

City of Virginia Beach

Office of Performance and Accountability



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

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

The Strategic Plan will be reviewed semiannually with the City Council to determine if revisions are needed to maintain its relevancy. Similarly, semi-annually, City staff will submit a performance report to the City Council, and ultimately the public, to document our progress on addressing the Strategic Plan.

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

# MISSION

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



# Implementing the Performance Program

#### **VBStrategy**

Each of the five Key Focus Areas has a Leadership Team comprised of 6-8 senior leaders and is led by an Executive Champion. The Key Focus Area Teams work with staff throughout the organization, as well as external partners to accomplish the strategic initiatives and implement the strategic steps and milestones.

The Key Focus Area Team meets quarterly with the City Manager. These meetings provide a forum for discussing progress on addressing initiatives within the Strategic Plan, and structure for discussing the performance measures used in the City's strategic planning efforts.

The Strategic Plan will be reviewed semiannually with the City Council to determine if revisions are needed to maintain its relevancy. Similarly, semi-annually, City staff will submit a performance report to the City Council, and ultimately the public, to document our progress on addressing the Strategic Plan.

#### **VBStat**

Modeled after leading Stat programs, VBStat (Virginia Beach Statistics) provides intentional focus on performance for areas of current organizational priorities, needs or challenges.

The focus of a Stat, or the Stats themselves, will change as organizational priorities and needs change and as goals and objectives are accomplished.

Stat meetings provide:

- A platform for cross-departmental problemsolving and information sharing.
- A formal forum for discussing progress for addressing opportunities and challenges.
- A structure for collecting, analyzing and discussing data to provide an understanding of the City's performance.

The four tenets of VBStat are:

- Accurate and timely intelligence shared by all.
- Implementation of effective tactics and strategies in furtherance of relevant performance goals.
- Use data to rapidly deploy resources to meet performance goals.
- Relentlessly follow-up and routinely assess relevant data metrics to ensure strategic priorities are met.

The City Manager and a team of senior leaders serve as the panel for each Stat meeting. Staff who are responsible for carrying out and overseeing activities aligned with a particular Stat also attend the meetings.

#### **VBPerformance**

Departmental Performance Plans serve as the hallmark of the VBPerformance program. Each department has an annual performance plan that outlines the initiatives a department is responsible for accomplishing and the aligned performance measures that will be used to evaluate progress and performance.



# 21st Century Infrastructure

#### **Intentions**

- Build a flooding and sea level rise resilient community.
- Develop a financially sound Flood Protection Program Bond Referendum that will garner broad community support.
- Build a safe, reliable and accessible multimodal transportation network for all members of the community.
- Expand broadband availability to increase community opportunities.

#### Why this work is important to Virginia Beach's future?

- We must address flooding now to remain an attractive place to live, work and play; we must improve our preparation for the next major Atlantic storm.
- We need to resolve the feasibility and cost of a Flood Protection Program Bond Referendum so we have clarity on how much we have remaining to invest in other important priorities.
- Given Virginia Beach's unique mix of urban, suburban, rural, inland and coastal environments, we must upgrade our

- transportation capability before increasing congestion makes it harder to attract more iobs and visitors.
- All members of the community deserve quality broadband service given how essential the internet has become for education, commerce, healthcare and timely communication.
- All the above factors play a critical role in the ability to attract businesses, grow our workforce, and maintain resident and visitor quality of life.

- City's National Flood Insurance Program's Community Rating System (CRS) Class
- Percent of critical community assets that have vulnerability assessments
- Broadband availability measure
- Citizen Survey Ratings:
  - Overall management of public stormwater runoff/drainage/flood control
  - Overall traffic flow in Virginia Beach

## 21 ST CENTURY INFRASTRUCTURE STRATEGIC INITIATIVES

- 1.1 Develop and implement a comprehensive strategy to address recurrent flooding issues, minimize losses due to flooding, and prepare for adaptations necessary to address sea level rise.
  - A. Develop a strategy to address issues that lead to recurrent flooding such as delayed maintenance, insufficient capacity, and growth.
  - B. Complete watershed master models.
  - C. Identify watersheds where additional capacity is required to pass a 100-year storm event.
  - D. Identify maintenance programs and projects where enhancements are required.
- Develop and execute a comprehensive informational and educational plan that includes an assessment of community support for a bond referendum to fund improvements that mitigate recurring flooding and storm surge risks to the city.
  - A. Develop and administer a survey on Public Input and contract with a third-party vendor to administer a statistically valid survey.
  - B. Design and develop materials for all platforms.
  - C. Create schedule that provides consistent and credible push and pull information about the issues, projects and funding plans.

