

Task Name	Start	Finish	% Complete	Champion	Resource Names
<b>2017 Council Priorities</b>	<b>Sun 3/13/16</b>	<b>Fri 6/25/21</b>	<b>64%</b>		
<b>Employment Epicenter</b>	<b>Wed 6/1/16</b>	<b>Fri 6/25/21</b>	<b>72%</b>		
<b>Priority #1: Make business attraction the focus of economic development and bring family- sustaining careers to the City, utilizing a revamped incentive approach and other appropriate tools</b>	<b>Wed 6/1/16</b>	<b>Mon 12/31/18</b>	<b>94%</b>	<b>Bill Freehling</b>	<b>Bill Freehling,EDT Staff</b>
1. Hire a City Manager with economic development experience	Wed 6/1/16	Thu 6/16/16	100%		Timothy J. Baroody,City Council
2. Hire a new Economic Development Director and a new Business Development Manager	Fri 7/1/16	Fri 1/20/17	100%		Timothy J. Baroody,Bill Freehling
3. Redesign Economic Development website as part of overall marketing plan	Sun 1/1/17	Wed 2/28/18	100%		Bill Freehling,Suzanne R. Tills,EDT Staff
4. Begin attending at least 12 networking events and get in front of C-Suite executives in DC Market	Sun 1/1/17	Mon 12/31/18	80%		Bill Freehling,EDT Staff
5. Begin holding quarterly economic development breakfast and encourage attendance from outside the region	Wed 3/1/17	Mon 1/1/18	100%		Bill Freehling,EDT Staff
6. Align strategic plans of Economic Development and Tourism, City Council, and EDA and work with EDA on action items. EDA and City Council adopt joint Strategic Plan.	Sun 1/1/17	Fri 6/30/17	100%		Bill Freehling,EDT Staff,Kathleen Dooley
7. Work with VEDP, FRA, Go Virginia, VTC on business recruitment, with engagement at least monthly	Mon 1/2/17	Sun 12/31/17	100%		Bill Freehling,EDT Staff
8. Revamp incentive program to ensure alignment with City and EDA Goals, include making whole City part of tourism and tech zone program	Sat 4/1/17	Wed 2/28/18	90%		Bill Freehling,EDT Staff
9. Create Fredericksburg Opportunity Fund	Sun 1/1/17	Fri 6/30/17	100%		Bill Freehling,EDT Staff
10. Develop and promote partner business support offerings, expand EagleWorks and join QuIC (Quantico Innovation Center)	Sun 1/1/17	Sat 6/30/18	100%		Bill Freehling,EDT Staff
<b>Priority #2: Complete the Small Area Plans over the next three fiscal years (2017-2019), including the acquisition of outside expertise as required (Corridor development, work we need to do to make properties more attractive)</b>	<b>Wed 6/29/16</b>	<b>Fri 6/25/21</b>	<b>31%</b>	<b>Chuck Johnston</b>	<b>Chuck Johnston,Michael J. Craig</b>
1. Hire consultant for Small Area Plans 3 and 6	Wed 6/29/16	Wed 6/29/16	100%		Chuck Johnston
2. Consultant conducts and presents study for Phase I (Areas 3 and 6) for input from the Public, Planning Commission and City Council on Comprehensive Plan, UDO Amendments and capital projects list	Fri 7/1/16	Tue 3/21/17	100%		Chuck Johnston
3. Based on Consultant Work Product for Phase I, draft, initiate and present amendments to Comprehensive Plan, UDO and establish project list for incorporation into CIP	Mon 5/1/17	Fri 9/1/17	67%		Chuck Johnston,Kathleen Dooley
4. Seek City Council approval for funding consulting for Phases II, III and IV	Thu 12/1/16	Thu 6/1/17	100%		Chuck Johnston
5. Hire Consultant for remaining phases	Thu 6/1/17	Fri 3/2/18	100%		Chuck Johnston,Michael J. Craig
6. Consultant conducts study for Phase II (Area 7) to include gathering input at meetings with the Public, Planning Commission and City Council	Mon 3/5/18	Fri 12/21/18	5%		Chuck Johnston,Michael J. Craig
7. Based on Consultant Work Product for Phase II, draft, initiate and present amendments on Comprehensive Plan, UDO and establish capital projects list for incorporation into CIP	Mon 11/26/18	Fri 6/28/19	0%		Chuck Johnston,Kathleen Dooley,Michael J. Craig
8. Consultant conducts study for Phase III (Areas 1, 2 and 4) to include gathering input at meetings with the Public, Planning Commission and City Council	Mon 3/4/19	Fri 12/20/19	0%		Chuck Johnston,Michael J. Craig
9. Based on Consultant Work Product for Phase III, draft, initiate and present amendments on Comprehensive Plan, UDO and establish capital projects list for incorporation into CIP	Mon 12/2/19	Fri 6/26/20	0%		Chuck Johnston,Kathleen Dooley,Michael J. Craig
10. Consultant conducts study for Phase IV (Areas 5,8,9 and 10) to include gathering input at meetings with the Public, Planning Commission and City Council	Mon 3/2/20	Fri 12/18/20	0%		Chuck Johnston,Michael J. Craig
11. Based on Consultant Work Product for Phase IV, draft, initiate and present amendments on Comprehensive Plan, UDO and establish capital projects list for incorporation into CIP	Mon 11/30/20	Fri 6/25/21	0%		Chuck Johnston,Kathleen Dooley,Michael J. Craig
<b>Priority #3: Better manage parking supply while working to increase supply over time.</b>	<b>Thu 9/1/16</b>	<b>Sun 5/31/20</b>	<b>78%</b>	<b>Doug Fawcett</b>	<b>Bill Freehling,Doug Fawcett,Erik Nelson,Susanna R. Finn</b>
<b>Complete the parking action plan and provide recommendations to Council for investment in a parking solution</b>	<b>Thu 9/1/16</b>	<b>Sun 6/30/19</b>	<b>65%</b>		
1. Build Partner Coalition, procure consultant services (EDA, Mainstreet, UMW, Council)	Thu 9/1/16	Wed 11/30/16	100%		Bill Freehling,Doug Fawcett

2. Compile base statistics on land use, parking inventory, parking enforcement, hold public engagement meetings and survey to seek community input	Tue 11/1/16	Sun 4/30/17	100%		Bill Freehling,Doug Fawcett
3. Present findings, action plan, and recommendations from consultant to Council	Sat 4/1/17	Fri 6/30/17	100%		Bill Freehling,Doug Fawcett
4. Create budget for recommended initiatives and seek funding	Fri 3/10/17	Sat 9/30/17	80%		Bill Freehling,Doug Fawcett
5. Implement initiatives that do not require major funding	Sat 7/1/17	Sat 6/30/18	90%		Bill Freehling,Doug Fawcett
6. Implement initiatives that require capital funding commitments (for 2019)	Sat 6/30/18	Sun 6/30/19	10%		Bill Freehling,Doug Fawcett
<b>Establish a loop ridership bus/street car style that addresses commuter and resident needs</b>	<b>Tue 11/1/16</b>	<b>Sun 5/31/20</b>	<b>87%</b>		<b>Glenn Jenkins,Jonathan R. Irvin,Rodney J. White,Wendy Kimball,Bill Freehling</b>
1. Identify potential routes/stops/schedules and costs (capital and operating)	Tue 11/1/16	Fri 6/30/17	100%		Wendy Kimball,Glenn Jenkins,Rodney J. White,Jonathan R. Irvin,Bill Freehling
2. Determine funding sources	Wed 3/1/17	Wed 8/30/17	100%		Wendy Kimball,Glenn Jenkins,Rodney J. White,Jonathan R. Irvin,Bill Freehling
3. Submit budget request (capital and operating)	Sat 7/1/17	Sun 12/31/17	100%		Wendy Kimball,Glenn Jenkins,Rodney J. White,Jonathan R. Irvin,Bill Freehling
4. Apply for State and Federal funding	Fri 12/1/17	Sat 6/30/18	0%		Wendy Kimball,Glenn Jenkins,Rodney J. White,Jonathan R. Irvin,Bill Freehling
5. Hire additional drivers, supervisor, and procure vans and buses	Sun 7/1/18	Thu 11/1/18	100%		Wendy Kimball,Glenn Jenkins,Rodney J. White,Jonathan R. Irvin,Bill Freehling
6. Advertise new route	Thu 11/1/18	Fri 5/31/19	100%		Wendy Kimball,Glenn Jenkins,Rodney J. White,Jonathan R. Irvin,Bill Freehling
7. Pilot for one year to determine long term feasibility	Sat 12/1/18	Tue 12/31/19	100%		Wendy Kimball,Glenn Jenkins,Rodney J. White,Jonathan R. Irvin,Bill Freehling
8. Determine feasibility of expansion and keep or remove route	Sun 12/1/19	Sun 5/31/20	100%		Wendy Kimball,Glenn Jenkins,Rodney J. White,Jonathan R. Irvin,Bill Freehling
<b>Priority #4: Create a top tier tourism effort</b>	<b>Thu 9/1/16</b>	<b>Mon 12/31/18</b>	<b>88%</b>	<b>Bill Freehling</b>	<b>Bill Freehling,Danelle Rose</b>
1. Research alternative models and best practices from other communities	Thu 9/1/16	Fri 12/30/16	100%		Bill Freehling,Danelle Rose
2. Hold a regional forum and information panel	Thu 12/1/16	Fri 12/30/16	100%		Bill Freehling,Danelle Rose
3. Follow-up with stakeholder groups for more specific dialogue	Sun 1/1/17	Tue 2/28/17	100%		Bill Freehling,Danelle Rose
4. Create a plan for formal engagement led by a newly created City Manager's Tourism Advisory Council	Sun 1/1/17	Wed 2/28/18	90%		Bill Freehling,Danelle Rose
5. Facilitate the Advisory Board's exploration and research	Wed 3/1/17	Mon 12/31/18	85%		Bill Freehling,Danelle Rose
6. Present the Advisory Board's findings and recommendations to Council and the Community	Fri 2/2/18	Wed 2/28/18	100%		Bill Freehling,Danelle Rose
<b>Building Community through Cultural Vibrancy</b>	<b>Thu 12/1/16</b>	<b>Sat 8/31/19</b>	<b>56%</b>		
<b>Priority #5: Identify a venue and funding sources for a performing arts center - Bridge cultures together with the expansion of events</b>	<b>Thu 12/1/16</b>	<b>Sat 9/1/18</b>	<b>49%</b>	<b>Tim Baroody</b>	<b>Jane C. Shelhorse,Timothy J. Baroody,Sonja Wise</b>
1. Meet with Dr. Paino at the University of Mary Washington to begin discussions on facilities access for performing arts and other possible collaborations	Thu 12/1/16	Wed 2/15/17	100%		Timothy J. Baroody,Jane C. Shelhorse,Sonja Wise
2. Assist the Fredericksburg Arts Commission in creating a performing arts venue inventory	Sat 4/1/17	Thu 4/27/17	100%		Timothy J. Baroody,Jane C. Shelhorse,Sonja Wise
3. Define size, scope, operating costs, potential for private partnerships, survey needs for potential project.	Mon 5/1/17	Fri 12/1/17	50%		Timothy J. Baroody,Jane C. Shelhorse,Sonja Wise
4. Explore potential of a Memorandum of Understanding (MOU) to allow community access to existing campus facilities such as Klein Theater, Dodd Auditorium, and Pollard	Mon 5/1/17	Fri 9/1/17	70%		Timothy J. Baroody,Jane C. Shelhorse,Sonja Wise
5. Meet with City Schools to discuss the use of facilities at JMHS and original Walker-Grant and update MOU with schools	Wed 5/2/18	Wed 8/1/18	0%		Timothy J. Baroody,Jane C. Shelhorse,Sonja Wise
6. Present recommendations to Council	Wed 8/1/18	Sat 9/1/18	0%		
<b>Priority #6 Attract a regional multipurpose outdoor and recreational venue that would be financially advantageous to the City</b>	<b>Mon 1/1/18</b>	<b>Sun 6/30/19</b>	<b>84%</b>	<b>Bill Freehling</b>	<b>Bill Freehling,Jane C. Shelhorse</b>

