

Task Name	Start	Finish	% Complete	Champion	January 2020 Status
2019 Council Priorities	Tue 1/1/19	Fri 12/31/21	44%		
Employment Epicenter	Tue 1/1/19	Sun 10/31/21	63%		
<p>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</p>	Tue 1/1/19	Sun 10/31/21	54%	Bill Freehling	<ul style="list-style-type: none"> • Significant progress was made on three major economic development projects: <ul style="list-style-type: none"> o Liberty Place/William Square: The steel skeleton is now in place at Liberty Place, and the foundation is in for the adjacent garage. Work on the Winchester Place apartment building is expected to start soon. A mixed-use development including a hotel, apartments and commercial space is planned on the former FLS HQ property. o Baseball stadium/Celebrate VA: The FredNats continue work on the stadium, with a planned April opening. Ample activity is also occurring near the stadium -- with a hotel, commercial space and apartments nearing completion -- and more prospects are in the works. o VA clinic: It appears as if six national developers are going to submit proposals for a clinic sited in the City of Fredericksburg. The City has been actively involved in the process. • Business revenue growth is on target for goals, and the aforementioned projects promise to have a significantly positive impact.
<p>Priority #2: Complete the Small Area Plans over the next three fiscal years (2019-2022), including the acquisition of outside expertise as required</p>	Tue 1/1/19	Sat 5/1/21	51%	Chuck Johnston	<ul style="list-style-type: none"> • In December, a list of CIP items based on recommendations in the Area 6 and Area7 (draft) small area plans was recommended by the Planning Commission for consideration during the upcoming FY 21 budget process. • The Planning Commission held worksessions on the Area 7 Small Area Plan in October, November, and December. • The Area 1 and 2 planning processes were underway. Public outreach was the focus, including a community meeting in Area 2 and a Charrette in Area 1 in October. • A draft RFP for Phase 4 (Area Plans 5, 8, and 10) was begun. Release for bid and contract negotiation will take place in FY20 3rd quarter.

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<p>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)</p>	Tue 1/1/19	Thu 10/15/20	74%	Doug Fawcett	<ul style="list-style-type: none"> • Planning Staff and the City Attorney's office worked on revised parking requirements for private development for review and public hearing in FY20 3rd quarter. • Liberty Place parking deck is under construction. • UMW completed the Athletic Complex parking facility in October of 2019. • City has been approved for grant funding of an electric charging station to be installed in the Fredericksburg Branch Library parking lot, our third station in the City.
<p>Priority #4: Create a top tier tourism effort</p>	Tue 1/1/19	Wed 3/3/21	80%	Bill Freehling	<ul style="list-style-type: none"> • DMO Proz completed, published and publicly presented a draft tourism analysis. • Many of the report's recommendations are proposed to be implemented in FY21: More money for Advertising, hiring a part-time assistant for tourism, hiring a tourism director/manager. • One-year regional tourism MOU extension likely to be brought to Council in coming months. Possible changes to regional tourism program to be worked through over next 18 months. • Worked on a bevy of tourism initiatives, including Window Wonderland, Restaurant Week, the Fredericksburg Area Beer Trail and more.

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<p>Priority #5: Complete branding strategy and implement desired recommendations</p>	Wed 1/2/19	Tue 12/31/19	77%	Sonja Wise	<ul style="list-style-type: none"> • Messaging and visual brand in final draft form has been presented to committee. • Roadmap for unveiling have been developed. • Draft brand guidelines have been developed.
<p>Building Community through Cultural Vibrancy</p>	Tue 1/1/19	Sat 10/31/20	44%		
<p>Priority #6: Support UMW's Performing Arts Center Initiative - Promote diverse event programming</p>	Tue 1/1/19	Sat 10/31/20	16%	Tim Baroody	<ul style="list-style-type: none"> • Statewide funding being pursued again in FY21.

