

GOVERN ENVISION INVIGORATE

MID-YEAR
REPORT
FY 24-25



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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.



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 will be reviewed semiannually with the City Council to determine if revisions are needed to maintain its relevancy. Similarly, City staff will submit semi-annual 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



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



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.

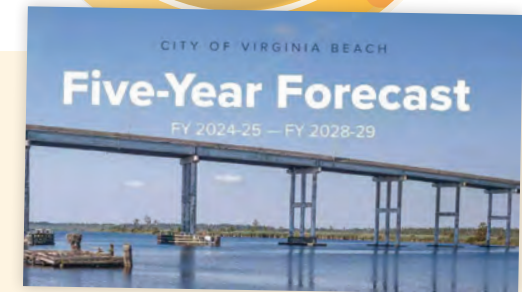
1.1 Review the budget schedule and process to identify and outline opportunities for: (a) increasing public engagement, (b) providing Council information earlier, (c) gaining Council's guidance on property tax rates earlier, and (d) providing alternative approaches for presenting budget information to City Council for Council's consideration

On November 10, 2023, City Council received the annual Five-Year Forecast document.¹ The report was provided a full week ahead of the historical delivery date, which presented the budget timeline and an explanation of how the public will be engaged in the process; City Council was also asked to provide guidance on various policy decisions that will be focal points in the upcoming budget process. The Office of Budget and Management Services also presented to City Council options for alternative budget presentation formats, and a decision was made for the FY25 budget cycle; each City department will present their budget proposal.

Over the next few months, Budget and Management Services will be working to create the City Manager Proposed Budget that will be presented to City Council on March 19, 2024, with a mandated adoption date prior to May 15, 2024. Several engagements with the public will occur to seek input on the FY25 budget, such as the Community Conversations event that was held on January 18, 2024 to discuss community priorities. City Council had an opportunity for budget-focused discussions during the Council Retreat in February 2024, and mandated public hearings will occur on the proposed budget on April 17 and April 23, 2024.

The City of Virginia Beach was awarded the **Distinguished Budget Presentation Award** by the Government Finance Officers Association of the United States and Canada for its annual budget for the fiscal year beginning on July 1, 2023.² This marks the 37th time that the City has been recognized for its commitment to ensuring transparency in budgeting.

To win the Distinguished Budget Presentation Award, the budgeting entity must meet national guidelines in four categories: policy document, financial plan, operations guide, and communications device. The budget needs to receive a proficient rating in all of these categories and fulfill 14 mandatory criteria within them.



RESIDENT SURVEY

Overall Value for Your City Tax Dollars and Fees (in %)³



■ EXCELLENT ■ GOOD ■ NEUTRAL ■ BELOW AVERAGE ■ POOR



As of October 31, 2023, the three rating agencies (S&P, Fitch, and Moody's) have issued their annual review to confirm the City's AAA bond rating.

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

Budget forecast sessions began in August 2023 and continue throughout the budget process to communicate information. Budget and Management Services developed a debt model for Virginia Beach City Public Schools (VBCPS), and the Five-Year Forecast

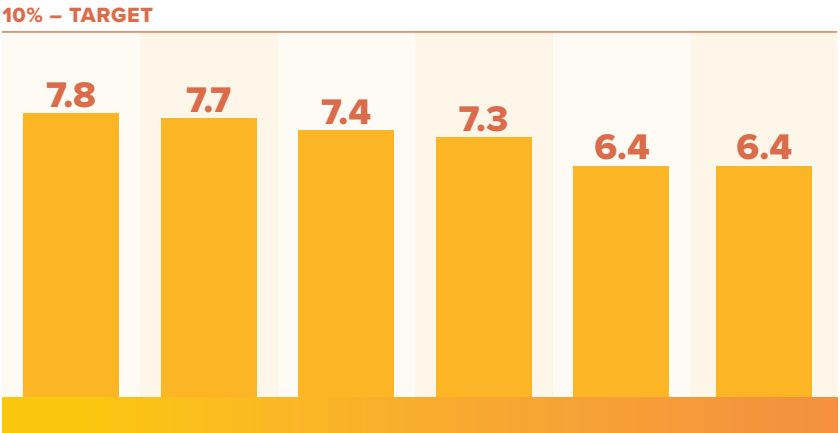
was presented to City Council as noted in initiative 1.1. In early 2024, VBCPS will present the costs of school modernization in accordance with the Public-Private Education Facilities and Infrastructure Act (PPEA) as directed by City Council.

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

The Department of Finance collaborated with the City's financial advisor, Davenport & Company LLC, on a monthly basis to create a debt capacity model. This model was completed in November 2023.

On December 12, 2023, Davenport & Company presented to City Council on financial scenarios regarding debt capacity and other related financial metrics.

Debt as a Percentage of the City's General Operating Budget⁴

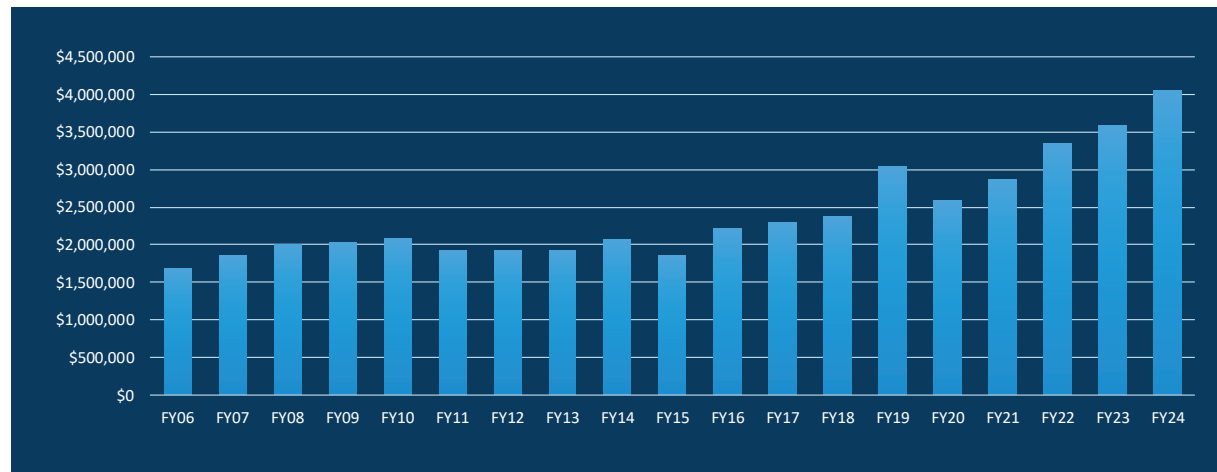


1.4 Complete a comprehensive review of the City's Community Organization Grant (COG), Regional Grant, and Arts and Humanities grant processes

During a retreat in August 2023, City Council requested an update on the various grant programs for non-profit organizations administered by the City. On October 10, 2023, Budget and Management Services presented information on the Community Organization Grant (COG), Regional Grant, and Arts and Humanities grant processes. This included background on the establishment of the COG Review and Allocation Committee in FY93, which annually reviews and determines awards to non-profit organizations that must submit financial and service delivery reports.

Regional Grants encompass non-profit organizations and also extend to regional colleges and governmental agencies—requiring the same reporting as COG grants (as of FY24). Regional Grants are funded through the formal budget process or via ordinance during the fiscal year. Arts and Humanities Commission members are appointed by City Council for a term of four years, and only non-profit and humanities organizations are eligible for annual funding; grant opportunities include project grants, community cultural arts grants, and leadership and development grants.

Regional Grants – Fiscal Year Allocations⁵



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

The Convention and Visitors Bureau hired the Institute for Service Research to conduct economic impact studies on eight marquee festivals and events that took place between April and November 2023. Some of these events and festivals were in the first or second year of production while others were

legacy events. As of November 14, 2023, five reports were completed and presented to City Council. The Convention and Visitors Bureau will work with City Leadership and City Council to establish a task force that will review policies on City support for festivals and events moving forward.

Return on Investment for Events⁶

EVENT	ECONOMIC IMPACT	CITY REVENUES	CITY EXPENSES	Return on Investment for Every \$1 Spent
Bulls and Barrels April 15 16		\$31K - \$35K (+\$90K) **		\$0.79-\$0.89
Something in the Water April 28 30	\$26.1M-\$29.2M	\$1.49M-\$1.68M (+\$54K)*	\$1.78M (-\$305K)***	\$1.04 - \$1.18
Jackalope June 2 4	\$12.5M-\$14.1M	\$592K-\$668K (+\$25K)*	\$1.32M	\$0.47 - \$0.53
North American Sand Soccer Championship June 9 11	\$12.3M-\$13.9M	\$648K-\$730K (+\$25K)*	\$44K	\$15.25 - \$17.19
Beach It! June 23 25	\$11.3M-\$12.8M	\$869K-\$979K (+\$46K)*	\$473K	\$1.93-\$2.17

* Estimated revenue for parking

** Ticket revenue for Bull and Barrels

*** Adjustment made due to the past expenses for College Beach Weekend

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

On September 5, 2023, City Council was presented with a draft policy to formalize the process for adopting the City's Legislative Agenda, and on September 19, 2023, City Council voted to adopt the new policy. The policy establishes a procedure for developing and adopting the annual General Assembly Legislative Agenda. The new policy includes new thresholds for proposing a legislative item, requiring at least three

Councilmembers, the Mayor, or City department(s) with the approval of the City Manager to propose an item, which aligns with City Council Meeting agenda procedures. It also includes a new threshold requiring two-thirds of City Council members to approve a regular legislative item in the final package and three-fourths of City Council for a Charter amendment.

