City of Manassas, Virginia
City Council Meeting

AGENDA

City Council Regular Meeting
Council Chambers
9027 Center Street
Manassas, VA 20110
Monday, February 25, 2019

Call to Order - 5:30 p.m.

Roll Call

Invocation and Pledge of Allegiance

Council Time

Mayor Time

Staff Reports

Update: Insurance Services Office (ISO) Rating
(Presenter: Phillip Leitma, Insurance Services Office)
(Staff: Rob Clemons, Fire and Rescue Chief)

1. Consent Agenda

All matters listed under the consent agenda are considered to be routine by the City Council and will be enacted by one motion. There will be no separate discussion of these items. If discussion is desired, that item will be removed from the consent agenda and considered separately.

SUGGESTED MOTION: "I move that the Consent Agenda be approved and the readings of the ordinances be dispensed."
SUGGESTED MOTION #2: "I move that Items # and # be removed from the Consent Agenda and be added as Items # and #, respectively, and that the remaining Consent Agenda items be approved as it now appears and the readings of the ordinances be dispensed."

1.1 City Council Minutes: February 11, 2019
(Staff: Rose V.B. Spring, Acting City Clerk)
Agenda Statement - City Council Minutes
City Council Minutes: February 11, 2019

1.2 Performance Bond and Erosion Control Bond Release:
Dias Concrete Site Plan - SP#14-42
(Staff: Gregory J. Bokan, AICP, Development Services Coordinator)
Agenda Statement - Bond Release - Dias Concrete Site Plan
Backup - Certificate of Compliance: Dias Concrete Site Plan
Backup - Location Graphic: Dias Concrete Site Plan
Backup - Site Plan: Dias Concrete Site Plan

1.3 Proclamation: Irish Heritage Month
(Staff: Rose V.B. Spring, Acting City Clerk)
Agenda Statement - Irish Heritage Month Proclamation
Proclamation - Irish Heritage Month

2. Ordinances and Resolutions

2.1 Ordinance #O-2019-14: An Ordinance to Establish a Tourism Plan for the Landing at Cannon Branch; to Endorse and Authorize a Proposed Tourism Project; and to Authorize Other Actions Consistent with the Virginia Tourism Corporation’s (VTC’S) Tourism Development Finance Program (TDFP) (First Reading)
(Staff: Nicole Smith, Economic Development Coordinator)
Agenda Statement - Ordinance #O-2019-14
Ordinance #O-2019-14
Tourism Development Plan
Tourism Development Plan - State Modifications

3. New Business

3.1 Update: Human Resources Department
(Staff: Darla Hicks, Human Resources Director)
Agenda Statement - Human Resources Update

3.2 Update: Manassas City Police Department
(Staff: Douglas W. Keen, Police Chief)
Agenda Statement - Manassas City Police Department Update
Manassas City Police Department Annual Report

3.3 Update: Manassas City Fire and Rescue Department
(Staff: Rob Clemons, Fire and Rescue Chief)
Agenda Statement - Manassas City Fire and Rescue Department Update
Manassas City Fire and Rescue Department Annual Report

4. Awards, Acknowledgments and Presentations - 7:15 p.m.

4.1 Presentation: Irish Heritage Month Proclamation
(Staff: Rose V.B. Spring, Acting City Clerk)

5. Citizens' Time - 7:30 p.m.

The citizens' time portion of the agenda is set aside for those citizens who wish to address the Council for less than three minutes each. Citizens need not give prior notice to the City to speak during the citizens' time portion of the agenda. Citizens may address the Council for longer than three minutes if they ask the City Manager for a place on the agenda at least four working days before the meeting.

6. Authorize a Closed Meeting

Virginia Code Section 2.2-3711 A (1) :
1. Appointments to Boards, Committees and Commissions

6.1 Authorize a Closed Meeting
Agenda Statement - Authorize a Closed Meeting

7. Certify the Closed Meeting

7.1 Certify the Closed Meeting
Agenda Statement - Certify a Closed Meeting

Adjournment
City of Manassas
Manassas City Council
9027 Center Street
Manassas, VA 20110

Meeting Date: February 25, 2019
Time Estimate: Consent Agenda
Agenda Title: City Council Minutes: February 11, 2019
Recommendation: Approve

Motion:
If approved as part of the Consent Agenda:
I move that the Consent Agenda be approved and the readings of the ordinances dispensed.

If removed from the Consent Agenda:
I move that the Minutes of February 11, 2019 be approved.

Date Last Considered by City Council: N/A
Summary and/or Comments: N/A
Board – Committee – or Commission Reviewed: N/A
Fiscal Impact: N/A
Staff Contact: Rose V.B. Spring, Acting City Clerk
rspring@manassasva.gov
(703) 257-8304
A Regular Meeting and Public Hearings of the Council of the City of Manassas, Virginia was held in Council Chambers, City Hall, on the above date with the following present on roll call: Mayor Harry J. Parrish II, Vice Mayor Ken D. Elston, Council Members Michelle Davis-Younger, Theresa Coates Ellis, Ian T. Lovejoy, Pamela J. Sebesky, and Mark D. Wolfe; City Manager W. Patrick Pate, Deputy City Manager Bryan Foster, Acting City Clerk Rose V.B. Spring, City Attorney Craig Brown, Police Chief Doug Keen, Fire and Rescue Chief Robert L. Clemons, Jr., Juan E. Rivera, Airport Director, Tony Dawood, Utilities Director, Michelle Brickner, Engineering Director, Captain Victor Hatcher, Tim Fitzwater, Building and Grounds Manager, Steven Schrank, Street Department Manager, Mike Morgan, Fleet Manager, and Monica Boehringer, Refuse and Recycling Coordinator.

Mayor Parrish called the meeting to order at 5:30 p.m. and delivered the invocation.

The Manassas City Police Department Honor Guard presented Colors as the Mayor led those present in the Pledge of Allegiance.

Community and Staff Presentations

Manassas City Police Department Employee Recognition Ceremony

Police Chief Douglas W. Keen recognized the following members of the Manassas City Police Department:

Employees of the Month:
- October 2018 Employees of the Month
  Sergeant Gavin Young
  Detective Jonathan Agule
  Detective Derrick Black

- November 2018 Employee of the Month
  Public Safety Communications Specialist Alexis Ortiz

- December 2018 Employee of the Month
  Senior Police Officer Brittany Alexander

Council Time

Vice Mayor Elston congratulated the public safety officers recognized this evening. Vice Mayor Elston commended the Manassas City Public Schools and the Manassas City Police Department on the actions taken over the weekend in regards to the threat to the schools. Vice Mayor Elston informed the community on the recent loss of Prince William County Supervisor John Jenkins and Colonel John Harper. Vice Mayor Elston reported that the General Assembly passed legislation to increase pay for public school teachers.
Council Member Wolfe offered his condolences to the family of Prince William County Supervisor John Jenkins.

Council Member Sebesky congratulated the public safety officers recognized this evening. Council Member Sebesky reported that she attended the OmniRide Commission meeting and shared the effects of the government shutdown on transportation revenues and updates on the OmniRide Fiscal Year 2020 proposed budget. Council Member Sebesky informed the community of the Osbourn High School’s basketball team playoff game on Wednesday, February 13 at 6:00 p.m. at Battlefield High School. Council Member Sebesky reported that Saturday with the Superintendent is scheduled for Saturday, February 16 at 10:00 a.m. at Dean Elementary School and a Community Conversation is scheduled for Wednesday, February 20 at Jirani Coffeehouse. Council Member Sebesky encouraged citizens to apply for the City’s Boards, Committees, and Commissions. Council Member Sebesky wished everyone a Happy Valentine’s Day.

Council Member Davis-Younger welcomed Center Street Glam to the City. Council Member Davis-Younger reported that she attended the Historic Resources Board meeting and donations for the Jennie Dean Memorial are being accepted. Council Member Davis-Younger reminded the community to visit the Manassas Museum and Echos.

Council Member Ellis thanked the Manassas City Police Department for its work. Council Member Ellis reported that the Manassas City Public Schools Career and Technical Education department hosted Doughnuts with the Trades with students and fifteen local trade companies. Council Member Ellis stated that a Nonprofit Resource Fair is being held on Saturday, February 23 at 10:00 a.m. at the Central Library. Council Member Ellis shared that she attended Murder on the Menu at the Center for the Arts and it was a great event.

**Mayor Time**

Mayor Parrish offered his condolences to the family of Prince William County Supervisor John Jenkins.

Mayor Parrish noted that the cover photo on Prince William Living magazine this month is of the Old Town Hall in Manassas.

Mayor Parrish reported that Dr. Newman, Superintendent of the Manassas City Public Schools, will be presenting the Manassas City Public Schools annual budget at the School Board meeting on Tuesday, February 12 at 7:00 p.m.

**Staff Reports**

Police Chief Keen reported on the recent threat to Prince William County Public Schools and Manassas City Public Schools. Chief Keen stated that the student has been identified. Chief
Keen reported that the Manassas City Police Department and the Manassas City Public Schools worked seamlessly together.

Mr. Pate reported that the building permits for the primary building in the Micron expansion have been approved.

Mr. Pate announced that the Semiconductor Manufacturing Grant Fund bill passed the Senate and the House.

Mr. Pate informed the community that Council Member Davis-Younger will be speaking at the Manassas Museum on Wednesday, February 13 at 3:00 p.m. for Stories of Preservation and Progress.

Mr. Pate invited the community to meet the Ebony Dough Boys on Saturday, February 16 at 1:00 p.m. at the Manassas Museum and to attend the Community Conversation on Wednesday, February 20 at 7:00 p.m. at Jirani Coffeehouse.

Mr. Pate reported that Kisha Wilson-Sogunro, Parks, Culture & Recreation Manager was honored as a local hero by the Prince William County Communities Healthy Youth Council.

Mr. Pate announced that the 9th Annual St. Patrick's Day Parade is scheduled for Saturday, March 9 at 11:00 a.m.

1) Consent Agenda

1.1 City Council Minutes: January 25-26, 2019 and January 28, 2019
1.2 Ordinance #O-2019-13: An Ordinance Amending Sections 30-31, 30-135 and 30-136 and Adding a New Section 30-136.1 in Chapter 30, and Amending Section 82-1 in Chapter 82 of the City Code Relating to Business Licenses for Peddlers and Itinerant Merchants (Second Reading)

VICE MAYOR ELSTON MOVED to approve Consent Agenda Items 1.1 through 1.2 and that the reading of the ordinances be dispensed. Seconded by Council Member Sebesky. Roll call vote: AYES – Davis-Younger, Ellis, Elston, Lovejoy, Sebesky, Wolfe. MOTION CARRIED.

2) New Business

2.1 Policy #P-2016-03: Amendments to Appointments to Boards, Committees and Commissions Policy

Council Member Sebesky stated that the amendments to the Policy were discussed at the City Council Retreat and by the former Personnel Committee. Council Member Sebesky stated
that the amendments to the Policy implement term limits for the City’s Boards, Committees and Commissions.

COUNCIL MEMBER SEBESKY MOVED to approve Policy #P-2016-03: Amendments to Appointment to Boards, Committees and Commissions Policy. Seconded by Council Member Wolfe. Roll call vote: AYES – Davis-Younger, Ellis, Elston, Sebesky, Wolfe. NAYS – Lovejoy. MOTION CARRIED.

2.2 Annual Report: Manassas Regional Airport

Juan Rivera, Airport Director, provided the City Council with a departmental update and shared some specific cases in which the department successfully contributed to the City Council’s Strategic Plan.

2.3 Annual Report: Engineering Department

Michelle Brickner, Engineering Department Director, provided the City Council with a departmental update and shared some specific cases in which the department successfully contributed to the City Council’s Strategic Plan.

2.4 Annual Report: Utilities Department

Tony Dawood, Utilities Director, provided the City Council with a departmental update and shared some specific cases in which the department successfully contributed to the City Council’s Strategic Plan.

2.5 Annual Report: Department of Public Works

Bryan Foster, Deputy City Manager, provided the City Council with a departmental update and shared some specific cases in which the department successfully contributed to the City Council’s Strategic Plan.

3) Awards, Acknowledgments and Presentations

3.1 Presentation: Inter-Service Club Council (ISCC) of Greater Manassas

Council Member Ellis, former President of ISCC briefly shared the history of ISCC and discussed the mission of ISCC. Ms. Ellis introduced new officers for the ISCC, Carol Campbell and Jim Porter. Council Member Ellis, Ms. Campbell, and Mr. Porter recognized its Volunteers of the Year.

Council Member Ian T. Lovejoy departed at 7:19 p.m.

4) Citizens’ Time
Janice Richardson, resident of the City of Manassas, spoke in regards to issues in the Georgetown South community to include trash and parking.

Patty Grayson, resident of the City of Manassas, spoke in regards to issues in the Georgetown South community to include parking, flooding, property damage, and drug use.

Deborah Moore, resident of the City of Manassas, spoke in regards to issues in the Georgetown South community to include trash and management.

Charles Keen, resident of the City of Manassas, spoke in opposition to the Special Use Permit application for the Wellington Station Meineke.

Grailing Carter, resident of the City of Manassas, spoke in regards to issues in the Georgetown South community to include parking and animal control.

Lynn Forkell, resident of the City of Manassas, voiced her concerns on the inconsistent speed zones throughout the City and thanked the residents for recycling.

5) Public Hearings – 7:30 p.m.

5.1 Public Hearing: Vacate Easement & Obtain Right-of-Way at the End of Park Avenue

Bryan Foster, Deputy City Manager, stated that City Council is considering a request from the property owner at 9213 Park Avenue to vacate an existing 40 foot temporary construction, maintenance and turnaround easement. Mr. Foster stated that the area is currently paved, but without curb and gutter and has been maintained by the City. Mr. Foster informed City Council that the proposed resolution is for the City to vacate this easement, purchase the right-of-way, and construct a finished cul de sac with curb and gutter in front of this property.

Vice Mayor Elston inquired on the diameter needed for school buses and fire trucks to be able to utilize the cul de sac to turn around.

Mayor Parrish opened the public hearing and invited anyone wishing to speak in favor of or in opposition to vacating the easement to come forward and address the City Council.

