

City Council 3 Year Priorities Quarterly Update

Priority	Start	Finish	% Complete	Champion	July 2022 Status	October 2022 Status
<b>2021 Council Priorities</b>	<b>7/1/2021</b>	<b>12/31/2023</b>	<b>57%</b>			
<b>Where WE All Come Together</b>	<b>7/1/2021</b>	<b>12/31/2023</b>	<b>30%</b>			
<b>Priority #1: Create a Diversity, Equity and Inclusion Office</b>	<b>7/1/2021</b>	<b>7/1/2022</b>	<b>86%</b>	Pamela Jones	<ul style="list-style-type: none"> <li>Interviewed and hired Human Resources Manager of Diversity and Training (Reclassified position from DEI Officer). Start date is August 8th.</li> </ul>	<ul style="list-style-type: none"> <li>Pamela Jones, HR Manager of Diversity &amp; Training hired August 8. October 20 –DEI Advisory Committee held first meeting of the newly formed committee with expanded membership (12 attendees), the committee will meet on the third Thursday of the month.</li> <li>December 12 – “Diversity Today” training will be conducted by Mauricio Velasquez, “the Diversity Training Group” at the John Fick Conference Center</li> <li>Strategy #1 – Data Collection using expanded demographic identifies and a self-serve, self- identification option in collaboration with IT, City Schools, and HR.</li> <li>Strategy #2 – Harassment Prevention Policy DRAFT was written and in REVIEW</li> <li>Strategy #3 – Inclusive Communication: Navigating Diversity – “Burg Buzz” weekly internal newsletter submission. Celebration of Native American and Indigenous Heritage Month (intranet, “Buzz in the Burg” and city websites). Inclusive Language Added – Universal Non-Discrimination Statement added to Job Postings and Accommodations Request Statement on New Hire Orientation Letter</li> <li>Strategy #4 – DEI Training 2023: Content for in-person team training modules completed, 5-Foundational Courses and 5-Supplemental Courses focused on Interpersonal Relationships and Understanding.</li> <li>Also, working on video to highlight internal diversity and inclusion efforts to date.</li> </ul>
<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>10%</b>	Pamela Jones	<ul style="list-style-type: none"> <li>FAM hired Dr. Gaila Sims as the Curator of African American History and Special Projects.</li> <li>City of Fredericksburg HR Manager of Diversity and Training will start on August 8.</li> </ul>	<ul style="list-style-type: none"> <li>Working to update Native American People story on City website, information was collected from Bill Deyo, Patawomeck Tribal Historian Emeritus (Potomac) Tribe.</li> <li>Economic Development and Tourism, Historic Preservation Office, and Diversity/Training Office are working with Dr. Gaila Sims, FAM, on brochures, signage, website history.</li> <li>Civil Rights Trails phase one is nearing completion, and FAM has publically opened its much improved auction block exhibition at FAM.</li> </ul>
<b>Employment Epicenter</b>	<b>7/1/2021</b>	<b>12/31/2023</b>	<b>71%</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>89%</b>	Bill Freehling	<ul style="list-style-type: none"> <li>Sales tax revenues continue to hit all-time records, which is due to organic business growth, inflation and the fact that online sales taxes now get assessed in Virginia. Meals, BPOL and lodging tax revenues are also all outperforming expectations.</li> <li>The three buildings on the block where the old Safeway building was located downtown are now all complete and open. These are Liberty Place (now fully leased), the new garage and the Winchester Place apartments. Excellent progress has been made on the first two buildings at the adjacent William Square. Vakos is working on plans for the third building on the former FLS footprint.</li> <li>A rezoning request has been submitted for the Hylton property, and staff has met with several prospects interested in the commercial component to the development.</li> <li>The City has begun work updating the strategic economic development plan. This is likely to come before Council later this year.</li> <li>Staff has spent significant time working with the owners of the FredNats to discuss additional parking possibilities at the stadium and renovations at the Expo Center.</li> <li>Several new downtown restaurants have opened of late, and more are planned.</li> </ul>	<ul style="list-style-type: none"> <li>Sales tax revenues continue to hit all-time records, which is due to organic business growth, inflation and the fact that online sales taxes now get assessed in Virginia. Meals, BPOL and lodging tax revenues are also all outperforming expectations.</li> <li>The three buildings on the block where the old Safeway building was located downtown are now all complete and open. These are Liberty Place (now fully leased), the new garage and the Winchester Place apartments (almost fully leased). Excellent progress has been made on the first two buildings at the adjacent William Square, and they are expected to be completed in 2023. The Vakos Companies (project developer) is working closely with the City of Fredericksburg on plans for the third building on the former FLS footprint. It will be a commercial use.