

# Williamsburg Welcomes AGA 2020

Strategic Leadership



Andrew Omer Trivette  
City Manager

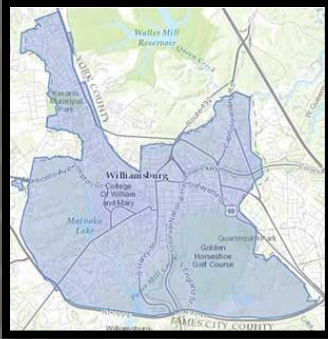
# AGA 2020 Plan

- **Williamsburg by the Numbers**
- **The Williamsburg Way**
- **Strategic Leadership Applied**
  - **5 Examples**
- **AGA Challenge**



# Williamsburg

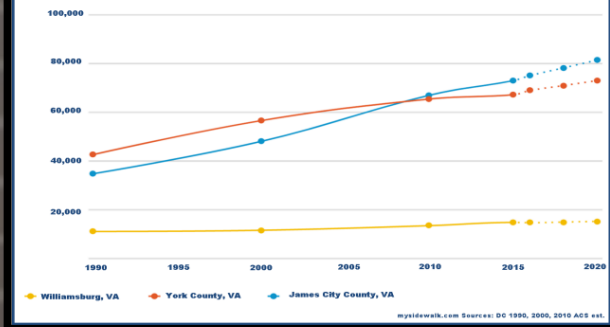
## By The Numbers



**9.5 Square Miles**

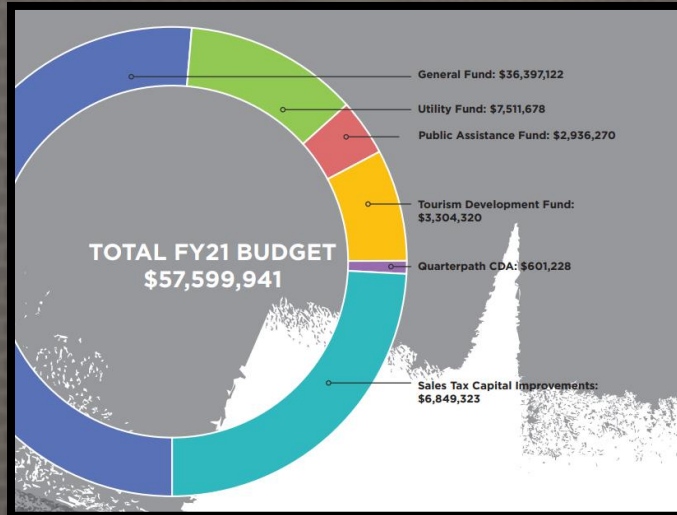
**62% Non-taxable**

Population Growth Comparison 1990-2020



**15,031 Population**

**6,377 Undergrads**      **2,440 Graduates**

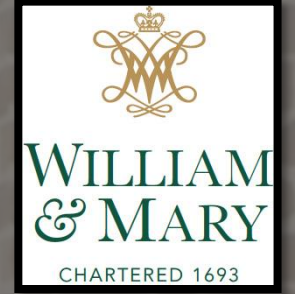


**6 Major Funds**

**205 FTEs**  
**5 Council Members**



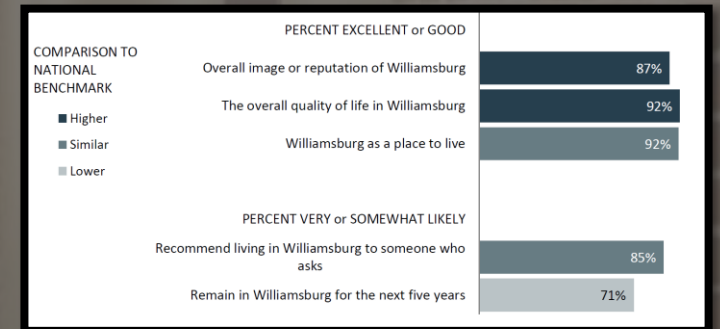
**2,800**



**2,240**

**2 Major Employers**

**Median Income \$56,163**



**2600 surveyed**

**2<sup>nd</sup> out of 400 in value of service**

# Strategic Leadership

**A manager's potential to express a strategic vision for the organization, or a part of the organization, and to motivate and persuade others to acquire that vision.**



