City Manager's Service Delivery Plan

Dr. L. Pettis Patton • Portsmouth City Manager

Guiding Principles:

- To create a bright and prosperous future redefined by collaboration, unification and rededication through citizen and community engagement…Creating the New Portsmouth
- The New Portsmouth where city employees work tirelessly to make the best decisions necessary to achieve our city's vision and move in a forward direction characterized by methodical deliberation and expediency.
- The New Portsmouth where employees are courageous decision makers with financial acuity, to ensure cost effectiveness, government efficiency and protection over the city's financial resources.

I. City Council Leadership and Relationship-building

GOAL	EXPECTED OUTCOME/METRICS
1. To foster a relationship with the City Council that is built on trust, professionalism, teamwork, integrity, honesty, accountability, effective communication, loyalty and commitment.	• Proactive collaboration to set a standard of confidence and strategic management. • To execute the vision and decisions of the Council with regularity and consistency in the best interest of our citizens and internal and external stakeholders.
2. Study and examine the Rules of Order and process and procedure for the City Council.	• Serve and be politically astute as it relates to achieving goals and objectives instituted by the City Council.
3. To foster an environment of collaboration and communication.	• Establish bi-weekly meetings with Council members for updates, insights, and ideas.
4. To work with City Council in setting agendas, special presentations, and updates pertaining to key city initiatives.	• Facilitate planning for work sessions around broad topical discussions, goals, objectives, and expected outcomes.
5. To work with City Council to assist with planning for their upcoming City Council Retreat.	• City Council will host a mid October Retreat to include setting the agenda, approving presentations and subject matter, and securing professional and experienced facilitator to engage and build capacity for future endeavors and collaboration.

City Council Leadership and Relationship-building. (Continued)

GOAL	EXPECTED OUTCOME/METRICS
6. To comprehend and provide strategic planning in achieving the vision and guiding principles of the City Council.	• Engage and collaborate with the Council in an effort to achieve a unanimous consensus to commit and subscribe to the vision principles by the close of the City Council Retreat in mid October.

II. Organizational Alignment, Development, and Review

GOAL	EXPECTED OUTCOME/METRICS
1. To collaborate with the Department of Human Resource Management to review all Administrative Policy Directives (APD). and identify policies that need improvement, re-writes, and edits.	• Identify policies that need improvement, clarity, and edits for final approval by the City Manager. • Ensure compliance and adherence to directives by all municipal employees. The Department of Human Resource Management will implement, monitor, and manage the directives. City Manager's Office and the Department Heads will administer them.
2. To conduct a comprehensive review of the current organizational structure and alignment.	• Realign the organization for maximum high performance. • Meet with Department Heads and other key stakeholders (i.e. partnering agencies and businesses, Appointees, Constitutional Officers, School Division/Superintendent, and Business Associations) to build relationships, and enhance community engagement. • Review industry standards for best practices, new trends in municipal government, delivery practices, citizen engagement models, and ICMA standards to ensure that services are delivered at a high quality level among our internal and external stakeholders.
3. To incisively review and examine departmental goals, objectives, priorities to make certain there is alignment and correlation with City Council's Vision Principles and Core Values.	• Create consistency of overall leadership and visioning philosophy throughout the organization and at all levels.
4. To re-institute the adherence to the City's Core Values. (Teamwork, trust, respect, commitment, honesty, integrity, effective communication, professionalism, accountability, and quality service).	• Foster an environment among employees that instill pride and passion, not only for the City of Portsmouth, but also for each employee and their overall job performance.

Organizational Alignment, Development, and Review (Continued)