Kevin Pearson, resident of the City of Manassas, spoke in support of the property owner at 9213 Park Avenue, but commented on a potential alternative to obtain property from his father to make the turning radius larger at the end of the cul de sac.

Mr. Foster stated that staff will explore Mr. Pearson's proposed alternatives.
VICE MAYOR ELSTON MOVED that the public hearing pertaining to Vacating the Easement and Obtaining Right-of-Way at the End of Park Avenue be closed. Seconded by Council Member Wolfe. Roll call vote: AYES – Davis-Younger, Ellis, Elston, Sebesky, Wolfe. ABSENT – Lovejoy. MOTION CARRIED.

A motion was duly made, seconded and CARRIED UNANIMOUSLY to adjourn the meeting.

Mayor Parrish declared the meeting adjourned at 8:23 p.m.
Meeting Date: February 25, 2019

Time Estimate: Consent Agenda

Agenda Title: Performance Bond and Erosion Control Bond Release: Dias Concrete Site Plan - SP#14-42

Recommendation: Approve

Motion: *If approved as part of the Consent Agenda:*
*I move that the Consent Agenda be approved and the readings of the ordinances dispensed.*

*If removed from the Consent Agenda:*
*I move that the release of the Performance Bond and Erosion Control Bond for Dias Concrete Site Plan – SP#14-42 be approved.*

Date Last Considered by City Council: N/A

Summary and/or Comments: Request authority to release the Performance Bond and Erosion Control Bond for the following project – Dias Concrete Site Plan - SP#14-42

This was a site plan for improvements to a concrete business located at 8516 Bucyrus Court.

Board – Committee – or Commission Reviewed: N/A

Fiscal Impact: N/A

Staff Contact: Gregory J. Bokan, AICP, Development Services Coordinator
gbokan@manassasva.gov
(703) 257-8204
CERTIFICATE OF COMPLIANCE

I hereby certify that the work has been completed to justify the release of the bond(s) of the site plans or subdivision listed below, they have been inspected and approved, and I recommend that they be released as follows:

1. Dias Concrete. Site Plan, SP#14-42, release the Performance Bond Agreement (Cash) in the amount of $14,731.50 and Erosion Control Bond Agreement (Cash) in the amount of $12,927.15.

[Signature]
Eric P. Lowe
Development Services Manager

[Date]
2/21/19
**Meeting Date:** February 25, 2019

**Time Estimate:** Consent Agenda

**Agenda Title:** Proclamation: Irish Heritage Month

**Recommendation:** Approve

**Motion:**

- **If approved as part of the Consent Agenda:**
  
  *I move that the Consent Agenda be approved and the readings of the ordinances dispensed.*

- **If removed from the Consent Agenda:**
  
  *I move that the Proclamation recognizing March 2019 as Irish Heritage Month be approved.*

**Date Last Considered by City Council:** February 26, 2018

**Summary and/or Comments:** N/A

**Board - Committee - or Commission Reviewed:** N/A

**Fiscal Impact:** N/A

**Staff Contact:** Rose V.B. Spring, Acting City Clerk

rspring@manassasva.gov

(703) 257-8304
WHEREAS, Irish Heritage Month is observed in March of each year in the City of Manassas; and

WHEREAS, Americans of Irish descent, ever since their arrival in this country, have been at the forefront of efforts to improve the quality of life of every American citizen; and

WHEREAS, Americans of Irish descent have played and continue to play a critical economic, cultural and social role in every sphere of American life; and

WHEREAS, celebrating Irish Heritage Month gives us an opportunity to honor and recognize individuals who have contributed to the history, society and culture of the United States of America; and

WHEREAS, today more than 39 million Americans who claim Irish heritage, a number almost seven times greater than the entire population of Ireland today, can look back with pride on the many achievements and contributions of their ancestors.

NOW THEREFORE, I, Harry J. Parrish II, Mayor of the City of Manassas, Virginia and on behalf of the Manassas City Council, hereby proclaim the month of March 2019 as

IRISH HERITAGE MONTH

in the City of Manassas and urge all citizens of the City of Manassas to celebrate the contributions made by individuals of Irish descent and to observe this month with appropriate programs, ceremonies and activities, including the St. Patrick's Day Parade to be held on Saturday, March 9, 2019.

Harry J. Parrish II Mayor
On behalf of the City Council of Manassas, Virginia

ATTEST:

Rose V.B. Spring Acting City Clerk
Ordinance #O-2019-14: An Ordinance to Establish a Tourism Plan for the Landing at Cannon Branch; to Endorse and Authorize a Proposed Tourism Project; and to Authorize Other Actions Consistent with the Virginia Tourism Corporation's (VTC’S) Tourism Development Finance Program (TDFP) (First Reading)


Motion: I move that Ordinance #O-2019-14 be approved on first reading.

Date Last Considered by City Council: November 19, 2016

Summary and/or Comments: Holladay Properties (d/b/a Manassas Gateway Hotel, LLC) is the development entity proposing to construct a TRU by Hilton at the Landing at Cannon Branch. The Purchase and Sale Agreement stipulates that the City will provide incentives that include utilizing the Commonwealth’s Tourism Development Finance Program (TDFP). The company has identified a plan of finance for the Project and requested Gap Financing assistance. This program allows the state and locality to remit a total of 2% of the total state and local sales taxes generated by the hotel to provide gap financing for the project.

In order to be considered for the TDFP the City must include in its submission both an adopted ordinance establishing a Tourism Plan and endorsing the Hotel Project as well as an executed performance agreement amongst the necessary parties. Staff will present the Performance Agreement to City Council on March 11th and to the Economic Development Authority March 19th.

Board – Committee – or Commission Reviewed: Land-Use – January 22, 2019

Fiscal Impact: Estimated $369,000 annually in Real Estate and Occupancy tax revenue.

Staff Contact: Nicole Smith, Economic Development Coordinator
nsmith@manassasva.gov
703.257.8882
AN ORDINANCE
TO ESTABLISH A TOURISM PLAN FOR THE LANDING AT CANNON BRANCH; TO ENDORSE AND AUTHORIZE A PROPOSED TOURISM PROJECT; AND TO AUTHORIZE OTHER ACTIONS CONSISTENT WITH THE VIRGINIA TOURISM CORPORATION’S (VTC’S) TOURISM DEVELOPMENT FINANCE PROGRAM (TDFP)

WHEREAS, in 2011, the Virginia General Assembly passed legislation enacting a Tourism Development Financing Program (TDFP) under the purview of the Virginia Tourism Corporation (VTC), which entitles an authorized tourism project to receive certain state and local tax revenues from the tourism project as outlined in Code of Virginia Section 58.1-3851.1; and

WHEREAS, the City of Manassas established a Tourism Zone identified as Ordinance #O-2017-03 on November 28, 2016 in accordance with the Code of Virginia Section 58.1-3851 as a mechanism to strengthen and expand tourism-related businesses and attractions so as to create jobs, increase investment, promote local heritage, attract out-of-town visitors, and strengthen the city’s unique sense of place; and

WHEREAS, City staff has prepared a Tourism Plan as determined by guidelines set forth by the Virginia Tourism Authority, entitled “TDFP Tourism Development Plan – City of Manassas”; and

WHEREAS, the Tourism Plan identifies a deficiency in the City in that the City currently lacks an upper mid-scale hotel to accommodate both business and tourism related travelers; and

WHEREAS, Gateway Hotel LLC (“Company”) has proposed spending approximately $15 million to construct a 100-room Tru by Hilton located at 10500 Gateway Boulevard (“Hotel Project”) in the planned 40-acre mixed-use development known as The Landing at Cannon Branch, which is located within the Gateway Tourism Zone established by Ordinance #O-2017-03; and

WHEREAS, this Hotel Project will support the development efforts and growth occurring at the Landing at Cannon Branch, the largest mixed used development project in the City’s history; and

WHEREAS, the Company has identified a plan of finance for the Project which includes private
debt and equity financing along with other funds totaling at least seventy percent (70%) of the
cost of the project, leaving a financing gap of no more than thirty percent (30%); and

WHEREAS, the Company has requested Gap Financing assistance and submitted proof of
the need thereof; and

WHEREAS, the City finds the Hotel Project will enhance the City’s commercial tax base,
increase employment and fill the void of adequate lodging to support the growing need for
tourism and business related lodging; and

WHEREAS, under the TDFP, eligible projects are entitled to receive an amount equal to
the revenues generated by a one percent (1%) each of the State and Local shares of Sales and
Use Tax generated from transactions taking place on the premises of the Hotel Project, together
with a one percent (1%) Access Fee to be paid by the Company, for the purpose of paying the
principal and interest on the gap financing which would complete the plan of finance for the
Project and incent the full Project implementation; and

WHEREAS, to meet the requirements of Code of Virginia Section 58.1-3851.1, the City,
along with the Economic Development Authority of the City of Manassas, will be required to
enter into a Performance Agreement with the Company;

NOW, THEREFORE, BE IT ORDAINED by the City Council of the City of Manassas that the
“TDFP Tourism Development Plan – City of Manassas” is hereby established as a tourism plan as
contemplated in Virginia Code Section 58.1-3851.1, and staff is hereby directed to submit the
Plan to the Virginia Tourism Authority for approval.

BE IT FURTHER ORDAINED by the City Council of the City of Manassas that, pursuant to
Virginia Code Section 58.1-3851.1, the City Council of the City of Manassas hereby endorses and
authorizes the Hotel Project as a project eligible under VTC’s Tourism Development Financing
Program for gap financing and authorizes the City Manager to develop the necessary agreements
for adoption and submission to the Virginia Tourism Corporation.

BE IT FURTHER ORDAINED by the City Council of the City of Manassas that the Council
hereby directs that an amount equal to the revenues generated by a one percent (1%) local sales
and use tax, from transactions taking place on the premises of the Hotel Project, be applied to
the payment of principal and interest on the qualified gap financing, with such revenues remitted
in the same manner, for the same time period, and under the same conditions as remittance of
the state sales and use tax revenues.
BE IT FURTHER ORDAINED that this Ordinance shall be in effect on and after the date of its adoption, __________, 2019; provided, however, any funding to the Company pursuant to the Tourism Development Financing Program is expressly conditioned on (1) approval of the adopted tourism plan by the Virginia Tourism Authority; (2) certification of the Hotel Project by the State Comptroller as qualifying for the entitlement to tax revenues authorized by Virginia Code Section 58.1-3851.1; and (3) execution of a Performance Agreement between the Company, the City of Manassas and the Manassas Economic Development Authority that reflects, among other things, compliance with the requirements of Virginia Code Section 58.1-3851.1 (D).

This ordinance shall become effective upon second reading.

BY ORDER OF THE COUNCIL

Harry J. Parrish II Mayor
On Behalf of the City Council
of Manassas, Virginia

ATTEST:

______________________________
Rose V.B. Spring Acting City Clerk

MOTION:
SECOND:
RE: Ordinance #O-2019-14
ACTION:

Votes:
Ayes:
Nays:
Absent from Vote:
Absent from Meeting:
Localities that are interested in pursuing the financing will need to submit a Tourism Development Plan which will be reviewed and certified by the Virginia Tourism Corporation (VTC). The Tourism Development Plan submitted can be an existing plan already adopted by a locality, or a plan can be created using VTC’s Tourism Development Plan website.

The purpose of the plan is to (1) outline the specific void the proposed project will fill; (2) provide accurate representations of a locality’s current tourism product and assets, infrastructure, marketing efforts and visitor profiles; and (3) show the return on investment the proposed project will have to the local tourism economy.

» Confidential + Proprietary Information «

If confidentiality of any information is necessary and applicable while exploring the eligibility of your proposed tourism development project with VTC, you must mark the information as “confidential and proprietary records.” This includes print, audio and video information shared with Virginia Tourism Corporation via email, email attachments, standard delivery or courier. » § 2.2-3705.6 (3)

Please note that ownership of information and documentation submitted to the Virginia Tourism Corporation (VTC) either during preliminary discussions or as part of a Tourism Development Financing Program application constitute public records under the Virginia Freedom of Information Act (FOIA) and shall be subject to public disclosure in accordance with FOIA. To prevent disclosure, however, the applicant must specifically identify the information or documentation to be protected. Public records that VTC determines are not proprietary will be subject to public disclosure under FOIA, even if marked as confidential by the applicant.

SECTION 1: PROPOSED PROJECT

1-A Briefly describe the overall scope and concept of your proposed project, including the total capital investment.

2-B What deficiency (void) in your local tourism economy will this tourism development project fill?

* Please provide a copy of the local development plan(s) which identifies this deficiency(ies)

SEE ATTACHMENT

1-C What is the total capital investment of the development project?

$15 million

1-D Will this proposed project fit into an existing Tourism Zone?

>> Visit http://www.vatc.org/TDFinancingProgram to review requirements

☑ YES ☐ NO

1-E The proposed project will accomplish the following:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Projected, annual, staff hours created from this specific project projected to be</td>
<td>72,880</td>
</tr>
<tr>
<td>* Total, annual number of full (40 hrs./week) and part-time hours combined</td>
<td></td>
</tr>
<tr>
<td>Projected, annual, salary expenditures specific project projected to be</td>
<td>$1,289,600</td>
</tr>
<tr>
<td>* Total, annual, combined salary costs for all full (40 hrs./week) and part-time jobs</td>
<td></td>
</tr>
<tr>
<td>Projected, annual, local tax revenue from project expected to be</td>
<td>$369,000</td>
</tr>
<tr>
<td>Projected, annual, state tax revenue from project expected to be</td>
<td>$189,708</td>
</tr>
<tr>
<td>Projected, annual visitors to the new business (total) are expected to be</td>
<td>44,500</td>
</tr>
<tr>
<td>Projected, annual out-of-town visitors (50 miles or more) to the new business are expected to be</td>
<td>35,600</td>
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</table>
2-A What attributes best describe your area: (Select all that apply)

### Nature / Outdoor Recreation
- Mountains
- Scenic Drive
- State Parks
- Hiking
- Camping
- Caverns
- Lakes
- Rivers
- Beaches
- Chesapeake Bay
- Wildlife Watching
- Motorsports
- Road cycling
- Agricultural – Wineries
- Agricultural – Farmers Markets
- Agricultural – ‘Pick your own’

### History / Heritage
- Revolutionary
- Civil War
- Civil Rights
- Virginia Indian
- African American
- European American
- (German, Irish, British, etc.)

