
Prior Year Accomplishments



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PRIOR YEAR ACCOMPLISHMENTS

This section highlights prior year accomplishments as reported by City of Norfolk departments. Because of the time frame in which they were reported, the accomplishments are inclusive of items that fall between both the 2014 calendar year and the 2015 fiscal year.

Cemeteries

- Provided services for 835 funerals.
- Sold 447 graves.
- Installed 444 memorial foundations.
- Installed 25 trees and planted 2,500 spring and fall annuals throughout all cemeteries.
- Provided 28 historical tours of Elmwood and Forest Lawn Cemeteries to 621 participants.
- Achieved 100 percent employee participation in the United Way Campaign.
- Organized 600 volunteers who provided 8,560 hours in cemetery conservation and restoration work.

City Attorney

- Collected \$7.2 million from January 1, 2014, through December 31, 2014 from general collections (bankruptcies, meal taxes, business licenses, HAZMAT, etc.), city appeals (fines and restitutions), and suits filed in the Circuit and General District Courts.
- Opened 5,658 new legal issues and matters.

City Auditor

- Initiated six audits, continued five audits, and continued investigation of eight allegations.
- Investigated 33 reported allegations of fraud, waste, and abuse from the fraud hotline.
- Issued eight audit, investigations, and special review/management advisory reports.
- Participated in external quality control reviews (peer reviews) of other government entities' audit departments or offices.
- Presented at the FY 2015 Housing and Urban Development (HUD) Entitlement Subrecipient Training session hosted by the Department of Neighborhood Development.
- Presented with the Department of Human Resources "Tone it up: Ethical Fitness" to the constitutional officers, council appointees, and general employees. Presentation was to introduce the city's first comprehensive training program highlighting ethics, workplace culture, professionalism and fraud, waste, and abuse prevention.

- Participated on the City Manager's Strategic Workforce Analysis Teams (SWAT).

City Clerk

- Planned and coordinated with the Hampton Roads Chamber of Commerce, the Mayor's State of the City Address, which was attended by more than 1,150 people.
- Assisted in the planning and coordination of the grand opening of the Slover Library.
- Supported the Celebrate Trees Program.
- Supported the Norfolk Sister City Association with various events throughout the City of Norfolk and abroad.
- Coordinated the annual budget hearing which included providing an official record of speakers and topics.
- Assisted the city's Special Event office to provide the float for the annual "Holiday's in the City Parade".
- Provided training and assistance for the city's records officers.
- Planned, coordinated and executed the grand opening of the new City of Norfolk Courthouse.
- Participated in a strategic group setting to analyze the capabilities of Laserfiche and other external storage possibilities.
- Processed scanned and filed: 4,803 documents for the law department; 975 for the Mayor's office; 1,280 for the City Manager's Office; 4,094 ordinances; 32 resolutions; 927 contracts; 60 deeds; and 26 council meeting packages.
- Processed 200 retrieval and refile requests for documents from Iron Mountain, processed or coordinated the transfer of 900 boxes of new material for storage and 200 inventory boxes for destruction. In addition, processed approximately 300 boxes of documents for direct destruction outside the Iron Inventory.
- Filmed and processed 16 rolls of microfilm for security and archive purposes. Scanned all ordinances and resolutions from 1983-1997 (20 rolls of microfilm) and all deeds on microfilm (20 rolls) into Laserfiche.
- Responded to more than 250 requests for information and documents from citizens and other city departments.

City Manager

- Presented a structurally balanced budget in FY 2015 that eliminated the use of one-time revenues to support ongoing costs.
- Received a Virginia Values Veterans Gold Level certification for meeting a commitment to hire and retain veterans. Norfolk was the only municipality in Virginia to receive this award.
- Narrowed resiliency focus through the Rockefeller Grant to coastal resilience, economic resilience, and neighborhood resilience. Other resiliency accomplishments include: co-creating a resilient land use workshop with four other cities; developing a platform for integrating built environments with flooding and sea-level rise; leading the Commonwealth's effort to submit a regional application for a national disaster resiliency grant; and completing an Urban Land Institute resilience technical panel for the Norfolk area.

- Implemented civic leadership development training for community leaders through the newly created Department of Neighborhood Development.
- Received 2014 Achievement Award from the Virginia Municipality League for the city's responsiveness to citizen input.
- Developed and implemented new guidelines for Norfolk's hospitals to improve nutritional outcomes, including obesity reduction. This was a result of the city's participation in the Norfolk Healthcare Collaborative with the Norfolk Department of Public Health.
- Developed a messaging campaign for the city, focusing on the authentic urban experience on the water.
- Partnered with the Department of Human Resources on the Attraction, Retention, Motivation, and Development (ARMD) Initiative to attract and retain quality employees.
- Oversaw the opening of the award winning Slover Library, one of the most technologically advanced libraries in the country.
- Opened phase I of the Consolidated Courts Complex which houses General District Court, Circuit Court, and Juvenile/Domestic Relations Court.

City Planning

- Opened a new Development Services Center in City Hall as part of the ongoing Smart Processing initiative, allowing all development permits and approvals to be issued in City Hall, cutting the average trade permit processing time in half (30 minutes to 15 minutes).
- Began a comprehensive rewrite of the Zoning Ordinance to better address 21st Century land use issues such as resiliency, while focusing on usability. This effort will take 2 1/2 years to complete.
- Kicked off the development of a Bicycle and Pedestrian Strategic Plan to guide and influence bikeway policies, programs, and development standards while making bicycling and walking more safe, comfortable, convenient, and enjoyable. The plan will be ready this summer.
- Adopted new standards and procedures governing work in Norfolk's local historic districts, facilitating the transition to an Architectural Review Board (ARB) for design review.
- Adopted first ordinance with differing standards tied to Character Districts as a part of a rewrite of the city's parking standards.
- Strengthened resiliency regulations with the adoption of new development requirements, such as increasing freeboard from one foot to three feet and prohibiting unsustainable building options within the floodplain, resulting in one of the most stringent floodplain ordinances in the Commonwealth of Virginia.
- Awarded Sustained Distinguished Performance by the Elizabeth River Project for completing comprehensive shoreline restoration on the Lafayette River's Colley Bay.
- Initiated digital review for commercial and residential plans as well as electronic plan storage and retrieval which reduced the cost of submitting and storing plans for customers and the city.

