



CITY OF HOPEWELL

Hopewell, Virginia 23860

AGENDA

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CITY COUNCIL

John B. Partin, Jr., Mayor, Ward #3
Jasmine E. Gore, Vice Mayor, Ward #4
Rita Joyner, Councilor, Ward #1
Michael B. Harris, Councilor, Ward #2
Janice B. Denton, Councilor, Ward #5
Brenda S. Pelham, Councilor, Ward #6
Dominic R. Holloway, Sr., Councilor, Ward #7

Dr. Concetta Manker, City Manager
Danielle Smith, City Attorney
Brittani Williams, City Clerk
Bridetta Williams, Deputy Clerk

February 19, 2024

SPECIAL MEETING

Special Meeting: 9:00 AM

9:00 a.m. Call to order, roll call, and welcome to visitors

SPECIAL MEETING

SUGGESTED MOTION: To amend/adopt Special Meeting Agenda

Roll Call

SPECIAL BUSINESS

SB -1 – Review of existing adopted and draft of City of Hopewell Strategic Plan – Vice Mayor Gore

SB -2 – 2019 Strategic Plan Priorities Scrub – Robert Bobb Group

SB -3 – Pre-Survey Results – Robert Bobb Group

SB -4 - Development of New Strategic Priorities - Robert Bobb Group

SB -5 – Finance – Where are we now – Russ Branson

SB -6 – Introduction to Potential Revenue Sources – Russ Brandon

SB -7 – Consolidation and Prioritization of FY 2025 Strategic Priorities – Robert Bobb Group

SB -8 – City of Hopewell Culture and Leadership Expectations – Robert Bobb Group

CLOSED MEETING

SUGGESTED MOTION: Move to go into closed meeting pursuant to Va. Code Section § 2.2-3711 (A)(I) to discuss and consider personnel matters, including board and commission appointments; the assignment and performance of specific appointee and employees of City Council, and to the extent such discussion will be aided thereby.

Roll Call

RECONVENE OPEN MEETING

CERTIFICATION PURSUANT TO VIRGINIA CODE § 2.2-3712 (D): Were only public business matters (1) lawfully exempted from open-meeting requirements and (2) identified in the closed-meeting motion discussed in closed meeting?

ADJOURNMENT



HOPEWELL CITY COUNCIL STRATEGIC PLANNING ADVANCE

Day 1

TIME	TOPIC	PRESENTER
9:00 a.m. – 9:15 a.m. 15 Min	Welcome and Introductions	Mayor and Vice Mayor
9:15 a.m. – 9:45 a.m. 30 Min	Review of existing adopted and draft City of Hopewell Strategic Plan <ul style="list-style-type: none"> • Family Services • Infrastructure • City Assets • Education • Employee Development and Retention • City Beautification • Economic Development • Public Safety 	Vice Mayor
9:45 a.m. – 10:15 a.m. 30 Min	2019 Strategic Plan Priorities Scrub <ul style="list-style-type: none"> • City Councilors select top 3 “Strategic Themes” 	Robert Bobb Group
10:15 a.m. – 10:30 a.m. 15 Min	Break	All
10:30 a.m. – 11:00 a.m. 30 Min	Pre-Survey Results <ul style="list-style-type: none"> • Feedback Pre-Survey Recommendations 	Robert Bobb Group
11:00 a.m. – 12:00 p.m. 1 Hour	Development of New Strategic Priorities <ul style="list-style-type: none"> • Discuss current priorities and brainstorm new ideas 	Robert Bobb Group
12:00 p.m. – 12:30 p.m. 45 Min	Lunch	ALL
12:30 p.m. – 1:45 p.m. 45 Min	Finance – Where are We Now <ul style="list-style-type: none"> • Capital Improvement Plan and/or Finance Plan development 	Russ Branson
1:45 p.m. – 2:30 p.m. 45 Min	Introduction to Potential Revenue Sources	Russ Branson
2:30 p.m. – 2:45 p.m. 15 Min	Break	All
2:45 p.m. – 3:45 p.m. 1 Hour	Consolidation and Prioritization of FY 2025 Strategic Priorities	Robert Bobb Group
3:45 p.m. – 5:00 p.m. 75 Min	City of Hopewell Culture and Leadership Expectations <ul style="list-style-type: none"> • Performance Management and Review 	Robert Bobb Group
	Adjourn	



City Council Strategic Plan

-working draft-

June, 2019

Revised October 5, 2019

Revised January 31, 2020

City of Hopewell

Strategic Planning 2019 - 2021



Original Strategic Goals 2014 - 2024

City Beautification

Improve overall appearance of the City in order to increase community pride and attract business, tourists, and residents

Education

Strengthen the education system environment to promote higher graduation rates and enhanced learning opportunities

City Assets

Promote and market city assets such as downtown, the river, and our historic district in order to increase tourism, revenue, health, and wellness

Family Services

Create an environment where families and youth can thrive

Public Safety

Provide a safe and secure environment to enhance internal and external perception of the City

Infrastructure

Improve the overall appearance and perception of the City by providing excellent facilities and core services

Economic Development

Develop and implement an integrated economic development plan for the entire City that yields job opportunities for Hopewell citizens, enhances our tax base, and increases internal and external foot traffic

Employee Development and Retention:

Develop and implement a strategy to retain good employees through employee development, career paths, effective compensation and benefits, and a positive work culture

City of Hopewell

Strategic Planning 2019 - 2021

2020 – 24 Revised Strategic Goals/Objectives

**Same domain as prior plan but enhanced/revised objective*



Housing: Ensure **safe, decent, sanitary, high-quality** affordable housing options for renters and home owners at all income levels and stages of life.

Health and Wellness: Enhance resources and conditions that affect where residents live, learn, work, and play that affect their mental, spiritual and physical health outcomes and **life expectancy**.

