

# GOVERN ENVISION INVIGORATE

FY24-25  
CLOSE OUT  
REPORT



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



# Focused and Accountable Performance

The City of Virginia Beach is on a journey to ensure that its operations and efforts are strategic and focused. The City's FY24-25 **Focused Action Plan** translates vision and goals into an actionable strategy that guides the organization's focus, work and resource alignment. The Focused Action Plan's three overarching key focus areas – **Govern, Envision, Invigorate** – and underlying initiatives and performance measures allow us to be transparent about our goals, focused in our efforts, and accountable for our results.

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

The Focused Action Plan is reviewed semiannually with the City Council to determine whether revisions are needed to maintain its relevancy. Similarly, City staff submits semiannual performance reports to the City Council, and ultimately the public, to document progress on addressing the Focused Action Plan.

## VIRGINIA BEACH CITY COUNCIL



Mayor Robert M. "Bobby" Dyer



David "Hutch"  
Hutcheson  
District 1



Robert W. "Worth"  
Remick  
District 6



Barbara Henley  
District 2



Cal F. "Cash" Jackson-Green Jr.  
District 7



Michael Berlucchi  
District 3



Stacy Cummings Jr.  
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

# GOVERN

## To oversee the policy, actions, and affairs of an organization

Provide direction that ensures effective and maximum leveraging of City resources.

- Financial and legislative practices
- Human, financial, and physical asset management
- Civic and community engagement

# ENVISION

## To imagine with clarity and detail a future you intend to work towards

Plan for a responsibly built environment that preserves and protects the community's natural resources and allows for sustainable growth. Support the creation and maintenance of affordable housing and a strong economy.

- Land use
- Housing affordability and homelessness
- Stormwater and flood protection
- Economic development and vitality
- Transportation and transit

# INVIGORATE

## To feel healthy and full of energy

Embrace comprehensive well-being by fostering a clean, inspiring, and vibrant environment where people feel safe and have access to amenities and services that support a high quality of life.

- Culture, arts, and placemaking
- Mental health
- Parks and recreation
- Public safety
- Corridors and physical appearance

# GOVERN

## To oversee the policy, actions, and affairs of an organization

**Provide direction that ensures effective and maximum leveraging of City resources.**

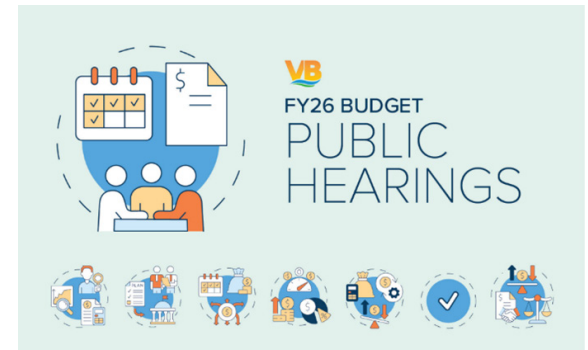
### **1.1 Review the budget schedule and process to identify and outline opportunities for:**

**(a) increasing public engagement, (b) providing Council information earlier, (c) gaining Council's guidance on property tax rates earlier, and (d) providing alternative approaches for presenting budget information to City Council for Council's consideration.**

Over the past two fiscal years, the City has taken actions related to early engagement and input from both the City Council and the community. Key to the development of the FY25 budget was public input gathered through the "Community Conversations" event held in January 2024 at the Virginia Beach Convention Center.<sup>1</sup> Following the public engagement session, the two-day winter retreat identified and integrated key themes and strategic priorities of the City Council into the proposed budget. FY25 continued this momentum with a series of presentations in the fall of 2024 on the details of the City's \$5 billion Capital Improvement Plan

(CIP). These presentations culminated with a two-day CIP focused retreat in January 2025, where the City Council provided guiding principles and direction for CIP development.<sup>2</sup>

The back-to-back winter retreats enhanced the budget development process and provided the City Council and the public with budgets that are sustainable, structurally balanced and responsive to community needs.<sup>3</sup>



### **1.2 Conduct revenue and budget forecasting session(s) with Virginia Beach City Public Schools to explore various financial scenarios to promote shared understanding and inform decision-making.**

Each November, the Five-Year Forecast provides the School Board and the City Council a shared understanding of the long-range impact of current City and School expenditure policies and current revenue streams as a formal start to the budget development process.<sup>4</sup>

Additionally, in the spring of 2025, a joint modernization committee meeting furthered the collaboration of the two bodies specifically related to school construction. Conversations around the Schools' Capital Improvement Program are expected to continue in FY26.

### 1.3 With the assistance of the City’s financial advisor, conduct a financial debt planning workshop with City Council to further inform decision-making.

In FY24, a debt capacity model was completed and presented to Council. In FY25, a Financial State of the City was conducted in partnership with the City’s financial advisor and publicly briefed with City Council in December 2024, reinforcing the City’s solid fiscal foundation and informing Capital Improvement

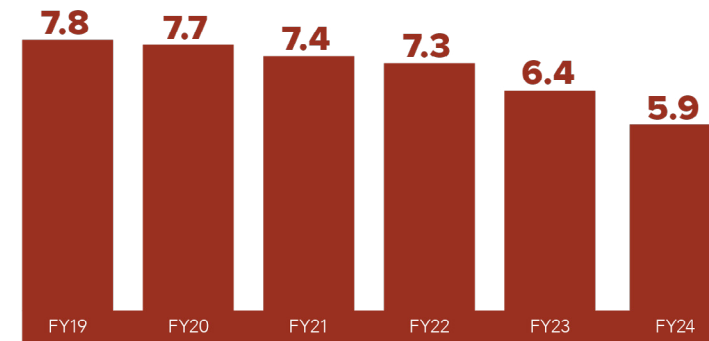
Program (CIP) planning. The City has maintained its strong financial position and AAA bond rating through coordinated oversight and prudent fiscal management.

### 1.4 Complete a comprehensive review of the City’s Community Organization Grant (COG), Regional Grant, and Arts and Humanities grant processes.

A comprehensive review of the grant process was presented to the City Council and public in October 2024. As a result of the review and direction from the City Council, improvements to streamline and align COG and Regional Grant funding processes were implemented in FY24 and FY25. The Regional Grants process adopted reporting procedures modeled after COG to clearly articulate the impact of City funds on the recipient organizations and the residents they serve. In May 2025, City Council directed further refinement of the Regional Grant process by directing the COG Committee to review all Regional Grant recipients to ensure grant funds are meeting the needs of the community. As part of this effort, the COG Committee may provide recommendations for the City Council’s consideration as a part of the FY 2026-27 budget process.

#### Debt as a Percentage of the City’s General Operating Budget

10% – MAXIMUM THRESHOLD



FY25 will be provided when the financial closeout is completed.

Additional City Council directed changes include an expanded allocation for COG from its historic \$110 per capita to \$750,000 in FY25, opening an additional application period during the year to provide an additional opportunity to apply for grant funding.

### **1.5 Conduct a comprehensive review of festivals and events and their associated return on investment to help inform the potential development of policies regarding City support.**

A comprehensive review of City-supported festivals and events was initiated, focusing on return-on-investment (ROI) analysis. In FY24, the City Council-approved Festival and Event Taskforce began developing policy recommendations. By FY25, the taskforce presented a formal report to City Council, and

ROI studies continued to assess the effectiveness and impact of events held in FY24.

As of spring 2025, Convention and Visitors Bureau staff continued analyzing the ROI of FY24 events to help inform recommendations for future City support.

### **1.6 Consider developing a formal process for including items on the City's legislative agenda.**

In September 2023, City Council adopted a formal policy to guide the City's annual legislative agenda development. The policy remains in effect through FY25

and requires legislative proposals to be sponsored by at least three councilmembers, the mayor or a City department with city manager approval.

### **1.7 Consider establishing formal requirements and process for TIP (Tourism Investment Program) funding eligibility and usage.**

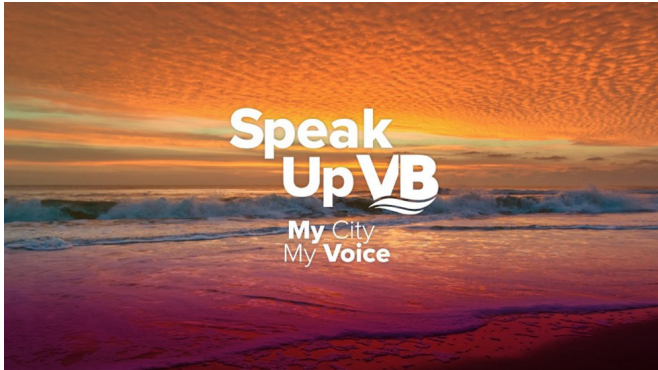
TIP funding guidelines were initially developed in 2020, and City Council retains oversight of how these funds are allocated during each budget cycle. For FY25, City Council approved a revision to reallocate 20% of the Amusement Tax to establish a dedicated funding

stream for arts and humanities. The Cultural Affairs Department manages these funds through new grant and placemaking initiatives. Additional details on these funds are discussed in Initiatives 3.11, 3.12 and 3.13.



### 1.8 Continue to develop and enhance opportunities for civic engagement based on residents' preferred methods identified in the 2022 Resident Survey.

Over the past two years, the City promoted civic engagement by developing inclusive outreach strategies, engaging diverse stakeholders, and sharing community feedback with City leadership. Residents were given opportunities to connect directly with councilmembers, attend City Council and community meetings, and participate in online surveys to provide feedback.<sup>5</sup>



In FY25, three key initiatives were launched:

- **Speakers Bureau:** City employee subject matter experts are offered to neighborhood associations and civic organization groups as speakers on a variety of topics to promote awareness of City services, engagement opportunities, initiatives and programs.<sup>6</sup>
- **Neighborhood Ambassador Program Pilot:** Trained ambassadors residing in identified neighborhoods were equipped to engage with and gather real-time resident feedback during in-person outreach efforts regarding barriers to engagement with the City. The pilot ran from Jan. 1 through March 31, 2025, in neighborhoods in Districts 4, 7 and 10. Data from the pilot is being analyzed.
- **Language Access Plan:** Residents with limited English proficiency are served through mitigating or removing language barriers and promoting equitable access to City information and engagement opportunities. The Communications Office continues to explore strategies related to this initiative for FY26-27.



### 1.9 Continue to monitor employee recruitment and retention data to respond and proactively address opportunities for ensuring appropriate staffing and service delivery.

The City has implemented a focused strategy to strengthen recruitment, improve retention, and enhance the onboarding experience. In FY24, a citywide onboarding tool was introduced to help reduce turnover during the first year of employment. Several career fairs were organized, including a major event in October 2024 that attracted over 580 attendees. Internship programs and the SkillBridge military transition pipeline continue to offer pathways for early-career professionals and those transitioning from military service, respectively.

In FY25, targeted recruitment efforts expanded with the use of job boards and social media advertising, including LinkedIn campaigns designed to increase impressions, clicks and applications. The City participated in university, community and military career fairs and networking events. In April 2025, a Public Works Career Fair at the Virginia Beach Convention Center drew strong attendance and resulted in several on-the-spot interviews and job offers for key roles such as electricians, custodians, motor equipment operators and waste management personnel.

