

## Council Goals and Initiatives (FY2011 – 2013)

City Council's goals are stated in the table below.<sup>1</sup>

<i>Goal</i>	<i>Title</i>	<i>Description Statement</i>
<b>1</b>	Historic District Character and Vitality	Pursue and enhance the character of Fredericksburg's historic area and city center environment to preserve our sense of place, promote economic strength, and ensure the City's continuing appeal to residents, business people, and visitors.
<b>2</b>	Character of the City and Neighborhoods	Enhance the quality of the City's residential neighborhoods and public gathering places to promote livability and a strong sense of community
<b>3</b>	Economic Vitality	Increase the prosperity of citizens and businesses and ensure adequate City revenues by (1) establishing Fredericksburg as a preeminent national tourism destination and (2) pursuing economic development and redevelopment opportunities in a business friendly environment.
<b>4</b>	Sustainability and the Natural Environment	Protect, preserve, and restore the natural environment through sustainable energy and environmental conservation measures, particularly those designed to protect the safe drinking water, natural beauty, and historic resources of the Rappahannock River.
<b>5</b>	Parks, Recreation and Open Space	Enhance the quality of parks and open space facilities, as well as recreational programming, to meet the needs of families, youth, and seniors.
<b>6</b>	Public Safety	Provide a safe and secure environment for those who live, work and visit the City through high quality public safety facilities and systems.
<b>7</b>	Transportation	Maintain and advance the development of a surface transportation system that is safe, functional, and attractive for the benefit of motorists, pedestrians, cyclists, and transit riders.
<b>8</b>	Governance and Communication	Pursue initiatives that help the City organization run more efficiently and effectively, and enhance communications, information and services.
<b>9</b>	Education	Support and enhance lifelong educational opportunities.

<sup>1</sup> City Council conducted a planning retreat at the UMW Jepson Alumni Center on November 5—6, 2010 to prepare draft goals and initiatives for the Council biennium (and beyond).

## Council Goals and Initiatives (FY2011 – 2013)

City Council's initiatives are stated in the table below.

<i>Tier</i>	<i>Initiative</i>	<i>Title</i>	<i>Description of Initiative (with Action Steps)</i>	<i>Assigned</i>
A	1A	Historic District Character and Vitality Riverfront Park	<ul style="list-style-type: none"> <li>• Complete design of Riverfront Park                             <ul style="list-style-type: none"> <li>➤ Review existing preliminary concept plan</li> <li>➤ Engage construction program manager to work with Lardner-Klein to evaluate constructability issues</li> <li>➤ Modify plan, if needed; authorize landscape architect to prepare final plans and construction specifications</li> <li>➤ Identify funding for construction</li> </ul> </li> <li>• Acquire easements for Riverwalk and Build Riverwalk                             <ul style="list-style-type: none"> <li>➤ Refer to the Riverfront Park Steering Committee for refinement of scope and discussion of feasibility</li> </ul> </li> <li>• Encourage resident use of park                             <ul style="list-style-type: none"> <li>➤ Move “Lunch in the Park” to Riverfront Park for increased visibility, beginning this May</li> <li>➤ Install interim improvements in order to improve park-like atmosphere and usability</li> <li>➤ Work with the Department of Economic Development and Tourism to identify special events that could be held at Riverfront Park</li> </ul> </li> <li>• Budget Status – Funding to Complete Design is recommended to be included in the FY 2012 Capital Budget carried forward from prior periods</li> </ul>	<ul style="list-style-type: none"> <li>• PRPF, CM</li> </ul>

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Tier	Initiative	Title	Description of Initiative (with Action Steps)	Assigned
A	1B	Courthouse	<ul style="list-style-type: none"> <li>• Solicit proposals under PPEA               <ul style="list-style-type: none"> <li>➢ Issue Request for Proposals                   <ul style="list-style-type: none"> <li>▪ Status: Complete</li> </ul> </li> <li>➢ Receive and evaluate Phase 1 proposals                   <ul style="list-style-type: none"> <li>▪ Status: Proposals due March 1, 2011</li> </ul> </li> <li>➢ Select/invite short-list of firms to develop Phase 2 proposals</li> <li>➢ Receive and evaluate Phase 2 proposals</li> <li>➢ Select highest-ranked firm</li> </ul> </li> <li>• Execute Comprehensive Agreement               <ul style="list-style-type: none"> <li>➢ Prepare and negotiate Comprehensive Agreement (e.g., design-build contract and general conditions of contract)</li> </ul> </li> <li>• Budget Status: Major component of the FY 2012 capital budget</li> </ul>	<ul style="list-style-type: none"> <li>• CM</li> </ul>
A	1C	Downtown revitalization	<ul style="list-style-type: none"> <li>• Encourage use of tax abatement program for private property improvements               <ul style="list-style-type: none"> <li>➢ Increase visibility on the City website.</li> <li>➢ Work with Building and Development Services to increase awareness of the program, possibly through the use of a brochure to be placed on the permit counter.</li> <li>➢ Move the real estate division to the old registrar's office to increase visibility and accessibility to the public. Create and display signs that announce the tax abatement program.</li> </ul> </li> <li>• City action to improve streetscape               <ul style="list-style-type: none"> <li>➢ Conduct comprehensive condition assessment of all public infrastructure Downtown</li> <li>➢ Identify funding for: tree grates, ornamental street light replacements, trash receptacles, utility pole painting, parking space stripping, pedestrian signalization</li> <li>➢ Develop unified theme for streetscape design and amenities in conjunction with Main Street Program's architectural consultant</li> </ul> </li> <li>• Budget Status: Project for downtown infrastructure is recommended to be put into the capital budget for FY 2012</li> </ul>	<ul style="list-style-type: none"> <li>• COR, PW</li> </ul>

