropriate that the Town not box itself into serving firms with high water demands and the available capacity be reserved for gradual balanced growth over time.

Currently, the Town adheres to the strictest of standards to ensure that homeowners and industries pay the same amount per gallon of water used including implementation of a higher minimum monthly base rate for customers with higher usages. However, there are some economies of scale that take effect in serving large water users and it is recommended that a new rate study be done to better understand the incremental cost of providing water and sewer services with the increased volume purchased by specific customers including Glad, Sweet Briar College, and the Amherst County Public School system.

Capital Improvement Program/Plan (CIP)

A revised Capital Improvement Program (CIP) needs to be developed for the Town as a budget planning tool to more effectively facilitate the budgeting process and implementation of the Comprehensive Plan. Currently, capital projects are sectioned off as part of the operational budget. The CIP, as a separate process, will provide Town Council with a five-year view of needed capital projects (and beyond). Not having a robust CIP inhibits the prioritization and facilitation of

ORGANIZATIONAL ANALYSIS

budgetary requests on a short-, medium-, and long-term basis when considering equipment and facility needs (e.g., water and wastewater treatment facilities and equipment, police vehicles and equipment, etc.).

Compensation

The inclusion of an overtime budget for police, maintenance, and utility operations is recommended in addition to the provision of compensatory time for non-exempt employees. This issue arose in each departmental area and should be a departmental line item in the operational budget as agreed to by the Manager and Council. An overtime budget will allow for more cost-effective coverage than additional full-time (FT) staff, fair compensation to employees, more opportunity to work Town special events without sacrificing normal operational coverage, and more management flexibility.

The Town should consider the classification status of employees per the Employee Classification and Compensation Plan and align it with position roles, responsibilities, and duties. If supervisors are classified as exempt employees, they should be focused on directing staff and not performing operational/shiftwork duties on a regular basis.

Operating Procedures

Clear, documented standard operating procedures (SOPs) need to be developed for the Town's Police Department and the Chief is working on those currently. This is a necessary foundation for any effective department or program.

Up-to-date SOPs are good for any department or process that requires clear, consistent procedures. Code enforcement related to property maintenance or zoning violations, for example, requires firm time periods for follow-up inspections and code compliance. For any code enforcement actions, a recommended process is to make first contact, preferably in person, with a follow-up meeting/inspection. Absent a personal contact a letter is sent requesting a meeting, documenting the violation, and setting the appeal clock per State Code requirements (15.2-3711). A subsequent follow-up

meeting, inspection, and documentation can either close the case or set a final corrective timeline. Penalties for non-compliance need to be clear and set forth in the Town Code.

SOPs such as this ensure consistency, fairness, and strengthen any legal proceedings that may arise. In developing SOPs, consultation with or at least presentation to the Town Council is recommended so that enforcement expectations can be set and agreed upon. The Town's existing SOPs should be examined and updated where appropriate to align with this type of process, with clear guidance regarding which staff person is responsible for each aspect of enforcement.

Another best practice is requiring pre-application meetings prior to application submittals with everything from site plans and subdivision plats to use permits, rezonings and special exceptions. This proactive, "front-end" time with potential applicants, saves both them and staff processing and review time and establishes clearly, what the process will be and what information is needed. Similarly, updated forms and check lists that accurately and simply reflect pertinent application requirements and regulations are needed and can be discussed and distributed at the pre-application meeting.

All development bonding (i.e., project securities such as insurance bond, letter of credit, or cash escrow) should be reviewed to update their status, verify the amounts held, and their correlation with the project's status. Any securities being held for projects that have closed out should be released and any projects that should already be closed out need to be re-examined and escalated. This could mean pulling the bond or letter of credit to complete the project, but usually that step is not necessary except in extreme situations. Along with examining fees, a review of the required security amount and its ability to adequately cover its associated portion of the project is recommended. In other words, are the securities collected adequate in the event the Town needs to step in to become the administrator to bring a development project into compliance with regulations?

ORGANIZATIONAL ANALYSIS

Land Use Tools

The Town's Comprehensive Plan is current and very well done. While it needs a vision statement, it has land use goals, objectives and strategies, as well as subject area



plans and geographic area plans. There could be an implementation section that consolidates and prioritizes recommended strategies, assigns responsibilities and any fiscal implications. Still, it is a good plan and provides a solid foundation for the Town Council and Manager in setting town priorities, revising the Capital Improvement Program (CIP), and implementing the recommended strategies.

The unified Land Development Ordinance (which includes both subdivision and zoning regulations) is the primary regulatory tool that directly supports the Comprehensive Plan. The Plan states,

To continuously study and improve subdivision and zoning regulations designed to prevent fragmented, inharmonious and disorderly development.

To that end, the consolidated zoning/subdivision ordinance should have a comprehensive diagnostic performed to ensure compliance with State Code and utilization of best practices. A cursory

review of these land use tools shows that there are areas that need to be revised and should be reviewed annually to ensure continued relevance and effective implementation of Town policies. For example, until recent amendments, the Town's sign regulations have been in violation of Reed v. Gilbert, a recent U.S. Supreme Court decision mandating a content neutral sign ordinance.

Other customer service tools should be reviewed and updated if applicable; or developed such as forms, applications, and review/application check lists. The Town does have a comprehensive set of forms available on the Town's website.

Atmosphere

Excellent customer service isn't just about results and performance, it's also about how it's done. What is the customer's experience when they walk up to the counter? Are they greeted immediately in a friendly manner? Do they witness busy-ness and feel like they are interrupting, or do they feel valued? Are phone calls returned promptly? It appears that customer service in departments is top notch and implementing a customer satisfaction survey is an excellent way to better understand the effectiveness of how customer service is provided. The culture of the organization should be friendly, supportive, and interactive for customer

VA Code Section	Compliance	Comp. Plan Reference	Consultant Recommendation
2222.1	Transportation plan coordination with VDOT	No	Transportation section does not address the VDOT plan coordination directly.
Chapter 527 Regulations			
Covers sheet (cover letter)	Yes	p. 3	Additional contact information may be required.
Contact information for the locality	No		A summary needs to be created and prioritized.
Summary of major changes	No		Inventory must be created and clearly displayed in a new "Transportation Inventory" section.
Contains Inventory	Yes	p. 3, 63-64	
Contains Assumptions (i.e. population growth)	Yes		
Contains Needs Assessment (current and future performance and conditions, future required improvements)	No		No clear needs assessment is included. Must be added to Transportation Plan section.
Contains Recommendations	Yes	p. 87	Identify future improvements needed to serve anticipated inadequate levels of service.
Contains map	Yes	p. 86	Map is difficult to read and out of date.
Contains cost estimates	No		No cost estimates included in Comprehensive Plan. Include updated Six Year Plan with cost estimates.
Possible impact analysis	No		Any changes to zoning that will affect VA highways must include impact analysis.
2223	Comp. Plan scope, purpose, adoption	No	This section of the Code has been amended over the past several years to include more stringent requirements.
Future facilities development	No		Effective transmission lines of 150 adwvols or more must be designated. Areas for historic preservation, affordable housing, urban renewal, ground water protection, community service facilities, and other city-oriented facilities should be included as appropriate.
Existing Conditions	Yes	p. 73	Part 1 adequately describes existing conditions in the Town.
Affordable housing - area designation, implementation measures for construction, maintenance and rehab. Current and future considerations	Partial	p. 69	Housing figures used to be updated. Affordability continues to be a challenge in the region.
Future trends of locality	Yes		Future trends are projected up to 2020, will need to be updated in next future.
Future requirements of territory	Yes	p. 89	Designated growth areas are scattered throughout plan. Need to be comprehensively addressed.
Designation of features (map)	Yes		
Recommendations	Yes		Implementation plan is very limited. This section could be expanded to further meet Town's future needs as highlighted throughout the Comp Plan.

ORGANIZATIONAL ANALYSIS

service to thrive. Anecdotal observation indicates that this culture exists within the Town as staff receives positive feedback routinely. Additionally, this type of survey could explore how technology can better serve customers (e.g., debit payment plans, online payments, etc.). A customer satisfaction survey could capture this feedback in a documentable manner.

Fees

The application and permit fees should accurately reflect the costs associated with any advertising, review, and analysis associated with the submitted project. For example, a rezoning or special use permit requires a legal advertisement to run for two consecutive weeks (per Code of Virginia § 15.2-2204) for each public hearing (Planning Commission and Council). This means an average of four legal ads per application at a cost that routinely exceeds the \$300 application fee. Costs associated with staff application review time, staff report generation, and associated meetings should also be taken into consideration. This function is currently performed by the Manager acting as the Zoning Administrator.