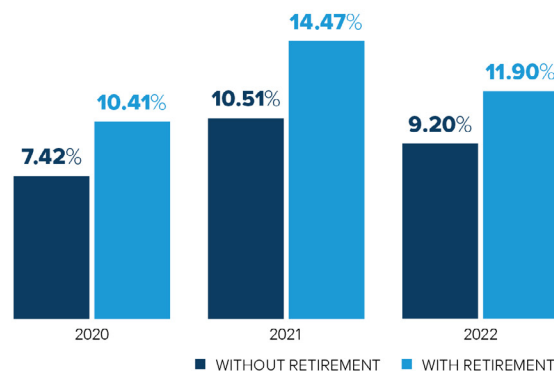
On Jan. 29, 2025, the City officially joined the U.S. Department of Defense's Military Spouse Employment Partnership (MSEP), becoming part of a network of over 850 employers committed to recruiting, hiring, promoting and retaining military spouses in meaningful careers. This partnership reinforces the City's commitment to supporting military families and expands the talent pipeline with strong regional ties.

To promote internal morale and external visibility, the Human Resources Department has collaborated with the Communications Office to publish monthly blog features that highlight the initiatives of various City workgroups and can serve as an additional recruitment tool. During National Garden Month, the blog focused on the careers of Parks & Recreation staff who enhance the city's green spaces. From landscaping to sustainability leadership, these roles demonstrate how an interest in nature can lead to a career path.<sup>7</sup>

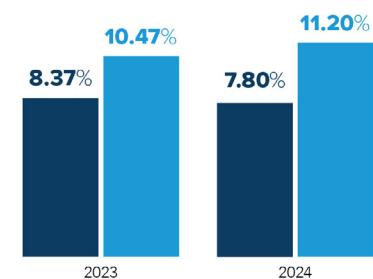
A "Day in the Life" video focused on Waste Management operators is also in production to support ongoing outreach efforts. Data from 30- and 90-day new hire surveys continues to be analyzed to identify improvement areas and inform onboarding resource updates. Recruitment strategies remain dynamic and responsive, with ongoing collaboration between HR and department hiring managers to address workforce needs and service delivery goals.



**Turnover Rate**



**New Hire Survey Response Rate**



### 1.10 Enhance employee engagement, communication, connection, and recognition efforts.

Recognition efforts expanded across FY24 and FY25 to boost morale and connection among staff. During the past two fiscal years, Public Service Recognition Week was celebrated citywide and included a donation drive for the Animal Care and Adoption Center and VBCPS Beach Bags for kids. An estimated \$1,900 worth of animal care items and almost three pallets of food and beverages were donated by City staff. In December 2024, the 54th Annual Service Awards ceremony honored 74 employees who had served for over 30 years. One staff member was recognized for achieving a milestone of 55 years of service, and three others reached 45 years of service.<sup>8</sup>

In the spring of 2025, the City launched the Core Values Champion Awards, an annual program designed to recognize

employees who exemplify the City's six core values: quality customer service, teamwork, leadership and learning, integrity, commitment, inclusion and diversity. Nominations opened during Public Service Recognition Week, allowing colleagues to submit brief nomination forms through an internal platform. Each year, six employees, one for each core value, will be honored at a formal ceremony for their exceptional dedication to these guiding principles. After the submittal window closed in June 2025, 100 entries were received. Those selected will be awarded in the fall of 2025.



### **1.11 Foster an organizational culture that encourages continuous improvement.**

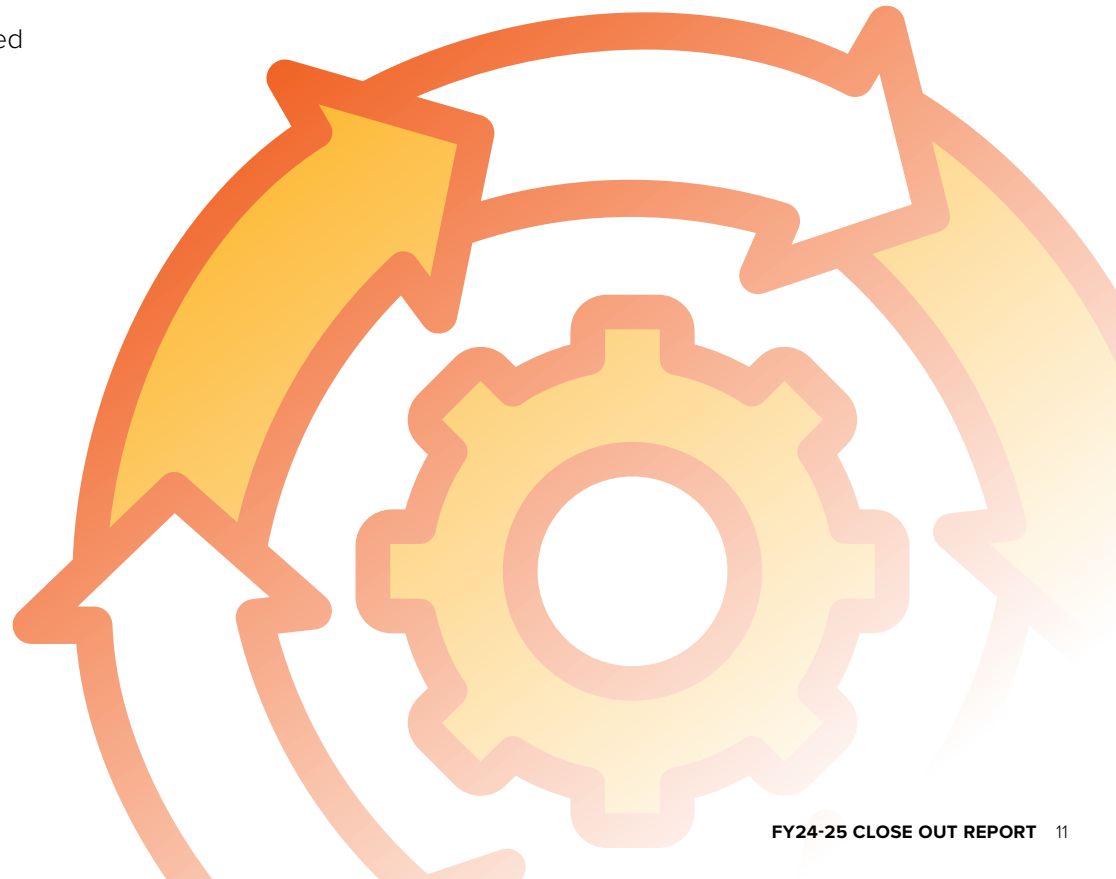
The Office of Performance and Accountability (OPA) launched and expanded key initiatives to support citywide process improvement efforts.

In FY24, the Great Solutions program was launched to acknowledge City employees who are involved in continuous improvement. In FY25, three City employees were recognized by City leadership for completing projects resulting in significant improvements to internal City processes.

During FY24 and FY25, 45 City employees completed OPA's Strategic Analytics Academy curriculum of courses providing practical tools for upskilling in areas of process improvement, strategic planning and data analysis.

In FY25, OPA piloted a Lean Six Sigma Green Belt certification program in partnership with Virginia Wesleyan University, resulting in 13 participants from eight departments working on seven City projects to deliver real-world efficiency gains.

OPA will continue providing practical tools, training and resources to support continuous improvement efforts across the City in FY26.



### 1.12 Explore options and future plans for City-owned physical assets to include Virginia Museum of Contemporary Art building, the Visitor's Center, and the 22nd Street Library.

Work began in FY24 to evaluate plans for key City-owned assets. In FY25, projects were aligned with the Central Beach Small Area Plan, a significant redevelopment project around the Virginia Beach Convention Center that was initiated in spring 2024 to transform a high-visibility district into a pedestrian-friendly cultural corridor with mixed uses.<sup>9</sup>

After community engagement, a preferred redevelopment proposal focusing on civic, cultural and residential spaces was presented to the City Council in April 2025. A phased implementation is expected over the next decade with progress being made in FY24 and FY25 on two specific assets:

- **MOCA Building:** The facility will become available for reuse following the relocation of the Virginia Museum of Contemporary Art (MOCA) to Virginia

Wesleyan University. In spring 2025, the City issued a Request for Information (RFI) to explore reuse options, prioritizing a continued cultural or museum-related function. City Council supports repurposing the building in alignment with its artistic and historical legacy. The surrounding site is also being evaluated for stormwater infrastructure improvements, including tidal channel restoration and parking lot retention strategies.

- **Visitor's Center:** The building remains operational but is envisioned as an anchor within the future cultural corridor. Redevelopment concepts under the Central Beach plan include pedestrian improvements and integration with surrounding civic and green spaces.

### 1.13 Continue evaluation and optimization efforts for the management, usage, maintenance, and funding of the City's fleet.

Fleet modernization efforts continued across both fiscal years. FY24 saw upgrades to fuel systems and asset tracking through the AssetWorks platform. In

FY25, a pilot for the Key Valet vehicle-sharing system and an Enterprise Fleet contract were launched to increase usage and reduce maintenance costs.

#### **1.14 Continue progress on the Facilities Inventory Asset Report to capture a comprehensive condition assessment of all City-owned buildings.**

In FY24, essential activities included configuring the AssetWorks/FacilityForce modules for comprehensive life-cycle facility management. By FY25, Public Works established a formal internal structure aimed at enhancing long-term asset planning and maintenance strategies.

The newly established Central Business Division began operations in May 2025 and has prepared for

the implementation of the Facility Condition Assessment (FCA). The initial phase of asset data collection will focus on the Municipal Center Complex: auditing existing properties, adding QR tagging on assets, integrating CAD drawings and uploading facility schematics into the FacilityForce system. To ensure citywide coordination, FacilityForce access is being extended to key divisions, including Space Management and Strategic Planning.

#### **1.15 Brief City Council on the timeline and plan for displaced City departments to return to the main Municipal Campus.**

Public Works presented an update to the City Council in FY24 regarding the transition plan for returning displaced departments to the main Municipal Campus. The presentation detailed upcoming construction

milestones, building renovations and transitional services. In FY25, Public Utilities and the Planning and Development departments returned to the Municipal Campus.

#### **1.16 Relocate the Police Department headquarters to its new location on the Municipal Campus.**

The Virginia Beach Police Department completed its transition to the newly renovated Building 11 on the Municipal Campus in February 2024. This move

centralizes operations and reflects the City's continued investment in modernizing public safety infrastructure.

# ENVISION

## To imagine with clarity and detail a future you intend to work towards

**Plan for a responsibly built environment that preserves and protects the community's natural resources and allows for sustainable growth. Support the creation and maintenance of affordable housing and a strong economy.**

### 2.1 Complete the 2040 Comprehensive Plan update.

Multiple City departments collaborated to develop the 2040 Comprehensive Plan, a foundational document that will guide future land use and policy decisions in the City of Virginia Beach. Stakeholder engagement and public feedback played a central role in establishing the framework for the draft plan through visioning exercises, data analysis and workshops. Draft chapters were prepared by consultants in coordination with the Planning and Community Development Department, with internal reviews beginning in early FY25.

