



City Manager's 120-Day Transition Plan Dr. L. Pettis Patton, City Manager September 2015 Accomplishments

II. Organizational Alignment, Development and Review

- **Behavioral Healthcare Service**

- DBHS reviewed Intellectual Disability (ID) policies to ensure compliance with regulatory agencies. **(Goal 1)**
- DBHS moved to a state of the art location that will enable citizens to receive services in a centralized location that is adjacent to Social Services and the Health Department. **(Goal 2)**
- DBHS has developed a case management unit that will serve all adults that are recovering from mental health and substance use disorders. **(Goal 2)**
- DBHS has transitioned the state hospital liaison and reinvestment program staff to the emergency services unit to will allow more clinical oversight. **(Goal 2)**
- DBHS is running an evidence based model “seeking safety” in the women’s intensive outpatient program. **(Goal 2)**
- DBHS has attended an evidence based model training “To Good for Drugs” which is a program to discuss drug prevention for middle school students. **(Goal 2)**
- DBHS discussed core values of service delivery in accordance with meeting Community Consumer Submission (CCS3) requirements. **(Goal 4)**
- DBHS transitioned to the ICD-10 (International Classification of Disease) to ensure payment for services rendered. **(Goal 6)**

- **Building Official**

- Met with Permits and Inspections staff to explain and discuss city policies issued by Human Resources. **(Goal 1)**
- Participated in the discussion regarding the City Space/Lease. Discussion focused on 801 Water Street and various other city used spaces, and worked with facilities management staff to help plan, design and construct space on the fifth floor of City Hall to accommodate Risk Management and the Department of Economic Development. **(Goal 2)**
- Provided updated progress report on Cradock Recreation Center and reissued Temporary Certificate of Occupancy. **(Goal 2)**
- Reviewed plan, issued permit, performed final inspection and issued Certificate of Occupancy for ABC Store at Kroger Marketplace Shopping Center on Turnpike Rd. **(Goal 9)**
- As part of our Proactive Certificate of Occupancy program, assisted contractor by providing progress checks, coordinating final inspections and issued Certificates of Occupancy for Dollar General Store on Effingham Street, Dunkin Doughnuts, and Little Caesar's Pizza at Mid-Town Shopping Center. *This may also be pertinent to Item III, Goal 2.* **(Goal 9)**
- Updated and rewrote job descriptions for trade inspectors and Assistant to the Building Official. **(Goal 10)**
- Interviewed and hired an Assistant to the Building Official; a position previously identified as mission critical. **(Goal 11)**

- **Economic Development**

- Reviewed 14 recently highlighted APDs with all staff members to ensure understanding and compliance. **(Goal 1)**
- Reviewed Department's target industries/markets for consistency with Council's vision principles. Targets are listed below and applicable vision principle noted **(Goal 3)**:
 - Target: Maritime & Port-related Businesses
Vision: Robust Economy for Men & Women (maritime field) and Leading Maritime Center
 - Target: Community Business Initiative

Vision: Robust Economy for Men & Women (small and emerging businesses)

- Target: Multi-family Development
Vision: Robust Economy for Men & Women
- Target: Retail
Vision: Robust Economy for Men & Women (retail)
- Target: Modeling & Simulation
Vision: Robust Economy for Men & Women (emerging businesses)
- Target: Craft Breweries
Vision: Robust Economy for Men & Women (retail and small/emerging businesses)

○ Enterprise Zones (**Goal 5**)

- Prepared an application to conduct a minor boundary modification to Virginia Enterprise Zone (VEZ) #2.
- The Virginia Department of Housing and Community Development (VDHCD) has selected Portsmouth as the site of a “How to Apply for Enterprise Zone Benefits” workshop on January 13, 2016. VDHCD holds 3-4 of these workshops each winter. Economic Development will co-host the event with this state agency.