</li> <li>Most of the largest greenfield sites in the City are in some form of pre-development. They are residential-focused, but all have a commercial element as well.</li> <li>The City has begun work updating the strategic economic development plan. A focus group convened and ran a survey in November. A report is expected in the coming weeks. This plan will come before Council in early 2023. EDT staff is also refreshing the design of the Economic Development website and blog.</li> <li>A performance agreement was completed with the Fredericksburg Expo Center that will lead to \$750,000 of improvements to the facility over the next five years, including \$500,000 upfront.</li> <li>EDT staff has asked for a restoration of the Business Development Manager position in FY24.</li> </ul>
<b>Priority #4: Complete Three Area Plans - #10 South Lafayette/Route 1; #8 Mayfield; and #5 University/Central Route 1</b>	<b>7/1/2021</b>	<b>12/31/2023</b>	<b>48%</b>	Chuck Johnston	<ul style="list-style-type: none"> <li>Project consultant, RHI has met with staff, developed a specific project schedule, toured the neighborhood, and met virtually with Council and Planning Commission</li> </ul>	<ul style="list-style-type: none"> <li>Initial Public Information meeting held on July 21</li> <li>Community design charrette held on October 15</li> <li>Consultant preparing draft plan (Planning Commission presentation December 14)</li> </ul>

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<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	2/2/2023	40%	Jamie Jackson	<ul style="list-style-type: none"> <li>City staff has drafted a Residential Parking Program - Resident &amp; Public Information document. The document and related information regarding the current Parking Program and City Ordinance can be found on the City of Fredericksburg website.</li> <li>In coordination with the City's Parking Advisory Committee, staff has begun the review and evaluation of the current Parking Permit Program and zones. This includes incorporation of guidance from The City of Fredericksburg's Parking Plan - Parking Action Plan (2017)</li> <li>Social media posts continue to promote the garage.</li> <li>Wayfinding signs are being evaluated.</li> <li>City staff is pursuing grant opportunities to participate in federally funded programs for the assessment and deployment of public access metered electric vehicle (EV) chargers in city-owned public parking lots and at the public library.</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of Parking Advisory Committee recommendations to change 15 minute parking spaces downtown, due to COVID, is underway.</li> <li>The City is currently working with Greenspot on the development of an agreement on 6 charging stations in 2 parking lots. The City received notice that charging stations are to be installed at the library.</li> <li>Evaluation of issues and challenges with deck utilization were discussed with Council. Speed bumps, and new fee were adopted.</li> </ul>
<b>Priority #6: Create a top tier tourism effort</b>	7/1/2021	12/31/2023	84%	M.C. Morris	<ul style="list-style-type: none"> <li>Our new tourism website, FXBG.com, was launched in March and is now fully operational. Staff continues to make upgrades to the site on a regular basis.</li> <li>EDT is busy working on plans to relocate the Visitor Center to 601 Caroline Street, entry level. Staunton-based Frazier Associates Architects, working with staff, has crafted a vision for the space that was unveiled publicly July 12. A public hearing is scheduled August 9 regarding the plan to sell the current Visitor Center property to the EDA and lease it back during construction of the new space. The sales proceeds from the current property plus a \$210,000 grant from the Virginia Tourism Corporation will fund the buildout of the new space.</li> <li>The Visitor Center auditorium reopened this spring and features a new 15-minute orientation video. Rotating artwork adorns the walls, with the first two exhibits featuring Johnny Johnson and Sophia Pineda.</li> <li>Summer Restaurant Week will occur in late July and early August.</li> <li>On July 12, the City learned it has received a \$1.2 million grant through the U.S. EDA for a stage, band covering, and bathroom at Riverfront Park. A \$300,000 local match will be required for this project.</li> </ul>	<ul style="list-style-type: none"> <li>EDT is busy working on plans to relocate the Visitor Center to 601 Caroline Street, entry level. The EDT office will be on that building's third floor. On Nov. 10th the City issued a request for proposals for architects interested in helping the City create the final construction plans for the new Visitor Center. The City will have the new Visitor Center open by June 30, 2024, at the latest. The Economic Development Authority closed on the purchase of the existing Visitor Center property in December, and the City is leasing it back until the new space is ready. The sales proceeds from the current property plus a \$210,000 grant from the Virginia Tourism Corporation will fund the buildout of the new space.