By January 2025, the City had received and reviewed all draft chapters and continued working with the consultant team. In May 2025, the draft plan was posted online for public review and comment. The City continues to host Planning Commission workshops. The next public workshop is scheduled for July 29, 2025, and will provide briefings to stakeholder groups. Final revisions, public meetings and plan adoption are anticipated in FY26.<sup>10</sup>



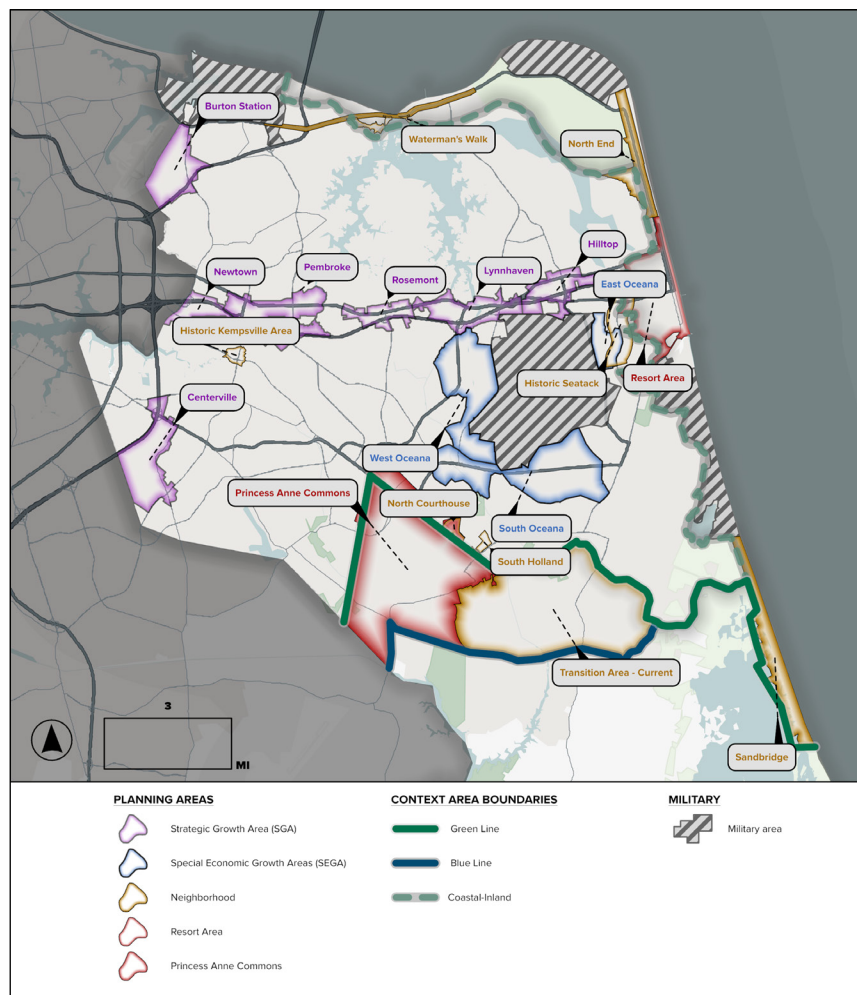
### 2025 RESIDENT SURVEY

#### Your Familiarity with the City of Virginia Beach's Plans for Development and Growth (in %)<sup>11</sup>





## 2.2 Review and reaffirm or revise the City's Strategic Growth Areas (SGAs) as part of the Comprehensive Plan update to ensure appropriate development and economic growth opportunities while preserving rural and suburban areas.



Evaluation of SGAs has been integrated into the broader 2040 Comprehensive Plan process. The draft of the Comprehensive Plan includes a review and update of each SGA to ensure that these areas are designated for suitable development and economic growth while maintaining their rural and suburban character. Land use and policy recommendations for the SGAs were revised and included in the May 2025 draft.

### 2025 RESIDENT SURVEY

**How Well the City of Virginia Beach is Managing Growth** (in %)<sup>12</sup>



## 2.3 Subject to funding for a consultant, initiate a review of the Zoning Ordinance and land use regulations and propose recommendations that allow for appropriate land uses while ensuring the ability to protect and preserve neighborhood integrity.

The draft Comprehensive Plan acknowledges the need for a comprehensive review of the Zoning Ordinance to be undertaken after Plan adoption. Initial groundwork began in FY24, with a funding request for consultant support expected in FY26.



## **2.4 Develop and propose a community engagement toolkit for land use initiatives.**

In FY24, the City began developing a toolkit to support more inclusive and consistent engagement on land use matters. A draft public engagement handbook was created, including sample communications and templates. As of May 2025, the handbook and

reference materials were written and entering the design and layout phase. A supporting public meeting database is also under development, with both components expected to be finalized in summer 2025.

## **2.5 Develop a comprehensive list of undesignated and designated City-owned property and for properties for which information is known, identify original reason for and means of acquisition.**

In FY24, Public Works initiated efforts to inventory City-owned parcels, verify ownership, and document acquisition history. The initial focus was scoping the effort, sourcing data, and leveraging Geographic Information Systems (GIS). In early 2025, staff completed a list of 2,061 verified parcels using multiple systems.

The finalized list, including identified data gaps, was shared with internal stakeholders to inform related initiatives. Public Works continues to document discrepancies and make improvements to centralized reporting processes.

## **2.6 Explore opportunities to increase community awareness of the benefits of infill and redevelopment projects.**

The Planning and Community Development Department has presented the need for infill and redevelopment through a transparent, participatory process centered on the Comprehensive Plan. Efforts have included online engagement, community meetings and workshops with the Planning Commission. By

linking the strategy to shared community values and offering multiple avenues for engagement and feedback, the City aims to ensure a broad understanding and support for this necessary shift in development policy.

## **2.7 Identify areas for potential infill development and/or redevelopment.**

Infill development and redevelopment have been key themes in the revised Comprehensive Plan and will remain a central focus moving forward. Maps of identified opportunity areas will be presented as they become available. Current areas of discussion include the Central Village District, Innovation Park, Central Beach and

Burton Station. The Central Beach Plan has been well received across multiple forums and was presented to City Council on April 1, 2025. An update to the Interfacility Traffic Area (ITA) Plan was presented to City Council on July 8, 2025.

## **2.8 Continue to evaluate and improve the permit application, review, and approval processes to advance policy goals and streamline customer experiences while maintaining necessary regulatory oversight.**

The Planning and Community Development Department has implemented several improvements to enhance efficiency and improve the customer experience. Improvements include extended service hours, a new payment system, a queue management system, and a permit tracking dashboard to enhance

transparency. Moving forward, efforts will continue to add permanent zoning staff at the customer service counter. Some processes will experience a decrease in duration due to mandates outlined in House Bill 2660. In preparation for these mandates, internal processes and templates are being updated.

## **2.9 Complete the 2023 Virginia Beach Housing Study and provide City Council strategic priorities and implementation recommendations.**

The Housing Study report was completed and presented to City Council in January 2024. In March 2024, Housing and Neighborhood Preservation presented City Council with staff recommendations on prioritizing proposed strategies.<sup>13</sup>

City Council approved a resolution in May 2024 directing the city manager to proceed with three priority strategies:

- Provide grants for new affordable housing development with the goal to expand the inventory of units accessible to low- and moderate-income households, particularly in high-need areas

- Research opportunities to streamline the permitting and review process to simplify and speed up development approvals to reduce housing costs, particularly for projects with affordable units
- Conduct public education and outreach efforts through a campaign to inform residents about local housing issues, highlight the advantages of affordability for workforce retention and economic stability, and collect feedback for future zoning and policy decisions to promote inclusive community engagement as the City updates its comprehensive plan and zoning ordinance

## **2.10 Develop and present affordable housing funding options and recommendations to City Council.**

Housing and Neighborhood Preservation presented City Council with options for incentives and funding mechanisms to support affordable housing. In April 2025, City Council adopted the Attainable Workforce Housing

Performance Grant, and Virginia Beach Development Authority adopted the program through a resolution in May 2025. Staff are finalizing application materials for program launch in the third quarter of 2025.

### **2.11 Explore expedited planning and development service offerings to streamline and encourage the development of affordable housing.**

Planning staff reviewed best practices from other jurisdictions to inform the development of a potential process aimed at reducing review times for qualifying projects. Several internal and external stakeholder meetings were held, including sessions with developers of recent multifamily and commercial projects, to gather feedback on potential challenges and opportunities for improvement.

As the concept progressed, newly enacted HB 2660 requirements led staff to scale back the initial approach to align with state mandates. While the bill

may cause short-term internal challenges, it is expected to ultimately expedite the permitting process. Planning staff are coordinating with other internal departments to ensure full understanding and compliance with the new state mandates.

The Planning and Community Development Department anticipates presenting a refined process later this year, designed to streamline affordable housing development while ensuring compliance with state requirements and internal staffing capacities

### **2.12 Explore potential tax abatement opportunities through state legislation to support development of affordable housing.**

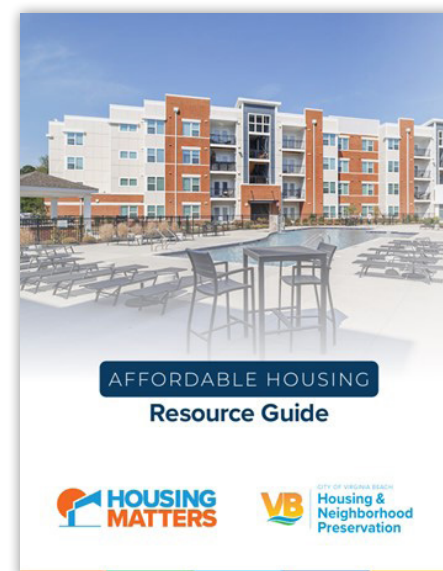
Legislative analysis determined that a constitutional amendment is required to authorize localities to offer a tax abatement program. Given the complexity and length of the amendment process, alternative policy mechanisms were recommended in parallel. However,

the development of the Workforce Housing Grant Program may ultimately eliminate the need for additional tax policy changes.

### **2.13 Develop and implement a public education and outreach campaign to increase understanding of the need for affordable housing.**

Housing and Neighborhood Preservation introduced a housing quiz in FY24 to assess residents' understanding of affordable housing and inform educational initiatives. In FY25, the City developed a comprehensive communications and outreach plan,

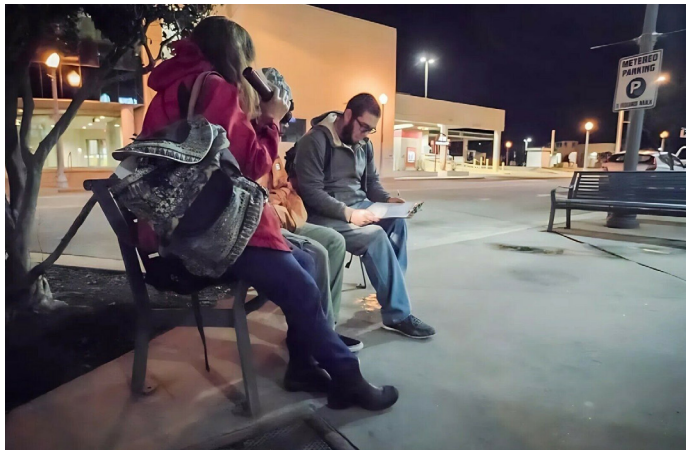
including flyers, stakeholder toolkits, resource guides and videos. The campaign launched in July 2025.<sup>14</sup>



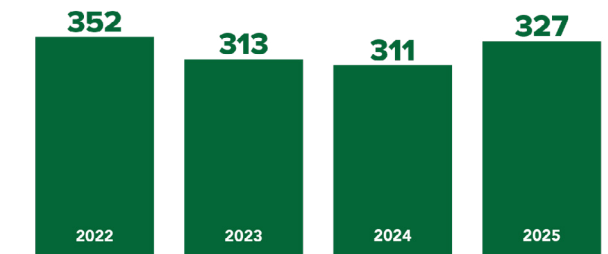
## 2.14 Provide recommendations from the Community of One Plan for making homelessness rare, brief, and nonrecurring in collaboration with Bringing an End to All Homelessness (BEACH) Community Partners.