Infrastructure: Improve the overall appearance, functionality and perception of the City by providing **excellent high-quality public facilities, core services and neighborhood investment**.*

Public Safety: ~~Provide a safe, secure environment to strengthen internal and external perceptions of the city by improving cross-collaboration with strategic partner and enhance community relationships.*~~ Provide **safe, secure and protected environment to strengthen the community as well as internal and external perceptions of the city by improving cross-collaboration with strategic partners and enhancing community relationships**

Economic Development: Fully implement an integrated economic development plan that yields equitable job opportunities for all Hopewell citizens, enhances our tax base, and increases internal and external foot traffic in all commercial areas of the city*

Education/Workforce Development: Strengthen the education system and workforce development ~~pipeline~~ **change this word** to promote higher graduation rates, enhanced learning opportunities, and a skilled workforce prepared for high quality job opportunities.*

Community and Cultural Development: Enhance resources to support citizens from all walks of life with comprehensive community services, civic events and opportunities for civic engagement. **Implement strategic plans and initiatives that promote equity in all polices and cross-collaboration between the City, service providers and stakeholders.**



Cross-Cutting Implementation Strategies

The following implementation strategies will build sustainable Council and administration capacity to achieve all strategic goals and objectives.

1. Establish clear roles, accountabilities and *guidelines* between City Council and administration
2. **Establish key initiatives under each established Strategic Plan Domain**
3. Implement *branding/marketing campaign* to internal and external audiences
4. Establish data-driven decision-making and accountability processes, grounded in a *City-wide Data Dashboard*
5. Establish mechanism to foster collaborative services and resources (*Community Enhancement Initiative*)
6. Increase opportunities for *civic engagement*
7. Enhance City-to-Citizen *communication channels*
8. Adopt *Equity-in-All-Policies* Framework



Housing

Discussion from Council Advance:

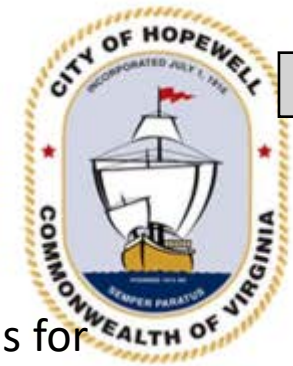
- Much of the existing housing stock is antiquated and not attractive to homebuyers – this is an obstacle to attracting new middle- upper-income residents
- In the past, there has been significant pushback to replace antiquated neighborhoods
- Old workforce housing is primarily rental with a lot of transient renters
- Blight and landlord accountability is a challenge
- Home ownership is inaccessible to people at different income levels (*NEED DATA TO BACK-UP STATEMENT*)
 - Credit Worthiness Issue (30-35% of income max for housing)
- A comprehensive housing improvement plan is already completed; while dated, it can be relooked at and updated for today's context



Housing

Potential Strategic Priorities/Initiatives:

1. Update and implement comprehensive housing blueprint that addresses housing needs for all segments of the community
 - Update data of current housing plan
 - Work with HRHA to partner
 - Use property maintenance inspection/spot blight data to identify areas/opportunities
 - Develop list of resources
2. Strengthen policies to shift responsibility of paying wastewater fees to landlords from tenants
3. Require business licenses to operate individual rental properties
4. Rewrite of Current Zoning Ordinance to a Form Based Code
5. Rental Inspection Program Revisions – short term goal
6. Renters Rights Advocacy
7. Plan for Public Housing
 1. Increase Security
 2. ~~Disperse Units~~ Decentralize Poverty
8. Path to Homeownership in Public Housing (partner with DSS, concern loss of benefits - ex. Richmond)
9. Homesteading Program for Employees (community grant programs)
10. 1st time Homebuyer Program Citywide (partner with Federal Home Loan Bank - ATL)
11. “Brand” Neighborhood – Use the Neighborhood Names/Signage



Housing

Ensure safe, decent, sanitary, high-quality affordable housing options for renters and home owners at all income levels and stages of life.

Objective #1: Update and Implement Comprehensive Housing Blueprint

Champion: Tevya Griffin

Supporting Staff: Chris Ward and Steve Benham

Key Tasks/Activities	Target Dates	Est. Cost (\$)	Staffing
Internal Review of existing Housing Plan	04/2020	N/A	Current Staff
Housing Education Campaign	04/2020	N/A	Current Staff
Identify and secure funding Make needed revisions to housing plan based on Comprehensive Plan vision/goals, strategic planning goals, and town hall input.	06/2020	N/A	Current Staff
Draft RFP, advertise and award contract Formal review of draft plan by the Planning Commission and City Council	07/2020	N/A	Current Staff
Approval of revised comprehensive housing plan	12/2020	N/A	Current Staff



Housing

Ensure safe, decent, sanitary, high-quality affordable housing options for renters and home owners at all income levels and stages of life.

Objective #2: Strengthen policies to shift responsibility of wastewater, trash and stormwater fees to landlords from tenants

Champion: Ed Watson and Jerry Byerly
Supporting Staff: Sandra Robinson

Key Tasks/Activities	Target Dates	Est. Cost (\$)	Staffing
Conduct legal research	On-going	n/a	n/a
Develop proposed legislation for General Assembly, if needed	September/ October 2020	n/a	n/a
Develop policies and procedures	6 months	n/a	n/a
Implement new policies and procedures	TBD	n/a	n/a



Housing

Ensure safe, decent, sanitary, high-quality affordable housing options for renters and home owners at all income levels and stages of life.

Objective #3: Require business license to operate individual rental properties

Champion: Charlie Dane

Supporting Staff: Tevya Griffin and Sandra Robinson

Key Tasks/Activities	Target Dates	Est. Cost (\$)	Staffing
Conduct legal research	3 months	n/a	n/a
Develop proposed legislation for General Assembly, if needed	September/ October 2020	n/a	n/a
Develop policies and procedures	6 months	n/a	n/a
Implement new policies and procedures	TBD	n/a	n/a



Housing

Ensure safe, decent, sanitary, high-quality affordable housing options for renters and home owners at all income levels and stages of life.