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

The Dedications and Criteria for Use for the Tourism Investment Program (TIP) were created in 2020 and are still used during budget development. On October 10, 2023, information about contributions to special events supported by the TIP Fund was presented and discussed.

At the direction of City Council from the August 2023 Retreat, explorations are underway to review the current

criteria and determine if any adjustments or revisions are needed/recommended. On December 5, 2023, City Council voted to create a Festival and Special Events Taskforce that will be reviewing the Oceanfront Parks Policy and developing a festival funding review criteria and process that will be submitted to Council for consideration.

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

The Communications Office is analyzing Resident Survey data specific to each district to better inform civic engagement planning. Additionally, planning is underway to explore bringing on an Over-The-Top (OTT) television streaming solution to reach households that do not have cable access.

A Media and Communications Coordinator III was recently hired to assist the public engagement

team, and the Coordinator's current project involves developing a language access plan to enhance outreach with non-English-speaking individuals in the community. The Communications Office also submitted a grant application in November 2023 to secure funding for digitizing video reels and other archived materials maintained by the Multimedia Services Team.

RESIDENT SURVEY

Effectiveness of City Communication with the Public (in %)⁷



■ EXCELLENT ■ GOOD ■ NEUTRAL ■ BELOW AVERAGE ■ POOR



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

As of part of the Citywide Centralized Internship Program, intern applications are accepted in the departments of Emergency Management, Communications, Human Resources (HR), Fire, Public Utilities, Information Technology (IT), and Public Works for roles such as resource management and logistics, training, research analysis and planning, life safety education, health, and wellness. Of note, the most recent HR intern transitioned to a full-time role

with the Department of Emergency Communications and Citizen Services (ECCS).

In fall 2023, HR actively participated in 17 career fairs, networking events, and informational sessions offered by colleges and universities. HR also coordinated a citywide career fair at the Virginia Beach Convention Center, involving 18 City departments and attracting 561 attendees. To facilitate the application process, laptop stations were made available to assist candidates.

HR has actively participated in military career fairs, networking events, and conferences to build relationships with military personnel. They have partnered with the Family and Fleet Services/Transition Assistance Program and the Workforce Council to aid transitioning military members including resume updates, one-on-one support, and other career development opportunities. Additionally, a position requisition on the City's careers page for transitioning military members to apply directly was created.

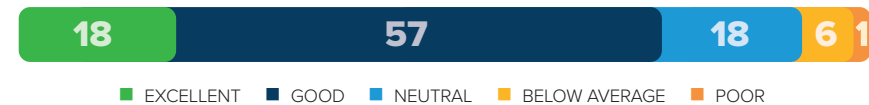
HR is working on a new SkillBridge program including training plans for roles such as HR Specialist, IT Systems Engineer,

Engineer, Mechanic Technician, and roles within Emergency Management.⁸ Within the program, a pipeline is being created to capture interested candidates and for outreach closer to their available start date.

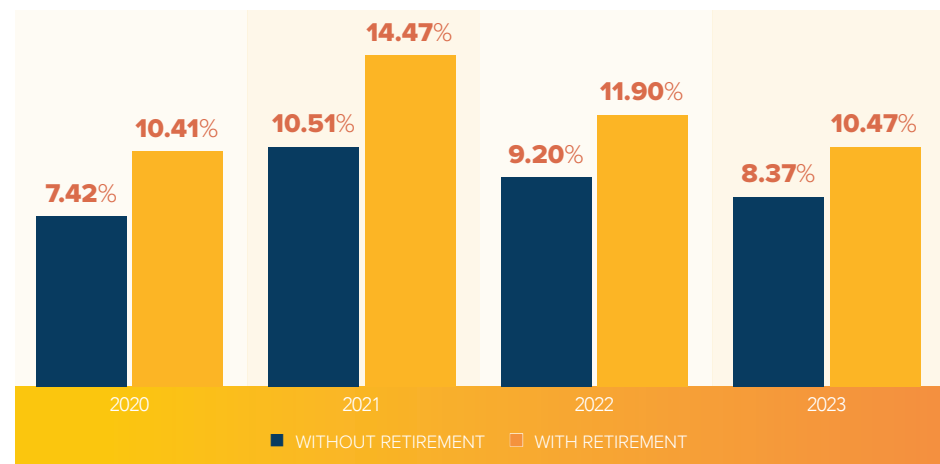
A 30- and 60-day feedback survey for new hires has been developed to collect data on the onboarding/orientation process at both the Citywide and departmental levels. The survey will allow HR to analyze trends, identify and address gaps, and standardize processes in order to improve retention rates. The first survey was deployed on October 5, 2023.

RESIDENT SURVEY

Overall Quality of Services Provided by the City of Virginia Beach (in %)⁹



Turnover Rate¹⁰



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

Service Awards were held in December 2024 to honor 65 employees who have dedicated decades of service to the City of Virginia Beach, including five retirees who reached a milestone during the calendar year. The breakdown of employees by years of service is as follows:

Years of Service	Number of Employees
30	25
35	26
40	11
45	3



A new recognition initiative, Sharing Employee Excellence (SEE), was established in May 2023 to celebrate and showcase employee excellence

in the City. As a part of this initiative, an internal SEE webpage offers information on how recognition and rewards can enhance morale, retain talent, and foster a sense of belonging. Additionally, it provides resources, ideas, and affordable options to encourage appreciation for the outstanding work of colleagues, teams, and Citywide staff.

A new Member Communications Program was launched in July 2023 to enhance employee engagement. This program aims to promote effective knowledge sharing, encourage employee connection, and keep employees updated with City news and events. The program uses multiple channels such as newsletters, 60-second videos, Microsoft Teams, and emails to communicate with employees.

1.11 Foster an organizational culture that encourages continuous improvement



The Great Solutions Citywide Continuous Improvement Program was officially launched on November 15, 2023. The program encourages all City employees to submit ideas that may lead to better service quality. To promote the program, the Office of Performance and Accountability (OPA) partnered with the Communications Office to create the logo, certificates, and communication plan. Online and hardcopy forms were designed to facilitate easy access for participants in both

administrative and operational roles, and initial flyer designs were completed to advertise the program.

OPA launched a pilot training program called the Strategic Analytics Academy (SAA). SAA provides training for City staff on organizational and workforce skill-based needs, such as process improvement, strategic planning, and data analysis. The first round of classes have been completed and additional classes started in January 2024.

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

Public Works held meetings in November 2023 and January 2024 to initiate discussions about the City-owned properties included in this initiative. As the department begins a thorough analysis of the

properties, this meeting marked the first step in the process, serving as a kick-off point to explore the nuances of each property.

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

The Public Works Fleet Management Group recently completed a major upgrade to its work management system. After more than a year of planning, the group transitioned from an on-premises server to a cloud-based Software as a Service (SaaS) solution provided by AssetWorks/FleetFocus in October 2023.

Upgrades for controllers at 77 fuel locations were completed five months ahead of schedule. The upgrade involved replacing the end-of-life controller and updating the communications infrastructure from baud modems with copper wire to the Edge 360 Cell Phone Cards; this helped avoid an annual maintenance fee of \$40,000.¹¹

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

As part of the AssetWorks/FacilityForce implementation, Phase II is currently focused on the Lease Management module. Stakeholders are currently data mining to complete load sheets so that the module implementation can move forward. Once implemented, the Lease Management module will pave the way for the additional modules in Phase II, including the Facility Condition Assessment (FCA) module.

