



# Mid-Year Report to City Council



2019

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# Goal 1: Grow the Local Economy

## Objectives

- Pursue opportunities for Research & Development (R&D) and medical related businesses.
- Develop Burton Station as major business center and neighborhood community.
- Retain and grow existing businesses.
- Expand higher paying job opportunities.
- Expand skill based training through partnerships with School Division, Tidewater Community College, and other education institutions preparing for 21<sup>st</sup> Century job opportunities.
- Attract new “targeted” businesses, biomedical, health care and life sciences, finance, insurance and real estate, information technology and professional services, advanced manufacturing, retail.
- Enhance opportunities for citizens to increase wealth and prosperity.
- Be recognized as the Regional Center for Innovators and Entrepreneurs.

## Initiatives

- Agriculture Business Analysis and Expansion Strategy
- Bioscience Business Development
- Burton Station SGA/Northampton Corridor Development
- Class “A” Office Space
- Comprehensive Plan Update
- Cyber Security Industry Development
- Economic Development Small Business and Diversification Strategy (SWaM)
- Farmer’s Market: Business Results
- Historic Kempsville Quad “C” Development
- International Business Attraction: Strategy and Action
- London Bridge Commerce Center
- Lynnhaven Corridor Improvements
- Opportunity Zones
- Pembroke SGA Zoning (Central Village District)
- Regional Branding
- Resort Area Strategic Action Plan (RASAP) Update
- Town Center Expansion (Beyond Core Area)
- Trans-Atlantic Cable Landing
- Veterans Care Center
- Workforce Development (including TCC and other institutions)

## Goal 2: Maintain a Financially Sustainable City Providing Excellent Services

### Objectives

- Deliver City services in the most cost-effective manner
- Maintain “AAA” bond rating
- Expand public understanding price of government linking to the cost of services and citizens’ expectations, needs and the ability to pay
- Increase satisfaction with easy access to City service
- Increase citizen involvement and engagement

### Initiatives

- ARP Evaluation and Direction
- City Operations: Energy Efficiency for City Operations
- City Properties: Inventory, Evaluation, and Direction
- Develop and Implement City Wide Damage Assessment Program
- Disaster Recovery: Economic Resilience
- Employee Compensation: Policy Review
- Historic Kempsville Area Master Plan Implementation
- Human Resources: Selection, Promotion, and Retention
- Increase City Expenditures paid to Minority Businesses to 12% of Expenditures
- Innovation Academy
- Maintain AAA Bond Rating
- Marketing of Excess City and School Property
- Master Technology Plan Implementation and Update
- Police Staffing Plan
- Provide Emergency Preparedness Outreach and Education to the Community, Including Flood Insurance Education
- Public Safety Salary Compression
- Sale of City-Owned Land: Evaluation, Policy Direction, and Actions
- SPSA: Long Term Solid Waste Disposal for Southside Localities

## Goal 3: Improve the Transportation System

### Objectives

- Secure adequate funding for transportation projects
- Reduce congestion and improve traffic flow
- Explore more alternative modes of transportation
- Advocate for high speed linking Hampton Roads to Northern Virginia and beyond
- Better mass transit by improving frequency and reliability
- More flights to Norfolk International Airport
- Become a “Test Center” for emerging transportation technologies

### Initiatives

- Autonomous Vehicle Plan
- Better Mass Transit by Improving Frequency and Reliability
- Bikeways and Trails Plan Implementation
- Bikeways Construction
- Centerville Turnpike Widening
- Greenwich Flyover: I-64/I-264 Improvement Project
- High Speed Rail Advocacy
- Indian River Road/Kempsville Road Intersection Improvements
- Local Road Funding: Long Term
- Major Road Project: Funding
- Nimmo Parkway: Phase VIIA
- Princess Anne Road: Phase VII
- Regional Transportation Funding/Six Major Projects Regional Agenda
- Roadway Maintenance Program
- Shore Drive Infrastructure Improvements
- Sidewalk Master Plan
- UBER/LYFT Shared Ride Services Regulations
- Veterans Facility: Access Road
- Witchduck Road:Phase II

## Goal 4: Revitalize Neighborhoods and Plan for the Future

### Objectives

- Create a “sense of place” with a 15-minute radius in designated areas
- Improve neighborhood infrastructure and City amenities
- Reuse aging commercial areas
- Use Community Vision, Strategic Growth Area Plans, and Comprehensive Plan to guide future development and land use
- Increase home values throughout the City
- Protect natural resources and waterways
- Update/upgrade and diversify neighborhood aging housing work
- Develop flex-use spaces

### Initiatives

- 2040 Vision to Action Community Coalition
- Advocate for Policy, Planning and Fiscal decisions Impacting Housing Appropriations at the Federal, State, and Local Levels
- Cleveland Street Area Development
- Coordinate Evaluations of Land Use Conformity Issues with the U.S. Navy
- Eastern Shore Drive Storm Water Project
- Housing and Neighborhood Strategy
- Sea Level Rise/Recurrent Flooding Comprehensive Analysis
- Sherwood Lakes Storm Water Flooding
- Storm Water Fee Policy Direction
- VBCDC: Response to Audit

## **Goal 5: Be a Competitive, Sustainable Year Round Resort Destination for Residents, Businesses, and Tourists**

### **Objectives**

- Safer and more inviting environment for families: 24 hours a day
- More variety of facilities and activities, including participatory events and local participation
- Become year-round destination
- Optimize the potential of the Convention Center
- Increase residents' understanding of the value of tourism to the community
- Leverage tourism dollars to aggressively brand Virginia Beach as a resort destination City

### **Initiatives**

- 19th Street Pedestrian Connection
- Activate Atlantic Avenue
- Branding: Virginia Beach Naturally
- Conduct "Research & Development" to Support Tourism Marketing
- Construct the Darden Marine Animal Conservation Center
- Convention Center Business Development
- Convention Center Headquarters Hotel Development
- Develop Virginia Beach into a Year-Round Resort Destination
- Dome Site Development
- Expand Public Art Program and Community Art Programs
- Improving the Authentic Virginia Beach Experience
- Owls Creek Marsh Pavilion Enhancement (Phases I & II)
- Resort Area Parking Plan
- Restoration of Lynnhaven House and Francis Land House
- Sports Center
- Tourism Advocacy

## Goal 6: Be the Safest City in the Nation

### Objectives

- Maintain lowest crime rate in Virginia with the highest clearance rate.
- Have the capacity to deal with mental health issues and needs.
- Be prepared for, respond to, and recover from catastrophic events.
- Have a well-trained, well equipped public safety staff.
- Have community policing that creates a sense of community.
- Recruit and retain a top quality public safety workforce.

### Initiatives

- Body Worn Cameras for Patrol Officers
- College Beach Weekend Action Plan
- Community Policing Strategy
- Develop a Comprehensive Pre- and Post- Disaster Recovery Plan
- Develop Continuity of Operations Plan
- Develop Updated Evacuation and Shelter Plans to Align with New Evacuation Zones
- Drone Use Policy
- Fire Apparatus Replacement
- Fort Story Fire Station
- Housing Resource Center: Operations
- Implement a Mobile Co-Response Team
- Oceanfront Camera System
- Oceanfront Staffing, Operations, and Homeless Outreach
- Opioid Service Enhancements
- Opioid/Heroin Initiative
- Public Safety Recruitment and Academy Curriculum

## **Goal 7: Be an Inclusive Community that is Welcoming and Empowers All**

### **Objectives**

- Supportive services available to all residents when needed
- Enhance the range of public engagement strategies and methods to build awareness
- Have equitable access to city procurement and services
- Increase citizen understanding of the city, city services and programs
- Present accurate information to the community
- Have effective methods of citizen engagement and involvement in the governance process
- All citizens feeling welcome

### **Initiatives**

- African-American Cultural Center: Next Steps
- Homeless Strategy: Implementation
- Implement Open Table Initiative in Virginia Beach to Serve High-Risk Youth and their Families
- Increase Support and Resources for Kinship Guardians of Children Entering Foster Care
- Mental Health Initiative
- Permanent Supportive Housing for Individuals with Serious Mental Illness
- VBGIGs: Virginia Beach Globally Inspired Gatherings

## **Goal 8: Have World Class Schools and Educational Programs**

### **Objectives**

- Achieve equitable attainment for a quality education for individuals from birth to adulthood.
- Provide a broad range of arts and cultural resources and activities.
- Expand the presence of Tidewater Community College and other higher learning institutions.
- Collaborate with the school division and the entire community to ensure that all.
- Students are successful in school, graduate on time and are productive and engaged global citizens.

### **Initiatives**

- Academia Programs Expansion
- City Summer Youth Employment: Expansion
- Employee Tuition Reimbursement
- Internal Training for Employees, Supervisors, and Managers
- LENA Start Parent Classes
- Library Renovations
- Virginia Beach Reads: First Grade Tutoring & Mentoring Program
- Virginia Quality: Virginia Beach Early Education Programs

## **Goal 9: Leverage Data and Technology to Enhance Community Livability, Prosperity, and Sustainability**

### **Objectives**

- Improve City services through strategic use of web-based technologies and systems.
- Foster equitable economic prosperity and stability through community access to technology.
- All citizens and businesses have access to state-of-the-art broadband services.
- Use City public data to spark innovation, promote collaboration, increase government transparency and informed decision making.
- Use data in developing City policies and services.
- The City is recognized as a leader in technology.

### **Initiatives**

- Census 2020
- City's StormSense Project
- Data and Infrastructure Security Enhancements
- Data Center Development
- Disaster Recovery – Information Technology
- Enhancements to Internal Data and Analytics Capabilities
- Integrated Public Safety Initiative
- Legislative Management Implementation
- Master Technology Plan 2.0 Development
- Next Generation Network (Remote City Site Connection)
- Software Upgrade/Replacement

## Goal 10: Modernize City Assets and Infrastructure

### Objectives

- Protect water resources.
- Maintain high performance infrastructure systems citywide by retrofitting, designing for adaptability and investing in new technologies.
- Have an effective storm water management system that is well-designed, well-built, and well-maintained.
- Have well-designed, well-built, and well-maintained streets and sidewalks.
- Align policies and codes to minimize the effects of storm water runoff for new development and redevelopment.
- Prepare city infrastructure for sea level rise.
- Have well designed, well-built and well-maintained city buildings and facilities.

### Initiatives

- Aragona Flooding Storm Water Project
- Ashville Park Storm Water Flooding
- Central Beach District Storm Water Flooding
- Chubb Lake/Lake Bedford
- City Hall Replacement
- Croatan Beach Sand Replenishment
- Disaster Recovery Plan: Infrastructure
- Little Creek American Field Relocation
- Princess Anne/Green Run Little League
- Storm Water Management Policies, Planning, and Programs
- Storm Water Management Master Planning, Analysis, and Modeling
- Virginia Beach Comprehensive Waste Management Strategy
- Windsor Woods, Princess Anne, & The Lakes Storm Water Flooding

# Grow the Local Economy



**Goal 1**

# Goal 01

## Grow the Local Economy

*Council Priorities Include:  
Economic Development, Education, Sea Level Rise/Stormwater, & Transportation*

### **Agriculture Business Analysis and Expansion Strategy**

Initiative owned by David E. Trimmer, Ronald H. Williams, Jr.

#### **Status:**

The Agriculture Reserve Program (ARP) currently has 9,821 acres enrolled, with 867 development rights acquired. Due to the complexity of the application, the anticipated closing in FY19 of an additional 113.07 acres and 9 developmental rights was delayed, but will be enrolled by the end of the calendar year in ARP.

The Agriculture Advisory Commission (AAC) and the Agriculture Department are working with the City Attorney's Office to update and amend two ordinances. One amendment recommends expanding the definition of allowable activities on properties with ARP easements. The other amendment recommends the change to allow road frontage property in the floodplains to be eligible for the ARP, with subdivision variance from City Council. These ordinance amendments will be presented to City Council for consideration in the Fall of 2019.

### **Bioscience Business Development**

Initiative owned by Taylor V. Adams, Ronald H. Williams, Jr.

#### **Status:**

The VABeachBio Innovation Challenge, a business development challenge for biotech startup companies, attracted more than 300 interested participants. The "Challenge" concluded on March 25, 2019, at which time 19 winning teams doing work in fields such as cancer, diabetes, therapeutics, and medical device development were announced and will become new Virginia Beach bio tech companies.

In August 2019, the Virginia Beach Development Authority (VBDA) agreed to enter into a lease for 5,706 sq. ft. of space, at Convergence II, for the development of a bio accelerator wet lab. During the same meeting, the VBDA also entered into an agreement with Facilities Logix to provide consultation services for the development of the accelerator space. It is anticipated that the 19 VaBeach Bio Innovation Challenge winners, along with other interested prospects, will utilize this wet lab space.

On September 3, 2019, Public Works will issue a "Notice to Proceed" for the development of the Phase-I infrastructure within the 155-acre VaBeach Innovation Park (previously the VaBeach Bio Innovation Park). This will include an approximately 1,400 ft. road segment, along with water and sewer to service the first approximately 35 acres of the park.

## **Burton Station SGA/Northampton Corridor Development**

Initiative owned by Mark A. Johnson, Thomas M. Leahy

### **Status:**

The funded projects include design and construction of an improved section of Burton Station Road from Northampton Boulevard to approximately the midway point to Miller Store Road as well as a segment of a new north/south road (Tolliver Road, formerly called Golf Road) intersection with Burton Station Road, and extending to south of Tim Road. Improved road sections will include two lanes with curb and gutter, sidewalks, and street lights. A new pump station and water and sewer lines will also be installed.

Burton Station Phase I was completed in May 2019. The sanitary Pump Station Project has been delayed due to wetland issues. It is scheduled to take 12 months to complete.

## **Class "A" Office Space**

Initiative owned by Taylor V. Adams, Ronald H. Williams, Jr.

### **Status:**

Economic Development is in discussions with Armada Hoffler regarding a Class "A" office building development on Block 2 in Town Center. A Term Sheet is under review with Olympia Development to develop a mixed use project that incorporates a Class "A" office building as a part of the Bonney Road Site. A Class "A" office building is also a component under consideration as part of the Dome Site project.

## **Comprehensive Plan Update**

Initiative owned by Robert J. Tajan, Ronald H. Williams, Jr.

### **Status:**

During the past 12 months, planning staff has coordinated with other City departments on best practices regarding development of the Comprehensive Plan and strategic planning initiatives. Emphasis is placed on a streamlined final policy document to enable the reader to more easily find and understand future policies. Additionally, the detailed Technical Document is being replaced with a web-based interactive Story Map to enhance user experience. Public outreach is anticipated to begin at the end September utilizing alternative methods of obtaining public input. Three additional phases of obtaining public input will grow from this with the goal to engage 10,000 citizens. Staff subject matter experts and Planning Commissioners will begin to meet on topics of the plan to determine objectives, goals, and measurable outcomes beginning in October of 2019.

## **Cyber Security Industry Development**

Initiative owned by Taylor V. Adams, Ronald H. Williams, Jr.

### **Status:**

There are 7,259 cyber related employees in our region, according to Cyberseek's "Cybersecurity Supply/Demand Heat Map", with 3,755 job openings. Our concentration of

cyber workers is more than twice the national average. The region was classified as having a “very low” supply of workers. Statewide, the average annual average salary of IS and Cybersecurity workers is \$99,600, according to Cyberseek.

VBDED has continued working with businesses, academia and government officials. Efforts have been focused on working with our cybersecurity business community. A Cyber Security Hacker Space Center (CSHSC), to be operated by a leading cybersecurity organization in Virginia Beach, is currently under construction near the Oceanfront with anticipated opening by the end of 2019. The Center will provide cybersecurity students internships and apprenticeships, provide an incubator for high-tech start-ups, provide co-working space, and provide access to seed funding.

We’re working with another Virginia Beach cybersecurity firm with plans to launch a Cyber Certified Service that enables emerging risk prevention capabilities and prepares our businesses and the community for hyper-secure network environments. In addition, we’ve continued to support the efforts for the Regional Broadband Ring, attending and hosting various meetings, along with incorporating our cybersecurity companies in planning and discussions.

Economic Development staff serves on the Commonwealth’s Cyber Initiative’s “Partnerships and Investment” Committee. In addition, we also serve on the National Science Foundations’ DeapSECURE Project Advisory Board. This project was awarded to ODU. Staff has continued to participate in Councilwoman Wilson’s Cyber Security Advisory Committee.

## **Economic Development Small Business and Diversification Strategy (SWaM)**

Initiative owned by Taylor V. Adams, Ronald H. Williams, Jr.

### **Status:**

As a result of input from the Process Improvement Committee, a redesigned Web Business Portal is now operational. We are creating a new small business education series to engage national industry leaders with local small businesses in bioscience, tourism/experience-related retail, and entertainment. In addition, expanding the local marketing campaign, developing new virtual/digital tools to support growth, and expanding one-on-one and small group services focusing on innovation and evolution.

The Department of Economic Development, in collaboration with Purchasing, secured and sponsored the annual business opportunity conference, which was held by the Carolinas-Virginia Minority Supplier Development Council. This is a tri-state council that is designed to facilitate minority business growth within the private and government sectors. Minority Business Enterprises (MBE’s), are certified by the council and subsequently become a part of a database which is a recruiting tool for corporate partners. Over 250 MBE’s visited Virginia Beach on August 4-6 to participate in the annual awards banquet. At the conference, Virginia Beach was recognized as the Public Corporation of the Year. There were several workshops that the MBE’s held to assist companies strengthen their skill sets through

various partners providing insight as to how to do business. The conference also provided an opportunity for the corporate partners to visit Virginia Beach and open the door to expansion opportunities in Virginia Beach.

