

Task Name	Start	Finish	% Complete	Champion	May 2020 Status (for April Quarter)	September 2020 Status (for July Quarter)
2019 Council Priorities	Tue 1/1/19	Fri 12/31/21	60%			
Employment Epicenter	Tue 1/1/19	Sun 10/31/21	84%			
<b>Priority #1: Make business attraction the focus of economic development and bring family-sustaining careers to the City, focusing on integration with regional, statewide and global economies and industry clusters</b>	Tue 1/1/19	Sun 10/31/21	84%	Bill Freehling	<p>Made progress on the following Economic Development projects:</p> <ul style="list-style-type: none"> <li>• Free Lance-Star redevelopment: Progress continued on Liberty Place project, with occupancies expected in Summer. Adjacent garage was erected in rapid fashion. FLS building was torn down, and planning work continued on William Square. Winchester Place project expected this summer.</li> <li>• Baseball Stadium: FredNats received a temporary occupancy permit, and the stadium Commencement Date for the 30-year agreement was set for May 31. The stadium is now nearly ready for events.</li> <li>• Developers continued to push forward proposals to site the VA clinic on the Hylton property. Significant staff work continues.</li> <li>• Additional projects in the works include Lofts at Frederick Street, Janney-Marshall redevelopment, Cowan Station and the GreenChip recycling center in the industrial park.</li> </ul>	<p>Made progress on the following Economic Development projects:</p> <ul style="list-style-type: none"> <li>• Liberty Place: First tenants expected to move in this September. Other tenants to follow. Garage opened in mid-September as well. Winchester Place construction started in early September.</li> <li>• Free Lance-Star redevelopment: Vakos Companies continues to work on removing the FLS building and planning for a new hotel, residences and commercial space on the property.</li> <li>• Baseball Stadium: Many events are now being held there, and the stadium is nearing completion.</li> <li>• We should know this fall whether the VA clinic will be on the Hylton property.</li> <li>• Additional progress has been made on projects including the Lofts at Frederick Street, Janney-Marshall redevelopment, Cowan Station and more.</li> </ul>
<b>Priority #2: Complete the Small Area Plans over the next three fiscal years (2019-2022), including the acquisition of outside expertise as required</b>	Tue 1/1/19	Sat 5/1/21	74%	Chuck Johnston	<ul style="list-style-type: none"> <li>• The Planning Commission held a public hearing on the Area 7 Small Area Plan on March 11. The focus of public comment was on the Train Station area and proposed one-way to two-way traffic conversion. The public hearing was continued until April, but was then postponed due to the pandemic.</li> <li>• The Area 1 and 2 planning process nears completion. Planning staff completed a draft of the Area 2 Plan and reviewed it with Streetsense. Work continues on identifying neighborhood improvements to enhance the quality of life in the Area. Streetsense finalized a draft of the Area 1 plan. Issues identified include the interface between developed areas and the River, appropriate levels of land use within Area 1, and re-greening, re-developing, and re-inhabiting the portions of Area 1 facing a retail contraction.</li> <li>• A by-product of the Area 1 work was the identification of sanitary sewer needs for the areas north of Fall Hill Avenue. Public Works and the Planning staff coordinated on developing the ground work for a Sewer Improvement Program necessary for future developments to pay their pro-rata share of necessary improvements.</li> <li>• A Request for Proposal for Phase 4 (Area Plans 5, 8, and 10) was completed with the Purchasing Manager. The Request for Proposal was put out for bid and four bids were received. A review team was established to evaluate the proposals. Due to the emergency, the budget for this project was withdrawn and the RFP process suspended.</li> </ul>	<ul style="list-style-type: none"> <li>• The Planning Commission reopened the public hearing on the Area 7 Small Area Plan on June 24th and recommended approval of the Plan to City Council at their July 8 meeting. The City Council held a worksession on the Plan on August 11, a public hearing on the Plan on August 25, and was approved on September 8.</li> <li>• The Area 1 Streetsense Report was finalized and transmitted to the public at a joint meeting with the Planning Commission and City Council on August 12. Planning staff have begun the work of distilling the report into a Small Area Plan for adoption into the Comprehensive Plan. Conversation with the City Council and Planning Commission on Area 1 will continue at a joint worksession on September 23.</li> <li>• The Area 2 planning process nears completion. The draft plan is under staff review and will be transmitted to the public at a joint worksession with the City Council and Planning Commission on September 23.</li> <li>• A Request for Proposal for Phase 4 (Area Plans 5, 8, and 10) was completed with the Purchasing Manager in March. The Request for Proposal was put out for bid and four bids were received. A review team was established to evaluate the proposals. Due to the emergency, the budget for this project was withdrawn and the RFP process suspended.</li> </ul>