**THINK**  
Strategically



**ACT**  
Strategically

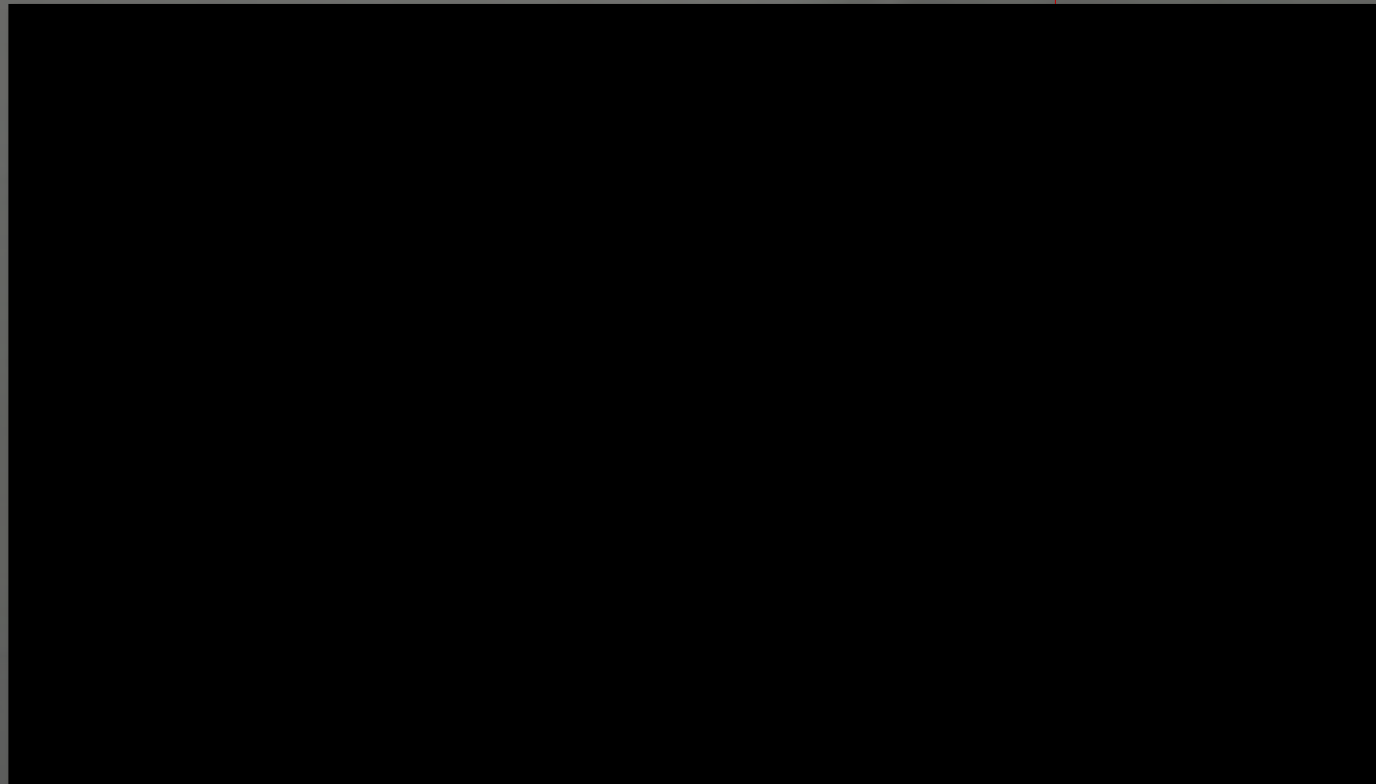


**INFLUENCE**  
Strategically



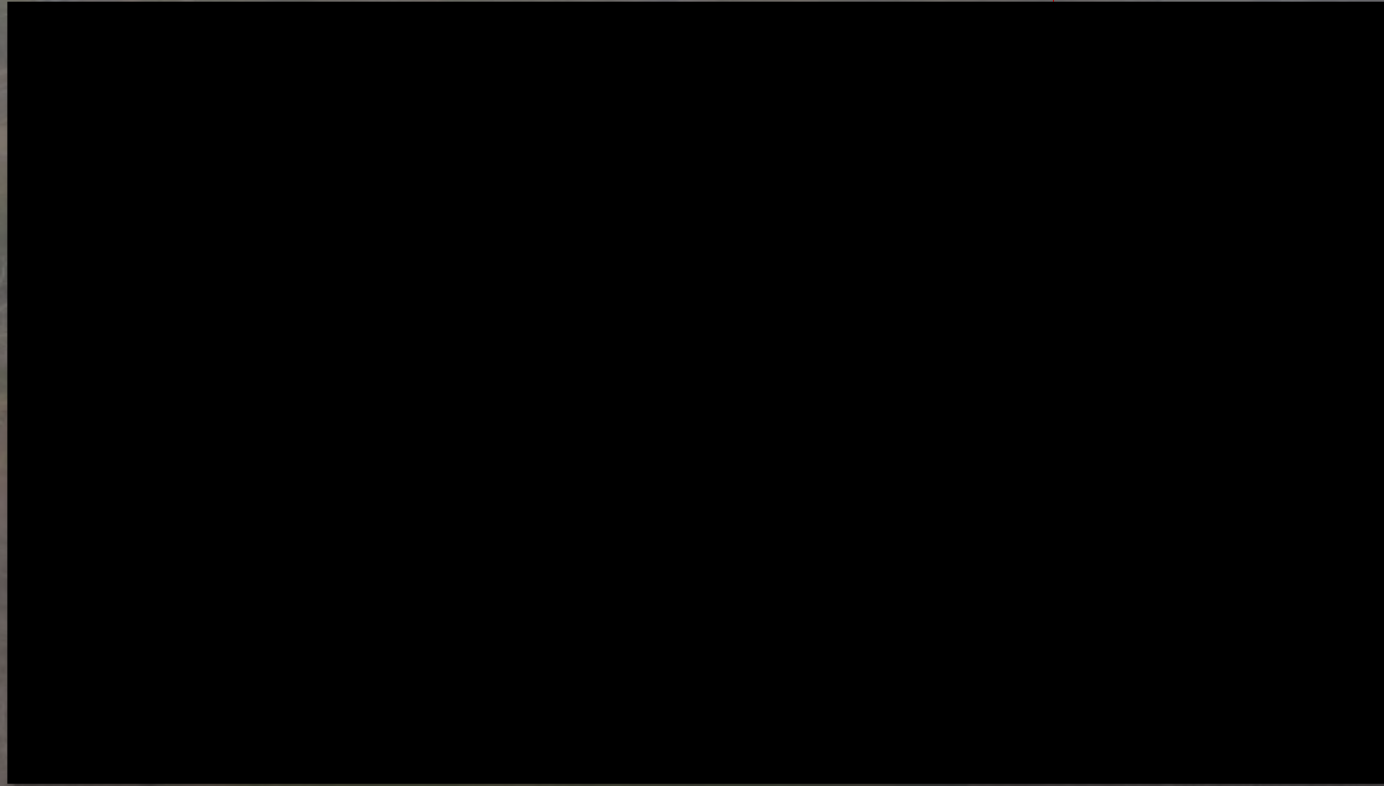
# Dan Pink

## Motivation





**Ben Zander**  
Give an A





# Williamsburg

# Way

## Rules of Engagement

### Overcommunicate



Concisely inform the team of what you are going to do, what you are doing, and what you have done.

- Work to eliminate surprises for team members
- Be aware of and think through the impacts to others

### Candor with Care



Appreciate direct feedback and be clear about when you want it and when you do not.

- Ask if feedback is desired
- Be respectful and use tact when sharing difficult news

### Assume Positive Intent



Assume that each team member has positive intent, and that mistakes can occur, be identified, and be corrected.



