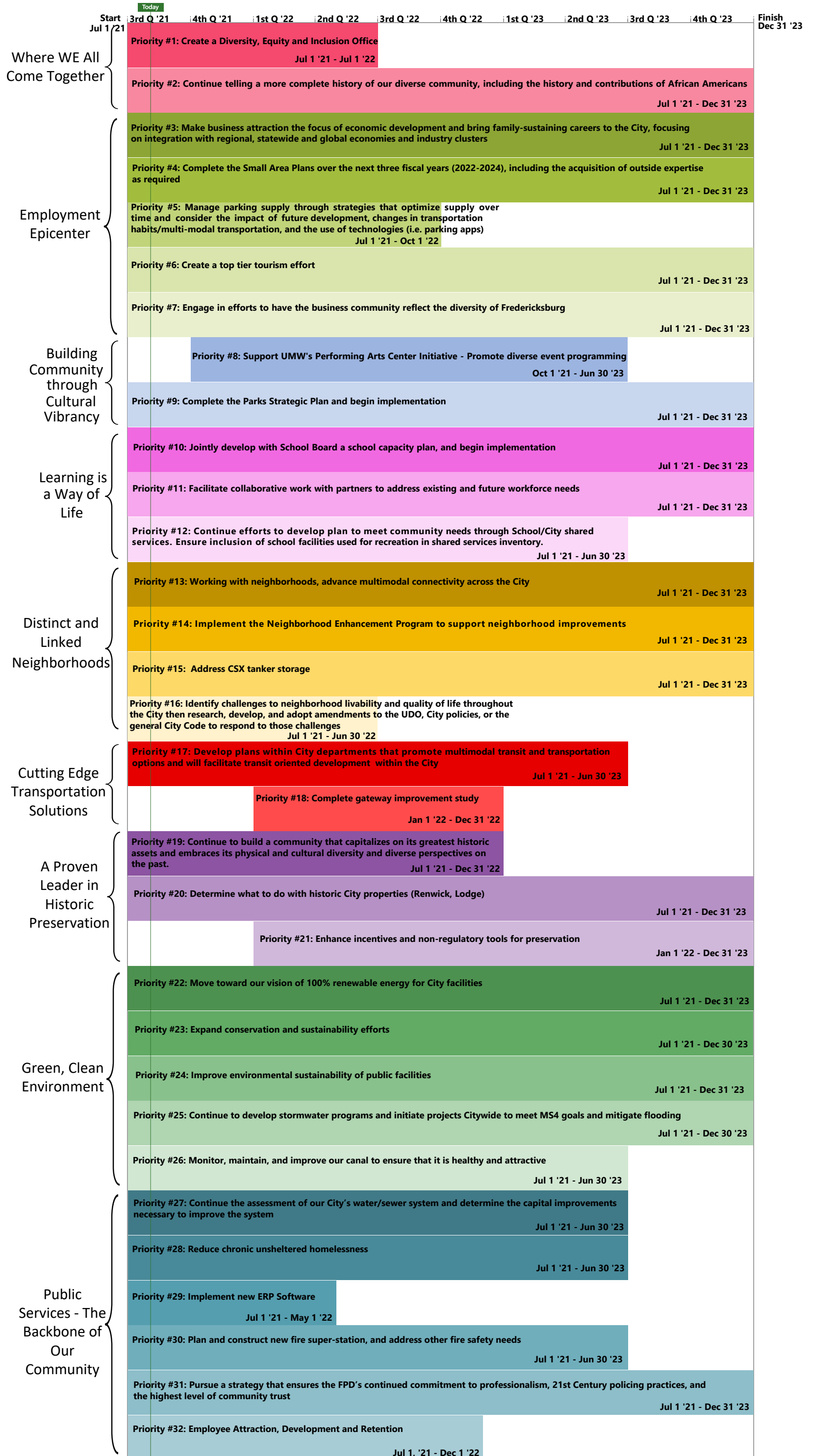


# FXBG City Council 3 Year Priorities

Quarterly Update - July 2021



**City Council 3 Year Priorities Quarterly Update**

Priority	Start	Finish	% Complete	Champion	July 2021 Status
<b>2021 Council Priorities</b>	<b>7/1/2021</b>	<b>12/31/2023</b>	<b>0%</b>		
<b>Where WE All Come Together</b>	<b>7/1/2021</b>	<b>12/31/2023</b>	<b>0%</b>		
<b>Priority #1: Create a Diversity, Equity and Inclusion Office</b>	7/1/2021	7/1/2022	<b>0%</b>	DEI Officer	Recruitment underway
<b>Priority #2: Continue telling a more complete history of our diverse community, including the history and contributions of African Americans</b>	7/1/2021	12/31/2023	<b>0%</b>	DEI Officer	Collaboration with FAM, MOU underway
<b>Employment Epicenter</b>	<b>7/1/2021</b>	<b>12/31/2023</b>	<b>0%</b>		
<b>Priority #3: 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>	7/1/2021	12/31/2023	<b>0%</b>	Bill Freehling	<ul style="list-style-type: none"> <li>• Sales tax revenue has already recovered to pre-COVID levels; the other categories still need work</li> <li>• The Liberty Place and William Square projects are either completed or in full swing</li> <li>• Regular meetings occur on development concepts for the City's large remaining development sites</li> <li>• The Planning Department is working on its move to the Executive Plaza, which will enable progress toward the one-stop permitting center</li> <li>• Preliminary conversations have occurred about starting the process to update the strategic economic development plan</li> <li>• A marketing video is planned to promote the Creative Maker Districts, and several businesses have already been recruited there</li> </ul>
<b>Priority #4: Complete the Small Area Plans over the next three fiscal years (2022-2024), including the acquisition of outside expertise as required</b>	7/1/2021	12/31/2023	<b>0%</b>	Chuck Johnston	Small Area Plans have been completed for Areas 3 (Plank Rd), 6 (N. Pr Anne/ N. Rt 1) and 7 (Downtown). Work is underway on Area 1 (Central Park/Celebrate).