1. Develop an incentive package that outlines the City's perspective on attracting and incentivizing a private sector multipurpose outdoor recreational venue so that serious recruiting efforts can commence	Mon 1/1/18	Mon 4/30/18	100%		Bill Freehling, Jane C. Shelhorse, Kathleen Dooley
2. Present package to Council for approval	Tue 5/1/18	Thu 5/31/18	100%		Bill Freehling, Jane C. Shelhorse
3. Identify other niche sport opportunities that could locate in the city such as a ropes course, roller/ice hockey rink, or mountain bike, etc.	Mon 1/1/18	Sun 6/30/19	80%		Bill Freehling, Jane C. Shelhorse
<b>Priority #7: Build the Riverfront Park, incorporating the recommendations from the parking action plan as appropriate</b>	<b>Wed 2/1/17</b>	<b>Sat 8/31/19</b>	<b>47%</b>	<b>Doug Fawcett</b>	<b>Doug Fawcett, Jane C. Shelhorse, Lynn L. Enders, Mark Whitley, Dave King</b>
1. Identify and resolve critical issues (ex. archeological) prior to initiation of final design (i.e. parking, restrooms and undergrounding utilities). Look for funding opportunities, such as grants.	Wed 2/1/17	Thu 8/31/17	100%		Doug Fawcett, Mark Whitley, Jane C. Shelhorse, Lynn L. Enders, Dave King
2. Review Parking Action Plan Report and incorporate findings and recommendations into directives to Riverfront Park design consultant	Wed 3/1/17	Sun 4/30/17	100%		Doug Fawcett, Mark Whitley, Jane C. Shelhorse, Lynn L. Enders, Dave King
3. Authorize consultant to proceed with the final design	Sat 4/1/17	Sun 4/30/17	100%		Doug Fawcett, Mark Whitley, Jane C. Shelhorse, Lynn L. Enders, Dave King
4. Complete final design, engineering cost estimate, build document, obtain necessary permits	Tue 8/1/17	Sat 6/30/18	60%		Doug Fawcett, Mark Whitley, Jane C. Shelhorse, Lynn L. Enders, Dave King
5. Review/accept final design	Mon 1/1/18	Mon 7/30/18	80%		Doug Fawcett, Mark Whitley, Jane C. Shelhorse, Lynn L. Enders, Dave King
6. Issue bonds for Riverfront Park construction (Council action required)	Thu 3/1/18	Wed 8/1/18	70%		Doug Fawcett, Mark Whitley, Jane C. Shelhorse, Lynn L. Enders, Dave King
7. Advertise for construction bids	Thu 2/1/18	Wed 8/15/18	0%		Doug Fawcett, Mark Whitley, Jane C. Shelhorse, Lynn L. Enders, Dave King
8. Award construction contract	Sun 4/1/18	Sun 9/30/18	0%		Doug Fawcett, Mark Whitley, Jane C. Shelhorse, Lynn L. Enders, Dave King
9. Construction Period	Thu 11/15/18	Sat 8/31/19	0%		Doug Fawcett, Mark Whitley, Jane C. Shelhorse, Lynn L. Enders, Dave King
<b>Learning is a Way of Life</b>	<b>Sat 10/1/16</b>	<b>Mon 7/1/19</b>	<b>82%</b>		
<b>Priority #8: Establish a Council/School Board communication process</b>	<b>Sat 10/1/16</b>	<b>Sat 9/1/18</b>	<b>100%</b>	<b>Tim Baroody</b>	<b>Brenda T. Martin, Mark Whitley, Timothy J. Baroody, Tonya Lacey</b>
1. Continue monthly Superintendent/Manager meetings	Sat 10/1/16	Sun 12/31/17	100%		Timothy J. Baroody, Tonya Lacey, Brenda T. Martin, Mark Whitley
2. Conduct bi-monthly meetings with Mayor/Chair/Superintendent/Manager/Staff	Thu 12/1/16	Sun 12/31/17	100%		Timothy J. Baroody, Tonya Lacey, Brenda T. Martin, Mark Whitley
3. Report/provide School Board minutes in Council packet and transmit our minutes to the School Board (Lacey)	Wed 3/1/17	Fri 3/31/17	100%		Tonya Lacey
4. Report/meet two times per year with full School Board and Council focusing on reporting, plans, and budget (develop an agenda)	Fri 9/1/17	Sat 9/1/18	100%		Timothy J. Baroody, Tonya Lacey, Brenda T. Martin, Mark Whitley
5. Establish an annual breakfast social/relationship building education forum	Mon 1/1/18	Wed 1/31/18	100%		Timothy J. Baroody, Tonya Lacey, Brenda T. Martin, Mark Whitley
<b>Priority #9: Establish a memorandum of understanding (MOU) that results in a plan for future growth and alignment of schools for the next 10 years</b>	<b>Thu 6/1/17</b>	<b>Mon 10/30/17</b>	<b>88%</b>	<b>Mark Whitley</b>	<b>Timothy J. Baroody, Deidre G. Jett, Schools, Mark Whitley, Chuck Johnston</b>
1. Update the 2015 Mosley school capacity study, including current enrollment projections	Thu 6/1/17	Sat 9/30/17	100%		Timothy J. Baroody, Deidre G. Jett, Schools, Mark Whitley, Chuck Johnston
2. Schedule a joint City Council/School Board Budget and CIP Retreat to discuss school operating and capital budget requests. Agree on more detailed/effective format for budget submission. Plan for future growth and alignment of schools.	Sat 7/1/17	Sat 9/30/17	90%		Timothy J. Baroody, Deidre G. Jett, Schools, Mark Whitley
3. Council and School Board adopt a MOU	Fri 9/1/17	Sat 9/30/17	35%		Timothy J. Baroody, Deidre G. Jett, Schools, Mark Whitley
4. Establish communication between School Administration and City Planning Staff on residential land use applications and projected impacts on the school system (capital and operating costs)	Fri 9/1/17	Mon 10/30/17	85%		Timothy J. Baroody, Deidre G. Jett, Schools, Mark Whitley, Chuck Johnston

<b>Priority #10: Facilitate collaborative work that will provide input about existing and future workforce needs and work with partners on curriculum to meet those needs (Clarify the role of the public schools, Explore Workforce Credentials Grant)</b>	<b>Wed 3/1/17</b>	<b>Mon 7/1/19</b>	<b>49%</b>	<b>Bill Freehling</b>	<b>Bill Freehling,Angela Freeman</b>
1. Open Fredericksburg Center for Advanced Technology in Fredericksburg (Germanna) with the help of an EDA grant	Wed 3/1/17	Fri 6/30/17	100%		Bill Freehling,Angela Freeman
2. Convene meeting to pursue community kitchen/culinary education space as a pilot program with Mary Washington Healthcare, Germanna, and City Schools	Wed 3/1/17	Sun 4/30/17	75%		Bill Freehling,Angela Freeman
3. Schedule a meeting and gain input from stakeholders such as independent restaurateurs	Mon 5/1/17	Mon 7/31/17	60%		Bill Freehling,Angela Freeman
4. Expand dual enrollment opportunities for CTE/vocational training in City Schools	Mon 1/1/18	Mon 12/31/18	50%		Bill Freehling,Angela Freeman,Schools
5. Evaluate success of pilot programs and apply model to other industries such as hospitality, healthcare, automotive, and IT	Tue 1/1/19	Mon 7/1/19	0%		Bill Freehling,Angela Freeman
<b>Priority #11: Explore plan to collaborate regionally on high tech opportunities, including education</b>	<b>Thu 12/1/16</b>	<b>Fri 9/1/17</b>	<b>100%</b>	<b>Tim Baroody</b>	<b>Timothy J. Baroody,PW staff,EDT Staff</b>
1. Schedule a meeting with the new Executive Director at the Quantico Innovation Center	Thu 12/1/16	Wed 5/31/17	100%		Timothy J. Baroody,PW staff,EDT Staff
2. Secure a position on the Board of the Quantico Innovation Center	Wed 3/1/17	Sun 4/30/17	100%		Timothy J. Baroody,PW staff,EDT Staff
3. Develop partnership and seek expansion opportunities with the University of Mary Washington Small Business Development Center and EagleWorks Business Incubator	Mon 5/1/17	Fri 9/1/17	100%		Timothy J. Baroody,PW staff,EDT Staff
<b>Distinct and Linked Neighborhoods</b>	<b>Thu 6/30/16</b>	<b>Tue 12/1/20</b>	<b>58%</b>		
<b>Priority #12: Working with neighborhoods, review the existing Pathways Plan and create a plan to enhance connectivity for isolated neighborhoods where possible, including a method of prioritization</b>	<b>Wed 3/1/17</b>	<b>Tue 6/30/20</b>	<b>72%</b>	<b>Erik Nelson</b>	<b>David King,Erik Nelson,Mark Whitley,Mike P. Ward</b>
1. Identify isolated neighborhoods through Pathways Steering Committee, then identify and consult with neighborhood contacts	Wed 3/1/17	Sat 9/30/17	100%		Erik Nelson,David King,Mike P. Ward,Mark Whitley
2. Develop project list and anticipated timeline, with reference to Small Area Plan and Comprehensive Plan	Sat 7/1/17	Wed 1/31/18	100%		Erik Nelson,David King,Mike P. Ward,Mark Whitley
3. Identify funding sources for design of VCR Trail Bridge, likely to include VDOT, local, and private	Wed 11/1/17	Thu 5/31/18	100%		Erik Nelson,David King,Mike P. Ward,Mark Whitley
4. Develop initial cost estimates and submit for FY 2019 Budget and VDOT Funding process	Wed 11/1/17	Thu 5/31/18	90%		Erik Nelson,David King,Mike P. Ward,Mark Whitley
5. Prioritize project list into phases, based on the potential of the funding	Thu 3/1/18	Sun 9/30/18	90%		Erik Nelson,David King,Mike P. Ward,Mark Whitley
6. Develop scope of work and apply for initial phase of funding	Wed 8/1/18	Thu 2/28/19	90%		Erik Nelson,David King,Mike P. Ward,Mark Whitley
7. Procure and construct FY 2019 projects (dependent upon VDOT financing)	Sat 6/1/19	Tue 6/30/20	0%		Erik Nelson,David King,Mike P. Ward,Mark Whitley
<b>Priority #13: Establish a Neighborhood Enhancement Program to enhance infrastructure in neighborhoods that will include: Dedicated funding, A method of prioritizing expenditures, Communication with neighborhoods as appropriate</b>	<b>Tue 8/1/17</b>	<b>Thu 5/31/18</b>	<b>100%</b>	<b>Dave King</b>	<b>Bassam Amin,David King</b>
1. Determine the types of infrastructure to be included in the program	Tue 8/1/17	Thu 3/1/18	100%		David King,Bassam Amin
2. Prepare a program plan design and develop a schedule that assigns priorities for projects	Sun 10/1/17	Wed 5/2/18	100%		David King,Bassam Amin
3. Request funding from Council in the FY19 CIP	Fri 12/1/17	Thu 5/31/18	100%		David King,Bassam Amin
<b>Priority #14: Review and update the zoning ordinance, including examination of those ordinances that adversely affect the livability of neighborhoods</b>	<b>Thu 6/30/16</b>	<b>Tue 12/1/20</b>	<b>26%</b>	<b>Mike Craig</b>	<b>Kathleen Dooley,Michael J. Craig,Planning staff</b>
1. Complete Small Area Plans, use Small Area Plan conclusions to begin evaluation of Articles 3 and 4 of the UDO, revise Articles 3 and 4 to develop Code reflective of the Small Area Plans	Thu 6/30/16	Tue 12/1/20	22%		Chuck Johnston,Michael J. Craig
2. Complete technical amendments to Articles 1 and 2	Tue 1/17/17	Mon 5/1/17	100%		Michael J. Craig,Planning staff,Kathleen Dooley,Marne E. Sherman
3. Complete technical amendments to Articles 5 and 8	Sat 7/1/17	Wed 1/31/18	25%		Michael J. Craig,Planning staff,Kathleen Dooley,Marne E. Sherman
<b>Priority #15: Continue to support neighborhood safety initiatives and proactive crime prevention, including expansion of community policing efforts (i.e. work with HOAs, citizen associations, and direct work with residents)</b>	<b>Wed 2/15/17</b>	<b>Sun 6/30/19</b>	<b>88%</b>	<b>Dave Nye</b>	<b>Dave Nye,Sarah Kirkpatrick,Laura Mahaney</b>

