

**Clyde A. Haulman, Mayor
Paul T. Freiling, Vice-Mayor
Judith N. Knudson
D. Scott Foster
Douglas G. Pons**

**November 8, 2010
Monday
7:00 p.m.
Stryker Building
412 N. Boundary St.**

**CITY COUNCIL
CITY OF WILLIAMSBURG
WORK SESSION
AGENDA**

- 1. Roll Call**
- 2. Items for City Council Meeting of November 12, 2010**
 - A. Public Comment
 - B. Council Preview
- 3. Matters of Special Privilege**
 - A. Williamsburg Regional Library Five Star Award Recognition, Resolution #10-13
- 4. Background Presentations/Discussion**
 - A. Virginia Arts Festival 2010 Season Review, Scott Jackson, General Manager
 - B. Draft 2011/2012 Biennial Goals, Initiatives, and Outcomes
- 5. City Council Communications**
- 6. Schedule of Meetings: November 2010**
- 7. Open Forum**

The City Council invites public comment on any subject during "Open Forum." To speak, fill out a Speaker's Card (available at the door) and give it to the Clerk of Council. Please direct all comments to the Chair, limited to 3 minutes. Thank you.



RESOLUTION #10-13

A RESOLUTION HONORING THE WILLIAMSBURG REGIONAL LIBRARY ON THE OCCASION OF THEIR THIRD CONSECUTIVE FIVE-STAR RATING

WHEREAS, the Williamsburg Regional Library was awarded a rating of five out of five stars and named a "Star Library" by the Library Journal Index of Public Library Service in its 2010 America's Star Libraries report; and

WHEREAS, only 258 of the 7,407 rated libraries were awarded "star" status, and only 85 of the 258 received a five-star rating; and

WHEREAS, the Williamsburg Regional Library was the only five-star recipient in the Commonwealth of Virginia; and

WHEREAS, the ratings are calculated based on four per-capita criteria, including library visits, circulation, program attendance and public internet computer use; and

WHEREAS, the Williamsburg Regional Library achieved exceptionally high per-capita rankings; 1st in Program Attendance, and was among the top 25 in Circulation and Internet Usage; and

WHEREAS, this marks the third consecutive year that the Williamsburg Regional Library has received a five-star rating.

NOW, THEREFORE, BE IT RESOLVED THAT: The City Council of the City of Williamsburg, Virginia, congratulates the Williamsburg Regional Library for its prestigious national recognition for excellence and for its continued commitment to our community.

November 12, 2010

Clyde A. Haulman
Mayor

Biennial Goals, Initiatives and Outcomes

I. Community Engagement

Engage the people who live, work and visit here in a fuller community partnership – communicating, planning, implementing, governing – to fulfill Williamsburg’s vision for the future.

Comprehensive Plan Update and Interjurisdictional Coordination

Begin the 2012 Williamsburg Comprehensive Plan update process by October 2011. Coordinate the plan update with James City County and York County, for substantial completion by December 2012. Strive to offer a common plan format and a joint public participation process, coordinated by the Regional Issues Committee.

Citizen Communications Strategic Plan

Develop and implement a Communications Strategic Plan by June 2011, which expands access to public information, reinforces transparency of city operations and services, and encourages citizen involvement in governance.

Increase citizens’ use of city’s e-notification system to 500 participants.

City/College (Town/Gown) Relations

Support the work of the Neighborhood Relations Committee which brings together representatives of the College, City, students, landlords, neighborhood residents to strengthen and sustain improved community relations.

Join the International Town & Gown Association (ITGA) with the College of William and Mary to guide and encourage new town/gown initiatives.

Stryker Center – City/Library Partnership

Explore and advance the concept of a partnership between the City and the Williamsburg Regional Library to replace the existing Stryker Building to meet the city’s governmental needs, and to satisfy unmet demands for civic and community activity space and expanded access to digital and cultural services of the Library. This is the next step in development of the “City Square” municipal center.

The Center could include such features as a City Council chamber and conference room, voter registration, permanent and changing exhibit/gallery, and reception space – all shared with Library uses, such as, educational and arts programming, video production and origination, film screening, and diverse community meeting and activities...A place where citizens interact easily with government and one another.

Communications Franchises

Negotiate a renewal of the telecommunication's franchises with Verizon and Cox Communications during the biennium.

Voter Rights Pre-Clearance

Submit an application to the U.S. Department of Justice and petition the Federal District Court to allow Williamsburg to be exempted from the preclearance process for changing voting and polling locations.

City Council Meeting Time of Day

Move City Council Work Sessions from 4:00 p.m. to 7:00 p.m. on Mondays for a six month trial. Evaluate in April 2011.

OUTCOMES

KEY OUTCOME MEASURES

Desired Outcomes	Observed Results
Increase the number of website visits by 5% each year.	Website Visits: Change: FY 09 – 237,969 - FY 10 – 257,394 8.2% *Source: Williamsburg IT Office
Increase the number of online transactions by 5% each year.	Online transactions: Change: FY 06 – 2,829 - FY 07 – 3,369 19.1% FY 08 – 4,061 20.5% FY 09 – 4,288 5.6% FY 10 – 4,996 16.5% *Source: Williamsburg IT Office
Increase the number of citizens signed up for "E-notify" by 3% each year.	Citizens signed up: Change: FY 08 – 756 - FY 09 – 1,686 123.0% FY 10 – 1,517 - 10.0% *Source: Williamsburg IT Office
Increase the number of press releases sent out and picked up by media.	Releases Sent Releases Picked Up FY 10 – 63 FY 10 – 109 *Source: Communications Specialist
Increase the use social media as a tool for public information dissemination.	Facebook Fans: Twitter Followers: YTD – 1,185 YTD – 239 *Source: Communications Specialist
Track attendance at City Council meetings to monitor community engagement.	Work Sessions Meetings *Source: Clerk of Council

Track participation in Neighborhood Council of Williamsburg to monitor community engagement.	*Source: NCW
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CITIZEN RATINGS OF OUTCOMES FROM 2008 AND 2010 NATIONAL CITIZEN SURVEY

Measure	Percent Rated “Good” or “Excellent”		Compared to National Benchmark
	2008	2010	
Opportunities to participate in community matters (p.40)	69%	71%	much above
Opportunities to volunteer (p.40)	80%	86%	much above
Public information services (p.43)	76%	80%	much above

II. Character of the City

Protect and enhance Williamsburg’s unique character as defined by its iconic places—the Colonial Williamsburg Historic Area and campus of the College of William and Mary—and as reinforced by the natural and manmade environment of its best open spaces, entrance corridors and urban fabric.

