

City of Virginia Beach

VBgov.com

MUNICIPAL CENTER BUILDING 1, ROOM 234 2401 COURTHOUSE DRIVE VIRGINIA BEACH, VA 23456-9001

OFFICE OF THE CITY MANAGER (757) 385-4242 (757) 427-5626 FAX

July 17, 2020

The Honorable Robert M. Dyer, Mayor and Members of City Council

Subject: Organizational Orientation Packet 2020

Dear Mayor and Members of City Council:

In preparation for City Manager Patrick Duhaney's arrival, we have put together the attached Organization Orientation Packet 2020 for his use. I believe you may also find the information packet helpful.

If you have any questions, please let me know.

Sincerely, Thomas M Leahy

Thomas M. Leahy Acting City Manager

Attachment (1)





ORGANIZATIONAL ORIENTATION PACKET

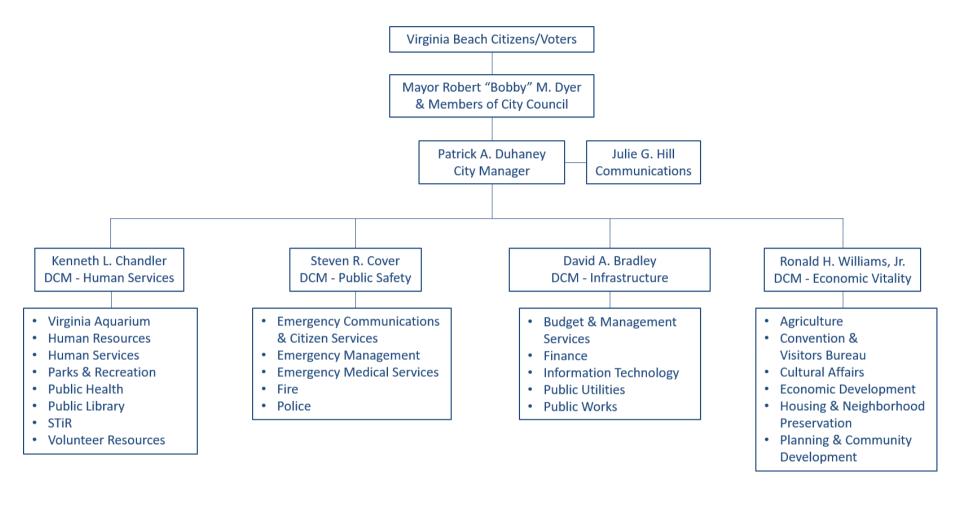
2020



TABLE OF CONTENTS

City Organizational Chart - City Manager & Departments

MANAGEMENT PORTFOLIO City Manager's Office Communications	1 2 4
HUMAN SERVICES PORTFOLIO Aquarium Human Resources Human Services Parks & Recreation Public Health Public Library Strategy, Transparency Innovation, & Resiliency (STiR) Volunteer Resources	6 8 10 12 14 16 20 22 24
PUBLIC SAFETY PORTFOLIO Emergency Communications & Citizen Services Emergency Management Emergency Medical Services Fire Police	26 28 30 32 34 38
INFRASTRUCTURE PORTFOLIO Budget & Management Services Finance Information Technology Public Utilities Public Works	40 42 44 46 48 50
ECONOMIC VITALITY PORTFOLIO Agriculture Convention & Visitors Bureau Cultural Affairs Economic Development Housing & Neighborhood Preservation Planning & Community Development	52 54 56 60 64 66 68
Appendix/Departmental Phone Reference	A1







CITY MANAGER
PATRICK A. DUHANEY

City Manager's Office (CMO)
Communications (COM)





PATRICK A. DUHANEY CITY MANAGER

Office: (757) 385-4242

2401 Courthouse Drive, Municipal

Center, Bldg. 1, Ste. 234, Virginia Beach, VA 23456

https://www.vbgov.com/government/departments/city-manager



MISSION:

To provide support and direction for the delivery of quality customer service to Virginia Beach citizens, businesses, and visitors, City Council, City staff, and others to maintain and nurture a quality community for Virginia Beach. The City Manager serves as the executive and administrative head of the City government, and coordinates and directs the complex groups within the agencies and departments responsible for meeting the expectations of our citizens and the City Council.

15.00 FTEs FY21 Budget: \$2,499,679

MANAGEMENT LEADERSHIP TEAM (MLT):

The Management Leadership Team (MLT) consists of the City Manager and the Deputy City Managers (DCMs). Together they work collaboratively to create the policies, procedures, programs, and resourcing strategies to support the vision, goals, and priorities of the City Council. All departments, and the services and functions they perform, are overseen by the DCMs (Portfolios follow). The City Manager is accountable for all employee actions and all leadership decisions.

ROBERT R. MATTHIAS, ASSISTANT TO THE CITY MANAGER FOR LEGISLATIVE & MILITARY AFFAIRS:



The Assistant to the City Manager for Legislative & Military Affairs manages the most aggressive and successful intergovernmental relations program in the Commonwealth. This includes working with the Congressional Delegation, the General Assembly and its various committees, and multiple regional organizations, such as the Hampton Roads Transportation Planning Organization (HTRPO), the Hampton Roads Planning District Commission (HRPDC), the Hampton Roads Transportation Accountability Commission (HRTAC), and the Hampton Roads Military and Federal Facilities Alliance (HRMFFA). Duties also include managing the relationships with VB's four military installations that employ over 45,000 persons.

NANCY L. BLOOM, ASSISTANT TO THE CITY MANAGER FOR COMMUNITY AFFAIRS:



The Assistant to the City Manager for Community Affairs oversees the intake, investigation, initiation of action, and resolution of public complaints and requests for services from residents and visitors that are referred by City Council members or directed to the City Manager; maintains and prepares City Council agendas for workshops and formal sessions; creates and manages the City Manager's Office budget; and, is the administrator of the annual Virginia Beach City Employee Hall of Fame award program.

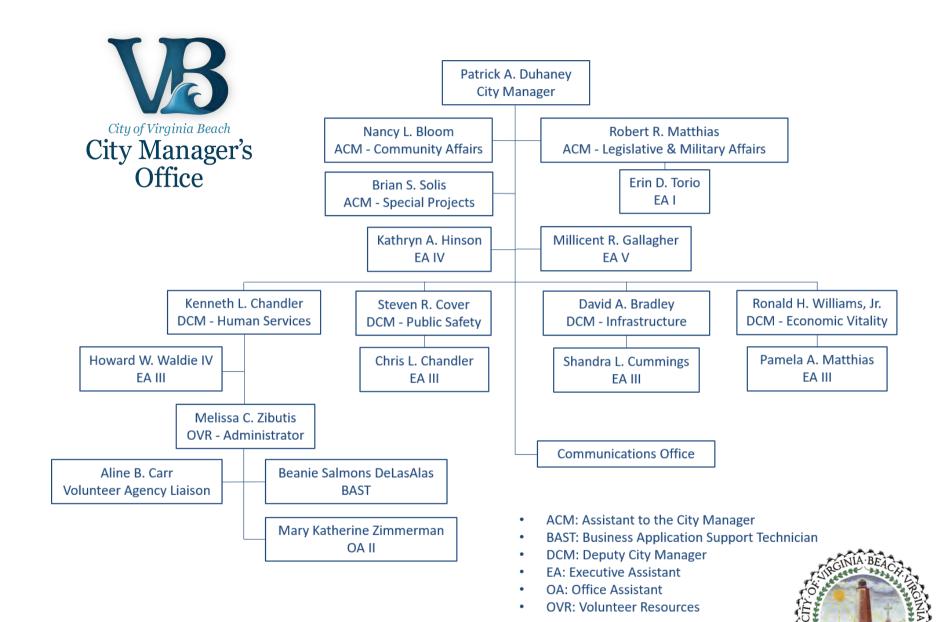
BRIAN S. SOLIS, ASSISTANT TO THE CITY MANAGER FOR SPECIAL PROJECTS:



The Assistant to the City Manager for Special Projects serves as the liaison for the City with non-profit, private, and public agencies to advance city-wide initiatives identified by the Office of the City Manager. This includes development and implementation of projects, programs, partnerships, and initiatives, such as improving the City's transportation system, establishing pilot programs, leading major city-wide initiatives, working on projects of regional significance, securing funding, performing management analysis and research, and submitting reports to executive City staff and elected officials.

CITY MANAGER'S OFFICE SUPPORT TEAM (CMOST):

The City Manager's Office Support Team (CMOST) consists of the Executive Assistants for the MLT and other City Executives, as well as for the Mayor. Together they work collaboratively to enhance the delivery of support services to the City Manager's Office and to achieve the mission of the City.







JULIE G. HILL DIRECTOR

Office: (757) 385-4679 2401 Courthouse Drive Municipal Center, Bldg. 1, Ste. 220

Virginia Beach, VA 23456

www.vbgov.com/government/departments/communications-office/



MISSION:

To provide the full range of strategic and tactical communications services that facilitate service delivery, relationship-building and the exchange of ideas to achieve established objectives.

20.50 FTEs FY21 Budget: \$1,869,170

PUBLIC AFFAIRS:

The Public Affairs division promotes community awareness of and engagement in City government. It also leads the organization's communication efforts during emergencies. Staff provides advice and counsel on handling issues, plans and executes special events, manages media inquiries, writes speeches, oversees and develops content for the City's website and social media pages, and writes news articles, news releases, reports and presentations.

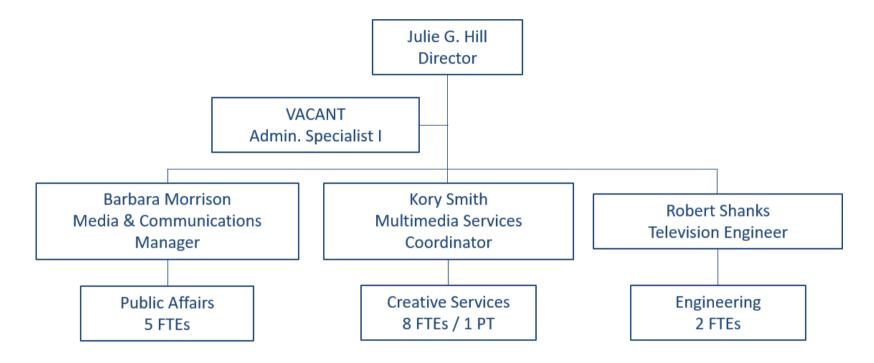
CREATIVE SERVICES:

Creative Services focuses on producing visual content (video, photography and graphic design) that showcases Virginia Beach, its various departments and employees, and highlights the services provided by the organization. It also provides video support to the Virginia Beach City Public Schools.

ENGINEERING:

The division programs the three Public Educational and Government access channels, provides livestreaming and cablecasts of City meetings, including City Council, School Board, Planning Commission, the Virginia Beach Development Authority and a variety of specially called public meetings.







VIRGINIA BEACH HUMAN SERVICES PORTFOLIO



DEPUTY CITY MANAGER KENNETH "KEN" L. CHANDLER, DSL, ICMA-CM

Virginia Aquarium & Marine Science Center (VAQ)

Human Resources (HRD)

Human Services (DHS)

Parks & Recreation (PAR)

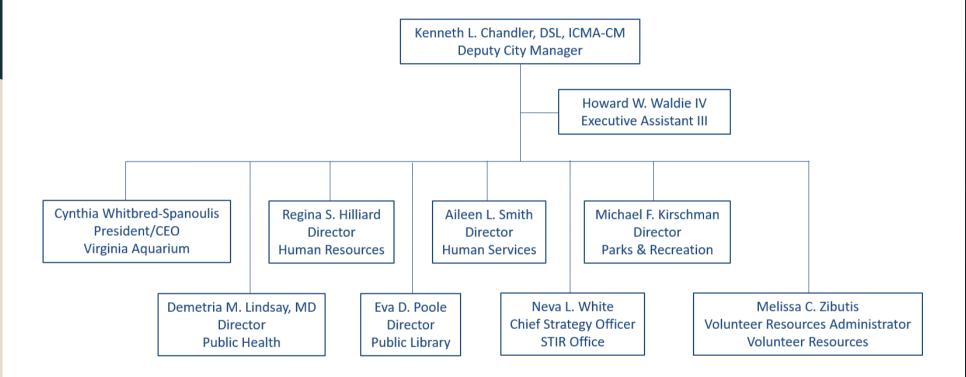
Virginia Beach Department of Public Health (HEA)

Virginia Beach Public Library (LIB)

Strategy, Transparency, Innovation, & Resiliency (STIR)

Volunteer Resources (OVR)

HUMAN SERVICES PORTFOLIO









CYNTHIA WHITBRED-SPANOULIS, DIRECTOR

Office: (757) 385-3474

717 General Booth Blvd Virginia Beach, VA 23451

https://www.virginiaaquarium.com/



MISSION:

To provide the full range of strategic and tactical communications services that facilitate service delivery, relationship-building and the exchange of ideas to achieve established objectives.

130.95 FTEs FY21 Budget: \$11,836,563

ACCOUNTING:

Maintains oversight of all the department's financial transactions, including purchases, credit card logs, invoices, payment vouchers, coordination with the City's budget and management services staff and the City's finance team, and oversight of the Virginia Aquarium & Marine Science Center Foundation's financials.

ANIMAL CARE:

Members in this section are responsible for the daily care, health, and welfare of our live animal exhibits, including fish, reptiles, small mammals, birds, and mammals such as our seals and otters.

DEVELOPMENT:

Members from this section work closely with the Virginia Aquarium & Marine Science Center Foundation's board of trustees to increase financial support for the Virginia Aquarium. Duties include coordinating annual fund, capital campaign, and other fundraising activities.