City Council adopted the Community of One Plan in FY24, outlining a five-year roadmap to address homelessness through coordinated strategies. Work

continues on plan implementation. Reporting and progress monitoring are expected as efforts advance.



### Annual Point in Time Data: Number of Persons Experiencing Homelessness



## 2.15 Continue to implement the Flood Prevention Bond Referendum through the ongoing execution of the Flood Protection Program.

The City remained focused on executing projects funded by the Flood Prevention Bond Referendum. FY24 included major design, construction and oversight

activities. Monthly status reports and City Council briefings are ongoing. Project governance continues to prioritize schedule and cost tracking.

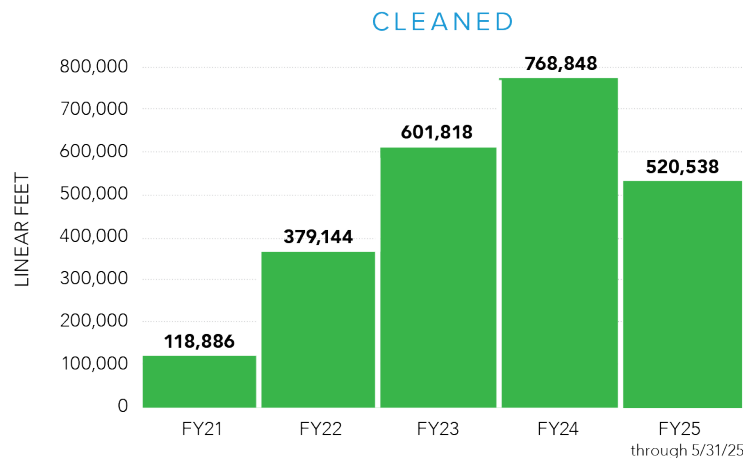
## 2.16 Continue promoting transparency of the bond referendum projects through City Council briefings provided by Jacobs Engineering Group and facilitation of the Flood Prevention Bond Referendum Oversight Board's monthly meetings.

The City regularly updates progress through City Council briefings, Flood Prevention Program (FPP) Bond Referendum Oversight Board meetings, FPP Group meetings, monthly FPP status reports, and by posting FPP videos and blogs.

## 2.17 Launch a visualization tool on the Ripple Effect webpage that demonstrates how the Ripple Effect projects will impact flood protection.

The visualization tool was completed in FY24 and demonstrates the long-term flood protection benefits of bond-funded projects. The final product can be found on the City's webpage.

### Stormwater Pipe Cleaned and Inspected by Year

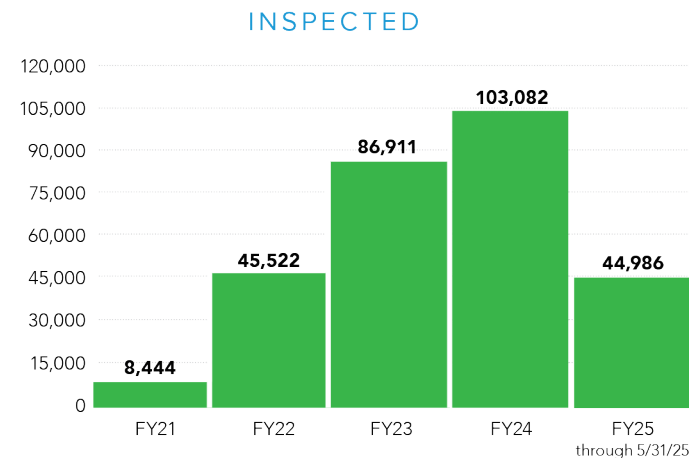


## 2.18 Implement stormwater maintenance programs and projects to enhance stormwater runoff resilience.

In FY24 and FY25 investment has continued in stormwater pipe cleaning, stormwater pipe inspections, street sweeping, stormwater pump station maintenance, off-road and roadside cleaning, and cave-in repair programs. Stormwater pipe cleaning and inspections that are funded through the American Rescue Plan Act of 2021 (ARPA) are expected to be completed by August 2025. Lake dredging using ARPA funds is expected to be completed by the end of calendar year 2026.

### 2025 RESIDENT SURVEY

#### Stormwater Management and Flood Control on Neighborhood Streets (in %)<sup>15</sup>



### **2.19 Complete Stormwater Master Plans to aid in addressing recurrent flooding issues, minimize losses due to flooding, and prepare for adaptations necessary to address sea-level rise.**

All Stormwater Master Plans have been completed. Plans and related appendices for most of the projects are available on the Stormwater Engineering Center's

Master Planning webpage. Any plans not posted on the webpage can be requested by contacting the Stormwater Engineering Center.

### **2.20 Facilitate keystone projects and programs that align with the City's economic growth strategy for redevelopment and revitalization.**

In FY24 and FY25, the City continued to advance redevelopment and revitalization efforts aligned with its economic development goals. Preparations are underway for infrastructure investments, business grant opportunities and ongoing support for small businesses.

Notable highlights include the groundbreaking of the \$39 million Globalinx Data Center subsea cable

landing station; the official opening of The Dome, a new entertainment venue at Atlantic Park; the award of more than \$111,000 in façade improvement grants to 20 small businesses; and the City's celebration of its first International Economic Development Week, which highlighted programs and partnerships shaping Virginia Beach's economic future.

### **2.21 Identify potential land plots that are ideal for industrial or business development opportunities.**

In March 2025, data from the City's parcel inventory (Initiative 2.5) was received, and GIS developed basemaps of City-owned properties. As of May 2025, Economic Development staff was reviewing and editing the maps for accuracy and clarity.

The next phase will include sharing draft maps with leadership and analyzing the suitability of private properties using the Comprehensive Plan. Maps and spreadsheets identifying City-owned land suitable for industrial or business development opportunities are expected to be shared with City leadership in August 2025.

## **2.22 Work to identify opportunities for regional stormwater solutions, including the design and construction of the 17th Street Regional Stormwater Management Facility.**

In FY24 and FY25, the City of Virginia Beach continued to prioritize regional stormwater solutions to address flooding, water quality and regulatory compliance. Efforts included major infrastructure projects, policy updates and partnerships with regional and federal agencies to enhance stormwater management throughout the city.

The 17th Street Regional Stormwater Management Facility is designed to provide stormwater management for current and future development along 17th Street, specifically between North Birdneck Road and Park Avenue. The project aims to address both water quality and quantity by treating and redirecting stormwater

to reduce street flooding and improve downstream water quality. Plans include the construction of a wet pond to remove nutrients, sediment and bacteria from stormwater before discharge into the Rudee Inlet watershed. Additional improvements will redirect stormwater from the Lynnhaven River watershed to Rudee Inlet, offsetting water quality impacts with new facilities on the north side of 17th Street.

Initial planning and engineering scoping began in fiscal year 2024. A public information meeting was held in February 2025, followed by a value engineering study to optimize design and manage project costs. The 90% design submittal is expected in the summer of 2025.



*Aerial view of the proposed Stormwater Management Facility located on City-owned parcels south of Virginia Beach Boulevard.*



### 2.23 Review and address recommendations included in the Talent Pipeline Report.

In FY24, the City explored strategies to improve the regional talent pipeline, with an emphasis on workforce development in the manufacturing, entrepreneurship and technology sectors.

By May 2025, several major initiatives were underway:

- Maxbyte Technologies launching Industry 4.0 readiness assessments and leadership training
- City participation in youth entrepreneurship mentoring, hosting career fairs and collaborating with Tidewater Community College on hospitality and culinary programming
- Virginia Wesleyan University hosting 52 career-focused workshops, both online and in person
- 757WeCare youth cohort graduating in April 2025

### 2.24 Work to help create a world-class digital ecosystem to attract technical talent and industries to the region.

The City is collaborating with RVA757 Connects and the Southside Network Authority to establish a globally competitive digital ecosystem. Their joint efforts focus on advanced digital infrastructure, regional connectivity, digital equity, and workforce development to attract top technical talent and high-value industries to the region. Efforts to refine messaging and develop a strategic plan across the five cities are ongoing. Regular monthly meetings ensure alignment of economic development and digital infrastructure initiatives across partner organizations.

Collaboration with Old Dominion University has produced several working groups to implement related initiatives:

- **Regional Development Working Group:** Focused on intentional efforts and strategies to improve economic, social and environmental conditions within the region
- **AI/Infrastructure Working Group:** Shaping the future of technology and business by addressing critical aspects of technology and organizational development, including data science, cybersecurity and the impact of Artificial Intelligence (AI) across various domains
- **Workforce Development Working Group:** Partnering with Old Dominion University and the City's Convention and Visitors Bureau to empower talent in the tech sector through mentorships, internships and tailored programs that cultivate skills, bridge the gap between academia and industry, and foster a vibrant tech ecosystem

Additional working groups may be formed in FY26, including representatives from the departments of Economic Development, Information Technology and Budget & Management Services, to provide input and guidance for the strategic plan across the five cities.

## 2.25 Explore opportunities to support and expand alternative energy workforce training programs in the region.

Virginia Beach is actively advancing its role as a national leader in alternative energy, with a strong focus on workforce development to support and expand training programs in the region's rapidly growing clean energy sector.

### **Key initiatives and recent developments include:**

- **Hosting the 2025 International Partnering Forum (IPF):** Virginia Beach is the host-sponsor for the 2025 IPF, the largest offshore renewable energy conference in the Americas, underscoring its position as a global hub for offshore wind development and innovation. The event brought together industry leaders, global partners and workforce experts to discuss collaboration, innovation, and the evolving needs of the renewable energy workforce.
- **Offshore Wind Workforce Summit:** On May 1, 2025, the city was the host sponsor and co-hosted a summit with Oceantic Network that focused on workforce challenges and opportunities in offshore

wind. The event spotlighted upcoming training programs and research initiatives designed to build a skilled talent pipeline for the offshore wind industry, with participation from industry leaders, government officials and training experts.

- **Collaborative Training Partnerships:** Virginia Beach is working closely with the Hampton Roads Workforce Council, Dominion Energy, local K-12 educators, community colleges, universities and trade unions to develop and expand training programs. These partnerships are strengthening a workforce pipeline for offshore wind, solar and broader clean energy industries, with a focus on skilled trades, engineering, supply chain management and shipbuilding.
- **Specialized Training Facilities:** Virginia is home to three facilities offering Global Wind Organization Basic Safety Training, which is a key requirement for offshore wind careers. Additional training and certifications are provided in partnership with industry and educational providers.

## **2.26 Review 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.**

During FY24 and FY25, updates to the Master Transportation Plan included integration of the Local Road Safety Action Plan (LRSAP) and refinement of the CUBE transportation model.