1. Transmit monthly single-point-of-contact report to City Council	Wed 2/15/17	Wed 5/17/17	100%		Dave Nye,Sarah Kirkpatrick,Laura Mahaney
2. Expand community policing officer to other areas including downtown (need staff and training time)	Sun 7/1/18	Sun 6/30/19	85%		Dave Nye,Sarah Kirkpatrick,Laura Mahaney
<b>Cutting Edge Transportation Solutions</b>	<b>Thu 9/1/16</b>	<b>Tue 6/30/20</b>	<b>71%</b>		
<b>Priority #16: Work with VRE, VDRPT and CSX on long term redevelopment of the train station</b>	<b>Sat 4/1/17</b>	<b>Tue 6/30/20</b>	<b>84%</b>	<b>Erik Nelson</b>	<b>David King,Doug Fawcett,Erik Nelson</b>
1. Brief Council on State's decision to bring third rail through City, which includes plan for new station	Sat 4/1/17	Thu 9/28/17	100%		Erik Nelson,Doug Fawcett,David King
2. Determine impact of state plan for new station on the plan for investment on existing facilities, submit formal comments to EIS	Thu 6/1/17	Sun 12/31/17	100%		Erik Nelson,Doug Fawcett,David King
3. Engage stakeholders (i.e. VRE, CSX, Amtrak, property owners, VDRPT, ARB) to ensure City's interest are realized, such as high speed rail.	Sun 7/1/18	Tue 6/30/20	75%		Erik Nelson,Doug Fawcett,David King
<b>Priority #17: Work with VDOT and Stafford County to complete design for pedestrian improvements for Chatham Bridge</b>	<b>Thu 9/1/16</b>	<b>Sun 9/30/18</b>	<b>91%</b>	<b>Erik Nelson</b>	<b>David King,Erik Nelson</b>
1. Participate in discussion with jurisdictions to determine scope and design, ensure bike/pedestrian connectivity	Thu 9/1/16	Fri 3/31/17	100%		Erik Nelson,David King
2. Participate in VDOT initiated environmental review process	Thu 12/1/16	Sun 9/30/18	90%		Erik Nelson,David King
3. Monitor VDOT environmental review process and engage CPURC when appropriate	Sat 4/1/17	Sun 9/30/18	75%		Erik Nelson,David King
4. Present VDOT design to Council and community, including traffic management plan during construction, ensure robust pedestrian accommodations are included in design	Sun 1/1/17	Sat 9/30/17	100%		Erik Nelson,David King
5. Work with VDOT during construction phase	Mon 5/1/17	Sat 6/30/18	100%		Erik Nelson,David King
<b>Priority #18: Identify a series of small transportation projects that will qualify for funding as it becomes available (i.e. FAMPO)</b>	<b>Mon 5/1/17</b>	<b>Sat 6/30/18</b>	<b>100%</b>	<b>Erik Nelson</b>	<b>Erik Nelson,David King,Wendy Kimball,Deidre G. Jett,Doug Fawcett,Mark Whitley</b>
1. Review Comprehensive Plan and Small Area Plan to identify projects (i.e. roads, trails, traffic calming, FRED, etc.), receive input if available from Pathways Committee, Planning Commission, Public Transit Advisory Board, Council and others	Sat 7/1/17	Wed 1/31/18	100%		Erik Nelson,David King,Wendy Kimball,Deidre G. Jett,Doug Fawcett,Mark Whitley
2. Develop spreadsheet of identified projects	Mon 5/1/17	Fri 9/1/17	100%		Erik Nelson,David King,Wendy Kimball,Deidre G. Jett,Doug Fawcett,Mark Whitley
3. Coordinate with Public Works and FRED to refine list	Mon 9/4/17	Thu 11/30/17	100%		Erik Nelson,David King,Wendy Kimball,Deidre G. Jett,Doug Fawcett,Mark Whitley
4. Present list to City Manager	Fri 12/1/17	Sat 12/30/17	100%		Erik Nelson,David King,Wendy Kimball,Deidre G. Jett,Doug Fawcett,Mark Whitley
5. Review funding availability through FAMPO and match project to funding, repeat process in future years	Fri 6/1/18	Sat 6/30/18	100%		Erik Nelson,David King,Wendy Kimball,Deidre G. Jett,Doug Fawcett,Mark Whitley
<b>Priority #19: Establish a regional transportation authority</b>	<b>Sun 10/1/17</b>	<b>Sun 6/30/19</b>	<b>48%</b>	<b>Erik Nelson</b>	<b>Erik Nelson,FAMPO</b>
1. Develop (with FAMPO staff) evaluation of benefits and costs of an authority	Sun 10/1/17	Mon 4/30/18	100%		Erik Nelson,FAMPO
2. Present results to City Council	Mon 1/1/18	Sat 3/31/18	100%		Erik Nelson,FAMPO
3. Obtain Council authorization to approach regional partners	Sun 4/1/18	Mon 10/1/18	100%		Erik Nelson,FAMPO
4. Approach partners and develop schedule for establishing an authority	Fri 6/1/18	Mon 12/31/18	20%		Erik Nelson,FAMPO
5. Conduct regional discussion to further implementation, including General Assembly action	Fri 6/1/18	Sun 3/31/19	0%		Erik Nelson,FAMPO
6. Revamp project schedule as indicated to monitor progress	Mon 4/1/19	Sun 6/30/19	0%		Erik Nelson,FAMPO
<b>Priority #20: Complete gateway improvement study</b>	<b>Mon 1/1/18</b>	<b>Mon 6/1/20</b>	<b>12%</b>	<b>Chuck Johnston</b>	<b>Chuck Johnston,Erik Nelson,Future long range planner</b>
1. Create vision for gateways by engineering consultant, including work with EDA on the effort	Mon 1/1/18	Fri 3/30/18	95%		Chuck Johnston,Erik Nelson,Michael J. Craig
2. Generate project cost, project schedule, and submit budget request for the project	Sun 4/1/18	Wed 8/1/18	0%		Chuck Johnston,Erik Nelson,Michael J. Craig
3. Obtain City Council approval for FY2020 budget	Tue 1/1/19	Mon 4/1/19	0%		Chuck Johnston,Erik Nelson,Michael J. Craig
4. Refine project scope and procure contract services	Mon 7/1/19	Tue 10/1/19	0%		Chuck Johnston,Erik Nelson,Michael J. Craig
5. Begin constructing gateway improvements	Wed 1/1/20	Mon 6/1/20	0%		Chuck Johnston,Erik Nelson,Michael J. Craig
<b>A Proven Leader in Historic Preservation</b>	<b>Thu 12/1/16</b>	<b>Sat 11/30/19</b>	<b>61%</b>		

<b>Priority #21: Streamline the development and ARB process with stakeholders to improve clarity on what is required when bringing a new project to the City (i.e. UDO)</b>	Sun 1/1/17	Fri 6/28/19	54%	Kate Schwartz	Kate S. Schwartz,Marne E. Sherman,Michael J. Craig,Planning staff
1. Establish working group to evaluate processes	Wed 3/1/17	Sat 9/30/17	100%		Kate S. Schwartz,Marne E. Sherman,Michael J. Craig,Planning staff
2. Update Certificate of Appropriateness Application to ensure list of required materials is clear and complete	Sun 1/1/17	Fri 6/30/17	100%		Kate S. Schwartz,Marne E. Sherman,Michael J. Craig,Planning staff
3. Review and initiate amendments to the UDO and Procedures Manual, including making some minor alternations in administrative approvals, GIS provide historic district information, and provide a new historic property inventory	Sat 7/1/17	Thu 1/31/19	55%		Kate S. Schwartz,Marne E. Sherman,Michael J. Craig,Planning staff
4. Update Historic District Handbook to reflect current City Vision and Priorities	Mon 1/1/18	Fri 6/28/19	20%		Kate S. Schwartz,Marne E. Sherman,Michael J. Craig,Planning staff
<b>Priority #22: Facilitate communication between boards and commissions and development community and planning staff to make it clear about the Council's vision and priorities</b>	Sat 4/1/17	Mon 1/1/18	100%	Tim Baroody	Timothy J. Baroody,Staff Liaisons to Boards& Commissions
1. Transmit Council Vision and 3-Year Strategic Work Plan to boards and commissions	Sat 4/1/17	Wed 8/30/17	100%		Timothy J. Baroody,Staff Liaisons to Boards& Commissions
2. Conduct discussion of board and/or commission role in implementing Vision and Work Plan	Thu 6/1/17	Mon 1/1/18	100%		Timothy J. Baroody,Staff Liaisons to Boards& Commissions
3. Provide quarterly updates on the Work Plan to Council and to Boards/Commissions at least yearly	Thu 6/1/17	Sun 12/31/17	100%		Timothy J. Baroody,Staff Liaisons to Boards& Commissions
<b>Priority #23: Determine what to do with historic Renwick Courthouse</b>	Wed 1/11/17	Sat 11/30/19	31%	Doug Fawcett	Bill Freehling,Kate S. Schwartz,Timothy J. Baroody,Doug Fawcett
1. Prepare Historic Structures Report	Wed 1/11/17	Wed 1/11/17	100%		Timothy J. Baroody,Kate S. Schwartz,Bill Freehling,Doug Fawcett
2. Care for urgent needs based on Engineering Analysis, particularly bell tower	Wed 1/11/17	Fri 6/30/17	100%		Timothy J. Baroody,Kate S. Schwartz,Bill Freehling,Doug Fawcett,Ray Regan
3. Complete adaptive reuse feasibility study (with Fredericksburg Main Street) and hold Community Forum for Re-development Ideas, include ARB, City Council, Planning Commission, HFFI, UMW, General Public during the study work.	Sat 7/1/17	Sun 9/30/18	70%		Timothy J. Baroody,Kate S. Schwartz,Bill Freehling,Doug Fawcett,Ray Regan
4. Announce RFI timetable and information session	Fri 12/1/17	Mon 12/31/18	50%		Timothy J. Baroody,Kate S. Schwartz,Bill Freehling,Doug Fawcett
5. Issue a Request for Proposals for Redevelopment for the buildings	Thu 3/1/18	Sun 3/31/19	30%		Timothy J. Baroody,Kate S. Schwartz,Bill Freehling,Doug Fawcett,Kathleen Dooley
6. Receive proposals, review to determine if any advance to acceptability for further evaluation	Fri 6/1/18	Fri 5/31/19	0%		Timothy J. Baroody,Kate S. Schwartz,Bill Freehling,Doug Fawcett
7. Evaluate any acceptable proposals as a next step, ensuring historical preservation of the three buildings; additional public meetings as required	Thu 8/2/18	Sat 8/31/19	0%		Timothy J. Baroody,Kate S. Schwartz,Bill Freehling,Doug Fawcett
8. Execute agreement at City Council	Sat 12/1/18	Sat 11/30/19	0%		Timothy J. Baroody,Kate S. Schwartz,Bill Freehling,Doug Fawcett,Kathleen Dooley
<b>Priority #24: Complete the archaeology ordinance</b>	Sun 1/1/17	Fri 11/30/18	72%	Kate Schwartz	Kate S. Schwartz,Kathleen Dooley,Planning staff,Bill Freehling,Timothy J. Baroody,Doug Fawcett
1. Re-engage an archaeology working group that includes members of the development community, archaeologists, and a variety of interests in the city to evaluate policy considerations and establish standard procedures, policies and guiding philos	Sun 1/1/17	Fri 6/30/17	100%		Kate S. Schwartz,Kathleen Dooley,Planning staff,Bill Freehling,Timothy J. Baroody,Doug Fawcett
2. Submit a certified local government grant application requesting \$13,000 in funding to create a probability model/historic resources sensitivity map, request \$7000 in matching funds in the FY18 budget	Mon 4/3/17	Tue 8/15/17	100%		Kate S. Schwartz,Kathleen Dooley,Planning staff,Deidre G. Jett,Mark Whitley,Bill Freehling,Timothy J. Baroody,Doug Fawcett
3. If grant is awarded, hire a consultant to create the probability model/map in coordination with the Virginia Department of Historic Resources	Wed 8/16/17	Thu 3/15/18	100%		Kate S. Schwartz,Bill Freehling,Timothy J. Baroody,Doug Fawcett



