

Council Goals and Initiatives (FY2011 – 2013)

City Council's goals are stated in the table below.¹

<i>Goal</i>	<i>Title</i>	<i>Description Statement</i>
1	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.
2	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
3	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.
4	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.
5	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.
6	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.
7	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.
8	Governance and Communication	Pursue initiatives that help the City organization run more efficiently and effectively, and enhance communications, information and services.
9	Education	Support and enhance lifelong educational opportunities.

¹ 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)

Historic District Character and Vitality	
Initiative 1A: Riverfront Park	Key Staff:
<ul style="list-style-type: none">• Complete design of Riverfront Park• Acquire easements for Riverwalk and Build Riverwalk• Encourage resident use of park	Director of Parks & Recreation; City Manager
<p><u>Status</u></p> <p>Riverfront Park - Complete Design & Encourage Use: In addition to adding amenities to the park, Lunch in the Park was relocated from Hurkamp Park to Riverfront Park for the months of May, June and September. Thus far this location has proven to be a quite popular. The Heritage Festival, the Dog Festival, Via Colori, and the Pride Festival, as well as a portion of Fredericksburg First Night 2012, are planned for the Riverfront Park property. As a result of the acquisition of the lodge property and the resulting expansion of Riverfront Park, a review of the current and long range plans for the park will occur in coming months between staff and the Riverfront Task Force.</p> <p>The Riverfront Task Force met on October 19, 2011 to begin the process of review. Objectives were discussed, and upcoming tasks include touring the park and the riverfront, reviewing interim improvements, and reviewing the current park concepts.</p>	

Council Goals and Initiatives (FY2011 – 2013)

Historic District Character and Vitality	
Initiative 1B: Courthouse	Key Staff: City Manager
<ul style="list-style-type: none">• Solicit proposals under PPEA• Execute Comprehensive Agreement	
<p><u>Status</u></p> <p>The City Council and staff have worked diligently to advance the courthouse project. Proposals were solicited under the City’s PPEA guidelines, and the City received proposals from five teams in March of 2011. The City Council narrowed that list to three proposers, who submitted a second, more detailed proposal in August of 2011. The City Council has now evaluated these proposals, and is preparing to consider the award of a comprehensive agreement November 8, 2011.</p> <p>The first ranked proposal, submitted by First Choice, LLC, envisions the use of the current site of the Juvenile and Domestic Relations Court building, in the 700 block of Princess Anne Street. That building would be demolished, along with a one-story office building immediately adjacent to that building. That site will become the site of a new court facility housing the Circuit Court and the General District Court. The existing General District Court will become the new home of the Juvenile and Domestic Relations Court.</p> <p>The City will need to issue approximately \$35 million in bond funds for this project, which will cost the City approximately \$2.1 million per year in debt service once the schedule takes full effect in FY 2014. The project will provide a new centerpiece to the City’s downtown for generations to come, and allow the City to renovate and re-purpose the historic 1852 Circuit Courthouse.</p>	

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Historic District Character and Vitality	
<p>Initiative 1C: Downtown Revitalization</p> <ul style="list-style-type: none"> • Encourage use of tax abatement program for private property improvements • City action to improve streetscape 	<p>Key Staff: Commissioner of Revenue; Director of Public Works</p>
<p><u>Status</u></p> <p><u>Tax Abatement Program</u> The visibility of this program has been increased by adding language to several of the website pages outside of the portion for the Commissioner of the Revenue. This language has been added to pages for Building and Development Services that deal with commercial and residential remodeling. This language has also been added to the Historic District page of the City’s website.</p> <p>The Commissioner’s office has worked with Building and Development Services to inform them about the program. A sign was added on the permit counter.</p> <p>Other action steps require a budgetary commitment. Relocating the real estate department to the old registrar’s office is a capital improvement project that has been placed on hold.</p> <p><u>Streetscape</u> The following actions have been taken recently to accomplish this goal: A thorough “housecleaning” of the historic commercial downtown (removal of grass from gutters, brick sidewalks; removal of cobwebs from street light and sign posts; weeding of tree wells, etc.) ;</p> <p>Purchase of a new “Green Machine” (small street sweeper/vacuum) and placement of the unit into service on a daily basis (5 days/week) downtown;</p> <p>Brick sidewalks have been repaired;</p> <p>Ornamental street lights on Caroline Street, Princess Anne Street and William Street have been cleaned (lenses in the globes) and the poles have been painted;</p> <p>Painting of the taller street light poles has begun and is on ongoing</p> <p>New public trash receptacles have been ordered and delivery is schedule by the end of October.</p> <p>New regulatory street signs (No Parking, etc.) will be installed after a thorough review of current signs and removal of unneeded signs. (This project will be ongoing until spring, 2012).</p> <p>Trees will be planted in approximately fourteen vacant tree wells by the end of 2011. An additional approximately thirty vacant tree wells will be prepared for new trees (removal of stumps, reconfiguration of the well, etc.) and new trees planted in spring, 2012.</p>	

Council Goals and Initiatives (FY2011 – 2013)

Character of City and Neighborhoods	
Initiative 2A: Partnerships	Key Staff:
<ul style="list-style-type: none"> • Encourage and continue partnerships with community organizations, business, and individual citizens towards accomplishing the work of the City 	City Manager; Director of Parks & Recreation; Director of Economic Development & Tourism
<p><u>Status</u></p> <p>Periodic meetings with U.S. 1 corridor businesses and institutions, HUBZone businesses, and commercial real estate brokers are being held on a semi-annual basis. These regular meetings with key stakeholders improve communication and generate ideas for increased activity that supports City initiatives. For example, the U.S. 1 Corridor team has identified the Anderson Center opening as an opportunity for increased activity at Eagle Village and other nearby restaurants and retail stores. The Eagle Village hotel project is another bright spot.</p> <p>At a recent U.S. 1 Corridor team meeting, a sub-committee was formed to create a marketing focus and strategy for improvements to the U.S. 1 corridor.</p> <p>Another initiative is a partnership with the Fredericksburg Expo Center. Frequently groups that meet or have events at the Expo Center have unneeded or surplus materials after their event is over. The Expo Center staff, EDT staff and the event organizer will work to identify uses in the community rather than disposing of the materials. This plan was developed after the Virginia Turfgrass Council met at the center and plants and flowers worth thousands of dollars were discarded at the end of the event.</p> <p>Finally, Wegmans has offered “A Passport to Good Health” program to the city that will encourage more use of city parks and trails. Visitors who take the passport and take a rubbing from a Wegmans plaque in the park will be able to redeem their passport for a \$5 coupon.</p> <p>The Parks and Recreation department continues to have a plethora of partnerships with City businesses, organizations and individuals and continues to add more as opportunities present themselves. The annual celebration of these collaborative efforts will take place on November 17, 2011 at the 25th annual awards banquet. All council members will be invited.</p>	

Council Goals and Initiatives (FY2011 – 2013)

