



City of Virginia Beach

VBgov.com

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

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

September 27, 2019

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

Subject: Something in the Water Festival Update

Dear Council Members:

Enclosed are materials for your October 1, 2019, City Council briefing regarding the Something in the Water Festival Update. Specifically, the briefing items included are:

- Inaugural 2019 Something in the Water Festival After Action Report Overview
(including the 2020 Kickoff activities, dates and introduction to new Festival production team)
- Regional and City Economic Impact of 2019 Something in the Water Festival

Also attached are for your information are:

- 2019 Something in the Water Festival After Action Report
- City of Virginia Beach Something in the Water Proforma Analysis

If you have any questions in the meantime, please feel free to contact me or Brian Solis. Brian can be reached at 385-2907.

Sincerely,

Thomas M. Leahy, P.E.
Acting City Manager

TML:BSS:pam

Enclosures

Inaugural 2019 Something in the Water Festival After Action Report Overview

Brian S. Solis, AICP

Assistant to the City Manager – Special Projects

October 1, 2019



Pharrell Williams announced concept of Something in the Water Festival on 10/28/18

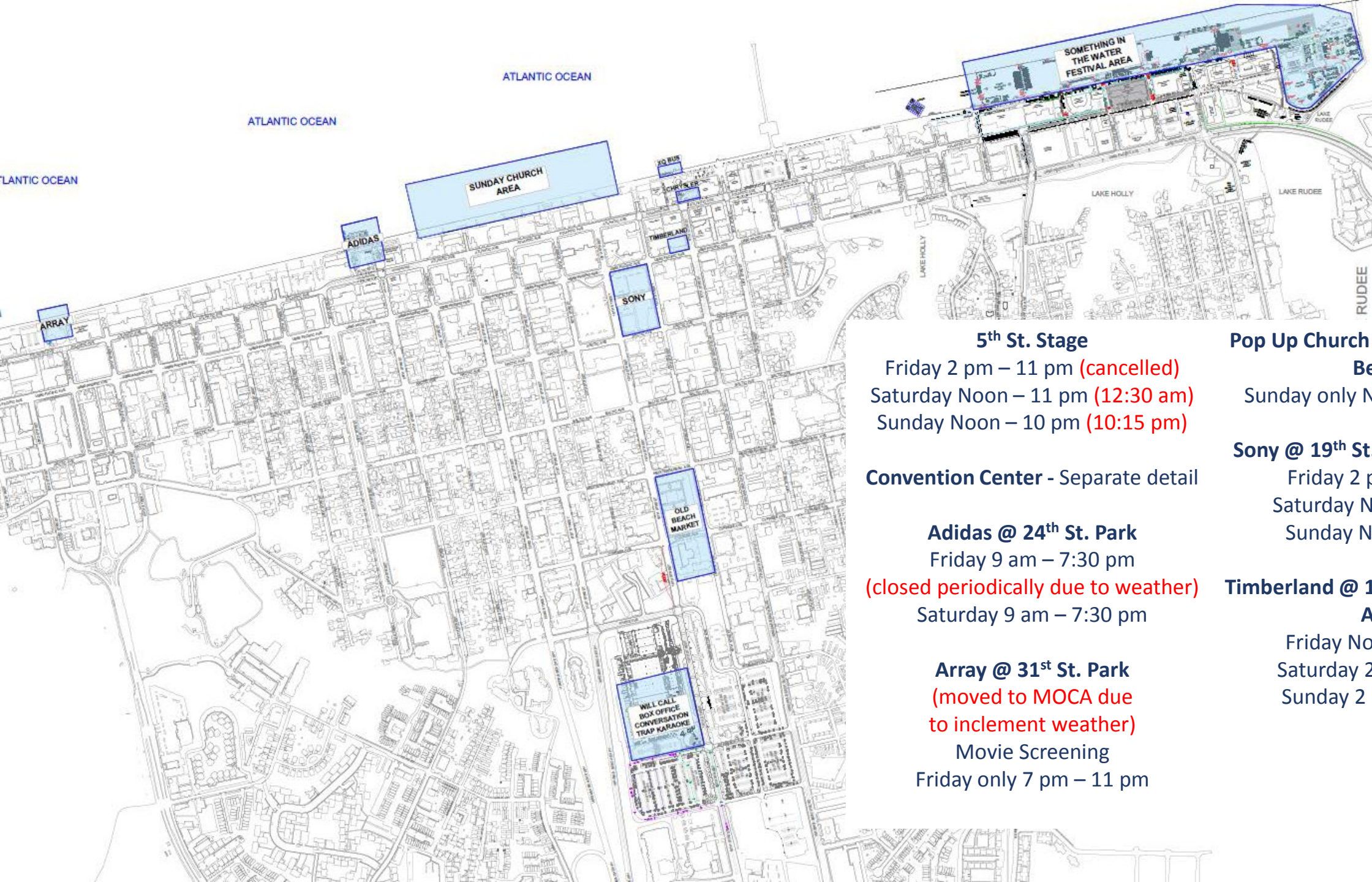
3/8/19 - 25,000 tickets sold out in 21 minutes

3/27/19 - Festival capacity increased to 35,000 tickets
Sold out for a final time on 3/27/19, one month ahead of the Festival

Friday, 4/26/19 main stage performances cancelled due to inclement weather
(ticket purchasers refunded 33% of ticket price)

Saturday, 4/27/19 main stage area peak scanned attendance in 34,700 range

Sunday, 4/28/19 main stage area peak scanned attendance in 27,000 range



5th St. Stage

Friday 2 pm – 11 pm (cancelled)
Saturday Noon – 11 pm (12:30 am)
Sunday Noon – 10 pm (10:15 pm)

Pop Up Church @ 20th St. on the Beach

Sunday only Noon to 9:00 pm

Sony @ 19th St. and Pacific Ave.

Friday 2 pm – 11 pm
Saturday Noon – 11 pm
Sunday Noon – 8 pm

Convention Center - Separate detail

Adidas @ 24th St. Park

Friday 9 am – 7:30 pm
(closed periodically due to weather)
Saturday 9 am – 7:30 pm

Timberland @ 17th St. and Pacific Ave.

Friday Noon – 11 pm
Saturday 2pm – 11 pm
Sunday 2 pm – 11 pm

Array @ 31st St. Park

(moved to MOCA due to inclement weather)
Movie Screening
Friday only 7 pm – 11 pm



2019 FESTIVAL MAP



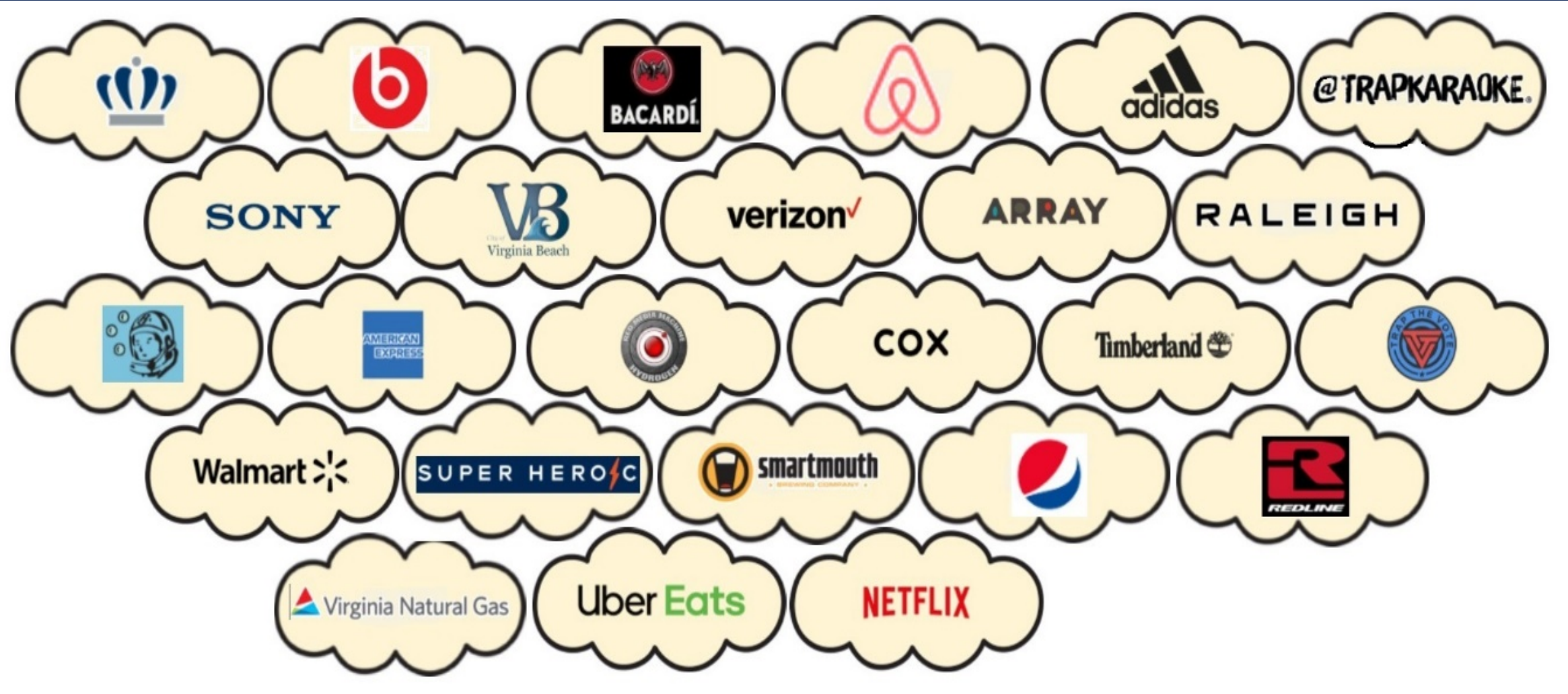
MADE POSSIBLE BY:



Something in the Water Festival Milestones and Activities

- 10/28/19 Mr. Williams announced concept of Festival to be held during the CBW
- 11/13/18 Initial City Council briefing to proceed with Festival
- 3/5/19 City Council authorized \$250,000 and in-kind services sponsorship
- 3/8/19 25,000 tickets sold in 21 minutes; patron capacity increased to 35,000 tickets
- 3/27/19 Tickets sold out a final time one month ahead of Festival date
- 3/25/19 5th Street – Rudee Loop Special Event applications for permits routed
- 3/27/19 All other Festival activations and Special Event applications for permits routed
- 3/28/19 30-days out briefing on status of Festival support
- 4/1/19 Initial Food and Beverage Vendor applications submitted for Health Department’s review/approval
- 4/8/19 Joint City and Festival Team conduct citizen information meeting at Virginia Beach Convention Center
- 4/19/19 Special Event permits issued for main activations and Festival began full build-out of activation areas (early right of entry granted 4/17/19 for preliminary stage preparation)
- 4/22/19 Festival load-in began at the Virginia Beach Convention Center
- 4/25/19 Festival Events
 - Seatack Achievable Dream Academy
 - Urban Garden and Super Heroic Children’s Event
 - Zeiders American Dream Theater - XQ Super-School Live
- 4/26 – 28/19 Festival main activations
- 4/29/19 Festival load-out began at Virginia Beach Convention Center
- 4/29 – 5/3/19 Festival break-down, clean up and roll-out

Corporate and Non-Profit Sponsors / Partners



FRIDAY LINE-UP

SOMETHING IN THE WATER

MIGOS JANELLE MONAÉ
 LIL UZI VERT MAGGIE ROGERS
 DAVE MATTHEWS BAND
PHARRELL & FRIENDS
 GWEN STEFANI N.E.R.D. USHER
 MISSY ELLIOT TIMBALAND FAM-LAY
 MASEGO RADIANT CHILDREN

VIRGINIA BEACH, VA
 FB & IG: @SOMETHINGINTHEWATER TWITTER: @STW
 WWW.SOMETHINGINTHEWATER.COM

SATURDAY LINE-UP

SOMETHING IN THE WATER

| | |
|---------|--------------------|
| 11:30PM | VIRGIL ABLOH |
| 9:25PM | PHARRELL & FRIENDS |
| 8:30PM | TRAVIS SCOTT |
| 7:20PM | SZA |
| 6:15PM | J BALVIN |
| 4:55PM | KAYTRANADA |
| 3:55PM | FERG |
| 3:00PM | MAC DEMARCO |
| 2:05PM | ROSALÍA |
| 1:15PM | AMBER MARK |
| 12:30PM | RADIANT CHILDREN |

SUNDAY LINE-UP

SOMETHING IN THE WATER

| | |
|---------|-------------------------------------|
| 9:10PM | ANDERSON .PAAK & THE FREE NATIONALS |
| 8:10PM | CHRIS BROWN |
| 7:00PM | CHARLIE WILSON |
| 5:55PM | TEDDY RILEY & FRIENDS |
| 4:50PM | PUSHA T |
| 3:50PM | JHENÉ AIKO |
| 3:00PM | DRAM |
| 2:15PM | LEIKELI47 |
| 1:30PM | KAP G |
| 12:50PM | JOHN ROBERT |

Friday, 4/26/19 music concerts cancelled due to inclement weather

- Dave Matthews Band, Diplo, Janelle Monae, Lil Uzi Vert, Masego, Maggie Rogers, Migos, Pharrell & Friends – Gwen Stefani, N.E.R.D., Usher, Missy Elliot, Timbaland, Fam-lay (Some combined with Saturday night Pharrell & Friends Set), Radiant Children (moved to Saturday)



FRIDAY, APRIL 26TH



BREAKING INTO TECH

11AM-12PM

JOYCE WANG, AAZ MICKENS-DESSASO, CHISOM OBI-OKOYE,
KEITH BROOKS, ABHI GHOSH, NNEKA CHIAZOR

THE ART OF MUSIC PUBLISHING

12PM-1PM

JON PLATT, BRIAN "B.DOT" MILLER, ELLIOTT WILSON

OTHERTONE

1PM-2PM

PHARRELL WILLIAMS, SCOTT VENER,
CHAD HUGO, TEDDY RILEY, TIMBALAND

SPLASH: SITW PITCH COMPETITION

2:30PM-4PM

JUDGED BY: BRUCE SMITH, TIMBALAND, NNEKA CHIAZOR

COMMUNITY SHARK TANK

4:30PM-6PM

A GUIDED PASSAGE-IN- CONSCIOUSNESS MEDITATION

6:30PM-7:30PM

WITH JOHN VAN AUKEN
SUPPORTED BY EDGAR CAYCE'S A.R.E.

VIRGINIA BEACH CONVENTION CENTER
WWW.SOMETHINGINTHEWATER.COM



SATURDAY, APRIL 27TH



GOD-TALK: A BLACK MILLENNIALS AND FAITH CONVERSATION

11AM-12PM

KRYSTAL LEE, MARK JEFFERSON, CANDICE BENBOW,
TIM BOWMAN JR., BESHEER MOHAMED, TEDDY R. REEVES

IS THE AMERICAN DREAM A MYTH? THE FIGHT FOR EDUCATION EQUITY

12:30PM-1:30PM

GEOFFREY CANADA, THANDO DLOMO
DR. MARC ECKO, RUSSLYNN ALI

PHENOMENAL WOMEN

2PM-3PM

SYLVIA RHONE, MIMI VALDES,
SHAVONE CHARLES, THANDO DLOMO

WE ARE OTHER: DEFYING EXPECTATIONS + STEREOTYPES

3:30PM-4:30PM

DEE JAY TWO BEARS, LAUREN SIMMONS,
AARON LEVANT, DARLA VAUGHN

NATURE OF REALITY AND THE EVOLUTION OF METAHUMAN

5PM-6PM

DEEPAK CHOPRA

SCREENING OF CNN ORIGINAL SERIES "THE REDEMPTION PROJECT WITH VAN JONES"

6:30PM-8PM

SCREENING AND CONVERSATION TO FOLLOW WITH
VAN JONES, GEOFFREY CANADA, DEEPAK CHOPRA

VIRGINIA BEACH CONVENTION CENTER
WWW.SOMETHINGINTHEWATER.COM

City Permitting and Special Event Management

Planning Subgroups for Special Event Applications Review and Permitting

- Safety / Security

Purpose: Develop and implement safety and security plans; establish chains of command and communication trees for the event.

- Deliverable: Emergency Response Plan

- Transportation

Purpose: Develop and implement safe and efficient access and transportation plans to, from and within the Resort area.

- Deliverable: Traffic Control Plan



City Permitting and Special Event Management

Planning Subgroups for Special Event Applications Review and Permitting

- Facilities Support
 - Purpose: Provide information on locations, capacities, and processes for utilizing facilities and utilities to support the event.
- Communications Plan
 - Purpose: Develop concise, informative and consistent communications prior to and during event.



Multi-pronged Event Management Plan

- **City Oceanfront Second Precinct Command** with SITW presence seamless communications
- **Rudee Loop Festival Operations Branch** with City presence
 - Included **Festival call center hotline** to address Festival patron and resident/business inquiries
- **Emergency Operations Center** open with regional, state and Federal agency representation
 - Included Joint Information Center operations
- **Traffic Management Center** open to monitor traffic, and adjust signals, throughout the City, especially Resort area and Princess Anne Commons Area.

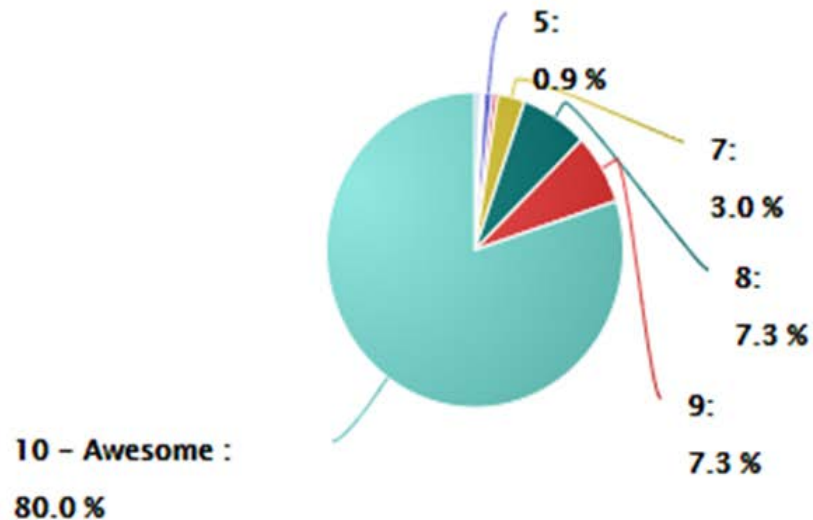


2019 Something in the Water Festival

Immediate Post Festival Text Poll to All Who Signed Up for SITW Alert

Poll Question: How was your visit to Something in the Water 2019?
Poll Duration: Apr 29, 2019 05:59:05 PM - Apr 29, 2019 11:59:05 PM

- 1 - Waste of money
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10 - Awesome



Out of the 9,114 patrons who received the poll, 1,611, or approximately 18%, responded. Of the respondents, 80% ranked the Festival at a “10” with close to 95% ranking it at an “8” or higher.

SITW After Action External Stakeholder Feedback – Meetings and Interviews

- **Virginia Beach Hotel Association (VBHA)** – Meeting held April 29, 2019
- **Human Rights Commission (HRC)** – Meeting held May 9, 2019
- **Atlantic Avenue Association (AAA)** – Meeting held May 17, 2019 + AAA Online Survey
- **Resort Advisory Commission (RAC) Feedback Letter** – Meeting held May 20, 2019
- **Business Association and Civic League Festival After Action Focus Group** – Meeting held June 6, 2019
- **Human Rights Commission Independent Observers** – Meeting held May 30, 2019
- **Virginia Beach Vision, Oceanfront Task Force** – Meeting held June 24, 2019
- **401 Oceanside Condominium** (residences closest to main stage) – Interview with Management on June 17, 2019
- **Dolphin Run Condominium** (residences closest to main stage) – Interview with Management on June 20, 2019



What Went Well: The Top 5 positive items

1) Community Harmony Achieved

Harmonious atmosphere (theme and activations) brought people together from all demographics.

2) Top Tier Talent Performances and Corporate Partnerships

Musical acts, speaker panels, and corporate-sponsored activations were top level; programs professionally produced in highly impactful format.

3) Traffic Management Plan Worked

Transportation system and traffic management was effective.

4) Friendly-face of Public Safety

Public Safety presence of all branches, including mutual aid from state and federal agencies, was friendly and helpful.

5) Some of the Best Things in Life Are Free

Free program activities and experiences appreciated and important in welcoming visitors and residents.

Top 5 Items Stakeholders Recommend be Improved are:

| Internal Stakeholders | Resort Area Residents & Businesses | Non-Resort Area businesses, visitors and citizens |
|---|--|--|
| 1. Communication Sooner and More Detailed | 1. Involve Resort Area Stakeholders in Festival Planning | 1. Develop Local Talent |
| 2. Consistency in Permitting Process | 2. Distribute Festival Programming (and impacts) over Wider Area | 2. Local Presence Needed to Represent the Festival |
| 3. Consolidation of Event Management | 3. Highlight Local Businesses | 3. Start Planning Earlier Communication Sooner and More Detailed |
| 4. Parking | 4. Communication Sooner and More Details | 4. Communicate Early, Often and with Details |
| 5. Transportation | 5. Better Management of Peak Egress | 5. Improving Transportation System |

SOMETHING IN THE WATER



APRIL 20-26, 2020



VIRGINIA BEACH, VA

KEY DATES

OCTOBER 14, 2019

Event Announce - Save the Date

OCTOBER 19, 2019

Limited Pre-sale of event tickets. 12PM – 5PM Only

// Locals Only – in person purchase at Veterans United Home Loans Amphitheater.

// 3-Day General Admission tickets only - no service fees.

// Must have Virginia identification - 4 ticket limit.

OCTOBER 19, 2019

Limited Pre-sale of event tickets. 12PM – 5PM Only

// Locals Only Online. – 3-Day General Admission tickets only.

// Regular service fees apply. Must have Virginia zip code - 4 ticket limit.

OCTOBER 19, 2019

Limited Pre-sale of event tickets. 12PM – 5PM Only

// Returning Customer Online – 3-Day General Admission tickets only.

// Regular service fees apply. Must have unique redemption code
- 4 ticket limit.

NOVEMBER 12, 2019

Festival Lineup announced

NOVEMBER 15, 2019

Tickets On Sale to Public



REDROCK
Entertainment Services

LIVE NATION

A LIVE NATION GLOBAL PROJECTS COMPANY



Something in the Water, 2019: Survey Findings and Economic Impact of SITW

Dr. Vinod Agarwal
Professor of Economics
Strome College of Business
Old Dominion University
vagarwal@odu.edu
October 1, 2019



Appreciation

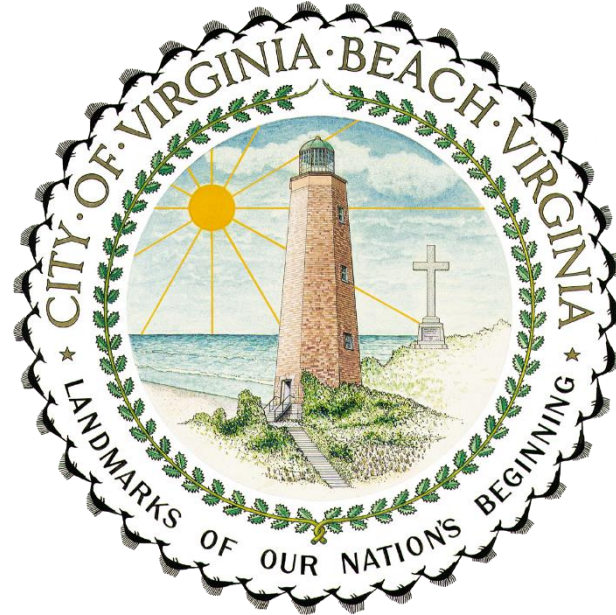


DRAGAS CENTER FOR
ECONOMIC ANALYSIS
AND POLICY



OLD DOMINION UNIVERSITY

Strome College of Business



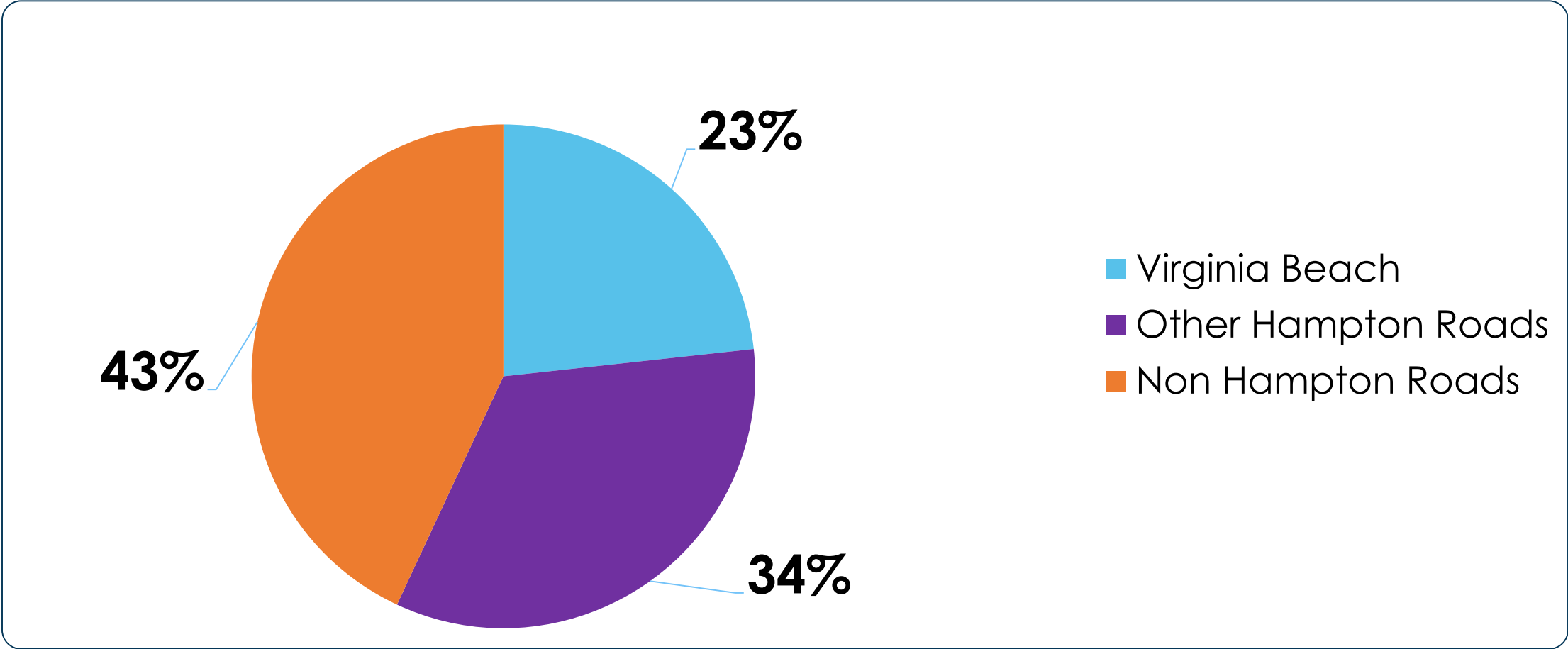


Something in the Water: A First Look

Visitor Surveys for the SITW Festival

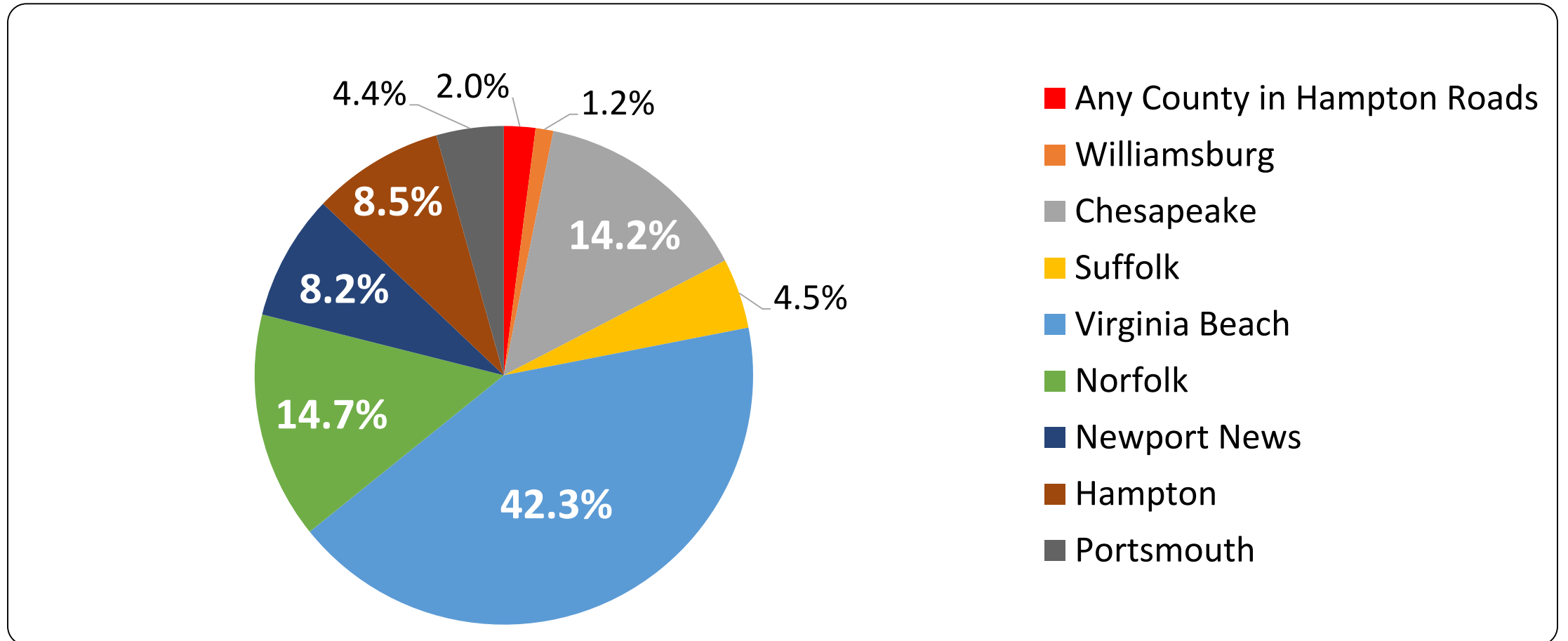
| | |
|--|--------------|
| Paper Intercept Surveys | 2,004 |
| QR Code Surveys | 730 |
| Email Surveys | 5,349 |
| Total Surveys | 8,083 |
| Discarded Surveys | 1,134 |
| Surveys Used | 6,949 |
| Surveys with responses on all categories of expenditures | 5,692 |

Distribution of SITW Visitors by Residence



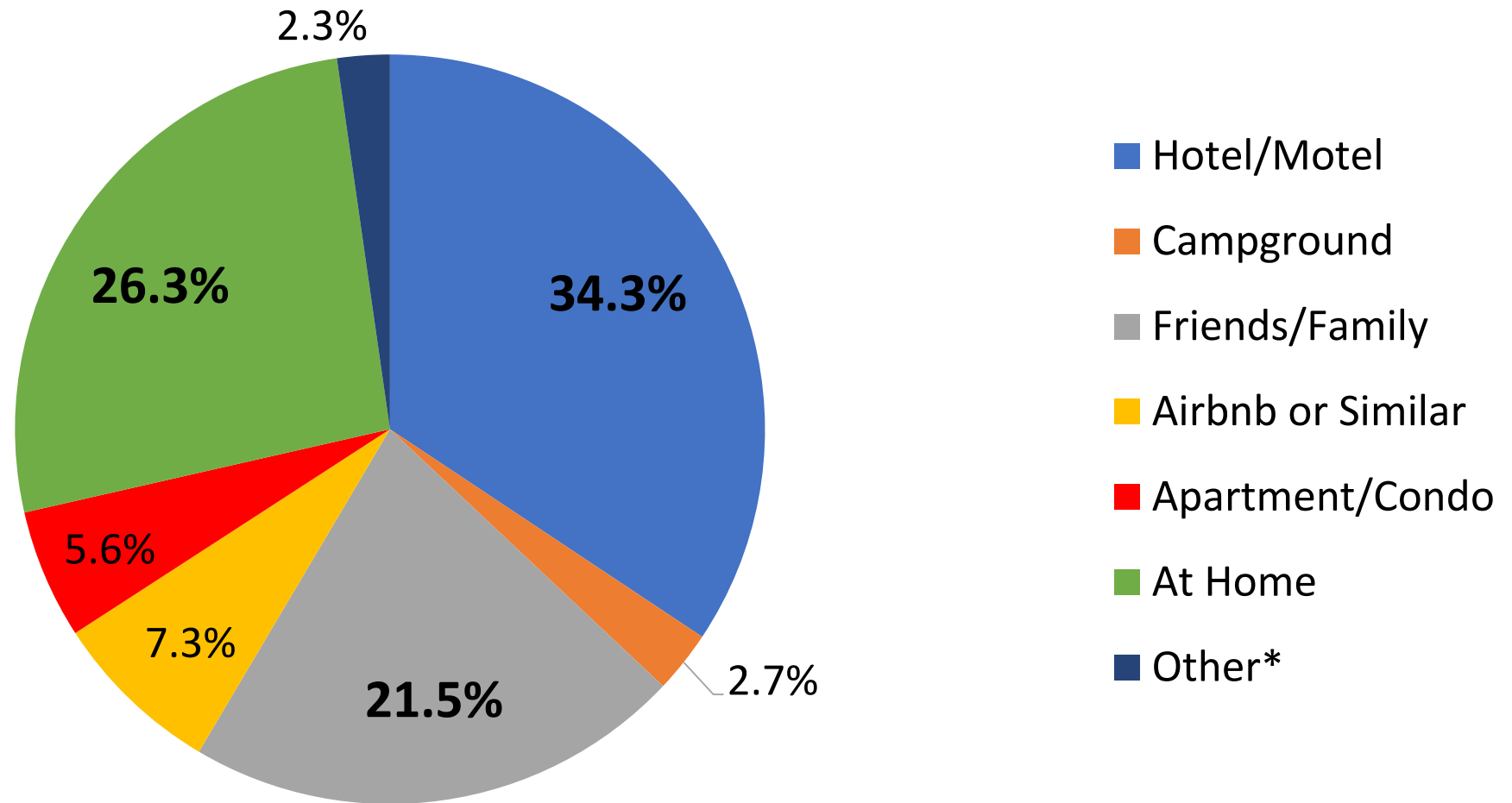
Number of total respondents is 6,949.