4. Create a plan for storage and display of archaeological findings, including identifying partner organizations, taking inventory of existing artifacts and reports, and drafting a written resource management plan	Mon 4/3/17	Thu 6/28/18	75%		Kate S. Schwartz,Bill Freehling,Timothy J. Baroody,Doug Fawcett
5. Write an archaeological ordinance that requires archaeological investigation in areas of high sensitivity for development projects of a certain scope, utilize the final probability model as the basis for site evaluation	Mon 10/16/17	Fri 6/1/18	60%		Kate S. Schwartz,Bill Freehling,Timothy J. Baroody,Doug Fawcett,Kathleen Dooley
6. Establish procedures for applying the ordinance, map the review and approval process, draft text to include in the Procedures Manual, and consider potential economic incentives for higher levels of investigation	Mon 10/16/17	Fri 6/1/18	50%		Kate S. Schwartz,Bill Freehling,Timothy J. Baroody,Doug Fawcett
7. City Council to review and approve ordinance	Sat 9/1/18	Fri 11/30/18	0%		Kate S. Schwartz,Bill Freehling,Timothy J. Baroody,Doug Fawcett,Kathleen Dooley
<b>Priority #25: Make existing property owners aware of historic tax credit programs to incentivize owners, with a goal of restoring at least one historic building a year</b>	<b>Thu 12/1/16</b>	<b>Mon 4/30/18</b>	<b>94%</b>	<b>Kate Schwartz</b>	<b>Bill Freehling,Camilla S. Jacobs,Kate S. Schwartz,Timothy J. Baroody,Doug Fawcett</b>
1. Create an informational handout about economic incentives available to Fredericksburg property owners, distribute through Economic Development and Tourism, Fredericksburg Main Street, Planning Services, and welcome letter to new owners in the	Thu 12/1/16	Tue 5/30/17	100%		Kate S. Schwartz,Bill Freehling,Camilla S. Jacobs,Timothy J. Baroody,Doug Fawcett
2. Re-survey properties in the National Register Fredericksburg Historic District and update the nomination in order to increase the number of buildings eligible for tax credits	Sat 4/1/17	Fri 3/30/18	80%		Kate S. Schwartz,Bill Freehling,Timothy J. Baroody,Doug Fawcett
3. Include detailed information about economic incentives available to historic property owners on the City's website	Sat 4/1/17	Wed 9/27/17	100%		Kate S. Schwartz,Bill Freehling,Timothy J. Baroody,Doug Fawcett
4. Track local tax credit projects and expedite ARB review for projects that meet state standards, follow up with owners of completed projects and maintain an inventory	Sat 7/1/17	Wed 1/31/18	100%		Kate S. Schwartz,Bill Freehling,Timothy J. Baroody,Doug Fawcett
5. Include a review of ARB-approved and completed rehabilitation projects in the Historic District in the Planning Commission annual report	Sun 10/1/17	Mon 4/30/18	100%		Kate S. Schwartz,Bill Freehling,Timothy J. Baroody,Doug Fawcett
6. Partner with Fredericksburg Main Street to host an annual tax credit workshop for local property owners, real estate, tax professionals, and others	Sun 10/1/17	Mon 4/30/18	100%		Kate S. Schwartz,Bill Freehling,Camilla S. Jacobs,Timothy J. Baroody,Doug Fawcett
<b>Green, Clean Environment</b>	<b>Wed 3/1/17</b>	<b>Fri 3/27/20</b>	<b>45%</b>		
<b>Priority #26: Identify stormwater facilities to reduce polluted loads in accordance with the Chesapeake Bay Total Maximum Daily Load Action Plan</b>	<b>Wed 3/1/17</b>	<b>Fri 3/27/20</b>	<b>25%</b>	<b>John Saunders, Dave King</b>	<b>Lynn L. Enders,Doug Fawcett,John Saunders,David King</b>
1. Award on-call Environmental Geotechnical Engineering Services contract (one-year contract with 4 option years)	Wed 3/1/17	Tue 7/31/18	100%		Lynn L. Enders,Doug Fawcett,John Saunders,David King
2. Identify projects for reductions/retrofit opportunities	Wed 3/1/17	Fri 8/31/18	35%		Doug Fawcett,Lynn L. Enders,John Saunders,David King
3. Complete preliminary scoping of projects (10% design) and cost estimates	Mon 5/1/17	Wed 10/31/18	35%		Doug Fawcett,Lynn L. Enders,John Saunders,David King
4. Apply for SLAF grants to execute FY2019 project(s)	Mon 12/3/18	Fri 2/15/19	0%		Doug Fawcett,Lynn L. Enders,John Saunders,David King
5. Complete design and bid documents (100% design) for FY2019 project execution	Thu 11/1/18	Thu 2/28/19	0%		Doug Fawcett,Lynn L. Enders,John Saunders,David King
6. Advertise FY2019 Projects for construction	Thu 11/16/17	Sat 3/31/18	0%		Doug Fawcett,Lynn L. Enders,John Saunders,David King
7. Make budget request for FY2020 project(s) - Repeat approach	Mon 12/3/18	Fri 3/29/19	0%		Doug Fawcett,Lynn L. Enders,John Saunders,David King
8. Finalize Second Phase TMDL Action Plan	Wed 7/5/17	Tue 12/31/19	0%		Doug Fawcett,Lynn L. Enders,John Saunders,David King
9. Award projects for FY2019 construction	Mon 4/1/19	Tue 4/30/19	0%		Doug Fawcett,Lynn L. Enders,John Saunders,David King
10. Issue notice to proceed on FY2019 project(s)	Wed 5/1/19	Wed 5/15/19	0%		Doug Fawcett,Lynn L. Enders,John Saunders,David King
11. Complete design and bid documents for FY2020 projects	Fri 7/5/19	Mon 9/30/19	0%		Doug Fawcett,Lynn L. Enders,John Saunders,David King
12. Advertise FY2020 projects for construction	Tue 10/15/19	Fri 11/15/19	0%		Doug Fawcett,Lynn L. Enders,John Saunders,David King

13. Award projects for FY2020 construction	Mon 11/18/19	Fri 1/31/20	0%		Doug Fawcett,Lynn L. Enders,John Saunders,David King
14. Apply for SLAF grant(s)	Mon 12/2/19	Thu 2/13/20	0%		Doug Fawcett,Lynn L. Enders,John Saunders,David King
15. Make budget request for FY2020 projects - Repeat process	Mon 12/2/19	Fri 3/27/20	0%		Doug Fawcett,Lynn L. Enders,John Saunders,David King
<b>Priority #27: Explore solutions to monitor, maintain, and improve our canal to ensure that it is healthy and attractive</b>	<b>Sat 4/1/17</b>	<b>Sat 6/1/19</b>	<b>88%</b>	<b>Dave King</b>	<b>David King, Mike P. Ward</b>
1. Inspect canal and prepare assessment of its condition	Sat 4/1/17	Tue 10/31/17	100%		David King, Mike P. Ward
2. Identify scope of work, costs, and tasks that need to be accomplished to ensure a healthy canal, including an assessment of these that can be done by volunteers	Thu 6/1/17	Sun 12/31/17	80%		David King, Mike P. Ward
3. Determine potential volunteer assistance and coordinate with groups for volunteer projects that enhance the condition of the canal	Thu 6/1/17	Sun 12/31/17	90%		David King, Mike P. Ward
4. Determine a project budget and submit for adoption in FY19 CIP	Tue 8/1/17	Wed 11/1/17	100%		David King, Mike P. Ward
5. Identify companies and procure services to accomplish identified tasks	Sun 7/1/18	Sat 9/1/18	80%		David King, Mike P. Ward
6. Perform canal clean-up	Tue 1/1/19	Sat 6/1/19	75%		David King, Mike P. Ward
<b>Priority #28: Expand recycling and composting in the City, including requirements for recycling in City offices, schools, and at events</b>	<b>Sat 4/1/17</b>	<b>Mon 12/31/18</b>	<b>85%</b>	<b>Dave King</b>	<b>Clean and Green Commission, Edwin R. Regan, R Board staff, Schools, David King</b>
1. Initiate meeting (or use established meeting) with stakeholders to discuss the Council's interest in the expansion of recycling and composting and determine who and how these initiatives will be addressed	Sat 4/1/17	Thu 8/31/17	80%		Edwin R. Regan, Clean and Green Commission, R Board staff, Schools, David King
2. Perform inventory of city offices to determine need for additional recycling bins	Fri 9/1/17	Thu 11/30/17	100%		Edwin R. Regan, Clean and Green Commission, R Board staff, Schools, David King
3. Initiate discussions with UMW/City Schools staff to determine opportunities and issues associated with recycling	Mon 1/1/18	Wed 8/1/18	90%		Edwin R. Regan, Clean and Green Commission, R Board staff, Schools, David King
4. Develop and publish flyer on composting, identifying opportunities and resources	Sun 4/1/18	Mon 4/30/18	95%		Edwin R. Regan, Clean and Green Commission, R Board staff, Schools, David King
5. Provide recycling containers and initiate periodic servicing on containers in the City and school facilities	Sun 7/1/18	Mon 12/31/18	85%		Edwin R. Regan, Clean and Green Commission, R Board staff, Schools, David King
6. Investigate adding Recycling and Waste Reduction Plan to Special Event Permits	Thu 6/15/17	Thu 9/7/17	60%		
<b>Public Services - The Backbone of our Community</b>	<b>Sun 3/13/16</b>	<b>Fri 1/1/21</b>	<b>68%</b>		
<b>Priority #29: Create more focus on broadband to be the fastest City in Virginia for broadband</b>	<b>Sat 7/1/17</b>	<b>Sat 11/30/19</b>	<b>46%</b>	<b>Suzanne Tills</b>	<b>Suzanne R. Tills, Christen Gallik, Angela Freeman, David King, Kathleen Dooley, Mark Whitley, Marne E. Sherman</b>
1. Identify current broadband needs/availability (CIT)	Sat 7/1/17	Mon 3/12/18	75%		Suzanne R. Tills, Christen Gallik, Angela Freeman, David King, Kathleen Dooley, Mark Whitley, Marne E. Sherman
2. Prepare report for Council on options for expanded broadband	Tue 3/13/18	Wed 12/12/18	75%		Suzanne R. Tills, Christen Gallik, Angela Freeman, David King, Kathleen Dooley, Mark Whitley, Marne E. Sherman
3. Take proposal to Council, seek approval and funding	Thu 12/13/18	Thu 12/13/18	0%		Suzanne R. Tills, Christen Gallik, Angela Freeman, David King, Kathleen Dooley, Mark Whitley, Marne E. Sherman
4. If funded, implement solution	Thu 12/13/18	Tue 11/12/19	0%		Suzanne R. Tills, Christen Gallik, Angela Freeman, David King, Kathleen Dooley, Mark Whitley, Marne E. Sherman
5. Report results of project to Council	Fri 11/29/19	Sat 11/30/19	0%		Suzanne R. Tills, Christen Gallik, Angela Freeman, David King, Kathleen Dooley, Mark Whitley, Marne E. Sherman
<b>Priority #30: Complete the assessment of our City's water/sewer system and determine the capital improvements necessary to improve the system</b>	<b>Sun 4/30/17</b>	<b>Fri 1/1/21</b>	<b>75%</b>	<b>Dave King</b>	<b>Utilities, David King</b>
1. Complete current evaluation of sanitary sewer systems in the downtown and adjoining neighborhoods	Sun 4/30/17	Fri 9/1/17	95%		Utilities, David King
2. Estimate funding for scope of work as identified by evaluation and include in CIP proposal	Mon 1/1/18	Sat 6/30/18	90%		Utilities, David King



