To advance the city’s vision, every two years the Williamsburg City Council identifies new strategic objectives for city government. Biennial Goals, Initiatives and Outcomes (GIOs) provide an expression of city priorities, as specific and measurable as possible, covering a two year period. Longer term objectives are expressed in terms of what the city hopes to accomplish in the near term toward that objective.

GIOs are not intended to be a comprehensive list of all city services and activities. Instead, they provide a concrete, coordinated expression of City Council’s direction for change and focus. In that way, they drive city government operating budget and capital budget formation. The 2015/2016 Biennial Goals, Initiatives and Outcomes, adopted on November 13, 2014, guide budget decisions for two fiscal years, that is, for FY 16 and FY 17.

Under eight Goal statements 60 specific Initiatives are identified. In addition to the Initiatives, Outcomes from the National Citizen Survey (NCS); and “Desired Outcomes” and “Observed Results,” provide performance metrics which help assess goal achievement. Williamsburg participated in the NCS in May 2008, 2010, 2012 and 2014. Reported here are citizen ratings of “Good” or “Excellent” for questions, including national benchmarks and trends since 2008.

The Biennial GIOs are created in light of a variety of resources including the city's Comprehensive Plan, Five Year Capital Improvement Program (CIP), and Economic Development Strategic Plan; and with input from citizens, city staff, and volunteers.

Biennial goal statements align with the 2013 Comprehensive Plan goals. Initiative statements with a symbol directly link to projects in the city’s CIP.

Citizen engagement is vital to the success of this process from start to finish. Go to www.williamsburgva.gov/goals for status reports and to http://speakupwilliamsburg.com to offer your comments anytime.

Clyde Haulman, Mayor
Jackson C. Tuttle, City Manger

December 2014
GOAL I: Character of the City
Protect and enhance Williamsburg’s unique character as defined by its residential neighborhoods, urban places, open spaces, and by its iconic places—the Colonial Williamsburg Historic Area and campus of the College of William and Mary.

Page 3

GOAL II: Economic Vitality
Increase employment opportunities, personal income growth, business success, and city revenues by supporting, promoting and diversifying the city’s economic base of heritage tourism and higher education, and other development and redevelopment opportunities.

Page 8

GOAL III: Transportation
Provide an effective transportation system compatible with the future land use plan – with “complete streets” serving pedestrians, bicyclists and motorists, and promoting the expanded use of transit and rail.

Page 13

GOAL IV: Public Safety
Secure an ever safer community by enabling police, fire, emergency management and judicial operations to protect and serve city residents, visitors, businesses and historical assets.

Page 18

GOAL V: Human Services and Education
Seek opportunities and implement programs that address the educational, health, social, housing, economic and workforce training needs and expectations of city residents and workers.

Page 23

GOAL VI: Recreation and Culture
Add to the quality and availability of cultural and recreational facilities and programming, as might be typically available only in larger communities, to meet the needs and expectations of city residents and visitors.

Page 28

GOAL VII: Environmental Sustainability
Build an evermore sustainable and healthy city pursuing multiple strategies for conservation and restoration, and providing essential environmental services related to drinking water, waste water, stormwater and solid waste.

Page 33

GOAL VIII: Citizen Engagement and City Governance
Continuously improve the effectiveness of city government and its partnership with the people who live, work, and visit here to fulfill Williamsburg’s vision for the future.

Page 38
**GOAL I: Character of the City**

**A. Downtown Vibrancy**

Extend the unique character and high quality of the downtown core (Merchants Square) into immediately adjacent areas – specifically along Henry Street to the north and south, and along Prince George and Scotland Streets to the west – by means of public and private redevelopment.

Public projects include the Stryker Center (See Goal VIII: Citizen Engagement and Governance), Triangle Building and Blayton area (See Goal II: Economic Vitality), and a parking review (See Goal III: Transportation).

Private sector projects include Prince George Commons retail and housing; reuse of the Health Evaluation Center; development of surplus downtown properties owned by Colonial Williamsburg Foundation, and studying the demand for a downtown boutique hotel to fill the gap created by the loss of the Hospitality House.

**B. Arts District and Midtown**

Pursue the vision of renewal in the Midtown area, anchored and branded with the “Arts District” identity, and committed to the long term success of the shopping center sites. Consider using a visioning process to precede future planning and action steps. Work closely with current and prospective owners to rejuvenate and redevelop the Williamsburg Shopping Center; continue to add “creative economy” businesses, services and housing; and sell the city owned “Tioga” property at 906 Richmond Road site for development by the end of the biennium (See Goal II: Economic Vitality). Improve Monticello Avenue (See Goal III: Transportation).
C. Richmond Road Corridor
Maintain this prime entrance corridor the premier regional destination for restaurants, lodging and complementary services for visitors and locals. Make progress during the biennium in build out/lease out of High Street, redevelopment of the “Spotswood” site at Ironbound Road, redevelopment of obsolete commercial properties, and construction of new in-fill projects along the corridor. Improve Ironbound Road at Longhill and Richmond Roads (See Goal III: Transportation).

D. Northeast Triangle
Follow the guidance from the Northeast Triangle Focus Group, as consolidated in the Comprehensive Plan update, to bring new life to the “Capitol Quarter” area. Make progress toward reconstruction of the Bypass/Capitol Landing Road intersection and make pedestrian improvements on Bypass Road and Parkway Drive (See Goal III: Transportation) by the end of the biennium. Support private sector projects in progress including Shops at Second Street, Evelyn Nursery, Capitol Landing Green, and Copper Fox Distillery at the former Lord Paget site.

E. Southeast Quadrant
Work with “Quarterpath at Williamsburg” developers and Riverside Healthcare Association to build a high quality, new city neighborhood with Doctors’ Hospital of Williamsburg as its anchor. Create a pedestrian friendly commercial, retail and residential village complementing Williamsburg’s special character with opportunities for significant economic development and employment growth. Strive for Quarterpath at Williamsburg to become a regional hub site for all of the Eastern Virginia Mega Region. (see Goal II: Economic Vitality).

Pursue the construction of Redoubt Road with developer funds to complete the road backbone, and develop the unpaved segment of Quarterpath Road as a multiuse trail once Redoubt Road is open to traffic. Preserve and connect environmentally sensitive land for passive recreation and to further the cause of Civil War battlefield preservation.

F. Underground Utilities
Design and price by June 2015 the next three underground utility projects with the goal of funding and constructing each one per the Capital Improvement Plan:
- South Henry Street (4000’) from Newport Avenue to Port Anne (FY15-16)
- York Street (450’) from Quarterpath Road to city limits (FY15-16)
- Second Street (2100’) from Page Street to city limits (FY15-17)
- Ironbound Road (1500’) west of Richmond Road (In conjunction with Ironbound Road widening (See Goal III – Transportation)

G. Entry Corridor Beautification
Complete by the end of calendar year 2015 the streetscape and pedestrian/bicycle improvements on the York Street (Route 60 East) entry corridor per the Capital Improvement Program. Work with regional partners to continue Route 60 East corridor improvements outside the city limits to the Route 199 overpass.
Accomplish additional corridor beautification with the underground utility projects above, and with street/pedestrian/bicycle improvements described in Goal III – Transportation.

H. Open Space Preservation and Commercial Site Assembly
Actively pursue acquisition of additional open space for land conservation both within the city limits and at the Waller Mill Reservoir for watershed protection purposes. Add to the city’s permanent open space ownership of non-commercially zoned properties during the biennium. Purchase land for the establishment of Capitol Landing Park on Queen’s Creek prior to the end of calendar 2015.

Actively pursue opportunities to acquire and assemble underused (or blighted) commercial sites to enable commercial redevelopment by the private sector.

I. Neighborhoods Stability and Revitalization
Focus city attention (Human Services, Codes Compliance, Police, Recreation, etc.) on stability and improving conditions in neighborhoods at risk of declining value. In particular, focus on the Merrimac Trail apartment corridor, collaborating with residents and property owners to improve physical conditions, safety and livability of the neighborhood.