### Epicurean / Experiential
- Small towns & Main street communities
- Locally owned bistros and restaurants
- Virginia specialties / Southern cuisine
- Ethnic foods
- Resorts-High-end
- Fine Dining
- Spa services

### Sports / Recreation
- Boating/Sailing
- Canoe/Raft/Kayak
- Fishing-Fresh Water
- Fishing-Salt Water
- Golf
- Horse Racing/Horse Shows
- Hunting
- Motor Sports/NASCAR/Indy
- Biking
- Road cycling
- Snow Sports
- Sports Event College/Professional
- Sports Tournament – Personal or Family

### Arts / Culture
- Museum-Children’s
- Museum-History
- Museum-Military
- Museum-Science
- Museum-Fine Art
- Historic Homes
- Plantation Homes
- Colleges/Universities

### Entertainment / Amusement
- Amusement/Theme Parks
- Festivals-Food
- Festivals-Heritage
- Festivals-Music
- Festivals-Wine
- Festivals-Arts & Crafts
- Live Performance & concerts
- Shopping-Antiques
- Shopping-Arts & Crafts
- Shopping-Malls
- Shopping-Outlets
- Shopping-Wineries

### Do you offer seasonal or year-round experiences?
- Seasonal
- Year-round

### Do you have a peak season
- Spring
- Summer
- Fall
- Winter
SECTION 2: PRODUCT ANALYSIS

2-B What are the major lures and drivers that attract tourists to your area?

SEE ATTACHMENT

2-C What is your UNIQUE factor? What sets you apart from the competition?

SEE ATTACHMENT

2-D Who is your major competition?

Is there a particular region, community, attraction or travel experience that is your primary competition? How many other destinations have similar factors within 5-0 – 100 – 150+ miles?

In Virginia: the Cities of Fairfax, Fredericksburg and Winchester; and the Towns of Warrenton, Leesburg, Clifton and Culpepper.

In Maryland: The Cities of Frederick and Antietam.
**SECTION 3: S.W.O.T. ANALYSIS**

**3-A  Gauge your tourism INFRASTRUCTURE**

**How would you rate your Transportation?**

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Excellent</th>
<th>Average</th>
<th>Weak</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interstates</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Secondary roads</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Signage</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Bus travel</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Train travel</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Air travel</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Waterways</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Taxi service</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Biking paths</td>
<td></td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

**How would you rate your Public Services?**

<table>
<thead>
<tr>
<th>Service</th>
<th>Strong</th>
<th>Average</th>
<th>Weak</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police force</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Healthcare</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Utilities</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Waste management</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rescue support</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communications</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public parks/recreation</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**How would you rate your Environment?**

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Strong</th>
<th>Average</th>
<th>Weak</th>
</tr>
</thead>
<tbody>
<tr>
<td>Air quality</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Noise levels</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Traffic</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Landfills</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wetlands</td>
<td>n/a</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public health</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
3-B Gauge your tourism ECONOMY & BUSINESS COMMUNITY

### How would you rate your Accommodations?

<table>
<thead>
<tr>
<th></th>
<th>Strong</th>
<th>Average</th>
<th>Weak</th>
</tr>
</thead>
<tbody>
<tr>
<td>B&amp;Bs</td>
<td></td>
<td>✔️</td>
<td></td>
</tr>
<tr>
<td>Inns</td>
<td></td>
<td>✔️</td>
<td></td>
</tr>
<tr>
<td>Hotels</td>
<td></td>
<td>✔️</td>
<td></td>
</tr>
<tr>
<td>Resorts</td>
<td></td>
<td>✔️</td>
<td></td>
</tr>
<tr>
<td>Rental property</td>
<td></td>
<td></td>
<td>✔️</td>
</tr>
<tr>
<td>Cottages</td>
<td></td>
<td>✔️</td>
<td></td>
</tr>
<tr>
<td>Cabins</td>
<td></td>
<td>✔️</td>
<td></td>
</tr>
<tr>
<td>Campsites</td>
<td></td>
<td>✔️</td>
<td></td>
</tr>
</tbody>
</table>

### How would you rate your Attractions?

<table>
<thead>
<tr>
<th></th>
<th>Strong</th>
<th>Average</th>
<th>Weak</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shopping</td>
<td></td>
<td></td>
<td>✔️</td>
</tr>
<tr>
<td>Dining</td>
<td>✔️</td>
<td>✔️</td>
<td></td>
</tr>
<tr>
<td>Historic</td>
<td></td>
<td>✔️</td>
<td></td>
</tr>
<tr>
<td>Museums</td>
<td></td>
<td>✔️</td>
<td></td>
</tr>
<tr>
<td>Wineries</td>
<td></td>
<td>✔️</td>
<td></td>
</tr>
<tr>
<td>Music festivals</td>
<td></td>
<td></td>
<td>✔️</td>
</tr>
<tr>
<td>Zoos / animal parks</td>
<td></td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Art galleries</td>
<td></td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Nature trails &amp; facilities</td>
<td></td>
<td>✔️</td>
<td>✔️</td>
</tr>
</tbody>
</table>

### How would you rate your Facilities?

<table>
<thead>
<tr>
<th></th>
<th>Strong</th>
<th>Average</th>
<th>Weak</th>
</tr>
</thead>
<tbody>
<tr>
<td>Universities</td>
<td>✔️</td>
<td>✔️</td>
<td></td>
</tr>
<tr>
<td>Performing arts</td>
<td>✔️</td>
<td>✔️</td>
<td></td>
</tr>
<tr>
<td>Outdoor parks</td>
<td></td>
<td>✔️</td>
<td></td>
</tr>
<tr>
<td>Convention facilities</td>
<td></td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Sporting venues</td>
<td></td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Event spaces</td>
<td></td>
<td>✔️</td>
<td>✔️</td>
</tr>
</tbody>
</table>
**SECTION 3: S.W.O.T. ANALYSIS**

### 3-C Gauge your LOCAL SOCIAL AND CULTURAL ASSETS

#### How would you describe your **Heritage & Culture?**

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Strong</th>
<th>Average</th>
<th>Weak</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multi-cultural diversity</td>
<td></td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>Geography</td>
<td></td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>Architecture</td>
<td></td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>Historical improvements</td>
<td></td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>Language</td>
<td></td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>Material culture</td>
<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Aesthetics</td>
<td></td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>Religious diversity</td>
<td>x</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### How would you rate your **Integrity of the Area?**

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Strong</th>
<th>Average</th>
<th>Weak</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety</td>
<td>x</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cleanliness</td>
<td>x</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Friendliness</td>
<td>x</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stability</td>
<td>x</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quality of life</td>
<td>x</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### How would you describe your **Local flavor?**

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Strong</th>
<th>Average</th>
<th>Weak</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visitor friendly</td>
<td>x</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Civic-mindedness</td>
<td></td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>Respect for diversity</td>
<td></td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>Political climate</td>
<td></td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>Unity among civic groups</td>
<td></td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>Local sports team support</td>
<td></td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>University/College town</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
3-D  Gauge your TOP 3 Strengths, Weakness, Opportunities and Threats

S.W.O.T. analysis is a process that identifies the strengths, weaknesses, opportunities and threats of an organization. Specifically, SWOT is a basic, straightforward model that assesses what an organization can and cannot do as well as its potential opportunities and threats. The method of SWOT analysis is to take the information from an environmental analysis and separate it into internal (strengths and weaknesses) and external issues (opportunities and threats). Once this is completed, SWOT analysis determines what may assist the organization in accomplishing its objectives, and what obstacles must be overcome or minimized to achieve desired results.

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Obvious natural priorities</strong></td>
<td><strong>Potentially attractive options</strong></td>
</tr>
<tr>
<td>• Likely to produce greatest ROI (Return On Investment)</td>
<td>• Likely to produce good returns if capability and implementation are viable</td>
</tr>
<tr>
<td>• Likely to be quickest and easiest to implement</td>
<td>• Potentially more exciting and stimulating and rewarding than S/O due to change, challenge, surprise tactics, and benefits from addressing and achieving improvements</td>
</tr>
<tr>
<td>• Probably justifying immediate action-planning or feasibility study</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Threat</th>
<th>Opportunity</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Easy to defend and counter</strong></td>
<td><strong>Potentially high risk</strong></td>
</tr>
<tr>
<td>• Only basic awareness, planning, and implementation required to meet these challenges</td>
<td>• Assessment of risk crucial</td>
</tr>
<tr>
<td>• Investment in these issues is generally safe and necessary</td>
<td>• Where risk is low then we must ignore these issues and not be distracted by them</td>
</tr>
<tr>
<td></td>
<td>• Where risk is high we must assess capability gaps and plan to defend/avert in very specific controlled ways</td>
</tr>
</tbody>
</table>

**TOP 3 STRENGTHS** - Characteristics of community or area that give it an advantage over others
Manassas is home to the largest general aviation airport in the Commonwealth; we have an active passenger, commuter and commercial railway; and a vibrant historic downtown.

**TOP 3 WEAKNESSES** - Characteristics that place your community or area at a disadvantage relative to others
Desirable hotel accommodations, regional traffic congestion, lack of an upscale shopping district.

**TOP 3 OPPORTUNITIES** - External chances to achieve greater success and profits in your industry
New 40-acre mixed use development project, new hotel, better/targeted advertising and brand promotion, enhancing the arts.

**TOP 3 THREATS** - External elements in the environment that could cause trouble for business or community
Distance and travel time to National parks and museums, quality hotel accommodations in nearby communities, and not being included in the federal per diem rates for the NCR.
4-A Please submit your current or existing marketing plan.

What is a Marketing Plan?
A marketing plan is an official, adopted plan by which an organization or community can maximize its tourism potential. It answers key questions which provide direction for a community’s tourism marketing activities. A marketing plan brings together an organization’s research, particular goals, measureable objectives, brand ideals and other important considerations in one concise, executable directive.

Key questions a marketing plan can include are:

- Summary and Introduction
  Who are we?

- Marketing Objectives
  What are we trying to accomplish?
  What measurable outcome do we want?

- Situation Analysis
  What are we trying to achieve?

- Target Markets
  Who is our audience or customer?

- Strategies and Tactics
  What vehicles will we use?
  What messages will we use?

- Tracking and Evaluation
  How will we measure our success?

A marketing plan:
• Allows an organization to look internally to fully understand the impact and results of past marketing
• Allows the organization to look externally to fully understand the market in which it chooses to compete
• Sets future goals and provides direction that everyone in the organization should understand and support

** IMPORTANT **
In your Marketing Plan, please include a statement or brief description on how the aspects of your new development project will be included with, but also augment and enhance, your current marketing plan. Mention how the new product you are developing (i.e. guest rooms, meeting space, retail, dining, outdoors experiences, parks, sports & entertainment venues) will enhance the visitor experience, amenities for locals, have a positive impact on surrounding tourism businesses and support regional tourism efforts.

Your marketing plan will have the following results:

- Visitation increased by 5%
- Tourist expenditures increased by 5%
- Combined development and private sector investments of $25m
- Visitor Satisfaction increased by 5%
- Number of partnership participants in your marketing plan 4

Build your tourism plan:
SECTION 1: PROPOSED PROJECT

1-A Briefly describe the overall scope and concept of your proposed project, including the total capital investment

The proposed project is a 100-room Tru by Hilton to be located at 10500 Gateway Boulevard, Manassas Virginia. Located within the planned 40-acre mixed-use development known as The Landing at Cannon Branch, the hotel includes $15 million in capital investment by Holladay Properties. The Landing is the largest mixed used development project in the City’s history and will include 274 luxury townhomes by Stanley Martin Homes, 250,000 square feet of Class A office space, specialty retail and dining to complement the hotel. Buchannan Partners broke ground on the project in December 2016 and the residential phase is 30% complete.

1-B What deficiency (void) in your local tourism economy will this tourism development project fill?

The City currently lacks an upper mid-scale hotel to accommodate both business and tourism related travelers.

Manassas is currently unable to accommodate the lodging demand of our largest employers, requiring that they travel elsewhere to meet their needs. The proposed hotel is strategically positioned near a concentration of companies generating the highest commercial lodging demand: Micron Technology, Lockheed Martin, Novant Prince William Health System, George Mason University, BAE Systems and Boeing Aurora Flight Sciences. Both Micron and Aurora recently announced major expansions creating 1,200+ new jobs. It is also adjacent to the Manassas Regional Airport, the largest general aviation airport in the Commonwealth accounting for roughly 30% of the statewide $1.1 billion in economic activity.

The hotel will also provide much needed lodging options for more than 350,000 tourists who visit our historic battlefields, take part in one of the many year-round festivals and dine in Historic Downtown Manassas. It is envisioned as an income-multiplier for the local economy creating spin-off jobs in construction, hospitality and more.

The proposed hotel is also well positioned both in terms of location and price point to attract sports teams and event attendees for several area sports attractions, including the Greater Manassas Baseball League (GMBL), George Mason’s Freedom Aquatics Center and the planned Unites States Tennis Association Complex. Within walking distance of the proposed project is the E.G. Smith Baseball Complex home to GMBL’s 8 youth baseball divisions and six youth soft ball divisions which play year-round and is host to 4 major tournaments annually. Lack of proximate lodging currently hinders the City’s ability to capitalize on the sports tourism industry.
SECTION 2: PRODUCT ANALYSIS

2-B What are the major lures and drivers that attract tourists to your area?

Manassas is a city steeped in rich history and tradition and played a pivotal role in our country’s defining war. Manassas National Battlefield Park, Mayfield and Cannon Branch Earthwork Forts and the Manassas Railroad Depot are amongst several historical sites that attract hundreds of thousands of visitors annually.

Annual festivals, parades, art fairs and home tours blanket the City’s events calendar. Our Celebrate America event features the largest 4th of July fireworks display in Northern Virginia and attracts as many as 80,000 visitors to Manassas. Other popular events include Band, Brews and BBQ; Fall Jubilee; and the Manassas Wine and Jazz Festival which combined attract more than 350,000 annually.

