

City Council 3 Year Priorities Quarterly Update

Priority	Start	Finish	% Complete	Champion	July 2021 Status	December 2021 Status
2021 Council Priorities	7/1/2021	12/31/2023	24%			
Where WE All Come Together	7/1/2021	12/31/2023	9%			
Priority #1: Create a Diversity, Equity and Inclusion Office	7/1/2021	7/1/2022	19%	DEI Officer	Recruitment underway	DEI position advertised through end of July. 32 applications received. Equity Committee (Dori Martin, Lesley Moore, Chief Brian Layton, Jamie Jackson) selected 6 candidates for interviews. First/Second interviews conducted (Sept. 20, 21, 28, 29, and 30). October 20, recommended candidate meets with City Manager. Verbal offer extended on 10/20. Candidate declines job offer. Committee meeting set to determine next steps. Collaboration with FAM may occur near term.
Priority #2: Continue telling a more complete history of our diverse community, including the history and contributions of African Americans	7/1/2021	12/31/2023	6%	DEI Officer	Collaboration with FAM, MOU underway	MOU with FAM accomplished July 2021. Recruitment underway for full time FAM employee.
Employment Epicenter	7/1/2021	12/31/2023	31%			
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	7/1/2021	12/31/2023	40%	Bill Freehling	<ul style="list-style-type: none"> • Sales tax revenue has already recovered to pre-COVID levels; the other categories still need work • The Liberty Place and William Square projects are either completed or in full swing • Regular meetings occur on development concepts for the City's large remaining development sites • The Planning Department is working on its move to the Executive Plaza, which will enable progress toward the one-stop permitting center • Preliminary conversations have occurred about starting the process to update the strategic economic development plan • A marketing video is planned to promote the Creative Maker Districts, and several businesses have already been recruited there 	<ul style="list-style-type: none"> • Business tax revenues (sales, meals, lodging, BPOL) have already recovered or are nearing recovery to pre-COVID levels • The Liberty Place project is nearing build out, and excellent progress has been made on William Square – with more to come • Regular meetings occur on development concepts for the City's large remaining development sites – including Hylton, Celebrate VA South and Acierno • The Planning Department has completed its move to Executive Plaza, which will enable progress toward the one-stop permitting center • An EDA committee has been formed to help update the strategic economic development plan • Good business activity has occurred along the Princess Anne maker district (Spelly, Haley's, Canal Quarter Arts, Woolen Mills, etc.)
Priority #4: Complete Three Area Plans - #10 South Lafayette/Route 1; #8 Mayfield; and #5 University/Central Route 1	7/1/2021	12/31/2023	14%	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).	• RFP for Small Area Plans for areas 10, 5, 9 to be released January 2022. The amendments will go to the Planning Commission for vote on 12/8/21.
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)	7/1/2021	2/2/2023	3%	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.	City staff is currently working with the Parking Advisory committee to identify and develop strategies for parking downtown. Currently working to make adjustments. This includes goals set to establish some guidance for parking permit standards and parking that impacts Downtown businesses. Staff is working with the committee on developing draft updates for parking and parking permit standards and for time-limited parking that was implemented during COVID to support local businesses.

