



# Six Month Work Plan

**July - December, 2019**



# County Administrator's Memo

**To:** Members of the Board of Supervisors

**From:** Percy C. Ashcraft



**Date:** 7/09/19

**Re:** Six Month Work Plan

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Contained within is the six-month work plan established for the period of July - December, 2019. 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 302 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 January - June, 2019 are as follows:

## **4.0 – Human Resources**

### **Community Development & Code Compliance**

## **3.9 – Fire & EMS**

### **Police**

### **Social Services**

## **3.7 – Parks & Recreation**

## **3.6 – Economic Development, Tourism & Planning**

### **Community Corrections**

## **3.5 – Finance**

### **3.3 – Real Estate Assessor Special Projects**

### **3.0 – General Services Information Services Engineering & Utilities**

### **3.6 – 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 continue to encourage department heads to share this with their 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.

# Prince George County

## *Virginia*

### Six Month Work Plan

#### *July - December 2019*

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# **Economic Development & Tourism**

## **-Staff Goals-**

1. Economic Development – Host 2019 Alumni Dinner.
2. Economic Development – Graduate the 2019 Business Roundtable.
3. Economic Development – Enroll Economic Development Specialist in University of Oklahoma Institute.
4. Economic Development – Submit Enterprise Zone Report for 2018.
5. Economic Development – Monitor Workforce Development programs.
6. Economic Development – Monitor activities of the Regional MPO.
7. Tourism – Create 2020 Tourism Guide.
8. Tourism – Host 2<sup>nd</sup> Skalsky Soccer Tournament.
9. Tourism – Assist with coordination of Czech-Slovak Festival.
10. Tourism – Coordinate E-gaming Tournament.
11. Tourism – Hire & train Sports Tourism Coordinator.
12. Tourism – Plan for new exhibit in Administration Building lobby.

# Finance

## -Staff Goals-

1. General Accounting
  - a. Prepare FY '19 Audit.
  - b. Review documents requiring County Administrator's signature.
  - c. Finalize revisions to Memorandum of Understanding (MOU) with Public School Division.
  - d. Review Phase III of the Salary Study.
  - e. Develop Career Development Program for the Finance Department.
  - f. Pursue certifications for Accounting Supervisor.
  - g. Revise County's Travel & P-Card policies.
  - h. Revise County Food Expenditure Policy.
  - i. Update Works Allocation Codes for ease of departmental transaction approval & posting.
  - j. Explore feasibility of adding 'invoice number' from Works into Munis P-Card Import file.
  - k. Develop training module for Employee Financial Wellness Program.
2. Accounts Payable
  - a. Merge vendors with duplicate vendor numbers in Munis.
  - b. Mail W-9 & Certificate of Insurance requests to all active vendors, then scan attachment into Tyler Content Manager (TCM).
3. Purchasing
  - a. Utilize eVA as IFB, RFP, notice of award platform; linking to County website.
  - b. Participate in training for and implement newly-purchased TCM module.
  - c. Work with General Services to solicit bids and execute annual contracts.
  - d. Work with Fleet Garage to solicit bids and execute annual contracts.
4. Payroll
  - a. Provide ESS training to Sheriff's Department Staff.

- b. Provide POSS time entry training to Animal Control & Emergency Communications Center Staff.
- c. Develop & document procedures for upgrade of POSS system.
- d. Celebrate National Payroll Week.

# Fire & EMS

## -Staff Goals-

1. Explore new strategies for workforce development.
2. Continue efforts on the Burn Building project.
3. Implement the revised county-wide incident accountability program.
4. Conduct a mini academy for new full-time employees.
5. Continue Phase II of the new Public Safety Radio System.
6. Continue the Fire 7 EMS Station 5 project.
7. Implement benchmark collection process for critical calls.
8. Explore options for a regional large incident rehabilitation program.
9. Evaluate the effectiveness of the CAD updates.
10. Create a training and notification tracking system for CERT.
11. Implement upgrades to Emergency Operations Center.
12. Construct the Unmanned Aerial System (UAS) trailer.
13. Conduct the physical agility testing process for current employees.
14. Conduct SCBA testing.
15. Assist the Local Emergency Planning Committee (LEPC) with creating preparedness videos.