The area also offers many attractions that appeal to national and regional audiences, including: Jiffy Lube Live, National Museum of the Marine Corp and Prince William Forest Park. The Hylton Center for the Performing Arts and Candy Factory offer concerts and exhibits year-round that appeal to audiences of all ages. The Freedom Center on the campus of George Mason University is regularly host to many regional and state-wide competitive aquatic events as well as family and alumni-related events. The City's historic downtown attracts diners and shoppers alike for its unique independently own restaurants, boutiques and one of a kind festivals.

2-C What is your UNIQUE factor? What sets you apart from the competition?

Every city has a different heartbeat. An underlying rhythm of life that sets the pace and defines the culture. Here in Manassas our heart beats across hallowed ground that once saw battle in this country’s defining war. It pulses through high tech boardrooms and classrooms. It is a life source for creative minds. And its strength is shared in the homes throughout this close-knit community. The heartbeat here is inspiring. Uplifting. Constant. And it’s palpable in everything from business to pleasure.

Manassas is a relaxing respite from the typical high-stress lifestyle to which many have become accustomed in Norther Virginia. Just outside DC, the rhythm of life here has a refreshing cadence all its own. It is at once authentic, diverse, eclectic, creative and inviting. The city is energized by the clattering railroad trestle and constant clip of commuters coming and going. Historic Downtown Manassas has a rhapsody of offerings, as business hums alongside one-of-a-kind shops, galleries and acclaimed restaurants. Fresh-faced professionals browse and dine in the time-loved buildings.

The economy is amped up by the high tech employers along with big-thinking entrepreneurs who benefit from strong city support. Area colleges and universities infuse the city with a youthful vibe. And while the housing market grows more vibrant every day, it is surprisingly affordable. It’s no wonder Manassas has become a magnet for young professionals.

Some people venture to Manassas with an insatiable curiosity for the past. Others come for the friendly, forward-thinking lifestyle they can enjoy today. There are endless rational reasons to come to Manassas, but it’s the city’s distinctive heartbeat that has a gravitational pull for all who journey here.
TDFP TOURISM DEVELOPMENT PLAN
City of Manassas

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1-B What deficiency (void) in your local tourism economy will this tourism development project fill?

The City currently lacks an upper mid-scale hotel to accommodate both business, sports and tourism related travelers. The lack of quality lodging in Manassas is well known throughout the community and noted as a weakness in several SWOT analysis’ including the Manassas Regional Airport’s 2012-2021 Strategic Plan. https://www.manassascity.org/DocumentCenter/View/29599/Strategic-Plan-

Manassas is currently unable to accommodate the lodging demand of our largest employers, requiring that they travel elsewhere to meet their needs. The proposed hotel is strategically positioned near a concentration of companies generating the highest commercial lodging demand: Micron Technology, Lockheed Martin, Novant Health/UVA Health Systems, George Mason University, BAE Systems and Boeing Aurora Flight Sciences. Both Micron and Aurora recently announced major expansions creating 1,200+ new jobs. It is also adjacent to the Manassas Regional Airport, the largest general aviation airport in the Commonwealth accounting for roughly 30% of the statewide $1.1 billion in economic activity.

Freedom Aquatic & Fitness Center and the Hylton Performing Arts Center alone account for nearly one million visitors to the Mason Sci-Tech campus each year, many of whom are traveling from out of town and need overnight accommodations. More than 1 million more visit our historic battlefields and 400,000 tourists annually take part in one of the many year-round festivals and dine in Historic Downtown Manassas.

The proposed hotel is also well positioned both in terms of location and price point to attract sports teams and event attendees for several area sports attractions, including the Greater Manassas Baseball League (GMBL), George Mason’s Freedom Aquatics and Center and the planned United States Tennis Association Complex. Within walking distance of the proposed project is the E.G. Smith Baseball Complex, home to GMBL’s 8 youth baseball divisions and six youth soft ball divisions which play year-round and is host to 4 major tournaments annually. Lack of proximate lodging currently hinders the City’s ability to capitalize on the sports tourism industry.
The hotel project is also envisioned as an income-multiplier for the local economy creating spin-off jobs in construction, hospitality and more.

The Tru by Hilton Brand offers broad appeal to commercial and leisure travelers, and would likely achieve strong market penetrations among local and regional lodging competitors. Of the nine properties which would potentially compete with the Tru by Hilton, all are located far outside of Manassas reducing our ability to fully capture economic benefits of our robust

**Appended to this plan are letters of support which more specifically speak to lodging deficiencies for business and sports tourism as well as leisure travelers: Micron Technologies, George Mason University Science and Technology Campus, Hylton Performing Arts Center, Chantilly Air and Historic Manassas Inc.**
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Some people venture to Manassas with an insatiable curiosity for the past. Others come for the friendly, forward-thinking lifestyle they can enjoy today. There are endless rational reasons to come to Manassas, but it’s the city’s distinctive heartbeat that has a gravitational pull for all who journey here.
Localities that are interested in pursuing the financing will need to submit a Tourism Development Plan which will be reviewed and certified by the Virginia Tourism Corporation (VTC). The Tourism Development Plan submitted can be an existing plan already adopted by a locality, or a plan can be created using VTC’s Tourism Development Plan website.

The purpose of the plan is to (1) outline the specific void the proposed project will fill; (2) provide accurate representations of a locality’s current tourism product and assets, infrastructure, marketing efforts and visitor profiles; and (3) show the return on investment the proposed project will have to the local tourism economy.

If confidentiality of any information is necessary and applicable while exploring the eligibility of your proposed tourism development project with VTC, you must mark the information as “confidential and proprietary records.” This includes print, audio and video information shared with Virginia Tourism Corporation via email, email attachments, standard delivery or courier. To prevent disclosure, however, the applicant must specifically identify the information or documentation to be protected. Public records that VTC determines are not proprietary will be subject to public disclosure under FOIA, even if marked as confidential by the applicant.

SECTION 1: PROPOSED PROJECT

1-A Briefly describe the overall scope and concept of your proposed project, including the total capital investment.

2-B What deficiency (void) in your local tourism economy will this tourism development project fill?

*Please provide a copy of the local development plan(s) which identifies this deficiency(ies) SEE ATTACHMENT

1-C What is the total capital investment of the development project?

$13.95 million

1-D Will this proposed project fit into an existing Tourism Zone?

>> Visit http://www.vatc.org/TDFinancingProgram to review requirements

☐ YES ☐ NO

1-E The proposed project will accomplish the following:

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Projected, annual, staff hours created from this specific project projected to be</td>
<td>72,880</td>
</tr>
<tr>
<td>* Total, annual number of full (40 hrs./week) and part-time hours combined</td>
<td></td>
</tr>
<tr>
<td>Projected, annual, salary expenditures specific project projected to be</td>
<td>$1,289,600</td>
</tr>
<tr>
<td>* Total, annual, combined salary costs for all full (40 hrs./week) and part-time jobs</td>
<td></td>
</tr>
<tr>
<td>Projected, annual, local tax revenue from project expected to be</td>
<td>$369,000</td>
</tr>
<tr>
<td>Projected, annual, state tax revenue from project expected to be</td>
<td>$189,708</td>
</tr>
<tr>
<td>Projected, annual visitors to the new business (total) are expected to be</td>
<td>44,500</td>
</tr>
<tr>
<td>Projected, annual out-of-town visitors (50 miles or more) to the new business are expected to be</td>
<td>35,600</td>
</tr>
</tbody>
</table>
### 2-A What attributes best describe your area: (Select all that apply)

#### Nature / Outdoor Recreation
- Mountains
- Scenic Drive
- State Parks
- Hiking
- Camping
- Caverns
- Lakes
- Rivers
- Beaches
- Chesapeake Bay
- Wildlife Watching
- Motorsports
- Road cycling
- Agricultural – Wineries
- Agricultural – Farmers Markets
- Agricultural – ‘Pick your own’

### Other

#### Sports / Recreation
- Boating/Sailing
- Canoe/Raft/Kayak
- Fishing-Fresh Water
- Fishing-Salt Water
- Golf
- Horse Racing/Horse Shows
- Hunting
- Motor Sports/NASCAR/Indy
- Biking
- Road cycling
- Snow Sports
- Sports Event College/Professional
- Sports Tournament – Personal or Family

### Other

#### Arts / Culture
- Museum-Children’s
- Museum-History
- Museum-Military
- Museum-Science
- Museum-Fine Art
- Historic Homes
- Plantation Homes
- Colleges/Universities

### Other

#### Entertainment / Amusement
- Amusement/Theme Parks
- Festivals-Food
- Festivals-Heritage
- Festivals-Music
- Festivals-Wine
- Festivals-Arts & Crafts
- Live Performance & concerts
- Shopping-Antiques
- Shopping-Arts & Crafts
- Shopping-Malls
- Shopping-Outlets
- Shopping-Wineries

### Other

**Do you offer seasonal or year-round experiences?**
- Seasonal
- Year-round

**Do you have a peak season**
- Spring
- Summer
- Fall
- Winter
SECTION 2: PRODUCT ANALYSIS

2-B What are the major lures and drivers that attract tourists to your area?

SEE ATTACHMENT

2-C What is your UNIQUE factor? What sets you apart from the competition?

SEE ATTACHMENT

2-D Who is your major competition?

Is there a particular region, community, attraction or travel experience that is your primary competition? How many other destinations have similar factors within 5-0 – 100 – 150+ miles?

In Virginia: the Cities of Fairfax, Fredericksburg and Winchester; and the Towns of Warrenton, Leesburg, Clifton and Culpepper.

In Maryland: The Cities of Frederick and Anteitam.
### SECTION 3: S.W.O.T. ANALYSIS

#### 3-A Gauge your tourism INFRASTRUCTURE

**How would you rate your Transportation?**

<table>
<thead>
<tr>
<th>Service</th>
<th>Excellent</th>
<th>Average</th>
<th>Weak</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interstates</td>
<td>X</td>
<td></td>
<td></td>
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<tr>
<td>Secondary roads</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Signage</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Bus travel</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Train travel</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Air travel</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Waterways</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Taxi service</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Biking paths</td>
<td>X</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**How would you rate your Public Services?**

<table>
<thead>
<tr>
<th>Service</th>
<th>Strong</th>
<th>Average</th>
<th>Weak</th>
</tr>
</thead>
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<tr>
<td>Police force</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Healthcare</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Utilities</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Waste management</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rescue support</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Communications</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Public parks/recreation</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**How would you rate your Environment?**

<table>
<thead>
<tr>
<th>Issue</th>
<th>Strong</th>
<th>Average</th>
<th>Weak</th>
</tr>
</thead>
<tbody>
<tr>
<td>Air quality</td>
<td>X</td>
<td></td>
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<tr>
<td>Noise levels</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Traffic</td>
<td></td>
<td>X</td>
<td></td>
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<tr>
<td>Landfills</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wetlands</td>
<td></td>
<td>n/a</td>
<td></td>
</tr>
<tr>
<td>Public health</td>
<td>X</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### 3-B  Gauge your tourism ECONOMY & BUSINESS COMMUNITY

#### How would you rate your **Accommodations**?

<table>
<thead>
<tr>
<th></th>
<th>Strong</th>
<th>Average</th>
<th>Weak</th>
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<tbody>
<tr>
<td>B&amp;Bs</td>
<td></td>
<td></td>
<td>✔</td>
</tr>
<tr>
<td>Inns</td>
<td></td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>Hotels</td>
<td></td>
<td></td>
<td>✔</td>
</tr>
<tr>
<td>Resorts</td>
<td></td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>Rental property</td>
<td></td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>Cottages</td>
<td></td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>Cabins</td>
<td></td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>Campsites</td>
<td></td>
<td>✔</td>
<td></td>
</tr>
</tbody>
</table>

#### How would you rate your **Attractions**?

<table>
<thead>
<tr>
<th></th>
<th>Strong</th>
<th>Average</th>
<th>Weak</th>
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<tbody>
<tr>
<td>Shopping</td>
<td>✔</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dining</td>
<td>✔</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Historic</td>
<td></td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>Museums</td>
<td></td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>Wineries</td>
<td></td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Music festivals</td>
<td></td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>Zoos / animal parks</td>
<td></td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Art galleries</td>
<td></td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>Nature trails &amp; facilities</td>
<td></td>
<td>✔</td>
<td></td>
</tr>
</tbody>
</table>

#### How would you rate your **Facilities**?

<table>
<thead>
<tr>
<th></th>
<th>Strong</th>
<th>Average</th>
<th>Weak</th>
</tr>
</thead>
<tbody>
<tr>
<td>Universities</td>
<td>✔</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performing arts</td>
<td>✔</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outdoor parks</td>
<td>✔</td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>Convention facilities</td>
<td>✔</td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>Sporting venues</td>
<td>✔</td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>Event spaces</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
</tbody>
</table>
## SECTION 3: S.W.O.T. ANALYSIS

### 3-C  Gauge your LOCAL SOCIAL AND CULTURAL ASSETS

<table>
<thead>
<tr>
<th>How would you describe your Heritage &amp; Culture?</th>
<th>How would you rate your Integrity of the Area?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multi-cultural diversity □ □ □</td>
<td>Safety □ □ □</td>
</tr>
<tr>
<td>Geography □ □ □</td>
<td>Cleanliness □ □ □</td>
</tr>
<tr>
<td>Architecture □ □ □</td>
<td>Friendliness □ □ □</td>
</tr>
<tr>
<td>Historical improvements □ □ □</td>
<td>Stability □ □ □</td>
</tr>
<tr>
<td>Language □ □ □</td>
<td>Quality of life □ □ □</td>
</tr>
<tr>
<td>Material culture □ □ □</td>
<td></td>
</tr>
<tr>
<td>Aesthetics □ □ □</td>
<td></td>
</tr>
<tr>
<td>Religious diversity □ □ □</td>
<td></td>
</tr>
</tbody>
</table>

### How would you describe your Local flavor?

<table>
<thead>
<tr>
<th>Visitor friendly □ □ □</th>
<th>Civic-mindedness □ □ □</th>
</tr>
</thead>
<tbody>
<tr>
<td>Respect for diversity □ □ □</td>
<td>Political climate □ □ □</td>
</tr>
<tr>
<td>Unity among civic groups □ □ □</td>
<td>Local sports team support □ □ □</td>
</tr>
<tr>
<td>University/College town</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>□ Strong</th>
<th>□ Average</th>
<th>□ Weak</th>
</tr>
</thead>
</table>
S.W.O.T. analysis is a process that identifies the strengths, weaknesses, opportunities and threats of an organization. Specifically, SWOT is a basic, straightforward model that assesses what an organization can and cannot do as well as its potential opportunities and threats. The method of SWOT analysis is to take the information from an environmental analysis and separate it into internal (strengths and weaknesses) and external issues (opportunities and threats). Once this is completed, SWOT analysis determines what may assist the organization in accomplishing its objectives, and what obstacles must be overcome or minimized to achieve desired results.