3. Seek City Council funding approval in the FY19 CIP	Tue 5/1/18	Fri 11/30/18	100%		Utilities,David King
4. Procure PPEA contractor for design and construction for improvements and complete	Sat 6/1/19	Wed 1/1/20	100%		Utilities,David King
5. Repeat process for the following Fiscal Year	Mon 6/1/20	Fri 1/1/21	0%		
<b>Priority #31: Explore and implement a strategy to invest in community programs that reduce incarceration</b>	<b>Thu 6/1/17</b>	<b>Mon 12/31/18</b>	<b>35%</b>	<b>Mark Whitley</b>	<b>Christen Gallik,Dave Nye,Paul Higgs,Mark Whitley,LaBravia Jenkins</b>
1. Establish a working group of DSS,Court,Sheriff,Jail,Police,Schools,Office on Youth to explore this issue and to develop solutions	Thu 6/1/17	Sun 12/31/17	25%		Mark Whitley,Paul Higgs,Christen Gallik,Dave Nye,LaBravia Jenkins
2. Revisit ICE inmate decision at Jail Authority level; present to the Rappahannock Regional Jail Authority Board	Fri 12/1/17	Thu 5/31/18	50%		Mark Whitley,Paul Higgs,Dave Nye,Christen Gallik,LaBravia Jenkins
3. Identify and recommend evidence based best practices/program improvements (e.g. family court, drug court, community corrections, gun give back, midnight madness) with a goal of reducing incarceration	Fri 6/1/18	Mon 12/31/18	25%		Mark Whitley,Paul Higgs,Dave Nye,Christen Gallik,LaBravia Jenkins
4. Identify and document current resources and organizations and use data to create an inventory of resources that are available to reduce criminal activity and incarceration	Mon 10/1/18	Mon 12/31/18	20%		Mark Whitley,Paul Higgs,Dave Nye,Christen Gallik,LaBravia Jenkins
5. Identify community programs/initiatives that address heroin/opiates problem (i.e. RACSB funding request)	Fri 6/1/18	Mon 12/31/18	50%		Mark Whitley,Paul Higgs,Christen Gallik,Dave Nye,LaBravia Jenkins
<b>Priority #32: Implement the "One-Dig" program</b>	<b>Sun 1/1/17</b>	<b>Mon 7/31/17</b>	<b>100%</b>	<b>Dave King</b>	<b>Kathleen Dooley,Rob Eckstrom,David King,Shawn Beavon</b>
1. Review VDOT Procedures and compare and document work hours	Sat 4/1/17	Sun 4/30/17	100%		Kathleen Dooley,Rob Eckstrom,David King,Shawn Beavon
2. Convene a meeting with Public Works, Public Utilities, Columbia Gas, Dominion Virginia Power, Verizon, IT and others as necessary to develop a SOP and communications plan	Mon 5/1/17	Mon 7/31/17	100%		Kathleen Dooley,Rob Eckstrom,David King,Shawn Beavon
3. Identify any legislative changes that might be permitted by State law and may be wise to do or franchise	Sun 1/1/17	Sun 4/30/17	100%		Kathleen Dooley,Rob Eckstrom,David King,Shawn Beavon
4. Establish and review permit procedures for streetcut	Mon 5/1/17	Wed 5/31/17	100%		Kathleen Dooley,Rob Eckstrom,David King,Shawn Beavon
5.Bring program to Council for adoption	Thu 6/1/17	Mon 7/31/17	100%		Kathleen Dooley,Rob Eckstrom,David King,Shawn Beavon
<b>Priority #33: Work with stakeholders and GWRC on establishing regional housing and homeless plan</b>	<b>Wed 3/1/17</b>	<b>Sun 9/30/18</b>	<b>69%</b>	<b>Susanna Finn</b>	<b>Timothy J. Baroody,Chuck Johnston,Susanna R. Finn</b>
1. Establish regional working group at GWRC that includes representation from Planning District 16 jurisdictions and non-profit stakeholders (jurisdiction leader/administration heavy), work with FAAR to undertake Housing Stock Assessment	Wed 3/1/17	Fri 6/30/17	100%		Timothy J. Baroody,Chuck Johnston,Susanna R. Finn
2. Define target populations and outline need for two tiered, regional housing plan effort to serve no income/low income and workforce households	Thu 6/1/17	Sun 12/31/17	77%		Timothy J. Baroody,Chuck Johnston,Susanna R. Finn
3. Identify options/solutions based on successful best practices in other jurisdictions	Mon 1/1/18	Fri 6/1/18	40%		Timothy J. Baroody,Chuck Johnston,Susanna R. Finn
4. Identify funding sources	Fri 6/1/18	Sat 9/1/18	100%		Timothy J. Baroody,Chuck Johnston,Susanna R. Finn
5. Identify and engage organizations to implement and manage proposed programs	Wed 8/1/18	Sun 9/30/18	0%		Timothy J. Baroody,Chuck Johnston,Susanna R. Finn
<b>Priority #34: Implement new ERP Software</b>	<b>Sun 3/13/16</b>	<b>Mon 12/3/18</b>	<b>81%</b>	<b>Suzanne Tills</b>	<b>Suzanne R. Tills</b>
1. Contract with consultant for requirements gathering/RFP development	Mon 10/31/16	Fri 1/13/17	100%		Suzanne R. Tills,Lynn L. Enders
2. Hold staff town hall meetings(s) to communicate project goals, timeline and to share roles/responsibilities for City staff, includes opportunities for questions	Mon 1/16/17	Thu 2/2/17	100%		Suzanne R. Tills,Misheck S. Mundia
3. Conduct End User Web Survey to support needs assessment	Mon 1/30/17	Fri 2/17/17	100%		Suzanne R. Tills
4. Consultant/IT will conduct interviews with staff to gather requirements and to document current and future desired processes	Tue 2/28/17	Fri 3/3/17	100%		Suzanne R. Tills,Misheck S. Mundia
5. Review and update Project Charter	Mon 3/6/17	Wed 4/5/17	100%		Suzanne R. Tills
6. On-site Business Process Diagramming	Sun 3/13/16	Thu 3/17/16	100%		Suzanne R. Tills
7. JRP Work Session - RFP Development	Fri 3/18/16	Tue 3/22/16	100%		Suzanne R. Tills
8. Consultant/IT develops RFP based upon gathered requirements	Fri 4/21/17	Mon 5/1/17	100%		Suzanne R. Tills

Council Priorities - Quarterly Update - July 2018

9. Seek budget approval for 3 phases in FY18, FY19 and FY20	Mon 9/25/17	Mon 9/25/17	100%		Mark Whitley
10. Hire IT Business Analyst to implement/support ERP	Tue 8/1/17	Sat 9/2/17	100%		Suzanne R. Tills
11. Release RFP	Sat 7/1/17	Sat 7/1/17	100%		Suzanne R. Tills
12. Conduct vendor demos and make short list selection	Tue 8/15/17	Thu 9/14/17	100%		Suzanne R. Tills
13. Conduct onsite visits to see vendor products in other localities	Mon 9/18/17	Tue 10/17/17	100%		Suzanne R. Tills
14. Select vendor and secure contract	Tue 10/31/17	Thu 11/30/17	100%		Suzanne R. Tills
15. Begin Phased Implementation Phase I - Core Financials	Fri 12/1/17	Fri 11/30/18	75%		Suzanne R. Tills
16. Conduct Bond Issuance	Fri 6/1/18	Sat 6/30/18	15%		Mark Whitley,Deidre G. Jett
17. Implement and Monitor Phase I	Mon 12/3/18	Mon 12/3/18	0%		Suzanne R. Tills
<b>Priority #35: Explore potential police and fire service expansion</b>	<b>Sun 1/1/17</b>	<b>Fri 5/31/19</b>	<b>95%</b>	<b>Eddie Allen</b>	<b>Dave Nye,FA staff, Mike Jones, Mark Whitley, Deidre G. Jett, Eddie Allen</b>
<b>Fire</b>	<b>Sun 1/1/17</b>	<b>Fri 5/31/19</b>	<b>91%</b>		
1. Complete a needs assessment with a consultant to look at fire station location, response, and staffing for Fire Services	Sun 1/1/17	Thu 8/31/17	100%		Mark Whitley,Deidre G. Jett,Dave Nye,FA staff, Mike Jones, Eddie Allen
2. Review results and make recommendations based on study for fire station location(s) and staffing to Council	Fri 9/1/17	Sun 12/31/17	100%		Mark Whitley,Deidre G. Jett,Dave Nye,FA staff, Mike Jones, Eddie Allen
3. Develop design and include life cycle costs for new fire station (either additional or replace existing)	Mon 1/1/18	Wed 2/28/18	35%		Mark Whitley,Deidre G. Jett,Dave Nye,FA staff, Mike Jones, Eddie Allen
4. Incorporate construction costs in future CIP, including bond issuance	Sat 12/1/18	Mon 12/31/18	90%		Mark Whitley,Deidre G. Jett,Dave Nye,FA staff, Mike Jones, Eddie Allen
5. City Council approval for CIP Request - Fire Station	Wed 5/1/19	Fri 5/31/19	100%		Deidre G. Jett,Eddie Allen, Mike Jones,Dave Nye, Mark Whitley,FA staff
<b>Police</b>	<b>Sun 1/1/17</b>	<b>Tue 5/1/18</b>	<b>100%</b>		
1. Conduct a police staffing study to be completed by consultant looking at police staffing for patrol services	Sun 1/1/17	Fri 6/30/17	100%		Mark Whitley,Deidre G. Jett,Dave Nye,FA staff, Mike Jones, Eddie Allen
2. Address identified staffing needs in City Manager's Proposed Budget	Fri 12/1/17	Tue 5/1/18	100%		Mark Whitley,Deidre G. Jett,Dave Nye,FA staff, Mike Jones, Eddie Allen

	Start	Finish	% Complete	Champion	April 2018 Status	July 2018 Status
<b>2017 Council Priorities</b>	Sun 3/13/16	Fri 6/25/21	64%			
<b>Employment Epicenter</b>	Wed 6/1/16	Fri 6/25/21	72%			
<b>Priority #1: Make business attraction the focus of economic development and bring family- sustaining careers to the City, utilizing a revamped incentive approach and other appropriate tools</b>	Wed 6/1/16	Mon 12/31/18	94%	Bill Freehling	<p>Here is among the most-notable progress EDT made on this priority in the past quarter:</p> <ul style="list-style-type: none"> <li>Completed and rolled out the new Economic Development website (FredericksburgVA.com) and companion blog (Blog.FredericksburgVA.com). Both are now being regularly updated and promoted on social media, the Fred Focus newsletter, etc.</li> <li>Began our first-ever economic development-focused advertising campaign aimed at Northern Virginia/D.C. with ads in the VRE publication and The Washington Post's website. EDT is working with Rambletype and Spangler Erkert &amp; Associates on this campaign.</li> <li>Worked with several major prospects for significantly impactful new projects -- including what could be the nation's largest VA clinic.</li> <li>Continued to roll out testimonial videos to promote Fredericksburg and the weekly "Freehling Finds" video series.</li> <li>Conducted a well-attended Economic Development breakfast to roll out the possibility of a boutique hotel at Fredericksburg Square.</li> <li>Submitted an application for five of the City's six Census tracts to become federally designated Opportunity Zones. Two of the five were designated for the program.</li> <li>Staff is preparing to bring revamped incentive proposal before Council this summer.</li> </ul>	<p>Here is among the most-notable progress EDT made on this priority in the past quarter:</p> <ul style="list-style-type: none"> <li>Continued to grow the Fred Focus readership base and made progress toward making it the go-to business news source in the City.</li> <li>Continued our first-ever economic development-focused advertising campaign aimed at Northern Virginia/D.C. with ads in the VRE publication and The Washington Post's website. ED with Rambletype and Spangler Erkert &amp; Associates on this campaign.</li> <li>Announced the stadium project and received unanimous support from City Council on a letter of intent.</li> <li>Continued to roll out testimonial videos to promote Fredericksburg and the weekly "Freehling Finds" video series.</li> <li>Received a rezoning for the Hylton property and made progress on the recruitment of the nation's largest VA clinic.</li> <li>Helped facilitate the beginning of the Liberty Place project and worked with developers on several other impactful projects.</li> <li>Worked with numerous additional prospects interested in Fredericksburg.</li> </ul>
<b>Priority #2: Complete the Small Area Plans over the next three fiscal years (2017-2019), including the acquisition of outside expertise as required (Corridor development, work we need to do to make properties more attractive)</b>	Wed 6/29/16	Fri 6/25/21	31%	Chuck Johnston	<ul style="list-style-type: none"> <li>Article 3 UDO text amendments were discussed at Council Work Sessions on January 23 and March 13.</li> <li>The Senior Planner and City Attorney are finalizing the text to be presented for Council initiation in May/June.</li> <li>Area 6 Comp Plan amendments and related UDO text amendments were discussed with the Planning Commission at work session on February 14. The Creator / Makers District concept was presented at a community meeting at the Olde Silk Mill on March 1. They will be discussed at a May 22nd Council Work Session with initiation of the small area plan soon thereafter.</li> <li>Area 6 UDO text amendments are under development.</li> <li>Consultant interviews for remaining small area plans have been completed. Negotiation with top firms to occur fourth week of April with contract signature soon thereafter.</li> </ul>	<ul style="list-style-type: none"> <li>Article 6 Comp Plan amendments were discussed at the April 19 and July 10 Council work sessions. These amendments are also planned to be presented to Council for formal initiation. These amendments were also presented and discussed at the Fall Hill Avenue Neighborhood Association meetings on May 2 and June 6. On June 7, a meeting of property owners and business operators (current and potential) was held to engender grass roots support for a creator maker district. All 30 attendees were in support. A formal organizing meeting for this group was set for July 26 (Dorothy Hart Center, 7:00 p.m.).</li> <li>Area 6 UDO text amendments are under continued development in cooperation with the City Attorney's office.</li> <li>Streetsense was selected as the contractor for the eight remaining small area plans. The contract was signed on June 20.</li> <li>The Planning Commission and Architectural Review Board held a joint worksession kick-off meeting for small area 7, the downtown core and four adjoining neighborhoods, on July 11. area 7 will continue through the fall and winter.</li> </ul>
<b>Priority #3: Better manage parking supply while working to increase supply over time.</b>	Thu 9/1/16	Sun 5/31/20	78%	Doug Fawcett	<p>The Parking Advisory Committee anticipates adopting and forwarding its recommendations to City Council for implementation of various elements of the Parking Action Plan in May or June. The Committee has hosted meetings to obtain input on potential actions with the College Heights neighborhood and will host a similar meeting on April 26 with the College Terrace neighborhood. Fredericksburg Main Street conducted a meeting on parking with downtown merchants and residents in March and a parking forum was recently held on the UMW campus. The conversion to new hours for two hour parking zones downtown (8:00am-7:00pm, Monday-Saturday) is nearing completion. Staff will continue to evaluate funding needs during FY19. Major maintenance project funded in FY19 for the parking garage.</p> <p>The City is seeking quotes for qualified vendors for a potential summertime pilot for loop ridership.</p>	<p>City Council adopted two ordinances on June 26, one of which repealed the "No UMW Student Parking" provisions in the City Code and the second made general revisions to the resident program and established new resident permit parking zones in the College Heights and College Terrace neighborhoods. Staff is acting to have the new parking restrictions in these neighborhoods effect by August 15 (at approximately the same time that the fall UMW semester begins.) To that end, notices containing instructions on obtaining the necessary decals were sent to all residents of the neighborhoods on July 20. A pilot program for juror parking downtown began July 1 and will run through December. This program is designed to encourage jurors to park in the garage rather than on streets in the vicinity of the courthouse. The Parking Advisory Committee will reconvene in mid-late August and will begin a detailed discussion of downtown parking. Staff will include a thorough review of the recommendations contained in the 2017 Parking Action Plan.</p> <p><u>Loop Shuttle</u> A 3 month pilot program is underway, scheduled to end Labor Day weekend. Staff will bring forward information this fall to allow the evaluation of continuing the program.</p>

