May 13, 2016

The Honorable Mayor and
Members of City Council

Subject: 2015 Striving for Excellence Report

Dear Mayor and Council Members:

Attached is the 2015 Striving for Excellence, Virginia Beach, A Quality Government Organization report. This annual report documents initiatives, large and small, tangible and intangible, which reflect our organizational values and contribute to the continued success of Virginia Beach. The improvements made by City departments in 2015, resulted in:

- $11.4 million of savings in City expenditures
- $66,630 in costs avoided
- $2.3 million in new revenue
- $163 million new grants realized
- Significant improvements to City programs and services

This report reflects the organization’s ongoing commitment to providing quality service in a productive, efficient, and cost effective way. It is a tribute to the creative vision, determination, and hard work put forth by our Members who are striving to achieve excellence in public service and to build, nurture, and sustain the City of Virginia Beach as a Community for a Lifetime.

I am very proud of City Council’s vision for our City and the organization’s ongoing response to make that vision a reality, in the most cost effective manner.

Respectfully,

[Signature]

David L. Hansen
City Manager

Attachment

c: Management Leadership Team
   Department Directors
STRIVING FOR EXCELLENCE
Virginia Beach: A Quality Government Organization

2015
STRIVING FOR

EXCELLENCE

Virginia Beach: A Quality Government Organization
# Table of Contents

Executive Summary ........................................................................................................... 3  
The Bottom Line .................................................................................................................. 4  
Accreditations, Awards, and Certifications ........................................................................ 6  
Quality and Productivity Initiatives .................................................................................... 15

**City Businesses**

Cultural and Recreational Opportunities ........................................................................ 16  
Economic Vitality ................................................................................................................ 29  
Family and Youth Opportunities ....................................................................................... 40  
Quality Education and Lifelong Learning ......................................................................... 43  
Quality Organization ......................................................................................................... 46  
Quality Physical Environment .......................................................................................... 57  
Safe Community ................................................................................................................ 69  
Appendix ............................................................................................................................. 77  
Initiative Index by Department ......................................................................................... 80
Executive Summary

The mission of the Virginia Beach city government is to enhance the economic, educational, social, and physical quality of the community; and to provide sustainable municipal services valued by its Citizens. The City Council has outlined its vision for our community. To achieve this Community for a Lifetime vision, the City Council established the seven strategic business areas and identified annual goals for the organization. One of our responsibilities as members of our organization is to turn community goals and the vision into reality.

This “Striving for Excellence” report illustrates the nature and value of the organization’s efforts to continually improve our processes, meet the challenges of the future, and increase our capacity to deliver quality services. It is a preview of our annual accomplishments and reflects part of the legacy of our quality government organization. Through this report we communicate successful activities to the community and the organization so that best practices can be replicated and expanded. Initiatives, both large and small, are included in the following pages — many of which may not be highly visible in the community, but are still vital to the success of our organization.

The initiatives in this report are not random activities, but represent an ongoing commitment to provide quality services in the most productive, efficient, and cost-effective way possible. The narratives convey the essence of each individual initiative and demonstrate alignment with our Organizational Values and Strategies. Whether tangible or intangible, these initiatives contribute to the success of our Quality Government Organization.

The overall impact of the initiatives completed in 2015 is summarized in the Bottom Line (see page 4). The combined efforts of departments and teams resulted in a significant $11,357,606 in savings and improved services to our customers.

The 2015 “Striving for Excellence” report is the 22nd such annual compilation of cost savings and productivity improvements and a testimony to the commitment of all members of the Virginia Beach city government to achieve excellence in public service and to build, nurture, and sustain the City of Virginia Beach as A Community for a Lifetime.

This document is also posted on the Internet at: http://www.vbgov.com/government/departments/city-manager/Documents/2015SFXreport.pdf
The Bottom Line

This section reports the quantitative savings identified by departments in association with quality and productivity initiatives completed during the past year. It also denotes the qualitative nature of the initiatives. This data reflects initiatives reported for the 2015 calendar year.

City Businesses

<table>
<thead>
<tr>
<th>City Businesses</th>
<th>Number of Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cultural and Recreational Opportunities</td>
<td>29</td>
</tr>
<tr>
<td>Economic Vitality</td>
<td>18</td>
</tr>
<tr>
<td>Family and Youth Opportunities</td>
<td>5</td>
</tr>
<tr>
<td>Quality Education and Lifelong Learning</td>
<td>6</td>
</tr>
<tr>
<td>Quality Organization</td>
<td>23</td>
</tr>
<tr>
<td>Quality Physical Environment</td>
<td>21</td>
</tr>
<tr>
<td>Safe Community</td>
<td>15</td>
</tr>
</tbody>
</table>

Nature of Initiatives

- Service Enhancements through Improved Customer Service: 91
- Service Enhancements through Increased Productivity: 42
- Process Improvement: 67
- Technology Improvements Implemented: 36

Financial Results

- Savings: $11,357,606
- Cost Avoided: $66,630
- New Revenue Generated: $2,303,854
- New Grants Realized: $163,042,905
- New Funds Raised/Donations: $491,210
**Volunteer Contributions**

City departments and state-related agencies engage members of our community by creating volunteer opportunities to improve City services and provide many amenities and programs not otherwise available to our citizens.

For fiscal year 2014-15, 32 departments reported volunteer service via the Volgistics volunteer database. There were 17,754 volunteers that contributed 1,261,456 hours of service valued at $29,101,793, amounting to a Real Estate Tax Rate savings equivalent to 5.63 cents per $100 of assessed value.

Starting with this past fiscal year, the value of volunteerism has been updated to reflect the National Average Hourly Value of Volunteer Time from the Department of Labor. This new value will continue to be updated accordingly as the Department of Labor introduces the new value each year. With 2.5 volunteers to every one paid staff member we continue to strive to make Virginia Beach A Community for a Lifetime.

The Office of Volunteer Resources remains a model of success across the country. Our volunteers continue to support city government by strengthening programs and expanding relationships and partnerships with citizens and businesses.
Accreditations, Awards, and Certifications

The following initiatives have been recognized as accreditations, awards or certifications by state, national, and/or professional organizations.

2015 Award of Excellence for Publication and Electronic Media
Office of the City Manager Office and Virginia Beach City Public Schools

The Office of the City Manager’s Communications Office, Multimedia Services division in collaboration with Public Schools, was awarded the 2015 Award of Excellence for Publication and Electronic Media by the National School Public Relations Association for the Compass Keepers series. The Compass Keepers video series showcases individuals (teachers, administrators, students, bus drivers, etc.) whose efforts epitomize the qualities and goals of City Public Schools strategic plan. The videos are the focal point of the Superintendent’s Report during the second School Board meeting of each month. It is also featured on the Schools Website.

2015 Coastal Virginia Magazine’s Best of Virginia Readers’ Choice Award
Office of Cultural Affairs

The Sandler Center for the Arts was awarded the Silver Medal for Best Southside Art Gallery. During public meetings with local artists, the Office of Cultural Affairs learned that artists need more local venues to exhibit their work. After hearing this need from the community, the Sandler Center Art Gallery was created on the second and third floor lobbies of the Sandler Center for the Performing Arts. The Gallery offers great exposure for artists seeking to reach local patrons and visitors to this multiuse facility. In this most recent fiscal year, the gallery featured numerous Hampton Roads artists including a 25-Year Retrospective of The Artists Gallery in Virginia Beach and a Juried Show from the Old Dominion University’s Senior Art Graduates. The Gallery also provided community outreach by exhibiting a vibrant mural painted by children who attended the Sandler Center’s Kids Arts Palooza event. Several of the Gallery artists sold multiple pieces as a direct result of their exhibitions at the Sandler Center, in addition to an increase in inquiries and traffic to their websites.

The Sandler Center Foundation hosts an opening reception for each exhibit. The reception gives the opportunity for people to talk one-on-one with the featured artist and meet other members of the community. The receptions have increased traffic to the Sandler Center and provided increased exposure for the artists. An estimated 350 people attended the receptions this past year.

The Sandler Center Art Gallery is free and open to the public during regular operation hours: Monday through Friday, 10 a.m. until 6 p.m., Saturday from 10 a.m. until 2 p.m. and during any performance at the Sandler Center.
2015 Commendation Award to Tri-City Automatic Aid Project

Fire

In October 2015, team members from Communications and Information Technology’s Center for Geospatial Spatial Information (GIS) and Fire were presented with the Virginia Beach Fire Department 2015 Commendation Award for their contributions to the Tri-City Automatic Aid project.

The Auto-Aid process, which went live this summer, helps to reduce the response times to structure fire incidents in border areas of Chesapeake, Norfolk, and Virginia Beach.

The award was presented at Fire’s annual awards ceremony in October.

2015 Digital Cities Award from the Center for Digital Government and Digital Cities Communities

Communications and Information Technology

Virginia Beach was named one of the top five Digital Cities in America with populations of 250,000 or more. The award, presented by the Center for Digital Government, annually measures a city’s performance and innovation in using technology. As cities are constantly evolving in their efforts to advance, the survey also strives to assess and identify emerging best practices across four categories: citizen engagement, policy, operations, and technology and data. Communications and Information Technology (ComIT) cited numerous examples of technology innovation, including the new mobile apps; open data portals such as Open VB and the GIS Open Data; the Master Technology Plan; the Next Generation Network; the Tri-City Automatic Aid Fire Response; the new Master Address Repository; the new GIS Dashboard to be used in the Emergency Operations Center; Data Center Power and Security modernization, which is part of ComIT’s Disaster Recovery Initiative; Structured Query Language (SQL) Server technology, which eliminates downtime to customers during the performance of patches or routine maintenance to servers; and the exploration of a Broadband Authority. Applicants were also rated on their future technology initiatives and planning for these projects—all of which are clearly defined in ComIT’s five-year Master Technology Plan. The award is presented by the Center for Digital Government, a national research and advisory institute focused on technology policy and best practices. Virginia Beach is honored to be recognized with large metropolitan cities such as Los Angeles, Phoenix, and Seattle.

2015 Graphic Design USA In-House Design Award

Museums and Historic Resources

The Virginia Aquarium & Marine Science Center was selected as a winner for five designs in the 2015 American In-House Design Awards by Graphic Design USA. The winning entries were for the Sensible Seafood Fest save the date, the Sensible Seafood Fest poster, The Adventure Park at Virginia Aquarium opening invitation, the 2014 Annual Report for the Virginia Aquarium Foundation, and the 2014 Aquarium visitor map.
2015 Hospitality Award  
Museums and Historic Resources

At the City of Virginia Beach National Travel and Tourism Week annual event at the Convention Center, a Virginia Aquarium Education Specialist and Sensible Seafood Coordinator was awarded the Green Hospitality Award for the work promoting the Aquarium’s conservation mission in every aspect of programming for the public, especially for the initiative with the Virginia Aquarium Sensible Seafood Program. Since the beginning of the Sensible Seafood program in 2008, the program has achieved its mission of promoting seafood choices that make sense for a healthy marine environment. The team spearheaded conservation efforts by recruiting more than 70 program partners, built relationships with research partners, connected local seafood businesses with the restaurant community, and offered educational opportunities to Virginia Beach citizens and visitors.

2015 International Benjamin Franklin Fire Service Award for Valor  
Fire

Fire’s crew of Engine 17 received the 2015 International Benjamin Franklin Fire Service award for Valor from the International Association of Fire Chiefs (IAFC). The Award is the highest honor bestowed by the IAFC and recognizes firefighters around the world for expert training, leadership, heroic actions, and safe practices. The crew of Engine 17 was recognized for their great courage and composure in the midst of a complex and stressful mass-casualty rescue at a motor vehicle crash on April 16, 2014. A car carrying seven people had veered off, overcorrected and was T-boned by a pickup truck. As the car slammed into a drainage ditch, six people including numerous children were trapped inside the flattened wreckage. Drawing on their expert training to rapidly assess the situation, VBFD’s Engine 17 crew worked skillfully as a team to save the lives of three critically injured children. Arriving in minutes and assessing the wreckage, the emergency responders cut through metal time and again and removed child after child from the wreckage. Eight patients were transported to two hospitals within half-hour of Engine 17’s arrival. “The extraordinary teamwork, professionalism and dedication of the Virginia Beach Fire Department’s Engine 17 is the standard all firefighters strive to achieve,” said IAFC’s President and Chairman of the Board.

2015 International Society of Arboriculture Gold Leaf Award  
Parks and Recreation

The International Society of Arboriculture, Mid-Atlantic Chapter, presented Virginia Beach with the Gold Leaf Award at its annual meeting in Annapolis, Maryland on October 6. The Gold Leaf Award recognizes outstanding landscape beautification programs created by individuals, organizations, or municipalities in the Mid-Atlantic region. Parks and Recreation developed and implemented the Urban Forest Management Plan, which was adopted by the City in 2014 as a component of the City’s Comprehensive Plan. According to the nomination, the multifaceted plan was selected for this honor based on policy guidance, goals, and objectives that were designed to protect and enhance Virginia Beach’s urban forest.
2015 Solid Waste Association of North America Bronze Excellence Award
Public Works

Public Works Waste Management is the recipient of the Solid Waste Association of North America (SWANA) 2015 Bronze Excellence Award in the Collection System category. The award recognizes outstanding solid waste programs and facilities that promote environmentally and economically sound solid waste management and focus on worker and community health and safety, as well as public education and outreach programs. The Waste Management Division demonstrated an exceptional focus on excellent customer service and a strong emphasis on safety. Combining that with various initiatives allowed the division to reduce collections staff by 22.5 operators over the past six years. The most dramatic of these initiatives was route optimization, which resulted in cost savings of $1.1 million per year and a $2.75 million reduction in equipment inventory. Public Works Waste Management takes great pride in providing environmentally responsible, reliable, and cost effective trash and recycling services. The broad range of services meets residents’ needs and is very well received. The award was received on August 25.

2015 Virginia Municipal League Communications Achievement Award
Public Works

Public Works Waste Management is the recipient of the 2015 Virginia Municipal League (VML) Communications Achievement Award for the rebranding of the City Landfill and Resource Recovery Center. The division was recognized for its efforts in educating Virginia Beach residents on how to dispose of discards responsibly and making it easy and intuitive for them to do so. The message is that landfilling is the end of the road. Residents should consider donating gently used items and recycling materials that can be recycled before throwing their discards in the trash. The newly rebranded and restructured facility places a heavy emphasis on resource recovery, decreasing our environmental footprint, and reducing disposal costs by reducing the amount of waste that would have otherwise gone into the landfill. The award recognizes the best in local government communications programs and was presented at the VML Conference in October.

Charity Navigator 4-Star Rating
Museums and Historic Resources

The Virginia Aquarium & Marine Science Center Foundation was awarded a 4-star rating by Charity Navigator, an independent charity evaluator. The 4-star rating is the highest possible, and represents excellent fiscal responsibility and transparency. The Virginia Aquarium Foundation is a private, nonprofit organization dedicated to inspiring conservation of the marine environment through education, research, and sustainable practices. The Foundation was formed in 1981, three years before construction on the Aquarium even began. Over the years, the Foundation’s role in support of the Aquarium has not only included garnering financial support to pay for
the Aquarium’s exhibits, but it has expanded to include funding of education programs, and research and conservation efforts such as the Virginia Aquarium Stranding Response and Sensible Seafood™ programs.

**Francis Land House Landscape Maintenance Practices**
Museums and Historic Resources

In the spring of 2015, the Council of Garden Clubs of Virginia Beach and the Virginia Beach Beautification Commission presented the Landscape Maintenance Division of Parks and Recreation with an award of merit for providing outstanding and consistent landscape maintenance at the Francis Land House. The team members established consistent landscape practices that created efficiencies in the completion and thoroughness of their maintenance routine, which allowed them to provide timely response to service requests and effective customer service delivery.

**Saving a Base, Reshaping a City: A Story About Building a Partnership Between the Navy and the City of Virginia Beach**
Economic Development

During the calendar year of 2014, the YesOceana program won the International Economic Development Council (IEDC) Gold Award for Real Estate Redevelopment and Reuse for its response to the Naval Base Oceana encroachment issue. Recognizing how successful the Virginia Beach program had become, the IEDC wanted to highlight the program so that other military communities across the country, suffering from similar encroachment issues, could see examples of how it is being managed elsewhere. The IEDC contacted Virginia Beach Economic Development to write an article and it was published in February 2015. The article reviewed the issues that led up to BRAC decision and the steps the City took to prevent the base from leaving and also saving the City’s economy.

**Tree City USA Award and Tree City USA Growth Award**
Parks and Recreation

The Virginia Department of Forestry presented the Virginia Beach “Tree City USA” award at the Arbor Day celebration on April 24 at the Bow Creek Community Recreation Center. To qualify for the award, Parks and Recreation demonstrated and documented its commitment to an effective urban forest management program throughout the previous year. Requirements included: a designated tree board or commission, a tree care ordinance, an urban forestry program with an annual budget of at least $2 per capita, and an Arbor Day observance and proclamation. The award recognized the importance of trees to our community and the commitment made to sustain our quality physical environment. For the second consecutive year, Parks and Recreation also received a special Tree City USA Growth Award for developing and implementing the Urban Forest Management Plan as a component of the Comprehensive Plan.
**TripAdvisor Award of Excellence**
Museums and Historic Resources

The Virginia Aquarium & Marine Science Center was recently awarded the Certificate of Excellence by TripAdvisor. This award is given annually to businesses that consistently receive top ratings over the past year through [www.TripAdvisor.com](http://www.TripAdvisor.com). When selecting Certificate of Excellence winners, TripAdvisor uses a proprietary algorithm that takes into account the quality, quantity and recency of reviews and opinions submitted by travelers on TripAdvisor over a 12-month period, as well as business’s tenure and ranking on the Popularity Index on the site. To qualify, a business must maintain an overall TripAdvisor bubble rating of at least four out of five, have a minimum number of reviews, and have been listed on TripAdvisor for at least 12 months.

**Virginia Beach 2015-2016 Community Profile**
Economic Development

The Virginia Beach Community Profile is a high-quality, magazine-style publication designed to provide residents and prospects with an in-depth look at the City of Virginia Beach. The 56-page publication covers everything from Virginia Beach’s population and key industries to the business environment and quality of life.

The Virginia Beach Community Profile is distributed by “Inside Business” to approximately 9,000 subscribers. It is also available via the web at [www.yesvirginiabeach.com](http://www.yesvirginiabeach.com), [www.vbgov.com](http://www.vbgov.com), and as an iBook in iTunes. It has become the main descriptive profile of the City, and is used by multiple departments and many local businesses. It is designed to serve not only all residents of Virginia Beach, but also all City offices, businesses, and prospective businesses looking to learn more about assets within the city.

While the document is typically revised and reprinted every year, a decision was made to write the Community Profile in such a way that it could be used for two years. Thus, the name of the Community Profile was changed to reflect its two year life cycle, and it is now the 2015-2016 Community Profile. By refraining from creating a separate 2016 Community Profile, the department saved $20,000 in contractual services with “Inside Business” (the publisher) and printing costs. The Virginia Beach Community Profile also received a 2015 IEDC award, winning silver in the “General Purpose Brochure” category. The awards are given out each year to the best publications and initiatives in the field of economic development.

**Virginia Recreation and Park Society Best Promotional Effort - Park Finder Web Application**
Communications and Information Technology, Parks and Recreation

The Virginia Recreation and Park Society presented an award to the City for the Best Promotional Effort – Specialty (Population greater than 100,000) for the Park Finder Web Application.
Park Finder, developed for Parks and Recreation by Communications and Information Technology, allows visitors and residents to search for a park by name, location and/or amenities. Search results display in a list and on a map, and selecting a park allows the user to view details including the park’s address, operating hours and driving directions.

Employing responsive design principles, the online Park Finder was created to be user-friendly whether a citizen utilizes the tool on a desktop computer, laptop, tablet, or on most smartphones.

Since its launch, Park Finder has received 17,000 page views.

Park Finder can be found at http://www.vbgov.com/parkfinder.

