

# FREDERICKSBURG CITY COUNCIL 2036 VISION STATEMENT



## Sharing Our Past, Embracing the Future

The people of Fredericksburg are building a 21st century urban center on the foundation of this historic city at the fall line of the Rappahannock River. Fredericksburg is the hub of regional economic activity, a city with a multicultural population and thriving cultural scene, a place that works for everyone, a community where the people are writing the next chapters of Fredericksburg's history.

*We assure our future by focusing on the following desired future states....*



### **EMPLOYMENT EPICENTER**

Fredericksburg has a research and development, high-tech focused economy delivering solutions in healthcare, national security, and innovative technology. We are an authentic historic experience and a tourist destination with diverse opportunities in eco-tourism, sports, cultural, and entertainment venues of statewide significance. We facilitate the entrepreneurial spirit.

### **PUBLIC SERVICES—THE BACKBONE OF OUR COMMUNITY**

Delivery of core services is of the utmost importance. Fredericksburg maintains and improves its infrastructure to accommodate future growth in the City. Capital improvements are carefully planned and include investments so that our infrastructure is capable of delivering clean water and sanitary services. We provide highly responsive public safety, health, and social services. We apply advances in technology to monitor and improve these services. We collaborate with our regional partners to explore shared service solutions.

### **DISTINCT AND LINKED NEIGHBORHOODS**

Fredericksburg's neighborhoods have their own identities and they are also linked to the whole community by a network of sidewalks and trails. We are a cohesive community of caring, involved, and dedicated residents. Residents value the safe neighborhoods in which they live. They know their neighbors. They encounter neighbors of all ages and backgrounds in the common social areas provided by public pathways and parks.



### LEARNING IS A WAY OF LIFE

Our public schools are a great source of pride, bringing together all students and families, linking learning to the needs of the 21st Century. The Council and School Board work closely with each other, regional partners, and higher educational institutions to provide lifelong learning for our residents. The City's unified school structure provides connection throughout the community. We have an educated workforce prepared to meet the needs of modern society.

### A PROVEN LEADER IN HISTORIC PRESERVATION

Recognizing the importance of our historic character, from early Indian settlement through the Industrial Revolution, we are stewards of our nation's treasures. Working with our National Park Service, other preservation partners, and the development community, we continue to tell the story of our nation's history by preserving our historic properties and promoting compatible reuse and redevelopment. With our enhanced focus on archaeology, the City continues to be a leader in historic preservation.

### BUILDING COMMUNITY THROUGH CULTURAL VIBRANCY

The City's arts and parks are the pulse of the community and make Fredericksburg a desirable place to live and a destination for businesses and visitors. Cultural and recreational opportunities, along with parks and trails, create vitality and promote healthy living, community connectivity, and creative experiences.



## GREEN, CLEAN ENVIRONMENT

We are a responsible, modern city with a quality of life that is guaranteed by thoughtful environmental stewardship. Our location on the Rappahannock River compels us to consider the environmental impact of every decision that we make. Our air and water quality is ensured through careful management. Conservation of our natural resources is encouraged through education and incentives. New homes and commercial buildings are built to LEED standards, and we encourage the use of alternative energy options. Whether we are discussing street sweeping, new development, education, tree-planting, or tax abatements, we promote a clean environment and well planned, sustainable growth.

## CUTTING-EDGE TRANSPORTATION SOLUTIONS

We have pedestrian access throughout the City and work to guarantee connectivity. We are a leader in advancing multimodal transportation opportunities within the City and between Washington and Richmond. By identifying new resources, the City seizes emerging advancements in transportation.

### City of Fredericksburg City Council

- Mary Katherine Greenlaw, Mayor
- William C. Withers, Jr., Vice-Mayor, Ward Two
- Kerry P. Devine, At-Large
- Matthew J. Kelly, At-Large
- Bradford C. Ellis, Ward One
- Timothy P. Duffy, Ph.D., Ward Three
- Charlie L. Frye, Jr., Ward Four

715 Princess Anne St., Fredericksburg, VA 22401, 540.372.1010  
[www.fredericksburgva.gov](http://www.fredericksburgva.gov)

Created/Adopted Winter 2016-2017



**ENGAGEMENT** Essential



**COMPASSION** Abundant



**INNOVATION** Agile



**CUSTOMER SERVICE** Outstanding



**STEWARDSHIP** Unwavering



**WORK ENVIRONMENT** Energized



**City of Fredericksburg**  
*One team for a great community*  
Organizational Values 2018

**Ways the City  
Organizational Values  
can impact you:**

**Hiring**  
Applicants who apply for careers with the City will be expected to show how they can adhere to the Values. Interview questions will reflect this.

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**Evaluations**  
Employee evaluations will be structured to assess employee adherence to City Values. Recognitions or corrections can be administered at the time of evaluations.

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**Recognition**  
Unique, consistent or exemplary adherence to a value or Values should result in acknowledgement through the employee recognition program.

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CITY OF FREDERICKSBURG  
JANUARY 2019

CITY VALUES

Our



City of Fredericksburg

One team for a great community



**Why Values?**

Values put to paper in organizations work to support the vision, and shape the culture and identity. Fredericksburg Values will assist us in working to become the “employer of choice” in the region.

