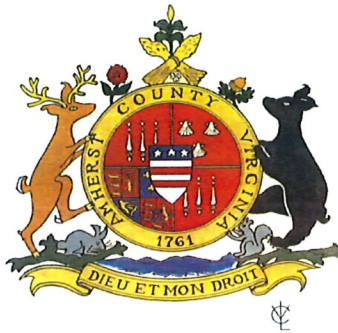


**Board of Supervisors**

L. J. Ayers III, Chair  
District 3  
Kenneth M. Campbell, Vice-Chair  
District 1  
David W. Pugh, Jr., Supervisor  
District 4  
Jennifer R. Moore, Supervisor  
District 5  
Claudia D. Tucker, Supervisor  
District 2



**County Administrator**  
Dean C. Rodgers

**County Attorney**  
Michael W. S. Lockaby

**AMHERST COUNTY BOARD OF SUPERVISORS**



**MINUTES**

**September 30, 2019**

Board of Supervisors Planning Workshop  
Sweet Briar College – Wailes Conference Center – Patio Room D  
450 Sweet Briar Drive  
Sweet Briar, Virginia 24595  
Meeting Convened – 9:00 a.m.

**I. Review Agenda**

**II. Icebreaker & Groundrules**

**III. Review of Existing Goals, Objectives, and Metrics**

**IV. Review Accomplishments**

**V. Statistical Update**

**VI. Proposals from Department Heads**

**VII. Break for Lunch**

**VIII. Identify & Prioritize Challenges**

**IX. Envision a Future of Solutions**

**X. Refine Goals & Metrics**

**XV. Adjournment**

## **MINUTES**

At a Planning Workshop of the Amherst County Board of Supervisors and held at Sweet Briar College, in the Wailes Conference Center, Patio Room D, Sweet Briar, Virginia, thereof on Monday, the 30<sup>th</sup> day of September 2019, at 9:00 a.m., the following members were present:

### **BOARD OF SUPERVISORS:**

PRESENT:	L. J. Ayers III, Chairman Kenneth M. Campbell, Vice-Chair David W. Pugh, Jr., Supervisor Jennifer R. Moore, Supervisor Claudia D. Tucker, Supervisor	ABSENT: None
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STAFF PRESENT:	County Administrator Dean C. Rodgers Deputy County Administrator David R. Proffitt County Attorney Michael W.S. Lockaby EA to the County Administrator Rachel A. Carton Community Development Director Jeremy Bryant Building & Inspections Nate Young Finance Director Stacey Wilkes Human Resources Director Linda M. Warner IT Director Jackie Viar Public Safety Director Samuel A. Bryant, IV CSA Coordinator Joni Tables Amherst Fire Department Chief Tom Martin Amherst County Service Authority Director Bob Hopkins Department of Social Services Director Susan B. Mays Economic Development Authority Executive Director Victoria Hanson
----------------	--

### **I. Review Agenda**

Chair Ayers called the meeting to order at 9:00 a.m. Mr. Rodgers reviewed the agenda.

### **II. Icebreaker & Groundrules**

The Workshop was facilitated by Mr. Rodgers who started with an icebreaker activity, and then reviewed the ground-rules for the meeting.

### **III. Review of Existing Goals, Objectives, and Metrics**

Mr. Rodgers reviewed the existing goals, objectives, and metrics the Board agreed upon last year.

### **IV. Review Accomplishments**

This portion was not discussed in the interest of saving time.

### **V. Statistical Update**

The following Department Heads produced reports on statistical information in their respective areas within the County:

Jeremy Bryant, Director of Community Development – **(See Attachment 1)**

Samuel A. Bryant, IV, Director of Public Safety – **(See Attachment 2)**

Susan B. Mays, Director of Social Services – **(See Attachment 3)**

Joni Tables, Coordinator of CSA – **(See Attachment 4)**

Jackie Viar, Director of Information Technology – **(See Attachment 5)**



Linda M. Warner, Director of Human Resources – **(See Attachment 6)**  
Stacey Wilkes, Director of Finance – **(See Attachment 7)**

**VI. Proposals from Department Heads**

The Board received a PowerPoint presentation which included each Department Head (Sara Lu Christian, Director of Recreation & Parks delivered hers via recorded message) on their envisioned future of Amherst County. **(See Attachment 8)**

**VII. Break for Lunch**

**VIII. Identify & Prioritize Challenges**

There was a consensus amongst the Board that the following topics were the biggest challenges the county currently faces (as developed but not prioritized). 1)Funding 2)Perceptions 3)Identity 4)Departure of youth and seniors from County 5)Pay and turnover of staff

**IX. Envision a Future of Solutions**

There was a consensus amongst the Board that the following ideas were viewed as solutions to the challenges (as developed but not prioritized). 1)Focus growth efforts into Madison Heights. 2)Expand river access and use. 3)Facilitate nationally known lodging establishments. 4)Focus more effort on appearance of the County. 5)CVTC is a high priority. 6)Facilitate a retirement community. 7)Broaden the County's tax base.

There was a general agreement that a publicly produced and promoted Master Plan would make a major contribution toward achieving most of these solutions.

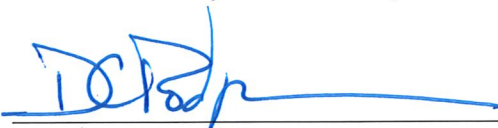
**X. Refine Goals & Metrics**

There was a consensus amongst the Board to keep the goals and metrics the same with the exception to goal number 4 to read: Leader in Education Excellence.

**XI. Adjournment**

Chair Ayers adjourned the meeting at 3:23 p.m.

  
\_\_\_\_\_  
L.J. Ayers III, Chairman  
Amherst County Board of Supervisors

  
\_\_\_\_\_  
Dean C. Rodgers, Clerk

# Attachment 1

## Amherst County - Who We Are



### Amherst County Fair 2018-2019

- 550 Volunteers
- 15,000 attendees – 2018
- 10,000 attendees - 2019
- 4,000+ in attendance for Gabby Barrett



### Education

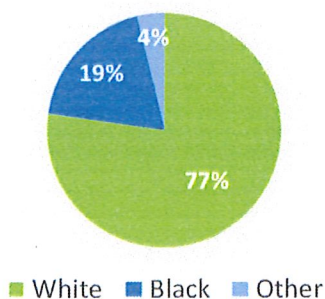
- High School Education or Higher – 84.1%
- Bachelor's Degree or Higher – 19.9%

### School Accreditation

- 2018-2019 – All Schools Fully Accredited

### Population – 31,819

### Amherst County Demographics



### Housing

- 14,182 Housing Units
- 79.6% Owner-Occupied
- \$151,500- Median Value of Owner-Occupied Housing
- 60.7% - Households with a Broadband Internet Subscription
- 75.2% - Households with a computer



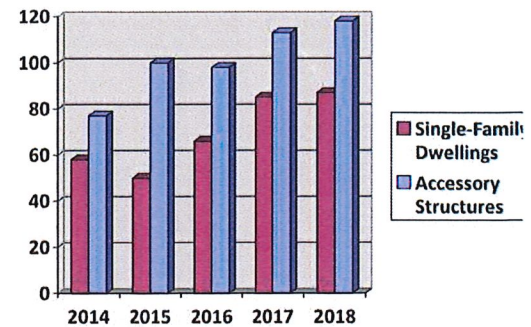
### Transportation

- 24 Minutes –Mean Travel Time to Work for Amherst County Residents
- 23,000 Vehicles – Annual Average Daily Traffic for Route 29 Business

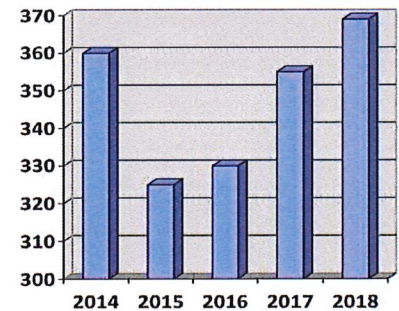


2,468 Veterans – 12.8% of the Population

### Zoning Permits for New Single Family Dwellings and Accessory Structures



### Zoning Permits Per Year



### Income

- Median Household Income - \$49,677
- Per Capita Income - \$24,296



### National Forest

18% of Amherst County is covered by National Forest



## Amherst County Department of Public Safety

A glance of our department on September 30th, 2019

Number of requests for Emergency Medical Services in Amherst County as of January 1, 2019 is 3,649 requests on September 27, 2019. In 2018 we had a total of 4195 EMS calls. We are averaging 300 calls a month. We will be closer to 4,600 this year.

Manpower- Currently we are recruiting for three full time positions. One Advanced Life Support Provider and two Basic Life Support Providers. Interviews are scheduled for October 7, 2019. Our personnel are dual trained as Firefighters.

Average experience level- A freshman football team, two to three years of experience. Our EMS Captains have a considerable amount of experience. One at seventeen years.

Volunteer Fire & EMS recruiting- sparse, recent high school experience. Fourteen and fifteen year olds were interested.

Reality Check on September 25, 2019 seven calls at once, some holding for an extended duration. Calls ranged from falls to cardiac arrest in a front yard.

**The Future** – A fourth full time ambulance at all times, a North and South Fire Battalion Chief that also has EMS training and capability, Volunteer Fire Chief's that report to a single Fire Chief, an Emergency Medical Services System that is totally lead by Amherst County and the Department of Public Safety. Thank you.





# Attachment 3

## Amherst County Department of Social Services

### Who We Are:

We are a team of 46 people (when fully staffed) with a goal of accurate and timely administration of mandated federal and state programs that serve the most vulnerable citizens of the county. In 2018, over \$59M was injected into the local economy as a result of our work.



Drew Coleman, Family Services Supervisor  
Responsible for Child Protective Services, Prevention Services, Adult Services, Adult Protective Services



Karen Herndon, Family Services Supervisor  
Responsible for Foster Care, Adoptions, Child Care, Employment Services



Cynthia Walker, Benefit Programs Supervisor  
Responsible for BPS Intake Unit



Autumn Viar, Benefit Programs Supervisor  
Responsible for BPS Ongoing Unit



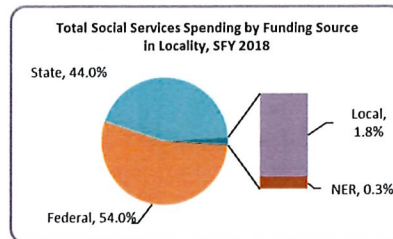
Gwen Morse, Administrative Office Manager



Sherri Temple, Administrative Coordinator

### What We Offer

Amherst County DSS oversees numerous mandated programs including "the 3 biggies": SNAP, TANF & Medicaid. Twenty-five percent of the county's citizens qualify for at least one of those three programs alone. Add to those Auxiliary Grant, Energy Assistance, Title IV-E, Child Protective Services Investigations, Ongoing Child Protective Services, Prevention Services, Foster Care, Adoption, Fostering Futures, Child Care, Employment Services, Adult Services and Adult Protective Services, and we engage with approximately one-third of the county citizens in any given year.