### Strengths

**Obvious natural priorities**
- Likely to produce greatest ROI (Return On Investment)
- Likely to be quickest and easiest to implement
- Probably justifying immediate action-planning or feasibility study

### Weaknesses

**Potentially attractive options**
- Likely to produce good returns if capability and implementation are viable
- Potentially more exciting and stimulating and rewarding than S/O due to change, challenge, surprise tactics, and benefits from addressing and achieving improvements

### Threat

**Easy to defend and counter**
- Only basic awareness, planning, and implementation required to meet these challenges
- Investment in these issues is generally safe and necessary

### Opportunity

**Potentially high risk**
- Assessment of risk crucial
- Where risk is low then we must ignore these issues and not be distracted by them
- Where risk is high we must assess capability gaps and plan to defend/avert in very specific controlled ways

---

**TOP 3 STRENGTHS** - Characteristics of community or area that give it an advantage over others
Manassas is home to the largest general aviation airport in the Commonwealth; we have an active passenger, commuter and commercial railway; and a vibrant historic downtown.

**TOP 3 WEAKNESSES** - Characteristics that place your community or area at a disadvantage relative to others
Lack of hotel accommodations, regional traffic congestion, lack of an upscale shopping district.

**TOP 3 OPPORTUNITIES** - External chances to achieve greater success and profits in your industry
New 40-acre mixed use development project, with key central hotel to lodge visitors and create revenue multiplier, and accommodate visitors via airline, automobile and tour bus; better/targeted advertising and brand promotion, enhancing the arts.

**TOP 3 THREATS** - External elements in the environment that could cause trouble for business or community
Distance and travel time to National parks and museums, quality hotel accommodations in nearby communities, and not being included in the federal per diem rates for the NCR.
SECTION 4: MARKETING PLAN

4-A Please submit your current or existing marketing plan.

What is a Marketing Plan?
A marketing plan is an official, adopted plan by which an organization or community can maximize its tourism potential. It answers key questions which provide direction for a community’s tourism marketing activities. A marketing plan brings together an organization’s research, particular goals, measurable objectives, brand ideals and other important considerations in one concise, executable directive.

Key questions a marketing plan can include are:

- **Summary and Introduction**
  - *Who are we?*

- **Marketing Objectives**
  - *What are we trying to accomplish?*
  - *What measurable outcome do we want?*

- **Situation Analysis**
  - *What are we trying to achieve?*

- **Target Markets**
  - *Who is our audience or customer?*

- **Strategies and Tactics**
  - *What vehicles will we use?*
  - *What messages will we use?*

- **Tracking and Evaluation**
  - *How will we measure our success?*

A marketing plan:
- Allows an organization to look internally to fully understand the impact and results of past marketing
- Allows the organization to look externally to fully understand the market in which it chooses to compete
- Sets future goals and provides direction that everyone in the organization should understand and support

**IMPORTANT**
In your Marketing Plan, please include a statement or brief description on how the aspects of your new development project will be included with, but also augment and enhance, your current marketing plan. Mention how the new product you are developing (i.e. guest rooms, meeting space, retail, dining, outdoors experiences, parks, sports & entertainment venues) will enhance the visitor experience, amenities for locals, have a positive impact on surrounding tourism businesses and support regional tourism efforts.

Your marketing plan will have the following results:

- Visitation increased by 5%
- Tourist expenditures increased by 5%
- Combined development and private sector investments of $25 million
- Visitor Satisfaction increased by 5%
- Number of partnership participants in your marketing plan 4

*Virginia Tourism Corporation; Manassas Parks, Culture and Recreation; Historic Manassas Inc.; Old Towne Business Association*

*See plan for additional partnerships*

Build your tourism plan:
SECTION 1: PROPOSED PROJECT

1-A Briefly describe the overall scope and concept of your proposed project, including the total capital investment

The proposed project is a 98-room Tru by Hilton to be located at 10500 Gateway Boulevard, Manassas Virginia. Located within the planned 40-acre mixed-use development known as The Landing at Cannon Branch, the hotel includes $13.95 million in capital investment by Holladay Properties. The Landing is the largest mixed used development project in the City’s history and will include 274 luxury townhomes by Stanley Martin Homes, 250,000 square feet of Class A office space, specialty retail and dining to complement the hotel. Buchanan Partners broke ground on the project in December 2016 and the residential phase is 30% complete.

1-B What deficiency (void) in your local tourism economy will this tourism development project fill?

The City of Manassas has a long-standing, serious deficit of lodging, including mid-scale hotels, to accommodate sports and leisure tourism, and business-related travelers. The focal point of the city’s new Landing at Cannon Branch 40-acre mixed use development will be a new, contemporary hotel to host visitors from the neighboring Manassas Regional Airport and create a revenue multiplier for Cannon Branch businesses, and to accommodate visitors via air, automobile and group tour travel. The lack of lodging in Manassas is well known throughout the community and noted as a weakness in the Manassas Regional Airport’s 2012-2021 Strategic Plan. *see attached

Manassas is currently unable to accommodate the lodging demand of our largest employers, requiring that they travel elsewhere to meet their needs. The proposed hotel is strategically positioned near a concentration of companies generating the highest commercial lodging demand: Micron Technology, Lockheed Martin, Novant Health/UVa Health Systems, George Mason University, BAE Systems and Boeing Aurora Flight Sciences. Both Micron and Aurora recently announced major expansions creating 1,200+ new jobs. It is also adjacent to the Manassas Regional Airport, the largest general aviation airport in the Commonwealth accounting for roughly 30% of the statewide $1.1 billion in economic activity.

Freedom Aquatic & Fitness Center and the Hylton Performing Arts Center alone account for nearly one million visitors to the Mason Sci-Tech campus each year, many of whom are traveling from out of town and need overnight accommodations. More than 1 million more visit our historic battlefields and 400,000 tourists annually take part in one of the many year-round festivals and dine in Historic Downtown Manassas.

The proposed hotel is also well positioned both in terms of location and price point to attract sports teams and event attendees for several area sports attractions, including the Greater Manassas Baseball League (GMBL), George Mason’s Freedom Aquatics and Center and the planned United States Tennis Association Complex. Within walking distance of the proposed project is the E.G. Smith Baseball Complex, home to GMBL’s 8 youth baseball divisions and six youth soft ball divisions which play year-round and is host to 4 major tournaments annually. Lack of proximate lodging currently hinders the City’s ability to capitalize on the sports tourism industry.
The hotel project is also envisioned as an income-multiplier for the local economy creating spin-off jobs in construction, hospitality and more.

The Tru by Hilton Brand offers broad appeal to commercial and leisure travelers, and would likely achieve strong market penetrations among local and regional lodging competitors. Of the nine properties which would potentially compete with the Tru by Hilton, all are located far outside of Manassas reducing our ability to fully capture economic benefits of our robust

**Appended to this plan are letters of support which more specifically speak to lodging deficiencies for business and sports tourism as well as leisure travelers: Micron Technologies, George Mason University Science and Technology Campus, Hylton Performing Arts Center, Chantilly Air and Historic Manassas Inc.**
SECTION 2: PRODUCT ANALYSIS

2-B  What are the major lures and drivers that attract tourists to your area?

Manassas is a city steeped in rich history and tradition and played a pivotal role in our country’s defining war. Manassas National Battlefield Park, Mayfield and Cannon Branch Earthwork Forts and the Manassas Railroad Depot are amongst several historical sites that attract millions of visitors annually.

Annual festivals, parades, art fairs and home tours blanket the City’s events calendar. Our Celebrate America event features the largest 4th of July fireworks display in Northern Virginia and attracts as many as 80,000 visitors to Manassas. Other popular events include Band, Brews and BBQ; Fall Jubilee; and the Manassas Wine and Jazz Festival which combined attract more than 350,000 annually.

The area also offers many attractions that appeal to national and regional audiences, including: Jiffy Lube Live, National Museum of the Marine Corp and Prince William Forest Park. The Hylton Center for the Performing Arts and Candy Factory offer concerts and exhibits year-round that appeal to audiences of all ages. The Freedom Center on the campus of George Mason University is regularly host to many regional and state-wide competitive aquatic events as well as family and alumni-related events. The City's historic downtown attracts diners and shoppers alike for its unique independently own restaurants, boutiques and one of a kind festivals.

2-C  What is your UNIQUE factor? What sets you apart from the competition?

Manassas is a relaxing respite from the typical, high-stress lifestyle to which many have become accustomed in Northern Virginia. Just outside DC, the rhythm of life here has a refreshing cadence all its own. It is at once authentic, diverse, eclectic, creative and inviting.

The city is energized by the constant activity of commuters arriving from the Manassas Regional Airport, local sports fields and facilities, as well as hour Historic Downtown. Manassas offers local, one-of-a-kind shops, galleries and acclaimed restaurants.

The Manassas economy is heightened by our high tech and entrepreneurial businesses sector, who benefit from strong city support. Area colleges and universities infuse the city with a youthful vibe. And while the housing market grows more vibrant every day, it is surprisingly affordable. Manassas has become a magnet for young professionals.

Some people venture to Manassas to convene regional and out-of-state sports teams and families. Others are flying in for short- and extended-stay business travel. And, still others have an insatiable curiosity for the past and favor our Mainstreet, downtown vibe as their home away from home.
**Meeting Date:** February 25, 2019  

**Time Estimate:** 10 Minutes  

**Agenda Title:** Update: Human Resources Department  

**Recommendation:** Information Only  

**Motion:** N/A  

**Date Last Considered by City Council:** February 26, 2018  

**Summary and/or Comments:** Darla Hicks, Human Resources Director, will present a summary of their activities in 2018.  

**Board – Committee – or Commission Reviewed:** N/A  

**Fiscal Impact:** N/A  

**Staff Contact:** Darla Hicks, Human Resources Director  
  dhicks@manassasva.gov  
  (703) 257-8248
Meeting Date: February 25, 2019

Time Estimate: 10 Minutes

Agenda Title: Update: Manassas City Police Department

Recommendation: Information Only

Motion: N/A

Date Last Considered by City Council: February 26, 2018

Summary and/or Comments: Douglas Keen, Police Chief, will present a report detailing the department's activities and its support of the goals and objectives identified in the City Council’s Strategic Plan.

Board – Committee – or Commission Reviewed: N/A

Fiscal Impact: N/A

Staff Contact: Douglas W. Keen, Police Chief
dkeen@manassasva.gov
(703) 257-8001
## Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Letter from the Chief</td>
<td>3</td>
</tr>
<tr>
<td>Goals and Objectives</td>
<td>4</td>
</tr>
<tr>
<td>General Information</td>
<td>5–6</td>
</tr>
<tr>
<td>In Honor: Sgt. Conner</td>
<td>7</td>
</tr>
<tr>
<td>In Recognition and Achievements</td>
<td>8–10</td>
</tr>
<tr>
<td>Progression</td>
<td>11</td>
</tr>
<tr>
<td>2017–2018 Comparison</td>
<td>12</td>
</tr>
<tr>
<td>Crime and Incident Analysis</td>
<td>13–14</td>
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<tr>
<td>Select Quality of Life Offenses</td>
<td>15–16</td>
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<td>Calls for Service</td>
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<td>Response Times</td>
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<td>Arrest Charges</td>
<td>21</td>
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<tr>
<td>Traffic and Accident Analysis</td>
<td>22–24</td>
</tr>
<tr>
<td>In Memory of those We Lost in 2018</td>
<td>25</td>
</tr>
</tbody>
</table>
The main focus of the City of Manassas Police Department continues to be its efforts on the increasingly demanding task of ensuring that our community is safe, engaged and committed to maintaining the high quality of life that we have become known for. Our method of Community Policing allows us to continually achieve many goals and allows our officers to work with our Crime Analyst to predict areas of concern and respond accordingly (Hot-Spot Policing). This proactive approach has prevented crime and has provided the opportunity for our staff to have more interaction with our community.

We continue to uphold our professional reputation through the Commission on Accreditation for Law Enforcement Agencies (CALEA) as a “Gold Standard with Excellence Agency” achieved during our 2016 on-site assessment. During this assessment we were also awarded the “Meritorious Award” for our continued commitment to setting the standards in law enforcement. I am very proud of the hard work of our staff and their support of my initiatives - our community should be as equally proud. In addition to re-accreditation, our top priorities in 2019 will be hiring and retaining staff, the physical and mental well-being of staff, planning for our new Public Safety Facility, continuing to build relationships within the community, and Crime Prevention.

As the Chief of Police, I want to commend the professionalism, dedication, and commitment of all the men and women of this Department. I also want to acknowledge the exceptional working relationship we have with our regional partners in law enforcement as well as the strong partnership we have fostered with the City Council and other City staff. I can assure you; we value these relationships and will continue to strive to maintain them as well as the trust of our citizens as we move forward to fulfill the shared vision we all have for the City of Manassas.
Goals and Objectives:

- Engage with our community through partnerships, programs, and communication
- Promote public safety to reduce crime and the perception of crime
- Foster a cooperative and harmonious environment that attracts a diverse workforce
- Enhance department resources to maximize operational efficiency
- Effectively plan and manage to ensure professionalism and excellence
With just over 42,000 residents, the City serves as a transportation and business hub that offers great restaurants, shops, and fun community events. Incorporated in 1975, the City of Manassas is thirty miles southwest of the Nation’s Capital and surrounded by Prince William County.