● **Engineering**

- Meetings were held with staff from Engineering, Traffic Engineering and the Parking Authority to discuss and reinforce city policies issued by Human Resources. (**Goal 1**)
- Collaborated with other departments in providing a recommendation to the City Manager to connect the cul-de-sacs at Hatton Street and Primrose Street to London Boulevard. This recommendation is consistent with the Uptown D2 District plan and the Master Transportation Plan. (**Goal 5**)
- Working with various departments to better define project scopes; review and comment on plans, specifications and estimates; and provide recommendations for next steps. (**Goal 8**)

● **Finance Department**

- Instituted new requirements regarding procurement, requisitions, and purchases to ensure that proper checks and balances are in place that represents accountability at all levels (**Goal 6 and 8**)

- Reviewing all fixed assets with by department (**Goal 6**)
- Reviewing all cooperative procurement contracts to ensure best practice. (**Goal 8**)
- **Fire Department**
 - Identify policies that needed improvement (Change to Civil Service Rule 9 to align with Fire Department SOP 601).
 - Realign the organizational structure to provide citizens the best emergency care. (Partnership and training with Bon Secours STEMI program).
- **Health Department**
 - Applied for and received two CDC associates who will be working with the health department for the next two years to improve health literacy in the city and to help with quality improvement initiatives to achieve accreditation status.
- **Human Resource Management**
 - Updated Employee Selection Review (ESR) Procedure, Administrative Policy (AP) #22, in September 2015 (**Goal 1**)
 - Updated Freedom of Information Act (FOIA), AP #12, in September 2015 (**Goal 1**)
 - Reinstated and updated Safety Shoes Program, AP #S4 in September 2015 (**Goal 1**)
 - Developed a city policy on Smoking, Use of Tobacco Products and Use of Electronic Cigarette Devices (E-Cigarettes), AP #16, to be implemented in October 2015 (**Goal 1**)
 - Researching and surveying market cities about their policies that address city equipment and where the responsibility of payment lies when city-issued equipment is lost, stolen or damaged (**Goal 1**)
 - Currently reviewing all AP's to identify need of improvements, re-writes and edits (**Goal 1**)
 - Collaborating with the City Manager's Office to review the organizational structure and realign as necessary (**Goal 2**)

- Incorporated the city's Core Values back into training and development programs, such as New Employee Orientation (NEO) and Supervisor's Orientation (**Goal 4**)
- Incorporated the city's Core Values into employee recognition programs and performance evaluations to establish metrics to ensure employees are measured on performance that is consistent with the city's Core Values (**Goal 4**)
- Collaborated with the City Manager's Office and other city departments to have a comprehensive understanding of the City's staffing needs to ensure early and timely presentation of expected shortfalls/surpluses for the upcoming budget process (**Goal 7**)
- Assigned key persons from the Department of Human Resource Management to monitor our department's budget and ensure the department makes cost-effective financial decisions (**Goal 7**)
- Incorporated applicable policies, procedures and programs in NEO, Supervisor's Orientation and Interview Training to reiterate the importance of excellent customer service (**Goal 9**)
- Effectively communicated with departments regarding expectation and importance of measuring employee job performance and determining proper performance metrics for each job position (**Goal 10**)
- Working with Munis representatives to innovate the performance management process and ensure a smooth transition and accurate implementation to an online system (**Goal 10**)
- Initiated steps with Munis to develop and implement the module for an online performance evaluation system that incorporates succession planning to position employees for excellence and success (**Goal 10**)
- Until the implementation of the Munis component, the monthly reports to Department Heads for evaluations due will be sent electronically to maximize efficiency (**Goal 10**)

- Recruited for vacant executive positions including Director of Human Resource Management, Director of Parks, Recreation and Leisure Services, and Director of Information Technology (**Goal 11**)
- Partnered with The Mercer Group who is currently recruiting for vacant executive positions including Deputy City Manager, Director of Economic Development, Director of Public Utilities and Chief Financial Officer (**Goal 11**)
- **Information Technology**
 - Met with staff to ensure compliance with the city's dress code policy.
 - Made sure that all staff was aware of the city's AP policies and how they pertain to their area of discipline.
 - Worked with the team to re-institute the city's Core values, making sure that each person conduct themselves with a level of professionalism and passion that demonstrates the weight of responsibility that each of us carry as employees for the citizens of Portsmouth.
 - Began investigations into redesigning the city of Portsmouth website to provide better citizen engagement.
 - Continued deployment of replacement computers for lifecycle maintenance.
- **Libraries**
 - Communicated adherence to city APs to all staff with particular attention to AP #13 & 38.
 - Building relationships interdepartmentally; Todd gave a presentation at the Community Colored Library Museum spanning 150 years of his family's history in the area while promoting library resources at the September edition of "Saturday Conversations."
 - Encouraged staff participation in the 2015 Virginia Library Association Conference coming up in October.
- **Marketing, Entertainment & Tourism**
 - Met with MET Team to discuss Dress Code, Media Policy, and Annual Leave Reporting.
 - With regularity, reviews MET budget and Willett Hall (**Goal 7**).

