

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

**II. Organizational Alignment, Development and Review**

- Behavioral Healthcare Service
  - DBHDS has made some organizational, programmatic and clinical changes to enhance services to Portsmouth citizens (**Goal 1**).
  - DBHS updated three policies in November, and have drafted edits for two more policies for review by the Quality Management Committee (**Goal 1**).
  - All policies and procedures for Medication Management Services including the Alternate Delivery Site Pharmacy have been revised and submitted for review (**Goal 1**).
  - Written Business Agreements obtained from all three of the pharmacies (Olde Town Pharmacy, Diplomat, Briova) that serve our patients via Medication Management Services (**Goal 1**).
  - BHS held all staff meeting on November 13, 2015, focusing on values, employee morale and "New Portsmouth" City's vision (**Goal 4**).
  - Barriers to productivity are being explored and resolved to increase compliance and revenue (**Goal 6**).
  - Medication Management nurses began completing Governor's Assistance Program (GAP) screenings to assist individuals in obtaining insurance (**Goal 4**).
  - BHS reviewed outcome measures to ensure quality service delivery (**Goal 9**).
- Building Official
  - Did a walkthrough of 801 Water Street in order to update and share information regarding proposed renovation with the Engineering Department and Police (**Goal 2**).
  - Plans were approved and permits issued for the creation of the 5<sup>th</sup> floor Economic Development office suite. Construction in underway (**Goal 2**).
  - Met with a design team to discuss a proposed scope of work for evaluating the building and systems as well as preparing plans for the renovation of 801 Water Street (**Goal 2**).
  - Participated in discuss relating to departmental realignment (**Goal 2**).

- Permits and Inspections underwent an ISO Building Code Effectiveness Grading Scale evaluation. Results will be revealed in the next few months (**Goal 3**).
- Updated and rewrote the job description for an Administrative Coordinator II position for Permits and Inspections. This job description was submitted along with a request to fill the vacant position to the Department of Human Resources (**Goal 10**).
- Interviewed and recommended an applicant for hire for the position of Electrical Inspector; a position previously identified as mission critical (**Goal 11**).
- Economic Development
  - Gain overall comprehension of Comp Plan, Downtown Master Plan, Master Transportation Plan, Waterfront Strategy, and Enterprise Zones (**Goal 5**):
    - On November 9<sup>th</sup> the Interim Director/Assistant Director provided the third, in a series of three, presentation to City Council on topics affiliated with this goal. The topic was “*Marketing for Development*”.
    - Staff continued planning the “How to Apply for Enterprise Zone Benefits” workshop scheduled for January 12<sup>th</sup>. Economic Development is co-hosting this event with the Virginia Department of Housing & Community Development.
  - Staff participated in a presentation for Moody’s in conjunction with the agency’s annual review of the City’s bond rating (**Goal 6**).
  - Collaborate with Human Resources to continue the employment process for vacant positions (**Goal 11**).
- Engineering
  - Developed core values for the Engineering Department that were relayed to the City Manager’s Executive Team (**Goal 3 and 4**).
  - The Engineering Department is working with the Intergovernmental Affairs Director, the Economic Development Department, and the Planning Department on Port related issues (**Goal 5**).
  - The Engineering Department is reviewing service delivery for preparation of the upcoming budget (**Goal 7**).
  - The Engineering Department continues to provide technical support for 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

- Completed the FY 2015 external audit, Comprehensive Annual Financial Report (CAFR) and Comparative Cost Report and submitted to the Auditor of Public Accounts.
  - Coordinated the panel presentation for a credit rating review as requested by Moody's credit rating agency.
  - FY17 Budget Instructions and Budget Preparation system (GovMax) distributed and open to all city departments, agencies, constitutional officers.
  - Preliminary meeting held to discuss FY17 participatory budget citizen engagement meetings.
  - Met with Assistant Superintendent of Schools – city/schools shared services.
  - Conducted interviews for selection of key finance department personnel.
  - Continual technical/budget training for departments in preparing FY17 budget submissions.
  - Presented to CC (work session) overview of City Manager's budget message, detailed budget calendar and budget process.
- Fire Department
    - Identify policies that needed improvement (Change to Civil Service Rule 9 to align with Fire Department SOP 601).
      - A committee has been put in place for the express purpose of reviewing all Department Standard Operating Procedures (SOPs). The panel will assure clarity and agreement of SOPs with city policies.
    - A report from VMASC of Old Dominion University was produced to measure and monitor the EMS response system in the City. This report is helpful to measure and analyze the clinical care and goals of the EMS Division.
- Health Department
    - Organizational Review: Portsmouth Health Department is currently reviewing our evaluation processes and has already hosted two trainings for supervisors to be able to write Employee Work Profiles that have specific deliverables and measures that can be effectively utilized to keep staff accountable during evaluations. Two additional trainings are scheduled in early 2016.
- Human Resource Management
    - Finalized a recommendation for a City policy on Smoking, Use of Tobacco Products and Use of Electronic Cigarette Devices (E-Cigarettes), AP #16 (**Goal 1**).
    - Continue reviewing all administrative policies to identify need of improvement, re-writes and edits (**Goal 1**).
    - Negotiated and signed a contract for a new applicant tracking system (**Goal 6**).

