



CITY OF VIRGINIA BEACH

# YEAR-END PERFORMANCE REPORT

FISCAL YEAR 2023



Performance &  
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 [opa.virginiabeach.gov](http://opa.virginiabeach.gov).

## 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 citizens.**

## VIRGINIA BEACH CITY COUNCIL



Mayor Robert M. "Bobby" Dyer



N.D. "Rocky"  
Holcomb  
District 1



Robert W. "Worth"  
Remick  
District 6



Barbara Henley  
District 2



Sabrina D. Wooten  
District 7



Michael Berlucchi  
District 3



Chris Taylor  
District 8



Dr. Amelia  
Ross-Hammond  
District 4



Joashua F. "Joash"  
Schulman  
District 9



Rosemary Wilson  
Vice Mayor  
District 5



Jennifer V. Rouse  
District 10





## CITY MANAGER MESSAGE

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 2022, 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 2023.

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



# 2023 HIGHLIGHTS

## 21<sup>st</sup> Century Infrastructure

- As of July 2023, the Department of Public Works (PW) completed seven drainage basin master plans—Little Creek, Broad Bay, Lake Taylor, Linkhorn Bay, Oceanfront, Upper West Neck Creek, and Dam Neck. Seven additional plans are in progress—Western Lynnhaven River, Eastern Lynnhaven River, Thalia Creek, Elizabeth River, Upper North Landing River, London Bridge Creek, and Wolfsnare Creek. Lower Southern River's master plan is planned but has not yet started. All 15 plans are on target for completion by December 2023.
- PW's Stormwater Operations cleaned 597,730 linear feet of stormwater pipe and inspected 86,603 linear feet of stormwater pipe in FY23. For pipe cleaning, that equates to a 58% increase compared to FY22 and 403% compared to FY21.

## Safe and Healthy Community

- The Virginia Beach Police Department implemented ShotSpotter software in July 2021 covering areas in the second and third precincts. ShotSpotter uses gunshot detection technology to dispatch officers to the scene without reliance on 911 calls. In 2023, a total of 24 arrests were associated with a ShotSpotter alert. ShotSpotter coverage was expanded in May 2023 to the Green Run area (bordering first and fourth precincts).
- The Department of Housing and Neighborhood Preservation provided shelter and case management services for 24 families; 14 families have since exited the program.



## Growing Economic Opportunity

- The Resort Area Mobility Plan (RAMP) draft was presented to the Planning Commission for public comment in November 2022 and was adopted by City Council in January 2023. The RAMP includes multi-modal and parking strategies with a series of recommended mobility, safety, accessibility, and parking projects.
- The SWaM Office exceeded its targets for City contract expenditure for both Minority Business Enterprises (MBEs) and Woman Business Enterprises (WBEs) in FY22—12% and 13.3% respectively. The total spend for Minority- and Women-Owned businesses in FY22 was \$94.6M—an 81.3% increase compared to FY21.
- Since June 2022, the HIVE—the City’s business resource center designed to support an innovative and entrepreneurial ecosystem in Virginia Beach—increased its client base to more than 800; held 340 events and trainings; added 83 new business partners; conducted 1,133 one-on-one counseling and business assistance sessions; and attended 34 informational events. A new program called **Thrive @ The HIVE** was recently launched to provide free workspace for Virginia Beach startups, home-based businesses, and military spouse entrepreneurs to support their growth and expansion.

## Thriving Neighborhoods

- The Department of Planning and Community Development finalized the scope of work with Renaissance Planning and began the community-led process for updating the 2040 Comprehensive Plan. The Plan update will occur over five phases and includes focus groups and public meetings to craft the initial set of citywide themes and policies. Robust public input and stakeholder engagement will occur throughout all phases of the project.
- Since the beginning of 2023, the Planning Department has filled all Short-Term Rental (STR) team positions, which has allowed for greater outreach and public education by STR Operators. In FY23, there has been a 36% reduction in STR complaints—from 551 in FY22 to 355 in FY23.

## Innovative and Sustainable Government

- In January 2023, the City’s Inclusion and Diversity Council (IDC) hosted a month-long Belonging Summit that included keynote speakers, workshops, and other educational components for employees. The Belonging Summit provided the opportunity for employees to participate in guided discussions to share their thoughts on feeling welcomed and connected to the organization.
- The City completed colocation of the Virginia Beach Data Centers to QTS Data Center in Richmond, VA. The new infrastructure has added redundancy and resiliency, as well as increased data transfer speed and enhanced performance of applications and services. Additionally, the City of Virginia Beach is now better positioned to manage business continuity in case of a disaster.
- The Human Resources Department collaborated with the Communications

Office to pilot a new recruitment campaign—**Your Best Job Yet!**—highlighting City employees. In addition to photos, the campaign included advertisements, stand-up banners, social media assets, a New Member Orientation manual and packet, behind-the-scenes videos, and blog posts to promote that Your Best Job Yet is with the City of Virginia Beach.







# 21<sup>ST</sup> 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.**

In coordination with Jacobs Engineering Group, the Flood Protection Program Implementation Plan was presented to City Council on February 22, 2022. A Flood Prevention Bond Referendum Oversight Board was created in September 2022 to provide transparency, communicate to the public, and present findings to City Council regarding the more than 40 projects included in Phase 1 of the Flood Protection Program; this includes progress reports eliminating the backlog in the maintenance of the City's legacy ditches, canals, and ponds. Monthly status reports on the Program are posted to the City website.<sup>1</sup>

### **B. Complete watershed master models.**

The City's four watersheds are comprised of 15 drainage basins. As of July 2023, the Department of Public Works (PW) completed seven drainage basin master plans (Little Creek, Broad Bay, Lake Taylor, Linkhorn Bay, Oceanfront, Upper West Neck Creek, and Dam Neck) with seven more in progress (Western Lynnhaven River, Eastern Lynnhaven River, Thalia Creek, Elizabeth River, Upper North Landing River, London Bridge Creek,

and Wolfsnare Creek). Lower Southern River's master plan is planned but has not yet started. All 15 plans are on target for completion by December 2023.

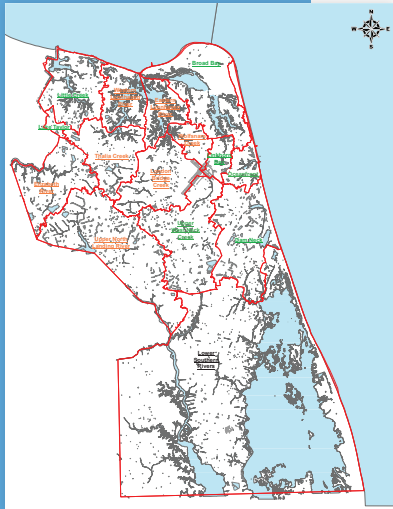
A second version of the City's Stormwater Master Model was created to include the Preliminary Engineering Report (PER) design improvements for Windsor Woods, The Lakes, and Princess Anne Plaza. This second version was created to evaluate upstream alternatives and confirm that proposed projects do not cause additional flooding.

### **C. Identify watersheds where additional capacity is required to pass a 100-year storm event.**

This task is duplicative and will be accomplished as part of Task B.

### **D. Identify maintenance programs and projects where enhancements are required.**

In FY23, PW's Stormwater Operations continued maintenance activities using three crews (Stormwater Pipe Cleaning Crew, Stormwater Pipe Inspection Crew, and Stormwater Management Facility (SWMF) Maintenance Crew), six vacuum trucks, and

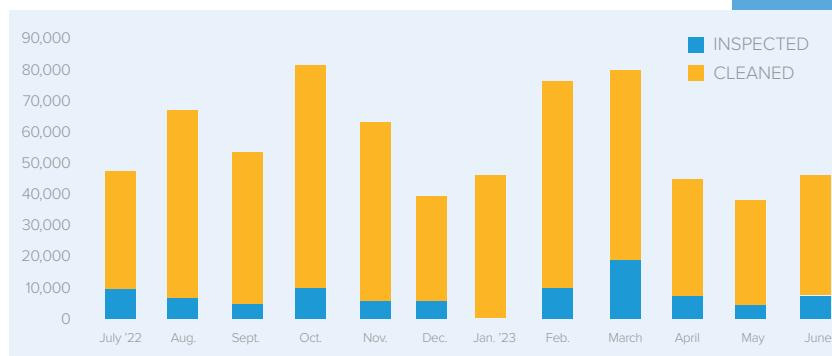




specialized equipment. The crews cleaned 597,730 linear feet of stormwater pipe and inspected 86,603 linear feet of stormwater pipe in FY23.<sup>2</sup> For pipe cleaning, that equates to a 58% increase compared to FY22 and a 403% increase compared to FY21.

PW continues to use American Rescue Plan Act (ARPA) funding for enhanced maintenance of 17 lake dredging projects and pipe cleaning for 21 neighborhoods.

**FY23 Stormwater Pipe Inspected and Cleaned<sup>3</sup>**



## **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 the city's recurring flooding and storm surge risks.**

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

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, 2021 and June 27, 2021. In addition to the online survey, Issues & Answers was also engaged to conduct a statistically valid telephone survey of residents, using the same and similar questions from the online survey, resulting in 400 completed

between June 21, 2021 and July 2, 2021.<sup>4</sup> Through these efforts, City staff were able to provide a feedback loop to hear and address resident concerns.

