



Six Month Work Plan

January – June, 2017



County Administrator's Memo

To: Department Directors

From: Percy C. Ashcraft

Date: 1/10/17

Re: Six Month Work Plan



Contained within is the six-month work plan established for the period of January - June, 2017. 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 274 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, 2016 are as follows:

4.0 – Police

Social Services

Community Corrections

3.9 – Economic Development & Tourism

3.8 – Finance

Fire & EMS

Engineering & Utilities

Information Services

3.7 – Real Estate Assessor

3.6 – Human Resources

Special Projects

3.5 - Community Development & Code Compliance

3.4 – Parks & Recreation General Services

3.7 – 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 2017

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Economic Development & Tourism

-Staff Goals-

- 1. Economic Development – Host 2017 Citizens Academy Class.**
- 2. Economic Development – Host 2017 Business Roundtable.**
- 3. Economic Development – Business Retention Program that Includes 12 visits to Local Businesses.**
- 4. Economic Development – Begin Tower Construction for Wireless Broadband Project.**
- 5. Economic Development – Complete Exit 45 Revitalization Project with the Cameron Foundation & Establish Property Owners Association.**
- 6. Economic Development – Attend Economic Development Marketing Trade Show.**
- 7. Economic Development – Update Economic Development Website with IEDC Data Standards for Business Prospects.**
- 8. Economic Development – Evaluate Water & Sewer Expanded Capacity Options for Industrial Parks.**
- 9. Economic Development – Coordinate Spring County Newsletter.**
- 10. Economic Development – Evaluate Possibility of Park & Ride at Burrowsville Community Center.**

- 11. Tourism – Develop 2017 Prince George Tourism Guide Highlighting Fort Lee 100th Anniversary.**
- 12. Tourism – Special Events:**
 - a. Founder’s Day Ceremony**
- 13. Submit Annual Report.**

Finance

-Staff Goals-

A. General Accounting

1. **Develop FY '18 Budget for Consideration by the Board of Supervisors.**
2. **Work with Treasurer's Office to Assist with Setting Timeline/Schedule to Address Delinquent Accounts.**
3. **Prepare Monthly Reports for Economic Development for Meals & Lodging Tax Receipts.**
4. **Establish a Standard Third-Party Billing Invoice Using Munis.**
5. **Examine Fix Assets Entry in Munis.**
6. **Develop a Simplified Method to Allocate Phone Charges to Departments.**
7. **Develop a W9/New Vendor Policy.**
8. **Examine Potential Expanded Citizen Reporting in OpenGov.**
9. **Submit Annual Report.**

B. Purchasing

9. **Examine Potential to Sell Real Property/Land Using Govdeals.com.**
10. **Review Insured Property List.**
11. **Examine Need to Bid Property Insurance Carrier.**
12. **Determine if SWAM Vendor Status Can be Electronically Updated in Munis.**

C. Payroll

13. **Continue Progress Toward Paperless Time & Attendance Submissions.**
14. **Issue 2016 Compensation Statement to Employees.**
15. **Research & Learn Process of Importing Taxable Gifts & Other Mass Entry Items into Munis.**
16. **Learn How to Upload Reoccurring Payroll Journal Entries in Munis.**
17. **Visit a Locality who has a Bi-Weekly Payroll Plan.**

Fire & EMS

-Staff Goals-

1. **Submit Annual Report.**
2. **Continue Efforts on the Burn Building Project.**
3. **Update the Fire & EMS Strategic Plan.**
4. **Establish an Eligibility List for Employment.**
5. **Enhance the Physical Agility Testing Process for Employees.**
6. **Conduct Phase II of the Public Safety Radio System Upgrade.**
7. **Continue the James River Drive Fire & EMS Station Project.**
8. **Continue Efforts with the Heritage Center for a Fire & EMS Museum.**
9. **Implement a System Volunteer Program.**
10. **Implement and Monitor New Dispatching System.**
11. **Conduct the Annual Awards Ceremony for 2016.**
12. **Restructure the Training Division.**
13. **Implement an Unmanned Aerial Vehicle Program.**
14. **Improve the Wireless Connectivity Capabilities on Medic Units.**
15. **Coordinate a County-Wide Blood Drive.**
16. **Implement New EMS Mentor/Precepting Program.**

