



# **Six Month Work Plan**

**July - December, 2020**



# **County Administrator's Memo**

**To:** Members of the Board of Supervisors  
**From:** Percy C. Ashcraft  
**Date:** 7/14/2020  
**Re:** Six Month Work Plan

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Contained within is the six-month work plan established for the period of July - December, 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 243 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, 2020 are as follows:

## **4.0 – Human Resources**

**Police**

**Special Projects**

## **3.8 – Economic Development & Tourism**

## **3.7 – Real Estate Assessor**

## **3.6 – Finance**

**Social Services**

**General Services**

**Community Corrections**

### **3.5 – Parks & Recreation Engineering & Utilities**

### **3.1 – Information Services**

### **3.0 – Community Development, Code Compliance & Planning**

### **2.3 – Fire & EMS**

### **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 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 2020*

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# **Economic Development & Tourism**

## **-Staff Goals-**

- 1. Economic Development – Administer CARES Small Business Grant Program.**
- 2. Economic Development – Submit Enterprise Zone Annual Report.**
- 3. Economic Development – Continue with Comcast franchise renewal negotiations.**
- 4. Economic Development – Host virtual business assistance programs from SBDC and VA SBSB.**
- 5. Economic Development – Update Economic Development video.**
- 6. Tourism – Continue preparations for hosting the 2021 Dixie Softball World Series.**
- 7. Tourism - Hire new Sports Coordinator.**
- 8. Economic Development & Tourism – Upgrade webpages for both departments.**

# Finance

## -Staff Goals-

### 1. General Accounting

- a. Prepare the FY '20 CAFR.
- b. Devise process for monthly budget reporting.
- c. Manage purchases and reporting of CARES funds.
- d. Develop custom invoice import.
- e. Update Works access P-card instructions.
- f. Engage and conduct annual CIP process.
- g. Upgrade Department webpage.
- h. Finalize P-card review.

### 2. Purchasing

- a. Review and update Procurement Policy.
- b. Prepare RFP or RFQ for Occupational Health Services.
- c. Prepare bid for Central Wellness Center renovations.
- d. Prepare bid for Jefferson Park Fire Station.

### 3. Payroll

- a. Celebrate National Payroll Week.
- b. Update Payroll Instructional Guide.
- c. Update written internal processes.
- d. Participate in Emergency Communications Center POSS training and prepare instructional guide.

# **Fire & EMS**

## **-Staff Goals-**

- 1. Develop & Conduct Officer Development Training**
  - a. Leadership Skills Development**
  - b. Project Management Skills**
  - c. Personnel Management (Employee Practices Liability)**
- 2. Propose SCBA Replacement**
- 3. Conduct Incident Management Training**
  - a. Incident Management**
  - b. Personnel Accountability**
- 4. Establish a 'New Employee' Development Program**
  - a. First year training goals & objectives**
  - b. Defined training path for full & part-time employees**
  - c. Task Book System for tracking progress and completions**
- 5. Establish Comprehensive Staffing Policy**
  - a. Revise existing policy based on current study and inputs**
  - b. Develop recommendations for future staffing needs and practices**
- 6. Enhance Volunteer Incentive Program**
- 7. Manage Ongoing Construction Projects**
  - a. Engineering Study at Station 1**
  - b. Begin construction of new Station 5**
  - c. Make recommendation regarding Substation 6**
  - d. Pursue partnership with Fort Lee to construct a Burn Building**
- 8. Standardize Countywide Training Programs**
  - a. Infection Control Update**
  - b. Expand use of Target Solutions Resources**
  - c. Employee Practices Liability**

- 9. Review Working Committee Status**
- 10. Standardize Dispatch Protocols & Company Response Operations**
- 11. Enhance Recruitment & Retention Program**
- 12. Update Fire & EMS Webpage(s)**



# Human Resources

## **-Staff Goals-**

- 1. Coordinate the fall newsletter.**
- 2. Develop & distribute employee benefit statements.**
- 3. Coordinate Service Awards dinner & Christmas party.**
- 4. Host EAP training for employees.**
- 5. Complete safety data sheet books in the County Administration Building.**
- 6. Complete the Emergency Action Plan for Utilities and County Garage.**
- 7. Host Anthem 'Sydney App' training for employees.**
- 8. HSA Bank training for all employees.**
- 9. Create Workers' Compensation process for all employees.**
- 10. Convert all paper acknowledgement forms to electronic storage.**
- 11. Work on consolidating former employee files.**
- 12. Conduct VRS Hybrid training for employees.**
- 13. Upgrade Department webpage.**