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Tier	Initiative	Title	Description of Initiative (with Action Steps)	Assigned
C	2A	<b>Character of the City and Neighborhoods</b> Partnerships	<ul style="list-style-type: none"> <li>• Encourage and continue partnerships with community organizations, businesses, and individual citizens towards accomplishing the work of the City                             <ul style="list-style-type: none"> <li>➢ Complete mapping and trail information for a Wegmans “Passport to Family Wellness” program where residents can walk a number of City trails, get a rubbing from a Wegmans logo placed along the trail, and redeem their passport to receive store discounts.</li> <li>➢ Continue periodic meetings with US Route 1 Corridor Working Group, Commercial Realtors, Princess Anne Corridor Team and other business to provide information about City programs and enlist support for City initiatives</li> <li>➢ Maintain existing, and obtain additional private partnerships to support Fredericksburg Regional Transit (FRED)</li> </ul> </li> <li>• Budget Status – In FY 2012, FRED will maintain community partnerships, but will have major changes to Caroline County Service and Routes. Otherwise, little budget impact.</li> </ul>	<ul style="list-style-type: none"> <li>• CM, PRPF, EDT</li> </ul>
A	2B	Property Maintenance	<ul style="list-style-type: none"> <li>• Develop a program to pursue aggressive abatement of blighted properties                             <ul style="list-style-type: none"> <li>➢ Identify and appropriate project funding                                     <ul style="list-style-type: none"> <li>▪ Status: Res. 10-108 appropriated \$30,000 in FY11</li> </ul> </li> <li>➢ Survey and evaluate all vacant and abandoned buildings</li> <li>➢ Prioritize abatement efforts in conjunction with available funds</li> <li>➢ Begin/continue enforcement actions</li> </ul> </li> <li>• Budget Status: The Recommended Budget in FY 2012 also includes an appropriation request of \$30,000 for blight abatement activities.</li> </ul>	<ul style="list-style-type: none"> <li>• BDS</li> </ul>

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<b>Tier</b>	<b>Initiative</b>	<b>Title</b>	<b>Description of Initiative (with Action Steps)</b>	<b>Assigned</b>
C	2C	Litter	<ul style="list-style-type: none"> <li>• Adopt trash and debris ordinance               <ul style="list-style-type: none"> <li>➢ Research and review ordinances from other localities</li> <li>➢ Draft ordinance and present to staff working group</li> <li>➢ Present to City Council</li> </ul> </li> <li>• Adopt regulation on placement of trash for pickup               <ul style="list-style-type: none"> <li>➢ Research and review regulations from other localities</li> <li>➢ Draft regulations</li> </ul> </li> <li>• Budget Status: These initiatives do not have a major budget impact, and there is no funding set aside for these items.</li> </ul>	<ul style="list-style-type: none"> <li>• CA, PW</li> </ul>
C	2D	Local Food Initiatives	<ul style="list-style-type: none"> <li>• Examine ordinances to ensure promotion of local food initiatives               <ul style="list-style-type: none"> <li>➢ Determine requirements for the use of EBT/SNAP benefits at the Farmer’s Market</li> <li>➢ Begin accepting EBT/SNAP benefits at Farmer’s Market, if feasible</li> <li>➢ Review American Planning Association’s “Guide to Urban Agriculture” and determine how to integrate “best practices” in City’s zoning ordinance</li> </ul> </li> <li>• Use City property for community gardens               <ul style="list-style-type: none"> <li>➢ Evaluate in conjunction with Initiative 5B; develop rules and regulations for garden use</li> <li>➢ Identify neighborhood associations that may partner with the City</li> <li>➢ Determine cost to implement; identify and appropriate funds, if necessary</li> <li>➢ Review zoning ordinance to determine permissibility; revise, if necessary</li> <li>➢ Determine schedule for implementation</li> </ul> </li> <li>• Budget Status: The FY 2012 Recommended Budget requests a separate set of accounts in the City Grants Fund for the activities of the Farmer’s Market. The Farmer’s Market permit revenue will be matched with a General Fund Contribution to fund a part-time Market Manager and other activities, with a total budget of \$15,000.</li> </ul>	<ul style="list-style-type: none"> <li>• CM, PRPF, DSS</li> </ul>

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B	3A	Economic Development Plan	<ul style="list-style-type: none"> <li>• Support EDA in completion of strategic plan                             <ul style="list-style-type: none"> <li>➤ The Strategic Plan with Action Steps was transmitted to the Mayor and City Council in January. The EDA has selected downtown façade improvement and implementation of the Main Street program as its initial priorities. EDT will work with the EDA to implement these initiatives, plus facilitate other shared priorities of the City Council and EDA.</li> </ul> </li> <li>• Support EDA to implement key elements of strategic plan                             <ul style="list-style-type: none"> <li>➤ EDT staff and the EDA will work to educate stakeholders on the benefits of a Main Street program to the downtown retail district, including management, marketing, economic restructuring, and design. A broad-based steering committee will be convened, and short term goals will be established for the development of the City program.</li> <li>➤ The EDA has expressed strong interest in supporting downtown façade improvement, both through a matching funds program and the design firm contract available through Main Street. This will be pursued by EDT staff in conjunction with other City departments.</li> </ul> </li> <li>• Budget Status: The EDA has its own resources, and the City operating budget does not have a specific set-aside for this initiative.</li> </ul>	<ul style="list-style-type: none"> <li>• EDT</li> </ul>