**7,873**

Residents who received  
SNAP, TANF and/or  
Medicaid in FY 2018

**1,032**

CPS referrals received in FY 2018

**631**

Referrals Accepted & Investigated

**36**

Children currently in Foster  
Care (up from 20 in 10/18)

**22**

Infants Born Substance Exposed in FY18 (up from 12 in FY17)

### Our Clients Face Many Challenges

ADDICTION  
(often generational)

TRANSPORTATION DIFFICULTIES

CHILD CARE  
(especially non-routine)

PARENTING ROLE MODELS

### ACDSS Faces Challenges, Too

STAFF RECRUITMENT & RETENTION

GROWING CASELOADS

FUNDING FOR DRUG SCREENINGS

VAGUE OR NON-EXISTENT POLICIES

MANAGEMENT BY DATA

### DID YOU KNOW?

Lynchburg DSS starting pay for a Family Services Specialist is \$40,290 (and \$44,512 for CPS); ours is \$32,089 for all Family Services Specialist positions.

Lynchburg DSS starting pay for a Benefit Programs Specialist is \$36,837; ours is \$29,339.

It is not uncommon for full-time local DSS employees to qualify for the benefits we administer.

We most often lose staff to other local departments of social services or entities such as Horizon Behavioral Health.



## Office for Families and Children Services Data

The Office for Families and Children Services is the county department that houses The Children's Services Act (CSA). CSA was enacted in 1993 as the law that establishes a single state pool of funds to support services for eligible youth and their families. State funds, combined with local community funds, are managed by local interagency teams who plan and oversee services to youth.

The mission of the CSA is to create a collaborative system of services and funding that is child-centered, family-focused and community-based when addressing the strengths and needs of troubled and at-risk youth and their families in the Commonwealth.

CSA funds and service planning are utilized for families needing assistance in regards to mental health services, special education placements and foster care services.

Amherst County continues to see annual increases in need for the vital services it funds. The data below is a snapshot of what our local CSA office is experiencing:

- Families served=        FY14    24                                FY19    100                                420% increase
- Total Expenditures=    FY14   \$810,000.00                                FY19   \$1,650,000.00
- Average cost per client FY18=                                \$18,500.00
- 42.8% of Amherst County children live in poverty (200% of Poverty Level)
- 1 in 10 Amherst County children lives in deep poverty (50% Poverty Level)
- Children who experience Food Insecurity= 16%
- Rate of Child Abuse and Neglect=    FY14   2.1%                                FY17   4.8%
- J & D Custody Petitions filed =        FY19        456
- J & D Protective Orders issued =        FY19        184
- Students receiving Day Treatment( Mental Health Supports) in the schools FY19= 130
- Cost of Alternative Day Placements FY19=    \$550,000.00
- Medicaid privatization is resulting in 50% fewer Day Treatment approvals so more children may will require Alternative Day Placements which cost \$35-65K per student per year
- State average of Children with 2 or more ACES (Adverse Childhood Experiences)= 20%

For more information contact Joni Tables at 946-9398 or

[jatables@countyofamherst.com](mailto:jatables@countyofamherst.com)



# Technology in a Changing Environment

## Software and Processes

Help Desk (456 calls in past 5 months)  
Accounts Payables (25 batches/month avg.)  
Payroll (6 batches/month avg.)  
Tax Assessments  
Tax Collections/Live Cash Registers  
Email (183 accounts; 39 Groups)  
Zoll (12 Toughbooks/100 users)  
IDNetworks/CAD (55 computers, 100 users)  
Telecost (300 users)  
Symantec (100+ users)  
Paradigm  
VITA  
Veris

## Hardware

Servers (13)  
Switches and Routers (15)  
Appliances (5)  
VLANS (7)  
Cameras (8)  
Computers/Peripherals (148)  
Telephones (300+)

## Infrastructure

Remote Sites (12)  
Wireless Remote Sites (6)  
Wireless Radios (12)  
Wi-Fi Access Points (2)

## Divisions and Departments

County Departments (12)  
School Division  
Department of Social Services  
Constitutionals  
Service Authority



## 2019 Amherst County Staffing Report

### CENSUS:

**208 Full-time (FT) Employees** – 3 largest departments are:

- Sheriff's Office
- DSS
- Public Safety

**~80-100 Part-time (PT) Employees** – Primarily employed as:

- Recreation Staff and Officials\*
- Convenience Center Attendants
- EMS Providers
- Advisory Boards or Commissions members

\*Typically seasonal

### TURNOVER:

**FY2019 Turnover Rate = 19%**

**12 Current FT Vacancies**

**25 FT Employees exited/29 New FT Hires**  
(since January 1, 2019)

**Average Length of Time with County = 8.49 years**

**Lowest FT Annual Salary is \$21,127**

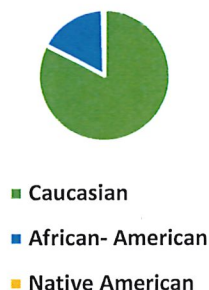
**2018 Market Survey indicated salaries are 1% to 34% below the regional market** (dependent on position)

**Amherst County is becoming a training ground for the larger municipalities**

### FT EMPLOYEE DEMOGRAPHICS

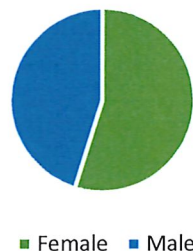
**Average Age FT Employee = 44.89 years**

**FT Employee Race**



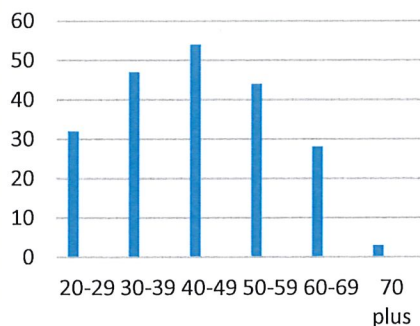
**172 Caucasian/35 African American/1 Native America**

**FT Employee Gender**



**114 Females/94 Males**

**FT Employee Age**



Age Range	# of FT Employees
20-29	32
30-39	47
40-49	54
50-59	44
60-69	28
70 plus	3

### Management Demographics

(Division Managers and Above)

**12 Females/10 Males**

**21 Caucasian/1 African America**

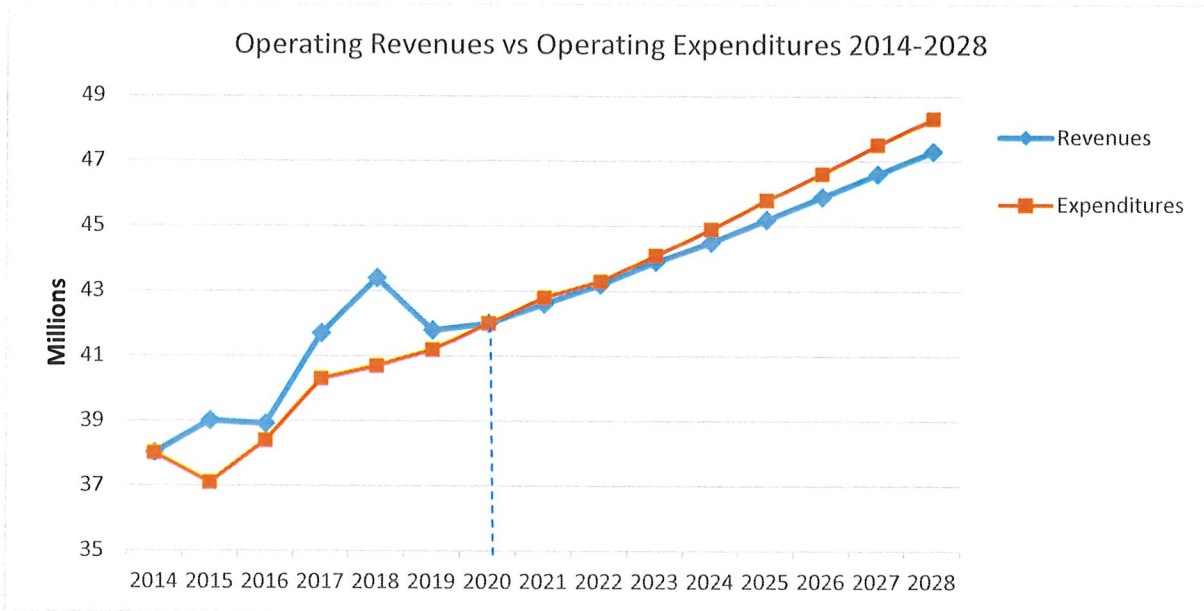
**Age Range = 38 to 68**

# AMHERST COUNTY FINANCIAL PICTURE

Attachment  
7

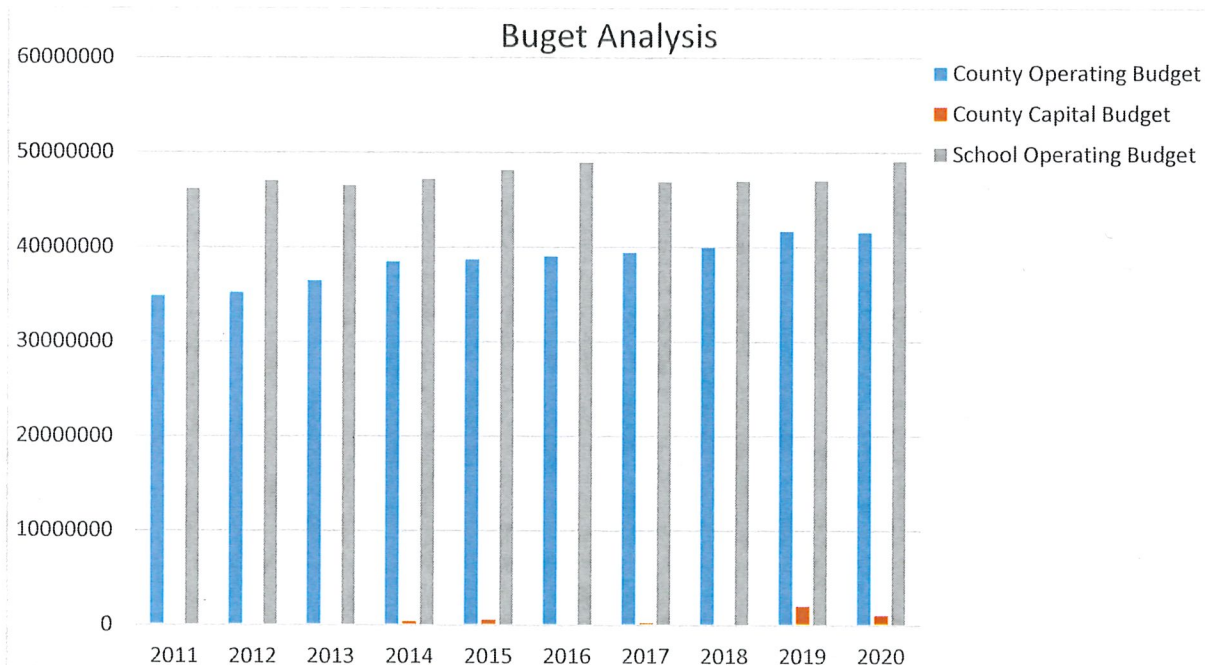
## • Operations

- As of FY 2020 our Revenues have met our expenses and we have no additional funds.
- Future years need new revenue to keep pace.



