



Six Month Work Plan

January – June, 2018



County Administrator's Memo

To: Members of the Board of Supervisors

From: Percy C. Ashcraft

Date: 1/09/18

Re: Six Month Work Plan



Contained within is the six-month work plan established for the period of January - June, 2018. This work plan incorporates goals established by the County Administration and reaction to policy decisions made by the Board of Supervisors. It is not to be confused with day-to-day tasks that are assigned to each department.

There are 293 goals submitted and agreed upon by County Staff and Administration.

As applied in the previous six months, an evaluation system will be implemented for each item contained in the six-month work plan. The department grades for the period of July - December, 2017 are as follows:

3.9 – Police

Economic Development & Tourism

Community Corrections

3.8 – Fire & EMS

Social Services

Real Estate Assessor

3.7 – Human Resources

3.6 – Information Services

3.5 – Parks & Recreation

3.4 – Special Projects

3.3 – Finance

3.2 - General Services

2.8 – Community Development & Code Compliance

2.5 – Engineering & Utilities

3.5 – Team Average

The grading system for evaluating the items is as follows:

4 Points – Full completion of item.

2 Points – Substantial completion of item.

1 Points – Partial completion of item.

0 Points - Item not started.

This efficiency rating system is used to track the effectiveness of performance of the department over each six-month period. Those in charge of implementation of this plan will be held accountable.

I also raise your awareness this document will be shared with the public, thus allowing for comment and feedback. I also continue to encourage you to share this with your employees so they can be challenged to improve the scores every six-month period.

Please share with me any concerns or questions you might have upon review of this plan.

I wish you much success during this period and I will call for updates to review your progress.

Prince George County

Virginia

Six Month Work Plan

January - June 2018

Table of Contents

Economic Development & Tourism	1-2
Finance	3
Fire & EMS	4-6
Human Resources	7-8
Parks & Recreation	9-10
Engineering & Utilities	11
Community Development & Code Compliance	12
Police	13-15
Social Services	16
Real Estate Assessor	17-18
Special Projects	19
Information Services	20-22
General Services	23-25
Community Corrections	26

Economic Development & Tourism

-Staff Goals-

- 1. Economic Development – Seat the 2018 Citizens Academy.**
- 2. Economic Development – Restore the Business Roundtable for 2018.**
- 3. Economic Development – Business Retention Program that Includes 12 visits to local businesses.**
- 4. Economic Development – Attend two marketing trade shows.**
- 5. Economic Development – Update the website with IEDC data standards for business prospects.**
- 6. Economic Development – Work with engineer to establish water & sewer expanded capacity solutions for Southpoint Business Park.**
- 7. Economic Development – Coordinate Fall County Newsletter.**
- 8. Economic Development – Work with consultant to complete Economic Development & Tourism Strategic Plan.**
- 9. Economic Development – Create County business marketing brochure.**
- 10. Economic Development – Coordinate Comcast franchise renewal process.**
- 11. Economic Development – Establish Exit 45 Property Owners Association.**

- 12. Economic Development – Enroll Economic Development Specialist to attend IEDC Basic Economic Development course.**
- 13. Economic Development – Implement new business list process with Commissioner of the Revenue.**
- 14. Tourism – Complete Alcove & Prince George Bust project.**
- 15. Tourism – Coordinate Founder’s Day Ceremony for 315th Anniversary.**
- 16. Tourism – Plan travel soccer tournament for New Scott Park.**
- 17. Visit another locality to observe Economic Development & Tourism operations.**
- 18. Submit Annual Report.**

Finance

-Staff Goals-

A. General Accounting

- 1. Prepare & Publish FY '19 Budget.**
- 2. Begin FY '19 Information Compilation.**
- 3. Begin Goal Planning to be Included in FY '19 Budget.**
- 4. Estate Third-Party Billing Invoice Using Munis.**
- 5. Update Fixed Assets Entry in Munis.**
- 6. Evaluate P-Card Maximum Limits.**
- 7. Review Revenue AR Charge Codes.**
- 8. Work with Treasurer to Pursue Collection of Delinquent Accounts.**
- 9. Submit Annual Report.**

