

POWHATAN COUNTY  
 STRATEGIC ACTION PLAN  
 IMPLEMENTATION STEPS FOR THREE-YEAR PRIORITIES  
 STATUS REPORT as of May 22, 2017

Highlighted Cells note a change from the April 24, 2017 update

Priority LD2: Update the Comprehensive Plan

Champion: Schardein		
Supporting Staff: Howland		
Key Tasks and Activities	Target Date	Status
1. Revise Map 7 to follow property lines and present to the Planning Commission (PC)	Nov-16	COMPLETE
2. 2. Prepare for PC consideration, alternatives to Map 7 with at least three options as per the BOS minutes of the November 3, 2016 joint BOS/PC meeting. One option is the status quo, the current growth areas on Map 7. One option should show both existing growth areas on Rt 60 connected, thus having one growth area from the Chesterfield border to Rt 522. One option should maintain separation of the existing growth areas on Rt 60 with an overlay(s) between. All three options should contain a pro-con analysis of the option.	Jan-17	ONGOING
3. Revise the categories on Map 7 and present to the PC	Jan-17	COMPLETE
4. Update the narrative sections of the Plan and present to the PC	Feb-17	COMPLETE
5. Hold PC workshops on the Comp Plan	11/16 - 5/17	
6. Receive from PC their recommended updated Comp Plan	6/7/2017	
7. Present PC recommendations to Board of Supervisors (BOS)	6/26/2017	
8. Hold BOS workshops on the Plan	7/17 - 9/17	
9. Hold community meeting to receive input on BOS proposed Plan	Sep-17	
10. Adopt updated Comp Plan - <b><u>BOS ACTION</u></b>	9/25/2017	

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Priority LD5: Update the Zoning and Subdivision Ordinances to comply with the revised Comprehensive Plan

Champion: Schardein		
Supporting Staff: Dameron, Howland, Lacheney, Wall		
Key Tasks and Activities	Target Date	Status
1. Adopt revised Subdivision ORD - <b><u>BOS ACTION</u></b>	Jan-17	COMPLETE
2. Adopt updated Comp Plan - <b><u>BOS ACTION</u></b>	Sep-17	
3. Identify discrepancies between the Comp Plan, the Zoning ORD and the Subdivision ORD	ongoing	
4. Revise Zoning and Subdivision ORD as required	ongoing	

Priority EC5: Implement the Economic Development Strategic Plan to include clear deliverables and key metrics to evaluate performance

Champion: Voorhees		
Supporting Staff: Schardein, Schubert		
Key Tasks and Activities	Target Date	Status
1. Present to BOS recommendation for prioritizing and implementing key strategies and recommendations in Section 6 of the ED Plan	Oct-16	COMPLETE
2. Evaluate whether the priority “A” key strategies as defined in the October 24, 2016 presentation to the BOS should be accomplished by a consultant or a Director of Economic Development	Nov-16	COMPLETE
3. Obtain proposal(s) from consultant(s) to complete priority “A” key strategies	Dec-16	COMPLETE
4. Present proposals to BOS and obtain funding	Dec-16	COMPLETE
5. Determine if consultant contract will be with the BOS or EDA - <b><u>BOS Action</u></b>	Dec-16	COMPLETE
6. Hold meeting of consultant and EDA to negotiate contract terms	Jan-17	COMPLETE
7. Schedule monthly meetings with consultant and EDA to assess progress of priority “A” key strategies	Feb-17	COMPLETE
8. Present to BOS monthly reports on progress of priority “A” key strategies	ongoing	

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Priority EC6: Provide clear direction and appropriate support to the E.D.A. to ensure it can carry out its responsibilities related to goals of the Economic Development Strategic Plan

Champion: Voorhees		
Supporting Staff: Schardein		
Key Tasks and Activities	Target Date	Status
1. Hire consultant to present to the BOS, EDA, PC and staff the roles, duties and responsibilities of each in the economic development process	Oct-16	COMPLETE
2. Schedule and hold meeting to communicate BOS expectations to EDA, PC and staff	Nov-16	COMPLETE