The LRSAP is a comprehensive, data-informed strategy for improving road safety for all users, with an emphasis on equity. It examines historical crash data to identify trends and prioritize countermeasures such as pedestrian signals, speed-calming designs and intersection improvements. It combines mandates from the City and the Federal Safe Streets and Roadways for All program with an overall target of reducing fatal and serious injury crashes by 50% by 2055 and ultimately to achieve zero serious crashes. Adopted by City Council in November 2024, the LRSAP has been formally incorporated into the City's Comprehensive Plan by reference.

The CUBE transportation model is a regional travel-demand tool used for planning long-range transportation needs such as congestion reduction, alternative scenarios and travel forecasts. A consulting team installed and configured the latest version of CUBE, delivered an operations handbook, and advised on hardware specs to optimize performance. City staff have since been evaluating the model and are using it to simulate various traffic and safety scenarios.

The draft plan is currently undergoing review internally and by the Virginia Department of Transportation (VDOT). Hampton Roads Transportation Planning Organization (HRTPO) data is pending to finalize the transportation demand model.

## **2.27 Provide recommendations for the Central Beach District for potential development, capital improvements, and infrastructure projects.**

The planning for the Central Beach Small Area Plan has progressed as part of ongoing redevelopment and placemaking efforts. Concept plans were presented to City Council, and a public meeting was held in November 2024. The Resort Advisory Commission (RAC) Planning & Design Review Committee received a briefing in December 2024, and a public input survey was conducted from late December 2024 through early January 2025.

In spring 2025, the preferred plan was presented to City Council, the Planning Design Review Committee, the Resort Advisory Commission and hotel stakeholders, and received strong support. The consultant's final report is expected to be released in the summer of 2025, after which it will be made available to the public.

### **2.28 Identify City project opportunities to use alternative energy sources.**

The City has explored solar energy installations at multiple recreation centers and at the Landfill and Resource Recovery Center as part of its sustainability efforts. Research on public electric vehicle charging stations was also conducted as part of this initiative. Solicitations for both efforts began in FY24.

The City is currently finalizing negotiations for solar installations at Kempsville and Williams Farm recreation centers. Once agreements are reached, formal approval from City Council will be required. Electric vehicle charging station vendors are expected to proceed under similar conditions, and federal grant applications are underway to support the necessary infrastructure.

### **2.29 Informed by community input, develop options for next steps for the City's recycling program.**

The City's long-standing contract with Tidewater Fibre Corp. (TFC Recycling) expired in June 2024. From October to November 2023, the City gathered community input on the future of recycling through

a resident input campaign. Based on the results of nearly 10,000 residents who participated in the State of Recycling Survey, the City chose to renew its contract with TFC Recycling.

### **2.30 Complete the City's portion of the Regional Connectivity Ring (RCR) 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 transformative fiber optic network designed to provide jurisdictional connectivity for Southside operations across Chesapeake, Norfolk, Portsmouth, Suffolk and Virginia Beach.

Progress on implementation was delayed due to the contractor, Danella, needing to perform redesign work. As of May 2025, the City's Information Technology

and Geographic Information Systems (GIS) teams had provided extensive data support to the contractor. Collaboration is also underway with the Planning and Community Development Department, Southside Network Authority, and Danella to secure the necessary permits. Weekly coordination meetings were paused but are expected to resume after the permit package is submitted.

On June 23, 2025, the National Association of Telecommunications Officers and Advisors (NATOA) announced the recipients of the 2025 Community Broadband and Digital Equity Awards to recognize innovative projects in various sectors. The City RCR won the Community Broadband Project of the Year, which will be presented at NATOA's Annual Conference in New Orleans, Louisiana, Aug. 18-21, 2025.<sup>16</sup>

# INVIGORATE

## To feel healthy and full of energy

Embrace comprehensive well-being by fostering a clean, inspiring, and vibrant environment where people feel safe and have access to amenities and services that support a high quality of life.

### 3.1 Strengthen community unity and well-being through the HOPE (Helping Our People Excel) initiative.

Over FY24 and FY25, the HOPE (Helping Our People Excel) initiative convened multiple community events focused on connection, wellness and public resource access. Notably, a Mental Health & Wellness Resource Fair and a Community Connections Networking Event drew strong attendance. In FY25, the initiative transitioned to the Office of Volunteer Resources (OVR), where community talent can be leveraged to sustain and grow the program. A key outcome included a partnership between Girls on the Run<sup>17</sup> and the Maverick Learning Center<sup>18</sup>, exemplifying the initiative's lasting impact.

In FY25, OVR collaborated with the Communications Office to develop an email cadence and content calendar to support consistent outreach. In June 2025,

the Virginia Beach City blog featured the HOPE award recipients, Jim and Krista White, and their LIFT Fitness Foundation<sup>19</sup>. In addition, OVR has worked to build cross-departmental partnerships with Economic Development, Parks & Recreation, and the Police Department to give City programs visibility within the HOPE network. In August 2025, OVR plans to host its first HOPE event at the HIVE, with a focus on workforce development. OVR is also working with IT to launch a dedicated website to promote and connect community resources.

The LIFT Fitness Foundation provides a 60-day wellness and empowering program, including exercise, fitness and wellness, for those who are experiencing homelessness, domestic violence, substance abuse and more.



### 3.2 Brief City Council on an overview of the current state of mental health services and initiatives in Virginia Beach.

DHS presented comprehensive data and insights to Virginia Beach City Council on March 12, 2024, highlighting trends in mental health, substance use, suicide and mobile service expansion. This briefing laid the groundwork for increased transparency and strategic focus on behavioral health access and outreach.

### 3.3 Engage with the community to raise awareness of how to access programs and services provided and supported by the Department of Human Services (DHS).

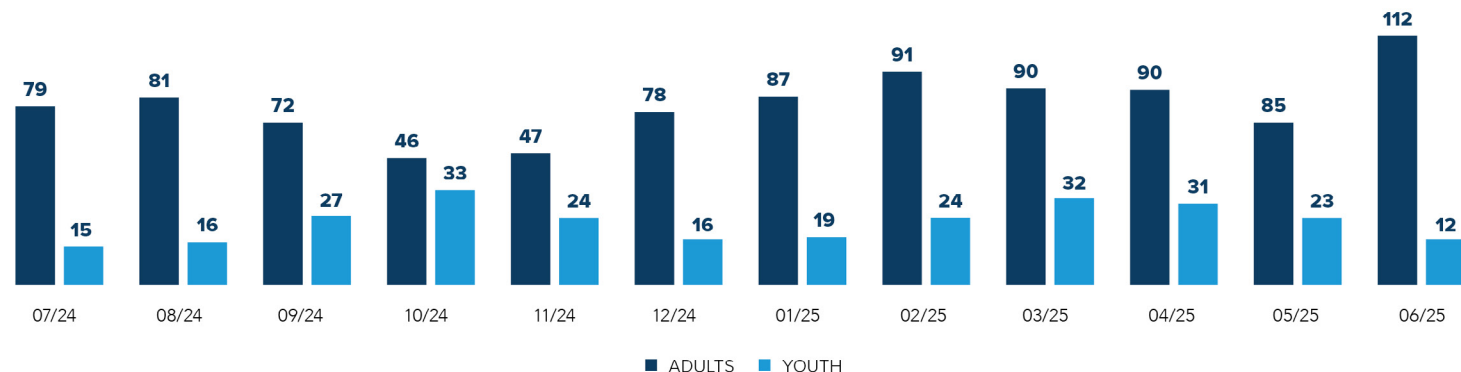
Community engagement continues to be central to DHS efforts, spanning media campaigns, training sessions, and participation in events such as Virginia Beach City Public Schools (VBCPS) Jump Start and Togetherness through Inclusion. Thousands of residents have been reached through both online and in-person outreach, effectively reducing stigma and connecting families with vital resources. Media campaigns supporting the Marcus Alert system — which promotes a trauma-informed, public health response to behavioral health crises — along with informational booths and targeted wellness outreach, played a significant role in raising awareness, encouraging early intervention, and connecting residents to critical behavioral health services.

Recent highlights include:

- In March 2025, a joint Advisory Board meeting between the Behavioral Health and Social Services Boards spotlighted the transformative story of a client from the Adult Foster Care program, emphasizing the life-changing impact of integrated services.
- In April 2025, the Office of Program Support Supervisor and the Children’s Services Act (CSA) Administrator hosted the CSA Annual 2025 Provider Conference, welcoming both new and returning vendors interested in partnering with the City’s CSA Office.
- Also in April, the Child Care Subsidy Team participated in the annual Celebrating Children event at Mount Trashmore Park, sharing child development resources and program materials — and bubble treats for the kids. And two months later, the team participated in an Elder Abuse Awareness Walk on June 13, 2025, at Mount Trashmore Park.

In FY26, DHS will continue its commitment to prevention, education and sustained community support. The focus will be to advance several key initiatives including promoting Virginia’s new “Lock Your Card” campaign to prevent SNAP EBT benefit theft and continuing to advocate for “Kin First” placements to prioritize family-based care for children.

#### Number of individuals served through the DHS’ same-day access to behavioral health assessment program<sup>20</sup>



### 3.4 Identify and assess the resources needed to consistently operate the Mobile Crisis Co-Responder Team (MCRT) during scheduled hours to support the rapid response program and early intervention services for individuals experiencing a behavioral health crisis.

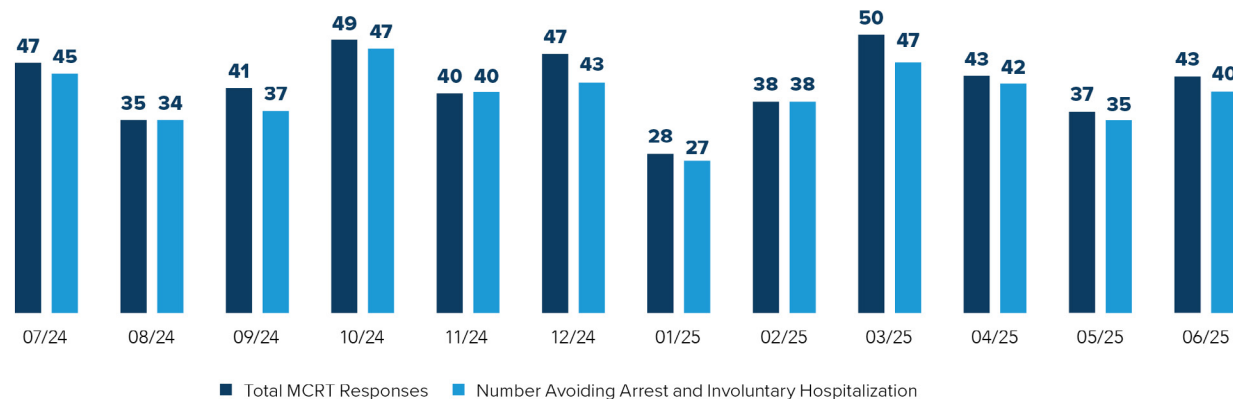
Over the past two fiscal years, the Mobile Crisis Co-Responder Team (MCRT) maintained the high 95% diversion rates from arrest and hospitalization that have been the average since its inception in 2018.<sup>21</sup> In FY25's most recent quarter, there were no involuntary hospitalizations reported.

While Virginia Beach Police Department (VBPD) staffing constraints had previously limited coverage, as of May 2025, the Mobile Co-Responder clinician team is complete and will support the transition to consistent operations during all scheduled hours. Officer shortages remain a challenge, particularly

in expanding services to additional hours on the weekends. Ongoing collaboration with VBPD is focused on identifying solutions to increase officer availability to support the full operational schedule of the MCRT unit and explore future service expansion.