B. Purchasing

- 9. Bid Out Health Insurance.**
- 10. Bid Out & Select Section 125 Cafeteria Plan Administrator.**
- 11. Explore Benefits of Supplemental Insurance for Volunteers.**
- 12. Review Existing Property & Casualty Insurance.**

C. Payroll

- 13. Explore Interest of Bi-Weekly Payroll.**
- 14. Visit Another Locality to Review Payroll Operations.**

D. Accounts Payable

- 15. Prepare & Distribute 2017 1099's.**
- 16. Re-examine Feasibility of Importing Social Services Thomas Brothers Invoices into Munis.**

Fire & EMS

-Staff Goals-

- 1. Prepare the 2017 Annual Report.**
- 2. Continue efforts on the Burn Building.**
- 3. Develop Fire & EMS Strategic Plan.**
- 4. Establish a standardized hiring process.**
- 5. Implement a mini-academy for new full-time employees.**
- 6. Continue Phase II of the Public Safety Radio System.**
- 7. Monitor the progress of the construction of Station 7.**
- 8. Enhance the overall efficiency process of the department (QA/QI).**
- 9. Research the feasibility of therapy pets in Fire & EMS stations.**
- 10. Implement & monitor changes in the CAD updates.**
- 11. Conduct the annual Awards Ceremony for 2017 activities.**
- 12. Restructure the Training Division.**
- 13. Expand the unmanned Aerial System Program.**
- 14. Develop unit specific training manuals for Fire & EMS apparatus.**
- 15. Establish an SCBA workgroup.**
- 16. Implement new EMS Mentor/Precepting program.**
- 17. Continue effort with the Apparatus Replacement Work Group.**

- 18. Implement the EMS Field Training Staff Program.**
- 19. Coordinate the 3rd Guns & Hoses Softball Game.**
- 20. Promote opportunities for EMS Appreciation Week.**
- 21. Conduct two (2) Pre-Incident emergency plans.**
- 22. Conduct the 4th Annual Youth Public Safety Camp.**
- 23. Conduct Two (2) Fire In-Service Training sessions.**
- 24. Standardize the formal counseling process.**
- 25. Create a formal exit interview process for volunteers.**
- 26. Evaluate the application process for new volunteers.**
- 27. Revise the Department CPR Program.**
- 28. Coordinate the 3rd Annual Hometown Heroes Day Events.**
- 29. Conduct Orientation Training with new leadership of the Fire & EMS companies.**
- 30. Coordinate the 2018 Basic Fire Academy.**
- 31. Coordinate the Joint BFA/BEMSA Graduation Ceremony.**
- 32. Provide monthly CEU topics/courses for EMS recertification.**
- 33. Maintain compliance for SAFER Grant requirements.**
- 34. Improve data collection for company level training.**
- 35. Conduct Incident Command training.**
- 36. Conduct leadership/organizational management training county-wide.**

- 37. Explore option for additional space in the Central Wellness Center.**
- 38. Conduct a severe weather campaign.**
- 39. Conduct hose testing.**
- 40. Conduct the annual Statewide Tornado Drill.**
- 41. Conduct air quality testing for cascade systems in station & apparatus.**
- 42. Conduct a Survivor Day program for the community.**
- 43. Implement the electronic ordering procedure for uniform items.**
- 44. Conduct Pillowcase training to four graders.**
- 45. Conduct CERT training to the public.**
- 46. Present Hazard Mitigation plan to FEMA.**
- 47. Develop a regional Threat & Hazard Risk Identification Assessment (THIRA).**
- 48. Develop Family Assistance Center/Family Reunification Center.**
- 49. Visit Another Locality to observe Fire & EMS Operations.**
- 50. Complete Annual Report.**

Human Resources

-Staff Goals-

- 1. Host NeoGov Regional Training.**
- 2. Continue to review Employee Exit Interview Questions.**
- 3. Review Exit Interview Questions & Process.**
- 4. Continue working on new employee onboarding process.**
- 5. Draft an Orientation Policy and establish procedures to help retain employees.**
- 6. Visit another locality to observe recruitment process & background checks for new hires.**
- 7. Continue to review & revise personnel policy section of the Personnel Manual for BOS approval.**
- 8. Coordinate Prince George Youth Workforce Program.**
- 9. Finalize Salary Study with Evergreen.**
- 10. Seek legal guidance on random drug testing policy & procedures.**
- 11. Add driver's license information in Munis for tracking purposes.**
- 12. Complete NIMS certification process and update Munis.**
- 13. Review & revise hire date and service date fields in Munis.**
- 14. Coordinate Employee Appreciation Picnic.**
- 15. Coordinate Spring Newsletter.**