Priority EC4: Streamline the building inspection, planning and zoning processes to be more efficient and business friendly, including a checklist and a fast track review process

Champion: Schardein		
Supporting Staff: Howland, Shelton, Batterson		
Key Tasks and Activities	Target Date	Status
1. Review existing policies, processes and procedures for potential efficiencies	Feb-17	ONGOING
2. Review effectiveness of existing checklists, forms, applications, etc.	Feb-17	ONGOING
3. Study best practices (other local governments)	Feb-17	ONGOING
4. Revise policies, processes, procedures, and forms as needed	Sep-17	
5. Seek key stakeholder input on proposed revisions	Sep-17	
6. Implement new policies, processes, procedures and forms	10/1/2017	

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Priority EC8: Pursue with our legislators the possible acquisition of the  
 Beaumont site

Champion: Voorhees		
Supporting Staff: Schardein, Wall		
Key Tasks and Activities	Target Date	Status
1. Meet with BOS to discuss legislative priorities for 2017	Aug-16	COMPLETE
2. Identify Beaumont acquisition as a legislative item	Aug-16	COMPLETE
3. Adopt legislative priorities - <b>BOS ACTION</b>	Aug-16	COMPLETE
4. Monitor the status of the Beaumont acquisition with legislators	Apr-17	ONGOING

Priority EC9: Implement the Powhatan County Water/Wastewater Master Plan as  
 determined by the Board

Champion: Carter		
Supporting Staff: Melis		
Key Tasks and Activities	Target Date	Status
1. Update the costs in the CIP for the W/WW projects in the W/WW Plan	annually	ONGOING
2. Update the projects in the CIP if the projected growth or the planned growth areas change	annually	ONGOING
3. Facilitate construction of water and waste water infrastructure as approved and budgeted and appropriated by BOS - <b>BOS ACTION</b>	ongoing	ONGOING

Priority IN2: Finalize the agreement for the Cobbs Creek Regional Reservoir

Champion: Voorhees		
Supporting Staff: Carter, Lachenev, Melis		
Key Tasks and Activities	Target Date	Status
1. Develop an agreement with Henrico County for Powhatan's Participation in the Cobbs Creek Reservoir	Dec-16	ONGOING
2. Hold BOS workshop to present and discuss the terms of agreement	Jan-17	COMPLETE
3. Approve and execute the agreement - <b>BOS ACTION</b>	Jul-17	

Priority IN5: Develop a transportation master plan

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Champion: Schardein		
Supporting Staff: Howland, Reynolds		
Key Tasks and Activities	Target Date	Status
1. Hold BOS workshop to present and discuss Route 60 East and West Studies	Dec-16	COMPLETE
2. Adopt the Route 60 East and West Studies - <b><u>BOS ACTION</u></b>	May-17	
3. Evaluate staff resources to determine whether a consultant is needed to develop TM Plan; if consultant, seek funding from BOS	Dec-17	
4. Incorporate Route 60 East and West Studies into a DRAFT TM Plan	Aug-18	
5. Review DRAFT TM Plan with VDOT and TPO	Sep-18	
6. Review DRAFT TM Plan with PC	Oct-18	
7. Hold BOS workshop to present and discuss DRAFT TM Plan	Nov-18	
8. Adopt TM Plan - <b><u>BOS ACTION</u></b>	Dec-18	

Priority EC12: Implement a Countywide broadband system

Champion: Buzzard		
Supporting Staff: Paciello, Schardein, Voorhees		
Key Tasks and Activities	Target Date	Status
1. Contract with SCS Broadband to design a plan to implement wireless broadband in Powhatan	Oct-16	COMPLETE
2. Evaluate the plan to determine the target areas to be serviced and the order of implementation	Dec-16	COMPLETE
3. Present the plan to citizen advisory committee for input	Jan-17	COMPLETE
4. Present the plan to BOS and public	Jan-17	COMPLETE
5. Monitor implementation of the consultant's plan	ongoing	ONGOING