- Working with Procurement relative to the Request for Proposals for the IMG contract (**Goal 8**).
 - Providing oversight of our Visitor Information Center, High Street Information Center, City Hall Information Center as it relates to providing good customer service and overall presentation (**Goal 9**)
 - Continues to monitor the North and High Street Landings for Mooring of Boats and providing timeline notices and information.
- **Museums**
 - “*Measuring What’s Important*” Workshop
 - On October 16, staff from the museums and a representative from the schools will be attending a workshop to learn how evaluation can be used as a planning tool, learn how to measure what’s important, clarify the intended outcomes for the student field trip experience and review the evaluation plan for the 4th grade field trip experience.
- **Neighborhood Development**
 - Two staff meetings have been held with all staff to insure that the AP’s are understood and enforced. In addition Driver’s Licenses were checked and an essential persons list created (**Goal 1**)
 - The staff is proposing that there be an aggressive movement toward the more utilization of the Report Card Report. It is also suggested that a review of the 10-10-10 report created in 2013 be made. Finally a comprehensive monthly Report has been created to provide guidance in the trends of the departments activities. (**Goal 2**)
 - Staff is being reminded of the importance of their duties and of the praise and thank you letters of the City Manager’s Office. (**Goal 4**)
 - Staff is continuing to work collaborative with other departments to reduce flooding risk, identify vacant derelict structures that need demolition and eliminate unsightly nuisances throughout the city. (**Goal 5**)
 - Department leadership has met and reviewed the financial processes in effect. Additional safe guards have begun to document the approval process and every week review budget line items. (**Goal 6**)
 - All evaluations for the month of October have been completed and are currently being reviewed with employees (**Goal 10**)

- **Parks and Recreation**
 - Held department meeting to discuss job responsibilities, budget and relying on teamwork moving forward (**Goal 3, Goal 4, Goal 6, and Goal 8**)
 - Held administrative meeting to review city policies (**Goal 1**)
 - Review budget and make suggestions for remainder of FY2016 (**Goal 7**)
- **Planning**
 - Reviewed Departmental goals and objectives and priorities to ensure compliance with those stated in the FY2016 Budget. Ensure work program is in alignment. Focus areas include comprehensive planning, transportation planning, improved regulatory programs to improve development quality, and plan implementation. In addition, increased environmental planning program related to sea level rise and concurrent flooding. (**Goal 3**)
 - Specific examples include working with the Virginia Modeling Analysis Simulation Center (VMASC) on the review and analysis of the 2,000 household individual adaptation strategies for recurrent flooding. Final report expected to be complete by the end of the calendar year. (**Goal 3**)
 - An additional example includes development of a transportation Microsimulation Transportation Model to assist the City in transportation planning especially related to large projects such as the Martin Luther King (MLK) extension, Third Crossing/Craney Island Connector as well as the impact of larger trains and increased truck traffic related to expanding port activity. The model is in final calibration stage of the process and should be available for modeling use as early as the beginning of 2016. (**Goal 3**)
 - From a regulatory program perspective the Planning Department is working with the City Attorney's Office to prepare zoning ordinance modifications to ensure compliance with the 2012 Virginia State Supreme Court case Sinclair v. New Cingular Wireless LLC which requires the elimination of the existing Type II site plan process and its replacement with alternatives that ensure quality control objectives are met while avoiding conflict with Dillon's rule and State enabling legislation. (**Goal 3**)
 - Continuing to prepare to update the existing comprehensive plan which was completed in 2005. RFP for consultant assistance has been developed and forwarded to Purchasing Agent for review in anticipation of

imminent advertisement. In support of that effort. Worked with Weldon Cooper at UVa to develop a City Demographic Study which was completed during the summer and is available online. Also working with VMASC on sea level rise issues, including preparation of vulnerability mapping needed for to address for the first time, state mandated sea level rise impacts. Also working with the HRPDC staff and other city departments on a wide variety of recurrent flooding and sea level rise initiatives and studies. **(Goal 5)**

