



# **Six Month Work Plan**

**January – June, 2020**



# **County Administrator's Memo**

**To:** Members of the Board of Supervisors  
**From:** Percy C. Ashcraft  
**Date:** 1/14/20  
**Re:** Six Month Work Plan

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Contained within is the six-month work plan established for the period of January - June, 2020. 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 July - December, 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**

#### *January - June 2020*

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# **Economic Development & Tourism**

## **-Staff Goals-**

1. Economic Development – Set the 2020 Citizens Academy.
2. Economic Development – Seat the 2020 Business Roundtable.
3. Economic Development – Strong focus on business retention.
4. Economic Development – Attend marketing trade shows.
5. Economic Development – Participate in Central Wellness Center Revitalization & Reuse Plan.
6. Economic Development – Coordinate Comcast franchise renewal process.
7. Economic Development – Host Small Business Workshop.
8. Economic Development – Submit Annual Report.
9. Economic Development – Visit another locality to observe Economic Development & Tourism operations.
10. Tourism – Create 2020 Tourism Guide.
11. Tourism – Coordinate Administration Building lobby exhibit.
12. Tourism – Facilitate the design & construction of the Fire & EMS Museum.

13. Tourism – Continue planning for 2021 Dixie Softball World Series.
14. Tourism – Hire & train Sports Tourism Coordinator.

# Finance

## -Staff Goals-

### A. General Accounting

1. Submit FY '20 Annual Report.
2. Prepare Succession Plan.
3. Prepare & post FY '21 Budget.
4. Create instructions/Wiki links.
5. Create 'Utility Analysis' report for electric and water usage for all facilities.
6. Prepare Medicare Ambulance Cost Data Collection.
7. Review documents requiring County Administrator's signature.
8. Visit another locality to observe the operations of the Finance Department.

### B. Procurement

9. Host a quarterly 'Lunch & Learn Procurement' session.
10. Munis Contract Management module training.
11. Host a vendor fair.
12. Post cooperative contract list for County government.
13. Issue RFP for audit services.
14. Issue IFB for Central Wellness Center renovations Phase I.
15. Issue IFB for Phase 2 Stormwater – Birchetts Estate.
16. Issue IFB for new Jefferson Park Fire Station.
17. Create instructions/Wiki link.

### C. Payroll

18. Correct pay codes for Sheriff's Office.
19. Create instructions/Wiki links.
20. Celebrate National Payroll Week.

# **Fire & EMS**

## **-Staff Goals-**

1. Prepare the 2019 Annual Report.
2. Explore opportunities to re-establish the Fire & EMS picnic.
3. Explore opportunities to re-establish the Fire & EMS awards ceremony.
4. Continue developing workforce development strategies.
5. Continue efforts on the Burn Building project.
6. Continue Phase III of the Public Safety Radio System.
7. Continue the Fire & EMS Station 5 project.
8. Conduct a mini academy for new full-time employees.
9. Implement probationary manuals for all new employees.
10. Implement & monitor changes in the CAD updates.
11. Explore the opportunity of creating a 'Youth' Community Emergency Response Team.
12. Explore opportunities to update current job descriptions.
13. Update the Career Development Program.
14. Implement an Inventory Management System.
15. Explore option to conduct an EMT – Intermediate to Paramedic Bridge education & training path.



16. Conduct quarterly training with the Community Emergency Response teams.
17. Continue planning process with the Apparatus Replacement Committee.
18. Provide EMS courses ACLS, PALS, and PHTLS
19. Maintain compliance for SAFER grant requirements.
20. Promote opportunities for EMS Appreciation Week.
21. Conduct pre-incident emergency plans.
22. Conduct the 6<sup>th</sup> annual youth Public Safety Summer Camp.
23. Conduct one fire in-service training session.
24. Explore opportunities to update personnel credentialing, records & scheduling.
25. Explore strategies to update recruitment & retention efforts.
26. Explore opportunities to enhance the volunteer incentive programs.
27. Implement the 'Baby In-Baby Out' initiative.
28. Coordinate the 5<sup>th</sup> Annual Hometown Heroes Day events.
29. Partner with the Police Department to finalize active assailant operations.
30. Coordinate the 2020 Basic Fire Academy.
31. Revise the physical agility testing process.
32. Provide monthly CEU topics/courses for EMS recertification.
33. Prepare for the Medicare Ambulance Data Cost Collection audit.