Currently, the MCRT service hours capture the highest numbers of behavioral health related crisis calls to 911: 9 a.m.-10 p.m., Monday through Friday and noon-10 p.m., Saturday and Sunday.

#### FY25 Mobile Co-Responder Team (MCRT) Numbers



The City of Virginia Beach's Mobile Co-Responder Team (MCRT), which partners a Crisis Intervention Team (CIT)-trained police officer with a DHS clinician, responded to an individual in crisis during a meeting with his pretrial officer. Though the individual denied current suicidal thoughts, he disclosed a recent relapse and previous suicidal ideation. Drawing on their combined expertise and understanding of his history, MCRT and the pretrial staff created a supportive, non-punitive plan to ensure his safety. With help from his mother, the individual voluntarily admitted himself to the hospital, where he received the care he needed.



### **3.5 Identify and assess the resources needed to expand integrated behavioral health services in public schools.**

During FY24 and FY25, DHS has strengthened its partnership with VBCPS by embedding clinicians at Renaissance Academy and continuing outpatient services. For the upcoming 2025-2026 school term, VBCPS has requested expansion to up to five elementary schools. During the summer months, engagement remains active with youth referred at the end of the school term continuing to receive services.

Fifty referrals were received for brief counseling during this first year of the program.<sup>22</sup> Since March 2025, the

Rapid Response Program supported students through 20 referrals, which brings the total to 186 referrals since program inception in February 2023.<sup>23</sup>

Summer efforts for both school-based services will focus on maintaining referral linkages and service continuity. Additionally, DHS is working with schools to integrate peer support services for students with substance use concerns.

### **3.6 Explore innovative approaches to support wellness through park-based pilot programs, such as park prescriptions or guided walks with medical professionals.**

The Tranquil Trails program piloted in spring and fall 2024. It was well-received and featured mindfulness walks and guided journaling with medical professionals at multiple park sites. For the spring 2025 session, all 20 spots available were filled. Tranquil Trails ran for four weeks in May, with sessions held at Pleasure House Point, Great Neck Park, Stumpy Lake Natural Area and Lake Lawson/Lake Smith Natural Area.

While there is still a possibility of Tranquil Trails returning in FY26, the department's Mind Over Miles monthly walking club has garnered increasing interest for FY26. Adults ages 21 and up can walk with a seasoned naturalist through Virginia Beach's parks and natural areas. As with Tranquil Trails, Mind Over Miles supports the City's strategic focus on enhancing community wellness through accessible, park-based programming.

### **3.7 Assess the potential to pilot a partnership program between the DHS and Emergency Communications/Citizen Services (ECCS) in which a DHS Behavioral Health Clinician is located at the ECCS Center and assists with screening mental health-related 911 calls.**

Since December 2023, DHS clinicians have been embedded in the 911 operations center, providing real-time support on mental health-related 911 calls. Their presence has improved outcomes for individuals experiencing mental health emergencies, reduced strain on law enforcement by diverting appropriate calls away from police response, and created a critical bridge between 911

and 988 services. Clinicians also help call takers feel more confident and supported, particularly during high-stress calls such as those involving suicidal individuals, enabling quicker triage and safer, more effective crisis intervention. ECCS is actively looking for an effective method to track calls involving clinicians.

One example that highlights the goal of this Behavior Health Clinician collaboration involved a father who called 911 because his son was experiencing a mental health crisis and was becoming physically aggressive. The 911 call taker initiated a police response but also brought the on-site clinician into the call. The clinician was able to speak with both the father and the son, de-escalating the situation to the point that police response was no longer needed. Instead, a CIT-trained ambulance crew responded and transported the son to receive appropriate care, demonstrating how this integrated approach leads to safer, more targeted outcomes.

### **3.8 Use feedback from the Opioid Abatement Town Hall listening sessions to inform opioid treatment services.**

Listening sessions conducted in FY24 helped mold the strategies used by the DHS team to enhance opioid response and treatment services. One major success stemming from regional collaboration was the development of “Wellness on Wheels,” a mobile outreach van supported by Sentara Health and Mission Mobile Medical. The van’s renewal grant application was submitted, and planning is underway for its custom outfitting and deployment. Final execution of the Memorandum of Understanding (MOU) between the City of Virginia Beach and Sentara is expected soon. The regional model, shaped by community input, represents a key step in reaching vulnerable populations.

Six local projects were funded through the Virginia Opioid Abatement Authority (VOAA), each targeting prevention, treatment and education.

Other additions to opioid treatment services include:

- A Prevention Community Engagement Van was purchased.
- A Peer Support Specialist was hired in the Child and Youth Mental Health division for youth with substance use disorders.

- The Juvenile Detention Center Substance Use Disorder Provider Project to deliver intervention services and education to JDC residents is underway.
- The VBPD LEAD initiative is underway, training officers to provide education to youth in four middle schools in the upcoming school year.
- The “This is Not About Drugs” education campaign was refreshed to focus on outreach to young athletes and is ready to begin in City recreation centers in September 2025.
- The Health Department’s Teen-to-Teen social media initiative contracted with the Charette Agency.

Five of these projects were submitted and approved for renewal in FY26 by VOAA.

DHS also drew insight from community outreach events such as the “Champions of Change” youth summit, which emphasized peer-led education and resource access. When coupled with strategic OAA-funded initiatives, these events help build a coordinated and sustainable local response. Active next steps include launching an EMS and DHS peer co-response program called IMPACT, completing regional program MOUs, and tracking expenditures for all six funded projects.

### 3.9 Implement an Aging in Place pilot program to support residents currently reliant on 911 for needs related to falls and lift assists.

In FY24 and FY25, Virginia Beach Emergency Medical Services (VBEMS), Virginia Beach Fire Department (VBFD), DHS, and the Virginia Beach Department of Public Health continued their collaborative work on the Aging in Place (AIP) initiative. Their efforts focused on reducing non-emergency 911 calls while improving access to support services for older adults in the community, so they can remain safe and independent in their homes.

In April 2025, the AIP Team began implementing Julota Software for electronic referrals, agency collaboration and data tracking. The software integrates various local services providers into a well-coordinated network for

management and support services. In the summer of 2025, a digital link was launched for VBFD and VBEMS to make referrals. The AIP Team has updated all Leave Behind Flyers, created QR Codes for EMS/Fire staff for referral links, and is in the process of delivering those items to all 21 Fire Stations in Virginia Beach. The program has also transitioned its support model, updated its MOUs, and is continuing to refine processes.

As of June 2025, there were 342 total referrals for the program since inception.<sup>24</sup> Since the transition over to Julota, the AIP Team has completed over 60 home visits and made 22 durable medical equipment<sup>25</sup> drop offs.<sup>26</sup>

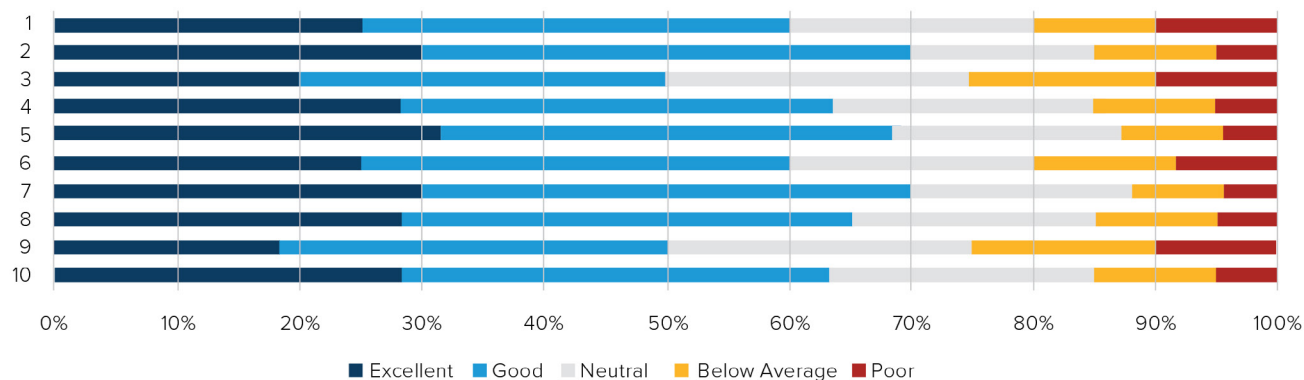
### 3.10 Conduct a community engagement effort to develop district identities for the 10 new Council districts.

Communications launched the “Know Your District” campaign in August 2024 to educate voters on their district number in preparation for voting in November. Average daily views of the online map doubled during the campaign,

increasing resident awareness through coordinated media, web and social outreach.

## 2025 RESIDENT SURVEY

### Sense of Attachment to and Pride in Neighborhood and Community (in %)<sup>27</sup>



### **3.11 Explore and implement opportunities to partner with the community and small businesses to activate creative placemaking and cultivate a sense of identity to strengthen the civic, cultural, and economic environments for areas throughout the city.**

Through the Creative Neighborhoods Grants program launched in FY25, Cultural Affairs supported public art and placemaking projects led by civic groups, nonprofits and artists. Grant workshops ensured accessibility and engagement across diverse communities. Over the last quarter, 13 grants totaling over \$100,000 were awarded across eight districts.<sup>28</sup> The funds are being used for art shows, concerts, festivals, murals, pop-up parks and a theatrical program. Citizen review panels evaluated all project submissions, and a grants manager, who began in February 2025, is now providing oversight and support. The grants manager is also conducting outreach to confirm project timelines and provide support to current recipients as well as those who were not funded to help strengthen future applications.

The Cultural Affairs team has begun identifying ways to improve efficiencies in the grant processes for future award periods. They are evaluating the grant program process and collaborating with the Communications Office to promote funded projects and encourage broader participation for FY26.



Virginia Symphony Orchestra partnered with three community organizations to put on concerts at the Creeds Senior Center (District 2), the Virginia African American Cultural Center site (District 4), and in Seatack (District 6) to reach a cross-section of citizens in their communities.

### **3.12 Conduct capacity mapping to identify potential areas for community-based revitalization projects and placemaking efforts.**

In FY24, Cultural Affairs identified areas for potential projects to foster placemaking and neighborhood revitalization. In FY25, it focused on empowering community-led efforts to enhance public spaces and strengthen local identity.

Supported in part by the Creative Neighborhoods Grants program (related to Initiative 3.11), funding was used to offer opportunities to artists, nonprofit organizations, civic leagues, neighborhood associations and local businesses across the city.

