


# County Administrator's Memo

**To:** Members of the Board of Supervisors  
**From:** Percy C. Ashcraft   
**Date:** 1/12/2021  
**Re:** Six Month Work Plan

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Contained within is the six-month work plan established for the period of January - June, 2021. 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 248 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, 2020 are as follows:

#### **4.0 – Human Resources**

**Police**

**Social Services**

**Special Projects**

**Community Corrections**

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

#### **3.4 – Parks & Recreation**

#### **3.3 – Economic Development & Tourism**

**Finance**

**Fire & EMS**

**3.1 – Engineering & Utilities  
Information Services  
General Services**

**3.0 – Real Estate Assessor**

**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.

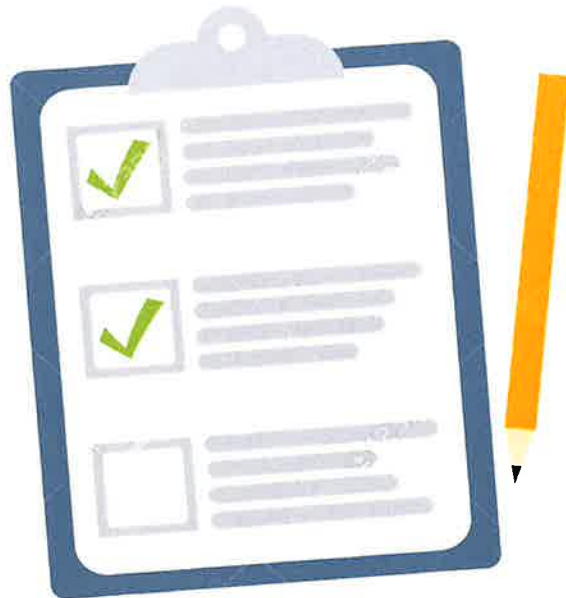
I also raise your awareness this document will be shared with the public, thus allowing for comment and feedback. I continue to encourage department heads to share this with their employees so they can be challenged to improve the scores every six-month period.

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



# **Six Month Work Plan**

**January – June, 2021**



# Prince George County, VA

## Six Month Work Plan *January – June 2021*

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# **Economic Development & Tourism**

## **-Staff Goals-**

- 1. Economic Development – Hire Economic Development Specialist.**
- 2. Economic Development – Develop a strategy moving forward for Exit 45.**
- 3. Economic Development – Continue with Comcast franchise renewal negotiations.**
- 4. Economic Development – Coordinate with Rolls Royce officials on facility closure and future use of the property.**
- 5. Economic Development – Update Economic Development video.**
- 6. Economic Development – Submit Annual Report.**
- 7. Economic Development - Participate in Strategic Planning process for County Government.**
- 8. Tourism – Continue preparations for hosting the 2021 Dixie Softball World Series.**
- 9. Tourism - Hire Sports Coordinator.**
- 10. Economic Development & Tourism – Upgrade webpages for both departments.**

# Finance

## -Staff Goals-

### **1. General Accounting**

- a. Submit Annual Report.**
- b. Prepare & post FY '22 Budget.**
- c. Prepare & submit required reports for CARES Funds and return unexpended funds.**
- d. Send out 1099's by January 31.**
- e. Develop multi-line invoice import.**
- f. Accounting Supervisor course towards VGFOA certification.**
- g. Continue P-card review.**

### **2. Procurement**

- a. Munis Contract Management & Procurement.**
- b. Prepare RFP for Occupational Health Services.**
- c. Issue IFB for stormwater projects.**
- d. Issue IFB for new fire station.**
- e. Issue IFB for towing of County vehicles.**
- f. Finalize update of County's Procurement Policy.**
- g. Assist with procurement of final items needed for Dixie Softball World Series.**

### **3. Payroll**

- a. Prepare 2020 W-2s.**
- b. Prepare 2020 Compensation Statements.**
- c. Perform Leave Rollover.**

### **4. General Finance**

- a. Update User instructions for various Munis Modules.**
- b. Visit another municipality to gain insight.**
- c. Update Department webpage.**

