

POWHATAN COUNTY
 STRATEGIC ACTION PLAN
 IMPLEMENTATION STEPS FOR THREE-YEAR PRIORITIES
 STATUS REPORT

Status
 as of

Target
 Date

March 2, 2015

Key Task/Activity

<u>Priority LD 1: Complete the zoning and subdivision ordinance updates</u>		
Champion: Altman		
Supporting Staff: Howland, Dameron, Lacheney, Wall		
1. Zoning Ordinance update adopted by Board of Supervisors (BOS)	Jun-14	COMPLETE
2. Commence Subdivision Ordinance review	May-14	COMPLETE
3. Hold Planning Commission (PC) public hearing and recommend PC approval of Subdivision Ordinance	Sep-14	COMPLETE
4. Conduct a workshop with BOS	Nov-14	COMPLETE
5. Hold BOS public hearing	Dec-14	COMPLETE
6. Hold BOS workshop on Subdivision Ordinance	Feb-15	COMPLETE
7. Hold BOS public hearing and recommend BOS adoption	Mar-15	ONGOING
8. Implement new Subdivision Ordinance	Mar-15	

<u>Priority LD 2: Update the Comprehensive Plan</u>		
Champion: Altman		
Supporting Staff: Howland, Dameron, Stokes		
1. Conduct a workshop with BOS and PC to discuss the options of review or update, the legal requirements and the BOS expectations	Sep-15	
2. Develop tasks/activities based on BOS direction at the workshop	TBD	

<u>Priority LD 3: Prepare for the County's responsibility to address stormwater management</u>		
Champion: Altman		
Supporting Staff: Public Works, GIS		
1. Meet with representatives of other communities to review and discuss stormwater policies, ordinances, and implementation procedures	Sep-15	
2. Assess staff capabilities, needs, and resources	TBD	
3. Monitor State Code Regulations for potential changes	Ongoing	
4. Complete inventory of stormwater BMPs and outfalls in County, including drainage easements	Jun-16	
5. Develop local policies and procedures and County Code amendments	TBD	
6. Conduct BOS workshop to discuss proposed stormwater management program	TBD	
7. Recommend BOS adopt program	TBD	

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Priority EC 1: Create and implement an economic development plan, to include agri-business		
Champion: Altman Supporting Staff: Weiler		
1. BOS budgets and appropriates funding	Oct-14	COMPLETE
2. Develop and issue RFP	Oct-14	COMPLETE
3. Review RFP submittals	Dec-14	COMPLETE
4. Board approves contract and authorizes County Administrator to execute	Dec-14	COMPLETE
5. Begin plan development	Jan-15	COMPLETE
6. Complete plan	Aug-15	ONGOING
7. BOS adopts Economic Development Plan	Sep-15	
8. Implement Economic Development Plan	Ongoing	

Priority EC 2: Redirect and reconstitute the E.D.A. to include a clear purpose and realignment with the Board's direction and the economic development plan		
Champion: Altman Supporting Staff: Weiler		
1. Review EDAs within adjoining communities to learn of best practices	Aug-15	
2. Develop new job description/charter for EDA members	Sep-15	
3. Solicit talent bank resumes of potential EDA candidates	Nov-15	
4. Review resumes and recommend individuals for appointment to EDA	Dec-15	

Priority EC 3: Locate or expand at least one major business during the next 3		
Champion: Altman Supporting Staff: Weiler		
1. Develop and adopt Economic Development Plan (see EC 1)	Sep-15	
2. Identify sites for business development	Sep-15	
3. Create marketing materials and website	Jun-16	
4. Market development sites to potential businesses	Ongoing	
5. Get commitment from a new/expanded business	Dec-18	

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Priority EC4: Re-engineer the building inspection, planning, and zoning processes to be more efficient and business friendly		
Champion: Altman Supporting Staff: Planning/Building/Zoning/Public Works		
1. Meet with staff to discuss streamlining the plan review and building inspection process	Sep-14	COMPLETE
2. Review processes with consultant and evaluate consultants recommendations	Sep-15	ONGOING
3. Finalize and implement new processes	Jan-16	
4. Submit funding request for software to improve processes	Mar-16	
5. Select and purchase new software if funding is approved by BOS	Sep-16	
6. Implement new software	Jul-17	

