Goals Initiatives *and* Outcomes *for the* 2013 and 2014 Biennium

The City of
Williamsburg, Virginia

Final Assessment
August 2014

CITY OF WILLIAMSBURG VISION

Williamsburg will become an evermore safe, beautiful, livable city of historic and academic renown, served by a city government — cohesively led, financially strong, always improving — in full partnership with the people who live, work and visit here.

Clyde Haulman
Mayor

Paul Freiling
Vice Mayor

Judy Knudson
Council Member

Scott Foster
Council Member

Douglas Pons
Council Member

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 2013/2014 Biennial Goals, Initiatives and Outcomes, adopted in November 2012, guide budget decisions for two fiscal years, that is, for FY 13 and FY 14.

Under eight Goal statements 64 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 and 2012. Reported here are citizen ratings of "Good" or "Excellent" for 78 questions and whether those ratings were "above," "below," or "similar" to the benchmark average of hundreds of other cities and counties across the nation (cross referenced to the page in Williamsburg's NCS Report).

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 draft 2013 Comprehensive Plan goals. Initiative statements with a symbol directly link to projects in the city's CIP. Statements with a symbol identify Healthy Community initiatives, as that theme runs throughout the 2013/2014 GIOs.

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

Clyde Haulman, Mayor

Jackson C. Tuttle, City Manger

QUICK LOOK: Final Assessment
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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 13

GOAL II: Economic Vitality
Increase employment opportunities, income, business success, and city revenues by supporting and promoting the city's economic base of heritage tourism and education, and other development and redevelopment opportunities.
Page 20

GOAL III: Transportation
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.
Page 25

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 29

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 35

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 40

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 46

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.
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City of Williamsburg Biennial Goals, Initiatives and Outcomes (GIOs) 2013-2014

Final Assessment—Quick Look

Adoption Date: November 2012 Assessment Date: August 2014

Goal I: CHARACTER OF THE CITY

Initiatives		Key Outcome Measures		Citizen Survey Results (% rated good or excellent)	
A. Comprehensive Plan		At least 60% of acreage for public, CW and W&M land use		Overall quality of life in Williamsburg—81%	
B. Design Review Guidelines		Increase residential property values by at least 2% annually		Williamsburg as a place to live—88%	
C. Downtown Vibrancy		Increase commercial property values by at least 2% annually		Your neighborhood as a place to live—79%	
D. Arts District and Midtown		At least $50 million in new construction annually		Recommend living here to someone who asks—83%	
E. Richmond Road Corridor		5 of 31 neighborhoods with more than 50% rental use		Quality of new development in Williamsburg—68%	
F. Capitol Quarter				Overall appearance of Williamsburg—93%	
G. Southeast Quadrant				Cleanliness of Williamsburg—89%	
H. Corridor Beautification				Quality of overall natural environment—88%	
I. Open Space Preservation				Preservation of natural areas—65%	
J. Merrimac Trail Neighborhoods				Sense of Community—73%	
K. Neighborhood Relations and Preservation near College				Acceptance of people with diverse backgrounds—60%	
L. Citizens Committee on Community Wellness				Williamsburg as a place to raise children—89%	
				Williamsburg as a place to retire—86%	
				Overall built environment in Williamsburg—74%	
				Public places in Williamsburg—82%	

Completed		**Improving***		**Above Benchmark**	
Progress on Schedule		**Consistent**		**Similar to Benchmark**	
Behind Schedule		**Declining**		**Below Benchmark**	
Not Yet Started		*** or Exceeds Target**			

Goal II: ECONOMIC VITALITY

Initiatives		Key Outcome Measures		Citizen Survey Results (% rated good or excellent)	
A. Economic Development Strategic Plan		Increase revenues from retail and hospitality tax by 2%		Employment opportunities—39%	
B. Economic Diversification Strategies		Increase amount of retail sales relative to City population		Shopping opportunities—82%	
C. Targeted Redevelopment Opportunities		Increase room nights sold by at least 3%		Williamsburg as a place to work—58%	
D. Foreign Student/Short Term Worker Orientation		Increase Colonial Williamsburg's ticket sales by at least 3%		Quality of business and service establishments—77%	
E. Destination Tourism Promotion		Increase total number of businesses operating in city		Economic development services—62%	
		Increase household income of city residents by at least 3%		Williamsburg as a place to visit—93%	
		Increase employment opportunities with growth of in-city jobs		Works in city boundaries—54%	
				Overall economic health—66%	
				Vibrant downtown—60%	
				Purchased good/services in Williamsburg—98%	

Completed		**Improving***		**Above Benchmark**	
Progress on Schedule		**Consistent**		**Similar to Benchmark**	
Behind Schedule		**Declining**		**Below Benchmark**	
Not Yet Started		*** or Exceeds Target**			

Goal III: TRANSPORTATION

Initiatives		Key Outcome Measures		Citizen Survey Results	
A. Pedestrian Connections		Reduce number of pedestrian/ rider accidents with injuries		Ease of car travel—73%	
B. Ironbound Road Widening		Increase ridership on Williamsburg Area Transport		Overall ease of travel—75%	
C. Quarterpath at Williamsburg Street Network		Increase ridership on Amtrak for trips to/from Wmsbg Transp. Ctr		Ease of bicycle travel—54%	
D. Bike Friendly Community				Ease of walking—82%	
E. Transportation Center Vision				Traffic flow on major streets—64%	
F. Williamsburg Area Transport				Street repair—53%	
G. Prince George Street Streetscape				Street Cleaning—69%	
H. Route 60 East Corridor Improvements				Street lighting—69%	
I. Page Street Underground Wiring				Snow removal—63%	
				Sidewalk maintenance—67%	
				Public parking—53%	
				Used public transportation instead of driving—28%	
				Carpooled instead of driving alone—47%	
				Walked or biked instead of driving—72%	

Completed		**Improving***		**Above Benchmark**	
Progress on Schedule		**Consistent**		**Similar to Benchmark**	
Behind Schedule		**Declining**		**Below Benchmark**	
Not Yet Started		*** or Exceeds Target**			

Goal IV: PUBLIC SAFETY

Initiatives		Key Outcome Measures		Citizen Survey Results	
A. Community Engagement for Public Safety		Part 1 crimes cleared faster than national average		Safety in downtown area — 95%	
B. Fire Department Improvements		Police response to calls for service under 3 minutes		Safety in neighborhood —94%	
C. Public Field Reporting		Fire/non-EMS response to calls for service under 6 minutes		Overall feeling of safety—93%	
D. Public Safety Physical Fitness		EMS response to calls for service under 6 minutes		Stacked supplies for an emergency—49%	
E. Public Safety Leadership and Technical Proficiency		Maintain fitness for duty for all police officers and firefighters		Police services—87%	
F. Emergency Public Information Enhancements		Maintain certifications of public safety/emergency readiness		Fire services—94%	
		Increase number of trained NRT's in 8 CERT Sectors		EMS services—94%	
				Crime prevention services—78%	
				Fire prevention and education services—83%	
				Traffic enforcement services—64%	
				Emergency preparedness—74%	
				Did not report a crime—87%	

Completed		**Improving***		**Above Benchmark**	
Progress on Schedule		**Consistent**		**Similar to Benchmark**	
Behind Schedule		**Declining**		**Below Benchmark**	
Not Yet Started		*** or Exceeds Target**			

Goal V: HUMAN SERVICES & EDUCATION

Initiatives		Key Outcome Measures		Citizen Survey Results	
A. Williamsburg Redevelopment and Housing Authority Integration		Achieve passing scores for City students of at least 95%		Educational opportunities—78%	
B. Blayton Elderly Housing Expansion		Achieve attendance rates for City students by at least 94%		Public schools—79%	
C. Youth Achievement		Reduce number of families requiring SNAP to less than 450		Availability of affordable quality health care—72%	
D. Senior Support		Reduce number of residents getting Medicaid to less than 450		Availability of affordable quality food—71%	
E. Homelessness Intervention and Prevention		Reduce number of residents needing TANF to less than 40		Availability of preventive health services—73%	
F. SNAP at Farmers Market		Exceed state success rate of VIEW participants finding jobs		Health and wellness—77%	
G. School Facility Improvements		Increase number of youth in the youth achievement program		Mental health care —58%	
		Maintain at least 50% of for-sale housing units at less than $250k		Ate 5 portions of fruit and vegetables—88%	
				Part. in moderate or vigorous physical activity—86%	
				In very good to excellent health—63%	
				Adult education—66%	
				Availability of affordable quality child care—53%	
				Availability of affordable quality housing—36%	
				Variety of housing options—53%	

Completed		**Improving***		**Above Benchmark**	
Progress on Schedule		**Consistent**		**Similar to Benchmark**	
Behind Schedule		**Declining**		**Below Benchmark**	
Not Yet Started		*** or Exceeds Target**			

Goal VI: RECREATION & CULTURE

Initiatives		Key Outcome Measures		Citizen Survey Results	
A. Sports Tourism		Increase number of recreation program participants		Recreational opportunities—75%	
B. Country Road West		Increase % of city resident recreation program participants.		City parks—92%	
C. Waller Mill Park Improvements		Increase % of P&R operating costs covered by user fees		Recreation programs and classes—79%	
D. Quarterpath Park and Recreation Center Improvements		Active library card held by half of population (incl. W&M students)		Recreation centers and facilities—81%	
E. Neighborhood Parks ADA Compliance		Farmers Market annual vendor sales of at least $1 million		Public library services—93%	
F. Kiwanis Park Improvements		Increase attendance at *Festival Williamsburg* events each year		Opportunities to attend cultural activities—79%	
G. Friends of the Park Program				Availability of paths and walking trails—70%	
H. Great City Walks App				Fitness opportunities—73%	
I. Future of This Century Art Gallery				Used Williamsburg recreation centers—52%	
J. Future of Quarterpath Pool				Visited a city park—82%	
				Used Williamsburg public libraries—74%	

Completed		**Improving***		**Above Benchmark**	
Progress on Schedule		**Consistent**		**Similar to Benchmark**	
Behind Schedule		**Declining**		**Below Benchmark**	
Not Yet Started		*** or Exceeds Target**			

Goal VII: ENVIRONMENTAL SUSTAINABILITY

Initiatives		Key Outcome Measures		Citizen Survey Results	
A. Stormwater Management		Recycle 37.5% of solid waste stream		Sewer services—87%	
B. Wastewater Treatment		Maintain residential recycling set -out rate of at least 42%		Drinking water—78%	
C. Drinking Water Conservation		Increase participation in Green Business/Residential challenges		Storm drainage—67%	
D. Drinking Water System		Reduce water consumption to below 165 gallons per day		Yard waste pick-up—78%	
E. Extraordinary Environmental Enterprise		Maintain compliance with Federal/State safe drinking		Recycling—71%	
F. Voluntary Residential Refuse Collection		Recertification of PW department in DEQ's E-4		Garbage collection—87%	
G. Expanded Recycling/Reuse				Open space—67%	
H. Waller Mill Watershed				Utility billing—76%	
				Conserved water—83%	
				Made home more energy efficient—74%	
				Recycled at home—86%	

Completed		**Improving***		**Above Benchmark**	
Progress on Schedule		**Consistent**		**Similar to Benchmark**	
Behind Schedule		**Declining**		**Below Benchmark**	
Not Yet Started		*** or Exceeds Target**			

Goal VIII: CITIZEN ENGAGEMENT/CITY GOVERNANCE

Initiatives		Key Outcome Measures		Citizen Survey Results	
A. Stryker Center—City/Library Partnership		Have operating revenues exceed operating expenditures		Value of services for the taxes paid to Williamsburg—73%	
B. Community Engagement		Exceeding 35% operating reserve policy		Overall direction that Williamsburg is taking—66%	
C. Neighborhood Relations Committee		Retain certs in fin. reporting, budget pres., & perf. measures		Job Wmsbg does at welcoming citizen involvement—56%	
D. Employee Succession		Employee turnover rate of 10% or less of permanent workforce		Overall image or reputation of Williamsburg—87%	
E. Performance Management System		Reduce Sick Leave used per total hours to 2.5% or less		Opportunities to participate in community matters—71%	
F. Employee Health & Wellness		Reduce # of Auto/General Liability claims paid to 15 or less		Opportunities to volunteer—83%	
G. Leadership Philosophy		Reduce health insurance claims paid to less than 5% growth rate		Public information services—76%	
		Employee Training: QUEST-100%, SELF-30%, HPO-65%		Confidence in city government—62%	
		Increase online transactions by at least 5%		Acting in best interest of Williamsburg—62%	
		Increase # of citizens who receive E-notify email notices		Being honest—67%	
		Increase use of social media to disseminate public info		Overall impression of city employees—82%	
				Services provided by city—83%	
				Treating citizens fairly—62%	
				Neighborliness of residents in Williamsburg—69%	
				Special Events—71%	
				Attended a city-sponsored event—55%	
				Contacted Williamsburg elected official—14%	
				Volunteered—51%	
				Talked to or visited with neighbors—90%	
				Done a favor for a neighbor—80%	

Completed		**Improving***		**Above Benchmark**	
Progress on Schedule		**Consistent**		**Similar to Benchmark**	
Behind Schedule		**Declining**		**Below Benchmark**	
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Goal VIII: CITIZEN ENGAGEMENT/CITY GOVERNANCE

Initiatives		Key Outcome Measures		Citizen Survey Results	
				Attended a local meeting—20%	
				Watched a local public meeting—22%	
				Read or watched local news—85%	
				Voted in local elections—85%	

Completed		Improving*		Above Benchmark	
Progress on Schedule		Consistent		Similar to Benchmark	
Behind Schedule		Declining		Below Benchmark	
Not Yet Started		* or Exceeds Target			

GOAL I

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.