City Real Estate Assessor

- Completed annual reassessment of all taxable and non-taxable properties in the city.
- Maintained quality levels of performance and productivity and completed state and locally mandated responsibilities with a reduced level of personnel.

City Treasurer

- Negotiated a better interest rate on investments under the City Treasurer's portfolio.
- Created a cost savings by eliminating obsolete accounts.
- Implemented a fee on payments by credit card to recover fees charged by credit card companies, resulting in significant revenue to the city.
- Implemented guidelines on issuing of business licenses to increase collection of delinquent taxes.
- Realigned personnel and office space, which included installation of an ADA compliant service counter, resulting in better and faster customer service to all Norfolk taxpayers.
- Provided taxpayers convenience in making payments and account management through technology improvements with the Eservices portal.
- Added new locations for pet owners to purchase animal licenses citywide.

Clerk of the Circuit Court

- Implemented a new live chat and ticking system which allows citizens to talk directly with a clerk online. This system also provides an outlet for assistance during the hours that the office is closed.
- Completed the transition from paper filing to digital format for case files, appeals, and other papers.
- Finalized the implementation of electronic filing in civil cases. Approximately 45 percent of all civil cases are filed electronically.

Commissioner of the Revenue

- Ranked second in Hampton Roads in number of Department of Motor Vehicles Select transactions. Sales of E-ZPasses continued as a convenience to citizens, with proceeds coming back to the city.
- Upgraded document retention process to increase accuracy and efficiency. This enabled the Commissioner of the Revenue's Office to shift two positions to revenue generating positions.
- Launched online tax payment portal modules for business license and fiduciary tax payments. Early data shows that approximately 20 percent of payments are made using the online portals.
- Met quarterly with business leaders in order to discuss ways to assist businesses that wish to open and operate in Norfolk. This collaboration led to the creation of "How to Start a Business Guide."

- Automated assessments of personal watercraft.
- Continued to document and review workloads so as to maximize state reimbursement.
- Utilized audits, newly discovered assessments and compliance investigators to uncover more than \$1.2 million of additional revenue.

Commonwealth's Attorney

- Moved Community Collaboration Center to a new location, now inside the Berkley Multi-Purpose Center (925 S. Main Street).
- Collaborated with the Norfolk Police Department and the Virginia Attorney General's office on a \$1.0 million dollar cooperative effort to reduce gun and gang violence in Norfolk. The funding awarded to Norfolk is a \$500,000 federal grant plus a matching amount from the Virginia Attorney General's Office.
- Received the 2015 Virginia S. Duvall Distinguished Juvenile & Domestic Relations District Court Prosecutor Award from the Virginia Association of Commonwealth's Attorneys. The award honors a prosecutor for his/her dedication to juvenile public safety and criminal justice matters.
- Hosted Virginia Attorney General Mark Herring as he launched his second annual statewide public safety tour in Norfolk to participate in a roundtable discussion and complete a neighborhood tour in Berkley.
- Graduated more than 27 participants from the three special dockets of the Norfolk Circuit Court; the Offender Re-entry Docket, the Mental Health Docket, and the Drug Court Docket.
- Represented at more than 125 community events/meetings. The office's participation in civic league meetings, community fairs, and other neighborhood events provides citizens a resource to help with legal problems and a chance to voice their input on crime prevention strategies.

Communications and Technology

- Managed and delivered on-time and within budget all of the innovate technology in the new Slover Library, one of the country's most technologically advanced public libraries.
- Awarded as a 2014-2016 Public Technology Institute Designated Citizen Engaged Community for the IMPACT/ Norfolk Cares contact center recognizing excellence in multi-channel contact centers.
- Worked closely with various Norfolk stakeholder groups to launch the Norfolk Collaboratory. Using informative meetings and online surveys, the Collaboratory created Norfolk's positioning statement and brand message architecture.
- Delivered phase 1 of the city's Smart Processing initiative through the opening of the new Development Services Center, streamlining the permit application process and providing better customer service.
- Became first city in Hampton Roads area to launch an iPhone application for customer service.
- Completed technology support for final phase of the Tax Relief Program for Human Services.
- Performed the first ever disaster recovery exercise for the City's financial systems.

- Implemented Electronic Fund Transfer (EFT) for Enterprise Spend Platform (ESP) debit card payments for vendors and suppliers.
- Enhanced the Norfolk AIR public web application to include status of building and development application review as part of the Smart Processing Initiative.
- Developed Norfolk AIR Advanced Web Search (AWS) which allows city employees to identify properties with 23 different search criteria and to easily map or save results.
- Completed the technology for the new Courts Building and Slover Library construction projects. These projects included the first implementation of VoIP telephones that will eventually be rolled out citywide; design of interactive displays and maps; extensive use of digital signage; the design and implementation of a digital media lab that includes 3D printing for the public; and a total replacement of the city's WiFi wireless infrastructure.
- Completed three year project to upgrade or replace more than 4,100 Windows XP computers.
- Deployed new ruggedized laptops in the ambulances and fire trucks replacing the obsolete out-of-warranty computer equipment.
- Provided IMPACT services to the community, continued to grow in call volume to 132,103 phone calls, a 9.3 percent increase; 2,926 iPhone requests a 163 percent increase; and 16,400 online requests via Citizen Request Tracker.