## **Farmers Market: Business Results**

Initiative owned by David E. Trimmer, Ronald H. Williams, Jr.

### **Status:**

The Farmers Market Sponsorship Program continues to grow, resulting in 32 annual sponsors. The Farmers Market held monthly themed events, special events and seasonal events that engage the community and tourists in activities. These events offered us the opportunity to reach out to the business community to use the sponsorship program as a marketing tool 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 entrepreneur businesses looking for face-to-face interaction with local citizens and tourists. As a sponsor, they were allowed to hang banners offering name recognition and be on site at events to interact with the public. In FY19, \$18,000 in sponsorship revenue was budgeted as a line item and brought in \$40,032, resulting in \$22,032 over budget. This represented a \$14,032 increase over the FY18 revenue total. The Rural Heritage Center (RHC) also had increased participation with the “Fun on the Farm” tour for younger children. Each tour is unique, inviting, educational, and fun for everyone! The RHC topped last year’s revenue of \$18,706 and brought in \$24,343 in revenue – a 30% increase (\$5,637). The increased revenues from these programs served as an advertising and promotional resource for the City’s business community, and increased citizen and tourist participation at the Farmers Market. The total new revenue is \$27,669 and anticipated to be reoccurring. Overall, the Farmers Market FY19 budgeted amount of revenue was \$231,643 and the year to date total was \$302,527, an increase of \$70,884 in revenue. We have continually succeeded to increase revenue each year.

## **Historic Kempsville Quad "C" Development**

Initiative owned by Taylor V. Adams, Ronald H. Williams, Jr.

### **Status:**

The City of Virginia Beach acquired a 0.283-acre site in the North East corridor, at the corner of Princess Anne and Witchduck Roads in June of 2019, for \$335,000.00. There are two additional sites remaining that are critical to the development of the corridor. The additional sites have been negotiated for acquisition and are scheduled to close by January 2020. The funding source has been appropriated in the Historic Kempsville CIP.

The North West Corridor has been enrolled into a Voluntary Remediation Program (VRP) with the Department of Environmental Quality. The goal for enrolling into this is to secure a Certificate of Satisfaction to market and move forward with development on the site. It has been determined that this site, where a former dry cleaner once stood, had leaked chemicals that could possibly be harmful. Steps have been taken by DEQ to resolve any issues going forward.

## **International Business Attraction: Strategy and Action**

Initiative owned by Taylor V. Adams, Ronald H. Williams, Jr.

### **Status:**

In June of 2019, the City signed a trade agreement with a Catalonian industrial association named PIMEC. During fall and winter of 2019, the City and PIMEC will collaborate on a series of blog posts and website articles. City staff will also travel to Barcelona in October, December, and February to participate in B2B events hosted and facilitated by PIMEC. The objective of the B2B events is to meet PIMEC members that will be part of a delegation that will visit Virginia Beach in April 2020. The delegation is expected to consist of 8-10 companies that are ready to expand into the US market.

Through the establishment of the VB Bio Accelerator and Lab at Town Center, City staff is re-engaging in active recruitment of bio-medical companies seeking expansion from Europe into the United States. Charles MacDowell will represent the City in December 2019 at the Oxford Bio Network Annual Conference. Charles is actively working a list of approximately 20 businesses. The goal is to have at minimum two of these visit Virginia Beach in FY20. Staff are also working with the Spanish Bio-med company, Asebio. The City is working with Asebio to establish a virtual presence in the Bio Accelerator at Town Center.

## **London Bridge Commerce Center**

Initiative owned by Taylor V. Adams, Ronald H. Williams, Jr.

### **Status:**

The 18.245+acre VBDA site is located at 130 London Bridge Road and was originally acquired by the City through the APZ-1 program. It is currently zoned conditional I-1, has underlying APZ-1 zoning, and Navy deed restrictions. An RFP to develop the property was advertised, and a Proposal was selected by Development Authority members and approved by OLLUC. We are currently negotiating a development agreement with a developer who proposes a project that is a compatible commercial use.

In early 2016, the site was prepared for commercial development, by razing the existing buildings. Currently there is a funded CIP in place for road and other infrastructure improvements, totaling \$2,095,100.

Besides limited access off London Bridge Rd., an alternative access alignment is now being pursued at Potters Road, due to the original request being cost prohibitive based on a traffic study. The new road alignment has been surveyed and submitted to the Navy for comment. The Navy supports the new alignment.

## **Lynnhaven Corridor Improvements**

Initiative owned by Robert J. Tajan, Ronald H. Williams, Jr.

### **Status:**

Designs for the Lynnhaven Corridor are complete. The scope includes aesthetic and connectivity improvements along Lynnhaven Parkway, from Potters Road to Lishelle Place. These improvements include 7,600 linear feet of an 8-foot to 10-foot wide path, with pedestrian lights and bus waiting areas along the west side of Lynnhaven Parkway, as well 7,500 linear feet of 5-foot wide sidewalk and bus waiting areas on the east side of Lynnhaven Parkway. Additional improvements include: gateway signage, the incorporation of BMP(s), the installation of crosswalks, 3,500 linear feet of concrete median replacement with pavers, and additional landscaping.

The next step consists of contacting the owners along the corridor for public sidewalk easements, for the construction and use of the improvements, including the path/sidewalk and pedestrian lights, mostly on the west side of Lynnhaven Parkway. These easements are only needed in areas where the existing Right of Way is limited, not for the entire length of the project. Per direction, these easements will have to be dedicated to the City, and the LBA has offered to help facilitate those conversations in the event any of the property owners are reluctant to grant access.

Project is delayed until the Right of Way easements can be secured through Public Works. Construction for this project will take one year.

## **Opportunity Zones**

Initiative owned by Robert J. Tajan, Ronald H. Williams, Jr.

### **Status:**

The City has eight Opportunity Zones. These zones have greater than a 20% poverty rate and/or less than 80% Area Median Income. A Virginia Beach Opportunity Zone webpage has been established on the Virginia Beach Economic Development website and provides information about the program, available publicly-owned properties, and data associated with each zone. In February of 2019, the City hosted an Opportunity Zone Open House to provide information to, and networking opportunities for, developers and investors. The SGA Office will continue to provide information about the Opportunity Zone program to the development community while the Economic Development Department continues to market the program to prospective clients.

## **Pembroke SGA Zoning (Central Village District)**

Initiative owned by Robert J. Tajan, Ronald H. Williams, Jr.

### **Status:**

The Small Area Plan for the Central Village District of the Pembroke Strategic Growth Area is in final draft form. Staff will begin public engagement in 2020. This area is bound by Kellam Avenue to the east, Broad Street to the north, Witchduck Road to the west, and the former

Norfolk/Southern Right-of-Way to the south. It is envisioned that this light industrial, underutilized area will redevelop over the next several years into a mixed-income, pedestrian-friendly, walkable district complementing the Central Business Core of Town Center. The updated plan will reinstitute a typical urban grid street pattern, add a roundabout along Cleveland Street, and design for open space and storm water management.

The Cleveland Street Smart Scale project between Witchduck Road and Independence Avenue will begin design in the Fall of 2019 with FY20 CIP funding. Eventually, it is anticipated that a floating mixed-use zoning district will follow the Form-Based Code model which will encourage higher density, mixed-use buildings developed close to the street, on-street parking, and activation of the sidewalks.

## **Regional Branding**

Initiative owned by Brad van Dommelen, Ronald H. Williams, Jr.

### **Status:**

As a member of the Coastal Virginia Tourism Alliance (CVTA), the Convention & Visitors Bureau (CVB) participates in on-going regional branding dialogue with the group's membership, which includes: Williamsburg-Jamestown-Yorktown, Eastern Shore, Newport News-Williamsburg Airport, Newport News, Hampton, Smithfield, Franklin-Southampton, Suffolk, Portsmouth, Chesapeake, Norfolk, Norfolk International Airport, Chesapeake Bay Bridge Tunnel, and Virginia Beach.

Earlier this year, the CVTA was invited to support and participate in a comprehensive research effort that will culminate with a communications strategy, positioning, and naming architecture to more seamlessly advance our region as a remarkable place to live, work, play, learn, and visit. In addition to voting in support of allocating \$15,000 of CVTA research funding to the project, the CVB pledged an additional \$10,000 to support this initiative, which will include a study by national marketing research firm SIR. "Envision 2020" includes region-wide collaboration among diverse stakeholders and a comprehensive, research-based assessment followed by strategic recommendations. The research encompasses two interrelated goals:

1. Understanding the current brand identity for Hampton Roads in terms of perceptions and misperceptions. This includes what currently differentiates Hampton Roads from other regions and cities, and how "Hampton Roads" as a place brand can be strengthened. It also includes how key audiences perceive various naming considerations.
2. Developing recommendations for a unique market positioning and communications strategy, related messaging, and naming architecture for the entire Hampton Roads region.

Two key groups are managing and providing direct input into this initiative, a Project Task Force and a Community Stakeholders Group which includes hundreds of individuals, organizations, and associations reflecting the Hampton Roads community. The CVTA holds

a seat on the task force. The study is set to conclude, and recommendations shared, in December of 2019.

## **Resort Area Strategic Action Plan (RASAP) Update**

Initiative owned by Robert J. Tajan, Ronald H. Williams, Jr.

### **Status:**

In January 2019, the City began working with the RASAP Steering Committee and community to begin the process to update the 2008 RASAP. Public engagement is being achieved through public Steering Committee meetings, publicinput.com surveys, and public workshops. New priorities are being established that support improved streetscapes, gateways, and open space, as well as the development of a mobility plan and increased beautification and maintenance at the Resort. It is anticipated that the final document will be presented to the Planning Commission in October of 2019 and the City Council in November of 2019.

## **Town Center Expansion (Beyond Core Area)**

Initiative owned by Taylor V. Adams, Ronald H. Williams, Jr.

### **Status:**

No further changes for two years until the bond is paid off.

## **Trans-Atlantic Cable Landing**

Initiative owned by Taylor V. Adams, Ronald H. Williams, Jr.

### **Status:**

The MAREA subsea cable, jointly owned by Microsoft, Facebook, and Telxius, is fully operational, and at 200tbs is the fastest and highest capacity submarine cable in the world. The BRUSA cable from Virginia Beach to Rio de Janeiro, Brazil, has been completed and is currently completing testing.

In 2018, we had two additional submarine cables announced that will land in Virginia Beach. The South Atlantic Express (SAEx) will be built from Cape Town South Africa to Virginia Beach, and is scheduled for completion in Q1 of 2021. The Dunant cable owned by Google is being built from France to Virginia Beach, with completion scheduled in Q3 of 2020.

The VBDA is adding additional conduit infrastructure to Corporate Landing Business Park to support the new cable landings, expansion of new data center developments, and to enhance its future technology needs of the business park. The conduit plan will include eight 4-inch conduits on each side of Corporate Landing Parkway.

Phase I of Point One Corporation's NAP of Virginia Beach facility has started construction in August of 2019 at Corporate Landing Business Park. Phase 1 will have 20,000 sq. ft. of white space along with the ability to lease 7,000 sq. ft. of Class A office space.

## **Veterans Care Center**

Initiative owned by Taylor V. Adams, Ronald H. Williams, Jr.

### **Status:**

The Jones & Cabacoy Veterans Care Center is a planned 150,000 square foot healthcare facility, situated on 24 acres donated by the City to the Commonwealth of Virginia. In late 2018, the Department of Veterans Services received approximately \$33 million from the U.S. Department of Veterans Affairs to fund the facility, which allowed the Commonwealth to expand their plans for the facility. The facility will now house 128 beds, feature all private rooms, and be divided into neighborhood wings surrounding a central community center. In total, it will employ approximately 200 people from a variety of disciplines, including nursing, therapy, and other professional staff. Located at the intersection of West Neck Road and Nimmo Parkway extended, the facility is also an added amenity in the Princess Anne Commons biomedical corridor. Plans call for the facility to open in 2021.

## **Workforce Development (including TCC and other institutions)**

Initiative owned by Taylor V. Adams, Ronald H. Williams, Jr.

### **Status:**

Hampton Roads employers face a labor shortage unlike what the region has seen in decades. A new workforce analysis report, commissioned by the Hampton Road Community Foundation, in partnership with the Hampton Roads Workforce Council, laid out challenges today's workers, employers, educators, and industry leaders must address in order to expand business and promote economic development. In the past five years, more than 30,000 new jobs have been added to the region, but the working age population has only increased by 9,600 people. The 2019 Talent Alignment Strategy report identified this statistic as one key indicator of the regional labor shortage.

Strategies to improve the situation include:

1. Creating and promoting full scale career pathways for in-demand occupations, increasing regional career awareness across K-12 systems, developing a regional web-based talent portal, and launching initiatives to engage underemployed and unemployed populations.
2. Developing and adopting curriculum for soft skills across the region, promoting existing and growing work-based learning, developing mentorship and coaching programs for new workforce entrants, and identifying resources and needs for incumbent working training.
3. Enhancing efforts to retain local college graduates, and supporting existing efforts, while also exploring new efforts, to retain and engage existing military in the regional job market.

# Maintain a Financially Sustainable City Providing Excellent Services



**Goal 2**

## Goal 02

# Maintain a Financially Sustainable City Providing Excellent Services

*Council Priorities Include:  
Economic Development, Education, Public Safety, & Sea Level Rise/Stormwater*

### **ARP Evaluation and Direction**

Initiative owned by David E. Trimmer, Ronald H. Williams, Jr.

#### **Status:**

The Agriculture Reserve Program (ARP) plays a key role in preserving farmland which is vital to the growth and sustainability of the agriculture industry. Also, the ARP serves as a mechanism to preserve greenspace (trees and open space), which in turn aids in combating reoccurring flooding and drainage issues in the southern watershed.

### **City Operations: Energy Efficiency for City Operations**

Initiative owned by Mark A. Johnson, Thomas M. Leahy

#### **Status:**

The City's municipal energy goals were updated in 2018 and continue with the goal of an annual energy reduction of one percent (over five years) as well as an efficiency per square foot goal. We continue to leverage EnergyCap software and electronic invoicing and electronically process over 12,000 utility invoices and track nearly \$19M in energy costs year.

We continued to implement the five-year capital improvement plan to retrofit our facilities. Recent initiatives include:

- A completion of an energy audit and HVAC improvements on the Correctional Center
- An LED upgrade to the municipal center parking lot lights (underway)
- Solicitation of a performance contract to complete energy retrofit work on Seatack Recreation Center, Buildings 18/18A, 29, Fire Station 21, Dam Neck Operation and the Traffic Management Center (contract to be awarded in September)

In addition, the energy office completed a Dominion Energy street light audit that identified mischarges of more than \$18,000 (pending refund). We now have over 780 City members as "Energy Champions" and we recently expanded the program to include an online training course. We completed our 2nd annual energy award program for City members with the awards presented by the City Manager with our 3rd annual award program planned for October of 2019. We partnered with Communications and VBTv to develop a series of energy

conservation messages that will be rolled out to members in October of 2019. We continue to participate with Virginia Energy Purchasing Government Association as a board member and chair of the Joint Action Committee (tracking and meeting with Dominion Energy on state-wide issues once per quarter).

### **City Properties: Inventory, Evaluation, and Direction**

Initiative owned by Mark A. Johnson, Thomas M. Leahy

#### **Status:**

BRAC Properties: The BRAC Disposition Committee continues to review, evaluate and direct the sale of property in accordance with the Comprehensive Plan. Public Works Real Estate is the responsible agency for the disposition of excess residential City properties acquired through the BRAC program. Economic Development is the responsible agency for the marketing of commercial properties acquired through the BRAC program. Information regarding the acquisition and disposition of properties is documented in a SharePoint Data Base.

In 2019, two parcels have been sold, generating revenue of \$195,000. The Disposition Committee continues to review City owned properties and will continue to recommend disposition of those determined to be in excess of the City's needs. The properties acquired for BRAC using State assisted funding and sold as excess and/or easement requires one-half of the sales price to be returned to the State.

Other Properties: Public Works Real Estate continues to be proactive in following the Administrative Directive (AD 6.08) for the acquisition and disposition of properties. Public Works Real Estate depends on GIS/COMIT and/or the Real Estate Assessor to provide the Inventory of City property. The 2019 inventory list for all City properties consists of 1456 properties assessed at a total of \$356,743,308.

### **Develop and Implement City Wide Damage Assessment Program**

Initiative owned by Erin E. Sutton, Steven R. Cover

#### **Status:**

The Office of Emergency Management (OEM) has continued to get departments onboard with the utilization of Crisis Track. OEM has been working with Public Works Facilities and they are working through developing their SOPs. We are looking to work with Public Works Engineering in the future as well as Parks and Rec and Schools over the next year to continue implementation of Crisis Track.

### **Disaster Recovery: Economic Resilience**

Initiative owned by David A. Bradley, Thomas M. Leahy

#### **Status:**

We are developing an internal team to work through coordination issues of the established key activities and engaging the private sector and key organizations such as the Chamber of

Commerce, VB Visions, Hotel and Restaurant Associations, etc. regarding coordinated and prioritized efforts to reestablish services.

### **Employee Compensation: Policy Review**

Initiative owned by Regina S. Hilliard, Kenneth L. Chandler

#### **Status:**

Merit increases, which move employees from the minimum toward the maximum of the pay range and help create separation between salaries of current and new employees, were again provided this fiscal year. To assist in employee retention, lump sum awards are provided for those at the pay range maximum and red circled employees who meet performance standards.

Human Resources is continuing the review of employee benefits with the goal of better positioning the City to be a 21st century employer of choice. During this year, paid time off (PTO) accrual and carryover were increased to better align with industry practice.