FACILITIES & LIFE SUPPORT:

This section maintains the Aquarium's water circulation systems, pumps, filters, and water supply. The staff oversee the drawing of the water from Owls Creek, purifying and treating the water, sampling and testing the water to ensure it meets standards, and delivering the water with the correct chemical makeup to over 100 aquatic animal systems. Members of this section also oversee the general maintenance and custodial functions of the Virginia Aquarium facility.

GUEST EXPERIENCE:

This section coordinates the initial customer-facing interactions, including admissions and ticket sales, memberships, the gift shop, and private events.

MARKETING:

The Marketing section's primary function is to deliver the messages of the Department of the Virginia Aquarium to the right audiences at the right time using a combination of paid advertising, public relations, and owned media channels such as our blog, website, and social media tools. Members of this section are skilled in graphic design, video production, and illustration.

RESEARCH & CONSERVATION:

Comprehensive conservation, sustainability and research initiative are coordinated through members of this section include the acquisition and quarantine of the Aquarium's new fish and invertebrates, as well as the marine mammal and sea turtle stranding response throughout the Commonwealth.

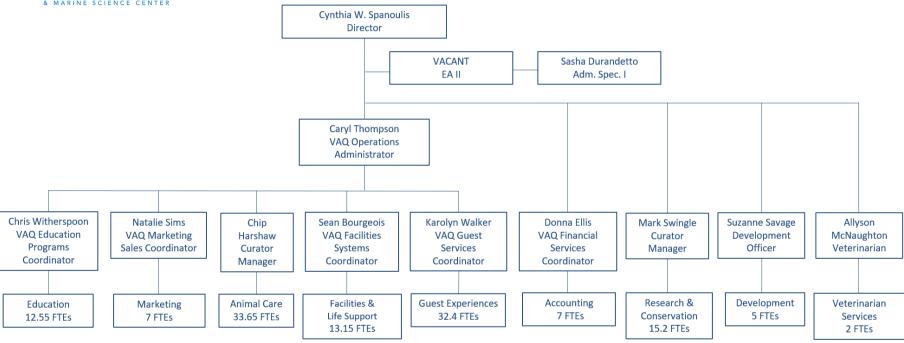
SCIENCE EDUCATION:

On-site education programs and outreach programs for schools, scouts and festival goers are developed, implemented and evaluated by this section. Team members also ensure that exhibits are in good working order and convey the appropriate educational content.

VETERINARY SERVICES:

This section specializes in the health management of all animals in our care, including marine mammals, fish, birds, and other wildlife. They also provide veterinary expertise for stranded sea turtles and marine mammal in the care of our Stranding Response Team.

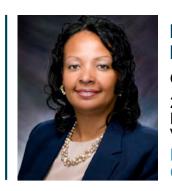




- VAQ: Aquarium
- EA: Executive Assistant







REGINA S. HILLIARD DIRECTOR

Office: (757) 385-8374 2424 Courthouse Drive Municipal Center, Bldg. 18 Virginia Beach, VA 23456

https://www.vbgov.com/government/departments/human-resources



MISSION:

To facilitate the recruitment, retention, and development of a sustainable quality workforce and its alignment with the City's strategy.

57.00 FTEs FY21 Budget: \$5,745,677

DIRECTOR'S OFFICE:

Provides oversight of departmental technology and administration, as well as citywide programs including Member Communications, Recognition, Social Media Recruitment, and Exit Interviews.

EMPLOYEE RELATIONS:

Provides programs and assistance for employees, supervisors and department managers whereby 1) communication will be enhanced; 2) problem resolution will take place; 3) lawful practices will occur; and 4) employee morale and productivity will be facilitated.

LEARNING & DEVELOPMENT:

Exists to provide Citywide learning opportunities to enable all members to realize their full potential and continue learning for a lifetime.

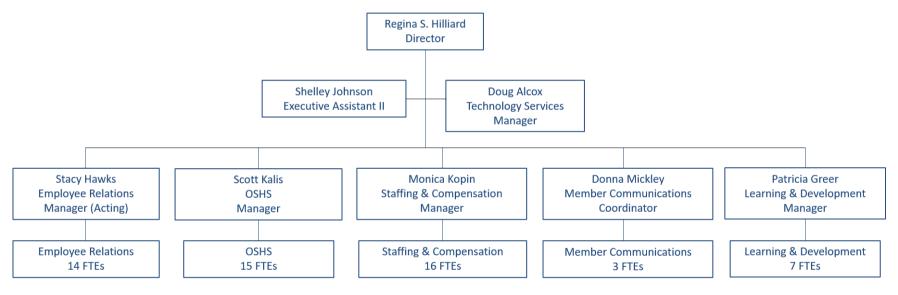
OCCUPATIONAL SAFETY & HEALTH SERVICES:

Improve workplace safety, health, and environmental compliance, while collaborating with employees, federal and state regulatory agencies, and other stakeholders. Focus on identifying risks, reducing incident, and training the workforce to appropriately deal with hazards and compliance requirements they face in the course of their work.

STAFFING & COMPENSATION:

To coordinate personnel recruitment and selection procedures that provide departments with a quality workforce of technically proficient and culturally diverse employees, and to coordinate the City's compensation program to ensure appropriate application of related laws and policies, as well as the promotion of external salary competitiveness.





• OSHS: Occupational Safety & Health Services







AILEEN L. SMITH DIRECTOR

Office: (757) 385-3266

3432 Virginia Beach Blvd. Virginia Beach, VA 23452

https://www.vbgov.com/government/departments/human-services



MISSION:

To provide Virginia Beach citizens the opportunity to achieve the highest level of self-sufficiency, safety, and quality of life possible, through an array of coordinated services delivered in a climate of dignity, respect and accountability.

1,188.70 FTEs FY21 Budget: \$129,581,708

BEHAVIORAL HEALTH DEVELOPMENTAL SERVICES (BHDS):

The Behavioral Health Developmental Services Division (BHDS) plans, organizes, and provides treatment and services for people in our community who have Behavioral Health and Developmental Disabilities. BHDS serves children, adolescents, and adults.

SOCIAL SERVICES:

The Social Services Division aids citizens in meeting their fundamental needs during times of temporary economic and social crisis, protects children and vulnerable adults from abuse and neglect, administers a range of services to help maintain families in the least restrictive and intrusive manner possible, and assists in preparing citizens to find and retain employment.

CONTINUOUS QUALITY IMPROVEMENT (CQI):

The Continuous Quality Improvement (CQI) Division supports interpretation, implementation, management, and monitoring of compliance with federal and state regulatory requirements. In addition, the Health and Human Services Solutions Team (HHS Solutions) helps address Human Services' Information Technology (IT) needs.

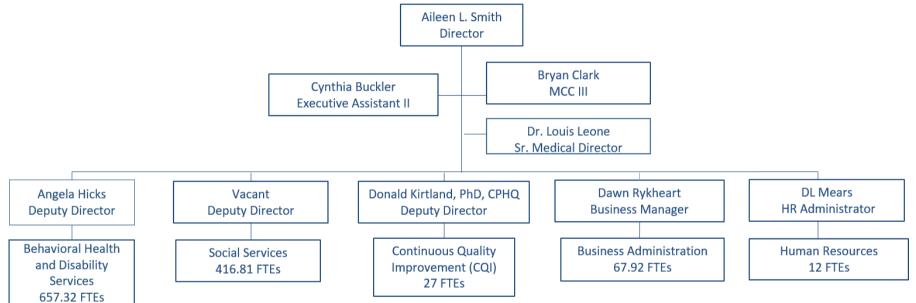
BUSINESS ADMINISTRATION (BAD):

The Business Administration Division (BAD) builds bridges of support between business processes, programs, and the individuals served by the Department of Human Services, by providing information, education, resource stewardship, and compassionate customer service.

HUMAN RESOURCES:

The Human Resources Division (DHS HR) operates with 18 staff members who work within the teams of Human Resources Information Systems, Talent and Recruitment, Volunteer Services, and Employee Relations.





• MCC: Media & Communications Coordinator







MICHAEL F. KIRSCHMAN DIRECTOR

Office: (757) 385-1100

2154 Landstown Road Virginia Beach, VA 23456

https://www.vbgov.com/government/departments/parks-recreation



MISSION:

To exceed community expectations in an inclusive, innovative and sustainable manner by promoting healthy lifestyles and protecting our coastal environment, and ensuring all residents – regardless of their physical, social, and economic circumstances – can access programs.

870.11 FTEs FY21 Budget: \$66,262,374

ADMINISTRATION & BUSINESS SYSTEMS:

Responsible for budgeting, finance, human resources, marketing, resource development, sponsorships, partnerships, customer service, and information systems management for all divisions.

PLANNING, DESIGN, & DEVELOPMENT:

Manages the construction and replacement of parks and recreation facilities, the City's Open Space Program, and implements the Virginia Beach Outdoors and Bikeways & Trails Plans. Oversees the development and implementation of the department's Capital Improvement Program.

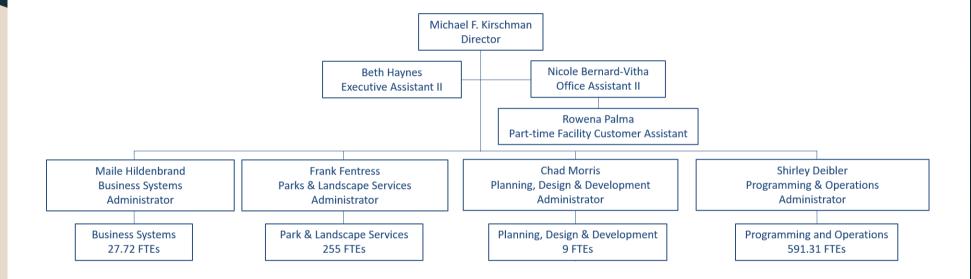
PROGRAMMING & OPERATIONS:

Includes all indoor and outdoor recreation, athletics, fitness, and park programs, special events, the Youth Opportunities Office (YOO), community recreation centers operations, aquatics, Out-of-School Time programs, golf course and tennis lease management, Princess Anne Athletic Complex (PAAC) operations, therapeutic recreation, and inclusion services to accommodate those with varying abilities.

PARK & LANDSCAPE SERVICES:

Provides landscape maintenance for all public landscape infrastructure on roadways, public buildings (including the Municipal Center), the Oceanfront, Town Center, public spaces, parks, and school sites.

PARKS& RECREATION VBGOV.COM/PARKS









DEMETRIA M. LINDSAY, MD DIRECTOR

Office: (757) 518-2700

4452 Corporation Lane Virginia Beach, VA 23462

https://www.vdh.virginia.gov/virginia-beach/



MISSION:

To promote health, prevent disease, and protect the environment so that all in Virginia Beach are empowered to achieve optimal health and well-being.

7.38 FTEs FY21 Budget: \$3,690,510

VIRGINIA BEACH DEPARTMENT OF PUBLIC HEALTH (VBDPH):

VBDPH is a state-city cooperative health service agency with over 105 full-time employees, located at 4 different offices in Virginia Beach. There are many services offered including clinical (communicable disease investigations, immunizations, dental, family planning, maternity), WIC- Women, Infants, Children (supplemental nutrition program), Community Outreach (BabyCare, Healthy Families, Long Term Screening Services, health education, community health assessment and improvement plan), Environmental Health (restaurant inspections, private well/septic program, rabies, pool inspections, other regulatory inspections), Vital Records (Birth, Marriage, Divorce, & Death Certificates), and Emergency Planning & Response.

CLINICAL SERVICES:

Clinical Services provide a vital role in ensuring access for all residents of Virginia Beach to receive care and to improve the overall health of Virginia Beach. Our Clinical Staff and Public Health Nurses work closely together to provide care not limited to but including Maternity Care, Immunizations, Family Planning, Communicable Disease Treatment, Lab, and Pharmacy services.

COMMUNITY VISITING TEAMS:

Community Visiting Teams provide in home and community based & family centered services for prenatal to senior populations. The Healthy Families provides education and support for families for proactive intervention to prevent child abuse. The BabyCare program is a team of Public Health Nurses who accept referrals from many sources within the city for women who are pregnant or recently delivered that need assistance in caring for their child that require nursing intervention which includes assessments, referrals and education. Our Long Term Support Services program partners with the Department of Human Services to provide screening of adults and children in need of nursing home placement through Long Term Care Medicaid.

DENTAL CLINIC:

The Dental Clinic within the VBDPH provides access to preventive dental services, early detection and treatment of dental disease for low-income children, as well as increase awareness for the importance of having good oral hygiene and regular dental checkups.

EMERGENCY PREPAREDNESS & RESPONSE:

The VBDPH Emergency Preparedness Program develops plans, trains staff and coordinates activities to ensure that the Virginia Beach Health District is prepared to respond rapidly and effectively to all public health emergencies. The VBDPH emergency preparedness coordinator works closely with city, regional, state, and federal emergency planners to plan and implement responses to threats such as disease outbreaks, biological agents or natural disasters. This includes a Mass Dispensing Plan that provides training for VBDPH staff and Medical Reserve Corps (MRC) volunteers to develop the capacity for mass dispensing prophylaxis at city-wide and regional levels.

ADDITIONAL INFORMATION CONTINUED ON THE NEXT PAGE



CONTINUED



ENVIRONMENTAL HEALTH:

Environmental Health is the protection of public health by preventing the transmission of disease. Services to provide protection to the community are done through different programs, including the inspections of food facilities, water and sewage systems, and working in partnership with other agencies to protect the environment.

