CITY OF VIRGINIA BEACH

YEAR-END PERFORMANCE REPORT

FISCAL YEAR 2022

VB
City of Virginia Beach
Office of Performance and Accountability

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City Council

The City's two-year Strategic Plan translates vision and goals into an actionable strategy that guides the organization's focus, work, and resource alignment. The Strategic Plan's overarching key focus areas and underlying intention statements, initiatives and performance measures allow us to be transparent about our goals, focused in our efforts and accountable for our results.

Virginia Beach's Strategic Plan is a collaborative effort that is led by the City Council's vision and leadership, influenced by citizen feedback obtained from various ongoing surveys, interactions, and other engagement efforts, and reflective of staff contributions.

This Strategic Plan provides a solid foundation on which we will continue to build an intentional and prosperous future for the City of Virginia Beach.

The Strategic Plan can be accessed at: vbgov.com/opa.

MISSION

The City of Virginia Beach exists to enhance the economic, educational, social, and physical quality of the community and provide sustainable municipal services that are valued by its citizens.

VB CITY COUNCIL

Mayor Robert M. "Bobby" Dyer

Michael Berlucchi
Rose Hall – District 3

Linwood Branch
Lynnhaven – District 5

Barbara Henley
Princess Anne – District 7

N.D. "Rocky" Holcomb
Kempsvillle – District 2

Delceno Miles
Bayside – District 4

John Moss
At Large

Aaron R. Rouse
At Large

Guy King Tower
Beach – District 6

Rosemary Wilson
At Large

Sabrina Wooten
Centerville – District 1

Message from the City Manager

My staff and I are on a journey to ensure that operations and efforts support City Council's vision and mission in a manner that is focused and accountable. The Strategic Plan, affirmed by Council in September 2021, is a key milestone in this journey.

Semi-annually City staff will submit a performance report to City Council, and ultimately the public, to document our progress on addressing the Strategic Plan. This report, along with the recently launched VBStat and VBPerformance programs, is a demonstration of the organization's commitment to working cross-departmentally to have data-informed conversations and make data-influenced decisions about how best to achieve established goals.

Whether it's an initiative that is ahead of schedule or one that may be experiencing challenges, our goal is to be intentional about assessing our progress and transparent about communicating that progress. The updates in this Year-End Performance Report communicate that initiatives and milestones are in varying phases of being addressed. Several have been completed, others are currently being implemented, and a few are being rescoped. The updates in this Year-End Report largely cover progress through early June 2022.

As reflected in this Year-End Performance Report, staff are steadfast in supporting and advancing City Council's mission to enhance the economic, educational, social, and physical quality of the community and provide sustainable municipal services that are valued by citizens.

In service,

PATRICK A. DUHANEY
CITY MANAGER

Highlights

21ST Century Infrastructure

- On November 2, 2021, 72.72% of voters approved the City issuing up to $567.5 million in general obligation bonds for flood mitigation projects. The Public Works Department is spear-heading the implementation of the Flood Protection Program and continuing work on the existing CIP-funded flooding-related projects.
- The Regional Connectivity Ring (RCR) is a 121-mile regional fiber network that will connect the five Hampton Roads southside jurisdictions—including the City of Virginia Beach—with the potential to further expand in the region and provide broadband service to the 17 local jurisdictions and 1.7 million people within the Hampton Roads region.

Safe and Healthy Community

- The Virginia Beach Police Department's (VBPD's) Academy Class from January 2022 graduated 24 out of 34 cadets. VBPD is exploring options to expand the applicant pool, including out-of-state recruiting. Additionally, VPD has begun considering partnering programs with academic institutions, such as Virginia Wesleyan.
- The City of Virginia Beach went live with the Marcus Alert in December 2021, that's aimed to enhance services for people experiencing mental health, substance use, or developmental disability. Emergency Communications & Citizen Services (ECCS) Call Center had 135 calls diverted from "911" in December 2021; there were 157 calls combined during February through May 2022. Public calls to "988" increased dramatically, and approximately 1,000 were directly from the public in February 2022.

Growing Economic Opportunity

- The Resort Management Office (RMO) and the Virginia Beach Police Department (VBPD) have established a formal partnership to create, promote, and maintain a safe, clean, and friendly Resort environment. RMO and VBPD meet weekly to discuss successes and opportunities from the prior week, as well as continuing to attend stakeholder meetings with a shared and supportive presence insofar as data sharing and reporting for external stakeholders.
- The rideshare Freebee Pilot Program was launched, with five all-electric Tesla Model X cars being part of the point-to-point pilot program along Atlantic Avenue from 17th – 20th Street. Rides are offered within the Resort through accessing an App, curbside hailing, or calling dispatch seven days a week, from 11 a.m. to 11 p.m. The contract will be in place for one year.

Highlights

Thriving Neighborhoods

- The Comprehensive Plan-related comments are compiled for six (6) Community Revitalization briefings held during the December 2021/January 2022 timeframe, along with the Community Revitalization Guidelines public meeting held on February 23, 2022.

- Parks & Recreation re-established a new initiative/project called Passion Project with Bayside High School that incorporates Williams Farm Recreation Center into students' school curriculum—with assignments and projects related to fitness, media, and aquatics. The Passion Project started in January 2022 and ran through May 2022.

- Virginia Beach Public Library has partnered with the Virginia Beach City Public Schools to identify new opportunities for student interaction with specialists in ten (10) diversified career fields. The workgroup proposed a framework for implementing new programs as part of the 2022- 2023 School Year. The programs will include five field trips with 7th-grade students from each of the 14 middle schools (approximately 420 students will participate).

Innovative and Sustainable Government

- The VBStat Program has had some key accomplishments since the Mid-Year Report, including but not limited to identifying areas where internal partnerships will increase service levels and communication for new and existing city employees; streamlining the fleet maintenance schedule and refining the details used to assess replacement/repair; monitoring the roll-out of new stormwater regulations; reducing Fire Department and Emergency Medical Services (EMS) emergency response times; and tracking funded investments to ensure intended outcomes are executed.

- Through strategic member engagement, the Inclusion & Diversity Council (IDC) has recently developed a 3-year strategic plan that provides a roadmap for intentional focus on promoting diversity and inclusion across the organization. IDC's vision is to support diverse employees feel valued, a sense of belonging, and respected—both professionally and personally—for the worth they bring to the City's culturally responsive organization.

21ST CENTURY INFRASTRUCTURE

1.1 **Develop and implement a comprehensive strategy to address recurrent flooding issues, minimize losses due to flooding, and prepare for adaptations necessary to address sea level rise.**

A. Develop a strategy to address issues that lead to recurrent flooding such as delayed maintenance, insufficient capacity, and growth.

FY22 saw the Public Works (PW) Department spearhead the implementation of the flood protection program and continue work on existing CIP-funded flood related projects. On November 2, 2021, 72.72% of voters approved the City issuing up to $567.5 million in general obligation bonds for flood mitigation projects. Jacobs Engineering Group, Inc. has been contracted to work with the City on an Implementation Plan to complete the identified projects within Phase 1 in 10-years. The Flood Protection Program Virtual Industry Day for engineers and contractors was held on Thursday, April 21, 2022. As directed by City Council, the creation of a Flood Prevention Bond Referendum Oversight Board is pending (recruiting at the time of this report). The Flood Protection Program (FPP) Governance Team was established by the City Manager as an internal team to ensure successful program delivery, meet expectations and coordinate all City departments. In addition,

a Project Management Group, Real Estate Working Group, Master Schedule Working Group, and Communications Working Group were formed to document current processes, develop recommendations for success, facilitate conversations regarding property acquisition, develop standard schedule templates used to draft a Master Schedule and develop a strategy for internal and external communication strategies..

B. Complete watershed master plans.

As part of the comprehensive strategy to continue efforts in assessing and addressing flood-related challenges and opportunities, the Public Works Stormwater Engineering Center has continued progress in updating the citywide stormwater master plans. Master plans for the fifteen drainage basins (Little Creek, Western Lynnhaven River, Eastern Lynnhaven River, Broad Bay, Lake Taylor, Thalia Creek, London Bridge Creek, Wolfsnare Creek, Linkhorn Bay, Oceanfront, Elizabeth River, Upper North Landing River, Upper West Neck Creek, Dam Neck and Lower Southern River) which make up the City's four watersheds (Atlantic Ocean,
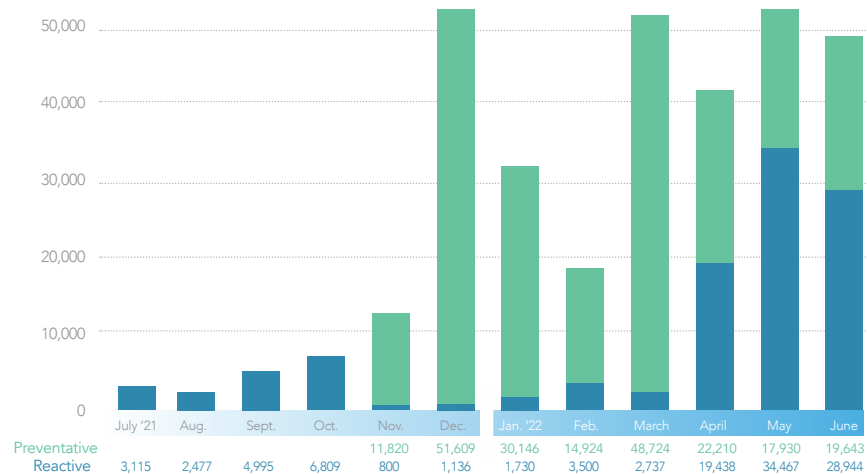

Virginia Beach Drainage Basins

- Drainage Basin
- Water
- Wetland
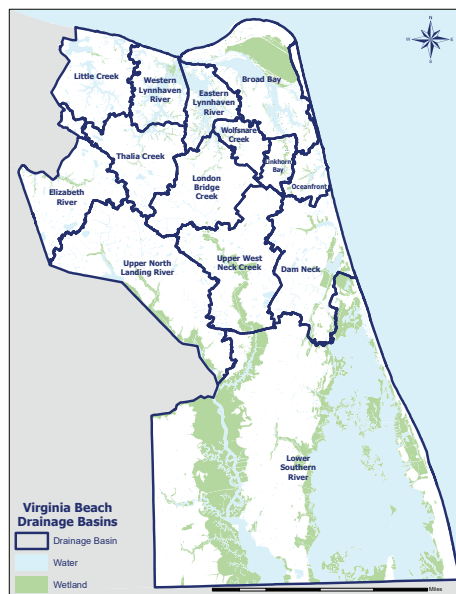
Elizabeth River, Chesapeake Bay, and Southern Rivers) are set to be completed by December 2023. The City's Master Stormwater Model will not only concentrate on storage volume and conveyance capacity but will also provide a tool to evaluate the City's stormwater system performance, evaluate potential improvements for flood control and analyze Stormwater Management Facilities and pollutant loadings. FY22, the Public Works (PW)/Stormwater Engineering Center completed master plans for four drainage basins (Linkhorn Bay, Upper West Neck Creek, Broad Bay, and the Oceanfront). An additional six are underway (Dam Neck, Elizabeth River, Lake Taylor, Little Creek, Thalia Creek, and the Ocean Park Neighborhood), and a portion of the Western Lynnhaven River drainage basin being completed in conjunction with the Shore Drive Phase IV project. The PW/ Stormwater Engineering Center will continue completing the six master plans currently underway and starting work on the remaining five drainage basins.