A. Comprehensive Plan

Adopt the 2013 update to the Comprehensive Plan by March 2013, and complete implementation of immediate steps as recommended in the Plan by December 2013. Continue to coordinate comprehensive planning with James City County and York County.

2013 Comprehensive Plan adopted in January 2013 and implemented in October 2013. The Regional summary document has been completed. The three jurisdictions won an Outstanding Planning Project Award for 2014 from the Virginia Chapter of the American Planning Association for the coordinated and simultaneous Comprehensive Plan update.

B. Design Review Guidelines

Evaluate the Architectural Review Board's Design Review Guidelines and amend them as necessary, balancing architectural standards optimally with economic reality, construction technology and energy efficiency. Complete the Historic Building Survey update by the end of 2013.

City Council adopted the revised Design Review Guidelines in October 2013. Historic Building Survey is complete, and is being entered into the Virginia Division of Historic Resources database.

C. Downtown Vibrancy

Extend the high quality and success of downtown 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 streetscape improvements (See Goal III: Transportation) and by means of public and private redevelopment. Public projects include the Stryker Center (See Goal VIII: Citizen Engagement and Governance), Triangle Building (See Goal II: Economic Vitality). Private sector projects include Griffin Arms retail, restaurant and housing, Prince George Commons retail and housing, reuse of the Health Evaluation Center, and development of surplus downtown properties owned by Colonial Williamsburg Foundation.

Griffin Arms redevelopment project for corner of Prince George and North Boundary Streets approved in August 2013 has been completed. Ribbon cutting scheduled for August 12, 2014. Prince George Commons has begun. The building permit has been issued. EDA Demolition Loans were approved for these two redevelopment projects.

City Council approved an Interim Agreement with Daniel & Company, in association with Stemann-Pease Architecture for development of the Stryker Center in February 2014. Final architectural plans were approved by the ARB in July 2014. Planning Commission is scheduled to review the final site plan in August 2014, and the City Council scheduled to approve the Comprehensive Agreement in September 2014.

Triangle Building fully leased with Jewish Mother deli open and the restaurant completing interior improvements.

D. Arts District and Midtown

Pursue the vision for renewal of the Midtown area, anchored in the Arts District identity, and committed to the long term success of the shopping center sites. Continue to add "creative economy" businesses, services and housing supporting the William and Mary community and visitors. Sell the city owned "Tioga" site for development by the end of the biennium.

Zoning and parking regulations for the Midtown Planning Area were revised as part of the Comprehensive Plan implementation. "Tioga" site listed with commercial broker Harvey Lindsay in March 2013. Seven qualified business in operation, with 41 new jobs in the Arts District.

E. Richmond Road Corridor

Maintain this prime entrance corridor the premier regional destination for restaurants, hotels 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, and construction of in-fill projects, such as the new "Cook-Out" Restaurant.

Zoning regulations for the Richmond Road corridor from the Williamsburg Shopping Center to Ironbound Road were updated as a part of the Comprehensive Plan implementation. Cook-out restaurant opened in July 2013. La Yaca, Pendelton Outlet and Vanity Fair Outlet have opened at High Street during the past year. Fat Tuna at 1433 Richmond Road has completed renovations and is open for business, and the renovation of the adjoining building at 1425 Richmond Road is almost complete with Billy Bread and other businesses expected to be in operation this fall.

F. Capitol Quarter

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 streetscape and pedestrian improvements (See Goal III: Transportation), and return the now city-owned Lord Paget hotel to the private sector for redevelopment/reuse, by the end of the biennium. Other private sector projects include "Second Street Boutiques" and completion of "Capitol Landing Green."

Zoning regulations for the Northeast Triangle Planning Area were updated as a part of the Comprehensive Plan implementation. The Lord Paget hotel is under contract with Copper Fox Distillery to purchase the property conditioned upon the required zoning approvals being granted to operate a distillery at this location. Parkway Townhomes (30 lots) are under construction at 222 Parkway Drive and Second Street Shops is under construction at 311 Second Street. Patriot Buick GMC has relocated to 217 Second Street and a new 7-11 is completed at 401 Page Street. A special

use permit was issued for Evelyn Nursery at 910 Capitol Landing Road and a site plan is expected in the fall of 2014.

G. Southeast Quadrant

Work with Quarterpath at Williamsburg developers Willowwood, Riverside Healthcare Association, and other interests to build a high quality new city neighborhood with Doctors' Hospital of Williamsburg as the anchor. Create a pedestrian friendly commercial, retail and residential village complimenting Williamsburg's special character with opportunities for significant economic development and employment growth. Pending grant funding awards and participation by James City County, make improvements to Route 60 East and open the Country Road to pedestrians and cyclists – all linked by the completion of Battery Boulevard (See Goal III: Transportation)

Plans for the 227 unit Aura at Quarterpath Apartments on Battery Boulevard were approved by Planning Commission in August 2013, and construction is underway. Plans have been approved and construction has begun for the Townhomes at Quarterpath, a 157-unit townhouse/manor house development behind the Aura Apartments.

H. Corridor Beautification

Complete several projects during the biennium designed to beautify entrance corridors and enhance streetscapes (see Initiatives and Goal III: Transportation) notably including: underground wiring on Page Street (Route 60), improvements to Route 60 East from the York/Page/Lafayette intersection to the city limits, and reconstruction of Prince George Street from Boundary to Armistead.

Page Street underground wiring project is complete.

The Route 60 East Corridor Improvements project involving all three localities was not approved. City applied for Revenue Sharing funds and was approved in July 2013. Project anticipated to be done in FY15.

The reconstruction of Prince George Street from Boundary to Armistead using Revenue Sharing funds is complete. Construction of several sidewalk improvements is also part of the Revenue Sharing Project and is underway (Prince George St., Armistead Ave. and Lafayette St. sidewalks complete) and will finish in FY15.

I. Open Space Preservation

Actively pursue acquisition of additional open space and land conservation both within the city limits and in the Waller Mill Reservoir watershed. Add to the city's permanent open space ownership during the biennium.

One significant opportunity is under discussion with a private property owner, but not ready yet for public disclosure.

J. Merrimac Trail Neighborhoods

Focus city attention (Human Services, Codes Compliance, Police, Recreation, etc.) on neighborhood stability and improving social conditions in the Merrimac Trail apartment corridor, collaborating with residents and property owners.

Codes Compliance is monitoring complaints at the Village of Woodshire Apartments, which has recently changed ownership. WPD has increased their presence with foot/bike patrols, use of the Radar Trailer for traffic management, and personal engagement with apartment managers and residents. All of these efforts have assisted in reducing the number of gang related calls or crimes in these neighborhoods.

K. Neighborhood Relations and Preservation near College

Improve the quality of life in the neighborhoods surrounding William and Mary by continuing to build effective working relationships between the city, college, students, neighbors and landlords using the Neighborhood Relations Committee (NRC); and by regular city-college meetings and improved communications among all parties.

WPD regularly attended NRC, Town & Gown, Student Council Association, New Student Orientation meetings. Improved town/gown relationships resulted in a relatively low incidence of violations last year.

NRC met four times during the 2013/14 school year. Topics for last year included primarily parking and noise complaints. A new school year is about to begin with several hundred welcome letters being mailed to rental properties adjacent to campus along with a Student Rental Guide outlining basic City Services for living in a dwelling off-campus.

L. Citizens Committee on Community Wellness

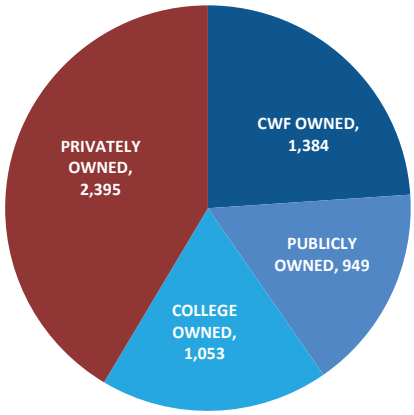
Partner with the community to form a Citizens Committee on Community Wellness, appointed by the Mayor, to inventory Williamsburg facilities and activities that promote healthy lifestyles, and identify opportunities for improvements. Seek Virginia Healthy Community and/or similar designations, and create economic opportunities for health and sports related tourism. Request the Committee's report by fall, 2013.

Committee, chaired by Vice-Mayor Freiling, met several times in spring 2013 to discuss community wellness initiative. W&M intern hired in spring and summer to research facilities and activities that promote healthy lifestyles.

Desired Outcomes

Observed Results

1. Maintain at least 60% of the 5781 acres within the city limits for public, Colonial Williamsburg, and College land use to preserve Williamsburg's unique character.

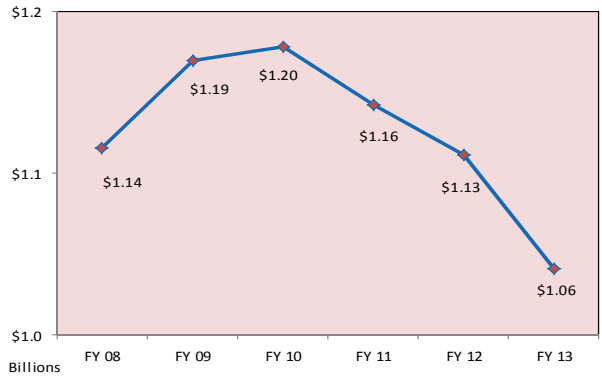


Existing Land Use Proportions within the City Limits

Public, W&M and CWF currently at 57% (this is not a decline from 60%, but a recalculation)

*Source: Williamsburg Planning Department

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



Residential Property Assessed Values

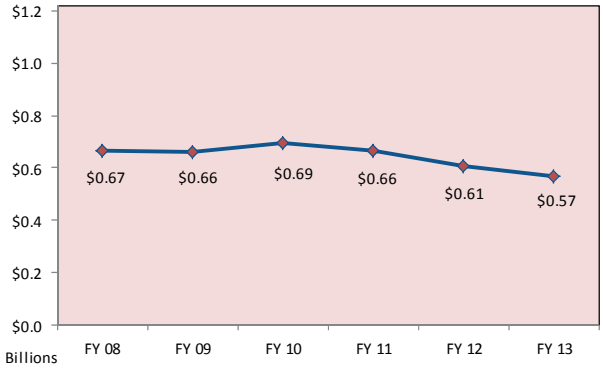
Average annual change over past 6 years -1.3%

FY 13 is the lowest year.

FY 14 shows improvement.

*Source: Williamsburg City Assessor

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

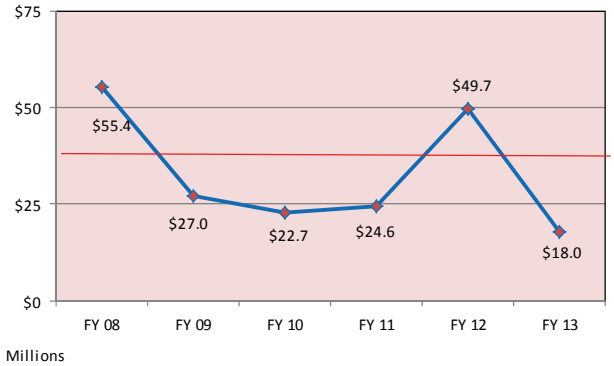


Commercial Property Assessed Values

Average annual change over past 6 years -3.1%

*Source: Williamsburg City

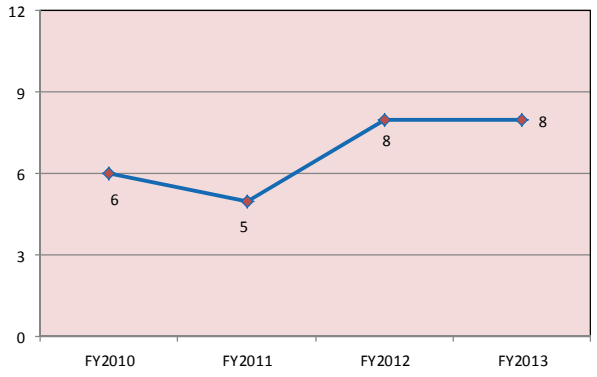
4. Rehabilitate or build new structures to refresh Williamsburg's built environment as indicated by at least $50 million in new construction annually.



Value of Building Permits Issued

FY 12 contains Riverside Hospital construction. Balancing FY 12 and FY 13 results are consistent.

*Source: Williamsburg Code Compliance Division

Desired Outcomes	Observed Results
5. Reduce to five (of 31 total) number of single family zoned neighborhoods with more than 50% rental use to preserve quality and character of neighborhoods.	 **Number of Neighborhoods Exceeding 50% Rentals** Capitol Heights 61% Cary/Griffin/Newport 55% Colonial Extension 72% Matoaka Court 70% Powhatan Park 86% Wales 51% W. Williamsburg 87% W. Williamsburg Hts. 67% *Source: Williamsburg Planning Department

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.

