

**WILLIAMSBURG CITY COUNCIL
WORK SESSION
SEPTEMBER 7, 2010**

The Williamsburg City Council held a work session on Tuesday, September 7, 2010, at 4:00 p.m. in the City Council Chambers of the Stryker Building, 412 N. Boundary Street, Williamsburg, Virginia. The date of the Work Session had been changed from Monday September 6 to Tuesday, September 7 due to the Labor Day holiday.

CALL TO ORDER

Mayor Clyde Haulman called the meeting to order.

ATTENDANCE

Present in addition to Mr. Haulman were Vice-Mayor Paul Freiling, Council members Ms. Judith N. Knudson and Messrs. D. Scott Foster, Jr. and Douglas Pons. Also present were City Manager Jack Tuttle, City Attorney Christina Shelton and Council Clerk Donna Scott.

Staff Attending: Assistant City Manager Jodi Miller, Economic Development Director Michele DeWitt, Communication Specialist Kate Hoving, Planning Director Reed Nester, Finance Director Phil Serra and Police Chief Dave Sloggie.

MATTERS OF SPECIAL PRIVILEGE

Highland Park Community Reunion

Representing the residents, **Gloria Parker** presented a brief history of the Highland Park community adding this year marks their 68th anniversary. She noted that although she currently does not live in Highland Park, she was born and grew up there and has family still living there. Ms. Parker said more than 500 people attended the reunion and speakers included Colonial Williamsburg Foundation President Colin Campbell and City of Williamsburg Mayor Clyde Haulman. She added that Mayor Haulman was with the group all day Saturday, July 17 and on behalf of the Highland Park Community, presented Mayor Haulman with a certificate of appreciation, for his dedication, commitment and community service. Ms. Parker also read a letter of thank you to Mayor Haulman for his support and warm welcome and stated that his presence helped make the celebration a success.

Mayor Haulman thanked Ms. Parker noting Highland Park is a unique community and neighborhood in Williamsburg and is very special to all of us. He said it was a terrific reunion, including the good food and music; it was an affirmation of Highland Park as a terrific community.

ITEMS FOR CITY COUNCIL MEETING OF SEPTEMBER 9, 2010

Public Comment

Mayor Haulman invited public comment on items on the agenda for Thursday's Council meeting or for comments on any topic.

There being no comment the Public Comment portion of the meeting was closed.

Council Preview

Mayor Haulman confirmed that Council members have all the information they need regarding items on the agenda for the regular Council meeting on Thursday.

BACKGROUND PRESENTATIONS/DISCUSSIONS

Performance Measurement “Dashboards”

Mr. Tuttle asked Information Technology (IT) Director, **Mark Barham**, to present a model of the performance measurement dashboards. Mr. Tuttle noted that Finance Director Phil Serra is the coordinator of performance management and ensures that all pertinent information is entered. Once the information is entered, Mr. Barham and the IT department staff take care of the technology piece.

Mr. Barham stated that the dashboard concept is to provide a quick snapshot of the status of any number of topics; several hundred if desired. Performance measurement demonstrates how we are doing in regard to the adopted Goals, Initiatives and Outcomes and at a staff level, it looks at the operations in individual departments, the status in regard to the annual budget and the City’s Vision Statement. Many indicators allow trends in the different departments to be observed and to give staff the needed information to do a job better. It is web-based and anyone with the necessary credentials can log into it.

Mr. Barham explained that the dashboards permit one to see data in a chosen format; for example, graphs, bar charts, line graphs. The data depicted is the most up to date and allows staff to make better informed decisions. He added that there are established thresholds that provide a visual indicator of the current status of a particular issue, such as a “caution” issued when a department’s expenditures in a certain budget line item reach a specified level, and a “stop” message issued at a more advanced level.

Mr. Barham concluded his presentation by stating that staff is continuing to work on formulating metrics that will be eye catching and assist in better management.

Mayor Haulman thanked Mr. Barham for the very interesting and informative presentation. Mr. Freiling asked if the data received, and noted as those areas to pay particular attention to, from the Williamsburg National Citizen Survey presented by Ms. Miller at last month’s meeting, is being incorporated in the dashboards. Mr. Tuttle responded that this is up to each department manager, and the key for all departments is to reveal what the critical indicators are that their particular department can use to improve. Employees at all levels are encouraged to identify the drivers for their department’s particular responsibilities, share their ideas for pertinent dashboards and encourage new ways to use the tool.

