



Annual Report to City Council



2019

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Goal Matrix



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 21st 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.

Council Initiatives

- Agriculture Business Analysis and Expansion Strategy
- Arts & Humanities Commission Funded Programs 2018
- Bioscience Business Development
- Bonney Road 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)
- GTS Advanced Materials R&D and Production Center
- Historic Kempsville Quad “C” Development
- London Bridge Commerce Center
- Lynnhaven Corridor Improvements
- Opportunity Zones
- Pembroke SGA Zoning
- Princess Anne Road/TCC Hotel Project
- Regional Branding
- Resort Area Strategic Action Plan (RASAP) Update
- Study the Potential for Agricultural Heritage Center
- Town Center Expansion (Beyond Core Area)
- Town Center Phase VI

Goal 1: Grow the Local Economy (cont'd)

- Trans-Atlantic Cable Landing
- ViBe Creative District Matching Grant Program
- Workforce Development (including TCC and other institutions)

Striving for Excellence Initiatives

- Farmers Market – Business Results
- Preserve, Sustain, and Continue to Grow Agricultural Business Sector

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

Council Initiatives

- ARP Evaluation and Direction
- City Operations: Energy Efficiency for City Operations
- City Properties: Inventory, Evaluation and Direction
- Disaster Recovery – Economic Resilience
- Employee Compensation: Policy Review
- Historic Kempsville Area Master Plan Implementation
- Maintain AAA Bond Rating
- Marketing of Excess City and School Property
- Master Technology Plan Implementation and Update
- Provide Emergency Preparedness Outreach and Flood Insurance Education to Community
- Police Staffing Plan
- Public Safety Salary Compression
- Sale of City-Owned Land: Evaluation, Policy Direction and Actions
- SPSA: Long Term Solid Waste Disposal for Southside Localities

Striving for Excellence Initiatives

- Develop and Implement Citywide Damage Assessment Program
- Human Resources: Selection, Promotion, and Retention
- Increase City Expenditures Paid to Minority Business to 12% of Expenditures
- Online Permitting
- Value of Volunteerism

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

Council Initiatives

- Atlantic Avenue Off-Season On-Street Parking
- Autonomous Vehicle Plan
- Better Mass Transit by Improving Frequency and Reliability
- Bike Construction
- Bikeways and Trails Plan Implementation
- Bikeways Construction
- Bond Referendum for Road Backlog
- 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 Projects: Funding
- Princess Anne Road – Phase VII
- Regional Transportation Funding/Six Major Projects Regional Agenda
- Roadway Maintenance Program
- Shore Drive Infrastructure Improvements
- UBER/LYFT Shared Ride Services Regulations
- VDOT Approval of Cleveland Street Scope Change
- Veterans Facility: Access Road
- Witchduck Road - Phase II

Striving for Excellence Initiatives

- New VB Wave Trolley Mobile Fare Payment App
- Pacific Avenue Pedestrian Safety Demonstration Project
- Parking Wayfinding and Events App

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

Council 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
- Land for Solar Farms; Development
- Eastern Shore Drive Stormwater Project
- Gills Cove Neighborhood Dredging SSD
- Housing and Neighborhood Strategy
- Sea Level Rise/Recurrent Flooding Comprehensive Analysis
- Sherwood Lakes SW Flooding
- Stormwater Fee Policy Direction
- VBCDC: Response to Audit

Striving for Excellence Initiatives

- Comprehensive Plan Phase 1 Public Outreach
- Neighborhood Dredging Special Service District (NDSSD)
- Resort Area Strategic Action Plan 2030 Public Engagement

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

Council Initiatives

- 19th Street Pedestrian Connection
- Activate Atlantic Avenue
- Branding Virginia Beach Naturally
- City Manager Recruitment and Hire
- Conduct "Research & Development" to Support Tourism Marketing
- Construct the Darden Marine Animal Conservation Center
- Convention Center Business Development
- Convention Center Headquarters Hotel Development
- Construct the Darden Marine Animal Conservation Center
- 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 Experiences
- Memorial for Victims of Municipal Center Shooting
- Owls Creek Marsh Pavilion Enhancement (Phases I & II)
- Resort Area Parking Plan
- Sports Center
- Support the Upgrade to and Development of Convention Quality Hotels
- Tourism Advocacy

Goal 5: Be a Competitive, Sustainable Year-Round Resort Destination for Residents, Businesses, and Tourists (Cont'd)

Striving for Excellence Initiatives

- Adults Only
- Rudee Loop Temporary Placemaking Improvements
- Tree City USA Award

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.

Council Initiatives

- Body Worn Cameras for Patrol Officers
- Something in the Water
- 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 Zone Initiative
- Drone Use Policy
- Fire Apparatus Replacement
- Fort Story Fire Station
- Housing Resource Center - Operations
- Oceanfront Camera System
- Oceanfront Staffing, Operations and Homeless Outreach
- Opioid/Heroin Initiative
- Opioid Service Enhancements
- Public Safety Recruitment and Academy Curriculum

Striving for Excellence Initiatives

- Housing Resource Center - Operations
- Implement a Mobile Co-Response Team
- Students on the Swim

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

Council Initiatives

- African-American Cultural Center: Next Steps
- Homeless Strategy: Implementation
- Implement Open Table Initiative to Serve High-Risk Youth and their Families
- Mental Health Initiative
- Permanent Supportive Housing for Individuals with Serious Mental Illness

Striving for Excellence Initiatives

- Camp 911
- Community Engagement/Outreach
- Free Services for Citizens: Dog Parks, State Parks, and Rec Center Lockers
- Hands-on Arts and Community Outreach
- Historic Preservation
- Historical Architectural Resource Survey Update Northern Virginia Beach
- Increase Support and Resources for Kinship Guardians of Children Entering Foster Care
- Proactive Communications Enhancement Plan/Communication on Major Issues
- Unity Week
- VBGIGs – VB 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.

Council Initiatives

- Academia Programs Expansion
- City Summer Youth Employment: Expansion
- Library Renovation
- LENA Start Parent Classes
- VB Reads – First Grade Tutoring & Mentoring Program
- Library Renovation

Striving for Excellence Initiatives

- Employee Tuition Reimbursement
- Internal Training for Employees, Supervisors, and Managers
- Point-of-Sale System Implementation

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.

Council Initiatives

- Census 2020
- Data Center Development
- Offshore Wind Energy

Striving for Excellence Initiatives

- City's StormSense Project
- Data and Infrastructure Security Enhancements
- Data Management Process Improvement
- Disaster Recovery – Information Technology
- Economic Indicator Report
- Enhancements to Internal Data and Analytics Capabilities
- Enterprise Technology Plan Development
- Integrated Public Safety Initiative
- Legislative Management Implementation
- Next Generation Network (Remote City Site Connection)
- OpenVB
- Preparing for Implementation of the new ERP
- Software Upgrade/Replacement
- Timekeeping and Scheduling

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.

Council Initiatives

- Aragona Flooding SW Project
- Ashville Park SW Flooding
- Central Beach District SW Flooding
- Chesapeake Beach Sand Replenishment
- Chubb Lake/Lake Bedford
- Croatan Beach Sand Replenishment
- Disaster Recovery Plan - Infrastructure
- Little Creek American Field Relocation
- Princess Anne/Green Run Little League Direction
- 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 SW Flooding

Striving for Excellence Initiatives

- City Hall Replacement
- Columbus Loop Water Pump Station
- Major Water Main Relocation due to VDOT I-264 Witchduck Interchange Project

Grow the Local Economy

Goal 1



Goal 1

Grow the Local Economy

Agriculture Business Analysis and Expansion Strategy

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

Status:

In 2018 the economic impact of agricultural products in Virginia Beach was \$136.1 million, a 4.5% increase over 2017, as measured on a calendar year basis. Virginia Beach agricultural products are grown, sold, and consumed locally, as well as marketed, shipped and sold globally.

The Agriculture Reserve Program (ARP) purchases development rights to preserve and protect the agricultural industry in Virginia Beach. The ARP currently has 9934.07 acres enrolled, with 876 development rights acquired. The ARP dedicated funding provides each fiscal year \$990,000 to storm water projects. Currently CIP 7-024 Southern Canals projects, has seven drainage projects at various stages of activity and completion. These projects will help mitigate flooding and protect homes and farmland from property damage and crop loss.

The Agriculture Department continues to collaborate with the City Attorney's Office and Agriculture Advisory Commission (AAC) to draft updates to the ARP and Conditional Use Permit (CUP) ordinances to increase property eligibility in the ARP. The draft amendment to the ARP ordinance recommends expanding the definition of allowable activities on properties with ARP easements. The draft amendment to the CUP ordinance recommends allowing road frontage property in the floodplains to be eligible for the ARP, with a subdivision variance from City Council. These amendments to the ARP and CUP ordinances will be offered to the AAC for a motion at the Quarterly AAC meeting on January 13, 2020.

Bioscience Business Development

Initiative owned by Taylor 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 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 VaBeachBio 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 VaBeachBio Research Park. This will include approximately 1,400 feet of road segment along with water and sewer to service the first approximately 35 acres of the park.

The Long-Term Bio-Strategy is currently under revision. Current tactics include:

1. Identify a scientist to assist in qualifying leads
2. Continue work with Oxford Bio Network and Assebio
3. Complete build out of the VB Bio-Accelerator at Town Center
4. Provide ongoing support to the VB Bio Challenge Winners.

Bonney Road Development

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

Status:

The Department of Economic Development issued a Request for Proposal requesting responses for the development of the Bonney Road site. The City received two responses. The Department of Economic Development briefed City Council and was given direction to move forward with the Olympia Development proposal. Staff has begun discussions with Olympia to develop a term sheet. Olympia Development is currently conducting its due diligence with regard to site plan. Development issues being explored include a Traffic Impact study, Sanitary Sewer capacity, Stormwater engineering analysis, and Thalia Greenway impacts to development. City Council voted in October 2019 to sell this property to Olympia Development for the appraised value of \$2.13 million.

Economic Development Staff is working with Olympia Development to ensure that much needed professional office space in Town Center is developed as efficiently as possible. This initiative will be complete with the initiation of construction.

Burton Station SGA/Northampton Corridor Development

Initiative owned by Mark A. Johnson, Tom 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 streetlights. 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 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.

Class A occupancy in the Pembroke/Town Center SGA is above 85%; however, region wide professional office occupancy is much lower. VBED staff is actively working to identify large out of market professional office tenants that can serve as anchors for new office towers. Likely locations for these users are Town Center and the Oceanfront.

Comprehensive Plan Update

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

Status:

Phase I public engagement is complete with over 3,000 participants responding to the publicinput.com survey. The Existing Conditions Story Map Report is being developed at this time and Phase II and III of public engagement will begin in early 2020. The City's Comprehensive Plan will be updated and adopted in 2021 to meet the State mandate to update the document every five years.

Cyber Security Industry Development

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

Status:

There are 8,158 cyber related employees in our region, according to Cyberseek's "Cybersecurity Supply/Demand Heat Map," with 5,258 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 \$97,730 according to salary.com. Economic Development staff continues work with businesses, academia and government officials. Efforts focus 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 scheduled to open in early 2020. 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 continue to work with another Virginia Beach cybersecurity firm with plans to launch a Cyber Certified Service in 2020 that enables emerging risk prevention capabilities and prepares our businesses and the community for hyper-secure network environment. 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 the planning and discussions. A workshop was held to address workforce readiness for cybersecurity industry.

Economic Development staff serve on both the Commonwealth's Cyber Initiative's "Partnerships and Investment" and 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.

Current Projects are:

- Construction of a new 170,000 sf data center with 35 jobs,
- 25-acre development to support the Offshore Wind Industry, an estimated investment of \$50M
- Government Contractor looking to invest \$50M and hire 250 employees in a manufacturing project
- Construction company, 125 jobs, build-to-suit on four acres
- Manufacturer of metal products & Repair, 180 jobs, to purchase 150,000 sf facility

Economic Development Small Business and Diversification Strategy (SWaM)

Initiative owned by Taylor 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 preparing to launch a new small business education series to engage national industry leaders with local small businesses in bioscience, tourism/experience-related retail and entertainment; expanded local marketing campaign; development of new virtual/digital tools to support growth; and expand one-on-one and small group services focusing on innovation and evolution. The Department of Economic Development with support from the Purchasing Department secured and sponsored the annual Business Opportunity Conference which was held by the Carolinas-Virginia Minority Supplier Development Council. This is a tristate council 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 the corporate partners. Over 250 MBE's descended on Virginia Beach on August 4-6 to participate in the annual awards banquet; where Virginia Beach was recognized as the Public Corporation of the Year. Additionally, there were several workshops whereby the MBE's were able to 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 begin to have the conversation about expansion opportunities and the advantages of being in Virginia Beach.

GTS Advanced Materials R&D and Production Center

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

Status:

Global Technical Systems (GTS) is constructing a 500,000 sq. ft. carbon fiber research & development and manufacturing facility at Owls' Creek on 70 acres of land. This \$54.7 million facility will incorporate state-of-the-art advanced manufacturing equipment and will employ 1,100 people at an annual average salary of \$74,000. This center will produce electro-mechanical energy storage systems that have applications both commercially and for the federal government. Further development will focus on initial power generation capabilities.

Currently under construction, their advanced carbon fiber and flywheel technology provides 94% efficient storage and release of energy and contains no chemicals and is 100% green technology. Their products are expected to be in high demand globally and ultimately export to all-points throughout the world.

Historic Kempsville Quad "C" Development

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

Status:

The City is moving forward with the Purchase Agreement for the N.W. corner of S. Witchduck and Princess Anne Road with Robinson Development. The proposed development consists of medical offices and retail. The site presents challenges and the path towards development is as follows:

- Add restaurant with drive-through as a Conditional Use Permit in the B4-k district- Planning Commission recommended approval of a CUP for eating and drinking establishment on February 12, 2020.
- During the consideration of CUP, the deviation from the setback requirements can be addressed
- Maintain the requirement to meet the design standards of the Historic Kempsville Master Plan
- Complete DEQ remediations in the due diligence

Currently, both the developer and the City are in the process of obtaining additional appraisals of the property to ensure fair market value.

International Business Attraction: Strategy and Action

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

Status:

The long-term international strategy continues to be revised. The marketing calendar focuses on areas with the strongest potential to source new jobs and investment. With regards to international company recruitment, lead generation consultants will attend tradeshow and conduct meeting with multiplier agencies to create a pipeline of prospects for city staff to then conduct one on one meetings at company headquarters. Three of the most recent marketing missions that have taken place focused on reestablishing the City's relationship with PIMEC and to evaluate the City's approach of recruiting international bio companies. The City continues its relationship with Pequeña I Medianas Empresas de Cataluña (PIMEC) and will tentatively continue its relationship with the Oxford Bio Network (OBN) and Asociacion Espanola de Bioempresas (ASEBIO).

PIMEC is the small to medium sized manufacturing industry trade organization for the region of Catalonia. They have more than 120,000 members. Together with PIMEC, the city is organizing multiple business meeting events, roundtables, and an inbound mission with qualified companies between the fourth quarter of 2019 and 2020.

OBN is the life sciences network in Oxford which is dedicated to the growth of its member companies. ASEBIO is a network of bio medical companies located in Madrid, Spain.

Over the next six months, the international recruitment team will perform three marketing missions.

1. February 19 – 26: Three focuses - PIMEC member meetings, Biscay Government and existing industry visits in Germany
 - The third planned roundtable with Spanish companies interested in US market organized by PIMEC will take place. The goal continues to be educating members about Virginia Beach and to encourage participants to attend the inbound event in Virginia Beach May 4 – 8, 2020.
 - Additional meetings will be organized for companies not previously available.
 - Follow up meetings will be conducted with Spanish companies showing interest in previous business meetings.
 - Staff will meet with the Biscay Government (northern region of Spain) to discuss synergies that may exist between their strong renewable industry sector and the growing wind energy sector in Virginia Beach. The Maria cable originates from this region.
 - Visit German headquarters of existing companies in Virginia Beach

2. April 27 – 30: Two focuses – Offshore Wind and BioTrinity
 - An Introductory meeting with the “East of England Offshore Wind Skills Center” will be conducted. The two parties will discuss possible synergies and agreements to implement a similar workforce program in Virginia Beach.
 - City staff will also participate and sponsor the BioTrinity 2020 conference, organized by OBN. The city’s biomedical science consultant will participate in the conference and conduct company follow up meetings at the city’s expense.

