

City Council 3 Year Priorities - Task List

Task Name	Start	Finish	% Complete	Prior period	Champion
2021 Council Priorities	7/1/2021	12/31/2023	57%	50%	
Where WE All Come Together	7/1/2021	12/31/2023	30%	19%	
Priority #1: Create a Diversity, Equity and Inclusion Office	7/1/2021	7/1/2022	86%	51%	Pamela Jones
1. Hire a DEI Officer	7/1/2021	12/31/2021	100%	95%	
2. Develop a FY23 budget for the office	10/1/2021	1/31/2022	100%		
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	70%	0%	
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	10%	8%	Pamela Jones
1. Execute MOU with FAM for sponsored employee to assist in telling the City's Story	7/1/2021	9/30/2021	100%		
2. Create Strategic Plan with project objectives and deadlines.	10/1/2021	1/31/2022	50%	30%	
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%		
Employment Epicenter	7/1/2021	12/31/2023	71%	63%	

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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	89%	87%	Bill Freehling
1. Return all business tax revenues (meals, lodging, sales, BPOL) to pre-COVID levels or above	7/1/2021	10/1/2022	100%		
2. Increase taxable commercial and industrial real estate tax base by at least \$50 million	7/1/2021	12/31/2023	100%		
3. Update strategic economic development plan with City and EDA	7/1/2021	1/31/2022	70%	50%	
4. Create a marketing plan to go after the City's focused industries	1/31/2022	3/31/2022	40%	25%	
5. Attract at least 5 businesses to new Creative Maker Districts	7/1/2021	12/31/2023	80%		
Priority #4: Complete the Small Area Plans over the next three fiscal years (2022-2024), including the acquisition of outside expertise as required	7/1/2021	12/31/2023	48%	38%	Chuck Johnston
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	100%		

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2. Select new consultant for Phase IV (Areas 5, 8, 10): complete RFP process by 2nd quarter of FY2022.	7/1/2021	3/1/2022	100%		
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	25%	10%	
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	40%	30%	Jamie Jackson
1. Implement recommendations of Parking Advisory Committee (fewer special on-street spaces, etc.)	7/1/2021	10/1/2022	50%	35%	
2. Evaluate and implement strategies for keeping up with parking technology to better manage supply (ride-sharing spaces, parking apps, electric charging stations, etc.)	1/1/2022	2/2/2023	0%		
5. Enhance promotion of the Downtown Parking Deck to the public; including residents and visitors.	8/21/2021	7/1/2022	35%	10%	

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6. 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	75%		
Priority #6: Create a top tier tourism effort	7/1/2021	12/31/2023	84%	73%	M.C. Morris
1. Hire Assistant Director for Tourism	7/1/2021	9/30/2021	100%		
2. Review all Tourism operations and collateral with new Assistant Director of EDT	7/1/2021	12/31/2021	100%		
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	100%	90%	
4. Execute on improvements to tourism operation -- marketing collateral, events, etc.	7/1/2021	12/31/2023	85%	75%	
5. Bring new events and continued stream of fans to FredNats Stadium	7/1/2021	12/31/2023	75%	60%	
Priority #7: Engage in efforts to have the business community reflect the diversity of Fredericksburg	7/1/2021	12/31/2023	74%	63%	Bill Freehling
1. Establish FXBG Diverse City promotion as an annual program	7/1/2021	7/1/2022	100%	90%	
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	20%		
3. Help develop and promote at least two new events reflecting community's diversity	7/1/2021	12/31/2022	100%	95%	

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4. Promote business diversity through Fred Focus, Freehling Finds and other promotional materials	7/1/2021	12/31/2023	80%	60%	
Building Community through Cultural Vibrancy	7/1/2021	12/31/2023	27%	20%	
Priority #8: Support UMW's Performing Arts Center Initiative - Promote diverse event programming	10/1/2021	6/30/2023	4%		Tim Barody
1. Work to create UMW/City Team to advance preliminary engineering and design	10/1/2021	12/31/2021	40%	10%	
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%		
Priority #9: Complete the Parks Strategic Plan and begin implementation	7/1/2021	12/31/2023	47%	37%	Todd Brown
1. Hire New Parks, Recreation & Events Director	7/1/2021	12/30/2021	100%		
2. Finish Plan and assess complete inventory of deferred maintenance	9/30/2021	12/31/2021	70%	20%	
3. Update CIP with park priorities	1/1/2022	2/28/2022	100%	75%	
4. Implement park projects	7/1/2022	12/31/2023	20%	15%	
Learning is a Way of Life	7/1/2021	12/31/2023	34%	27%	
Priority #10: Jointly develop with School Board a school capacity plan, and begin implementation	7/1/2021	12/31/2023	56%	38%	Mark Whitley
1. Use PPEA to Select Team to Plan, Program, and Construct New School	7/1/2021	9/30/2021	100%		