### **Historic Kempsville Area Master Plan Implementation**

Initiative owned by Robert J. Tajan, Ronald H. Williams, Jr.

#### **Status:**

City staff has been working with the Historic Kempsville Community Advisory Committee to design the park that will be developed at Witchduck Road and Office Square Lane. The park design is complete and will consist of landscaped areas, public art, interpretive signs, benches, and a brick walkway. The construction of the park will begin in the Fall of 2019 and completed by the Spring of 2020.

### **Human Resources: Selection, Promotion, and Retention**

Initiative owned by Regina S. Hilliard, Kenneth L. Chandler

#### **Status:**

Enhanced tools for recruitment and selection are a focus, including more use of external job boards (e.g., LinkedIn). New vignettes have been created to show employees at work. New marketing and outreach branding efforts are underway and have been reviewed by internal employee groups for acceptance.

For internal promotions, new guidelines have been put into place to allow employees first promoted to supervisory positions to receive a 10% increase in pay. This is one of the initiatives that will help with salary compression between supervisors and those who report to them.

## **Increase City Expenditures paid to Minority Businesses to 12% of Expenditures**

Initiative owned by Alice M. Kelly, Thomas M. Leahy

### **Status:**

The City completed its first disparity study and is working on the recommendations provided by BBC Researching and Consulting:

- Overall Annual Aspirational Goals in City Contracting should be Minority-owned Businesses 12%, Women-owned Businesses 13.3% and Service Disable Veteran-owned Businesses 11.9%.
- The City should have a dedicated SWaM Office.
- Data collection should be improved.
- The City should consider monitoring the growth of minority, women, and service disabled veteran-owned businesses that participate in city programs and contracting.
- A Business Certification Program should be established at the local level.
- Subcontracting opportunities should be reevaluated to include a requirement based on the project.
- Contract goals could be utilized on individual contracts, constitutional review needed.
- The City should review large contracts to unbundle.
- The City should consider reinforcing prompt payment.
- The City has reviewed and has implemented the following changes as a result of the study:
  - The aspirational goal for minority-owned businesses has been increased from 10% to 12%.
  - The City is currently in the beginning stages of implementing a new financial management system which would allow for improved data collection.
  - Research is currently underway to ascertain a business certification program for SWaM business classifications.
  - Large contracts continue to be reviewed for de-bundling contract opportunities.
  - Purchasing is currently providing ACH information on all solicitations and contracts to allow for faster payments to contractors.

## **Innovation Academy**

Initiative owned by Neva L. White, Kenneth L. Chandler

### **Status:**

In January 2019, STiR hosted Brian Elms, creator of the Denver Peak Academy, as the first iteration of the newly reorganized Innovation Academy. This academy exclusively focusses on teaching Lean and Six Sigma process improvement tools to participants in an easy-to-understand format that allows for staff at any level in the organization to put them to use. This session was meant as both an instructional class and as a train-the-trainer experience for 24 people in the organization, including all of the STiR staff and representatives from around the organization. This initial investment has also enabled STiR to provide more academy experiences to the organization at a greatly reduced cost. Each participant in the program is also provided a clear tracking mechanism in order to record their savings in hard and soft dollars, time, errors, and amounts of materials able to be produced by using the tools provided to them in improving processes.

Both the academy, a four-hour process improvement training, and a four-hour Human Design course are now exclusively taught and arranged by internal staff, creating a savings for the organization, as now no external consultants are needed to provide the innovation academy experiences (Equivalent consulting fees are \$10,000 a day to teach the Peak method). In addition, participants have communicated over \$50,000 in savings to the organization by improving processes using the tools provided.

## **Maintain AAA Bond Rating**

Initiative owned by Alice M. Kelly, Thomas M. Leahy

### **Status:**

For ten consecutive years, the City has been rated triple-A by three credit rating agencies, Fitch, Moody's and Standard & Poor's. Our triple-A rating enables the City to obtain the best available interest rate as we finance our capital projects, and provides assurance to investors of the soundness and security of bonds issued by the City. Agencies affirmed the City's triple-A rating with stable outlooks in June 2019 stating credit factors of: strong economy/tax base, solid financial position, and very strong financial management/policies. Key rating drivers: very strong financial management, manageable debt, rapid amortization, large diverse tax base, comprehensive financial policies, conservative budgeting, and full funding of the actuarially determined cost of retirement which includes amortization of unfunded liability. The number of municipal defaults and increased transparency requirements of GASB have caused rating agencies to emphasize pensions, retiree health care, and debt issuance and administration in their rating analyses.

Recent bond sale results:

- July 10, 2019: 2019A General Obligation Public Improvement (GO) Bonds \$156,125,000 (2019A \$101,210,000 & 2019B Refunding \$54,915,000) & TIC of 2.106266% (ratings AAA/Aaa/AAA)

- February 13, 2019: 2019 Storm Water Utility Revenue Bonds \$29,525,000 & TIC of 3.139267% (ratings AAA/Aa1)

## **Marketing of Excess City and School Property**

Initiative owned by Taylor V. Adams, Ronald H. Williams, Jr.

### **Status:**

Economic Development is marketing surplus properties on behalf of Virginia Beach City Public Schools (VBCPS). Land sale proceeds will accrue to the VBCPS system. The request for sale to be for the highest and best use.

## **Master Technology Plan Implementation and Update**

Initiative owned by Pedro R. Wallace, Tom Leahy

### **Status:**

Information Technology (IT) is working to refine and document foundational strategic initiatives for the City's business and technology roadmap. The plan will cover the next three to five years, beginning in the first quarter of FY20. The identified initiatives will be closely aligned with City Council's strategic goals to ensure continuity in service development and delivery. This alignment will promote agility, accountability, and transparency while supporting the City's mission and Council's vision. The technology plan emphasizes City Council's top five priorities identified as a result of their retreat. During the second quarter of FY20, IT will work with City leadership to develop the FY21 budget, particularly program proposals and capital improvement project requests. The goal is to ensure initiatives within the new plan are prioritized for funding once it is approved. The document's title has been changed from "Master Technology Plan" to "Enterprise Technology Plan."

## **Police Staffing Plan**

Initiative owned by James A. Cervera, Steven R. Cover

### **Status:**

The Operations Division continues to receive newly graduated recruits from two Basic Police Academies annually. The insertion of new recruits into the division maintains staffing and provides recent gains. As evidence, for precinct operations alone, staffing has decreased by one officer since 2012, with 2015 posting the lowest compliment at 400 officers assigned to precinct operations. The aforementioned recent gains noted since 2015 reflects 32 officers assigned to precinct operations. A trend that we hope will persist. For perspective, overall Department numbers reflect a net loss of nine officers since 2012 from 795 officers in 2012 to 786 in 2019, with 2016 posting the lowest compliment of 744 sworn members.

## **Provide Emergency Preparedness Outreach and Education to the Community, Including Flood Insurance Education**

Initiative owned by Erin E. Sutton, Steven R. Cover

### **Status:**

We continue to provide outreach to the community through presentations, attendance at public meetings and handouts. We held two CERT classes that produced 37 new CERT volunteers, exceeded two sea-level rise symposiums, and provided 10+ presentations to various civic leagues, clubs, HOAs, and preparedness fairs. We also continue to identify funding to support this effort but ultimately partnering with Public Works has been our best approach to support this initiative.

## **Public Safety Salary Compression**

Initiative owned by Regina S. Hilliard, Steven R. Cover

### **Status:**

The City Manager's work group continued to review salary compression with the goal of providing recommendations which will provide fair and equitable, along with affordable and sustainable solutions. As a result, new plans were put into place to address supervisory salary compression with the goal of attaining the midpoint of the assigned pay range within three years of promotion. This midpoint goal applies to all employees in titles requiring supervision. Additionally, public safety career development plans in conjunction with ongoing merit increases are being implemented for horizontal compression. These efforts lay the framework for public safety pay into the future.

## **Sale of City-Owned Land: Evaluation, Policy Direction, and Actions**

Initiative owned by Mark A. Johnson, Thomas M. Leahy

### **Status:**

Within the past year two parcels have been sold, generating revenue of \$195,000. The Disposition Committee continues to review City owned properties and will continue to recommend disposition of those determined to be in excess of the City's needs. The properties acquired for BRAC using State assisted funding and sold as excess and/or easement requires one-half of the sales price to be returned to the State.

## **SPSA: Long Term Solid Waste Disposal for Southside Localities**

Initiative owned by Mark A. Johnson, Thomas M. Leahy

### **Status:**

The SPSA (2.0) Use and Support Agreement began on January 25, 2018 and runs through June 30, 2027. The tip fee was reduced from \$125/ton under the previous agreement to \$65/ton. The SPSA tip fee for FY 18/19 was \$62/ton, FY 19/20 is \$57/ton. Rate reductions were possible due to retired debt, new disposal contracts and operational efficiencies. Some additional efficiencies are likely but the rate will not likely continue to fall.

Wheelabrator is contracted to provide incineration of municipal solid waste and generate electricity. The initial term is February 1, 2019 through June 30, 2027 with two 5-year extensions available.

SPSA's Regional Landfill continues to ensure long term disposal capacity for member communities. A Good Neighbor/Host Agreement with Suffolk is in effect as of May 23, 2016 and includes a \$4 Host Fee for each ton of waste deposited in the Regional Landfill. The Cell VII CUP has been modified to better reflect the needs of both Suffolk and SPSA. Permitting has been initiated for Cells VIII and IX as part of the planning and preparations for construction of Cell VII.

Commercial waste is being accepted at SPSA transfer stations, which lowers overall costs for member communities and ensures a competitive commercial hauler market.

# Improve the Transportation System



**Goal 3**

# Goal 03

## Improve the Transportation System

*Council Priorities Include:  
Sea Level Rise/Stormwater & Transportation*

### **Autonomous Vehicle Plan**

Initiative owned by Tara D. Reel, Ronald H. Williams, Jr.

#### **Status:**

##### AUTOMATED VEHICLES:

An automated vehicle (AV) shuttle is under research for the Pembroke SGA that would focus on Town Center. These discussions are ongoing as terms of partnerships and feasibility of the overall project is assessed. The project launch is proposed for April of 2020.

The 19th Street corridor AV shuttle is on hold due to ongoing construction for the 19th Street CIP project. This AV project would provide east-west connectivity between the existing and planned convention, sports and entertainment venues and hotels, restaurants and the existing transit routes currently providing north-south connectivity via year-round bus and seasonal trolley service.

##### CONNECTED VEHICLES:

In 2019, the City was accepted to the National Operations Center for Excellence (NOCoe) for the development of a Signal Phase and Timing (SPaT) corridor. The project involves the deployment of dedicated short-range communication (DSRC) radio infrastructure with SPaT and Map data (MAP) broadcasts along Virginia Beach Boulevard (Route 58). City staff will utilize the existing infrastructure such as fiber optic communication network, Traffic Management Center and other assets to deploy a connected vehicle (CV) communications system. Infrastructure upgrades are proposed for approximately 25 locations along Virginia Beach Boulevard between Lynnhaven Parkway and Newtown Road required for the City to self-deploy and create a test bed capable of demonstrating the benefits of the technology.

VTTI is currently conducting research through their Safety through Disruption (Safe-D) University Transportation Center (UTC) program. Roadways in the City have consistently ranked in the top ten crash cluster locations in the state of Virginia. Research associates will collect, process, analyze, and make safety suggestions based on observations at dangerous intersections in the City. The project seeks to develop methods to populate data into formats that can be utilized by the industry to assist in the development of connected and automated vehicle safety systems.

## **Better Mass Transit by Improving Frequency and Reliability**

Initiative owned by Tara D. Reel, Ronald H. Williams, Jr.

### **Status:**

In Fall of 2018, the Department of Public Transit funded a grant for the Transit Transformation Project to revision the current Hampton Roads Transit system. Some of the project goals are as follows:

1. Present a truly regional, cross-boundary analysis of service needs based on a blank-slate analysis of current travel demand, demographics, land uses, and new service design in comparison to current system performance.
2. Think outside the box to propose solutions to operational, service provision, and financial issues: consider testing and revisiting new service/service changes, pilots for new technologies and mobility, different service patterns for different areas, etc.
3. Describe and promote the value of transit as a critical regional need for supporting economic growth and access to jobs in the region, as well as transit branding, including vehicles.
4. Present clear and new options of service models for transit in Hampton Roads including high-frequency service and on-demand service, while considering local needs.
5. Develop a final cost-neutral plan with recommendations for service, cost allocation and funding strategy (if different from current model), and customer-oriented improvements, which shall be adopted by HRT's governing board and endorsed by the Hampton Roads Metropolitan Planning Organization as required by the Commonwealth of Virginia.
6. Develop additional options for targeted capital and operating investments for the cities and the region, including improvements to reduce trip time and appropriate vehicle investments and amenities.

A core backbone of routes will provide service to the region with the option of on-demand microtransit where transit routes are eliminated. It is proposed at this time that the recommendations from this draft be adopted as the new Transit Strategic Plan, which would replace the Transit Development Plan. Discussions are currently ongoing, and the plan should be adopted in December of 2019 with revisions offered by localities. Changes to the system are not anticipated until FY22.

## **Bikeways and Trails Plan Implementation**

Initiative owned by Chad R. Morris, Kenneth L. Chandler

### **Status:**

The system continues to grow, with the primary focus currently on a rewrite of the 2011 Bikeways and Trails Plan (renamed to Active Transportation Plan) with anticipated completion, presentation and adoption in early 2020. A national firm has been contracted to provide consulting services and recommendations on how to improve the network of alternative and active transportation throughout the City with an emphasis on equitable pedestrian mobility and a long-range multi-modal master plan.

Additionally, in concert with the Strategic Growth Area office, a conceptual study of the proposed Virginia Beach Trail in the former Norfolk Southern Rail Road (NSRR) corridor across the City was conducted. This proposed Shared Use Path will provide a spine for the City's system of active transportation, providing economic development, recreational, tourism, and commuter opportunities throughout the hubs of the SGA's and beyond. The study recommended a 10' wide paved path with 2' shoulders with a pedestrian bridge over Thalia Creek. A BUILD Grant application was submitted in July 2019 which would potentially build two phases of the Virginia Beach Trail.

## **Bikeways Construction**

Initiative owned by Mark A. Johnson, Thomas M. Leahy

### **Status:**

The schedule for FY20 includes over 15 miles of existing roads to be striped for cycling accommodations while performing maintenance repaving. The Public Works and Parks and Recreation Departments, in accordance with the Bikeways & Trails Plan, work to improve cycling for transportation and recreation for both on-road and on-path, and enhance pedestrian connectivity throughout the City. In 2019, about 6 miles of bike accommodations were added during paving operations by restriping for wider outside lanes and adding shoulders where possible.

## **Centerville Turnpike Widening**

Initiative owned by Mark A. Johnson, Thomas M. Leahy

### **Status:**

Centerville Turnpike - Phase II Project (Indian River Road to Kempsville Road) is currently in the site acquisition phase. Construction is scheduled to begin in September of 2020; however it may be delayed due to pending acquisition resources. The Total Project Cost is \$42.9M.

Centerville Turnpike - Phase III Project (Kempsville Road to the Chesapeake City Line) is now fully funded with Smart Scale funding. Design is underway and construction is scheduled to begin in 2023. The Total Project Cost is \$38.0M

## **Greenwich Flyover: I-64/I-264 Improvement Project**

Initiative owned by Mark A. Johnson, Thomas M. Leahy

### **Status:**

The I-64/I-264 Interchange Project, which includes the Greenwich Flyover is under construction as of February 2018. Construction completion is scheduled for Fall of 2021. The Greenwich Flyover portion of the project is scheduled to be completed in Fall of 2020.

## **High Speed Rail Advocacy**

Initiative owned by Tara D. Reel, Ronald H. Williams, Jr.

### **Status:**

The regional transportation organization, Hampton Roads Transportation Planning Organization (HRTPO), continues to provide regional Board support of high-speed rail. The following is proposed for the 2020 HRTPO Legislative Agenda: The HRTPO supports efforts to promote higher-speed passenger rail service between Hampton Roads and Richmond, including the completion of a TIER II Environmental Impact Statement (EIS) for the Southside and Peninsula corridors.

## **Indian River Road/Kempsville Road Intersection Improvements**

Initiative owned by Mark A. Johnson, Thomas M. Leahy

### **Status:**

Construction is underway as of June of 2018 and is approximately 85% complete. The project is currently scheduled to be substantially complete by October of 2019 with final completion by December of 2019. Construction completion was originally scheduled for June of 2020. Total Project Cost is \$23.1M.

## **Local Road Funding: Long Term**

Initiative owned by Mark A. Johnson, Thomas M. Leahy

### **Status:**

The City has been very successful in obtaining State and Federal Transportation funding over the past several years to supplement local funds. Over the past 10 years, the City received an average of \$14M per year in Competitively Obtained Funding (COF), from various programs. In 2010, the guaranteed State Urban Formula Transportation Funding was removed and more recently the State has developed the "Smart Scale" Program to allocate State transportation funding to projects based on a project scoring system.

In the first three rounds of Smart Scale, the City received \$36M, \$30M, and \$3.6M, respectively, for the following projects:

### Round 1 (2016):

Indian River Road Phase VII-A	\$ 20,000,000
Laskin Road Bridge	\$ 10,000,000
Centerville Turnpike Phase III	\$ 6,000,000
<b>Total</b>	<b>\$ 36,000,000</b>

### Round 2 (2017):

Indian River Road Phase VII-B	\$ 5,000,000
Laskin Road Phase 1-A	\$ 15,000,000
Cleveland Street Phase IV	\$ 10,000,000
<b>Total</b>	<b>\$ 30,000,000</b>

### Round 3 (2018):

General Booth Boulevard & Oceana Intersection	\$ 3,600,000
<b>Total</b>	<b>\$ 3,600,000</b>

Public Works staff are currently reviewing candidate projects for Smart Scale Round 4 in Spring/Summer of 2020.