## • General Fund Reserves

- Current projected General Fund Unobligated balance is \$14,580,427 to start FY 2020.
- Not available for general use are the following
  - Financial Policy reserve - \$ 6,237,675
  - Assigned Funds - 1,928,362 (all available for reassignment)
  - Committed Funds - 1,303,997 (needs board approval to spend)
- The County has also assigned \$3,647,980 for future capital needs.
- Current year spendable funds are \$1,462,413.
- This is the first year of the future fund and the first deposit into the fund is \$328,303. New revenue is needed for additional years.
- Under current projections, in FY 2027 the County will not meet its financial policy of 15% held in reserve.



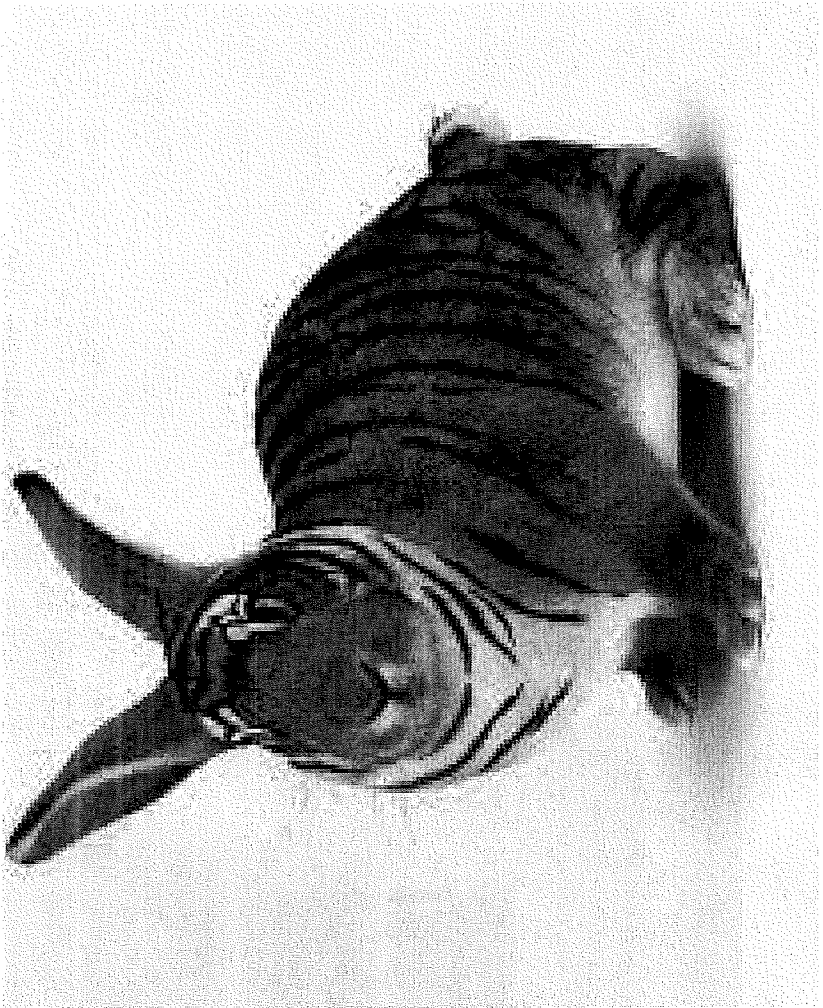


# Attachment 8

## FY21 PLANNING WORKSHOP

# AGENDA

- I. Review Agenda**
- II. Icebreaker & Ground Rules**
- III. Review of Existing Goals, Objectives, and Metrics**
- IV. Review Accomplishments**
- V. Statistical Update**
- VI. Proposals from Department Heads**
- VII. Break for Lunch**
- VIII. Identify & Prioritize Challenges**
- IX. Envision a Future of Solutions**
- X. Refine Goals & Metrics**
- XI. Adjourn**



## VALUES

- **Transparent, open government**
- **Fiscal responsibility**
- **Quality education**
- **Safe and secure community**
- **Promote a sense of liberty**
- **Limited, efficient and effective government**

# VISION

AMHERST COUNTY WILL.....

- Have the resources and infrastructure that promotes business growth
- Achieve excellence in academic and vocational education
- Have a sustainable and efficient government that respects personal liberties
- Promote and protect its natural beauty, agricultural economy and recreational opportunities

## Mission

The mission of Amherst County's government is to provide limited, efficient and effective government services that promote liberty and a high quality of life for our citizens.

We are a County open for business in a secure community dedicated to providing a superior work force through investments in education and economic development.

Our citizens expect and we deliver a fiscally responsible and transparent government.

## Goals

1. Promote Business Growth
2. Promote Tourism
3. Promote and Protect County Assets
4. Achieve Education Excellence
5. Recruit and Retain High Quality Staff
6. Increase Citizen Engagement







	A	B	C	D	E	F	G
38	a. investment in grounds	\$ spent on facilities/ grounds	\$ 163,012	\$261,432		Fin	31
39	b. expand pavilions and play areas	\$ spent on improvements to county facilities	\$ 185,680	\$82,020		Fin	32
40							
41	<b>Goal 4: Achieve Education Excellence</b>						
42	<b>A. Recognized leader in education in region</b>						
43	1. Promote successes	# of county press releases	40	52		PIO	15
44	2. Improve Communication	# of county posts and press releases to parents	19	22		PIO/SD	16
45							
46	<b>B. Advance vocational training opportunities</b>						
47	1. Workforce/Employer needs	Participants in Roundtable discussions	17	17		EDA	17
48	2. Local job program	# of internships filled	1	0		HR	18
49		# of summer hires	0	0		HR	19
50	3. ** Agricultural and Career&Technical Programs	# of CTE students	1329	1099		CTE	20
51		# of CTE related advertisements	12	10		CTE	21
52		# of FFA and 4H members		924 (4H)		Ext Svs	48
53		# students on field trips to local ag operations		27		Ext Svs	49
54	<b>C. Promote diverse education opportunities</b>						
55	1. Locality Scholarship	Under Study	X	X		Admin	22
56							
57	<b>Goal 5: Recruit/Retain High Quality Staff</b>						
58	<b>A. Responsive Customer Service</b>						
59	1. Training and Certification programs	# of employees receiving training that year	230	444		HR	23
60	2. Support staff as "face" of County	# of Front line staff spotlights	12	15		PIO	24
61	<b>B. Highly efficient manpower</b>						
62	1. Current technology	# of new or improved solutions.	9	7		IT	25
63	2. Proper staffing levels	complete staffing study/ determine needs in 2019 FY	X			HR	26
64	<b>C. Demonstrated Board investment in its people</b>						
65	1. Increase understanding	# of Department spotlights	5	4		Cadm EA	27
66	2. Improve salaries 2019 STUDY COMPLETION	COLA as a percentage of CPI	0.95	1.2		Fin	28
67							
68	<b>Goal 6: Increase Citizen Engagement</b>						
69	<b>A. Recruit citizens to participate in local government</b>						
70	1. Increase in volunteers	total # of applicants for B, C, C positions	24	35		Catty EA	33
71	a. Leadership Amherst graduates	# graduates and # of applicants	6	11		EDA	34
72	b. citizen academy	# participants	0	0		ComDev	35
73	c. publicize opportunities	# FB posts, press releases, and website	113	307		PIO	36
74	2. Increase public outreach						



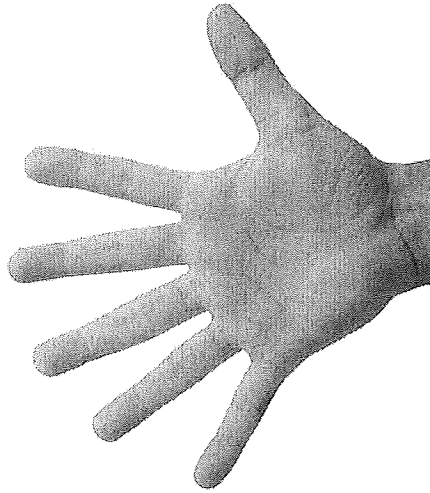
	A	B	C	D	E	F	G
75	a. social media	how many reached in facebook posts (wkly avg) # total registrants # responses/survey # meetings & attendance avg # attendees/month	3014	4552	PIO		37
76	b. citizen portal		0	0	IT		38
77	c. hard copy surveys		0	0	PIO		39
78	d. "town hall" meetings		1	1	CAdm EA		40
79	e. senior luncheon		220	275	R&P		41
80							
81	** Denotes high priority item for FY19	Blue font items added in Aug 2018					
82							
83	NOTES:						
84	1. Train Depot entrance sign						
85	2. Itineraries are suggested agendas of activities for county visitors for any Friday evening through Sunday						
86	3. Social Media Followers: Facebook 1,467, Instagram-51, Tourism & County Fair - 2069						
87	4. Includes Garden Fest, Museum presentations, Fire Dept 100th celebration, Visitor Center opening, Summer Solstice, Halloween, Sangria Saturdays, Wine & Bluegrass						
88	5. County Fair, Peacock Festival, Colonial Day, First Responders Parade, Lazy Day Winery = Labor Day Fest & Raise the Woof, Old Town Amherst, Outdoor Expo						
89	6. Advertisements x Publication x Issues, Social Media Advertising and Publications both in and out of the region.						
90	7. Tourism and County Fair websites combined. Tourism site has been live for 6 months and County Fair site just 3 months.						
91	8. Not sure how to acquire this number.						
92	9. The EDA has an annual action plan that covers a variety of economic development work areas and includes the Strategic Plan.						
93	10. Chp 7, Art XII, Dealing with derelict structures and tax abatement						
94	11. Includes all types of business licenses issued by the Commissioner of Revenue (43) and by the Town of Amherst (13)						
95	12 The number of business workshops offered to local businesses (some workshops are conducted in Amherst while others are in the region)						
96	13. Tracks new SCS/AcellaNet customers						
97	14. Got VDOT to clean curbs & gutters.						
98	15						
99	16. County posts/releases about schools (19) plus total school-to-parent posts (						
100	17 Number of participants in the Employer Roundtables						
101	18						
102	19						
103	20. Grades 6-12						
104	21. Number of promotional publications/events						
105	22. Not yet implemented						
106	23. Retirement Planning, Leadership Series, Group Facilitation, Records retention, Service excellence, Various software, Disaster recovery, Credit card procedures, FOIA. This total inclu						
107	24. Press releases or posts about a county employee. Will include featured spotlights in future.						
108	25. Refurb website, facebook page, twitter account, bldg permit software, Aladtec leave tracking, PCR software w/ Zoll upgrade, CAD software for 911 Dispatch, tablets to medic units, radios & dishes for Public Works and Rescue buildings.						
109	26						
110	27. Departmental Spotlights are presented at evening BoS meetings						