Character of the City and Neighborhoods	
Initiative 2B: Property Maintenance	Key Staff:
<ul style="list-style-type: none"> • Develop a program to pursue aggressive abatement of blighted properties 	Director of Building & Development Services
<p><u>Status</u></p> <p>Identify and appropriate funding – the City’s FY 2012 budget includes an allocation of \$30,000 for blight abatement.</p> <p>Survey and evaluate all vacant and abandoned buildings. - Original survey completed in 2002 with updated information in 2010</p> <p>Prioritize abatement efforts in conjunction with available funding. – The Department has actively prioritized some of the most dangerous or deteriorated buildings. Blight abatement is an active and ongoing process. For example, during the last week of October 2011 the Building and Development Services Department completed and released a bid package to demolish the house located at 1305 Charles Street.</p> <p>During the past year, either the City or property owners addressed significant blighted conditions at:</p> <ul style="list-style-type: none"> • 1001 Myrick Street (demolition by the property owner) • 1200 Prince Edward Street (partial demolition and renovation by the property owner) • 1407 Caroline Street (demolition by the property owner) • 648 Stuart Street – a contractor demolished the property by order of the City; the cost of the demolition was \$9,678 and will be assessed against the property. • 600 Essex Street – this property address has been changed to 627 Cobblestone Circle and is currently being renovated to become a clubhouse and additional apartments for the Cobblestone Project. • 321 Brock Square – the City hired a contractor to perform various repairs and secure the building in April 2011. The cost was \$925, and will be assessed against the property. The owner then obtained permits and performed additional renovation in September 2011. The home is now listed for sale. • 612 George Street – this structure needs renovation; the owner cannot afford to do so and has listed the property for sale • 310 Frederick Street – The owner has structurally stabilized the building and secured the openings and the roof. The parts of the structure that were severely damaged have been removed. 	

Council Goals and Initiatives (FY2011 – 2013)

Character of the City and Neighborhoods	
Initiative 2C: Litter	Key Staff:
<ul style="list-style-type: none">• Adopt trash and debris ordinance• Adopt regulation on placement of trash for pickup	City Attorney; Director of Public Works
<p><u>Status</u></p> <p><u>Ordinance</u></p> <p>Trash and debris ordinance is currently located in the City Code in Chapter 62, "Solid Waste." A new, consolidated "Public Nuisance" ordinance is drafted and available for City Council review. It collects the trash and debris provisions with other public nuisance prohibitions – including proposed new provisions – in a single place and sets forth a procedure for enforcement. This project is awaiting an opening on the City Council work session agenda.</p> <p>There has been no progress to date on the drafting of an ordinance for regulation on placement of trash for pickup. However, this task can be accomplished in a short time, and the City Attorney will prepare a draft for Council review in the near future.</p> <p><u>Trash pickup</u></p> <p>The Director of Public Works made a presentation on refuse collection procedures and policies at the City Council retreat in November, 2010. Among the options presented were converting to a wheeled cart based collection process and reducing collection frequency to once/week. The appropriate time to adopt new regulations is concurrent with revisions to the collections process.</p>	

Council Goals and Initiatives (FY2011 – 2013)

Character of the City and Neighborhoods	
Initiative 2D: Local Food Initiatives	Key Staff:
<ul style="list-style-type: none">• Examine ordinances to ensure promotion of local food initiatives• Use City Property for community gardens	City Manager; Director of Parks & Recreation; Director of Social Services
<p><u>Status</u></p> <p>The City’s local food initiatives are highlighted by the development of the City Farmer’s Market at Hurkamp Park. This past season was the first with a paid part-time market manager, and there have been many improvements. One example is the implementation of the EBT / SNAP program. (EBT = Electronic Benefits Transfer; SNAP = Supplemental Nutrition Assistance Program). The City is grateful to the Wholesome Wave Foundation, which provided up to \$10 per week in “bonus” money for SNAP customers who shopped the markets for locally grown, healthy foods. The Fredericksburg market has distributed over \$9,600 in debit and credit tokens, almost \$3,000 in SNAP / EBT tokens, and just over \$2,000 in “bonus” tokens. The “bonus” tokens have increased the spending ability of SNAP recipients to access healthy, locally grown foods.</p> <p>Community Gardens: Cossey Park has been identified as the first Community Garden location and will become active in the spring of 2012. Tuesday, November 1 at 7:00 PM in the Dorothy Hart Community Center is the date for the first Community Garden Forum.</p>	

Council Goals and Initiatives (FY2011 – 2013)

Economic Vitality	
Initiative 3A: Economic Development Plan <ul style="list-style-type: none"> • Support EDA in completion of strategic plan • Support EDA to implement key elements of strategic plan 	Key Staff: Director of Economic Development and Tourism
<p><u>Status</u></p> <p>A key goal in the Economic Development Authority strategic plan is the revitalization of downtown Fredericksburg. The EDA is pursuing this goal on several fronts, including commissioning a survey and review of facades and public infrastructure in the downtown; a facade improvement matching grant program; and consideration of attaining full-fledged status as a Virginia Main Street program.</p> <p>Kathy Frazier of Frazier Associates of Staunton visited downtown Fredericksburg in March to study and review an 18-block section of downtown Fredericksburg. She developed a document that ranks need of each building in the district for facade improvement and points out concerns that should be addressed in the downtown’s public infrastructure. The Frazier study also gave impetus to the EDA to develop a facade improvement plan where matching funds up to \$10,000 per property owner can be granted for facade restoration. Seven properties are included in an initial group of buildings scheduled for EDA review and approval at its November meeting.</p> <p>The EDA has appointed one of its members to a Main Street Exploratory Committee and has reserved \$10,000 of its budget for the work of this committee. The committee has visited other Main Street communities and held four informational and “town hall” meetings to present the program and receive community feedback. Additionally, one-on-one and small meetings are being held with business and property owners to discuss Main Street. The exploratory committee has developed a budget scenario that would “ramp up” a program over several years to full-fledged status. They will review their recommendations with the EDA and City Council by the end of 2011, including a presentation at the November 4 Council Retreat.</p> <p>A strong secondary interest in the strategic plan is improvement of the city’s riverfront. The EDA negotiated the purchase of the property adjoining the Riverfront Park at 609 Sophia Street, and the City has accepted the EDA’s gift of \$200,000 towards the purchase of the property. The City will complete the purchase using financing provided by the EDA.</p> <p>The EDA also continues to express concern stated in its strategic plan about silt build up in the river and lobby for an action plan to address the issue.</p>	

