GOVERN ENVISION INVIGORATE

FOCUSED ACTION PLAN

FY24–25

VB

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.

MISSION

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

Barbara Henley
District 2

Michael Berlucchi
District 3

Dr. Amelia Ross-Hammond
District 4

Rosemary Wilson
Vice Mayor
District 5

Robert W. "Worth" Remick
District 6

Sabrina D. Wooten
District 7

Chris Taylor
District 8

Joashua F. "Joash" Schulman
District 9

Jennifer V. Rouse
District 10

* Councilmember Hutcheson was not on City Council when the Focused Action Plan was adopted in October 2023.

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.

INITIATIVES

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

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

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

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

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

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

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

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

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

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

1.11 Foster an organizational culture that encourages continuous improvement

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

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

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

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

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

MEASURES OF

PROGRESS AND SUCCESS

- Resident Survey: % rating “Excellent” or “Good”
  - Overall value received for City tax dollars and fees
  - Overall quality of services provided by the City of Virginia Beach
  - Effectiveness of City communication with the public
- Maintain AAA bond rating
- Debt as a percentage of the City’s General Operating Budget
- Employee turnover rate

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.

INITIATIVES

2.1 Complete the 2040 Comprehensive Plan update

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

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

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

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

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

2.7 Identify areas for potential infill development and/or redevelopment

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

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

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

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

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

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

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

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

INITIATIVES *(cont)*

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

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

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

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

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

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

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

2.23 Review and address recommendations included in the Talent Pipeline Report

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

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

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

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

2.28 Identify City project opportunities to use alternative energy sources

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

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

MEASURES OF

PROGRESS AND SUCCESS

- Resident Survey: % rating “Excellent ” or “Good”
  - Affordability of housing options in the City
  - How well the City of Virginia Beach is managing growth
  - Overall management of public stormwater runoff/drainage/flood control
  - Access to job opportunities that match skills
  - Familiarity with City’s plans for development and growth (e.g., comprehensive plan)
- % of renters/homeowners cost burden per U.S. Census Bureau American Community Survey
- # of persons experiencing homelessness living in emergency shelters, transitional housing programs, and those living unsheltered on the street and change in beds by project type (e.g., rapid rehousing, permanent supportive housing, etc.), per annual Point in Time
- Linear feet of stormwater pipe inspected and cleaned

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.

INITIATIVES

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

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

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)

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

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

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

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

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

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

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

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

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

INITIATIVES *(cont)*

3.13 Enhance the reach and distribution of arts throughout the city

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

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

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

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

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

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

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

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

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

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

MEASURES OF

PROGRESS AND SUCCESS

- Resident Survey: % rating “Excellent” or “Good”
  - How safe you feel in Virginia Beach overall
  - Efforts to ensure the community is prepared for emergencies/disasters
  - Confidence in the City of Virginia Beach’s ability to meet basic needs during and immediately after a natural or man-made disaster
  - Mowing and tree trimming along City streets and other public areas, by district
  - Your sense of attachment to, and pride in, your neighborhood and community, by district
  - Physical condition of City indoor recreation facilities
  - Physical condition of City parks, trails or other outdoor facilities
  - Availability of trails and pathways
- # of individuals served through the Department of Human Services’ same-day access to behavioral health assessment program

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