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<b>Priority #3: Better manage parking supply through strategies that optimize supply over time and consider the impact of future development, changes in transportation habits/multi-modal transportation, and the use of technologies (i.e. parking apps)</b>	Tue 1/1/19	Thu 10/15/20	81%	Doug Fawcett	<ul style="list-style-type: none"> <li>The City Attorney and Planning Staff finalized proposed amendments to the City's parking requirements for private development. The ordinance amendments were the subject of a public hearing with the Planning Commission on March 11. The Planning Commission recommended approval of the amendments 6-0. They will be scheduled for public hearing with the City Council in conjunction with the Creative Maker District in July / August.</li> <li>In late 2019, parking policies and procedures in Sophia St area were implemented to mitigate the impact of construction. A significant amount of Marriott leased parking was relocated and free parking in the parking garage was extended to 4 hours.</li> <li>Now have the new PARCS system implemented and it will enable us to explore use of parking applications to identify available parking in the downtown.</li> </ul>	<ul style="list-style-type: none"> <li>Proposed amendments to the City's parking requirements for private development were the subject of a public hearing with the Planning Commission on March 11. The Planning Commission recommended approval of the amendments 6-0. The City Council held a public hearing on the amendments on August 25 and they were approved by City Council on September 8.</li> </ul>
<b>Priority #4: Create a top tier tourism effort</b>	Tue 1/1/19	Wed 3/3/21	94%	Bill Freehling	<ul style="list-style-type: none"> <li>DMO Proz completed, published and publicly presented a draft tourism analysis. City Council endorsed the report.</li> <li>Many of the report's recommendations were proposed to be implemented in FY21: More money for Advertising, hiring a part-time assistant for tourism, hiring a tourism director/manager. The part-time assistant was hired pre-COVID, but the remaining initiatives may need to wait until the City's fiscal situation improves.</li> <li>Two-year regional tourism MOU extension to be brought to Council on June 9. Possible changes to regional tourism program to be worked through over next two years.</li> <li>Tourism initiatives included development of FXBGLoveLocal.com, an EDA grant program that helped many tourism-related businesses, a reopening video campaign that's planned and more.</li> </ul>	<ul style="list-style-type: none"> <li>Tourism staff completed the "City of Fredericksburg Tourism and Group Sales Strategic Plan FY 2021 and 2022." See attached.</li> <li>DMO Proz's recommendations, including hiring an assistant director for tourism, have been temporarily placed on hold due to the COVID-19 pandemic and resulting financial challenges.</li> <li>The regional tourism MOU has expired, but tourism officials from Fredericksburg, Spotsylvania and Stafford continue to informally work together on marketing and public relations efforts.</li> <li>Staff is working with Meridian Group on a \$175,000 video advertising campaign focused on the safe reopening of Fredericksburg's small businesses. This is funded by the CARES Act.</li> <li>There are ongoing efforts to market the area to group tour, meetings, conventions, and reunions (family and military). Efforts are also under way to place non-city events at the Fredericksburg Nationals stadium.</li> <li>The Visitor Center reopened in early August with physical distancing policies in place and new merchandise.</li> <li>Robust communications and social media continue via blogs, videos and newsletters.</li> <li>Brand Training for Employees is being held in September.</li> </ul>
<b>Priority #5: Complete branding strategy and implement desired recommendations</b>	Wed 1/2/19	Tue 12/31/19	100%	Sonja Cantu	<ul style="list-style-type: none"> <li>Messaging and visual brand have been finalized.</li> <li>Brand guidelines have been finalized.</li> <li>Ways to implement new brand are being reviewed by staff at this time.</li> <li>Brand unveiling to the public has been put on hold due to current circumstances.</li> </ul>	<ul style="list-style-type: none"> <li>Internal branded items such as employee business cards and department memos are starting to transition to new brand in early October.</li> <li>External advertising will begin to incorporate the new brand will begin with a new fall season downtown marketing campaign.</li> <li>Brand training and implementation will be ongoing.</li> </ul>
<b>Building Community through Cultural Vibrancy</b>	Tue 1/1/19	Sat 10/31/20	67%			