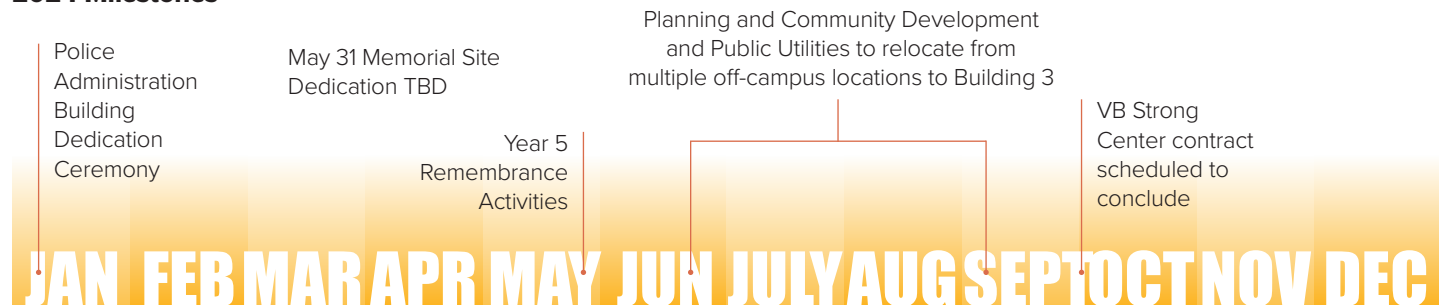
The assessment of all City-owned buildings and their associated components is expected to be completed after the FCA module implementation. Stakeholders are also exploring newer technologies and innovative methods to increase efficiency in data collection and condition assessment.

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

Public Works presented information to City Council regarding Municipal Buildings 2, 3, and 11 and associated employee relocations during a Special Formal Session on October 24, 2023. The presentation

covered upcoming milestones for 2024, building renovation statuses, updates on the construction timeline and budget, and transitional support services for employees.

2024 Milestones



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



The Virginia Beach Police Department (VBPD) hosted a dedication ceremony for its new Police Headquarters in new Building 11 (formerly Building 2) on January 9, 2024. Prior to the move, building tours were offered to City Council members, employees previously located in Building 2, victims' families, and the media.



ENVISION



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.

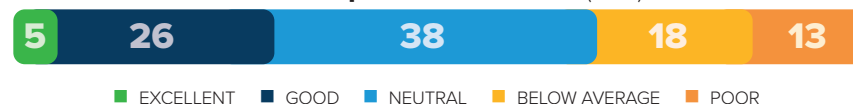
2.1 Complete the 2040 Comprehensive Plan update

The Planning Department has asked residents to provide input that will shape the path forward over the next 20 years through the Comprehensive Plan update.¹² To gather this information, surveys were administered to residents in 2019 and 2022; a total of 10 focus groups and four public workshops were held between July and November 2023, and there will be six additional public meetings scheduled in 2024. City Council will continue to receive monthly updates.



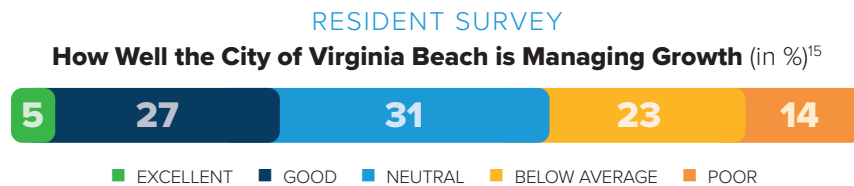
RESIDENT SURVEY

Your Familiarity with the City of Virginia Beach's Plans for Development and Growth (in %)¹³

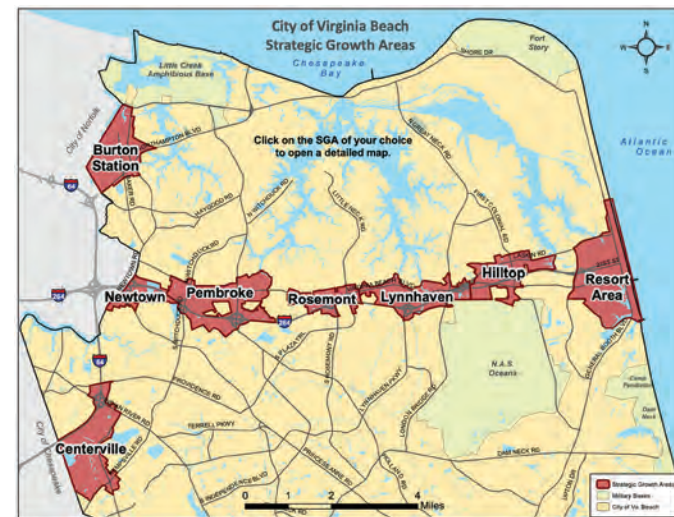


2.2 Review and reaffirm or revise the City's Strategic Growth Areas (SGAs) as part of the Comprehensive Plan update to ensure appropriate development and economic growth opportunities while preserving rural and suburban areas

Based on the surveys and focus groups listed in initiative 2.1, public input results show that residents support ideas such as preserving the rural area of the city, protecting established suburban neighborhoods from encroachment of non-residential development, and focusing development and redevelopment along major transportation corridors. More public input will be gathered in early 2024. Based on the combined public engagement input, specific policy proposals will be drafted to support the desires of Virginia Beach residents.



Virginia Beach Strategic Growth Areas¹⁴



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

Based on the outcome of the 2040 Comprehensive Plan update (initiative 2.1), zoning changes may be

warranted, in which case a consultancy process can be pursued. Further updates on this are anticipated in FY25.

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

The Planning Department is currently reviewing existing documentation regarding enhanced public engagement for land use applications to determine what modifications may be required, with a potential toolkit for both staff and developers. The toolkit may include

a comprehensive list of application requirements and policies, as well as required outreach measures to relay information and details to surrounding residents and property owners. Once a proposal is ready, it will be presented to the Planning Commission and City Council.

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

The Planning Department is currently reviewing internal documentation and other resources. The Planning Department, Public Works, and Economic

Development are actively collaborating to create resources for City Council to be able to easily identify properties and their designations.

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

The City has been pivoting from greenfield/new development to infill and redevelopment. This is more costly in most cases and therefore important to ensure residents understand the benefits of such a strategy.

The Planning Department is exploring ways to further the dialogue with residents and currently has a Communications staff member within the Planning Department to assist in this endeavor.

2.7 Identify areas for potential infill development and/or redevelopment

The Planning Department is currently researching City and non-City owned properties that are suitable for infill development and/or redevelopment. Research is underway on related work completed to date, best practices, and tools that are suitable for this project.

The Planning Department will continue to work with City leadership to identify other departments that may need access to related information, how it will be utilized, and what resources and expertise are needed.

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

Project submittals, review cycles, and timeliness continue to be monitored through the City's Stat program along with monthly reporting to the Process Improvement Steering Committee (PISC). IT recently developed and implemented an internal database to help streamline processes within the Development Services Center.

Several new initiatives will be implemented in early 2024. These initiatives include a pilot program to streamline the utility permit process with Dominion Energy for minor repairs, updating the residential demolition permits to ensure utilities are properly disconnected prior to demolition, and enhancements to the customer-facing side of Accela to provide clarity and automated notifications.

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

The Housing and Neighborhood Preservation Department is working with the Virginia Center for Housing Research (VCHR) at Virginia Tech to complete an in-depth housing study of the City. From January through April 2023, residents were invited to participate and provide input during meetings—both virtual and in-person, as well as through a survey conducted online.¹⁶ From March through May 2023, community experts like builders, realtors, lenders, businesses, housing providers, and elected officials were asked to give

their input. Council was briefed by representatives from VCHR and Housing Forward VA on August 8, 2023 and September 26, 2023 including key findings from the housing study and potential goals and solution options. City Council was briefed on final report highlights and insights on January 23, 2024.



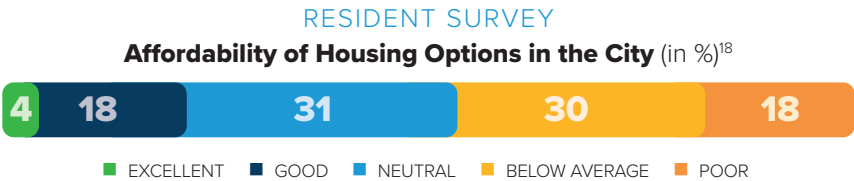
US Census, American Community Survey — Percentage of Renters/Homeowners Cost-Burdened¹⁷

		Cost-Burdened	
	2022	Count	Percentage
Total Households/Occupied units	179,752	64,093	36%
Owned Units	114,026	29,383	26%
Rental Units	65,726	34,710	53%

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

The development and presentation of affordable housing funding is reliant upon the completion and official approval of the housing study noted in initiative

2.9. Once City Council has approved the plan and provided guidance, the creation of the implementation plan can begin.



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

In collaboration with OPA and within the VBStat program, the Planning Department is reviewing use cases in other municipalities, assessing best practices, and determining the scope and feasibility of expedited

services in Virginia Beach. As progress with Accela advances through the upcoming planned work, a baseline for current review times can be better assessed and next steps and goals can be determined.

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

Amendments to the Constitution of Virginia require that legislation pass the General Assembly twice. The first such approval is often in the same year that the members of the General Assembly are up for re-election.¹⁹ Therefore, the process to amend the Virginia Constitution to give localities the authority to create tax abatement programs for affordable/attainable housing should be pursued during the 2025 General Assembly session.