C. Identify maintenance programs and projects where enhancements are required.

The Public Works Stormwater Operations Division has continued and expanded stormwater utility maintenance. In FY22, PW/Operations received funding for three new crews and equipment: Stormwater Pipe Cleaning Crew, Stormwater Pipe Inspection Crew, and Stormwater Management Facility (SWMF) Maintenance Crew. These three crews are fully staffed and have received most of the funded equipment (pending delivery of one Vac truck and one truck). These crews have performed preventative cleaning on 217,006 linear feet of stormwater pipe, performed

FY22 Stormwater Pipe Cleaned[1] (Linear Feet)

	July '21	Aug.	Sept.	Oct.	Nov.	Dec.	Jan. '22	Feb.	March	April	May	June
Preventative					11,820	51,609	30,146	14,924	48,724	22,210	17,930	19,643
Reactive	3,115	2,477	4,995	6,809	800	1,136	1,730	3,500	2,737	19,438	34,467	28,944

proactive inspection on 34,761 linear feet of stormwater pipe and have maintained 50 SWMFs. PW/Stormwater Operations also identified American Rescue Plan Act (ARPA) funding to enhance maintenance for 17 lake dredging projects and pipe cleaning for twenty-one neighborhoods. Between the preventative and reactive crews in FY22, PW/Stormwater Operations has cleaned

327,154 linear feet of stormwater pipe and inspected 42,793 linear feet of stormwater pipe. In addition, maintenance on roadside ditch and lake dredging continued. In FY23, PW/Stormwater Operations will continue to monitor stormwater related maintenance activities in order to identify any potential areas where enhancements or efficiencies can be made.

Social Media Impressions: Ripple Effect Bond Referendum Education and Awareness[2]

NO. OF IMPRESSIONS
(in thousands)

- As of December 2021
- January – July 2022

	TWITTER	INSTAGRAM	FACEBOOK	NEXT DOOR
As of December 2021	**63.4**	**129.9**	**242**	**904.1**
(Dec 2021 value)	31.2	63.8	119.8	427.2
January – July 2022	32.2	66.1	122.2	476.9

1.2 Develop and execute a comprehensive informational and educational plan that includes an assessment of community support for a bond referendum to fund improvements that mitigate recurring flooding and storm surge risks to the city.

A. Develop and administer a statistically valid survey on Public Input and contract with a third-party vendor to administer.

The Communications Office created a PublicInput.com survey to gain insight into the community's knowledge level, concern, and willingness to fund citywide flood protection projects. A total of 1,781 participants completed the online survey between June 9 – June 27, 2021. Issues and Answers was also engaged to conduct a statistically valid telephone survey of residents, using the same and similar questions from the online survey. Four hundred interviews were completed between June 21 – July 2, 2021.

B. Design and develop materials distributed on all platforms.

The Communications Office completed this milestone by developing: a dedicated webpage on VBgov; brochures; postcard mailers to every residential and business address in Virginia Beach; commissioned an Old Dominion University research report; comprehensive paid media campaign (TV, radio, newspaper, YouTube); social media posts across various platforms, including Facebook, Twitter, Next Door, and Instagram; videos and PSA news segments; yard signs; magnetic vehicle signs; electronic signage; City services bill inserts; articles in the City Manager's Update and City Page e-newsletter;

notices in departmental and community newsletters; weekly stakeholder and public community meetings (virtual and in-person); and numerous earned media stories.

C. Create schedule that provides consistent and credible push and pull information about the issues, projects and funding plans.

Schedules for disseminating information

to the community were completed, with continuing work to be determined given the approval of the referendum by Virginia Beach voters during the November 2021 General Election.

1.3 **Expand availability of broadband by leveraging federal programs and engaging with regional municipalities and Virginia Beach Public Schools to: address the digital divide, promote affordable broadband to citizens, allow regional interoperability, and integrate higher education and biomed industries.**

A. Complete the Regional Connectivity Ring to provide jurisdictional connectivity for Southside operations for the jurisdictions of Chesapeake, Norfolk, Portsmouth, Suffolk, and Virginia Beach.

The Regional Connectivity Ring (RCR) is a 121-mile regional fiber network that will connect the five Hampton Roads southside jurisdictions with the potential to further expand in the region and provide broadband service to the 17 local jurisdictions and 1.7 million people within the Hampton Roads region. In July of 2017, Chief Information Officers from the region started a discussion about regional broadband just before the completion of Marea, the 4,100-mile

high-speed underwater transatlantic cable connecting Bilbao, Spain, and Virginia Beach, VA. Significant milestones have been completed, including the Hampton Roads Planning District Committee (HRPDC) endorsing the RCR, the creation of the Broadband Steering Committee and Southside Network Authority (SNA), completion of design, and construction. The SNA is comprised of representatives from Chesapeake, Norfolk, Portsmouth, Suffolk, and Virginia Beach. In March of 2022, the construction contract was awarded to Danella Construction, Inc., and Columbia Telecommunications Corporation (CTC) was contracted to perform construction oversight.

Hampton Roads Regional Connectivity Ring, Phases 1–4

Currently in Phase 1 (connection of the five Southside cities to Marea), construction of the 40+ miles of fiber for Virginia Beach are expected in mid-August 2022. Phases 2-4 consist of connecting the Peninsula cities and municipalities, connecting the Southside and Peninsula fiber, and then connecting outlying cities and counties. The contract for operation and maintenance has not yet been awarded but is under negotiation.

B. Develop a plan with Virginia Beach City Public Schools and the telecommunication private sector to provide wireless broadband services to underserved areas of Lake Edward and Colony Mobile Home Park in Virginia Beach.

The IT Department is working with the Virginia Beach City Public Schools (VBCPS) and the private telecommunication sector to fund and expand wireless broadband services to the identified areas. The IT Department

is working with the Virginia Beach City Public Schools (VBCPS) and the private telecommunication sector to pursue options to mutually address the digital divide in the Lake Edward and Colony Mobile Home Park areas.

C. Expand public access Wi-Fi and extend fiber at City of Virginia Beach parks, library, and Pungo/Blackwater area to address the underserved and digital divide by providing wireless services, utilizing City-owned fiber infrastructure, and partnering with Globlinx Data Center.

IT is focusing on expanding public Wi-Fi and extending fiber infrastructure at parks and libraries, as well as other areas of the city, including Pungo/Blackwater. The initial design for tie-in from the NGN to the Globalinx Data Center (telecommunications service provider) has been completed, and an initial quote has been received. In FY23,

the Information Technology Department will work on completing construction on fiber connections and evaluating what is necessary to enable Globalinx as a City Internet Service Provider (ISP).

1.4 **Review, revise, and update the City's Master Transportation Plan and Model to support transportation options and modes, reduce congestion, and improve safe travel for the community at large.**

A. Update the Master Transportation Plan as part of the Comprehensive Plan update.[3]

As part of the Comprehensive Plan update, the Planning and Community Development Department completed the required updates to the existing conditions report for the Transportation section and continues to work on synchronizing the development of the City's Master Transportation Plan road network with the Regional Long Range Transportation Plan model in coordination with the Hampton Roads Transportation Planning Organization (HRTPO) and Public Works. HRTPO will provide the City with socio-economic projections in fall of 2022. Planning and Community Development has met with them to review growth trends influencing regional growth assumptions. Planning and Community Development will begin allocating future population and employment by transportation zone.

B. Review and update Hampton Roads Planning District Commission's (HRPDC) cube model to reflect changes to land use and master plan.

The Virginia Department of Transportation (VDOT) provides modeling expertise, and the Hampton Roads Planning District Commission serves as support staff for the HRTPO. HRTPO is responsible for transportation planning and decision-making in the region. These organizations and the other Hampton Roads municipalities within HRTPO utilize CUBE software for travel demand forecasting, which is integral to the Regional Long Range Transportation planning effort. The City of Virginia Beach has previously used TransModeler software, and as part of this initiative, PW/Traffic Engineering will transition from utilizing TransModeler software to CUBE software. This aligns the City with other regional and state-level planning and offers local support and expertise. In FY22, PW/Traffic Engineering acquired and installed the

CUBE software and obtained the Regional CUBE model from HRPDS. In FY23, PW/Traffic Engineering will train on the CUBE software and hire a consultant to fine-tune the Regional CUBE model for Virginia Beach once Planning and Community Development update the Master Transportation Plan and Comprehensive Plan. The HRPDC's Transmodeler-based models are being switched to CUBE models. CUBE models allow for proper sampling of population and employment inputs, creating a more predictable future for planning purposes. As an integral part of the Regional Long Range Transportation planning efforts, next steps include purchasing the CUBE models and setting them up for use in analysis.
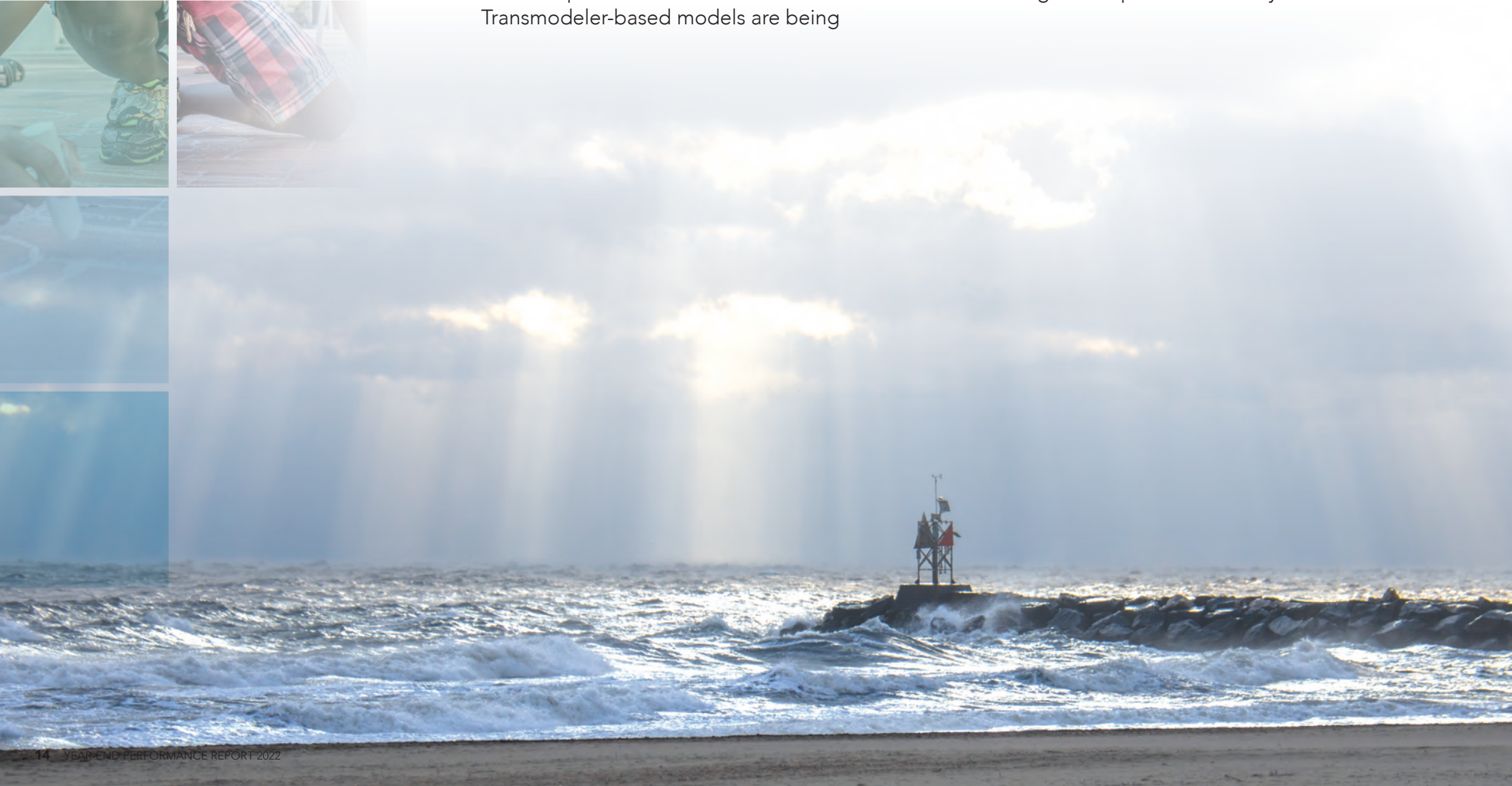
SAFE AND HEALTHY COMMUNITY