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2. Plan & Preliminary Cost Estimate	9/30/2021	12/31/2021	100%		
3. Interim Agreement & Design Work	1/1/2022	6/30/2022	90%		
4. Complete Design & Comprehensive Agreement	6/30/2022	12/31/2022	90%	0%	
5. Construction Underway	1/1/2023	12/31/2023	0%		
Priority #11: Facilitate collaborative work with partners to address existing and future workforce needs	7/1/2021	12/31/2023	23%	22%	Bill Freehling
1. Analyze needs and desired curriculum	7/1/2021	12/31/2021	40%	30%	
2. Pursue state/federal monies to acquire new space for programming in close proximity to JMHS	7/1/2021	6/30/2022	20%		
3. Co-locate regional workforce development program in new space	7/1/2022	12/31/2023	20%		
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	27%	23%	Mark Whitley
1. Draft a revised MOU with FCPS	7/1/2022	6/30/2023	20%	10%	
2. Evaluate Shared Facilities in new school	7/1/2021	6/30/2023	30%		
Distinct and Linked Neighborhoods	7/1/2021	12/31/2023	64%	62%	
Priority #13: Working with neighborhoods, advance multimodal connectivity across the City	7/1/2021	12/31/2023	18%	12%	Jamie Jackson

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1. Fill in the gaps Motts to Dixon Trail	7/1/2021	12/31/2023	20%		
2. Analyze potential trail conflicts	1/1/2022	12/31/2022	20%	10%	
3. Completion of planning and engineering study for Idlewild/VCR connector	7/1/2022	6/30/2023	15%		
Priority #14: Implement the Neighborhood Enhancement Program to support neighborhood improvements	7/1/2021	12/31/2023	90%	90%	David Brown
1. Include funding in FY22 CIP and future years	7/1/2021	12/31/2023	100%		
2. Utilize workgroup to review/rank applications	7/1/2021	12/31/2023	100%		
3. Communicate/advertise plan to public	7/1/2021	10/1/2022	100%		
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	10%		
5. Award projects/obtain agreements/develop implementation timelines & payment schedule (reimbursement?) and repeat	2/1/2022	6/30/2022	0%		
Priority #15: Address CSX tanker storage	7/1/2021	12/31/2023	47%	47%	Jamie Jackson
1. Update evacuation plan for neighborhood	7/1/2021	11/1/2021	100%		
2. Continue meetings and disseminate communication pieces from CSX to the public	7/1/2021	12/31/2023	66%		
3. Urge federal delegation to move storage containers from CSX location	7/1/2021	12/31/2023	20%		

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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	66%	59%	Mike Craig
1. Translate the Area 6 recommendations in the small area plans into conceptual ordinance amendments and adopt.	7/1/2021	6/1/2022	75%		
2. Translate the Area 7 recommendations in the small area plans into conceptual ordinance amendments and adopt.	7/1/2021	6/1/2022	75%		
3. Translate the Area 1 recommendations in the small area plans into conceptual ordinance amendments.	1/1/2022	1/1/2022	60%	40%	
4. Develop affordable housing ordinances and programs	2/1/2022	2/1/2023	50%	30%	
Cutting Edge Transportation Solutions	7/1/2021	6/30/2023	40%	32%	
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	48%	39%	Jamie Jackson