# **Parks & Recreation**

## **-Staff Goals-**

- 1. Scott Park:**
  - a. Participate in the completion of the Concession Stand/Restroom project.**
  - b. Work with General Services to install stairs.**
  - c. Install split-rail fencing around concession and entrance area.**
  - d. Renovate Toddler Playground.**
  
- 2. Central Wellness Center:**
  - a. Refinish the gym floor.**
  - b. Clear the fencing & foliage in the athletic area behind the CWC.**
  
- 3. Moore Recreational Complex:**
  - a. Install walkway to playground.**
  - b. Grate infields on fields #3 and #4 and sod infield edge to improve field play and drainage.**
  - c. Install netting behind Field #1 to protect playground participants.**
  - d. Install four permanent soft toss nets.**
  
- 4. Continue preparation for the 2021 Dixie Softball World Series.**
  
- 5. Clear excess trees & foliage at Wildwood Park.**
  
- 6. Partner with the US Fish & Wildlife Services to offer programming at the James River National Wildlife Refuge.**
  
- 7. Appomattox River Regional Park:**
  - a. Work with the James River Association to install a Living Shoreline.**
  - b. Spruce up trails and picnic areas.**

**8. Conduct inventory of equipment.**

**9. Audit summaries for all camps and special classes.**

**10. Upgrade of Department webpage.**

# Engineering & Utilities

## -Staff Goals-

1. **Begin construction on the Route 460 (Food Lion) water main extension.**
2. **Continue work on the Route 460 (Food Lion) booster station.**
3. **Begin construction on the Route 156 water main extension.**
4. **Begin land acquisition and survey for Temple Avenue water tank & booster station.**
5. **Begin land acquisition and survey to extend water line to Route 10, Beechwood Manor & Jordan on the James.**
6. **Complete the replacement of filters at Jordan on the James.**
7. **Continue permit process for water intake from Appomattox River.**
8. **Increased wastewater capacity:**
  - a. **Complete permitting & analysis for new wastewater treatment plant.**
  - b. **Research site options for new wastewater treatment plant.**
  - c. **Continue analysis to possible extend lines to City of Hopewell.**
  - d. **Begin analysis to possible revamp lines through City of Petersburg.**
  - e. **Complete Preliminary Engineering Report (PER) to address future wastewater capacity for Southpoint Business Park.**
9. **Complete design & bid documents for rehabilitation of Pump Station #3.**

- 10. Complete construction activities for replacement of Pump Station #7.**
- 11. Complete condition assessment of water and sewer facilities.**
- 12. Replace bridge at Cedar Creek Crossing.**
- 13. Implement new work order system.**
- 14. Perform maintenance of Courthouse water tank.**
- 15. Finalize rate study and develop recommendations for FY '22 Budget.**
- 16. Upgrade Department webpage.**

# **Community Development, Code Compliance & Planning**

## **-Staff Goals-**

- 1. Energov software.**
  - a. Implementation**
  - b. User Guide for citizens**
  - c. Host kickoff for contractors & developers.**
- 2. Install & implement Tyler 311 and IVR software.**
- 3. Complete revisions to Comprehensive Plan.**
- 4. Monitor stormwater projects in 2020:**
  - a. Birchett Estates Phase II**
  - b. New Birchett Estates Phase I**
  - c. Completion of smaller projects.**
  - d. Create master inventory log of all stormwater questions.**
- 5. Submit Smart Scale applications for transportation improvement projects.**
- 6. Monitor submissions for the Septic Pumpout Program Zone 4.**
- 7. Submit Solar Energy Facility policy.**
- 8. Submit Sign Ordinance.**
- 9. Submit Food Truck Ordinance.**
- 10. Upgrade department webpage.**