### **B. Design and develop materials for all platforms.**

The Communications Office designed and developed numerous materials for dissemination, including but not limited to a dedicated webpage on VBgov.com, postcard mailers to every residential and business address in Virginia Beach, brochures, a comprehensive paid media campaign (TV, radio, digital, newspaper, YouTube),

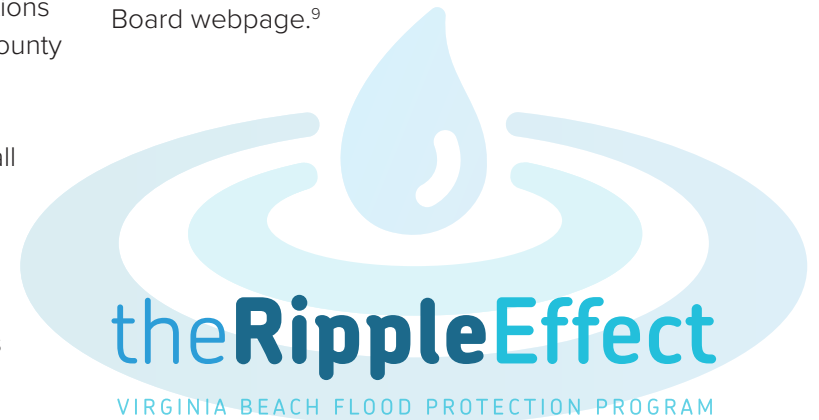
numerous earned media stories, social media assets, and environmental signage.<sup>5</sup>

The *Ripple Effect* campaign helped inform the public who voted to approve the Flood Prevention Bond Referendum in the November 2021 General Election. The Campaign has also received industry recognition and awards, including:

- First place Savvy Award in the Communications or Marketing Plan category from the City-County Communications & Marketing Association (3CMA)<sup>6</sup>
- Diamond Award (best overall entry across all categories) from 3CMA
- Communications Award from the Virginia Municipal League's Innovation Awards in Local Government<sup>7</sup>
- Silver Anvil Award from the Public Relations Society of America (PRSA).<sup>8</sup>

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

Following the approval of the bond referendum, staff reports and Flood Protection Program status reports have been published monthly to the Flood Prevention Bond Referendum Oversight Board webpage.<sup>9</sup>



**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.<sup>10</sup> The design work for this project was completed by Columbia Telecomm Corporation (CTC), effective December 2022.



There are approximately 40 miles of construction planned within the City; as of July 2023, 11 permits accounting for 10 miles have been submitted.

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

Discussions with VBCPS identified this initiative as cost prohibitive and thereby determined that efforts would not be pursued.

As an alternative, the Department of Information Technology (IT) intends to pursue grant funding to connect more underserved areas. Two opportunities for grant funding include the Digital Equity Capacity Grants and Virginia Telecommunications Initiative Grant Program.

**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 Globalinx Data Center.**

IT executed a contract for both co-location services and new Internet Service Provider (ISP) connections. As of July 2023, the fiber infrastructure construction inside Globalinx was nearly complete<sup>11</sup>

IT is purchasing materials needed to complete the fiber build-out that will connect the City to a large amount of bandwidth with minimal delay, as well as enable co-location to other providers who are housed in Globalinx's facilities. This effort is augmented by the Southside Networking Authority's development of the RCR that will expand this access to the five Southside cities aimed at the following: increasing the footprint of ISPs; providing more access points to lower costs; and leveraging additional technology to address the digital divide.

Additionally, IT continues to build upon their profile of community-serving broadband-based "smart" technologies, such as the solar powered hotspot smartpoles at parks and libraries.





**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.<sup>12</sup>**

**A. Update the Master Transportation Plan as part of the Comprehensive Plan update.**

The Master Transportation Plan (MTP) update will occur after the City's 2040 Comprehensive Plan is updated in summer 2024. The Hampton Roads Transportation Planning Organization (HRTPO) is currently updating their regional transportation plan—the 2050 Long Range Transportation Plan; City staff have assisted HRTPO by providing socioeconomic and land use data. When HRTPO's 2050 Long Range Transportation Plan is complete, PW's Transportation Planning and Traffic Engineering staff will use that regional data to aid with local traffic modeling to complete the updated MTP.

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

Since receiving the regional CUBE model and meeting with HRTPO staff about next steps, PW's Traffic Engineering has contracted with a consultant to help develop a more detailed model specific to the city. Once complete, this will allow for modeling of future growth scenarios, new development, and roadway improvements to simulate their impacts to the City's transportation system. Model creation and staff training efforts will continue through the end of calendar year 2023.





A photograph of a dirt path winding through a dense forest of tall, thin trees. Sunlight filters through the canopy, creating a starburst effect in the upper center. A semi-transparent blue overlay covers the bottom third of the image, containing the title text and a repeating list of city departments.

# SAFE & HEALTHY COMMUNITY

COMMISSIONER OF THE REVENUE | COMMONWEALTH'S ATTORNEY | COMMUNICATIONS | CONVENTION AND VISITORS BUREAU | COURTS | CULTURAL AFFAIRS | ECONOMIC DEVELOPMENT | EMERGENCY COMMUNICATIONS AND CITIZEN SERVICES | FINANCE | FIRE | HOUSING AND NEIGHBORHOOD PRESERVATION | HUMAN RESOURCES | HUMAN SERVICES | INFORMATION TECHNOLOGY | PERFORMANCE AND ACCOUNTABILITY | PARKS AND RECREATION | PLANNING AND COMMUNITY DEVELOPMENT | POLICE | PUBLIC HEALTH | PUBLIC UTILITIES | PUBLIC WORKS | REAL ESTATE ASSESSOR | PUBLIC LIBRARY | VIRGINIA AQUARIUM AND MARINE SCIENCE CENTER | VOLUNTEER RESOURCES | VOTER REGISTRATION AND ELECTIONS | CITY MANAGER'S OFFICE | AGRICULTURE | BUDGET AND MANAGEMENT SERVICES | CITY AUDITOR | CITY CLERK | CITY TREASURER



## **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).**

In FY22, the Office of Emergency Management (EM) introduced City departments to concepts, approaches, and a template for developing their respective Continuity of Operations Plan (COOP).<sup>13</sup> As of July 2023, 13 departmental COOP drafts were completed, with eight of those drafts finalized; the remaining five drafts are in progress.<sup>14</sup> During FY23, EM conducted five training courses/seminars for the Pre-Disaster Recovery Plan, carried out two exercises, and completed two draft frameworks. Additionally, EM began collaborating with IT to identify critical systems and priorities to develop a tiered approach to restore essential City systems and functions in an orderly process.

In spring 2023, the Regional Post-Disaster Housing project was finished, which was funded by a grant from the FEMA Regional Catastrophic Preparedness Grant Program (RCPGP). A Post-Disaster Housing Playbook was also completed, which included hazard profiles that analyzed effects of the most probable storm scenarios. A two-day regional exercise was held in March 2023 to evaluate the playbook and train stakeholders on how to implement it after a disaster. Shortly after

completion, the Playbook was used for the first time in May 2023 as the City recovered from the Great Neck Tornado.

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

EM continues to collaborate with IT’s Geographic Information System (GIS) Team to explore mapping and modeling capabilities that could improve evacuation decision-making (e.g., based on risk prioritization of geographic areas).

EM also participates in regional and state-level evacuation planning groups, as well as with PW’s Traffic Engineering and Transportation divisions to identify Priority 1 and 2 evacuation routes within future roadway projects.<sup>15</sup> Additionally, other evacuation planning efforts included:

- Developed three hazard profiles;
- Conducted impact modeling;
- Held one re-entry workgroup meeting;
- Participated in eight regional/state-level evacuation workgroup sessions; and
- Organized a regional exercise.

The Department hired a new Preparedness Program Manager who will focus on the plan and continue to participate in local and regional evacuation, hurricane, and sheltering committees.



**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.**

In coordination with the Communications Office, EM conducts presentation and exhibit services to promote community emergency preparedness for residents, homeowners, businesses, nonprofits, and other organizations as part of an intentional outreach strategy. To make scheduling presentations more efficient, the Emergency Preparedness Education outreach form was added to the EM website.<sup>16</sup>

**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.**

EM continues to involve the business community under the ReadyVB community engagement campaign.

The aim of this campaign is to provide a holistic approach to engaging the entire community—individuals, households, and businesses—for preparedness and resilience.



**Coordinated Tornado Response**

In the aftermath of the April 2023 tornado event, Emergency Management led other City departments and coordinated response efforts to support the impacted community. The City worked with the state and federal government, non-profit organizations, and local businesses.

Additionally, the City quickly developed communication materials and engaged the community to provide updates on response and recovery efforts. Key City efforts included:

- Held a press conference (also live-streamed online)
- Established an Impact Center
- Provided counseling services
- Developed a Recovery website (and newsletter for citizens to register for updates)

- Text messaged for road operating status
- Held a pop-up park event to hear resident feedback
- Sent notification alerts on “Don’t get scammed”
- Held townhall meetings





### **E. Develop a formal integrated public safety special event planning process for the City.**

In response to the increasing volume and scale of events, EM partnered with the Resort Management Office (RMO) to form a Special Event Steering Committee. The committee was formed by spring 2023 and designed to improve communication, guidance, and cooperation. Additionally, the committee will use takeaways and feedback gathered from past and current major special events to inform future planning efforts.

The first quarterly meeting occurred in July 2023, during which department leadership reviewed upcoming events and provide priorities or direction to special event planners.

In FY23, EM also submitted and received risk assessment ratings for 15 City special events using the U.S. Department of Homeland Security's (DHS) Special Event Assessment Rating (SEAR) system.<sup>17</sup> Not all event submissions are assessed and receive a SEAR rating; those that do require at least national recognition with local/state importance.



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

### **A. Enhance Officer recruiting.**

Between July 29, 2022 and June 22, 2023, the Virginia Beach Police Department (VBPD) graduated three Academy classes and welcomed 71 new officers to the Department. On June 29, 2023,

Academy Class 75 kicked off with a roster of 32 recruits who will graduate in December 2023.

As part of the MORE campaign, recruiting strategies have included a \$5,000 hiring bonus for recruits, a \$10,000 hiring bonus for lateral



officers, and targeted advertising to veterans and lateral recruits from other agencies.<sup>18</sup> In 2023, VBPD became one of three agencies in the Commonwealth of Virginia to provide Option 5 training academies, which is a shortened process for out-of-state lateral transfers.

Additionally, in August 2022, VBPD and Virginia Wesleyan University (VWU) announced an academic partnership to build an advanced educational foundation for sworn officers. With up to 42 credit hours, VBPD officers can matriculate to VWU at a significantly discounted credit hour rate to complete their bachelor's degree. This partnership provides a pathway to ensure VBPD remains one of the most highly educated, large police departments in the nation while removing obstacles to advancement within the Department. There are currently eight VBPD officers enrolled in this program.

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

Axon's Standards software was implemented in December 2022 with workflow enhancements continuing through the end of FY23. The software tracks and manages use of force incidents and internal affairs, as well as an Early Intervention System module that supports monitoring officers' risk profiles based on types of events officers are involved in (e.g., traffic collisions, citizen complaints).

### **C. Use state-of-the-art technology to promote a safe and healthy community and improve accountability.<sup>19</sup>**

As of June 2022, VBPD completed implementation of Axon's signal sidearm technology that allows for automatic activation of an officer's body-worn camera when their firearm is drawn from the holster.