Objective #4: Rewrite Zoning Ordinance to Form Based Code

Champion: Tevya Griffin

Supporting Staff: Chris Ward

Key Tasks/Activities	Target Dates	Est. Cost (\$)	Staffing
Research Form Based Code	2019-2020	\$1,500 (existing funds)	N/A
Secure Funding	2020-21	N/A	N/A
Draft RFP, advertise and award contract	2021	N/A	N/A
Complete Zoning Ordinance Amendments	2021-2023	\$200,000	Consultant
Adopt and Implement Form Based Code provisions	2023/24	N/A	Current Staff/Consultant



Housing

Ensure safe, decent, sanitary, high-quality affordable housing options for renters and home owners at all income levels and stages of life.

Objective #5: Rental Inspection Program Revision

Champion: Tevya Griffin

Supporting Staff: Todd Hawkes

Key Tasks/Activities	Target Dates	Est. Cost (\$)	Staffing
Review existing Rental Inspection Program	On-going	N/A	N/A
Research Rental Inspection Programs	On-going	N/A	N/A
Present findings and recommendations to City Council	February 2020	N/A	N/A
Implement revisions to program	3 months	\$100,000 (salary, benefits, vehicle, computer)	1 Full Time Inspector 1 Part-Time Administrative Assistant)



Housing

Ensure safe, decent, sanitary, high-quality affordable housing options for renters and home owners at all income levels and stages of life.

Objective #6: Renter Rights Advocacy

Champion: Tevya Griffin

Supporting Staff: Chris Ward, Ray Spicer, and Steve Benham

Key Tasks/Activities	Target Dates	Est. Cost (\$)	Staffing
Determine if landlord tenant councils are allowed in the Commonwealth of Virginia. Determine what support the state allows localities to provide. Review Landlord – Tenant Councils best practices	9/2020	N/A	N/A
Foster partnerships with organization(s) that provide rental advocacy services	Early 2021	N/A	N/A
Improve education and access to organizations that provide resources for housing advocacy	Early-Mid 2021	N/A	N/A



Housing

Ensure safe, decent, sanitary, high-quality affordable housing options for renters and home owners at all income levels and stages of life.

Objective #6: Renter Rights Advocacy - *Continued*

Key Tasks/Activities	Target Dates	Est. Cost (\$)	Staffing
Consider development of a housing office/financial opportunity center that provides services to include but not limited to tenant rights, fair housing, rental assistance, landlord rights, first time homebuyer education, financial literacy, and credit worthiness. Office space would be provided by the City. Services provided through partnerships with housing and community development agencies.	2022	\$250,000 (Staffing and upfit of office space)	Hire a Housing Coordinator
Develop policies and procedures for Landlord—Tenant Council Citizen Housing Advocacy Group	2022	N/A	N/A
Determine a system to track and resolve housing complaints	2022	N/A	N/A
Appoint Landlord—Tenant Council —Citizen Housing Advocacy Group	2022	N/A	N/A



Housing

Ensure safe, decent, sanitary, high-quality affordable housing options for renters and home owners at all income levels and stages of life.

Objective #7: Public Housing Plan

Champion: Steve Benham

Supporting Staff: HRHA Staff and Tevya Griffin

Key Tasks/Activities	Target Dates	Est. Cost (\$)	Staffing
Develop plan to disperse public housing units through mixed income development Present a plan to redevelop public housing using a variety of development concepts to include mixed income communities.	2021	N/A	N/A
Address maintenance issues and HRHA properties— lighting and security cameras Report on significant maintenance issues and capital improvements to include lighting and security cameras	2020	N/A	N/A



Housing

Ensure safe, decent, sanitary, high-quality affordable housing options for renters and home owners at all income levels and stages of life.

Objective #8: Pathway to Homeownership in Public Housing

Champion: Steve Benham

Supporting Staff: Tevya Griffin, Chris Ward and HRHA Staff

Key Tasks/Activities	Target Dates	Est. Cost (\$)	Staffing
Conduct Fair Housing Seminar			
Review existing programs			
Develop Pathway Program			
Adopt and Implement program			



Housing

Ensure safe, decent, sanitary, high-quality affordable housing options for renters and home owners at all income levels and stages of life.

Objective #9: Homesteading Program for City and Schools Employees

Champion: Tevya Griffin

Supporting Staff: Chris Ward

Key Tasks/Activities	Target Dates	Est. Cost (\$)	Staffing
Review existing homesteading programs	2020	N/A	N/A
Develop program and incentives	2020	N/A	N/A
Secure funding for program	2020-21	N/A	N/A
Present draft program to Council, secure funding, approve program	2021	\$50,000 Incentives package 1 st year	N/A



Housing

Ensure safe, decent, sanitary, high-quality affordable housing options for renters and home owners at all income levels and stages of life.

Objective #10: ~~1st Time Homebuyer Program~~ Citywide Pathways to Homeownership Citywide (including Public Housing)

Champion: Tevya Griffin

Supporting Staff: Chris Ward, Steve Benham and Tarvaris McCoy

Key Tasks/Activities	Target Dates	Est. Cost (\$)	Staffing
Research funding programs available from financial institutions	3/2020	N/A	N/A
Review existing program- family self sufficiency	3/2020	N/A	N/A
Define needed partnerships	5/2020	N/A	N/A
Develop programs for City Council review	12/2020	N/A	N/A
Identify funding sources and establish partnerships	Ongoing	N/A	N/A
Implement programs	12/2021	\$70,000	HRHA Staff 1.5 additional staff



Housing

Ensure safe, decent, sanitary, high-quality affordable housing options for renters and home owners at all income levels and stages of life.