- 16. Coordinate Semi-Annual Benefits Fair.**
- 17. Hold Monthly Anthem EAP Employee training.**
- 18. Hold Sexual Harassment training.**
- 19. Prepare RFP for Health Insurance & Cafeteria Plan.**
- 20. Vendor analysis for Fire & EMS Workers' Compensation.**
- 21. Create a document procedure concerning switching of supervisors in Employee Self Service.**

Parks & Recreation

-Staff Goals-

- 1. Athletic staff will conduct a pilot test in spring soccer on new way of drafting rosters.**
- 2. Repurpose the Community Center kitchen.**
- 3. Host Grand Opening for the Canoe Launch at Appomattox Regional Park.**
- 4. Work toward Prince George County becoming listed as a ‘Playful City USA.’**
- 5. Host Pickleball Tournament/Demonstration.**
- 6. Offer low-impact Aerobics class on Monday mornings at the Central Wellness Center.**
- 7. Implement new volunteers coaches background check system.**
- 8. Move Flag Football & Cheerleading programs to the Chesterfield Quarterback League.**
- 9. Host spring soccer games on Saturdays at new Scott Park.**
- 10. Move the outfield fence on Lower Scott Park to baseball/softball field of 210 feet.**
- 11. Place scoreboards on Scott Park baseball/softball fields #1 & #2.**
- 12. Place bench covers on Soccer Field #3 at Upper Scott Park.**
- 13. Train Staff member to become a Certified Playground Safety Inspector.**
- 14. Place permanent scorer’s tables on Moore Fields #1, #3 & #4.**

- 15. Develop plans to host spring soccer tournament.**
- 16. Recognize the Senior Football Champions at Board of Supervisors meeting.**
- 17. Explore mass mailing of activities newsletter.**
- 18. Assist in development of strategic plan.**
- 19. Develop brochure for the fitness rooms at the Community Center & Central Wellness Center.**
- 20. Submit annual report.**
- 21. Visit another locality to observe Parks & Recreation operations.**

Engineering & Utilities

-Staff Goals-

- 1. Complete Annual Water Quality reports.**
- 2. Complete water system bi-annual flushing program County wide.**
- 3. Complete construction on South Crater Road Sewer Pump Station rehabilitation project.**
- 4. Complete update of VAWC accounts in Munis from cubic feet to gallons.**
- 5. Assist IT with automated upload of VAWC Meter Readings into Munis.**
- 6. Complete Eagle Preserve radio read meter test project.**
- 7. Complete Well House roof repairs at the Food Lion water system.**
- 8. Complete Phase 2 of SCADA project.**
- 9. Revise Utility Connection 'Available' definition in County Code.**
- 10. Visit another locality.**
- 11. Submit Annual Report.**

Community Development & Code Compliance

-Staff Goals-

- 1. Identify transportation project and prepare application for SmartScale #3.**
- 2. Create & implement state-mandated Chesapeake Bay Area septic system pump-out and inspection program.**
- 3. Begin implementation of new software programs for permitting, inspections and land use.**
- 4. Develop 2018 work schedule and budgetary requirements for stormwater projects.**
- 5. Monitor VDOT transportation & improvement projects.**
- 6. Assist with the bidding process and award of contracts for County projects:**
 - a. Courthouse basement build-out.**
 - b. Burn Building.**
 - c. Fire Station #7.**
- 7. Develop a Draft Zoning Sign Ordinance Amendment with the County Attorney.**
- 8. Complete ordinance changes to facilitate timely public road completion in new subdivisions.**
- 9. Complete Rezoning of Wellness Center Property.**
- 10. Complete DEQ Compliance Review.**
- 11. Update New Scott Park Strategic Plan.**
- 12. Visit Another Locality.**
- 13. Complete Annual Report.**