- Collaborated with the Department of Economic Development in the development of an RFP for consultant services needed to prepare an updated market analysis for downtown and uptown. Currently in final consultant selection phase with an anticipated 4-5 month process once the consultant is under contract. This data can be used to update downtown/uptown land use regulatory requirements, Waterfront Strategy, and Downtown Master Plan. Those plans were developed during the recession and are in need of significant updating. **(Goal 5)**

- **Public Utilities**

- Staff meetings have been held with key staff in both General Services (weekly) and Public Utilities (as needed) to discuss and implement city policy as issued by Human Resources **(Goal 1)**.
- Information was provided to Economic Development regarding implementation of the Downtown Master Utility Plan being administered by Public Utilities **(Goal 5)**.
- Continued review of existing contracts and projects underway in General Services, with regard to budget, project scope and prioritization **(Goal 8)**.

- **Public Works**

- Departmental Customer Service Practices: **(Goal 9)**
 - Calls are received from citizens on a daily basis, logged into a database and assigned to a supervisor.
 - Supervisor assigns the work and a report is generated daily.
 - Database is updated as soon as the work is completed.

- **Social Services**

- Recently reviewed office supplies purchasing, resulting in reduction of what is deemed “necessary” items. Administrative Manager is available daily for feedback/consults regarding specific program purchasing **(Goal 6)**.

- Scheduled all staff meeting to address loss of power on 9/22/2015 and some departmental goals/priorities (**Goal 6**).

III. Citizens, Community, and Business Engagement

- **Behavioral Healthcare Service**

- DBHS is a member of the Portsmouth Homeless Consortium in submitting the Notification of Funding Available (NOFA). (**Goal 2**)
- DBHS has met with the Portsmouth Public School social workers to discuss services available to children in the city of Portsmouth. (**Goal 2**)
- DBHS discussed plans to reconvene interagency committee to examine outreach services for families with delayed infants. (**Goal 2**)
- DBHS attended regional meeting to discuss the impact of waiver redesign on Community Services Boards throughout the State of Virginia. (**Goal 2**)
- DBHS participate in Family Assessment Planning Team (FAPT), an interdisciplinary team, which monitors funding for the Children's Services Act (CSA). (**Goal 2**)
- DBHS participate in the regional mental health/substance abuse council meetings. (**Goal 2**)
- DBHS met with Old Towne Pharmacy to collaborate on how best we could continue to serve our patients receiving medications now that we are in our new location. (**Goal 2**)
- DBHS received approval from the State Opioid Treatment Authority to move methadone services to our new location. (**Goal 2**)
- DBHS received approval from Drug Enforcement Agency with Services and accountability at current location (**Goal 2**).
- DBHS received approval to conduct a workshop on "Capacity Building for our Community Partners/Citizens" scheduled for October 20th. (**Goal 2**).

- **Economic Development**

- Meets bi-weekly with the Assistant Executive Director of PRHA and the city's Director of Planning. (**Goal 1**)
- Attend the monthly meetings of the Portsmouth Partnership. (**Goal 1**)