As an alternative to the constitutional amendment approach, an option for exploration is the use of the Virginia Beach Development Authority (VBDA) and the development of a grant program offsetting real estate taxes. The amount to be offset could be partial or the entirety of the real estate property tax and could be used as an incentive tool for the development of affordable housing.

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

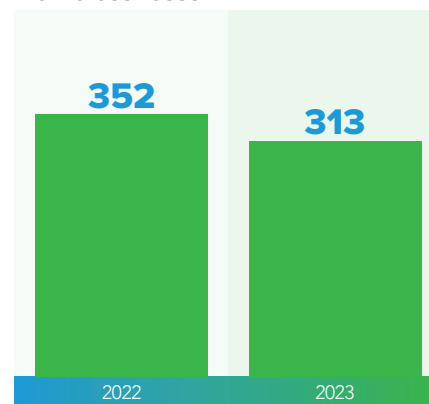
The Housing Department and the Communications Office are partnering to develop a “Housing Matters” campaign to help inform the public on key aspects and myths of affordable housing. Feedback from recent public input and assistance from a consultant are

being used to guide the nature of information to be disseminated. A survey will be developed in April 2024 to help gauge current public understanding about the topic, and will be repeated after one year to assess the effectiveness of the content provided.

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

The Housing Department is working to compile recommendations and strategies to address homelessness in Virginia Beach. A public input meeting and unsheltered homelessness panel discussion was held in November 2023 for residents to provide feedback on the Community of One Plan and engage with service providers and community partners. Additionally, a study of best practices for addressing encampment and unsheltered residents is underway, and the Housing Department plans to present to City Council once the public input process has been completed.

**Annual Point in Time Data —
Number of Persons Experiencing
Homelessness²⁰**



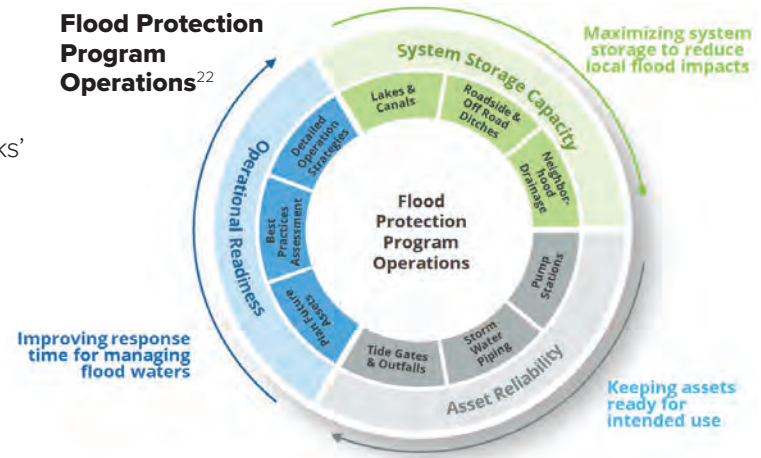
2.15 Continue to implement the Flood Prevention Bond Referendum through the ongoing execution of the Flood Protection Program

The Flood Prevention Bond Referendum Oversight Board is comprised of seven Virginia Beach residents. The Board is responsible for providing City Council with regular briefings addressing more than 40 projects,

as well as reporting on work to eliminate the backlog in the maintenance of the city's legacy ditches, canals, and ponds.

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

Quarterly updates were provided to City Council on September 19, 2023 and December 5, 2023, including status updates, goals and objectives for the upcoming year, and recommendations to City Council. Public Works' webpage also provides meeting agendas, staff reports, Flood Protection Program status reports, and meeting minutes for the monthly meetings between the Flood Prevention Bond Referendum Oversight Board and the Flood Protection Program Governance Team.²¹



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

Public Works collaborated with IT, Jacobs Engineering Group, and ROK Technologies to launch a Flood Model Visualization and Exposure Tool in November 2023.²³ The tool shows model scenarios for the Eastern Shore

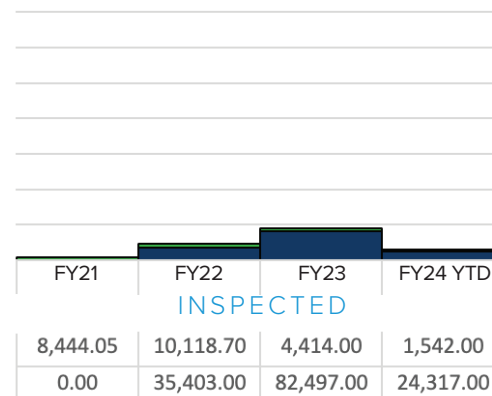
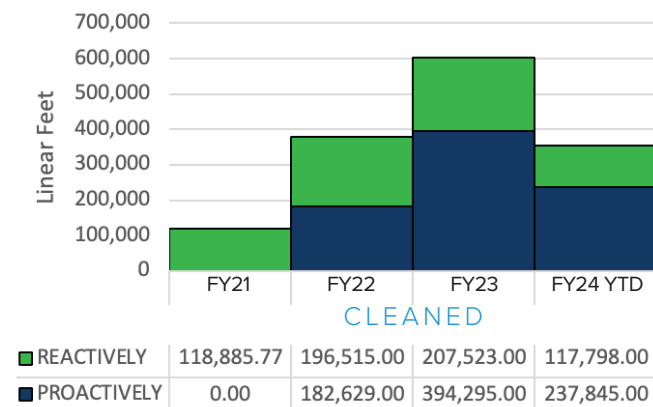
Drive Phase 1 project; updates will be made to show models for additional project areas as they become available.

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

Current stormwater maintenance activities are being tracked and analyzed as part of the American Rescue Plan Act (ARPA) projects and the Flood Protection Plan. When compared to FY22, 59% more stormwater pipe

was cleaned in FY23 (601,818 linear feet) as well as 116% more pipe was cleaned proactively (394,295 linear feet)—as opposed to reactively.²⁴

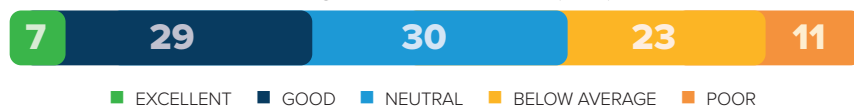
Stormwater Pipe Cleaned and Inspected by Year²⁵



FY24 YTD reflects data from July 1, 2023 through November 30, 2023.

RESIDENT SURVEY

Stormwater Management and Flood Control on Neighborhood Streets (in %)²⁶



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

Public Works has completed Master Plans for eight drainage basins: Little Creek, Lake Taylor, Broad Bay, Oceanfront, Linkhorn Bay, Upper West Neck Creek, Dam Neck, and Elizabeth River. Draft Master Plans have been received for the remaining seven drainage basins: Thalia

Creek, Western Lynnhaven River, Eastern Lynnhaven River, Upper North Landing River, London Bridge Creek, Wolfsnare Creek, and Lower Southern Rivers. All fifteen Master Plans will be completed by spring 2024.

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

The Department of Economic Development has recently helped to facilitate several high-impact decisions that are set to bring over 1,500 new full-time jobs to Virginia Beach. These efforts include DOMA Technologies, which is currently located in Virginia Beach and employing more than 200 people, is set to add 275 full-time jobs. Thayar Mahan, an offshore wind company, will create 40 new full-time jobs paying an average of \$125,000 per year. Marketing the City's international incubator has seen successes such as Chorus

Intelligence, a United Kingdom company, moving its headquarters to Town Center. Amazon broke ground on a new 3.6 million square foot project housing a robotics and a delivery facility, bringing over 1,000 full-time jobs. City Council also approved the City's membership in the Eastern Virginia Regional Industrial Facility Authority, which allows for localities in the same region to cooperate in the development of facilities and share in the revenue generated by such development projects.²⁷

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

Alongside initiative 2.7, the Planning Department is also currently taking inventory of City and non-City

owned properties that are suitable for industrial and business expansion opportunities.

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

The City has contracted with WSP to work on this project, which includes a Comprehensive Stormwater Management Plan.²⁸ The Notice to Proceed (NTP) for the design of the 17th Street Regional Stormwater

Management Facility (SWMF) was issued in December 2023. Site access letters were sent in early January 2024, and surveying, geotechnical and environmental investigations are underway.

2.23 Review and address recommendations included in the Talent Pipeline Report

Economic Development has worked towards reinforcing and helping to promote education and training opportunities that strengthen the talent pipeline through the HIVE, and partnerships with Virginia Wesleyan University and Maxbyte.