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Tier	Initiative	Title	Description of Initiative (with Action Steps)	Assigned
A	3B	Development Ordinances	<ul style="list-style-type: none"> <li>• Prepare and adopt a unified development ordinance for zoning, subdivision and land use regulation                             <ul style="list-style-type: none"> <li>➤ Identify and appropriate project funding                                     <ul style="list-style-type: none"> <li>▪ Status: Range of cost is \$150,000—200,000; will be considered as a supplement to FY11 budget</li> </ul> </li> <li>➤ Issue Request for Proposals                                     <ul style="list-style-type: none"> <li>▪ Status: Proposals due February 11, 2011</li> </ul> </li> <li>➤ Receive and evaluate proposals</li> <li>➤ Select consultant and execute contract</li> <li>➤ Determine project schedule and milestones</li> </ul> </li> <li>• Budget Status: Funding for consultant services in the amount of \$180,000 is requested as an amendment to the FY 2011 Operating Budget.</li> </ul>	<ul style="list-style-type: none"> <li>• PLG</li> </ul>

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B	3C	Redevelopment	<ul style="list-style-type: none"> <li>• Facilitate the continued redevelopment of the U.S. Rt. 1 corridor, especially Phase II of Eagle Village.               <ul style="list-style-type: none"> <li>➤ Support and facilitate implementation of a well-considered Master Plan for the remainder of the Eagle Village project.</li> <li>➤ Assist UMW Foundation staff in development of any appropriate tourism zone incentive applications for Phase II.</li> <li>➤ Participate, as requested, in meetings with existing or potential tenants of Eagle Village to encourage further development of the project.</li> <li>➤ As appropriate, seek an entrepreneurial attitude towards an active rental usage of the Anderson Center for conferences, competitions and other special events. When the University is not in session, use of this facility can positively impact nearby dining, lodging and retail establishments, and encourage further development.</li> <li>➤ Explore partnerships between the City, Mary Washington HealthCare and the University of Mary Washington that can strengthen the U.S. 1 corridor and the development of Eagle Village.</li> <li>➤ Continue semi-annual meetings of the U.S. 1 Corridor Working Group.</li> <li>➤ Consider placing a tax increment financing district in the corridor to help fund infrastructure improvements (i.e., streetscape enhancement, U.S. 1/Augustine Avenue intersection, etc.).</li> </ul> </li> <li>• Budget Status: The capital improvements plan will include recommendations to create a future project to re-work the intersection of U.S. 1 and Augustine Avenue, using federal funds.</li> </ul>	<ul style="list-style-type: none"> <li>• PLG, EDT</li> </ul>

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B	3D	Performing Arts	<ul style="list-style-type: none"> <li>• Continue to explore the feasibility of a performing arts center.                             <ul style="list-style-type: none"> <li>➤ Maintain contact with potential developers such as the University of Mary Washington about plans for a performing arts center in the City.</li> <li>➤ Visit other successful performing arts centers, especially those associated colleges and universities.</li> <li>➤ Continue to seek information about other successful performing arts centers, including funding, financial sustainability, governance, management, public usage, and best practices.</li> </ul> </li> <li>• Budget Status: The Recommended Budget in FY 2012 does not include a specific set-aside for this initiative. The Department of Economic Development and Tourism is assigned as ongoing staff support.</li> </ul>	<ul style="list-style-type: none"> <li>• EDT</li> </ul>
B	3E	Local Spending	<ul style="list-style-type: none"> <li>• Develop a program to promote spending locally and support shopping locally.                             <ul style="list-style-type: none"> <li>➤ Develop a water bill insert to inform City residents of the importance of shopping locally.</li> <li>➤ Develop a message from the City Manager to City employees encouraging shopping in 22401. Encourage a similar message from the Superintendent of Fredericksburg City Schools to School Board employees.</li> <li>➤ Develop an August “Family Foodies” event with some similar characteristics to Restaurant Week. Encourage children’s entertainment and demonstrations at the Farmer’s Market, family-friendly menus at restaurants, cooking classes for all ages, coloring placemats for restaurants, etc., for an engaging and interactive multi-day event.</li> <li>➤ Continue Restaurant Week, seeking to expand it to other parts of the City in 2012.</li> <li>➤ Develop and implement a “Why I Shop Fredericksburg” video contest using local and social media where entries are posted on-line and public voting is done to render top honors. The winners can be posted on YouTube to expand the reach and benefits of the</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• EDT</li> </ul>