16. Develop apparatus specifications.
17. Improve the County's mass casualty incident response plan.
18. Conduct the 4<sup>th</sup> Annual Guns and Hoses charity softball tournament.
19. Promote opportunities for Fire & Prevention Week.
20. Conduct pre-incident emergency plans.
21. Conduct annual pump testing.
22. Conduct fire in-service training session.
23. Provide outreach initiatives during National Night Out.
24. Continue efforts to improve recruitment & retention.
25. Continue opportunities to enhance the volunteer incentive program.
26. Update the turnout gear specifications.
27. Implement the 'Baby in Baby out' initiative.
28. Conduct annual ladder & aerial testing.
29. Coordinate the 2019 Basic EMS Academy.
30. Conduct the joint BFA/BEMSA graduation ceremony.
31. Provide monthly CEU topics/courses for EMS recertification.
32. Maintain compliance for SAFER grant requirements.
33. Implement upgrades to the CWC Training Room #2.
34. Provide opportunities for Incident Command training.
35. Provide leadership/organizational management training.

36. Conduct Phase #2 Active Assailant training.
37. Conduct a severe weather campaign.
38. Explore alternate options to replace SCBAs.
39. Conduct the Annual Statewide Earthquake drill.
40. Explore alternate options to upgrade the cascade systems in stations and apparatus.
41. Conduct a Disaster Preparedness workshop for the community.
42. Conduct Phase #3 of the Cancer Risk Reduction Program.
43. Implement a patient insurance search program.
44. Implement Notice of Privacy Practice measures.
45. Implement a customer service survey program.
46. Develop a complaint policy in compliance with the Office of Inspector General.
47. Improve patient invoice & statement forms.
48. Increase promotion of public EMS Aid program.

# Human Resources

## -Staff Goals-

1. Coordinate the Fall Newsletter.
2. Host Youth Workforce luncheon & graduation.
3. Develop & distribute employee benefit statements.
4. Coordinate service awards dinner & Christmas party.
5. Coordinate Bring Your Child to Work Day.
6. Coordinate co-worker seek activities and picnic.
7. Coordinate Halloween activities.
8. Coordinate Employee Night at the Diamond.
9. Coordinate Patriot Day event for public safety.
10. Finalize new performance evaluations.
11. Implement Phase II compensation changes (25 percent).
12. Post position grades and salary ranges to the website.
13. Update all benefits on the website and NeoGov and update ESS resources and hallway resources.
14. Migrate Fire & EMS to the new pay plan structure.

15. Collaborate with Finance to develop a plan for improvements to employee pay as Phase III of implementation of Evergreen's salary study to address pay compression.
16. Host EAP trainings for employees.
17. Complete safety data sheet books in the County garage, General Services & Utilities departments.
18. Complete the Emergency Action Plan for the Administration Building.
19. NeoGov refresher training for all users within the County.
20. Anthem website training for employees.
21. Implement the new Commonwealth of Virginia (COVA) 457 plan.
22. Implement Employee Financial Wellness training.

# Parks & Recreation

## -Staff Goals-

1. Continue working with Community Development to develop the Scott Park Master Plan.
2. Work with General Services & Community Development to advance Concession Stand/Restroom project at New Scott Park.
3. Install new benches & pickle ball courts at the Central Wellness Center outside basketball & tennis courts.
4. Hold first Adult Wiffleball League.
5. Grade infield dirt and remove berms at the Moore Complex.
6. Host an Adult Arm-Wrestling Tournament with 'Team Brutal.'
7. Renovate the Toddler Playground at Scott Park.
8. Inspect all County-owned playgrounds.
9. Install basketball goal at Wildwood Park.
10. Install motion detector spot lights at Baxter Ride Park parking lot.
11. Improve drainage & landscaping around the Baxter Ridge Park pavilion.
12. Improve drainage around Temple Park pavilion.
13. Oversee the sprigging of Bermuda grass at two fields at Scott Park and one at Moore Complex.

14. Send two Staff members to 'Youth Behavior Training' offered through Prince George County Schools.
15. Develop immediate strategy for Sports Tourism Coordinator to attract tournaments and special events.
16. Work collaboratively to offer the first County-wide E-game tournament.
17. Host Ice Skating venue for holiday season.
18. Work with General Services to install walking trails at the Central Wellness Center football field and Moore Complex.