	A	B	C	D	E	F	G
111	28. CPI for 2018 was 2.1; BoS approved 2% raise., CPI 2019 was 2.5 BoS approve 3% raise						
112	29						
113	30. PC Beautification Comte, ACSO Clean & Green Day						
114	31. Ground maintenance /not final for FY 2019						
115	32. Playgrounds and parking lot paving at the parks/ not final for FY 2019						
116	33. Total applicants to all bodies.						
117	34 Number of participants in the leadership development program, Leadership Amherst.						
118	35						
119	36. Events, press releases, public notices, job opportunities						
120	37. This number provided by FaceBook.						
121	38						
122	39						
123	40. At Pleasant View Elementary School						
124	41						
125	42. Educational or promotional events						
126	43. In dollars spent						
127	44. # of individuals						
128	45. Inmate workforce days						
129	46. Projects completed						
130	47. Ltrs to editor or ghost-written opinion pieces						
131	48. As stated						
132	49. As stated						
133							
134	EXECUTIVE SUMMARY						
135							
136	This document provides the means to see whether the county staff is producing the results the Board of Supervisors wants to achieve. The Supervisors have established 6 major goals for the county. Those goals are in a prioritized order so that staff know to apply our limited resources to the items highest in the list. These goals, objectives and strategies are reviewed and modified each year at the Supervisors' strategic planning retreat in August. The metrics are developed by staff. Note that the Supervisors rely upon the Economic Development Authority to implement the county's 2016 Strategic Plan for economic development. The Supervisors rely on the Community Development Department to implement the county's 5-year Comprehensive Plan for land use.						
142							
143	Goal: Aspirational end states. (Numbered)						
144	Objective: Specific indicators that will show the end state has been achieved. (Lettered and bolded)						
145	Strategy: The means being employed to achieve the objective. (Numbered)						
146	Metric: How or what we measure to gauge progress. (Lower case letters)						

## STAFF REPORTS

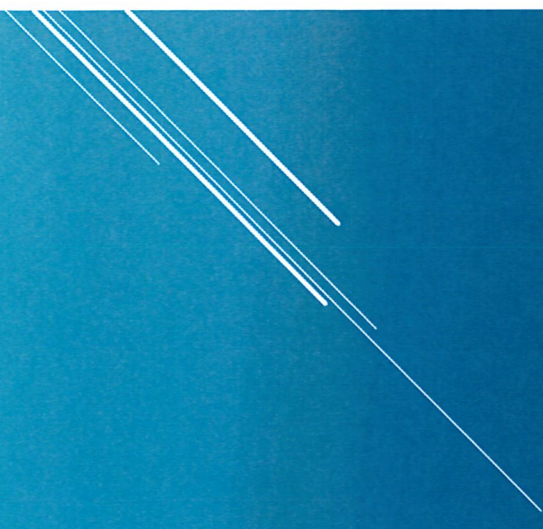
1. Community Development
2. Sheriff
3. Public Safety
4. Social Services
5. Information Technology
6. Human Resources
7. Finance



# ENVISIONING A FUTURE



# ENVISIONING A FUTURE





# A FUTURE ENVISIONED by PURCH

## For the County:

- ❖ Prepare Visitor Center property for hotel/restaurant development.
- ❖ Develop Visitor Center to include antique rail car with food services and viewing platform for existing railway.
- ❖ Develop Coolwell Park to attract regional sports:
  - Artificial turf
  - Food vending facilities
  - Parking lot improvements

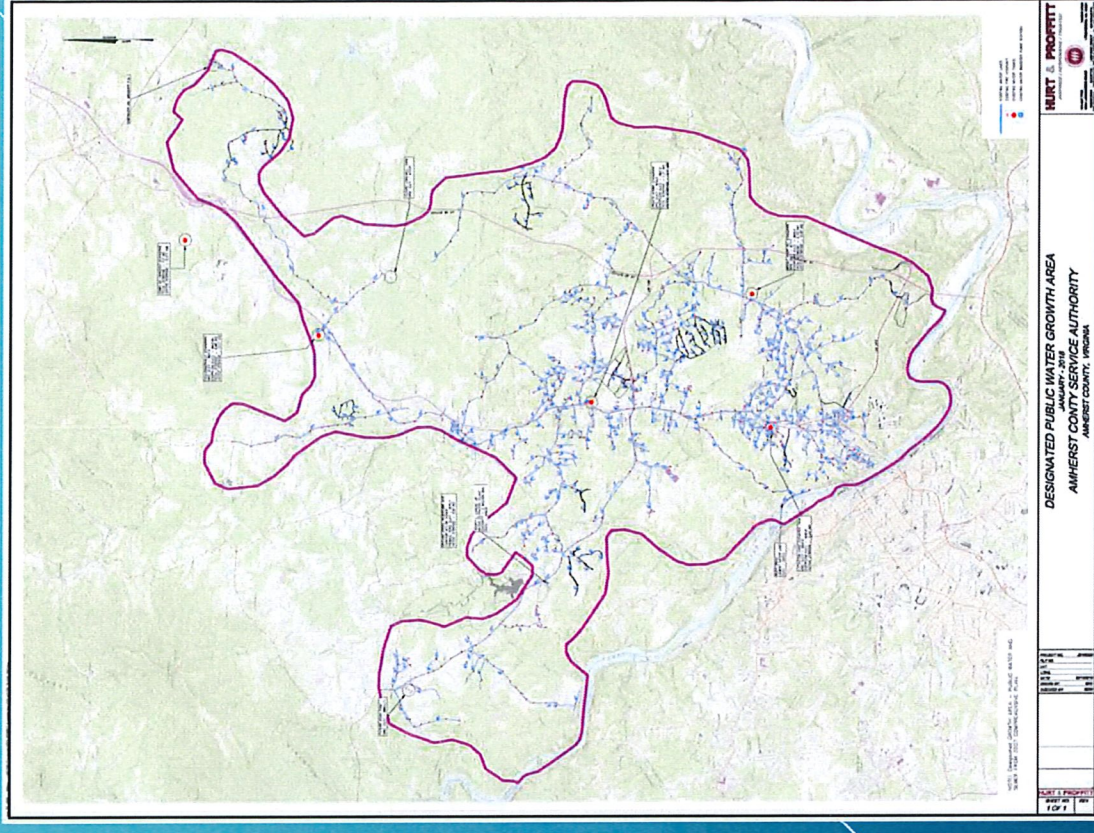
“Achievement is largely the product of steadily raising one’s levels of aspiration and expectation.”

- Jack Nicklaus



# A FUTURE ENVISIONED by AMHERST COUNTY SERVICE AUTHORITY

- Rehabilitation of water system infrastructure in Designated Growth Area
- Expansion of water system infrastructure to serve entire Designated Growth Area
- ACSA - City of Lynchburg water systems inter-connection for treatment backup & sustainability



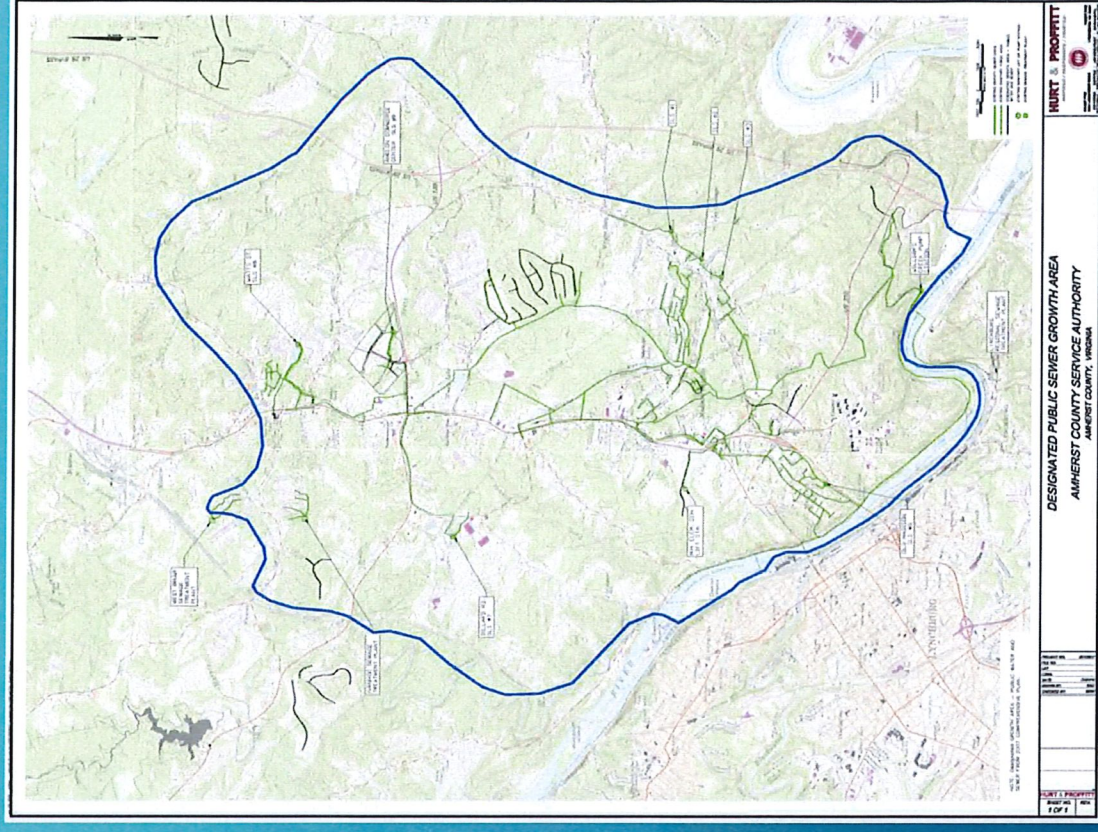


# A FUTURE ENVISIONED by THE SERVICE AUTHORITY

- **Rehabilitation of sanitary sewer system infrastructure in Designated Growth Area**
- **Expansion of sewer system to serve entire Designated Growth Area**
- **New water-sewer infrastructure for Central Virginia Training Center re-development**

“Celebrate what you’ve accomplished, but raise the bar a little higher each time you succeed.”

- Mia Hamm





# ENVISION A FUTURE *for* THE SERVICE AUTHORITY

- Re-organized ACSA Board of Directors
- Implementation of business friendliness initiatives
- Asset Management Plan
- Assistant Director / Engineering Manager
- New Water Office
- Water Office Annex / Disaster Recovery Office
- Annual County Water Festival

“Big thinking precedes great achievement” - Wilfred Peterson



**A FUTURE ENVISIONED BY AMHERST COUNTY SERVICE AUTHORITY**

**Theme of Strategic Planning Session:** Conversion of County revenue foundation from property taxes basis to commercial/business/industrial taxes basis.