**City Council 3 Year Priorities Quarterly Update**

Priority	Start	Finish	% Complete	Champion	July 2021 Status
<b>Priority #5: 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>	7/1/2021	10/1/2022	<b>0%</b>	Jamie Jackson	City staff is currently working with the Parking Advisory committee to identify and develop strategies for parking downtown. This includes goals set for October 2021 to establish some guidance for identified parking matters of the committee and their impact on Downtown businesses.
<b>Priority #6: Create a top tier tourism effort</b>	7/1/2021	12/31/2023	<b>0%</b>	Bill Freehling	<ul style="list-style-type: none"> <li>• Applications closed for the Assistant Director for Tourism position on June 18</li> <li>• Applications were evaluated by a City hiring committee</li> <li>• The chosen applicant should be named soon</li> <li>• The City Manager and EDT director have spoken extensively about the possibility of selling the existing Visitor Center and relocating it. A conversation will be brought to City Council later this year.</li> <li>• The existing Visitor Center is being prepared to re-open fully (auditorium and courtyard opening)</li> <li>• Staff continues to work with Meridian Group on marketing videos and improvements to VisitFred.com</li> <li>• Summer Restaurant Week is set for July 23-August 1</li> <li>• Lodging tax revenue has started to recover</li> <li>• The FredNats have had ample sellouts and are planning a fall concert series</li> </ul>
<b>Priority #7: Engage in efforts to have the business community reflect the diversity of Fredericksburg</b>	7/1/2021	12/31/2023	<b>0%</b>	Bill Freehling	<ul style="list-style-type: none"> <li>• FXBG Diverse City has been ongoing over the past several months on EDT's social media pages</li> <li>• The EDA recently sponsored the Peace in Da Paint event and plans outreach to participants</li> <li>• EDT staff are always on the lookout for promotional efforts that better communicate our community's diversity</li> </ul>
<b>Building Community through Cultural Vibrancy</b>	<b>7/1/2021</b>	<b>12/31/2023</b>	<b>0%</b>		
<b>Priority #8: Support UMW's Performing Arts Center Initiative - Promote diverse event programming</b>	10/1/2021	6/30/2023	<b>0%</b>	Tim Baroody	State funding awarded in FY22

**City Council 3 Year Priorities Quarterly Update**

Priority	Start	Finish	% Complete	Champion	July 2021 Status
<b>NEW Priority #9: Complete the Parks Strategic Plan and begin implementation</b>	7/1/2021	12/31/2023	<b>0%</b>	New Parks Director	Draft Strategic Plan nearly complete
<b>Learning is a Way of Life</b>	<b>7/1/2021</b>	<b>12/31/2023</b>	<b>0%</b>		
<b>Priority #10: Jointly develop with School Board a school capacity plan, and begin implementation</b>	7/1/2021	12/31/2023	<b>0%</b>	Mark Whitley	The ECE Task Force has recommended the construction of a new school, and the City Council passed a resolution and provided \$1m to the FCPS to begin project planning. The City Council also set a target of \$6m total savings to help lower the future debt issuance that will be necessary for this project. FCPS is working on PPEA procurement
<b>Priority #11: Facilitate collaborative work with partners to address existing and future workforce needs</b>	7/1/2021	12/31/2023	<b>0%</b>	Mark Whitley	The City Council /School Board task force continues to meet and discuss this issue along with others. The planning for the new school facility should also take this into account.
<b>Priority #12: Continue efforts to develop plan to meet community needs through School/City shared services. Ensure inclusion of school facilities used for recreation in shared services inventory.</b>	7/1/2021	6/30/2023	<b>0%</b>	Mark Whitley	The City Council and the School Board are working on a joint energy savings / facility improvements contract using the Commonwealth of Virginia DMME templates. The new school should also proceed with an evaluation of potential shared uses, as governed by School Board needs as well. The City Council and School Board also worked with the EDA on land acquisition for a new school bus maintenance facility.
<b>Distinct and Linked Neighborhoods</b>	<b>7/1/2021</b>	<b>12/31/2023</b>	<b>0%</b>		
<b>Priority #13: Working with neighborhoods, advance multimodal connectivity across the City</b>	7/1/2021	12/31/2023	<b>0%</b>	Jamie Jackson	Fredericksburg Regional Transit is currently in the process of the development of its 2022-2032 Strategic Plan. This will identify connectivity needs for the regional and will include outreach efforts to neighborhoods, businesses, and organizations. It will also look at methods of connectivity among modes in the Region. The Transportation Division of the City is currently in progress of solicitation for multiple transportation projects. This includes the Twin Lake-kensington Bike/Ped Connector, Riverside Manor Connector, Virginia Central Railway Trail Bridge, Downtown Pedestrian Improvements, and other related projects to improve connections, access, and promoting transportation alternatives in the City.
<b>Priority #14: Implement the Neighborhood Enhancement Program to support neighborhood improvements</b>	7/1/2021	12/31/2023	<b>0%</b>	Diane Beyer	Funding included in FY22 CIP. \$50K. List of recipients for FY22 includes Braehead Woods, Peacepipe Lane.