National Citizen Survey Results

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

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

*** Legend for National Benchmarks :* ↑↑ *Much Higher* ↑ *Higher* ↔ *Similar* ↓ *Lower* ↓↓ *Much Lower* ** Not Available*

GOAL II

Increase employment opportunities, income, business success, and city revenues by supporting and promoting the city's economic base of heritage tourism and education, and other development and redevelopment opportunities.

A. Economic Development Strategic Plan

Adopt the Economic Development Strategic Plan by January 2013 and implement during the biennium.

Plan adopted December 2012. Implementation reviewed monthly by the EDA. Highlights include: increased private investment in the Northeast Triangle, public and private investment on Prince George Street downtown, launch of regional business incubator, support of Arts District business association, and Williamsburg Celebrates arts events (Gallery Crawl, Plein Air, and Contemporary Artisans) and Arts Month continue to grow.

Implement new or revise existing EDA programs to encourage and facilitate redevelopment and economic diversification. These programs may include adopting redevelopment tax benefits allowed in the State Code, enabling financing programs, establishing a "deal closing" fund, updating the Shop and Dine map, and finding other new ways to support and encourage new and existing businesses. Reapplyed for state Enterprise Zone designation in June 2014. EDA developed incentive policy for use in next biennium. During the biennium, one Demolition Loan and six eCommerce Grants were awarded.

B. Economic Diversification Strategies

Finalize regional incubator details and consider regional revenue sharing as an element of by July 2013.

Regional Business and Innovation Center (formerly called the incubator) is operational. Lease and management negotiations for a new location and manager underway.

Analyze participation in regional entrepreneurship efforts - including economic gardening, access to regional incubation networks, venture capital strategies, and the William and Mary Mason School of Business - during the biennium.

Still seeking co-working space opportunities.

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 - Richmond to Hampton Roads.

Attended HREDA marketing mission to build awareness of the Quarterpath business location opportunities with national site selection consultants. Submitted a Request for Information (RFI) to the state to compete for a business prospect for this property.

Work with Arts District owners and businesses to designate and market (e.g. banners, Shop and Dine map, events) the Arts District to customers and prospective businesses by March 2013.
Businesses in the district formed the Williamsburg Arts District Association and held a logo contest for the District. A logo was selected and three outdoor events have been held to attract customers to the District. Two events are planned this season, and banners have been ordered for delivery in August.

C. Targeted Redevelopment Opportunities

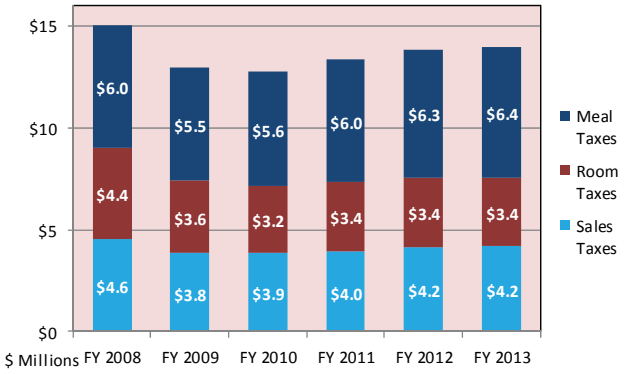
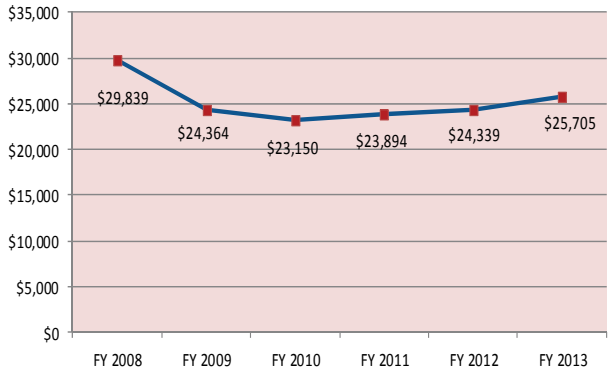
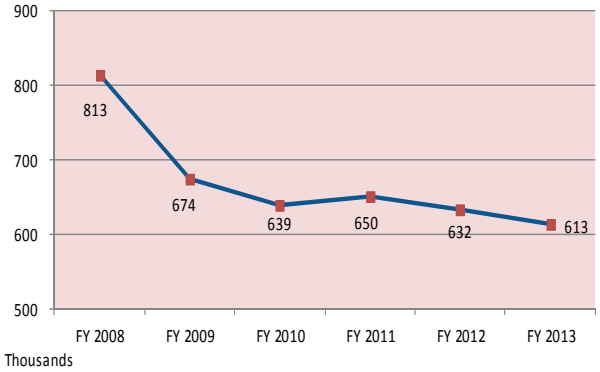
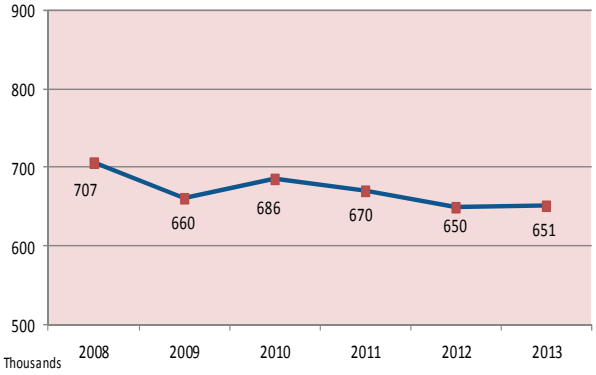
Work as a partner with the private sector to identify and redevelop transitional properties, including City owned property at 906 Richmond Road (Tioga site) and 901 Capital Landing Road (Lord Paget site) during the biennium. Identify and purchase properties for redevelopment where the City's ownership can spur private investment.
After an RFP process, 906 Richmond Road listed with commercial broker Harvey Lindsay in March 2013. Lord Paget site under contract for sale to Copper Fox Distillery.

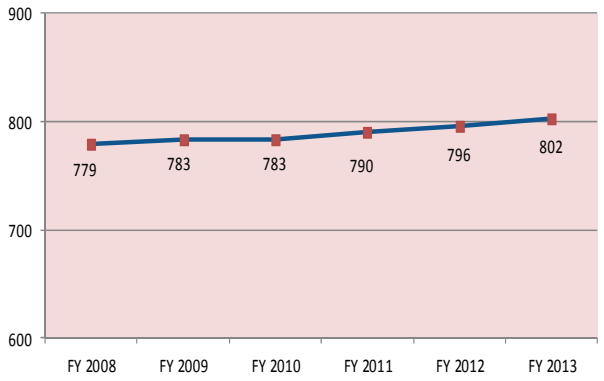
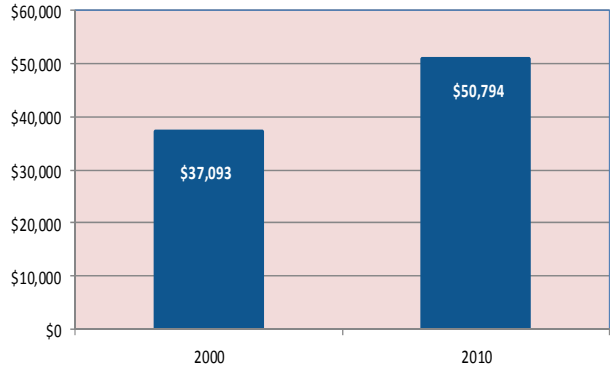
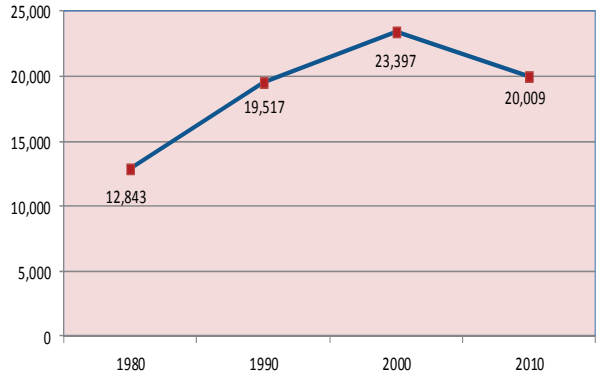
D. Foreign Student/Short Term Worker Orientation

Design a manageable and repeatable program to orient and connect foreign students and short term workers to the Williamsburg community in partnership with the Tourism Alliance and the College of William and Mary.
Twice annually the WPD Community Service officer makes a presentation to foreign students at the Busch Gardens International Housing Village on Capitol Landing Road. Topics discussed include personal safety, bicycle safety, city noise and alcohol consumption laws. Emergency and non-emergency police contact information is distributed.

E. Destination Tourism Promotion

Engage the Greater Williamsburg Chamber and Tourism Alliance's transition to the region's complete destination marketing organization by 2014. Support the Alliance's promotion of September as Arts Month, including increasing the number of quality arts events; and promotion of other visitor draws, such as, the holiday season, spring garden tours, and athletic competitions; all in addition to promoting the traditional summer family vacation. Regularly assess progress against outcome measures of economic success.
GWCTA entered into MOU with WADMC to manage destination marketing campaign in November 2012 and destination Marketing Director hired in April 2013. New WADMC committee structure established and meeting regularly. City has provided a match in the amount of $25K for VTC grant to market Arts Month.

Desired Outcomes	Observed Results	
1. Increase city revenues from retail and hospitality tax sources by at least 2% annually.		**Tax Receipts From Meal, Room and Sales Taxes** Average annual increase since FY 09: 1.9% *Source: Williamsburg Finance Department
2. Increase the amount of retail sales in the city relative to City population per year.		**Per Capita Retail Sales in the City** Average annual increase since FY 09: 1.4% *Source: Virginia Department of Taxation
3. Return to a pattern of increasing room nights sold in the city by at least 3% per year.		**Hotel/Motel Room Nights Sold** Average annual decrease since FY 09: -2.3% *Source: Williamsburg Finance Department
4. Increase Colonial Williamsburg Foundation's ticket sales annually by at least 3%.		**Colonial Williamsburg Foundation Ticket Sales** Average annual decrease since FY 09: -.3% *Source: Colonial Williamsburg Foundation

Desired Outcomes	Observed Results
5. Increase total number of businesses operating in the city.	 **Business Licenses Issued by the City** Average annual increase over six years: .6% *Source: Williamsburg Commissioner of Revenue
6. Increase the household income of city residents by at least 3% annually.	 **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)
7. Increase employment opportunities with growth of in-city jobs from year to year.	 **Number of Jobs Based in the City** Average annual decrease 2000 to 2010: -1.6% *Source: Virginia Employment Commission

Increase employment opportunities, income, business success, and city revenues by supporting and promoting the city's economic base of heritage tourism and education, and other development and redevelopment opportunities.

National Citizen Survey Results

Question (Livability Report page number)	Percent Rated Positive * 2008	2010	2012	2014	National Benchmark ** 2014	Trendline 2008 - 2014
Employment opportunities (p.4)	40%	35%	38%	39%	↔	
Shopping opportunities (p.4)	76%	77%	72%	82%	↑↑	
Williamsburg as a place to work (p.20)	53%	60%	60%	58%	↔	
Overall quality of business and service establishments in Williamsburg (p.20)	65%	71%	71%	77%	↔	
Economic development services (p.6)	48%	49%	56%	62%	↔	
Williamsburg as a place to visit (p.3)	N/A	N/A	N/A	93%	↑↑	
Works in city boundaries (p.8)	N/A	N/A	N/A	54%	↑	
Overall economic health (p.2)	N/A	N/A	N/A	66%	↔	
Vibrant downtown/commercial area (p.2)	N/A	N/A	N/A	60%	↑	
Purchased goods or services in Williamsburg (p.5)	N/A	N/A	N/A	98%	↔	

** 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, serving pedestrians, bicyclists and motorists, and promoting the expanded use of transit and rail.

A. Pedestrian Connections

Construct the next set of pedestrian improvements by the end of the biennium, with particular emphasis on filling in gaps, calming traffic, and taking maximum advantage of VDOT's revenue sharing program for sidewalk construction. New sidewalks are proposed on Richmond Road (Waltz Farm Drive to Patriot Lane), Lafayette Street (Harrison Avenue to Wythe Street), Bypass Road (Route 132 to Parkway Drive), Parkway Drive (Bypass Road to Capitol Landing Road), Ironbound Road (Middle Street to former Fire Station site), Scotland Street (Prince George Street to King & Queen Apartments), Francis Street (end of existing sidewalk to Lafayette Street). Brick sidewalks are proposed on Prince George Street (Armistead Avenue to Scotland Street) and Armistead Avenue (Prince George Street to Scotland Street).

The Sidewalk project is underway with Prince George Street, Armistead Avenue, and Lafayette Street sidewalks complete. The rest of the sidewalks will be completed in FY15.

B. Ironbound Road Widening

Prepare for the widening of Ironbound Road from Richmond Road to Treyburn Drive, including signalization of the Longhill Road intersection and undergrounding of overhead wires, as the City's next major road project scheduled for construction in 2016.

This project is in the VDOT 6 year plan, but funding has not been secured. A Request to Administer (RTA) to VDOT for the City to handle the project rather than VDOT has been submitted. City has enough VDOT allocated money for engineering, but will need to look for additional revenue sources from VDOT. The City is considering a phased approach to the project with Phase I realigning Longhill Road and installation of a traffic signal at Longhill Road-Ironbound Road intersection.