Cultural Facilities, Arts and Entertainment

- Signed the MEAC to a new three year agreement at the Scope Arena; keeping the tournament local until 2018.
- Completed a new agreement with the Admirals to move to the ECHL and keep hockey in Norfolk.
- Reached agreement with 97.3 the Eagle to host Eaglefest at Scope in 2015.
- Added new disabled seating and wheelchair lifts to Chrysler Hall.
- Continued the renovations to Harbor Park by adding four top table seating areas near the restaurant.
- Moved the Governor's School into the renovated Monroe Building.
- Hosted the inaugural Harbor Lights half marathon and 5K races.
- Produced and supported the first "Church Street Celebration" featuring Gary U.S. Bonds.
- Supported the Chrysler Museum with the "The Duck" exhibit.
- Hosted the 50th anniversary celebration of the MacArthur Memorial, increasing visitation to MacArthur Memorial by more than 15 percent.
- Organized and promoted first annual Norfolk Visual Arts Week in partnership to include over 40 local art organizations and events.
- Created six successful gallery exhibitions showcasing the work of 14 local artists in the Selden Gallery. Maintained a series of 33 art exhibitions on moveable walls and in the display case creating outreach

opportunities for approximately 325 local artists in the Selden Arcade. This included creating six successful gallery

- Monitored, cleaned and maintained over 50 pieces of public art. Collaborated with members of the USS Carter Hall and with Navy veterans to maintain military related artworks.
- Began public art community process for 11 new projects worth over \$700,000. Completed murals at Norfolk Animal Care Facility and Park Place Community Center. Developed Citizen Artists, an interactive website and film for artists to actively participate in the Norfolk community.
- Secured \$5.8 million in revenue from October 31st - January 18th through SevenVenues and Jam Theatricals for three back to back blockbuster Broadway shows! The Book of Mormon, Wicked and The Phantom of the Opera. That equated to 79,061 in paid tickets.
- Secured, through SevenVenues, the first ever sponsorship deal with TowneBank who agreed to sponsor one of the Broadway In Norfolk 2014-2015 shows - Sister Act.
- Presented a handmade, one of a kind self-propelled float at the 2014 Grand Illumination Parade. The float featured the children's show Chuggington Live! and was designed and built by four SevenVenues' staff members over the course of three weeks.
- Presented Wicked for two weeks for the third time in under five years. Sales across all three runs over the past five years were very similar, showing very little change in demand. Wicked was also the highest grossing Broadway show of the 2014-2015 Broadway In Norfolk season presented by SevenVenues.

Development

- Continued to assist Simon Properties in its planning and development of a 450,000 square foot Premium Outlet Mall on the current site of Lake Wright Golf Course. The \$75 million investment will create approximately 800 new jobs. Phase one will feature 90 stores and is scheduled to open Summer 2016.
- Provided support of growing businesses undergoing expansions including Bauer Compressors, Smartmouth Brewing, Old Dominion Peanut Company, Portfolio Recovery, and necessitating relocations including: O'Connor Brewing Company, CozyPure, and the Schaubach Companies.
- Completed Fresh Market in the Ghent Station development which turned under-utilized and vacant city-owned property into a \$17.5 million mixed use center. Provided Bon Secours medical office space construction assistance within the development.
- Provided Wards Corner revitalization projects assistance that assured the successful opening of the Harris Teeter and K & K Square, new construction at Granby and Little Creek, Midtown Shopping Center tenanting and reinvestment in stores within this major intersection to include improvements in the RiteAid and new Dollar Tree store.
- Collaborated with local universities and medical, energy, and technology sectors to promote new business growth in Norfolk.
- Assisted with new major residential construction in Ocean View, the Southside and Downtown.
- Continued to market emerging retail and commercial areas of Norfolk including the Chelsea Business District, the Downtown Arts and Design District, and the Park Place (35th Street) District.

- Participated in the Fort Norfolk resiliency initiative and support for Harbor's Edge phase II project which is planned to be over \$100 million and approximately 120 units.

Elections

- Managed one Special Election and one General Election in FY 2015.
- Reviewed and certified petitions for two referendums.
- Provided online Virginia Voter Registration.
- Participated in development of pilot programs for the Virginia State Board of Elections.
- Coordinated voter registration education efforts at Old Dominion University and Norfolk State University, which included training and participating in on-campus activities.
- Enhanced relationship with local senior retirement communities through voter registration and absentee voting education.
- Conducted presentations for Norfolk City Council regarding proposals for precinct relocations on behalf of the Norfolk Electoral Board. Answered questions and addressed concerns as needed.
- Communicated proposed precinct relocations to local civic leagues whose districts were impacted by proposed precinct relocations.
- Relocated the Ballentine Precinct, Hunton Y Precinct, and the Young Park Precinct.
- Referred cases of potential voter fraud to the Norfolk Commonwealth's Attorney's Office. Assisted with interviews and provided technical expertise to the Commonwealth's Attorney's Office. Readily available for testimony at court proceedings.
- Participated in the Virginia State Board of Elections "Photo ID" campaign. This included educational demonstrations with political parties, communications with local universities, nursing homes and assisted living facilities, notifications to Norfolk civic leagues, conducting a public service information program on the Channel 48, sharing photo identification information with local newspapers and bloggers for posting, and posting information on the Norfolk Office of Election's website.
- Conducted voter registration and processed photo identification for homeless at two Project Homeless Connect events.
- Conducted four photo identification events at the Norview Community Center, Southside Aquatics Center and Mary D. Pretlow Anchor Branch Library to process photo identification for Norfolk registered voters.

Emergency Preparedness and Response

- Fielded 516,000 911 emergency and non-emergency phone calls and dispatched 294,000 Police and Fire-Rescue events.
- Completed in-house Telecommunicator Academy graduating nine new Telecommunicators.
- Completed upgrade to Telestaff work scheduling application.

- Presented Compassion Fatigue training session at Virginia APCO Fall Conference, Virginia EMS Symposium, and the North Carolina Telecommunicator Training session.
- Continued with upgrade to Emergency Medical Dispatch (EMD) protocol.
- Coordinated over 20 Public Outreach initiatives including three town hall preparedness meetings.
- Supported flood mitigation planning locally and statewide through representation on Flood Executive Committee and Governor's Secured Commonwealth panels.
- Activated Virtual Emergency Operations Center to address winter weather emergencies.
- Graduated 53 new members in the Citizen Emergency Response Team (CERT) academy and also qualified five new trainers.
- Participated in three full scale disaster preparedness exercises and six table top exercises.
- Coordinated planning efforts during the Fall 2014 ebola crisis. Brought together Team Norfolk participants to discuss strategies in educating, preventing, and handling a potential outbreak.