- Negotiated a contract with Civic Plus to host City's website and saved \$15,000 in the negotiation process (**Goal 6**).
- Department of Finance - Recruited for Controller and currently recruiting for Budget Officer (**Goal 2**).
- Remaining Departments – Continue collaborating with the City Manager's office to review the organizational structure and realign as necessary (**Goal 2**).
- Completed the recruitment process for the Director of Behavioral Healthcare Services (**Goal 11**).
- Completed the next phase in the employment process for Director of Parks, Recreation and Leisure Services and Director of Information Technology (**Goal 11**).
- Information Technology
  - Performed Annual employee evaluations to identify duties performed with excellence and areas requiring improvement.
  - Made preparations for FY17 budget proposal.
  - Replaced the DMV Select credit card machines for Commissioner of Revenue.
  - Replaced City Credit card machines to now support Euro Pay (Chip and Pin) technology.
  - Performed critical system updates on City wide telephone system.
  - Provided continued systems support, equipment maintenance and upgrades to systems as necessary.
- Libraries
  - Attended the November meeting of the Tidewater Area Library Directors Council on November 6, officially stepped down as chair (a role held for the past 5 years).
  - Completed and submitted the FY2015 Bibliostat report, necessary to receive state grant-in-aid for funds for the coming fiscal year.
  - Attended Emergency Operations Plan session provided by B.K. Russell at the EOC on November 19.
- Marketing, Entertainment & Tourism
  - Met with MET Team to individually to discuss projects and timelines to include: Willet Hall Shows (Holiday Harmony), Media Relations/Inquiries/FOIA requests,

Olde Towne Merchants Open House, Holiday Events (Winter Wonderland/Snow Wonders), 18<sup>th</sup> Annual Olde Towne Holiday Music Festival, and Scottish Walk (**Goal 6**).

- Attended and served in the City Manager's stead at the Behavioral Healthcare Services. All Staff Meeting in an effort to advocate for and encourage teambuilding, quality service (**Goal 9**) and commitment to overall service delivery (**Goal 4**).
- Met with the Advertising agency of record to create, review and approve advertising media plans for promotional advertising for holiday events and activities (**Goal 6**).
- Continues to review MET and Willett Hall Budgets (**Goal 7**).
- Continues to review and monitor Museums and Economic Development advertising lines (**Goal 6**).
- Continues to work with Procurement relative to the Request for Proposals, IMG contract, and contract updates and review (**Goal 8**).
- Continues to provide oversight of our Visitor Information Center, High Street Information Center, and City Hall Information Center as it relates to provide good customer service (**Goal 9**).
- Served as chair and team leader of the Interview Panel to conduct interviews for the vacant director/CFO positions (**Goal 11**).
- Reviewed and submitted employee evaluation for November (**Goal 10**).
- Sent eblast to Department Heads relative to IT System Maintenance and purging past employees from the City databases. Also sent separation checklist to department heads for internal use (**Goal 10**).
- Sent eblast to promote Behavioral Healthcare Services Mental Health Training.
- Conducted city hall fam tour for students in an effort to promote transparency of local government, alignment with Council's Vision principals, and continuously building constituency (**Goal 3**).
- Approved and processed six Special Events Permits for November (**Goal 2**).
- Museums
  - *"Measuring What's Important"*
    - Staff is working with the science supervisors at PPS to schedule focus groups for the 2<sup>nd</sup> and 4<sup>th</sup> grade program. These focus groups will be led by Conny Graft, the evaluator we have been working with.
  - *Portsmouth Naval Shipyard Museum*