ShotSpotter software, implemented in July 2021, uses gunshot detection technology to dispatch officers to the scene without reliance on 911 calls. In 2023, a total of 24 arrests were associated with a ShotSpotter alert.<sup>20</sup> In May 2023, ShotSpotter coverage was expanded to the Green Run community (bordering first and fourth precinct), in addition to the existing two coverage areas in the second and third precinct.

As of July 2023, VBPD has hired almost half of the staff for the new Real-Time Crime Center that will provide investigative and intelligence support to the Department.

#### D. Develop and improve partnerships with citizens and businesses.

VBPD created the Youth Services Unit in January 2023 to better serve the city's youth population. The Youth Services Unit oversees all youth-related programs and outreach efforts, in addition to the School Resource Officer program. Since its inception, the Unit has ushered in a new restorative justice program that is designed to rehabilitate and educate juveniles, so they learn from the experience and avoid future contact with the juvenile or adult criminal justice systems. It has also introduced the "Blue Knights," a summer chess club where middle schoolers can play chess with VBPD police officers, professional staff, recruits, cadets, and volunteers.<sup>22</sup>

The goal is to begin to forge bonds between VBPD and the kids in the community. Youth Services is also doing a police mentor program at City recreation centers.

During the 2023 State of the City Address, Mayor Dyer announced that the VB Mayor's Youth Violence Prevention Task Force members would offer expanded programming and activities for the community in a program called "Parks After Dark." The program began in June 2023 and will run through August 2023. The collaborative efforts among the Task Force, several City departments, and VBCPS offers free family-friendly entertainment at Williams Farm Park on Thursday, Friday, and Saturday

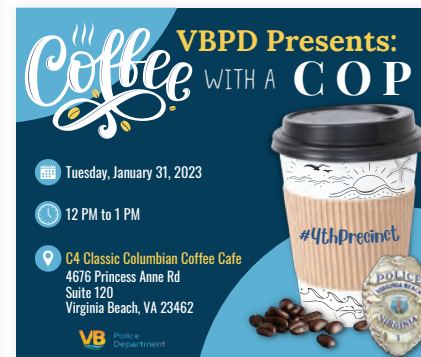


evenings—to include movies, sports activities, food, and local resources and employment opportunities.<sup>21</sup>

VBPD continues to actively participate in community engagement opportunities, such as Coffee with a Cop and Citizens' Advisory Committee/Board meetings.

#### E. Establish and expand internal Police Department positions

A staffing study was finalized in April 2023 by a third-party consultant to determine the department's needs. VBPD has reviewed the findings and will continue to discuss recommendations and improvements with department and City leadership.







## 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 the 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.**

In FY23, the Department of Human Services (DHS) offered same-day access to clinical assessments by a Clinician, and 1067 new individuals accessed behavioral health treatment through this opportunity. Of those individuals, 97% were offered appointments with another service within 10 days with the goal of expediting engagement in care.<sup>23</sup>

To further enhance access to services and provide comprehensive care, the Pembroke 6 Service Center was expanded to include the fifth floor. The additional space allowed further integration of new onsite services, including behavioral health supportive residential services, addiction treatment, case management, mobile crisis, and peer support.

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

Department of Human Services (DHS), VBPD, VB Emergency Medical Services (VBEMS), and Emergency Communications and Citizen Services (ECCS) continue to collaborate to ensure that individuals experiencing behavioral health emergencies receive a behavioral health response. The Mobile Co-Responder Team, which is staffed by Marcus Alert funded positions saw greater than 90% diversion from arrest and involuntary hospitalization for the individuals they encounter. That team also includes staff who conduct post-crisis follow up visits to assist individuals with connecting to treatment resources.

In early 2023, Marcus Alert protocols began applying to all institutes of higher learning (IHL) that have a Department of Criminal Justice Services (DCJS) certified police department, such as Regent University. DHS staff started collaborating with Regent and the Regional Crisis Call Center to begin the process of establishing a Memorandum of Understanding and policies that will comply with Marcus Alert protocols.

**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.**

DHS has improved communications with clients by adding more selection options when contacting the call center and creating informational voice recordings to ensure services are directed accordingly.

Overall for FY23, DHS has met compliance of 97% for all non-expedited and expedited services.<sup>25</sup>

As of February 2023, Emergency SNAP was no longer available to clients. DHS has continued to assist clients with Medicaid renewals and provide information on local resources if an individual's benefits are reduced. Additionally, internal DHS committees were formed to manage the anticipated unwinding of Medicaid renewals to ensure a smooth transition.

**Percentage of Applicants Expedited/ Non-Expedited**

	Non Exp.	Exp.
July 2022	99.03%	97.20%
August 2022	98.14%	97.52%
September 2022	98.98%	97.03%
October 2022	98.74%	95.05% <sup>26</sup>
November 2022	98.75%	96.70%
December 2022	96.69%	97.18%
January 2023	98.08%	97.08%
February 2023	97.50%	96.89%
March 2023	99.21%	96.26%
April 2023	99.28%	98.49%
May 2023	98.30%	98.28%
June 2023	99.00%	97.76%



## 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.

In FY23, the expanded Emergency Housing Voucher (EHV) Rental Assistance Program completed issuing 35 Housing and Urban Development (HUD) EHVs to households in need; 17 households have secured leases, and the Department of Housing and Neighborhood Preservation (HNP) will assist the remaining 18 families once they successfully secure a lease.

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

The City contributed \$1 million in grants to support the Judeo-Christian Outreach Center's (JCOC) permanent supportive housing renovation project—a new 20,644-square-foot campus with approximately 38 studio apartments to support individuals as they work to secure permanent housing.<sup>27</sup>

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

During FY23, a total of 24 families were provided shelter and case management services; 14 families have exited the program. Current capacity is 55 beds for single adults

and 40 beds for families; an expansion of 30 additional beds was approved in the FY24 Budget with the goal of implementing by early 2024.

### D. Launch the “Give Help/Get Help” awareness campaign at Oceanfront to promote resident awareness and support.

In November 2021, the Get & Give Help campaign was launched to help connect people to community resources and opportunities to get involved. Thirty signs were installed at the Oceanfront Resort Area providing the Housing Crisis Hotline number and a QR code to the new BEACH (Bringing an End to All City Homelessness) website.<sup>28</sup> In FY23, the website received 5,181 new visitors and 767 returning visitors.

#### BEACH Website Traffic<sup>29</sup>

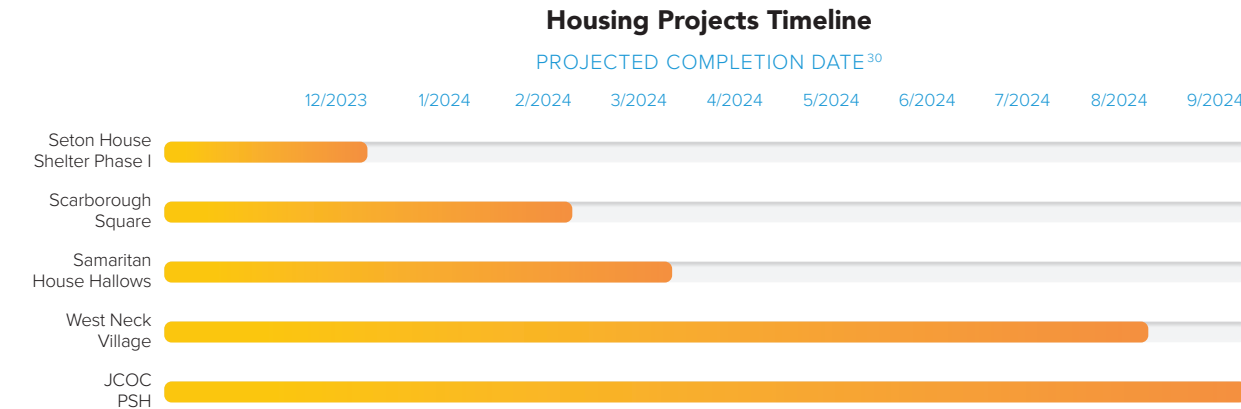
	FY22 (11/16/21 – 6/30/22)	FY23 (7/1/22 – 6/30/23)
New Visitors	2,282	5,181
Returning Visitors	348	767



**E. Support nonprofit housing replacement and expansion projects.**

With the use of ARPA funding, the City is supporting a total of five housing projects with the following four non-profit organizations: Seton House, Samaritan House, JCOC, and Virginia Beach Development Corporation (VBCDC).

Construction is in progress for the Seton House Shelter and Samaritan House Hallows Project; rehabilitation is underway for VBCDC’s West Neck Village and Scarborough Square; and the JCOC’s Permanent Supportive Housing Project (PSH) is planned to break ground in fall 2023.





# 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.**

The consulting firm, TIP Strategies, completed the Virginia Beach Economic Development Strategic Plan in September 2021.<sup>31</sup> As part of the Plan's primary goals, the Department of Economic Development has prioritized promoting corporate parks, particularly Corporate Landing and Innovation Park. These real estate assets are positioned to be in a marketable state through infrastructure investment, which aims to add value to business attraction and retention efforts. There are ongoing efforts to explore new possibilities for development and redevelopment in various areas such as Burton Station that has both residential and industrial uses.

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

Proposals for the NAS Oceana Future Base design was initially released in February 2023. The request for proposals (RFPs) by the United States Navy was reissued in August 2023 with a response date of November 1, 2023. The Department of Economic Development continues to foster a relationship with NAS Oceana to achieve mutual goals.

#### **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 Department has contracted with Renaissance Planning to assist with drafting the Comprehensive Plan update, which is underway as of July 2023.<sup>32</sup> The Plan will include community engagement sessions, mapping, graphic design, and the production of a final document. The Department of Economic Development will collaborate with the Planning Department to ensure the alignment of goals from the Economic Development Strategic Plan with that of the Comprehensive Plan.





### 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.

The Convention and Visitors Bureau (CVB) has enlisted the assistance of a search firm to aid in the recruitment process for four significant roles in the department: General Manager of the Virginia Beach Convention Center, Vice President of Marketing and Communications, Vice President of Sales, and Business Intelligence.

CVB established a Deputy Resort Administrator position whose focus is to create efficiencies within the special events arm of the Resort Management Office (RMO) and act as the primary point of contact for all major event owners.