Evaluate adding neighborhoods to the city’s Rental Inspection Program when either declining property values, or rental use in single family neighborhoods exceed 50%, making city intervention through the rental inspection program necessary.
GOAL I: Character of the City

**Desired Outcomes**

1. Maintain at least 60% of the 5787 acres within the city limits for public, Colonial Williamsburg, and College land use to preserve Williamsburg’s unique character.

2. Increase overall residential property values in the city by at least 3% annually to maintain quality and character of neighborhoods.

3. Maintain the residential assessment to sales ratio between 94% and 99% each year, as a measure of a rising real estate market.

4. Increase overall commercial property values in the city by at least 2% annually to maintain the quality and character of commercial corridors.

**Observed Results**

- *Existing Land Use Proportions within the City Limits*
  - Public, W&M and CWF currently at 62%

- *Residential Property Assessed Values*
  - Annual average drop in values from FY 10 to FY 13 was –4.5%
  - FY 14 and FY 15 showed annual average growth of +2.8%

- *Residential Assessment to Sales Ratio*
  - Properties in the City are re-assessed annually—assessments generally lag sales values up to a year

- *Commercial Property Assessed Values*
  - Average annual change over past 7 years –1.4%
**Desired Outcomes**

5. Of the neighborhoods in the rental inspection program with over 50% rentals, reduce the average percent rental use to 70% or less.

6. Rehabilitate or build new structures to refresh Williamsburg’s built environment as indicated by at least $25 million in new construction annually.

**Observed Results**

**Neighborhoods in Rental Inspection Program Exceeding 50% Rentals:**
- Capitol Heights 59%
- Cary/Griffin/Newport 60%
- Matoaka Court 70%
- Mimosa Drive 77%
- Powhatan Park 88%
- W. Williamsburg 87%
- W. Williamsburg Hts. 64%
  *Average 73%*

*Source: Williamsburg Planning Department*

**Value of Building Permits Issued**
FY 12 includes Riverside Hospital construction, with FY 14 including building permits for apartments in the Quarterpath at Williamsburg development

*Source: Williamsburg Code Compliance Division*
**GOAL I: Character of the City**

Protect and enhance Williamsburg’s unique character as defined by its urban places, neighborhoods, commercial spaces and open spaces; and by its iconic places - the Colonial Williamsburg Historic Area and campus of the College of William and Mary.

### National Citizen Survey Results

<table>
<thead>
<tr>
<th>Question</th>
<th>2008</th>
<th>2010</th>
<th>2012</th>
<th>2014</th>
<th>National Benchmark **</th>
<th>Trendline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Quality of Life in Williamsburg (p.2)</td>
<td>78%</td>
<td>87%</td>
<td>87%</td>
<td>81%</td>
<td>↔</td>
<td></td>
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<tr>
<td>Williamsburg as a place to live (p.2)</td>
<td>85%</td>
<td>88%</td>
<td>92%</td>
<td>88%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Your neighborhood as a place to live (p.2)</td>
<td>76%</td>
<td>81%</td>
<td>78%</td>
<td>79%</td>
<td>↔</td>
<td></td>
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<tr>
<td>Recommend living in Williamsburg to someone who asks (p.22)</td>
<td>80%</td>
<td>84%</td>
<td>90%</td>
<td>83%</td>
<td>↔</td>
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<tr>
<td>Overall quality of new development in Williamsburg (p.2)</td>
<td>56%</td>
<td>60%</td>
<td>65%</td>
<td>68%</td>
<td>↔</td>
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<tr>
<td>Overall appearance of Williamsburg (p.2)</td>
<td>88%</td>
<td>91%</td>
<td>92%</td>
<td>93%</td>
<td>↑</td>
<td></td>
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<tr>
<td>Cleanliness of Williamsburg (p.2)</td>
<td>91%</td>
<td>92%</td>
<td>91%</td>
<td>89%</td>
<td>↑</td>
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<tr>
<td>Quality of overall natural environment (p.2)</td>
<td>76%</td>
<td>84%</td>
<td>87%</td>
<td>88%</td>
<td>↑</td>
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</tr>
<tr>
<td>Preservation of natural areas (p.4)</td>
<td>58%</td>
<td>60%</td>
<td>66%</td>
<td>65%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Sense of Community (p.5)</td>
<td>64%</td>
<td>66%</td>
<td>71%</td>
<td>73%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Openness and acceptance of the community towards people of diverse backgrounds (p.3)</td>
<td>51%</td>
<td>55%</td>
<td>61%</td>
<td>60%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Williamsburg as a place to raise children (p.2)</td>
<td>76%</td>
<td>88%</td>
<td>85%</td>
<td>89%</td>
<td>↔</td>
<td></td>
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<tr>
<td>Williamsburg as a place to retire (p.2)</td>
<td>87%</td>
<td>89%</td>
<td>88%</td>
<td>86%</td>
<td>↑</td>
<td></td>
</tr>
<tr>
<td>Overall built environment in Williamsburg (pg.2)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>74%</td>
<td>↔</td>
<td></td>
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<tr>
<td>Public places in Williamsburg (p.2)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>82%</td>
<td>↑</td>
<td></td>
</tr>
</tbody>
</table>

* Ratings of "Excellent" or "Good", or equivalent
** Legend for National Benchmarks:
  * ↑↑ Much Higher
  * ↑ Higher
  * ↔ Similar
  * ↓ Lower
  * ↓↓ Much Lower
  * Not Available
GOAL II: Economic Vitality

A. Tourism Development
Work closely with the Greater Williamsburg Chamber and Tourism Alliance and other partners to revamp destination marketing around the “Freedoms” theme; to issue a “tourism scorecard” to track results; and to expand special events, including arts, culinary and sports, year round.

Work closely with Colonial Williamsburg Foundation to expand the Historic Triangle tourist information center within the Colonial Williamsburg Visitor Center; and expand Colonial Williamsburg marketing reach and effectiveness.

In addition to the Alliance “Scorecard,” track key in-city tourism performance indicators monthly, including room/meal/sales tax receipts, and lodging occupancy rates. Expand city’s economic analytics capacity to better understand visitation activity and trends.

B. Economic Diversification Strategies
Support the re-launch and growth of the regional Triangle Business Innovation Center (TBIC) in Downtown Williamsburg and serve as the TBIC fiscal agent.

Explore opportunities for locating a co-working space in the City.

Work with Riverside Healthcare Association to recruit compatible and regional professional service businesses to Class A office space at “Quarterpath at Williamsburg,” offering a “hub” location for eastern Virginia, and supporting the Mega-Region concept (Initiative F.).

Generate awareness and implement use of the Economic Development Authority’s incentives packages for transformative commercial uses.

Continue to work with the Arts District Business Association to promote the district to customers and prospective creative economy businesses. Install a major public art project in the district (See Goal VI: Recreation and Culture). Evaluate potential for expanding Williamsburg WiFi in the Arts District.
GOAL II: Economic Vitality

Lease the remaining portions of the Williamsburg Redevelopment Housing Authority owned “Triangle Building” for commercial purposes.

C. Redevelopment

Engage in shaping the future of significant properties ripe for redevelopment, particularly in Midtown and Capitol Landing Road areas. Work with redevelopment prospects and property owners to plan for the long term success of the Midtown shopping center sites in particular.

Work as a partner with the private sector to identify and redevelop transitional properties, including the City-owned property at 906 Richmond Road. McAuliffe

Identify and assemble sites for redevelopment where the City’s interim ownership can spur private investment.

D. Support Existing Businesses

Implement and analyze a Business Climate Survey to determine the needs of existing businesses. Use GIS to visualize economic vitality indicators geographically, such as private capital investment, return on public investment, and sales tax revenue.