City Government

Ian Lovejoy, Pam Sebesky, Michelle Davis-Younger, Mayor Harry J. Parrish, II, Theresa Coates Ellis, Mark Wolfe, Ken Elston

In recent years, the Manassas City Police Department hired and trained the most new patrol officers in its history. The past year remained a challenging year for staffing as a result of resignations and officers injured both on duty and off. Fifteen employees were hired in 2018 and five employees resigned while four retired.
July 24, 2018 marked the 30th anniversary of the death of Sgt. Conner.

In addition to our traditional ceremonies honoring Sgt. Conner, the Manassas City Police Association donated their time and efforts to refurbishing the John Conner gazebo.

We also paid our respects to the 148 officers killed in the line of duty nationwide in 2018, 2 of which were killed in the state of Virginia*.

(*www.odmp.org)
In Recognition

2018 Employee of the Year, Detective Speights

Our employee of the year has just concluded a nearly four year assignment to the Northern Virginia Regional Gang Task Force. During that time, he has developed a reputation for being a "walking encyclopedia" of gang knowledge as well as for having a strong work ethic. Some of his accomplishments over the previous year include preventing several gang related homicides, assisting our department with solving several homicide investigations, being an integral investigator in numerous state and federal conspiracy cases and appearing in a Netflix documentary as an expert on gangs. He has already received recognition from IACP, Prince William Chamber of Commerce, our Department and several other agencies around the region.

2018 Field Training Officer of the Year, Officer Hyde

Throughout 2018, SPO Hyde was elevated in his role as an FTO and was tasked as being primary trainer. This additional assignment requires supplementary dedication and leadership skills in which SPO Hyde managed with great ability. SPO Hyde as a senior member of his squad helped guide and mold the path of several first-year officers as they were assigned to the squad. SPO Hyde has been described by his supervisor as his "go to officer and an informal leader". SPO Hyde also demonstrates a forward-thinking approach when it comes to problem solving with his proactive policing. Utilizing intelligence led and hot-spot policing strategies, SPO Hyde identified a concern regarding an uptick in vehicle larcenies this past year and employed the assistance of the Department Crime Analyst. Utilizing a team approach and current crime data trends, he proposed a “Pinch the Grinch” crime solving/intelligence gathering operation. This forward-thinking and proactive approach example clearly show's SPO Hyde's ability to be leader and mentor.

2018 Employees of the Month

January: Ofc. J. Victor
February: ACO M. Daigle
March: Ofc’s L. Armas and R. Miller
May: None
June: None

July: PEO I. Myers
August: Lt. T. Petty
September: Crime Analyst E. Alemayehu
October: Sgt G. Young, DET's J. Agule and D. Black
November: PSCS A. Ortiz
December: Ofc. B. Alexander
2018 Achievements

Promotions

Cpt. Hatcher
Lt. Korngage
Sgt. Barahona
Lt. Shields

PSC Supervisor Appezzato
Lt. Martz
Lt. Rust

Sgt. Plourde
PSC Supervisor Brown
PSC Manager Nicholas

Retirements

Ofc. E. Jordan
Lt. S. Neely
Cpt. C. Crawford
PEO A. Baldwin

20 years
30 years
29 years
34 years

Prince William Chamber of Commerce Valor Awards

Merit Award for Valor-
Ofc. N. McCarthy, PSC Sup J. Bergeron, Ofc. L. Armas

Valorous Unit Award-

Hillary Robinette Award-
Det. A. Barahona

Silver Medal for Valor-
2018 Achievements

Our 8 new officer recruits graduated from the Northern Virginia Criminal Justice Academy

The above officers completed Crisis Intervention Training

Volunteer Doreen was awarded as Outstanding Volunteer with the City of Manassas

Ofc. Hogue and K9 Bane completed basic patrol and narcotics detection school

In Oct. dispatchers raised $1,355 in support of breast cancer awareness
2018 Achievements

Continued progression on our new Public Safety Facility

2018 Community Survey Highlights:

- Increase in the satisfaction of the quality of police protection (83% in 2016, 85% in 2018)
- Increase in the satisfaction of the City’s efforts to prevent crime (61% in 2016, 65% in 2018)
- Increase in the satisfaction of visibility of police in neighborhoods (58% in 2016, 62% in 2018)
- Increase in the satisfaction of visibility of police in retail areas (53% in 2016, 59% in 2018)
PART I OFFENSES/SERIOUS AND VIOLENT CRIME
19% decrease (758)

TOTAL PART I AND ALL OTHER OFFENSES AND INCIDENTS
9% decrease (4,741)

DOMESTIC VIOLENCE REPORTS
Reports – 10% decrease (555)
Arrests – 6% decrease (187)

GRAFFITI – 13% decrease (13)

DRIVING UNDER THE INFLUENCE – 28% decrease (103)

CALLS FOR SERVICE – 4% increase (52,305)

OFFICER-INITIATED ACTIVITY – 4% increase (33,166)

RESPONSE TIMES (Call Received to Officer Arrival)
Priority 1 – No Change
Priority 2 – 14 second increase
Priority 3 – 2 minute 11 second decrease

ARRESTS – 4% increase (2,232 individuals)
Adult – 3% increase (2,100 individuals)
Juvenile –33% increase (132 individuals)
Arrest Charges – 2% increase (2,844)

TRAFFIC ENFORCEMENT – 7% increase (5,652)
Motor Carrier Safety: 76 Total Inspections:
270 Violations & 27 Units out of Service

TRAFFIC CRASHES
Most Crashes – Day of Week: Friday
Hours of Day: 1pm-3pm
Highest Intersection – Liberia Ave/Centreville Rd
Cause Factor – Did not have right of way

PARKING CITATIONS – 6% decrease (6,619)

ANIMAL CONTROL
Complaints – 1% increase (1,152)
Officer-Initiated Calls – 162% increase (943)
Crime and Incident Analysis

The crime index is a ratio of the number of reported Part 1 offenses compared to the estimated population in a jurisdiction for the year. This makes it possible to compare crime across jurisdictions.

Part 1 offense categories that are used to calculate the crime rate are person crimes (homicide, rape, robbery, aggravated assault) and property crimes (burglary, larceny, and motor vehicle theft).

The crime rate in Manassas City for 2018 was 18 crimes per 1,000 persons, or 2 crimes against person crimes per 1,000 persons and 16 crimes against property crimes per 1,000 persons.

Nationally, 12% of crime is violent crime, in the state of Virginia 8% of the crime is violent crime* and in Manassas City 2% of the crime is violent crime.


Although the population in Manassas has been steadily increasing, the crime index has continued to decrease since 2012. 2018 boasts the lowest crime rate dating back to 1998.
The table below shows every crime or concern for which the police took a report in 2018. The total number of serious and violent crime reports (Part 1 Offenses) decreased by 19% as a result of decreases in murder, robbery, burglary, larceny, and auto theft.

It should be noted, 26% of the forcible rapes reported in 2018 occurred in years prior.

The number of overall offenses reported to the police in 2018 increased 9% when compared to the number of reports in 2017 and is just under the average number of offenses over the past 5 years.

The reports in the ‘other’ category are for found property, to report suspicious activity, for vandalisms, fraud, vehicle hit-and-runs, possession of drugs, and runaway juveniles.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Crimes Against Person</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Murder / Non- Negligent Manslaughter</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>-2</td>
<td>-67%</td>
</tr>
<tr>
<td>Negligent Manslaughter</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>NC</td>
</tr>
<tr>
<td>Forcible Rape</td>
<td>15</td>
<td>14</td>
<td>21</td>
<td>10</td>
<td>23</td>
<td>13</td>
<td>130%</td>
</tr>
<tr>
<td>Robbery</td>
<td>44</td>
<td>31</td>
<td>29</td>
<td>38</td>
<td>18</td>
<td>-20</td>
<td>-53%</td>
</tr>
<tr>
<td>Aggravated Assault</td>
<td>60</td>
<td>38</td>
<td>56</td>
<td>35</td>
<td>53</td>
<td>18</td>
<td>51%</td>
</tr>
<tr>
<td><strong>Crimes Against Property</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Burglary</td>
<td>99</td>
<td>85</td>
<td>92</td>
<td>89</td>
<td>73</td>
<td>-16</td>
<td>-18%</td>
</tr>
<tr>
<td>Larceny</td>
<td>633</td>
<td>666</td>
<td>702</td>
<td>713</td>
<td>549</td>
<td>-164</td>
<td>-23%</td>
</tr>
<tr>
<td>Auto Theft</td>
<td>30</td>
<td>34</td>
<td>47</td>
<td>48</td>
<td>41</td>
<td>-7</td>
<td>-15%</td>
</tr>
<tr>
<td><strong>Part I Offenses</strong></td>
<td>882</td>
<td>868</td>
<td>948</td>
<td>936</td>
<td>758</td>
<td>-178</td>
<td>-19%</td>
</tr>
</tbody>
</table>

5 - YEAR AVERAGE OF PART I OFFENSES: 878

| Simple Assault            | 320  | 270  | 282  | 248  | 303  | 55              | 22%                 |
| Domestic Violence         | 245  | 264  | 242  | 241  | 193  | -48             | -20%                |
| Other IBR Offenses        | 3,417| 3,194| 3,440| 3,768| 3,487| -281            | -7%                 |
| **TOTAL OFFENSES**        | 4,864| 4,596| 4,912| 5,193| 4,741| -452            | -9%                 |

5 - YEAR AVERAGE OF OFFENSES EXCLUDING PART I OFFENSES: 4,861
Select Quality of Life Offenses

Domestic Violence (violent and verbal)

In 2018, 12% of all reports of crime and disorder were for domestic disputes, both violent and verbal in nature. While the total number of domestic violence arrests decreased by 6% when compared to 2017, the percentage of reports that resulted in an arrest increased from 82% in 2017 to 97% in 2018.

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>Amt of Change 17-18</th>
<th>Rate of Change 17-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic Reports - Violent</td>
<td>245</td>
<td>264</td>
<td>242</td>
<td>241</td>
<td>193</td>
<td>-48</td>
<td>-20%</td>
</tr>
<tr>
<td>Domestic Reports - Non-Violent</td>
<td>342</td>
<td>453</td>
<td>414</td>
<td>377</td>
<td>362</td>
<td>-15</td>
<td>-4%</td>
</tr>
<tr>
<td>Total Domestic Reports</td>
<td>587</td>
<td>717</td>
<td>656</td>
<td>618</td>
<td>555</td>
<td>-63</td>
<td>-10%</td>
</tr>
<tr>
<td>Domestic Violence Arrests</td>
<td>161</td>
<td>137</td>
<td>232</td>
<td>198</td>
<td>187</td>
<td>-11</td>
<td>-6%</td>
</tr>
<tr>
<td>Percentage of Violent Domestic Reports that resulted in an Arrest</td>
<td>66%</td>
<td>52%</td>
<td>96%</td>
<td>82%</td>
<td>97%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Mental Health, Substance Abuse, and Overdose

In 2018, officers responded to 337 mental health consumer related calls for service. This is consistent with last year when there were 335 calls for service related to mental health.

<table>
<thead>
<tr>
<th>Mental Health Related Calls</th>
<th>2017</th>
<th>2018</th>
<th>Amt of Change 17-18</th>
<th>Rate of Change 17-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mental Health Report</td>
<td>148</td>
<td>165</td>
<td>17</td>
<td>11%</td>
</tr>
<tr>
<td>Mental Detention Order Service</td>
<td>98</td>
<td>108</td>
<td>10</td>
<td>10%</td>
</tr>
<tr>
<td>Mental Subject</td>
<td>89</td>
<td>64</td>
<td>-25</td>
<td>-23%</td>
</tr>
<tr>
<td>Total</td>
<td>335</td>
<td>337</td>
<td>2</td>
<td>1%</td>
</tr>
</tbody>
</table>

Officers also responded to 33 opiate related overdoses, 6 of which were fatal for the victim. This is a 14% increase in opiate related overdoses when compared to 2017.

<table>
<thead>
<tr>
<th>Heroin/Opiate Related Overdoses</th>
<th>2017</th>
<th>2018</th>
<th>Amt of Change 17-18</th>
<th>Rate of Change 17-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fatal Overdose</td>
<td>6</td>
<td>6</td>
<td>0</td>
<td>0%</td>
</tr>
</tbody>
</table>

The Manassas City Police Department took part in the Drug Enforcement Administration (DEA) National Prescription Drug Take Back Day in April and October. MCPD helped to collect a total of **1,211 pounds** of expired, unused, and unwanted medications.
Select Quality of Life Offenses

Parking Violations

Five parking enforcement officers augment the Patrol Services Division in enforcing City parking codes. Officers issued 6% less parking citations this year than last year (-422).

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>No Parking</td>
<td>1,066</td>
<td>2,236</td>
<td>2,480</td>
<td>1,372</td>
<td>1,295</td>
<td>-77</td>
<td>-6%</td>
</tr>
<tr>
<td>Overtime Parking</td>
<td>197</td>
<td>306</td>
<td>577</td>
<td>349</td>
<td>330</td>
<td>-19</td>
<td>-5%</td>
</tr>
<tr>
<td>Yellow Curb</td>
<td>267</td>
<td>223</td>
<td>236</td>
<td>174</td>
<td>177</td>
<td>3</td>
<td>2%</td>
</tr>
<tr>
<td>No Current State License</td>
<td>845</td>
<td>1,010</td>
<td>997</td>
<td>1,095</td>
<td>1,150</td>
<td>55</td>
<td>5%</td>
</tr>
<tr>
<td>Other Parking</td>
<td>2,230</td>
<td>1,491</td>
<td>2,021</td>
<td>4,051</td>
<td>3,667</td>
<td>-384</td>
<td>-9%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>4,605</td>
<td>5,266</td>
<td>6,311</td>
<td>7,041</td>
<td>6,619</td>
<td>-422</td>
<td>-6%</td>
</tr>
</tbody>
</table>

PARKING DISTRICTS - In 2018, 3 new parking districts were added.

Driving Under the Influence of Alcohol

There were 28% less DUI arrests in 2018 than in 2017.