# Fire & EMS

## -Staff Goals-

- 1. Develop & Conduct Officer Development Training.**
  - a. Leadership Skills Development (VDFP Officer 1 & 2 and VDFP Instructor 1 & 2).**
  - b. Project Management Skills.**
  
- 2. Finalize & Pilot a ‘New Employee’ Development Program.**
  - a. First-year training goals and objectives (ex. DPO, EMS precepting).**
  - b. Defined training path for full and part-time employees.**
  - c. Task Book System for tracking progress and completions.**
  
- 3. Implement a Comprehensive Staffing Policy.**
  - a. Implement policy based on study and inputs.**
  - b. Develop recommendations for future staffing needs.**
  
- 4. Manage Ongoing Construction Projects.**
  - a. Engineering Study at Company #1.**
  - b. New Station Siting.**
  - c. Burn Building.**
  - d. Station #6 Substation.**
  
- 5. Standardize County-Wide Training Programs.**
  - a. Active Shooting Training.**
  - b. Develop and share shift training schedules and company drills.**
  
- 6. Review Working Committee Status.**
  - a. Assign targeted/well-defined projects.**
  
- 7. Implement Dispatch Protocols & Company Response Operations.**
  
- 8. Recruitment & Retention/Volunteer and Career Incentives.**

- 9. Promote Annual, Voluntary Medical Evaluations for all Members.**
- 10. Apply for all Applicable Grants.**
  - a. SAFER/RSAF/John Randolph/Cameron/Philip Morris.**
- 11. Alter Public Education Approach within COVID Environment.**
- 12. Upgrade of Department Website.**
- 13. Review of the Combined Ordinance.**
- 14. Submit Annual Report.**



# Human Resources

## **-Staff Goals-**

- 1. Complete Annual Benefits Open Enrollment.**
- 2. Complete Annual Report.**
- 3. Coordinate Spring Newsletter.**
- 4. Develop Emergency Action Plan for Human Services Building & Community Corrections.**
- 5. Advance Health & Wellness Initiatives.**
  - a. Health & Wellness Topics for Webinars.**
  - b. Spring Wellness activity.**
- 6. Update ESS user manual to be compliant with the Munis upgrade.**
- 7. Review personnel policies for necessary updates & revisions.**
- 8. Update job descriptions to include availability after hours by phone.**
- 9. Update pre-employment requirements for physicals & classification study completed in 2017-18.**
- 10. Conduct an employee engagement survey to be sent to departments separately to narrow the results of the feedback.**
- 11. Continue purging former employee files to include Police and Fire into one employee file.**

**12. Job Safety.**

- a. Analysis template to be used by all departments.**
- b. Observation template to be used by all departments.**

**13. Update Department webpage.**

# Parks & Recreation

## -Staff Goals-

1. **Scott Park.**
  - a. **Work with General Services to install stairs.**
  - b. **Install split-rail fencing around concession area.**
  - c. **Crop back the trees behind Field #1.**
  - d. **Renovate Toddler Playground.**
  
2. **Temple Park.**
  - a. **Place border and decorative vegetation around new entrance sign.**
  - b. **Parking lot – fills holes and grade.**
  
3. **Moore Recreational Complex.**
  - a. **Fix dug-out roofs on fields #1 and #2.**
  - b. **Continue renovation of infields on fields #3 and #4; add infield dirt and grade to improve field play and drainage.**
  - c. **Install visible field numbering.**
  - d. **Install four permanent soft toss nets.**
  - e. **Plan for walking path renovation to address drainage issues and aesthetics.**
  
4. **Continue preparation for the 2021 Dixie Softball World Series.**
  
5. **Adapt to current COVID-19 restrictions to hold the 2021 Appomattox Regional Park 5K Trail Run.**
  
6. **Adapt to current COVID-19 restrictions to hold the 2021 Day Camp.**
  
7. **Adapt to current COVID-19 restrictions and offer youth athletics.**

- 8. Appomattox River Regional Park.**
  - a. Work with the James River Association to install a Living Shoreline.**
  - b. Fill in holes and grade the canoe launch entrance road.**
- 9. Submit Annual Report.**
- 10. Continue upgrades of Department webpage.**