Consider engaging a retail consultant to determine the City’s retail niche and its growth potential and sustainability.

E. Facilities to Increase Overnight Visitation

Continue to assess the feasibility and potential for developing a new multiuse events facility, such as a sports field house to host large scale tournaments attracting overnight visitors. Also, investigate the feasibility and potential for constructing a new performing arts venue, such as an outdoor amphitheater for music festivals, also geared to increase overnight stays (See Goal VI: Recreation and Culture).

F. Mega-Region Concept

Encourage efforts in Hampton Roads and Richmond to create a mega-region from Richmond to the Ocean Front. A single Metropolitan Statistical Area in eastern Virginia would create the 18th largest MSA in the country to enhance regional economic competitiveness with Williamsburg near its geographical center.
**GOAL II: Economic Vitality**

### Desired Outcomes

1. Increase city revenues from retail and hospitality tax sources by at least 3% annually.

   **Tax Receipts From Meal, Room and Sales Taxes**

   - Average annual increase since FY 09: 1.3%
     - *Source: Williamsburg Finance Department*

2. Increase the amount of retail sales in the city relative to City population by at least 3% annually.

   **Per Capita Retail Sales in the City**

   - Average annual increase since FY 09: 2.6%
     - *Source: Virginia Department of Taxation*

3. Stabilize the loss of room nights sold in the city and reverse downward trend.

   **Hotel/Motel Room Nights Sold**

   - Average annual decrease since FY 09: -2.3%
     - (FY 14 excludes 318 room nights per yr) Hospitality House, purchased by College of William & Mary, May 2013
     - *Source: Williamsburg Finance Department*

4. Increase Colonial Williamsburg Foundation’s ticket sales annually by at least 2%.

   **Colonial Williamsburg Foundation Ticket Sales**

   - Average annual decrease since FY 09: -.3%
     - *Source: Colonial Williamsburg Foundation*
**Desired Outcomes**

5. Increase total number of businesses operating in the city annually.

6. Increase the household income of city residents by at least 3% annually.

7. Increase employment opportunities with growth of in-city jobs over the previous decade.

8. Increase annual Prince George Parking Garage revenues by at least 4% as an indicator of downtown commercial growth.

**Observed Results**

*Business Licenses Issued by the City*

Average annual increase over six years: .6%

*Source: Williamsburg Commissioner of Revenue*

*Median Household Income of City Residents*

Average annual increase over ten years: 3.2%

*Source: US Department of Commerce, Bureau of Economic Analysis (Wmsbg, JCC combined)*

*Number of Jobs Based in the City*

Average annual decrease 2000 to 2010: -1.6%

*Source: Virginia Employment Commission*

*Prince George Parking Garage Revenues*

Average annual growth from FY 08 to FY 14 was 5.5%
Increase employment opportunities, personal income growth, business success, and city revenues by supporting, promoting and diversifying the city’s economic base of heritage tourism and higher education, and other development and redevelopment opportunities.

### National Citizen Survey Results

<table>
<thead>
<tr>
<th>Question (Livability Report page number)</th>
<th>Percent Rated Positive *</th>
<th>National Benchmark **</th>
<th>Trendline 2008 - 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment opportunities (p.4)</td>
<td>40% 35% 38% 39%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Shopping opportunities (p.4)</td>
<td>76% 77% 72% 82%</td>
<td>↑↑</td>
<td></td>
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<tr>
<td>Williamsburg as a place to work (p.20)</td>
<td>53% 60% 60% 58%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Overall quality of business and service establishments in Williamsburg (p.20)</td>
<td>65% 71% 71% 77%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Economic development services (p.6)</td>
<td>48% 49% 56% 62%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Williamsburg as a place to visit (p.3)</td>
<td>N/A N/A N/A 93%</td>
<td>↑↑</td>
<td></td>
</tr>
<tr>
<td>Works in city boundaries (p.8)</td>
<td>N/A N/A N/A 54%</td>
<td>↑</td>
<td></td>
</tr>
<tr>
<td>Overall economic health (p.2)</td>
<td>N/A N/A N/A 66%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Vibrant downtown/commercial area (p.2)</td>
<td>N/A N/A N/A 60%</td>
<td>↑</td>
<td></td>
</tr>
<tr>
<td>Purchased goods or services in Williamsburg (p.5)</td>
<td>N/A N/A N/A 98%</td>
<td>↔</td>
<td></td>
</tr>
</tbody>
</table>

* Ratings of "Excellent" or "Good", or equivalent

** Legend for National Benchmarks: ↑↑ Much Higher ↑ Higher ↔ Similar ↓ Lower ↓↓ Much Lower * Not Available
GOAL III
Provide an effective transportation system compatible with the future land use plan – with “complete streets” serving pedestrians, bicyclists and motorists; and promoting the expanded use of transit and rail.

A. Pedestrian Connections and Crossings
Construct the next set of pedestrian improvements by the end of the biennium, with particular emphasis on filling in gaps, calming traffic, adding crosswalks where advisable, and taking maximum advantage of VDOT’s revenue sharing program for sidewalk construction. New sidewalks are proposed on Bypass Road (Route 132 to Parkway Drive), Parkway Drive (Bypass Road to Capitol Landing Road), Ironbound Road (Middle Street to former Fire Station site), the Arts District (Lafayette Street and the side streets) and Parkway Drive (Capitol Landing Road to Wyndham).

Investigate with CSX the potential for safe pedestrian crossings of rail tracks near locations such as Quarterpath Road in the city, and near Commons Way and Reserve Way in York County.

B. Bicycle Friendly Community Improvements
Make improvements to the City’s bicycle infrastructure during the biennium, such as the following: Install bike racks at public buildings, parks and bus shelters throughout the city. Create a matching grant program to encourage businesses to install bike racks.

Make improvements to bicycle roadway systems such as lane markings (sharrows) and signage. Investigate feasibility of a single station or multi-station bike sharing system beginning with the downtown area.

Integrate the city’s bicycle friendly improvements with those of William and Mary.
C. Williamsburg Area Transit
Work with transit partners to make “first mile/last mile” transit a reality in greater Williamsburg. Look for opportunities to assist transit partners to improve the quality and quantity of bus shelters throughout the city.

Support transit partners in implementing an app for real time updates on bus/trolley schedules and locations.

D. Passenger Rail/Transportation Center Vision
Create a concept plan for expanding the Transportation Center complex north of the CSX tracks on presently vacant property to demonstrate how the Williamsburg station could accommodate expanded intercity rail service (Amtrak) in the future.

Work with Virginia for High Speed Rail, Virginia Department of Rail and Transit, CSX and other partners to expand the frequency, reliability and speed of Amtrak service to Williamsburg.

E. Electric Car Charging Station
Install an electric car charging station in the Prince George Parking Garage as a pilot/demonstration project to encourage and highlight electric car technology.

F. Neighborhood Traffic Calming
Review the city’s policy for installation of speed bumps and other forms of traffic calming devices to assist neighborhoods in improving safety on residential streets. Implement traffic calming measures on Governor Berkeley Road.

G. Historic Area Street Surfacing
Working with Colonial Williamsburg Foundation determine the most effective surface treatment for Duke of Gloucester and other Historic Area streets, and begin a phase program of resurfacing minimizing negative impacts on the visitor experience in the Historic Area.

H. Interstate and Air Connections to Williamsburg
Work with regional and state partners to accelerate widening of I-64 from Richmond to Newport News, and I-95 from Washington to Richmond. Pursue traffic management advisories on I-295 in Richmond, and on I-64 to use capacity on US 60 until I-64 is widened.

Engage with the City of Newport News and other partners to expand air service aimed at improving national and international access to Williamsburg during the biennium.
I. Ironbound Road Widening/Longhill Realignment
Construct Phase One of the Ironbound Road Widening Project – Treyburn to Richmond Road – by relocating the Longhill Road/Ironbound intersection. Coordinate project with future development at James Blair School and the former Governor Spotswood property, and prepare to complete the Ironbound project including widening, underground wiring and increased capacity of the Ironbound/Richmond Road intersection as funding allows.