3. May 4 – 8: One Focus – Host delegation of PIMEC company members
 - The city will host a weeklong delegation of Spanish companies that participated in the business to business roundtables conducted in Spain. The weeklong event will include:
 - Seminar on how to do business in Virginia
 - Tour and meeting with The Port of Virginia
 - Presentation and individual meetings with International Advisory Committee
 - Business meetings with local Virginia Beach companies

London Bridge Commerce Center

Initiative owned by Taylor 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 and has underlying APZ-1 zoning and Navy deed restrictions. An RFP to develop the property was advertised, 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:

This project will be advertised for bid in spring of 2020. Pedestrian easements are required for sidewalk installation to allow for a more connected, walkable community. Construction is anticipated to begin summer 2020 with a one-year construction timeframe. City staff continue to communicate closely with the Lynnhaven Business Association as we move this project forward.

Opportunity Zones

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

Status:

Economic Development and the SGA Office continue to market our eight Opportunity Zones (OZ). The webpage continues to operate as an information portal for the development community to easily access information about Virginia Beach's Opportunity Zones and opportunities for investment. Staff has participated in multiple panel discussions and was recently recruited by the International Economic Development Council to assist in expanding OZ program knowledge in the heavily damaged Houston area after Hurricane Harvey.

Pembroke SGA Zoning (Central Village District)

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

Status:

SGA and PW staff continue to work together to advance design of the VDOT Smartscale Cleveland Street Project. Once the alignment for the new road section is determined, other planning efforts shall move forward to include public engagement for a small area plan. As noted in the Pembroke SGA Plan, the Central Village District offers multiple opportunities for revitalization and redevelopment with a variety of mixed uses and higher density. Continued westward growth from Town Center is encouraged as contemplated with the 2009 adoption of this plan.

Princess Anne Road/TCC Hotel Project

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

Status:

Conditional rezoning from B-2 to B-4 adopted by City Council August 7, 2018 and the Purchase Agreement executed on September 20, 2019 (3.35 ac at \$1.94 million). The project Scope is:

- \$10 million, 110 key hotel
- 1.5 million, 4,500 sf restaurant
- City cost participation agreement of \$475 towards offsite improvements
- Purchase option of second parcel 3.06 ac for phase 2 at \$1.77 million

At design phase, the offsite infrastructure costs were revised, and Harmony requested an additional \$314K. The Purchase Agreement was amended to increase the maximum reimbursement for offsite infrastructure to \$790K.

The Planning Commission recommended approval of the re-zoning application and proffers associated with the proposed development July 2018. A draft term sheet is being revised for review by Harmony Hospitality. The City Manager, City Attorney's office and Economic Development staff and Harmony met to review the proposed design and hotel flag revisions. Ideally, City Council is scheduled to act on the proposed project in February 2019. Harmony has participated in a pre-submittal meeting with DSC to review and discuss the sewer and water requirements for the [proposed project. As a result of the meeting, Public Utilities has completed the capacity analysis for the sewer system as well as provided the required specifications for the project to connect to the public water system. At present DSC is prepared to begin review of the proposed site plan while the wetlands mitigation solution is being finalized.

Additionally, the proposed client has been identified for the outparcel adjacent to the hotel. A prominent national chain has been identified to secure the outparcel associated with this development. Panera is scheduled to become the national chain to accompany the development of the hotel.

Regional Branding

Initiative owned by Courtney Dyer, Ronald H. Williams Jr.

Status:

As a member of the Coastal Virginia Tourism Alliance (CVTA), the 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. In early 2019, 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.
- 3) 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 released recommendations in December 2019.

The Envision 2020 project task force released a brand initiative report in December 2019 recommending "757" as the region's place name. A copy of the full report can be found online at envisioning2020.com.

Resort Area Strategic Action Plan (RASAP) Update

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

Status:

Great progress has been made with the Resort Area Strategic Action Plan Steering Committee over the last year. The Plan is in final draft form and will be considered for adoption by the Planning Commission and City Council in February and March 2020. Seven priorities have been established for implementation over the next ten years. Of these, mobility planning is at the top of the list as it sets the stage for multiple initiatives regarding streetscapes, transportation, pedestrian connections and road design. Public engagement included two well-attended workshops and two public input.com surveys.

Study the potential for an Agricultural Heritage Center

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

Status:

This project would be part of a larger agriculture component combined with Virginia Cooperative Extension relocation to the Brown Farm. In the fall of 2019, senior management from Virginia Tech toured the location for future consideration.

Town Center Expansion (Beyond Core Area)

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

Status:

Phase VI included 33,000 sf of retail; 5,000 sf of restaurants; 131 studio and one-bedroom apartments; Zeiders American Dream Theater, a 309-seat live performance venue, and an elevated Public Plaza.

Town Center Phase VI

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

Status:

Phase VI included 33,000 sf of retail; 5,000 sf of restaurants; 131 studio and one-bedroom apartments; Zeiders American Dream Theater, a 309-seat live performance venue, and an elevated Public Plaza. Williams Sonoma, Pottery Barn, Common Wealth, Michael Michele Nail Spa, Modern Salon and Spa, Virginia ABC, Shake Shack, Taste, Cantina Laredo, Einstein Bagels/Caribou Coffee, Interlude Restaurant, Lamia's Crepes, Macaron Tart, Quirks, Vice Bar have joined Town Center. Coming soon Dogtopia. Town Center is having a job fair on Friday, March 27 from 11AM - 2PM at The Westin.

Trans-Atlantic Cable Landing

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

Status:

Globalinx: The first carrier hotel and carrier neutral center to locate on Corporate Landing Business Park at their 11,000-sf facility. An expansion comprising of 22,000-sf data center is underway.

PointOne: NAP of Virginia Beach, an enterprise-class data center and cable landing station campus will launch its first 40,000 sf facility in Summer 2020. The data center is capable of housing 8+ subsea cables with dry plant rooms designed to house SLTE and PFE equipment and is designated carrier neutral Meet-Me-Room. The facility is designed to withstand up to 200MPH winds and is being built at 15 feet above sea level.

NxtVn- Development underway to build a 170,000-sf data center later in 2020

Conduit System: \$1.2 Million Dollar project recently completed on Corporate Landing Parkway by the City of Virginia Beach Development Authority with diverse conduit runs consisting of 2 X 8 (total 16 conduits) 4" conduits which include 3 1.25" innerducts located in each conduit. The system is managed by Globalinx and is being leased to third parties.

Goal 1

Grow the Economy

Striving for Excellence

Initiatives

Farmers Market - Business Results

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

Striving for Excellence:

Process Improvement. New Revenue Generated: \$14,032.

Status:

An electrical upgrade to the front lawn at Farmers Market enabled the following: A contracted vendor was able to rent the front lawn for the spring season and late summer for amusement rides by using the electrical upgrade which eliminated the use of inefficient and costly gas generators. It also increased safety. The addition of amusement rides on the front lawn created market visibility for family entertainment, additional foot traffic, and increase revenue for market.

- With the elimination of generators, the vendor rental space was able to be increased for 6 major events, increasing market revenue.
- The first-time addition of an ice-skating rink, with a contracted vendor, was added as an attraction for the holiday season, November to early January. It created positive citizen interest and increased market revenue.

The electrical upgrade on the front lawn coupled with events and vendor additions increased visibility for the Farmers Market and sponsorships increased 54% (\$14,032) in FY19. We have continually succeeded to increase revenue each year.

Preserve, sustain, and continue to grow agricultural business sector.

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

Striving for Excellence:

Increased Productivity. New Revenue Generated: \$42,010.

Status:

December 12, 2019 -The Agricultural Department continues to utilize the Agricultural Reserve Program as a tool for land preservation which enables farmland to be actively farmed and part of the City's agricultural industry. The Department partners and

collaborates with Virginia Tech University and Virginia State University, the Virginia Department of Agriculture and Consumer Sciences, and private businesses to grow and promote the sustainability of agriculture and forestry. As of today, December 12, 2019, 9937.07 acres of agricultural land is enrolled into the ARP. In 2018 the estimated impact of agriculture was \$136.1 million, representing a 4.5% increase over 2017. The current harvest season will conclude in December of 2019.

In FY19, the Agriculture Department looked at ways to better utilize the Farmers Market to increase market viability, increase citizen/tourist interest and revenues. We collaborated with Facilities Management, Public Works to do an electrical upgrade to the front lawn area. The \$160,000 electrical upgrade would allow for greater use of the front lawn based on potential service contract to use the space for their event specific uses, ice skating rink. The revenue for FY19 recognized the following: realized revenue of \$299,305 compared to a budget of \$231,643 (29% increase) and increase of revenue of \$42,010 (16.3% increase) over FY18.

Create a Financially Sustainable City Providing Excellent Services

Goal 2



Goal 2

Maintain a Financially Sustainable City Providing Excellent Services

ARP Evaluation and Direction

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

Status:

December 10, 2019 - ARP currently has 9934.07 acres enrolled, with 876 development rights acquired. The ARP dedicated funding provides each fiscal year \$990,000 to storm water projects. Currently CIP 7-024 Southern Canals projects, has seven drainage projects at various stages of activity and completion. These projects will help mitigate flooding and protect homes and farmland from property damage and crop loss. The Agriculture Department continues to collaborate with the City Attorney's Office and Agricultural Advisory Commission (AAC) to draft updates to the ARP and Conditional Use Permit (CUP) ordinances to increase property eligibility in ARP. The draft amendment to the ARP ordinance recommends expanding the definition of allowable activities on properties with ARP easement. The draft amendment to the CUP ordinance recommends allowing road frontage property in the floodplains to be eligible for the ARP, with a subdivision variance from City Council. These amendments to the ARP and CUP ordinances will be offered to the AAC for a motion at the Quarterly AAC meeting on January 13, 2020.

City Operations: Energy Efficiency for City Operations

Initiative owned by Mark A. Johnson, Tom Leahy

Status:

The final report of the City's five-year municipal energy goals will be completed in the fall of 2020. Current goals include an annual energy reduction of five percent over the five years as well as an efficiency per square foot goal. The Joint Energy Committee is in the process of creating new energy goals.

In 2019, a series of new energy training videos were launched as well as an online energy training program. With the help of the City Manager, energy saving efforts by staff were recognized at our third annual energy award program.

Public Works continues to leverage EnergyCap software and electronic invoicing; electronically processing over 12,000 utility invoices. The program tracks nearly \$19 million in energy costs annually.

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

- An LED upgrade to 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 (retrofit work to begin in the spring of 2020).
- LED lighting retrofits at four fire stations will also begin in the spring of 2020 (Fire Stations 2, 8, 9 and 10).

Public Works continues 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 quarterly).

City Properties: Inventory, Evaluation and Direction

Initiative owned by Mark A. Johnson, Tom 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, while Economic Development is the responsible agency for 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, three (3) parcels have been sold, generating revenue of \$207,390. The Disposition Committee continues to review City-owned properties and will continue to recommend disposition of properties determined to be in excess of the City's needs. The properties acquired for BRAC using State funding, and sold as excess and/or easement, require 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/IT and/or the Real Estate Assessor to provide the Inventory of City property.

The 2019 inventory list for all City properties consists of 1461 properties assessed at a total of \$365,140,700.

Disaster Recovery - Economic Resilience

Initiative owned by David A. Bradley, Tom Leahy

Status:

An internal team will be created to work through coordination issues of the established key activities. The City will engage the private sector and key organizations like the Chamber of Commerce, VB Visions, Hotel and Restaurant Associations, etc. about coordinated and prioritized efforts to re-establish services.

Employee Compensation: Policy Review

Initiative owned by Regina Hilliard, Kenneth 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 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. Significant strides are continuing to be made in this area: paid time off accrual and carryover was modestly increased this fiscal year, and a new flexible holiday was added for use. The Acting Assignment Policy was revised this year to allow for supervisory responsibilities to be divided between two individuals, and modification was made to this policy to provide compensation retroactively after serving in an acting role for 30 days.

Health care premiums for calendar year 2019 increased by 1% from 2018 for employees receiving the City health care supplement. For 2020, no employee premium increase will occur (employer increases 3%), and those enrolling in the Basic plan and electing a Health Savings Account (HSA) will receive \$500 individual/\$1000 family annual contribution to HSA even if they previously received a \$500/\$1000 HSA contribution.

Historic Kempsville Area Master Plan Implementation

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

Status:

December 2019: The construction of the park has been delayed and will commence in the Spring of 2020 with a six-month timeframe to complete. The Historic Kempsville CAC is recommending for the park to be named "Patriots' Park".

Maintain AAA Bond Rating

Initiative owned by Alice M. Kelly, Tom Leahy

Status:

For ten consecutive years the City has been rated triple-A on its General Obligation Bonds by three credit rating agencies, Fitch Ratings Inc., Moody's Investors Services, and S & P Global Ratings (formerly Standard & Poors). The triple-A rating enables the City to obtain the best available interest rate for financing capital projects and provides assurance to investors of the soundness and security of bonds issued by the City. Agencies last 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 include: very strong financial management, manageable debt burden, rapid debt 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. To provide additional information to investors, rating agencies are using a more holistic and forward-looking approach by incorporating the impacts of Environmental, Social and Governance factors into the ratings.

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) at combined true interest cost (TIC) of 2.106266% (ratings AAA/Aaa/AAA) - reflects lowest TIC received on a GO issuance for our outstanding debt, and debt service savings of \$4.4 million over the 15-year term of the refunding bonds.
- February 13, 2019 - 2019 Storm Water Utility Revenue Bonds \$29,525,000 at TIC of 3.139267% (ratings AAA/Aa1).

Key debt ratios of the City's Debt Management Policies were met as of June 30, 2019:

- Annual Debt Service to General Government Expenditures \leq 10%: 7.8%
- Overall Net Debt to Estimated Full Market Value \leq 3.5%: 1.4%
- Overall Net Debt Per Capita \leq \$3,000 per capita: \$1,846
- Debt Per Capita to Per Capita Personal Income \leq 6.5%: 3.1%

Marketing of Excess City and School Property

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

Status:

Economic Development is tasked with 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.

Economic Development is not currently conducting active marketing of any City or Schools property. It is anticipated that an RFP will be published on behalf of schools early in 2020.

Police Staffing Plan

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

Status:

The Police Department was authorized a total of 833 sworn positions for calendar year 2019. On average, 772 sworn positions were filled throughout the year resulting in a 92.7% fill rate of the authorized positions. The filled positions were disbursed Department wide based on a need driven data analysis that was conducted. This data analysis focused on calls for service as a primary driver for staffing and incorporated a *time of day / day of week* study to ensure appropriate staffing levels were maintained throughout the Operations Division and the Department as a whole. This methodology has proven to be effective and will continue for the foreseeable future.

Provide Emergency Preparedness outreach and Flood Insurance education to the Community

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 over 40 new CERT volunteers, emceed 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 currently partnering with Public Works has been our best approach to support this initiative.

Public Safety Salary Compression

Initiative owned by Regina Hilliard, Steven R. Cover

Status:

The City Manager's work group reviewed salary compression with the goal of providing recommendations which will provide fair and equitable, as well as 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 methodology will assist in mitigating supervisory compression in public safety positions. This midpoint goal also applies to all employees in titles requiring supervision. Additionally, public safety career development plans are being implemented to provide additional movement across the pay range. 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, Tom Leahy

Status:

Within the past year, three (3) parcels have been sold generating revenue of \$207,390. The Disposition Committee continues to review City-owned properties and will continue to recommend disposition of properties determined to be in excess of the City's needs. The properties acquired for BRAC using State funding and sold as excess and/or easement, require one-half of the sales price be returned to the State.