**Virginia Recycling Association 2015 Outstanding Municipal Program Award**

Public Works

Public Works Waste Management is the recipient of the Virginia Recycling Association (VRA) 2015 Outstanding Municipal Program Award for the rebranding and restructuring of the City Landfill and Resource Recovery Center. The award recognizes dedication to the industry and program excellence. Public Works Waste Management replaced confusing signs with friendly ones, designed a one-way traffic pattern around new recycling stations, and changed the name to The Virginia Beach Landfill and Resource Recovery Center, all with the goal of educating Virginia Beach residents on how to dispose of their discards responsibly and to make it easy and intuitive for them to do so. The Waste Management Division is working to educate all Virginia Beach residents on the wide variety of services offered, beyond landfilling, so residents can make the most of their discards. The award was received at the annual VRA conference on May 6.

**Visitor Information Center Earns LEED® Gold Certification**

Convention and Visitors Bureau

Located at the resort area near the I-264 entrance, the Visitor Center welcomes more than 45,000 visitors to Virginia Beach every year and is the first visitor center in the U.S. to earn the Leadership in Energy and Environmental Design (LEED) Gold in the Existing Building category. The 25-year-old Visitor Information Center (VIC) began the quest for LEED certification a few years ago with much needed upgrades to the lighting and heating, ventilation and air conditioning (HVAC) system. New energy efficient LED lights replaced inefficient incandescent lighting both inside and outside the building. Combined with the HVAC upgrades, the Visitor Information Center moved its EPA ENERGY STAR score from a three to 77, earning six LEED credits. Recycling and the use of environmentally friendly cleaning chemicals and office supplies also added to the certification process. In fact, 89% of all cleaning products and office supply purchases met LEED’s strict sustainable purchasing criteria.
The certification process was a joint effort by the City Energy Management Office, Public Works, and the Convention and Visitors Bureau. LEED®, recognizes high-performing facilities having the most sustainable building strategies and practices in place for energy and resource-efficiency, increased building value, decreased utility costs and healthier indoor environments. The program was established by the U.S. Green Building Council (USGBC) to encourage green strategies in designing, constructing, maintaining and operating buildings.
# Ten-Year Summary of Results
## City of Virginia Beach

<table>
<thead>
<tr>
<th>Calendar Year</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dollars Saved</td>
<td>$6.4M</td>
<td>$5.7M</td>
<td>$3M</td>
<td>$3.4M</td>
<td>$1.7M</td>
<td>$2.3M</td>
<td>$68,998</td>
<td>$2.3M</td>
<td>$6.6M</td>
<td>$11.3M</td>
<td>$42.9M</td>
</tr>
<tr>
<td>Costs Avoided</td>
<td>$5M</td>
<td>$2.9M</td>
<td>$3.4M</td>
<td>$7 M</td>
<td>$4M</td>
<td>$411,684</td>
<td>$846,700</td>
<td>$2.8M</td>
<td>$3.8M</td>
<td>$66,630</td>
<td>$30.2M</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$321,669</td>
<td>$26.6M</td>
<td>$3.8M</td>
<td>$394,812</td>
<td>$2.1M</td>
<td>$22,250</td>
<td>$560,750</td>
<td>$417,694</td>
<td>$406,500</td>
<td>$491,210</td>
<td>$11.1M</td>
</tr>
<tr>
<td>Revenue Generated/New Revenue</td>
<td>$1M</td>
<td>$2.7M</td>
<td>$471,768</td>
<td>$624,337</td>
<td>$1.5M</td>
<td>$571,156</td>
<td>$1.1M</td>
<td>$286,417</td>
<td>$9.5M</td>
<td>$2.3M</td>
<td>$20.1M</td>
</tr>
<tr>
<td>Grants</td>
<td>$22M</td>
<td>$7.7M</td>
<td>$19M</td>
<td>$36M</td>
<td>$1.9M</td>
<td>$5.2M</td>
<td>$2.7M</td>
<td>$1.5M</td>
<td>$12.5M</td>
<td>$163M</td>
<td>$271.5M</td>
</tr>
<tr>
<td>System Processes/Technology Improvements</td>
<td>132</td>
<td>100</td>
<td>121</td>
<td>151</td>
<td>104</td>
<td>82</td>
<td>80</td>
<td>115</td>
<td>118</td>
<td>134</td>
<td>1,137</td>
</tr>
<tr>
<td>Service Enhancements</td>
<td>159</td>
<td>138</td>
<td>156</td>
<td>196</td>
<td>141</td>
<td>100</td>
<td>97</td>
<td>94</td>
<td>123</td>
<td>103</td>
<td>1,307</td>
</tr>
<tr>
<td>Volunteers Number</td>
<td>23,000</td>
<td>21,553</td>
<td>19,354</td>
<td>18,186</td>
<td>17,982</td>
<td>20,020</td>
<td>18,902</td>
<td>20,408</td>
<td>23,404</td>
<td>17,754</td>
<td>200,563</td>
</tr>
<tr>
<td>Hours</td>
<td>1.4M</td>
<td>1.2M</td>
<td>1M</td>
<td>1.4M</td>
<td>1.4M</td>
<td>1.4M</td>
<td>1.4M</td>
<td>1.4M</td>
<td>1.18M</td>
<td>1.3M</td>
<td>13M</td>
</tr>
<tr>
<td>Value</td>
<td>$16.6M</td>
<td>$14.9M</td>
<td>$13.2M</td>
<td>$18.5M</td>
<td>$19M</td>
<td>$19M</td>
<td>$20M</td>
<td>$20M</td>
<td>$18.7M</td>
<td>$29.1M</td>
<td>$189M</td>
</tr>
</tbody>
</table>

March 2016
Quality and Productivity Initiatives

The following pages reflect the wide range of quality and productivity initiatives achieved in 2015 and are organized by the seven major city business areas:

1. Cultural and Recreational Opportunities
2. Economic Vitality
3. Family and Youth Opportunities
4. Quality Education and Lifelong Learning
5. Quality Organization
6. Quality Physical Environment
7. Safe Community

The initiatives are listed alphabetically by title and department with a brief narrative that demonstrates the efforts of all members toward achieving City Council’s Vision of A Community for a Lifetime.
Quality and Productivity Initiatives for Cultural and Recreational Opportunities

Access the Arts
Office of Cultural Affairs

The Sandler Center is extremely proud to bring engaging, meaningful arts experiences to young people in our communities. The Sandler Center Foundation’s ACCESS the ARTS education program achieved broad-reaching goals this year by awarding funding for 5,536 students to attend an education matinee. With the overwhelming success of the Sandler Center Education Program and ACCESS the ARTS, the Sandler Center for the Performing Arts is one of the region's best venues to experience and learn through the arts. During the 2014-2015 season, the Sandler Center reached 10,687 students from Virginia Beach and other Hampton Roads cities.

The Sandler Center Foundation, a 501(c)(3) nonprofit organization, has been partially funding the Sandler Center Education Program since 2010. Through the partnership of the Sandler Center and the Sandler Center Foundation, the education programs are discounted to allow for maximum student participation. Last season was a record-breaking year for the number of students reached through the education program.

There were five matinee performances at the Sandler Center during the 2014-2015 season. All of the performances were entertaining, educational and powerful. A total of 7,242 students attended the matinees and 5,536 of those students attended through funding provided by the Sandler Center Foundation’s ACCESS the ARTS program which grants funding to students and schools in need.

The Sandler Center’s Education Department worked closely with public schools teachers and administrators on scheduling and programming to ensure that the programs complement the curriculum and align with the Virginia Standards of Learning (SOLs). Study guides that provide suggested activities for teachers before and after the matinee performances were also available for downloading on the Sandler Center’s website.

Other educational opportunities for the 2014-2015 season included the World Music Concert, Atlantic Shores’ Senior Summer Camp which offers free weekly dance lessons to those more than 60 years of age, Kids’ Art Cart at YNot Wednesday?, tickets for The Salvation Army’s HeartStrings program to attend the Virginia Symphony Orchestra’s Peanut Butter & Jam Family Concerts, and the Virginia Beach Schools All City Music Festival.
African American Cultural Center Master Plan Development
Strategic Growth Areas

The Strategic Growth Areas (SGA) Office led the effort to develop a master plan for the proposed African American Cultural Center (AACC) in July. The AACC was identified as a high priority during the City Council’s Leadership and Strategic Planning Workshop on February 6. It is envisioned to make Virginia Beach a hub for African American culture and a historic resource in the region, be a major amenity for the Burton Station and Newtown Strategic Growth Areas, become an additional tourism asset for the City, and promote lifelong learning opportunities on Virginia Beach’s African American history, culture and community.

To realize the vision of the AACC, a master plan was needed to develop a site program and identify the opportunities and constraints associated with the proposed location at Lake Edwards Park. The SGA Office held an interdepartmental design charrette with representatives of Parks and Recreation, Public Works, Cultural Affairs, Planning, and the City Manager’s Office to determine the concept designs for the AACC. With continued feedback from multiple city departments, the SGA Office produced a conceptual site plan, building rendering, context maps and background information on the site. A professional services proposal from a private consultant was received in April of 2015 for these exact services. By the SGA Office’s leading this effort and producing the master plan, a total of $13,630 was saved.

The master plan was used to illustrate the project to the City Council on July 14 has served as the inspiration for AACC initiative and will be the foundation on which the site construction drawings are based.

Arts and Humanities Commission Funded Programs 2015
Office of Cultural Affairs

In Fiscal Year 2015, the Arts and Humanities Commission funded more than 450 performances and programs in the City. Commission sponsored programs reached a combined audience attendance of approximately 177,000. For example, funding from the Arts and Humanities Commission sponsored several Virginia Beach Forum speakers at the Sandler Center and at the Virginia Museum of Contemporary Art (MOCA).

Arts organizations receiving Commission grants returned $348,932, approximately 70% of the Commission’s FY15 appropriation of $500,000, in direct revenue through admission taxes and rent to the City.

Bow Creek Community Recreation Center Opening
Parks and Recreation

Construction began on the new Bow Creek Community Recreation Center in 2013 and the new center opened to the public on March 20. This facility was designed based on citizen input for desired recreational features and programs. As part of
the project, the Bow Creek Golf Course was also improved with a new club house, cart barn, and more challenging driving range. A new stormwater management system was built to handle rainfall for the recreation center site as well as portions of the surrounding neighborhood, improving water quality and flood control. The new community recreation center has already served patrons and citizens in many new ways. More than 9,000 people attended the activities over the grand opening weekend. More than 6,000 new memberships have been sold at the new center since the grand opening. An expanded pool with zero depth entry and children’s area, as well as a diving area and lap swim lanes were built. Dedicated classrooms for the early childhood education program were added to the new center. The meeting spaces, pool and fitness areas were designed to take full advantage of the beautiful views of the golf course. An outdoor deck overlooking the golf course, pedestrian paths around the stormwater pond, and a new playground provide new experiences for fun and fitness. Improvements to technology and energy efficiency included smart cardio equipment connected to the Internet, LED lighting inside and outside the building (the first for the City), lighting control systems and a geothermal heating/cooling system. The building has been designated as LEED Certified by the U.S. Green Building Council. The project was completed under the budgeted amount, with surplus funding of $1,500,000 available to be reallocated.

**Branding and Tracking the Experience**

*Museums and Historic Resources*

The Aquarium’s marketing team redesigned the tickets and comp passes guests are given, achieving a cohesive and branded product that is both aesthetically pleasing and functional. These tickets now work with each other visually, and represent a distinct change in the branding the Aquarium has used in the past, opting instead for a cleaner, modern style. The overhaul serves a dual purpose, allowing administration to easily track ticket origination and enhance future marketing initiatives by showing exactly where marketing dollars are converting to ticket sales.

**Capitalizing on Fixed Assets**

*Museums and Historic Resources*

The Virginia Aquarium began a partnership with Rover Cruises to house dolphin and whale watching tours from our private dock located on Aquarium grounds. This new partnership increased revenue for the Aquarium and helped to create a better guest experience by providing a high quality product within walking distance of the Aquarium itself. From January to September, the most recent finalized numbers, the boat trips have brought in $380,544 in gross revenue, and more than 45,000 people have been on the Atlantic Explorer.
Changing Exhibits Increase Bottom Line
Museums and Historic Resources

During 2015, the Aquarium had two changing exhibits. The first was the Adventures of Mr. Potato Head, an exhibit that followed Mr. Potato Head as he entered a variety of scenarios, including SCUBA diving and going to Outer Space. The second exhibit, which will remain until January 3, 2016, is Dinosaurs!, featuring animatronic dinosaurs and detailed environments. These two exhibits have been factors in the increased revenue and near-record monthly attendance numbers reported through 2015. Through September 2015, the Aquarium has seen more than 521,000 guests.

Communicating History Through Modern Means
Communications and Information Technology and Museums and Historic Resources

The Virginia Beach History Museums’ website is the primary means of providing information to prospective visitors, donors, and community members. The website was originally launched in 2010, and five years later, required major updates to the technology and user experience, including mobile compatibility and responsive design. Museums worked with Communications and Information Technology on a redesigned public-facing website. Since it was created and launched in February 2015, the website has received more than 13,000 visitors and shows a 78% unique visitor rate. Additionally, almost 30% of the visitors used a mobile device to visit the site, further improving the visitor experience.

An added benefit of the redesign is increased employee productivity as a result of the improved back-end interface. Employees are able to easily update site content and make corrections, giving them more opportunity to work in their area of expertise.

Crossing Borders to Prevent Animal Extinction
Museums and Historic Resources

The Virginia Aquarium took part in a first-of-its-kind program, SAFE: Saving Animals From Extinction, with the entire Association of Zoos & Aquariums. The 229 AZA-accredited zoos and aquariums partnered together to convene scientists and stakeholders in an effort to identify the threats, develop action plans, raise new resources, and engage the public about endangered animals. Ten species were chosen to focus on through this first year: African penguins, Asian elephants, black rhinoceros, cheetahs, gorillas, sea turtles, sharks, vaquitas, western pond turtles, and whooping cranes. Each animal represented a population deemed endangered in the wild. SAFE’s main goal was to underscore the conservation and species survival plans that AZA-accredited institutions participate in, donate to and support. These wildlife conservation and research projects are key to the continued understanding of species and how to protect them in the future.
Expanded Programming in the Miller Studio Theatre
Office of Cultural Affairs

In January, the Sandler Center kicked off its second season of "Out of the Box" at the Sandler Center. This series was created in response to the tremendous success of our Summer Series, "Ynot Wednesdays?," and is in partnership with Paul Shugrue and his radio program on WHRVFM. This series gave the opportunity to invite patrons inside the Sandler Center's Miller Studio Theatre for an intimate experience with the region's best acts performing original music. The after-work time slot made this event a popular stop on the route home for many Town Center professionals and residents, as well as attracting Virginia Beach visitors and fans of the performing bands. New this past season, Paul Shugrue broadcasted live remote segments from the event during his radio show. Throughout the eight-week series, more than 3,079 guests came to enjoy the event, many visiting Sandler Center for the first time.

The Sandler Center also started the Miller Studio Series to feature local and national performing artists. The series is a joint effort between the Sandler Center Foundation and the Virginia Commission for the Arts to provide a platform for these artists to perform, while also providing educational enrichment for local students. A total of 550 patrons attended the four performances which consisted of Larnell Starkey and the Spiritual Seven, Ken Waldman’s From Tidewater to the Northern Lights, Virginia Roots Ensemble, and Washington Saxophone Quartet. In conjunction with these performances, one master class and several daytime performances were offered, reaching a total of 219 students from three schools from Norfolk and Virginia Beach.

External Websites Redesigned
Communications and Information Technology, Economic Development, Museums and Historical Resources, and Office of Cultural Affairs

Two of the City’s cultural websites, www.MuseumsVB.org and www.VBPublicArt.org, and the City’s early childhood website, www.VBGrowSmart.org, were redesigned with significant technology enhancement, such as mobile compatibility.

New features and capabilities were added along with site management and productivity enhancements. City staff members are maintaining the site using a new interface that was custom developed by Communications and Information Technology (ComIT). A custom interface called “waffles” that sits on top of SharePoint makes it easier for non-technical staff members to update website content. Waffles is expected to reduce the time required to update content by 30%, freeing up staff to concentrate on the information being posted and not the mastering the tool to make the post. Easy-to-use templates were also added, making it easy to create and add new Web pages.

This is another way that ComIT, Economic Development, Museums and Historical Resources, and the Office of Cultural Affairs are partnering to make information more accessible to the public.
The Aquarium initiated the Code Green program to help improve the guest experience during the busiest times of the year. At any point, the manager on duty can radio a request for a code green, and the Aquarium’s administration and behind-the-scenes staff members move to assist frontline staff by taking an assignment card from the Guest Services Office and performing that duty. Assignments required minimal to no training, so staff could immediately jump in and help. Tasks ranged from sweeping floors to taking tickets, and included things like bringing education animals onto the lobby floor or working with the admission line to help direct guests.

Historic Preservation Planning and Resource Management Program
Planning & Community Development

In February via a mutual agreement, Museums transferred responsibility for the City’s historic preservation program, with the exception of operation and maintenance of the City’s Historic House Museums, to Planning’s Comprehensive Planning Division. Museums intended to eliminate the Historic Resources Coordinator position at the end of FY15. Any approved, yet unspent funding for the program was made accessible to Planning through the remainder of the fiscal year; however, no additional personnel resources were provided to the Division to perform this function. At the request of the City Council, a new permanent part-time Historic Preservation Planner I position was created with adoption of the FY16 Resource Management Plan, which is a first for Planning in several ways, both in type of employee (permanent part-time vs. full-time) and in having full responsibility for historic preservation planning and resource management. In addition to salary, $6,000 was appropriated in FY16 to administer the program. This program primarily staffs the City Council-appointed Historic Preservation Commission (HPC), which meets monthly and advises the City Council on matters pertaining to the City’s needs for historic resources planning and management, citywide; unlike, the Historical Review Board, which solely has purview in the City’s 14 Historical/Cultural Districts and also meets as needed to review requests for Certificates of Appropriateness. This program also provides technical review of proposed development or redevelopment of both private and publicly-owned historic resources and provides advice to both City staff and citizens. In the first six months since July 1, this program completed the following activities:

- City Code change transferring responsibility for administering the Historical Register Program from the Historical Review Board and Museums to the Historic Preservation Commission and Planning (June).
- Updated and reprinted the Historical Register Program brochure (September).
- The Virginia Department of Historic Resources gave its approval for a Virginia Beach historic highway marker program (September).
- Prepared a mayoral proclamation recognizing November as Native American History month, and the historical settlement of the city by and contributions of the Chesapeake Indians and the Nansemond Indians.
- Assisted the HPC with planning and conducting its Annual Public Meeting on November 10.
- Attended the Preservation Alliance for Virginia Annual Conference in Norfolk.
- Assisted with and attended the regional training program for architectural review boards, “Commission and Mentor Program,” sponsored by the National Association of Commissions and Preservation Commissions.
- Coordinated the consultant-led preparation of a Preliminary Information Form (PIF) for the Oceana Gardens neighborhood to determine eligibility as a “Historic District” for listing on the Virginia Landmarks Register and the National Register for Historic Places. Such listing would enable property owners in the district to apply for historic preservation tax credits to make repairs and restore the many Sears Catalog “Kit Homes” and other homes that were constructed there in the 1920s and 1930s. The PIF was considered by the State Review Board of the Virginia Department of Historic Resources in December.
- At the City Council’s request, coordinated preparation of the City’s application for Certified Local Government (CLG) designation by the Virginia Department of Historic Resources and the National Park Service. The application was completed by December and submitted to the Mayor. Achievement of such designation will enable the City to access grants and cost-share funding for a variety of activities recommended by the HPC, which has prioritized items for consideration based on public input at their annual meetings.

    Potential grant and cost-share projects include:
    o updating the City’s Historic Resources Management Plan (1994);
    o completing a survey of the City’s historic structures and sites; and, creating a database in the City’s Geographic Information System (GIS) for use in planning analyses and HPC advocacy with regard to the Virginia Beach Historic Register Program.