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Economic Vitality																																							
Initiative 3B: Development Ordinances	Key Staff:																																						
<ul style="list-style-type: none"> • Prepare and adopt a unified development ordinance for zoning, subdivision and land use regulation 	Director of Planning																																						
<p><u>Status</u></p> <p><u>OVERVIEW OF PROJECT</u></p> <p>The City retained Clarion Associates to assist in preparation of a new Unified Development Ordinance. There are three main tasks, each with a series of sub-tasks, as follows:</p> <p style="margin-left: 20px;">TASK 1: Project Initiation and Scoping – completed</p> <ul style="list-style-type: none"> • Review of existing ordinances and background information • Initial meetings, interviews, and reconnaissance • Commencement of Public Involvement <p style="margin-left: 20px;">TASK 2: Code Assessment</p> <ul style="list-style-type: none"> • Diagnosis (evaluation of existing regulations) • Annotated Outline for new UDO • Preparation of Summary Brochure documenting findings and recommendations • Conduct public meetings <p style="margin-left: 20px;">TASK 3: Prepare Draft Unified Development Ordinance</p> <ul style="list-style-type: none"> • Prepare Preliminary draft • Public Review • Preparation of UDO for City Council consideration/action 																																							
<p>The following table reports on tasks completed and work in progress.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 70%; text-align: center;">Project Task</th> <th style="text-align: center;">Status of Work</th> </tr> </thead> <tbody> <tr> <td colspan="2">Task 1: Project Initiation and Scoping</td> </tr> <tr> <td>• Review plans, regulations, city records</td> <td>Completed</td> </tr> <tr> <td>• Draft survey to circulate to City Departments</td> <td>Completed</td> </tr> <tr> <td>• Initiate monthly project status meeting</td> <td>Completed</td> </tr> <tr> <td>• Conduct meetings and interviews with staff</td> <td>Completed</td> </tr> <tr> <td>• Conduct interviews with stakeholders</td> <td>Completed</td> </tr> <tr> <td>• Conduct reconnaissance of city</td> <td>Completed</td> </tr> <tr> <td colspan="2">Task 2: Code Assessment</td> </tr> <tr> <td>• Prepare staff review draft of Code Assessment</td> <td>Completed</td> </tr> <tr> <td>• Prepare public review draft of Code Assessment</td> <td>Following staff review. Target completion 10/31, with brochure describing recommendations</td> </tr> <tr> <td>• Conduct meeting with Steering Committee</td> <td>First Meeting held 9/28</td> </tr> <tr> <td>• Conduct public forum on Code Assessment</td> <td>Target: Schedule for Mid-November</td> </tr> <tr> <td>• Meet with Planning Commission / City Council</td> <td>Target: Schedule for early December</td> </tr> <tr> <td>• Receive Direction from City</td> <td>Target: Receive by end of December</td> </tr> <tr> <td colspan="2">Task 3: Draft UDO</td> </tr> <tr> <td>• Prepare staff review draft of new UDO</td> <td>Target: End of February 2012</td> </tr> <tr> <td>• Public meetings on draft: Steering Committee, Planning Commission; City Council</td> <td>Target: March-April, 2012</td> </tr> <tr> <td>• Conduct Public Forum</td> <td>Target: May, 2012, Draft to staff by June, 2012.</td> </tr> </tbody> </table>		Project Task	Status of Work	Task 1: Project Initiation and Scoping		• Review plans, regulations, city records	Completed	• Draft survey to circulate to City Departments	Completed	• Initiate monthly project status meeting	Completed	• Conduct meetings and interviews with staff	Completed	• Conduct interviews with stakeholders	Completed	• Conduct reconnaissance of city	Completed	Task 2: Code Assessment		• Prepare staff review draft of Code Assessment	Completed	• Prepare public review draft of Code Assessment	Following staff review. Target completion 10/31, with brochure describing recommendations	• Conduct meeting with Steering Committee	First Meeting held 9/28	• Conduct public forum on Code Assessment	Target: Schedule for Mid-November	• Meet with Planning Commission / City Council	Target: Schedule for early December	• Receive Direction from City	Target: Receive by end of December	Task 3: Draft UDO		• Prepare staff review draft of new UDO	Target: End of February 2012	• Public meetings on draft: Steering Committee, Planning Commission; City Council	Target: March-April, 2012	• Conduct Public Forum	Target: May, 2012, Draft to staff by June, 2012.
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Economic Vitality	
Initiative 3C: Redevelopment	Key Staff:
<ul style="list-style-type: none"> • Facilitate the continued redevelopment of the U.S. Rt.1 corridor, especially Phase II of Eagle Village 	Director of Planning; Director of Economic Development & Tourism
<p><u>Status</u></p> <p>City staff has met with the UMW Foundation and its partners on the Master Plan for Eagle Village to discuss and explore further development. The master design was presented and explored in detail between the city and foundation staffs. Foundation staff is actively seeking partners for future phases of Eagle Village development.</p> <p>The Eagle Village hotel project is moving through development steps, with hopes for active construction to begin by the end of 2011. EDT has assisted the UMW Foundation in the successful presentation of an incentive agreement to City Council and will continue to assist with efforts to secure matching funds available through a state tourism incentive program.</p> <p>The EDA and City Council agreed in October to the refunding of UMWF bonds issued for Phase 1 of Eagle Village. This will help the foundation restructure its debt and gain savings by shifting from a variable to a fixed rate in a new bond issuance.</p> <p>No progress has been made on opening the Anderson Center to more public uses. The university has stated privately and publicly that the center is not currently available to use by outside parties. Broader use of the center will be pursued in October, 2012, when UMW staff has a full year’s experience with scheduling and use of the space. The center holds significant booking possibilities for special events, larger meetings and sports competitions and activities that can benefit nearby and other city businesses.</p> <p>Further interaction between the University, the University Foundation, and Mary Washington Healthcare for the benefit of the U.S. 1 corridor is a topic of discussion at corridor team meeting and amongst individual parties. The connector drive between Eagle Village and Mary Washington Hospital is an example of increased partnerships.</p> <p>No planning has been initiated on a tax increment financing district for any portion of U.S.1 development.</p>	

Council Goals and Initiatives (FY2011 – 2013)

Economic Vitality	
Initiative 3D: Performing Arts	Key Staff:
<ul style="list-style-type: none"> • Continue to explore the feasibility of a performing arts center 	Director of Economic Development & Tourism
<p><u>Status</u></p> <p>Staff has examined the creation of two performing arts centers associated with Virginia universities—the Hylton Performing Arts Center at George Mason University and the Ferguson Performing Arts Center at Christopher Newport University to understand the development, financing and operations of such performing arts centers. Significant private and public funds played an essential role in the creation of the centers. Each advanced after a significant private donation was secured.</p> <p>The UMW Foundation has suggested the possibility of a performing arts center at Eagle Village that would entail “community involvement.” That concept has not advanced. UMW’s long range capital development plan includes a performing arts center.</p> <p>The challenges to creating a large public performing arts space in a challenging economy have been acknowledged. The Arts Commission has met in one possible downtown performing arts space site and has agreed to encourage the use of smaller venues for performing arts space as well as sharing of performing arts space. The commission advocated for an EDA grant to a theater group for lighting and sound improvements to the Central Rappahannock Regional Library Main Branch theater for increased public usage.</p> <p>Opportunities and the feasibility of a performing arts center will continue to be explored.</p>	

Council Goals and Initiatives (FY2011 – 2013)

Economic Vitality	
<p>Initiative 3E: Local Spending</p> <ul style="list-style-type: none"> • Develop a program to promote spending locally and support shopping locally. 	<p>Key Staff: Director of Economic Development & Tourism</p>
<p><u>Status</u></p> <p>A “Shop 22401” water bill insert with ten reasons to Shop Local was created and included in the May/June and October/November water bills.</p> <p>A message from the City Manager to city employees regarding shopping in 22401 has been created for distribution to City employees at an appropriate time. The City Manager agreed to communicate with the Superintendent of City Schools to encourage a similar message to school board employees.</p> <p>“The Family Table,” an August 6 to 14 event featured a family-oriented restaurant week and special events at the Farmer’s Market, Market Square, and individual shops and restaurants. More than 20 restaurants and retail stores participated in the event, along with the Cobblestone Children’s Museum and the Fredericksburg Area Museum. The event is a shared activity with the Department of Economic Development and Tourism and Parks, Recreations and Public Facilities.</p> <p>Planning and recruitment for the 2012 January Restaurant Week began in earnest in October, with strategies to regain excellent publicity received in the early years of Restaurant Week and a plan to increase participation of restaurants beyond the downtown area.</p> <p>A “Why I Shop the ‘Burg” video contest is underway at http://whyishoptheburg.com/ Voting began July 15 and a winner will be announced on October 1. Downtown Dollars, which encourage spending in downtown Fredericksburg will be given as the contest prize.</p> <p>A family reunion planning event that will encourage more reunions in the City will be held on September 26. A speaker has been engaged and staff is actively seeking attendees, with 32 currently registered.</p> <p>At each stakeholders meeting, in interaction with business owners or prospects, in the EDT newsletter and on the City government website, the utilization of SWaM status, the Eva system and business-to-business activity are encouraged. This is an on-going effort.</p>	