34. Implement strategies to improve quality & quantity of incident data reporting.
35. Provide Incident Command training.
36. Provide leadership/organizational management training County wide.
37. Enhance the Dry Hydrant Program.
38. Conduct a Severe Weather campaign.
39. Conduct hose testing.
40. Conduct the annual Statewide Tornado Drill.
41. Conduct 'Pillowcase' training to fourth graders.
42. Conduct a Disaster Preparedness Workshop for the community.
43. Continue to raise awareness and take safety measures related to the Cancer Risk Reduction Program.
44. Assist with keyless access to volunteer stations.
45. Visit another locality to observe Fire & EMS operations.

# Human Resources

## **-Staff Goals-**

1. Complete Annual Benefits Open Enrollment.
2. Complete Annual Report.
3. Coordinate Spring Newsletter.
4. Coordinate Employee Appreciation Picnic.
5. Participate in Youth Workforce Academy.
6. Host EAP Trainings:
  - a. Eating Right for Life
  - b. Motivating, recognizing & energizing employees
  - c. Power of Positive Thinking
7. Coordinate Annual Employee Wellness Fair.
8. Host Anthem 'Sydney App' training for employees.
9. Introduce health incentives to all employees that are tied to the health insurance plan.
10. Develop the Emergency Action Plan for the Administration Building.
11. Finalize placement of SDS binders in General Services, Garage & Utilities.
12. Implement the Energy Control Program in General Services, Fleet & Utilities.
13. Host FMLA refresher training for all employees.

14. Host quarterly meeting with Human Resource representatives from other localities.
15. Continue Financial Wellness training for employees:
  - a. Money Goals
  - b. Your Credit Score
  - c. Taking Control of Your Money
16. Implement new employee evaluations.
17. Coordinate Employee Night at the Diamond.
18. Coordinate series of health and wellness topics for lunch and learn:
  - a. Reading Food Labels
  - b. Healthy Cooking & Meal Preparation
  - c. Emotional Eating
  - d. Healthy Aging
  - e. Nutrition & Portion Control
19. Recruit new Farmers Market Director.
20. Visit another locality to observe Human Resources' operations.

# **Parks & Recreation**

## **-Staff Goals-**

1. Participate in the completion of the Concession Stand/Restroom project at New Scott Park.
2. Install new benches & pickle ball courts at the Central Wellness Center and outside basketball & tennis courts.
3. Design & install 'Turkey Trot Trail' signage at the Central Wellness Center.
4. Install walking trails at Moore Complex.
5. Continue preparation for the 2021 Dixie Softball World Series.
6. Install playground at the Moore Complex & install protective netting.
7. Install four permanent soft toss nets at the Moore Complex.
8. Purchase & utilize four tarps to cover dirt ball fields at the Moore Complex.
9. Prepare & repaint the restroom flooring at the Moore Complex.
10. Renovate the toddler playground at Scott Park.
11. Oversee the sprigging of Bermuda grass at one field at both Scott Park & Moore Complex.
12. Work on a Virginia Department of Conservation & Recreation (DCR) Recreational Trails Program (RTP) grant for Scott Park.

13. Partner with the US Fish & Wildlife Services to offer programming at the James River Natural Wildlife Refuge in Prince George County.
14. Work with the US Fish & Wildlife Services to develop a joint use agreement for use of canoes, trailer & other equipment.
15. Work with the James River Association to develop and finalize a Living Shoreline agreement & coordinate installation.
16. Visit another locality to observe Parks & Recreation operations.
17. Work collaboratively to offer the first County-wide E-game tournament.