**Slide 1: For the County – Water Infrastructure**

- Rehabilitation of existing water system infrastructure in Designated Growth Area (DGA map), including replacements of aging pipes, upgrades to reservoir and treatment plant, etc.:
  - From Old Town Madison Heights to Dillard Rd installed mid-1930s to 1940s. Issues:
    - \* Nearing or already past estimated 80 year service life
    - \* Primarily cast iron pipe installations – corrosion, service deterioration, failures
    - \* **Small pipes on side streets, with too many service connections**
    - \* **Small pipes on side streets, with no fire protection**
    - \* VDH rules regarding number of connections per size pipe, pressure requirements, etc.
    - \* **Phased replacement as “asset management” before emergency replacement as “failure”, costing more in money, time, effort, customer impacts, bad public relations**
  - From Lanum treatment plant to Prices Store Tank, south and north along Rte 29 Dillard Rd Monroe, Old Wright Shop Rd area, and surrounding vicinities installed mid-1950s. Issues:
    - \* Hub of ACSA water system: water pumped from Lanum plant to Prices Store Tank and distributed from there to rest of ACSA water system
    - \* Nearing or at 75% of estimated 80 year service life
  - General reasons for rehabilitation:
    - \* Public health
    - \* Quality of life
    - \* Economic growth and development
    - \* ACSA needs new connections to develop new revenues to maintain sound financial condition, deal with inflation, maintain operations, implement new technologies, keep and develop staff, replace old infrastructure, etc.
  - Strategic Planning Session Theme reasons for rehabilitation:
    - \* Water is fundamental foundation of economic growth and development, which leads to more commercial/business/industrial development and tax revenues.
    - \* Businesses coming to Amherst County inquire about water system and its maintenance, not only for lines servicing proposed self-development, but to develop confidence that water infrastructure is maintained to maintain service (VEDP survey includes questions about maintenance).
    - \* Successful applications for grant money – for system rehabilitations, system expansions, economic development, community development, etc. require, or will soon require, evidence that the money will be well-used and the results protected; demonstration that water infrastructure is maintained and rehabilitated on a timely basis is important.

- Expansion of water system infrastructure throughout Designated Growth Area, including new water mains for development (residential, commercial, industrial, institutional), James River raw water intake, additional storage tanks, addition of neighborhood fire protection, etc. (DGA map):
  - Extensive areas of DGA currently not served
    - \* Homes and businesses on wells (costly, unreliable equipment, unreliable water source, no fire protection, etc. – all affects public health, quality of life, perception of Amherst County as a backward and rural area)
    - \* Proposed new businesses want to be on reliable public water source
    - \* No extensive water system on west side of Rte 29 business corridor in Madison Heights – problem for possible development of those tracts
    - \* Very costly (and increasingly problematic with VDOT) new service bores under Rte 29
    - \* Sustainability – James River intake, new water tanks, watershed protection, etc.
    - \* VEDP survey includes questions about future system expansions
    - \* ACSA needs new connections to develop new revenues to maintain sound financial condition, deal with inflation, maintain operations, implement new technologies, keep and develop staff, etc.
- ACSA-City of Lynchburg water systems inter-connection for treatment backup & sustainability
  - ACSA has no backup for Lanum plant other than small inter-connection with Town of Amherst which is too small to serve ACSA water system
  - Lanum water plant is in flood path of reservoir earthen dam, if breached
  - City initially favorable to concept

## Slide 2: For the County – Sewer Infrastructure

- Rehabilitation of existing sewer system infrastructure in Designated Growth Area, including repairs of aging sewers and manholes, pump station upgrades, replacements of aging treatment plants with pump stations, etc. (DGA map):
  - Public system (sewers and manholes) installed many decades ago that are now nearing or past their estimated service life
  - Private onsite systems (drainfields) installed many decades that are now nearing or past their estimated service life and near or at failure
  - Sewage pump stations:
    - \* 9 pump stations, critical infrastructure, most of them very old and needing upgrades
  - Wastewater treatment plants (rehabilitation means replacement)
    - \* 2 package plants with estimated 40 year service lives now 45 years old
    - \* Increasingly costly and labor intensive to operate and maintain
    - \* Proactive replacement less costly in money, time, effort, customer impacts, public relations, etc. than reactive replacement after failure
    - \* Permit conditions changing (example: new DEQ ammonia-nitrogen rules for plant discharges exacerbating all of this)
    - \* City of Lynchburg treatment plant contract – ACSA owns 11.36% of capacity, responsible for 11.36% of capital improvements costs (most of ACSA debt service and constantly changing – new 20 year, 0% loan effective 2021, funding starting 2020)

- Expansion of sewer system infrastructure throughout Designated Growth Areas, including new sewer mains for development (residential, commercial, industrial, institutional), new sewer mains into existing residential areas on aging/failing drainfields, new pump stations, etc. (DGA map):
  - Extensive areas of DGA currently not served
    - \* Homes and businesses on drainfields – affects public health, quality of life, perception of Amherst County as a backward and rural area)
    - \* Proposed new businesses want to be on reliable public wastewater disposal system
    - \* No extensive sewer system on west side of Rte 29 business corridor in Madison Heights – problem for possible development of those tracts
    - \* Very costly (and increasingly problematic with VDOT) new service bores under Rte 29
    - \* VEDP survey includes questions about future system expansions
    - \* ACSA needs new connections to develop new revenues to maintain sound financial condition, deal with inflation, maintain operations, implement new technologies, keep and develop staff, etc.
  - New connections develop create revenues to maintain sound financial condition, deal with inflation, maintain operations, implement new technologies, keep and develop staff, replace old infrastructure, etc.
- New water and sewer infrastructure for Central Virginia Training Center re-development
  - Existing in poor condition; original installation construction standards unknown; \$15M cost estimate to upgrade to satisfactory condition for ACSA takeover (2014); should mostly be abandoned and replaced with new infrastructure coordinated with site re-development
- Implementation - funding sources:
  - ACSA revenues from rates and fees: phased implementation of Asset Management Plan within annual budget
  - County assistance: joint Count-ACSA sewer expansion fund, County subsidies for development projects system expansions and availability/connection fees
  - Grants (not loans – existing high ACSA debt service): State agencies (VDH, DEQ, DHCD, etc. - provide examples); Federal agencies (Corps of Engineers, FEMA, etc. – provide examples)
  - Inhouse work: ACSA planning, engineering, permitting, bid document preparation, and construction; takes longer, but saves funding for asset management

### **Slide 3: For ACSA**

- Re-organized ACSA Board of Directors
- Implementation of business friendliness initiatives
- Assistant Director / Engineering Manager
- Completion / implementation of formal, written Asset Management Plan
- New Water Office: Switching focus from relocation to upgrades to existing site: building interior improvements, customer drive thru lane, parking improvements, exterior beautification, etc.
- Water Office annex/disaster recovery office: In case Water Office meets with disaster, develop location for seamless transfer of operations
- Annual County Water Festival for Water & Wastewater Professionals Appreciation Day in June



# A FUTURE ENVISIONED by HR

## For The County:

- State of the art recreational facility
- Support program for caregivers
- More daycare choices
- Public transportation to employment centers
- EMBRACE the kitsch of Mad Hts
- Assist the Town:

- "Main Street" designation for the town
- Community park in town
- Bandstand & concert series in town
- Healthy affordable lunch options in town



"You cannot depend on your eyes  
when your imagination is out of  
focus"  
- Mark Twain

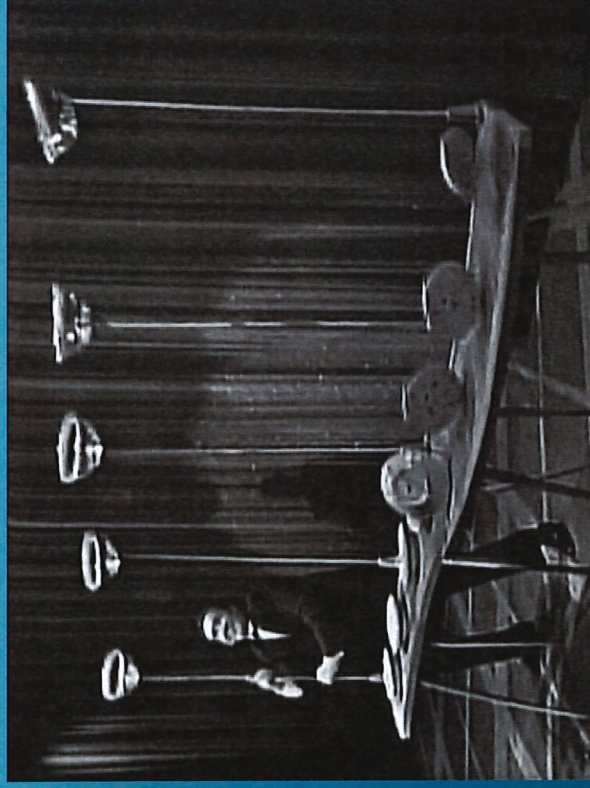


# ENVISION A FUTURE for HR

## Human Resources **Vision Statement:**

Provide exemplary human resources services in a fast paced, fully connected environment.

► From this ...



► To this ...





# ENVISION A FUTURE *for* HR

- ▶ For The Human Resources Department:
  - Employees who feel valued and respected for a job well done
  - 24/7 access to real time payroll, benefits and leave information
  - True Cafeteria Plan that provides equity and choice
  - Employees empowered to make their own benefit changes
  - Competitive merit based payroll system
  - Online performance evaluation that monitors bias and tied to compensation
  - Modern financial/personnel software

“Nothing stops an organization faster than people who believe that the way you worked yesterday is the best way to work tomorrow.” John Madonna



# A FUTURE ENVISIONED by PUBLIC SAFETY

## AMHERST COUNTY PUBLIC SAFETY

**Vision Statement:** "To be the leading Public Safety Agency in the Commonwealth of Virginia, providing excellent service that promotes life safety by saving lives and property".

- Sufficient pay to recruit and retain personnel
- Four full time ambulances 24/7
- Combined System for 911 Communications, Fire & EMS

"The only way to predict the future is to have the power to shape it." Eric Hofer



# A FUTURE ENVISIONED by R&P

## For The County

- **Parks**

- Madison Heights, Winton, Monroe, CVTC

- Playgrounds, zipline, LOVE signs, fishing platforms, exercise stations, trails

- **Rivers**

- Access points, whitewater features

- Pedestrian bridges

- **Trails**

- Connect Riveredge to JRHT

- Open Horseford Rd to foot traffic

- Connect JRHT to 6 mile bridge

“Vision is the art of seeing the invisible”

- Jonathan Swift





# ENVISION A FUTURE *for* R&P

- ▶ **Special events coordinator**
- ▶ **Media specialist**
- ▶ **Credit card capability**
- ▶ **State of the art community center**



**"If you want to be happy, set a goal that commands your thoughts, liberates your energy, and inspires your hopes."**

**- Andrew Carnegie**



# A FUTURE ENVISIONED by FINANCE

## For The County

- Affordable housing initiative for the county (including senior living)
  - Housing Authority or a Non-profit Housing organization
- All public safety managed by the county
- Multi-use community at CVTC and working partnership with Lynchburg
- Storefront improvement fund

Make visible what, without you, might never have been seen. Each of us has the power of transforming the ordinary into the extraordinary – the everyday into the special.