Distribution of Visitors from Hampton Roads by Selected Cities and Counties



Number of respondents stating they are from Hampton Roads is 3,957. However, 132 respondents could not be assigned a city or county on the basis of zip codes.

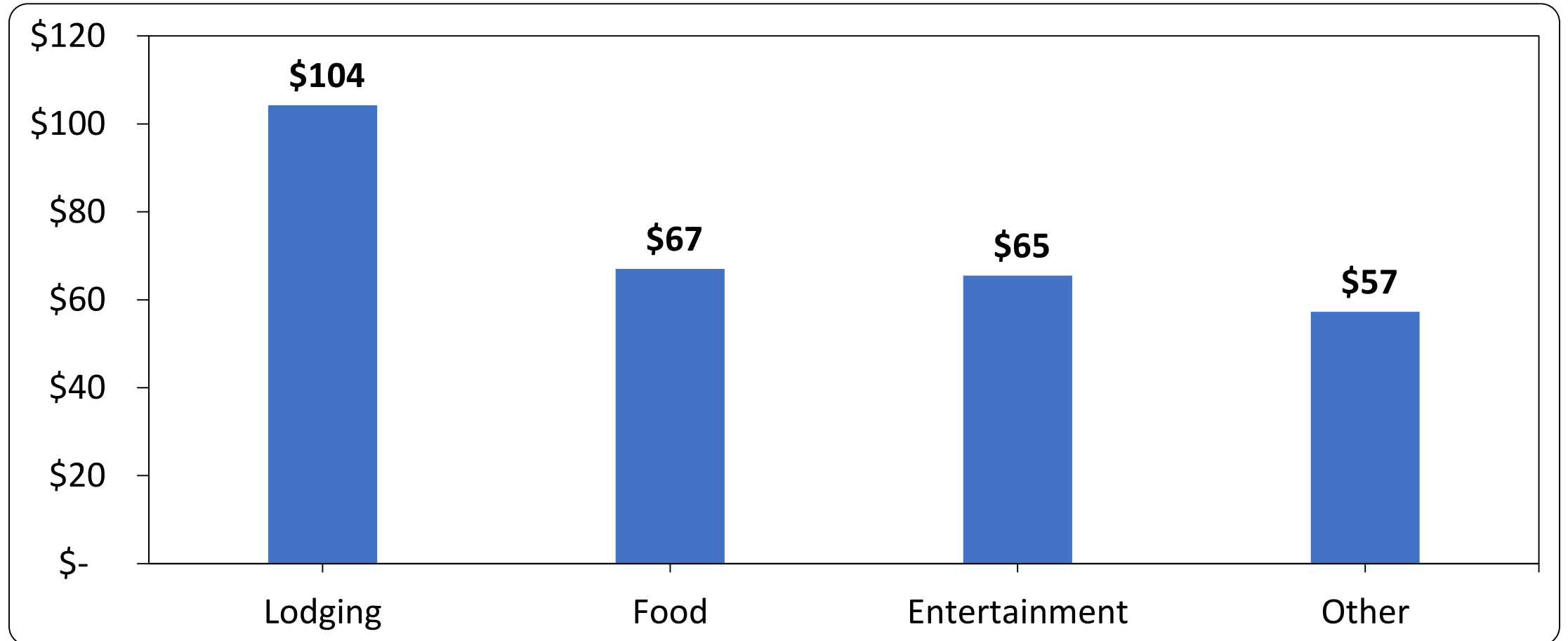
Distribution of Visitors by Type of Lodging



Number of respondents is 6,840. 109 respondent visitors did not answer this question.

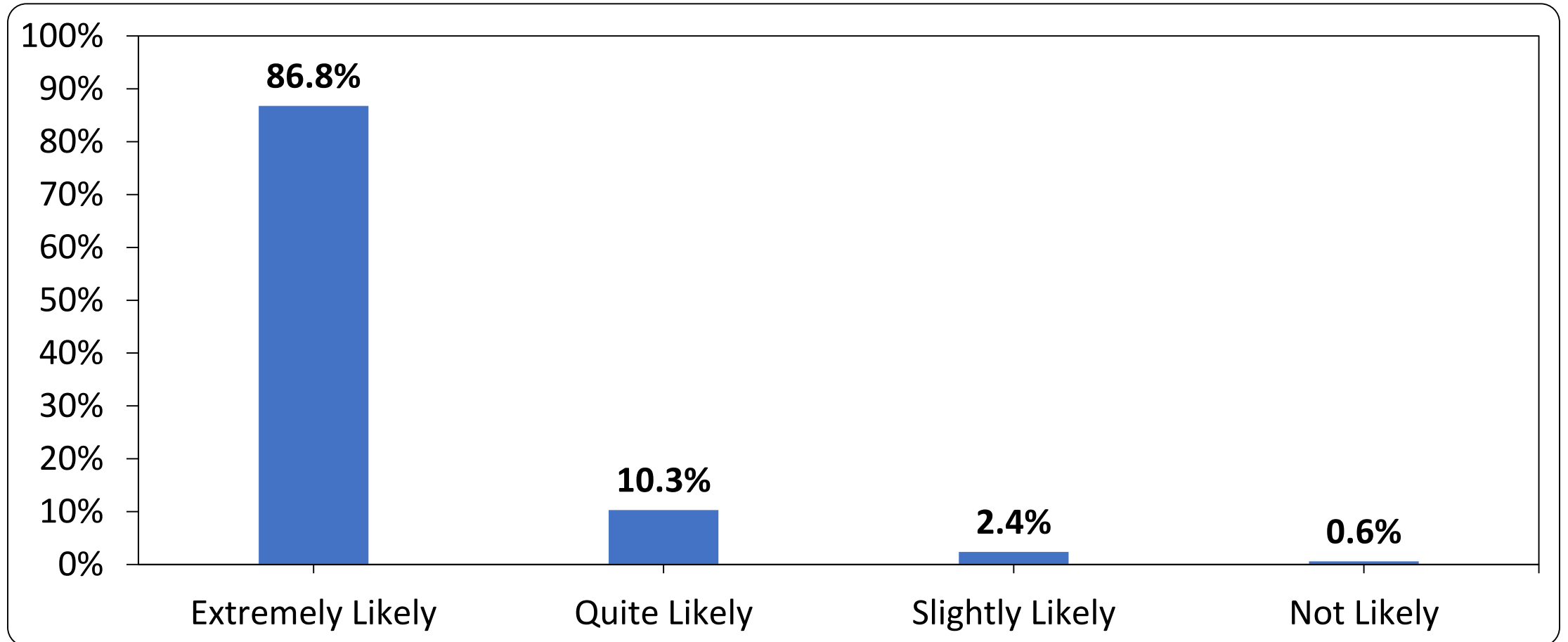
* includes respondents staying at bed & breakfast (9), boat (4), and timeshare (67)

Expenditures per Person by Type of Expenditure



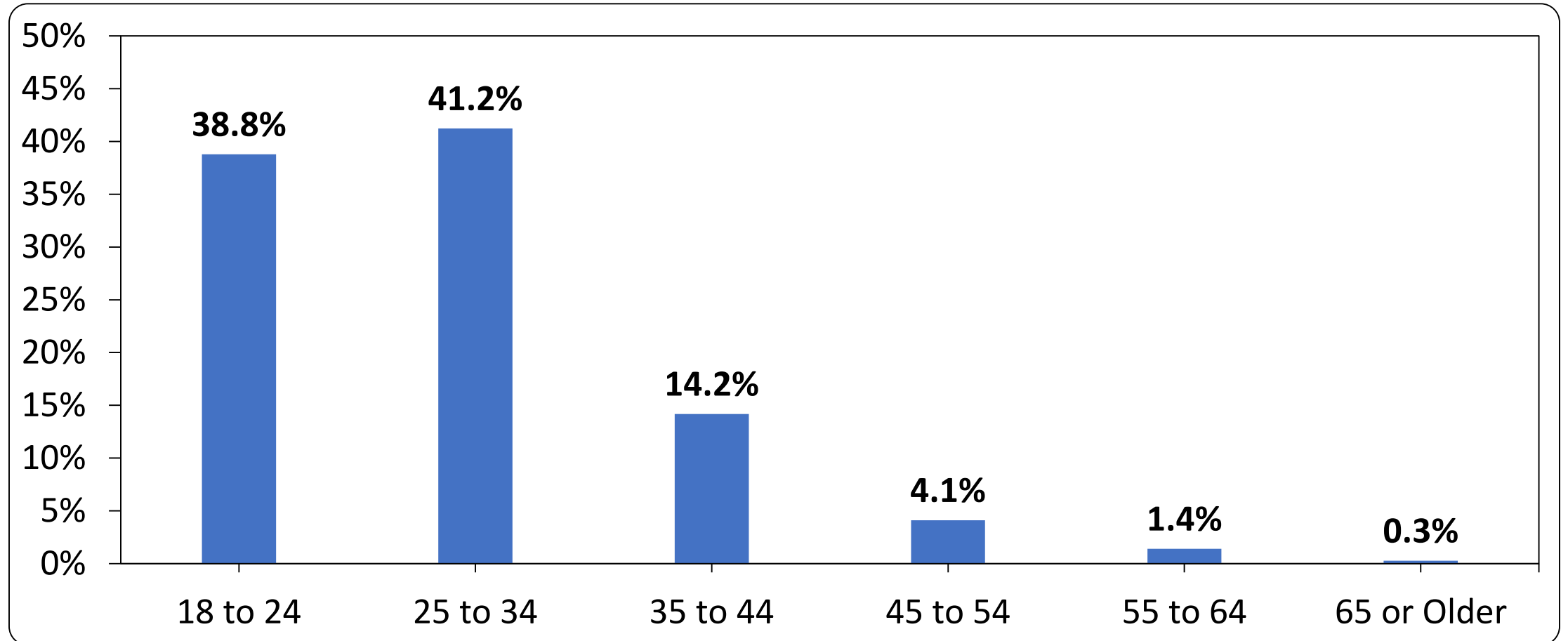
Number of respondents is 5,692. Average per person expenditures were \$294, excluding ticket sales. Average ticket price is about \$200.

Likelihood of Return if the Festival is Held Next Year in Virginia Beach



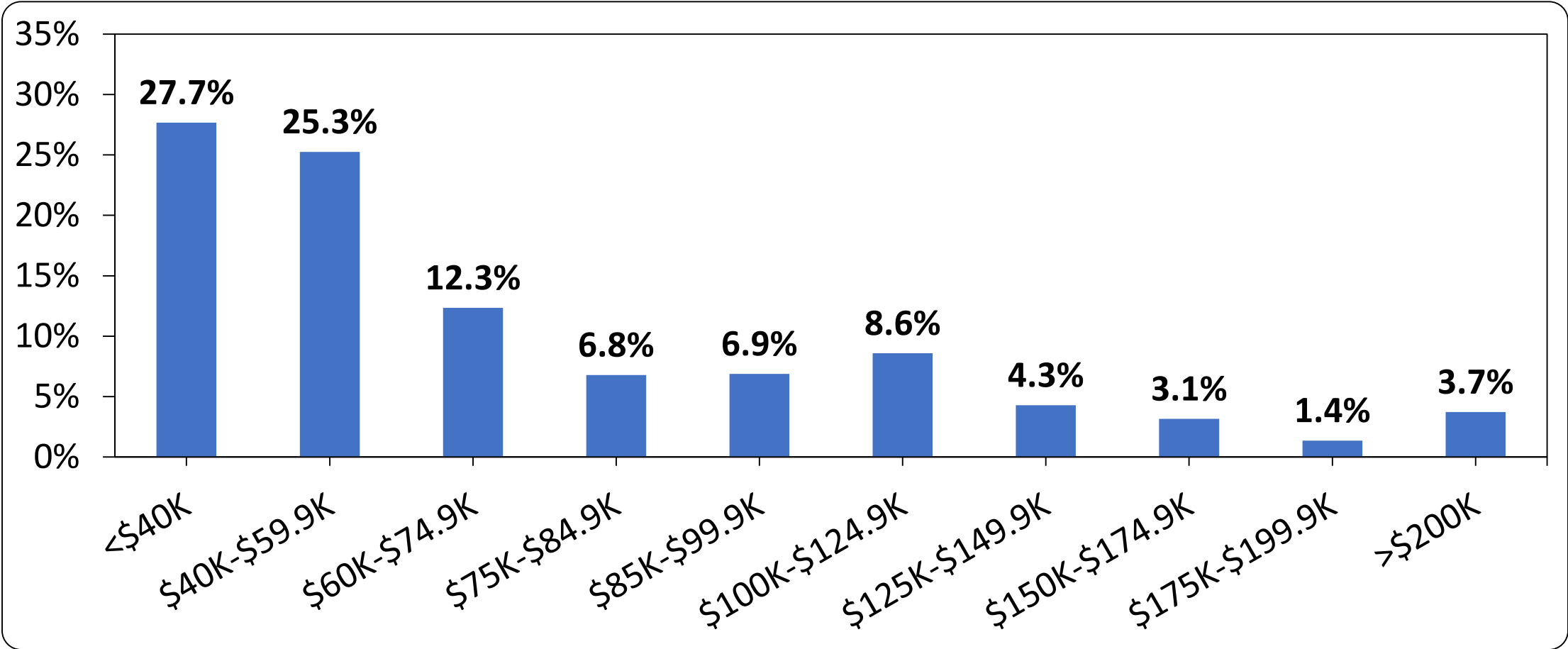
Number of respondents is 6,919. Only 30 respondents did not answer this question.

Distribution of Visitors by Age



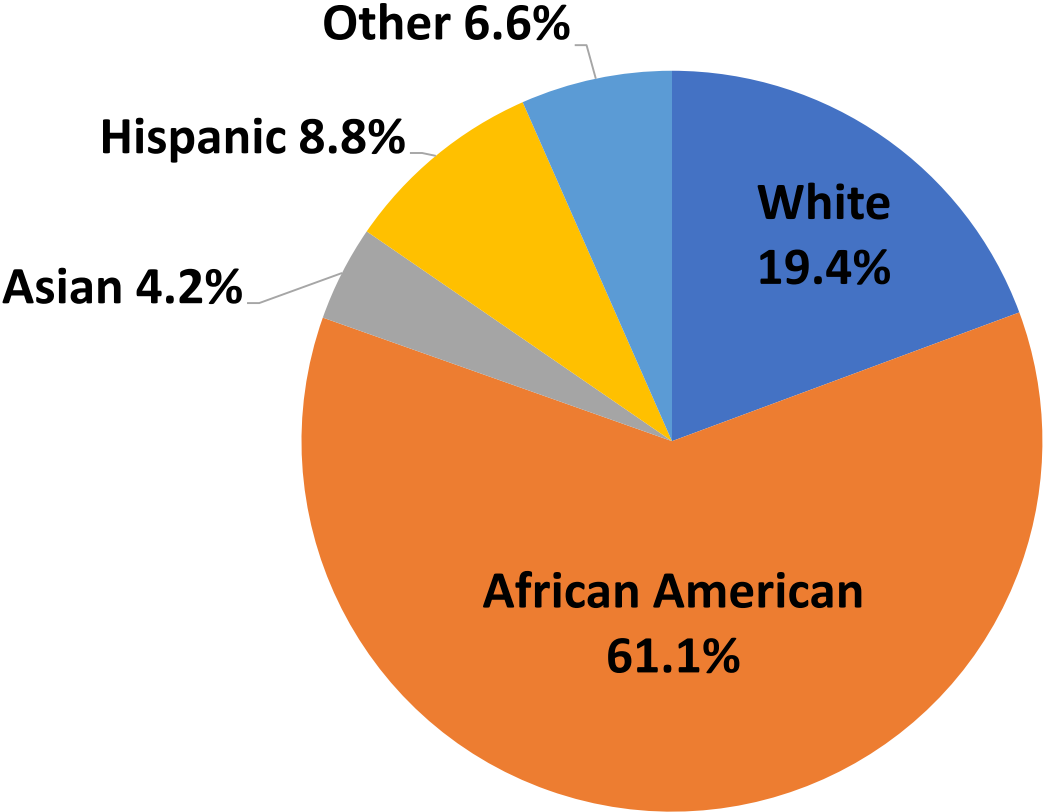
Number of respondents is 6,832. Only 117 respondents did not answer this question. Average age of respondents is 28.5 years

Distribution of Visitors by Annual Family Income



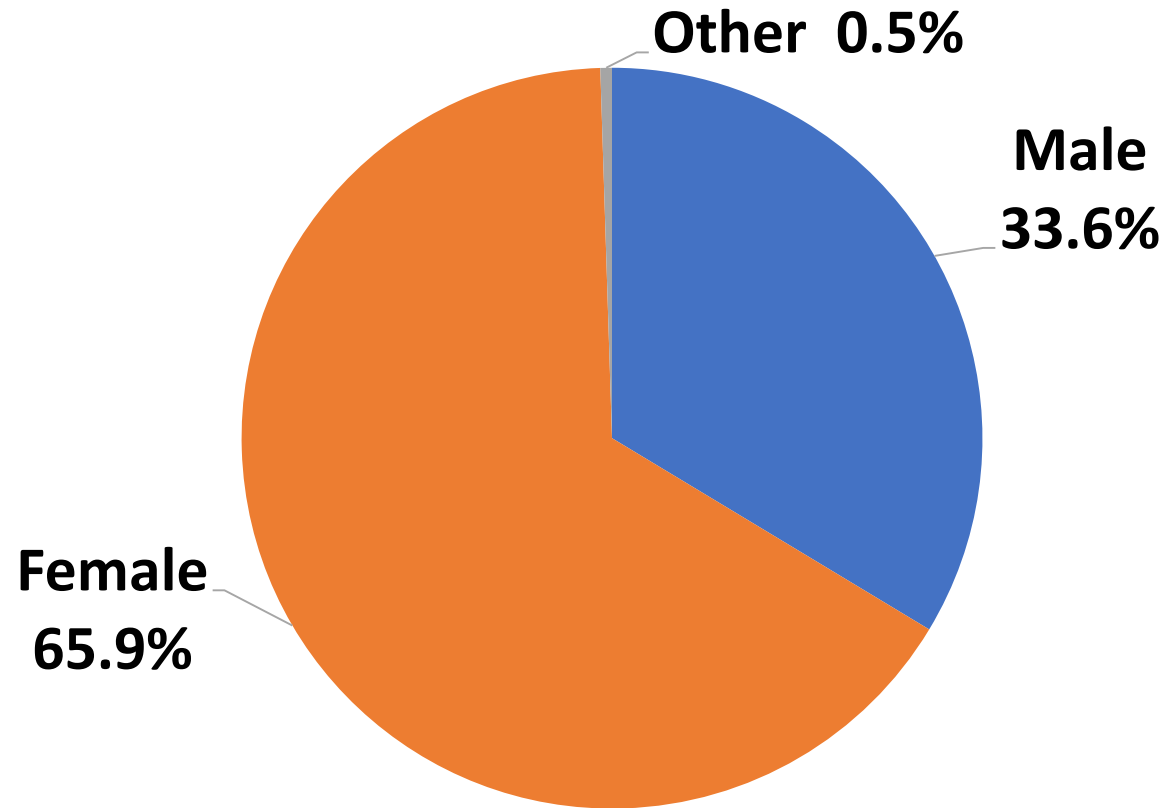
Number of respondents is 6,355. 594 respondents did not answer this question. Average annual family income of respondents is \$69,817

Distribution of Visitors by Race/Ethnicity



Number of respondents is 6,739. Only 190 respondents did not answer this question.

Distribution of Visitors by Gender



Number of respondents is 6,749. Only 200 respondents did not answer this question.

Selected Information on Visitors by Residence

| | Virginia Beach Residents | Other Hampton Roads Residents | Out Of Area Residents |
|--|---|--|----------------------------------|
| Visitors by Residence | 23.3% | 33.7% | 43.1% |
| Average Age in Years | 30.6 | 28.2 | 27.6 |
| Attend Festival if held Outside of Hampton Roads | 48.0% | 60.8% | 83.4% |
| Likelihood of Return for the Festival | | | |
| Extremely Likely | 93.5% | 92.1% | 79.0% |
| Quite Likely | 5.4% | 6.6% | 15.9% |
| Average Expenditures per Person, Excluding Ticket Purchases | \$197 | \$247 | \$378 |

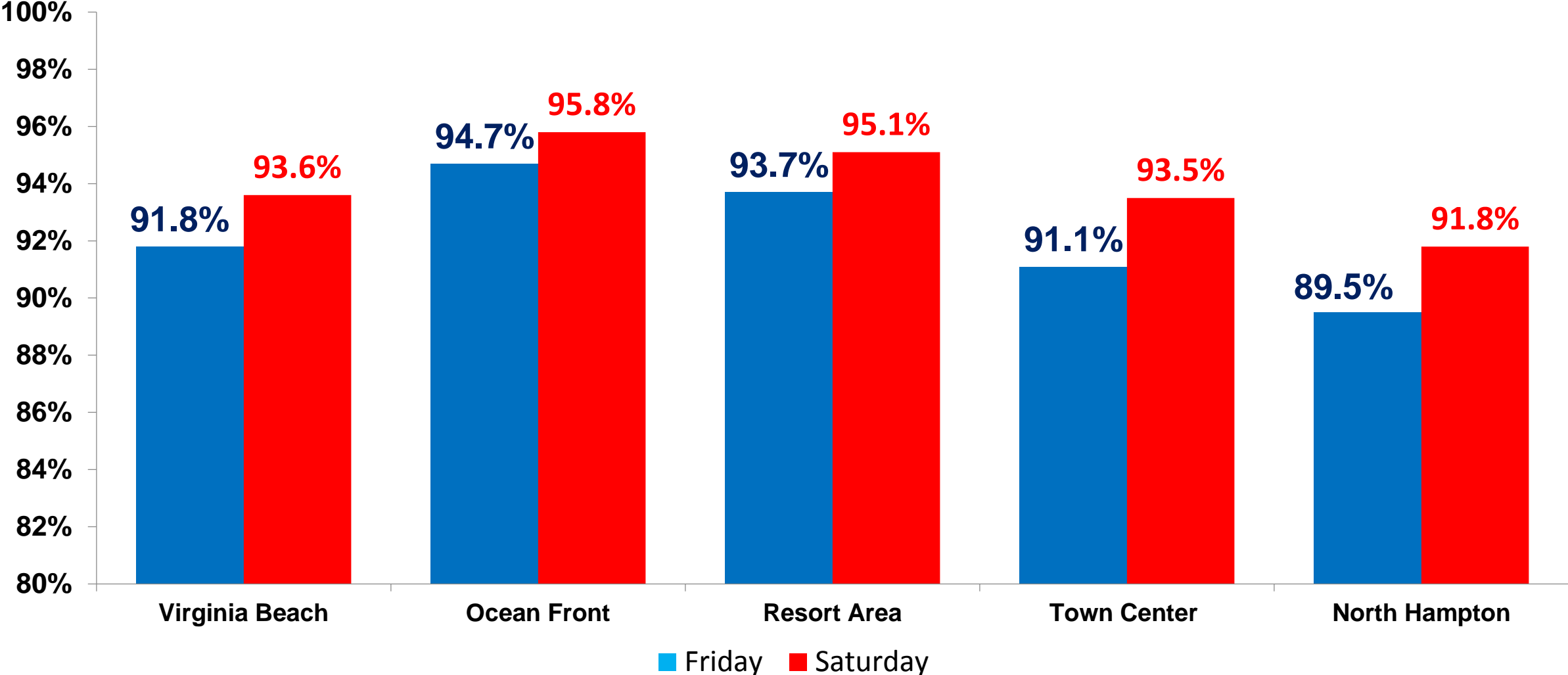
Selected Information on Visitors Stay by Residence

| | Virginia Beach Residents | Other Hampton Roads Residents | Out Of Area Residents |
|-------------------------------|---|--|----------------------------------|
| Average Number of Days Stayed | 2.6 | 2.7 | 2.9 |
| Type of Lodging | | | |
| Hotel/Motel | 10.1% | 27.9% | 52.1% |
| Friends and Family | 15.7% | 20.1% | 25.6% |
| Home | 61.3% | 35.3% | 0.8% |

Selected Information on Visitors Gender and Race by Residence

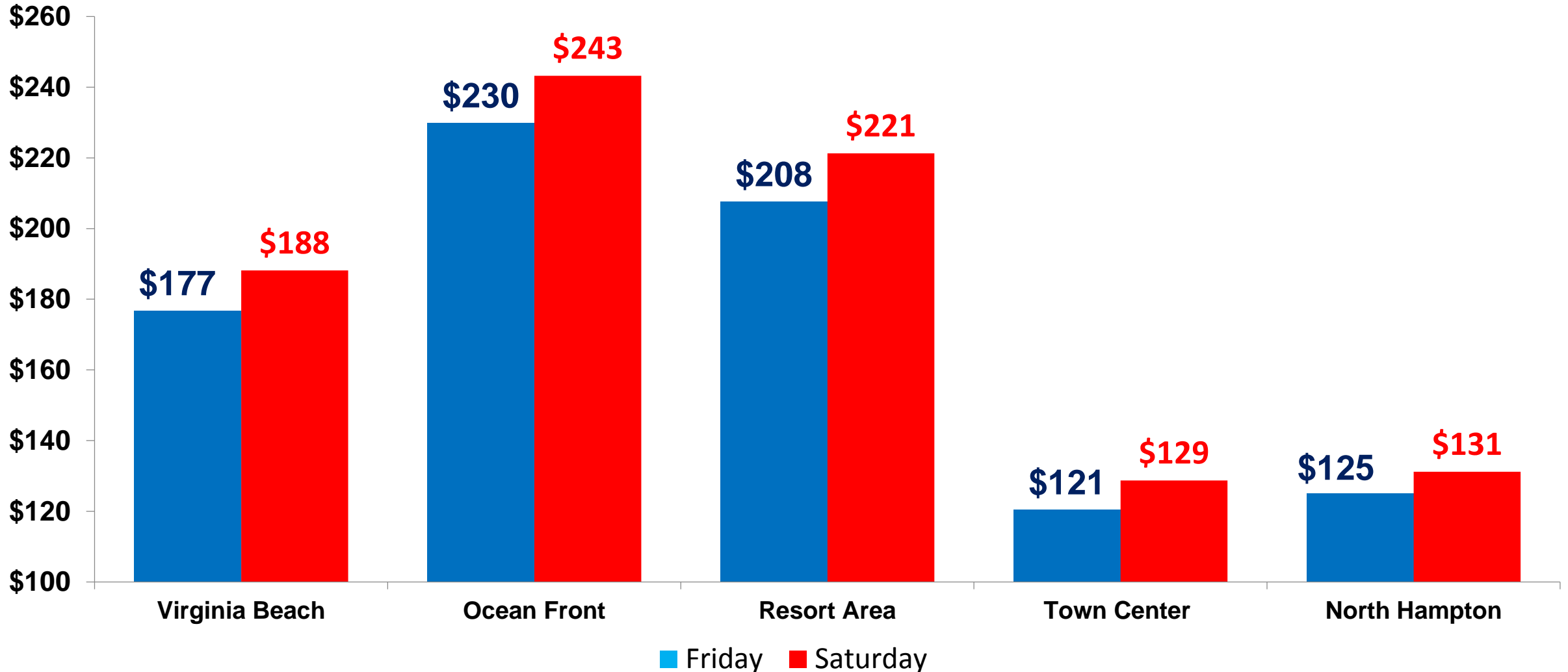
| | Virginia Beach Residents | Other Hampton Roads Residents | Out Of Area Residents |
|-----------------------|---|--|----------------------------------|
| Race/Ethnicity | | | |
| African/American | 46.5% | 71.4% | 60.5% |
| White | 30.3% | 13.9% | 17.6% |
| Hispanic | 6.7% | 6.0% | 12.1% |
| Gender | | | |
| Female | 64.2% | 66.8% | 66.0% |
| Male | 35.4% | 32.6% | 33.4% |

Hotel Occupancy Rate Friday and Saturday during SITW in Selected Sub-Markets of Virginia Beach

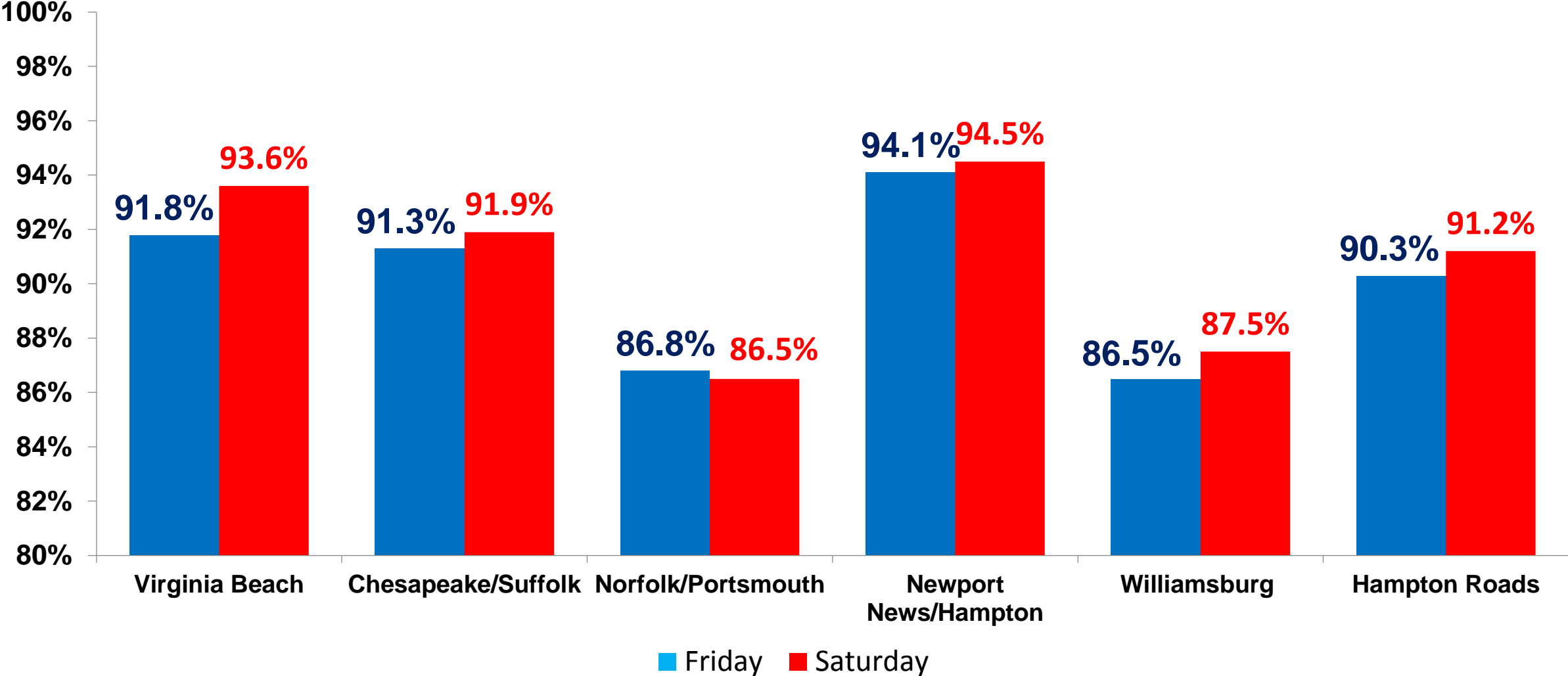


Sources: STR daily data received in May 2019 and the Old Dominion University Economic Forecasting Project.