SPSA: Long Term Solid Waste Disposal for Southside Localities

Initiative owned by Mark A. Johnson, Tom Leahy

Status:

The SPSA (2.0) Use and Support Agreement began on January 25, 2018 and runs through June 30, 2027. The tipping fee was reduced from \$125/ton under the previous agreement to \$65/ton. The SPSA tipping fee for FY 18/19 was \$62/ton and is \$57/ton for FY 19/20. 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 Conditional Use Permit 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.

Goal 2

Maintain a Financially Sustainable City Providing Excellent Services

Striving for Excellence Initiatives

Develop and Implement City-wide Damage Assessment Program

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

Striving for Excellence:

Process Improvement

Status:

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 Recreation and Schools over the next 6 months to continue implementation of Crisis Track.

Human Resources: Selection, Promotion, and Retention

Initiative owned by Regina Hilliard, Kenneth Chandler

Striving for Excellence:

Improved Customer Service. Process Improvement. Technology Improvement Implemented.

Status:

Enhanced tools for recruitment and selection are a focus, including more use of external job boards (e.g., LinkedIn). Significant resources have been dedicated to enhancing the Taleo Applicant Tracking and Onboarding systems. The applicant experience, as well as the internal administrative experience, has improved considerably. Additionally, the modernization of employee benefits that has occurred (and is ongoing) put the City in a better position to be an employer of choice. Retention of employees has been the goal of the Supervisor Pay Progression Program which was implemented July 1, 2019. This program was an outcome of the compression work group that was reviewing public safety salary compression. The plan provides an automatic 10% increase when promoted to a supervisory position for which supervision

is a requirement of the classification. Additionally, over the next three years the supervisor's salary will be adjusted to the midpoint, with the employee receiving half the adjustment in the July following their promotion and the other half to the midpoint the following July. This methodology will assist in mitigating supervisory compression in public safety and non-public safety positions as well as provide predictability. The program also provides a fair, equitable, affordable and sustainable practice.

Increase City Expenditures paid to Minority Business to 12% of Expenditures

Initiative owned by Alice M. Kelly, Tom Leahy

Striving for Excellence:

Process Improvement.

Status:

The City's first disparity study was completed in 2018, with nine (9) recommendations made by the firm conducting the study, BBC Research and Consulting. The City has implemented four (4) of the recommendations, including increasing the annual expenditure aspirational goal to minority-owned businesses to 12% (the previous goal was 10%); improving data collection by reporting expenditure data in accordance to the disparity study categories of construction, goods and services, architecture and engineering and professional services; discussing the impacts and feasibility with the Minority Business Council and City Council Liaisons of a Sheltered Bidding Ordinance utilizing the functionality of the new ERP system to implement and improving prompt payment information to small businesses.

In addition, the City reinstated the Small Business Institute (VB SBI). The VB SBI is designed to assist small businesses with doing business in and with the City of Virginia Beach in prime capacity, as well as a subcontracting capacity. The VB SBI is an educational resource for doing business with other public agencies and the private sector as well.

The City expects to see an increase in the expenditures to minority-owned businesses over the next few years as a result of the disparity study and implementation of new initiatives including implementation of the City's new ERP financial system scheduled to begin July 1, 2020.

Online permitting

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

Striving for Excellence:

Improved Customer Service. Increased Productivity. Process Improvement. Technology Improvement Implemented.

Status:

Permits and Inspections began developing standards to allow residential online permit submittals in early 2019. In the first five months of 2019, 28 residential projects were submitted online. After May 31 the relocation of office space challenged the department with limited plan and file storage. As a result, online submittals were made available for all building permits. From June to December 2019, there have been almost 300 commercial and residential submittals (a 90% increase) with 50% of all building permits and 75% of all trade permits issued online. Additionally, online submittals are prompting appropriate plan review fees generating an increase in fees.

Value of Volunteerism

Initiative owned by Melissa Zibutis, Kenneth Chandler

Striving for Excellence:

Improved Customer Service. Savings: \$28,671,344.00.

Status:

Established in 1978, the Virginia Beach Office of Volunteer Resources seeks to maximize the full potential of the City's volunteers by promoting awareness of opportunities, fostering effective volunteer resource management, documenting the scope and impact of volunteer engagement, and celebrating the contributions and spirit of volunteerism in Virginia Beach.

City departments and state-related agencies manage volunteer programs that supplement the work of staff and provide many services not otherwise available to our citizens. The exciting results are that 31 departments reported volunteer service via the Volgistics volunteer database. For fiscal year 2018-19, there were 14,884 volunteers that contributed 1.1 million hours of service valued at \$28,671,344. With two volunteers to every one paid staff member, we strive to make Virginia Beach, a Community for a Lifetime.

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

Improve the Transportation System

Goal 3



Goal 3

Improve the Transportation System

Atlantic Avenue Off-Season On-Street Parking

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

Status:

A group of business owners along Atlantic Avenue organized and formed the “Atlantic Avenue Association” in 2018. They began advocating for improvements to Atlantic Avenue due to lack of patronage, foot traffic, and a decline in aesthetics. The desolate nature of the shoulder season on Atlantic Avenue was a primary concern. The Strategic Growth Area office conceptualized and designed plans for a temporary on-street parking program in the western trolley lane of Atlantic Avenue from November 2018 to April 2019 to meet citizen and business demand, breathe life into Atlantic Avenue in the off-season, and contribute to Council’s goal of being a competitive first class resort for businesses and tourists.

Atlantic Avenue Association members noted an increase in convenience for their patrons and business revenues during the on-street parking program. The Atlantic Avenue Association used the opening of the on-street parking as cause for an annual block party in November 2018 and 2019, with cumulatively over 4,000 in attendance.

Autonomous Vehicle Plan

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

Status:

City staff continue to work with partners, including Dominion Energy and the Virginia Tech Transportation Institute (VTTI), on an Automated Electric Vehicle pilot program. City Council received a briefing on the partnership on [November 26, 2019](#). Staff continues to work with its partners to develop both a memorandum of understanding and project development plan, including determining project location and phasing.

Better mass transit by improving frequency and reliability

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

Status:

Hampton Roads Transit (HRT) proposed that its Transit Transportation Project would be completed at the end of 2019. The project was proposed as the new Transit Strategic

Plan required by the Department of Rail and Public Transit. The plan has not been officially adopted to date. City staff continues to work closely with HRT in evaluation of their Transportation Strategic Plan

Bikeways and Trails Plan Implementation

Initiative owned by Chad R. Morris, Kenneth Chandler

Status:

The network continues to grow with this year's emphasis on the rewrite of the 2011 Bikeways and Trails Plan with anticipated completion in early 2020. This Active Transportation Plan will incorporate innovative and technically-sound advancements in transportation alternatives to the single-occupancy vehicle. Also, the Public Works Design Standards Manual Appendix F Bicycle Facilities to aid in the implementation of the Plan is being rewritten as well.

Additional accomplishments include the completion of the Thalia Creek Greenway Phase II. The Greenway now totals nearly a three-quarter mile of paved path and boardwalk along Thalia Creek near the heart of Town Center. Phase III of the Greenway is largely grant funded and currently in the design phase with anticipated construction late 2020.

The USDOT BUILD Grant Application was submitted to construct the Virginia Beach Trail, a 10-foot wide shared use path within the former NSRR Corridor. The construction of the trail would be nationally significant by providing a cross-city connection from the western city limit line to the oceanfront. Unfortunately, no applications from the Commonwealth of Virginia were awarded in 2019. However, the project remains a priority project and will be constructed as funding becomes available.

Bikeways Construction

Initiative owned by Mark A. Johnson, Tom Leahy

Status:

The schedule for FY2020 includes over 15 miles of existing roads to be striped for cycling accommodations while performing maintenance repaving. The Public Works & 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 routes 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.

Bond Referendum for Road Backlog

Initiative owned by Mark A. Johnson, Tom Leahy

Status:

In early September 2017, a draft conceptual program was sent to the MLT for review. The conceptual program consisted of candidate backlogged projects that could be funded at the \$100M, \$200M and \$300M funding levels. At City Council's Mid-Year Retreat in September 2017, the Council tabled pursuit of a referendum; no further action has been taken to date.

Centerville Turnpike Widening

Initiative owned by Mark A. Johnson, Tom 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 Spring 2022. The total project cost is \$44 million. 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 \$42.8 million.

Greenwich Flyover - I-64/I-264 Improvement Project

Initiative owned by Mark A. Johnson, Tom Leahy

Status:

The I-64/I-264 Interchange Project which includes the Greenwich Flyover is under construction and approximately 40% complete. Construction completion is scheduled for Fall 2021. The Greenwich Flyover portion of the project is scheduled to be completed in Fall 2020. The Cleveland Street/Clearfield Intersection Project was completed late-Summer 2019.

High Speed Rail Advocacy

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

Status:

The Department of Rail and Public Transit (DRPT) and the Hampton Roads Transportation Planning Organization (HRTPO) continue to offer support for high-speed rail initiatives at both the state and regional levels. During the 2020 General Assembly Session, DRPT requested a feasibility study of an east-west service corridor known as the "Commonwealth Corridor." The corridor would connect Christiansburg

and the New River Valley with Hampton Roads, and would include stops at Roanoke, Lynchburg, Charlottesville, and Richmond. The HRTPO 2020 Legislative Agenda promotes 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. To date, this effort remains unfunded.

Indian River Road/Kempsville Road Intersection Improvements

Initiative owned by Mark A. Johnson, Tom Leahy

Status:

Construction was substantially complete in November 2019. Final completion is scheduled for March 2020. Total Project Cost is \$23.1M.

Local Road Funding: Long Term

Initiative owned by Mark A. Johnson, Tom 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
Total	\$ 36,000,000

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
Total	\$ 30,000,000

Round 3 (2018)

General Booth Boulevard & Oceana Intersection	\$ 3,600,000
Total	\$ 3,600,000

Public Works staff is currently reviewing candidate projects for Smart Scale Round 4 to be submitted in the Spring/Summer of 2020.

Major Road Projects: Funding

Initiative owned by Mark A. Johnson, Tom 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)
- Highway Safety Improvement Program (HSIP)
- Primary Extensions
- Revenue Sharing (RS)
- Regional Surface Transportation Program (RSTP)
- State of Good Repair (SGR)
- Transportation Alternatives (TAP) set-aside
- Infrastructure for Rebuilding America (INFRA)
- Better Utilizing Investments to Leverage Development (BUILD)

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 TIGER BUILD and INFRA grant programs or similar program; general City tax increase; or a roadway bond referendum. In 2019 the City was successful in securing \$15.2M in competitive funding through a variety of grant programs.

Princess Anne Road - Ph. VII

Initiative owned by Mark A. Johnson, Tom Leahy

Status:

Construction began in March 2019 and is approximately 30% complete. Construction is scheduled to be completed by March 2021.

Regional Transportation Funding/Six Major Projects Regional Agenda

Initiative owned by Robert Matthias, Tom Leahy

Status:

- The HRBT is now under construction by HRTAC. The project will add new southbound tunnels and roadway to improve I-64 to 8 lanes between I-64/I-564 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 2019 and Fall 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 \$410 million 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 2021. The Bowers Hill interchange improvements are unfunded at \$300 million. The NEPA process anticipated to be complete Fall 2019/Winter 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 \$1.3 billion. These funds could be used for

Bowers Hill Interchange, Fort Eustis Blvd Interchange, I-264/I-64 Interchange and Independence Blvd/I-264 Interchange.

- The route 13/460/58 connector in Suffolk was funded for \$10 million worth of preliminary engineering and design. That project has been terminated because of the wetland impacts at a savings of \$7 million 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 \$22 million 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 \$26 million 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, Tom Leahy

Status:

In FY2019, the Pavement and Maintenance program completed over 200 miles of roadway and associated turn lanes and markings. The FY2020 paving plan includes another 210 lane miles with support funding of \$11,000,000. Full details will be sent to City Council.

The FY2019 reconstruction projects included portions of Princess Anne Road, Indian River Road, Sandpiper Road, and Providence Road. The FY2020 reconstruction projects will include Washington Square Alleys and Sandpiper Road.

Shore Drive Infrastructure Improvements

Initiative owned by Mark A. Johnson, Tom 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 begin in August 2021. (\$29.1M)

- Phase IV - Funding was restored for this project in the FY 19 CIP. Design activities will resume when funding becomes available in July 2020. (\$15.5M)

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 is 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 all disruptive transportation technologies.

VDOT Approval of Cleveland Street Scope Change

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

Status:

Cleveland Street was awarded \$10M of SMART SCALE funding in 2017. After an early draft of a 4-lane conceptual alignment was shared with stakeholders of the Central Business District Association (CBDA), a request was made of the SGA Office to conceptualize a better typical section for the roadway that prioritized pedestrian and business accessibility.

The SGA Office worked with Public Works Traffic Engineering to develop a three-lane section with bike lanes, on street parking and wide sidewalks. The SGA Office developed several renderings and supporting narratives to illustrate the benefits of the scope change for the Virginia Department of Transportation (VDOT) and successfully secured their approval in July 2019. The request for proposals (RFP) process for the project will begin in early 2020.

The modified concept for Cleveland Street will result in a streetscape that better meets the future vision for the Pembroke Strategic Growth Area and will avoid additional right-of-way (ROW) acquisition costs that would have been required with the original 4-lane section.

Veterans Facility: Access Road

Initiative owned by Mark A. Johnson, Tom 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. Design is complete. 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 - Ph. II

Initiative owned by Mark A. Johnson, Tom 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 is approximately 70% complete. Construction completion is scheduled for June 2020.

Goal 3

Improve the Transportation System

*Striving for Excellence
Initiatives*

New VB Wave Trolley Mobile Fare Payment App

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

Striving for Excellence:

Improved Customer Service. Increased Productivity. Process Improvement. Technology Improvement Implemented. New Grants Realized: \$292,830.00.

Status:

After successful launch in 2019, and utilization during the Something in the Water Festival, the app will launch again during Summer 2020. The goal is for the mobile app to go systemwide within the next two years. The timeline is dependent on resources. Hampton Roads Transit (HRT) recently hired a new IT director and City staff anticipates updates after their onboarding.

Pacific Avenue Pedestrian Safety Demonstration Project

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

Striving for Excellence:

New Grants Realized: \$484,570.00.

Status:

After numerous complaints from residents and several pedestrian related crashes, the Strategic Growth Office worked with the Transportation, Parking and Pedestrian Committee (TPPC) of the Resort Area Commission and Public Works Traffic Engineering to conceptualize a pedestrian safety demonstration project on Pacific Avenue. Four pedestrian refuges, motorist warning signs, accessibility improvements and high visibility crosswalks were installed in a widened median on Pacific Avenue between 33rd and 35th Streets to make it safer and easier for pedestrians to cross the street and contribute to Council's goal of being the safest City in Virginia. The project (CIP #2.111.027) was locally funded at \$438,966.

This project funding was used as a match for a VDOT Pedestrian Safety Action Plan grant. The SGA Office and Public Works Engineering worked to compile the grant application and were successfully awarded \$484,570 by VDOT to further extend the

median between 35th and 39th Streets and improve pedestrian safety on Pacific Avenue. 90% designs were completed in October 2019 with the next phase of pedestrian improvements scheduled for construction in Spring of 2020.

Parking Wayfinding and Events App

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

Striving for Excellence:

Technology Improvement Implemented.

Status:

The app is completed and has parking occupancy data for the meters and surface lots. Staff is currently working to integrate garage occupancy data into the app. When completed, in March 2020, the app will be marketed for citizen use.