2.1 **Develop Citywide response and recovery organizational structures and hazard-specific plans for the "top hazards" facing the City (as identified in the Southside Hazard Identification and Risk Assessment Report).**

A. Develop initial planning frameworks for the Pre-Disaster Recovery Program and Continuity of Government Program, as well as tools and templates for the Continuity of Operations Program (COOP).

City COOP template is in development and presented at the July COOP workshop. Significant workshop planning and development commenced for COOP (July 12th) and Recovery (July 14th). The Regional Post-Disaster Housing project for FEMA, the Regional Catastrophic Preparedness Grant Program (RCPGP) grant, has made significant progress. Regional workshop coordinated by the Office of Emergency Management (OEM) and consultant were held June 2022. Additional workshops will be held over the summer and fall. In the coming months, OEM will:

- Hold scheduled workshops. Provide next steps/action items for Departments to ensure progress is made.
- Hold meetings with City Legal and legislative affairs to develop timeline and action items for Continuity of Government (COG) planning.
- Continue holding bi-weekly meetings and planning sessions for the RCPGP grant on behalf of the region.

- Cost recovery workshop planned for Spring 2023; every department will have the opportunity to learn what cost recovery means.

B. Develop and maintain a robust hurricane evacuation plan and enhance the City's storm surge geo-mapping capability.

OEM continued working with Geographic Information System (GIS) Team to identify and gather data on flooding and housing impacts to identify vulnerable, in-land areas that need to be considered. OEM continues participating in regional evacuation workshops to ensure our plan is aligned with regional/state evac plans. Over the next three months, the Team will explore the opportunity to partner with ODU Modeling, Analysis, and Simulation Center (MASC) to provide advanced disaster impact modeling and how updated regional plans affect local evac planning. Project success relies on data analysis and alignment with other regional and local plans, some of which are currently being updated.

C. Build a formal public outreach program and increase workforce and citizen engagement through an enhanced social media presence, more robust website interaction, and additional public outreach opportunities.

OEM and the Communications Office met a final time in May 2022 to discuss the implementation of the outreach strategy. OEM is submitting a grant application for community engagement efforts following the consultation and coordination with the Communications Office. OEM continues to ensure community engagement is a priority for the City, such as participating in community engagement events through OEM & VBCERT like Tides Preparedness Night for hurricane season kick-off on June 1, 2022.

D. Engage the business community and build a public/private sector liaison committee to leverage private sector resources and subject matter expertise for emergency planning, response, recovery, and resiliency.

OEM staff connected with FEMA Region 3 Headquarters on Business Emergency Operation Centers (BEOC) concept. The task lead is developing a stakeholder list with the Department of Economic Development and discussing a forum with The Hampton Roads Chamber of Commerce.

E. Develop a formal integrated public safety special event planning process.

A coordination team exists between Office of Emergency Management, Resort Management Office, Department of Parks and Recreation, Public Works, and public safety partners to review and identify policy revisions in special event planning and coordination. Completed, scheduled, or ongoing efforts:

- Reinitiated monthly public safety planning meetings to address policy/procedural gaps.
- Conduct an ongoing evaluation of the draft threat/hazard assessment tool throughout the summer of 2022 to identify its strengths and areas for improvement.
- A new approach was taken in May 2022 to gain department leadership buy-in and re-establish priorities.
- Leadership meeting in late June reviewed the public safety special event standards and work towards finalization over the next 2 - 3 months.
- Continue monthly meetings to identify areas for collaboration and coordination.
- Refocused the approach to gaining leadership consensus on planning priorities and needs.
- Continued to define departments' roles and responsibilities.

2.2 Modernize the public safety operations via improved diversity, accountability, technology and community problem-oriented policing.

A. Enhance Officer recruiting.

The January 2022 academy class graduated 24 out of 34 cadets. The next academy, 10 confirmed to attend, and 47 conditional offers were made. The Virginia Beach Police Department (VBPD) is exploring options to expand the applicant pool, including out-of-state recruiting. The VBPD has begun considering partnering programs with academic institutions, such as Virginia Wesleyan. An Executive officer program through an academic partner may award 60 credit hours, help with leadership training, research methodology, and crime reduction, with outside objective analysis. Another option being explored is a Public Safety Academy for VBPD, Fire, EMS for 10th – 12th graders to matriculate into cadet program.

B. Enhance the detection of and the assistance given to employees in need of behavioral improvements.

In order to track and manage use of force incidents, VBPD is working with Axon's Standards software, Internal Affairs/Use of Force record management, which has progressed with form design nearing completion. Workflow discussions with appropriate stakeholders have occurred, and the vendor is continuing to develop the Early Intervention System (EIS) for delivery in December 2022.

C. Use state-of-the-art technology to promote a safe and healthy community and improve accountability.

Over the past few months, equipment technicians completed the installation of body-worn cameras. The implementation of the Multi-Interactive Learning Objectives training simulator and ShotSpotter is complete. As of December 1, 2021, the National Integrated Ballistics Information Network/Brass Trax System is operational. The system analyzes shell casings, and bullets found at crime scenes to determine if the same weapon is involved in multiple investigations. VBPD investigators have used the technology more than 30 times, with one instance linking a cartridge in a double homicide to six other cases in Norfolk. In addition, VBPD will work with IT and the camera contractor to obtain additional poles for the oceanfront camera expansion.

D. Develop and improve partnerships with citizens and businesses.

The in-car camera installations were completed in April, with 216 marked patrol vehicles equipped with Axon's Fleet 3 camera system.

The Oceanfront Camera Expansion project is nearly complete (90%), with work expected to be finalized before July 1, 2022. The Real-Time Crime Center (RTCC) hardware has been ordered, and the procurement process for specific software has begun. The next steps include finalizing work on the Oceanfront Camera Expansion project and start the hiring process for staffing the RTCC.

E. Establish and expand internal Police Department positions.

The Police Department, in collaboration with the Department of Justice (DOJ), established the first Strengthening Police and Community Partnerships program on May 7, 2022. This program is designed to bring law enforcement and diverse community leaders together to identify/discuss issues or tensions in the community. This event was the culmination of months of collaborative planning, as evidenced by the number of attendees, and resulted in a positive, productive conversation. Additional community engagement opportunities, such as Coffee/Bowling with a Cop and association meetings have continued to take place. Police/community initiatives continue throughout the summer season.

2.3 Provide essential social and behavioral health services to promote health and support a healthier community.

A. Offer same-day access to behavioral health assessments and expand use of telehealth options to enhance accessibility, improve overall health, and reduce treatment barriers related to transportation, illness, or other issues that may prevent engagement in mental health services.

The Department of Human Services' new Program Supervisor and Practice Manager has been observing program operations and will focus on the identification of system improvements, as well as developing a business plan outlining recommended enhancements. Additionally, the staff assigned to Adult Outpatient Services has received all of the training needed to deliver outpatient and Same Day Access (SDA) Services. DHS has implemented a

Percentage of Individuals Receiving Same Day Behavioral Health Assessment and When Applicable Offered Service Appointment[4]

Month	%
October 2021	93%
November 2021	95%
December 2021	89%
January 2022	95%
February 2022	98%
March 2022	95%
April 2022	81%
May 2022	93%

Same Day Access and Service Connection: Percentage of the individuals who receive a Same Day Access behavioral health assessment and are determined to need a follow-up service will be offered an appropriate service appointment within ten business days. The state requires those individuals with state resources they need within ten days. The standard is 86%, and it has met that standard for only one month. This information was provided by the Human Services Department.

process to expand rapid case management for individuals coming through SDA with identified case management needs .

B. Facilitate and implement the Marcus Alert legislation to enhance crisis response services for individuals with behavioral health and developmental disabilities.

The City of Virginia Beach went live with the Marcus Alert in December 2021. Emergency Communications & Citizen Services (ECCS) Call Center had 135 calls diverted from 911 in December; there were 157 calls combined during February through May; public calls to 988 increased dramatically, and in February, almost 1,000 directly from the public. The primary challenge moving ahead is the recruitment of qualified staff for the Mobile Crisis Teams.

C. Promote the well-being of our citizens through the delivery of essential benefits such as Medicaid and/or the Supplemental Nutrition Assistance Program (SNAP) and Temporary Assistance for Needy Families (TANF) to ensure families are strengthened and individuals achieve their highest level of self-sufficiency.

Human Services received approval to hire an additional five part-time emergency temporary staff. This brings the total number of experienced Eligibility Worker II (EW)

Percentage of Applicants Expedited/ Non-Expedited and Staff Available for Processing in 2021[5]

	Exp.	Non Exp.	Staff Avail.
September 2021	97.00%	98.19%	55%
October 2021	96.19%	98.82%	54%
November 2021	96.68%	96.80%	64%
December 2021	97.40%	97.02%	65%
January 2022	96.86%	98.26%	60%
February 2022	97.11%	98.03%	61%
March 2022	97.34%	99.22%	80%
April 2022	97.71%	99.25%	77%
May 2022	97.05%	99.88%	74%
June 2022	97.28%	98.88%	75%

Over 92,000 of the 400,000 + population in Virginia Beach are receiving Public Assistance benefits. Human Services receives 3,000 applications for assistance per month — 35 current vacancies within the division. Staff maintained United States Department of Agriculture (USDA) compliance even with staffing challenges and provided applicants with SNAP benefits within seven days.

contract positions to 15. These additional workers will assist with processing SNAP applications, interim reports, renewals, and Medicaid applications. Human Services met SNAP application tracking compliance in expedited and non-expedited processing in the last three months. In Virginia Beach, over 92,000 within the population of 400,000 are receiving benefits.