RevPAR on Friday and Saturday during SITW in Selected Sub-Markets of Virginia Beach

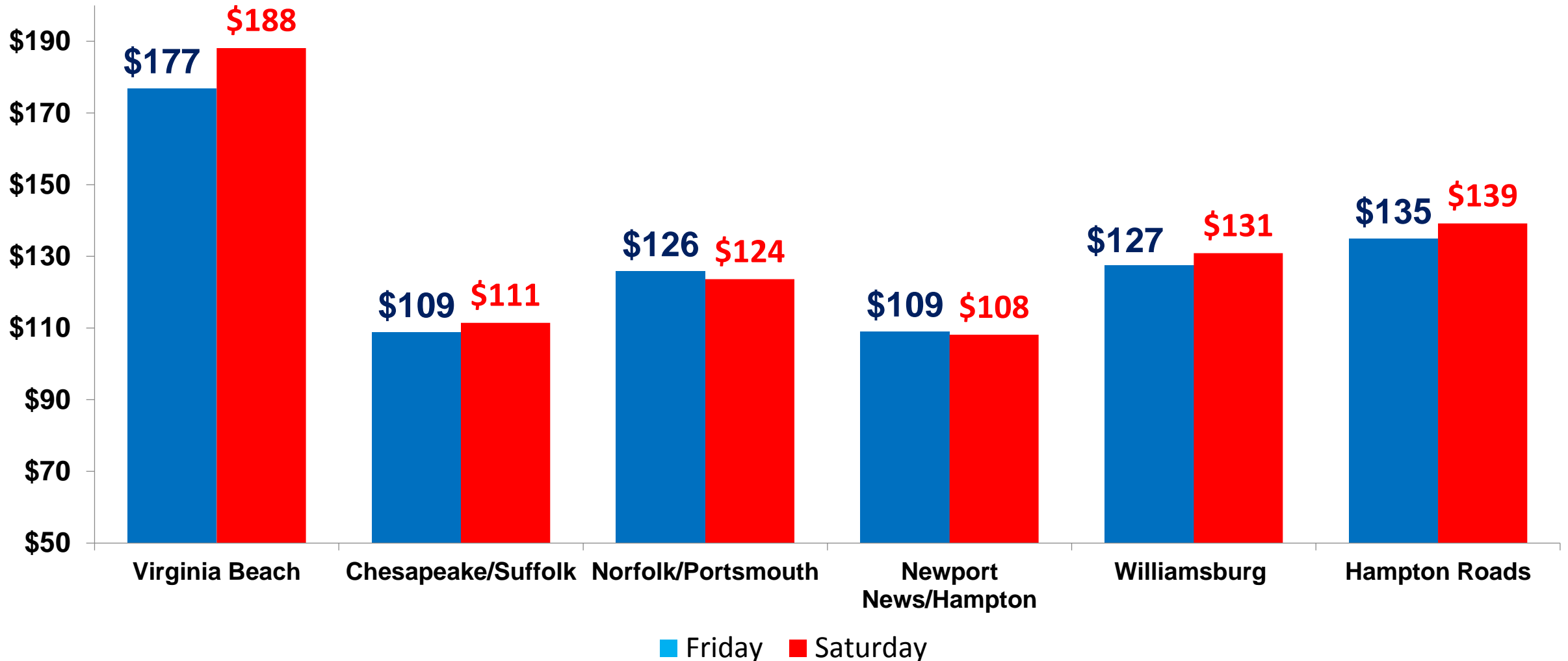


Hotel Occupancy Rate Friday and Saturday during SITW in Selected Sub-Markets of Hampton Roads

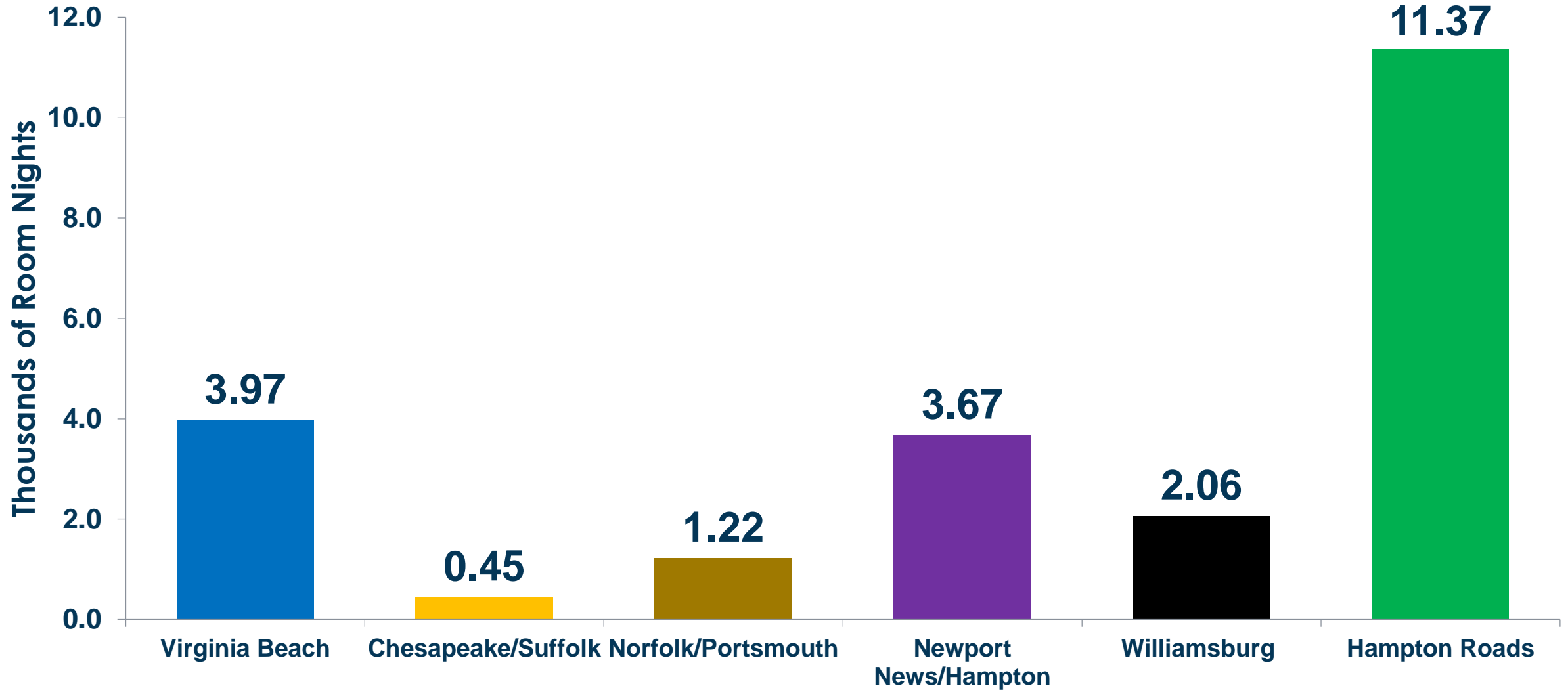


Sources: STR daily data received in May 2019 and the Old Dominion University Economic Forecasting Project.

RevPAR on Friday and Saturday during SITW in Selected Sub-Markets of Hampton Roads

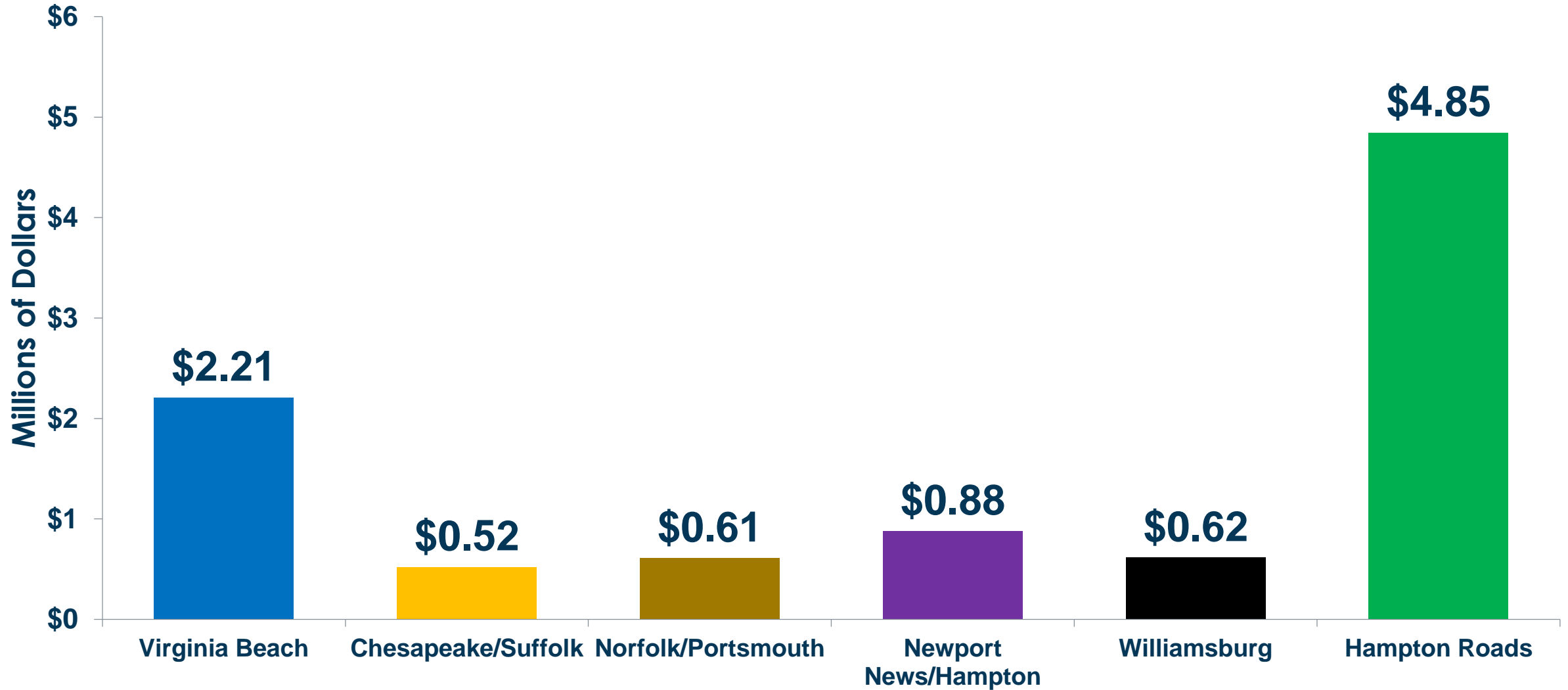


Change in Room Nights Occupied in Selected Sub-Markets and Hampton Roads Last Weekend of April (Thursday to Monday) : 2018 to 2019*



Sources: STR daily data received in May 2019 and the Old Dominion University Economic Forecasting Project. Data for 2018 are from Thursday, April 26 through Monday April 30, 2018; corresponding dates for 2019 are Thursday, April 25 through Monday April 29, 2019

Change in Hotel Revenue in Selected Sub-Markets and Hampton Roads Last Weekend of April (Thursday to Monday) : 2018 to 2019*

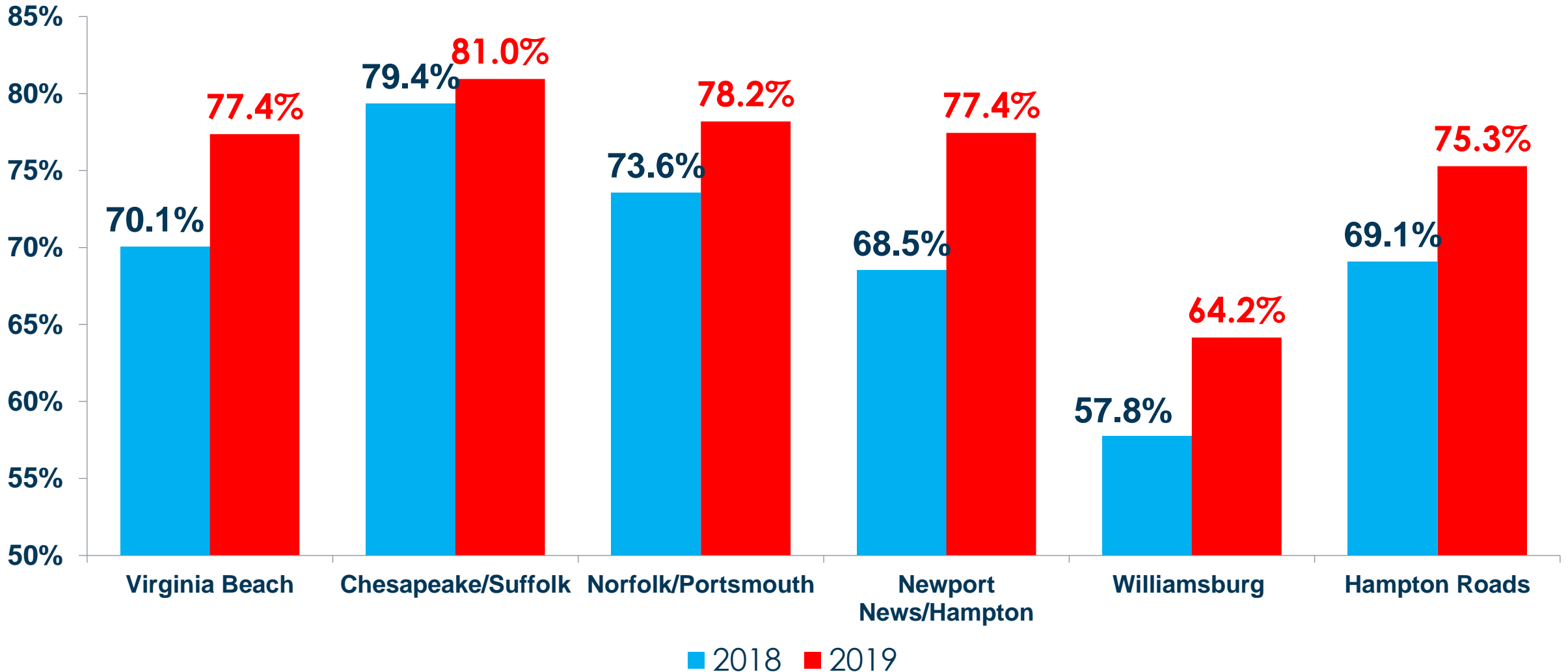


Sources: STR daily data received in May 2019 and the Old Dominion University Economic Forecasting Project. Data for 2018 are from Thursday, April 26 through Monday April 30, 2018; corresponding dates for 2019 are Thursday, April 25 through Monday April 29, 2019

Hotel Occupancy Rate

in Selected Sub-Markets and Hampton Roads

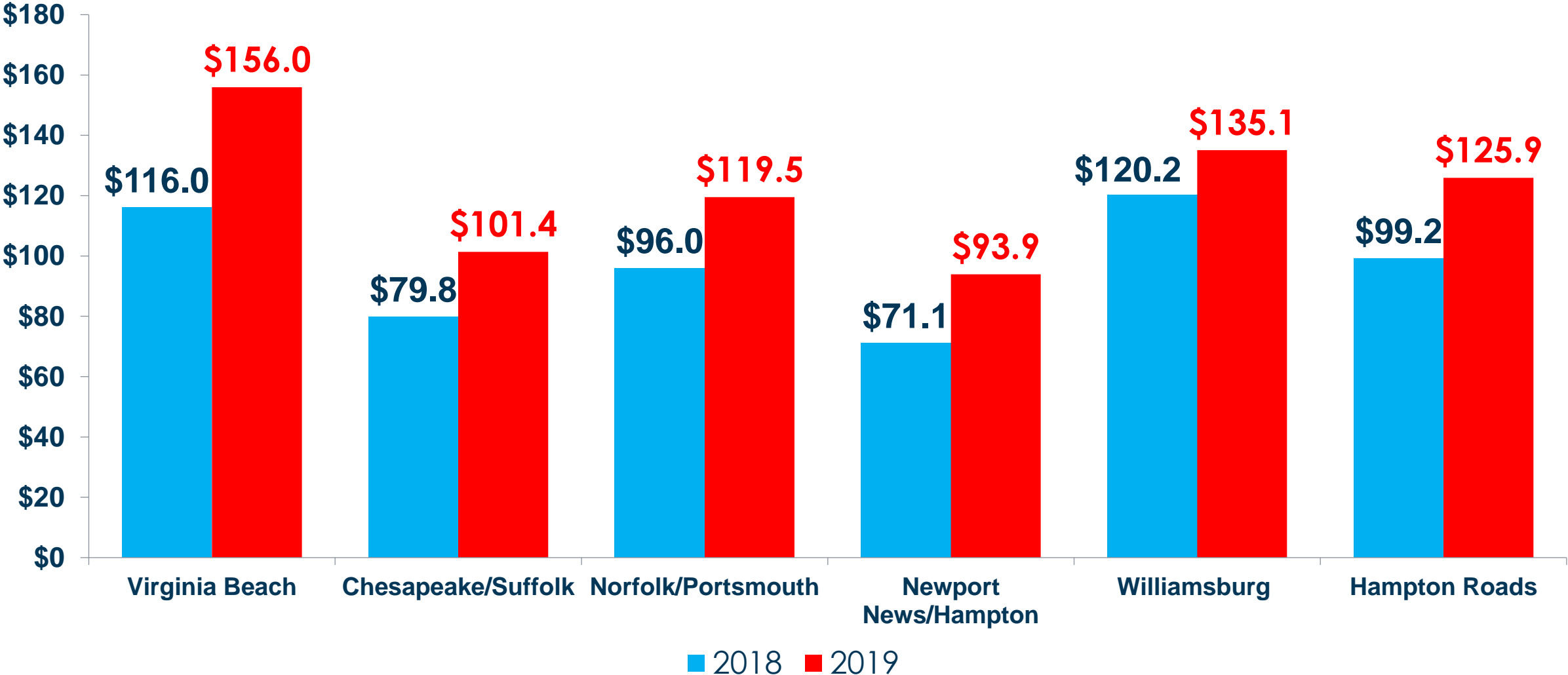
Last Weekend of April (Thursday to Monday) : 2018 and 2019*



Sources: STR daily data received in May 2019 and the Old Dominion University Economic Forecasting Project. Data for 2018 are from Thursday, April 26 through Monday April 30, 2018; corresponding dates for 2019 are Thursday, April 25 through Monday April 29, 2019

Hotel ADR in Selected Sub-Markets and Hampton Roads

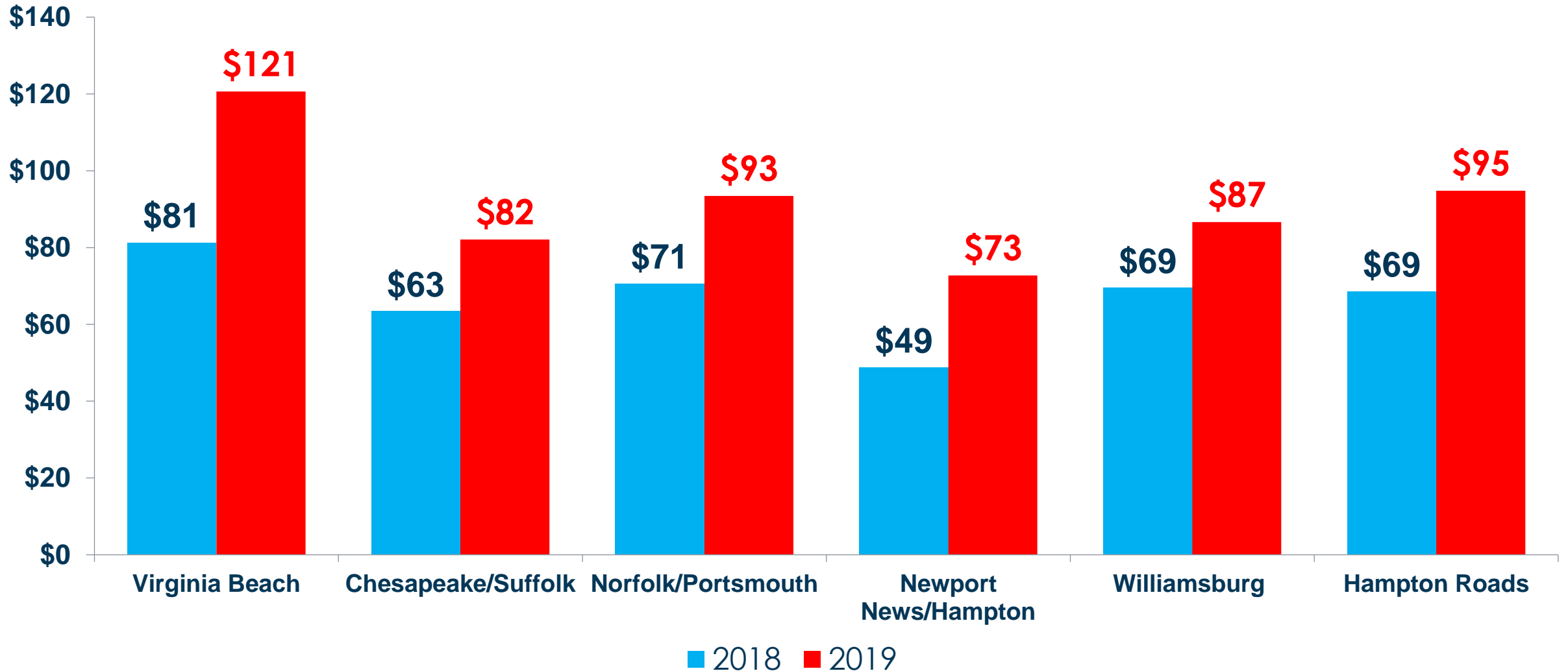
Last Weekend of April (Thursday to Monday) : 2018 and 2019*



Sources: STR daily data received in May 2019 and the Old Dominion University Economic Forecasting Project. Data for 2018 are from Thursday, April 26 through Monday April 30, 2018; corresponding dates for 2019 are Thursday, April 25 through Monday April 29, 2019

Hotel RevPAR in Selected Sub-Markets and Hampton Roads

Last Weekend of April (Thursday to Monday) : 2018 and 2019*



Sources: STR daily data received in May 2019 and the Old Dominion University Economic Forecasting Project. Data for 2018 are from Thursday, April 26 through Monday April 30, 2018; corresponding dates for 2019 are Thursday, April 25 through Monday April 29, 2019



Economic Impact on Virginia Beach

Comments on Expenditures and Economic Impact Analysis

- **Out of Area Visitors:** Their spending is included in the calculation of indirect and induced Impacts.
- **Local Visitors:** Spending of only those visitors **(who would go outside the area to a similar festival)** is included in calculation of indirect and induced Impacts. **(Repatriation)**
- **Local Visitors:** Spending of those visitors **(who would not go outside the area to a similar festival)** is included **ONLY** in calculation of direct impacts. **(Substitution)**
- In general, smaller areas for any event have larger expenditures originating from out of area; but indirect and induced Impacts are small as leakages can be significant.




Economic Impact Analysis for Virginia Beach


Ronald D Berkebile, Analytical Team Lead, SGA Office

Vinod Agarwal, PhD, Old Dominion University






Event Analytical History



City of
Virginia Beach



Resort Event Proforma
Analysis




February 1, 2019

Planning and Community Development Department
Strategic Growth Area Office
Ronald D Berkebile

Proforma Format

City of Virginia Beach
Something in the Water
Proforma Analysis



April 26 – 28, 2019

Old Dominion University and The City of Virginia Beach Planning
Community Development Department

Vinod Agarwal, PhD, Old Dominion University
Robert Case, PhD, Old Dominion University
Ronald D Berkebile, City of Virginia Beach, SGA Office

City of Virginia Beach Expenditures for the SITW Festival

| | |
|--|--------------------|
| Police Department | \$452,866 |
| Convention And Visitors Development* | \$268,501 |
| Fire Department | \$101,254 |
| Public Works | \$96,025 |
| Sheriff's Office | \$84,985 |
| HRT- Trolleys | \$26,086 |
| Emergency Medical Services | \$17,432 |
| Emergency Communications and Citizen Services | \$15,153 |
| All Others (each category is less than \$15,000); 8 categories | \$48,213 |
| Total Expenditures | \$1,110,515 |
| Historical College Beach Weekend Expenditures | \$259,139 |
| Something in the Water Net Cost | \$851,376 |

Visitor Spending in Virginia Beach

| Something in the Water Festival | | | | | |
|--|--------------------|--------------------|----------------------|--------------------|---------------------|
| <i>Attendee Tax and Gratuity Inclusive Spending Impact</i> | | | | | |
| | <u>Lodging</u> | <u>F&B</u> | <u>Entertainment</u> | <u>Other</u> | <u>Total</u> |
| Visitor Ticket Holders | \$3,224,246 | \$1,836,626 | \$6,661,827 | \$1,579,717 | \$13,302,416 |
| Virginia Beach Ticket Holders | 281,411 | 431,866 | 1,979,714 | 357,033 | 3,050,024 |
| All Ticket Holders | \$3,505,658 | \$2,268,491 | \$8,641,541 | \$1,936,750 | \$16,352,440 |

Sources: SITW Visitor Surveys and Old Dominion University

| Something in the Water Festival | | | | | |
|--|--------------------|--------------------|----------------------|--------------------|---------------------|
| <i>Business Establishment Patronage Impact</i> | | | | | |
| | <u>Lodging</u> | <u>F&B</u> | <u>Entertainment</u> | <u>Other</u> | <u>Direct Total</u> |
| Visitor Ticket Holders | \$2,152,817 | \$1,511,635 | \$6,048,021 | \$1,490,305 | \$11,202,777 |
| Virginia Beach Ticket Holders | 241,915 | 355,447 | 1,796,401 | 336,825 | 2,730,589 |
| All Ticket Holders | \$2,394,732 | \$1,867,082 | \$7,844,422 | \$1,827,130 | \$13,933,366 |

Sources: CVB PCD SGA Office and Old Dominion University

Economic Impact of Visitor Spending in Virginia Beach

| Something in the Water Festival | | | | |
|--------------------------------------|---------------------|--------------------|--------------------|---------------------|
| <i>Economic Impact</i> | | | | |
| | Direct | Indirect | Induced | Total |
| Visitor Ticket Holders | \$11,202,777 | \$3,757,944 | \$3,255,262 | \$18,215,983 |
| Virginia Beach Ticket Holders | 2,730,589 | 437,218 | 376,288 | 3,544,094 |
| All Ticket Holders | \$13,933,366 | \$4,195,162 | \$3,631,549 | \$21,760,078 |

Sources: CVB PCD SGA Office and Old Dominion University

| Something in the Water Festival | | | | |
|--------------------------------------|--------------------|-----------------|-----------------|--------------------|
| <i>Total Fiscal Impact (Taxes)</i> | | | | |
| | Direct | Indirect | Induced | Total |
| Visitor Ticket Holders | \$898,983 | \$17,944 | \$30,025 | \$946,953 |
| Virginia Beach Ticket Holders | 237,183 | 1,853 | 3,345 | 242,382 |
| All Ticket Holders | \$1,136,166 | \$19,798 | \$33,370 | \$1,189,334 |

Sources: CVB PCD SGA Office and Old Dominion University

Economic Impact of Visitor Spending in Virginia Beach

| Something in the Water Festival | | | | |
|--------------------------------------|---------------------|--------------------|--------------------|---------------------|
| <i>Economic Impact</i> | | | | |
| | Direct | Indirect | Induced | Total |
| Visitor Ticket Holders | \$11,202,777 | \$3,757,944 | \$3,255,262 | \$18,215,983 |
| Virginia Beach Ticket Holders | 2,730,589 | 437,218 | 376,288 | 3,544,094 |
| All Ticket Holders | \$13,933,366 | \$4,195,162 | \$3,631,549 | \$21,760,078 |

Sources: CVB PCD SGA Office and Old Dominion University

| Something in the Water Festival | | | | |
|--------------------------------------|--------------------|-----------------|-----------------|--------------------|
| <i>Total Fiscal Impact (Taxes)</i> | | | | |
| | Direct | Indirect | Induced | Total |
| Visitor Ticket Holders | \$898,983 | \$17,944 | \$30,025 | \$946,953 |
| Virginia Beach Ticket Holders | 237,183 | 1,853 | 3,345 | 242,382 |
| All Ticket Holders | \$1,136,166 | \$19,798 | \$33,370 | \$1,189,334 |

Sources: CVB PCD SGA Office and Old Dominion University

Impact on Wages and Employment

| Something in the Water Festival | | | | |
|---|---------------|-----------------|----------------|--------------|
| <i>Total Employment and Wage Impact</i> | | | | |
| | Direct | Indirect | Induced | Total |
| <i>Employment Wages</i> | \$4,398,251 | \$1,233,055 | \$1,112,205 | \$6,743,512 |
| <i>FTE's Retained</i> | 193 | 28 | 28 | 249 |

Sources: CVB PCD SGA Office and Old Dominion University

City's Tax Revenues and Expenses

| Something in the Water Festival | | | |
|--|-----------------|-----------------|------------|
| <i>City Government Proforma</i> | | | |
| | <u>Revenues</u> | <u>Expenses</u> | <u>Net</u> |
| <i>Direct Impact</i> | \$1,136,166 | \$851,376 | \$284,790 |
| <i>Direct + Indirect Impact</i> | 1,155,964 | \$851,376 | 304,588 |
| <i>Direct + Indirect + Induced Impact</i> | 1,189,334 | \$851,376 | 337,958 |
| <i>Sources: CVB PCD SGA Office and Old Dominion University</i> | | | |



Economic Impact on Hampton Roads

Visitors Spending in Hampton Roads at Something in the Water Festival

| <i>Attendee Tax and Gratuity Inclusive Spending in Hampton Roads</i> | | | | | |
|--|--------------------|--------------------|----------------------|--------------------|---------------------|
| | Lodging | F&B | Entertainment | Other | Total |
| Visitor Ticket Holders | \$2,255,908 | \$1,203,833 | \$3,819,137 | \$1,009,718 | \$8,288,596 |
| Hampton Roads Ticket Holders | 1,244,589 | 1,059,147 | 4,819,494 | 923,929 | 8,047,159 |
| All Ticket Holders | \$3,500,497 | \$2,262,980 | \$8,638,631 | \$1,933,647 | \$16,335,755 |

Sources: Old Dominion University

| <i>Business Establishment Patronage Impact on Hampton Roads</i> | | | | | |
|---|--------------------|--------------------|----------------------|--------------------|---------------------|
| | Lodging | F&B | Entertainment | Other | Direct Total |
| Visitor Ticket Holders | \$1,971,776 | \$986,746 | \$3,503,791 | \$952,568 | \$7,414,881 |
| Hampton Roads Ticket Holders | 1,087,833 | 868,151 | 4,421,548 | 871,635 | 7,249,167 |
| All Ticket Holders | \$3,059,609 | \$1,854,897 | \$7,925,339 | \$1,824,203 | \$14,664,048 |

Sources: Old Dominion University

Economic Impact on Hampton Roads

| | |
|-----------------------------|---------------------|
| Direct Impact | \$14,664,048 |
| Indirect and Induced Impact | \$9,450,524 |
| Total Impact | \$24,114,572 |

- **Economic Impacts presented in this report do not include expenditures by the event producers that went outside of the area.**
- **Also excluded are expenditures incurred by ancillary enterprises (sponsors) on behalf of the event.**

Thank You

Any Questions?