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			<p>program. Downtown Dollars (shopping certificates usable in the historic district) will be used as prizes.</p> <ul style="list-style-type: none"> <li>➤ Continue to host “Focus on Fredericksburg” events, where meeting planners that live or work in our region are asked to bring their meetings to 22401.</li> <li>➤ Create a family-reunions based effort similar to “Focus on Fredericksburg” that encourages local residents who organize family reunions to host their reunions in Fredericksburg.</li> <li>➤ Encourage City businesses to enlist in procurement programs such as eVA and SWaM at educational seminars, informational meetings and other business events to increase their business volume. Provide a link from the EDT website to eVA and SWaM electronic sign up pages to facilitate sign ups.</li> <li>➤ Emphasize the Shop Local and 22401 business-to-business message in the EDT newsletter and in several e-mail messages issued periodically via the EDT Constant Contact program.</li> </ul> <ul style="list-style-type: none"> <li>• Budget Status: The City Manager’s Recommended Budget for FY 2012 does not include a specific appropriation set aside for this item. The City’s Economic Development and Tourism Department is assigned for ongoing staff support.</li> </ul>	
		<b>Sustainability and the Natural Environment</b>		
B	4A	Environmental Stewardship (Save Trees)	<ul style="list-style-type: none"> <li>• Implement paperless Council packets and correspondence                             <ul style="list-style-type: none"> <li>➤ Requirements gathering and testing</li> <li>➤ Beta testing with pilot group</li> <li>➤ Full roll-out for City Council</li> </ul> </li> <li>• Budget Status: The City Council approved a supplemental appropriation during FY 2011 to procure the notepad computers necessary to implement this item.</li> </ul>	<ul style="list-style-type: none"> <li>• IT</li> </ul>

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Tier	Initiative	Title	Description of Initiative (with Action Steps)	Assigned
C	4B	Environmental Stewardship (Energy)	<ul style="list-style-type: none"> <li>• Pursue environmental and energy conservation measures that demonstrate the City's commitment to environmental stewardship               <ul style="list-style-type: none"> <li>➢ Re-establish the City's Environmental Management Program</li> <li>➢ Identify City facilities that use inefficient lighting; determine cost/benefit of retrofit</li> <li>➢ Conduct an energy efficiency audit of three City buildings</li> </ul> </li> <li>• Budget Status: The Recommended Budget for FY 2012 does not include a major appropriation to re-establish the environmental management program. The City entered into a major contract for the replacement of HVAC equipment during FY 2010 through the capital budget, which should produce ongoing savings. This retrofit included re-lighting in certain facilities. The PRPF Department is assigned ongoing staff support for this initiative.</li> </ul>	<ul style="list-style-type: none"> <li>• PRPF</li> </ul>
B	4C	Environmental Stewardship	<ul style="list-style-type: none"> <li>• Develop a sustainable plan for refuse and recycling collection               <ul style="list-style-type: none"> <li>➢ Re-evaluate staff recommendation presented to Council during November 2010 planning retreat</li> <li>➢ Determine whether to proceed with "pilot program" consisting of once-a-week service, curbside collection, using large capacity wheeled carts</li> <li>➢ Investigate ways to improve collection rate of residential recycling</li> <li>➢ Provide an updated recommendation to Council</li> </ul> </li> <li>• Budget Status: The Recommended Budget in FY 2012 did not include funds to proceed with a pilot project for solid waste roll-out containers or retrofitting existing packer trucks to collect these items.</li> </ul>	<ul style="list-style-type: none"> <li>• PW</li> </ul>
C	4D	Environmental Stewardship (Plant Trees)	<ul style="list-style-type: none"> <li>• Increase efforts to rebuild urban forest by replanting 600 trees a year               <ul style="list-style-type: none"> <li>➢ Identify and appropriate project funding</li> <li>➢ Assist Tree Fredericksburg by providing whatever City-support may be necessary to enhance the group's effectiveness</li> <li>➢ Seek private grants to supplement City funds</li> </ul> </li> <li>• Budget Status: The FY 2012 Recommended Operating Budget increases the allocation for the tree program from \$10,000 to \$40,000.</li> </ul>	<ul style="list-style-type: none"> <li>• PW</li> </ul>

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<i>Tier</i>	<i>Initiative</i>	<i>Title</i>	<i>Description of Initiative (with Action Steps)</i>	<i>Assigned</i>
A	4E	River Enhancement	<ul style="list-style-type: none"> <li>• Initiate discussion with Stafford County to dredge the Rappahannock River                             <ul style="list-style-type: none"> <li>➤ Action steps to be determined</li> </ul> </li> <li>• Budget Status: The Recommended Budget for FY 2012 does not contain any specific appropriation for this purpose. Assigned staff will continue to explore the City's options.</li> </ul>	<ul style="list-style-type: none"> <li>• CM, BDS</li> </ul>
C	4F	Stream Protection	<ul style="list-style-type: none"> <li>• Initiate discussions with Spotsylvania County to restore Hazel Run                             <ul style="list-style-type: none"> <li>➤ Engage with Spotsylvania County to determine the County's role, responsibilities, financial assistance, and management duties related to this project.</li> <li>➤ Develop a schedule to begin discussions with the County.</li> <li>➤ Update the Hazel Run Watershed Analysis prior to a stream restoration project.</li> <li>➤ Prepare scope of work; determine range of cost; identify funding opportunities.</li> </ul> </li> <li>• Budget Status: The Recommended Budget for FY 2012 does not contain any appropriation of City funds for this purpose; although a capital project for stream restoration work could be created for the next cycle if such a project emerges from further study.</li> </ul>	<ul style="list-style-type: none"> <li>• CM, BDS</li> </ul>
		<b>Parks, Recreation and Open Space</b>		