Council Goals and Initiatives (FY2011 – 2013)

Sustainability and the Natural Environment	
Initiative 4A: Environmental Stewardship (Save Trees)	Key Staff:
<ul style="list-style-type: none">Implement paperless Council packets and correspondence	Director of IT, CIO Clerk of Council
<u>Status</u>	
Project Complete (May 24, 2011)	
<p>Department Directors were requested to provide City Council packet materials in Word or pdf format (converted from Microsoft Office, not scanned as an image) to enable search capabilities. The Clerk of City Council converts these materials to pdf format and compiles them into one document, adding bookmarks for each agenda topic. The packet is posted to the City’s website on a special non-published page with a custom url link. This link tells the iPad to download and open the packet in iAnnotate, a software application enabling council members and City management to make notes on the agenda packet in preparation for each meeting. A Bluetooth keyboard/case combination allows the setup of the iPad at the dais. A Wireless Access Point was installed in Council Chambers to support the iPads and to provide wireless access for the press.</p>	
<p>The iPads were given to Council during a training session in early May 2011 in which apps were introduced, user guides were distributed and which provided a forum for questions about this new technology and process. A pilot group from the City Manager’s Office was used to identify any early issues. At the May 24, 2011 City Council meeting, members of Council used the iPads for the first time along with the traditional paper format. The implementation was so successful, City Council elected to stop using paper packets immediately following this meeting.</p>	
<p>Council members and City management retain the use of iPads when the meeting is over for City business and have access to a variety of apps to assist them in their work. The iPads are to be dropped off after the 2nd meeting of each month so IT can update/backup the device, add new apps, etc. Security features have been added to the iPads as well as utilities to allow IT to track and remotely wipe the devices if necessary. Large files can be shared via secure ftp.</p>	

Council Goals and Initiatives (FY2011 – 2013)

Sustainability and the Natural Environment	
Initiative 4B: Environmental Stewardship (Energy)	Key Staff:
<ul style="list-style-type: none">Pursue environmental and energy conservation measures that demonstrate the City's commitment to environmental stewardship	Director of Parks, Recreation & Public Facilities
<p><u>Status</u></p> <p>Environmental Stewardship (Pursue Environmental & Conservation): staff has submitted a proposal to the City Manager for potential facility retrofits to three City facilities with the objective of reducing energy consumption and improving facility performance. Staff has been involved in discussions with energy specialists to evaluate methods of reducing energy costs.</p> <p>The City has a performance contract with Siemens for facility improvements and cost savings. Improvements were made at the Bass-Ellison Building, City Hall, City Shop, Dorothy Hart Community Center, Fire Stations #1 and #2, Headquarters Library, and the Visitors Center. The first energy audit under the new contract has been completed, and the total energy savings for the first six or seven months (depending upon the building) of the contract exceeded the target. Compared to the same period in the base year of 2005-2006, the City saved a total of over 300,000 kwh (weather adjusted) of electricity from energy improvements, and over 7,000 CCF of natural gas.</p>	

Council Goals and Initiatives (FY2011 – 2013)

Sustainability and the Natural Environment	
Initiative 4C: Environmental Stewardship	Key Staff:
<ul style="list-style-type: none">• Develop a sustainable plan for refuse and recycling collection	Director of Public Works
<p><u>Status</u></p> <p>The Public Works director made a presentation on refuse collection procedures and policies at the City Council retreat in November, 2010. Among the options presented were converting to a wheeled cart based collection process and reducing collection frequency to once/week. The appropriate time to adopt new regulations is concurrent with revisions to the collections process.</p> <p>With the recent heavy schedule for both staff and Council, this matter has not been brought back for review and action. The next step of the process is to schedule time during a Council work session to further discuss the options previously presented and determine which, if any, to implement.</p>	

Council Goals and Initiatives (FY2011 – 2013)

Sustainability and the Natural Environment	
Initiative 4D: Environmental Stewardship (Plant Trees)	Key Staff:
<ul style="list-style-type: none">• Increase efforts to rebuild urban forest by replanting 600 trees a year	Director of Public Works
<p><u>Status</u></p> <p>As of October 2011 over 550 trees have been planted this calendar year throughout the City. At least 25 additional trees are planned to be installed before the end of the year.</p> <p>Funding for the tree program is provided primarily through the Public Works Department operating budget – tree program. FY 2012 funding for trees includes \$30,000 for agricultural supplies and an additional \$20,000 for temporary labor. As of October 2011, nearly \$15,000 has been spent or encumbered for tree planting. The remainder will be spent on tree planting in spring of 2012.</p> <p>The Public Works Department provided support to Tree Fredericksburg for 5 tree planting projects in the spring and 8 tree planting projects in the fall. The City Arborist worked with Tree Fredericksburg for planning all aspects of the tree program, including reviewing tree locations and tree types prior to planting. The City purchased and provided trees, mulch, tree stakes, watering tubes and other items essential to tree planting. Public Works staff delivered mulch and tree stakes for each tree planting project.</p>	

Council Goals and Initiatives (FY2011 – 2013)

Sustainability and the Natural Environment	
Initiative 4E: River Enhancement	Key Staff:
<ul style="list-style-type: none">Initiate discussion with Stafford County to dredge the Rappahannock River	City Manager; Director of Building & Development Services
<p><u>Status</u></p> <p>In late March, the City engaged Resource International (John Brooks) to perform a preliminary study of issues associated with the accumulation of sediment in the river along the Fredericksburg shore line (more specifically, from the Falmouth Bridge to the City Dock.)</p> <p>The City received the consultant’s report (in “Draft” form) in early June. In the report, Mr. Brooks concludes: (1) that the river is overly wide in the study area and is attempting to establish a narrower channel; (2) that the current flow pattern is likely to continue and is thus likely to increase the erosion potential of the river, resulting in the loss of vegetation on the river’s banks and eventually eroding the banks themselves; and (3) that additional data will need to be generated before more specific conclusions can be reached about actions that could/should be taken to address the issue. Mr. Brooks will present his findings and respond to questions about the report at the City Council retreat on November 4.</p> <p>Since receipt of the report, City staff has met with Stafford County staff to solicit the County’s involvement in the issue. Staff has also met on multiple occasions with representatives of the US Army Corps of Engineers to discuss possible Corps participation in the effort to address the sediment issues.</p>	

Council Goals and Initiatives (FY2011 – 2013)

Sustainability and the Natural Environment	
Initiative 4F: Stream Protection	Key Staff:
<ul style="list-style-type: none">• Initiate discussions with Spotsylvania County to restore Hazel Run	City Manager; Director of Building & Development Services
<p><u>Status</u></p> <p>The City has engaged in a partnership grant with the Friends of the Rappahannock (FOR) for Water Quality monitoring. This provides for additional monitoring stations within the Hazel Run Watershed for data collection and analysis purposes. Additional funds will be needed as this initiative evolves and to meet compliance requirements.</p> <p><u>To Do:</u></p> <p>Continue the partnership with FOR with data collection within this watershed to analyze and aid in preparation of the scope of work and pollutant reduction goals need for compliance of the stormwater management requirements.</p> <p>At this point, senior staff has not been in contact yet with Spotsylvania County staff concerning Hazel Run restoration.</p>	