Fees should also be competitive within the region, but costs should not exceed revenues for the services provided. A full review of the Town's Schedule of Fees is needed to ensure that the levels of service being provided are paid for by the primary users of those services. The general fund should not be subsidizing the cost of development. Additional analysis needs to be performed, but some fee categories appear to be inadequate.

Technology

The Town has a number of technological systems in place, including a work order system, accounting software, SCADA software monitoring the water and sewer system, and a variety of other software programs to assist staff with tracking and managing work. All town-related documents and working papers should be saved to the server and backed up on a regular basis. There is no indication that staff is not saving data on their individual computers, but a guiding practice is to

establish file management architecture that ensures continuity, transparency and security. This also assists with succession planning when staff inevitably turns over.

Currently, staff files are organized by year rather than subject. An intern is working to reorganize these files, however, there are 3,000 to 5,000 files per year going back nearly 20 years that require organization. Thought should be given to the over-arching "architecture" of the file system and it should be fairly intuitive to understand where information can be found by topic/subject area. In addition, there are at least two large files with paper records. It is recommended that the Town work to digitize all files in order to reduce space needs for file cabinets. The Police Department also has the need for a more sophisticated electronic filing system to store, maintain and search its records.

In addition to a filing system, the Town needs to implement an indexing system for policies, meeting minutes from Council and Commission meetings to more easily research action items.

A GIS-based unified work order system should be implemented that is shared amongst departments and is user-friendly for field crews.

The Town's financial software is cumbersome to utilize as well, which makes report generation a challenge for administrative staff when developing budget documents. Modules should be considered that streamline administrative functions for budget development and management. An automated direct debit payment plan is also needed so that customers could pay without having to mail money in or come to Town Hall in person. This automation would also reduce staff processing time and reduce part-time staffing costs

PERFORMANCE ANALYSIS



Overall, each of the four primary functional areas are well run with dedicated, professional staff. Performance by department is discussed below based on general observations, surveys, and interviews. It is important that all positions have an updated official job description and are integrated with the Pay Progression Study.

Administration (Administration & Finance)

The previous Manager ran a tight ship and there are numerous accomplishments that are evident over the past two and a half decades. Part of the command and control approach relied on the Manager position to coordinate activities until the recent addition of the Deputy Town Manager position which shifted that command and control. This assessment recommends strengthening the department head positions and hiring additional staff with the financial resources from the Deputy Town Manager position. This would empower the department heads and require them to coordinate activities without relying so heavily on a centralized management position.

**STAFF'S APPROACH SHOULD
ALWAYS BE:
"HERE IS HOW WE CAN ACHIEVE
THE IDENTIFIED OBJECTIVE"**

The Town Clerk position is currently part-time and that functions well with current town operations. There are numerous duties in the Town Clerk position that would indicate more of a full-time position. As a part-time position, the minutes of Council, the Planning Commission, Board of Zoning Appeals, and Industrial Development Authority comprise the majority of time in a work week/month. Other duties such as website development, filing support, etc. are not able to be pursued effectively within a part-time work week.

The Office Manager is currently working with the Manager to convert the budget to a format that is more universally recognized by Generally Accepted Accounting Principles (GAAP) and relatable to other Virginia local government budgets. This conversion will serve the Town well in the long run by making the budget more transparent and understandable. As this transition occurs, it may be challenging to compare old line items with new ones. Council will need to support staff through this process as there will be less history to rely on when comparing future budgets against past years.



PERFORMANCE ANALYSIS



Water/Sewer (Utilities)

The water and sewer personnel are dedicated and adequately trained, but the need for one additional certified water plant operator and one additional certified wastewater treatment plant operator is evident at a minimum. In reviewing workload, an additional operator could be easily justified at both facilities to ensure adequate staff coverage and continuity of operations. These functions are critical to the Town's utility operations and having as much cross-training and redundancy as possible is recommended. An overtime pay budget is needed, particularly if the Town decides to continue with its current staffing level. Even with the moderately increased staffing level recommended here, an appropriate overtime budget is a guiding management practice. The Director of Plants works significant amount of hours per week, resulting in diminished pay for the individual relative to the hours worked, as well as an increased liability for the Town.

Maintenance (Public Works)

Public works staff is dedicated and hard-working, however, receive little attention or recognition. Their functions are not outlined on the Town's website, the Capital Improvement Plan focuses on utilities, and the supervisor's hours are indicative of the need for another position, as well as an overtime budget. Department expectations should be well-defined by the Town Manager as overall mission has been uncertain (maintenance-focused or construction-focused). Public Works and Utilities staff should make a concerted effort to improve communications to understand work processes, program schedule, standard operating procedures and work process methodology.

Public Safety (Police)

The new Chief has placed an emphasis on departmental policy development, records management and organization, storage space efficiency, and shift reorganization to better emphasize evening, high volume coverage. Trying to maintain two officers on duty for the last shift to cover evenings and night is a challenge for a small department, but call volume is generally lower during the work day so this operational shift should result in better service during higher volume call hours. The experience and institutional knowledge of the lieutenant position is an asset to the department and has helped maintain stability and consistency in the department.



RECOMMENDATIONS FOR IMPROVEMENTS

The Existing Conditions Analysis examines the policies, procedures, tools and personnel that comprise the Town's departments. In general, it is a well-functioning organization with trained, dedicated personnel. There are many appropriate policies and procedures that are currently in place and a good effort has been made to keep the land use tools current. The following recommendations are made in the spirit of further strengthening the Town's departments, increasing performance, and improving the work place all of which, in turn, will make a positive impact on customer service.

Council Goals

Town Council has established an organization work plan with corresponding goals, implementation actions, and anticipated timeframes for completion. Council is responsible for providing a vision for the organization and much of this assessment is tied to that vision and goals. Now that a new manager is in place, the Council may benefit from a retreat with an independent facilitator to review its goals in light of this assessment of Town operations and priorities.