</li> <li>The Visitor Center auditorium has continued to feature local artwork along with the new 15-minute orientation video. Staff have continued to upgrade the merchandise sold at the Visitor Center, with FXBG-branded materials taking center stage.</li> <li>Winter Restaurant Week is planned for January 13-22. EDT staff again planned a great holiday season in the 'Burg, with highlights including the annual Window Wonderland contest, the Children's Christmas Tree Lighting, Small Business Saturday, the Holiday Open House weekend and more.</li> <li>EDT staff, working closely with Planning and the City Attorney, have spearheaded the process to donate Mary Washington Lodge and Monument to Washington Heritage Museums. The transaction is expected to close by the end of 2022.</li> <li>Our new tourism website, FXBG.com, is now fully operational and growing in traffic every month. Staff continues to make upgrades to the site on a regular basis. The branding will be on display at the Fredericksburg Expo Center and on the Interstate 95 billboard.</li> <li>EDT staff is close to unveiling the new digital Civil Rights Trail. A historical marker telling the story of John Washington is planned outside the Foode building.</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	74%	Bill Freehling	<ul style="list-style-type: none"> <li>FXBG Diverse City 2022 continues with semi-monthly features.</li> <li>The EDA again this year is sponsoring the Virginia Black Business Expo in August.</li> <li>Ample focus was placed on "better telling our community's story" in the new Visitor Center welcome video, and staff is working on additional initiatives including a new panel commemorating John Washington outside the Foode building and the launch of the Civil Rights Trail.</li> </ul>	<ul style="list-style-type: none"> <li>FXBG Diverse City 2022 continues with semi-monthly features. This is planned as a recurring initiative.</li> <li>The EDA continues to work with the organizers of the Virginia Black Business Expo event. One of the principals of the event was part of a focus group discussion regarding updating the Economic Development Strategic Plan.</li> <li>EDT staff has been working on a digital Civil Rights Trail that is almost ready to roll out (completion expected February 2023). There are also plans to install a new panel commemorating John Washington outside the Foode building.</li> <li>EDT staff has been studying ways to market the City to visitors, residents and business owners of varied backgrounds, races and orientations. EDT staff has been working on this initiative with the EDA Tourism Committee and the organizers of the Virginia Black Business Directory.</li> </ul>
<b>Building Community through Cultural Vibrancy</b>	7/1/2021	12/31/2023	27%			
<b>Priority #8: Support UMW's Performing Arts Center Initiative - Promote diverse event programming</b>	10/1/2021	6/30/2023	4%	Tim Baroody	<ul style="list-style-type: none"> <li>UMW awarded funding to advance project in approved Virginia budget. Schematic design underway. City staff will be invited to participate in the process this year.</li> </ul>	<ul style="list-style-type: none"> <li>Dr. Paino briefed Council in November on plans for a new theater at the William Street Sunken Road intersection. This plan has received significant construction funding from the Commonwealth, and is to be open by 2026. Planning staff has discussed this project with UMW and will continue assisting with permitting as needed.</li> </ul>

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<b>Priority #9: Complete the Parks Strategic Plan and begin implementation</b>	7/1/2021	12/31/2023	47%	Todd Brown	<ul style="list-style-type: none"> <li>City Council officially endorsed the Master Plan on May 24, 2022 and an Executive Summary of the document is currently being produced.</li> <li>The Master Plan is posted on the City's website.</li> <li>An implementation plan is being created to document and track the plan's progress.</li> <li>Deferred maintenance application created, evaluation underway.</li> </ul>	<ul style="list-style-type: none"> <li>A draft Implementation Plan has been written and highlights of the plan were shared with City Council on November 22nd. Staff inspected and assessed all park sites and their facilities, grounds, amenities and infrastructure to determine the current condition for planning and budgeting purposes. Items that are failing, have a significant safety concern and/or are a needed improvement, were either part of the CIP submission or FY24 Operating Budget submission.</li> </ul>
<b>Learning is a Way of Life</b>	7/1/2021	12/31/2023	34%			
<b>Priority #10: Jointly develop with School Board a school capacity plan, and begin implementation</b>	7/1/2021	12/31/2023	56%	Mark Whitley	<ul style="list-style-type: none"> <li>Interim Agreement design complete but cost estimates are much higher than original budget - will force some re-design and re-scoping of the project.</li> <li>Comprehensive Agreement will be pushed back until Council receives a new cost estimate based on revised project that it can work with.</li> </ul>	<ul style="list-style-type: none"> <li>City Council has revised the budget, approved the Comprehensive Agreement, and issued the bonds for this project.</li> </ul>