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Priority #6: Create a top tier tourism effort	7/1/2021	12/31/2023	50%	M.C. Morris	<ul style="list-style-type: none"> • Applications closed for the Assistant Director for Tourism position on June 18 • Applications were evaluated by a City hiring committee • The chosen applicant should be named soon • 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. • The existing Visitor Center is being prepared to re-open fully (auditorium and courtyard opening) • Staff continues to work with Meridian Group on marketing videos and improvements to VisitFred.com • Summer Restaurant Week is set for July 23-August 1 • Lodging tax revenue has started to recover • The FredNats have had ample sellouts and are planning a fall concert series 	<ul style="list-style-type: none"> • Assistant Director for Tourism hired and began work on August 23. • City Council on September 28 informally approved moving forward on plans to relocate the Visitor Center to 601 Caroline Street, entry level. • Video filming is nearly complete on the new Visitor Center orientation video. The VC will reopen its auditorium once the video is complete (early 2022). • Summer Restaurant Week was a success, and EDT is gearing up for Winter Restaurant Week in January. • Rebranding work for the tourism website has begun. The new website (FXBG.com) should be functional in April. VisitFred.com will remain the regional tourism website. Similar transitions will occur with social media accounts. • Staff has been facilitating information to the EDA for their potential purchase of 706 Caroline Street and the adjacent lot. • Downtown's Holiday Open House Weekend (Nov. 13-14) and Christmas Tree Lighting (Nov. 20) are fully supported by tourism staff. • EDT is working on applications for U.S. EDA and Virginia Tourism Corporation (VTC) grants. EDA grant funds would build a stage, band covering, and bathroom at Riverfront Park-estimated to require roughly \$300,000 match. VTC funding would go toward the new Visitor Center. • Tourism (Group) Sales inquiries have begun to rebound in October. EDT staff will be attending recruitment shows through February.
Priority #7: Engage in efforts to have the business community reflect the diversity of Fredericksburg	7/1/2021	12/31/2023	29%	Bill Freehling	<ul style="list-style-type: none"> • FXBG Diverse City has been ongoing over the past several months on EDT's social media pages • The EDA recently sponsored the Peace in Da Paint event and plans outreach to participants • EDT staff are always on the lookout for promotional efforts that better communicate our community's diversity 	<ul style="list-style-type: none"> • FXBG Diverse City has been completed, and plans are in the works to bring it back in 2022. • The EDA recently sponsored the Virginia Black Business Expo. • EDT staff (mainly Victoria Matthews) coordinated a fabulous event and panel commemorating the Freedom Riders' stop in Fredericksburg 60 years ago. • Similar efforts are afoot for a panel outside the Dorothy Hart Community Center. • Ample focus is being placed on "better telling our community's story" in the new Visitor Center welcome video.
Building Community through Cultural Vibrancy	7/1/2021	12/31/2023	16%			
Priority #8: Support UMW's Performing Arts Center Initiative - Promote diverse event programming	10/1/2021	6/30/2023	1%	Tim Baroody	State funding awarded in FY22	Dr. Paino has agreed to include City staff on Planning Team.
Priority #9: Complete the Parks Strategic Plan and begin implementation	7/1/2021	12/31/2023	29%	Todd Brown	Draft Strategic Plan nearly complete	Complete review has been made by new director and finalizing document with the design firm in December/January. Presentation for council planned for January/February depending on contractor's availability. Final document will be a executive summary type of document noting the few overall guiding principles and the related goals with strategic initiatives.
Learning is a Way of Life	7/1/2021	12/31/2023	13%			
Priority #10: Jointly develop with School Board a school capacity plan, and begin implementation	7/1/2021	12/31/2023	25%	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	City Schools have selected a contractor under PPEA for the construction of a Middle School in Idlewild. Initial step of Interim Agreement under development and should be available for approval by City Council and School Board in January 2022.
Priority #11: Facilitate collaborative work with partners to address existing and future workforce needs	7/1/2021	12/31/2023	10%	Bill Freehling	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.	<ul style="list-style-type: none"> • The City Council/School Board working group continues to pursue possibilities alongside Germanna Community College. City staff have actively pursued buildings near JMHS that could be suitable for a workforce development expansion. There has also been conversation about workforce development initiatives within a newly constructed school. Council's legislative agenda includes a request for CTE monies from the General Assembly. • Some efforts under discussion confidentially in conjunction with Germanna Community College.

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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.	7/1/2021	6/30/2023	7%	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.	City Schools have moved ahead with ABM to develop cost estimates for the energy lease savings proposal, based on needs to upgrade or replace equipment in the school buildings. The City is moving forward negotiations to begin the evaluation work in January. This effort is the result of the joint procurement effort between the City and Schools for energy efficiency projects using performance contracting, and further evaluation of consolidation can occur as projects are brought forward for development.