C. Quarterpath at Williamsburg Street Network

Open Battery Boulevard to traffic linking Route 60 to Quarterpath Road, including sidewalk, trail and bikeway connections, in spring 2013, concurrent with the opening of Doctors' Hospital of Williamsburg.

Battery Boulevard was opened to traffic in September 2013.

D. Bike Friendly Community

Apply for certification as a Bike Friendly Community from the League of American Bicyclists in 2013.

The City was designated as a Bronze Level Bicycle Friendly Community in October 2013, and is one of only eight Virginia communities (and the only one in Hampton Roads) so designated.

E. Transportation Center Vision

Create a concept plan by 2014 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.

This work is due to start once the Stryker Center is under contract.

F. Williamsburg Area Transport

Work with transit partners to maintain at least current levels of regional service, including the Williamsburg Trolley, in an era of declining and uncertain federal and state transit funding.

Working with regional partners and with new state transportation funding, WAT was able to maintain existing levels of transit service, including the Williamsburg Trolley for FY14. Williamsburg Trolley service was enhanced to include 30-minute roundtrip service.

G. Prince George Street Streetscape

Complete the reconstruction of Prince George Street from Boundary to Armistead during the biennium, to include wider brick sidewalks, new street lighting and street trees. This project will extend the Prince George Street 2004 improvements to the west. Find ways to draw customers to and from Merchants Square and the Delly area.

This project is included with the major sidewalk project and has been completed.

H. Route 60 East Corridor Improvements

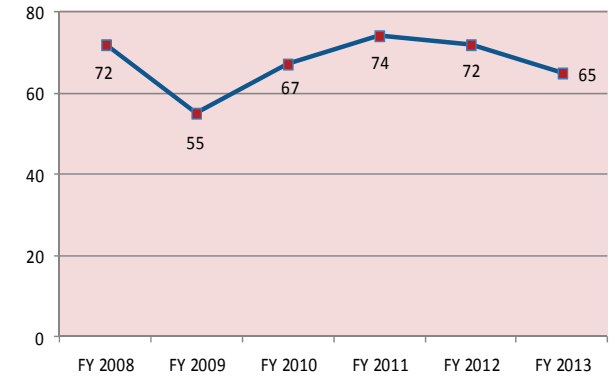
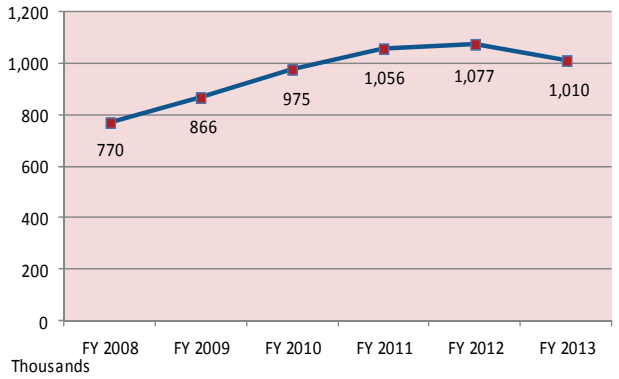
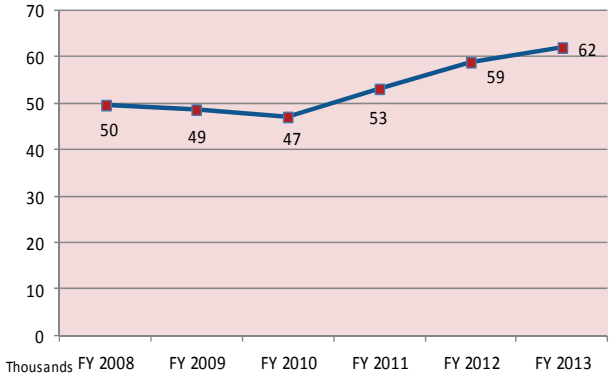
Reapply for federal "Alternative Transportation" and other grants to make improvements to the function and aesthetics of Route 60 from the eastern edge of the Colonial Williamsburg Historic Area to Busch Gardens. Lead the effort of the three Historic Triangle localities to obtain funding and make improvements during the biennium.

The project involving all three localities was not approved. City applied for Revenue Sharing funds and was approved in July 2013. Project anticipated to be done in FY15.

I. Page Street Underground Wiring

Bury electric and telecommunications overhead wires along Page Street from the CSX railroad tracks north to the Colonial Parkway as the city's next major commercial corridor beautification project during the biennium.

The Page Street Underground Wiring Project is complete.

Desired Outcomes	Observed Results	
1. Improve pedestrian and rider safety on city streets as measured by reducing the number of accidents with injuries.		**Accidents With Injuries Within City Limits** Average annual change over six years: -.8% *Source: Williamsburg Police Department
2. Increase the ridership regionally on <u>Williamsburg Area Transport</u>.		**Williamsburg Area Transport Ridership** Average annual increase over six years: 5.8% *Source: Williamsburg Area Transport
3. Increase the passenger rail ridership on <u>Amtrak</u> for trips originating and terminating at the Williamsburg Transportation Center.		**Amtrak Departures and Arrivals at Williamsburg Station** Average annual increase over five 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

Question (Trends Report page number)	Percent Rated Positive * 2008	2010	2012	2014	National Benchmark ** 2014	Trendline 2008 - 2014
Ease of car travel in Williamsburg (p.2)	68%	71%	72%	73%	↔	
Ease of bus travel in Williamsburg	43%	57%	55%	N/A	*	
Ease of bicycle travel in Williamsburg (p.2)	52%	58%	59%	54%	↔	
Ease of walking in Williamsburg (p.2)	66%	73%	80%	82%	↑	
Traffic flow on major streets (p.2)	52%	54%	54%	64%	↔	
Street repair (p.4)	61%	64%	58%	53%	↔	
Street cleaning (p.4)	75%	74%	77%	69%	↔	
Street lighting (p.4)	67%	68%	73%	69%	↔	
Snow removal (p.4)	71%	49%	69%	63%	↔	
Sidewalk maintenance (p.4)	66%	60%	68%	67%	↔	
Amount of public parking	44%	50%	49%	N/A	*	
Overall ease of travel (p.2)	N/A	N/A	N/A	75%	↔	
Public parking (p.2)	N/A	N/A	N/A	53%	↔	
Used public transportation instead of driving (p.5)	N/A	N/A	N/A	28%	↔	
Carpooled instead of driving alone (p.5)	N/A	N/A	N/A	47%	↔	
Walked or biked instead of driving (p.5)	N/A	N/A	N/A	72%	↑	

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

***** Legend for National Benchmarks :*** *↑↑ Much Higher ↑ Higher ↔ Similar ↓ Lower ↓↓ Much Lower * Not Available*

GOAL IV

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.

A. Community Engagement for Public Safety

Undertake a number of initiatives to engage residents in building a safer community during the biennium; such as, a stronger School Resource Officer partnership with Berkeley Middle School; continued emphasis on police partnership with the Neighborhood Relations Committee for improved town/gown relations; more active Neighborhood Watch program – especially in the Merrimac Trail area; and continued emphasis on the Citizen Emergency Response Team (CERT) training and deployment.

Two School Resource Officers (SROs) have been trained and assigned to Berkeley Middle School on a part-time basis. WFD participated in school lock-down drills with Matthew Whaley and Berkeley Middle School in February 2013.

WPD has increased their presence in the Merrimac Trail area with foot/bike patrols, use of the radar trailer for traffic management, and personal engagement with apartment managers and residents.

WPD regularly attends NRC, Town & Gown, Student Council Association, and New Student Orientation meetings.

Two additional CERT training courses added 23 new members, including W&M staff and students. WFD continues to engage NRT radio holders in monthly radio drills. A CERT refresher class was held in July 2014.

B. Fire Department Improvements

Upgrade fire department facilities and equipment over the next two years, including: renovate staff quarters in the fire station; replace certain personal protective equipment and breathing apparatus for optimal safety; replace another medic unit; and explore a new EMS reporting system to improve recordkeeping and reduce emergency room turnaround times for medical response teams.

The restroom renovation project was completed in December 2013. The upgrade of personal protective clothing for all personnel was completed in June 2013 and a FEMA grant application to upgrade self-contained breathing apparatus will be submitted in 2014. A new medic unit was placed

in-service in April 2013. A new records management software for FIRE/EMS reporting was implemented July 1, 2014.

C. Police Field Reporting

Install new networked laptops in all police vehicles, coupled to law enforcement communication and records systems, as mobile data terminals to allow complete digital origination of police reports in the field.

Mobile Date Terminal laptops (MDT's) were installed and operational July 2013. Visio software was purchased to integrate with the State's TREDS accident reporting software.

D. Public Safety Physical Fitness

Strengthen the programs and policies of the police and fire departments to continually improve health and fitness; going beyond the lifestyle education and opportunities of the citywide program, to enforce job related fitness standards for all police officers and firefighters.

WPD fitness assessment test results have improved since implementation of the officer wellness program now in its second year.

Validated time requirements for the WFD Work Performance Physical Fitness Evaluation is in process. Once established, everyone will be required to complete the evaluation while breathing air from their self-contained breathing apparatus within the established time frame. The initial evaluation is scheduled for October 2014.

E. Public Safety Leadership and Technical Proficiency

Invest over the biennium in staff development to build leadership capacity and specialized skills; including advanced leadership/supervisory training for current and prospective senior police and fire officers; and specialized training, such as crisis intervention team, bicycle instructor, and emergency medical response for police officers.

WPD: Six WPD supervisors have attended the Professional Executive Leadership School at the Jepsen School of Leadership, University of Richmond. Two additional supervisors will complete PELS in March, 2014. A WPD supervisor was certified as a crisis intervention team (CIT) instructor and has trained six officers in crisis intervention. A police investigator has been certified as a forensic technician, and an officer is now a Certified Police Bike Instructor. Three officers have been trained as Bike Patrol Officers.

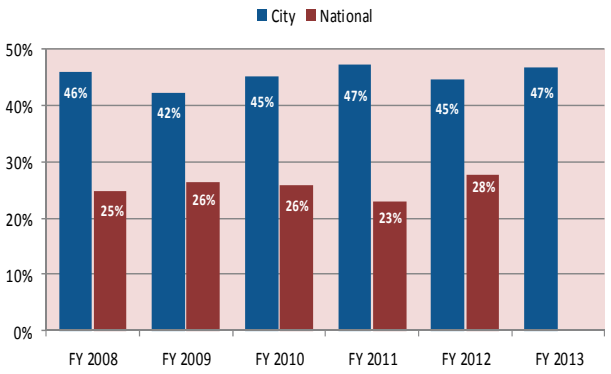
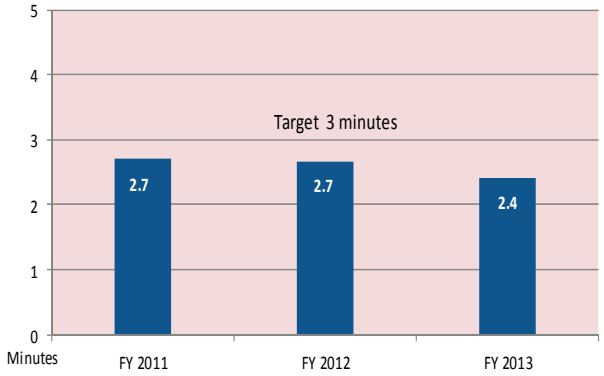
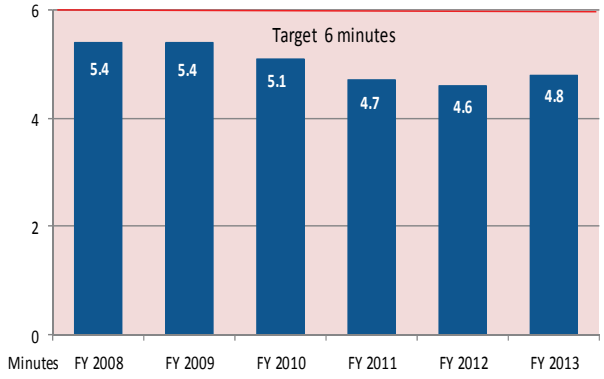
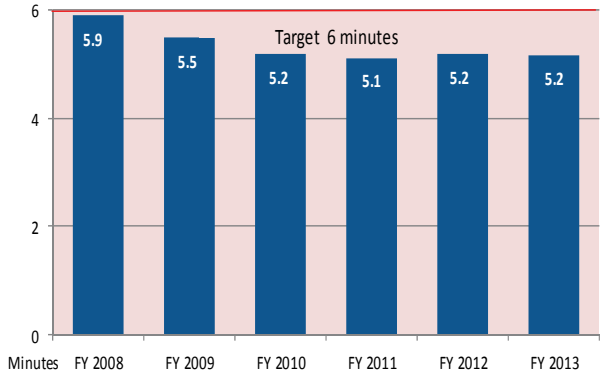
Presently, all of the twenty-six (26) officers in the Uniform Bureau and two (2) officers in the Special Operations Bureau have received 1st Responder Training, and nineteen have been certified. The remaining nine (9) officers are mid-way through the certification testing process. Recertification schools have been held and will continue to maintain each officer's certification.