Town Council Goals and Work Plan

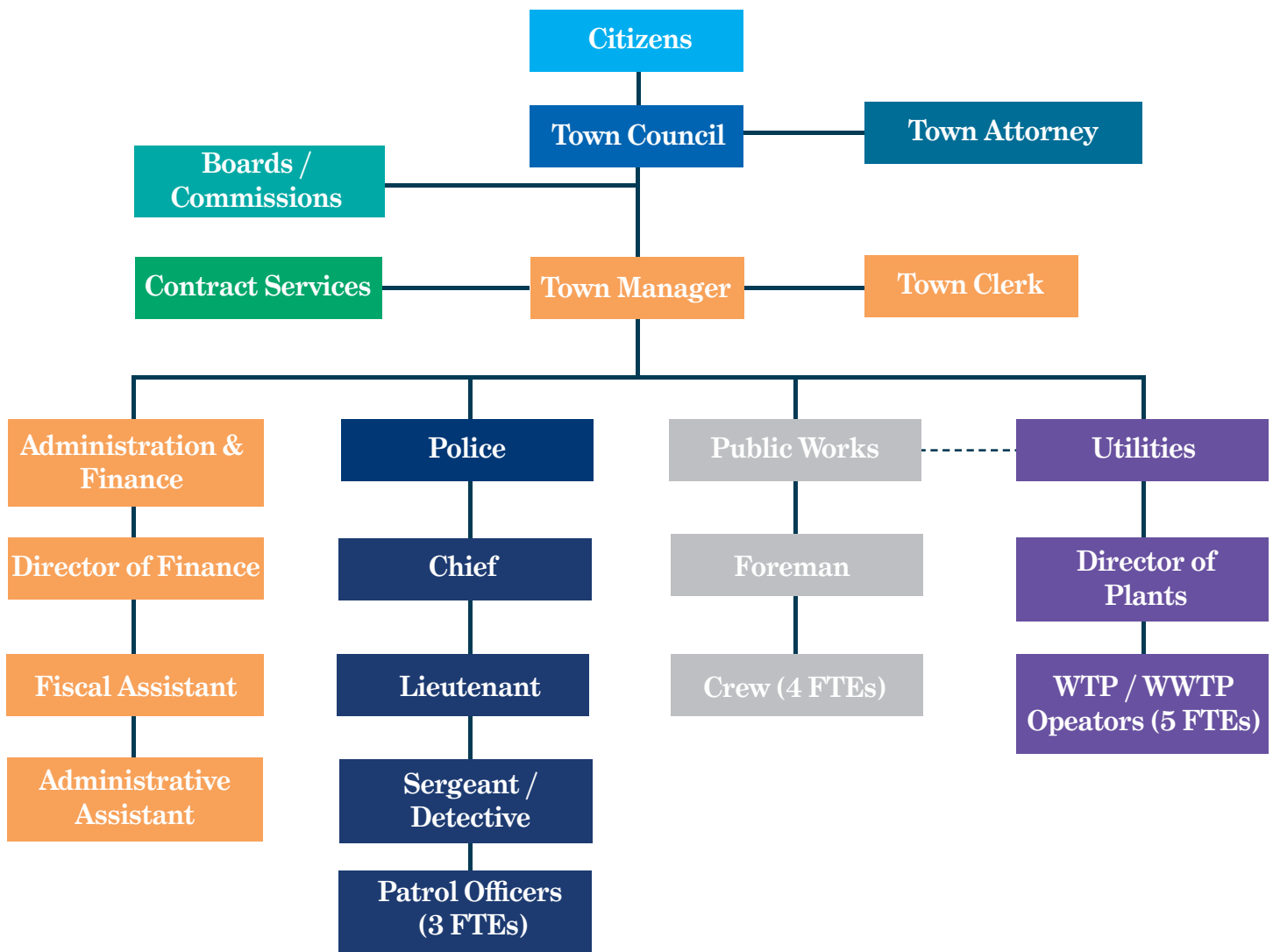
Topic Area	July 1, 2017-June 30, 2018 Work Plan	Goals for 31-Dec-18	Long-Term Goals
Recodification	Update, consolidate and clarify property maintenance and noise ordinances	Town Code recodification completed	
Pay Progression Plan	Implement a pay progression plan		
Brockman Park		Updated Brockman Park management plan (marketing, incentives, maintenance, etc.)	
Town Park	Study feasibility of a Town park or green space and develop consensus	Establish a plan for a Town park or green space	Build a new Town park
Staggered Elections	Process charter change to allow staggered elections	November 2018 election resulting in staggered Town Council seats	
Ambriar-Sweet Briar Trail	Develop consensus on the Ambriar/Sweet Briar trail concept	Establish a plan for pedestrian and bicycle sidewalk/trail connection to Sweet Briar College	Construct the pedestrian/bike trail to Sweet Briar College
Downtown	Study downtown revitalization	Establish consensus on the Town's downtown revitalization strategy	Effect downtown revitalization
Sweet Briar Utilities	Prepare for pending expiration of SBC water and sewer contracts	Implement new arrangements re water service to Sweet Briar College	Implement new arrangements re sewer service to Sweet Briar College
Various	Evaluate the role, responsibilities and expectations for legal counsel to the Town Council and staff	Develop consistent Police Department data gathering, reporting and analysis	Add attractions for young adults, new businesses and housing options (i.e. for senior citizens)
	Develop and adopt an events/street closure policy to be effective as of January 1, 2018	Move to a paperless agendas; utilize tablets and have the information available on the Town website	More downtown events
		Develop and implement strategic plans for utilities and police departments.	

RECOMMENDATIONS FOR IMPROVEMENTS

Personnel Improvements

The following organizational restructuring is presented for consideration to enhance department operations and while creating two new FTE positions (one at the WTP and one at the WWTP), resource reallocation results in a net-neutral budget, including implementation of the compensation study/pay progression plan.

Proposed Organization Chart



These recommended adjustments to the organization are structurally significant. Four departments are clearly defined – Finance and Administration, Police, Public Works and Utilities. It eliminates the existing Deputy Town Manager position and reallocates that salary to two additional FTE operator positions in the Utilities budget as operators. The chart also indicates that coordination and regular communication should occur between the Utilities and Public Works Departments to ensure standard operating procedures, and that schedules and protocols are coordinated. These adjustments will make for a stronger, more stable and more resilient organization.

RECOMMENDATIONS FOR IMPROVEMENTS



The Town's Roadmap

This assessment has:

- Reviewed Town operations, relationships, and procedure;
- Mapped the organizational relationships and made structural recommendations;
- Identified the strengths and focus areas primarily aimed at improved service delivery;
- Evaluated the performance of each department and how they work together;
- Made recommendations for improvement through specific actions to be more efficient and effective and promote superior service delivery.

These distinct evaluative steps have led to a Town Roadmap for actions to occur within a year timeframe and beyond. Some of these actions are already underway and some may be delayed due to budgetary constraints, but the importance of these steps cannot be overemphasized. They are derived ultimately from the citizens, Council goals, and other publicly expressed priorities. They are reflected in the Town's Comprehensive Plan and Capital Improvement Plan (CIP). Some actions are reflected in the Fiscal Year (FY) 2018 budget and many others are proposed for the upcoming FY19 operational budget.

The below flow chart shows actions recommended beginning in the next 90 days, the following three (3) months, the next six (6) months, and then beyond a year. These actions are a mixture of Town official and consultant recommended priorities. Beyond the flow chart, a table of Recommended Action Items is also provided. The table accounts for most of the items in the flow chart but goes further in reflecting other operational or capital priorities by department as expressed through the staff surveys and interviews.

Department Responsibilities Color Code:

- Orange = Administration
- Purple = Police
- Gray = Water Operations
- Pink = Wastewater Operations
- Red = Council
- Yellow = Public Works

CITIZENS



- FY 19 Budget**
 - Address structural budget issue with enterprise and general funds
 - Reallocate money from Deputy Manager position for 1 WTP & 1 WWTP position
- Implement pay progression study
- Adopt more comprehensive financial management policies
- Upgrade website
- Adopt updated rules of procedures for Council meetings
- Clarify communications protocols between staff and council
- Develop & implement Customer Satisfaction Survey
- Develop comprehensive maintenance program
- Update police policies
- Exercise water valves
- Generator purchase for water intake

- Develop CIP & integrate with budget**
 - Water plant upgrades
 - Police vehicles replacement
- Review & adjust cost allocation determination for personnel
- Implement unified accounting system
- Implement staff position changes
- Conduct town hall space utilization study
- Procure auditing firm
- Preserve/expand health plan options
- Recodification
- Tobacco tax implementation
- Draft charter amendments
- Conduct police space study
- Clear overtime vs. comp time policy
- Establish unified work order system
- Coordinate utility / maintenance / public works meetings
- Procure on-call contractors

- Develop Brockman Park management plan**
- Establish plan for town park
- Trail connection to Sweet Briar College
- Purchase document tracking system research
- Establish secure impoundment yard
- Sludge handling process
- Develop system-wide maps for water/sewer system

- Build park**
- Conduct rate study for water/sewer
- Upgrade SCADA system
- Water treatment plant upgrades
- Conduct water resources engineering study
- Determine capacity at system-build out and plan for upgrades of WTP at new location
- Implement auxiliary officer program
- Police Department accreditation
- Conduct community branding study
- Implement slip lining project

- Downtown revitalization strategy
- Sweet Briar College water/sewer arrangements

IMPLEMENT

Recommended Action Items

Fiscal Impact Key
\$ = \$0 - \$10,000
\$\$ = >\$10,000 - \$50,000
\$\$\$ = >\$50,000 - \$100,000
\$\$\$\$ = >\$100,000

	Administration & Finance	Responsibility	Fiscal Impact	Timeframe
A-1	Address the structural deficit in the General Fund budget	Council/Manager	\$	As soon as possible (ASAP)
A-2	Implement pay progression study	Council/Manager	FY18 budget	Underway
A-3	Adopt more comprehensive financial policies	Council/Manager	\$	ASAP
A-4	Upgrade town website to be more user-friendly and accessible; include staff web maintenance training	Manager	\$\$	Underway
A-5	Council procedure changes - work with Mayor to update and adopt rules and procedures for Council meetings (e.g., when and how to recuse; public hearing process; closed session process; other procedures as desired)	Mayor/Attorney/Manager	None	ASAP
A-6	Establish/reinforce communication protocols between Council and staff per Town Charter	Council/Manager	\$	ASAP
A-7	Develop and implement a Customer Satisfaction survey	Manager	\$	ASAP
A-8	Develop a comprehensive town-wide Capital Improvement Program and integrate with the budget process	Council/Manager	\$\$	FY19; and ongoing thereafter
A-9	Review and adjust the cost allocation determination for personnel, as appropriate	Council/Manager	\$\$	FY19