	Start	Finish	% Complete	Champion	April 2018 Status	July 2018 Status
<b>Priority #4: Create a top tier tourism effort</b>	Thu 9/1/16	Mon 12/31/18	88%	Bill Freehling	<p>Here is among the most-notable progress EDT made on this priority in the past quarter:</p> <ul style="list-style-type: none"> <li>Continued to work on the Tourism Advisory Council's recommendations for how the Fredericksburg Regional Tourism Partnership should proceed moving forward. Study of local tourism planned for FY2019.</li> <li>Issued an RFP for a marketing firm to help develop the partnership's marketing and advertising strategy moving forward. This process is expected to be completed by May and will likely draw a significant response from outside firms.</li> <li>Continued to analyze the potential of relocating the Visitor Center.</li> <li>Made improvements to the existing Visitor Center including rolling out new merchandise.</li> <li>Continued to make gains on social media, with a goal of becoming the go-to source in the region. We are conducting an extensive social media marketing campaign as part of The Washington Post and VRE ads.</li> <li>Had significant success recruiting meetings and group tours to the City and attended several tradeshows to advance this pursuit.</li> <li>Made progress on bringing in several new impactful events to the region.</li> </ul>	<p>Here is among the most-notable progress EDT made on this priority in the past quarter:</p> <ul style="list-style-type: none"> <li>Hired Virginia Beach-based Meridian Group to take over the Fredericksburg Regional Tourism Partnership's marketing strategy. Kickoff meetings with Meridian were held in July.</li> <li>Continued to analyze the potential of relocating the Visitor Center.</li> <li>Finalized the preliminary agreement with the Potomac Nationals, which will be a major tourism draw.</li> <li>Continued to make gains on social media, with a goal of becoming the go-to source in the region.</li> <li>Had significant success recruiting meetings and group tours to the City and attended several tradeshows to advance this pursuit.</li> <li>Organized the September 1 Urban Slide/ Slide FXBG event.</li> <li>Facilitated numerous earned-media spots in a variety of publications.</li> </ul>
<b>Building Community through Cultural Vibrancy</b>	Thu 12/1/16	Sat 8/31/19	56%			
<b>Priority #5: Identify a venue and funding sources for a performing arts center - Bridge cultures together with the expansion of events</b>	Thu 12/1/16	Sat 9/1/18	49%	Tim Baroody	Staff has been invited to weigh in on a master plan with UMW in the next several months which includes a potential performing arts center.	City continues to work with UMW and is expected to review their master plan documents later this summer. Researching Schools MOU to determine next steps.
<b>Priority #6 Attract a regional multipurpose outdoor and recreational venue that would be financially advantageous to the City</b>	Mon 1/1/18	Sun 6/30/19	84%	Bill Freehling	The City advanced this priority significantly this past quarter; City Council has been briefed on the progress of one significant prospect. In addition, a representative from the Washington Capitals briefed City Council this quarter on the possibility of an outdoor roller-hockey rink behind the pool at Dixon Park. Plans are being finalized for that project. Council will be presented on 4/24 with an MOU with the Washington Capitals to build a new Outdoor Inline Roller Hockey and this is in the FY19 Capital Budget. The facility will be built this summer, early fall.	The City finalized a preliminary agreement with the Potomac Nationals on a multi-use stadium with 5,000 seats in Celebrate Virginia South. A 120-day study period will now ensue, with getting the stadium open by April 2020. The City also finalized an MOU for an outdoor roller-hockey rink behind the pool at Dixon Park in partnership with the Washington Capitals. The rink is expected to be operational this coming spring.
<b>Priority #7: Build the Riverfront Park, incorporating the recommendations from the parking action plan as appropriate</b>	Wed 2/1/17	Sat 8/31/19	47%	Doug Fawcett	The consultant has submitted the 50% construction plans and staff is in the process of reviewing the plans and providing comments. The members of the Technical Review Committee have submitted comments and the committee will be discussing the project further at its April 26 meeting. A presentation on the current status of the project has been scheduled for the May 8 City Council work session and the members of the Riverfront task Force will be invited to attend that presentation.	Project design is moving toward the 90% plans stage. A thorough review of the impact of the June 23 river flood on the park site has been conducted and some adjustments have been made to the project design as a result. A mid-August City Council special work session is anticipated to review the status of the design.
<b>Learning is a Way of Life</b>	Sat 10/1/16	Mon 7/1/19	82%			
<b>Priority #8: Establish a Council/School Board communication process</b>	Sat 10/1/16	Sat 9/1/18	100%	Tim Baroody	Monthly meetings for working group are now established. Three meetings were held in Calendar year 2017, and are continuing in 2018.	The working group and Superintendent/City Manager meetings continue.

	Start	Finish	% Complete	Champion	April 2018 Status	July 2018 Status
Priority #9: Establish a memorandum of understanding (MOU) that results in a plan for future growth and alignment of schools for the next 10 years	Thu 6/1/17	Mon 10/30/17	88%	Mark Whitley	Working group continues to meet on a monthly basis. The schools are working with the City Police on school security, and an update was provided to the working group in March and April. Pending the finalization of the FY 2019 budget, the Schools will be working with the City on a feasibility study for the expansion of WGMS. Procurement is underway by FCPS.	The Feasibility Study is underway - City Staff and FCPS Staff met with Moseley Architects on July 17 2018 at WGMS to discuss possibilities for expansion of WGMS. Additional conversations planned to review potential future sites for the City's next school.
Priority #10: Facilitate collaborative work that will provide input about existing and future workforce needs and work with partners on curriculum to meet those needs (Clarify the role of the public schools, Explore Workforce Credentials Grant)	Wed 3/1/17	Mon 7/1/19	49%	Bill Freehling	<ul style="list-style-type: none"> <li>Held meetings with representatives from Fredericksburg City Schools to discuss dual-enrollment and vocational-oriented classes for City students.</li> <li>Attended several events at FredCAT and helped promote the offerings. The EDA held its monthly meeting at FredCAT on Feb 12th, during which time Germanna presented the annual report. The VDOT asphalt lab is now open and labs and practical exercises are being held in addition to the classroom training.</li> <li>Held meetings regarding a potential culinary kitchen/food incubator in Fredericksburg. The team is exploring an existing culinary workforce development program to identify best practices. The program is a nationwide, two-year high school program that brings together the classroom and industry.</li> <li>Worked with the Bay Consortium Workforce Investment Board (BAYWIB) to re-establish the City's involvement (Council adopted this at the March 13 meeting). This agreement will allow BAYWIB to allocate federal workforce development funds to be spent in Fredericksburg.</li> <li>Worked with UMW, Germanna and the EDA on apprenticeship and training programs that could be funded in part by a GO Virginia grant.</li> <li>Worked with the UMW Small Business Development Center and private-sector partners on workforce-training programs and the expansion of EagleWorks.</li> </ul>	<ul style="list-style-type: none"> <li>Held meetings with representatives from Fredericksburg City Schools to discuss dual-enrollment and vocational-oriented classes for City students.</li> <li>Continued to work with FredCAT.</li> <li>Held meetings regarding a potential culinary kitchen/food incubator in downtown Fredericksburg. The project is seeking City funds for this.</li> <li>Worked with the Bay Consortium Workforce Investment Board (BAYWIB) to re-establish the City's involvement. Business Development Manager Angela Freeman will be the City's representative.</li> <li>Worked with UMW, Germanna and the EDA on apprenticeship and training programs that could be funded in part by a GO Virginia grant.</li> <li>Worked with the UMW Small Business Development Center and private-sector partners on workforce-training programs and the expansion of EagleWorks.</li> </ul>
Priority #11: Explore plan to collaborate regionally on high tech opportunities, including education	Thu 12/1/16	Fri 9/1/17	100%	Tim Baroody	Worked toward an expansion of the EagleWorks incubator program at Eagle Village.	UMW CED has committed to explore expansion. UMW CED, EDT, EDA and the Mary Washington Foundation have partnered to develop expansion scenarios. Services have expanded to (Procurement Technical Assistance Center).
Distinct and Linked Neighborhoods	Thu 6/30/16	Tue 12/1/20	58%			

	Start	Finish	% Complete	Champion	April 2018 Status	July 2018 Status
Priority #12: Working with neighborhoods, review the existing Pathways Plan and create a plan to enhance connectivity for isolated neighborhoods where possible, including a method of prioritization	Wed 3/1/17	Tue 6/30/20	72%	Erik Nelson	The Pathways Steering Committee has met on a monthly basis to revise the 2006 Pathways Plan. Staff developed an initial draft and has worked with the Committee to ensure it contains a full range of trails throughout the community. The recently completed FAMPO study provided the basis of the new plan, but many additional projects have been suggested by individual City Council members and local citizens. A public forum was held March 29, at the Dorothy Hart Community Center. Meetings with individual neighborhoods will occur in April and May. This project is still on schedule for a July 2018 completion, so the City can pursue potential funding opportunities later in the year.	The Planning Commission unanimously recommended approval of the Pathways Plan in June. Council approved the Plan in July. The final step is to prioritize the project list.
Priority #13: Establish a Neighborhood Enhancement Program to enhance infrastructure in neighborhoods that will include: Dedicated funding, A method of prioritizing expenditures, Communication with neighborhoods as appropriate	Tue 8/1/17	Thu 5/31/18	100%	Dave King	Funded in the CIP for FY2020 and 21 for \$100,000 per year. This will allow us to publicize the program in FY19 and accept/review/score projects so that we can be ready in FY20 to award projects.	This project was funded in the CIP for FY2020 and 21 at \$100,000 per year. Following Council approval, this will allow us to publicize the program in FY19 and accept/review/score projects in preparation for an FY20 award. Outline and standards for the program are complete.
Priority #14: Review and update the zoning ordinance, including examination of those ordinances that adversely affect the livability of neighborhoods	Thu 6/30/16	Tue 12/1/20	26%	Mike Craig	<ul style="list-style-type: none"> <li>Area 3 related UDO text amendments were reviewed with the City Council at work sessions on January 23 and March 13. The proposed amendments include a Form Based Code in the Commercial Highway zoning district, amendments to Article 5 and 8, the creation of a Public, Recreational, Open-Space, and Environmental zoning district, and an amendment to the district size requirement in the PD-C. The City Attorney and Senior Planner are finalizing the text of the amendments for initiation in May/June.</li> <li>Area 6 Comp Plan amendments and related UDO text amendments were discussed with the Planning Commission at work session on February 14. The Creator / Makers District concept was presented at a community meeting at the Olde Silk Mill on March 1. They will be discussed at a May 22nd Council Work Session with initiation of the small area plan soon thereafter. The associated Area 6 UDO text amendments are under development.</li> </ul>	<ul style="list-style-type: none"> <li>Area 3 UDO text amendments were reviewed and revised in cooperation with the City Attorney's office. Associated amendments to Article 5 were also developed. It is anticipated all amendments will be presented to Council for initiation in August.</li> <li>Area 6 UDO text amendments are under conceptual development. The core concept is a new zoning district called the Creator / Maker district. Additionally, zoning concepts including housing zoning and transfer of development rights are under conceptual development. These concepts have been the subject of neighborhood and property owner meetings as well as with the Planning Commission and City Council. Work on these concepts will continue into the late summer / early fall.</li> </ul>
Priority #15: Continue to support neighborhood safety initiatives and proactive crime prevention, including expansion of community policing efforts (i.e. work with HOAs, citizen associations, and direct work with residents)	Wed 2/15/17	Sun 6/30/19	88%	Dave Nye	There is one additional officer position in the proposed FY 19 budget. The Police Department hired six new recruit officers on March 26 temporarily filling all sworn vacancies. Despite having all vacancies filled, nine officers will remain in some type of training for several months prior to being released to work on their own. Expansion of Community Policing will occur when the staffing level permits it.	An additional officer position was approved effective January 1, 2019. The Police Department is temporarily overstaffed by two officers, however 12 officers are in some phase of training and will be released to work on their own. Expansion of Community Policing will occur when the staffing level permits it.
Cutting Edge Transportation Solutions	Thu 9/1/16	Tue 6/30/20	71%			