Distinct and Linked Neighborhoods	7/1/2021	12/31/2023	47%			
Priority #13: Working with neighborhoods, advance multimodal connectivity across the City	7/1/2021	12/31/2023	5%	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.	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.
Priority #14: Implement the Neighborhood Enhancement Program to support neighborhood improvements	7/1/2021	12/31/2023	90%	Diane Beyer	Funding included in FY22 CIP. \$50K. List of recipients for FY22 includes Braehead Woods, Peacepipe Lane.	Contacted Braehead home owners to identify a project. Discussions underway.
Priority #15: Address CSX tanker storage	7/1/2021	12/31/2023	39%	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.	Monthly newsletter updates to the City from CSX. Staff is working with CSX on continued opportunities to engage the Mayfield Community. This includes the key steps of information gathering and sharing with the community. The City held community meetings in August and September 2021 on Emergency Evacuation Planning. Evacuation plan has been developed and disseminated to the community. Staff is currently working with DRPT to raise awareness of hazardous material issues.
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	7/1/2021	2/1/2023	23%	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.	Ordinance amendments for: <ul style="list-style-type: none"> - Transfer Development Rights, - Neighborhood Mixed Use Zoning District, - PD-C and PD-MU revisions, - Public/Institutional/Open Space (PIOS) Zoning District, - Affordable Housing / Accessory Dwelling Units
Cutting Edge Transportation Solutions	7/1/2021	6/30/2023	12%			
Priority #17: Develop plans within City departments that promote multimodal transit and transportation options and will facilitate transit oriented development within the City	7/1/2021	6/30/2023	14%	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.	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. The solicitation was released in September 2021 and is in the procurement process as of December 2021.
Priority #18: Complete gateway improvement study	1/1/2022	12/31/2022	1%	Tim Baroody	A new city brand has been developed that can now be applied at key intersections.	Scoping work for gateway pilot has begun.
A Proven Leader in Historic Preservation	7/1/2021	12/31/2023	4%			

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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.	7/1/2021	12/31/2022	8%	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.	Initial conversation about Advisory Committee began; discussion at Council to occur in January 2022.
Priority #20: Determine what to do with historic City properties (Renwick, Lodge)	7/1/2021	12/31/2023	3%	Tim Baroody	Work continues with Washington Heritage Museums	Staff continues to work with Washington Heritage Museum on a plan for the Lodge.
Priority #21: Enhance incentives and non-regulatory tools for preservation	1/1/2022	12/31/2023	1%	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.	Work program to address issues will be developed in third quarter of FY22, after establishment of Historic Resources Advisory Committee
Green, Clean Environment	7/1/2021	12/31/2023	13%			
Priority #22: Move toward our vision of 100% renewable energy for City facilities	7/1/2021	12/31/2023	15%	Diane Beyer	New Priority	Environmental Sustainability Coordinator has been hired. Work has begun on developing partnerships and the sustainability plan.
Priority #23: Expand conservation and sustainability efforts	7/1/2021	12/30/2023	10%	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.	Discussions continue with Rboard regarding markets. Offsite recycling of brush/wood continues. This is part of the ZERO WASTE tree program. The plastic bag tax will take effect Jan 1 for all City convenience, grocery and drug stores.