Legend
Parking Districts
- Purple: Zone 1: Townhouse Parking
- Orange: Zone 2: Single Family Home Parking
- Yellow: Zone 3: Restricted Daytime Parking

5 - Year Comparison of DUI Arrests

Drive Sober or Get Pulled Over

52
The total number of calls for service increased by 4% in 2018 from 50,289 to 52,305. This is just under the 5 year average of 52,907. The amount of calls for service initiated by citizens (18,377 to 19,139) and by officers (31,912 to 33,166) also increased by 4% each when compared to 2017.

Officer-initiated activity is when officers take proactive steps to prevent or interrupt crime and disorder. This is accomplished in a variety of ways: traffic stops, patrols throughout the community, business checks and engaging community members.
In addition to the number of calls for service for each police beat, officers responded to calls outside of the city to provide assistance to neighboring jurisdictions. This accounted for a total of 2,034 (4%) calls.

Baldwin: 13,066 (25%)
Weems I: 10,614 (19%)
Weems II: 6,924 (13%)
Haydon: 5,537 (11%)
Round: 5,170 (10%)
Dean: 8,960 (17%)

*This map consists of data retrieved from CAD / calls for service data.
**This map is intended for reference purposes only. The City of Manassas does not provide any guarantee of the accuracy or completeness regarding the map information.

Created January 2019 by Crime Analyst E. Alemayehu
The Public Safety Communications Center is staffed around the clock by Communications Specialists (PSCS) who answer both emergency and non-emergency calls for service.

Calls are prioritized by urgency, as follows:
Priority 1: In Progress – Emergency Response
Priority 2: Just Occurred – Heightened Response
Priority 3: Past Occurrence – Routine Response

The times presented above are the average times it takes the dispatcher to collect basic information from the caller and then route an officer to the location where police are requested.
Response Times

The amount of time it takes an officer to arrive on scene once he or she has been dispatched is referred to as “Unit Reaction Time.”

Unit Reaction Time increased by 2 seconds compared to 2017. The goal identified in the Strategic Plan is for an average Unit Reaction Time for Priority 1 / Emergency calls to be 3 minutes or less. This year the average was 3:38.

Unit Reaction Time

Average Unit Reaction Time:
Officer Dispatched to Arrival on Scene

<table>
<thead>
<tr>
<th>Year</th>
<th>Priority 3</th>
<th>Priority 2</th>
<th>Priority 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>3:25</td>
<td>3:40</td>
<td>3:42</td>
</tr>
<tr>
<td>2015</td>
<td>3:25</td>
<td>3:40</td>
<td>3:42</td>
</tr>
<tr>
<td>2016</td>
<td>3:25</td>
<td>3:40</td>
<td>3:42</td>
</tr>
<tr>
<td>2017</td>
<td>3:25</td>
<td>3:40</td>
<td>3:42</td>
</tr>
<tr>
<td>2018</td>
<td>3:25</td>
<td>3:40</td>
<td>3:42</td>
</tr>
</tbody>
</table>
Arrest Charges

This year, 2,236 people were arrested for 2,849 charges. Actual figures: 135 juveniles arrested for 187 charges; 2,101 adults arrested for 2,662 charges.

This is an overall 2% increase in charges and a 5% increase in persons arrested.

The most common charges for both juvenile and adult arrestees were for substance abuse, domestic assaults, and warrants served from other agencies.
Traffic and Crash Analysis:
Traffic Citations

Traffic concerns are a top priority for Manassas residents, employees and commuters. The total number of traffic citations increased by 7%. This was due to an increase in tickets for speeding, failure to obey highway signs, disregarding traffic signals, and other traffic violations. The majority of tickets in the "Other" category are for expired vehicle registrations.

5 - Year Comparison of Traffic Citations

<table>
<thead>
<tr>
<th>Year</th>
<th>Speeding</th>
<th>Reckless Driving</th>
<th>Suspended O/L</th>
<th>Failure to Obey Highway Sign</th>
<th>Disregard Stop Sign</th>
<th>Disregard Traffic Signal</th>
<th>Other Traffic</th>
<th>Total Traffic</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>1,805</td>
<td>326</td>
<td>446</td>
<td>712</td>
<td>378</td>
<td>209</td>
<td>2,915</td>
<td>6,791</td>
</tr>
<tr>
<td>2015</td>
<td>1,639</td>
<td>385</td>
<td>368</td>
<td>578</td>
<td>365</td>
<td>183</td>
<td>2,640</td>
<td>6,158</td>
</tr>
<tr>
<td>2016</td>
<td>1,248</td>
<td>348</td>
<td>299</td>
<td>427</td>
<td>365</td>
<td>233</td>
<td>2,362</td>
<td>5,282</td>
</tr>
<tr>
<td>2017</td>
<td>1,358</td>
<td>386</td>
<td>309</td>
<td>548</td>
<td>235</td>
<td>220</td>
<td>2,210</td>
<td>5,266</td>
</tr>
<tr>
<td>2018</td>
<td>1,497</td>
<td>308</td>
<td>273</td>
<td>582</td>
<td>241</td>
<td>200</td>
<td>2,551</td>
<td>5,652</td>
</tr>
</tbody>
</table>

Amt of Change 17-18: 673
Rate of Change 17-18: 7%

68
Traffic and Crash Analysis:
Crash Days and Times

Traffic crashes reported here are those that incurred more than $1,500 in personal or property damages and for which the responding officer took a report.

In 2018 our officers responded to 1,624 calls for traffic accidents which resulted in 631 reportable crashes. This was a 7% increase in traffic accidents and a 5% increase in reportable crashes when compared to 2017.

This year Sunday saw the least amount of reportable crashes (58) while Friday had the most (121).

The peak crash time was Friday from 10am-11am with 10 reportable crashes taking place in this time frame.
The Liberia Avenue corridor continues to be the stretch of roadway with the most traffic crashes at intersections in 2018.

The top three intersections for total crashes in this year were Liberia Avenue at Centreville Road, Liberia Avenue at Euclid Avenue, and Liberia Avenue at Mathis Avenue respectively, however, Godwin Drive at Wellington Road had the third highest number of reportable crashes with 13.

<table>
<thead>
<tr>
<th>Location</th>
<th>Total</th>
<th>Reportable</th>
<th>Injuries</th>
<th>Fatalities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liberia Ave/Centreville Rd</td>
<td>73</td>
<td>19</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Liberia Ave/Euclid Ave</td>
<td>41</td>
<td>17</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Liberia Ave/Mathis Ave</td>
<td>32</td>
<td>9</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Liberia Ave/Signal Hill Rd</td>
<td>30</td>
<td>8</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Grant Ave/Centers St,</td>
<td>22</td>
<td>9</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Godwin Dr/Wellington Rd</td>
<td>22</td>
<td>13</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Godwin Dr/Nokesville Rd</td>
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<td>0</td>
</tr>
<tr>
<td>Liberia Ave/Prince William Parkway</td>
<td>16</td>
<td>3</td>
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<tr>
<td>Liberia Ave/Richmond Ave</td>
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<td>7</td>
<td>1</td>
<td>0</td>
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<tr>
<td>Sudley Rd/Godwin Dr</td>
<td>14</td>
<td>2</td>
<td>2</td>
<td>0</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>284</strong></td>
<td><strong>92</strong></td>
<td><strong>18</strong></td>
<td><strong>0</strong></td>
</tr>
</tbody>
</table>

The majority of crashes in 2018 were caused by drivers not having the right of way or following too closely. These driving behaviors resulted in 284 crashes for the year.
In Memory of Those We Lost in 2018

Former Police Officer
Austin Smith

Retired Sergeant
Robert Dye
2018 Annual Statistical Report

Douglas W. Keen, Chief of Police

Prepared by E Alemayehu Crime Analysis Unit
Investigative Services Division
(CALEA Standard 15.1.1)
<table>
<thead>
<tr>
<th><strong>Meeting Date:</strong></th>
<th>February 25, 2019</th>
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<tr>
<td><strong>Time Estimate:</strong></td>
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<tr>
<td><strong>Agenda Title:</strong></td>
<td>Update: Manassas City Fire and Rescue Department</td>
</tr>
<tr>
<td><strong>Recommendation:</strong></td>
<td>Information Only</td>
</tr>
<tr>
<td><strong>Motion:</strong></td>
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<tr>
<td><strong>Date Last Considered by City Council:</strong></td>
<td>February 26, 2018</td>
</tr>
<tr>
<td><strong>Summary and/or Comments:</strong></td>
<td>Rob Clemons, Fire and Rescue Chief, will present a report detailing the department’s activities and its support of the goals and objectives identified in the City Council’s Strategic Plan.</td>
</tr>
<tr>
<td><strong>Board – Committee – or Commission Reviewed:</strong></td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Fiscal Impact:</strong></td>
<td>N/A</td>
</tr>
</tbody>
</table>
| **Staff Contact:** | Rob Clemons, Fire and Rescue Chief  
rclemons@manassasva.gov  
(703) 257-8465 |
CITY OF MANASSAS
FIRE and RESCUE DEPARTMENT

Annual Report
2018

9324 WEST STREET, SUITE 103, MANASSAS, VIRGINIA 20110
WWW.MANASSASCITY.ORG/FIRE
FACEBOOK: @CITYOFMANASSASFRD
Our Mission
To protect the lives and property of the residents of the City of Manassas, its visitors, and the surrounding communities by delivering quality emergency medical care, fire prevention, fire suppression, public education, and disaster management.

Our Vision
The City of Manassas Fire and Rescue Service will be a model combination system, recognized as a leader in the fire and rescue service at the local, state, national, and international levels.

Our Guiding Principles
Do the right thing for those we serve.
Perform to the best of our abilities.
Treat the customer how we wish to be treated.
Everyone goes home.

City of Manassas Fire and Rescue (CMFRD) has PRIDE

Professionalism We strive to conduct ourselves in a manner that presents our profession in the best possible light.

Respect We treat others as we would like to be treated.

Integrity We will act in an honest and ethical manner at all times.

Dedication We are dedicated to each other, our department, and the citizens we serve.

Excellence We strive to provide superior levels of service to those that we serve, 24 hours a day, 7 days a week, 365 days a year.
I am pleased to present our 2018 Annual Report and thank you for taking the time to review our many accomplishments and ongoing activities over the past year. We continue to face many obstacles and challenges as we remain committed to our overall mission, our vision, and our guiding principles for those whom we faithfully and diligently serve. Our service delivery and daily responsibilities create unique challenges for the members of this department. We continue to provide a wide range of services including fire suppression, emergency medical services, rescue, airport fire and rescue, prevention, education, and emergency management. The efforts demonstrated by each of our professionally trained and qualified members is our commitment to providing delivery of the highest level of skilled and dedicated service to those who find themselves in need.

It is my distinct honor to be your Fire and Rescue Chief and to lead the men and women of the City of Manassas Fire and Rescue Department. Together, we hope that you find the information in this year’s report informative and insightful. I remain committed to leading this Department in a professional, proactive, and innovative manner as we move into 2018.
We are... established in 2008, the City of Manassas Fire and Rescue Department has grown to 66 personnel, 7 Administrative and 59 Operational. Together with our volunteer organizations, our team delivers a variety of fire, rescue and emergency medical services, as well as prevention and preparedness, emergency management, and community education and outreach programs.

We provide... emergency response through one battalion, covering two stations. Both stations are staffed twenty-four hours a day, seven days a week with three shifts.

We proudly serve... all residents, businesses and organizations within our 10 square mile response area. We also have automatic aid with the City of Manassas Park, and Prince William County.

IN 2018 Celebrated our 10 Year Anniversary as a department Graduated 7 new firefighter/medics from recruit class Honor Guard participated in 10 ceremonial events

ANNUAL REPORT 2018 Our Organization

Major System-Wide Program Areas

- **Health and Safety:** develop all policies and procedures related to the health and safety of all members, maintain budget, and coordinate physicals and annual fit testing

- **Training:** develop and coordinate training classes, in-house training, maintain certification file for all system members, and track uniform rank compliance

- **Logistics:** consolidated logistics program overseeing contract maintenance, budget, order and distribution for uniforms and personal protective equipment (PPE), as well as a logistics warehouse and facilities management

- **Information Technology:** oversees budget, maintenance, and program for radios, mobile data computers (MDC), software, and all other technology related items

- **Fleet Plan, Apparatus Maintenance:** maintain and budget fleet plan, and establish procedure for periodic inspections, repairs, preventative maintenance, and fueling of apparatus

- **EMS Quality Assurance:** designed to objectively, systematically and continuously monitor, assess and improve the quality and appropriateness of patient care
**Financial Priorities in 2018:**

» **New Station 521:** This project was introduced in 2016. Samaha Associates was awarded the architectural contract, and Downey & Scott was hired to manage the construction and budget of $11.85 million. Relocation of Station 521 will ensure better coverage for the southwestern side of the City.

» **Fleet Plan:** The fleet plan was adopted by City Council in 2012 and is our guide for scheduled replacement of apparatus. Each year the plan is reviewed and updated, then approved by the Fire and Rescue Committee (FRC). The Deputy Chief oversees the fleet plan and purchase of apparatus to ensure a strict budget is followed and often results in savings from original estimates. In 2018, Engine 501B and Medic 501B were replaced.

» **Equipment and Software Systems:** 2018 saw many advances in software for CMFRD. We were able to consolidate two reporting systems into one new system, ESO; while the system went live in 2019, most of 2018 was spent building the program and ensuring integration with the Computer Aided Dispatch (CAD) system. Another area identified for improvement was our training records management. In late 2018, we signed a contract to move forward with Target Solutions, a learning management system. This system will help us in offering online classes and maintenance of system training records.

### 2018 Levy Rates

$0.187 / $100 of assessed value

*Levy amounts paid by a property owner is based on the property’s assessed value.