Vision for Monticello/Lafayette/Richmond Road Area

Create a vision plan for the area centered around Williamsburg and Monticello shopping centers, addressing future retail and residential **improvements**. This should be part of the 2012 Williamsburg Comprehensive Plan update, and coordinated with the arts district concept (see Goal III, arts district item).

Vision for Northeast **Triangle of City**

Appoint a **focus group** with representatives from **city boards and commissions**, citizens, business owners and city staff to develop a vision for the northeast **“triangle”** of the City (Capitol Landing Road - Merrimac Trail - Second Street), to be used as input for the 2012 Comprehensive Plan update. The **focus group** needs to complete work by fall 2011.

Future Community in Southeast Quadrant

Work with Riverside Healthcare Association to plan and facilitate building a high quality, sustainable new city neighborhoods and commercial areas between Quarterpath Road and Route 60 east, with Doctors Hospital of Williamsburg as an anchor. Coordinate development processes with James City County for a seamless new community of regional significance and in keeping with Williamsburg's unique character.

Targeted Redevelopment Opportunities

Identify and prioritize redevelopment opportunities for individual underutilized properties, and work with the owners to facilitate projects.

Evaluate regulations and guidelines to determine if revisions would encourage redevelopment in targeted areas of the city.

Corridor Beautification

Collaborate with James City and York Counties on efforts led by the Greater Williamsburg Chamber and Tourism Alliance to enhance the Route 60 east corridor from Busch Gardens into the city.

Improve the pedestrian environment on Richmond Road and Scotland/Prince George Streets from the Deli area to Boundary Street in conjunction with redevelopment projects (Tribe Square, Mama Mias, and Hermes next to Paul's Deli).

Initiate the underground utility wires project on Page Street in fiscal 2012.

Work with CSX to remove litter from CSX right-of-way within the city and the Historic Triangle.

Demolish old fire station building on Ironbound Road and land bank site for a future second fire station.

Replace existing raised median in 2011 at College Corner with granite curb median to better withstand heavy trucks.

Open Space Preservation

Actively pursue acquisition of open space and land conservation, either through purchase of ownership or development rights, both in the City and in Waller Mill Reservoir watershed, whenever availability, price and budget capacity align.

Implement the new Heritage Tree Program with periodic progress reports on the success of the program during the biennium.

Historic Building Survey

Update the City's design review guidelines using information gathered from the historic building survey, by 2012.

OUTCOMES

KEY OUTCOME MEASURES

Desired Outcomes

Open space preserved as the largest single land use category in the City.

Overhead power lines replaced with underground lines throughout the City, especially on entrance corridors, at an average rate exceeding 1,000 feet per year since 1980.

The visual and historic character of the City protected through an active and effective architectural review program.

Redevelopment, infill, or new development projects continue to refresh the City as indicated by building permits valued at least \$50 million annually issued.

Observed Results

In FY 10, there are 2,275 acres (39.5% of total City land area) reserved as open space either as public parks and parkways, College Woods, CWF golf courses or sensitive environmental no-build areas.
*Source: City Planning Department

Since 1982, 32,250 (6.1 miles) have been placed underground by City action (an average 1,240 feet per year). No additional underground wiring has been placed since FY 08.
*Source: City Public Works & Utilities Dept.

48% of City land is subject to the Architectural Review Board. ARB total cases and percent approval:

	Cases	% Approved
FY 06 –	169	98%
FY 07 –	161	84%
FY 08 –	150	83%
FY 09 –	168	82%
FY 10 –	155	84%

*Source: City Planning Department

Building permits issued and total value:

FY 06 –	252 permits, \$56.4 mil
FY 07 –	291 permits, \$43.7 mil
FY 08 –	268 permits, \$55.4 mil
FY 09 –	200 permits, \$27.0 mil
FY 10 –	199 permits, \$22.7 mil

*Source: City Codes Compliance Division

CITIZEN RATINGS OF OUTCOMES FROM 2008 AND 2010 NATIONAL CITIZEN SURVEY

Measure	Percent Rated “Good” or “Excellent”		Compared to National Benchmark
	2008	2010	
Overall Quality of Life in Williamsburg (p.7)	78%	87%	much above
Williamsburg as a place to live (p.7)	85%	88%	much above
Overall quality of new development in Williamsburg (p.16)	56%	60%	similar
Overall appearance of Williamsburg (p.16)	88%	91%	much above
Cleanliness of Williamsburg (p.28)	91%	92%	much above
Quality of overall natural environment (p.28)	76%	84%	much above
Preservation of natural areas (p.28)	58%	60%	above

III. Economic Vitality

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

Economic Development Strategic Plan Update

Update the Economic Development Strategic Plan for the five year period 2011-2016, including input from the Historic Triangle Collaborative Economic Diversity Report, and incorporate its recommendations into the 2012 Comprehensive Plan.

EDA Programs

Implement new or revise existing EDA programs, as needed, to encourage and facilitate redevelopment. These programs may include a façade improvement program, rehabilitation loan program, deal closing fund, and change-of-use loan program.

Economic Diversification Strategies

Analyze the City’s role in a regional business incubator.

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.

Tourism Marketing

Invest wisely in tourism promotion in fiscal years 2012 and 2013 through the Colonial Williamsburg Foundation, the Greater Williamsburg Chamber and Tourism Alliance, and the Williamsburg Area Destination Marketing Committee, to increase visitation to Williamsburg.

Support the designation of the Historic Triangle as a “World Heritage” site.

Engage with William and Mary’s Tourism Task Force to attract and serve William and Mary related visitors to increase overnight stays and spending in the city.

Promote arts, sports and other special events related tourism (see Goal VIII).

Prepare for and host the 2012 Virginia Municipal League Conference.

Prepare for and host 2011 Business Expansion and Retention International Conference.

Business Assistance and Recruitment

Design and implement a business ambassador program where members of the City Council and Economic Development Authority visit new and existing city businesses.

Business Recycling

Encourage business recycling through implementing the business sustainability challenge and award program developed by the City’s Green Team by November 2010. Evaluate standards that regulate outside recycling containers.