- For further information contact:
- Dr. Vinod Agarwal
- vagarwal@odu.edu
- www.ceapodu.com



Something in the Water
2019/Inaugural Festival during
College Beach Weekend
After Action Report

September 27, 2019
City of Virginia Beach
Office of the City Manager



SOMETHING
IN THE WATER



Table of Contents

| | |
|---|----|
| Executive Summary | 3 |
| Event Program Information..... | 11 |
| a. General Overview, including 5 th Street Main Stage Area | 11 |
| b. Convention Center Overview..... | 15 |
| c. Program Overview of All Other Festival Activations..... | 16 |
| c. Corporate Partners and Sponsors..... | 19 |
| d. Food and Beverage Vendors..... | 20 |
| e. Milestones and Activities..... | 20 |
| City Planning, Permitting and Support Highlights | 21 |
| Public Safety Departments..... | 25 |
| Cost Assessment of Event /City Support | 35 |
| Stakeholder Feedback and Process..... | 39 |
| a. Internal Stakeholder Feedback..... | 39 |
| b. External Stakeholder Feedback..... | 39 |
| c. Economic Impact..... | 42 |
| Conclusions and Path Forward..... | 43 |
| Appendices..... | 44 |
| Appendix A - Internal Observations and Improvement Matrix | 45 |
| Appendix B - External Stakeholder Feedback Documentation..... | 56 |
| Appendix C - Press and Media Coverage | 60 |
| Appendix D – Weather Briefing for the 2019 Festival | 61 |



Executive Summary

Goal

The goal of this After Action Report is to identify what worked well and what could be improved and to prioritize items in the City's and partnering agencies' approach toward future Festival planning actions.

Purpose

The purpose of this After Action Report is to:

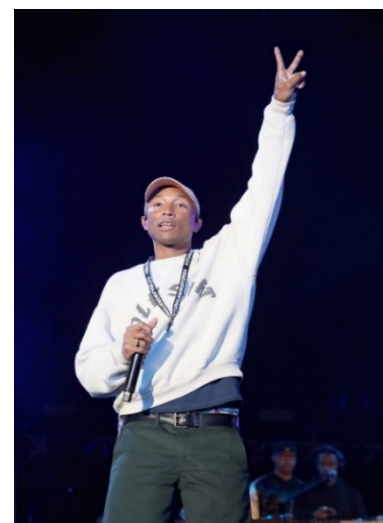
- ① Provide high-level overview of dynamic Festival programming that transformed CBW into a success
- ② Outline and describe City's support to host Festival during CBW
- ③ Document both internal and external stakeholders' feedback and recommendations to enhance future Festival efficiencies and experiences for residents, businesses, and visitors

Economic Impact Analysis

Mr. Pharrell Williams, through the City's After Action Report process, and Dr. Vinold Agarwal, from Old Dominion University, are coordinating with the City's, tourism industry experts, and Festival organizers to develop an economic analysis of the inaugural Festival to measure both the regional and City impacts. The City's economic analyst, Ron Berkebile of the Department of Planning and Community Development/Strategic Growth Areas Office is working jointly with Dr. Agarwal on the City analysis portion. Dr. Robert Case and his student intercept team, also of Old Dominion University, already performed the required surveying portion of the study's data collection. The economic impact analysis is expected to be presented to City Council on Tuesday, October 1, 2019.

Background

In October 2018, Virginia Beach-native and world-renowned musician and multi-discipline luminary, Mr. Williams presented City of Virginia Beach leadership with the concept of hosting a community festival during what is traditionally College Beach Weekend (CBW). The past six years of CBW's lack of programmed activities and disorganization coupled with large crowds often yielded higher crime rates, including higher incidents of violent crime. The goal of the festival was to provide entertainment and a variety of constructive activities for visiting college students and residents alike to enjoy. The Festival was named "Something in the Water" to reflect the variety of successful people who come from Virginia Beach and the Hampton Roads region in the fields of music, art, athletics, film, science, technology and more.



Source: City of Virginia Beach



The inaugural Something in the Water Festival (“Festival”) was planned and permitted for April 26, 27 and 28, 2019. The event encompassed various types of activities in and around the Virginia Beach Convention Center and Oceanfront. The Oceanfront included stages at 5th Street and 19th through 23rd Street areas and activations (aka: activities or events) at 17th, 24th and 31st Streets’ parks. As the Festival plans progressed, programming expanded from the Oceanfront into the community. Activities included:

- ① An ever-growing list of musical acts
- ① Stimulating themed entertainment to health panel discussions
- ① Cultural gatherings to launch fashion, technology, music, food and guest speakers

Mr. Williams, his production team and an impressive portfolio of musicians, artists, performers, corporate partners and Festival sponsors delivered an experience that was well beyond the realm of most everyone’s expectations.

This multi-faceted, first-time Festival required immense planning during a compressed period of time and required the attention from a variety of City Departments and affiliated agencies. Every department, organization, and agency worked collaboratively from concept, to program development, to permitting, to implementing support services, to load out. In order to capture all of that work and the resources utilized, the City’s After Action Report internal feedback process combined numerous City Departments’ as well as partnering State and Federal agencies’ collaborative plans and supports implemented throughout the Festival. All those agencies met and comprehensively gathered information internally.

The City and Festival organizers had a plan, and as a whole, it worked. There are always aspects we could do better and some unintended consequences to take note of, but overall, the Festival support was effective and successful from the City’s end. From the City’s perspective, the Festival delivered the following positive impacts, unique memorable experiences and enduring community improvements:

- ① Unparalleled atmosphere of community harmony
- ① Overall welcoming and inclusive positive image for the City, region and state
- ① Cultural enrichment through access to top tier talent in music, art, and wellness
- ① Community and educational improvements, with lasting endowments
- ① Entrepreneurial opportunity for college students and graduates
- ① Exposure to new-to-market major corporate brand activations
- ① New community volunteerism opportunities



The Pop-Up Church, held throughout Sunday, April 28, 2019, on the beach, was a large-scale community-building, free event unique to the Festival. The activation capacity supported up to 10,000 persons, including floored seating for congregations and a large-scale shade structure. The activation was served by free regional satellite and motor coach shuttles from Chesapeake and Military Circle Park & Ride locations and included a Walmart-sponsored brunch that was free if attendees participated in the food-drive.



Source: City of Virginia Beach

Another unique occurrence that branched out into Norfolk was Deepak Chopra's visit from the Festival to the Taste of India event held at Old Dominion University. The un-programmed visit effectively connected two major cultural events happening in the region at the same time and was a meaningful gesture to the region's Indian community.



Source: City of Virginia Beach

The Festival provided an opportunity to elevate Virginia Beach to international prominence as a cultural hub of music, art, and technology. Festival organizers communicated that the investment in producing the inaugural Festival was in the \$15+ million range, which far exceeded any special event production typically produced in the City or region. In March 2019, City Council authorized a sponsorship of the Festival, which included a contribution of \$250,000 and in-kind services. The in-kind services included Public Safety and Public Works services similar to those already

in place to support CBW; as well as the use of the Convention Center and Oceanfront park stages. The \$250,000 sponsorship is similar to what is allocated to the Patriotic and Neptune Festivals. The cost of the City services beyond normal operations to support the Festival was \$851,376, as detailed in the Cost Assessment of Event/City Support section of this report. In addition, the Virginia Beach City Public Schools (VBCPS) provided \$128,912 of school bus transportation services, which included all operating and administrative costs. This cost was 100% funded by the City and 100% reimbursed by the SITW, LLC.



Due to the inclement weather challenge on Friday, April 26, 2019, the Festival programs, particularly the musical acts on the main 5th Street stage, were incorporated into the Saturday, April 27, 2019 and Sunday, April 28, 2019 program schedules. The Festival organizers refunded all ticket holders one-third of the base price for Friday’s cancellation, even though they were not legally obligated to do so. This refund had a corresponding negative effect on the bottom-line revenue for the Festival, but created much good will.

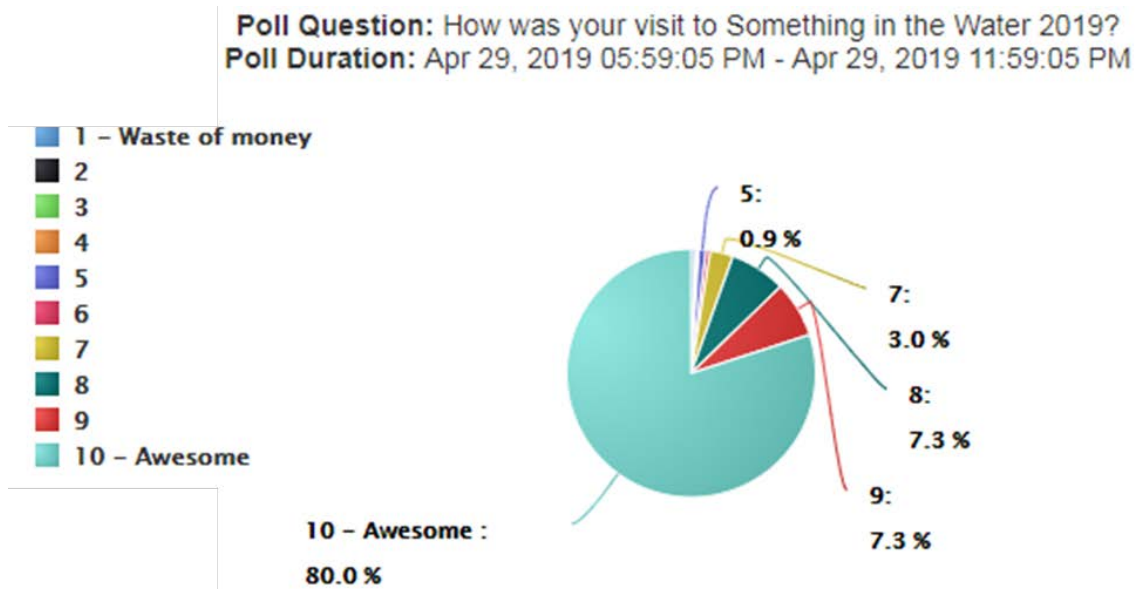
Feedback Process

The After Action Report external feedback process began with an initial City-facilitated text poll. During the Festival, the City’s Emergency Communications and Citizen Services (ECCS) and Communications Office managed a text alert program that kept 9,322 users (at its peak use) informed of Festival details all weekend. Immediately following the Festival, users ranked: “How was their visit to 2019 Festival?” They were provided text response choices on a scale of “1” for “Waste of money” to “10” for



Source: City of Virginia Beach

“Awesome”. Out of the 9,114 patrons who received the poll, 1,611, or approximately 18%, responded. Of the respondents, 80% ranked the Festival at a “10” with close to 95% ranking it at an “8” or higher.





Feedback Process

An important part of creating the After Action Report for the Festival was engaging in an internal departmental and external stakeholder feedback process. The City captured solicited and unsolicited feedback about what went well and how the City may improve supporting future Festivals from:

- 🕒 Visitors and citizens
- 🕒 Resort Area businesses and stakeholders
- 🕒 City internal (departments and divisions)

The feedback below is organized first by the Top 5 consensus items that were positive, followed by the Top 5 areas of improvement identified by each of the three groups. Additional details on the internal feedback process can be found in Appendix A and the external feedback can be found in Appendix B.

What Went Well

The Top 5 positive items representing a consensus from the three groups are:

- 1) **Community Harmony Achieved** - Harmonious atmosphere (theme and activations) brought people together from all demographics.
- 2) **Top Tier Talent Performances and Corporate Partnerships** - Musical acts, speaker panels, and corporate-sponsored activations were top level; programs professionally produced in highly impactful format.
- 3) **Traffic Management Plan Worked** - Transportation system and traffic management was effective.
- 4) **Friendly-face of Public Safety** - Public Safety presence of all branches, including mutual aid from state and federal agencies, was friendly and helpful.
- 5) **Some of the Best Things in Life Are Free** - Free program activities and experiences appreciated and important in welcoming visitors and residents.

What Could Be Improved

The Top 5 Items internal stakeholders recommend be improved are:

- 1) **Communication Sooner and More Detailed** - Engage public (residential and business community), City Council and Virginia Beach School Board sooner to adequately involve them in planning process.
- 2) **Consistency in Permitting Process** - Transition to normal special event permitting process through use of Special Events Task Force and existing review procedures.
- 3) **Consolidation of Event Management** - Consolidate Central Command and Emergency



- Operations Center (EOC) to one location that has infrastructure support and is in closer proximity to Resort Area. Continue to utilize Traffic Management Center and have a City presence in Festival Operations branch.
- 4) **Parking** - Utilize satellite Park & Ride locations more convenient to Resort Area. Improve planning, phasing and communication for activation of municipal parking lots to maximize public access and service. Consider monitoring capacity of private parking lots when managing traffic.
 - 5) **Transportation: Accommodating Drop off/Pick Ups and Peak Shuttling Demands** - Require better transportation plan between all activation hubs, especially at end of night during peak transit times, and between main concert activation and Convention Center hub.

Top 5 items Resort Area Residents and Businesses recommend be improved are:

- 1) **Involve Resort Area Stakeholders in Festival Planning** - Involve the Resort Area businesses earlier to spread Festival footprint further north (Laskin Road Gateway), south (Marina District/Winston Salem Avenue corridor) and activating Atlantic Avenue as a corridor, while continuing to protect residential neighborhoods. Ensure close coordination in early planning through Festival load-out with residents, hotels and commercial businesses along Boardwalk - essential when considering programming for public Boardwalk, bike path, beach areas and prohibiting general public access to those areas.
- 2) **Distribute Festival Programming (and impacts) over Wider Area** - Spread musical concert further north for either more use of Pop-Up Church stage or use other activations further north.
- 3) **Highlight Local Businesses** - Utilize Resort Area businesses to serve Festival patrons within activation areas.
- 4) **Communication Sooner and More Details** - Communicate earlier and more often with details on Festival program, especially on transportation/traffic management.
- 5) **Better Management of Peak Egress** - Provide more orderly egress of music concert area (during peak movement), particularly in Beach/Boardwalk area.

Top 5 items Non-Resort Area businesses, visitors and citizens, including students (high school and younger), recommend be improved are:

- 1) **Develop Local Talent** - If theme of Festival is “Something in the Water” in Virginia Beach, seek more local talent and businesses to be included.
- 2) **Local Presence Needed to Represent the Festival** - Provide local point of contact for easier access to Festival information for residents and businesses.
- 3) **Start Planning Earlier** - Plan earlier and involve residents and businesses in Festival programming and support.



- 4) **Communicate Early, Often and with Details** - Communicate important information earlier and more thoroughly, which should include Festival program, transportation options and traffic management plan.
- 5) **Improving Transportation System** - Provide transportation options for residents outside of Virginia Beach to get to/from Festival each day, including broader and better management of Transportation Network Company (UBER/Lyft), friend/family, and taxi drop-off/pick up areas.



Media Coverage

Media coverage before, during and after the Festival from all sources was captured with the assistance of the City's Communications Office and Libraries, Municipal Reference Library. An overwhelming majority of the coverage was positive. A high-level look at the media coverage revealed that 1,936 pieces of data was collected from 36 countries, with the United States having the highest coverage at 1,678 media reports. More detailed statistics are highlighted in Appendix C of this report.

Conclusion

The overall response by visitors and residents alike to the inaugural Festival, not only during CBW but during the week of and ever since, have been overwhelmingly positive. While the future of the Festival will be driven by a private team of partners led by Mr. Williams, City staff stand ready to proactively support the planning for next year's Festival. The After Action Report process for the inaugural Festival was created by facilitating and listening to external stakeholder feedback; documenting and evaluating all departmental and other government agency internal after action reporting; and, by performing an economic impact analysis similar to other large scale special events held in Virginia Beach.

The Festival has the potential of being a community welcoming and bonding experience unique to Virginia Beach, the Coastal Virginia region and the Commonwealth. It can enrich the lives of our residents while creating opportunities to grow businesses; attract more visitors from around the world who want to explore all the uniqueness there is to offer year-round. The Festival can also create a positive and growing life cycle of showing the world the talent that originates from the waters of Virginia Beach. It provides a platform for some of the highest caliber artists, athletes, and culinary gurus that harness and encourage cultural inclusion in music, art, technology and so much more. Ultimately, the Festival can inspire future generations to find that "something in the water" within themselves that makes them stand up and offer their talents to the world stage as well.



Event Program Information

The vast majority of activations occurred within the Resort Area with a wide variety of programmed activities. Activities outside the Resort Area included the XQ Super School Live Event held April 25, 2019, Seatack Achievable Dream Academy Urban Garden Project, completed during Spring 2019, and Atlantis Apartments Improvement Project, which continued through Summer 2019. A general overview of the Festival activations are described through the maps, graphics and narrative on the following pages.

a. General Overview, including 5th Street Main Stage Area



Source: SITW, LLC



The following graphics describe the general admission and VIP admission price points that varied according to when tickets were purchased. Tickets went on sale at noon on March 8, 2019. All 25,000 tickets were sold out in 21 minutes. The ticket capacity was immediately raised to 35,000 and the Festival sold out for a final time on March 27, 2019, one month ahead of the Festival date.

3-DAY GENERAL ADMISSION

A General Admission 3-day Pass to Something In The Water grants you GA access to all days of the festival taking place beginning Friday, April 26th thru Sunday, April 28th, 2019. Entry includes access to the main lineup, food and drink vendors, and all GA areas of the festival.

SOLD OUT

3-DAY GENERAL ADMISSION

EARLY BIRD \$150

SOLD OUT

3-DAY GENERAL ADMISSION

\$175

SOLD OUT

3-DAY GENERAL ADMISSION

\$195

3-DAY VIP ADMISSION

A 3-day VIP Pass to Something in the Water grants you VIP access to the festival taking place beginning Friday, April 26th thru Sunday, April 28th, 2019. VIP entry lines, dedicated viewing areas, VIP restrooms, dedicated merch stands and free water stations, food & beverage vendors and charging stations. The VIP section is all ages.

SOLD OUT

3-DAY VIP ADMISSION

EARLY BIRD \$450

SOLD OUT

3-DAY VIP ADMISSION

\$500

Source for both pictures: SITW, LLC



5th Street Stage – Rudee Loop to 10th Street



Source: City of Virginia Beach

The primary music venue activation for the Festival was the main stage in the 5th Street area on the beach. It included a venue bone yard to stage mobile heavy equipment to move stage sets; overall Festival branch headquarters; and an artist compound including all supporting parking and support temporary/trailer support options. To the south, this required a phased and eventual complete closure of the Rudee Loop area from 4th Street south including 2nd Street, 4th Street and Rudee Loop municipal lots and on-street parking and eastern most segments of Rudee Walk. This area was known as the highest credentialed: Zone 1.

The 5th Street stage area also encapsulated the entire Boardwalk to the western greenbelt property line with adjacent condominiums, hotels and restaurants to provide areas for portable toilets, VIP access with merchandise sales and separate restrooms as well as food trucks.

The western Festival boundary at the greenbelt and Boardwalk was fenced to prevent unauthorized access from the west, while providing designated egress gates for east-to-west emergency exits if needed.

Programmed times were as follows:

- ⓐ Friday, April 26, 2019, 2:00 p.m. – 11:00 p.m. *Note:* Main stage performances cancelled due to inclement weather. Ticket holders were refunded 33% of ticket base price.
- ⓐ Saturday, April 27, 2019, Noon – 11:00 p.m. (permit extended to 12:30 a.m. to accommodate Friday’s cancelled acts)
- ⓐ Sunday, April 28, 2019, Noon – 10:00 p.m. (permit extended to 10:15 p.m. to accommodate Friday’s cancelled acts).

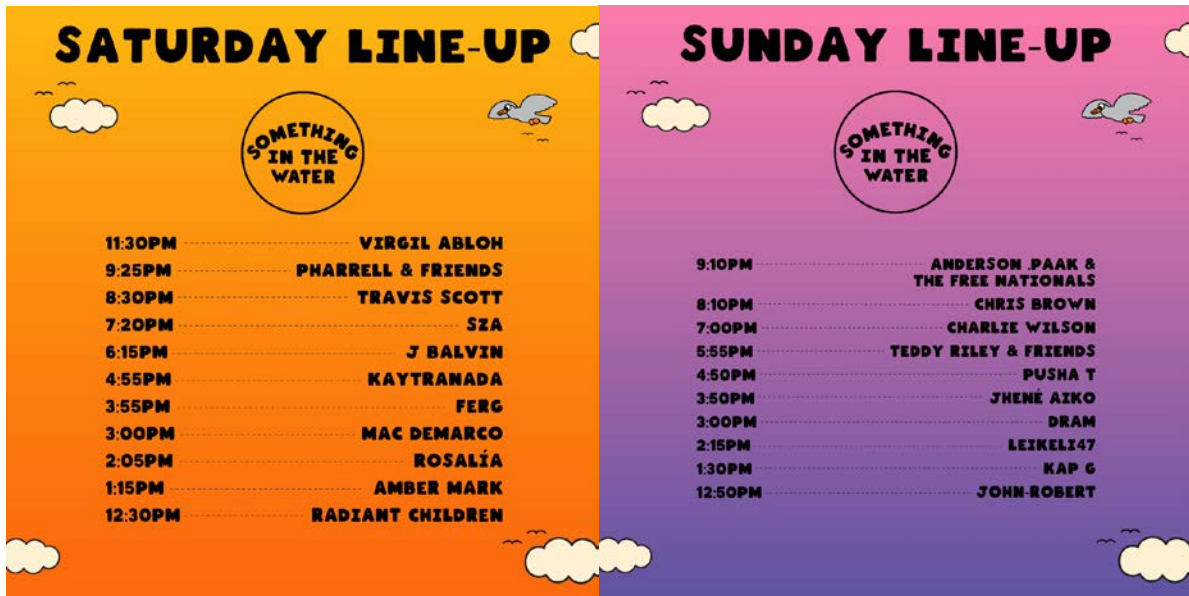
Specific attendance at any given time during the permitted Festival timeframes were identifiable, because issued wristbands had a radio frequency identification (RFID) imbedded. Attendance for each Festival day were as follows:

- ⓐ Saturday, April 27, 2019, main stage area peak scanned attendance was in the 34,700 range.
- ⓐ Sunday, April 28, 2019, main stage area peak scanned attendance was in the 27,000 range.

The VERIZON Customer Loyalty Program, “VerizonUp Members Lane”, offered their members expedited entry into the Festival. One thousand VerizonUp ticket holders gained access to an exclusive experience all weekend within the VerizonUp Members section.

The 5th Street main stage and Festival was supported by a 6,000+ space park and ride location at the Veterans United Home Loans Amphitheater and a mix of Virginia Beach City Public Schools buses and their drivers and a variety of fleets (large and small) of motor coaches and schools buses from jurisdictions outside of Virginia in order to provide consistent shuttle services to supplement the hundreds of parking spaces consumed by Festival programming, equipment staging and staff and artist support compounds. The shuttle operation’s ingress/egress location for the Festival was in Atlantic Avenue between 4th and 9th Streets.

The transportation operation within the Festival’s 5-block area required substantial planning between the Festival organizers, City of Virginia Beach, City partners, as well as the hotels, condominiums and businesses. This 5-block area was designated as Zone 2, which required predetermined credentials. The credentials allowed motor vehicle access to residential homes and allowed workers to report to work sites. Motor vehicle access to Zone 2 had to be managed by Festival staff and Public Safety due to the location of shuttle staging, passenger corrals and pedestrian access points.



Source: SITW, LLC

Due to Friday's cancellations, Dave Matthews Band, Diplo, Janelle Monae, Lil Uzi Vert, Masego, Maggie Rogers, Migos, and other artists scheduled during the Pharrell & Friends Set, like Gwen Stefani, were not able to move to other event days due to previous obligations. However, other artists including N.E.R.D., Usher, Missy Elliot, Timbaland, Fam-lay were able to accommodate the move and joined the Saturday night Pharrell & Friends Set. In addition, Radiant Children moved to Saturday and started the musical performances off at the main stage.

b. Convention Center Overview

The Convention Center, located at 1000 19th Street, served as a major hub and included:

- 🕒 The Festival's Box Office
- 🕒 Speaker panels hosted by "Conversations"
- 🕒 An Entrepreneurial "Shark Tank-like" competition for potential tech start-ups
- 🕒 Late-night Trap Karaoke
- 🕒 Resort-area trolley stops
- 🕒 Regional shuttle program drop-off/staging/pick-up area
- 🕒 Designated transportation network company (UBER/Lyft) drop-off location.

The Event Week Box Office Hours were:

- 🕒 Wednesday, April 24, 2019: 11:00 a.m. - 7:00 p.m.
- 🕒 Thursday, April 25, 2019: 11:00 a.m. - 9:00 p.m.
- 🕒 Friday, April 26, 2019: 10:00 a.m. - 9:00 p.m.
- 🕒 Saturday, April 27, 2019: 10:00 a.m. - 9:00 p.m.
- 🕒 Sunday, April 28, 2019: 10:00 a.m. - 8:00 p.m.



| FRIDAY, APRIL 26TH | | SATURDAY, APRIL 27TH | |
|--|---------------|---|----------------|
| BREAKING INTO TECH JOYCE WANG, AAZ NICKENS DESSASO, CHISOM OBI-OKOYE, KEITH BROOKS, ABHI GHOSH, NNEKA CHIAZOR | 11AM-12PM | GOD TALK: A BLACK MILLENNIALS AND FAITH CONVERSATION KRISTAL LEE, MARK JEFFERSON, CANDICE BENBOW, TIM BOWMAN JR., BESHEER MOHAMED, TEDDY R. REEVES | 11AM-12PM |
| THE ART OF MUSIC PUBLISHING JOH PLATT, BRIAN "B.DOT" MILLER, ELLIOTT WILSON | 12PM-1PM | IS THE AMERICAN DREAM A MYTH? THE FIGHT FOR EDUCATION EQUITY GEOFFREY CANADA, THANDO DLOMO DR. MARC ECKO, RUSSELLYN ALI | 12:30PM-1:30PM |
| OTHERTONE PHARRELL WILLIAMS, SCOTT VENER, CHAD HUGO, TEDDY RILEY, TIMBALAND | 1PM-2PM | PHENOMENAL WOMEN SYLVIA RHONE, MIMI VALDES, SHAVONE CHARLES, THANDO DLOMO | 2PM-3PM |
| SPLASH: SITW PITCH COMPETITION JUDGED BY: BRUCE SMITH, TIMBALAND, NNEKA CHIAZOR | 2:30PM-4PM | WE ARE OTHER: DEFYING EXPECTATIONS + STEREOTYPES DEE JAY TWO BEARS, LAUREN SIMMONS, AARON LEVANT, DARLA VAUGHN | 3:30PM-4:30PM |
| COMMUNITY SHARK TANK | 4:30PM-6PM | NATURE OF REALITY AND THE EVOLUTION OF METAHUMAN DEEPAK CHOPRA | 5PM-6PM |
| A GUIDED PASSAGE IN CONSCIOUSNESS MEDITATION WITH JOHN VAN AUKEN SUPPORTED BY EDGAR CAYCES A.R.E. | 6:30PM-7:30PM | SCREENING OF CNN ORIGINAL SERIES 'THE REDEMPTION PROJECT WITH VAN JONES' SCREENING AND CONVERSATION TO FOLLOW WITH VAN JONES, GEOFFREY CANADA, DEEPAK CHOPRA | 6:30PM-8PM |
| VIRGINIA BEACH CONVENTION CENTER WWW.SOMETHINGINTHEWATER.COM | | VIRGINIA BEACH CONVENTION CENTER WWW.SOMETHINGINTHEWATER.COM | |

Source: SITW, LLC

TRAP Karaoke placed fans at the center of the concert experience by bringing them closer to the artists and music. TRAP Karaoke was a place for self-expression, cultural participation, cherished moments, community and creating a safe space for human connection. @Trapkaraoke was only open to #SITWfest ticket holders and had limited capacity. Therefore, those wishing to attend had to register online prior to the event and pickup wristbands that were only available on Friday, April 26, 2019. The event was for adults age 21 and over and was scheduled for Saturday, April 27, 2019 from 10:00 p.m. – 2:00 a.m.

c. Program Overview of All Other Festival Activations

- 1) **Adidas Creator Park at 24th Street Park** - Adidas transformed the 24th Street beach park into CREATOR PARK with a tailor-made basketball court on the beach, customized Adilette slide station, Adidas #TLKS session, and dance workshops plus dance crew competition lead by Mr. Williams' celebrity choreographer, JaQuel Knight. The event was scheduled for Friday, April 26, 2019, from 11:00 a.m. – 7:00 p.m. (but closed periodically due to weather) and Saturday, April 27, 2019, from 11 a.m. – 7:00 p.m.
- 2) **ARRAY with NETFLIX at 31st Street Park** - This event was originally planned as an outdoor experience to include a musical performance by Blitz, with his six-piece band, intimate discussion with the filmmaker and audience Question & Answer period; however, venue changed to Museum of Contemporary Art (MOCA) due to inclement weather. ARRAY and partnering sponsor NETFLIX created a screening experience featuring the film, 'THE BURIAL OF KOJO.' Directed by composer and musician Samuel "Blitz" Bazawule, the film



chronicles the tale of two brothers through the gifted eyes of a young girl who transports the audience to the beautiful lands of Ghana and other worlds that exist between life and death. The event was scheduled for Friday, April 26, 2019, from 7:00 p.m. – 11:00 p.m., at MOCA, and was open to the public and Festival guests.

