

Task Name	Start	Finish	% Complete	Champion	June 2019 Status
2019 Council Priorities	Tue 1/1/19	Fri 12/31/21	25%		
Employment Epicenter	Tue 1/1/19	Sun 10/31/21	33%		
Priority #1: Make business attraction the focus of economic development and bring family-sustaining careers to the City, focusing on integration with regional, statewide and global economies and industry clusters	Tue 1/1/19	Sun 10/31/21	38%	Bill Freehling	<ul style="list-style-type: none"> • There were 1,672 business establishments in Fredericksburg at the end of 2019, according to VEC data • Continued to make progress on multi-purpose stadium and facilitated major breakthrough in Liberty Place/William Square project that should generate close to \$2 million in new revenue for the City • At-place employment was at about 25,000 in the City at the end of 2019, according to VEC data
Priority #2: Complete the Small Area Plans over the next three fiscal years (2019-2022), including the acquisition of outside expertise as required (Corridor development, work we need to do to make properties more attractive)	Tue 1/1/19	Sat 5/1/21	29%	Chuck Johnston	<ul style="list-style-type: none"> • Comp Plan work for Area 3 completed in previous cycle. • Comp Plan work for Area 6 completed on February 22. • Consultant Study for Area 7 completed and transmitted to Council and Planning Commission on May 28. • Comp Plan amendment for Area 7 to be completed by end of 2019. • Consultant Study for Areas 1&2 to begin July 2019.
Priority #3: Better manage parking supply through strategies that optimize supply over time and consider the impact of future development, changes in transportation habits/multi-modal transportation, and the use of technologies (i.e. parking apps)	Tue 1/1/19	Thu 10/15/20	34%	Doug Fawcett	<ul style="list-style-type: none"> • Changes to downtown on-street parking restrictions have been made and others are pending. • City staff has proposed revisions to private development parking requirements/policies and these changes are under review by the Parking Advisory Committee. • The PAC is also conducting a review of the first year of operation of resident permit parking zones in the College Heights and College Terrace neighborhoods.
Priority #4: Create a top tier tourism effort	Tue 1/1/19	Wed 3/3/21	15%	Bill Freehling	<ul style="list-style-type: none"> • Conducted RFP and hired DMO Proz to perform tourism analysis • Extended regional tourism MOU by one year (until June 30, 2020) in order to provide time for analysis • Met with DMO Proz and scheduled stakeholder interviews for firm's June 3-7 visit to Fredericksburg. Late summer presentation to Council is tentatively planned

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Priority #5: Complete branding strategy and implement desired recommendations	Wed 1/2/19	Tue 12/31/19	34%	Sonja Wise	<ul style="list-style-type: none"> • Funding identified from City/EDA. Committee set up with 2 Council, 2 EDA and 2 Staff seats • 32 responses received to RFP, HUB hired • Completed branding project kickoff and discovery visit Jan 2019 (3 days, 11 worksessions, 196 people that shared thoughts on the City) • Another visit in May for update, 1 day with 3 public presentations • Next visit is anticipated in July with public announcement planned for August 2019 • Bi-weekly status meetings have been occurring since Jan 2019.
Building Community through Cultural Vibrancy	Tue 1/1/19	Sat 10/31/20	25%		
Priority #6: Support UMW's Performing Arts Center Initiative - Promote diverse event programming	Tue 1/1/19	Sat 10/31/20	16%	Tim Baroody	<ul style="list-style-type: none"> • Council legislative agenda adopted, included endorsement of UMW performing arts center as high priority. • State funding not achieved in 2019. • Toured Hylton Performing Arts Center with Dr. Paino, reviewed out of state model.
Priority #7: Facilitate private development of a multipurpose stadium	Tue 1/1/19	Wed 4/1/20	33%	Bill Freehling	<ul style="list-style-type: none"> • Neared completion of financing, issued \$39M worth of bonds working with the EDA • Early grading permit issued, subdivision plat approved • Negotiated final points of various stadium agreements • Facilitated ceremonial groundbreaking and planned opening of office/store in Executive Plaza • Assisted with promotional materials including I-95 billboard and name-the-team contest • Site preparation work has begun
Priority #8: Build the Riverfront Park	Tue 1/1/19	Sat 8/1/20	18%	Doug Fawcett	<ul style="list-style-type: none"> • Final preparations are underway for advertising the project for construction bids. This is anticipated to occur late June-mid July. • ARB has approved certificate of appropriateness for accessory structures and final Technical Review Committee approval is pending