**City Council 3 Year Priorities Quarterly Update**

Priority	Start	Finish	% Complete	Champion	July 2021 Status
<b>NEW Priority #15: Address CSX tanker storage</b>	7/1/2021	12/31/2023	<b>0%</b>	Jamie Jackson	Monthly newsletter updates to the City from CSX. Staff is working with CSX on opportunities engage the Mayfield Community. This includes the key steps of information gathering and sharing with the community. The City is in the planning process with the community to establish a community meeting(s) on CSX topics of interest and opportunities for improving the relationship between the business and neighborhood.
<b>Priority #16: 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>	7/1/2021	6/30/2022	<b>0%</b>	Chuck Johnston	Multiple UDO amendments have been processed to create a Formed Based Code for higher quality redevelopment in Area 3 (Plank Rd), a Creative Maker District in Area 6 (N. Pr Anne/N. Rt 1), and to allow redevelopment of residential spaces and more infill development in Downtown.
<b>Cutting Edge Transportation Solutions</b>	<b>7/1/2021</b>	<b>6/30/2023</b>	<b>0%</b>		
<b>Priority #17: Develop plans within City departments that promote multimodal transit and transportation options and will facilitate transit oriented development within the City</b>	7/1/2021	6/30/2023	<b>0%</b>	Jamie Jackson	Fredericksburg Regional Transit is currently in the process of the development of its 2022-2032 Strategic Plan. This is a requirement of the Department of Rail and Public Transportation and will serve as the guiding planning document for the transit system for the next 10 years. This will be released for solicitation in August 2021.
<b>Priority #18: Complete gateway improvement study</b>	1/1/2022	12/31/2022	<b>0%</b>	Tim Baroody	A new city brand has been developed that can now be applied at key intersections.
<b>A Proven Leader in Historic Preservation</b>	<b>7/1/2021</b>	<b>12/31/2023</b>	<b>0%</b>		
<b>Priority #19: Continue to build a community that capitalizes on its greatest historic assets and embraces its physical and cultural diversity and diverse perspectives on the past.</b>	7/1/2021	12/31/2022	<b>0%</b>	Kate Schwartz	This Priority, as previously established, is complete with the adaptation of a new Chapter 8, Historic Preservation, in the Comprehensive Plan and new design guidelines. In addition to previously adopted code changes.

**City Council 3 Year Priorities Quarterly Update**

Priority	Start	Finish	% Complete	Champion	July 2021 Status
<b>Priority #20: Determine what to do with historic City properties (Renwick, Lodge)</b>	7/1/2021	12/31/2023	<b>0%</b>	Tim Baroody	Work continues with Washington Heritage Museums
<b>Priority #21: Enhance incentives and non-regulatory tools for preservation</b>	1/1/2022	12/31/2023	<b>0%</b>	Tim Baroody Kate Schwartz	Procedural changes were made to simplify the review process for minor changes in the district like signs and fences. However, this Priority will be continued with a greater emphasis on studying financial incentives.
<b>Green, Clean Environment</b>	<b>7/1/2021</b>	<b>12/31/2023</b>	<b>0%</b>		
<b>Priority #22: Move toward our vision of 100% renewable energy for City facilities</b>	7/1/2021	12/31/2023	<b>0%</b>	Diane Beyer	New Priority
<b>Priority #23: Expand conservation and sustainability efforts</b>	7/1/2021	12/30/2023	<b>0%</b>	Tyler Gelles, Scott Rae	Discussions continue with Rboard regarding markets. Offsite recycling of brush/wood continues. This is part of the ZERO WASTE tree program.
<b>Priority #24: Improve environmental sustainability of public facilities</b>	7/1/2021	12/31/2023	<b>0%</b>	Mark Whitley	The City Council and the School Board are working on a joint energy savings / facility improvements contract using the Commonwealth of Virginia DMME templates. The new school should also proceed with an evaluation of potential shared uses, as governed by School Board needs as well. The City Council also purchased, with the help of FCPS and the EDA, land next to the City Shop for a new bus maintenance facility, which will provide an opportunity for new green school bus technology in the future.
<b>Priority #25: Continue to develop stormwater programs and initiate projects Citywide to meet MS4 goals and mitigate flooding</b>	7/1/2021	12/30/2023	<b>0%</b>	Diane Beyer	
<b>Priority #26: Monitor, maintain, and improve our canal to ensure that it is healthy and attractive</b>	7/1/2021	6/30/2023	<b>0%</b>	Diane Beyer	Pruning and vegetation clearing has occurred on all three sections. Next step is to begin again with vegetation clearing/maintenance.
<b>Public Services - The Backbone of our Community</b>	<b>7/1/2021</b>	<b>12/31/2023</b>	<b>0%</b>		

**City Council 3 Year Priorities Quarterly Update**

Priority	Start	Finish	% Complete	Champion	July 2021 Status
<b>Priority #27: Continue the assessment of our City's water/sewer system and determine the capital improvements necessary to improve the system</b>	7/1/2021	6/30/2023	<b>0%</b>	Diane Beyer	Consolidation no longer viable option for WWTP. Addressing I&I issues through a Citywide assessment study/implementation. Current WWTP issues being assessed through Hazen contractor. Discussions occurring in preparation for WWTP RFP/PPEA solicitation of Operate/Design/Build.
<b>Priority #28: Reduce chronic unsheltered homelessness</b>	7/1/2021	6/30/2023	<b>0%</b>	Tim Baroody	The City has and will continue to contribute, with Mary Washington Health Care, to the pilot Rapid Housing initiative. Federal COVID related funding has provided short term options for potential bigger solutions.
<b>Priority #29: Implement new ERP Software</b>	7/1/2021	5/1/2022	<b>0%</b>	Suzanne Tills	Human Resource Management has been rolled out for online paystubs, time keeping and safety tracking. The permitting/inspection, planning and code enforcement system has been started with a May 2022 Go Live planned. Tax billing & collection and business license are in process and expected to Go Live this Fall.
<b>Priority #30: Plan and construct new fire super-station, and address other fire safety needs</b>	7/1/2021	6/30/2023	<b>0%</b>	Mike Jones	Continue process of working with Manitou, Inc. to evaluate a potential site for the new fire station. This includes, basic floor plan and site plan test fit to determine if size is suitable for projected parcel. Move forward with additional A&E work on the expansion for Fire Station #1 on Princess Anne Street.
<b>Priority #31: Pursue a strategy that ensures the FPD's continued commitment to professionalism, 21st Century policing practices, and the highest level of community trust</b>	7/1/2021	12/31/2023	<b>0%</b>	Brian Layton	The Fredericksburg Police Department continues its journey to be the premier law enforcement agency in the Commonwealth. We understand that a commitment to professionalism and 21st Century policing practices by all PD employees cultivates community trust and understanding.
<b>NEW Priority #32: Employee Attraction, Development and Retention</b>	7/1/2021	12/1/2022	<b>0%</b>	Lesley Moore	Funding has been approved for a Compensation Study in FY22. RFP is in draft for a expected July release.