A-10	Implement a unified accounting system in accordance with the state's Auditor of Public Accounts	Manager/Finance Director	\$	FY19
A-11	Implement staff position changes to achieve organizational efficiency	Manager	\$	FY19
A-12	Conduct space utilization study for town hall needs	Manager	\$\$	FY19
A-13	Procure an auditing firm with local government financial background and experience	Manager/Finance Director	\$	FY19
A-14	Preserve/expand health plan options (key benefit)	Council/Manager	\$\$\$	FY19
A-15	Purchase a document tracking system that includes an index for meeting minutes (part of a town-wide filing system for all departments)	Manager	\$\$\$	FY20
A-16	Conduct a community branding study to better define economic development vision and direction for the Town	Council/Manager	\$\$	FY20-21
A-17	Improve relationships with the County and adjacent localities	Council/Manager	None	
A-18	Enhance partnerships and relations with Sweet Briar College	Council/Manager	None	
A-19	Seek partnerships with localities dealing with challenges facing communities similar in size and population to the Town of Amherst	Council/Manager	None	

<i>Police Department</i>	<i>Responsibility</i>	<i>Fiscal Impact</i>	<i>Timeframe</i>
P-1 Updated department policies including inventory/accountability tracking process	Police Chief	\$	Underway
P-2 Overtime pay in lieu of comp time	Council/Manager	OT budget should be established	FY19
P-3 Police operations need more space, controlled access to that space, and secure storage (this may require a separate location); an interview room is also needed	Council/Manager	\$\$\$	FY19
P-4 Police vehicles need to be incorporated into CIP (recommend routine replacement based on average mileage)	Police Chief/Manager	\$	FY19
P-5 Secure impound yard needs to be established	Police Chief/Manager	\$	FY19-20
P-6 Need a spare police vehicle (this can be accomplished once the next new vehicle is added to the fleet)	Police Chief/Manager	\$	FY19-20
P-7 Auxiliary officer program / PT officers	Council/Manager/Police Chief	\$\$\$	FY20
P-8 Purchase a document tracking system (part of a town-wide filing system)	Manager	\$\$\$	FY20
P-9 Department accreditation (this cannot occur until P-1 and P-3 are in place)	Police Chief	\$\$\$	FY21-23

<i>Utilities Department - Water Operations</i>		<i>Responsibility</i>	<i>Fiscal Impact</i>	<i>Timeframe</i>
W-1	Exercising water valves as scheduled preventive maintenance	Lead WTP Operator	None	Immediate and ongoing
W-2	Implement water treatment plant and other improvements to address current health department violations of disinfectant byproduct standards	Council/Manager/Lead WTP Operator	\$\$\$	ASAP
W-3	Coordinate standing meetings with utilities and maintenance to discuss planned activities and processes	Dept Heads	None	ASAP
W-4	Purchase a portable generator that can be connected to the raw water pump station at the river water intake in case of power interruptions	Dept Head/Manager/Council	\$\$\$	ASAP
W-5	Plan for short-, medium-, and long-term capital needs (include in CIP)	Dept Head/Manager/Council	None	FY19
W-6	Add one plant operator to reinforce continuous operations	Council/Manager	\$	FY19
W-7	Establish a unified work order system for all utility/maintenance functions	Dept Heads/Manager	\$	FY19-20
W-8	Add water plant replacement/major upgrades to CIP (consider consolidating existing debt and rolling this project into the package)	Council/Manager	\$\$\$\$	FY20-23
W-9	Upgrade the SCADA system to cover all tanks including the Sweet Briar location	Dept Head/Manager/Council	\$\$\$	FY20-21
W-10	Determine capacity at system-build out and plan for upgrades of WTP at new location	Dept Head/Manager/Council	\$\$\$	FY20
W-11	Conduct water resource engineering study and consider developing well sites that have been established by Town as alternate water source	Dept Head/Manager/Council	\$\$\$	FY21 and beyond
W-12	Conduct a rate study to ensure an appropriate rate structure and that connection/availability fees are properly set to address the future needs and impacts	Dept Head/Manager/Council	\$\$\$	FY 22 and beyond

<i>Utilities Department - Wastewater Operations</i>		<i>Responsibility</i>	<i>Fiscal Impact</i>	<i>Timeframe</i>
WW-1	Implement slip lining project for half the sewer system	Director of Plants	\$\$\$\$	Underway
WW-2	Conduct sludge management study to determine options for sludge handling at WTP and WWTP	Council/Manager/Director of Plants	\$\$	ASAP
WW-3	Coordinate standing meetings with utilities and maintenance to discuss planned activities and processes	Dept Heads	None	ASAP
WW-4	Add one plant operator to reinforce operations	Council/Manager	\$	FY19
WW-5	Establish a unified work order system process for all utility/maintenance functions	Dept Heads/Manager	\$	FY19-20
WW-6	Continue slip lining projects based on priority	Director of Plants	\$\$\$\$	FY20+
WW-7	Conduct a rate study to ensure an appropriate rate structure and that connection/availability fees are properly set to address the future needs and impacts	Dept Head/Manager/Council	\$\$\$	FY20
<i>Public Works</i>		<i>Responsibility</i>	<i>Fiscal Impact</i>	<i>Timeframe</i>
PW-1	Develop a comprehensive maintenance program (i.e., water, sewer, right-of-way, facilities, central garage, etc.)	Dept Head	None	Immediate
PW-2	Procure multiple on-call maintenance contractors	Dept Head	None	ASAP
PW-3	Integrate work order system to be automated in the field	Dept Head/Manager	\$	ASAP
PW-4	Create system-wide maps to be installed in crew vehicles to locate lines and features of water/sewer system	Dept Head/Manager	\$	ASAP
PW-5	Coordinate standing meetings with utilities and maintenance to discuss planned activities and processes	Dept Heads	None	ASAP
PW-6	Overtime pay in lieu of comp time	Council/Manager	OT budget should be established	FY19

CONCLUSION



The Town of Amherst is a very well run and organized agency with staff operating at a high level of professionalism. The Town's efficiency and effectiveness can be enhanced by instituting the actions recommended in this report including, but not limited to:

- update and implement Council goals and workplan;
- address and fix the structural deficit in the budget;
- address health department disinfection byproduct issues;
- reallocate resources to account for an additional FTE position at the Water Treatment Plant and Wastewater Treatment Plant;
- clearly define four departments – Administration & Finance, Police, Utilities, and Public Works;
- redevelop the Town's Capital Improvement Program (CIP) to determine priorities for five years (and beyond) for capital facility development and upgrades;
- review budgetary practices to ensure enterprise funds and general funds are appropriately accounted for and perform a new rate study to determine if utility rates should be adjusted;
- technological investments to streamline administrative functions and provide more transparency to citizens, such as website development, unified work order system, electronic filing, indexing, and so on;
- standardization and organization of administrative file system;
- update Town's website to be more interactive, transparent, and user-friendly;
- review administrative policies and procedures such as overtime vs. comp time policies;
- improve relationships with the County and adjacent localities;
- enhance partnerships and relations with Sweet Briar College;
- seek partnerships with localities dealing with challenges facing communities similar in size and population to the Town of Amherst.

In the short term, funding from the vacant Deputy Town Manager position can be reallocated to create the two FTE positions at the respective utility plants and the Pay Progression Plan can be implemented, however, consideration should be given to amending the Plan to account for Public Works positions.

In upcoming budget cycles, efforts should be made to invest in capital facilities, such as upgrades to processes at the Water Treatment Plant and Wastewater Treatment Plant; adequate space for the Police Department and administrative functions; and to ensure that pay remains competitive.

Prioritizing, and implementing these recommendations will result in a more cohesive, functional, and resilient organization that will have significantly improved efficiency and effectiveness. Organizational changes should only be made to enhance work flow and not to accommodate individual positions or personalities. Still, it will require the continued dedication of resources, a staff that works together to mutually support each position, and good leadership from the Council, Manager, and department heads.

Organizational changes should only be made to enhance work flow and not to accommodate individual positions or personalities.

Mayor D. Dwayne Tuggle called a regular monthly meeting of the Amherst Town Council to order on March 14, 2018, at 7:00 P.M. in the Council Chambers of the Town Hall at 174 S. Main Street. It was noted that a quorum was present as follows:

P D. Dwayne Tuggle	P Kenneth G. Bunch
P André Higginbotham	P Mark A. Stinnett
P Kenneth S. Watts	P Rachel A. Carton

Town Manager Sara E. Carter, Town Attorney W. Thomas Berry, Office Manager Tracie Wright, Clerk of Council Vicki K. Hunt, Police Chief Robert A. Shiflett, II, Lead Water Treatment Plant Operator Becky Cash, Lead Sewer Treatment Plant Operator Gary Williams, and Utilities Foreman Charles Thompson, were present.