- 17. Present a Fire & EMS Career Development Program.**
- 18. Develop Qualifications & Standards for EMS Field Training Staff.**
- 19. Coordinate the 3rd Annual Guns & Hoses Softball Game.**
- 20. Promote Opportunities for EMS Appreciation Week.**
- 21. Conduct two (2) Pre-Incident Emergency Plans.**
- 22. Conduct the 3rd Annual Youth Fire & EMS Summer Camp.**
- 23. Conduct two (2) Fire In-Service Training Sessions.**
- 24. Reconfigure the Fire & EMS Office Workspace Area.**
- 25. Re-Allocate the EOC Conference Room for Office Space.**
- 26. Implement the Laser Fiche Program.**
- 27. Revise the Department's CPR Program.**
- 28. Coordinate the 2nd Annual Hometown Heroes Day Events.**
- 29. Conduct Orientation Training with New Leadership of the Fire & EMS Companies.**
- 30. Coordinate the 2017 Basic Fire Academy.**
- 31. Coordinate the Joint BFA/BEMSA Graduation Ceremony.**
- 32. Provide Monthly CEU Topics/Courses for EMS Recertification.**
- 33. Partner with Law Enforcement to Coordinate Active Shooter Response Procedures.**
- 34. Conduct Fire Extinguisher Training for the Public.**
- 35. Conduct Mental Health First Aid Training.**

- 36. Conduct Leadership/Organizational Management Training.**
- 37. Explore Option for Additional Space in the Central Wellness Center.**
- 38. Explore Alternative Electronic Medical Records Systems.**
- 39. Conduct Hose Testing.**
- 40. Continue Auditing the Personnel Filing Process for Compliance.**
- 41. Conduct Air Quality Testing for Cascade Systems in Station and Apparatus.**
- 42. Continue the Security Risk Assessment for Electronic Medical Records.**
- 43. Develop an Electronic Ordering Procedure for Uniform Items.**
- 44. Develop a Medical Billing Compliance Manual.**
- 45. Expand CERT Training to the Public.**
- 46. Conduct a Survivor Day Program for the Community.**
- 47. Conduct the Annual Statewide Tornado Drill.**
- 48. Conduct a Severe Weather Campaign.**

Human Resources

-Staff Goals-

1. **EAP Training:**
 - a. **Parenting Aging Loved Ones**
 - b. **Promote Family Health**
 - c. **Stress Management**
 - d. **Disrupting Negative Thoughts**
 - e. **5 Buckets Principle – Work Life Balance**
 - f. **Teamwork**
2. **Review & Revise Personnel Policies.**
3. **Employee Cross Training – NEOGOV, FMLA, WC & Position Control.**
4. **Research the Utilization of Position Control in Munis.**
5. **Coordinate HR Quarterly Meetings.**
6. **Research & Review Performance Evaluation Process.**
7. **Coordinate Employee Appreciation Picnic.**
8. **Participate in the Spring Newsletter.**
9. **Department Training:**
 - a. **Recruitment.**
 - b. **SHRM.**
 - c. **IPMA.**
10. **Coordinate the Youth Workforce Academy with County Departments.**
11. **Develop & Distribute Employee Compensation Letter.**

- 12. Coordinate Benefit Open Enrollment.**
- 13. ID Theft Presentation.**
- 14. Development of a Telework Pilot Program with Social Services.**
- 15. Conduct Focus Training Workshops.**
- 16. Continue to Improve the Onboarding & Orientation Process.**
- 17. Submit Annual Report.**