Finance

- Received the Government Finance Officers' Association's "Certificate of Achievement for Excellence in Financial Reporting" award for the FY 2013 Comprehensive Annual Financial Report for both the city and for the retirement system's reports.
- Managed the city's \$1.3 billion debt portfolio including the issuance of new debt and the debt refinancing of the existing portfolio. The city also established a \$125 million revolving line of credit for the management of capital projects in the city's Capital Improvement Program. The line of credit's variable interest rates will provide a low-cost, flexible interim financing mechanism for managing finances for large capital projects, mainly to be used for school construction costs.
- Received reaffirmation of the city's existing long-term and short-term bond ratings by Standard & Poor (AA+), by Moody's (Aa2) and Fitch (AA+). All rating agencies praised Norfolk's financial and managerial characteristics, large and diverse tax base, comprehensive economic development strategy and satisfactory reserve levels.
- Represented the city at several business and civic leagues meetings and small business regional events to promote doing business with the city. Met one-on-one with vendors to provide training for how to successfully conduct business with the city.
- Partnered with the City Auditor's Office, the Office of Budget and Strategic Planning and several other departments to develop a comprehensive internal control policy for the city based on the Committee of Sponsoring Organizations (COSO) principles.
- Automated the retirement healthcare enrollment function and eliminated printing and mailing pay advices to retirees saving the city thousands of dollars.

Fire-Rescue

- Received 2014 Homeland Security Grant in the amount of \$35,000 for the purchase of atmospheric monitoring meters.

- Received Rescue Squad Assistance Grant in the amount of \$40,523 for the purchase of three CPR devices to allow firefighters to safely provide CPR to patients while in transport to the hospital.
- Achieved a total structural fire property loss percentage of 0.28 percent for 2014.
- Restored 60 cardiac arrest patients to Return of Spontaneous Circulation (ROSC) on arrival at area hospitals in 2014.
- Received donation in the amount of \$5,000 from ADT for the purchase of equipment to support the department's smoke alarm program.
- Implemented program to increase contacts made to citizens for smoke alarm awareness and installation.
- Hosted program to celebrate the history of African-American firefighters who were hired from 1967 to 1991.
- Conducted a Fire-Rescue academy with 18 recruits graduating to Operations in March of 2015.
- Trained and sanctioned eight Norfolk Fire-Rescue Advanced Life Support (ALS) first responders to provide care in the Tidewater Emergency Medical Services (TEMS) region.
- Implemented a hands-on CPR training program.
- Implemented Tri-City Automatic Aid along the borders of Norfolk, Chesapeake, and Virginia Beach.

Fleet Management

- Executed a contract with the Department of Motor Vehicles (DMV) to perform online registration and titling which is projected to save staff time.
- Upgraded the Fleet asset management system to a faster, more efficient web-based system.
- Outsourced tire services resulting in an annual savings of \$49,575.
- Implemented a new preventive maintenance schedule for police operations resulting in an annual savings of \$65,000.
- Negotiated a new fixed fuel pricing agreement for FY 2016.
- Installed new fuel canopy, fuel card reader, and new fuel pumps at city fueling stations.
- Converted Police patrol vehicles from outdated Ford Crown Victoria to higher performing Chevrolet Caprice.

General Services

- Supported Consolidated Courts and Slover Library commissionings and openings.
- Replaced a 20 year old, obsolete work management system with new, modern software that will provide accurate data on maintenance projects and costs.
- Upgraded the Virginia Zoo's energy management system (DDC) to better utilize resources.

- Upgraded Scope Exhibition Hall lighting to energy efficient fixtures and bulbs, saving resources and funds.
- Contracted a citywide building assessment study of identified public buildings.
- Reduced energy consumption by installing energy efficient lighting, heating, and cooling equipment and monitored this consumption with Energy Cap software.
- Prepared a standard operating procedure for elevator maintenance.
- Supported numerous special events to include Harborfest, Grand Illumination Parade, The Plot, and Better Blocks.
- Continued success with an overall live-release rate of 61 percent in calendar year 2014, which is the highest ever achieved at the municipal animal shelter.
- Increased volunteerism and foster opportunities at the Animal Care and Adoption Center with over 27,000 hours contributed by local citizens.

Human Resources

- Streamlined the city's compensation plan to increase reader understanding and promote transparency.
- Implemented nine new and revised personnel policies.
- Developed and/or integrated five new training programs for general employees including: Interviewing for Employees; Coaching for Supervisors; When Personalities Collide; Red, Green, Blue (RGB); and Ethics.
- Completed 7th Supervisor's Leadership Academy (SLA). To date 181 supervisors have graduated.
- Conducted performance management training for 503 city supervisors and completed 2,190 e-Performance evaluations forms.
- Developed a citywide work-study program by partnering with Tidewater Community College and Old Dominion University.
- Implemented self-service open enrollment healthcare tool for Norfolk Public Schools employees.

Human Services

- Facilitated 27 children adoptions including a sibling group of six.
- Held an annual celebration for adopted children and their families, Juvenile and Domestic Court Judges, and participating Human Services staff for the first time at Norfolk's Nauticus Museum.
- Reunited 55 children with their immediate family or other relatives.
- Increased use of wrap-around services for children with disabilities by 50 percent from FY 2013 to FY 2014.
- Reduced average length of stay for youth in non-foster care residential programs by 40 percent from FY 2013 to FY 2014.