**City Council 3 Year Priorities - Task List**

Task Name	Start	Finish	% Complete	Champion	Resource Names
<b>2021 Council Priorities</b>	<b>7/1/2021</b>	<b>12/31/2023</b>	<b>0%</b>		
<b>Where WE All Come Together</b>	<b>7/1/2021</b>	<b>12/31/2023</b>	<b>0%</b>		
<b>Priority #1: Create a Diversity, Equity and Inclusion Office</b>	<b>7/1/2021</b>	<b>7/1/2022</b>	<b>0%</b>	<b>DEI Officer</b>	<b>Lesley Moore,Brian Layton,Jamie Jackson,Chuck Johnston,Dori Martin</b>
1. Hire a DEI Officer	7/1/2021	12/31/2021	0%		
2. Develop a FY23 budget for the office	10/1/2021	1/31/2022	0%		
3. Equity Taskforce and the DEI will meet monthly to develop a roadmap for DEI Office work for the City, which includes a Racial Equity Plan.	10/1/2021	7/1/2022	0%		
<b>Priority #2: Continue telling a more complete history of our diverse community, including the history and contributions of African Americans</b>	<b>7/1/2021</b>	<b>12/31/2023</b>	<b>0%</b>	<b>DEI Officer</b>	<b>Lesley Moore,Brian Layton,Jamie Jackson,Chuck Johnston,Dori Martin</b>
1. Execute MOU with FAM for sponsored employee to assist in telling the City's Story	7/1/2021	9/30/2021	0%		
2. Create Strategic Plan with project objectives and deadlines.	10/1/2021	1/31/2022	0%		
3. Move toward permanent exhibition inside FAM for Slave Auction Block	2/1/2022	12/31/2023	0%		
4. Move out on efforts to create permanent interpretation of Slave Auction Block at William & Charles St.	2/1/2022	12/31/2023	0%		
<b>Employment Epicenter</b>	<b>7/1/2021</b>	<b>12/31/2023</b>	<b>0%</b>		
<b>Priority #3: 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>	<b>7/1/2021</b>	<b>12/31/2023</b>	<b>0%</b>	<b>Bill Freehling</b>	
1. Return all business tax revenues (meals, lodging, sales, BPOL) to pre-COVID levels or above	7/1/2021	10/1/2022	0%		
2. Increase taxable commercial and industrial real estate tax base by at least \$50 million	7/1/2021	12/31/2023	0%		
3. Update strategic economic development plan with City and EDA	7/1/2021	1/31/2022	0%		
4. Create a marketing plan to go after the City's focused industries	1/31/2022	3/31/2022	0%		
5. Attract at least 5 businesses to new Creative Maker Districts	7/1/2021	12/31/2023	0%		
<b>Priority #4: Complete the Small Area Plans over the next three fiscal years (2022-2024), including the acquisition of outside expertise as required</b>	<b>7/1/2021</b>	<b>12/31/2023</b>	<b>0%</b>	<b>Chuck Johnston</b>	<b>Michael J. Craig,William Sugg</b>



**City Council 3 Year Priorities - Task List**

Task Name	Start	Finish	% Complete	Champion	Resource Names
1. Based on Consultant Work Product for Phase III (Area 1), draft, initiate, and present amendments to the Comprehensive Plan, and establish project list for incorporation into the CIP.	7/1/2021	12/8/2021	0%		
2. Select new consultant for Phase IV (Areas 5, 8, 10): complete RFP process by 2nd quarter of FY2022.	7/1/2021	10/1/2021	0%		
3. Phase IV would be conducted over two fiscal years: Area 10 Lafayette Blvd / Rt 1 (Initiate in FY 2022, 3rd Qtr.) Area 8 Dixon Street / Mayfield (Initiate in FY 2022, 4th Qtr.)	7/1/2021	12/31/2023	0%		
<b>Priority #5: 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>	<b>7/1/2021</b>	<b>10/1/2022</b>	<b>0%</b>	<b>Jamie Jackson</b>	<b>Diane Beyer</b>
1. Implement recommendations of Parking Advisory Committee (fewer special on-street spaces, etc.)	7/1/2021	10/1/2022	0%		
2. Evaluate and implement strategies for keeping up with parking technology to better manage supply (ride-sharing spaces, parking apps, electric charging stations, etc.)	9/1/2021	10/1/2022	0%		<b>Michael J. Craig</b>
3. Enhance promotion of the Downtown Parking Deck to the public; including residents and visitors.	8/21/2021	7/1/2022	0%		
4. Refine standards and processes for parking decal requests for streets and neighborhoods. Ensure information is easily accessible by the public.	7/1/2021	6/30/2022	0%		
<b>Priority #6: Create a top tier tourism effort</b>	<b>7/1/2021</b>	<b>12/31/2023</b>	<b>0%</b>	<b>Bill Freehling</b>	
1. Hire Assistant Director for Tourism	7/1/2021	9/30/2021	0%		
2. Review all Tourism operations and collateral with new Assistant Director of EDT	7/1/2021	12/31/2021	0%		
3. Evaluate sale of existing Visitor Center and creation of new one, and bring to City Council for discussion	7/1/2021	12/31/2021	0%		
4. Execute on improvements to tourism operation -- marketing collateral, events, etc.	7/1/2021	12/31/2023	0%		