This program also coordinates or is responsible for the following:
- Administering the Historical Register Program, by receiving and reviewing applications for consideration of approval by the HPC.
- Assisting with the update of the City’s Comprehensive Plan by preparing the Historical & Cultural Resources chapter of the Plan’s Technical Report.
- Staffing the Cavalier Hotel Task Force, which provides advice to the City Council during the duration of the hotel restoration project.

On the horizon, the program will be soliciting proposals for preparation of another PIF for the historic Seatack neighborhood and for research grants to provide information about various important sites in Virginia Beach, which may ultimately be the subject of new City Historic Roadway Markers. Following adoption of the City’s Comprehensive Plan update in spring 2016, this program will undertake an initiative to review the 1994 Historic Resources Management Plan and prepare an update.
Hold the Salt
Museums and Historic Resources

The Life Support Systems (LSS) staff at the Aquarium developed a new protocol to decrease the amount of marine salt used in exhibits. LSS carefully monitored salinity fluctuations in the higher salinity exhibits and calculated the amount of salt required to stay within husbandry parameters but avoid fluctuations. By alternating higher and lower salinity water used to replace the water after a backwash, the new protocol for marine salt use now allows LSS to use 40% less salt annually, a savings of approximately $9,000 per year.

Kids Arts Palooza
Office of Cultural Affairs

The Sandler Center’s Kids Arts Palooza was held on May 23 at the Sandler Center for the Performing Arts. A total of 463 patrons attended this event and participated in exciting activities for kids of all ages.

For the first time, Kids Arts Palooza was a themed event with full stage production of Treasure Island by Theatre IV. This event has grown to feature increased interactive stations from local organizations promoting the arts, ranging from an instrument petting zoo to cookie decorating. Children delighted in face-to-face encounters with resident groups and art organizations. There were make-and-take crafts, arts group performances, mural painting provided by The Artists Gallery, as well as the new Pirate Power Hour (P.P.H.) ticket. Our P.P.H. ticket included early admission, face-painting, and souvenir bag.

Learning Through Doing: Citizen Scientist Water Monitoring
Communications and Information Technology and Museums and Historic Resources

In September 2015, the Virginia Aquarium Water Quality Lab, with the help of $5,500 in grants from the Dominion Foundation and the Virginia Department of Environmental Quality and a partnership with the Communications and Information Technology (ComIT)’s Center for GIS systems team, launched a full-scale monitoring program for environmental water quality throughout the Virginia Beach area and beyond. Utilizing the help of community volunteers and groups, including Lynnhaven River NOW and Aquarium volunteers, the water samples are analyzed in our state-approved water quality lab. We have begun to test the water of our local streams, ponds, and estuaries for important chemical, nutrient, and bacteria parameters. The program is set up to be financially sustained through donations from individual and group participants, and participants are able to obtain data on their backyard water body for one-tenth of the cost charged by a private lab. In addition, the partnership with the Center for GIS resulted in a public water quality data map of the Virginia Beach area. The public can access the latest water quality data near them with a mere click of the mouse, and citizens may also see where more data is needed -- and volunteer to be the ones to help collect that data!
The data collected is maintained both on the public access map and in the lab database. This provides two important resources to the community: anyone can access up-to-date water quality information online, and historical data is maintained by the Aquarium for research and trending purposes crucial to environmental monitoring in the area. Currently the lab is monitoring 35 sites across Virginia Beach, Norfolk, and Chincoteague with the help of multiple organizations and individuals. The revenue brought in from each participant donation covers the cost of the testing and will help contribute to the research efforts of the lab and to maintaining efficient testing procedures and equipment.

**Living Oyster Reef**  
Museums and Historic Resources

The Aquarium installed a living oyster reef exhibit along the Owls Creek Scenic Overlook that included 30 feet of unchanged mud flat, 30 feet of oyster castles, and 30 feet of mounded shell. Students from the Old Donation Center School, Princess Anne Middle School, and New Castle Elementary School contributed 18,000 juvenile oysters to help begin the reef, and funds were contributed by the Rudee Inlet Foundation, with volunteer efforts by Lynnhaven River NOW and the Crystal Club. Total contributions to the project were $8,630.

**Mermaid Mondays Mean Money**  
Museums and Historic Resources

New in 2015, the Virginia Aquarium began the Mermaid Mondays program. On Mondays in April, guests were invited to a special ticketed event that guaranteed mermaid sightings for all who came. Tickets were $20 for members and $30 for non-members of the Aquarium, and resulted in sellouts on all four Mondays of the event. Final numbers showed $16,330 in ticket sales, more than $2,000 in store sales, and a net profit of $12,992.

**Monitoring Sea Turtle Nests**  
Museums and Historic Resources

The Virginia Aquarium Stranding Response Team began a sea turtle nesting monitoring program with a $15,000 grant from the Dominion Foundation. The grant was used on staff salary and training on nest management, signage, and uniforms for the nesting volunteer team that was created. Not only was this a grant-funded program, but it would have been City-funded could outside money not be found. The program involved trained volunteers and staff making daily morning beach patrols, looking for evidence of sea turtle nesting sites on City-owned beaches including the resort area and Croatan Beach.
**National Sponsor Brings International Recognition**
Museums and Historic Resources

The Virginia Aquarium proudly announced a partnership with National Geographic to brand the new digital giant screen 3D theater as a National Geographic 3D Theater. With the National Geographic brand, the Virginia Aquarium gained exclusive access to award-winning films in 2D and 3D digital formats, along with access to many National Geographic resources. The theater is one of only 15 National Geographic Theaters in the world.

To complement the selection of National Geographic as a strategic partner, the Aquarium embarked on a dramatic renovation of the theater. The renovation included a replacement of the large format film of the past with the state-of-the-art digital technology that offers flexibility as an open platform for showcasing a wide variety of digital media. Additionally, the former silver screen was replaced with a white screen to accommodate a projected image of 78 feet wide by 43 feet tall. It’s the largest screen in Virginia. The carpets, seating, and stair treads were completely replaced, and an advanced digital sound system capable of servicing a 2,000-seat arena replaced the old sound system. Between January and September, the National Geographic 3D Theater has seen 34,788 guests.

**New Technology Breeds Innovation**
Museums and Historic Resources

Utilizing technological advancements, the Virginia Aquarium was able to create and install a ticketing booth on the dock for Sea Adventures boat trips. This tablet-based ticketing system allowed staff to sell and validate tickets for passengers, allowing them to bypass the Aquarium’s lobby during the peak season. This helped contribute to the 22,970 total of tickets sold.

**Nurturing Naturalists**
Museums and Historic Resources

The Association of Zoos and Aquariums (AZA) and The Walt Disney Company awarded the Virginia Aquarium a $5,000 grant to create and implement the Nurturing Naturalists program. The Nurturing Naturalists program works to instill a love of nature in children and help parents be confident in planning and organizing outdoor nature play on their own. This program included 20 sessions covered 10 topics.

**Private Events Increase Attendance and Money**
Museums and Historic Resources

In 2015, the Virginia Beach History Museums began actively marketing the Lynnhaven House Colonial Education Center and the Francis Land House as venues for weddings, receptions, and other private events. Many museums use facility rentals as supplementary revenue sources, and market research indicated the value
that rentals could bring the History Museums. Booths at local bridal shows and advertising on popular websites were used to promote the venues.

The History Museums also revised an outdated fee structure to become commensurate with similar venues of size, scale, and offerings, and worked with the City Attorney to update the facility rental agreement. In addition, the Museums assigned a part-time employee to market and coordinate private events for an improved customer experience. 2015 saw 12 private event rentals at the History Museums, a 50% increase over 2014, resulting in an additional $8,000 in revenue and almost 1,000 new visitors.

**Reevaluating Resources to Benefit Bottom Line**
**Museums and Historic Resources**

The Virginia Aquarium’s stores had a banner year in 2015, reaching highest sales totals in history thanks, in large part, to a restructuring of store staff. The Guest Services Office that oversees the stores identified two employee departures as an opportunity to restructure the existing staff, and rather than replacing the managers that left, kept the single remaining manager and part-time staff. This resulted in decreased expenditures and increased store revenues.

**Regional Sea Turtle Conservation Plan**
**Museums and Historic Resources**

The Virginia Aquarium’s Stranding Response Team completed the Virginia-Maryland Sea Turtle Conservation Plan, a culmination of an over $2,000,000 grant and multiple local, regional, and national agencies working together. This conservation plan solidified the Virginia Aquarium as experts on sea turtles and advisors to state officials on endangered species.

**Sandler Center Resident Company Cooperative Marketing Program**
**Office of Cultural Affairs**

In 2015, the Office of Cultural Affairs and Sandler Center marketing staff worked with the Sandler Center’s Resident Companies to share the costs of a bi-monthly print advertising campaign to publicize their events.

Through print advertising in “The Virginian-Pilot” and “VEER” Magazines, Sandler Center events reached thousands of households both locally and in the surrounding areas bringing awareness to the many cultural programs going on in Virginia Beach.
Saving Money and Improving Water Quality
Museums and Historic Resources

The Aquarium’s Life Support Systems (LSS) staff installed the largest protein skimmer the Aquarium has ever used. A protein skimmer is a device used to remove waste from the water. The new skimmer was installed in the seal exhibit pump room to increase the exhibit’s filtration and replace the undersized, and very old, original skimmer. A custom 48-inch-high stand capable of holding 5,000 pounds of sea water was designed and built by LSS staff for the skimmer. Extremely detailed designs and careful positioning of the skimmer, plumbing, and electrical systems were required to install a much larger piece of equipment in a very small area surrounded on all sides by existing equipment. Given the tight parameters and extensive work required, the LSS staff installed the skimmer after-hours. Based on the installation difficulty, the overall estimated savings of performing the work in-house totaled $10,000.

Second Run Means New Money
Museums and Historic Resources

The National Geographic 3D Theater began hosting Big Screen Saturdays, a weekly event that screened second run movies. These movies included old favorites and those recently released to DVD. Some of the most successful movies have been the Harry Potter series, which attracted guests of all ages. Tickets are $5 per guest or $3 for Aquarium members, and the event has brought additional awareness of the rebranded theater and increased revenue by $4,000 for the program so far.

Stranded: Explore the Stranding Response Team
Museums and Historic Resources

The newest exhibit at the Virginia Aquarium, *Stranded*, opened in late September. The exhibit showcases the daily work of our Stranding Response Team, includes videos of rescued marine mammals and sea turtles, releases of these animals, and information on how the Virginia Aquarium rehabilitates them prior to a release. Visitors are encouraged to learn about how the Aquarium tracks the rescued animals once they are released, and how these tags work, and there are hands-on displays showing the differences between acoustic tags and Passive Integrated Transponder tags, as well as the costs of each. Guests are also invited to take a pledge to help the Stranding Response Team and learn more about everyday actions they can take to prevent marine mammal and sea turtle strandings. The exhibit was made possible thanks to grants and donations from prominent local groups paying for the entirety of the $185,000 exhibit.

VB ParkFinder
Communications and Information Technology and Parks and Recreation

Parks, basketball courts, beach access, fishing piers, fitness areas, dog parks, kayak launches and more are just a few of the many recreational amenities that citizens can easily discover via the new VB ParkFinder mobile app.
More than 200 City parks and recreational facilities are searchable by name or proximity, including a link to driving directions from any location via the built-in GPS feature. Users can also filter by specific recreational amenities, such as basketball courts that have lights or boat launches.

ParkFinder app is more than a location finder. It’s also an event finder for fun, family friendly, City-sponsored activities occurring at City parks and recreation centers.

Since its launch in June, VP ParkFinder has attracted more than 900 users and more than 6,500 visits. Feedback from citizens is very positive.

The app is free and available for both Android and Apple smartphones by searching VB ParkFinder in Google Play or the Apple App Store.
Quality and Productivity Initiatives for Economic Vitality

17th Street Park Stage Improvements
SGA Office

The 17th Street Park stage was protected using a temporary canopy costing $70,000, which was installed each year in early April and removed in October at a cost of $6,000. The canopy had an engineered wind loading of 70 mph, however two canopies have been destroyed in recent years during storms with less than 50 mph winds. The canopy required a minimum of 24-48 hours to remove, making it impossible to protect the canopy during unanticipated storms. The Resort Management Office identified an alternative permanent canopy with a wind rating of 120 mph and with aesthetic qualities to support the overall appearance of the park. The City Manager’s Office and Resort Advisory Commission approved the design and funding for the canopy. Installation of the new canopy was completed in June. The project results in a more sustainable business approach with lower life cycle costs due to reduced installation/removal and replacement expenses. The new canopy is designed to last 10 to 20 years, reducing the need to replace temporary canopies damaged by storms, and maintenance costs to install/remove and store temporary canopies.

2040 Vision to Action Community Coalition
Strategic Growth Area Office

Having established a Vision to be the most livable coastal community in the world, the Coalition exists to help ensure that the Vision becomes reality. The Vision identified four Bold Steps – high-level strategies or actions to move the community, government, businesses, education and nonprofits toward the Vision. The bold steps are:

Regionalism
The City Council leads the effort to build a strong, effective regional coalition to leverage the region’s assets and creates a culture of collaboration for the success of the Southern Chesapeake Bay Region.

Invest in Early Childhood Education
Increase the level of commitment and investment in early childhood education in order to ensure children are successful in K-12 and in life.

Transportation
The City Council makes transportation a key priority, focusing on multi-modal means of connecting within our neighborhoods, across the City, region and beyond.
Vision Into Action
Establish an ongoing Vision to Action Citizen Coalition to monitor and measure alignment of Council’s planning and implementation of the Community Vision.

The City Council appointed the Vision to Action Community Coalition January 2014 to educate citizens and monitor and measure alignment of Council’s planning and implementation of the Community Vision. This past year the group invested their time in executing their public outreach and marketing strategy plan that emphasizes the six Vision Elements: Connected Community, Learning Community, Diverse Community, Unique Environment, Active Lifestyle, and Thriving Economy. Members of the Committee presented the Vision to more than 200 individuals comprised of the School Board Superintendent, Development Services Center consultants, Tidewater Community College students and faculty, Chamber of Commerce Board of Directors, Tidewater Community College management and executive staff, a group of Landscape Architecture students from Virginia Tech, and CBDA Executive Board. This fall, Committee leadership transitioned to Peggy Layne, chair, and Joseph Voorhees, vice chair.

Accela Applications for Development, Boards, Commissions, and Certain Permits and Violations
Planning and Community Development

Planning has built and deployed a technology solution that responded to customer requests for greater transparency, accountability and equity in delivery of planning and development services. The solution is Accela, a robust workflow management system which includes a set of integrated, mutually supportive modules that leverages electronic document review, geographic information systems and Internet technologies. More than 30 departments, divisions or external agencies participate in the review of plans to the Development Services Center or applications to one of the Boards or Commissions. The manual process to route and track paper plans was eliminated and replaced with the ability to distribute, track, review and comment on plans electronically. This solution saves the customer the cost of printing and delivering multiple large format documents. It improved the process of submitting revisions to plans. It also improved information sharing, the ability to collaborate and access to documents. The project was completed in 18 months from kick-off to go live, and required more than 150 man-hours per week, which included three meetings and six training sessions with consultants/applicants, two meetings and nine training sessions with reviewers, and approximately 15 meetings/webinars per week with Planning staff. ComIT assisted by providing contract management and computing infrastructure.

Prior to the implementation of Accela, Planning maintained three internal finance systems for providing customer receipts with internal controls and many data sets. The department transitioned to one customer invoicing and receipt system and converted records from multiple databases into Accela, providing a consistent format and location for research and decision making. Here is the record count for the converted records available in Accela.
<table>
<thead>
<tr>
<th>TYPE</th>
<th>TOTAL COUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board of Zoning Appeals</td>
<td>15,311</td>
</tr>
<tr>
<td>Development Services Center</td>
<td>49,782</td>
</tr>
<tr>
<td>Chesapeake Bay Preservation Area Board</td>
<td>2,446</td>
</tr>
<tr>
<td>Planning Commission/City Council</td>
<td>5,040</td>
</tr>
<tr>
<td>Waterfront</td>
<td>4,679</td>
</tr>
<tr>
<td>Zoning</td>
<td>26,649</td>
</tr>
</tbody>
</table>

Accela Citizen Access (ACA) is a customer-focused portal that allows for online submittals of at least 50 different Planning and Community Development record types. Through this portal, customers are able to pay fees, track the status of a submittal, search for information on Planning activities within the city, and view the results of an application.

The electronic plan submittal and review features of the system enable staff collaboration in plan review, reduces the consumption of paper and has transformed the process by providing the ability for management oversight of details.

Accela Mobile Office enables access to information for field staff and provides zoning and environmental inspectors the ability to provide status inspections and share information from the field.

Accela Geographic Information Systems creates a geographic representation of each record entered in the system. This tool is used to track trends and visualize growth and change.

**Advanced Technology Center Workforce Training Rooms**

Economic Development

Economic Development, in partnership with Tidewater Community College (TCC) and Virginia Beach City Public Schools (VBCPS), facilitated 182 days of workforce training for existing businesses in calendar year 2015. The two Advanced Technology Center (ATC) Workforce Development rooms are used for businesses looking to increase productivity, performance, and profitability by increasing the skills of their employees. In addition to the business use of the two ATC training rooms, City and VBCPS departments, as well as TCC, use the rooms for training and classes when not in use by local businesses. During 2015, the rooms were utilized for 154 days of training by ATC partners. The two training rooms also generated more than $8,000 in revenue due to the rental of the rooms to for-profit entities such as George Washington University and other local organizations. This revenue is used by the ATC Operations Committee to replace and upgrade technology in the entire building.
In-House Design and Production of Marketing Materials
Economic Development

Economic Development developed several in-house marketing brochures, fliers, and invitations. The work included art direction, layout, design, content development, revisions, production of digital for files for web, preparing files for print, and production management.

The breakdown for 2015 is as follows: New Offshore Wind Brochure ($2,760); 2015 Business Form Booklet ($575.00); 2015 Workshop Series Rack Card ($1,150); 2015 International Map/Flier ($4,600); 2015 SWaM Marketing Brochure ($2,530); the Virginia Beach Development Authority Holiday Golf networking event signs ($1,600); silent auction signs,($1,150); Cyber Security Business Roundtable invitation ($350), Women Doing Business at the Beach brochure ($1,150); Properties Marketing flyers: Corporate Landing, Progress Lane, Rudee Loop, 2600 International, 1440 London Bridge Road, Harpers Road, International Parkway (STIHL’s site), and London Bridge Commerce Center ($2,200); Town Center Colleges Map ($650).

Eight marketing pieces were developed at a cost avoidance of $20,155.

Installment of Two North End Bus Shelters
Strategic Growth Area Office

SGA staff coordinated with the North End Civic League, Hampton Roads Transit (HRT), and Public Works to install a bus shelter across from the Wyndham Hotel and adjacent to the Association of Research and Enlightenment. property to provide weather protection and comfort to HRT clients. This project was funded primarily through donations received by the North End Civic League, the Wyndham Hotel and in-kind services of WPL and Asphalt Roads, Inc., resulting in a savings of $4,880.

Parking Technology Integrations
Strategic Growth Area Office

The Parking Management Office (PMO) uses three types of parking technologies to improve service and operational performance. These three technologies are joined together through an Application Program Interface (API). An API is a set of routines, protocols, and tools that specifies how different software systems should communicate with each other. The PMO uses license plate recognition (LPR) technology to monitor payments at two surface lot pay stations and four on-street meters that require vehicles to pay for parking using their license plate numbers.