Recitation of the Pledge of Allegiance to the Flag was followed by an invocation by Kenneth S. Watts.

Mayor D. Dwayne Tuggle opened the floor for citizen comments. No comments were made.

Joyce Hoffmann, President, Linda Gurtler and Marliese Wurth were present on behalf of the Village Garden Club to request financial assistance for proposed repairs to the traffic circle. Town Manager Carter and Utilities Foreman Thompson were directed to assist the Garden Club to obtain good-better-best options and estimates for the project to present to Council. Mr. Watts commended the Garden Club on the contributions it has made to the traffic circle and thanked the members for their hard work.

A request that the Town support the Amherst County Chamber of Commerce Cruise-In Event was received. Tim Ware, owner and operator of Ware House Antiques, was present to speak in favor of the event and to answer questions.

After some discussion, Mr. Bunch made a motion which was seconded by Mr. Higginbotham and carried 5-0 that the Town of Amherst endorse the Amherst County Chamber of Commerce Cruise-In event scheduled for April 28, 2018, (with a rain date of May 5) as being a positive activity that provides community recreation and promotes business traffic in downtown Amherst subject to the following understandings:

- The event sponsor is responsible for contacting all adjacent property owners and tenants and working with each to ensure minimal disruption to the neighborhood,
- Use of Town parking lots at the end of E. Court Street and at 174 S. Main Street and Town bathrooms at 174 S. Main Street for the event is approved,
- The event sponsor will reserve four spaces at 174 S. Main Street for the Amherst Police Department,
- The Town will sponsor an application for VDOT to close E. Court and Goodwin Streets from 4 PM to 8:30 PM on the evening of the event,
- The Town will loan event sponsors available traffic barricades, cones and trash cans for use during the event,
- The Town will provide the usual and customary non-financial promotional assistance (posting fliers, Facebook promotion, word of mouth, etc.),
- The event area will be monitored by the Town of Amherst Police Department,

- The event sponsor will provide the Town an insurance certificate naming the Town of Amherst, its officers and employees as an additional insured, and
- The Town of Amherst contribute \$500.00 to defray the cost of the band for the event.

Mrs. Carton and Messrs. Higginbotham, Watts, Bunch and Stinnett voted “Aye.”

Mr. Stinnett made a motion that was seconded by Mr. Bunch and carried 5-0 to approve the minutes from the February 14, 2018, meeting. Mrs. Carton and Messrs. Higginbotham, Watts, Bunch and Stinnett voted “Aye.”

Mr. Bunch reported that the Planning Commission held a duly advertised public hearing on the proposed new sign ordinance at its meeting on March 7, 2018, voting 3-1-3 to recommend to Town Council that the draft sign ordinance be adopted as presented with two changes, and that additional changes may come forward to the sign ordinance at a later date.

After some discussion, Mr. Higginbotham made a motion that was seconded by Mr. Bunch to set a public hearing at its meeting on April 11, 2018, on the proposed new sign ordinance as presented with two changes. The motion failed 2-3 with Messrs. Higginbotham and Bunch voting in favor and Mrs. Carton and Messrs. Stinnett and Watts voting against. Town Manager Carter was directed to send the sign ordinance back to the Planning Commission for further review.

Office Manager Wright was directed to forward the list of liens on properties for past due utility charges to Town Attorney Berry for review. Further discussion was deferred to the April meeting.

Mrs. Carton, Chair of the Finance Committee, reported that Suny Munk on behalf of Second Stage has delivered detailed information and a report on her group’s activities regarding the use of a proposed Town donation of FY19 monies to that organization in support of an arts challenge grant.

After discussion, Mr. Watts made a motion which was seconded by Mr. Bunch and carried 5-0 to authorize the Town Manager to sign the documents required to support Second Stage’s application for a Virginia Commission for the Arts Local Government Challenge Grant with the Town’s contribution not to exceed \$2,500 in FY19, subject to the understanding that Second Stage continues to supply the Town with all applicable receipts that applies to use of Town monies. Mrs. Carton and Messrs. Higginbotham, Watts, Stinnett, and Bunch voted “Aye.”

Town Manager Carter was authorized to offer an extension of the water agreement ending June 30, 2018, to Sweet Briar College with an extension to June, 2020.

After discussion, a motion was made by Mr. Watts which was seconded by Mr. Higginbotham and carried 5-0, to adopt the following personnel policy changes as recommended by staff:

Personnel Manual Changes

- a. Changes to the FOIA policy, incorporating a reference to compliance with State FOIA standards.
- b. Changes to the Substance Abuse policy, allowing the use of random drug and alcohol testing.
- c. Inclusion of the Police Residency policy into the Personnel Manual, with a change to allow additional time for new officers to meet the standard.

Mrs. Carton and Messrs. Higginbotham, Watts, Bunch and Stinnett voted “Aye.”

After discussion, Mr. Stinnett made a motion which was seconded by Mrs. Carton and carried 5-0 to approve moving outsourced grass cutting services to in-house operations and expenditure of funds for related necessary equipment (zero turn mower, weed-eaters), part-time personnel, and fuel cost as recommended by staff. Mrs. Carton and Messrs. Higginbotham, Watts, Bunch and Stinnett voted "Aye."

After some discussion, a motion was made by Mr. Watts which was seconded by Mr. Bunch and carried 5-0 to approve the execution of a Statement of Understanding between the Town of Amherst and Sweet Briar Institute pertaining to the Town-College sewer use Agreement dated April 17, 1972. Mrs. Carton and Messrs. Higginbotham, Watts, Bunch and Stinnett voted "Aye."

After some discussion, a motion was made by Mrs. Carton which was seconded by Mr. Stinnett and carried 5-0 to approve health insurance policy plans as recommended by staff. Mrs. Carton and Messrs. Higginbotham, Watts, Bunch and Stinnett voted "Aye."

Mayor Tuggle reported that the employee picnic is scheduled for May 5, 2018, at the Presbyterian Church on North Main Street under the pavilion. Utilities Foreman Thompson was asked to remove the felled tree on the property.

Town Manager Carter recognized Mattie Nicholson, Sweet Briar Intern, and presented a power point presentation on her preliminary work on a new look for the Town's website.

Mayor D. Dwayne Tuggle opened the floor for citizen comments.

Chase Robinson of Native Landworks, also known as Mallard Services, came forward to present his evaluation and proposal for improvements to the traffic circle including installation of an inner and outer irrigation system, brownstone pavers and new sod.

Tim Ware came forward to recommend that the Town utilize Brockman Industrial Park by development of bike trails and a recreation park.

At 9:12 PM Mayor Tuggle recessed to closed session.

At 9:21 PM, Mr. Watts made the following motion which was seconded by Mr. Higginbotham and carried 5-0 with Mrs. Carton and Messrs. Higginbotham, Watts, Bunch and Stinnett voting in favor: I move that the Town Council convene in closed session for discussion or consideration of the acquisition of real property for a public purpose, or of the disposition of publicly held real property, where discussion in an open meeting would adversely affect the bargaining position or negotiating strategy of the public body per the exemption at §2.2-3711A.3 of the Code of Virginia.

Mr. Watts made the following motion which carried 5-0 with Mrs. Carton and Messrs. Higginbotham, Watts, Bunch and Stinnett voting in favor: I move that the Town Council return to open session.

At 9:58 PM, Mr. Watts read the certification, that the Town Council certify that to the best of each councilors' knowledge that (i) only public business matters lawfully exempted from open meeting requirements under Title 2.2, Chapter 37 and §15.2-2907 of the Code of Virginia and (ii) only such public business matters as were identified in the motion by which the closed session was convened were heard,

discussed or considered in the session. The motion passed 5-0 via the roll call method with Mrs. Carton and Mr. Higginbotham, Watts, Bunch and Stinnett voting “Aye.”

There being no further business, the meeting adjourned on a motion by Mrs. Carton seconded by Mr. Stinnett at 9:58 P.M.