### Be Open

Enable the team to assist by being receptive to constructive criticism of process, execution, and outcome

- One person's weakness is another person's strength
- Acknowledge that other ideas might be better



### Be the Team

Prioritize each meeting with active discussion and support for the group's plans.

- Silence is agreement
- Decision maker owns the process and decides when to move forward
- Share Accountability



### Take Ownership

Assign and accept ownership of work knowing that accountability is expected but shared by the team.



### Be Curious

Engage in knowledge building by accepting and asking questions that probe group work.

- Encourage teamwork
- Pre-mortem discussion



### Be Awesome not Perfect

Strive for perfection but do not let that aspiration stand in the way of success

- Accept mistakes as part of a healthy process
- Recognize awesome despite imperfection
- Adjust your expectations of others

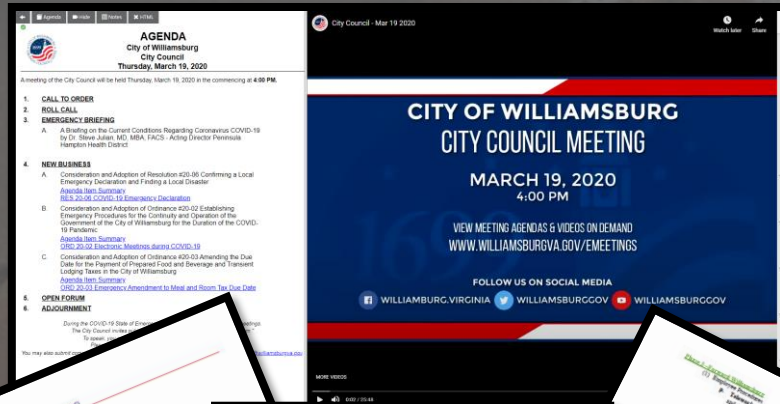
ETeam



# Strategic

# Leadership Applied

## COVID-19 Mitigation



**AGENDA**  
City of Williamsburg  
City Council  
Thursday, March 19, 2020

1. CALL TO ORDER  
2. ROLL CALL  
3. EMERGENCY BRIEFING  
A. A Briefing on the Current Conditions Regarding Coronavirus COVID-19 by Dr. Steve Jahnke, MD, MBA, FACP, Acting Director, Peninsula Hampton Health District

4. NEW BUSINESS  
A. Consideration and Adoption of Resolution #20-08 Confirming a Local Emergency Declaration and Filing a Local Disaster Appeal Item Summary: [RHC-2008 COVID-19 Emergency Declaration](#)  
B. Consideration and Adoption of Ordinance #20-02 Establishing Emergency Procedures for the Continuity and Operation of the Government of the City of Williamsburg for the Duration of the COVID-19 Pandemic. [Appeal Item Summary: ORD-20-02 Electronic Meetings during COVID-19](#)  
C. Consideration and Adoption of Ordinance #20-03 Amending the Due Date for the Payment of Proposed Food and Beverage and Transient Lodging Taxes in the City of Williamsburg. [Appeal Item Summary: ORD-20-03 Emergency Amendment to Meet and Room Tax Due Date](#)

5. OPEN FORUM  
6. ADJOURNMENT

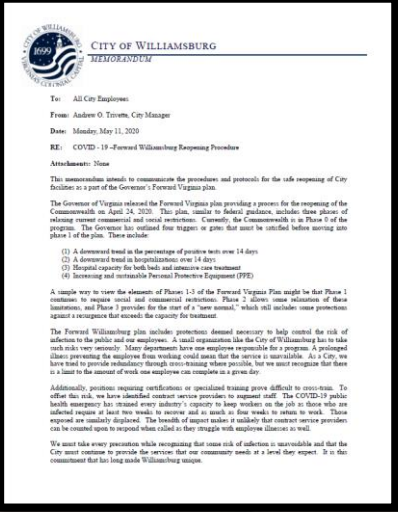


**CITY OF WILLIAMSBURG**  
Office of the City Manager  
May 21, 2020

**Emergency Temporary Zoning Guidance - Outdoor Seating**

**Introduction**  
The Governor of Virginia has announced Forward Virginia - Phase 1 Reopening. This announcement has immediate implications for outdoor seating at restaurants, bars, and other businesses. The City of Williamsburg is providing this guidance to help businesses understand the requirements and regulations that will apply to outdoor seating at all businesses.