<b>Priority #6: Support UMW's Performing Arts Center Initiative - Promote diverse event programming</b>	Tue 1/1/19	Sat 10/31/20	20%	Tim Baroody	<ul style="list-style-type: none"> <li>A productive legislative session led to optimism on a \$4 million allotment for preliminary engineering and design for a future UWM Performing Arts Center. Those monies are now on hold pending a clearer picture on Commonwealth funding.</li> </ul>	<ul style="list-style-type: none"> <li>This project is hold in light of budget constraints.</li> </ul>

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<b>Priority #7: Facilitate private development of a multipurpose stadium</b>	Tue 1/1/19	Wed 4/1/20	94%	Bill Freehling	<ul style="list-style-type: none"> <li>• Team received temporary occupancy permit on April 22 and held first event – a Virtual Opening Day April 23. Mayor Greenlaw and Councilman Kelly participated.</li> <li>• FredNats made significant hires and brought in team to help manage the reimagined Expo Center.</li> <li>• Team and City worked together to develop event schedule for 2020.</li> <li>• Commencement Date under agreement set for May 31. Plan for payments/invoicing under all the agreements established.</li> <li>• “Freehling Finds” video completed showing people the ballpark.</li> <li>• Work expected to be finished on stadium in July.</li> <li>• Virginia Municipal League magazine to run in-depth article this summer on the public-private partnership that led to the stadium.</li> <li>• Appointed two City staff members to Advisory Council.</li> <li>• Finalized outfield banner for stadium using new City brand and developed video spot.</li> </ul>	<ul style="list-style-type: none"> <li>• Team is now holding regular weekend events at the stadium – movie nights, Thirsty Thursdays, etc.</li> <li>• Washington Nationals farm team has been practicing there.</li> <li>• Team has moved its office/store from the Executive Plaza to the stadium/Expo Center.</li> <li>• Stadium should be fully completed this fall.</li> <li>• City, team plan to work together on a post-Christmas Parade event at the stadium in December.</li> <li>• City, team remain in constant communication about possible events at the stadium.</li> <li>• City made first quarterly payment of \$262,500 to team on Sept. 1. Team paid City first quarterly payment of \$25,000 as agreed upon in Paid Event Agreement, and team made annual bond fee payment to EDA of close to \$40,000.</li> <li>• We are all excited to show off the stadium for baseball games starting in Spring 2021.</li> </ul>
<b>Priority #8: Build the Riverfront Park</b>	Tue 1/1/19	Sat 8/1/20	70%	Doug Fawcett	<ul style="list-style-type: none"> <li>• Construction began in early 2020 and as of late May is approximately 35% complete.</li> <li>• The project is still on schedule for completion of construction by the end of calendar 2020 and to open to the public in mid-late Summer 2021.</li> <li>• Smart Communities initiatives such as security cameras, Wi-Fi access and flood sensors are being explored. CIT (Center for Innovative Technologies) has expressed an interest in partnering with the City to help make these initiatives a reality.</li> </ul>	<ul style="list-style-type: none"> <li>• As of early September, construction is approximately 53% complete.</li> <li>• The project is still on schedule for completion of construction by the end of calendar 2020 and to open to the public in mid-late Summer 2021.</li> <li>• Smart Communities initiatives are being incorporated. CIT providing funding to assist.</li> </ul>
<b>Learning is a Way of Life</b>	Tue 1/1/19	Sun 10/31/21	20%			
<b>Priority #9: Jointly develop with School Board a school capacity plan, and begin implementation</b>	Fri 2/1/19	Sun 10/31/21	7%	Tim Baroody	<ul style="list-style-type: none"> <li>• Community Forums accomplished, survey completed</li> <li>• After COVID -19 delay, Working Group and Task Force now planning to regroup in July/August</li> </ul>	<ul style="list-style-type: none"> <li>• Committee is re-engaged and re-starting work September 2020</li> </ul>
<b>Priority #10: Facilitate collaborative work with partners to address existing and future workforce needs</b>	Tue 1/1/19	Tue 12/31/19	82%	Angela Freeman	<ul style="list-style-type: none"> <li>• Worked to study financial feasibility of K-12/Workforce reuse of former Mary Washington Hospital Fall Hill Avenue site.</li> <li>• Explored partnership with Virginia Department of Education to work with Fredericksburg City Schools K-12 to enhance &amp; expand work-based learning opportunities with business community. The MOU has been executed. Working to determine if program can be designed to be scalable.</li> <li>• Completed draft of Good Jobs Here plan. This launches us into more appropriate discussion with schools moving forward.</li> <li>• Utilized GO Virginia funding to explore regional collaboration through Regional Industrial Facilities Act.</li> <li>• Utilized GO Virginia funding for enhanced industry cluster analysis.</li> <li>• Worked with Local Workforce Development Board to evaluate/recommend to the state Adult Workforce Education providers and Correctional Institutions providers (reduce recidivism).