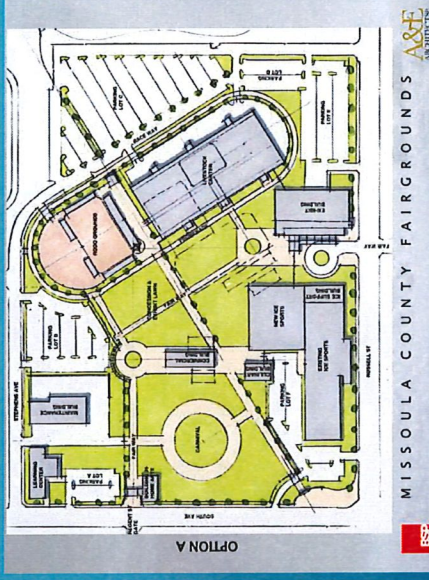
– Johnnetta Cole



# A FUTURE ENVISIONED *by* FINANCE

## For The County

- Permanent Fairgrounds



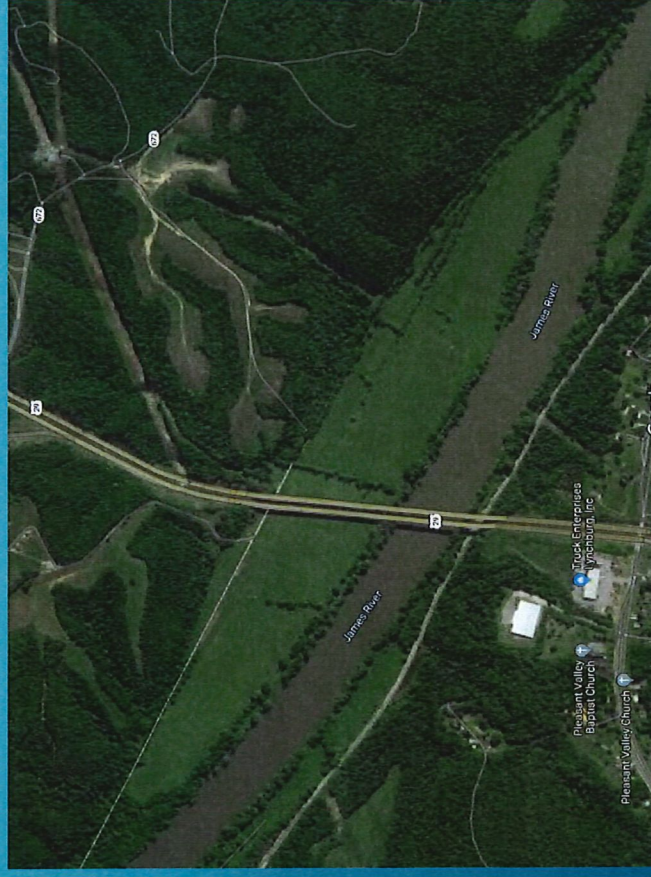
“Don’t part with your illusions. When they are gone, you may still exist, but you have ceased to live.”  
- Mark Twain

## FOR THE FINANCE DEPARTMENT

- A grants/programs accountant position
- Interconnected software for all departments; public access; online transactions



# A FUTURE ENVISIONED by COM DEV



- ▶ Regional sports complex
- ▶ County Fair Grounds
- ▶ Outdoor movie theatre
- ▶ Expansion of County bike path
- ▶ Mountain bike trails/disc golf/community park
- ▶ River takeout for canoe/kayak (partner with JRA)

“Keep your eyes on the stars and your feet  
on the ground” - Franklin D. Roosevelt



## A satellite map of Biscuitville, Georgia. The map shows a large, dark green field in the center. To the left, there are several schools: Montelison Middle School, Temple Christian School, and Mann's Driving School. To the right, there are various businesses and services, including Doug's Auto Repair, Lewis Dorn H, and Sandy Bottom. The map also shows several roads, including 1032, 1034, 1035, 1036, 1037, 1038, 1039, 1040, 1041, 1042, 1043, 1044, 1045, 1046, 1047, 1048, 1049, 1050, 1051, 1052, 1053, 1054, 1055, 1056, 1057, 1058, 1059, 1060, 1061, 1062, 1063, 1064, 1065, 1066, 1067, 1068, 1069, 1070, 1071, 1072, 1073, 1074, 1075, 1076, 1077, 1078, 1079, 1080, 1081, 1082, 1083, 1084, 1085, 1086, 1087, 1088, 1089, 1090, 1091, 1092, 1093, 1094, 1095, 1096, 1097, 1098, 1099, 1100, 1101, 1102, 1103, 1104, 1105, 1106, 1107, 1108, 1109, 1110, 1111, 1112, 1113, 1114, 1115, 1116, 1117, 1118, 1119, 1120, 1121, 1122, 1123, 1124, 1125, 1126, 1127, 1128, 1129, 1130, 1131, 1132, 1133, 1134, 1135, 1136, 1137, 1138, 1139, 1140, 1141, 1142, 1143, 1144, 1145, 1146, 1147, 1148, 1149, 1150, 1151, 1152, 1153, 1154, 1155, 1156, 1157, 1158, 1159, 1160, 1161, 1162, 1163, 1164, 1165, 1166, 1167, 1168, 1169, 1170, 1171, 1172, 1173, 1174, 1175, 1176, 1177, 1178, 1179, 1180, 1181, 1182, 1183, 1184, 1185, 1186, 1187, 1188, 1189, 1190, 1191, 1192, 1193, 1194, 1195, 1196, 1197, 1198, 1199, 1200, 1201, 1202, 1203, 1204, 1205, 1206, 1207, 1208, 1209, 1210, 1211, 1212, 1213, 1214, 1215, 1216, 1217, 1218, 1219, 1220, 1221, 1222, 1223, 1224, 1225, 1226, 1227, 1228, 1229, 1230, 1231, 1232, 1233, 1234, 1235, 1236, 1237, 1238, 1239, 1240, 1241, 1242, 1243, 1244, 1245, 1246, 1247, 1248, 1249, 1250, 1251, 1252, 1253, 1254, 1255, 1256, 1257, 1258, 1259, 1260, 1261, 1262, 1263, 1264, 1265, 1266, 1267, 1268, 1269, 1270, 1271, 1272, 1273, 1274, 1275, 1276, 1277, 1278, 1279, 1280, 1281, 1282, 1283, 1284, 1285, 1286, 1287, 1288, 1289, 1290, 1291, 1292, 1293, 1294, 1295, 1296, 1297, 1298, 1299, 1300, 1301, 1302, 1303, 1304, 1305, 1306, 1307, 1308, 1309, 1310, 1311, 1312, 1313, 1314, 1315, 1316, 1317, 1318, 1319, 1320, 1321, 1322, 1323, 1324, 1325, 1326, 1327, 1328, 1329, 1330, 1331, 1332, 1333, 1334, 1335, 1336, 1337, 1338, 1339, 1340, 1341, 1342, 1343, 1344, 1345, 1346, 1347, 1348, 1349, 1350, 1351, 1352, 1353, 1354, 1355, 1356, 1357, 1358, 1359, 1360, 1361, 1362, 1363, 1364, 1365, 1366, 1367, 1368, 1369, 1370, 1371, 1372, 1373, 1374, 1375, 1376, 1377, 1378, 1379, 1380, 1381, 1382, 1383, 1384, 1385, 1386, 1387, 1388, 1389, 1390, 1391, 1392, 1393, 1394, 1395, 1396, 1397, 1398, 1399, 1400, 1401, 1402, 1403, 1404, 1405, 1406, 1407, 1408, 1409, 1410, 1411, 1412, 1413, 1414, 1415, 1416, 1417, 1418, 1419, 1420, 1421, 1422, 1423, 1424, 1425, 1426, 1427, 1428, 1429, 1430, 1431, 1432, 1433, 1434, 1435, 1436, 1437, 1438, 1439, 1440, 1441, 1442, 1443, 1444, 1445, 1446, 1447, 1448, 1449, 1450, 1451, 1452, 1453, 1454, 1455, 1456, 1457, 1458, 1459, 1460, 1461, 1462, 1463, 1464, 1465, 1466, 1467, 1468, 1469, 1470, 1471, 1472, 1473, 1474, 1475, 1476, 1477, 1478, 1479, 1480, 1481, 1482, 1483, 1484, 1485, 1486, 1487, 1488, 1489, 1490, 1491, 1492, 1493, 1494, 1495, 1496, 1497, 1498, 1499, 1500, 1501, 1502, 1503, 1504, 1505, 1506, 1507, 1508, 1509, 1510, 1511, 1512, 1513, 1514, 1515, 1516, 1517, 1518, 1519, 1520, 1521, 1522, 1523, 1524, 1525, 1526, 1527, 1528, 1529, 1530, 1531, 1532, 1533, 1534, 1535, 1536, 1537, 1538, 1539, 1540, 1541, 1542, 1543, 1544, 1545, 1546, 1547, 1548, 1549, 1550, 1551, 1552, 1553, 1554, 1555, 1556, 1557, 1558, 1559, 1560, 1561, 1562, 1563, 1564, 1565, 1566, 1567, 1568, 1569, 1570, 1571, 1572, 1573, 1574, 1575, 1576, 1577, 1578, 1579, 1580, 1581, 1582, 1583, 1584, 1585, 1586, 1587, 1588, 1589, 1590, 1591, 1592, 1593, 1594, 1595, 1596, 1597, 1598, 1599, 1600, 1601, 1602, 1603, 1604, 1605, 1606, 1607, 1608, 1609, 1610, 1611, 1612, 1613, 1614, 1615, 1616, 1617, 1618, 1619, 1620, 1621, 1622, 1623, 1624, 1625, 1626, 1627, 1628, 1629, 1630, 1631, 1632, 1633, 1634, 1635, 1636, 1637, 1638, 1639, 1640, 1641, 1642, 1643, 1644, 1645, 1646, 1647, 1648, 1649, 1650, 1651, 1652, 1653, 1654, 1655, 1656, 1657, 1658, 1659, 1660, 1661, 1662, 1663, 1664, 1665, 1666, 1667, 1668, 1669, 1670, 1671, 1672, 1673, 1674, 1675, 1676, 1677, 1678, 1679, 1680, 1681, 1682, 1683, 1684, 1685, 1686, 1687, 1688, 1689, 1690, 1691, 1692, 1693, 1694, 1695, 1696,

- ▶ **Madison Heights will have a true identity**
- ▶ **Traditional Neighborhood Development**
- ▶ **Tyler Tracts**
- ▶ **Public Private Partnership**