## **Major Road Project: Funding**

Initiative owned by Mark A. Johnson, Thomas M. Leahy

### **Status:**

Funding for major roadway projects is declining and a substitute funding source must be found in order to maintain previous levels of funding, in order to fund a backlog of major City roadway projects. Funding for major roadway projects is derived from a combination of City funding and State/Federal funding. While City funding has remained relatively constant, State/Federal funding has decreased due the following: the removal of guaranteed Urban Formula Funding by the State; implementation of tighter rules on the State Revenue Sharing Program; and the move by the State to make funding sources competitive, such as the recently created Smart Scale Program. Some of the State/Federal funding sources are the following:

- Smart Scale
- Bike Safety Improvement Program (BSIP)
- Congestion Mitigation and Air Quality (CMAQ)
- Federal Lands Access Program (FLAP)
- Transportation Alternatives (TA)
- Highway Safety Improvement Program (HSIP)
- Primary Extensions
- Revenue Sharing (RS)
- Regional Surface Transportation Program (RSTP)
- State of Good Repair (SGR)

All of these Programs are competitive in nature and therefore funding is not guaranteed. Other sources of funding must be sought such as the federal Build and INFRA grant programs or similar program; general City tax increase; or a roadway bond referendum.

### **Nimmo Parkway - Phase VIIA**

Initiative owned by Mark A. Johnson, Thomas M. Leahy

#### **Status:**

This project is for the construction of an improved two-lane roadway from the intersection of Sandbridge Road and Sandpiper Road, to a point approximately 1.1 miles west of Sandpiper Road. Environmental permits have been received. Design is currently at 60% complete. Coordination efforts are in progress with the SLR Study in this corridor. Results should be finalized by late 2019 and will be incorporated into the 90% submittal, which is due in late Spring of 2020. Private utility relocation is scheduled to begin in early 2021 and be completed in July of 2021. The Total Project Cost is \$19.7M. This project is fully funded in the FY19 CIP, with a construction start of July of 2022.

### **Princess Anne Road - Phase VII**

Initiative owned by Mark A. Johnson, Thomas M. Leahy

#### **Status:**

This project is for the widening of Princess Anne Road to a four-lane roadway, from General Booth Blvd to Upton Drive. The Total Project Cost is \$38.6M. Project design is complete. Site acquisition and utility relocations are underway. Construction bids were opened on November 1, construction began in March of 2019. Construction is scheduled to be completed by March of 2021.

### **Regional Transportation Funding/Six Major Projects Regional Agenda**

Initiative owned by Robert Matthias, Thomas M. Leahy

#### **Status:**

The Hampton Roads Bridge Tunnel (HRBT) is now under construction by HRTAC. The project will add new southbound tunnels and roadway to improve I-64 to eight lanes between I-64/I-264 and west of Hampton University on the Peninsula. HOT lanes will be established as far west as Mercury Blvd/I-64 to Bowers Hill/I-64 Interchange. The design-build construction contract has been awarded for \$3.3B. Including the construction contract, owner's costs, and contingency, the total budget is \$3.862B. This makes it one of the largest infrastructure projects in the country. The Third Crossing, renamed the Patriots Crossing is funded for \$10M for additional environmental work. That project will be considered for funding after the HRBT improvements are completed in 2024.

Phase 1 and 2 of the I-64/I-264 interchange projects are underway to be completed in October of 2019 and Fall of 2021, respectively. This will provide for greatly improved access from I-64 West onto I-264 East including a flyover at Greenwich Road to Cleveland Street for improved mobility within and between the Newtown and Pembroke Strategic Growth Areas.

Phase 3 of the I-64/I-264 interchange is a study to look at the three remaining quadrants of this interchange; I-264 from the Military Highway interchange to the Witchduck Road interchange; and, I-64 from the Indian River interchange to the Northampton Boulevard interchange. This is funded in the amount of \$10M and should be completed by the end of 2019.

The High-Rise Bridge improvements are underway in Chesapeake from route 168 to just east of the Bowers Hill interchange. The \$410M construction contract will provide three lanes in each direction including the construction of a four-lane bridge in the eastbound direction for the eventual full buildout of this project. The project completion date is July of 2021. The Bowers Hill interchange improvements are unfunded at \$300M. The NEPA process anticipated to be complete Fall of 2019/Winter of 2020.

The City is working with regional partners to have Phase 2 of the High Rise Bridge delayed for 25 years. The current bridges have 25-30 years of useful life. Delaying that project will free up \$1.3B. These funds could be used for Bowers Hill Interchange, Fort Eustis Blvd Interchange, I-264/I-64 Interchange and Independence Blvd/I-264 Interchange.

Route 13/460/58 connector in Suffolk was funded for \$10M worth of preliminary engineering and design. That project has been terminated because of the wetland impacts at a savings of \$7M to flow to other HRTAC projects.

The General Assembly established the floor for regional gas tax in Hampton Roads during the 2018 session of the General Assembly. This provided approximately \$22M in additional funds to HRTAC and it also provided much more surety to the bond rating agencies.

During the 2019 session of the General Assembly, the I-81 Project Fund was created. Approximately \$26M a year is available to improve I-64 in the area between the projects now underway and also HRTAC projects on I-64.

## **Roadway Maintenance Program**

Initiative owned by Mark A. Johnson, Thomas M. Leahy

### **Status:**

In FY19, the Pavement and Maintenance program completed over 200 miles of roadway and associated turn lanes and markings. The FY2020 paving plan includes another 208 lane miles with support funding of \$11M. Full details will be sent to City Council.

The FY19 reconstruction projects included portions of Sandfiddler Rd., Princess Anne Rd., Providence Rd., and Newtown Rd. The FY20 reconstruction projects will include Sandpiper Rd., Head River Rd. and portions of Virginia Beach Blvd.

## **Shore Drive Infrastructure Improvements**

Initiative owned by Mark A. Johnson, Thomas M. Leahy

### **Status:**

Shore Drive Infrastructure Improvements are broken into four phases (Phase I: Demonstration Project; Phase II: South Oliver to Treasure Island; Phase III: East Side of Lesner Bridge to Croix Drive; Phase IV: West Side of Lesner Bridge to Marlin Bay). Also included are Interim Safety Improvements and BAC additional safety recommendations.

- Phase I - Interim Safety Improvements and the BAC additional safety recommendations have been completed (\$7M).
- Phase II - Project is not programmed (\$24M).
- Phase III - Project is in the acquisition phase. Construction is scheduled to start in the Summer of 2020 (\$27.5M).
- Phase IV - Funding was restored for this project in the FY19 CIP. Design activities will resume when funding becomes available in July of 2020 (\$14.5M).

## **Sidewalk Master Plan**

Initiative owned by Mark A. Johnson, Thomas M. Leahy

### **Status:**

Public Works is leading a collaborative effort with Parks and Recreation, Planning, SGA, and the ViBe District to outline an approach to this work and is expected to include both inventory and policy components. The ad-hoc team will develop the Sidewalk Master Plan based on community input, City Council input, and City staff technical data. Funding to implement the Sidewalk Master Plan will be requested during future budget processes. The Sidewalk Master Plan should mesh together with the Bikeways and Trails Plan (currently in an update process), and transit planning to constitute both an approach to active transportation and direction for providing alternatives to using motor vehicles.

## **UBER/LYFT Shared Ride Services Regulations**

Initiative owned by Tara D. Reel, Ronald H. Williams, Jr.

### **Status:**

The shared ride services industry is static at this time. However, what is referred to as Mobility as a Service (MaaS) is a trending program area that localities around the world are attempting to manage. MaaS refers to e-scooter, e-bike and bike share services. The City will be working with the community, MaaS providers and across the City organization to determine a program of services that will be able to enhance mobility opportunities for our residents and visitors, while also putting safety and compatible use as the highest priority.

If City Council concurs that Mobility as a Service is a priority moving forward, it is recommended that this initiative be changed and managed accordingly. There is currently an initiative underway to deal with regulatory efforts involving e-scooters. It may be imperative to develop a larger mobility plan to mitigate and manage disruptive transportation technologies.

### **Veterans Facility: Access Road**

Initiative owned by Mark A. Johnson, Thomas M. Leahy

#### **Status:**

The Veterans Facility Access Road is a segment of Nimmo Parkway – Phase II, called Nimmo Parkway - Phase IIA. It is a two-lane roadway and extends approximately 650 feet from the existing Nimmo Parkway/West Neck Road intersection to the proposed Veterans Care Facility entrance. The proposed configuration for the Nimmo Parkway/West Neck Road intersection is a “Roundabout”, resulting from the analysis performed for the Preliminary Engineering Report. Formal design has been completed, pending regulatory approval. The US Army Corps of Engineers has not yet issued the permit for the project. Once the permit is issued, the project will be advertised for construction. Target construction start date is Jan 2020, with completion in July 2020.

### **Witchduck Road: Phase II**

Initiative owned by Mark A. Johnson, Thomas M. Leahy

#### **Status:**

This project is for the widening of Witchduck Road to a six-lane divided roadway, from I-264 to Virginia Beach Blvd. Total Project Cost is \$60.1M. Construction began in January of 2017 and is approximately 65% complete. Construction completion is scheduled for May of 2020.

# Revitalize Neighborhoods and Plan for the Future



**Goal 4**

# Goal 04

## Revitalize Neighborhoods and Plan for the Future

*Council Priorities Include:  
Economic Development & Sea Level Rise/Stormwater*

### **2040 Vision to Action Community Coalition**

Initiative owned by Robert J. Tajan, Ronald H. Williams, Jr.

#### **Status:**

As of June 2019, the group met monthly to discuss their revised community outreach plan. Based on their internal discussion and input from city staff, it was decided that they can be of most benefit by providing support to the City's 5-year Comprehensive Plan update effort. The role of the Vision to Action Community Coalition will be to assist staff with defining public outreach tools, disseminating information, gathering public input, and providing input for the Comprehensive Plan. The members of this group have far reaching ties with the community and can assist in attaining the 10,000 "public touches" that the City is striving for with the Comprehensive Plan public engagement process.

### **Advocate for Policy, Planning and Fiscal Decisions Impacting Housing Appropriations at the Federal, State, and Local Levels**

Initiative owned by Andy M. Friedman, Ronald H. Williams, Jr.

#### **Status:**

In 2018, the director of Housing & Neighborhood Preservation was appointed to the State Board of Housing and Community Development. In that position, he interacts regularly with state leaders and has the opportunity to provide input on state plans and policies. In addition, he makes presentations at statewide housing conferences to promote affordable housing.

Federal funding for housing programs has been stable for the last two years. The City's lobbyist keeps staff informed about potential and actual proposals to affect that funding, and we will identify opportunities to counteract potentially harmful Federal changes when they are being considered.

### **Cleveland Street Area Development**

Initiative owned by Robert J. Tajan, Ronald H. Williams, Jr.

#### **Status:**

The construction of Price Street Apartments, a new, affordable housing community, is nearing completion just east of Witchduck Road and north of Rt. 264. Design for the new Cleveland Street Smart Scale project between Witchduck Road and Independence Avenue began in July of 2019 with FY2020 CIP funding. The SGA staff is drafting a small area plan update for this area with public engagement beginning in 2020. Planning efforts include

evaluation of floating zoning districts to support development and redevelopment opportunities in the area.

### **Coordinate Evaluations of Land Use Conformity Issues with the U.S. Navy**

Initiative owned by Robert J. Tajan, Ronald H. Williams, Jr.

#### **Status:**

From June 2017 to the present, the Navy-City Joint Review Process (JRP) Group reviewed the following discretionary development application for consistency with the AICUZ Overlay Ordinance:

Eddrick Corey Cason (West side of Seaboard Road, approximately 1,500 feet south of Nimmo Parkway / 65-70 db DNL AICUZ Sub-Area 2): Applicant requested a rezoning of the site from AG-2 Agricultural to R-10 Residential, which based on the configuration of the lot, and the available frontage on Seaboard Road, would allow two single-family lots. The JRP Group determined that the rezoning was consistent with Section 1804(c)(2) of the ordinance, finding that the proposed development will be at a density similar to or lower than that of surrounding properties having a similar use, and no greater than recommended by the Comprehensive Plan.

Revisions to the Oceanfront Resort District Form-Based Code: City staff provided the JRP Group with a briefing on the proposed update to the Form-Based Code for the Oceanfront Resort District. There was positive discussion from both the City members and the Navy members of the JRP Group, noting that the revisions appear to create an improved set of regulations.

### **Eastern Shore Drive Storm Water Project**

Initiative owned by Mark A. Johnson, Thomas M. Leahy

#### **Status:**

This project includes tide gates, pump stations, canal improvements, and drainage system improvements for Shore Drive East of the Lesner Bridge. The project will be constructed in multiple phases (Phase I, II, and III). The first Interim project (tide gates) was completed in the Summer of 2017. The next interim project, Cape Henry Canal Drainage Improvements is ongoing. This project includes a box culvert from Ebb Tide Road to West Great Neck Road, and side street outfall improvements to Starfish Road, Ebb Tide Road, and Red Tide Road. This project was advertised for construction in April of 2019. Bids were opened July 23, 2019. Construction is expected to begin in November of 2019. Phase I, Sections I and II, are funded; however, additional funding will be needed for Phase III.

## **Housing and Neighborhood Strategy**

Initiative owned by Andy M. Friedman, Ronald H. Williams, Jr.

### **Status:**

Staff is working with the Housing Advisory Board to create a framework for the development of a housing and neighborhood strategy that is coordinated with the citywide comprehensive planning initiative. During 2019, we are arranging a series of briefings on key aspects of the strategy. Work of the Revitalizing Neighborhoods Strategic Goal Team will be incorporated as well. From that, a framework document will be created to guide public input as part of the citywide process. That input will be used to draft a strategy that will be reviewed by the Housing Advisory Board, the Planning Commission, and the City Manager's Office, and then presented to Council.

## **Sea Level Rise/Recurrent Flooding Comprehensive Analysis**

Initiative owned by Mark A. Johnson, Thomas M. Leahy

### **Status:**

The development and evaluation of adaptation strategies are ongoing, this includes the City-Wide Structural Alternatives and Site/Parcel-Level Alternatives. The Neighborhood Protection Alternatives report is still in draft form, but will be complete by the end of September of 2019. Hydrodynamic modeling for the adaptation strategy alternatives have selected the top three alignments. The Nature-Based Coastal Flood Mitigation Strategies report is complete and a National Fish and Wildlife Foundation (NFWF) Grant application has also been completed. Notification of the grant will be in November of 2019. Six public meetings took place in May, July, and August of 2019. The draft Sea Level Rise Adaptation Strategies (Phase 3) will be complete in November of 2019, with a presentation to City Council in December of 2019. Public Meetings will be scheduled in January of 2020. The final Sea Level Rise Adaptation Strategies will be posted on-line by March 31, 2020.

## **Sherwood Lakes Storm Water Flooding**

Initiative owned by Mark A. Johnson, Thomas M. Leahy

### **Status:**

Public Works Operations positioned a portable pump to lower the lake levels between 3.0-ft. and 3.5-ft, in advance of significant storm events, until the permanent pump station has been constructed. The water surface elevations are monitored once a month or after a rain event, whichever is more frequent. Construction for the interconnect pipe is complete. Construction of the permanent pump station is anticipated to be complete in September of 2019.

## **Storm Water Fee Policy Direction**

Initiative owned by Mark A. Johnson, Thomas M. Leahy

### **Status:**

Public Works evaluated each of the primary functional components of the storm water program that include water quality/regulatory compliance, operations and maintenance, and flood control, and created the 6-year, \$395M CIP. The FY20 CIP included an increase in the real estate tax by 1.5 cents and an increase of 3.5 cents per year over the next 6 years to the storm water fee. Two additional funding scenarios, that show allocations out to FY32 and FY40, were created and presented to the City Manager in early March 2019. The first funding scenario that includes allocations out to FY32, is a \$1.3B plan that is comprised of continued dedicated real estate taxes, continued growth in the storm water fee, redirection of road CIP funding, and will fund all of the current flood control projects. It also increases the allocations to major programs in water quality/regulatory compliance, operations, and maintenance. This plan was presented to City Council in late March 2019. The second funding scenario is a \$2.2B plan that begins to fund some of the Sea Level Rise initiatives necessary to protect and preserve the City's economic vitality and quality of life.

City Council is contemplating a Storm Water Bond Referendum to provide additional funding for the storm water program. As such, Public Works is developing a list of candidate projects and programs to be funded, if a referendum were passed.

## **VBCDC: Response to Audit**

Initiative owned by Andy M. Friedman, Ronald H. Williams, Jr.

### **Status:**

A status report has been developed. It will be updated and presented to the VBCDC board and council liaisons at the September board meeting. Two major issues that are initially being addressed:

1. VHDA is assessing VBCDC's property management/maintenance system and will provide an oral report on their assessment in early Fall of 2019
2. VBCDC, DHNP and the Finance director are meeting in September to address the issue of VBCDC financial reserves.