The parking meter server communicates with the LPR server through an API. The interface alerts the enforcement officer regarding valid meter payments as they patrol the lots and on-street spaces. This technology streamlines enforcement efforts by reducing the time it takes to validate meter payments. All vehicles that are detected as invalid by the LPR system receive a parking ticket.
The third type of technology the PMO uses is a parking citation system to issue parking tickets to those who violate the parking rules. This system also has an API with the parking meter server. When a meter is paid, the transaction is communicated to the citation system server. This integration safeguards against issuing erroneous tickets by the enforcement officer. If the officer tries to issue a ticket to someone who has paid the meter, the citation system will alert the officer that meter has been paid as soon as the officer enters in the license plate number into the system. The ticket will be deleted after the warning appears.

The benefit of the parking technology integration is the efficient delivery of service, the enhanced level of customer service by reducing or eliminating ticket citation errors, and simplifying the enforcement process.

These new technologies help customers make easy parking transactions and assist with the enforcement of the parking system rules. The LPR technology assisted the enforcement ambassadors detect more violations. The total number of parking violation citations increased by 47% in 2015. As an indicator of program effectiveness, the average percentage of citation voids is about 7% per ambassador. In other words, 93% of all the parking violations written by each ambassador are valid and good tickets. The total number of transactions at the pay-by-plate meters increased by approximately 8.5% in 2015. In short, embracing new technology helps customers comply with parking system rules.

**Partnership In Regional Meeting and Event Marketing – IMEX 2015**

Convention and Visitors Bureau

In an effort to partner and share best practices within the region, the Virginia Beach, Norfolk, and Richmond convention and visitors bureaus came together to partner, market and attend the nation’s largest hospitality convention, IMEX 2015. As a result, the regional partners were able to participate in the nation’s largest and most influential Hospitality Meeting and Event Tradeshow by leveraging marketing assets, regional brand awareness and sales efforts. They were also able to defray costs, share best practices, and generate future potential business for the destinations. This positioned our region as well as individual destinations to critical meeting and event managers and decision makers. The Virginia Beach CVB’s efforts have garnered five potential RFP’s with a room-night potential of approximately 1,000 and 2,000 attendees.

**Positive Impact of Farmers Market Sponsorship Program**

Agriculture

Agriculture developed a Farmers Market Sponsorship Program to establish community partnerships with local businesses. It also provided an effective, widespread marketing resource as well as offset department budget reductions.

The Farmers Market held 15 special events as part of the monthly event program. These themed programs such as Happy Birthday Farmers Market, Virginia Beach
Master Gardener Plant Sale, Father’s Day, All About Berries, Honey Festival and Harvest Fair, as well as 31 Friday Night Hoe Downs (April to October), and 21 Wednesday evening (June to October) live Produce Auctions, engaged the community and tourists in activities at the Market. These programs and events offered Agriculture the opportunity to reach out to the business community with a sponsorship program that focused on marketing tools to participating businesses offering exposure to thousands of visitors at the market. The program allowed for an annual sponsorship as well as single event sponsorship, and was geared toward but not limited to entrepreneurial businesses looking for face-to-face interaction with local citizens and tourists. Sponsors were allowed to hang banners offering name recognition, as well as be on-site at events to interact with the public. For FY15, Agriculture budgeted $9,163 in sponsorship revenue as a line item. The Sponsorship Program brought in $11,812 in new revenues. The program offset expenses during a challenging budget reduction year. The increased revenues from the program made up for the need to reduce the operational budget, served as an advertising and promotional resource for the City’s business community, and increased citizen and tourist participation at the Farmers Market.

There were 30 participants in the Farmers Market Sponsorship Program, bringing in a total of $20,975.

Replacement of Atlantic Avenue Shuttle Buses with Vintage Trolleys
Strategic Growth Area Office

City staff coordinated with Hampton Roads Transit (HRT) to secure 55% grant funding from the Commonwealth of Virginia to purchase 14 vintage trolley vehicles for the Atlantic Avenue Shuttle. The City match for the grant was 45% of the costs. The notice of award was issued on January 26 and a ribbon-cutting ceremony was held on June 3 to celebrate the arrival of the first two trolleys. The full fleet of trolleys arrived before the end of 2015 and will be in service for the 2016 summer season. The specialized trolley features include, A) low floor to aid in accessibility; B) vintage design enhancements including cupola-style roofs, specialized lighting, wooden slat passenger seats, brass fittings, specialized chimes, operational trolley gong, seat cushions and interior globe lighting; and, C) open-air rear section and air conditioned front section that easily converts to full climate control for the off season. While the end-of-the-year ridership figures have not been reported as of this published report, early indications are that the vintage trolleys were enjoyed by people of all ages. The project results in marrying transit and entertainment to create a festive resort experience for our residents and visitors.

Sandbridge Parking Lot Passes
Strategic Growth Area Office

The Parking Management Office began selling daily, weekly, and seasonal passes for the three parking lots located at Sandbridge to provide enhanced customer service and a strategy to reduce the lines of automobiles waiting to enter the lots. These passes allow the user to park at any of the three lots with unlimited re-entry
during the period the pass is valid. Each pass has a unique bar code and when the parker returns to the lot, the pass is scanned and verified as activated and valid. This program gives the parker maximum flexibility. If one lot is full, the parker can go to another. If the parker needs to leave the lot, re-entry is guaranteed unless the lot is full. This program also reduces the time to enter the lot. The pass is presented to the cashier and is scanned. This process literally takes seconds as compared to the transaction time of handling and counting cash.

**Special Events Impact Analyses**
Convention and Visitors Bureau and Strategic Growth Area Office

Recognizing resort special events annually contributed tax revenues to the budget, the magnitude of two of the largest events it coordinates was unknown. In August 2014, a joint Strategic Growth Area (SGA) Office and Convention and Visitors Bureau team developed a strategy for generating an analysis to measure the economic and fiscal impact for the Neptune Festival and the East Coast Surfing Championships (ECSC). Continental Research was contracted to develop a survey, instrument, conduct intercept surveys, and compile the data. The SGA Office analyzed the data and developed singular reports for each event. Regardless of intent to attend, the Neptune Festival generated economic impact value between $8.1 million and $11.8 million, and ECSC generated between $15 million and $20.6 million. The Neptune Festival’s business activity generated tax revenues between $566,000 and $798,000, and ECSC generated between $994,000 and $1.3 million. Overall, 98.1% of Neptune Festival attendees indicated the event added value to their visitation, and 94.7% of ECSC attendees expressed the same. In both cases, the analysis reinforced event quality. Attendees for both events expressed a desire to return to the resort at a later date. 85.5% of Neptune Festival and 77.7% of ECSC attendees were “quite” or “extremely” likely to return for the event in a subsequent year. The event analysis funding source was the Tourism Investment Program. Two of the City’s largest annual special events were analyzed and the economic and fiscal impacts derived, which help determine the return on investment of public, private, and nonprofit resources that collaborate to put on these events.

**Tidewater Community College Center for Workforce Solutions**
Economic Development

Tidewater Community College (TCC) and Economic Development successfully created a partnership to locate the TCC Center for Workforce Solutions office adjacent to the Economic Development office at Town Center. The Center for Workforce Solutions is the workforce development arm of TCC that offers non-credit and customized training for the business community. The Center has always been an integral partner with Economic Development in the recruitment and expansion of businesses, but having it adjacent to the office creates many more opportunities to cooperate on workforce training projects. An agreement was made with TCC to pay the City $14,250 per year in office rent.
Transit Oriented Redevelopment Projections
Budget and Management Services, Planning and Strategic Growth Area Office

In June 2014, Budget and Management Services formed an analytical team including staff from the SGA Office and Planning Departments to forecast real estate tax growth attributable to the extension of the Tide light rail line to the central business district. The analysis offered multi-scenario projections using development rates, development quality, and a 50-year time horizon. Upon completion of the redevelopment forecast, the team forecasted the potential commerce tax generation using similar redevelopment parameters. The forecast offered decision-makers an opportunity to contemplate future revenues and usage. From this analysis, additional analyses evolved to measure employment growth and potential financial strategies for additional light rail extensions. The analysis illustrated the potential benefit of investing in the Tide light rail extension. Dependent upon the redevelopment matrix variables, light rail was forecast to add between $311.3 and $1.2 billion to the tax roll over a 50-year time horizon.

This analysis will enable staff to monitor any redevelopment activity against projections to validate revenue use for future light rail system expansions along with the fiscal impact to the community.

Virginia Beach Biennial annual Overnight Profile
Convention and Visitors Bureau and Strategic Growth Areas Office

In support of Virginia Beach’s tourism market, a biannual Overnight Profile was derived. Continental Research surveyed hotel users and Resort attendees and compiled the results. The Strategic Growth Areas Department analyzed the data and the Convention and Visitors Bureau published the findings. The analysis was comprised of each seasonal segment and a comprehensive annual report. The analysis rendered additional analytical insight for enabling quality private sector and Resort Advisory Committee strategic tourism decisions. In 2014, the average total party spending for lodging, food and beverage, entertainment, and other spending increased 8% from $1,707 to $1,847. The analysis also indicated tourism quality, revealing 92.0% of visitors were “quite” or “extremely” likely to return to the Resort in a subsequent year. The analysis survey work was funded through the Tourism Investment Program.

By deriving the analysis, retail, hotelier, entertainment venues, the meal industry, and the public sector are better informed and empowered to make decisions in terms of returns on their investments. The dollar value of $35,000 provided in terms “cost avoided” represent the comparative costs of procuring consulting services for the same specialized analysis.
Virginia Beach Convention Center Renews LEED® Certification
Convention and Visitors Bureau

The Convention Center (CC), a facility that held 327 events attended by more than 550,000 people in 2014, received new upgrades to lighting and to building automation systems, which reduced electricity usage by 539,352 kilowatts and achieved a $42,000 reduction in the electrical bill. The upgraded building automation system provides real-time thermographic color images to illustrate occupant comfort and provides live energy use data. An on-site vegetable garden, improved water efficiency and the diversion of more than 140 tons of waste from the landfill through recycling and composting assisted in securing necessary certification points. Key points were also achieved for indoor environmental quality, which means using environmentally friendly cleaning products, high efficiency air filters, and the close monitoring of any pesticides, paints, or chemicals used on the property.

The Virginia Beach Convention Center was the first convention center in the United States to earn LEED Gold in the Existing Building category and has now become one of only five convention centers in the country to successfully renew LEED® Gold Certification.

The certification process was a joint effort by the Energy Management Office, Public Works, and Convention and Visitors Bureau. LEED® certification, which stands for Leadership in Energy & Environmental Design, recognizes high-performing facilities that have the most sustainable building strategies and practices in place for energy and resource-efficiency, increased building value, decreased utility costs and healthier indoor environments. The program was established by the U.S. Green Building Council to encourage green strategies in designing, constructing, maintaining and operating buildings.

Virginia Beach Light Rail Extension Commonwealth of Virginia Grant
Strategic Growth Area Office

This initiative is to accomplish the extension of The Tide light rail transit system to Town Center through the Virginia Beach Transit Extension Study (VBTES); associated NEPA process (required at the time); and 30% preliminary engineering design of the light rail corridor. The Commonwealth of Virginia has offered a $155 million grant toward the project, with the City funding the remaining portion in order to accomplish the Virginia Beach Light Rail extension and shared use pathway project.

Hampton Roads Transit (HRT) completed the Draft Environmental Impact Statement (DEIS) for the VBTES; and the DEIS included an evaluation of a no build alternative and eight build alternatives as follows: four alternatives alignments, 1A Town Center, 1B Rosemont, 2 Norfolk Southern Right of Way to Oceanfront, and 3 Hilltop to Oceanfront; and each alternative alignment included two technology alternatives, light rail transit ("LRT") and bus rapid transit ("BRT"). HRT presented the DEIS in a series of four public hearings and formally solicited public comment.
during the DEIS public comment period between March 20 and May 5. On May 12 the City Council adopted Alignment Alternative 1A using light rail transit as its Locally Preferred Alternative (LPA) to specifically include above-grade crossings of LRT at Witchduck Road and Independence Boulevard, and at-grade LRT stations on the east side of Witchduck Road, west side of Kellam Road, and east side of Constitution Drive with the station at Constitution Drive being the terminal station.

Also on May 12, the City Council adopted the Fiscal Year 2016-2020 Resource Management Plan, which included the programming of funding for the Virginia Beach Transit Extension Project at $310.4 million ($155 million to be funded from the state); the Light Rail Corridor Shared Use Pathway at $17.7 million (50% funding sought from grants) and 12 buses to support nearly doubling bus service in Virginia Beach for $3.6 million (68% to be funded from the state).

On May 28, the Transportation District Commission of Hampton Roads adopted a similarly worded resolution and on June 18 the Hampton Roads Transportation Planning Organization approved an ordinance amending the region's 2034 Long Range Transportation Plan, acknowledging the LPA decision and showing the extension of The Tide light rail system from Newtown in Norfolk to the Virginia Beach Town Center as a transit extension project.

On June 17, the Commonwealth Transportation Board approved the FY 2016-21 Six-Year Improvement Program, which included programmed funding for the Virginia Beach Light Rail Extension Project grant.

The ultimate goal is to have The Tide light rail service to Town Center by December 2019.

Preliminary estimates are that the light rail extension will result in annualized ridership of 2,838,000 by forecast year 2034. The ridership forecasts will be updated in 2016.

**Visitor Information Center Earns LEED® Certification**

Convention and Visitors Bureau

Located at the resort area near the I-264 entrance, the Virginia Beach Visitor Center welcomes more than 45,000 visitors to Virginia Beach every year and is the first visitor center in the U.S. to earn the Leadership in Energy and Environmental Design (LEED) Gold in the Existing Building category. The 25 year old Visitor Information Center (VIC) began the quest for LEED certification a few years ago with much needed upgrades to the lighting and HVAC (heating, ventilation and air conditioning) system. New energy efficient LED lights replaced inefficient incandescent lighting both inside and outside the building. Combined with the HVAC upgrades, the VIC moved their EPA ENERGY STAR score from a three to a 77, earning six LEED credits. Recycling and the use of environmentally friendly cleaning chemicals and office supplies also added to the certification process. In fact, 89% of all cleaning products and office supply purchases met LEED’s strict sustainable purchasing criteria.
The certification process was a joint effort by the Energy Management Office, Public Works, and Convention and Visitors Bureau. LEED® certification recognizes high-performing facilities that have the most sustainable building strategies and practices in place for energy and resource-efficiency, increased building value, decreased utility costs and healthier indoor environments. The program was established by the U.S. Green Building Council to encourage green strategies in designing, constructing, maintaining and operating buildings.
Quality and Productivity Initiatives for Family and Youth Opportunities

Baker Woods
Housing and Neighborhood Preservation

In June 2015, construction was completed on Baker Woods Apartments in Virginia Beach. Baker Woods, a Lawson Companies development, provides 96 units of affordable family housing. All 96 units will be rented to families with incomes below 60% of area median income.

Included in those 96 are eight units designated for disabled families. These units are supported by vouchers that make them affordable to very low-income families. Housing and Neighborhood Preservation’s Housing Choice Voucher program provided the vouchers through a competitive process.

In addition to providing affordability for these eight units, the vouchers helped the developer obtain the financing to build the entire project. Eleven million dollars of non-City funds were invested in the project. Over the required 15 years of affordability, 1,440 years of housing affordability will be provided to Virginia Beach families, including 120 years of very affordable housing for households with disabled members.

Enhanced Oceanfront Outreach Initiative
Housing and Neighborhood Preservation, Human Services, and Police

The departments of Human Services, Housing, and Police launched the Enhanced Oceanfront Outreach Initiative. The pilot outreach program was implemented between July and October 2014 to address and support homeless individuals in moving forward and out of homelessness.

Because of its overwhelming success, the City Council decided to fully fund the Enhanced Oceanfront Outreach Initiative as an ongoing program. The program continues to progress and a new Outreach Supervisor has been hired to further enhance and expand ongoing efforts.

Six part-time Outreach Peer Specialists, all formerly homeless, were hired to holistically address service gaps for the target population primarily at the Oceanfront and encourage the use of community support services. Their outreach activities resulted in a reduction of homelessness at the Oceanfront, which in turn, lessened the impact of homelessness on tourism and on nearby neighborhoods.

Due to the positive influence made by the outreach workers, known as the Pinkies, the pilot program was continued and made permanent in Housing and Neighborhood Preservation’s budget for FY 2015-16.
With guidance from the department’s homeless programs coordinator and Human Services’ Projects for Assistance in Transition from Homelessness (PATH) Program, the Outreach Program helped provide quicker access to resources that helped facilitate the delivery of coordinated services to homeless persons and created a sustainable pathway for individuals to move into housing.

Since the pilot program launched, it has helped 64 people move into housing and/or shelters. Additional results include:

- 443 engagements for services that could result in moving from homelessness into housing and/or coordinated services
- A reduction in the number of calls for services to the Virginia Beach Police Department
- A reduction in the number of citizen concerns/inquiries from the Offices of the Mayor and City Manager
- A positive endorsement from the Virginia Beach Hotel-Motel Association.

Financing of Crescent Square Apartments
Housing and Neighborhood Preservation

On December 15, construction was completed on Crescent Square Apartments in Virginia Beach, the newest permanent supportive housing development in Hampton Roads. When fully occupied, it will house 80 individuals from Virginia Beach and Norfolk. Forty-two formerly homeless single adults will have permanent supportive housing. Thirty-eight additional efficiency apartments will be rented at affordable rents to any single adult.

The project, developed by Virginia Supportive Housing (VSH), was the fifth regional development to provide permanent supportive housing. Crescent Square brought the total number of permanent supportive housing units for previously homeless individuals in the region to 282. By participating in all five regional developments, the City will have created 92 new efficiency apartments for formerly homeless persons. Over the required 15-year compliance period, these units will provide 1,380 years of affordable housing.

Housing and Neighborhood Preservation contributed $876,000 in federal HOME funds towards the total development cost of $10.4 million. The department is also providing ongoing rental subsidies using federal funds for 32 residents at Crescent Square. The project would not have been possible without Virginia Beach’s provision of vouchers and funding.

The completion of this project helped the City move towards reaching its goals in its Strategic Plan to End Homelessness.

Veteran Challenge Initiative
Housing and Neighborhood Preservation

The goal of the Veteran Challenge Initiative was to functionally end homelessness among veterans in the South Hampton Roads region by December 2015.
Functionally ending homelessness means that veterans who were literally homeless would be able to move into permanent housing within 90 days.

The initiative began in October 2014 after First Lady Michelle Obama issued the challenge to end veteran homelessness to all city mayors. In October 2014, Mayor Sessoms signed on to the challenge and the local and regional work began.

To achieve this goal, extensive coordination regionally and locally was imperative. Coordination and partnerships with local and regional nonprofit organizations, federal and local government, the Veteran Administration, veteran service organizations, and the faith community resulted in housing of or finding housing for all identified veterans.

In addition, the City collaborated with the City of Norfolk to apply for a Virginia Homeless Solutions Program (VHSP) grant. The City was awarded $35,000 to fund supportive services to help veterans find housing and other resources.

Since October 2014, Virginia Beach identified more than 157 homeless veterans and 40% of those identified had been homeless for at least one year. Eighty-nine out of the veterans identified have moved into permanent housing. At the time of the report, the remaining 68 have been matched to housing and are in the process of being housed within 90 days.

Ending homelessness is not only beneficial to the homeless individual but it is also fiscally beneficial to communities. According to HUD, the estimated cost of a homeless person living on the streets is $40,000 annually. This figure is comprised of the average cost of a homeless person utilizing shelter, emergency rooms, jails, and hospitals within one year. Studies have shown a marked reduction in the use of community resources mentioned in the above statement once an individual is housed, with an annual cost of approximately $16,281. That is a 59% reduction in cost.
Quality and Productivity Initiatives for Quality Education and Lifelong Learning

2015 – 2020 Strategic Plan
Public Libraries

As part of Library’s five-year strategic plan, and with the help of a consultant, data was collected and analyzed to pinpoint prospective Library customers, create detailed neighborhood profiles and locate people who need services. In addition to quantitative data, Library staff held focus groups with customers and non-customers and posed questions using the City’s Virtual Town Hall to ask residents what they want and need from their libraries. The new plan provides Library’s with data-driven, customer-focused strategies to best meet the needs of the community.