<b>Priority #11: Facilitate collaborative work with partners to address existing and future workforce needs</b>	7/1/2021	12/31/2023	23%	Bill Freehling	<ul style="list-style-type: none"> <li>The City Council/School Board/EDA working group met regularly to contemplate the possibility of taking ownership of the former hospital at 2300 Fall Hill Avenue and potentially converting part of it into a regional workforce development center. That possibility was addressed in the Moseley Architects feasibility report. City Council, after reviewing, declined to advance on 2300 Fall Hill Ave. But discussions continue on this building and others in the area as possible good fits for a workforce center. Staff holds regular discussions with Germanna Community College on this topic.</li> <li>The City has been lobbying the General Assembly for Career and Technical Education funds.</li> <li>City leadership has participated with City Schools on visioning exercises about the school system in general and CTE programming specifically.</li> <li>The City is supporting the Bay Consortium Workforce Development Board on an effort to secure funding for a program geared toward developing a well-defined talent pipeline for high-wage, high-demand occupations in our region.</li> </ul>	<ul style="list-style-type: none"> <li>In November, the EDA met with Career and Technical Training Education representatives from Fredericksburg City Schools to discuss investments in workforce development.</li> <li>The EDA continues to support the Central Rappahannock Regional Library's Maker Lab program on Princess Anne Street.</li> <li>EDT staff remained in closed contact with officials from Germanna Community College about the possible future expansion of FredCAT in the City. Germanna is briefing City Council at Worksession on December 13th.</li> <li>The City is supporting the Bay Consortium Workforce Development Board on an effort to secure funding for a program geared toward developing a well-defined talent pipeline for high-wage, high-demand occupations in our region.</li> </ul>
<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	27%	Mark Whitley	<ul style="list-style-type: none"> <li>Investment grade audit almost complete at this point.</li> <li>Schools improvements agreed to by FCPS and ABM.</li> <li>City will need to decide on the proposed improvements for the City.</li> </ul>	<ul style="list-style-type: none"> <li>The City and ABM have met and ABM is currently working on a revised, scaled-down proposal for the project. Change-out of LED lights, plus design work, will be the focus of the project. Approximately \$200,000 in included in the FY23 budget to support the project.</li> </ul>
<b>Distinct and Linked Neighborhoods</b>	7/1/2021	12/31/2023	64%			
<b>Priority #13: Working with neighborhoods, advance multimodal connectivity across the City</b>	7/1/2021	12/31/2023	18%	Jamie Jackson	<ul style="list-style-type: none"> <li>Fredericksburg Regional Transit kicked off work for its 2022-2032 Strategic Plan in June 2022. The project is planned to be completed in July 2023.</li> <li>The Transportation Division of the City has posted its Notice of Award for On-Call Transportation Services. Work has commenced for the Downtown Pedestrian Improvements Project and the Mary Washington Connector Project.</li> <li>On Thursday, July 14th the VDOT, in coordination with the City help a public hearing for the Twin Lakes Kensington Bicycle and Pedestrian Connector project. This is a Locally Administered Project (LAP)</li> </ul>	<ul style="list-style-type: none"> <li>Fredericksburg Regional Transit has completed it's first round of public engagement throughout the Fredericksburg Region to engage current and future riders, businesses, and those who reside in the region on transit issues that impact the City.</li> <li>The Transportation Division of the City is working with VDOT on the project scope approval for the Downtown Pedestrian Improvements Project and the Mary Washington Connector Projects.</li> <li>Twin Lakes Kensington Bicycle &amp; Pedestrian Connector project is currently working through easement requirements and right-of-way plans. The ROW phase is planned to begin calendar year 2023.</li> </ul>

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Priority #14: Implement the Neighborhood Enhancement Program to support neighborhood improvements	7/1/2021	12/31/2023	90%	David Brown	<ul style="list-style-type: none"> <li>• Discussing legal issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Legal issues have prevented this Priority making progress.</li> </ul>