# Be a Competitive, Sustainable Year Round Resort Destination for Residents, Businesses, and Tourists



**Goal 5**

# Goal 05

## Be a Competitive, Sustainable Year Round Destination for Residents, Businesses, and Tourists

*Council Priorities Include:  
Economic Development, Education, & Transportation*

### **19th Street Pedestrian Connection**

Initiative owned by Mark A. Johnson, Thomas M. Leahy

#### **Status:**

The 19<sup>th</sup> Street Project includes improvements along 19<sup>th</sup> Street from Parks Avenue to Arctic Avenue. Improvements include a new three lane roadway section with on-street parking, 10' minimum sidewalks, undergrounding of all overhead utilities, stormwater upgrades, new sanitary sewer, new traffic signals, street and pedestrian lighting, landscaping and street furnishings. The Total Project Cost for this project is \$16.5M. Notice to Proceed was issued June 4, 2018. Construction is approximately 55% complete. Construction is scheduled to be completed in June of 2020.

### **Activate Atlantic Avenue**

Initiative owned by Robert J. Tajan, Ronald H. Williams, Jr.

#### **Status:**

Activate Atlantic Avenue saw great progress with the continued growth of the business association, Atlantic Avenue Association. In addition, this past off-season, the Atlantic Avenue on-street parking program was expanded from 5th to 40th Street, October 1 through mid-April with the goal of attracting patrons to the resort's restaurants and businesses. Based on the success of the first annual "Party! On Atlantic" in November 2018, three events are planned in the fall of 2019. The recommendations from the 2018 EDSA report for the revitalization of Atlantic Avenue are now being contemplated as part of the Resort Area Strategic Action Plan Update.

### **Branding: Virginia Beach Naturally**

Initiative owned by Brad van Dommelen, Ronald H. Williams, Jr.

#### **Status:**

Efforts to increase familiarity of Virginia Beach's outdoor experiences to potential domestic and international visitors continue as a significant part of the overall Live the Life brand marketing strategy in 2019. The Convention and Visitors Bureau's (CVB) warm weather "Go Beach!/Go Beachless!" highlighted 500 square miles of Virginia Beach's waterways, parks, trails and outdoor activities to reach experience seekers looking to connect with nature in

addition to their beach stay. The CVB produced a series of broadcast “mini-sodes” featuring local talent Mary Kathryn highlighting outdoor adventures that aired on out-of-market TV and social in spring of 2019 (episodes can be currently viewed on VisitVirginiaBeach.com). Currently, the CVB’s late summer/fall campaign, “Love Virginia Beach. All Year.”, continues to cement Virginia Beach as a vacation destination of choice for nature lovers by highlighting nature experiences through media channels like Blue Ridge Outdoors, TV, social media, and digital. Close to 30 blog articles have been produced in 2019 under the “Outdoors” category. Canadian marketing efforts include a show called "Direction vers la Mer" featured on Canal Évasion. These three one-hour episodes started running on rotation during the spring of 2019 featuring nature and soft adventure and will run for an additional two years. Multiple articles featuring nature-based offerings include Le Devoir, Le Journal de Montreal, Le Journal de Quebec, La Tribune, Le Soleil and Chatelaine magazine. In the Group Tour Market, a Coastal Studies Tour Itinerary for student groups was created and promoted through trade shows and targeted email. Selling sheets were updated focusing on nature-based attractions such as the Nature Bus, Brock Environmental Center, Chesapeake Bay Foundation, Virginia Aquarium, Back Bay, False Cape State Park, First Landing, dolphin cruise, Adventure Works, and the Adventure Park. A customized Live the Life Eco Adventures itinerary was also developed for the Senior Adult group market.

## **Conduct "Research & Development" to Support Tourism Marketing Investments**

Initiative owned by Brad van Dommelen, Ronald H. Williams, Jr.

### **Status:**

The Convention and Visitors Bureau (CVB) continues to use its research capabilities and data sources to plan, measure and analyze its owned and paid media efforts. In addition to the Smith Travel Research reports that provide past hotel performance data, the CVB recently secured a new forecasting research vendor, Adara Market Monitor. This demand prediction tool delivers market level forecasts, competitive analysis, historical performance and origin market details to help the CVB drive more effective marketing spend. This tool will be critical in FY21 budget planning to set aside more contingency funds for “high need” periods throughout the year.

For performance data, the CVB used Arrivalist data for the 2019 warm weather campaign to tag owned and paid digital media to measure the impact of marketing and advertising efforts through actual arrivals in the destination after exposure to tagged media. This data helped the CVB decide whether to continue or pivot media investments towards better performing media tactics in the FY20 late summer/fall campaign.

To further evaluate the effectiveness of advertising efforts, the CVB will conduct another brand awareness and perception study in 2020 as a follow up to the same study that was conducted in 2018, 2013, and 2016 to measure efforts.

## **Construct the Darden Marine Animal Conservation Center**

Initiative owned by Cynthia Whitbred-Spanoulis, Kenneth L. Chandler

### **Status:**

As part of the Virginia Aquarium Foundation's successful capital campaign, the Joshua P. and Elizabeth D. Darden Foundation generously donated \$2.5 million to name this new conservation center. This 18,000 sq. ft. support facility for the Virginia Aquarium is a joint project between the City of Virginia Beach, through the CIP, and the Virginia Aquarium Foundation, through the ongoing Capital Campaign and will be known as the Darden Marine Animal Conservation Center. The donated funds will be used to help construct and equip the new facility.

The project was funded beginning in FY15. The design firm of Waller, Todd and Sadler Architects completed the A&E construction drawings and the City put the project out for bid in early 2018. Bids came in over budget and staff worked with the low bidder, MEB General Contractors, to reduce significant costs in the project. Following transfer of unused funds from the Housing Resource Center CIP, the project was fully funded and City staff completed the construction contract with MEB. Construction officially started in September 2018 and completion is scheduled for spring of 2020.

## **Convention Center Business Development**

Initiative owned by Brad van Dommelen, Ronald H. Williams, Jr.

### **Status:**

The Meetings and Conventions (M&C) sales/service efforts are mission critical to making Virginia Beach a year-around destination. The sales team engages in destination marketing efforts from small meetings to large-scale conventions with a concentration in finding need period business from October through April for our convention center and hotels. The M&C team is maximizing industry partnerships such as Cvent, Experient, Virginia Society of Association Executives, and HelmsBriscoe to leverage meeting planner relationships. In addition, we hired a new mid-west sales manager and are in the midst of renewing the contracted Washington, DC sales representative position that was hired last August to maximize Virginia Beach's visibility and sales lead development in the nation's highest concentration of associations and organizations.

## **Convention Center Headquarters Hotel Development**

Initiative owned by Brad van Dommelen, Ronald H. Williams, Jr.

### **Status:**

Virginia Beach's tourism industry continues to lose ground in the meetings and convention industry due to the absence of a headquarters hotel adjacent and connected to our convention center. Virginia Beach is the only city with a convention center of our quality that does not have a headquarter hotel. All other cities that we compete against for meetings and conventions have at least one and in many cases two or more headquarter hotels adjacent or connected to their convention center. This makes Virginia Beach non-competitive when

professional meeting planners compare our package to what they can do in any other city. The recently completed HVS study (August 2018) was the sixth study that the City commissioned over the past 24 years that emphasized our need to add this product to be competitive and grow our tourism volume. The study states, "...the lack of a headquarters hotel in Virginia Beach has decreased the desirability of the VBCC and impeded its efforts to book quality events." With a preferred site for the hotel recently receiving the designation as a federal Qualified Opportunity Zone we have a new tool to leverage this opportunity. However, this opportunity has a limited time table available to secure its benefits which has created a new sense of urgency to move forward with this project for the benefit of our tourism economy.

## **Develop Virginia Beach into a Year-Round Resort Destination**

Initiative owned by Brad van Dommelen, Ronald H. Williams, Jr.

### **Status:**

Through sales efforts and owned, earned and paid messaging the Convention and Visitors Bureau aims to increase the awareness and familiarity of Virginia Beach as a year-round destination.

On the advertising front, research studies show that familiarity with Virginia Beach is significantly higher among respondents located in markets where the CVB ran brand and lifestyle interest campaigns (history, outdoors, art/culture, craft beer and culinary), compared to markets where only the brand campaign was run or where no media was run. Due to the strength of the lifestyle interest campaign and its ability to encourage potential visitors, the CVB continued to implement this effective campaign strategy in the 2019 Go Beach!/Go Beachless warm weather campaign as well as the 2019 mid-summer and late summer/fall campaigns. February, March, and April 2019 saw hotel occupancy up over 2018, with overall year to date occupancy through June pacing 2.2% ahead of 2018 (source: Smith Travel Research). Virginia Beach also continues to lead the competitive set (Myrtle Beach, Ocean City and Outer Banks) in occupancy through June 2019.

The sports marketing team brought new business to Virginia Beach in the shoulder season this year as well, including VHSL Student Leaders Conference (est. 1,000) – April 5-6, 2019, the 2019 US Lacrosse WCLA National Championships (est. 650 athletes, 500 spectators) May 8-11, 2019 and American Football Events Team USA All American Bowl (est. 120 athletes, 500 spectators) May 15-19, 2019. The convention sales team has added a sales representative in the DC market which has been instrumental to sourcing new business leads, aiding to keep Virginia Beach top of mind in the meetings market year-round.

These efforts combined help to position Virginia Beach as a year-round destination across several target audiences.

## **Dome Site Development**

Initiative owned by Taylor V. Adams, Ronald H. Williams, Jr.

### **Status:**

This project consists of a proposed mixed-use, multi-venue entertainment complex on a 10.35-acre property located between 18<sup>th</sup> and 20<sup>th</sup> streets, known as the old Dome site. Following an RFQ process that sought proposals for a development team to design and build a year-round entertainment complex on the site, Venture Realty Group was selected as the preferred developer to manage and construct all facets of the project. The City and Venture Realty have agreed to a non-binding term sheet that outlines the essential elements of the project. It is the basis for a development agreement that will go to the City Council for final approval by October of 2019.

## **Expand Public Art Program and Community Art Programs**

Initiative owned by Emily Spruill Labows, Ronald H. Williams, Jr.

### **Status:**

Public Art initiatives for FY20 include the Spring installation, “Barreled” by Hive Public Space on 17<sup>th</sup> Street. Cultural Affairs continues work with the City's regional and community partners on various public art initiatives which include: “GOBY” sculpture, promoting beach cleanup, exploring locations for new murals, “Bus Stop Poetry” with HRT, Shore Drive Gateway, Mt. Trashmore Stair mural replacement, and Woodstock Skate Park. We are focusing on educational opportunities, symposiums in partnership with Public Art Virginia Beach Foundation/MOCA, Artist “Bootcamp”, and online STEAM curriculum. Continuing to work with the Public Art Foundation on their five year plan and goals, which include a quarterly public art newsletter, donor and board development, and fundraising for the Greenwich Flyover Gateway Project which has been approved by the Foundation.

The Vivid Art/Light/Innovation Festival benchmarking and outline is complete and ready to move to the next phase of development. Funds have been allocated to contract a consultant to define the festival as it directly applies to Virginia Beach to solicit support from the public and investors, as well as to assess scale, funding strategies, marketing, and timelines. In addition, a proposed permanent projection at the 24<sup>th</sup> Street Park would potentially support the festival as well as become a tourist draw. Led the Resort Area Commission (RAC), letters of support from Atlantic Avenue Association (AAA), RAC, and Human Rights Commission have been received.

This year a comprehensive departmental disaster and recovery plan will be created, Department Administrative Directives updated with a specific focus on donations and memorials, the addition of public art of private property, and the development of Public Art Performance Measures.

Our community and placemaking projects include: supporting Resort Area Strategic Action Plan in identification of gateway projects, public art and placemaking opportunities, working

with Strategic Growth Area and Historic Kempsville on a Public Art Strategic Plan, and working with the AAA and Bayfront Advisory on public art opportunities.

## **Improving the Authentic Virginia Beach Experience**

Initiative owned by Brad van Dommelen, Ronald H. Williams, Jr.

### **Status:**

The Convention and Visitors Bureau (CVB) continues to support the vision of creating experiences that are distinctive to Virginia Beach to appeal to multiple generations of travelers seeking unique travel experiences. Creating new product and reinventing existing product that differentiate our destination, and creating experiences that highlight our culture, are critical to ongoing tourism success. Examples of these important initiatives include the mixed-use vision of the Dome Site development, continued support for the ViBe Creative District and burgeoning Artery, reinventing the Atlantic Avenue corridor to add placemaking space and the creation of new unique events and entertainment programming through our “Live! on Atlantic” program. Additionally the CVB has created three experiential biking trails for consumers that are promoted online. A Tourism Partners Committee was developed to create and discover new experiences within the destination such as scenic boat tours on the North Landing River, VB Coastal Studies Tour, and History and local oyster tasting. We promote new products and experiences through our domestic and international marketing efforts to also attract attention of Virginia Beach with the travel press. Nearly 120 pieces were published about Virginia Beach, several in major national outlets which garner substantial annual readership. Virginia Beach was included in Forbes, Landloppers, Afar, AAA and Money, PR Newswire and Sports Travel magazines, to name a few. Year to date, international public relations efforts have generated 186 media placements totaling \$477,000+ in ad value.

## **Owls Creek Marsh Pavilion Enhancement (Phases I & II)**

Initiative owned by Cynthia Whitbred-Spanoulis, Kenneth L. Chandler

### **Status:**

Phase I is a project to renovate the 22 year-old Virginia Aquarium Marsh Pavilion with the City and the Aquarium Foundation as partners. The Foundation initiated a capital campaign in March 2015 to fund new exhibits for the facility. The FY18 budget included a Capital request for Phase II, to complete the project for the Veterinary Care Center which is needed to meet Association of Zoos & Aquariums (AZA) accreditation standards for animal care and ensure a staff veterinarian and vet tech are onsite at all times. Guests will observe the Aquarium’s medical and husbandry staff in action as they care for animals in the exhibit collection and conservation programs. Also included is an area where children can role-play as Aquarium scientists helping injured marine animals and view our water quality lab. The Phase II Veterinary Care Center will complete the Marsh Pavilion Enhancements by providing teachable moments that inspire conservation to our youngest audiences and their families. This phase will also fund extra parking for the entire renovated Marsh Pavilion building as well as the Adventure Park. In FY18, the two phases were combined into one

construction project. Construction began in May of 2019 and is expected to take two years. Opening is tentatively scheduled for summer of 2021.

## **Resort Area Parking Plan**

Initiative owned by Robert J. Tajan, Ronald H. Williams, Jr.

### **Status:**

The Strategic Growth Area/parking management office assisted the convention center in managing parking demand from December 2018 to June 2019 while the new Sports Center is under construction. During this time period, an estimated 254,000 cars parked at the convention center.

Currently, the office is working with two different application developers, VB Events and Spot Angels, to include parking occupancy data from all the resort lots, garages, and meter spaces as well as the three Sandbridge lots, the Virginia Aquarium, the Lynnhaven River Boat Ramp, and Town Center in the near future. The application will assist locals and overnight visitors to find available parking spaces at the City's most frequented locations.

A new Parking Access and Revenue Control System was installed in the three oceanfront garages. This system is cloud based and offers parkers new options to enter and pay at the garages. Parkers can use their cell phone to enter the garage using blue tooth technology, or they can enter using their telephone number or even their credit card to enter. Customers can pay to park through texting and, by the end of the year, a mobile application will be available for payments as well. These options allow customers to pay for parking before they leave the garage which will save them time since they do not have to pay at the booth.

As part of the Resort Area Strategic Area Plan update, a top priority is to develop a Mobility Plan for the Resort. This initiative will take 12-18 months and will consider the best solutions for parking, multi-modal transportation, traffic flow, etc.

## **Restoration of Lynnhaven House and Francis Land House**

Initiative owned by Emily Spruill Labows, Ronald H. Williams, Jr.

### **Status:**

Restoration of Lynnhaven House has been undertaken to mitigate moisture intrusion and upgrade electrical and HVAC systems, to ensure preservation of the historic structure and the museum collection inside. Restoration of Francis Land House aims to mitigate moisture intrusion and to replace outdated building systems with versions that support preservation of the historic house and the museum collection inside.

As of September 1, 2019, completed work at the Lynnhaven House includes design of new HVAC and electrical systems, historic paint analysis, historic structure report, removal of deteriorating interior plaster, repair and replacement of windows, installation of storm windows and a drain/swale system, removal of the north fireplace lintel for conservation, and installation of temporary shoring for the north chimney.

Work has also been completed at the Francis Land House, including 90% submission of plans and specs for removal and replacement of HVAC, electrical, and fire suppression systems, minor carpentry, and drainage improvements.

## **Sports Center**

Initiative owned by Brad van Dommelen, Ronald H. Williams, Jr.

### **Status:**

The Virginia Beach Sports Center continues to progress in construction, development, and booking. The project remains on time for a November 2020 completion. Convention and Visitors Bureau (CVB), in partnership with the Public Works Department, has been busy the past six months focused on constructing the 285,000 sq. ft. sports tournament facility, featuring 12 basketball courts (convertible to 24 volleyball courts) and a 200-meter hydraulically-banked track, as well as approximately 1,100 new parking spaces to replace the 854 spaces that were taken offline to accommodate construction.

Parking for the Convention Center and Sports Center campus was planned in phases. The Convention Center lost 854 spaces to construction of the new Sports Center and shuttle service to remote lots began in the fall of 2018. The first phase of the Sports Center construction replaced 800 spaces on August 29, 2019. The final parking phase will add 310 spaces when the Sports Center opens. The new campus will share 2,463 parking spaces.

The CVB Sports Marketing Unit has been focused on booking tournaments, events, and activities into the building, as well as marketing the project to clients throughout the country. To date, 22 new events have signed a letter of commitment to host tournaments in the facility and 24 additional events are in development. The comprehensive develop and management team and various City departments continues to meet bi-monthly to ensure that the communications lines remain open.

## **Tourism Advocacy**

Initiative owned by Brad van Dommelen, Ronald H. Williams, Jr.