Parks & Recreation

-Staff Goals-

- 1. Offer New Pre-School Program.**
- 2. Offer 'Basic Beginner' Exercise Class.**
- 3. Pave the Community Center Parking Lot.**
- 4. Offer a Pottery Class.**
- 5. Design & Install a Trophy Case for the Prince George Community Center.**
- 6. Hold Regularly-Scheduled Soccer Games at New Scott Field #3.**
- 7. Plan Summer 'Movies in the Park.'**
- 8. Move the 'T-Ball' Leagues to the Spring Season.**
- 9. Move the 'Coach Pitch' Leagues to the Spring Season.**
- 10. Join the Dixie Youth 'Coach Pitch Baseball (AA) & Softball (Darlings) Leagues.**
- 11. Explore Starting a Field Hockey League with Local Parks & Recreation Jurisdictions.**
- 12. Offer a Lacrosse Summer Camp.**
- 13. Continue to Develop Scott Park Fields #4 & #5 with the Goal of Fall Utilization.**
- 14. Oversee Resurfacing of Temple Tennis & Basketball Courts.**

15. Explore Having 'Picture Day' for Each Major Sport.

16. Submit Annual Report.

Engineering & Utilities

-Staff Goals-

1. **Complete 2016 Annual Report.**
2. **Complete Annual Consumer Confidence Water Quality Reports.**
3. **Complete Water System Annual Flushing Program.**
4. **Complete Procurement for Routine & Emergency Utility Repair Services Annual Contract.**
5. **Complete Annual Update of Utilities Financial Indicators Following FY '16 CAFR Release.**
6. **ARWA & South Central Authorities:**
 - a. **Pursue Resolution of the Branders Bridge Project.**
 - b. **Pursue Revision of the Service Agreement.**
7. **Complete Six-Month Post Completion TV Inspection for Upper Blackwater Sewer Rehabilitation Project.**
8. **Complete Construction Procurement & Begin Construction for South Crater Road Sewer Pump Station Rehabilitation Project.**
9. **Complete Construction for New Emergency Generator & ATS at SPS No. 1 (Courthouse).**
10. **Complete Update of VAWC Accounts in Munis from Cubic Feet to Gallons.**
11. **Assist IT with Automated Upload of VAWC Meter Readings into Munis.**
12. **Begin First Phase of Radio Read Meter Project.**
13. **Assist IT to Resolve Munis Penalty Calculation Issues on Delinquent Accounts.**
14. **Assist IT to Resolve Utility Bill Printer Issues.**

- 15. Continue Larger Meter Replacement Program at the Fort Lee North Range & Bailey's Ridge Apartment Meters.**
- 16. Complete Tank Cleaning at Food Lion & Cedarwood Water Systems.**
- 17. Complete Well House Roof Repairs at the Food Lion Industrial Water System.**
- 18. Develop Scope & Begin Procurement for Phase II SCADA Implementation.**
- 19. Complete Design Review & Begin Construction for Route 156 Waterline Extension to Pine Ridge Mobile Home Park.**
- 20. Complete Rivers Edge Water & Wastewater Permit & Water Consumer Management Plan Revisions & Program Adoption.**
- 21. Review & Update Design Standards & Specifications Sections & Details Related to Sewer Cleanouts, Manholes & Meters.**
- 22. Pursue Utility Rate & Fee Adjustments in Coordination with FY '18 Budget Process.**
- 23. Pursue County Agreements with Love's for Contributions Toward Improvements to Food Lion Water System.**
- 24. Clean-Up Area Behind Utility Garage.**
- 25. Complete ARC-GIS Training.**
- 26. Complete Updating of Utility 'As-Built' in GIS.**
- 27. Complete Annual Updating of Utilities Financial Indicators.**