Priority #15: Address CSX tanker storage	7/1/2021	12/31/2023	47%	Jamie Jackson	<ul style="list-style-type: none"> <li>• Weekly tanker reporting continues, posted on City website monthly.</li> </ul>	<ul style="list-style-type: none"> <li>• CSX will provide December monthly reporting to the City and continue engagement with adjacent communities to mitigate impact. Weekly propane tanker car inventories are monitored (and reported on the City website), and demonstrate dramatic storage decrease since September.</li> </ul>
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%	Chuck Johnston	<ul style="list-style-type: none"> <li>• Ordinance amendment status: <ul style="list-style-type: none"> <li>- Affordable Housing: Draft text written, under review in CA office</li> <li>- Accessory Dwelling Units: Draft text written, reviewed by CA, being discussed with Council</li> </ul> </li> <li>- Neighborhood Mixed Use Zoning District:: final draft prepared, to be forwarded to CA</li> <li>- PD-C (10% clarification) and PD-MU revisions: PC public hearing: July 13</li> <li>- PD-C (comprehensive): final draft being prepared, to be forwarded to CA</li> <li>- Public/Institutional/Open Space (PIOS) Zoning District:: Draft text being written</li> <li>- Transfer Development Rights: TBD</li> </ul>	<ul style="list-style-type: none"> <li>• Planned Development -Mixed Use amendments adopted</li> <li>• Proffer policy development underway</li> <li>• Ordinance Draft amendments discussed with Council: <ul style="list-style-type: none"> <li>- Plan Development-Residential density increase/adding Form Based Codes and other text clarifications.</li> <li>- Form-Based Urban Neighbor nodes</li> <li>- Work Force Housing</li> <li>- Plan Development-Commercial amendments in T6-Central Square (Area 1 core)</li> <li>- Supportive Housing</li> <li>- Accessory Dwelling Units</li> <li>- Public/Institutional/Open Space (PIOS) Zoning District</li> </ul> </li> <li>- Transfer Development Rights: TBD</li> </ul>
Cutting Edge Transportation Solutions	7/1/2021	6/30/2023	40%			
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%	Jamie Jackson	<ul style="list-style-type: none"> <li>• Fredericksburg Regional Transit kicked off work for its 2022-2032 Strategic Plan in June 2022. The project is planned to be completed in July 2023.</li> <li>• VRE approved \$8M for improvements to the station in July.</li> <li>• Staff is working with VDOT and VRE on related platforming extension improvements and bridge concrete repair in the City.</li> </ul>	<ul style="list-style-type: none"> <li>• Fredericksburg Regional Transit has completed its primary data collection for the Transit Strategic Plan (TSP). This work will be utilized to begin the developing initial baseline report information. The first round of public engagement has also been completed. This information will be used to help determine the priorities of transit customers and those who have a demonstrated interest in public transit.</li> <li>• Chmura report to Council was submitted to the consultant to review as part of the economic development component of the TSP.</li> </ul>
Priority #18: Complete gateway improvement study	1/1/2022	12/31/2022	5%	Tim Baroody	<ul style="list-style-type: none"> <li>• Collaboration with EDA underway. Priority is determined to begin with Falmouth intersection.</li> </ul>	<ul style="list-style-type: none"> <li>• Draft RFP is complete. Will seek monies in FY2024 to advance engineering and design of program.</li> </ul>
A Proven Leader in Historic Preservation	7/1/2021	12/31/2023	41%			
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%	Kate Schwartz	<ul style="list-style-type: none"> <li>• Membership and structure of potential Advisory Committee to be discussed with City Council in September.</li> <li>• Design Guidelines and Historic District information on City website. Have been updated, property maintenance information to be added.</li> <li>• Professional training by National Alliance of Preservation Commission provided to ARB in April. a Council member, a PC member, other staff also attended.</li> <li>• ARB members are providing public education presentations at each ARB meeting.</li> <li>• Contract to be signed in August with preservation consultant to assess demolition by neglect and economic incentives.</li> </ul>	<ul style="list-style-type: none"> <li>• Membership and structure of potential Advisory Committee to be discussed with City Council in FY23.</li> <li>• Design Guidelines and Historic District information on City website. Have been updated, property maintenance information to be added.</li> <li>• New Property Maintenance Inspector now actively conducting field work.</li> <li>• ARB members are providing public education presentations at each ARB meeting. ARB committee formed to facilitate and encourage National Register nominations through-out the City.</li> <li>• Contract signed in October with preservation consultant to assess demolition by neglect and economic incentives. Consultant doing background document review. Report due March 1.</li> </ul>