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A	5A	Pathways	<ul style="list-style-type: none"> <li>• Build a significant portion of the Virginia Central Railway Trail                             <ul style="list-style-type: none"> <li>➤ Complete design                                     <ul style="list-style-type: none"> <li>▪ Status: Design 95% complete</li> </ul> </li> <li>➤ Prepare constructability review of plans/specifications</li> <li>➤ Secure approvals from regulatory agencies and National Park Service</li> <li>➤ Obtain license agreement from NPS</li> <li>➤ Obtain easements from private landowners</li> <li>➤ Procurement: bid; evaluate; award</li> <li>➤ Commence construction not later than May, 2012</li> </ul> </li> <li>• Build the Rappahannock Heritage Trail                             <ul style="list-style-type: none"> <li>➤ Pre-qualify contractors                                     <ul style="list-style-type: none"> <li>▪ Status: Complete</li> </ul> </li> <li>➤ Secure final approvals from regulatory agencies</li> <li>➤ Obtain right-of-entry for Dowling Property</li> <li>➤ Procurement: bid; evaluate; award</li> <li>➤ Commence construction not later than July, 2011</li> </ul> </li> <li>• Build the Cowan Boulevard Trail                             <ul style="list-style-type: none"> <li>➤ Complete design                                     <ul style="list-style-type: none"> <li>▪ Status: Design completed by City staff</li> </ul> </li> <li>➤ Obtain VDOT approvals                                     <ul style="list-style-type: none"> <li>▪ Status: Awaiting final approval from VDOT</li> </ul> </li> <li>➤ Procurement: bid; evaluate; award</li> <li>➤ Commence construction not later than May, 2011</li> </ul> </li> <li>• Budget Status: These three trails are currently included in the FY 2011 capital budget, and the FY 2012 Recommended Capital Budget will include them as carryover items, with supplements if necessary.</li> </ul>	<ul style="list-style-type: none"> <li>• PW, PRPF, PLNG, CM</li> </ul>

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C	5B	City Parcel Use	<ul style="list-style-type: none"> <li>• Continue to designate and develop city parcels for park and neighborhood use                             <ul style="list-style-type: none"> <li>➢ Finalize plan prepared by working group</li> <li>➢ Present to Recreation Commission for review/acceptance</li> <li>➢ Present to City Council; refer to Planning Commission</li> <li>➢ Recommend appropriate levels of funding to be placed in Capital Improvements Program based on availability of revenues</li> </ul> </li> <li>• Budget Status: The FY 2012 Recommended Budget does not include any funds specifically set aside for this purpose.</li> </ul>	<ul style="list-style-type: none"> <li>• PRPF</li> </ul>
<b>Public Safety</b>				
B	6A	Traffic	<ul style="list-style-type: none"> <li>• Design and construct intersection improvements at Sophia and William Street gateway                             <ul style="list-style-type: none"> <li>➢ Complete design                                     <ul style="list-style-type: none"> <li>▪ Status: Design 95% complete</li> </ul> </li> <li>➢ Procurement: bid; evaluate; award</li> <li>➢ Commence construction not later than July, 2011</li> </ul> </li> <li>• Identify funding for continuation of traffic signal and pedestrian safety improvements citywide                             <ul style="list-style-type: none"> <li>➢ Install additional mid-street “Yield to Pedestrian” signs (i.e., Caroline St. at Regional Library, 2300 Fall Hill Ave., College Ave. adjacent to UMW campus)</li> <li>➢ Install additional ladder crosswalks as funding permits</li> <li>➢ Continue to pursue funds from FAMPO and VDOT for additional projects</li> </ul> </li> <li>• Budget Status: The current FY 2011 budget includes the Sophia &amp; William Gateway project as a capital budget project; and the FY 2011 operating budget includes funding for traffic signal and pedestrian safety improvements. Additional funding is sought for FY 2012 for traffic and pedestrian safety improvements through the FAMPO allocation process for federal funds.</li> </ul>	<ul style="list-style-type: none"> <li>• PW, PLG</li> </ul>

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<i>Tier</i>	<i>Initiative</i>	<i>Title</i>	<i>Description of Initiative (with Action Steps)</i>	<i>Assigned</i>
A	6B	Community Police Officer	<ul style="list-style-type: none"> <li>• Maintain and continue the community policing program                             <ul style="list-style-type: none"> <li>➤ Assign one CPO to the Downtown Historic District; two CPOs to the Fall Hill Ave. corridor; and a fourth officer to Community Policing in 2011 after the grant-funded officer has completed training</li> <li>➤ Conduct one “Minding the Store” seminar for merchants</li> <li>➤ Conduct one “Managing the Night Life” seminar for restaurants and bars</li> <li>➤ Conduct at least one community survey</li> <li>➤ Assign corporals as single points of contact for the following apartment developments: The Commons, Camden Hills, and Wellington Lakes</li> <li>➤ Assign the two dayshift sergeants as primary points of contact for the Idlewild Subdivision.</li> </ul> </li> <li>• Budget status: The FY 2012 budget includes COPS grant funding in the City Grants Fund, which will assist with these assignments.</li> </ul>	<ul style="list-style-type: none"> <li>• PD</li> </ul>
C	6C	Graffiti Control	<ul style="list-style-type: none"> <li>• Develop and adopt a graffiti ordinance                             <ul style="list-style-type: none"> <li>➤ Research and review ordinances from other localities</li> <li>➤ Draft ordinance and present to staff working group</li> <li>➤ Present to City Council</li> </ul> </li> <li>• Budget Status: The FY 2012 Recommended Operating Budget does not contain any specific funding for this purpose, although should the ordinance be adopted the funding recommended for blight abatement could also be used for graffiti control on a case-by-case basis.</li> </ul>	<ul style="list-style-type: none"> <li>• CA</li> </ul>
B	6D	Ethanol Tankers	<ul style="list-style-type: none"> <li>• Work with CSX, Transflo, and Spotsylvania County to remove or minimize the storage of tanker cars in the Mayfield Yard                             <ul style="list-style-type: none"> <li>➤ Continue to seek cooperative solutions with all stakeholders</li> <li>➤ Support Senator Houck’s legislation to restrict time period for railcar storage to 8-hours or less</li> <li>➤ Consider hiring an outside consultant to perform a risk assessment and hazard mitigation plan (identify cost and funding)</li> </ul> </li> <li>• Budget Status: The FY 2012 Recommended Budget does not include any specific funding; assigned staff will continue to work on the issue.</li> </ul>	<ul style="list-style-type: none"> <li>• CM, FD, CA</li> </ul>