EPIDEMIOLOGY:

Epidemiology is focused on disease surveillance for early detection and investigation of communicable diseases, and other preventable health issues. In the event of communicable disease outbreaks, the goal is to identify the source of infection, implement control measures, and prevent the spread of disease in the community. In addition to the more than 75 diseases included on the Virginia Reportable Disease List, VBDPH investigates emerging infections under the guidance of VDH and CDC. VBDPH is also increasingly involved in monitoring data to understand priority health issues and trends, and determine causative factors to support strategies to improve the health of the population.

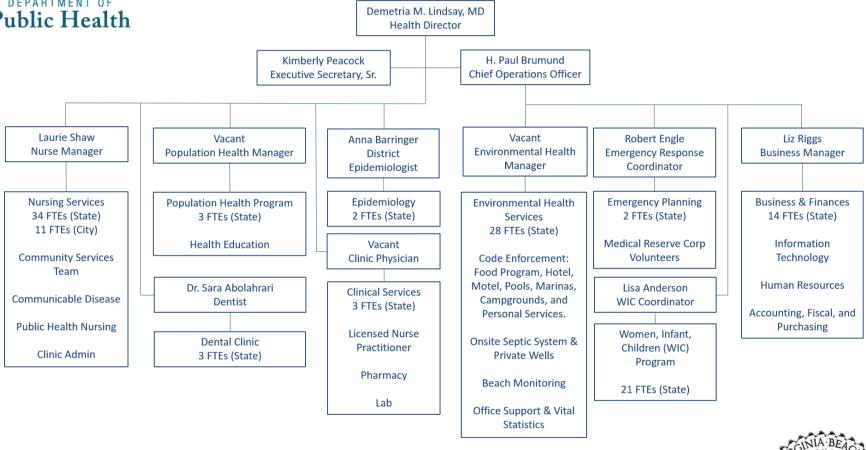
POPULATION HEALTH:

Population health is an approach to health that aims to improve the health of the entire population and to reduce health inequities among certain groups. Population health is not just the overall health of a population, but also includes the distribution of health, and can include health outcomes, patterns of health determinants, and policies and interventions.

WOMEN, INFANTS, & CHILDREN (WIC):

The WIC Program is a federally funded nutrition education program for pregnant, postpartum, or breastfeeding women, and children under the age of 5. WIC provides nutrition assessments, nutrition education, breastfeeding promotion and support, nutritious foods, and referrals to other community partners. To be eligible for the WIC Program, applicants must meet categorical, residential, income, and nutrition risk requirements







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EVA D. POOLE DIRECTOR

Office: (757) 385-8709 2416 Courthouse Drive Municipal Center, Bldg. 19, Rm. 210 Virginia Beach, VA 23456

https://www.vbgov.com/government/departments/libraries



MISSION:

Virginia Beach Public Library brings people together and provides equitable and convenient access to resources, educational experiences, and opportunities to enrich lives.

252.50 FTEs FY21 Budget: \$18,970,978

PUBLIC SERVICES:

A community anchor for more than 50 years, Virginia Beach Public Library includes the Meyera E. Oberndorf Central Library, the Tidewater Community College/City of Virginia Beach Joint-Use Library in partnership with seven (7) area libraries located throughout the City: Bayside, Great Neck, Kempsville, Princess Anne, Oceanfront, Pungo-Blackwater, Windsor Woods and the Wahab Public Law Library. Services include workforce development and job search support, small business resources, computer and technology classes, early literacy classes and outreach, and local history archives and programs. In addition to books, music and magazines in tangible and digital formats, the library provides online research tools accessible from home or work, as well as movies, music and a variety of specialty collections.

In our buildings, we provide early literacy storytime classes for children ages 6 months to 5 years old, and we take these classes on the road with our Bookmobile, visiting 108 preschools, child care centers, Title I Schools, Head Start programs, at risk neighborhoods, and after school programs throughout Virginia Beach. We provide teacher trainings and curriculum-based storytime classes to help children build skills needed for kindergarten success. The Bookmobile provides a classroom on wheels with access to books and electronic databases to support educational and recreational needs of young children and their parents. This service is crucial for reaching children who might not otherwise be able to visit the library and benefit from early literacy programming.

Special Services is a sub-regional library of the National Library Service for the Blind located at the Bayside Area Library. This service loans braille, recorded, and large print materials and equipment to registered customers and provides information services for individuals with disabilities.

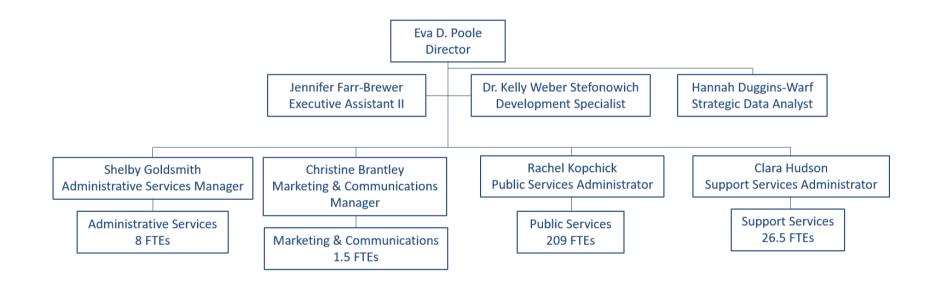
SUPPORT SERVICES:

The Virginia Beach Public Library collection is home to 565,334 physical items and provides access to 845,252 digital items. Our Support Services team is made up of three units who work together to build, maintain, and manage this diverse collection. Materials Management selects, acquires, catalogs and processes all materials in the library collection. Our Technology Services unit ensures that the integrated online catalog, web services, public access computers with Internet and free Wi-Fi, and automated materials handling technologies are online to serve staff and customers. Records Management provides crucial administration of the collection, organization, storage, retrieval on request and distribution of all official print documents for all City of Virginia Beach departments, courts and Virginia Beach City Public Schools based on the retention schedule provided by the Library of Virginia and in alignment with the Virginia Public Records Act.

ADMINISTRATIVE SERVICES:

Our Administrative Services team works to increase Virginia Beach Public Library's efficiency and efficacy through budget, payroll, human resources and staff development support. Our total department full-time equivalent (FTE) count is 252.5 which equates to 202 full-time and 103 part-time educated, trained and experienced staff who deliver quality library services. 78% of Libraries' budget goes to personnel costs. Nearly 11% of Libraries' budget is for books and materials including the digital collections, instructional services and programming. It is important to note that Libraries' budget is .9 percent – less than 1% - of the City's overall budget. Like all departments we continually work to maximize the use of our resources while also providing the best possible services for our community.











NEVA L. WHITE CHIEF STRATEGY OFFICER

Office: (757) 385-7847 (STIR)

2408 Courthouse Drive Municipal Center, Bldg. 21 Virginia Beach, VA 23456

https://www.vbgov.com/government/departments/stir



MISSION:

To facilitate the alignment of initiatives to City Council goals through a three point organizational service model, that includes strategy, support, and development. 6.00 FTEs FY21 Budget: \$633,311

THE OFFICE:

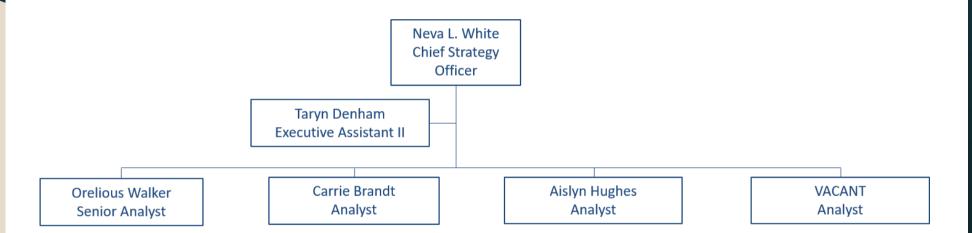
The STiR office supports the organization by providing internal consulting services on departmental strategy, innovation, process improvement, performance management, change management, leadership transition, and other organization development needs. We equip individuals with process improvement tools and work with departments to put these tools in action by defining and improving their current work processes.

The Innovation Center, at Building 21, provides the organization the place and space to engage in activities that encourage a continual growth mindset in the organization, including offering Innovation Academies focused on Process Improvement and Human-Centered Design. Personal resiliency workshops are provided to encourage wellness, build capacity, and offer life skills to adjust easily to adversity or quick change. In addition, we train and support facilitators and recorders for the organization.

In collaboration with the IT department, STiR co-chairs the organization's data governance board and working group to maintain an open data portal that allows citizens full and transparent access to budget, spending, and performance data. STiR has developed a robust strategic planning process that includes community engagement with citizens and members of the organization, performance standards, and data-driven decision making in order to assist in providing Council with the information they need to set clear priorities for planning.

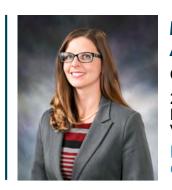


 $Strategy \cdot Transparency \cdot Innovation \cdot Resiliency$









MELISSA C. ZIBUTIS ADMINISTRATOR

Office: (757) 385-4722 2401 Courthouse Drive Municipal Center, Bldg. 1, Rm. 214 Virginia Beach, VA 23456

https://www.vbgov.com/government/offices/volunteer



MISSION:

To maximize the full potential of the City's volunteers by promoting awareness of opportunities, fostering effective volunteer resource management, documenting the scope and impact of volunteer engagement, and celebrating the contributions and spirit of volunteerism in Virginia Beach.

4.00 FTEs FY21 Budget: \$317,978

THE OFFICE:

Established in 1978, the Office of Volunteer Resources (OVR) seeks to "put community in government" by engaging volunteers in meaningful city services and programs. By promoting awareness of new and inclusive opportunities, fostering effective volunteer resource management, documenting the scope and impact of volunteer data, and celebrating the contributions and spirit of volunteerism in Virginia Beach, OVR is seen as an industry leader in the field of municipal volunteer administration and disaster recovery coordination. OVR's foundation has a strong strategic focus on aligning the City Council goals with new and expanding volunteer programs, and understanding the long-term benefits of creating an inclusive and robust network of civically engaged community partners.

VOLUNTEER RESOURCE MANAGERS:

Working alongside the OVR Staff, more than 120 city employees take on the added role of Volunteer Resource Manager (VRM), Volgistics Database Operator and Volunteer Supervisor in 31 departments and state agencies in Virginia Beach. With their passion and expertise, the City engages an average of 15,000 adult and youth volunteers every year. It is because of our VRMs that Virginia Beach has such an outstanding level of community engagement and we are so thankful for their dedication and leadership.

VOLUNTEERS & DONATIONS IN TIMES OF DISASTER:

In creating community partnerships and opening government up to all people, OVR creates a better quality of life through effective communication, inclusivity, fellowship, collaboration, and civic accountability. This is especially true during emergency situations. There is no better way to achieve this outcome than with the support of a strong and passionate volunteer network. The Office of Volunteer Resources has proven to be critical in emergency operations, disaster relief, and long-term recovery – leading local and regional coordination efforts following Hurricane Matthew, the May 31 shooting at the Municipal Center, and the COVID-19 pandemic.



Melissa C. Zibutis Volunteer Resources Administrator

Beanie DeLasAlas
Business
Applications
Support
Technician

MK Zimmerman Office Assistant II Aline Carr Voluntary Agency Liaison



VIRGINIA BEACH PUBLIC SAFETY PORTFOLIO



DEPUTY CITY MANAGER STEVEN "STEVE" R. COVER

Emergency Communications & Citizen Services (ECCS)

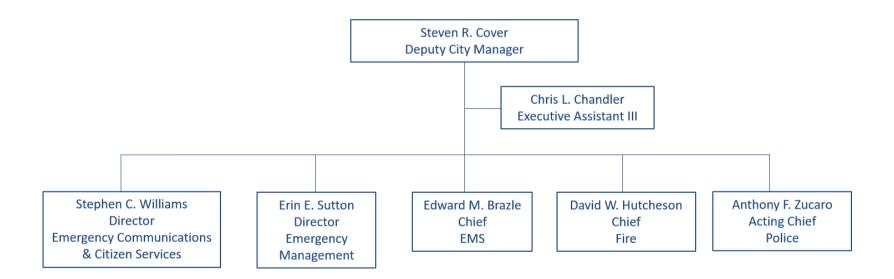
Emergency Management (OEM)

Emergency Medical Services (EMS)

Fire (VBFD/FIR)

Police (VBPD/POL)

PUBLIC SAFETY PORTFOLIO





Emergency Communications & Citizen Services







STEPHEN C. WILLIAMS DIRECTOR

Office: (757) 385-8089

2508 Princess Anne Road Municipal Center, Bldg. 30 Virginia Beach, VA 23456

https://www.vbgov.com/eccs



MISSION:

To provide efficient, accurate, and professional processing of emergency, non-emergency, and information requests. This is achieved through commitment, teamwork, excellent customer service, and a willingness to serve in a respectful and professional manner.

135.75 FTEs FY21 Budget: \$11,402,459

DIRECTOR'S OFFICE:

The director is responsible for the planning, administration, and technical oversight of the department, and performs managerial and administrative duties associated with personnel administration, research and development of department policies and procedures, CALEA Accreditation, budget, technology assessment, and procurement for the department. This office also responds to inquiries and investigations from the public and other City departments, and directs the implementation and management of wireless and enhanced 9-1-1 emergency systems, the computer aided dispatch system, and the 311 customer relationship management system.