</li> <li>• Served on state-wide panel to select providers across six education regions to build capacity in adult workforce.</li> <li>• Guided Local Workforce Development Board on creation of business grant program to distribute \$80,000 in grants to regional businesses.</li> </ul>	<ul style="list-style-type: none"> <li>• Partnership with private non-profit to work with Fredericksburg City Schools K-12 to enhance &amp; expand work-based learning opportunities with business community has stalled since COVID-19. It is unclear if this will advance in its current form due to uncertainty of the environment.</li> <li>• FCC and FPCS are developing a new apprenticeship model for high school students. Once practical model is developed the Joint Council/School Working Group will be briefed. The EDA workforce committee has been a supporting partner and helping to develop a concept model.</li> <li>• Utilized GO Virginia funding to explore regional collaboration through Regional Industrial Facilities Act. An attorney has been hired and regional agreements have been drafted. Regional leadership will meet to negotiate language.</li> <li>• The enhanced regional industry cluster analysis is underway. Chmura will perform the analysis and a timeline for study completion forthcoming.</li> </ul>

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<b>Priority #11: Develop plan to meet community needs through School/City shared services</b>	Mon 7/1/19	Thu 12/31/20	2%	Tim Baroody	Brought up as a potential cost reduction strategy, plans are to re-engage in the summer or fall.	<ul style="list-style-type: none"> <li>Conversations continue on potential joint solar pursuits.</li> </ul>
<b>Distinct and Linked Neighborhoods</b>	Tue 1/1/19	Wed 9/1/21	44%			
<b>Priority #12: Working with neighborhoods, advance multi-modal connectivity across the City</b>	Tue 1/1/19	Wed 6/30/21	40%	Erik Nelson	<ul style="list-style-type: none"> <li>The Idlewild HOA has rejected the plan for incorporating bicycle lanes on Idlewild Blvd. This idea still has merit and many residents support it, but another group vehemently opposes it. This effort is still worth pursuing, but staff will direct its attention to other aspects of the trail network for now.</li> <li>Staff has developed a Smart Scale application for a bicycle-pedestrian trail on the west side of U.S. Route 1, from Idlewild Boulevard to the VCR Trail, to include a separate bridge over Hazel Run. Interestingly, the Idlewild neighborhood supports this effort, claiming that any bicycle lanes of Idlewild Blvd should have a logical connection to the larger trail network. A pre-application is being screened by VDOT. A full application will be due by the first of August.</li> <li>Staff is working with neighborhood volunteers to develop natural surface routes to the VCR Trailhead. This work is ongoing.</li> </ul>	<ul style="list-style-type: none"> <li>Smart Scale application submitted for Idlewild Blvd/VCR Trail Connector on August 17, 2020. Project cost is \$2.8 million. \$540,000 applied in leveraged funds.</li> <li>Mary Washington Hospital Connector submitted as a Transportation Alternatives project. Cost is \$145,000.</li> <li>Kenmore Connector dropped from consideration due to budget constraints.</li> <li>Staff is exploring the feasibility of amending the scope of the downtown enhancements project to include the implementation of a bank side trail under the Chatham Bridge.</li> </ul>
<b>Priority #13: Implement the Neighborhood Enhancement Pilot to enhance infrastructure in neighborhoods</b>	Tue 1/1/19	Tue 6/30/20	37%	Diane Beyer	<ul style="list-style-type: none"> <li>On Hold. Funding will be considered beyond FY21.</li> </ul>	<ul style="list-style-type: none"> <li>Pending funding in FY22, plans are to re-engage on Braehead as first priority.</li> </ul>
<b>Priority #14: Identify challenges to neighborhood livability and quality of life throughout the City then research, develop, and adopt amendments to the UDO, City policies, or the general City Code to respond to those challenges</b>	Fri 3/1/19	Wed 9/1/21	43%	Mike Craig	<ul style="list-style-type: none"> <li>The Planning Commission held a public hearing on the Creative Maker zoning district in Area 6 on March 11. The Public Hearing was continued until April, but was delayed due to the pandemic. The continued public hearing is proposed in June.</li> <li>The Planning Commission recommended approval of amendments to the City's parking regulations and the residential use definitions 6-0 at their March 11 meeting. These items will be the subject of a City Council public hearing in conjunction with the Creative Maker district in July / August.</li> </ul>	<ul style="list-style-type: none"> <li>The City Attorney's office and Planning Staff generated amendments to the City's signage regulations to update the City signage standards. Those amendments were imitated by the City Council on May 12, heard by the Planning Commission on June 10, and approved by the City Council on June 23.