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<b>Priority #20: Determine what to do with historic City properties (Renwick, Lodge)</b>	7/1/2021	12/31/2023	51%	Bill Freehling	<ul style="list-style-type: none"> <li>A Letter of Intent has been drafted between the City of Fredericksburg and Washington Heritage Museums that could lead to WHM taking over ownership and responsibility for the Mary Washington Lodge and Monument property. Staff sees this as an important step toward making this property into more of a tourism draw.</li> <li>Staff has had preliminary discussions with City Council about the future of the Renwick property and what direction to take with an RFQ for potential future use. An RFQ could be issued later this year.</li> <li>The EDA has made an offer to purchase the Visitor Center property. Council will consider this in August.</li> </ul>	<ul style="list-style-type: none"> <li>Washington Heritage Museums by the end of 2022 is expected to take over ownership of the Mary Washington Lodge and Monument property – pending a City Council vote on the matter. Staff sees this as an important step toward making this property into more of a tourism draw.</li> <li>Staff has had preliminary discussions with City Council about the future of the Renwick property and what direction to take with an RFQ for potential future use. More dialogue with Council is planned for early 2023.</li> <li>The EDA is expected closed on the Visitor Center property in early December and is leasing it back to the City.</li> <li>City officials have done preliminary investigations into the condition of the Old Stone Warehouse with an eye toward potential future uses.</li> </ul>
<b>Priority #21: Enhance incentives and non-regulatory tools for preservation</b>	1/1/2022	12/31/2023	18%	Tim Baroody Kate Schwartz	<ul style="list-style-type: none"> <li>Once Advisory Committee (priority 19) is established, an economic development strategy will be developed.</li> <li>Expand/modify real estate tax exemption program. Promote public awareness of the program.</li> <li>Contract to be signed in August with preservation consultant to recommend ordinance changes.</li> </ul>	<ul style="list-style-type: none"> <li>Once Advisory Committee (Priority 19) is established, an economic development strategy will be developed.</li> <li>Contract signed in October with preservation consultant to recommend ordinance changes, expand/modify real estate tax exemption program and promote public awareness of the program.</li> </ul>
<b>Green, Clean Environment</b>	7/1/2021	12/31/2023	57%			
<b>Priority #22: Move toward our vision of 100% renewable energy for City facilities</b>	7/1/2021	12/31/2023	86%	David Brown	<ul style="list-style-type: none"> <li>The City is participating in the national Drive Clean Rural Project to provide a comprehensive city fleet assessment and an Alternative Fuel Vehicle (AFV) Transition Plan is to be provided at the project's completion (November 2022).</li> <li>ABM (consultant) completed their Energy Service Contract (ESCO) Investment Grade Audit (IGA) in June, and staff is reviewing the preliminary report and proposed options.</li> <li>Opportunities to participate in a state-wide, local government aggregation for a Power Purchase Agreement (PPA) contract and associated legal requirements are being investigated.</li> <li>City was chosen to participate in a federal grant to perform a city-wide fleet assessment to identify vehicles and uses that may be considered for alternative fuels. Fredericksburg Schools and UMW are participating in this assessment.</li> <li>City staff is working with Virginia Clean Cities to participate in another federally funded program to assess opportunities for deploying public access metered electric vehicle (EV) chargers.</li> <li>EVSE grants are not yet available to localities. IJJA is being monitored closely.</li> <li>Police Department has received notice for delivery of their 3 Hybrid vehicles</li> </ul>	<ul style="list-style-type: none"> <li>The Drive Clean Rural (DCR) Project is nearly complete. Virginia Clean Cities is developing the final Fleet Transition Plan.</li> <li>The City is scheduled to receive EV chargers from EVGo from 2019 contract, which are to be installed at the Library.</li> <li>Staff has met with ABM to identify and discuss options to move forward with as possible projects. ABM is evaluating the options to identify the next steps.</li> </ul>
<b>Priority #23: Expand conservation and sustainability efforts</b>	7/1/2021	12/30/2023	80%	Scott Rae	<ul style="list-style-type: none"> <li>On-going - Staff continues to meet with community stakeholders to create a communications plan to increase education programs to promote recycling and to grow community composting efforts.</li> <li>During the period of Jan. 2022-April 2022, the City collected over \$30k from the disposable plastic bag tax. These funds were appropriated to supplement litter mitigation and to purchase reusable bags for recipients of food assistance programs. Staff is determining educational opportunities to further utilize funds.</li> <li>Staff is developing a webpage as part of the environmental sustainability program, which will be included as part of the upcoming City Council program update. The webpage will launch after Council presentation.</li> </ul>	<ul style="list-style-type: none"> <li>Staff has launched the webpage for the City's Environmental Sustainability Program.</li> <li>Staff has participated in and sponsored various events with other partners in support of this priority.</li> </ul>