	Start	Finish	% Complete	Champion	April 2018 Status	July 2018 Status
<p><b>Priority #16: Work with VRE, VDRPT and CSX on long term redevelopment of the train station</b></p>	Sat 4/1/17	Tue 6/30/20	84%	Erik Nelson	<p>The Southeast High Speed Rail project is still working through its environmental review. The City has submitted formal comments to the Virginia Department of Rail and Public Transit, no further progress can be made until that process has run its course. Staff has remained in contact with the VRE staff about rail station improvements. An engineering firm has completed a Bridge and Station Inspection, Inventory and Repair Recommendations (February 2018), which will guide development of a scope of work to rehabilitate approximately 125 feet of the southern ends of the two platforms. This work will improve boardings for both VRE and AMTRAK. The scope will also include repairs to the viaducts over Charles and Sophia Streets, as well as installation of another access stairway to the platform. The next small area planning (Area 7) and a Lafayette Boulevard Study will begin to look at the station area.</p>	<p>Process continues at the state level. City is continuously engaged.</p>
<p><b>Priority #17: Work with VDOT and Stafford County to complete design for pedestrian improvements for Chatham Bridge</b></p>	Thu 9/1/16	Sun 9/30/18	91%	Erik Nelson	<p>Work on this project continues through VDOT efforts. The state agency held a design public hearing on January 25, 2018 and received comments through February 5, 2018. The preferred option remains four travel lanes with a bicycle/pedestrian lane. The state agency also wants to be sure that the Old Stone Warehouse is not compromised in any way and engineers have inspected that historic building and will continue to monitor its condition throughout the project. Staff has supported all of these efforts.</p>	<p>The Old Stone Warehouse is setup for monitoring during construction. All utilities will be removed from the bridge and Verizon plans early infrastructure work this summer.</p>
<p><b>Priority #18: Identify a series of small transportation projects that will qualify for funding as it becomes available (i.e. FAMPO)</b></p>	Mon 5/1/17	Sat 6/30/18	100%	Erik Nelson	<p>Staff has provided the City Council with a list of projects, either in-work or proposed. The list is broken down by category, to include interstate projects, road/bridge projects, and bicycle/pedestrian projects. This list will remain a dynamic document, amended to reflect any changes in project status, as well as to add additional desired facilities.</p>	<p>The City has restructured and created the position of Transportation Administrator which has enabled a more centralized response to transportation priorities and closer coordination with</p>

	Start	Finish	% Complete	Champion	April 2018 Status	July 2018 Status
Priority #19: Establish a regional transportation authority	Sun 10/1/17	Sun 6/30/19	48%	Erik Nelson	Conversations continue about making forward progress on transportation issues.	Region has not yet endorsed this approach to transportation.
Priority #20: Complete gateway improvement study	Mon 1/1/18	Mon 6/1/20	12%	Chuck Johnston	Branding RFP is on the street and is to close on May, 3, 2018.	Short-listed candidates have been invited to interview in late August.
A Proven Leader in Historic Preservation	Thu 12/1/16	Sat 11/30/19	61%			
Priority #21: Streamline the development and ARB process with stakeholders to improve clarity on what is required when bringing a new project to the City (i.e. UDO)	Sun 1/1/17	Fri 6/28/19	54%	Kate Schwartz	On February 20, Council and ARB held a joint work session to discuss the state of historic preservation activities in the City. It was agreed to establish a joint work group comprised of two council members, two ARB members, plus representatives from Hfl, UMW, Main Street, the development community, and NPS. On March 27 Council passed a resolution formerly creating this entity. The first planned meeting will be on April 25. The group is planned to conclude its work by the end of the calendar year. It is expected to suggest updates to the Historic Preservation Plan, Historic District Handbook, and Historic Preservation Ordinances. Previously suggested changes to processes are on hold, pending the work of this group. (Percentage decreased because priority needed more time to execute).	The Historic Preservation Working Group has met bi-weekly since April. They are currently preparing recommendations for updates to City Code referencing administrative review and other issues. It will be reviewing the Historic Preservation Plan and recommending updates. Council will be briefed at Worksession on Sept 25th.
Priority #22: Facilitate communication between boards and commissions and development community and planning staff to make it clear about the Council's vision and priorities	Sat 4/1/17	Mon 1/1/18	100%	Tim Baroody	Planning for regular communication with boards and commissions is happening now, an annual event is being established.	No further update.
Priority #23: Determine what to do with historic Renwick Courthouse	Wed 1/11/17	Sat 11/30/19	31%	Doug Fawcett	The contract with the economic feasibility consultant (between Fredericksburg Virginia Main Street and the consultant) has been finalized and the data collection phase of the study is scheduled to begin with a site visit by the consultants on May 8. The study is anticipated to take approximately four months.	The economic feasibility consultants engaged by Fredericksburg Main Street have made two site visits and are actively engaged in data collection and analysis. The report and recommendations are expected in mid to late September.
Priority #24: Complete the archaeology ordinance	Sun 1/1/17	Fri 11/30/18	72%	Kate Schwartz	The consultant, Marstel-Day, is still in progress creating the predictive model. A draft report and GIS shapefiles are expected to be delivered for review by April 15, 2018. The Archaeology Working Group is currently working on the draft ordinance as well as recommendations for funding the archaeology program. The project is moving forward on schedule.	Draft Marstel-Day report received May 15. Report revised and resubmitted June 30. Further improvements to revised version to be submitted July 23. GIS shape files were received July 23. Archaeology Working Group is discussing ordinance provisions and funding alternatives for expected mandate for site specific archeological work. Council work session has been set for September 25th for further discussion.

	Start	Finish	% Complete	Champion	April 2018 Status	July 2018 Status
<b>Priority #25: Make existing property owners aware of historic tax credit programs to incentivize owners, with a goal of restoring at least one historic building a year</b>	Thu 12/1/16	Mon 4/30/18	94%	Kate Schwartz	The survey fieldwork required for an update to the National Register nomination for the Historic District was completed in March 2018. The Historic Resources Planner is partnering with Main Street to host ongoing events, including a workshop in October 2018, to increase awareness and enhance use of the Historic Tax Credits. Consideration of an expedited ARB review process for tax credit projects has been shifted to the Historic Preservation Work Group established by Council on March 27, 2018.	Preparing National Register Nomination update for Virginia Department of Historic Resources review. All survey and photography completed. Currently, information being placed into report. However, other priorities are taking precedent, specifically work with the Archeological Working Group and the Historic Resources Working Group.
<b>Green, Clean Environment</b>	Wed 3/1/17	Fri 3/27/20	45%			
<b>Priority #26: Identify stormwater facilities to reduce polluted loads in accordance with the Chesapeake Bay Total Maximum Daily Load Action Plan</b>	Wed 3/1/17	Fri 3/27/20	25%	Dave King/John Saunders	Pre-scoping meeting has been held with on-call consultant to prepare proposal for BMP Assessment on several City properties and stream corridors. The assessments will provide the City with a list of projects, associated credit reductions, and cost estimates to prioritize for execution. Additionally staff is assessing other targeted retrofit/conversion opportunities. The combined efforts will provide the City with a list of tangible projects to create the Second Phase TMDL Action Plan (next round of 35% nutrient reductions).	Task order to complete BMP site assessments at City Schools, the Police Station, and Dixon Park was initiated this quarter. The initial desktop analysis for the placement of future BMPs and stream restoration was conducted. Furthermore Staff performed field assessments with consultant to determine feasibility. A complete report with potential projects and TMDL credit opportunities is forthcoming. Upcoming actions include task order scoping for assessments on City stream corridors for potential stream restoration-specific BMP opportunities to help diversify the portfolio to achieve future TMDL reductions. Significant progress is expected in the next 6 months as scoping is completed and projects get underway.
<b>Priority #27: Explore solutions to monitor, maintain, and improve our canal to ensure that it is healthy and attractive</b>	Sat 4/1/17	Sat 6/1/19	88%	Dave King	<ul style="list-style-type: none"> <li>Assessments have been made and an initial scope of work identified.</li> <li>Water quality needs to be monitored to assure dissolved oxygen levels are adequate for healthy aquatic life, as observed fish species within the canal include bass, perch and bluegill. Monitoring will be conducted throughout the year to keep tabs on DO levels. The oxygenation system in the canal has been assessed and repaired as much as possible. Additional repairs, or a newer, hardier system must be installed to assure proper oxygenation. This will approach \$80-\$100K.</li> <li>Cleanup of trees, vines and debris along and in the canal is being conducted as budget allows. Section between Cossey Pond and Rt 1 has been contracted and cleaned at the cost of \$8,000 (lowest bid). Additional sections will be bid in FY2019. The daylighting of the canal and removal of the decaying debris in the water also assists in improving water quality and general aesthetics for users of the Canal path.</li> <li>Mosquito monitoring will continue, as needed for 2019.</li> <li>River Pump at Princess Anne station needs assessed, as it has been repaired numerous times. Each repair is upwards of \$20-\$30K. Assessment will be made to find out what the situation is that keeps the pump from running long-term as it should.</li> <li>Pumps (4) within pump stations at Cossey Pond and Fall Hill Aves. have been serviced (summer 2017) and should be placed on a staggered replacement schedule. The pumps are currently running well, but are way over the number of suggested hours for the machinery. Replacing them one or two at a time would assure the aeration system would remain operational.</li> <li>In March, the sluice gates at Princess Anne St., which serve to allow water in/out of the Canal during times of high or low water, were jammed with debris after a heavy rainfall and contractors had to be engaged to remove the debris and clean out the sluice gates so they could be closed. This unexpected project totaled approximately \$29K.</li> <li>There were 2 canal cleans up in March that removed 30 bags of trash from the canal.</li> </ul>	<ul style="list-style-type: none"> <li>Assessments of the canal waterway, vegetation, aeration system, pump, and sluice gates have been completed. A scope of work has been identified, with various activities either completed or planned.</li> <li>Water quality will be monitored on an ongoing basis, to help assure that dissolved oxygen levels are adequate for healthy aquatic life. The aeration system in the canal has been assessed and repairs were completed in FY18. Additional repairs are planned for later in FY19. A condition assessment will be conducted by staff at a later time (possibly 2020) with possible assistance from the Corps of Engineers, with consideration being given to improving or replacing the existing aeration system with something better.</li> <li>Cleanup of trees, vines and debris along and in the canal from Cossey Pond to Route 1 was completed with FY18 CIP funds (\$10,000). Additional sections west of Route 1 are planned and completed with FY19 CIPS funds (\$50,000). Vegetation removal along the canal banks and removal of the decaying debris in the water has helped to improve water quality, and general aesthetics. The canal is now much improved than in past years.</li> <li>Mosquito monitoring will continue, as needed for 2019. As of July 2018, mosquito complaints are greatly reduced than in past years.</li> <li>River Pump at Princess Anne station was repaired by Flygt Pumps in fall of 2017. The pump was reinstalled by staff and pump subsequently failed again. Flygt has agreed to repair the pump under warranty. As of July 2018 the pump is at a Flygt facility and is being repaired, and the anticipated return and installation of the pump will be late summer. In the mean time, staff is seeking to have the height of the pump electrical connections to help reduce potential problems caused by river flooding, and the potential for water to enter the pump electrical cable. Estimates on moving the pump box/connections are pending.</li> <li>Pumps (4) within pump stations at Cossey Pond and Fall Hill Aves. have been serviced (summer 2017) and should be placed on a staggered replacement schedule. The pumps are currently running well, but are way over the number of suggested hours for the machinery. Replacing them one or two at a time would assure the aeration system would remain operational.</li> <li>In March, the sluice gates at Princess Anne St., which serve to allow water in/out of the Canal during times of high or low water, were jammed with debris after a heavy rainfall and contractors were engaged to remove the debris and clean out the sluice gates so they could be closed. This unexpected project totaled approximately \$29K.</li> <li>There were 2 canal cleans up in March that removed 30 bags of trash from the canal.</li> <li>Woody vegetation was removed from one of the "islands" in the upper canal near the new Fall Hill bridge at a cost of \$1900. Additional woody vegetation has sprung up on subsequent cleans and are planned to be for removal in fall of CY2018. These islands are scheduled to be removed via dredging in FY2020 (\$150,000 CIP funds).</li> </ul>
<b>Priority #28: Expand recycling and composting in the City, including requirements for recycling in City offices, schools, and at events</b>	Sat 4/1/17	Mon 12/31/18	85%	Dave King	<ul style="list-style-type: none"> <li>Inventory is ongoing, and several City offices have been added as a result of the inventory.</li> <li>A detailed Excel list of City facilities and status of recycling is available.</li> <li>Rboard staff has been meeting with City Schools staff. Upon detailed discussions, recommendations to school board may include revision of waste mgmt./recycling contract to more closely resemble that of Stafford County schools. The Stafford contractor seems to be all inclusive and much more proactive in promoting recycling in County schools.</li> <li>Waste summit meeting was held at UMW regarding recycling opportunities. Many stakeholders attended.</li> <li>Public Works will be meeting with the CAO for City Schools the week of April 9th to discuss school programs and plans for expansion and/or improvement.</li> <li>Public Works will develop a composting brochure in April/May 2018.</li> <li>Containers supplied to several new City facilities, and research into new, more user friendly containers is being conducted.</li> <li>Adding Recycling and waste reduction plan to special events permits status ongoing within P&amp;R.</li> <li>Beginning with Earth Day, Parks, Recreation and events will have recycle stations at department sponsored event such as Picnic in the Park. These stations will have recycled containers and volunteers workers educating the community on why it is important as well as what can and can not be recycled. Also, the department added recycle containers along the Heritage Trail/Canal path and will be adding more to the pool when it opens this May. Also added recycling containers at the DHCC for center users.</li> <li>Working with Clean and Green on a program to promote onsite composting.</li> </ul>	<ul style="list-style-type: none"> <li>Inventory is ongoing, and several City offices have been added as a result of the inventory.</li> <li>A detailed Excel list of City facilities and status of recycling is tracked.</li> <li>Rboard staff has been meeting with City Schools staff. Upon detailed discussions, recommendations to school board may include revision of waste mgmt./recycling contract to more closely resemble that of Stafford County schools. The Stafford contractor seems to be all inclusive and much more proactive in promoting recycling in County schools.</li> <li>Waste summit meeting was held at UMW regarding recycling opportunities. Many stakeholders attended. Additional summit meeting is scheduled for sometime in August 2018 at UMW and is understood at this time, will be on composting. PW staff will be in attendance. Curbside composting in the City is NOT currently on the table.</li> <li>Public Works met with the CAO for City Schools the week of April 9th to discuss school programs and plans for expansion and/or improvement. Further meetings with Chair of C&amp;G may be needed. Nothing more can be offered by PW staff to schools.</li> <li>Public Works has developed a composting brochure and it is final draft form, being reviewed by Director.</li> <li>Containers supplied to several new City facilities, and research into new, more user friendly containers is being conducted.</li> <li>Adding Recycling and waste reduction plan to special events permits status ongoing within P&amp;R.</li> <li>Beginning with Earth Day, Parks, Recreation and events will have recycle stations at department sponsored event such as Picnic in the Park. These stations will have recycled containers and volunteers workers educating the community on why it is important as well as what can and can not be recycled. Also, the department added recycle containers along the Heritage Trail/Canal path and will be adding more to the pool when it opens this May. Recycling containers were also added at the DHCC for center users.</li> <li>Working with Clean and Green on a program to promote onsite composting.</li> </ul>
<b>Public Services - The Backbone of our Community</b>	Sun 3/13/16	Fri 1/1/21	68%			