Priority HS 1: Structure the new fire/EMS/emergency management department		
Champion: Singer Supporting Staff: Weiler, Greene, Warner, Schoeffel		
1. Gather input from Fire, Emergency Management and EMS community, volunteers, and staff to determine roles and responsibilities of Fire & EMS Chief position	May-14	COMPLETE
2. Write roles and responsibilities gathered from input into job description	Jul-14	COMPLETE
3. Advertise and interview for Fire and EMS Chief position	Sep-14	COMPLETE
4. Hire Fire & EMS Chief	Dec-14	COMPLETE
5. Submit request to Virginia Department of Fire Program to conduct a study of Powhatan County's Fire and EMS services	Dec-14	COMPLETE
6. Revise Powhatan Code for BOS approved changes as recommended by Fire & EMS Chief	Feb-15	ONGOING
7. Identify roles of current command structure of Fire/EMS/Emergency Management and analyze personnel needs based on current budget	Feb-15	COMPLETE
8. Recommend to the BOS changes to implement recommendations of Fire & EMS Chief on the command structure and personnel needs	Mar-15	COMPLETE
9. Present to the BOS the recommendations of the Virginia Department of Fire Program study	Jan-16	
10. Revise Powhatan Code for BOS approved changes as recommended by Virginia Department of Fire Program study	Mar-16	

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Key Task/Activity

11. Collaborate with volunteers, contractors, and county staff to implement plan, policies and procedures	Mar-16	
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Priority HS 2: Transfer the responsibility for emergency communications to the County Administrator and relocate the E-911 Center

Champion: Singer
 Supporting Staff: Sheriff, Greene

1. Engage in discussions between Sheriff and County Administrator to determine the need to transfer E-911 to carry out BOS direction	Jan-15	ONGOING
2. Engage in collaborations among County Administrator, Fire & EMS Chief and the Sheriff on implementation issues (acquire input, discuss pros and cons, briefing to officials as needed)	Jan-15	ONGOING
3. Identify the department to which the E-911 services function will report and identify a physical location for the E-911 function	Dec-15	
4. Present to the Board for approval of recommendations and funding for the location	Jun-16	
5. Develop a plan for relocation of E-911 center/new radio system to ensure there is no disruption of services	TBD	
6. Oversee the relocation of the E-911 center to ensure there is no disruption of services	TBD	

Priority HS 3: Evaluate the needs of our population and determine how best to respond so that they grow, develop and age healthfully

Champion: Pemberton/Weiler
 Supporting Staff: Howland, Woodel, Martin, TRIAD

1. Recommend reinstatement of County funding support for Senior Connections, Senior Navigator, Free Clinic, YMCA, the FCS program at the Extension Office and other organizations which support the County's aging population	Mar-15	COMPLETE
2. Assess the potential of a collaboration from agencies coming together for the Resource Council Meeting to determine whether this community partnership can address this goal (e.g., YMCA, Senior Connections, Health Department, Social Services, Extension Office, Recreation)	Jun-15	ONGOING
<ul style="list-style-type: none"> Attend the Resource Council meeting for a discussion of the possibility how human service needs, including needs of the aging, might be addressed 		ONGOING

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<ul style="list-style-type: none"> Develop a needs assessment (e.g., nutrition, recreation, financial education, transportation, support system, affordable housing, safety services) 		
<ul style="list-style-type: none"> Determine method of communication to disseminate information to community (hire external with Board of Supervisors approval, or internal committee) 		
<ul style="list-style-type: none"> Evaluate what the assessment may bring to the table and then determine how to address all needs 		
<ul style="list-style-type: none"> Delegate to agency to begin addressing needs 		

Priority HS 4: Develop a recreation department and plan that addresses the needs of all citizens

Champion: Woodel

Supporting Staff: Altman, Piper, Martin, Howland

1. Assess needs of department; determine whether assistance can be acquired from local universities to complete a community needs assessment	Oct-15	ONGOING
2. Continue to analyze programs in other localities for their "fit" in Powhatan	Nov-15	
3. Develop a written plan of action for department needs	Dec-15	
4. Determine immediate, affordable community needs and coordinate with services offered by other agencies to create programs for citizens	Dec-15	
5. Present recommendations to BOS and implement plan of action if approved	Mar-16	

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<u>Priority ED 1: Consider how future joint meetings with the School Board may be useful in achieving greater collaboration</u>		
Champion: Weiler Supporting Staff: Dr. Jones		
1. Schedule and hold meeting of BOS Chairman and School Board Chairman to discuss future joint meetings of BOS and School Board	Aug-14	COMPLETE
2. Schedule and hold meeting of BOS Chairman, School Board Chairman, County Administrator and Superintendent to discuss future joint meetings of BOS and School Board	Sep-14	COMPLETE
3. Schedule and hold quarterly meetings of BOS Chairman, School Board Chairman, County Administrator, and School Superintendent	Dec-14	COMPLETE
	Mar-15	
	Jun-15	
	Sep-15	
	Dec-15	
4. Schedule and hold a joint BOS/School Board workshop for School Board to present the Schools Facility Study to the BOS	Dec-14	COMPLETE
5. Research consultants to facilitate a joint BOS/School Board workshop on collaboration (Jones and Weiler)	Nov-14	COMPLETE
6. Discuss with consultant the strategy for joint BOS/School Board workshop (Jones and Weiler)	Dec-14	COMPLETE
7. Schedule and hold meeting of BOS Chair, School Board Chair, County Administrator and Superintendent to discuss recommendations of consultant on strategy for joint BOS/School Board workshop	Dec-14	COMPLETE
8. Schedule and hold joint BOS/School Board workshop on collaboration and to determine if the BOS/School Board should hold joint workshops on a regular basis	Feb-15	CANCELLED by BOS