# Engineering & Utilities

## -Staff Goals-

1. Continue work on the Route 460 (Food Lion) water main extension.
2. Continue work on the Route 460 (Food Lion) booster station.
3. Continue work on the Route 156 water main extension.
4. Complete installation of Phase IV SCADA plan.
5. Begin and complete Phase V SCADA plan.
6. Prepare Preliminary Engineering Report (PER) for new Temple Avenue water tank booster station.
7. Complete roof and fence repairs at Beechwood Manor Reservoir.
8. Complete the replacement of filters at Jordan on the James to address brown water concerns.
9. Continue permit process for water intake from Appomattox River.
10. Begin permitting & analysis for new wastewater treatment plant.
11. Complete evaluation of manholes & pipes in areas that discharge to Petersburg.
12. Prepare a plan to address infiltration of sewer at Birchett Estates & Wildwood Farms.
13. Perform maintenance of storage tank at Food Lion water system.

14. Repair the concrete drainage basin for sewer discharge at Pump Station #3.
15. Replace bridge at Cedar Creek crossing.
16. Participate in State Corporation Commission (SCC) hearings to offer comments on the Virginia American Water rate increase.
17. Modify Utility Master Plan.
18. Conduct a Utility Rate Study.
19. Explore Munis Utility Work Order system.



# Community Development & Code Compliance

## -Staff Goals-

1. Continue implementation of new software.
2. Develop Uniform Policy for Field personnel.
3. Monitor submissions for the Septic Pump-Out Program.
4. Develop procedures and work flow to identify prospects and permits that have expired.
5. Assist with planning for new Jefferson Park Fire Station.
6. Monitor stormwater projects in 2019:
  - a. Birchett Estates
  - b. Cedar Creek (2)
  - c. Jordan on the James
7. Amend and clarify the Subdivision Ordinance relative to Boundary Line Adjustments (BLA) to address properties that are jointly in the Rural Conservation Area and the Planning Area.
8. Begin process for the Administrative Support Specialist II to become a Certified Municipal Clerk (CMC).
9. Continue work on the Comprehensive Plan update.

10. Work with Prince George Electric-Coop to plan next phase of broadband expansion.

# Police

## **-Staff Goals-**

1. Coordinate National Night Out activities.
2. Partner with Fire & EMS to host Guns ‘N’ Hoses Charity Softball Game.
3. Plan & coordinate open houses for Police & Animal Services.
4. Implement POSS scheduling software for Police, Animal Services & Communications.
5. Select and train two additional School Resource Officers.
6. Establish improved process for better accuracy with case management data in RMS.
7. Explore upgrade in mobile field reporting.
8. Partner with Commonwealth Attorney and/or judges to develop an efficient destruction plan of property and evidence.
9. Complete accreditation mock assessment.
10. Complete second term of the 2019 accreditation process.
11. Work with Central Square & IT to resolve crash software module issues.
12. Restructure command-level responsibilities and adjust policies and procedures accordingly.
13. Restructure Warrant Execution Team.
14. Coordinate joint Police/Fire active assailant training.

15. Deploy in-car camera system.
16. Pursue grant funding opportunities for NARCAN.
17. Participate in Special Olympic events.
18. Conduct inoperable vehicle sweeps.
19. Conduct Stealth Stat traffic studies.
20. Conduct LIDAR operations.
21. Conduct CRASE training within the community.
22. Conduct traffic checkpoints.
23. Conduct focused enforcement initiatives.
24. Conduct safety & security building assessments.
25. Conduct bike patrols and security building assessments.
26. Develop plan for deficiencies in assessment of Property & Evidence Room.
27. Assist Human Resources with new performance evaluations for various positions.
28. Complete certification training for new patrol K-9 team.
29. Begin leadership transition of Marine 1 responsibilities & payroll process.
30. Work with Crater Criminal Justice Academy to enhance accountability of the Basic Law Enforcement training sessions.
31. Convert all retained paper fingerprint cards to a digital, searchable format.
32. Participate in changes and reorganization for the Central Virginia Regional Narcotics Task Force.

33. Pursue Compression Plan for Communication Officers.
34. Host Chaplain's Breakfast.

#### Emergency Communications Center

35. Fill the ECC Manager's position.
36. Fill the ECC Supervisors' positions.
37. Continue aggressive recruitment, hiring & retention of ECC personnel.
38. Continue Next Generation 911 project.
39. Execute contract for Public Safety Radio project.
40. Complete Text to 911 project.
41. Explore new training program for ECC employees.
42. Create new VCIN administrative process and correct identified deficiencies.

#### Animal Services

43. Equip & train ACO's with portable microchip scanners.
44. Research digital technology to assist with adoption events.
45. Train ACO's with specialized equipment to assist with large animal rescues.
46. Conduct neighborhood sweeps for licensing and rabies vaccinations compliance.
47. Conduct therapy-dog visits.