Books on the Beach
Public Libraries

Public Libraries launched a new service, “Books on the Beach,” in which staff bicycled to the boardwalk from the Oceanfront Area Library branch and provided free books to beachgoers. Residents and visitors experienced the library in a non-traditional setting and received books to read for pleasure while at the beach.

Library staff rode bikes to the boardwalk four days per week, two hours per day, delivering gently used books which would otherwise be repurposed. Staff promoted library card applications and library programs and services for residents and visitors, including free WiFi and Internet use cards. Staff spoke to more than 2,300 people and distributed more than 3,000 books.

Hampton Roads Municipal Safety Consortium
Human Resources

Occupational Safety has established strong relationships with area municipalities. As a result, they instituted the Hampton Roads Municipal Safety Consortium with local municipalities including Norfolk, Suffolk, Chesapeake, Newport News, Hampton, Isle of Wright, and Portsmouth. The group meets quarterly to network, share resources and policies, discuss trainings, and learn from one another. Donations are offered that can be used in safety trainings and/or distributed to departments for utilization. Numerous respiratory protection videos which allowed employees to meet the annual training requirement at a time and location convenient to them, resulting in less time away from their jobs. Also, Tyvek suits were donated to Public Utilities and Public Works/Building Maintenance for their use. Donated equipment and services have been used in chain saw training by various departments. These donations resulted in the City having additional resources for meeting City and departmental safety goals.
The Hampton Roads Municipal Safety Consortium has met three times since its inception. The group discusses various safety issues and topics, which allows participants to learn from one another. Informal discussions occur among group members between meetings to address questions/concerns about safety. This is the first effort to allow an exchange of information and enhance opportunities for learning among safety professionals in Hampton Roads.

**Preschool Science**
*Public Libraries*

Libraries expanded its emphasis on STEAM (science, technology, engineering, art and math) with a system-wide Preschool Science program. The expansion included staff training to highlight new ways to present STEAM programming with hands-on activities. Libraries received a $1,000 grant, which helped library staff create nine science programming kits used to teach important concepts to Virginia Beach’s preschoolers. The initial pilot of four classes at one location has been expanded to approximately 13 weekly classes across the city. This increased capacity for the programming from serving approximately 48 children to approximately 160 children, a 333% increase.

**Summer Success**
*Public Libraries*

During summer 2015, Public Libraries served 1,644 students at 10 Title I schools. The students participated in programs and activities provided by Library staff as part of the Summer Reading Challenge. A $3,000 grant helped purchase books for the students to keep. Year 3 of this partnership between Libraries and Public Schools’ Title I office supported participants with literacy skill maintenance and development over the summer break through encouraged continued reading, literacy and STEAM programming, incentives and free books. The educational outcomes for the program uses the Developmental Reading Assessment (DRA) scores to assess whether or not participating students experienced summer slide, or loss of reading skills, over the summer break. These tests are administered by Public Schools each fall, and Libraries will have data to evaluate literacy skill outcomes in early 2016. Year two results demonstrate that 69% of participants did not experience backslide.

**Teen Lock Ins**
*Public Libraries*

Libraries offered two “lock-ins,” after-hour programs for teens in grades six through 12, which drew combined attendance of 460. The events were funded by the Friends of the Public Libraries.

The first event hosted by Libraries was a successful after-hours event, “Teen Lock-in: Comic Book Edition,” that attracted 177. The event included a costume contest, green screen photo booth, pop-art makeup, hairstyling, crafting, gaming and more. Teens also checked out lots of books.
The successful elements of the first teen lock in was expanded and brought in an amazing 283 teens. Before the doors opened for the after-hours event, a line formed outside the library and wrapped around the building and into the parking lot. The event was hosted by the Teen and Youth and Family Services teams and held at the Central Library. Teens played video games, sang karaoke, went on scavenger hunts, and participated in author chats via Google Hangout. Local blacksmiths were also on hand demonstrating the trade.
Quality and Productivity Initiatives for Quality Organization

Affordable Care Act Benefits for Part-Time Employees
Communications and Information Technology, Consolidated Benefits Office, Human Resources, and Management Services

The Affordable Care Act mandated that employers with 50 or more full-time employees offer health care coverage to part-time employees who work an average of 30 or more hours per week. Benefits for eligible part-time employees needed to be effective as of January 1. The City is subject to a maximum annual penalty of $2,000 per eligible part-time employee that is not offered coverage.

Communications and Information Technology (ComIT), the Consolidated Benefits Office (CBO), Human Resources, and Management Services all worked together to develop processes and tools to identify which part-time (PT) employees were eligible and enabled their enrollment in health care benefits. This included ComIT creating a new mission-critical report for the CBO to identify staff who are and aren’t eligible for benefits based upon “creditable” hours worked, a new report for departments to see average monthly hours worked by part-time staff, a new report for departments to see which positions the CBO qualified as benefits eligible (needed for budget purposes), and numerous other technology enhancements.

For the 2015 benefit year, 99 part-time employees were eligible to enroll and 34 actually enrolled, which is a 34% utilization rate.

The federal eligibility requirements were complex and the development of reports to analyze and monitor eligibility enabled the CBO to effectively and successfully operationalize and manage a complicated process.

Asset Administrative Directive
Finance

The Asset Management Administrative Directive went into effect on January 1 to define procedures and organizational responsibilities for the establishment, recording, and disposal of City assets. Finance provided four classroom training sessions to departments in 2015 and 115 members attended. The training focused on the departmental requirements of the directive, the essentials of asset management, and asset inventory. A self-paced online training was also launched, which included all of the topics from the classroom training. In addition, Finance has provided assistance to several departments who were in the process of developing asset management plans and procedures and internal controls. This process improvement will enhance the safeguarding and tracking of City fixed assets.
Citizen Task Force for Review of the Elderly and Disabled Real Estate Tax Relief Program

Management Services

The City offers qualified seniors and/or disabled residents real estate tax relief based on a number of factors, which include income and assessed home value. The income thresholds associated with this program automatically adjusted up each year based on the average value of single family homes in the city; however, they did not adjust down in times of economic downturn. After five years of steady decline in home values, FY15 marked the first year the City realized an increase in the average values of single family homes.

To address this issue, the City Manager sent a letter to the City Council in February 2014 asking for guidance. A Citizen Task Force was established by the City Council to review the Elderly and Disabled Real Estate Tax Relief Program.

After reviewing the program, the Task Force provided detailed recommendations to the City Council, including establishing a goal for the program, creating a similar Task Force every three years to review the program, and adjusted income thresholds, which moved the program to a more equitable and fiscally sustainable position.

On February 3, 2015 City Council adopted the Task Force’s recommendations, which reduced the cost of the program to the City and ultimately increased revenues by $3.3 million per year.

City Pet Tags License Database Sharing and Process Improvement

City Treasurer and Police

In calendar year 2015, the City Treasurer and Animal Care and Adoption Center (ACAC) teamed up to enhance efficiency pertaining to City animal license sales transactions at the Adoption Center. Prior to the initiative, if an animal license was sold at ACAC, the license was created on a spreadsheet-type document. A printed paper trail ensued until data entry was completed at a City Treasurer location at a later date, once the paper document could be transported by ACAC staff, which was then back-entered by Treasurer personnel. A total of 428 City animal licenses were sold by the ACAC from July 2014 through December 2014. The total for 2015 from January through September is 612.

Recognizing and anticipating year-after-year increases in animal licenses and a need for process improvement, the two City offices collaborated to create a solution that would improve efficiency and provide real-time data entry into the Pet Tags database, thereby reducing personnel time, the potential for errors, and the duplication of efforts.

The City Treasurer’s database software was authorized to be placed on designated ACAC computer stations and City Treasurer personnel trained ACAC staff on the data entry component.
The managers of the two offices felt that this enhanced process benefited the personnel of both offices, and improved the citizen and customer experience. The initiative is currently near completion.

**Data Center Improvements**  
Communications and Information Technology and Public Works

As part of the ComIT Disaster Recovery Strategic Initiative (Initiative I-6 of ComIT’s Master Technology Plan), many significant improvements have been completed or are underway in the City’s Data Center. Disaster Recovery focuses on restoring IT systems after a significant event and Business Continuity plans ensure that business processes are resumed as quickly as possible.

The first major improvement took place earlier this spring with the arrival of a new generator and two new, uninterruptible power systems (UPS). The new equipment will provide much needed relief to the City’s existing legacy generator and old UPS. The new generator and UPS are equipped with technology that automatically streamlines power transfers, all which are much needed tools should a disruptive event ever occur. In addition, this equipment is also quieter and environmentally efficient. This project is a joint partnership between ComIT and Public Works.

ComIT is also pleased to report the arrival of a state-of-the-art converged architecture system called VBlock. This is another critical element to protect the City’s data. In the past, various technology systems were deployed on a project-by-project basis, which resulted in duplicate systems by a myriad of vendors. This approach to infrastructure investment led to a highly complex architecture that required differing skillsets, is highly complicated, and is costly to maintain.

Progressive IT organizations are now moving to converged infrastructure systems, which group multiple information technology components (servers, networking, and storage) into a single, optimized computing package that can handle enormous data in a single standardized, consolidated, and integrated system. The result is a system that allows the City to focus on one consolidated platform, while providing customers with greatly increased speeds and expanded storage capabilities. In addition to providing streamlined technical and business efficiencies, the system is also cloud computing enabled, an important element of the Disaster Recovery Strategic Initiative. ComIT staff is currently preparing to migrate legacy architecture to the new VBlock infrastructure.

These are a few of the improvements underway to protect the City’s data infrastructure.

**Document Scan and Conversion Project**  
Housing and Neighborhood Preservation

In August 2014, Housing began converting its rental housing case files electronically. Case files for approximately 2,000 rental housing clients, each containing multiple pages of documents, had been stored in large filing cabinets.
Storage space reached its limit, and as participant files grew, so did paper, printing, recycling, and shredding costs.

To address this problem, staff developed a plan to use existing software to scan all participant files over a period of 15 months. ComIT also assisted Rental Housing with setting up the process using the department’s existing copiers. Thousands of hard copy documents were successfully converted to electronic files in June 2015.

All case files have been scanned and stored electronically for use on an ongoing basis. Now, not only are case files better organized and easier to manage, but the department was also able to reduce paper usage and related costs and free up office space. Housing’s scan and conversion project contributes to a quality organization through the efficient use of resources and increased productivity.

**Executive Dashboard**

**Budget and Management Services, Communications and Information Technology, and Finance**

Staff from Budget and Management Services, ComIT, and Finance worked the last several months of the year to identify data needs of department directors and present them in a user-friendly format. Using existing software and security platforms, a dashboard was created that allows department directors to visualize key performance and management indicators for their respective departments. Efforts were made to ensure that the data was pulled correctly from financial and payroll systems and into the dashboard on a real-time basis.

Department directors can now, with a few clicks, see performance evaluations that are due by supervisor and by employee. They can also see leave usage, vacancies, and budget expenditure levels. This is of particular value to large departments with complex operating systems and locations. This tool gives department directors instant access to management-level information without having to run detailed reports from various data systems. This improves management and efficiency by providing information in a simple, user-friendly format.

**GIS Open Data Portal**

**Communications and Information Technology**

As part of the continuing commitment to government transparency and openness, ComIT is pleased to announce the launch of another Open Data portal.

Open Data makes data sets available to the public in a platform that users can modify, reuse, and redistribute, typically to view or merge with other data for their unique needs. The City’s first foray into Open Data was in March with the launch of a budget portal called Open VB.

The most recent Open Data portal was launched in May and contains geographic data sets, which are primarily used by consultants, researchers, or educational institutions to create maps, a particularly valuable need in an increasingly mobile and technologically savvy world. Previously, customers could only access data by
contacting the ComIT’s Center for Geospatial Information Services (CGIS) or submitting a written request. Data was then prepared and sent to customers either by disk or an electronic file after the requested data was extracted from the City’s data. While ComIT will still continue to assist customers in any way possible, this new CGIS Open Data Portal unlocks yet another door to empower customers and provide them 24/7 open access to the City’s GIS data directly through VBgov.com. This initiative will save customers time, while providing a wealth of available data sets, such as parcel boundaries, voting districts, census geographic data, points of interests, and more. This new innovative tool is one more example of how ComIT is implementing Initiative B-8 of the Master Technology Plan, which provides citizens better access to data and information.

Increase Controls, Reduce Entry of Invoice Data
Finance

Accounts Payable has automated the Office Supply monthly billing, saving 800-1,200 lines of data entry monthly. Time saved is now better spent analyzing invoices to ensure accuracy, ensuring goods receipt, and ensuring correct accounting. Invoices continue to be paid in a timely manner.

Making Meetings Meaningful, Memorable & Fun!
Convention and Visitors Bureau

April 22-24 the Convention and Visitors Bureau hosted approximately 20 National Planners (Meetings and Conventions and Sports) and three national media representatives to Virginia Beach. During their two day visit, the team not only highlighted our key venues with fun, creative, and thought-provoking site visits at the Sportsplex, Princess Anne Athletic Complex, the Sandler Center of the Performing Arts, and the Convention Center, but the CVB team also provided a learning opportunity coupled with a Corporate Social Responsibility effort for our guests and our entire local industry partners. Keynote speaker Crystal Washington, acclaimed speaker on Social Media, delivered a keynote address to all industry partners in the City, followed by a deep dive for our VIP guests. As part of our educational programming, we incorporated a “Give Back Marketplace” that benefited the Anchor Club at Cooke Elementary and Pajama Jams (a local nonprofit). Local industry partners, along with VIP Guests, helped create special kits that included new pajamas for more than 50 local children in need. As a result of this initiative, new opportunities in the form of leads for meetings and sporting events have been generated and seriously considered for the City. National press coverage in national trade publications also resulted, giving Virginia Beach third-party credibility to planners across the country.
Master Address Repository
Communications and Information Technology

In October 2015, ComIT launched a Master Address Repository (MAR) with the primary goal of reducing the number of redundant address databases stored in multiple systems across City departments. The Master Address Repository, which is a database of addresses and subdivisions across the city, could essentially serve as a central location for the storage and management of address information. Each address in the system is standardized and assigned to map coordinates and additional useful features. Departments have the option of using the systems’ addresses or comparing their own information to check for possible data entry errors, reconcile information with correct addresses, or ensure compliance with proper mailing address formats to reduce mailing costs and minimize returned mail. Departments can also print user-friendly reports to identify inconsistencies. MAR is based on Microsoft’s Master Data Services and the City’s MAR is the first use of this tool on the East Coast.

Merging Services to Create Efficiencies and Improve Service
Communications and Information Technology and Office of the City Manager

With the hiring of a new Communications Administrator, the City sought to unite ComIT’s Multimedia Services Division and the Office of the City Manager’s Media and Communications Group. Housed in the Office of the City Manager, together they form the new Communications Office and serve as an in-house agency to the rest of the organization. While the Communications Office became “official” July 1, work on the merger began in April when the new Administrator came on board. From merging budgets and establishing processes, to hiring and moving personnel and beginning a strategic communications plan, the Communications Office achieved basic integration within three months.

New Supervisors Boot Camp
Human Resources

In an effort to provide additional training and resources to supervisors, a new program was implemented for those that are new in their position (two years or newer and have at least one direct report). The class is a five-day program that provides information on hiring, discipline, policies, processes, budget, payroll, public relations, FOIA, etc. It gives new supervisors direct insight on how the City operates, as well as the expectations that are placed on supervisors as they lead and oversee others.

Open VB - Budget and Expenditure Transparency
Budget and Management Services and Finance

Budget and Management Services and Finance have worked together to provide citizens with budget and expenditure information on the City’s operating accounts, capital improvement program, and revenues at the line-item level. The City has a
$2.6 billion budget that funds multiple services and programs across the City. OpenVB is a gateway that connects citizens with this data to review, compare, download, and analyze the budget and expenditures in an easy to use format.

**Protect the City and Retirees from Penalties and Retirement Benefit Repayments**

*Finance*

Finance initiated an Administrative Directive (AD) to clarify federal, state, and city regulations regarding the rehire of prior employees receiving VRS retirement benefits. The AD provides exposure to department supervisors and current employees to prevent actions that would result in the employees having to “Un-retire” and the City possibly having to repay retirement benefits to VRS. By clarifying the responsibilities of the regulations and promoting compliance, the City is also protected from paying penalties and benefit payments.

**Small Purchase Procedure Revision**

*Finance*

This procedure revision improved protocol for small purchases of goods and services exclusive of CIP Construction, Architectural and Engineering Services, Sole Source or Emergency Purchases. The revision allowed for increased delegation of authority to end users and greater efficiency as the end user was able to procure directly from the vendor. The revised procedure directly speaks to the City Council approved policy related to growing SWaM spend saturation and provides a vehicle to grow procurement card rebates. The procedure is as follows:

*Use of InSITE/Purchasing Card - Purchases of $1,000 or more shall require the agency to prepare a requisition to allow purchase orders to be created in the InSITE system or the use of the City’s Purchasing Card.*

*$0 - $1,000 - Agencies may use either “straight pay,” Purchasing Card or purchase orders in InSITE for any purchases under $1,000, with no requirement to obtain quotations, or issue purchase requisitions or purchase orders. All such purchases shall require use of citywide contracts if available and/or purchase from small, woman or minority owned business to the maximum degree feasible.*

*Delegation of Authority to Using Agencies to Purchase Goods and Services – $1,000 - $5,000 - Unless otherwise authorized by the Purchasing Agent, all Agencies that have direct access to the InSITE system shall be granted authority to purchase goods or services via Purchasing Card or InSITE purchase order under $5,000 without soliciting multiple price quotations. Agencies shall utilize citywide contracts when available, and award to small, woman and minority owned businesses within the citywide contracts list to the maximum degree feasible. If no citywide contracts are available for the desired goods and/or service, agencies may solicit a single quotation from a small, woman or minority owned business, if available. If the quoted price is competitive, fair, and reasonable, the agency shall purchase such goods or services from the small, woman, or minority owned business.*
Streamline Workers’ Compensation
Finance

Workers’ Compensation is the highest priority for Risk Management focus due to its financial impact to the City. This initiative entailed a total program review to determine and verify that all of the processes within the Workers’ Compensation program made the most effective and efficient use of the City’s resources.

Contract Negotiations
The Risk Management team, along with CorVel, the City’s third party administrator reviewed all of the contracts that were in place with the current panel of physicians to understand what the current discounts were for each provider and then re-entered negotiations with each provider to increase those discounts. These negotiations provided an extra 5% to 20% reduction in costs to the City for each contract that was in place.

Indemnity Payment Process Improvement
Risk Management moved the payment of indemnity benefits from CorVel to the City’s payroll department. Originally, when an employee is out of work, the employee would receive a portion of their paycheck from the City and from CorVel. This created confusion and customer service concerns from employees. Risk Management, Payroll, and CorVel worked together to develop and implement a process where an algorithm was built within the payroll system to correctly calculate the 66⅔% that CorVel pays and combine that with what the City pays to eliminate confusion and concerns and provide one check with the complete breakdown for payment from the City.

Subrogation and Disaster Recovery
Finance

Virginia Beach is the largest city in the Commonwealth of Virginia. As such, it has a high volume of traffic on the roads and since it is a beach town, is subject to natural disaster. In those instances where there is damage to the City, Finance/Risk Management is tasked with recovery of those funds paid by the City. This initiative entailed a total program review to determine and verify that all of the processes within the Subrogation/Disaster Recovery program made the most effective and efficient use of the City’s resources.

Subrogation Services
Subrogation is the process of seeking reimbursement from the responsible party and/or an insurance company when damages are caused by the negligence of others. The Risk Management Division acts as the insurance company for the City and subrogates against responsible parties or their insurance companies for damages to City property. This includes vehicles, buildings, trees, etc. We vigorously pursue subrogation claims against the responsible party or their insurance companies and work with the City Attorney’s Office when legal action becomes necessary. General and automobile liability claims recovered $328,009 through subrogation, and workers’ compensation claims recovered $96,656.
Disaster Recovery

An important function of the Risk Management Division is the recovery of City assets after a disaster. The Stafford Act authorizes financial assistance to state and local governments following presidentially declared major disasters and emergencies. The Stafford Act describes the declaration process, the types and extent of assistance that may be provided, and fundamental eligibility requirements. Risk Management was able to recoup $839,430.16 in disaster funds from Hurricane Irene.