9-1-1 DIVISION:

VB 9-1-1 Operations is a 24/7 operation that handled over 647,000 emergency and non-emergency Police, Fire, and EMS telephone calls and text messages, and dispatched over 455,000 incidents, in FY19. The center uses Emergency Medical Dispatch protocol for processing EMS calls for service, ensuring that all callers receive an established standard of care which provides patient care in the form of life saving pre-arrival instructions. It also provides dispatch service delivery to Police, Fire, and EMS via radio and a computer aided dispatch (CAD) system, alerting the public safety agencies of calls for service, tracking field unit status, monitoring field unit safety, and coordination of mutual aid assistance from other City agencies and other local jurisdictions.

3-1-1 DIVISION:

VB 3-1-1 Citizen Services handled over 119,000 contacts in FY19, providing Virginia Beach citizens and visitors with a single point of contact for city information and services. 311 is a simple, easy-to-remember, telephone number that connects callers with a Citizen Services Call Taker who can assist them with City information, services, news, and events, 24 hours a day, 7 days a week.

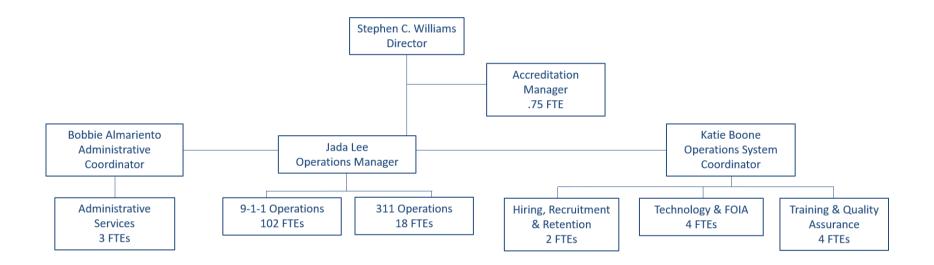
OPERATIONS SUPPORT:

The Support Division is responsible for the training of newly hired Public Safety Emergency Telecommunicators, Call Takers, and the continuing education of all staff members of ECCS, to assure the citizens of Virginia Beach receive the best possible service delivery. The division is also responsible for FOIA, recruitment, hiring, retention, quality assurance, and the complex technology needs of the department.

ADMINISTRATIVE SUPPORT:

The Administrative Support Division is responsible for the department's budget, payroll, finance, purchasing, planning, analysis, and research.











ERIN E. SUTTON DIRECTOR/DEP. COORDINATOR

Office: (757) 385-1076 2412 North Landing Road Municipal Center, Bldg. 20, 1st Floor Virginia Beach, VA 23456

https://www.vbgov.com/government/departments/emergency-management

MISSION:

To foster a culture of preparedness among the whole community in order to build and sustain the capability to mitigate against, prepare for, respond to, and recover from all hazards.

8.00 FTEs FY21 Budget: \$744,194

THE OFFICE:

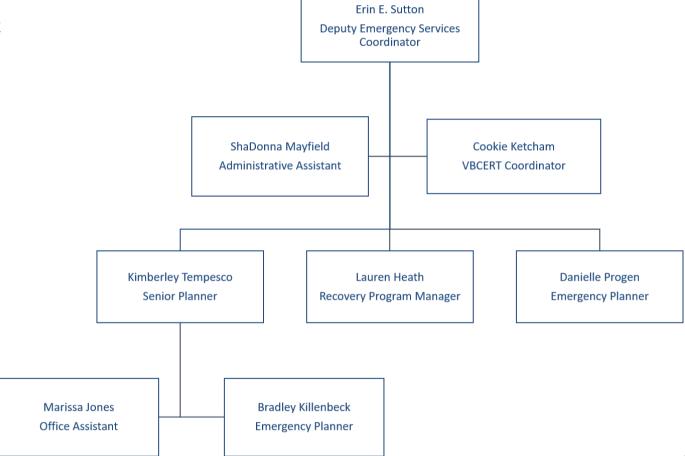
The Office of Emergency Management (OEM) promotes a comprehensive emergency management program to mitigate the community's impacts from manmade, natural or technological disasters, and potential catastrophic incidents, by utilizing mitigation, preparedness, response, and recovery strategies. The City's emergency management system is outlined in the State Code and within Local Ordinance. The City Manager is designated as the Director of Emergency Management and the Deputy City Manager of Public Safety is designated as the Emergency Services Coordinator.

The day-to-day operations, activities, and Emergency Operations Center (EOC) are managed by the Director of Office of Emergency Management (Deputy Emergency Services Coordinator) who is assisted by one senior planner, two emergency planners, a Recovery Planner, a Virginia Beach Community Emergency Response Team (VBCERT) Coordinator, Administrative Assistant and Office Assistant (contract). The senior planner is responsible for grant administration, the FEMA Home Elevation Program, and hazard mitigation. Additionally, the senior planner oversees a contract employee supporting the FEMA Program. The two emergency planners coordinate special events, training and exercise planning, the emergency operations plan, the sheltering and family assistance center plan, and recovery plan. The VBCERT Coordinator is responsible for the overall CERT program, volunteer program coordination, and community outreach. The Administrative Assistant is the office manager and handles all budget and financial reporting.

Since the 5/31 Tragedy, OEM added a Recovery Program Manager to the OEM staff. The Recovery Program Manager is supported by the AEAP federal grant, for three years, and assists in oversight of the VBStrong Center and all programs that support the workforce in recovery. Additionally, the Recovery Program Manager is the point of coordination with the families of the victims and the City personnel that were injured.

OEM provided overall support and coordination in 2019 for multiple special events, including the inaugural Something in the Water, the 5/31 Tragedy in Building 2, Hurricane Dorian, and ongoing flooding in the southern end of the City.









EDWARD M. BRAZLE EMS CHIEF

Office: (757) 385-1999

4160 Virginia Beach Boulevard Virginia Beach, VA 23452

https://www.vbgov.com/government/departments/emergency-medical-services



MISSION:

To provide services to the community which preserve life, reduce suffering, improve health and promote the safety of those who live, work and play in our community. 95.55 FTEs FY21 Budget: \$13,648,378

This mission is accomplished through a systems approach focused on providing high quality patient care services; organizational sustainment; public awareness and education; proactive safety interventions; and all-hazards readiness.

SUPPORT SERVICES BRANCH:

Administration & Support: Responsible for recruiting, screening, and retention of volunteer rescue squad personnel. Provides ongoing human resources and logistical support to all members – career and volunteer.

Training: Provides basic and continuing educational services to any City member engaged in emergency medical response. This effort includes basic EMT classes for new rescue squad volunteers, first aid classes for police officers, advanced medical skills for paramedics, and refresher training for firefighters.

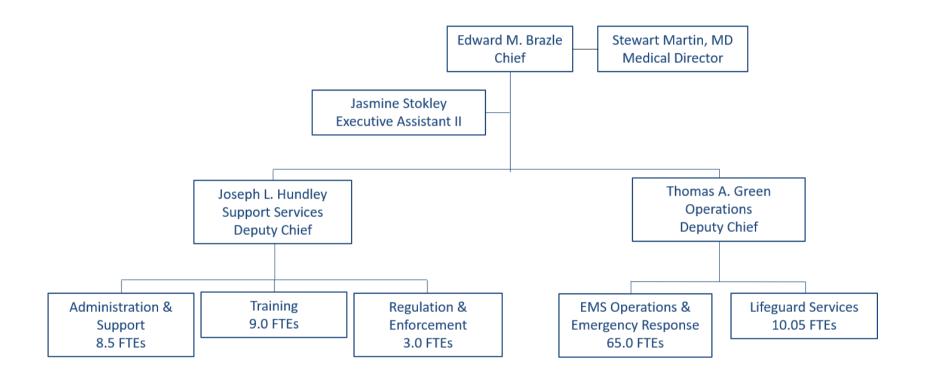
Regulation & Enforcement: Ensures compliance with medical protocols and standards of care, maintains mandated medical data reporting systems, issues permits for commercial ambulance services to operate in the City, and administers the Oceanfront Lifeguard Services contract.

OPERATIONS BRANCH:

Operations & Emergency Response: Coordinates staffing and oversight for all emergency ambulance operations – answering more than 48,000 calls annually. Also, provides medical coverage at major events/festivals and specialized rescue services, including water rescue and tactical medics.

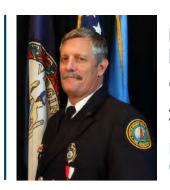
Proactive Services: Coordinates community medical programs such as REVIVE Naloxone classes and mass vaccinations, integrates departmental activities with health services and hospital partners, and provides medically friendly sheltering capability during hurricanes. Additionally, Proactive Services directs beach lifeguard services in Sandbridge during the summer months.











DAVID W. HUTCHESON FIRE CHIEF

Office: (757) 385-8510 4817 Columbus Street Virginia Beach, VA 23462

https://www.vbgov.com/government/departments/fire



VISION:

Being internationally recognized as a leader in fire service excellence with the ability to predict emerging and challenging environments, develop our members, and cultivate the community sense of feeling safe any place any time.

526.23 FTEs FY21 Budget: \$59,257,097

VBFD's vision is accomplished through their mission of being a professional department dedicated to protecting life and property through an all hazards approach.

CHIEF'S OFFICE:

The Chief's Office consists of the Chief's Executive Assistant, the Deputy Chief of Operations, and the Deputy Chief of Services. The Fire Chief has the administrative oversight of the entire department, sets the strategic direction for the organization, and plans for the increasing service demands of the community.

SERVICES BRANCH:

The Services Branch of VBFD is dedicated to providing administrative duties and support services to VBFD and other City of Virginia Beach agencies, as well as the public. It focuses on mitigation, planning, and recovery efforts that are accomplished through the Administrative Services Division, the Community Risk Reduction Division, and the Personnel and Development Division.

ADMINISTRATIVE SERVICES DIVISION

Research & Analysis Bureau (R&A): The Bureau manages and directs the organization's ongoing CFAI Accreditation process and helps ensure compliance with local and national mandates. R&A is responsible for the design, quality control, coordination, and analysis of all data related to VBFD's mission. R&A works in coordination with interdepartmental and external stakeholders to ensure VBFD is able to effectively set goals, budget for the future, analyze performance, and disseminate critical information to the public, outside agencies, and City leaders. R&A also ensures the organization has access to cutting edge business intelligence, analytics, and GIS technology. Operational needs and budget plans are verified and validated with supporting data from the various records management tools used by the department. Performance measures are used by the bureau to support fire department programs and describe community impacts related to service delivery.

Resource Management Bureau: The mission of Resource Management is to provide the members of VBFD with supplies and services needed to allow them to protect our citizens during any emergency in the City, and to anticipate, forecast, and plan for the future needs of our department. The Resource Management maintenance section operates from a repair shop and "air room," and is responsible for the maintenance, repair, and testing of all self-contained breathing apparatus used throughout the City, to include the Police, Sheriff, and EMS departments.

Budget & Finance Bureau: As a whole, the Bureau is responsible for preparation, processing, auditing, and reporting for all departmental finances including: payroll, operating/capital expenditures, revenue/donations, and State and Federal grants. This includes preparation and submission of the annual departmental budget; analysis and monitoring of financial trends, practices, and variances; management and reconciliation of the petty cash and procurement card programs; and, adherence to local, State, and Federal policies and regulations.

ADDITIONAL INFORMATION CONTINUED ON THE NEXT PAGE



CONTINUED



COMMUNITY RISK REDUCTION DIVISION

Fire Prevention Bureau: Providing oversight for the Fire Prevention Bureau is the Fire Marshal. The Fire Prevention Bureau strives to make the community feel safer any place and any time through education and enforcement of the fire codes and laws. Firefighter safety and survival is a top priority of the Fire Prevention Bureau. The goal is not only to make buildings within the City as safe as possible for the public, but also for fire personnel entering into a hazardous environment.

Life Safety Education: Directly contacts over 60,000 Virginia Beach citizens each year with life-saving information, through various programs, with ages ranging from preschool through the senior citizen population.

PERSONNEL & DEVELOPMENT DIVISION

Communications & IT (CIT) Bureau: CIT ensures the delivery of reliable voice and data communications systems to all fire department facilities and apparatus'. CIT coordinates all maintenance of radios, telephones, and computers with the City's Information Technology (IT) Department and other vendors while exploring new technology for VBFD to improve operational efficiency, now and into the future.

Human Resources Bureau: Staff members work closely with City Human Resources to coordinate and facilitate all human resources processes and functions, including recruitment, hiring, promotions, career progressions, performance appraisals, staffing and compensation, employee relations, and learning and development.

Training Bureau: Responsible for the overall management of VBFD training programs, including the firefighter recruit academy and professional development classes. It also ensures coordination of training programs with non-VBFD agencies/entities and manages public/private partnerships involving Harry E. Diezel Fire Training Center human and physical resources.

Multimedia Production Unit: The unit has grown into a fully operational television facility and includes a working studio and non-linear video editing suites. The programs produced include: Virginia Beach Frontline Firefighter, EMT Today, The Chief's Corner, The Virginia Beach Firewire News, and Safety Connection.