- Expand availability of broadband by leveraging federal programs, engaging with regional municipalities and Virginia Beach Public Schools to: address the digital divide, promote affordable broadband to citizens, allow regional interoperability, and integrate higher education and biomed industries.
  - A. Complete the Regional Connectivity Ring to provide jurisdictional connectivity for Southside operations for the jurisdictions of Chesapeake, Norfolk, Portsmouth, Suffolk, and Virginia Beach.
  - B. Develop a plan with Virginia Beach City Public Schools and the telecommunication private sector to provide wireless broadband services to underserved areas of Lake Edward and Colony Mobile Home Park in Virginia Beach.
  - C. Expand public access Wi-Fi at City of Virginia Beach parks and library adjacent areas.
- Review, revise, and update the **City's Master Transportation Plan** and Model to support transportation options and modes, reduce congestion, and improve safe travel for the community at large.
  - A. Update the City's Master Transportation Plan.
  - B. Review and update Hampton Roads Planning District Commission's (HRPDC) cube model to reflect changes to land use and master plan.



# **Safe and Healthy Community**

#### **Intentions**

- Maintain a safe and resilient community through a collaborative all-hazards approach.
- Modernize public safety operations via improved transparency, diversity, accountability and technology.
- Build a community with equitable access to quality social and behavioral health services to include building public health capability.
- Continue work to make homelessness rare, brief and non-recurring.

#### Why this work is important to Virginia Beach's future?

- Recent history suggests we must expect that Virginia Beach will be affected to some degree by climate change and needs clear emergency preparation plans for storms of all levels.
- The societal calls for improving policing means we must ensure we have the strategies and practices in place to address all crime risks; enhanced transparency and accountability will be expected in any modern community; we can head off unnecessary conflict by improving mental health training and building strong neighborhood liaisons; we need to address
- police force vacancies and ensure that our public safety forces better reflect our citizenry.
- We need a more Virginia Beach-focused public health system, and to be prepared to address the after-effects of COVID-19 isolation and job loss on our citizens and City workers; we need to encourage healthier lifestyles and proactively find opportunities to connect those in need with behavioral health and social services.
- Even before COVID-19, homelessness has been an issue for all cities and is likely to spike further as eviction bans lapse.

- Number who participate in emergency preparedness and response trainings through community presentations and Community Emergency Response Team (CERT) trainings
- Part I violent crime rate per 1,000 Population, Part 1 crime closure rate, % of Police employees from monitored groups, # of sustained public safety complaints
- Number who connect with Same Day Access programs for Behavioral Health Services, number served through the Social Services benefits programs, # instances where Marcus Alert crisis services stabilized individuals experiencing a behavioral health crisis in a community setting and avoided involuntary hospitalization or incarceration
- Number of persons experiencing, entering and exiting homelessness; average and median nights spent in emergency shelters

## SAFE AND HEALTHY COMMUNITY STRATEGIC INITIATIVES

- Develop Citywide response and recovery organizational structures and hazard-specific plans for the "top hazards" facing the City (as identified in the Southside Hazard Identification and Risk Assessment Report).
  - A. Develop initial planning frameworks for the Pre-Disaster Recovery Program and Continuity of Government Program, as well as tools and templates for the Continuity of Operations Program.
  - B. Develop and maintain a robust hurricane evacuation plan and enhance the City's storm surge geomapping capability.
  - C. Build a formal public outreach program and increase workforce and citizen engagement through an enhanced social media presence, more robust website interaction, and additional public outreach opportunities.
  - D. Engage the business community and build a public/private sector liaison committee to leverage private sector resources and subject matter expertise for emergency planning, response, recovery and resiliency.
  - E. Develop a formal integrated public safety special event planning process for the City.

- Modernize the public safety operations via improved diversity, accountability, technology and community problem-oriented policing.
  - A. Enhance Officer recruiting.
  - B. Enhance the detection of and the assistance given to employees in need of behavioral improvements.
  - C. Use state-of-the-art technology to improve accountability.
  - D. Use state-of-the-art technology to promote a safe and healthy community.
  - E. Develop and improve partnerships with citizens and businesses.
  - F. Establish and expand internal Police Department positions.
- Provide essential social and behavioral health services to promote health and support a healthier community.
  - A. Offer same day access to behavioral health assessments and expand use of telehealth options to enhance accessibility, improve overall health and reduce treatment barriers related to transportation, illness, or other issues that may prevent engagement in mental health services.
  - B. Facilitate and implement the Marcus Alert legislation to enhance crisis response services for individuals with behavioral health and developmental disabilities.