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Priority #7: Facilitate private development of a multipurpose stadium	Tue 1/1/19	Wed 4/1/20	66%	Bill Freehling	<ul style="list-style-type: none"> • Significant progress made on construction. Opening Day set for April 23. • FredNats made significant hires and brought in team to help manage the reimagined Expo Center. • New billboard promoting opening day went up on I-95. This was a joint initiative between the City and FredNats. • City designated point person to work with FredNats on stadium events and logistics. • City began to plan for marketing strategy at stadium. • City included stadium in recommended FY21 budget.
Priority #8: Build the Riverfront Park	Tue 1/1/19	Sat 8/1/20	34%	Doug Fawcett	<ul style="list-style-type: none"> • Contract awarded by Council Nov. 12th • Notice to proceed was issued Dec 30th and anticipated start of construction by March 31.
Learning is a Way of Life	Tue 1/1/19	Sun 10/31/21	16%		

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<p>Priority #9: Jointly develop with School Board a school capacity plan, and begin implementation</p>	<p>Fri 2/1/19</p>	<p>Sun 10/31/21</p>	<p>7%</p>	<p>Tim Baroody</p>	<ul style="list-style-type: none"> • After new superintendent was formalized, both bodies sat their respective task force members, meetings began fall of 2019. • Survey and communications plan have been finalized and survey was launched January 27, 2020. • Open community forums set for week January 27th.

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Priority #10: Facilitate collaborative work with partners to address existing and future workforce needs	Tue 1/1/19	Tue 12/31/19	66%	Angela Freeman	<ul style="list-style-type: none"> • Mr. Frye asked for a fuller explanation of the potential of the old hospital building for a variety of school purposes including CTE potential. Staff will work to report back in February. • EDA discussed its interest in making workforce development a top priority with City Council during the Joint Council-EDA meeting. Additional work has been delayed while focus is placed on developing better understanding of school capacity. EDA will continue to seek opportunities to collaborate with the City and schools. • The Good Jobs Here public meetings have concluded. The consultants will summarize the feedback and present to the public in early-mid 2020. The commuter workforce study has been updated. • Continued to work with Fredericksburg City Schools Career and Technical Education program lead. Job description developed. • Continued progress on the advanced IT certification program with UMW. Course will launch in February or March. • Continued to work with Workforce Investment Board and Virginia Community College System to expand workforce services. • Continued advocacy to expand work-based learning programs with the Governor's office. This will likely result in restored Virginia Jobs Investment Program funding at the state level.
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"> • Awaiting resources to proceed.
Distinct and Linked Neighborhoods	Tue 1/1/19	Wed 9/1/21	32%		

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<p>Priority #12: Working with neighborhoods, advance multi-modal connectivity across the City</p>	Tue 1/1/19	Wed 6/30/21	33%	Erik Nelson	<ul style="list-style-type: none"> • Neighborhood is taking additional time to determine neighborhood support of the bike trail concept. This is on hold until feedback can be received. • A smart scale project to connect the VCR to Idlewild Boulevard will be submitted by staff in response to HOA concerns. • Two natural surface trails called Idlewild Connector 1 and Idlewild Connector 2 were transmitted to Council. Staff is working to get these in place this fiscal year.
<p>Priority #13: Implement the Neighborhood Enhancement Pilot to enhance infrastructure in neighborhoods</p>	Tue 1/1/19	Tue 6/30/20	37%	Diane Beyer	<ul style="list-style-type: none"> • Program is planned for rollout in 2020.
<p>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</p>	Fri 3/1/19	Wed 9/1/21	21%	Mike Craig	<ul style="list-style-type: none"> • The Planning Commission held a worksession on the Creative Maker zoning district in Area 6 and Transfer of Development Rights program on November 13. • The Planning Commission held a worksession on proposed parking modifications both city wide and focused on the Commercial Downtown and Creative Maker Zoning Districts as a result of the Area Plans on September 11. • A group of residents, property owners, entrepreneurs, and other stakeholders continues to meet monthly year focusing on developing a Creative Maker zoning district and has been reviewing zoning and TDR concepts. • A technical group of architects, builders, and City staff met in October, November, and December to refine the Creative Maker form based code. • Planning Staff and the City Attorney's office worked on draft ordinances for the Creative Maker zoning district, Transfer of Development Rights, and parking amendments