The next three months will be focused on filling vacant positions and ensuring Medicaid application processing is completed within the 45-day deadline.

2.4 **Continuously improve homelessness programs to build service capacity while using data to expand and adjust housing crisis response system to meet community needs.**

A. Continue to operate the expanded rental voucher programs.

The Department of Housing and Neighborhood Preservation opened the rental voucher program waitlist and received 100 applicants to issue additional vouchers. The voucher program has issued eight vouchers, 40 applicants are in the process of submitting eligibility documentation, and 52 applicants were found to be ineligible. Due to the challenges (i.e., high demand) of the current rental market, there is an increased amount of time to secure housing. Housing is focusing on landlord recruitment that will include incentives to increase landlord partnerships and access to available properties.

B. Provide funding for the purchase, conversion or construction of more permanent supportive housing for single persons.

Nonprofit partner, Judeo-Christian Outreach Center (JCOC), submitted an application to the Commonwealth for the Low-Income Housing Tax Credit (LIHTC). The application is pending VA Housing Board approval for $500,000. Capital Campaign fundraising will continue by JCOC board members to fill the gap in funding to start the project.

C. Begin City operation of the Family Shelter Program and Housing Resource Center.

Between December and June 2022, 10 families were provided shelter and case management services; four families have left the program.

Of those who exited, two went to permanent housing, one exited to live with family, and one exited to live with friends. Housing and Neighborhood Preservation shared the story below of how the Family Shelter Program aids and transitions families experiencing homelessness into homes.

" *A single mother and her children who had been experiencing homelessness for more than a year connected with Housing & Neighborhood Preservation's Family Shelter Program at the Housing Resource Center (HRC). After learning the client's housing assistance with a different agency was no longer available, Homeless Services' family shelter case managers obtained the necessary funds to provide a new rental subsidy, making it possible for the family to move from the shelter program into their new home. During their short stay at the HRC, the family also secured a scholarship through Parks & Recreation, providing them with the opportunity to use the amenities at the City's recreation centers.*

Family shelter case managers also recognized their client's barrier to obtaining and transporting essential household items and furniture and posted a call for help through Charity Tracker. Charity Tracker is the database the faith community uses to connect with other organizations, nonprofits, and service providers to coordinate assistance for people in need. Through this community network, HRC volunteers and faith organizations quickly collected and delivered new- and gently used household items and furniture, including dishes, cooking utensils, cleaning supplies, TV, dressers, and beds for the mother and children, and provided a gift card for additional items the family needs.

Since moving to permanent housing, the mother has been able to return to work. Even though the family is no longer staying in the shelter, she is able to reach out to the HRC team at any time for additional support and case management.

Through our network of dedicated community partners and service providers, the family was able to transition from homelessness into a place they can call home."

Of the clients who have exited the program since the start, there has not been a family who re-entered the homeless response system requesting homeless services.

D. Launch the "Get & Give Help" awareness campaign to promote resident awareness and support.

BEACH (Bringing an End to All City Homelessness) Website Analytics show the success of the Get & Give Help Campaign: Data from November 16, 2021 – Feb 28, 2022, showed 1,304 new visitors (89.5%) to the BEACH website; 153 were returning visitors (10.5%). Additionally, 10 QR scans were recorded from the signage at the oceanfront during this time period. Website usage will continue to be tracked to analyze data.

BEACH Homelessness Coalition website: www.BEACHCommunityPartnership.org.

E. Support nonprofit housing replacement and expansion projects.

The City of Virginia Beach signed contract agreements with Seton House, Samaritan House, JCOC, and two projects with Virginia Beach Community Development Corporation (VBCDC). In the coming months, projects will begin the pre-development phase. Program exits have increased to permanent housing: seven families were served, and two families have exited to permanent housing. The average length of stay in shelters is 30 days or less from project entry to move-in for participants.

GROWING ECONOMIC OPPORTUNITY

3.1 **Finalize Economic Development Strategy to focus efforts and resources toward building a real estate plan for future development opportunities.**

A. Finalize the TIP Strategies and Real Estate Study to evolve and advance product development and positioning.

Since Economic Development presented the City's Economic Development Strategic Plan (including the Real Estate Plan) during the City Council Fall Retreat, the Tourism Investment Program (TIP) Strategies work that followed included ongoing stakeholder engagement in the Hampton Roads Region, a real estate and talent pipeline study, and a commissioned Workforce Development Plan. The staff workshop that was held in May marked the beginning of the implementation of the Strategic Plan.

B. Implement the NAS Oceana Future Base Design partnership agreement to make 400 +/- net new acres available for future compatible economic development.

The Intergovernmental Service Agreement (IGSA) is the main instrument to accomplish the Future Base Design program by the Council-approved Non-Binding Agreement with the Navy Mid-Atlantic Regional Command. The first work order has been completed and included developing and hosting a website and plannin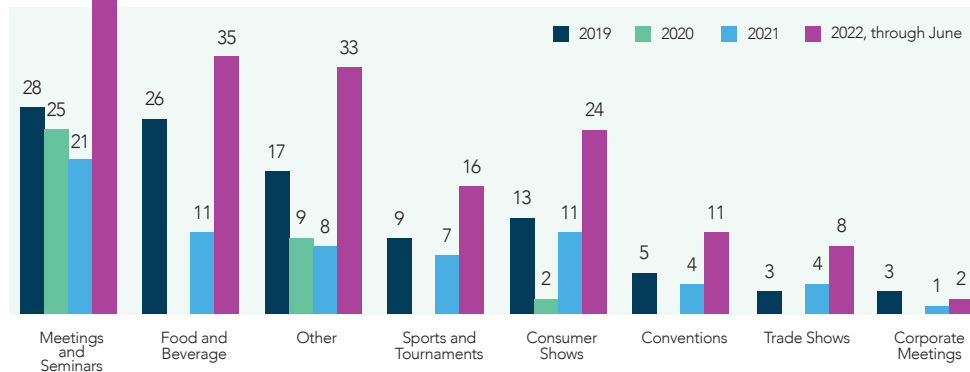g Industry Day, which was held on April 20th at our Convention Center. The Horse Stables site has been identified as the initial development site. The Navy is developing an Request For Proposal (RFP) for interested parties and will market the opportunity to developers and end users.

C. Collaborate with the Planning and Community Development Department for the Comprehensive Plan update to ensure that the Plan reflects Council's vision for future development in the city.

The Planning and Community Development Department and Economic Development staff crafted a timeline to complete the Comprehensive Plan update. Community Revitalization Guidelines public input will continue during summer FY23, and Planning Commission policy work will take place in winter FY23. The goal is to complete the alignment of the Comprehensive Plan and the Economic Development Strategic Plan after fully engaging the Planning Commission, Virginia Beach Development Authority (VBDA), and staff to align the Economic Development section and goals.

3.2 **Enhance and grow Virginia Beach's reputation as a destination for tourism, conventions, meetings, sports events, entertainment, and attractions.**
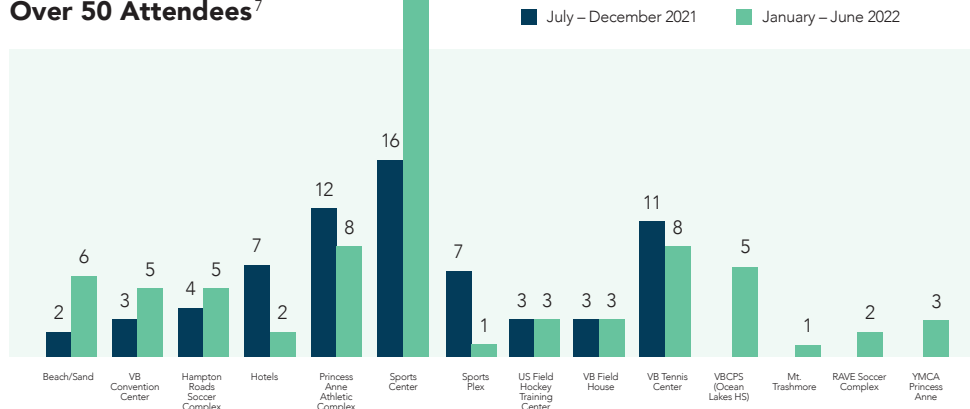
A. Support and reinvest in the restructure of Convention and Visitors Bureau (CVB) to modernize and integrate services.

In addition to selecting the Director of the CVB, a Partner Coordinator has been hired. In the coming months, CVB looks forward to adding a new Vice President of Sales and Service and a new Vice President of Marketing and Public Relations. The Director will focus on the executive office's organizational structure, Marketing and Communications, Sports Marketing, and other operating units to enable more efficient and effective daily operations.

Number of Events at the Virginia Beach Convention Center with Over 50 Attendees[6]

Legend: 2019, 2020, 2021, 2022, through June

	Meetings and Seminars	Food and Beverage	Other	Sports and Tournaments	Consumer Shows	Conventions	Trade Shows	Corporate Meetings
2019	28	26	17	9	13	5	3	3
2020	25	11	9	7	2	4	4	
2021	21	11	8	7	11	4	4	1
2022, through June	74	35	33	16	24	11	8	2

Number of Sporting Events by the Sports Marketing Team with Over 50 Attendees[7]

Legend: July – December 2021, January – June 2022

|	Beach/Sand	VB Convention Center	Hampton Roads Soccer Complex	Hotels	Princess Anne Athletic Complex	Sports Center	Sports Plex	US Field Hockey Training Center	VB Field House	VB Tennis Center	VBCPS (Ocean Lakes HS)	Mt. Trashmore	RAVE Soccer Complex	YMCA Princess Anne
July – December 2021	2	3	4	7	12	16	7	3	3	11				
January – June 2022	6	5	5	2	8	39	1	3	3	8	5	1	2	3

B. Develop and deliver a strategic and innovative marketing/media plan to maximize return on investment.

The CVB's successful Spring/Summer campaign ended on June 30, delivering over 134 million impressions and over 600,000 click-throughs via the digital media tactics. Virginia Beach maintained occupancy at a rate similar to 2021, with RevPAR increasing 8.9% YoY throughout the months the campaign was live. The Late Summer campaign is currently live and on the market. Over the next few months, CVB will pitch and implement the Fall/Winter 2023 campaign concepts, plan for the return of the 2022 VB Summit, and continue to work towards an eventual rebrand.

C. Align Resort Management Office and the new Virginia Beach Police Department Resort Office to create and promote a seamless, clean, safe and friendly resort environment, which will stimulate resort reinvestment.