Continued

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



- A. Continue to operate the expanded rental voucher programs.
- B. Provide funding for the purchase, conversion or construction of more permanent supportive housing for single persons.
- C. Begin operation of the Family Shelter at the Housing Resource Center.
- D. Launch the "Give Help/Get Help" awareness campaign at Oceanfront to promote resident awareness and support.
- E. Support nonprofit housing replacement and expansion projects.





# **Growing Economic Opportunity**

#### **Intentions**

- Build a city well-positioned to compete in the regional, national and global economy for higher paying jobs and a year-round economy by ensuring we increase shovelready sites and invest in workforce development.
- Build opportunities for Small, Women, and Minority (SWAM) owned businesses; focus on acceleration of incubators.
- Continue modernizing and strengthening our attractiveness as a tourism, convention and attractions destination.
- Collaborate proactively with our military partners to provide support as their strategies and tactics evolve.

#### Why this work is important to Virginia Beach's future?

- It is critical that we are ready to support and invest in individuals and businesses of all sizes as things start to open post-COVID-19.
- Virginia Beach will have a stronger and more stable economy if it brings in more highpaying jobs and strengthens activity that boosts the economy year-round, such as vetting sea cable and offshore wind projects to determine if they can generate large and longer-term job opportunities.
- Given the many changes taking place in U.S. military strategy and tactics, we need

- to continue collaborating proactively with our local military partners to ensure their sustainability and reinforce their importance to Virginia Beach.
- We should assess future development opportunities that will arise once flooding issues are mitigated.
- We want to ensure our permitting and regulatory processes are not too onerous but are also restrictive enough to maintain the character and safety of the VB community.

- SWAM participation on City contracts
- Number of living wage jobs created, number of existing companies expanded, number of new companies located, employment rate
- Development review and permitting stakeholder survey:
  - Percent satisfaction with process improvements made

### GROWING ECONOMIC OPPORTUNITY STRATEGIC INITIATIVES

- Finalize Economic Development Strategy to focus efforts and resources toward building a real estate plan for future development opportunities.
  - A. Finalize the Economic Development Strategy and Real Estate Study to evolve and advance product development and positioning.
  - B. Implement the NAS Oceana Future Base Design partnership agreement to make 400 +/- net new acres available for future compatible economic development.
  - C. Collaborate with the Planning and Community Development Department for the Comprehensive Plan update to ensure that the Plan reflects Council's vision for future development in the City.
- Enhance and grow Virginia Beach's reputation as a destination for tourism, conventions, meetings, sports events, entertainment and attractions.
  - A. Support and reinvest in the restructure of Convention and Visitors Bureau to modernize and integrate services.
  - B. Develop and deliver a strategic and innovative marketing/media plan to maximize return on investment.
  - C. Align Resort Management Office and the new Virginia Beach Police Department Resort Office to create and promote a seamless, clean, safe and friendly resort environment, which will stimulate resort reinvestment.

- Partner with Virginia Beach City Public Schools, the Workforce Council, and local higher education providers to expand workforce training programs based on strategic industries.
  - A. Utilizing Cares Act Funds, work with Tidewater Community College and Virginia Wesleyan University to build a workforce with individuals affected by the pandemic.
  - B. Work with Virginia Beach City Public Schools to establish and implement programs that help build the future workforce through the Kempsville Entrepreneurial Academy.
  - C. Establish a clear process for the Workforce Council to route individuals to resources.
  - Stimulate high-quality and authentic retail, mixed-use and hospitality product in the Resort Area, through the implementation of the Resort Area Strategic Action Plan and the 2020 Resort Initiative City Council Resolution.
    - A. Given the large numbers of people attracted to the Resort Area, use the Resort Area as a "test kitchen" for new retail opportunities.
    - B. Use new capital improvement program (CIP) funds to lay foundation for redevelopment opportunities through strategic acquisitions.
    - C. Identify "gateways" into the Resort Area and enhance them through beautification efforts using grant and/or CIP funding.

Continued

- D. Complete the Resort Area Mobility Plan (RAMP) and begin to implement recommended projects.
- E. Identify public parking opportunities and implement them using the Resort Area CIP.
- **Build opportunities for businesses,** including SWAM (Small, Women, and Minority) owned businesses, with focus on acceleration of incubators.
  - A. Provide subject matter expertise, focused on technical assistance training, to grow and sustain Virginia Beach businesses.
  - B. Obtain broader exposure to the Carolinas-Virginia Minority Supplier Development Council in an effort to expand business opportunities in the Tri-State region.
  - C. Position the The HIVE as a service intended to be the focal point for businesses to expand and grow.
  - D. Offer Business Basics Training (educational workshops, seminars and networking), management training (executive coaching, mentoring) and advisory services (business plans) to SWAM businesses.
  - E. Provide access to capital sources (loans, grants, network of potential investors) to SWAM businesses.
  - F. Encourage, track and maintain SWAM business participation for City projects.