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Priority #15: Expansion of Community Policing Efforts	Tue 1/1/19	Thu 7/30/20	66%	Brian Layton	<ul style="list-style-type: none"> • Four downtown strategies: <ul style="list-style-type: none"> ○ Visibility- 35% complete ○ Traffic & pedestrian safety- 20% complete ○ Quality of life- 40% complete ○ Homelessness- 25% complete • Follow-up survey planned for July 2020
Cutting Edge Transportation Solutions	Wed 5/1/19	Thu 12/31/20	14%		
Priority #16: Continue focus on train station improvements	Wed 5/1/19	Fri 7/31/20	33%	Erik Nelson	<ul style="list-style-type: none"> • The Planning Commission established a Train Station Committee and held meetings in November and December to identify ideas for the Train Station Area to be included in the Downtown, Area 7 Plan. • Planning Staff is incorporating the results of those meetings into the Area 7 Plan. • Planning Commission was briefed on January 15th on train station plan. • Council received brief in December, VRE now plans execution of \$5M upgrades in 2021. Engineering completed in 2020.
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	37%		
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 8/1/20	49%	Kate Schwartz	<ul style="list-style-type: none"> • Creation of a new Historic District Handbook is underway. The contract is under review with the selected consultant, Commonwealth Architects. Its work will begin in January 2020. This partially grant-funded project will be completed by the end of June 2020. • Preservation plan materials are under review by the Working Group and the process has been extended to accommodate new goals for archaeology and interpretation of African American history.

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Priority #19: Determine what to do with historic Renwick Courthouse	Tue 1/1/19	Sat 10/3/20	12%	Doug Fawcett	<ul style="list-style-type: none"> • Public Forum was held November 7th and attended by approximately 80 citizens. • As a result of this meeting, we are working with HFFI to have the building included on the National Registry.
Priority #20: Complete the archaeology ordinance	Tue 1/1/19	Tue 6/30/20	45%	Kate Schwartz	<ul style="list-style-type: none"> • The Planning Commission voted to recommend approval of the ordinance in December 2019. • The City Council public hearing is scheduled for January 2020.
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	35%	Tim Baroody	<ul style="list-style-type: none"> • Memorials Advisory Commission continues their work on telling a more complete story. • Staff has developed an execution plan for relocation of the Auction Block to FAM. Will execute when legal issues are resolved.
Green, Clean Environment	Tue 1/1/19	Fri 12/31/21	38%		

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<p>Priority #22: Initiate stormwater facility Improvements to meet Chesapeake Bay requirements</p>	<p>Wed 1/2/19</p>	<p>Fri 12/31/21</p>	<p>37%</p>	<p>Chuck Johnston, Diane Beyer</p>	<ul style="list-style-type: none"> • 3 new positions have been added: Environmental Programs Manager (to be filled February 10), Senior Stormwater Manager, and Stormwater Administrator (both filled in December). • Soliciting Pond design is on pause. • Pond dam was surveyed in November and found to have issues. • The Virginia Department of Conservation and Recreation (DCR) was contacted for a dam inspection per state regulations. • Development of a renovation plan by a consulting engineer is underway.
<p>Priority #23: Monitor, maintain, and improve our canal to ensure that it is healthy and attractive</p>	<p>Tue 1/1/19</p>	<p>Mon 5/31/21</p>	<p>34%</p>	<p>Diane Beyer</p>	<ul style="list-style-type: none"> • Next vegetation management cycle has been awarded. Work ideally will be done Jan-March 2020. • Area of cleanup is Fall Hill Roundabout to Hanson Avenue.

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Priority #24: Expand conservation and sustainability efforts, recycling, litter prevention, and composting	Mon 4/1/19	Tue 6/1/21	26%	Diane Beyer	<ul style="list-style-type: none"> • Cigarette butlers placed downtown. • Alternatives discovered regarding leaf disposal. Investigating opportunities. • Working with C&G Commission to develop attainable goals for 2020. • Consideration being given to a recycling fee as recycling markets have not rebounded. • Continuing to research sustainability issues holistically to determine the best decisions/programs for City and environment. • Environmental Programs Manager position approved midyear and he will start on February 10.
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	52%	Mark Whitley	<ul style="list-style-type: none"> • Agreement is still under consideration by Stafford County - Cell F3 planning is proceeding.
Priority #26: Encourage the renovation of buildings for environmental sustainability	Mon 4/1/19	Thu 12/31/20	30%	Doug Fawcett	<ul style="list-style-type: none"> • Initiated Building Automation Monitoring process at three of our major facilities including General District Court, Police Department, and Bass Ellison. This process allows for real time to monitoring comfort and energy consumption to ensure comfort levels are maintained and any energy wasting failed components are immediately replaced. FDD – Fault Detection and Diagnostics FDD is a process that uses advanced analytics to capture building performance data and analyze it to detect mechanical or operational faults that can impact occupant comfort, energy consumption or asset lifecycles. FDD helps building owners and operators proactively estimate the impact of these faults and prioritize system repairs or upgrades to correct the issues. • Installed a new energy efficient cooling tower at Renwick. The new tower along with re-configuring the water piping will improve heat dissipation by as much as 50%. • Installed a new roof at City Hall and added extra insulation. The new roof is a light color that will not absorb heat and the extra insulation will increase occupant comfort and reduce energy consumption. • At the Train Station, converted and installed new LED light fixtures. Continuous effort in all facilities to convert failed fluorescent light fixtures with new LED lamps. • Replaced traditional water coolers with new bottle filling station water coolers at PD, City Hall, Dorothy Hart Community Center and two at Central Rappahannock Regional Library.
Public Services - The Backbone of our Community	Tue 1/1/19	Fri 12/31/21	49%		