3) **Pop Up Church Service at**

20th Street on the Beach - A special Pop-Up Church Service was held on the beach and featured performances by John P Kee, Kirk Franklin, Mary, Tye Tribbett, Israel Houghton and The Warryn Campbell Band. This inclusive celebration was free and open to the community on a first come, first serve basis. This Church Service united and uplifted patrons, and offered hope, victory, fun and faith. The revival-style experience included gospel choirs, dance ministry, local and national



Source: SITW, LLC

worship leaders sharing the gospel and prayer offerings for our communities. The event was scheduled for Sunday, April 28, 2019, from 12:00 p.m. – 9:00 p.m. at 20th Street on the beach.

Special shuttle services ran to/from the Pop-Up Church on Sunday, April 28, 2019, with convenient pick-up times to the Festival's Official Pop-Up Church location and shuttles ran out of two locations. Patrons selected the pick-up location and time for the shuttle on the website's checkout page. The pick-up locations were Military Circle Mall, 880 N Military Hwy, Norfolk, VA and Greenbrier Mall, former Sears location, 1401 Greenbrier Pkwy, Chesapeake, VA. Buses were scheduled to depart Greenbrier Mall and Military Circle Mall at 10:30 a.m., 12:30 p.m., 2:30 p.m. and 4:30 p.m. Patrons also selected departure/return time on the website's check out page and were advised to do their best to adhere to select times. In the event patrons missed the pre-scheduled times, they were placed in a standby line until all present registered guests were processed. The shuttle buses were scheduled to return from the Pop-Up Church to the malls at 3:30 p.m., 5:30 p.m., 7:30 p.m. and 9:30 p.m. Patrons received an order confirmation email from



Eventbrite on behalf of FestDrive - bus tickets were delivered as e-tickets. Patrons could printed the ticket(s) or show electronic ticket to ride the bus.

Pop Up Church Community Brunch Hosted by Walmart - The public was invited to join Walmart under a big top on the beach for a community style brunch that featured local Virginia Beach restaurants. The first 1,000 attendees to drop off a non-perishable food item at one of the Walmart tents received a voucher for a free meal. Walmart partnered with the Festival to give back to the Virginia Beach community food banks. The brunch was held Sunday, April 28, 2019, from 12:00 p.m. to 4:00 p.m.

- 4) **Art Walk Backed by American Express** - Festival patrons were invited to explore diverse expressions of public art through wall-sized murals and pop-up wall structures. Global and local artists gathered to create themed installations around Virginia Beach, Hampton Roads and within the Festival footprint. New Orleans-based visual artist Brandan Odums (also known as @BMIKE2C) contributed to the landscape and curated the program, working with 12 local artists. Festival patrons were invited to find the art throughout Virginia Beach and in the Festival footprint. Local participating artists included Carl Medley, Charles Rasputin, Clayton Singleton, Hampton Boyer, Mensah Bey, Mickael Broth, Nils Westergard, OnieTonie, Shaylen Broughton, Tim Rodgers, Tommy Mitchell and Victoria Weiss. The event was open all weekend with a BONUS - Festival concert ticket holders were offered free admission to MOCA as part of their ticket package.

5) **17th Street Park**

- a. **Chrysler Museum of Art Mobile Glass Exhibit** – Narrated demonstrations were offered to the public by trained glass blowers. The narration covered the science and history for the art of glass blowing. A piece was made from start to finish in 10 to 30 minutes right before the public’s eyes. The event was scheduled for Friday, April 26, 2019, and Saturday, April 27, 2019, from 4:00 p.m. - 11:00 p.m. and Sunday, April 28, 2019, from 3:00 p.m. - 11:00 p.m.
- b. **XQ Super School Bus** – Rolling bus activation thematic inside and outside of the XQ Super School Live program. The event was scheduled for Friday, April 26, 2019, from 2:00 p.m. - 11:00 p.m., Saturday, April 27, 2019, from 12:00 p.m. - 11:00 p.m. and Sunday, April 28, 2019, from 12:00 p.m. - 11:00 p.m.
- c. **Timberland at 17th Street and Pacific Avenue** - Timberland Pop Up Park was created for the Festival patrons to relax and recharge. A larger-than-life Timberland Classic Boot dropped in and nestled within a 3500-square foot natural earth oasis that featured living trees native to Virginia Beach, sourced locally, and

donated back to the community following the Festival. Patrons were invited to pledge to live a greener lifestyle and for each pledge committed, Timberland planted a traceable tree in honor of the pledger in Haiti. Other moments included fun giveaways, lawn games, comfy sitting area, solar-powered charging stations, a gifty booth, fresh water and more. The event was scheduled for Friday, April 26, 2019, from 1:00 p.m. – 12:00 a.m., Saturday, April 27, 2019, from 11:00 a.m. – 11:00 p.m. and Sunday, April 28, 2019, from 11:00 a.m. – 10:00 p.m.

7) **19th Street Park**

- a. **SONY at 19th Street and Pacific Avenue** - SONY teamed up with the Festival organizers to bring the best of SONY technology, music, movies and gaming to the heart of Virginia Beach, which included intimate live performances with SONY music artists, immersive listening experiences in the SONY 360 Reality Audio Dome, the hottest dance party in the galaxy with aliens from *Men In Black: International*, and the opportunity to discover the immersive cinematic features of the Xperia XZ3 and Xperia 10 Plus smartphones.
- b. **Old Beach Market at 19th Street and Cypress Avenue** - Located in the heart of the ViBe Creative District was the Old Beach markets with three walkable locations across the Festival footprint. These expanded eco-friendly markets featured Virginia Beach favorites of local food, art, music and more. The Festival's Special Edition markets included new local vendors. The event was scheduled for Saturday, April 27, 2019, from 10:00 a.m. – 4:00 p.m.

- 8) **Zeiders American Dream Theatre-XQ Super School Live - XQ + POP-UP MAGAZINE SUPER-SCHOOL LIVE Reception** - A night of high school drama full of stories, selfie confessionals, viral gratitude and multi-media adventures that celebrated the everyday heroes transforming America's high schools. Tickets were sold through XQ.live website. The event was scheduled for Thursday, April 25, 2019, at 7:30 p.m., in the Zeiders American Dream Theatre, Town Center.

c. **Corporate Partners and Sponsors**

The tier and reach of corporate partners and sponsors Mr. Williams and his Festival team brought to activate the Resort Area and Convention Center were unprecedented to the City and Region in most respects. A list of official partners and sponsors who contributed to the activations or to some other aspect of the Festival are as follows:



d. Food and Beverage Vendors

There were 31 food and beverage vendors permitted to operate within the Festival footprint, including:

- ☉ Alkaline, *Norfolk*
- ☉ American Concessions Catering
- ☉ Beet Box
- ☉ Billionaire Boys Club Ice Cream
- ☉ Black Angus, *Virginia Beach*
- ☉ Bombay Station
- ☉ Corndog
- ☉ Efes Fine Foods
- ☉ Fajita Express, *Virginia Beach*
- ☉ Feather N Fin, *Norfolk*
- ☉ Flaming Concessions, *Virginia Beach*
- ☉ G Baileys Concessions
- ☉ Grapevine Restaurant
- ☉ Humpty Dumplings
- ☉ Island Jerk Hut, *Chesapeake*
- ☉ Jerk Time Catering
- ☉ K Squared Cupcakes, *Norfolk*
- ☉ Los Angeles Alzheimers Alliance (Beverage)
- ☉ Make Me A Plate Seafood
- ☉ Miss Teas Southern Table, *Norfolk*
- ☉ North End Juice Co, *Virginia Beach*
- ☉ Ohana Hawaiian Grill, *Virginia Beach*
- ☉ Phat Daddy's/Bangarang Asian
- ☉ Pretzel Revolution
- ☉ Seafood City of Virginia Beach, *Virginia Beach*
- ☉ Shady Grove Wraps
- ☉ Strawberry Street Concessions
- ☉ Sweet Blendz
- ☉ Taste of Brazil, *Norfolk*
- ☉ Traditions Grill & Revolutionary Catering, *Chesapeake*
- ☉ Vurger Guyz

e. Milestones and Activities

The following represents a timeline of milestones related to Festival operations:

- 10/28/19 Mr. Williams announced concept of Festival to be held during the CBW
- 11/13/18 Initial City Council briefing to proceed with Festival
- 3/5/19 City Council authorized \$250,000 and in-kind services sponsorship
- 3/8/19 25,000 tickets sold in 21 minutes; patron capacity increased to 35,000 tickets



- 3/27/19 Tickets sold out a final time one month ahead of Festival date
- 3/25/19 5th Street – Rudee Loop Special Event applications for permits routed
- 3/27/19 All other Festival activations and Special Event applications for permits routed
- 3/28/19 30-days out briefing on status of Festival support
- 4/1/19 Initial Food and Beverage Vendor applications submitted for Health Department’s review/approval
- 4/8/19 Joint City and Festival Team conduct citizen information meeting at Virginia Beach Convention Center
- 4/19/19 Special Event permits issued for main activations and Festival began full build-out of activation areas (early right of entry granted 4/17/19 for preliminary stage preparation)
- 4/22/19 Festival load-in began at the Virginia Beach Convention Center
- 4/25/19 Festival Events
 - Seatack Achievable Dream Academy
 - Urban Garden and Super Heroic Children’s Event
 - Zeiders American Dream Theater - XQ Super-School Live
- 4/26 – 28/19 Festival main activations
- 4/29/19 Festival load-out began at Virginia Beach Convention Center
- 4/29 – 5/3/19 Festival break-down, clean up and roll-out

City Planning, Permitting and Support Highlights

The purpose of this section is to provide:

- ① An overview of the unique planning and permitting process that occurred with this inaugural Festival
- ① Highlight a sampling of City agencies who supported the Festival with increased City staffing, particularly by the Public Safety and Public Works Departments.

There were two processes that were different from typical Special Events in terms of planning and managing, as well as a difference in approaches to how the 2019 CBW would be managed:

- ① Planning subgroups for Special Event Applications - Review and Permitting
- ① Multi-pronged Event Management Approach

Planning subgroups for Special Event Applications - Review and Permitting

Due to the compressed timeframe to plan and support an unprecedented large-scale Festival; coupled with it occurring during CBW, a different event planning and permitting process had to be adopted. This process differed from the normal Special Event review process coordinated by the Special Event and Film Office. Instead, a staff lead was designated by the City Manager to manage the overall process, as Festival

size was beyond the normal scope of past Special Events permitted. Other differences from typical Special Events in the Resort Area included:

- ① Broad Festival footprint with activations throughout the Resort Area with multiple large stages, including the largest stage footprint and support area ever used in Virginia Beach
- ① Coordination with use agreement for the Convention Center programming; use as a transportation hub, in addition to service as the box office
- ① Large scale park and ride operations that needed to be coordinated both locally and regionally
- ① Coordination of numerous transportation needs through multiple agencies and modes including Hampton Roads Transit and Virginia Beach City Public Schools
- ① Coordination of other Festival related activities including community projects and events beyond those being permitted in areas like Town Center and nearby neighborhoods

To start the compressed event planning process, City Department Directors and the Public Safety Department Chiefs were asked to designate representatives to serve on the Festival planning subgroups to work through permitting issues. Most meetings were conducted face-to-face over productive table-top meetings. The sub-groups included members from the Festival organizer and production team which helped to reduce delays and built trust and productive working relationships. The four planning sub-groups included:

- ① **Safety/Security -**
 - **Purpose:** Develop and implement safety and security plans; establish chains of command and communication trees.
 - **Deliverable:** Emergency Response Plan
- ① **Transportation -**
 - **Purpose:** Develop and implement safe and efficient access and transportation plans to, from and within the Resort Area.
 - **Deliverable:** Traffic Control Plan
- ① **Facilities Support -**
 - **Purpose:** Provide information on locations, capacities, and processes for utilizing facilities and utilities to support the event.
- ① **Communications Plan -**
 - **Purpose:** Develop concise, informative and consistent communications prior to and during Festival.

Benefits: Quick, effective decision-making; face-to-face relationship-building; City leadership was directly involved with Festival planning which helped to keep everyone aware of the constantly evolving Festival program and related logistical support issues.



Lessons learned: Many of the Special Events Task Force members who normally review and approve Special Event applications for permits or directly supervised the activations were not as directly involved. The approach moving forward should be to continue working through the larger Task Force, but also designate planning sub-groups to provide the more detailed work in designated subject areas that worked well in 2019. Efforts will be made to facilitate permit processing and departmental reviews through the City's more routine process.

Multi-pronged Event Management Approach

There was a multi-pronged approach to managing the Festival in terms of managing it from four locations with different purposes; blended teams and reciprocal City/Festival representatives in certain locations. Each had their own reasons for being set up and open to manage the Festival. The four locations and a brief description of the role they played are as follows:



Source: City of Virginia Beach

📍 City Oceanfront Second Precinct

Command with Festival presence for seamless communications – This site was the overall lead observation and decision-making location for the City. The site was equipped with surveillance cameras to a similar level of those provided in the EOC. While the Second Precinct proved to be small for the scale of the event and corresponding amount of staff supporting it, it was beneficial to be located in close proximity to the Festival footprint.

📍 Rudee Loop Festival Operations Branch with City presence

– This site included a Festival call center hotline to address patron and resident/business inquiries. This call center doubled as the headquarters for Festival organizers and the majority of resources were on-site for major decision making events. It also encompassed the artist compound which the Festival organizers managed. There was a Public Works Engineer available throughout the Festival programming times to assist with infrastructure support within the Festival footprint.



Source: City of Virginia Beach

📍 EOC opened with regional, state and Federal agency representation with Joint Information Center (JIC)

– The EOC opened to help manage the Festival due to having the widest portfolio of permanent surveillance cameras and due to its isolated location well outside of the influences of the Festival footprint. The JIC was organized and led by the City's Communications Office, but



had marketing and communications representatives from a number of agencies working different shifts throughout the Festival responding to a wide range of inquiries.

🕒 **Traffic Management Center (TMC)** – The center opened to monitor traffic, and adjust signals throughout the City, especially in the Resort Area and Princess Anne Commons Area. The Festival was the first special event that the TMC was utilized to help manage traffic. The facility was very helpful in using the broad network of traffic cameras throughout the City and especially the Resort Area and key corridors to/from the Amphitheater Park & Ride. Traffic signals were adjusted in real time to flush traffic in key areas to prevent excessive congestion.



Source: City of Virginia Beach

For the purposes of this report only, a few departments are highlighted herein as they represent the primary additional support provided during past CBW. However, the detailed feedback from all City Departments that provided input during the After Action Reporting process is included in Appendix A, Internal Observations and Improvement Matrix.

A more comprehensive list of City, and other affiliated agencies that provided infrastructure and/or service support during this inaugural Festival included the following Departments:

- 🕒 City Attorney's Office
- 🕒 City Manager's Office
- 🕒 Commissioner of the Revenue Office
- 🕒 Communications Office
- 🕒 Convention & Visitors Bureau
- 🕒 Cultural Affairs
- 🕒 Emergency Communications & Citizen Services
- 🕒 Emergency Management Office
- 🕒 Emergency Medical Services
- 🕒 Finance (including Risk Management)
- 🕒 Fire
- 🕒 Human Resources (Health & Safety)
- 🕒 Human Services (Transportation Div.)
- 🕒 Information Technology
- 🕒 Budget and Management Services
- 🕒 Parks and Recreation (Landscape Management)
- 🕒 Planning and Community Development (Development Services Center, Permits and Inspections, SGA Office, Parking Management)
- 🕒 Police
- 🕒 Public Utilities
- 🕒 Public Works (Operations and Traffic Engineering)
- 🕒 Sherriff
- 🕒 Virginia Beach City Public Schools (Transportation/Bus Drivers, Administration and Seatack Achievable Dream Academy staff)
- 🕒 Virginia Department of Health



Public Safety Departments

Police Department

Overall, virtually the entire Police Department worked the Festival in shifts to cover and support the entire City. Officer support provided for the Festival was as follows:

- 🕒 Day 1 – 443 officers
- 🕒 Day 2 – 430 officers
- 🕒 Day 3 – 246 officers



Source: City of Virginia Beach

Officer support at the Resort Area and other areas included traffic management at the Park & Ride; Central Command and support branches, and in a liaison capacity with mutual aid from state and federal resources; for example: the state police provided 180 officers to support the Festival.

Crime statistics, provided by the Police Department, show an overall drop in crime relative to the increased visitors at the Oceanfront Area for the Festival, compared to previous years' CBWs. In addition, there were no violent crimes reported. The three crime statistic tables on the following pages outline the crime statistics over the past three years (2017 and 2018 are solely CBW and 2019 is the Festival held during CBW):

| Type of Charge | 2017 | 2018 | 2019 |
|-------------------|------------|------------|------------|
| Felonies | 10 | 8 | 4 |
| Misdemeanors | 104 | 76 | 88 |
| Traffic Summonses | 77 | 58 | 47 |
| Total | 191 | 139 | 139 |

| Race (people) | 2017 | 2018 | 2019 |
|---------------|-------|-------|-------|
| White | 24.0% | 23.0% | 37.0% |
| Black | 75.0% | 77.0% | 62.0% |
| Asian | 0.0% | 0.0% | 1.0% |
| Indian | 0.0% | 0.0% | 0.0% |
| Hispanic | 0.0% | 0.0% | 0.0% |
| Unknown | 1.0% | 0.0% | 0.0% |



Source: City of Virginia Beach



| Age Ranges | Felony Charges | Misd. Charges | Traffic Charges | Total Charges | Percent of Total |
|-------------------|----------------|---------------|-----------------|---------------|------------------|
| Between 18 and 21 | 1 | 20 | 12 | 33 | 23.7% |
| Between 22 and 25 | | 26 | 6 | 32 | 23.0% |
| Between 26 and 30 | 2 | 13 | 8 | 23 | 16.5% |
| Between 31 and 35 | 1 | 9 | 5 | 15 | 10.8% |
| Between 36 and 40 | | 3 | 3 | 6 | 4.3% |
| Between 41 and 45 | | 5 | 5 | 10 | 7.2% |
| 46 and over | | 12 | 8 | 20 | 14.4% |
| Total: | 4 | 88 | 47 | 139 | 100.0% |

Sherriff's Office

The Sheriff's Office had approximately 194 deputies and staff assisting each day in the areas of:

- ☑ Traffic management supplementing the Police Department and State Police
- ☑ Security in the vicinity of the connector parks
- ☑ Assignments at the Second Precinct Command
- ☑ Being available to manage mass arrests (which never occurred)

Human Rights Commission Independent Observer Program

The Police Department coordinated the Human Rights Commission's Independent Observer Program to observe events like CBW. The following represents an overview of the Human Rights Commission Independent Observer Program that served at the Festival.



Source: City of Virginia Beach

- ☑ Independent Observers included:
 - Community members
 - Human Rights Commission
 - Pastors Leaders Table
 - Seatack Community Civic League
 - Mayor's African American Roundtable
 - Virginia Beach Interdenominational Ministers Conference
 - Resort Advisory Commission



🕒 By the Numbers:

- 70 individuals registered
- 82 individuals attended
- 96 observer shifts scheduled
- 86 observer shifts filled
- 61 surveys received

🕒 A summary of the unprompted survey results from the observers is as follows:

- Stagger times for regional transportation
- Price mark up during Festival – i.e.: hotel rates
- Make sure the homeless community is represented during event planning
- Excellent services provided by Public Works (trash, beach, etc.)
- Lack of diversity within the Police Department
- Traffic: Flushing 22nd Street westbound
- Additional personnel required to ensure a smooth westbound traffic flow
- Closer satellite parking for concert attendees
- Pop-up Church should have inter-faith, multid denominational offerings
- 3 hours was a good shift length for observers
- Consider City volunteers to assist with services/information
- Ensure other agencies are briefed on Independent Observer Program and use of the Independent Observer hat
- Bring in younger Independent Observer's
- Better direction/signage for bathrooms (spread the bathrooms out)

Police provided the Independent Observers with:

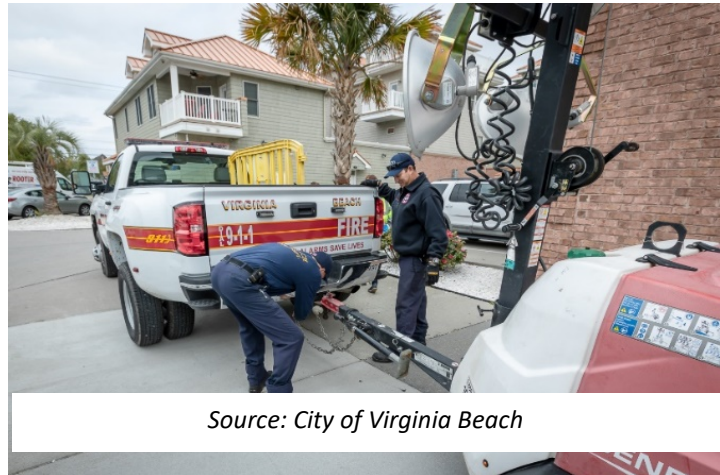
- 🕒 Satellite parking separate from participants
- 🕒 A shuttle to/from the Festival area/satellite parking location
- 🕒 Respite locations
- 🕒 Water, snacks and restrooms
- 🕒 A survey instrument

Fire Department

The Fire Department had 116 personnel assigned each day to support the Festival. Those personnel worked in the following areas:



- Ⓞ Operations - resources assigned at venues for immediate all hazard response.
- Ⓞ Fire Prevention Bureau – plans/permit review, tent/ vendor inspections, life safety inspections
- Ⓞ EMS – Collaborative support for EMS incidents
- Ⓞ Police – Logistical support for Police
- Ⓞ Emergency Management – Planning, event documentation, and logistics.



Source: City of Virginia Beach

Those 116 personnel assigned daily included:

- | | |
|--------------------------------------|-----------------------------------|
| Ⓞ Command Staff – 16 | Ⓞ Operations – 46 |
| Ⓞ Fire Prevention – 20 | Ⓞ Assigned to other agencies – 20 |
| Ⓞ VBPD – 15 JHAT, Medics, UAS Pilots | Ⓞ ECCS – 1 Liaison |
| Ⓞ EOC – 3 Logistics | Ⓞ EMS – 1 Liaison |

The Fire Department also coordinated the assistance of 14 staff from outside agencies, including:

- Ⓞ Chesapeake Fire Department – 4 Fire Marshals
- Ⓞ State Fire Marshal – 8 Fire Marshals
- Ⓞ Hampton Roads Incident Management Team (HRIMT) – 2 EOC members
- Ⓞ FEMA –Sleeping Facilities for 75 people

Emergency Medical Services (EMS)

Approximately 75 volunteer and career EMS personnel supported City staff each day in the following areas:

- Ⓞ Ambulances and ambulance golf carts
- Ⓞ Bicycle and ATV teams
- Ⓞ Walking teams inside the main event location and key pop-ups (i.e.: church)
- Ⓞ Strategically positioned medical tents
- Ⓞ Lifeguard and marine services



Source: City of Virginia Beach



In addition, EMS coordinated with Sentara Virginia Beach General Hospital who provided a medical tent with 16 beds on site and was staffed by doctors and nurses. The medical tent was located near the 5th Street main concert area activation.

EMS indicated that throughout the Festival, in the Resort Area, they saw 365 attendees and 433 total patients (68 were not Festival goers).

As previously reported, the inclement weather was a factor that affected the Festival's programming on Friday, April 26, 2019. In Appendix D is a detailed weather report for the entire Festival weekend.

Office of Emergency Management (OEM)

Staffed with six personnel, the OEM was responsible for developing the City's Emergency Response Plan to support the Festival. In addition, approximately two weeks out from the Festival start, the Director transitioned into a lead role of coordinating the City's robust operational support for the Festival.

Also, as previously mentioned, the EOC opened to help manage the event as it had the widest portfolio of permanent surveillance cameras and due to its isolated location well outside of the influences of the Festival footprint.

The general staff consensus is that the Central Command and the EOC functions should be consolidated into one, agreed upon location to better serve future Festivals. The location for such a combined command has not been identified, but preliminary input yields that the Second Precinct is too small and the EOC is too far from the Festival area to manage efficiently.



Source: City of Virginia Beach



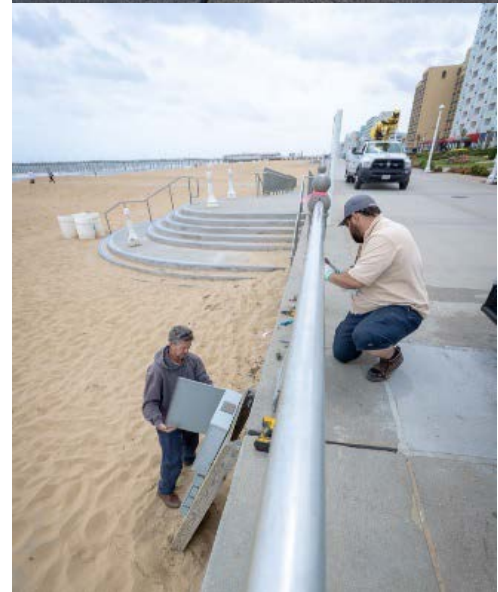
Public Works Department

The Department of Public Works provided essential infrastructure and service support including, but not limited to, the following:

- ① Solid waste management – Supplied Festival footprint with increased trash removal in public areas from Pacific Avenue east)
- ① Electrical and facilities consultation and services (Boardwalk railing removal to electrical services staging, management and maintenance coordination of portable toilets and permanent
- ① Beach management – Trash collection on beach/Atlantic Ave/Boardwalk; litter control and street sweeping on Atlantic Ave and Boardwalk; beach grooming from 4th Street to 40th Street
- ① Traffic Management Operations infrastructure and equipment support fabricated, delivered, staged and/or retrieved as the case may be:
 - 300 Bike Rack barricades
 - 60 Type II barricades w/signage
 - 175 Type III barricades
 - 1,500 Cones
 - 150 Drums
 - 6 saw-horse barricades
 - 40 signs fabricated
 - 6 T-Top barricades
 - 90 Water Jersey barricades
 - 170 Water Jersey barricades (Spivey Rental)
 - 100 Yellow bike racks



Source: City of Virginia Beach



Parks and Recreation

The Parks and Recreation Resort team prepared the Oceanfront Resort for the Festival approximately six weeks early by:





- 🕒 Cleaning up
- 🕒 Re-mulching the entire boardwalk
- 🕒 Installing approximately 1,000 banners along boardwalk, Atlantic Avenue, ViBe Creative District, Shore Drive and other prominent locations



Source photos on this page: City of Virginia Beach

Parks and Recreation worked with Festival organizers to install custom banners along the boardwalk and on the breezeway at 31st Street, and only because there was a break in the windy weather, they were able to install the Grommet Island Park canopies and remove sand from the playground area.

The Parks and Recreation Resort team also worked with private contractors and artists to install eleven temporary murals displayed in the Resort Area. The murals were held in place by concrete planters that could withstand the heavy storms that came through on Friday, April 26, 2019.



Source: City of Virginia Beach

The East Zone Maintenance, Resort, Horticulture, and Life Cycle teams worked together to assist in the creation of a new community garden at Seatack Elementary. They also spruced up the school grounds at both Seatack and Birdneck Elementary schools in preparation for the out of town visitors and media coverage. The garden was completed in time for the ribbon cutting ceremony held Friday, April 26, 2019.

Since the 19th Street corridor was turned into a pedestrian path allowing citizens to safely travel between the Convention Center and various activations on the beach, staff worked from early morning until 10:00 p.m. on Friday, April 26, 2019, Saturday, April 27, 2019 and Sunday, April 28, 2019 picking up litter on 17th, 18th and 19th Streets so guests could enjoy a litter free environment in what was a construction zone.

Communications Office, JIC, ECCS, and Information Technology/Geographic Information Systems (IT/GIS)

The Communications Office took the lead during the Festival's planning stage to coordinate with the Festival organizers on everything from City-Festival partnership messaging to facilitating the multitude of media inquiries. Doing so was a challenging task, because the Festival's marketing, communications and



publicists contacts were located in New York, Los Angeles or other locations not in Virginia. The challenges of creating an effective messaging process was compounded by the short timeframe the Festival organizers had to work within. This caused unavailable program and logistical detailed messaging in the timeframes that were acceptable to the public and press.