</li> <li>The Planning Commission reopened the public hearing on the Creative Maker zoning district in Area 6 on June 24th and recommended approval of the Creative Maker District to the City Council on July 8. The City Council held a work session on this item on August 11, a public hearing on August 25, and was approved by City Council at their September 8 meeting.</li> <li>The Planning Commission recommended approval of amendments to the City's parking regulations and the residential use definitions 6-0 at their March 11 meeting. The City Council held a work session on these items on August 11, a public hearing on August 25, and was approved by Council at their September 8 meeting.</li> <li>The City Attorney's Office and Planning Staff finalized conceptual amendments to the Commercial Downtown Zoning District to begin the implementation of the Area 7 Downtown Small Area Plan. The City Council will hold a work session on these items on September 8.</li> <li>The Planning Staff began outlining UDO text amendments to respond to issues arising during the COVID-19 Pandemic. The amendments include the number of attendees in home schools, temporary uses, adaptive reuse / site plans / non-conforming site conditions, industrial use standards, and the landscaping section of the ordinance.</li> <li>The Planning Staff began outlining UDO text amendments to respond to issues arising during the COVID-19 Pandemic. The amendments include the number of attendees in home schools, temporary uses, adaptive reuse / site plans / non-conforming site conditions, industrial use standards, and the landscaping section of the ordinance.</li> </ul>

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<b>Priority #15: Expansion of Community Policing Efforts</b>	Tue 1/1/19	Thu 7/30/20	85%	Brian Layton	<ul style="list-style-type: none"> <li>Four downtown strategies:                             <ul style="list-style-type: none"> <li>o Visibility- 100% complete</li> <li>o Traffic &amp; pedestrian safety- 75% complete</li> <li>o Quality of life- 40% same complete</li> <li>o Homelessness- 40% complete</li> </ul> </li> <li>Follow-up survey planned for July 2020</li> </ul>	<ul style="list-style-type: none"> <li>The survey planned for July 2020 was cancelled due to civil unrest. Other priorities were put on hold due to nature of civil unrest and police response to those needs. The survey will be revisited in 2021. Officer Monahan continues to focus efforts on quality of life concerns in the downtown.</li> </ul>
<b>Cutting Edge Transportation Solutions</b>	Wed 5/1/19	Thu 12/31/20	19%			
<b>Priority #16: Continue focus on train station improvements</b>	Wed 5/1/19	Fri 7/31/20	39%	Erik Nelson	<ul style="list-style-type: none"> <li>After review of Train Station issues with surrounding residents, the Planning staff and Planning Commission Train Station Committee recommend a masterplan for the Train Station Area focused on the location of key facilities, architectural design of proposed buildings, and exploration of adaptive reuse of historic structures. The recommendation is an implementation strategy in the Area 7 Small Area Plan currently under review with the Planning Commission.</li> <li>A Planning Commission sub-committee is working with a neighborhood group and city staff to define how the rail station area will develop. The PC will recommend adoption of a general area plan, as an amendment to the Comp Plan, with this additional focused study to occur later. When exploring viable locations for a new station, including a consideration of acquiring the old station for reuse, it will be necessary to hire an architectural firm to ensure any plan is actually achievable.</li> </ul>	<ul style="list-style-type: none"> <li>After review of Train Station issues with surrounding residents, the Planning staff and Planning Commission Train Station Committee recommend a masterplan for the Train Station Area focused on the location of key facilities, architectural design of proposed buildings, and exploration of adaptive reuse of historic structures. The recommendation is an implementation strategy in the Area 7 Small Area Plan, which was recommended for approval to the City Council by the Planning Commission on July 8. The City Council held a worksession on this item on August 11, a public hearing on August 25, and was approved by the City Council on September 8.</li> </ul>
<b>Priority #17: Complete gateway improvement study</b>	Thu 8/1/19	Thu 12/31/20	4%	Chuck Johnston	<ul style="list-style-type: none"> <li>Stars Study work advances to include preliminary work on Falmouth Bridge gateway area.</li> </ul>	<ul style="list-style-type: none"> <li>On hold</li> </ul>
<b>A Proven Leader in Historic Preservation</b>	Tue 1/1/19	Fri 12/31/21	64%			