### Operating Fund – FY2018

*budget information is based on fiscal year

**Total Revenue/Resources $11.09M**

- Taxes $9.022M
- Permit Fees $50,000
- EMS Fees $640,000
- Misc / Donations $10,000
- Grants $300,000
- Fleet Plan Contribution $900,000

**Total Expenditures $11.09M**

- Personnel (Wages & Benefits) $6.89M
- Supplies & Services $50,000
- Capital Purchases $640,000
- Grants $300,000

**Consolidated $1,941,420 18%**

- Debt Service $520,000 5%
- Grants $397,000 3%

**City of Manassas Fire and Rescue Department, $7,731,580 70%**

- Greater Manassas Volunteer Rescue Squad $204,000 2%
- Manassas Volunteer Fire Company $215,000 2%
INCIDENT RESPONSE DATA

2014-2017

Annual Calls for Service

CMFRD calls for service

6,378

Apparatus responses

11,258

2018

Auto Aid Calls for Service

Call Statistics 2018

Beyond our response area, CMFRD participates in “automatic or mutual aid” with our jurisdictional partners. Mutual aid means the highest level of customer service for citizens, businesses, and visitors through faster emergency response from the closest and most appropriate fire service resource, regardless of boundaries.
Emergency Response Times

In the City of Manassas, all 911 calls made from a landline are answered by the Manassas City Police Communications Center. If it is a fire or EMS call, it is then routed to the Prince William County Public Safety Communications Center who then dispatches units appropriately for the type of emergency.

2018 Response Times

<table>
<thead>
<tr>
<th>First Unit Arrival within 4 Minutes – to any incident</th>
<th>NFPA Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014 61% 2015 58% 2016 69% 2017 72% 2018 72%</td>
<td>90%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>First Fire Engine within 4 Minutes – to fire incident(s)</th>
<th>NFPA Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014 53% 2015 49% 2016 61% 2017 55% 2018 66%</td>
<td>90%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Advanced Life Support within 8 Minutes – to EMS incident(s)</th>
<th>NFPA Standard</th>
</tr>
</thead>
</table>
| 2014 -- 2015 -- 2016 97% 2017 97% 2018 97%                 | 90%           

Anatomy of a 911 Call

1. Call
2. Routing
3. Dispatch
4. Turnout
5. Travel

- Citizen calls 911
- 911 Operator routes the call based on emergency type
- 911 Operator identifies which unit(s) is appropriate, available, and close; then dispatches
- Time from unit assigned to when crew is dressed in appropriate gear and the vehicle starts moving
- Time from when vehicle starts moving (en route) to when it arrives on scene

Full Assignment Arrival to Fire Time – Full assignment is a major (working) fire response requiring at least 14 firefighters
CMFRD has an award-winning Emergency Medical Services (EMS) division. It is one of seven in the Commonwealth of Virginia to receive the Standards of Excellence designation by the Office of EMS. In 2018, 73% of the total call volume (or 4,636 calls for service) was for EMS care, including:

- Cardiac Arrest
- Stroke
- Motor Vehicle Accidents
- Traumatic Injuries
- Respiratory
- Pregnancy
- Allergic Reaction
- Diabetes
- Injury or Fall
- General illness
- Drug Overdose
- Suicide

Our personnel respond to an average of 17 incidents per day with 13 incidents being EMS related.

**Difficult Airway Cadaver Lab:** This class involved performing various techniques in managing a simulated patient’s airway utilizing cadavers that had been donated for medical research. The cadavers were also used in various patient care scenarios to train providers in how to respond and treat patients involved in large-scale events such as explosions, building collapse or active shooter events. The class was attended by all Paramedics in our Fire and Rescue System.

**Critical Care Paramedic Program:** CMFRD hosted a Critical Care Paramedic Program which brought in students from around the area to further their EMS education. The class teaches providers about airway management, anatomy and physiology, advanced trauma care, interpreting lab results, ventilator management and other critical care knowledge. After students complete the class, they are eligible for the Board of Critical Care Transport Paramedic Certification. This certification also allows our personnel to obtain their Flight Paramedic certification. This is the highest certification level a Paramedic can currently obtain and CMFRD is fortunate to have multiple providers certified at this level.

**Rapid Sequence Intubation (RSI):** CMFRD is committed to providing high-level EMS care to our citizens. In an effort to enhance our service level, the system implemented a Rapid Sequence Intubation (RSI) program. RSI allows Paramedics to manage a critically injured or sick patient’s airway and breathing if the patient can no longer effectively breathe on their own. Using medications, Paramedics can sedate patients and insert a breathing tube so that the provider can ensure adequate oxygenation is being delivered to the patient. When the program was first implemented in 2016, only 7 Paramedics were trained in this program. In 2018, a strategic decision was made to expand the program with additional providers and make this the standard of care for all Paramedics in the future.

**IN 2018**

**EMS Bike Team** attended 7 events in Historic Manassas

**Quality Assurance** reviewed over 200 EMS reports

**WE**

**Field Training Officers** provided over 3,500 hours of training
The Prevention and Preparedness division, led by the Fire Marshal, focuses on saving lives and property by preventing fires and other hazards before they happen, and teaching employees, citizens and business how to respond to disasters if and when they happen.

Fire Investigation

Fires, ranging from cooking fires to suspected arson, are investigated by the Fire Marshal’s Office. The purpose of fire investigation is to determine the origin and cause of fires. Fire Marshals classify fire incidents as accidental, incendiary (or arson), or undetermined.

In addition to investigating fires, Fire Marshals also issue permits, collect permit fees, and complete inspections. In 2018, they collected a total of $87,126 in permit fees with the issuance of 673 permits.

2018

Value of Building and Contents Saved by CMFRD

<table>
<thead>
<tr>
<th>Building and Contents</th>
<th>Value</th>
<th>Saved</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$5,688,002,600</td>
<td>$5,686,502,600</td>
</tr>
</tbody>
</table>

SAVED (% of total value) 99.97%

IN 2018

Reviewed 220 plans (sprinkler, building, site, etc)

Investigated 70 fire code complaints

WE

Inspected 1,189 fire safety inspections
Emergency Management

Emergency Management, led by the Regional Preparedness Specialist, is the managerial function charged with creating the framework within which communities reduce vulnerability to hazards and cope with disasters. Emergency Management seeks to promote safer, less vulnerable communities with the capacity to cope with hazards and disasters.

Training Events

CMFRD, together with Manassas City Police Department, participated in a joint Incident Command System (ICS) training drill. The training involved a complex scenario which challenged both the resources and abilities of the public safety departments.

The City of Manassas participated with the Federal Emergency Management Agency (FEMA) in the nationwide test of the Emergency Alert System (EAS) and Wireless Emergency Alert (WEA). The system’s purpose is to inform the public about critical situations including weather emergencies or missing children through cell phone alerts. A short survey was distributed to citizens asking if they received the alert.

Citizen awareness of, and interest in, emergency preparedness continues to grow as you can see below:

- Public Alert Opt Ins: 19%
- CERT Membership: 30%

CERT

CERT, or Citizens Emergency Response Team, trains volunteers about disaster preparedness and educates them in basic disaster response skills. If a disaster strikes, they may be the first on the scene in their community. Members are trained in CPR, First Aid, disaster preparedness, basic fire safety, and light search and rescue. CERT has come to depend on their own members to become instructors in an effort to keep costs at a minimum. This past year, three volunteers were trained as HeartSaver Instructors. Throughout 2018, two basic training classes were held. Today, CERT is 46 members strong and continuing to grow.
Firefighters train each day to ensure the highest quality service to our community. In 2018, System members had accumulated over 15,000 training hours.

Training Highlights

» ARFF: Aircraft Rescue and Firefighting (ARFF) is a new initiative between CMFRD and the Manassas Regional Airport to provide the specialized response, hazard mitigation, evacuation, and potential rescues involving aircraft. In order to get this program area functional, very specialized training must occur. This training includes the following classes: 16 hour ARFF for Structural Firefighters, 48 hour ARFF, Initial Driver / Operator Train the Trainer (TTT), ARFF Driver / Operator, Manassas Municipal Airport Operations written examination, and a FAA mandated quarterly continuing education program.

» Man vs. Machine: the “Man vs. Machine” training concept is meant to challenge providers in freeing impaled object(s) from confined spaces with limited, or no visibility. Specialty units will carry bags with tools and equipment to assist in these types of calls.

» Uniform Rank Structure: CMFRD continues to monitor compliance with the adopted “Uniform Rank Structure.” All staff are 100% compliant within their current riding assignments, and continue to work towards advancement.

TRAIN OFTEN AND TRAIN HARD
COMMUNITY ENGAGEMENT

CMFRD interacted with over 3,000 citizens between school events, churches, scout troops, and more. We provided more than 150 staff hours to attend these events.

These events, known to us as “pub ed” is an opportunity for children to ask questions and become more comfortable, and familiar, with firefighters and the work we do. Based on the age group, we will dress in full gear so children do not fear us if an emergency occurs.

» Summer Camp: 2018 was the 6th year for our Freshman Summer Camp and 5th year of Sophomore Summer Camp. This program is a partnership with Manassas City Public Schools and allows students in the school system to learn more about jobs right here in their community. Camp teaches the students important lessons of firefighting, including the importance of physical training, but it also indirectly teaches many life lessons such as teamwork, confidence, and communication. 38 students participated in camp this year.

» Operation Staying Alive: This program debuted in 2017 and was so successful that staff once again volunteered their time to host another event in 2018. The goal of this event is to teach citizens, regardless of age, hands only Cardiopulmonary Resuscitation (CPR) and Automated External Defibrillator (AED). If someone has a cardiac emergency, hands only CPR has been proven to provide a better chance of survival than not attempting at all. Since the inception of the program, CMFRD staff have trained approximately 800 citizens in hands only CPR. CMFRD staff volunteer their time on their day off to host this event, which demonstrates how important we feel the information is for citizens.

» 12 Days of Giving: In December 2018, CMFRD with the help of City staff, cooked dinner for approximately 120 students and staff at the local Boys and Girls Club. Staff used three stoves to cook a large spaghetti dinner (one of our specialties) for the students. We were able to interact with the kids as they went through the line to make their plates. This was probably as much fun for us as it was for them.
Community Engagement
According to the City of Manassas Community Survey 2018, fire and rescue services were ranked among the highest in the City. In fact, the survey results show satisfaction rates of:

» 88% Professionalism of fire and EMT employees
» 87% Quality of local fire protection
» 85% How quickly fire and rescue respond to emergencies
» 84% Quality of Emergency Medical Services
» 90% Overall Quality of Fire and Rescue Services

City Leadership Academy
A new program was introduced by the City in September 2018 called “City Leadership Academy.” The academy’s goal was to introduce City residents to the various departments that form the municipal government. Participants received a brief overview of departments including purpose, challenges, and highlights.

Cancer Prevention
In response to the increase in firefighter cancer diagnosis and deaths, the System has created a Cancer Prevention Task Force. This group is researching best practice methods for prevention, decontamination, and education.

A general order was released concerning best practices for decontamination after fire incidents, and personal practices to protect each person in this high threat profession.

Group members have been researching national efforts including policies, best practices, and new research concerning contaminants.

24 Hour Medic Unit
A second 24 hour medic unit was placed in service as a result of the staffing analysis with the Greater Manassas Volunteer Rescue Squad. This unit guarantees a second advanced life support (ALS) unit will be staffed for servicing our community and respond to the 4,636 EMS (72% of our total call volume) calls for service.
2019 OUTLOOK

Each year the Executive Leadership Team (ELT) participates in a retreat to determine the priorities for the next year. Some of the overarching themes can be categorized by the following:

- **Behavioral Health**

- **Rescue Engine, ALS**
  - The Rescue Engine to become an ALS capable unit

- **Leadership Development School**

- **Community Risk Reduction Plan**

- **Volunteer System**
  - To preserve and maintain a healthy volunteer system
  - Recruitment and retention

- **Open and Honest Conversations**
  - Empower all department and system members to speak up

- **Continue to Work Towards 100% Compliance with 2016 Audit Findings**
  - CMFRD is almost 75% compliant

- **Community**
  - Maintain level of service to the community and meet the changing and increasingly complex service demands

- **Update Fire and Rescue System Strategic Plan**

- **Present ISO Report to Council**

- **Self Contained Breathing Apparatus (SCBA)**
  - Determine replacement plan
  - Work with City Finance on funding plan

- **CIP**
  - Continue progress on capital improvement for new Fire and Rescue Station 521, possible renovation(s) of existing Station 521, and a new public safety facility

- **ARFF Unit at Manassas Regional Airport**
Lieutenant Rick Boyd retired in June 2018 after 32 years in the fire service. Lt. Boyd was very active within CMFRD; he served as the Fire Marshal for 5 years, led the CERT team and the Honor Guard. We wish Ricky well in his retirement.

*NOT PICTURED

Laura Moran
Firefighter/Medic Recruit
Meeting Date: February 25, 2019

Time Estimate: 45 Minutes

Agenda Title: Authorization of a Closed Meeting

Recommendation: Authorize a Closed Meeting

Motion: I move that the Council convene in a closed meeting to discuss the following as permitted by Virginia Code Sec. 2.2-3711 Paragraph A (1): Appointments to Boards, Committees, and Commissions.

Date Last Considered by City Council: N/A

Summary and/or Comments: If the City Council votes to hold a closed meeting, the Council will be required to certify by motion that the meeting was held in conformance with the amended Virginia Freedom of Information Act.

Board - Committee - or Commission Reviewed: N/A

Fiscal Impact: N/A

Staff Contact: W. Patrick Pate, City Manager
ppate@manassasva.gov
(703) 257-8212
Meeting Date: February 25, 2019

Time Estimate: N/A

Agenda Title: Certification of the Closed Meeting

Recommendation: Certify the Closed Meeting

Motion: I move that the Council certify that, in the closed meeting just concluded, nothing was discussed except the matter (1) specifically identified in the motion to convene in a closed meeting and (2) lawfully permitted to be discussed under the provisions of the Virginia Freedom of Information Act cited in that motion.

Date Last Considered by City Council: N/A

Summary and/or Comments: If the City Council votes to hold a closed meeting, the Council will be required to certify by motion that the meeting was held in conformance with the amended Virginia Freedom of Information Act.

Board – Committee – or Commission Reviewed: N/A

Fiscal Impact: N/A

Staff Contact: W. Patrick Pate, City Manager
ppate@manassasva.gov
(703) 257-8212