New Retail Guide Deployment

Analyze the economic impact of the Williamsburg Retail and Dining Map at the end of 2011, and determine the return on investment for future printings.

Arts and Creative Economy District

Move to the implementation phase of the arts district report as directed by City Council in May 2010, and coordinate this with the 2012 Williamsburg Comprehensive Plan Update and with the plans for the Vision of the Monticello Avenue/Richmond Road Area (see Goal II, first item). Implementation will include adoption of an arts district ordinance that offers incentives and programs, identification of a viable cornerstone project in the district, and the design and launching of a marketing program to attract the “creative economy” to the arts district.

Downtown Vibrancy

Develop a coherent vision for a vibrant downtown to include increased commercial and residential uses that will result in more downtown activity (i.e. people living, working, visiting and shopping)

OUTCOMES

KEY OUTCOME MEASURES

Desired Outcomes	Observed Results
The City advanced as an exceptional tourism destination by supporting the Hospitality Industry's goal of 900,000 hotel room nights sold each year.	Room nights sold in the city: FY 06 – 797,832 FY 07 – 836,360 FY 08 – 812,887 FY 09 – 673,735 FY 10 – 638,880 *Source: City Finance Department
Increase Colonial Williamsburg Foundation's ticket sales and "visitor gate count."	Ticket Sales: Visitor Gate Count: 2008 – 707,000 2008 – 2 mil 2009 – 660,000 2009 – 1.7 mil *Source: Colonial Williamsburg Foundation
Increase meal tax receipts by 2% annually.	Meal Tax receipts: Change: FY 07 - \$5.9 mil 4.5% FY 08 - \$6.0 mil 2.6% FY 09 - \$5.5 mil -8.0% FY 10 - \$5.6 mil 1.5% *Source: City Monthly Financial Statement
Increase total number of city businesses and start-ups businesses in the city.	Total: Start-up: FY 08 – 779 32 FY 09 – 783 20 FY 10 – 783 41 *Source: City monthly operating reports
The City's position as a retail center of the region maintained with per capita retail sales growing annually.	Per capita retail sales in the city: FY 06 – \$23,070 FY 07 – \$27,953 FY 08 – \$31,534 FY 09 – \$27,215 FY 10 – \$24,082 *Source: Virginia Department of Taxation
A balanced tax base sustained by growing the percent of the taxable land book consisting of commercial property.	The percent of taxable City commercial property on the City's Land Book: FY 06 – 34.8% FY 07 – 34.0% FY 08 – 37.0% FY 09 – 35.7% FY 10 – 36.7% FY 11 – 36.4% *Source: City Assessor

Economic opportunity for the citizens enhanced with per capita personal income growing annually.	Per capita personal income in the city: 2004 – \$41,731 2005 – \$42,713 2006 – \$45,778 2007 – \$48,135 2008 – \$49,520 *Source: US Department of Commerce, Bureau of Economic Analysis (Wmsbg, JCC combined)
The City’s position as a regional employment center maintained by growing the total number of in-city jobs across all industries.	The number of jobs based in the city: FY 05 – 17,043 FY 06 – 16,865 FY 07 – 16,180 FY 08 – 15,269 FY 09 – 14,337 *Source: Virginia Employment Commission

CITIZEN RATINGS OF OUTCOMES FROM 2008 AND 2010 NATIONAL CITIZEN SURVEY

Measure	Percent Rated “Good” or “Excellent”		Compared to National Benchmark
	2008	2010	
Employment opportunities (p.19)	40%	35%	similar
Shopping opportunities (p.19)	76%	77%	much above
Williamsburg as a place to work (p.19)	53%	60%	much above
Overall quality of business and service establishments in Williamsburg (p.19)	65%	71%	much above
Economic development services (p.18)	48%	49%	above

IV. Neighborhoods and Housing

Protect and enhance the quality of the city’s residential neighborhoods, and encourage the provision of affordable housing for city residents and workers.

Neighborhood Relations and Preservation near College

Continue the work of the new Neighborhood Relations Committee during the biennium to improve the quality of life in the neighborhoods surrounding William and Mary by building and maintaining effective working relationships between the city, college, students, neighbors and landlords.

Merrimac Trail Neighborhoods

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

Blayton Elderly Housing Expansion

Complete the planning and funding process for expanded elderly and disabled housing on Blayton Building property, with Williamsburg Redevelopment and Housing Authority, and obtain project approvals by the end of the biennium.

Incentives for Workforce Housing

Determine, as a part of the 2012 Comprehensive Plan update, the use of zoning incentives to increase the supply of new workforce housing in Williamsburg, particularly in the areas of prospective development such as the southeast quadrant of the City.

Residential Electrical Reliability

Obtain remaining easements for the Indian Springs Road electrical reliability project where Dominion is willing to improve electric service reliability by placing overhead wires underground.

City/Housing Authority Partnership

Increase partnership between the city and Williamsburg Housing Authority (WRHA) coinciding with the co-location of WRHA administrative offices in the expanded Municipal Building for better project coordination and operational cost savings.

OUTCOMES

KEY OUTCOME MEASURES

Desired Outcomes	Observed Results
Housing stock and neighborhood quality preserved by an active property maintenance enforcement program with a 98% compliance rate.	Number of property maintenance inspections and percent of closed cases brought into compliance: FY 06 – 752 inspections, 100% FY 07 – 1,163 inspections, 100% FY 08 – 1,328 inspections, 100% FY 09 – 1,284 inspections, 100% FY 10 – 2,224 inspections, 100% *Source: City Codes Compliance Division