<b>Priority #18: Streamline the development and ARB process with stakeholders to improve clarity on what is required when bringing a new project to the City</b>	Tue 1/1/19	Thu 8/1/20	79%	Kate Schwartz	<ul style="list-style-type: none"> <li>Consultant Commonwealth Architects is continuing work on the draft Historic District Handbook. Public meetings were held in early March and a community survey was distributed in February/March. This feedback is now being incorporated into the draft document.</li> <li>Staff is working to compile preservation plan materials from the working group into a draft for review by that group.</li> </ul>	<ul style="list-style-type: none"> <li>Consultant Commonwealth Architects is working to finalize the draft handbook for review by the working group and staff. A grant extension from the National Park Service was approved due to COVID delays and the project will now need to be completed by the end of calendar year 2020.</li> <li>A review of the draft preservation plan has been completed by the working group and staff is now preparing the final draft and comprehensive plan amendments for Council review.</li> </ul>
<b>Priority #19: Determine what to do with historic Renwick Courthouse</b>	Tue 1/1/19	Sat 10/3/20	12%	Doug Fawcett	<ul style="list-style-type: none"> <li>Project on hold for now. Expect to re-engage later this year.</li> </ul>	<ul style="list-style-type: none"> <li>Project on hold for now. Expect to re-engage later this year.</li> </ul>
<b>Priority #20: Complete the archaeology ordinance</b>	Tue 1/1/19	Tue 6/30/20	88%	Kate Schwartz	<ul style="list-style-type: none"> <li>The archaeology ordinance was adopted by the City Council in February 2020 and was scheduled to take effect on July 1, 2020. Due to projected revenue shortfalls as a result of COVID-19, the effective date will be suspended. Additional public hearings will be required to establish a new effective date when the City is able to fund the program, hopefully in FY 22. An RFP for archaeological services to support the ordinance is in draft form, as well as changes to the procedures manual.</li> </ul>	<ul style="list-style-type: none"> <li>RFP for on-call archaeological services is moving forward. Contract will be in place before ordinance takes effect.</li> </ul>

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<b>Priority #21: Move forward on plans for telling a more complete history of our diverse community, including the history and contributions of African Americans</b>	Tue 1/1/19	Fri 12/31/21	63%	Tim Baroody	<ul style="list-style-type: none"> <li>Removal of the Auction Block will be scheduled soon.</li> </ul>	<ul style="list-style-type: none"> <li>The slave auction block has been removed and is currently being cleaned. FAM is ready to accept the artifact and prepare a temporary exhibit.</li> <li>Planning is underway on three new interpretive wayfinding panels for DeBaptiste, the Freedom Riders and the "Greenbook". Drafts have been completed and text is being finalized. The panels for Freedom Riders and Greenbook will require more complex coordination as they must be complimentary to the planned request for state markers.</li> <li>A task force (staff/MAC/FAM) is being assembled to begin the RFP process for a firm to provide plans for the permanent interpretation of the corner of William and Charles Street, former site of the slave auction block. This process will likely include an expression of interest/capabilities and then a request for proposals. An EOI could be issued as early as late September.</li> <li>Work to evaluate &amp; update the tourism film has begun with guidance and support provided by Virginia Tourism Corporation. An internal team is being assembled to begin RFP process planning in late September.</li> <li>The slave auction block is being cleaned. FAM is prepared to accept the artifact and provide a temporary interpretive exhibit. Efforts are underway to develop an interpretive plan.</li> </ul>
<b>Green, Clean Environment</b>	Tue 1/1/19	Fri 12/31/21	52%			
<b>Priority #22: Initiate stormwater facility Improvements to meet Chesapeake Bay requirements</b>	Wed 1/2/19	Fri 12/31/21	48%	Chuck Johnston, Diane Beyer	<ul style="list-style-type: none"> <li>3 new positions have been filled: Environmental Programs Manager, Senior Stormwater Manager, and Stormwater Administrator.</li> <li>Development of RFP for Pond Design in process. Anticipate funding being available FY2021.</li> <li>Meeting held with The Virginia Department of Conservation and Recreation (DCR) and Timmons Group to inspect Pond D dam.</li> <li>Timmons Group finalizing dam inundation study and mapping. Method of study approved by DCR during site visit. Waiting on Timmons for submission of findings to DCR.</li> <li>Discussions to restore Hazel Run, in order to meet Chesapeake Bay requirements, have started. Coordinating for funding/grant sources.</li> </ul>	<ul style="list-style-type: none"> <li>Classification of Pond D as a high hazard dam confirmed. Emergency action plan has been developed and City is submitting appropriate forms to the Department of Conservation and Recreation.</li> <li>Task order design for Pond D retrofit submitted by on-call consultant. Task order to be provided mid-September. Anticipate design Spring 2021. Anticipate funding being available FY2022.</li> <li>Progress continues regarding a Hazel Run stream restoration project. Pre-application meeting held with Army Corps of Engineers to assess feasibility. Particular stream sections are being field evaluated for TMDL potential by environmental consultant.</li> <li>Virginia's Stormwater Local Assistance Fund grant funding has been suspended pending review of the State's debt status following COVID-19.</li> </ul>