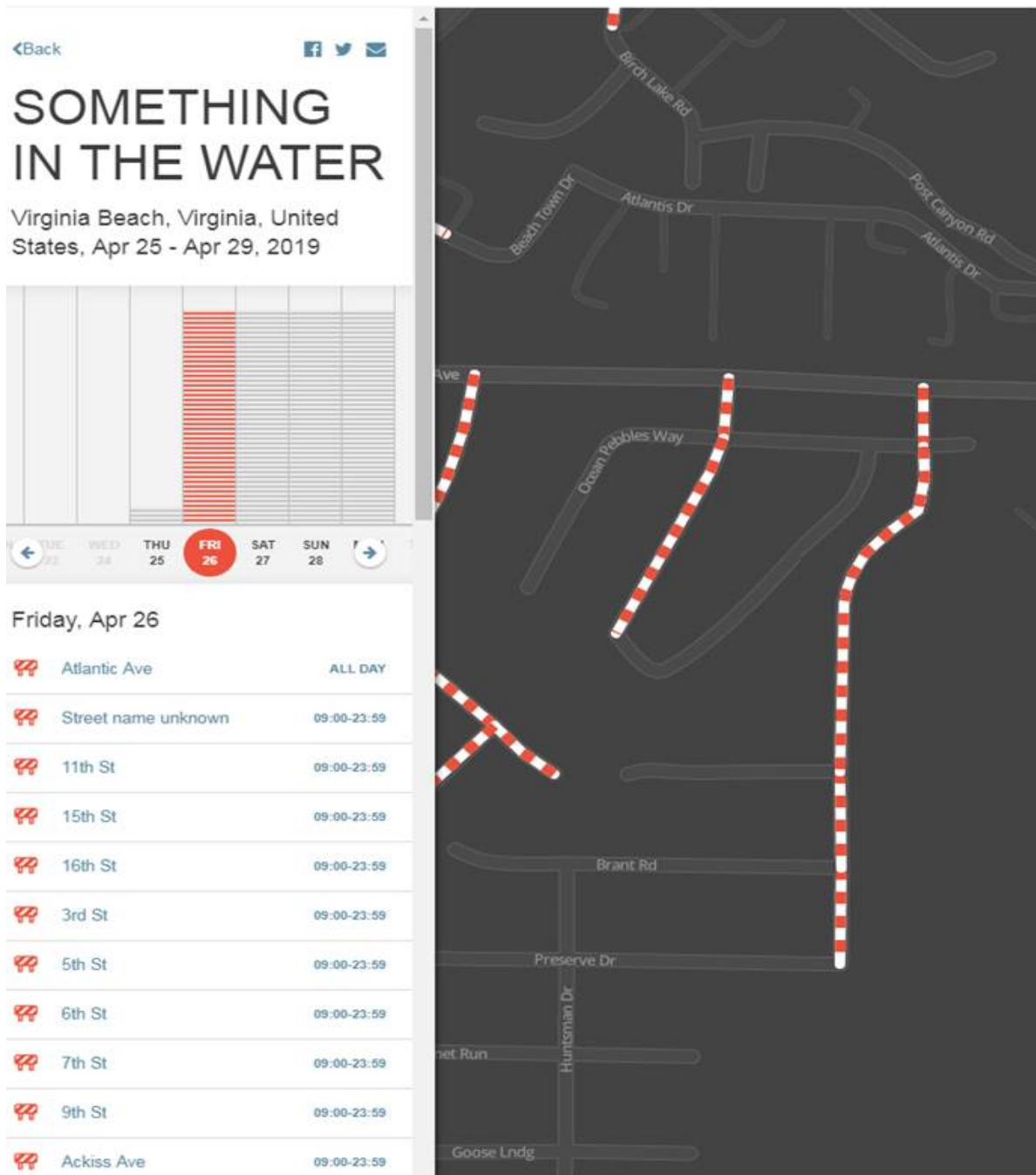
When the Festival program and logistical support details became available (approximately three weeks prior to the Festival) a robust online presence and text alert app were launched by the City. This was the first time the City’s VB Alert app was used for a Special Event and it hosted over 9,300 users at the Festival’s peak. The VBGov website directed inquirers to the Festival’s website and app.

The Communications Office hosted a citizen information forum in close coordination with the Festival organizers on April 8, 2019, called “Logistics for Locals”. The meeting was attended by an estimated 1,000 citizens. The information contained on the webpages and important links were presented at the forum. When final details became available, the JIC, ECCS and citizen survey information were used to respond to most public inquiries leading up to and during the Festival.

The above website screen shots show the progression of steps taken to receive details about the Festival. Source: City’s VBGov Website



WAZE/Google Maps Community Partnership Agreement proved to be invaluable for users of the transportation app, especially during the Festival. The Communications Office, IT/GIS and OEM worked closely with Public Works, to refine the app for the Festival's use, as shown in the screen shots below. Users scrolled through a calendar menu to view street closures on Festival days, as well as real-time views of closed streets. Data analytics will be used in forming transportation planning and traffic management for next year's Festival as well as other special events.



Source: City of Virginia Beach, IT/GIS

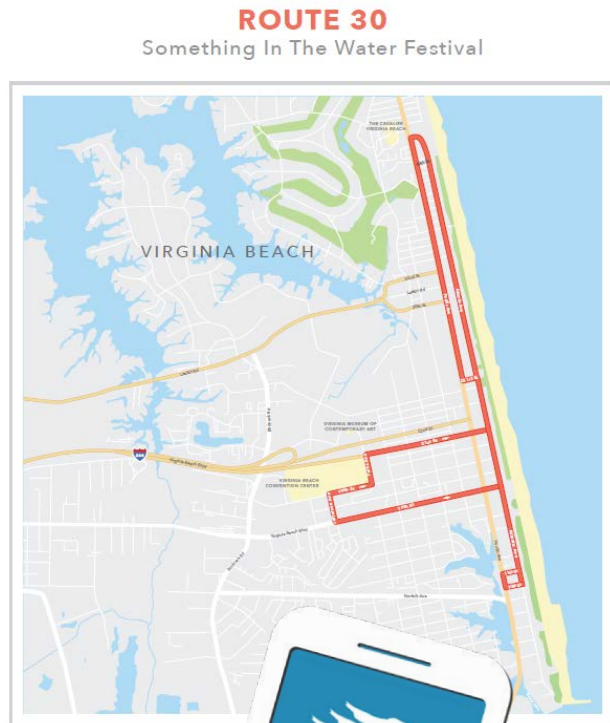


Transportation Support – Hampton Roads Transit and Virginia Beach City Public Schools

a. Hampton Roads Transit (HRT)

The HRT Route 30 seasonal trolley service reflected three major adjustments to best serve the Festival.

- 1) Trolley service started a week earlier than the typical May 1st start date each year.
- 2) Trolley service included a western leg extending to the Convention Center, another major hub of the Festival.
- 3) HRT provided a community outreach team to educate Festival patrons, and others at the Convention Center, on how to download the GoHRT mobile fare payment app and use it.



Map and App Source: HRT

Picture Source: City of Virginia Beach

The trolleys were a tremendous asset to the Festival because of the above three adjustments HRT made, specifically for the Festival. Throughout the weekend there were 4,600 rides taken by those who used the mobile fare payment app and 7,172 rides taken by those who used the HRT Farebox (fare cards and also cash fares). The following ridership details are shared below by HRT:



Festival HRT Trolley Ridership

| <u>Friday April 26, 2019: 2,488</u> | <u>Saturday April 27, 2019: 4,982</u> | <u>Sunday April 28, 2019: 4,302</u> |
|-------------------------------------|---------------------------------------|-------------------------------------|
| 🕒 Mobile ticket: 1,127 | 🕒 Mobile ticket: 1,743 | 🕒 Mobile ticket: 1,730 |
| 1 Way: 110 | 1 Way: 198 | 1 Way: 235 |
| 1 Day: 100 | 1 Day: 458 | 1 Day: 458 |
| 3 Day: 917 | 3 Day: 1,087 | 3 Day: 1,037 |
| 🕒 Farebox: 1,361 | 🕒 Farebox: 3,239 | 🕒 Farebox: 2,572 |

b. Virginia Beach City Public Schools – Bus support



Source: City of Virginia Beach

On April 2, 2019, the Virginia Beach City Public School (VBCPS) Board approved the use of their buses and drivers to serve as the primary Festival’s Park & Ride program transporting to and from the Veterans United Home Loans Amphitheater and the 4th Street to 9th Street area of Atlantic Avenue. There were adjustments made to the terms of bus use, but ultimately the buses, drivers, maintenance and management support system proved to be a valuable asset for the Festival. VBCPS counted on 229 drivers to cover all shifts during the entire Festival weekend. VBCPS provided \$128,912 of school bus transportation services (including all operating and administrative costs), which was 100% funded by the City and 100% reimbursed by the Festival.

Cost Assessment of Event /City Support

All City departments were requested to provide personnel costs related to Festival support during CBW. In March 2019, the Virginia Beach City Council authorized a sponsorship, to include a contribution of \$250,000, in-kind services from Public Safety and Public Works services similar to those already programmed to support CBW; and the use of the Convention Center and Oceanfront park stages. The



\$250,000 sponsorship is of similar size provided to the Patriotic Festival and the Neptune Festival. The cost of City services beyond normal operations to support the Festival was \$851,376.

The following table provides an itemized list of those expenses by type and department. The last several years of City support for CBW averaged \$259,139, primarily in Public Safety and Public Works overtime and contracted personnel costs (i.e.: trash removal, traffic control, etc.), as reported by OEM.



City of Virginia Beach
Something in the Water 2019 - Expenditures
Through June 30, 2019

Total expenses by category:

| | |
|------------------------|---------------------|
| Personnel: | |
| Part-Time | \$ 1,147 |
| Contracted Manpower | 1,370 |
| Overtime | 719,386 |
| Total Personnel | 721,903 |
| | |
| Operating Expenses | 112,526 |
| Sponsorship | 250,000 |
| HRT - Trolley shuttles | 26,086 |
| Total Expenses | \$ 1,110,515 |

Total expenses by department:

| | | |
|---------------------------------------|---------|----------------|
| City Manager's Office | | |
| Operating Expenses | 1,100 | 1,100 |
| Sheriff's Office | | |
| Personnel Overtime | 74,862 | |
| Operating Expenses | 10,124 | |
| Total Sheriffs Office | | 84,985 |
| Police Department | | |
| Personnel Part-Time | 735 | |
| Personnel Overtime | 419,631 | |
| Operating Expenses | 32,500 | |
| | | 452,866 |
| Public Works | | |
| Personnel Overtime | 73,953 | |
| Operating Expenses | 22,072 | |
| | | 96,025 |
| Parks and Recreation(TIP RESORT AREA) | | |
| Personnel Overtime | 7,501 | |
| Operating Expenses | 1,243 | |
| | | 8,744 |
| Emergency Management | | |
| Personnel Overtime | 2,145 | |
| Operating Expenses | 6,060 | |
| | | 8,205 |
| Communications Office | | |
| Personnel Overtime | 3,302 | |
| Operating Expenses | 2,881 | |
| | | 6,183 |

**City of Virginia Beach
Something in the Water 2019 - Expenditures
Through June 30, 2019**

Total expenses by department (continued):

| | | |
|--|---------------------|---------------------|
| Fire Department | | |
| Personnel Overtime | 98,045 | |
| Operating Expenses | 3,209 | |
| | | 101,254 |
| Information Technology | | |
| Operating Expenses | 9,900 | |
| | | 9,900 |
| Emergency Communications and Citizen Services | | |
| Personnel Overtime | 15,047 | |
| Operating Expenses | 105 | |
| | | 15,153 |
| Human Services | | |
| Overtime | 3,981 | |
| | | 3,981 |
| Emergency Medical Services | | |
| Personnel Overtime | 17,432 | |
| | | 17,432 |
| Convention and Visitor Development | | |
| Personnel Overtime | 3,487 | |
| Personnel Part-Time | 412 | |
| Personnel Contracted Manpower | 1,370 | |
| Sponsorship | 250,000 | |
| Operating Expenses | 13,232 | |
| | | 268,501 |
| Aquarium | | |
| Operating Expenses | 800 | |
| | | 800 |
| Strategic Growth Area | | |
| Operating Expenses | 9,300 | |
| | | 9,300 |
| HRT - Trolley shuttles | | |
| | 26,086 | 26,086 |
| | <u>\$ 1,110,515</u> | <u>\$ 1,110,515</u> |

- Note:**
1. Cost for VBCPS Schools buses of \$128,912.29 was made by City and reimbursed by SITW, LLC therefore, they are not included as City expenses.
 2. Does not include City cost for approximately 3,656 hours of Comp Leave earned.

Source: City of Virginia Beach, Finance Department

Stakeholder Feedback and Process

a. Internal Stakeholder Feedback

The initial City After Action Report meeting for the Festival was held April 30, 2019, less than two days after the Festival concluded. The meeting was hosted in the EOC with all City agencies that provided support reported out on their observations and lessons learned. Participants were requested to coordinate within their respective departments/agencies and report back with more comprehensive After Action Report items highlighting what went well and what recommendations should be implemented during future Festival planning processes. A follow-up meeting to review the recommendations was held June 10, 2019. The feedback is provided in Appendix A.

b. External Stakeholder Feedback

The following is a list and description of both solicited and unsolicited feedback received from a variety of external stakeholder groups, including residential civic organizations, business associations, condominium management, and City Council-appointed commissions. Two of the groups' documentation is provided in Appendix B. Other groups' feedback are listed below.

- 1) **Virginia Beach Hotel Association (VBHA) – Meeting held April 29, 2019.** The Virginia Beach Hotel Association submitted a narrative sampling of 14 hoteliers who shared positive feedback about the model behavior and care for the rooms that Festival guests showed when compared to most other busy weekends throughout the year. There was an overall appreciation for the Festival and all of the positive impacts it brought.
- 2) **Human Rights Commission (HRC) – Meeting held May 9, 2019.** During its regularly scheduled meeting, the Commission was briefed on various aspects of the Festival by Mr. Brian Solis, City staff lead for the Festival, Deputy Chief Zucaro, of the Police Department, and several others from the Police Department's leadership team. The focus of the Police Department's briefing featured preliminary crime statistics and the survey results gathered by the Independent Observers Program. Mr. Solis' briefing was a broader overview of the Festival program and what took place. The overall comments from the Commission were overwhelmingly positive and supportive of the Festival. However, during Mr. Solis' briefing one of the Commissioners commented that they felt the Pop-up Church was not appropriate because he felt it promoted Christianity and it was on public property. Mr. Solis shared that the Pop-up Church occurred within the Festival's permitted area and, much like other religious ceremonies (such as weddings or memorial services), were permitted on the beach and constitutes a freedom of speech. In addition, it was Mr. Solis' understanding that the

Festival organizers made every effort to include as many religions as possible in the program in order to be inclusive. The Commissioner disagreed and made a firm suggestion to both the City and the Festival organizers that the Pop-Up Church not be a part of future Festivals due to the reasons stated.

- 3) **Atlantic Avenue Association (AAA) – Meeting held May 17, 2019.** AAA conducted an online survey of businesses in the Atlantic Avenue Corridor the week after the Festival. Nineteen surveys were submitted, including approximately 40 business locations. The report generated from the AAA online survey was 42 pages long so it could not be included in this report; however, in terms of future improvements the following themed items emerged:

- ① Activate Atlantic Avenue as a corridor and potentially close it, to include closing certain parallel streets.
- ① Involve Resort Area businesses earlier in the Festival planning process, especially those proposed to be affected by road, Boardwalk or beach closures.
- ① Follow-through on activation and closure plans with Atlantic Avenue businesses in a timely and detailed manner leading up to and during the Festival.

The following questions comprised the online survey about the Festival during CBW:

- Q1:** What is your name and/or business(es) - please list each location on a separate line.
- Q2:** Where is your business located, and what is the nature of your business? If more than one location, please list locations and addresses.
- Q3:** Were you open for the Festival? Were your hours expanded or restricted, and if so why? Please list each location with address and info on separate line.
- Q4:** How many employees did you have working during SITW/CBW? Please list each location with address and info on separate line.
- Q5:** Did your business do more or less sales than prior years when it was just CBW? What was the % increase/decrease?
- Q6:** Did your business do more or less sales than the average of the prior two weekends? If so, what was the % increase or decrease? Please list each location with address and information on a separate line.
- Q7:** Were you more or less pleased with the clientele drawn by SITW than when it was just CBW? Please list each location with address and info on separate line.
- Q8:** What was your biggest business challenge in preparing for the weekend?
- Q9:** What was your biggest business challenge during the weekend? Please list each location with address and info on separate line.
- Q10:** Did you attend the SITW Festival? If so, what was your experience?



- 4) **Resort Advisory Commission (RAC) Feedback Letter – Meeting held May 20, 2019.** Chair Elizabeth “BJ” Baumann, on behalf of, the Resort Advisory Commission wrote a letter to the Mayor and City Council providing both positive feedback as well as observations and recommendations about the Festival for future planning considerations. The letter is provided in Appendix B.
- 5) **Business Association and Civic League Festival After Action Focus Group – Meeting held June 6, 2019.** A focus group was conducted with residential civic leagues (Shadowlawn and Resort Beach Civic Leagues) and businesses in the immediate vicinity of the Festival footprint (AAA, RAC, VBHA, Virginia Beach Restaurant Association (VBRA), ViBe Creative District). The Seatack Community Civic League Board as well as representatives of the Virginia Beach Vision Oceanfront Task Force were also invited to participate. City staff that facilitated the focus group were: Bob Trahan, STiR Office and Brian Solis, City Manager’s Office. A summary of the focus group discussion is provided in Appendix B.
- 6) **Human Rights Commission Independent Observers – Meeting held May 30, 2019.** Information about the HRC’s Independent Observers program is provided in the Police Department’s section of this report, as that is the City agency which provides staff support for the Observer Program.
- 7) **Interviews:**
 - ④ **401 Oceanside Condominium (residences closest to main stage)** – Interview with Management held June 17, 2019.
 - ④ **Dolphin Run Condominium (residences closest to main stage)** – Interview with Management held June 20, 2019.

The managers of both the 401 Oceanside Condominium and Dolphin Run Condominium had similar themes to their feedback as both represent residential properties in closest proximity to the 5th Street stage on the beach. Both had positive feedback about the quality of the Festival in terms of the entertainment and production. They also commented that access in/out of Zone 1 (where they were located) was easier than anticipated. Both experienced a lack of detailed communication of how their residents would be credentialed and how the public beach and Boardwalk, especially greenbelt behind/east of their buildings, would be restricted. Both properties inquired as to why the south end of the Resort Area always tends to receive the most intense special events in terms of the largest stages and corresponding crowds. Both were frustrated by the lack of details and limited communication leading up to the Festival by the organizers in terms of access to the east and what activities and impacts they could expect immediately adjacent to their properties. Both requested to be involved much earlier in the Festival planning process next year.

- 8) **Virginia Beach Vision, Oceanfront Task Force – Meeting held June 24, 2019.** In March 2018, the business leadership organization, Virginia Beach Vision’s Oceanfront Task Force, published a report to City Council outlining recommendations to improve the CBW experience in the Resort Area. The primary themes of the report’s recommendations were to:
- a. Manage Capacity
 - b. Manage Crowds
 - c. Effective Communications
 - d. Manage Communications – Both Internal and External
 - e. Other Activities
 - i. Promote/Develop/Organize Social Programming for the Weekend
 - ii. Organized events in an enclosed area
 - iii. Rebrand event – positive image focused on attracting and supporting college students

Goals behind the Task Force’s recommendations were to:

- ☉ Be realistic
- ☉ Improve Virginia Beach’s reputation
- ☉ Enhance a sense of community
- ☉ Reduce fear mongering;
- ☉ Reduce violence
- ☉ Promote racial harmony

During the Task Force’s Festival After Action meeting, those in attendance generally agreed that the goals outlined in the report were met. During the meeting, Police Department leadership briefed the Task Force on the crime statistics during the Festival, which were substantially lower, especially in terms of no reported violent crime, compared to past CBWs. Moving forward the Task Force indicated that they looked forward to next year’s Festival as their goal is to build on to the 2019 inaugural success. The Task Force would like to see the ability and opportunity for local businesses to get more involved.

c. Economic Impact

Dr. Vinold Agarwal with Old Dominion University, and Festival organizers developed an economic analysis of the inaugural Festival to measure both regional and City impacts. The City’s economic analyst, Ron Berkebile with the Department of Planning and Community Development/Strategic Growth Areas Office is working jointly with Dr. Agarwal on the City analysis portion. Dr. Robert Case and his student intercept team, also of Old Dominion University, performed the required



survey portion of the study's data collection. With a goal of 1,100 in-person and electronic intercepts, the survey team collected 8,000 surveys both in-person during the event at the Convention Center and Oceanfront, as well as direct online surveys. Such a large survey sample ensures that the analysis will be comprehensive and developed using statistically reliable data.

Conclusions and Path Forward



Source: City of Virginia Beach

The overall response to the inaugural Festival not only during CBW but during the week of, and ever since, has been overwhelmingly positive by visitors and residents alike. While the future of the Festival will be driven by a private team of partners led by Mr. Pharrell Williams, City staff stand ready to proactively support the planning for next year's Festival. In order to further improve upon that City support, staff will utilize the information contained in this After Action Report that resulted from

listening to external stakeholder feedback and documenting and evaluating all departmental and other government agency internal After Action reporting.

The Festival has the potential of being a community welcoming and bonding experience unique to Virginia Beach, the Coastal Virginia region and the Commonwealth. It can enrich the lives of our residents while creating opportunities to grow businesses; attract more visitors from around the world who want to explore all the uniqueness there is to offer year-round. The Festival can also create a positive and growing life cycle of showing the world the talent that



Source: City of Virginia Beach

originates from the waters of Virginia Beach. It provides a platform for some of the highest caliber artists, athletes, and culinary gurus that harness and encourage cultural inclusion in music, art, technology and so much more. Ultimately, the Festival can inspire future generations to find that "something in the water" within themselves that makes them stand up and offer their talents to the world stage as well.



Appendices

Appendix A – Internal Observations and Improvement Matrix

Appendix B – External Stakeholder Feedback Documentation

Appendix C – Press and Media Coverage

Appendix D – Weather Briefing for the 2019 Festival



Appendix A - Internal Observations and Improvement Matrix

The following matrix provides a forum for City agencies that supported the Festival during CBW to describe their observations in their own words and make recommendations for consideration in the planning, support and management of future Festivals. Note: There were some Police Department observations and recommendations that were not included in this report due to tactical sensitivity.

| Observation | Recommendations | Responsible Department |
|--|--|---|
| <ul style="list-style-type: none"> • External communication was excellent – a positivity tone was set early • Told the truth; honesty was welcomed; provided the good, bad and the ugly • Converted existing room to use as command post – worked well; brought in enough technology to cover the event • Traffic plan was good • Behavior of crowds were respectful • Boats in the water were not an issue, but dutifully kept watch • Multi-agency cooperation was successful in coordinating the Ubers, Lyfts, and taxis • Outstanding joint planning efforts with all the stakeholders – the open dialog was welcomed • VA State Police saved us with their added cameras at the Amphitheater. Area was not visible until they put their cameras up • We were not understanding the benchmarks – diversion 1, 2, or 3. What prompts going to a different diversion? • Private security had special response teams who were more assertive; we had no idea about these special response teams. | <ul style="list-style-type: none"> • Pop up parking should be addressed • Make the technology permanent at 2nd Precinct command post • Have BWG representation in the command post for the entire event • Improve BWG security and law enforcement communication by law enforcement providing training/expectations of security prior to event • Cross reference exchanges with communication • Traffic plan had issues – satellite drop off/pick up location should be closer to Festival in order to keep a steady flow of traffic. If not for the school buses at the Amphitheater we would have been in a terrible mess. If satellite location not closer, requires far more public-use buses designated for that purpose. • CMO currently securing potential supplemental parking that would work for large events. Public/private partnership with NAS Oceana who is liquidating land assets near the Aquarium. Not sure if the area we are looking at would be ready for next year; will try to find something closer. • Documenting the benchmarks-diversions 1, 2 & 3 process would clarify the change between diversions • Conduct meetings with external security agencies and develop expectations and common strategies | <p style="text-align: center;">Police</p> |



| Observation | Recommendations | Responsible Department |
|---|--|------------------------|
| | <ul style="list-style-type: none"> • Develop a Crowd management standard of officers per 1000 people • Uber & Lyft flow needs to be better – physically did not have enough people for the exit strategy; seek multi-agency assistance again. • Expand the HQ site – need to have Public Safety and communications together – co-locate • Shuttle flow was confusing once the people were in the corral – develop better mapping/visual plan • Consolidate drone usage and flying patterns • Include the use of variable message boards • Recommend increased signage in all areas where noise pollution prevents crowd management by audible queues | |
| <ul style="list-style-type: none"> • Event went well • Crowd was very accommodating when someone was down. Crowd helped EMS get to them • Boardwalk flags were up • VB General saw patients – this has become the standard for large events which reduced the number of ambulances • Medical carts (5) paid dividends again and again. Maneuvering on the boardwalk was very helpful • Library closed on Thur/Fri/Sat | <ul style="list-style-type: none"> • Resources were maxed; but did not bring in mutual aid folks; if Festival grows, will have to bring them in • Boardwalk flags – suggest they be permanently placed - EMS flags at the oceanfront all the way down the boardwalk. • Hotels were supposed to set up food for first responders and fire/safety staff; wasn't there like we thought it would be; maybe vendors could provide food vouchers, so staff get fed • Wanted Medical tent on the boardwalk however BWG nixed it – look at location again next Festival • Balance between production group and citywide decision process – last minute changes to map, last minute changes to decisions already made need to be called out and nixed. | EMS |
| <ul style="list-style-type: none"> • Mutual aid worked very well | <ul style="list-style-type: none"> • Brought in mutual aid and off duty personnel • Expectations and message point not clear for or from BWG messaging center • Beef up communication with BWG sooner so 311 is on board with the correct information and consistent • 911 - Span of control with 2 dedicated dispatchers on 1 channel having responsibility of all the officers at the | ECCS |



| Observation | Recommendations | Responsible Department |
|---|---|------------------------|
| | <p>oceanfront; too much. This is an internal discussion with VBPD</p> <ul style="list-style-type: none"> • True geo fence is the key – run normal process for that zone | |
| | <ul style="list-style-type: none"> • Utilizing the VBIMT more • EOC is not up front in terms of Festival location; command post was closer and more utilized • Breaking up Public Safety PIOs, communications, Festival branch communications was spread out; need to bring them all together • No onsite location to bring all the communication groups together • If something goes south – use the EOC; pre-assignments • 2nd precinct; Fire Training Center; LETA; Library are all options – however the infrastructure is not there; • Meteorologist will be assigned to Festival from now on • Festival branch did not go as planned - define what it is and what it needs to be – liaison from each dept. not needed; Festival footprint needs to be more prevalent; maybe special events folks would be a good resource at the Festival branch location • 36 hours for them to receive communications • Develop a better onsite branch • Have planners, engineers, etc. who know the plans of the event | EM/EOC |
| <ul style="list-style-type: none"> • Not enough parking attendants • Polycom system not operable – clogged communications • Verizon failed the Festival’s needs – polycoms, UAVs, cameras, personal cell phones inoperable | <ul style="list-style-type: none"> • People freelancing; 2-3 people per car – but only one purchase; suggest using hang tags for vehicle • No mass arrests – switch ups at last minute to redirect resources • UAV – First Net box functioned / use as redundancy • Look at First Net as a second contract | Sheriff’s Office |



| Observation | Recommendations | Responsible Department |
|---|--|---|
| <ul style="list-style-type: none"> • Jurisdictional issues – FD and PD were concerned at hotel access and the lack of security to structures under construction • Downed fencing and debris blown off the buildings during the storm potentially placed citizens at risk for significant harm • Pop-up incidents management – deferred to RockMed’s safety position, but found a disconnect with getting things addressed | <ul style="list-style-type: none"> • Storms/Weather responses – the event staff did not listen to directions and equipment was damaged unnecessarily. This should be codified up front in advance and solid. | <p style="text-align: center;">Occupational Safety</p> |
| <ul style="list-style-type: none"> • This sets the bar for future events. • Parking – planning being centralized was good • Ability to change signals went well • Preemptions worked well • 65 cameras were accessible by police • Traffic management center is an important piece to use during large events, but understanding how the benchmarks for diversions 1, 2, and 3 are implemented is also important. | <ul style="list-style-type: none"> • Bring SEaFO in the loop earlier. • Landscape management had no plan to do anything at the Oceanfront for trash collection; west side of Pacific is Landscape Management’s responsibility; he had not been brought in on the planning stages • Surrounding neighborhoods wanted traffic control in their neighborhoods; that was not in our radar – remember that next year • Plungers for signal boxes so police could control signals – permanent mount inside the boxes with keys • Box control – flush not being controlled • SEaFO – closing 19th street – communicate with vendors (Croc’s and Zoey’s). Closed Parks Ave as well. • Juggling lots of plans at one time • Streamline all the plans (Using SEaFO) • Parking – egress was difficult – local staff should work more closely with traffic – geo fence it • 264 allow Uber and lift to have their own lane • Parking app – being coordinated with Google, Waze, etc. • Get its own radio cache • Replacing outdated portable dynamic Messaging signs – update had to be done onsite not remotely | <p style="text-align: center;">Public Works Traffic Ops</p> |



| Observation | Recommendations | Responsible Department |
|--|---|-----------------------------------|
| | <ul style="list-style-type: none"> • Fiber bandwidth issues. Noticed the camera at 19th St & Birdneck became bottlenecked; used the VDOT 511 camera; not sure why they had the fiber network issues • Credentialing issues – drop dead date for real time approvability on credentials • Purchasing division participation – suggest contacting them to have an agent on site and in the planning process; needed to purchase an item for the event and purchasing did not deem it an emergency • Offer training on signalization of intersections to PD/Sheriff – flush operation on Sat. because signal was on manual and not automatic; training will ensure switch is in the proper location. | |
| <ul style="list-style-type: none"> • Trolley worked great to get people off the road • Parking brought in early • Uber and Lyft was a good idea | <ul style="list-style-type: none"> • Waste Management Plan needs to followed like other special events • Credentialing brought up again • Unauthorized group with heavy sand moving equipment digging on beach in permit area that Festival did not have control over • Egress was difficult – local staff should work more closely with Festival staff to develop a parking plan – geo fence it; • Misuse of assets; got grief from public about how it was handled the loop; • Allow Uber and Lyft to have their own lane on 264 • Work with Convention Center better to smooth out the pivoting that took place to get cars out • Parking app – being created by 3rd party – connect with Google and Waze | <p>Public Works Beach Ops</p> |
| <ul style="list-style-type: none"> • Plan and communicate the phased closure of public access, especially public parking areas in Rudee Loop during load-in and load-out phases. There were days when municipal | <ul style="list-style-type: none"> • Clearly identify load-in and load-out phasing periods and agreed upon areas upfront and then notify the City within an agreed upon advanced notice of actual closure so that the public can be notified properly. | <p>Parking Management</p> |



| Observation | Recommendations | Responsible Department |
|--|---|---|
| <p>parking and public access were closed when they could have been open.</p> <ul style="list-style-type: none"> Plan and communicate the phased closure of public access, especially public parking areas in Rudee Loop during load-in and load-out phases. There were days when municipal parking and public access were closed when they could have been open. | <ul style="list-style-type: none"> Clearly identify load-in and load-out phasing periods and agreed upon areas upfront and then notify the City within an agreed upon advanced notice of actual closure so that the public can be notified properly. | |
| <ul style="list-style-type: none"> Town Center garages were staffed for satellite parking and ended up not being used. This was an added cost. Needed more staff in all areas North end lots were not very busy (25th & 31st street) Lots of turnover of vehicles in 19th & Pacific lot 9th Street Garage had exit conflicts with busses at the end of the night Generally, traffic wasn't bad on city streets Festival parking passes worked well It took 12 people to manage the TNC lot at VBCC | <ul style="list-style-type: none"> Provide advance notification at an agreed upon timeframe in order to plan and assign resources properly Create standards for assigning proportional staff to Festival capacity by activation Distribute activations more evenly throughout the Resort to not overburden certain areas and deprive business or activities from other areas Adjust address 9th St. garage egress from bus staging on 9th S. Create an improved management plan for TNCs in terms of staging, ingress, egress and waiting areas. | <p>City Parking Contractor</p> |
| <ul style="list-style-type: none"> Pre-planning went well Crowds were not at the level they expected Parking should be open next year SEaFO said upper management support was helpful Information flow was okay; there were gaps in the impacts/workarounds for other groups in town. Use of golf carts to transport VIPs and City Council worked well. | <ul style="list-style-type: none"> Too many chiefs. Too many contractors. Public flow going back to the Amphitheater showed up at CVB – had to turn them away back to 19th St. Could be used as EOC onsite location Suggested parking revenue opportunities Reunification centers – looking at this. Charging stations to charge phones SEaFO permitting process – USE IT SEaFO wants to standardize processes for all events SEaFO wants a POC list developed for all events Placing the Festival on a budget | <p>Convention & Visitors Bureau</p> |