- Vaclav Havel



# A FUTURE ENVISIONED by COM DEV

## Town center will feature:

- ▶ Townhomes, single-family dwelling, senior living, commercial and public space.
- ▶ County occupants: Amherst County Service Authority, Sheriff's Department sub-station, new library, community pool / splash park.
- ▶ Farmers Market
- ▶ Open/green space
- ▶ Outdoor movie theatre



“There is no more powerful engine driving an organization toward excellence and long-range success than an attractive, worthwhile, achievable vision for the future, widely shared.” - Burt Namus



# A FUTURE ENVISIONED by COM DEV

- Master Plan for CVTC
- Complete sidewalk network in Madison Heights
- New welcome signs – they are currently faded and cracking
- AEP to place all power lines underground along Route 29B
- New Amherst Logo on water tower besides Lowes
- Grant program for businesses to redevelop in Madison Heights
- Mowing initiative at key locations



“To grasp and hold a vision, that is the very essence of successful leadership...” - Ronald Reagan



# A FUTURE ENVISIONED by ECON DEV

- CVTC redeveloped into a corporate headquarters campus with housing, recreation, and retail.
- Old Town Madison Heights become a vibrant community with art (own the Hogtown label; make it a point of pride), retail, and renovated housing.
- A second industrial park developed as Amelon is fully occupied
- A premier regional trades school on Amherst land at Rt. 210 for middle and high school students, as well as community college and adult learners.
- Intersections at Rt. 130 & Rt. 210 developed into hotels, gas stations, restaurants, etc.
- Become a premier location for manufacturing, plastics, and packaging.
- Digital signs at high traffic areas of Madison Heights/County

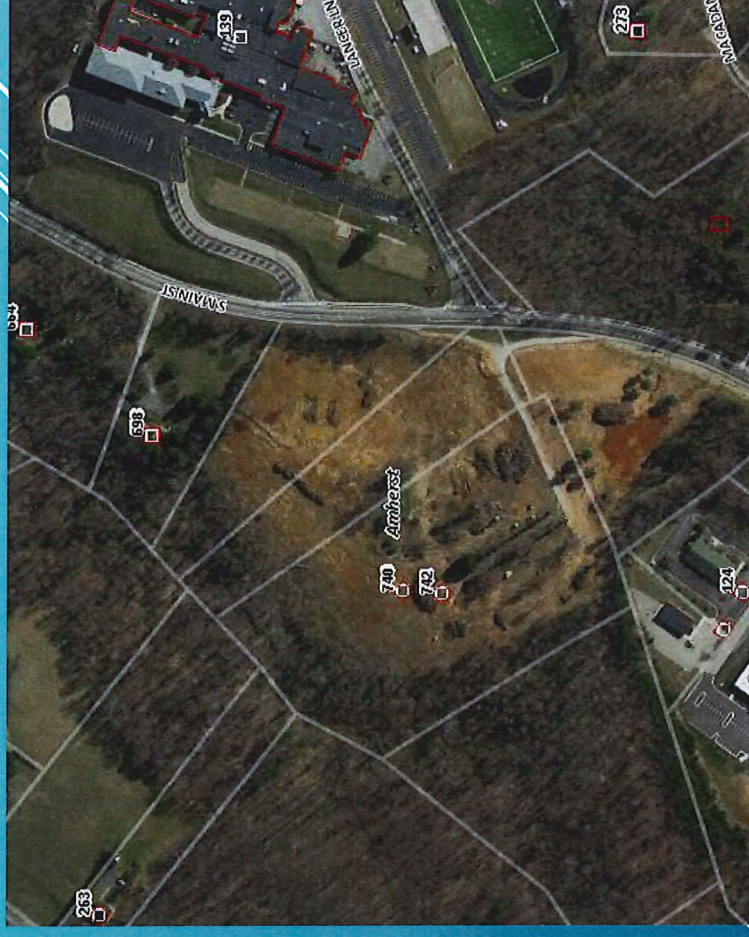
“Where you come from is not nearly as important as where you are going.”  
- Unknown



# A FUTURE ENVISIONED by B&I

## For The County:

- CTE Academy across from HS
- 29 Bsns Storefront Revitalization Program
- Empowered Spot Blight/Derelict Structure Program



“The empires of the future are empires of the mind.”  
- Winston Churchill



# A FUTURE ENVISIONED by I.T.

## For The County

- Consolidated financial software for all departments, agencies and schools
- Built out and in-place disaster recovery
- Senior living community



“Vision without execution is hallucination.”  
- Thomas Edison



# A FUTURE ENVISIONED *by* ADMIN

## For The County:

- Public/Private Partnership for Community College for All HS grads
- Development of river with Lynchburg
- Central Virginia Tournament Grounds
- Entice a fledgling industry – like Graphene
- 7 waste convenience centers

“Dissatisfaction and discouragement are not caused by the absence of things but the absence of vision”  
- Anonymous





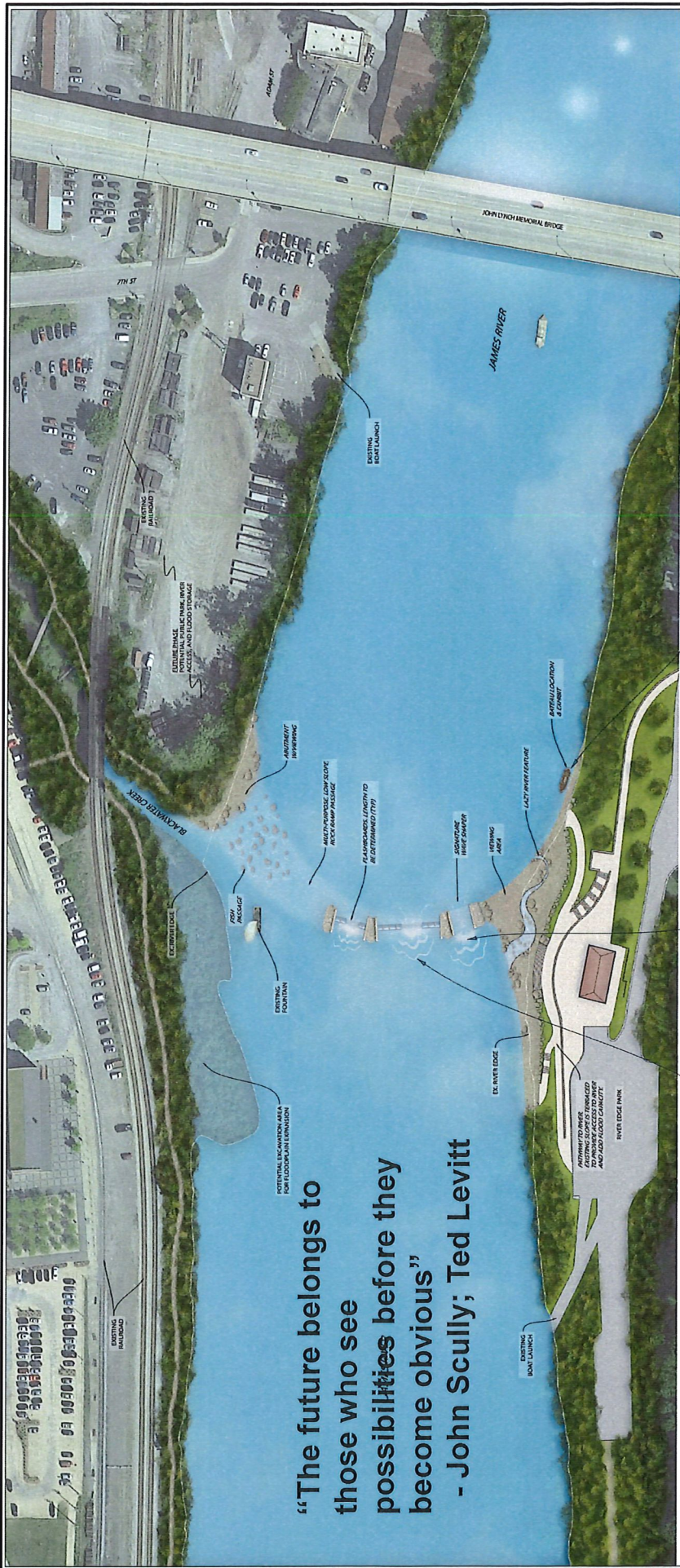
# ACE2S Mud Race



"In the long run, men hit only what they aim at."  
- Henry David Thoreau







**ALTERNATIVE SUMMARY**

- Whitewater recreation features
- Potential boat passage to satisfy responsibility requirements
- Includes options for increasing access for improved boat capacity
- Includes access to river