Police

-Staff Goals-

- 1. Begin planning for 2018 National Night Out.**
- 2. Integrate Lethality Assessment Program into operations.**
- 3. Implement a Police Department Twitter account.**
- 4. Explore applying for the VACP Law Enforcement Challenge awards.**
- 5. Plan & participate in the 2018 Special Olympics Polar Plunge.**
- 6. Conduct exterior School Security Assessments at designated County school buildings.**
- 7. Conduct four (4) CRASE trainings to local businesses & churches.**
- 8. Execute three (3) traffic checkpoints.**
- 9. Participate in regional Click It or Ticket operation.**
- 10. Plan and organize the Police & Fire Youth Academy.**
- 11. Execute two (2) child safety seat events.**
- 12. Conduct two (2) neighborhood inoperable vehicle sweeps.**
- 13. Execute two (2) Bike Rodeos.**
- 14. Conduct six (6) traffic studies utilizing Stealth Stat.**
- 15. Research re-districting all patrol zones.**
- 16. Transfer all documents for accreditation management into Power DMS.**

- 17. Set up Department training request procedures into Power DMS.**
- 18. Conduct asset forfeiture training for sworn staff.**
- 19. Provide cross training for General & SIU detectives.**
- 20. Conduct interdiction operation with the Tri-Cities Regional Strike Force.**
- 21. Research the feasibility of becoming a contributing agency member of Internet Crimes Against Children (ICAC).**
- 22. Conduct patrol roll training on topics such as (1) furthering a criminal investigation; (2) report documentation; and (3) best practices with the Commonwealth's Attorney Office.**
- 23. Execute an outstanding warrant roundup operation.**
- 24. Research NARCAN deployment for officers.**
- 25. Identify & coordinate a transition date for the 1B Task Force detective.**
- 26. Train all of the detectives on the cyanoacrylate fuming chamber.**
- 27. Train sworn personnel on the digital RFLE (lab request form).**
- 28. Visit another locality to observe Police operations.**
- 29. Submit Annual Report.**
- 30. Animal Services – Conduct four (4) off-site animal adoption events using the mobile adoption trailer.**
- 31. Animal Services – Execute three (3) therapy dog events.**
- 32. Animal Services – Host a rabies clinic at the Adoption Center.**
- 33. Animal Services – Conduct five (5) neighborhood sweeps to ensure dog licensing compliance.**

- 34. Animal Services - Develop a training manual & procedures to effectively and uniformly train new shelter attendants.**
- 35. Animal Services – Post a minimum of (5) video releases on social media promoting events and highlighting animals for adoption.**
- 36. Animal Services – Review and update Animal Services SOP to ensure currency.**
- 37. Animal Services – Develop a daily health and observation checklist for animals housed at the Center.**
- 38. Animal Services – Research the feasibility of a career development program for Animal Control officers.**
- 39. Animal Services – Configure and install G-Tech mobile data terminals into the Animal Services vehicles.**
- 40. Communications – Evaluate the effectiveness of our current hiring process in the ECC.**
- 41. Communications – Streamline the Communications Center new employee training process.**
- 42. Communications – Explore work schedule change for Communications.**
- 43. Communications – Develop minimum staffing plan for Communications.**
- 44. Communications – Initiate proposal for front-line supervisors on each shift in Communications.**

Social Services

-Staff Goals-

- 1. Plan & Conduct the 2018 Toddler Fair.**
- 2. Implementation of the Laser Fiche System.**
- 3. Upload of Thomas Brothers Documents.**
- 4. Visit Another locality to observe Social Services operations.**
- 5. Implement transcription services for case managers.**
- 6. Transition Staff from Outlook to Gmail.**
- 7. Implementation of CSA Coordinator Corrective Action Plan.**
- 8. Expand Telework Program to other benefits' programs.**
- 9. Complete transition of Child Care Program to Benefits Unit.**
- 10. Work with Emergency Management to enhance sheltering capabilities.**
- 11. Submit Annual Report.**
- 12. Support for Community Partners:**
 - a. TRIAD/Senior Services**
 - b. Special Olympics**
 - c. LEPC**
 - d. Farmers Market – SNAP**
 - e. CAPPUP**
 - f. ELC**
 - g. CPMT/FAPT**
 - h. Prince George Promise**
 - i. District 19**