Council Goals and Initiatives (FY2011 – 2013)

Parks, Recreation and Open Space	
<p>Initiative 5A: Pathways</p> <ul style="list-style-type: none"> • Build a significant portion of the Virginia Central Railway Trail • Build the Rappahannock Heritage Trail • Build the Cowan Boulevard Trail 	<p>Key Staff:</p> <p>Director of Public Works; Director of Parks & Recreation; Director of Planning; City Manager</p>
<p><u>Status</u></p> <p><u>Cowan Boulevard Trail Extension</u></p> <p>The trail extension is substantially complete and in service. Final completion is anticipated by November 15, 2011.</p> <p><u>VCR Trail</u></p> <p>Staff is working through historic/cultural resource issues with the Virginia Department of Historic Resources, particularly related to existing bridge abutments to be utilized on the trail. Staff is also continuing to work on easement issues. The National Park Service has approved locating a small portion of the trail on NPS property adjacent to Lafayette Boulevard near the Blue and Gray Parkway.</p> <p>The current calendar calls for construction bids to be taken and a contract awarded by June 30, 2012. Construction would begin during the next fiscal year, and the construction period is scheduled to last nine to twelve months.</p> <p><u>Rappahannock River Heritage Trail</u></p> <p>Staff is in the final stages of satisfying all requirements to obtain VDOT approval to advertise for construction bids. Once advertised, bids should be received in the first quarter of 2012, along with contract award and notice to proceed. Construction will likely begin in the second quarter, and last six to nine months.</p>	

Council Goals and Initiatives (FY2011 – 2013)

Parks, Recreation and Open Space	
Initiative 5B: City Parcel Use	Key Staff:
<ul style="list-style-type: none"> • Continue to designate and develop city parcels for park and neighborhood use 	Director of Parks, Recreation and Public Facilities
<p><u>Status</u></p> <p>City Parcel Use (Continue to designate & develop as parks for neighborhood use). The Future Parks Committee has completed its research and prepared a presentation and report for City Council. The committee analyzed the existing parks system, and looked at the City’s inventory according to three major park types: Destination, Neighborhood, and Pocket. The committee makes specific recommendations concerning 12 potential park uses, either on land that is already owned by the City or on land that could be acquired by the City. Major recommendations include:</p> <ul style="list-style-type: none"> ➤ Adding to Smith Run Reserve Park ➤ Designating part of the City’s Idlewild property for passive park use ➤ Constructing a trail along the gas line easement between Altoona and Idlewild ➤ Acquiring the Former Bessie Turk property and adjacent property along the river ➤ Building a Golf Family Learning Center at the old Cool Springs Landfill ➤ Acquiring the Barnes property and adding it to Dixon Park ➤ Building pathways and open space in riparian buffer properties in Celebrate Virginia ➤ Use the Riverfront Property at the south end of Caroline Street for connecting pathways to other trails and additional river access ➤ Re-use the Wastewater Treatment Plant site if and when the plant is closed ➤ Acquire the river access point at 1201 Sophia Street ➤ Explore additional pocket parks ➤ Transfer the Washington Avenue Mall into the Parks System 	

Council Goals and Initiatives (FY2011 – 2013)

Public Safety	
Initiative 6A: Traffic <ul style="list-style-type: none"> • Design and construct intersection improvements at Sophia and William Street gateway • Identify funding for continuation of traffic signal and pedestrian safety improvements citywide 	Key Staff: Director of Public Works; Director of Planning
<p><u>Status</u></p> <p><u>Design and construct intersection improvements at Sophia and William Street gateway</u></p> <p>The City advertised for construction bids in August, 2011 and received a single bid in September. Under the terms of the federal funding, the project must be re-bid. Staff and the City’s engineering consultant have contacted contractors who indicated an interest in the project, but then did not submit a bid. The consultant is in the process of revising contract document to re-structure the project to encourage more contractors to bid. Anticipated date for re-advertisement for bids: December, 1, 2011.</p> <p><u>Identify funding for continuation of traffic signal and pedestrian safety improvements citywide</u></p> <ul style="list-style-type: none"> • At the City staff’s urging, VDOT has recently agreed to fund repair and replacement of the sidewalks on the Falmouth Bridge. Anticipated advertisement for construction bids: April, 2012. • Pedestrian activated signals are being installed at the intersection of Cowan Boulevard and Jefferson Davis Highway as part of the Cowan Boulevard Trail Extension project. <p><u>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)</u></p> <p>Signs have been installed at all of these locations.</p> <p><u>Install additional ladder crosswalks as funding permits</u></p> <p>This process is ongoing.</p> <p><u>Continue to pursue funds from FAMPO and VDOT for additional projects</u></p> <p>An application for FY2013 VDOT Revenue Sharing funds for the following projects will be submitted by November 1:</p> <ul style="list-style-type: none"> • Preliminary engineering – replacement of the Jefferson Davis Highway bridge over Hazel Run • Reconstruction of Littlepage Street from Lafayette Boulevard to Hanover Street 	

Council Goals and Initiatives (FY2011 – 2013)

Public Safety	
Initiative 6B: Community Police Officer	Key Staff: Chief of Police
<ul style="list-style-type: none"> • Maintain and continue the community policing program 	
<p><u>Status</u></p> <p>Officer Kenny Camp has been assigned as the Downtown Community Police Officer. Officer Camp is responsible for the Historic District as well as the Rising Sun neighborhood. Additionally, Officer Camp meets with Micah Ministries on a weekly basis to address issues and concerns of merchants regarding the homeless population.</p> <p>The Police Department continues to maintain two Community Police Officers in the Fall Hill Corridor, Officer Paul Chewing and Officer Heather Lloyd. These Officers are responsible for Central Park Townhomes, Crestview Apartments, Fall Hill Apartments, Forest Village, Heritage Park, River Walk subdivision and Riverside Manor Townhomes. Both officers attend Single Point of Contact meetings with each community during varying times of the month. The Community Police Officers are instrumental in assisting with events held in the neighborhood, such as National Night Out.</p> <p>A fourth Community Police Officer, Officer Ron Swaney, is assigned as our “trouble shooter”. Officer Swaney is assigned to areas of the city that have been identified as having emerging issues such as quality of life problems or an increase in criminal activity. Officer Swaney’s first assignment is the Mayfield subdivision.</p> <p>A “Minding the Store” seminar was held on October 27, 2010 and another is scheduled for November 17, 2011.</p> <p>A “Managing the Nightlife” seminar was held on November 17, 2010 and another is scheduled for November 15, 2011.</p> <p>Community surveys were sent out July 15, 2011 to the Downtown Merchants.</p> <p>In January of 2011, Corporals were assigned as Single Points of Contact for the following apartment complexes: The Commons, Camden Hills, Wellington Woods and Townsend Square. The managers receive monthly crime reports from these officers and are available on request to attend any civic meetings they may have.</p> <p>In March of 2011, Sergeants Labbe and Muzbeck were assigned as the Single Points of Contact for the Idlewild subdivision. The Sergeants primarily work with the Idlewild Management company to deal with neighborhood concerns, but they are also available to attend community meetings when requested as Idlewild has no set meeting dates.</p>	

Council Goals and Initiatives (FY2011 – 2013)

Public Safety	
Initiative 6C: Graffiti Control	Key Staff:
<ul style="list-style-type: none">• Develop and adopt a graffiti ordinance	City Attorney
<p><u>Status</u></p> <p>The graffiti ordinance is drafted as a proposed Article II to the proposed new Public Nuisance chapter of the City Code. It is ready for Council review when work session time becomes available.</p>	