D. Dwayne Tuggle
Mayor

Attest: _____
Clerk of Council

DRAFT FOR APPROVAL

Town Manager's Report for the April 11, 2018 Town Council Meeting

Committee	Report
A. Industrial Development Authority	No meetings/no report
B. Planning Commission	No meetings/no report
C. Board of Zoning Appeals	No meetings/no report
D. Property Maintenance Investigation Board	No meetings/no report
E. Community Relations Committee	No meetings/no report
F. Finance Committee	Met on March 28 th Minutes included in G.2.1
G. Utilities Committee	No meetings/no report
H. Personnel Committee	No meetings/no report
I. Town/Sweet Briar Sewer Use Advisory Commission	No meetings/no report
J. Lynchburg Regional Business Alliance	No meetings/no report
K. Central Virginia Metropolitan Planning Organization	Met March 15 th



AMHERST POLICE DEPARTMENT



DAILY SHIFT REPORT

March 2018 Totals

DATE:	SHIFT WORKING:
OFFICER:	VEHICLE:
MILEAGE START OF SHIFT:	MILEAGE END OF SHIFT

CALLS FOR SERVICE	NUMBER
KEYS LOCKED IN VEHICLE	14
ALARM	6
PHONE COMPLAINT	63
BOLO	7
MISSING PERSON	
SHOPLIFTING	1
PROBLEM WITH OTHERS	8
DOMESTIC	2
CHECK WELFARE	3
NOISE OR DOG COMPLAINT	1
TRAFFIC CRASH	3
EMS CALLS	2
SUDDEN DEATH	
ECO	
FUNERAL TRAFFIC	
OTHER	52

OFFICER INITIATED	NUMBER
BUILDING CHECKS	249
CHECKING DETAIL	
BUILDING SEARCH	
TRAFFIC SUMMONS	36
DRUNK IN PUBLIC	
EXTRA PATROLS	121
WARRANT SERVICE	3
PROPERTY WALK AROUNDS	5
WARRANTS OBTAINED	8
PARKING TICKETS	
MISD. INVESTIGATION	2
FELONY INVESTIGATION	1
NARCOTICS INV.	14
SEARCH WARRANT	1
PUBLIC RELATIONS	7
CITIZEN CONTACT	136

ARREST	NUMBER
MISDEMEANOR	9
FELONY	6
EPO	
ECO	
PPO	
NARCOTICS VIOLATION	4
DUI / DUID	

TRAFFIC STOPS TICKETED	NUMBER
SPEEDING	23
EQUIPMENT VIOLATION	
RECKLESS DRIVING	4
SUSPENDED LICENSE	5
INSPECTION STICKER	1
REGISTRATION	1
Fail To Obey Highway Sign	6

WARNINGS	NUMBER
SPEEDING	16
EQUIPMENT VIOLATION	21
RECKLESS DRIVING	1
SUSPENDED LICENSE	
INSPECTION STICKER	1
REGISTRAION	2
SEAT BELT / TEXTING	

OTHER	NUMBER
ASSIST OTHER OFFICER	63
ASSIST OTHER AGENCY	35
COURT	6
REPORTS	5
SCHOOL / TRAINING	
MEETINGS	8
TOWED / IMPOUNDED VEH	2



AMHERST POLICE DEPARTMENT

DAILY SHIFT REPORT



PLEASE LIST ALL PASS ON'S, INVESTIGATIONS, ARREST, IMPOUNDED VEHICLES WITH REASON AND LOCATION, AND BUSINESSES WITH OPEN DOORS OR ANY OTHER SIGNIFICANT COMPLAINTS.

296 calls for service answered.

Miles patrolled 7508.



TOWN OF AMHERST

P.O. Box 280 174 S. Main Street Amherst, VA 24521
Phone (434)946-7885 Fax (434)946-2087

To: Town Council
From: Tracie Wright
Date: April 5, 2018
Re: March 2018 Monthly Report

Utilities – 1,252 bills were cut totaling \$216,996.02.

A/P – A total of 57 checks were cut totaling \$121,489.58.

Meals and Beverage Tax – 14 Businesses paid \$25,253.04 in Meals and Beverage Tax for the month of January.

Taxes – Bank Liens were mailed on April 5th. Unfortunately, we could not find banking information on the majority of the outstanding bills. DMV Stops have been added to the accounts that we do not have any information for.

Banking – A CB&T CD matured on March 27th. It was cashed out and deposited into the LGIP.

Budget – The Finance Committee met March 28th to go over the budget in detail. Question, concerns and changes will be brought back before the committee on April 11th.

Audit – April 2nd we had the mandatory preproposal meeting for the Auditing Services RFP. Individuals from three firms attended. The deadline date for submittals is still April 13th.

Collections- Seven Warrant in Debts were placed with the Amherst County General District Court on April 5th to collect on outstanding Utilities and other miscellaneous payments owed to the Town.

**Clerk of Council Report
March 2018**

Committee Meetings

Industrial Development Authority

Receive and review agenda packet for 3-5-18 meeting; prepare for and attend meeting on 3-5-18; draft minutes for approval; post to Town website

Planning Commission

Receive and review agenda packet for 3-7-18 meeting; post agenda packet to website; prepare for and attend meeting on 3-7-18; draft minutes for approval; post to Town website

Town Council

Receive and review agenda packet for 3-14-18 meeting; post agenda packet to website; prepare for and attend meeting on 3-14-18; draft minutes for approval; post to Town website

Quorums: Confirm quorums for IDA, Planning Commission and Town Council meetings

Recodification of Town Code

Continue to cross-reference current Code Chapters with Municode Proof and review of same; schedule work session with Town Attorney Tom Berry; prepare for and attend work session with Attorney Berry

FOIA

Receive and respond to one request

Event and Banner Permits

Prepare application permit package, correspondence and related e-mails in connection to Amherst County Car Club Cruise-In Event

Town Website Management

Monitor website; develop and update all content

Meet with Mattie Nicholson re new website; miscellaneous e-mails and telephone conference with current website administrator re website staging site

Town Facebook Editor

Post to Town's Facebook page; monitor feedback

Town of Amherst Committees as of March 31, 2018 – Update; See Attached.

Town of Amherst Committees as of March 31, 2018

	<u>Appointed/Term Expires</u>	
<u>TOWN COUNCIL</u>		
D. Dwayne Tuggle, Mayor	01/01/17	12/31/18
Kenneth S. Watts	01/01/17	12/31/18
Andra A. Higginbotham	01/01/17	12/31/18
Mark A. Stinnett	01/01/17	12/31/18
Rachel A. Carton	01/01/17	12/31/18
Kenneth G. Bunch	11/08/17	12/31/18

PLANNING COMMISSION

June Driskill, Chairperson	06/08/16	06/30/20
Kenneth G. Bunch	12/13/17	12/31/18 (TC rep)
William Jones	04/08/15	06/30/19
Ted Finney	07/01/17	06/30/21
Kevin Belcher	05/14/14	06/30/18
Clifford Hart	04/08/15	06/30/19
VACANT		06/30/18

BOARD OF ZONING APPEALS

Gary Mays, Chairman	04/08/15	08/31/20
Ed Carton	11/10/14	08/31/19
Teresa Tatlock	07/10/16	08/31/21
Marvin Hensley	08/31/17	08/31/22
Kevin James Akershoek	12/11/13	08/31/18

INDUSTRIAL DEVELOPMENT AUTHORITY

Lewis Addison, Chairman	04/08/15	06/30/19
Sharon Watts Turner	01/17/17	06/30/18
Gary Jennings	05/10/17	06/30/21
Jacob Bailey	06/08/16	06/30/20
Manly Rucker	05/10/17	06/30/21
Vernon Wood	05/14/14	06/30/18
Richard Wydner	04/08/15	06/30/19

PROPERTY MAINTENANCE INVESTIGATION BOARD

C. Manly Rucker, III	05/10/17	06/30/20
Bessie H. Kirkwood	04/08/15	06/30/18
Glenda Hash	06/08/16	06/30/20

REGION 2000 REGIONAL COMMISSION/MPO

D. Dwayne Tuggle	01/11/17	12/31/18
Sara Carter	01/11/17	12/31/18

Appointed/Term Expires

TOWN/SWEET BRIAR SEWER USE ADVISORY COMMISSION

Clifford Hart	02/08/17	12/31/18
Kenneth S. Watts	01/11/17	12/31/18

YMCA EXPLORATORY COMMITTEE

Erin Minter, Chairperson	05/10/17
Tracy Wilburn	05/10/17
Erin Calhoun	05/10/17
Paul Robert Munn	08/09/17
Rebecca A. Fitzgerald	08/09/17

TOWN COUNCIL COMMITTEES (FOR THE 01/01/17-12/31/18 TERM)

FINANCE COMMITTEE

Rachel A. Carton (Chairman) and Kenneth S. Watts

- Monitor the budget development process.
- Review accounting procedures, budgets, and bookkeeping activities.
- Interface with auditors.