- Attend the Hampton Roads Chamber of Commerce (HRCC) -Portsmouth Division meetings, and on September 17th, gave a presentation on Economic Development activity. **(Goal 1)**
- Serve as the Assistant Secretary of the Economic Development Authority to include planning the monthly meeting agendas with the Chair and reviewing the monthly financials and annual audits with the city's Finance Department. Issued and marketed a Request for Proposal (RFP) for Commercial Real Estate Services for this board. **(Goal 1)**
- Serves as the Assistant Secretary of the Portsmouth Port and Industrial Commission (PPIC) to include planning the monthly meeting agendas with the Chair and reviewing the monthly financials and annual audits with the city's Finance Department. **(Goal 1)**
- Attend the monthly meetings of Olde Towne Business Association (OTBA) and Midtown Portsmouth Association (MPA). **(Goal 1)**
- Invited representatives of OTBA, MPA, and Churchland Regional Association of Business (CRAB) to attend City Council on Oct. 27th to accept a Proclamation in honor of Small Business Saturday. **(Goal 1)**
- Attend the quarterly board meetings, monthly executive committee, and monthly marketing committee meetings of the Hampton Roads Economic Development Alliance, a public-private regional agency funding, in part, by a \$93,000 annual contribution from Portsmouth. **(Goal 1)**
- Joined Opportunity Inc.'s Marketing Committee and will begin meeting with this group soon.
- **Engineering**
 - Currently planning the combined design public hearing for the Churchland Bridge Replacement (NBL) project. This is the formal public comment part of the project where public has the opportunity to review and comment on the plans and environmental document. The period begins 30 days before the meeting and ends 30 days after the meeting. **(Goal 1)**
- **Fire Department**
 - Continue community engagement by visiting Civic League Meetings. (Identifying prevention measures for at risk neighborhoods, offering free smoke detectors and free installation, and with school opening, continuing the PASS reading program to our elementary students).

- **Health Department**
 - In light of the increasing burden of chronic disease in conjunction with decreasing resources to fund such activities, Healthy Portsmouth was created to help align activities of multiple agencies across Portsmouth. Healthy Portsmouth applied for and received funding from Portsmouth General Hospital Foundation to fund the first Executive Director position for Healthy Portsmouth.

- **Information Technology**
 - Migrated the BHS department users, computer data, and telephone extensions into the new BHS building.

- **Libraries**
 - Visited OTBA on September 8.

 - Library staff conducted community outreach the week of September 14 at:
 - High Street Ferry Landing (9/14)
 - Kroger Marketplace on Frederick Blvd (9/16)
 - Olde Towne Farmers' Market (9/19)

 - Spoke at the Rotary Club of Portsmouth on September 17 about library services

- **Marketing, Entertainment & Tourism**
 - Worked with Olde Towne Business Association to help plan and produce the Annual Safe Trick or Treat (**Goals: 1 and 2**)

 - Sent eblast messages and website updates to provide Hurricane Information to our citizens and agencies (**Goal 2**)

 - Coordinated Portsmouth's attendance at the State of the Region Address in an effort to support regionalism and good will. (**Goal 2**)

 - Completed the Sunset Thursdays Weekday Concert Series at Portside in compliance with Council's directive in an effort to enhance the overall quality of life for the citizens and visitors of Portsmouth. (**Goal 2**)

 - Promoted and 9th Annual Victory Walk at nTelos Pavilion, Olde Towne Farmers' Market and Concert in the Courtyard (**Goal 2**).

 - Promoted the final concert for the season at nTelos Pavilion with Charlie Wilson and Avery *Sunshine (**Goal 2**).

 - Worked to coordinate community events and activities through our Events Coordinator (**Goal 2**).

- Updated and produced the online version of Portsmouth events at www.PortsVaEvents.com.
- Sent app. 75 eblast messages to our Community Connections listserv, which includes over 2,500 subscribers, to inform citizens and other subscribers of community services, events and activities, volunteer requests, departmental and community awards and acknowledgements, job fairs, and the like as an interactive form of engaging the community and enhancing the overall quality of life in Portsmouth.
- Posted relevant eblast messages on the City's Facebook and Twitter pages as valued added to our over 15,000 subscribers.
- Coordinated app. 35 FOIA and media responses in an effort to foster good media relations with our constituents.
- **Museums**
 - *Cultural Arts District*
 - The draft power point has been reviewed by Planning, Marketing and Economic Development. Edits will be made and presented at the November Commission meeting.
 - *Cultural Arts Awards*
 - The Chair of the Museum & Fine Arts Commission and the Chair of the Awards Committee met with the Director of Museums to review the grant guidelines, applications and evaluation guidelines. These will be reviewed with the Museum & Fine Arts Commission at their October meeting.
 - *Lighting, asbestos and ADA issues at the Naval Museum*
 - The asbestos has been removed. The 100% plans were received on Friday. The next meeting with the architect is scheduled for October 8th at 10:00 a.m.
 - *ADA Ramp at the Portsmouth Community Colored Library Museum*
 - The Directors of Museums, Engineering and the Acting Director of General Services met the week of September 28 to review the existing plans for the ADA ramp. After, the Director of Engineering and the Acting Director of General Services met at the site to review options for installing a more cost effective ADA ramp.
 - They also reviewed the possibility of installing a temporary ramp and determined that it was not feasible.
 - *Literary Landmark*