In response to Mr. Freiling’s question, Mr. Barham said five data base systems are directly drawn from for the dashboard information; the data does not need to be moved. Mr. Freiling responded that it is remarkable that it can pick up data, no reentry is required and no duplication of effort. Mr. Freiling added that he is completely impressed. Mr. Pons agreed adding that he is glad to see the City developing these perimeters for these types of measurables; it certainly doesn’t leave much room for employee error. Residents should feel comfortable knowing things are being watched. Ms. Knudson remarked that we might see another article about the City’s innovative technology in national magazines such as USA Today. (Council’s recent switch from paper agendas to the use of iPads was picked

up by a number of national media.) Mr. Foster asked if it might be possible for an employee to have a tab that would enable him to track such things as his retirement and insurance. Mr. Barham responded that the limitation of this system is defined by data accessibility. If it is a system IT can have access to and run queries against, it can be pulled in and displayed as desired.

Mayor Haulman noted that this system is taking a fair amount of investment both from IT and from staff across the board and we're just at the beginning stages. It's important to understand that the investment is important in the long run because as the system matures and people get used to working with it, it will give us a much quicker way to obtain status reports. We may be taking baby steps initially, but eventually will be able to run a marathon. Mayor Haulman asked what perimeters are going to be used in determining who will have access to the dashboards. Mr. Tuttle responded that currently there is nothing in the data that anyone, City employees and members of the public, cannot get to; there are no layers of security at this point. However, there could be a need for limited access in the future if personnel matters are included. Mr. Barham added that the ability to limit access is in place, we just aren't using it at this time.

Mayor Haulman thanked both Mr. Tuttle and Mr. Barham for the presentation.

Vision Hampton Roads

Mr. Tuttle introduced **Dana Dickens**, Hampton Roads Partnership President and CEO. Mr. Dickens remarked that the report on dashboards was very impressive and he has not seen anything like it in other localities.

Mr. Dickens stated that on May 6 there was a Regional Day when a "Declaration of Interdependence" was signed by the Governor and all the jurisdictions in Hampton Roads. He presented Mayor Haulman with a copy of the Declaration noting that it represents our recognition that our economic competition is not with our sister cities and counties, but with the regions outside our region. It acknowledges that what happens in one jurisdiction affects all of us in the region via the "ripple effect."

On the Regional Day, the Vision Hampton Roads document was also presented. Vision Hampton Roads is a 140 page document that is a comprehensive economic development strategy, and can be viewed in its entirety at www.VisionHamptonRoads.com. The document was written by a group of Council members from around the region and recognizes that working together and not competing among one another will result in a stronger position.

Discussion followed with Council members given an opportunity to critique the document and offer ideas.

Mr. Dickens said we have a very stable economy and the good news is the economy of Hampton Roads has fared well region wide. He identified three major economic drivers and said if the three are added together he believes it would represent 75% of the economy of Hampton Roads. The three major drivers are:

- Largest is the military and federal spending....45% of the economy of Hampton Roads is tied-in to these areas.
- Port of Virginia is not only the second largest driver of the Hampton Roads economy, but also has a huge impact on the Commonwealth of Virginia, generating over 350,000 jobs around the Commonwealth and over a billion dollars in tax revenue. Mr. Dickens added that it's due to become an even larger driver of our economy because as the Suez Canal is enlarged, larger ships are coming into our ports on the east coast, and the Port of Hampton Roads is best suited to accommodate those larger ships.
- Tourism Arts and Culture Industry.

Mr. Dickens noted that the three drivers have allowed us to feel comfortable, but because the three major drivers are supplying 75% of our economy, it also makes us very vulnerable. Part of the strategy is to develop a fourth driver in order to diversify the economy of Hampton Roads. He added that although we would like to see the three drivers stay the same, it is clear they will not, especially in military and federal spending. For example, Mr. Dickens said the disestablishment of the Joint Forces Command would impact approximately 10,000 jobs, over a billion dollars to our economy, and more importantly, the bedrock of the modeling and simulation industry. He said this industry is becoming a very positive factor in Hampton Roads with its \$83,000 per year jobs and growth at about twice the rate of anything else in Hampton Roads.

Mr. Dickens stated that after a number of people around Hampton Roads looked at the issues, they came up with a number of items that will help us diversify our economy. They also looked at the existing three major drivers and put together some goals and objectives that help keep them as strong as possible. He noted a lot of help in the tourism area came from people in Williamsburg, including Bob Harris, Robert Schreiber & Bob Hershberger from the Chamber of Commerce, John Riley at Busch Gardens and Mark Duncan at Colonial Williamsburg; he thanked all who participated.