The Resort Management Office (RMO) and the Virginia Beach Police Department (VBPD) have established a formal partnership to create, promote, and maintain a safe, clean, and friendly Resort environment. The Resort Administrator and 2nd Precinct Captain and Community Liaison Officers meet weekly to debrief successes and opportunities from the previous week and weekend. RMO and VBPD have attended stakeholder meetings

Virginia Beach Year-Over-Year Hotel Occupancy[8]
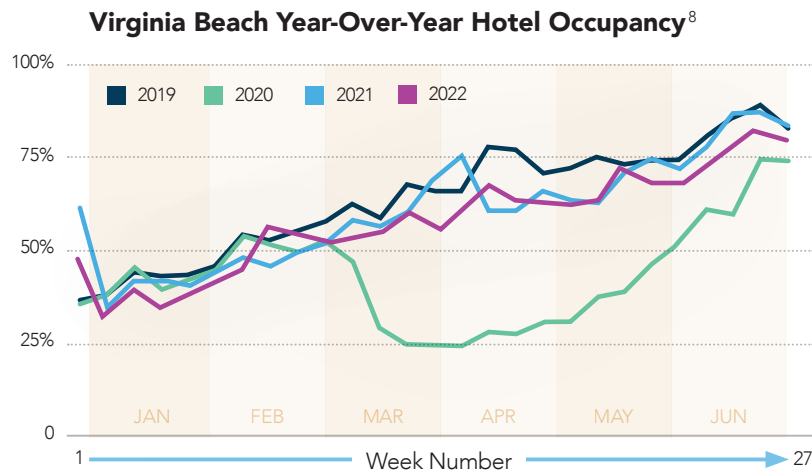
with a shared and supportive presence with data sharing and reporting for external stakeholders.

RMO has joined the VBPD Crime Prevention Through Environmental Design (CPTED) team. Areas needing attention have been identified, security has been upgraded, and CPTED continues to work to improve the environmental design. RMO and VBPD have been working with the Homeless Outreach Team (HOT) to encourage the addition of Projects for Assistance in Transition from Homelessness (PATH) mental health and substance abuse professionals to respond with HOT to situations that require mental health assistance. This allows VBPD more time to focus on more serious crimes. The Beach Ambassadors have been trained to provide gentle reminders for minor infractions such as excessive noise from businesses before a call to VBPD for enforcement to decrease VBPD's required response to minor infractions.

Monthly meetings between the Special Events Police Unit and Special Events Office staff have been established to improve collaboration, increase efficiency and customer service surrounding special events, and to develop a communication strategy and response for potentially volatile conditions.

RMO and VBPD will continue to address the future and continuous improvement of the partnership to quickly identify new concerns and determine a plan of action for dealing with anything that may arise. The success of this partnership is not limited to RMO and VBPD. Still, it has been extended to other core agencies, including Public Works, Planning and Community Development, Housing and Neighborhood Preservation, and many other internal and external stakeholders. RMO recognizes the VBPD for the endless support of the Resort Area Initiative for their excellence in Community Policing.

3.3 **Partner with Virginia Beach City Public Schools, the Workforce Council, and local higher education providers to expand workforce training programs based on strategic industries.**

A. Utilizing federal and state relief funding, work with Tidewater Community College and Virginia Wesleyan University to build a workforce with individuals affected by the pandemic.[9]

Economic Development coordinated with partnering agencies to offer four workshops in Spring 2022: Information Technology Project Management, Microsoft Excel Certification Training, Supply Chain Management A-Z: Operations and Logistics Basic, and Essentials of Google Products. Additional trainings are under development, including a 16-week long data analyst certification course called Data +. Future efforts include increasing marketing and identifying other certification trainings based on the needs of Virginia Beach businesses.

B. Work with Virginia Beach City Public Schools to establish and implement programs that help build the future workforce through the Kempsville Entrepreneurial Academy.

Economic Development staff met with the Kempsville Entrepreneurial Academy to discuss the concept of an Offshore Wind Industry course that could generate student interest in higher education curriculum and advanced manufacturing jobs. A meeting was held in June to develop the curriculum for the 2022-2023 school year, and a Kempsville Entrepreneurial Academy intern will join the team through SYEP (Summer Youth Employment Program).

C. Establish a clear process for the Workforce Council to route individuals to resources.

In July 2021, City Council approved a $400,000 grant award to the Hampton Roads Workforce Foundation (HRWF) to implement the following: $250,000 in back-to-work cash incentives; $100,000 in a marketing/informational campaign (known as "Fund Your Fire") and related community relations work; and $50,000 to administer the back-to-work incentive program. In addition, through representation on the Board of Directors, the City continues to ensure intentional, recurrent, and positive action by the Workforce Council to connect residents to jobs in Virginia Beach and the region.

Challenges exist due to staff transitions. Additional meetings will be held with the Workforce Council to strengthen the partnership and increase marketing and awareness of programs and initiatives to boost enrollment.

3.4 **Stimulate high-quality and authentic retail, mixed-use and hospitality product in the Resort Area, through the implementation of the Resort Area Strategic Action Plan and the 2020 Resort Initiative City Council Resolution.**

A. Given the large numbers of people attracted to the Resort Area, use the Resort Area as a "test kitchen" for innovative placemaking.[10]

The Freebee Pilot Program was launched, with five cars being part of the point-to-point pilot program along Atlantic Avenue from 17th - 20th Street. Rides are offered within the Resort through accessing an App, curbside hailing, or calling dispatch. The contract will be in place for one year.

Although the rollout of the program was communicated very well to the public, some concerns have been raised that not all citizens are aware that this program is funded through the Parking Enterprise Fund, not the General Fund. The next steps will include increased public relations efforts and a focus on data collection.

B. Use new capital improvement program (CIP) funds to lay foundation for redevelopment opportunities through strategic acquisitions.

The Resort Area Site Acquisition CIP Budget adopted $12.9 million on July 1, 2022. Economic Development and City Council discussions continue about potential strategic acquisitions within the Resort area, with the next focusing on identifying which properties to acquire with funding.

C. Identify "gateways" into the Resort Area and enhance them through beautification efforts using grant and/or CIP funding.

Economic Development's project delivery team is exploring the possibility of a student or professional design competition led by the Virginian chapters of the American Institute of Architects (AIA) and/or the American Society of Landscape Architects (ASLA) to advance ideas for a better sense of arrival and welcome along 21st Street at the oceanfront, a priority from the current Resort Area Strategic Action Plan.

Moving forward, City staff will work with the local AIA and ASLA leadership and Resort Advisory Commission Planning Design Review Committee. During the summer months, the work will focus on defining the scope and scale of the competition, announcing the competition in the fall of 2022, and receiving submissions in late 2022 or early 2023.

D. Complete the Resort Area Mobility Plan (RAMP) and begin to implement recommended projects.

Economic Development staff have been working on finalizing the RAMP draft plan with the steering committee and Kimley-Horn (planning and design engineering consultants). A delay occurred when stakeholders submitted an alternative street section for Atlantic Avenue in the core area. Next steps include studying the alternative plan, continuing to meet with stakeholders, and reviewing the plan to ensure consensus with the goal of Fall adoption with Planning Committee /City Council.

E. Identify public parking opportunities and implement them using the Resort Area CIP.

The Resort Parking District CIP adopted $15 million in FY23, which started on July 1, 2022. Work is being done to identify potential properties to partner with the private sector to add public parking throughout the Resort. Discussions around possible partnerships with the private sector will focus on the core area.

Capital Expansion or Investments[11]

NEW

$286M

Amount of Capital Investments by attracting 16 new businesses and expanding 11 local companies — retaining more than 1,000 jobs and adding nearly 800 new jobs as a result.

3.5 **Build opportunities for businesses, including SWaM (Small, Women, and Minority) owned businesses, with focus on acceleration of incubators.**

A. Provide subject matter expertise, focused on technical assistance training, to grow and sustain businesses.

The HIVE is a business resource center designed to support an innovative and entrepreneurial ecosystem in Virginia Beach. It offers mentorship, networking, and a variety of fundamental resources to those who need them. The HIVE newsletter was created to share knowledge of subject matter experts with local businesses. Regional business partnerships were also increased with the addition of Fulton Bank.

B. Obtain broader exposure to the Carolinas-Virginia Minority Supplier Development Council in an effort to expand business opportunities in the Tri-State region.

A partnership is building between Hampton University (HU) and Economic Development that will allow for a planned event for corporate partners from South Carolina, North Carolina, and Virginia to meet on the HU campus. This event will be an opportunity for attendees to learn about CVMSDC and the workforce initiative at Hampton University and strategize about training offerings.

C. Position the HIVE as a service intended to be the focal point for businesses to expand and grow.

A HIVE Fact Sheet has been created and is available on the HIVE's website. Cards about the HIVE have been mailed to all home-based businesses, including over 1,000 new businesses licensed from January – May 2022.

HIVE Fact Sheet [12]

HIVE partnerships have been solidified with several federal, state, and many local small business agencies: Small Business Association (SBA); SWaM; Small Business & Supplier Diversity (SBSD); Veterans Business Outreach Center (VBOC); Virginia Workers Compensation (VWC); and various financial institutions. Conversations have begun with VWU (Virginia Wesleyan University) to implement an internship program that would provide resource support and expand outreach for the HIVE.

BizConnect, a networking small business with over 500 members (over half from Virginia Beach), hosted their August meeting at the HIVE. HIVE presentations have been scheduled at monthly meetings for a variety of city business associations: AAA; Central Business District Association (CBDA); CBDX (CBDA's 40 & under division); Virginia Beach Restaurant Association (VBRA); ViBe; Sandbridge; and Chamber of Commerce (Black, Hispanic, and Filipino).

D. Offer Business Basics Training (educational workshops, seminars and networking), management training (executive coaching, mentoring), and advisory services (business plans) to SWaM businesses.

Several offerings to the SWaM business community included Summer/Spring Sessions of the Small Business Institute in July/August, Growth Activities Program continuation and assessment, and Doing Business with the City workshop series. Other workshops offered included I Have An Idea, Growing Your Business, and Small Business Self Care. Next steps will consist of monitoring existing workshops to possibly provide more workshops related to business growth and doing business with the City of Virginia Beach.

## E. Provide access to capital sources (loans, grants, network of potential investors) to SWaM businesses.

In the second half of the fiscal year, workshops for SWaM businesses that Towne Bank facilitated were added, and workshops facilitated by Fulton Bank continued. The future will focus on expanding the potential access to capital resources and researching

viable programs that could be used in the City.

F. Encourage, track, and maintain SWaM business participation for City projects.

The FY21 Annual Report of Awards and Expenditures to minority-owned, women-owned, and service-disabled veteran-owned (SWaM) businesses were presented to City Council in May 2022. The 16-page report included specific information of SWaM participation in city projects. Quarterly updates will continue and preparation of the FY22 Annual Report is underway.