Real Estate Assessor

-Staff Goals-

- 1. Real Estate Valuation:**
 - a. Simplify Agricultural Land Valuations models.**
 - b. Create Agricultural Land Quality Multiplier based on parcel soil composition.**
 - c. Simplify timbered property adjustment procedure.**
 - d. Clarify access adjustment procedure for non-contiguous parcels.**
 - e. Clarify wetlands adjustment procedure.**
- 2. Complete & implement utility layer into CAMA System and make evaluation adjustments.**
- 3. Update zoning information in CAMA System.**
- 4. Update Wetlands procedure.**
- 5. Update income capitalization techniques for applicable properties.**
- 6. Implement revised adjustment procedure for multiple contiguous parcels under the same ownership.**
- 7. Develop Checklist for Property Owners to Use to Determine If Property Qualifies for Land Use.**
 - a. Develop process to test adjustments compared to the ‘Value of the Larger Parcel.’**
 - b. Standardize access adjustment procedure.**
- 8. Restructure appraisal neighborhoods to better reflect Prince George Planning Area & Conservation District.**
- 9. Implement Office Reorganization & Position Control Chart changes.**

- 10. Continue to implement internal process & procedures to meet the requirement of the Certificate of Excellence in Assessment Administration (CEAA) by the International Association of Assessing Officers (IAAO).**
- 11. Study & develop a plan to convert former public room to an education training room.**
- 12. Complete Phase II of the Record Digitization project.**
- 13. Visit another locality to observe Real Estate Assessor operations.**
- 14. Submit Annual Report.**

Special Projects

-Staff Goals-

- 1. Plan Retreat for Board of Supervisors.**
- 2. Begin Farmer's Market for 2018.**
- 3. Follow the actions of the General Assembly & recommend local follow-up if necessary.**
- 4. Support the Activities of the Registrar in Preparation for Primary Elections.**
- 5. Monitor construction of New Route 10 Fire Station.**
- 6. Hold National Government Week Reception:**
 - a. Recommend Employee Break Room be named in honor of former County Administrator John Kines.**
- 7. Develop activities and programs for Community Wellness Plan.**
- 8. Hold Staff Retreat.**

Information Services

-Staff Goals-

- 1. Assist Utilities:**
 - a. SCADA Project.**
 - b. Assist with Radio Reads & Third-Party Billing File Imports.**
- 2. Assist Munis:**
 - a. Implement Online Bill Pay Using Citizen Self Service.**
 - b. Transition Fire & EMS billing recovery from current system and allow bills to be paid online.**
 - c. Plan go-live for 11.3 upgrade and provide training to familiarize staff with new look and feel.**
 - d. Begin the EnerGov implementation with CDCC. Project to start around April and will last 12-18 months**
- 3. Assist Fire & EMS:**
 - a. Assist with Station Build on Route 10.**
 - b. Assist with USDD Alerting System install at Route 10 Station.**
 - c. Assist with CAD changes where necessary.**
 - d. Provide support for Unmanned Aerial System Program as needed.**
- 4. Assist with Police:**
 - a. Continue knowledge transfer from PSAP Manager to IT regarding support of all department IT needs.**
 - b. Devise a schedule to regularly check and update all MCT's.**
 - c. Assist with Body Worn Camera Test.**
- 5. Replace First Generation I-Pads.**
- 6. Complete implementation of Carbon Black CbDefense Endpoint Security.**
- 7. Determine Website compliance and plan strategy.**

- 8. Start reviewing Website for unused pages and changing pages to follow the Plain English guidelines as a form of compliance.**
- 9. Attempt to upgrade Proval with the Assessor's Office.**
- 10. Implement Email Archiving.**
- 11. Work with Finance & HR Staff to create a procedure for change of Supervisor and how the transition needs to take place between ESS & Munis.**
- 12. Purchase additional software to test for Telework Pilot Program & review IT policies.**
- 13. Complete training room at the Central Wellness Center.**
- 14. Transition & training with the Treasurer's Office.**
- 15. Visit another locality to observe IT operations.**
- 16. Complete Annual Report.**
- 17. GIS – Develop & implement a multi-user, direct access system to support new internal advanced GIS users.**
- 18. GIS – Produce an updated set of County Tax Maps.**
- 19. GIS – Develop a method to incorporate SQL database views into live GIS data layers viewable in the mapviewer.**
- 20. GIS – Develop a method to allow GIS data access to external customers.**
- 21. GIS – Generate metadata for additional GIS data layers.**
- 22. GIS – Coordinate & organize two Pictometry training sessions.**
- 23. GIS – Assist Community Development with implementing GIS capabilities internally.**