Mr. Dickens said that one of the objectives identified is to make Hampton Roads a year-round destination and to develop a brand identity and diversity. Another strategy is to attract economic investment to Hampton Roads for enhancing our tourism, arts and culture. Sustainable regional tourism and funding to support it, as well as transportation was talked about. He noted several areas of great opportunity such as the development of coastal energy using port wind and the use of algae as a source of energy, the use of robotics in unmanned flight vehicles and robots for use in the military to disarm IEDs (Improvised Explosive Device) and for underwater surveillance.

Mr. Dickens asked that Council and City staff review the document and see where Williamsburg's strategy fits. He said the region will be stronger if we develop a broad brushed strategy rather than focusing on ours alone. He asked that as Council develops or

revisits their strategies, to be mindful of opportunities where we can all be addressing the same issues.

Mayor Haulman thanked Mr. Dickens and noted that Council is in the process of putting together the Goals, Initiatives and Outcomes and will keep in mind the broader regional focus during the process.

Noting that building cooperation among the jurisdictions probably resulted in few issues that all didn't agree with, Mr. Freiling asked how it was handled when one arose that didn't reach consensus. Mr. Dickens responded that the only issue that he could think of that was not addressed was off-shore oil and gas drilling. They decided not to address it because it was such a long-term opportunity and our opportunities were more in off-shore wind energy. Disagreement is not usually found in the "broad-brush" items. Mr. Dickens confirmed Mr. Freiling's summarization that what Council will be doing is finding those things we can do better together.

Mr. Dickens noted that the production of the Vision Hampton Roads document began with the requirement for such a report for jurisdictions to be eligible to receive federal economic development grants. Mr. Pons commended Mr. Dickens on his ability to gather all the representatives from the jurisdictions together. The notion of competing externally and cooperating internally is not new to the City of Williamsburg; and asked how they were able to get all the municipalities to agree on detailed issues. Mr. Dickens said everyone is still working on their own strategies and their own plans, but it's also recognized that there is a broader picture, and added strength for our causes will be the result of interdependence.

Mr. Knudson thanked Mr. Dickens for his presentation. She said it's her understanding that what is being called "Hampton Roads" does not include New Kent or Charles City, and asked if there is a reason for that. Mr. Dickens responded that the boundaries are the federal metropolitan statistical area, and Mr. Tuttle added that this is also the boundaries used by the Planning District as well as several others.

Mr. Haulman asked Mr. Dickens to explain the role the Partnership has played in the Joint Forces Command since they have been very involved with the decision whether to close it. He also asked that Mr. Dickens address what they think is beyond the closing. Mr. Dickens responded that the JFCOM is the opportunity to conduct war games without the tanks and the planes, etc. He said a lot that goes on in the JFCOM, is not duplicated anywhere else in the world and a lot of the practices get modeled here before they are taken to places like Afghanistan.

Although JFCOM is a four-star command, it doesn't have the support of the four other forces and is an easy mark. The Secretary of Defense has suggested that it be disestablished, with big savings; however, it is a very important technology for Hampton Roads. It has started an industry that is built around the modeling and simulation technology and one of the objectives is to take that technology out of the Department of Defense into the medical arena. He noted that the biggest cause of death in hospitals is mistakes and up until recently doctors were trained using live models.

Another opportunity to use this technology is in the transportation area for use in “what if” situations. He added that this industry has great growth potential in Hampton Roads. He said the proposal is to totally disestablish and terminate the Command, but the other end of the spectrum is that we can defeat that proposal and JFCOM would look exactly the same a year from now. They think it will end up in the middle, hopefully on the more positive side. He said that clearly there is some fat there, but also some very positive and necessary things. We’re supporting trying to find what is important and keep that. He added that having all the cities and counties in Hampton Roads supporting the resolution would be very beneficial.

Mr. Freiling noted that aside from the medical arena focus, the opportunity to have combat simulation provides the potential to save the lives of many military personnel. Mr. Dickens confirmed this statement and said he talked recently with a Four-Star Admiral who said we kill an extraordinary number of our own troops with friendly fire. Mr. Freiling said the training opportunities the JFCOM facility offers and the ability to save the lives of our military personnel through this training, offers a much more compelling argument for the facility’s continuation than the economic argument. Mr. Dickens noted that although the Partnership has no authority, they can help provide the big picture and encourage the individual jurisdictions to recognize the value of interdependency.