The City continues to focus on attracting talent through a robust marketing campaign and supporting existing retention programs for veterans and young professionals; these programs include YesVirginiaBeachWorks!, V3 certified business

meetings, and transitional training for military spouses and veterans.²⁹ Economic Development has worked towards expanding organizational capacity to identify specific workforce initiatives for employers and facilitate connections with partners.

RESIDENT SURVEY

Access to job opportunities that match your skills (in %)³⁰



■ EXCELLENT ■ GOOD ■ NEUTRAL ■ BELOW AVERAGE ■ POOR

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

IT has joined forces with Global Internet Hub (GIH), an organization with a goal of making the Richmond/Hampton Roads area the “World’s Next Global Internet Hub.”³¹ Work is underway to assess the needs of companies in the digital infrastructure ecosystem for both technical talent and support services. IT will begin

to brief the State Council of Higher Education for Virginia (SCHEV) and the Virginia Community College System (VCCS) on their efforts to attract quality talent to Virginia Beach. Work will also be done to build on the TEconomy Partners’ report on Strategic Pathways for Advancing Data Sciences in Hampton Roads.³²

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

Since helping to create the offshore wind technician training labs at Tidewater Community College (TCC), Economic Development is now working with TCC to expand that program to offer Global Wind Organization (GWO) training—a vital component in preparing a workforce for the offshore wind industry. Economic

Development has also partnered with VBCPS' Advanced Technology Center, where a Renewable Energy Program facility was opened in October 2023. This facility will support students as they learn about different technologies used in clean energy production.

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



The Transportation Planning Division has developed a survey to gain input on the Master Transportation Plan. The survey became available through SpeakUpVB.com in January 2024 and will remain open through March 22. Public Works and the Planning Department have also

worked on edits to the Primary Roadway Network Map so that main roadways are captured accurately.³³ The Traffic Engineering Division has met with Hampton Roads Transportation Planning Organization (HRTPO) to discuss the regional model, which is the genesis of Virginia Beach's City-Centric Model.

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

Several opportunities currently exist for the Central Beach District. Economic Development has received a proposal for a mixed-use project across from the Convention Center that would include retail, hotel, and residential space, along with 3,500 parking spaces

across multiple garages. This project would include units dedicated to workforce housing.

Construction has already begun on Atlantic Park that includes apartments, retail, office space, and a state-of-the-art wave park.

2.28 Identify City project opportunities to use alternative energy sources

Public Works and the City Attorney's Office have worked together to investigate the logistics of solar energy. Code requirements and statutory bidding requirements are among the topics that have been explored. The best pathway to being able to execute rooftop solar projects will be determined in the near future.

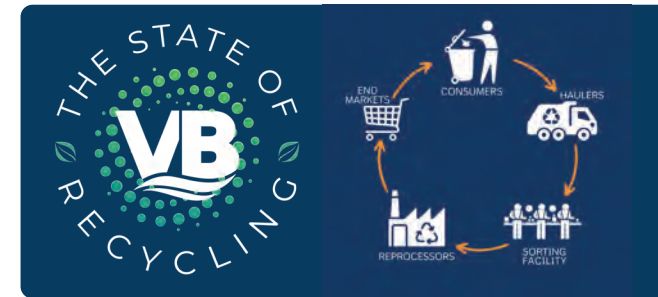
Electric vehicle charging stations have also

been studied. Sixty sites have been identified as feasible locations for electric vehicle charging. Grant opportunities have been explored and a decision from the Virginia Department of Transportation in this matter is pending. The Department of Finance has been asked to develop a Request for Qualification (RFQ) to solicit bids for installation and maintenance of electric vehicle charging stations should the City be awarded the grant.

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

The City currently has a contract with Tidewater Fibre Corp (TFC) for its curbside recycling needs that is set to expire in June 2024. A public input survey for the future of the City's Recycling Program was open in October and November 2023 where residents were able to learn information about the current program and

give feedback on what they'd like to see moving forward. Survey results will be provided in a report to City Leadership for further guidance and made available to the public on the project page.³⁴



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 119-mile fiber-optic network that will increase data capacity and provide greater connectivity for all users. Construction permits have been submitted for approval which cover digging, boring, trenching, and placing conduit in the ground to serve as housing for fiber. There will be a total of 36 miles of fiber infrastructure installed

within the city for this project, which required a total of 29 permits to be submitted. Twenty-nine of the 29 submissions have been approved by the City of Virginia Beach, with the remaining four under review.³⁵ Construction work for the City's fiber by the Southside Network Authority is ongoing.



INTEGRATE

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

HOPE seeks to recognize and strengthen those who are committed to making their community and Virginia Beach an even better place through a certification program and cross-group networking. Leading up to the 2023 State of the City, individuals or businesses/nonprofits were able to take a pledge to be a Champion of HOPE. Three selected

applicants were highlighted at the signature annual event—one individual honoree, a community group honoree, and a business/corporate honoree. Currently, this initiative is being operationalized into a phased approach to achieve optimal results and outcomes.



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

The Department of Human Services (DHS) last briefed City Council on this topic in June 2023. In September 2023, the Behavioral Health Director and the Child and Youth Clinical Services Administrator attended a District 3 Town Hall Meeting to address the state of mental

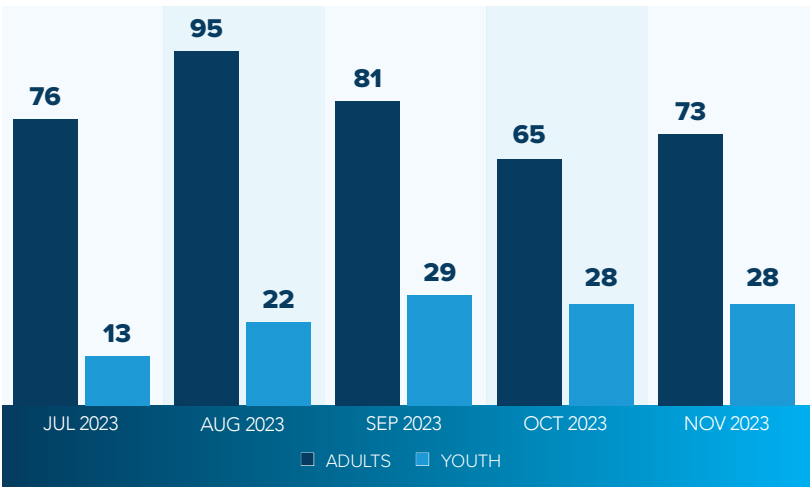
health in Virginia Beach and how to access services. DHS leadership is also scheduled to brief City Council of the state of mental health as well as relaying new and/or evolving initiatives in March 2024.

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)

DHS has facilitated two Town Halls, five District Listening sessions, and a community survey to share information about current addiction services and gain community input about future planning. From July 2023 through October 2023, DHS staff provided 49 community trainings to 4,658 individuals aiming to increase knowledge of behavioral health conditions, services, and resources. DHS staff also participated in 21 community events between July 2023 and October 2023 to increase awareness about services, with 3,935 individuals participating.

Additionally, DHS has launched two media campaigns through iHeartRadio—one for opioid abuse and another for suicide awareness. Campaign impressions and clicks for each are shown at right.³⁶

Number of individuals served through the DHS' same-day access to behavioral health assessment program³⁷



	Impressions	Clicks
July 2023	367,677	187
August 2023	278,051	141
September 2023	284,795	200
October 2023	304,893	120
Total	1,235,416	648

Suicide Awareness Media Campaign

	Impressions	Clicks
July 2023	484,303	662
August 2023	390,988	518
September 2023	327,886	429
Total	1,203,177	1,609

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

The MCRT continues to have high success rates with diversion from arrest for individuals in a behavioral health crisis averaging over 95%. Additionally, the team has been successful in avoiding an involuntary hospitalization approximately 90% of the time. Officer shortages have impacted the ability of the team to operate consistently during its scheduled hours of operation and prevented the ability to extend coverage for longer hours over the weekend.

2023 MCRT Data ³⁸				
	July	Aug	Sept	Oct
Total MCRT Responses	39	48	35	49
Number avoiding arrest and involuntary hospitalization	31	40	29	44

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

Behavioral Health Services' expansion in schools—including Outpatient Services—was approved for FY24. Two Clinician III positions were transferred to the Child and Youth Behavioral Health (CYBH) Division to begin offering outpatient services.

Collaboration between the DHS CYBH Administrator and VBCPS to discuss new programming, the required credentials for outpatient clinicians, and the type of treatment modalities that would be most impactful is ongoing. The CYBH Clinical Services Administrator and the CYBH School Liaison participate in the School Mental Health Taskforce and the VB School Safety Task Force monthly to discuss access and mental health response needs of students. Additionally, training for all VBPD

School Resource Officers was provided in August 2023 on the use of 988 and the Youth Mobile Crisis Response team available to aid students who may be experiencing a mental health crisis.