**City Council 3 Year Priorities - Task List**

Task Name	Start	Finish	% Complete	Champion	Resource Names
5. Bring new events and continued stream of fans to FredNats Stadium	7/1/2021	12/31/2023	0%		
<b>Priority #7: Engage in efforts to have the business community reflect the diversity of Fredericksburg</b>	<b>7/1/2021</b>	<b>12/31/2023</b>	<b>0%</b>	<b>Bill Freehling</b>	
1. Establish FXBG Diverse City promotion as an annual program	7/1/2021	7/1/2022	0%		
2. Target minority-owned businesses for inclusion in EDA's Invest FXBG loan program, and make at least two new loans	7/1/2021	12/31/2022	0%		
3. Help develop and promote at least two new events reflecting community's diversity	7/1/2021	12/31/2022	0%		
4. Promote business diversity through Fred Focus, Freehling Finds and other promotional materials	7/1/2021	12/31/2023	0%		
<b>Building Community through Cultural Vibrancy</b>	<b>7/1/2021</b>	<b>12/31/2023</b>	<b>0%</b>		
<b>Priority #8: Support UMW's Performing Arts Center Initiative - Promote diverse event programming</b>	<b>10/1/2021</b>	<b>6/30/2023</b>	<b>0%</b>	<b>Tim Baroody</b>	<b>Bill Freehling, Kathleen Dooley</b>
1. Work to create UMW/City Team to advance preliminary engineering and design	10/1/2021	12/31/2021	0%		
2. Draft LOI for potential community theater partnership	7/1/2022	6/30/2023	0%		
3. Amend Comp Plan to reflect campus build-out	7/1/2022	6/30/2023	0%		
<b>NEW Priority #9: Complete the Parks Strategic Plan and begin implementation</b>	<b>7/1/2021</b>	<b>12/31/2023</b>	<b>0%</b>	<b>New PR Director</b>	
1. Hire New Parks, Recreation & Events Director	7/1/2021	12/30/2021	0%		
2. Finish Plan and assess complete inventory of deferred maintenance	9/30/2021	12/31/2021	0%		
3. Update CIP with park priorities	1/1/2022	2/28/2022	0%		
4. Implement park projects	7/1/2022	12/31/2023	0%		
<b>Learning is a Way of Life</b>	<b>7/1/2021</b>	<b>12/31/2023</b>	<b>0%</b>		
<b>Priority #10: Jointly develop with School Board a school capacity plan, and begin implementation</b>	<b>7/1/2021</b>	<b>12/31/2023</b>	<b>0%</b>	<b>Mark Whitley</b>	<b>Task Force, City Manager, FCPS</b>
1. Use PPEA to Select Team to Plan, Program, and Construct New School	7/1/2021	9/30/2021	0%		
2. Plan & Preliminary Cost Estimate	9/30/2021	12/31/2021	0%		
3. Interim Agreement & Design Work	1/1/2022	6/30/2022	0%		
4. Complete Design & Comprehensive Agreement	6/30/2022	12/31/2022	0%		
5. Construction Underway	1/1/2023	12/31/2023	0%		

**City Council 3 Year Priorities - Task List**

Task Name	Start	Finish	% Complete	Champion	Resource Names
<b>Priority #11: Facilitate collaborative work with partners to address existing and future workforce needs</b>	<b>7/1/2021</b>	<b>12/31/2023</b>	<b>0%</b>	<b>Bill Freehling</b>	<b>Tim Baroody</b>
1. Analyze needs and desired curriculum	7/1/2021	12/31/2021	0%		
2. Pursue state/federal monies to acquire new space for programming in close proximity to JMHS	7/1/2021	6/30/2022	0%		
3. Co-locate regional workforce development program in new space	7/1/2022	12/31/2023	0%		
<b>Priority #12: Continue efforts to develop plan to meet community needs through School/City shared services. Ensure inclusion of school facilities used for recreation in shared services inventory.</b>	<b>7/1/2021</b>	<b>6/30/2023</b>	<b>0%</b>	<b>New PR Director</b>	
1. Draft a revised MOU with FCPS	7/1/2022	6/30/2023	0%		
2. Evaluate Shared Facilities in new school	7/1/2021	6/30/2023	0%		
<b>Distinct and Linked Neighborhoods</b>	<b>7/1/2021</b>	<b>12/31/2023</b>	<b>0%</b>		
<b>Priority #13: Working with neighborhoods, advance multimodal connectivity across the City</b>	<b>7/1/2021</b>	<b>12/31/2023</b>	<b>0%</b>	<b>Jamie Jackson</b>	<b>Michael J. Craig, Diane Beyer</b>
1. Fill in the gaps Motts to Dixon Trail	7/1/2021	12/31/2023	0%		
2. Analyze potential trail conflicts	1/1/2022	12/31/2022	0%		
3. Completion of planning and engineering study for Idlewild/VCR connector	7/1/2022	6/30/2023	0%		
<b>Priority #14: Implement the Neighborhood Enhancement Program to support neighborhood improvements</b>	<b>7/1/2021</b>	<b>12/31/2023</b>	<b>0%</b>	<b>Diane Beyer</b>	
1. Include funding in FY22 CIP and future years	7/1/2021	12/31/2023	0%		
2. Utilize workgroup to review/rank applications	7/1/2021	12/31/2023	0%		
3. Communicate/advertise plan to public	7/1/2021	10/1/2022	0%		
4. Accept nomination applications for year 1, Evaluate/rank applications using developed matrix/Nominate up to 2 projects for implementation	10/1/2021	1/31/2022	0%		
5. Award projects/obtain agreements/develop implementation timelines & payment schedule (reimbursement?) and repeat	2/1/2022	6/30/2022	0%		
<b>NEW Priority #15: Address CSX tanker storage</b>	<b>7/1/2021</b>	<b>12/31/2023</b>	<b>0%</b>	<b>Jamie Jackson</b>	
1. Update evacuation plan for neighborhood	7/1/2021	11/1/2021	0%		