<b>Priority #23: Monitor, maintain, and improve our canal to ensure that it is healthy and attractive</b>	Tue 1/1/19	Mon 5/31/21	44%	Diane Beyer	<ul style="list-style-type: none"> <li>Finished vegetation removal work. Staff will prioritize monies in FY22 for this important work.</li> </ul>	<ul style="list-style-type: none"> <li>August 26- City staff Tim Slaydon and Scott Rae toured the Army Corp around the canal, Ford Street weir and power station, Gayles and Cossey Ponds, and the site of the former Embry Dam canal connection.</li> <li>The Army Corp of Engineers is reviewing condition of canal following ACOE 'input' of aeration system. ACOE is performing a Federal Interest Determination under their Continuing Authorities Program to determine that there is a continuing federal role in achieving a canal 'purpose' with an emphasis on ecological restoration. ACOE has no TMDL interest. Follow-up call with ACOE scheduled for September 22.</li> <li>ACOE team consisted of professional engineers assessing surface runoff inputs, canal outlet system, and ability to control canal water depth.</li> </ul>

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<b>Priority #24: Expand conservation and sustainability efforts, recycling, litter prevention, and composting</b>	Mon 4/1/19	Tue 6/1/21	69%	Diane Beyer	<ul style="list-style-type: none"> <li>Leaf disposal under discussion.</li> <li>Goals have been adopted by the C&amp;G Commission and received by Council (see Priority #26)</li> </ul>	<ul style="list-style-type: none"> <li>Public Works is working on new outreach and policy to encourage better management of stormwater drainage from personal property to City Rights of Way. We are partnering with Friends of the Rappahannock and Tri-County City Conservation District to work with homeowners on implementing BMP (best management practices). Education is a large part of this program. Homeowners have been receptive.</li> <li>Leaf disposal options will be submitted to C&amp;G for further discussion of future steps.</li> </ul>
<b>Priority #25: Participate in regional discussions and planning for improvements in dealing with waste management and recycling</b>	Tue 1/1/19	Tue 6/1/21	64%	Mark Whitley	<ul style="list-style-type: none"> <li>Agreement was achieved on Cell F3 construction, that work is now underway. By resolution both the City and Stafford agreed that liabilities for post closure of that cell will be proportional to utilization of cell. Work on the Master agreement continues.</li> </ul>	<ul style="list-style-type: none"> <li>Construction is well underway for Cell F3.</li> </ul>
<b>Priority #26: Encourage the renovation of buildings for environmental sustainability</b>	Mon 4/1/19	Thu 12/31/20	34%	Doug Fawcett	<ul style="list-style-type: none"> <li>Replacing LED fixtures as needs arise, 40% have been replaced to date.</li> <li>Reviewing the viability of solar panels on school roofing. Staff will be examining City buildings as well for any opportunities.</li> <li>Grant for electric school buses was applied for but not awarded.</li> <li>Awaiting approval of grant application electric vehicle charging station at the library.</li> </ul>	<ul style="list-style-type: none"> <li>Replacing LED fixtures as needs arise, 40% have been replaced to date.</li> <li>City and Schools efforts on potential joint solar programs meeting scheduled for Oct 15th.</li> <li>Grant for electric school buses was applied for but not awarded.</li> <li>Awaiting approval of grant application electric vehicle charging station at the library.</li> </ul>
<b>Public Services - The Backbone of our Community</b>	Tue 1/1/19	Fri 12/31/21	60%			
<b>Priority #27: Continue the assessment of our City's water/sewer system and determine the capital improvements necessary to improve the system</b>	Tue 1/1/19	Wed 6/30/21	56%	Diane Beyer	<ul style="list-style-type: none"> <li>City and County Staff and attorneys have met or teleconferenced several times to plan an approach to DEQ for WQIF funding, and a conference call with DEQ occurred.</li> <li>City and County Staffs have fleshed out more of the terms of a wastewater consolidation agreement, major issues have been identified and discussions have been held between staffs.</li> <li>Issues for the Motts Run Water Treatment plant have been identified. City staff is evaluating options.</li> <li>City Council and the Board of Supervisors have each passed resolutions supporting the consolidation approach.</li> <li>Engineering for the primary influent pumping station and force main to the County's conveyance system is proceeding.</li> <li>Water and Wastewater system capacities for major system components have been evaluated in support of economic development opportunities and to provide data for design of the City's primary influent pumping station.</li> </ul>	<ul style="list-style-type: none"> <li>Negotiations on cost of additional capacity are pending; Spotsy has linked Nutrient Credits at STPs with Motts' costs. We are evaluating the economics.</li> <li>Attorneys are drafting agreements.</li> <li>Staff will provide Council a comprehensive status report at a Council meeting in October.</li> </ul>