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Priority HS5: Work cooperatively with service delivery agencies to develop a joint plan to address the public health and safety needs of our diverse population and bring the plan to the Board for consideration

Champion: Pemberton		
Supporting Staff: C. Howland, Emerson, Martin		
Key Tasks and Activities	Target Date	Status
1. Present BOS Adopted Strategic Action Plan with this Priority to the Powhatan Resource Council	Feb-17	COMPLETE
2. Identify programs that are currently providing services which address the public health and safety needs of the Powhatan population	Jul-17	
3. Identify and prioritize the unmet public health and safety needs of the Powhatan population	Dec-17	
4. Determine action steps, costs and timeframe to address unmet needs	Jul-18	
5. Identify funding resources to address unmet needs	Dec-18	
6. Present to BOS the unmet needs and funding sources - <u>BOS ACTION</u>	Dec-18	

Priority ED3: Continue joint meetings with the School Board and work collaboratively to align strategic intent and planning

Champion: Voorhees		
Supporting Staff: Dr. Jones		
Key Tasks and Activities	Target Date	Status
1. Schedule a meeting of the School Superintendent, County Administrator, and Chairmen of the BOS and School Board to develop a schedule for calendar years 2017, 2018 and 2019	Jul-17	
2. Hold meetings as scheduled	Dec-19	
3. Explore ways to enhance collaboration and improve communication between the BOS and SB	Dec-19	

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Priority ED4: Working with the School Board, community colleges, regional and state agencies, local businesses, and the EDA, determine how best to ensure the employability of our population

Champion: Voorhees Supporting Staff: Pemberton, Martin, Dr. Jones		
Key Tasks and Activities	Target Date	Status
1. Continue to work with and support our workforce development partners in the region	ongoing	ONGOING
2. Using the target business sectors identified by the EDA and BOS in EC5 and working with the County's workforce development partners, list the skill sets needed for future businesses	Oct-18	
3. Through the business retention and expansion program (BRE) developed in EC5, list the skill sets needed for existing businesses	Oct-18	
4. Develop and support programs at Reynolds, PCPS and business partners which teach the identified skill sets	Feb-19	

Priority FA1: Develop and implement a performance-based budgeting approach that aligns the budget with the priorities, goals, and objectives of the Board

Champion: Schubert Supporting Staff: Smiley, Gradwell, Beach		
Key Tasks and Activities	Target Date	Status
1. Train Finance staff on performance based budgeting	Jul-18	
2. Evaluate whether to purchase or develop performance based budget software	Dec-18	
3. Obtain funding from BOS for software	Mar-19	
4. Train department and offices on mission statements, goals, objectives, performance measurement and reporting	Jun-19	
5. Develop a database to store and report department data	Aug-19	
6. Input department and office mission statements, goals, objectives, performance measurements into the database	Oct-19	
7. Develop a process that ties Board vision and priorities to funding and the budget process	Oct-19	
8. Present BOS with a performance based budget for FY 2021	Mar-20	

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**Priority FA2: Continue to examine, evaluate, and improve systems and processes to enhance the effectiveness of government service delivery, transparency, and accountability**

Champion: Gradwell		
Supporting Staff: Smiley, Paciello, Johnston, Delaney		
Key Tasks and Activities	Target Date	Status
1. Create an initiative to identify, document, implement, and acknowledge system and process improvements - the “Business Process Re-engineering (BPR) Initiative”	Sep-17	
2. Write the BPR Initiative Process, including an acknowledgement system	Sep-17	
3. Hold a meeting of all Constitutional Officers and Department Directors to identify and document all completed BPR between January 2013 and present	Oct-17	
4. Hold a meeting of key personnel from all departments to explain the BPR Initiative	Oct-17	
5. Recognize all past BPR initiatives at a Board meeting and hold kick off for acknowledgement system	Jan-18	
6. Seek and schedule training on BPR to assist departments in making improvements in their systems and processes	ongoing	
7. Identify potential BPR opportunities, assign champion and team, and develop work plans (key tasks, activities, due dates)	ongoing	
8. Implement and monitor progress	ongoing	