- 24. GIS – Generate High-Accuracy LIDAR-Derived streams as part of the ongoing project to update the County’s Hydrologic Data.**

General Services

-Staff Goals-

- 1. Execute Plan for Next Phase of ‘Go Green’ Implementation.**
- 2. Begin Courthouse Basement Buildout.**
- 3. Develop plan for construction of new walking trail with Parks & Recreation and Moore Middle School officials.**
- 4. Central Wellness Center Activities:**
 - a. New Bleacher & Gym Lighting Installation.**
 - b. Renovations to Outdoor Basketball Court.**
 - c. Develop plan for asphalt all areas around the building.**
 - d. Assist Parks & Recreation with installing walking trail.**
 - e. Develop plan for gymnasium stage & curtain replacement.**
 - f. Develop plan for exterior repairs.**
 - g. Develop plan for electronic sign in front of the building.**
 - h. Develop plan for landscape design along road frontage.**
- 5. Develop plan for two electronic signs at the County Complex.**
- 6. Finalize clean-up behind Utilities Shop Building.**
- 7. Develop plan to install sidewalk from the Administration Building to the Bland Building.**
- 8. Develop plan for parking lot improvements at the Regional Heritage Center.**
- 9. Complete installation of replacement HVAC units at the Human Services Building.**
- 10. Begin construction of Fire & EMS Burn Building.**

- 11. Begin construction of Route 10 Fire Station.**
- 12. Host meeting of the Central Virginia Waste Management Association Board of Directors (CVWMA).**
- 13. Develop Safety Program.**
- 14. Develop Apprenticeship Program for Fleet & B&G divisions.**
- 15. Develop iPad Work Order System.**
- 16. Develop plan for roof repairs for the Human Services Building.**
- 17. ASE certifications for Staff.**
- 18. CPR/First Aid training for Staff.**
- 19. Asbestos Certification for Staff.**
- 20. Infectious Disease Training for Staff.**
- 21. Visit another locality.**
- 22. Submit Annual Report.**
- 23. Special Projects:**
 - a. Partner with Regional Heritage Center to Develop Plan for Fire & EMS Museum.**
 - b. Submit recommendations for removing stains on outside of Courthouse.**
 - c. Submit recommendations for Courthouse upgrades (interior & exterior).**
 - d. Develop plan for Administration Roof Sheet ice resolution.**
 - e. Develop a landscape plan for the County Complex.**
 - f. Submit Recommendations for Removing Stains on Outside of Courthouse.**
 - g. Complete Fuel Canopy project.**
- 24. Fleet – Attend Fire Equipment Conference.**

- 25. Fleet – Host Fleet Managers’ Meeting.**
- 26. Fleet – Online Computer Training for Staff.**
- 27. Fleet – Research Alternative Fuels for Vehicles.**

Community Corrections

-Staff Goals-

- 1. Host Fourth Annual Job Fair.**
- 2. Host Fourth Annual Recognition Luncheon for RRJ Booking & Records.**
- 3. Host the Second Annual Police Officer Appreciation Car Wash.**
- 4. Host a Drug Court fundraiser.**
- 5. Provide training on fentanyl and further training on response of Narcan on offenders/defendants to Staff.**
- 6. Provide 'Civilian Response to Active Shooter' training to Staff.**
- 7. Provide HEM training to Staff on installation & monitoring.**
- 8. Work with Police Department to have drug dog make regular checks at RCJA.**
- 9. Secure back seat confinement 'cage' for County vehicle for transport of offenders/defendants.**
- 10. Complete a five-year local probation recidivism study.**
- 11. Obtain dual Oaths of Office for all Staff.**
- 12. Obtain NAPSA Pretrial Certification for all Staff.**
- 13. Visit another locality to observe Community Corrections operations.**
- 14. Complete Annual Report.**