**City Council 3 Year Priorities - Task List**

Task Name	Start	Finish	% Complete	Champion	Resource Names
2. Continue meetings and disseminate communication pieces from CSX to the public	7/1/2021	12/31/2023	0%		
3. Urge federal delegation to move storage containers from CSX location	7/1/2021	12/31/2023	0%		
<b>Priority #16: 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>	<b>7/1/2021</b>	<b>6/30/2022</b>	<b>0%</b>	<b>Mike Craig</b>	<b>Chuck Johnston</b>
1. Translate the Area 6 recommendations in the small area plans into conceptual ordinance amendments and adopt.	7/1/2021	6/1/2022	0%		
2. Translate the Area 7 recommendations in the small area plans into conceptual ordinance amendments and adopt.	7/1/2021	6/1/2022	0%		
3. Translate the Area 1 recommendations in the small area plans into conceptual ordinance amendments.	7/1/2021	9/1/2021	0%		
4. Develop affordable housing ordinances and programs	7/1/2021	6/30/2022	0%		
<b>Cutting Edge Transportation Solutions</b>	<b>7/1/2021</b>	<b>6/30/2023</b>	<b>0%</b>		
<b>Priority #17: Develop plans within City departments that promote multimodal transit and transportation options and will facilitate transit oriented development within the City</b>	<b>7/1/2021</b>	<b>6/30/2023</b>	<b>0%</b>	<b>Jamie Jackson</b>	
1. Develop FRED's Transit Strategic Plan which promotes multimodal transportation options in the City	8/1/2021	10/1/2022	0%		
2. Utilize Economic Development section of Transit Strategic Plan to evaluate transit oriented development in the City	8/1/2021	10/1/2022	0%		
3. Continue focus on train station improvements which include \$5M VRE improvement plan	7/1/2021	6/30/2023	0%		<b>Michael J. Craig</b>
<b>Priority #18: Complete gateway improvement study</b>	<b>1/1/2022</b>	<b>12/31/2022</b>	<b>0%</b>	<b>Tim Baroody</b>	
1. Create vision for gateways with engineering consultant, including work with EDA on the effort	1/1/2022	3/30/2022	0%		
2. Generate project cost, project schedule, and submit budget request for the project, and obtain city council approval	4/1/2022	12/31/2022	0%		
<b>A Proven Leader in Historic Preservation</b>	<b>7/1/2021</b>	<b>12/31/2023</b>	<b>0%</b>		

**City Council 3 Year Priorities - Task List**

Task Name	Start	Finish	% Complete	Champion	Resource Names
<b>Priority #19: Continue to build a community that capitalizes on its greatest historic assets and embraces its physical and cultural diversity and diverse perspectives on the past.</b>	<b>7/1/2021</b>	<b>12/31/2022</b>	<b>0%</b>	<b>Kate Schwartz</b>	<b>Chuck Johnston</b>
1. Establish a committed and knowledgeable standing advisory group that reviews the City's progress, and works toward the goals identified in the Comprehensive Plan. The group should include citizens, professionals, and stakeholder representatives.	7/1/2021	12/31/2021	0%		
2. Expand online resources for ARB applicants and historic property owners, including a web version of the updated design guidelines and comprehensive reference material for historic property maintenance.	11/1/2021	12/31/2022	0%		
3. Identify and implement educational programs, activities, and outreach opportunities to be led by the ARB and provide additional training for ARB members.	12/1/2021	6/20/2022	0%		
4. Strengthen property maintenance inspection, enforcement, and staffing including developing a policy for unsafe structures in the Historic District.	1/1/2022	12/31/2022	0%		
<b>Priority #20: Determine what to do with historic City properties (Renwick, Lodge)</b>	<b>7/1/2021</b>	<b>12/31/2023</b>	<b>0%</b>	<b>Tim Baroody</b>	
<b>Renwick Courthouse</b>	<b>7/1/2022</b>	<b>12/31/2023</b>	<b>0%</b>		
1. Create RFI timetable and information session	7/1/2022	12/31/2022	0%		
2. Issue a Request for Proposals for redevelopment of the buildings	1/1/2023	6/30/2023	0%		
3. Receive proposals, review to determine if any advance to acceptability for further evaluation	7/1/2023	9/30/2023	0%		
4. Evaluate any acceptable proposals as a next step, ensuring historic preservation of the three buildings; additional public meetings as needed	10/1/2023	12/31/2023	0%		
<b>Lodge</b>	<b>7/1/2021</b>	<b>12/31/2023</b>	<b>0%</b>		
1. Consider proposal of Washington Heritage Museums	7/1/2021	12/31/2021	0%		
2. Execute Agreement	1/31/2022	1/30/2023	0%		
3. Advance on Masterplan	1/31/2023	12/31/2023	0%		
<b>Priority #21: Enhance incentives and non-regulatory tools for preservation</b>	<b>1/1/2022</b>	<b>12/31/2023</b>	<b>0%</b>	<b>Kate Schwartz</b>	<b>Chuck Johnston/Bill Freehling</b>