**Guidance**  
Outdoor seating may not exceed 10% of the total occupied area and the maximum number of patrons may not exceed 25 per table. The maximum number of patrons per table shall be limited to 6. The maximum number of patrons per table shall be limited to 6. The maximum number of patrons per table shall be limited to 6.



**CITY OF WILLIAMSBURG**  
MEMORANDUM

To: All City Employees  
From: Andrew G. Trivette, City Manager  
Date: Monday, May 11, 2020  
RE: COVID-19 - Forward Williamsburg Reopening Procedures

**Attachments:** None

This memorandum intends to communicate the procedures and protocols for the safe reopening of City facilities as a part of the Governor's Forward Virginia plan.

The Governor of Virginia released the Forward Virginia plan providing a process for the reopening of the Commonwealth on April 24, 2020. This plan, similar to other states, includes three phases of relaxing current commercial and social restrictions. Currently, the Commonwealth is in Phase 1 of the program. The Governor has outlined five triggers or goals that must be satisfied before moving into phase 1 of the plan. These include:

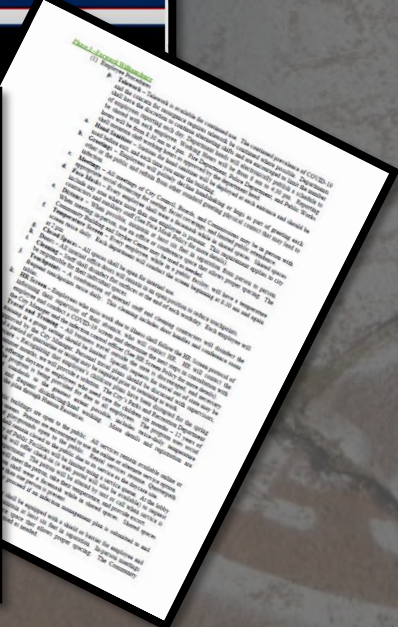
- (1) A downward trend in the percentage of positive tests over 14 days
- (2) A downward trend in hospitalizations over 14 days
- (3) Hospital capacity for both beds and intensive care treatment
- (4) Increasing and sustainable Personal Protective Equipment (PPE)

A simple way to view the elements of Phase 1 of the Forward Virginia Plan might be that Phase 1 continues to require social and commercial restrictions. Phase 2 allows some relaxation of these businesses, and Phase 3 provides for the start of a "new normal," which still includes some protections against a resurgence that exceeds the capacity for treatment.

The Forward Williamsburg plan includes protections deemed necessary to help control the risk of infection to the public and our employees. A small organization like the City of Williamsburg has to take such risks very seriously. Many departments have non-employees responsible for a program. A prolonged closure preventing the availability of many essential services that the service is unworkable. As a City, we have had to provide redundancy through cross-training where possible, but we must recognize that there is a limit to the amount of work one employee can complete in a given day.

Additionally, positive reopening notifications or specialized training prove difficult to maintain. To offset this risk, we have identified contact service providers to support staff. The COVID-19 public health emergency has strained every industry's capacity to keep workers on the job at these sites are affected requires at least two weeks to recruit and as much as five weeks to return to work. Those exposed are usually employed. The health of support workers is critical that contact service providers can be contacted upon to respond when called as they struggle with employee illnesses as well.

We must take every precaution while recognizing that some risk of infection is unavoidable and that the City must continue to provide the services that our community needs at a level they expect. It is the commitment that has long made Williamsburg unique.



**COVID-19 Reopening Procedures**

This document outlines the specific protocols for the safe reopening of City facilities, including guidelines for social distancing, mask-wearing, and the use of Personal Protective Equipment (PPE). It details the responsibilities of various departments and the procedures for handling potential outbreaks.