- 3.6 Improve permitting and regulatory processes while keeping in mind the objective to maintain the character and safety of the community.
  - A. Identify key regulatory hurdles that can be revised to provide better customer service, but still meet City Council priorities for stormwater and protection of neighborhood character.
  - B. Meet with development stakeholders to identify regulatory issues (other than Stormwater) that are believed to be process hurdles and vet potential solutions.
  - C. Continue to vet and present stormwater regulatory issues and provide alternatives and solutions for consideration by the City Manager and/or the City Council.
  - D. Establish research planning and zoning policies/recommendations that can: help maintain neighborhood character, provide economic development opportunities, or make the development the City desires easier to obtain approval.



# **Thriving Neighborhoods**

#### **Intentions**

- Invest in a community made up of distinct, complementary and diverse neighborhoods that provide opportunities for all citizens.
- Expand equitable access to quality parks and recreational opportunities.
- Invest in educational resources to support lifelong learning.
- Establish the right balance between managing historical character of neighborhoods, and the need for redevelopment for both residential and commercial growth.

#### Why this work is important to Virginia Beach's future?

- To succeed long term, Virginia Beach must be a great place to live and play, not just to work. This means quality housing for a variety of income levels. This will mean more density in some areas, while providing other options for those seeking suburban and rural environments.
- We must find ways to make quality housing affordable for the workforce, including City employees, or we will not be able to attract the top talent we need as a City and for our job creators.
- We need to be opportunistic in repurposing available commercial properties, such a

- failed shopping centers, for affordable housing, which will also minimize disruption to existing residential neighborhoods.
- We must assess whether all citizens have access to needed outdoor park spaces and recreation centers.
- High-quality schools are a prime motivator for deciding to move to Virginia Beach; we need to collaborate more with the School Board on the master plan to ensure the money allocated to K-12 education is benefiting the entire community.

- Participation rates in education programs provided by Libraries
- Code enforcement investigations and compliance statistics
- Percent of short-term rental compliance
- Number of housing rehabs completed, number of affordable housing units created, percent of renters and owners paying more than 30% of income for housing
- Citizen Survey rating:
  - Percent of respondents agreeing that houses in their neighborhood are well maintained

# THRIVING NEIGHBORHOODS STRATEGIC INITIATIVES

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

- A. Plan and restart the Comprehensive Plan public outreach process to obtain public input.
- B. Create multiple programs for public input to engage all citizens.
- C. Obtain specific public input in regard to development on major corridors and reuses of outdated shopping centers.
- D. Work with the Planning Commission to vet public comments and create proposed planning policies.
- E. Draft Planning Commission policies into Comprehensive Plan framework for public comment/input.
- F. Brief the City Council on progress of plan.
- G. Complete draft Comprehensive Plan for review through the public process.

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

- A. Continue ongoing code enforcement and enhance efforts in the resort area to ensure that private property is well maintained and safe.
- B. Expand and maintain owneroccupied rehabilitations throughout the city to provide assistance for a broad range of owners.

Continued

- C. Expand available resources for the development of new affordable housing.
- D. Expand rental subsidy programs that create affordable housing opportunities within the existing housing stock.
- E. Support housing stability for current renters and owners after the pandemic and beyond.

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

- A. Update Storytime curriculum to support the development of the whole child.
- B. Develop a partnership with the Virginia Beach City Public Schools (VBCPS) high school staff to identify the needs and interests of the high school audience and embed services into the school day.
- C. Build partnerships with VBCPS to support a variety of learning experiences during and outside the school day to broaden opportunities for career exploration and experience.
- D. Support teachers and educators in their work via workshops and professional development opportunities.
- E. Expand collaboration to provide access to a multitude of vocational opportunities and continued lifelong learning.



A. Identify the needs for future collaborative efforts.

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

- A. Fill new Short-Term Rental positions provided in the FY 2022 Adopted Budget.
- B. Establish a clear workflow for Short-Term Rental Zoning Permit and Inspection process.
- C. Maintain ongoing Short-Term Rental site inspections including weekend reviews.
- D. Notify property owners listed in thirdparty software as operating shortterm rentals of the Zoning Permit requirements and process.
- E. Update the short-term rental website with all current regulation information and create handouts and information for the public.
- F. Establish a VB311-Police Department-Zoning partnership to develop an inspection and complaint process.