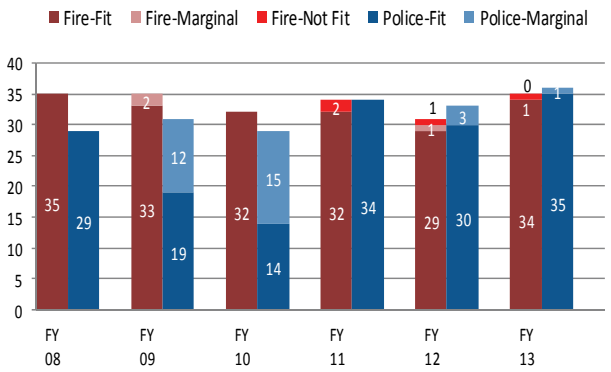
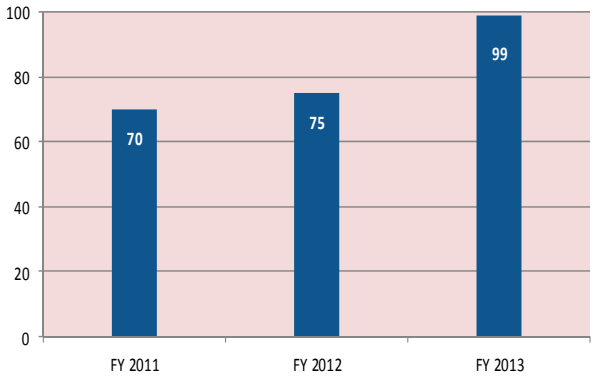
WFD: Three senior firefighters attended the week-long Virginia Fire Officer Academy in June 2013 designed to develop future fire department leaders. Four Fire Battalion Chiefs are scheduled to attend a six-day Command & Control Decision Making course at the National Fire Academy in Emmitsburg, Maryland. Seven WFD officers attended various training sessions at the four-day Virginia Fire & Rescue Conference held in Va. Beach in February 2014.

F. Emergency Public Information Enhancements

Explore and evaluate new means of enhancing communication of emergency public information to residents and visitors to build on existing methods, such as social media, news media, electronic communication and mass notification systems.

The Everbridge mass notification system to enhance emergency communications efforts was purchased in June 2013. The orientation/implementation phase is complete. The Everbridge system is operational and has been utilized during emergency weather situations to communicate with citizens and city employees.

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** 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** *Source: Williamsburg Police Department
3. Respond to calls for fire and non-EMS emergencies averaging under 6 minutes from time of dispatch to apparatus arrival on scene.		**Average Fire Response Time** *Source: Williamsburg Fire Department
4. Respond to emergency medical (EMS) calls for service averaging under 6 minutes from time of dispatch to Advanced Life Support (ALS) arrival on scene.		**Average ALS response Time** *Source: Williamsburg Fire Department

Desired Outcomes	Observed Results
5. Maintain "fitness for duty" as determined by annual medical and fitness evaluation for all police officers and firefighters.	 **Percent of Police and Fire Personnel Found "Fully Fit" for Duty.** Police FY 13 : 97% Fire FY 13: 97% *Source: Williamsburg Police and Fire Departments
6. Maintain certifications of public safety and emergency readiness.	Police Agency National Re-Accreditation (CALEA - 2012) "Storm Ready" Community Designation **(NOAA - 2011)** *(3 year designation)* *Source: Williamsburg Police and Fire Departments
7. Increase and maintain the number of trained and functioning Neighborhood Response Teams in the City's 8 CERT Sectors.	 **Number of Trained CERT Volunteers Available to Staff NRTs.** *Source: Williamsburg Human Services

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.

National Citizen Survey Results

Question (Trends Report page number)	Percent Rated Positive * 2008	2010	2012	2014	National Benchmark ** 2014	Trendline 2008 - 2014
Safety in Williamsburg's downtown/ commercial area (p.2)	97%	95%	97%	95%	↔	
Safety in your neighborhood (p.2)	95%	96%	98%	94%	↔	
Safety from property crimes	73%	78%	78%	N/A	*	
Safety from violent crimes	80%	84%	86%	N/A	*	
Police services (p.4)	81%	84%	88%	87%	↔	
Fire services (p.4)	94%	96%	95%	94%	↔	
EMS services (p.4)	91%	95%	92%	94%	↔	
Crime prevention services (p.4)	80%	86%	84%	78%	↔	
Fire prevention and education services (p.4)	80%	90%	87%	83%	↔	
Traffic enforcement services (p.4)	64%	69%	72%	64%	↔	
Emergency preparedness (p.4)	68%	78%	73%	74%	↔	
Overall feeling of safety (p.2)	N/A	N/A	N/A	93%	↔	
Stocked supplies for an emergency (p.5)	N/A	N/A	N/A	49%	↑	
Did not report a crime (p.5)	N/A	N/A	N/A	87%	↔	

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

*** Legend for National Benchmarks :* ↑↑ *Much Higher* ↑ *Higher* ↔ *Similar* ↓ *Lower* ↓↓ *Much Lower* ** Not Available*

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. Williamsburg Redevelopment and Housing Authority (WRHA) Integration

Enter into a memorandum of understanding with WRHA creating a formal, integrated operating structure between the city and WRHA, and create a citizen housing advisory committee to provide input and feedback on public housing; by March 2013.

An MOU was executed effective March 1, 2013 and a blended model of operations was implemented integrating public housing staff as Human Services employees. A Public Housing Advisory Committee was formed and held four quarterly meetings since July of 2013 providing both advocacy and support to the Housing Authority.

B. Blayton Elderly Housing Expansion

Research viable funding opportunities and development partners as a joint City/Williamsburg Redevelopment and Housing Authority (WRHA) venture, to expand low and moderate income elderly housing on Blayton property during the biennium.

As a part of the 2013 Comprehensive Plan implementation, zoning was changed to LB-1, allowing the possibility of mixed-use redevelopment and increased residential density for the Blayton Building property.

C. Youth Achievement

Expand the after-school component of the city's year round Youth Achievement Program to include career, dance and Outward Bound activities starting in January 2013 for approximately 50 city children. Evaluate results to determine continuation of program components during the biennium. Coordinate city efforts with school engagement initiatives which also target Youth Achievement children and families.

Three new components were created during the FY 2012-13 school year: Career Module (16-18 year olds), Dance Module (13-16 year old girls), and Outward Bound Module (13-15 year old males), totaling 31 youth. An additional 13 youth received one-on-one mentoring. A 2013 Summer Youth Achievement Program was held for 26 youth. During the 2014 school year, a new prevention program was implemented, in conjunction with Spirit Works, known as "Drums Over Drugs" (12 youth), a 2014 Summer Youth Achievement Program was implemented (31 youth), and 87 households (157 youth) were served in the areas of prevention, family preservation & support, and outreach.

D. Senior Support

Expand the scope of services over the biennium to approximately 50 additional senior for in-home visitation by volunteers, and coordination of more intensive services as needed, such as transition to assisted living and nursing care.

The City's Adult Services Unit oversaw and/or coordinated the relocation of 32 city residents living at Madison Retirement Center which closed in January of 2013. Elderly/disabled services in 2013-14 involved a total of 262 ongoing Adult Services cases, which covered intensive in-home, companion services, or other community support services. The City's Adult Services Unit is also reorganizing into an internal and external multi-disciplinary team working closely with the Peninsula Agency on Agency to better serve to city residents.

E. Homelessness Intervention and Prevention

Cooperate with the new consortium of churches in the region (Community of Faith Mission) to provide temporary and transitional shelter integrated with the city's ongoing work to prevent homelessness and move city residents in crisis into stable housing.

The City worked with the Community of Faith Mission's development of the Emergency Weekly Shelter Program from November 2012 - March of 2013, and November 2013 - March 2014. Six of the twelve participating churches were located in the City. The City's Outreach Coordinator serves as a permanent member of the Greater Williamsburg's Outreach Ministries Coalition (GWOM). To improve services and avoid duplication, a partnership between Human Services and St. Bede's Outreach Ministry was developed to better serve the needs of transients and those at risk of homelessness.

Total number of individuals served in the City was 483 households over a 12-month period. Joint efforts with faith-based communities, Salvation Army (transitional housing), and other public and private partners involved not only cost sharing, but also a joint networking and referral system for crisis (shelter) placement, four transitional housing units in the City, and an increasing number of long-term stabilization and long-term affordable housing solutions.

F. SNAP at Farmers Market

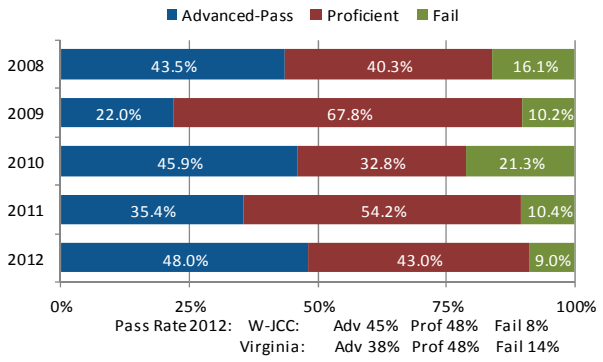
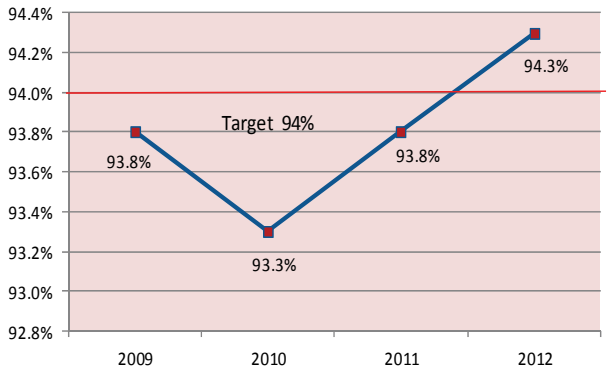
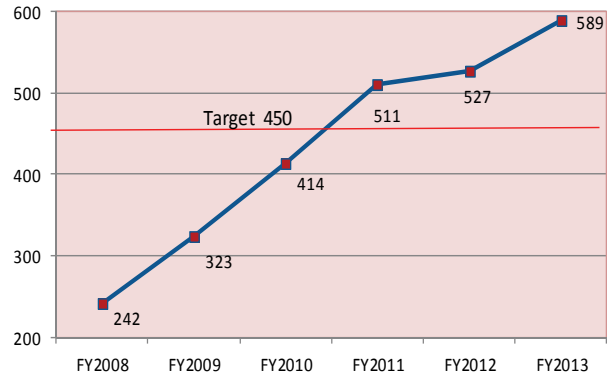
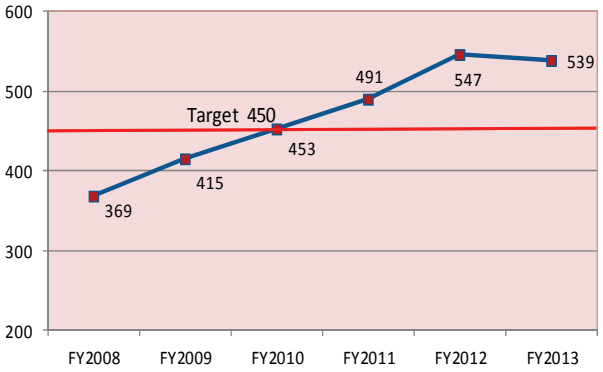
Implement Supplemental Nutrition Assistance Program (SNAP) at the Williamsburg Farmers Market during the 2013 market season to provide healthy, fresh produce and products to SNAP eligible families in the region.

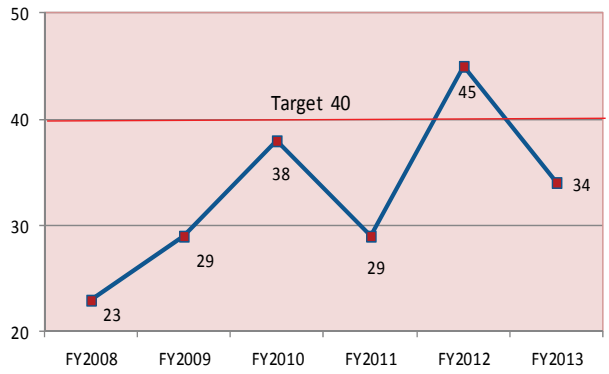
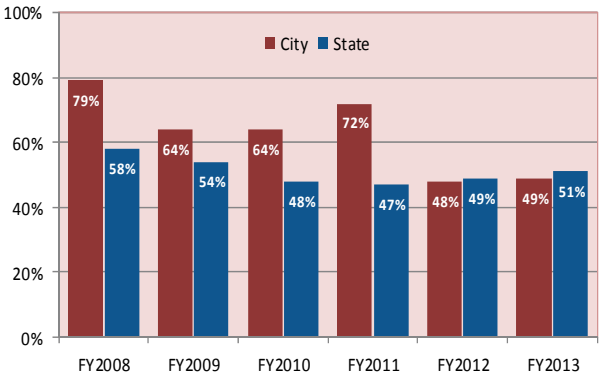
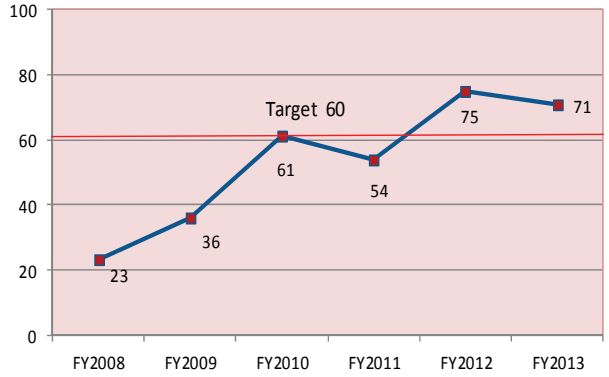
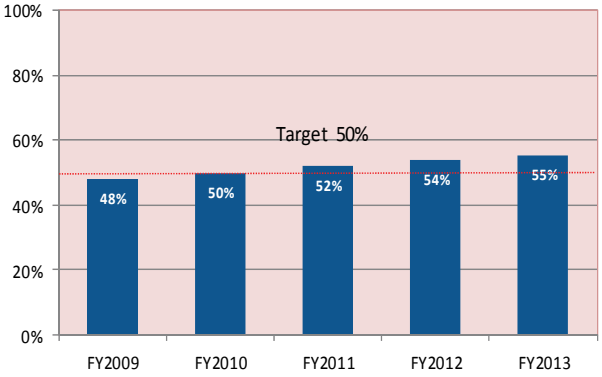
Williamsburg Farmers Market began accepting SNAP benefit cards in April 2013. A "Fresh Food" fund was also created with donations to provide additional benefits to SNAP customers.