**Community Connections Episode 2 - Cliff Fleet**

This video segment features Cliff Fleet, discussing the challenges and solutions related to the COVID-19 pandemic in the community. It highlights the importance of community support and the role of local leaders in navigating these difficult times.



# Strategic

# Leadership

## Applied

### Broadband **Access**

- **Governor's Fast Access Broadband Grant - \$193,000**
- **Broadband Utility Pilot**
- **Deployed December 2020**



Mayor Douglas G. Pons

# Strategic Applied

# Leadership

Paid Parking **Philosophy**

Makes Change **Acceptable**

Paying for **Convenience**

**Improved** service through technology

What is a positive experience?

1 space open on every block  
most of the time

**Efficient** Utilization

Charging for **Service**

**Appropriate** Dynamic Pricing



# Strategic

# Leadership Applied



## Phase 1

1. Begin public relations effort
2. Adjust penalties
3. Purchase & install new hardware & software
4. Develop “Ambassador” training for PEOs
5. Begin working on operation & maintenance plan with CWF
6. Purchase and deploy parking sensors in paid parking zone
7. Establish revenue streams for parking improvements



## Phase 2

1. Consider a “flip” pricing strategy for on and off-street spaces
2. Execute operation and maintenance agreement with CWF
3. Initiate volunteer escort program through parking HQ
4. Program PEO positions as “Ambassadors” in downtown



## Phase 3

1. Initiate dynamic pricing for on-street spaces
2. Consider impact of timed parking zones



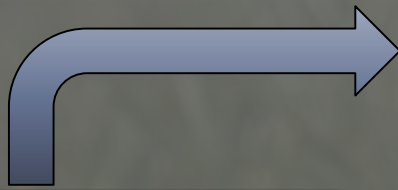
## Phase 4

1. Consider dynamic pricing for off-street spaces
2. Evaluate staffing levels

# Strategic

# Leadership Applied

## Budget Development



### 2021 BUDGET MESSAGE

1699 CITY OF WILLIAMSBURG VIRGINIA COLONIAL CAPITAL

Mayor and Members of Council:

I am pleased to present the City Manager's proposed budget for Fiscal Year 2021 (FY21) and the associated five-year Capital Improvement Plan.

This year we began budget preparation 30 days earlier than our typical schedule. We did this to provide more time for development with the goal of having a balanced budget by the end of December. We presented that budget outline to the City Council in February. That proposal included new positions, a cost of living raise for employees, new capital equipment, and increasing our average assessed value to increase for real estate taxes.

**TOTAL FY21 BUDGET**  
**\$57,599,941**

- General Fund: \$36,397,122
- Utility Fund: \$7,511,678
- Public Assistance Fund: \$2,936,270
- Tourism Development Fund: \$3,304,320
- Quarterpath CDA: \$601,228
- Sales Tax Capital Improvements: \$6,849,323

## FINANCE DEPARTMENT

BARBARA DAMERON, CPA, DIRECTOR OF FINANCE

**MISSION:** To provide exceptional stewardship and safeguarding of City assets by maintaining financial management, reporting and internal control systems, with accountability to the public in a responsible and timely manner.

**COST CENTERS**

FINANCE | REAL ESTATE ASSESSMENTS

**EXPENDITURES AND STAFFING**

	FY 2018		FY 2019		FY 2020		FY 2021	
	Actual	FTE	Actual	FTE	Budget	FTE	Adopted	FTE
Finance	\$ 838,869	9	\$ 827,907	9	\$ 835,895	9	\$ 939,946	10
Real Estate Assessments	195,002	2	240,332	2	245,180	2	262,468	2
<b>TOTAL</b>	<b>\$ 1,033,871</b>	<b>11</b>	<b>\$ 1,068,239</b>	<b>11</b>	<b>\$ 1,081,075</b>	<b>11</b>	<b>\$ 1,202,414</b>	<b>12</b>

## FINAL THOUGHTS

As we concluded our budget review in early January, it seemed that our theme this year would be retooling. The theme was appropriate, given our efforts to re-envision strategic planning, improved collaboration with our vital partners, and the addition of critical staffing. Unfortunately, this plan was upended by a global pandemic.