48. Conduct off-site adoption events.
49. Conduct officer safety training for ACO's.
50. Develop partnership with Boy Scouts of America for Eagle Scout projects.
51. Research feasibility of a partnership with Prince George High School to establish a skills training program.
52. Research legal remedies related to certain animals 'trespassing' on non-owners properties.

# Social Services

## -Staff Goals-

1. Plan & Coordinate the 2019 Back to School Fair.
2. Comprehensive Employee Training:
  - a. Front Desk duties.
  - b. Safety & Security.
  - c. Cross training to focus on JLARC Foster Care improvement plan.
  - d. Federal IV-E care management & audit review preparation.
  - e. Phase II of Strengths-based team building.
  - f. 'Bridges out of Poverty' delivery approach.
3. Deploy the COMPASS mobile application.
4. Develop new contracting process for Comprehensive Services Act (CSA).
5. Complete Thomas Brothers to Munis direct upload of DSS finance records.
6. Coordinate site visits to better understand Laser Fiche.
7. Implement plan for service for Senior Services Center and host Open House.
8. Enhance childcare processing to meet the State Dashboard benchmark.
9. Assist families to make connections to holiday assistance programs.
10. Establish two community contacts with employers for clients in the VIEW (Virginia Initiative for Education & Work) program.

11. Create a learning environment for interns from various schools of Social work at the BSW or MSW level.
  
12. Support for Community Partners:
  - a. TRIAD/Senior Services.
  - b. Special Olympics.
  - c. LEPC.
  - d. Farmers Market – SNAP
  - e. CAPUP
  - f. ELC
  - g. CPMT/FAPT
  - h. Prince George Promise
  - i. District 19
  - j. Prince George Community Health Center



# Real Estate Assessor

## -Staff Goals-

1. Complete FY '20 Reassessment utilizing updated schedule:
  - a. Notices mailed by December 15.
  - b. Appeals processes beginning in December.
2. Implement updated schedule for 2019 Land Use Revalidation Process:
  - a. Parcels' review by August 1.
  - b. Land Use applications mailed by September 1.
3. Develop & implement performance benchmarking matrix for Core Functions:
  - a. Assessment administration.
  - b. Tax parcel ID, creation & ownership.
  - c. Real Property valuation.
  - d. Agricultural Land Use Program.
4. Implement enhanced cross-training program between positions.
5. Implement monthly supplement assessment schedule for new construction parcels.
6. Review Assessment Practices 'Self-Evaluation' Guide and update policies and procedures as needed.
7. Continue implementation of Vision CAMA software:
  - a. Go live and roll out website.
8. Revamp department newsletter and publish more frequently.

# Special Projects

## **-Staff Goals-**

1. Coordinate naming ceremony for Carey Roundabout.
2. Host dinner with members of the General Assembly and share legislative priorities.
3. Support the activities of the Registrar in preparation for the General Election.
4. Support the activities and programs for the Wellness Committee.
5. Provide Staff support for BOS Retreat.
6. Schedule Drive-Around with BOS to review current projects.
7. Expand Christmas decorations to additional County buildings and grounds.
8. Coordinate sale of the County Christmas ornament.
9. Design and award contract for new 'Welcome Signs' into the County.
10. Provide Staff support for site location of new County elementary school.

# Information Services

## -Staff Goals-

1. IT – EnerGov software implementation.
2. IT – Assessor’s CAMA software implementation.
3. IT - Link other buildings directly to the County’s network.
4. IT - Upgrade Munis to 2018.1.
5. IT – Assist Public School Division with purchase order implementation & account inquiry.
6. IT – Complete County Administration Building Security upgrades.
7. IT – Text to 9-1-1 implementation.
8. IT – Assist with the ‘NextGen911’ implementation.
9. IT – Complete technology needed for Police Satellite office at Central Wellness Center.
10. IT – Implementation of cybersecurity report recommendations.
11. IT – Complete Fort Lee implementation to 9-1-1.
12. IT – Complete review of County web pages for duplication and old material.
13. IT – Implement a self-service portal for users to unlock and reset their own passwords.