**City Council 3 Year Priorities - Task List**

Task Name	Start	Finish	% Complete	Champion	Resource Names
1. Create a steering committee to develop and implement a comprehensive economic development strategy focused on investment in historic preservation, including investigating tools to offset the impacts of new construction on historic resources.	1/1/2022	6/30/2022	0%		
2. Expand/modify the existing real estate tax exemption program (City Code §70-98 through §70-99) in accord with Virginia Code 58.1-3219.4 to encourage greater use for rehabilitation projects. Conduct outreach to ensure public awareness of the program.	4/1/2022	6/30/2023	0%		
3. Create an economic impact study to quantify the value of historic preservation in Fredericksburg and provide direction in the development of incentives.	1/1/2023	12/31/2023	0%		
<b>Green, Clean Environment</b>	<b>7/1/2021</b>	<b>12/31/2023</b>	<b>0%</b>		
<b>Priority #22: Move toward our vision of 100% renewable energy for City facilities</b>	<b>7/1/2021</b>	<b>12/31/2023</b>	<b>0%</b>	<b>Diane Beyer</b>	
1. Hire Sustainability Coordinator	7/1/2021	11/30/2021	0%		
2. Develop Sustainability Plan	12/1/2021	6/30/2022	0%		
3. Begin execution of plan	7/1/2022	8/30/2022	0%		
4. Pursue at least 2 grants per year	1/1/2022	12/31/2023	0%		
<b>Priority #23: Expand conservation and sustainability efforts</b>	<b>7/1/2021</b>	<b>12/30/2023</b>	<b>0%</b>	<b>Diane Beyer</b>	
1. Promote onsite, self-sustainable composting to reduce landfill bulk by providing 2 citizen workshops/year in conjunction with RBoard staff.	9/1/2021	12/30/2023	0%		
2. Promote & maintain ZERO WASTE Tree Program.	7/1/2021	12/30/2023	0%		
3. Develop/Implement education campaign for Watershed Conservation Area to include permit program.	10/1/2021	6/30/2023	0%		
4. Upon Council approval, work with Treasurer/Comm of Revenue/local businesses to develop plastic bag tax program. Education program to be developed/implemented.	7/1/2021	6/30/2022	0%		
5. Revive R-Board staff technical review board to advance recycling and composting programs, trends and initiatives	7/1/2021	6/30/2022	0%		
<b>Priority #24: Improve environmental sustainability of public facilities</b>	<b>7/1/2021</b>	<b>12/31/2023</b>	<b>0%</b>	<b>Mark Whitley</b>	

**City Council 3 Year Priorities - Task List**

Task Name	Start	Finish	% Complete	Champion	Resource Names
1. Negotiate MOU with FCPS & Energy Contractor	7/1/2021	10/31/2021	0%		
2. Execute Investment Grade Audit	9/1/2021	2/28/2022	0%		
3. Advance Improvements	3/1/2022	12/31/2023	0%		
<b>Priority #25: Continue to develop stormwater programs and initiate projects Citywide to meet MS4 goals and mitigate flooding</b>	<b>7/1/2021</b>	<b>12/30/2023</b>	<b>0%</b>	<b>Scott Rae</b>	<b>Tyler Gelles</b>
1. Design and construct Pond "D" retrofit extended detention facility. Submit SLAF grant to attempt to leverage City investment.	7/1/2021	12/30/2023	0%		
2. Manage, implement Stream Restoration projects (Idlewild) to satisfy permit requirements.	7/1/2021	12/30/2022	0%		
3. Manage and promote "Thru the Curb" stormwater program	7/1/2021	6/30/2023	0%		
4. Develop stormwater management policy	11/1/2021	10/1/2022	0%		
<b>Priority #26: Monitor, maintain, and improve our canal to ensure that it is healthy and attractive</b>	<b>7/1/2021</b>	<b>6/30/2023</b>	<b>0%</b>	<b>Diane Beyer</b>	
1. Complete next phase of vegetation cleaning	9/1/2021	5/1/2022	0%		
2. Develop and implement public education component to keep public informed.	7/1/2021	6/30/2022	0%		
3. Develop plan and detailed solicitation for repair and/or replacement of pedestrian bridges over the canal	7/1/2021	10/30/2022	0%		
4. Inspect air pumps/develop plans for phased replacements	7/1/2021	10/1/2022	0%		
5. Develop revegetation plan for canal banks to ensure stability, safety and sustainability	7/1/2021	10/1/2022	0%		
6. Develop and implement educational programming using habitat of canal/surrounds to encourage stewardship.	7/1/2021	6/30/2023	0%		
<b>Public Services - The Backbone of our Community</b>	<b>7/1/2021</b>	<b>12/31/2023</b>	<b>0%</b>		
<b>Priority #27: Continue the assessment of our City's water/sewer system and determine the capital improvements necessary to improve the system</b>	<b>7/1/2021</b>	<b>6/30/2023</b>	<b>0%</b>	<b>Diane Beyer</b>	
1. Start Infiltration/inflow collection system analysis project. Prioritize repair/replace maintenance schedule.	7/1/2021	6/30/2023	0%		
2. Begin Pressure Reducing Valve system analysis. Prioritize repair/replace maintenance schedule	9/15/2021	12/22/2021	0%		