OPERATIONS BRANCH:

VBFD operates as an all hazards response agency with internal resources to manage all common community risks. Operations consists of three District Chiefs that serve as Duty Shift Commanders, five Battalions which includes 20 Fire Stations, 21 fire engines, eight ladder trucks, two fire rescues, three fire boats, a Technical Rescue Team, and a Hazmat Team. VBFD has strong regional, State, and Federal ties that support response and training, and both automatic and mutual aid response. The VBFD response teams include:

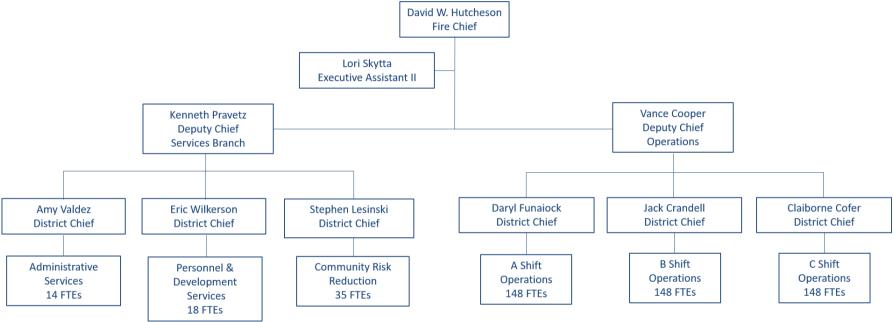
- Fire Operations
- Emergency Medical BLS/ALS First Response
- Hazardouse Materials
- Vehicle Extraction
- Confined Space
- Trench Collapse Rescue

- High & Low Angle Rope Rescue
- Marine SAR
- Marine Firefighting
- FEMA US&R
- Domestic Preparedness & Planning

VIRGINIA TASK FORCE-2 (VATF-2): URBAN SEARCH & RESCUE

VBFD is the sponsoring agency for Virginia Task Force-2. VATF-2 is a specialized rescue organization comprised of highly trained Firefighters, Technical Rescue Technicians, Medical Professionals, Canine Handlers, Engineers, and Physicians from various cities and departments located throughout the region. Some of their capabilities consist of Search & Rescue, Medical Care, Reconnaissance, Structural and Hazard Evaluations, Stabilization, and Coordination of Federal Resources.









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ANTHONY "TONY" ZUCARO ACTING CHIEF OF POLICE

Office: (757) 385-8329 2509 Princess Anne Road Municipal Center, Bldg. 11 Virginia Beach, VA 23456

https://www.vbgov.com/government/departments/police



MISSION:

To remain committed to providing a safe community and improving the quality of life for all people. VBPD accomplishes this by delivering quality police services and enforcing laws with equity and impartiality.

1,051.86 FTEs FY21 Budget: \$106,129,479

In partnership with the community, VBPD reduces crime through public education, prevention, and awareness. In meeting this objective, we demand of ourselves the highest professional standards and dedication to our core values.

CHIEF'S OFFICE:

The Chief's Office consists of the Chief's Executive Assistant, Chief's Aide, who is a sworn Lieutenant, and the Public Information Office, which consists of two Master Police Officers.

SUPPORT DIVISION:

The Support Division consists of several units that provide administrative and support services to other VBPD operations, City of Virginia Beach agencies, and the public. The units are the Budget Office, Central Records Unit, Property and Evidence, False Alarm Reduction Unit, Logistical Support, Payroll Office, and PhotoSafe.

PROFESSIONAL STANDARDS DIVISION:

The Professional Standards Division is comprised of the Office of Internal Affairs, which maintains and enhances the integrity of VBPD through the full, fair, and objective investigation of allegations of misconduct on the part of VBPD personnel; the Accreditation Office, which is tasked with ensuring that VBPD policies and procedures are based on current national standards and best practices; and, Professional Development and Training, which oversees the recruitment and hiring of prospective recruits, training of recruits, officers, and civilian staff.

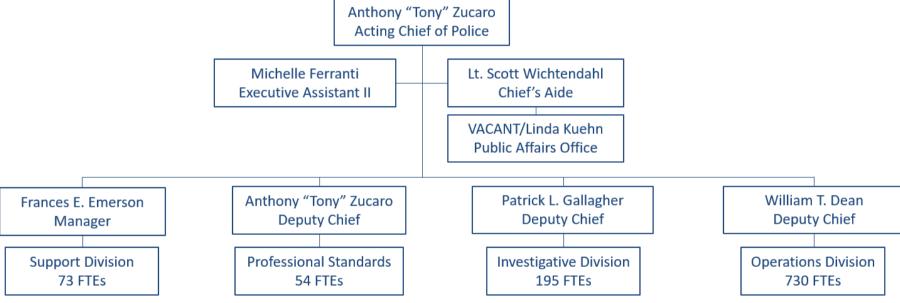
INVESTIGATIVE DIVISION:

The Investigative Division is comprised of the Detective Bureau, which exists to assertively and objectively investigate crimes, while honoring established legal principals, properly document such investigations, and present the findings for judicial review; and, Special Investigations which is responsible for investigating offenses involving illegal diversion of pharmaceutical drugs, collection, analysis, storage, and dissemination of criminal intelligence information, investigating and apprehending online sexual predators, conducting investigations concerning illegal narcotics activity and vice activities, to include prostitution, gambling, pornography, and ABC violations.

OPERATIONS DIVISION:

The Operations Division is made up of four precincts, which are divided into zones; Crime Reporting Unit, which receives non-emergency incidents via telephone; Community Service Officers, who are civilians that play a key role in helping VBPD by assisting with crashes, by directing traffic and helping to safely secure scenes, help citizens with disabled vehicles, and investigate abandoned vehicles; Civilian Volunteer Program, which oversees the VBPD's volunteer and interns; Community Engagement Unit, whose mission is to develop community responsibility directed at reducing the threat of crime and enhancing safety, thereby resulting in an environment where crime cannot flourish; and, Special Operations, including the Aviation Unit, Bomb Squad, Canine Unit, Crisis Negotiation Team, Fatal Crash Team, Marine Patrol Unit/Dive Team, Motor Carrier Safety and Environmental Crimes Unit, Motorcycle Unit, Mounted Patrol, Special Weapons and Tactics Team, Traffic Safety, Animal Control, and the Animal Care and Adoption Center.







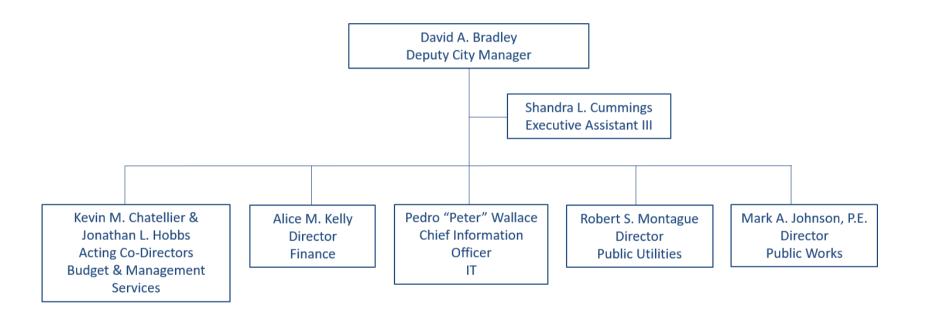
VIRGINIA BEACH INFRASTRUCTURE PORTFOLIO



DEPUTY CITY MANAGER DAVID A. BRADLEY

Budget & Management Services (BMS)
Finance (FIN)
Information Technology (IT)
Public Utilities (PUD)
Public Works (PWD)

INFRASTRUCTURE PORTFOLIO







KEVIN M. CHATELLIER & JONATHAN L. HOBBS ACTING CO-DIRECTORS

Office: (757) 385-8234

2401 Courthouse Drive Municipal Center, Bldg. 1, Rm. 323 Virginia Beach, VA 23456

https://www.vbgov.com/government/depart ments/budget-office-management-services/



MISSION:

To provide program, fiscal, and budgetary policy development and analysis support to the City Manager and City Council for use in formulating City policies.

13.00 FTEs FY21 Budget: \$1,442,342

THE DEPARTMENT:

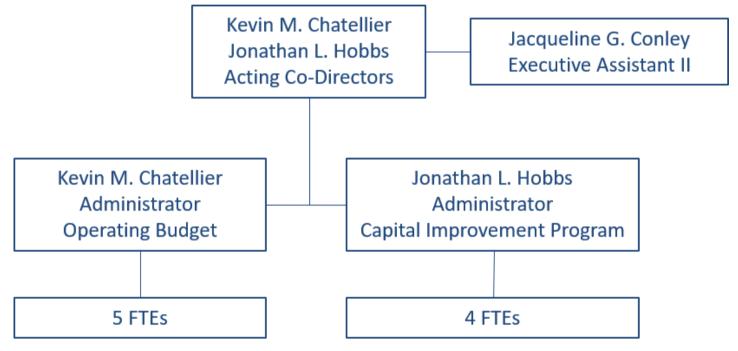
Budget & Management Services (BMS) coordinates the City's Operating Budget totaling \$2.1 billion (including Schools) and \$3.4 billion six-year Capital Improvement Program (including appropriations to date); projects General Fund revenues and determines local revenue amount to be shared with the Schools via the School Funding Formula; projects future bond sales, estimates debt service needs within the budget, and projects future impacts on citywide debt metrics; develops a five-year forecast with the schools to provide an overview of the major funding challenges and opportunities over the next five-years (the forecast is presented to the City Council and School Board in November); assists the City Council appointed Community Organization Grant (COG) committee on the allocation and payment of grants for nonprofit organizations that supplement City services; coordinates funding and payment for regional participation organizations like the Hampton Roads Planning District Commission; provides fiscal analyses of public-private partnerships and economic development proposals; and, conducts program evaluations of City services and programs.

CITIZEN ENGAGEMENT:

BMS also engages citizens and increases transparency efforts during budget development by offering the following interactive tools on the City's website:

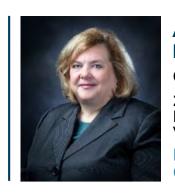
- Open Budget allows citizens to access line-item information about the budget.
- Open Performance provides performance measures on various programs and initiatives.
- Balancing Act encourages citizens to make choices about how they would balance the Budget with the results sent to the City Council.
- Taxpaver Receipt provides a breakdown of services that citizens receive for their tax dollars.











ALICE M. KELLY DIRECTOR

Office: (757) 385-4681 2401 Courthouse Drive Municipal Center, Bldg. 1, Rm. 205 Virginia Beach, VA 23456

https://www.vbgov.com/government/departments/finance



MISSION:

To deliver comprehensive financial and business services, and protect the City's resources in a high-quality, cost effective, and innovative environment, that inspires trust and supports our community for a lifetime.

62.00 FTEs FY21 Budget: \$24,563,124

ADMINISTRATION:

The Finance Department objectives include: conservative financial management; quality core services to vendors, citizens, and departments; long range fiscal sustainability; and, improve financial technology, controls, and financial resource management citywide. Finance also supports the approved CIP debt requirements by providing planning, debt issuances and analysis, reporting, and administration of the City's bond programs.

COMPTROLLER'S BUREAU/ACCOUNTING & REPORTING/ACCOUNTS PAYABLE:

Prepares mandated financial reports in compliance with federal and state laws, including the Comprehensive Annual Financial Report; responsible for oversight and integrity of the financial management system for operating and capital projects funds; manages unclaimed property reporting; and, provides oversight of accounting policies and internal controls citywide. Accounts Payable processes all invoices, generates and manages City payments, and ensures payment tax compliance.

FINANCIAL SERVICES:

Prepares financial business policies, procedures, and practices for the City; provides functional systems management; advances the use of data for decision-making; fosters a financial learning and teaching environment; and, promotes best practices, transparency, and financial controls.

PAYROLL:

Prepares City employee payroll; manages federal and state tax reporting and compliance; manages Virginia Retirement System programs; and, manages other functions including garnishments, liens, and pay deductions.

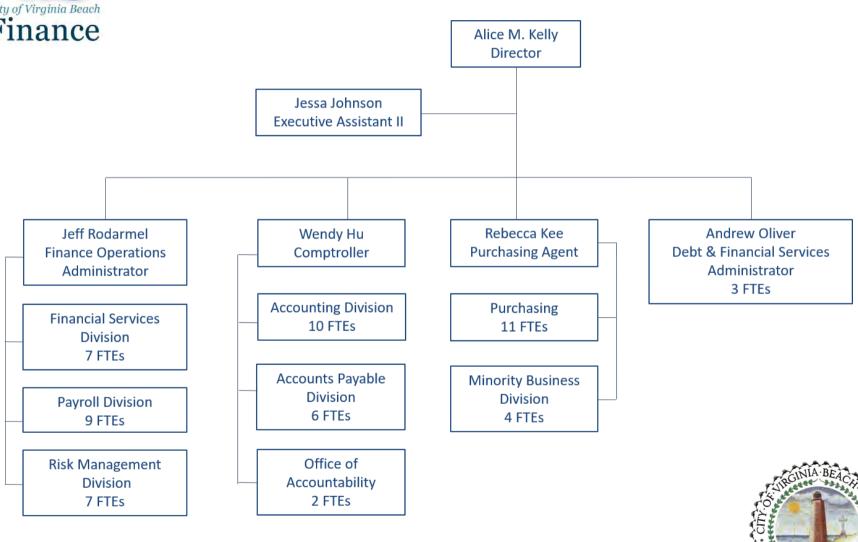
PURCHASING:

Responsible for the procurement of all goods, services, and construction in accordance with State law and City code; manages the bidding and competitive negotiation processes for all formal procurement solicitations; and, provides staff and management for minority business programs.

RISK MANAGEMENT:

Manages the City's self-insurance program including: identifying and evaluating City risk, managing the loss control programs, purchasing insurances, and processing workers' compensation adjustments and civil liability claims. Also manages public assistance recovery and reimbursement efforts.









PEDRO "PETER" WALLACE, CCIO CHIEF INFORMATION OFFICER

Office: (757) 385-4121 4801 Columbus Street Suite 200 Virginia Beach, VA 23462



https://www.vbgov.com/government/departments/communications-info-tech/

MISSION:

The City of Virginia Beach Information Technology (IT) Department is an award-winning organization committed to using the transformative power of technology to enhance outcomes for employees, residents, visitors and other stakeholders.