COMMUNITY RELATIONS COMMITTEE

Andra Higginbotham (Chairman) and Mark A. Stinnett

- Review Town beautification efforts and programs.
- Interface with citizens, business operators, Sweet Briar College, and VDOT.

UTILITIES COMMITTEE

Kenneth S. Watts (Chairman) and Kenneth G. Bunch

- Monitor the development and construction of capital improvement projects.
- Review proposed utility system upgrades and extensions.
- Interface and assist developers in coordinating Town policies with proposed new developments.

Rutledge Creek WWTP

MARCH 2018

Monthly Treated Flow Information

Total Treated Flow (Million Gallons)	Max. Daily Treated Flow (Mil Gal)	Avg. Daily Treated Flow (Mil Gal)	Min. Daily Treated Flow (Mil Gal)
7.579	0.410	0.244	0.197

Total Annual Treated Flow To Date (In Million Gallons): 29.698850

Facility Design Limitations Monthly Review

95% Effluent Flow Limitation Review:		95% Design Capacity Review:	
Permit Effluent Monthly Average Flow Cap (MGD):	0.38	Permit Effluent Monthly Average Flow Cap (MGD):	0.6
Current Month Average Effluent Flow (MGD):	0.25	Current Month Average Effluent Flow (MGD):	0.35
Current Month Percent Effluent Flow:	61%	Current Month Percent Effluent Flow:	41%

Monthly Nutrient Information

Phosphorus (Total)		Nitrogen (Total)	
Delivered Load To Date	59	Delivered Load To Date	250
Delivered Allocation	489	Delivered Allocation	3,728
Credits Available (needed)	430	Credits Available (needed)	3,728
% of Allocation Used	12.1%	% of Allocation Used	6.7%

Number of Grease Traps Inspected under Pretreatment Program: 3

Tons of Treated and Dried Sludge Landfilled: (Drying beds currently applied and drying)

Items Of Note:

- 1.) Facility has experienced a normal month with out any operational issues.

Grandview Drive WTP

MARCH 2018

Monthly Treated Flow Information

Total Raw Flow (Mil Gal)	Max. Daily Treated Flow (Mil Gal)	Avg. Daily Treated Flow (Mil Gal)	Min. Daily Treated Flow (Mil Gal)
8.790	0.540	0.330	0.100
Total Finished Water (Mil Gal)	Max. Daily Finished (Mil Gal)	Avg. Daily Finished (Mil Gal)	Min. Daily Finished (Mil Gal)
7.820	0.480	0.290	0.130
Total Delivered Water (Mil Gal)	Max. Daily Delivered (Mil Gal)	Avg. Daily Delivered (Mil Gal)	Min. Daily Delivered (Mil Gal)
7.480	0.450	0.280	0.130

Total Monthly Backwash (In Million Gallons): 0.239

Water Storage Tank Daily Indexing

Union Hill --		Waughts Ferry		Sweet Briar College	
Full @ --	19.2 ft	Full @ --	50.0 ft	Full @ --	40.0 ft
Monthly Average --	15.9 ft	Monthly Average --	45.9	Monthly Average --	33.7 ft
Monthly Min --	13.6 ft	Monthly Min --	44.0	Monthly Min --	26.0 ft

Absent - Present Testing for Coliform Bacteria (Monthly)

Location	Result
701 Kenmore Rd	Absent
AC Maint, Building	Absent
Amherst Elementary School	Absent
Amherst Sheriff's Office	Absent
Higgins Engineering	Absent
Rutledge Hills Apartments	Absent
No Violations of Results	

Items Of Note:

- 1.) Facility has experienced a normal month with out any operational issues.

Robert E. Lee Soil & Water Conservation

MARCH 2018

Buffalo River Watershed Initiatives

Watershed Initiatives:

Working with two landowners regarding finding solutions to their extensive stream bank erosion on the Buffalo River. Met with the DCR SEAS Program group (M. Vanlandingham) and the DGIF (L. Finger). Major stream bank work needs to be accomplished to solve the extensive erosion issues. Projects on a DGIF wish list for funding. Will be developing a Buffalo River stakeholder group.

Advertising the pollinator buffer strip practices. 3 watershed landowners have signed up so far and one more is interested. Conferring with the Xerces Society (N. Adamson) and NRCS Private Lands Biologist (L. Koontz) on seeds mixes and planting timelines/methods.

Amherst Tree Buffer Program: Coordinating with A. Ellis with the James River Association on all 2018 ATBP projects. Recruiting/scheduling volunteers, receiving seedling/kit orders and carrying out projects.

Continue to work on contacting Amherst farmers on the BMP verification list and scheduling site visits. Completed 15 BMP farm spot checks.

Education:

Held a Bees, Trees and Clean Water Workshop in partnership with the Chesapeake Bay Foundation.

Presented to Sweet Briar's Freshwater Systems Class and took the students on a farm field trip to see Ag. BMPs installed.

Presented to the Central Virginia Master Naturalists about soils. Led an Amherst County High School Trout in the Classroom/Benthic Sampling/Tree planting field trip.

Upcoming:

Continue to work with watershed landowners and find conservation programs that meet their objectives and water quality goals. Work with the Chesapeake Conservancy with utilizing their high resolution GIS mapping tool to prioritize conservation project needs within the protected watersheds.

Utility/Town Maintenance and Construction Report

March

Water Meter Read	1150
Water Meter Re-Read	47
Disconnects	18
VA-811 Service locations	25
Vehicle PM Work Orders	15
Pump Station/Plant Work Orders	20
Banners Installed/Dismantled	1
Water Services Installed/Replaced	3
Sewer Services Installed/Replaced	2
Minor Leaks ks Repaired	5
Major Leaks Repaired	0
Minor Sewer Problems Resolved	2
Major Sewer Problems Resolved	8

Man Hours

Meter Reading	90
Street/Sidewalk Maintenance	62
Safety Training	6
Bush Hogging	0
Flushing Water	3
Equipment Maintenance	87
Xmas decorations	0

Major Issues & Comments

Aging water services through out system
Continue addressing sewer problems with failing areas.

Starting to mow grass and landscaping throughout Town

Routine/Annual Work

Projects/Unusual Work

Service Work Orders	Locating Un-marked/Unknown Water & Sewer System Assets
Meter Reading	Continue Safety and Shop/Yard Clean-up
Prev-Maint Work Orders	Staff has been working on finding water valves and addressing issues
Disconnects	Working on clearing water right of ways.
Re-connects	
Flushing Program in Select Locations	

March 2018

To: Gary Williams, Peter Huber, Amherst Town Council Members

Re: Amherst Watershed Protection Program: Buffalo River Watershed Monthly Report

Buffalo River Watershed Initiatives

Watershed Initiatives:

Working with two landowners regarding finding solutions to their extensive stream bank erosion on the Buffalo River. Met with the DCR SEAS Program group (M. Vanlandingham) and the DGIF (L. Finger). Major stream bank work needs to be accomplished to solve the extensive erosion issues. Projects on a DGIF wish list for funding. Will be developing a Buffalo River stakeholder group.

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Upcoming:

- Continue to work with watershed landowners and find conservation programs that meet their objectives and water quality goals. Work with the Chesapeake Conservancy with utilizing their high resolution GIS mapping tool to prioritize conservation project needs within the protected watersheds.