### **Status:**

Advocacy messaging to residents outlining the benefits of tourism continues to be a focus for the Convention and Visitors Bureau (CVB). The CVB ran a TV campaign in spring of 2019 highlighting Virginia Beach's quality of life thanks to tourism product that is also enjoyed year-round by residents. The video can be seen on [TourismWorksVB.com](http://TourismWorksVB.com), a dedicated tourism advocacy website managed by the CVB. A new rack card and Economic Impact of Tourism fact sheet is currently being created for the public's use and will be available at all City recreation centers and public libraries this fall, highlighting the importance of tourism for our community.

# Be the Safest City in the Nation



**Goal 6**

# Goal 06

## Be the Safest City in the Nation

*Council Priorities Include:  
Economic Development, Education, Public Safety, & Sea Level Rise/Stormwater*

### **Body Worn Cameras for Patrol Officers**

Initiative owned by James A. Cervera, Steven R. Cover

#### **Status:**

The Virginia Beach Police Department (VBPD) conducted a Phase I assessment of the Body-Camera Program in January of 2019. This provided stakeholders the opportunity to give feedback while conducting a thorough review of our policy to ensure the program was working as intended. As a result, we made some minor policy changes, but overall the program was working as expected.

We proceeded with Phase II acquisition of body cameras, but we ran into unexpected vendor delays. Our original contract agreement was reworked by the vendor to account for a new timeline and our intention to equip officers with two body cameras each instead of the originally planned one camera. Reworking the contract took several months and involved including the City Attorney's Office and Purchasing in the decision-making process. We purchased the Phase II cameras in June of 2019 and deployed them on July 19, 2019. This gave us 50% of our officers equipped with body cameras.

Our final two deployment phases will occur in 2020. Phase III is scheduled for February of 2020 and Phase IV in August of 2020. This will give us 450 officers equipped with cameras and fulfill our grant proposal.

### **College Beach Weekend Action Plan**

Initiative owned by James A. Cervera, Steven R. Cover

#### **Status:**

In January of 2019, shortly after the announcement that plans were being made for a festival hosted by Pharrell Williams during the same weekend formerly known as College Beach Weekend, the VBPD began collaborating with festival organizers, private businesses, state and federal law enforcement agencies, and partner city agencies. While the list of those stakeholders in the planning and organizing is extensive, the VBPD worked mostly with the festival organizers and planners, law enforcement partners, public safety partners, Public Works, associated private vendors, and most importantly, the community. Beginning with little more than a general idea of what was to occur and transitioning to details as they were announced, the planning process was complex and constantly under revision. Of concern in anticipation of and during the event included safety and security of festival patrons, traffic plans to accommodate limited public transportation alternatives, and the safety and security

of our Oceanfront Community of residents and visitors. All planning was accomplished collaboratively with the agencies mentioned above and was inclusive of the needs of those with different perspectives and areas of responsibility.

“Something in the Water Festival” occurred April 26-28, 2019, consisting of four primary venues along with smaller vendor based venues, and was inclusive of many activities designed to entertain and inform patrons, as well as provide a platform to highlight talents of attendees. The event hosted 35,000 ticketed patrons and an untold number of visitors. This well-organized event consumed the capacities of the City and Oceanfront area for the multi-day festival and made a much safer environment and weekend for residents and visitors, free of serious violent crimes. Planning for the 2020 “Something in the Water Festival” was initiated shortly after the execution of this inaugural event that is inclusive of larger venues, crowds and a more optimistic host Community.

## **Community Policing Strategy**

Initiative owned by James A. Cervera, Steven R. Cover

### **Status:**

Community Policing continues to be an area of focus that guides the Virginia Beach Police Department’s daily operations and shapes its strategic vision for the future. As a result of Council’s efforts in allocating six additional personnel (five officers and one sergeant) during the FY18/19 budget, a dedicated squad of community policing officers was assigned to patrol Western Bayside communities, primarily during the daytime. These officers made an immediate impact within the Lake Edward neighborhood, not solely through increased arrests or crime statistics, but by partnering with residents and other City agencies to improve quality of life issues (broken street lights, litter, overgrown vegetation, etc.) throughout the area. Their efforts can and should be mirrored in targeted communities within our City.

Despite the success of these community policing efforts, it is becoming increasingly difficult to assign officers to similar roles in other identified areas. Staffing levels present challenges in fulfilling our primary responsibility (answering calls for service) while also planning for and coordinating coverage for the myriad of special events at the Oceanfront, Town Center, Mount Trashmore, etc. Precinct commanders have sought to optimize the allocation of resources and reduce gaps in patrol coverage; however, we must continue to champion for staffing above current levels.

We were able to add 6.6 new FTEs as a part of a process to hire civilian personnel to fill support roles traditionally staffed by sworn officers. This will allow 12 officers to return to patrol functions and increase our ability to provide greater community policing services to our citizens.

## **Develop a Comprehensive Pre- and Post- Disaster Recovery Plan**

Initiative owned by Erin E. Sutton, Steven R. Cover

### **Status:**

On May 30th we held a city-wide Recovery Workshop to begin the process of developing the core working group, identify the goals and gaps for each Recovery Function. The attendance and participation was tremendous; we had great input, opinions, and suggestions that will support a very comprehensive recovery plan in the future. We have consolidated all of the notes and information to begin developing our plan forward. Work on this project has been put on hold due to the May 31st incident and the Office of Emergency Management (OEM) will be unable to bring this project back on track until the City opens the VBStrong Center as the OEM staff have diverted the majority of our attention to long term recovery for the May 31 event.

## **Develop Continuity of Operations Plan**

Initiative owned by Erin E. Sutton, Steven R. Cover

### **Status:**

The Continuity of Operations planning process has stopped currently due to May 31st; however, departments that completed their plans have continued to keep them updated.

## **Develop Updated Evacuation and Shelter Plans to Align with New Evacuation Zones**

Initiative owned by Erin E. Sutton, Steven R. Cover

### **Status:**

The new evacuation zones were used during Hurricane Florence and due to lessons learned OEM will be making changes to the Evacuation plan. The Sheltering plan has been updated and VBCPS is working to develop an updated shelter list based on new school construction and an improved approach to opening shelters. A tiered approach to opening shelters was introduced during Florence. Schools have developed the list and we are currently visiting all the schools and developing the floor plan updates, designated areas, and information technology improvements. The Hurricane Evacuation Study was just completed so OEM will review the results and complete the city-wide evacuation plan.

## **Drone Use Policy**

Initiative owned by James A. Cervera, Steven R. Cover

### **Status:**

The City Attorney liaison for Police resigned from the City, which has delayed the signing of the addendum to the Unmanned Aircraft System Administrative Directive 5.12. We have re-submitted the addendum to the City Attorney's Office for review and signatures.

## **Fire Apparatus Replacement**

Initiative owned by David W. Hutcheson, Steven R. Cover

### **Status:**

One new Engine for Burton Station (Station 22) is scheduled to arrive in December of 2019. We will be replacing one heavy rescue, one hazmat unit, one pumper, and one platform ladder during FY20.

## **Housing Resource Center: Operations**

Initiative owned by Andy M. Friedman, Ronald H. Williams, Jr.

### **Status:**

Center operations began in September of 2018 and have continued ongoing, with the family shelter, apartments and singles shelter operating on a 24/7/365 basis.

Multiple ongoing adjustments have been made and continue to be made as we learn what works; what is needed for compliance with all applicable requirements, and what opportunities exist for improvements and efficiencies. We have implemented effective partnerships with the Police Department; and Emergency Medical Services and other agencies to enhance safety and security for the building. We have met with and addressed concerns of neighboring businesses. A one-year anniversary event is planned for September 12, 2019.

## **Implement a Mobile Co-Response Team**

Initiative owned by Aileen L. Smith, Kenneth L. Chandler

### **Status:**

The Virginia Beach Mobile Co-Responder Team (MCRT) initiative has actively sustained a strong partnership between Virginia Beach Department of Human Services' Emergency Services Unit, Virginia Beach Police Department, and Virginia Beach Department of Emergency Medical Services (EMS) to meet the immediate needs of individuals experiencing behavioral health or substance use disorder crises. MCRT's goal is to rapidly respond at the time of the crisis and divert individuals from arrest by linking them to the necessary services. A Human Services Emergency Services Clinician rides with a Crisis Intervention Team (CIT) Police Officer five days per week from 10 am to 10 pm. MCRT also has support from EMS Paramedics who are CIT trained and can provide onsite medical screening for individuals needing hospitalization. As of June 30, 2019 the team responded to over 464 MCRT calls for service, diverting all but 6 calls (less than 0.01%) from arrest to other services.

## **Oceanfront Camera System**

Initiative owned by James A. Cervera, Steven R. Cover

### **Status:**

All previously noted corrections were made pursuant to an audit by Cox Communications. Prior to the Something in the Water music festival, six additional camera locations south of 15th Street were added using funds remaining from Phase 1. These locations were prioritized based upon operational need and were to be constructed in the subsequent phases (2 & 3) of the camera project. Construction on four additional camera locations (north of 17th Street along the Boardwalk) has been requested and is awaiting approval.

## **Oceanfront Staffing, Operations, and Homeless Outreach**

Initiative owned by James A. Cervera, Steven R. Cover

### **Status:**

Currently there are 18 Oceanfront Community Oriented Policing officers that have split days off, nine for each squad. The oceanfront season is from April 1 to October 1, 2019 and is supplemented by the Mounted Unit and Special Operations on occasion. Supplemental overtime staffing is required for holiday events throughout the season such as Memorial Day and July 4<sup>th</sup>. There are unique events such as Something in the Water, holiday weekends and other special events that may include outside staffing with other local and state partners. Some of these events will require more than 400 additional officers over normal staffing levels to accommodate.

### Homeless Outreach:

Officers currently identify and engage the homeless population in and around the oceanfront area daily. The department employs the Homeless Engagement Resources officers to the area to seek out those in need of services and direct them to the Housing Resource Center. Officers continue to collaborate with state and local agencies to keep homelessness rare, brief and non-recurring. The oceanfront is a unique area that requires significant allocation of resources to continue to provide a safe and family friendly environment for both the local and tourist populations.

## **Opioid Service Enhancements**

Initiative owned by Aileen L. Smith, Kenneth L. Chandler

### **Status:**

Human Services continues to promote the enhancement of opioid prevention and treatment services. The REVIVE! Opioid and Naloxone Education Program has trained 960 individuals as of June of 2019. Medication Assisted Treatment (MAT) is an evidence-based practice in the treatment of opioid use disorders and our state funded MAT program has served a total of 358 individuals since the program's inception in July of 2017. The program has incorporated the Government Performance and Results Act (GPRA) assessment to track outcomes for individuals receiving MAT services. Peer recovery services continue to provide outreach and engagement to opioid users in local emergency departments, transitioning out

of jail and via a “Warmline”. State approval was recently received to expand this service by hiring a third peer specialist.

Behavioral Health Wellness and Prevention Services has expanded efforts to raise awareness about opioid use and to connect citizens to resources in the community. This has been accomplished through several diverse media and marketing campaigns. A four-month media campaign with Regal Cinema and Lynnhaven AMC movie theaters yielded a combined 397,442 impressions. In May of 2019, we launched a four month print ad campaign in the regional “Health Journal” magazine highlighting information on resources and supportive services; 72,000 copies of the magazine will be distributed to local households through August of 2019.

## **Opioid/Heroin Initiative**

Initiative owned by Dr. Demetria Lindsay, Kenneth L. Chandler

### **Status:**

The Virginia Beach Department of Public Health has been actively involved in providing Education, Community Awareness, and Resources for Treatment of Opioid Addiction. The department continues to provide REVIVE! Classes to train individuals on how to recognize and respond to opioid overdose emergencies. To date in 2019, Public Health has provided eight REVIVE! Lay Rescuer classes for Opioid Overdoses, which has included 225 people in the Virginia Beach area. The Department has one of two people that are able to provide the REVIVE! Train-the-Trainer certification in the Eastern Region of Virginia and has conducted five trainings in the past seven months. The Department has dispensed well over 200 Drug Disposal kits and instructions on proper medication disposal. In accordance to the Virginia Department of Health Commissioner’s standing protocol, the Public Health Department maintains a supply of Naloxone Nasal Spray available to any REVIVE! Lay Rescuers and to the general public that feels they are at risk. The Virginia Beach Department of Public Health is planning to continue outreach in 2019 under guidance of the newly appointed Health Director and by targeting at risk populations

## **Public Safety Recruitment and Academy Curriculum**

Initiative owned by James A. Cervera, Steven R. Cover

### **Status:**

May 10, 2019 - 66th Police Academy graduated 23 recruits.

June 6, 2019 - 67th Police Academy began with 50 recruits.

Since December 14, 2018, recruiting staff participated in 29 events in the mid-Atlantic region and utilized new avenues of advertising and promotion. Recruiting & Selection utilized a social media campaign and live television to increase participation in the annual recruiting expo. The combination of events and this campaign, produced 323 interested candidates. 186 of them completed applications, to include the Personal History Questionnaire. These 186 were entered into the selection process which shows a significant increase while reducing the number of tabling events attended. PD&T continues to focus on college and

universities, the military, and our local community associations in our ongoing efforts to find and attract the next generation of officers. We have expanded the number of schools we are working with and the audiences within those schools we are reaching out to. We now include social justice organizations, service organizations and criminal justice/homeland security honor societies in our outreach efforts. We have also changed our policy to allow for quicker and more efficient retesting at the oral interview stage.

Our ongoing collaboration with traditional and distance learning universities allows us to offer more options to potential recruits to finish their degree while employed with us. Our Lieutenant has recently joined a board focused on curriculum with a local university in our ongoing efforts to expand our outreach to and support of potential applicants.

From January through June PD&T has conducted three testing dates for the written test and physical ability test, six pre-screening boards, and six interview panels for recruit applicants.

# Be an Inclusive Community that is Welcoming and Empowers All



**Goal 7**

# Goal 07

## We are an Inclusive Community that is Welcoming and Empowers All

*Council Priorities Include:  
Economic Development & Education*

### **African American Cultural Center: Next Steps**

Initiative owned by Emily Spruill Labows, Ronald H. Williams, Jr.

#### **Status:**

The African American Cultural Center (AACC) increased public programming output by partnering with multiple organizations on events in early FY20, increasing activity over this time last year. The organization is increasing visibility and programming content via promotional partnerships. The Board is preparing sponsorship requests, grants, and individual giving. The Board is seeking training this year and will apply for the Leadership and Development Grant through the Arts and Humanities Commission to assist with training fees. Cultural Affairs has assisted the Board by providing leads to increase their high-income individual giving and corporate sponsor requests.

#### Next Step:

- October 5, 2019 - AACC Family Fall Celebration: Free public event to generate awareness and serve the community while raising funds through sponsorships, donations, mailing lists, exhibitors, and corporate sponsors.

#### STATE FUNDING UPDATE:

Two requests in the state government at this time. One with the Secretary of Education for up to \$9,000,000. The other with Governor Northam for up to \$20,000,000 with varying levels. Both actions are due to receive attention with response regarding possible funding in Fall of 2019.

### **Homeless Strategy: Implementation**

Initiative owned by Andy M. Friedman, Ronald H. Williams, Jr.

#### **Status:**

Key action items from the plan have been achieved, as follows:

1. Construct, open, and operate the Housing Resource Center (HRC) - the HRC opened in September 2018.
2. Develop additional resources - we are supporting the work of the non-profit VB Home Now organization as they raise funds to support operations at the HRC and elsewhere

in our system of services. Additional funds were obtained and staff supported VB Home Now in providing its first contributions to the HRC and to community non-profits in December 2018.

3. Adding a homeless prevention and diversion component to the system: this is funded in the FY 18-19 budget and will begin operation in September 2018 along with the HRC. This has been achieved and is being enhanced in FY19-20 with a more coordinated, inclusive approach to people experiencing a housing crisis.

## **Implement Open Table Initiative in Virginia Beach to Serve High-Risk Youth and their Families**

Initiative owned by Gailyn T. Thomas, Kenneth L. Chandler

### **Status:**

The Virginia Beach Department of Human Services, through its Children's Services Act (CSA) program has partnered with the Interfaith Alliance at the Beach through a Regional Systems of Care Grant to bring the evidence-based model, The Open Table, to the Virginia Beach community. This model utilizes the theory of change which is a relationship building model whose mission is to help people develop better lives they envision for themselves. The teams are called "tables" and they build relationships with individuals or families through the formation of a table as natural support partners in the community for a one year commitment.

Ten local churches have joined together to form four "tables" who have been trained and licensed through The Open Table University, a web-based training program. Each table has trained as a team and is accepting referrals from the Department of Human Services in the month of August for tables to begin in September. The goal was to train two tables by August 2019 and we have four trained tables consisting of more than 42 volunteers. CSA has received three referrals and anticipates a fourth one this week. All volunteers undergo a background check before the table begins.

The goal is to continue recruiting new table members and expand the model to serve a variety of citizens in relationship and/or economic poverty in the City of Virginia Beach. The first tables will be scheduled to complete their first table by September 2020.

## **Increase Support and Resources for Kinship Guardians of Children Entering Foster Care**

Initiative owned by Gailyn T. Thomas, Kenneth L. Chandler

### **Status:**

The Kinship Navigator Program has been implemented and citizens are being served. A Kinship Navigator website has been developed to allow citizen to access services. The program utilizes a web-based tool created by New Found Families of Virginia. This tool has assisted with the delivery of information, education, resources and referrals for kinship caregivers and their families. Multiple presentations have been made to and with community

providers to identify services for kinship families and to educate the public on challenges that kinship families face. We have increased our community-based partner's pool to include Connect with a Wish, Virginia Beach Grow Smart, Interfaith Coalition, and Family-to-Family Navigator Services. The Kinship Navigator has provided short-term targeted case management for kinship families and connected kinship families to appropriate community partners to ensure their challenges are being met. Kin & Kid's Consulting has conducted support groups and has provided education to kinship families.