# Police

## **-Staff Goals-**

- 1. Execute National Night Out activities.**
- 2. Explorers Neighbors App to enhance community partnerships and safety.**
- 3. Plan & execute joint Open House with Animal Services.**
- 4. Advance dual authentication initiative with mobile users (State mandate).**
- 5. Complete audit of term 1 through 3 for accreditation.**
- 6. Execute destruction of precious metals and narcotic contraband from Property and Evidence.**
- 7. Revamp mobile computer training program to accommodate new software platforms.**
- 8. Research alternative mobile computer vendors.**
- 9. Train two additional School Resource Officers.**
- 10. Execute accreditation mock assessment pending VALEPSC Board members' availability**
- 11. Train SRT members in crowd control techniques.**
- 12. Update SRT policy to incorporate new equipment and capabilities.**

- 13. Expand less-than-lethal options for the department.**
- 14. Continue progress with Public Safety Radio Project.**
- 15. Plan and execute distribution of PPE to mobile home parks.**
- 16. Explore benefits of amending take-home police vehicle policy.**
- 17. Research police pursuit policy for potential change in direction.**
- 18. Plan and execute state-mandated Community Policing Act tracking of arrest and summons data.**
- 19. Upgrade all webpages within the Department.**

#### **Emergency Communications Center**

- 20. Review and update policies and procedures.**
- 21. Continue progress with 'Next Gen911.'**
- 22. Install second conduit path (fiber) into the ECC.**

#### **Animal Services**

- 23. Develop and instruct class on service animals for PD.**
- 24. Develop and instruct class on therapy canine for PD.**
- 25. Explore training opportunities of chemical capture (COVID dependent).**
- 26. Host regional meeting with Animal Services supervisors.**
- 27. Organize and execute therapy dog visits.**



- 28. Develop a field training program for animal service officers.**
- 29. Analyze working hours of operation for efficiency of services.**
- 30. Cross-training shelter staff members.**
- 31. Advance 'Pet Pantry' initiative.**

# Social Services

## **-Staff Goals-**

- 1. Provide Virtual Pride training to prospective foster parents.**
- 2. Provide opportunities for resource parents to complete virtual in-service training.**
- 3. Develop informational brochure for Resource Families regarding the over representation of LGBTQ youth.**
- 4. Provide assistance to elderly population such as grocery pickup/delivery.**
- 5. Finalize written standard operating procedures for intake on call for CPS, Foster Care and Adult Services.**
- 6. Complete internal training with Child Welfare staff and case managers on CSA.**
- 7. Explore 'Healthy Grand Families.'**
- 8. Encourage child care vendors to accept subsidy.**
- 9. Increase promotion of the VIEW Program.**
- 10. Support the Holiday Giving Program.**
- 11. Initiate the purge process of Child Protective Services' physical records.**
- 12. Continue the purge process of Adult Services and General Service records.**

- 13. Complete the process that will allow CSA data in Thomas Brothers to be uploaded in Munis.**
- 14. Cross-training for administrative staff.**
- 15. Support for Community Partners:**
  - a. TRIAD/Senior Services.**
  - b. Smart Beginnings.**
  - c. LEPC.**
  - d. Farmers Market – SNAP.**
  - e. CPMT/FAPT.**

# **Real Estate Assessor**

## **-Staff Goals-**

- 1. Implement updated year-end assessment schedule:**
  - a. FY '22 reassessment notices mailed by January 8.**
  - b. FY '22 administrative appeals process beginning by January 8.**
- 2. Study and implement Cloud hosting for Vision CAMA.**
- 3. Mobile Assessor**
  - a. Install Mobile Assessor add-on for Vision CAMA.**
  - b. Study & implement updated property inspection procedures utilizing Mobile Assessor & I-Pad.**
- 4. Implement online 'dashboard' to track real estate assessment data in real time.**
- 5. Update and implement public outreach program to provide citizens the opportunity to learn about the real estate assessment process.**
- 6. Update department webpage.**

# Special Projects

## **-Staff Goals-**

- 1. Continue Farmers Market through the end of the season.**
- 2. Support the activities of the Registrar in preparation for the General Election.**
- 3. Support the activities and programs for Wellness Committee.**
- 4. 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 - Assist with ‘NextGen911’ implementation.**
- 4. IT - Upgrade Munis to 2019.**
- 5. IT – Implementation of Contracts module in Munis.**
- 6. IT – Install new security systems at fire station.**
- 7. IT – Continue developing IT policies.**
- 8. IT – Create Soft Disaster Recovery site.**
- 9. IT – Complete Windows 10 upgrades.**
- 10. IT – Rollout Print Server.**
- 11. IT – Implement new VOIP features and capabilities.**
- 12. IT – Network cleanup and documentation.**
- 13. IT – Fire station wire access points replacements.**
- 14. IT – Upgrade County website and department webpages.**