- Staff held a planning day to discuss current projects specifically and the future of the museums (Lightship and Naval) in general. The closure of the PNSM for renovation gave staff a unique opportunity to take a deep breath and reevaluate where we are and what we are doing.
  - *Staff Orientation and Training*
    - A staff committee has been appointed to review the orientation and training of new employees and reoccurring training for existing staff. The goal is to develop a standardized training manual for the department.
- Department of Neighborhood Advancement
  - Continue to hold staff meetings to encourage staff and discuss current issues (**Goal 1**).
  - The monthly Department report on activities will be completed by the end of the first full week of December (**Goal 1**).
  - We are reminding staff of the importance of their duties and of the praise and thank you letters of the City Manager's Office. This includes staff attending code training and recertification classes this month (**Goal 4**).
  - Staff is continuing to work collaborative with other departments as mentioned last month with the addition of eliminating conflicts and vacant sections in the City Code dealing with trash and debris. A draft of the rewritten code is being reviewed at this time (**Goal 5**).
  - Department leadership has met and reviewed department core values (**Goal 6**).
  - All evaluations for the month of October have been completed and turned into Human Resources (**Goal 6**).
  - The department Director has begun meeting with other department Directors in anticipation of the DNA Director's retirement (**Goal 6**).
- Parks and Recreation
  - Worked with the Voter Registrar's office to provide polling places at three recreation centers.
  - Met with Human Resources to discuss a more efficient procedure for staff discipline issues.
  - Held team meeting with PRLS admin to discuss program priorities and recreation center membership fee procedures.
  - Even though it was rained out, worked with Marketing, Entertainment and Tourism to provide activities for Coast Guard Day.
  - PRLS, Landscape services, Vehicle services, and Marketing worked together to successfully produce the City's float for the Grand Illumination Parade.

- Planning

- From a regulatory program perspective the Planning Department is continuing to develop 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. Initial changes proposed for the D2 Form Based Code ultimately went to the Planning Commission on December 1, 2015 and will go to City Council for approval in January (**Goal 3**).
- Also from a regulatory perspective zoning code amendments were developed as requested by City Council to require Use Permits for Multi-family dwellings. The proposed changes went to City Council at the end of November with final adoption scheduled for December 8, 2015 – changes consistent with the City Council Vision Principle of “Neighborhoods and a Sense of Community” (**Goal 3**).
- Making final preparations to initiate the process to update the existing comprehensive plan. RFP for consultant assistance has been developed and approved by the Purchasing Agent and has been advertised to solicit consulting firm interest. Also worked with the Virginia Modeling Analysis and Simulation Center (VMASC) on sea level rise issues including the 2,000 household survey and preparation of vulnerability mapping. This effort has been completed. The final VMASC report has been posted on the Planning Department's web page. Also working with the HRPDC and the ODU PILOT project on a wide variety of recurrent flooding and sea level rise initiatives and studies (**Goal 5**).
- The City's Transportation Microsimulation Model project with VMASC has been completed by VMASC and is now under final review by City staff. This modeling program will greatly assist the City in the future assess local and even regional impacts of major transportation initiative in Hampton Roads. The model was also developed with the capability of evaluating the impact of rail traffic that blocks City streets and intersections (**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. Consultant has been selected and the process is in its final contract phase. This data will be used to assist in the update downtown/uptown land use regulatory requirements, Waterfront Strategy, and Downtown Master Plan. Expect 4-6 month process from notice to proceed to final document (**Goal 5**).