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Learning is a Way of Life	Tue 1/1/19	Sun 10/31/21	14%		
Priority #9: Jointly develop with School Board a school capacity plan, and begin implementation	Fri 2/1/19	Sun 10/31/21	4%	Tim Baroody	<ul style="list-style-type: none"> • Long range capacity plan developed, endorsed by School Board. Plan not well received by many in the community, Council commissioned Weldon Cooper Report. • Agreement to push off capacity decision until late 2019 after September enrollment numbers are received • \$1M of fund balance for capacity work remains as a set aside by Council. • Taskforce to be created to make capacity recommendations in 2019. • Council amended FY19 budget to fund the return of VPI Children to Walker Grant Center in the fall of 2019. This restores space at Hugh Mercer Elementary School.
Priority #10: Facilitate collaborative work with partners to address existing and future workforce needs	Tue 1/1/19	Tue 12/31/19	60%	Angela Freeman	<ul style="list-style-type: none"> • Established workforce development committee and began meeting regularly • Began to formulate workforce development plan • Worked with EDA, City, Schools on funding associated with the plan • Working with schools to elevate CTE/workforce development positions
Priority #11: Develop plan to meet community needs through School/City shared services	Mon 7/1/19	Thu 12/31/20	0%	Tim Baroody	<ul style="list-style-type: none"> • Project timed to start July 2019
Distinct and Linked Neighborhoods	Tue 1/1/19	Wed 9/1/21	9%		
Priority #12: Working with neighborhoods, advance multi-modal connectivity across the City	Tue 1/1/19	Wed 6/30/21	1%	Erik Nelson	<ul style="list-style-type: none"> • Priority list developed, assuming \$100k per year. • City Council provided an additional \$100,000 in FY2020 budget for for accessibility improvements between VCR Trail and bathroom building in Alum Springs Park. • Budget for pathways very limited (\$40k). Erik Nelson will hire Planning intern to develop concept plan for Idlewild Blvd bike lanes during FY2020. • Continuing to seek VDOT funding for VCR Trail Bridge.

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Priority #13: Implement the Neighborhood Enhancement Pilot to enhance infrastructure in neighborhoods	Tue 1/1/19	Tue 6/30/20	29%	Dave King	<ul style="list-style-type: none"> The FY20-25 CIP Program was adopted and includes \$50,000 each year for six years (\$300,000 total). The \$50,000/year amount may reduce the number and scope of projects considered for award; however, this should be sufficient to get some projects completed and the program under way.
Priority #14: Identify challenges to neighborhood livability and quality of life throughout the City then research, develop, and adopt amendments to the UDO, City policies, or the general City Code to respond to those challenges	Fri 3/1/19	Wed 9/1/21	2%	Mike Craig	<ul style="list-style-type: none"> Ordinance/Map amendments for Area 6 (Maker District, TDR, etc.) to be completed by end of 2019. Accessory Dwelling Unit ordinance amendment to be initiated by Council in July.
Priority #15: Expansion of Community Policing Efforts	Tue 1/1/19	Thu 7/30/20	38%	Dave Nye	A survey was released on 5/28/19 . Approximately 300 to 400 flyers about the survey were delivered to downtown business and residents the last week of May. In addition, the library added the link to the survey on all of their public desktop computers. The survey was also added to the Police Department webpage and the home page of the City's website.
Cutting Edge Transportation Solutions	Wed 5/1/19	Thu 12/31/20	1%		
Priority #16: Continue focus on train station improvements	Wed 5/1/19	Fri 7/31/20	3%	Erik Nelson	<ul style="list-style-type: none"> StreetSense report delivered 5/28 will be reviewed.
Priority #17: Complete gateway improvement study	Thu 8/1/19	Thu 12/31/20	0%	Chuck Johnston	<ul style="list-style-type: none"> On hold pending completion of branding effort
A Proven Leader in Historic Preservation	Tue 1/1/19	Fri 12/31/21	20%		
Priority #18: Streamline the development and ARB process with stakeholders to improve clarity on what is required when bringing a new project to the City	Tue 1/1/19	Thu 8/1/19	41%	Kate Schwartz	<ul style="list-style-type: none"> Ordinance adopted June 11. New Historic Preservation Plan to be proposed September 2019. New Historic District Handbook to be proposed March 2020.