Revitalize Neighborhoods and Plan for the Future

Goal 4



Goal 4

Revitalize Neighborhoods and Plan for the Future

2040 Vision to Action Community Coalition

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

Status:

As of December 2019, Vision to Action Community Coalition (VTACC) assisted Planning/SGA, Communications and STiR staff with our first phase of public engagement for the 2021 Comprehensive Plan. 3,056 participants participated in our first publicinput.com survey with over 53,000 responses and 6,529 comments. VTACC members assisted the City by going to various public meetings and events to hand out cards asking for citizens to participate in the survey. The survey was designed to gather general information from the public in an effort to understand current issues of concern. VTACC has committed to help city staff with the next phases of public engagement as we move forward with the planning process that results in a City Council adopted 2021 Comprehensive Plan.

Advocate for policy, planning and fiscal decisions that impact housing appropriations at the federal, state and local level

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

Status:

State Issues: The director of DHNP is a member of 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 and to learn about state initiatives. Governor Northam will propose very significant increases in funding for affordable housing and addressing homelessness in the FY2021 state budget.

Federal Issues: Federal funding for affordable housing programs that the city receives was approved in the Fall of 2019 and will provide level or increased funding for all housing programs that the city receives funds for. We receive updates from the City's lobbyist regarding these processes as well as opportunities for additional funding.

Cleveland Street Area Development

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

Status:

December 2019: This Smartscale Project received approval from the Virginia Department of Transportation to modify the typical section of Cleveland Street to allow for a more pedestrian-friendly, walkable community as the area begins to revitalize. This is in contrast to a higher speed thoroughfare initially designed from Witchduck Road to Independence Boulevard. Design for Cleveland Street will begin in 2020 with an anticipated start date in 2023. Public engagement will occur once the road alignment is determined.

Eastern Shore Drive Stormwater Project

Initiative owned by Mark A. Johnson, Tom 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 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 & Red Tide Road. Construction began on November 4, 2019 and is anticipated to be complete by August 2021. In FY 2019-20 five projects were broken out of the parent project, CIP 7-151. The projects are:

- CIP 7-065, Cape Henry Canal Phase II, Construction scheduled to begin July 2021
- CIP 7-066, Elevate Lynnhaven Drive, Construction scheduled to begin August 2024
- CIP 7-068, Lynnhaven Colony Park Pump Station, Construction scheduled to begin July 2022
- CIP 7-069, Lynnhaven Drive Pump Station, Construction scheduled to begin July 2021
- CIP 7-070, Vista Circle Pump Station, Construction scheduled to begin October 2024

Gills Cove Neighborhood Dredging SSD

Initiative owned by Mark A. Johnson, Tom Leahy

Status:

Final permit has been obtained. The SSD membership has selected the option to delay execution to bundle with the Eastern Branch dredging project and to utilize the City-owned dredged material transfer station. Permitting for the transfer station has created delays. The station should be under construction in early 2020, with the Eastern Branch and Gills Cove commencing shortly thereafter.

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 held a series of briefings on key aspects of the strategy from developers and housing advocates. In early 2020 staff will work with the HAB to use that input to draft a strategy that will be reviewed by the public, the Planning Commission and the City Manager's office, and then presented to Council by the summer of 2020.

Sea Level Rise/Recurrent Flooding Comprehensive Analysis

Initiative owned by Mark A. Johnson, Tom Leahy

Status:

The draft Sea Level Wise Adaptation Strategy plan is complete. This Adaptation Strategy outlines a proactive, long-term approach to enable the City of Virginia Beach to adapt to changing environmental conditions to ensure a vibrant future. This plan is the culmination of five years of work that included input from technical experts, community participants, and regional partners to gain a full understanding of flood risk and anticipated changes that will occur over time. The plan outlines policy and engineering strategies to reduce short and long-term impacts and creates city-wide and watershed-level 'action plans' to guide strategy implementation. Furthermore, the plan aims to improve Virginia Beach's overall flood resilience by using natural mitigations to lessen the magnitude and extent of flooding events through open space nature-based features in addition to engineered solutions to prevent the passage of floodwater into inhabited areas. This plan will be presented to City Council in January 2020. Public Meetings will be scheduled in February 2020 and the final Sea Level Wise Adaptation Strategy plan will be posted on-line by March 31, 2020.

Sherwood Lakes SW Flooding

Initiative owned by Mark A. Johnson, Tom Leahy

Status:

This project included the construction of a stormwater pump station, a large storm drainpipe to inter-connect the two lakes, and ditch and channel improvements to the receiving downstream ditches and channels in order to maintain the lake levels between 3.0 and 3.5-ft. The water surface elevations are monitored once a month or after a rain event whichever is more frequent. Construction of the interconnect pipe and permanent pump station is complete.

Storm Water Fee Policy Direction

Initiative owned by Mark A. Johnson, Tom Leahy

Status:

Public Works evaluated each of the primary functional components of the stormwater program that include water quality/regulatory compliance, operations and maintenance, and flood control and created the 6-year, \$395 million CIP. The FY20 CIP included an increase in the real estate tax of 1.5 cents and an increase of 3.5 cents per year over the next 6 years to the stormwater fee. Two additional funding scenarios that show allocations through FY32 and FY40 were created and presented to City Council. The first funding scenario includes allocations through FY32, is a \$1.3 billion plan that is comprised of continued dedicated real estate taxes, continued growth in the stormwater fee and redirection of road CIP funding. It will fund all of the current flood control projects and increases the allocations to major programs in water quality/regulatory compliance and operations and maintenance. This plan was presented to City Council in late March 2019. The second funding scenario is a \$2.2 billion 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 Stormwater Bond Referendum to provide additional funding for the stormwater program. As such, Public Works developed a list of candidate projects and programs to be funded, if a referendum were passed. This was presented to City Council on December 3, 2019.

VBCDC: Response to Audit

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

Status:

The City Auditor provided a report to Council in 2019 based on his audit of VBCDC. That report contained a series of recommended actions. In addition, the City Manager provided a letter to City council based on the auditor's report that added additional recommended actions.

Staff have worked with the Interim CEO of VBCDC to create a progress report on implementing the recommended actions. This report is developed by VBCDC, reviewed by DHNP staff, and included in the VBCDC board's monthly package, which is transmitted to City Council.

The main current initiative going on in response to the audit is that an outside consultant with expertise in property management has been retained to perform a detailed study of VBCDC's property management. This report is due to be received at the end of March. The results of that study will be key to determining a response to several outstanding financial issues from the audit, including the overall issue of financial sustainability. The VBCDC board will consider those issues and take action on them, in consultation with city staff and Council liaisons, over the months following the release of the report.

Goal 4

Revitalize Neighborhoods and Plan for the Future

Striving for Excellence Initiatives

Comprehensive Plan Phase I Public Outreach

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

Striving for Excellence:

Improved Customer Service. Process Improvement.

Status:

The first phase of public input for the 2021 Comprehensive Plan consisted of a brief on-line survey featuring broad based marketing efforts by the City's Envision 2040 Committee and over two dozen staff volunteers from multiple departments. The efforts of these individuals led to reaching 3,056 survey respondents, 7,804 survey views and 573 subscribers. Subscriber participation will be actively pursued through future phases of public input. Over 100 hours were logged by volunteers and City staff who are normally not involved in the plan process.

Over 10,000 public input cards (containing a link to the survey and a brief informational video) were distributed at over a dozen special events (mostly over the weekend) and several dozen civic, business, and City commission meetings. Furthermore, the Communication's office promoted the survey over all the relevant social media outlets to encourage completion of the survey.

Stakeholder input has exceeded expectations to this point in the planning process as outreach will transition to obtaining more specific policy input through non-advertised "pop up" and traditionally advertised meetings. The survey results will help direct the content and diverse reach of the public meetings.

Neighborhood Dredging Special Service Districts (NDSSD)

Initiative owned by Kevin M. Chatellier, David A. Bradley

Striving for Excellence:

Process Improvement.

Status:

In 2019, the Department of Budget and Management Services worked closely with Public Works to streamline the budgeting and accounting for all eight Neighborhood Dredging Special Service Districts (NDSSD) which increases transparency of future dredging cycles and allows for consistency across the program. In FY 2019-20's CIP, a new project was established to account for the City's cost share of each neighborhood dredging project to separate General Fund versus SSD specific revenue in projects. The new policy should allow for more transparency and effective management of resources within the NDSSD program.

Resort Area Strategic Action Plan 2030 Public Engagement

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

Striving for Excellence:

Improved Customer Service. Process Improvement.

Status:

The public engagement process for the *Resort Area Strategic Action Plan 2030* consisted of three phases lead by City staff and supported by the Work Program Architects team. The first phase - understanding - included a review of the *Resort Area Strategic Action Plan 2008* accomplishments, the formation of an 18-member steering committee, and a 22-City member kick-off meeting. The second phase - exploring/prioritizing - sought to evaluate feedback from phase one and identify strengths, weaknesses and areas of highest priority for the plan update. This phase consisted of eight focus group meetings, 17 stakeholder interviews, a public workshop with around 150 attendees (staffed by 21 City staff volunteers), establishment of monthly steering committee meetings, and launching an online survey via publicinput.com with 1,236 respondents. The last phase - deciding - had almost 200 citizen participants in the public meeting staffed by 32 City staff volunteers, followed by an online survey with 1,351 respondents. The Consultant Team also attended Seatack Community Health Fair Day at the Seatack Community Recreation Center. Concluding these efforts, three advertised public information meetings will be held in early 2020 seeking public comment. And, we hope to achieve City Council adoption of the *Resort Area Strategic Action Plan 2030* that encompasses important topics identified through public engagement and a new set of priorities for the next decade of growth in the resort area.

This process is a culmination of City staff, Work Program Architects, the Resort Area Strategic Action Plan Steering Committee, and over three dozen staff volunteers from multiple departments. The efforts of these individuals led to engaging just over 3,000 people, resulting in a draft *Resort Area Strategic Action Plan 2030* that reflects our community's vision for the resort. This draft plan was provided to City Council on January 31, 2020. The draft plan will go to the Planning Commission in February 2020.

Be a Competitive First Class Resort for Residents, Businesses, and Tourists

Goal 5



Goal 5

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

19th Street Pedestrian Connection

Initiative owned by Mark A. Johnson, Tom Leahy

Status:

The 19th Street Project includes improvements along 19th Street from Parks Ave 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 \$16.5 million. Construction is approximately 70% complete. Construction is scheduled to be complete in Fall 2020.

Activate Atlantic Avenue

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

Status:

Activate Atlantic Avenue continues to progress. On-street parking is in place again this year as of October 1, 2019 from 6th to 40th Streets on Atlantic Avenue. The Atlantic Avenue Association hosted three shoulder season "Party on Atlantic!" events with live entertainment in October and November in an effort to attract visitors to the oceanfront. City staff continues to collaborate with the stakeholders at the oceanfront to establish new ways to Activate Atlantic Avenue.

Branding: Virginia Beach Naturally

Initiative owned by Courtney Dyer, Ronald H. Williams Jr.

Status:

Efforts to increase familiarity of Virginia Beach's outdoor experiences to domestic and international visitors continues to be a significant part of the Live the Life brand marketing strategy. CVB's warm weather highlighted Virginia Beach's waterways, parks, trails and outdoor activities to reach visitors looking to connect with nature in addition to their beach stay. The CVB produced a series of "mini-sodes" featuring local

talent, highlighting outdoor adventures that aired on out-of-market TV and social media. 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 experiences through media channels Blue Ridge Outdoors, TV, social media and digital. Thirty blog articles have been produced 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 in spring of 2019 featuring nature and soft adventure and will run for an additional two years. Articles featuring nature-based offerings in several prominent publications. In the Group Tour Market, a Coastal Studies Tour Itinerary for student groups was created and promoted through trade shows and targeted email. A customized Live the Life Eco Adventures itinerary was also developed for the Senior Adult group market. The Virginia Green program continues to promote industry partners that have been certified as Virginia Green participants and encourages visitors to support our partners who strive to preserve Virginia Beach's natural beauty and environmental integrity. We continue to promote Virginia Beach as a sustainable destination. We continue to promote Virginia Beach as a sustainably destination.

City Manager Recruitment and Hire

Initiative owned by Regina Hilliard, Kenneth L. Chandler

Status:

City Council selected the consulting firm of GovHR USA to lead the recruitment effort to fill the City Manager position. Several feedback mechanisms were used to solicit information from employees and citizens on the background and characteristics needed for our next City Manager. Town hall meetings, employee meetings, a citizen survey, meetings with the consultants, and use of the consultant's email were all available to provide feedback. The position was advertised for the month of January, and over 160 applications were received. A recruitment report will be provided to City Council on February 21, with a review of the candidate profiles to occur in closed session on March 3

Conduct "Research & Development" to support tourism marketing investments.

Initiative owned by Courtney Dyer, Ronald H. Williams Jr.

Status:

The 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, 2016 and 2013 to measure efforts. Furthermore, the CVB's Marketing Communications team closely monitors Google Analytics to determine how the marketing investments are performing and continually optimize content and assets to perform as strongly as possible for the organization. Based on insights gleaned from this data we are better informed pertaining to the type of content and assets that need to be prioritized, further invested in and/ or reallocated as we evolve and improve our marketing communications efforts throughout the campaign.

Construct the Darden Marine Animal Conservation Center

Initiative owned by Cynthia Whitbred-Spanoulis, Kenneth 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 FY2015. 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 summer 2020.

Convention Center Business Development

Initiative owned by Courtney Dyer, Ronald H. Williams Jr.

Status:

The Meetings & Conventions 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 OCT – APR for our convention center and hotels. The Meeting and Conventions team is maximizing industry partnerships to leverage meeting planner relationships. These relationships have afforded the City with some exciting future business: Marine Technology Society, fall 2022, The Nursing Organization Alliance in the Fall of 2021 which will allow the City to introduce over 45 Nursing Specialties to our destination. In addition, we hired a new Mid-West Sales Manager and have renewed the contracted DC Sales Representative who maximizes VA Beach's visibility and sales lead development in the nation's highest concentration of associations and organizations. For VBCC specifically, revenue per event is up 26% and room nights per event is up 20%. The increases are quite positive given the 19% decline in overall number of events. Participatory Sports as a category generated a whopping 75.6% of total room nights and 28% of event revenue with 244,100 attendees. When the new Sports Center opens, the hope is more VBCC space will be available for Convention delegates which generate 2.56 times the revenue of Sporting event participants at the center.

Convention Center Headquarters Hotel Development

Initiative owned by Courtney Dyer, 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 had 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 timetable 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 Courtney Dyer, Ronald H. Williams Jr.

Status:

CVB aims to increase the awareness and familiarity of Virginia Beach as a year-round destination. In order to effectively position Virginia Beach as a year-round destination, CVB has strategically allocated advertising investments throughout the year by spreading this investment during need periods, it allows us to build shoulder season efforts while maintaining a strong peak summer visitation season. Marketing and Communications also layers in key "always-on" PR, social and marketing tactics throughout the year targeting the Leisure Transient audience and all other CVB market segments which includes prospective regional event planners for the VBCC. 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, 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 strategy. February, March, April, July, August and September 2019 saw hotel occupancy up over 2018, with overall year to date occupancy through October pacing 2.2% ahead of 2018 (source: Smith Travel Research). Virginia Beach also leads the comp set in occupancy through October 2019. Sports Marketing brought new business during the shoulder season, including VHSL Student Leaders Conference (est. 1,000) – April 5-6, 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. These efforts help to position Virginia Beach as a year-round destination.

Dome Site Development

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

Status:

City Council voted to execute a development agreement with Venture Realty that committed the City to a process that ultimately leads to completion of this project. Due diligence is under way and City staff is meeting weekly with the developer.

This project consists of a proposed mixed-use, multi-venue entertainment complex on a 10.35-acre property located between 18th and 20th 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 due diligence process that outlines the essential elements of the project. It is the basis for a development agreement that will go the City Council for final approval by late summer 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 17th Street. Cultural Affairs continues to 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 PAVBF/MOCA, Artist “Bootcamp”, and online STEAM curriculum. Continuing to work with the Public Art Foundation on their 5 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.