Objective #11: “Brand” Neighborhoods

Champion: Tevya Griffin

Supporting Staff: Chris Ward

Key Tasks/Activities	Target Dates	Est. Cost (\$)	Staffing
Identify subdivisions using mapping	2021	N/A	N/A
Draft program guidelines. Gain approval from City Council Assist civic associations with branding	2021	N/A	N/A
Hold meetings to determine neighborhood boundaries and specific distinctions	2021-25	N/A	N/A
Establish distinctive branding signs	Ongoing	N/A	N/A
Secure funding and implement program	2021	\$50,000 \$250,000	Neighborhood Planner & Signage



Health and Wellness

Guidance from Council Advance:

- Access to healthy food across the city is a challenge – with only three (3) full service grocery stores, most of the City can be considered a food desert
- While the City has invested in significant outdoor recreation opportunities (e.g. Riverwalk and park), it is important to continue to improve accessibility and quality to ensure equitable recreational opportunities for all Hopewell citizens
- There is a general lack of access to behavioral health resources



Health and Wellness

Potential Strategic Priorities/Initiatives:

- Recruit full-service grocery store(s) to accessible City location(s)
- Improve physical accessibility and public awareness of healthy eating and active living
- One-Stop Services Center that includes enhanced behavioral health services (built out District 19)
- **Medicaid** Expansion – additional resources (not case workers) to assist/develop programs
- Expand HEAL
- Local Foods Local Places – expand effort/implement plan
- Implement Comp Plan Goals RE: Community Health and Care
 - “Health In All Policies” Policy
- Build partnership with JRMC – increase community engagement
- Additional Resources to Assist City – RC&D, Virginia Environmental Endowment, Ag Extension Agent
- Extension of Riverwalk to Bluffs Property
- Work with FOLAR & VDOT to connect Atwater Park connection to Appomattox River Regional Park
- Develop/Expand Trail System – Citywide Trail Plan
- Outdoor Fitness Opportunities



Health and Wellness

Action Plan:

- Healthy food accessibility
 - Review LFLP map of food deserts
 - ED assessment of potential sites and stores
 - Expand effort/implement plan for Local Food Local Places
 - Seek alternative options for targeted healthy food availability
- Expand and increase public awareness of Healthy Eating Active Living (HEAL)
 - Establish vision, goals and structure of initiative
 - Develop marketing/branding plan
 - Identify additional resources and partnerships
 - Expand HEAL to include healthy eating education, not just access and awareness
- Improved accessibility and quality of equitable recreational opportunities
 - Identify areas of improvement for accessibility to recreational opportunities
 - Initiate discussions with the Resource Conservation District Council and the Virginia Environmental Endowment to inquire about additional resources to improving recreational equipment, parks, etc.
 - Develop and expand City-wide Trail Plan
 - Diversify outdoor fitness opportunities throughout the City
 - Extend riverwalk to Marina
 - Create park master plan



Health and Wellness

Action Plan Continued:

- Improved access to behavioral health resources
 - One-stop services center for behavioral health services
 - Increase community awareness of Medicaid expansion
 - Build partnership with JRMC to increase community engagement



Health and Wellness

Enhance resources and conditions that affect where residents live, learn, work, and play that affect their mental, spiritual and physical health outcomes and life expectancy.

Objective #1: Healthy Food Accessibility

Champion: Charlie Dane

Supporting Staff: Tevya Griffin, Chris Ward, Aaron Reidmiller, Stacey English, and HDP

Key Tasks/Activities	Target Dates	Est. Cost (\$)	Staffing
Review LFLP map of food deserts	March-April 2020	n/a	n/a
ED assessment of potential sites and stores	On-Going	n/a	n/a
Expand effort/implement plan for Local Food Local Places	On-Going	n/a	n/a
Seek alternative options for targeted healthy food availability	On-Going	n/a	n/a



Health and Wellness

Enhance resources and conditions that affect where residents live, learn, work, and play that affect their mental, spiritual and physical health outcomes and life expectancy.

Objective #2: Expand and increase public awareness of Healthy Eating Active Living (HEAL)

Champion: Aaron Reidmiller
Supporting Staff: Tevya Griffin

Key Tasks/Activities	Target Dates	Est. Cost (\$)	Staffing
Establish vision, goals and structure of initiative	2021	\$2,000	0
Develop marketing/branding plan	2022	\$10,000	0
Identify additional resources and partnerships	2021	0	0
Expand HEAL to include healthy eating education -Develop a health and wellness program division featuring healthy eating education, fitness programming, and community outreach activities.	2023	\$90,000 (staff, operating expenses, supplies and equipment)	1



Health and Wellness

Enhance resources and conditions that affect where residents live, learn, work, and play that affect their mental, spiritual and physical health outcomes and life expectancy.

Objective #3: Improve Accessibility and Quality of Equitable Recreational Opportunities

Champion: Aaron Reidmiller

Supporting Staff: Recreation and Parks Staff

Key Tasks/Activities	Target Dates	Est. Cost (\$)	Staffing
Identify areas of improvement for accessibility to recreational opportunities	2022	\$100,000	0
Initiate discussions with the Resource Conservation District Council and the Virginia Environmental Endowment to inquire about available resources	2021	0	0
Develop and expand City-wide Trail Plan	2023	\$10,000	0
Diversify outdoor fitness opportunities throughout the City	2024	\$125,000	0



Health and Wellness

Enhance resources and conditions that affect where residents live, learn, work, and play that affect their mental, spiritual and physical health outcomes and life expectancy.

Objective #3: Improve Accessibility and Quality of Equitable Recreational Opportunities - CONTINUED

Champion: Aaron Reidmiller
Supporting Staff: Recreation and Parks Staff

Key Tasks/Activities	Target Dates	Est. Cost (\$)	Staffing
Extend Riverwalk to Marina	On-going	0	0
Create Parks Master Plan	2023	\$50,000	0



Health and Wellness

Enhance resources and conditions that affect where residents live, learn, work, and play that affect their mental, spiritual and physical health outcomes and life expectancy.