# 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. Prepare Preliminary Engineering Report (PER) for new Temple Avenue water tank booster station.
5. Complete the replacement of filters at Jordan on the James.
6. Complete permit process for water intake from Appomattox River.
7. Complete permitting & analysis for new wastewater treatment plant.
8. Prepare Preliminary Engineering Report (PER) for new wastewater treatment plant.
9. Make recommendation to extend central water system to Route 10 corridor that includes a Preliminary Engineering Report (PER).
10. Complete design of new lift station at Pfost Avenue to address sewer failure/infiltration in Birchette Estates.
11. Perform inspection of storage tank at Food Lion water system.
12. Complete design for rehabilitation of Pump System #3.
13. Complete condition assessment of water & sewer facilities.
14. Replace bridge at Cedar Creek Crossing.

15. Complete Utility Rate Study.
16. Implement Utility Work Order system.
17. Visit another locality to observe Utility operations.



# Community Development & Code Compliance

## **-Staff Goals-**

1. Continue implementation of Energov software.
2. Install & implement IVR software.
3. Develop procedures to promote cross-training of Staff through job shadowing & job sharing.
4. Review & update the 'Approved Zoning Cases' GIS layer (public map viewer).
5. Complete the Comprehensive Plan update for adoption.
6. Monitor stormwater projects in 2019:
  - a. Birchett Estates
  - b. New Birchett Estates
  - c. Completion of smaller projects.
7. Install Bluebeam software and initiate electronic plans submissions in conjunction with Energov go-live day.
8. Monitor submissions for the Septic Pumpout Program Zones 3 & 4.
9. Develop a Solar Energy Facility policy.
10. Assist with the New Scott Park trail system grants.

11. Propose modifications to fee structure.
12. Visit another location to observe Community Development & Code Compliance operations.
13. Submit Annual Report.
14. Present Food Truck ordinance to the Board of Supervisors.

# Police

## **-Staff Goals-**

1. Begin planning for 2020 National Night Out activities.
2. Seek grant opportunities throughout the department.
3. Plan & participate in 2020 Special Olympics Polar Plunge.
4. Conduct CRASE training programs.
5. Participate in 'Click-It or Ticket' Campaign.
6. Conduct Youth Public Safety Academy.
7. Conduct 'Child Safety Seat' events.
8. Conduct neighborhood inoperable vehicle sweeps.
9. Conduct traffic studies using Stealth Stat.
10. Conduct directed enforcement initiatives.
11. Submit Annual Report.
12. Deploy One-Solution on mobile computers.
13. Complete equipment research/software replacement for interview rooms.
14. Analyze usage of physical space in Police Department for greater efficiencies.
15. Plan accreditation mock assessment.

16. Conduct process to purge precious metals & contraband from evidence room.
17. Develop SRT policy for accreditation standards.
18. Coordinate training with SRT & State Police Tactical Team.
19. Recruit & train one new SRT member.
20. Transition leadership of Marine 1.
21. Create succession training for identified positions.
22. Conduct in-house audit of property & evidence.
23. Continue converting retained paper fingerprint cards to digital format.
24. Revise video camera use in Police Vehicles Policy.
25. Conduct in-house IBR training for all users.
26. Improve incident report review and approval process.
27. Advance implementation phase of Public Safety Radio project.
28. Advance In-Car Camera Program.
29. Conduct University of Richmond Professional Executive Leadership training.
30. Revisit ordinances related to gaming establishments.
31. Assist Hopewell Police Department with training for polygraph operators.
32. Place special purpose vehicle in service.
33. Execute MOU with Port Authority leadership and explore funding opportunities.

34. Visit another locality to observe Police operations.

#### Emergency Communications Center

35. Complete Emergency Medical Dispatch (EMD) training with all Staff.
36. Create or revise policies and standards of operations.
37. Update CAD code tables and employee files.
38. Update 9-1-1 phone system emergency employee contact information.
39. Begin updating response plans in CAD.
40. Develop internal CPR instructor for 9-1-1 operator training.
41. Complete implementation of 'Text to 9-1-1.'
42. Continue upgrades to physical space.
43. Advance Fort Lee CAD project.
44. Implement L3 Harris Maintenance Service contract.