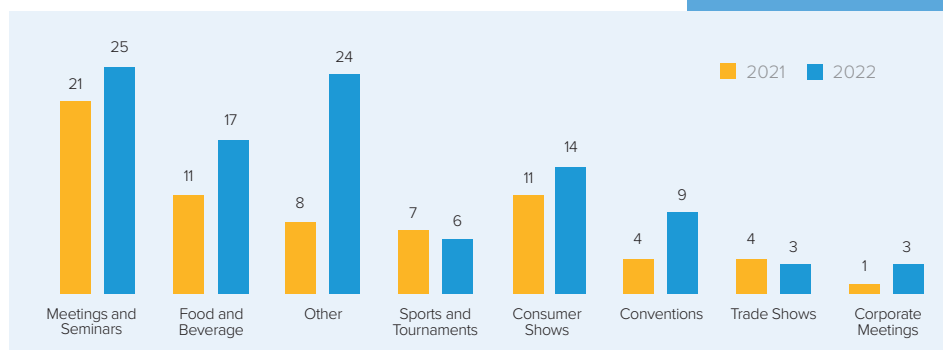
In June 2023, CVB relocated offices to house the entire department in one location on one floor; all operating units excluding the Visitor Information Center, Sports Center, and Convention Center were involved in the move.

From January to June 2023:

- The Sports Tourism Program hosted 105 events with a total of 407,745 attendees;
- The Convention Center hosted 103 events with a total of 271,208 attendees;
- The main Visitor Information Center welcomed 8,826 visitors;
- The Chesapeake Bay Visitor Information Center welcomed 6,762 visitors; and
- The Oceanfront kiosks welcomed 4,216 visitors.

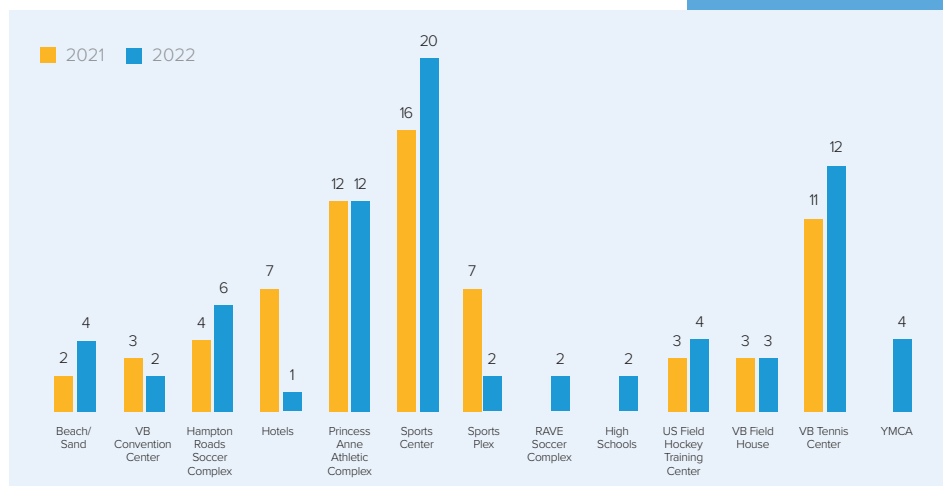
#### Number of Meetings Held at the Virginia Beach Convention Center with Over 50 Attendees<sup>33</sup>

JULY THROUGH DECEMBER



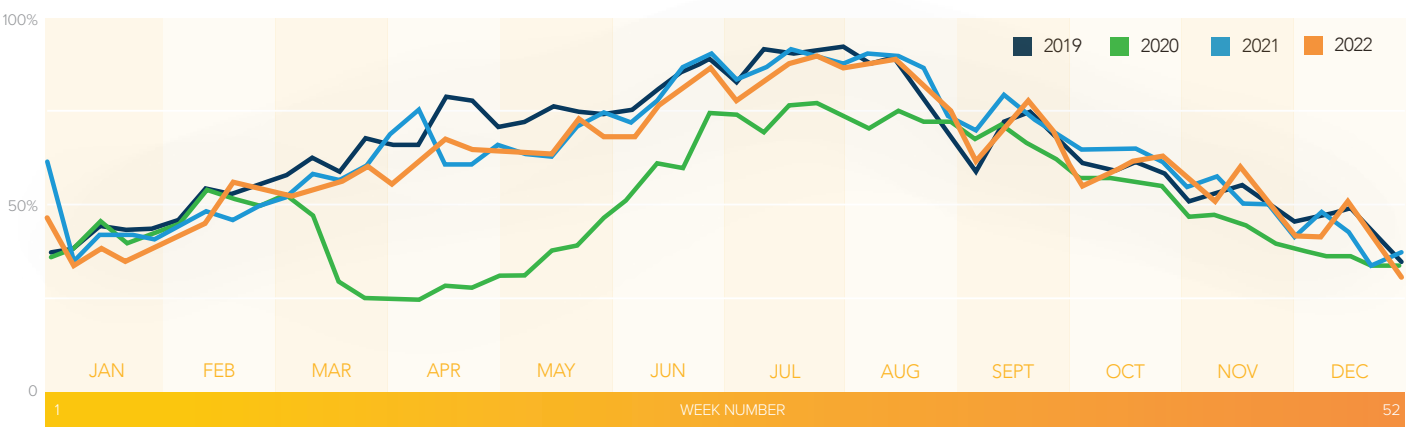
#### Number of Sporting Events by the Sports Tourism Program with Over 50 Attendees<sup>34</sup>

JULY THROUGH DECEMBER





Virginia Beach Year-Over-Year (YOY) Hotel Occupancy<sup>35</sup>



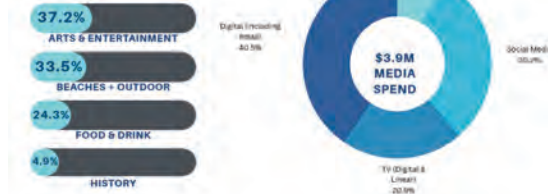
**B. Develop and deliver a strategic and innovative marketing/media plan to maximize return on investment.**

As part of marketing and communication efforts, the Economic Vitality Portfolio (EVP) logo was officially unveiled at the Something in the Water (SITW) Festival in April 2023. Execution of the Fall/Winter FY23 marketing campaign was completed, and the Spring/Summer Campaign FY23 was approved.

Miles Partnership was onboarded as the new agency of record and executed its scope of work that included asset replenishment, event production, social media production, brand campaign, Americans with Disabilities Act (ADA) website compliance, and content.



**FY23 LEISURE CAMPAIGN  
OVERVIEW**<sup>36</sup>



**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.**

CVB conducts weekly meetings with the Second Precinct Captain of VBPD and the

Resort Liaison Team. Additionally, CVB continues to build relationships with all public safety departments using the Oceanfront VBPD substation as a physical homebase and attends quarterly meetings with bar owners/managers, organized by the Second Precinct.



### 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.<sup>37</sup>

VWU partnered with the Department of Economic Development to offer 32 total courses and various low/no-cost professional development workshops on the VWU campus and at the HIVE. Courses focus on cybersecurity and business concepts. An estimated 1,149 people participated during the first half of the 2023 school year.<sup>38</sup>

The City also partnered with the Virginia Beach Technical and Career Education Center to develop new programs aimed at attracting the 2,500 high school graduates who may be interested in expanding their education through trade schools.

With the use of \$1.2 million through Coronavirus Aid, Relief, and Economic Security (CARES) Act funding, the Department of Economic Development purchased equipment for an Offshore Wind Lab at Tidewater Community College's (TCC) Virginia Beach Campus. The program is slated to begin August 2023, including classes such as *Introduction to Wind Energy* and offering a career studies certificate for offshore wind energy.



*Mayor Ribbons Cutting  
at TCC VB Campus*

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

The Department of Economic Development continues to collaborate with Kempsville High School's Entrepreneurship and Business Academy (EBA) to engage students in careers in local government and offers the following three areas of study: Entrepreneurship and Innovation, Business Information Technology, and Corporate Finance. The Department of Economic Development is also working to develop an accelerator program for EBA junior students that would entail training on business plans, financing, and patent and intellectual property. In summer 2022, the Department of Economic Development employed two interns from EBA to provide them with practical experience.

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

In partnership with VBCPS, TCC, the Hampton Roads Workforce Council (HRWC), and the business community, courses were developed at TCC to support skills training for the manufacturing sector. The initial curriculum focuses on computer

numeric control operators but will expand to other manufacturing career paths in the future. A dual enrollment agreement was established between VBCPS and TCC that allows high school students to earn college credit for select manufacturing courses.

The Department of Economic Development continuously collaborates with partnering agencies to offer new workforce development opportunities

and resources, such as the following: TCC's Certified Production Technician (CPT) and Certified Logistics Technician (CLT) trainings, Advanced Manufacturing Technician (AMT) program, ScaleUP USA, and Transition Overwatch. Additionally, the HRWC Director for the Veteran Employment Centers conducts military and veteran meetings and events at the HIVE.



### 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.<sup>39</sup>



The Freebee Resort Microtransit Program launched as a one-year pilot program in June 2022. As part of the City's Resort Area Mobility Plan (RAMP) that calls for enhanced shared mobility services in the resort area, Freebee provides free point-to-point rides to residents and visitors in all-electric vehicles. Due to the popularity of Freebee, the program was extended for another year through the end of June 2024, and the number of designated cars doubled (from 5 to 10).

Between June 2022 and June 2023, the program saw a significant increase in ridership. In June 2022, the program had 3,322 riders, and the number increased to 10,949 by June 2023—totaling more than 106,307 riders during this period.<sup>40</sup>



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

Resort Area Site Acquisition CIP funding was used to purchase the 17th Street Dairy Queen property to preserve the City's Oceanfront park assets and interests. Additional strategic acquisitions include three additional properties—two in Rudee Loop and one in Atlantic Park. The Department of Economic Development continues to identify additional vital properties for future acquisition and bring them to City Council for consideration.

**C. Identify “gateways” into the Resort Area and enhance them through beautification efforts using grant and CIP funding.**

The Department of Economic Development continues to look at Resort Area “gateways” and how to improve them as this is a Resort Area Strategic Action Plan (RASAP) priority. A design competition for the gateway along 21st Street is still being explored and the Department is working to garner more interest. The Resort Advisory Commission (RAC) assigned a sub-committee to lead this effort.

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

The RAMP draft was presented to the Planning Commission for public comment in November 2022 and was adopted

by City Council in January 2023.<sup>41</sup> The RAMP includes multi-modal and parking strategies with a series of recommended mobility, safety, accessibility, and parking projects. The Freebee Microtransit Pilot Project addresses one of the suggested immediate items.