Mayor Haulman thanked Mr. Dickens for the Declaration of Interdependence and for his leadership in the Hampton Roads Partnership.

CITY COUNCIL COMMUNICATIONS

School Division Search for Superintendent

Serving as Council representative on the School Liaison Committee, Mr. Pons said that although it’s not a function of the Committee, he encouraged everyone to fill out the survey regarding what we are looking for in the next Williamsburg/James City County School Division Superintendent. It was noted that the survey can be found on the School Division’s website.

Williamsburg Redevelopment & Housing Authority

Ms. Knudson, serving as City Council representative on the Williamsburg Redevelopment & Housing Authority (WRHA), reported a decrease in funding from Housing & Urban Development (HUD), as well as a decrease in rent payments since rents are tied to jobs and many of the residents in City housing don’t have jobs. She added that this is going to be a continuing problem with our public housing and the Housing Authority. Ms. Knudson reported the WRHA is looking at a number of issues and have done a really good job. There’s been some staff reorganization and they are working much more closely with the City to consolidate services.

Mayor Haulman said the City and the Housing Authority need to meet jointly to discuss the future; the writing is on the wall from HUD and it’s going to be a challenge for both the Housing Authority and the City.

Neighborhood Relations Committee

Mr. Freiling thanked Mayor Haulman, College of William & Mary President Reveley and the Neighborhood Relations Committee for a very productive conversation last week, August 30. He said this constructive tone is what's going to be necessary to move us forward and he looks forward to doing what we can to support those efforts. Mayor Haulman added it set an important tone that every City Council member was there as well as President Reveley. He said the engagement by the College with the community will stand us well as we move forward, and agreed with Mr. Freiling that it was a very productive meeting and thanked everyone who participated, particularly the Neighborhood Relations Committee.

SCHEDULE OF MEETINGS: SEPTEMBER 2010

Mayor Haulman noted the City Calendar for the month of September which Council members received in their meeting packets.

Mr. Tuttle noted the Goals Community Workshop to be held on Wednesday, September 15 at 7:00 p.m. in the Community Building at 401 North Boundary Street. Mayor Haulman invited attendance by anyone interested in the City of Williamsburg's future. In response to Mr. Pons' question, it was clarified that all citizens are invited, residents and businesses.

Mayor Haulman noted the City Council & EDA met in work session this morning and Council will meet with the Planning Commission on Thursday, September 16 at 4:00 p.m. The topic for discussion will be the refinement of the statement of Goals, Initiatives, and Outcomes. Every citizen is encouraged to attend.

OPEN FORUM

Mayor Haulman opened the Open Forum portion of the meeting inviting comments on any topic.

There being no comment the Open Forum was closed.

CLOSED SESSION

At 5:22 p.m. Mr. Freiling moved that City Council go into Closed Session pursuant to Section 2.2-3711 of the Code of Virginia for the purpose of discussing one personnel matter concerning appointments, per subparagraph 1. The motion was seconded by Ms. Knudson and carried by roll call vote of 5-0.

Recorded Vote on the Motion:

Aye: Knudson, Pons, Haulman, Freiling, Foster

Nay: None

The Mayor called for a five-minute recess prior to going into Closed Session.

OPEN SESSION

At 5:50 p.m. Council again met in Open Session for certification of the closed meeting.

CERTIFICATION OF CLOSED MEETING

Date: September 7, 2010

Mr. Freiling moved to approve the certification of a closed session pursuant to Section 2.2-3712 of the Code of Virginia. Ms. Knudson seconded the motion which carried by roll call vote of 5-0.

WHEREAS, the City Council of the City of Williamsburg has convened a closed meeting on this date pursuant to an affirmative recorded vote and in accordance with the provisions of The Virginia Freedom of Information Act; and

WHEREAS, Section 2.2-3712 of the Code of Virginia requires a certification by the Committee that such meeting was conducted in conformity with Virginia Law.

NOW, THEREFORE, BE IT RESOLVED that the City Council of Williamsburg hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed meeting to which this certification resolution applies, and (ii) only such public business matters as were identified in the motion convening the closed session were heard, discussed or considered by the City of Williamsburg.

Recorded Vote on the Motion:

Aye: Knudson, Pons, Haulman, Freiling, Foster

Nay: None

Absent During Vote: None

Absent During Meeting: None

There being no additional business, the City Council meeting of September 7, 2010 was adjourned by unanimous roll call vote at 5:55 p.m.

Approved: October 14, 2010

Clyde A. Haulman, Mayor

Donna F. Scott, City Council Clerk