<p>95% of rental inspection program cases brought into voluntary compliance without resorting to court action.</p>	<p>Number of cases closed and brought into voluntary compliance without resorting to court action. FY 06 – 38 cases, 84% compliance FY 07 – 38 cases, 97% compliance FY 08 – 146 cases, 100% compliance FY 09 – 147 cases, 99% compliance FY 10 – 48 cases, 92% compliance *Source: City Codes Compliance Division</p>
<p>Increase overall residential assessed values by 2% each year.</p>	<p>Residential values and changes from prior year: FY 07 – \$1,020,862,000 16.90% FY 08 – \$1,135,685,300 11.30% FY 09 – \$1,189,627,800 4.80% FY 10 – \$1,198,319,800 .73% FY 11 – \$1,162,741,200 - 3.00% *Source: City Monthly Operating Reports</p>
<p>Maintain 50% of housing units in the city at less than \$250,000 to encourage affordability.</p>	<p>In FY 10, 52% of City's 3,000 residential parcels were valued at less than \$250,000. *Source: Assessor</p>
<p>Maintain 74% of William and Mary students living in university housing.</p>	<p>*Source: Peterson's College Search</p>
<p>Decrease to two the number of single family zoned neighborhoods with 50% or more rentals.</p>	<p>In FY 10, six of City's 31 single family neighborhoods were 50% or more rental (Capital Heights 58%, S. England Area 77%, Matoaka Ct. 69%, Pinecrest 56%, W. Williamsburg 67%, W. Williamsburg Heights 54%) *Source: Planning Department</p>
<p>Increase the number of trained and functioning Neighborhood Response Teams in the City's 8 CERT Sectors.</p>	<p>CERT Trained: FY 10 – 65 *Source: Human Services</p>

CITIZEN RATINGS OF OUTCOMES FROM 2008 AND 2010 NATIONAL CITIZEN SURVEY

Measure	Percent Rated “Good” or “Excellent”		Compared to National Benchmark
	2008	2010	
Quality of your neighborhood as a place to live (p.7)	78%	81%	above
Sense of community (p.37)	64%	66%	above
Openness and acceptance of the community towards people of diverse backgrounds (p.37)	51%	55%	below
Availability of affordable quality housing (p.14)	20%	30%	much below
Variety of housing options (p.14)	36%	42%	much below

V. Transportation

Provide an effective transportation system which is compatible with the future land use plan, serves pedestrians, bicyclists and motorists, and promotes the expanded use of transit and rail.

Ironbound Road Widening

Advance during the biennium the widening and improvement, including underground wiring, of Ironbound Road from Richmond Road to the Longhill Connector, as the City’s next major road widening project scheduled for construction in 2016. Cooperate with VDOT and James City County in the widening of Ironbound Road from the Eastern State Hospital entrance to Monticello Avenue, also to include underground wiring adjoining the property of city residents, for completion in the biennium.

Quarterpath at Williamsburg Improvements

Work with Riverside Healthcare to advance the completion of Battery Boulevard between Quarterpath Road and Route 60 East with the Development Plan for Battery Boulevard approved by Planning Commission in fiscal 2011.

Traffic Safety Enhancements

Install traffic signals at Richmond Road/Waltz Farm Drive, York Street/Quarterpath Road, and Second Street/Parkway Drive, if and when traffic signal “warrants” (VDOT criteria) are satisfied.

Work with neighborhoods to install traffic calming measures on residential streets.

Pedestrian Connection Improvements

Construct sidewalks and other enhancements with particular emphasis on filling in gaps.

- Construct five sidewalk projects in the current Capital Improvement Plan (Richmond Rd, Rte 199, S Boundary St., S. Henry St., and Nassau St.) before the end of 2011 using Revenue Sharing money.
- Work with the College of William and Mary to coordinate the installation in 2011 of enhanced crosswalks at Ukrops Way using in-roadway-lighting (IRWL) system.
- By the end of the biennium, fill in the remaining sidewalk gaps on two major streets: Ironbound Road between Middle Street and Longhill Road (old Fire Station property), and Richmond Road between Patriot Lane and Waltz Farm Drive (this also requires road, curb and gutter and storm drainage improvements).
- Develop a concept plan for a pedestrian crossing of the CSX railroad near Quarterpath Road.

Bike Friendly Community Designation

Apply for certification as a Bike Friendly Community from the League of American Bicyclists in 2011, and consider the following improvements:

- Install bicycle racks in key locations, such as: public buildings, Prince George Parking Garage and Parking Terrace, Prince George Street.
- Install **additional** signs, **as needed**, on City streets designated as “shared use.”
- Encourage bicycle parking in site plan review.

Passenger Rail Enhancement

Support the work of the State (Department of Rail and Public Transportation), Virginians for High Speed Rail, Amtrak, CSX Railroad, and others to add at least one additional train per day both ways, and to improve on-time reliability to over 75%, by the end of the biennium.

Williamsburg Area Transport

Work with Williamsburg Area Transit Authority, James City County and College to continue the Williamsburg Trolley Service after the grant funding expires in 2013, and enhance the service if funding allows.

Support WAT's efforts to implement a weekly/monthly pass program for transit riders.

Vision for Transportation Center Expansion

Prepare a concept plan demonstrating how the Transportation Center complex can be expanded north of the tracks on presently vacant property to provide parking and access for more intercity rail service (Amtrak) and perhaps even future light rail service.

OUTCOMES

KEY OUTCOME MEASURES

Desired Outcomes

Ridership of Williamsburg Area Transport steadily increasing.

Ridership on Amtrak passenger rail from the Williamsburg station steadily increasing.

The City's portion of the Regional Bikeway Plan accomplished, which calls for 27.6 miles bike lanes, bike paths, and other facilities.

Safety on public streets improved by reducing the number of accidents with injuries from year to year.

Observed Results

Ridership

FY 06 – 610,360

FY 07 – 670,939

FY 08 – 770,405

FY 09 – 865,552

FY 10 – 975,161 (includes Trolley service)

*Source: Williamsburg Area Transport

Total ridership for Amtrak from the Williamsburg station

FY 05 – 37,450

FY 06 – 37,957

FY 07 – 41,941

FY 08 – 49,685

FY 09 – 48,688

*Source: Amtrak

In 2010 there are 14.9 miles of bike paths, and other facilities in the city (54% of the desired total).

*Source: City Planning Department

Accidents with injuries within city limits

FY 06 – 56

FY 07 – 68

FY 08 – 72

FY 09 – 55

FY 10 – 67

*Source: Williamsburg Police Department

CITIZEN RATINGS OF OUTCOMES FROM 2008 AND 2010 NATIONAL CITIZEN SURVEY

Measure	Percent Rated “Good” or “Excellent”		Compared to National Benchmark
	2008	2010	
Ease of car travel in Williamsburg (p.9)	68%	71%	much above
Ease of bus travel in Williamsburg (p.9)	43%	57%	much above
Ease of bicycle travel in Williamsburg (p.9)	52%	58%	much above
Ease of walking in Williamsburg (p.9)	67%	73%	much above
Traffic flow on major streets (p.9)	53%	54%	much above
Street repair (p.11)	61%	64%	much above
Street cleaning (p.11)	75%	74%	much above
Street lighting (p.11)	67%	68%	much above
Snow removal (p.11)	71%	49%	much below
Sidewalk maintenance (p.11)	66%	60%	above
Amount of public parking (p.11)	44%	50%	similar

VI. 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.

Storm Ready Community Re-Designation

Complete the National Oceanic and Atmospheric Administration (NOAA) “Storm Ready Community” re-certification process by the end of 2011.