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Priority	Start	Finish	% Complete	Champion	July 2022 Status	October 2022 Status
<b>Priority #24: Improve environmental sustainability of public facilities</b>	7/1/2021	12/31/2023	30%	Mark Whitley	<ul style="list-style-type: none"> <li>Investment grade audit almost complete at this point. Schools improvements agreed to by FCPS and ABM. City will need to decide on the proposed improvements for the City.</li> </ul>	<ul style="list-style-type: none"> <li>Staff has met with ABM to identify and discuss options to move forward with as possible projects. ABM is evaluating the options to identify the next steps.</li> </ul>
<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	42%	Scott Rae	<ul style="list-style-type: none"> <li>Draft RFP developed for Pond D retrofit design and in review.</li> <li>RFP for Idlewild Stream Restoration Project under development.</li> <li>City to purchase nutrient credits (Nitrogen and Phosphorous) from Stafford County for interim compliance. Agreement in City staff review process.</li> <li>Finalizing draft stormwater policy to guide City response regarding stormwater concerns</li> </ul>	<ul style="list-style-type: none"> <li>The City has executed a 5-year agreement with Stafford County for the purchase of nutrient credits (Nitrogen and Phosphorous) that will meet the City's compliance requirements through the end of 2028, which will provide the City with more time to appropriately develop the planned projects and programs.</li> <li>Pond D improvements were included in Bond issuance.</li> </ul>
<b>Priority #26: Monitor, maintain, and improve our canal to ensure that it is healthy and attractive</b>	7/1/2021	6/30/2023	41%	David Brown	<ul style="list-style-type: none"> <li>US Army Corps of Engineers (USACE) provided a Feasibility Cost Share Agreement and Project Management Plan to perform a study on the canal to identify possible maintenance improvement options and project costs. Estimated study cost is \$601,000 with a 50/50 cost share.</li> <li>City staff is preparing a response requesting the USACE to seek Federal funding for the entire project.</li> <li>City staff is pursuing contracted services for removal of trees that have fallen into the canal resulting from this year's storm events. Targeting work to be performed at the end of the current calendar year, contingent upon project cost.</li> </ul>	<ul style="list-style-type: none"> <li>City staff submitted a letter to the USACE requesting them to seek Federal funding for the entire project. A response is pending their consideration of this request.</li> <li>City staff met with different contractors to pursue contracted services for removal of trees that have fallen into the canal resulting from this year's storm events. Per their request, a full scope of work outlining required tasks and defined areas is being prepared. Contractors requested to delay this work until colder temperatures to minimize exposure to vectors and certain vegetation. Work is contingent upon project cost.</li> </ul>
<b>Public Services - The Backbone of our Community</b>	7/1/2021	12/31/2023	64%			
<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	64%	David Brown	<ul style="list-style-type: none"> <li>RFPs for the WWTP Upgrade and Expansion Project from the two selected Design/Build teams are to be submitted at the end of August.</li> <li>The City's Contractor has completed data collection in six of the eight sewer sheds, completed I&amp;I sewer analysis of three, and working on the final two sewer sheds.</li> <li>The Celebrate Sanitary Sewer Lift Pump Station project is complete. Snowden Sanitary Sewer Lift Pump Station and Force Main Upgrade Project to start soon. Tidewater Sanitary Sewer Lift Pump Station approved in FY23 CIP.</li> </ul>	<ul style="list-style-type: none"> <li>A design-build team has been selected for the project. Staff is negotiating an interim agreement for consideration by the City Council.</li> <li>The contractor has completed collection of flow data in all eight (8) sewer sheds and delivered reports for 6 of the 8 sewer sheds.</li> <li>The Snowden and Celebrate pump station projects are complete.</li> </ul>
<b>Priority #28: Reduce chronic unsheltered homelessness</b>	7/1/2021	6/30/2023	86%	Tim Baroody	<ul style="list-style-type: none"> <li>In June, City Council approved a MOU with Micah Ministries, Virginia Supportive Housing, and Mary Washington Healthcare to develop supportive housing for homeless persons</li> <li>Virginia Housing now pursuing housing vouchers.</li> </ul>	<ul style="list-style-type: none"> <li>Changes drafted to Planned Development Residential zoning district will accommodate Permanent Supportive Housing facilities.</li> </ul>

City Council 3 Year Priorities Quarterly Update

Priority	Start	Finish	% Complete	Champion	July 2022 Status	October 2022 Status