- Launched the Norfolk Prevention Network to promote the prevention of issues such as child abuse, domestic violence, juvenile delinquency, and poverty in Norfolk's youth and families.
- Led the Norfolk Family and Fatherhood Initiative and held three 13-week programs for approximately 41 fathers seeking to become more involved in their children's lives.
- Held the first annual Prisoner Reentry Summit and Prisoner Reentry Job Fair. The summit hosted over 20 government and non-profit organizations, and the job fair drew more than 300 job seekers with over 140 strongly considered for employment by the attending employers.
- Prevented homelessness or re-housed 311 households through the Homeless Action Response Team (HART); 34 or 11 percent of households returned to HART for further services.
- Recognized by the Commissioner of the Virginia Department of Social Services for the timely processing of 19,746 applications for Medicaid and the effective implementation of the newly developed Virginia Case Management System.
- Received and processed 30,881 program requests for SNAP, Medicaid, TANF, Child Care and Energy Assistance that were filed electronically through CommonHelp since October, 2013.

Libraries

- Opened Slover Library with remarkable technology, community space, programs and collections.
- Implemented self-checkout stations at Slover Library and Little Creek Branch Library.
- Upgraded the Library's integrated system in preparation for credit card usage.
- Implemented the circulation of laptops at Jordan-Newby and Park Place Branch Libraries.
- Launched NPL's streaming and downloadable video platforms.
- Developed and launched the Children's and Teen floors at the Slover Library. The Children's floor includes several dynamic spaces for children --- the Playscape, Kidzone, an Art Studio and a Computer Lab with AWE - Early Literacy and After Edge systems and eight public computers.
- Developed the Learning Edge program for school-age children ages 5 - 10. The program which was launched at the Slover Library, features hands-on interactive materials and games that enhance skills in the areas of math, science, geography, space, English and literacy.
- Selected to pilot the UMIGO Kiosk at the Lafayette Branch. The agency received an iPad for students to interact with UMIGO websites and appisodes that support mathematics learning among first and second graders.
- Connected and worked in partnership with community agencies: Norfolk Public Schools, Norfolk State University, Norfolk's Ready by 5 Office, The Literacy Partnership and Virginia Stage Company.
- Conducted outreach events to promote library programs and services: Norfolk Public Schools -- Green Reader, Parent University Pre-K Round Up Student Registration, Promoting Healthy and Active Teens (PHAT) Conference and classroom library promotions visits at elementary schools; multiple Storytimes at Dicken's Christmas Towne at Nauticus; Fountain Field Days at Towne Point Park; Dogs Gone Swimming at Norfolk Fitness Center; Teens with a Purpose and the Virginia's Children's Festival.

- Partnered with other libraries in the other seven cities of Hampton Roads, the Suffolk Art League and Norfolk State University to offer the inaugural "7 Cities, 1 Book" event. Residents of all seven cities will be reading the same book and participating organizations will host special events based on Ray Bradbury's award-winning book, "Fahrenheit 451." There are plans to host similar collaborations in the future.

Neighborhood Development

- Hosted the "Shoot Hoops Not Guns" Basketball Tournament. An event that allowed community resources officers (CROs) and local youth to build relationships through sports.
- Hosted the 3rd Annual Norfolk Neighborhood Expo. Held in partnership with Norfolk Public Schools, the event drew over 450 residents who interacted with 55 exhibitors representing civic leagues, city and Norfolk Public Schools agencies, and local non-profit organizations.
- Presented at 2014 Virginia Governor's Housing Conference about the philosophy of Neighbors Building Neighborhoods.
- Hosted Civic League Leadership Training for civic league association presidents and executive board members.
- Hosted Landlord's Rights & Responsibilities and Tenant Rights training throughout FY 2015.
- Consistently worked above the threshold of 85 percent in responding to code complaints within three days.
- Demolished "community eyesores" in East Ocean View and Denby Park.
- Began efforts to preserve the historic Old Tobacco Building at 1148 East Princess Anne Road.
- Partnered with community partners to host a Christmas Community Celebration at Richard Bowling Elementary School.
- Hosted a Neighborhood Revitalization Celebration to celebrate the final acquisition of properties in Denby Park area.

Norfolk Community Services Board

- Launched Crisis Intervention Team (CIT) program in partnership with Norfolk Police Department and with support of the stakeholder community.
- Relocated the Emergency Services Program and the Program of Assertive Community Treatment, and planned the May relocation of Intake Services, in order to improve the quality of facilities for client services.
- Partnered with Hampton Roads Community Health Center to provide integrated primary care and behavioral health services for residents with serious mental illness.
- Implemented and launched the Commonwealth's Governor's Access Plan which increases Medicaid access to for residents with serious mental illness. Since January 12, 2015, assisted 210 persons with the application process.
- Implemented electronic health records technology resulting in stabilized fee revenue.
- Partnered with the Virginia Wounded Warrior Program to serve veterans with mental illness with an emphasis on homeless veterans.

- Recognized by the Commonwealth for effective implementation of the Synar Project (named for the congressman who introduced the legislative amendment) which addresses the sale of tobacco products to minors in Norfolk.
- Provided mental health awareness training to 186 individuals with focus on city public safety employees, human services employees, and education partners.

Norfolk Juvenile Court Service Unit

- Complied with state contact supervision standards at 98 percent.
- Completed The University of Cincinnati Criminal Justice Institute's Juvenile Justice Assessment. The assessment provided recommendations of the city's Juvenile Justice practices and was funded through a grant received from the Virginia Department of Criminal Justice Services.
- Received a Juvenile Accountability Block Grant from the Virginia Department of Criminal Justice Services to fund evidence-based training in "Effective Practices in Community Supervision" and "Core Correctional Practices" for Juvenile Probation and Parole staff, Norfolk Detention Center staff and key provider staff.
- Trained all probation and parole staff in the Adverse Childhood Experience Trauma screening tool and the new Social History format along with Graduated Sanctions and Incentives.