### 3.13 Enhance the reach and distribution of arts throughout the city.

In FY24 and FY25, Cultural Affairs remained focused on broadening access to and visibility of both visual and performing arts across the city:

- In FY25, awarded over \$110,000 to artists across nine city districts through 28 Individual Artist Support Grants in visual arts, music, film, puppetry and literature
- Hosted six Virginia Beach Globally Inspired Gatherings (VBGIGs) in FY25: four mainstage shows at The Z (District 4), one small-scale event at Oberndorf Central Library (District 8), and a small-scale event in the ViBe for Juneteenth (District 6)
- Blended history and the arts at the Virginia Beach History Museums by hosting several CrafTea workshops, a VA250 Two-Fif-Tea-Th Taven Historic Holiday Event, and Rouge VA's production of "Romeo and Juliet" at Lynnhaven Colonial Education Center, and Candlelight Yule Tours and the annual Ghosts of Thoroughgood Past at Thoroughgood House
- Partnered with Teens With A Purpose and Princess Anne County Training School–Union Kempsville High School Alumni & Friends for the ImmortALL performance poetry program
- Launched the second season of Arts All Over in partnership with Rouge VA with featured seven performances in six districts, including unique sites such as the Farmer's Market and Tidewater Community College Joint-Use Library (District 10), Military Aviation Museum (District 2), and the new Owl Creek Landing (District 6), as well as at some Parks After Dark sites
- Fulfilled the goal of having public art in all 10 districts by dedicating a new large-scale interactive multi-sensory sculpture, "Seagrass and Lily" at District 7's City View Park (more details in Initiative 3.14)
- Engaged with community to develop large-scale sculpture for Historic Kempsville with glass-making workshops for residents. (Located in District 3, near the lines of District 1 and District 4). The piece will be completed in FY26
- Finalized design plan for temporary installation at Rudee Loop in FY26 with environmental focus (District 5)
- Drew 19 proposals from artists in eight U.S. states as well as Australia, Canada and South Africa on a Call for Proposals for a large-scale interactive temporary public art installation





### 3.14 Explore dedicated funding opportunities that comparable municipalities use to support culture and arts.

Effective July 1, 2024, City Council approved a redirection of 20% of the Amusement Tax to arts funding and Cultural Affairs operationalized a plan through the following four focused areas below:

- Develop the Individual Artists Support, Creative Neighborhoods and Performing Arts Partnership grant programs
- Expand public art, placemaking and programming efforts
- Increase support to cultural nonprofit organizations via the new Sustainability Grant Program for large arts organizations and additional resources for the Arts & Humanities Commission
- Add two full-time employees to the Cultural Affairs Department to implement new programs



“Seagrass and Lily,” a large-scale, multi-sensory, interactive sculpture opened June 28, 2025, at City View Park in District 7, which was the only district in the city without a significant public art project. The bright, vibrant artwork provides multiple ways for visitors of all ages and abilities to interact with the piece and with one another through tactile experiences.

### 3.15 Brief City Council on parks and recreation funding appropriations, funding dedications, and existing capital project commitments.

On April 2, 2024, Parks & Recreation presented to City Council on the findings from the Parks Needs Assessment Report. The presentation included topics such as the City’s park system and parks classifications, an equity-based needs analysis, recommendations, estimated costs and potential funding strategies. In January 2025, a final consultant

report was delivered to Parks and Recreation. The Park Needs Assessment findings and development strategy will be presented to the Planning Commission in August 2025 and then to City Council and will guide upcoming capital investment decisions and resource allocations.

#### 2025 RESIDENT SURVEY

##### Availability of Trails and Pathways (in %)<sup>29</sup>



#### 2025 RESIDENT SURVEY

##### Physical Condition of City Indoor Recreation Facilities (in %)<sup>30</sup>



## 2025 RESIDENT SURVEY

### Physical Condition of City Parks, Trails or Other Outdoor Facilities (in %)<sup>31</sup>



### 3.16 Explore a bond referendum for parks and recreation related facilities and assets, to include trails and recreation centers.

As mentioned in Initiative 3.15, on April 2, 2024, the results of bond-related survey questions on the Parks Needs Assessment Report were presented to City Council to help guide the next steps in evaluating funding strategies for future recreational enhancements. Survey results revealed moderate community support for increased taxes to fund recreation improvements. The findings are a critical data point that will inform ongoing discussions around a potential bond referendum, positioned within the City's broader capital planning efforts.

### 3.17 Secure a firm and begin the design process to transform the Rudee Loop area into a first-class park experience based on City Council guidance.

The design process began to transform Rudee Loop into a premier public park, with a consultant team selected to lead the design process. Phase 1 included extensive community engagement, site study reviews, and iterative design development. Public input sessions have engaged 4,066 respondents, reflecting strong community interest and involvement.

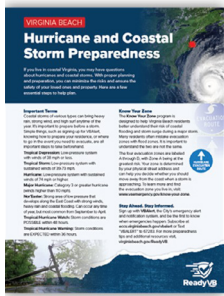
After presentations to City Council on May 20, 2025, and June 3, 2025, the Council has directed a strategic pause, while staff works on responses to follow up questions. The next City Council presentation is scheduled for August 12, 2025, with the plan to gather thoughts on the future direction of this initiative.

### 3.18 Explore expanding opportunities to offer health and cancer screenings for all Good Friday Miracle first responders being sure to examine administrative, legal, and financial considerations.

In March 2024, the Virginia General Assembly unanimously passed legislation directing the Department of Fire Programs to convene a workgroup focused on ensuring emergency responders exposed to toxic materials have access to appropriate and affordable healthcare. The workgroup presented its findings in November 2024, after which efforts were centered on codifying those recommendations and securing sustainable funding mechanisms.

Legislation to create a statewide grant program was introduced in both the House and Senate but ultimately did not pass. However, a \$200,000 budget amendment was successfully included in the Commonwealth's budget. Various City employees are now working with the Department of Fire Programs to develop a funding agreement. Key decisions are being considered for the next legislative session, including whether to continue advocating for a broad grant program or to focus more narrowly on cancer screenings for public safety personnel statewide.





### 3.19 Strengthen emergency management preparedness against natural disasters and threats being sure to engage in community outreach activities to educate residents on the importance of emergency preparedness.

In FY24 and FY25, Emergency Management has made significant strides in strengthening community preparedness and internal response capabilities. The team redesigned its preparedness webpage, launched new outreach campaigns, and distributed physical preparedness resources across the city. Partnerships were expanded to include local colleges and the Mayor’s Committee for Persons with Disabilities. The transition of Waze traffic incident reporting to the Watch Desk enhanced real-time situational awareness. Emergency Management engaged with Sandbridge short-term rental (STR) property managers to develop and distribute ReadyVB and beach condition materials, and also delivered STEM-focused preparedness training to fourth- and fifth-grade students throughout Virginia Beach through the VBCPS partnership.

Additional highlights include launching an Online Active Threat training course for City employees and conducting a tabletop exercise simulating an active shooter scenario at the amphitheater. The team continued development of a cost-effective and consistent engagement and marketing framework in partnership with the Communications Office, aiming to reduce duplication and minimize impact on other projects. A Public Information Dashboard prototype was developed within the ESRI Emergency Management project and is anticipated to launch by fall of 2025.

Looking ahead, Emergency Management is focused on delivering hurricane preparedness training across the city, testing and launching the ESRI Public Info tool, and providing monthly Emergency Operations Center training. Plans are underway to support Naval Air Station Oceana’s full-scale exercise and to conduct a fall 2025 Active Threat Exercise. The department will also continue developing the engagement and marketing and will resume creation of Virginia Beach–specific reference guides and materials for public use.



#### 2025 RESIDENT SURVEY

Efforts to Ensure the Community is Prepared for Emergencies/Disasters (in %)<sup>32</sup>



#### 2025 RESIDENT SURVEY

Confidence in the City to Meet Basic Needs During and After a Disaster (in %)<sup>33</sup>



### 3.20 Complete a Law Enforcement Training Academy (LETA) study to propose potential new locations.

The Law Enforcement Training Academy (LETA) feasibility study was completed, with consultant Mosley Architects submitting the final draft to the PW/Facilities Space Management & Strategic Planning Division. The draft outlined project scope, space needs, program assessment, design concepts, estimated costs, project schedule and site strategies. Building concepts were finalized with flexibility to accommodate various

site options. On March 11, 2025, Virginia Beach City Council received a presentation on the proposed design. Presentations to leadership within VBPD and the Sheriff's Office are ongoing, while evaluation of potential site locations continues. In FY26, next steps include reviewing final study documents and refining project narratives.

### 3.21 Continue public safety efforts to ensure a safe and healthy environment for residents and visitors.

In FY24 and FY25, **ECCS** enhanced its operational capacity, workforce development, and strategic planning efforts to support critical emergency response services across the city.

A public safety clinical coordinator was hired to strengthen ECCS's commitment to staff wellness, peer support and resilience within high-stress environments. In April 2025, the 64th VB911 Academy graduated, increasing the pipeline of trained emergency telecommunicators. In May 2025, six new public safety emergency telecommunicators began employment and are expected to graduate in August 2025. ECCS is also working with Human Resources to establish a new Watch Desk supervisor position in FY26 to provide critical oversight and coordination during high-volume and complex incidents.

ECCS advanced the development of a new satellite workstation at Regent University to improve redundancy and continuity of operations. ECCS continued working with the Joint Technology and Communications team and IT to expand the use of Amazon Connect, a cloud-based communications platform that enhances citizen service and call-handling

capabilities. From April 2024 through May 2025, Amazon Connect processed 390,024 total calls to the 757-385-5000 line<sup>34</sup> for an average of 27,858 calls per month.<sup>35</sup>

Looking ahead, the department is working with a consulting firm to revise its strategic plan, refining long-term goals and aligning future initiatives with evolving public safety needs and technological advancements.

#### Director's Recent Award

Jada Lee, director of ECCS, was selected as the 2024 recipient of the Virginia APCO Public-Safety Communications Center Director of the Year Award for outstanding leadership, innovation and commitment to excellence in emergency communications.



She was recognized for her transformative leadership of ECCS, unwavering support of staff during tragedy, and dedication to advancing 911 operations across the Commonwealth.

In FY24 and FY25, **EMS** continued its commitment to service innovation, operational excellence and workforce development.

EMS successfully completed the pharmacy rollout. Operations are now fully independent and include evaluating system functionality and internal processes to identify opportunities for continuous improvement.

EMS Compassionate Billing launched on July 1, 2025, marking a significant milestone in the department's commitment to patient-centered care. Developed in collaboration with third-party vendor Digitech, the program reflects a more thoughtful and supportive approach to emergency medical billing. Key implementation steps to meet regulatory standards, customer expectations and a smooth roll out included: securing insurance credentials, establishing the necessary financial infrastructure (such as billing accounts and credit card processing), drafting policies and supporting documentation, and ensuring staff completed all required Health Insurance Portability and Accountability Act (HIPAA) compliance training.

To support current and future needs, VBEMS is actively recruiting certified paramedics, advanced emergency medical technicians (AEMTs), AEMT recruits, a billing coordinator, an administrative specialist, and an EMS public safety training specialist.

In FY24 and FY25, **VBFD** made progress in recruitment, education, equipment upgrades, and health and wellness initiatives. The department received 710 applications for the Fire Academy scheduled to begin in October 2025,<sup>36</sup> reflecting public confidence in fire service and strengthening VBFD's future staffing outlook.

Outreach and education efforts were a priority. The department developed the "After the Fire" community outreach campaign to support recovery and awareness in neighborhoods affected by fire incidents. Over the past two years, the VBFD public safety clinical coordinator collaborated across departments to update Peer Support and Critical Incident Stress Management programs and build out the June 2025 mental-health-focused Firefighter Safety Stand Down campaign.