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

Using Resort Parking District CIP funding, the City purchased 200 public parking spaces in a garage at 35th Street and Pacific Avenue to help alleviate the shortage of parking at the Oceanfront. The Department of Economic Development has also identified prospective partnership opportunities with both the private sector and with stakeholders constructing parking garages at crucial areas of parking need in the Resort Area, which will continue to be pursued.



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

#### Capital Expansion or Investments<sup>42</sup>

**\$407M**

Amount of  
Capital Investments



#### ATTRACTED & EXPANDED



**17** businesses

#### RETAINED

approximately

**3.8k** jobs



#### ADDED

**1.1k** jobs

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

The HIVE monthly newsletter was refined to feature information and resources for each heritage month, sponsored events and trainings, and available grants and loans for readers. In the period spanning from June 2022 to May 2023, the HIVE organized a total of 340 events, consisting of trainings and workshops, and worked in partnership with 83 business resource providers.

Personalized counseling and business support services were provided to 1,133 individuals through the Virginia Procurement Technical Assistance Center (PTAC), Virginia Department of Small Business Supplier & Diversity (SBSD), Service Corps of Retired Executives (SCORE), HIVE, and On-Call.<sup>43</sup>

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

The partnership between Hampton University and the Department of Economic Development continues to build. In fall 2022, Hampton University hosted an event in partnership with CVMSDC to bring together corporate

stakeholders, Minority Business Enterprises (MBEs), and scholastic partners across South Carolina, North Carolina, and Virginia.

Additionally, the Memorandum of Understanding between the City and the Capital Region Minority Supplier Development Council (CRMSDC) was finalized. By working with the CRMSDC, the HIVE aims to maximize opportunities for minority-owned businesses to engage in the City's economic development initiatives, connect with other businesses, and access contracting and procurement opportunities from both the public and private sectors.

Additionally, CRMSDC will enhance the diversification and innovation of corporate supply chains by connecting them with certified MBEs. This will allow corporate members to expand their network and benefit from the expertise and resources of MBEs.

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

The Department of Economic Development continues to enhance the HIVE's prominence within the business community by collaborating with additional business resource partners, attending events, and distributing newsletters. The HIVE also promoted its business resources and workforce initiatives by placing exhibit tables at various City Recreation Centers during summer 2023. Participating centers include: Bayside,

Great Neck, Kempsville, Princess Anne, Seatack, and Bow Creek.

*Thrive @ The HIVE* has been launched to provide free workspace for Virginia Beach startups, home-based businesses, and military spouse entrepreneurs to support their growth and expansion. The workspace is available for two months, two business days per week. As of July 2023, six user agreements had been established.

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

In FY23, the SWaM Office hosted over 75 sessions and workshops. All upcoming informational and training sessions are posted to the SWaM Business Office and HIVE webpages, including SWaM's *Doing Business with the City*, one-one-one small business counseling sessions, and a Small Business Development class.<sup>44</sup> The Small Business Institute is offered twice per year in spring and fall. In the most recent session (spring 2023), there were 25 participants.

The SWaM Business Office hosts *The Art of Sculpting Your Business* podcast covering various resources, tools, and tips. Series one



has six episodes with topics ranging from entrepreneurship to diversity and inclusion—available as of February 2023. Series two has four episodes to date.<sup>45</sup>

Additionally, AGH Advisory Services and the SWaM Business Office offered its inaugural Economic Uplift Capital Accelerator (EUCA) Program in Virginia Beach in summer 2023, graduating 10 participants. The program is an “intensive 8-week program that provides an ecosystem of support to catalyze growth and strengthen business models for entrepreneurs, with a special focus on minority, women and service-disabled veteran entrepreneurs.”<sup>46</sup> There will be a second cohort in fall 2023.

The SWaM Business Office also facilitated a workshop at the national level at the National Institute of Governmental Purchasing (NIGP) conference in August 2022, where they provided insight on developing a SWaM Procurement Program.

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

Small business grants and loans are posted monthly in the HIVE newsletter with 22 opportunities listed in the July 2023 edition.

SWaM businesses were offered a *Growing and Selling Your Product* workshop where participants received a customized curriculum based on their business sector. Participants were also able to meet with various experts in the fields of

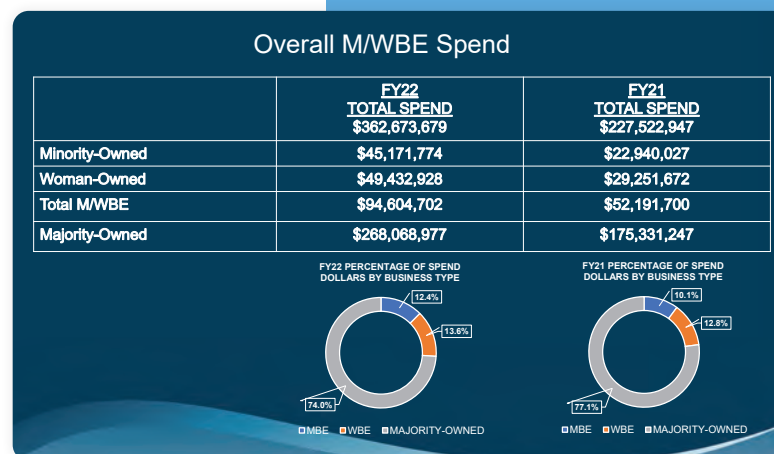
product development, marketing, selling, and protecting their ideas. Participants received information regarding global sales and market reach via Amazon, TV, radio and social media.

The City is also exploring a partnership with Bridging Virginia, a community development loan fund, to establish a loan program to provide access to affordable capital and technical assistance to small businesses.

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

The SWaM Office exceeded its targets for City contract expenditure for both Minority Business Enterprises (MBEs) and Woman Business Enterprises (WBEs) in FY22—12% and 13.3% respectively. The total spend for Minority- and Women-Owned businesses in FY22 was \$94.6M—an 81.3% increase compared to FY21. The FY22 Annual Report of Awards and Expenditures was presented to City Council in March 2023. Preparation of the FY23 Annual Report is in development.

#### FY22 SWaM Spend<sup>47</sup>







### **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.**

The Planning Department provides updates to the Process Improvement Steering Committee (PISC) on regulation changes and findings, as well as monthly data on site plan reviews and approvals. The PISC Chairman briefed to City Council in January 2023 and proposed the formation of a task force to provide suggestions on modifications to stormwater policies and regulations.

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

The Planning Department requested that this item be combined with item D given the overlap in material/updates.

#### **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.**

The Planning Department and PW Engineers met in March 2023 to discuss potential revisions to current stormwater regulatory issues. On June

1, 2023, documentation outlining “Updates to Preliminary Drainage Study Requirements” was made available to consultants, builders, and developers.

Additionally, Accela’s reporting capabilities continue to see meaningful enhancements, allowing for more accurate and timely data collection and analysis. Process improvement and reporting outcomes are presented and discussed among City leadership and internal stakeholders on a regular basis through the VBStat program.

#### **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.**

In June 2023, City Council approved an amendment of city zoning ordinance to establish an overlay district in the Western Campus of the Pembroke Strategic Growth Area (SGA). The Planning Department will explore the possibility of implementing a similar overlay in the Central Village of the Pembroke SGA.

Temporary parking lot requirements were also adapted at the Oceanfront to provide relief from the impact of the Atlantic Park Project.



# 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.<sup>48</sup>

The Planning Department finalized the scope of work with Renaissance Planning and began the 12-month process for updating the 2040 Comprehensive Plan.<sup>49</sup> Two meetings were held

between the Planning Department and the Consultant in June 2023.

The Plan update will occur over five phases and includes focus groups and public meetings to craft the initial set of citywide themes and policies. The Plan update will be a community-led process with robust public

input and stakeholder engagement throughout all phases of the project. Phase One was conducted in June 2022, wherein approximately 2,700 survey responses were collected from residents.<sup>50</sup>

### B. Create multiple programs for public input to engage all citizens.

Throughout the Plan update, there will be eight focus group meetings, 10 open public meetings, four planning commission workshops, and three City Council workshops. Meeting options will

be both virtual and hybrid, and materials will be posted online.<sup>51</sup> A key component of the Plan update is ensuring that all 10 Council districts are represented for public input.

### C. Obtain specific public input in regard to development on major corridors and reuses of outdated shopping centers.

The Flood Resiliency Toolkit and Commercial Area Pattern Book were developed to address neighborhood- and parcel-level resilience challenges, as well as the revitalization of aging shopping centers. In June 2023, the Planning Commission approved the incorporation of the Commercial Area Pattern Book into the Comprehensive Plan (via reference).

### D. – G.

**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 progress of plan.**

**Complete draft Comprehensive Plan for review through the public process.**

A Planning Commissioner will be assigned as a





liaison to each planning area. As part of the four Commission workshops throughout the update, liaisons will vet comments from the public and use input to inform each unique planning area perspective and proposed policies. Planning Commissioners participated in focus group meetings with the community in July 2023. Planning Department staff also presented to the

Planning Commission on discussing focus groups and their areas of focus for the plan update. Five City Council workshops are scheduled into the Plan update, one of which occurred on May 23, 2023. The Comprehensive Plan update is on track to be completed and presented to Council for a vote of adoption by summer 2024.



## 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.

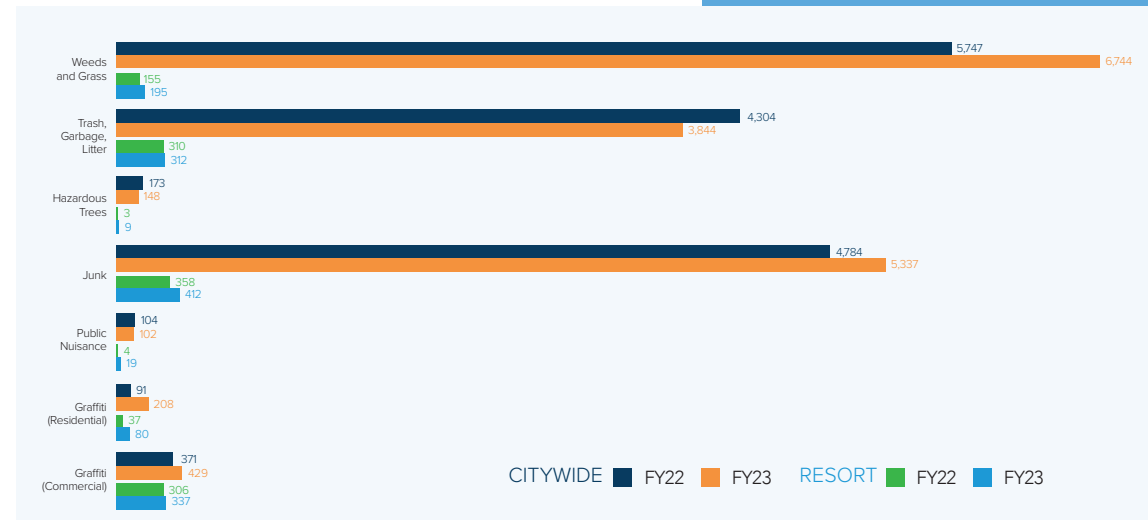
### A. Continue ongoing code enforcement and enhance efforts to ensure that private property is well-maintained and safe.