FY21 SWaM Awards [13]
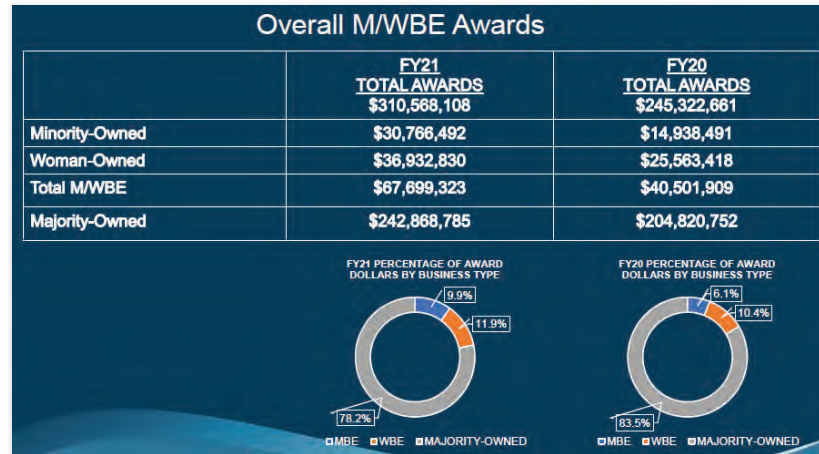
3.6 Improve permitting and regulatory processes while keeping in mind the objective to maintain the character and safety of the community.

A. Identify key regulatory hurdles that can be revised to provide better customer service, but still meet City Council priorities for stormwater and protection of neighborhood character.

Planning and Community Development staff informally began to identify potential regulatory hurdles to review. Data gathering on current regulation changes is underway, and findings will be shared with PISC (Process Improvement Steering Committee) to provide a baseline and comparison that may inform the best direction for next staff efforts.

B. Meet with development stakeholders to identify regulatory issues (other than Stormwater) that are believed to be process hurdles and vet potential solutions.

Planning and Community Development requested that this be combined with item D (see below).

C. Continue to vet and present stormwater regulatory issues and provide alternatives and solutions for consideration by the City Manager and/or the City Council.

Review and research revealed that data to measure the number of resubmittals on site plans is not easily reported in the Accela program. City staff are currently hand-counting data and working with the IT team to create reports that will provide data in an efficient and automated manner. Until refinement is complete, staff will continue to collect submittal data and create tables, graphs, and analysis by hand to provide information to the City Manager as part of the VBStat program. Monthly updates will continue to be shared with PISC for review and efficiency recommendations.

D. Establish research planning and zoning policies/recommendations that can: help maintain neighborhood character, provide economic development opportunities, or make the development the City desires easier to obtain approval.

The current focus is documenting ideas for proposed changes including benefits and drawbacks of each that will be presented to the City Manager and Deputy City Manager.

THRIVING NEIGHBORHOODS

4.1 **Evolve and update the Comprehensive Plan to balance development with neighborhood character, affordability, and livability.**

A. Plan and restart the Comprehensive Plan public outreach process to obtain public input. [14]

The Planning and Community Development Department began community engagement. The Comprehensive Plan related comments are compiled for six (6) Community Revitalization briefings held during the December 2021/January 2022 timeframe along with the Community Revitalization Guidelines public meeting held on February 23, 2022. Input from the community discussions for the Sustainability Plan update is also applicable.

An in-person Comprehensive Plan public input meeting was held in February with additional opportunities for in-person engagement underway.

Two Planning Commission liaisons worked with City staff to develop survey questions and launched the Comprehensive Plan survey June 2022, with a goal of reaching 10,000 citizens and having 3,000 responses returned.

B. Obtain specific public input regarding development on major corridors and reuses of outdated shopping centers.

In the first quarter of 2022, input for the Comprehensive Plan was received via the six (6) Community Revitalization Guidelines briefings discussed along with an in-person Public Meeting. The Planning Commission was briefed in April 2022 on the public input process and topic areas. In the coming months, preparations for Comprehensive Plan in-person and virtual public meetings will begin.

C – F. Work with the Planning Commission to vet public comments and create proposed planning policies.

Draft Planning Commission policies into Comprehensive Plan framework for public comment/input.

Brief the City Council on plan progress.

Complete draft Comprehensive Plan for review through the public process.

Specific input was received for the Community Revitalization Guidelines in the form of six in-person/virtual meetings during December 2021 and January 2022. A project public meeting was held on February 23, 2022. The in-person public meeting was delayed one month from the original schedule due to pandemic issues.

Two focus group meetings with the public/ staff and consultants were held in March 2022 to begin the detailed work on the guidelines. A briefing was conducted for the Planning Commission in April 2022 to discuss the public input process and refresh Commission leads on topic areas. Begin preparation for Comprehensive Plan in-person and virtual public meetings.

The consultant has completed a public input report and is near completion of the draft concept drawings for the report.

4.2 **Ensure the ongoing maintenance of, and reinvestment in our current housing stock, and help current renters and owners continue to afford their housing.**

A. Continue ongoing code enforcement and enhance efforts to ensure that private property is well-maintained and safe.

Housing and Neighborhood Preservation (HNP) hired a code inspector assigned to the resort area only; however, the department continues to experience issues filling vacancies. The Department has continued the ongoing code

enforcement efforts as follows:

• Investigating complaints and conducting daily patrol inspections throughout the city with enhanced efforts in the resort area/Atlantic Avenue; promptly addressing graffiti and waste management violations in the resort area; and addressing all types of building and property maintenance code violations throughout the city.

Code Enforcement — Resort Area Only [15]

Activity/Inspection	FY 21-22	FY 20-21	FY 19-20	FY 18-19
Unique Properties Inspected	690	443	374	292
Initial Inspections – Violations Found	1180	736	461	276
Initial Inspections – No Violations	103	104	181	182
Re-Inspections – Violations Not Corrected	92	56	62	65
Re-Inspections – Compliant	1036	588	450	315
CITED Property Maintenance				
Graffiti (Commercial)	306	342	133	16
Graffiti (Residential)	37	25	11	0
Public Nuisance	4	3	1	5
Junk	358	108	99	30
Hazardous Trees	3	9	3	4
Haz Trees in the R.P.A.	0	0	0	0
Trash, Garbage, Litter	310	112	120	80
Weeds and Grass	155	69	79	69
Swimming Pool Fences	0	0	0	0
Handicapped Parking	0	0	0	0

- Utilizing a code enforcement inspector from the Resort Management Office to coordinate inspections with staff from other DHNP divisions and city agencies as needed.

- Implementing a rotation for code enforcement inspectors to patrol the resort on Saturdays.

B. Expand and maintain owner-occupied rehabilitations throughout the city to provide assistance for a broad range of owners.

HNP has application packets for contractors for the Owner-Occupied Rehabilitation (OORP) Program. They are working on completing existing rehabilitation projects and beginning new projects in the pipeline. Held two virtual community meetings for Seatack neighborhood to present a citywide rehab program. On January 28, 2022, WTKR Coast Live Interviewed Karen Prochilo of the Department of Housing and Neighborhood Preservation to discuss the OORP Program. The interview can be viewed here: www.wtkr.com/coast-live/replacing-defective-hvac-systems-on-coast-live.

HNP continues to focus on bridging previously identified gaps by promoting the rehabilitation program and assisting people with completing their applications. As an example, language barriers for two applicants were assisted using the city's contractor for language services. Additionally, staff will meet the homeowner where they are located to assist in completing applications for submittals. Material delays have also created longer time frames to get projects completed for the contractors. Staff continues to work on reducing the list of existing applicant's projects while adding new program applicants.

To support the OORP programs, HNP has participated in two community meetings and added another contractor to the OORP contractor registry, for a total of four contractors. In the coming months, HNP will continue to complete existing rehabilitation projects and start new projects.

C. Expand available resources for the development of new affordable housing.

HNP staff are documenting resources and tools needed for the development of affordable housing. The compiled resources will be for evaluation and discussion with staff then reviewed by the Housing Advisory Board before developing a resource guide and/or program description.

D. Expand rental subsidy programs that create affordable housing opportunities within the existing housing stock.

HNP staff have begun the Foster Youth to Independence (FYI) program, which is geared toward young adults aging out of foster care. HNP has issued one housing voucher, is awaiting all documents from two others, and received approval from Housing and Urban Development (HUD) to serve two more eligible youth. The Emergency Housing Vouchers program has begun issuing vouchers for referrals received through HNP. From February through April 20, 2022, 15 total referrals were received. The HNP intake team has been down to two staff; but recently added a third, contractual person to the team, and plans to add the fourth and final contractual person in the coming months. Getting new staff fully trained to issue vouchers for these two programs is a priority. Sixty-five emergency housing vouchers were prepared to issue, funded by American Rescue Plan (ARPA) funds. This program was authorized to begin on July 1, 2022. Over the next several months, Housing and Neighborhood Preservation will focus on issuing the vouchers, collecting compliance documentation, and assisting new voucher holders in finding units.

E. Support housing stability for current renters and owners after the pandemic and beyond.

HNP is seeking additional resources in support of this initiative. The Commonwealth of Virginia Rent Relief Program continues providing financial rent assistance to households negatively impacted by COVID-19. Cumulative data from February 2021 – May 9, 2022, indicates that 6,165 City of Virginia Beach Households (HH) have been provided $34,164,120 in rental assistance to avoid eviction with 66% HH income currently between 0-30% Area Median Income (AMI). The State Rent Relief Program application deadline closed on May 15, 2022 due to state funding being expended; 15 applications are pending notification. An Eviction Prevention Assistance one-day clinic for July 2022 is under development to assist HH still facing eviction. The target for funding are those HH paying 50% of income on rent, earning 0-30% AMI, and living in disadvantaged neighborhoods.

4.3 **Provide access to a variety of world-class schools and educational programs that provide lifelong learning opportunities.**

A. Update Storytime curriculum to support the development of the whole child.

The new Storytime Curriculum pilot at the Joint-Use Library had been canceled due to the temporary closure of Tidewater Community College facilities due to the pandemic. In January/February 2022 the Storytime curriculum was completed and implemented on March 7, 2022.
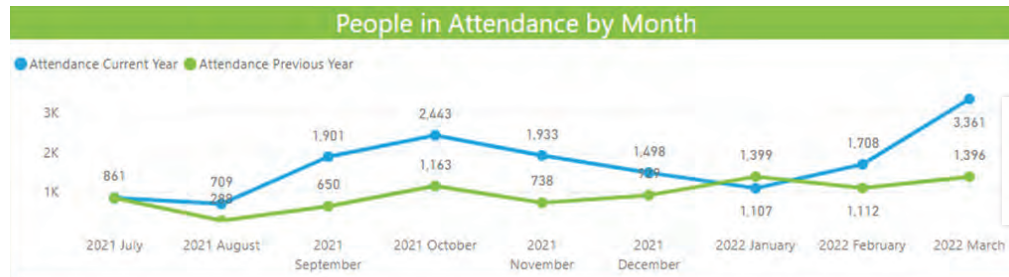
B. Develop a partnership with the Virginia Beach City Public Schools (VBCPS) high school staff to identify the needs and interests of the high school audience and embed services into the school day.

The Virginia Beach Public Library is exploring coordinating monthly newsletters to VBCPS high schools.