Quarterpath Emergency Shelter Operations

Develop and implement new shelter management and operational procedures to prepare staff to support emergency shelter operations during major emergencies and natural disasters by summer 2011.

Merrimac Trail Neighborhoods Community Policing

Increase Merrimac Trail community participation in neighborhood watch programs to enhance and improve police/community partnerships in an effort to reduce crime and police calls for service in these neighborhoods (also see Goal IV).

Public Safety Physical Fitness

Redesign the physical fitness programs for police and fire personnel to promote physical readiness and overall physical and mental well being, and link fitness standards to individual performance evaluations. (See Goal X)

Police Emergency Medical Response

Train six police officers in first responder medical training to reduce response time for basic medical assistance during the biennium.

Fire Equipment Replacement

Purchase a replacement fire engine for RE-10 by January 2011, and a new ladder truck (T-10) by January 2012.

Fire Station Renovations

Complete fire station renovations to improve the functionality and appearance of office space and living quarters.

Emergency Operations Center

Install a full function weather station in the EOC to provide emergency managers with current, accurate, and detailed weather information by June 2011.

OUTCOMES

KEY OUTCOME MEASURES

Desired Outcomes	Observed Results
Part I crimes cleared at a rate exceeding that of the national average. (Part I crimes are major crimes such as: murder, rape, robbery, assault, burglary, larceny, and auto theft.)	Clearance rate for Part I crimes: Williamsburg: National: FY 06 – 31.2% 23.4% FY 07 – 58.5% 22.4% FY 08 – 45.9% 23.5% FY 09 – 42.3% 24.9% FY 10 – 45.2% 26.3% *Sources: Williamsburg Police Department and Federal Bureau of Investigations
Police response to calls for service average under 2 minutes, from dispatch to arrival on scene.	Pending response times are being recalculated due to an error in previous data collection.

Firefighter and apparatus on scene ready for action in under 8 minutes in 90% of cases, from dispatch to arrival.	<p>Fire response time in 90% of cases was under:</p> <p>90% under: Avg of all cases:</p> <p>FY 06 – 7.0 minutes 5.0 minutes</p> <p>FY 07 – 7.7 minutes 6.0 minutes</p> <p>FY 08 – 7.3 minutes 5.4 minutes</p> <p>FY 09 – 6.5 minutes 5.4 minutes</p> <p>FY 10 – 7.0 minutes 5.1 minutes</p> <p>*Source: Williamsburg Fire Department</p>
Emergency Medical (EMS) response with Advanced Life Support (ALS) under 8 minutes in 90% of cases, from dispatch to arrival.	<p>ALS response time in 90% of cases was under:</p> <p>90% under: Avg. of all cases:</p> <p>FY 06 – 7.9 minutes 5.6 minutes</p> <p>FY 07 – 8.2 minutes 5.8 minutes</p> <p>FY 08 – 8.2 minutes 5.9 minutes</p> <p>FY 09 – 7.3 minutes 5.5 minutes</p> <p>FY 10 – 8.0 minutes 5.2 minutes</p> <p>*Source: Williamsburg Fire Department</p>
Property loss due to fire of less than .5% of total protected value annually.	<p>Property loss due to fire was:</p> <p>FY 06 – \$99,970 (.14% loss ratio)</p> <p>FY 07 – \$1,293,420 (.17% loss ratio)</p> <p>FY 08 – \$196,950 (.21% loss ratio)</p> <p>FY 09 – \$892,100 (1.17% loss ratio)</p> <p>FY 10 – \$898,763 (1.47% loss ratio)</p> <p>*Source: Williamsburg Fire Department</p>

CITIZEN RATINGS OF OUTCOMES FROM 2008 AND 2010 NATIONAL CITIZEN SURVEY

Measure	Percent Rated “Good” or “Excellent”		Compared to National Benchmark
	2008	2010	
Safety in Williamsburg’s downtown area after dark/during the day (p.22)	78%/97%	80%/95%	much above
Safety in your neighborhood after dark/during the day (p.22)	77%/95%	84%/96%	much above
Safety from property crimes (p.22)	73%	78%	much above
Safety from violent crimes (p.22)	80%	84%	much above

Police services (p.25)	81%	84%	much above
Fire services (p.25)	94%	96%	much above
EMS services (p.25)	92%	95%	much above
Crime prevention services (p.25)	80%	86%	much above
Fire prevention and education services (p.25)	80%	90%	much above
Traffic enforcement services (p.25)	64%	69%	above
Emergency preparedness (p.25)	69%	78%	much above

VII. Education and Human Services

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

School Contract Renewal

Analyze funding and governance formulas relative to enrollment, capital needs, and operational costs of the joint K-12 education system with James City County, **and consider the alternatives to the joint system**, in negotiating an amended five year contract with the County to take effect July 1, 2012.

Youth Achievement

Address the needs of at-risk city youth by providing year-round, individual intervention (e.g. tutoring, mentoring), as well as group activities (e.g. Summer Youth Achievement Program, Tae Kwon Do). Work collaboratively with parents, schools and other community partners to report out the 2011-2012 Youth Achievement Program by January 2011.

Workforce Development

Use the “Project Employ” grant during the biennium to fund a continuing self-sufficiency team, which will partner with Workforce Investment Act workers at the Workforce Development Center, to provide employment assessment, training, and job placement activities for city residents.

Homelessness Prevention and Intervention

Address the economic, social, and emotional needs of individuals and families without reliable housing arrangements in cooperation with the Peninsula Commission on Homelessness and the local Historic Triangle Housing, Employment, and Linkages Project (HELP). Execute a renewed “Peninsula Commission on Homelessness Agreement” by the end of 2010.

Senior Support Services

Continue to develop a multi-disciplinary team and community support services that will assist elderly and disabled residents to age safely at home and have emotional, health, recreational, social, and other needs met. Issue a report detailing the Senior Support Program for 2011-2012 by January 2011.