Vivid Art/ Light /Innovation Festival benchmarking and outline is complete and is ready to move to the next phase of development. Funds have been allocated to contract consultant to define the festival as it directly applies to VB in order so solicit public and investors support, assess scale, funding strategies, marketing and timeline. In addition, a proposed permanent projection at the 24th Street Park would potentially support the festival as well as become a tourist draw. Led by Randy Thomson and RAC, letters of support from 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 specific focus on Donations and Memorial and the addition of Public Art of Private Property, and Public Art Performance Measures developed.

Our community and placemaking projects include supporting RASAP in identification of gateway projects, public art and placemaking opportunities, working with SGA and Historic Kempsville on a Public Art Strategic Plan, and the Atlantic Avenue Association and Bayfront Advisory on public art opportunities.

Improving the Authentic Virginia Beach Experiences

Initiative owned by Courtney Dyer, Ronald H. Williams Jr.

Status:

The CVB continues to support the vision of creating experiences that are distinctive to Virginia Beach in order to appeal to multiple generations of travelers. 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 place-making 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, 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 YTD, 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.

Memorial for victims of municipal center shooting

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

Status:

Virginia Beach History Museums’ staff have led multiple aspects of 5/31 memorial planning and management. Staff collected and processed items from the temporary memorial, researched permanent memorials in other cities, shared memorial and tribute items with victims' families and members of the public as needed, and will develop and implement a planning process for a permanent memorial.

Virginia Beach History Museums curatorial staff collected all items from the 5/31 temporary memorial outside Building 11. Items left for specific people were photographed, and flash drives of those photos were provided to victims’ families to review and select any items to keep. Two families selected items to keep. Additionally, staff collected sympathy cards and condolence items sent to City leadership to create a central, permanent memorial collection. Staff created a storage and viewing space in an existing leased storage facility at a cost of \$17,500.

Staff contributed approximately 400 hours to this unanticipated service need, deferring other tasks and utilizing a student intern for approximately 100 hours of service. Items from the permanent collection were shared with media and members of the public at a community healing event. Staff researched planning processes used in other cities to develop permanent memorials and will lead a planning process for Virginia Beach in 2020.

Owls Creek Marsh Pavilion Enhancement (Phases I & II)

Initiative owned by Cynthia Whitbred-Spanoulis, Kenneth Chandler

Status:

Phase I, a project to renovate the twenty-two-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 FY2018 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 includes 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 FY 2018, the two phases were combined into one construction project. Construction began in May 2019 and is expected to take two years. Opening is tentatively scheduled for summer 2021.

Resort Area Parking Plan

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

Status:

The SGA/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 app 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 app will assist

locals and overnight visitors to find available parking spaces at the City's most frequented locations.

Anticipated dates for these apps are:

- Resort Lots, Meters, and Lynnhaven Boat Ramp - Currently Active
- Resort Garages and Virginia Aquarium - March 2020
- Sandbridge - May 2020
- Town Center - July 2021

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 app 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 RASAP 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.

Sports Center

Initiative owned by Courtney Dyer, Ronald H. Williams Jr.

Status:

The Virginia Beach Sports Center construction continues on schedule for a November 2020 completion. The Virginia Beach CVB, in partnership with the Public Works Department, has been busy over the past six months focused on 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 855 spaces that were taken offline to accommodate construction. The first phase of the new parking lot, approximately 800 spaces, was opened at the end of August. In December, the major milestone of completely enclosing the building and turning on power sources will be completed in anticipation of beginning the installation of the athletic flooring and track surface which will begin at the start of 2020. Work also continues on the exterior footprint featuring multi-purpose festival area, bus drop-off zone and remainder of parking. Two stormwater ponds for the new facility are complete and active in treating run-off. The CVB Sports Marketing team continues to market, sell and sign letters of intent for new business. This project continues to be an "all-in" collaborative effort between various city departments including CVB, Public

Works, Public Utilities, COMiT, Planning, SGA, Police Department and City Manager's Office/Media and Communication.

Support the upgrade to and development of convention quality hotels.

Initiative owned by Courtney Dyer, Ronald H. Williams Jr.

Status:

We continue to lag behind other destinations for Meetings and Convention business when it comes to convention hotel facilities. The absence of a headquarter hotel to support the marketing of our convention center has significantly handicapped our ability to utilize the Convention Center in the manner in which it was designed and constructed. The opening of the Cavalier Hotel on the hill and construction for the 300-room full-service Marriott, will assist in attracting more meeting and convention business. However, these projects don't provide the scale and proximity to the Convention Center needed to effectively improve the marketability of the Center to attract the national convention market that we should be attracting. We received an updated HVS study analyzing the headquarter hotel issue in Virginia Beach. The study supports the need for this asset and stated the following: "Adequate attached lodging to a convention center is a key selection criterion for meeting planners and a primary point of comparison among competing venues. As convention centers across the U.S. have developed hotel properties to meet this demand, the lack of a headquarters hotel in Virginia Beach has decreased the desirability of the VBCC and impeded its efforts to book quality events."

Tourism Advocacy

Initiative owned by Courtney Dyer, Ronald H. Williams Jr.

Status:

Advocacy messaging to residents outlining the benefits of tourism continues to be a focus for the CVB. The CVB ran a TV campaign in spring 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, 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.

Goal 5

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

*Striving for Excellence
Initiatives*

Adults Only

Initiative owned by Cynthia Whitbred-Spanoulis, Kenneth Chandler

Striving for Excellence:

Improved Customer Service.

Status:

In FY19, the Aquarium created and implemented a slate of adult-focused programming to engage a new audience segment. Programs included the design of, acquisition of sponsorship for, and implementation of the Craft Brews Cruise boat trips, the Adult Overnight sleep-in event, and others.

Rudee Loop Temporary Placemaking Improvements

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

Striving for Excellence:

Savings: \$8,190.00.

Status:

After a hotel was demolished on a half-acre of Virginia Beach Economic Development Authority property at Rudee Loop, a patchwork of unusable pavement and gravel remained. The site became an eyesore to the surrounding residents and businesses, prompting complaints. The Strategic Growth Area office proposed low-cost, interim improvements to improve the aesthetics and usability of the space to contribute to Council's goal of being a competitive first-class resort for residents, businesses and tourists. In February 2019, the Development Authority approved \$31,500 to make these improvements.

Turf areas, plantings, gravel walkways and a multi-game court were designed by the SGA office and installed by Parks and Recreation Landscape Management and Public Works Building Maintenance, resulting in significant cost savings compared to utilizing consultant and contractor services. The SGA office also collaborated with the Cultural Affairs department to have two, 1,000 sf murals installed on both sides of an existing wall and one sculptural installation.

Only 74% of the approved funds were used for the improvements, resulting in a cost savings of \$8,190. The site was utilized for a special event in October 2019, with over 100 in attendance.

Tree City USA Award

Initiative owned by Michael F. Kirschman, Kenneth Chandler

Striving for Excellence:

Improved Customer Service.

Status:

At the 2019 Arbor Day Celebration on Friday, April 26, 2019 the City was honored by the National Arbor Day Foundation with our 6th Tree City USA Growth Award and a Tree City USA designation for the 39th consecutive year.

Be the Safest City in Virginia

Goal 6



Goal 6

Be the Safest City in the Nation

Body Worn Cameras for Patrol Officers

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

Status:

Our Body Worn Camera (BWC) program will equip 450 officers with body cameras over two years. The four phase Implementation Plan is designed to gradually introduce this new technology allowing all agencies to adapt to the vast amount of digital information and evidence while identifying any impacts this data will have on our workforce. To date we have deployed Phases I and II which means half of our patrol officers are wearing body cameras. There have been more than 95,000 videos captured since we began using cameras. We expect to fully implement all BWCs by September 2020.

We are continuing to evaluate and assess our program as we work through each phase of implementation and will make the necessary changes to ensure we are getting the maximum efficiency from this equipment. Part of the evaluation has included the impact on quantifiable measures such as use-of-force instances, citizen complaints, and dispositions of complaints received. BWCs has had a positive impact in all three categories, and we believe reductions in use-of-force instances will reduce costs associated with employee injuries, citizen injuries, and litigation associated with these occurrences.

BWCs have afforded police administrators the opportunity to review police/citizen contacts as they occurred without edits or altered data. This has helped us better identify where officers are doing well, if further training is needed, or when other oversight is needed. We believe body cameras have positively influence the behaviors of all involved, citizens and officers, which increases the likelihood of a less confrontational encounter.

Community Policing Strategy

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

Status:

In its truest form “Community Policing” is a philosophy. The Virginia Beach Police Department introduced the philosophy decades ago and implemented the concept via dedicated community policing units/squads in each of the four precincts. Since that time, community policing has shaped our daily operations and strategic vision for the

future. Over the decades, officers were trained in the philosophy at the basic academy level and have been/are now shaped by it in the Police Training Officer (PTO) program upon culmination and completion of their Neighborhood Portfolio Exercise (NPE) as well throughout their career.

The department has successfully transitioned from community policing as a concept to community policing as a philosophy, its truest form. Community policing is now standard operating procedure for how we engage with our communities. There will always be communities that need more attention and help than others and our officers understand this and adapt accordingly. Individually, officers are assigned to represent the department at civic league meetings, during community events, or at social gatherings. This community engagement by officers allow them to interact directly and be held accountable by the community they serve. Likewise, community concerns are addressed at the officer level and reported through the chain of command to the precinct commanders for resource allocation or referral to the appropriate city agency. Community concerns are captured in COMPSTAT reporting and archived appropriately.

Recognizing our department has attained community policing as a philosophy is vitally important. It captures decade's worth of dedication, hard work, and perseverance. Our shift from community policing as a concept with five to eight officers per command designated to community policing as an engrained philosophy and culture increases our community engagement and staffing. Each officer, as responsible to their community as the next, increases our ability to provide great community policing 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.

Develop Continuity of Operations Plan for the City of Virginia Beach

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

Status:

The Continuity of Operations planning process has stopped currently due to the May 31st event, however departments that completed their plans have continued to keep them updated. The Work Group also developed a Tiered approach to identifying key systems and their Return to Operation (RTO) timelines to assist Information Technology in their Disaster Recover planning. We will reconvene the Work Group in 2020 to restart the process.

Develop Updated Evacuation and Shelter Plans to Align with New Evacuation Zone Initiative

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 completed by VDEM, however they have gone back to review and make changes.

Drone Use Policy

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

Status:

The commanding officer of Special Operations which oversees the City's UAS program recently met with our newly appointed Public Safety Attorney Jessica Koepf and discussed from a best practice approach how the policy changes that were incorporated into the proposed addendum to the current City AD [5.12 - Unmanned Aircraft System (UAS)] would best be applied. It was determined the preference would be to incorporate any recommended policy revisions into the existing AD rather than including an addendum to the current AD that could potentially conflict with the current AD. That approach is being vetted with stakeholders at this time and we are confident this matter will be resolved prior to the next OneVision update.

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 2019. We will be replacing one heavy rescue, one hazmat unit, one pumper, and one platform ladder during fiscal year 2020.

Oceanfront Camera System

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

Status:

Although Phases 2 and 3 of the Oceanfront Camera Project remain unfunded, installation of cameras at select locations can continue as a limited amount of funds were carried over from Phase 1 construction. The project manager has received approval to commence construction at four locations north of 17th Street along the Boardwalk. Ideally, these locations will be operational prior to the upcoming summer season. Additionally, Management Services has approved the installation of a public address system to be placed on each camera pole that is located on the Boardwalk.

Oceanfront Staffing, Operations and homeless outreach

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

Status:

The oceanfront is currently staffed with 15 Community Policing Officers for the off-season. During the peak summer season, five officers are temporarily assigned to bring manpower to 20. A larger than normal crowd descended upon the oceanfront for the Patriotic Festival causing heavy pedestrian traffic that blocked sidewalks and impeded vehicular traffic on Atlantic Avenue. Atlantic was blocked off from 5th Street to 7th Street to accommodate the ingress of pedestrian traffic and vehicular traffic was re-routed. No transportation plan is in place to address traffic issues generated by crowds, but it will be addressed for future Festival events.

Major events and Holiday Operations are supplemented by the four police precincts and Special Operations. Local and state partners assist with events requiring staffing beyond our capabilities. We and our partner agencies are participating in a public safety focused Special Events Workgroup to make recommendations to improve resort area special events.

The goal for homeless outreach is to provide resources to keep homelessness rare, brief and non-recurring. The oceanfront requires significant resource allocation to provide a safe and family friendly environment for locals and tourists. In April the PD created a Homeless Engagement Resource Officer program which sent officers out seeking those in need of services and directing them to the Housing Resource Center. Officers continue to have a great working relationship with HRC staff and developed a team approach to combating homelessness.

The Judeo-Outreach Christian Center (JCOC) provides meals for the homeless and those in the low-income bracket at their soup kitchen. They are seeking to expand. The PD is working with Housing and Neighborhood Preservation and Planning to develop a plan that aides the JCOC in providing this much needed service while being proactive to ensure the security and safety of the surrounding neighborhood.

Opioid/Heroin Initiative

Initiative owned by Kimberly A. Peacock, Kenneth 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. In 2019, Public Health has provided eight REVIVE! Lay Rescuer classes for Opioid Overdoses, which has included 243 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 nine trainings in the past twelve months.

The Department has dispensed well over 400 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 increase outreach in 2020 under the guidance of the newly appointed Health Director, expanded Population Health Program, and by targeting at risk populations.

Opioid Service Enhancements

Initiative owned by Aileen L. Smith, Kenneth Chandler

Status:

Human Services continues to enhance Opioid Services. We recently initiated internal Medication Assisted Treatment (MAT) at the Pathways Center. Also, we received an additional \$130,000 in state opioid funding and are currently in the planning phase to implement an Office-Based Opioid Treatment (OBOT) service in our outpatient program.

The REVIVE! Opioid and Naloxone Education Program has trained 1007 individuals as of December 2019. Our state-funded MAT program that links individuals to contracted OBOT facilities has served a total of 474 individuals since the program's inception. The program has completed 101 Government Performance and Results Act (GPRA) assessments to track outcomes for individuals receiving MAT services. Peer recovery services has outreached and engaged 64 individuals in our local emergency departments and 261 individuals in the Virginia Beach Correctional Center during 2019. The Peer Specialists have managed 368 phone calls on our Warmline. Also, the state grant allowed us to add a third Peer Specialist in November in order to expand Peer Recovery Services.

To further expand awareness about opioid use, Behavioral Health Wellness and Prevention Services engaged in a four-month public service announcement campaign with Cox Media as part of a collaborative effort with Chesapeake, Hampton Newport News and Norfolk Community Services Boards. This campaign reached 3.7 million viewers. In addition, Prevention has continued their comprehensive opioid awareness campaign at Lynnhaven Mall, in the "Health Journal", and through community engagement activities, such as the Health and Wellness event that was held in September at the Chalice Christian Church.

Public Safety Recruitment and Academy Curriculum

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

Status:

Throughout the police profession there is a marked decline in the number of people interested in joining the occupation. A variety of factors contribute to this decline and many of them affect us in this area. Between 2014 and 2016 we averaged 304 people coming to take our hiring test per year. Between 2017 and 2019 that number dropped to 219 (28% decrease). In addition, we noted a small increase in attrition amongst our incumbent workforce. 2019 saw the largest number of officers separating from the agency (87).

While these numbers are a cause for concern, we are actively engaged in addressing the issue. In 2018 and 2019, we have implemented the Professional Development Program, which fundamentally changes and improves our pay structure for incumbent officers between one and nine years of tenure. This program is unique in our region and we believe it will affect regional recruiting efforts and positively impact attrition at the lower end of tenure in the incumbent workforce.

We hosted career expos in the Western Bayside area, the Academy at Birdneck Road, and at the VB TCC campus. We have engaged in new advertising methods using social media monitoring and television. When comparing the number of recruits hired for the last five academy classes (Class 67-Class 63) to the five classes before (Class 62-Class 58), we note a 16% increase and 21% increase in the number of recruits that graduated to join our ranks.