Community Development & Code Compliance

-Staff Goals-

- 1. Chesapeake Bay Preservation:
 - a. Amend Ordinance**
 - b. Amend Comprehensive Plan****
- 2. Develop Ordinance Changes to Facilitate Timely Public Road Completion in New Subdivisions.**
- 3. Enroll Second Senior Building Inspector in Fire Inspector Certification Program.**
- 4. Mobile Home Park Rehabilitation:
 - a. Follow-Up with all Parks**
 - b. Development Assessment Scorecard.****
- 5. Monitor Stormwater Projects.**
- 6. Monitor VDOT Improvement Projects.**
- 7. Develop Consolidated Open Burning Ordinance.**
- 8. Develop a Draft Zoning Sign Ordinance Amendment with the County Attorney.**
- 9. Develop New Erosion & Sediment Bond Estimate Policy and Guidelines.**
- 10. Complete Succession Plan.**
- 11. Investigate Ordinance Changes to Facilitate Timely VDOT Acceptance of Public Roads in New Subdivisions.**
- 12. Complete DEQ Compliance Review & Audit of Department's Implementation and Enforcement of the Chesapeake Bay Preservation Act Regulations.**
- 13. Submit Annual Report.**

- 14. Work with Developer & VDOT to Get Streets in Brickhouse Landing Subdivision Brought into the County System.**

Police

-Staff Goals-

- 1. Create Employee of the Month Program.**
- 2. Research Feasibility of Developing Honor Guard.**
- 3. Modify Mutual Aid Agreement for Drug Enforcement/Investigations.**
- 4. Research Power DMS or Similar Software.**
- 5. Research Becoming a Lethality Assessment Program Certified Jurisdiction.**
- 6. Coordinate Polar Plunge Activities.**
- 7. Pursue Modification of Taxi Cab Ordinance.**
- 8. Research Active Shooter Policy.**
- 9. Research Feasibility of Employee Recruitment Referral Program.**
- 10. Establish Protocols for Outside Agency Requests Involving Major Incidents.**
- 11. Research the Creation of a More Efficient Wrecker Service Tow Policy.**
- 12. Planning for 2016 National Night Out Activities.**
- 13. Partner with Fire/EMS to Conduct Bike Rodeos.**
- 14. Prepare Files for Accreditation Four-Year Review.**
- 15. Develop Combat Firearms Training Course.**

- 16. Create Two (2) Policy & Procedure Tests for Officers in High Liability Areas.**
- 17. Conduct Inoperable Vehicle Initiatives in Select Neighborhoods.**
- 18. Hold Church Safety Instructional Meetings at Select Churches.**
- 19. Plan for the Guns & Hoses Softball Game.**
- 20. Conduct Traffic Checkpoints.**
- 21. Provide Meth Lab Training to Department Personnel.**
- 22. Coordinate & Host Regional Crime Intelligence Meeting with the Tri-Cities Regional Strike Force.**
- 23. Plan for Senior Citizens Police Academy.**
- 24. Participate in Phase I of the New Radio System.**
- 25. Submit Annual Report.**
- 26. Animal Services – Implement Payments by Credit Card.**
- 27. Animal Services – Hold Four (4) Off-Site Adoption Events.**
- 28. Animal Services – Attend Three Humane Education/Therapy Dog Events.**
- 29. Animal Services – Host a Rabies Clinic at the Adoption Center.**
- 30. Animal Services – Conduct Special Enforcement Operations in Select Neighborhoods to Increase Compliance with Animal Licensing.**
- 31. Animal Services – Develop a Feral Cat Plan with Citizen & Humane Organizations.**
- 32. Animal Services – Initiate State Veterinarian’s Office Mandated Protocols.**

- 33. Animal Services - Visit Another Locality for a Ride-Along.**
- 34. Animal Services – Host Pet Education Seminars.**
- 35. Emergency Communications Center – Implement Total Response System.**
- 36. Emergency Communications Center – Collaborate with Fire Services on Implementation of Alerting Software.**
- 37. Update 2016 Policies with Current Emergency Medical Dispatch (EMD), FSD & LED Information.**