### **Mental Health Initiative**

Initiative owned by Aileen L. Smith, Kenneth L. Chandler

#### **Status:**

After the 2018 Mental Health Forum, Human Services brought together City departments and community stakeholders to discuss and address behavioral health issues in Virginia Beach. The group will be named Behavioral Health Consortium. A charter was developed and submitted for approval. The next steps are being reassessed to meet the community's changing needs.

### **Permanent Supportive Housing for Individuals with Serious Mental Illness**

Initiative owned by Aileen L. Smith, Kenneth L. Chandler

#### **Status:**

Human Services received state funding to provide permanent supportive housing to 72 individuals. The goal is to provide safe, affordable housing options for individuals with a serious mental illness. These housing options are specifically designed to be integrated into community settings and participants receive supportive services, as needed. To date, 92 individuals have been housed under this initiative. Presentations to local landlords have increased awareness of local housing needs and supportive services. To strengthen partnerships, routine program development meetings have been established with existing landlords that house the largest percentage of our population.

### **VBGIGs: Virginia Beach Globally Inspired Gatherings**

Initiative owned by Emily Spruill Labows, Ronald H. Williams, Jr.

#### **Status:**

Virginia Beach Globally Inspired Gatherings (VBGIGS) is a series of public performances based on culturally rooted performing arts. Whether traditional or innovative, each performance emanates from a region and culture around the world, reflecting some of the diverse heritages found here in Virginia Beach. Designed to provide high-quality, world-class arts experiences in a convenient location and family-friendly, casual atmosphere, these free or low-cost events take place all over the city, making it easy for anyone to attend, enjoy, and learn about other cultures.

The pilot season launched with four programs featuring cultures from around the world: Mexican, Caribbean/African-American, Japanese/Pan-Pacific, and Brazilian. Three events were free and one tested a low-price ticket. Three formats were featured at different locations: a Destination Date Night at Zeiders American Dream Theater, a Learning Layover at the TCC/VB Joint Use Library combining performing arts and community conversations, and two Passport Picnics at both Mount Trashmore and Williams Farm parks. Three of the four family-friendly programs were Virginia Beach debuts, introducing award-winning artists to performing in Virginia Beach, and one featured the world-premiere of new works. Season one incorporated cultural community partnerships with The African American Cultural Center, Tidewater African Cultural Alliance, Virginia Beach Parks & Recreation, Virginia Beach Public Libraries, and WHRO. The final performance of Ologunde had to be postponed due to Hurricane Dorian.

We also created a Public Input Survey to engage the public in planning suggestions for future performances, and to learn about the audience. Next steps include: adapting the FY20 presentation plan to reflect the revisions discussed from the analysis of this season, building more visibility for the series, and exploring ways to connect VBGIGs programming to History Museums. FY20 will feature a new addition to the partnership with Parks & Recreation, as VBGIGs provides the spotlight performer for Unity Week Celebration in October 2019.

# Have World Class Schools and Educational Programs



**Goal 8**

# Goal 08

## Have World Class Schools and Educational Programs

*Council Priorities Include:  
Economic Development & Education*

### **Academia Programs Expansion**

Initiative owned by Taylor V. Adams, Ronald H. Williams Jr.

#### **Status:**

Old Dominion University's (ODU) Center for Telehealth Innovation, Education, and Research, or C-TIER, capitalizes on technology to expand and improve health care. In one instance, C-TIER is working with the State to connect pediatricians and nurse practitioners with mental health providers to treat children more effectively. Old Dominion has been named a partner in the Hampton Roads Biomedical Research Consortium, alongside EVMS, UVA, VCU, Sentara, and the Hampton Roads Community Foundation. Their collective challenge is to enhance health research capabilities in the region, which will provide synergy with our goal of also establishing a School of Public Health.

ODU has also played a role in advancing offshore wind energy. An MOU, signed with the Virginia Department of Mines, Minerals, and Energy, will assist in aspects of the wind turbine project off our coast. The Greer Environmental Sciences Center at Virginia Wesleyan University is a recently opened 44,000 sq. ft. state-of-the-art facility providing unprecedented opportunities for students, while fostering regional collaboration with organizations such as the Virginia Aquarium & Marine Science Center and the Virginia Institute for Marine Science (VIMS). Organized thematically around the earth's four spheres – the atmosphere, hydrosphere, lithosphere, and biosphere – the Greer Environmental Sciences Center features sophisticated indoor and outdoor learning spaces, that embody "science on display" and promote hands-on experiences, interactive learning, and interdisciplinary research.

### **City Summer Youth Employment: Expansion**

Initiative owned by Michael F. Kirschman, Kenneth L. Chandler

#### **Status:**

This year, the Youth Opportunities Office (YOO) employed 105 Virginia Beach residents, ages 16-21, in the Summer Youth Employment Program (SYEP). YOO is moving forward with our goal of doubling the number of program participants by building the foundation needed for sustainability, as we grow and serve an increasing number of young Virginia Beach residents.

Some expansion highlights include:

- Securing nine companies from the private sector, with 40 new positions. This is an increase from five companies and 17 positions in 2018.
- Establishing new relationships within local schools. Participants from four new high schools were served – Cape Henry Collegiate, Green Run, Norfolk Collegiate, and the Renaissance Academy
- Increasing opportunities for inclusive and diverse services – four participants were from the foster care system, one was homeless, and at least 10 had physical, emotional, or intellectual disabilities
- 297 students began the application and interview process – an increase from 230 in 2018
- 17 participants will receive extensions or job offers after the program ends.
- Participants pledged to save \$186,373 during the eight week program, and 14 opened new bank accounts

## **Employee Tuition Reimbursement**

Initiative owned by Regina S. Hilliard, Kenneth L. Chandler

### **Status:**

The following reflects tuition reimbursements for the Spring of 2019 calendar year: 97 Applicants successfully completed/paid out with a \$1,099/average per application. \$107,740.50 total for the semester.

We continue to work towards establishing formal partnerships with colleges and universities as a way to further maximize the benefit for our employees. Many partnerships include discounts on tuition, fees, applications fees waived and some even extend those same benefits to anyone in the household of the employee.

## **Internal Training for Employees, Supervisors, and Managers**

Initiative owned by Regina S. Hilliard, Kenneth L. Chandler

### **Status:**

In January of 2018, Human Resources rolled out 15 new courses. Most notably, this expansion included a Supervisors' Boot Camp for tenured supervisors who have been in their current role for more than two years, as well as a Boot Camp for team leaders. Additionally, the kick-off for the second round of the Citywide Mentorship Program occurred in the Fall of 2018, with 20 pairs of mentors/mentees from across the organization. Final touches are being made on a new program for training and facilitation that will be launched through a collaborative effort between HR/Learning and Development and the STiR office.

The City's learning management system, Taleo Learn, was redesigned to be more user friendly and to incorporate some of the newer features the program released this year.

## **LENA Start Parent Classes**

Initiative owned by Jerry W. Stewart, Ronald H. Williams, Jr.

### **Status:**

Virginia Beach has begun the second year of LENA Start, an innovative parent group model for families with children 0–3 years of age. LENA Start uses simple strategies, engaging group sessions, and “talk pedometers” to close the word gap. 80% of a child’s brain develops by the age of three. Research shows that talking with babies is one of the most critical factors in early brain development. LENA Start is a new offering from Virginia Beach GrowSmart to ensure healthy brain development and school readiness for children. Parents learn simple strategies for use at home, receive quality resources, and review individual reports on their home language environments related to adult words, conversational turns, and electronic use. Classes are being offered with GrowSmart collaborative partners at the Williams Farm and Bow Creek Recreation Centers, Joint Use Library, Ocean Lakes and Point of View Elementary, and Early Intervention/Infant Toddler Connection. During year two, 100 families will be reached with our collaborative partners. Outcomes measured, demonstrate the percentage of families who graduate, the percentage increase in conversational turns, and months of increased developmental growth. Three classes were offered this Fall and will graduate by December 19, 2018. Currently, the families are showing a 69% increase in conversational turns, which relates to positive brain development and kindergarten readiness.

## **Library Renovations**

Initiative owned by Eva D. Poole, Kenneth L. Chandler

### **Status:**

This project expands and enhances the Children’s, Story Time, Tween, Teen, Public Computer Use, Special Services, and study room areas of eight Virginia Beach Public Library locations. As Library use has evolved and increased, the spaces provided for these service areas no longer meet the public demand for improved facilities.

Architectural, plumbing, electrical, HVAC system, and furnishing enhancements will be made to the Bayside, Great Neck, Kempsville, Meyera E. Oberndorf Central, Oceanfront, and Princess Anne, Pungo-Blackwater, and Windsor Woods locations of the Virginia Beach Public Library. The completed project design will help to ensure uniformity of service provision at all Library locations.

Renovations at our Kempsville and Princess Anne locations are complete. Bayside, with the exception of the overhead lighting in the center of the library is also complete. Renovations continue on our Meyera E. Oberndorf Central location. Renovations for our Great Neck, Oceanfront, Pungo-Blackwater, and Windsor Woods locations are projected to begin in late 2019 to early 2020.

## **Virginia Beach Reads: First Grade Tutoring & Mentoring Program**

Initiative owned by Jerry W. Stewart, Ronald H. Williams, Jr.

### **Status:**

Virginia Beach First Grade Reads Tutoring & Mentoring Program is being expanded to six elementary schools during the 2018-19 school year. Thalia Elementary School has been added as a site in coordination with our Virginia Beach City Public Schools recommendation. Research indicates that children not reading at grade level at the end of first grade have an 88% chance of not reading at grade level by the end of third grade. Virginia Beach Reads pairs struggling readers with community volunteers who read with them two times per week. The program focuses on ensuring children are reading at or above grade level by the end of first grade. During the 2017-18 school year, over 125 volunteers read to more than 120 first graders, for a total of 3,275 volunteer hours, which equates to \$87,620 in total service value. Measured outcomes are demonstrated through Virginia Beach City Public Schools Developmental Reading Assessment 2 scores and percentage of participants reading at or above grade level. For 2017-18, 65% of participants ended the year reading on or above grade level. The average First Grade Reads participant increased 11 reading levels, which equates to stronger reading ability.

## **Virginia Quality: Virginia Beach Early Education Programs**

Initiative owned by Jerry W. Stewart, Ronald H. Williams, Jr.

### **Status:**

GrowSmart strives to ensure all children have access to high quality early care and education environments, which positively impacts school readiness. High quality childcare provides dual generation workforce support by promoting a strong workforce today and having a critical impact on the future workforce. In 2018, the number of Virginia Beach early care and education programs participating in Virginia Quality increased to 35, a 36% increase since last year. Parish Day School was also the first Virginia Beach program to achieve a Level 5 rating in Virginia Quality, which is the highest level of quality. In October of 2018, GEICO donated \$20,000 to the GrowSmart Foundation to support our Virginia Quality Initiative. This funding will be utilized to increase the number of programs participating in Virginia Quality and increase the levels of quality for participating programs, using a focused cohort model. Higher quality programs will result in stronger, positive outcomes for children and prepare them for kindergarten success.

# Leverage Data and Technology to Enhance Community Livability, Prosperity, and Sustainability



**Goal 9**

# Goal 09

## Leverage Data and Technology to Enhance Community Livability, Prosperity, and Sustainability

*Council Priorities Include:  
Economic Development, Public Safety, & Sea Level Rise/Stormwater*

### **Census 2020**

Initiative owned by Robert J. Tajan, Ronald H. Williams, Jr.

#### **Status:**

Staff will work over the next several months to put a plan in place that will increase awareness and motivate residents to respond to the 2020 Census.

### **City's StormSense Project**

Initiative owned by Robert Jessen, Thomas M. Leahy

#### **Status:**

The Virginia Beach StormSense project continues to expand. Twenty-eight sensors will be installed across the city by the end of September 2019. These installations will strengthen efforts to collect and share data about weather events and further contribute to strategic planning and academic research into one of City Council's top priorities: stormwater, flooding and sea level rise.

Virginia Beach has developed interactive voice-query support via Amazon Alexa as a result of its 2017 City on a Cloud Innovation Challenge win. Using their smart home or mobile devices, citizens can inquire about real-time water levels and atmospheric conditions from nearby StormSense and United States Geological Survey (USGS) sensors.

### **Data and Infrastructure Security Enhancements**

Initiative owned by Pedro R. Wallace, Thomas M. Leahy

#### **Status:**

IT launched a new citywide Cyber Security Awareness training curriculum in April 2019. All employees with network access and a City email account are required to take this online course. To date, 95 percent of City members have completed the training, which focuses on high risk areas such as cyber identity theft, phishing and viruses.

The current vulnerability management system is being upgraded to a new, enterprise-wide version. The enterprise-wide system will consolidate individual security scans into a single dashboard, saving 20 hours of work (manual aggregation of individual security scans).

## **Data Center Development**

Initiative owned by Taylor V. Adams, Ronald H. Williams, Jr.

### **Status:**

Globalinx is completing the First Phase of a four phase, 21 acre data center campus that at completion will consist of a carrier hotel and four data center buildings totaling over 280,000 sf in Corporate Landing Business Park. Phase 1 build out of a 10,750 sf carrier-neutral colocation carrier hotel facility and data center will be operational Q1 2019. Globalinx has entered into a purchase agreement to acquire 10 acres from the Virginia Beach Development Authority at \$200,000 per acre to build Phase IV of their data center campus.

NxtVn Virginia Beach DigiPorts has purchased 10 acres with an option to purchase a total of 219 acres across Dam Neck Road from Corporate Landing Business Park. ACA International has announced that it will be the first tenant in the NxtVn Virginia Beach DigiPorts campus, and a conditional rezoning has been filed for the property.

PointOne Data Centers has entered into a purchase agreement to acquire 10.2 acres from the Virginia Beach Development Authority at \$200,000 per acre to build two 31,000 sf data center facilities.

## **Disaster Recovery: Information Technology**

Initiative owned by Eric Sivertsen, Thomas M. Leahy

### **Status:**

The City of Virginia Beach employs a coordinated disaster recovery and continuity of operations plan led by the Office of Emergency Management (OEM). This year, OEM updated its Continuity of Operations Plans for each City agency with an Emergency Support Function responsibility. IT will expand on this work and has assigned the Enterprise Architecture and Planning team to create a disaster recovery plan draft by the end of the current calendar year. The team is referencing previously completed business impact analysis and a citywide application list to ensure service restoration activities support organizational priorities and needs. In addition to reviewing current documentation, IT has been updating essential functions and evaluating potential cloud strategies for data center recovery during emergency situations.

In May 2019, IT, OEM and STiR hosted a City employee hackathon where participants explored solutions to improve emergency preparedness across three key areas: coordination, communication and collaboration. The theme was “Reimagining Preparedness, Resilience and Response.” Four cross-departmental teams spent two days designing and demonstrating their ideas. Prototypes are in development and may be implemented in the future.

## **Enhancements to Internal Data and Analytics Capabilities**

Initiative owned by Pedro R. Wallace, Thomas M. Leahy

### **Status:**

As part of the Data Academy Initiative, Power BI and analytics trainings are offered to all City employees. Participants learn how to gain actionable insight from their data and may sign up for courses in Taleo. This program supports a data-driven culture and encourages learning through experimentation and feedback. To date, 36 introductory academy sessions have been offered, and nearly 300 employees from across 24 departments have completed the course. Data Academy graduates may participate in advanced training, "Power Hour Analytics - From ZERO to Hero in One Hour." These sessions are delivered virtually through our data analytics platform, Microsoft Teams. This initiative has established internal data champions in multiple departments across the City and equipped staff with the knowledge and tools to build their own dashboards for employee and citizen use.

IT collaborated with STiR and the Office of Emergency Management (OEM) to host the City's first internal hackathon. The theme was "Reimagining Emergency Preparedness, Resilience and Response." Participants explored solutions for improving emergency preparedness across three key areas: coordination, communication and collaboration. Four inter-departmental teams spent two days designing and demonstrating their ideas. Subject-matter experts were on hand to guide the teams. Over 30 participants collaborated on challenges involving emergency management communications, sea level rise, transportation and staff roles under various City operating conditions. Their presentations were judged on innovation, feasibility and impact. Some teams have started developing prototypes in preparation for future implementation by the City. These events aspire to enhance organizational culture and transform service delivery. The first hackathon was only open to City employees; however, upcoming programs will seek to engage the community around data and technology. IT will continue to identify and create opportunities to strengthen the City's data and analytics capabilities.

## **Integrated Public Safety Initiative**

Initiative owned by Ed C. Feeney, Thomas M. Leahy

### **Status:**

IT, in partnership with the City's public safety agencies, is in the final stages of the Computer Aided Dispatch (CAD)/Mobile CAD implementation. This phase includes employing Windows-based tables and completing advanced messaging services to allow alarm companies to integrate directly with the CAD. The team is finalizing testing for the 4.4.3 CAD and mobile upgrade which involves specific features and mapping functionality.

Next steps include issuing a request for proposal (RFP) for an integrator to assist in the implementation of a CAD-to-CAD data exchange with neighboring jurisdictions (Norfolk and Chesapeake) as well as military installations across Virginia Beach. This effort will support integration with the City's NICE recording system and advanced messaging capabilities.

Phase two of the Integrated Public Safety Solution will focus on implementing a new Police Records Management System, Field Based Reporting, eTicketing, and additional modules within the Fire Records Management System.