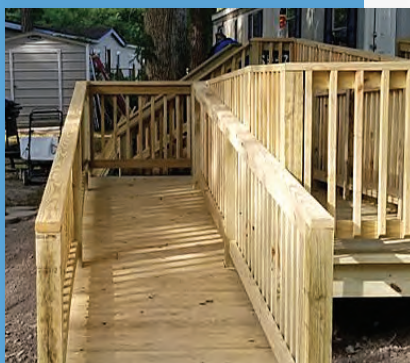
In FY23, HNP's Code Enforcement Division conducted 56,697 total initial and follow up investigations—a 7% increase from FY22. Additionally, 18,178 proactive patrol inspections were conducted, and 8,749 complaints were investigated on over 17,000 unique properties. A total of 30,743 code violations were cited throughout the city, which is a 7.8% increase from FY22.

In FY22, the Resort Area was identified as a new focus area for enhanced code enforcement. HNP onboarded an Inspector specifically assigned to this area and implemented a rotational schedule to incorporate patrol inspections on Saturdays during the resort season.<sup>52</sup> The resort inspector performed 3,356 total investigations, inspected 735 unique

properties, responded to 454 complaints, and proactively initiated 1,056 patrol cases. A total of 1,784 code violations were cited in the resort area—a 14% increase from FY22.

### Code Enforcement – Cited Property Maintenance<sup>53</sup>





**Before and After**  
shots of an improved  
homeowner entrance  
built under the Owner-  
Occupied Rehabilitation  
Program managed by the  
Department of Housing  
and Neighborhood  
Preservation.

## **B. Expand and maintain owner-occupied rehabilitations throughout the city to assist a broad range of owners.**

HNP experienced a 75% increase in the number of applications for City-funded Owner-Occupied Rehabilitation Program (OORP) as compared to FY22.<sup>54</sup> As of June 2023, a total of seven City-funded projects were completed in the 2023 calendar year that equated to \$141,202 in assistance.

For FY22, HNP had three City applications under review but processed 12 applications in FY23. In FY23, HNP saw an 12% increase in inquiries—from 217 in FY22 to 242 in FY23.

Additionally, 13 federally-funded projects were completed for a combined total of 21 rehabilitation projects that equated to \$421,655. Six federally-funded projects are slated for FY24.

Staff representation at community events, news releases, and a city webpage article during FY23 have also garnered interest from potential eligible homeowners in participating in the OORP.<sup>55</sup>

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

A new housing study and strategy update is underway with Virginia Tech to explore affordable housing needs. As part of the housing study, HNP began community engagement efforts, including public input sessions, an online survey, and nine stakeholder focus groups; data analysis will follow.

Eight public input sessions were held with 105 attendees, and 106 individuals completed the online survey. One-on-one interviews with Councilmembers were also conducted in June 2023. The study is planned to be completed and presented to City Council by August 2023.

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

In FY23, the Foster Youth to Independence (FYI) program issued six out of eight total housing vouchers for young adults transitioning out of foster care. Four households have successfully secured a lease, and two are still searching for housing; two vouchers remain available as of July 2023.

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

The Virginia Rent Relief Program ended in May 2022. The Rent Relief Program assists individuals who were negatively impacted by COVID-19.

The Prevention Program at the Housing Resource Center (HRC), which aims to provide housing stability to those at risk, provided services to 1,318 individuals during FY23. Ninety-four percent of those served either received financial assistance and were prevented from experiencing homelessness or exited to family or friends on a temporary or permanent basis. A total of \$100,000 was expended for these financial assistance services, and there continues to be high demand.



### 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.

Storytime models activities that caregivers can replicate at home to continue learning outside the library. The format and content of these programs have been specifically designed for each developmental age group.<sup>56</sup> The Storytime curriculum was updated and implemented in March 2022. Between the same timeframe (July to March), FY23 experienced a 20% increase in Storytime attendance participation compared to FY22.<sup>57</sup>

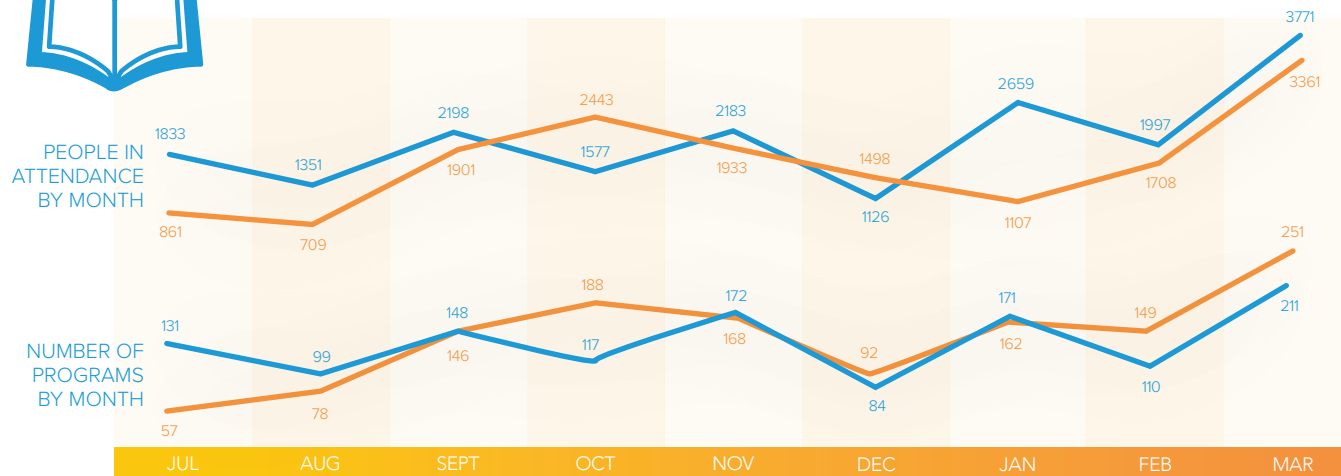
#### B. Develop a partnership with the Virginia Beach City Public Schools (VBCPS) high school staff to identify the needs and interests of the high school audience and embed services into the school day.

Virginia Beach Public Library (VBPL) has established a monthly newsletter, in collaboration with school Media Specialists, for VBCPS high schools that provides an outreach services menu. One example from the menu is the Pop-Up Library. VBPL provided 36 Pop-Up Library visits to middle and high schools (18 each) in the 2022-2023 School Year to embed library services into the school day and serve communities that may lack access to library resources. These outreach events had a total attendance of over 4,000 teens.



Storytime Participation<sup>58</sup>

■ FY22 ■ FY23





**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.**



In School Year 2023 (SY23), the Virginia Aquarium provided 234 programs onsite for 7,243 students from 113 schools and conducted 225 outreach programs at 77 schools with 5,811 students participating.<sup>59</sup> From January to April 2023, four students participated in the Aquarium's Environmental Studies Program in which they shadowed staff from all areas of the facility and worked with assigned mentors for in-depth study. The Program will continue in SY24 with another cohort of four students.



VBPL successfully implemented its first Middle School Career Exploration program with sessions in February and March 2023. A total of 10 workshops were held for 7th graders across the city to explore the career fields of journalism, graphic design, video production, performing arts, urban planning, construction management, political science, veterinary sciences, social work, and teaching. Students

experienced hands-on learning activities related to career paths that helped them identify their strengths/interests, practice networking, and make connections between their educational path and career aspirations.

Six City divisions/departments and VBCPS participated in the Career Exploration program, and the VBPL plans to continue the program for SY24.<sup>60</sup> Feedback from the program was positive with 75% of participants reporting feeling optimistic about their futures and 90% reporting that participating in the program helped them explore their future career options.

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

Thirty-nine teachers received job-embedded coaching through the GrowSmart program to improve the quality of early language environments and pursued GROW certifications.<sup>61</sup> The program received a 100% recommendation rating from participating teachers, and 80% of participants reported increases in job satisfaction and confidence. GrowSmart also provided 12 professional development opportunities for the Early Childhood Educators workforce, which attracted 400 participants. These educational sessions focused on enhancing leadership skills, as well as Classroom Assessment Scoring System (CLASS) quality.

**E. Expand collaboration to provide access to many vocational opportunities and continued lifelong learning.**

GrowSmart has partnered with TCC and the HIVE to provide Early Education Career Certificate courses. An information session was held in June 2023, with class beginning in August 2023 at the HIVE. The goal of the collective partnership is to enhance the skills of the existing early childhood education workforce and generate new interest in early education.

The VBPL Small Business Librarian partnered with the HIVE by providing classes on available

resources on-site once per month. The HIVE now refers customers directly to the Small Business Librarian. The Librarian has seen referrals more than doubled between the third and fourth quarters of FY23—over 40 business owners/entrepreneurs.

VBPL Programming & Community Outreach staff visited the Adult Learning Center to promote library services that may be useful for students in the GED and English Language Arts (ELA) programs.



**4.4 Partner with VBCPS to enhance the quality of neighborhood life through the 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 consolidated Tasks A and B to form one task focusing on past and/or current collaborative efforts to continue and expand. Please refer to Task B for updates.

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

The collaborative working group among

the Department of Parks and Recreation, the Virginia Aquarium, VBPL, and the Department of Economic Development's GrowSmart program continued to meet with VBCPS stakeholders to support ongoing programs and areas of focus.