Council Goals and Initiatives (FY2011 – 2013)

Public Safety	
Initiative 6D: Ethanol Tankers	Key Staff:
<ul style="list-style-type: none">Work with CSX, Transflo, and Spotsylvania County to remove or minimize the storage of tanker cars in the Mayfield Yard	City Manager; Fire Chief; City Attorney
<p><u>Status</u></p> <p>CSX and Transflo have developed a two-step plan to minimize the impact of ethanol railcars to the Mayfield neighborhood. This plan has been reviewed and endorsed by the Mayfield Civic Association. “Step One” involves constructing a new sidetrack farther away from the homes along Railroad Avenue. The new sidetrack will be closer to the City’s Industrial Park and will be screened from the neighborhood by a berm. CSX and Transflo are finalizing the design work and permitting to build the sidetrack. “Step Two” involves seeking an amendment to the Spotsylvania County special use permit to store a larger number of railcars in the Bowman Center, adjacent to the Transflo operation. We expect the Special Use Permit amendment to be submitted during the December 2011 – February 2012 time frame.</p>	

Council Goals and Initiatives (FY2011 – 2013)

Public Safety	
Initiative 6E: Courts	Key Staff:
<ul style="list-style-type: none">Implement the U.S. Marshal's Report recommendations for courthouse security	Director of Parks, Recreation & Public Facilities
<p><u>Status</u></p> <p>Judge Willis sent a letter to the City Manager and Dr. Antozzi in August that requests that the City make its final determination on each of the court buildings prior to utilizing the funds for the current security needs. The judge does not wish to see these funds utilized on items in a building that may be torn down or vacated as a court. Once the long term court plans are settled, the Judge will meet with the Sheriff to determine how to utilize the funds for addressing current security needs.</p> <p>In the meantime, the staff of Parks, Recreation, and Public Facilities will stay in contact with the Sheriff. The Sheriff will closely coordinate with the judge and the PRPF staff on this part of the court project.</p>	

Council Goals and Initiatives (FY2011 – 2013)

Transportation	
Initiative 7A: Bridges	Key Staff: Director of Public Works
<ul style="list-style-type: none"> • Design and construct a replacement bridge on Fall Hill Avenue over the Rappahannock Canal 	
<p><u>Status</u></p> <p>Design of the replacement bridge and related roadway improvements continues. The required public hearing was held on October 20. The Virginia Department of Historic Resources has issued a Finding of No Significant Impact, representing a major step toward successful completion of the environmental assessment for the project.</p> <p>The project is proceeding on the schedule established in early 2011, as follows:</p> <p><u>Now – Mid 2012</u></p> <ul style="list-style-type: none"> Complete engineering design Complete required environmental/historical/cultural resources reports Acquire right of way Obtain necessary permits Prepare construction contract documents Award construction contract <p><u>Second half of 2012</u></p> <ul style="list-style-type: none"> Relocate utilities Perform work not requiring closure of roadway <p><u>January – November, 2013</u></p> <ul style="list-style-type: none"> Close roadway to traffic Demolish existing bridge Construct new bridge <p><u>Thanksgiving, 2013</u></p> <ul style="list-style-type: none"> Construction completed Fall Hill Avenue re-opened to traffic 	

Council Goals and Initiatives (FY2011 – 2013)

Transportation	
Initiative 7B: Bridges	Key Staff:
<ul style="list-style-type: none">• Prepare preliminary design and NEPA documents for a replacement bridge on Fall Hill Avenue over I-95	Director of Public Works
<p><u>Status</u></p> <p>This project now consists not just of replacement of the bridge, but also the widening of Fall Hill Avenue from the Rappahannock Canal to the western City limits (some portions west of I-95 are already four lanes) and the extension of Mary Washington Boulevard.</p> <p>The City has engaged Kimley-Horn and Associates to prepare 30% plans and to prepare the environmental assessment. Under the current schedule, this work will be concluded by May, 2012 at which time a public hearing will be held and the City will then pass the project to VDOT for completion of design and construction. VDOT currently anticipates selecting a design/build team for the project during calendar 2013. The entire project is estimated to cost approximately \$36.6 million by VDOT.</p>	

Council Goals and Initiatives (FY2011 – 2013)

Transportation	
Initiative 7C: Signalization	Key Staff:
<ul style="list-style-type: none">Implement signal timing and signal upgrades along U.S. Routes 1 and 3	Director of Public Works
<p><u>Status</u></p> <p>City staff, in conjunction with consulting engineers, has already begun the work on the Route 1 signals. Specifically, revisions to the timing of signals in the Route 1 corridor have been made. However, equipment upgrades (controllers, backup power, conflict monitors) still need to be procured on this project.</p> <p>Both signal timing and equipment upgrades remain to be done on the Route 3 signals.</p> <p>Since these projects are being undertaken concurrent with the William Street/Sophia Street intersection improvements, the status of the projects is the same as for that project, i.e.:</p> <p>The City advertised for construction bids in August, 2011 and received a single bid in September. Under the terms of the federal funding, the project must be re-bid. Staff and the City's engineering consultant have contacted contractors who indicated an interest in the project, but then did not submit a bid. The consultant is in the process of revising contract document to re-structure the project to encourage more contractors to bid. Anticipated date for re-advertisement for bids: December, 1, 2011.</p>	

Council Goals and Initiatives (FY2011 – 2013)

Transportation	
Initiative 7D: Train Station	Key Staff: Director of Public Works
<ul style="list-style-type: none">Continue to assist Virginia Railway Express with construction of train station and platform improvements	
<p><u>Status</u></p> <p>The improvements to the train station for which funding was available have been completed. Councilor Howe and members of the City staff met with Representative Wittman and VRE staff in January to discuss the potential for additional funding.</p>	

Council Goals and Initiatives (FY2011 – 2013)

Transportation	
Initiative 7E: Paving	Key Staff:
<ul style="list-style-type: none"> • Increase annual street paving allocation 	City Manager
<p><u>Status</u></p> <p>The FY 2012 budget included a substantial increase in the annual allocation for paving, with baseline funding for asphalt paving of \$550,000. The parking lots behind the Dorothy Hart Community Center and the Central Rappahannock Regional Library were included in the asphalt contract as well. In addition, City Council transferred additional funds at the close of FY 2011 to the Public Works Capital Fund to be used for additional paving work.</p> <p>Streets included in the current contract include:</p> <ul style="list-style-type: none"> • Blue & Gray Parkway (between Route 1 Bridge to Lafayette) • Grove Avenue (Littlepage Street to Sunken Road) • Monument Avenue (Kenmore Avenue to Sunken Road) • Seacobeck (pending water line issues resolution). <p>The City intends to add in FY 2012:</p> <ul style="list-style-type: none"> • Stuart Street (Fall Hill Avenue to Washington Avenue) • Howard Avenue (from Howison Avenue to South Street) • Washington Avenue (from Bunker Hill to the Canal) <p>The City is also adding a major patch on Lafayette Boulevard near the south City limit line.</p> <p>The City will hopefully maintain or extend this level of funding for FY 2013 and FY 2014. The City Council has adopted a three year maintenance plan based on a higher level of asphalt re-paving activity.</p>	

Council Goals and Initiatives (FY2011 – 2013)