- 15. IT – Advance dual authentication initiative with mobile users for Police Department (state mandate)**
- 16. IT – Research alternative mobile computer vendors for Police Department.**
- 17. IT – Install second conduit path into the ECC.**
- 18. IT – Implement cybersecurity report recommendations.**
- 19. GIS – Migrate GIS server software to the latest version and implement ArcGIS Portal to support applications.**
- 20. GIS – Support the deployment of the ‘NextGen911’ project primarily through GIS data review, updating, correction & integration.**
- 21. GIS – Improve the functionality of ArcGIS parcel fabric by fully importing existing tax parcel polygons into ESRI’s parcel fabric data model.**
- 22. GIS – Update existing in-house GIS scripts/tools to better integrate with the suite of ArcGIS software.**
- 23. GIS – Revise and print new sets of tax maps for the Assessor, Courts and Zoning maps for Community Development.**

# General Services

## **-Staff Goals-**

- 1. Replace AHU unit in Human Services Building.**
- 2. Develop maintenance plan for Heritage Center & adjacent buildings.**
- 3. Continue landscape plan for County Complex.**
- 4. Replace R-22 units in Emergency Communications Center.**
- 5. Complete design & award contract for new Jefferson Park Volunteer Fire Station.**
- 6. Prince George Volunteer Fire Station:**
  - a. Develop Scope of Work for renovation plan.**
  - b. Install roof patches.**
- 7. Award contract & begin Phase 1 renovations for the Central Wellness Center.**
- 8. Complete water cooler replacements.**
- 9. Repair parking lot at Station 8.**
- 10. Continue monitor COVID-19 activities for all buildings.**
- 11. Complete construction of Scott Park restroom/concession stand.**
- 12. Finalize plan to upgrade card swipe system for remaining buildings.**



- 13. Continue planning to stockpile supplies for future emergency needs.**
- 14. Host Community Day.**
- 15. Complete design and award contract for new Jefferson Park Fire Station.**
- 16. Replace air conditioning unit in RCJA Building.**
- 17. Upgrade Department webpage.**
- 18. Administration Building:**
  - a. Replace architectural cap stones.**
  - b. Install gutter system.**
  - c. Replace carpet in Building Official's office.**
  - d. Replace carpet in Finance Conference Room.**
  - e. Oversee camera system installation.**
- 19. Courthouse:**
  - a. Seal coat front parking lot.**
  - b. Paint interior of Commonwealth's Attorney Office.**
  - c. Replace generator.**
  - d. Complete Phase 1 repairs.**
  - e. Proceed with architect to develop scope for Circuit Courtroom renovations.**
  - f. Soundproof Juvenile Courtroom.**
- 20. Fleet:**
  - a. Finalize scope & pricing of construction of a bay expansion.**
  - b. Install Overhead Carwash Wand for wash bay.**
  - c. Implement new PM/Oil Change program.**

# Community Corrections

## **-Staff Goals-**

- 1. Host the 5th Annual 'Celebrate Recovery Event' in September.**
- 2. Host the 10<sup>th</sup> Annual Community Appreciation Breakfast.**
- 3. Facilitate the 7<sup>th</sup> Annual CIT Awards.**
- 4. Facilitate the 4<sup>th</sup> Annual Staff Awards.**
- 5. Host the 5<sup>th</sup> Annual Carwash for the Police Department.**
- 6. Host the 7<sup>th</sup> Annual 'Thank You' gesture for Riverside Regional Jail Records Department.**
- 7. Request technical assistance from MDCI and hold retreat for Drug Court Team.**
- 8. Facilitate annual departmental team building event.**
- 9. Facilitate quarterly training for Staff that includes topics to address job functions, requirements and morale.**
- 10. Complete cross-training with Staff on HEM/GPS/TAD monitoring and de-escalation training.**
- 11. Update process for tax-debt set off.**
- 12. Complete swipe card entry system.**

- 13. Explore expanding Litter Reduction Program in Surry & Hopewell.**
- 14. Work with Judiciary on impact of decriminalization of marijuana.**
- 15. Develop list of online training opportunities for Staff to meet required training hours.**
- 16. Upgrade Department webpage.**