### **Legislative Management Implementation**

Initiative owned by Pedro R. Wallace, Thomas M. Leahy

#### **Status:**

IT has been managing the integration and implementation of Legislative Management software throughout the City in order to make the public meeting process more transparent and efficient. The City has been exploring opportunities to leverage solutions that will enhance the process of creating and publishing legislative agendas and minutes. The City Attorney's Office, the City Clerk's Office and the Department of Planning will be the first to use the Granicus Legislative Management solution. Once implemented, the solution can be used by all departments who submit Council agenda items. In addition to the agenda and minutes functionality, the tool has intuitive and user-friendly controls which allow citizens to register online to be a speaker, seamlessly search and access past and live meetings and empowers Council and Board members to vote electronically. On average, the City has 500+ agenda items spread across 24 meetings annually. The Granicus Legislative Management solution will meet an immediate business need while delivering a systematic and automated legislative advancement to the City.

The application is scheduled to be implemented in November 2019.

### **Master Technology Plan 2.0 Development**

Initiative owned by Ed C. Feeney, Thomas M. Leahy

#### **Status:**

The second version of the Master Technology Plan remained on schedule for delivery in the second quarter of FY19 and for publication in the third quarter of FY19. The assessment and data collection phases are complete. Information Technology (IT) is working to refine and document foundational strategic initiatives for the City's business and technology roadmap. The plan will cover the next three to five years, beginning in the first quarter of FY20. The identified initiatives will be closely aligned with City Council's strategic goals to ensure continuity in service development and delivery. This alignment will promote agility, accountability, and transparency while supporting the City's mission and Council's vision. The technology plan emphasizes City Council's top five priorities identified as a result of their retreat. During the second quarter of FY20, IT will work with City leadership to develop the FY21 budget, particularly program proposals and capital improvement project requests. The goal is to ensure initiatives within the new plan are prioritized for funding once it is approved.

## **Next Generation Network (Remote City Site Connection)**

Initiative owned by Darrell G. Riddick, Thomas M. Leahy

### **Status:**

FY19 was an active year for the Next Generation Network (NGN) initiative. We connected EMS 8, DHS Psych, and the new 4th Precinct building to the NGN. We added diversity and resiliency to Fire Station 4, Supersites VBCC and Dam Neck. We also added capacity along General Booth Boulevard and Corporate Landing Parkway.

As we continue to focus on infrastructure resiliency and adding diverse entryways for FY20, our primary goal is to build out the municipal campus ring in four phases. Ultimately, all locations will connect to the NGN. This effort coincides with the new City Hall building. We plan to connect new locations to NGN fiber, which include Burton Station, the Planning Department (Sabre Street) and the Voter Registrar's Office.

## **Software Upgrade/Replacement**

Initiative owned by Ed C. Feeney, Thomas M. Leahy

### **Status:**

The City has a large application portfolio that is expensive to maintain. Due to this large portfolio and the high cost of maintaining existing operations, it is difficult to keep all applications current. The Application Portfolio Management (APM) team introduced ways to resolve complications associated with having a growing number of software within the organization. The team implemented an industry standard approach to document and understand overlap in business technology services. This process (business capability mapping) helped the organization understand overlap in software technology and assisted with using in-house products that best meet business needs while delivering cost savings and reducing software complexity across the City. For example, the team worked with the Sheriff's Office to consolidate and modernize their software products.

The implementation of a cloud-first strategy is in progress to assist with enhancing the frequency of software updates needed to ensure employees/departments have the latest version required to effectively perform their business activities. This strategy supports the delivery of computing services, such as servers, storage, databases and software, over the internet ("the cloud"). By utilizing cloud computing, the City will reduce costs while increasing efficiency, performance and reliability.

# Modernize City Assets and Infrastructure



**Goal 10**

# Goal 10

## Modernize City Assets and Infrastructure

*Council Priorities Include:  
Economic Development, Public Safety, & Sea Level Rise/Stormwater*

### **Aragona Flooding Storm Water Project**

Initiative owned by Mark A. Johnson, Thomas M. Leahy

#### **Status:**

This project addresses drainage inadequacies in the Aragona subdivision. In this phase of the project, a major storm drain system will be installed along Aragona Boulevard from the intersection of Sullivan Boulevard to Overman Avenue and then east along Overman Avenue to the outfall tributary system. A preliminary study of the main storm pipe system was completed, followed by a study to develop the project scope for upgrades to the storm drain system. The design is complete and negotiations to acquire a public drainage easement have begun. Construction of this \$3.76M project is anticipated to begin in November 2019.

### **Ashville Park Storm Water Flooding**

Initiative owned by Mark A. Johnson, Thomas M. Leahy

#### **Status:**

The Ashville Park Phase I project includes a permanent pump station, drainage and roadway improvements at the intersection of Sandbridge and New Bridge Roads, and stabilization of the Princess Anne Farm Ditch. Public Works Operations has positioned a portable pump to lower the lake levels in advance of significant storm events until the permanent pump station has been constructed. Construction of a permanent weir structure and associated gates to protect against tidal influence from Back Bay is approximately 95% complete. All that remains is final power connection, which is being integrated with the permanent pump station. The weir is being manually activated based on forecasted weather. The permanent pump station and drainage and roadway improvements at the Sandbridge Road/New Bridge Road intersection are both scheduled to be advertised for construction by the end of the year 2019. Detailed coordination with the US Fish and Wildlife Service for the final intersection improvement project occurred and no Right-Of-Way impacts were required based on the interim Phase I design plans. The US Fish and Wildlife Service has agreed to allow the City to use an existing gravel area at the intersection's southwest quadrant as a construction lay-down area. A cost participation agreement between the Developer and the City for Phase I was executed; however, the Back Bay Restoration Foundation, Ltd. filed suit against the USACOE in June 2019 alleging the developer's discharge of polluted waters into the Waters of the US (WOTUS). The Developer agreed to a stipulated schedule to the Court in its agreement that it would forego any and all "work authorized by the ACOE Permit" until December 15, 2019. This however, is separate from the City's three projects which are being managed and contracted on a parallel track.

## **Central Beach District Storm Water Flooding**

Initiative owned by Mark A. Johnson, Thomas M. Leahy

### **Status:**

The ultimate project includes an offshore ocean outfall, a tide control structure, a large pump station, new stormwater conveyance system including replacing undersized box culverts and redirecting 25 acres of drainage area to the existing 16th Street pump station all for an estimated cost of \$113M. This project will be constructed in multiple phases. The first phase will replace an undersized culvert at 24th Street. The design is approximately 30% complete and is expected to go to construction next summer 2020. The next phase includes redirecting approximately 25 acres of stormwater runoff to the 16th Street pump station to relieve flooding at the intersection of Baltic Avenue and 21st Street. This phase is proposed to receive funding in FY22. The remaining phases of this project are not funded in the FY20 CIP.

## **Chubb Lake/Lake Bradford**

Initiative owned by Mark A. Johnson, Thomas M. Leahy

### **Status:**

This was added in the FY18 program and was developed to address the repetitive residential and roadway flooding that occurs with moderate to heavy rainfall and tidal events. The project limits cover the eastern portion of Drainage Basin 31, including areas west of Northampton Blvd., portions of Church Point and Thoroughgood subdivisions which drain into Lake Bradford before discharging through JEB Little Creek and into the Chesapeake Bay. The drainage improvements include, but are not limited to, storm drain pipe and structure improvements, additional stormwater culverts located under multi-lane arterial roadways, tide control devices such as mechanized sluice gates, stormwater management pond improvements and, potentially, some channel/ditch clearing and improvements. The first phase is underway and involves the development of a preliminary engineering report to identify improvement projects. The preliminary engineering report is anticipated to be completed summer of 2020. Two early improvement projects are currently in conceptual design. The stormwater pump station for Pleasure House Lake will be modified to allow the lake's water level to be lowered ahead of major storm events. A second project will involve dredging two outfall ditches draining to Lake Bradford from Shore Drive and Pleasure House Road. Dredging these ditches will improve drainage from Shore Drive. The estimated total project cost is \$32M. To date, \$8.7M has been programmed and \$2.1M appropriated.

## **City Hall Replacement**

Initiative owned by Thomas C. Nicholas, Thomas M. Leahy

### **Status:**

City Council considered 6 options developed by Moseley Architects and Public Works Facilities to either renovate or replace Building 1 at the Municipal Center. On October 3, 2017, City Council adopted a resolution, by consent directing the City Manager to pursue design alternative, Option 2, a new building to be located at the Municipal Center between Buildings 1 and 2, along George Mason Drive. The planning and programming study

documents identified a 2070 need for 149,939SF, at a cost of \$55,620,000. On October 13, 2017 the City Manager informed City Council that Public Works Facilities would proceed with designing the new City Hall to meet the 2017 program need of 134,000SF. The design and construction of a 134,000SF facility can be met within the approved CIP 3-072 (\$50,250,000). Moseley Architects completed design in December 2018. A construction contract was awarded to McKenzie Construction and a Notice-To-Proceed was issued July 29, 2019. Construction of the new City Hall will be complete in May 2021. City staff will be able occupy the space in late summer / early fall 2021.

## **Croatan Beach Sand Replenishment**

Initiative owned by Mark A. Johnson, Thomas M. Leahy

### **Status:**

This project has been divided into two components: dune restoration and beach replenishment. Public Works/Operations completed the dune restoration work in the winter of 2018/19. The beach replenishment component will be accomplished as a locally-funded addition to the federal Rudee Inlet maintenance dredging project. Delays have occurred in delivering the Rudee contract; it is now anticipated that the work will begin in late 2019 and be completed in the spring of 2020.

## **Disaster Recovery Plan: Infrastructure**

Initiative owned by Mark A. Johnson, Thomas M. Leahy

### **Status:**

Completed projects to improve back up power to City facilities included the Housing Resource Center.

### CENTRAL PLANT:

Feeds 17 buildings in the municipal area. If power is lost, HVAC will not be supplied to critical buildings to include the Correctional Center, school administration and other City buildings. Funding was approved for \$5,305,585 to design/construct/install an emergency generator and construction will occur in CY 2019.

### CORRECTIONAL CENTER:

Houses approximately 1400 inmates. A mitigation grant for \$531,658 was awarded to replace/increase the capacity of the existing generator. The grant funded 75% (\$398,744) and the City funded the remaining 25%. Construction/installation of the new generator has been completed. Additional design effort to increase emergency power to Buildings A & B is in progress with construction in CY 2019.

### EMS HEADQUARTERS:

Funding was approved for \$801,728 to design/construct/install an emergency generator at the EMS Headquarters located at 4160 Virginia Beach Blvd. Construction will occur in CY 2019. This emergency generator will provide 100% back-up power, enabling the EMS

Headquarters building to function as an alternate Emergency Operations Center and 911/311 call center.

In addition, a generator assessment was completed by the Dept. of Public Works, Facilities Management Group, Energy Office in 2017 and will be updated in 2019.

### **Little Creek American Field Relocation**

Initiative owned by Chad R. Morris, Kenneth L. Chandler

#### **Status:**

Little Creek American (LCA) is a youth baseball program with PONY affiliation. Their home field complex is on Little Creek Joint Expeditionary Base. LCA lease for their fields will expire in February 2019, and will not be renewed. LCA is requesting two fields on a single site within their participation boundary to use as home game fields. Staff analyzed numerous sites and recommended Luxford Elementary School as LCA's home field location. Currently, Aragona-Pembroke is allocated to the practice field at Luxford and will be moved to the new field at Old Donation School.

Construction of two fields at Luxford started in January of 2019 and is currently wrapping up. Additional site improvements includes a lavatory shelter, tent pad and connecting walkways to insure ADA accessibility. Grading of the infields and outfields took place in June to insure the seeding is completed for ideal germination. The fields will be allowed to grow during the summer and will be ready for LCA games in the fall 2019.

A Usage Agreement is being drafted and will be implemented upon completion of fields.

### **Princess Anne/Green Run Little League**

Initiative owned by Chad R. Morris, Kenneth L. Chandler

#### **Status:**

The Green Run approved the construction of a concessions/restroom building and have requested financial assistance from the City. Working through the Virginia Beach Development Authority, funding is being coordinated through a loan. In addition, there are a few site improvements such as paving the parking lot that should be completed before other new construction activities take place. Discussions with Planning and Parks and Recreation are ongoing. The disclosure forms were submitted to the City Attorney's Office in August. The City Attorney's Office is preparing the loan documents for the Virginia Beach Development Authority and Princess Anne Little League with execution of loan documents in August/September 2019.

## **Storm Water Management Policies, Planning and Programs**

Initiative owned by Mark A. Johnson, Thomas M. Leahy

### **Status:**

The MS4 stormwater permit requires the implementation of projects and programs to address the quality of stormwater discharges. June 2019 marks the end of the third year of permit implementation. The FY18 annual report was deemed complete by the Virginia Department of Environmental Quality in May 2019 with no further information requested. The FY19 annual report is due by October 1. The Chesapeake Bay TMDL Action Plan submitted last year is still under review by DEQ. The action plans are posted on [www.vbgov.com/stormwater-program](http://www.vbgov.com/stormwater-program). A key component of our action plans to improve local water quality is based on our partnership with the Hampton Roads Sanitation District on the Sustainable Water Initiative for Tomorrow (SWIFT). The City entered into an agreement with HRSD in September 2017 to allow for pollutant reduction trading to support restoration of the Chesapeake Bay. This agreement will reduce the burden on the City of Virginia Beach ratepayers by avoiding future costs, estimated at \$315M, associated with the Chesapeake Bay TMDL. Water Quality Improvement projects will be implemented citywide to address local water quality needs.

## **Stormwater Management Master Planning, Analysis and Modeling**

Initiative owned by Mark A. Johnson, Thomas M. Leahy

### **Status:**

This project is updating the City's stormwater master plans that were prepared in the late 1980's. The first step to manage a stormwater system is to know what you have and how it performs. The modeling identifies deficiencies in the City's stormwater system considering both stormwater quality and quantity and provides design parameters such as downstream water surface levels to developers for projects. In addition, by mapping out the City's stormwater management system, we are meeting one of the requirements of our MS4 permit. The models are interactive and will be kept updated. The analysis and modeling is divided into 5 main watersheds, Lynnhaven River, Little Creek, Atlantic Ocean, Elizabeth River and Southern Rivers watersheds. These 5 main watersheds are then divided into 31 drainage basins. The modeling for the Lynnhaven River watershed was completed in June 2018. The modeling for the Little Creek watershed was completed in December 2018. The modeling for the Atlantic Ocean watershed was completed in March 2019. The modeling for the Elizabeth River watershed will be complete in October 2019. And the modeling for the Southern Rivers watershed will be complete in October 2019. The criteria for prioritizing stormwater projects will be complete in October 2019 and the master plan effort will begin once the criteria is complete. Final master plans for the entire City will be completed by April 2022.

## **Virginia Beach Comprehensive Waste Management Strategy**

Initiative owned by Mark A. Johnson, Thomas M. Leahy

### **Status:**

The SPSA (2.0) Use and Support Agreement for regional solid waste disposal began January 25, 2018. All member communities continued participation and all debt was retired. To avoid debt in the future, SPSA is pursuing a pay as you go funding strategy for large landfill expenditures such as cell development and closure.

Virginia Beach began the Solid Waste Collections fee on January 1, 2012. Waste Management was transitioned to an Enterprise Fund In of July 2013 and is now a standalone fund. Numerous efficiency measures have been implemented to ensure both high quality and high value services. Virginia Beach's collection fee is extremely competitive given the wide range of services provided.

China's stringent policy on contamination of recycle materials has had a dramatic impact on the recycling industry. Some recycling programs have been discontinued and many others have seen price increases. In Virginia Beach, TFC, the City's recycling vendor, continues to meet the obligations of their contract, which runs through at least June 30, 2024. City staff and TFC are working together to address high rates of contamination in the curbside recycling stream through education and enforcement.

The contract with KW1 for yard debris processing was not extended for the final available term and expired June 30, 2018. KW1 suffered fires and was subsequently found to have several Fire Code violations. Yard debris is currently being taken to the HRRC Landfill. Alternative yard debris processing options are currently being evaluated, including a City facility option. Yard debris accounts for approximately half of the City's recycling, therefore the City's next recycling rate will be roughly half of the previous 37.4% rate when calculated.

## **Windsor Woods, Princess Anne, & The Lakes Storm Water Flooding**

Initiative owned by Mark A. Johnson, Thomas M. Leahy

### **Status:**

The City has retained a national engineering firm to develop a detailed engineering analysis and provide technical engineering services to develop and apply stormwater management models, analyze existing stormwater management infrastructure, identify and recommend improvements including cost and phasing plans, design, preparation of construction documents, and construction phase services to identify improvements addressing flooding in Windsor Woods, Princess Anne Plaza/Northgate and The Lakes. The detailed engineering analyses to determine the specific program of flood control measures has been completed. The highest priority projects to be designed and constructed to achieve the greatest reduction of structure flooding are Tide gates, Stormwater storage, and Stormwater pump stations. Approximately 10 miles of new storm drains are proposed to be built. The majority of the new storm drains will be constructed after the major projects above are completed.

Current active projects include:

1. Windsor Oaks West Canal
2. Clubhouse Road Storm Drains which is expected to begin construction in February 2020
3. South Plaza Trail Storm Drains which is expected to begin construction in July 2021
4. Old Forge Road and Red Lion Road Storm Drains which is expected to begin construction in July 2022
5. Windsor Woods Tide Gate at Thalia Creek which is expected to begin construction in July 2020 contingent upon permitting
6. Bow Creek Golf Course Conversion



**VB**  
*City of*  
Virginia Beach