- Police
  - The PPD regularly reviews departmental policies and updates accordingly to comply with CALEA, IACP and PERF recommendations to ensure that the City of Portsmouth, its citizens and employees are protected, treated fairly and afforded the highest level of public safety services (**Goal 1**).
  - The PPD has developed a guiding document in the form of a Strategic Plan that both ensures alignment with the City Council's Vision, Principles and Core Values while guiding the department to continually improve its services and employee wellbeing (**Goals 2, 3, and 4**).
  - The PPD Bureau Commanders must submit line item budgets for their bureaus, with justification for the monies requested (**Goal 6**).
  - The Criminal Investigations Bureau conducts monthly citizen surveys of all investigators to ensure the highest level of customer service and investigative response is being achieved (**Goal 9**).
- Public Utilities/General Services
  - The practice of reimbursing employees for tools in the Vehicle Maintenance division was identified and a memo explaining that this practice will no longer be allowed is being drafted (**Goal 1**).
  - Necessary staffing changes have been made to maximize productivity and employee strengths to achieve department goals and manage department budgets. These changes included hiring of staff and enforcement of the Employee Standards of Conduct (**Goal 2**).
  - Worked with Engineering to evaluate existing project scopes and provide recommendations for next steps. Specifically, 801 Water Street. The City met with an engineering firm currently under contract for annual services, to provide a proposal for the completion of building upgrades necessary for the relocation of several Police functions (**Goal 8**).
  - All employee evaluations were completed and reviewed by department supervisors or director (**Goal 10**).
- Public Works
  - Public Works personnel adhere to AP # 38 (Dress Code Policy), which states that the appropriate work attire shall promote modesty, health, safety, and the avoidance of distraction. Uniformed employees also are required to wear safety shoes, safety vests, hard hats, etc., which not only gives a professional image, but also keeps employees safe and prevents injuries (**Goal 1**).
  - For city contracts, the Public Works staff meets with contractors to ensure that there are procedures in place that adhere to city, state, and federal codes and regulations. This prevents unnecessary delays in starting and completing of projects, ensures that the Contractor maximizes his production in a timely manner, and that the City get the best results possible for taxpayers' money (**Goal 8**).
- Social Services

- Held weekly meetings continue with Administrative Manager II to discuss expenditures and possible savings for upcoming fiscal year. Director continues to review payment documents. On 11/24/15, alone, reviewed and approved 72 payments, primarily for children in Foster Care (**Goal 6**).

### **III. Citizens, Community, and Business Engagement**

- Behavioral Healthcare Service
  - Portsmouth Behavior Healthcare and Department of Social Services submitted RFA for Trauma Informed Care training for youth. DBHS and DSS were awarded the opportunity to attend training, and will move forward in a collaborative effort to build a trauma informed care system for youth services in the City of Portsmouth (**Goal 1**).
  - BHS Shelter Plus Care application with the CoC (PHAC) was ranked number one for funding by HUD (**Goal 1**).
  - A 360 degree communication process has been implemented to ensure all staff provide input and receive input from the agency (**Goal 1**).
  - 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 the regional mental health/substance abuse council meetings. (**Goal 2**)
  - BHS presented program and services to Old Dominion University Counseling Center Staff. (**Goal 2**)
  - Intellectual Disability Director met with neighboring Community Services Boards to discuss plans to merge waiver slot allocation committees. (**Goal 2**)
  - Part C Administrator presented program to BHS Advisory Board. (**Goal 2**)
  - The CoC program worked as a part of PHAC on Portsmouth's 10 year plan to end homelessness and the Mayor's plan to end Veteran's homelessness. (**Goal 2**)
  - DBHS staff forged professional relationship with student nurses from Sentara and an intern from Norfolk State. (**Goal 2**)

- Economic Development

- Meet with local, regional, and business organizations (**Goal 2**):

- Held bi-weekly with the Assistant Executive Director of PRHA and the city's Director of Planning.
    - Attended the monthly HRCC-Portsmouth Division meetings.
    - Serve as the Assistant Secretary of the EDA and plan the monthly meeting agendas with the Chair and review the monthly financials and annual audits with the city's Finance Dept. for this council appointed board.
    - Serve as the Assistant Secretary of the PPIC and plan the monthly meeting agendas with the Chair and review the monthly financials and annual audits with the city's Finance Dept. for this council appointed board.
    - Attended the monthly meetings of OTBA and MPA.
    - Attended the annual planning session of the Hampton Roads Economic Development Alliance (HREDA) Marketing Advisory Committee. HREDA is a public-private regional agency funded, in part, by a \$93,000 annual contribution from Portsmouth.

- Engineering

- The Engineering Department advertised for 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. The date for the meeting is December 3<sup>rd</sup> at the Bide-a-Wee Pavilion from 6:30-8:00 PM (**Goal 1**).
  - The Traffic Engineering Department is working with the Olde Town Civic League to find alternative/replacement bulbs for the 75 "historic" lanterns in the district. These lanterns provide poor lighting and are problematic from a maintenance perspective. The team is nearing a solution that will benefit the neighborhood and the City (**Goal 1**).