G. School Facility Improvements

Work with the Williamsburg/James City County Schools and with James City County to be ready to open a fourth middle school when required. This includes the work of the joint chief administrative officer committee to study relocation of the School's Central Office to a permanent, efficient and effective building; and renovation and/or replacement of the existing James Blair facility as the fourth middle school. Negotiate the respective city share of these improvements with James City County during the biennium; and work to ensure quality facilities across the school system.

The school system and governing bodies have not yet come to agreement on either a fourth middle school plan or a central office plan as of August 2014.

Desired Outcomes	Observed Results	
1. Achieve passing scores for W/JCC students residing in the city of at least 95%.		**3rd Grade Reading Passing Rate for the SOLs at Matthew Whaley Elementary School:** Passed in FY 12: 91% *Source: W/JCC Schools
2. Achieve annual attendance rates for W/JCC students residing in the city of at least 94%.		**Average Annual School Attendance Rates for City Children** *Source: W/JCC Schools
3. Reduce and maintain the number of city resident families requiring food stamps (SNAP) at less than 450 on average.		**Average Number of Families Receiving Food Stamps in City.** *Source: Williamsburg Human Services
4. Reduce and maintain the number of city residents requiring Medicaid at less than 450 on average.		**Average Number of Residents Receiving Medicaid Benefits in City** *Source: Williamsburg Human Services

Desired Outcomes	Observed Results	
5. Reduce and maintain the number of city residents requiring Temporary Aid for Needy Families (TANF) at less than 40 on average.		**Average Number of Residents Receiving Temporary Aid for Needy Families in City** *Source: Williamsburg Human Services
6. Exceed statewide success rate of VIEW (VA Incentive for Employment Not Welfare) program participants at finding jobs.		**Percent of Participants Finding Employment** *Source: Virginia Department of Social Services
7. Increase and maintain the number of city youth that participate in the city's youth achievement program at 60 children.		**Number of Youth Achievement Program Participants** *Source: Williamsburg Human Services
8. 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

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

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

*** Legend for National Benchmarks :* ↑↑ *Much Higher* ↑ *Higher* ↔ *Similar* ↓ *Lower* ↓↓ *Much Lower* ** Not Available*

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. Sports Tourism

Support the Greater Williamsburg Chamber and Tourism Alliance in assessing facility needs for sports tourism and in hosting athletic competitions which add significantly to overnight visitation. Specifically, support events such as the 2013 National Softball Association (NSA) World Series Fast Pitch Softball tournament (July 22-28) by providing city softball fields and facilities, and provide public safety support for the Revolutionary 3 Half Triathlon (June 2013). Continue to build participation in "Run for the Dream;" and add more races.

Two hugely successful NSA World Series events were held in Williamsburg in 2013 and 2014. The June 2013 Rev3 was also a success with 1500 participants. Run for the Dream continues its popularity and has dates secured through 2017.

B. 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 hiking and biking trail before the end of the biennium.

This project awaits an arrangement between CWF and JCC for the use of the portion of the Country Road between Rt. 199 and Kingsmill (Mounts Bay).

C. Waller Mill Park Improvements

Replace the bulkhead and permanent boardwalk, replace existing permanent dock with a floating dock, and reconfigure the boat ramp in fall 2014. Establish a garden at Waller Mill Park in partnership with Virginia Dominion Power for the purpose of education and outreach by November 2012.

Improvements to the bulkhead, boardwalk, dock and boat ramp are in the FY15 CIP. Dominion Virginia Power donated supplies to build the fence for the Giving Garden and their employees built the fence in November 2012. The garden has produced lettuce, mustard greens, kale, spinach, tomatoes, peppers, broccoli, summer squash, zucchini squash, snap peas, cucumbers, and cantaloupe. All of the food, totaling over 300 lbs., has been donated to Avalon. A new disc golf course opened at Waller Mill in July 2014.

D. Quarterpath Park and Recreation Center Improvements

Replace roof on the Quarterpath Recreation Center which also serves as the City's Emergency Shelter and the location of the IT Department's backup servers in July 2013. Resurface the tennis courts weather permitting by early spring 2013. Make a decision on the future of Quarterpath Pool by fall 2012 and implement decision.

The roof for the Quarterpath Recreation Center was replaced in September 2013. Decision was made to permanently close Quarterpath Pool which is scheduled for demolition in FY15. The tennis court resurfacing is on hold until plans are discussed for re-purposing the pool area.

E. Neighborhood Parks ADA Compliance

Assess the current condition of the City's park system to determine if the parks are compliant with the standards set forth in the ADA before the 2015 regulatory deadline.

All parks have been inspected by staff and recommendations are being compiled to create a plan to have the parks meet the ADA standards before the 2015 deadline.

F. Kiwanis Park Improvements

Resurface tennis courts and basketball court by early spring 2013. Develop unlighted infield portion of 4th softball field during fall 2012, and the full field by 2014. Install safety netting on softball fields along the sideline fence to protect spectators from errant thrown and batted balls during winter 2013.

Kiwanis Park tennis courts were resurfaced along with the basketball court in April 2013.

The trees were removed for the 4th softball field at Kiwanis Park in the spring of 2013. The area was cleared for the entire 200' field in preparation for construction of the field.

As a safety feature, netting was installed along the sideline fence at Kiwanis Park to help protect spectators from errant balls. This was completed in November 2012.

G. Friends of the Park Program

Grow the Friends of the Park program to at least 20 volunteers in 2013 to support the operations and maintenance needs in city parks.

To date thirteen people have signed up to be volunteers at the park. Staff continues to advertise this volunteer opportunity at special events, city's website, and by personally talking with guests at the park. Additionally, businesses support the park by providing employee volunteers to perform community service projects including maintenance, cleaning of trails, highway cleanup and working in the Giving Garden.

H. Great City Walks App

Develop a mobile device App for the Great City Walks trail guide during 2013.

The new "Williamsburg Wayfinder" mobile app is available for download via the applicable device app store. The app has been downloaded 968 times since its inception in May 2014.

I. Future of This Century Art Gallery

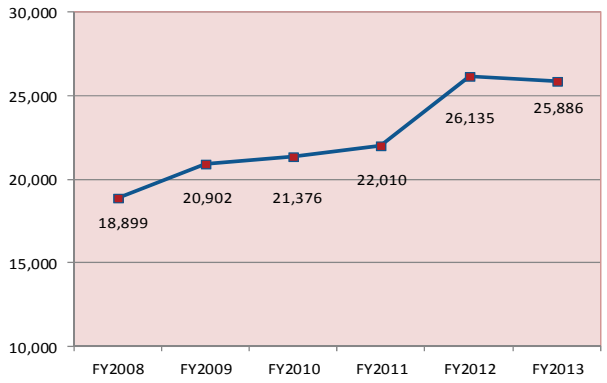
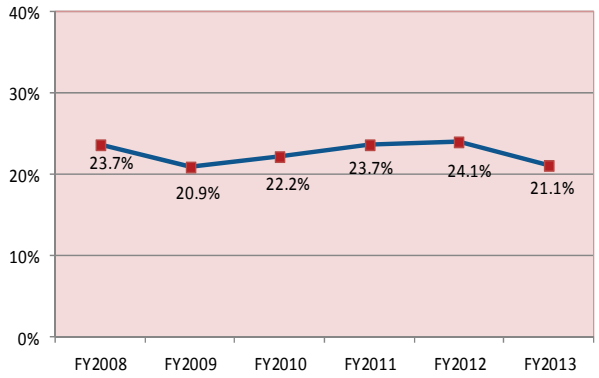
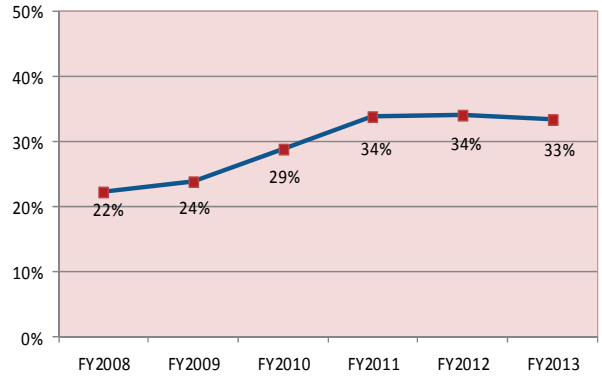
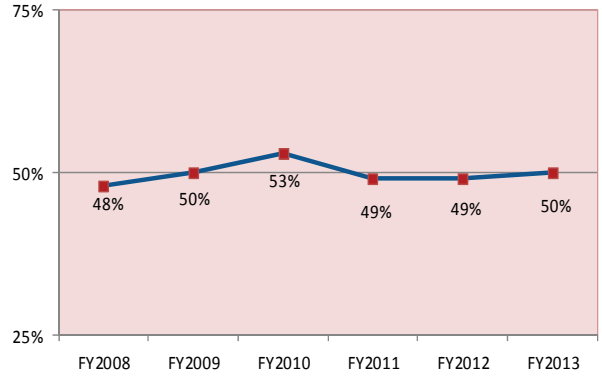
Work with and assist This Century Art Gallery on a future gallery location within the city limits.

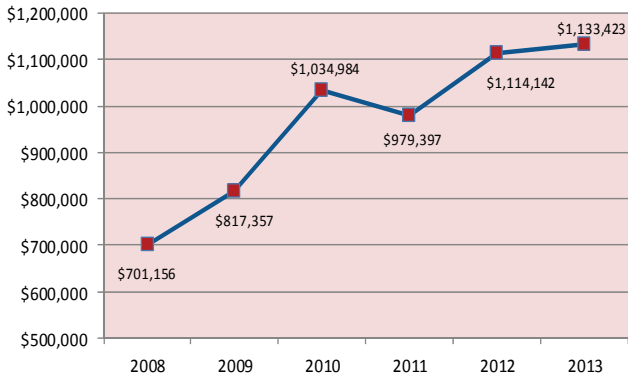
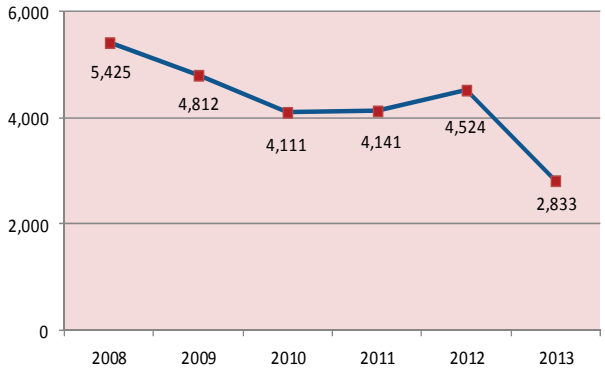
City has entered into an agreement to lease the City Square lot adjoining the Community Building to TCAG for their future gallery.

J. Future of Quarterpath Pool

Decide upon the future of the pool at Quarterpath Recreation Center and take initial steps to implement the decision. Ensure city children have effective opportunities to learn to swim.

Decision was made to permanently close Quarterpath Pool and plans are being made to demolish it in FY15. The City partnered with Williamsburg Community Pool the last two summers to provide two sessions of swimming lessons for kids 3-11 years old; a total of 111 children received swimming lesson instructions, 32 of whom were City residents.