J. Monticello Avenue Widening
Construct Phase One of the eventual widening of Monticello Avenue – Treyburn Drive to Richmond Road – by adding a second travel lane in conjunction with anticipated redevelopment on Williamsburg Shopping Center property. Align the Monticello Avenue main entrance to the Shopping Center to fit the redevelopment plan. Prepare for subsequent phases of Monticello Avenue improvement timed to match redevelopment opportunity and funding availability.

K. Monticello Avenue Multi-Use Path
In partnership with the College of William and Mary apply for a Transportation Alternatives grant (80% federal, 20% local) to build a multi-use path along Monticello Avenue from Ironbound Road to Compton Road and linking to the Compton Road pathway to the School of Education, and to the sidewalk on Monticello Avenue at Treyburn Drive. The intent is to provide a safe, lighted pedestrian and bicycle connection between campus and city (shopping centers/High Street) and campus and county (New Town).

L. Capital Landing Road/Bypass Road Intersection
Pursue funding to reconstruct the Capitol Landing Road/Bypass Road intersection – either as a traditional signalized intersection or a roundabout - including a direct connection to the Colonial Williamsburg Visitor Center. Should funds not be available to complete the entire project, Phase One is the intersection reconstruction, and Phase Two the road to the Colonial Williamsburg Visitor Center.
1. Improve pedestrian and rider safety on city streets as measured by reducing the number of accidents with injuries below 50.

Accidents With Injuries Within City Limits
Average number of injuries annually is 69
*Source: Williamsburg Police Department

2. Increase the ridership regionally on Williamsburg Area Transport by 3% annually.

Williamsburg Area Transport Ridership
Average annual increase over seven years: 5.1%
*Source: Williamsburg Area Transport

3. Increase the passenger rail ridership on Amtrak for trips originating and terminating at the Williamsburg Transportation Center by 3% annually.

Amtrak Departures and Arrivals at Williamsburg Station
Average annual increase over six years: 4.6%
*Source: Amtrak
Provide an effective transportation system compatible with the future land use plan, serving pedestrians, bicyclists and motorists, and promoting the expanded use of transit and rail.

### National Citizen Survey Results

<table>
<thead>
<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Ease of car travel in Williamsburg (p.2)</td>
<td>68%</td>
<td>71%</td>
<td>72%</td>
<td>73%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Ease of bus travel in Williamsburg</td>
<td>43%</td>
<td>57%</td>
<td>55%</td>
<td>N/A</td>
<td>*</td>
<td></td>
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<tr>
<td>Ease of bicycle travel in Williamsburg (p.2)</td>
<td>52%</td>
<td>58%</td>
<td>59%</td>
<td>54%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Ease of walking in Williamsburg (p.2)</td>
<td>66%</td>
<td>73%</td>
<td>80%</td>
<td>82%</td>
<td>↑</td>
<td></td>
</tr>
<tr>
<td>Traffic flow on major streets (p.2)</td>
<td>52%</td>
<td>54%</td>
<td>54%</td>
<td>64%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Street repair (p.4)</td>
<td>61%</td>
<td>64%</td>
<td>58%</td>
<td>53%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Street cleaning (p.4)</td>
<td>75%</td>
<td>74%</td>
<td>77%</td>
<td>69%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Street lighting (p.4)</td>
<td>67%</td>
<td>68%</td>
<td>73%</td>
<td>69%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Snow removal (p.4)</td>
<td>71%</td>
<td>49%</td>
<td>69%</td>
<td>63%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Sidewalk maintenance (p.4)</td>
<td>66%</td>
<td>60%</td>
<td>68%</td>
<td>67%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Amount of public parking</td>
<td>44%</td>
<td>50%</td>
<td>49%</td>
<td>N/A</td>
<td>*</td>
<td></td>
</tr>
<tr>
<td>Overall ease of travel (p.2)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>75%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Public parking (p.2)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>53%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Used public transportation instead of driving (p.5)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>28%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Carpoled instead of driving alone (p.5)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>47%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Walked or biked instead of driving (p.5)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>72%</td>
<td>↑</td>
<td></td>
</tr>
</tbody>
</table>

* Ratings of "Excellent" or "Good", or equivalent

** Legend for National Benchmarks:

- **↑↑** Much Higher
- **↑** Higher
- **↔** Similar
- **↓** Lower
- **↓↓** Much Lower
* Not Available
A. Emergency Preparedness

Conduct a comprehensive review and revision of the Emergency Operations Plan to ensure the plan reflects current best practices in disaster mitigation, preparedness, response and recovery. Present the revised plan to City Council for adoption by March 2016. Renew the Storm Ready Community Designation by January 2016.

B. School Safety and Security

Strengthen the safety and security of in-city schools by working closely with school administrators to expand existing programs in the coming school years through 2016/17.

Strategies include: Dividing School Resource Officer responsibilities into three areas to deepen school/police engagement (Education, Counseling and Law Enforcement); Assisting school staff responsible for safety and security in policy development; Providing enhanced fire safety education for younger children using the new Safety House; Guiding onsite fire drills and lock down drills; Participating in school activities by uniformed police officer and firefighters to convey positive community models for children.

C. Police Bike Patrol and Bicycle Safety

Expand the police bike program, and number of bicycle trained officers, to actively patrol neighborhoods, conduct selective enforcement, and enhance public safety at special events.
GOAL IV: Public Safety

Expand police led pedestrian and bicycle safety education programs at community and youth events, through instruction of J-1 visa hospitality workers, and by means of directed patrol enforcement.

D. Mental Illness Crisis Intervention
Promote greater collaboration efforts between law enforcement, mental health care providers, and mentally ill individuals and their families through enhanced Crisis Intervention Team concepts, training and protocols. Expand police capacity by training an additional officer as a CIT instructor, and by training six additional officers in basic CIT skills, by September 2016.

E. Public Safety Officer Fitness, Health and Wellness
Extend the success of the police and fire department’s fitness-for-duty and health and wellness programs. Improve implementation of an annual and semi-annual fitness assessment, work performance evaluation, physicals, nutritional counseling and exercise routines. Incorporate the health and wellness and fitness standards into the selection process for all new police officers and firefighters, and maintain standards by a permanent change in work place culture and individual lifestyle changes throughout the biennium.

F. Public Safety Facilities and Equipment
Renovate Fire Station office space and replace apparatus bay doors. Replace one medic unit and one rescue pumper over the biennium.

Plan for future expansion and renovation of the Police Station to occur after the biennium. Replace the existing Prince George Street Parking Garage automated parking payment software and equipment by the end of the biennium.

G. Parking Program Review
Review the city’s downtown parking regulations – both on-street and off-street – with the goal of maximizing use of parking assets. Look at issues such as parking regulation changes, escalating fines for repeat offenders, fine amounts, enforcement methods, timed parking lengths-of-stay, and use of advanced parking meters at high value locations. Complete review and implement recommended changes by the end of the biennium.

H. Leadership Development
Develop a culture that encourages leadership behavior and accountability at all levels of the organization. Expand opportunities for professional growth of fire and police officers by such means as implementing a supervisor rotation plan for fire officers incorporating administrative assignments by June 2015; and fostering leadership by having two senior police officers attend the Professional Executive Leadership School (PELS) by the end of the biennium.
## Desired Outcomes | Observed Results

1. Clear Part I crimes at a rate well exceeding the national average. (Part 1 crimes are major crimes such as: murder, rape, robbery, assault, burglary, larceny and auto theft).