# Engineering & Utilities

## -Staff Goals-

1. **Complete construction activities for replacement of Pump Station #7.**
2. **Monitor construction activities of the Food Lion Water System (Route 460) water main extension.**
3. **Monitor construction on the Route 156 water main extension.**
4. **Food Lion Water System Booster Station upgrade.**
5. **Complete land acquisition and survey for new Temple Avenue water tank and booster station.**
6. **Complete land acquisition and survey to extend Central water system to Route 10, Beechwood Manor and Jordan on the James.**
7. **Continue permit process for water intake from Appomattox River.**
8. **Bid and award project to design Board approved project to address wastewater capacity for Southpoint Business Park.**
9. **Complete condition assessment of water and sewer facilities.**
10. **Replace bridge at Cedar Creek Crossing.**
11. **Perform maintenance of Middle Road water tank.**
12. **Submit Central water system's Risk & Resilience Assessment Certification to EPA.**
13. **Complete design of Huckleberry Hill's sewer improvements.**

- 14. Complete replacement of River's Edge hydro pneumatic tank.**
- 15. Complete Utility financial analysis.**
- 16. Implement new work order system.**
- 17. Participate in Exit 45 development strategy.**
- 18. Participate in the development of County Strategic Plan.**
- 19. Analyze the feasibility of moving stormwater responsibilities to Utilities.**
- 20. Submit Annual Report.**
- 21. Upgrade Department webpage.**

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

## **-Staff Goals-**

- 1. Go-Live with EnerGov software, Tyler 311 and IVR systems.**
- 2. Host an ‘EnerGov’ kick-off training event for contractors & developers.**
- 3. Develop Energy Storage (Battery) policy and ordinance for large scale energy storage facilities.**
- 4. Monitor submissions for the Septic Pumpout Program Zone 5.**
- 5. Prepare new Private Road Standards and related ordinance updates.**
- 6. Monitor stormwater projects in 2021.**
  - a. Birchett Estates Phase II.**
  - b. New Birchett Estates Phase I.**
  - c. Completion of smaller projects.**
- 7. Present options for new development in the Planning Area without utilities connections.**
- 8. Complete Koolwood Lane road improvement project.**
- 9. Develop residential lot density recommendations for the Rural Conservation Area.**
- 10. Continue work on the Comprehensive Plan Update.**

**11. Develop Strategic Plan for the County.**

**12. Submit Annual Report.**

**13. Upgrade department webpage.**



# Police

## **-Staff Goals-**

- 1. Plan for the execution of the next Citizen's Police Academy.**
- 2. Identify and appoint a new Public Safety Foundation Board member and advance fundraising initiatives.**
- 3. Plan & execute redundancy/attrition planning and training for specialized roles within the organization.**
- 4. Identify and schedule command level training for front-line supervisor(s).**
- 5. Update all training, departmental policies and practices to conform to new legislation.**
- 6. Complete implicit bias training for all sworn personnel.**
- 7. Advance goal for all sworn personnel to be CIT/de-escalation trained.**
- 8. Create, review & disseminate monthly reports displaying IBR crime reporting and traffic crash trends.**
- 9. Certify Special Response Team members in basic tactical operations via National Officers Association with emphasis on training in crowd control and high-risk incidents.**
- 10. Advance accreditation preparation and schedule a second mock assessment prior to formal review.**
- 11. Identify all departmental IT responsibilities and collaborate with IT Department to efficiently designate responsibilities.**

- 12. Assess the K-9 Program for efficiency and conformity to new legislation.**
- 13. Plan for National Night Out in 2021.**
- 14. Implement dual authentication processes for all mobile users.**
- 15. Continue coordination of the Radio Project.**
- 16. Advance Special Olympics initiatives.**
- 17. Participate in National Highway Click It or Ticket initiative.**
- 18. Execute a minimum of three inoperative vehicle sweeps.**
- 19. Plan and execute Police & Fire Youth Academy.**
- 20. Assist with planning and executing all COVID-related events.**
- 21. Execute CRASE training for business and/or community groups.**
- 22. Submit Annual Report.**
- 23. Continue upgrade on department webpage.**
- 24. Execute agreement with Fort Lee for 9-1-1 project.**