# Innovative and Sustainable Government

#### **Intentions**

- Promote an affordable, diverse, equitable and ethical government that works for all.
- Recruit, develop and retain a diverse, highperforming workforce.
- Maintain, upgrade and repurpose aging City buildings, infrastructure and assets, and embrace flexible workspaces.
- Be recognized as an innovative and datadriven organization that strives to be the best at getting better.
- Implement technology upgrades to add resiliency and data security for the City.

#### Why this work is important to Virginia Beach's future?

- The City's reputation as an attractive, sustainable, contemporary and preferred community for all requires us to ensure that taxes are competitive and that we maintain regular maintenance of our physical assets.
- The community expects that their government will embrace new emphasis on innovative, equitable and inclusive approaches to governing and engaging with its citizens.
- Competition for the best people to staff the government is intense. The City must find

- ways to remain competitive on the salaries and benefits we can offer to recruit and retain the best people.
- Employees expect workspaces with modern technology that provide a flexible ability for both in-person and virtual working conditions.
- The City Administration needs to embrace more modern and protected IT systems to improve overall productivity and the effective and efficient delivery of services to the public.

- Percent of median family income that goes towards median City tax bill, City bond ratings
- Cost savings, time savings, customer satisfaction statistics associated with process improvements being made
- Percent of employees who report overall satisfaction, employee attrition rate
- Citizen Survey Rating(s):
  - Percent satisfaction with the overall quality of services provided by the City
  - Percent feel they get good value for their tax dollars

## INNOVATIVE AND SUSTAINABLE GOVERNMENT STRATEGIC INITIATIVES

- **Establish a culture of continuous** improvement through actionable strategy planning and data-driven decision-making to guide the organization's focus, work and resource alignment leading to improved processes, service delivery and accountability.
  - A. Present the proposed FY 2022-23 Strategic Plan for City Council adoption/affirmation.
  - B. Launch the VBStat program.
  - C. Develop and implement a departmental performance management and strategy planning program.
  - D. Strengthen the use of performance measures for the budget requests process.
  - E. Lead process improvement efforts that align with the identified VBStat priorities and work towards continually improving processes for internal customers and the public.
- Improve our competitiveness to attract, hire and retain a diverse and skilled workforce.
  - A. Conduct a citywide market salary survey to gauge competitiveness of the total compensation program.
  - B. Review current and new efforts to hire and retain commercial driver's license (CDL) holders.
  - C. Continue efforts to modernize employee benefits (current efforts involve teleworking and City holidays).

Continued

- D. Enhance and refresh marketing of City positions and the City as an employer on social media platforms.
- E. Finalize the 5-year Workforce Development and Equal Employment Opportunity (EEO) Plan.
- F. Revitalize the City's Inclusion and Diversity Council.
- G. Review options for validated remote testina.
- H. Work with departments on shortening elongated hiring processes.
- **Protect City IT systems, services** and data, and ensure robust disaster recovery by colocating and relocating data centers to ensure redundancy, added resiliency, fast and reliable data recovery, and business continuity.
  - A. Complete the colocation and relocation of data centers to a regional data center.
  - B. Implement data security policies and
  - C. Modernize security program.
  - D. Implement cloud security.
  - E. Implement new core network services topology.
  - F. Implement Network of Operations Center (NOC)/Security of Operations Center (SOC).
  - G. Develop a 911/311 backup system design and support model to eliminate a single point of failure.



- A. Review debt, risk management, purchasing and financial management policies, and update as needed to ensure they are aligned with current best practices.
- B. Maintain AAA Bond Rating with all three major rating agencies (S&P, Moody's, and Fitch).
- C. Examine opportunities for enhancing financial oversight policies at the Executive and Department Director levels.
- D. Prepare annual financial statements and undergo the annual external audit.
- Manage financial resources in a manner that upholds the City's reputation as an attractive, sustainable, contemporary and preferred community for all, while ensuring affordability.
  - A. Form a Physical Asset Committee to comprehensively understand Citywide maintenance needs and identify funding gaps in advance of the annual budget process.
  - B. Explore opportunities for ensuring programs and initiatives added to the annual operating budget are sustainably funded and do not create unfunded obligations.
  - C. Provide comparative indicators to other localities.
  - D. Work with departments and stakeholders to ensure revenue projections and estimates are accurate.