Libraries created and emailed a needs assessment survey for the School Media

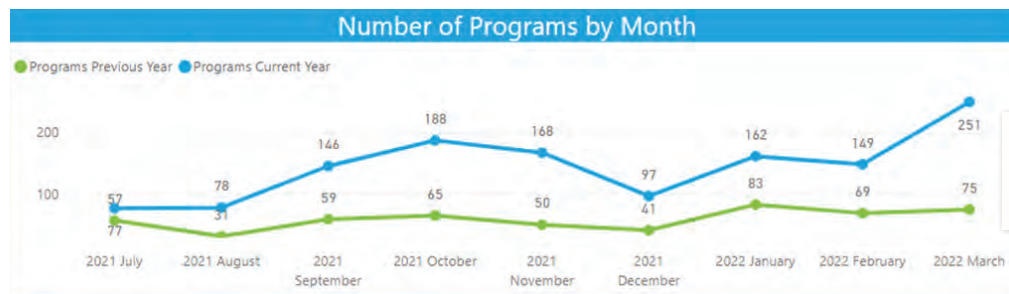**Storytime Participation** [16]

People in Attendance by Month

● Attendance Current Year ● Attendance Previous Year

15,816
People in Attendance

Number of Programs by Month

● Programs Previous Year ● Programs Current Year

1,322
Number of Programs

Specialist group to complete. The responses received from in-person meetings held with School Media Specialist have been complied and service priorities identified. Moving forward, Libraries will build a menu of library service options based on identified priorities to share with VBCPS and assign staff ownership.

C. Build partnerships with VBCPS to support a variety of learning experiences during and outside the school day to broaden opportunities for career exploration and experience.

Parks & Recreation re-established a new initiative/project called Passion Project with Bayside High School that incorporates Williams Farm Recreation Center into students' school curriculum (with assignments and projects related to fitness, media, and aquatics). The Passion Project started in January 2022 and ran through May 2022.

Virginia Beach Public Library met with the VBCPS Student Support Services team members to determine current offerings and opportunities. The team identified the need for in-person interaction with

specialists in ten (10) career fields and proposed a framework for implementing new programs as part of the 2022- 2023 School Year. In the next three months, Libraries will finalize the career field experts/speakers and schedule the programs, which will include five field trips with 7th-grade students from each of the 14 middle schools (420 students/ school year will participate).

D. Support teachers and educators in their work via workshops and professional development opportunities.

In January 2022, Virginia Beach Public Library partnered with SquareOne to offer three preschool teacher workshops. The first was February 12, 2022. Program learning topics included: Picture Books, STEM for PreK Classrooms, Finger Gym (fine motor skill development), Music in the Preschool Classroom, and Art Exploration.

Virginia Aquarium partnered with the Mid-Atlantic Marine Education Association to provide a workshop for teachers on May 21, 2022, for 30 participants. This workshop assisted teachers in incorporating ocean literacy

principles into their lesson plans. Virginia Aquarium continues to work on filling two vacancies with the science education team.

E. Expand collaboration to provide access to a multitude of vocational opportunities and continued lifelong learning.

The Virginia Beach Public Library has several ongoing partnerships: Master Gardeners for the Seed Library program; Online High School program (which allows residents aged 20 and up to obtain a high school diploma entirely online); Hampton Roads Workforce Council/Virginia Career Works for workforce development programming; and Volunteer Career Coaches (assists residents with job applications, resumes, and general career searches) which continued in September after pausing due to COVID-19. The following have been accomplished through these partnerships:

- The Virginia Beach Master Gardeners have returned to in-person "Ask a Master Gardener" programming in Libraries.
- Career Online High School postcards are being printed and sent to 9,600 households in Virginia Beach, where adults age 25+ have less than a high school diploma.

Materials are being shipped to branches and emailed to partners in Virginia Beach's Human Services and Housing departments, and a social media campaign will also begin on this date.

- Partner with Hampton Roads Workforce Council to schedule a return to in-person library programming. Meet with the Southeastern Virginia Chapter of the Alzheimer's Association and The American Association of Retired Persons (AARP) Virginia to plan for a partnership on brain health series.
- Brain Health Series with Alzheimer's Association and AARP was offered at Central Library.
- The Career Online High School Campaign run in March brought in 38 additional candidates for the program.
- VBPL Small Business Librarian began offering regular sessions at the Hive in June to assist current and prospective small business owners.

4.4 **Partner with VBCPS to enhance the quality of neighborhood life through shared facility and programmatic collaboration.**

A. Review previous collaborations that were paused or stopped due to the COVID-19 Pandemic, and determine feasibility and needs for their return, if desired.

Task Leads intend to consolidate Task A with Task B to form one task focusing on past and/or current collaborative efforts that we want to continue and potentially expand. Please refer to updates for Task B.

B. Identify the status and/or needs of current collaborative efforts, to ensure continued success or expansion.

Task Leads formed a working group/committee between City-Schools, compromising select school staff and city staff from Parks and Recreation, Aquarium, Libraries, and GrowSmart. The working group kick-off meeting was held on February 9, 2022.

Parks and Recreation had identified or initiated the following:

- Revised P&R-VBCPS MOA in January 2021, which the City Attorney reviewed and sent to VBCPS for review/signature.
- Identifying key performance indicators for Out-of-School-Time program performance and impact.

- Aquatics Students on the Swim (SOS) Program hosted 4 schools spring 2022; and two (2) schools are participating in swim camp June 27-July 1, 2022, at Seatack Recreation Center.
- Continue to explore SOS Program for the remaining 6 Title I schools to participate; vouchers will be given to Title I students to use during the summer and fall of 2022.
- The Scratch Cooking Program is a collaboration with schools and Parks and Recreation Landscape Division to build school gardens. This program is on hold due to staffing shortages but aims to reinitiate once staffing levels stabilize. The goal is to install school gardens in all schools within 5 years and currently, about 60 schools have gardens.
- Exploring expansion of Community Day vaccination support in other communities, so kids become eligible to enroll in school (previously only conducted in Bayside); considering the citywide scope and beyond immunization to include school physical screenings (visual & hearing), as well as kindergarten registration.
- Exploring expansion of Passion Project beyond Bayside into one or two additional schools.

The Aquarium is exploring reinitiating two programs previously implemented but stopped due to COVID-19, budget, etc.: After School Science Program; Waves, Words, and Wonder Program.

GrowSmart was approved to expand to include more schools or additional grades in tutoring--attributed to additional staffing. Exploring the possibility of expanding the School Readiness Program (e.g., expanding beyond six current schools).

C. Identify the needs for future collaborative efforts.

There is further discussion on potential future collaborative efforts with Libraries, Parks and Recreation, Aquarium, GrowSmart, and schools.

Parks and Recreation and VBCPS Family and Community Engagement (FACE) Office collaboration is exploring welcome packets for communities--resources with various information, and a new externship program for high school juniors and seniors to shadow mentors in careers for an extended timeframe.

4.5 **Establish clearer criteria and greater enforcement of short-term rental properties.**

A. Fill new Short-Term Rental positions provided in the FY 2022 Adopted Budget.

The Short-Term Rental (STR) program's new Zoning Inspectors have undergone training and are getting up to speed on the process. Planning and Community Development has posted the STR Supervisor portion.

B. Establish a clear workflow for the Short-Term Rental Zoning Permit and Inspection process.

The Short-Term Rental Zoning and Inspection processes have been completed, documented, and posted to the website. The department will focus on filling the supervisor position in the next three months.

C. Maintain ongoing Short-Term Rental site inspections including weekend reviews.

The inspection process currently includes weekend inspections every other week. Staff were trained and given direction on the process for night and weekend inspections. The effectiveness of nightly and weekend process of the Zoning Inspector at the site is being determined. In the coming months, staff will continue inspections (including nights and weekends, and inform operators of requirements for STR operations).

D. Notify property owners listed in third-party software as operating short-term rentals of the Zoning Permit requirements and process.

Property owners identified as operating STRs in the City were notified by letter in March 2022. Inspectors work with citizens that respond to letters and process applications. They also begin the enforcement process on those operating without approval.

In the next three months, Planning will finalize the process of violations in Courts with the Clerk and City Attorney's Office. Once the process with Court is finalized, begin further enforcement on properties listed in STR identification software. Work with Human Resources to edit job descriptions for STR Zoning Supervisor to increase the qualified applicant pool.

E. Update the short-term rental website with all current regulation information and create handouts and information for the public.

The Short-Term Rental website was updated in the Fall of 2021. Information on the STR Approval Process, Frequently Asked Questions, Operating Rules and Applying for a STR Zoning Permit can be found on the website.

F. Establish a VB311-Police Department-Zoning partnership to develop an inspection and complaint process.

The collaborative efforts between the City departments are ongoing. In the coming months, Planning and Community Development will designate a new program lead, ECCS 311 and VBPD will collaborate on key/after-hour department contacts, inspection processes, and set baseline expectations for each group as they are contacted. The STR lead/supervisor position has been posted.

INNOVATIVE AND SUSTAINABLE GOVERNMENT

5.1 **Establish a culture of continuous improvement through actionable strategy planning and data-driven decision-making to guide the organization's focus, work and resource alignment leading to improved processes, service delivery and accountability.**

A. Present the proposed FY 2022-23 Strategic Plan for City Council adoption/affirmation.

The City Council affirmed the FY 2022-23 Strategic Plan. The Office of Performance and Accountability remains focused on supporting the Strategic Plan's Key Focus Area Teams with their milestones and measures to ensure intentional progress continues. In July 2022, the ClearPoint cloud-based performance management tool was implemented to streamline the Strategy Plan data collection.

B. Launch the VBStat program.

The VBStat program has had some key accomplishments since the Mid-Year Report, including but not be limited to: identifying areas where internal partnerships will increase service levels and communication for new and existing city employees (RecoveryStat); enhancing the ability for ECCS 311 to take on more calls from Public Utilities by leveraging technology; streamlining the fleet maintenance schedule and refining the details used to assess replacement/repair (FleetStat); continued monitoring permit application approval time (PermitStat); continued refinement for monitoring public safety response times (RescueStat); and continue tracking funded investments to ensure intended outcomes are executed (InvestStat).

C. Develop and implement a departmental performance management and strategy planning program.

Departmental Performance Plans (DPPs) and the accompanying meetings for performance review have become an integral part of the City's performance management and strategic planning program. These plans are shared on the Office of Performance and Accountability's City webpage.[17]

FY 2022 DPPs were closed out and used to inform the development of the initiatives and milestones for the next two fiscal years. The FY23-FY24 DPPs will incorporate global measures cross-cutting all departments, such

as departmental metrics that feed into the Resource Management Plan annually and vacancy metrics.

D. Strengthen the use of performance measures for the budget requests process.

The Developmental Performance Plans were enhanced for FY23-FY24 to connect performance measures with the budget request process.

E. Lead process improvement efforts that align with the identified VBStat priorities and work towards continually improving processes for internal customers and the public.