During the last few months, as we watched a disease spread from country to country and continent to continent, we focused less on needs and more on capability. The City hosted regional discussions of preparedness and began an internal analysis of resiliency very early.

These efforts proved invaluable as we enacted protocols that protected the community and our staff. As COVID-19 began to impact Hampton Roads, and specifically Williamsburg, our preparedness as an organization allowed our impacts to be lessened. I am so grateful to a staff who believes in planning and rises to meet challenges.

I have been daily amazed at both the capacity of our staff and our community to have rallied and proven that our bond is stronger than the temporary separation imposed by a spreading infection.

Since 1699, the hallmark of Williamsburg has been leadership. As we shared our implemented safety protocols, policies for virtual meetings, and technological solutions, we have proven the Colonial Capital is still that leader. I know we will continue to earn that legacy every day of FY21.

**It is my honor to offer the City of Williamsburg's 2021 Fiscal Year Budget for adoption by its City Council.**

Andrew O. Trivette  
City Manager

**Budget Message**

1699 City of Williamsburg  
Fiscal Year 2019 Adopted Budget

TO: Honorable Mayor and City Council  
DATE: March 23, 2018  
SUBJECT: City Manager's Budget Message

**INTRODUCTION**

The fiscal year 2019 budget reflects the dedication of the Williamsburg community to support investment in the core municipal services of education, police, and fire during a period of investment in infrastructure and the built environment by the public, private, and institutional sectors. Beyond this investment, the current year again reflects an environment of very limited recovery in property values and increased expenses for both the City organization and outside funding requests of jurisdictional and community partners. However, significant investment and growth in the economy is in process on campus, in the historic area, and in the redevelopment of commercial corridors of the City. The fiscal year 2019 budget positions the City to meet the coming year and invests in tomorrow through education, public safety, and economic development infrastructure.

The development of the General Fund Budget for fiscal year 2019 faced three new challenges discussed at the January 2018 Budget Retreat. New funding is necessary to meet these core service funding obligations and provide resources to address critical needs as follows:

	Added Cost	Percent Increase
• Contribution to W/JCC Schools	\$623,396	6.8%
• Invest in Police Department Operations	\$214,034	5.3%
• Invest in Fire Department Operations	\$186,468	4.6%

The increase in the proposed budget for schools provides a level of funding that matches the FY 19 proposed budget request of the Superintendent. The School budget provides for the staffing and operations of the new James Blair Middle School opening in the City in fiscal year 2019. The new middle school accounts for more than \$167,000 of the increase to the City budget. The increased contribution to schools also supports needs for English Learner and Special Education populations, salary increases for school system personnel, additional teachers and a counselor, and innovated programs and best practices such as the Virtual Learning Program and Early College Program to prepare students for their next challenges in life.

Public safety investments are also proposed for both the Police Department and the Fire Department. A significant portion of the increases provide for personnel and the training and equipment needed for increased staffing. The Police Department receives one new police officer to provide for additional investigations capabilities. The Fire Department increase provides one new firefighter position and benefits to an existing contract position. The two positions provide increased vehicle and shift coverage that will ease pressures for overtime and allow existing staff the freedom for necessary training and discretionary leave.