#### Animal Services

45. Conduct rabies picnic.
46. Conduct neighborhood sweeps for rabies' vaccination & dog licenses.
47. Host fundraiser for Animal Services.
48. Conduct Staff training with chemical capture equipment.

49. Conduct additional training with Fire & EMS with large animal rescue equipment.
50. Research feasibility of obtaining animal CPR instructor certification.
51. Conduct off-site adoption events.
52. Implement plan for skills training at Prince George High School.
53. Continue partnership with Boy Scouts of America for Eagle Scout projects.
54. Conduct therapy dog visit.
55. Develop contract for veterinary services billing.

# Social Services

## **-Staff Goals-**

1. Train administrative staff on all areas of the Common Help Portal.
2. Complete purge process eligibility records.
3. Develop written Standard Operating Procedures for in-take, on-call, family assessments & investigations.
4. Engage the community in recognition of Child Abuse Prevention Month (April).
5. Cross-train CSA Coordinator & Child Welfare Staff.
6. Team building exercises with the Family Services Team.
7. Explore development of a Grandparents Program.
8. Create 'How-to' and 'Cheat Sheets' for the adult community to assist them with transportation, groceries, medication, food and other services available through the internet or phone.
9. Develop 'Adoption Finalization.'
10. Implement quarterly in-house Resource Parent Training.
11. Conduct 2020 Toddler Fair.
12. Submit Annual Report.
13. Provide overview of the 'Bridges out of Poverty' service delivery model.

14. Promote the 2020 Virginia Initiative for Education & Work Program (VIEW) vision.
15. Develop Succession Plan.
16. Visit another locality to observe Social Services operations.
17. 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. Create & send newsletter.
2. Create & implement Digitized Assessment Appeal application.
3. Create & implement Digitized Land Use Applications & Recertification forms.
4. Implement updated procedures in Munis for monthly supplement assessment scheduled for new construction parcels.
5. Implement updated owner information procedures in Munis for property transfer information.
6. Complete report from the data revealed in the Review Assessment Practices: Self-Evaluation Guide published by the International Association of Assessing Officers (IAAO) and prepare the application to submit to IAAO.
7. Go live with Vision CAMA Online Real Estate Information to replace current online property information portal.
8. Study implementing a barcode tracking system for incoming mail; change of addresses; NCOA returns; real estate assessment notice; and paper files.
9. Lead discussion with County Staff on use of pictometry.
10. Visit another locality to observe real estate operations.

# Special Projects

## -Staff Goals-

1. Hire Farmers Market Director and coordinate vendors.
2. Follow the actions of the General Assembly & recommend local follow-up if necessary.
3. Support the activities of the Registrar in preparation for Primary elections.
4. Host National Government Week Reception.
5. Support the activities and programs for Wellness Committee.
6. Hold Staff Retreat.
7. Provide Staff support for site location for new 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 – Assist with the ‘NextGen911’ implementation.
8. IT – Implementation of cybersecurity report recommendations.
9. IT – Complete Fort Lee implementation to 9-1-1.
10. IT – Complete review of County web pages for duplication and old material.
11. IT – Implement a self-service portal for users to unlock and reset their own passwords.
12. IT – Implementation of Contracts module in Munis.
13. IT – Work on implementing new security systems at fire stations.

14. IT – Continue developing IT policies.
15. IT – Submit Annual Report.
16. IT – Create Soft Disaster Recovery site.
17. IT – Assist Police Department with in-car camera installation.
18. IT – Coordinate with Finance & Social Services to complete Thomas Brothers programming.
19. IT – Migration of email to the Cloud.
20. IT – Explore upgrade of County website.
21. IT – Implement scan-to-email functionality for all users.
22. IT – Develop plan for Windows 10 upgrades.
23. GIS – Create and maintain a GIS data download service for public use on the County website or use other solutions.
24. GIS – Support the deployment of the ‘NextGen911’ project primarily through GIS data review, updating, correction & integration.
25. GIS – Complete any outstanding work needed for the Fort Lee/Prince George 911k CAD integration project.
26. GIS – Evaluate options and develop a prototype GIS centric Utilities Work Order ticketing system.
27. GIS – In coordination with the Planning Department, evaluate moving forward with comprehensive update of the Chesapeake Bay RPA/RMA GIS layers.