<b>Priority #28: Responsibly reduce incarceration</b>	Tue 1/1/19	Wed 6/30/21	37%	Brian Layton, Mark Whitley	<ul style="list-style-type: none"> <li>RRJ has experienced a reduction of incarceration since Covid-19 came to our region. Population went from 1477 in Feb 2020 to 1070 on 5/15/20.</li> <li>Mr. Whitley is communicating with City Attorney about pending opioid litigation.</li> </ul>	<ul style="list-style-type: none"> <li>Opioid litigation is progressing.</li> </ul>
<b>Priority #29: Position the City for Smart Community Initiatives, while continuing pursuit of high speed internet enhancements</b>	Tue 1/1/19	Fri 12/31/21	72%	Suzanne Tills	<ul style="list-style-type: none"> <li>Potential funding from CIT and Cares Act being investigated</li> <li>Two projects are currently in planning stages: Wi-Fi at Hurkamp Park and Smart Communities initiatives at Riverfront Park. Cost estimates being developed.</li> </ul>	<ul style="list-style-type: none"> <li>Funding has been granted by CIT for Riverfront Park. Transit has applied for grant funding to lay fiber to connect it's Maintenance facility, exploring possibility of co-location with Transit to reduce costs and meet One Dig to connect Dixon Pool/Maintenance.</li> <li>Riverfront Park – Design finalized for Wi-Fi/camera infrastructure. Demo of Wi-Fi access-points complete. Components will be ordered this week.</li> </ul>

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<b>Priority #30: Work with stakeholders and partners to establish an affordable housing strategy, preferably on a regional basis</b>	Tue 1/1/19	Fri 12/31/21	64%	Chuck Johnston	<ul style="list-style-type: none"> <li>City staff and GWRC staff with consultant in February for initial strategy discussion. Community survey was drafted. Advisory Group identified with meeting planned for end of March , which did not occur.</li> <li>Pre-emergency plan was for consultant to complete work by end of second quarter. Consultant now reworking schedule. New completion goal is end of third quarter.</li> </ul>	<ul style="list-style-type: none"> <li>City Staff participated in three advisory group meetings and focus group meeting with regional planning officials.</li> <li>HD Advisors delivered draft to advisory group in early September, City staff reviewed and provided comment.</li> <li>Final draft expected by the end of the month followed by formal plan adoption.</li> </ul>
<b>Priority #31: Work with stakeholders and regional partners to further pilot to reduce unsheltered homelessness</b>	Tue 1/1/19	Fri 1/31/20	100%	Susanna Finn	<ul style="list-style-type: none"> <li>Successful and now complete pilot project, therefore staff recommends moving forward with continued funding.</li> </ul>	
<b>Priority #32: Implement new ERP Software</b>	Tue 1/1/19	Sat 8/1/20	64%	Suzanne Tills	<ul style="list-style-type: none"> <li>Phase 2 – Continuing to train and do final tweaking</li> <li>Phase 3 – Go live for City &amp; Schools Payroll move to June, but likely Aug 2020; HR module moved to 2021</li> <li>Phase 4 – Assessment was paused to COVID-19, interface under development with legacy system</li> <li>Phase 5 – Validating and verifying data conversions and working on forms, Go live on pause. BL in 2020.</li> <li>Phase 6 - Scheduled after Phase 7</li> <li>Phase 7 - Paused</li> </ul>	<ul style="list-style-type: none"> <li>Phase 2 (Utility Billing)- 100% Resolutions identified and/or information provided for the teams to determine process options on the final punch list, anything further will be either training inquiries or on demand support tickets.</li> <li>Phase 3 (HR/Payroll) - 75% Go Live moved to January 2021 due to COVID-19 impacts</li> <li>Phase 4 (CAMA) - 99%, final punch list, system is operational for assessment effective date of Jan 1.</li> <li>Phase 5 (Tax Billing &amp; Collection) - 50% Tax go-live TBD; Business License go-live November 2020</li> <li>Phase 6 (Asset Management) - on hold for resources</li> <li>Phase 7 (Community Development) - on hold for resources</li> </ul>
<b>Priority #33: Fire service expansion: Plan construction of new fire station</b>	Tue 1/1/19	Wed 6/30/21	25%	Mike Jones	<ul style="list-style-type: none"> <li>Smart scale application submitted for Gateway Blvd.</li> <li>Working on design for potential improvements to Fire Station 1.</li> </ul>	<ul style="list-style-type: none"> <li>RFP has been released for Fire Station 1 renovations. Proposals due on 9/21/2020.</li> <li>Proffered land agreement on Gordon Shelton Blvd was sunsetted and was released to Celebrate Virginia South on 9/8/2020</li> </ul>
<b>Priority #34: Achieve 3rd national re-accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA)</b>	Tue 1/1/19	Sat 11/30/19	100%	Brian Layton		