<u>Priority ED 2: Determine the Board's role in a workforce development strategy that supports the County's economic development plan</u>	
Champion: Weiler Supporting Staff: Altman, Dr. Jones	
1. Develop the key tasks/activities for this priority once the economic development plan has been adopted by the BOS	TBD

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<u>Priority FA 1: Develop and implement a performance-based budgeting approach that aligns the budget with the priorities, goals, and objectives of the Board of Supervisors</u>		
Champion: Schubert		
Supporting Staff: Weiler, Beach, Gradwell, Jackson		
1. Define the performance based budgeting system to will be used	Jul-17	
2. Train staff on mission statements, objectives, and performance measurements	Sep-17	
3. Develop a database to store and report department data	Oct-17	
4. Develop a BOS policy that ties vision and factors to funding/budget process (How do department objectives tie in to the Boards vision)	Sep-18	
5. Present to the board a Performance based budget for FY 2020	Mar-19	

<u>Priority FA 2: Continue to examine, evaluate, and improve systems and processes to enhance and add to the effectiveness of government service delivery, transparency, and accountability</u>		
Champion: Weiler		
Supporting Staff: Jackson, Schubert		
1. Identify and document all completed BPR between January 2013 and present	Sep-15	
2. Create an initiative to identify, document, implement and acknowledge system and process improvements - the "Business Process Reengineering (BPR) Initiative"	Sep-15	
3. Write the BPR Initiative process including acknowledgement system	Sep-15	
4. Hold a meeting of key personnel from all departments to explain the BPR Initiative	Oct-15	
5. Identify potential BPR, assign champion and team; develop work plan (key tasks, activities, due dates)	ongoing	

<u>Priority FA 3: Review and update the County's financial policies, including school funding and capital projects</u>		
Champion: Schubert		
Supporting Staff: Beach, Gradwell, Weiler, Jackson		
1. Identify and list all the policies	Oct-14	COMPLETE
2. Request best practices from other local jurisdictions	Feb-15	ONGOING
3. Draft policies	May-15	ONGOING

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4. Meet with BOS Policy Committee to get their revisions to draft policies	Jun-15	
5. Present policies to BOS in workshop	Jul-15	
6. Present policies to BOS for approval	Aug-15	

Priority FA 4: Create an annual prioritized capital improvements plan and other capital maintenance program with consistent viable funding

sources

Champion: Schubert

Supporting Staff: Altman, Weiler, Piper, Melis, Singer

1. Schedule and hold meeting of team to determine the calendar for the FY 2016 Five-Year Capital Improvement Plan and Other Capital Programs (FY 2016 CIP)	Oct-14	COMPLETE
2. Schedule and hold meeting with School Superintendent to agree to dates for CIP	Dec-14	COMPLETE
3. Hold Joint BOS/ PC workshop on the Utilities Master Plan	Oct-14	COMPLETE
4. Hold Joint BOS / School Board workshop on the Schools Facility Needs Study	Nov-14	COMPLETE
5. Review FY 2015 CIP with Departments and incorporate changes into the FY 2016	Jan-15	COMPLETE
6. Incorporate Utilities Master Plan and School Board Adopted CIP into the FY 2016 CIP	Jan-15	COMPLETE
7. Present the FY 2016 CIP to the PC	Feb-15	COMPLETE
8. Present the FY 2016 CIP to the BOS	Mar-15	ONGOING
9. Recommend BOS adopt the FY 2016 CIP	Apr-15	ONGOING

Priority IN 1: Develop and adopt a utilities master plan

Champion: Rapp

Supporting Staff: Melis, Altman

1. Hold Joint PC and BOS workshop	Oct-14	COMPLETE
2. Present Plan to PC for consideration	Jan-15	COMPLETE
3. Present revised Water and Sewer Service District boundaries to PC for consideration		COMPLETE
	Jan-15	COMPLETE
4. Present Plan to BOS for consideration of adoption	Feb-15	COMPLETE
5. Present revised Water and Sewer Service District boundaries to Board for adoption	Feb-15	COMPLETE
6. Implement plan as growth occurs	Ongoing	ONGOING