Operational readiness remained a core focus. VBFD finalized a contract for enhanced firefighter physicals and health screenings, completed the replacement of thermal imaging cameras, and kept pace with the ongoing fire hose replacement project. Job analyses were conducted for all ranks from recruit firefighter to battalion chief, and promotional processes for captain and battalion chief were completed. The department also delivered a professional development program for supervisors that emphasized communication, performance management, mentorship

and effective leadership. By January 2026, VBFD hopes to complete its work with IT to transition to the National Emergency Response Information System and replace its current records management system to ensure federal compliance.

In FY26, VBFD will finalize its strategic plan. Preparations for Fire Academy Classes 18 and 19 are underway and include finalizing hiring decisions and completing uniform and Personal Protective Equipment (PPE) orders by October 2025. VBFD is preparing for a higher-risk profile citywide due to increased population density, special events, marine activity, inclement weather and elevated call volume.

### Dogs Added

VBFD welcomed Aristotle or “Ari,” a therapy dog donated by Frog Dog K9 through the efforts of Founder Dale McClellan, President and Lead Trainer Jared McClellan, and Master Firefighter Cayla Harper (Ari’s handler). Therapy dog programs with dogs like Ari help mitigate the long-term effects of trauma and stress experienced in fire and emergency services. They are also proven to promote emotional resilience and enhance overall wellness among public safety personnel. In FY26, Ember, a second support canine still in training, will join the VBFD Therapy Dog Program with her handler Assistant Chief Lorna Trent.



In FY24 and FY25, **VBPD** advanced its operational capacity, technology integration, and recruitment efforts, all while maintaining a strong focus on crime reduction and community safety.

VBPD completed three recruit classes over the past two fiscal years. The Patrol Aide Program, offering hands-on training to aspiring officers through VBPD’s Youth Services Unit, garnered interest as a staffing supplement. Strategic staffing increases were implemented at the Oceanfront during peak visitation periods and special events, supporting community safety and a timely response in high-traffic zones.

VBPD continued to expand the capabilities of its Real Time Crime Center (RTCC), enhancing real-time intelligence, surveillance and response coordination. The investment in technology is part of a broader effort to modernize policing practices and improve situational awareness.

Public safety outcomes reflect positive trends. Year-to-date (YTD) 2025 data shows a 17% decrease in violent crime and a 5% reduction in property crime compared to the same period in 2024.<sup>37</sup> The reductions reflect the effectiveness of proactive enforcement, targeted deployment strategies and strong community partnerships.

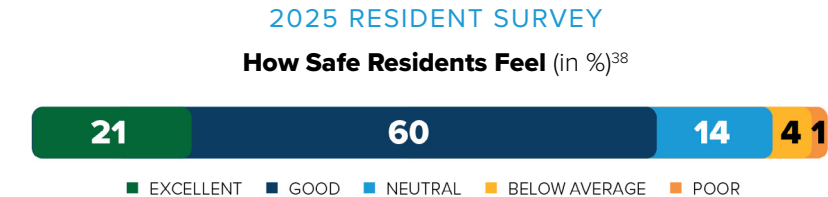
Looking ahead to FY26, the department will focus on staffing and event coverage and further expanding RTCC capabilities and enhancing technology solutions to support field operations. The department will also build on the success of the Patrol Aide Program and continue outreach through the Youth Services Unit, reinforcing connections with local youth and prevention partners.

### 3.22 Conduct an evaluation of current systems, operations, and facilities for ECCS' primary and backup sites to identify any resiliency gaps.

Throughout FY25, the City advanced efforts to strengthen resiliency and operational continuity for the ECCS systems. A major milestone was reached in April 2025 with the completion of the ECCS Command Center technology network refresh.

Progress was made on multiple fronts to evaluate and enhance backup and primary facility operations. A dedicated ECCS position within the Regent University Police Department (RUPD) was established and became fully operational by the end of May 2025. The collaboration will improve situational awareness and response capabilities in the event of an incident at Regent University.

Efforts advanced on infrastructure upgrades. Electrical planning continues through ongoing bi-weekly discussions



for the UPS upgrade at Municipal Center Building 30. Project implementation faces constraints due to dependencies tied to the EMS Administration's use of the facility.

Radio connectivity increased, with ordered radios undergoing installation and integration into the Westin master site. Coordination with the ECCS, IT and EMS Admin teams will ensure communication continuity and readiness.

In FY26, efforts to strengthen the City's 911 infrastructure and emergency communication resiliency will continue. Priorities include finalizing the Change Management Plan, launching an engineering review for risk mitigation at Building 30, and ensuring seamless radio connectivity across sites.

### 3.23 Ensure equitable City service delivery in maintenance and landscaping activities throughout the city.

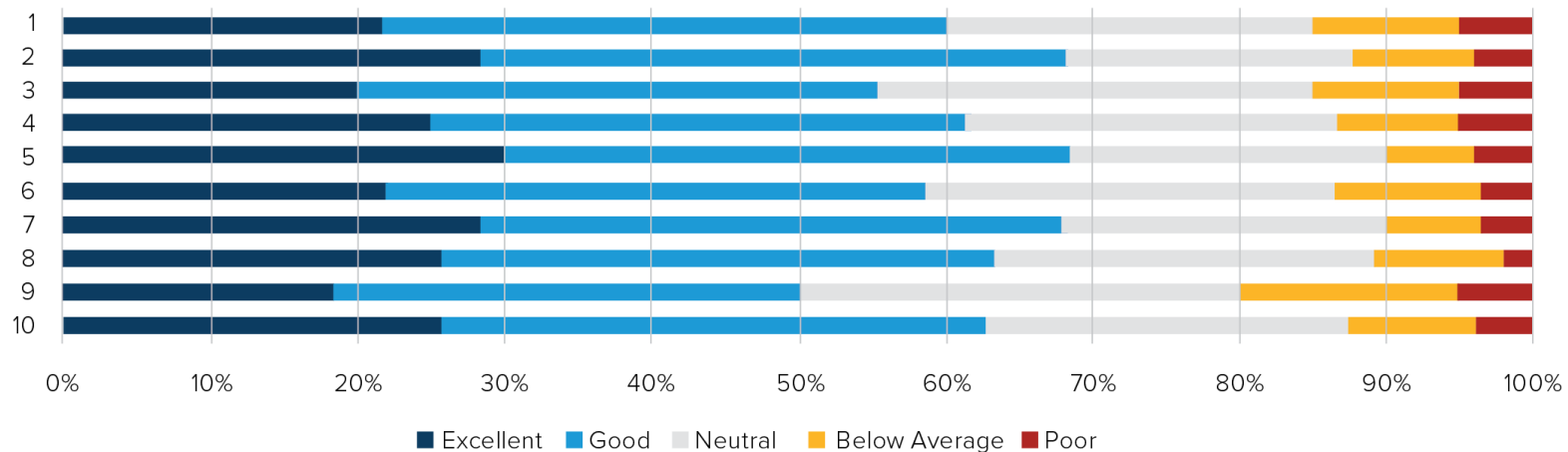
Parks & Recreation followed the established FY25 citywide maintenance schedule with standardized frequencies across public buildings, parks, roadways, and schools, supporting beautification and equity in public service delivery.<sup>39</sup>

#### Targeted Landscape Maintenance Frequencies

Site Type	FY25
Building Sites	10 days
Neighborhood Parks	14-16 days
Roadways, Divided	18-20 days
Roadways, Resort	12 days
Roadways, Rural	30 days
Schools	16-18 days
Urban Shoulders/Parcels	30 days

#### 2025 RESIDENT SURVEY

Mowing and Tree Trimming Along City Streets and Other Public Areas (in %)<sup>40</sup>





# ENDNOTES

1. Community Conversations event and early public engagement: <https://viriniabeach.gov/connect/blog/community-members-offer-budget-ideas-to-city-council>

2. Early Five-Year Forecast and January 2025 CIP Retreat: <https://viriniabeach.gov/connect/blog/city-council-will-focus-on-capital-improvement-program-at-winter-retreat>

3. Public hearings and alternative presentation methods: <https://viriniabeach.gov/connect/blog/special-city-council-public-hearings-on-budget-planned>

4. FY25 Five-Year Forecast (City Budget Document): chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/<https://s3.us-east-1.amazonaws.com/virginia-beach-departments-docs/budget/Reports/FiveYearForecast/2023/Combined-File-FY25-Five-Year-Forecast.pdf>

5. Be In The Know: <https://viriniabeach.gov/connect/blog/weigh-in-resident-input-helps-drive-virginia-beach-decision-making>

6. Speakers Bureau: <https://communications.viriniabeach.gov/about/speakers-bureau>

7. City workgroup blog: <https://viriniabeach.gov/connect/blog/recognizing-hardworking-employees-who-ensure-our-vibrant-landscapes-thrive>

8. Public Service Recognition Awards: <https://viriniabeach.gov/connect/blog/decades-of-devotion-74-city-employees-awarded-for-service-milestones>

9. Central Beach Small Area Plan: <https://planning.viriniabeach.gov/comp-plan/strategic-growth-areas/resort/central-beach-small-area-plan>

10. Comprehensive Plan, City of Virginia Beach: <https://planning.viriniabeach.gov/comp-plan>

11. Data retrieved from the 2025 Virginia Beach Resident Survey. Findings Report published in July 2025

12. Data retrieved from the 2025 Virginia Beach Resident Survey. Findings Report published in July 2025

13. Housing Study Update: chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/<https://s3.us-east-1.amazonaws.com/virginia-beach-departments-docs/housing/AboutUs/PlansReports/2024-VB-Housing-Study-Full-Report-FINAL.pdf>

14. Housing Resources: <https://housing.viriniabeach.gov/housing-resources>

15. Data retrieved from the 2025 Virginia Beach Resident Survey. Findings Report published in July 2025

16. NATOA Announces 2025 Community Broadband and Digital Equity Award Winners: <https://www.natoa.org/news/natoa-announces-2025-community-broadband-winners>

17. Girls on the Run: <https://www.gotrhr.org/>

18. Maverick Learning Center: <https://mavericklearningva.com/>

19. Lift Fitness Foundation: <https://liftfitnessfoundation.org/>

20. Data provided by DHS in June 2025

21. Data provided by DHS in June 2025

22. Data provided by DHS in June 2025

23. Data provided by DHS in June 2025

24. Data provided by VBFD in June 2025

25. Durable medical equipment examples include walkers, rollers, hospital beds and other similar type of equipment

26. Data provided by VBFD in June 2025

27. Data retrieved from the 2025 Virginia Beach Resident Survey. Findings Report published in July 2025

28. Data provided by Cultural Affairs in May 2025

29. Data retrieved from the 2025 Virginia Beach Resident Survey. Findings Report published in July 2025

30. Data retrieved from the 2025 Virginia Beach Resident Survey. Findings Report published in July 2025

31. Data retrieved from the 2025 Virginia Beach Resident Survey. Findings Report published in July 2025

32. Data retrieved from the 2025 Virginia Beach Resident Survey. Findings Report published in July 2025

33. Data retrieved from the 2025 Virginia Beach Resident Survey. Findings Report published in July 2025

34. Data provided by VBECCS in July 2025

35. Data provided by VBECCS in July 2025

36. Data provided by VBFD May 2025

37. Data provided by VBPD May 2025

38. Data retrieved from the 2025 Virginia Beach Resident Survey. Findings Report published in July 2025

39. Frequencies are based on available resources and may be impacted by inclement weather, staffing shortages, equipment malfunctions, etc.

40. Data retrieved from the 2025 Virginia Beach Resident Survey. Findings Report published in July 2025





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