Process improvement remains an established element of the Office of Performance and Accountability, such as through Innovation Academies and Process Improvement workshops that have been conducted. OPA will continue to expand process improvement trainings to enhance service delivery for the City and the community.

5.2 **Improve our competitiveness to attract, hire and retain a diverse and skilled workforce.**

A. Conduct a citywide market salary survey to gauge competitiveness of the total compensation program.

After third-party benefits and human resources consulting company completed a market salary survey, recommendations were provided to City Council to determine the compensation approach to be used by the City. On July 1, 2022, City Council approved the implementation of a step plan based on years of service for the majority of the City's workforce.

B. Review current and new efforts to hire and retain commercial driver's license (CDL) holders.

CDL-holder stipend incentives have been in effect since December 2021. Recruitment and turnover will be monitored to gauge effectiveness.

C. Continue efforts to modernize employee benefits (current efforts involve teleworking and City holidays).

City holidays were modified in 2021. The City has provided City staff with the flexibility of remote work/telecommuting options,

as conducive to select positions. Additional benefits are currently being explored, such as offering childcare and recreation memberships.

D. Enhance and refresh marketing of City positions and the City as an employer on social media platforms.

Human Resources (HR) has expanded the City's social media presence to Instagram and created a reel for Parks and Recreation to promote summer job opportunities in Aquatics. They have focused on specific campaigns across social media platforms to highlight positions/occupations that are hard to fill. HR continues to work with the Communications Office to share employee stories for posting on social media, update/upgrade marketing materials for postings and use for in-person events, and increase the number of followers and engagement across all social media platforms.

We are hiring:
Recruitment Supervisor.

Superheroes are real. We call them Employees.

Apply at www.vbgovcareers.com

VB Human Resources

E. Finalize the 5-year Workforce Development and Equal Employment Opportunity (EEO) Plan.

The 2020 census data used to identify areas of under-utilization in our workforce was not readily available by the Census Bureau.

As a result, Human Resources is attempting to obtain other relevant data to analyze potential areas of under-utilization to complete the analysis.

F. Revitalize the City's Inclusion and Diversity Council.

The Inclusion & Diversity Council (IDC), who focuses heavily on the City's work culture, will be holding guided discussions with various employees to dig deeper into recent Cultural Survey findings. IDC aims to discover what's working well and how the City can address areas needing improvement.

H. Work with departments on shortening elongated hiring processes.

The revised process noted from January 2022 has been implemented and departments have been trained. All departments will report on hiring efforts as part of their DPPs to monitor the hiring statistics and identify any opportunities for improvement. The Department of Human Services applied process improvement techniques to decrease time during their internal part of the hiring process, specifically removing multiple forms that capture duplicative and redundant information.

5.3 **Protect City IT systems, services, and data, and ensure robust disaster recovery by collocating and relocating data centers to ensure redundancy, added resiliency, fast and reliable data recovery, and business continuity.**

A. Complete the colocation and relocation of data centers to a regional data center.

Colocation and relocation efforts are underway and a revised due date for October 2022 has been established based on unforeseeable delays. Colocation to QTS Richmond involves the following:

- Fiber infrastructure connecting two municipal Data Centers to QTS Richmond was completed. IT has conducted testing with positive results as expected.
- Network infrastructure at QTS is in place, software installations and configurations were expected to be finalized by the end of June.
- Migration of data was slightly postponed and started in July rather than June due to dependencies to vendors.

The relocation of Data Center has been postponed. The next few months will focus on ensuring the plan is moving forward with the best possible option and speed to complete the Data Center cabling. Work will continue with the project team to orchestrate the installation/configuration of the hardware equipment and software.

B. Implement data security policies and tools.

The Information Technology Review Board has reviewed five security policies. The policies are under review by the City Attorney's Office. A due date of December 2022 has been set, and monitoring will continue until reviews are completed.

C. Modernize security program.

Work continues, and the due date for this is December 2023. Development, Security, Operations (DevSecOps) workflow has been finalized, and development teams have solidified the approach. The process of scanning application code using static code scanning outside of the DevSecOps pipeline has begun. Forward momentum will continue as the pipeline is configured and integrated and its functionality tested.

D. Implement cloud security.

Implementation of the cloud security tool has begun with all public cloud instances being ingested. Configurations are currently being evaluated. Next efforts include completing the security tool setup, creating automated reporting, setting up automated configuration rules, and setting up frameworks to add this tool into the vulnerability management frameworks.

E. Implement new core network services topology.

The primary implementation of the new network and security topology have been completed, including base automation and advanced security configurations. Current and future work will include migrating existing workloads from the existing Building 2 data center to the new data center hosting the new topology. In post-migration, the team will also analyze application communications to determine what additional security controls should be put in place.

F. Implement Network of Operations Center (NOC)/Security of Operations Center (SOC).

The due date for implementation of the NOC/SOC has been set for December 2022. After a review of all vendor submissions, other avenues are being explored based on funding requirements. The next steps include assessing what components of the NOC/SOC need to be paired down and internalized, along with evaluating solutions for potential off-hours monitoring.

G. Develop a 911/311 backup system design and support model to eliminate a single point of failure.

Funding for this was confirmed, and a meeting was held by IT and ECCS to refine the approach and establish a tentative schedule where solicitation for consultancy that will conduct analysis and design will occur in the July – September 2022 timeframe; solicitation results will be reviewed and contracting, planning and work scheduling will occur in September – October 2022, and in November 2022 the analysis and design will be initiated with further project timelines determined.

5.4 **Maintain sound financial practices in accordance with all federal, state, and applicable laws.**

A. Review debt, risk management, purchasing and financial management policies, and update as needed to ensure they are aligned with current best practices.

This is now an ongoing review process of information from NIGP (National Institute of Government Purchasing), GFOA (Government Finance Officers Association), GAAP (Generally Accepted Accounting Principles), etc. about changes and updates in investment, risk, purchasing, and financial policies and procedures that will impact our daily operations.

B. Maintain AAA Bond Rating with all three major rating agencies (S&P, Moody's, and Fitch).

The City maintains its AAA Bond Rating with S&P (Standard & Poor's), Moody's, and Fitch.

C. Examine opportunities for enhancing financial oversight policies at the Executive and Department Director levels.

The Finance Department will continue discussing this initiative with the City's Management Leadership Team.

D. Prepare annual financial statements and undergo the annual external audit.

The City is required by the Code of the Commonwealth of Virginia and by the City Charter to publish at the close of each fiscal year a complete set of financial statements presented in conformity with accounting principles generally accepted in the United States (GAAP) and audited in accordance with Government Auditing Standards by a firm of independent certified public accountants. This report has been prepared by the Department of Finance and complies with state law and guidelines of the Auditor of Public Accounts of the Commonwealth of Virginia.

5.5 **Manage financial resources in a manner that upholds the City's reputation as an attractive, sustainable, contemporary, and preferred community for all, while ensuring affordability.**[18]

A. Form a Physical Asset Committee to comprehensively understand City-wide maintenance needs and identify funding gaps in advance of the annual budget process.

Discussions have begun with Public Works and Parks and Recreation Directors. Meetings are scheduled with Public Works Team and Parks and Recreation Team to better understand current initiatives' status. The next steps will be to establish points of contact for each department, identify existing efforts, identify any barriers (timing, staffing, resources, etc.), create a timeline and progress schedule to incorporate as best possible within the FY 2023-24 Operating Budget, and CIP.

B. Provide comparative indicators to other localities.

An update was provided to City Council in October 2021. The FY 2022-23 Budget Document will include an updated table. In addition, Budget Management Services will continue to monitor other localities' tax rates or mid-year relief initiatives.

1. Data was generated from a report in Cartegraph on July 28, 2022, based on pipe cleaning performed by the Stormwater Operations Division of the Public Works Operations Group. Data reflects the length in linear feet that was cleaned—not the total asset length. Of note, trucks for proactive cleanings did not arrive until November 2021, which is why there is no proactive cleaning reported prior. Additionally, data does not reflect if a section of pipe was cleaned multiple times.

2. Data retrieved on July 25, 2022, provided by the Communications Office – numbers were pulled and compiled weekly by City staff directly from the noted Social Media Platforms, with final cumulative numbers reported in the thousands in the chart, totaling 1,339 impressions for FY22.

3. This milestone/task was updated from the original published language to include "…as part of the Comprehensive Plan update."

4. Data Source: Electronic Health Record. 86% is the target, this metric is required as part of the state performance contract. Data retrieved on July 29, 2022, from information provided by the Human Services Department.

5. Data Source: SNAP APPTrack, Report and Data Warehouse. Data retrieved on July 29, 2022, from information provided by the Human Services Department.

6. Data retrieved on July 29, 2022, from entries submitted by the Convention & Visitors Bureau (CVB) in the Growing Economic Opportunity KFA Workbook. Data is collected from the CVB's SimpleView CRM and the Convention Center's Event Business Management System USI.

7. Data retrieved on July 29, 2022, from entries submitted by the Convention & Visitors Bureau (CVB) in the Growing Economic Opportunity KFA Workbook. Data is collected from the CVB's SimpleView CRM and the Convention Center's Event Business Management System USI.

8. Data retrieved on July 22, 2022, from entries submitted by the Convention & Visitors Bureau in the Growing Economic Opportunity KFA Workbook. Due to the proprietary nature of the data acquisition, the raw data is not available outside of what's allowed by the contract with the firm, Smith Travel Research. The occupancy rate is the percentage of available rooms sold during a specified period, calculated by dividing the number of rooms sold by rooms available.

9. The milestone/task was updated to remove the wording "Cares Act Funds" and replaced with "federal and state relief funding."

10. This milestone/task was updated to remove the wording "new retail opportunities" and replace it with "innovative placemaking."

11. Data Source: Virginia Beach Development Authority FY21-FY22 Annual Report. This annual report is a summary of the economic development results achieved between July 1, 2021 and June 30, 2022.

12. Data source: The HIVE Fact Sheet at https://www.yesvirginiabeach.com/

13. Data retrieved on July 25, 2022, from entries submitted by the Finance Department in the Growing Economic Opportunity KFA Workbook. The chart captures the actual expenditure and award data in city contracting to minority-owned, women-owned, and service-disabled veteran and veteran-owned SWaM businesses in FY21.

14. Two milestones were combined; those milestones were "Plan and restart the Comprehensive Plan public outreach process to obtain public input" and "Create multiple programs for public input to engage all citizens."

15. Data retrieved on July 29, 2022, from entries submitted by the Department of Housing and Neighborhood Preservation in the Thriving Neighborhoods KFA Workbook.

16. Data retrieved on May 3, 2022, from entries submitted by the Department of Public Library in the Thriving Neighborhoods KFA Workbook.

17. Office of Performance and Accountability website URL: https://www.vbgov.com/government/departments/performance-accountability/

18. 5.5B (Explore opportunities for ensuring programs and initiatives added to the annual operating budget are sustainably funded and do not create unfunded obligations.) and 5.5D (Work with departments and stakeholders to ensure revenue projections and estimates are accurate.) were removed due them being routine steps in the budgeting process.