	Start	Finish	% Complete	Champion	April 2018 Status	July 2018 Status
Priority #29: Create more focus on broadband to be the fastest City in Virginia for broadband	Sat 7/1/17	Sat 11/30/19	46%	Suzanne Tills	Broadband survey development completed and released to public. Responses due May 18th. Results will be presented to City Council shortly thereafter. Also pursuing a joint meeting with UMW to discuss collaborative opportunities for broadband expansion in the City.	Staff will present the Broadband Survey results at an August work session and recommend next steps.
Priority #30: Complete the assessment of our City's water/sewer system and determine the capital improvements necessary to improve the system	Sun 4/30/17	Fri 1/1/21	75%	Dave King	We have developed a strategy and have been implementing improvements to our water and sewer systems, including identification of necessary CIP items. Negotiations have started on a PPEA which addresses both water and sewer repairs. Additionally, we are in the process of conducting Phase 2 of an ongoing infiltration/inflow project in the College Heights/College Terrace area of the City.	<p><b>College Terrace sanitary sewer system update:</b> Smoke testing was completed in June of the College Heights sanitary sewer system that contributes flow into the sewer main along Grove Street. Staff completed repairs at two locations where significant inflow was identified in the study, and further repairs are planned to be completed in the next 30 days. A PPEA project approved in June includes a study of the Grove Avenue/Littlepage Street sewer main system, between Sunken Road and Kenmore Avenue. The study will assess the condition and capacity of the system to accommodate flows and help reduce frequent backups that have occurred over the past year. The study is anticipated to be completed by fall of 2018. The PPEA project also includes a study of funding to construct improvements the study may recommend.</p> <p><b>PPEA Project:</b> The PPEA project approved in June includes system improvements for:</p> <ul style="list-style-type: none"> <li>• 100 block of Caroline Street – sanitary sewer replacement</li> <li>• Upper Caroline Street – sanitary sewer replacement from Ford Street to Freedom Lane</li> <li>• Greenbriar Drive – water main upgrade</li> <li>• William Street storm drain improvements – along Sylvania Avenue, from Sunken Road to Kenmore Avenue</li> <li>• Upper Lafayette sanitary sewer main – project involves designing and permitting work necessary to construct improvements to the existing sewer main situated on National Park Service Road serving the Greenwich Village, Morningside, and Braehead Woods neighborhoods. Construction is not included in the current PPEA.</li> </ul> <p><b>Sewer Manhole Repairs:</b> Staff continues to monitor and inspect sewer manholes on a routine basis. Staff has issued four Purchase Requests in FY18 for repairing or relining approximately 10 manholes around the City. Most of the manholes are anticipated to be completed in the next 30 – 60 days, at which time staff will consider a new set of manholes to be repaired.</p>
Priority #31: Explore and implement a strategy to invest in community programs that reduce incarceration	Thu 6/1/17	Mon 12/31/18	35%	Mark Whitley	The staff met March 1st with the Rappahannock Area Community Criminal Justice Board, which included representatives of various agencies involved in community corrections, the courts, and the jail. There was discussion of a variety of community corrections topics, including the proposal for the Second Drug Court. That proposal is still under consideration by the Rappahannock Regional Jail Authority, but is not currently funded in FY 2019. The regional homeless initiative is currently being considered for a small level of funding to begin a pilot to house identified individuals. Staff believes, and studies support, that full funding of this initiative will reduce the incidence of incarceration from the chronically homeless.	Council is considering litigation against the opioid manufacturers / distributors, which is another driver of incarceration. The first step will be to develop the City's costs for the opioid epidemic, a major piece of which would be incarceration. If Council does file suit and succeeds, there is much interest in preventative & treatment programs with any damage award.
Priority #32: Implement the "One-Dig" program	Sun 1/1/17	Mon 7/31/17	100%	Dave King	Coordinating with IT on underground projects to help identify opportunities to collocate conduits for City fiber when telecommunication companies such as Verizon, Cox, Comcast, etc. install new conduits.	No further update.
Priority #33: Work with stakeholders and GWRC on establishing regional housing and homeless plan	Wed 3/1/17	Sun 9/30/18	69%	Susanna Finn	<p><b>1) Affordable Housing:</b> Stakeholder group reviewed and approved outline of goals and objectives for regional plan. Continued work on mapping issues. Presented to GWRC Board and received feedback, which was supportive and interested. Continue to review national best practices. Begun meetings with Caroline, King George, Spotsylvania, and Stafford planning staff to get their comments and encourage their involvement. <b>2) Homelessness:</b> Presented to GRWRC Board with a general negative response from members: unwilling to commit additional financial resources in the short term. Restructured proposal for unsheltered Homelessness Initiative to support varying levels of funding. City Manager proposed \$50,000 in FY 19 budget to fund this effort. Contributions from Mary Washington Hospital and the Regional Jail Board are anticipated. In budget review and working with Continuum of Care, the current program is designed to be a \$20,000 effort with \$10,000 each from the City and Mary Washington Healthcare.</p>	<p><b>Affordable-Workforce Housing:</b> At the June 12 Council Work Session, data was presented as to the characteristics of Affordable/Workforce Housing in the City. The Council consensus was that the City should develop an Affordable/Workforce Housing Plan. At the June 26 Council Work Session, a draft work scope for the Plan was presented. Council agreed to expand the Advisory Committee (currently two members of Council and citizen) to include a Planning Commissioner and the Executive Director of the George Washington Regional Commission for the Homeless. A final version of the work scope for the RFP will be presented for Council review on August 30.</p> <p><b>Homelessness:</b> \$10,000 was appropriated in FY19 budget, with matching funds from Mary Washington Hospital. Staff is working on a strategy to launch near term on the homelessness initiative.</p>

	Start	Finish	% Complete	Champion	April 2018 Status	July 2018 Status
<p><b>Priority #34: Implement new ERP Software</b></p>	<p>Sun 3/13/16</p>	<p>Mon 12/3/18</p>	<p>81%</p>	<p>Suzanne Tills</p>	<ul style="list-style-type: none"> <li>The City's ERP Project Manager has been hired and is working in daily collaboration with Tyler and City Departments.</li> <li>Kick-Off Meetings were held for all City and School Employees, the Phase 1 Schedule was distributed and the Tyler Project Manager was introduced.</li> <li>The ERP Server has been installed and is operational. City and School staff have been accessing the system to begin training and system configuration.</li> <li>Tyler is onsite approximately 3 days every two weeks to work hand in hand with staff. Core Financials Team formed by School and City key decision makers has been working to create the Chart of Accounts and review the fundamentals of the Tyler System. The Financial Team is examining opportunities for process improvement with the new system.</li> </ul>	<ul style="list-style-type: none"> <li>The Core Financials Team consisting of School and City key decision makers has finalized the Chart of Accounts for the new system.</li> <li>Tyler is onsite approximately 3 days bi-weekly to work hand in hand with the Core Financials Team testing and verifying functionality of the City and School future state decisions in the system. The Core Financials Team is also reviewing data for imports and entering table data into the system, such as codes for Misc. Charges, Department Codes, Billing and Shipping Ad.</li> <li>Core Financials (Phase 1 of the ERP project) is currently on-schedule for an October Go-Live.</li> <li>Phase 2 – Utility Billing pre-work has started. A pre-meeting has occurred with key decision makers to discuss communication, prepare pre-phase data, and set up blackout calendars. preliminary review process. Once the data is verified, it will be submitted to Tyler Technology and the Phase schedule will be established.</li> </ul>
<p><b>Priority #35: Explore potential police and fire service expansion</b></p>	<p>Sun 1/1/17</p>	<p>Fri 5/31/19</p>	<p>95%</p>	<p>Eddie Allen</p>	<p>Fire: Recommendations from study on fire station locations were presented to Council on February 13, 2018. Four EMS positions were requested in FY19 budget.</p> <p>Police: The proposed FY 19 budget includes one additional officer position.</p>	<p>Fire: Test fit with Welford Engineering completed at PD site. Making progress, more work planned pending Gateway Extended.</p> <p>Police: The proposed FY 19 budget includes one additional officer position effective January 1, 2019.</p>