OUTCOMES

KEY OUTCOME MEASURES

Desired Outcomes	Observed Results																		
On time graduation rate for W/JCC students of 85%. (Will attempt to obtain data for city students only in future updates.)	W/JCC school system on-time graduation rate: 2005-06 – 80% 2006-07 – 78% 2007-08 – 80% 2009-10 - 82% *Source: W/JCC Schools																		
3 rd grade reading score on the SOL for city students of 95%, as a key indicator of future academic success.	3 rd grade reading passing rate for the SOLs at Matthew Whaley Elementary School: FY 06 – 81% FY 07 – 89% FY 08 – 90% FY 09 – 94% FY 10 – 87% *Source: W/JCC Schools																		
Exceed statewide success rate of VIEW (VA Incentive for Employment Not Welfare) program participants at finding jobs.	% of participants finding employment: <table border="0"> <thead> <tr> <th></th> <th>City:</th> <th>State:</th> </tr> </thead> <tbody> <tr> <td>FY 06 –</td> <td>76%</td> <td>72%</td> </tr> <tr> <td>FY 07 –</td> <td>88%</td> <td>67%</td> </tr> <tr> <td>FY 08 –</td> <td>79%</td> <td>58%</td> </tr> <tr> <td>FY 09 –</td> <td>64%</td> <td>54%</td> </tr> <tr> <td>FY 10 –</td> <td>64%</td> <td>48%</td> </tr> </tbody> </table> *Source: Virginia Department of Social Services		City:	State:	FY 06 –	76%	72%	FY 07 –	88%	67%	FY 08 –	79%	58%	FY 09 –	64%	54%	FY 10 –	64%	48%
	City:	State:																	
FY 06 –	76%	72%																	
FY 07 –	88%	67%																	
FY 08 –	79%	58%																	
FY 09 –	64%	54%																	
FY 10 –	64%	48%																	
Increase the number of city youth that participate in the city's youth achievement program.	Number of Youth Achievement Program Participants: FY 08 – 23 FY 09 – 36 FY 10 – 61 *Source: City Monthly Operating Reports																		

CITIZEN RATINGS OF OUTCOMES FROM 2008 AND 2010 NATIONAL CITIZEN SURVEY

Measure	Percent Rated "Good" or "Excellent"		Compared to National Benchmark
	2008	2010	
Educational opportunities (p.33)	78%	85%	much above
Public Schools (p.34)	67%	78%	much above
Availability of affordable quality health care (p.35)	50%	55%	above
Availability of preventive health services (p.35)	52%	60%	above
Health and wellness services (p.36)	65%	73%	much above
Availability of affordable quality child care (p.32)	25%	35%	similar
Services to seniors (p.33)	75%	79%	much above
Services to youth (p.33)	50%	55%	similar
Services to low-income people (p.33)	37%	42%	below

VIII. Recreation and Culture

Add to the quality and availability of recreational and cultural facilities and programming to meet the needs and expectations of city residents and visitors.

Save Country Road West

Collaborate with Colonial Williamsburg and James City County to retain the portion of the Country Road between the Mounts Bay County Government Complex in Kingsmill and South England Street near the Williamsburg Lodge as a hiking and biking trail under City and County ownership, and complete all necessary agreements in 2011.

Civil War Sesquicentennial

Provide leadership and support for the Civil War Sesquicentennial in the Historic Triangle through 2015 per City Council Resolution #09-05. Construct a foot path between Redoubts One and Two and provide additional signage in Redoubt Park, for the 150th anniversary of the Battle of Williamsburg, in 2012.

Waller Mill Park

Replace the existing permanent and floating docks with a more functional floating dock; include a new canoe and kayak launching facility and a storage area by March 2012.

Explore adding new self-supporting programs in 2011 and 2012 at the park, such as disc golf, moonlight fishing and children's camps; to enhance enjoyment at the park.

Kiwanis Park

Work in partnership with the Kiwanis Club to construct a shelter located where the walkways meet in the center of the softball field complex, and develop the infield portion of the fourth league play softball field for practice/warm up in anticipation of future completion of the four field complex, during the biennium.

Quarterpath Park and Recreation Center

Replace the existing lighting on softball fields #1 and #2 with more energy efficient lighting; add energy efficient lighting to the sand volleyball courts, by March 2012. In conjunction with these improvements, the existing lights for ballfield #3 will be retrofitted with computer controls.

Replace the original fencing on softball field #1, and increase the size of the field to make it more usable for all league and tournament play, by March 2012.

Neighborhood Parks

Complete improvements to Geddy Park by spring 2011, including bench installation and site cleanup, incorporating the park into Parks and Recreation's park maintenance schedule.

Complete landscaping improvements to Bicentennial Park by spring 2011.

Provide additional playground facilities in the Merrimac Trail area in cooperation with apartment complexes and residents.

Friends of the Parks

Develop goals and structure for a city "Friends of the Park" program to coordinate volunteer help for park maintenance; implement by the end of the biennium.

Festivals and Sports Marketing Opportunities

Support expansion of various **special event** opportunities (e.g. arts festivals, sports tournaments, spring garden tours, William and Mary athletics and events, Christmas season events, Civil War Sesquicentennial) in order to add both cultural enrichment for residents and tourism product.

City Historic Items Curation

Appoint by the end of the biennium a city curation work group of citizen volunteers and city staff to research and inventory city historical items.

Poet Laureate Designation

Designate a “Williamsburg Poet Laureate” for multi-year terms to encourage poetry reading and writing in the greater Williamsburg community.

National Recreation and Parks Accreditation

Start the process for submission of the “Notice of Intent to Pursue Accreditation” to Commission for Accreditation of Park and Recreation Agencies (CAPRA); strive to complete the process by the end of the biennium.

Williamsburg Visual Arts Center

Execute an option to lease with This Century Art Gallery to build a regional visual arts center at Papermill Creek during the biennium, if This Century Gallery is successful in its capital campaign for the project.