The Rapid Response Program continues to receive referrals from VBCPS for free assessment and referrals for elementary-aged students. Twenty-two referrals have been received in the current school term for a total of 114 received since the program launched in February 2023.

In October 2023, CYBH began coordinating with Care Solace, a mental health referral platform, to aid in linking students with needed services and provide rapid entry to services through Same Day Access for students who may be on Medicaid or uninsured.

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

The Department of Parks and Recreation is exploring the concept of monthly Wellness Walks that will cover multiple dimensions of wellness to include physical, emotional, financial, and environmental areas. During these walks, potential professionals

to lead these discussions include wellness coaches, physicians, counselors/therapists, financial planners, and environmental specialists. Parks and Recreation aims to begin these efforts by summer 2024.

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

DHS Emergency Services and ECCS began to pilot this initiative in the beginning of November 2023. The pilot places a DHS Emergency Services supervisor or team leader onsite at ECCS two days a week to assist

with calls that come into 911 that appear to be related to a mental health crisis. Data will be collected during the 90-day pilot to evaluate the impact and effectiveness of this collaborative effort.

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

DHS has facilitated two Town Halls, five District Listening sessions, and a community survey in the local area to gain community input. Given the sensitive nature of the opioid crisis, public attendance at these sessions was lower than expected. Staff has developed additional strategies for more feedback including a survey that community outreach workers can take to the targeted population to gather their input.

Following the last held regional town hall, DHS has been actively participating in monthly regional planning meetings. The next step for the regional group is to compile all necessary data to make recommendations for a regional proposal. The subcommittee working on the needs assessment and gap analysis started meeting as of November 2023 to assist the individual cities as well as the region to determine areas of focus for future opioid abatement 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 March 2022, Virginia Beach Fire Department (VBFD) and Emergency Medical Services (VBEMS) were approached by the Virginia Beach Department of Health's Chief Community Development Officer to share data on social vulnerability and health equity initiatives as well as work collaboratively with education teams to attend community outreach events. Through a collaborative effort, VBEMS, VBFD, DHS, and VB Department of Health began coordinating the Aging in Place (AIP) initiative.

The aim of the AIP pilot program is to reduce the occurrence of frequent non-emergency calls on the 911 system by offering enhanced support to older residents who have often used emergency services. The Community Development Team and AIP Program grew from understanding the need to bridge gaps in care for multi-visit patients. Once needs are identified, AIP can refer the individual to relevant local services and community organizations. AIP will also provide follow-up over six months to provide continued support and reassess the individual's needs and the

program's effectiveness. AIP will hopefully be the first step in beginning a broader Mobile Integrated Healthcare program.

VBFD and VBEMS staff will complete referrals with residents who would most benefit from the program. The focus population includes older residents living independently. The desired outcome would be to identify frequent non-emergency 911 callers at high risk for falling or patients who have called 911 for a fall, lift assist, or other movement assistance. The AIP team will then visit the resident at home and complete a holistic assessment of their needs.

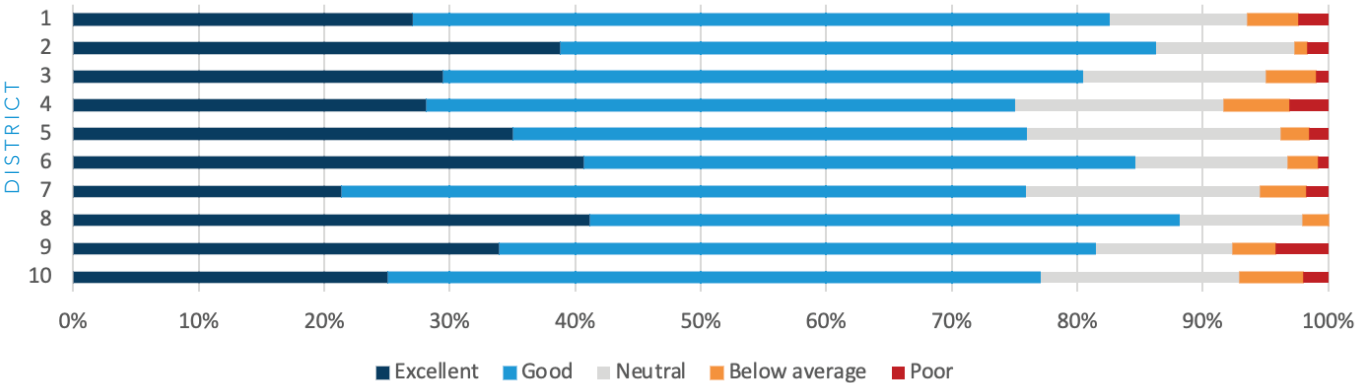
To date, work on implementing the AIP program includes both setting up the Grant Account, as well as executing a Memorandum of Understanding (MOU). Staff have been trained on referrals and six providers have completed AIP assessment training. By the end of calendar year 2023, 37 referrals were received and 18 home visits completed.³⁹ Additionally, three clients were admitted to rehabilitation or the hospital since their referral.⁴⁰

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

A plan of action to engage the community in the creation of district identifier (including names) was developed and presented to City Council on October 24, 2023. Goals of this plan include developing a consistent look for district-specific communications, as well as consistent use of district identities used in Council agendas and town halls.

RESIDENT SURVEY

Sense of Attachment to and Pride in Neighborhood and Community⁴¹



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

Cultural Affairs aims to provide support to leverage art for building placemaking and a sense of identity in Virginia Beach. One major achievement was the support provided to a Culture Meets Commerce event in September 2023, where creative, entrepreneurial, and corporate business communities were invited to network and connect. Cultural Affairs has also continued its support of the ViBe Creative District's efforts to

build an artistic space in the city. Additionally, in the October 2023 Arts & Humanities Commission meeting, Commissioners reinforced their commitment to helping identify and connect potential partners. Cultural Affairs is currently exploring the feasibility of hosting a future placemaking workshop with experts and leaders in both the community and small business industry.

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

While work on the capacity mapping is still being planned out, Cultural Affairs has been exploring the feasibility of the placemaking workshop described in initiative 3.11, as well as researching grants and

mini-grants, including those administered by the Local Initiatives Support Corporation (LISC), which helps connect local groups with capital and technical resources.⁴²

3.13 Enhance the reach and distribution of arts throughout the city

In a collaborative effort with IT, a district overlay on the online public art map to show existing locations of public art has been created. Cultural Affairs has also identified target locations throughout the City for a scheduled multicultural performance series titled Virginia Beach Globally Inspired Gatherings (VBGIGs).

In July 2023, Cultural Affairs launched a nationwide call to artists to develop concepts for the Historic Kempsville sculpture and received 62 submissions from 25 states and District of Columbia. Additionally, Cultural Affairs has continued to research costs for additional utility box wrap and to increase public art throughout the city.



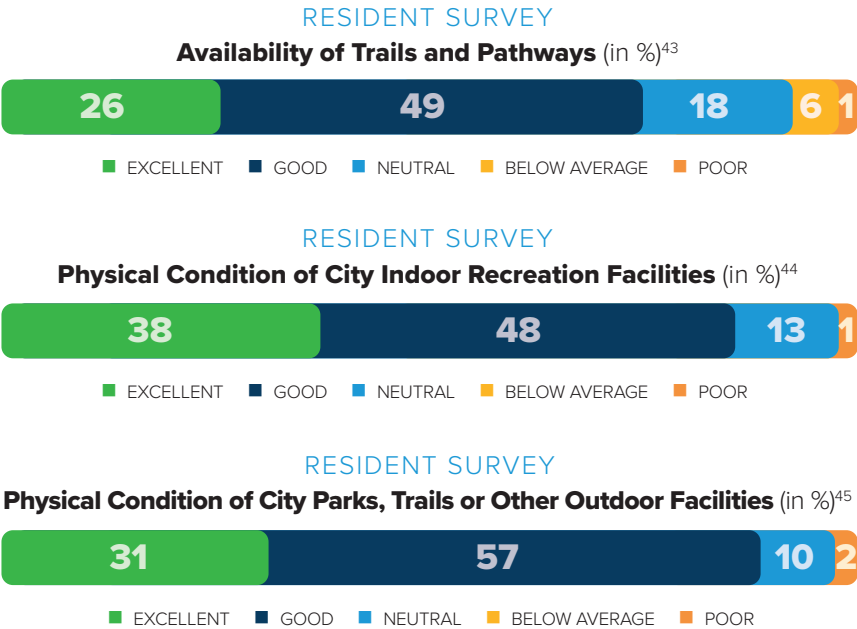
3.14 Explore dedicated funding opportunities that comparable municipalities use to support culture and arts

Cultural Affairs has begun researching dedicated funding opportunities. Starting with a review of Americans for the Arts’ newly released Arts and

Economic Prosperity Study, Cultural Affairs plans to begin analyzing how other localities have funded arts and culture programs.

