



Organizational Assessment & Staffing Study

York County, Virginia

February 4, 2025



ASSESSMENT PURPOSE

The purpose of this assessment was to review and analyze York County's operational structure, staffing levels, policies and procedures, workflow, and opportunities for improving efficiency.

OVERARCHING THEMES

Workforce-
General Beliefs

Geography &
Office Locations

Technology

Employee
Evaluations

Communications
(Internal +
External)

Staffing Levels

COMMISSIONER OF THE REVENUE



Technology



Customer Service Enhancements



New Positions



Operational Adjustments



TREASURER



Operational Improvements



Revenue Collection



Quality Control



Training & Cross-training



FINANCE



Financial Systems Enhancement



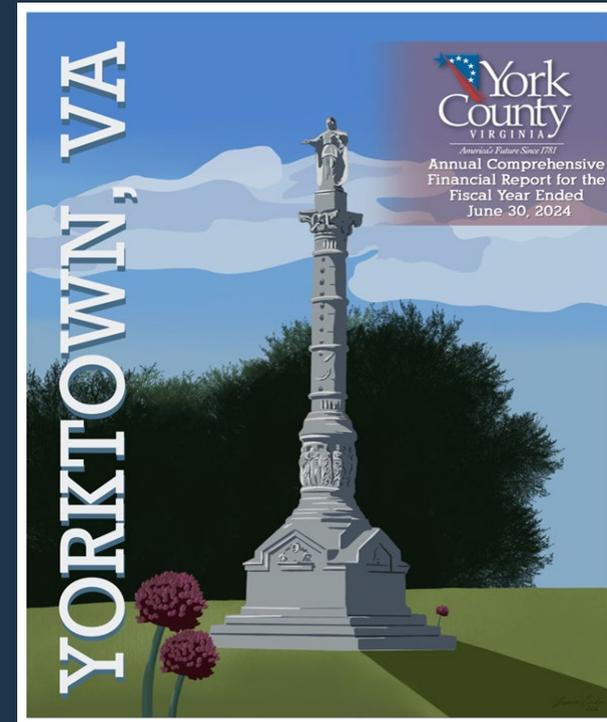
Budget Transparency



Payroll Staffing



Succession Planning



ECONOMIC & TOURISM DEVELOPMENT



Promote Business & Tourism



Operational Improvements



Vacancies & Training



Seasonal Support



HUMAN RESOURCES



Retention Strategies



Performance Management



Recruitment & Retention



Improve Onboarding



INFORMATION TECHNOLOGY



Cybersecurity Enhancements



Technology Utilization



Staffing Gaps



Professional Development



LIBRARY



Community Engagement



Technology Improvements



Staffing Enhancements



Cross-training Initiatives



PARKS & RECREATION



Facility Expansion



Operational Improvements



Succession Planning



Seasonal Support



PLANNING & DEVELOPMENT SERVICES



Streamline Processes



Customer Experience



Staffing Adjustments



Reassignment of Duties



PUBLIC WORKS



Operational Efficiency



Resource Allocation



Staffing Adjustments



Training & Development



GENERAL PERSONNEL RECOMMENDATIONS



Enhance training programs across all departments, including certifications (e.g., APWA, IT).

Prioritize cross-training to build resilience against staffing shortages.

Reward professional growth through career ladders and performance-based adjustments.

Build a flexible workforce capable of handling varying workloads.

Strengthen internal communication and collaboration through shared responsibilities.

Allocate resources for consistent workshops and technical upskilling (e.g. supervisory training).

Expand succession planning efforts to ensure smooth leadership transitions.

Develop mentorship programs for preparing staff for leadership roles.

CUSTOMER SERVICE ENHANCEMENTS & SET EXPECTED OUTCOMES



Streamline online payment systems and public-facing processes for user convenience.

Simplify permitting applications and customer interaction workflows.

Conduct targeted outreach and surveys to understand and align with community needs.

Expand training for front-line staff to improve customer experience.

Set Expected Outcomes such as:

- Increase the aggregate citizen survey satisfaction score by 5% biannually.
- Reduce permit processing time by 20% over a multiyear of process improvement initiative.

STREAMLINE COMMUNICATION CHANNELS



Establish clear protocols for Board interactions with staff to avoid operational disruptions.

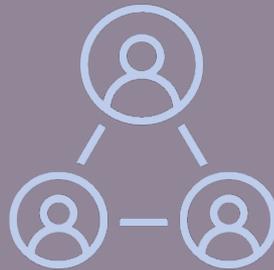
Use designated channels (e.g., County Administrator) for Board-staff communication.

Set target response times for different levels of urgency.

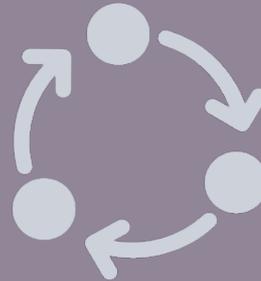
KEY TAKEAWAYS



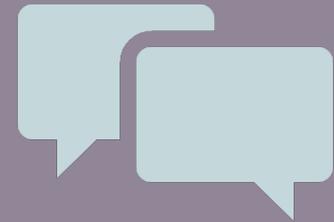
➤ Service delivery and high standards maintained despite staffing and technology challenges.



Enhance strategic staffing to address vacancies and workload imbalances.



Streamline operations through technology upgrades and training.



Improve internal and external communication for better collaboration.