GOAL	EXPECTED OUTCOME/METRICS
5. To gain an overall comprehension of the Comprehensive Plan, Downtown Master Plan and Master Transportation Plan, Waterfront Strategy, and Enterprise Zones.	• Have an overall awareness of development strategies to enable an aggressive and proactive approach towards revitalization and economic development efforts.
6. To review financial systems and overall budgeting practices and internal controls as it relates to spending and financial forecasting.	• Validate fiscal integrity and accountability. These tactics and actions will demonstrate good financial management principles to show the public that the City is a good steward of its finances.
7. To prepare and submit to City Council an annual budget, outlining key strategies, City priorities which will incorporate feedback from a strategic Council retreat and fiscal parameters for the upcoming budget process.	• Ensure early and timely presentation of a preliminary forecast of expected shortfalls/ surplus for the upcoming budget process. • Provide quarterly reporting of expenditure/ revenue trends during the current year to the City Manager and City Council. • Enhance community/citizen engagement early in the process to provide and adequate feedback mechanism for the City Manager and City Council to review during budget deliberations. • Employ various communication methodologies (i.e. citizen surveys, citizen polling, community budget chats, etc.) to provide a transparent process for development of the upcoming budget • Continual evaluation of programs and operating practices as a means of ensuring an efficient and highly effective local government. • Ensuring the City's use of fund balance to fund only one-time expenditure requirements • Review of fees and user charges to ensure recovery of all or a portion of the City's services and identification of appropriate new service charges.
8. To review and evaluate the finance procurement methodology of contract compliance, approval processes, creating and/or launching bids, requests for proposals, and any and all solicitations.	• Standardize the process to enable adherence, fairness, equatability, create checks and balances, while positioning contractors for success, and increasing the City's overall return-on-investment.
9. To review departmental customer service practices.	• Ensure quality service delivery • Create a model standard for customer service. • Produce seminars and workshops needed to enhance employee morale, professionalism, critical thinking, and responsiveness.

Organizational Alignment, Development, and Review (Continued)

GOAL	EXPECTED OUTCOME/METRICS
10. To review and evaluate the current employee evaluation process to determine it's viability and effectiveness in assessing employee performance, productivity and achievement of goals, objectives, and metrics that are consistent with the job descriptions.	• Implement the use of an electronic, online, and interactive evaluation instrument. • Evaluate employees on performance with metrics and measurable outcomes. • Monitor the employee performance with the goal of positioning every employee for excellence and success.
11. To collaborate with the Department of Human Resource Management to initiate and complete the employment process for vacant executive level positions in critical departments.	• Identify and prioritize the executive level positions to be advertised and filled within the next three to six months. • Engage in strategic recruitment effort to target markets regionally and/or nationally to attract highly qualified, innovative, and diverse executive level candidates. • Build the human capacity of the executive team to maximize the City's ability for excellence and renewed energy in leadership and service delivery.

III. Citizen, Community, and Business Engagement

GOAL	EXPECTED OUTCOME/METRICS
1. To begin meeting with Civic Leagues, community groups, and faith-based organizations.	• Create awareness of the New Portsmouth by engaging the community in an effort to build pride and synergy while creating a more livable and sustainable community. • Make planned visits to Civic League Meetings and randomly scheduled visits to engage them in an informal and impromptu setting.
2. To begin meeting with members of our local, regional, and business organizations and municipalities to include Portsmouth Redevelopment & Housing Authority (PRHA), the Portsmouth Partnership, Economic Development Authority (EDA), Olde Towne Business Association (OTBA), Midtown Portsmouth Association (MPA), Support Portsmouth Art (SPA), Portsmouth Community Concert Foundation, Churchland Retail Area Businesses (CRAB), Portsmouth Homeless Consortium (PHAC), and Portsmouth Superintendent of Schools.	• Forge partnerships, build relationships, being a good regional steward. Serve as a major advocate for the New Portsmouth. • Position the City of Portsmouth as a vibrant and livable city in the Hampton Roads Region that offers an enhanced quality of life for all citizens and stakeholders. • Collaborative and proactive intervention efforts to alleviate potential challenges, solve issues, and work to create a sustainable community that prioritizes consistency and unity as the main ingredient for success.

Citizen, Community, and Business Engagement (Continued)

GOAL	EXPECTED OUTCOME/METRICS
3. To establish and begin bi-weekly meetings with the Superintendent of the Portsmouth Public School Division (PPS).	• Build relationships that equate to a mutually beneficial partnership. • Establish teamwork, trust and respect. • Work to find solutions for consolidating and realigning common services, increasing efficiency, minimizing duplication of efforts, and increasing productivity. • Collaborate with budget teams of both entities to ensure fiscal acuity and efficacy. • Provide each board with regular budgetary updates, service delivery reports, and overall status reports as it relates to proactive problem-solving. • Serve as the City's Executive Liaison of the Minority and Women-owned Business Enterprise (MWBE) Initiative. • Implement PPS's "best practices" in the establishment and launching of the City's Minority and Women-owned Business Enterprise (MWBE) Program.