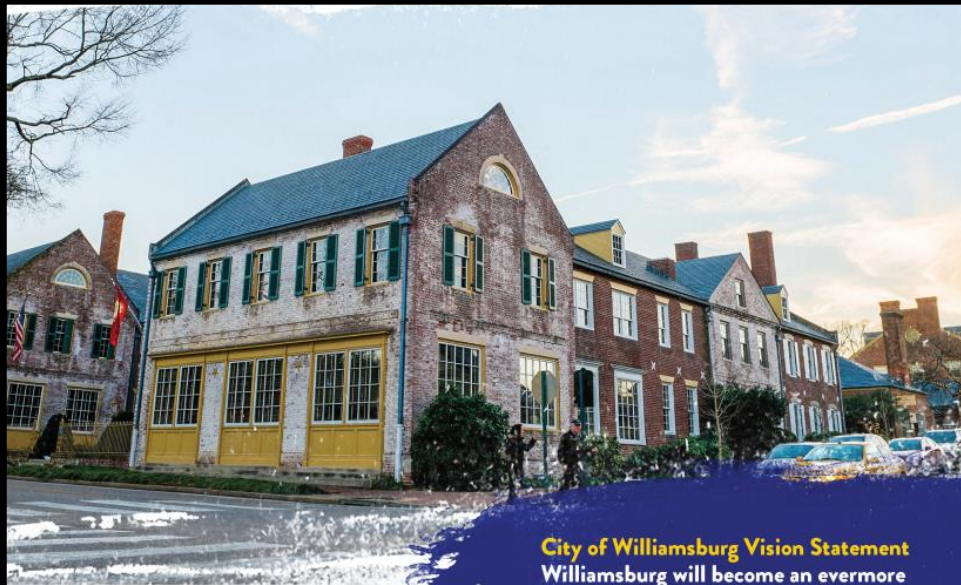


# Strategic

# Leadership

# Applied

## Williamsburg 2040



**City of Williamsburg Vision Statement**  
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 and innovating — in full partnership with the people who live, work, and visit here.

### Property of Identity Production Studios LLC Aspects of Governance

- 87% Overall customer service by Williamsburg employees
- 80% The value of services for the taxes paid to Williamsburg
- 77% Being honest
- 74% Generally acting in the best interest of the community
- 70% Overall confidence in Williamsburg

REC TC/Fm: 00:20:57:05/30173 excellent/good



## Mayor Douglas G. Pons

Overall, the City is fulfilling its vision

29%

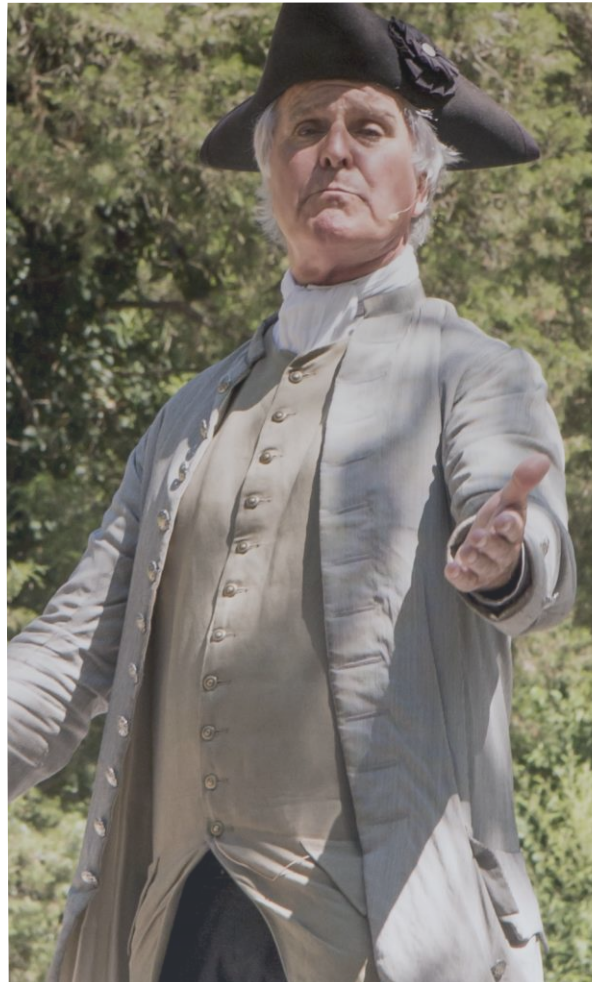
57%

10% 4%

# AGA 2020 Challenge







# Williamsburg Welcomes AGA 2020

Strategic Leadership



Andrew Omer Trivette  
City Manager