# Council Goals and Initiatives (FY2011 – 2013)

Tier	Initiative	Title	Description of Initiative (with Action Steps)	Assigned
A	6E	Courts	<ul style="list-style-type: none"> <li>• Implement the U.S. Marshal's Report recommendations for courthouse security                             <ul style="list-style-type: none"> <li>➢ Evaluate report prepared by Sheriff Higgs</li> <li>➢ Identify and appropriate funding based on availability of revenues</li> <li>➢ Establish timeline for implementation</li> </ul> </li> <li>• Budget Status: The Recommended FY 2012 budget includes a transfer to capital to fund a small project for interim court security improvements, as identified by the Sheriff and approved by the Court.</li> </ul>	<ul style="list-style-type: none"> <li>• PRPF</li> </ul>
<b>Transportation</b>				
B	7A	Bridges	<ul style="list-style-type: none"> <li>• Design and construct a replacement bridge on Fall Hill Avenue over the Rappahannock Canal                             <ul style="list-style-type: none"> <li>➢ Award contract for engineering services                                     <ul style="list-style-type: none"> <li>▪ Status: Complete</li> </ul> </li> <li>➢ Design replacement bridge; obtain necessary regulatory approvals; acquire needed rights-of-way                                     <ul style="list-style-type: none"> <li>▪ Status: Design in progress</li> </ul> </li> <li>➢ Procurement: bid; evaluate; award</li> <li>➢ Commence construction not later than January 2012</li> </ul> </li> <li>• Budget Status: The FY 2011 capital budget contains enough funds to move forward with design. The FY 2012 capital budget will need to include additional funds for construction.</li> </ul>	<ul style="list-style-type: none"> <li>• PW</li> </ul>
C	7B	Bridges	<ul style="list-style-type: none"> <li>• Prepare preliminary design and NEPA documents for a replacement bridge on Fall Hill Avenue over I-95                             <ul style="list-style-type: none"> <li>➢ Identify and appropriate funding for design</li> <li>➢ Award contract for engineering services</li> <li>➢ Design replacement bridge; obtain necessary regulatory approvals</li> </ul> </li> <li>• Budget Status: The FY 2012 budget will include funds for the preliminary design for this project.</li> </ul>	<ul style="list-style-type: none"> <li>• PW</li> </ul>

## Council Goals and Initiatives (FY2011 – 2013)

Tier	Initiative	Title	Description of Initiative (with Action Steps)	Assigned
C	7C	Signalization	<ul style="list-style-type: none"> <li>• Implement signal timing and signal upgrades along U.S. Routes 1 and 3               <ul style="list-style-type: none"> <li>➢ Complete engineering design                   <ul style="list-style-type: none"> <li>▪ Status: Design 90% complete</li> </ul> </li> <li>➢ Procurement: bid; evaluate; award</li> <li>➢ Commence construction not later than July, 2011</li> </ul> </li> <li>• Budget Status: The FY 2011 capital budget includes these projects, and remaining balances will be carried forward into FY 2012.</li> </ul>	<ul style="list-style-type: none"> <li>• PW</li> </ul>
A	7D	Train Station	<ul style="list-style-type: none"> <li>• Continue to assist Virginia Railway Express with construction of train station and platform improvements               <ul style="list-style-type: none"> <li>➢ City's role is one of support for VRE and inspection of street level improvements</li> <li>➢ Pursue additional funding thorough "High Speed Rail Project" in conjunction with support from Congressman Wittman</li> </ul> </li> <li>• Budget Status: The FY 2012 budget does not include a specific City appropriation to further the renovation work; the Regional Transportation Fund continues to include funds for operating maintenance.</li> </ul>	<ul style="list-style-type: none"> <li>• PW</li> </ul>
C	7E	Paving	<ul style="list-style-type: none"> <li>• Increase annual street paving allocation               <ul style="list-style-type: none"> <li>➢ Prioritize list of streets for pavement rehabilitation and determine cost to construct/maintain                   <ul style="list-style-type: none"> <li>▪ Status: In progress</li> </ul> </li> <li>➢ Recommend appropriate levels of funding to be placed in Capital Improvements Program based on availability of revenues</li> <li>➢ City Council and Planning Commission review and adopt CIP</li> </ul> </li> <li>• Budget Status: The FY 2012 Recommended Budget includes a transfer to capital to provide funds for paving as an ongoing maintenance need.</li> </ul>	<ul style="list-style-type: none"> <li>• CM</li> </ul>