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Priority IN 2: Finalize the agreement for the Cobbs Creek Regional Reservoir		
Champion: Weiler		
Supporting Staff: Altman, Rapp		
1. Finalize negotiations with Henrico County	May-15	ONGOING
2. Present agreement to BOS for adoption	Jun-15	
3. Sign and finalize agreement	Jun-15	
4. Implement agreement	Jun-15	

Priority IN 3: Secure funding for water tower to serve County, Department of Corrections, and Goochland County		
Champion: Weiler		
Supporting Staff: Rapp, Altman		
1. Funding was included in the FY 2015 State Budget	Complete	COMPLETE

Priority IN 4: Develop a communications infrastructure master plan for the public safety communications system		
Champion: Greene		
Supporting Staff: Singer, Director of IT, Sheriff		
1. Request BOS approval of funding for plan	Oct-14	COMPLETE
2. Develop RFP	Feb-15	COMPLETE
3. Issue RFP	Mar-15	ONGOING
4. Review submitted proposals	Jun-15	
5. Request BOS to authorize County Administrator to execute contract	Jul-15	
6. Complete plan	Dec-15	
7. Present plan to BOS for approval	Jan-16	

Priority IN 5: Develop a transportation master plan		
Champion: Altman		
Supporting Staff: Howland, Dameron, Melis		
1. Conduct workshop with Board on a Route 60 third lane policy	2014	COMPLETE
2. Write and present to BOS for approval a Route 60 third lane policy	Jun-15	ONGOING
3. Complete Route 60 East Special Area Plan funding by the MPO	Jun-16	
4. Complete Route 60 Rural Area Corridor Study being done by MPO staff	Jun-16	
5. Conduct workshop with BOS and PC on all the transportation studies to determine BOS expectation and desired outcome of a transportation master plan	Oct-16	

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6. Develop tasks and activities based on direction of BOS from workshop	TBD	
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Priority IN 6: Develop an IT/phone master plan for the County's internal systems

Champion: IT Director

Supporting Staff: Stowers

1. Request BOS approval of funding for plan	Oct-14	COMPLETE
2. Develop and issue RFP	Jun-15	
3. Request BOS to authorize County Administrator to execute contract and budget and appropriate funds	Oct-15	
4. Complete plan	Jan-16	
5. Present plan to BOS for approval and funding	Mar-16	

Priority IN 7: Develop a broadband master plan

Champion: IT Director

Supporting Staff: Stowers

1. Request BOS approval of funding for plan	Mar-15	ONGOING
2. Develop and issue RFP	Jun-15	
3. Request BOS to authorize County Administrator to execute contract and budget and appropriate funds	Oct-15	
4. Complete plan	Jan-16	
5. Present plan to BOS for approval and funding	Mar-16	

Priority RC 1: Evaluate and ensure that the County has active participation in each organization in which the Board determines we must play a valuable role

Champion: Weiler

Supporting Staff: Timberlake, Martin, Barton

1. Create a form that includes name of organization, contact, benefits, and budget amount.	Nov-15	
2. Ask staff in all departments for information regarding the organizations in which they currently actively participate and collaborate. County Administrator will include Board and County Administrator activity and partnerships. Describe what value being a member of the organization brings to the County	Dec-15	
3. Compile the data provided by the Departments	Jan-16	

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4. Describe what value being a member of the organization brings to the County	Dec-15	
5.		
6. Research and identify other opportunities for collaborations	Jan-16	
7. Evaluate new collaborations for the potential benefit to the county's projects	Mar-16	
8. Present to the BOS list and benefits of partnerships and organizations	May-16	
9. Evaluate existing participation and benefits annually with recommendations for funding in the budget	Annually	

Priority RC 2: Continue to develop Board and staff relationships with regional partners

Champion: Weiler

Supporting Staff: Timberlake, Martin, Barton

1. Encourage Staff and Board participation in local government associations	Ongoing	ONGOING
2. Budget funds for Staff and Board to attend the meetings, workshops and educational sessions of local government associations	Annually	ONGOING
3. Continue active participation in the boards and initiatives of the RRPDC	Ongoing	ONGOING

Priority RC 3: Continue to build strong relationships with our legislative

Champion: Weiler

Supporting Staff: Leadership Team

1. Participate in all available opportunities to discuss County priorities with local delegates	Ongoing	ONGOING
2. Attend town meetings held by legislators to support their presence in the County	Ongoing	ONGOING
3. Supply legislators with reports and briefings on local matters	Ongoing	ONGOING
4. Submit to delegation County's legislative priorities by September each year	Ongoing	ONGOING