#### **Emergency Communications Center**

- 25. Advance all Next Generation 911 Initiatives.**
- 26. Research and begin revisions of CAD code tables to reflect current practices in Police, Fire & EMS operations.**
- 27. Create and implement a VCIN audit team to ensure standards are being met.**

## **Animal Services**

- 28. Develop a new informational brochure to highlight Animal Service programs and initiatives.**
- 29. Organize and execute community therapy K-9 visits.**
- 30. Plan and execute a community rabies clinic.**
- 31. Collaborate with School Division for student volunteerism at the Animal Center.**
- 32. Enhance the Animal Fostering Program via educational initiatives including community advertisements.**

# **Social Services**

## **-Staff Goals-**

- 1. Review and update the COOP Plan to include COVID-19 precautions.**
- 2. Participate with VDSS Lines of Service Committee for quarterly meeting.**
- 3. Work to retrieve all LASER Fiche files and ensure Staff has access to this data.**
- 4. Cross-train Office Manager & Administrative Support Specialist III to ensure core functions of each position are supported.**
- 5. Continue cross-training with Administrative Staff.**
- 6. Administrative Services and Benefit programs will formulate a training that will support the front desk in having a better grasp of their programs.**
- 7. Purge financial records to ensure the Department is in compliance with the Library of Virginia.**
- 8. Explore movement from Thomas Brothers Software to another platform along with other LDSS's.**
- 9. Continue to support the sharing of Healthy Grand Families' resources with "Grand" Kinship families and community providers.**
- 10. Implement a process of sending finalized cases to VDSS.**
- 11. Revise the agency's removal process to ensure a smooth transition when children are removed and placed in foster care.**

- 12. Explore ways to recruit/retain companion providers for Adult Services.**
- 13. Work with Destination Church to enhance support for foster parents and foster children.**
- 14. Explore a foster parent recognition event in conjunction with Destination Church and Tri-City DSS agencies.**
- 15. Initiate an in-house learning opportunity for agency employees who desire to move from one department to another.**
- 16. Begin a written standard of operating procedures (SOP) for transfer of cases on In-Home Services.**
- 17. Develop training that can be presented to the community partners that are deemed mandated reporters.**
- 18. CSA Coordinator will continue to research how Families First will be implemented through CSA.**
- 19. Develop a process to enter cases of suspected fraud referrals into the Fraud Database and start investigations.**
- 20. Develop a process to enter established claims of SNAP overpayments into the VACMS system to start recoupment.**
- 21. Develop a presentation and a process to educate families involved with family services of available benefits when relatives are considering taking custody of children to prevent foster care.**
- 22. Develop an ongoing process to ensure that IV-E cases are reviewed for accuracy to minimize errors on IV-E cases.**
- 23. Partner with agencies to assist VIEW clients with removing barriers to employment, child care and transportation.**
- 24. Explore greater opportunities for senior citizens in Prince George County.**

**25. Support for Community Partners.**

**a. TRIAD/Senior Services.**

**b. Smart Beginnings.**

**c. LEPC.**

**d. CPMT/FAPT.**

# Real Estate Assessor

## -Staff Goals-

1. **Implement weekly Owner update procedures used to transfer information from Vision to Munis.**
2. **Fully implement Mobile Assessor data collection module for Vision CAMA.**
3. **Complete the development and implement the Vision CAMA export for creating the Annual Land Book in Munis.**
4. **Refine Vision CAMA Online Real Estate information land update online instructions for property information portal.**
5. **Implement online availability of digitized historic Property Records Cards.**
6. **Assist GIS Coordinator to match Vision CAMA data with online interactive map.**
7. **Implement enhanced cross-training program between positions.**
8. **Complete Review Assessment Practices: Self-Evaluation Guide published by the International Association of Assessing Officers (IAAO) and update policies and procedures as needed.**
9. **Create online income and expense report for commercial property owners to submit data.**
10. **Investigate moving to biennial reassessment cycle.**

- 11. Continue updating web page.**
- 12. Submit Annual Report.**
- 13. Implement online 'dashboard' to track real estate assessment data in real time.**