193.00 FTEs FY21 Budget: \$36,470,132

OFFICE OF THE CIO:

The Office of the CIO handles the following areas of the department: administration, media and communications, project management, and quality assurance.

IT BUSINESS CENTER:

The IT Business Center is in charge of the department's financial management, the City's mail services, and the workforce team.

APPLICATIONS SUPPORT:

Provides applications support for: Public Safety, Revenue, Assessments & Collections, Health & Human Services, HR/Finance, Economic Growth & Vitality, Public Infrastructure, Executive Management Team, and Culture & Recreation.

DATA INFORMATION MANAGEMENT:

Promotes a data-driven culture at all levels of the decision-making process, by engaging and enabling business capabilities with relevant and accurate information, accessible securely anytime, anywhere, and from any platform. This is further accomplished through two divisions: Information Management (Data Engineering and Data Science) and the Center for GIS (Production Management and Enterprise GIS Support).

IT SECURITY:

Manages the City's IT security and firewall, while also continuously monitoring all aspects across systems.

ENTERPRISE ARCHITECTURE & SYSTEMS SUPPORT:

Provides Systems Support (I&O) in the following areas: Converged Architecture, Enterprise Architecture, Engineering, Data Center, Service Desk/Customer Support, Network, Vendor Management, IT Service Management, Solutions Support, End User Computing, and Enterprise Architecture & Planning (Application Development, Web Development, Application Portfolio Management, and Business Architecture). Also provides support for Unified Communications, including Telecommunications, Mobile, and Radio.



Pedro "Peter" Wallace CHIEF INFORMATION OFFICER

Office of the CIO

Project Management Quality Assurance Media & Communications **Executive Assistant** 6 FTEs

IT Business Center

Shannon Keitt Administrative Services Manager

Business Center Workforce Team **Financial** Management 14 FTEs

> **Mail Services** 3 FTEs

Applications Support

Ed Feeney Applications Support Administrator

Applications Support Public Safety Revenue. Assessments, & Collections Health & Human Services, HR/Finance 37 FTEs

Kevin Fairley Applications Support Administrator

Applications Support Economic Growth & Vitality, Public Infrastructure, Executive Management, **Culture & Recreation** 18 FTEs

Enterprise Architecture & Systems Support

Carlos Aiken IT Deputy Chief of Enterprise Architecture & Planning

Systems Support (I &O) Converged Architecture **Enterprise Architecture** Engineering Data Center Service Desk/Customer Support Network Vendor Management IT Service Management **Solutions Support End User Computing** 52 FTEs

Enterprise Architecture & Planning **Application** Development Web Development **Application Portfolio** Mgmt. **Business Architecture** 34 FTEs

Unified Communications Telecommunications Mobile Radio 10 FTEs

Data Information Management

Bojan Duric IT Deputy Chief of Data & Information Management

Information Management **Data Engineering Data Science** 10 FTEs

Center for GIS **Production Management Enterprise GIS Support** 13 FTEs

IT Security

Vacant IT Deputy Chief of Information Security

> **IT Security** Firewall Management Monitoring Access / Authentication 4 FTEs







ROBERT S. MONTAGUE DIRECTOR

Office: (757) 385-4631 3500 Dam Neck Road Virginia Beach, VA 23453

https://www.vbgov.com/government/departments/public-utilities



MISSION:

The Department of Public Utilities provides water, including water for fire protection, and public sanitary sewer services for residents of Virginia Beach.

415.00 FTEs FY21 Budget: \$137,280,868

OPERATIONS & MAINTENANCE:

Operations & Maintenance (OM) is responsible for round the clock monitoring, maintenance, and operation of the water and sanitary sewer systems.

ENGINEERING:

The Engineering division provides the engineering support necessary for the planning, review, expansion, modification, and coordination of the City's water and sanitary sewer utility infrastructure.

BUSINESS:

The Business division provides customer service, bills and collects utility service fees, and is responsible for the financial and budget management functions of the department.

TECHNICAL SERVICES:

The Technical Services division includes oversight and coordination of all technical resources and application support needs within the department.

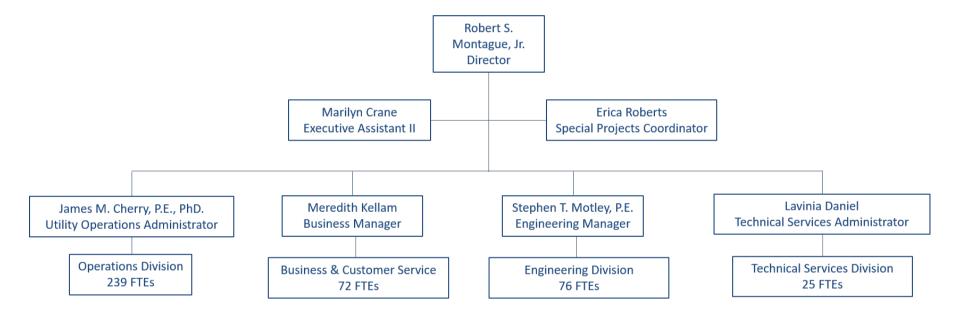
WATER ASSET INVENTORY:

- Portable Water Pump Stations 8
- Raw Water Pump Stations 2
- Water Storage Tanks 11
- Miles of Distribution Pipes 1,503

SEWER ASSET INVENTORY:

- Pump Stations 411
- Manholes 30.000
- Miles of Sewer Mains 1,648











MARK A. JOHNSON, P.E. DIRECTOR

Office: (757) 385-4167 2473 North Landing Road Municipal Center, Bldg. 23 Virginia Beach, VA 23456

https://www.vbgov.com/government/departments/public-works



MISSION:

To provide total life cycle management of the public infrastructure and key essential services. We succeed through the proper management of programs and resources to enhance the health, safety, and welfare of the residents, businesses and visitors of the City of Virginia Beach.

950.88 FTEs FY21 Budget: \$201,179,222

FACILITIES MANAGEMENT GROUP:

The Facilities Management Group is comprised of four Divisions: Building Maintenance, Facilities Design and Construction, the Facilities Management Office, and the Energy Management Office. Quick stats include:

- Planning, Design, Construction, Operation & Maintenance: 1,232 buildings or structures valued at well over \$1B
- Space Management: 4.8M sq.ft.
- Lease Management: 650,000 sq.ft. of leased buildings and 23.4 acres of leased land for City use and 800+ acres of City-owned farmland
- Energy Management: \$18M per year in electricity, natural gas, and propane utilities

CITY ENGINEER'S OFFICE:

The City Engineer's Office is comprised of the following seven Divisions: Traffic Engineering, Transportation Program and Project Management, Coastal Engineering, Stormwater Engineering Center, Stormwater Management Regulatory Compliance, Construction/Surveys, and the Engineering Support Division. Quick stats include:

- 153 Active Roadway Projects: Value of \$836M
- 17 Active Construction Projects: Value of \$312M

OPERATIONS SUPPORT GROUP:

The Operations Support Group is comprised of Contracts, Real Estate, Waste Management, and the Business Center. Quick stats include:

- 4235 Contract documents processed
- 130 Real Estate Closings
- 145,947 tons of MSW disposed
- 39.924 tons of Yard Debris collected
- 1.18 tons per household (avg)

- 26 Active Coastal Projects: Value of \$166M
- 45 Active Stormwater Projects: Value of \$762M

FLEET MANAGEMENT DIVISION:

The Fleet Management Division is responsible for the purchase and maintenance of all City vehicles and equipment. Quick stats include:

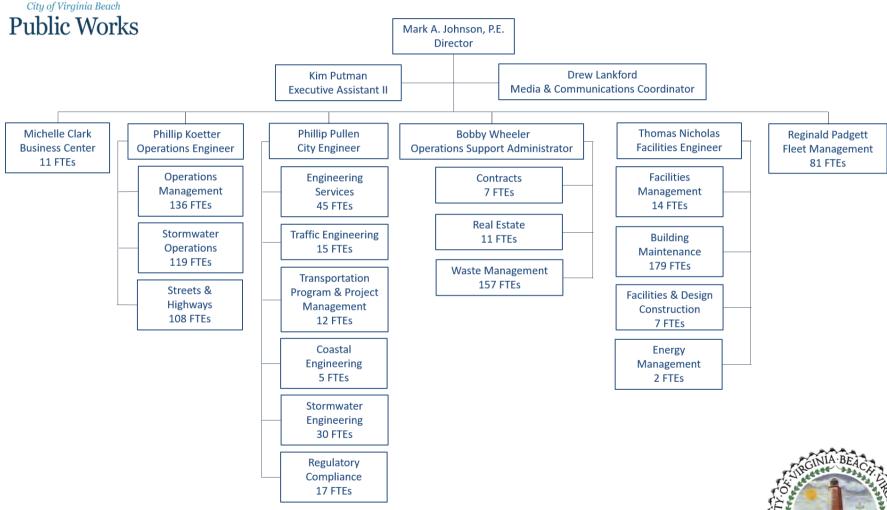
- 3.709 total number of assets
- 32,311 work orders generated
- 2,322,646 gallons fuel dispensed

OPERATIONS GROUP:

The Operations Group is comprised of Customer Service/Payroll, Technical Services & Asset Management, Infrastructure Maintenance, Contracts, Infrastructure Maintenance Support, Stormwater Construction and Engineering, Street Maintenance, Stormwater Operations & Maintenance, Dredge Maintenance, Street Sweeping, Inspections and Environmental Spill Response, Beach Operations, Mosquito Control, and Traffic Management Operations. Quick stats include:

- 402 signalized intersections and over 151 pedestrian/fire/school devices
- 807 lakes and ponds to be inspected, with maintenance responsibility for 519
- 57 mi. of canals, 693 mi. of ditches, and 38 dams/spillways outfall structures
- Over 1,164 mi. of piping connecting over 55,000 manholes/inlets and 15 storm water pump stations
- 16 mi. of public beaches and 200 public beach accesses
- 4,490 mi. of pavement lanes and 60 bridges





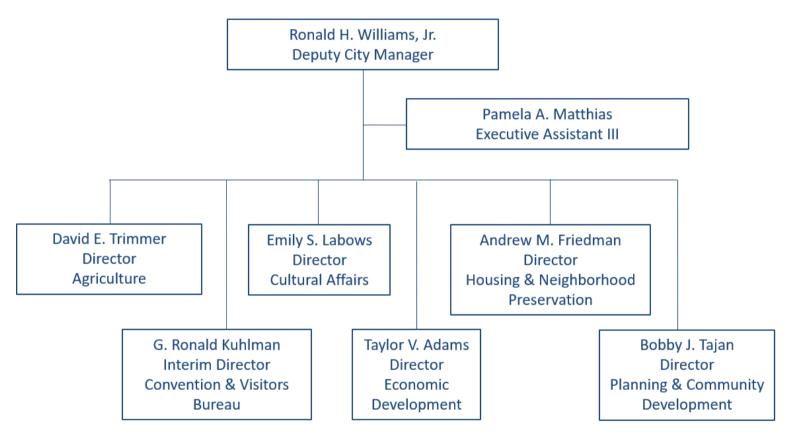
VIRGINIA BEACH ECONOMIC VITALITY PORTFOLIO



DEPUTY CITY MANAGER RONALD "RON" H. WILLIAMS, JR.

Agriculture (AGR)
Convention & Visitors Bureau (CVB)
Cultural Affairs (CUL)
Economic Development (ECO)
Housing & Neighborhood Preservation (HNP)
Planning & Community Development (PLN)

ECONOMIC VITALITY PORTFOLIO









DAVID E. TRIMMER DIRECTOR

Office: (757) 385-5775 2449 Courthouse Drive Municipal Center, Bldg. 14, Rm. 226 Virginia Beach, VA 23456



https://www.vbgov.com/government/departments/agriculture

MISSION:

To support the continued growth and sustainability of the local agriculture industry, which is important and vital for a diversified economy.

9.00 FTEs FY21 Budget: \$7,074,722

THE DEPARTMENT:

The agricultural industry is the 3rd largest industry in Virginia Beach, as well as the largest in the State of Virginia. Virginia Beach has two major grain elevator operations and is easily accessible to the Port of Virginia. We have strong ties with Virginia Department of Agriculture and Consumer Services (VDACS), Virginia Agriculture Development Organization (VADO), and our elected officials. We keep City Council and City leadership aware of programs and opportunities to ensure their continued support to the industry. The annual local economic impact of agribusiness in Virginia Beach is more than \$139 million.

AGRICULTURE RESERVE PROGRAM (ARP):

This program helps to preserve agriculture farmland for future generations and purchases development rights from landowners. ARP helps control suburban spread and minimize the potential for recurrent flooding, sea level rise and ground water rise. ARP is funded both locally and at the state level, which helps to offset the City's initial easement acquisition expenses. To date, the City has utilized a total of \$1.4 million in reimbursement from VDACS on closed properties in the ARP program. The program currently has purchased 9,980 acres and 876 development rights.