- Fire Department

- Realign the organizational structure to provide citizens the best emergency care.
    - Evaluating the number of supervisory personnel, focusing on the Captains position. The purpose of such a study is to promote and fill vacant positions within fire and emergency medical staff member that will be the most efficient for the Department to meet its' goals and objectives.
    - Recent study, documented the utilization rate of ambulance is high by national standards. I will be preparing documents to support the additional ambulances to better serve the community.
  - 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 along with the 4<sup>th</sup> Grade program). Continue apparatus visits to scheduled events while maintaining services for emergency care and assistance. The new Safety Trailer has been added to the apparatus schedule.

- The fire marshals conducted a total of 159 business inspection during the month of November.
- The Fire Department attended civic league meeting and provided 55 public education and apparatus visits during the month.
- During the month of November, Fire and EMS responded to a total of 1640 calls for emergency assistance. 1164 of the calls were medical in nature.
- Fire and EMS attended 28 Civic League meeting or apparatus visits within the community.
- Fire Department members installed 11 smoke detectors during the month of November.

- Health Department

- Citizen and Community Engagement: Portsmouth Health Department has reached out to Portsmouth Public Schools to partner together on creating smoke-free campuses in all Portsmouth schools and to increase physical activity options at schools, including the expansion of the “Walking Bus” programs.
- Citizen and Community Engagement: Portsmouth Health Department is hosting a city-wide dinner and discussion for physicians, pharmacists, clinic manager, and electronic health records managers on December 14<sup>th</sup>, 2015 to bring together the clinical community in addressing health disparities and closing the gap on diseases such as diabetes, heart disease, stroke, and cancer.
- Citizen and Community Engagement: Portsmouth Health Department is exploring a partnership with a local non-profit and a local restaurant to provide sexual health counseling and services for teens in an accessible and teen-friendly environment to address high rates of teen pregnancy and sexually transmitted infections in Portsmouth.

- Libraries

- **Registrar** – Churchland Branch served as a polling place for a second year.
  - The facility was opened for election officers at 4:30 am on November 3.
- **Pop-Up Tent Outreach:**
  - Provided information and services at National Night Out event (October 4<sup>th</sup> but I forgot to mention it)
  - Provided information and services at Create Portsmouth Now event
- **Veterans Expo** – Organized seven vendors for a November 10 event to provide support for local veterans. Forty-two (42) citizens were served and lunch for the workers was provided by the Portsmouth Public Library Foundation.
- **Other community engagement information:**
  - Materials circulated: 21,266

- Visitor Count: 21,709
- Online Catalog Page Views: 44,969
- Website Views: 19,661

- Marketing, Entertainment & Tourism

- Worked with Mayor's Military Affairs Committee to plan and produce the first Veterans' Day Ceremony at High Street Landing (**Goal 2**)
- Sent eblast messages, uploaded to digital message boards and performed website updates to promote Veterans' Day Ceremony, Olde Towne Holiday Merchants Open House, Small Business Saturday, Opening of Winter Wonderland/Coleman Collection Snow Wonders, and Olde Towne Holiday Music Festival. (**Goal 2**)
- Collaborated with Hampton Roads Transit and the Virginia Sports Hall of Fame to coordinate transportation during the Senate Finance Committee Retreat at the Renaissance Hotel. (**Goal 2**)
- Promoted November Event Series at the Renaissance Hotel. (**Goal 2**)
- Met with the Portsmouth Homeless Action Consortium (PHAC). (**Goals 1 and Goal 2**)
- Produced and hosted the Annual Coast Guard Celebration. There were about 250 runners for the 5K and ½ Mile event, 40 Volunteers associated with the Run, and another 35 attendees until the event ended because of rain at 1:45 p.m. (**Goal 2**)
- Collaborated with the Arabia Temple #12 to produce and promote the 68<sup>th</sup> Annual Fish Bowl Parade in downtown Portsmouth. The annual parade drew over 5,000 attendees. (**Goal 2**)

- Museums

- *Lighting, asbestos and ADA issues at the Naval Museum*
  - The project is projected to go to bid on December 6.
- *Portsmouth Community Colored Library Museum*
  - The dedication of the Literary Landmark plaque will be held on December 17 at 3:00 p.m. at the Museum. Norfolk State University professor Dr. Cassandra Newby-Alexander is schedule to provide a few remarks. Music students from Brighten Elementary and I.C. Norcom will provide music.
- *Black History Month programming planning*
  - The joint committee from PPS, Museums and the Library are putting the finishing touches on the 6 week program. Programs will be held at the

Main Branch and Churchland libraries, Portsmouth Community Colored Library Museum and the Children's Museum of Virginia. The group is also working on a poetry contest with the schools.