Sustainability Plan Measurement Project

Management Services and Quality Organization Strategic Issue Team

The Sustainability Plan Measurement Team has completed the first phase of the sustainability metric development project. The Sustainability Plan, which was approved by City Council in March 2012, provided a vision for a sustainable Virginia Beach broken down into 10 elements.

The team, consisting of at least one member of a department from each of the City’s seven business areas and two representatives from City Public Schools, drafted a comprehensive list of metrics for each element of the Sustainability Plan through brainstorming sessions. Once this work was completed, the team narrowed down the list by establishing criteria for metrics to ensure alignment with the intent of the community focus of the Plan. Once the list of metrics was refined, a list of internal and external stakeholders and subject matter experts for each metric was developed. A definition, statement of significance, an objective or objectives, and the relation of the metric to one or two of the three pillars of sustainability was drafted, and the team researched and collected data for all of the metrics for which data existed.

The team then contacted all of the internal stakeholders and provided them with the information related to the metrics for which they were identified as a stakeholder or a subject matter expert. Representatives from each of these departments were then invited to meet with the team and provide feedback.

Once the team received all of the feedback from these departments, a comprehensive document was drafted and distributed to each department throughout the City. Departments were asked to review the metrics, definitions, statements of significance, and objectives to determine if the team had accurately captured their input. Departments were also asked to provide specific targets to be achieved for each objective. These targets would represent what Virginia Beach would look like in 2040 if we had achieved sustainability.

Taleo Learning Management System

Human Resources

The Taleo Learning Management System was purchased as part of InSITE/Oracle as a replacement for Pathlore/LMS. The system provides a platform where employees, supervisors, and directors can view learning and development
activities. They can also track certifications and the progress of mandatory and/or suggested trainings for their employees. The system also assists with tracking requirements that need to be accomplished within a specific timeframe.

**Transition from Uniform Leasing Program to Uniform Allowance Program**

**Parks and Recreation**

The Landscape Management Division transitioned from the Cintas uniform lease program to a uniform allowance program. The Department negotiated with Cintas to purchase all existing uniforms for all employees with the assistance of the Purchasing Division. The new uniform purchase program allowed more options for team members to choose uniform items based on need, and created a culture of accountability as employees are empowered to maintain their uniforms and manage their annual uniform allowance. This saved the division $60,000 in FY15 and will continue to save monies in future years. It also yielded time-saving efficiencies for management of the program.

**Tuition Reimbursement**

**Human Resources**

The Tuition Reimbursement Program was partially reinstituted on July 1. Employees can request reimbursement for formal education classes they are pursuing to help with career advancement and to expand their opportunities within the City. Funding was divided as 40/40/20 for fall, spring and summer semesters. To assist with providing every department with the ability to utilize the available funding, the $250,000 was divided between departments/offices based upon their current number of FTEs. Allocated funds not used by each department/office are placed into a general pool and used for applications from other departments that exhausted all of their funding.

**VB Connect**

**Communications and Information Technology**

The VB Connect mobile application was released to the public in January. VB Connect was developed to serve as the City’s central portal for mobile apps and content. The application allows citizens to:

- Locate contact information about City officials and departments
- Review the latest City news releases and hot topics
- Access City job listings
- Look up real estate assessments
- Look up recycling and garbage collection days
- Access other City mobile apps
- And much more!
Since the January launch, the application has been accessed more than 6,500 times by more than 2,000 customers.

**Virginia Retirement System Reconciliation Improvements**

Finance

Finance partnered with Communications and Information Technology to improve payroll reporting for VRS mandated benefit deductions. In addition to improved reporting, a complete re-evaluation of reconciliation procedures for monthly VRS payments was completed. Based on this analysis, a procedure for reconciling enrollments was added to the reconciliation procedures, ensuring timely and appropriate reporting of new and terminating members. This project enabled Finance to more readily identify and account for variances in VRS accounts and track payments more effectively.
Quality and Productivity Initiatives for Quality Physical Environment

Bill Redesign and Mobile Device Enhancements Improve Customer Service
Public Utilities

This past spring, the Public Utilities and Public Works Combined Services Statement received a new name and look. The bimonthly statement became the Public Utilities & Public Works City Services Bill. The new bill design includes an at-a-glance, easy-to-read format with a larger font. It also has enhanced graphics including a chart depicting the proportionate amount of each service charge on the bill, and a graph showing a year’s worth of water consumption data for the account.

The new design helps customers better understand that the “water” bill actually includes charges for four separate city-supplied services, including water, sanitary sewer, solid waste collection, and stormwater. Printing on the back of the bill, which was not available in the old format, provides customers with detailed information about each service included on the bill, as well as all the options available to receive and pay their bill.

Another customer service enhancement was provided in June for customers choosing to pay on the go. Working with Western Union SpeedPay and Striata, Public Utilities implemented new functionality that allows customers to make payments easily from their mobile devices (tablet, iPad, or smartphone). Previously, customers did not have a mobile-friendly option for making a payment from their mobile device. Now, the Western Union Speedpay application automatically detects the use of a mobile device and redirects the customer to their mobile-friendly website for payment. For customers paying from their eBill, the eBill now includes a button customers can click if they are using a mobile device to pay. Once clicked, the customer is redirected to the mobile-friendly Western Union Speedpay website to process their payment. The mobile-friendly enhancements have been a big hit, as metrics show that in just three short months, 15% of customers paying through Western Union SpeedPay used their mobile device to pay their City Services Bill.

Chopper Pumps and Channel Grinders
Public Utilities

“Ragging” of sanitary sewer pumps is the accumulation of dense and intertwined cellulosic and synthetic fibrous debris inside sewer pumps, piping, and check valves. Ragging is an operational issue that has been increasing in frequency and occurrence as customers dispose of more wipes and other products via toilet flushing. Ragging causes higher electrical usage, wear-and-tear on pumps and motors, decreased pump efficiency, and if not caught in time, sanitary sewer
overflows. Asset history revealed that 31 sewer pump stations have high-frequency, reoccurring ragging problems. “De-ragging” a station is a foul and noxious assignment and costs $1,000 per event (crew and equipment time). Data indicated seven stations had 10 or more occurrences a year, 12 stations had five to 10 events per year, and 12 stations had two to five events per year. This initiative evaluated two different technologies at four sanitary sewer pump stations to reduce ragging: Chopper Pumps and Channel Grinders. Testing was conducted in FY15. Evaluation tests completed this year for these technologies showed a reduction in ragging (no occurrences at any of the four stations) and reduced electrical usage with the Chopper Pump (a savings of $800 per year). Additional performance data is being collected to determine which technology will perform best under different circumstances. This technology will enable the 31 pump stations that have frequent ragging issues to run better, longer, more reliably, and with less down time.

Planning

The Comprehensive Planning team, along with the SGA Office/Transportation Planning team, have been working collaboratively with many City departments and with our citizens to assist the Planning Commission with its state-mandated responsibility to review the City’s Comprehensive Plan every five years and recommend any necessary updates to the City Council. The Comprehensive Plan is the City’s blueprint for future physical growth and the associated land use policies. The City last updated the Comprehensive Plan in totality with a newly adopted plan on December 8, 2009, entitled, “It’s Our Future.” It is comprised of three components: the Policy Document, the Technical Report, and the Reference Handbook. The plan has been amended numerous times since adoption, reflecting the continuous planning process we engage in with our citizens and City leaders. In 2014, we began the process of reviewing the plan cover-to-cover, asking citizens and City staff what are the most important things that the Planning Commission should consider for the next update. The Planning Commission held a series of working sessions to review each chapter, taking into consideration the input it received from both citizens and staff, and provided direction to the Comprehensive Planning team for how the plan should be updated. The plan drafting process began in June, and a draft Policy Document will be reviewed by the Planning Commission at a special workshop in November. After City Council was briefed, the process will move into the second round of public input in early January 2016, with a formal review and comment period. The final draft was prepared in March 2016, followed by public hearings before the Planning Commission and the City Council. Adoption by the City Council is anticipated in April 2016 to assist with annual Resource Management Plan deliberations and adoption. The title of the new plan is “It’s Our Future: A City of Choice.”

Reviewing and updating the local Comprehensive Plan is required on a five-year basis as per the Code of Virginia, Section 15.2-2223. The local Planning Commission is responsible for conducting this review and recommending any necessary updates/amendments to the City Council for adoption. The City has
been preparing comprehensive plans since the initial Plan was adopted in 1979, in
Comprehensive Plan has always been prepared solely with in-house staff resources
and expertise and each plan to date has been awarded the Outstanding Plan Award
by the Virginia Chapter of the American Planning Association. We expect no less
from this next iteration of the plan. A project budget in the amount of $33,210 was
approved in May 2015 as part of the FY16 Resource Management Plan. This
amount is $61,390 or 65% less than the budget approved for the 2009
Comprehensive Plan ($94,600) in FY09. Clearly, we are having to perform the
same effort for compliance with a state mandate with far less resourcing.

**Green Run Elementary School Corrugated Metal Pipe Repair**
Public Works

Following school complaints and video inspection, approximately 900 linear feet of
failed corrugated metal pipe located under the playground at Green Run Elementary
School was repaired by Public Works. This 48-inch pipe was lined to prevent
widespread catastrophic failure and potential harm to students, staff, and visitors to
the school. This work was performed under a very short time line at a total
construction cost of approximately $330,000 in April.

**Green Run Subdivision Dredging and Storm Pipe Rehabilitation**
Public Works

Public Works has begun a number of stormwater projects in the Green Run
neighborhood that will make a considerable difference in the performance of the
drainage for this area.

At this time, Public Works has completed maintenance dredging that involves Green
Run #1 and Cinnamon Ridge while currently developing the design and permitting
documents for the next lake dredging project. Approximately 62,000 cubic yards of
accumulated sediment and debris were removed. That is enough to fill
approximately 10,000 dump trucks. This work, costing $2.8 million to date,
improves water quality and movement of stormwater. Over the next several years,
Public Works will be performing maintenance dredging to all of the above lakes in
the Green Run neighborhood.

Also, Public Works has cleaned and inspected approximately 100,000 linear feet or
19 miles of stormwater pipe within and around the Green Run subdivision. The
44,340 linear feet of pipe found to be in need of repair is currently under
rehabilitation at a cost of $2.6 million with completion of this work scheduled for
**Improved Collections and Customer Service with Restart of Outbound Dialing**

Public Utilities

This past spring, Public Utilities resumed its outbound dialing service. This service was discontinued in 2013 when questions arose about the permissibility of sending automated calls to cell phones, and the vendor ended the contract to pursue other ventures following an acquisition. Outbound dialing sends a recorded payment reminder call to delinquent customers several days prior to their scheduled service disconnection date. The automated calls provide customers the following information: past due balance and the date by which it must be paid; payment options; payment extension options if applicable; and the option to hear the message in Spanish. A new feature has been added to include customers who have been granted a payment extension. Previously, customers who defaulted on payment extensions did not receive the automated reminder call.

The original outbound dialing service initiated in 2008 reduced delinquency by close to 20%. In 2015, a total of 14,609 delinquent turn-offs were conducted from June through mid-October. During the same period in 2014, a total of 17,668 delinquent turn-offs were conducted. This represents a 17% reduction in delinquent turn-offs in 2015 compared to the same time period in 2014, when outbound dialing was not in service.

**Keep America Beautiful Cigarette Litter Prevention Program at Lake Lawson/Lake Smith Park and Natural Area**

Parks and Recreation

Parks and Recreation participated in a regional grant opportunity, coordinated through the Hampton Roads Green Recycling and Beautification Committee, for the Keep America Beautiful (KAB) Cigarette Litter Prevention Program (CLPP). Since 2004, KAB has been distributing grants to support a proven method of reducing litter in communities. The Hampton Roads application included Virginia Beach, Norfolk, Portsmouth, Suffolk, Newport News, Hampton, and James City County.

The funding for this initiative came from Keep America Beautiful and Keep Virginia Beautiful. KAB awarded grant funding of $12,500; this was supplemented by funds raised by the regional organization, Hampton Roads Green, in the amount of $5,000. These combined funds were used to provide program outreach materials, administrative support and cigarette litter receptacles to the seven separate grant projects in the region.

The grant required Parks and Recreation to establish a task force, review litter laws/regulations, raise public awareness, implement ash receptacles at select park sites, and distribute portable automobile and pocket ash trays to adult smokers. The department’s Task Force was compromised of City staff and other stakeholders, such as the Lake Lawson/Lake Smith Civic League, area businesses, and the Virginia Beach Clean Community Commission. This grant did not permit the involvement of anyone under the age of 18 in any capacity.
To measure the results of our initiative, two cigarette litter scans, pre and post program implementation, were conducted in 2015. Later, we will also conduct a sustainability scan to take additional measurements and continue to evaluate our program initiative.

Lake Lawson/Lake Smith Park and Natural Area was the site for this “pilot” program. The program pre-scan was conducted in mid-June with full program implementation from June 30 through early-September. In September, we conducted the CLPP post-scan and according to Keep America Beautiful, the average cigarette litter reduction is approximately 48%. Our program results were outstanding with a 69% decrease in cigarette litter at Lake Lawson/Lake Smith. Based on the regional project locations, the program had an overall decrease of 74%.

In addition, we partnered with Terracycle, which is a company that takes cigarette butt litter and recycles it through an easy process that is no cost to the City. We were able to send 1.8 pounds of cigarette butts during the program.

Through regional collaboration, we realized multiple positive outcomes, including branding of the program through the use of one theme/slogan for the region, which created a consistent program approach among cities. In addition, by procuring larger quantities of cigarette litter receptacles and printed materials, expenses were reduced. More importantly, the collaboration among professionals fostered idea sharing, problem solving and enhanced communication across city boundaries.

The focus of the Cigarette Litter Prevention Program from June 30 to early-September was to educate patrons on cigarette litter and to distribute portable pocket and auto ash trays, as well as make them aware of the new cigarette butt disposal receptacles strategically located throughout the property. The program focus was on cigarette litter, not on an individual’s preference or habit. Staff spoke with patrons when monitoring the park operation and two targeted weekend activities were conducted as well. Several area businesses partnered with this initiative and assisted by participating in the litter scans and conducting clean-ups and distributing the portable pocket and auto trays to their respective customers. Parks and Recreation distributed approximately 425 pocket ash trays and 200 auto ash trays, as well as business cards containing educational bullets.

While the grant did not provide direct funding to Virginia Beach, we did receive the cigarette litter supplies and promotional materials needed to promote the program. In addition to the pocket and auto ash trays, we received and installed five cigarette butt disposal receptacles as well as two six-foot banners and ten lawn signs as part of the awareness and educational campaign.

Through these efforts and interactions, our program results were outstanding with a 69% decrease in cigarette litter at Lake Lawson/Lake Smith. In the future, we will conduct a Sustainability Scan to take additional measurements and continue to evaluate our program initiative.
Landfill West Slope Cover Protects Environment
Public Works

Final cover construction on the west slope of Landfill #2 has been underway since late 2013 and was completed in October 2015. Landfill #2 serves all Virginia Beach residents. Landfill final cover construction is the final stage of landfill construction required as part of this facility’s Solid Waste Facility Permit. This phase of final cover system construction covers approximately 22 acres of the 104-acre Landfill #2 footprint. This cover construction is composed of a low permeability polyethylene sheet overlain by a geocomposite and soil drainage layer. This system is covered with topsoil and seeded to produce a permanent encapsulation of the waste materials. Finished grading of the sloped cover surface includes surface water drainage features to convey stormwater safely off the landfill and towards the on-site stormwater pond. The performance goals for landfill final cover systems include protection of the surrounding environment; prevention of exposure and access to waste materials, leachate, and decomposition gases by humans and animals; and, reduction of infiltration of precipitation, which in turn reduces discharges to groundwater. Reduced infiltration associated with this phase of final cover has the potential for savings of approximately $8,000 each year in leachate disposal costs. Final cover vegetative cover and permanent stormwater management features offer the potential for savings of approximately $5,000 each year in erosion repair costs. Long-term monitoring and maintenance will be performed to maintain the protectiveness of the final cover system.

Map Maintenance Backlog Reduction
Public Utilities

Due to increased sewer system data collection mandated by the Regional Consent Order, the mapping services section experienced a considerable backlog in map maintenance update work. This situation was exacerbated by personnel turnover and the time required for existing staff to train new employees. The cost of outsourcing the backlogged mapping work to an annual services engineering consultant was investigated and quoted to be $365,000 -- an unacceptable cost.

Public Utilities opted instead to hire contract employees and implement an evening shift to address the backlog. The purpose of the evening shift was to allow the contract employees to use the existing GIS/CAD workstations that were occupied by Public Utilities employees during the day-shift. An existing full-time employee was re-assigned to serve as an evening-shift supervisor to manage three contracted staff. The evening crew completed the backlog work for less than $35,000 over a six-month period.

New Energy Efficient Lighting at the Convention Center
Convention and Visitors Bureau

The Convention Center recently completed a project to upgrade the lighting in their 150,000 square foot column-free exhibit hall. With the help of the Energy
Management Office, metal halides and incandescent lamps were replaced by energy efficient dimmable LED (Light Emitting Diode) fixtures.

The project allowed 800 350-watt metal halides to be replaced by only 200 400-watt LED fixtures. PACE Collaborative, P.C. (contracted mechanical-electrical engineers) conducted a lighting replacement study that indicated an estimated $80,000 per year savings and a five-year payback on the project based on annual fixture usage of 4,246 hours per year. The more hours the new fixtures are in use, the quicker the payback.

We are very excited to have completed this project, which allows lighting configurations and dimming capabilities that previously did not exist, and resulted in significant reductions in electricity usage and costs. Cost savings are also expected due to the long life and low maintenance required on LED fixtures as compared to metal halides.

**New Pilot Program – Drivecam**

*Public Works*

The Drivecam pilot program was installed in 97 vehicles in the Public Works/Waste Management Division. Drivecam is a video/audio system that records and identifies risky driving behaviors. This initiative is part of a pilot program; since the installation of Drivecam, Waste Management has been able to identify risky driving behaviors, and correct and retrain operators that may have had unsafe driving habits. The program is a major safety initiative that should reduce the amount of preventable accidents by approximately 50%. This should result in an annual cost savings of at least $100,000.

**New Recycling Contract**

*Public Works*

Public Works/Waste Management Division worked with the Finance/Purchasing Division to develop a new contract to recycle yard debris. Beginning July 1, KW-1, a recycling business located in the London Bridge Industrial Park, began recycling the collected yard debris into mulch and soil. KW-1 provided mulch services at this site for local contractors as well as the City of Norfolk. Waste Management crews collect approximately 40,000 tons of yard debris each year. The benefits of this new contract for the City are 1) an annual savings of approximately $600,000; 2) reducing environmental impacts by eliminating the long haul to the previous processing facility; and, 3) supporting our local economy by working with KW-1, a Virginia Beach business.

**New Route Optimization**

*Public Works*

The third and final phase of Waste Route Optimization was implemented in March. Replacement of smaller single-axle trucks with larger capacity tandem automated collection vehicles has allowed for a redesign of Waste Collections routes and a
reduction in the number of personnel and equipment required to service black carts from approximately 30,000 households each collection day. The overall project allowed the Public Works Waste Management Division to reduce by nine routes (38 to 29) per day which has resulted in an approximate cost savings of $2.75 million in equipment inventory. The initiative further resulted in an annual savings of $1.1 million in personnel and fuel. Public Works Waste Management Division worked with a local engineering firm, to fully optimize the collection routes. The route optimization improved the collection efficiency and reduced the overall number of routes Waste Management manages daily. Increased capacity in the larger tandem vehicles has made this effort possible.