14. IT – Implementation of Contracts module in Munis.
15. IT – Work on implementing new security systems at fire stations.
16. IT – Continue developing IT policies.
17. IT – Continue with Cybersecurity training for County Staff.
18. IT – Create Soft Disaster Recovery site.
19. IT – Assist Police Department with in-car camera installation.
20. IT – Coordinate with Finance & Social Services to complete Thomas Brothers programming.
21. IT – Work with the IT Team to provide updates and implementation schedules for ongoing projects.
22. GIS – Implement the capability to perform multi-user editing and access to County GIS database.
23. GIS – Create and maintain a GIS data download page on the County website for use by the public.
24. GIS – Implement an automated system to keep GIS data that is accessed externally (data downloads, map services) up to date on a daily basis.
25. GIS – Implement new Fire/EMS response areas incorporating Station 7.
26. GIS – Evaluation of the Fire Run software call BARB.
27. GIS – Explore creating a prototype interactive dashboard to evaluate and report Fire & EMS response times.
28. GIS – Finish correcting known CAMA/tax parcel discrepancies.

# General Services

## -Staff Goals-

1. Replace bushes in front of Regional Heritage Center.
2. Complete clean-up behind Fleet Garage & Utilities Shop Building.
3. Continue County Complex Landscape Plan.
4. Complete roof repairs at Human Services Building.
5. Replace ceiling tiles in the Animal Services Center.
6. Initiate HVAC Preventive Maintenance Contract for Administration Building Chiller & Animal Services facility.
7. Begin Apprenticeship Program for Fleet & Building and Grounds divisions.
8. Install snow guards at Prince George Library entrance.
9. Replace all R-22 units at Burrowsville Volunteer Fire Department and IT.
10. Work with Fire & EMS Staff on design of new Jefferson Park Fire Station and coordinate groundbreaking ceremony.
11. Work with Regional Heritage Staff on design of new Fire & EMS Museum.
12. Award contract and begin construction of new Scott Park Restroom/Concession Stand.

13. Begin design of new playground at Moore Recreational Complex.
14. Install new pickle ball courts at Temple Park.
15. Install new Walking Trails:
  - a. Moore Complex
  - b. Wellness Center
16. Central Wellness Center Activities:
  - a. Install drain pans under gymnasium HVAC units.
  - b. Develop time line to implement consultant's report.
  - c. Replace main basketball goals.
17. Administration Building
  - a. Paint all previously exterior surfaces.
  - b. Assist with upgrades to security system for building entry.
  - c. Install snow/ice guards on roof system.
  - d. Research installation of gutters/downspouts system.
18. Courthouse:
  - a. Paint all previously painted surfaces on exterior.
  - b. Clean, seal coat & restripe rear parking lot.
  - c. Select furniture replacement for General District Courtroom.
  - d. Repair sidewalk in rear of the Courthouse.
19. General Services:
  - a. Continue Safety Program with Human Resources.
20. Fleet:
  - a. Reorganize/clean second floor storage area.
  - b. Finalize scope & pricing of construction of an 8<sup>th</sup> bay on north end.
  - c. Research electronic key box installation.
  - d. Research & purchase Fleet Management Work Order system software program.
  - e. Remove sheds and obtain quotes to fence in/gravel lot between garage & utilities building.
  - f. Implement new schedule once oil contracts are in place.
  - g. Continue cleanup inside and outside of garage.

21. Assist with design and award of contract for new County 'Welcome Signs.'
22. Support the activities of the Registrar in preparation for General Election in November.
23. Partner with Fire & EMS on plans to construct a new Burn Building.
24. Pursue 'Litter Prevention Education Program' in Public School Division.
25. Expand Christmas decorations to additional buildings and grounds.

# Community Corrections

## **-Staff Goals-**

1. Host the 4<sup>th</sup> annual 'Celebrate Recovery Event' in September.
2. Host the 9<sup>th</sup> Annual Community Appreciation Breakfast.
  - a. CIT Awards
  - b. Staff Awards.
3. Annual Departmental Team Building Event.
4. Monthly Training Events.
5. Host Appreciation Breakfast for the Commonwealth Attorney's Office.
6. Develop 'Sweat Patch' protocol.
7. Conduct training on drug & alcohol testing to include lab-use training.
8. Facilitate tour of Riverside Regional Jail for new staff.
9. Develop five new community service sites with concentration on evening & weekend sites.
10. Explore options for the curfew system to relieve compensatory & morale issues.
11. Update existing client resource information in the lobby/waiting area and secure information on new resources for clients.
12. Expand security system.
13. Develop a Hostage Safety plan.



14. Explore RCJA assuming the four localities of Emporia, Greenville, Sussex & Brunswick.
15. Host Peer Recovery meeting.
16. Provide EMS training on designer drugs for staff.
17. Provide fentanyl training for staff.