<b>Priority #29: Implement new ERP Software</b>	7/1/2021	11/1/2022	37%	Suzanne Tills	<ul style="list-style-type: none"> <li>• Upgrade to 2019.1 was completed.</li> <li>• Tax Go Live delayed until August 2022</li> <li>• Business License Go Live on schedule for late September 2022</li> <li>• Energov (Community Planning &amp; Building System) has re-started, estimated Go Live Q1 2023</li> <li>• Misc. A/R and General Billing is in progress with an estimated Fall Go Live</li> <li>• Asset Management/Work Orders kicked off in July 2022</li> </ul>	<ul style="list-style-type: none"> <li>• Tax Go Live 8/27/2022</li> <li>• Business License Go Live now January 2023 for Business License, February 2023 for Excise Tax</li> <li>• Energov (Community Planning &amp; Building System) in progress, estimated Go Live Q1 2023</li> <li>• Misc. A/R and General Billing estimated Go Live Q1 2023 (delayed due to Tax Go Live)</li> <li>• Asset Management/Work Orders -contract disputes delayed progress</li> </ul>
<b>Priority #30: Plan and construct new fire super-station, and address other fire safety needs</b>	7/1/2021	6/30/2023	32%	Mike Jones	<ul style="list-style-type: none"> <li>• Briefed both the City/Schools Task Force and the Full School Board for a Letter of Intent to explore the feasibility of a portion of the school site for new Fire Super Station.</li> <li>• Received Letter of Intent signed by Superintendent of Schools.</li> <li>• Reached out to Manitou, Inc. to get a addendum to current contract to provide additional work on site to include (geo-technical work, street access, etc.).</li> <li>• Developing scope of work for Manitou, Inc. to provide addendum to contract.</li> </ul>	<ul style="list-style-type: none"> <li>• Moving away from school site as consideration for fire station.</li> <li>• Identified a different site of City-owned land off Fall Hill Avenue for potential new fire station. This would be in addition to current stations, not replacement for current Fire Station #2.</li> <li>• Engaged with Manitou, Inc. to update response study using new data to determine what enhancements a 3rd fire station would provide to citizens and organization.</li> <li>• Received clearance from VDOT that site was able to be used for construction of new fire station.</li> <li>• Worked with current architectural firm to test fit a new fire station on the proposed site to make sure it was acceptable to fire department and sent for review by city management.</li> <li>• Worked with Manitou, Inc. to add addendum to current contract for additional work including geo-technical engineering work on site to ensure soil is compatible for building such a facility. Testing to be scheduled in January 2023.</li> </ul>
<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	89%	Brian Layton	<ul style="list-style-type: none"> <li>• The FPD successfully passed it's 3 year CALEA proofs review during January 2022.</li> <li>• RACSB selected Karen Wright as the CIRT clinician.</li> <li>• Officer Shepherd and Ms. Wright continue advanced training together and will be answering calls for service 40 hours per week beginning August 2022.</li> <li>• FPD has partnered with FFD to schedule a tabletop exercise with senior city staff by the end of 2022.</li> </ul>	<ul style="list-style-type: none"> <li>• The FPD begins it's 3rd year off-site CALEA proofs review beginning Dec 2, 2022 and ending Dec 10.</li> <li>• Officer Shepherd and Mental Health Clinician Karen Wright began answering calls for service together as CIRT during September 2022.</li> <li>• FPD has partnered with FFD to schedule a tabletop exercise with senior city staff on December 9, 2022.</li> </ul>
<b>Priority #32: Employee Attraction, Development and Retention</b>	7/1/2021	12/1/2022	70%	Lesley Moore	<ul style="list-style-type: none"> <li>• Entered into agreement with Bolton Partners on June 30, 2022. First meeting held on July 15. Anticipate completion of study within six months.</li> <li>• Berkley Group finalized the Market Analysis in Mar '22. Analysis indicated that approx. 46% of the workforce is at or above relevant market average (54% below). With significant variance across the workforce, employee pay lags market avg by approx. 6%.</li> <li>• Employee Recognition and Values event planned for late September/early October.</li> </ul>	<ul style="list-style-type: none"> <li>• Employee Service Award/Appreciation event held on September 28. Recognized 87 employees who reached service milestones with the City.</li> <li>• Bolton draft report under CMO review</li> <li>• Completed five classification survey requests - will receive summary reports from each.</li> <li>• EEO statement added to recruitment ads</li> <li>• The City now has 3 staff members in HR that are Veteran Certified.</li> <li>• Recruitment page on the website has been enhanced and started implementing social media postings for higher level job postings with a plan to continue to do this more frequently.</li> <li>• Effective July 2022, Council approved 4% pay increase for current staff. Pay scales were also adjusted by 2%.</li> </ul>