In 2020 we will engage in a concerted effort to update our website, streamline our vetting process, and enhance our social media outreach. We are in the early stages of forming a task force of citizens from the faith community, business community, academia, and neighborhoods, to help develop recommendations for how we can find and attract the next generation of officers.

Something in the Water

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

Status:

Pharrell Williams' "Something in the Water" festival 2019 hosted more than 35,000 attendees to a three-day multicultural experience from April 24th through April 26th. Virginia Beach PD coordinated with Chesapeake PD, FBI, Norfolk PD, VB Sheriff's Office, and Virginia State Police to make a safe environment for festival goers and create a streamlined transportation system. The event included various types of activities at and around the Virginia Beach Convention Center and Oceanfront, including the beach stages at 5th Street and 19th Street and activations at 17th Street, 24th Street, and 31st Street parks. The program for the festival included a variety of events from an ever-growing list of musical acts to stimulating themes from entertainment to health panel discussions and cultural gatherings that served as a launching pad for fashion, technology, music, food, and guest speakers. In addition, the Pop-up Church that was held throughout Sunday on the beach was a large-scale community building event unique to the festival. The event capacity supported up to 10,000 people, including floored seating for congregations and a large-scale shade structure. The event was served by free regional satellite motor coach shuttles from Park and Ride locations in Chesapeake and Military Circle and Walmart sponsored a free brunch for attendees who participated in the food-drive. The inaugural festival corresponded with an abatement of crime when compared to the prior six years of College Beach Weekend,

which occurred on the same calendar week of the year. The disorganization of College Beach Weekend coupled with mass crowds often yielded higher crime rates, including higher incidents of violent crime. This year's festival created a harmonious atmosphere that brought together people of all demographics around the Festival activities.

Goal 6

Be the Safest City in the Nation

Striving for Excellence

Initiatives

Housing Resource Center- Operations

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

Striving for Excellence:

Improved Customer Service. Process Improvement.

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 VB Police Dept; the dept. of EMS 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 even is planned for Sept 12, 2019.

Implement a Mobile Co-Response Team in the City of Virginia Beach

Initiative owned by Aileen L. Smith, Kenneth Chandler

Striving for Excellence:

Improved Customer Service. Increased Productivity. Process Improvement.

Status:

The Virginia Beach Mobile Co-Responder Team (MCRT) has been successful during the last year and has responded to 667 calls since it launched in November of 2018.

Additional Emergency Services clinicians have been trained in the MCRT model. We currently have four clinicians and two supervisors that are trained to co-respond with police. EMS has assisted with medical clearance in some cases to expedite access to psychiatric care. The model has proven to be effective and diverted all but 9 calls (less than 1%) from arrest.

Students on the Swim

Initiative owned by Michael F. Kirschman, Kenneth Chandler

Striving for Excellence:

Improved Customer Service.

Status:

Drowning is the second-leading cause of unintentional injury-related death for children ages 1 to 14. This innovative program is educating, enlightening, and, most importantly, safeguarding our children. On October 9th, the Department of Parks and Recreation, Virginia Beach City Public Schools, and the Virginia Beach Parks and Recreation Foundation celebrated 5 years of the Students On the Swim (SOS) program. It started with three schools in 2014 and 311 second grade students complete the program. In 2019, 30 schools brought 2,286 second grade students to receive swim lessons. In 2020, we plan to add 2 new schools, which will max out pool capacity during school hours.

We are an Inclusive Community that is Welcoming and Empowers All

Goal 7



Goal 7

We are an Inclusive Community that is Welcoming and Empowers All

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 FY20. The organization is increasing visibility and programmatic content via promotional partnerships. Cultural Affairs has assisted the Board by providing leads to increase their high-income individual giving and corporate sponsor requests.

The organization has requested capital and programmatic funding from the State of Virginia. In the fall of 2019, the AACC team met with several state officials, received the advice to change their name to VIRGINIA AACC, and were informed that their requests would be considered. No action took place on the state level in the fall. The organization took necessary actions to change their name to the Virginia African American Cultural Center. Recently, the VAACC informed us that during this session, their requests have moved to the next step with the state, but no additional updates have been received.

In January, Gov. Northam and the Secretary of Education announced significant funding for the Black History and Cultural Center of Virginia (located in Richmond) but no mention of the VAACC.

The VAACC's Fall Family Festival fundraiser on the site of the future center was a successful community gathering, raising awareness and about \$8,000 in proceeds to benefit the organization. The proceeds were raised through vendor fees and sponsorships.

The VAACC applied for the Arts and Humanities Commission's Community Cultural Arts Grant in early 2020 to support a school production of "Cross that River" in collaboration with a feature presentation of the show at Zeider's American Dream Theater. The school performance took place on Feb 11 as part of Black History Month studies at Kempsville High School.

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 - 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. \$25,000 was received in 2019, and \$37,500 is being provided for 2020.
- 3) Re-organization of staff to better address community needs: In 2019 DHNP leadership staff in the Homeless Services division re-organized staff to provide more effective and efficient service, and added a homeless prevention and diversion component to the system, based on the large number of people presenting who were "at-risk" of becoming homeless.
- 4) Staff are working with stakeholders around the community on the related issues of panhandling, community awareness of the services that the city provides, and helping to ensure that we are monitoring our situation and avoiding significant problems. A presentation to Council on these issues is scheduled for January 14, 2020.

Implement Open Table Initiative to Serve High-Risk Youth and their Families

Initiative owned by Aileen L. Smith, Kenneth Chandler

Status:

The Virginia Beach Department of Human Services, through its Children's Services Act (CSA) program continues its partnership with the Interfaith Alliance at the Beach 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 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 became eligible to accept referrals from the Department of Human Services in September 2019. All volunteers undergo a background check through the DHS volunteer program.

The goal is to continue recruiting new table members and expand the model to serve a variety of citizens in relational and/or economic poverty in the City of Virginia Beach. The referral partner training has been offered to the Housing Resource Center case management staff for the purpose of expanding this model to the homeless population in Virginia Beach.

In October 2019, there were three active referrals from DHS to the Open Table teams. Two tables have begun their engagement process. Each table is working with a family (caregiver with children).

We have one more table that needs volunteer onboarding training through DHS to be scheduled, prior to January 1, 2020. There are two tables waiting for a referral. The CSA Administrator is actively recruiting referral partners to fill these table vacancies.

Mental Health Initiative

Initiative owned by Aileen L. Smith, Kenneth Chandler

Status:

Collaborative opportunities to discuss mental health initiatives have continued with key stakeholders. Behavioral Health staff members have participated in the local Mental Health Coalition and the corresponding awareness activities throughout the year. Collaborative meetings were held throughout the year with Virginia Beach Police Department and the Virginia Beach Sheriff’s Office to discuss services for individuals with mental illness. As a result of collaborative meetings with the Virginia Beach Sheriff’s Office, state funding was received to begin a pilot program to enhance behavioral health services for individuals who are currently incarcerated or at risk of incarceration. The new program consists of 12 Human Services positions, 9 of which will be co-located inside the Virginia Beach Correctional Center and 3 community-based crisis intervention staff will focus on diverting individuals with a mental illness into treatment rather than jail. Services include diversion, screening, care coordination, education, peer engagement and re-entry planning. The goals of the new initiative include: 1) decreased recidivism; 2) enhanced diversion; 3) reduced symptoms; 4) seamless transition to services upon discharge; and, 5) increased engagement in behavioral health services. In addition to these robust partnerships, we participated in a mental health awareness event at the Norfolk Admiral’s game in March, and on November 12, 2019, and the Behavioral Health Division Director did a presentation and

engaged in discussion about mental health services during the NAMI (National Alliance on Mental Illness) Coastal Virginia community meeting. Behavioral Health Leadership also joined the Human Rights Commission Mental Health Committee and served as a panelist during the “Human Rights & Mental Health” forum on December 10, 2019.

Permanent Supportive Housing for Individuals with Serious Mental Illness

Initiative owned by Aileen L. Smith, Kenneth Chandler

Status:

Human Services continues to provide education to internal and external stakeholders regarding the permanent supportive housing program. The available housing slots have been filled and 112 individuals with serious mental illness were enrolled in the program during 2019. In addition, Human Services is partnering with the Department of Housing and Neighborhood Preservation (DHNP) to explore options to develop additional housing opportunities with state funding reserves.

Goal 7

We are an Inclusive Community that is Welcoming and Empowers All

*Striving for Excellence
Initiatives*

Camp 911

Initiative owned by Michael F. Kirschman, Kenneth Chandler

Striving for Excellence:

Improved Customer Service.

Status:

Virginia Beach Parks and Recreation collaborated with the Virginia Beach Fire Department to develop a summer camp experience. It was designed to bring public safety professions awareness to middle school students from backgrounds underrepresented in public safety fields. In its pilot year, the camp hosted 22 middle schoolers who attended daily field trips and participated in exciting, fast-paced, hands-on activities giving them an up-close view of Virginia Beach's Police Dept., Fire Dept., EMS, ECCS, Emergency Management, and Sheriff's Office.

Community Engagement/Outreach

Initiative owned by Julie Hill, Tom Leahy

Striving for Excellence:

Improved Customer Service. Process Improvement.

Status:

The 2019 Citizen Satisfaction survey results show a six percent increase (from 70% in 2017 to 76%) in satisfaction with our efforts to communicate with and engage residents. The same survey shows a seven percent increase (from 63% in 2017 to 70%) in residents' satisfaction with opportunities they have to share their ideas and opinions before the City makes important decisions. These findings reflect the City's concerted efforts to employ a variety of methods designed to engage and outreach to citizens. Chief among the improvements: implementation of the new online survey tool, enhanced social media outreach and supplementing public meetings with virtual solutions, including live streaming and online chats. This strategy recognizes that offering a range of engagement/input options tailored to particular issues and projects allows choices,

enabling participation at levels that meet individual interests, abilities and schedules. Examples: City Hall, Dome Site, Sea Level Rise/flooding, Something in the Water, Police Recruitment, Adoption/Foster Parents Recruitment and public art.

Free Services for Citizens: Dog Parks, Skate Parks, and Rec Centers Lockers

Initiative owned by Michael F. Kirschman, Kenneth Chandler

Striving for Excellence:

Improved Customer Service. Increased Productivity. Process Improvement.

Status:

In order to improve services and increase access to public facilities, we streamlined processes and eliminated fees for Dog Parks, Skate Parks, and locker use at recreation centers. Prior to this, the dog park pass process was cumbersome. Free Skate Parks and locker use provided more public access and improved our customer service.

Hands-on Arts and Community Outreach

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

Striving for Excellence:

Improved Customer Service.

Status:

Educational Artist Residencies and Outreach Programs are designed to engage artists and students in the creation of collaborative art project that reflect spirit of the school and its surrounding community, and S.T.E.A.M. educational experiences.

Artist Anne Dushanko-Dobek hosted over 150 community members, joined the artist in cutting hundreds of butterflies while discussing how environmental impacts effects animal and human global migration. An artist talk was hosted by MOCA about her experiences in the rainforest and was joined by last year's Eco-Artist, Benjamin Heller to talk about the unique opportunity Virginia Beach has created to support artist with this mission. This residency created a unique immersive ODU internship program for students.

Artist Christopher Revels worked with Corporate Landing Elementary School art teacher, Anne Campbell and third grade students to design and create, "We Bloom Together." A larger-than-life flower garden made of recycled collage materials stretching more than eight feet in length with multiple four-foot-tall flower structures. The flowers' petals created by the students had words and images representative of

each one. The sculpture was installed on the school grounds. Artist Markis Bowers collaborated with fourth and fifth grade students at Parkway Elementary School and their art teacher, Susan Owens to create “Children Are the Future,” a mural project highlighting what the students want to be when they grow up. During *Career Day at Parkway*, Bowers met with the students to discuss their future ambitions. Using sketches from the students, he created a mural on stage, and the students had the opportunity to engage with Bowers. The mural consists of seven portraits, along with a compilation of student artwork and panels painted by students. The completed piece was installed on the schoolyard fence. The final artworks were unveiled at school events for students and their families.

Historic Preservation

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

Striving for Excellence:

Improved Customer Service.

Status:

2019 Katherine Glaize Rockwood Award for Outstanding Community Preservation

Preservation Virginia named the Virginia Beach Historic Preservation Commission and Planning Department staff support as recipients of the 2019 Katherine Glaize Rockwood Award for Outstanding Community Preservation. The award recognizes an individual, group or activity that has made a significant contribution to the preservation of historic resources in Virginia. It specifically noted their research grant program, historic marker project and involvement of local schools in historic preservation.

Cape Henry Lighthouse Dune and Base Stabilization Project

The Cape Henry Lighthouse dune and base stabilization project was successfully completed in May 2019. The \$1.1 million project was over two decades in the planning and development stage and utilized four federal transportation enhancement grants totaling \$853,000. In addition to preventing further damage to the base from its exposure to the elements, the installed brick pavers, metal railings and interpretive signs provide for a significantly enhanced historic site for public visitation worthy of the lighthouse’s status as a National Historic Landmark.

Historic Architectural Resource Survey Update Northern Virginia Beach

An update to the City’s survey of historic architectural resources for the northern half of Virginia Beach was completed to state survey standards. The project looked primarily at 20th century neighborhoods, as well as individual resources that had reached 50 years of age since the last general reconnaissance survey was completed in 1992. It documented 49 neighborhoods and 283 individual resources.

Recommendations noted that up to 9 of the neighborhoods and 25 of the individual resources could be eligible for listing in the National Register of Historic Places. The survey update was a requirement of the City's 2016 Certified Local Government Agreement with the Virginia Department of Historic Resources (DHR).

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

Initiative owned by Aileen L. Smith, Kenneth Chandler

Striving for Excellence:

Improved Customer Service. Increased Productivity. Process Improvement. New Grants Realized: \$63,000.00.

Status:

This past year the Kinship Navigator Program has successfully provided education to the community on kinship care and the Kinship Navigator Program. Feedback from kinship families regarding the effectiveness and usefulness of the services has been tremendous. Services provided have included help with applying for Medicaid, Temporary Assistance for Needy Families (TANF), and Supplemental Nutritional Assistance (SNAP). The program has assisted kinship families with finding funds to help with utility bills, connecting children and adults to mental health support, connecting kinship families to area food banks and pantries, and for some kinship families, just being there to walk them through the custody process. Kinship families have indicated they are appreciative of the services provided by the program. Community providers have expressed a willingness to work with kinship families. We have just received confirmation that our grant submission for a second year has been approved by the Virginia Department of Social Services.

For the 4th quarter, 60 youth and 52 caretakers received services.

Proactive Communications Enhancement Plan/Communication on Major Issues

Initiative owned by Julie Hill, Tom Leahy

Striving for Excellence:

Improved Customer Service. Process Improvement.

Status:

Departments strive to proactively address major issues and concerns. In addition to employing participation continuum to help design appropriate communication plans, we have introduced or enhanced several communication vehicles this year, including:

- Developed and implementing communication plans for range of major projects and initiatives, including City Hall, Dome site, sports center, sea level rise and Census 2020
- Implemented PageFreezer software enterprise-wide to archive social media sites
- Handled communication in response to mass shooting on May 31, 2019 and coordinated with event producers on communication related to Something in the Water
- Increased social media followers across all platforms (Facebook, Twitter, Instagram, LinkedIn, Flickr, YouTube and NextDoor) by more than 20%
- Increased participation in online surveys through new platform (Publicinput.com) - to date more than 43,000 participants and 10% of residents have registered, signed up to receive notifications
- Won awards for VB411 and companion website, VB411: Fact or Fiction - at <https://www.vbgov.com/government/departments/communications-office/fact-or-fiction/Pages/default.aspx>. Programs average 2000-7000 views and generate comments to which staff responds. Awards received from Virginia Public Relations Society, Public Relations Society of America and National Association of Government Communicators
- Began live-streaming meetings of the Virginia Beach Development Authority

Unity Week

Initiative owned by Michael F. Kirschman, Kenneth Chandler

Striving for Excellence:

Improved Customer Service.