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<p>Priority #27: Continue the assessment of our City's water/sewer system and determine the capital improvements necessary to improve the system</p>	Tue 1/1/19	Wed 6/30/21	46%	Diane Beyer	<ul style="list-style-type: none"> • City - County meeting held on January 7 to discuss draft agreement and a potential WQIF grant submission. • Resolution being prepared by attorneys to get Spotsylvania and City to endorse path forward.
<p>Priority #28: Responsibly reduce incarceration</p>	Tue 1/1/19	Wed 6/30/21	16%	Brian Layton, Mark Whitley	<ul style="list-style-type: none"> • Council did expand the opioid litigation to Johnson & Johnson in November. No further updates.
<p>Priority #29: Position the City for Smart Community Initiatives, while continuing pursuit of high speed internet enhancements</p>	Tue 1/1/19	Fri 12/31/21	62%	Suzanne Tills	<ul style="list-style-type: none"> • Project budget has been developed for FY21-FY23. • Two projects are currently in planning stages: Wi-Fi at Hurkamp Park and Smart street lights at Riverfront Park.

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<p>Priority #30: Work with stakeholders and partners to establish an affordable housing strategy, preferably on a regional basis</p>	Tue 1/1/19	Fri 12/31/21	40%	Chuck Johnston	<ul style="list-style-type: none"> • GWRC staff selected a consultant with work to begin in January.
<p>Priority #31: Work with stakeholders and regional partners to further pilot to reduce unsheltered homelessness</p>	Tue 1/1/19	Fri 1/31/20	100%	Susanna Finn	<ul style="list-style-type: none"> • Met with GWRC Board, King George Board of Supervisors, and Fredericksburg City Council to present on the initiative and discuss expanded support. • Submitted application for jurisdictional funding throughout the region and to the hospital. • 11 people in 9 households were successfully housed over the two-year pilot, funding sought to continue program in FY21 by the City.

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<p>Priority #32: Implement new ERP Software</p>	<p>Tue 1/1/19</p>	<p>Sat 8/1/20</p>	<p>57%</p>	<p>Suzanne Tills</p>	<ul style="list-style-type: none"> • Phase 2 – Live, e-check complete, minor residual bug fixes, training • Phase 3 – Go live for City & Schools Payroll to 4/2020; HR module moved to 2021 • Phase 4 – System went live, final tweaks to system will occur over next month as well as work on interface to GIS and Tyler Munis system, assessment has begun • Phase 5 – Validating and verifying data conversions and reviewing form proofs, Go live on pause. BL in 2020. • Phase 6 - Scheduled after Phase 7 • Phase 7 - September Kickoff scheduled
<p>Priority #33: Fire service expansion: Plan construction of new fire station</p>	<p>Tue 1/1/19</p>	<p>Wed 6/30/21</p>	<p>12%</p>	<p>Eddie Allen</p>	<ul style="list-style-type: none"> • Council extended LOI to March of 2020. • Council also approved money to advance engineering and design of the road in December.

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<p>Priority #34: Achieve 3rd national re-accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA)</p>	Tue 1/1/19	Sat 11/30/19	100%	Brian Layton	<ul style="list-style-type: none"> • Advanced Accreditation Award- November 21, 2019