- *Winter Wonderland*
  - *Winter Wonderland* opened on November 27. 1,549 visitors toured the exhibit and participated in programs during the weekend. Shop sales were \$4,380. While the opening of the exhibit went well staff was challenged with a sewer backup and a credit card machine that went down. These two issues should be fixed before we embark on another busy weekend.
  - A number of positive articles have been published about *Winter Wonderland* in the past few weeks: the regional AAA Tidewater publications, *Currents* and *Alt Daily*.
- Department of Neighborhood Advancement
  - Staff continues to meet regularly with all civic leagues. Examples of the inspector reports are provided at the end of this report. As in the past 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 make ourselves available to meet with all civic and professional groups that desire information concerning flooding issues in the City (**Goal 1**).
  - Staff continues to participate in the regional flood related activities of Hampton Roads Planning District, Hampton roads All Hazards Plan and Old Dominion University (**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
  - Staff met with the Red Hatters group to discuss a mutually beneficial partnership moving forward.
  - Worked with DCR and ERP on the Paradise Creek project.
  - Helped coordinate Admiral Myrick's annual Thanksgiving dinner at Neighborhood Facility.
- Police
  - The Criminal Investigations Bureau attends civic meetings at the request of the group or the NIO to address concerns with emerging crime trends and to enhance citizen interaction in an effort to develop a trusting relationship between

the police and the public. The PPD PIO also provides regular information of activities, positive stories, crime information and a forum for the public to comment on police activities through social media (**Goal 1**).

- A school resource officer, a Community Services Unit officer, and LTC Butler meet with Boys and Girls Club members at Waters Middle School during their meal break every other week, as a means of establishing a good relationship with these students in an informal setting. They discuss being police officers and answer many questions (**Goal 1**).
- Members of the Criminal Investigations Division meet regularly with sister divisions of other local agencies to discuss current trends in policing, new technology, and to collaborative crime reduction efforts (**Goal 2**).
- The PPD has partnered with the PPS to provide School Resource Officers to each high school and middle school. This partnership has benefited both entities by providing real-time information that is imperative for both agencies while affording the staff, visitors and the future leaders of Portsmouth an opportunity to learn in an environment free of the fear of crime (**Goal 3**).
- Portsmouth School Resource Officers have daily contact with school officials, and have developed a close working relationship with them. SRO supervisors have monthly meetings with school principals and maintain open lines of communication (**Goal 3**).
- Portsmouth School Resource Officers hold public events to provide gang awareness, developing positive relationships with police officers through interaction and what to expect when dealing with police officers while investigating incidents (**Goal 3**).
- Public Utilities/General Services
  - Public Utilities has completed construction of Phase I of the Downtown Master Utility Plan. Phase II plans are near 90% complete. Public Utilities is scheduled to meet with the Olde Town Civic League in January 2016 and is planning several open house events to engage citizens in the project (**Goal 2**).
- Public Works
  - Regardless of which agency or department is handling the work, Public Works, upon request or need (24 hours a day), will ensure the safety of the citizens by responding in a timely manner to safe-up the job site and communicate with the appropriate parties to ensure follow-up and job completion (**Goal 3**).
- Social Services
  - Adult Protective Services senior staff person presented at the October 9<sup>th</sup> Submitted to City Attorney's office for review a Memorandum of Understanding (MOU) proposed between the State Department of Child Support Enforcement Conference.
  - On November 12, 2015 met with Regional Office staff, Virginia Department of Social Services and representative from Portsmouth's faith based community to plan a January 2016 Kinship Care community forum. Tentative location Portsmouth campus Tidewater Community College campus.

- Discussion with Portsmouth resident, TCC professor, Dr. Diane Davis-Wagner to continue classes in TCC's Human Services Associate degree program. TCC has been conducting classes at DSS for its' employees.