Office of Budget and Strategic Planning

- Received the Distinguished Budget Presentation Award from the Government Finance Officers Association for the city's municipal budget process.
- Provided accurate revenue estimates in support of the budget development process. The FY 2014 General Fund revenue projections had a variance of less than one percent, demonstrating the accuracy and reliability of the city's forecast modeling.
- Conducted workforce analysis and strategic evaluation team projects to identify opportunities to improve service delivery, reduce ongoing operating costs, and promote interdepartmental collaboration.
- Partnered with the Department of Communications and Technology, and the Department of Neighborhoods to conduct two budget exercises. These activities allowed citizens and employees an opportunity to try and balance the city's budget using real financial scenarios.
- Created a citywide grants program to train and assist departments in responsibly leveraging federal, state, and private foundation grant funds.
- Conducted trainings to assist departments with analyzing and projecting the budgets through a two-year lens.

Parking Facilities Fund

- Upgraded lighting in MacArthur Center parking garages with energy efficient light emitting diode (LED) lights.
- Started major structural rehabilitation of City Hall and Scope parking garages.
- Resurfaced Harrison Opera House, School Administration Building, West Plume and Brambleton Avenue parking lots.

- Implemented pay-by-phone for on-street parking Spring 2015.
- Implemented free on-street parking on Saturdays with a two hour limit.

Police

- Partnered with area schools to conduct a six week Youth Leadership Academy program.
- Partnered with area schools, hospitals and shopping malls to provide training exercises, lectures and information on responding to potential critical incidents.
- Submitted the Annual Verification of Compliance Report to maintain accreditation through the Virginia Law Enforcement Professional Standards Commission.
- Received grants totaling \$266,447 for equipment, community policing efforts, and community outreach programs and supplies.
- Continued efforts to stop the flow of narcotics into the community by: seizing narcotics totaling over \$900,000; charging 644 felony offenses; and 320 misdemeanor offenses.
- Hosted more than 75 training courses attended by personnel from over 33 local police agencies and other government organizations. This continued focus on hosting courses at departmental training facilities has significantly reduced travel and per diem costs while providing additional training opportunities for a greater number of departmental personnel.
- Partnered with education-faith based organization for a new initiative called PLUS - Police Leadership Unveils Success. The purpose of the program is to allow officers to serve as literacy tutors at Norfolk Title 1 elementary schools.
- Partnered with a local radio broadcast company for a call-in public service talk show called WE Are ONE-NPD and YOU. The program allows for direct communication between citizens and NPD regarding policies, procedures, crime prevention, recruitment and criminal incidents.
- Partnered with South East Virginia Boys and Girls Club for an original initiative called CAKE - Cops and Kids Eating, for monthly engagement between officers and youth to share meals, and demonstrate equipment used by police in their work.
- Partnered with performing youth group Teens With a Purpose for the development of a broadcast and social media public service campaign regarding: gun and youth violence; and forums for fostering positive communications between officers and youth.

Public Health

- Administered 786 Tdap vaccinations to rising Norfolk Public schools 5th graders as a school requirement to enter the 6th grade and collaborated with Sentara Leigh Hospital to provide 51 Tdap vaccinations to family members of newborns.
- Offered 307 volunteer opportunities and recruited 66 new volunteers for a total of 190 total volunteers in the Norfolk Medical Reserve Corps (NMRC) unit. NMRC volunteers contributed a total of 2,603 hours totaling \$67,019 in services.

- Served 316 youth participants between the ages of 10-17 in the Abstinence Education and Life Skills Program in efforts to educate and empower youth and teens to avoid risky behaviors to help combat teenage pregnancy rates in Norfolk.
- Provided 504 new booster seats to 441 parents and caregivers who participated in the infant and child safety seat education program and baby care program. This infant mortality reduction initiatives also included distributing 38 Graco Pack-n-Plays for safe sleeping.
- Participated in a new partnership and effort to reduce obesity. The new Norfolk Healthcare Collaborative (NHC) formed with the purpose of improving community health and collaboratively giving back to the community.
- Partnered with Norfolk International Airport to encourage the general public, family and friends, employees, travelers, flight attendants and pilots to "fly in" for their free flu vaccinations. 265 people were vaccinated.
- Provided a low cost rabies vaccination clinic in observance of Rabies Awareness Week. Citizens from the Hampton Roads area participated in the largest rabies clinic, provided by the Norfolk Health District since 2006. A total of 77 vaccinations were given to cats and dogs.
- Partnered with the Virginia Beach, Peninsula, Chesapeake, and Western Tidewater Medical Reserve Corps (MRC) units, Public Health staff and other community service providers, participated in Project Homeless Connect to support the health and wellbeing of homeless adults in Norfolk. The MRC coordinated the medical screening area and provided blood pressure, BMI, cholesterol and glucose screenings, pharmaceutical counseling, hygiene education, and flu shots to 309 adults.

Public Works

- Completed Phase 1 of the new Norfolk Courthouse project and transferred operations of the Circuit Court and General District Court to the new facility.
- Completed rehabilitation of the Tidewater Drive and Little Creek Road underpass, replacement of the Kimball Terrace culvert, and reconstruction of Brambleton Ave and its intersections with Colley Ave and 2nd St.
- Cleared over 18,900 MISS Utilities Tickets and performed over 2,100 MISS Utilities inspections for underground utility hazards.
- Installed over 45 new bike racks downtown and one on-street bike corral to support a bike friendlier city.
- Initiated bike/ped corridor studies to develop 12 new bike/ped infrastructure projects to offer healthier and friendlier citywide connectivity.
- Painted over 341,600 linear feet of pavement marking lane miles.
- Installed, replaced, repaired, and manufactured over 5,200 traffic signs.
- Resurfaced over 30 lane miles of asphalt roads. Restructured pavement management program to include increasing crack-sealing and micro-surfacing in an effort to extend the life of the city's asphalt streets.
- Repaired approximately 10 lane miles of concrete road on Tidewater Drive, Brambleton Ave, and Llewellyn Ave.

- Completed sidewalk ADA ramp survey. Installed over 200 ADA ramps using Community Development Block Grant funds.
- Repaired over 5,000 potholes after winter season.
- Completed 100 percent of the city's 52 bridge inspections.
- Completed construction on Virginia Department of Transportation funded Highway Safety Improvement Program (HSIP) Intersection Improvements at 10 intersections in the city.
- Completed construction of the Hampton Boulevard Grade Separation project in partnership with VDOT.
- Coordinated, issued, and inspected over 6,000 roadway construction and hauling permits.
- Designed, wrote and produced Coastal Resilience Strategy report.