OUTCOMES

KEY OUTCOME MEASURES

Desired Outcomes	Observed Results												
Active and passive city parks exceed state DCR standard of 10 acres per 1000 population by 150%.	As of FY 10, there are 208 acres of improved active and passive park land in the City (15.7 acres/1,000 population). *Source: City Planning Department												
Continue supporting softball and volleyball sporting tournament opportunities at City facilities.	<table> <tr> <td>Tournaments:</td> <td>Participants:</td> </tr> <tr> <td>FY 09 – 13</td> <td>4,318</td> </tr> <tr> <td>FY 10 – 17</td> <td>7,823</td> </tr> </table> *Source: City P&R Department	Tournaments:	Participants:	FY 09 – 13	4,318	FY 10 – 17	7,823						
Tournaments:	Participants:												
FY 09 – 13	4,318												
FY 10 – 17	7,823												
Increase daily attendance at the Quarterpath Recreation Center.	Avg. daily attendance at the recreation center: FY 09 – 182 FY 10 – 214 *Source: ICMA Performance Measures												
An active library card held by one half of the city’s population (including William and Mary students).	<table> <tr> <td></td> <td>Number</td> <td>% of population</td> </tr> <tr> <td>FY 08</td> <td>6,399</td> <td>48%*</td> </tr> <tr> <td>FY 09</td> <td>6,687</td> <td>50%*</td> </tr> <tr> <td>FY 10</td> <td>7,081</td> <td>53%</td> </tr> </table> *Source: Williamsburg Regional Library		Number	% of population	FY 08	6,399	48%*	FY 09	6,687	50%*	FY 10	7,081	53%
	Number	% of population											
FY 08	6,399	48%*											
FY 09	6,687	50%*											
FY 10	7,081	53%											

Williamsburg Farmers' Market annual vendor sales at least \$750,000.	Total vendor sales per season: 2005 – \$556,342 (\$13 per customer) 2006 – \$656,086 (\$18 per customer) 2007 – \$757,362 (\$18 per customer) 2008 – \$701,156 (\$20 per customer) 2009 – \$817,357 (\$21 per customer) *Source: Farmers Market
To increase attendance at the Virginia Arts Festival's annual "Festival Williamsburg" event each year.	Attendance at the annual event was: 2006 – 3,857 plus 269 students 2007 – 3,367 plus 275 students 2008 – 3,335 plus 2,090 students 2009 – 2,694 plus 2,118 students 2010 – 3,180 plus 931 students * Source: Virginia Arts Festival

CITIZEN RATINGS OF OUTCOMES FROM 2008 AND 2010 NATIONAL CITIZEN SURVEY

Measure	Percent Rated "Good" or "Excellent"		Compared to National Benchmark
	2008	2010	
Recreational opportunities (p.31)	73%	73%	much above
City Parks (p.32)	87%	91%	much above
Recreation programs and classes (p.32)	74%	87%	much above
Recreation centers and facilities (p.32)	74%	86%	much above
Public library services (p.34)	91%	94%	much above
Opportunities to attend cultural activities (p.33)	63%	72%	much above
Availability of paths and walking trails (p.9)	54%	62%	above

IX. 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.

Stormwater Management and Treatment

Implement requirements of the State stormwater permit in 2011 and 2012. Complete an annual report outlining activities accomplished in the past year by October each year.

VML Platinum Certification

Receive Platinum Certification from Virginia Municipal League (VML) in 2010 and 2011 for the city's green programs, services and effort.

Green Challenges and Programs

Implement business and residential "green challenge" programs, as part of the VML certification process, to encourage residents and business to implement green services and practices.

Apply for E4 (Extraordinary Environmental Enterprise) recertification for the Public Works and Utilities Complex with Virginia Department of Environmental Quality and implement an environmental management team review process for city departments during the biennium.

Install 50 more blue crab medallions, an initiative started by HR Storm and VA DEQ, throughout the city to continue to educate the community about public stormwater pollution.

Conduct a drug collection program in the city to prevent potentially dangerous controlled substances from being disposed of in the city's water system in 2011.

Investigate possible tools for assisting the city in tracking and measuring its carbon footprint and use identified tools to measure the city's progress during the biennium.

Water Conservation Promotion

Promote water conservation thru various community outreaches – HRWET (Regional) participation, Farmers Market, handouts at office and civic events such as Earth Day.

Drinking Water Safety

Design and install a new chemical feed system at the Water Plant meeting Virginia Department of Health water quality regulations by the end of 2011.

Southeast Water Tank

Negotiate and execute the comprehensive PPEA agreement with CBI to build the water tank in advance of the Riverside Hospital Project, and complete construction of the water tank by the end of 2011.

Sewer System Overflow Prevention

Meet all submittal deadlines and continue sewer system assessment and upgrades as required by the Consent Order with DEQ/EPA.

Voluntary Residential Refuse Collection

Expand, on a voluntary basis, the curbside refuse collection option to another neighborhood(s).

Municipal Building LEED Certification

Receive LEED certification for the Municipal Building addition project upon its completion.

Green Technology and Architectural Standards

Evaluate and make changes to architectural standards to allow more flexibility in green building design, e.g. solar panels and green roofs.

Cypress Creek Power Plant

Implement Cypress Creek Power Plant Review Process, as approved by City Council at the August 2010 meeting.

OUTCOMES

KEY OUTCOME MEASURES

Desired Outcomes	Observed Results
Recycle 37.5% of solid waste stream (150% of Virginia's 25% recycling goal).	Waste stream recycled: 2005 – 33% (132% of state goal) 2006 – 38% (152% of state goal) 2007 – 35% (140% of state goal) 2008 – 36% (144% of state goal) 2009 – 22% (88% of state goal)* *Source: City Public Works & Utilities Dept.
Drinking water conserved by reducing daily household equivalent consumption below 165 gallon per day.	Water consumed in gallons per day per equivalent household connections: FY 05 – 175 GPD FY 06 – 165 GPD FY 07 – 164 GPD FY 08 – 173 GPD FY 09 – 172 GPD FY 10 – 155 GPD *Source: City Public Works & Utilities Dept.
DNR Certification of Compliance obtained with the Chesapeake Bay Protection Act.	In the most recent compliance review (2005) the city was named an "outstanding local partner" in Chesbay protection. *Source: Chesapeake Bay Local Assistance Dept.