*****The names included in this report are for the Town Council member's information only and should not be shared with the public at the meetings.*****

3/30/18 Submitted by: Anne Marie Roberts, Amherst Watershed Coordinator, Robert E. Lee Soil & Water Conservation District

To: Amherst County Board of Supervisors, c/o County Administrator: Dean Rodgers
Robert Hopkins, Director of Public Utilities, Amherst County Service Authority
Gary Williams, Interim Director of Public Utilities, Town of Amherst

From: Anne Marie Roberts Amherst Watershed Coordinator, Robert E Lee Soil and Water
Conservation District

Re: Quarterly Report for Amherst Counties' Protected Watersheds

I. Results: January 1, 2018-April 1, 2018.

Watershed Surveys and Initiatives: Consulted and visited with landowners on topics included but not limited to: agricultural best management practice needs, conservation programs, stream bank erosion, riparian buffers, pollinator buffer strips, stream surveys and storm- water/erosion issues, etc... Visited and followed up with 23 property owners/managers: (Shields, Campbell, Jenkins, Brah, Petchul, Clark, Fritzler, Watts, Kendrick, Knight, Curd, Maddox, Dean, Panzarino, Bonda, Kennon, Partridge, Girling, Garrett, Bullington, Morcom, Ferrell, Hill). Five priority watershed landowners (Duff, BRR Coffey, Campbell and Patteson) are installing conservation projects on their farms through NRCS programs and the District's VACS program. One priority watershed landowner (Varga) are in the planning phase of their conservation project. Presented our 2017 James River basin clean water farm award to Dot Morcom with Hopemont farm. Here farm is located within the Harris Creek watershed and has conservation practices installed that protect the drinking water supply for the Count of Amherst. Working with two landowners regarding finding solutions to their extensive stream bank erosion on the Buffalo River. Met with the DCR SEAS Program group (M. Vanlandingham) and the DGIF (L. Finger). Major stream bank work needs to be accomplished to solve the extensive erosion issues. Projects on a DGIF wish list for funding. Will be developing a Buffalo River stakeholder group. Advertising the pollinator buffer strip practices. 3 watershed landowners have signed up so far and one more is interested. Conferring with the Xerces Society (N. Adamson) and NRCS Private Lands Biologist (L. Koontz) on seeds mixes and planting timelines/methods. **Amherst Tree Buffer Program:** Coordinating with A. Ellis with the James River Association on all 2018 ATBP projects. Recruiting/scheduling volunteers, receiving seedling/kit orders and carrying out projects. Completed two BRWS ATBP projects. Continue to work on contacting Amherst farmers on the BMP verification list and scheduling site visits. Completed 15 BMP farm spot checks. Participating in the Amherst County fair planning.

2. Education: Organized a Bees, Trees and Clean Water Workshop with Megan Johnston in partnership with the Chesapeake Bay Foundation. Presented to Sweet Briar's Freshwater Systems Class and took the students on a farm field trip to see Ag. BMPs installed. Presented to the Central Virginia Master Naturalists about soils. Led an Amherst County High School Trout in the Classroom/Benthic Sampling/Tree planting field trip. Participated in a collaborative

meeting with the James River Association, Chesapeake Bay Foundation and the Central VA Land Conservancy.

3. **Best Management Practices:** Best Management Practices approved for the 2017-2018 cost-share program years. No ACSA payments were made this quarter.

II. Plan of Work: April 1, 2018-July 1, 2018.

1. **Watershed Initiatives and Surveys:** Continue to survey streams and complete site assessments through stream-walks, drive-through and aerial photography to determine land uses contributing non-point source pollution to the waterways and prioritize areas in need of conservation practices. Work with NRCS staff and District Ag. BMP Conservation Specialist to contact landowners about conservation programs and assist with designing conservation practices on various farms that have applied for a conservation programs. Work with the Chesapeake Conservancy on high resolution GIS application for prioritizing conservation practices within the protected watersheds of Amherst County.

2. **Education:** Continue to assist with the District website and other programs.

3. **Best Management Practices:** Promote the program using various outreach measures. Continue to prioritize areas that need conservation measures using GIS maps, data collected by interns and site assessments.

**FINANCE COMMITTEE
MINUTES**

March 28, 2018
5:15 PM

Attendees: Rachel Carton, Chairman and Ken Watts
Staff: Sara Carter and Tracie Wright

The meeting was called to order by Ms. Carton at 5:15 p.m.

Staff reviewed information from the Davenport company regarding refinancing of existing Town debt. There are two bonds that may be beneficial to refinance. The committee requested that the consultant present options 2 and 4 to them at a meeting, as well as an option that would be a combination of the two.

The committee reviewed the draft budget line by line and requested several items of information from staff for the next meeting.

The meeting adjourned at 7:16 p.m.

PURCHASE ORDER

TOWN OF AMHERST
186 S. MAIN ST P.O. BOX 280
AMHERST, VA 24521
PH. 434-946-7885 FAX 434-946-2087

REQUISITION #: 4001-0294
DATE: 8/10/17
P.O. #: 4001-0294
ORDERED BY: JH
ORDER TAKEN BY:

VENDOR WW Associates
 PO Box or St. P.O. Box 4119
 City, State, Zip Lynchburg, VA 24502
 Phone 316-6080
 Fax 316-6081

Contact: Herb White
hwhite@wwassociates.net

SHIP TO Town of Amherst
 174 S. Main Street/P.O. Box 280
 Amherst, VA 24521

SHIPPING METHOD	FOB	DELIVERY DATE	SHIPPING TERMS/PAYMENT METHOD
Best Way	Town Hall	Per proposal	FOB

QTY	UNITS	DESCRIPTION	UNIT PRICE	TOTAL	EXPENSE ACCT. NUMBER
1		Engineering services associated with the sliplining project per the July 27, 2017 proposal and as per the understandings outlined in items 1-8 in the July 31, 2017 Utilities Committee minutes as authorized by the Town Council on August 9, 2017.			TBD
2	1	LS	Sewer Design	\$290,000 \$ 290,000.00	
3	1	LS	WWTP Treatment Plant Improvements	\$35,500 \$ 35,500.00	
4	1	LS	Plat Preparation	\$25,000 \$ 25,000.00	
5	1	LS	Bidding and Construction Administration	\$40,000 \$ 40,000.00	
6	1	LS	Environmental Notification	\$5,000 \$ 5,000.00	
7	1	LS	Construction Inspection	\$20,000 \$ 20,000.00	
8					
9		Notice to proceed on items 2, 3 & 4 is hereby issued; draws will be as invoiced and described in the proposal document.			
10					

1. Enter this order in accordance with the prices, terms, delivery method, and specifications listed above.

2. Please notify us immediately if you are unable to ship as specified.

3. Please send all correspondence to:

TOWN OF AMHERST
 P.O. BOX 280
 AMHERST, VA 24521
 PH 434-946-7885
 FAX 434-946-2087

SUBTOTAL	\$ 415,500.00
SHIPPING	
TOTAL	\$ 415,500.00

Authorized by

Jack Miller

8/10/2017
 Date

Remarks:



March 29, 2018

Ms. Sara Carter
Town Manager
Town of Amherst
174 South Main Street
Amherst, VA 24521

Re: Sanitary Sewer Rehabilitation/Replacement Project
WWA Project No. 210016.00

Dear Ms. Carter:

We are pleased to provide this engineering fee proposal for additional services for the referenced project. These additional services include:

- Design Phase Services for the replacement of the Route 60 West Wastewater Pump Station.
- Additional Construction Administration associated with the second construction contract associated with the WWTP and the Route 60 West Pump Station.
- Full Time Construction Inspection in lieu of Part Time Construction Inspection.

The design of the Route 60 West Pump Station will be included in the WWTP Improvements project. The design will include a boundary and topographic field survey, pump station design including electrical power and controls, pump calculations, civil site plan, and mechanical plans. The project manual for the WWTP Improvements project will be updated to include these additional design elements.

Design plans will be submitted to the Town, and USDA, and VDEQ for review and approval. Revisions will be prepared to address the respective agency requirements.

Our existing contract includes fees for part time construction inspection services. Due to Town staffing constraints, we are proposing to provide a full time inspector for the duration of the project.

We propose to provide the additional engineering services in accordance with the following lump sum fee schedule:

<u>Task</u>	<u>Lump Sum Fee</u>
Route 60 Pump Station Design *	\$ 35,000
Additional Construction Administration	\$ 11,000
Managing Additional Construction Contract	\$ 5,000
Additional Construction Inspection	<u>\$ 110,000</u>
Subtotal	\$ 161,000

* Estimated construction cost \$500,000

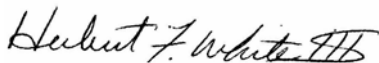
This proposal is based on the following considerations:

1. Construction inspection is budgeted at 2,000 manhours at a billing rate of \$65 per hour = \$ 130,000 - \$20,000 (original contract amount) = \$110,000 (additional services).
2. Final contract form will be EJCDC E500 with USDA requirements included.
3. Completed plans and specifications, will be generated under this contract so that USDA will permit the Town to bid this project.
4. Cash draw down will be invoiced monthly based on our estimate of percent completion and will include monthly contract deliverables to support this invoicing.

We look forward to a successful completion to this most important project! We are available to discuss this proposal at your convenience. A purchase order will be considered our Notice to Proceed.

Sincerely,

WW Associates, Inc.



Herbert F. White III, P.E.
President