# General Services

## **-Staff Goals-**

1. Submit Annual Report.
2. Replace Lower Level Cooling Tower Base at Human Services Building.
3. Replace 2 AHU Units at the Human Services Building.
4. Landscape new 'Welcome Signs.'
5. Develop plan for the Courthouse Roof repair.
6. Develop maintenance plan for Old Courthouse & adjacent buildings.
7. Continue landscape plan for County Complex.
8. Research plan for battery recycling.
9. Replace bushes at the Regional Heritage Center.
10. Obtain HVAC preventative maintenance contracts for Human Services Building and the Emergency Communications Center (ECC).
11. Replace R-22 units in the Emergency Communications Center (ECC).
12. Complete plans for Fire & EMS Burn Building.
13. Finalize plan for walking trail at Moore Complex.
14. Award contract and begin construction of new Scott Park Restroom/Concession Stand.

15. Complete design and award contract for new Jefferson Park Fire Station.
16. Assist Regional Heritage Center Staff with Fire & EMS Museum.
17. Develop plan to expand Christmas decorations to additional buildings & grounds.
18. Replace ramp and stairs to the Cooperative Extension cottage.
19. Assist Parks & Recreation with installation of new playground at Moore Complex.
20. Provide industrial service to all County generators.
21. Research card swipe system for Riverside Criminal Justice Agency building.
22. Research card swipe system for the Emergency Crew Building.
23. Upgrade cabinetry at Emergency Operations Center.
24. Pursue 'Litter Prevention Education Program' in the Public Schools.
25. Follow the activities involving the closure of the Petersburg landfill and its impact on County operations
26. Visit another locality to observe General Services & Fleet operations.
27. Central Wellness Center Activities:
  - a. Complete exterior pickle ball courts.
  - b. Complete exterior basketball court.
  - c. Award contract & complete Phase 1 renovations.
  - d. Install concrete bases for four benches on walking trail.
  - e. Install sound system for gymnasium.

28. Administration Building
  - a. Research installation of gutters & downspouts.
  - b. Assist the Regional Heritage Staff with new lobby display.
29. Courthouse:
  - a. Research generator replacement.
  - b. Renovate & replace furniture in General District Court Lobby area.
  - c. Paint & carpet General District Courtroom.
30. Fleet:
  - a. Redesign storage layout for second floor area.
  - b. Finalize scope & pricing of construction of a bay expansion.
  - c. Complete clean-up outside the garage area.
  - d. Reorganize the main level of the garage.
  - e. Purchase a fleet management work order system.

# Community Corrections

## **-Staff Goals-**

1. Host the Sixth Annual Luncheon for Riverside Regional Jail Booking & Records departments.
2. Host the 4<sup>th</sup> Annual Breakfast & Carwash for the Police Department.
3. Host an Appreciation Luncheon for the Human Resources Department.
4. Hold retreat for the Drug Court Staff.
5. Provide de-escalation training for Staff.
6. Provide training/outline for Social Services Staff for drug screenings.
7. Provide Medicaid expansion training for Staff.
8. Complete Cross-Training training with Staff.
9. Update process for Tax-Debt Set Off.
10. Explore options for the curfew system to relieve compensatory & morale issues.
11. Provide Gang training for new Staff.
12. Provide Excel training for Staff.
13. Facilitate tour of Riverside Regional Jail for new Staff.
14. Explore swipe card entry system for RCJA building for safety purposes.



15. Host a Drug Court fundraiser.
16. Visit another MRT site.
17. Conduct annual risk assessment.
18. Implement options for the curfew system to relieve compensatory & morale issues.
19. Complete Annual Report.