

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

Status
 as of

April 6, 2015

Highlighted Cells note a change from the March 2, 2015 update

| Key Task/Activity | Target Date | |
|--|-------------|----------------|
| Priority LD 1: Complete the zoning and subdivision ordinance updates | | |
| 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 | PH May 5, 2015 |
| 8. Implement new Subdivision Ordinance | Mar-15 | |

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|---|--------|--|
| Priority LD 2: Update the Comprehensive Plan | | |
| 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 | |

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| Priority LD 3: Prepare for the County's responsibility to address stormwater management | | |
| 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

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| 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

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|--|--------|--|
| 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

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| 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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| <u>Priority EC4: Re-engineer the building inspection, planning, and zoning processes to be more efficient and business friendly</u> | | |
|---|--------|----------|
| 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 | |

| <u>Priority HS 1: Structure the new fire/EMS/emergency management department</u> | | |
|---|--------|-----------------|
| 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 | to BOS 4/6/2015 |
| 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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| 11. Collaborate with volunteers, contractors, and county staff to implement plan, policies and procedures | Mar-16 |

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

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|---|--------|---------|
| 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

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| 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 |

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| <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 | | COMPLETE |
| <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

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|--|--------|---------|
| 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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Priority ED 1: Consider how future joint meetings with the School Board may be useful in achieving greater collaboration

Champion: Weiler

Supporting Staff: Dr. Jones

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| 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 | COMPLETE |
| | Jun-15 | |
| | Sep-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 |

Priority ED 2: Determine the Board's role in a workforce development strategy that supports the County's economic development plan

Champion: Weiler

Supporting Staff: Altman, Dr. Jones

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| 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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| Priority FA 1: <u>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 |

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| Priority FA 2: <u>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 |

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| Priority FA 3: <u>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 | COMPLETE |

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| 3. Draft policies | May-15 | ONGOING |
| 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

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| 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 | COMPLETE |
| 9. Recommend BOS adopt the FY 2016 CIP | Apr-15 | COMPLETE |

Priority IN 1: Develop and adopt a utilities master plan

Champion: Rapp

Supporting Staff: Melis, Altman

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|--|--------|----------|
| 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 |

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| 5. Present revised Water and Sewer Service District boundaries to Board for adoption | Feb-15 | COMPLETE |
| 6. Implement plan as growth occurs | Ongoing | ONGOING |

Priority IN 2: Finalize the agreement for the Cobbs Creek Regional Reservoir

Champion: Weiler

Supporting Staff: Altman, Rapp

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|--|--------|---------|
| 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

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| 1. Funding was included in the FY 2015 State Budget | Complete | COMPLETE |
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Priority IN 4: Develop a communications infrastructure master plan for the public safety communications system

Champion: Greene

Supporting Staff: Singer, Director of IT, Sheriff

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|--|--------|----------|
| 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

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|---|--------|----------|
| 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 | |

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| 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 |
| 6. Develop tasks and activities based on direction of BOS from workshop | TBD |

Priority IN 6: Develop an IT/phone master plan for the County's internal systems

Champion: IT Director

Supporting Staff: Stowers

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| 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

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|---|--------|---------|
| 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

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| 1. Create a form that includes name of organization, contact, benefits, and budget amount. | Nov-15 | |
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| 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 |
| 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

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| 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

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| 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 |

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| 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 |