Transportation	
Initiative 7F: Energy Efficiency	Key Staff:
<ul style="list-style-type: none">Expand LED signals and induction street lights	Director of Public Works
<p><u>Status</u></p> <p>A “pilot” induction street lighting project has been implemented at the intersection of Carl D. Silver Parkway and Cowan Boulevard. The Public Works Director and Assistant Public Works Director met with a representative of an induction lighting vendor in September to explore options for expanding the City’s use of induction lighting.</p> <p>Approximately forty of the City’s sixty traffic signals now have LED heads. An additional six intersections will be converted to LED during the Route 1 and Route 3 signal optimization/upgrade projects. There are additional funds in the FY 2012 operating budget to replace additional lights.</p> <p>City staff will continue to evaluate opportunities for the phasing out of older lighting technologies in favor of new technologies that will save on both energy and maintenance costs.</p>	

Council Goals and Initiatives (FY2011 – 2013)

Transportation	
Initiative 7G: Planning	Key Staff:
<ul style="list-style-type: none">• Approach FAMPO to secure funding for a City transportation plan	City Manager
<p><u>Status</u></p> <p>Due to changes in the allocation of CMAQ and RSTP funds, the FAMPO will not be able to assist with this project. Other options for funding will need to be explored.</p>	

Council Goals and Initiatives (FY2011 – 2013)

Transportation	
Initiative 7H: Legislative	Key Staff:
<ul style="list-style-type: none"> • Seek legislative authority to allow transportation impact fees 	City Manager
<p><u>Status</u></p> <p>An item to require pro-rata shares of off-site transportation improvements, was included in the 2011 Legislative Agenda adopted by the City Council, as follows:</p> <p>“Allow the City of Fredericksburg to Amend the Subdivision Ordinance to Charge Pro-Rata Shares of Off-site Transportation Improvements to Subdividers or Developers of Land</p> <p style="padding-left: 40px;">The Code of Virginia Va. Code §15.2-2242(5) grants authority to Northern Virginia Counties, including Prince William County, Stafford County, and Spotsylvania County, to require pro rata payment of off-site road improvements. The City of Fredericksburg is surrounded by these jurisdictions, but is not included in the authority granted by this legislation.</p> <p style="padding-left: 40px;">If granted, the City comprehensive plan and subdivision ordinance would need to be amended to include this change. The provision would require payment by a subdivider or developer of land of a pro rata share of the cost of reasonable and necessary road improvements, located outside the property limits of the land owned or controlled by the developer but serving an area having related traffic control needs to which his subdivision or development will contribute, to reimburse an initial subdivider or developer who has advanced such costs or constructed such road improvements. Authority applies to road improvements constructed after the effective date of the ordinance amendment.”</p> <p>The City Manager’s Office anticipates transmitting for discussion a draft of the 2012 Legislative Agenda at the November 8, 2011 City Council meeting. The Council would be requested to adopt the draft Legislative Agenda at the November 22, 2011 meeting, which will provide time to meet with the appropriate members of the City’s General Assembly delegation to explain the City’s position on the items we have listed. The staff would like to include this item in the 2012 Legislative Agenda.</p>	

Council Goals and Initiatives (FY2011 – 2013)

Governance and Communications	
Initiative 8A: DOJ Preclearance	Key Staff:
<ul style="list-style-type: none">• Initiate process and work to obtain an exemption from the U.S. Department of Justice pre-clearance requirements under the Voting Rights Act	City Manager; City Attorney; Registrar
<p><u>Status</u></p> <p>The City Manager’s Office, the City Attorney, the Voter Registrar, and the City’s special counsel for pre-clearance worked to develop an application for the waiver. The City Council also referred the matter to the Electoral Board for their review and input. There were two open meetings held with interested members of the public, which were fairly well attended. After review and public input, the City’s Electoral Board recommended deferring further consideration of this item until after the redistricting process is completed. City Council agreed with this recommendation and has deferred further consideration of this item.</p>	

Council Goals and Initiatives (FY2011 – 2013)

Governance and Communications	
Initiative 8B: Performance Measurement	Key Staff:
<ul style="list-style-type: none">• Explore participation in the ICMA performance measurement program	City Manager
<p><u>Status</u></p> <p>The International City / County Management Association operates the Center for Performance Measurement (CPM). The Center for Performance Measurement has a standardized report based on common and well-defined performance measures over a variety of service areas. The City joined the Center on Performance Measurement and signed up for the “CPM – 101” level, which has 101 standard performance measurement questions. The City submitted the first questionnaire approximately thirty days ago. Unfortunately, many of the questions could not be completed because the City did not keep data in the specific fashion required by the question. The ICMA-CPM is compiling data for a future comparative report, which should be ready this spring.</p> <p>Now that the City has gone through the effort once, the staff in the future will be able to complete more of the questions as our data tracking improves. In addition, our new Budget Manager will expand our ability to focus on performance measures, as the organization increases its analytical capabilities.</p>	

Council Goals and Initiatives (FY2011 – 2013)

Governance and Communications	
Initiative 8C: Organizational review	Key Staff: City Manager
<ul style="list-style-type: none">• Pursue an organizational review at the functional level (consultant’s study)	
<p><u>Status</u></p> <p>City staff has endeavored to complete all initiatives of the City Council; however, progress on this initiative is stalled. The City has obtained a draft request for proposal document; but the scope needs to be refined and clarified, and the study will require active management throughout the process. Unfortunately, the staff has not been able to push this project forward due simply to time constraints.</p> <p>Staff still intends to get this project underway and substantially completed by the end of this fiscal year. In the meantime, the City Manager’s Office and the department directors will continue to seek opportunities to improve and streamline the organizational resources of the City. Staff believes that the Water and Sewer Management study will serve this function for our Water and Sewer system.</p>	

Council Goals and Initiatives (FY2011 – 2013)

Governance and Communications	
Initiative 8D: Citizen Outreach	Key Staff:
<ul style="list-style-type: none">• Communicate City's progress on meeting initiatives	City Manager
<p><u>Status</u></p> <p>The City staff has prepared this report for the City Council as a comprehensive update to the Council and the community on our progress on these initiatives. The report will be made publicly available through the City's web site, and distributed at the retreat. In addition, this report will be distributed to the neighborhood association points of contact, in a manner similar to the City Manager Reports.</p>	

Council Goals and Initiatives (FY2011 – 2013)

Governance and Communications	
Initiative 8E: Citizen Outreach	Key Staff: City Manager
<ul style="list-style-type: none"> • Determine best method of communication with citizens using existing resources 	
<p><u>Status</u></p> <p>Although there are limitations given existing resources, the City has broadened its communications outreach. One key effort has been a re-emphasis on the City Manager’s Report, which is provided to City Council at regular meetings. The City Manager’s Report items are posted to the web, and serve as a major method of providing news to both Council and the community on ongoing projects. The City Manager’s Report is also distributed bi-weekly to all neighborhood association points of contact.</p> <p>Other efforts underway include:</p> <ul style="list-style-type: none"> ➤ A current evaluation of the City’s internal social media policies. Social media is currently used by select departments to provide updates. However, there are challenges with social media, including stringent document retention guidelines and staff availability to monitor social media outlets. ➤ Fredericksburg Alert continues to provide e-mail updates to signed-up users, including updates for public safety, parks & recreation, and public works (particularly traffic alerts). ➤ Continuing updates and postings to the City’s main web page. The City’s web page continues to serve as the primary outlet for City news and information. 	