Recreation, Parks and Open Space

- Designated as a "Tree City USA" by the National Arbor Day Foundation for the twenty-seventh consecutive year for the city's urban forestry efforts.
- Increased participation in youth sports programs, specifically youth soccer which grew by 44 teams from 2013 to 2014 (indoor and outdoor leagues) and RBI baseball and softball which added 50 new players, five new teams and two new athletic associations in 2014.
- Replaced equipment at three playgrounds: James Monroe Elementary, Suburban Park Elementary and Maple Avenue.
- Opened a new kayak launch at the East Ocean View Community Center.
- Welcomed more than 91,000 visitors and 6,900 water craft to Norfolk's three beach parks during the summer 2014 season.
- Added a fitness room to the Huntersville Community Center and renovated the men's and women's locker rooms at the Huntersville Indoor Swimming Pool.
- Entered into a five year agreement with Old Dominion University to host the Norfolk Senior Olympics.
- Initiated the Sing, Dance, Succeed youth performing arts program in partnership with the Hurrah Players, Inc.
- Launched online registration for fee-based recreation classes.
- Partnered with FONE (Friends of Norfolk's Environment) to plant 58 native trees in Winona Dog Park.
- Partnered with FONE and the Norfolk Tree Commission to establish two (10th and 11th) new Living Legacy Groves: 15 native trees planted at Coleman Place Elementary, 24 native trees planted in Greenway Park.
- Planted 1,120 trees during the planting season.
- Coordinated 246 volunteers at nine different events to prune 250 crape myrtles, plant 97 trees, pick up trash, paint and spread mulch throughout the city. The total volunteer value for the 812.5 hours of work was \$17,989.

Sheriff and Jail

- Developed a new Norfolk Sheriff's Office website that provides access to inmate information for criminal justice agency partners and the citizens of Norfolk.
- Acquired an Offender Management System (OMS) to replace the aging Jail Management System (JMS) and implemented an onsite back-up system to the Sheriff's Network.
- Expanded landscaping services to 216 city properties on a ten day mowing cycle with the Sheriff's inmate workforce in partnership with the Park and Forestry Bureau of Recreation, Parks and Open Space. Sheriff's Workforce provided over 175,000 hours of labor in FY 2014 and 195,000 in FY 2015 to civic league work requests and special requests from city departments such as Civic Facilities, Facilities Management, Fire Department, and Parks and Forestry.
- Provided over 44,000 hours of labor in daily work and night crews for events at Norfolk Scope/Chrysler Hall from the Norfolk Sheriff's Community Corrections program in FY 2014 and FY 2015.
- Continued the Global Positioning System Electronic Monitoring Program (GPS) for an average of 25 non-violent offenders per day requiring intensive supervision in the community while serving a punitive sentence. A total of 308 offenders serve their jail sentence on GPS in FY 2015 and 302 in FY 2014.
- Secured federal grants to pay for a new drug treatment program: Cognitive Behavior Drug Treatment Program. A total of 242 offenders completed drug treatment in FY 2014-2015. Due to their completion of this program and success of program, Norfolk Circuit Court judges granted early release for 68.5 percent (166) offenders in FY 2014-2015.
- Procured and implemented Norfolk Sheriff's Office dedicated Laserfiche system and repository for the case management system, automation of records, and electronic document storage. This system improves processing of record retrieval for the Jail which in calendar year 2015 had 8,518 new admissions and 8,689 releases.
- Continued Department of Motor Vehicles (DMV) Connect for jail inmates. Norfolk's jail is the first to provide DMV identification cards for jail inmates close to their release date. A total of 197 offenders received a DMV ID in FY 2014-2015.
- Continued the First Intensive Reentry Programming for jail inmates in the Commonwealth of Virginia. The programming is now the model used for other jails and the Virginia Department of Corrections Reentry Programming. A total of 259 offenders received Reentry Programming prior to their release in FY 2015 and 209 in FY 2014.
- Achieved reaccreditation by the Virginia Law Enforcement Professional Standards Commission.

Storm Water Management

- Awarded approximately \$6.7 million in grant funding for the implementation of water quality improvement projects to assist the city with meeting the Chesapeake Bay Total Maximum Daily Load requirements.
- Coordinated with U.S. Geological Survey, Hampton Roads Sanitation District, and the cities of Hampton, Newport News, Virginia Beach, Chesapeake, and Portsmouth to develop and implement a regional water quality monitoring program.

- Completed drainage improvement projects that include Granby Street, Lafayette Boulevard, Texas Avenue, Orange Avenue, and Curlew Drive.
- Completed the storm water outfall replacement at Glencove Place.
- Completed rehabilitation of storm water pump station #4 at Tidewater Drive and East Little Creek Road.
- Completed Greenway Park wetland retrofit project to assist the city with meeting the Chesapeake Bay Total Maximum Daily Load regulatory mandates.
- Implemented the new Construction General Permit program and associated Storm Water Design and Construction Manual delegated by the Virginia Department of Environmental Quality.
- Enhanced the street sweeping program by installing Global Positioning System units on all sweepers. These units track sweeper routes to collect data utilized to analyze the program for route efficiencies.
- Swept over 45,000 curb miles collecting more than 6,500 tons of debris that would otherwise have gone into the storm water drainage system.
- Developed a preventative maintenance schedule for all city-owned off road ditches.
- Cleaned more than 7,000 drainage structures helping reduce negative impacts of flooding.
- Enhanced the city's pilot program, BayStar Homes. Partnering with the other Hampton Roads municipalities through askHRGreen.org, the BayStar Homes program, where citizens pledge to Do Good for the environment, has been adopted region-wide.