**City Council 3 Year Priorities - Task List**

Task Name	Start	Finish	% Complete	Champion	Resource Names
3. Complete Pump station upgrades. (Snowden, Tidewater, Celebrate)	7/1/2021	6/30/2023	0%		
4. Complete Wastewater/Potable Water SCADA systems Analysis and prioritize repair/replace maintenance schedule	8/30/2021	6/30/2023	0%		
5. Complete Non-Consolidation wastewater Agreement with Spotsylvania County	7/1/2021	12/31/2021	0%		
6. Solicit for and award contracts for Operate, Design, Build for New WWTP.	1/1/2022	7/1/2022	0%		
7. Hire Utilities Program Administrator to manage FOG and other regulated programs.	7/1/2021	9/1/2021	0%		
8. Implement FOG program per schedule. (DEQ NOV regulatory requirement) to include collection system analysis	7/1/2021	6/30/2023	0%		
9. Implement Citywide water meter replacement program	7/1/2021	6/30/2023	0%		
10. Coordinate with Spotsylvania County for additional 2 MGD capacity for the City in accordance with existing water agreement	7/1/2021	6/30/2022	0%		
<b>Priority #28: Reduce chronic unsheltered homelessness</b>	<b>7/1/2021</b>	<b>6/30/2023</b>	<b>0%</b>	<b>Tim Baroody</b>	<b>Chuck Johnston</b>
1. Gain support from Continuum of Care to co-host Homelessness Summit to discuss achievable goals	7/1/2021	10/1/2021	0%		
2. Determine how American Rescue Plan funds can most appropriately be used.	7/1/2021	12/31/2021	0%		
3. Continue funding rapid rehousing for unsheltered individuals.	7/1/2021	6/30/2023	0%		
<b>Priority #29: Implement new ERP Software</b>	<b>7/1/2021</b>	<b>5/1/2022</b>	<b>0%</b>	<b>Suzanne Tills</b>	<b>Chuck Johnston, Robyn Shugart, Lesley Moore, Brenda Wood, Lois Jacob, Jamie Jackson</b>
<b>1. Phase 3: Human Resource Management and Miscellaneous Billing</b>	<b>7/1/2021</b>	<b>4/1/2022</b>	<b>0%</b>		
a. Human Resources Management (State & Federal Reporting/Personnel Action Workflow)	7/1/2021	9/7/2021	0%		
b. Time Reporting for Police & Fire	9/5/2021	4/1/2022	0%		
c. Misc. Billing (incl. Parking Tickets, False Alarms, Landfill Passes, Parking Passes) and online payments for the same	7/15/2021	1/1/2022	0%		
<b>2. Phase 5: Tax Billing and Business License</b>	<b>7/1/2021</b>	<b>12/7/2021</b>	<b>0%</b>		

**City Council 3 Year Priorities - Task List**

Task Name	Start	Finish	% Complete	Champion	Resource Names
a. Real Estate and Personal Property Tax Billing, eBilling	7/1/2021	12/7/2021	0%		
b. Business Licenses	7/1/2021	10/1/2021	0%		
<b>3. Phase 6: Asset, Work Order, Inventory</b>	<b>10/1/2021</b>	<b>5/1/2022</b>	<b>0%</b>		
a. Capital Asset Management to include Inventory Management and Fleet Management for Transit, Police, Fire and other City Vehicles	10/1/2021	5/1/2022	0%		
b. Work Orders to track Citizen requests & internal department work	10/1/2021	5/1/2022	0%		
<b>4. Phase 7: Community Development</b>	<b>7/1/2021</b>	<b>5/1/2022</b>	<b>0%</b>		
a. Processes, Permitting & Inspections and Enforcement (virtual permitting, mobile field units, online scheduling and payment)	7/1/2021	5/1/2022	0%		
<b>Priority #30: Plan and construct new fire super-station, and address other fire safety needs</b>	<b>7/1/2021</b>	<b>6/30/2023</b>	<b>0%</b>	<b>Mike Jones</b>	
1. Move forward on a projected parcel off Cowan Blvd. for new fire station. Continue programming and test fit for station on potential parcel	7/1/2021	12/30/2021	0%		
2. If location approved by Council, acquire land. Continue with architectural and engineering services on site and any RFP that is needed this project.	10/1/2021	6/30/2022	0%		
3. RFP/Complete Design	6/15/2022	6/30/2023	0%		
4. Complete A&E services on Princess Anne Street station expansion	10/1/2021	6/30/2022	0%		
<b>Priority #31: Pursue a strategy that ensures the FPD's continued commitment to professionalism, 21st Century policing practices, and the highest level of community trust</b>	<b>7/1/2021</b>	<b>12/31/2023</b>	<b>0%</b>	<b>Brian Layton</b>	
1. Achieve 4th national re-accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA)	7/1/2021	6/30/2023	0%		
2. Live PERF recommendations to include annual training targeting senior City staff	7/1/2021	12/31/2023	0%		
3. Work with RACSB and DSS to create and deploy a Mental Health Crisis Response Team (MH-CRT) where mental health professionals are dispatched by the 911 Center as first responders for persons in mental health crisis	7/1/2021	10/31/2022	0%		
<b>NEW Priority #32: Employee Attraction, Development and Retention</b>	<b>7/1/2021</b>	<b>12/1/2022</b>	<b>0%</b>	<b>Lesley Moore</b>	<b>Anne Sexton</b>

**City Council 3 Year Priorities - Task List**

Task Name	Start	Finish	% Complete	Champion	Resource Names
1. Issue RFP for Classification & Compensation Study; Select Vendor to remain competitive with salary and benefits	7/1/2021	8/31/2021	0%		
2. Obtain Results to help with budget	8/31/2021	1/15/2022	0%		
3. Finalize Study & include recommendations beginning in FY 2023	1/16/2022	6/30/2022	0%		
4. 2021 & 2022 Values & Employee Recognition Event/Programs	8/1/2021	12/1/2022	0%		
5. Develop career paths with analysis from the Study	7/1/2021	6/30/2022	0%		