Status:

Our goal is to actively promote inclusion and acceptance of everyone in our community. Unity Week provided many opportunities for the community to be exposed to various cultures and celebrated our differences. In year two, many departments came together, combined resources, and met the needs of the community.

VBGIGs - VB Globally Inspired Gatherings

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

Striving for Excellence:

Improved Customer Service.

Status:

2019 saw the launch of an exciting new pilot program, aimed at bringing increased cultural programming to Virginia Beach. New artists coming to the region were

impressed with our new stage at Mt. Trashmore, and excited by the city's determination to make space for globally and ethnically inspired music. The final performance was postponed due to Hurricane Dorian, preventing Parks from setting the show mobile. The new date will be May 2020 as the season opener. The pilot season allowed for a variety of programming styles, venues, and times to be tested. Cultural Affairs and other city department partners, Libraries and Parks and Recreation, made valuable discoveries and connected with community members to confirm alterations for season two in 2020. Citizen input surveys yielded an interest in Mediterranean music and dance, as well as a real variety in cultures to explore, showing us that our community audiences are curious, connected or interested in a wide variety of cultures ranging from Latin to Asian to Mediterranean and more. Plans for season two are underway and will include expansions to the program, a move to make every show free to the public, to incorporate local artists or dance educators.

This series also has been connected to Unity Week and Sandler Center's programming to assist in building community capacity and attraction to cultural arts to inspire increased attendance at paid shows in formal venues. The series also allowed Cultural Affairs to connect with more diverse communities and community organizations, from Tidewater African Cultural Alliance to Hispanic Leadership Forum, Asian Indians of Hampton Roads and more.

VBGigs contributed to the overwhelmingly popular Unity Week celebration at Mr. Trashmore by providing funds, stage management, and organizing/overseeing the selection and hiring of performing artists for the day. The event attracted more than 2,000 people in mid-October.

Our Community has World Class Schools and Educational Programs

Goal 8



Goal 8

Have World Class Schools and Educational Programs

Academia Programs Expansion

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

Status:

Old Dominion University's 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 – 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 Chandler

Status:

This year, the Youth Opportunities Office (YOO) employed 108 Virginia Beach residents, ages 16-21, in the Summer Youth Employment Program (SYEP). The youth workers received unique experiences in 28 different City departments and 8 private businesses.

The goal of the SYEP is financial education, empowerment, and professional development for young people in the city of Virginia Beach. We hope to expand the program to serve 200 youth workers by 2023, funding dependent.

Library Renovation

Initiative owned by Eva Poole, Kenneth Chandler

Status:

Status: On Track

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, 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. Design review has begun for our Great Neck, Oceanfront, Pungo-Blackwater, and Windsor Woods locations and renovations are projected to begin in early 2020.

LENA Start Parent Classes

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

Status:

Research shows that talking with babies/toddlers is one of the most critical elements in brain development. LENA Start uses innovative "talk pedometer" technology with simple strategies offered in a series of efficient, engaging sessions. Parents learn to use feedback from the LENA System™ about their home language environment and receive parent materials, free books to build a home library and easy-to-use talking tips to increase interactive talk with their children. Measured outcomes in number of adult words, conversational turns and participant graduation are used as success measures. The program is offered by [GrowSmart](#), a division of Virginia Beach Economic Development, to ensure healthy development and school readiness. LENA Start launched as a cost-share model with United Way of South Hampton Roads, LENA

Research and Virginia Beach which resulted in \$35,000 of funding support for expanding our reach in our second year of offering LENA Start. The program is launched with GrowSmart collaborative partners such as Virginia Beach Public Libraries, Parks and Recreation, Human Services - Early Intervention, Mile High Head Start, Health Department - Healthy Families, Virginia Beach City Public Schools and Square One. Staffing needs are reduced, while impact is increased. Effective implementation is ensured by delivering the program through videos and scripted instruction – and by continuous data feedback. The goal is to increase communication between parents and young children to bridge achievement and word gaps and increase children’s school readiness. In 2019, 128 families have been positively impacted by LENA Start and overall classes achieved an 83% graduation rate with 52% increase in conversational turns. Due to our success with LENA Start, a new grant opportunity through What Works Cities was pursued to expand this language focus to include LENA Home and LENA Grow.

Virginia Beach Reads – First Grade Tutoring & Mentoring Program

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

Status:

Virginia Beach First Grade Reads Tutoring & Mentoring Program is being expanded to 6 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 2 times per week. The program focuses on ensuring children are reading at or above grade level by the end of first grade. During the school year, over 125 volunteers read to 120+ first graders for a total of 3,275 volunteer hours which equates to \$87,620 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.

Goal 8

Have World Class Schools and Educational Programs

Striving for Excellence Initiatives

Employee Tuition Reimbursement

Initiative owned by Regina Hilliard, Kenneth Chandler

Striving for Excellence:

Increased Productivity.

Status:

In 2019, we approved and paid out 216 applications for tuition reimbursement (Spring 2019 - 98 applications, summer 2019 - 47 applications, Fall 2019 - 71). The average reimbursement is currently \$1,177 per application. Thirty-six applications are awaiting submission of final grades.

Educational Partnerships with colleges and universities have been established. Due to the partnerships, discounts for tuition, application fees, books, etc. may be offered. Some discounts may extend beyond the employee to those within the employee's household.

Internal Training for Employees, Supervisors and Managers

Initiative owned by Regina Hilliard, Kenneth Chandler

Striving for Excellence:

Increased Productivity. Technology Improvement Implemented.

Status:

Human Resources has continued the focus on employee development with enhanced training opportunities. The Boot Camp for Supervisors was expanded and implemented this year to offer three segments: one for New Supervisors (in title two years or less), one for Tenured Supervisors (in title greater than two years), and one for Team Leads (those who informally supervise or are in titles such as Crew Leader). Seventy-three employees completed the new supervisor boot camp, 89 completed the tenured supervisor boot camp, and 43 completed the team lead boot camp. Additionally, several trainings for individual departments on policies, procedures, and

EEO were conducted by Employee Relations, as were individualized trainings for Human Resource liaisons.

Point-of-Sale System Implementation

Initiative owned by Eva Poole, Kenneth Chandler

Striving for Excellence:

Improved Customer Service. Increased Productivity. Process Improvement. Technology Improvement Implemented.

Status:

Virginia Beach Public Library implemented Smart Money Manager, a point of sale system (POS), to help mitigate financial risk and eliminate redundancy when staff process customer payments. Prior to the implementation of the POS, staff members had to manually enter information into customer accounts after processing payments on cash registers. With the POS system, transactions are made at the workstation and are automatically entered into the customer account, eliminating the manual process. The integrated process also eliminated the need for a daily, time-intensive reconciliation, creating additional efficiencies.

Data and Technology is used to Enhance Community Livability, Prosperity, and Sustainability

Goal 9



Goal 9

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

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.

Data Center Development

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

Status:

Globalinx: The first carrier hotel and carrier neutral center to locate on Corporate Landing Business Park at their 11,000-sf facility. An expansion comprising of 22,000-sf data center is underway.

PointOne: NAP of Virginia Beach, an enterprise-class data center and cable landing station campus will launch its first 40,000 sf facility in Summer 2020. The data center is capable of housing 8+ subsea cables with dry plant rooms designed to house SLTE and PFE equipment and is designated carrier neutral Meet-Me-Room. The facility is designed to withstand up to 200MPH winds and is being built at 15 feet above sea level.

NxtVn- Development underway to build a 170,000-sf data center later in 2020

Conduit System: \$1.2 Million Dollar project recently completed on Corporate Landing Parkway by the City of Virginia Beach Development Authority with diverse conduit runs consisting of 2 X 8 (total 16 conduits) 4" conduits which include 3 1.25" innerducts located in each conduit. The system is managed by Globalinx and is being leased to third parties.

Offshore Wind Energy

Initiative owned by Robert Matthias, Tom Leahy

Status:

Dominion Energy put the Virginia Offshore Wind Technology Application Project (VOWTAP) on hold due to high perceived costs. They are now partnering with Orsted Energy to build 2 turbines 27 miles offshore to analyze cost and other details of wind development off Virginia. The 2 test turbines will be completed by the end of this calendar year.

The General Assembly, working with the Governor, is mandating that Dominion Power develop the commercial wind farm by the middle of this decade. This will be a perhaps \$5B project.

The Avangrid Renewables offshore wind project, in federal waters off Kitty Hawk, will utilize assets in Virginia Beach and our region for interconnection and workforce. The combined offshore wind projects are anticipated to generate over 5,000 megawatts of electricity, making Hampton Roads ideally situated to be the center of supply chain activities for construction in the Mid-Atlantic for offshore wind.

The General Assembly in its 2020 session, is providing \$40M to upgrade Portsmouth International Terminals as a center of excellence for offshore wind. Governor Northam has said that 14,000 jobs will be created in Virginia in the development of wind power in the Mid-Atlantic.

Goal 9

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

*Striving for Excellence
Initiatives*

City's StormSense Project

Initiative owned by Robert Jessen, Tom Leahy

Striving for Excellence:

Improved Customer Service. Increased Productivity. Process Improvement.
Technology Improvement Implemented.

Status:

- Twelve sensors were installed in 2019. They are currently under review. Twenty more sensor installations are in planning stages and are scheduled to be installed in the first quarter of 2020.
- Regional rainfall data from Hampton Roads Sanitation District (HRSD) sensors were combined with City sensors to provide regional rainfall contours that update every day. Work is currently in progress to combine Public Utilities rain gauges and provide data at a higher frequency such as 3-hour, hourly or 15-minute intervals.
- Several enhancements have been added to the StormSense App by incorporating NOAA's weather radar data, rainfall contours, flood inundation areas dependent on elevations, stormwater drainage basins, bridges and culverts. Automated sensor-level flood stages have been incorporated and are currently being tested.
- Windy App provides worldwide weather radar, wind and waves forecast. Several operational forecast models are used in this application. StormSense sensor data has been incorporated into Windy application to help visualize forecast weather events in near real-time as a prototype.
- The project has integrated NOAA's National Water Model (NWM) 25-year retrospective simulation dataset for several past hurricanes in the Hampton Roads region to review the simulated streamflow discharges and velocities of 3,774 stream segments. These observations have helped in providing a reference for severity and significance of the events regionally. NWM is a hydrologic modeling framework that simulates observed and forecast stream flow over the entire continental United States (CONUS). Recent trends of GPU accelerated

analytics with large datasets and ability to integrate with geo-spatial data have been made possible with OmniSci Cloud. This ability has provided tools to visualize the streamflow data in a unique way.

Data and Infrastructure Security Enhancements

Initiative owned by Pedro R. Wallace, Tom Leahy

Striving for Excellence:

Improved Customer Service. Increased Productivity. Process Improvement. Technology Improvement Implemented.

Status:

The city has implemented hardware controls on all mobile devices in order to ensure the confidentiality of the data stored on the devices. All systems have both a hardware password and hard disk encryption. The hardware password stops hackers from using alternative methods to log onto the computers. The hard disk encryption protects the data on the hard drives. Both methods ensure that if a mobile device is stolen, the data on the device cannot be accessed without city credentials.

The city has updated the InfoSec Awareness Program to include an annual awareness class that may be taken online. For 2019, 95% of all city members have taken the online class. This is an improvement over 2018 where only 50% of the city received annual InfoSec awareness training. Additional changes to the awareness program includes a “flag” on all emails that are sent from outside the city. The “flag” is used to help identify scammers who are posing as city members.

The InfoSec Office has installed a new system – CyberArk – to help manage the service accounts that are used by systems on the city’s network. Many of these service accounts have elevated privileges that hackers attempt to use in order to spread viruses and ransomware through the network.

Data Management Process Improvement

Initiative owned by Kevin M. Chatellier, David A. Bradley

Striving for Excellence:

Increased Productivity.

Status:

The Data Management Division of Budget and Management Services has made numerous updates to internal processes to prepare for the upcoming transition to the Oracle Cloud ERP in FY2021-22. These updates have streamlined processes to reduce

the time required for manual processing of data transfers from the HR system to GovMax, the City's budgeting software, as well as from GovMax to the current InSite financial system.

Disaster Recovery - Information Technology

Initiative owned by Eric Sivertsen, Tom Leahy

Striving for Excellence:

Improved Customer Service. Increased Productivity. Process Improvement. Technology Improvement Implemented.

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 expanded on this work by assigning the Enterprise Architecture and Planning team to develop a disaster recovery plan draft by the end of the current calendar year.

In December 2019 the Enterprise Architecture Team completed a draft of the IT Disaster Recovery Plan. This plan will continually be enhanced to ensure that it provides the best response to emergent events by restoring IT services as quickly as possible, in the order needed by the City. In addition to the Disaster Recovery plan, the Enterprise Team also completed its first tabletop exercise.

Future tabletop exercises will continue to be used to enhance general awareness, validate plans and procedures, rehearse concepts, and/or assess the types of systems needed to guide the prevention of, protection from, mitigation of, response to, and recovery from a defined incident and feed the continual update of the IT Disaster Recovery Plan.

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

Economic Indicator Report

Initiative owned by Kevin M. Chatellier, David A. Bradley

Striving for Excellence:

Technology Improvement Implemented.

Status:

This year, the department of Budget and Management Services published and presented the Economic Indicator Report; a renewal of a report previously published by the department and discontinued in 2016. The Economic Indicator Report was created with a goal of compiling a selection of the most impactful metrics to accurately identify economic trends and changes in the local labor market, city revenues, and the national economy. In addition, the format of the report was carefully curated with the intent to leverage data and technology to improve the accuracy, clarity, and accessibility of the report. In the coming year, Budget and Management services will continue to publish this report on www.vbgov.com and present a briefing to City Council semiannually. Additionally, Budget and Management Services plans to grow the report to include a wider variety of metrics and to continue to foster collaboration and innovation within and between City departments during the creation of each Economic Indicator Report release.

Enhancements to Internal Data and Analytics Capabilities

Initiative owned by Pedro R. Wallace, Tom Leahy

Striving for Excellence:

Improved Customer Service. Increased Productivity. Process Improvement.

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, 38 introductory academy sessions have been offered, and 317 employees from across 26 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.

In an effort to improve data quality and accessibility, Information Technology is in the process of defining Data Governance board principles derived from Open Data efforts.

Overall Governance is defined and documented. As a first step, IT collaborates with Public Libraries to set roles and responsibilities as well as develop our first data taxonomy for the City's Data Catalog. IT also adopted web-based Azure Data Catalog. Azure Data Catalog is an enterprise-wide metadata catalog that makes data asset discovery straightforward. It is a fully-managed service that lets users – from analyst, to data scientist to data developer – register, enrich, discover, understand, and consume data sources.

Enterprise Technology Plan Development

Initiative owned by Ed C. Feeney, Tom Leahy

Striving for Excellence:

Improved Customer Service. Increased Productivity.

Status:

The title of this document is "Enterprise Technology Plan," which reflects a commitment to strengthening interdepartmental collaboration and advancing technology priorities across the organization. Information Technology (IT) completed work to refine and document foundational strategic initiatives for the City's business and technology roadmap. The identified initiatives are closely aligned with City Council's strategic goals to ensure continuity in service development and delivery. This alignment demonstrates agility, accountability, and transparency while supporting the City's mission and Council's vision. The technology plan emphasizes City Council's top five priorities. The seven enterprise business imperatives define a clear roadmap that will enable business initiatives throughout the organization. An external review of the technology plan was completed in the first quarter of FY20 and received very positive reviews. As a result of the successful external review, IT is publishing the plan in alignment with the FY21 budget submittal.

Integrated Public Safety Initiative

Initiative owned by Ed C. Feeney, Tom Leahy

Striving for Excellence:

Improved Customer Service. Increased Productivity. Process Improvement. Technology Improvement Implemented.