| Observation | Recommendations | Responsible Department |
|--|---|---|
| | <ul style="list-style-type: none"> Place one person in charge of all contractors Develop parking lot operations plan as cars were traveling from 3 directions: 19th St. eastbound from Birdneck, 19th St. westbound from Parks, and VB Blvd northbound on Jefferson Violations of VBCC's food and beverage policies by Festival contractors Revenue opportunity exists for City by charging to park in the Sports Center lots. Box Office should be using an exhibit hall to set up where more restrooms are, and concessions could be set up. Rent golf carts from VB vendors so we don't have to rent from Norfolk at the last minute | |
| <p>We have not activated the JIC in several years and in the past, we used the EOC to work through public information issues and needs. The JIC is a valuable resource that allows members of the communications network and the Communications Office to coordinate messaging. We had information coming out from the City and Festival organizers that sometime conflicted. Coordination was done virtually; however, having communications and customer service representatives providing information from different locations sometimes caused inconsistent responses.</p> | <ul style="list-style-type: none"> Consider a new, consolidated location for the JIC in future years. | <p>Communications Office, ECCS, EOM and other contributing members of the JIC</p> |
| | <ul style="list-style-type: none"> Credentials were an issue Need to get to the vendors more easily – had issues with security letting them through | <p>Health Dept</p> |
| <ul style="list-style-type: none"> Added cameras late in the game, but went well | <ul style="list-style-type: none"> Decisions needed to be made soon and to IT as soon as possible When issues arise try to get the person closest to the issue to talk with IT – identify a single point of contact | <p>IT</p> |



| Observation | Recommendations | Responsible Department |
|---|--|------------------------|
| | <ul style="list-style-type: none"> • Verizon was an issue • Schools transportation needs to be at the table earlier | |
| <ul style="list-style-type: none"> • Strong network of communication types working together was effective. • JIC at EOC | <ul style="list-style-type: none"> • Coming from 5 different direction - Do better to coordinate messages • No BWG staff had the capacity or authority to speak at a local level to the media – they do not speak to media • No local Festival representative to speak to Festival issues • Media trailer next to HQ/Ops. • Festival communications left Ops - MIA • Communication with hotels in terms of what is going on outside their hotel – porta-potties, 8-foot walls, etc. was no communicated accordingly | Communications |
| <ul style="list-style-type: none"> • As a City they are open and want to foster the next generation of public art expression and dialogue • Walls are very impactful and everyone loves them – we should do them again • Liked that walls had mass appeal, and the pop ups had more of a story | <ul style="list-style-type: none"> • Continue to build off the huge success of the Teens With a Purpose partnership and youth dialog leading up to the event • Want to do workshops for artists and figure out how to better support them • Develop a toolkit to make the permitting process faster and more streamlined • Need to do more to draw people to 17th street park – could it be an art pop up park? Invite a lot more people and activations • Important to have a curator who has a mandate and mission like Bmike for community and bringing people together • Parameters are completely established –and the City will be flexible to them • Can we do a mural on the Pier? Have a big mural closer to the concert footprint | Cultural Affairs |



| Observation | Recommendations | Responsible Department |
|---|--|---|
| <ul style="list-style-type: none"> • Only saw 1 – 2 posts come from IG page • Festival included an artist that wasn't in the Art Walk project in the IG feed during the weekend • Most impact from the program was the walls due to their size and the fact they are permanent | <ul style="list-style-type: none"> • Need to improve PR element – super local focused way to help connect with media – was a free element and anyone could have enjoyed it • Should have given them a press kit in advance on the artists and the program • Maybe the artwork can have its own webpage • Push notifications on live painting on the app • Signage should be more global and not just about the 3 days – the signage can't stay on the pop ups if they are going somewhere else after • Need to include mention of ViBe and Jeremy, etc. and local team that worked on it on the signage • Artists are doing this for exposure – we need to promote them ALL • ViBe can help with programming for the weekend – local artist talks, etc. • Mentorship program that follows the Festival ie. Michael is mentoring college students to paint the 3 blank canvases that went into the ViBe • Do an open call, then pick them vs. backing into the process • Make a real call to artists with detailed parameters • Number of notable Virginia artists that could help curate the program vs. Bmike • If bringing in a notable artist – maximize their time and do a talk with them or something like that for the public to come out and meet them • Don't think that we need to pay property owners to have a mural on their wall – they are getting huge value • Thinks we could easily have a dozen people sign up to have walls • Within her activation, she had frank conversations with the wall owners and asked they let the artists have liberty and to | <p style="text-align: center;">ViBE Creative District</p> |



| Observation | Recommendations | Responsible Department |
|--|---|------------------------|
| | stay out of the way – need to support and back the artists as much as possible to give them freedom <ul style="list-style-type: none"> • Could accommodate 2 of the temporary walls in ViBe park – do live painting during the pop up market | |
| It was busy, but wasn't as busy as they were expecting <ul style="list-style-type: none"> • That's the same with other local areas ie. ViBe park • Thinks it's because people weren't sure about the crowds and the traffic and they were hesitant to engage outside of the concert • They didn't get any local people coming in – they stayed away • Artists wanted to be involved they just weren't sure how once the piece was finished | <ul style="list-style-type: none"> • Pedestrian crosswalks were closed leading to MOCA so it was very hard to get there • Need to talk about the artists more – they need more info. to educate the public • Uncertainty from the artists about where they should be during the weekend – include on schedule meet the artists at X time • Have schedule of when artists are painting, where they will be, etc. so include in programming • Art show where each artists can showcase 4 – 6 of their own pieces | MOCA |
| <ul style="list-style-type: none"> • Liked working with Onyx | <ul style="list-style-type: none"> • Lighting should be more integrated • Need more time • Get comments from artists on the structure – how can we make it better? | Artists |
| Kate liked the way it was organized and how the bulk lead from 5th to convention center <ul style="list-style-type: none"> • Nina likes how it connected everything – MOCA, 17th, stage | <ul style="list-style-type: none"> • Footprint – does it need to be so spread out? Should it be more concentrated? • Hotel walls for murals? • Atlantic Ave business association – George (dough boys) is a part of that • Would love to shine a light on the artists after the Festival – how do we collect and share that information? | iamOTHER |
| <ul style="list-style-type: none"> • Communication and information gaps created with planning, permitting, and approval process utilized for this event. • Command vehicles had data connectivity issues; how to power them became an issue; hardline hook | <ul style="list-style-type: none"> • Utilize the established process and database through SEFO. • Command vehicles had data connectivity issues; how to power them became an issue; used hardline hook ups for power and data; didn't end up using them because of this issue • Map changes were not updated digitally and shared | |



Appendix B - External Stakeholder Feedback Documentation

Provided below is additional documentation that supports the summarized positive feedback as well as observations and recommendations for improvements contained in the After Action Report itself. This more specific feedback will be considered throughout the planning process for the 2020 Festival.

- 1) Resort Advisory Commission Festival Feedback Letter dated May 20, 2019.** The following letter, written by Chair Elizabeth “BJ” Baumann, and on behalf of the Resort Advisory Commission, was submitted to the Mayor and City Council. It included both positive feedback as well as observations and recommendations for future planning considerations.



Resort Advisory Commission
2101 Parks Avenue, Suite 302
Virginia Beach, VA 23451
(757) 385-4800
FAX (757) 422-3666

The Honorable Robert M. “Bobby” Dyer, Mayor
Something In The Water 2019 (SITW) Feedback
May 20, 2019
Page 2

May 20, 2019

The Honorable Robert M. Dyer, Mayor
Members of City Council
Municipal Center – Building 1
2401 Courthouse Drive
Virginia Beach, VA 23456

RE: Something in the Water 2019 (SITW19) Feedback

Dear Mayor Dyer and Members of City Council:

Congratulations on the first Something In The Water (SITW) festival - well done! The fluid coordination between the Mayor's office, Resort Management Office and every City agency and department, including those of neighboring cities, was inspirational. It was a pleasure to work with experienced organizers and businesspeople such as those affiliated with BVG and Venture Realty Group. We are hopeful for continued success with a second SITW event in 2020.

At the request of the event organizer and city staff the Resort Advisory Commission has provided feedback from those who had attended the event, which was held April 26, 2019 – April 28, 2019, at the resort and surrounding areas within Virginia Beach. A short survey was developed and emailed to Commissioners, and below is a summary of responses, which included both positive and negative feedback, with recommendations and suggestions for next year.

Perhaps the most appreciated responses were those that noted that the *entire event* had a note of positive energy; attendees were diverse, well mannered, polite, and *excited* to be in Virginia Beach. No violent incidences during that festival reinforced the perception of a safer and more relaxed Virginia Beach, which is attractive to anyone visiting the area throughout the year.

We appreciate all of the hard work that happened by all parties in a very short period of time for this event which resulted in a limited amount of community input/communication, which is so important in an inclusive planning process. We look forward to working with the event organizers beginning now to increase the level of community participation. In 2019, the community engagement indicated a level of enthusiasm that should be increased with more input. The Seatack garden project, the Princess Anne high school engagement, non-profit endeavors, and Pharrell sightings at local businesses certainly reinforced the fact that Virginia Beach is a great place, with interesting ideas and friendly people. A sense of inclusiveness radiated throughout the city for the event and we want to see this feeling grow on a year round

basis.

Listed below are specific thoughts for change or improvement in next year's event:

1. Have better options for beach concert attendees exiting the sand area at the end of show. Temporary solutions could include opening part of the boardwalk railing systems and provide temporary steps for exit of festival goers. Guide attendees into the venue with temporary plastic fencing, and remove it for easy exit after the concert. Upon Pharrell's finish Saturday night, people were climbing over the boardwalk railings and some fell backward into the crowd or onto the sand.
2. Improve wait times for people entering the concert.
3. Better address access to restaurants located west of Atlantic/Pacific Avenues, as well as other restaurant locations. Preliminary data has been provided to Dr. Agarwal, ODU, for inclusion in the Economic Impact Study that he is compiling. In summary, it shows increased sales on Atlantic Avenue and stub streets, slightly lower increases on 19th and 17th Streets and significant decreases in other resort areas. The marina district/31st Street was the most impacted. Additionally, it was recommended that the event organizers include a map on the SITW website that shows restaurant and retail activity throughout the entire resort and would link directly to the business websites.
4. Increase the number of pop-up areas to better connect the beach and the entire resort area. Increase the festival coverage between 21st and 25th Streets. There was a gap in coverage, even though the basketball court was on 24th Street. Also, it was noted that the Sony installation was incredible, the location may have resulted in decreased crowds.
5. If the 5th Street stage does not move to 20th Street next year, consider more use of the pop-up church stage in the interim for other events.
6. The public art, pop-up parks added a positive and mood elevating aspect to the event. Increase those where possible and work to have some them remain past the event to serve the same purpose throughout the season. Additionally, while the attractions at the 17th St Park were wonderful, more focus needs to be brought to this area to increase participation. Possibly consider digital art on the southern wall of the hotel located on the northern side of 17th Street Park.
7. We were particularly impressed with “people movement” and traffic flow coming into the resort. It was noted that when the concerts ended and the crowds were headed to the VBCC, a significant portion of them moved over to Pacific Avenue to head north. Additional lighting and signage would improve their experience.



The Honorable Robert M. "Bobby" Dyer, Mayor
Something In The Water 2019 (SITW) Feedback
May 20, 2019
Page 3

8. Communication – the resort community including residents, visitors and businesses need more DETAILED information much earlier that could be provided this year. This is an important piece of the planning process for each entity. We received a general comment regarding this issue and how it relates to the families that are living in the hotels over the winter and then told that they must exit the premises. Prior planning with the Housing Resource Center should take place well in advance of the event.
9. Our thanks and congratulations to the event organizers for how they focused on making the event as environmentally responsible as they could and would request that the city continue increasing our green initiatives throughout the resort. We would recommend that the city follow the event promoter's lead in recycling all materials and send every trash can to be recycled.
10. Work with resort restaurants to improve the process and requirements for having an area within the concert footprint. Current requirements need to be modified for better inclusion of local businesses.
11. Increase bike parking areas close to the concert site.
12. Coordinate the use of Camp Pendleton for the off-site parking venue for 2020. Other normally planned events for this area should be rescheduled for another weekend.

Lastly, we would be remiss if we did not extend our sincere thanks and appreciation to Mr. Williams for his vision for this event and for his hometown. His leadership allowed us to come together as a community and celebrate how wonderful we really are. Let's take his positive role-model and continue that same example every day of the year!

If you need additional information, I may be reached via email or phone, to BJ Baumann at bj@rockafellers.com / (757) 335-1233.

Sincerely,

Elizabeth "BJ" Baumann
RAC Chair

EHB/rh

c: David L. Hansen, City Manager, Virginia Beach, VA
Ronald H. Williams, Jr., Deputy City Manager, Virginia Beach, VA
Brad Van Dommelen, Director, CVB
W. Mike Eason, Resort Administrator, CVB
Donna MacMillan-Whittaker, Venture Realty

- 2) **Business association and civic league After Action Focus Group** – The focus group was conducted includes residential civic leagues and businesses in immediate vicinity of Festival footprint - RAC, VBHA, VBRA, AAA, ViBe Creative District). Both the Shadowlawn and Resort Beach Civic Leagues were represented. The Seatack Community Civic League Board, as well as representatives from the Virginia Beach Vision Oceanfront Task Force, were invited to participate. The City of Virginia Beach staff that facilitated the focus group included: Bob Trahan, STiR Office and Brian Solis, City Manager's Office.

In attendance:

- | | |
|--|--|
| ☉ Guy Tower, City Council, Beach District | ☉ BJ Baumann, RAC |
| ☉ Lisa DeNoia, ViBe Creative District | ☉ Preston Midgett, RAC |
| ☉ Kate Pittman, ViBe Creative District | ☉ Mike Mauch, AAA |
| ☉ Barbara Clark, Resort Beach Civic League | ☉ Russell Lyons, VBHA |
| ☉ Nancy Parker, Resort Beach Civic League | ☉ Star Boyles, Shadowlawn Civic League |
| ☉ Bill Gambrel, VBRA | |



The Festival represents a quantum shift in what was known as College Beach Weekend (CBW). Leadership with AAA, RAC, VBRA, VBHA, Resort Beach and Shadowlawn Civic Leagues, and Virginia Beach Vision Oceanfront Task Force representatives were invited to share their thoughts (**what went well** and **what might be done better**) on the following four areas:

| Transportation and Parking | |
|---|---|
| + | Δ |
| <ul style="list-style-type: none"> • Excellent Job managing parking • Uber, Lyft and busing worked well • It was quiet in Shadowlawn • This was the best for a large event • Having the traffic flow plan posted at least a week prior really helped • Teaming with WAZE and posting announcements in near real-time helped • The coming SPOT Parking app will help people find open parking spaces and possibly reserve one | <ul style="list-style-type: none"> • Could use dedicated Uber/Lyft lanes • Could use better lighting and signage on Pacific south to 19th • There was a lot of late-night traffic on 16th street. Where were they parking? • We need a system for monitoring pop-up parking lots – inspectors for people who open their land for parking (These happen every time there’s a planned event) • Need the ability to adjust the traffic flow as needed • Need better residential parking signs; signs were ignored in some neighborhoods • “Lost pedestrians” seemed to be looking for their vehicles after the event – they had parked randomly early in the day and couldn’t find them in the dark • Police shut down some traffic without warning – people didn’t know where to go when roads were closed • Pedestrian corridors would have helped • There were long wait times for Uber and Lyft throughout the day but especially Saturday night. Need to consider better management of UBER/Lyft lot and getting to/from it • Bike racks near venues |

| Communications both in advance of the event and during | |
|--|--|
| + | Δ |
| <ul style="list-style-type: none"> • A lot of pre-warning • Parking passes for residents and workers • Use of apps for information • Now it’s known • This was successful | <ul style="list-style-type: none"> • May have over communicated – some were terrified • Extremely last-minute notifications – need advance notice of shutdowns of the Boardwalk and beach. Hotels need to be involved in the planning and phasing of those closures to ensure seamless guest notification. |



| Communications both in advance of the event and during | |
|---|--|
| + | Δ |
| | <ul style="list-style-type: none"> • It was unclear as to how employees were to get to work • Want more information on the free things (events, kiosks, venues) for guests to consider and informing them in advance |

| Public Safety and the perception of safety | |
|---|---|
| + | Δ |
| <ul style="list-style-type: none"> • Felt safe • Maintenance (Public Works) also very helpful • Great Vibe! • Think of this as an investment – like the Rock and Roll marathon • Good security at the activation sites | <ul style="list-style-type: none"> • Increased patrols in the neighborhoods (especially north of the events) • What did all this cost? • Minor infractions were addressed quickly • Crowd kept moving • The language in some of the acts was not suitable for young children |

| Suggestions for the Future of this event | |
|--|--|
| Suggestions | Concerns |
| <ul style="list-style-type: none"> • Give lead time for free events • Do it again • Add activation points more in the center of the Resort Area (beach) • Have dedicated traffic lanes • Expand the music genres • Estimate the needs for pop up events – restaurant, retail – advertise • Keep BWG (?) • Use multiple stages and stagger events • Create a ticket link to hotels such that, when someone buys a ticket, they get linked to participating hotels (possibly at a discounted rate) • Set up some on beach activities such as volleyball, sand soccer, etc. | <ul style="list-style-type: none"> • There was decreased spending in both retail and restaurants (compared to previous years) • There was less spending than in previous years • Build on corporate partnerships with local establishments • Use of the 17th street stage (it was empty) • Need a clearer definition of roles of City (departments), State (Police) and event organizers • The venues shut down the beach to those who came for a beach experience • Need more bathrooms – spread out more • Need a broader map of the Resort Area – possible out to Birdneck Road to show more local establishments • Better entry lighting • Good to call rain cancelation early • Long term tenants were released from landside hotels to make room for event – they were left homeless |



Appendix C - Press and Media Coverage



The adjacent worksheet captures media coverage before, during and after the Festival from all sources, such as audio, video, and print. Most of the coverage was overwhelmingly positive. A high-level summary of media coverage can be found below.

- ① Media publications and sources were collected from October 26, 2018 through May 15, 2019.
- ① 1,936 pieces of data was collected, with the United States having the highest coverage at 1,678 media reports.
- ① 36 other countries reported on the Festival, with the highest coverage (after the United States) being:
 - Canada publishing 111 media reports
 - Germany publishing 39 media reports
 - United Kingdom publishing 25 media reports
 - Spain publishing 13 media reports
 - Mexico publishing 10 media reports
 - Australia publishing 8 media reports
 - Italy publishing 7 media reports



Appendix D – Weather Briefing for the 2019 Festival



[Home](#) [Contact Us](#) [About NCEI](#) [Help](#)

NCEI > Storm Events Database (Select State) > (Select Date/County/Event)

Storm Events Database

Data Access

- [Search](#)
- [Bulk Data Download \(CSV\)](#)
- [Storm Data Publication](#)

Documentation

- [Database Details](#)
- [Version History](#)
- [Storm Data FAQ](#)
- [NOAA's NWS Documentation](#)
- [Tornado EF Scale](#)

External Resources

- [NOAA's SPC Reports](#)
- [NOAA's SPC WCM Page](#)
- [NOAA's NWS Damage Assessment Toolkit](#)
- [NOAA's Tsunami Database](#)
- [ESRI/FEMA Civil Air Patrol](#)
- [Images](#)
- [SHELDUS](#)
- [USDA Cause of Loss Data](#)

Data Export: (current results)



[CSV Download](#) / [Documentation](#)

Storm Events Database

Search Results for Virginia Beach (c) County, Virginia

All Available Event Types

Due to changes in the methods used by the NWS to spatially locate Waterspouts, please query by state (FL, TX, VA, etc) for Jan 1996 through Sep 2001. Beginning October 2001, please query by Marine Zone (N. Atlantic, S Atlantic, Gulf of Mexico, S Pacific, N. Pacific, Alaskan Waters, Hawaiian Waters, Great Lakes, etc) using the drop-down box for "State/Area".

Virginia Beach (c) city/county contains the following zones:

'Virginia Beach'

4 events were reported between 04/24/2019 and 04/28/2019 (5 days)

Summary Info:

| | |
|--|---|
| Number of County/Zone areas affected: | 1 |
| Number of Days with Event: | 1 |
| Number of Days with Event and Death: | 0 |
| Number of Days with Event and Death or Injury: | 1 |
| Number of Days with Event and Property Damage: | 1 |
| Number of Days with Event and Crop Damage: | 0 |
| Number of Event Types reported: | 2 |

Column Definitions:

'Mag': Magnitude, 'Dth': Deaths, 'Inj': Injuries, 'PrD': Property Damage, 'CrD': Crop Damage

Wind Magnitude Definitions:

Measured Gust:'MG', Estimated Gust:'EG', Measured Sustained:'MS', Estimated Sustained:'ES'

Click on **Location** below to display details.

Available Event Types have changed over time. Please refer to the [Database Details](#) for more information.

Select: Sort By:

| Location | County/Zone | St. | Date | Time | I.Z. | Type | Mag | Dth | Inj | PrD | CrD |
|------------------------------|------------------------|-----|------------|-------|-------|-------------------|------------|-----|-----|--------|-------|
| Totals: | | | | | | | | 0 | 1 | 12.00K | 0.00K |
| POWELLS XRDS | VIRGINIA BEACH (C) CO. | VA | 04/26/2019 | 15:37 | EST-5 | Hail | 1.00 in. | 0 | 0 | 0.00K | 0.00K |
| NIMMO | VIRGINIA BEACH (C) CO. | VA | 04/26/2019 | 15:50 | EST-5 | Thunderstorm Wind | 50 kts. EG | 0 | 1 | 5.00K | 0.00K |
| NIMMO | VIRGINIA BEACH (C) CO. | VA | 04/26/2019 | 15:50 | EST-5 | Thunderstorm Wind | 50 kts. EG | 0 | 0 | 2.00K | 0.00K |
| NIMMO | VIRGINIA BEACH (C) CO. | VA | 04/26/2019 | 15:51 | EST-5 | Thunderstorm Wind | 50 kts. EG | 0 | 0 | 5.00K | 0.00K |
| Totals: | | | | | | | | 0 | 1 | 12.00K | 0.00K |

[Privacy Policy](#) | [FOIA](#) | [Information Quality](#) | [Disclaimer](#) | [Contact Us](#)





SITW College Beach Weekend 2019

Weather Briefing

4/25/2019 1200hrs



1


NWS Wakefield Forecast

Detailed Forecast

| | |
|-----------------------|--|
| This Afternoon | Partly sunny, with a high near 82. Southeast wind around 8 mph. |
| Tonight | Mostly cloudy, with a low around 63. North wind 5 to 8 mph becoming south in the evening. |
| Friday | A chance of showers before 2pm, then showers likely and possibly a thunderstorm between 2pm and 4pm, then showers and thunderstorms after 4pm. High near 76. South wind 10 to 17 mph, with gusts as high as 26 mph. Chance of precipitation is 80%. New rainfall amounts between a quarter and half of an inch possible. |
| Friday Night | Showers and thunderstorms before midnight, then a slight chance of showers. Low around 54. Northwest wind 14 to 16 mph, with gusts as high as 24 mph. Chance of precipitation is 80%. New precipitation amounts between a quarter and half of an inch possible. |
| Saturday | Sunny, with a high near 69. Northwest wind 10 to 16 mph, with gusts as high as 24 mph. |
| Saturday Night | Increasing clouds, with a low around 57. |
| Sunday | Mostly sunny, with a high near 77. |
| Sunday Night | Mostly clear, with a low around 56. |

2






Severe Weather Possible Tomorrow

Friday afternoon into Friday evening

Severe Risk Area



Marginal Risk

What We're Expecting

Expect numerous showers and thunderstorms to develop Friday afternoon as a cold front crosses the region late in the day.

Timing: Friday mid-afternoon into the evening.

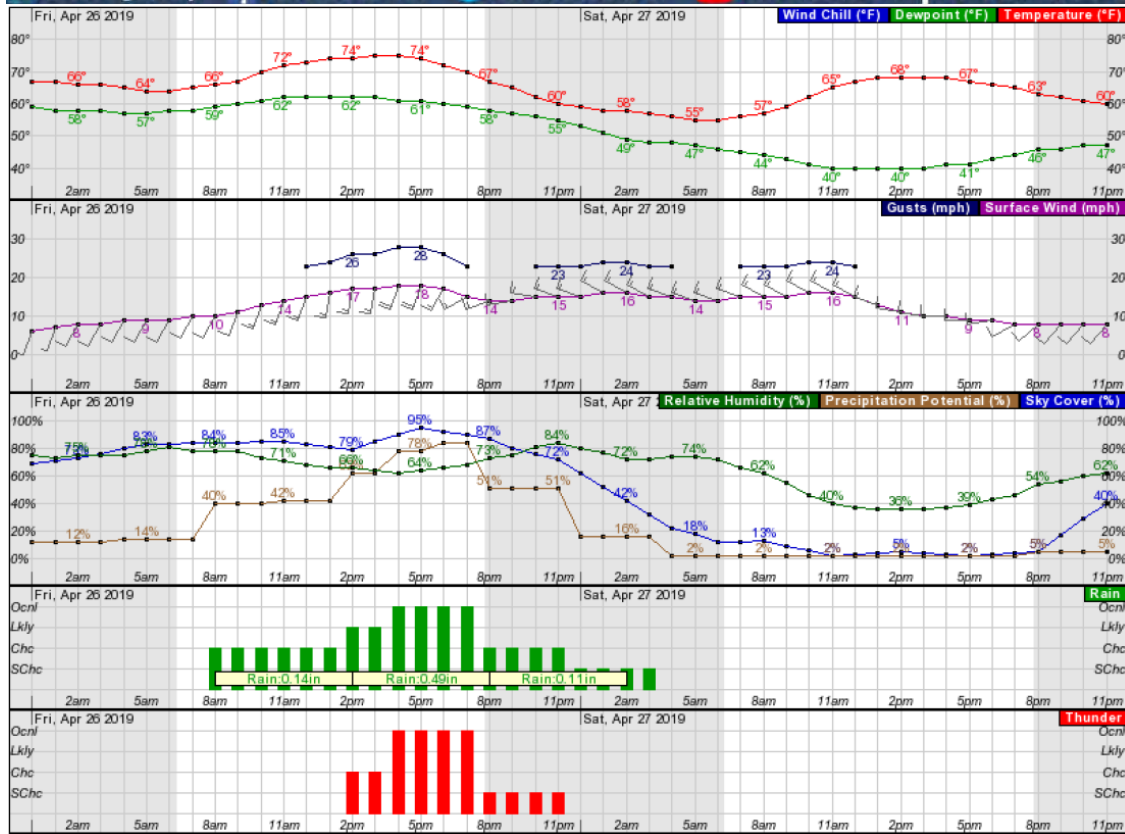
Potential Impacts: Damaging wind gusts to 60 mph will be the primary hazard with the strongest storms.

| THUNDERSTORM (no label) | 1 - MARGINAL (MRGL) | 2 - SLIGHT (SLGT) | 3 - ENHANCED (ENH) | 4 - MODERATE (MOD) | 5 - HIGH (HIGH) |
|----------------------------------|--|----------------------------------|---------------------------------|---------------------------------|-----------------------------------|
| No severe thunderstorms expected | Isolated severe thunderstorms possible | Scattered severe storms possible | Numerous severe storms possible | Widespread severe storms likely | Widespread severe storms expected |

HAZARDS:

Stay weather aware – make your plan now! Stay tuned to local media or NOAA Weather Radio for the latest information.

weather.gov/akq /NWSWakefieldVA @NWSWakefieldVA /NWSWakefieldVA 4/25/2019 10:28 AM





Intentionally left blank.

City of Virginia Beach Something in the Water Proforma Analysis



April 26 – 28, 2019

Old Dominion University and The City of Virginia Beach Planning
Community Development Department

Vinod Agarwal, PhD, Old Dominion University

Robert Case, PhD, Old Dominion University

Ronald D Berkebile, City of Virginia Beach, SGA Office

Table of Contents

| | |
|--|----|
| Introduction | 3 |
| Acknowledgements | 3 |
| Executive Summary | 4 |
| City of Virginia Beach Proforma Analysis | 9 |
| Data Collection and Reporting Process | 9 |
| Survey Instruments | 9 |
| Attendance | 10 |
| Attendee Spending | 10 |
| Business Establishment Patronage | 12 |
| Economic Impact | 13 |
| Fiscal Impact | 14 |
| Employment | 15 |
| City Expenditures | 16 |
| City of Virginia Beach Proforma | 18 |
| Conclusion | 18 |
| Appendix A: Survey Instrument | 19 |

Introduction

This analysis is designed to estimate the Something in the Water festival's economic impact and City of Virginia Beach (CVB) proforma. To derive the proforma, survey instrument intercepts were required, and an economic impact baseline derived. In collaboration with the CVB, Old Dominion University (ODU) developed a survey instrument and defined an intercept strategy. During the festival, ODU used intercept teams to survey attendees. After the festival, electronic survey instrument invitations were extended to ticket purchasers. At the conclusion of the electronic survey period, ODU coded, organized, and synthesized all survey data into multipliers and baseline estimates. Using the baseline analysis and multipliers, this proforma was developed by the City of Virginia Beach's Planning and Community Development (PCD) Strategic Growth Area (SGA) Office.

Acknowledgements

To achieve an analysis of this type in a very short period of time, it took willing and able people to assist. Several people were instrumental in gathering information and coordinating tasks. The SGA Office would like to acknowledge and thank the following contributors:

Brian Solis – City of Virginia Beach Assistant to the City Manager

Donna MacMillen-Whitaker – Venture Realty Group Founder

Leo Nitzberg – BWG Live Co-founder

Jessica Cortese – BWG Live Operations Director

Gopi Sangha – Cusp Agency

Alex DePersia – i am OTHER Entertainment

Kathy Warren – City of Virginia Beach, Strategic Growth Area Manager

Kevin Kielbasa – City of Virginia Beach Finance Department Accountant

Scott Merce – City of Virginia Beach, Police Department Lieutenant

Charleen Cooper – City of Virginia Beach Administrative Specialist

Executive Summary

This analysis' objective is to estimate the economic impact of the Something in the Water (SITW) festival and derive a City of Virginia Beach (CVB) government proforma. The analysis used Old Dominion University's (ODU) economic impact baseline model and multipliers, IMPLAN software to derive indirect and induced business activity, and offset revenue generation with departmental reported city expenditures.

ODU developed the survey instrument intercept strategy exceeding all expectations. The goal was to collect 1,100 surveys. At the conclusion of the survey period, Dr. Case's survey team collected more than 8,000. The sampling was random and very large. Dr. Agarwal's analytical team sorted, organized, coded and analyzed the raw data. After sorting through the instruments, 5,700 were deemed complete and relevant. These were used to develop a baseline and spending multipliers.

Open air concerts produce analytical challenges. For instance, some attendees may not hold a ticket but will listen to the concert and spend. They could listen to the concert at adjacent open-air restaurants, in adjacent hotel rooms, or further down the beach. While additional spending could have occurred and could have been attributable to the festival, the spending multipliers were solely based upon ticket holders; consequently, this analysis is conservative.

The *Business Establishment Patronage Impact* table below measure the economic impact by ticket holder type and spending category. The ticket holder type is based upon place of residence. Virginia Beach ticket holders are separated from all other ticket holders living outside the city. All other ticket holders are identified as *Visitors*.

The survey instrument asked each respondent the amount of spending within each business category. Typically, the amount paid includes taxes and gratuity.

The majority of spending was attributable to *Visitors*. Excluding taxes and gratuities *visitors* spent \$11.2 million and CVB residents \$2.73 million. CVB residents accounted for 19.6% of all spending, and 22.3% of all attendees were CVB residents.