# Special Projects

## **-Staff Goals-**

- 1. Staff support for possible polling location change from the Courthouse to Gregory Memorial Church.**
- 2. Participate in VACo Legislative Liaison group for Virginia General Assembly 2021.**
- 3. Provide Staff support for site location for new elementary school.**
- 4. Plan and open Farmer's Market for 2021.**
- 5. Support the activities of the Registrar in preparation for Primary elections.**
- 6. Support the activities of the Wellness Committee.**

# Information Services

## **-Staff Goals-**

- 1. IT – EnerGov software implementation.**
- 2. IT – Assessor’s CAMA software implementation.**
- 3. IT - Upgrade Munis to 2019.**
- 4. IT – Implementation of Contracts module in Munis.**
- 5. IT – Launch revisions to webpage.**
- 6. IT – Continue with Cybersecurity training for County Staff.**
- 7. IT – Create Soft Disaster Recovery site.**
- 8. IT – Complete Windows 10 upgrades.**
- 9. IT – Replace County’s remaining Wireless Access Points (Aps).**
- 10. GIS – Implement GIS functionality with the Vision appraisal system.**
- 11. GIS – Implement ArcGIS Portal, which will allow hosting of Utilities work orders, field mapping and other applications.**
- 12. GIS – Implement an easier to use method for data sharing within County agencies and the public.**
- 13. GIS – Research and potentially implement a Fire & EMS incident reporting system and dashboard.**

# General Services

## -Staff Goals-

1. Seal & Stripe Parking Lot in Disputanta.
2. Upgrade electrical system at Station 8.
3. Upgrades to Parks & Recreation Facilities.
  - a. Scott Park Pavilion.
  - b. Temple Park Pavilion.
  - c. Temple Park Concession Stand.
  - d. Steps to Fields 4 & 5 at Upper Scott Park.
  - e. Install additional flag pole at Moore Complex.
  - f. Provide general support for Dixie World Series.
4. Replace County Banners.
5. Coordinate Clean Community Day.
6. Develop Maintenance Plan for Heritage Center.
7. Replace R-22 Units in Emergency Communications.
8. Oversee design & award of contract for new Fire & EMS Station.
9. Prince George Volunteer Fire Station.
  - a. Develop Scope of Work for renovation plan.
  - b. Install roof patches.
10. Continue Phase 1 renovations for the Central Wellness Center.
11. Police Department preventative maintenance HVAC contract.

- 12. Continue to monitor COVID-19 activities for all buildings.**
- 13. Finalize installation to upgrade card swipe system for remaining buildings.**
- 14. Upgrade Department webpage.**
- 15. Submit Annual Report.**
- 16. Oversee camera system installation around the Complex.**
- 17. Space study to move General Services Department Administration to Administration Building.**
- 18. Upgrades at the Convenience Station – Meredian.**
- 19. Bidding of Trash Pickup.**
- 20. HVAC Installation at Radio Towers.**
- 21. Administration Building.**
  - a. Replace architectural cap stones.**
  - b. Install gutter system.**
  - c. Replace carpet in Building Official's office.**
  - d. Resolve IT Server Room HVAC issues.**
- 22. Courthouse.**
  - a. Replace generator.**
  - b. Complete Phase 1 repairs.**
  - c. Continue development of scope of work for Circuit Courtroom renovations.**
  - d. Preventive Maintenance HVAC Contract.**
- 23. Fleet.**
  - a. Finalize scope & pricing of construction of a bay expansion.**
  - b. Implement new shop hours.**
  - c. Begin pilot program for new 'Call Out' policy.**
  - d. Trial program for roving mechanic at fire stations.**

# Community Corrections

## **-Staff Goals-**

- 1. Begin regular meetings of the Staff.**
- 2. Complete cross-training on HEM/GPS/TAD monitoring and de-escalation training.**
- 3. Cross-training for all Staff on different job functions.**
- 4. Facilitate team building event.**
- 5. Update & develop a list of community resources for clients and citizens that include use of social media.**
- 6. Update virtual options for treatment and NA/AA meetings.**
- 7. Develop policy for client's use of medical marijuana and CBD oil.**
- 8. Review Standards of Operating Procedures (SOP) and determine if any changes are needed.**
- 9. Explore gang training for Staff.**
- 10. Complete Annual Report.**
- 11. Explore Litter Reduction Program in Surry County.**
- 12. Continue to upgrade Department webpage.**