DNR Certification of Compliance obtained with VA Erosion and Sediment Control Law (70 of 100 points needed for certification).	In the most recent Compliance Review (2007) the city scored an average of 93.75 in four program areas earning certification. *Source: Dept. of Conservation and Recreation
Increase residential recycling set-out rate by 2% annually.	Set-out rate: FY 08 – 40% FY 09 – 44% FY 10 – 42% *Source: City Monthly Operating Report
Increase participation in the City's Green Business and Residential Challenges by 2% each year.	Businesses: Households: *Source: City Green Team

CITIZEN RATINGS OF OUTCOMES FROM 2008 AND 2010 NATIONAL CITIZEN SURVEY

Measure	Percent Rated "Good" or "Excellent"		Compared to National Benchmark
	2008	2010	
Sewer services (p.30)	86%	82%	much above
Drinking water (p.30)	64%	73%	above
Storm drainage (p.30)	67%	70%	much above
Yard waste pick-up (p.30)	80%	76%	much above
Recycling (p.29)	74%	81%	similar
Garbage collection (p.25)	91%	79%	similar

X. City Organizational Leadership

Continuously improve the performance of the city government organization for greater fiscal strength and effectiveness in outcomes.

Budget Reset - The New Normal

Make revenue choices and spending priorities in the Fiscal Year 2012 and 2013 city operating budgets which will be financially sustainable and fiscally sound in

the post-recessionary environment, while still accomplishing the city's ambitious goals, and reflecting the priorities of the community. End fiscal years 2011 and 2012 with an annual operating surplus in excess of \$1 million.

Leadership Philosophy of Full Engagement

Engender a workplace culture where all employees take increasing ownership for the effectiveness of city government and outcomes in the community. Hold a third High Performance Organization week long class. Emphasize a leadership philosophy of enabling and energizing all city staff, led by the department head level "Strategic Planning Team," over the biennium.

Performance Measurement System Development

Expand the use of automated performance data "dashboards" throughout the city organization. Communicate performance and outcome information, including continuously updated "live" dashboards, to the citizenry and to City Council. Retain ICMA Center for Performance Management "Certificate of Distinction."

Geographic Information System Advances

Build the GIS database for the utility operations, using GIS data to better analyze patterns of water consumption and sanitary overflow. Convert the Zoning Maps to fully integrate with GIS. Upgrade system to the latest version of the software, and build up the public facing GIS website.

Employee Wellness and Medical Cost Containment

Develop and implement a coordinated, city wide wellness program by June 2011, to encourage health and wellness of employees and their dependents. Employ both education and health insurance related incentives for the program, including the areas of nutrition, physical fitness, and lifestyles choices.

OUTCOMES

KEY OUTCOME MEASURES

Desired Outcomes	Observed Results
<p>Excellence in Financial Reporting and Budget Presentation as indicated by obtaining Government Finance Officers Association (GFOA) annual professional awards.</p>	<p>During 2010 the City received the 24th consecutive Certificate of Achievement for Financial Reporting, and the Distinguished Budget Presentation Award for the 18th consecutive year. *Source: City Finance Department</p>

Exceed budget expectations by having operating revenues exceed operating expenditures each year.	Annual operating revenues exceeding expenditures: FY 05 – \$1.2 mil FY 06 – \$1.6 mil FY 07 – \$2.7 mil FY 08 – \$3.3 mil FY 09 – \$.23 mil FY 10 – \$1.8 mil *Source: City Finance Department
Maintain sound fiscal health by exceeding city's 35% operating reserve policy.	% undesignated fund balance: FY 05 – 66.3% FY 06 – 60.0% FY 07 – 72.9% FY 08 – 72.7% FY 09 – 66.5% FY 10 – 59.2% *Source: City Finance Department
Maintain annual Employee Turnover Rate of 10% or less of the permanent workforce.	Annual Turnover Rate: FY 08 – 9.5% FY 09 – 8.0% FY 10 – 6.8% *Source: Human Resources
Reduce Employee Sick Leave used per total hours worked to 2% or less.	Annual sick leave used: FY 08 – 3.1% FY 09 – 2.6% FY 10 – 3.3% *Source: Human Resources
Reduce number of Auto and General Liability claims paid annually to 10 or less.	Auto and General Liability Claims paid: FY 08 – 18 FY 09 – 9 FY 10 – 18 *Source: Finance Department
Reduce annual increase in employee health insurance claims paid to less than 5%.	Health claims paid: FY 08 – \$1,301,672 6.1% FY 09 – \$1,608,999 23.6% FY 10 – \$1,731,882 7.6% *Source: Human Resources
Employee training accomplished as a percent of all employees: QUEST Employee Orientation (100%), SELF Supervisory training (25%), and High Performance Organization training (80%).	As of FY 10, the following percent of all employees attended QUEST (97%), SELF (31%), and HPO (37%). *Source: City Human Resources Office

CITIZEN RATINGS OF OUTCOMES FROM 2008 AND 2010 NATIONAL CITIZEN SURVEY

Measure	Percent Rated “Good” or “Excellent”		Compared to National Benchmark
	2008	2010	
Knowledge of city employees (p.49)	90%	83%	much above
Responsiveness of city employees (p.49)	91%	77%	much above
Courtesy of city employees (p.49)	91%	85%	much above
Overall impression of city employees (p.49)	91%	79%	much above
Services provided by city (p.47)	75%	82%	much above

DRAFT



City Council November 2010 Calendar

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
31	1 7:00 PM City Council G,I,O Work Session	2 Election Day 4:00 PM BZA - Canceled	3	4	5	6 8:00 AM NCW
7 Daylight Saving Time Ends	8 7:00 PM City Council Work Session	9 12:00 PM EDA Business Roundtable 6:30 PM ARB	10	11 Veterans Day – City Offices Closed 10:00 AM Veterans Day Ceremony	12 2:00 PM City Council Meeting	13 8:00 AM Farmers Market
14	15 7:30 AM Historic Triangle Collaborative	16 8:00 AM School Liaison	17 9:30 AM PDC 10:30 AM TPO 3:00 PM EDA 3:30 PM PC Mtg - Canceled	18 8:30 AM VPRJ Board Meeting 5:00 PM State of the City Address/ Reception	19 8:30 AM HRP Exec Committee	20 8:30 AM Holiday Farmers Market
21	22 12:00 PM Peninsula Mayors and Chairs	23 4:00 PM WHRA 6:30 PM ARB	24	25 Thanksgiving Holiday – City Offices Closed	26 Thanksgiving – City Offices Closed 12:00 PM HR M&C - Canceled	27 8:30 AM Holiday Farmers Market
28	29	30	1	2	3	4 9:00 AM Christmas Parade