![Clearance rate for Part I crimes for Williamsburg and nationally](image)

- Williamsburg exceeds similar size localities in the U.S. by approximately 100%.
- *Source: Williamsburg Police Department and FBI*

2. Respond to Police calls for service averaging under 3 minutes from time of dispatch to arrival on scene.

![Average Police Response Time](image)

- *Source: Williamsburg Police Department*

3. Respond to calls for fire and non-EMS emergencies averaging under 5 minutes from time of dispatch to apparatus arrival on scene.

![Average Fire Response Time](image)

- *Source: Williamsburg Fire Department*

4. Respond to emergency medical (EMS) calls for service averaging under 5 minutes from time of dispatch to Advanced Life Support (ALS) arrival on scene.

![Average ALS response Time](image)

- *Source: Williamsburg Fire Department*
## GOAL IV: Public Safety

### Desired Outcomes

<table>
<thead>
<tr>
<th>Desired Outcome</th>
<th>Observed Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>5. Maintain “fitness for duty” as determined by annual medical and fitness evaluation for all police officers and firefighters.</td>
<td>![Graph showing fitness status over years] Percent of Police and Fire Personnel Found “Fully Fit” for Duty.</td>
</tr>
<tr>
<td></td>
<td>Police FY 14: 97%</td>
</tr>
<tr>
<td></td>
<td>Fire FY 14: 100%</td>
</tr>
<tr>
<td>6. Maintain certifications of public safety and emergency readiness.</td>
<td>![Graph showing accreditation status] &quot;Storm Ready&quot; Community Designation (NOAA - 2011)</td>
</tr>
<tr>
<td></td>
<td><em>(Source: Williamsburg Police and Fire Departments)</em></td>
</tr>
<tr>
<td>7. Increase and maintain the number of trained and functioning Neighborhood Response Teams in the City’s 8 CERT Sectors.</td>
<td>![Graph showing number of trained volunteers] Number of Trained CERT Volunteers Available to Staff NRTs.</td>
</tr>
<tr>
<td></td>
<td><em>(Source: Williamsburg Human Services)</em></td>
</tr>
</tbody>
</table>
Secure an ever safer community by enabling police, fire, emergency management and judicial operations to protect and serve city residents, visitors, businesses, and historical assets.

<table>
<thead>
<tr>
<th>National Citizen Survey Results</th>
<th>Percent Rated Positive *</th>
<th>National Benchmark **</th>
<th>Trendline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety in Williamsburg’s downtown/commercial area (p.2)</td>
<td>97%</td>
<td>95%</td>
<td>97%</td>
</tr>
<tr>
<td>Safety in your neighborhood (p.2)</td>
<td>95%</td>
<td>96%</td>
<td>98%</td>
</tr>
<tr>
<td>Safety from property crimes</td>
<td>73%</td>
<td>78%</td>
<td>78%</td>
</tr>
<tr>
<td>Safety from violent crimes</td>
<td>80%</td>
<td>84%</td>
<td>86%</td>
</tr>
<tr>
<td>Police services (p.4)</td>
<td>81%</td>
<td>84%</td>
<td>88%</td>
</tr>
<tr>
<td>Fire services (p.4)</td>
<td>94%</td>
<td>96%</td>
<td>95%</td>
</tr>
<tr>
<td>EMS services (p.4)</td>
<td>91%</td>
<td>95%</td>
<td>92%</td>
</tr>
<tr>
<td>Crime prevention services (p.4)</td>
<td>80%</td>
<td>86%</td>
<td>84%</td>
</tr>
<tr>
<td>Fire prevention and education services (p.4)</td>
<td>80%</td>
<td>90%</td>
<td>87%</td>
</tr>
<tr>
<td>Traffic enforcement services (p.4)</td>
<td>64%</td>
<td>69%</td>
<td>72%</td>
</tr>
<tr>
<td>Emergency preparedness (p.4)</td>
<td>68%</td>
<td>78%</td>
<td>73%</td>
</tr>
<tr>
<td>Overall feeling of safety (p.2)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Stocked supplies for an emergency (p.5)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Did not report a crime (p.5)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

* Ratings of "Excellent" or "Good", or equivalent

** Legend for National Benchmarks: ↑↑ Much Higher  ↑ Higher  ↔ Similar  ↓ Lower  ↓↓ Much Lower  * Not Available
GOAL V: Human Services & Education  INITIATIVES

GOAL V
Seek opportunities and implement programs that address the educational, health, social, housing, economic and workforce training needs and expectations of city residents and workers.

A. Health Outcomes for Children
Work with Williamsburg Health Foundation, Child Development Resources and Williamsburg James City County Schools to develop a collaborative and replicable pilot program leading to better health outcomes for city children. This approach to improving the health of city children will feature a care team model which includes providing direct human services and health services to city children and their families. Submit a grant application to Williamsburg Health Foundation to implement the pilot program in 2015.

B. Fourth Middle School and School Contract
Work with the Williamsburg James City County School System and James City County Board of Supervisors to finalize decisions and timelines for construction and operation of a fourth Middle School. Aim to open the school by fall 2018.

Prepare for school contract negotiations with James City County which are to commence in January 2016.

“Read Across America Day” at Matthew Whaley

C. WRHA Operations/Blayton Building Redevelopment
Complete Williamsburg Redevelopment and Housing Authority transition for full integration into Department of Human Services in 2015. Finalize Blayton site redevelopment study and determine if redevelopment is financially feasible by spring 2015.
D. Cedar Grove Cemetery Expansion

Work with the College of William and Mary to determine the feasibility of expanding Cedar Grove Cemetery on College owned property during the biennium.

E. Transitional Housing/Homelessness Prevention

Work with the faith based community to develop and implement a new “self-sufficiency model” in 2015 to provide transitional and permanent housing for city residents.

Collect information on temporary and transitional housing issues in the city and work with city departments (Human Services, Fire, Police, Planning & Codes Compliance) to address issues on a case by case basis during the biennium.

F. Youth and Family Achievement

Add new afterschool component to the city’s year round Youth Achievement Program in cooperation with city police, to include tutoring, mentoring, Tae Kwon Do, and other prevention efforts.
**Desired Outcomes**

1. Reduce and maintain the number of city resident families requiring food stamps (SNAP) at less than 500 on average.

2. Reduce and maintain the number of city residents requiring Medicaid at less than 450 on average.

3. Reduce and maintain the number of city residents requiring Temporary Aid for Needy Families (TANF) at less than 40 on average.

4. Exceed statewide success rate of VIEW (VA Incentive for Employment Not Welfare) program participants at finding jobs.

**Observed Results**

- **Average Number of Families Receiving Food Stamps in City.**

  *Source: Williamsburg Human Services*

- **Average Number of Residents Receiving Medicaid Benefits in City**

  *Source: Williamsburg Human Services*

- **Average Number of Residents Receiving Temporary Aid for Needy Families in City**

  *Source: Williamsburg Human Services*

- **Percent of Participants Finding Employment**

  *Source: Virginia Department of Social Services*
5. Maintain 50% or more of for-sale housing units in the City at less than $250,000 to provide affordable housing.

Percent of Residential Properties Valued at $250,000 or Less.

*Source: Williamsburg City Assessor*
Seek opportunities and implement programs that address the educational, health, social, housing, economic and workforce training needs and expectations of city residents and workers.