**Prequalification Process on Lake Dredging Projects**

Public Works developed a dredging prequalification process for cost effectively removing the accumulated sediment and debris that have reduced the capacity of neighborhood lakes and other non-tidal water bodies to effectively transport stormwater. In this process, dredging contractors for the annual services contract and stand-alone bid projects must demonstrate sufficient ability to perform the dredging contracts by providing evidence of their qualifications and experience. The prequalification process helps ensure that the responsible contractor with the low bid is a qualified contractor with experience in mechanical dredging non-tidal lakes and channels. Prequalifying contractors is an additional requirement that helps reduce the amount of change orders, construction claims, and cost.

The first annual renewable indefinite quantity construction contract for mechanical dredging and maintenance of non-tidal lakes and channels was awarded on July 29, 2014. The annual services contract is a five-year annual renewal contract and performed on a work order basis. This annual services contract was developed to reduce the amount of time needed for construction and for the prequalification and bid process for each lake.

The mechanical dredging of approximately 23,600 cubic yards of sediment from Brigadoon Lakes #2 and #8 was completed under the annual services contract, and minor outfall repairs were performed at a total cost of $2,970,000 to provide improved stormwater quality and quantity by removing accumulated silt and debris and outfall stabilization.

A stand-alone prequalified dredging project was completed with the mechanical dredging of 12,500 cubic yards of sediment from Salem Lakes. The project included stabilization at the outfalls, removal of the lake crossing and culvert, protection for the existing 10-inch ductile iron sanitary pipe crossing the lake, and bank stabilization in three critical areas. The project also provided outfall stabilization to reduce erosion and provide shoreline stabilization along park property, enhancing public safety at the neighborhood park at a total cost of $2,010,000.
Recycle Asphalt Product
Public Works

Public Works Operations (PW/Ops) oversees the annual paving program. The contract is called the Annual Renewable Asphalt Concrete, Profile, Resurfacing, Reconstruction and Various Maintenance Contract. We took the credit for the recycled asphalt product and incorporated the cost to be included in the profiling square yard price. The asphalt mixes included the performance graded asphalt liquid to allow PW/Ops to select the best asphalt for the street condition. This aggressive pavement recycling program, which meets the Green Initiative goals, produces approximately 160 lane miles of paving or 1,126,400 square yards of milled surface which equates to approximately 92,928 tons of Recycle Asphalt Product (RAP), which is worth approximately $35.50 per ton. Through the implementation of this Green Recycling Program, Public Works is able to save money and reintroduce this RAP back into our asphalt surface mixes saving the amount of virgin stone. This also takes advantage of the liquid asphalt product that still coats the RAP, which reduces the amount of fresh liquid asphalt that has to be used to coat the stone.

Southern Drainage Concerns Informational Sessions
Public Works

Public Works staff met with residents in southern Virginia Beach April 27-29 to gather concerns and field questions regarding stormwater drainage in the area. While adequate stormwater drainage is important to all citizens, drainage in the southern portions of the City is critical to these property owners as a result of the predominantly agricultural environment in southern Virginia Beach, which is necessary to many of the residents’ livelihoods.

These meetings served as a forum for citizens to express their concerns and needs relating to drainage. Historical research of aerial imagery and drainage infrastructure, combined with knowledge gained from these citizens, provided a clearer understanding of drainage in this part of the city. This information allowed Public Works staff to improve services provided by the Off-Road Ditch Maintenance Program and allowed the Public Works team to update and modify the City’s stormwater records to better serve these citizens’ stormwater management needs.

Ten Year Stormwater Funding Plan
Budget and Management Services

During the FY16 budget process, Management Services collaboratively worked with Public Works Stormwater to model the expenditures and revenues of the Stormwater fund over the next 10 years. Through this analysis, it was determined that a disproportionate amount of cash funding was supporting their Capital Improvement Plan (CIP), resulting in a financially unsustainable short-term path. Additional bonds were programmed in the six-year CIP in lieu of pay-as-you-go financing, negating the need for a rate increase. Public Works now has a funding
model to continually provide yearly updates and revise its 10-year projection for the Stormwater Enterprise Fund.

**Thalia Creek Greenway - Phase 3**  
Public Works

The Thalia Creek Greenway – Phase 3 Project will provide a 10-foot-wide shared use path along the north side of Thalia Creek from Independence Boulevard across Thalia Creek to tie into the Phase 2 Thalia Creek Greenway alignment, which is currently under construction, a distance of approximately 0.23 miles. The project includes approximately 450 linear feet of asphalt path on-grade and 750 linear feet of raised boardwalk. The raised boardwalk section will be 14-feet wide to meet VDOT guidelines. The project will greatly improve both the safety and the convenience of pedestrian access between Town Center and the neighborhoods.

The project falls within the Pembroke Strategic Growth Area and will provide a safe pedestrian route to and from the area. This project is in keeping with the City’s Sustainability Program of providing more recreational trail systems and is a prime example of an urban greenway that will provide recreational use for pedestrians.

In late-2014, after some initial design work had been performed on the project, the Transportation Division submitted the project for funding under the federal Transportation Alternatives Program, to receive grant funding. In Spring 2015, the City was notified that the project had been selected and awarded $1 million toward construction of the project. The total project cost is $2.8 million, and the City will fund the balance. Construction start is scheduled for early 2017.

**Trees for Clean Water Grant**  
Parks and Recreation

Parks and Recreation received a $4,500 Trees for Clean Water Grant from the Virginia Department of Forestry to educate and engage fourth-grade students about the importance of trees in their community and to plant 60 trees at four schools with less than 7% urban tree canopy cover. This collaborative effort yielded more positive outcomes than originally forecasted. Deliverables included an earth science module that was developed and provided to all Virginia Beach fourth grade teachers as a learning tool to help students and teachers meet benchmark objectives in the earth science unit. More than 400 students were educated about their connection to trees and their significance to the community and how they relate to cleaner waterways. As a result of this cooperative effort, Parks and Recreation and Public Schools committed to continuing this program and in February a grant was awarded for the second consecutive year to increase the amount of forested cover in the Virginia Beach watersheds, while fostering a better understanding of the benefits that trees provide for the health of our waterways. Funding was granted to plant 40 trees at four public schools. Once again, fourth grade students were engaged in learning about how trees play an important role in the environment, including the production of an educational video created by the
fourth graders utilizing creative art and interpretive narrative to retell “The Giving Tree” story by Shel Silverstein that was read to first graders at Diamond Springs Elementary school.

**VB Works**

Communications and Information Technology, Emergency Communications & Citizen Services, Housing and Neighborhood Preservation, Parks and Recreation, Police, Public Works

In January 2015, the City launched the VB Works application designed to provide citizens the capability to submit service requests via their mobile devices.

Citizens can submit service requests such as pothole repairs, traffic light problems, or bulky item pick-ups directly from their mobile devices. When submitting requests via the mobile app, residents can provide locational, descriptive, and photographic information as they see the issue in real time. Once the resident submits the request, City employees will receive an alert. The City will acknowledge the service request, route it to the proper department to be addressed, and update the request so that the individual who submitted it, as well as those “following” the issue, will know once it has been resolved. Citizens can also provide feedback, request information and even create their own “watch areas” to receive notifications about all issues reported in their community, enabling them to follow the progress of all service requests — not just the ones they report.

The apps are a direct result of the City’s Communications and Information Technology Master Plan to develop innovative technologies that customers demand, add value to the community, and provide simple, open access to information.

At launch, VB Works allowed citizens to report issues to several departments including: Public Works, Parks and Recreation, Housing and Neighborhood Preservation, Emergency Communications and Citizen Services, and Police (Animal Control). In November 2015, Housing and Neighborhood Preservation will expand their request types to cover more citizen requests.

Since the launch, more than 6,600 requests have been submitted. This application has added transparency and accountability to the process of requesting services and reporting issues to the City. Thirty-five sites are being monitored, and participants include school groups, Boy Scout troops, civic leagues, and interested citizens.

**Water Meter Reading System Replacement**

Communications and Information Technology and Public Utilities

The existing Radix utilicorders (used to record meter readings in the field) were made obsolete on short notice when the Radix system was acquired by another company and that company discontinued support for customizations that were critical to Public Utilities meter reading operations. Utilicorders are used to read 805,000 water meters annually and initiate billing for approximately $185 million in
annual revenue for water, sanitary sewer, stormwater, and solid waste services. A new system had to be specified, selected, and procured in accordance with state and City procurement rules, and implemented in about four months. The system selected was ITRON, which has provided significant advantages over the older system in productivity and interoperability. The system resides on a virtual server, rather than a local, desktop PC. The Radix software was highly customized, whereas the ITRON software is commercial off-the-shelf, and functioned with no customizations. When used in combination with touch probes, reading times per meter were significantly reduced. Touch read time per meter reduced from 15 seconds to three seconds. Because the system is located on a virtual server, rather than a desktop PC, reports are available to authorized Public Utilities employees outside of the Operations division. The new handheld devices are intuitive and easy to use with many hotkeys, saving time and increasing productivity.
Quality and Productivity Initiatives for Safe Community

Automatic Aid
Communications and Information Technology, Emergency Communications and Citizens Services and Fire

The automatic aid program between the Fire departments of Chesapeake, Norfolk, and Virginia Beach began May 4 with the goal of enhanced coordination of service calls and the reduction of response times for structure fires within the neighboring jurisdictions. Based upon pre-defined geographic areas, this new program uses technology to automate the distribution of structure fire calls to neighboring cities’ dispatch centers, thereby reducing the response times for mutual aid from those cities.

ECCS VB9-1-1 was an integral member of the collaboration between cities. VB9-1-1 worked closely with the other two jurisdictions to ensure interoperability amongst the jurisdictions, and that CAD recommendations were accurate, and procedures were in place for program implementation. VB9-1-1 has dispatched 35 automatic aid incidents.

Earlier this year, fire crews and the 9-1-1 Centers from the three jurisdictions participated in six days of live-fire training at the Fire Training Center on Birdneck Road. The purpose of this training was to streamline communication and on-scene tactics in preparation for automatic aid responses.

Results show that the program is working. From May 2015 through October 2015, Virginia Beach Fire Department was contact 30 times for Automatic Aid. During that same time period, Virginia Beach reached out 53 times to Norfolk and/or Chesapeake for Automatic Aid.

This program is truly an example of inter-jurisdictional and inter-departmental cooperation at its finest.

Community Partnerships for a Safe Spring Break
Convention and Visitors Bureau

College Beach Week was originally scheduled for two weekends in 2015: April 17-19 and April 24-26. In 2014, Police reported only a few minor incidents at the resort area, a huge contrast to unruly crowds in 2013. Forty thousand visitors were estimated to be at the resort area in 2014, but reports indicated a fairly peaceful environment.

In a collaborative effort with the Convention and Visitors Bureau (CVB), event organizers and the Virginia Beach Hotel Association, Police, Communications Office, and oceanfront business owners hoped to increase positive and educational messaging with visitors on how to best deal with the increased crowds and traffic
for 2015. Several major events during this time also indicated a need for a strengthened communications strategy that was consistent across all channels.

Objectives
Key objectives were to raise awareness of alternate routes to the resort area, create a welcoming atmosphere for spring break visitors by the Police and business owners, and to create an educational, consistent message to visitors across all industry partners.

Tactics
Several tactics were implemented by the CVB to meet the desired objectives: a “Better Ways to Resort Beach Tips” Web page was created; a print ad was distributed in the International Tattoo Festival event program; a blog post was written describing “Better Ways to Resort Beach;” a social media campaign with consistent message for all partners to use was developed; and the CVB paid for video PSA productions for Police to reach students planning a potential trip to Virginia Beach.

“Beach Rules & Tips” was placed more prominently on the www.VisitVirginiaBeach.com home page during this time and included a newly added hotel icon linking to important lodging information (i.e., what’s required at check-in, facility use, rules, etc.). The page also included the aforementioned information on finding “A Better Way to the Beach” through the use of less-traveled, more scenic routes to/from the beach to avoid traffic congestion.

Social media messaging focused on promoting Virginia Beach’s spring and summer offerings and events, highlighting its value of providing three distinct beach experiences in one vacation, in line with paid media efforts.

CVB also helped monitor social conversations related to College Beach Weekend on Twitter and provided key stakeholders with a report of notable online conversations weekly. Additionally, CVB also provided front-line staff at the Visitor Information Center and resort area hotels with a branded document that was used to complement visitors’/guests’ welcome packets, making them aware of the options available for exploring Virginia Beach beyond the oceanfront. In addition to a Virginia Beach “Spring Bucket List,” the document included information to encourage them to take less-traveled routes to/from the beach in an effort to avoid traffic congestion. Visitors were encouraged to stay in the know with the “Beach Rules & Tips” to ensure an enjoyable and hassle-free vacation in Virginia Beach. This document is still in production and updated every season for industry partners.

During the event weekend, CVB’s communications staff supported a walk-in student hospitality area, called the Student Outreach Center that was manned with volunteer City ambassadors. Police also used this area to recruit students to join the Police force.
Fire Station Construction and Technology Enhancements
Fire

The Blackwater Fire and EMS Station is located in the rural southwestern section of the City and serves the Blackwater area of 39.97 square miles bordering North Carolina and the City of Chesapeake. The original building was built in 1947 and was the site of the Blackwater Volunteer Fire Department. The new station has a supplied sprinkler system for fire protection, was built to withstand a Category II hurricane, and consists of 11,400 square feet, including five apparatus bays and living quarters. In embracing the guiding principles of sustainable design, many green building strategies were included to reduce energy use and also provide optimum indoor air quality, along with other features that contribute to a healthier environment. Some of the features include: geothermal mechanical system, energy efficient LED lighting, energy efficient appliances, high performance window systems, Low VOC paints, sealants and adhesives, and natural daylight. The new station provides several technology enhancements. Fire and ComIT worked together to ensure the new facility was fully operational with radios, telephones, and the new alerting system, which provides both audio and message board communications that display call type and location prior to occupancy to ensure no downtime when responding to calls. The station boasts improvements in living quarters for firefighters and EMS personnel, improved location and access to the community, and enhanced technology to support rapid response. The fire station was operational on June 2.

Human Sex Trafficking Initiative
Police

Police Special Investigations Vice Unit has concentrated efforts on human sex trafficking with a specific focus of rescuing victims from a life of prostitution, and the vigorous prosecution of those individuals who engage in prostitution.

In 2015, the incidents of human sex trafficking investigated by the Vice Unit have resulted in 15 persons who have been prosecuted at both the state and federal levels for numerous violations related to prostitution and the pandering of juveniles. More importantly, three juveniles and 15 adults have been rescued from lives of prostitution, which is the direct result of the Vice Unit’s effort to combat human sex trafficking. As part of this initiative, the Vice Unit has partnered with Samaritan House and Response Sexual Assault Support Services of the YWCA to facilitate the delivery of much needed services to the victims they encounter. This comprehensive, victim-centered approach has proven very effective at helping victims sever their ties to forced prostitution.
Increased Responder Staffing at Stumpy Lake Fire Station

Fire

Fire is focused on providing an efficient and effective response force to all hazard types within the City. Over the past 10 years the department has diligently worked to incrementally increase service coverage and responder staffing at 19 strategically placed fire stations. One area of concern is along the western edge of the city that borders Chesapeake near the intersection of Lynnhaven Parkway and Centerville Turnpike. Engine 19’s response times in this area exceed departmental goals and assist companies are all responding from the east, exacerbating the time it takes for additional companies to support Engine 19 on structure fires and large-scale emergency incidents. On January 1 the Fire Department was able to add one firefighter per shift to the staffing of Engine 19. National statistics support the fact that a four-person fire crew is 33% more effective in handling initial fire attack and critical tasks than a crew comprised of three firefighters. The increased staffing at the Stumpy Lake Fire Station, combined with the coordinated efforts of Public Works to enhance road infrastructure, is providing increased efficiency and rapid response to thousands of residents in this portion of Virginia Beach.

Mental Health Docket
Office of the Commonwealth’s Attorney

The Commonwealth’s Attorney’s Office, General District Court, Community Corrections, the Public Defender’s Office, Human Services, Veteran’s Justice Outreach, City Attorney, Central State Hospital, Eastern State Hospital, Adult Mental Health Services, and the Sheriff’s Office have joined together to create a Mental Health Docket. The different entities meet monthly to review any defendants who are in need of a mental health review (for competency to stand trial or insanity at the time of offense), are being evaluated by one of the state hospitals or who have been deemed in need of mental health care and are waiting for a bed. They stay in contact with the local evaluators and the hospitals and help streamline and expedite the process. They ensure that no one “falls through the cracks” and that those defendants in need receive services in as timely a manner as possible. Additionally, once defendants are restored to competency they expedite the matters on the docket to try and prevent any deterioration. Since the program started, there has been a noticeable decrease in time that a defendant has waited to be served.

National Association of EMTs Audit
Emergency Medical Services

EMS completed an audit with the National Association of EMTs (NAEMT). This comprehensive review of instructional staff, techniques, and resources enabled the EMS Training Center to be designated as an NAEMT training site. This opens the door for EMS to offer highly respected courses sponsored by NAEMT. Several EMS staff completed instructor programs in Safety and Pre-Hospital Trauma Life Support and are now teaching these programs to our Volunteer Rescue Squad members.
Performance Outcome Measures and CFAI Accreditation

Fire

Fire recently completed a collaborative effort with Management Services to review and update our organizational program goals and performance measures. The Performance Outcome Measurement Process enabled the Fire Department to review its strategic planning process and determine new and more comprehensive ways to measure progress towards achieving community outcomes. This process required collaboration with several program managers and coordination with EMS to ensure alignment in strategy and defining benchmarks for success. The measures defined in this process will feed directly into the Fire Department’s Accreditation documents and will enable the organization to more accurately track progress, while informing and guiding process improvement and efficiency efforts. The project identified more than 100 measures, which are now being prioritized and evaluated for value. Measures related to community preparedness and education, emergency response effectiveness, and recovery goals were included. Team members researched and evaluated measures from other public safety agencies, as well as recommendations from the International City/Council Management Association and Center for Public Safety Excellence with the intent to identify valuable and descriptive measures for organizational performance. Additionally, Fire is working with a ComIT GIS representative to develop a dashboard display that will make performance results readily available for citizens and community leaders in the future.

Prescription Drug Take Back Program

Police

Police discussed the potential for implementing a departmental Prescription Drug Take Back Program in support of the community, allowing citizens the opportunity to safely and securely turn in their unused or expired prescription drugs for disposal/destruction 24 hours per day, 7 days per week. After contacting other agencies in the country who had successfully adopted similar programs and fully evaluating the opportunity, the plan to begin such a program in Virginia Beach was approved and implemented with minimal cost.

Secure prescription drug turn-in boxes were purchased, marked with program graphics, and installed by Public Works Building Maintenance in the lobbies of each of the department’s four precincts.

The turned in drugs are collected by Property & Evidence staff, then weighed, sealed, and staged for destruction on a regular basis. Between June 22 and September 30, Police took in 809 pounds of prescription drugs.

The two largest benefits of this program are that it provides a safe and secure means for prescription drugs to be turned in, keeping them out of landfills and waterways, as well as removing them from prescribed persons’ homes, so that the drugs are not available to be stolen and ingested by someone whom the drugs were not prescribed for, and not illegally shared or sold.
Risk Reduction Collaboration  
Human Services and Police

In April 2015, Police and Human Services met to discuss ways to collaborate more effectively to address increasing costs and risks associated with providing emergency services to citizens suffering from mental health crises and persistent substance abuse.

While violent crime and general calls for service trended down from 2014 to 2015, crisis intervention calls have increased by more than 40%. In addition to this general increase, a series of anecdotes suggested that there was a smaller subset of citizens requiring crisis intervention more often and, at times, with greater risk of harm than others. However, there was not a current process to identify and intervene in cyclic mental health crises.

As a result, the departments collaborated to develop a robust method to scan for, identify, and track at-risk patients to appropriately share case information with all relevant parties and to focus on reducing risks. The initial test case was successful.