Social Services

-Staff Goals-

1. **Plan & Conduct the 2017 Toddler Fair.**
2. **Partner with Human Resources to Pilot a Telework Program.**
3. **Coordinate Transfer of Legal Services for Child Welfare Cases with County Attorney's Office.**
4. **Explore the Feasibility of Utilizing Laser Fiche with Integration with VACMS.**
5. **Participate in the Debt Setoff Program for Social Services Debt.**
6. **Establish Paperless Energy Assistance Program.**
7. **Initiate the Prince George Trauma Project with the United Way of Greater Richmond & Petersburg.**
8. **Continue Community Training in Child Care.**
9. **Explore Becoming an AARP Livable Community.**
10. **Work with Emergency Management to Enhance Sheltering Capabilities.**
11. **Continue Engagement in Prince George Promise.**
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**

13. Submit Annual Report.

Real Estate Assessor

-Staff Goals-

1. **Update Recertification (Reapplication) Process for Land Use Program.**
2. **Implement Phase I of the Process to Make Historic Property Record Cards & Files Available Online.**
3. **Update Assessor's Office Process & Procedures Manual.**
4. **Update Assessor' Office Reassessment Appraisal Manual.**
5. **Recommend Position Control Chart Changes to Include a Senior Appraiser/Deputy Assessor Position.**
6. **Update Photographs for 25 Percent of Parcels in the County.**
7. **Review & Update as Needed Internal Processes & Procedures to Meet the Requirement of the Certificate of Excellence in Assessment Administration (CEAA) by the International Association of Assessing Officers (IAAO).**
8. **Complete Land Value Survey.**
9. **Submit Annual Report.**
10. **Review Possible Changes in Reassessment Schedule.**

Special Projects

-Staff Goals-

1. **Recruit Manager & Open Farmer's Market for 2016.**
2. **Continue Rehabilitation Effort for Mobile Home Parks.**
3. **Hold National Government Week Reception.**
4. **Hold Community Clean-Up Day.**
5. **Pursue New Voting Place for Jefferson Park Precinct.**
6. **Support Fort Lee in its 100th Celebration activities.**

Information Services

-Staff Goals-

- 1. Assist Utilities:**
 - a. Phase II of SCADA Project.**
 - b. Move Virginia American Water Accounts in Munis from Cubic Feet to Gallons.**
 - c. Automate Upload of Virginia American Water Meter Readings into Munis.**
 - d. Assist with First Phase of Radio Read Meter Project.**
 - e. Resolve Outstanding Munis Issues Related to Billing & Printing.**
- 2. Develop Classes for Staff to Transition from Windows 7 to Windows 10.**
- 3. Develop Excel Classes for Staff.**
- 4. Meet with IT Team Quarterly to Discuss Projects.**
- 5. Begin Succession Training.**
- 6. Develop IT Policies for Various Procedures.**
- 7. Improve Inventory Database.**
- 8. Assist Public Safety:**
 - a. Work with Fire & EMS to Improve Wireless Connectivity Capabilities on Medic Units.**
 - b. Implement Laserfiche Program to Store HIPAA-Related Documentation from the Billing Program.**
 - c. Continue to Assist with the Radio System Project Upgrade.**
 - d. Complete the MCT Transition from T-1 Line to Verizon Private Network Connectivity into Message Switch & Network.**
 - e. Assist with James River Drive Fire & EMS Station Project.**
- 9. Assist Assessor's Office Staff with Laserfiche Implementation.**

- 10. Continue Implementing Network Monitoring of Switches & Servers.**
- 11. Submit Annual Report.**
- 12. GIS – Improve the Workflow of Incorporating Recorded Survey Plats into the GIS.**
- 13. GIS – Revise the RPA & RMA Update Workflow.**
- 14. GIS – Evaluate ArcGIS Pro.**
- 15. GIS – Migrate GIS Projects & Data to a Virtualized server.**
- 16. GIS – Evaluate Creating Direct Connection between the GIS and the Assessor’s Database.**
- 17. GIS – Develop a Process for Archival Storage of Scanned plats & documents.**