### National Citizen Survey Results

<table>
<thead>
<tr>
<th>Question</th>
<th>2008</th>
<th>2010</th>
<th>2012</th>
<th>2014</th>
<th>National Benchmark **</th>
<th>Trendline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educational opportunities (p.4)</td>
<td>78%</td>
<td>85%</td>
<td>85%</td>
<td>78%</td>
<td>↑</td>
<td></td>
</tr>
<tr>
<td>Public Schools (p.3)</td>
<td>68%</td>
<td>78%</td>
<td>83%</td>
<td>79%</td>
<td>←</td>
<td></td>
</tr>
<tr>
<td>Availability of affordable quality health care (p.4)</td>
<td>50%</td>
<td>55%</td>
<td>64%</td>
<td>72%</td>
<td>↑</td>
<td></td>
</tr>
<tr>
<td>Availability of affordable quality food (p.3)</td>
<td>--</td>
<td>72%</td>
<td>67%</td>
<td>71%</td>
<td>←</td>
<td></td>
</tr>
<tr>
<td>Availability of preventive health services (p.3)</td>
<td>52%</td>
<td>60%</td>
<td>66%</td>
<td>73%</td>
<td>←</td>
<td></td>
</tr>
<tr>
<td>Health and wellness services (p.37)</td>
<td>65%</td>
<td>73%</td>
<td>78%</td>
<td>N/A</td>
<td>*</td>
<td></td>
</tr>
<tr>
<td>Availability of affordable quality child care/preschool (p.3)</td>
<td>28%</td>
<td>35%</td>
<td>48%</td>
<td>53%</td>
<td>←</td>
<td></td>
</tr>
<tr>
<td>Services to seniors</td>
<td>75%</td>
<td>79%</td>
<td>79%</td>
<td>N/A</td>
<td>*</td>
<td></td>
</tr>
<tr>
<td>Services to youth</td>
<td>50%</td>
<td>55%</td>
<td>56%</td>
<td>N/A</td>
<td>*</td>
<td></td>
</tr>
<tr>
<td>Services to low-income people</td>
<td>37%</td>
<td>42%</td>
<td>49%</td>
<td>N/A</td>
<td>*</td>
<td></td>
</tr>
<tr>
<td>Availability of affordable quality housing (p.4)</td>
<td>20%</td>
<td>30%</td>
<td>38%</td>
<td>36%</td>
<td>←</td>
<td></td>
</tr>
<tr>
<td>Variety of housing options (p.4)</td>
<td>36%</td>
<td>42%</td>
<td>53%</td>
<td>53%</td>
<td>←</td>
<td></td>
</tr>
<tr>
<td>Health and Wellness (p.3)</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>77%</td>
<td>←</td>
<td></td>
</tr>
<tr>
<td>Mental Health Care (p.3)</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>58%</td>
<td>←</td>
<td></td>
</tr>
<tr>
<td>Adult education (p.3)</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>66%</td>
<td>←</td>
<td></td>
</tr>
<tr>
<td>Ate 5 portions of fruits and vegetables (p.5)</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>88%</td>
<td>←</td>
<td></td>
</tr>
<tr>
<td>Participated in moderate or vigorous physical activity (p.5)</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>86%</td>
<td>←</td>
<td></td>
</tr>
<tr>
<td>In very good to excellent health (p.5)</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>63%</td>
<td>←</td>
<td></td>
</tr>
</tbody>
</table>

* Ratings of "Excellent" or "Good", or equivalent

** Legend for National Benchmarks:
- ↑↑ Much Higher
- ↑ Higher
- ← Similar
- ↓ Lower
- ↓↓ Much Lower
- * Not Available
GOAL VI: Recreation & Culture

GOAL VI
Add to the quality and availability of cultural and recreational facilities and programming, as might be typically available only in larger communities, to meet the needs and expectations of city residents and visitors.

A. Kiwanis Park Improvements
Construct the fourth lighted softball field at Kiwanis Park in FY17 to make Kiwanis Park the premier park regionally for softball – both for local teams and sports tourism.

Install new ADA compliant playground equipment in FY16 to replace the current equipment for greater safety and accessibility.

B. Quarterpath Park and Recreation Center Improvements
Demolish and backfill the Quarterpath pool, including decking, fence and outdoor restroom building, in 2015. Explore viable options for reuse of the pool site, and develop criteria for deciding among those options, during the biennium.

Rebuild the Quarterpath Park softball infields on Fields #1 and #3 to include irrigation. Totally rebuild Field #2 to include irrigation and ADA compliant walkways to each field in FY16. With these improvements implement a better field and turf management program.

C. Waller Mill Park Improvements
Replace the existing bulkhead and permanent boardwalk and dock with a new floating dock and a reconfigured boat ramp. Construct a new fishing pier at the point to improve fishing access for all
ages. Develop an 18-hole disc golf course capable of hosting regional tournaments. Complete all these projects by mid-2015 calendar year.

**D. Sports Tourism**
Collaborate with the Greater Williamsburg Chamber and Tourism Alliance and adjoining counties in hosting major athletic competitions, including youth team and road races. Decide on which additional athletic facilities have the greatest potential for return on investment in attracting and delivering more sports tourism.

**E. Fieldhouse Facility Feasibility**
Work with the regional partners following up on the recently completed feasibility study to determine possible locations and business plan to build a multipurpose fieldhouse to support the region’s sports and cultural programs and to enable more sports tourism and overnight visitation for hosted events and promote tourism.

**F. Outdoor Performance Venue**
Evaluate the feasibility of creating an outdoor performance venue within the city during the biennium for the purpose of hosting music festivals and events to boost tourism.

**G. This Century Art Gallery**
Assist This Century Art Gallery in developing their future home in City Square located between the Chamber Building and Community Building.

**H. Library Facility Renewal and Renovation**
Assist the Williamsburg Regional Library in expansion and renovation within the Williamsburg Library building, made possible by the freeing of space with the Stryker Center project (See Goal VIII: Engagement and Governance).

**I. Arts District Sculpture Project**
Implement an Arts District Sculpture Project in 2015 to significantly expand public art in the city and to increase the profile and support the brand of the city’s Arts District.

**J. Save Country Road West**
Work with Colonial Williamsburg Foundation and James City Country to retain the Country Road between the Historic Area and Kingsmill as a share use hiking and biking trail, a premier linear park before the end of the biennium.
**Desired Outcomes**

1. Increase the total number of recreation program participants (consistent with percent of city resident participants and cost recovery goals below).

<table>
<thead>
<tr>
<th>Total Number of Participants in all P&amp;R Programs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average annual increase over six years: 5.3%</td>
</tr>
<tr>
<td>*Source: Williamsburg Parks and Recreation</td>
</tr>
</tbody>
</table>

2. Increase the percent of city resident participants in recreation programs relative to total number of participants.

<table>
<thead>
<tr>
<th>Percent of Total P&amp;R Program Participants who are City Residents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average annual decrease over six years: -.9%</td>
</tr>
<tr>
<td>*Source: Williamsburg Park and Recreation</td>
</tr>
</tbody>
</table>

3. Increase percentage of total Parks and Recreation operating costs covered by user fees.

<table>
<thead>
<tr>
<th>Percent of Total P&amp;R Operating Costs Covered by User Fees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average annual increase over six years: 1.6%</td>
</tr>
<tr>
<td>*Source: Williamsburg Parks and Recreation</td>
</tr>
</tbody>
</table>

4. Achieve a rate of active library cards held by residents (including William and Mary students) of at least one half of total population.

<table>
<thead>
<tr>
<th>Percent of City Population Holding a Valid Library Card</th>
</tr>
</thead>
<tbody>
<tr>
<td>7,820 cards in FY14</td>
</tr>
<tr>
<td>*Source: Williamsburg Regional Library</td>
</tr>
</tbody>
</table>
**Desired Outcomes**

5. Achieve Williamsburg Farmers Market annual vendor sales of at least $1 million

6. Increase attendance at the Virginia Arts Festival’s annual “Festival Williamsburg” events each year.

**Observed Results**

**Farmers Market Total Sales by Vendors**

*Source: Williamsburg Farmers Market*

**Number of General Public and Students Attending Festival Williamsburg Events**

Average annual decrease over six years: -4.2%

* Source: Virginia Arts Festival
Add to the quality and availability of cultural and recreational facilities and programming, as might be typically available only in larger communities, to meet the needs and expectations of city residents and visitors.