## Council Goals and Initiatives (FY2011 – 2013)

<b>Tier</b>	<b>Initiative</b>	<b>Title</b>	<b>Description of Initiative (with Action Steps)</b>	<b>Assigned</b>
C	7F	Energy Efficiency	<ul style="list-style-type: none"> <li>• Expand LED signals and induction street lights                             <ul style="list-style-type: none"> <li>➢ Ongoing program to convert traffic signals to LED (funded in Public Works operating budget)</li> <li>➢ Convert street lights to induction lighting as opportunities arise</li> </ul> </li> <li>• Budget Status: The FY 2012 Recommended Budget continues the LED project in the Public Works Traffic program at roughly the same levels as FY 2011. There is no specific funding outlined for induction lighting, although there is a possibility that small projects could be undertaken in either FY 2011 or FY 2012 from streetlight funds.</li> </ul>	<ul style="list-style-type: none"> <li>• PW</li> </ul>
C	7G	Planning	<ul style="list-style-type: none"> <li>• Approach FAMPO to secure funding for a City transportation plan                             <ul style="list-style-type: none"> <li>➢ Work with FAMPO Technical Committee to determine whether CMAQ or RSTP funds could be used to update the transportation element of the City's Comprehensive Plan</li> <li>➢ Determine scope of work related to transportation plan element (e.g., consultant's effort and deliverables)</li> </ul> </li> <li>• Budget Status: There is no specific funding outlined in the FY 2012 Recommended Operating Budget, as this project would be funded through the FAMPO and federal funding allocation efforts, if approved.</li> </ul>	<ul style="list-style-type: none"> <li>• CM</li> </ul>
B	7H	Legislative	<ul style="list-style-type: none"> <li>• Seek legislative authority to allow transportation impact fees                             <ul style="list-style-type: none"> <li>➢ City Council adopt legislative program to include this initiative</li> <li>➢ City Manager and City Council present initiative to local General Assembly representatives</li> <li>➢ Work with GWRC legislative liaison to assist in soliciting support for request and to attend legislative hearings, if necessary</li> </ul> </li> <li>• Budget Status: The FY 2012 Recommended Operating Budget does not include any funding for this purpose, as this is a legislative initiative. Existing staff will continue to pursue this item with our General Assembly delegation.</li> </ul>	<ul style="list-style-type: none"> <li>• CM</li> </ul>
<b>Governance and Communications</b>				

## Council Goals and Initiatives (FY2011 – 2013)

Tier	Initiative	Title	Description of Initiative (with Action Steps)	Assigned
B	8A	DOJ Preclearance	<ul style="list-style-type: none"> <li>• Initiate process and work to obtain an exemption from the U.S. Department of Justice pre-clearance requirements under the Voting Rights Act                             <ul style="list-style-type: none"> <li>➢ Retain outside counsel                                     <ul style="list-style-type: none"> <li>▪ Status: Complete</li> </ul> </li> <li>➢ Hold community informational meeting                                     <ul style="list-style-type: none"> <li>▪ Status: Held January 31, 2011</li> </ul> </li> <li>➢ Council will consider referral to Electoral Board to obtain greater input and acceptance from citizens</li> </ul> </li> <li>• Budget Status: The FY 2011 budget was amended to provide funds for this purpose.</li> </ul>	<ul style="list-style-type: none"> <li>• CM, CA, RG</li> </ul>
A	8B	Performance Measurement	<ul style="list-style-type: none"> <li>• Explore participation in the ICMA performance measurement program                             <ul style="list-style-type: none"> <li>➢ Contact ICMA’s program director and schedule informational briefing on PM program</li> <li>➢ Evaluate best practices from other Virginia localities that currently participate in program</li> <li>➢ Consider deploying PM program in one City department as a pilot program</li> </ul> </li> <li>• Budget Status: The FY 2012 budget should include sufficient funds for joining the ICMA Performance Measure program.</li> </ul>	<ul style="list-style-type: none"> <li>• CM</li> </ul>
A	8C	Organizational review	<ul style="list-style-type: none"> <li>• Pursue an organizational review at the functional level (consultant’s study)                             <ul style="list-style-type: none"> <li>➢ Determine scope of work and prepare Request for Proposals</li> <li>➢ Estimate cost and identify funding</li> <li>➢ City Council may consider appropriation during FY12 budget cycle</li> <li>➢ Determine project schedule and milestones</li> </ul> </li> <li>➢ Note: City Council has agreed that the “Performance Measurement” initiative precede Initiative 8C in order to establish solid performance metrics. Performance metrics will be needed to evaluate work and staffing levels.</li> <li>• Budget Status: The FY 2012 Recommended Operating Budget does not include additional resources for this study; however, there is a Water and Sewer Management Study currently under procurement during FY 2011.</li> </ul>	<ul style="list-style-type: none"> <li>• CM</li> </ul>