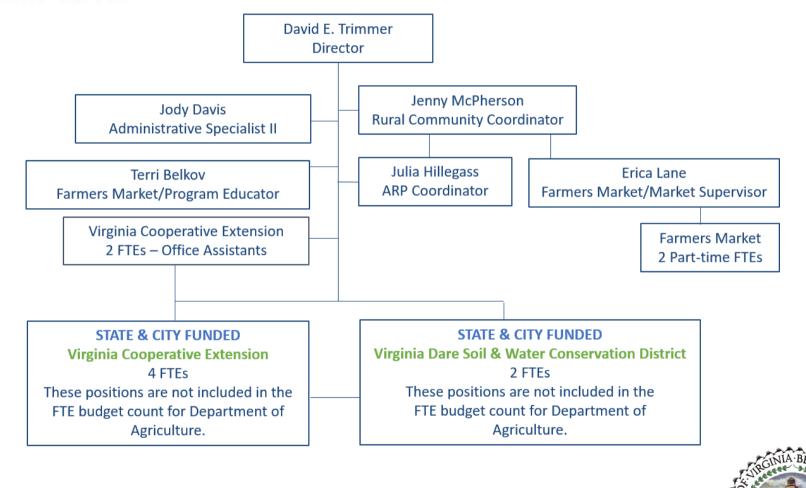
FARMERS MARKET:

In 2019, the Virginia Beach Farmers Market receipts totaled \$3.45 million. It is a strong and viable market for farmers and entrepreneurial AG related businesses. Open 7 days per week, all year-round, the venue serves the needs of citizens and visitors with a variety of shopping experiences, as well events such as AG educational K-5 children's programs and hoedowns.

VIRGINIA COOPERATIVE EXTENSION:

The Cooperative Extension provides research based educational programs in agriculture and natural resources, family and consumer sciences, 4-H youth development, and community viability to residents of Virginia Beach. The Cooperative Extension is a part of Virgina Tech and Virginia State land grant programs and is sponsored through a cooperative agreement between the City, state, and federal governments.





Convention & Visitors Bureau





G. RONALD "RON" KUHLMAN INTERIM DIRECTOR

Office: (757) 385-4700 2101 Parks Avenue Suite 500 Virginia Beach, VA 23451 www.visitvirginiabeach.com



MISSION:

The Virginia Beach CVB develops and promotes Virginia Beach as a first-class, year-round, travel destination that contributes to the City's quality of life and its diverse economy.

120.28 FTEs FY21 Budget: \$30,255,384

ADMINISTRATIVE SERVICES:

The Administrative Services Unit provides Departmental leadership in the areas of Finance/Budget, Human Resources, Information Technology, and Strategic Planning. The unit also works directly with several City liaisons and is responsible for Departmental process/policy.

MARKETING & COMMUNICATIONS:

An in-house agency managing advertising campaigns, public relations, social media, content creation, collateral development, graphic design, and research for domestic leisure travel and seven internal business unit clients: international tourism, sports marketing, meetings and conventions, group tours, visitor information services, resort management, and the convention center. The team utilizes outside contracted creative, production, and media buying services, only on as-needed project basis. The unit also provides forecasting trends and insights for tourism investors and stakeholders that may assist in tourism product development. Up-to-date images and video of Virginia Beach are maintained by this team to ensure VisitVirginiaBeach.com, the CVB's official website, stays fresh and relevant to prospective and returning visitors.

MEETINGS & CONVENTIONS:

The Meetings & Conventions Sales & Services Unit focuses specifically on Virginia Beach as a year-round quality convention/event destination that appeals to diverse markets, and generates a high return, not only on its direct sales efforts and advertising investments (M&C Sales), but also maximizes the total meeting/event experience of its clientele (Convention Services) which, in turn, will create brand loyalty and generate repeat business to the City. Such success will generate both the tax revenues desired to support high quality local government services and quality of life programs enjoyed by all the City's citizens.

RESORT MANAGEMENT:

The Resort Management Office has seven primary functions: Manage the City general entertainment contract (approximately \$3M; current contactor is IMGoing (Beachevents)); permit and coordinate services for all outdoor special events that occur on public and private property, except those held in City parks managed by Parks & Recreation; coordinate with 15+ federal, state and local agencies; manage the special event cost recovery program, which invoices certain events for City services; manage the resort area event schedule; coordinate with Public Works and Planning on schedules for construction and capital improvement projects, infrastructure maintenance, public art installations, etc.; permit and coordinate services for film productions, beach weddings and short-term rental event homes; and, manage contracts, invoicing, and enforcement of 20+ franchises in the resort.

ADDITIONAL INFORMATION CONTINUED ON THE NEXT PAGE



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SPORTS MARKETING:

The Virginia Beach Sports Marketing Unit bids on, secures, and facilitates sports events and sports related meetings that increase economic impact though Sports Tourism, and enhance the quality of life for the citizens of Virginia Beach. In addition, VB Sports acts as the marketing, booking, and oversight division of the Virginia Beach Sports Center, which is currently under construction. Once completed in November 2020, the 285,000 sq.ft. sports tournament facility will be the new office/home of the VB Sports Marketing Team. VB Sports is currently made up of five full time FTEs that are responsible for the sales and service activity for approximately 100 events annually.

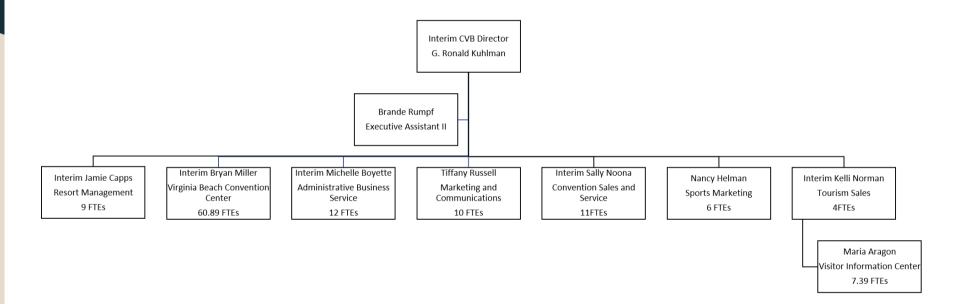
TOURISM MARKETING & SALES:

The Tourism Marketing & Sales division promotes Virginia Beach to both international and national travel/trade and leisure visitors, while also providing international journalists with messaging and compelling reasons to produce or inspire stories on the destination. The team coordinates familiarization tours for key media and trade. Visitor Services provides relevant information to consumers either by phone, email, or in person at four locations. This includes distribution of information to consumers who attend various events related to meetings and conventions booked within the destination. In addition, the team assists industry partners with their listings and communicates room availability. The Visitor Services team assisted 100,252 visitors in 2018.

VIRGINIA BEACH CONVENTION CENTER:

The Virginia Beach Convention Center (VBCC) facilitates successful experiences by offering a full range of high quality services and amenities for conventions, professional trade shows, sporting events, consumer shows, and community events. Since opening in 2005, the Center has hosted an average of 343 events per year. Average attendance over the last three years is nearly 635,000 guests annually. While meetings, conventions, and amateur sports generate most of the economic impact the Center generates, local use is far more frequent and is responsible for 87% of its events. With a 150,000 sq.ft. exhibit hall and just over a half million sq.ft. in total, the VBCC is considered a mid-sized US convention center and is comparable to those found in Richmond and Raleigh.



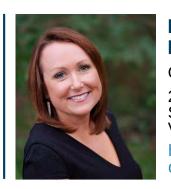






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EMILY S. LABOWS DIRECTOR

Office: (757) 385-2526 201 Market Street Suite 201 Virginia Beach, VA 23462

https://www.vbgov.com/government/departments/cultural-affairs/



MISSION:

To engage residents and visitors through meaningful arts, heritage, and cultural experiences to connect and strengthen communities.

12.50 FTEs FY21 Budget: \$3,429,933

THE DEPARTMENT:

The arts are an important industry in our City. The Cultural Affairs Department (CAD), like comparable offices and departments in over 60 of the largest cities in the United States, is the primary vehicle for cultural public policy and funding for arts and cultural organizations, and the important work they provide for the economic and social fabrics of communities.

- Develops initiatives to proactively grow an \$87.7M arts industry in Virginia Beach, which returns more than \$7M to the local and state budgets and supports over 1,100 arts-related businesses that employ 4,773 people in VB.
- Creative industries account for 4.8% of the total number of businesses located in Virginia Beach more people than are employed at the Naval Air Station and GEICO. There has been a 25% increase in the number of creative businesses since 2015, adding 514 more jobs to Virginia Beach.
- Advances Virginia Beach as an art, cultural and historic destination to increase year-round tourism. History and heritage tourism is one of the top five reasons tourists visit Virginia Beach.

NON-PROFITS & STAKEHOLDERS:

CAD manages two 501(c)3 non-profit organizations to raise private funds to support the arts and history. Raising over \$1,000,000 in private donations in recent years.

- Leads the Public Art Virginia Beach Foundation and the Virginia Beach Historic Houses Foundation.
- Works with the general public, national and international artists and performers, City management, other City employees and departments, contractors, public officials, vendors, patrons of the Sandler Center for the Performing Arts, Virginia Beach arts and cultural organizations, Public Art Foundation Board Members, Historic Houses Foundation Board Members, donors, artists, electronic and print media, arts professionals, and business professionals to ensure quality services to Virginia Beach citizens and visitors.
- Collaborates and partners with community organizations to strengthen and enhance the history museums and mission

ARTS & CULTURAL GRANT PROGRAM:

The Virginia Beach Arts and Cultural Grant Program supports 50+ cultural organizations whose programming benefits City residents and visitors. These grants support nearly 500 programs and events each year by funding local artists, arts organizations, and festival producers. Over \$800,000 is awarded annually to create free and low-cost arts and cultural experiences for Virginia Beach residents. Grants are reviewed by the City Council-appointed Arts and Humanities Commission, and are awarded based on quality, community benefit, fiscal management, and budget.

PERFORMING ARTS DIVISION:

CAD provides oversight of the Sandler Center for the Performing Arts, a 1,300-seat venue located at the Virginia Beach Town Center, which opened in 2007. The Sandler Center hosts regional, national and international performances, and draws more than 170,000 residents and visitors per year. The department created an annual Community Arts Grant program, modeled after similar national programs, to provide project funding to underrepresented cultural organizations and started VB Globally Inspired Gatherings (VBGIGS), in partnership with Parks and Recreation Department, a multi-concert performance series of national and international performers in area parks, free of charge.

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PUBLIC ART PROGRAM:

Virginia Beach's Public Art Program has grown over the past twenty years from nothing and into the leading program in Hampton Roads. 32 new pieces have been added since 2000 and the collection now includes more than 100 public sculptures and artworks valued at more than \$6M.

Public Art staff collaborates internally with other city departments responding to both unique and overlapping needs of the cultural sector, resulting in live/workspaces, pop-up galleries, arts incubators, and art in public places. The Public Art staff are leading the 5/31 permanent memorial planning with stakeholders.

HISTORY MUSEUMS & CULTURAL SITES:

The History Museums Division preserves and promotes historic sites across the City, including National and Virginia Historic Landmarks, nearly 300-year old historic houses and a museum paying tribute to the first African American high school in Virginia Beach. The Division preserves a vast, priceless collection of artifacts from the founding of the houses to today's 5/31 temporary memorial collections. The Virginia Beach History Museums Division administers and operates four Museums:

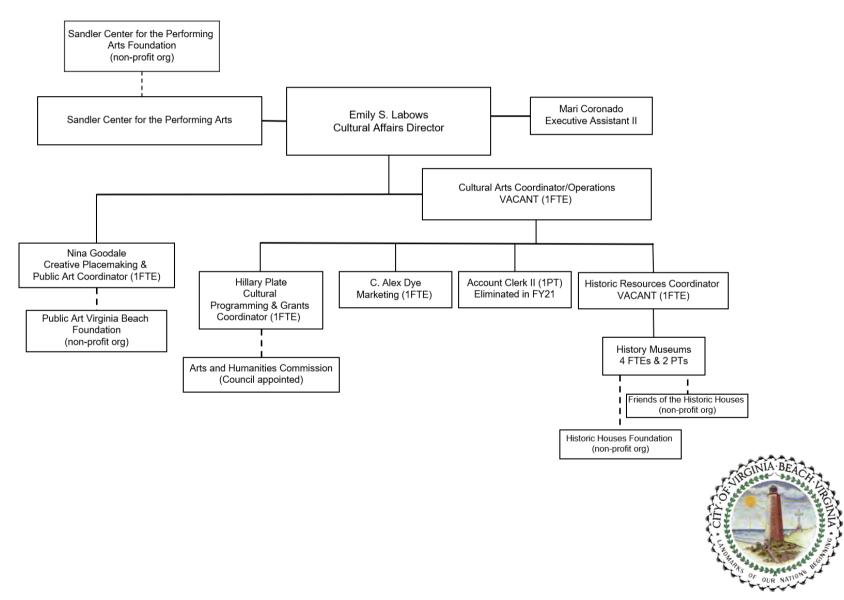
- **1) Thoroughgood House:** Circa 1719, this is one of the oldest surviving colonial homes in Virginia Beach and is a National Historic Landmark.
- **2) Lynnhaven House:** Circa 1725, this historic home is considered by some to be one of the most well-preserved examples of early Virginia architecture, surviving through nearly 300 years of Tidewater history.
- **3) Francis Land House:** Circa 1805, this was the home of Francis Land VI, a wealthy plantation owner from a prominent family in Princess Anne County, Virginia (which is now Virginia Beach).
- **4) Princess Anne County Training School/Union Kempsville High School Museum:** This Museum celebrates the legacy of the first high school for African Americans in Princess Anne County (now Virginia Beach).

ADDITIONAL HISTORIC SITES UNDER CAD OVERSIGHT:

CAD works hand in hand with the Virginia Beach Public Works Department to care for additional historic sites throughout Virginia Beach including:

- **1)** Virginia Beach Surf and Rescue Museum: Standing at 24th Street on the Boardwalk, the museum highlights Virginia's coastal and maritime heritage, while the building itself is a Virginia Beach icon on the National Register of Historic Places.
- **2) Old Coast Guard Station/deWitt Cottage:** Built in 1895 and on the Virginia Landmarks Register, the deWitt Cottage is one of the last examples of an early Virginia Beach cottage. The site is also home to the Atlantic Wildfowl Heritage Museum and the Back Bay Wildfowl Guild.
- **3)** Ferry Plantation House: Built in 1830, this house is near the site of the infamous Lynnhaven River Grace Sherwood witch trial from 1706. Sherwood was Virginia's only convicted witch that was tried by water and found guilty of witchcraft.
- **4) Whitehurst-Buffington House:** Ranked as one of the 50 most historically significant structures in Virginia Beach, the house and surrounding property serve as a conservation and historical center.