Priority #24: Improve environmental sustainability of public facilities	7/1/2021	12/31/2023	9%	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.	Environmental Sustainability Coordinator hired Nov 2021 as well. Collaborative procurement with schools resulted in agreement with ABM. City staff will work to scope a project to analyze city buildings
Priority #25: Continue to develop stormwater programs and initiate projects Citywide to meet MS4 goals and mitigate flooding	7/1/2021	12/30/2023	9%	Diane Beyer		<ul style="list-style-type: none"> • City stormwater permit MS4 40% pollution reductions reqrd by June 30, 2023. • Projects currently include <ol style="list-style-type: none"> 1) Pond D Retrofit to a 'wet pond' to meet criteria- 30% design complete: final plan development pending and 2) Idlewild Stream Restoration of degraded stream has preliminary environmental (ie wetland, pogonia, mature trees) studies performed; Design-Build evaluation on-going to determine appropriate process (or not). • Staff are also developing a 'stormwater policy' for City Manager review to apply to City staff response to overland flow, sump discharges, curb line modifications, and similar. • Pond D is under review as a high-hazard impoundment- initially installed to manage watershed development, state impounding regulations have changed, structure to be upgraded for compliance with regulations.

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Priority #26: Monitor, maintain, and improve our canal to ensure that it is healthy and attractive	7/1/2021	6/30/2023	20%	Diane Beyer	Pruning and vegetation clearing has occurred on all three sections. Next step is to begin again with vegetation clearing/maintenance.	<ul style="list-style-type: none"> • Army Corps of Engineers has recently acknowledged that the federal government will contribute \$100,000 through their Continuing Authority Program. • ACOE staff will develop variety of alternatives and Rough-Order-of-Magnitude construction costs intended to address aeration system, improve circulation, and improve ecological performance. • City will be provided alternatives and cost-share selected opportunity (City25%/Federal 75%) <p>The RFQ to address bridges over the canal is near completion for advertisement. As a cost savings, the scope of the project will include removing the Gordon W. Shelton Bridge and construction of a new path from the Mary Washington Blvd. to the existing trailway. Trail users will be directed to cross the canal via the new Fall Hills Bridge The Normandy Bridge and the Tom & Ruth Higgins Bridge will be replaced. The Nick Lopomo Bridge is proposed to be repaired and painted.</p>
Public Services - The Backbone of our Community	7/1/2021	12/31/2023	30%			
Priority #27: Continue the assessment of our City's water/sewer system and determine the capital improvements necessary to improve the system	7/1/2021	6/30/2023	36%	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.	City Council adopted a resolution regarding a Legislative Agenda for the 2022 General Assembly session, and a related resolution specifically on the Waste Water Treatment Plant (WWTP). The first included objectives for seeking funds for WWTP improvements and expansion. The second was specific in addressing the pursuit of a non-consolidated wastewater approach, which now gives staff specific direction for identifying and planning CIP projects.
Priority #28: Reduce chronic unsheltered homelessness	7/1/2021	6/30/2023	9%	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.	City worked with CoC to host a regional Homelessness Summit in October 2021. All major providers participated, with more than 70 community leaders coming together.
Priority #29: Implement new ERP Software	7/1/2021	6/30/2022	30%	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.	City is required to perform an Upgrade to meet federal reporting requirements (W-2's and 1099's). The City is currently testing version 2019.1 for the upgrade. Due to this requirement and resource constraints, Tax go-live will be June 2022. Energov (Community Planning and Building Development) is currently in the building stages.
Priority #30: Plan and construct new fire super-station, and address other fire safety needs	7/1/2021	6/30/2023	15%	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.	Evaluating site in front of current Police Department to see if it is economically feasible to continue pursuing as a viable site. This includes looking at site work costs vs. building size and location.
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	7/1/2021	12/31/2023	52%	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.	The FPD continues work toward National reaccreditation with the 2nd year of a 4 year review occurring December 2021. 63 of 66 PERF recommendations have been implemented into FPD policy/practice. FPD and RACSB intend to have the mental health crisis co-response team up and running by April 2022. Training targeting senior city staff will re-occur in 2022.
Priority #32: Employee Attraction, Development and Retention	7/1/2021	12/1/2022	3%	Lesley Moore	Funding has been approved for a Compensation Study in FY22. RFP is in draft for a expected July release.	Berkley Group selected to conduct market update near term which will inform the budget. Efforts on a comprehensive update to classification and compensation will continue for the long term.