Desired Outcomes	Observed Results	
1. Increase the total number of recreation program participants (consistent with percent of city resident participants and cost recovery goals below).		**Total Number of Participants in all P&R Programs.** Average annual increase over six years: 6.7% *Source: Williamsburg Parks and Recreation
2. Increase the percent of city resident participants in recreation programs relative to total number of participants.		**Percent of Total P&R Program Participants who are City Residents** Average annual decrease over six years: -.5% *Source: Williamsburg Park and Recreation
3. Increase percentage of total Parks and Recreation operating costs covered by user fees.		**Percent of Total P&R Operating Costs Covered by User Fees** Average annual increase over six years: 2.2% *Source: Williamsburg Parks and Recreation
4. Achieve a rate of active library cards held by residents (including William and Mary students) of at least one half of total population.		**Percent of City Population Holding a Valid Library Card** 7191 cards in FY13 *Source: Williamsburg Regional Library

Desired Outcomes	Observed Results	
5. Achieve Williamsburg Farmers Market annual vendor sales of at least $1 million		**Farmers Market Total Sales by Vendors** *Source: Williamsburg Farmers Market
6. Increase attendance at the Virginia Arts Festival's annual "*Festival Williamsburg*" events each year.		**Number of General Public and Students Attending Festival Williamsburg Events** Average annual decrease over six years: -10.7% * 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

Question (Trends Report page number)	Percent Rated Positive * 2008	2010	2012	2014	National Benchmark ** 2014	Trendline 2008 - 2014
Recreational opportunities (p.3)	73%	73%	71%	75%	↔	
City Parks (p.4)	87%	91%	87%	92%	↔	
Recreation programs and classes (p.4)	73%	87%	84%	79%	↔	
Recreation centers and facilities (p.4)	74%	86%	83%	81%	↔	
Public library services (p.4)	91%	94%	94%	93%	↔	
Opportunities to attend cultural activities (p.21)	64%	72%	76%	79%	↑	
Availability of paths and walking trails (p.9)	54%	62%	69%	70%	↔	
Fitness opportunities (p.3)	N/A	N/A	N/A	73%	↔	
Used Williamsburg recreation centers (p.5)	N/A	55%	38%	52%	↔	
Visited a City park (p.5)	N/A	86%	84%	82%	↔	
Used Williamsburg public libraries (p.5)	N/A	84%	82%	74%	↔	

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

*** Legend for National Benchmarks :* ↑↑ *Much Higher* ↑ *Higher* ↔ *Similar* ↓ *Lower* ↓↓ *Much Lower* ** Not Available*

GOAL VII

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.

A. Stormwater Management

Implement requirements of various existing and proposed state and federal stormwater runoff regulations, in 2013 and 2014. Complete annual reports outlining activities by October each year, avoiding if possible, imposition of a stormwater utility tax.

All actions and submittals required of the City to regulatory agencies are up to date. City has revised its E&S ordinance, Stormwater Management ordinance and the City's stormwater management plan.

B. Wastewater Treatment

Meet deadlines in the Virginia Department of Environmental Quality (DEQ) Consent Order during the biennium. Use video inspections of sanitary sewers city wide to find and fix piping and manholes in order to reduce inflow and infiltration (I&I) into the system. Participate in the regional wastewater consolidation study underway which would put the locality sewer systems under one agency - Hampton Roads Sanitation District.

City has made large investments ($400k+) over the past 2 years in addressing the Consent Order to reduce I/I and overflows. This will be an ongoing project as the system continues to age. A full consolidation of the locality sewer systems under HRSD was rejected in favor of a "hybrid" consolidation approach. Under the hybrid plan, localities retain ownership and maintenance of their systems and HRSD will handle major projects to alleviate Sanitary Sewer Overflow's (SSO's) for the region.

C. Drinking Water Conservation

Promote water conservation through community outreach programs and events, such as Hampton Road Water Efficiency Team, Williamsburg Farmers Market, Earth Day events, and public relations activities during the biennium.

PW personnel have been active at Farmers Market and Earth Day events promoting conservation. Personnel have also manned the HR Green Trailer which is a traveling exhibit used in the HR area promoting green practices including water conservation.

D. Drinking Water System

Procure engineering consultant by 2014 to develop plans and specifications for painting of three water tanks. Replace approximately 200 linear feet small diameter galvanized water lines. Work with

new development projects such as Quarterpath at Williamsburg to enhance the water system concurrent with development.

Water division personnel replaced 200+ feet of water line on Capital Landing Road. The Water Tank(s) Painting Project is underway and will be completed in FY15. In conjunction with Quarterpath at Williamsburg development, water system improvements including a new water tank were completed.

E. Extraordinary Environmental Enterprise

Maintain highest level of certification by the Department of Environmental Quality (DEQ) as an "Extraordinary Environmental Enterprise – E4" for the Public Works complex.

PW complex performed all requirements of the E4 program and kept its E4 certified facility designation.

F. Voluntary Residential Refuse Collection

Extend on a voluntary basis curbside refuse collection to at least two additional neighborhoods using distinctive carts with the city seal during the biennium.

Piney Creek has converted to curbside service. Holly Hills and Skipwith Farms will convert to curbside service in fall 2014. All new subdivisions (e.g. Capitol Landing Green, Villages at Quarterpath) are issued city carts for curbside service.

G. Expanded Recycling/Reuse

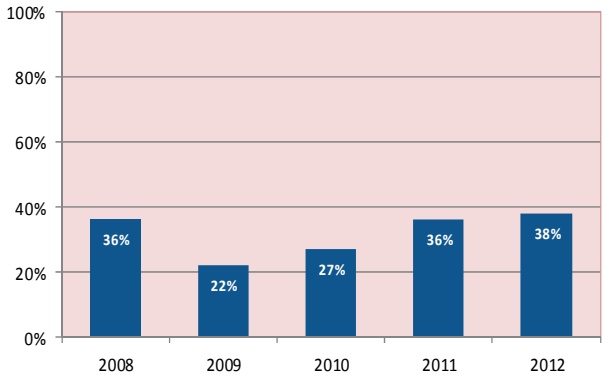
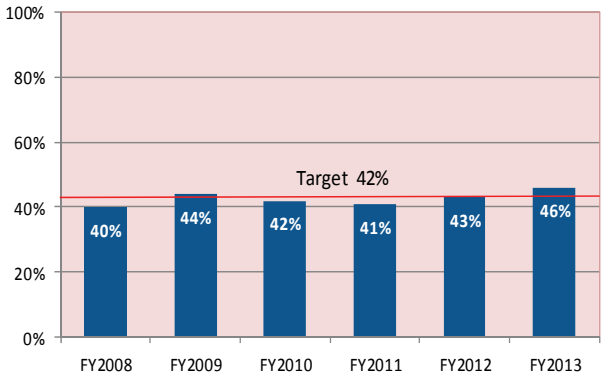
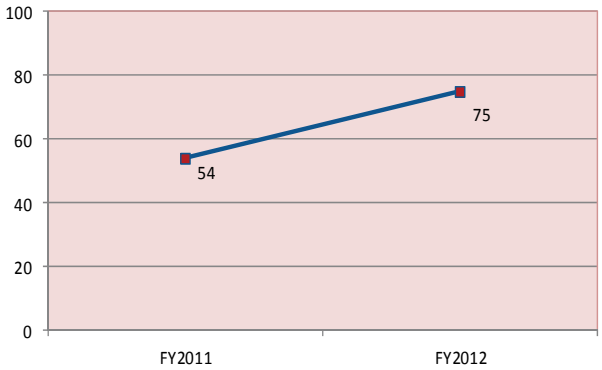
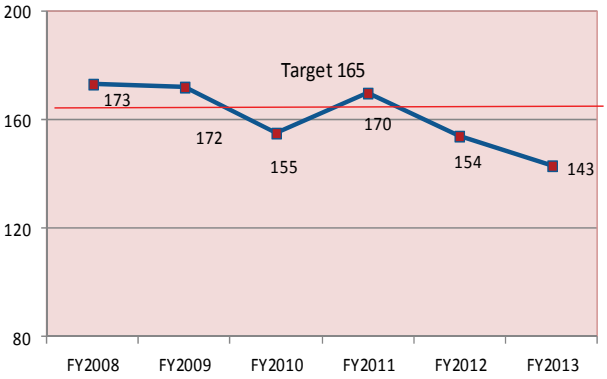
Increase business recycling in the city, specifically in the Merchants Square area. Add more types of plastics to the curbside program, and investigate larger bin options. Work with Virginia Peninsulas Public Service Authority to bid and award new multi-year contract for residential recycling program in FY14. Explore feasibility of holding a "Shred-it" event, which provides residents with a secure mobile paper shredding and document destruction service.

The contract for the next five year period starting July 2014 for recycling services through VPPSA has been awarded to a new vendor and the program has been up and running since July 2014. The new program uses 65 gal. roll-out carts with every other week collection. Smaller or larger carts will be provided upon request. "Shred-it" events were held at the Police Station April, August 2013 and April 2014 in conjunction with the "Drug take Back" event.

H. Waller Mill Watershed

Finalize purchase of two parcels of land in the watershed in 2012 and look for other opportunities to purchase property. Secure a permit from the Virginia Department of Conservation and Recreation to maintain and operate the Waller Mill dam which has been reclassified as a high hazard dam.

Two parcels (Airport Rd/Mooretown Rd area) were purchased. The City was granted an extension on its dam permit. The dam improvements that are required under the new regulations are slated for FY17-18.

Desired Outcomes	Observed Results	
1. Recycle 37.5% of solid waste stream (150% of Virginia's 25% recycling goal).		**Percent of Waste Stream Recycled** **152% of stated goal in 2012** **Calendar Year 2013 Data not available** *Source: Williamsburg Public Works & Utilities.
2. Maintain residential recycling set-out rate of at least 42%		**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.		**Number of Business and Households Participating in Annual "Challenge" Programs** **(Next Challenge will be in FY 14)** *Source: Williamsburg Green Team
4. Conserve drinking water by reducing daily household equivalent consumption below 165 gallons per day.		**Water Consumed in Gallons Per Day Per Equivalent Household Connections** *Source: Williamsburg Public Works & Utilities

Desired Outcomes	Observed Results
5. Maintain certifications of compliance with Federal/State safe drinking water regulations.	**All Federal/State Safe Drinking Water Regulations Met with Full Compliance** *Source: Williamsburg Public Works & Utilities
6. Maintain certifications of compliance with Federal/State "Clean Water" regulations.	**Chesapeake Bay Protection Act (DNR-2011)** **Erosion & Sediment Law (DNR-2009)** **Stormwater Discharge MS-4 Permit** *Source: Williamsburg Public Works & Utilities
7. Maintain recertification of the Public Works Department as an "Extraordinary Environmental Enterprise" (E4)	**Department of Environmental Quality E-4 Program (DEQ - 2012)** *Source: Williamsburg Public Works & Utilities

Build an evermore sustainable and healthy city pursuing multiple strategies for conservation and restoration, and providing esssential environmental services related to drinking water, waste water, stormwater and solid waste.

National Citizen Survey Results

Question (Trends Report page number)	Percent Rated Positive * 2008	2010	2012	2014	National Benchmark ** 2014	Trendline 2008 - 2014
Sewer services (p.4)	86%	82%	88%	87%	↔	
Drinking water (p.4)	64%	73%	73%	78%	↔	
Storm drainage (p.4)	67%	70%	72%	67%	↔	
Yard waste pick-up (p.4)	80%	76%	82%	78%	↔	
Recycling (p.4)	74%	80%	81%	71%	↔	
Garbage collection (p.4)	91%	79%	90%	87%	↔	
Open space (p.4)	N/A	N/A	N/A	67%	↔	
Utility billing (p.4)	N/A	N/A	N/A	76%	↔	
Conserved water (p.5)	N/A	N/A	N/A	83%	↔	
Made home more energy efficient (p.5)	N/A	N/A	N/A	74%	↔	
Recycled at home (p.5)	N/A	81%	86%	86%	↔	

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

*** Legend for National Benchmarks :* ↑↑ *Much Higher* ↑ *Higher* ↔ *Similar* ↓ *Lower* ↓↓ *Much Lower* ** Not Available*

GOAL VIII
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.

A. Stryker Center – City/Library Partnership

Replace the 1967 Stryker Building with a facility to include a City Council chamber and conference room, community gallery/exhibit space, public meeting rooms, music and entertainment and Library administrative space. Technology for video production and origination, educational and cultural programming, film screen, and all kinds of community meetings and activities, would be shared by the City and Library. Open the new facility by the end of 2014 as the next major addition to the "City Square" municipal center.

City Council approved an Interim Agreement with Daniel & Company, in association with Stemann-Pease Architecture for development of the Stryker Center in February 2014. Final architectural plans were approved by the ARB in July 2014. Planning Commission is scheduled to review the final site plan in August 2014. The Comprehensive Agreement is scheduled for Council adoption in September 2014. Project completion is now anticipate in October 2015.

B. Community Engagement

Enhance volunteerism and citizen engagement. Specific ideas include more effective on-line recruiting of citizens to serve on Boards and Commissions, and launching "Friends of the Park" (See Goal VI: Recreation and Culture). Adopt a statement of expectations based citizen input by June 2013 for neighborly behavior called "Customs and Courtesies," which becomes a widely recognized and respected code of conduct, but without the force of law.

"Neighborhood Courtesies" is completed and is included in City resident and neighborhood documents.

C. Neighborhood Relations Committee

Support the work of the Neighborhood Relations Community (composed of city, college, student, resident and landlord representation) to build partnerships and resolve problems in neighborhoods near the College to continue progress in town/gown relations over the biennium.

NRC met four times during the 2013/14 school year. Topics last year included primarily parking and noise complaints. A new school year is about to begin with several hundred welcome letters being mailed to rental properties adjacent to campus along with a Student Rental Guide outlining basic City Services for living in a dwelling off-campus.

D. Employee Succession

Prepare and act during the upcoming biennium to replace key city staff members upon their projected retirement to perpetuate excellence in the city workforce and uphold responsive and effective city services.