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Priority #19: Determine what to do with historic Renwick Courthouse	Tue 1/1/19	Sat 10/3/20	7%	Doug Fawcett	<ul style="list-style-type: none"> • The next step in the process is to conduct a public forum on the conclusions of the economic feasibility study and to obtain public comment/input on the options identified. This public forum will be held early-mid September.
Priority #20: Complete the archaeology ordinance	Tue 1/1/19	Tue 6/30/20	20%	Kate Schwartz	<ul style="list-style-type: none"> • GIS Story Map for archeology completed in April 2019. • Ordinance amendments to be initiated by Council July 2019. • Public information meeting: September 5 • PC public hearing: September 11. • Council public hearing: October 18.
Priority #21: Move forward on plans for telling a more complete history of our diverse community, including the history and contributions of African Americans	Tue 1/1/19	Fri 12/31/21	16%	Tim Baroody	<ul style="list-style-type: none"> • Final report presented at a Special Meeting on 3/14/19 and accepted by Council on May 14, 2019. • Memorials Advisory Commission asked to take lead on implementation. • City Manager briefed Memorials Advisory Commission, provided hard copies of signage, brochures, tours scripts, etc. • Council set aside \$250k for costs associated with work.
Green, Clean Environment	Tue 1/1/19	Fri 12/31/21	16%		
Priority #22: Initiate stormwater facility Improvements to meet Chesapeake Bay requirements	Wed 1/2/19	Fri 12/31/21	7%	John Saunders, Dave King	<ul style="list-style-type: none"> • Pond 'D' feasibility study completed May 2019. • Prepare scope of work for 100% design by July 2019.

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Priority #23: Monitor, maintain, and improve our canal to ensure that it is healthy and attractive	Tue 1/1/19	Mon 5/31/21	15%	Dave King	<ul style="list-style-type: none"> • Completed revision of City Code to prohibit boating, fishing, swimming and other activities in the canal. • Completed vegetation cleaning from Higgins Bridge downstream to Fall Hill Avenue, and also from Route 1 bridge upstream approximately 100 yards. Next phase of cleaning will occur next winter. • Schwartz and Associates has been commissioned to prepare design plans and cost estimates for the Gordon Shelton and Lompano Bridges • CIP is programmed as follows: FY20:\$50K; FY21:\$196K; FY22:\$209K; FY23:\$198K; FY24:\$196K; FY25\$250K • City staff completed a comprehensive waterway and canal bank cleaning (Core Values event) March 20
Priority #24: Expand conservation and sustainability efforts, recycling, litter prevention, and composting	Mon 4/1/19	Tue 6/1/21	22%	Dave King	<ul style="list-style-type: none"> • Conservation/recycling efforts that have been identified include investigating special processes for glass recycling and backyard composting. • Backyard composting brochure has been developed by DPW (Diane Beyer) and made available to the CGC and public. • New sanitation crew leader position adopted in the FY20 budget
Priority #25: Participate in regional discussions and planning for improvements in dealing with waste management and recycling	Tue 1/1/19	Tue 6/1/21	20%	Mark Whitley	<ul style="list-style-type: none"> • R-Board has received an updated agreement from the City for their review.
Priority #26: Encourage the renovation of buildings for environmental sustainability	Mon 4/1/19	Thu 12/31/20	17%	Doug Fawcett	<ul style="list-style-type: none"> • There is an ongoing effort to take sustainability into consideration when renovations/improvements are planned for City buildings. • City Council adopted C-PACE ordinance. • Staff group met May 9th to begin review of existing program incentives and potential program changes. We would like to collect data on properties for which building permits were issued vs. properties that qualified for the incentive. Will be working on data collection through 2019 Q4.