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TAYLOR V. ADAMS DIRECTOR

Office: (757) 385-6464 4525 Main Street

Suite 700

Virginia Beach, VA 23462

www.yesvirginiabeach.com



MISSION:

To attract, retain, and assist with the potential expansion of national and international businesses that will stimulate capital investment, business tax revenue, and create higher wage jobs for our citizens.

21.00 FTEs FY21 Budget: \$6,249,663

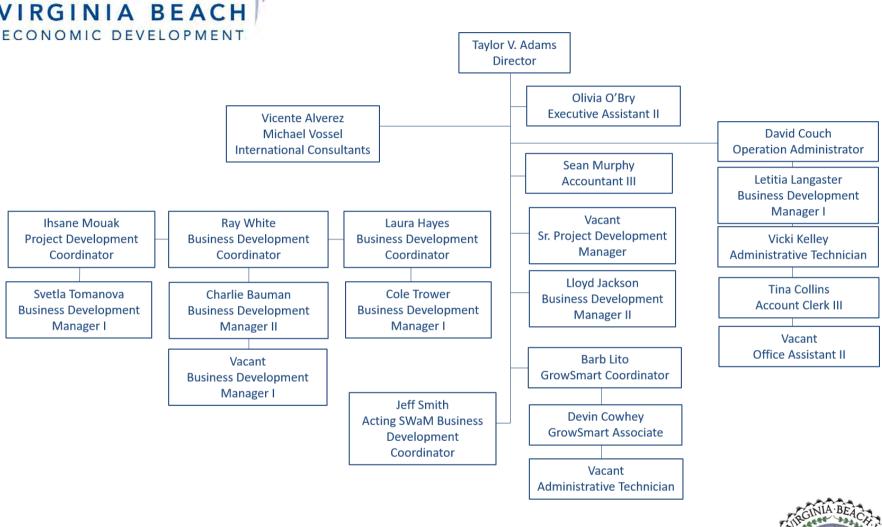
THE DEPARTMENT:

Our focus is utilizing limited resources that will lead to greater diversification, retention, expansion, and innovation of our Virginia Beach economy. We work to enhance the economic vitality of Virginia Beach by providing innovative leadership support where Virginia Beach's assets are well positioned to help companies excel.

GROWSMART:

Virginia Beach GrowSmart exists to promote and improve the healthy development, school readiness, and reading proficiency of young children, ages 0-8.









ANDREW M. FRIEDMAN DIRECTOR

Office: (757) 385-5750 2424 Courthouse Drive Municipal Center, Bldg. 18A Virginia Beach, VA 23456



https://www.vbgov.com/government/departments/housing-neighborhood-preservation

MISSION:

To create quality solutions that expand housing opportunities; promote vibrant, well-maintained neighborhoods; and make homelessness rare, brief, and nonrecurring.

80.00 FTEs FY21 Budget: \$36,565,684

DIRECTOR'S OFFICE:

The Director's Office consists of the department director, executive assistant, finance unit, development officer, HR, business application specialist, and media and communications coordinator. The division ensures the department is continually striving to achieve its mission by obtaining and maintaining needed funds, managing all grants and executing effective contracts, managing and accounting for all funding, hiring and managing staff effectively, providing IT tools to accomplish our work, and communicating with the public and stakeholders.

CODE ENFORCEMENT:

Code Enforcement protects the health, safety, and welfare of residents, and maintains the safety and appearance of the City's existing structures and properties through inspections. The division comprehensively addresses code violations through enforcement of the Virginia Maintenance Code and the City's property maintenance codes, including waste management, inoperable vehicles, and commercial and recreational vehicles. They also inspect and refer graffiti for abatement.

HOMELESS SERVICES:

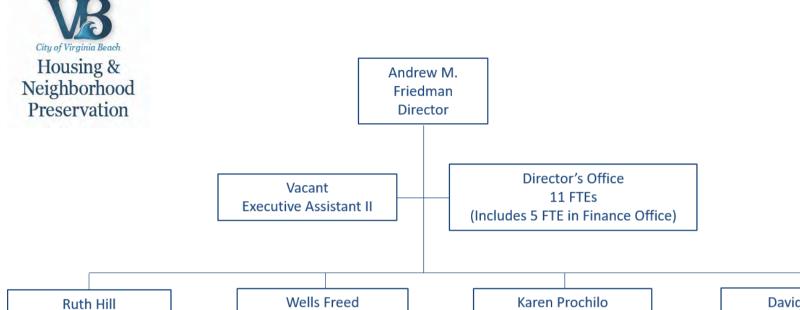
The Homeless Services Division works to make homelessness rare, brief, and nonrecurring for families and individuals in Virginia Beach. The division coordinates the Continuum of Care (CoC) grant for Virginia Beach. Each year, more than \$1.4M is granted through the CoC to Virginia Beach agencies that provide housing and supportive services to the homeless. The division also oversees the Housing Resource Center and coordinates the work of the BEACH Community Partnership, a coalition between the City, nonprofits, and the faith community.

RENTAL HOUSING:

The Rental Housing division helps finance quality, affordable, rental housing provided by the private sector; and serves low-income households, including seniors, disabled persons, veterans, and families. The division provides more than \$21M in annual rental housing assistance through various programs, including the federal Housing Choice Voucher Program, which connects more than 2,000 low-income households to decent, safe, and sanitary housing.

HOUSING DEVELOPMENT:

The Housing Development division promotes the preservation and enhancement of homes and neighborhoods through its home rehabilitation programs, and facilitates the development of affordable housing opportunities. The division also receives and reviews requests for the funding, or approval, of projects to maintain, or expand, affordable housing opportunities.



Homeless Services
Division
19 FTEs

Division

Manager/Housing

Program Administrator

Wells Freed
Division
Manager/Housing Code
Administrator

Code Enforcement
Division
28 FTEs

Division

Manager/Housing

Program Administrator

Housing Development Division 6 FTEs David Grigsby
Division
Manager/Housing
Program Administrator

Rental Housing Division 16 FTEs







ROBERT "BOBBY" J. TAJAN DIRECTOR

Office: (757) 385-4621 2875 Sabre Street Suite 500 Virginia Beach, VA 23452

https://www.vbgov.com/government/departments/planning



MISSION:

To provide customer service excellence, protect and preserve the safety and welfare of citizens through upholding codes, policies and regulations, and to collaborate and communicate with all stakeholders involved in community design and development.

141.00 FTEs FY21 Budget: \$24,606,618

THE DEPARTMENT:

The Planning Department provides support for the following City Council appointed Boards and Commissions: Planning Commission - oversees all zoning and land use regulations regarding discretionary actions provided to City Council for action; Chesapeake Bay Preservation Area (CBPA) Board - oversees all CBPA variances and administrative approvals and inspections; Wetlands Board - oversees all shore line and wetlands regulations and permits; Historic Preservation Commission - advises City Council on all issues related to the preservation of historic building, structures and sites located in the City of Virginia Beach; Historic Review Board - considers and acts on applications for Certificates of Appropriateness for proposed signs and repair, construction, or demolition projects in Virginia Beach's designated Historic and Cultural districts; and, the Board of Zoning Appeals - authorizes upon appeal or original application in specific cases, variances from the terms of the Zoning Ordinance that are not contrary to the public interest, and hears and decides appeals from any order, requirement, decision or determination made by the Zoning Administrator/Administrative Official in enforcing or administrating the Zoning Ordinance. The Director's Office provides the overall direction of the department and the Division of Management & Support provides coordination of technology, human resources, and financial management for the department.

PLANNING ADMINISTRATION:

Staffs planning items to City Council, Planning Commission, Chesapeake Bay Preservation Board, Wetlands Board, Historic Preservation Commission, and the Historic Review Board. Manages Waterfront Joint Permit Application Program and performs waterfront inspections, while also managing the Chesapeake Bay Program.

DEVELOPMENT SERVICES CENTER (DSC):

Manages the approval and permitting processes of development projects, and provides technical reviews of development plans, subdivision plats, and associated legal documents.

PERMITS & INSPECTIONS:

Enforces the Virginia Uniform Statewide Building Code, administers the implementation of DSC approved development plans, and issues and regulates moving, hauling, and franchise permits

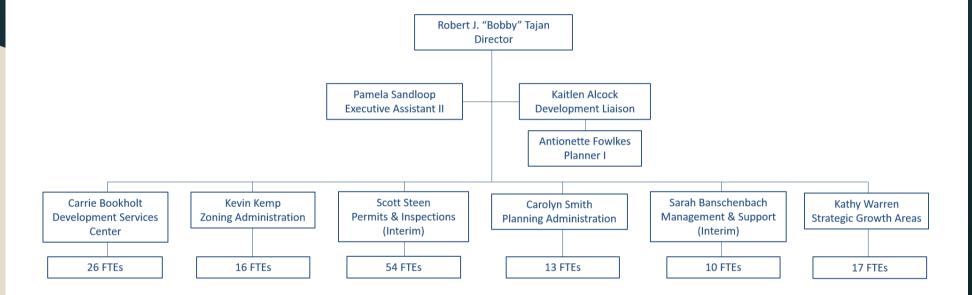
ZONING ADMINISTRATION:

Staffs items for consideration by the Board of Zoning Appeals, issues sign, portable storage container, and fence permits, reviews residential and commercial site plans, and interprets and enforces the provisions of the Zoning Ordinance and City Council approved items.

STRATEGIC GROWTH AREAS (SGA) (LOCATED AT 4525 MAIN STREET, SUITE 710):

Manages City comprehensive planning and strategic growth areas planning, incentive, and redevelopment programs; administrates the Economic & Tourism Development CIP Fund; manages City transportation planning programs and transit operations with Hampton Roads Transit; and, manages parking services, programs, and facilities across the City, including curb-side parking and enforcement, providing reasonably priced oceanfront access, managing a residential parking permit program and overseeing capital reinvestment







APPENDIX/DEPARTMENTAL PHONE REFERENCE

MANAGEMENT		The following numbers listed are	
City Manager's Office	4242	extensions. Unless indicated otherwise,	
Management Leadership Team	4670	all City contact numbers are a (757) 385-XXXX	s follows:
Communications Office	4679	(737) 303-2222	
HUMAN SERVICES		PUBLIC SAFETY	
Aquarium	3474	Emergency Communications & Citizen S	ervices 4232
Accounting	0334	Office of Emergency Management	107
Animal Care		Emergency Medical Services	
Development		Fire	
Facilities & Life Support		Chief's Office	8510
Guest Experiences		Public Affair's Office	
Marketing		Deputy Chief Operations	
Research & Conservation		Deputy Chief Services	1729
Science Education		Services Division	
Veterinary Services		District Chief Administrative Services	2022
Human Resources		District Chief Personnel & Development	
Director's Office		District Chief Community Risk Reduction	n 8199
Employee Relations		Operations Division	
Learning & Development		District Chief A Shift	2022
Occupational Safety&Health Services		District Chief B Shift	
Staffing & Compensation		District Chief C Shift	
		Police	
		Chief's Office	
Social Services		Public Affairs Office	
Continuous Quality Improvement	0642	Support Division (Services)	4332
		Professional Standards Division	414
Human Resources		Investigative Division	
Parks & Recreation		Detective Bureau	
Administration and Business Systems.		Special Investigations	. 757-427-1749
Planning, Design, and Development		Operations Division	
Programming and Operations		First Precinct	437
Park and Landscape Services		Second Precinct	
Public Health		Third Precinct	
Administration	757-518-2672	Fourth Precinct	
Clinical Services		Civilian Volunteer Program	
Community Visiting Teams		Community Engagement Unit	
Dental Clinic		Special Operations	
Environmental Health		Animal Control, Care and Adoption (Center 4444
Emergency Response	. 757-518-2784		
WIC			
Vital Record			
Public Library			
Virginia Beach Public Library			
Public Services			
Support Services			
Administrative Services	8243		

Volunteer Resources 4722

INFRASTRUCTURE

ECONOMIC VITALITY

Budget & Management Services 82	234	Agriculture	577
Finance 4			
Administration 4	681	Administrative Services	2000
Comptroller's Bureau/ Accounting Reporting/		Marketing and Communications	6628
Accounts Payable4	048	Meetings & Conventions	6663
Financial Services 1	.323	Resort Management	6638
Payroll4		Sports Marketing	
Purchasing 4-		Tourism Marketing and Sales	6645
Risk Management 4	217	Virginia Beach Convention Center	2172
Information Technology 4	121	Cultural Affairs	2520
Public Utilities 4			
Engineering 4		Director's Office	
Business4		Code Enforcement	4422
Technical Services 8		Homeless Services	5750
Public Works 4		Rental Housing	5750
Director's Office		Housing Development	5803
Administration4	167		4622
Engineering4		Director's Office	4622
Fleet Management4		Management & Support	4366
Facilities Management / Building Maintenance4		Planning Administration	4622
Highways / Operations Management		Development Services Center	8707
Waste Management4		Permits & Inspections	421
Landfill II1		Zoning Administration	8074
Public Works / Biology Laboratory1	.465	Strategic Growth Areas	2900
		Transportation Planning	2900
		Parking Management	2900