Council Goals and Initiatives (FY2011 – 2013)

Governance and Communications	
Initiative 8F: Opinion Survey	Key Staff:
<ul style="list-style-type: none">• Conduct National Citizen Survey	City Manager
<p><u>Status</u></p> <p>The National Citizen Survey has been completed and the results of both the scientific survey and the on-line survey have been both presented to City Council and posted to the City's web site. The results of the survey were discussed by a team of staff members, which prepared a draft report for the City Manager's consideration for use and feedback.</p> <p>The City staff believes that the National Citizen Survey is an excellent tool that should be repeated every other year. The first results of the NCS would then provide a baseline for future results, and may show areas where further improvement is needed or show areas where improvements have been made.</p>	

Council Goals and Initiatives (FY2011 – 2013)

Governance and Communications	
Initiative 8G: Facility Expansion	Key Staff:
<ul style="list-style-type: none">Expand City Shop	Director of Public Works
<p><u>Status</u></p> <p>A consultant has completed the first phase of a master plan for future development and use of the City Shop complex. City staff is determining the scope of the next phase and anticipate that the second phase of this study will be completed by March 31, 2012.</p> <p>Funding for this initiative is included in the Salt Storage building replacement project, which is an ongoing project in the Public Works Capital Fund. The City needs to replace and will relocate the existing salt storage building on site.</p>	

Council Goals and Initiatives (FY2011 – 2013)

Governance and Communications	
Initiative 8H: Utilities	Key Staff:
<ul style="list-style-type: none">Conduct water/sewer rate and management study	City Manager
<p><u>Status</u></p> <p>The Water & Sewer Management Study is underway. The data collection component of the study is drawing to a close. The consultant has prepared a draft financial model to measure rates, which is currently under staff review.</p> <p>Data collection and evaluation on the management part is also nearing completion. Key staff members have completed an extensive questionnaire, and the consultant team also spent three working days in the City interviewing key staff members.</p> <p>The City's team and the consultant will get back together during the first week of November, in preparation for finalizing a draft report in December, and discussing with Council in the January time frame, and then finishing the report.</p>	

Council Goals and Initiatives (FY2011 – 2013)

Governance and Communications	
Initiative 8I: Staffing	Key Staff:
<ul style="list-style-type: none">• Begin to re-build staff capability in key areas	City Manager
<p><u>Status</u></p> <p>The City lost twenty-five positions throughout the General Fund through the downturn in the economy. The FY 2012 budget began a slow process to rebuild some of these positions, as the following positions were added:</p> <ul style="list-style-type: none">• Budget Manager• Treasurer Accounting Technician• Deputy City Attorney (from part-time)• Deputy Superintendent – Street Maintenance. <p>Council should know that as the City staff evaluates position requests through the budget process, the goal is to rebuild through areas of need, rather than simply replace positions that were lost. The staff believes that areas of future needs may include:</p> <ul style="list-style-type: none">• Additional support for engineering or project management positions• Additional parks maintenance positions as trails are completed• Additional EMS positions to supplement existing coverage <p>The City will need to examine vacancies and other opportunities to change our provision of services so as to save funds which could then be re-programmed to meet ongoing challenges.</p>	

Council Goals and Initiatives (FY2011 – 2013)

Governance and Communications							
Initiative 8J: Redistricting	Key Staff: City Manager; City Attorney; Director of Planning						
<ul style="list-style-type: none"> • Prepare and adopt a redistricting plan that conforms to all requirements of Virginia and Federal Law 							
<p><u>Status</u></p> <p>Staff sought input from stakeholders prior to the development of the redistricting options with presentations at the City Council meeting on March 22, 2011, a Public Information Meeting on April 20, 2011, and the Fredericksburg School Board meeting on June 6, 2011. The meeting dates were posted on the City’s website and neighborhood groups and interested parties were notified of the Public Information Meeting by direct mailing on April 4, 2011.</p> <p>On June 28, 2011, three options to redraw existing Ward boundaries were presented to City Council and the public. To give the public ample opportunity to review and comment on the 2011 redistricting options, staff mailed approximately ninety (90) letters to various neighborhood groups and interested parties notifying them of the availability to review the redistricting options and provide comment from July 1 through August 19th. In addition to the direct notice, copies of each map option and related materials were made available at the Dorothy Hart Community Center, Central Rappahannock Regional Library Headquarters, and on the first floor of City Hall. The information was also available on the City’s website at www.fredericksburgva.gov. Staff also participated in two neighborhood association meetings and held one public information meeting in City Hall on August 2, 2011. The public information meeting was advertised by a notice published in the Free Lance-Star newspaper on July 26, 2011 and was noted on the City’s website.</p> <p>On August 3, 2011, Option 2 was amended to move the polling place for Ward 2 into the Ward and move two blocks between Weedon Street and Lee Avenue into Ward 4 (2011 Redistricting Option 2A). On August 23, 2011, Option 2A was amended to redraw Ward 2 and Ward 4 boundaries, between Hanover Street and Charlotte Street from Weedon Street to Prince Edward Street (2011 Redistricting Option 2B - released on September 19, 2011). On August 26, 2011, Option 2A was amended again to redraw boundaries between Ward 1 and Ward 3, south of Route 3 (2011 Redistricting Option 2C). The new materials were added to the City’s website and the public comment period was extended until September 13, 2011.</p> <p>City Council opened the public hearing on September 13, 2011 and continued it until the September 27, 2011. Information at the Dorothy Hart Community Center, Central Rappahannock Regional Library Headquarters, City Hall, and the City’s website was updated to notify the public of the continued availability to be heard. A public notice was also placed at the Virginia Railway Express train station. City Council approved Option 2B, on first read, at its September 27, 2011 meeting following the close of the public hearing.</p> <p>Future Calendar:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 25%;">November 22, 2011</td> <td>Second Reading, City Council approves ordinance formally selecting a redistricting option</td> </tr> <tr> <td>November 30, 2011</td> <td>Submission to the Department of Justice (DOJ)</td> </tr> <tr> <td>January 31, 2012</td> <td>Anticipated DOJ clearance granted</td> </tr> </table>		November 22, 2011	Second Reading, City Council approves ordinance formally selecting a redistricting option	November 30, 2011	Submission to the Department of Justice (DOJ)	January 31, 2012	Anticipated DOJ clearance granted
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Council Goals and Initiatives (FY2011 – 2013)

Education	
Initiative 9A: Education	Key Staff:
<ul style="list-style-type: none">Support and enhance lifelong educational opportunities	TBD
<p><u>Status</u></p> <p>City Council has expressed an interest in supporting and enhancing lifelong educational opportunities. The City funds a variety of institutions that serve to enhance educational opportunities for the community. The primary institution that supports this goal in the City budget is the Central Rappahannock Regional Library, which received \$1,180,000 in City funds in the FY 2012 budget.</p> <p>Other items include:</p> <ul style="list-style-type: none">\$95,975 for operations at the Fredericksburg Area Museum, including \$10,000 for special programming related to the 150th anniversary of the Civil War\$100,000 in capital contributions for the Fredericksburg Area Museum. FY 2013 will represent the last year of the \$700,000 total contribution – a substantial pledge to the Museum expansion project. <p>Other organizations also support or enhance lifelong educational initiatives, including the City’s Parks and Recreation Department. Parks and Recreation’s fall catalog of activities included adult classes on CPR and heart safety; conversational Italian; watercolor; crochet and knitting; and creative writing, just to name a few.</p> <p>Staff can evaluate future budget requests with this criteria in mind; understanding that resources are limited.</p>	

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