City Council members have been briefed on staff succession planning and development of future leaders. Processes for training and development, promotion, recruitment, selection, hiring and orientation are either in place or available to meet the need.

E. Performance Management System

Expand the use of automated, individual performance dashboards to at least two-thirds of city employees by the end of the biennium, and incorporate dashboard measures in to city budget and goal setting document. Expand number and usefulness of "public dashboards." Retain ICMA "Certificate of Excellence" from the Center for Performance Measurement.

Over 50% of staff has been trained in the use of the City's dashboards. FY 2014 budget document included expanded Desired Outcomes and Results. Department-specific graphs as benchmark measures are incorporated in the FY 2015 budget. Training continues with the next iteration of Dashboards which provides additional options in terms of display and manipulation of data. The City received its third "Certificate of Excellence" from the Center for Performance Measurement in July 2014.

Finance and IT Directors are members of the software evaluation committee for ICMA Center for Performance Analytics (formerly the Center for Performance Measurement). The City will continue working with this national program which will enable staff to explore key metrics on a broader scale than in the past, using advanced analytical tools and data visualization technology.

F. Employee Health & Wellness

Take the City's recently adopted Health & Wellness Program to the next level and demonstrate outcomes and degree of effectiveness. Find ways to connect the in-house program to community initiatives to encourage healthy lifestyles.

Summer management intern started this effort by researching best practices for connecting wellness programs and health insurance cost containment. City staff has also met with a Benefits Consultant to learn about possible next stops in this effort.

G. Leadership Philosophy

Enable and encourage a workplace culture where all employees take increasing personal and joint ownership for the effectiveness of city government and for outcomes in the community. Adopt a formal "leadership philosophy" statement and take steps to infuse it into the city organization at all levels during the biennium.

Leadership Philosophy statement adopted fall 2012 and included in the spring 2013 QUEST presentation. The Statement reads:

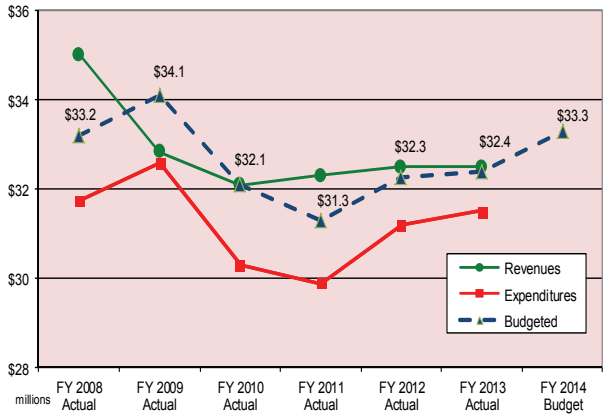
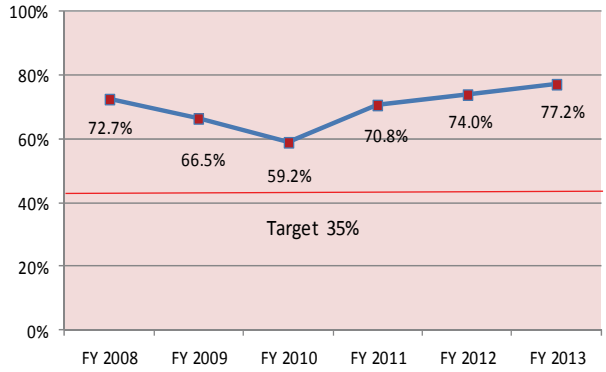
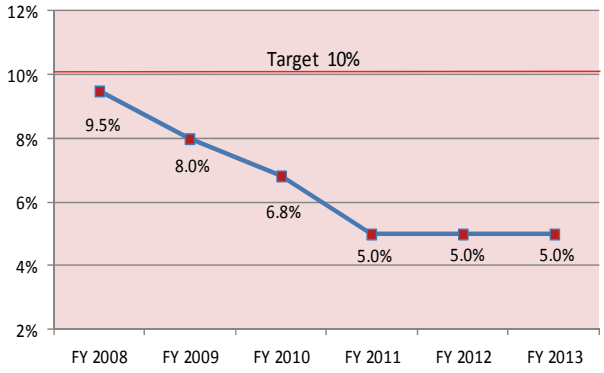
We, the employees of the City of Williamsburg, agree that leadership is a shared responsibility of all employees. We are motivated by knowing that the work we do is essential to the wellbeing and success of the Williamsburg community.

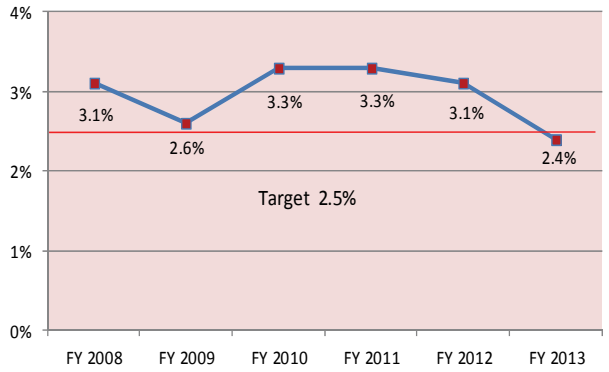
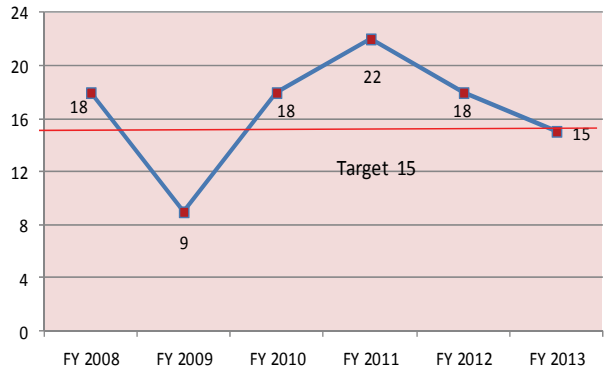
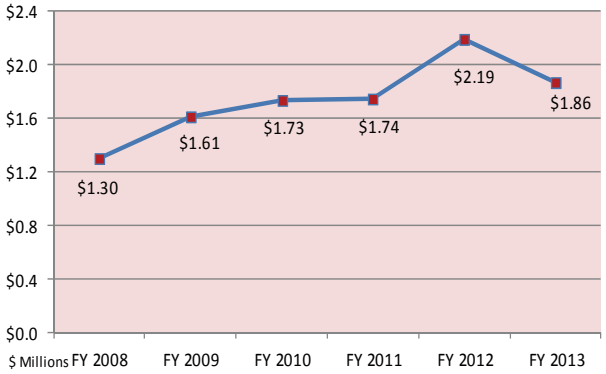
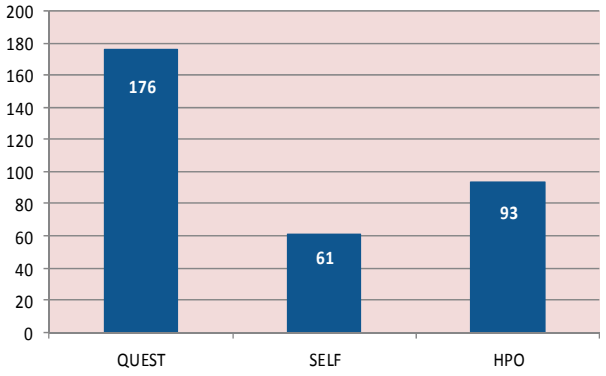
We will:

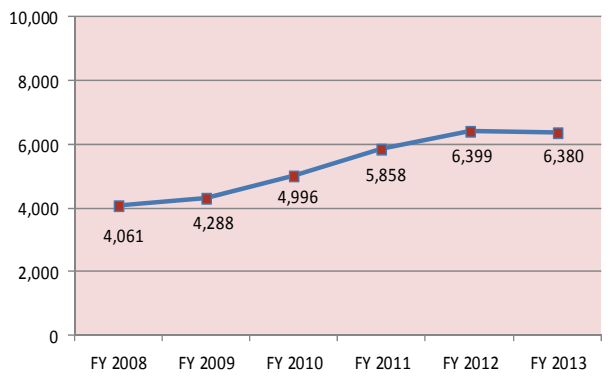
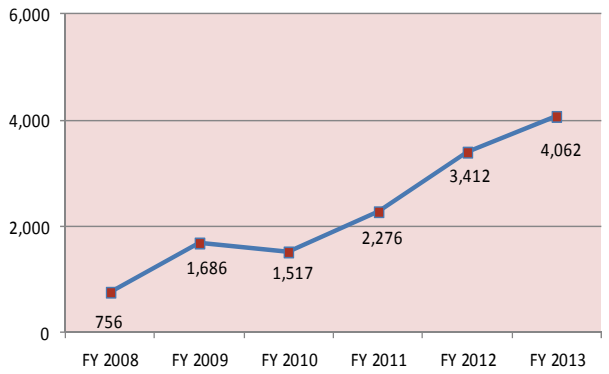
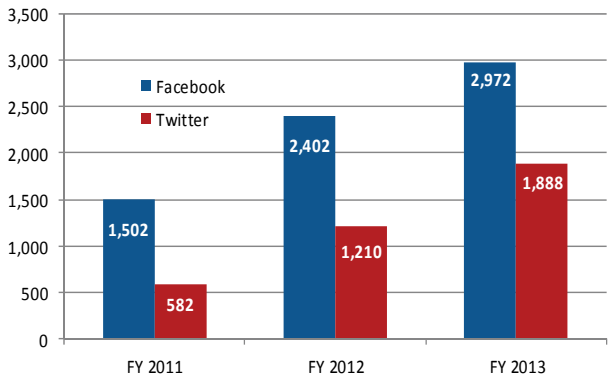
- *Communicate openly in all directions*
- *Collaborate in decision making*
- *Encourage creativity and innovation*
- *Value our diversity*

Together, through mutual respect and trust, we will fulfill the City's Vision.

GOAL VIII: Citizen Engagement/City Governance OUTCOMES

Desired Outcomes	Observed Results	
1. Exceed budget expectations by having operating revenues exceed operating expenditures each year.		**Annual Operating Revenues Compared to Budget and to Actual Expenditures** *Source: Williamsburg Finance Department
2. Maintain sound fiscal health by exceeding city's 35% operating reserve policy.		**Percent of Unreserved General Fund Balance Compared to the Amount of the Annual Operating Revenues** *Source: Williamsburg Finance Department
3. Retain certifications in financial reporting, budget presentation, and performance measurement.		*Source: Williamsburg Finance Department
4. Maintain annual Employee Turnover Rate of 10% or less of the permanent workforce.		**Percent of City Employees who Resign or Retire or Otherwise Terminate Employment** *Source: Williamsburg Human Resources

Desired Outcomes	Observed Results	
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 5% annual growth rate.		**Amount of Health Insurance Claims Paid by the City** Increase between FY 08 and FY 13 was at an annual rate of 8.6% *Source: Williamsburg Human Resources
8. Accomplish employee training as a percent of all employees: QUEST Employee Orientation (100%), SELF Supervisory training (30%), and High Performance Organization training (65%).		**Number of Employees Completing Training** QUEST: 94% completed SELF: 32% completed HPO: 49% completed *Source: Williamsburg Human Resources

Desired Outcomes	Observed Results	
9. Increase the use of online transactions between citizens and city by at least 5% annually.		**Number of Online Transactions via Williamsburgva.gov** Average annual increase over six years: 10% *Source: Williamsburg Information Technology
10. Increase the number of citizens who receive "E-notify" email notices of city events and information.		**Number of Citizens Signed Up to Receive Email Notices through "E-notify"** Average annual increase over six years: 46% *Source: Williamsburg Information Technology
11. Increase use of social media as a means of disseminating public information.		**Number of City Facebook Fans and Twitter Followers** Facebook up: 98% Twitter up: 224% *Source: Williamsburg Communications Specialist

GOAL VIII: Citizen Engagement/City Governance OUTCOMES

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National Citizen Survey Results

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

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*** Legend for National Benchmarks :* ↑↑ *Much Higher* ↑ *Higher* ↔ *Similar* ↓ *Lower* ↓↓ *Much Lower* ** Not Available*

GOAL VIII: Citizen Engagement/City Governance OUTCOMES

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National Citizen Survey Results

Question (Trends Report page number)	Percent Rated Positive * 2008	2010	2012	2014	National Benchmark ** 2014	Trendline 2008 - 2014
Neighborliness of residents in Williamsburg (p.3)	N/A	N/A	N/A	69%	↔	
Special Events (p.4)	N/A	N/A	N/A	71%	↔	
Attended a City-sponsored event (p.6)	N/A	N/A	N/A	55%	↔	
Contacted Williamsburg elected official (p.6)	N/A	N/A	N/A	14%	↔	
Volunteered (p.6)	N/A	52%	57%	51%	↔	
Talked to or visited with neighbors (p.6)	N/A	N/A	N/A	90%	↔	
Done a favor for a neighbor (p.6)	N/A	N/A	N/A	80%	↔	
Attended a local meeting (p.6)	N/A	29%	23%	20%	↔	
Watched a local public meeting (p.6)	N/A	41%	36%	22%	↓	
Read or watched local news (p.6)	N/A	N/A	85%	85%	↔	
Voted in local elections (p.6)	N/A	74%	71%	85%	↔	

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