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Task Name	Start	Finish	% Complete	Prior period	Champion
1. Develop FRED's Transit Strategic Plan which promotes multimodal transportation options in the City	8/1/2021	10/1/2022	40%	10%	
2. Utilize Economic Development section of Transit Strategic Plan to evaluate transit oriented development in the City	8/1/2021	10/1/2022	10%	5%	
3. Continue focus on train station improvements which include \$5M VRE improvement plan	7/1/2021	6/30/2023	75%		
Priority #18: Complete gateway improvement study	1/1/2022	12/31/2022	5%	1%	Tim Baroody
1. Create vision for gateways with engineering consultant, including work with EDA on the effort	1/1/2022	3/30/2022	20%	5%	
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%		
A Proven Leader in Historic Preservation	7/1/2021	12/31/2023	41%	23%	
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	48%	41%	Kate Schwartz

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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	15%		
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	50%		
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	100%	85%	
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	33%	20%	
Priority #20: Determine what to do with historic City properties (Renwick, Lodge)	7/1/2021	12/31/2023	51%	3%	Tim Baroody
Renwick Courthouse	7/1/2022	12/31/2023	8%	0%	
1. Create RFI timetable and information session	7/1/2022	12/31/2022	25%	0%	

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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%		
Lodge	7/1/2021	12/31/2023	78%	26%	
1. Consider proposal of Washington Heritage Museums	7/1/2021	12/31/2021	95%	75%	
2. Execute Agreement	1/31/2022	1/30/2023	95%	25%	
3. Advance on Masterplan	1/31/2023	12/31/2023	50%	0%	
Priority #21: Enhance incentives and non-regulatory tools for preservation	1/1/2022	12/31/2023	18%	6%	Kate Schwartz
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	10%		

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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	20%	10%	
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	20%	0%	
Green, Clean Environment	7/1/2021	12/31/2023	57%	52%	
Priority #22: Move toward our vision of 100% renewable energy for City facilities	7/1/2021	12/31/2023	86%	86%	David Brown
1. Hire Sustainability Coordinator	7/1/2021	11/30/2021	100%		
2. Develop Sustainability Plan	12/1/2021	6/30/2022	55%	50%	MacKenzie Bellimam
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	100%		
Priority #23: Expand conservation and sustainability efforts	7/1/2021	12/30/2023	80%	80%	MacKenzie Bellimam Tyler Gelles, Scott Rae
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	100%		
2. Promote & maintain ZERO WASTE Tree Program.	7/1/2021	12/30/2023	100%		

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3. Develop/Implement education campaign for Watershed Conservation Area to include permit program.	10/1/2021	6/30/2023	0%		Tyler Gelles, Scott Rae
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	100%		
5. Revive R-Board staff technical review board to advance recycling and composting programs, trends and initiatives	7/1/2021	6/30/2022	100%		
Priority #24: Improve environmental sustainability of public facilities	7/1/2021	12/31/2023	30%	30%	Mark Whitley
1. Negotiate MOU with FCPS & Energy Contractor	7/1/2021	10/31/2021	100%		
2. Execute Investment Grade Audit	9/1/2021	2/28/2022	95%		
3. Advance Improvements	3/1/2022	12/31/2023	0%		
Priority #25: Continue to develop stormwater programs and initiate projects Citywide to meet MS4 goals and mitigate flooding	7/1/2021	12/30/2023	42%	40%	Scott Rae
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	28%	24%	
2. Manage, implement Stream Restoration projects (Idlewild) to satisfy permit requirements.	7/1/2021	12/30/2022	16%	14%	

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3. Manage and promote "Thru the Curb" stormwater program	7/1/2021	6/30/2023	60%		
4. Develop stormwater management policy	11/1/2021	10/1/2022	80%		
Priority #26: Monitor, maintain, and improve our canal to ensure that it is healthy and attractive	7/1/2021	6/30/2023	41%	27%	David Brown
1. Complete next phase of vegetation cleaning	9/1/2021	5/1/2022	55%	50%	
2. Develop and implement public education component to keep public informed.	7/1/2021	6/30/2022	10%		
3. Develop plan and detailed solicitation for repair and/or replacement of pedestrian bridges over the canal	7/1/2021	10/30/2022	100%		
4. Inspect air pumps/develop plans for phased replacements	7/1/2021	10/1/2022	100%	20%	
5. Develop revegetation plan for canal banks to ensure stability, safety and sustainability	7/1/2021	10/1/2022	1%		
6. Develop and implement educational programming using habitat of canal/surrounds to encourage stewardship.	7/1/2021	6/30/2023	0%		
Public Services - The Backbone of our Community	7/1/2021	12/31/2023	64%	56%	