### National Citizen Survey Results

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Recreational opportunities (p.3)</td>
<td>73%</td>
<td>73%</td>
<td>71%</td>
<td>75%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>City Parks (p.4)</td>
<td>87%</td>
<td>91%</td>
<td>87%</td>
<td>92%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Recreation programs and classes (p.4)</td>
<td>73%</td>
<td>87%</td>
<td>84%</td>
<td>79%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Recreation centers and facilities (p.4)</td>
<td>74%</td>
<td>86%</td>
<td>83%</td>
<td>81%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Public library services (p.4)</td>
<td>91%</td>
<td>94%</td>
<td>94%</td>
<td>93%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Opportunities to attend cultural activities (p.21)</td>
<td>64%</td>
<td>72%</td>
<td>76%</td>
<td>79%</td>
<td>↑</td>
<td></td>
</tr>
<tr>
<td>Availability of paths and walking trails (p.9)</td>
<td>54%</td>
<td>62%</td>
<td>69%</td>
<td>70%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Fitness opportunities (p.3)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>73%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Used Williamsburg recreation centers (p.5)</td>
<td>N/A</td>
<td>55%</td>
<td>38%</td>
<td>52%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Visited a City park (p.5)</td>
<td>N/A</td>
<td>86%</td>
<td>84%</td>
<td>82%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Used Williamsburg public libraries (p.5)</td>
<td>N/A</td>
<td>84%</td>
<td>82%</td>
<td>74%</td>
<td>↔</td>
<td></td>
</tr>
</tbody>
</table>

* Ratings of "Excellent" or "Good", or equivalent

** Legend for National Benchmarks:

- ↑↑ Much Higher
- ↑ Higher
- ↔ Similar
- ↓ Lower
- ↓↓ Much Lower
- * Not Available
A. Stormwater Management
Doing Williamsburg’s part to achieve a clean, healthy Chesapeake Bay, implement requirements of State and Federal stormwater regulations as provided in the city’s revised Stormwater Plan, Stormwater Ordinance and the E&S ordinance. Develop a Total Maximum Daily Load (TMDL) action plan in 2015. Effectively administer the Virginia Stormwater Management Program which was passed down to local jurisdictions from the State.

B. Waste System Improvements
Upgrade the city’s drinking water system by painting three (3) major water tanks, upgrading water tanks safety features, and replace remaining galvanized water service lines with new lines where they are found.

C. Sanitary Sewer System Rehabilitation
Approve and implement the revised Consent Order with Department of Environmental Quality which resulted from the hybrid consolidation of sewer systems with Hampton Roads Sanitation District. Pursue continuous “find and fix” improvements to the sanitary sewer system to correct stormwater inflow and groundwater infiltration and thereby prevent sanitary sewer overflows.
D. Residential Refuse Collection
Solicit bids for a new five year contract for residential refuse collection to become effective July 2015. Include a bid option to convert to citywide curbside collection with distinctive city logo carts on a neighborhood by neighborhood basis.

E. Recycling
Monitor the implementation of the new residential recycling program in 2015 to ensure a smooth transition with residents and contractor. Correct any specific challenges with the new program as needed.

Expand the curbside resident recycling program to extend to small businesses, churches, small schools, and similar entities – by means of subscription service at favorable rates using residential recycling contractor. Seek to have this service in place by fall 2015.

F. Water Plant Improvements
Make permanent improvements by spring 2015 to the city’s water treatment plant chemical feed systems based on successful testing using temporary measures. This project includes installation of permanent underground pipes from the chemical operations building to the mixing basins and ground storage tank.

G. Sustainability Partnership
Partner with the College of William and Mary to develop and implement Community Sustainability Seminars during the biennium.
Desired Outcomes

1. Recycle 37.5% of solid waste stream (150% of Virginia’s 25% recycling goal).

![Chart](chart1.png)

- **Percent of Waste Stream Recycled**
  - 125% of stated goal in 2013
  - Calendar Year 2014 data not available


2. Maintain residential recycling set-out rate of at least 42%

![Chart](chart2.png)

- **Average Percent of Recycling Bins Issued to City Residents Set-Out on a Recycling Day.**
  - *Source: Williamsburg Public Works & Utilities

3. Increase participation in the City’s Green Business and Residential Challenges each year.

![Chart](chart3.png)

- **Number of Business and Households Participating in Annual “Challenge” Programs**
  - Next Challenge will be in FY 15

*Source: Williamsburg Green Team

4. Conserve drinking water by reducing daily household equivalent consumption below 150 gallons per day.

![Chart](chart4.png)

- **Water Consumed in Gallons Per Day Per Equivalent Household Connections**

*Source: Williamsburg Public Works & Utilities
### GOAL VII: Environmental Sustainability

<table>
<thead>
<tr>
<th>Desired Outcomes</th>
<th>Observed Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>5. Maintain certifications of compliance with Federal/State safe drinking water regulations.</td>
<td>All Federal/State Safe Drinking Water Regulations Met with Full Compliance</td>
</tr>
<tr>
<td></td>
<td>*Source: Williamsburg Public Works &amp; Utilities</td>
</tr>
<tr>
<td></td>
<td>Erosion &amp; Sediment Law (DCR-2013)</td>
</tr>
<tr>
<td></td>
<td>Stormwater Discharge MS-4 Permit (DEQ 2013)</td>
</tr>
<tr>
<td></td>
<td>*Source: Williamsburg Public Works &amp; Utilities</td>
</tr>
<tr>
<td>7. Maintain recertification of the Public Works Department as an “Extraordinary Environmental Enterprise“ (E4)</td>
<td>Department of Environmental Quality E-4 Program (DEQ - 2012)</td>
</tr>
<tr>
<td></td>
<td>*Source: Williamsburg Public Works &amp; Utilities</td>
</tr>
</tbody>
</table>
Build an evermore sustainable and healthy city pursuing multiple strategies for conservation and restoration, and providing essential environmental services related to drinking water, waste water, stormwater and solid waste.

### National Citizen Survey Results

<table>
<thead>
<tr>
<th>Question</th>
<th>Percent Rated Positive</th>
<th>National Benchmark **</th>
<th>Trendline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sewer services (p.4)</td>
<td>86%</td>
<td>82%</td>
<td>88%</td>
</tr>
<tr>
<td>Drinking water (p.4)</td>
<td>64%</td>
<td>73%</td>
<td>73%</td>
</tr>
<tr>
<td>Storm drainage (p.4)</td>
<td>67%</td>
<td>70%</td>
<td>72%</td>
</tr>
<tr>
<td>Yard waste pick-up (p.4)</td>
<td>80%</td>
<td>76%</td>
<td>82%</td>
</tr>
<tr>
<td>Recycling (p.4)</td>
<td>74%</td>
<td>80%</td>
<td>81%</td>
</tr>
<tr>
<td>Garbage collection (p.4)</td>
<td>91%</td>
<td>79%</td>
<td>90%</td>
</tr>
<tr>
<td>Open space (p.4)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Utility billing (p.4)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Conserved water (p.5)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Made home more energy efficient (p.5)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Recycled at home (p.5)</td>
<td>N/A</td>
<td>81%</td>
<td>86%</td>
</tr>
</tbody>
</table>

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** Legend for National Benchmarks:

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- ↓↓ Much Lower
- * Not Available
A. Citizen Engagement Initiatives
Implement new online citizen engagement initiatives, such as Granicus City Council agenda comments and SpeakUp online forum. Continue to develop other effective ways for citizens to dialogue with the City government and with one another continuously in the public square, such as the use of instant polling at community meetings.

B. Stryker Center Project in City Square
Complete the Stryker Center Project in partnership with the Williamsburg Regional Library during the biennium. The building will include the City Council Chamber, community/library exhibit space, public meeting rooms and Library administrative offices in City Square — all to enhance city governance and community life of Williamsburg.