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

Parks and Recreation will be working with Budget and Management Services to evaluate the scope and timeline of a future presentation to brief City Council pursuant to this initiative.



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

City staff presented potential bond scenarios (including amounts and projects) to City Council on August 8, 2023. The Parks and Recreation biennial Needs Assessment Survey includes questions

pertaining to a potential bond. This survey was administered in December 2023 to a random sample of Virginia Beach residents; results are anticipated in February 2024.

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

Rudee Loop has been identified as the top priority for green space, with 71% of city residents expressing support for this use via Public Input online survey.⁴⁶ The City is planning to issue a RFQ for a consultant team with qualified national or international experience

developing iconic park spaces. The RFQ process was presented to City Council on October 17, 2023, and in November 2023, \$4 million was appropriated to the design process; the RFQ is expected to post for solicitation in February 2024.

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

A Legislative Agenda item was researched and written, working with the Chief of the Virginia Beach Fire Department (VBFD) and the City Attorney's Office. City Council voted to include this item as part of the 2024

Legislative Agenda during its November 14, 2023 formal session. Legislative Affairs in the City Manager's Office is currently working with members of the Virginia Beach delegation to advance legislation on the matter.

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

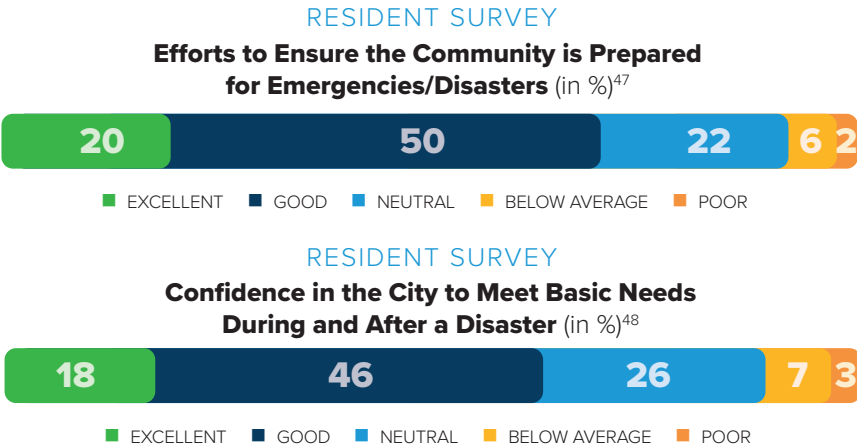
The Department of Emergency Management (VBEM) has worked individually and in partnership with others to develop and implement emergency preparedness curriculums to improve outreach efforts across the community.

VBEM developed an Emergency Preparedness Curriculum designed to teach elementary-aged children about disaster preparedness and safety. VBCPS and the VBFD’s Public Education & Life Safety Division approved the curriculum to be delivered as part of its Science, Technology, Engineering, and Mathematics (STEM) program. VBEM is currently delivering the program to all 4th and 5th grade students across the City’s 55 elementary schools. As of December 2023, staff had delivered this offering to 29 elementary schools, with the remaining 26 schools scheduled to receive the training over the winter and spring of 2024.

Additionally, the Critical Infrastructure Security and Protection Course was developed to engage and train relevant internal City departments as well as local partners providing essential services to the community. The

course uses recent examples from across the country to demonstrate simple ways of identifying signs of vandalism that could correlate to a more significant concern, how to report any concerns, and common methods used to disrupt essential public services. Since the beginning of the fiscal year, the course has been presented to key community partners twice, with offerings now being expanded to include the region and state.

VBEM has also presented to several civic leagues and community groups about various preparedness and safety topics. Topics include disaster preparedness, hurricane or severe weather, and active threat training.



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

Preliminary planning has started through the completion of a survey on existing facilities—performed with members of both the VBPD and Sheriff’s Office—capturing a baseline of how the current facility performs, how it is used by the staff, and a review of all spaces as currently planned.

Subsequent site visits will be scheduled to see spaces as they are being actively used. These surveys allow the design team to consider programs, adjacencies, gaps in facilities, and opportunities for enhancements as the conceptual planning continues.

The concept study document is on schedule to be completed by the end of February 2024.

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

ECCS has ongoing hiring efforts for the Public Safety Emergency Telecommunicator (PSET) and Public Safety Emergency Call Taker (PSECT) classifications. ECCS has also received approval from City Council to appropriate grant funds received from Virginia Department of Emergency Management for 911 employee recognition. ECCS leadership has worked with HR’s Staffing and Compensation to increase 911 and 311 employees’ salaries by two pay grades to aid in retaining call takers.

VBEMS has made great strides in staffing within FY24, with leadership roles filled including Chief and two Deputy Chiefs. VBEMS held the inaugural full-time Advanced EMT (AEMT) Academy, with 10 full-time AEMTs hired and graduated. Additionally, 13 new full-time Paramedics and 12 part-time Paramedics started in November 2023.

Pursuant to training and continuous learning, 79 various class sessions were held in September 2023, 61 in October 2023, and 66 in November 2023.⁴⁹ The Attendant in Charge (AIC) Program provides oversight of patient care on an ambulance; new employees must complete a thorough orientation process to ensure that the patient care they provide is of the highest quality. Eighteen providers were released as AICs in September 2023, and 13 were released in October 2023. VBEMS, in collaboration with local VBEMS Physicians and Sentara Virginia Beach Hospital, also hosted a Mini-Symposium consisting of eight one-hour physician-led lectures and two hands-on skill stations, which was offered to VBEMS members from across the region.





In collaboration with the Tidewater EMS Council (TEMS) and other local agencies, EMS' Whole Blood Initiative continues. In September 2023, a second unit of whole blood was deployed in Virginia Beach and is available to treat eligible patients. In November 2023, TEMS held a Whole Blood Luncheon at which eight Virginia Beach Paramedics were recognized for administering whole blood. Regionally, TEMS has demonstrated a 28% reduction in mortality rates.

Of note, as of October 2023, VBEMS' out-of-hospital cardiac arrest survival rates were trending around 50% which was higher than the national average of around 30%.

VBFD opened Fire Station 22—Burton Station in mid-March 2023, which houses both an Engine and Ladder that is staffed 24/7. Engine 22 has responded to over 1,221 calls for service in its first due response area and 1,361 total responses since its opening. Crews have also responded to 21 structure fires, one occurring within days of the station's opening.⁵⁰

The Marine Team expanded its service capacity to meet the growing need for water-based rescue and fire response by

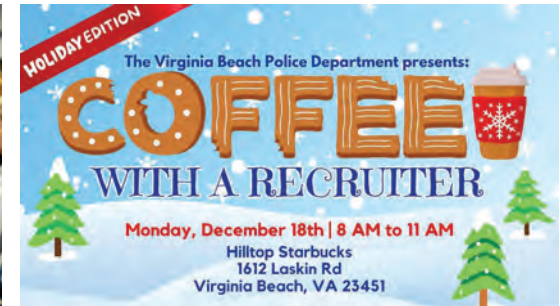
adding a Jet Ski Response Program. VBFD hosted and led a Marine Academy Program and completed training in the following areas: Surface Water Rescue, Surf Rescue, Swiftwater Rescue, Shipboard Firefighting and Command, and United States Coast Guard Search and Rescue. The team also completed a Flood Response Plan and participated in regional training for major incident response. Over the last calendar year, VBFD has responded to 91 marine-related incidents. During many of these emergencies, VBFD crews faced extreme conditions, rescuing eight individuals from potentially fatal outcomes.

The Unmanned Aircraft Systems (UAS) Program has expanded to members of Station 17 at Sandbridge. The station has five personnel trained to use a drone based on Engine 17. Drone uses include, but are not limited to, search and rescue, swimmers and boaters in distress, brush fire visualization, and support of special events and city services.

The VBFD Technical Rescue Program acquired 10 Aqua Lung Rapid Dive Kits, which are designed to allow the rescue diver to rapidly enter the water to search for persons trapped in submerged vehicles, near-shore drownings, and overturned boats. A kit can be placed in service within one minute upon arrival at the emergency scene, increasing the survivability profile of a person trapped in a submerged environment.

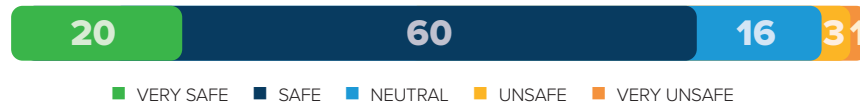


VBPD continues its focus on addressing Part I Crime (Violent and Property) through data driven analysis, community engagement, and collaboration with local and federal partners. VBPD is currently undergoing a seamless transition into the new Police Administration Building/First Precinct which will provide employees with a modern working environment from which to provide exceptional customer service. Continued efforts to aggressively recruit quality individuals are underway to reduce the number of sworn vacancies. VBPD is also continuing its build-out of the Youth Services Unit. This concept was just recently established to help bridge the gap between the Police Department and the youth of our community.