Objective #4: Improved Access to Behavior Health Resources

Champion: Charlie Dane

Supporting Staff: Ray Spicer and District 19

Key Tasks/Activities	Target Dates	Est. Cost (\$)	Staffing
One-stop services center for behavioral health services	On-going	\$10,000	n/a
Increase community awareness of Medicaid expansion	April-June 2020	n/a	n/a
Build partnership with JRMC to increase community engagement	July-Dec 2020	n/a	n/a



Infrastructure

Guidance from Advance:

- Prior plan focused on infrastructure/beautification in downtown area – this has been a long-term effort with great results
- Investments in infrastructure and related economic development activities should broaden to other areas of the city with a focus on the Ft. Lee/Route 36 corridor



Infrastructure

Potential Strategic Priorities/Initiatives:

- Comprehensive Ft. Lee/Route 36 infrastructure and economic development plan
- Implement Complete Streets Resolution
 - ADA Accessible Sidewalks
- City Engineering – Citywide Street Evaluation (DATA SOURCE)
- Citywide Paving Program – Pave Each Street Once Every 10 years
 - Engineering Plan – Citywide Cost (Previously Presented – Revise)
- Citywide Curb & Gutter Program – Construct C&G where possible
- Sidewalk Improvements
- Stormwater Improvements coordinated with Road Improvements
- Enhance Street-sweeping Operation – Neighborhood Notification
- Developing Funding Policy to Earmark % of New Revenue for Infrastructure
- Develop 5-year CIP – include “neighborhood” level improvements & funding/financing
- Incentives for Property Owners – Stormwater Improvements
- Public Transportation – New/Revised Routes
- Safe Routes to Schools – Crosswalks/Sidewalks
- “Pothole Tracker”
- Environmentally Responsible Construction for Public Buildings (LEAD)
- Marina Maintenance and Expansion



Infrastructure

Action Plan:

- Improve reliability of infrastructure and equipment
 - Life cycle funding plan
 - Develop five year plan for stormwater improvements
 - Update curb and gutter policy
 - Develop and fund an employee retention program
- Expand, repair, or replace roads, stormwater and sewer infrastructure
 - Flood remediation
 - Develop funding strategies to implement this goal
- Implement WIP III Plan
 - Assess impact of WIP III on sewer
 - Assess impact of WIP III on stormwater
 - Develop funding plan



Infrastructure

Improve the overall appearance, functionality and perception of the City by providing high-quality public facilities, core services and neighborhood investment

Objective #1: Improve reliability of infrastructure and equipment

Champion: Johnnie Butler and Joseph Battiata

Supporting Staff: Engineering and Stormwater Staffs

Key Tasks/Activities	Target Dates	Est. Cost (\$)	Staffing
Life cycle funding plan	1 year	n/a	n/a
Develop five (5) year plan for paving and stormwater improvements	On-going	n/a	n/a
Update curb and gutter policy	3 months	n/a	n/a



Infrastructure

Improve the overall appearance, functionality and perception of the City by providing high-quality public facilities, core services and neighborhood investment

Objective #2: Expand, repair, or replace roads, stormwater and sewer infrastructure

Champion: Johnnie Butler and Joseph Battiata
Supporting Staff: Engineering and Stormwater Staffs

Key Tasks/Activities	Target Dates	Est. Cost (\$)	Staffing
Flood Remediation	1 year	n/a	n/a
Develop funding strategies to implement this goal	1 year	n/a	n/a



Infrastructure

Improve the overall appearance, functionality and perception of the City by providing high-quality public facilities, core services and neighborhood investment

Objective #3: Implement Watershed Implementation Plan (WIP) Phase III

Champion: Jerry Byerly and Joseph Battiata

Supporting Staff: Water Renewal and Stormwater Staffs

Key Tasks/Activities	Target Dates	Est. Cost (\$)	Staffing
Assess impact of WIP III on sewer service	On-going	n/a	n/a
Assess impact of WIP III on stormwater service	On-going	n/a	n/a
Develop funding plans	TBD	TBD	TBD



Public Safety

Guidance from Council Advance:

- While violent crime is up in very specific areas, overall crime is down and lower than the state
- Much of the violent crime is committed by people who live outside the City
- Fear of crime and public perception is a significant problem

Potential Strategic Priorities/Initiatives:

- Community Policing in targeted areas
- Comprehensive prevention programs in targeted areas (Community Enhancement project)
- Messaging campaign on safety statistics (incorporate into branding/marketing campaign and City-to-Citizen communication channels)
- Revision of Crime Statistics to reflect actual activity (shots fired, overdose, sexual assaults, etc.)
- Education/coordination of new ordinances with enforcement agencies to ensure ability to enforce



Public Safety

Police Action Plan:

- Development a departmental strategic plan for community engagement, crime control and prevention, traffic safety and enhanced infrastructure
 - Partner with VCU to facilitate the development of HPD strategic plan
 - Identify core members from the department to develop plan
 - Conduct internal meeting to refine values, vision, mission – start the strategic planning process
 - Seek input from the community and incorporate Council mandates
 - Draft, finalize and implement plan. Conduct quarterly reviews for the first year.

Fire & EMS Action Plan:

- Promote a prepared and resilient community through capability building, planning and whole community partnerships
 - Update Hopewell Emergency Operations Plan (EOP)
 - Incorporate regional JIC, FAC and Recovery Frameworks into Hopewell's EOP
 - Begin continuity of operations planning for departments
 - Operationalize additional specialty teams to address flammable liquid response operations and emergency management support operations



Public Safety

Fire & EMS Action Plan Continued:

- Promote a prepared and resilient community through capability building, planning and whole community partnerships continued
 - Build pre-planning database of information on industry and special hazards/risk facilities in the City for all first responders to access from MDT's
 - Leverage relationships with surrounding jurisdictions to integrate radio systems for better coverage and sharing of mutual aid resources for all first responders
- Improve service delivery to Citizens of Hopewell by pursuing accreditation and improved ISO rating in the Fire Department
 - Increase workforce to minimum NFPA standard for a single-family house fire response
 - Replace current aging stations with new proposed station
 - Build a platform ladder truck to address current and new development in the City
 - Begin process of achieving Fire Department accreditation
 - Capitalize on increased staffing, better equipment/technology, and training to improve the ISO rating



Public Safety

Fire & EMS Action Plan Continued:

- Improve service delivery to Citizens of Hopewell by pursuing accreditation and improved ISO rating in the Fire Department continued
 - Develop community paramedic program in partnership with JRMC
 - Improve fire/EMS personnel retention through parity in pay and support of career development program
 - Develop a highly skilled workforce through continued training and exercise to address the ever-changing response environment



Public Safety

Provide safe, secure and protected environment to strengthen the community as well as internal and external perceptions of the city by improving cross-collaboration with strategic partners and enhancing community relationships

Objective #1: Police – Develop a departmental strategic plan for Police to address community engagement, crime control and prevention, traffic safety and enhanced infrastructure

Champion: Kamran Afzal

Supporting Staff: Police Department Staff

Key Tasks/Activities	Target Dates	Est. Cost (\$)	Staffing
Partner with VCU to facilitate strategic plan	On-going	n/a	n/a
Identify core members from department to develop plan	On-going	n/a	n/a
Conduct internal meetings	On-going	n/a	n/a
Seek input from the community and incorporate Council mandates	TBD	n/a	n/a
Draft, review, finalize and implement plan	TBD	n/a	n/a



Public Safety

Provide safe, secure and protected environment to strengthen the community as well as internal and external perceptions of the city by improving cross-collaboration with strategic partners and enhancing community relationships

Objective #1: Police – Develop a departmental strategic plan for Police to address community engagement, crime control and prevention, traffic safety and enhanced infrastructure - *Continued*

Key Tasks/Activities	Target Dates	Est. Cost (\$)	Staffing
Identify Vision for PD and Community	Dec. 2019	n/a	n/a
1 st Draft of Strategic Plan	Feb. 2020	n/a	n/a
Rollout of Draft Plan and Seek Additional Input	March 2020	n/a	n/a
Finalize Strategic Plan	March 2020	n/a	n/a
Implement Strategic Plan in day-to-day activities	April 2020	n/a	n/a
Quarterly Updates for each objectives for the 1 st year	March 2020 – March 2021	n/a	n/a



Public Safety

Provide safe, secure and protected environment to strengthen the community as well as internal and external perceptions of the city by improving cross-collaboration with strategic partners and enhancing community relationships

Objective #2: Fire/EMS – Promote a prepared and resilient community through capability building, planning and community partnerships

Champion: Donald Hunter

Supporting Staff: Ben Ruppert and Fire Department Staff

Key Tasks/Activities	Target Dates	Est. Cost (\$)	Staffing
Update Hopewell Emergency Operations Plan (EOP)	August 2020	n/a	All Directors/ Designee
Incorporate regional JIC, FAC and Recovery Frameworks into City's EOP	December 2020	n/a	Current Staff
Begin continuity of operations planning for departments	6 from Implementation	n/a	All Directors/ Designee



Public Safety

Provide safe, secure and protected environment to strengthen the community as well as internal and external perceptions of the city by improving cross-collaboration with strategic partners and enhancing community relationships

Objective #2: Fire/EMS – Promote a prepared and resilient community through capability building, planning and community partnerships - CONTINUED

Champion: Donald Hunter

Supporting Staff: Ben Ruppert and Fire Department Staff

Key Tasks/Activities	Target Dates	Est. Cost (\$)	Staffing
Operationalize additional specialty teams for flammable liquid response and emergency management support operations	On-going/ 6 months	CDP Step of 5%	Current Staffing



Public Safety

Provide safe, secure and protected environment to strengthen the community as well as internal and external perceptions of the city by improving cross-collaboration with strategic partners and enhancing community relationships

Objective #2: Fire/EMS – Promote a prepared and resilient community through capability building, planning and community partnerships - CONTINUED

Champion: Donald Hunter

Supporting Staff: Ben Ruppert, Fire Department Staff, Code Enforcement, and GIS

Key Tasks/Activities	Target Dates	Est. Cost (\$)	Staffing
Build pre-planning database on industry and special hazard/risk facilities in the City for all 1 st responders	18 months	Fluctuating GIS and Data Cost	Fire, Code & GIS
Leverage relationships with surrounding jurisdictions to integrate radio systems for better coverage and sharing of mutual aid resources	On-going	Depends on provider of PG & Dinwiddie	Current



Public Safety

Provide safe, secure and protected environment to strengthen the community as well as internal and external perceptions of the city by improving cross-collaboration with strategic partners and enhancing community relationships

Objective #3: Fire/EMS – Pursue Accreditation and ISO Rating

Champion: Donald Hunter

Supporting Staff: Ben Ruppert and Fire Department Staff

Key Tasks/Activities	Target Dates	Est. Cost (\$)	Staffing
Increase workforce to NFPA standard for single-family house fire response	On-going	\$690,000	Additional 4 per shift
Replace current fire stations with new modern station	On-going	\$11,000,000	n/a
Purchase a platform ladder truck to address current and new development in the City	18 months	\$1,600,000	Current Staff
Begin process of Department Accreditation	2 years	\$45,000	1 Accreditation Admin.
Improve ISO Rating	12-18 months	\$200,000	Equipment



Public Safety

Provide safe, secure and protected environment to strengthen the community as well as internal and external perceptions of the city by improving cross-collaboration with strategic partners and enhancing community relationships

Objective #3: Fire/EMS – Pursue Accreditation and ISO Rating - CONTINUED

Champion: Donald Hunter

Supporting Staff: Ben Ruppert and Fire Department Staff

Key Tasks/Activities	Target Dates	Est. Cost (\$)	Staffing
Develop community paramedic program in partnership with JRMC	2 years	\$200,000	4 Paramedics
Improve Fire/EMS personnel retention through parity in pay and career development program	July 2020	\$150,000	n/a
Develop highly skilled workforce through continued training and exercise to address the ever-changing response environment.	6 months	Support CDP Specialty Teams & 5%	Current



Economic Development

Guidance from Council Advance:

- Continue to build on downtown revitalization but expand focus to Ft. Lee/Route 36 areas
- Immediate focus should be grow current industry base (industrial, healthcare) but establish longer-term goals of recruiting new industry (e.g. tech)

Potential Strategic Priorities/Initiatives:

- Comprehensive Ft. Lee/Route 36 infrastructure and economic development plan
 - Colonial Corner/I-295 Gateway
- Increase Funding of Legacy Grant Program
- Increase Funding of Façade Improvement Program
- Review Grant Programs to provide opportunities in areas that are not included in Enterprise or Opportunity Zones – Equitable Economic Development
- Implement City Point Historic District Plan – Tourism Emphasis (VCU Plan)
- “Brand” our Districts to Create an Identity – Historic, Arts & Culture, etc.
- Support Weston Manor Expansion
- Re-establish City Tourism Office/Department



Economic Development

Action Plan:

- Branding
 - Develop RFP
 - Budget funding for Marketing Consultant
 - Issue RFP
 - Begin Branding Process
 - Release new Branding Campaign
- Economic Development Incentives
 - Annually review incentive programs
 - Develop marketing brochures and documents for all incentive programs.



Economic Development

Action Plan:

- Commercial Development/Expansion/Retention
 - Develop Parcel Portfolios for Rt. 36 Corridor
 - Assist EDA with updating Citywide Economic Development Plan
 - Continue work with developers on projects in the Marina District
 - Continue work with developers on projects in the Downtown District
 - Develop small area plans for 15th Street and Arlington Road/Five Forks Corridors
- Industrial Expansion and Retention
 - Meet with industry representatives quarterly to discuss issues
 - Market available parcels, to include site categorization and placement on VEDP website
 - Undertake site of analysis of Davisville property as future industrial site



Economic Development

Fully implement an integrated economic development plan that yields equitable job opportunities for all Hopewell citizens, enhances our tax base, and increases internal and external foot traffic in all commercial areas of the city

Objective #1: Branding

Champion: Charlie Dane

Supporting Staff: Stacey English, Tevya Griffin, and Aaron Reidmiller

Key Tasks/Activities	Target Dates	Est. Cost (\$)	Staffing
Develop RFP	60 Days After Funding Approval	n/a	n/a
Budget funding for Marketing Consultant	FY 20-21	\$125,000	n/a
Issue RFP	45 Days	n/a	n/a
Begin Branding Process	120 Days	n/a	n/a
Release new Branding Campaign	60 Days	n/a	n/a



Economic Development

Fully implement an integrated economic development plan that yields equitable job opportunities for all Hopewell citizens, enhances our tax base, and increases internal and external foot traffic in all commercial areas of the city

Objective #2: Economic Development Incentives

Champion: Charlie Dane

Supporting Staff: Stacey English and Tevya Griffin

Key Tasks/Activities	Target Dates	Est. Cost (\$)	Staffing
Annually review incentive programs	Jan-Feb	n/a	n/a
Present proposed changes to City Council for review and approval	March With Budget Submission	n/a	n/a
Develop marketing brochures and documents for all incentive programs	May-June	n/a	n/a
Implement new/revised incentives	July	n/a	n/a



Economic Development

Fully implement an integrated economic development plan that yields equitable job opportunities for all Hopewell citizens, enhances our tax base, and increases internal and external foot traffic in all commercial areas of the city

Objective #3: Commercial Development/Expansion/Retention

Champion: Charlie Dane

Supporting Staff: Stacey English and Tevya Griffin

Key Tasks/Activities	Target Dates	Est. Cost (\$)	Staffing
Develop Parcel Portfolios for Rt. 36 Corridor	July 2020	n/a	n/a
Assist EDA with updating the Citywide Economic Development Plan	2021	\$5000	n/a
Continue to work with developers on projects in the Marina District	On-Going	n/a	n/a



Economic Development

Fully implement an integrated economic development plan that yields equitable job opportunities for all Hopewell citizens, enhances our tax base, and increases internal and external foot traffic in all commercial areas of the city

Objective #3: Commercial Development/Expansion/Retention - CONTINUED

Champion: Charlie Dane

Supporting Staff: Stacey English and Tevya Griffin

Key Tasks/Activities	Target Dates	Est. Cost (\$)	Staffing
Continue to work with developers on projects in the Downtown District	On-Going	n/a	n/a
Develop small area plans for 15 th Ave. and Arlington Road/Five Forks Corridors	Jan-June 2021	n/a	n/a



Economic Development

Fully implement an integrated economic development plan that yields equitable job opportunities for all Hopewell citizens, enhances our tax base, and increases internal and external foot traffic in all commercial areas of the city

Objective #4: Industrial Expansion and Retention

Champion: Charlie Dane

Supporting Staff: Stacey English

Key Tasks/Activities	Target Dates	Est. Cost (\$)	Staffing
Meet with Industrial Representatives Quarterly	March, June, Sept, Dec	n/a	n/a
Market available parcels, to include site categorization and placement on VEDP website	On-Going	n/a	n/a
Undertake site of analysis of Davisville property as future industrial site	April 2021	n/a	n/a



Education/Workforce Development

Discussion from Council Advance:

- Significant progress has been made in K-12 education with accreditation of school system (*can we say something in here about need for school readiness?*)
- Lack of skilled, productive workforce has resulted in many unfilled jobs in current industry (industrial, public sector and healthcare) as well as an obstacle to recruiting new industries (e.g. tech)
- While there are a number of potential workforce development building blocks, today's system is fragmented and does not support effective career pipelines
- Workforce development initiatives should focus in the short term on preparing and recruiting workers for existing jobs, but work towards a longer-term goal of creating a skilled workforce for new industries

Potential Strategic Priorities/Initiatives:

- Expand City Youth Workforce Development Programs
- Implement comprehensive regional service career development center with connections to other social supports (Community Enhancement project) – Local Industry and School CET Program
- Early Learning Nation Initiative
- After School Programming



Community and Cultural Development

Discussion from Council Advance:

- Individuals, families and communities throughout Hopewell are challenged with lower education levels, lower incomes, and other social challenges
- In addition, there is a lack of citizen and community engagement throughout the city

Potential Strategic Priorities/Initiatives:

- Comprehensive social service hub that includes behavioral health supports (District 19) and connections to an array of supports (Community Enhancement project)
- Expand early home visitation and parenting support programs for at-risk families
- Implement Citizen Education and Engagement processes throughout City departments and programs
- Beacon Theatre – Strategic Plan
- High Quality Childcare
- Community Branding Initiative
- Mallonee Gym Renovation – Youth and Family Resource Center; MOU with Schools
- Extend Work Week and Holiday Hours at the Convenience Center
- City Museum – City Point
- Event Coordination – Cultural Events
- Communication Tools – Council Newsletter, Citizen Complaints, etc.