General Services

-Staff Goals-

1. **Execute Plan for Next Phase of 'Go Green' Implementation.**
2. **Execute Plan to Install Water Filtration System at the Animal Services Center & Parks & Recreation Community Center.**
3. **Scott Park Activities Per Support of the Board of Supervisors:**
 - a. **Resolve DEQ Violations.**
 - b. **Install Stairs.**
 - c. **Install Electricity.**
 - d. **Install Irrigation System.**
 - e. **Activate Well with Electricity Hookup.**
4. **Central Wellness Center Per Support of the Board of Supervisors:**
 - a. **Renovations to the Wrestling Room.**
 - b. **Plan for Outside Walking Trail.**
 - c. **Replacement of Boiler.**
 - d. **Assist Parks & Recreation with Exercise Room.**
5. **Oversee Renovations to the Courthouse Basement.**
6. **Install Generator at Courthouse.**
7. **Develop Plan for Construction of New Walking Trails at Moore Middle School Recreation Area.**
8. **Complete Renovations to Basketball & Tennis Courts.**
9. **Complete Walkway Installations at Scott Park & Behind the Courthouse Area.**
10. **Place Numbers on Buildings within the County Complex.**

- 11. Develop Plan to Upgraded Fuel-Filling Station to Include Roof Canopy.**
- 12. Complete Negotiations with Container First Services on Recycle Bins.**
- 13. Develop RFP for Grass Cutting Contract for County Grounds.**
- 14. Submit Burrowsville Renovation Projects for Annual Budget or Capital Improvements Committee.**
- 15. Clean & Reorganize Areas of the Utility Shop, Fleet Garage, Garage Storage & Pole Shed.**
- 16. Submit Annual Report.**
- 17. Special Projects:**
 - a. Burrowsville Fire Station.**
 - b. Partner with Regional Heritage Center to Develop Plan for Fire & EMS Museum.**
 - c. Assist with Construction of New Route 10 Fire Station.**
 - d. Complete Exit 45 Gateway Project.**
 - e. Design & Complete HVAC for Wrestling Room.**
- 18. Fleet – Propose FY '18 Vehicle Replacement Plan.**
- 19. Fleet – On-Line Computer Training for Staff.**
- 20. Fleet – Host Fleet Managers' Meeting.**
- 21. Fleet – Execute Recommendations for Filter Plan.**
- 22. Fleet – EVT/ASE Testing for Staff.**
- 23. Fleet – Develop Plan for More Office/Storage Space.**
- 24. Fleet – Research Alternative Fuels for Vehicles.**

Community Corrections

-Staff Goals-

- 1. Host the Third Annual Job Fair.**
- 2. Host the Third Annual Luncheon for RRJ Booking & Records departments.**
- 3. Obtain NAPSA Pretrial Certification.**
- 4. Finalize CCJB Strategic Plan.**
- 5. Drug Court:**
 - a. Complete Five-Year Recidivism Study.**
 - b. Hire Probation Officer.**
 - c. Expand Drug Court at All Localities.**
- 6. Complete Reorganization of Standard Operating Procedures Based on New State Standards.**
- 7. Host Police Officer Appreciation Car Wash.**
- 8. Create Scrapbook Containing Pictures of Clients.**
- 9. Develop Necessary Probation & Pretrial Forms in Spanish.**
- 10. Purchase Narcan for Staff Use for Opioid Overdoses.**
- 11. Update Curfew Protocol & Strategies.**
- 12. Conduct Legal Process Training Session.**
- 13. Develop Plan for Part-Time Employment on Weekends & Nights.**
- 14. Submit Annual Report.**

- 15. Host an Annual Recognition Luncheon for the Clerks of the Court in Our Three Jurisdictions.**
- 16. Continue Activities with Wellness Committee, STEPS Challenge, etc.**
- 17. Continue Staff Support to PG Promise.**
- 18. Develop Employee Succession Plan.**