- During SY23, the Students on the Swim (SOS) Program provided swim lessons to 1,017 students from 13 Title I schools.
- As part of the Passion Project, 90 students became certified in Cardiopulmonary Resuscitation (CPR)/First Aid/Automated External Defibrillator, and 17 students received certification in Shallow Water Lifeguarding.

- GrowSmart LENA START classes have been a success with 85 families participating, resulting in an 85% graduation rate.<sup>62</sup> Additionally, there has been a notable 20% growth in language developmental skills. Two summer classes started in June 2023.

### C. Identify the needs for future collaboration.

The Department of Parks and Recreation will expand SOS programming and Passion Project in SY24. The SOS program will include Thalia Elementary, a newly added Title I school; this brings the total number of participating schools in the SOS program to 14. Additionally, the Passion Project is partnering with Green Run High School to establish the program in January 2024.



### Commitment to Early Childhood Education

In February 2023, the documentary titled “The Right to Read” was released, which focuses on addressing the reading crisis in the United States.<sup>63</sup> The City of Virginia Beach was one of the communities highlighted in the film for the City’s reading data and commitment to early childhood education. The film follows Sabrina Causey, an educator, and Kareem Weaver, an activist from the National Association for the Advancement of Colored People (NAACP). Over four years, the film crew

documented two African American families’ commitment to teaching their children how to read, who welcomed the crew into their homes. In the film, two residents from Virginia Beach showcase their success with the Grow Smart LENA START classes. They enrolled in the free 10-week program in 2018 when their daughter Ivy was two months old, and it supported her language development by helping her recognize letters and sounds.







#### 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.**

Since the beginning of 2023, the Planning Department has filled all Short-Term Rental (STR) team positions, which has allowed for greater outreach and public education by STR Operators. In FY23, there was a 36% reduction in STR complaints—from 551 in FY22 to 355 in FY23.

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

Standard operating procedures and policies were developed and implemented for the STR program in order to establish clear workflows and business practices. Staff continue to update the process based on ongoing internal audit recommendations and will continue to refine documentation and applications.

Regarding enforcement, a new process has been implemented for summonses, and now STR Inspectors are issuing the maximum allowed summonses per daily docket—20 cases per week. STR Inspectors present their own cases, which has resulted in a higher level of compliance with City ordinance.

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

The STR team continues to monitor all violations, with VBPD handling related noise ordinance violations, safety concerns, and trespassing calls for service. When an STR violation is identified and sufficient evidence gathered, Zoning Inspectors issue a summons for the next available Court docket. After the court date, staff confirms that the property is in compliance and if not, another summons is issued with a higher fee. STR staff will continue to monitor the number of violations and any recurring issues.

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

By March 2022, the STR team sent out letters via mail to all known STR Operators informing them of the application process and any relevant information. STR Inspectors worked with these individuals to ensure all STR requirements were met. Staff continues to notify new non-compliant STR Operators on an ongoing basis, and if the process is not followed or if a complaint is issued, Inspectors issue a summons after an investigation.

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

The STR website was initially updated in fall 2021 and provides useful resources to interested parties such as operator requirements, an online application process, frequently asked questions, and how to report a violation.<sup>64</sup>

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

An inspection and complaint process was established as a result of the partnership

among ECCS (VB311), VBPD, and the Planning Department. Refinement and updates on the process are ongoing as lessons are learned through each peak season.

When VB311, VBPD, or the STR hotline is notified or responds to an STR-related event, the process is to notify Zoning's STR team within one business day for further investigation, enforcement, and tracking.<sup>65</sup> Additionally, the STR team provides VBPD and VB311 a list of contacts for registered STRs monthly, and are available for questions over the weekend on any registered STR.



The background of the slide is a photograph of a shark tank. A large shark is swimming in the water, and several smaller fish are visible. In the bottom right corner, the silhouettes of a woman and a young child are visible, looking at the tank. The text "INNOVATIVE AND SUSTAINABLE GOVERNMENT" is overlaid in the center in a white, sans-serif font.

# 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.**

After City Council affirmed the FY22-23 Strategic Plan, the Office of Performance and Accountability (OPA) facilitated quarterly meetings with stakeholders to discuss progress around each of the five key focus areas. ClearPoint Strategy software was deployed as the City's performance management tool in July 2022. OPA continues to use ClearPoint to track milestones, measures, and key progress within the Strategic Plan.

### **B. Launch the VBStat program.**

Since the inception of the VBStat program in August 2021, several Stats have transitioned off the program due to substantial progress and achieving goals; ongoing efforts and collaboration will continue to ensure remaining objectives are accomplished.

Current VBStat priorities include monitoring permit application approval times and identifying areas to improve service delivery (PermitStat). Future Stats will be established based on organizational priorities and needs.

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

Departmental Performance Plans (DPPs) continue to be the hallmark of performance management and strategic planning for departments. Each department established a two-year DPP (FY23-24) focusing on strategic initiatives and milestones to achieve, along with key measures to track performance. Departments meet quarterly with City Leadership to discuss progress, highlight achievements, and communicate challenges. DPPs are publicly accessible on OPA's website.<sup>66</sup>

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

OPA incorporated metrics from the City's Operating Budget into all DPPs. These metrics are reviewed regularly to ensure they remain relevant and are viewable to all Budget Office staff for their annual budget preparations.



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

OPA launched the Strategic Analytics Academy to strengthen practical business skills for City employees in the areas of process improvement, strategic planning, and data analysis.

The Academy will pilot in FY24 with a small group comprised of one team member from each department reporting through the City Manager.



**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.**

A market salary survey was completed by a third-party benefits and human resource consulting firm in 2021. City Council approved the implementation of a step plan based on years of service for the majority of the City's workforce, which was informed by the survey.<sup>67</sup> Additionally, hiring bonuses were offered for select positions, such as police officers and public safety call-takers.

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

A \$2,000 CDL-holder stipend was implemented in December 2021. This provided

incentive to retain employees and for prospective hires in departments such as PW, Public Utilities, and Parks and Recreation.

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

Effective July 1, 2023, part-time City staff will receive leave balance payout when leaving City employment. Additionally, exempt full-time employees can work a cumulative 80 hours over a two-week pay period as opposed to only 40 hours each week (to total the 80 required hours per pay period), which offers increased flexibility. Teleworking continues to be an option for eligible staff based on position and supervisor approval.



## YOUR **BEST JOB** yet!

The Human Resources Department, in collaboration with the Communications Office, piloted a new recruitment campaign highlighting City employees. In addition to photos, the campaign includes short advertisements, a behind-the-scenes style video, and blog posts to promote that the 'Best Job Yet' is with the City of Virginia Beach.



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

The Human Resources Department (HR) continues to expand the City's social media presence on Instagram, Facebook, and LinkedIn using updated marketing design materials, as well as hosting virtual career fairs and "Question & Answer" sessions every Thursday on the Brazen platform. In collaboration with the Communications Office, employee testimonials and advertisement videos are shared regularly on social media platforms with the "Best Job Yet" campaign.

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

HR collaborated with the Department of Economic Development and the Hampton Roads



Alliance to obtain statistical data regarding Workforce Development and the EEO Plan. Once adequate information is gathered, HR will determine next steps regarding the current plan and launch the next 5-year plan in January 2024.

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

In January 2023, the Inclusion and Diversity Council (IDC) hosted a month-long Belonging Summit that included keynote speakers, workshops, and other educational components for employees. The Belonging Summit provided the opportunity for employees to participate in guided discussions to share their thoughts on feeling welcomed and connected to the organization. The IDC will establish priorities based on feedback from the Summit to inform future programming and training opportunities;

the IDC currently hosts virtual learning sessions entitled *Empower Hour*.

#### **G. Review options for validated remote testing**

Item 5.2G was reviewed and determined to be not feasible due to compliance requirements.

#### **H. Work with departments on shortening elongated hiring processes.**

In December 2022, the Recruitment, Applications, and Employment Policy was revised to streamline the hiring process. Hiring managers can now choose to conduct interviews for candidates who meet preferential criteria on an ongoing basis rather than after job postings close. Additionally, there is more flexibility to select panel members, which means that panels and interviews can be coordinated more quickly.



### **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.**

All phases of the colocation at the QTS Data Center were completed by June 2023. A total of four 10 Gbps connections from Virginia Beach Data Centers to QTS Data Center in Richmond, VA have added redundancy and resiliency. The new infrastructure has increased data

transfer speed and enhanced performance of applications and services. Additionally, the City is in better position to manage business continuity in case of a disaster.

Internal main data center relocation efforts are scheduled to be completed by September 2023, which will result in modernized equipment and added physical/virtual security to protect City



data and services. The relocation also increases the City's capabilities to protect data, manage disaster, and increase business continuity.

#### **B. Implement data security policies and tools.**

The Information Technology Review Board (ITRB) examined and revised nine policies in FY23 that were approved by the City Attorney and fully adopted. As of February 2023, the City began 24/7 monitoring for cybersecurity threats in order to ensure the best possible information security.

#### **C. Modernize security program.**

IT's Development Team continues to review documentation and evaluate software application scanning capabilities alongside IT's Infrastructure Team. This process will ensure that the City's self-developed applications and interfaces will leverage secure best practices, as well as consistently and safely use third-party code modules. As a result, users of the City's applications can trust that their activities and transactions will not unnecessarily expose their data. The project is on track to be completed by December 2023.

#### **D. Implement cloud security.**

Implementation of the cloud security tool setup was completed for both configuration compliance and threat detection and prevention. IT is currently optimizing the implemented platform to ensure it is receiving the correct

alerts, automating configuration compliance, and automating threat detection responses. IT is also working to integrate the information generated by this platform into the managed Security Operations Center (SOC) to view a comprehensive picture of related events.

#### **E. Implement new core network services topology.**

Implementation of the topology was completed. This allows IT to have complete visibility into all application interactions between both clients and other backend systems. Additionally, this strengthens the City's ability to prevent unnecessary system and client communications and detect anomalies that could lead to a compromise. The topology also allows IT's Infrastructure Team to provision networks and services significantly faster without additional hardware to provisioning additional resources.

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

IT has worked with the City's SOC vendor to integrate security information and event management (SIEM) into their threat intelligence platform and establish detection and escalation paths and service-level agreements. Migration from an on-premises SIEM logging system to a software as a service (SaaS) solution has been completed, removing the necessity of City staff managing backend servers and storage.



Staff will continue to integrate additional log sources as well as tune detection rules to increase visibility and correlation capabilities across the City's technology landscape.