RESIDENT SURVEY

How Safe Residents Feel (in %)⁵¹



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



In June 2023, a consultant with experience in Public Safety buildings and IT systems was hired to assess the current state and develop a roadmap for overall system resiliency. A current environment assessment document was completed in August 2023 that included assessments of applications, telecommunications, radio, building access, and security controls. The consultant gave

an executive presentation for IT and ECCS leadership that included assessment and redundant site planning information in October 2023. IT has begun completing short-term action items to improve technology and infrastructure resiliency. The final draft of the future site roadmap deliverable for overall system resiliency is anticipated in February 2024.

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

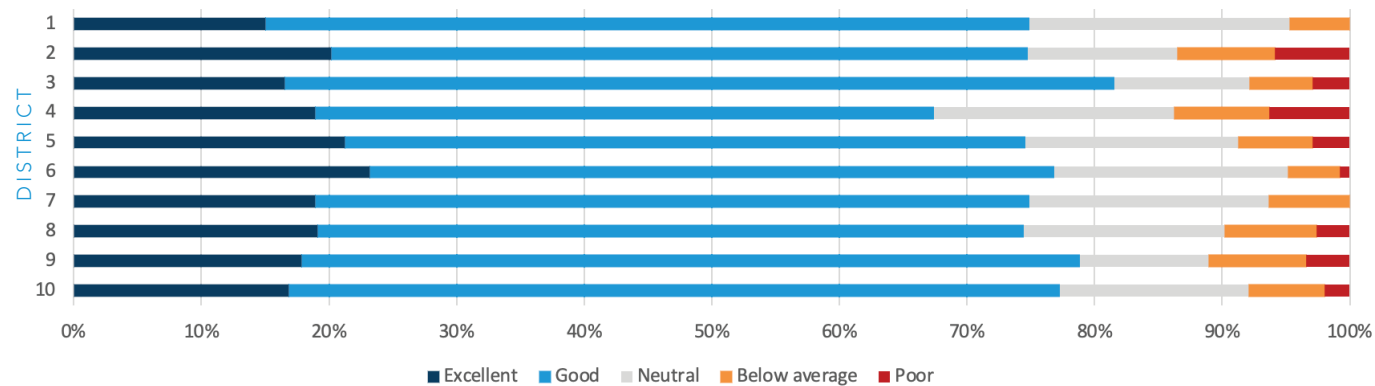
The City continues to follow established maintenance frequencies consistently across site types.⁵² The frequencies are based on available resources and may be impacted by inclement weather, staffing shortages, equipment malfunctions, etc. Large-scale tree planting is also performed citywide with annual funding.

Targeted Landscape Maintenance Frequencies⁵³

Site Type	FY24
Building Sites	10 days
Neighborhood Parks	14-16 days
Roadways, Divided	18-20 days
Roadways, Resort	12 days
Roadways, Rural	30 days
Schools	13-15 days
Urban Shoulders/Parcels	30 days

RESIDENT SURVEY

Mowing and Tree Trimming Along City Streets and Other Public Areas⁵⁴





ENDNOTES

1. City of Virginia Beach Five-Year Forecast (FY 2024-25 – FY 2028-29) is available at <https://s3.us-east-1.amazonaws.com/virginia-beach-departments-docs/budget/Reports/FiveYearForecast/2023/Combined-File-FY25-Five-Year-Forecast.pdf>.
2. More information on the Distinguished Budget Presentation Award is available at <https://www.gfoa.org/budget-award>.
3. Data retrieved from the 2022 Virginia Beach Resident Survey Findings Report published in January 2023.
4. Data provided by BMS in December 2023.
5. Data provided by BMS in December 2023.
6. Return on investment is based on every dollar the City spent.
7. Data retrieved from the 2022 Virginia Beach Resident Survey Findings Report published in January 2023.
8. SkillBridge program overview is available at <https://skillbridge.osd.mil/program-overview.htm>.
9. Data retrieved from the 2022 Virginia Beach Resident Survey Findings Report published in January 2023.
10. Data provided by HR in December 2023. The data for 2023 includes all separations entered as of December 15, 2023 (including those effective through December 31, 2023).
11. Data provided by Public Works in December 2023.
12. The Comprehensive Plan website is available at <https://planning.virginiabeach.gov/comp-plan>.
13. Data from the 2022 Virginia Beach Resident Survey Findings Report published on January 2023.
14. The City's SGA map is available at https://www.yesvirginiabeach.com/_assets/Documents/Resources/sga-map.pdf.
15. Data retrieved from the 2022 Virginia Beach Resident Survey Findings Report published in January 2023.
16. The public meeting overview video is available at <https://www.youtube.com/watch?v=4fwmRAX4vRQ>.
17. Source: American Community Survey 2022: 1-Year Estimates (data.census.gov). Cost Burdened is defined as monthly housing costs being 30 percent or more of household income.
18. Data retrieved from the 2022 Virginia Beach Resident Survey Findings Report published in January 2023.
19. More information is available at <https://law.lis.virginia.gov/constitution/article12/section1/>.
20. Data provided by HNP in December 2023. The Point in Time count takes place in January each year and is typically made public in May. Therefore, 2024 Point in Time data is expected to be available late spring 2024.
21. The FPP webpage is accessible at <https://pw.virginiabeach.gov/stormwater/flood-protection-program/flood-prevention-oversight-board>.
22. The Flood Protection Program Status Report (November 2023) is available at <https://s3.us-east-1.amazonaws.com/virginia-beach-departments-docs/pw/Stormwater/Flood-Protection-Program/Board-Documents/2023/FPP-Monthly-Report-November-2023.pdf>.
23. The Flood Tool is available at <https://pw.virginiabeach.gov/stormwater/flood-protection-program/flood-model-vis-tool>.
24. Data provided by Public Works in December 2023.
25. Data provided by Public Works in December 2023. FY24 YTD reflects data from July 1, 2023 through November 30, 2023.
26. Data retrieved from the 2022 Virginia Beach Resident Survey Findings Report published in January 2023.
27. Data/information provided by Economic Development in December 2023.
28. WSP: <https://www.wsp.com/en-us/projects/virginia-beach-coastal-flooding-resilient-infrastructure>
29. Virginia Beach Department of Economic Development (yesvirginiabeach.com)
30. Data retrieved from the 2022 Virginia Beach Resident Survey Findings Report published in January 2023.
31. More information on the Global Internet Hub is available at <https://www.globalinternethub.org/>.
32. More information on TEconomy Partners is available at <https://www.teconomypartners.com/>.
33. Prior to recent edits, the map was last updated with the 2016 Comprehensive Plan.
34. The State of Recycling Survey webpage is accessible at <https://speakupvb.com/Recycling#8>.
35. Data/status as of January 11, 2024.
36. Data provided by DHS in November 2023.
37. Data retrieved from DHS' Departmental Performance Plan in December 2023.
38. Data provided by DHS in November 2023
39. Home visits entail a combination of both home safety and biological/psychosocial assessments.
40. Referral data as of January 29, 2024.
41. Data retrieved from the 2022 Virginia Beach Resident Survey Crosstabulations Report published in 2023.
42. More information about LISC is available at www.lisc.org.
43. Data retrieved from the 2022 Virginia Beach Resident Survey Findings Report published in January 2023.
44. Data retrieved from the 2022 Virginia Beach Resident Survey Findings Report published in January 2023.
45. Data retrieved the 2022 Virginia Beach Resident Survey Findings Report published in January 2023.
46. SpeakUpVB survey – "Reimagining Rudee Loop" – was open Nov. 21, 2022 through Jan. 29, 2023.
47. Data retrieved from the 2022 Virginia Beach Resident Survey Findings Report published in January 2023.
48. Data retrieved from the 2022 Virginia Beach Resident Survey Findings Report published in January 2023.
49. Data provided by EMS in December 2023. The data reflects estimates due to variation in training session duration/length (e.g., half day, full day, multiple days/weeks).
50. First due response area is the primary polygonal shape around the station that the engine is closer to geographically than all other units in the city.
51. Data retrieved from the 2022 Virginia Beach Resident Survey Findings Report published in January 2023.
52. Increased maintenance are attributed to supplemental funding sources for certain areas like Town Center, Oceanfront Resort, and the City's Municipal Complex.
53. Data provided by Parks and Recreation in October 2023. There have been no changes to maintenance frequencies since FY20. Prior to FY20, frequencies for the following site types: Neighborhood Parks changed in FY18 (from 16-18 days to 14-16 days); Divided Roadways in FY17 (from 20-21 days to 18-20 days); and Schools in FY19 (from 16-18 days to 13-15 days).
54. Data retrieved from the 2022 Virginia Beach Resident Survey Findings Report published in January 2023.



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