Community and Cultural Development

Action Plan:

- Culture and History
 - Develop an implementation plan for creating a variety of culturally-centered special events
 - Identify and assess historic assets and create a preservation and maintenance plan to ensure proper care
 - Develop a tourism plan to highlight historic assets and sites throughout the city
 - Develop a plan to establish a City Point History Museum
 - Develop a local historic marker program to highlight historically significant sites within the city
- Family Resources
 - Assess and evaluate current childcare options within the city
 - Develop a plan to implement before/after school and preschool programming offered by Recreation and Parks
 - Complete a master plan of the Hopewell Community Center to include dedicated youth and family space
 - Identify family-oriented service providers who should be located in Hopewell to deliver services to families within the city
 - Explore options for expanding child care subsidies and incentives to make high quality childcare accessible to all families



Community and Cultural Development

Action Plan Continued:

- Community Services and Engagement
 - Establish a centralized office location for the delivery of community services that overlap or have a strong link
 - Recruit new service providers to Hopewell to establish local offices for improved access to resources
 - Develop a marketing plan to effectively share information concerning available resources and services using a variety of media options
 - Develop a plan to establish adult education opportunities to foster a more informed general public



Community and Cultural Development

Enhance resources to support citizens from all walks of life with comprehensive community services, civic events and opportunities for civic engagement. Implement strategic plans and initiatives that promote equity in all policies and cross-collaboration between the City, service providers and stakeholders.

Objective #1: Culture and History

Champion: Tevya Griffin

Supporting Staff: Aaron Reidmiller, Chris Ward, and Tabitha Martinez

Key Tasks/Activities	Target Dates	Est. Cost (\$)	Staffing
Develop plan for creating a variety of culturally-centered special events	2022	\$75,000	1
Identify and assess historic assets and create a preservation and maintenance plan to ensure proper care	1 year	n/a	n/a
Develop a tourism plan – highlighting historic assets and sites throughout the City	Ongoing	\$155,000	4



Community and Cultural Development

Enhance resources to support citizens from all walks of life with comprehensive community services, civic events and opportunities for civic engagement. Implement strategic plans and initiatives that promote equity in all policies and cross-collaboration between the City, service providers and stakeholders.

Objective #1: Culture and History - *CONTINUED*

Champion: Tevya Griffin

Supporting Staff: Aaron Reidmiller, Chris Ward, and Tabitha Martinez

Key Tasks/Activities	Target Dates	Est. Cost (\$)	Staffing
Develop plan to establish City Point History Museum	1 Year	\$100,000	Consultant
Develop local historic marker program	6 months	n/a	n/a



Community and Cultural Development

Enhance resources to support citizens from all walks of life with comprehensive community services, civic events and opportunities for civic engagement. Implement strategic plans and initiatives that promote equity in all polices and cross-collaboration between the City, service providers and stakeholders.

Objective #2: Family Resources

Champion: Aaron Reidmiller

Supporting Staff: Ray Spicer and Melody Hackney

Key Tasks/Activities	Target Dates	Est. Cost (\$)	Staffing
Assess and evaluate current childcare options within the City	2021	0	0
Develop plan for before/after school and preschool programming offered by Recreation and Parks	2021	0	0
Implement before/after school program at Hopewell City Public Schools	2022	\$250,000	26
Develop Master Plan for the Hopewell Community Center	2022	\$75,000	0



Community and Cultural Development

Enhance resources to support citizens from all walks of life with comprehensive community services, civic events and opportunities for civic engagement. Implement strategic plans and initiatives that promote equity in all policies and cross-collaboration between the City, service providers and stakeholders.

Objective #2: Family Resources - CONTINUED

Champion: Aaron Reidmiller

Supporting Staff: Ray Spicer and Melody Hackney

Key Tasks/Activities	Target Dates	Est. Cost (\$)	Staffing
Conduct gap-analysis of family-oriented services providers in the City	2021	0	0
Explore options for childcare subsidies and incentives to high quality childcare accessible to all families	2023	0	0



Community and Cultural Development

Enhance resources to support citizens from all walks of life with comprehensive community services, civic events and opportunities for civic engagement. Implement strategic plans and initiatives that promote equity in all policies and cross-collaboration between the City, service providers and stakeholders.

Objective #3: Community Services and Engagement

Champion: Charlie Dane

Supporting Staff: Ray Spicer and Melody Hackney

Key Tasks/Activities	Target Dates	Est. Cost (\$)	Staffing
Establish a centralized office for delivery of community services	On-going	n/a	n/a
Recruit new service providers to City to improve access to resources	On-Going	n/a	n/a
Develop a marketing plan to effectively share information regarding available resources and services	Sept-Dec 2020	n/a	n/a



Community and Cultural Development

Enhance resources to support citizens from all walks of life with comprehensive community services, civic events and opportunities for civic engagement. Implement strategic plans and initiatives that promote equity in all polices and cross-collaboration between the City, service providers and stakeholders.

Objective #3: Community Services and Engagement

Champion: Charlie Dane

Supporting Staff: Ray Spicer and Melody Hackney

Key Tasks/Activities	Target Dates	Est. Cost (\$)	Staffing
Develop plan to establish adult education opportunities	Jan-July 2021	Unknown	n/a