## Council Goals and Initiatives (FY2011 – 2013)

Tier	Initiative	Title	Description of Initiative (with Action Steps)	Assigned
C	8D	Citizen Outreach	<ul style="list-style-type: none"> <li>• Communicate City’s progress on meeting initiatives               <ul style="list-style-type: none"> <li>➢ Develop webpage to serve as informational “dashboard” on achievement progress and milestones</li> <li>➢ Emphasize significant progress on individual initiatives via the City Manager’s bi-weekly report to Council</li> </ul> </li> <li>• Budget Status: The FY 2012 Recommended Operating Budget does not include any additional resources for this Initiative – staff will continue to work on this issue.</li> </ul>	<ul style="list-style-type: none"> <li>• CM</li> </ul>
C	8E	Citizen Outreach	<ul style="list-style-type: none"> <li>• Determine best method of communicating with citizens using existing resources               <ul style="list-style-type: none"> <li>➢ The National Citizen Survey will ask a question about the effectiveness of various communication tools</li> <li>➢ Staff will evaluate the survey responses and provide recommendations on how to maximize resource allocation</li> </ul> </li> <li>• Budget Status: Council appropriated funds through a budget amendment in the FY 2011 budget; no additional appropriation is identified in the FY 2012 budget.</li> </ul>	<ul style="list-style-type: none"> <li>• CM</li> </ul>
C	8F	Opinion Survey	<ul style="list-style-type: none"> <li>• Conduct National Citizen Survey               <ul style="list-style-type: none"> <li>➢ National Research Center (NRC) prepares survey, generates sample of households, prints mailing materials                   <ul style="list-style-type: none"> <li>▪ Status: <i>In progress</i></li> </ul> </li> <li>➢ NRC conducts survey</li> <li>➢ NRC analyzes survey responses and writes report</li> <li>➢ Survey results presented to City Council and public</li> </ul> </li> <li>• Budget Status: The FY 2011 budget was amended for this project.</li> </ul>	<ul style="list-style-type: none"> <li>• CM</li> </ul>
B	8G	Facility Expansion	<ul style="list-style-type: none"> <li>• Expand City Shop               <ul style="list-style-type: none"> <li>➢ Design and construct new salt storage dome on current City Shop property</li> <li>➢ Acquire additional property to expand facility and/or acquire property to relocate City School’s transportation operation</li> </ul> </li> <li>• Budget Status: The salt storage building is part of the FY 2011 capital budget.</li> </ul>	<ul style="list-style-type: none"> <li>• PW</li> </ul>

# Council Goals and Initiatives (FY2011 – 2013)

Tier	Initiative	Title	Description of Initiative (with Action Steps)	Assigned
B	8H	Utilities	<ul style="list-style-type: none"> <li>• Conduct water/sewer rate and management study                             <ul style="list-style-type: none"> <li>➢ Issue Request for Proposals                                     <ul style="list-style-type: none"> <li>▪ Status: Proposals received January 21, 2011</li> </ul> </li> <li>➢ Receive and evaluate proposals</li> <li>➢ Select consultant and execute contract</li> <li>➢ Determine project schedule and milestones</li> <li>➢ Consider interim rate increase</li> </ul> </li> <li>• Budget Status: The FY 2011 capital budget includes this project.</li> </ul>	<ul style="list-style-type: none"> <li>• CM</li> </ul>
B	8I	Staffing	<ul style="list-style-type: none"> <li>• Begin to re-build staff capability in key areas                             <ul style="list-style-type: none"> <li>➢ The annual budget process provides an opportunity to review staffing needs of individual departments</li> <li>➢ The City Manager will evaluate departmental recommendations, prioritize needs, and recommend additional staffing in areas of greatest need, if City revenues are sufficient</li> </ul> </li> <li>• Budget Status: The FY 2012 Recommended Operating Budget includes the addition of three positions: Budget Manager, Deputy City Attorney, and Public Works – Deputy Superintendent (Street Maintenance) for FY 2012.</li> </ul>	<ul style="list-style-type: none"> <li>• CM</li> </ul>
A	8J	Redistricting	<ul style="list-style-type: none"> <li>• Prepare and adopt a redistricting plan that conforms to all requirements of Virginia and Federal law                             <ul style="list-style-type: none"> <li>➢ Analyze data from US Census 2010</li> <li>➢ Procure and become proficient in use of specialized redistricting software</li> <li>➢ Provide for public comment and public participation</li> <li>➢ Complete redistricting plans by September 2011 and file Section 5 submissions to Dept. of Justice</li> </ul> </li> <li>• Budget Status: The FY 2012 Recommended Operating Budget does not include any appropriations specifically for this purpose; staff will continue to make progress on this issue.</li> </ul>	<ul style="list-style-type: none"> <li>• CM, CA, PLNG</li> </ul>
		<b>Education</b>		

## Council Goals and Initiatives (FY2011 – 2013)

<i>Tier</i>	<i>Initiative</i>	<i>Title</i>	<i>Description of Initiative (with Action Steps)</i>	<i>Assigned</i>
C	9A	Education	<ul style="list-style-type: none"> <li>• Support and enhance lifelong educational opportunities                             <ul style="list-style-type: none"> <li>➤ Action steps TBD in consultation with City Schools , UMW, and Germanna Community College</li> </ul> </li> <li>• Budget Status: The FY 2012 Recommended Operating Budget includes an additional \$900,000 in local funds for the Fredericksburg City Public Schools. This will help offset both cuts in state support of education and rising costs due to enrollment growth.</li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>