The City of Fredericksburg is a wonderful place to work, shop and live. Keeping our City at its best requires our organization, among other things, to define a set of Values that all abide by. If done properly, our Values will show through to those we serve as well as those who we work with every day – both within and outside our organization. Just as we all value a high credit score, we should all aspire to a high value score!

With 200+ years of combined service, the City management team carefully developed Values that state who we are – and in some cases who we wish to be in the future. I am certain that the vast majority of our dedicated workforce will see them and say “Yes, that is Fredericksburg.” Moving forward, we will use these Values to recruit like-minded individuals and to reinforce behaviors that demonstrate our high standards of performance.

These Values will be incorporated into our daily routines, our annual performance evaluations, our employee recognition efforts and in recruitment of future team members. Together, by living these Values, we can assure those who count on us daily as public servants that we will always work to achieve the highest standards in service delivery.

As always, come see me if you have questions, comments or concerns.

**Timothy J. Barody**  
City Manager

## AGILE INNOVATION

What this means is that:

We are working to discover better ways to deliver services and respond quickly to new challenges creatively and efficiently.

It is important to our success because:

When faced with new or unanticipated challenges, we must rapidly mobilize resources, utilizing inventive processes, technology and ideas.

We demonstrate this Value by:

- Creating an environment that encourages employees to propose creative methods and processes for service delivery and rewarding them for doing so.
- Determining how other communities respond to similar challenges and learning from both their successes and mistakes.
- Actively anticipating situations and circumstances that require a quick, proactive response.

We violate this Value by:

- ◆ Having an attitude of “we’ve always done it this way.”
- ◆ Procrastinating in the hope that the challenge will go away or making excuses for why the problem can’t be solved.

## ABUNDANT COMPASSION

What this means is that:

We actively care for and support one another at the workplace and beyond.

It is important to our success because:

We are all more fulfilled, and more productive, when we give and receive support as part of our City family.

We demonstrate this Value by:

- Providing both emotional and tangible support for colleagues experiencing an illness or other life challenges.
- Being approachable and active listeners.
- Recognizing the achievements and milestones of fellow employees.

We violate this Value by:

- ◆ Lacking respect for others.
- ◆ Rushing to judgment when hearing negative information about a fellow employee.
- ◆ Failing to encourage one another to actively contribute to organizational health.

## OUTSTANDING CUSTOMER SERVICE

What this means is that:

We provide programs and services that consistently exceed customer expectations.

It is important to our success because:

Our customers are entitled to top-quality service in exchange for their investment in City government.

We demonstrate this Value by:

- Listening, responding and going the extra mile.
- Promoting a “we-sign-our-work” environment in the workplace.
- Encouraging every employee to act as a City ambassador on and off the job.

We violate this Value by:

- ◆ Having a “do-just-enough-work-to-get-by” attitude.
- ◆ Accepting a less than best effort from ourselves.
- ◆ Failing to respect customers and their concerns.

## ENERGIZED WORK ENVIRONMENT

What this means is that:

We are maximizing potential, celebrating team successes and supporting each other through struggles.

It is important to our success because:

We are engaged and fulfilled when we learn and grow. An upbeat work environment motivates us to bring out the best in each other. It energizes us, is a catalyst for creativity, invites teamwork and reduces stress.

We demonstrate this Value by:

- Promoting work/life balance by encouraging quality time off and, when feasible, providing flexible schedules and considering job sharing.
- Building the capacity and energy of our organization by providing training, coaching, encouragement and exposure to non-routine opportunities and challenges.

We violate this Value by:

- ◆ Perceptions that “we are too busy.”
- ◆ Tolerating toxic, rude, undermining, egotistical and bullying behavior.
- ◆ Having an attitude of “it’s not my job.”

## ESSENTIAL ENGAGEMENT

What this means is that:

Leadership is everyone’s responsibility. We are curious about the entire organization, empowered to challenge the status quo, and collaborate with a focus on inclusion and communication.

It is important to our success because:

We expand organizational capacity by leveraging our collective brainpower. Productivity is enhanced by creating a sense of ownership and purpose at all levels.

We demonstrate this Value by:

- Looking for ways to improve the organization and its communication.
- Being open to the ideas of others.
- Offering and accepting assistance within and across departments.

We violate this Value by:

- ◆ Withholding information.
- ◆ Having a silo or “stay-off-my-turf” mentality.
- ◆ Lacking initiative.

## UNWAVERING STEWARDSHIP

What this means is that:

We are entrusted to manage and grow the City’s resources and to make wise choices in using them.

It is important to our success because:

Our resources form the foundation of our City and allow us to build a better future for our community.

We demonstrate this Value by:

- Making wise decisions such as honoring the budget, managing our time wisely, carefully evaluating options and identifying efficiencies.
- Protecting all City resources as if they were our own.
- Adopting policies that strengthen the City for future generations.

We violate this Value by:

- ◆ Wasting or abusing City resources such as money, equipment, time and supplies.
- ◆ Failing to responsibly manage environmental, historic and cultural resources.
- ◆ Not inspecting and maintaining infrastructure, facilities, tools and equipment.