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

A Senior Solutions Architect was selected in

spring 2023, who will complete the backup system design. The consultant began documenting the operational vision and assessing of the current environment. Once completed, a hot site location assessment and roadmap will be developed with a recommended target state. The finalized roadmap and design documents are expected in December 2023, with a phased implementation in the 12 months to follow.



**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.**

The Finance Department explores potential ways to enhance these oversight policies and will continue discussions with the City's Management Leadership Team.

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

The City continues to maintain its AAA Bond Rating with S&P, Moody's, and Fitch. As of July 2023, no debt had been issued over the past two fiscal years. The Finance Department will continue to monitor the City's cash flow and CIP activity.

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

In February 2023, City Council adopted a resolution to amend the City's financial policies to reflect the most current credit rating criteria and best practices set by the three National Credit Rating Agencies (Standard & Poor's (S&P), Moody's, and Fitch). City Council also approved amendments to the debt indicators within the City's debt management policy.

Along with implementing these changes, the Finance Department continues to review information and relevant updates from the three major reporting agencies (NIGP, Government Finance Officers Association (GFOA), and Generally Accepted Accounting Principles (GAAP)) on an ongoing basis.

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

Per both the Code of the Commonwealth of Virginia and the City Charter, the Finance Department will publish its FY23 financial statements and undergo an audit by a firm of independently certified public accountants in accordance with Government Auditing Standards.

The Finance Department will hold forums with City departments to review the closing schedule for FY23, finalize the new DebtBook software, and meet with external auditors to finalize the prepared by client listing for the audit. The City is on track to meet the November 2023 mandated deadline. Following submission, the Finance Department will present to City Council.



**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.<sup>68</sup>**

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

The Physical Asset Committee was established in September 2022. The committee is comprised of key stakeholders from the following departments: PW, Public Utilities, and Parks and Recreation. The committee will continue exploring to identify needs and gaps. The Office of Budget & Management Services (BMS) is planning to develop a report of their findings for City Council in FY24.

**B. Provide comparative indicators to other localities.**

The FY24 Executive Summary document includes comparative statistics (e.g., tax rate) and is available on the BMS' website.<sup>69</sup>





# ENDNOTES

1. Flood Prevention Bond Referendum website: <https://pw.virginiabeach.gov/stormwater/flood-protection-program/flood-prevention-oversight-board>.
2. Date range for the dataset is from July 1, 2022 to June 29, 2023.
3. Data was generated from a report in Cartegraph in July 2023. Data reflects the length in linear feet that was cleaned—not the total asset length. Of note, data does not reflect if a section of pipe was cleaned multiple times.
4. Information was previously reported out in the City's FY22 Year-End Performance Report.
5. Information was previously reported out in the City's FY22 Year-End Performance Report.
6. This award recognizes outstanding local government achievements in communications, public-sector marketing, and resident-government relationships.
7. This award recognizes innovative problem-solving, excellence in management, citizen participation, and improved services to citizens.
8. The Silver Anvil Awards celebrate the best strategic public relations campaigns of the year, as well as outstanding organizational excellence. More information can be found at <https://www.prsa.org/conferences-and-awards/awards/anvil-awards>.
9. Monthly Flood Protection Program status reports began in January 2023.
10. Information was previously reported out in the City's FY22 Year-End Performance Report.
11. Globalinx is Virginia Beach's Data Center that provides connection with the submarine cables landing at city shores.
12. This milestone/task was updated from the original published language to include "...as part of the Comprehensive Plan update."
13. Through City ordinance in May 2023, the Office of Emergency Management was reestablished as the Department of Emergency Management.
14. Only City departments who have essential duties during modified operating conditions are required to develop a COOP.
15. Priority 1 and 2 routes are defined as primary and secondary roads to be used for evacuation and re-entry.
16. The form can be found at <https://vbforms.seamlessdocs.com/f/iairxe2ifot1>.
17. A SEAR factsheet can be found at [https://www.dhs.gov/sites/default/files/publications/19\\_0905\\_ops\\_sear-fact-sheet.pdf](https://www.dhs.gov/sites/default/files/publications/19_0905_ops_sear-fact-sheet.pdf)
18. More information is available at <https://police.virginiabeach.gov/careers>.
19. Task B (Use state-of-the-art technology to improve accountability) and Task C (Use state-of-the-art technology to promote a safe and healthy community) were combined given the overlap in updates.
20. 2023 calendar year data range from 1/1/2023 to 6/3/2023.
21. City departments included Department of Public Libraries, VBPD, and Department of Human Services.
22. The Virginia Pilot featured this story at <https://www.pilotonline.com/2023/07/17/virginia-beach-police-middle-schoolers-square-off-in-weekly-chess-matches-the-kids-are-better-than-the-cops/>.

23. Data source: Electronic Health Record. Same Day Access and Service Connection: Percentage of 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 10 business days. The standard is 86%. This information was provided by the Human Services Department.

retrieved in July 2023 from information provided by the Department of Human Services.

24. Data retrieved in July 2023 from information provided by the Department of Human Services.

25. December 2022 was the only month that compliance was not met.

26. Documented system glitch during this timeframe.

27. \$500,000 in funding was provided by the American Rescue Plan Act, and \$500,000 from the HUD HOME Program.

28. More information is available at [www.BEACHCommunityPartnership.org](http://www.BEACHCommunityPartnership.org).

29. Data retrieved in July 2023 by the Department of Housing and Neighborhood Preservation. Date range for FY22 is between November 16, 2021 to June 30, 2022. Date range for FY23 is between July 1, 2022 to June 30, 2023.

30. Projected completion dates are estimated and subject to change.

31. The Plan is viewable on the [yesvirginiabeach.com](https://www.yesvirginiabeach.com/_assets/Documents/Resources/2021-Strategic-Plan.pdf) website: [https://www.yesvirginiabeach.com/\\_assets/Documents/Resources/2021-Strategic-Plan.pdf](https://www.yesvirginiabeach.com/_assets/Documents/Resources/2021-Strategic-Plan.pdf)

32. Information on the 2040 Comprehensive Plan update can be found at <https://planning.virginiabeach.gov/comp-plan>.

33. Data retrieved in July 2023 and provided by the Convention and Visitors Bureau. Data for the full fiscal year (2023) is not yet available, so the data reflected in this graph only captures available data between July to December (for 2021 and 2022).

34. Data retrieved in July 2023 and provided by the Convention and Visitors Bureau. Data for the full fiscal year (2023) is not yet available, so the data reflected in this graph only captures available data for the first half of FY23.

35. Data retrieved in July 2023 and provided by the Convention and Visitors Bureau. 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.

36. Data captured from the Convention and Visitors Bureau's presentation to City Council in March 2023.

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

38. Virginia Wesleyan University and Virginia Beach Economic Development Impact of 2022 Distribution Mid Year Report, February 16, 2023.

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

40. Data retrieved in July 2023 and provided from the Department of Economic Development.

41. The RAMP is viewable at <https://www.vbgov.com/government/departments/sga/strategic-growth-areas/Documents/RAMP%20Final%20Draft.pdf>.



42. Data Source: Virginia Beach Development Authority FY22-FY23 Annual Report. This annual report is a summary of the economic development results achieved between July 1, 2022 and June 30, 2023.

43. One-on-one services were offered with professionals like attorneys and accountants.

44. More information is available at <https://finance.virginiabeach.gov/swam-business/vendor-information-and-opportunities> and <https://www.yesvirginiabeach.com/key-industries/small-business-resource-center>.

45. Podcasts are available at <https://finance.virginiabeach.gov/swam-business/podcasts>.

46. More information about the EUCA Program is available at <https://www.aghadvisorsllc.com/euca>.

47. Data captured from the Finance Department's presentation to City Council in March 2023.

48. 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."

49. Information about the Comprehensive Plan is available at <https://planning.virginiabeach.gov/comp-plan>.

50. Phase I Survey Results are available here: [https://s3.us-east-1.amazonaws.com/virginia-beach-departments-docs/planning/Comprehensive-Plan/Comp-Plan-2040-Update/CVB\\_PublicEngagement\\_Phase1\\_Survey-Results.pdf](https://s3.us-east-1.amazonaws.com/virginia-beach-departments-docs/planning/Comprehensive-Plan/Comp-Plan-2040-Update/CVB_PublicEngagement_Phase1_Survey-Results.pdf).

51. Materials will be posted to [planning.virginiabeach.gov/comp-plan](https://planning.virginiabeach.gov/comp-plan).

52. The Resort season defined as May 1st to September 30th.

53. Data retrieved in July 2023 and provided by the Department of Housing and Neighborhood Preservation.

54. Data retrieved in July 2023 and provided by the Department of Housing and Neighborhood Preservation.

55. An example article can be found at <https://virginiabeach.gov/whats-up/whats-the-scoop/dont-suffer-in-the-cold>.

56. More information about Storytime is available at <https://www.vbgov.com/government/departments/libraries/kids/Pages/Storytimes-and-Early-Literacy.aspx>.

57. Data retrieved in July 2023 and provided by the Department of Public Library. For all of FY23 (July 1, 2022 – June 30, 2023), there were 24,912 attendees and 1,586 programs.

58. Data retrieved in July 2023 and provided by the Department of Public Library.

59. Data retrieved in July 2023 and provided by the Virginia Aquarium.

60. The following City departments/divisions participated: Public Works, Video & Production (Communications Office), Urban Planning (Planning Departments), Cultural Affairs, Virginia Aquarium, and Department of Human Services.

61. GrowSmart is a program under the Department of Economic Development.

62. More information about GrowSmart can be found at <https://www.vbgrowsmart.com/lana-start>

63. The film's information can be found here: <https://www.therighttoreadfilm.org/about>.

64. Short-term rental information is available at <https://planning.virginiabeach.gov/permits/short-term-rental>.

65. The STR hotline is monitored 24/7 and can be reached at (757) 210-5385.

66. The Office of Performance and Accountability website is available at <https://opa.virginiabeach.gov>.

67. Implementation of the step plan was effective as of July 1, 2022.

68. Task 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 Task 5.5D (Work with departments and stakeholders to ensure revenue projections and estimates are accurate.) were removed since they are routine steps in the budgeting process.

69. The FY24 Operating Budget is available at <https://s3.us-east-1.amazonaws.com/virginia-beach-departments-docs/budget/Budget/Adopted/FY24-Adopted-Operating-Budget.pdf>.



CITY OF VIRGINIA BEACH

# Performance & Accountability