- Bertha Edwards, former librarian of the Portsmouth Community Library, won national recognition in September from the United for Libraries/American Library Association. The Association declared Edwards to be a nationally recognized Literary Landmark in the United States.
 - The Literary Landmark program is administered by the United for Libraries. One hundred and forty Literary Landmarks across the United States have been dedicated since the program began in 1986.
 - A dedication will be held on December 18, 2015. The time is still to be determined.

- **Neighborhood Development**
 - Staff continues to meet regularly with all civic leagues. For those that do not have a regular meeting date staff contacts the president of each league in their assigned area monthly to discuss issues they may have. **(Goal 1)**

 - Staff continues to meet with all civic and professional groups that desire information concerning flooding issues in the city. **(Goal 1)**

 - Staff on a regular basis mails information to churches civic leagues, schools and property owner's information concerning current events in floodplain management. **(Goal 1)**

- **Parks and Recreation**
 - Partnered with PRHA for their annual job fair on September 23rd– held at Neighborhood Facility Recreation Center. **(Goal 2)**

 - Chaired the PRLS Commission meeting on September 30th **(Goal 2)**.

 - Renewed our partnership with Tranquility Manor (Therapeutic Residential Home) to allow them controlled access J.E. Parker Recreation Center's gym and Cavalier Manor Recreation Center **(Goal 2)**.

 - Renewed our partnership with ELITE Academy to offer free mentoring/empowerment programs for our female youth. Occurs once per month at Neighborhood Facility Recreation Center **(Goal 2)**.

- **Planning**
 - The Planning Department has regular meetings and relationships with groups and staff from agencies such as PRHA, EDA, Portsmouth Homeless Action Consortium (PHAC), etc. Currently working closely with PRHA staff on an anticipated rezoning and development plan for the Seaboard Square property at the intersection of Frederick and Turnpike (directly across from Kroger marketplace). Development goals are to

increase the city's tax base, provide improved shopping and dining options, and jobs while ensuring and maintaining high development standards. Improve quality of life. **(Goal 2)**

- **Public Utilities**

- Generated, and posted on city website, Newsletter No. 8, regarding the impending construction of Phase 15 of the Downtown Master Utility Plan **(Goal 1)**.

- **Public Works**

- Partnership with Neighboring Cities **(Goal 2)**
 - The Director of Public Works participates in regional American Public Works Association (APWA) meetings that offer regional Public Works Directors the opportunity to exchange information in an effort to improve the quality of life for Hampton Roads citizens and specifically, for Portsmouth.
 - The Manager of Stormwater Compliance meets with other Hampton Roads Stormwater Managers/professionals on a monthly basis at Hampton Roads Planning District Commission (HRPDC) to ensure compliance with Federal and State regulatory agencies.
- Enhancing the Relationship between the Community and the City **(Goal 2)**
 - The Public Works Management Team (Director, Superintendent, and Supervisors) ensures that the community is satisfied by meeting with the citizens on a personal basis.

- **Social Services**

- Fatherhood Program is currently holding its ten week program (mentoring team participants are from Opportunity Inc., Child Support Enforcement, Faith-based community and Department of Social Services). Classes are held Tuesday evenings **(Goal 2)**.
- Designated DSS staff attended PHAC meetings/activities **(Goal 2)**.
- Provided groceries from the department's food pantry to citizen in needs. Food donations are provided through a partnership with non-profit organizations **(Goal 2)**.
- OASIS provides refreshments/meals for DSS' Portsmouth Building Stronger Community parenting classes. Classes are held Wednesday evenings **(Goal 2)**.