Status:

IT in partnership with the City's public safety agencies, completed the Computer Aided Dispatch (CAD) and Mobile CAD implementation. This phase includes employing Windows-based tablets and completing Automated Secure Alarm Protocol Services to allow alarm companies to integrate directly with CAD. The project team successfully

completed testing for the 4.4.3 CAD and mobile upgrade which included Virginia Beach-specific feature and mapping functionality requested. The production roll out of this upgrade was completed in October 2019. Upon completion of the roll out, the system administrators worked with each business unit to provide demonstrations of agency-specific settings and functionality available within the new release to leverage the new capabilities available within the Mobile CAD application. The RFP for hosting and integration services to enable Cad-to-CAD data exchange with neighboring jurisdictions (Norfolk, Chesapeake and Suffolk), as well as possible integration with military installations across the area is scheduled to release in March 2020, and we are on track to hit that target. Additionally, the team will continue to work on integration with the City's NICE recording system, which will require an upgrade to NICE before integration can be completed.

Phase two of the Integrated Public Safety Program has begun with a realignment of requirements. The amendment to the IPS contract is in circulation to remove the Data Warehouse, Police Records Management System, Field Based Reporting, eTicketing and associated modules from the current contract. This has allowed the project to now move forward in search of a new vendor.

Legislative Management Implementation

Initiative owned by Pedro R. Wallace, Tom Leahy

Striving for Excellence:

Improved Customer Service. Increased Productivity. Process Improvement. Technology Improvement Implemented.

Status:

Legislative Management is an agenda management tool being implemented for City Council and Planning's Commission and Board meetings. The system has been configured and training is underway with all Department leadership including the City Manager's office, City Attorney's office, City Clerk's office, the Planning Department and the Planning Commission.

The scheduled roll out includes Planning Commission meetings first and soon after, City Council meetings. The Planning department has successfully produced an agenda from the Legislative Management application. The agenda was used in the February 12th Planning Commission meeting.

IT continues to work with all agencies to ensure the Legislative Management application enables current processes of each meeting. Once successful Planning and City Council will transition fully to the new process and toolset. The goal is to fully implement in the third quarter of 2020.

Next Generation Network (Remote City Site Connection)

Initiative owned by Darrell G. Riddick, Tom Leahy

Striving for Excellence:

Improved Customer Service. Increased Productivity. Process Improvement. Technology Improvement Implemented.

Status:

FY20 has been very busy for the Next Generation Network Project. Information Technology has connected Sabre St and Central Dr to the fiber network, as well as finished adding fiber as part of the Burton Station Road Project. During the next half of the fiscal year, IT will continue to focus on the Municipal Campus Ring with phase 1 coming to completion. Phase II of the ring is pending infrastructure delivery from the vendor and will be completed in the first quarter of 2020. Phase III and IV are being reviewed and the timeline is forthcoming.

Information Technology continues to plan and add sites for the remainder of FY20 as well as begin planning for FY21 and FY22. The locations that are in the planning stages, to name a few, include the connection of Security Identifier (SID) to fiber, partnering with Public Works to build fiber along Wesleyan and Haygood Roads and connect Williams Farm Recreation Center to fiber; adding diverse connectivity along Princess Anne and London Bridge Roads, as well as adding fiber to the Rural Heritage Center.

Open VB

Initiative owned by Jonathan L. Hobbs, David A. Bradley

Striving for Excellence:

Technology Improvement Implemented. Savings: \$60,000.00. Cost Avoided: \$50,000.00.

Status:

As a part of Budget and Management Services' constant efforts to provide the highest quality services for citizens as efficiently as possible, our department has worked with Information Technology and STIR to migrate our City's open data, open performance, and open budget platforms. The services moved to an open source solution that has been customized by IT and away from the current provider Socrata. The move will save the City roughly \$60,000 annually in direct savings. In addition, the City will save approximately \$50,000 by avoiding the costs associated with additional features that will be added in the new platform. The new platform will continue to ensure that the future of the City's transparency initiatives remains bright with a constant stream of new datasets through the end of 2019 and beyond.

Preparing for Implementation of the new ERP

Initiative owned by Jonathan L. Hobbs, David A. Bradley

Striving for Excellence:

Process Improvement.

Status:

In 2019, Budget and Management Services staff coordinated with our vendor AST on discovery for the implementation of the budgeting module of the new ERP system. These discovery sessions included mapping current processes, identifying improvements and changes where needed, defining requirements, and preliminary work sessions to implement the workforce module. These sessions allowed the Budget Office and AST to accelerate the implementation timeline allowing for a smooth transition to the new software in FY2021-22.

Software Upgrade/Replacement

Initiative owned by Tracy G. Lyles, Tom Leahy

Striving for Excellence:

Improved Customer Service. Increased Productivity. Process Improvement. Technology Improvement Implemented.

Status:

The modernization team continues to apply industry standard approaches to consolidate, eliminate redundancy; and understand the health of the software. In the City's second year of the modernization program, IT made some major strides in eliminating redundancy and modernizing software and infrastructure that posed security risks.

Information Technology ended FY19 with approximately 54 applications upgraded or modernized and 60 retired applications since the inception of the Modernization program. Also, the team has updated several business processes from beginning to end (Business Capability Maps) for 3 departments. The use of the business process and capability maps helps the organization understand key business services along with redundancy key services. This knowledge provides a cost savings in the City and prevents the procurement of software with the same capabilities across the organization.

Information Technology continues to aggressively address security issues within the Organization through several initiatives such as the Windows 10 Implementation Team. To date, the team has deployed and updated over 4000 machines to the most recent version of Microsoft's operating system (Windows 10).

As IT continues to evolve, the team has evaluated and created a Cloud Strategy for the City of Virginia Beach. This strategy sets the foundation to house the software and infrastructure in various locations that assists the City with Disaster Recovery. The cloud implementation will also address the issue of more frequent updates for software which will keep our customer current with applications and eliminating possible security risks for the City.

Timekeeping and Scheduling

Initiative owned by Regina Hilliard, Kenneth Chandler

Striving for Excellence:

Increased Productivity. Technology Improvement Implemented.

Status:

Through a collaborative effort with Human Resources, Finance, and IT, the City has initiated implementation of a new timekeeping and scheduling initiative. This system will help ensure adherence to applicable federal statutes and City policies, reducing or eliminating instances of retroactive payment for overtime. This initiative will result in more accuracy and less time associated with tracking of employee hours. Selection of a vendor is underway, with vendor and department collaboration expected to begin early 2020.

City Assets and Infrastructure are Well Maintained and Meet Community Expectations

Goal 10



Goal 10

Modernize City Assets and Infrastructure

Aragona Flooding SW Project

Initiative owned by Mark A. Johnson, Tom 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. Public Works Real Estate is still negotiating with a property owner to acquire a permanent drainage easement, so Construction of this \$3.76M project is now anticipated to begin in the Spring of 2020.

Ashville Park SW Flooding

Initiative owned by Mark A. Johnson, Tom Leahy

Status:

The Ashville Park Phase I project includes a 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 weir structure and associated gates to protect against tidal influence from Back Bay is complete. The Roadway and Drainage Improvements project which includes the Sandbridge Road/New Bridge Road intersection was advertised ahead of schedule on November 13, 2019. Bids were opened on December 3, 2019. Construction is expected to begin in February 2020. The pump station project is scheduled to be advertised for construction in March 2020. 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. At the time of this update, the status of this lawsuit was not available. The schedule of the City’s three projects is not affected by this lawsuit.

Central Beach District SW Flooding

Initiative owned by Mark A. Johnson, Tom Leahy

Status:

The ultimate project includes an offshore ocean outfall, a tide control structure at Laskin Road, a large pump station at Beach Garden Park, a 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. Funding for construction of this project has been redirected to PW Operations and Maintenance in the proposed FY21-26 CIP. In addition, FY22 funding for the next phase which 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 has also been redirected to PW Operations and Maintenance, so this next phase is not expected to receive funding until FY23. The remaining phases of this project are not funded in the current or proposed CIP.

Chubb Lake/Lake Bradford

Initiative owned by Mark A. Johnson, Tom Leahy

Status:

This project was added in the FY18 CIP 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 drainpipe 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 first 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. This project will be advertised for construction in the summer 2020. The second project is to modify the stormwater pump station for Pleasure House Lake to allow the lake's water level to be lowered ahead of major storm events. This project will be advertised for construction by the end of 2020.

Croatan Beach Sand Replenishment

Initiative owned by Mark A. Johnson, Tom 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; sand placement on Croatan Beach is now scheduled to take place as part of the USACE contract dredging of Rudee Inlet Outer Deposition Basin in May 2020.

Disaster Recovery Plan - Infrastructure

Initiative owned by Mark A. Johnson, Tom Leahy

Status:

Completed projects to improve back up power to City facilities included the Correction Center, Buildings A & B.

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. Construction started CY2019 and will be completed by mid-year CY2020.

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. 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. Construction will be completed in early CY2020.

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.

Princess Anne/Green Run Little League

Initiative owned by Chad R. Morris, Kenneth Chandler

Status:

The Green Run Little League 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 2019. The City Attorney's Office has prepared the loan documents for the Virginia Beach Development Authority and Princess Anne Little League with execution of loan documents in December 2019/January 2020.

Storm Water Management Policies, Planning and Programs

Initiative owned by Mark A. Johnson, Tom 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 FY19 annual report was submitted on time on September 30, 2019 to the Virginia Department of Environmental Quality. The City is in the fourth year of permit implementation and the next annual report will be due on September 30, 2020. The Chesapeake Bay TMDL Action Plan submitted in 2018 is still under review by DEQ. The local action plans that address both the bacteria and phosphorus impairments in many of the City's waterways were also submitted in 2018 and were approved by DEQ with no comments. The action plans are posted on 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, Tom 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, the City is 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 five main watersheds; Lynnhaven River, Little Creek, Atlantic Ocean, Elizabeth River and Southern Rivers. These five 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 and Southern Rivers watersheds was completed in December 2019. Criteria for prioritizing stormwater projects that are identified from the modeling is complete. The master plan effort is underway and the 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, Tom 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. SPSA is pursuing a pay as you go funding strategy for future expenditures such as landfill 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 2018 policy on recycle materials has had a dramatic impact on recycling with some communities discontinuing recycling and others seeing price increases. Virginia Beach's contract with TFC runs through at least June 30, 2024, and they continue to meet the obligations of the contract. Beginning January 2020, two of the four unmanned recycle drop off locations, First Landing State Park and Oceana, will be closed due to

high rates of contamination and illegal dumping. The other two, West Neck Road and the Virginia Beach Landfill and Resource Recovery Center, are being converted to manned compactor sites. The change will improve the quality of recyclables, provide additional education opportunities, and improve cost effectiveness.

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 and is not being recycled. Yard debris accounts for approximately half of the City's overall recycling, therefore the City's next recycling rate will be roughly half of the previous 37.4% rate. A CIP project was proposed for the FY 19/20 budget; however, funding was not available.

Windsor Woods, Princess Anne, The Lakes SW Flooding

Initiative owned by Mark A. Johnson, Tom Leahy

Status:

The City retained a national engineering firm to develop a detailed engineering analysis and provide technical engineering services to develop and apply stormwater management models to analyze existing stormwater management infrastructure to identify and recommend improvements. 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. In the FY19-20 CIP, six individual CIP projects were created to better track the funding and schedules of the proposed improvements. The Current active projects include:

- CIP 7-073, Princess Anne Plaza Golf Course Conversion, Construction scheduled to begin July 2020
- CIP 7-089, Princess Anne Plaza North London Bridge Creek Pump Station, Construction scheduled to begin July 2023
- CIP 7-094, The Lakes South London Bridge Creek Channels and Gate, Construction scheduled to begin July 2022
- CIP 7-076, Windsor Woods Thalia Creek/Lake Trashmore Improvements, Construction scheduled to begin July 2025
- CIP 7-077, Windsor Woods Pump Station, Construction scheduled to begin July 2025
- CIP 7-078, Windsor Woods Tide Gate, Construction scheduled to begin January 2021

Goal 10

Modernize City Assets and Infrastructure

Striving for Excellence

Initiatives

City Hall Replacement

Initiative owned by Thomas C. Nicholas, Tom Leahy

Striving for Excellence:

Improved Customer Service. Increased Productivity.

Status:

City Council considered six 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 149,939 square feet, at a cost of \$55.6 million. 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 134,000 square feet. The design and construction of a 134,000 square foot facility can be met within the approved CIP 3-072 (\$5.3 million). 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.

Columbus Loop Water Pump Station

Initiative owned by Bob Montague, David A. Bradley

Striving for Excellence:

Improved Customer Service.

Status:

The Public Utilities Aging Infrastructure Program includes the maintenance, rehabilitation, or replacement of water and sanitary sewer infrastructure to prolong useful life, minimize service disruptions, and address federal and state regulations. A significant project completed under this program involved a major shutdown on a

water main that delivers 60% of the water demand to our customers. This shutdown allowed for the replacement of two 42" valves and four 24" valves. These valves control the water flow to 8 million gallons of water storage at the Columbus Loop Water Pump Station and are critical to the operations and maintenance of the water system.

Major Water Main Relocation due to VDOT I-264 Witchduck Interchange Project

Initiative owned by Bob Montague, David A. Bradley

Striving for Excellence:

Improved Customer Service.

Status:

In coordination with the Virginia Department of Transportation's I-264 Witchduck Interchange project for the Greenwich Road flyover to Cleveland Street, a major artery delivering water to Virginia Beach had to be relocated. To safeguard water service for customers, a temporary bypass was installed while the 42-inch line was removed, and a new pipe was installed out of the VDOT conflict area. This effort was successful due to significant planning between Public Utilities and VDOT.

Striving for Excellence

Bottom Line



The Bottom Line

This section reports the quantitative savings identified by departments in association with quality and productivity initiatives completed during the past year. It also denotes the qualitative nature of the initiatives. This data reflects initiatives reported for the 2019 calendar year.

<i>City Council Goals</i>	<i>Number of Initiatives</i>
Grow the Local Economy	2
Maintain a Financially Sustainable City Providing Excellent Services	5
Improve the Transportation System	3
Revitalize Neighborhoods and Plan for the Future	3
Be a Competitive Sustainable Year-Round Destination for Residents, Businesses & Tourists	2
Be the Safest City in the Nation	3
We are an Inclusive Community that is Welcoming and Empowers All	9
Have World Class Schools and Educational Programs	3
Leverage Data and Technology to Enhance Community Livability, Prosperity and Sustainability	14
Modernize City Assets and Infrastructure	3
<i>Nature of Initiatives</i>	
Service Enhancements through Improved Customer Service	34
Service Enhancements through Increased Productivity	19
Process Improvement	26
Technology Improvements Implemented	16
<i>Financial Results</i>	
Savings	\$ 28,739,534
Cost Avoided	\$ 50,000
New Revenue Generated	\$ 56,042
New Grants Realized	\$ 840,400

Volunteer Contributions

Established in 1978, the Virginia Beach Office of Volunteer Resources seeks to maximize the full potential of the City's volunteers by promoting awareness of opportunities, fostering effective volunteer resource management, documenting the scope and impact of volunteer engagement, and celebrating the contributions and spirit of volunteerism in Virginia Beach.

Since May 31, the Office of Volunteer Resources has served as the lead for Volunteer and Donations Management aiding the recovery of employees and families impacted. More than 2,000 hours were served by mental health practitioners, spiritual counselors and therapy dog handlers.

While the staff's primary function was to coordinate volunteers (affiliated and unaffiliated) and donations (monetary via United Way and in-kind), the team also took on a major role in the overall recovery with the Office of Emergency Management which included coordinating mental health services, training for staff, standing up the VB Strong Center and supporting the unmet needs of victims.

City departments and state-related agencies manage volunteer programs that supplement the work of staff and provide many services not otherwise available to our citizens. The exciting results are that 31 departments reported volunteer service via the Volgistics volunteer database. For fiscal year 2018-19, there were 14,884 volunteers that contributed 1.1 million hours of service valued at \$28,671,344. With two volunteers to every one paid staff member, we strive to make Virginia Beach, a Community for a Lifetime.

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

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