C. Employee Development and Succession
Develop leadership potential among employees in all departments by such methods as reinstating tuition reimbursement for work related higher education, and participating in the UVA based Senior Executive Institution (SEI) for local government leaders. Act to replace key staff members upon retirement — with effective recruitment/promotion and with adequate compensation and incentives — to perpetuate excellence.
D. Revenue Policy
Reassess stated revenue and taxation policies prior to the FY16 budget year, aimed at growing city revenue base. Look at issues such as, potential untapped revenue sources, degree to which fees for service cover cost of service, and revenue collection policy and methods. Evaluate land-use policies particularly the degree to which residential use has encroached into commercial zones to improve long term revenue outlook.

E. Employee Health & Wellness
Pursue employee lifestyle health and wellness through an aggressive program of nutrition education and fitness training. Strive to reverse the decades long trend of increasing employee and dependent healthcare costs by taking the next steps in the city’s employee health and wellness journey, possibly to include use of insurance premium incentives and an onsite clinic.

F. Performance Analytics – Next Generation of PM System/Dashboards
Complete the setup and deployment of next generation dashboards for all city employees by the end of calendar 2015. Train all city employees who should have their own performance information to use new dashboards during the biennium. Deploy the latest public dashboards and continue to expand the number and usefulness of public dashboards. Train key staff as required to implement new ICMA Insights performance management system, and retain the “Certificate of Excellence” from the ICMA Center for Performance Analytics.

G. Community Visioning Exercise
Using the tools of strategic forecasting, develop and implement a community visioning exercise for City Council and citizens during the biennium. Looking decades ahead develop a “preferred futures” for identified “domains” amid “possible scenarios.” Connect visioning exercise to the next update of the city’s Comprehensive Plan which will commence in the 2017/18 biennium.
1. Exceed budget expectations by having operating revenues exceed operating expenditures each year.

2. Maintain sound fiscal health by exceeding city’s 35% operating reserve policy.

3. Retain certifications in financial reporting, budget presentation, and performance measurement.

4. Maintain annual Employee Turnover Rate of 10% or less of the permanent workforce.

Annual Operating Revenues Compared to Budget and to Actual Expenditures

*Source: Williamsburg Finance Department

Percent of Unreserved General Fund Balance Compared to the Amount of the Annual Operating Revenues

*Source: Williamsburg Finance Department

Certificate of Achievement for Excellence in Financial Reporting GFOA, 2014 (28th Award)

Distinguished Budget Presentation Award GFOA, 2014 (22nd Award)

Certificate of Excellence in Performance Measurement ICMA - 2014 (3rd Award)

*Source: Williamsburg Finance Department

Percent of City Employees who Resign or Retire or Otherwise Terminate Employment

*Source: Williamsburg Human Resources
5. Reduce Employee Sick Leave used per total hours worked to 2.5% or less.

**Total Sick Leave Taken as a Percent of Total Hours Worked Annually**

*Source: Williamsburg Human Resources*

6. Reduce number of Auto and General Liability claims paid annually to 15 or less.

**Auto and General Liability Claims Paid by the City Annually**

*Source: Williamsburg Finance Department*

7. Reduce employee health insurance claims paid to less than 0% annual growth rate.

**Amount of Health Insurance Claims Paid by the City**

Increase between FY 08 and FY 14 was at an annual rate of 8.1%

*Source: Williamsburg Human Resources*

8. Accomplish employee training as a percent of all employees: QUEST Employee Orientation (100%), and High Performance Organization training (65%).

**Number of Employees Completing Training**

QUEST: 97% completed
HPO: 46% completed

*Source: Williamsburg Human Resources*
9. Increase the use of online transactions between citizens and city.

10. Increase the number of citizens who receive “E-notify” email notices of city events and information.

11. Increase use of social media as a means of disseminating public information.

Number of Online Transactions via Williamsburgva.gov

Average annual increase over six years: 8%

*Source: Williamsburg Information Technology

Number of Citizens Signed Up to Receive Email Notices through “E-notify”

Average annual increase over six years: 43%

*Source: Williamsburg Information Technology

Number of City Facebook Fans and Twitter Followers

Facebook up: 117%
Twitter up: 417%

*Source: Williamsburg Communications Specialist
Continuously improve the effectiveness of city government and its partnership with the people who live, work, and visit here to fulfill Williamsburg's vision for the future.

### National Citizen Survey Results

<table>
<thead>
<tr>
<th>Question</th>
<th>2008</th>
<th>2010</th>
<th>2012</th>
<th>2014</th>
<th>National Benchmark **</th>
<th>Trendline</th>
</tr>
</thead>
<tbody>
<tr>
<td>The value of services for the taxes paid to Williamsburg (p.3)</td>
<td>76%</td>
<td>73%</td>
<td>75%</td>
<td>73%</td>
<td>↑</td>
<td></td>
</tr>
<tr>
<td>The overall direction that Williamsburg is taking (p.3)</td>
<td>55%</td>
<td>60%</td>
<td>65%</td>
<td>66%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>The job Williamsburg government does at welcoming citizen involvement (p.3)</td>
<td>62%</td>
<td>62%</td>
<td>63%</td>
<td>56%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Overall image or reputation of Williamsburg (p.2)</td>
<td>85%</td>
<td>87%</td>
<td>93%</td>
<td>87%</td>
<td>↑</td>
<td></td>
</tr>
<tr>
<td>Opportunities to participate in community matters (p.3)</td>
<td>68%</td>
<td>71%</td>
<td>77%</td>
<td>71%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Opportunities to volunteer (p.3)</td>
<td>80%</td>
<td>86%</td>
<td>87%</td>
<td>83%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Public information services (p.4)</td>
<td>76%</td>
<td>80%</td>
<td>84%</td>
<td>76%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Knowledge of city employees</td>
<td>90%</td>
<td>83%</td>
<td>87%</td>
<td>N/A</td>
<td>*</td>
<td></td>
</tr>
<tr>
<td>Responsiveness of city employees</td>
<td>91%</td>
<td>77%</td>
<td>82%</td>
<td>N/A</td>
<td>*</td>
<td></td>
</tr>
<tr>
<td>Courtesy of city employees</td>
<td>91%</td>
<td>85%</td>
<td>85%</td>
<td>N/A</td>
<td>*</td>
<td></td>
</tr>
<tr>
<td>Overall impression of city employees (p.3)</td>
<td>91%</td>
<td>79%</td>
<td>82%</td>
<td>82%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Services provided by city (p.3)</td>
<td>75%</td>
<td>82%</td>
<td>86%</td>
<td>83%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Confidence in City government (p.3)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>62%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Acting in the best interest of Williamsburg (p.3)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>62%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Being honest (p.3)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>67%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Treating all residents fairly (p.3)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>62%</td>
<td>↔</td>
<td></td>
</tr>
</tbody>
</table>

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<th>National Benchmark **</th>
<th>Trendline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neighborliness of residents in Williamsburg (p.3)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>69%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Special Events (p.4)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>71%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Attended a City-sponsored event (p.6)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>55%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Contacted Williamsburg elected official (p.6)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>14%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Volunteered (p.6)</td>
<td>N/A</td>
<td>52%</td>
<td>57%</td>
<td>51%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Talked to or visited with neighbors (p.6)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>90%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Done a favor for a neighbor (p.6)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>80%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Attended a local meeting (p.6)</td>
<td>N/A</td>
<td>29%</td>
<td>23%</td>
<td>20%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Watched a local public meeting (p.6)</td>
<td>N/A</td>
<td>41%</td>
<td>36%</td>
<td>22%</td>
<td>↓</td>
<td></td>
</tr>
<tr>
<td>Read or watched local news (p.6)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>85%</td>
<td>↔</td>
<td></td>
</tr>
<tr>
<td>Voted in local elections (p.6)</td>
<td>N/A</td>
<td>74%</td>
<td>71%</td>
<td>85%</td>
<td>↔</td>
<td></td>
</tr>
</tbody>
</table>

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