The largest spending category was entertainment. Entertainment spending includes extracurricular entertainment spending and retained festival promotional expenses. A portion of the total promotional expenditures were incurred within the City of Virginia Beach. This amount is included in the total entertainment patronage impact.¹

¹ Honoring a nondisclosure agreement with the festival promoters, the promotional expenses are not explicitly reported.

| Something in the Water Festival | | | | | |
|--|--------------------|--------------------|----------------------|--------------------|---------------------|
| <i>Business Establishment Patronage Impact</i> | | | | | |
| | Lodging | F&B | Entertainment | Other | Direct Total |
| Visitor Ticket Holders | \$2,152,817 | \$1,511,635 | \$6,048,021 | \$1,490,305 | \$11,202,777 |
| Virginia Beach Ticket Holders | 241,915 | 355,447 | 1,796,401 | 336,825 | 2,730,589 |
| All Ticket Holders | \$2,394,732 | \$1,867,082 | \$7,844,422 | \$1,827,130 | \$13,933,366 |

Sources: CVB PCD SGA Office and Old Dominion University

At \$7.8 million, entertainment represented 56.3% of all spending, lodging 17.2%, F&B 13.4%, and other spending 13.1%.

To measure the indirect and induced economic impact, IMPLAN’s input/output (I/O) software was used. Each category of spending (lodging, F&B, entertainment, and other) was used to derive the peripheral impact. Direct revenues are those received by businesses as a result of the event. Indirect revenues are those received by businesses supplying and servicing the directly affected businesses. Induced revenues are disbursements of revenue to workers employed by direct and indirect businesses and their spending.

| Something in the Water Festival | | | | |
|--|---------------------|--------------------|--------------------|---------------------|
| <i>Economic Impact</i> | | | | |
| | Direct | Indirect | Induced | Total |
| Visitor Ticket Holders | \$11,202,777 | \$3,757,944 | \$3,255,262 | \$18,215,983 |
| Virginia Beach Ticket Holders | 2,730,589 | 437,218 | 376,288 | 3,544,094 |
| All Ticket Holders | \$13,933,366 | \$4,195,162 | \$3,631,549 | \$21,760,078 |

Sources: CVB PCD SGA Office and Old Dominion University

Overall, the festival generated \$21.8 million of economic activity. Indirect spending accounted for \$4.2 million and induced \$3.6 million (see the *Economic Impact* table above). *Virginia Beach Ticket Holder* indirect and induced spending was based upon residents who were willing to attend the festival if located outside Virginia Beach. Resident spending, for those who were unwilling to attend the festival if located outside Virginia Beach, were excluded from the indirect and induced spending algorithm.

Something in the Water Proforma

To derive the proforma, the fiscal impact must be calculated. The fiscal impact represents the tax revenue generation by spending category. Using the *Business Establishment Patronage Impact* estimates, direct, indirect and induced revenue collections were estimated (see the *Total Fiscal Impact* table below). Directly collected taxes were \$1.20 million, indirect taxes \$20,000, and induced taxes \$33,000.

| Something in the Water Festival | | | | |
|--|---------------|-----------------|----------------|--------------|
| <i>Total Fiscal Impact (Taxes)</i> | | | | |
| | Direct | Indirect | Induced | Total |
| Visitor Ticket Holders | \$898,983 | \$17,944 | \$30,025 | \$946,953 |
| Virginia Beach Ticket Holders | 237,183 | 1,853 | 3,345 | 242,382 |
| All Ticket Holders | \$1,136,166 | \$19,798 | \$33,370 | \$1,189,334 |

Sources: CVB PCD SGA Office and Old Dominion University

With tax revenue estimates derived, CVB expenditures were needed to determine the final disposition of profit or loss. The CVB Finance Department tallied the expenditures.

| Something in the Water Festival | | | | | | | | | | | | |
|--|-------------------|-----------------------|------------------|----------------------------|------------------|------------------------|--------------------|---------------------------|--------------------|-----------------------------|-------------------------|------------------------------|
| <i>City of Virginia Beach Expenditures</i> | | | | | | | | | | | | |
| Department/Office/Division | Personnel: | Regular Salary | Part-Time | Contracted Manpower | Overtime | Total Personnel | Operations: | Operating Expenses | Sponsorship | HRT Trolley Shuttles | Total Operations | Total Agency Expenses |
| City Manager's Office | | \$0 | | | | \$0 | | \$1,100 | | | \$1,100 | \$1,100 |
| Sheriff's Office | | 74,862 | | | | 74,862 | | 10,124 | | | 10,124 | 84,985 |
| Police Department | | | \$735 | | \$419,631 | 420,366 | | 32,500 | | | 32,500 | 452,866 |
| Public Works | | | | | 73,953 | 73,953 | | 22,072 | | | 22,072 | 96,025 |
| Parks and Recreation | | | | | 7,501 | 7,501 | | 1,243 | | | 1,243 | 8,744 |
| Emergency Management | | | | | 2,145 | 2,145 | | 6,060 | | | 6,060 | 8,205 |
| Communications Office | | 0 | | | 3,302 | 3,302 | | 2,881 | | | 2,881 | 6,183 |
| Fire Department | | | | | 98,045 | 98,045 | | 3,209 | | | 3,209 | 101,254 |
| Information Technology | | | | | | | | 9,900 | | | 9,900 | 9,900 |
| Emergency Communications and Citizen Services | | 0 | | | 15,047 | 15,047 | | 105 | | | 105 | 15,152 |
| Human Services | | | | | 3,981 | 3,981 | | | | | | 3,981 |
| Emergency Medical Services | | 0 | | | 17,432 | 17,432 | | | | | | 17,432 |
| Convention and Visitor Development | | 0 | 412 | \$1,370 | 3,487 | 5,268 | | 13,234 | \$250,000 | | 263,234 | 268,502 |
| Aquarium | | | | | | | | 800 | | | 800 | 800 |
| Strategic Growth Area | | | | | | | | 9,300 | | | 9,300 | 9,300 |
| HRT - Trolley shuttles | | | | | | | | | | \$26,086 | 26,086 | 26,086 |
| Total Categorical Expenditures | | \$74,862 | \$1,147 | \$1,370 | \$644,524 | \$721,902 | | \$112,527 | \$250,000 | \$26,086 | \$388,613 | \$1,110,515 |
| Historical College Beach weekend Expenditures | | | | | | | | | | | | 259,139 |
| Something in the Water Net Cost | | | | | | | | | | | | \$851,376 |

Sources: City of Virginia Beach and Old Dominion University

Something in the Water Proforma

In total, \$1.11 million was expended by the City to host the festival (see the *City of Virginia Beach Expenditures* table above). The table has two primary expenditure categories. They are *Personnel* and *Operations*. 65% of the expenditures were *Personnel* costs, and the largest spending category within *Personnel* was *Overtime*. \$644,000 was expended. \$420,000 was expended by the *Police Department*. The largest operational expense was the Convention and Visitor's Bureau sponsorship fee of \$250,000.

Historically, CVB had expended funds to accommodate college beach weekends. To derive the additional cost, the historical cost of \$259,000 was subtracted. The marginal cost of SITW was \$851,000.

During the festival, satellite parking was offered, and school buses were used. Because this expenditure was reimbursed by the festival organizer, it is not included in the expenditure table.

To derive the proforma, the festival tax revenues were netted against the CVB expenditures. The *City Government Proforma* table below displays three netting levels. They are Direct, Direct + Indirect, and Direct + Indirect + Induced effects. Departmental expenses are measured at the direct level only.² Indirect and induced revenues had minimal effect upon the proforma.

| Something in the Water Festival | | | |
|--|-----------------|-----------------|------------|
| <i>City Government Proforma</i> | | | |
| | <u>Revenues</u> | <u>Expenses</u> | <u>Net</u> |
| <i>Direct Impact</i> | \$1,136,166 | \$851,376 | \$284,790 |
| <i>Direct + Indirect Impact</i> | 1,155,964 | 851,376 | 304,588 |
| <i>Direct + Indirect + Induced Impact</i> | 1,189,334 | 851,376 | 337,958 |

Sources: CVB PCD SGA Office and Old Dominion University

Overall, CVB generated net revenues and collected \$338,000 more than expended (*Direct + Indirect + Induced Impact*).

Lastly, the I/O software estimates full-time equivalent (FTE) jobs and wages affected by the festival. The FTE estimates include direct, indirect, and induced private sector workers and reflect the private sector work force benefit.

² For an explanation of usage of direct expenditures, see the main body of the report.

Something in the Water Proforma

In total, the festival supported/retained 249 FTEs and a total wage of \$6.7 million. Gratuities were distributed to restaurant employees as a portion of wages.³

| Something in the Water Festival | | | | |
|---|---------------|-----------------|----------------|--------------|
| <i>Total Employment and Wage Impact</i> | | | | |
| | <u>Direct</u> | <u>Indirect</u> | <u>Induced</u> | <u>Total</u> |
| Employment Wages | \$4,398,251 | \$1,233,055 | \$1,112,205 | \$6,743,512 |
| FTE's Retained | 193 | 28 | 28 | 249 |

Sources: CVB PCD SGA Office and Old Dominion University

³ For more detail about the economic impact, fiscal impact, and proforma, each section in the main body offers greater detail.

City of Virginia Beach Proforma Analysis

Data Collection and Reporting Process

To complete this analysis, the Assistant to the City Manager, Brian Solis, sourced Old Dominion University (ODU) professors Vinod Agarwal, PhD and Robert Case, PhD. City of Virginia Beach's (CVB) Ronald D Berkebile was appointed the analytical team lead.

The survey instrument development process was based upon previous City of Virginia Beach (CVB) instruments developed by Continental Research (CR) for similar events and surveys. The Something in the Water (SITW) analytical team refined the CR instruments to account for displacement and perceptible duplication of submissions.

Dr. Case identified and implemented a dynamic intercept strategy. It included in-person intercepts, application-based surveys, and an email outreach program. Prior to the festival, he assembled a large intercept team. Once the festival began, he strategically stationed team members to maximize the response rate. To effectively engage cell phone application respondents, he created and utilized QR code business cards. At the conclusion of the event, the festival organizer was willing to disperse the surveys via email, and CVB agreed to utilize this resource. The organizer's email repository was comprised of ticket holders. Overall, the collective response rate was very large. With a goal of 1,100 surveys, Dr. Case's team collected more than 8,000 surveys.

Once the surveying was complete, Dr. Agarwal assembled a coding and sorting team. After sorting through the surveys and validating for completeness, approximately 5,700 were deemed complete and relevant. These were used to develop average spending metrics and a baseline economic analysis for modeling direct aggregate spending estimates.

Lastly, once the aggregate spending estimates were derived, Ronald Berkebile used the baseline spending estimates and multipliers to calculate the CVB direct, indirect, and induced spending estimates and proforma. IMPLAN's input/output (IO) software was used to derive the indirect spending, induced spending, wage generation, and employment retention estimates.

Survey Instruments

When collecting survey instrument data, the optimal number of surveys is approximately 1,100. Based upon the number of ticket purchasers, this would represent a response rate of approximately 3.0%. As stated above, the survey intercept team was able to collect more than

Something in the Water Proforma

8,000 surveys. There were approximately 2,000 personal intercepts, 700 QR code surveys, and 5,300 email surveys. Overall, the response rate was a robust 24%.

During the sorting and coding process, incomplete surveys were identified and discarded. In addition, outliers with a propensity to skew the analysis were identified and discarded. Overall, approximately 2,300 surveys were discarded.

Attendance

To calculate the categorical and aggregate expenditures, ticket sales were used as the attendance estimate. Total ticket holder attendance was approximately 34,000. This rendered a slightly conservative output, because unticketed participants could linger in the peripheral areas and in hotel rooms adjacent to the venue. While the concert was a gated event, it was also an outdoor festival. Music could be enjoyed beyond the barriers and from adjacent hotel rooms. The survey team was not able to intercept this free listening group.

On Friday April 26, inclement weather precluded the music festival. It is possible some of these ticket holders may have departed the festival and not returned on subsequent days; moreover, some ticket holders may have left on Sunday April 28 and would have inappropriately been used in the multiplier metric derivation. Both scenarios could be considered offsetting effects. While early departure ticket holders would slightly overstate the analysis, the free listeners would offset the early departures. While these were considered granular complexities with an offsetting effect, it was recognized as a small matter and assumed offsetting in the analysis.

Attendee Spending

Using the survey instrument intercept results, total attendee spending was derived. Because the instrument requested total categorical spending, it is assumed the estimates include taxes and gratuities.

In the *Attendee Tax and Gratuity Inclusive Spending Impact* table below, the four spending categories are columnized. The columns are Lodging, Food and Beverage (F&B), Entertainment, and Other.

| Something in the Water Festival | | | | | |
|--|--------------------|--------------------|----------------------|--------------------|---------------------|
| <i>Attendee Tax and Gratuity Inclusive Spending Impact</i> | | | | | |
| | Lodging | F&B | Entertainment | Other | Total |
| Visitor Ticket Holders | \$3,224,246 | \$1,836,626 | \$6,661,827 | \$1,579,717 | \$13,302,416 |
| Virginia Beach Ticket Holders | 281,411 | 431,866 | 1,979,714 | 357,033 | 3,050,024 |
| All Ticket Holders | \$3,505,658 | \$2,268,491 | \$8,641,541 | \$1,936,750 | \$16,352,440 |

Sources: Old Dominion University

The table is divided into three sections. The *Visitor Ticket Holders* row represents spending by all festival attendees residing outside the CVB.

The *Virginia Beach Ticket Holders* row represents spending by festival attendees residing in the CVB. For the coding and sorting phase of the analysis, the *Virginia Beach Ticket Holders* required special survey instrument consideration. The survey instrument posed the question, “If the festival was held in a city outside of Hampton Roads, would you attend?”⁴ The responses enabled analysts to determine the substitution effect. If the respondents replied “No,” this indicated the *Virginia Beach Ticket Holders* would have expended elsewhere in the CVB if the festival did not take place, and the festival expenses would not add new revenue. Those answering “Yes” indicated a willingness to expend beyond normal spending behaviors. Where respondents answered “No”, their expenditures were not included in deriving the indirect and induced economic impact.

All Ticket Holders represent the summation of *Visitors* and *Virginia Beach Ticket Holders* spending.

To calculate the spending, the intercept data was coded and analyzed, multipliers were derived, and the multipliers were applied to the the type of ticket holders (*Visitor* or *Virginia Beach*).

In total, festival attendee spending was \$16.3 million. Lodging represented 21.4% of spending, F&B 13.9%, Entertainment 52.8%, and Other 11.9%. Entertainment spending includes the festival ticket sales. Ticket sales alone accounted for 74.3% of all entertainment expenditures. Because the event organizer did not report expenditures, total ticket sales were assumed collected and completely expended within the City of Virginia Beach economy to pay for the stage production and other expenditures.

⁴ The survey instrument can be found in Appendix A.

Something in the Water Proforma

The majority of expenditures were attributed to *Visitor Ticket Holders*. *Visitors* represented 81% of all spending or \$13.3 million.

Virginia Beach Ticket Holders represented a smaller proportion of the expenditures. Spending was approximately \$3.0 million and represented 19% of all attendees expenditures.

Of interest, Virginia Beach ticket holders expended \$281,000 for lodging. Some possible explanations could be attributed to expected traffic issues and observation preferences.

Ideally, the spending would have included promotional expenditures; however, this information was not given. Old Dominion University Education Foundation arranged for a non-disclosure agreement and all parties signed, but the promoter was not willing to share the promotional expenses. As a consequence, all economic impact findings are void of actual expenditures and impact. Again, ticket sales were used as a proxy for festival expenditures.

Business Establishment Patronage

To derive the economic impact for CVB business establishments, taxes, fees, and gratuities were calculated and removed from the ODU baseline attendee spending categories. Discounting multiplier model's were created to derive a more refined impact. The discounts were not completely lost from the analysis. Taxes and fees were captured in the fiscal analysis, and gratuities were included in the wage impact.

When the multipliers were applied, the direct business establishment patronage impact was approximately \$13.9 million (see the *Business Establishment Patronage Impact* table below). Taxes and tips accounted for approximately \$1.8 million.

| Something in the Water Festival | | | | | |
|--|--------------------|--------------------|----------------------|--------------------|---------------------|
| <i>Business Establishment Patronage Impact</i> | | | | | |
| | Lodging | F&B | Entertainment | Other | Direct Total |
| Visitor Ticket Holders | \$2,152,817 | \$1,511,635 | \$6,048,021 | \$1,490,305 | \$11,202,777 |
| Virginia Beach Ticket Holders | 241,915 | 355,447 | 1,796,401 | 336,825 | 2,730,589 |
| All Ticket Holders | \$2,394,732 | \$1,867,082 | \$7,844,422 | \$1,827,130 | \$13,933,366 |

Sources: CVB PCD SGA Office and Old Dominion University

Something in the Water Proforma

To discount the lodging taxes and flat fee from the aggregate, a rate of 86% was applied to the reported spending. The 14% discount offsets the transient lodging tax, sales tax, and the flat fees. The CVB lodging tax rate is 8%, the Hampton Roads sales tax rate is 6%, and the CVB flat fees are \$2.00 per room night.

To discount the F&B taxes and gratuities from the aggregate, a rate of 82% was applied to the reported spending. The 18% discount offsets the meal tax, sales tax, and the gratuity. The CVB meal tax rate is 5.5%, the Hampton Roads sales tax rate is 6%, and the gratuity rate is 10%. While full-service restaurants encourage a 15% - 20% gratuity rate, an offset was applied to account for fast food restaurants. Typically, gratuities at fast food restaurants are significantly lower.

To discount entertainment taxes (excluding ticket sales) from the aggregate spending, a rate of 93% was applied to the reported spending. The 7.5% discount offsets the admissions tax. The CVB admissions tax rate is either 5% or 10% and is dependent upon the activity. Because the survey instrument did not require specific entertainment information, the rate midpoint was used. For ticket sales, a rate of 90% was applied. The admission tax rate is 10%.

To discount the other taxes from the aggregate, a rate of 94% was applied to the reported spending. The 6% discount offsets the Hampton Roads sales tax. Because the survey instrument did not require specific other spending information, other miscellaneous retail spending was assumed.

Economic Impact

To estimate the festival's economic impact, the business establishment patronage direct impact categories were used to derive the indirect and induced economic effects. The spending totals were applied to the IMPLAN I/O software program. All IMPLAN categorical outputs are based upon CVB specific multipliers.

Each column in the *Economic Impact* table represents an output economic category (direct, indirect, and induced). Direct revenues are generated as a result of the event and go directly to businesses (i.e. hotels, restaurants, retail, etc.). Indirect revenues are attributed to direct business spending. For instance, a restaurant directly benefits from the sale of prepared food, but restaurants buy raw products to produce the prepared meals. The raw product retailer/wholesaler/distributor is the indirect beneficiary. Lastly, the raw material distributors, manufacturers, and business establishments pay employees, and the employees spend in the economy. They represent induced revenues.

Something in the Water Proforma

Indirect economic activity represented approximately \$4.2 million and induced \$3.6 million. Total economic impact attributed to *Visitors* was \$18.2 million and *Virginia Beach* residents \$3.5 million. Residents unwilling to travel to a like event outside CVB were not included in the *Virginia Beach Ticket Holder* indirect or induced algorithm. If the festival were held elsewhere, they would have spent the income in CVB anyhow.

All Ticket Holders infused \$21.8 million into the local economy.

| Something in the Water Festival | | | | |
|---|---------------------|--------------------|--------------------|---------------------|
| <i>Economic Impact</i> | | | | |
| | <u>Direct</u> | <u>Indirect</u> | <u>Induced</u> | <u>Total</u> |
| <i>Visitor Ticket Holders</i> | \$11,202,777 | \$3,757,944 | \$3,255,262 | \$18,215,983 |
| <i>Virginia Beach Ticket Holders</i> | 2,730,589 | 437,218 | 376,288 | 3,544,094 |
| <i>All Ticket Holders</i> | \$13,933,366 | \$4,195,162 | \$3,631,549 | \$21,760,078 |

Sources: CVB PCD SGA Office and Old Dominion University

Fiscal Impact

Using the spending estimates, direct tax revenue fiscal impact calculations were derived.

The transient lodging tax rate was 8.0%, the sales tax rate reimbursed to the CVB was 1%, and the flat fees were \$2.00 per room per night fee. The 8% and 1% rates were assumed to apply to all forms of transient lodging (hotels, campgrounds, sharing economy rentals, B&Bs, and cottages). As expected, and reported in the *Direct Fiscal Impact (Taxes)* table below, *Visitor* lodging taxes (\$221,000) significantly exceeded *Virginia Beach* ticket holder lodging taxes (\$25,000).

The meal tax rate was 5.5%, and the sales tax rate returned to the CVB was 1%. *Visitors* generated \$98,000 in tax revenues, and *Virginia Beach* ticket holders generated \$23,000.

The festival's admission tax rate was 10%. For additional entertainment spending, the median rate of 7.5% was used. *Visitors* generated 75.2% (\$564,000) of the total admissions tax (\$750,000).

The retail disbursement rate to the CVB is 1% of the 6% collected. Retail generated \$18,000.

| Something in the Water Festival | | | | | | |
|--|------------------|------------------|----------------------|-----------------|-----------------|---------------------|
| <i>Direct Fiscal Impact (Taxes)</i> | | | | | | |
| | Lodging | F&B | Entertainment | Other | BPOL | Direct Total |
| Visitor Ticket Holders | \$221,354 | \$98,256 | \$564,470 | \$14,903 | \$35,527 | \$898,983 |
| Virginia Beach Ticket Holders | 24,874 | 23,104 | 185,837 | 3,368 | 8,722 | 237,183 |
| All Ticket Holders | \$246,228 | \$121,360 | \$750,307 | \$18,271 | \$44,249 | \$1,136,166 |

Sources: CVB PCD SGA Office and Old Dominion University

Using the *Business Establishment Patronage* data, business permit and occupational license (BPOL) fees were estimated. The BPOL category added \$44,000 to the direct fiscal impact.

Total festival tax infusion into the CVB was \$1.1 million. When indirect and induced taxes are included, the change is minimal and reflects an addition of \$53,000 (see the *Total Fiscal Impact* table below).

| Something in the Water Festival | | | | |
|--|---------------|-----------------|----------------|--------------|
| <i>Total Fiscal Impact (Taxes)</i> | | | | |
| | Direct | Indirect | Induced | Total |
| Visitor Ticket Holders | \$898,983 | \$17,944 | \$30,025 | \$946,953 |
| Virginia Beach Ticket Holders | 237,183 | 1,853 | 3,345 | 242,382 |
| All Ticket Holders | \$1,136,166 | \$19,798 | \$33,370 | \$1,189,334 |

Sources: CVB PCD SGA Office and Old Dominion University

Employment

In addition to estimating output, IMPLAN also generates full-time equivalent (FTE) job creation/retention and salary estimates. Using each output category's economic impact, the software estimated the number of jobs and payroll by spending category. Again, the metrics used to calculate jobs and wages are CVB and industry specific.

| Something in the Water Festival | | | | | |
|--|---------------|--------------------|----------------------|---------------|--------------|
| <i>Direct Employment and Wage Impact</i> | | | | | |
| | <u>Hotels</u> | <u>Restaurants</u> | <u>Entertainment</u> | <u>Retail</u> | <u>Total</u> |
| Employment Wages | \$651,700 | \$987,757 | \$2,325,770 | \$433,025 | \$4,398,251 |
| FTE's Retained | 22 | 34 | 117 | 20 | 193 |

Sources: CVB PCD SGA Office and Old Dominion University

The total FTEs retained and directly attributable to the festival are 193, and salaries are estimated to be \$4.4 million (see the *Employment and Wage Impact* table above). Restaurant salaries include the redistributed tips generated at a 10% rate. Gratuities represent approximately \$200,000 for *All Ticket Holders*.

When indirect and induced employment and wages are added to the direct, the total FTEs retained and attributable to the festival were 249 (see the *Total Employment and Wage Impact* table below), and salaries were estimated to be \$6.7 million. The indirect and induced impacts added \$2.3 million to salaries and 56 jobs. 78% of the jobs and 65% of salaries are attributable to direct business patronage.

| Something in the Water Festival | | | | |
|---|---------------|-----------------|----------------|--------------|
| <i>Total Employment and Wage Impact</i> | | | | |
| | <u>Direct</u> | <u>Indirect</u> | <u>Induced</u> | <u>Total</u> |
| Employment Wages | \$4,398,251 | \$1,233,055 | \$1,112,205 | \$6,743,512 |
| FTE's Retained | 193 | 28 | 28 | 249 |

Sources: CVB PCD SGA Office and Old Dominion University

City Expenditures

To create a City proforma, the fiscal impact is offset with CVB departmental expenditures directly related to the event. Indirect CVB expenditures were not included. For instance, while police overtime was included, police support staff costs were not. The support staff would include Police payroll staff, etc.

Something in the Water Proforma

| Something in the Water Festival | | | | | | | | | | | | |
|--|------------|-----------------|----------------|---------------------|------------------|------------------|-------------|--------------------|------------------|----------------------|------------------|-----------------------|
| <i>City of Virginia Beach Expenditures</i> | | | | | | | | | | | | |
| Department/Office/Division | Personnel: | Regular Salary | Part-Time | Contracted Manpower | Overtime | Total Personnel | Operations: | Operating Expenses | Sponsorship | HRT Trolley Shuttles | Total Operations | Total Agency Expenses |
| City Manager's Office | | \$0 | | | | \$0 | | \$1,100 | | | \$1,100 | \$1,100 |
| Sheriff's Office | | 74,862 | | | | 74,862 | | 10,124 | | | 10,124 | 84,985 |
| Police Department | | | \$735 | | \$419,631 | 420,366 | | 32,500 | | | 32,500 | 452,866 |
| Public Works | | | | | 73,953 | 73,953 | | 22,072 | | | 22,072 | 96,025 |
| Parks and Recreation | | | | | 7,501 | 7,501 | | 1,243 | | | 1,243 | 8,744 |
| Emergency Management | | | | | 2,145 | 2,145 | | 6,060 | | | 6,060 | 8,205 |
| Communications Office | | 0 | | | 3,302 | 3,302 | | 2,881 | | | 2,881 | 6,183 |
| Fire Department | | | | | 98,045 | 98,045 | | 3,209 | | | 3,209 | 101,254 |
| Information Technology | | | | | | | | 9,900 | | | 9,900 | 9,900 |
| Emergency Communications and Citizen Services | | 0 | | | 15,047 | 15,047 | | 105 | | | 105 | 15,152 |
| Human Services | | | | | 3,981 | 3,981 | | | | | | 3,981 |
| Emergency Medical Services | | 0 | | | 17,432 | 17,432 | | | | | | 17,432 |
| Convention and Visitor Development | | 0 | 412 | \$1,370 | 3,487 | 5,268 | | 13,234 | \$250,000 | | 263,234 | 268,502 |
| Aquarium | | | | | | | | 800 | | | 800 | 800 |
| Strategic Growth Area | | | | | | | | 9,300 | | | 9,300 | 9,300 |
| HRT - Trolley shuttles | | | | | | | | | | \$26,086 | 26,086 | 26,086 |
| Total Categorical Expenditures | | \$74,862 | \$1,147 | \$1,370 | \$644,524 | \$721,902 | | \$112,527 | \$250,000 | \$26,086 | \$388,613 | \$1,110,515 |
| Historical College Beach weekend Expenditures | | | | | | | | | | | | 259,139 |
| Something in the Water Net Cost | | | | | | | | | | | | \$851,376 |

Sources: City of Virginia Beach and Old Dominion University

In total, \$1.11 million was expended by the City in hosting the festival (see the *City of Virginia Beach Expenditures* table above). The table has two primary expenditure categories. They are *Personnel* and *Operations*. 67% of the expenditures were *Personnel* costs, and the largest spending category within *Personnel* was *Overtime*. \$644,000 was expended, and \$420,000 was expended by the *Police Department*. The largest operational expense was the Convention and Visitor’s Bureau sponsorship fee of \$250,000.

Historically, CVB had expended funds to accommodate college beach weekends. To derive the additional cost, the historical cost of \$259,000 was subtracted. The marginal cost of SITW was \$851,000.

During the festival, City school buses were used to transport attendees from a remote site to the event. The cost for service was \$129,000. The full expenditure was reimbursed by SITW, LLC; consequently, it is not a City incurred expense.

City of Virginia Beach Proforma

The *City Government Proforma* table below illustrates the three fiscal impact perspectives. The Direct Impact row compares direct tax revenues with the City of Virginia Beach’s expenditures. The net outcome resulted in a net gain of \$338,000 in tax revenues. Tax revenue generation was \$1.20 million and expenses \$851,000.

| Something in the Water Festival | | | |
|--|-----------------|-----------------|------------|
| <i>City Government Proforma</i> | | | |
| | <u>Revenues</u> | <u>Expenses</u> | <u>Net</u> |
| <i>Direct Impact</i> | \$1,136,166 | \$851,376 | \$284,790 |
| <i>Direct + Indirect Impact</i> | 1,155,964 | 851,376 | 304,588 |
| <i>Direct + Indirect + Induced Impact</i> | 1,189,334 | 851,376 | 337,958 |

Sources: CVB PCD SGA Office and Old Dominion University

The addition of indirect and induced revenues to the proforma slightly increased the net gain by approximately \$53,000.

Conclusion

The SITW festival generated a net gain for the CVB. Revenues exceeded expenditures. If the free listening attendees could have been captured, the proforma would have demonstrated a larger net gain.

Appendix A: Survey Instrument

2019 Something in the Water Survey

- 1) Did you come to the beachfront area today specifically for the Festival? Yes No
- 2) How many total people, including yourself, are in your immediate party? _____ people
- 3) What is your home zip code? _____ Distance from home to Virginia Beach? _____ miles
- 4) Do you live in Hampton Roads? Yes No
- 5) If you live in Hampton Roads, how much will you spend at the festival? _____
- 6) If the festival was held in a city outside of Hampton Roads, would you attend? Yes No
- 7) Where are you staying (check one)?
 Hotel/Motel Friends/Family Airbnb or similar Timeshare
 Campground Bed & Breakfast Boat Apartment/Condo

During your entire visit, how much do you think your immediate travel party will spend?

- 8) Lodging? \$ _____
- 9) Restaurants, fast food, and drinks? \$ _____
- 10) Entertainment, admission fees, recreation, and other activities? \$ _____
- 11) All other expenses, including groceries, gas, parking, clothes, souvenirs, t-shirts, and everything you will buy or pay for in Virginia Beach? \$ _____
- 12) How many days will you spend at the Something in the Water festival? _____ days
- 13) If the festival is held next year in Virginia Beach, what is the likelihood of your return?
 Extremely Likely Quite Likely Slightly Likely Not Likely
- 14) What is your age? _____
- 15) What is your total yearly family income (in US dollars)?
 under \$40,000 \$85,000 - \$99,999 \$175,000 - \$199,999
 \$40,000 - \$59,999 \$100,000 - \$124,999 over \$200,000
 \$60,000 - \$74,999 \$125,000 - \$149,999 Refused to answer
 \$75,000 - \$84,999 \$150,000 - \$174,999

Something in the Water Proforma

16) Race/ethnic group: ___ White (Caucasian) ___ African American ___ Asian
 ___ Hispanic ___ Pacific Islander ___ Other

17) Gender: ___ Male ___ Female ___ Other