**James River**  
Amherst, Virginia

**Preferred Alternative - Phase I**  
Wave Features and River Edge Park Improvements

**Amherst Whitewater**  
Feasibility Study

**PROJECT NUMBER**  
64-0008

**Drawing Number**  
1

**NOTES:**

1. SCHEMATIC NOT FOR CONSTRUCTION

2. NOT TO SCALE

3. NOT TO SCALE

4. NOT TO SCALE

5. NOT TO SCALE

6. NOT TO SCALE

7. NOT TO SCALE

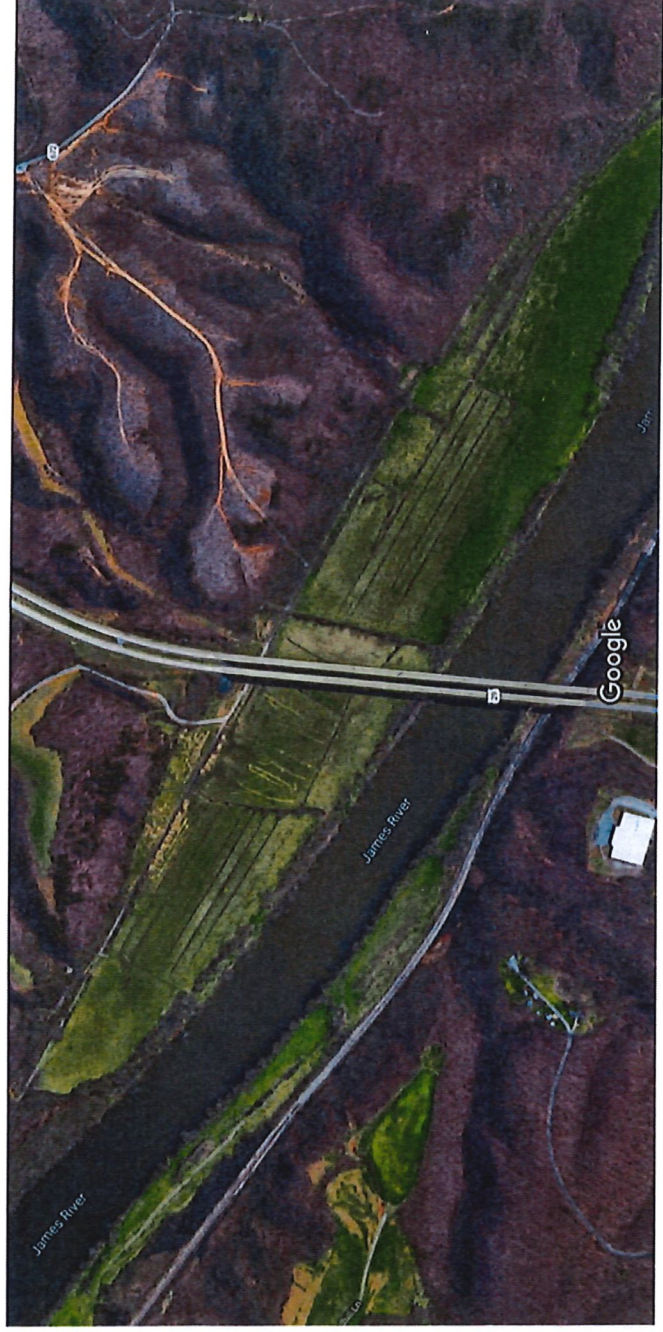
8. NOT TO SCALE

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10. NOT TO SCALE



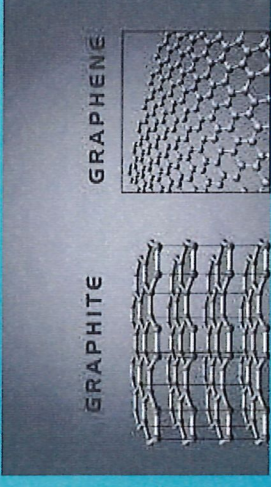
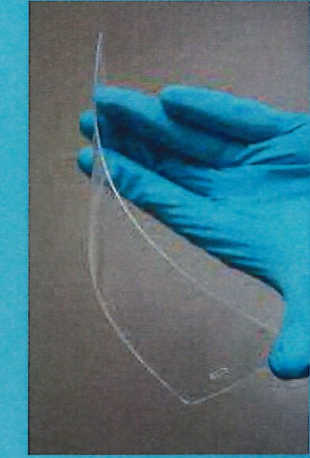
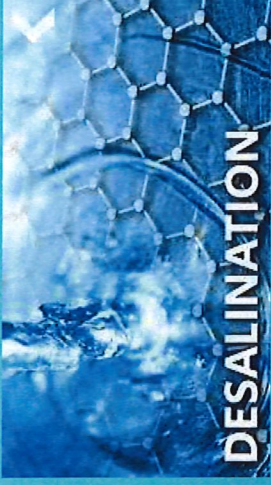
Google Maps



## CENTRAL VIRGINIA TOURNAMENT GROUNDS

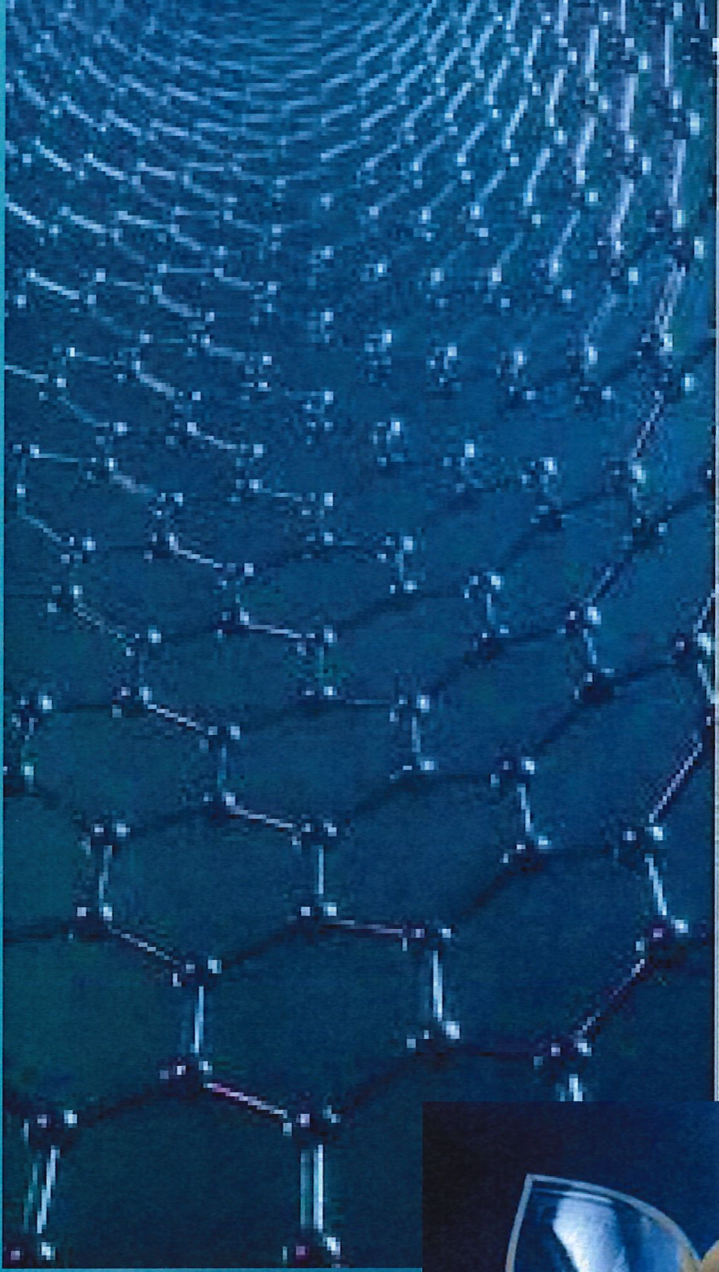
**“The trouble with not having a goal is that you can spend your life running up and down the field and never score.” - Bill Copeland**





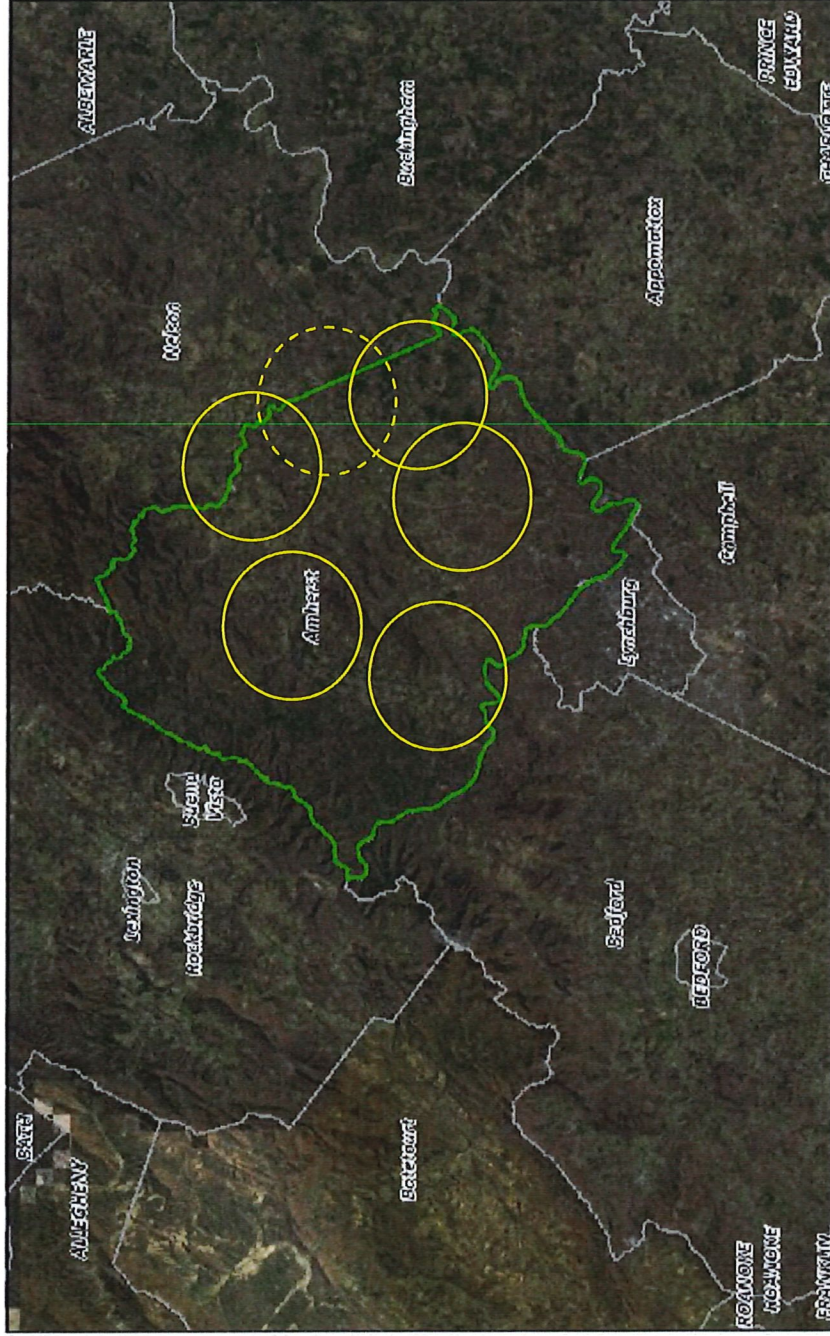
"The greatest danger for most of us is not that we aim too high and miss, but that we aim too low and hit."

- Michelangelo





## Convenience Centers



August 7, 2018

“Where there is no vision, the people perish.”

Proverbs 29:18

1:577,791

0 5 10 20 mi  
0 5 10 20 km

The GIS data is proprietary to the County and is the information contained in the County GIS database. All applicable copyright law and statutory rights in the GIS data are reserved. The County does not warrant the accuracy or completeness of the public records that are contained in the County GIS database. The County does not warrant the accuracy or completeness of the public records that are contained in the County GIS database. The County does not warrant the accuracy or completeness of the public records that are contained in the County GIS database.



# ENVISION A FUTURE for ADMIN

## FOR THE ADMIN DEPARTMENT

- Software for public view of financial data
- Marketing professional



“Determine that the thing can and shall be done and then we shall find the way.”

- Abraham Lincoln



**We Can Do It!**





LUNCH



# CHALLENGES



# ENVISIONING A FUTURE



## **VISION**

AMHERST COUNTY WILL.....

- Have the resources and infrastructure that promotes business growth
- Achieve excellence in academic and vocational education
- Have a sustainable and efficient government that respects personal liberties
- Promote and protect its natural beauty, agricultural economy and recreational opportunities

## **Mission**

The mission of Amherst County's government is to provide limited, efficient and effective government services that promote liberty and a high quality of life for our citizens.

We are a County open for business in a secure community dedicated to providing a superior work force through investments in education and economic development.

Our citizens expect and we deliver a fiscally responsible and transparent government.

## **Goals**

1. Promote Business Growth
2. Promote Tourism
3. Promote and Protect County Assets
4. Achieve Education Excellence
5. Recruit and Retain High Quality Staff
6. Increase Citizen Engagement



ADJOURN