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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	64%	51%	David Brown
1. Start Infiltration/inflow collection system analysis project. Prioritize repair/replace maintenance schedule.	7/1/2021	6/30/2023	80%	55%	
2. Begin Pressure Reducing Valve system analysis. Prioritize repair/replace maintenance schedule	9/15/2021	12/22/2021	10%		
3. Complete Pump station upgrades. (Snowden, Tidewater, Celebrate)	7/1/2021	6/30/2023	70%	60%	
4. Complete Wastewater/Potable Water SCADA systems Analysis and prioritize repair/replace maintenance schedule	8/30/2021	6/30/2023	95%	60%	
5. Complete Non-Consolidation wastewater Agreement with Spotsylvania County	7/1/2021	12/31/2021	2%		
6. Solicit for and award contracts for Design, Build for New WWTP.	1/1/2022	7/1/2022	90%	45%	
7. Hire Utilities Program Administrator to manage FOG and other regulated programs.	7/1/2021	9/1/2021	100%		
8. Implement FOG program per schedule. (DEQ NOV regulatory requirement) to include collection system analysis	7/1/2021	6/30/2023	100%		

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9. Implement Citywide water meter replacement program	7/1/2021	6/30/2023	15%		
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	20%	15%	
Priority #28: Reduce chronic unsheltered homelessness	7/1/2021	6/30/2023	86%	13%	Tim Baroody
1. Gain support from Continuum of Care to co-host Homelessness Summit to discuss achievable goals	7/1/2021	10/1/2021	100%		
2. Determine how American Rescue Plan funds can most appropriately be used.	7/1/2021	12/31/2021	25%	0%	
3. Continue funding rapid rehousing for unsheltered individuals.	7/1/2021	6/30/2023	100%	0%	
Priority #29: Implement new ERP Software	7/1/2021	11/1/2022	37%	32%	Suzanne Tills
1. Phase 3: Human Resource Management and Miscellaneous Billing	7/1/2021	11/1/2022	22%	19%	
a. Human Resources Management (State & Federal Reporting/Personnel Action Workflow)	7/1/2021	9/7/2021	100%		
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	11/1/2022	20%	15%	

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2. Phase 5: Tax Billing and Business License	7/1/2021	7/25/2022	97%	87%	
a. Real Estate and Personal Property Tax Billing, eBilling	7/1/2021	7/25/2022	100%	92%	
c. Business Licenses	7/1/2021	10/1/2021	85%	68%	
3. Phase 6: Asset, Work Order, Inventory	10/1/2021	5/1/2022	1%		
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	2%		
b. Work Orders to track Citizen requests & internal department work	10/1/2021	5/1/2022	0%		
4. Phase 7: Community Development	7/1/2021	5/1/2022	30%	20%	
a. Processes, Permitting & Inspections and Enforcement (virtual permitting, mobile field units, online scheduling and payment)	7/1/2021	5/1/2022	30%	20%	
Priority #30: Plan and construct new fire super-station, and address other fire safety needs	7/1/2021	6/30/2023	32%	32%	Mike Jones
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	47%	45%	

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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	50%		
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	50%		
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					
1. Achieve 4th national re-accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA)	7/1/2021	6/30/2023	80%	75%	
2. Live PERF recommendations to include annual training targeting senior City staff	7/1/2021	12/31/2023	90%	80%	
3. Work with RACSB and DSS to create and deploy a Crisis Intervention and Response Team (CIRT) 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	100%	95%	
Priority #32: Employee Attraction, Development and Retention					
	7/1/2021	12/1/2022	70%	60%	Lesley Moore

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1. Issue RFP for Classification & Compensation Study; Select Vendor to remain competitive with salary and benefits	7/1/2021	8/31/2021	100%		
2. Obtain Results to help with budget	8/31/2021	1/15/2022	100%		
3. Finalize Study & include recommendations beginning in FY 2023	1/16/2022	6/30/2022	100%		
4. 2021 & 2022 Values & Employee Recognition Event/Programs	8/1/2021	12/1/2022	100%	75%	
5. Develop career paths with analysis from the Study	7/1/2021	6/30/2022	0%		