The National Maritime Center

- Welcomed the six millionth visitor and more than 6,000 guests to Nauticus' 20th birthday celebration. Norfolk residents explored Nauticus and the Battleship Wisconsin at no charge.
- Conducted more than 1,700 hands-on programs, on-site or as outreach, to more than 136,000 children and adults.
- Coordinated 1,500 volunteers who provided 37,800 hours of volunteer support, an in-kind donation worth \$960,000.
- Developed a "sequel" to the popular summertime experience, Spy Ship. Broadened and expanded the popular Halloween experience, Haunted Ship. Local residents had chance to visit newly-opened spaces aboard the Battleship Wisconsin while having a truly one-of-a-kind experience; Utilized the Battleship Wisconsin to host a series of unique, community-focused events, including a spring gala, Frisky on the Whisky, and a 50th anniversary screening of the classic surf film, Endless Summer. Proceeds support the Sail Nauticus Academy.
- Launched Hampton Roads' newest holiday tradition, Dickens' Christmas Towne. More than 23,000 local residents visited the 15,000 s.f. experience and local merchants/vendors grossed over \$150,000 in important holiday sales.
- Worked with nationally-recognized insurance company, GEICO, to develop a Norfolk-focused commercial featuring the Battleship Wisconsin. The advertisement is shown across the country and responsible for millions of positive impressions for Norfolk.

- Worked to attract the world's largest cruise line, Carnival, back to Norfolk after a one year absence. This activity will result in more than 66,000 Carnival cruise passengers and nearly \$8 million in passenger spending in 2015/2016.
- Graduated inaugural class of 80 6th graders from the Sail Nauticus Academy and welcomed its first class of 35 7th graders. The academy incorporate real-life Science, Technology, Engineering and Math (STEM) content to supplement classroom education, and each student earns a letter grade for credit in Physical Education and Health after successfully completing the program.

Towing and Recovery Operations

- Towed over 3,400 vehicles of which 742 were considered abandoned and/or nuisance vehicles.
- Partnered with the City Treasurer's office to assist with towing of vehicles for unpaid personal taxes.
- Continued to assist the Norfolk Fire Department and the Federal Bureau of Investigation (FBI) by providing over 35 derelict vehicles for training of both new recruits and seasoned veterans.
- Continued to assist Tidewater Regional and Richmond Criminal Justice Services by providing a place for citizens to perform community service assigned by the courts.
- Partnered with Waste Management as a 24 hour satellite drop off for electronic and paper recycling.

Waste Management

- Partnered with Keep Norfolk Beautiful, Tidewater Fibre Corporation., Goodwill Industries, and Iron Mountain for 2 Norfolk Recycle Events, attended by over 300 residents.
- Partnered with Neighborhood Development for cleanup campaigns in Park Place, Fairmount Park, Talbot Park, Oakdale Farms, and Monticello Village.
- Continued the Apprentice Program; five of six apprentices completed training and received their commercial drivers license.
- American Public Works Association named the Waste Management Superintendent Solid Waste Professional Manager of the Year for North America.
- Installed snow/plow blades on Waste Management support vehicles to assist with snow removal efforts.
- Conducted 10,348.5 hours of safety training.

Utilities

- Awarded the Virginia Water Environment Association's (VWEA) 2014 Silver Industrial Waste and Pretreatment Environmental Excellence Award for both the Moores Bridges and 37th Street Water Treatment Plants.
- Received the Bronze Virginia Optimization Program awarded by the Virginia Department of Health for outstanding filtered water quality at the Moores Bridges Water Treatment Plant.
- Obtained \$6.0 million, 20-year, and zero-interest loan from the Virginia Resources Authority resulting in \$300,000 in first year interest savings.

- Saved \$500,000 by continued optimization of the times when finished water is pumped into storage tanks to best match production during peak demand periods.
- Reduced annual chemical and maintenance costs by \$100,000 through improvement of the water treatment solids handling process.
- Negotiated Monthly billing service agreement for savings of approximately \$130,000 for the city (at least 30 percent of the previous year's charges).
- Completed the online distribution initiative of the Customer Confidence Report (CCR) to over 45,000 customers via email and social media resulting in approximately \$20,000 annually in printing and mailing costs.
- Completed construction of a new Vactor and Water Jet truck facility that will improve response to wastewater pipe blockages and improve truck maintenance.
- Maintained 100 percent compliance with the Safe Drinking Water Act regulations ensuring that the drinking water is of highest quality and meets all water quality standards.
- Integrated eDocs software within the NorthStar billing system, provided a centralized document repository that allowed users to easily access and electronically attach documents to utility accounts.
- Inspected 870 food service establishments for fats, oils, and grease control devices.
- Cleaned over 25 percent of the wastewater gravity system.
- Began construction on the \$21 million Western Branch Dam Rehabilitation project.
- Invested approximately \$16 million in new water and sewer facilities along with resurfaced streets in the following neighborhoods: Fairmount Park; East Ocean View; Bayview; Ghent; Park Place; Bruce's Park; Titustown; and Wards Corner.

Zoological Park

- Partnered with a cardiologist from Sentara hospital to perform Hi-Definition 3-D CT imaging of the Zoos' orangutan hearts to determine their health and condition. This information is shared with zoos and research centers globally through the Great Ape Heart Health project which shares best practices for great ape health maintenance programs which are essential to preserve the species.
- Began renovation to the Zoo Farm creating an engaging "first contact" petting area. This immersive area allows zoo visitors to come into close contact and pet Virginia barn yard animals such as goats, cows, pigs and more.
- Installed live animal webcams that allow Zoo fans to visit the Zoos' website and peek into the red panda nest sites and watch panda cubs grow from the moment of birth.
- Adopted Ocean Sole, the flipflop studio in Nairobi Kenya, as part of its conservation programs. The artists of Ocean Sole collect discarded flipflops from the beaches and waterways of Kenya, glue them together and then carve colorful African wildlife figurines out of the material.
- Partnered with the Zoos of Singapore. The Virginia Zoo has acquired animals important to the genetic captive population of binturong and pink-necked fruit doves. In return Jurong Bird Park, Singapore, will receive a valuable influx of species important to the support of their programs for sustaining avian populations.

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