**Priority FA5: Continue to review and update the County’s financial policies**

Champion: Smiley		
Supporting Staff: Schubert		
Key Tasks and Activities	Target Date	Status
1. Evaluate list of GFOA best practices and identify those applicable to Powhatan County	ongoing	ONGOING
2. Request best practices from other jurisdictions	ongoing	ONGOING

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3. Draft policies	ongoing	ONGOING
4. Present policies to the BOS for adoption	ongoing	ONGOING

**Priority QC1: Evaluate and update the housing section of the Comprehensive Plan to ensure that a diverse mix of attractive housing choices is available**

Champion: Schardein		
Supporting Staff: Howland, Shelton		
<b>Key Tasks and Activities</b>	<b>Target Date</b>	<b>Status</b>
1. Evaluate existing housing stock	Jan-17	COMPLETE
2. Work with PC to update the housing section of the Comp Plan	Feb-17	ONGOING
3. See LD2 for Tasks in getting Comp Plan adopted by BOS		

**Priority QC2: Improve our communication processes to more fully engage our citizens and keep them informed**

Champion: Paciello		
Supporting Staff: Communications and Transparency Committee		
<b>Key Tasks and Activities</b>	<b>Target Date</b>	<b>Status</b>
1. Form a Communications and Transparency Committee	Feb-17	COMPLETE
2. Evaluate current methods and types of information being presented to the public	May-17	COMPLETE
3. Identify additional communication processes and avenues to promote positive County image	May-17	COMPLETE
4. Explain and train Department Director and key staff on the communication processes and avenues and what types of information to present	Jun-17	
5. Implement communication processes and avenues	Jun-17	

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Priority QC3: Investigate potential for enhanced public river access and trail development (i.e. bike friendly river trail)

Champion: Schardein Supporting Staff: Carter, Howland, Woodel		
Key Tasks and Activities	Target Date	Status
1. Create a stakeholder committee	Jul-18	
2. Identify potential sites and thoroughfares for river access and trail development; reference EC8	Dec-18	
3. Investigate potential funding sources such as grants/matching funds	Jun-19	
4. Evaluate feasible sites	Jun-19	
5. Present recommendations to BOS	Jun-19	

Priority HS4: Develop a recreation plan that addresses the needs of all citizens, to include revenue potential

Champion: Carter Supporting Staff: C. Howland, Martin, Woodel, Schardein		
Key Tasks and Activities	Target Date	Status
1. Request funding from the BOS - <b><u>BOS ACTION</u></b>	Mar-17	COMPLETE
2. Hire a consultant to conduct an accurate and unbiased community need assessment, provide recommendations for recreation infrastructure and programs, and develop a phased implementation plan (Rec Plan)	Sep-17	
3. Present Rec Plan to BOS	Sep-18	
4. Approve the Rec Plan - <b><u>BOS ACTION</u></b>	Dec-18	
5. Request funding from the BOS to implement the Plan - <b><u>BOS ACTION</u></b>	Mar-19	

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

Champion: Voorhees Supporting Staff: Department Directors		
Key Tasks and Activities	Target Date	Status
1. Encourage staff and BOS participation in local government associations	ongoing	ONGOING
2. Budget funds for staff and BOS to attend the meetings, workshops, and educational sessions of local government associations	ongoing	ONGOING
3. Continue active participation in boards and initiatives of the RRPDC	ongoing	ONGOING
4. Continue to develop informal relationships with professionals in similar career paths (i.e. HR, communications, etc.)	ongoing	ONGOING
5. Explore opportunities to create and/or join into regional partnerships	ongoing	ONGOING
6. Utilize cooperative regional contracts	ongoing	ONGOING

**Priority RC3: Continue to build strong relationships with our legislative delegation**

Champion: Voorhees Supporting Staff: Department Directors		
Key Tasks and Activities	Target Dates	Status
1. Participate in all available opportunities to discuss County priorities with local delegates (state and federal)	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 of each year	ongoing	ONGOING
5. Publicize legislative meetings and opportunities for County employees and citizens to attend	ongoing	ONGOING