Currently, 23 mental health clients are being evaluated for additional services. Seven of these clients have already signed on to allow the Police to collaborate with their caregiver team to design effective tactics focused on reducing the risks the patient faces and providing a broader base of support for the client. One of these patients is already involved with the program and working with the team, in the hopes that together they can reduce the need for crisis intervention.

Staffing for Adequate Fire and Emergency Response Grant  
Fire

Working to enhance staffing levels on engines, Fire applied for and was awarded a Staffing for Adequate Fire and Emergency Response (SAFER) grant in September. The goal of SAFER is to enhance local fire departments’ ability to comply with operational standards established by the National Fire Protection Association and (national consensus standards) response benchmarks established by the Commission on Fire Accreditation International (CFAI). The $1,581,578 nonmatching award will cover the salaries and benefits of 12 new firefighters. The grant funding will also allow Fire to maintain its operational readiness for response to emergency incidents, protect critical infrastructure at military installations within the city, and assist in meeting the Fire Department’s goal of having four people on the scene in four minutes travel time to meet OSHA requirements of “two in/two out.” The new positions will increase the staffing of three-firefighter minimum fire engines to a four-firefighter minimum at three stations: Fire Station 4 (Chesapeake Beach), Fire Station 9 (Kempsville), and Fire Station 12 (Seatack). SAFER provides the funding to assist and improve staffing levels and to ensure adequate personnel are on duty to respond and safely perform on incident scenes. The 12 newly hired firefighters through SAFER will enter the Fire Recruit Academy in February 2016.
Standards of Excellence Assessment
Emergency Medical Services

The Virginia Department of Health, Office of Emergency Medical Services (EMS) implemented its “Virginia Standards of Excellence Program” in early 2015. This program assesses EMS agencies in eight critical areas, including Leadership/Management, Clinical Care, and Performance. Within these areas are more than 120 details of optimal tasks, best practices, procedures, and guidelines necessary to successfully maintain the business of managing an EMS agency.

In preparation for the external assessment, EMS staff reviewed the criteria in detail and assembled evidence for each item. Appropriate action was taken in the rare cases where EMS did not have the recommended elements in place. Those steps will only serve to strengthen the department’s effectiveness.

As the final step, EMS successfully passed the Department of Health standards review. Inspectors noted a high level of performance by the department and its rescue squads.

Text to 9-1-1
Emergency Communications and Citizens Services

On April 13 the City launched Text to 9-1-1 for public use. Text to 9-1-1 expanded direct access to 9-1-1 for those in the hearing or speech-impaired community and offers an alternate method to alert 9-1-1 when a voice call would place the caller in danger. Emergency Communications and Citizens Services worked extensively with Verizon Wireless and TeleCommunications Systems Inc. to enable this service at no additional cost. The City is the first Southside Hampton Roads city to receive Text to 9-1-1 from each major cellular provider. The motto for Text to 9-1-1 is “Call if you can, text if you can’t.”

Thalia EMS Station Renovation and Conversion
Emergency Medical Services

In 2011, the City purchased the site of the original Thalia Volunteer Fire Station as part of the Lynnhaven River dredging project. A portion of the station was slated for demolition to support the adjacent spoils transfer station. However, there were no firm plans for efficient use of the remaining structure. The personnel and equipment from Fire were slated to move to the newly constructed Town Center Fire Station.

A team from Public Works and EMS collaborated to develop a plan to convert the building into an Emergency Medical Services (EMS) station. This move provided an opportunity to achieve multiple outcomes for the City’s Emergency Response System. EMS would utilize the Thalia Station for an ambulance and supervisor base, freeing up space at the Town Center Station for Fire to relocate a squad truck and technical rescue equipment to a more central location. Moving the squad truck from the Woodstock Station freed space to relocate a ladder truck there for
improved ladder coverage, as well as open up space for an ambulance. Meanwhile, Fire also relocated its Safety Officer to Town Center freeing up space for an ambulance at the London Bridge Station. Revitalizing and converting the Thalia Station ultimately created three ambulance bases where none existed before.

The station was completely renovated, including the replacement or refurbishment of all interior surfaces and mechanical systems. Steps were taken to make the facility more resistant to storm force winds, including the addition of storm shutters. The converted station has the capacity to house two ambulances and two quick response vehicles. Living quarters are available for up to six emergency medical providers, including a field supervisor.

Today, an emergency station remains in the Thalia neighborhood where one has existed for more than 60 years. The final project cost of $735,000 was far cheaper than construction of a new station with similar capacity.

The success of this project was made possible by the contributions of many supporting agencies including Public Works, Fire, Communications and Information Technology, Parks and Recreation, and the Council of Virginia Beach Volunteer Rescue Squads.
Appendix

A. November 23, 2016 Inter-Office Memorandum from Audit Services regarding the 2015 Striving for Excellence Report Initiatives
INTER-OFFICE MEMORANDUM

DATE: November 23, 2015
TO: James K. Spore, City Manager
FROM: Lyndon S. Remias, City Auditor
SUBJECT: 2015 Striving for Excellence and Volunteer Annual Report

As requested by your office, we have reviewed a selection of the 2015 Striving for Excellence (SFX) submissions for reasonableness of methodologies and calculations employed in determining any savings amounts and the clarity of communicating the type of fiscal impact. We also reviewed the Volunteer Annual Report to determine reasonableness of the amounts reported regarding valuation of volunteer hours.

We reviewed 20 initiatives that met the criteria of having a total fiscal impact above $50,000 or appeared to have a double-counted fiscal impact. When conducting our initial review, 11 of the 20 initiatives met the guidelines and demonstrated efforts to improve processes, meet future challenges, achieve savings or avoid costs, and increase capacity. For the remaining 9 initiatives, we contacted the designated SFX departmental representative to obtain additional information or to discuss methodology in order to gain clarification. We cleared 3 initiatives and for the other 6 initiatives, we provided comments and recommendations, where applicable, to be considered prior to issuance of the SFX report. These comments and recommendations were provided to department representatives and the SFX Committee representative.

Overall, the methodologies and calculations employed in claiming any SFX savings amounts and the clarity of communicating such savings were deemed reasonable.

We appreciate the opportunity to perform the requested review of the SFX initiatives which ultimately comprise the City Manager’s annual report of the new quality and productivity initiatives implemented by our organization. All of the SFX departmental representatives were very helpful in answering our questions and supplying additional
information. The departments were also very appreciative of the suggestions we made. It is our intention to serve as a resource to both the SFX Committee and departmental personnel submitting initiatives in this worthwhile endeavor.

We also reviewed the Office of Volunteer Resources 2015 Annual Report. This report is a reflection on the way volunteer service hours is quantified and valued. The report is using the Bureau of Labor Statistics National Average of $23.07 per hour for calculations, which we deemed reasonable for use in the Volunteer Annual Report to quantify and value volunteer services.

We would like to thank the staff of the Office of Volunteer Resources for their courteous and prompt assistance during our review. We appreciate the opportunity to be of service to the Office of the Volunteer Resources.

The issues discussed in this memorandum are not the results of an audit performed in accordance with generally accepted auditing standards. Had we performed such an audit, additional issues might have been reported.

Should you have any questions, please do not hesitate to contact me at 385-5870 or via email at lremias@vbgov.com.

LSR/tjb

Enclosure

c: Pam Matthias, City Manager’s Office
   James Parke, Director of Volunteer Resources
   Melissa Zibutis, Office of Volunteer Resources
# Initiative Index by Department

**Agriculture**  
Positive Impact of Farmers Market Sponsorship Program ............................................. 33

**City Treasurer**  
City Pet Tags License Database Sharing and Process Improvement .............................. 47

**Budget and Management Services**  
Affordable Care Act Benefits for Part-Time Employees .............................................. 46  
Citizen Task Force for Review of the Elderly and Disabled Real Estate Tax Relief Program ................................................................. 47  
Executive Dashboard .................................................................................................... 49  
Open VB - Budget and Expenditure Transparency ....................................................... 51  
Sustainability Plan Measurement Project ..................................................................... 54  
Ten Year Stormwater Funding Plan ............................................................................ 65

**Communications and Information Technology**  
2015 Digital Cities Award from the Center for Digital Government and Digital Cities Communities ........................................................................................................... 7  
Affordable Care Act Benefits for Part-Time Employees .............................................. 46  
Automatic Aid ............................................................................................................... 69  
Communicating History Through Modern Means .................................................... 19  
Data Center Improvements ......................................................................................... 48  
Executive Dashboard .................................................................................................... 49  
External Websites Redesigned ..................................................................................... 20  
GIS Open Data Portal .................................................................................................... 49  
Master Address Repository ......................................................................................... 51  
Merging Services to Create Efficiencies and Improve Service .................................. 51  
VB Connect ................................................................................................................... 55  
VB ParkFinder ................................................................................................................ 27  
VB Works ....................................................................................................................... 67  
Virginia Recreation and Park Society Best Promotional Effort - Park Finder Web Application .................................................................................................................. 11  
Water Meter Reading System Replacement .................................................................. 67

**Commonwealth’s Attorney**  
Mental Health Docket ................................................................................................... 72

**Consolidated Benefits Office**  
Affordable Care Act Benefits for Part-Time Employees .............................................. 46
DATE: November 23, 2015
TO: James K. Spore, City Manager
FROM: Lyndon S. Remias, City Auditor
SUBJECT: 2015 Striving for Excellence and Volunteer Annual Report

As requested by your office, we have reviewed a selection of the 2015 Striving for Excellence (SFX) submissions for reasonableness of methodologies and calculations employed in determining any savings amounts and the clarity of communicating the type of fiscal impact. We also reviewed the Volunteer Annual Report to determine reasonableness of the amounts reported regarding valuation of volunteer hours.

We reviewed 20 initiatives that met the criteria of having a total fiscal impact above $50,000 or appeared to have a double-counted fiscal impact. When conducting our initial review, 11 of the 20 initiatives met the guidelines and demonstrated efforts to improve processes, meet future challenges, achieve savings or avoid costs, and increase capacity. For the remaining 9 initiatives, we contacted the designated SFX departmental representative to obtain additional information or to discuss methodology in order to gain clarification. We cleared 3 initiatives and for the other 6 initiatives, we provided comments and recommendations, where applicable, to be considered prior to issuance of the SFX report. These comments and recommendations were provided to department representatives and the SFX Committee representative.

Overall, the methodologies and calculations employed in claiming any SFX savings amounts and the clarity of communicating such savings were deemed reasonable.

We appreciate the opportunity to perform the requested review of the SFX initiatives which ultimately comprise the City Manager’s annual report of the new quality and productivity initiatives implemented by our organization. All of the SFX departmental representatives were very helpful in answering our questions and supplying additional
information. The departments were also very appreciative of the suggestions we made. It is our intention to serve as a resource to both the SFX Committee and departmental personnel submitting initiatives in this worthwhile endeavor.

We also reviewed the Office of Volunteer Resources 2015 Annual Report. This report is a reflection on the way volunteer service hours is quantified and valued. The report is using the Bureau of Labor Statistics National Average of $23.07 per hour for calculations, which we deemed reasonable for use in the Volunteer Annual Report to quantify and value volunteer services.

We would like to thank the staff of the Office of Volunteer Resources for their courteous and prompt assistance during our review. We appreciate the opportunity to be of service to the Office of the Volunteer Resources.

The issues discussed in this memorandum are not the results of an audit performed in accordance with generally accepted auditing standards. Had we performed such an audit, additional issues might have been reported.

Should you have any questions, please do not hesitate to contact me at 385-5870 or via email at lremias@vbgov.com.

LSR/tjb

Enclosure

c: Pam Matthias, City Manager’s Office
   James Parke, Director of Volunteer Resources
   Melissa Zibutis, Office of Volunteer Resources
**Convention and Visitors Bureau**
Community Partnerships for a Safe Spring Break ................................................. 69
Making Meetings Meaningful, Memorable & Fun! ................................................. 50
New Energy Efficient Lighting at the Convention Center ................................. 62
Partnership In Regional Meeting and Event Marketing – IMEX 2015 ..................... 33
Visitor Information Center Earns LEED® Gold Certification .................................. 12

**Economic Development**
Advanced Technology Center Workforce Training Rooms .................................. 31
External Websites Redesigned ............................................................................ 20
In-House Design and Production of Marketing Materials ....................................... 32
Saving a Base, Reshaping a City: A Story About Building a Partnership Between the Navy and the City of Virginia Beach .......................................................... 10
Virginia Beach 2015-2016 Community Profile ..................................................... 11

**Emergency Communications and Citizens Services**
Automatic Aid ........................................................................................................ 69
Text to 9-1-1 ........................................................................................................... 75
VB Works .............................................................................................................. 67

**Emergency Medical Services**
National Association of EMTs Audit ....................................................................... 72
Standards of Excellence Assessment ...................................................................... 75
Thalia EMS Station Renovation and Conversion .................................................. 75

**Finance**
Asset Administrative Directive ............................................................................... 46
Executive Dashboard .............................................................................................. 49
Increase Controls, Reduce Entry of Invoice Data ................................................... 50
Protect the City and Retirees from Penalties and Retirement Benefit Repayments 52
Small Purchase Procedure Revision ........................................................................ 52
Streamline Workers’ Compensation ....................................................................... 53
Subrogation and Disaster Recovery ......................................................................... 53
Virginia Retirement System Reconciliation Improvements ....................................... 56

**Fire**
2015 Commendation Award to Tri-City Automatic Aid Project ......................... 7
2015 International Benjamin Franklin Fire Service Award for Valor .................... 8
Automatic Aid ........................................................................................................ 69
Fire Station Construction and Technology Enhancements ................................... 71
Increased Responder Staffing at Stumpy Lake Fire Station ................................... 72
Performance Outcome Measures and CFAI Accreditation .................................... 73
Staffing for Adequate Fire and Emergency Response Grant .................................. 74

**Housing and Neighborhood Preservation**
Baker Woods .......................................................................................................... 40
Document Scan and Conversion Project .................................................................. 48
**Housing and Neighborhood Preservation**
Enhanced Oceanfront Outreach Initiative .......................................................... 40
Financing of Crescent Square Apartments .......................................................... 41
VB Works ............................................................................................................... 67
Veteran Challenge Initiative ................................................................................. 41

**Human Resources**
Affordable Care Act Benefits for Part-Time Employees ........................................ 46
Hampton Roads Municipal Safety Consortium ....................................................... 43
New Supervisors Boot Camp .................................................................................. 51
Taleo Learning Management System .................................................................. 54
Tuition Reimbursement ......................................................................................... 55

**Human Services**
Risk Reduction Collaboration .............................................................................. 74

**Museums and Historic Resources**
2015 Graphic Design USA In-House Design Award .............................................. 7
2015 Hospitality Award ......................................................................................... 8
Branding and Tracking the Experience .................................................................. 18
Capitalizing on Fixed Assets ................................................................................ 18
Changing Exhibits Increase Bottom Line ............................................................... 19
Charity Navigator 4-Star Rating ............................................................................ 9
Communicating History Through Modern Means ............................................... 19
Crossing Borders to Prevent Animal Extinction ................................................... 19
External Websites Redesigned ............................................................................. 20
Francis Land House Landscape Maintenance Practices ................................. 10
Hold the Salt .......................................................................................................... 23
Living Oyster Reef ................................................................................................. 24
Mermaid Mondays Mean Money .......................................................................... 24
Monitoring Sea Turtle Nests ................................................................................ 24
National Sponsor Brings International Recognition ............................................. 25
New Technology Breeds Innovation .................................................................... 25
Nurturing Naturalists ............................................................................................ 25
Private Events Increase Attendance and Money .................................................. 25
Reevaluating Resources to Benefit Bottom Line .................................................. 26
Regional Sea Turtle Conservation Plan ................................................................. 26
Saving Money and Improving Water Quality ......................................................... 27
Second Run Means New Money ......................................................................... 27
Stranded: Explore the Stranding Response Team ............................................... 27
TripAdvisor Award of Excellence ....................................................................... 11

**Office of Cultural Affairs**
2015 Coastal Virginia Magazine’s Best of Virginia Readers’ Choice Award .......... 6
Access the Arts ...................................................................................................... 16
Office of Cultural Affairs
Arts and Humanities Commission Funded Programs 2015................................. 17
Expanded Programming in the Miller Studio Theatre........................................... 20
External Websites Redesigned ............................................................................. 20
Kids Arts Palooza ................................................................................................. 23
Sandler Center Resident Company Cooperative Marketing Program ..................... 26

Office of the City Manager
2015 Award of Excellence for Publication and Electronic Media............................ 6

Parks and Recreation
2015 International Society of Arboriculture Gold Leaf Award............................... 8
Bow Creek Community Recreation Center Opening............................................... 17
Keep America Beautiful Cigarette Litter Prevention Program at Lake Lawson/Lake
Smith Park and Natural Area ............................................................................. 60
Transition from Uniform Leasing Program to Uniform Allowance Program ........ 55
Tree City USA Award and Tree City USA Growth Award .................................... 10
Trees for Clean Water Grant ............................................................................ 66
VB ParkFinder ..................................................................................................... 28
VB Works ............................................................................................................ 67
Virginia Recreation and Park Society Best Promotional Effort - ParkFinder Web
Application ........................................................................................................ 11

Planning
Accela Applications for Development, Boards, Commissions, and Certain Permits
and Violations ........................................................................................................ 30
Comprehensive Plan Review and Update 2015 - “It’s Our Future: A City of
Choice” .............................................................................................................. 58
Getting Involved: Code Green Means Money .................................................... 21
Historic Preservation Planning and Resource Management Program ...................... 21

Police
City Pet Tags License Database Sharing and Process Improvement ....................... 47
Human Sex Trafficking Initiative ......................................................................... 71
Prescription Drug Take Back Program .................................................................. 73
Risk Reduction Collaboration .............................................................................. 74

Public Libraries
2015 – 2020 Strategic Plan ................................................................................... 43
Books on the Beach .............................................................................................. 43
Preschool Science ................................................................................................. 44
Summer Success ..................................................................................................... 44
Teen Lock Ins ........................................................................................................ 44
Public Utilities
Bill Redesign and Mobile Device Enhancements Improve Customer Service .......... 57
Chopper Pumps and Channel Grinders ..................................................................... 57
Improved Collections and Customer Service with Restart of Outbound Dialing .... 60
Map Maintenance Backlog Reduction ...................................................................... 62
Water Meter Reading System Replacement ............................................................... 68

Public Works
2015 Solid Waste Association of North America Bronze Excellence Award.......... 9
2015 Virginia Municipal League Communications Achievement Award .............. 9
Green Run Elementary School Corrugated Metal Pipe Repair ............................. 59
Green Run Subdivision Dredging and Storm Pipe Rehabilitation ......................... 59
Landfill West Slope Cover Protects Environment .................................................. 62
New Pilot Program – Drivecam ............................................................................. 63
New Recycling Contract ......................................................................................... 63
New Route Optimization ......................................................................................... 63
Prequalification Process on Lake Dredging Projects.......................................... 64
Recycle Asphalt Product ......................................................................................... 65
Southern Drainage Concerns Informational Sessions ......................................... 65
Thalia Creek Greenway - Phase 3 .......................................................................... 66
VB Works .............................................................................................................. 67
Virginia Recycling Association 2015 Outstanding Municipal Program Award..... 13

Quality Organization SIT
Sustainability Plan Measurement Project ............................................................... 54

Strategic Growth Area Office
17th Street Park Stage Improvements .................................................................. 29
2040 Vision to Action Community Coalition ....................................................... 29
African American Cultural Center Master Plan Development ............................ 17
Installment of two North End Bus Shelters .......................................................... 32
Parking Technology Integrations .......................................................................... 32
Replacement of Atlantic Avenue Shuttle Buses with Vintage Trolleys ............... 34
Sandbridge Parking Lot Passes ........................................................................... 34

Virginia Beach City Public Schools
2015 Award of Excellence for Publication and Electronic Media ........................ 6