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Public Services - The Backbone of our Community	Tue 1/1/19	Fri 12/31/21	35%		
Priority #27: Continue the assessment of our City's water/sewer system and determine the capital improvements necessary to improve the system	Tue 1/1/19	Wed 6/30/21	37%	Dave King	<ul style="list-style-type: none"> • 6-Year CIP has been coordinated between City-County for consolidation efforts • Draft MOA is being considered by City-County officials, including draft terms to be considered in a master agreement • Water/Sewer rate study has been completed. Staff is reviewing the final report. • Water/Sewer rates are being increased in FY20 in accordance with the rate study recommendations. • 5-Year VPDES permit final draft for the wastewater plant has been received from DEQ. Anticipated approval of the permit is September – October 2019, pending EPA approval and public comments period.
Priority #28: Responsibly reduce incarceration	Tue 1/1/19	Wed 6/30/21	16%	Dave Nye, Mark Whitley	<ul style="list-style-type: none"> • City Council authorized the filing of a suit against the opioid manufacturers. • Staff is developing workforce team to identify strategies
Priority #29: Position the City for Smart Community Initiatives, while continuing pursuit of high speed internet enhancements	Tue 1/1/19	Fri 12/31/21	53%	Suzanne Tills	<ul style="list-style-type: none"> • 1 Co-location project completed (City Shop), 1 in progress (Fire Station 2), 1 in planning stages (VDOT/Chatham). • DPW is reaching out to VDOT to confirm if grant funds are available for the connection of signals along the Rt.3 and Lafayette corridors • Funding for fiber expansion \$98k approved in FY20 budget
Priority #30: Work with stakeholders and partners to establish an affordable housing strategy, preferably on a regional basis	Tue 1/1/19	Fri 12/31/21	27%	Chuck Johnston	<ul style="list-style-type: none"> • A Regional consensus was reached to pursue a Virginia Housing Development Authority grant for a Regional Housing Action Plan tailored for each jurisdiction in the region: March 2019. • GWRC has submitted an application to the Virginia Housing Development Authority for funding to prepare an Affordable Housing Action Plan. A decision on the funding is anticipated by August 1.

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Priority #31: Work with stakeholders and regional partners to further pilot to reduce unsheltered homelessness	Tue 1/1/19	Fri 1/31/20	85%	Susanna Finn	<ul style="list-style-type: none"> • Program started activities January 2019. • City funded activities for FY19 and FY20. • Monthly reports provided to City Manager.
Priority #32: Implement new ERP Software	Tue 1/1/19	Sat 8/1/20	32%	Suzanne Tills	<ul style="list-style-type: none"> • Phase 2 – Utility Billing and Animal Licenses System configured; Charge codes have been completed for Utility Billing and Animal Licenses; July Go Live • Phase 3 – Current and Future state analysis is complete; Configuration and building of tables has begun • Phase 4 – Residential and Commercial Rate Setups are in progress; Data Conversion is close to completion; changes to the property record card have been finalized and were ready for assessors 6/24/19 • Phase 5 – Tyler Technology staff assigned and Kickoff for Tax Assessment has completed *Phase 5 required system upgrade to 2018 - added complexity to other phase testing
Priority #33: Fire service expansion: Plan construction of new fire station	Tue 1/1/19	Wed 6/30/21	4%	Eddie Allen	<ul style="list-style-type: none"> • Council is actively working on a Letter of Intent with Hylton Group to advance the Gateway Boulevard project • The Fire Station would be located in this general area and is somewhat dependent upon the construction of the road.
Priority #34: Achieve 3rd national re-accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA)	Tue 1/1/19	Sat 11/30/19	81%	Dave Nye	<ul style="list-style-type: none"> • The Police Department’s annual review took place during the week of June 28 through July 6. • The annual review encompassed approximately 25 percent of the agency's standards via PowerDMS™, the software that the agency uses to track its compliance with accreditation standards. • The on-site inspection is scheduled for August 11-14.